

Training for the Multicultural Workplace

When hotel employees move from one country to another, they will be more successful in their new positions if they develop cultural awareness and skills. But many hotel managers work in multicultural workplaces without ever leaving home; for these managers too, intercultural training can lead to better performance

by Germaine Shames

AS HOTEL companies have widened their scope to embrace international operations, hotel managers have faced the difficulties caused by cultural differences. Cultural dislocations can sap productivity, engender staff discord, and cause a manager to fail in an assignment. Several of today's international hotel companies now ring the globe, and their employees regularly move from property to property and country to country. One hotel firm, Hilton International, recorded more than 400 such employee transfers in one year.

Even domestic hotel companies in some nations feel the effects of cultural differences, however, as new ethnic groups immigrate and seek jobs in the industry. The cultural mix in many hotels makes a stroll from the front desk to the employee cafeteria resemble a world tour.

Multicultural managers. The multicultural workplace requires a special breed of manager—a "multicultural manager" who has the sensitivity and skills to orchestrate the productive intermingling of culturally distinct individuals and to function effectively when working in different cultures.¹ This article explores the ideal characteristics

¹The term "multicultural manager" has been used by a number of interculturalists, most notably: Pierre Gasse, *Training for the Multicultural Manager* (Washington, DC: Society for Intercultural Education, Training, and Research, 1992).

of a multicultural manager, and, as an example of one way to nurture multicultural managers, explores Hilton International's intercultural training program.

The Need for Intercultural Training

The experiences of the following two hypothetical hotel managers demonstrate the need for intercultural training.

Vera Silk, director of marketing for the local ABC Hotel, transfers to a sister hotel in a neighboring land. Following several weeks of initial elation with her new colleagues and workplace, she becomes increasingly irritated by certain local mannerisms, business practices, and working conditions. On several occasions, she has lost her temper with subordinates and even guests. Although she is working longer hours than ever be-

Holder of an M.S. in intercultural management, Germaine Shames is Hilton International's special projects manager for the Western Hemisphere, and is manager of the company's career-development institute.

Training For The Multicultural Manager

Lauren Gardner



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