

Training for the Multicultural Workplace

When hotel employees move from one country to another, they will be more successful in their new positions if they develop cultural awareness and skills. But many hotel managers work in multicultural workplaces without ever leaving home; for these managers too, intercultural training can lead to better performance

by Germaine Shames

AS HOTEL companies have widened their scope to embrace international operations, hotel managers have faced the difficulties caused by cultural differences. Cultural dislocations can sap productivity, engender staff discord, and cause a manager to fail in an assignment. Several of today's international hotel companies now ring the globe, and their employees regularly move from property to property and country to country. One hotel firm, Hilton International, recorded more than 400 such employee transfers in one year.

Even domestic hotel companies in some nations feel the effects of cultural differences, however, as new ethnic groups immigrate and seek jobs in the industry. The cultural mix in many hotels makes a stroll from the front desk to the employee cafeteria resemble a world tour.

Multicultural managers. The multicultural workplace requires a special breed of manager—a "multicultural manager" who has the sensitivity and skills to orchestrate the productive intermingling of culturally distinct individuals and to function effectively when working in different cultures.¹ This article explores the ideal characteristics

¹The term "multicultural manager" has been used by a number of interculturalists, most notably: Pierre Gasse, *Training for the Multicultural Manager* (Washington, DC: Society for Intercultural Education, Training, and Research, 1992).

of a multicultural manager, and, as an example of one way to nurture multicultural managers, explores Hilton International's intercultural training program.

The Need for Intercultural Training

The experiences of the following two hypothetical hotel managers demonstrate the need for intercultural training.

Vera Silk, director of marketing for the local ABC Hotel, transfers to a sister hotel in a neighboring land. Following several weeks of initial elation with her new colleagues and workplace, she becomes increasingly irritated by certain local mannerisms, business practices, and working conditions. On several occasions, she has lost her temper with subordinates and even guests. Although she is working longer hours than ever be-

Holder of an M.S. in intercultural management, Germaine Shames is Hilton International's special projects manager for the Western Hemisphere, and is manager of the company's career-development institute.

Training For The Multicultural Manager

Sylvia Odenwald



Training For The Multicultural Manager:

Training for the Multicultural Manager Pierre Casse,1982 *Leadership in a Diverse and Multicultural Environment* Mary L. Connerley,Paul B. Pedersen,2005-03-02 This is a well written book Quite simple and precise The authors should be commended This book deals with leadership from a very contemporary perspective that reflects the importance of multiculturalism Guo Ming Chen University of Rhode Island No matter how culturally different the person or group there will be common ground similarities and no matter how similar the person or group there will be significant differences Culture influences our thoughts words and actions in ways that are often unrecognized leading to misunderstandings Each misunderstanding can become very expensive both in terms of missed opportunities and less effective business outcomes *Leadership in a Diverse and Multicultural Environment* provides leaders with the tools necessary to effectively interact with all individuals Although much of the research related to multiculturalism has focused on expatriates and international assignments *Leadership in a Diverse and Multicultural Environment* also focuses on leaders in domestic organizations as they can benefit from developing their own multicultural awareness knowledge and skills Effective leaders can shape the culture of their organization to be accepting of individuals from all races ethnicities religions and genders with a minimum of misunderstandings *Leadership in a Diverse and Multicultural Environment* is well grounded in solid research but written in an easy to comprehend style that Provides a culture centered leadership perspective allowing organizational leaders the opportunity to attend to the influence of culture Helps the reader find examples of how multicultural awareness can make their leadership task easier Promotes an organizational culture that is more satisfying to both individuals and their leaders by embracing and celebrating differences *Leadership in a Diverse and Multicultural Environment* is an ideal supplemental text for undergraduate or graduate level international management leadership or diversity related courses taught in the business curriculum It could also be used in leadership courses taught in education and communication departments **Multicultural Management** Farid Elashmawi,Philip Robert Harris,1993

Managing Cultural Diversity in Asia Jawad Syed,Mustafa F. Èzbilgin,2010-01-01 This Companion provides an authoritative overview of how cultural diversity is managed in Asia Although the Asian context appears at first sight to be irreconcilably divergent in terms of diversity management approaches the contributing authors seek to explore thematic and geographical demarcations of the notions of cultural diversity and equality at work *Managing Cultural Diversity in Asia* not only examines cultural diversity management in a particular geography but also makes a distinct contribution to the wider theory of managing diversity and equality by revealing the significance of context time and place in framing policies and practices of management With empirical and conceptual contributions from eminent scholars from across the Asian continent as well as the Asian diaspora this volume highlights practices of equality and diversity management in settings across Asia and reveals the key drivers and implications of such practices This important and path breaking Companion will be an

invaluable resource for both undergraduate and research based postgraduate students on international and comparative human resource management employment relations and industrial relations courses **Global Project Management** Jean Binder,2007 The topic is covered through section headings such as Cross cultural Collaboration Trust Building Stakeholder and Communication Channels Global Project Structure Global Program and Project Offices Interactive Audio and Video and much more **50 Activities for Managing Cultural Diversity** Terri Dickerson-Jones,1993 **Managing Diversity in Today's Workplace** Michele A. Paludi,2012-04-23 This four volume set provides updated empirical research and best practices for understanding and managing workplace diversity in the 21st century including issues of gender race generation disability sexual orientation national origin and age As the demographics of workplaces in the United States continue to evolve to include more women employees a growing percentage of aged employees and greater racial diversity a broad understanding of human resource management issues in multiple functions is necessary Today s workplace professionals need to be up to speed on best practices for staffing training and development performance appraisals work family integration compensation health and safety equal employment opportunity disciplinary strategies and labor relations just to mention a few of the most important issues Contributors to this exhaustive four volume set include human resource consultants employers scholars management consultants and therapists offering proven workable solutions to assist employers in managing diversity in the 21st century workforce The books cover topics such as diverse succession planning formal mentoring programs discrimination in religious organizations transgender female workers flexible work schedules generational cohorts and paid leave policy This set will provide a lay professional reader with a thorough understanding of managing diversity in the modern workplace and serve as an essential resource for employers labor attorneys and human resource specialists **International Executive Development Programmes** Roderick Millar,2003 Annual guide to educational institutions and business centers offering executive and management education worldwide Relevant for executives seeking international business education exposure Index of specialties ranging accounting strategy planning and change management through conflict management corporate finance and strategy to global management leadership logistics project management and recruitment and team building listing which schools offer them This is the only genuinely international directory to senior management education There are clearly a large number of US directories to North American MBA courses and other countries produce similar publications However information on shorter courses as covered by this Guide are rare Now in its seventh edition this directory to worldwide courses for middle and senior management has been extensively revised and is linked to a dedicated website The directory is backed up by a series of articles from leading business schools management academics and executives from leading companies These articles focus on different aspects and approaches to executive education pr **International Executive Development Programmes** Philip Sadler,1996
Strategic Knowledge Management in Multinational Organizations O'Sullivan, Kevin,2007-08-31 This book presents a

comprehensive set of investigations of a wide range of environmental factors both internal and external that contribute to the key challenge of complexity in KM These factors include culture technology communications infrastructure and learning and leadership structures Provided by publisher **Ensuring Minority Success in Corporate Management** Donna E. Thompson, Nancy DiTomaso, 2012-12-06 To be a corporate executive in America is to achieve a universally recognized measure of personal and professional success The high income privilege prestige and authority enjoyed by most corporate executives all attest to making it That is why the advancement of racial and ethnic minorities into the executive suite is one of the key barometers of the nation s progress toward full equality of opportunity But the quest for equal opportunity in corporate management has been difficult and frustrating Black Hispanic and Asian men and women are rarely found among those who run or significantly influence the direction of American corporations The wide gap between the expectation and the reality is a continuing topic of interest to business leaders and racial and ethnic minorities as well as to scholars of the business scene This book edited by Thompson and DiTomaso contributes significantly to our understanding of this problem and most importantly provides useful guidelines on what to do about it Interest in the diversity of corporate management comes at a time of unprecedented challenge to United States success in the world economy American business must now compete against aggressive producers and financiers in Western Europe and Japan More competition also has emerged from some of the rapidly developing countries in Latin America and the Pacific Rim Our ability to design manufacture sell and export goods and services in a global marketplace will increasingly determine our standard of living and prominence on the world stage Managing Cultural Differences Philip Robert Harris, Robert T. Moran, 1987 **Transnational Management and Globalised Workers** Tricia Cleland Silva, 2018-07-16 There are 60 million health care workers globally and most of this workforce consists of nurses as they are key providers of primary health care Historically the global nurse occupation has been predominately female and segregated along gendered racialised and classed hierarchies In the last decade new actors have emerged in the management of health care human resources specifically from the corporate sector which has created new interactions networks and organisational practices This book urgently calls for the reconceptualisation in the theoretical framing of the globalised nurse occupation from International Human Resource Management IHRM to Transnational Human Resource Management THRM Specifically the book draws on critical human resource management literature and transnational feminist theories to frame the strategies and practices used to manage nurses across geographical sites of knowledge production and power which centralise on how and by whom nurses are managed In its current managerial form the author argues that the nurses are constructed and produced as resources to be packaged for clients in public and private organisations **Cultural Diversity in Nursing** Jacqueline A. Dienemann, 1997 Training and Development Organizations Directory , 1988 **Managing Diversity Within Cooperative Extension** D. Merrill Ewert, 1993 Training Directory for Business and Industry , 1989 *Global Solutions for Teams* Sylvia Odenwald, 1995 *Global Solutions for Teams* is

a strategy packed resource essential for multinational organizations or any company that is considering going global The book s cultural guidelines and case examples of leading multinational corporations demonstrate how cross cultural teams can overcome a disjointed state of cultural collision and progress to the more productive stages of coexistence and finally collaboration As workplace borders expand and the mobility of the workforce increases new techniques are needed to manage transnational teams Global Solutions for Teams shares these concepts as well as the approaches that can position a company more competitively now and well into the 21st century

Managing in a Plural Society Hamzah-Sendut (Tan Sri Datuk.),John Madsen,Gregory Tin Sin Thong,1989

Management Ricky W. Griffin,2002

The Enigmatic Realm of **Training For The Multicultural Manager**: Unleashing the Language is Inner Magic

In a fast-paced digital era where connections and knowledge intertwine, the enigmatic realm of language reveals its inherent magic. Its capacity to stir emotions, ignite contemplation, and catalyze profound transformations is nothing in short supply of extraordinary. Within the captivating pages of **Training For The Multicultural Manager** a literary masterpiece penned by way of a renowned author, readers set about a transformative journey, unlocking the secrets and untapped potential embedded within each word. In this evaluation, we shall explore the book's core themes, assess its distinct writing style, and delve into its lasting impact on the hearts and minds of those that partake in its reading experience.

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