Case Study Cross Cultural Respect

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The aim of this assignment is to evaluate the cross-cultural differences involved in

managing work performance within a culturally diverse work environment, when applied to a

case study scenario involving very little cultural intelligence and sensitivity (Scandura, 2016).

The reality of modern "globalization and changing demographic patterns are making it more

important for leaders to understand how to influence and manage people with different values,

beliefs and expectations" (Yukl, 2013, p. 372). Leaders should not assume everyone within a

culturally diverse work environment have the same work attitudes or behaviors regarding the

workplace (Scandura, 2016). One major challenge when attempting to apply leadership theories

developed in North American and Europe to other culturally diverse work environments is "the

extent to which such leadership theories developed and tested in one culture can be generalized

to different cultures" (Yukl, 2013, p. 372). Consequently, international companies are an

inseparable component of the economic landscape (Kic-Drgas, 2015).   Therefore, this paper will

discuss cross-cultural dynamics when applied against a case scenario to resolve workplace

diversity misunderstandings and provide a plan to address cross-cultural misunderstanding in a

conclusive manner (Scandura, 2016).

Kic-Drgas (2015), suggest "in the century of the internet and modern social media,

communication seems to be the biggest problem of humankind" (p. 73). Hence, resolving

workplace communication conflicts and misunderstandings especially within cross-cultural

settings continues to be underestimated by most leaders (Kic-Drgas, 2015). "Culture is the

essential characteristic of the person which is connected with his ability to purposeful and

systematic transformation of the world" (Andreyeva, Tuleubayeva, Ganyukova, & Tentekbayeva,

2015, p. 208). In Scandura's case study scenario, Brian's low level of cultural intelligence lead

to Chan's termination and the destabilization of the office workforce in the Beijing office (Scandura, 2016). While this event can be perceived negatively, not all conflicts are bad especially, "if it aligns with the goals of the organization and improves performance" (Scandura, 2016, p. 258). The author of this writing believes Brian has a strategic opportunity to leverage the conflict between him and Chan to accomplish the stated goals and objectives of the organization, similar to how other high-performing organizations and teams functions (Scandura, 2016). According to Scandura (2016), "effective teamwork results in higher performance when conflict exists" (p. 267). Since Chan left the organization during an important time, Brian will need to re-stabilize the existing workforce by becoming a good listener, being sensitive to the Beijing office's needs, start advocating for inclusion into leadership decisions and promoting harmony throughout the organization (Scandura, 2016).

Developing an effective cross-cultural communication plan is essential and beneficial for interactions with all parties involved in the communication process (Andreyeva et al., 2015). Furthermore, in order for successful communication to occur, normally both mastery of the cultural language and background are generally necessary (Andreyeva et al., 2015). In Scandura's case study scenario, Brian's communication plan would begin with him developing an overall global mind set (Scandura, 2016).   A global mind set is "defined as a set of individual attributes that enhance a manager's ability to influence others who are different from them" (Scandura, 2016, p. 320). In Brian's case, this would require him to increase or develop, as a manager specifically in his cultural intelligence and move beyond any cultural shock, he may have experienced when he initially came to Beijing (Scandura, 2016). Additionally, Brain would need to become more comfortable with becoming bicultural, in order to enhance his success in cross-cultural environments (Scandura, 2016).

In conclusion, work environments of the modern era are extremely diverse, with many cross-cultural interactions occurring everyday (Kic-Drgas, 2015). In order for leaders to be successful and effective during this era of great diversity, thoughtful consideration should be given to the development of global minded programs which enhance leaders and follower cultural intelligence and awareness of each other's uniqueness culturally (Scandura, 2016).

References

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