Managing in a Multi-cultural Environment

2050

50% of global workforce will be digital natives

33% Hispanic or Asian, 140% growth

23% 55 + growing while other age groups decline

“Informal, but well-established norms of generally acceptable behaviors.”

well established norms

? Why is managing multicultural environment increasingly critical?

Culture eats strategy for breakfast.

- Peter Drucker

Why is managing multicultural environment increasingly critical?

+19%
Improved employee retention

20 -30%
Improved company performance can be attributed to culture

+20%
More revenue

10%
Improved employee engagement

3x
Increase in creativity

11x
More innovation

MANAGING IN A MULTICULTURAL ENVIRONMENT

BEFORE & BEYOND

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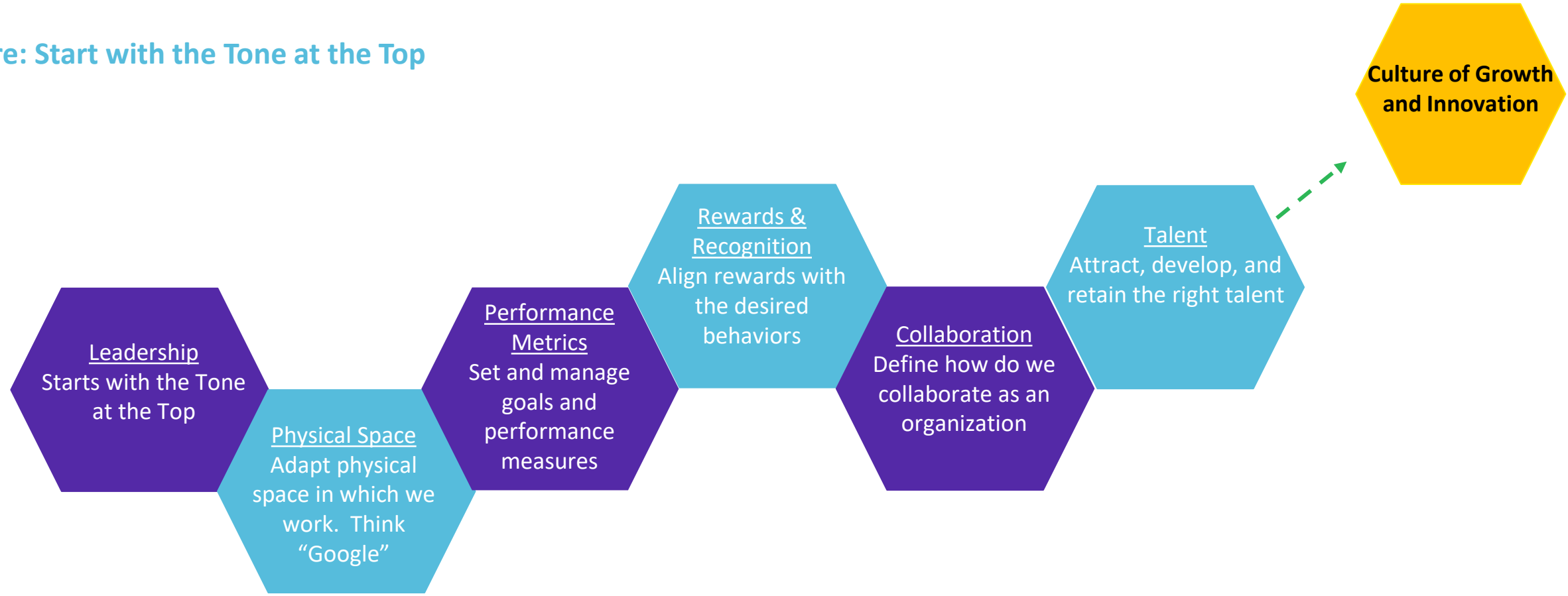
Before: Start with the Tone at the Top



Beyond: increased accountability for culture….

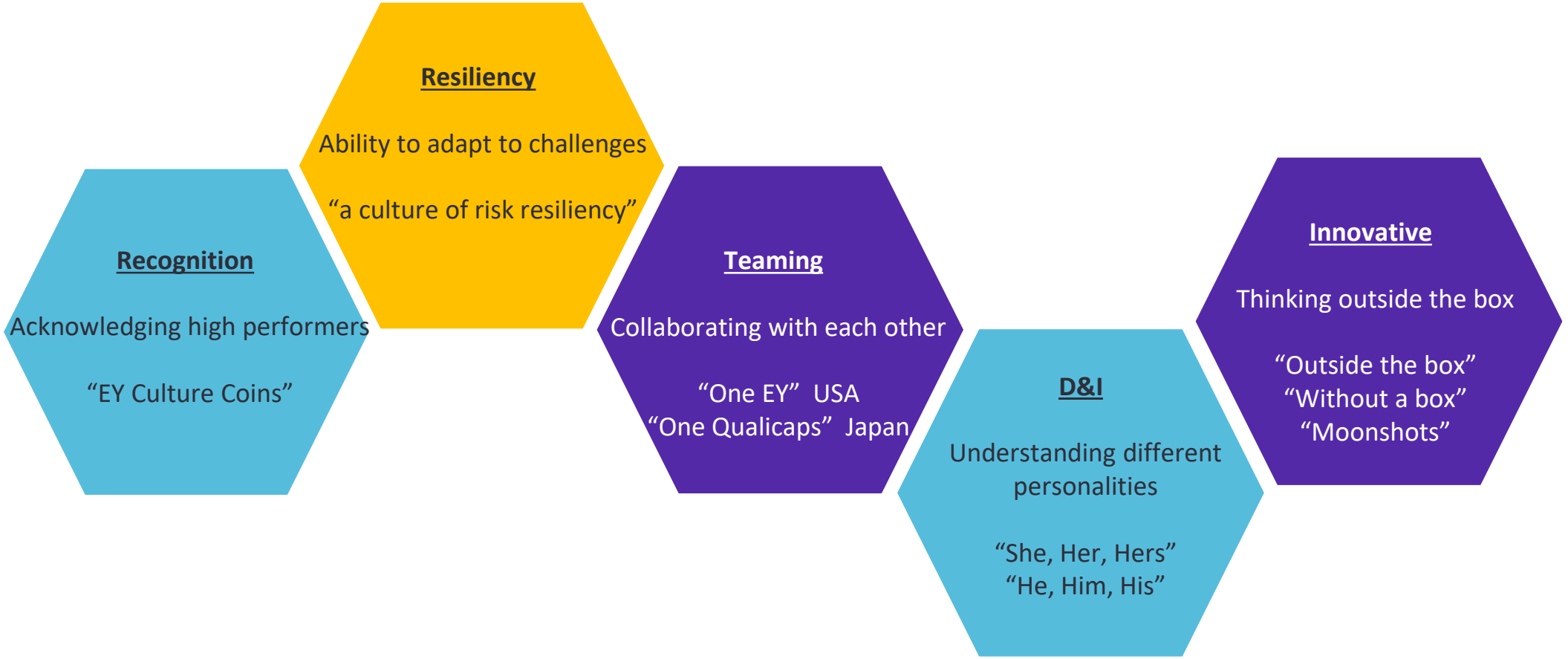
Regulators: requiring disclosure of human capital measures, including culture

Institutional investors: requiring increasing metrics and transparency

Boards: responding to external and internal demands for greater disclosure

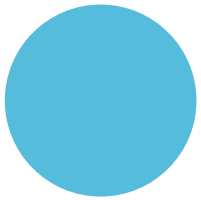
Business leaders: moving from stockholders to stakeholders

requires an intentional design and evolution of the desired culture through a holistic mosaic of practices and behaviors

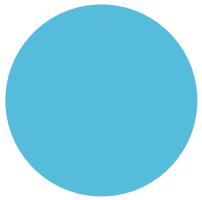


Managing in a Multicultural Environment: evolving towards a culture of growth and innovation

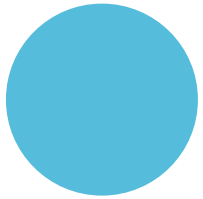
Consider these actions



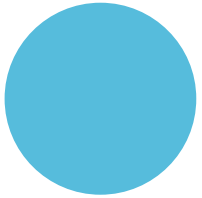
Tone at the **top**, Tone in the **middle**, Tone at the **bottom**



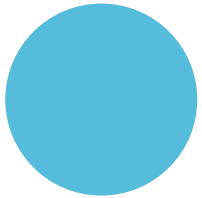
Define a clear strategy for creating a **culture of innovation**



Seek out **different & new voices,** with new **skills**



Promote a culture of innovation through **collaboration**



Continuous improvement. Measure, monitor, modify.

MANAGING IN A A MULTICULTURAL ENVIRONMENT

NATIONAL CULTURE

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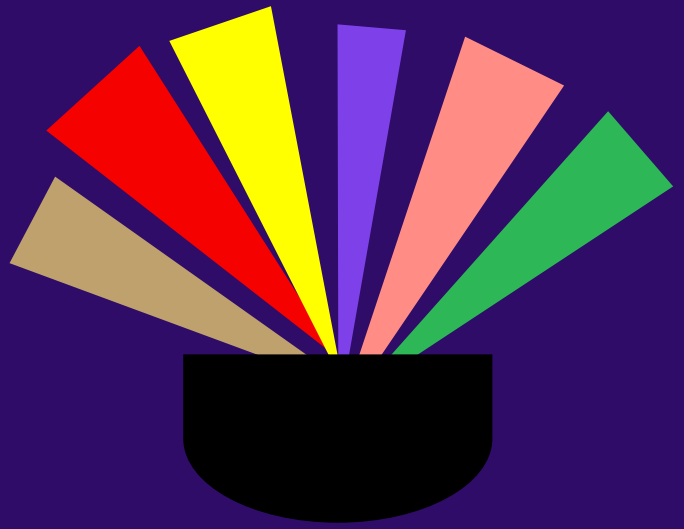
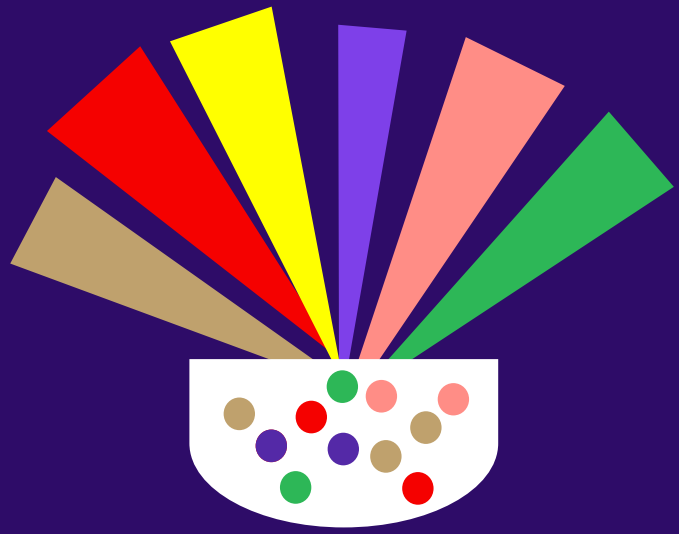
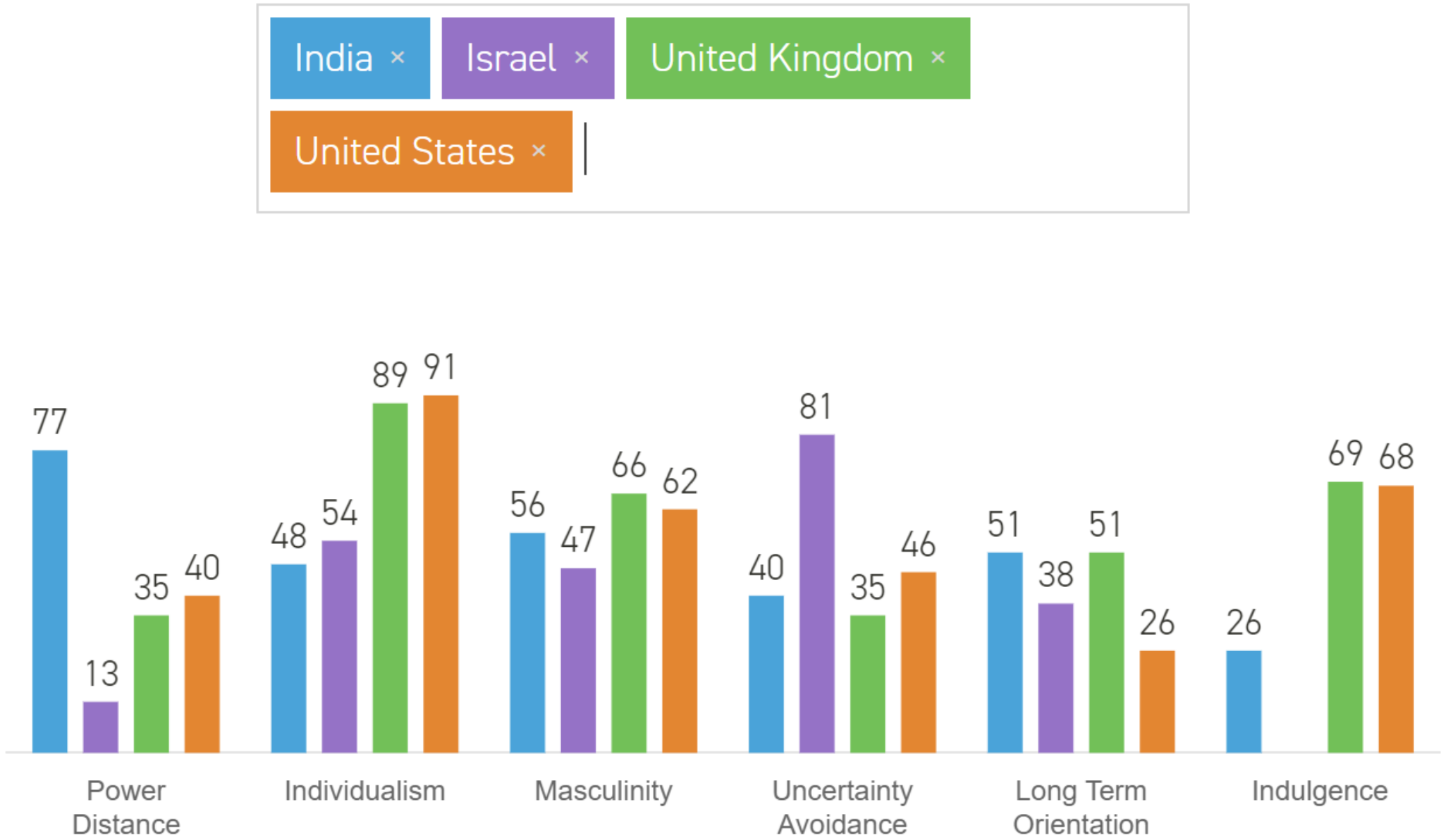
Before & Beyond: From melting pot to salad bowl…



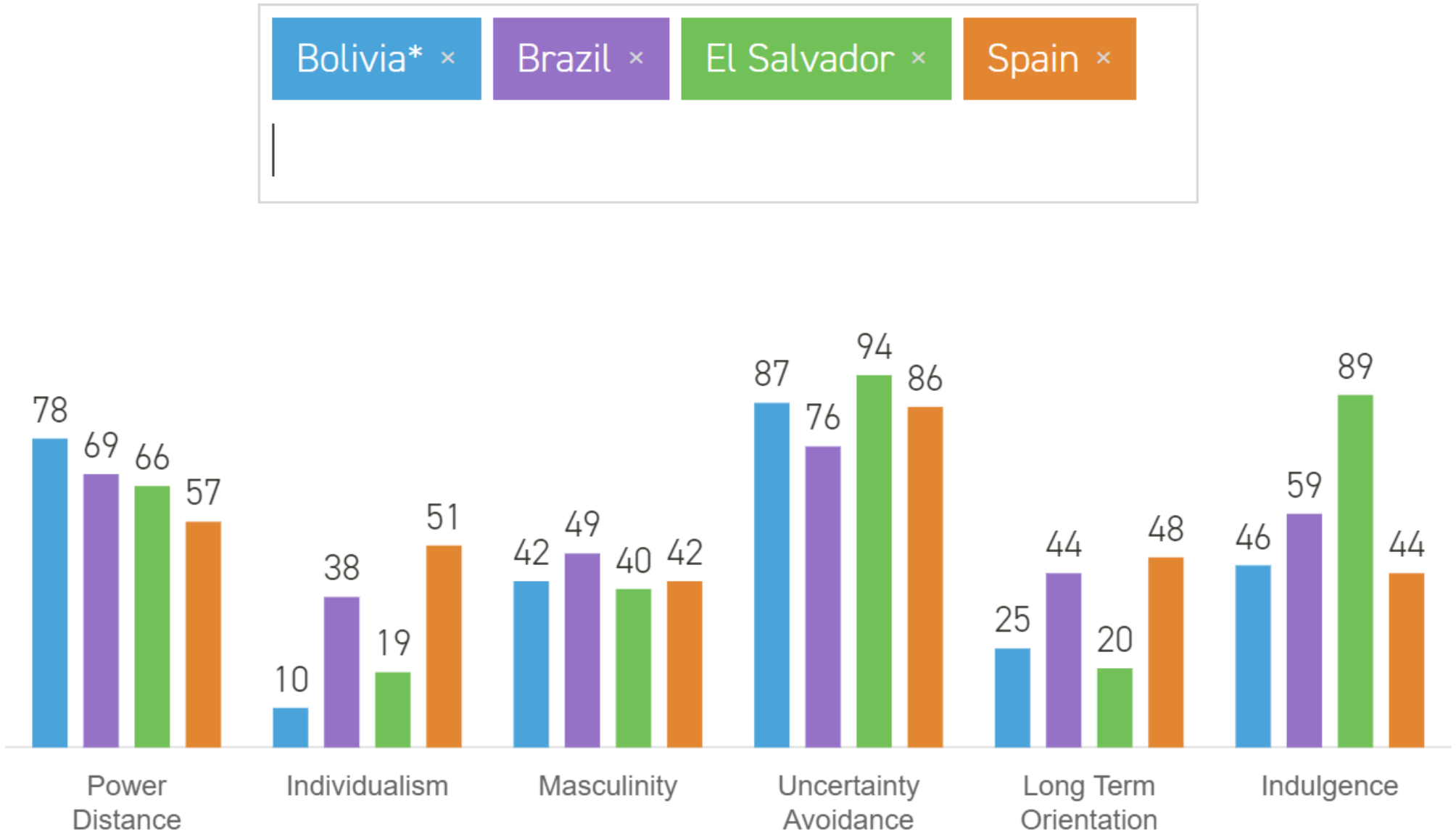


Culture affects “what we see”

FINISHED FILES ARE THE RESULT OF YEARS OF SCIENTIFIC STUDY COMBINED WITH THE EXPERIENCE OF YEARS.



https://www.hofstede-insights.com/product/compare-countries/



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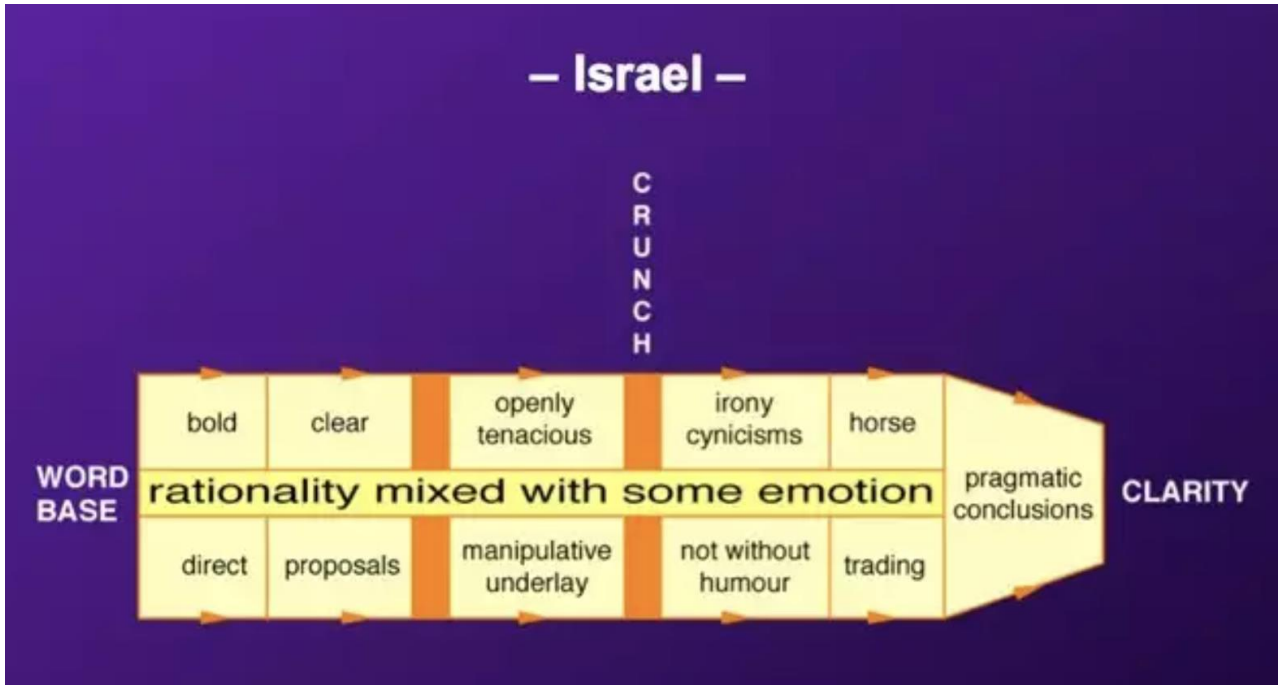
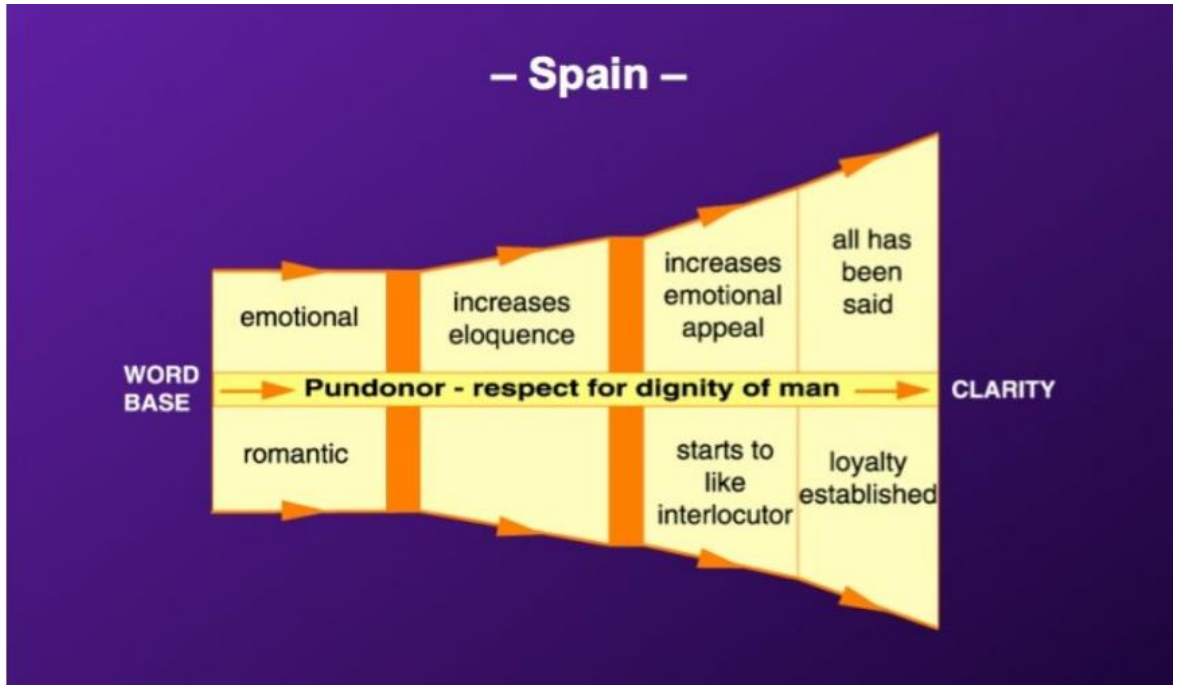
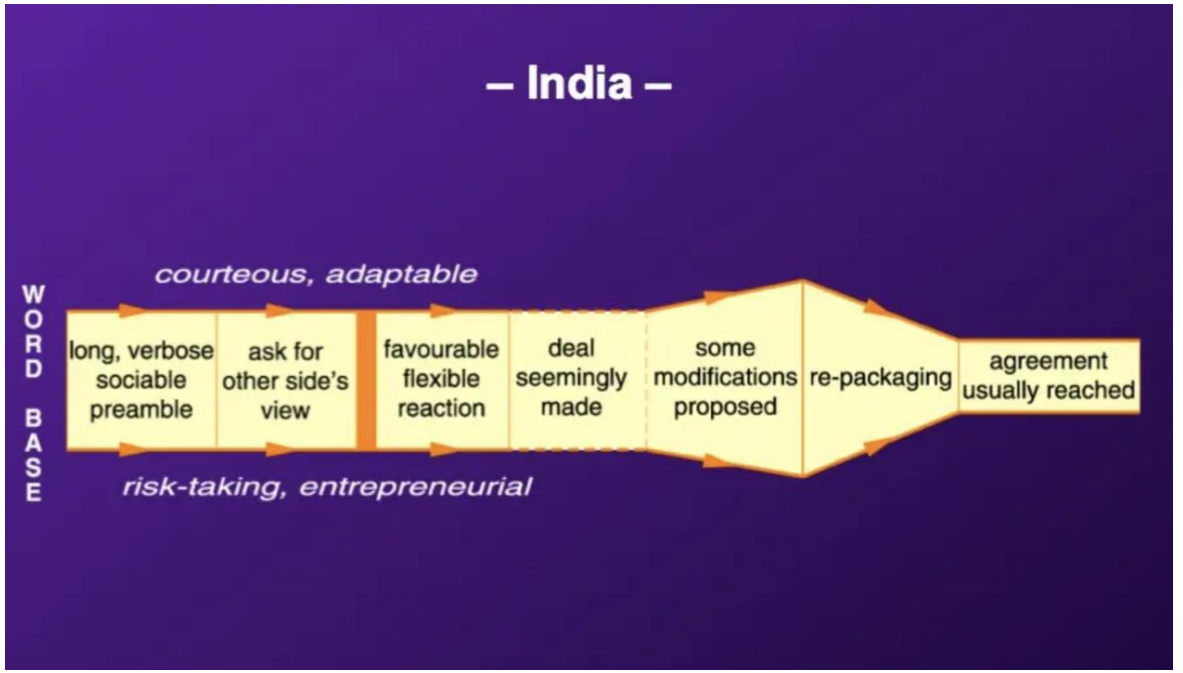
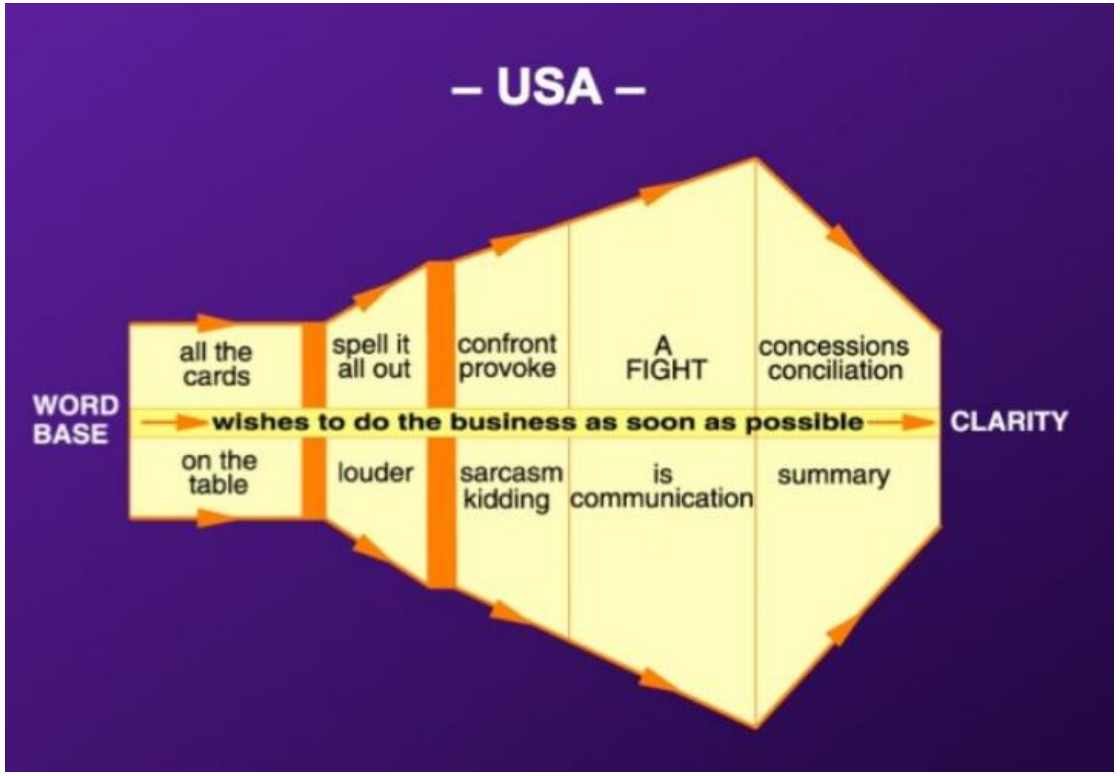

– Israel –
CRUNCH
WORD BASE
bold
clear
openly tenacious
irony cynicisms
horse
rationality mixed with some emotion
direct
proposals
manipulative underlay
not without humour
trading
pragmatic conclusions
CLARITY


– Spain –
WORD BASE
emotional
increases eloquence
increases emotional appeal
all has been said
Pundonor - respect for dignity of man
romantic
starts to like interlocutor
loyalty established
CLARITY

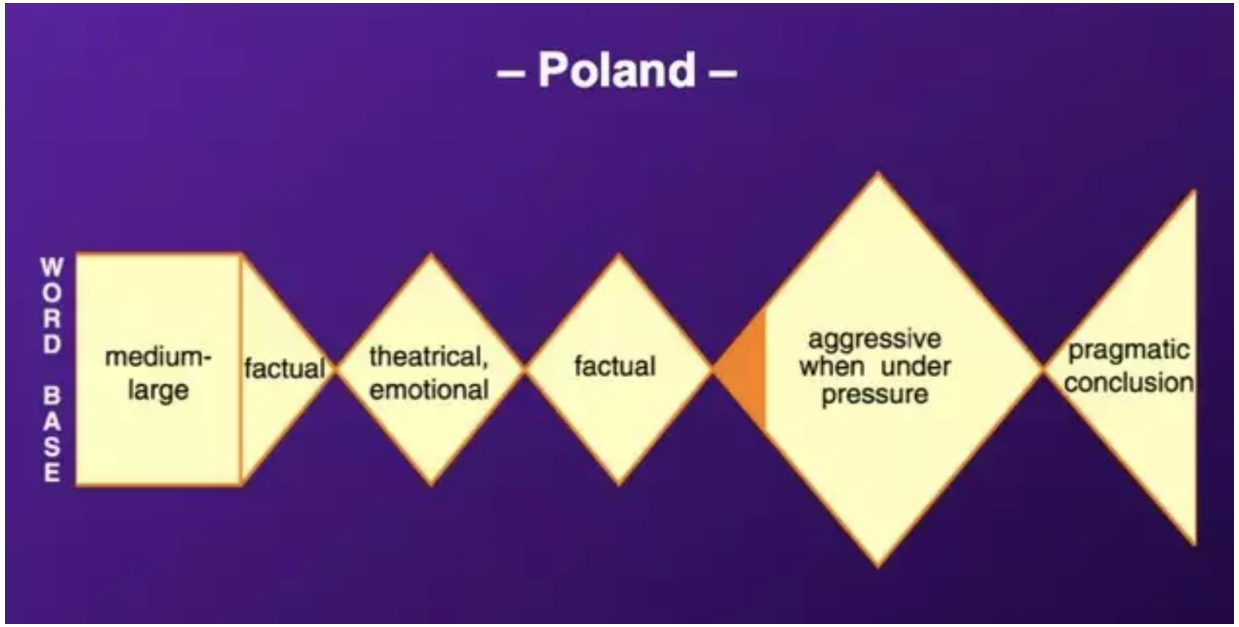
– UK –
WORD BASE
5-10 minutes small-talk
casually introduces business
"reasonable" proposal
RESISTANCE
keeps calm
coded speech
under-statement
DEADLOCK
humour
vagueness (stalling)
RECESS
re-packaging
summary of points agreed
decision at next meeting
CLARITY
" don't rock the boat "


– India –
courteous, adaptable
WORD BASE
long, verbose sociable preamble
ask for other side's view
favourable flexible reaction
deal seemingly made
some modifications proposed
re-packaging
agreement usually reached
risk-taking, entrepreneurial


– USA –
WORD BASE
all the cards
on the table
spell it all out
louder
confront provoke
sarcasm kidding
A FIGHT
is communication
concessions conciliation
summary
wishes to do the business as soon as possible
CLARITY

– Italy –
WORD BASE
verbose approach
miscomprehension
increase in verbosity
flexibility
CLARITY

– Hungary –
WORD BASE
verbose start
show will to co-operate
unpredictable style
remain critical
raise problems
don't offer solutions
everybody talks at once
sudden agreement on many points
reveal shrewd-ness


– Poland –
WORD BASE
medium-large
factual
theatrical, emotional
factual
aggressive when under pressure
pragmatic conclusion

Managing in a Multicultural Environment: managing impact of national cultures

Consider these actions

Cultural profile and other **self-assessments** to raise awareness

Provide training to be **open** & **non-judgemental** and build on **similarities** and not differences

Continue to build on **commonalities**. Describe your **current culture** today, align on what your **future culture** aspirations is for tomorrow

Align around **3 key behaviors** your organization wants to do **“more of”** and **“less of”**

Make **personal commitment** for at least one of these key behaviors

MANAGING IN A A MULTICULTURAL ENVIRONMENT

GENERATIONAL CHALLENGES

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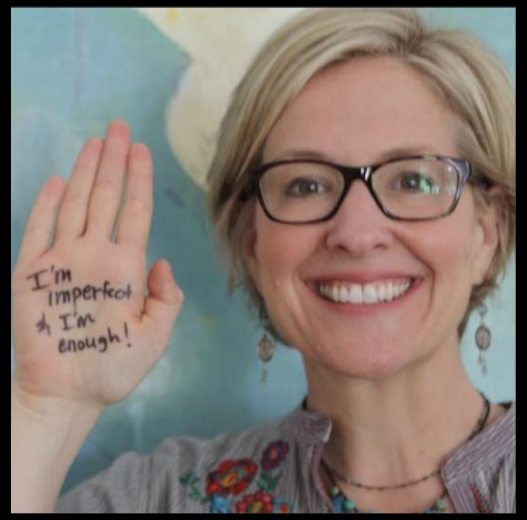
What if you had to manage a work force with 7 generations?

What if you had to manage a work force with 7 generations virtually or entirely off premises?

Beyond: New elements are taking center stage

- Diversity
- Inclusion
- Belonging



- Workplace Equity: fostering systemic fairness in organizational policies & processes

To make belonging possible, organizations seek to be **more intentional** in their approach to policies and practices and eliminate unintended biases and structural inequities

Beyond: Motivations for being in the office vary across generations

Why would you like to return to the office?

Reason	Baby Boomer	Gen X	Millennial	Gen Z
I want to stay socially **connected (idea of belonging)**				
I **collaborate** with my colleagues				
The role/**nature of my work** requires me to be with others				
I would like access to better **working resources** (network, tech support, office workspace)				
I want to build and maintain **mentoring relationships**				
My **manager** expects me to be in the office				

What's important to you?

44%

Gen Z: Taking Vacations

66%

Millennials: Taking vacations

65%

Gen Z: Enjoying time with family and friends

78%

Millennials: Enjoying time with family and friends

“

Be kind. Think Human

“

Stop making it about profit. It’s about people. If you don’t act responsibly, there will not be any people left to purchase your products. Steward don’t sell

“

Although companies exist to make money, they should also balance that by giving access to the poor for their products and services

“

Encourage and uplift minorities and youth. They are the future and including them in your decisions is powerful

“

Find more eco-friendly ways to do things and increase access for everyone

“

Your actions should be based on the people that run your companies first and foremost. Ensuring that you are doing right by your consumers and employees will ensure you have a happy workforce and consumers will want to buy from an ethical company

Managing in a Multicultural Environment: leading generational transformation

Consider these actions

Recognize **differences** between generations and even among generations e.g. millennials

Recognize **independent**, entrepreneurial spirit of Gen Z

Recognize younger generations' hunger to **learn**

Recognize **priorities** outside of work, creating sense of community, mental health and well being.

Q&A

Thank You!

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