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CULT_RISK

Survey Report

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Introduction:

This survey has been designed to

- Identify the cultural risks in multicultural organizations;
- Identify managers and employees' behaviors related to the cultural risks which may appear in the organizations;
- Define the key competences which may prevent cultural risks in organizations;

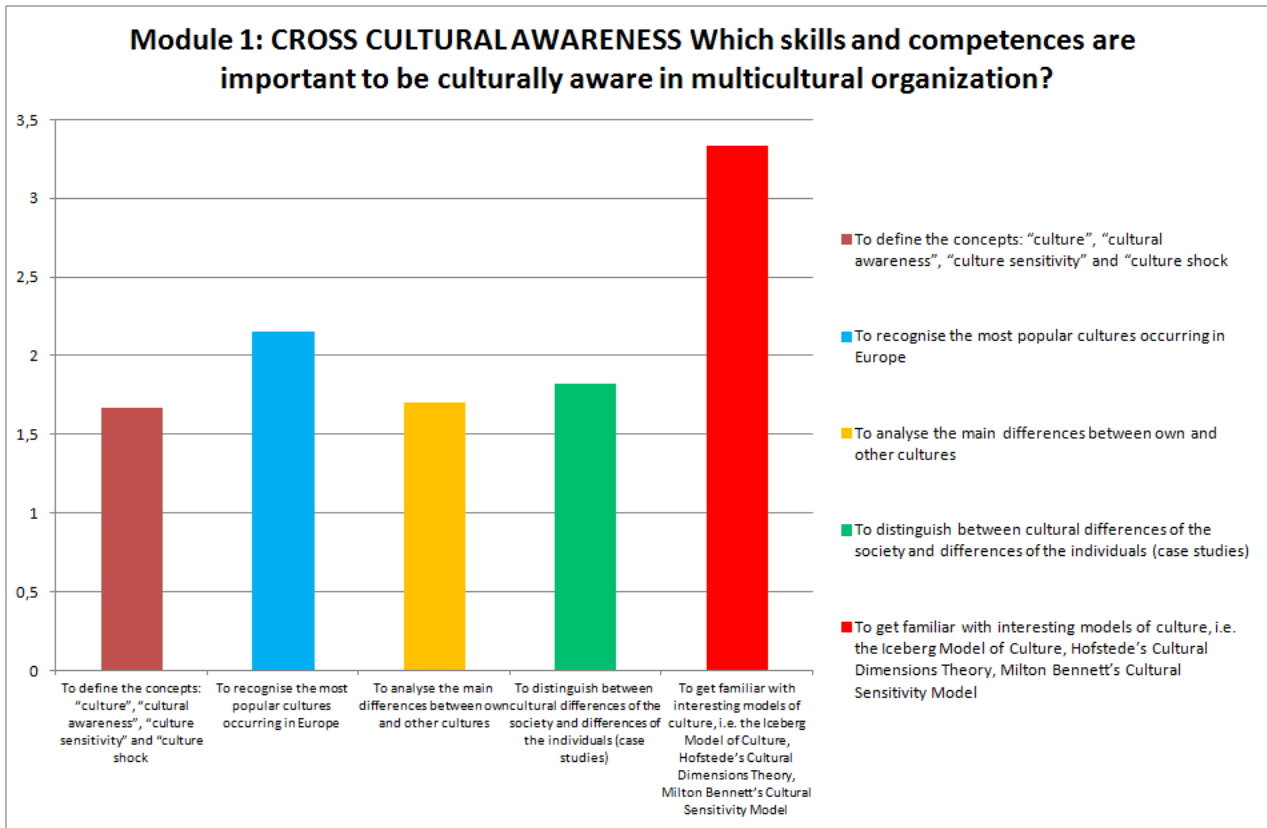
33 people participated in the survey. Participants were experts, managers, employees, teachers who work in multicultural organizations, or who have worked in the past in such organizations, or simply individuals interested in the topic of cultures, inclusion, diversity and generally in the sphere of different cultures. In details, participants were members of private enterprises, government organizations, NGO (Non-governmental organizations), universities or other types of institutions / organizations. Participants were chosen according to their experience, field of work and interest.

We did meet problems during the collection of the survey responses as people in general don't like to reply and fill in questionnaires. However all the respondents have answered to all the questions.

The major difficulty which emerged from the reading of the questionnaire, was the specific use of the term "multicultural organization" which could refer to different situations (organization, company, etc..).

The survey has been conducted with the help of Survey Monkey to facilitate the on-line collection and the automated restitution of the data. Participants were asked to fill it in anonymously.

Q1

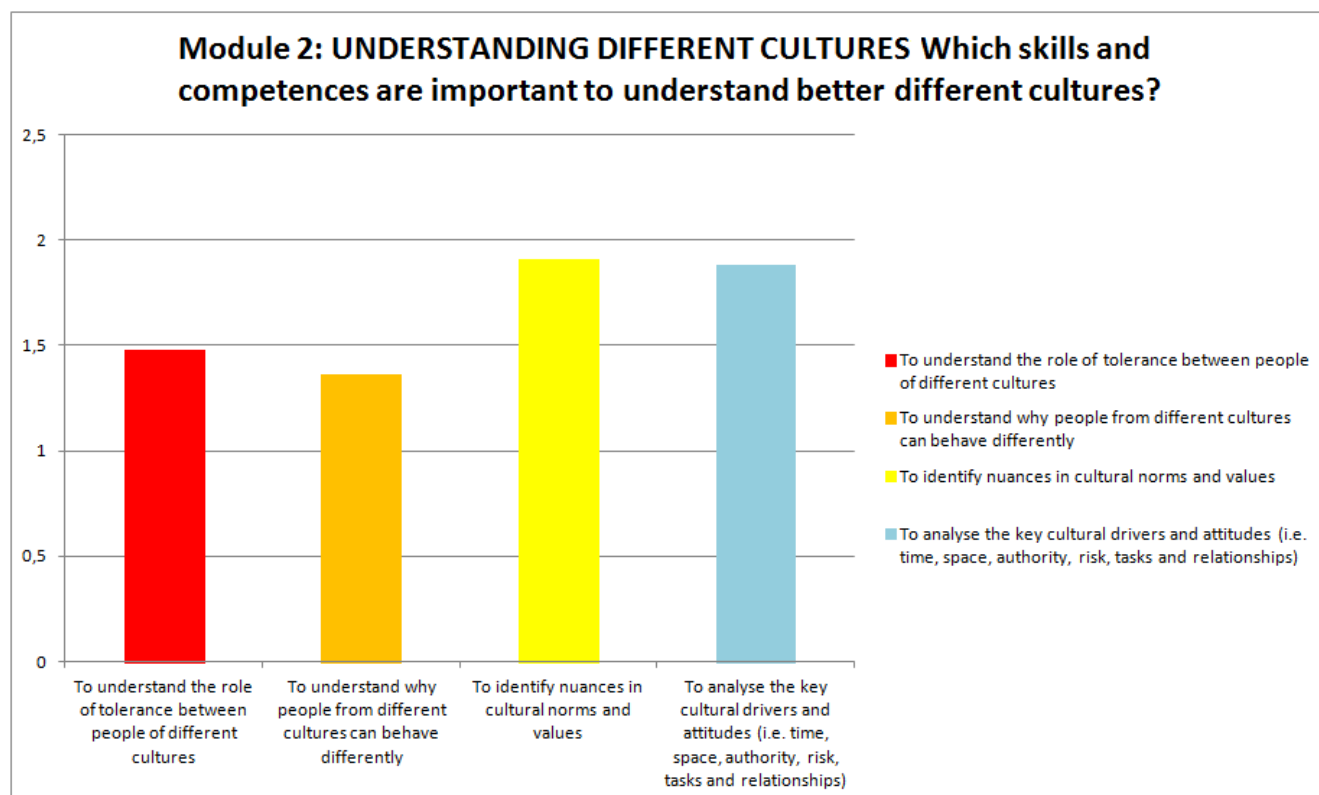


	VERY IMPORTANT	IMPORTANT	NOT IMPORTANT	NOT AT ALL IMPORTANT	HARD TO SAY	TOTAL	WEIGHTED AVERAGE
To define the concepts: "culture", "cultural awareness", "culture sensitivity" and "culture shock"	48.48% 16	39.39% 13	9.09% 3	3.03% 1	0.00% 0	33	1.67
To recognise the most popular cultures occurring in Europe	18.18% 6	54.55% 18	24.24% 8	0.00% 0	3.03% 1	33	2.15
To analyse the main differences between own and other cultures	30.30% 10	69.70% 23	0.00% 0	0.00% 0	0.00% 0	33	1.70
To distinguish between cultural differences of the society and differences of the individuals (case studies)	45.45% 15	36.36% 12	12.12% 4	3.03% 1	3.03% 1	33	1.82
To get familiar with interesting models of culture, i.e. the Iceberg Model of Culture, Hofstede's Cultural Dimensions Theory, Milton Bennett's Cultural Sensitivity Model	9.09% 3	24.24% 8	24.24% 8	9.09% 3	33.33% 11	33	3.33

#	DO YOU WANT TO ADD ANY COMMENTS ON THE CROSS CULTURAL AWARENESS AND ITS IMPACT ON EFFECTIVENESS OF WORK IN MULTICULTURAL ORGANISATION? IF SO, PLEASE COMPLETE.	DATE
1	Awareness cannot be acquired exclusively through the "theoretical knowledge", but through actions in a transnational perspective, in relation to which everyone, besides nationality or cultural differences, should be aware to belong to different communities (gender, family, professional, political involvement, religion belief, etc.). In that perspective, it would be beneficial to focus also on similarities, and not just on differences.	2/11/2019 9:49 AM

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Q2

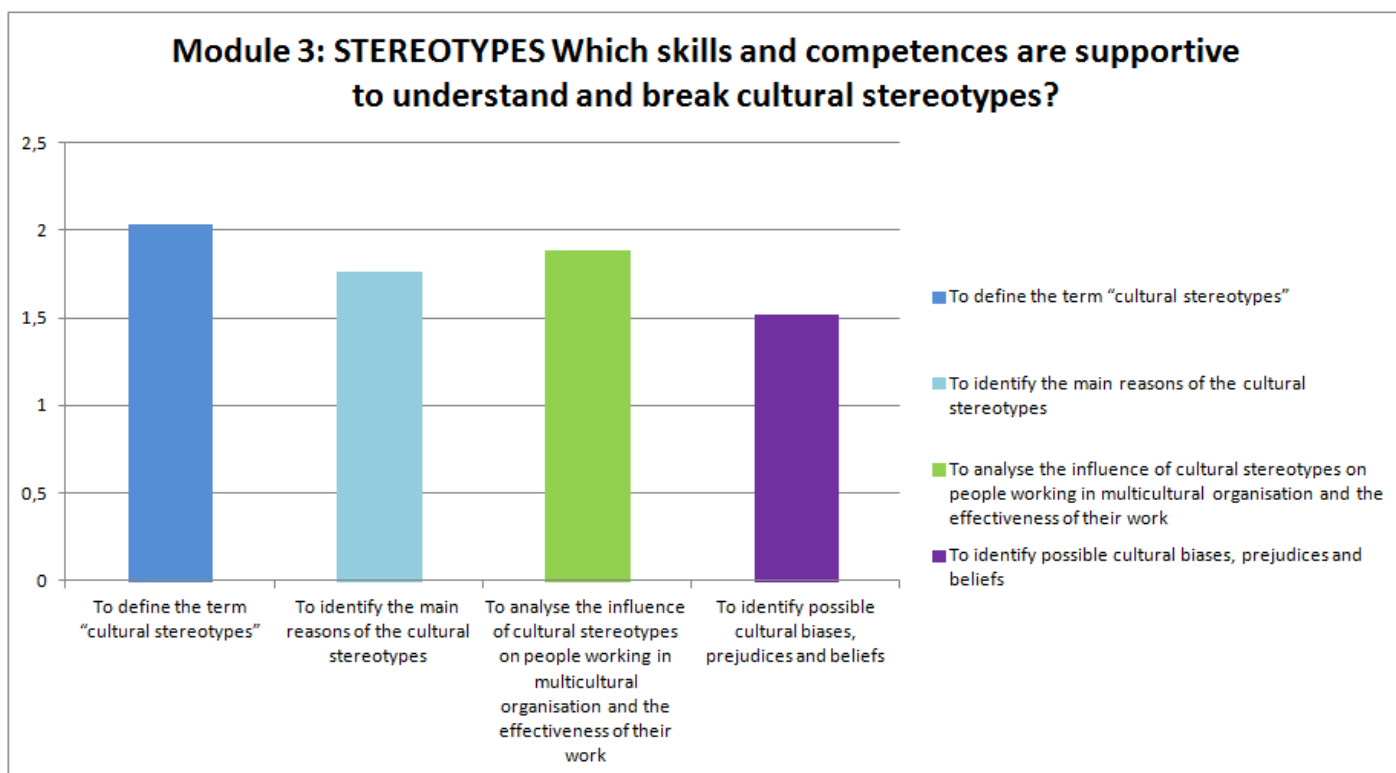


	VERY IMPORTANT	IMPORTANT	NOT IMPORTANT	NOT AT ALL IMPORTANT	HARD TO SAY	TOTAL	WEIGHTED AVERAGE
To understand the role of tolerance between people of different cultures	60.61% 20	36.36% 12	0.00% 0	0.00% 0	3.03% 1	33	1.48
To understand why people from different cultures can behave differently	63.64% 21	36.36% 12	0.00% 0	0.00% 0	0.00% 0	33	1.36
To identify nuances in cultural norms and values	36.36% 12	48.48% 16	9.09% 3	0.00% 0	6.06% 2	33	1.91
To analyse the key cultural drivers and attitudes (i.e. time, space, authority, risk, tasks and relationships)	39.39% 13	45.45% 15	9.09% 3	0.00% 0	6.06% 2	33	1.88

#	DO YOU WANT TO ADD ANY COMMENTS ON THE EXPERIENCE OF UNDERSTANDING DIFFERENT CULTURES? IF SO, PLEASE COMPLETE.	DATE
1	You badly need to understand, open the mind and heart to understand who is different, from us, and this applies to any type of diversity, not just the cultural one.	2/13/2019 11:45 AM
2	With regards to the first question, working in multicultural environments, for a long time it's preferred to talk about "respect" between people from different cultures, instead of the concept of "tolerance".	2/11/2019 9:49 AM
3	There are no different cultures, it exists a unique culture, the one of respect and understanding between human beings which is part of the natural right of humanity.	2/7/2019 10:37 PM

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Q3



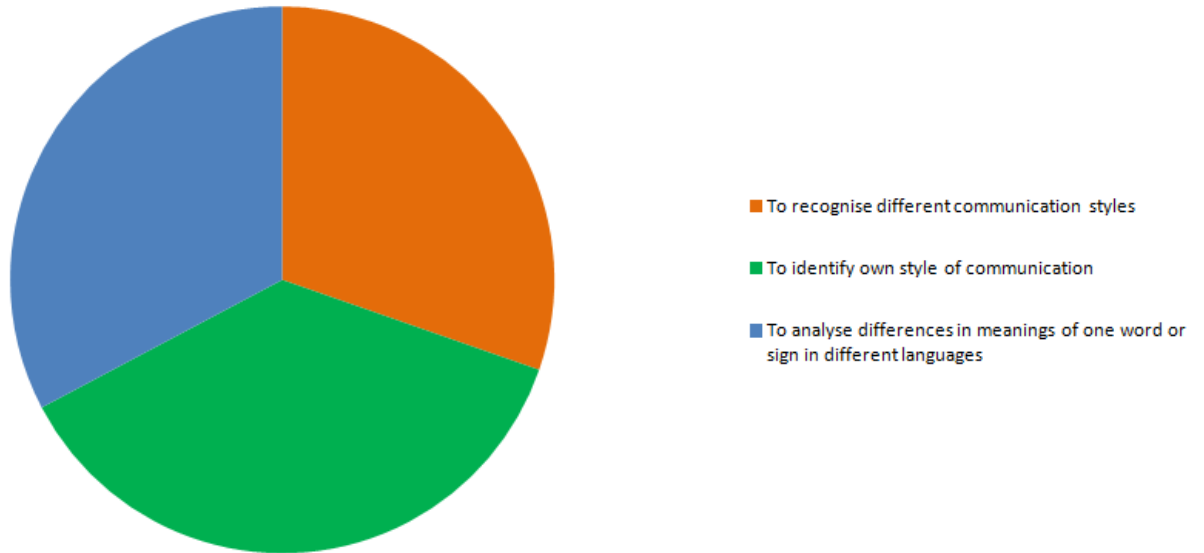
	VERY IMPORTANT	IMPORTANT	NOT IMPORTANT	NOT AT ALL IMPORTANT	HARD TO SAY	TOTAL	WEIGHTED AVERAGE
To define the term "cultural stereotypes"	27.27% 9	51.52% 17	15.15% 5	3.03% 1	3.03% 1	33	2.03
To identify the main reasons of the cultural stereotypes	45.45% 15	39.39% 13	12.12% 4	0.00% 0	3.03% 1	33	1.76
To analyse the influence of cultural stereotypes on people working in multicultural organisation and the effectiveness of their work	45.45% 15	39.39% 13	6.06% 2	0.00% 0	9.09% 3	33	1.88
To identify possible cultural biases, prejudices and beliefs	51.52% 17	45.45% 15	3.03% 1	0.00% 0	0.00% 0	33	1.52

#	DO YOU WANT TO ADD ANY COMMENTS ON THE STEREOTYPES OF DIFFERENT CULTURES AND THEIR IMPACT ON EFFECTIVENESS OF WORK? IF SO, PLEASE COMPLETE.	DATE
1	Being able to recognize a stereotype and consider it as that, avoiding to give it too much importance and being able to deal with people for what they are, one different to another.	2/13/2019 11:45 AM
2	Stereotypes are the result of ignorance which causes the lack of understanding, therefore a lack of respect.	2/7/2019 10:37 PM

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Q4

Module 4: COMMUNICATION Which skills and competences can help to improve multicultural communication?

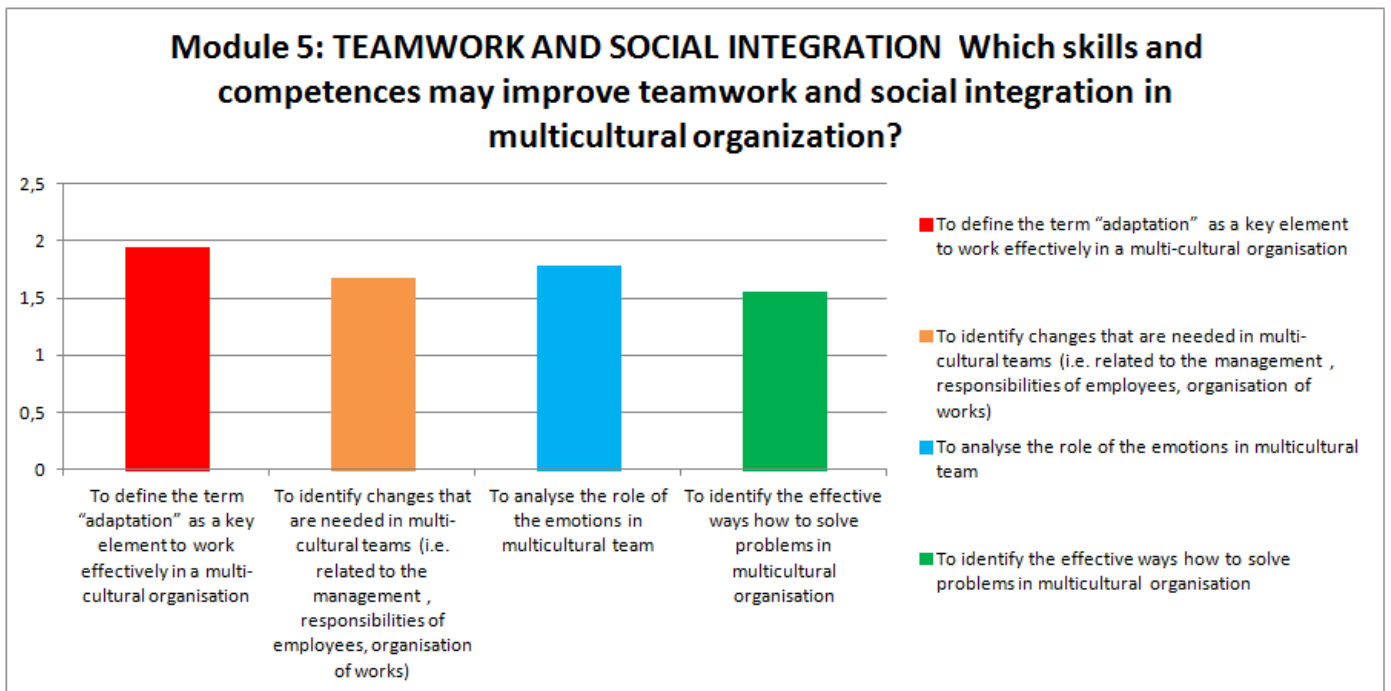


	VERY IMPORTANT	IMPORTANT	NOT IMPORTANT	NOT AT ALL IMPORTANT	HARD TO SAY	TOTAL	WEIGHTED AVERAGE
To recognise different communication styles	51.52% 17	45.45% 15	3.03% 1	0.00% 0	0.00% 0	33	1.52
To identify own style of communication	45.45% 15	39.39% 13	6.06% 2	3.03% 1	6.06% 2	33	1.85
To analyse differences in meanings of one word or sign in different languages	45.45% 15	45.45% 15	9.09% 3	0.00% 0	0.00% 0	33	1.64

#	DO YOU WANT TO ADD ANY COMMENTS ON THE COMMUNICATION WITHIN DIFFERENT CULTURES AND ITS IMPACT ON EFFECTIVENESS OF WORK? IF SO, PLEASE COMPLETE.	DATE
1	Being able to conceive "operational" communications or for the carrying out of the activities, in any organizational context, with symbols and images, linked to few words in different languages (in the past I saw a particularly interesting example developed by Omnia, a Finish training institute of Espoo, which, through this approach, implemented a guide for construction sites).	2/11/2019 9:49 AM
2	Language skills are essential for a cultural integration, within a company and outside. The spoken language defines our culture. Talking and understanding the language of a country where a person is a guest, encourages the integration and eliminates the exclusion.	2/7/2019 10:21 AM
3	Being flexible and open to a different style of communication.	2/1/2019 10:05 AM

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Q5



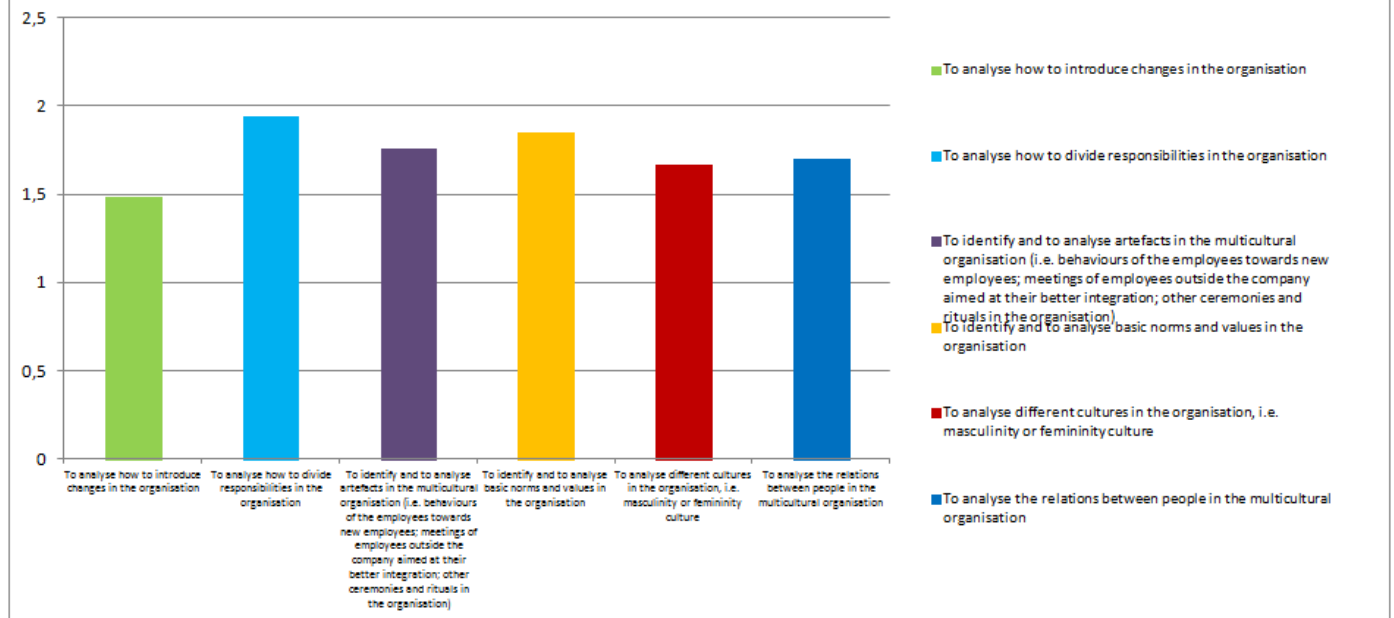
	VERY IMPORTANT	IMPORTANT	NOT IMPORTANT	NOT AT ALL IMPORTANT	HARD TO SAY	TOTAL	WEIGHTED AVERAGE
To define the term "adaptation" as a key element to work effectively in a multi-cultural organisation	24.24% 8	63.64% 21	6.06% 2	6.06% 2	0.00% 0	33	1.94
To identify changes that are needed in multi-cultural teams (i.e. related to the management, responsibilities of employees, organisation of works)	48.48% 16	36.36% 12	15.15% 5	0.00% 0	0.00% 0	33	1.67
To analyse the role of the emotions in multicultural team	30.30% 10	60.61% 20	9.09% 3	0.00% 0	0.00% 0	33	1.79
To identify the effective ways how to solve problems in multicultural organisation	57.58% 19	30.30% 10	12.12% 4	0.00% 0	0.00% 0	33	1.55

#	DO YOU WANT TO ADD ANY COMMENTS ON TEAMWORK AND SOCIAL INTEGRATION IN MULTICULTURAL ORGANIZATION AND ITS IMPACT ON EFFECTIVENESS OF WORK? IF SO, PLEASE COMPLETE.	DATE
1	Valid also for cultural homogeneous teams!	2/11/2019 9:49 AM

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Q6

Module 6: LEADERSHIP AND HIERARCHY Which skills and competences are related to leadership and hierarchy that influence the quality of work in multicultural organization?

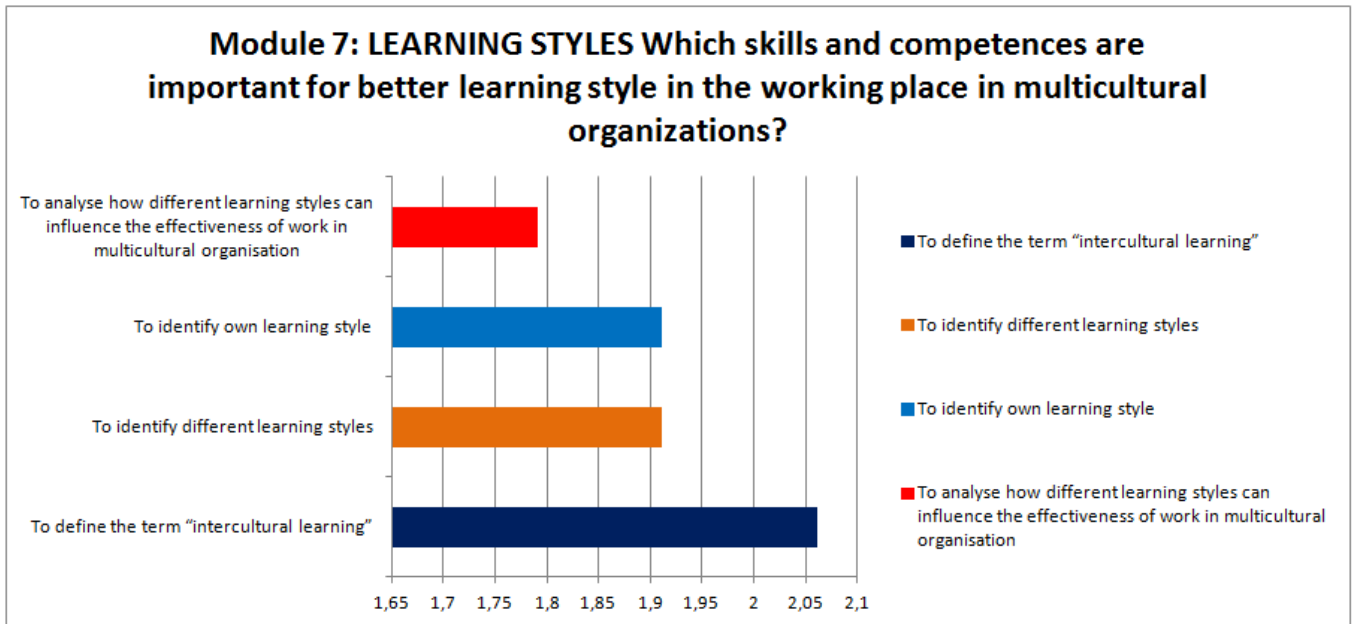


	VERY IMPORTANT	IMPORTANT	NOT IMPORTANT	NOT AT ALL IMPORTANT	HARD TO SAY	TOTAL	WEIGHTED AVERAGE
To analyse how to introduce changes in the organisation	57.58% 19	36.36% 12	6.06% 2	0.00% 0	0.00% 0	33	1.48
To analyse how to divide responsibilities in the organisation	30.30% 10	54.55% 18	9.09% 3	3.03% 1	3.03% 1	33	1.94
To identify and to analyse artefacts in the multicultural organisation (i.e. behaviours of the employees towards new employees; meetings of employees outside the company aimed at their better integration; other ceremonies and rituals in the organisation)	39.39% 13	48.48% 16	9.09% 3	3.03% 1	0.00% 0	33	1.76
To identify and to analyse basic norms and values in the organisation	33.33% 11	51.52% 17	12.12% 4	3.03% 1	0.00% 0	33	1.85
To analyse different cultures in the organisation, i.e. masculinity or femininity culture	45.45% 15	42.42% 14	12.12% 4	0.00% 0	0.00% 0	33	1.67
To analyse the relations between people in the multicultural organisation	36.36% 12	57.58% 19	6.06% 2	0.00% 0	0.00% 0	33	1.70

#	DO YOU WANT TO ADD ANY COMMENTS ON THE LEADERSHIP AND HIERARCHY IN MULTICULTURAL ORGANISATION? IF SO, PLEASE COMPLETE.	DATE
1	Valid also for cultural homogeneous teams!	2/11/2019 9:49 AM
2	To give the possibility to grow and show own skills, being able to surely bring about benefits to the company, even being foreigner or belonging to another culture.	2/1/2019 10:05 AM

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Q7



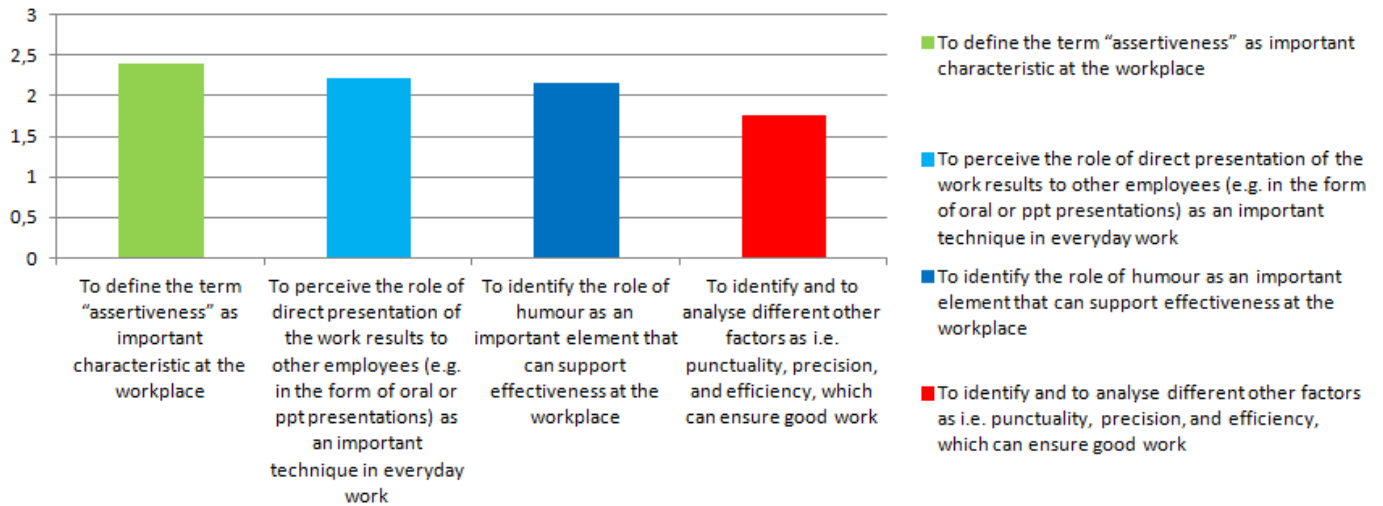
	VERY IMPORTANT	IMPORTANT	NOT IMPORTANT	NOT AT ALL IMPORTANT	HARD TO SAY	TOTAL	WEIGHTED AVERAGE
To define the term "intercultural learning"	27.27% 9	45.45% 15	24.24% 8	0.00% 0	3.03% 1	33	2.06
To identify different learning styles	24.24% 8	66.67% 22	6.06% 2	0.00% 0	3.03% 1	33	1.91
To identify own learning style	27.27% 9	54.55% 18	18.18% 6	0.00% 0	0.00% 0	33	1.91
To analyse how different learning styles can influence the effectiveness of work in multicultural organisation	27.27% 9	66.67% 22	6.06% 2	0.00% 0	0.00% 0	33	1.79

#	DO YOU WANT TO ADD ANY COMMENTS ON DIFFERENT LEARNING STYLES AND THEIR IMPACT ON EFFECTIVENESS OF WORK? IF SO, PLEASE COMPLETE.	DATE
1	Valid also for cultural homogeneous teams!	2/11/2019 9:49 AM

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Q8

Module 8: QUALITIES IN THE WORKING PLACE Which skills and competences may improve the quality of work in the working place in multicultural organization?



	VERY IMPORTANT	IMPORTANT	NOT IMPORTANT	NOT AT ALL IMPORTANT	HARD TO SAY	TOTAL	WEIGHTED AVERAGE
To define the term "assertiveness" as important characteristic at the workplace	24.24% 8	39.39% 13	21.21% 7	3.03% 1	12.12% 4	33	2.39
To perceive the role of direct presentation of the work results to other employees (e.g. in the form of oral or ppt presentations) as an important technique in everyday work	18.18% 6	48.48% 16	30.30% 10	0.00% 0	3.03% 1	33	2.21
To identify the role of humour as an important element that can support effectiveness at the workplace	21.21% 7	48.48% 16	27.27% 9	0.00% 0	3.03% 1	33	2.15
To identify and to analyse different other factors as i.e. punctuality, precision, and efficiency, which can ensure good work	27.27% 9	69.70% 23	3.03% 1	0.00% 0	0.00% 0	33	1.76

#	DO YOU WANT TO ADD ANY OTHER COMMENTS ON QUALITIES IN THE WORKING PLACE? IF SO, PLEASE COMPLETE.	DATE
1	If the point number 2 was finalized to the improvement of communication, I would consider it more related to the Module 4. While the 3rd point it seems related to the point number 3 of the 6th Module (Leadership and Hierarchy), with regards to actions linked to the business climate.	2/11/2019 9:49 AM

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Q9

Q9 Country

Answered: 33 Skipped: 0

#	RESPONSES	DATE
1	Italy	2/19/2019 10:02 AM
2	Italia	2/18/2019 11:19 AM
3	Italia	2/14/2019 10:32 AM
4	UK	2/13/2019 6:53 PM
5	Italia	2/13/2019 4:59 PM
6	Italia	2/13/2019 4:38 PM
7	italia	2/13/2019 4:10 PM
8	italiana	2/13/2019 3:25 PM
9	ITALIA	2/13/2019 12:24 PM
10	ITALIA	2/13/2019 12:16 PM
11	Italia	2/13/2019 11:45 AM
12	Italia	2/13/2019 9:26 AM
13	Italiana	2/13/2019 8:04 AM
14	ITALIA	2/12/2019 4:21 PM
15	Italia	2/11/2019 7:05 PM
16	IT	2/11/2019 9:49 AM
17	Italia	2/7/2019 10:37 PM
18	Italia	2/7/2019 5:36 PM
19	Italia	2/7/2019 4:21 PM
20	italia	2/7/2019 4:04 PM
21	Italia	2/7/2019 11:44 AM
22	Italia	2/7/2019 10:21 AM
23	ITALIA	2/4/2019 3:39 PM
24	Italia	2/4/2019 1:56 PM
25	italia	2/4/2019 12:16 PM
26	italia	2/4/2019 10:32 AM
27	italia	2/1/2019 1:49 PM
28	Algeria	2/1/2019 12:35 PM
29	Romania	2/1/2019 10:05 AM
30	ITALIA	2/1/2019 9:25 AM
31	italia	2/1/2019 8:44 AM
32	ITALIA	1/31/2019 5:40 PM
33	italia	1/22/2019 10:45 AM

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Q10

Q10 City / town

Answered: 33 Skipped: 0

#	RESPONSES	DATE
1	Fano	2/19/2019 10:02 AM
2	Osimo	2/18/2019 11:19 AM
3	Vasto	2/14/2019 10:32 AM
4	Fano, Italia	2/13/2019 6:53 PM
5	Fano	2/13/2019 4:59 PM
6	Palermo	2/13/2019 4:38 PM
7	fano	2/13/2019 4:10 PM
8	lecce	2/13/2019 3:25 PM
9	FANO	2/13/2019 12:24 PM
10	TERRE ROVERESCHE	2/13/2019 12:16 PM
11	Pordenone	2/13/2019 11:45 AM
12	Palermo	2/13/2019 9:26 AM
13	Bologna	2/13/2019 8:04 AM
14	FANO (PU)	2/12/2019 4:21 PM
15	Chieti	2/11/2019 7:05 PM
16	Roma	2/11/2019 9:49 AM
17	Vasto	2/7/2019 10:37 PM
18	Vasto	2/7/2019 5:36 PM
19	Vasto	2/7/2019 4:21 PM
20	pesaro	2/7/2019 4:04 PM
21	Vasto	2/7/2019 11:44 AM
22	Vicenza	2/7/2019 10:21 AM
23	PESARO	2/4/2019 3:39 PM
24	Pesaro	2/4/2019 1:56 PM
25	urbino	2/4/2019 12:16 PM
26	fano	2/4/2019 10:32 AM
27	fano	2/1/2019 1:49 PM
28	Fano	2/1/2019 12:35 PM
29	Bacau	2/1/2019 10:05 AM
30	FANO	2/1/2019 9:25 AM
31	pesaro	2/1/2019 8:44 AM
32	FANO	1/31/2019 5:40 PM
33	mondavio	1/22/2019 10:45 AM

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Q11

Professional status		
Answer Choices	Responses	
Managerial staff in a multicultural organisation	9,09%	3
Employee working at lower level in a multicultural organisation	66,67%	22
Other – individual interested in the topic of cultural risk in a multicultu	27,27%	9

Q 12

Experience in facing cultural risk		
Answer Choices	Responses	
I am working in a multicultural organisation at this moment	81,82%	27
I am not working in a multicultural organisation at this moment, but	6,06%	2
I have never worked in a multicultural organisation	12,12%	4

Q13

Type of organization		
Answer Choices	Responses	
Government organization	9,09%	3
Municipality organization	0,00%	0
NGO	15,15%	5
University or college	6,06%	2
Private enterprise	63,64%	21
Other (please complete):	6,06%	2

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Conclusions

According to the survey results it appears that many participants agreed with the questions and the statements provided. Some of them also provided open answers related to topics such as understanding of different cultures, communication and stereotypes.

The skills and competences listed in the different modules of the survey were mostly considered “Very important” and “Important”. A minor part of the skills and competences described were considered “Not important”, while a very little part of those were considered “Not at all important”. Few elements in some modules were evaluated as “Hard to say”.

Participants were many and vary, most of them are employees in multicultural organizations/companies, 3 of them are part of the managerial staff of multicultural organizations/companies, while 9 are other persons interested in the topic of the project. Furthermore, most of them are currently working in multicultural organizations/companies. 21 people within the respondents come from private enterprises; others come from other organizations such as government organizations or universities.

Attachments – no attachments as the survey is considered confidential and anonymous.