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Co-funded by the
Erasmus+ Programme
of the European Union

ERASMUS+/ KA 2/ Strategic partnerships

Project duration: 01/09/2017-31/08/2020

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Motto:

“the workplace is not only a physical space where people work, but also a social space where people meet, interact and build relationships”

Source: Zhu, Hua (2014). Piecing together the ‘workplace multilingualism’ jigsaw puzzle. *Multilingua*, 33 (1–2), 233–242.

Organizational diversity management is one of the new challenges in our contemporary globalized and multilingual business context. Language management is already complicated by its own nature; this new challenge calls for an accommodation of the diverse requirements of different contexts, needs, goals and requirements, and for the implementation of the most appropriate and fitting language for each of them.

“There is no one answer for all situations. A fine balancing act is required to accommodate global contacts without hindering local communication, with the principle of pragmatic language functionality.” (Yanaprasart, 2016)

Source: Yanaprasart, P. (2016). Managing Language Diversity in the Workplace: Between ‘One Language Fits All’ and ‘Multilingual Model in Action’. *Universal Journal of Management* 4 (3): 91-107.



The main challenge:

Non-native speakers might find to adjust to the work task more difficult and they suffer more likely injuries if safety instructions are not completely understood.

As a MAWIC Coach your mission is to prepare the workplaces for the possibility of challenges and prevent mishaps.

Some of the things HR managers are often working on are new ways to improve employee attraction and retention. It's more difficult to achieve these goals when workplaces present language barriers. These barriers can create various problems, for instance some employees can understand rules and regulations better than others, causing compliance with employment and labour laws to be more onerous for employers.

Organizations with multilingual workforces should increase communication effectiveness by adjusting internal training programmes.

Source: Kiesewetter, J.S. (n.s.) Best Practices When You Have a Multilingual Workforce. Retrieves November 11, 2019, from <https://espanol.adp.com/spark/articles/2018/06/best-practices-when-you-have-a-multilingual-workforce.aspx#>

Some tips for success:

Consider these additional tips for effective employee interaction with a multilingual workforce:

- Use more than one form of communication, such as verbal and written
- Slow down your communication with a group, so issues like the above example can be avoided
- Offer English courses to employees for those who want to learn or strengthen their English language skill
- Include everyone — don't isolate employees with limited English proficiency.



The role of communication:

As workforces change, communication is key. Understanding both language and cultural differences can help HR Leaders take more effective steps in communication techniques. Further, understanding the differences within organizations and embracing these differences through training and education can highlight an organization's cultural awareness. Organizations should embrace the language and cultural differences between employees to achieve not only compliance and retention, but economic success within the organization.





Rationale behind the effort:

We believe, that diverse companies do better, but a lot of people think about diversity, they focus on gender, ethnicity, and age. These are important to keep focus on, for sure, but there is another kind of diversity that is often overlooked. This is diversity of thoughts, background, and experiences. If elements of the latter are missing in your organization, it's likely that everyone thinks the same way; and new ideas, new ways to problem solve, and innovation may be stunted. When you have employees who only follow the boss, the only ideas you have are from that one boss.



More tips:

A universal rulebook for attracting diversity does not exist, but there are many different ways to make an organization attractive for diverse people and talent. For instance, we have listed some practices that have been proven effective with this goal in mind.

- ❑ **Referral programs.** Offering incentives with shorter payout times and getting immediate impact are good ways to help your talented employees to attract people they know who are a good fit. They could also be ambassadors of your business in alumni groups, associations or clubs they are a part of.
- ❑ **Early careers/university strategy.** To attract talent right out of school is a strategy for helping shape the career of younger people, while finding diversity. A good university recruiting strategy is a very effective way to create diverse teams –thanks to student clubs and organizations it is easy to target diversity on a university campus. Establishing early career development programs and considering candidates in majors you wouldn't traditionally search for, is good for your brand, and makes sure that your talent has the possibility to develop with your business.

Source: Eskenazi, J. (2019). Four ways to effectively attract a diverse workforce. Retrieved November 2011, from <http://www.rentalmanagementmag.com/Art/tabid/232/ArticleId/31399>

- ❑ **Cultural awareness training for hiring managers.** Managers are a group that often needs help to build relationships. Instead of forcing training on them (it has been repeatedly proven ineffective), a new area of learning and development that has developed quite a lot recently and proved useful integrates training that helps them identify unconscious bias.
- ❑ **Workplace preparedness.** Affirming the need for diversity is not enough if it doesn't include setting up the physical space of the office and the benefits program to accommodate it. Creating a welcoming workplace shows your willingness to accommodate diverse people, making it much more likely that they will find you.
- ❑ **Show your diverse side!** Diversity brings several important assets to an organization. Finding the right candidates is important, but they also need to meet diversity in the organisation themselves, in order to be interested in the position.

Source: Eskenazi, J. (2019). Four ways to effectively attract a diverse workforce. Retrieved November 2011, from <http://www.rentalmanagementmag.com/Art/tabid/232/ArticleId/31399>



Summary:

“Your employer brand is only as good as what employees and candidates will say about you when you’re not in the room.” (Eskenazi, 2019).

From the moment a person meets with you, take the opportunity to show you are a progressive company that is investing visibly in many areas of diversity. Almost everyone values diversity, but nowadays especially young people are very vocal about their values and they can be very outspoken about how much diversity matters to them, especially in the workplace.

By bringing in a diverse group of people to your organization, you will have access to broader networks which will spur further diversity opportunities and all the benefits it brings. If diverse people enjoy working at your company, they will likely introduce you and advocate for you in their circles.

Source: Eskenazi, J. (2019). Four ways to effectively attract a diverse workforce. Retrieved November 2011, from <http://www.rentalmanagementmag.com/Art/tabid/232/ArticleId/31399>



Thank you for the attention....





Module 9. Step 2 Practical Steps of work assessment.



Introduction

For this practical assessment, I collected 11 questions that you as a MAWIC Coach have to ask/research from the employers and employees to understand the company you try to assist. The questions have an Explanation and Outcome part, so you can understand why these are the relevant questions and what is the argument to develop the company in this aspect. Naturally you can ask more, or less, but this is a simple and logical flow you can follow when meeting a new company.

Does your organization create a supportive environment for the psychological well being of employees' and respond to concerns appropriately?

Explanation: We define an environment as supportive when co-workers and supervisors are aware of employees' psychological and mental health issues, and are able to respond as needed.

Outcomes: Increased job attachment, commitment, satisfaction and involvement; improved retention; enhanced productivity; reduced incidents and injuries.

Does your organization describe its workplace environment as having a welcoming culture to employees with a diverse background?

Explanation: We describe a culture as welcoming when it's open and curious, not judgemental or restrictive towards diverse backgrounds. See more in Module 1.

Outcomes: Cooperative behavior; increased employee loyalty; positive work environment; enhanced well-being.

Does your organization enable employees' understanding of how their work contributes to the organization's success and set clear expectations of what they need to do and how they are to achieve it?

Explanation: An effective leadership and a support network help employees to know what they are expected to do, how they can contribute to the success of the organization with their work and how to overcome change in a positive way.

Outcomes: Increased morale, resiliency and trust; decreased employee frustration and conflict; reduced absenteeism.

Source: Minds Count Foundation (n.s.). The 13 Workplace Factors. Retrieved December 12, from <https://mindscount.org/the-13-workplace-factors/>

Does your organization have transparent and accessible processes in place for open and respectful interactions among co-workers and have systems in place to support education around facilitating these interactions?

Explanation: The work environments described here have considerate and respectful employees in interactions with the other people associated with the workplace.

Outcomes: Enhanced supervisor-staff relationships; high work satisfaction; low turnover and absenteeism.

Source: Minds Count Foundation (n.s.). The 13 Workplace Factors. Retrieved December 12, from <https://mindscount.org/the-13-workplace-factors/>

Does your organization consider the interpersonal and emotional abilities linked to integration and tolerance when considering assignments for higher positions?

Explanation: When a company wants to be more diverse, it has to be aware of how open its employees are. Special assessment of the staff can help to filter out employees who are not aligned with this view and restrict their authority over colleagues who are diverse from them.

Outcomes: Fewer HR complaints; enhanced performance; job satisfaction; employee retention; lower depression; greater self-esteem.

Does your organization support further development of employee skills related to the employees full potential, beyond the minimal requirements for the job?

Explanation: The work environment described here encourages and supports its employees in developing their skills (whether they are interpersonal skills, emotional skills, job skills).

Outcomes: Improved learning and growth plans; personal and interpersonal skills development.

Source: Minds Count Foundation (n.s.). The 13 Workplace Factors. Retrieved December 12, from <https://mindscount.org/the-13-workplace-factors/>

Does your organization have an established and effective recognition and reward system? If yes, what is your reward system tied to?

Explanation: It has been proven that when employees receive appropriate recognition and rewards have more energy, enthusiasm and a greater sense of participation in their work.

Outcomes: Increased employee motivation; enhanced team/ department success; employees exceeding expectations.

Does your organization promote activities among employees that foster their social cohesion?

Explanation: The work environments where people do not just work together but have a stronger social bond are more harmonious and able to prevent conflicts caused by misunderstandings, and thrive in a trustful environment.

Outcomes: Higher morale; organizational pride; enhanced innovation; organizational commitment.

Does your organization have processes in place to manage the balance between required workload and available time?

Explanation: The work environments described here make sure that the tasks/responsibilities can be successfully accomplished within the available time.

Outcomes: job demand level matched to decision-making ability; increased job satisfaction; positive coping behaviors

Source: Minds Count Foundation (n.s.). The 13 Workplace Factors. Retrieved December 12, from <https://mindscount.org/the-13-workplace-factors/>

Does your organization recognize the importance of work-life balance? If yes, how?

Explanation: Employers are responsible for making sure their employees enjoy a state of well-being which allows them to effectively manage multiple responsibilities at work, home and in their community.

Outcomes: Reduced stress and burnout; greater sense of control; increased concentration and confidence; feeling valued.

Does your organization promote a culture of open and safe communication?

Explanation: The work environment described here makes sure employees feel safe to ask questions, seek feedback, declare mistakes/problems or propose their ideas without fearing negative consequences.

Outcomes: Demonstrated job satisfaction; improved morale and engagement; increased performance; fewer grievances and conflicts.



Module 9. Step 4 Theory and practice of mediation



Introduction

In our context, Mediation is a tool to prevent and overcome conflicts that have an intercultural dimension. As a coach you have to understand what is the nature of a conflict, and if there is an intercultural issue involved or if the persons involved are from different backgrounds you should offer advanced mediation techniques to resolve the conflict. If the conflict remains unresolved, either the employee or the employer will lose motivation to upkeep the diversity of the workplace, and the integration process is over. However, some conflicts cannot be solved fully, or they have different origins, where mediation is still a tool to be considered, but it falls beyond the MAWIC competencies. (for example payment, sexual harassment, favoritism etc.)

Mediation: tool and practice

Mediation as a tool has countless working dimensions and practical usages. I listed and categorised some, those that i found practical for a MAWIC Coach:

Individualism vs. collectivism;

Cooperative vs competitive;

Security vs. freedom;

Relationship towards authority, reaction to commands;

"Multi-tasking" vs. "mono-tasking";

And various structural attributes: values orientation (including beliefs), understanding of time and space, selective perception, non-verbal communication, behavior in response to a particular situation especially conflicts and stress.

Liddicoat, Anthony. (2015). Intercultural mediation, intercultural communication and translation. Perspectives. 1-10. 10.1080/0907676X.2014.980279.



Conclusion:

These have individual, person by person differences and there are learned behaviors originating from the culture where you grew up. Everybody can learn to tolerate and change their attitudes, but that is part of integration and a MAWIC coach can and should enable and support that.



Tips to jump the intercultural gap

To resolve cross-cultural misunderstandings you must follow some simple steps

1. Identify issues that may cause conflict.
2. Consider cultural differences if difficulties or misunderstandings occur.
3. Explain the “sides” involved the intercultural dimension of the conflict
4. Make an effort to sensitively resolve differences, taking account of cultural considerations.
Suggest win-win solutions for all sides.
5. Address difficulties with appropriate people and seek assistance when required.
6. Promote guidelines for avoiding/preventing the conflict to occur again.

*Liddicoat, Anthony. (2015). Intercultural mediation, intercultural communication and translation. Perspectives. 1-10.
10.1080/0907676X.2014.980279.*

Must learn more!

To become a full time expert on mediation you have to learn much more, and we can provide you with a list of the available literature:

<http://www.cicb.net/en>

<https://www.mediate.com/articles/kleinleinG2.cfm>

<https://www.imimmediation.org/about/who-are-imi/intercultural-task-force/>

https://www.researchgate.net/publication/273514068_Intercultural_mediation_intercultural_communication_and_translation



Module 9 Step 7 Civil partners



Introduction



:

This presentation gives you the idea and arguments why to connect your efforts in integration to civil society partners.



Who are they?

In Europe over the course of the 20th century the relationship between the state and civil society has evolved into something that is described by historians as a “trust-based mutual dependency”, which in turn has created a relationship characterized by consensus. When it comes to integration processes, civil society can have many major roles:

- To fight discrimination
- To organise educational activities
- To provide social/humanitarian assistance
- To provide legal aid
- To advocate for policy changes on local, national or European level
- To monitor human rights violations against migrants

Lundberg, E., Brundin, P., Amnå, E., Bozzini, E. (n.s.) European civil societies and the promotion of integration. Leading practices from Sweden, Great Britain, the Netherlands and Italy. Retrieved December 30, from https://www.academia.edu/21101134/European_civil_societies_and_the_promotion_of_integration_Leading_practices_from_Sweden_Great_Britain_the_Netherlands_and_Italy



What do we need them for?

For the MAWIC project some elements are extremely important, as for most of the employers and coaches the information and resources are not available to assist in these fields.

The project can not list and link all existing fields and available NGO-s this is the mission of the coach, but the training can provide some ideas and inspirations, based on our needs analysis of the migrants. If you as a coach find a need that you cannot provide, look for the civil partner with this profile, and you can direct the migrant towards the responsible stakeholder.



Needs of migrants	Field of the Civil sector
social support	provide social/humanitarian assistance
process of immigration process	provide legal aid
information about regional counselling services	organise educational activities
provide information about support programmes to companies;	organise educational activities
legal framework of immigration (asylum law, right of residence)	provide legal aid
family services	provide social/humanitarian assistance
knowledge about job application	provide legal aid
counselling services for employment topics	provide legal aid
certification of studies and qualifications	organise educational activities
Language training	organise educational activities
counselling services for socio-economic advice	provide legal aid
Information on accommodation and housing	provide social/humanitarian assistance
Banking and financial info	provide social/humanitarian assistance

Some tips for success:

Needs of migrants:	Field of the Civil sector
information about labour market access	provide legal aid
financial support from employment agency	provide legal aid
consulting services for immigrant recruitment	provide legal aid
rights and responsibilities of migrants	advocate for policy changes
psychological support	provide social/humanitarian assistance
healthcare	provide social/humanitarian assistance
computer science courses	organise educational activities
entrepreneurship	organise educational activities
involvement and hobbies	provide social/humanitarian assistance
Finding new friends	provide social/humanitarian assistance

It is not mandatory to reach out to the Civil Sector, but it is beneficiary, and you have to find your partners or work on making your partners help you in supporting the integration process.

Good luck finding them!



Module 9 Step 10 Speak the language



Introduction



This presentation gives a lot of ideas and good practices that a MAWIC coach can tell to employers and teach them to use it as well.



Quote:



“the workplace is not only a physical space where people work, but also a social space where people meet, interact and build relationships”

-From the needs analysis interview





What are we trying to reach?

HR managers are often working on new ways to improve employee attraction and retention. It's more difficult to achieve these goals when workplaces present language barriers. These barriers can create various problems, for instance some employees can understand rules and regulations better than others, causing compliance with employment and labour laws to be more onerous for employers.

Organizations with multilingual workforces should increase communication effectiveness by adjusting internal training programmes.

Source: Kiesewetter, J.(n.s). Best Practices When You Have a Multilingual Workforce. Retrieved January 01, 2020, from <https://www.adp.com/spark/articles/2018/06/best-practices-when-you-have-a-multilingual-workforce.aspx>

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Our tips for you:

There are some additional tips to achieve a more effective employee interaction in a situation of multilingual workforce:

- Use various forms of communication (verbal, written...)
- Slow down your communication in a group
- Offer courses to employees who want to learn English or strengthen their language skills
- Include everyone and pay attention not to isolate employees who have limited English skills

Source: Kiesewetter, J.(n.s). Best Practices When You Have a Multilingual Workforce. Retrieved January 01, 2020, from <https://www.adp.com/spark/articles/2018/06/best-practices-when-you-have-a-multilingual-workforce.aspx>

Some tips for success:

Communication is a key, especially as workforces change. Understanding language and cultural differences can help HR managers to take more effective steps in techniques of communication.

Furthermore, to understand the differences within the organization and to embrace them through education or trainings can highlight an organization's cultural awareness.

It is important for organizations to embrace language and cultural differences between their employees, not only to achieve compliance and retention, but also to have greater economic success.

Source: Kiesewetter, J.(n.s). Best Practices When You Have a Multilingual Workforce. Retrieved January 01, 2020, from <https://www.adp.com/spark/articles/2018/06/best-practices-when-you-have-a-multilingual-workforce.aspx>



More thoughts for success:

We believe that diverse companies do better, but a lot of people only focus on gender, ethnicity, and age when they think about diversity. These are important matters to focus on, but there is another type of diversity which is often overlooked.

We are talking about diversity of thought, background, and experiences. If these elements of diversity are missing in the organization, it's likely that everyone will think the same way; and you may lack in new ideas, new ways to problem solve, and above all innovation.

When you hire employees who only follow the boss, you only have ideas from that single boss.

Eskenazi, J. (2019) Four ways to effectively attract a diverse workforce. Retrieved January 06, 2020, from <http://www.rentalmanagementmag.com/Art/tabid/232/ArticleId/31399>

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How to become diverse?

A universal rulebook for attracting diversity does not exist, but there are many different ways to make an organization more attractive for diverse people and talent. For instance, we have listed some practices that have been proven effective with this goal in mind.

Referral programs. Offering incentives with shorter payout times and getting immediate impact are good ways to help your talented employees to attract people they know who are a good fit. They could also be ambassadors of your business in alumni groups, clubs or associations they are a part of.

Eskenazi, J. (2019) Four ways to effectively attract a diverse workforce. Retrieved January 06, 2020, from <http://www.rentalmanagementmag.com/Art/tabid/232/ArticleId/31399>

How to become diverse?

Early careers/university strategy. To attract talent right out of school is a strategy for helping shape the career of younger people, while finding diversity. A good university recruiting strategy is a very effective way to create diverse teams –thanks to student clubs and organizations it is easy to target diversity on a university campus. Establishing early career development programs and considering candidates in majors you wouldn't traditionally search for, is good for your brand, and makes sure that your talent has the possibility to develop with your business.

Cultural awareness training for hiring managers. Managers are a group that often needs help to build relationships. Instead of forcing training on them (it has been repeatedly proven ineffective), a new area of learning and development that has developed quite a lot recently and proved useful integrates training that helps them identify unconscious bias

How to become diverse?

Workplace preparedness. Affirming the need for diversity is not enough if it doesn't include setting up the physical space of the office and the benefits program to accommodate it. Creating a welcoming workplace shows your willingness to accommodate diverse people, making it much more likely that they will find you.

Show your diverse side! Diversity brings several important assets to an organization. Finding the right candidates is important, but they also need to meet diversity in the organisation themselves, in order to be interested in the position.

“Your employer brand is only as good as what employees and candidates will say about you when you're not in the room.” (Eskenazi, 2019). From the moment a person meets with you, take the opportunity to show you are a progressive company that is investing visibly in many areas of diversity.

Eskenazi, J. (2019) Four ways to effectively attract a diverse workforce. Tetrived January 06, 2020, from <http://www.rentalmanagementmag.com/Art/tabid/232/ArticleId/31399>

Summary:

Almost everyone values diversity, but nowadays especially young people are very vocal about their values and they can be very outspoken about how much diversity matters to them, especially in the workplace.

By bringing in a diverse group of people to your organization, you will have access to broader networks which will spur further diversity opportunities and all the benefits it brings.

If diverse people enjoy working at your company, they will likely introduce you and advocate for you in their circles.

To operate in a diverse society and approach the workforce effectively we gave you many tips and reasons why it is beneficiary for the workplace to become more inclusive. After some theory, now it is up to you to convince us that you can sell the idea to employers and employees as well!

Enjoy the last Step!