

Marker Hotel Staff Cultural Competence Training

June 3, 2014

Report and Analysis of Participants Feedback

by Livingstone Thompson

Introduction

The 90-minutes training session, *“Developing a Culture-Sensitive Hotel: Delivering Culturally Competent Service”* for staff at the Marker Hotel took place on July 3, 2014, 3-4:30 pm. There were 20 participants in the training session, including the General Manager and the HR Manager. The session was led by Dr Livingstone Thompson of Living Cultural Solutions Ltd (www.culturalsolutions.ie). The report/analysis below is based on written feedback from 18 participants.

The session functioned as a pilot session that would provide the basis for deciding how relevant the training would be for all staff in the Marker Hotel.

Session Aims

The aims of the sessions were to secure:

- **Awareness** and knowledge of values in specific cultures
- **Attention** to effective cross-cultural communication
- **Ability** of staff to interact appropriately in a culturally diverse setting

Triple A Difference

The training purports to bring benefit to the staff and the hotel in terms of:

- **Attitude:** Staff will place the customers cultures at the centre of service delivery, while seeking to foster the creation of a culture-sensitive workplace
- **Attentiveness:** with reference to both colleagues and customers from different cultural backgrounds, staff would be more attentive to different cultural worldviews, norms and values, as well as to the dynamics of intercultural communication
- **Ability:** Staff would develop and know how to develop cultural knowledge and to communicate and act appropriately in different cultural situations.

Strategies

Different strategies were used in the facilitation of the interactive session. These included the following: use of video clip, plenary and paired conversations, group and individual exercises.

Evaluation and Feedback

At the end of the session participants were asked to give a verbal feedback on the aspect of the training that stood out for them. A variety of things were mentioned relating to content, learning and approach. In addition, there was written feedback in which participants gave their views of the following:

1. Given the subject and approach taken, how satisfied are you with the workshop?
 - a. 10/10 (Fully)
 - b. 6/10 - 8/10 (To some extent)
 - c. 5/10 or less (Not at all)

2. How relevant was the content for your work?
 - a. Very Relevant (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?

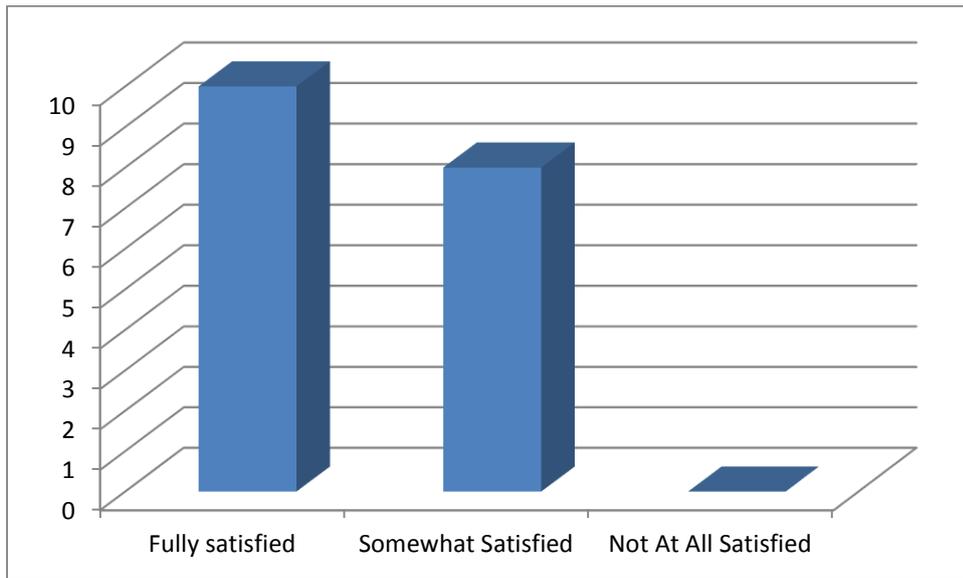
6. In what way(s) will you use the learning from this session?

The table showing the response of 18 participants is given below (Table 1). This analysis is based on these responses.

Satisfaction

With respect to the subject and the approach taken, **all participants** expressed satisfaction with more than half saying that they were 100% satisfied (Fig. 1)

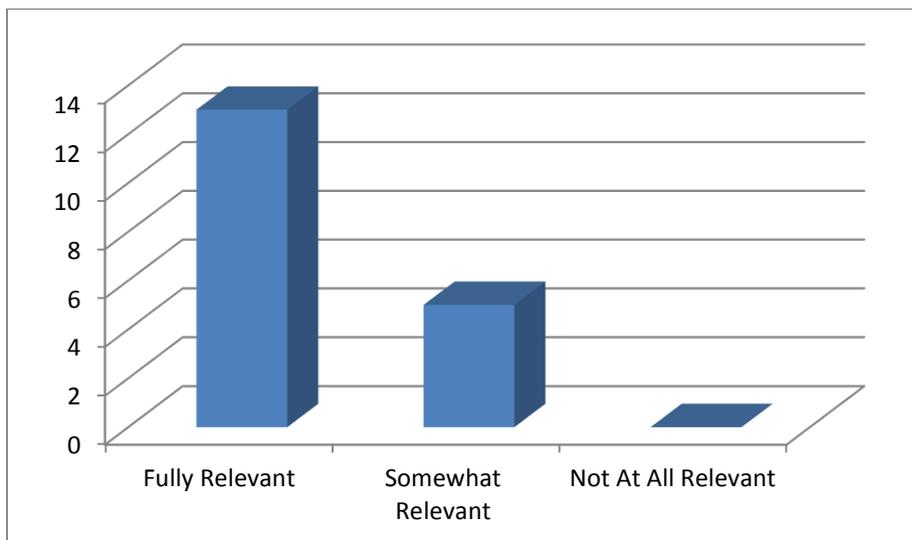
Fig. 1



Relevance

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. **All participants** felt that the content was relevant for their work with over **72% claiming 100%** relevant (Fig. 2)

Fig. 2



Most Helpful

Participants also responded to the question of what they found most helpful. A number of things were found to be helpful and these are outlined in Table 1.

Table 1 – What was most helpful?

How we perceive cultures and people
To read more carefully
To be aware of differences in culture
Examples of cultures
Real life examples of differences
To listen, don't assume
Focus on Chinese culture
References to Eastern Cultures
Do not assume about cultures
Process and team work
How easy assumptions can be made
Understanding various cultures and habits
Neutral (vs affective) cultures

What was least helpful?

The responses here correlate to the high level of satisfaction and perceived relevance. The only concern by one participant relates to the session as being too short.

What else should be covered?

The list of things that participants believe should be covered (Table 2) was no doubt stimulated by the content of the session and the wish of staff for deeper engagement with the subject. Participants seem keen to make the application in several areas of their work and to respond to problems or challenges they have faced or believe that they will face. The many areas of interest may also mean that for future cohorts of staff additional time (about 30 minutes) should be allowed for the session.

Table 2

Other cultures
How to treat different nationalities
More examples of cultural norms
Staff interaction
More cultures in hotel
More practical tips
East European cultures
More cultural habits; do's and don'ts
More practical understanding of

customs
Other cultural examples
Other country values just Asian
More about countries and expectations

In what ways will you use the learning?

The value of the training and its impact on the delivery of service by the hotel will be indicated by the way staff use the learning. The list below (Table 3) 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.

Table 3

Relating to employees
Share with team
Observe, look, understand
Being more open about other cultures
Try to adapt my approach
In daily meeting with guests
In my and other departments
Day to day operation
In business and meeting guests
More active observing
In every day dealing with staff and potential employees
In dealing with customers

Conclusion

The pilot session has given an indication of how participants see the relevance of the content and how immediate use can be made of the learning. The feedback has also given a sense of what was immediately useful and of other areas that could be covered in future sessions. **If the management shares the view that there is substantial justification to offer the training to all Marker staff** the following should be considered:

Recommendations

- **Allow for 120 minutes for the session to ensure further in-session application of the learning and the coverage of additional content of relevance**
- **Keep the number of participants per session to 12-15**
- **Keep the session on a roll in proximity to each other, as this will generate relevant conversation and cross-learning among staff.**
- **Aim for total staff exposure within a specified time, as this will ensure whole-organisation involvement in culture-sensitive service delivery**

Table 3 - Raw Data

Form	Q 1	Q 2	Q 3	Q 4	Q 5	Q 6
1	B	A				
2	B	B	Awareness of prejudice		Other cultures	Relating to employees
3	B	B	video		How to treat different nationalities	Share with team
4	A	A	Understanding different cultures			Observe, look, understand
5	A	A	Refresher?	Session should be longer	Other cultures	Being more open about other cultures
6	B	A	How we perceive cultures and people		More examples of cultural norms	
7	B	A	To read more carefully		Staff interaction	
8	A	B	To be aware of differences in culture			Try to adapt my approach
9	A	A	Examples of cultures		More cultures in hotel	In daily meeting with guests
10	A	A	Real life examples of differences		More practical tips	Yes
11	A	A	To listen, don't assume		East European cultures	In my and other departments
12	A	A	Chinese culture		More cultural habits; do's and don'ts	Day to day operation
13	B	A	Eastern Cultures			Yes
14	A	A	Do not assume about cultures		More practical understanding of customs	In business and meeting guests
15	B	B	Process and team work		Other cultural examples	More active observing
16	B	B	How easy assumptions can be made		Other country values just Asian	In ever day dealing with staff and potential employees
17	A	A	Understanding various cultures and habits			Yes
18	A	A	Neutral (vs affective) cultures	Picture of the old woman	More about countries and expectations	In dealing with customers