



**Cultural Risk in the Organisation in the Globalisation Era
Competences vs. Reality (ERASMUS+)**

No 2018-1-PL01-KA204-051056

**Survey
Report on
Cultural
Competences**

**Coventry
University**

**Feb 28th,
2019**

Introduction

The objective of this survey was to gather information on which cultural competences are necessary in order to cope with cultural risks in a multicultural organization.

Participants were members of the following target groups:

- Managerial staff from multicultural organisations;
- Employees of lower levels from multicultural organisations;
- Individuals interested in the topic of cultural risk in multicultural organisations.

We received 27 replies to our online survey which was designed using JISC online surveys, the online survey provider approved for use by Coventry University.

The survey received full ethical approval by the Coventry University's ethical approval committee.

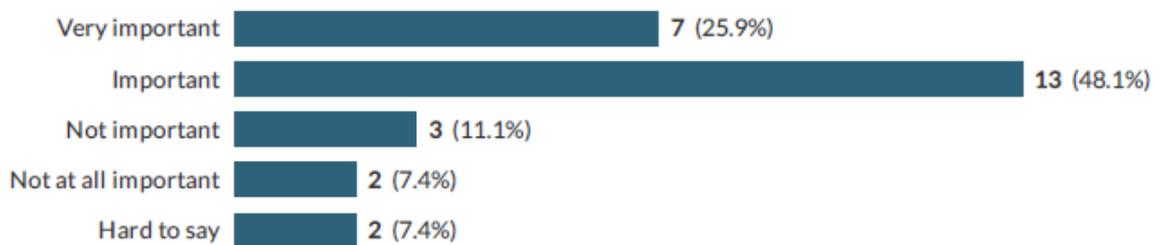
Participants were invited to take part by email messages and also private messages using online tools such as LinkedIn, WhatsApp and Facebook. Almost 200 people were contacted by the project team members.

Participants used the provided generic link to fill in the survey anonymously. No replies were tracked to the participant or any personal information was asked that could identify who the respondent was.

Question 1

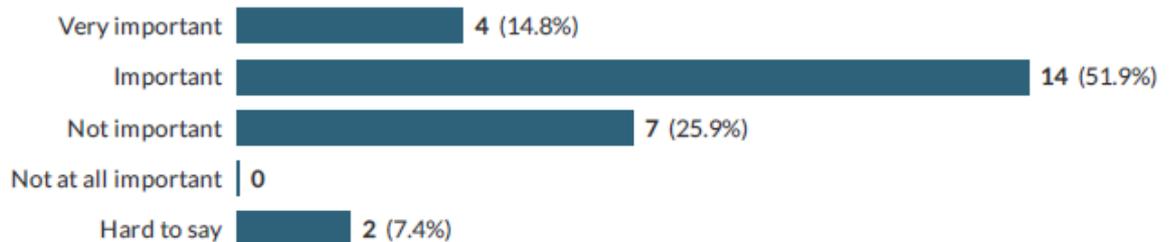
Which skills and competences are important to be culturally aware in multicultural organisation?

To define the concepts: "culture", "cultural awareness", "culture sensitivity" and "culture shock"



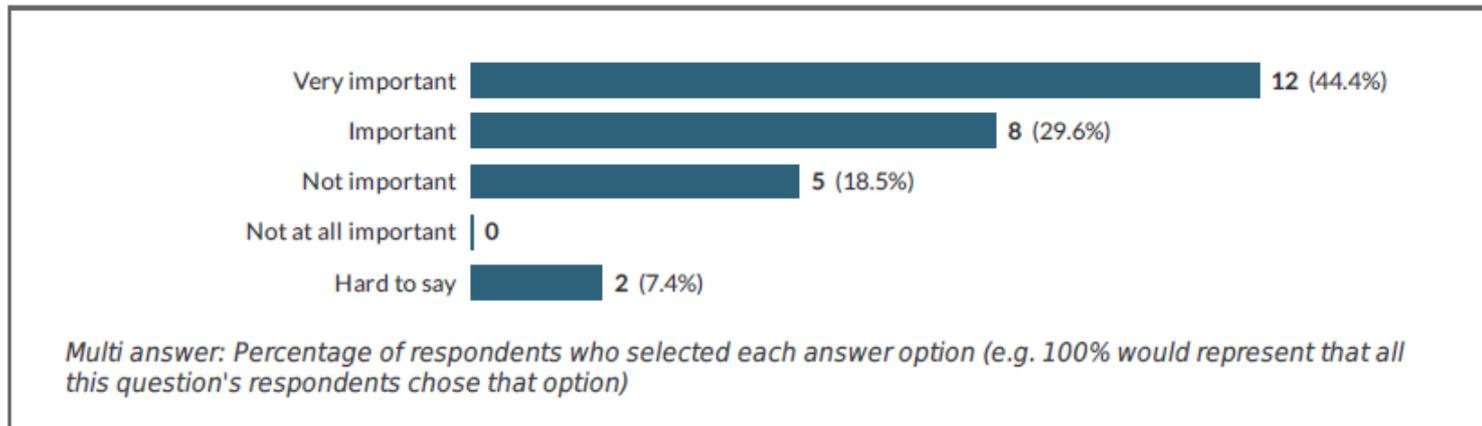
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

To recognise the most popular cultures occurring in Europe

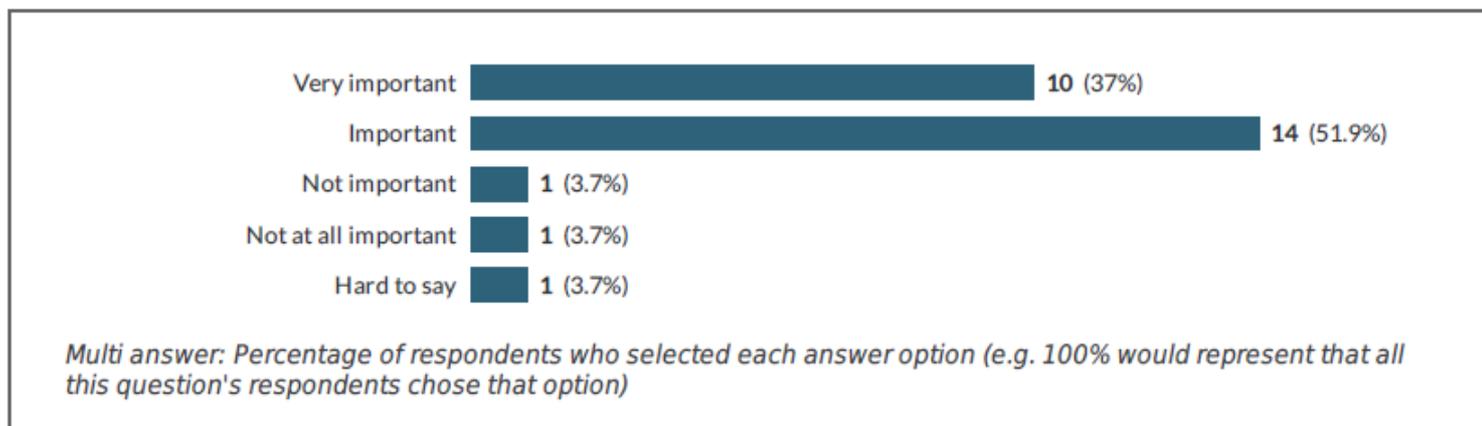


Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

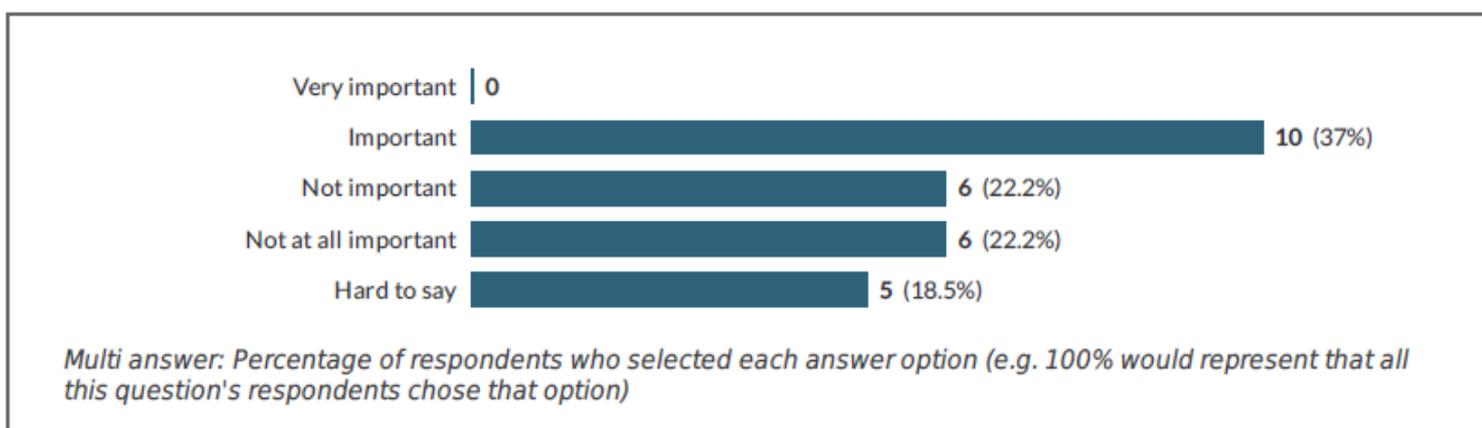
To analyse the main differences between own and other cultures



To distinguish between cultural differences of the society and differences of the individuals (case studies)



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



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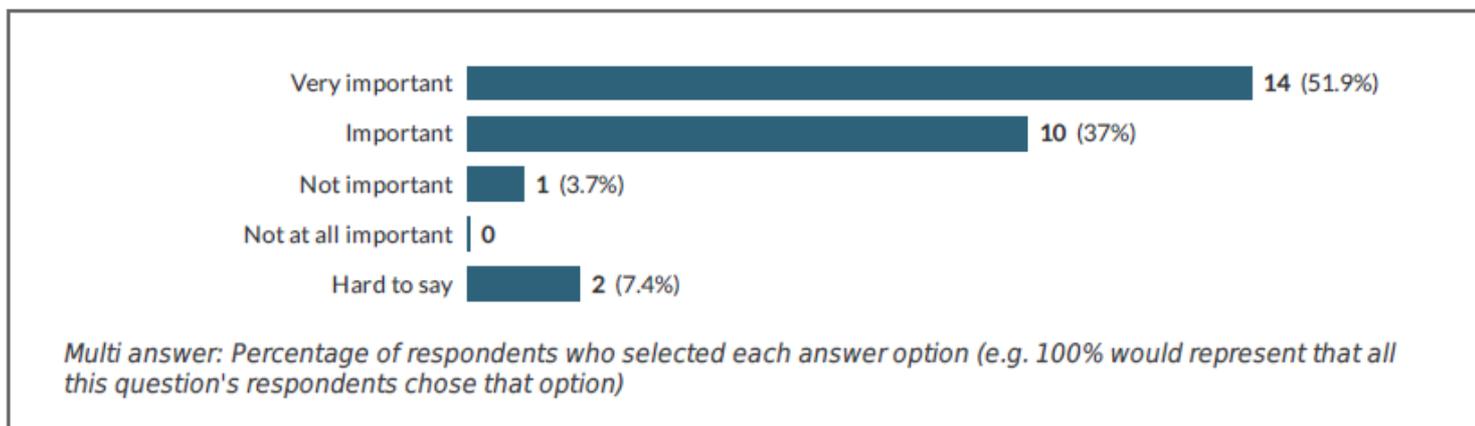
Do you want to add any comments on the cross cultural awareness and its impact on effectiveness of work in multicultural organisation? If so, please complete.

| Showing all 4 responses | |
|---|------------------------|
| I would place more emphasis on self-awareness than simply comparative work. Knowing yourself is critical | 443181-443173-43722862 |
| no idea what is the last question | 443181-443173-43732979 |
| Getting on requires respect and recognition. Analytical approaches may be one way to develop this for some people but by no means the only one. | 443181-443173-43875453 |
| The questions so far are written in a way that doesn't make sense. I have put 'hard to say' on all these unclear questions | 443181-443173-43886636 |

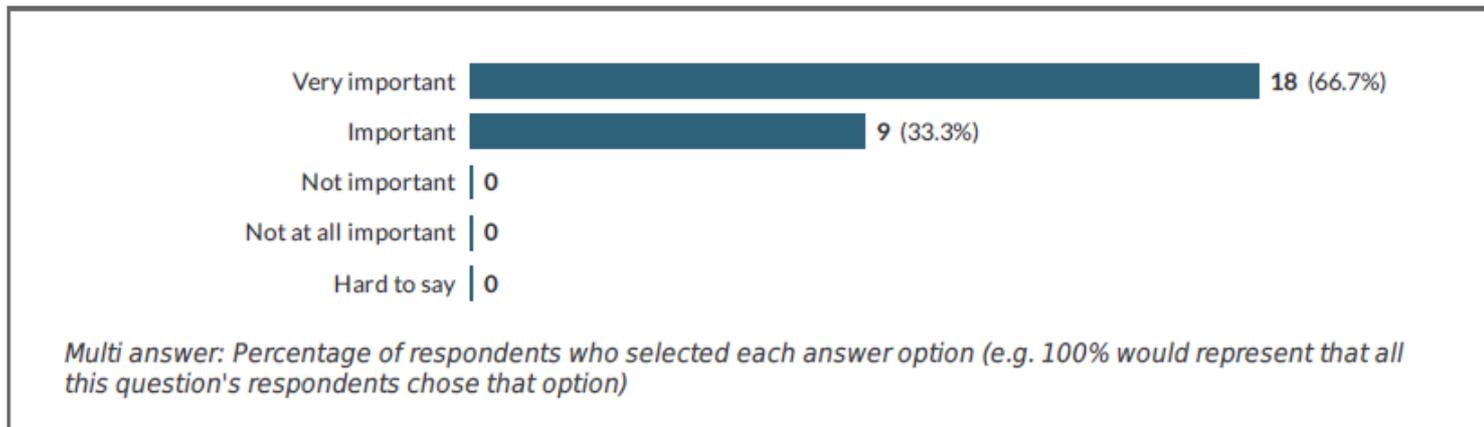
Question 2

Which skills and competences are important to understand better different cultures?

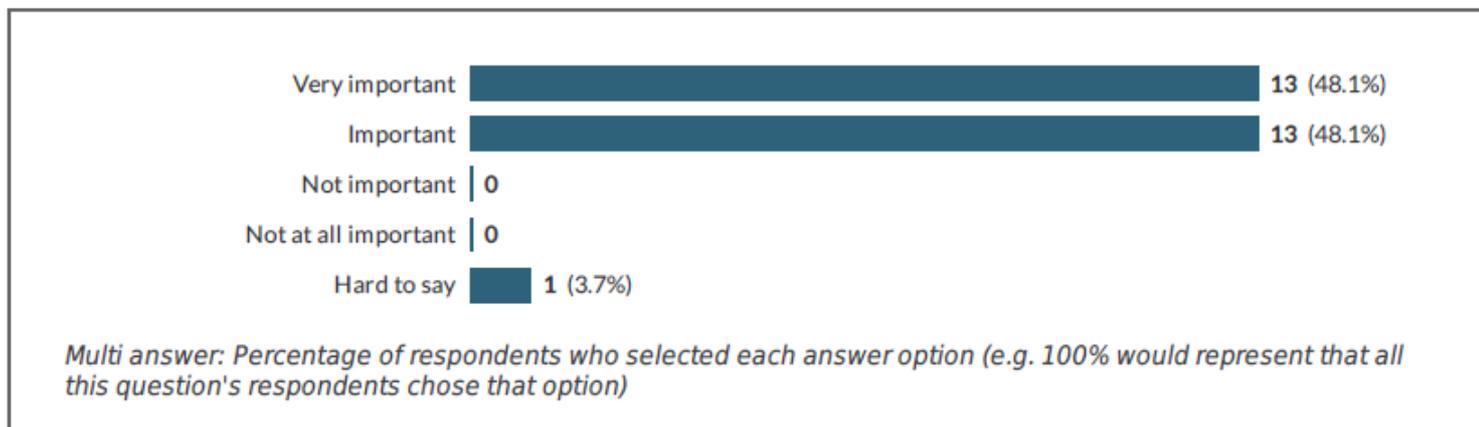
To understand the role of tolerance between people of different cultures



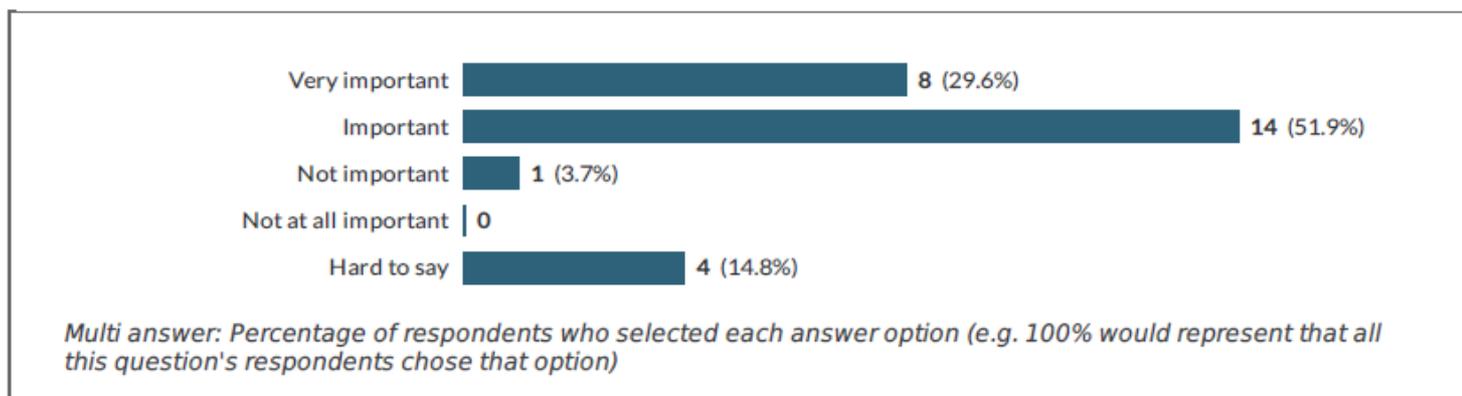
To understand why people from different cultures can behave differently



To identify nuances in cultural norms and values



To analyse the key cultural drivers and attitudes (i.e. time, space, authority, risk, tasks and relationships)



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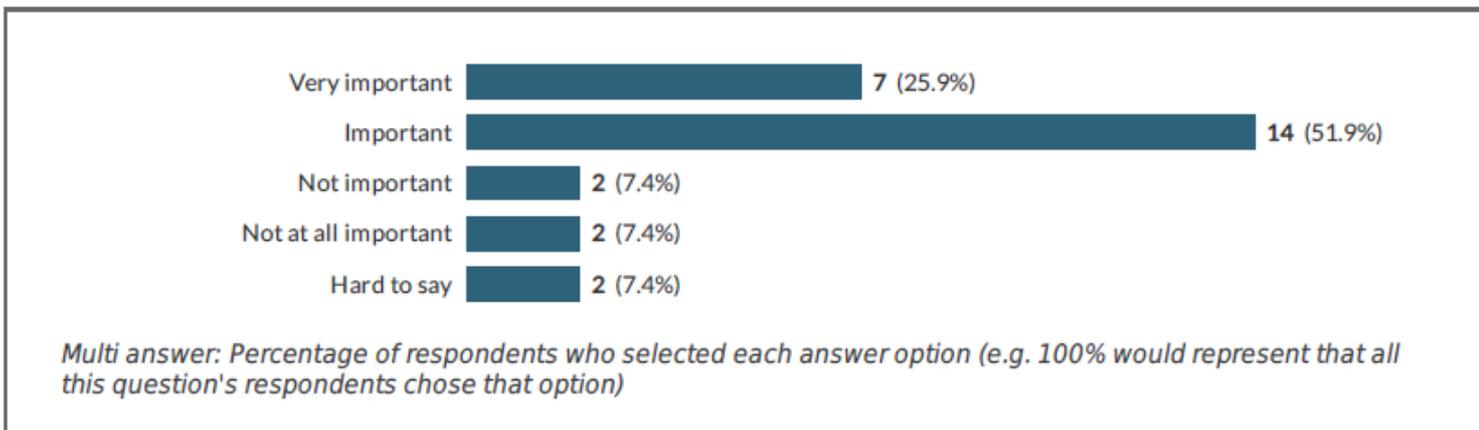
Do you want to add any comments on the experience of understanding different cultures? If so, please complete.

| Showing all 2 responses | |
|--|------------------------|
| 'tolerance' is a difficult word/concept an implies 'permissions' -which is not necessarily helpful | 443181-443173-43722862 |
| The questions so far are written in a way that doesn't make sense. I have put 'hard to say' on all these unclear questions | 443181-443173-43886636 |

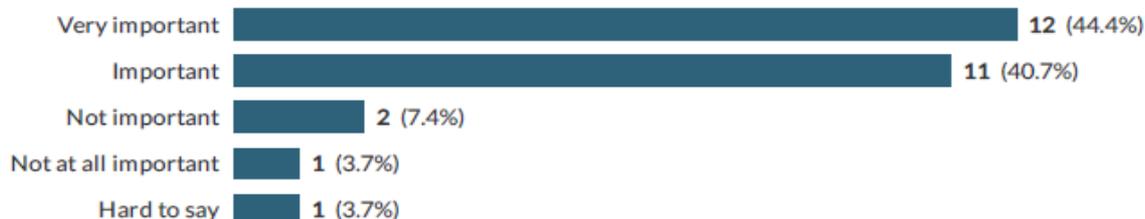
Question 3

Which skills and competences are supportive to understand and break cultural stereotypes?

To define the term "cultural stereotypes"

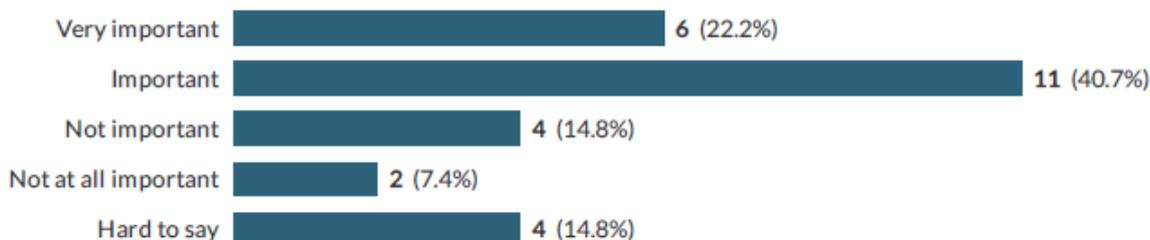


To identify the main reasons of the cultural stereotypes



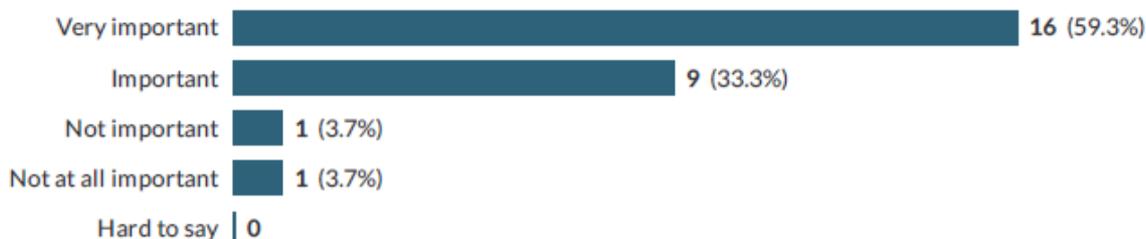
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

To analyse the influence of cultural stereotypes on people working in multicultural organisation and the effectiveness of their work



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

To identify possible cultural biases, prejudices and beliefs



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

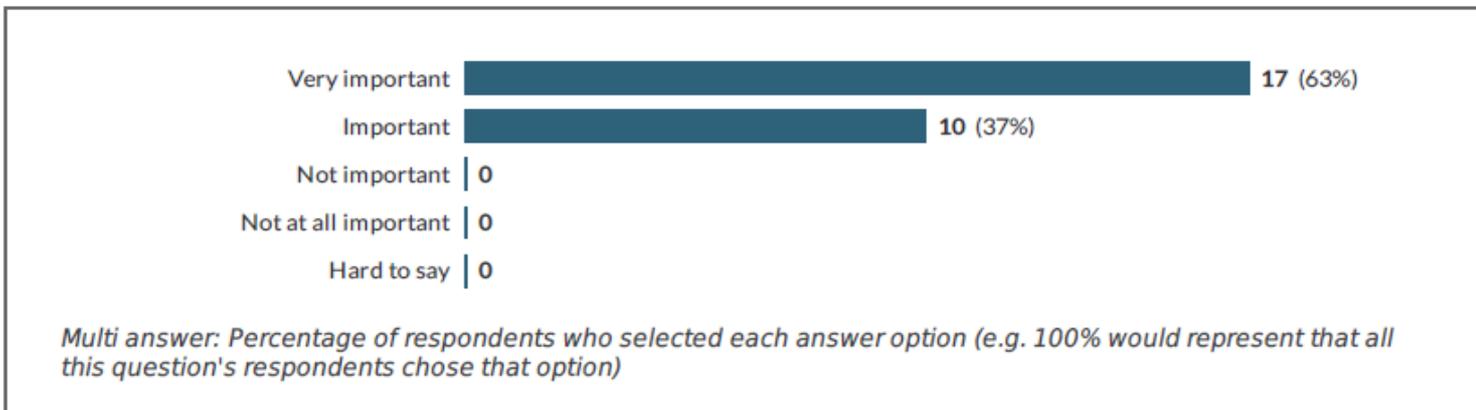
Do you want to add any comments on the stereotypes of different cultures and their impact on effectiveness of work? If so, please complete.

| Showing all 3 responses | |
|--|------------------------|
| 'breaking' is a difficult concept, and implies power -we should be interested in questioning or at most challenging stereotyping | 443181-443173-43722862 |
| Not clear to me who it is important should be doing the more detailed analytic work. Certainly not all senior managers. | 443181-443173-43875453 |
| The questions so far are written in a way that doesn't make sense. I have put 'hard to say' on all these unclear questions | 443181-443173-43886636 |

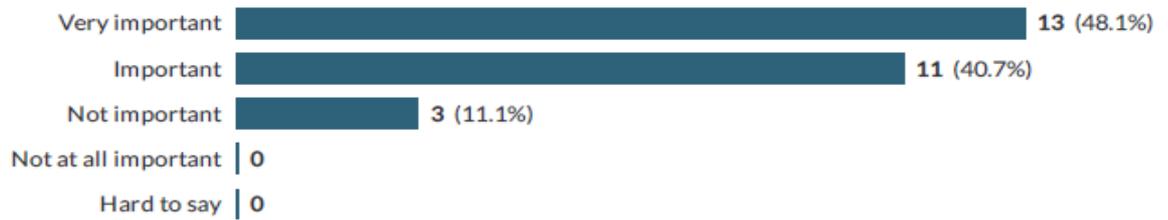
Question 4

Which skills and competences can help to improve multicultural communication?

To recognise different communication styles



To identify own style of communication



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

To analyse differences in meanings of one word or sign in different languages



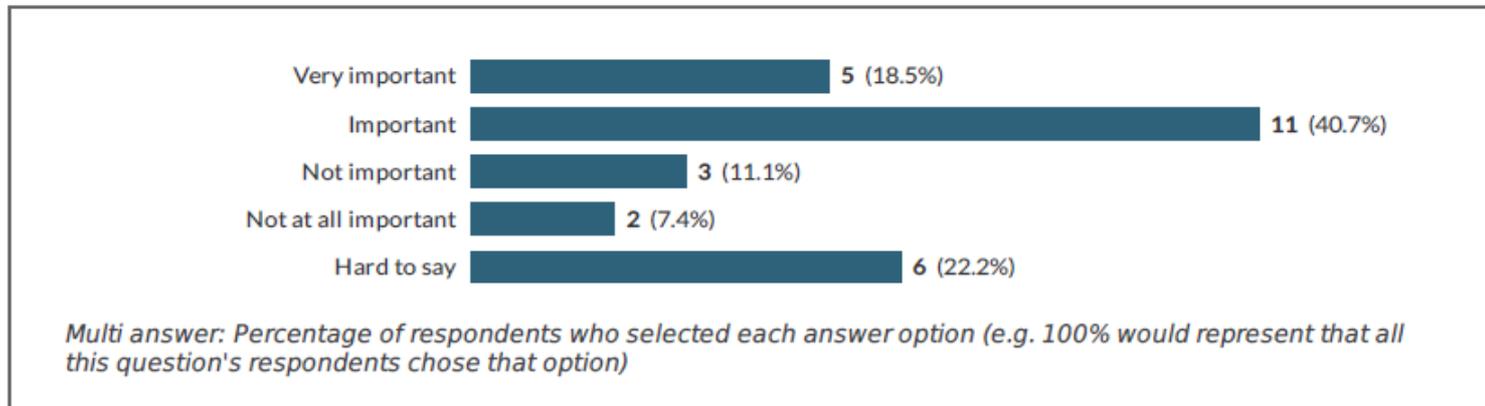
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

Question 5

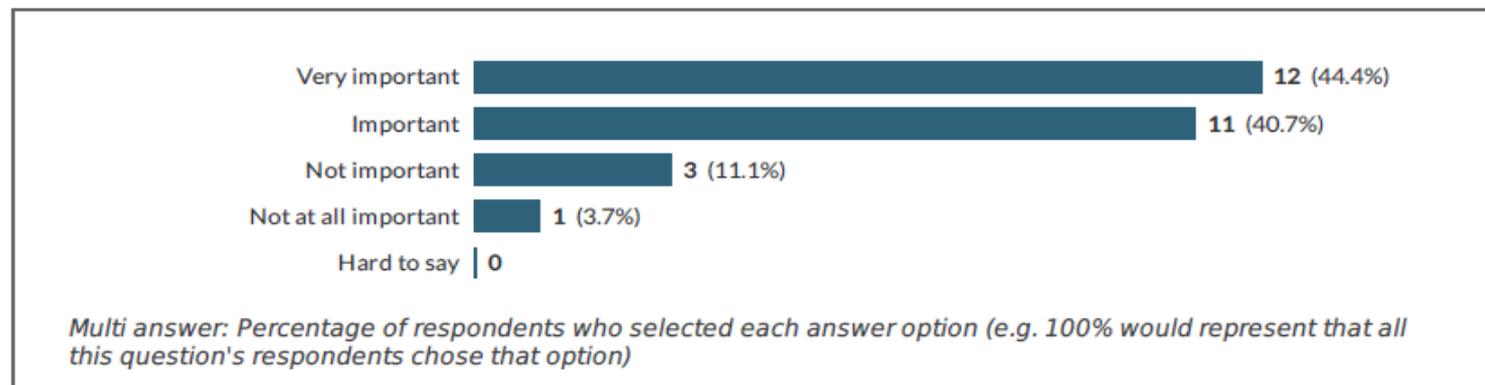
Which skills and competences may improve teamwork and social integration in multicultural organisation?

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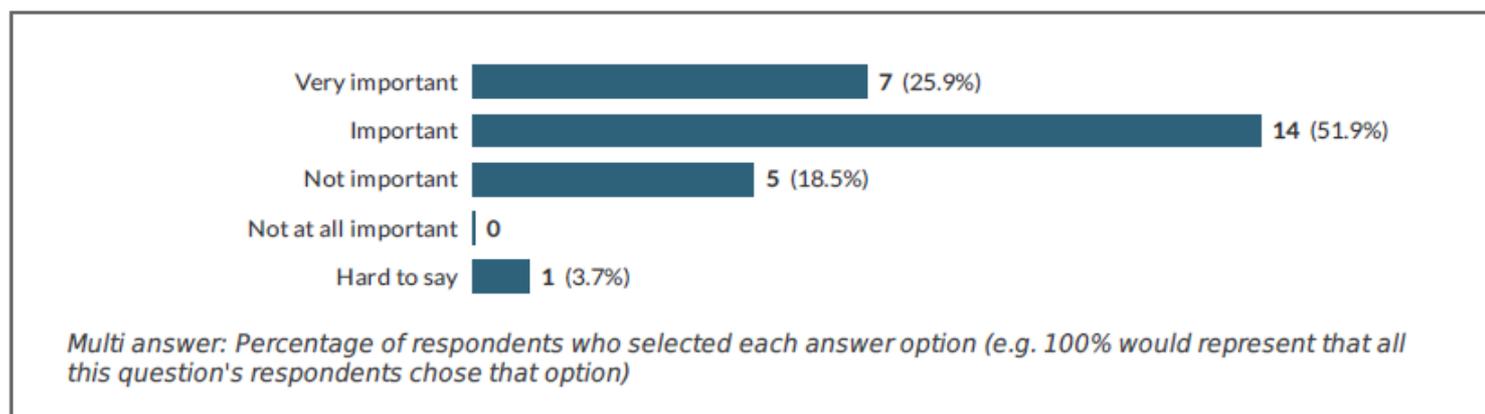
To define the term “adaptation” as a key element to work effectively in a multi-cultural organisation



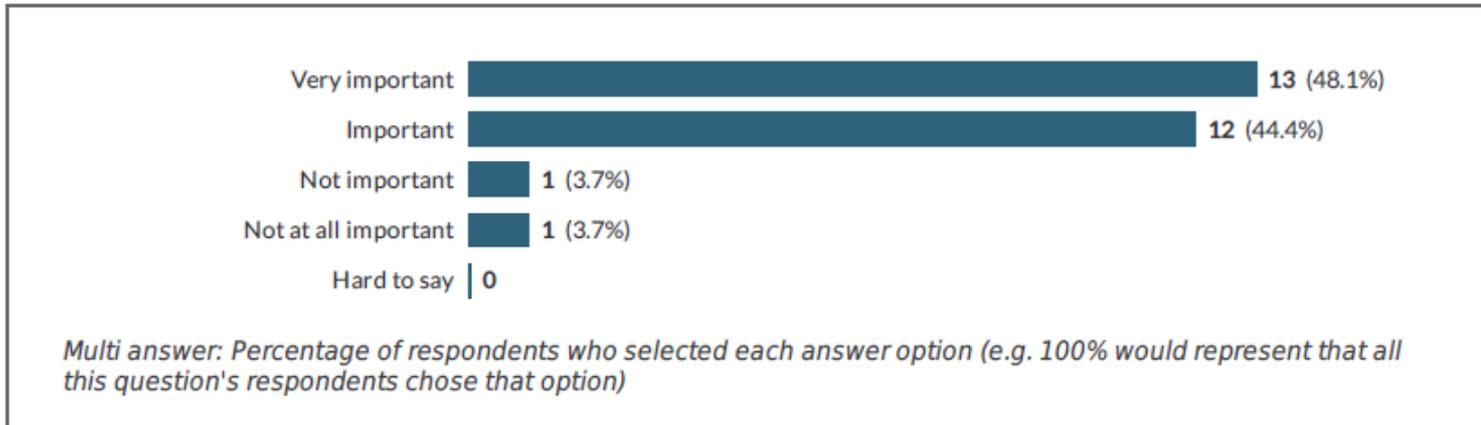
To identify changes that are needed in multi-cultural teams (i.e. related to the management , responsibilities of employees, organisation of works)



To analyse the role of the emotions in multicultural team



To identify the effective ways how to solve problems in multicultural organisation



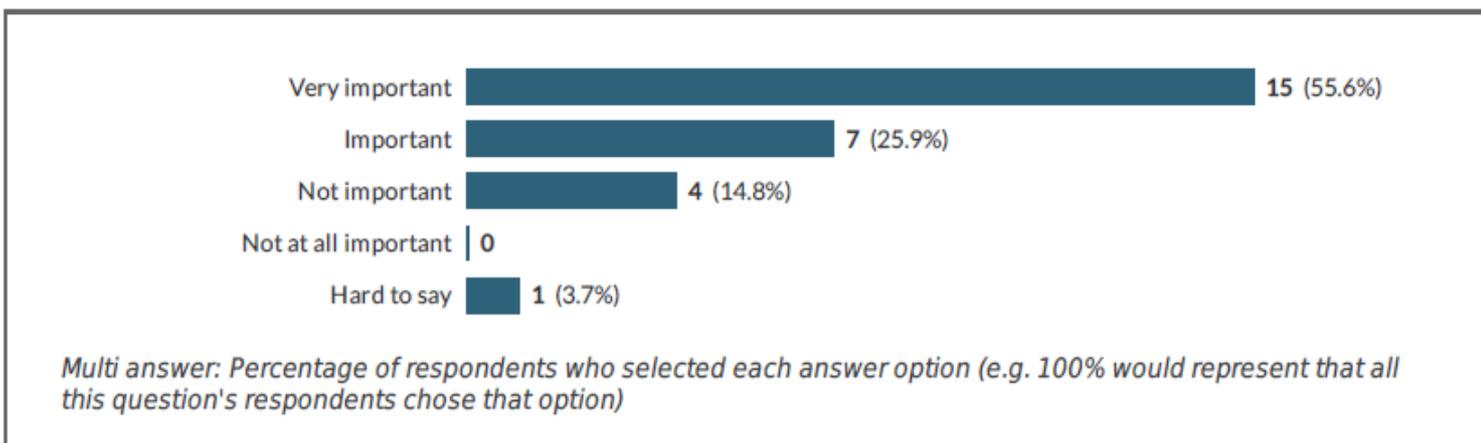
Do you want to add any comments on teamwork and social integration in a multicultural organisation and its impact on effectiveness of work? If so, please complete.

| Showing 1 response | |
|---|------------------------|
| the questions seem to imply that a 'best way' is known. | 443181-443173-43722862 |

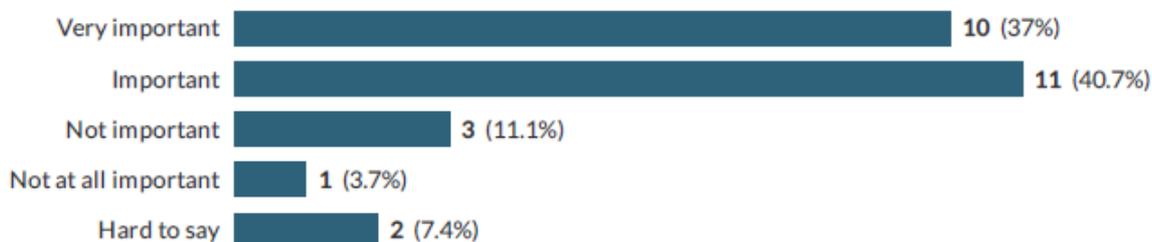
Question 6

Which skills and competences are related to leadership and hierarchy that influence the quality of work in multicultural organisation?

To analyse how to introduce changes in the organisation

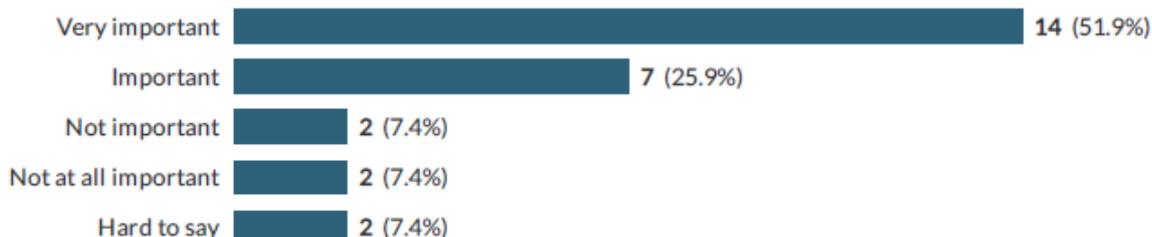


To analyse how to divide responsibilities in the organisation



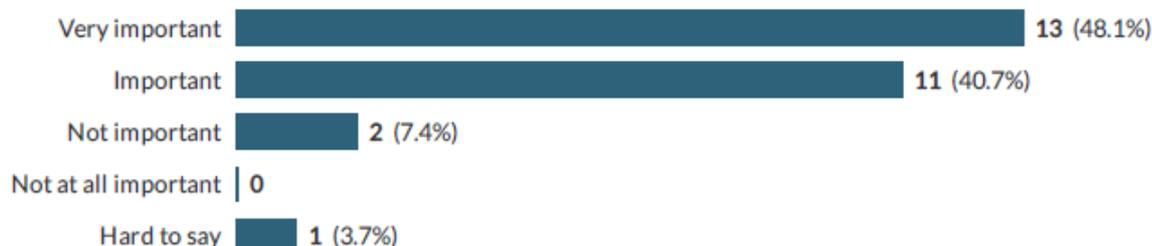
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

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)



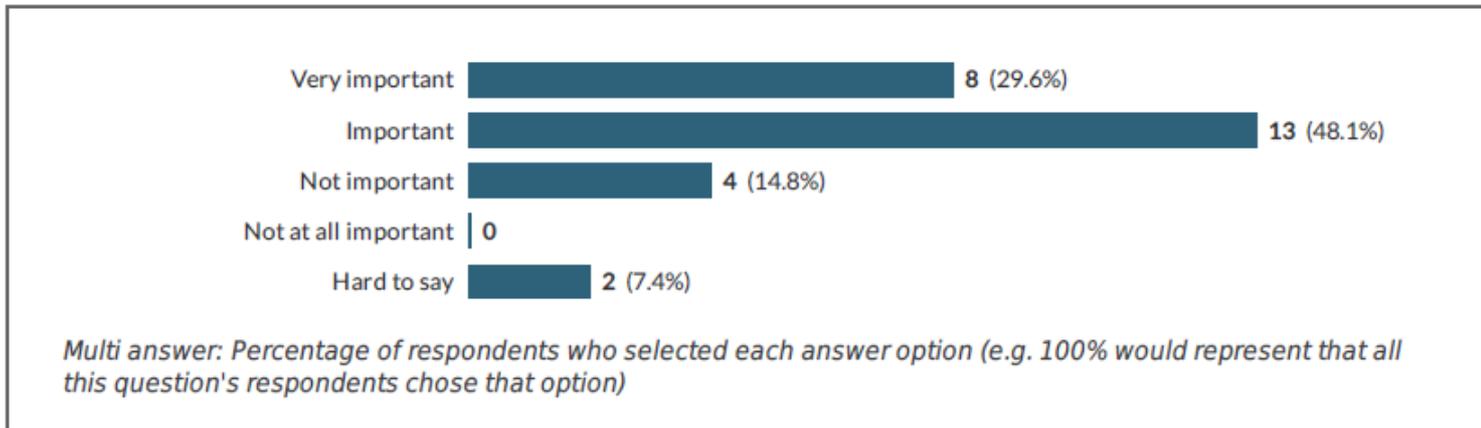
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

To identify and to analyse basic norms and values in the organisation

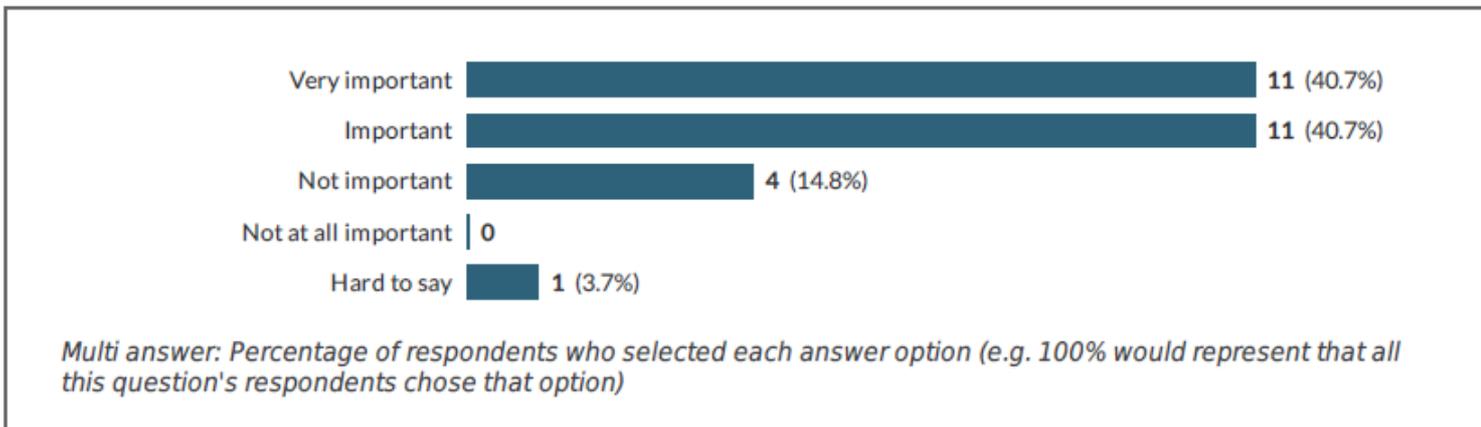


Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

To analyse different cultures in the organisation, i.e. masculinity or femininity culture



To analyse the relations between people in the multicultural organisation



Do you want to add any comments on the leadership and hierarchy in multicultural organisation? If so, please complete.

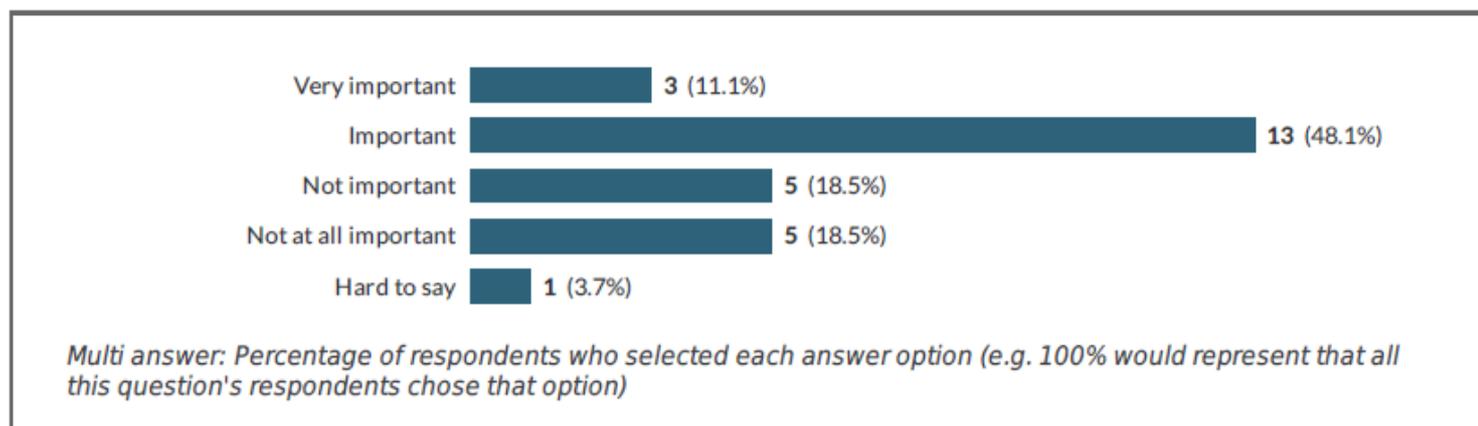
| Showing 1 response | |
|--|------------------------|
| The main question doesn't make any sense, so don't know how to answer any of these further questions | 443181-443173-43886636 |

Question 7

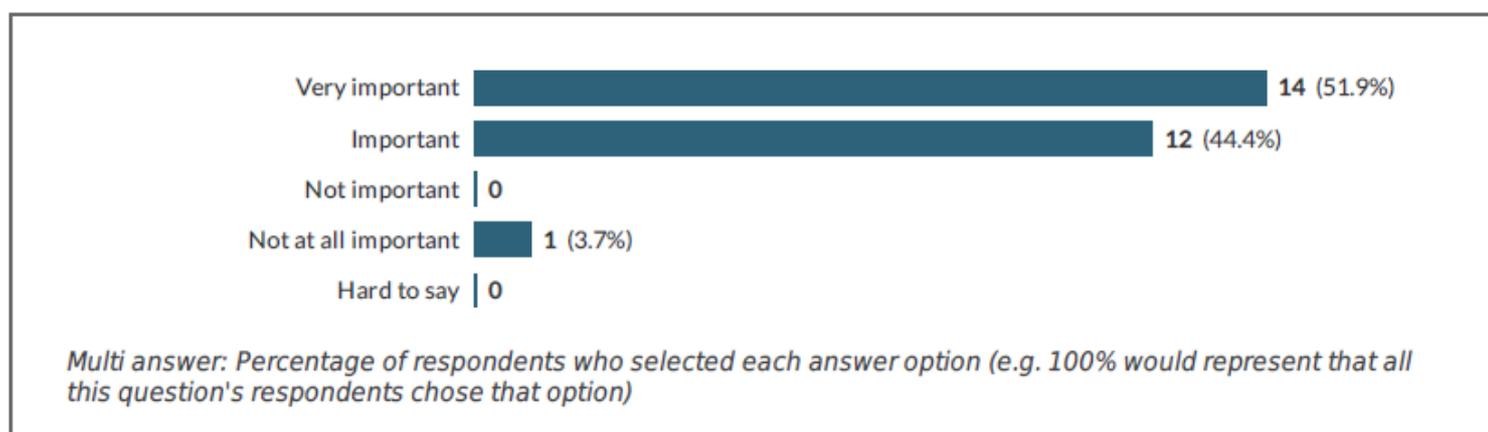
Which skills and competences are important for better learning style in the working place in multicultural organisations?

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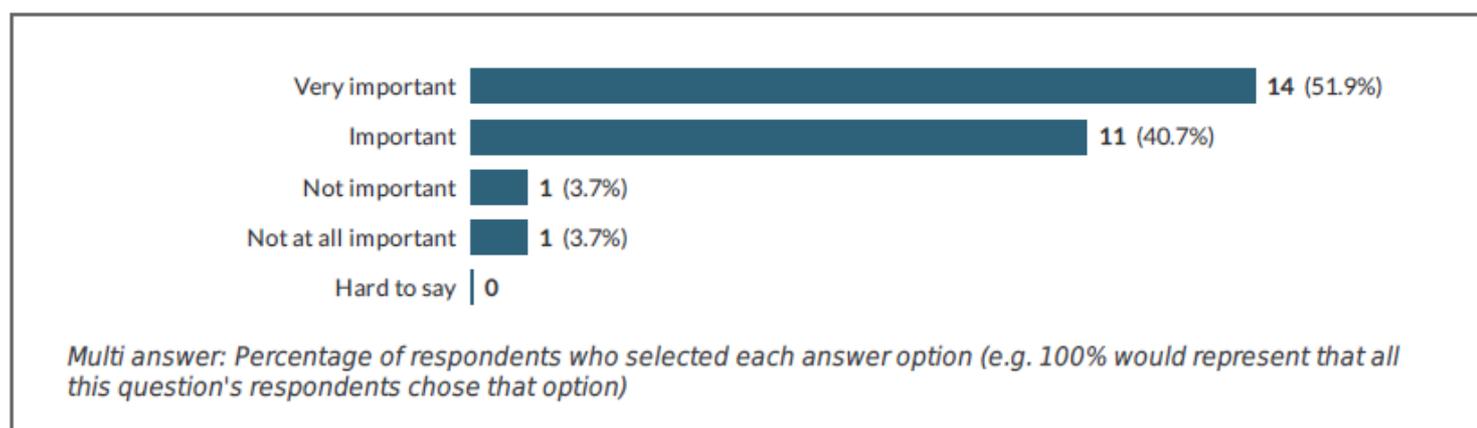
To define the term “intercultural learning”



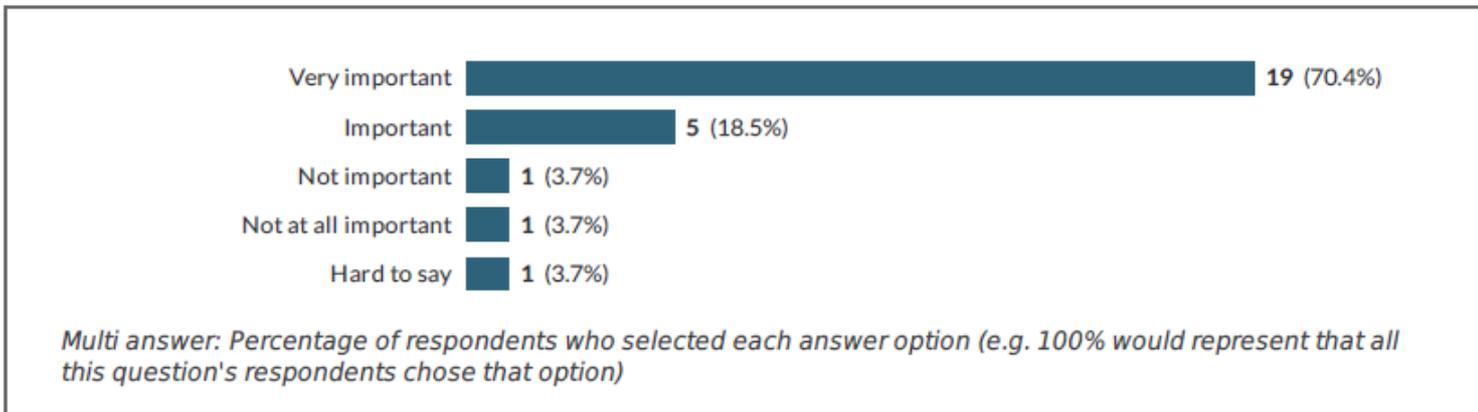
To identify different learning styles



To identify own learning style



To analyse how different learning styles can influence the effectiveness of work in multicultural organisation



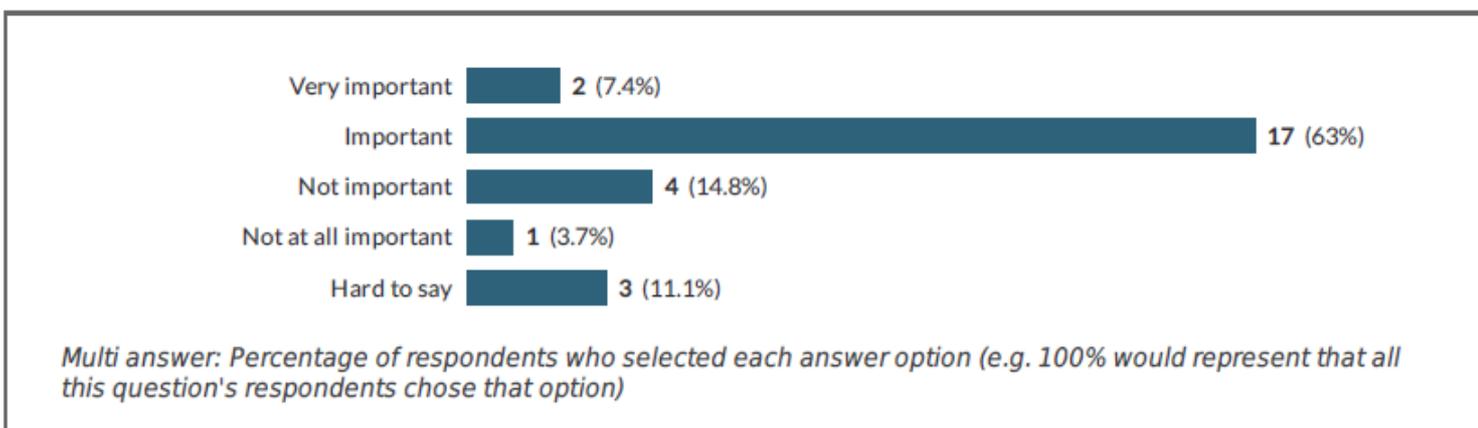
Do you want to add any comments on different learning styles and their impact on effectiveness of work? If so, please complete.

| Showing 1 response | |
|------------------------------------|------------------------|
| why 'intercultural' learning only? | 443181-443173-43722862 |

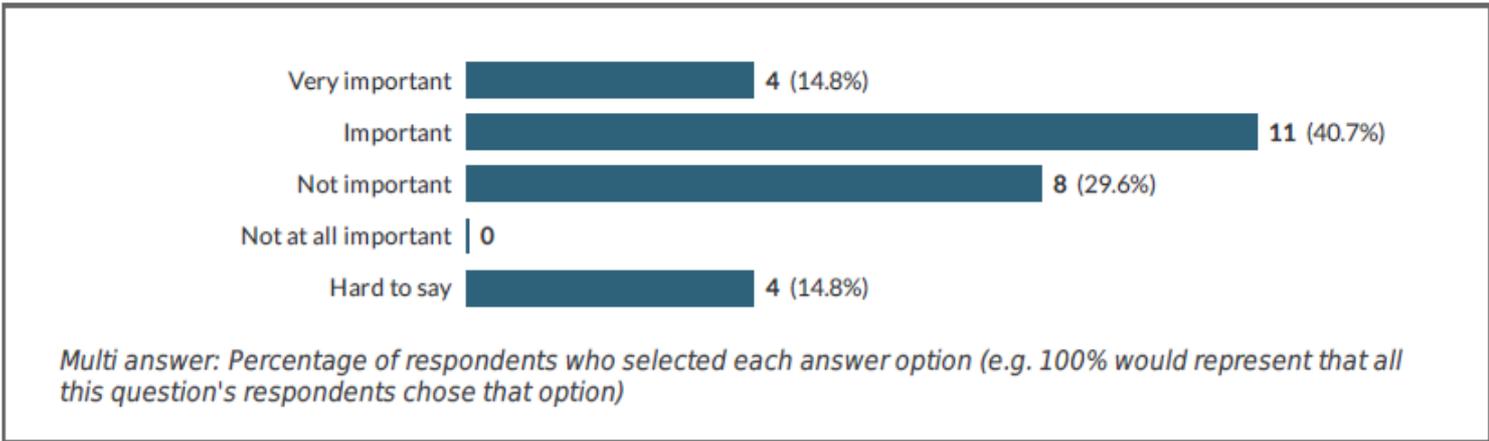
Question 8

Which skills and competences may improve the quality of work in the working place in multicultural organisation?

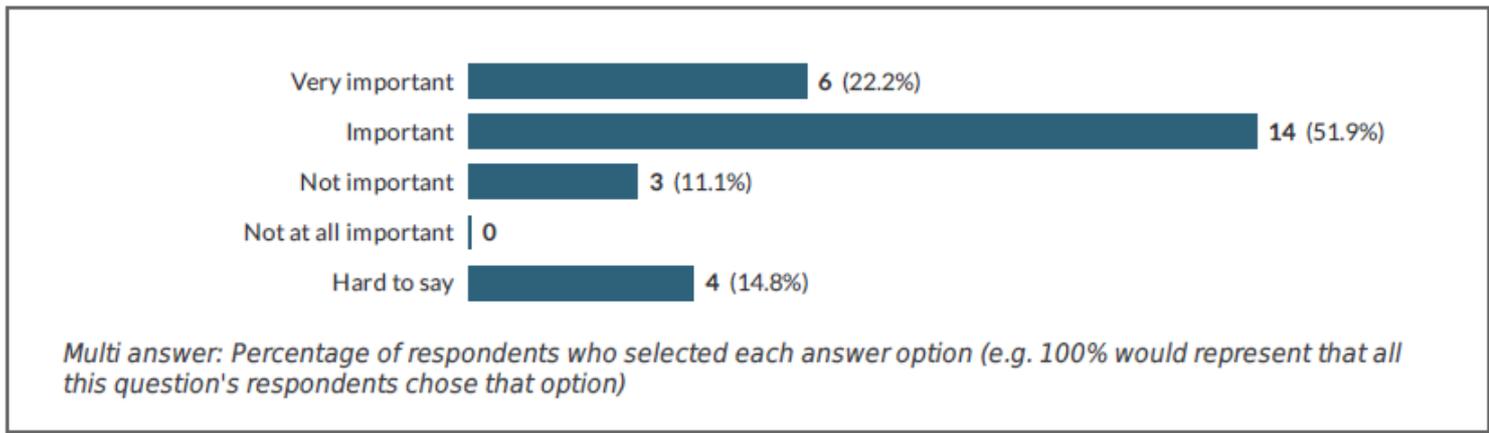
To define the term “assertiveness” as important characteristic at the workplace



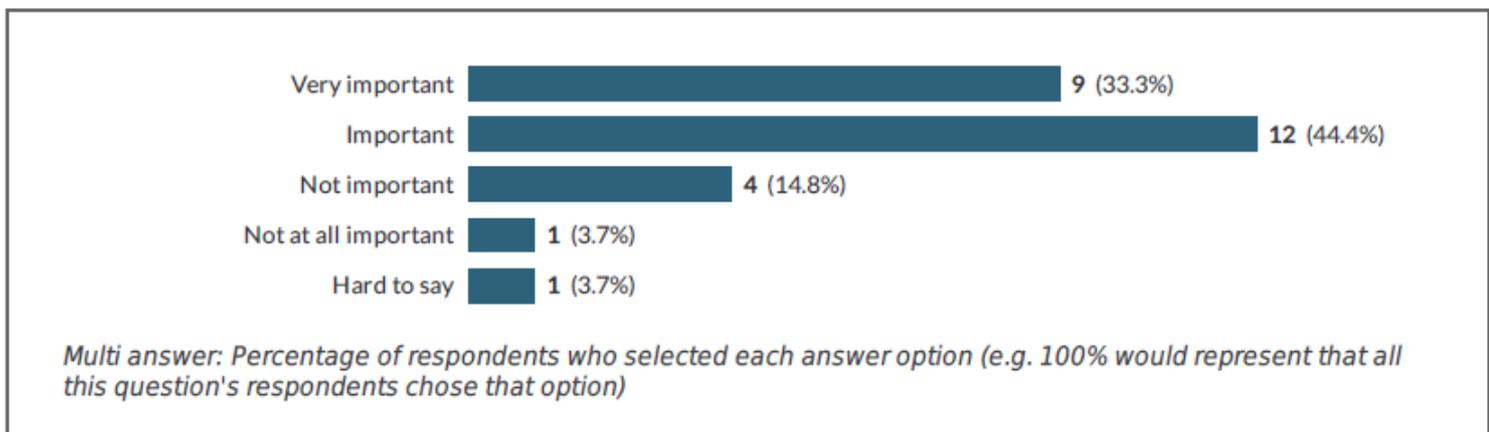
To perceive the role of direct presentation of the work results to other employees (e.g. in the form of oral or ppt presentations) as an important technique in everyday work



To identify the role of humour as an important element that can support effectiveness at the workplace



To identify and to analyse different other factors as i.e. punctuality, precision, and efficiency, which can ensure good work



Do you want to add any other comments on qualities in the working place? If so, please complete.

| Showing all 2 responses | |
|--|------------------------|
| worried that the questions imply a cultural preference... | 443181-443173-43722862 |
| The questions so far are written in a way that doesn't make sense. I have put 'hard to say' on all these unclear questions | 443181-443173-43886636 |

Country

| Showing all 27 responses | |
|--------------------------|------------------------|
| United Kingdom | 443181-443173-43722862 |
| UK | 443181-443173-43728088 |
| UK | 443181-443173-43732701 |
| UK | 443181-443173-43732595 |
| UK | 443181-443173-43732979 |
| united kingdom | 443181-443173-43746939 |
| Poland | 443181-443173-43750351 |
| UK | 443181-443173-43758961 |
| Uk | 443181-443173-43780030 |
| UK | 443181-443173-43802060 |
| English | 443181-443173-43805852 |
| UK | 443181-443173-43806754 |
| England | 443181-443173-43807505 |
| Uk | 443181-443173-43813416 |
| United Kingdom | 443181-443173-43814873 |
| Cyprus | 443181-443173-43828935 |
| UK | 443181-443173-43831423 |
| Uk | 443181-443173-43832776 |
| UK | 443181-443173-43841611 |
| England | 443181-443173-43860330 |
| UK | 443181-443173-43875453 |
| UK | 443181-443173-43879847 |
| UK | 443181-443173-43886636 |
| England | 443181-443173-43947594 |
| UK | 443181-443173-43952830 |
| Uk | 443181-443173-43965962 |
| UK | 443181-443173-43975601 |

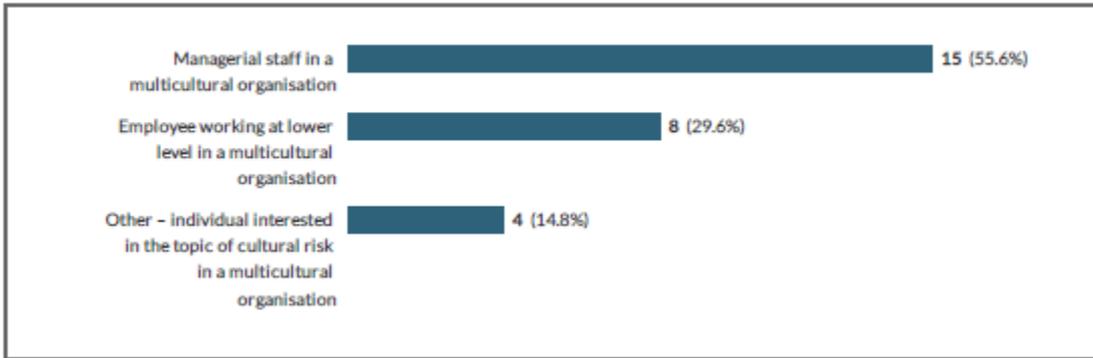
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City/town

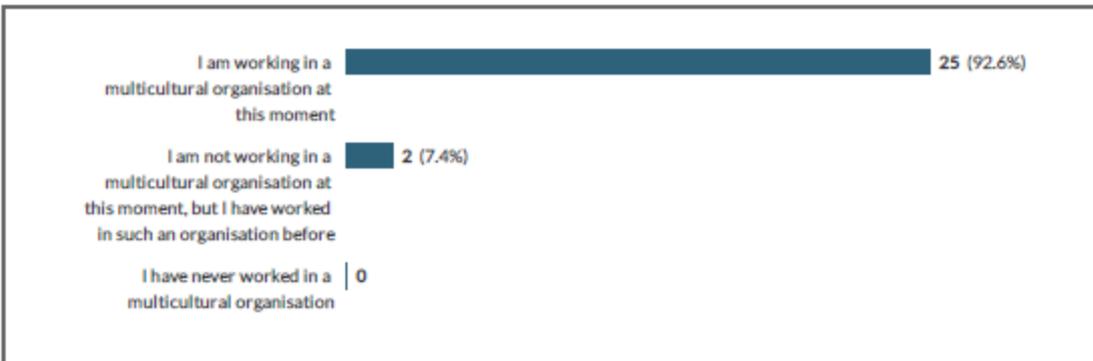
| Showing all 27 responses | |
|--------------------------|------------------------|
| Lonon | 443181-443173-43722862 |
| Banbury | 443181-443173-43728088 |
| Nottingham | 443181-443173-43732701 |
| Coventry | 443181-443173-43732595 |
| warwick | 443181-443173-43732979 |
| nottingham | 443181-443173-43746939 |
| Oxford | 443181-443173-43750351 |
| Birmingham | 443181-443173-43758961 |
| Oxford | 443181-443173-43780030 |
| COVENTRY | 443181-443173-43802060 |
| Leicester | 443181-443173-43805852 |
| Bristol | 443181-443173-43806754 |
| Birmingham | 443181-443173-43807505 |
| London | 443181-443173-43813416 |
| High Wycombe | 443181-443173-43814873 |
| London | 443181-443173-43828935 |
| Oxford | 443181-443173-43831423 |
| London | 443181-443173-43832776 |
| London | 443181-443173-43841611 |
| Amersham | 443181-443173-43860330 |
| Cambridge | 443181-443173-43875453 |
| London | 443181-443173-43879847 |
| AMERSHAM | 443181-443173-43886636 |
| Leamington Spa | 443181-443173-43947594 |
| Banbury | 443181-443173-43952830 |
| London | 443181-443173-43965962 |
| London | 443181-443173-43975601 |

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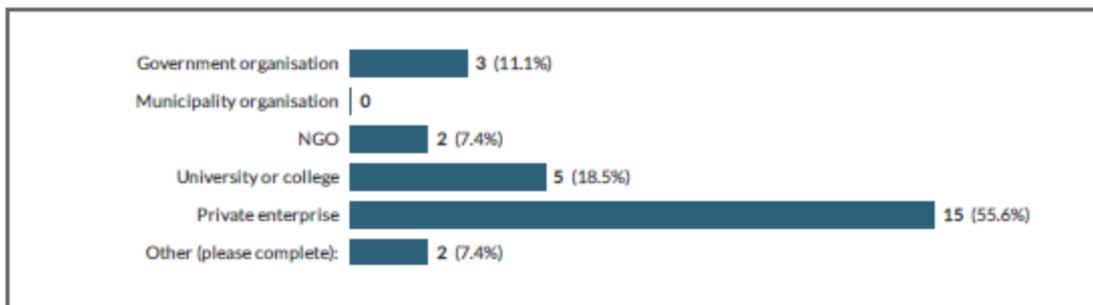
Professional status



Experience in facing cultural risk



Type of organisation



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Conclusions

Based on the replies for the main questions of the survey, most of the respondents agreed that almost all the questions (except the one regarding the models of culture with which many were unfamiliar), were either important or very important.

Some of the most important parts according to the participants were:

1. Which skills and competences are important to be culturally aware in multicultural organisation?
 - a. To distinguish between cultural differences of the society and differences of the individuals (case studies) with 10 'very important' and 14 'important' replies.
2. Which skills and competences are important to understand better different cultures?
 - a. To understand why people from different cultures can behave differently with 10 'very important' and 14 'important' replies.
 - b. To identify nuances in cultural norms and values with 13 'very important' and 13 'important' replies.
3. Which skills and competences are supportive to understand and break cultural stereotypes?
 - a. To identify possible cultural biases, prejudices and beliefs with 16 'very important' and 9 'important' replies.
4. Which skills and competences can help to improve multicultural communication?
 - a. To recognise different communication styles with 17 'very important' and 10 'important' replies.
 - b. To analyse differences in meanings of one word or sign in different

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languages with 11 'very important' and 14 'important' replies.

5. Which skills and competences may improve teamwork and social integration in multicultural organisation?
 - a. To identify the effective ways how to solve problems in multicultural organisation with 13 'very important' and 12 'important' replies.
6. Which skills and competences are related to leadership and hierarchy that influence the quality of work in multicultural organisation?
 - a. To identify and to analyse basic norms and values in the organization with 13 'very important' and 11 'important' replies.
7. Which skills and competences are important for better learning style in the working place in multicultural organisations?
 - a. To identify different learning styles with 14 'very important' and 12 'important' replies.
 - b. To identify own learning style with 14 'very important' and 11 'important' replies.

The data collected from this survey will be used for the development of the courses for this project.