

## CFAIWS2

# Build working relationships with people from different countries or diverse cultures



### Overview

This unit is for anybody from any country or culture who is building working relationships with people from another country or culture.

You might do this:

1. when building medium term or long term working relationships with people from one organisation or many
2. when building working relationships with people from a different country or culture who were born, educated or work here or who work abroad
3. when working in the public, private or not-for-profit sectors
4. when working in voluntary, aid or humanitarian work
5. when researching or developing a product or service, hosting an overseas group or arranging overseas visits, working on mergers and acquisitions, networking or building a relationship for the future, working for a client or on transnational projects
6. when working at board or operational levels with partnerships, joint ventures, franchises or multinationals or with people in the supply chain or route to market

The benefits and business case for doing this effectively:

1. globalisation makes intercultural understanding a business imperative
2. future opportunities for the people and organisations involved
3. strengthened diversity and equality policies and procedures

Action plan ways to address cultural differences, commit sufficient time and energy, communicate effectively, agree mutually-beneficial working practices, deal proactively with misunderstandings.

These standards describe working with people from different countries or diverse cultures in ways that promote open and respectful interaction, better understanding and improved performance.

This unit covers specific aspects of building working relationships with people from different countries or diverse cultures. The general skills needed to work with people from different countries or diverse cultures are covered in the following unit.

1. Develop your skills to work effectively with people from different countries or diverse cultures (1 from Intercultural Working standards)

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#### Performance criteria

*You must be able to:*

- P1 identify the differences and similarities in language and culture and political and historical factors that may impact on the relationship and plan how to address them
- P2 find out which people you need to work with at all stages of the relationship to meet the cultural expectations of your own and the other organisation(s)
- P3 communicate in ways that can be understood by the people from the countries or cultures that you are dealing with
- P4 find out about and use the common courtesies and greetings used by the people from the countries or cultures you are working with
- P5 recognise how your use of language, body language, gestures and tone of voice may appear to people from different countries or diverse cultures and of how theirs may affect your perceptions of them
- P6 create opportunities and invest sufficient time and energy into developing productive business, personal and social relationships with the people from the countries or cultures you are dealing with
- P7 agree to decision making, communication and working processes that meet your own and other organisations' needs and take account of the key differences and similarities in working practices, values and attitudes of the countries or cultures involved
- P8 minimise disruption for the organisations and people involved by dealing proactively with things that go wrong with the relationship and maintain respect for individuals when you are unable to understand or empathise with their views or behaviour

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### Knowledge and understanding

*You need to know and understand:*

#### **Cultural influences**

- K1 how to base your opinions and actions towards people from another country or culture on them as an individual and not on common perception, stereotypes, prejudice or old information. (for example asking the person, judging them on their work, getting to know them.)
- K2 key political and historical factors that affect the country or culture you are working with. (for example past or current partnership or conflict, shared policies, elections or political unrest.)
- K3 the laws, frameworks, working practices and differences and similarities in culture and language between your own and the country or culture you are working with. (for example key holidays, working hours, traditions such as gift giving and attitudes to business email, finance and borrowing.)
- K4 how differences and similarities between your own and other people's cultural behaviour and expectations may change or affect business ethics, decision making, communication, financial transactions, working procedures and relationship-building. (for example timekeeping, timescales, decision-making processes, perceptions of status and role, attitudes to men or women, communication styles and conventions, business relationships, business meeting conventions, attitudes to emotion and levels of formality and hierarchy.)

#### **Communication and language**

- K5 ways to minimise misunderstanding and improve communication with people with a different first language to you. (for example taking the time to listen closely to what they are really saying, learning the conventions for introductions and greetings, not using your own fluency as a way to overpower others, learning some simple phrases in their language, gesturing, avoiding idioms, explaining acronyms, using pictures and diagrams, learning their language.)
- K6 the challenges in communicating with people from a different culture who share the same first language with you. (For example differences in vocabulary, spelling, accent, expressions and directness.)

#### **Training and support**

- K7 what to consider when deciding whether to use or develop your own or other people's cultural, local or community knowledge, interpersonal skills, language awareness or foreign language skills or whether to use external services or specialists. (For example quality and accuracy

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required, cost of buying in a service compared with cost of training staff, actual competence of people involved, long-term benefit of having skills in-house.)

- K8 the different consultancy services and specialists that might be useful to you, their cost, likely accuracy and how to access and use them. (For example translators, interpreters, cultural or international communication specialists, language trainers.)

#### **Working relationships**

- K9 how finding shared ground can contribute to good working relationships between people from different countries or cultures
- K10 how important it is to be sensitive to how your behaviour may be perceived by people from different countries or diverse cultures. (For example breakdown in relationships, loss of business.)
- K11 how cooperation and competition can affect organisational relationships and to what extent these will benefit your organisation and the relationship as a whole

#### **Equality laws and regulations**

- K12 the laws, regulations and company guidelines that dictate how you are expected to behave with people from different countries or diverse cultures, how to apply them in relation to your work and where to get further information and advice about them. (For example equality legislation, company policies and values, codes of practice.)

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#### Additional Information

##### Behaviours

##### Underpinning personal qualities

These are a non-mandatory part of the standard but are desirable attributes and attitudes which people with different cultural experiences working together might need. They represent what people who are well disposed to intercultural working may aspire to and grow towards.

1. you enjoy working alongside people with different cultural experiences and perspectives to your own and actively try to appreciate why differences and similarities may exist
2. you are able to reflect on how your own working practices might be perceived by others and are ready to negotiate new ways of working
3. you are open to the positive potential of cultural diversity in the generation of ideas and in developing workplace productivity
4. you are sensitive to the different levels of English language skills people have and are willing to adapt your language in the interests of mutual comprehension
5. you are sensitive to how your use of language, tone of voice and behaviour may be interpreted by others
6. you are able to look critically at work practices and projects and make contributions designed to enhance intercultural cooperation and understanding
7. you are working towards greater critical understanding of difference while appreciating that this is a lifelong process
8. you are aware that others understand equality and human rights in different ways but do your best to adopt an ethical outlook which reflects how you would like to be treated yourself

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**Originating organisation** CILT

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**Original URN** [ORIGINURN]

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**Relevant occupations** Agriculture, Horticulture and Animal Care; Business, Administration and Law; Information and Communication Technology; Arts, Media and Publishing; Health, Public Services and Care; Medicine and Dentistry; Nursing and Subjects and Vocations Allie Health and Social Care; Public Services; Child Development and Well Being; Agriculture; Animal care and veterinary science; Environmental conservation; Professional Occupations; Managers and Senior Officials; Information and Communication Technology; Research Professionals; Librarians and Related Professionals; Engineering Professionals; Science Professionals; Database Administration; Software Development; Systems Support; Local Area Archives; Associate Professionals and Technical Occupations; Corporate Managers and Senior Officials; Microsoft Certified Professional; Application Support; Business Analyst; Managers and Proprietors in Hospitality ; ICT for practitioners; ICT for users; Science and mathematics; Science; Engineering and manufacturing technologies; Engineering; Manufacturing technologies; Transportation operations and maintenance; Construction, planning and the built environment; Architecture; Building and construction; Urban, rural and regional planning; Retail and commercial enterprise; Retailing and wholesaling; Warehouse and distribution; Service enterprises; Hospitality and catering; Leisure, travel and tourism; Sport, leisure and recreation; Travel and tourism; Performing Arts; Crafts, creative arts and design; Media and communication; Publishing and information services; History, philosophy and theology; Archaeology and archaeological sciences; Theology and religious studies; Social sciences; Geography; Sociology and social policy; Politics; Economics; Language,

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literature and culture; Languages, literature and culture of the; Other languages, Linguistics; Education and training; Teaching and lecturing; Direct learning support; Preparation for life and work; Foundations for learning and life; Preparation for work; Accounting and finance; Administration; Business management; Marketing and sales; Law and legal services; Production Managers; Functional Managers; Quality and Customer Care Managers; Financial Institution and Office Manager; Managers in Distribution, Storage and Retail; Protective Service Officers; Health and Social Services Officers; Managers in Farming, Horticulture, Forestry; Managers and Proprietors In Other Services; Health Professionals; Teaching Professionals; Legal Professionals; Business and Statistical Professionals; Architects, Town Planners and Surveyors; Public Service Professionals; Science and Engineering Technicians; Draught persons and Building Inspectors; IT Service Delivery Occupations; Health Associate Professionals; Therapists; Social Welfare Associate Professionals; Protective Service Occupations; Artistic and Literary Occupations; Design Associate Professionals; Media Associate Professionals; Sports and Fitness Occupations; Administration and Secretarial Occupations; Government and Related Organisations; Finance; Communications; General; Secretarial and Related Occupations; Skilled Trades Occupations; Skilled Agricultural Trades; Metal Forming, Welding and Related Trade; Metal Machining, Fitting and Instrument ; Vehicle Trades; Electrical Trades; Construction Trades; Building Trades; Textile and Garment Trades Printing Trades; Food Preparation Trades; Skilled Trades NEC; Personal Service Occupations; Healthcare and Related Personal Services; Childcare and Related Personal Services; Animal Care Services; Leisure and Travel Service Occupations; Hairdressers and Related Occupations; Housekeeping Occupations; Personal Services Occupations NEC; Sales and Customer Services Occupations; Sales Assistants and Retail Cashiers; Sales Related Occupations; Customer Service Occupations; Process, Plant and Machine Operatives; Process Operatives; Plant and Machine Operatives; Assemblers and Routine Construction Operatives

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#### Suite

Intercultural Working: Standards For Working With People From Different Countries And Diverse Cultures

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#### Key words

language, communication, culture, multicultural, cohesion, racism, stereotype, prejudice, diverse, diversity, equality, respect, ESOL, English, intercultural, cultural awareness, working relationships, beliefs, training, flexibility, tolerance, decision making

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