MaWIC Online Course – Migration and Workplace Integration Coach

Training material – Module 7: Creating a positive working climate

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Welcome to Module 7 –
Creating a positive working climate

Welcome to Module 7! Just like Module 6, this is another brief and practical module. Building on the last module, this one addresses the creation of a positive working climate. It will focus on:

- Summarising contents of previous modules to show you how to apply the techniques to create a positive atmosphere at the workplace.

- Teach communication techniques to solve problems at work.

This module will combine a reminder of definitions detailed in previous modules, theory presentations, and an assignment. The **evaluation** of this module will be 100% based on the document you submit as your final assignment which will be detailed later on.

Again, your module trainer is:

MaWIC Online Course – Migration and Workplace Integration Coach

Module 7: Creating a positive working climate

Welcome to Module 7

Hello everyone!

We will start this Module 7 with a reminder of the definitions you have learned in previous modules before getting to know more about resolving conflicts.

Are you ready?

Let's do it!

Definitions

Culture

Culture is a collective programming of the mind that distinguishes the members of one group or category of people from others.*

Cultural behaviour is the end product of collected wisdom, filtered and passed down through hundreds of generations as shared core beliefs, values, assumptions, notions and persistent action patterns.**

Prejudice, Discrimination and Racism

Prejudice is an affective feeling towards a person or group.

Discrimination consist of treatment of a person or group. Because of their political affiliation, sex, gender, beliefs, values, social class, age, disability, religion, sexuality, race/ethnicity, language, nationality, beauty, occupation, education, criminality, sport team affiliation or other personal characteristics.

Racism is prejudice, discrimination, or antagonism directed against someone of a different race based on the belief that one's own race is superior.*

Self-reflection:

Can you think of a situation you experienced of a prejudice?

Can you think of a situation you experienced of discrimination?

*Source: Oxford Dictionary

Prejudice and Discrimination

Feeling of dislike for a person for his/her racial/ethnic group belonging	+	Belief in this dislike	=	PREJUDICE
Prejudice	+	Actions that harm those you have a prejudice against	=	DISCRIMINATION
Discrimination	+	Institutionalization of this discrimination, which is then perpetuated in society	=	RACISM

Traditions and Customs

Literature does not offer a clear distinction between a tradition and a custom. This is one way how to see it:

A **tradition** is a more general term. It comes from the Latin word *tradere* or *tradition* which means more or less *"passing down of elements of a culture from generation to generation"*. In this context is a tradition a transformed heritage which survives and orients contemporary actions. Such an element of a culture or heritage could be a custom, mores or rituals.

A **custom** is a regularly recurring social action of people in a solid, ritualized from. For example, carnival, lighting of an Advent wreath.

Customs are an expression of a tradition.

Self-reflection:

Can you think of two traditions from your country?

Can you think of two customs from your country?

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Social Norm

Social norms are the understandings that govern the behaviour of members of a society. These are a standard or pattern, especially of social behaviour that is typical or expected of a group. There are informal and formal norms. For example, formal norms are the legal behaviour, the law. Informal norms are informal rules of behaviour in a society.

Self-reflection:

Can you think of a social norm from your country?

Ritual

A **Ritual** is a sequence of activities involving gestures, words and objects performed in a sequestered places and performed according to a set sequence.

Self-reflection:

Can you remember the example we gave you of a ritual?

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(Social) Inclusion / (Social) Integration

The World Bank defines **social inclusion** as the process of improving the ability, opportunity, and dignity of people, disadvantaged on the basis of their identity, to take part in society.*

AND

Social integration is the process during which newcomers or minorities are incorporated into the social structure of the host society.**

*Source: "World Bank World Development Report 2019: The Changing Nature of Work. P. xxiv"
https://openknowledge.worldbank.org/bitstream/handle/10986/16195/9781464800108.pdf?sequence=1&isAllowed=y
**Source: "Rethinking Assimilation Theory for a New Era of Immigration" by Alba, Richard and Nee, Victor (1997).
http://users.clas.ufl.edu/marilynm/Theorizing_Black_America_Syllabus_files/Rethinking_Assimilation_Theory_for_a_New_Era.pdf

(Cultural) Diversity

Diversity is the existence of a variety of cultural or ethnic groups within a society.*

Diversity Management seeks to capitalize on this diversity of the workplaces and utilize it for positive development.

In other words, the whole company shall learn and profit from the knowledge of every single employee.

Diversity Management is based on the idea that individuals outside a "dominant group" should be given opportunities within the workplace - not only because it is instituted as a law, but because it is associated with benefits for the individual and the organisation like higher productivity, lower absenteeism, and lower turnover. For that purpose, specific actions, policies and programs in the workplaces are implemented.

Self-reflection:

Do you think the company you work for understands and applies diversity management?

Can you think of one example on how to improve your company's diversity management?

Source: https://www.lexico.com/en/definition/cultural_diversity AND the Universal Declaration on Cultural Diversity (http://portal.unesco.org/en/ev.php-URL_ID=13179&URL_DO=DO_TOPIC&URL_SECTION=201.html)

Intercultural Sensitivity / Intercultural learning

Intercultural sensitivity is to be effective in another culture, people must be interested in other cultures, be sensitive enough to notice cultural differences, and then also be willing to modify their behaviour as an indication of respect for the people of other cultures.*

Intercultural learning refers to the acquisition of knowledge and skills that support the ability of learners to both understand culture and interact with people from cultures different from their own.**

*Source: Bhawuk, D. P. S., & Brislin, R. W. (1992). The measurement of intercultural sensitivity using the concepts of individualism and collectivism. International Journal of Intercultural Relations
**Source: Lane H.C. (2012) Intercultural Learning. In: Seel N.M. (eds) Encyclopedia of the Sciences of Learning. Springer, Boston, MA

Intercultural communication is the interpersonal interaction between members of different cultures.

Self-reflection:

Do you remember which of the following actions you selected as intercultural communication?

- *A Catalan and a Galician having a conversation in Spanish.*
- *A Romani Hungarian from Borsod-Abaúj-Zemplén (Northern Hungary) and a Hungarian from Budapest having a conversation in Hungarian.*
- *A Bavarjan from Munch and a Sazon from Dresden (Germany) having a conversation.*
- *A Slovak and an Ukrainian having a conversation in their mother tongue Hungarian.*
- *A German and a Turk having a conversation in German.*
- *A German from Berlin and an Austrian from Vienna having a conversation.*
- *A Hungarian and a Spaniard having a conversation in English.*
- *A Swedish-speaking Finn from the Uusimaa's coastal area and a Finn from Tamperes having a conversation in Finnish.*
- *A Russian and a Finn having a conversation in Finnish.*

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Intercultural Competence

Intercultural competence is the ability to successfully communicate with people from other cultures. A person who has intercultural competence 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 our 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.

Self-reflection:

Do you remember which was the number you selected to define your competence on a scale from 1 to 10?

Do you feel more confident and aware of others cultures?

Equal treatment, inclusion and responsibility of employers, colleagues and society, reduction of prejudices, cultural dimensions, strategies to prevent workplace harassment, strengthen diversity, and techniques to handle discrimination.

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Module 7: Creating a positive working climate

Conflict resolution at the workplace

There are so many reasons conflict can be experienced at a workplace. Promotion opportunities, salary disputes, lack of appreciation and personal differences are some examples of issues that can create disputes at work.

The **first step** in any conflict resolution process is to realise and assume that conflict happens at any workplace. It's not the end of the world. There is no company without a conflict. So, we need to be prepared to assume and identify the elephant in the room instead of avoid mentioning it. Acknowledge the conflict and the role you and the others are playing. Be open and try to understand the other's point.

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Conflict resolution at the workplace

A work issue is not a personal issue. So, do not make it personal and focus on the problem instead of on the person. The main point should be to solve the problem as you will have to continue working.

It is important to raise conflicts as soon as they appear and we acknowledge them. So, be proactive and address it straight away.

However, do not rush it. It is important to find the right time and place to hold a meeting or face the conflict with someone. The perfect location would be a place where no one or sound will interrupt the conversation. Do not do it in front of others. Also, clear some time within your schedule.

The way you start the conversation (if you have asked for the meeting following your proactive role) is really important. Do not start by accusing anyone or using hurtful words. Just ask about the situation. Try to remain neutral and curious. You could use sentences like: "I have realised that you…" or "I was wondering why…".

During the conversation, make sure you are listening to the other person and that the other person feels listened. Do not focus on yourself but try to consider the other person's feelings. And do not interrupt. You could say things: "Is there anything else you would like to add or say to me?". It's also important that the conversation focuses on both of you instead of including the rest of the team (in words, not in person) so focus on the subject "I".

Conflict resolution at the workplace

In a conflict at the workplace, both parts are rowing in different directions and this has consequences in the daily activity of the company and its productivity. So, finding bridges between both positions to row on the same directions is key.

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Conflict resolution at the workplace

Usually, both parties would have done something to create a conflict. So, it is important that both parts apologise and recognise their mistakes or wrongdoings. Be responsible for your actions that have contributed to the conflict. It is not about blaiming you for something but taking responsibility for your part.

On this part of the conversation to resolve the conflict, avoid reacting to the other offensive actions. Think twice about what to say as you could say something you regret afterwards. Also, avoid blaiming and accusing. If this happens, the conflict is way far from being resolved.

Conflict resolution at the workplace

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To solve the conflict, it's important that you **create solutions**. So, your conversation should focus on finding the bits where both parties coincide and from this area try to create solutions, commitments and a plan. If you are not part of human resources, you can involve them as a third and neutral party. Find ways where both parties can improve and create a different way of problem-solving (for example, taking turns if there is a problem with communication). Make sure you follow the plan and evaluate it from time to time to make those changes needed.

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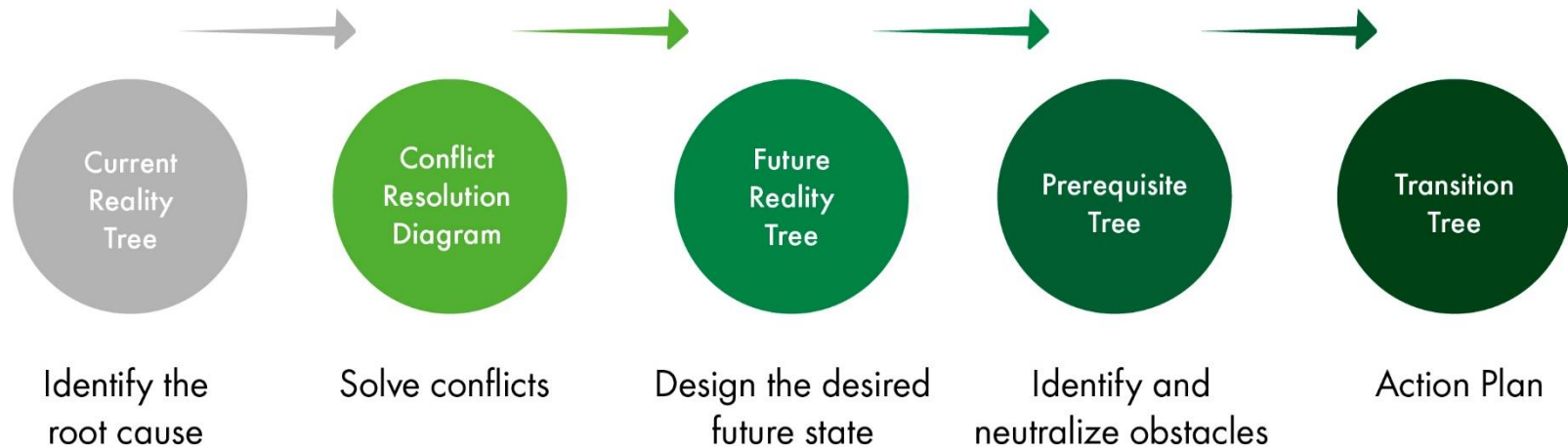of the European Union

Conflict resolution at the workplace

These are the **main points you should take into account when trying to resolve a conflict at the workplace:**

1. Acknowledge the conflict.
2. Focus on solving the problem. Do not make it personal.
3. Be proactive.
4. Choose the right time and place.
5. Just ask!
6. Listen actively.
7. Find points of agreement.
8. Apologise.
9. Think twice before replying.
10. Create solutions, commitments and a plan.
11. Follow and amend the plan accordingly.

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Conflict resolution at the workplace

Here are **some techniques** you can use to help in conflict resolution (we are not going to go through them but there are so many different websites that detail each technique):

Current Reality Tree	Conflict Resolution Diagram	Future Reality Tree	Prerequisite Tree	Transition Tree
Identify the root cause	Solve conflicts	Design the desired future state	Identify and neutralize obstacles	Action Plan

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Conflict resolution at the workplace

Conflicts at work could be based on discrimination towards colleagues.

On this note, **search for the videos 1, 2, 3, 4** below.

On these videos, you will find some reflections on the importance of diversity at work and how it could be dealt with to resolve conflicts related to lack of recognition of diversity.

1. "Respect and Inclusion at Deloitte", Deloitte UK. (3 minutes)

2. "How to get serious about diversity and inclusion in the workplace", by Janet Stovall on TED. (11 minutes)

3. "The Surprising Solution to Workplace Diversity" by Arwa Mahdawi on TEDxHamburg, TEDx Talks. (15 minutes)

4. "Inclusivity at the Workplace" by ADP. (3 minutes)

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Welcome to the assignment of Module 7

Hello everyone!

We hope you are learning a lot from this training.

On this module, you just reviewed the main definitions of the course, some basic information on conflict resolution, and some videos on diversity at work.

Now, it is the time to get more hands-on and see if you can apply this knowledge into your daily live.

To do so, in this Module 7 "Creating a positive working climate" we would like you to focus on delivering **one assignment which has three parts** as detailed in the following pages. At the end of the module, you will have to upload one single document for the assignment which will include all three parts.

Are you ready?

Let's do it!

Assignment Part 1: Create your Case Study (INDIVIDUAL)

Your first task is to **create your Case Study** using the template you can find in the folder "Downloadables" within Module 7. You have to explore your working experience and select a situation you have faced involving one of the topics / definitions we have talked about earlier. If you can't find of any, ask your colleagues of situations that have happened and how they have solved them.

Be as transparent as you can! This exercise is to learn from each others' experience.

The template has different sections and some word limits for each section. If you cannot see a word limit is because there is no word limit.

It should take you approximately 1 hour.

Assignment Part 2: Conflict resolution (INDIVIDUAL)

Upload your document into the forum, under the folder called "MODULE 7 – Exercises to complete the assignment" within Module 7 forum discussion.

Once your document is uploaded in the forum, please **download another Case Study posted on the same folder of the forum.** Once you have your classmate's Case Study, **fill in the template for the "Case Study Resolution"**. Here you will have to copy some information from the original Case Study (the one from your classmate) but adding information on how you think the situation could have been solved in a different way (and maybe more efficient and effective in your opinion!).

The objective of this second part is that you reflect on your knowledge and help others in situations they have faced.

Remember, in this Part 2 you are dealing with your classmate's case study!

It should take you approximately 1 hour.

Assignment Part 3: Sharing opinions (IN PAIRS)

The objective of this third part of the assignment is for you to see how others would have solved your Case Study so you could learn from them.

So, here, we would like you to **share your Case Study Resolution document with the author of the Case Study.** We suggest you to do it by uploading the Case Study Resolution as a comment to the post of the author. This way, the rest of the group can see the interaction and also learn from it.

Your task here is **to discuss with the author of the Case Study your resolutions** and **write a short paragraph on your reflections.** You can also have a conversation in any platform you wish but on your final document assignment you must have a summary of the discussion with main points touched and conclusions.

Remember that your comments should be constructive and giving specific examples on what can be improved and on how things can be done differently from your experience and perspective.

It should take you approximately 30 minutes.

Assignment presentation

Prepare **one single document** with:

1. Part 1: **Your Case Study Template**

2. Part 2: **Your Case Study Resolution Template.**

3. Part 3: **A summary of the conversation with the author of the Case Study you worked on.**

And finally, **UPLOAD THE FILE into the Module 7 page (NOT the forum!)**

Evaluation of Module 7

30% - Your Case Study Template document (we will evaluate the final document according to completeness and accordance to the topics detailed in the module) – Part 1.

50% - Your reflections, creativity, completeness and adequateness in solving the problem detailed in the Case Study selected and in accordance to the knowledge shared in previous modules – Part 2.

20% - Accordance and adequateness of your conversation – Part 3.

If you have any questions, please add them on the forum.

3, 2, 1... START!

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Congratulations!

You have completed Module 7!

We hope you have learned a lot!

Now, you should have got even more ideas on how to help migrants integrate at your workplace by creating a positive working climate.

In the next module 8, we will look at how to help migrants with their career development.

Let's go!