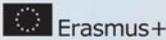


Sonja: Welcome, we know that some of the viewers will be a few minutes late, so we will introduce ourselves in a few minutes. This webinar is part of a series of live webinars under the title “Navigating your Music Professional Pathway in the 21st Century – a Way Ahead for Music and Entrepreneurship” hosted by the Cyprus Centre for the Research and Study of Music – CCRSM. And the webinars are part of STAMP - Shared Training Activities for Music Professionals, coordinated by the European Music Council and co-funded by the EU Programme Erasmus +



F. Professional careers / Cooperation and Networking / Musicians of the world

Networking and Cooperating within Europe and beyond

By: Sonja Greiner & Côme Ferrand-Cooper,
European Choral Association - Europa Cantat

Webinar in the frame of the EU-funded project
STAMP – Shared Training Activities for Music Professionals

13/12/2017















Sonja: At the bottom of this slide you can see all partners of the STAMP project. The topic of our webinar will be “Networking and Cooperating within Europe and beyond”, and we will try to be as practical as possible. So let’s start with a little cartoon showing a situation as it may occur when you are about to start a cooperation project with partners from different countries around the globe. The representatives of your partners have arrived to the place of the first coordination meeting and are meeting at the airport. Already this – in principle harmless – situation can represent some challenges as you will see.



Sonja : We hope this already inspired you to think about some of the issues we want to raise during the Webinar.
I will now pass the word to my colleague Côme.

Welcome to our Webinar Networking and Cooperating within Europe and beyond



- ▶ This Webinar is part of the EU-funded project STAMP
 - A European cooperation project called Shared Training Activities for Music Professionals co-funded by the EU Erasmus+ programme
- ▶ What will we talk about?
 - Working in an intercultural context
 - Remote working tools for cooperation
 - Networking, why and how



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Côme: So for those of you who joined later, we repeat here what is the title of our Webinar and what STAMP means.

What will we talk about during this webinar? We want to warn you about some challenges you will face when working in an intercultural context, we want to share some tips and tricks which can be useful for international cooperation projects you may be involved in or you may wish to start, and we will tell you why we think international networking is important and how it can best be done.

Welcome to our Webinar

Networking and Cooperating within Europe and beyond

▶ How does a Webinar work?

- Presentation with speakers
- Slides and films
- Some interactive polls
- See who else is participating
- At the end:
 - download presentation
 - Possibility to chat



▶ Make sure you will get the best out of this Webinar

- Close other programmes if possible



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Côme: Since this may be the first Webinar for some of you, here is a short introduction to how a Webinar works. It is something similar to a session during one of our conferences, except that we are sitting in different buildings across Europe and maybe even beyond, and you can all see us but we cannot see you. However, you can ask questions by chatting, and we will give a chance to talk at the end, if you want to tell something live, turning on your microphone or video. Throughout the Webinar you can watch the screen with the slides as well as the speakers, and sometimes we will ask interactive questions.

Tip: In order to make the most out of this Webinar, it may be useful to close all other programmes on your computer/tablet/mobile phone.

Who are we?



- ▶ **Sonja Greiner**, Secretary General
- ▶ **Côme Ferrand Cooper**, project manager
- ▶ **European Choral Association – Europa Cantat**
 - Merger of two European choir associations, founded in the 50ies and 60ies of the 20th century
 - Membership association
 - 60 member organisations in 30 European countries
 - Members in 50 countries worldwide
 - Seat in Bonn, Germany



Côme: Before we start with the contents, let's first introduce ourselves.

Sonja: I am the Secretary General of the European Choral Association – Europa Cantat. I started working for choral music in Europe in the early 1990ies and I have also been a member of the Boards of several European and international associations. I have thus collected a lot of experience in the field of international cooperation.

Côme: I am the Project Manager of ECA-EC. I have coordinated a number of European cooperation projects and thus also have a lot of tips and tricks to share from this field.

Sonja: And what is the European Choral Association – Europa Cantat?
We are a membership association with members in 40 European countries and 50 countries worldwide. Our association is the result of a merger of two European choir associations founded in the 1950 and 1960ies, so we have a long tradition in international cooperation

Who are we?



► Main activities

- Tri-annual EUROPA CANTAT festival
Last: 2015 in Pécs (HU),
next: 2018 in Tallinn (EE) and 2021 in Ljubljana (SI)
- Tri-annual Europa Cantat junior festival
Last: 2017 in Lyon (FR), next: 2020 in Vilnius (LT)
- World Youth Choir and Eurochoir
- Training courses for conductors, composers, singers and managers in different European countries



Sonja: Our main activities are:

- The triannual EUROPA CANTAT Festival, taking place in a different country each time (which means that we get to know a different (working) culture each time), gathering several thousand people for 8 days of workshops, concerts and intercultural dialogue
- The Europa Cantat junior festival, also happening every three years in another country, with up to 1.000 young participants
- Many other activities for singers, conductors, composers and managers

As you can see our activities travel across Europe, including Central-Eastern Europe.

Côme: And all the activities are organised in cooperation with partners

Who are we?

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- ▶ Recent experience in international cooperation
 - VOICE (2012-2015)
 - Sing Me In (2016 – 2018)
with partners in 11 countries
 - other European cooperation
projects as partners



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Sonja: We also have quite some experience in international cooperation. After a number of smaller EU-funded cooperation projects between 1997 and 2012, we coordinated the first major cooperation project in our sector, funded by the EU Culture programme, the project VOICE which ran from 2012 to 2015. Côme was employed as project manager for VOICE and gained a lot of experience in coordinating a project with many partners in different countries.

We are currently coordinating the project Sing Me In, co-funded by Erasmus plus, with partners in 11 countries, and we are partners in two further EU-funded projects.

Who are we?

- ▶ www.EuropeanChoralAssociation.org
- ▶ www.facebook.com/EuropeanChoralAssociation
- ▶ twitter.com/ECA_EC
- ▶ www.youtube.com/user/ECAEC/featured
- ▶ info@EuropeanChoralAssociation.org

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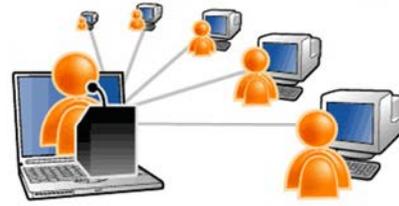


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Sonja: This is how you can read more about us and reach us

Who are you?



- ▶ See who else is following
- ▶ Use the chat for
 - Additional information on your background
 - Comments, Questions
 - Examples from your own experience
- ▶ Answer our Poll

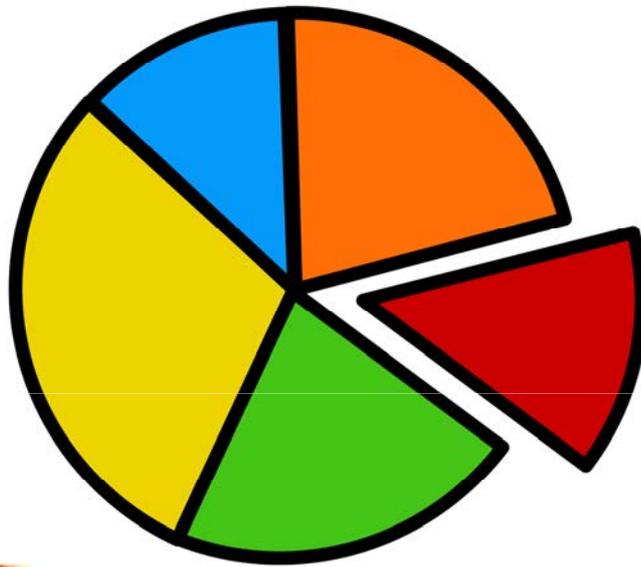


Côme: We are curious people – by habit.

Since we cannot see you, we only have a list of names, we are curious to find out who are the people following our Webinar – and this will also make you discover who are the others “out there”.

We have two possibilities to find out a bit more about you – we will show a poll in a moment, asking you to answer some questions which are the same for everyone.

POLL 1 – tell us about yourself



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Sonja: While we wait for the results of this poll, please feel free to send us some more information through the chat about your background. You can use this chat function throughout our Webinar, adding comments, asking questions or sharing your personal experience with the everybody. Questions will be answered by us either during the Webinar or at the end.

Working in an intercultural context

- ▶ Let's start with a scene showing partners from different countries working on a common project
 - Take notes during the film
 - What is going wrong ?
 - Why?
 - How could this have been avoided?

 Cultural Misunderstandings



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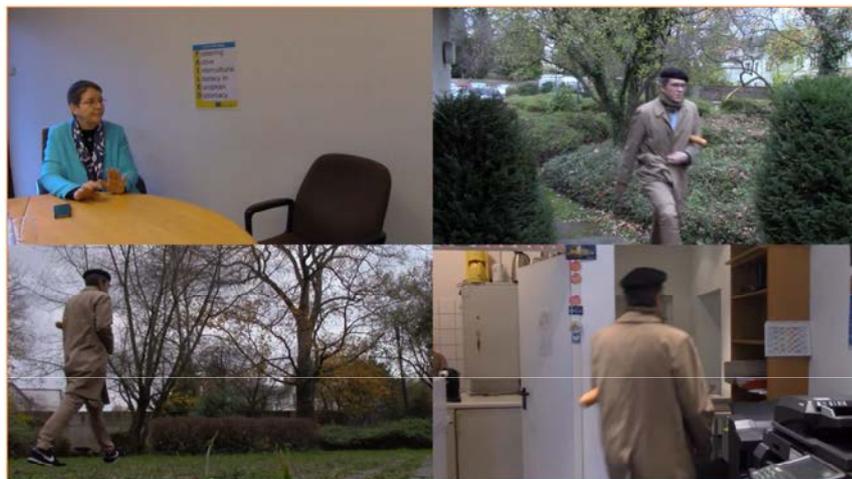
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Sonja: As an introduction to the topic, let us show you a little scene from an intercultural team working on an international, intercultural cooperation project, maybe not very successfully... Try to note down what goes wrong (apart from the bad acting of course) – where do the cultures clash? Where is the cooperation not working ideally?

FILM on cultural differences



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LINK TO FILM for later

Tips and tricks 1: Working in an intercultural context



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Sonja: Now we are coming to the first set of tips and tricks – challenges you may come across when working in an intercultural context. You took some notes during the film, let's see if you identified the challenges we wanted to show ;-)

Tips and tricks 1: Working in an intercultural context

- ▶ Rituals and habits / politeness
- ▶ Language & Non-verbal communication
- ▶ Humour / political constraints
- ▶ Working context
 - Time Management
 - Expectation management
 - Dealing with problems/challenges
 - Hierarchies
 - Decision-making processes



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Sonja: Here are the different fields in which you may encounter challenges when working with people from different cultures. You think you are speaking the same language because you all speak English – or “Globish” as an article in the NY times once called the “international English” used across the globe. But you all have different backgrounds, you were trained in different ways. Globally you can distinguish between two sets of intercultural differences:

- general issues which can also be an issue if you are a tourist, for example
- issues related to the working contexts

Working in an intercultural context: rituals and habits / politeness rules



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Sonja: In the film, once Côme had reached my office (I will come back to the introduction part later), the first thing we did was to greet each other. I tried to shake hands with him, the typical German thing to do in a formal context, he immediately kissed me. Greeting is the first thing we do when we meet, and yet there are huge intercultural differences and people can be put off immediately by the way they are greeted (also see cartoon from the beginning of the Webinar). At international conferences you can often observe people who do not know how to greet the others – handshake? Kisses? How many? Starting left or right? Hitting the others back? Embracing? Touching foreheads? Bowing as in Japan and other Asian countries?

TIP: At an intercultural training course we once distributed papers with different greeting rituals and we had to greet the others like this. Some were embarrassing rituals for us as Europeans, such as touching noses, so it turned out that a good trick is to announce in advance what you will do. For example as Frenchman “in France we kiss each other on the cheeks even when we meet people at work”.

Working in an intercultural context: rituals and habits / politeness rules

▶ Habits

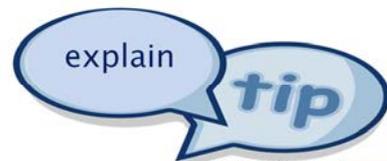
◦ Eating habits

- lunch and dinner, when and what to eat and drink
- Work during meals?
- Ristretto or Kaffee und Kuchen?



▶ Politeness

- Example: Presents
- Example: Handing over visiting cards



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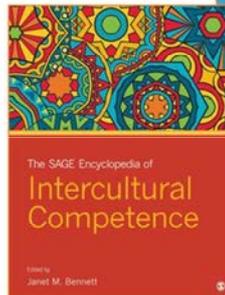
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Sonja: Of course we exaggerated a bit in the film, but there are also a lot of differences in different habits, for example concerning eating and drinking. Many people from Mediterranean countries like drinking wine for lunch, for Nordic people this is often strange. In some countries you can have a sandwich for lunch and maybe drink a glass of milk with it, for other countries it would be an insult to treat your guests like this. In some countries you may eat and work, in others meals should not be used for working purposes. Drinking coffee in Germany can be a one-hour activity in the afternoon and include cake, or it can be a ristretto drunk at the counter in 30 seconds in Italy. And there are many more issues that can be difficult: bringing presents or not, which presents to bring, in which colour to wrap them, to unpack them in front of the others or not, how to hand over a business card, where you put it afterwards (not in your back trouser pocket if you are dealing with Asian people!) etc.

Working in an intercultural context: Rituals and habits / politeness

► Prepare yourself

- Ask colleagues
- Search the Web
- Read a book



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TIP: Before travelling to a country or even when receiving guests from a different country, try to prepare. You can look up specific habits on the internet, ask a colleague who has been to the country or read a book.

Working in an intercultural context: language / non-verbal communication

- ▶ Speaking a common language – or not?
 - Differences in pronunciation / False friends
 - Same word - different meanings in different cultures
- ▶ The danger of using non-verbal communication
 - Same gesture – different meanings in different cultures
- ▶ Direct / indirect communication
 - See next slide



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Sonja: Our film is dangerously playing with clichés, of course – on the other hand the misunderstandings we are using are all misunderstandings which have happened in real life. When looking at the language question, misunderstandings can happen on different levels:

-We showed two examples where pronunciation differences can lead to misunderstandings: “walking and working” or “hungry and angry”

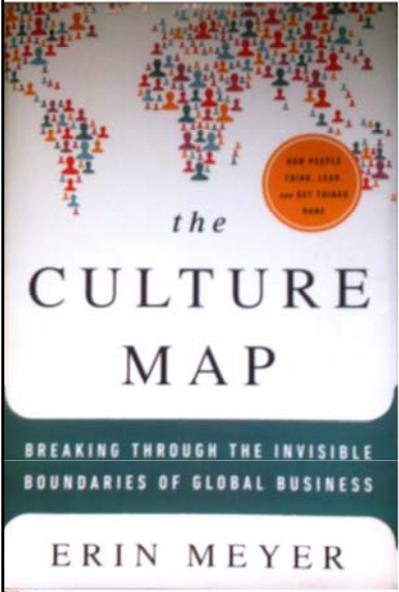
- There are also the so-called “false friends”, words that may look the same in English and another language but have different meanings. “Sensible” is one example – in some languages it means people feel a lot, are easily hurt (which would be sensitive in English), in English sensible means “it makes sense”

- Words can also have a different cultural context in different languages – When a German says “Brot” and a French “pain”, they mean something different. And we once had a long discussion about midwives, with some Germans suggesting midwives would be the perfect persons to convince parents of the importance of singing with for their babies and the British participants protesting that this made no sense – until we could clarify that midwives in England only deliver the children, while in Germany they do courses to prepare the parents and visit them at home after the birth. I also had a discussion about “singing” in Armenia once, which made no sense to us until we learned that there were two different words in Armenian, both translated as “singing” in English. – And last but not least we sometimes use “EU-talk” words that not everybody will understand.

As we demonstrated in the film, **non-verbal communication** can also be dangerous – we sometimes believe that non-verbal communication can be the key to communicating when language does not help, but this is not really true. Apart from the circle sign we used – which is even an obscene gesture in some countries, there are many other gestures that have different meanings in different countries, even the thumbs-up symbol used on Social Media is an obscene gesture in some cultures. And once in China I tried to buy one piece of fruit and never understood why the lady did not give it to me but

FIGURE 2.1. ANGLO-DUTCH TRANSLATION GUIDE

What the British say	What the British mean	What the Dutch understand
With all due respect...	I think you are wrong.	He is listening to me.
Perhaps you would think about...I would suggest...	This is an order. Do it or be prepared to justify yourself.	Think about this idea and do it if you like.
Oh, by the way...	The following criticism is the purpose of this discussion.	This is not very important.
I was a bit disappointed that...	I am very upset and angry that...	It doesn't really matter.
Very interesting...	I don't like it.	He is impressed.
Could you consider some other options?	Your idea is not a good one.	He has not yet decided.
Please think about that some more.	It's a bad idea. Don't do it.	It's a good idea. Keep developing it.
I'm sure it's my fault.	It's not my fault.	It's his fault.
That is an original point of view.	Your idea is stupid.	He likes my idea!



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Sonja: Here is an example of how the same words can be understood in a different way, depending on how you mean and interpret them, how direct or indirect your communication usually is. This is an example from a book I will quote a few more times: The Culture Map by Erin Meyer. It shows communication between British people – who are often very indirect in the way they express themselves, and Dutch people who are rather direct, say what they mean and will thus understand something completely different. A well-known example is when the British say “Very interesting”, they may mean “I don’t like it” but the Dutch may think they are really interested.

Working in an intercultural context: humour / political constraints

- ▶ Humour is not universal
- ▶ Not everybody understands the same humour
- ▶ Political topics can be dangerous ground



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Sonja: In the film *Côme* is making a joke about the Germans related to the 2nd World War – and I react quite strongly to it. Humour is always a dangerous issue – sometimes you may be making fun about something other cultures don't want to make fun about, sometimes it may simply not be understood.

You should also be careful discussing politics – in some countries / cultures it may not be very welcome if guests give their opinion about political matters. At the Opening dinner of the recent Culture Action Europe conference in Rome, one of the hosts, from the British Council, recommended to us not to mention the Brexit.

TIP: Be careful with humour – it is not universal! Carefully check for reactions of the others and apologize if needed. Avoid talking about political issues when you are not sure this will be accepted / ok.

Working in an intercultural context: Issues relevant when working together



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Sonja: Let's turn to the work context. We have said before and will repeat it in the context of the next points, that you walk on thin ice when you want to prepare teams for intercultural differences. Where is the line between explaining cultural differences and reinforcing/underlining prejudices? What can you explain with cultural differences and what are personal character traits? A German individual may, for example, permanently be late even though the "cultural standard" in Germany is rather to be on time. What you can say is that since this person lives in Germany, his coming to late is something people will remark on – while it may be normal in other countries.

Tip: Verbalizing cultural differences (despite the danger mentioned before) can help you avoid bad feelings.

Now we would like to know from you, if you have ever experienced difficulties

It's your turn!



- ▶ We are curious:
Have you ever personally experienced a misunderstanding that was based on intercultural differences?
 - Use the chat function to send us some examples



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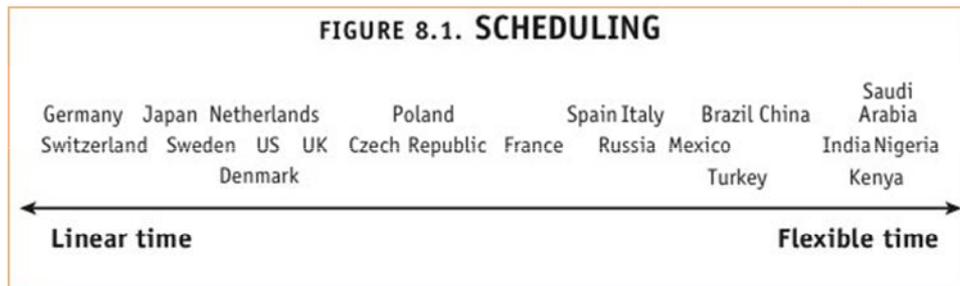
Sonja: Have you ever personally experienced a misunderstanding that was based on intercultural differences?

Working in an intercultural context: Issues relevant when working together

- ▶ Time Management and scheduling

agree

tip



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Sonja: I will now show some more excerpts from the book “the Culture Map”

In this book Erin Meyer shows that all cultural differences are relative and you may have to compare where the different countries “stand” when you are cooperating internationally. Here are some examples.

Our film started with a typical difference in time management. Germans expect people to come to meetings on time, French people will not apologize if they are late 10 or 15 minutes, in Latin America you can be one hour late without the others getting angry and in some African countries time is an even more relative notion. This also means that a Frenchmen may seem late for a German but not for a Spanish person. And Swiss people may think that Germans are not very punctual (at least in the train system this is certainly true ;-).

Erin Meyer also speaks about scheduling – which in some countries is “linear”, so you do one thing at the time, one after the other, and deadlines and schedules are important / in other countries there is a more flexible notion of time and you may change tasks as opportunities arise.

Working in an intercultural context: Issues relevant when working together

- ▶ Expectation management / trust
- ▶ Dealing with challenges and problems



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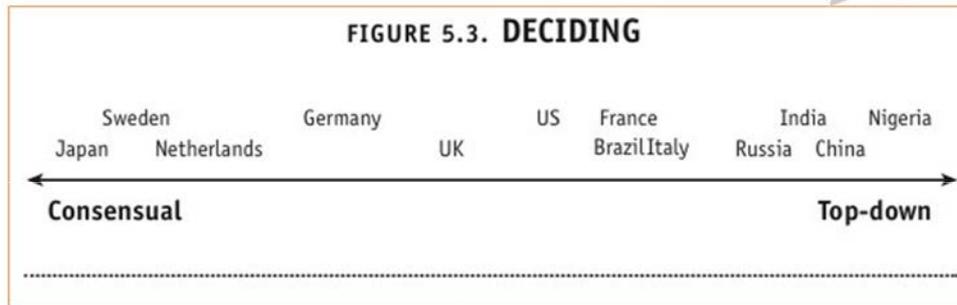
Sonja: In the film, I was expecting Côme to deliver things on time according to schedule, and to share with me if this was not possible due to specific challenges. Some countries like the Netherlands and Germany are used to sharing processes – including problems or challenges – thinking that then solutions can also be discussed and found together, in other countries the aim is to share results and not to talk about problems until you can present the solution to them. Other cultures are more based on mutual trust rather than deadlines, and checking on the results by the others.

Tip: Try to clarify expectations early in the cooperation process and repeat them regularly.

Address the issue of challenges and how to deal with them clearly in your communication – we are working on a common project, so we want to share all of it, not only the success.

Working in an intercultural context: Issues relevant when working together

- ▶ Hierarchies
- ▶ Decision-making processes



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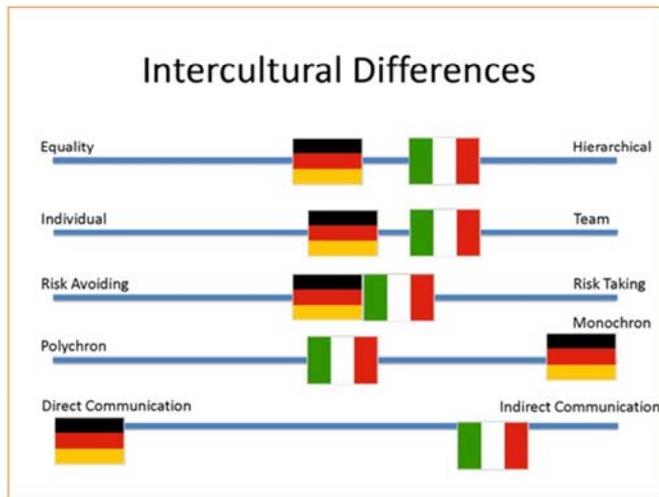
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Sonja: Hierarchy is something which is also perceived very differently in different countries, though we did not speak about this in the film. It can especially be important when working with non-European countries, but also partly within Europe. E.g. in the Netherlands hierarchy is not very important, in Russia or in Africa the CEO of a company can lose the respect of his staff because he, as boss, is cycling to work.

This is also often reflected in decision-making process: In some countries decisions have to be taken with a consensus – together, with everybody agreeing, in other countries decision-taking can be more “top-down”, the boss decides....

Tip: If you work in a team with people from different cultures, try to find out what they are used to / expecting, point to the different traditions and clarify how decisions will be taken in the context of this project

Working in an intercultural context:



CONCLUSION

Compare & respect

tip



The key to cross-cultural success is to develop an understanding of, and a deep respect for, cultural differences.

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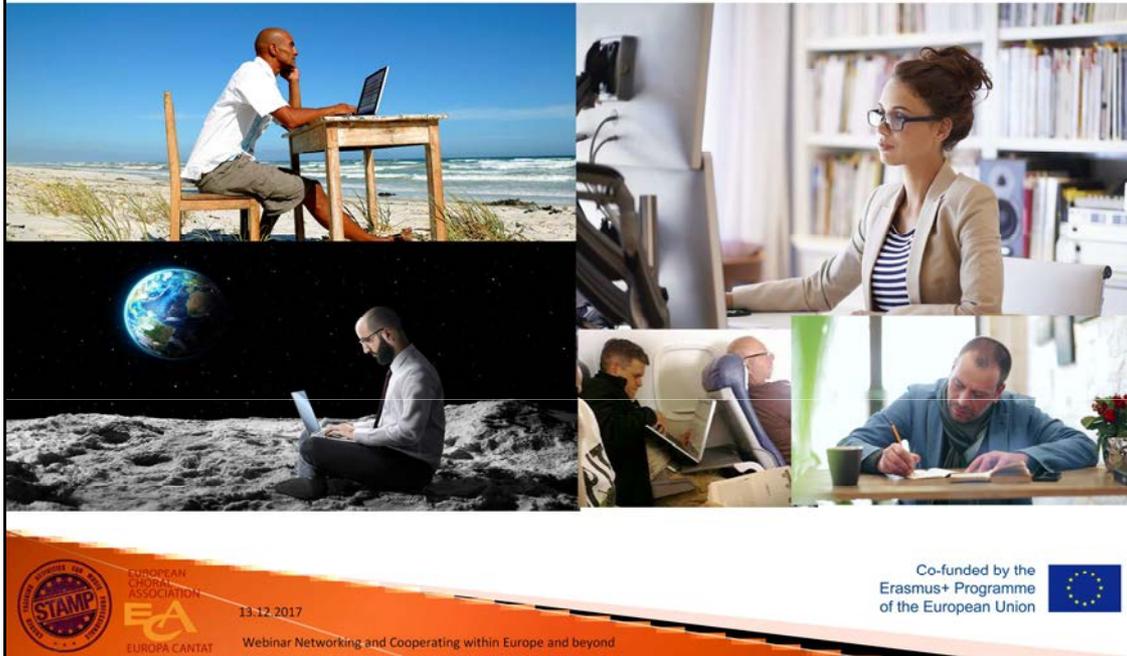
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Tip: So in conclusion: If you work in an intercultural context it can be helpful to compare the different paradigms and verbalize certain issues at the beginning of the cooperation. This drawing for example was done for German-Italian cooperation

Tip: In one sentence, the key to success if you want to cooperate with different cultures is respect and understanding for the cultural differences.

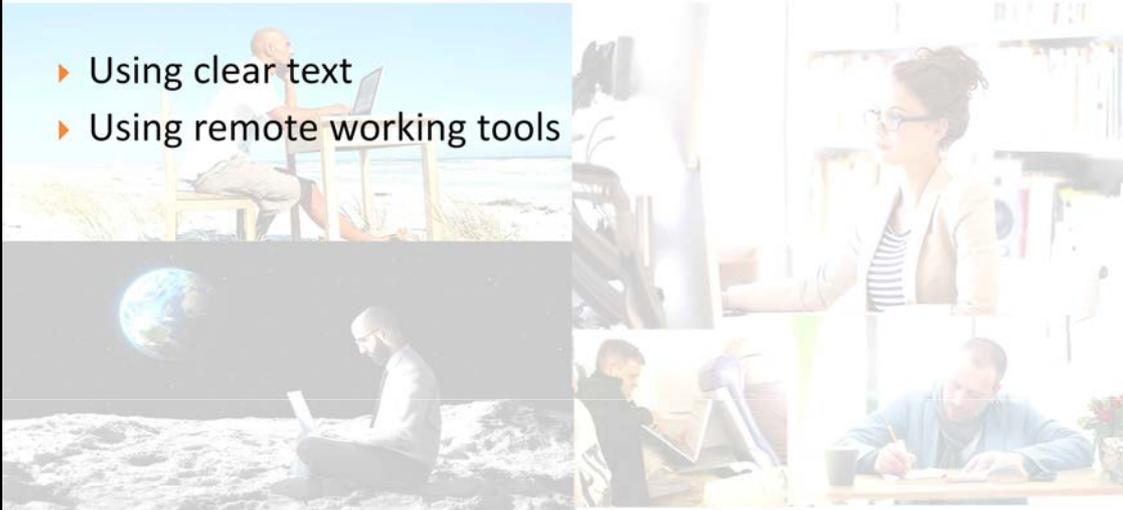
Tips and tricks 2: working from a distance



An international cooperation is most of the time run from a distance. Partners and coworkers are located in different places, and meeting in real life is often time consuming and expensive. It means that communication and coordination has to take place over communication channels and tools that have their own limitations

Tips and tricks 2: working from a distance

- ▶ Using clear text
- ▶ Using remote working tools



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Clear Text: writing tips

- ▶ Short sentences
- ▶ Explicitly clarify:
 - Context
 - Aims
 - Tasks/questions
 - Deadline(s)
- ▶ Provide direct links to relevant documents
- ▶ Personalise communication
- ▶ Writing trick: Use the phone



Before we go into specific tools, let's talk again about language. As we have already explained, the basic communication tool that we have to use is a shared language, quite often a low quality version of English.

In a cooperation there will be partners with different expertise in language. In the cooperation process, through the internal communication between partners, the main aim is not to have a beautiful poetic and high quality language level, but to make sure that information is clear and understandable.

A few writing tricks

Short sentences.

Short sentences are clear.

Short sentences carry one idea at a time.

Short sentences avoid misunderstandings.

State the context, aims, tasks/questions and deadline(s) in communication to partners

context: what is the frame of the communication

aims: what is the aim of this communication in the frame of the project

task/question: what is expected from the reader of the message, and what is the correct channel for the reaction (an email, a shared document, a post, etc...)

deadline: when is the answer expected

Provide direct links to relevant documents.

Most partners are involved in a lot of activities, and they might not always remember where to look for information. If you mention a document, directly link to an online version whenever possible.

Personalise communication

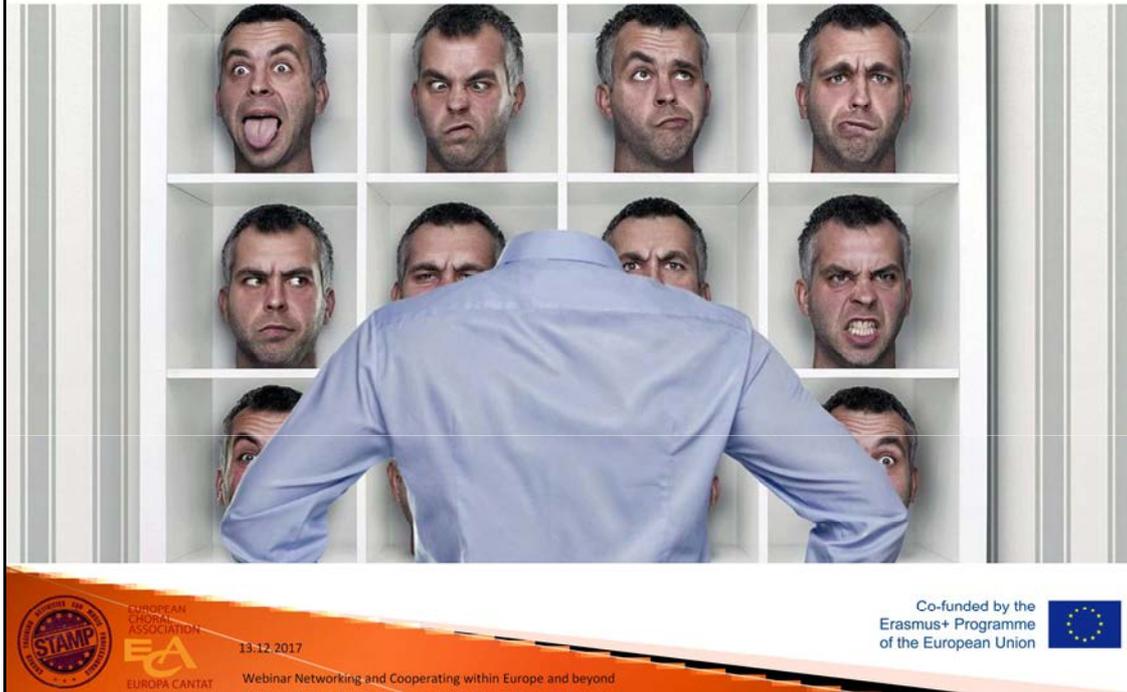
Whenever possible, use systems that allow for messages to be personalised (Dear Sonja instead of Dear partners). It gives your messages more importance, and a better chance of reaction.

Writing trick: Use the phone.

A quick phone call announcing an important message, and offering to call back if something is not clear, is an efficient tool.

Lots of problems can be clarified on the phone, with a quick message to summarise what was discussed/decided (make sure that all parties are on the same line).

Non Verbal Communication



Non-verbal communication is very useful in an intercultural communication situation. Unfortunately it is not available when working from a distance, since you can not see the people as in a meeting.

Are we so sure?

Sometimes you notice a change in the tone of the emails of a partner, or a sudden silence, or the message is now in copy for their boss, or another partner. Or even somebody else altogether is answering.

In these situation, just like in a live meeting, you can feel that something has changed, but has not been clarified.

So maybe pick up the phone and try to get an idea of the issue, knowing that the partner may think that you, or what you are doing, are the problem. And sometimes, there are no problems, just another way of working and communicating.



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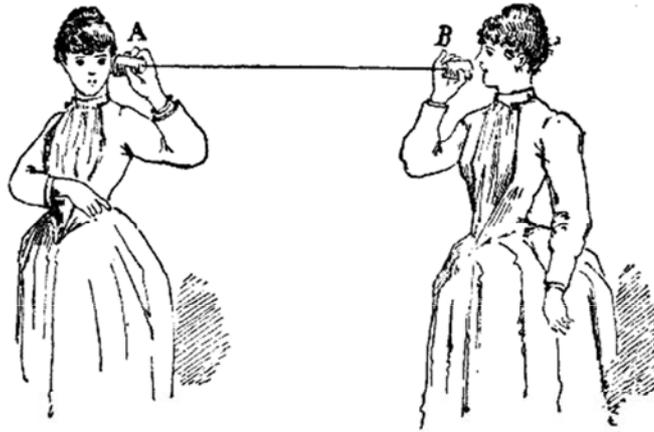
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Working from a distance: Tools!

- ▶ Quick Poll: What tools are you using?



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To achieve results, cooperation partners have to communicate and exchange. Maybe we can start by asking you what kind of tools you use on a regular basis to communicate with partners on international projects. Here is a short poll, you can tick several answers.

Cooperation and Networking Tools: Typology

Type	Definition	Illustration
Asynchronous tools	online tools where phases of exchanges are taking place at different times.	I send an email on Monday. Sonja answers on Wednesday. I read it on Friday.
Synchronous tools	online tools that call for real time interaction	A phone call, a video conference, a webinar.
Archiving and sharing	online tools that allow to archive and share important documents	We will share this presentation as a link with the participants of the webinar



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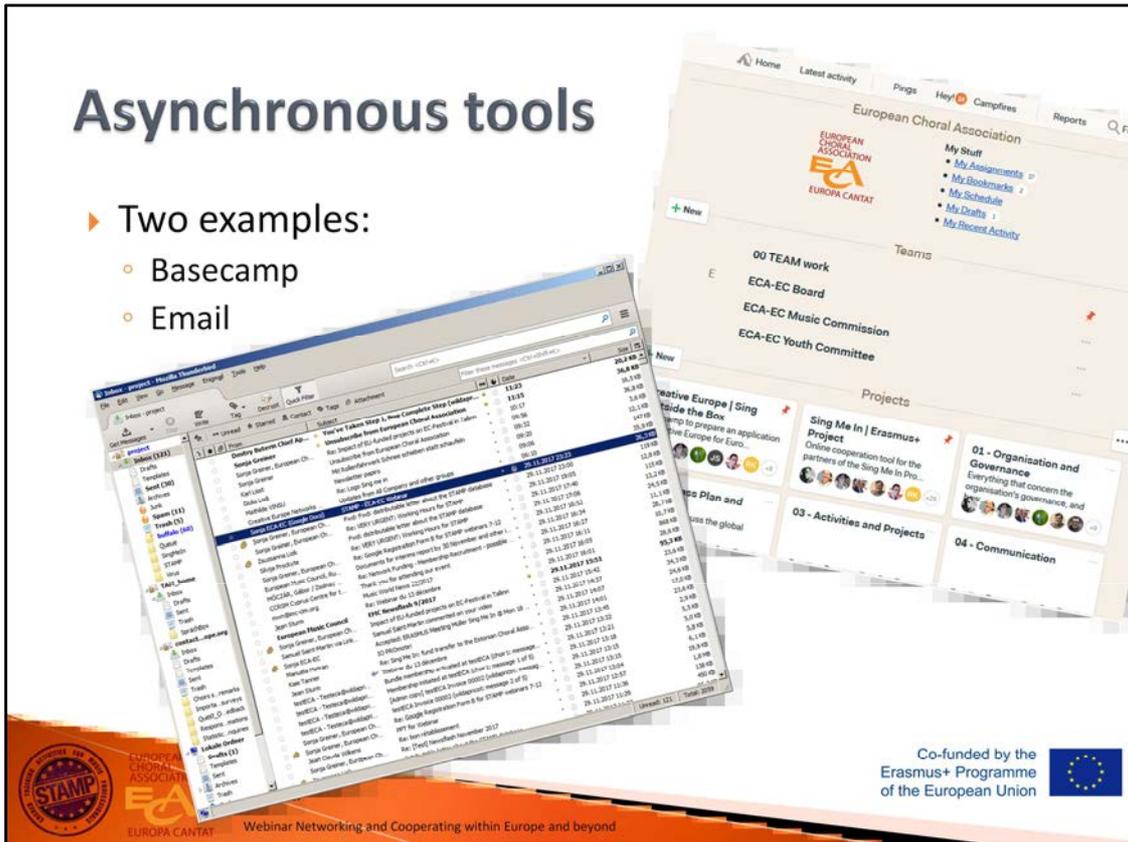
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Asynchronous tools

- ▶ Two examples:
 - Basecamp
 - Email



To run our international cooperation projects, we were using email until two years ago. But email is sometimes confusing when you are interacting with several partners, sometimes on different topics at the same time. You end up with long email chains, sometimes missing an important information. You also sometimes get flooded with emails that are not directly for you, but to which you were in only in copy, for information.

Online Tools: the email confusion

Subject: Re:re:re:re:re:fw:re:re:your bomb



The problem with email chains:

- Multiplication of messages containing the same information
- Difficult to follow a discussion or debate
- Misunderstanding
- Archival is complicated



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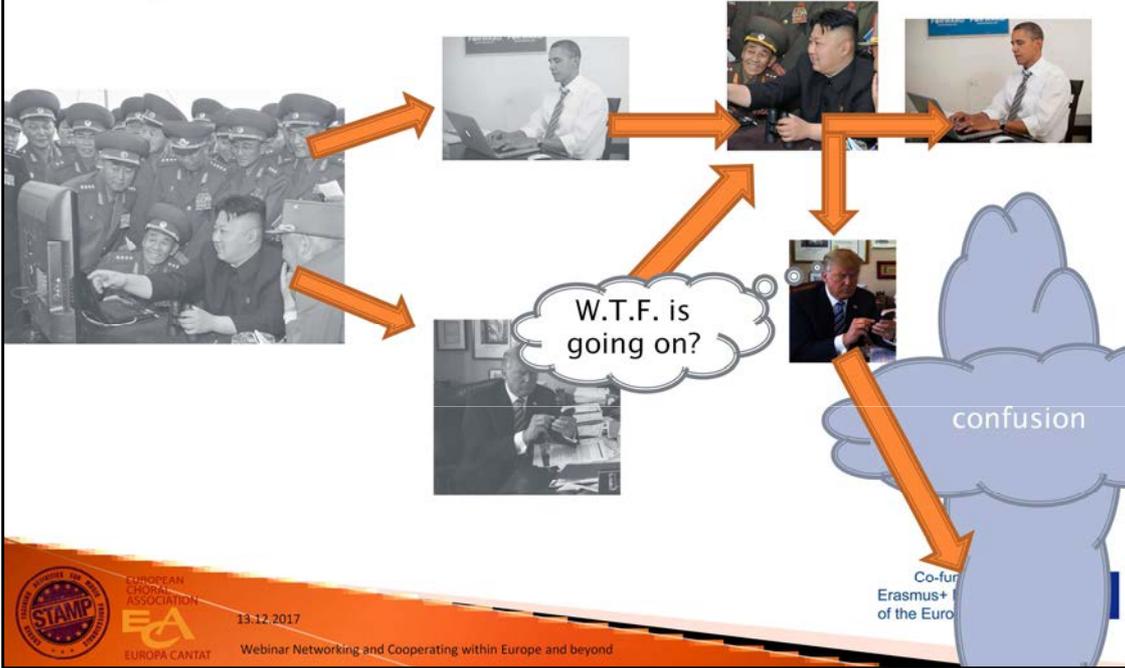
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Online Tools: the email confusion

Subject: Re:re:re:re:re:fw:re:your bomb



Online Tools: Why Basecamp

Message: give peace a chance



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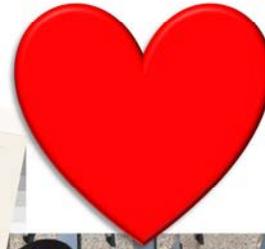
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Online Tools: Why Basecamp

Message: give peace a chance



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Online Tools: Basecamp

- ▶ Aim: keep conversations in one place
- ▶ Online website, each user has a login
- ▶ Separate working spaces per project (“basecamps”)
 - Campfire
 - Messages on specific topics
 - Tasks
 - Schedule
 - Docs and Files
- ▶ Alternatives: freedcamp, asana, teamwork, podio, etc.



Basecamp

We decided to try a new type of approach and use an online cooperation platform that allows us to get better organised. We choose Basecamp, but there are other alternative with more or less the same functionalities.

What is Basecamp:

Online website, each individual user has a login.

We can create separate working spaces (called “Basecamps”) for each team or project. A user is invited only to the relevant basecamps.

In each Basecamp, anybody can create different items:

General open Chat place “Campfire”. An open discussion, without specific structure.

Messages on specific topics, with an interaction through “chat style” comments section.

All the discussion on a specific point stays in one place. Everybody can access them when they need to find an information.

Tasks: Tasks can be defined for any participants, with a deadline. There are comments available under each tasks.

Schedule: a calendar of main milestones and events.

Docs & Files: a place to share documents or links to documents (we will talk about that later)

Online Tools: Basecamp

- ▶ Advantages of the system over email management:
 - Each topic or task is dealt with one entry, and all the comments and answers are kept in one place.
 - Users are reminded of their own tasks
 - A whole project and its interactions can be archived
- ▶ But users have to
 - connect regularly
 - use the app
 - receive email reminders.
- ▶ No magic bullet: Does not solve lack of time, or motivation, etc.



Basecamp

Advantages of the system over email management:

Each topic or task is dealt with one entry, and all the comments and answers are kept in one place.

Users are reminded of their own tasks

A whole project and its interactions can be archived

But:

Users have to connect regularly, or use the app, or choose to receive email reminders.

Email



- ▶ A few tricks that help in international cooperation.
 - As little as possible
 - As clear as possible
 - As personalised as possible

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Poll:

How many emails do you receive per day?

0 to 10

11 to 50

51 to 100

More than 100

Email: As clear as possible

Be clear

tip

TASK for	the Handbook leaders: •ECA-EC •MCC •Ung I Kor •Koro Kulturu Dernegi •Koor&Stem •A Coeur Joie
Deadline	19 October 2017
Description of Task	Check and clean up on remarks and text proposals for the different Outputs (google docs).

Dear Partners,
as reminded during the Transnational Meeting (08/10) The Sing Me In **training session** will start in a week in Girona. Its aims are to check if the contents of the handbooks make sense for conductors, teachers or others: are they clear, do they correspond to their experience, can they learn something from them, etc.

We therefore **need to finalise this intermediate version of each handbook**, so that they can be studied and discussed by the participants
On Friday 20, I will download, clean up and make a simple layout for each of the booklets so that the participants can provide a feedback.
Remember that the participants are dedicating a week of their time for the project, let's provide them with good quality documents.
Contact me with any questions!

Best regards



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To have higher chances of reaction from partners in a cooperation, it pays to be as explicit and synthetic as possible.

Here is an example email, using a color table as introduction.

Email: As personalised as possible

Dear Partner

Your organisation has to provide *[something here]* on the 12 December 2017.

Please let me know if you can keep the deadline or if we, or another partner, can help you with completing this phase.

Dear Jean-Claude

A Coeur Joie France has to provide *[something here]* on the 12 December 2017.

Please let me know if you can keep the deadline or if we, or another partner, can help you with completing this phase.



When dealing with 10 partners, it is worth using any system that allows for automatically personalising the round emails with any data you enter in a table. Personalised emails have yield much better results, and actually help me save time reminding people.

I use *mailmerge*, an extension for Thunderbird, but different system exist, or you can even use your newsletter service if you have one.

Synchronous tools

Working together, worlds apart

- ▶ Remote conferencing
 - Audioconference
 - Videoconference
 - Textconference
- ▶ Shared working documents
 - Google docs



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Meeting online



- ▶ Planning
 - Doodle
 - Use clear timezones (adding UTC)
 - Clarify the time available for each participant
- ▶ Running the meeting
 - Remind of **basic rules**: headphones, mute mic when not in use
 - Make frequent **summary** of progress, check for agreement (to compensate for lack of non verbal feedback)
 - Publish notes/minutes for **comments** asap
 - Use online shared documents



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Cooperating on live documents



- ▶ Use cases:
 - Synchronous
 - Minutes in a meeting
 - Working on a document with partners during a videoconference
 - Asynchronous
 - Shared project document
 - Calling for comments
- ▶ Limitations:
 - To be used for contents development, layouting is limited
 - Versioning can be tricky
 - Folder architecture is per user > give explicit titles



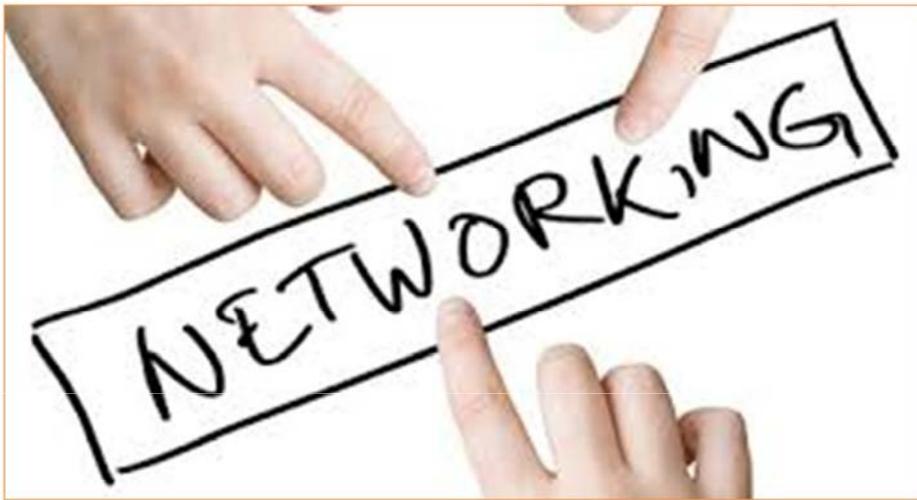
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Networking – why and how



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Sonja: Let's turn as a last point to networking – which will often be the beginning of your cooperation with others, a way of meeting people with similar interests in a similar field of work, but also people from other “worlds”.

What is networking?



Give &
take

tip

Based on
“How can I help”
not
“What can I get”

You will get
something in
return



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Sonja: The word “networking” comes from the image of a “net”, like the spider’s net, connecting people who are placed in different parts, but connected through the threads of the net. So what is networking? It means creating a group of acquaintances and associates and keeping it active through regular communication for mutual benefit.

Tip: Networking should be based on the question "How can I help?" and not with "What can I get?"

Why should you network?



- You can gain access to knowledge and experience
- You find inspiration and new ideas
- You create new opportunities



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Sonja: So why should you network?

It will help you gain access to knowledge of others, and their expertise and you will find inspiration and get new ideas. It will thus create new opportunities, including the possibility of starting new projects, new cooperations.

Why should you network?

- You can spread information
- Together you are stronger
- With a strong basis you can reach more ambitious aims



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Sonja: Networking will also help you spread information on what you are doing. And it can help you join forces with others to reach a common aim. See the example of the Catalan “human towers”: If you have a strong basis, you can build a high tower, you can reach more ambitious aims.

Why should you network?



- It widens your horizon
- Every person you meet is connected to many others and can connect you to them (= Snowball effect)



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Sonja: Networking will also help you widen your personal horizon, and, something Social Media are using a lot – if you network with one person, this person has is itself connected to a lot of other people and you can thus have access to their respective networks as well, a kind of snowball effect.

It's your turn!

- ▶ We are curious again:



Are you consciously using certain methods or tools for networking?

- Use the chat function to send us some examples
- Let us know if you would like to tell an experience live
 - We can invite you to speak if you have a microphone ready



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Sonja:

It's time for you to interact again:

Are you consciously using certain methods or tools for networking?

If yes, use the chat-function to send us some examples ...

How can you network?



- Identify potential partners – meet as many as possible
- Attend meetings, conferences, receptions, concerts etc.



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Sonja: So once you know why it is important to network, how can you best do this? Identify potential future partners, try to meet and contact as many of them as possible.

How will you find them? For example by attending meetings, conferences, concerts, receptions etc.

Here you see a reception of the European Music Council, a perfect place for networking.

How can you network?

- At such events move around and talk to people you don't know yet
- Regularly communicate with your contacts, send them newsletters, call them, etc.



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Sonja: Tip: But simply attending these events won't help if you go there with a friend and stick together all the time. Move around, address people actively – and once you have their visiting card, make sure to keep in touch with them, add them to your newsletter list, call them, send them a message

How can you network?

- Always bring material on what you do – everywhere 
- If you organize an event: invite important people and arrange an opportunity for them to meet & talk



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Sonja: also, if you move around a reception or a conference, always remember to bring visiting cards and flyers or brochures about your work. Actually, you should have these with you wherever you go, even at breakfast in the hotel or maybe even when you are theoretically on holidays. You never know when you may meet somebody interesting....

How can you network?

- Identify common points of interest, common goals or challenges
- If they don't exist yet: create platforms, umbrella organizations etc..



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Sonja: If you want to join forces with others, try to identify common points of interest, common goals or common challenges you are facing. Maybe Music Education or Arts Education is being reduced in your country, and this is something that concerns you all. Or you want to contribute to the next EU Culture Programme. If there are no organisations, it may also help to build communication platforms or on the long run even set up organisations such as a choir or conductors' association, or a national music council, in order to have a body within which you can fight for common aims.

Beware!



- ❑ Networking is a process and needs time – don't expect quick results
- ❑ Don't focus on the differences – find common features instead

SIMILARITIES & ~~DIFFERENCES~~



Patience & focus

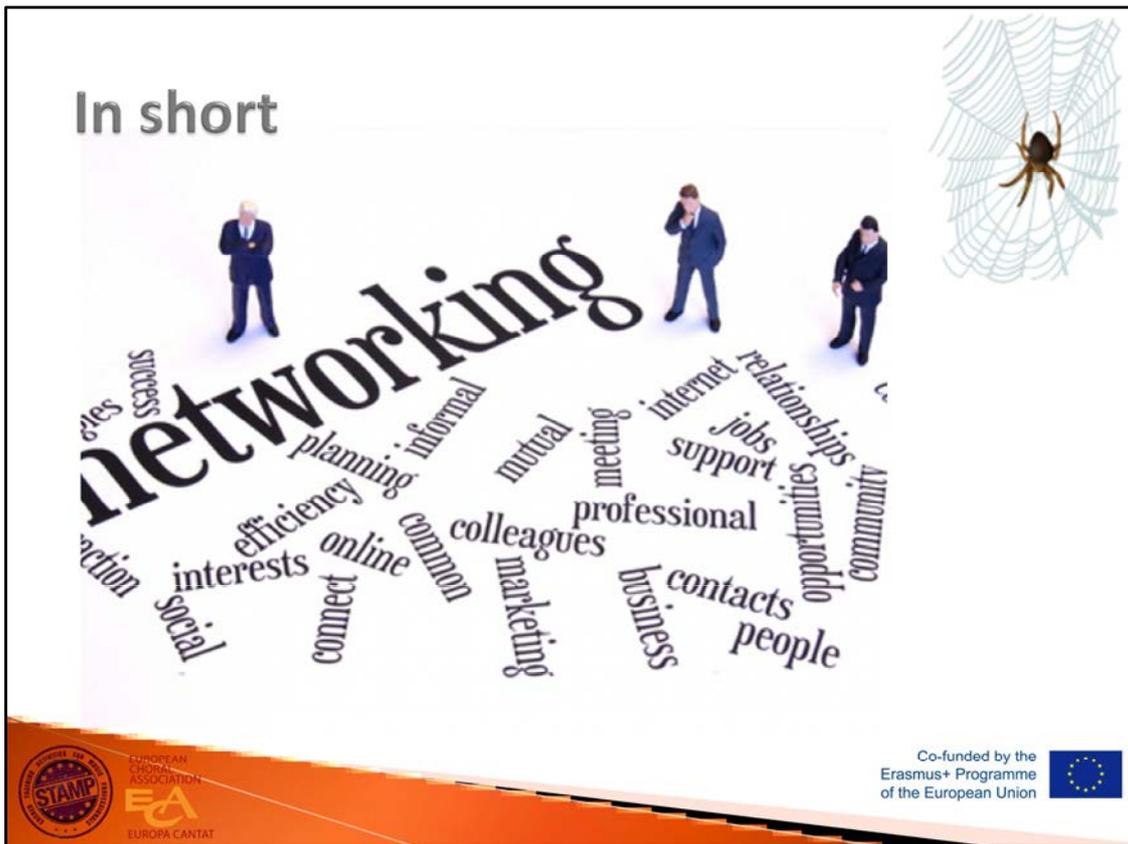
tip



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Sonja: And my final tips for today. You will need patience, if you want to network, sometimes it may take years until a cooperation comes out of an informal contact you made somewhere. And don't forget, if you want to reach common aims, you have to focus – not on the differences, but on the similarities!



Sonja: Here are some more keywords of what can be important in networking
And with this we are approaching the end of our presentation.

Downloads

- ▶ You can download this presentation and other documents from:

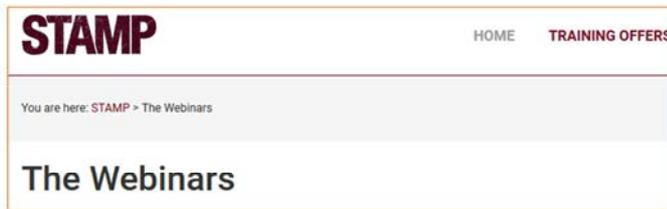
www.bit.ly/stampwebinar12



Sonja

Other Webinars

- ▶ **Did you miss some of the other Webinars?**
You will be able to watch them all in 2018
- ▶ Links will be published **from January 10th 2018** on <http://stamp-music.org/the-webinars/>



Sonja

Any Questions?



► Use the chat function / **or talk to us live**



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Sonja





This webinar completes the STAMP series of live webinars

Stay up-dated on further STAMP developments on stamp-music.org

Thank you for attending











Sonja: Stay tuned on the STAMP project and visit our STAMP Website. And feel free to write to us if you have got any further questions.