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foundation

Managing Cultural Diversity

Training Program Workbook

Australian Multicultural Foundation and Robert Bean Consulting

Managing Cultural Diversity

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PUBLISHING INFORMATION

Published by the Australian Multicultural Foundation
First published 2010
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Preamble

This Workbook has been produced by the Australian Multicultural Foundation and Robert Bean Consulting. The project is funded by the Australian Government Department of Immigration and Citizenship through the Diverse Australia Program. For more information visit www.harmony.gov.au.

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ISBN Print Edition: 0 9577 588 2 0
ISBN Web Edition: 0 9577 588 3 9

Disclaimer

The contents, information, advice and opinions expressed in this production are those of Robert Bean Consulting and not the Australian Government Department of Immigration and Citizenship. The Department takes no responsibility for any decisions made or actions taken on the basis of information provided in this manual.

This Workbook is intended for use in small and medium enterprises in support of business diversity management practices and related training and development programs.

The Australian Government Department of Immigration and Citizenship, the Australian Multicultural Foundation and Robert Bean Consulting cannot be held responsible in any way for the efficacy or appropriateness of these materials when applied within enterprises.

Foreword: AMF Managing Cultural Diversity Training Program

It is my great pleasure to introduce you to the Australian Multicultural Foundation's *Managing Cultural Diversity Training Program.*

This training program has been developed by the Australian Multicultural Foundation (AMF), in association with Robert Bean Consulting, as a resource for business owners and managers in Australia, to support them in recognising and encouraging cultural diversity in their workplaces.

Australia's diversity is a source of national strength and an asset to Australian industries. It is important that Australian businesses acknowledge the economic and social contribution of a culturally diverse workforce, and make the most of the extensive skills, perspectives and networks of today's multicultural Australia. Resources such as this *Managing Cultural Diversity Training Program* assist Australian industry and businesses to take advantage of our diversity to improve customer service and competitiveness both here and overseas.

As Australians, we have a tradition of acknowledging and celebrating differences of culture, ethnicity, language and faith within an overall shared sense of identity and purpose. Workplaces are critical in this process. It leads to happier and more productive workplaces and benefits the whole community.

As the Parliamentary Secretary for Multicultural Affairs and Settlement Services, I am proud to offer my support for this *Managing Cultural Diversity Training Program*. This publication continues the long line of energetic and often visionary work of the AMF in contributing to Australia's success as a multicultural society. I congratulate the AMF on its latest contribution and on embracing this opportunity to help shape the future of Australian business.

Laurie Ferguson
Parliamentary Secretary for Multicultural Affairs and Settlement Services

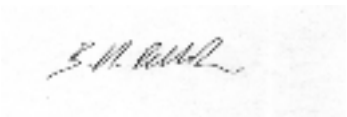
Foreword: Australian Multicultural Foundation

The *Managing Cultural Diversity Training Program* has been developed by the Australian Multicultural Foundation and Robert Bean Consulting for Australian business enterprises. This project is proudly supported by the Australian government through the Diverse Australia Program. For more information, visit www.harmony.gov.au.

Australian enterprises face numerous challenges which are characterised and influenced by cultural diversity. Not only must they meet their compliance obligations under a range of anti-discrimination laws, they must also compete for talent, overcome skills shortages, and retain talent by meeting increased employee expectations regarding conditions and opportunities. Enterprises must constantly adapt to the realities of increased workforce and customer diversity so that they can compete in culturally diverse domestic and international business environments.

We are pleased to have been able to produce a manual that can assist your business to address these business challenges and to capitalise on the benefits of managing cultural diversity in the workplace. The program was also developed to ensure that the message of the Scanlon Foundation's 'Taste of Harmony' campaign is translated into ongoing action at the enterprise level. The manual includes all the materials needed to design and conduct training for managers and team leaders that will help them to develop the skills needed to factor cultural diversity into business planning, organisational development and customer service.

The Australian Multicultural Foundation would like to thank Robert Bean for the design and development of this training program and the Australian Government for its initiative to support such a vital program. We would also like to thank all the people from the numerous business enterprises in Melbourne and Adelaide who were involved in the pilot program workshops for their contribution to the development, research and evaluation of the manual.



Dr. B Hass Dellal OAM
Executive Director
Australian Multicultural Foundation

Training Program Introduction

Objectives

The aim of this training program is to enable small and medium enterprises to better understand cultural diversity and how to manage it effectively to improve workplace performance. This includes relationships, teamwork, productivity, market knowledge, community relationships, customer service and competitiveness. Larger enterprises can also benefit from using this training program. The main training objectives are to enable participants to:

- Learn about cultural diversity in the workforce and the business case for managing cultural diversity
- Identify and consider for their enterprises the actual and potential impacts and benefits of cultural diversity
- Increase their understanding of culture and cross-cultural interactions
- Develop their cultural awareness and cross-cultural communication skills
- Conduct a diversity analysis of their business strategies and operations
- Develop an action plan for managing cultural diversity in their businesses
- Learn about available resources and support services

Supporting Materials

This training workbook is designed for the use of training participants. Extensive supporting materials are included in the accompanying Managing Cultural Diversity Resource Manual (the Manual).

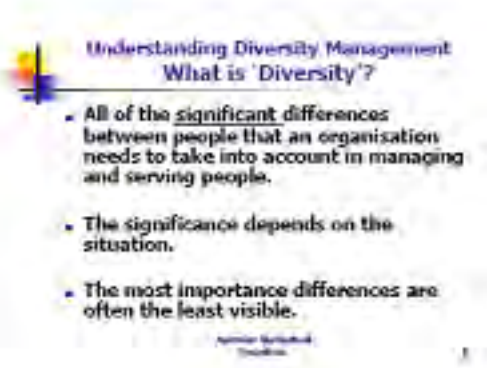
The Manual comprises more detailed notes and discussions of the training program content, which can be brought into a training workshop in addition to the material in this workbook if desired. The Manual also includes a Training Facilitators Guide which contains an introduction to the field of diversity management and cross-cultural communication training and advice and instructions on how to design and facilitate a one-day training program.

A Note on Workbook Preparation: Presentation Slides Handout

To prepare the workbook for printing, print out the accompanying PowerPoint slide presentation as a black and white handout of 4 or 6 slides per page as preferred, and insert it after this page.

The worksheets and other information are to follow the inserted PowerPoint handout.

Presentation Slides Handout



Understanding Diversity Management
The Dimensions of Diversity

Gender	Age	Ethnicity	Culture
Language	Sexuality	Ability	Education
Religion	Personality	Literacy	Experience
Role & status	Economics	Family role	Career roles
Geography	Work style	Communication style	Thinking style
Management style	Organisation Culture	Profession	Ideology
	Industry Culture	Regional Culture	

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.

Understanding Diversity Management
Functions of Diversity Management

- In the workplace;
  - Encourages and supports social inclusion
  - Ensures participation and full contribution of all staff to the goals of the organisation.
- In customer and client service:
  - Ensures access and equity
  - Monitors compliance obligations
  - Ensures relevant, appropriate services

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

The Business Case for Managing Cultural Diversity

Achieving social cohesion is enhanced by the practice of;

Diversity Management

which involves addressing

Compliance Factors	Organisational Development Factors	Market Factors

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

Situation Analysis: Economic and Social Drivers for Managing Cultural Diversity
Compliance: EEO, Discrimination, OHS
Competing for talent, solving skills shortages
Managing relationships and expectations of diverse workforces, communities and customers
Managing knowledge and innovation
Competing internationally
Ensuring ethics, due diligence, social responsibility

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 & Poors 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 — Low Context Cultures

Immigrant cultures — Organizational 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'?

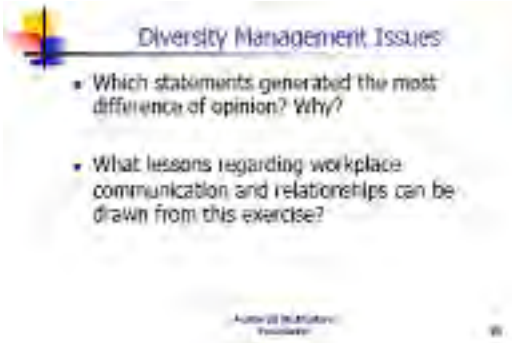
- Diversity management requires new knowledge, skills & "cultural competence"
  - Cultural competence:
    The awareness, knowledge, skills, practices and processes to function effectively in situations characterised by cultural diversity.

How Can Cultural Diversity be 'Managed'?

Working with and managing diversity raises many complex issues...

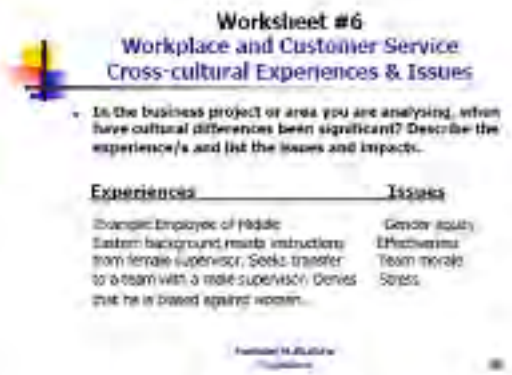
Worksheet #5
Diversity Management Issues
Agree-Disagree Exercise: Example

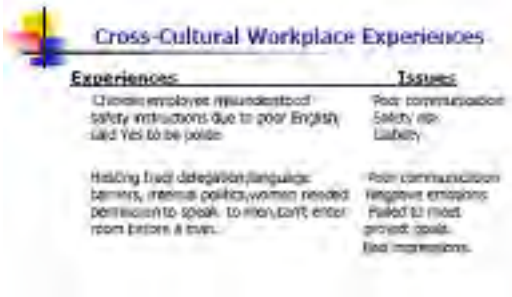
	1	2	3
1. If a person has negative views about another culture, teaching them about that culture will reduce their negativity.	A		
2. It is necessary to analyse one's own culture before learning about another culture.	D		

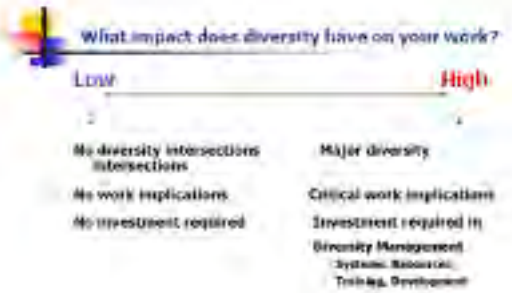

Diversity Management Issues
• Which statements generated the most difference of opinion? Why?
• What lessons regarding workplace communication and relationships can be drawn from this exercise?

Diversity Management Issues
Groups need and want to work harmoniously, without conflict
It is common for groups to avoid recognising or discussing differences
Until an issue arises, we don't know if we think differently about it
Actively managing diversity requires examination and discussion of differences of perspective and interpretation

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.
Experiences
Issues

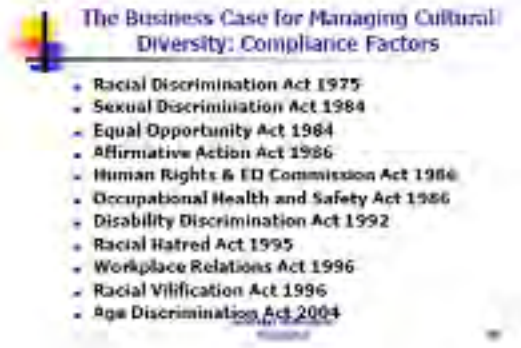

Cross-Cultural Workplace Experiences
Experiences
Issues
Chinese employee misunderstood safety instructions due to poor English, said Yes to be polite
Poor communication
Safety risk
Liability


What impact does diversity have on your work?
Low
High
No diversity intersections
Major diversity intersections
No work implications
Critical work implications
No investment required
Investment required in Diversity Management

An Integrated Framework for Diversity Management
Compliance Factors
Organisational Development Factors
Market Factors
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 Factors
"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."


The Business Case for Managing Cultural Diversity: Compliance Factors
Racial Discrimination Act 1975
Sexual Discrimination Act 1984
Equal Opportunity Act 1984
Affirmative Action Act 1986
Human Rights & EO Commission Act 1986
Occupational Health and Safety Act 1986
Disability Discrimination Act 1992
Racial Hatred Act 1995
Workplace Relations Act 1996
Racial Vilification Act 1996
Age Discrimination Act 2004

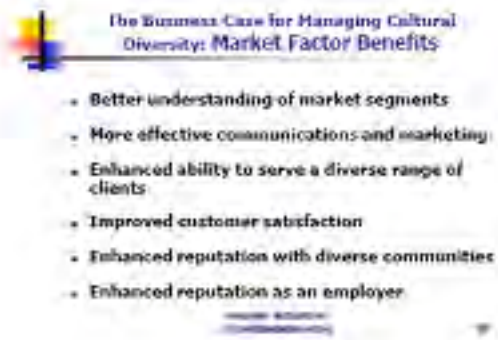
The Business Case for Managing Cultural Diversity: Compliance Factors
Managing Diversity begins with ensuring compliance with the laws and codes of society and the organisation.
Ensuring compliance involves communication and direct responses to expressions or acts of prejudice, racism, discrimination or harassment
Non-compliance damages business productivity, reputation and social cohesion.

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

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

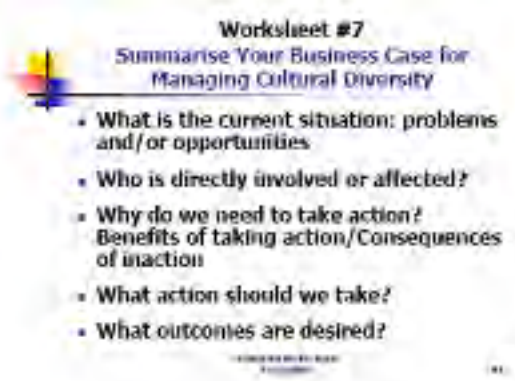
The Business Case for Managing Cultural Diversity: Organisational Development Factor Benefits
Improved productivity and morale
Improved work team interactions, relationships
Improved retention & career development
Wider range of skills available
Enhanced innovation and creativity
Increased responsiveness, effectiveness and efficiency

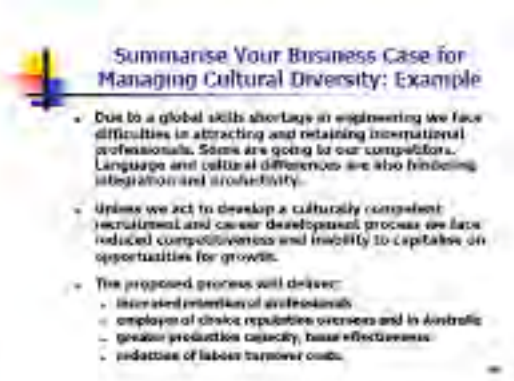
The Business Case for Managing Cultural Diversity: Market Factors
Industry Relations
Suppliers, buyers, networks, reputation
Government Relations
Legal & inclusion requirements
Community Relations
Reputation, involvement, labour market
Domestic Marketing
Market knowledge, cultural niches and channels
International Marketing
Market knowledge, marketing design, networks


The Business Case for Managing Cultural Diversity: 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?

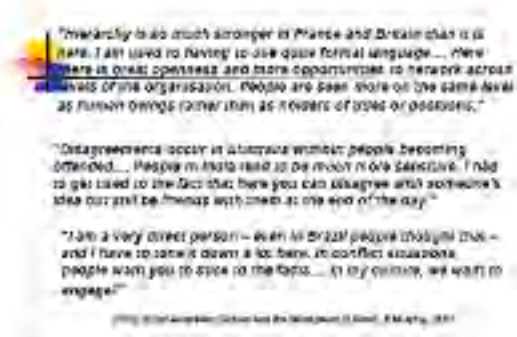
Stages of Diversity Management Development
Stage 3 Acclaimed Accomplished
Strategic approach
Diversity valued
Integrated in planning
Visible management support
Stage 2 Achieving Adopting Acceptance
Diversity programs developed
Management measures defined
Diversity support for all employees
Discrimination unacceptable
Stage 1 Aware Asleep
Little support for diversity
Managers not accountable
Discrimination, harassment
Staff feel cowerion re: issues

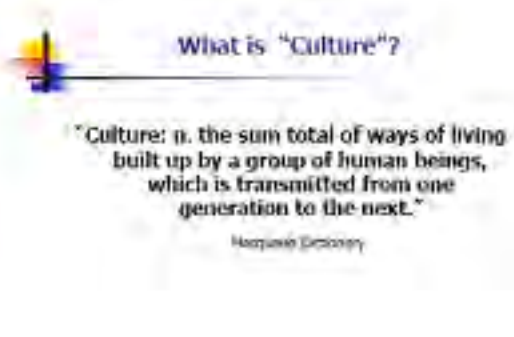

Worksheet #7
Summarise Your Business Case for Managing Cultural Diversity
What is the current situation: problems and/or opportunities
Who is directly involved or affected?
Why do we need to take action? Benefits of taking action/Consequences of inaction
What action should we take?
What outcomes are desired?


Summarise Your Business Case for Managing Cultural Diversity: Example

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."

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"?

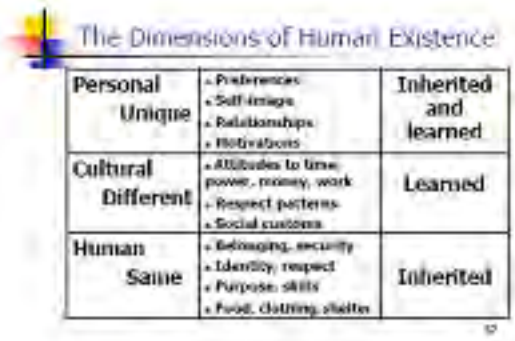
A culture is the way a group of people have learned to solve problems and resolve dilemmas.

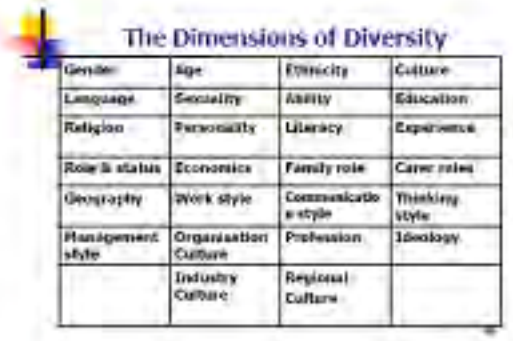
It is 'the way we do things around here'. The key question for understanding is 'WHY?'

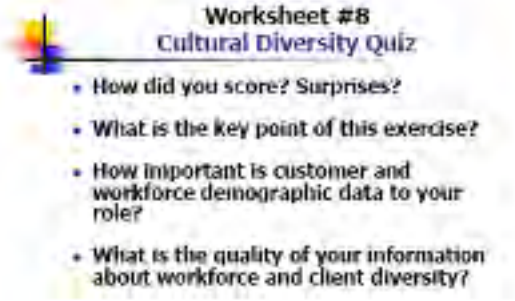
High Context Cultures — Low Context Cultures

Generalising vs Stereotyping
Grouping elements to form logical categories to make sense of a complex world
Categorising people as a group, ignoring individual differences

Generalising vs Stereotyping
Retained consciously
Retained unconsciously
Descriptive, not judgemental
Judgemental, not descriptive
Modified by subsequent experience
Not modified by experience


The Dimensions of Human Existence
Personal Unique
Preferences
Self-image
Relationships
Motivations
Inherited and learned
Cultural Different
Attitudes to time, power, money, work
Respect patterns
Social customs
Learned
Human Same
Belonging, security
Identity, respect
Purpose, skills
Food, clothing, shelter
Inherited


The Dimensions of Diversity
Gender
Age
Ethnicity
Culture
Language
Sexuality
Ability
Education
Religion
Personality
Literacy
Experience
Role & status
Economics
Family role
Career roles
Geography
Work style
Communicatio n style
Thinking style
Management style
Organisation Culture
Profession
Ideology
Industry Culture
Regional Culture


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?

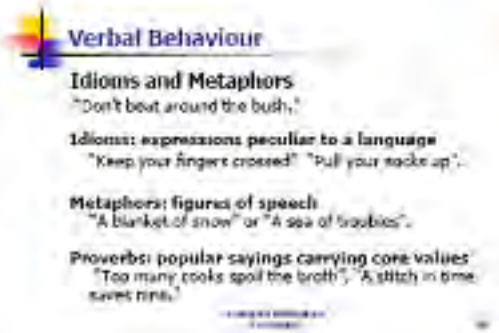
Cultural Diversity in Victoria
23.8% born in at least 201 countries:
6.5% from English-speaking countries
17.3% from non-English speaking countries
Top 10 New Migrant Source Countries:
India, China, NZ, UK, Sri Lanka, Philippines, Malaysia, Viet Nam, South Africa, Burma (Myanmar)
Other new and emerging communities:
Burundi, Guinea, Sudan, Liberia, Congo, Mongolia, Cameroon, Bangladesh, Mexico

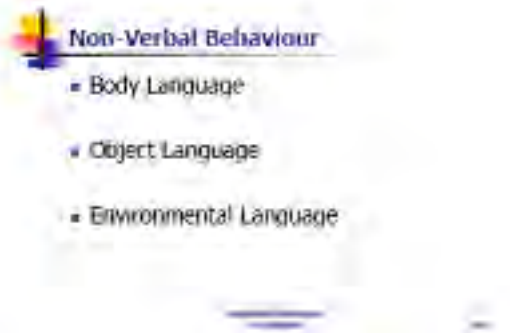
Cultural Diversity in South Australia
21% born in at least 168 countries:
10% from English-speaking countries
11% from non-English speaking countries
Top 10 New Migrant Source Countries:
England, China, India, Malaysia, South Africa, NZ, Sudan, Korea, Philippines, Afghanistan
Other new and emerging communities: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

The Four Basic Elements of Intercultural Communication
Verbal Behaviour
What we say and how we say it
Non-Verbal Behaviour
What we say when we're not talking
Communication Style
How we prefer to express ourselves
Values and Attitudes
What we believe is right

Verbal Behaviour
Accent
How much do we judge each other by our accents?
Tone of Voice
How do tones affect us? (high/low pitched, sharp)
Volume
In different countries, the softly-spoken may appear weak or the loudly-spoken rude or pushy.

Verbal behaviour
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"


Verbal Behaviour
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

Non-Verbal Behaviour
Body Language
Movement
Gestures
Posture
Distancing
Gaze
Eye Contact
Touch
Politeness
Facial Expression
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
Designs
Artefacts
Clothing
Adornments
Accessories

Non-Verbal Behaviour
Environmental Language
Colours
Lighting
Architecture
Space
Natural surrounds
Direction

Communication Style
Different cultural assumptions
Different ways of making a point
Different ways of speaking

Communication Style
Tolerance of silence
Use of humour and irony
Speech rules, politeness, turntaking in conversation
Different meanings of 'yes' and 'no'

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."

Worksheet #9
Values,Attitudes & Prejudices

- Values Exercise
  - Tick the box for the statement in each pair that you think the majority of people in your culture would agree with.
  - Circle the box for the statement you personally would agree with, whether it's the same or the other statement.

Plotting Cultural Diversity

High Context Cultures — Low Context Cultures

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

Values, Attitudes and Prejudices

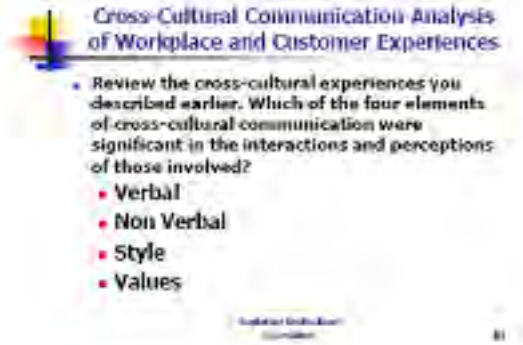
High Context Cultures	Low Context Cultures
Collectivist	Individualist
Being-oriented	Doing-oriented
Particularist	Universalist
Hierarchical	Egalitarian
Long term view	Short term view
Ascribed status	Achieved status
Oral agreements	Written agreements
Formal	Informal

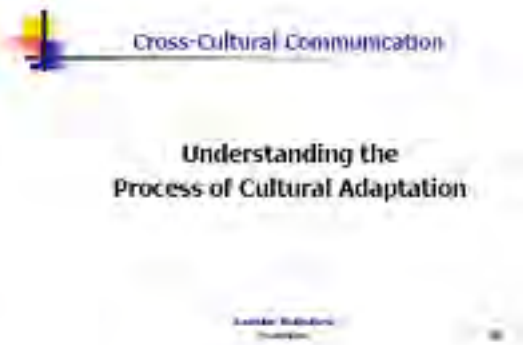
Values of Cultures are Expressed on Sliding Scales, Not as Either/Or

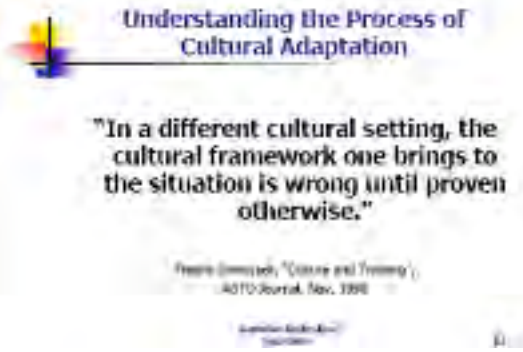
Collectivism	Individualism
Group responsibility	Self-reliance
Hierarchy	Equality
Status unquestioned	Judged on efforts
Particularism	Universalism
Application of rules depends on the circumstances	Rules apply to all people in all situations

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.

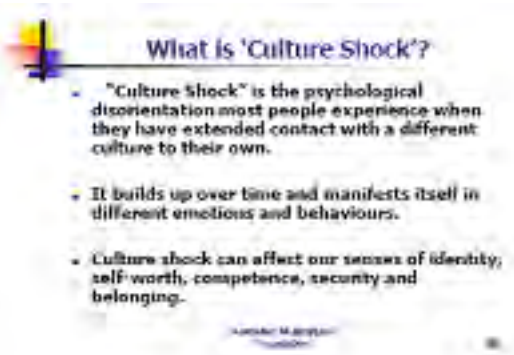

Cross-Cultural Communication Analysis of Workplace and Customer Experiences
Review the cross-cultural experiences you described earlier. Which of the four elements of cross-cultural communication were significant in the interactions and perceptions of those involved?
Verbal
Non Verbal
Style
Values


Cross-Cultural Communication
Understanding the Process of Cultural Adaptation


Understanding the Process of Cultural Adaptation
"In a different cultural setting, the cultural framework one brings to the situation is wrong until proven otherwise."

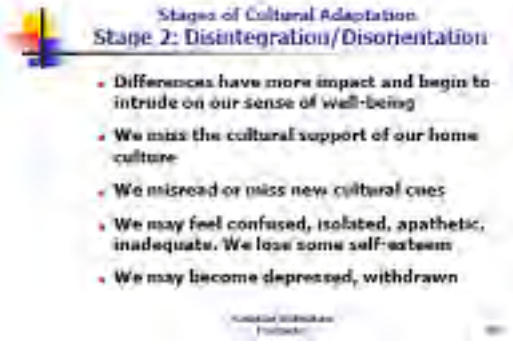
Understanding the Process of Cultural Adaptation: Coping with Changes
Different climate
Different housing
Separation
Homesickness
No friends
New friends
Different humour
New foods
Language
Money worries
Unfamiliar jobs
Prejudice
Shyness
New ways of eating
Slang and idioms
Body language
Different values
New freedoms
Unspoken rules
More responsibility
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.
Strong sense of self-reliance but weaker sense of identity, self-worth, competence, security, belonging and acceptance. Looking backward.


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
Stage 2: Disintegration/Disorientation
Stage 3: Re-integration/Irritation & Hostility
Stage 4: Autonomy/Adjustment & Integration
Stage 5: Independence/ Biculturality

Stages of Cultural Adaptation
Stage 1: Contact/ Honeymoon
Differences are interesting
We are insulated by our own culture
Perceptions of new culture screened by own culture
Excitement, stimulation, discovery
Curious, assured, positive

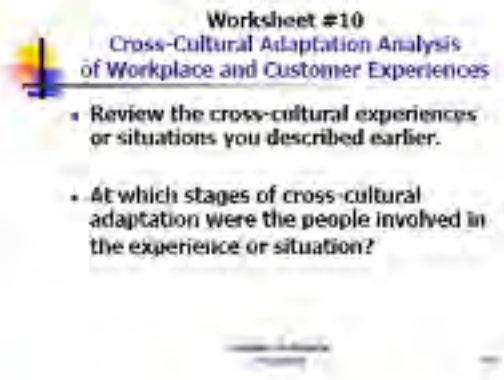

Stages of Cultural Adaptation
Stage 2: Disintegration/Disorientation
Differences have more impact and begin to intrude on our sense of well-being
We miss the cultural support of our home culture
We misread or miss new cultural cues
We may feel confused, isolated, apathetic, inadequate. We lose some self-esteem
We may become depressed, withdrawn

Stages of Cultural Adaptation
Stage 3: Reintegration/Irritability and Hostility
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

Stages of Cultural Adaptation
Stage 4: Autonomy/Adjustment & Integration
We recognize 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

Stages of Cultural Adaptation
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 & 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."

Competencies for Managing Culturally Diverse Teams
Team Effectiveness = Potential Team Effectiveness - Faulty Process
Team Member Top Motivations:
Meaningful work – sense of accomplishment
Good workplace relationships – feeling valued and involved
Continuous learning and career development

Competencies for Managing Culturally Diverse Teams
Broad perspective, experience with differences
Aware of own attitudes and values
Understands business case for diversity
Communicates effectively across cultures
Seeks views and input from team members
Understands diversity strategy
Uses diversity to enhance creativity and innovation
Demonstrates flexibility and openness

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, remediate
Resourcing Teams
Provide training, time, resources, support
Measuring Team Performance
Clarify vision, set goals using diverse skills, rewards

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.
Selecting and Structuring Teams
Working with Existing Diverse Teams
Resourcing Teams
Measuring Team Performance

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

Key skills for building trust and inclusion
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

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

Compliance Factors	Organisational Development Factors	Market Factors
Equal Opportunity	O. D.	Industry
Access & Equity	People Management	Government
Discrimination	Knowledge Mgmt	Community
Harassment	Product Development	Domestic
OHS	Customer Service	International

Performance Indicators

Benefits

Positioning the Diversity Analysis Framework

Analyse the Situation

Identify the Need

Set Goals for Project, Program or Process

---- Conduct a Diversity Analysis----

Select a Strategy

Prepare to Implement Strategy
(Include Diversity Factors)

Implement and Evaluate the Strategy

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 #13: Project Diversity Analysis

Identify Relevant Diversity Management Factors:

Compliance Factors	Organisational Development Factors	Market Factors
Equal Opportunity	O. D.	Industry
Access & Equity	People Management	Government
Discrimination	Knowledge Mgmt	Community
Harassment	Product Development	Domestic
OHS	Customer Service	International
Environment		

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
Gender
Age
Ethnicity
Culture
Language
Sexuality
Ability
Education
Religion
Personality
Literacy
Experience
Role & status
Economics
Family role
Carer roles
Geography
Work style
Communicatio n style
Thinking style
Management style
Organisation Culture
Profession
Ideology
Industry Culture
Regional Culture

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
Gender
Age
Ethnicity
Culture
Language
Sexuality
Ability
Education
Religion
Personality
Literacy
Experience
Role & status
Economics
Family role
Carer roles
Geography
Work style
Communicatio n style
Thinking style
Management style
Organisation Culture
Profession
Ideology
Industry Culture
Regional Culture

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 ongoing 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."

Managing Cultural Diversity
Training Program Worksheets

1. Select a Project, Program or Process for Diversity Analysis
2. Situation Analysis: Macro Environment
3. Situation Analysis: Economic and Social Drivers
4. Identify Your Workforce and Customer Cultural Diversity
5. Diversity and Equity Issues: Agree/Disagree Exercise
6. Workplace and Customer Service Cross-Cultural Experiences
7. Draft Your Cultural Diversity Management Business Case Summary
8. Cultural Diversity Demographic Data
9. Values, Attitudes and Prejudices
10. The Stages of Cultural Adaptation
11. Team Building Action Planning Checklist
12. An Integrated Framework for Diversity Management
13. Identify Relevant Cultural Diversity Management Factors
14. Identify Performance Indicators
15. Identify the Benefits of Cultural Diversity Management
16. Identify Significant Dimensions of Customer Cultural Diversity
17. Identify Important Customer Service Areas for Attention
18. Identify Significant Dimensions of Workforce Cultural Diversity
19. Identify Cultural Diversity Impacts on Core Business Functions
20. Identify Cultural Diversity Impacts on Teams and Team Effectiveness
21. Identify Other Stakeholders. Identify Available and Required Resources
22. Recommend Actions

23a. Develop a Cultural Diversity Management Action Plan

23b. Action Planning Example: Occupational Health and Safety

23c. Action Planning Example: Implementing a Cross-Cultural Training Program

Worksheet #1:
Select a Project, Program or Process for Diversity Analysis

1. Project, Program or Process Description

Examples: Redesign of Occupational Health and Safety Induction and Training.
Design and conduct community or target country market research surveys and focus groups.
Attract and retain skilled migrants.

2. What is the problem or opportunity this project, program or process will address?

Examples: Problem: Poor Occupational Health and Safety understanding and practices among recently arrived employees from culturally diverse backgrounds.

Opportunity: Expansion of market share by providing culturally appropriate services/products to culturally diverse communities/ new overseas markets.

3. Desired Outcomes of the Project, Program or Process

Examples: Improved safety awareness and practice, reduced accidents, improved morale & productivity.
Effective marketing program design.

Worksheet #2: Situation Analysis

Identify Macro Environment Trends for Your Business Which Are Influenced by or Arise From Cultural Diversity

Every business operates within a broad, macro environment which is commonly analysed in terms of four political, economic, social and technological categories of trends which are outside of the control of the business.

Considering your enterprise as a whole and the project, program or process you have selected for analysis, note below any trends in each category that impact on your enterprise and in which workforce or customer cultural diversity is now or could be influential.

Category	*List any relevant trends in each category in which cultural diversity is or might become influential.*
Political	*e.g. immigration policy, changes in visa requirements, source countries, numbers and categories of immigrants, foreign trade agreements*
Economic	*e.g. interest rates, exchange rates, personal disposable income, wage rates, recession, boom, globalisation, industry trends*
Social/Cultural	*e.g. ageing population, new multicultural communities, increased job mobility, increased workforce diversity*
Technological	*e.g. IT, robotics, nanotechnology, communications, materials*

Worksheet #3: Situation Analysis

Identify the Economic and Social Drivers for Managing Cultural Diversity in Your Enterprise and Industry

Cultural diversity already is or could be a significant factor, economically and socially, in several areas, including:.

- Complying with equal opportunity, safety and anti-discrimination regulations
- Competing for talent and overcoming skills shortages
- Adapting to the realities of increased workforce and labour market diversity
- Managing and developing knowledge and innovativeness
- Managing workplace and customer relationships
- Developing and maintaining good community relations
- Meeting increased workforce expectations of conditions and opportunities
- Marketing to and serving culturally diverse domestic and overseas customers
- Competing in a culturally diverse international business environment
- Ensuring ethical conduct, due diligence and social responsibility

List the economic and social drivers for managing workforce and customer cultural diversity in your own industry and enterprise. Recognise that many of the drivers are closely related. Then rank the importance to your own business of all the drivers you have identified on the following scale.

1 = Low Importance 2 = Important 3 = Very important

Economic Drivers *e.g. improving profitability, attracting quality staff, expanding markets*	*Rank*	**Social Drivers** *e.g. good community relations, workplace harmony, ethics*	*Rank*

Worksheet #4:
Identify Your Workforce and Customer Cultural Diversity

List below the cultural backgrounds of your workforce and your customer base.

Workforce Cultural Backgrounds	Customer Cultural Backgrounds

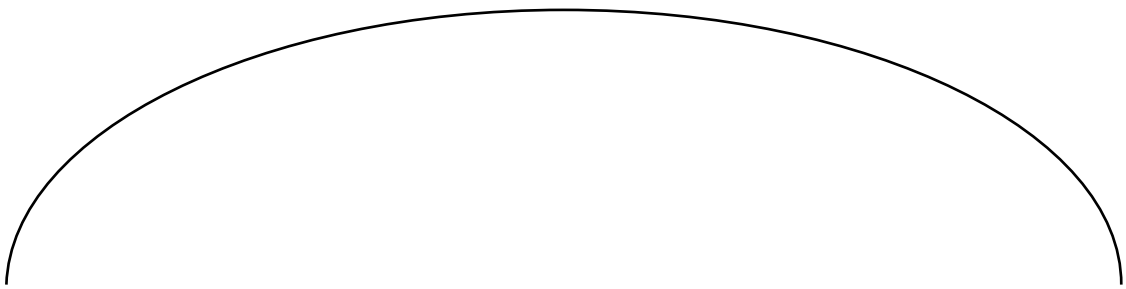
Identifying Your Future Workforce and Customer Cultural Diversity

If you are planning to hire new employees or to begin offering products and services to new customers, in Australia or overseas, list their actual or probable cultural backgrounds below.

Future Workforce Cultural Backgrounds	Future Customer Cultural Backgrounds

Plotting Workforce and Customer Cultures

One technique for studying cultures is to plot them along an arc representing some general characteristics, which will be explained during the workshop. To begin this process, we will plot all of the cultural backgrounds listed by the group on an arc. Then you can plot your own listed cultures on the arc below.



High Context Cultures

Low Context Cultures

Worksheet #5:
Diversity and Equity Issues: Agree/Disagree Exercise

Business owners, managers and staff must deal with many issues arising from the complexities of human diversity on a daily basis.

Instructions:

First. In Column 1, please indicate whether you **strongly agree (SA), agree (A), disagree (D) or strongly disagree (SD)** with the following statements. You have 90 seconds.

Second. Compare your answers with another person. You must reach agreement on each question. Write your agreed answers (A, D etc) in Column 2. You have 5 minutes.

Third. With the other person, discuss your answers to the questions with two other people, again trying to reach a consensus answer to the questions. Record your Agree or Disagree answers in column 3. You have 5 minutes.

	1	2	3
1. Because cultural diversity is just a fact of life, calling attention to cultural differences is unnecessary and potentially divisive.			
2. The laws against discrimination, racism and harassment have been in place for so long now that most employees know what must or must not be done in any given workplace or customer service situation.			
3. When communication problems happen between people from different cultural and social backgrounds, cultural and social differences are less important than personality differences.			
4. The responsibility of a manager is to plan, organise and measure the work of all staff in the same way regardless of their individual differences.			
5. Managers may need to treat people differently to ensure fairness, but in reality, employees should not expect different treatment because they have all been hired on their ability to perform their duties and have all agreed to the terms of standard job specifications and contracts.			
6. Customers should not expect to be treated differently because of their cultural differences.			

Discussion:

Which statements generated most difference of opinion? Why?

What lessons regarding workplace communications can be drawn from this exercise?

Worksheet #6:
Workplace and Customer Service Cross-Cultural Experiences

In the business project or area you are analysing, when have cultural or language differences been significant? Describe the experiences and list the issues and impacts for your business. What happened? What problems were caused? How did you deal with them?
In your group, briefly describe your experiences or situations, noting the key points on the left side of a chart. On the right, list the main issues involved in the situation.

The Experiences	The Issues
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.	Gender equity and discrimination Team effectiveness Team morale Stress

Worksheet #7:

Draft Your Cultural Diversity Management Business Case Summary

Draft a business case for your enterprise to take actions to manage cultural diversity in the workforce and/or the customer base in order to solve problems or realise opportunities. The business case may relate to the enterprise as a whole or to the project, program or process you have selected for analysis.

- What is the current situation? What is the problem or opportunity?

- Who is directly involved or affected? Workforce, Customers, Other Stakeholders

- Why do we need to take action? What are the consequences of doing nothing?

- What is the desired situation?

- What do we need to do and when? Action planning.

- How should we do it? Strategies, internal and external resources, funding.

- Who will be responsible or involved?

Worksheet #8:
Cultural Diversity Demographic Data

An essential aspect of managing workforce diversity and delivering public services is knowing the demographic make-up of the team you manage and the community you serve and keeping up to date with population trends and changes.

Cultural Diversity Quiz:

Sources: ABS 2006 Census

1. In 2006, 4.4 million Australian residents (24% of the population) were overseas born. Approximately what proportion of these were born in a non-English speaking country?

   One half **Two thirds** **One quarter** **One third**

2. What percentage of Australians were born overseas or have at least one parent who was born overseas?
   16% **27%** **31%** **44%**

3. What percentage of Australian citizens were born in an Asian country?
   2% **6%** **13%** **21%**

4. What percentage of Australians are Indigenous Australians?
   2.4% **3.3%** **5.9%** **12.7%**

5. What percentage of Australians are Muslims?
   1.7% **0.7%** **3.9%** **9.1%**

6. What percentage of Australians are Christians?
   32.1% **63.9%** **43.9%** **89.1%**

Discussion:

How did you score?

What statistics provided the biggest surprises?

How important is demographic data for you in your job?

What is the demographic makeup of your workforce and customer base?

What percentage of your employees were born in a non-English speaking country?

What percentage of your customers were born in a non-English speaking country?

Getting the Facts:

Detailed information on cultural diversity nationally and in each state and territory is available free of charge from the Australian Bureau of Statistics Website at http://www.abs.gov.au. A good starting point is the 11-page "Cultural Diversity Overview", which can be downloaded from the site.

Worksheet #9: Values, Attitudes and Prejudices

The values, attitudes and prejudices held by a culture embody the way a group of people sees the world. The comparisons presented below are generalisations that are useful in understanding the complex and hidden dimensions of cultures.

In this exercise, tick the value statement in each box that you think the majority of people from your culture would agree with. If you personally would choose the other statement in the pair, circle the box beside it.

1. "I need to know quite a lot about someone before I will deal commercially with them. Then, I trust them and their word is enough for me."

2. "I don't need to know a lot about someone before I deal commercially with them. Instead of trusting them completely, I make sure we have a legal contract."

1. _____ 2. _____

3. "In my world, the things that matter most are myself and my immediate family."

4. "In my world, the group is far more important than the individual."

3. _____ 4.. _____

5. "It is acceptable that people who have far more wealth and status than others should have greater privileges and more power over other people and should deserve automatic respect."

6. "Having more power and wealth should not entitle any member of society to put themselves above other people. They are no better than other people and must earn respect like everyone else."

5. _____ 6. _____

7. "Personal achievement and success are my most important goals."

8. "Caring for others and improving the quality of life for everyone are my most important goals."

7. _____ 8.. _____

9. "I dislike it when people try to bend the company rules."

10. "Sometimes a rule should be bent or broken if doing so is in the best interests of the organisation."

9. _____ 10. _____

Discussion: Compare your choices with other group members. Are differences of choice based on cultural values or personal values and preferences?

Worksheet #10: The Stages of Cultural Adaptation

At what stages of cultural adaptation were any of the people involved in the workplace or customer service experiences discussed earlier?

Stage 1: Contact/Honeymoon

Perceptions	Emotions	Behaviours	Interpretations
Differences are intriguing. Perceptions screened.	Excitement Stimulation Euphoria Discovery	Curiosity Assured High energy Laughter	Person insulated by own culture. Observations confirm identity.

Stage 2: Disintegration/Disorientation

Perceptions	Emotions	Behaviours	Interpretations
Differences are impactful. Contrasts can't be screened out	Confusion Disorientation Apathy Isolation Inadequacy	Depression Withdrawal	Differences begin to intrude. Loss of self esteem. Loss of cultural support ties. Misreads new culture cues

Stage 3: Reintegration/Irritation and Hostility

Perceptions	Emotions	Behaviours	Interpretations
Differences are rejected	Anger Rage Nervousness Anxiety Frustration	Rebellion Suspicion Hostility Rejection Exclusion Opinionated	Rejection of new culture causes preoccupation with like and dislikes. Negative behaviours a form of self-assertion and growing self-esteem

Stage 4: Autonomy/ Adjustment and Integration

Perceptions	Emotions	Behaviours	Interpretations
Differences and similarities are legitimised	Self-assured Relaxed Warmth Empathy	Assured Controlled Independent "Old hand" Confident	Socially and linguistically capable of negotiating most new situations. Assured of ability to to survive new experiences.

Stage 5: Independence/ Biculturality

Perceptions	Emotions	Behaviours	Interpretations
Differences and similarities are valued and significant	Trust Humour Love	Expressive Creative Actualising Full range of previous emotions	Social, psychological and cultural differences are accepted and enjoyed. Capable of choice and responsibility. Able to create meaning for situations.

Adapted from *Training for the Crosscultural Mind,* Pierre Casse, 1990

Worksheet #11: Team Building Action Planning Checklist

If you are planning to establish a new project team or you wish to review the effectiveness of an existing team, which of the following actions will require attention and action in your workplace?

☐ **Establishing New Team/s**

☐ **Reviewing Existing Team/s**

Selecting and Structuring Teams

Step 1: Determine Workforce Diversity ☐

Step 2: Consider Desired Work Outcomes ☐

Step 3: Select Team Members ☐

Step 4: Inform Team Members of the Business Case for Team Diversity ☐

Working With Existing Diverse Teams

Step 1: Identify and Analyse Team Diversity ☐

Step 2: Assess Team Processes ☐

Resourcing Teams

Step 1: Assess Team Needs ☐

Step 2: Provide Required Training ☐

Step 3: Develop Team Identity ☐

Step 4: Give the Team Time ☐

Measuring Team Performance

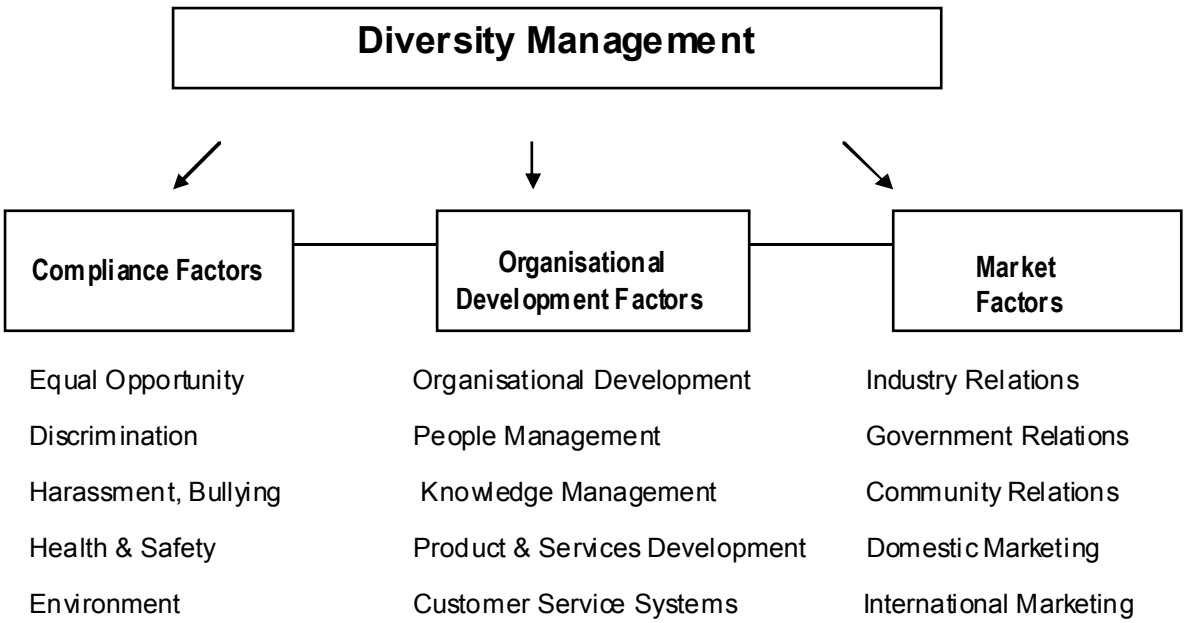
Step 1: Clarify a Team Vision ☐

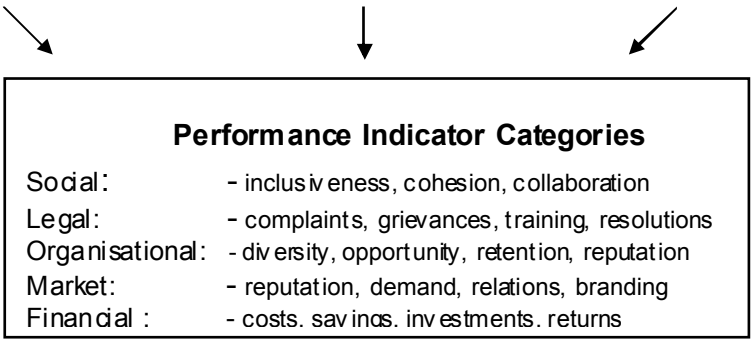
Step 2: Set Goals That Encourage Diversity Skills ☐

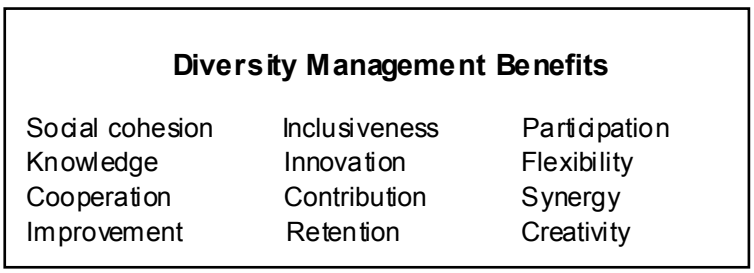
Step 3: Reward Teams ☐

Worksheet #12:
An Integrated Framework for Diversity Management

Before undertaking the detailed analysis exercise on the following worksheets, examine this framework as a whole to identify which factors might need to be addressed in analysing your project, program or process. Also identify relevant types of performance indicators and benefits.







Results: Increased client satisfaction, organisational effectiveness and workforce morale

Worksheet #13:
Identify Relevant Cultural Diversity Management Factors

Identify and rank the diversity management factors in which workforce or customer cultural diversity is or could become important for the success of your project, program or process.

1 = Low Importance 2 = Important 3 = Very important

Diversity Management Factor	Workforce Cultural Diversity	Rank	Customer Cultural Diversity	Rank
Organisational Factors				
Organisational Development				
People Management: Attraction & Retention				
People Management: Teams & Teamwork				
People Management: International				
Knowledge Management				
Product and Service Development				
Customer Service				
Other				
Compliance Factors				
Equal Opportunity				
Access & Equity				
Discrimination				
Harassment				
Occupational Health and Safety				
Other				
Market Factors				
Industry relations				
Government relations				
Community relations				
Domestic marketing				
International marketing				

Notes/Questions:

Worksheet #14: Identify Performance Indicators

Identify the relevant broad performance indicator categories in which the success of the project, program or process will be measured. Not every category will be relevant to every project.

Category	Indicators
Social	Example: Increased sense of inclusiveness and social cohesion in workforce, measured by improved attitude survey results, reduced labour turnover and increased team effectiveness.
Legal	Examples: complaints, grievances, training, resolutions
Organisational	Examples: diversity, opportunity, retention, reputation
Market	Examples: reputation, demand, relations, branding
Financial	Examples: costs, savings, investments, returns

Worksheet #15:
Identify the Benefits of Cultural Diversity Management

Select the anticipated benefits of achieving the specific project performance indicators you listed on Worksheet 13.

ORGANISATIONAL FACTORS

- Improved long term planning accounting for demographic trends
- Inclusive human resource management policies and practices
- Improved work team interactions and relationships
- Improved productivity and morale
- Improved retention and development of employees
- Improved performance in management and team functions
- Improved acquisition and management of human resources
- Enhanced flexibility in response to market changes
- Reduced costs of faulty processes
- Improved problem solving and decision making
- Wider range of skills and perspectives available
- Enhanced innovation and creativity
- Other

COMPLIANCE FACTORS

- Increased access and equity in service provision
- Reduced discrimination and harassment
- Reduced conflict, complaints and grievances
- Improved opportunities for all employees
- Increased diversity in leadership and teams
- Happier, less stressed employees
- Reduced staff turnover
- Better reputation and public image
- More customers and diverse markets
- Less sickness, accidents and absenteeism
- Lower costs, increased productivity, increased profits
- Other

MARKET FACTORS

- Better relationships with multicultural market segments
- Better knowledge and understanding of culturally diverse market segments
- More effective communications and marketing
- Enhanced ability to serve a culturally diverse range of clients through staff language skills and cultural knowledge
- Improved customer satisfaction and increased referrals
- Enhanced reputation with culturally diverse communities
- Enhanced reputation as an employer in domestic and international labour markets
- Other

Worksheet #16:
Identify Significant Dimensions of Customer Cultural Diversity

Select and rank the dimensions of customer or client diversity that influence or could influence the success of your project, program or process. Use the Notes column to comment on the significance of the selected dimension and any related challenges or opportunities.

1 = Low Importance 2 = Important 3 = Very important

Significant Dimensions of Customer/Client Diversity		
Diversity Dimension	**Notes: Significance/ Challenges/Opportunities**	**Ranking**
Gender		
Age		
Ethnicity		
Culture		
Sexual Orientation		
Mental and Physical Ability		
Education level		
Religion		
Language		
Literacy		
Work experience		
Functional role and status		
Economic status		
Family status		
Carer roles		
Geographic location		
Work style		
Communication style		
Learning style		
Thinking style		
Views of authority		
Negotiation style		
Other		

Worksheet #17:
Identify Important Customer Service Areas for Attention

Tick the areas for attention in the customer service aspects of the project, program or process you are analysing.

1. Know your customers and your business

□ Identify and gather information on cultural backgrounds of our customers

2. Demonstrate customer priority

□ Identify how cultural backgrounds influence customers' expectations of us

□ Identify ways of delighting our customers by showing we understand their cultures

3. Identify and meet customer needs

□ Identify aspects of cultural background that may influence customer behaviours and concerns

□ Identify ways in which cultural backgrounds may influence customers' perceptions of their needs

4. Develop customer relationships

□ Identify ways in which cultural backgrounds influence customers' expectations of their relationship with us

□ Consider ways in which different stages of cultural adaptation may affect customer relationships

5. Develop plans to achieve and maintain excellent customer service

□ Include recognition of and respect for cultural diversity in our customer service standards

□ Ensure that our customer feedback systems are culturally appropriate

6. Identify Generic Customer Service Areas in which cultural differences among our customers will need to be taken into account

□ Physical Environment

□ Products and Services

□ Service Efficiency

□ Service Delivery

□ Staff Competence

□ Staff Presentation

Worksheet #18:
Identify Significant Dimensions of Workforce Cultural Diversity

Select and rank the dimensions of workforce diversity that influence or could influence the success of your project, program or process. Use the Notes column to comment on the significance of the selected dimension and any related challenges or opportunities.

1 = Low Importance 2 = Important 3 = Very important

Significant Dimensions of Workforce Cultural Diversity		
Diversity Dimension	**Notes: Significance/ Challenges/Opportunities**	**Ranking**
Gender		
Age		
Ethnicity		
Culture		
Sexual Orientation		
Mental and Physical Ability		
Education level		
Religion		
Language		
Literacy		
Work experience		
Functional role and status		
Economic status		
Family status		
Carer roles		
Geographic location		
Work style		
Communication style		
Learning style		
Thinking style		
Views of authority		
Negotiation style		
Other		

Worksheet #19:
Identify Cultural Diversity Impacts on Core Business Functions

How does the cultural diversity of the workforce or the labour market impact on the core business functions that are involved in the project, program or process being analysed? Note; not all of these core business functions are relevant to every project.

Core Business Function	Cultural Diversity Impacts, Challenges, Opportunities
Recruitment and selection	
Learning and development	
Performance management	
Promotion	
Retention	
Employment conditions	
Organisational Mission and Values	
Knowledge management	

Worksheet #20: Identify Cultural Diversity Impacts on Teams and Team Effectiveness

What is the cultural diversity profile of your current or planned project team?

List the cultural backgrounds of the team that is or will be responsible for your project, program or process.

Team Cultural Backgrounds	Number of Team Members

How could the team's cultural diversity contribute to the success of the project?

- Personal perspectives: age, gender, race, ethnicity, etc.
- Previous related experience
- Specialist knowledge
- Cultural knowledge
- Language skills
- Working styles
- Communication styles
- Networks
- Other

Which of the following key action areas for managing culturally diverse teams need to be addressed to ensure the success of the project or process? (Refer to pp 51-58 for detailed steps in each action area).

- Selecting and Structuring Teams
- Working With Existing Diverse Teams
- Resourcing Teams
- Measuring Team Performance

Worksheet #21: Identify Other Stakeholders and Relevant Cultural Diversity Dimensions

Who are the other key stakeholders in this project, program or process? For example, suppliers, buyers, government, communities

Which dimensions of cultural diversity among the other stakeholders are significant for this project? For example; language proficiency, cultural background, religious or political persuasion.

Stakeholders	Cultural Diversity Dimensions

Identify Required Support and Resources

Support: Which internal or external organisations, agencies and individuals could support you in ensuring the success of this project, program or process?

- ☐ Diversity managers/officers
- ☐ Human resources consultants
- ☐ Complaints and grievances officers/counsellors
- ☐ Training officers/training programs
- ☐ Diversity subject specialists/consultants
- ☐ Community groups and associations
- ☐ Language specialists, interpreters and translators
- ☐ Statisticians
- ☐ Volunteers
- ☐ Other

Resources: What resources, publications and materials are available to assist with this project or process? (See Manual Section 5).

- ☐ Demographic data and profile reports
- ☐ Reports
- ☐ Manuals
- ☐ Training materials
- ☐ Translated documents
- ☐ Audio-visual materials
- ☐ Websites
- ☐ Other

Worksheet #22: Recommend Actions

Based on the results of your earlier situation analysis, your stated business case and the findings of this project, program or process diversity analysis, recommend specific strategies and actions to ensure the success of the project, program or process.

Some Possible Strategies and Actions

Select strategies and actions from the following list if relevant to your project, and/or recommend others.

- ☐ Develop or modify organisational policy
- ☐ Increase knowledge and understanding of culturally diverse employees
- ☐ Increase knowledge and understanding of culturally diverse customers
- ☐ Increase engagement with culturally diverse clients and their communities
- ☐ Form partnerships with other enterprises or agencies
- ☐ Establish performance measurements for customer services to culturally diverse groups
- ☐ Review specific service areas for cultural competence levels
- ☐ Increase recruitment of culturally diverse staff
- ☐ Increase cultural diversity of boards and advisory bodies
- ☐ Acquire or develop cross-cultural communication and management resources
- ☐ Provide training in cultural diversity management and cultural competence
- ☐ Modify information management systems to include diversity data
- ☐ Develop and use culturally and linguistically appropriate feedback approaches

Your Recommendations

- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____

Worksheet #23a: Develop a Cultural Diversity Management Action Plan

Use this template to begin the process of planning actions to achieve the objectives of your recommended strategies.

Strategy	Anticipated Result	Action	Who is Responsible	Who else is involved	Resources Required	Time frame

Worksheet #23b: Action Planning Example: Occupational Health and Safety

Strategy	Anticipated Result	Action	Who is Responsible	Who else is involved	Resources Required	Time frame
Redesign Occupational Health & Safety induction and training to address language and cultural factors	Improved OHS practice and communication Reduced accidents Reduced costs Improved staff morale and performance	Survey / interview staff to determine language proficiency and understanding of OHS information	Safety Officer	Team leaders	Questionnaire	2-4 weeks
		Translate OHS induction information into main workforce languages identified in survey	Safety Officer Human Resource Manager	Translators and Staff from each language group to check accuracy	Professional Translation Agency Est. $150/ per language + printing	4-6 weeks
		Assess signage and instructions for readability. Change to Plain English as required	Safety Officer	Literacy and Plain English expert	National Safety Council or Work Cover Possible need for external Plain English expert	2-3 weeks
Other Strategies and Actions See list above						

Worksheet #23c: Action Planning Example: Implementing a Cross-Cultural Training Program

Strategy	Anticipated Result	Action	Who is Responsible	Who else is involved	Resources Required	Time frame
Design a Cross-Cultural Training (CCT) Program to improve the ability of managers and staff to communicate and work with co-workers from different cultural backgrounds.	Improved workplace communication Reduced costs of poor communication and team relationships Increased contribution of all staff to success of the enterprise Improved staff morale and performance	Determine the business case for CCT	Managing director	Management team	Section 1 of Managing Cultural Diversity Manual	1 week
		Define the training needs and objectives	Training Officer	Managers and team leaders	Training needs analysis survey	2-4 weeks
		Establish and communicate enterprise's policy on and commitment to the CCT program	Managing director	Managers and team leaders	Information notice/memo and discussion at team meetings	1-2 weeks
Conduct and evaluate the Cross-Cultural Training Program Etc Etc	See above					

Managing Cultural Diversity Resources and Support

There are many other resources and support services for enterprises interested in better understanding and managing cultural diversity in their workforce and customer base.

There is a list of resources and support services in the accompanying Managing Cultural Diversity Resources Manual. While the list is not exhaustive, the resources have been selected on the basis of their general relevance and usefulness to managers in all types of enterprises.

The resources and support agencies are listed in the manual under the following headings:

- Books
- Manuals and Guides
- Support Agencies and Organisations
- Interpreting and Translating Organisations
- Training and Consultancy Providers

There are many more books, training resources and products available through channels such as libraries, educational institutions, government departments and specialist publishers.

An internet search based on general terms such as "cross-cultural communication", "diversity management" or the names of specific cultural groups will bring up thousands of websites.

There are numerous agencies and associations that are able to provide support in the forms of consultancy, advisory, support, referral and training services.

As it is not within the scope of this manual to list every organisation in Australia, the support section lists key contacts and types of organisations and government agencies which can provide the required services or refer you to the most appropriate ones.

Glossary of Key Terms

This glossary includes the key terms used in this training program and in the resource manual. The terms are defined in accordance with standard usages as they appear in dictionaries and are also explained or discussed as appropriate. Many of the expanded definitions are those provided by specialist agencies such as the Human Rights and Equal Opportunity Commission. Other definitions and discussions are derived from the range of literature concerning the terms.

Cultural Competence

'Cultural Competence' comprises the awareness, knowledge, skills, practices and processes needed to function effectively and appropriately in culturally diverse situations in general and in particular interactions with people from different cultures.

Culture

The term 'culture' has several definitions, from the biological to the artistic. Sociological or anthropological definition describes culture as "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). It is also defined as a group's shared system of beliefs, values and rules of conduct. Culture is an abstract concept. Culture is constantly changing and includes diverse sub-cultures.

Culture Shock

"Culture Shock" is the psychological disorientation most people experience when they have extended contact with a different culture to their own. The reason this disorientation can have such a profound effect on people is that many of the cultural differences we experience threaten, or appear to threaten, our sense of meaning in life.

Discriminate/Discrimination

To discriminate is defined as "to make a distinction, as in favour or against a person or thing; to note or observe a difference; to differentiate; to distinguish accurately" (Macquarie Dictionary).

Discrimination, Types of

> **Direct Discrimination:** Treating someone in an unfair or unequal way because of attributes such as sex, colour, ethnicity, age or sexual preference. Direct racial discrimination happens when someone is treated less fairly because of his or her perceived race, colour, descent, national origin or ethnic origin.
>
> **Indirect Discrimination:** A rule or requirement that is the same for everyone but which has the effect or result of disadvantaging a group sharing the same attributes. Indirect racial discrimination happens when there is an unfair effect on more people of a particular perceived race, colour, descent, or national or ethnic origin than on others. Unlike direct discrimination, indirect discrimination may be justified if the policy or rule is reasonable and relevant to the particular circumstances.

Institutionalised Discrimination: Covert or hidden discrimination against particular groups (often unconscious) built into the seemingly neutral practices and policies of an institution or organisation.

Source: Human Rights and Equal Opportunities Commission

Diversity

In the context of managing employees and serving customers, the term 'diversity' means all of the significant differences between people that need to be considered in particular situations and circumstances.

Diversity Management

"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.

Ethnic / Ethnicity

Ethnic, an adjective "1. pertaining to or peculiar to a population, especially to a speech group, loosely also to a race. 2. referring to the origin, classification, characteristics etc of such groups. 3. recognisable as coming from an identifiable culture." (Macquarie Dictionary). Ethnicity, a noun, is described as a sense of belonging to and sharing the characteristics of a population including similarities of territory, place of origin, language, dialect, physical characteristics, religion and customs.

Generalising

To generalise is "to give a general (rather than specific) character to; to infer (a general principle) from facts" (Macquarie Dictionary). Generalising is the grouping of elements to form logical categories to make sense of a complex world. We say, "In general, most people from this country, culture, community or organisation behave in certain ways." (See 'stereotyping').

Knowledge Management

"Knowledge Management" is the range of practices involved in identifying, creating, continuously expanding, improving and sharing the knowledge, experiences and insights of members of the organisation. The learning organisation or knowledge organisation is one which finds the most efficient ways of sharing knowledge among workers to build its knowledge as a strategic capability.

Prejudice

Prejudice is defined as "an unfavourable opinion or feeling formed beforehand or without knowledge, thought or reason; any preconceived opinion or feeling, favourable or unfavourable; disadvantage resulting from some judgement or action of another" (Macquarie Dictionary).

Race

Most dictionaries define 'race' as "a group of people of common ancestry with distinguishing physical features, such as skin colour or build", and also as "human beings collectively; the human race." (Collins Essential English Dictionary 2006) or as "a category of humankind that shares certain distinctive physical traits" (Merriam-Webster Dictionary, 2007). In these definitions, race is a categorisation of people based only on the way they look.

The term ‘race’ is no longer used by anthropologists or other social scientists as the concept is deemed to be a social and political construct with little or no basis in scientific fact. All human groups belong to the species Homosapiens and share 99.9% of genetic material.

Racism

Racism is defined as "1. A belief that race is the primary determinant of human traits and capacities and that racial differences produce an inherent superiority of a particular race 2: racial prejudice or discrimination." (Merriam-Webster Dictionary, 2007).

The belief that there are human races which have distinctive characteristics that determine their respective cultures usually involves the idea that one's own race is superior and has the right to rule or dominate others.

Offensive, aggressive or discriminatory behaviour to members of other perceived races stemming from such a belief.

Stereotyping

A stereotype is "a set form; convention; a standardised idea or concept" (Macquarie Dictionary). Stereotyping is the application of categorisations of general observation to whole groups of people, ignoring individual differences. We say, "All people from this country, culture, community or organisation behave in certain ways."