

Cultural Awareness
(BMIH5003)

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Executive Summary

This report is offered to provide critical insights and recommendations to the General Manager of the Diversity Hotel & Spa in London as the hotel expands into Germany. The important conclusions, as provided by the Assistant General Manager, emphasize the critical importance of cultural awareness and intercultural competency. Delivering guest services and managing personnel effectively requires a strategic approach and in-depth knowledge of Germany's unique cultures and customs. The main suggestions for the general manager are training staff, being flexible in leadership, enhancing guest experience, maintaining brand consistency, and creating an efficient feedback system. The successful introduction of the Diversity Hotel & Spa's established standards into the German market depends on these tactics.

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Introduction

The Diversity Hotel & Spa, a well-known five-star establishment in London, is rapidly growing in Germany. Composing an important report for the General Manager is the responsibility of the Assistant General Manager. The principal objective of this study is to offer an understanding of the cultural variations, customs, and conduct that set Germany apart from the well-known British foundation as the new global player (Duresky, 2017). Hotel success in Germany depends on its ability to embrace cultural diversity, seize the opportunity presented by intercultural competency, and provide employees with the necessary empathy and understanding for exceptional guest service in a more globalized environment. To help the general manager get ready for the grand

opening of the German branch, this study investigates these problems and provides important advice.

Main Body

Culture Overview

Germany's long past is the foundation of its rich and varied culture. Important habits, traditions, and values influence society. German engineering and industrial prowess are examples of how very punctual, accurate, and reliable the German culture is. Oktoberfest and other customs highlight the enjoyment of food, drink, and company (Abramson and Moran, 2018). It is well known that Germans have a keen sense of order, which includes a fondness for rules and laws. Family comes first, and there is a strong work ethic. Furthermore, privacy and direct contact are essential (Christiansen, Branch and Kamrowski, 2020). These aspects weave together to form the complicated tapestry of German culture, which the Diversity Hotel & Spa must comprehend to succeed in the German market.

GLOBE Project and Country Analysis

The GLOBE Project, a large cross-cultural study initiative, investigates the relationship between culture and leadership. This research dives into the complex network of cultural norms, values, and practices to better understand their impact on leadership effectiveness in different nations (Hofstede, Hofstede, and Minkov, 2010). The GLOBE Project's insights are crucial for the Diversity Hotel & Spa's development in Germany. Several cultural factors are truly relevant in this context. Germany, with its great power distance, values hierarchy, and respect for authority. This is in sharp contrast to the United Kingdom, where power distance is reduced and executives engage with staff more casually (Maheshar and Sharma, 2018). When engaging with the German workforce, this disparity may be a problem for the General Manager in adapting to a more formal management style. Individualism in Germany encourages autonomy and personal responsibility, whereas collectivism in the United Kingdom emphasizes teamwork and collaboration (Nedelko and Brzozowski, 2020). This difference may necessitate the General Manager encouraging increased individual responsibility among the German team members, which may necessitate changes in management practices.

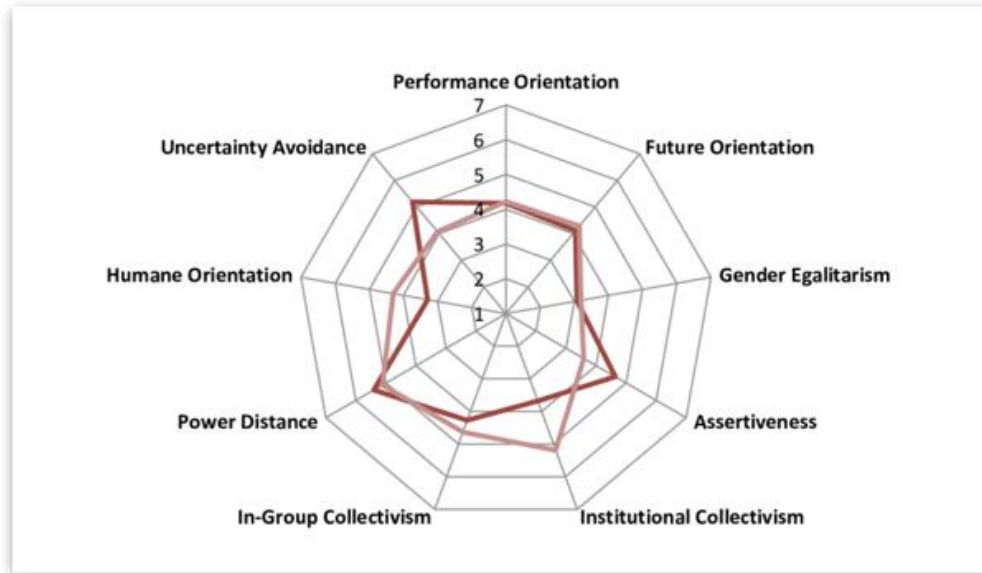


Figure 1 GLOBE Project and Country Analysis

Source: www.researchgate.net

Another aspect to consider is the avoidance of uncertainty. Germans value structure and clear norms and have an elevated level of ambiguity avoidance. In contrast, the British society is more at ease with ambiguity. To suit the cultural need for certainty, the General Manager may need to adjust to a structured work environment in Germany and establish clear instructions. Furthermore, long-term orientation is a significant cultural dimension in Germany, emphasizing patience and thriftiness, whereas the UK has a more short-term orientation, emphasizing quick results (Trompenaars and Hampden-Turner, 2020). To match with local norms, the General Manager should consider cultivating a culture of long-term focus in the German branch. The GLOBE Project emphasizes the importance of culture in leadership and gives critical insights into the Diversity Hotel & Spa's German expansion. These cultural elements, which include power distance, individualism versus collectivism, uncertainty avoidance, and long-term orientation, illustrate potential distinctions and challenges that the General Manager must manage to effectively lead workers in the new market.

In addition to the GLOBE Project analysis, the General Manager may face the following potential traps and obstacles when managing the hotel workforce in Germany:

Language Barrier: Miscommunications and misunderstandings between British and German personnel might occur due to language issues (Barnard and Parker, 2012). In a hotel, for example, effective communication is critical for providing excellent customer service, and language obstacles can make this difficult.

Cultural Norms: The customs and etiquettes of the British and German cultures differ. In Germany, for example, a forceful handshake and direct eye contact are expected during greets,

whereas in the United Kingdom, a quieter approach is customary. Failure to follow these rules might lead to misunderstandings and discomfort.

Work-Life Balance: Germans often emphasize a distinct separation of work and personal life. The General Manager may need to consider diverse working hours and personal time demands.

Decision-Making Styles: German culture frequently Favours consensus-driven decision-making, whereas British culture may favor individual decision-making more (Leonhard and Funk, 2002). When working with German workers, the General Manager may need to adjust to more communal decision-making processes.

Conclusion

Finally, the cultural study emphasizes the importance of comprehending and adapting to cultural differences when growing up in Germany. The difficulties highlighted, such as language hurdles and different work norms, highlight the significance of cultural awareness (Khosrow-Pour, 2019). Recognizing and embracing cultural diversity is critical in the global hotel industry for providing great guest service and creating a strong worldwide presence.

Recommendation

- **Cross-Cultural Training:** To encourage mutual understanding and respect, all personnel should get cross-cultural training.
- **Language Support:** To bridge communication gaps, provide language training or translation services.
- **Cultural Liaison:** Appoint a cultural liaison or mentor to help with interpretation and adaptation to local practices.
- **Regular Feedback:** Create a feedback mechanism to track cultural integration and adapt techniques as needed.
- **Customized Guest Experience:** Customize visitor services to reflect German cultural preferences, hence improving the entire guest experience.

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