Managing Cultural Diversity
Training Program Workbook

Australian Multicultural Foundation and Robert Bean Consulting
Managing Cultural Diversity

Training Program Workbook

Contents

Publishing Information

Foreword: Government of Australia

Foreword: Australian Multicultural Foundation

Training Program Introduction

Presentation Slide Handout

Worksheets

Managing Cultural Diversity Resources and Support

Glossary of Key Terms
PUBLISHING INFORMATION

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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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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

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Example Attributes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Age, Ethnicity, Country</td>
</tr>
<tr>
<td>Language</td>
<td>Sexuality, Ability</td>
</tr>
<tr>
<td>Religion</td>
<td>Personality, Literacy</td>
</tr>
<tr>
<td>Role &amp; Status</td>
<td>Economics, Family role, Career roles</td>
</tr>
<tr>
<td>Geography</td>
<td>Work style, Communication style, Dress code</td>
</tr>
<tr>
<td>Management style</td>
<td>Organisation Culture, Profession, Ideology</td>
</tr>
<tr>
<td>Sexuality</td>
<td>Regional Culture</td>
</tr>
</tbody>
</table>

**Understanding 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**

**Organisational Excellence Depends On:**
- Knowledge Management
- Innovation
- Social Cohesion

**The Business Case for Managing Cultural Diversity**

**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

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 9% per year over a 3-year period. Received Employer of Year Award.
- Schneider Electric Systems cross-cultural training for managers resulted in identical site staffing cultural info on overseas markets, development of an international HR manual and a global reputation for cultural intelligence.
- Standard & Poor Study (2001): Top 100 companies for diversity delivered 5% return on investment of 10.7%; compared to Fortune 500 avg ROI of 8.3% over 4 years.

Managing Cultural Diversity Group Profile
- Group Profile
  - Name
  - Position and Organisation
  - Your and your parents’ countries of birth
Managing Cultural Diversity Training Program Workbook

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

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

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]
Managing Cultural Diversity Training Program Workbook
An Integrated Framework for Diversity Management

Compliance Factors

Organisational Development Factors

Market Factors

Social Determinants
Access & Equity

Employee Engagement

C.L.T.

Knowledge & Understanding

Reconciliation & Diversity

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 & Equal Opportunity Commission Act 1986
- Occupational Health and Safety Act 1996
- Disability Discrimination Act 1992
- Racial Hatred Act 1995
- Workplace Relations Act 1996
- Racial Discrimination Act 1996
- Age Discrimination Act 2004

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
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?

1. 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

2. Cross Cultural Communication

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

Dr Martin Luther King, 1929-68

"Differences occur in intercultural situations when people become offended... People in English tend to be more direct and frankly express their thoughts to others whom they have the right to trust. In Japanese culture, people value to observe the rules... In my culture, we want to engage..."

"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, 1964

"Culture is the collective programing of the mind which distinguishes the members of one category of people from another."
Geert Hofstede, 1994

"Culture is a deep phenomenon, merely manifested in a variety of behaviors. Culture is the pattern of automatic assumptions, unconscious 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, 1964

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?
Managing Cultural Diversity Training Program Workbook

**Managing Cultural Diversity Training Program Workbook**

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**Generalising vs Stereotyping**
- Generalising: Grouping elements to form logical categories to make sense of a complex world.
- Stereotyping: Categorising people as a group, ignoring individual differences.
- Generalising: Non-racial; implicit bias.
- Stereotyping: Racial, explicit bias.
- Generalising: Personal achievement.
- Stereotyping: Personal attractiveness.
- Generalising: Countries, nations.
- Stereotyping: National stereotypes.

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**The Dimensions of Human Existence**
- **Personal Unique**
  - Preferences
  - Relationships
  - Physicality

- **Cultural Different**
  - Attitudes to time, power, money, work
  - Respect patterns
  - Social customs

- **Human Same**
  - Belonging, security
  - Identity, respect
  - Purpose, skills
  - Food, clothing, shelter

**Inherited and learned**

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**The Dimensions of Diversity**
- **Gender**
- **Age**
- **Ethnicity**
- **Culture**

- **Language**
- **Sexuality**
- **Ability**
- **Education**

- **Religion**
- **Personality**
- **Liberty**
- **Experience**

- **Role & status**
- **Economics**
- **Family role**
- **Career roles**

- **Geography**
- **Work style**
- **Communication style**
- **Thinking style**

- **Managerial style**
- **Organizational Culture**
- **Profession**
- **Ideology**

- **Industry Culture**
- **Regional Culture**

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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?

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**Cultural Diversity in Victoria**
- 23.8% born in at least 291 countries:
  - 9.5% from English-speaking countries
  - 17.3% from non-English speaking countries
- Top 10 New Migrant Source Countries:
  - India, China, NZ, UK, Sri Lanka, Philippines, Vietnam, Uzbekistan, India, Dominican Republic
- Other new and emerging communities:
  - Burma, Guinea, Sudan, Liberia, Congo, Mongolia, Cameroon, Bangladesh, Mexico

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*All 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, Korea, RHepin, Lebanon, Tanzania, Thailand, Indonesia, Burma/Myanmar, Cambodia
  - "& Japan"

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>Non-Verbal Behaviour</td>
<td>What we say when we’re not talking</td>
</tr>
<tr>
<td>Communication Style</td>
<td>How we prefer to express ourselves</td>
</tr>
<tr>
<td>Values and Attitudes</td>
<td>What we believe is right</td>
</tr>
</tbody>
</table>

Accent
"How do you say that name?"
How much do we judge each other by our accents?

Tone of Voice
"Don’t talk so loud, will you?"
How do tones affect us (high, low, pitch, sharp)?

Volume
"Why do they have to talk so loud?"
In different cultures, the soft-spoken may appear weak or the loud-spoken rude or pushy.

The Four Basic Elements of Intercultural Communication

<table>
<thead>
<tr>
<th>Verbal behaviour</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rates of Speech</td>
</tr>
</tbody>
</table>
"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 time on the board."
Jargon: "downsizing," "restructuring" 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
  - Posture
  - Gaze
  - Touch
  - Facial Expression

- Gestures
- Distancing
- Eye Contact
- Politeness
- Hygiene

Non-Verbal Behaviour

- Object Language
  - Signs
  - Artefacts
  - Adornments
  - Designs

- Designs
- Dressing
- Accessories

Non-Verbal Behaviour

- Environmental Language
  - Colours
  - Architecture
  - Natural surroundings

- Lighting
- Space
- Direction

Communication Style

- Different cultural assumptions
  - Appropriate styles, silenced, humorous, when "yes" means "no"

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

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

- Ways of stating your case: direct or indirect
- Tolerance of silence
- Use of humour and irony
- Speech roles, politeness, turn taking in conversation
- Different meanings of "yes" and "no"
- Structuring information, views of what is logical: prudent, general
Values, Attitudes & Prejudices

Worksheet #9

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 deep, 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
- Collectivist
- Being-oriented
- Particularist
- Hierarchical
- Long term view
- Ascribed status
- Oral agreements
- Formal

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

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

- Collectivists
- Group responsibility
- Hierarchy
- Status unquestioned
- Particularism
- Application of rules depends on the circumstances

- Individualists
- Self-reliance
- Equality
- Judged on efforts
- Universalism
- 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

Confucianism: What you do not want done to yourself, do not do to others.
Christendom: Do unto others as you would have them do unto you.
Jainism: Do not do to others what you do not want others to do to yourselves.
Buddhism: Do not hurt others, show them love and kindness.
Sikhism: Treat others as you would be treated yourself.
Realism: Treat others as you would like to be treated.

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 these involved?

- Verbal
- Non Verbal
- Style
- Values

Cross-Cultural Communication

Understanding the Process of Cultural Adaptation

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

Freire (1990), "Culture and Education"
Managing Cultural Diversity Training Program Workbook

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 interval sense of identity, self-worth, competence, security, belonging and acceptance, looking backward.

What is Culture Shock?
- "Culture Shock" is the psychological disorientation 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
  - Differences are interesting
  - We are insulated by our own culture
  - Perceptions of new culture screened by our culture
  - Excitement, stimulation, discovery
  - Curious, assured, positive
Stage 3: Re-integration/Irritability & Hostility
- We begin to reject and criticize 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 4: Autonomy/Adjustment & Integration
Stage 5: Independence/Biculturality
- Adapted from K. Chapman, Training for Cross Cultural Work (1991)
Managing Cultural Diversity Training Program Workbook

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.

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, community?
- 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
Managing Cultural Diversity Training Program Workbook

Developing Organisational and Personal Cultural Competence

- Systemic - policies, procedures, monitoring
- Organisational - skills, resources, supportive organisational culture
- Professional - education, standards
- Individual - knowledge, attitudes and behaviors, 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
Resources 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

"Education in China is based on rote learning... Here, people want you to express your own opinions... People are open to different individually 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 organization."

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

-F. Yee and R. Meekin, 1987

Footnotes and references:

Managing Culturally Diverse Teams

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-F. Yee and R. Meekin, 1987

Footnotes and references:
Managing Cultural Diversity Training Program Workbook

Competencies for Managing Culturally Diverse Teams

- Team Potential Faulty Effectiveness Team Effectiveness Process

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 workplace & aware from diversity
  - Identify capabilities, understand team dynamics
- Working with Existing Diverse Teams
  - Assess diversity and status of teams, resources
- Resourcing Teams
  - Provide training, time, resources, support
- Measuring Team Performance
  - Clarify vision, set goals using diverse skills, resources

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 understanding 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

Worksheet #12: Project Diversity Analysis

Factors | Development Factors | Market Factors
--- | --- | ---
Equal Opportunity | Leadership | Industry
Access & Equity | Knowledge | Government
Discrimination | Human Resource | Community
Immigration | Customer Service | International

Positioning the Diversity Analysis Framework

Analyze the Situation
Identify the Need
Set Goals for Project, Program or Process
Conduct a Diversity Analysis
Select a Strategy
Prepare to Implement Strategy
Implement and Evaluate the Strategy

Worksheet #13: 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 cohesion: cohesiveness, collaboration
- Legal: complaints, grievances, training, resolution
- Organisational: diversity, opportunity, selection
- Market: reputation, demand, relations, branding
- Financial: costs, savings, investments, returns

### Worksheet #15: Project Diversity Analysis
**Identify Diversity Management Benefits**
- Social cohesion
- 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>
<th>Gender</th>
<th>Age</th>
<th>Ethnicity</th>
<th>Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Language</td>
<td>Sexuality</td>
<td>Ability</td>
<td>Education</td>
</tr>
<tr>
<td>Religion</td>
<td>Personality</td>
<td>Literacy</td>
<td>Experience</td>
</tr>
<tr>
<td>Race &amp; status</td>
<td>Economics</td>
<td>Family role</td>
<td>Career 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>Organisational culture</td>
<td>Profession</td>
<td>Ideology</td>
</tr>
<tr>
<td>Industry culture</td>
<td>Regional culture</td>
<td></td>
<td></td>
</tr>
</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

<table>
<thead>
<tr>
<th>Physical Environment</th>
<th>Products and Services</th>
<th>Service Efficiency</th>
<th>Service Delivery</th>
<th>Staff Competence</th>
<th>Staff Presentation</th>
</tr>
</thead>
</table>

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

<table>
<thead>
<tr>
<th>Gender</th>
<th>Age</th>
<th>Ethnicity</th>
<th>Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Language</td>
<td>Sexuality</td>
<td>Ability</td>
<td>Education</td>
</tr>
<tr>
<td>Religion</td>
<td>Personality</td>
<td>Literacy</td>
<td>Experience</td>
</tr>
<tr>
<td>Race &amp; status</td>
<td>Economics</td>
<td>Family role</td>
<td>Career 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>Organisational culture</td>
<td>Profession</td>
<td>Ideology</td>
</tr>
<tr>
<td>Industry culture</td>
<td>Regional culture</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 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, experiences, knowledge, networks
  - Language, 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, political

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
- Develop assessment processes/performance measures
- Revise 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 utilization 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
- Resources required
- Timeline

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 benefits 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
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
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

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.

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


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

<table>
<thead>
<tr>
<th>Economic Drivers</th>
<th>Rank</th>
<th>Social Drivers</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>e.g. improving profitability, attracting quality staff, expanding markets</td>
<td></td>
<td>e.g. good community relations, workplace harmony, ethics</td>
<td></td>
</tr>
</tbody>
</table>
Worksheet #4: Identify Your Workforce and Customer Cultural Diversity

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

<table>
<thead>
<tr>
<th>Workforce Cultural Backgrounds</th>
<th>Customer Cultural Backgrounds</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

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.

<table>
<thead>
<tr>
<th>Future Workforce Cultural Backgrounds</th>
<th>Future Customer Cultural Backgrounds</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
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<td></td>
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<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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.

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Because cultural diversity is just a fact of life, calling attention to cultural differences is unnecessary and potentially divisive.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>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.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. When communication problems happen between people from different cultural and social backgrounds, cultural and social differences are less important than personality differences.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>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.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>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.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Customers should not expect to be treated differently because of their cultural differences.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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.

<table>
<thead>
<tr>
<th>The Experiences</th>
<th>The 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 and discrimination</td>
</tr>
<tr>
<td></td>
<td>Team effectiveness</td>
</tr>
<tr>
<td></td>
<td>Team morale</td>
</tr>
<tr>
<td></td>
<td>Stress</td>
</tr>
</tbody>
</table>


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."

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."

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."

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."

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."

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?

<table>
<thead>
<tr>
<th>Stage 1: Contact/Honeymoon</th>
<th>Stage 2: Disintegration/Disorientation</th>
<th>Stage 3: Reintegration/Irritation and Hostility</th>
<th>Stage 4: Autonomy/ Adjustment and Integration</th>
<th>Stage 5: Independence/ Biculturality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perceptions</td>
<td>Emotions</td>
<td>Behaviours</td>
<td>Interpretations</td>
<td></td>
</tr>
<tr>
<td>Differences are</td>
<td>Excitement</td>
<td>Curiosity</td>
<td>Person insulated by own culture.</td>
<td></td>
</tr>
<tr>
<td>intriguing.</td>
<td>Stimulation</td>
<td>Assured</td>
<td>Observations confirm identity.</td>
<td></td>
</tr>
<tr>
<td>Perceptions screened.</td>
<td>Euphoria</td>
<td>High energy</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Discovery</td>
<td>Laughter</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stage 2: Disintegration/Disorientation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perceptions</td>
<td>Confusion</td>
<td>Depression</td>
<td>Differences begin to intrude. Loss of self esteem. Loss of cultural support ties. Misreads new culture cues</td>
<td></td>
</tr>
<tr>
<td>Differences are</td>
<td>Disorientation</td>
<td>Withdrawal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>impactful.</td>
<td>Apathy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contrasts can’t</td>
<td>Isolation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>be screened out</td>
<td>Inadequacy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stage 3: Reintegration/Irritation and Hostility</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perceptions</td>
<td>Anger</td>
<td>Rebellion</td>
<td>Rejection of new culture causes preoccupation with likes and dislikes. Negative behaviours a form of self-assertion and growing self-esteem</td>
<td></td>
</tr>
<tr>
<td>Differences are</td>
<td>Rage</td>
<td>Suspicion</td>
<td></td>
<td></td>
</tr>
<tr>
<td>rejected</td>
<td>Nervousness</td>
<td>Hostility</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Anxiety</td>
<td>Rejection</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Frustration</td>
<td>Exclusion</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Opinionated</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stage 4: Autonomy/ Adjustment and Integration</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perceptions</td>
<td>Self-assured</td>
<td>Assured</td>
<td>Socially and linguistically capable of negotiating most new situations. Assured of ability to survive new experiences.</td>
<td></td>
</tr>
<tr>
<td>Differences and similarities are legitimised</td>
<td>Relaxed</td>
<td>Controlled</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Warmth</td>
<td>Independent</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Empathy</td>
<td>&quot;Old hand&quot;</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Confident</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stage 5: Independence/ Biculturality</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perceptions</td>
<td>Trust</td>
<td>Expressive</td>
<td>Social, psychological and cultural differences are accepted and enjoyed. Capable of choice and responsibility. Able to create meaning for situations.</td>
<td></td>
</tr>
<tr>
<td>Differences and similarities are valued and significant</td>
<td>Humour</td>
<td>Creative</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Love</td>
<td>Actualising</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Full range of previous emotions</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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.

Diversity Management

Compliance Factors                  Organisational Development Factors                  Market Factors
Equal Opportunity                  Organisational Development                          Industry Relations
Discrimination                     People Management                                  Government Relations
Harassment, Bullying                Knowledge Management                               Community Relations
Health & Safety                     Product & Services Development                   Domestic Marketing
Environment                         Customer Service Systems                          International Marketing

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

Diversity Management Benefits
Social cohesion                     Inclusiveness                                    Participation
Knowledge                           Innovation                                      Flexibility
Cooperation                         Contribution                                    Synergy
Improvement                         Retention                                      Creativity

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

<table>
<thead>
<tr>
<th>Diversity Management Factor</th>
<th>Workforce Cultural Diversity</th>
<th>Rank</th>
<th>Customer Cultural Diversity</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Organisational Factors</strong></td>
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<tr>
<td>Organisational Development</td>
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<tr>
<td>People Management: Attraction &amp; Retention</td>
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<tr>
<td>People Management: Teams &amp; Teamwork</td>
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<tr>
<td>People Management: International</td>
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<td>Knowledge Management</td>
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<tr>
<td>Product and Service Development</td>
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<td>Customer Service</td>
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<td>Other</td>
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<tr>
<td><strong>Compliance Factors</strong></td>
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<td>Equal Opportunity</td>
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<tr>
<td>Access &amp; Equity</td>
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<td>Discrimination</td>
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<td>Harassment</td>
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<tr>
<td>Occupational Health and Safety</td>
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<td>Other</td>
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<tr>
<td><strong>Market Factors</strong></td>
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<tr>
<td>Industry relations</td>
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<tr>
<td>Government relations</td>
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<tr>
<td>Community relations</td>
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<tr>
<td>Domestic marketing</td>
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<tr>
<td>International marketing</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

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.

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

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

<table>
<thead>
<tr>
<th>Significant Dimensions of Workforce Cultural Diversity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Diversity Dimension</strong></td>
</tr>
<tr>
<td>Gender</td>
</tr>
<tr>
<td>Age</td>
</tr>
<tr>
<td>Ethnicity</td>
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<tr>
<td>Culture</td>
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<tr>
<td>Sexual Orientation</td>
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<tr>
<td>Mental and Physical Ability</td>
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<tr>
<td>Education level</td>
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<tr>
<td>Religion</td>
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<tr>
<td>Language</td>
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<td>Literacy</td>
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<tr>
<td>Work experience</td>
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<tr>
<td>Functional role and status</td>
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<td>Economic status</td>
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<td>Family status</td>
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<td>Carer roles</td>
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<td>Geographic location</td>
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<td>Work style</td>
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<td>Communication style</td>
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<td>Learning style</td>
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<td>Thinking style</td>
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<tr>
<td>Views of authority</td>
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<tr>
<td>Negotiation style</td>
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<tr>
<td>Other</td>
</tr>
</tbody>
</table>
**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.

<table>
<thead>
<tr>
<th>Core Business Function</th>
<th>Cultural Diversity Impacts, Challenges, Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment and selection</td>
<td></td>
</tr>
<tr>
<td>Learning and development</td>
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<tr>
<td>Performance management</td>
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<td>Promotion</td>
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<td>Retention</td>
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<tr>
<td>Employment conditions</td>
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<tr>
<td>Organisational Mission and Values</td>
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<tr>
<td>Knowledge management</td>
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</tbody>
</table>
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.

<table>
<thead>
<tr>
<th>Team Cultural Backgrounds</th>
<th>Number of Team Members</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

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.

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Cultural Diversity Dimensions</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>

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.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Anticipated Result</th>
<th>Action</th>
<th>Who is Responsible</th>
<th>Who else is involved</th>
<th>Resources Required</th>
<th>Time frame</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>
## Worksheet #23b: Action Planning Example: Occupational Health and Safety

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


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

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Anticipated Result</th>
<th>Action</th>
<th>Who is Responsible</th>
<th>Who else is involved</th>
<th>Resources Required</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>Improved workplace communication</td>
<td>Determine the business case for CCT</td>
<td>Managing director</td>
<td>Management team</td>
<td>Section 1 of Managing Cultural Diversity Manual</td>
<td>1 week</td>
</tr>
<tr>
<td></td>
<td>Reduced costs of poor communication and team relationships</td>
<td>Define the training needs and objectives</td>
<td>Training Officer</td>
<td>Managers and team leaders</td>
<td>Training needs analysis survey</td>
<td>2-4 weeks</td>
</tr>
<tr>
<td></td>
<td>Increased contribution of all staff to success of the enterprise</td>
<td>Establish and communicate enterprise's policy on and commitment to the CCT program</td>
<td>Managing director</td>
<td>Managers and team leaders</td>
<td>Information notice/memo and discussion at team meetings</td>
<td>1-2 weeks</td>
</tr>
<tr>
<td>Conduct and evaluate the Cross-Cultural Training Program</td>
<td>See above</td>
<td></td>
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</tr>
</tbody>
</table>

Etc Etc
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."