

# “Jack of All Trades, Master of... Research.”

One Educator's Journey into Interdisciplinarity



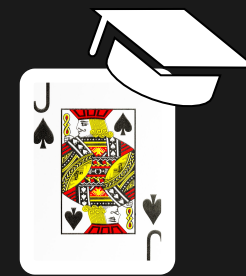
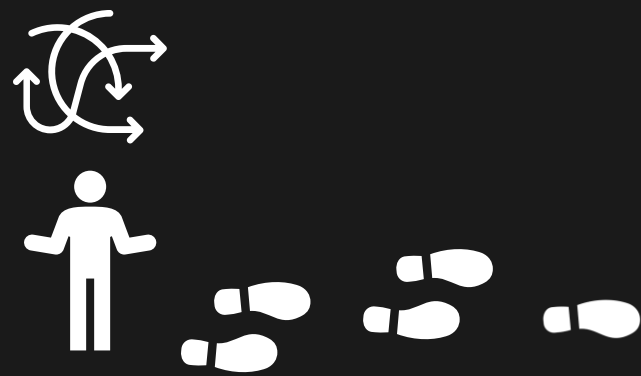
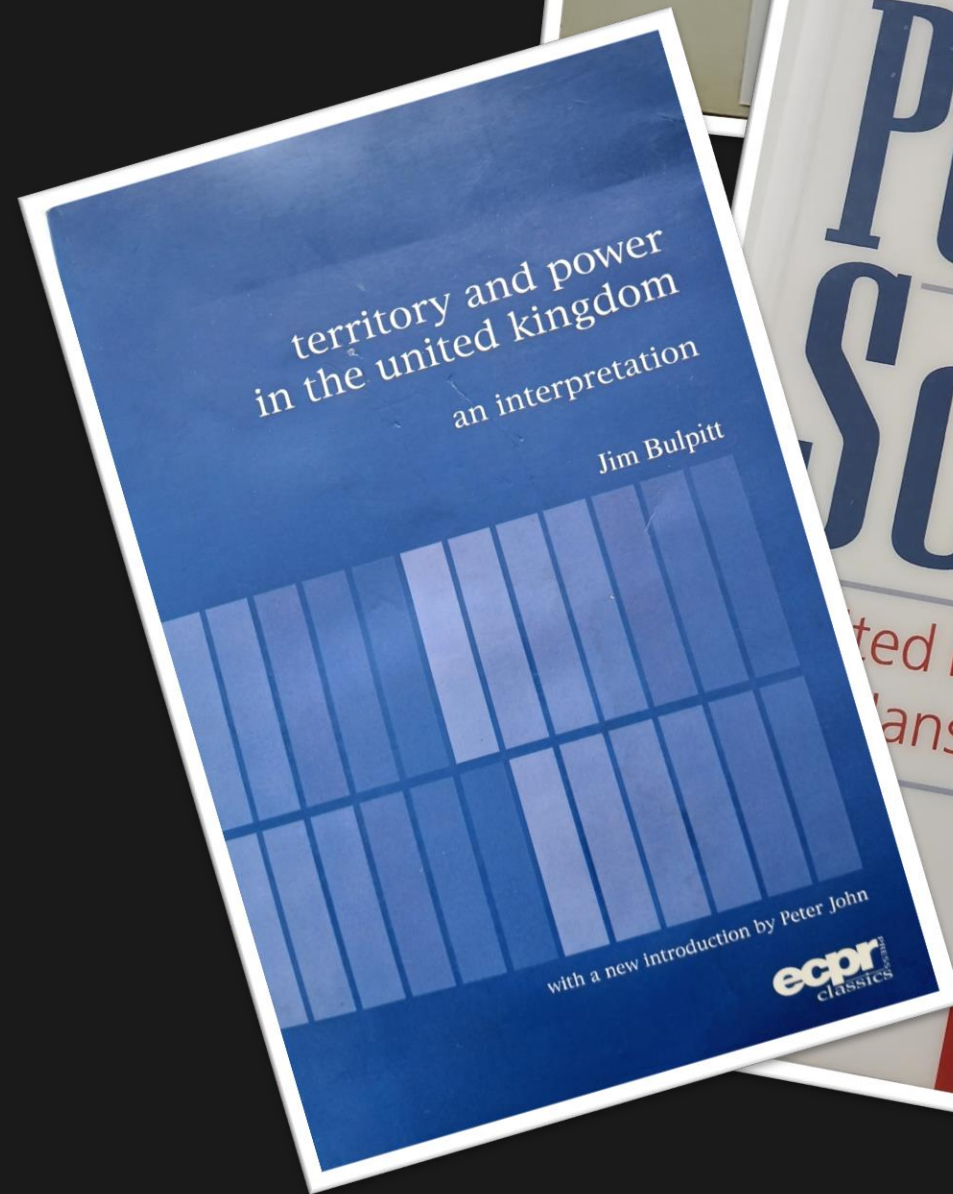
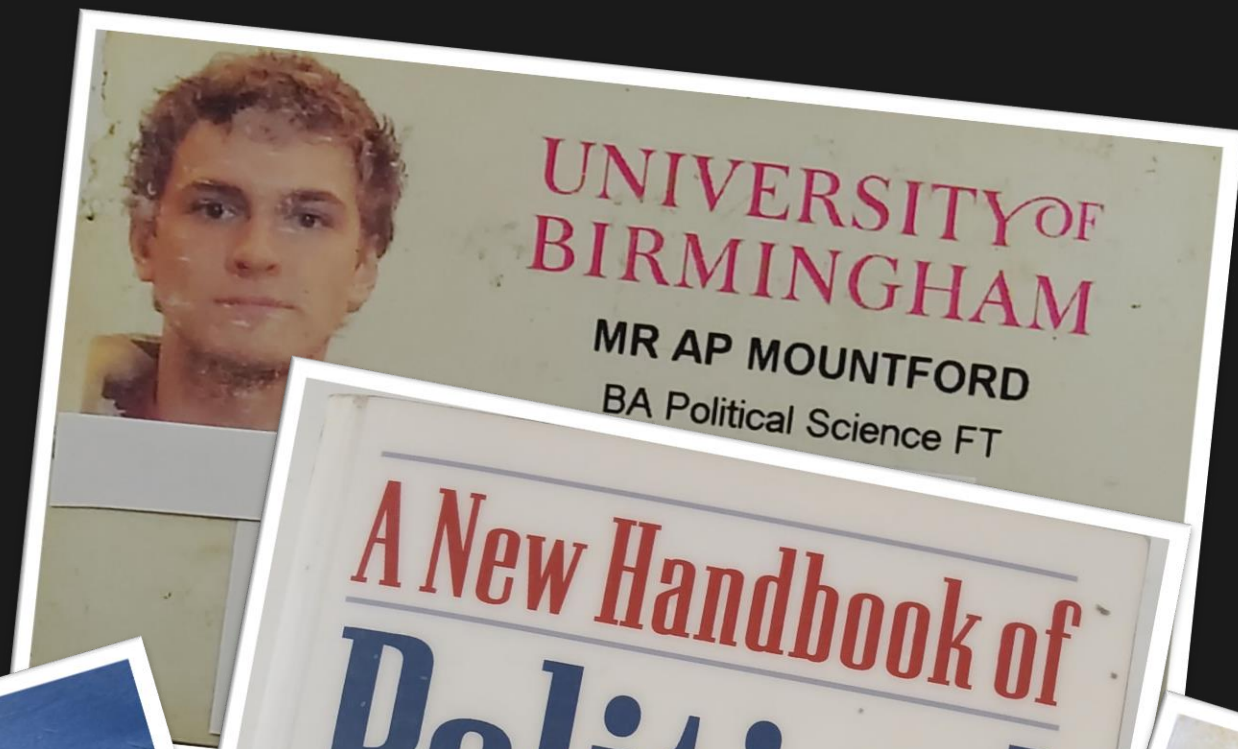
**Adam Mountford SFHEA**

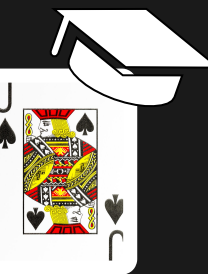
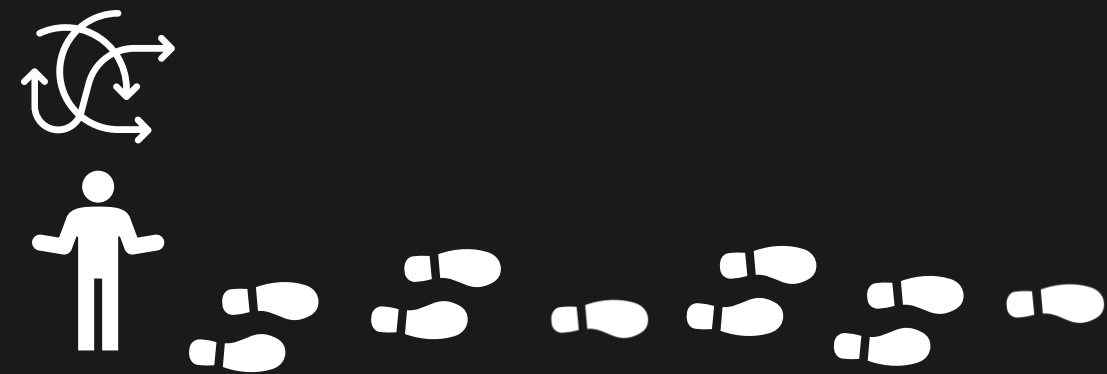
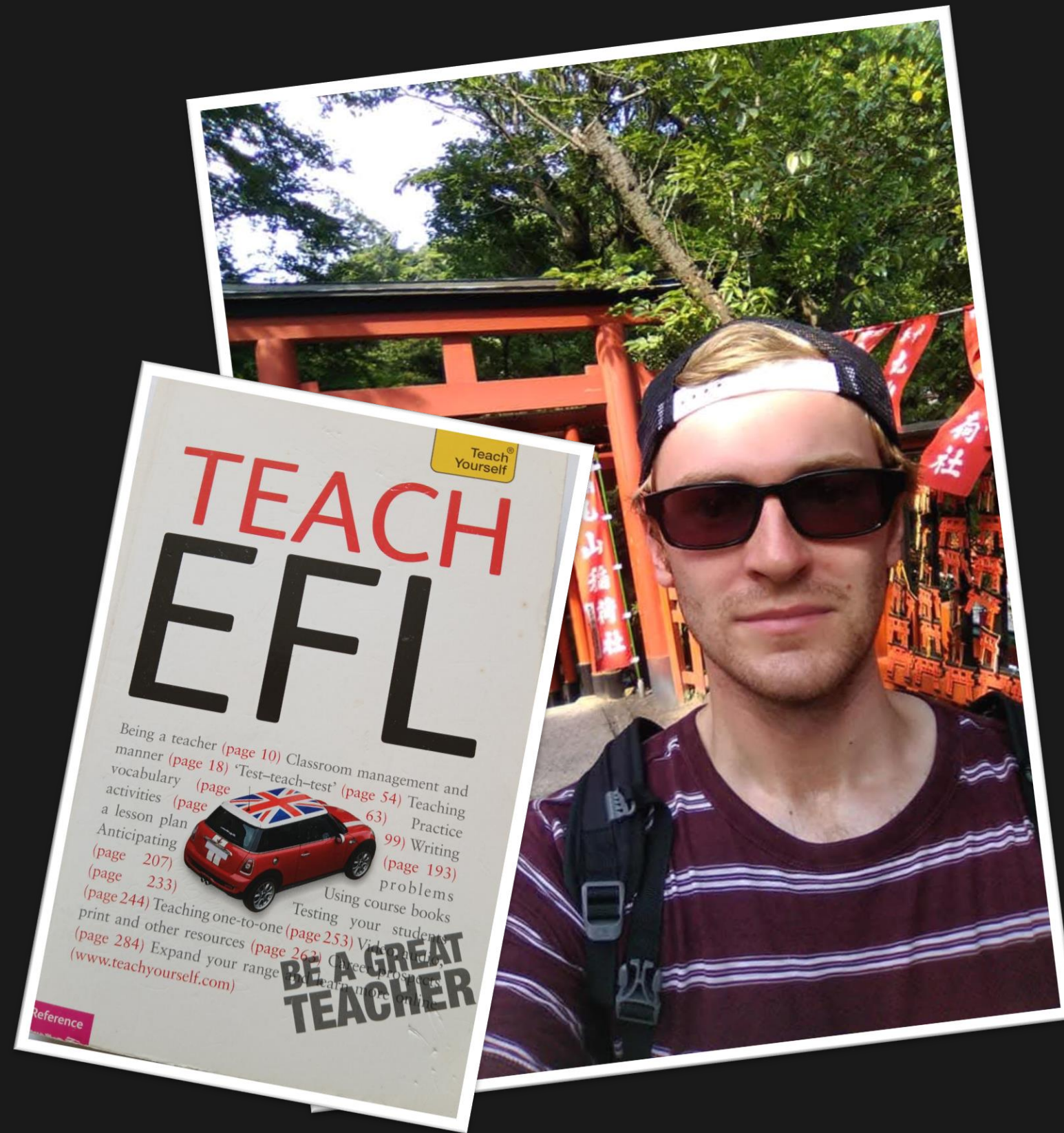
Postgraduate Researcher & Teaching Fellow

# Exciting Project!

- Prepare an academic poster
- Work in a team
- Brand new colleagues
- International team
- Negotiate different expectations
- You're 18 years old.
- You've just started university.









# Adam Mountford SFHEA

EAP Teaching Fellow

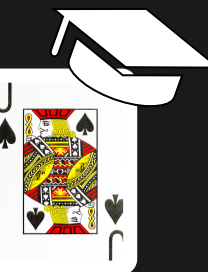
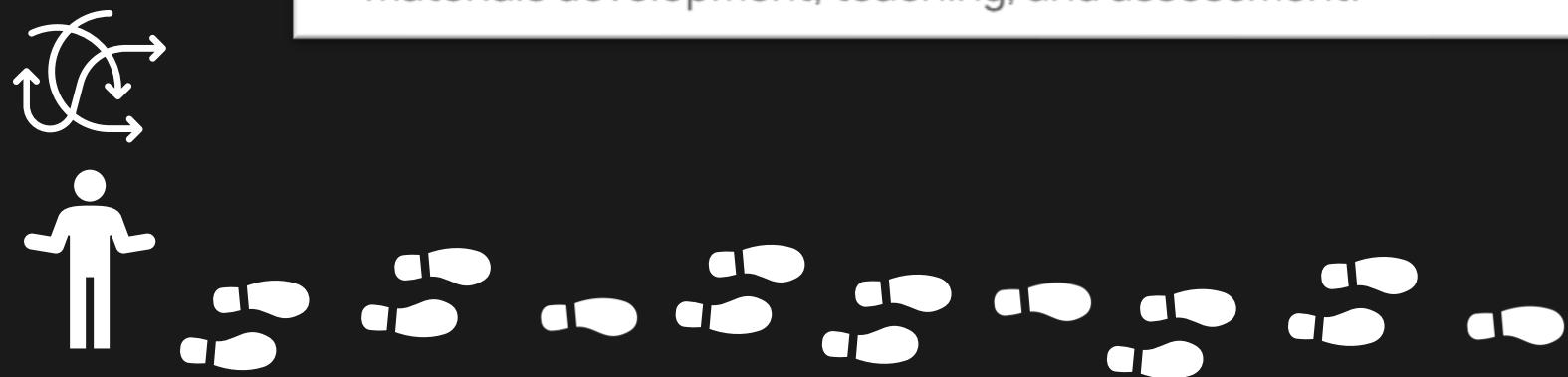
## Contact details

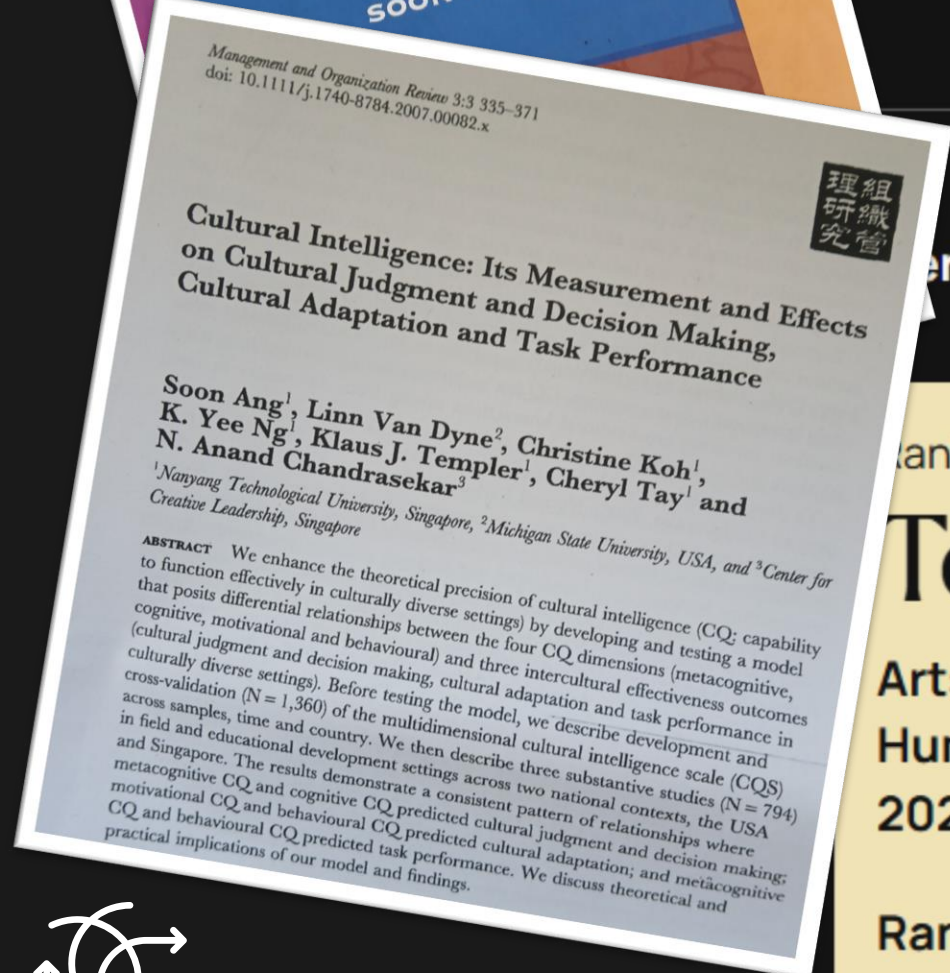
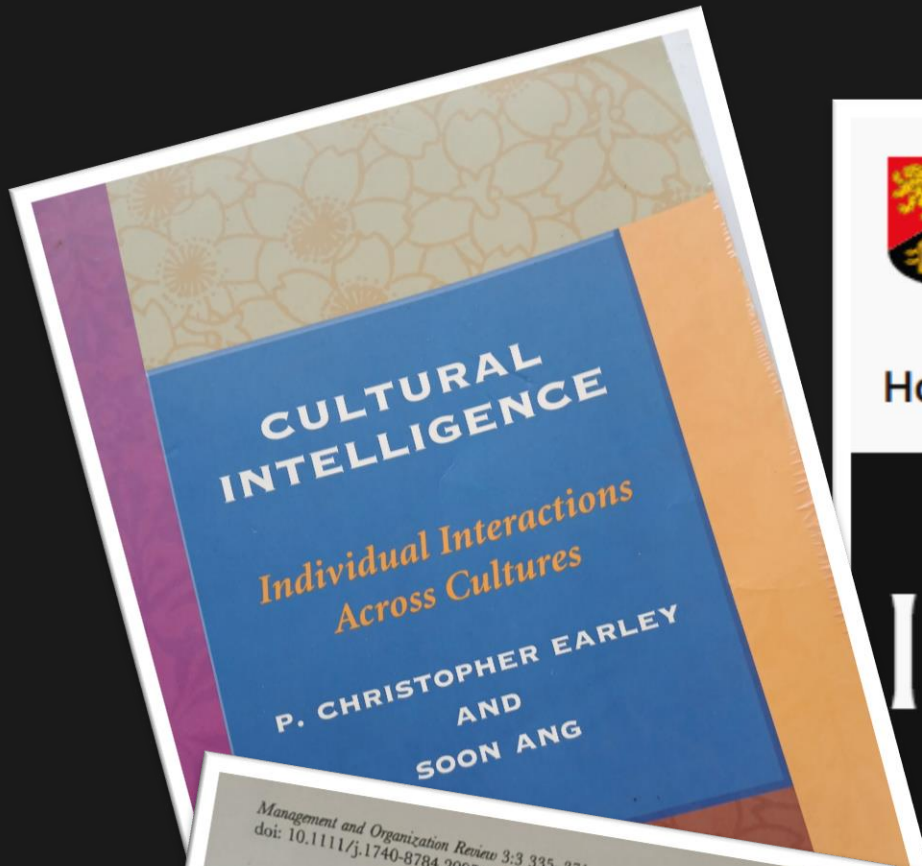
### Email

[a.p.mountford@bham.ac.uk](mailto:a.p.mountford@bham.ac.uk)



I teach on the BIA's in-sessional programme, also known as the Academic English programme, where I support international students at both undergraduate and postgraduate level. My role involves syllabus design, materials development, teaching, and assessment.





UNIVERSITY OF BIRMINGHAM

Home > Study > Postgraduate study > Subject areas > Postgraduate Interdisciplinary study

# Interdisciplinary Study MRes

Where are you applying from?

United Kingdom

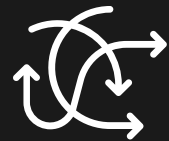
Ranking  
**Top 100**  
Arts and Humanities (QS 2025)  
Ranking details

Delivery format  
**In person**

Start date  
**September 2026**

Duration  
**Full-time: 1 year;  
Part-time: 2 years**

Award  
**Master of Research**



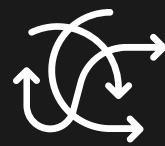
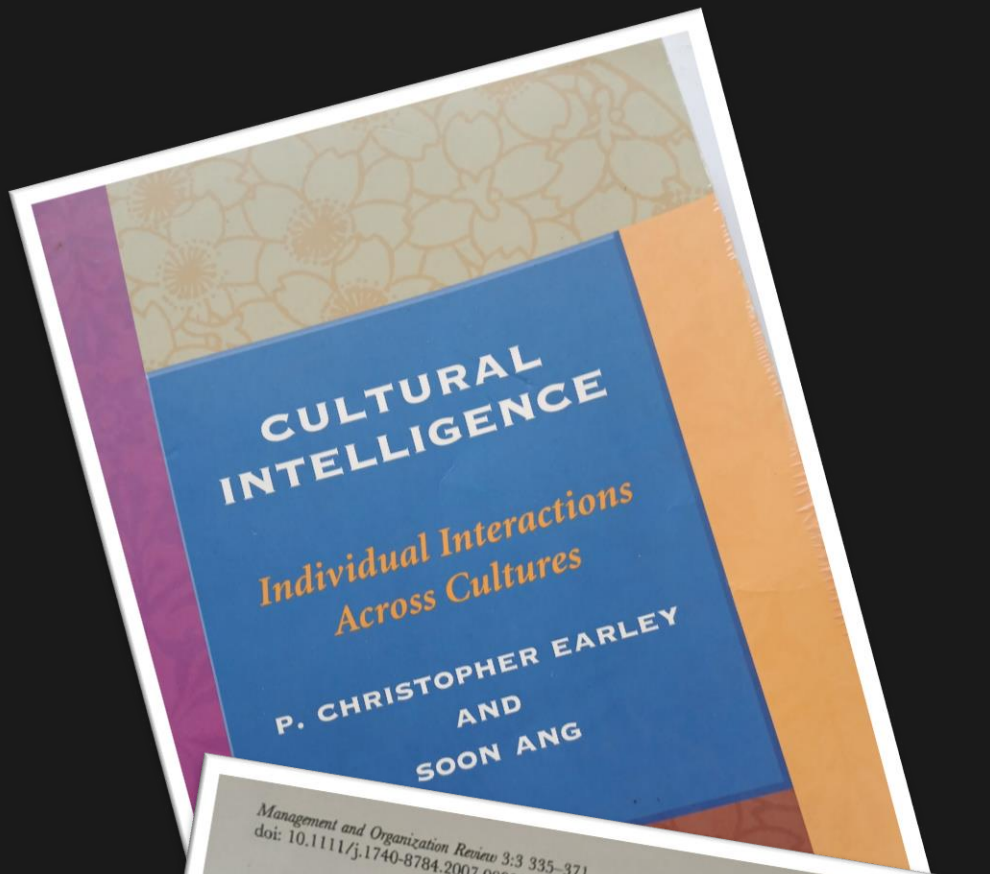
# CQ (Cultural Intelligence)

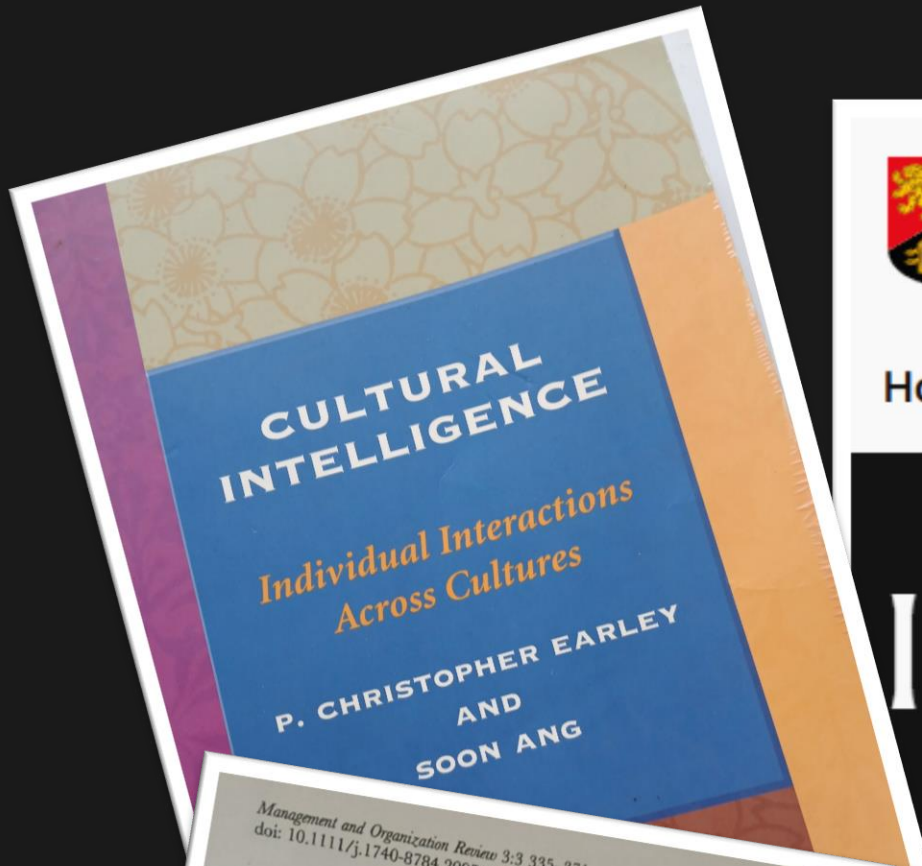
“a person’s capability to adapt effectively to new cultural contexts”

(Earley & Ang, 2003, p. 59)

1. **Metacognitive:** How aware am I of different cultural preferences?
2. **Cognitive:** How much do I know about the norms and practices of different cultures?
3. **Motivational:** How (intrinsically) motivated do I feel when working in cross-cultural contexts?
4. **Behavioural:** What am I able to do/say to work successfully across cultures?

See (Ang et al, 2007) for more.

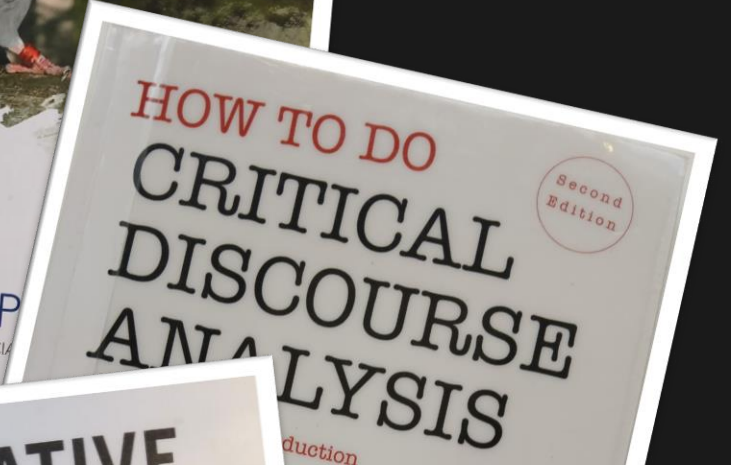




Home > Study > Postgraduate study > Subject areas > Postgraduate Inter

# Interdisciplinary Study

MRes



Management and Organization Review 3:3 335-371  
doi: 10.1111/j.1740-8784.2007.00082.x

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### Cultural Intelligence: Its Measurement and Effects on Cultural Judgment and Decision Making, Cultural Adaptation and Task Performance

Soon Ang<sup>1</sup>, Linn Van Dyne<sup>2</sup>, Christine Koh<sup>1</sup>, K. Yee Ng<sup>1</sup>, Klaus J. Templer<sup>1</sup>, Cheryl Tay<sup>1</sup> and N. Anand Chandrasekar<sup>3</sup>

<sup>1</sup>Nanyang Technological University, Singapore, <sup>2</sup>Michigan State University, USA, and <sup>3</sup>Center for Creative Leadership, Singapore

**ABSTRACT** We enhance the theoretical precision of cultural intelligence (CQ; capability to function effectively in culturally diverse settings) by developing and testing a model that posits differential relationships between the four CQ dimensions (metacognitive, cognitive, motivational and behavioural) and three intercultural effectiveness outcomes (cultural judgment and decision making, cultural adaptation and task performance in culturally diverse settings). Before testing the model, we describe development and cross-validation (N = 1,360) of the multidimensional cultural intelligence scale (CQS) across samples, time and country. We then describe three substantive studies (N = 794) in field and educational development settings across two national contexts, the USA and Singapore. The results demonstrate a consistent pattern of relationships where metacognitive CQ and cognitive CQ predicted cultural judgment and decision making; motivational CQ and behavioural CQ predicted cultural adaptation; and metacognitive CQ and behavioural CQ predicted task performance. We discuss theoretical and practical implications of our model and findings.

Where are you applying from?

United Kingdom

Ranking

## Top 100

Arts and Humanities (QS 2025)

Ranking details ↓

Delivery format

In person

Start date

September 2025

Duration

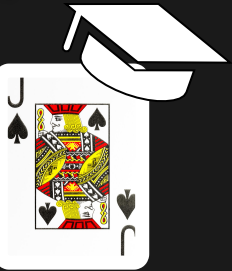
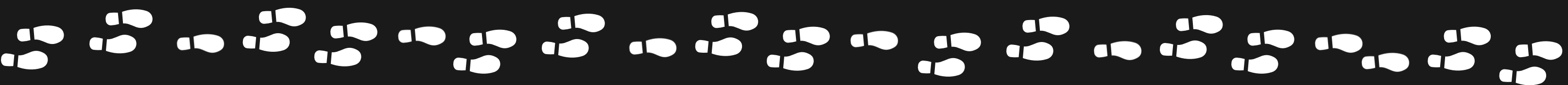
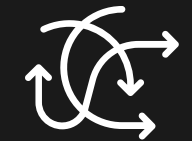
Full-time: 1 year;  
Part-time: 2 years

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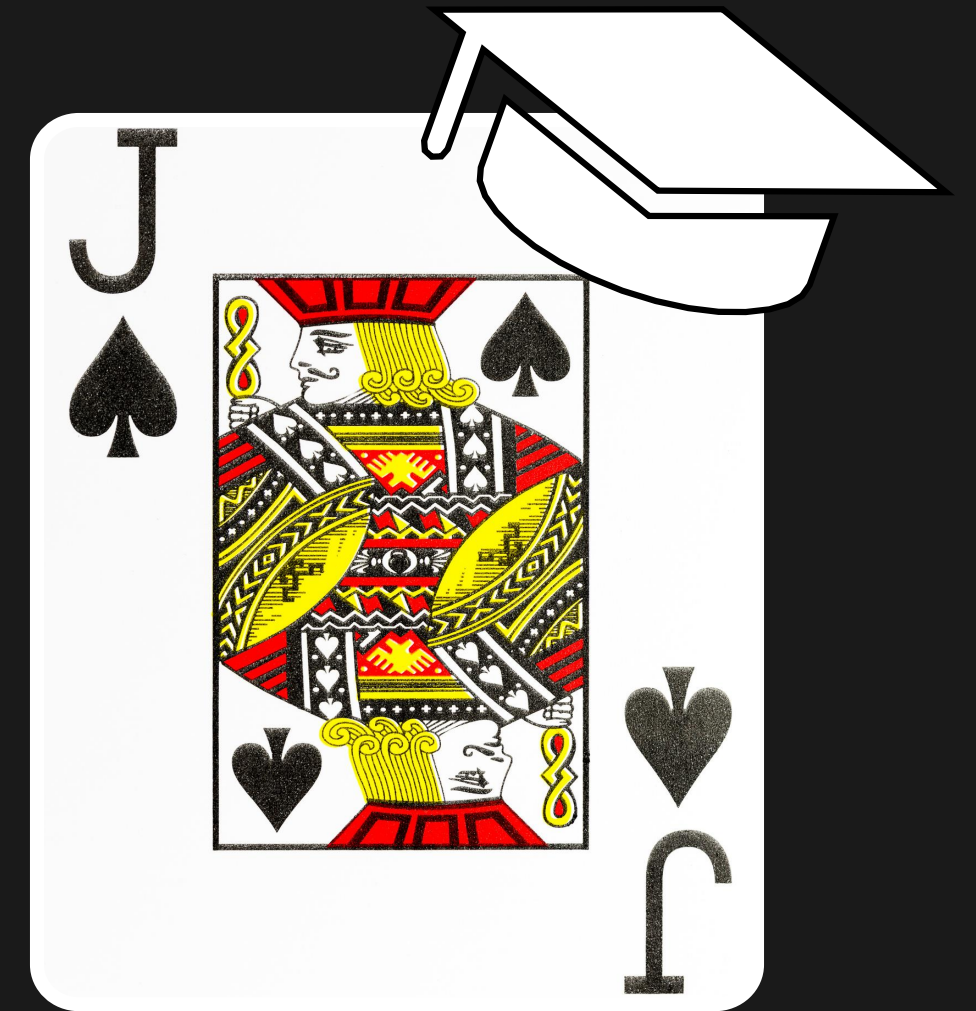
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# What have I learned so far?

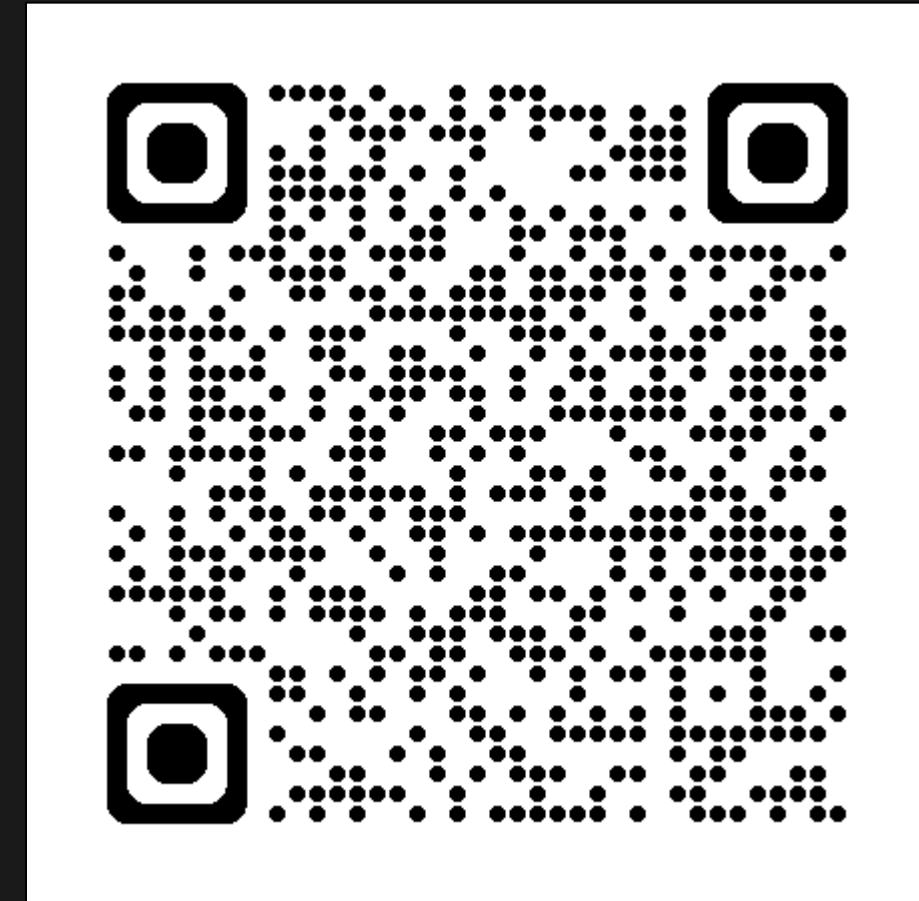
- 1) Moving out of comfort zone 😊
- 2) Empathy with students
- 3) Range = strength



# Thank you.

Interested in this topic?

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[linkedin.com/in/  
adammountford](https://www.linkedin.com/in/adammountford)

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## References

Ang, S., Van Dyne, L., Koh, C., Ng, K. Y., Templer, K. J., Tay, C., & Chandrasekar, N. A. (2007) 'Cultural Intelligence: Its Measurement and Effects on Cultural Judgment and Decision Making, Cultural Adaptation and Task Performance', *Management and Organization Review*, 3 (3), pp. 335 - 371.

Earley, P.C. & Ang, S. (2003) *Cultural intelligence: Individual interactions across cultures*. Palo Alto, CA: Stanford University Press.

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Screenshots of webpages and photos of books taken by Adam Mountford, 2026.