Intercultural Competence at Google

Name

Institution

Author Note
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Introduction

Organizational culture has a substantial impact on the success of a given global business. It comprises a system of values, norms, assumptions, and attitudes embraced by organizations as they undertake their day-to-day activities (Tsai, 2011). An organization's culture determines how the organization behaves and interacts with the world. The organization selected for this analysis is Google Company. Google is one of the most successful companies globally, attributed to its vital technological innovation and unique organizational culture. Google's operation is governed by solid principles that define how it interacts and conducts its business in various cultural contexts. The HR manager's human resource department is the position selected for this analysis. This position presupposes responsibilities for building the company's culture and ensuring all the organization employees remain productive and perform at optimal levels.

Sources of Information

Several sources used in this study are academic text and books. Academic books comprise different publications written by scholars on the topic under investigation. Secondly, scholarly articles will also collect information as they are the most reliable and trusted academic information sources. These sources are more credible than academic textbooks since they undergo a constant peer review (Kothari, 2004).

Review

Intercultural competence is a vital skill set needed in today's global work environment (Odag, Wallin, & Kedzior, 2016). Like any international company, Google subjects its employees to adapt to the different working environments and markets and maintain their productivity and service delivery (Vise, 2007).
Intercultural competence can be defined as individual knowledge, skills, or abilities that allow individuals to effectively and successfully engage with people from another cultural setup (Beamer & Varner, 2001). Through motivation and openness, Google organization has fostered a culture that supports diversity in the workplace and enhances collaboration and mutual respect among employees. Researchers have indicated that finding employees with outstanding intercultural skills and experiences is usually tricky since most employees lack such skills (Ting-Toomey & Chung, 2005). To improve the intercultural awareness among employees, Google regularly undertakes training programs that seek to equip its employees with a skill set that allows them to thrive in a diverse workplace.

Global Leadership Qualities

One of the qualities possessed by the organization's leaders is that they are sensitive to cultural diversity. Leaders from Google understand that they operate on a global scale and, as such, they interact with people from diverse cultures. With this in mind, the leaders are trained and equipped with skills that effectively handle the issues related to cultural diversity. Through cultural awareness and sensitization, the leaders can appreciate the variety at the workplace and implement various procedures and policies that enhance intercultural competency (Lewis & Gates, 2005).
Intercultural Conflicts

People from different cultures usually behave differently based on their norms and values (Odag et al., 2016). A person may act or behave in a given manner based on their culture, which may affect another person in the organization who may hold a different view based on their culture. Such a situation usually creates a misunderstanding and often results in work-related conflicts. Some of the disputes that may arise in the workplace may involve dress code, religious practices, or customs.

For instance, some cultures exclude specific food products or drinks, and a client's refusal to share a drink with a client may be viewed as impolite and inappropriate and resulting in a conflict. To address the various cultural conflicts in the workplace, the organization needs to promote cultural awareness. This process involves allowing all the relevant parties to describe their culture's aspects that they need the organization to know or what they view as offensive based on their culture. Cultural awareness will help sensitize employees on others' cultural perceptions and the ways to handle various cultural challenges that may arise (Barmer & Varner, 2001).

Conclusion

Global organizations have diverse populations with different norms, values, and practices. As such, international organizations are expected to address cultural diversity in the workplace by implementing policies and procedures that promote intercultural communication. Global leaders should create a workplace environment that fosters respect, cultural sensitivity, care, and teamwork. To achieve this, leaders are expected to have good communication skills and cultural sensitivity. These attributes will help them effectively interact with individuals from different cultures and foster intercultural communication. Failure to address the workplace's cultural issues often results in conflicts that affect the organization's performance. Increasing cultural awareness and implementing training programs that seek to equip employees with necessary skills can enhance intercultural communication.
References


