

Maldron Hotel, Cardiff Lane

Staff Cultural Awareness Training

May 13, 2015

Report on Training and Analysis of Feedback

by Livingstone Thompson

Introduction

On May 13, 2015 eleven staff, comprising managers and supervisors of the Maldron Cardiff Lane Hotel participated in a cultural awareness training session **conducted by Dr Livingstone Thompson of Living Cultural Solutions Ltd** (www.culturalsolutions.ie). In accordance with a recommendation from previous training, this session was designed for 4 hours. However due to unavoidable later than planned start, the session ran for 3.5 hours. Also, two staff had to leave early for previously scheduled duties and so only 9 staff completed the session and gave feedback.

Summary Recommendations

- To date 30 members of staff have participated in cultural awareness training. Consider the rolling out of training to other staff to ensure a whole-organisation impact.
- The 4-hour training format is more suited for indepth focus, and for analysing workplace scenarios and should thus be considered as the format in future sessions

Aims and Objectives

Arising from the pre-training survey, a copy of which accompanies this report, the training was designed to cover the following aims objectives

Aims:

- Develop awareness, knowledge of one's own cultural values and how these relate to other cultures
- Develop awareness and skills relating to cultural needs of visitors
- Orient staff to the cultural norms of visitors
- Strengthen skills necessary for developing a culturally competent workplace
- Enable organisation to make culturally appropriate changes

Training Outcomes

- Attitude Change:
 - Awareness of diversity and cultural differences

- Awareness of the need to put visitor’s culture at centre of service delivery
- Awareness of importance of practising inclusion and in the workplace
- Awareness of need to develop one’s cultural competence
- Increased Knowledge of:
 - One’s own cultural norms
 - Unconscious biases and how it functions
 - Cultural norms in other cultures
 - How to improve intercultural communication
- Improved Ability to:
 - Make appropriate approaches to visitors of other cultures
 - Identify and resolve diversity and culture related conflicts
 - Use cultural knowledge in the workplace
 - Make culturally appropriate changes in dealing with guests

Cultural Training at the Maldron

The session was as further instalment of what is considered by the Cardiff Lane management to be necessarily for developing core skills to undergird the hotel service delivery. One consideration that arose was the prospect of the training being recommended for rolling out for the staff across the all the Maldron properties.

Training Methods

Different strategies were used in the facilitation of the highly interactive session. These included facilitator presentation, use of video clips, whole group discussions as well as group and individual exercises analysing scenarios.

Evaluation and Feedback

At the end of the session participants were asked to give written feedback on the training. The general views of participants are captured in the questions below, which constituted the feedback form:

1. To what extent did the workshop meet your expectations?
 - a. 10/10 (Fully)
 - b. 6/10 - 8/10 (To a some extent)
 - c. 5/10 or less (Not at all)

2. How would you rate the relevance of the content?
 - a. Excellent (10/10)
 - b. Somewhat relevant (6/10 - 8/10)
 - c. Irrelevant (5/10 or less)

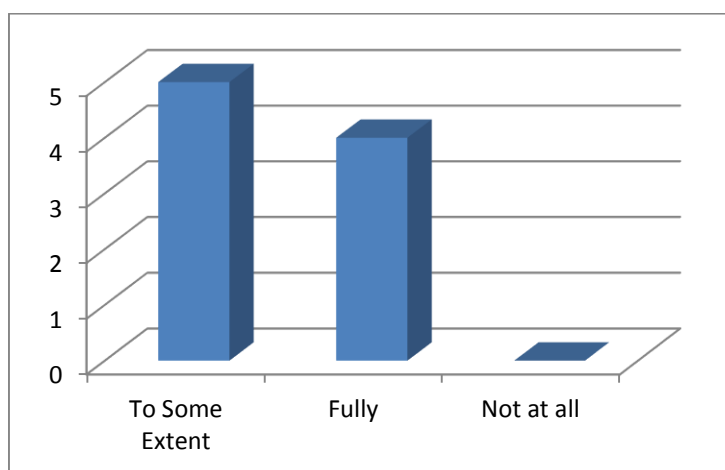
3. What did you find most helpful?
4. What was least helpful?
5. What else would you like to have covered in the session?
6. In what way(s) will you use the learning from this session?
7. Should all staff be expected to do this workshop?

The table at the end of the report shows the responses of 9 participants, on which this analysis is based.

Satisfaction

With respect to the subject and the approach taken, **all participants** (100%) expressed satisfaction with the session. Within that, more than half of the participants (56%) felt they were totally satisfied. The opinions are indicated in Fig. 1 below.

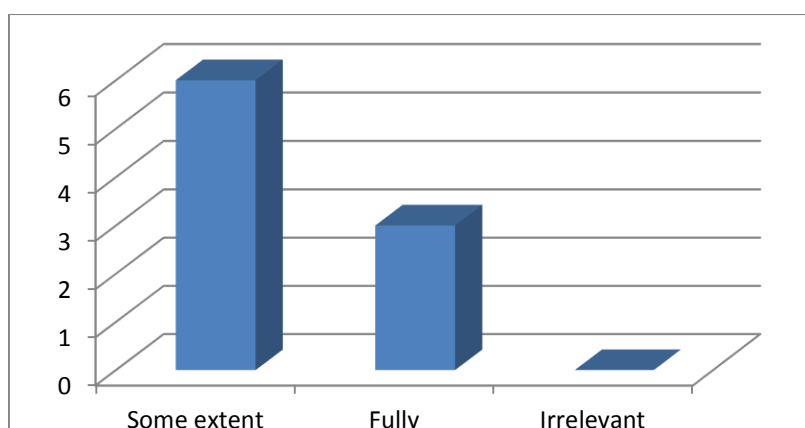
Fig. 1 – Expectations Met



Relevance to work

In response to the perceived relevance of the content for their respective areas of work in the hotel, the responses of participants were extremely positive. Every **participant (100%)** felt that the content was relevant for his or her work, either to some extent or fully. The opinions of staff are indicated in figure 2 below. In-session conversation revealed that this kind of training was not a core element in previous training. The presence of individuals from a variety of cultural backgrounds made it possible to facilitate the build-up of cultural knowledge and understanding between staff.

Fig. 2 – Relevance to Work



What was most helpful?

Participants also responded to the question of what they found most helpful. A number of things, which are outlined in Table 1, were found to be helpful. The responses indicate the multifaceted nature of the training and ways in which it connected with the interests and expectations of staff.

Table 1 – What was most helpful?

Q 3
Looking at awareness
Discovering about different cultures; perception activity; one individual might perceive the same thing different from another
Learning more about different cultures; knowing how to approach different cultures
Multi-cultural facts and how to deal with different nationalities
Learning about actual facts, insight and deeper understanding
The team exercises
Facts about different cultures
Cultural diversity insights
YouTube Clips of different cultures

What was least helpful?

The responses (or absence of responses) here correlate to the high levels of satisfaction and perceived relevance. The exercise was at the very end, which was mentioned by one person, was incomplete time constraint

Table 2

Q 4
The final exercise

What else to cover?

The list of other things that participants would love to have covered is shown in Table 3. The list is probably stimulated by the content of the session and the wish of staff for deeper engagement with the subject. Here participants seem keen to get more knowledge and experience of other cultural groups, as they were impressed with information about norms in a limited list of cultural and national groups. This could be easily accommodated in subsequent sessions.

Table 3 – What else would you like to have covered?

Q 5
More hospitality scenarios
I didn't have other expectations
More facts on cultures
More cultural facts
More on national cultures
More practical facts

Using the Learning

The value of the training and its impact on the delivery of service by the hotel will be indicated by use made of the learning. The list below (Table 4) gives an idea of how staff saw the immediate application of the learning. It might be useful at a later stage to check again with staff to see the extent to which the use of the learning is being sustained. In order to ensure this, management might consider extending training to all staff or maximum of hotel staff to ensure a whole-organisation impact.

Table 4 – Use of Learning

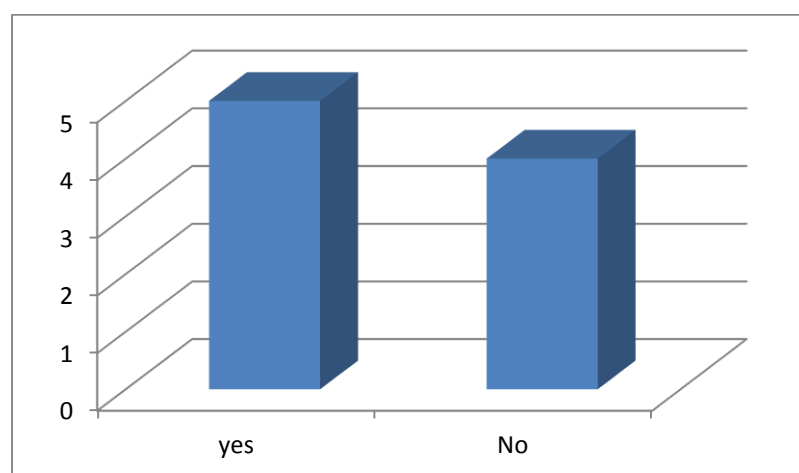
Q 6
I will be more knowledgeable and apply this when speaking with multinational guests

With hotel guests from different cultures; with staff from different cultures
Development of “in their shoes” scenarios
In terms of treating staff as individuals
Better understanding of guests and colleagues
Greetings guests
With staff and guests

Should all staff be expected to do this Workshop?

This question was not included in previous evaluation. On evaluation the responses to this question and comparing the response here to the responses to Q 1 Q 2, it would seem that there were some concerns about the expression “expected to do”. The reason for this conclusion is that even where staff indicated “no” to this question (see raw data table below), they still indicated a high level of satisfaction and relevance. At the same time, it is clear that **most staff (56%) is of the view that this training should be offered to all staff**

Fig.3 – Should staff be expected to do workshop



Conclusion

This third session with the Cardiff Lane Staff has given a further indication of the relevance of the training to the work of the staff. Moreover, 100% of indicated that they had satisfaction with the training. The feedback has also given a sense of what was immediately useful and of other areas of interest for future sessions. **Future sessions ought to pay more attention to other work place scenarios and draw on example from a wider range of national cultural groups.**

Recommendations

- To date 30 members of staff have participated in cultural awareness training. Consider the rolling out of training to other staff to ensure a whole-organisation impact.
- The 4-hour training format is more suited for indepth focus, and developing workplace scenarios and should be considered as the formal for future sessions

Appendix

Table 5- Raw Data

Form	Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q7
1	B	A	Looking at awareness		More hospitality scenarios		Yes
2	A	A	Discovering about different cultures; perception activity; one individual might perceive the same thing different from another			I will be more knowledgeable and apply this when speaking with multinational guests	yes
3	B	B	Learning more about different cultures; knowing how to approach different cultures	Found all information useful	I didn't have other expectations	With hotel guests from different cultures; with staff from different cultures	yes
4	A	B	Multi-cultural facts and how to deal with different nationalities				yes
5	B	B	Learning about actual facts, insight and deeper understanding		More facts on cultures	Development of "in their shoes" scenarios	yes
6	B	B	The team exercises	The final exercise	More cultural facts	In terms of treating staff as individuals	No
7	B	A	Facts about different cultures		More on national cultures	Better understanding of guests and colleagues	no
8	A	A	Cultural diversity insights		More practical facts	Greetings guests	no
9	B	A	YouTube Clips of different cultures			With staff and guests	No

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