

Culture Matters:

How to develop Intercultural Competency
in
New Zealand Organisations

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Our Futures Te Pae Tāwhiti

The 2013 census and New Zealand's
changing population

the ROYAL
SOCIETY of
NEW ZEALAND
TE APARANGI

Our Futures: Te Pae Tāwhiti The 2013 Census and New Zealand's changing population

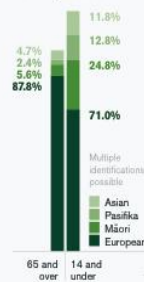
the ROYAL
SOCIETY of
NEW ZEALAND
TE APARANGI

Seven key themes are emerging from the census data and analyses. They have many inter-connections but they provide a framework for our discussion.

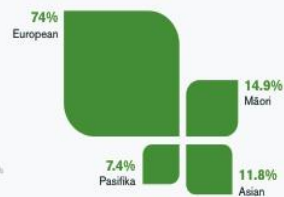


New Zealand has always been an ethnically diverse society, but in the last twenty years the country has become diverse in new ways.

Identified ethnicity for different generations



The populations of the main ethnic groups are...



1 in 4 New Zealand residents was born overseas in 2013 (1 in 5 in 2001)



New Zealand is a country of many landings with scope for fruitful relationships amongst all the peoples for whom these islands are or have become home.



» The implication for New Zealand is that it is increasingly a country with **multiple 'national' identities and values.**



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Net migration hits 70,300, another record

By Edwin Mitson

2:01 PM Tuesday Nov 22, 2016

Immigration

Statistics NZ

SHARE:



New Zealand's annual net gain of migrants hit another record high in October, rising to 70,300.

New Zealand's annual net gain of migrants hit another record high in October, rising to 70,300, surpassing the previous peak of 70,000 set in September, Statistics NZ says.

New Zealand International Education

Key Trends 2015



Student numbers
+14% (+14,810)

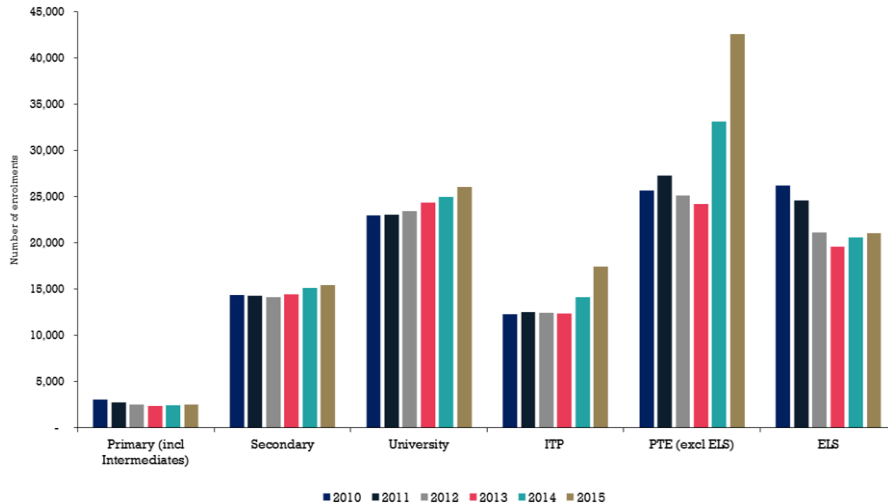


Student enrolments
+13% (+14,748)



Tuition fee revenue reached \$1b
(+\$146m)

International student enrolments by sector 2010-2015

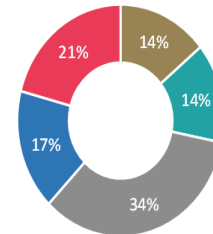


Regional enrolments variation

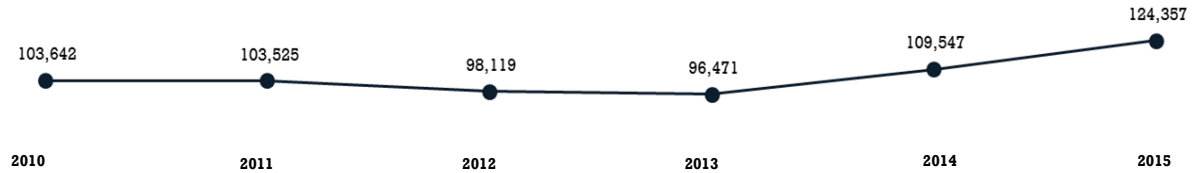
| | | |
|---|-------------------|----------------|
| ↑ | Auckland | +15% (+10,589) |
| ↑ | Bay of Plenty | +22% (+891) |
| ↑ | Canterbury | +13% (+1,180) |
| → | Gisborne | +3% (+1) |
| → | Hawke's Bay | +4% (+47) |
| → | Manawatu-Wanganui | +3% (+98) |
| ↑ | Marlborough | +62% (+47) |
| ↑ | Nelson/Tasman | +21% (+277) |
| ↑ | Northland | +6% (+31) |
| → | Otago | +1% (+74) |
| ↑ | Southland | +18% (+221) |
| ↑ | Taranaki | +8% (+52) |
| ↑ | Waikato | +7% (+370) |
| ↑ | Wellington | +9% (+641) |
| ↑ | West Coast | +35% (+19) |
| → | Other | +1% (+42) |

Sector distribution

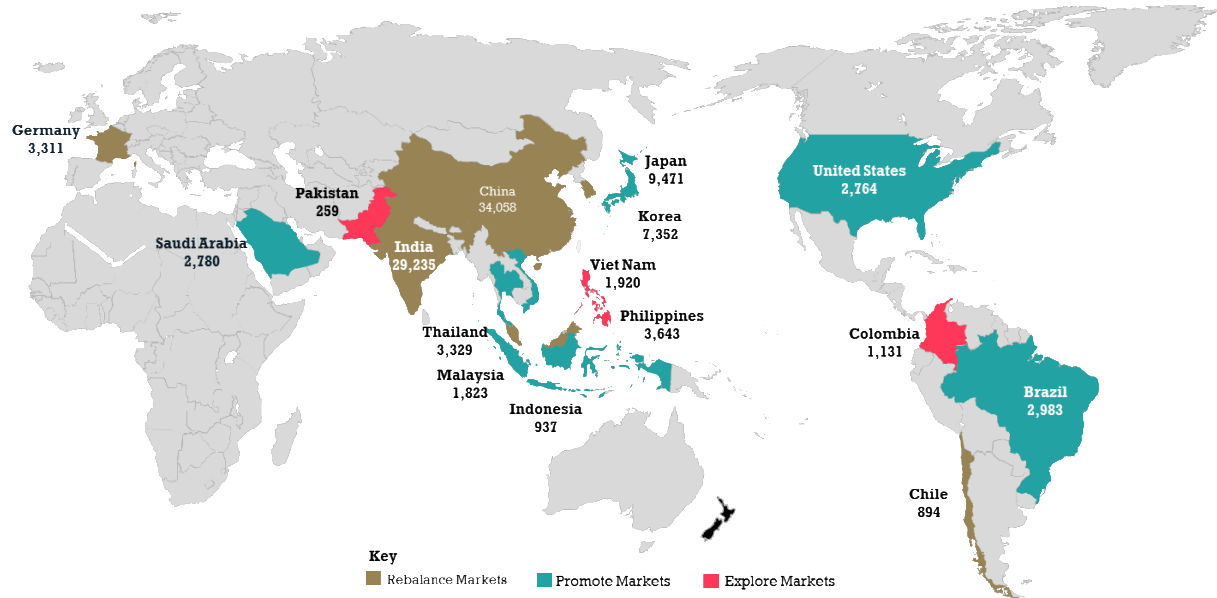
- Schools
- ITP
- PTE (excl ELS)
- ELS (English Language sector)
- University



Number of international students 2010-2015



Priority markets : 2015 Full year



Developed by Education New Zealand.

This infographic includes data on full-fee-paying, NZ Aid, PhD, foreign research postgraduate and exchange students. It combines the data sources from the Ministry of Education: the Export Education Levy and Single Data Return (SDR) data. Offshore students are included if classified as offshore in the SDR. Link to data source: [student numbers \(www.educationcounts.govt.nz\)](http://studentnumbers.govt.nz).



Framework

| | Individual | Organisational |
|--------|--|-------------------------------------|
| Coming | International students arriving in NZ | Organisation's internal environment |
| Going | Kiwi students heading overseas to work | Organisation's external environment |



How should New Zealand organisations build intercultural competency?

Definitions of Intercultural Competency

Factors that contribute towards developing intercultural
competencies in organisations

Secondary Research Questions

- What is Cultural Competence, Cross-Cultural Competence, Intercultural competence, Cultural Intelligence (CQ), ?
- What factors would contribute to developing intercultural competency in organisations?
- What would a theoretical framework for intercultural competency in NZ organisations look like??

Purpose and Significance of the Study

- Statistics show that our universities, classrooms and workplaces are becoming increasingly diverse – in western countries
- Research can broaden understanding of the complexities that cultural diversity in our organisations brings
- Impact of research will facilitate greater synergy and interaction in teams, businesses, universities and organisations, thereby having a positive impact on creating a sustainable competitive advantage
- Can contribute to the academic body of knowledge

Literature review

- Emerging area of research in a large and complex subject area – in the past 10 years
 - Exponential growth of journal articles
- Multi-disciplinary
- Applicable to various sectors especially *interalia* – health, education, social work, sociology, education and business

Culture

“Software of the Mind” – Hofstede

A complex, multidimensional, shared reality that is transmitted over generations. These dynamic, collectively held attributes, behavioral patterns, values, traditions, communication rules, thinking and learning styles, and relationship types reveal how and why individuals think, act, and feel.



Competency Development



Unconsciously
Incompetent

Consciousl
y
Competent

Unconsciousl
y
Competent

Consciously
competent



Intercultural Competence

Intercultural competence is the ability to communicate and interact appropriately with people of other cultures.

Messner, W., & Schäfer, N. (2012)



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Cross Cultural Competence

Cross Cultural Competence (C3) refers to the knowledge, skills, and affect/motivation that enable individuals to adapt effectively in cross-cultural environments.

Hammer (1987)

Cross Cultural Competence refers to the ability to effectively communicate and interact in other cultures. Cultural empathy, the ability to form and maintain relationships, be patient, flexible and adaptable to culturally diverse situations are among the most important competencies in determining cross-cultural effectiveness.

Tavanti (2005)



Definitions

Interacting across different ethnic cultures require a specific set of skills, knowledge and ability.

No one definition encapsulates the definition of intercultural competency

Complex nature of capturing the dynamic-ness of culture and the ever changing nature makes it difficult to define.

Challenge of finding a cohesive definition that encompasses the nuances of different research focus and disciplines.



Foundations of Cultural Competency in Aotearoa/New Zealand

- Originally referred to the ability to understand, consider and embrace the Māori perspective and worldview in various spheres of involvement in New Zealand.
- Any discussion about cultural diversity and competency needs to begin with the acknowledgement of NZ's bicultural roots.
- Apply the principles that have shaped the bicultural policies in NZ to a multicultural NZ, where a “treaty based” multicultural NZ acknowledges the “Spirit of the Treaty that is unique to Aotearoa.”



Developing Intercultural Competency in Organisations

- Complexity of groups of people working interdependently towards a purpose or a goal
- Different structures to achieve purpose
- Increased complexity
- Culture within Organisations can be strong or weak
- Intercultural competency in organisations looks at systemic levels of creating an environment for intercultural interactions

Developing Intercultural Competency in Organisations (2)

- Limited models in Organisational Intercultural Competency
- Extrapolated from Individuals
 - Emotional Intelligence in Diversity
 - Organisational Cultural Intelligence



Cultures within a Culture

- **Monocultural Organisation:** Primarily ethnocentric, eurocentric. Structured to benefit the majority group. Assumption that culture has a minimal impact on management, personality and encourage assimilation.
- **Non-discriminatory Organisation:** Organisations begin to become more culturally relevant and receptive. However policies and practices may be inconsistent and lack a systematic approach. More reactive and superficial changes.
- **Multicultural Organisation:** Organisation that values diversity and attempts to integrate the continuing cultural change into their vision, systems, policies and practices.

(Adler,1986, Sue, 1991)

Elements of building Intercultural Competency

- Valuing Diversity
- Having the capacity for cultural self-assessment
- Being conscious of the dynamics inherent when cultures interact
- Having institutionalised cultural knowledge
- Having developed adaptations of service delivery reflecting an understanding of cultural diversity

Economy by Diversity Project

- Any implementation of intercultural diversity in small to medium enterprise needs to be tied to an economic strategy
- Intercultural diversity has to be associated and embedded into the daily operations and problems of the organisation.
- Organisations need to have an external translator to help organisation see own blind spots.
- Need for exchange with experts on ethos to ensure awareness of diversity is effective and sustainable in the company.

Research Design

- A pilot study to inform further research and application into this area
- A descriptive research project that is also undertaking exploratory research
- Qualitative Approach
- One off semi-structured interviews that will be guided by the evidence from the literature review about factors that contribute to intercultural/cross-cultural competency

Research Design: Research Tools

Semi-structured Interviews

Part 1: Descriptive questions on demographic of participant's industry environment

Part 2: Open ended questions around key themes

Research Analysis

- Extensive Literature Review
- Descriptive Analysis
- Mini-discourse or thematic analysis of the interviews



Results

- Understanding of Intercultural Competency
 - Majority understood what cultural diversity implied and could define intercultural competency
- All noticed increasing diversity in their organisations from internal to external.
 - Commercial implications and opportunities of diversity
 - All organisations were being proactive in addressing cultural diversity in their organisations in a variety of ways.
 - Need for integration at all levels
 - Some superficial intentionality
- Leadership is KEY

Organisational Intercultural Competency

- Interculturally competent leadership and management that championed diversity and actively sought to create an organisational culture that embraced diversity and inclusion.
- Ensuring organisations systems, policies and practices in all key areas are integrated.
- Ongoing regular reviews and ensure practices across the organisation cater for diversity
- Alignment of cultural diversity into organisation's performance measure.

Organisational Intercultural Competency (2)

- Practical suggestions
 - Ongoing cultural diversity training for every member or organisation
 - Intercultural competency built into job description and professional development plans
 - Regular engagement surveys
 - Recruitment and HR practices
 - Diversify leadership



Key Findings

- Leadership is key
- Organisational structures that facilitate and enable organisations and the ecosystem to build this capability within
- Recognising the competitive edge that Intercultural Competency brings to the sector is both an incentive and a reward.



Application to International Education Sector

- There are many intersects within International Education that need to connect to ensure that the goal of a positive and transformational experience is gained by the students that come to NZ.
- Within each of these networks are a myriad of staff, administrators, host parents, retailers that make a significant contribution to ensuring that the student experience is inclusive and deeply impacting.
- Developing frameworks to increase and enhance intercultural competency/cultural intelligence can benefit everyone

A Systemic Approach

- Addressing intercultural competency within an organisation will require a systemic approach
- Transformational/Adaptive Leadership will be key to success
- Aligning all aspects of the organisation to bring cohesion
- Intentionality to see change critical to success



Conclusion

- Growing trend of cultural diversity in their organisations
- Understanding of intercultural competency was high
- Proactive in fostering cultural diversity but all had areas to improve.
- Leaders are the culture-makers of the organisations
- A systemic approach to the ecosystem to ensure sustainability and lasting change

Questions

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Future Research