

MANAGING MULTICULTURAL TEAMS

Week 6

Cross cultural management

- ▶ CQ helps staff understand, reflect, and adapt in cross-cultural interactions.
- ▶ Multicultural teams bring together individuals with different CQ levels.
- ▶ Managing such teams requires integrating CQ principles into leadership, communication, and conflict resolution.

LINKING CQ TO TEAM MANAGEMENT

- ▶ Teams increasingly diverse due to globalization and tourism.
- ▶ Diverse teams enhance creativity, problem-solving, and innovation - Competitiveness
- ▶ Mismanagement can lead to conflict, low morale, and poor guest service.

WHY MULTICULTURAL TEAMS MATTER IN HOSPITALITY

Key concepts

- ▶ **Multicultural team:** A team composed of members from different cultural backgrounds.
- ▶ **Benefits:** Innovation, adaptability, broader perspectives.
- ▶ **Challenges:** Miscommunication, stereotypes, conflicting work norms.

THEORETICAL FOUNDATIONS

Hofstede applied to teams

- ▶ Power distance: How hierarchical are team interactions?
- ▶ Individualism vs. collectivism: Group cohesion vs. personal recognition.
- ▶ Uncertainty avoidance: How much structure do teams require?

Trompenaars' cultural orientations

- ▶ Universalism vs. particularism: Standard procedures vs. relational flexibility.
- ▶ Neutral vs. emotional: Expressing emotions openly or restrained.

Leadership theories

- ▶ Transformational: Inspires shared vision across cultures.
- ▶ Inclusive leadership: Values and integrates all perspectives.

FRAMEWORKS FOR UNDERSTANDING MULTICULTURAL TEAMS

Key Processes

- ▶ **Communication:** Adaptation to verbal and non-verbal differences.
- ▶ **Conflict resolution:** Understanding root causes in cultural context.
- ▶ **Trust building:** Creating norms and predictability.
- ▶ **Motivation:** Aligning incentives and recognition across cultural expectations.

TEAM PROCESSES IN MULTICULTURAL CONTEXTS

Understanding & mitigating bias

- ▶ **Stereotypes:** Oversimplified beliefs about a group.
- ▶ **Bias types:** Implicit (unconscious) and explicit (conscious).
- ▶ **Strategies:** Awareness training, structured procedures, rotation of roles.

Example:

In a South African resort, some staff initially assumed that international colleagues were “less experienced,” leading to tension. Management facilitated cross-training and team reflection sessions.

MANAGING STEREOTYPES AND BIAS

Building inclusive teams

- ▶ **Inclusion:** Ensuring all members feel valued and heard.
- ▶ **Equity:** Fair distribution of tasks, recognition, and opportunities.
- ▶ **Hospitality examples:** Scheduling shifts to accommodate religious practices, creating inclusive feedback mechanisms, equitable leadership opportunities.

INCLUSION AND EQUITY

Opportunities & challenges

- ▶ **Opportunities:** Cost savings, broader talent pool, flexible coordination.
- ▶ **Challenges:** Miscommunication, time zone differences, lack of informal cues.

Hospitality Applications

- ▶ Global reservation teams, virtual customer support, outsourced operations.
- ▶ Strategies: Clear guidelines, regular check-ins, cultural briefings, use of collaborative tools.

REMOTE/VIRTUAL MULTICULTURAL TEAMS

- ▶ How does CQ of individual team members influence team performance?

DISCUSSION QUESTION

- ▶ **Point** → Stereotypes and bias create mistrust and hinder collaboration.
- ▶ **Example** → In a Ugandan safari lodge, European staff may assume local staff lack technical expertise, while local staff may think expatriates don't understand local customs.
- ▶ **Explanation** → These assumptions prevent effective knowledge sharing and reduce team morale, as staff feel undervalued.
- ▶ **Link** → Managing bias through inclusion and equity frameworks leads to stronger teamwork, innovation, and better guest service.

PEEL QUESTION 1: HOW DO STEREOTYPES AND BIAS AFFECT THE PERFORMANCE OF MULTICULTURAL HOSPITALITY TEAMS?

- ▶ **Point** → Effective leadership bridges cultural differences and builds cohesion.
- ▶ **Example** → A Kenyan resort manager rotates team leadership responsibilities across nationalities to respect both hierarchical and egalitarian cultures.
- ▶ **Explanation** → This balances Hofstede's power distance dimension and Trompenaars' universalism vs. particularism, making all team members feel respected.
- ▶ **Link** → Inclusive leadership fosters trust and collaboration, directly enhancing the guest experience through smoother operations.

PEEL QUESTION 2: IN WHAT WAYS CAN EFFECTIVE LEADERSHIP IMPROVE COHESION IN MULTICULTURAL HOSPITALITY TEAMS?

- ▶ **Point** → Virtual teams face greater challenges with miscommunication and trust-building.
- ▶ **Example** → Remote reservations staff in Rwanda misinterpret a South African guest's indirect phrasing due to lack of non-verbal cues.
- ▶ **Explanation** → Without in-person context, misunderstandings increase; managers must rely on structured communication and CQ Strategy to plan interactions.
- ▶ **Link** → By adapting to digital multicultural management, hotels reduce errors in booking processes and maintain guest satisfaction despite distance.

PEEL QUESTION 3: HOW DOES MANAGING VIRTUAL MULTICULTURAL TEAMS DIFFER FROM MANAGING FACE-TO-FACE TEAMS IN HOSPITALITY?