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Executive Summary

As the Diversity Hotel & Spa extends its operations into Scotland it is necessary to evaluate the cultural traits, practises, and behaviours there. It investigates appropriate behaviours and ideals for this situation by drawing on the culture and leadership study conducted by the GLOBE Project. The report highlights the need for cultural understanding and sensitivity for hotel staff and offers suggestions to the general manager for effectively managing potential obstacles and guaranteeing successful intercultural leadership.

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Introduction

Hospitality industry is very sensitive and dynamic and in order to start a successful hotel operation in Scotland it will depend on the Diversity Hotel & Spa's ability to fully understand the delicate cultural differences of the area. In addition to analysing the appropriate GLOBE Project elements and highlighting the significance of cultural awareness in hotel leadership, this study will offer insights into Scottish culture and customs (Christiansen, Branch and Karmowska, 2020). In order to guarantee a seamless transition and peaceful operations in the new location, it will conclude with practical recommendations for the general manager to consider.

Scottish Culture Customs and Traditions

Scotland is well known for its rich cultural legacy, which is made up of an intense feeling of national identity, history, and customs. The cultural symbols such as tartans, bagpipes, kilts, and Highland Games, all of which highlight the pride Scots have in their heritage. Music plays a major role in Scottish culture; ceilidh dance and traditional folk music are still common at parties and celebrations. Scotland is well known for its cultural events, including Burns Night, which honours national poet Robert Burns, and Hogmanay i.e. New Year's Eve (Nedelko and Brzozowski, 2020).

In Scotland, traditions and customs are an integral part of day-to-day existence. One social activity that promotes social contact is the ceilidh dance. Famous Scottish foods include tatties, haggis, and neeps, and Scotch whisky is regarded as a national treasure. The Scots are renowned for their friendliness and kindness, having a strong feeling of belonging and a readiness to accept strangers (Maheshkar and Sharma, 2018).

It is essential for the Diversity Hotel & Spa to comprehend these traditions in order to provide its visitors with an incredibly genuine Scottish experience. In order to foster goodwill and ensure favourable relationships with the local community, it is essential that hotel staff members observe these traditions.

Globe Project Analysis

The cultural angles of Scotland, as evaluated by the GLOBE Project's dimensions, offer fascinating insights that have an impact on the nation's commercial practices and leadership.

Uncertain Avoidance: Scotland has a low degree of avoidance of uncertainty. The Scots show a willingness to accept change in business practices and are susceptible to new ideas.

Power Distance: Scotland has a culture that emphasises justice and equality at a comparatively low power distance. Leaders in the workplace are supposed to keep lines of communication open, promote employee participation in decision-making, and demonstrate approachable leadership (Abramson and Moran, 2018).

Collectivism: Scotland values community, cooperation, and teamwork and has a collectivist attitude. To improve the client experience, hotel staff should be urged to collaborate and create a sense of brotherhood

Individualism: Although Scotland does have certain individualistic characteristics, collectivist preferences sometimes overshadow them. Hotel staff members need to be aware of the value of collaboration and teamwork, focusing on shared objectives and the larger good (Deresky, 2017).

The Significance of Cultural Intelligence

For hotel staff in Scotland, cultural intelligence is essential since it guarantees positive relationships with both clients and staff members. Recognising and honouring regional traditions creates satisfying consumer experiences that increase pleasure and loyalty. By fostering an inclusive workplace that celebrates diversity and cultural sensitivity, it also raises employee morale. To put it simply, cultural intelligence is essential for building trusting relationships with the local community, offering outstanding customer service, and cultivating a happy and efficient staff (Hampden-Turner and Trompenaars, 2020).

Challenges for General Manager

For the general manager of the Diversity Hotel & Spa, there are a number of possible difficulties in transferring leadership techniques from the UK to a Scottish setting. First of all, barriers could arise from different communication styles. Scotland prefers a more indirect, casual, and relationship-driven communication style, whereas the UK frequently adopts a straight and formal approach. The general manager needs to bridge this gap by introducing casual aspects and cultivating relationships with both staff and visitors (Hofstede, Hofstede and Minkov, 2010).

Second, differences in work ethics may provide difficulties. While Scotland emphasises cooperation and work-life balance more than the UK, the UK tends to have a faster-paced, individualistic work culture. This can mean modifying the work schedule, setting teamwork standards, and granting workers the healthy work-life balance they desire.

The expectations of management can also differ. In terms of management structures, the UK may have more hierarchical ones, although Scotland usually has flatter, more cooperative hierarchies (White et al., 2023). In addition to creating an inclusive work environment and making sure that the leadership style is in line with the Scottish inclination for approachable and collaborative leaders, the general manager should be ready to support employee participation in decision-making.

Effectively and actively tackling these challenges is important for the General Manager to effectively oversee the hotel's operations in Scotland, guaranteeing a friendly workplace and the satisfaction of both staff and customers.

Recommendations

- To improve the hotel staff's cultural awareness and intelligence, offer intercultural training.
- Encourage a diverse and inclusive workplace to make sure that workers of all backgrounds are welcome and treated with respect and dignity.
- Promote open lines of communication and take feedback regularly to quickly resolve any operational or cultural issues (Bonfanti, Vigolo and Yfantidou, 2021).
- Create a leadership group with local knowledge and deep cultural background who will help to eliminate cultural gaps and offer market insights for Scotland.
- Make sure that the hotel's ambiance and advertisement are appealing to the Scottish clientele by adjusting its marketing strategy and service offerings which suit local taste & preferences to align with their tradition and culture.
- Form alliances and joint ventures with nearby companies and institutions to create an effective network within the Scottish community. Positive relationships can be cultivated, local knowledge can be gained, and the hotel's standing and exposure in the area can be improved in this way (Melis and Chambers, 2021).

The general manager may follow these recommendations as this will ensure a smooth and prosperous progress for the Diversity Hotel & Spa in the Scottish market.

Conclusion

Scotland's distinct culture and traditions provide the Diversity Hotel & Spa both opportunities and challenges. The Diversity Hotel & Spa can only flourish via the purposeful application of cultural intelligence and the general manager's deep awareness of Scottish culture. To create a

peaceful workplace, it will be essential to modify leadership techniques, handle delicate communication issues, and recognise differences in work ethics. In addition to ensuring the hotel's seamless transition, the general manager should provide intercultural training and promote inclusion, open communication, local knowledge, and align its marketing and service offering with local tradition to ensure customer satisfaction. This will accelerate the growth of the hotel and lead them towards a brighter future.

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