

Intercultural Competence Report for the General Manager of Diversity Hotel & Spa in London

Foreign Language and Cultural Awareness BMIH5003

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Executive Summary

This research explores the leadership and cultural aspects that are crucial to team management success in France for the Diversity Hotel & Spa's growth. To effectively negotiate these cultural differences and create a coherent and harmonic setting for work for the hotel's flourishing operation in France, the General Manager, who is entrusted with educating hotel workers, receives insightful advice. The report also highlights the value of comprehending and adjusting to Performance Orientation, Power Distance, and Participative Leadership by utilising the GLOBE Project's cultural aspects and Leadership Visualisation.

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Introduction

The Diversity Hotel & Spa, a well-known luxury hotel chain with headquarters in the UK, is expanding into France, and as such, it must recognise and adjust to the unique cultural circumstances of the fresh market. To help the General Manager, who is responsible for educating hotel staff, traverse the cultural quirks of France, this paper explores these factors in-depth and gives advice (Koc, 2021). Performance orientation, power distance, and participative leadership are the three elements of the GLOBE Project that must be well understood to provide successful direction as well as team handling in this cross-cultural setting. The Diversity Hotel & Spa can create a profitable and harmonious work atmosphere in its most recent French location by adopting these aspects.

Main Body

Cultural Overview of France

France offers a distinctive cultural environment because of its rich cultural legacy and wide range of customs (Kedward and Austin, 2021). France is known for its exquisite food, artwork, and fashion, which are reflections of its dedication to beauty and sophisticated taste. Organisations frequently have hierarchical systems, and deference to authority is important. Attendance is crucial, and agendas for meetings are frequently rigid. In French culture, politeness, protocol, and manners are highly valued (Gerson, 2019). The French value family moments and leisure as a result of the value of a work-life balance. Although France seems to be an individualistic country, collaboration and cooperation are equally vital.

Cultural Visualisation: Performance Orientation

As the Diversity Hotel & Spa grows, performance orientation as outlined by the GLOBE Project is an important factor to take into account while leading the staff in France (GLOBE Project, 2023). Professionals are required to be committed, aggressive, and results-oriented in business. People are encouraged by the culture of the nation to aim high and pursue great things. The investigation conducted by the GLOBE Project suggests that achievement and results are highly valued in France. The quest for

perfection is important, but personal objectives and private achievement can be given more weight. However, the Diversity Hotel & Spa is located in the UK, which rewards accomplishment as well, nevertheless in a more unique way (Jin, 2023). The French squad will probably value having goals, having precise standards, and having their accomplishments acknowledged.

Culture Visualization

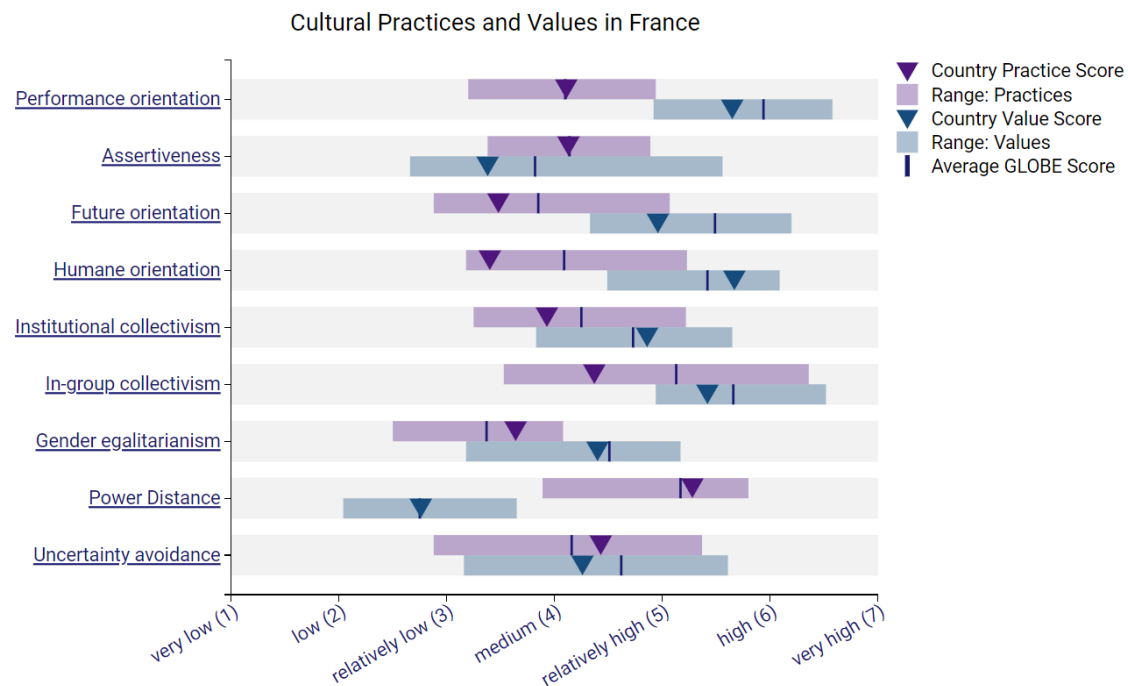


Figure: Cultural Visualisation of the GLOBE Project in France

(GLOBE Project, 2023)

The general manager in charge of educating hotel staff in France must understand the importance of performance direction. The general manager ought to develop an environment that honours diligence, creativity, and goal attainment to maximise performance (Sharma and Sharma, 2022). Establishing high expectations and giving constructive criticism to both groups and people can be a successful tactic. Moreover, highlighting the significance of outcomes and acknowledging exceptional work can inspire the group and help the hotel succeed.

Cultural Visualisation: Power Distance

While directing a team in France, power distance as described by the GLOBE Project is an important factor to take into account (GLOBE Project, 2023). Workers frequently

respect leadership in their jobs and look to executives and managers for guidance on their final choices. The Diversity Hotel & Spa is situated in the UK, a country with a more equal policy on governance and a reduced separation of powers. France has a modest degree of power distance, according to the GLOBE Project's data, suggesting a predilection for pyramidal organisational systems. The general manager must accept the hierarchical architecture of the French team and recognise the responsibilities of those in higher positions to lead an efficient team there (Koc, 2021). In keeping with the French inclination for legitimacy, it's crucial to be clear and aggressive in addition to being able to communicate openly and lead in a friendly way.

Leadership Visualisation: Participative

The Leadership Visualisation from the GLOBE Project sheds light on the importance of participative leadership for team managers in France (GLOBE Project, 2023). Participatory leadership is in line with the French culture's value of cooperation and partnership. Leaders who include teammates in decision-making and solicit their opinions on important issues are highly regarded in French society. This methodology not only cultivates a feeling of engagement and accountability among the teammates nevertheless capitalises on the group's combined knowledge. The French team participants anticipate that their leaders will be personable and receptive to their opinions (Žerajić, 2019). The General Manager of Diversity Hotel & Spa ought to employ an approach that encourages collaboration to guide a team in France.

Leadership Visualization

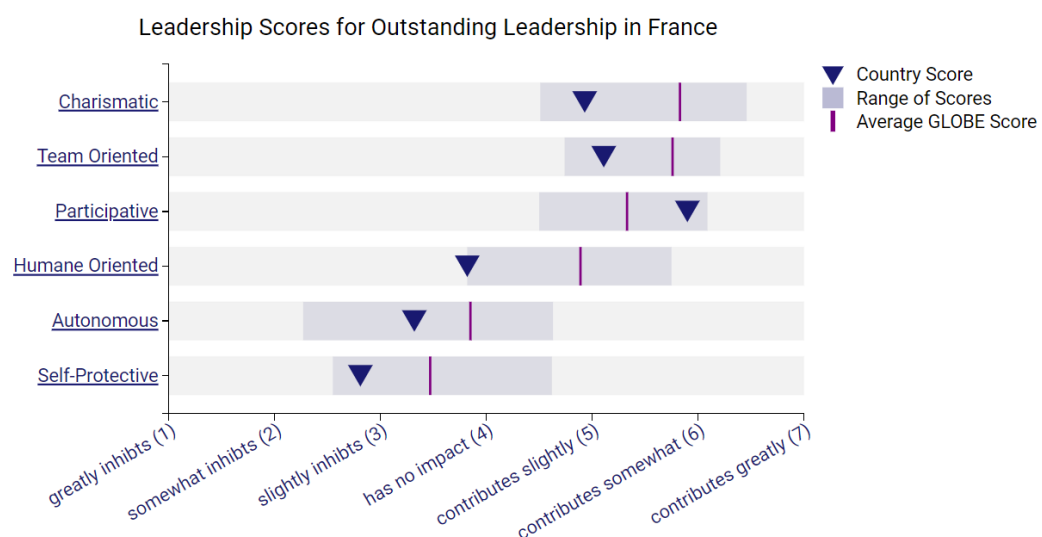


Figure: Leadership Visualisation of the GLOBE Project in France

(GLOBE Project, 2023)

This entails aggressively soliciting input from the team, appreciating their efforts, and incorporating them into decision-making activities (GLOBE Project, 2023). In France, a humble participatory leader values the knowledge and experience of their team colleagues. To foster an inclusive and cooperative culture, the views of employees should be recognised and taken into account while making choices for the organisation (Liu *et al.*, 2022). Hence, this strategy can help the organisation accomplish its objectives while strengthening team camaraderie and work contentment.

Conclusion

The aspects of the Global Project have a big impact on how leaders think and behave, and they are essential for creating a positive work atmosphere and succeeding as an organisation. Successful cultural and managerial leadership of teams within the Diversity Hotel & Spa in France also depend heavily on comprehending and adjusting to the cultural characteristics of Performance Orientation, Power Distance, as well as Participative Leadership as outlined by the GLOBE Project.

Recommendations

Based on the analysis the recommendations for Diversity Hotel & Spa are:

- Acknowledge the significance of performance introductions, defining goals clearly, and encouraging a culture that is results-driven (Gerson, 2019).
- Adopt a visionary leadership style by presenting an inspiring plan that aligns with the goals and cultural values of the French workforce.
- Promote openness, supportive working conditions, and staff health to foster a compassionate mindset.
- To balance the competitive and collaborative elements of the French place of employment, promote unity and collaboration (Yang *et al.*, 2022).
- Adjust to the modest distance of authority in France by striking a balance between aggressiveness and an appealing leadership manner.

These suggestions will help the Diversity Hotel & Spa handle its personnel successfully and exercise leadership skills as it grows its business in France.

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