

# HOW TO LEAD AND MANAGE MULTICULTURAL AND MULTIDISCIPLINARY RESEARCH GROUPS?

*Donald Severin Kamdem, PhD*

*Postdoctoral Researcher*

*Division of Microbiology & Immunology*

*Department of Pathology*

*University of Utah School of Medicine, UT, USA*

*[sdonaldkamdem@gmail.com](mailto:sdonaldkamdem@gmail.com)*

*[https://www.researchgate.net/profile/Severin\\_Donald\\_Kamdem/research](https://www.researchgate.net/profile/Severin_Donald_Kamdem/research)*

# PLAN

**DEFINITION OF LEADERSHIP**

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**PRINCIPLES OF LEADERSHIP**

**BE, KNOW, DO THEORY**

**HOW TO LEAD A MULTICULTURAL RESEARCH GROUP**

**FORCES AFFECTING LEADERSHIP**



# My career path



**That guy is bad!!! He is giving me  
headaches**



**A Good Leader is assessed by the height achieved  
by the weakest member of his group**



**That guy is a very good and hard  
worker. If ALL my team members  
could have been like him**

# Definition of Leadership



- ☐ Leadership is **the ability of an individual or a group of individuals to influence and guide followers to achieve a common goal.**
- ☐ A leader is **someone who inspires passion and motivation in followers.**
- ☐ A leader is someone with a **vision and the path to realizing it.**
- ☐ A leader is someone who ensures their team has support and tools to achieve their goals



# Definition of Leadership



- ☐ It was once common to believe that **leaders were born rather than made.**
- ☐ Good leaders are **made** not born. They develop through a **never-ending process of self-study, education, training, and experience**
- ☐ While leadership is learned, the skills and knowledge possessed by the leader can be influenced by his / her attributes or traits; such as **beliefs, values, ethics, and character.**
- ☐ Knowledge and skills contribute directly to the *process* of leadership, while the other attributes give the leader certain characteristics that make him / her **unique.**

# 5 Essential Leadership Skills



**Communication**



**Motivation**



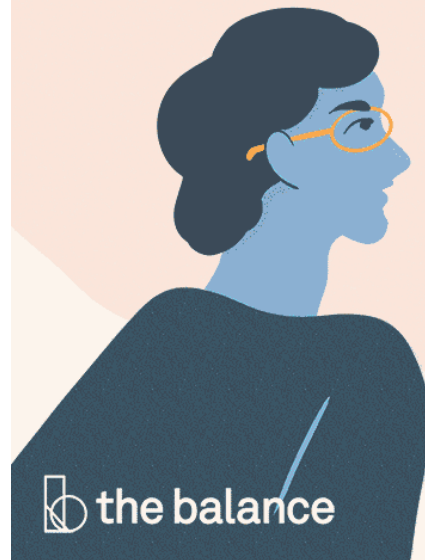
**Positivity**



**Creativity**



**Feedback**



# Elements of Leadership

- ❑ **Leader:** You must have an honest understanding of who you are, what you know, and what you can do. To be successful you have to convince your followers (not yourself or your superiors), that you are worthy of being followed
- ❑ **Followers:** Different people require different styles of leadership. You must know your people! The fundamental starting point is having a good understanding of human nature, such as needs, emotions, and motivation.
- ❑ **Communication:** You lead through two-way communication. Much of it is nonverbal. For instance, when you “**set the example,**” that communicates to your people that you would not ask them to perform anything that you would not be willing to do.
- ❑ **Situation:** All situations are different. What you do in one situation will not always work in another. You must use your judgment to decide the best course of action and the leadership style needed for each situation



# Bass' Theory of Leadership

☐ **Trait Theory:** Some personality traits may lead people naturally into leadership roles.

☐ **Contingency / Situational Theories:** A crisis or important event may cause a person to rise to the occasion, which brings out extraordinary leadership qualities in an ordinary person.

☐ **Transformational / Process Leadership Theory:** People can choose to become leaders. People can learn leadership skills. It is the most widely accepted theory today.

# Principles of Leadership



- 1. Know yourself and seek self-improvement** - In order to know yourself, you have to understand your *be*, *know*, and *do*, attributes. Seeking self-improvement means continually strengthening your attributes through self-study, formal classes, reflection, and interacting with others.
- 2. Be technically proficient** - As a leader, you must know your job and have a solid familiarity with your employees' tasks.
- 3. Seek responsibility and take responsibility for your actions** - Search for ways to guide your organization to new heights. And when things go wrong—do not blame others. Analyze the situation, take corrective action, and move on to the next challenge.
- 4. Make sound and timely decisions** - Use good problem-solving decision-making and planning tools.

# Principles of Leadership

5. **Set the example** - Be a good role model for your employees. They must not only hear what they are expected to do but also see. ***We must become the change we want to see*** - Mahatma Gandhi

6. **Know your people and look out for their well-being** - Know human nature and the importance of sincerely caring for your workers: **Empathy**.

7. **Keep your workers informed** - Know how to communicate with not only them, but also seniors and other key people.

8. **Develop a sense of responsibility in your workers** - Help to develop good character traits that will help them carry out their professional responsibilities.

9. **Ensure that tasks are understood, supervised, and accomplished** - Communication is the key to this responsibility.

# BE, KNOW, DO Theory



## BE

- ☐ Professional
- ☐ Responsible
- ☐ Possess good character traits: Honesty, competence, commitment, integrity, courage,

## KNOW

- ☐ The four factors of leadership
- ☐ Yourself: strengths and weaknesses of your character, knowledge, and skills.
- ☐ Human nature
- ☐ Be proficient in your job

## DO

- ☐ Provide direction.  
Examples: goal setting, problem-solving, decision making, and planning.
- ☐ Implement, supervise, and evaluate.
- ☐ Motivate, train, coach, and counsel.





# What is a Multicultural / Multidisciplinary Research group?

- ❑ Group of researchers working **together** to achieve a **shared objective**
- ❑ Made by people from **different backgrounds, beliefs, cultures, and ethnicities**
- ❑ People with **different skills** and **expertise**



# Challenges in Managing Multicultural Research Group

**Language  
Barrier**

**The decision-  
making process**

**Cultural  
differences**

**Styles of  
communication**

**Reaction to  
Power and  
hierarchy**

**Technical  
Challenges**

**Racial  
discrimination**

# How to Manage a Multicultural Team ?

- ☐ Know your followers by their names, know their hobbies. ...
- ☐ Overcome Language and Cultural Barriers: encourages followers not proficient in a given language to give their opinion
- ☐ Try to know little words from each follower's native language. ...
- ☐ Consider Different Cultural Communication Styles
- ☐ Be Open to All Cultures and Their Differences. ...
- ☐ Organize a Cross-Cultural Training (Discussion). ...
- ☐ Avoid Stereotypes

# Forces affecting Leadership

- ☐ Your relationship with your followers.
- ☐ The skill of your followers.
- ☐ The informal leaders within your team

# Acknowledgement





# QUESTIONS ???



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