

**BA International Hotel Management
Foreign Languages & Cultural Awareness
BMIH5003**

Intercultural Competence Report

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Executive Summary

The report aims to contribute to enhancing the understanding of international customs and culture that support a superior customer experience at the 5-star Inclusivity Hotel & Spa in London, England, which is part of an international hotel chain headquartered in Spain. The purpose of the report is to offer the General Manager of the Inclusivity Hotel & Spa in London a culture overview outlining the key differences between England and Spain, a country comparison and analysis using the GLOBE Project's culture and leadership study, which outlines the most relevant practices and values, a critical discussion of the challenges of intercultural leadership in the hospitality business, and to provide three recommendations for overcoming these challenges.

The findings show that Spain and England are very similar in terms of leadership scores for outstanding leadership, while there are few differences in cultural practices and values. Potential areas of conflict in managing an intercultural team include assertiveness practices, future orientation, institutional collectivism, in-group collectivism, and power distance.

It is recommended to maintain the leadership approach, enhance assertiveness practices, clarify and implement key performance goals to avoid differences in future orientation, and implement training programmes for teamwork and cultural awareness to diminish the differences regarding institutional collectivism, in-group collectivism, and power distance.

Table of Contents

Executive Summary.....	2
Introduction.....	4
Culture Overview.....	4
Country comparison – GLOBE Project’s culture and leadership study.....	6
Spain.....	6
England.....	7
Conclusion.....	9
Recommendations.....	9
References.....	10
Figure 1. Hofstede's cultural comparison	5
Figure 2. Culture visualisation – Spain	6
Figure 3. Leadership visualisation - Spain	7
Figure 4. Culture visualization -England	8
Figure 5. Leadership visualization – England	9
Table 1. Key differences between England and Spain	5

Introduction

The report aims to contribute to enhancing the understanding of international customs and culture that support a superior customer experience at the 5-star Inclusivity Hotel & Spa in London, England, which is part of an international hotel chain headquartered in Spain. The purpose of the report is to offer the General Manager of the Inclusivity Hotel & Spa in London a culture overview outlining the key differences between England and Spain, a country comparison and analysis using the GLOBE Project's culture and leadership study, which outlines the most relevant practices and values, a critical discussion of the challenges of intercultural leadership in the hospitality business, and to provide three recommendations for overcoming these challenges.

Culture Overview

In the hospitality sector, effective intercultural skills determine efficient professional behaviour (Korez-Vide, Tansek, and Milfelner, 2016) and improve the cross-cultural and interpersonal intelligence of tourism workers (Jhaiyanuntana and Nomnian, 2020). However, culture is a critical concept that is characterised by complexity, including different aspects such as ethnicity, language, beliefs, traditions and norms, behaviours, religions, etc. (Vaughn, 2019).

In terms of culture, there are many differences between England and Spain. Please see the following table, which synthesises the main aspects of cultural differences.

	England	Spain
Language	English (first global lingua franca) (Lacey, 2015)	Spanish (second global lingua franca) (Mar-Molinero, 2002)
Ethnicity	81.7% white, 9.3% Asian, 4% black, 2.9% mixed, and 2.1% other (Gov.uk, 2022)	88.6% Spanish, 7.4% other, 1.6% Moroccan, 1% Romanian, 0.7% UK, 0.7% Colombian (Harrison, Richardson, and Schubert, 2024)
Religion	Church of England (Kellner and Thomas, 2024)	Roman Catholic (Harrison, Richardson, and Schubert, 2024)
Culture	Homogenous; cultural institutions (Kellner and Thomas, 2024)	Cultural milieu

Society and customs	Differences among urban and rural communities	Scheduling of meals, festivals
Arts	Literature, architecture, visual arts, performing arts, music and dance (Kellner and Thomas, 2024)	Music, literature, performing arts, architecture, etc (Harrison, Richardson, and Schubert, 2024)

Table 1. Key differences between England and Spain

England and Spain are different from a cultural perspective as well as from their geographical position, socio-economic development, and historical development. Moreover, according to Barros García and Terkourafi (2014), Spanish-speaking cultures are the rapprochement type that link politeness to positively assessing the addressee and to forming friendship and collaboration connections, while English-speaking cultures are distancing cultures. Accordingly, Hofstede Insights (2024) emphasises the key differences between the two countries regarding power distance, individualism, long-term orientation, motivation towards achievement and success, uncertainty avoidance, and indulgence. Please see the following figure for an illustration of the differences.

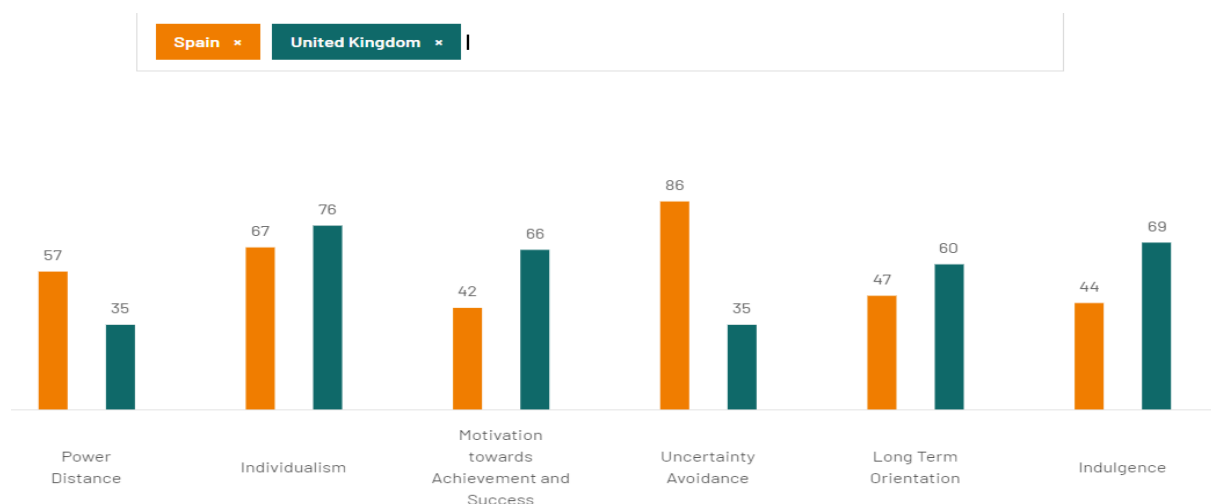


Figure 1. Hofstede's cultural comparison

Source: Hofstede Insights, 2024

Country comparison – GLOBE Project's culture and leadership study

Spain

In Spain, the performance orientation practices score is medium and the country value score is relatively high; the assertiveness practices score and country value score are medium; the future orientation score is relatively low while the country value score is relatively high; the humane orientation practices score is relatively low, while the country value score is

relatively high; the institutional collectivism practices score is relatively low, while the country value score is relatively high; the in-group collectivism practices score and country value score are relatively high; the gender egalitarianism practices score is relatively low, while the country value score is relatively high; the power distance practices score is relatively high, while the country value score is low; the uncertainty avoidance practices score is relatively low, while the country value score is medium (GLOBE Project, 2020a). Please see the following figure for an illustration.

Culture Visualization

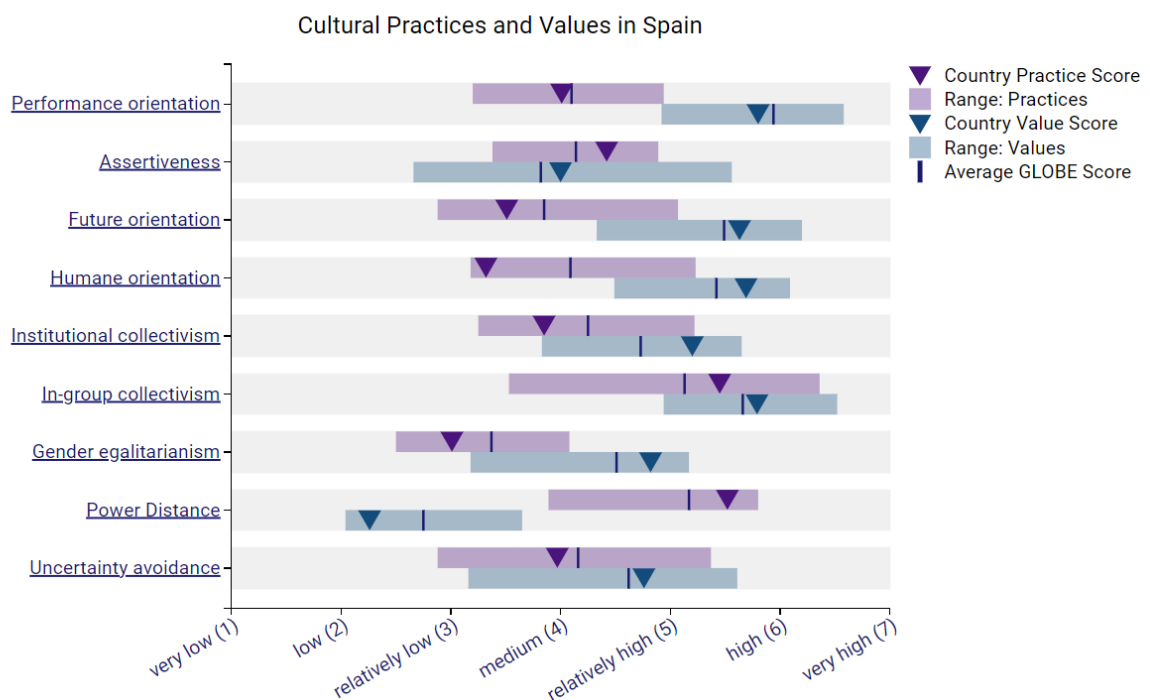


Figure 2. Culture visualisation – Spain

Source: GLOBE Project, 2020a

In Spain, leadership scores for outstanding leadership are the following: charismatic leadership contributes slightly, team-oriented leadership contributes slightly, participative leadership contributes slightly, humane-oriented leadership has no impact, autonomous leadership slightly inhibits, as well as self-protective leadership (GLOBE Project, 2020a). Please see the following figure for an illustration.

Leadership Visualization

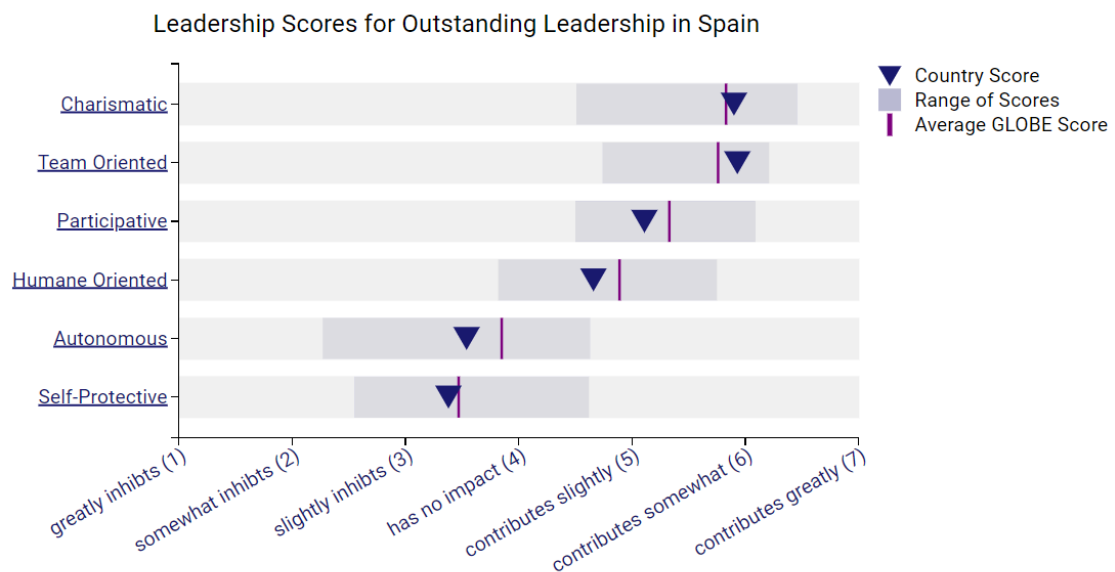


Figure 3. Leadership visualisation - Spain

Source: GLOBE Project, 2020a

England

In England, the performance orientation practices score is medium and the country value score is relatively high; the assertiveness practices score is medium, while the country value score is relatively low. The future orientation score is medium, while the country value score is relatively high; the humane orientation practices score is relatively low, while the country value score is relatively high; The institutional collectivism practices score is medium, as is the value score. in-group collectivism practices score is medium, while country value score is relatively high; gender egalitarianism practices score is relatively low, while country value score is relatively high; The power distance practices score is relatively high, while the country value score is relatively low. The uncertainty avoidance practices score is medium, as is the country value score (GLOBE Project, 2020b). Please see the following figure for an illustration.

Culture Visualization

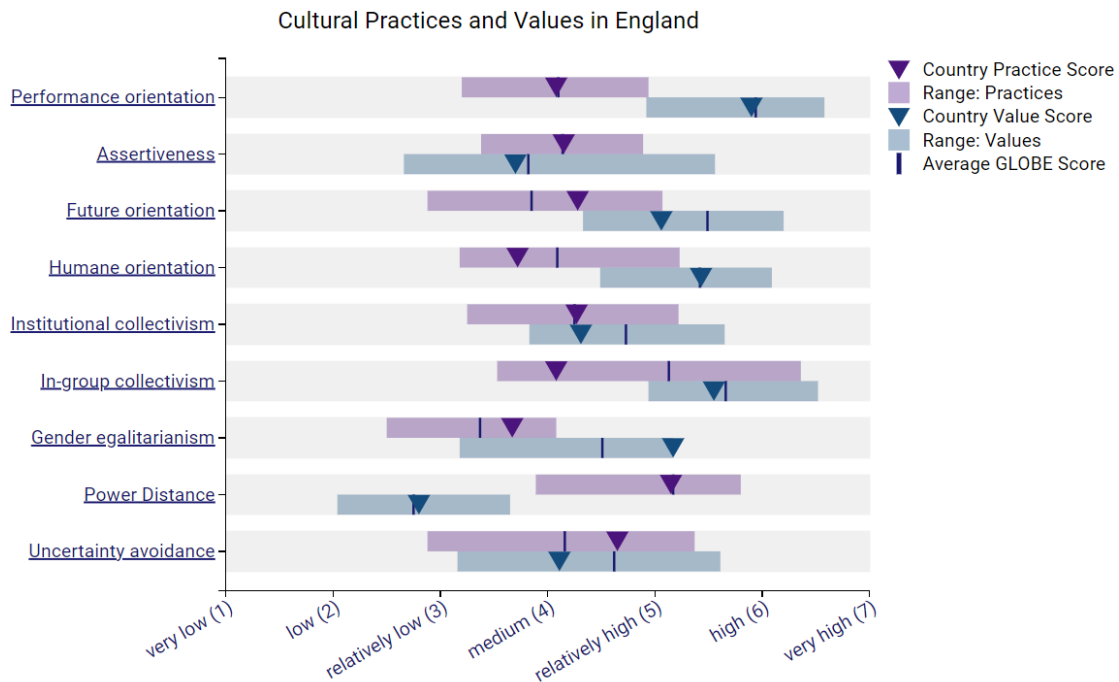
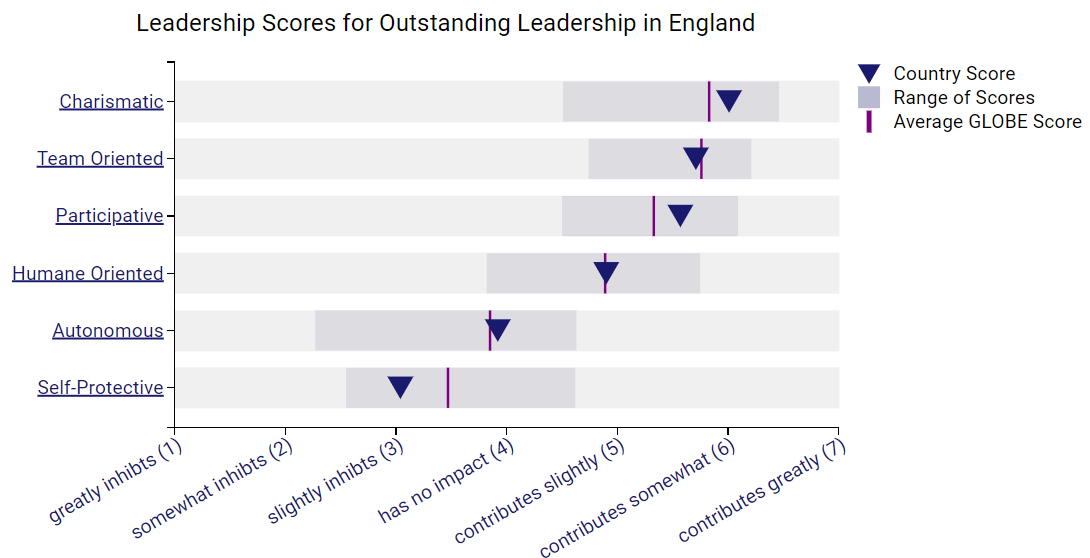


Figure 4. Culture visualization -England

Source: GLOBE Project, 2020b

In England, leadership scores for outstanding leadership are the following: charismatic leadership contributes somewhat, team-oriented leadership contributes slightly, participative leadership contributes slightly, humane-oriented leadership has no impact, autonomous leadership slightly inhibits, as well as self-protective leadership (GLOBE Project, 2020b). Please see the following figure for an illustration.

Leadership Visualization



Source: GLOBE Project, 2020b

Hence, Spain and England are very similar in terms of leadership scores for outstanding leadership, while there are few differences in cultural practices and values. Potential areas of conflict in managing an intercultural team include assertiveness practices, future orientation, institutional collectivism, in-group collectivism, and power distance.

Conclusion

The report contributes to enhancing the understanding of international customs and culture that support a superior customer experience at the 5-star Inclusivity Hotel & Spa in London, England, which is part of an international hotel chain headquartered in Spain. The report delivered a culture overview outlining the key differences between England and Spain, a country comparison, and an analysis using the GLOBE Project's culture and leadership study.

Spain and England are very similar in terms of leadership scores for outstanding leadership, while there are few differences in cultural practices and values. Potential areas of conflict in managing an intercultural team include assertiveness practices, future orientation, institutional collectivism, in-group collectivism, and power distance.

Recommendations

- Maintain the leadership approach.
- Enhance assertiveness practices.
- Clarify and implement key performance goals to avoid differences in future orientation.
- Implement training programmes for teamwork and cultural awareness to diminish the differences regarding institutional collectivism, in-group collectivism, and power distance.

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