

Contents

List of Figures.....XI

1. Introduction 1

1.1. What Is the Purpose of this Manual?2

1.2. What Is Culture?3

1.3. Why Tackle Cultural Diversity?5

1.4. What Difficulties and Barriers Exist?7

1.5. What Are the Outcomes of Cultural Diversity Management?9

1.6. What Steps Must Be Taken? 11

2. Instruments 13

2.1. What Does Cultural Diversity Management Involve? 14

2.2. How to Hire and Relocate Employees from Abroad?..... 15

2.2.1. Recruiting 15

2.2.2. Relocation 23

2.3. How to Integrate Immigrant Employees in the Organization? 29

2.3.1. Integration Program 30

2.3.2. Welcome Kit..... 35

2.3.3. Mentoring 40

2.3.4. Personnel Development of The Immigrant Employee..... 44

2.4. How to Create a Positive Diversity Climate in the Organization?..... 52

2.4.1. Diversity Principles 53

2.4.2. Leadership..... 54

2.4.3. Communication 57

2.4.4. Training for the Existing Workforce..... 64

2.4.5. Relationship Building..... 70

2.5. How to Evaluate Cultural Diversity Management? 72

2.6. What about External Support? 78

2.7. What Are the Key Drivers of Successful Cultural Diversity Management? 80

3. Further Insights..... 83

3.1. What Are Further Statistical Results of the Project? 84

3.2. Where Do I Get Further Information on (Cultural) Diversity Management? 89

3.3. What Useful Links and Contacts Are Out There? 92

References..... 95

Appendix..... 97

Managing Cultural Diversity in Small and Medium-Sized
Organizations

A Guideline for Practitioners

Kühlmann, T.M.; Heinz, R.

2017, XII, 102 p. 44 illus., Softcover

ISBN: 978-3-658-16615-1