

Module: Foreign Language & Cultural awareness

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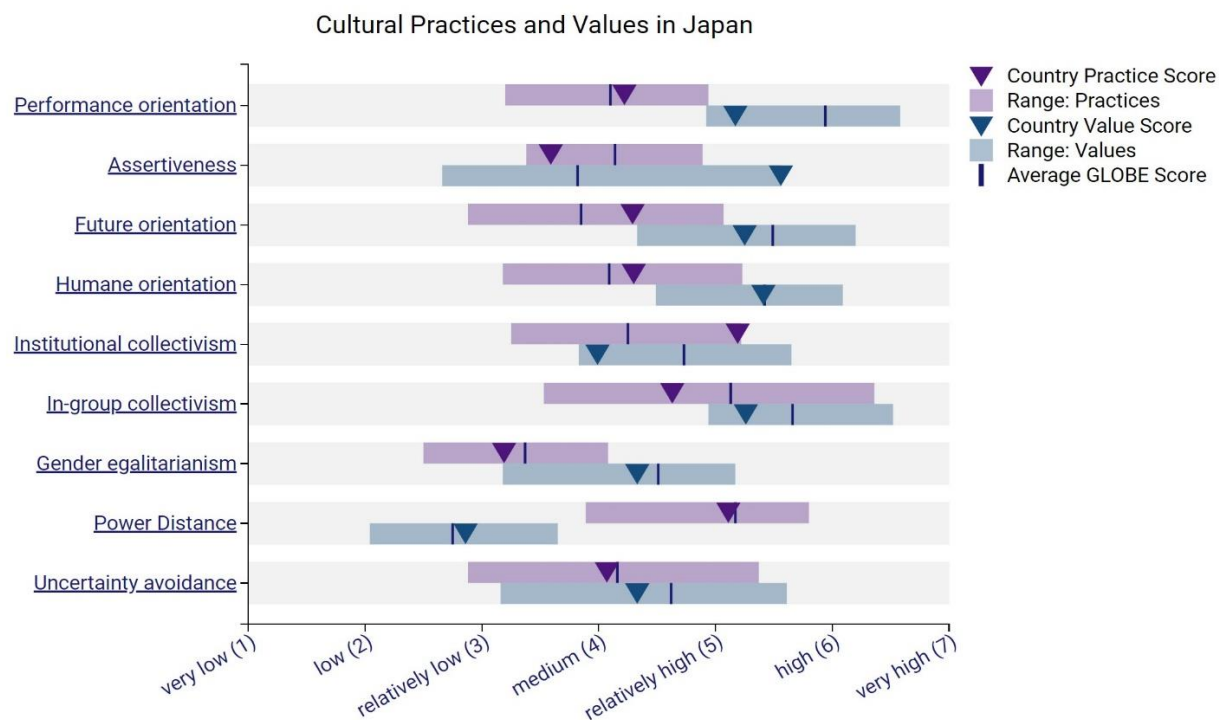
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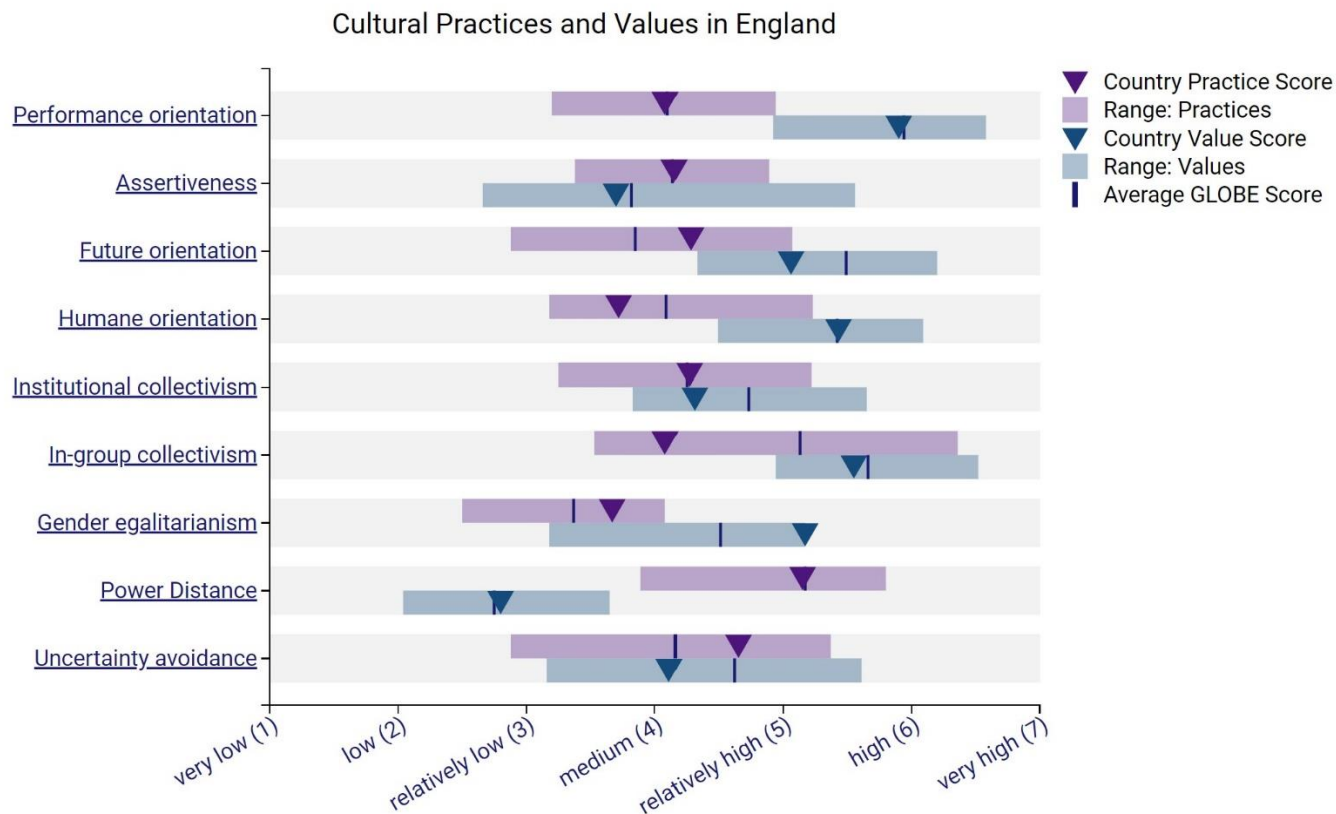
Assignment: Intercultural Competence Report

The GLOBE Project (Global Leadership and Organizational Behavior Effectiveness) provides valuable insights into cultural dimensions and their impact on leadership across various countries. To analyze and compare England and Japan using the GLOBE Project's culture and leadership study, we can examine several key dimensions examples:

Culture Visualization



Culture Visualization



Cultural Dimensions

The GLOBE Project identifies nine cultural dimensions that influence organizational behaviour and leadership styles. Here's how England and Japan compare on some of these dimensions:

Assertiveness Orientation: The degree to which individuals are assertive, confrontational and aggressive in their relationships with others. England scores moderately high on assertiveness, indicating a preference for competition, achievement, and assertiveness in social relationships. Japan scores lower on assertiveness compared to England. Japanese culture emphasizes harmony, consensus-building, and avoiding confrontation.

Performance Orientation: The degree to which a collective encourages and rewards group members for performance improvement and excellence. England High-performance orientation, with a strong emphasis on achievement, success, and

excellence. Japan is also high on performance orientation, but achievement is often driven by quality and precision rather than purely competitive results.

Future Orientation:

England is future-oriented, with a focus on planning, goal-setting, and long-term thinking. Japan is also future-oriented but with an emphasis on preparation, caution, and incremental improvement.

Power Distance

England has low power distance, with a preference for egalitarianism and fairness in social and organizational settings. Japan has moderate to high power distance, where hierarchical structures are respected, and authority is valued.

Institutional Collectivism

England has low institutional collectivism, where individuals are more focused on personal goals and achievements. Japan has high institutional collectivism, emphasizing loyalty to the organization and group harmony over individual interests.

Leadership Styles

The GLOBE Project also identifies six global leadership dimensions. Here's how leadership styles in England and Japan compare:

Leadership Visualization



Leadership Visualization



Charismatic/Value-Based Leadership: The ability to inspire, motivate, and expect high performance.

England: Charismatic leadership is valued, with leaders expected to inspire and motivate through personal charisma and vision. In England, charismatic and transformational leadership styles are prevalent, emphasizing inspiration, vision, and individual empowerment (House et al., 2004). Moderate emphasis on team-oriented leadership, valuing collaboration and team cohesion.

Japan: Value-based leadership, emphasizing, expected to be wise and empathetic integrity, honesty, and ethical behaviour, is highly valued. In Japan, leadership often incorporates elements of paternalistic and benevolent styles (House et al., 2004). Leaders are expected to take care of their employees and maintain harmony within the organization, reflecting a collectivist orientation. Strong team-oriented leadership, where leaders are expected to build consensus and maintain group harmony.

Decision-Making Processes: English leaders prefer decentralised decision-making, whereas Japanese leaders prefer consensus-building and hierarchy. Conflicts may arise when decisions are perceived as unilateral. In a crisis situation, the English team may prefer quick decision-making, whereas the Japanese team may prefer a more consensus-based approach, leading to delays and frustration.

Hierarchy and Authority: English managers may expect a more informal and egalitarian relationship with their team, while Japanese team members may expect a clear hierarchy and respect for authority.

Example: In a team meeting, a British manager may make a quick decision, which Japanese team members might interpret as ignoring their input and not valuing their opinions.

Team Dynamics: Building cohesive teams across cultures requires understanding and respecting different work styles, leadership expectations, and decision-making processes. Decision Making: Different cultural approaches to decision-making, such as consensus-building versus hierarchical decision-making, can impact team efficiency and effectiveness.

Japanese employees respect authority and hierarchy, while British employees prefer flat organizational structures and egalitarianism. This can lead to misunderstandings in leadership and team dynamics.

Conflict Resolution: English team members may prefer open confrontation and debate to resolve conflicts, while Japanese team members may prefer harmony and avoid direct confrontation.

Example: A Japanese team member might not feel comfortable expressing disagreement with a decision made by a British manager, leading to suppressed opinions and lack of innovation.

Intercultural leadership in the hospitality industry faces several challenges, particularly when managing diverse teams from countries like England and Japan:

Communication Styles: English culture tends to be more direct, while Japanese communication is indirect and context-dependent. Misunderstandings can arise when team members interpret communication differently.

Example: A British manager might give direct feedback to a Japanese employee, which could be perceived as harsh due to cultural norms around face-saving.

Communication: Differences in communication styles, languages, and non-verbal cues can lead to misunderstandings and misinterpretations.

Communication: English team members may perceive Japanese team members as too indirect or non-confrontational in communication, while Japanese team members may find English communication too direct or assertive. Cultural differences in conflict resolution styles can lead to unresolved conflicts or exacerbate existing ones.

Participative Leadership

England: Moderate emphasis on participative leadership, where leaders involve subordinates in decision-making. Humane-oriented leadership, showing consideration for individuals and their well-being. Japan: High emphasis on participative leadership, with a strong focus on group-based decision-making and consensus-building. Team-oriented leadership is prominent in both England and Japan but with different emphases. In England, leaders focus on achieving team goals while promoting individual initiative and achievement (House et al., 2004). Team members are expected to contribute actively to the team's success. In Japan, team-oriented leadership emphasizes group cohesion and collective success (House et al., 2004). Leaders foster a sense of unity and loyalty among team members, encouraging collaboration and mutual support. Both countries value charismatic and participative leadership styles but with differences in emphasis. England focuses on individual empowerment and achievement, while Japan emphasizes harmony and consensus-building.

Japan and England: Both are highly humane-oriented leadership 4.68/4.9 out of 7, emphasising compassion, empathy, and concern for the welfare of others.

Autonomous Leadership England: High emphasis on autonomous leadership, allowing leaders to act independently and take risks. Japan: Low emphasis on autonomous leadership, with a preference for leaders who consult and seek approval from superiors.

Self-Protective Leadership

England: Low emphasis on self-protective leadership, where leaders prioritize their personal interests over organizational goals. Japan: Moderate to high emphasis on self-protective leadership, with leaders focusing on their career advancement.

Culture and Customs:

England (United Kingdom): Known for its individualism and assertiveness, English culture values personal achievement and freedom. British society respects privacy and values direct communication. Social interactions are often informal and humorous. Japan is characterized by collectivism and high-context communication. Japanese culture emphasizes harmony, group cohesion, and respect for authority. Social etiquette and hierarchy are crucial in Japanese business interactions.

England: Business dealings are straightforward, with an emphasis on efficiency and pragmatism. Decision-making is often decentralized, and leaders value innovation and adaptability. Japan: Business practices are hierarchical, with decision-making centralized and consensus-driven. Japanese leaders emphasize long-term relationships, loyalty, and maintaining harmony within the organization.

Work Culture and Norms: English work culture values work-life balance and individual achievement, while Japanese culture emphasizes dedication to the company and group harmony. Balancing these cultural differences is crucial for team cohesion. English team members may prioritize individualized customer service and personal interactions, whereas Japanese team members may prioritize efficiency and adherence to standard procedures.

Example: A British employee might leave work on time to prioritize family, which could be misunderstood by Japanese colleagues who perceive long hours as a sign of commitment.

Conclusion: In conclusion, effective intercultural leadership in the hospitality industry requires understanding and navigating cultural differences between countries like England and Japan. The GLOBE Project's cultural and leadership dimensions provide valuable insights into these differences, highlighting areas of potential conflict and strategies for effective leadership. By fostering open communication, respecting

cultural norms, and adapting leadership styles, hospitality managers can build cohesive and high-performing multicultural teams. Understanding these cultural dynamics and leadership styles is essential for achieving success in the global hospitality industry, where cultural diversity is both a challenge and an opportunity for growth and innovation.

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