

# MaWIC Online Course – Migration and Workplace Integration Coach

## Training material – Module 3: Enabling intercultural learning



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# Welcome



## Introduction of trainers



# Welcome

## What we will do

**This module is focusing on three overall aspects:**

- Workplace related laws and regulations
- National and organisational working culture
- Practical strategies for intercultural learning at the workplace

**Aspects of culture are based on module 1.**

**The module is more practical and less theoretical.**

**It has 3 assignments:**

- Summarize the work-related laws and regulations in your organization (draft) = 1-2 working hours
- Discuss Hofstede's cultural dimensions of your country at your workplace = ½ working hour
- Choose one dimension/aspect of culture and analyse/describe the working culture in your organisation = 1-2 working hours

At our **web conference** we will discuss possibilities to stimulate intercultural learning at the workplace.

# Welcome

## Overview of the learning units:

- 3.1 Introduction to assignment 1: Work-related laws and regulations
- 3.2 Upload area for assignment 1
- 3.3 Introduction to assignment 2: Cultural analysis - national level
- 3.4 Introduction to assignment 3: Cultural analysis - work place level
- 3.5 Information for assignment 3: Cultural dimension and organisational working culture
- 3.6 Upload area for assignment 3
- 3.7 Stimulating intercultural learning – some ideas
  - Web conference – Friday the 13th at 9am and 6pm
  - Test
  - Conclusion

## Downloadables – templates

- Template for assignment 1 “work-related laws and regulations”
- Template for assignment 3 “analysis of working culture”

# Welcome

## Scheduling

### Deadlines of Assignments

Assignment 1:

Assignment 2:

Assignment 3:

**Preparation for our web conference / online meeting:**

**Web conference / online meeting:**

But step by step ...



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# Introduction to assignment 1 and instruction

## Introduction: Work-related laws and regulations in your organisation

The working culture in your organisation is influenced by two types of norms:

(**Norms** define how to behave in accordance with what a society has defined as good, right, and important, and most members of the society adhere to them.)

- **Informal norms:** People learn informal norms by observation, imitation, and general socialisation. When people violate informal norms, others might respond with informal sanctions (Informal sanction: is not enforced or punished by an authority but occurs in everyday interactions with other people).
- **Formal norms:** They are established written rules. They are behaviours worked out and agreed upon in order to suit and serve most people. Laws are formal norms, but so are employee manuals, workplace policies, working contract etc.



Image by  
[Peggy und Marco Lachmann-Anke](#)  
from [Pixabay](#)

**Work-related laws and regulations in your organisation are formal norms.**



# Introduction to assignment 1 and instruction

## Background: Work-related laws and regulations in your organisation

The **European labour law** regulates basic transnational standards of employment, e.g. minimum of 28 days paid holiday each year, the right for mothers to a minimum of 14 weeks' paid leave to care for children. Nevertheless, the EU describes only a minimum standard in some work-related areas and excludes for example wage regulations. Therefore, the working regulations and laws vary within the EU member states. The **national labour law** is the overall **framework** for the work-related regulations and laws relevant in **your organisation**. Significant regulations and laws are expressed in the employment contract.



# Introduction to assignment 1

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## Background: Work-related laws and regulations in your organisation

Any employee has the right to be fully informed of the conditions of their work contract. A recently arrived **migrant employee** will require an additional level of explanation as he or she may be unfamiliar with typical work-related regulations and laws in your country. He or she might be **used to very different regulations and laws**. This may cause disorientation and insecurity for the migrant employee. Furthermore, it is a cause for conflicts and misunderstandings. One might also say, it is a source for **intercultural conflicts**.

**Therefore, it is important to inform the migrant employee about the work-related regulations, policies and laws in your organisation and to dedicate time to answer questions.**

# Introduction to assignment 1 and instruction

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## Instruction for your assignment

**Please summarize the most relevant work-related laws and regulations in your organisation.**

- Download the template “work-related laws and regulations” (see folder “Downloadables – templates)
- Use the checklist to make sure you have all important points in your overview (the checklist is presented on the next slide and listed in your template)
- Upload your summary / overview:
  - a. Into your national discussion forum (see “Module 3 - Assignment 1 work-related laws and regulations – your country) and
  - b. “3.2 Upload area for assignment 1”
- Please comment also other uploaded documents in your discussion forum

**Note:** Keep your summary / overview nice and simple. Depending on your available time you can develop also just a draft version.

# Introduction to assignment 1 and instruction

## Checklist for your assignment

### Important issues and points for your assignment which should be considered:

- Working hours / work schedule (e.g. hours per week, daily working hours, working days, breaks)
- Public (legal) holidays (including religious holidays)
- Leave regulation / policy
- Maternity and family/parental leave rights
- Illness (e.g. notification of illness)
- Salary components (basic salary, allowances, bonus etc.)
- Salary payment: form of payment (e.g. bank transfer), payday (e.g. end of the month)
- Social insurance (health insurance, pension scheme, unemployment insurance etc.)
- Tax-related issues (e.g. difference between gross and net salary)
- Employee representation / work council / trade union
- Termination of employment (e.g. notice of termination)
- Probationary period / trial period
- Important workplace safety & health policies
- Communication chain (Employees report to specific superiors)
- Formal dress code or work clothes
- Etc.
- More important points? (Please make a suggestion into the discussion forum)

# Introduction to assignment 1 and instruction

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## Background of the assignment

### Background / purpose:

- Your summary / overview will be discussed on the national discussion forum and you pick up some ideas from other assignments
- You can use your summary / overview to inform the migrant employees in your organization



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# Introduction to assignment 2 and instruction

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## Introduction: Hofstede's cultural dimensions

Hofstede's cultural dimensions have been elaborated in module 1.

The following slide overs an overview and summary.

# Introduction to assignment 2 and instruction

“Professor Geert Hofstede conducted one of the most comprehensive studies of how values in the workplace are influenced by culture. ...

The six dimensions of national culture are based on extensive research ... .

[...]

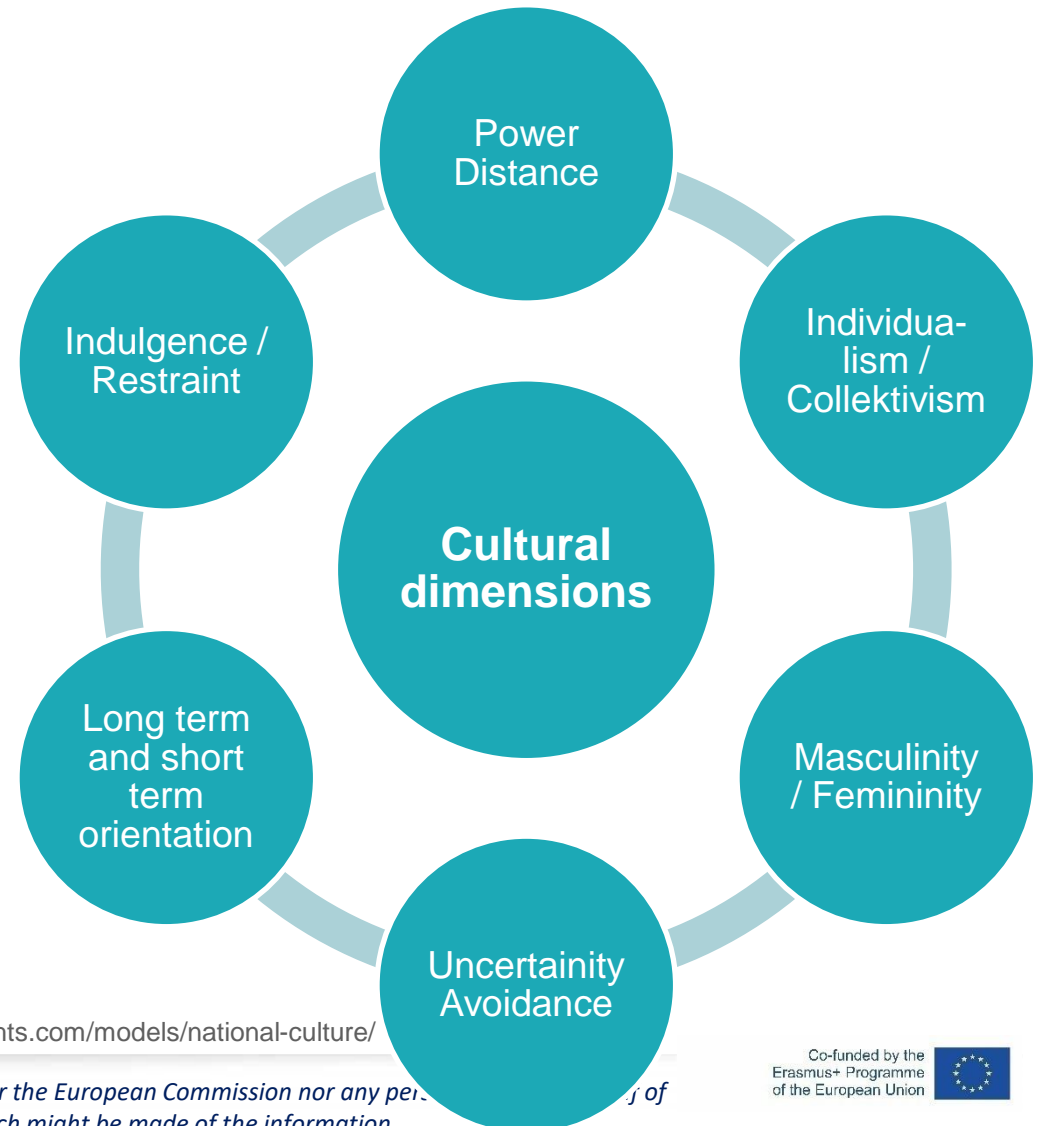
The Hofstede model of national culture consists of six dimensions. The cultural dimensions represent independent preferences for one state of affairs over another that distinguish countries (rather than individuals) from each other.

The country scores on the dimensions are relative, in that we are all human and simultaneously we are all unique. In other words, culture can only be used meaningfully by comparison.” \*

Read more online:

[www.hofstede-insights.com/models/national-culture](http://www.hofstede-insights.com/models/national-culture)

\*Source: [www.hofstede-insights.com/models/national-culture/](http://www.hofstede-insights.com/models/national-culture/)





# Introduction to assignment 2 and instruction

## Instruction for your assignment

**(1) Please discuss Hofstede's cultural dimensions at your workplace.**

Here you will find your country:

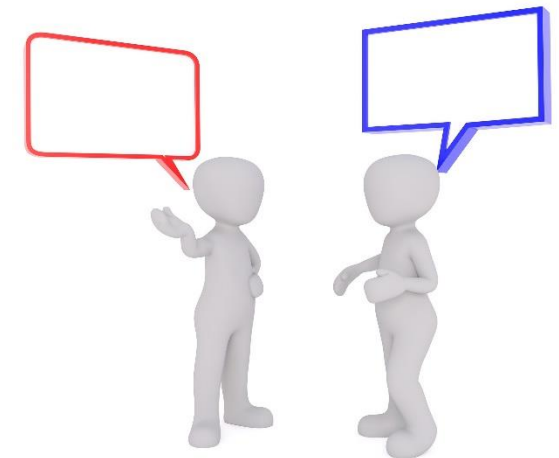
Finland: [www.hofstede-insights.com/country-comparison/finland](http://www.hofstede-insights.com/country-comparison/finland)

Germany: [www.hofstede-insights.com/country-comparison/germany](http://www.hofstede-insights.com/country-comparison/germany)

Hungary: [www.hofstede-insights.com/country-comparison/hungary](http://www.hofstede-insights.com/country-comparison/hungary)

Spain: [www.hofstede-insights.com/country-comparison/spain](http://www.hofstede-insights.com/country-comparison/spain)

Sweden: [www.hofstede-insights.com/country-comparison/sweden](http://www.hofstede-insights.com/country-comparison/sweden)



**(Note: Links do not work on this slide format. You can find the webpage through a search engine. E.g. hofstede country comparison**

**(2) Post agreements, disagreements, comments and conclusions in our transnational discussion forum**

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<https://pixabay.com/illustrations/fax-white-male-3d-model-isolated-1889016/>

# Introduction to assignment 2 and instruction

## Instruction for your assignment

### Two options for your discussion at your workplace

#### Option A: Discuss with the migrant employee (if already at your workplace)

Guiding questions:

- Compare the countries, discuss and identify differences and similarities
- Do you agree / disagree with the described dimensions?

Not all countries have been analysed. Please check if the migrant employees home country is listed:  
[www.hofstede-insights.com/country-comparison](http://www.hofstede-insights.com/country-comparison)

#### Option B: Discuss with one or two colleagues at your workplace

Guiding questions:

- Do you agree / disagree with the described dimensions?
- What are specific characteristics of “your” national working culture that do not fit into the cultural analysis of Hofstede?

# Introduction to assignment 2 and instruction

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## Background of the assignment

### Background / purpose:

- In order to improve your intercultural skills, it is important to reflect your own cultural background. This reflexion process is a lifelong learning process.
- Discussing Hofstede's cultural dimensions is one way how to stimulate a guided reflexion process.
- Hofstede's cultural dimensions also offers a country comparison. Comparing your country with the migrant employee's home country is surely interesting and the next step to improve your intercultural skills. Please bear in mind: a low or high score in a dimension is not seen as a good or bad result. A comparison should be in an appreciated way. An appreciated comparison might not always be easy, but it remains the best way to gain an understanding of other cultures.

**Please don't forget to write some comments about your discussion into our discussion forum**

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# Introduction to assignment 3 and instruction

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## Introduction: Cultural analysis of the working culture in your organisation

After your discussion about your national culture you can now analyse the working culture in your organisation.



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<https://pixabay.com/illustrations/search-files-filing-folder-2876776/>

# Introduction to assignment 3 and instruction

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## Instruction for your assignment

**(1) Please choose one dimensions/aspects of culture and analyse/describe the working culture in your organisation.**

Download the file “3.5 Information for assignment 3 - cultural dimension and organisational working culture”

Use the guiding questions of your selected dimension/aspect to analyse the working culture in your organisation.

Give a practical example which illustrates the specific aspect of culture in your organisation.

**(2) Use the template for your assignment.** Download the template “Module 3 - assignment 3 - template for analysis of working culture” (see folder “Downloadables – templates)

- Upload your analysis:
  - a. Into our transnational discussion forum (see “Module 3 - Assignment 3) and
  - b. “3.6 Upload area for assignment 3”

Please comment also other uploaded documents in our discussion forum, e.g. Could this example match the working culture in your organisation?

# Introduction to assignment 3 and instruction

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## Background of the assignment

### Background / purpose:

- Hofstede's cultural dimensions offers only a very generalised analysis of your national working culture. Obviously, the working culture differs from organisation to organisation.
- In this assignment you can focus and reflex on your organisation.
- The “theoretical” dimensions / aspects are transferred into practical work-related examples. In our transnational discussion forum we will have then a collection of practical examples of different cultural aspects and can reflex on specific work related situations.



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# Introduction to assignment 3 and instruction



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# Intercultural learning – strategies at the workplace

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## Contents

- **Repetition & reflexion**
  - Intercultural competence
  - Intercultural communication
- **Intercultural learning at workplace**
  - Some practical ideas
- **Task / preparation for our web conference**

# Repetition: Intercultural communication

From module B (quiz):

## Intercultural communication

**Definition:** interpersonal interaction between members of different cultures

There are different models to understand intercultural communication.

Two models will be here presented:

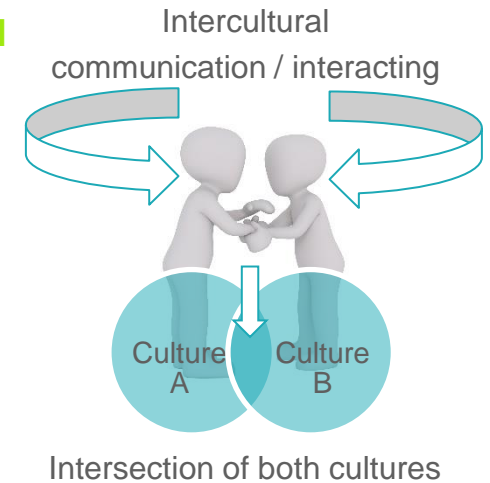
### A Classical model

- Each person belongs to one culture

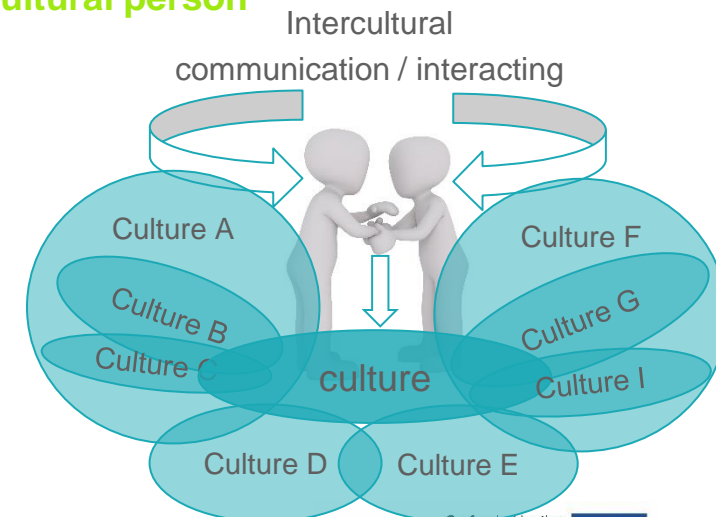
### B Multicultural person

- We are all multicultural people. This means that we interact in different cultures or subculture. E.g.:
  - Soccer club (e.g. culture D)
  - Workplace / bank (e.g. culture B)
  - Family (e.g. culture C)
- The culture and therefore the way to interact in the soccer club might be quite different from the working culture and the way to interact in a bank. But both cultures are part of one person

### A Classical model



### B Multicultural person



# Multicultural people?

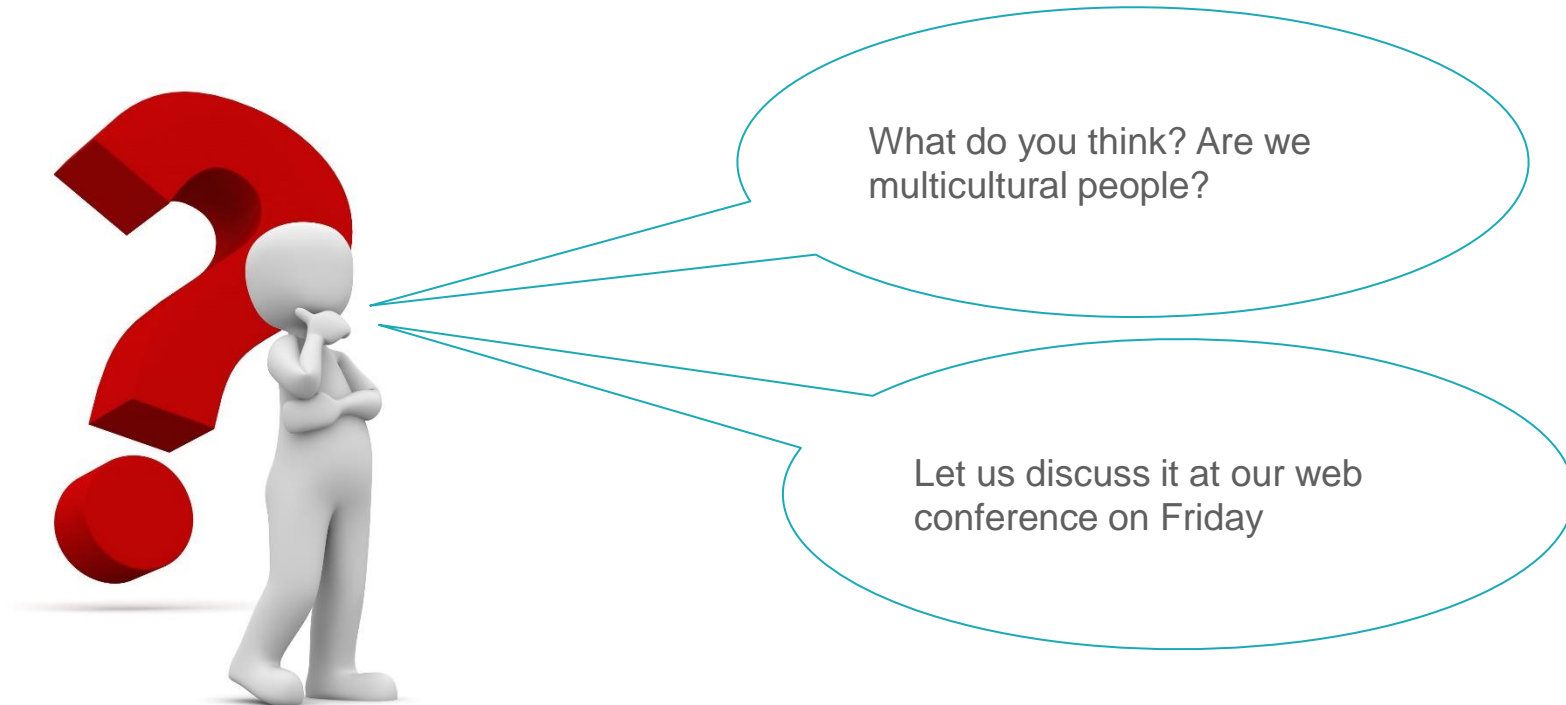


Image by [Peggy und Marco Lachmann-Anke](https://pixabay.com/illustrations/question-mark-question-response-1019820) from [Pixaba](https://pixabay.com/illustrations/question-mark-question-response-1019820)  
<https://pixabay.com/illustrations/question-mark-question-response-1019820>



# Repetition: Intercultural competence and learning

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From module B (quiz):

## Intercultural competence

**Background:** Intercultural competence is the ability to successfully communicate with people from other cultures. A person who has intercultural competence captures and understands, during interaction with people from foreign cultures, their specific concepts in perception, thinking, feeling and acting. Therefore, it is important to be aware of your own cultural conditioning and to be able to understand situations, reactions, communication styles, etc. of other cultures. Although this ability may already have been acquired in your primary socialization, it can also be developed later on through intercultural training.

## Intercultural learning

The main goal of intercultural learning is seen as the development of intercultural competence.



# Intercultural learning at workplace

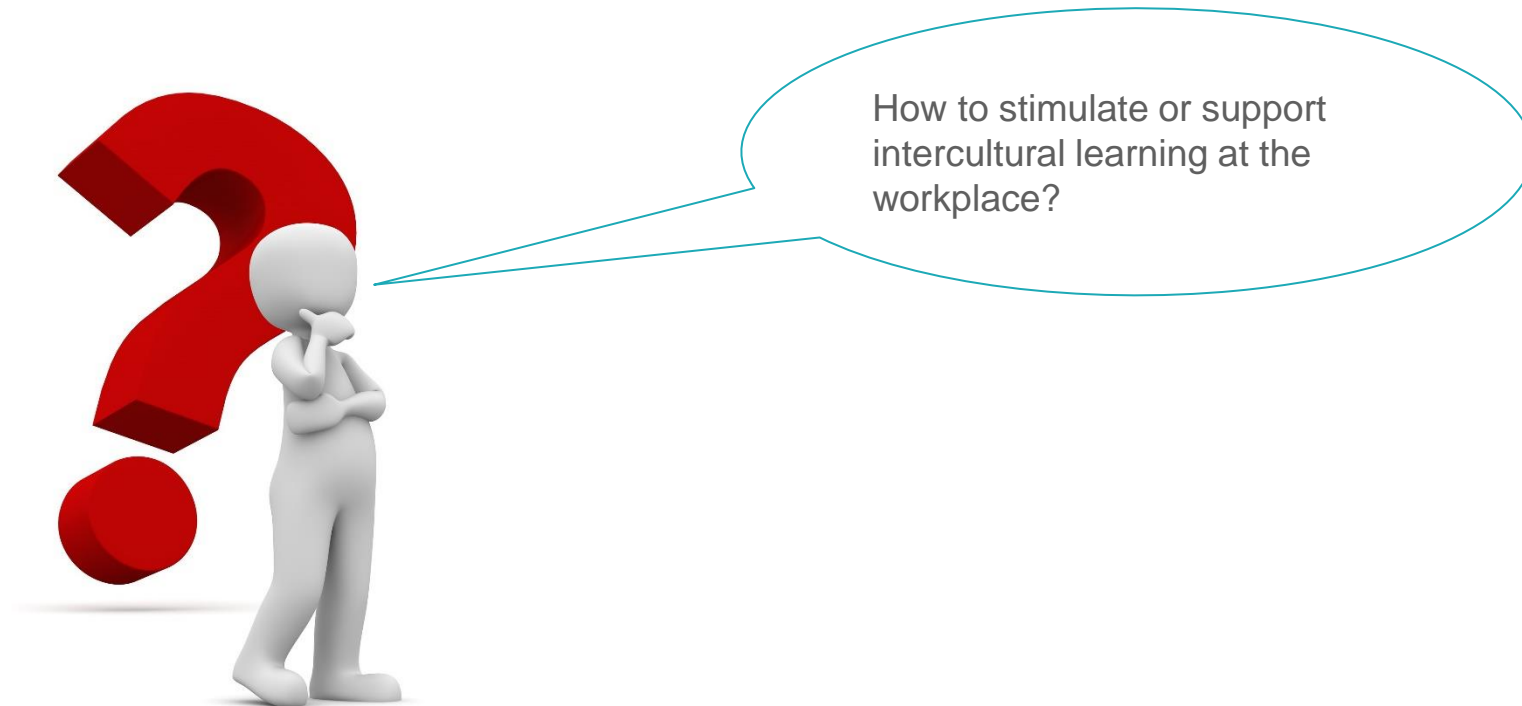


Image by [Peggy und Marco Lachmann-Anke](https://pixabay.com/illustrations/question-mark-question-response-1019820) from [Pixaba](https://pixabay.com/illustrations/question-mark-question-response-1019820)  
<https://pixabay.com/illustrations/question-mark-question-response-1019820>

# Strategies to support intercultural learning

There are numerous ways to support intercultural learning at your workplace.

Here are some **practical ideas**:

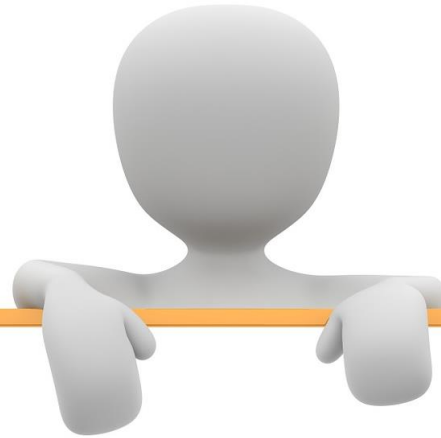
- “Cultural corner” (e.g. pictures and items from the migrant employee’s country of origin and/or your region)
  - Identify and create an appropriate space at your workplace (e.g. free wall, small table)
  - Select together with the migrant employee some pictures and items
  - Invite colleagues to have a look at your “cultural corner” ....
- Have regular talks (e.g. at the end of the week) with the migrant employee (e.g. reflexing intercultural experiences of the week)
- Have lunch together with colleagues and serve typical food from the migrant employee’s country of origin
- Have lunch together with the migrant employee and serve typical food from our region
- Play together with migrant employee music from the migrant employee’s country of origin (e.g. during lunch break, during work if possible)
- ... **Any more ideas?**

The idea behind those strategies is to support intercultural communication and therefore intercultural learning at the workplace.



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<https://pixabay.com/illustrations/learn-school-read-children-2999580/>

# Task / preparation for our web conference



- **Discuss** the strategies with your colleagues: Can they be implemented? Are there further strategies?
- **Prepare yourself for our web conference. Just make some notes on the following issues for yourself. You can then present them at our meeting.**
  - What do you think? Are we multicultural people?
  - What do you think about the practical ideas to stimulate intercultural learning?
    - Do you have further strategies / ideas?
    - Do you have some experiences with those or similar ideas?



# Webinar



We are looking forward to meet you at our webinar

