Managing Cultural Diversity

Workshop Objectives

- Establish the business case for managing cultural diversity: impacts and benefits
- Develop cross-cultural skills
- Conduct a diversity analysis of business strategies and operations
- Develop action plans

Worksheet #1

Managing Cultural Diversity

Individual Objectives

- In your group discuss your main objective/s in attending this workshop
- Complete Worksheet #1 for your business or team
- Name & Organisation
- Project, Program or Process Title (use action words; recruit, develop, market...)

1. The Business Case for Managing Cultural Diversity

- Understanding Diversity Management
- Managing Cultural Diversity
- The Business Case for Managing Cultural Diversity
  - Cultural Diversity Experiences and Issues
  - Developing Your Own Business Case

Understanding Diversity Management

What is ‘Diversity’?

- All of the significant differences between people that an organisation needs to take into account in managing and serving people.
- The significance depends on the situation.
- The most important differences are often the least visible.
Understanding Diversity Management

The Dimensions of Diversity

<table>
<thead>
<tr>
<th>Gender</th>
<th>Age</th>
<th>Ethnicity</th>
<th>Culture</th>
</tr>
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<tbody>
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Understanding Diversity Management

Diversity Management Definition

Diversity Management is the ongoing process of factoring the recognition of workforce and customer differences into all management functions, communications and services to create a fair, harmonious, inclusive, creative and productive organisation.

The Business Case for Managing Cultural Diversity

Diversity Management is Linked to Organisational Core Values

- Respect
- Collaboration
- Integrity
- Innovation
- Professionalism
- Service
- Open Communication
- Accountability

The Business Case for Managing Cultural Diversity

Organisational Excellence Depends On:

- Knowledge Management
- Innovation
- Social Cohesion

Achieving social cohesion is enhanced by the practice of:

Diversity Management which involves addressing

<table>
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<th>Compliance Factors</th>
<th>Organisational Development Factors</th>
<th>Market Factors</th>
</tr>
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Source: OECD 1998
Worksheet #2
Situation Analysis: Cultural Diversity and Your Business Environment

- Identify macro environment trends for your business which are influenced by cultural diversity

Macro Environment Trends
- Political
- Economic
- Social/Cultural
- Technological

Worksheet #3
Cultural Diversity and Industry Environment: Economic and Social Drivers

- Identify the key economic and social drivers for managing cultural diversity in your business environment

- Note that economic and social drivers often overlap

- Rank their importance to your business

The Business Case for Managing Cultural Diversity: Understanding Diversity Management

- Managing cultural diversity can generate sustainable competitive advantages (SCA)

A SCA is something that your company does that is:
- Better than your competitors
- Valuable to your customers
- Rare in your industry
- Difficult to imitate

The Business Case for Managing Cultural Diversity: Case Studies

- Hewlett Packard Australia diversity strategy reduced labour turnover from 25% to 8% per year over a 3-year period. Received Employer of Year Award.

- Schefenacker Vision Systems cross-cultural training for managers resulted in intranet site sharing cultural info on overseas markets, development of an international HR manual and a global reputation for cultural intelligence.

- Standard & Poor's Study (2002): Top 100 companies for diversity delivered avg Return On Investment of 10.7%, compared to Fortune 500 avg ROI of 5.7% over 4 years.

Managing Cultural Diversity Group Profile

- Group Profile
  - Name
  - Position and Organisation
  - Your and your parents’ countries of birth
Plotting Cultural Diversity

High Context Cultures
- Spain
- Greece
- Italy
- Australia
- U.S.A
- Sweden
- Middle East
- Africa
- Vietnam
- Korea
- China
- Germany

Low Context Cultures
- England
- Aboriginal Cultures
- Organisational Cultures

Worksheet #4
Your Workforce and Customer Cultural Diversity

- Workforce Cultural Diversity
  - Australia
  - Other cultures
- Customer Cultural Diversity
  - Australia
  - Other cultures
- Future Employees
  - Australia
  - Other cultures
- Future Customers
  - Australia
  - Other cultures

How Can Cultural Diversity be 'Managed'?

- Working with and managing cultural diversity management is a generic skill
  - Most managers deal with it daily – or ignore it
  - Actively managing it increases competitiveness
- Understanding employee motivations and satisfactions an important component of good management.
  - Culture influences perceptions of universal human needs

How Can Cultural Diversity be 'Managed'?

- Diversity management requires new knowledge, skills & "cultural competence"
  - Cultural competence:
    The awareness, knowledge, skills, practices and processes to function effectively in situations characterised by cultural diversity.

Worksheet #5
Diversity Management Issues Agree-Disagree Exercise: Example

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. If a person has negative views about another culture, teaching them about that culture will reduce their negativity.</td>
<td>A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. It is necessary to analyse one's own culture before learning about another culture.</td>
<td>D</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Diversity Management Issues

- Which statements generated the most difference of opinion? Why?

- What lessons regarding workplace communication and relationships can be drawn from this exercise?

Cultural Diversity Issues & Experiences

- When have aspects of cultural diversity in the customer base affected delivery of products and services?

- When have aspects of cultural diversity in the workplace affected your work?

Worksheet #6

Workplace and Customer Service Cross-cultural Experiences & Issues

- In the business project or area you are analysing, when have cultural differences been significant? Describe the experience/s and list the issues and impacts.

<table>
<thead>
<tr>
<th>Experiences</th>
<th>Issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Example: Employee of Middle Eastern background resists instructions from female supervisor. Seeks transfer to a team with a male supervisor. Denies that he is biased against women.</td>
<td>Gender equity, Effectiveness, Team morale, Stress</td>
</tr>
</tbody>
</table>

Cross-Cultural Workplace Experiences

<table>
<thead>
<tr>
<th>Experiences</th>
<th>Issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chinese employee misunderstood safety instructions due to poor English, said Yes to be polite</td>
<td>Poor communication, Safety risk, Liability</td>
</tr>
<tr>
<td>Hosting Iraqi delegation; language barriers, internal politics, women needed permission to speak to men, can't enter room before a man.</td>
<td>Poor communication, Negative emotions, Failed to meet project goals, Bad impressions.</td>
</tr>
</tbody>
</table>

What impact does diversity have on your work?

Low

- No diversity intersections
- No work implications
- No investment required

High

- Major diversity
- Critical work implications
- Investment required in Diversity Management Systems, Resources, Training, Development
Managing Cultural Diversity

An Integrated Framework for Diversity Management

<table>
<thead>
<tr>
<th>Compliance Factors</th>
<th>Organisational Development Factors</th>
<th>Market Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equal Opportunity</td>
<td>O. D.</td>
<td>Industry</td>
</tr>
<tr>
<td>Access &amp; Equity</td>
<td>People Management</td>
<td>Government</td>
</tr>
<tr>
<td>Discrimination</td>
<td>Knowledge Mgmt</td>
<td>Community</td>
</tr>
<tr>
<td>Harassment</td>
<td>Product Development</td>
<td>Domestic</td>
</tr>
<tr>
<td>OHS</td>
<td>Customer Service</td>
<td>International</td>
</tr>
</tbody>
</table>

Performance Indicators

Benefits

The Business Case for Managing Cultural Diversity: Compliance Factors

- **Equal Opportunity**
  - Age, sex, sexuality, marital status, pregnancy, race, ability
- **Access and Equity**
  - Ability to Access Services, Impartial and Fair Delivery
- **Discrimination**
  - Employment, Services, Associations, Qualifications etc
- **Harassment**
  - Sexual, Physical, Bullying
- **Occupational Health and Safety**
  - Systems, Practices, Conditions
- **Environment**

The Business Case for Managing Cultural Diversity: Compliance Factor Benefits

- Reduced discrimination and harassment
- Reduced conflict, complaints and grievances
- Improved opportunities for all employees
- Increased diversity in leadership and teams
- Happier staff, less stress, absenteeism and turnover
- Increased productivity, reputation, image
- Lower costs, increased profits

"Many migrants who come to Australia for economic reasons expect discrimination and prejudice – and find it. But the fact is that I am better off than if I had stayed in my home country, so I don’t speak up. The discrimination does have a negative impact, but I put up with it. Sure, things would be much better, and I could contribute more, if I didn’t feel that I was being held back all the time."

Diversity Management: Benefits, Challenges and Strategies
B. D’Netto et al, Commonwealth of Australia, 2000

Managing Diversity begins with ensuring compliance with the laws and codes of society and the organisation.

Ensuring compliance involves communication and direct responses to expressions or acts of prejudice, racism, discrimination or harassment.

Non-compliance damages business productivity, reputation and social cohesion.

c 2010 Australian Multicultural Foundation
The Business Case for Managing Cultural Diversity: Organisational Development Factors

- Organisational Development
  - Planning, Performance, Alignment
- People Management
  - Attraction, Retention, Teamwork
- Knowledge Management
  - Learning, Development, Innovation, Creativity
- Product and Service Development
  - Diverse perspectives, suggestions
- Customer Service Systems
  - Diverse expectations, niche markets, customer relations

**Organisational Development Factor Benefits**

- Improved productivity and morale
- Improved work team interactions, relationships
- Improved retention & career development
- Wider range of skills available
- Enhanced innovation and creativity
- Increased responsiveness, effectiveness and efficiency

The Business Case for Managing Cultural Diversity: Market Factors

- Industry Relations
  - Suppliers, buyers, networks, reputation
- Government Relations
  - Legal & inclusion requirements
- Community Relations
  - Reputation, involvement, labour market
- Domestic Marketing
  - Market knowledge, cultural niches and channels
- International Marketing
  - Market knowledge, marketing design, networks

**Market Factor Benefits**

- Better understanding of market segments
- More effective communications and marketing
- Enhanced ability to serve a diverse range of clients
- Improved customer satisfaction
- Enhanced reputation with diverse communities
- Enhanced reputation as an employer

Stages of Diversity Management Development: Key Questions

- Which aspects of workforce and customer cultural diversity need to be taken account?
- How much does diversity impact on our performance?
- Do cultural and language differences create any problems?
- Is our workplace climate conducive to open discussion about diversity issues? Do we value diverse perspectives?
- What skills and attributes do managers need?
- At what stage of diversity management are we?
Worksheet #7
Summarise Your Business Case for Managing Cultural Diversity

- What is the current situation: problems and/or opportunities
- Who is directly involved or affected?
- Why do we need to take action?
  Benefits of taking action/Consequences of inaction
- What action should we take?
- What outcomes are desired?

Summarise Your Business Case for Managing Cultural Diversity: Example

- Due to a global skills shortage in engineering we face difficulties in attracting and retaining international professionals. Some are going to our competitors. Language and cultural differences are also hindering integration and productivity.
- Unless we act to develop a culturally competent recruitment and career development process we face reduced competitiveness and inability to capitalise on opportunities for growth.
- The proposed process will deliver:
  - increased retention of professionals
  - employer of choice reputation overseas and in Australia
  - greater production capacity, team effectiveness
  - reduction of labour turnover costs.

2. Cross Cultural Communication

- Understanding Culture and Cultural Diversity in Australia
- The 4 Basic Elements of Cross-Cultural Communication
- Understanding Cross-Cultural Adaptation
- Developing Organisational and Personal Cultural Competence

Cross Cultural Communication

"People don't get along because they fear each other. People fear each other because they don't know each other."

"They don't know each other because they have not properly communicated with each other."

Dr Martin Luther King, 1929-68

What is "Culture"?

"Culture: n. the sum total of ways of living built up by a group of human beings, which is transmitted from one generation to the next."

Macquarie Dictionary

"Hierarchy is so much stronger in France and Britain than it is here. I am used to having to use quite formal language.... Here there is great openness and more opportunities to network across levels of the organisation. People are seen more on the same level as human beings rather than as holders of titles or positions."

"Disagreements occur in Australia without people becoming offended.... People in India tend to be much more sensitive. I had to get used to the fact that here you can disagree with someone's idea but still be friends with them at the end of the day."

"I am a very direct person – even in Brazil people thought that – and I have to tone it down a lot here. In conflict situations, people want you to stick to the facts.... In my culture, we want to engage!"
What is “Culture”?

“Culture is communication and communication is culture. People cannot act or interact at all in any meaningful way except through the medium of culture.”
Edward T. Hall, The Silent Language, 1966

What is “Culture”?

“Culture is the collective programming of the mind which distinguishes the members of one category of people from another.”
Geert Hofstede, 1984

“Culture is a deep phenomenon, merely manifested in a variety of behaviours. Culture is the pattern of automatic assumptions, unconsciously held and taken for granted.”
Edgar Schein, 1985

What is “Culture”?

Culture operates at several levels:
- National Culture
- Regional Culture
- Industry Culture
- Organisational Culture
- Occupational Culture

Culture also operates at several personal levels:
- Culture
- Personality
- Ideology

What is “Culture”?

“Culture hides much more than it reveals, and strangely enough, what it hides, it hides most effectively from its participants.”
Edward T. Hall, 1966

What is “Culture”?

A culture is the way a group of people have learned to solve problems and resolve dilemmas.
It is ‘the way we do things around here’. The key question for understanding is ‘WHY?’

High Context Cultures
- Spanish
- Greek
- Arabic
- Vietnamese
- Japanese
- Korean
- Chinese
- German

Low Context Cultures
- Italian
- English
- US American
- Australian
- Swedish

Aboriginal Cultures
Organisational Cultures
Generalising vs Stereotyping

- Grouping elements to form logical categories to make sense of a complex world
  - “Western” societies tend to be individualistic
  - Germans tend to value efficiency and formality
  - U.S. Americans praise personal achievement
  - Japanese society values discretion and politeness

- Categorising people as a group, ignoring individual differences
  - Australians are selfish
  - Germans are uptight
  - Americans are show-offs
  - Japanese never say what they really think

Generalising vs Stereotyping

- Retained consciously
  - Descriptive, not judgemental
  - Modified by subsequent experience

- Retained unconsciously
  - Judgemental, not descriptive
  - Not modified by experience

Adapted from Culture from the Inside Out, Alan Cornes (1998)

The Dimensions of Human Existence

<table>
<thead>
<tr>
<th>Personal Unique</th>
<th>Cultural Different</th>
<th>Human Same</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preferences</td>
<td>Attitudes to time, power, money, work</td>
<td>Belonging, security</td>
</tr>
<tr>
<td>Self-image</td>
<td>Respect patterns</td>
<td>Identity, respect</td>
</tr>
<tr>
<td>Relationships</td>
<td>Social customs</td>
<td>Purpose, skills</td>
</tr>
<tr>
<td>Motivations</td>
<td></td>
<td>Food, clothing, shelter</td>
</tr>
</tbody>
</table>

Inherited and learned | Learned | Inherited

The Dimensions of Diversity

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Worksheet #8

Cultural Diversity Quiz

- How did you score? Surprises?
- What is the key point of this exercise?
- How important is customer and workforce demographic data to your role?
- What is the quality of your information about workforce and client diversity?

Cultural Diversity in Victoria

- 23.8% born in at least 201 countries:
  - 6.5% from English-speaking countries
  - 17.3% from non-English speaking countries

- Top 10 New Migrant Source Countries:
  - India, China, NZ, UK, Sri Lanka, Philippines, Malaysia, Viet Nam, South Africa, Burma (Myanmar)

- Other new and emerging communities:
  - Burundi, Guinea, Sudan, Liberia, Congo, Mongolia, Cameroon, Bangladesh, Mexico

*ABS Census 2006
Cultural Diversity in South Australia

- 21% born in at least 168 countries:
  - 10% from English-speaking countries
  - 11% from non-English speaking countries
- Top 10 New Migrant Source Countries:
  - England, China, India, Malaysia, South Africa, NZ, Sudan, Korea, Philippines, Afghanistan
- Other new and emerging communities:
  - Zimbabwe, Kenya, Ethiopia, Liberia, Tanzania, Thailand, Indonesia, Burma(Myanmar), Cambodia

*ABS Census 2006

The Four Basic Elements of Intercultural Communication

<table>
<thead>
<tr>
<th>Verbal Behaviour</th>
<th>What we say and how we say it</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accent, tone</td>
<td>Volume &amp; rate</td>
</tr>
<tr>
<td>Non-Verbal Behaviour</td>
<td>Idiom &amp; slang</td>
</tr>
<tr>
<td>Communication Style</td>
<td>What we say when we're not talking</td>
</tr>
<tr>
<td>Values and Attitudes</td>
<td>How we prefer to express ourselves</td>
</tr>
<tr>
<td></td>
<td>Beliefs &amp; feelings</td>
</tr>
<tr>
<td></td>
<td>Ethics &amp; standards</td>
</tr>
<tr>
<td></td>
<td>Prejudices</td>
</tr>
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**Verbal Behaviour**

**Accent**

"I love/can't stand that accent!"
How much do we judge each other by our accents?

**Tone of Voice**

"Don't take that tone with me!"
How do tones affect us? (high/low pitched, sharp)

**Volume**

"Why do they have to talk so loudly?"
In different countries, the softly-spoken may appear weak or the loudly-spoken rude or pushy.

**Idioms and Metaphors**

"Don't beat around the bush."

**Idioms:** expressions peculiar to a language
"Keep your fingers crossed"  "Pull your socks up".

**Metaphors:** figures of speech
"A blanket of snow" or "A sea of troubles".

**Proverbs:** popular sayings carrying core values
"Too many cooks spoil the broth", "A stitch in time saves nine."

**Non-Verbal Behaviour**

- Body Language
- Object Language
- Environmental Language

**Rates of Speech**

"Slow down! You're not in the city anymore."
We often judge people's intelligence or emotional state by their rates of speech.

**Jargon and Slang**

"We need to get some runs on the board."

Jargon: "downsizing", "ramping up"
Slang: "You little ripper!", "ain't", "bludger"
Non-Verbal Behaviour

- **Body Language**
  - Movement
  - Posture
  - Gaze
  - Touch
  - Facial Expression

- **Gestures**

- **Distancing**

- **Eye Contact**

- **Politeness**

- **Hygiene**

Non-Verbal Behaviour: Body Language Questions

- How far apart do people normally stand?
- How much eye contact is expected?
- How much do people touch each other?
- What do gestures mean?
- How do people greet each other?
- How do people physically show respect?
- How do facial expressions convey meaning?
- What are personal hygiene expectations?

Non-Verbal Behaviour

- **Object Language**
  - Signs
  - Artefacts
  - Adornments

- **Designs**

- **Clothing**

- **Accessories**

Non-Verbal Behaviour: Object Language Questions

- How do people greet each other?
- What are personal hygiene expectations?

Non-Verbal Behaviour

- **Environmental Language**
  - Colours
  - Architecture
  - Natural surrounds

- **Lighting**

- **Space**

- **Direction**

Non-Verbal Behaviour: Environmental Language Questions

- How do people greet each other?
- What are personal hygiene expectations?

Communication Style

- Different cultural assumptions
  - Appropriate styles, silences, humour, when "yes" means "no"

- Different ways of making a point
  - What's logical, direct or indirect, emotion or logic

- Different ways of speaking
  - Turn-taking, verbal and non-verbal conventions, politeness

Communication Style

- Ways of stating your case: direct or roundabout
- Tolerance of silence
- Use of humour and irony
- Speech rules, politeness, turntaking in conversation
- Different meanings of ‘yes’ and ‘no’
- Structuring information, views of what is logical: particular, general
Values, Attitudes & Prejudices

What we believe is right. How we feel about the world and how we judge other people.

"Values are the basis of a people’s identity - their sense of peculiarity as members of the human race.

"Culture carries the entire body of values by which we come to perceive ourselves and our place in the world."


Values of Cultures are Expressed on Sliding Scales, Not as Either/Or

- Collectivism
  - Group responsibility
- Individualism
  - Self-reliance
- Hierarchy
  - Status unquestioned
- Equality
  - Judged on efforts
- Particularism
  - Application of rules depends on the circumstances
- Universalism
  - Rules apply to all people in all situations

High Context Cultures
- Collectivist
- Being-oriented
- Particularist
- Hierarchical
- Long term view
- Ascribed status
- Oral agreements
- Formal

Low Context Cultures
- Individualist
- Doing-oriented
- Universalist
- Egalitarian
- Short term view
- Achieved status
- Written agreements
- Informal

Plotting Cultural Diversity

High Context Cultures
- Spain
- Greece
- Middle East
- Asia
- Korea
- China
- Germany

Low Context Cultures
- Italy
- England
- Australia
- U.S.A
- Sweden

The Dimensions of Cultural Values

- High Context Cultures
  - Members share and need to have a deeper, more complex body of understood experience and assumptions as basis of cooperation
- Low Context Cultures
  - Members have and need less shared knowledge as basis for cooperation. Defined roles and codes take the place of assumptions
All Cultures Share Core Human Values

- Respect for human dignity
- Respect for basic rights
- Good citizenship
- The Golden Rule: Do unto others...

People share common basic values but express and uphold them in culturally different ways.

Core Human Values: The Golden Rule

- Confucius: What you do not want done to yourself, do not do to others.
- Christianity: Do unto others as you would have them do unto you.
- Judaism: What you hate, do not do to anyone.
- Islam: No one of you is a believer until he loves for his brother what he loves for himself.
- Hinduism: Do nothing to thy neighbor which thou wouldst not have him do to thee.
- Sikhism: Treat others as you would be treated yourself.
- Buddhism: Hurt not others with that which pains thyself.

Cross-Cultural Communication Analysis of Workplace and Customer Experiences

Review the cross-cultural experiences you described earlier. Which of the four elements of cross-cultural communication were significant in the interactions and perceptions of those involved?

- Verbal
- Non Verbal
- Style
- Values

Understanding the Process of Cultural Adaptation

“In a different cultural setting, the cultural framework one brings to the situation is wrong until proven otherwise.”


Understanding the Process of Cultural Adaptation: Coping with Changes

- Different climate
- Homesickness
- Different humour
- Money worries
- Shyness
- Body language
- Unspoken rules

- Different housing
- No friends
- New foods
- Unfamiliar jobs
- New ways of eating
- Different values
- More responsibility

- Separation
- New friends
- Language
- Prejudice
- Slang and idioms
- New freedoms
- Different laws
Understanding Cross-Cultural Adaptation

- Immigrants: Change by choice
  - Own decision. Preparation. Resources. Networks.
  - Stronger sense of identity, self-worth, competence, security, belonging and acceptance. Looking forward.

- Refugees: Change by chance
  - Others' decision. Little or no preparation. No or very few resources and networks.

What is 'Culture Shock'?

- "Culture Shock" is the psychological disorientation most people experience when they have extended contact with a different culture to their own.

  - It builds up over time and manifests itself in different emotions and behaviours.

  - Culture shock can affect our senses of identity, self-worth, competence, security and belonging.

Stages of Cultural Adaptation

Stage 1: Contact/ Honeymoon

- Differences are interesting
- We are insulated by our own culture
- We miss the cultural support of our home culture
- We may feel confused, isolated, apathetic, inadequate. We lose some self-esteem
- We may become depressed, withdrawn

Stage 2: Disintegration/Disorientation

- We begin to reject and criticise the new culture
- We can feel angry, nervous, anxious, frustrated
- We become pre-occupied with our likes and dislikes
- We become more self-assertive, opinionated
- Growing self-esteem and determination

Stage 3: Reintegration/Irritability and Hostility

- Perceptions of new culture screened by own culture
- Excitement, stimulation, discovery
- Curious, assured, positive

Stage 4: Autonomy/Adjustment & Integration

Stage 5: Independence/ Biculturality

Adapted from P.Casse, Training for the Cross-Cultural Mind, 1990
### Stages of Cultural Adaptation

**Stage 4: Autonomy/Adjustment & Integration**
- We recognise and understand the differences and similarities
- We become more self-assured, confident, relaxed, warm to others
- We can negotiate most new situations
- We feel assured of our ability to deal with new experiences in the new culture

**Stage 5: Independence / Biculturality**
- We become more accepting of differences and similarities, valuing the diversity within our adopted society
- We are able to fully express our personality with trust, humour and affection
- We are once again fully capable of choice, and of creating meaning for situations

### 5 Stages of Cultural Adaptation

Most people experience distinct psychological stages when adapting to a new culture, from first contact to full adjustment.

- Some people adapt more easily and quickly than others.
- Understanding that it is a common experience helps us to adjust to new cultures and enables us to help others adjust to Australian culture.

### Worksheet #10

Cross-Cultural Adaptation Analysis of Workplace and Customer Experiences

- Review the cross-cultural experiences or situations you described earlier.
- At which stages of cross-cultural adaptation were the people involved in the experience or situation?

### Cultural Adaptation: Questions for Organisations

- At what stages of adaptation are the people you interact with – colleagues, staff, customers, communities?
- Do all employees understand the effects and stages of cultural adaptation?
- How can we help ourselves and others to adapt more easily to other cultures?

### Developing Organisational and Personal Cultural Competence

- Cultural Competence: The awareness, knowledge, skills, practices and processes to function effectively in situations characterised by cultural diversity.
  - Cultural Self Awareness
  - Cultural Literacy
  - Cross-Cultural Bridging
Developing Organisational and Personal Cultural Competence

- **Systemic** – policies, procedures, monitoring
- **Organisational** – skills, resources, supportive organisational culture
- **Professional** – education, standards
- **Individual** – knowledge, attitudes and behaviours, support for individuals

Developing Personal Cultural Competence

- **Be prepared**
  Learn about cross-cultural communication and other cultures.
- **Be aware**
  Of your own cultural values, assumptions and expectations.
- **Explain**
  Key differences when necessary, especially the invisible ones.
- **Help**
  Newcomers participate in the community.

Benefits of Developing Cultural Competence

- Cultural Self-Awareness
- Confidence
- Trust and openness
- Interpersonal skills
- Functional fitness
- Psychological health
- Intercultural identity
  - Finding the "Third Culture"

Developing Personal Cultural Competence: Finding the Third Culture

When both parties to an intercultural encounter are culturally competent, neither culture has to be dominant – or submissive.

We meet as equals in a ‘third culture’

3. Managing Culturally Diverse Teams

- Competencies for Managing Culturally Diverse Teams
- Managing Culturally Diverse Teams
- Skills for Building Trust and Inclusion

Managing Culturally Diverse Teams

"Education in China is based on rote learning.... Here, people want you to express your own opinions.... People are open to different individuals' ideas and then they pick and choose the best ones."

"To the company, I am just another employee, while in Pakistan I was a member of the organisation."

"I find that there is more emphasis on teamwork here.... In my opinion, Australia's convict beginnings have contributed to more of an 'all for one and one for all' attitude than you'd find in the USA or Britain."

G'Day Boss! Australian Culture and the Workplace, B. West and F. Murphy, 2007
Managing Culturally Diverse Teams

Competencies for Managing Culturally Diverse Teams

Team = Potential - Faulty Effectiveness

Team Member Top Motivations:

- Meaningful work – sense of accomplishment
- Good workplace relationships – feeling valued and involved
- Continuous learning and career development

Managing Culturally Diverse Teams

Selecting and Structuring Teams

- Understand workforce & ensure team diversity
- Identify capabilities, understand team dynamics

Working with Existing Diverse Teams

- Assess diversity and status of teams, members

Resourcing Teams

- Provide training, time, resources, support

Measuring Team Performance

- Clarify vision, set goals using diverse skills, rewards

Adapted from Melbourne University Centre for International Business, 2002

Worksheet #11

Managing Culturally Diverse Teams

Action Planning Checklist:

- Identify aspects of building and managing teams relevant to the project, program or process you are analysing.

Key skills for building trust and inclusion

- Emotional Intelligence
  - Self Awareness
  - Managing emotions
  - Empathy
  - Managing relationships

- Cultural Intelligence/Competence
  - Cultural Self Awareness
  - Cultural Literacy
  - Cross-Cultural Bridge Building

Building mutual respect

- Recognise & acknowledge differences
- Build confidence to share & explore ideas & approaches
- See differences as opportunities to learn

Expressing empathy

- Active listening for feelings, values
- Respond rather than react

Promoting inclusion

- Open ended questioning
- Express willingness to hear all viewpoints

Australian Multicultural Foundation

18/02/2010

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Inclusion Guidelines

- Step 1: Define the Situation
- Step 2: Explore Facts and Needs
- Step 3: Generate Ideas
- Step 4: Clarify Next Steps Forward

4. Factoring Cultural Diversity into Business Planning

- An Integrated Framework for Diversity Management
- Project, Program or Process Cultural Diversity Analysis
- Developing a Cultural Diversity Management Action Plan

Worksheet #12: Project Diversity Analysis

An Integrated Framework for Diversity Management

<table>
<thead>
<tr>
<th>Compliance Factors</th>
<th>Organisational Development Factors</th>
<th>Market Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equal Opportunity</td>
<td>O. D.</td>
<td>Industry</td>
</tr>
<tr>
<td>Access &amp; Equity</td>
<td>People Management</td>
<td>Government</td>
</tr>
<tr>
<td>Discrimination</td>
<td>Knowledge Mgmt</td>
<td>Community</td>
</tr>
<tr>
<td>Harassment</td>
<td>Product Development</td>
<td>Domestic</td>
</tr>
<tr>
<td>OHS</td>
<td>Customer Service</td>
<td>International</td>
</tr>
</tbody>
</table>

Performance Indicators

Benefits

Worksheet #13: Project Diversity Analysis

Identify Relevant Diversity Management Factors:

<table>
<thead>
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</table>

Project Diversity Analysis Key Questions

- Which diversity management factors are most critical?
- Which dimensions of diversity are most important?
- What resources and support are required?
- Who are the internal/external stakeholders?
- What actions are required by whom?
Worksheet #14: Project Diversity Analysis
Identify Performance Indicators

- Social: inclusiveness, cohesion, collaboration
- Legal: complaints, grievances, training, resolution
- Organisational: diversity, opportunity, retention
- Market: reputation, demand, relations, branding
- Financial: costs, savings, investments, returns

Worksheet #15: Project Diversity Analysis
Identify Diversity Management Benefits

Social cohesion: Inclusiveness
Participation: Knowledge
Innovation: Flexibility
Cooperation: Contribution
Synergy: Continuous Improvement
Attraction: Retention

Worksheet #16: Project Diversity Analysis
Identify and rank significant dimensions of customer diversity

<table>
<thead>
<tr>
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<th>Ethnicity</th>
<th>Culture</th>
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<td>Sexuality</td>
<td>Ability</td>
<td>Education</td>
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<td>Religion</td>
<td>Personality</td>
<td>Literacy</td>
<td>Experience</td>
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<tr>
<td>Role &amp; status</td>
<td>Economics</td>
<td>Family role</td>
<td>Carer roles</td>
</tr>
<tr>
<td>Geography</td>
<td>Work style</td>
<td>Communication style</td>
<td>Thinking style</td>
</tr>
<tr>
<td>Management style</td>
<td>Organisation Culture</td>
<td>Profession</td>
<td>Ideology</td>
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<td>Industry Culture</td>
<td>Regional Culture</td>
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</tbody>
</table>

Worksheet #17: Project Diversity Analysis
Identify Areas of Customer Service for Attention

- Know your customer and your business
- Demonstrate customer priority
- Identify & meet customer needs
- Develop customer relationships
- Plan to achieve excellent customer service

Physical Environment: Products and Services
Service Efficiency: Service Delivery
Staff Competence: Staff Presentation

Worksheet #18: Project Diversity Analysis
Identify and rank significant dimensions of workforce diversity

<table>
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Worksheet #19: Project Diversity Analysis
Identify Impacts on Core Business Functions

- Recruitment and selection
- Learning and development
- Performance management
- Promotion
- Retention
- Employment conditions
- Organisational Mission and Values
- Knowledge management
Worksheet #20: Project Diversity Analysis
Identify Cultural Diversity Impacts on Teams

- List Project Team Cultural Backgrounds
  - Perspectives, experience, knowledge, networks
  - Languages, working and communication styles

- Team Management Considerations*
  - Selecting and Structuring Teams
  - Working with Existing Diverse Teams
  - Resourcing Teams
  - Measuring Team Performance

* Refer to Worksheet #11

Worksheet #21: Project Diversity Analysis
Identify Key Stakeholders & Diversity Dimensions

- Who are the key stakeholders in this project or process?
  - Management/Owners
  - Other Teams
  - Buyers, Suppliers, Government, Communities

- Which dimensions of diversity among key stakeholders might be significant?
  - Cultural background, language, religion, politics

Worksheet #21: Project Diversity Analysis
Identify Available and Required Resources:

- Human resources managers, coordinators
- Complaints and grievances officers
- Training officers and training programs
- Diversity specialists and consultants
- Colleagues and clients
- Information services and sources
- Data, reports, manuals, websites

Worksheet #22: Project Diversity Analysis
Propose Action Planning Options

- Develop or modify policy
- Increase cultural competence
- Engage with culturally diverse clients/agencies
- Adapt assessment processes/performance measures
- Review specific service areas
- Recruit culturally diverse staff
- Increase cultural diversity of board/advisory group
- Acquire or develop resources
- Provide diversity management/cross cultural training
- Modify information management systems
- Use culturally appropriate feedback approaches

Worksheet #23: Cultural Diversity Management Action Plan

Develop an action plan to address the problems and/or opportunities identified in the project diversity analysis.

- Strategy
- Anticipated Result
- Actions
- Who is responsible
- Who is involved
- Resources required
- Timeframe

Review: Managing Cultural Diversity
The Core Concept

"Diversity Management" is the on-going process of incorporating the recognition of workforce and customer differences into all core business management functions, communications, processes and services to create a fair, harmonious, inclusive, creative and effective organisation.
Review: The Benefits of Diversity Management

ORGANISATIONAL FACTORS
- Improved relationships, morale, retention, skills, knowledge and development
- Enhanced innovation, creativity and productivity

COMPLIANCE FACTORS
- Reduced conflict, complaints, accidents, stress
- Improved opportunities, morale, retention, reputation

MARKET FACTORS
- Better market knowledge, relationships, customer service
- Expanded domestic and international market segments

Review: Elements of a Strategic Approach to Managing Cultural Diversity

- Establish the business case
- Understand cross-cultural communication and the process of cultural adaptation
- Identify the business impacts of cultural diversity
- Develop management and team competencies
- Factor diversity into business planning
- Develop and implement action plans

Close

“Differences do not necessarily mean barriers; they can become bridges to understanding and the enrichment of our lives.”

Robert Moran, Managing Cultural Differences, 1991