

# Diverse Europe at Work



## Print Materials Express Units

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Scripts

Transcripts of the DVD scenarios are available as free downloads from [www.dew-net.eu](http://www.dew-net.eu).

These training materials have been prepared on behalf of the Diverse Europe at Work Project Partnership by Language Training London. The writers and producers are Adam Duncan, Barry Tomalin and Jack Lonergan.

## Introducing DEW Express training materials

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Diverse Europe at Work (DEW) is a milestone in the teaching of diversity and inclusion and our hope and intention is that using DEW Express will contribute to creating a harmonious workplace for all staff.

The DEW Express training pack is designed to help you better understand the people in your workplace who come from other countries.

DEW Express has sixteen DEW scenarios on DVD, each one with a DEW Express worksheet for quick reference and discussion.

## Certification

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The DEW DVDs and Express worksheets are used as part of the week-long training programme for the Certificate in Diversity Training, awarded by the International Certificate Conference, an International Non-Governmental Organisation (INGO) of the Council of Europe. See [www.icc-languages.eu](http://www.icc-languages.eu) for more information.

## DVD scenarios

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Each DVD scenario focuses on a core theme that is dramatised in a way that is independent of national environment. The dramas are situated in typical workplace locations, such as hospitals, construction sites, and offices. The dramatisations present an issue about integration in the workplace, but no solution. It is up to you to decide what the problem is and what the best way to resolve it is, so that good working relations are maintained in the workplace.

The DVD scenarios each have their own central theme, reflected in the unit title. They also address other issues. For example, the DVD scenario about dress also involves the role of women at work and religion in the workplace. The scenarios are set nowhere in particular but can be anywhere and everywhere.

In the process of discussion, you will learn more about the backgrounds, lifestyles and opinions of people from other cultures, and will better appreciate each other's strengths in the working relationship.

## DEW Express worksheets

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DEW EXPRESS provides quick access worksheets on each topic, especially suitable for self-study or group use, and help you

- to understand the issues
- to focus discussion on key differences
- to explore and appreciate differences of opinion
- to get suggestions and recommendations for best practice in resolving these and similar situations that might arise at work.

The sixteen scenarios can be used in any order, starting with the topic of your choice.

### *Methodology*

Each worksheet has the same structure. Simply start at the beginning and work through the page, referring to the DVD as required.

<b>Worksheet Section</b>	<b>Purpose</b>
<i>Title</i>	The theme is identified in two ways. There is an all-embracing title such as <i>Cultural Sensitivity</i> , which can apply to many situations. There is also a quote, e.g. <i>In my country, everything's better</i> , which reflects the actual example in the DVD.
<i>Preview – Where you work</i>	This helps you understand your own view or cultural experience of the topic dealt with in the unit.
<i>Scenario</i>	This introduces the people and the drama you will watch.
<i>Focus</i>	This identifies key features to focus on when watching the scenario.
<i>Your view</i>	This invites you to discuss your own opinion of the issues expressed through the scenario and to agree or disagree with certain statements arising from it.
<i>Other situations</i>	This contains two alternative scenarios (always taken from real life) which offer similar types of situation for review and discussion. You are invited to decide what you might do or advise in each situation.
<i>Outcomes</i>	This is the opportunity for you to consider what you might think, say or do differently after studying the <i>DEW Express</i> materials.
<i>Solutions</i>	These suggestions for possible solutions to the <i>Other Situations</i> prompt discussion or reflection. These subsections of each unit are collected together near the end of <i>DEW Express</i> .
<i>Script</i>	The DVD unit scripts allow for more detailed study and reference, and are collected together at the end of <i>DEW Express</i> .

### *Skills development*

The course develops a range of intercultural skills which spring from the activities, which are designed to enhance your understanding and your competence.

The skills are:

- understanding your own cultural style
- comparing with another's cultural style
- developing empathy – putting yourself in the other person's position
- developing cultural knowledge and skills to deal with the situation
- developing the ability to reflect and review how you feel and what you will do

## **The Legal Framework**

The European Union has introduced legislation to make discrimination in the workplace on the grounds of race, religion, gender, age, disability and sexual orientation illegal and this is being progressively enacted into the national legislation of all member states. If companies fail to comply with the legislation, they can be challenged in employment tribunals, in the law courts and even, at the extreme, in the national Supreme Court or the European Court of Human Rights. The important provisions of most recent legislation are that organisations must be proactive in ensuring that legislation is complied with.

## DEW Express

Authority

### Preview – Where you work

- You get respect from the boss if you are prepared to challenge bad ideas.
- The manager is a team leader but not above the team.
- Do you work in a team or directly for a manager?
- Do you have your own objectives or do you work towards your boss's objectives?

### Scenario



Melik and Thea are line managers in a cable installation company and they report to Alan, the departmental manager. Melik and Thea are preparing for a meeting about costs and safety measures. They seem to be in agreement, but the situation changes when Alan arrives.

### Focus

- What does she want Melik to do and how does he react?
- How does his behaviour change with Alan and why is she surprised?
- How do Thea and Melik each explain their behaviour?

### Agree or disagree?

- The boss is the boss and deserves your respect, whoever he or she is.
- A team consensus approach is more effective than the boss taking the lead.
- The manager should lead, make all major decisions and instruct the team.

### Other situations

What would you do in these situations?

In a joint venture you need a decision urgently and you telephone your colleague in the other company to get agreement. He says, 'I can't. My boss isn't here right now.'

'Call me, Jim', says the British manager. A new Bahraini colleague replies, 'I feel embarrassed to call you by your first name.'

### Outcomes

- What have you learned about colleague's behaviour to those in authority at work?
- What have you learned about your own behaviour regarding authority?
- How will you change the way you think, what you say or how you act at work?

## DEW Express

## Work relationships

### Preview – Where you work

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- Colleagues are encouraged to socialize outside office hours.
- The style of greeting and dealing with colleagues at work, whatever their status, is always formal.
- Your boss takes an interest in your life outside the office.
- I prefer a more formal style between colleagues.
- I prefer a more informal friendly relationship.

### Scenario

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Mark Ravenberg is expecting some figures to give to a client. Mohammed Patel is late on delivery. Mark is getting very impatient. Mohammed is feeling unappreciated but appears to be philosophical about it.

### Focus

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- What are Mark and Mohammed's attitudes to the deadline?
- What are their attitudes to friendship at work?
- What are their attitudes to gifts at work?

### Agree or disagree?

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- Mohamed is right to want to build a friendly personal relationship with Mark
- The organisation should encourage good relationships between team members.
- Productivity is improved by having friendly teams.
- Social events get in the way of your work.

### Other situations

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What would you do in these situations?

Your organisation has a number of Indian IT engineers who do not mix with nationals at break times. How can you integrate them?

It is a British colleague's birthday. You are asked to contribute to a fund to buy him/her a card, a small present and some cake to celebrate. How should you respond?

### Outcomes

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- What have you learned about attitudes to personal relationships at work?
- What have you learned about your own attitudes regarding personal relationships at work?
- How will you change what you think, say or do in future?

## DEW Express

Ageism

### Preview – Where you work

- Relations are generally good between older and younger employees.
- When recruiting, my company does not discriminate between older and younger employees.
- My company benefits from older employees.
- My workplace has a mixture of older and younger employees.

### Scenario



Tanya, the HR manager and Trevor, the operations manager, are interviewing candidates for a new member of the young sales team. Una McCall, one of the candidates interviewed, is an experienced sales person in her fifties.

### Focus

- Why does Tanya want to put Una on the shortlist for interview ...
- ...and why does Trevor disagree?
- How does Trevor behave and how does Tanya respond to this?
- Why is she concerned that Una might sue the company? How does Trevor respond?

### Agree or disagree?

- There should be no barrier to age and experience in choosing candidates for employment.
- Managers should use the same questions and the same approach with all candidates.
- Older candidates can add value to a young team.

### Other situations

What would you do in these situations?

Sheena, in her late fifties, does not get on with junior staff. She is seen as arrogant and impatient by them. The HR manager has talked to her about her attitude but her behaviour has not changed.

The team is planning to go clubbing all together at the end of the week to celebrate hitting their monthly targets. They are not sure whether to invite the older team members.

### Outcomes

- What have you learned about ageism at work?
- What have you learned about your behaviour regarding different age groups?
- How will you change the way you think, what you say or how you act at work?

## DEW Express

## Body Language

### Preview – Where you work

- I have previously found a colleague's body language strange, funny or suspicious.
- I have reacted badly to a colleague's body language.
- Body language can affect opportunity within the workplace.
- People alter their body language when speaking to someone of a different status.

### Scenario



A young West African immigrant called Hassan Khan has been picked up for questioning by the police. Anxious and frightened, he sits alone at a table in a police interview room. Sam Schenck and Mohamed Al-Abidine, two plain clothes officers, discuss his case.

### Focus

- Why doesn't Hassan look at Police Officer Schenck and how does Schenck respond??
- How does Al-Abidine explain Hassan's reluctance to make eye contact. Does this change Schenck's behaviour?
- How does his behaviour change after Al-Abidine's explanation?

### Agree or disagree?

- Body language plays only a minor part in communication.
- A person's body language really affects what we think of them.
- Foreigners should understand my body language. I don't have to adapt to them.

### Other situations

What would you do in these situations?

A Lebanese colleague has a very soft voice and manner and when he shakes hands, his handshake is very limp, appearing to give an impression of weakness of character.

A male Turkish colleague insists on standing very close to you when he is talking to you. You want to move away but feel it might be impolite to do so.

### Outcomes

- What have you learned about body language at work?
- What have you learned about your body language?
- How will you change the way you think, what you say or how you act at work?

## DEW Express

### Cultural sensitivity

#### Preview – Where you work

- Foreign staff often refer to their own country and culture in a completely different way to how local staff talk about theirs
- Different communication styles can cause tension between local and foreign workers.
- Foreign workers should adapt to the communication style of where they are working.

#### Scenario



Ivanka, an immigrant worker working as an office cleaner, is about to clean the office floor. Mary, the office manager, is waiting for Ivanka to finish so that she can close the office and go home.

#### Focus

- What do Ivanka and Mary want each other to do?
- Why does Mary get upset and how does Ivanka respond?
- What does Mary do to resolve the situation?
- What else can you comment on?

#### Agree or disagree?

- We need to accept that people have different ways of communicating.
- When people are aggressive it often means they are insecure.
- Confrontation is good if it clears problems and allows progress.

#### Other situations

What would you do in these situations?

A colleague is very opinionated and outspoken, always telling you what he thinks and how things should be done. You have tried to suggest that he moderate his comments but he pays no attention.

An Asian colleague is very quiet. She is obviously qualified but takes no responsibility for any work, no initiatives and never speaks in meetings. In your opinion she needs to be more assertive.

#### Outcomes

- What have you learned about cultural issues at work?
- What have you learned about your own behaviour regarding conflict between people from different cultures?
- How will you change what you think, say and do in future?

## DEW Express

### Talking to foreigners

#### Preview – Where you work

- Some foreign members of staff or customers experience communication problems due to their language.
- The organisation has a policy for helping employees improve language proficiency.
- Native speakers in the organisation adapt their use of language to accommodate non-native speaker staff members.

#### Scenario



Mrs Patel is in hospital to undergo a minor operation. Doctor Edwards tries to explain the procedure to her. She is confused and cannot understand him. Doctor Edwards is busy and stressed and wants to resolve the issue quickly.

#### Focus

- How does the doctor explain the procedure and how much does she understand?
- How do Mrs Patel and Doctor Edwards feel about the situation?
- How do they respond to each other's suggestions?

#### Agree or disagree?

- Learning a new language takes time. We should be more tolerant and patient.
- We should adapt our language to the needs of foreign learners wherever possible.
- Just because foreigners don't understand everything we say doesn't mean they are stupid.

#### Other situations

What would you do in these situations?

You are a language school receptionist, explaining the entry procedure to a beginner student. The student clearly doesn't understand.

A foreign worker suffers injury in a factory because, he claims, he couldn't understand the safety instructions and nothing was provided in his language.

#### Outcomes

- What have you learned about communication problems between people talking different languages in work situations?
- Consider your own behaviour when you are talking, or trying to explain things, to speakers of other languages.
- How will you change what you think, say and do in future?

## DEW Express

Dress

### Preview – Where you work

- I think differences in dress code for faith reasons should not be accepted.
- The only reasons for imposing a common dress code are health and safety and public decency.
- The way individuals dress at work is their own responsibility. The company should have no influence.

### Scenario



Seema is a book keeper in a large accounting company. Miss Tate is the human resources manager, and she takes a pride in her make-up and appearance. She is keen to offer promotion to Seema, but they have differing views on dress codes.

### Focus

- What is Miss Tate's attitude to Seema at first and how does this change?
- What are Miss Tate and Seema's opinion on dress code?
- Why is the hijab important to Seema?

### Agree or disagree?

- The way individuals dress at work is their own responsibility.
- If what you wear isn't against company regulations, they shouldn't interfere.
- A woman's jewellery or hairstyle is part of her identity.
- The fact that I don't like how you dress doesn't give me the right to criticise or discipline you.

### Other situations

What would you do in these situations?

An air hostess wears a small crucifix around her neck as a necklace. She is on a Middle East run. Should she remove the necklace when on duty?

A West Indian has long hair in full dreadlocks. He is a Rastafarian. The foreman where he works is worried that this might be dangerous if he is working near heavy machinery. He also feels it's untidy.

### Outcomes

- What have you learned about attitudes to dress codes at work?
- What have you learned about your own attitudes regarding dress, jewellery and hairstyle at work?
- How will you change what you think, what say or do at work?

## DEW Express

Race

### Preview – Where you work

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- There are many members of diverse minorities in your workplace.
- You have experienced, seen or heard of incidents you would consider racist at work.
- Do you think racism is a problem in your workplace?
- What different countries of origin do workers have at your company?

### Scenario

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Ahmed is a British Afro-Caribbean worker on a construction site. The site manager, Nils, calls him into the office to discuss a negative performance report by Ahmed's site foreman, Jorgen. Jorgen has complained that Ahmed's negative attitude is affecting team solidarity and performance. Ahmed accuses the foreman and his team mates of racism.

### Focus

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- What are Nils' criticisms of Ahmed and how does Ahmed respond?
- Does Nils appreciate Ahmed's problems? Does Ahmed think he is being racist?
- What is more important to them, the racism issue or the job itself?

### Agree or disagree?

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- Accusations of racism should be taken extremely seriously.
- Some racial comments could be acceptable in the workplace.
- Some accusations of racism are intended to negate criticisms of poor performance.

### Other situations

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What would you do in these situations?

A migrant worker reports late for work and is docked a half day's pay. Later you learn he was with the police at that time, as some local youths had thrown a brick through the window of his home and put excrement through his letterbox.

A black African teacher is passed over for promotion in a school. He feels that it is because he is black. You have received negative reports about his style from his head of year and one or two complaints from parents about his authoritarian attitude in class

### Outcomes

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- What have you learned about racism at work?
- What have you learned about your attitude to different races in the workplace?
- How will you change the way you think, what you say or how you act at work?

## DEW Express

## Food

### Preview – Where you work

- We have a staff canteen which serves full meals.
- Our staff canteen caters for special diets (including religious ones).
- Our organisation permits staff and visitors to bring in food and drink from outside.
- Our staff members often eat together outside the workplace.

### Scenario



A daughter visits her Hindu mother in a European hospital. The daughter is upset because her mother has not been eating properly. She blames the quality of the food, and says it is not suitable for her mother. The hospital registrar, a senior doctor, has come to see Mrs. Kanti to try to resolve the situation.

### Focus

- Why does Rani object to mashed potatoes and Irish stew?
- Does Mrs. Kanti agree with her daughter? Does she change her mind?
- What reasons does the doctor give for ignoring her dietary preferences?

### Agree or disagree?

- There are situations where staff should expect food to be prepared to their cultural requirements.
- We should distinguish between cultural preferences for food and religious requirements.
- Are there any foods you are uncomfortable with and should they be banned from the menu at work?

### Other situations

What would you do in these situations?

In a hospital a Muslim twelve year old goes into the ward kitchen to make some tea for her mother. The ward kitchen is strictly forbidden to non-hospital staff. What should you do?

A traditional Central European starts off the meeting by offering you vodka and some snacks. You don't normally drink spirits, and certainly not at work. What should you do?

### Outcomes

- What have you learned about the issues of food at work?
- What have you learned about your behaviour regarding customs relating to food?
- How will you change the way you think, what you say or how you act at work?

## DEW Express

## Sexual Orientation

### Preview – Where you work

- Members of staff who make homophobic remarks are never disciplined.
- There have been complaints about homophobic behaviour.
- Different sexual orientations are accepted.
- My workplace provides guidance about what to do if there is discrimination regarding sexual orientation.

### Scenario



Jay works in a call centre, doing market research on the phone. Between calls he tells us about his evening in the pub and makes some homophobic remarks. Susan, the HR manager, calls him into her office.

### Focus

- Why does Susan feel Jay's remarks are homophobic? How does he respond?
- What does Susan want Jay to do? What does Jay think of this?
- Does she feel that Jay understands her position? Does Jay think her criticisms are just?

### Agree or disagree?

- Political correctness in the office has gone too far.
- Managers and staff should adopt a more tolerant attitude to jokes about sexual orientation.
- Homophobic behaviour or speech is never acceptable at work.

### Other situations

What would you do in these situations?

John's son was homosexual and although not homosexual himself, he was unhappy about homophobic remarks made in the office. He complained to HR but nothing happened. The atmosphere in the office was very tense. Finally, John took the company to an employment tribunal.

Nigel's work colleague was talking about his family and asked about Nigel's family. Nigel mentioned that he was homosexual and was in a regular relationship with his partner. The colleague expressed surprise that Nigel had never mentioned this before. Should he have?

### Outcomes

- What have you learned about homophobic behaviour at work?
- What have you learned about your own behaviour regarding homosexuals?
- How will you change what you think, say or do in future?

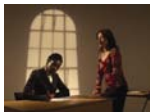
## DEW Express

Fitting in

### Preview – Where you work

- Qualifications are important in determining the importance of people in my workplace.
- Training should be provided for all foreign workers to acclimatise them to the new workplace.
- Are staff with more experience but fewer qualifications seen as inferior?
- Do foreign staff feel their qualifications and experience are undervalued?

### Scenario



Chidimma is from West Africa, where she worked as a teacher. Now she is working in a European primary school as a teaching assistant (that is, an untrained classroom assistant). Caitlin Ryan, the deputy head teacher of the school, comes to talk to her.

### Focus

- Why does Caitlin feel Chidimma is experiencing problems?
- What she suggests Chidimma can do to overcome her problems.
- Their feelings towards each other as the conversation progresses.

### Agree or disagree?

- Qualifications are important in determining the importance of people in the workplace.
- Qualifications determine suitability for a job?
- Training should be provided for all foreign workers to acclimatise them to the new workplace.

### Other situations

What would you do in these situations?

A young English manager in a multinational firm is promoted above a senior and older Italian manager. The Italian manager now finds himself reporting to the English manager. The Italian manager is creating all kinds of bureaucratic obstacles.

An older South East Asian worker (in her 50s) is working as a shelf stacker in a supermarket. It is clear that the younger staff members make fun of her behind her back. She says and does nothing but you know she feels hurt.

### Outcomes

- What have you learned about different people fitting in at work?
- What have you learned about your behaviour regarding the theme of belonging?
- How will you change the way you think, what you say or how you act at work?

## DEW Express

Gender

### Preview – Where you work

- Attitudes vary towards people of different sexes in the work place.
- Have you encountered situations where women are discouraged from working?
- Do you know of a situation where gender has affected promotion?
- There is someone responsible in your workplace for dealing with cases of sex discrimination.

### Scenario



Asif has worked for several years as a driver and caretaker in a care home. It is part of a group of care homes, and Ingrid Hellman is the care homes manager. Asif and Ingrid seem to have a good relationship but a difference of opinion emerges when they discuss the promotion of Jamila, a young woman.

### Focus

- How does Asif start his discussion with Ingrid?
- Why does he think Jamila shouldn't be promoted?
- Why does he think he can stop it?

### Agree or disagree?

- I have experienced instances of gender discrimination at work.
- Attitudes vary towards people of different sexes in the workplace.
- I have encountered negative attitudes towards working women with families.

### Other situations

What would you do in these situations?

A Japanese manager, visiting a factory, approaches a woman assembly line worker and asks her, "Does your husband mind that you are working?"

A female employee who is pregnant is passed over for promotion. She complains that it is because she is pregnant and is expected to leave. She is ready to take the case to a tribunal.

### Outcomes

- What have you learned about sexism at work?
- What have you learned about your attitude to sexism in the workplace?
- How will you change the way you think, what you say or how you act at work?

## DEW Express

### Punctuality

#### Preview – Where you work

- If you arrive late in the morning, you will be reprimanded.
- You feel uncomfortable if you have to leave for home early.
- It is essential to deliver what and when you promise.

#### Scenario



Lars Kuhlman is a manager in a supermarket. He is near the staff entrance looking at worksheets and timetables. Adannaya works in the store as a cleaner. She is from the West Indies. We see their different perspectives on timekeeping.

#### Focus

- What are Lars and Adannaya's attitudes to punctuality?
- How does Lars enforce his authority and what effect does this have on Adannaya?
- How does each react at the end of the scene?

#### Agree or disagree?

- People from different cultures have different attitudes to time.
- It is important to respect different attitudes to time.
- As long as the work gets done flexible attitudes to punctuality is OK.
- Punctuality is important and affects discipline and productivity.

#### Other situations

What would you do in these situations?

A British supplier is late on delivery of a piece of work. As a German company you expect on time delivery. No notice was given.

Your meeting is scheduled to start at 0900. At 0920 no-one has arrived. The first person walks in at 0925. You have been waiting for half an hour. There is a cheerful 'Good morning' but no apology.

#### Outcomes

- What have you learned about how communication gaps arise at work?
- What have you learned about your own behaviour regarding conflict between people from different cultures?
- How will you change what you think, say and do in future?

## DEW Express

## Understanding foreigners

### Preview – Where you work

- Have you had to deal with native speakers you do not understand at work?
- Have you had to deal with non-native speakers who have difficulty understanding you?
- Has a member of staff been discriminated against because of their accent?
- Is the client always right however rude they become?

### Scenario



Faced with a rude and aggressive client who doesn't seem to understand what she is saying, Lili, an accounts clerk, bursts into tears. The client demands to see the manager. Her friend, Magdalena, suggests how she can improve her knowledge of spoken English.

### Focus

- How do Lili and the client each feel about the situation?
- How does Magdalena try to resolve the problem?
- Will Lili accept Magdalena's invitation?

### Agree or disagree?

- It is not necessary for immigrants to immerse themselves in the local culture in order to do a good job.
- All members of staff should receive language tuition if they request it.
- Language cannot fully be learnt outside of the classroom.

### Other situations

What would you do in these situations?

You are a customer representative in an overseas call centre. The customer cannot understand you clearly. What should you do?

You are talking to a foreign colleague on the phone. The accent is so bad that you cannot understand. They repeat and you still cannot understand. You are getting embarrassed. What can you do?

### Outcomes

- What have you learned about language issues at work?
- What have you learned about your behaviour regarding different languages used at work?
- How will you change the way you think, what you say or how you act

## DEW Express

## Religion in the workplace

### Preview – Where you work

- A significant part of the workforce practises a particular faith.
- There are special places reserved for practising a faith.
- Religion has no place in the workplace in any organisation.
- It is inappropriate to cater for one religion and ignore others

### Scenario



Rashid is a local councillor. He has been lobbying for a room in the hospital to be changed into a Muslim prayer room. He has a meeting with a hospital administrator to discuss this.

### Focus

- What does Rashid want and what does the administrator offer him?
- Why is he not satisfied with her suggestion and how does she react?
- What case does he make for a prayer room and how does she respond?

### Agree or disagree?

- It's important to be sensitive to other's religious feelings and beliefs.
- It is good to accommodate their requirements at work where possible.
- Not having a place for religious practice affects motivation and performance.
- Time-off should be allowed for religious practice, where possible.

### Other situations

What would you do in these situations?

You are a supervisor. A devout Muslim employee complains that he has nowhere to pray in the workplace. He kneels down on the factory floor to pray.

A prayer room for Muslim workers has been set aside in your factory or offices. There is now a demand from a number of Sikhs who would like a Gurdwara (a Sikh temple) and Christians who would like a chapel.

### Outcomes

- What have you learned about how religious practice can affect working life?
- What have you learned about your own behaviour regarding people from different religions?
- How will you change what you think, say and do in future?

## DEW Express

## Disability

### Preview – Where you work

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- Your company employs disabled staff members.
- The employing organisation should provide whatever is needed to accommodate disabled members of staff.
- Disabled staff experience difficulties due to lack of equipment or facilities.

### Scenario

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Jenny, a partially blind colleague staff member has just been attached to David's team in the office. Lauren, David's HR manager discusses how he and the team are adapting to her needs and what the effect is on performance.

### Focus

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- How do David and Jenny feel about working with each other?
- What are David's worries about Jenny's performance and relationship to the team? How does Jenny respond to them?
- How does David resolve these difficulties? How good is Jenny at helping David adapt?

### Agree or disagree?

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- A company should not employ disabled members of staff unless it has the jobs and facilities to accommodate them.
- Disabled members of staff have a right to work anywhere they wish.
- Disabled staff cannot do their job as well as other staff.

### Other situations

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What would you do in these situations?

John, an older engineer, was offered a job on a construction site. Later it was discovered he had an illness affecting his ease of walking and the job offer was withdrawn. John sued the company and won.

The HR manager is upset that Jimmy prefers to discuss his problems with the welfare officer rather than her. She thinks it indicates a lack of trust. Does it?

### Outcomes

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- What have you learned about disability at work?
- What have you learned about your behaviour regarding the disabled?
- How will you change the way you think, what you say or how you act at work?

### **Authority**

Recognise the decision is above your colleague's level of decision making. Call his boss directly to get a decision, or get your boss to call him.

Don't get upset and don't insist if your colleague prefers formality at first. Take time to get to know the person so that he becomes less formal.

### **Work relationships**

Talk to Indian colleagues. Encourage them to have lunch with you or go and join the group and talk to them.

Use the opportunity to build friendly relationships. Contribute a pound, sign the birthday card and wish the colleague, 'Happy birthday.'

### **Ageism**

Send Sheila on a team building course outside the company. She will bring back and apply the lessons.

Invite them. They will appreciate the invitation and either decline or accept and come for a short time.

### **Body language**

A soft handshake and a soft voice is a cultural courtesy, it does not suggest weakness of character or lack of confidence.

It is a cultural characteristic that many people from Mediterranean cultures stand closer than northern Europeans.

### **Talking to foreigners**

See if there is someone who knows the student's language. Ask the receptionist to simplify their language or, if you are a language teacher, help explain.

Check company regulations and procedures. This is potentially a legal issue. Help explain to the employee but say or do nothing which admits liability.

### **Cultural sensitivity**

Talk to him privately. Make it clear that he needs to moderate his opinions or outspokenness in front of colleagues.

Talk to her in private. Many Asian workers prefer not to volunteer opinions in the open. They think causing possible disharmony is inappropriate.

### **Dress**

Unless the jewellery contravenes company uniform regulations, she can wear what she likes. Advise her about possible local sensitivity but do not impose behaviour.

The foreman should talk to him and inform of the risks and his concerns. But unless his hairstyle contravenes company rules he cannot tell him to change it.

### **Race**

Apologise first of all, re-instate the pay, express sympathy for the situation and ask him to take time off if needed. The payoff will be hard work and loyalty.

This is also a very sensitive issue. Make it clear what the situation is and that opportunities for promotion are still on the table if performance improves. Offer a coaching service to help him understand and adapt his behaviour in class.

## **Food**

It is normal in Middle Eastern society for young people to do something to serve the old or ill. Let her go ahead, or if regulations forbid it, accompany her. Let her make the tea and carry the tray under your supervision.

Tell a white lie. Explain you are under doctor's orders (an ulcer is a good excuse).

To refuse will be an insult.

## **Sexual orientation**

Take John's complaints seriously. Find out why he is upset (in this case, John's son was gay.) Talk to HR and warn colleagues.

No-one is obliged to reveal personal lifestyle details to colleagues. To mention it was a mark of confidence. Appreciate it as such.

## **Fitting in**

This can be a problem. Either treat the Italian manager as valued consultant and adviser or get him to leave the company with whatever redundancy is required.

As manager show you value the shelf stacker's maturity and experience. Pay her special attention. If you need to, talk to the younger members about the importance of respect for older staff and team cohesion.

## **Gender**

Japanese are often unfamiliar with the role of foreign women in the workplace. In Japan women leave work when they get married or have children, although this is changing. Don't get upset and reply, 'No, he doesn't.'

Be very sensitive to this. Make sure you have the right reasons for promoting someone else and keep a record of all correspondence and discussion.

## **Punctuality**

Recognise there may be cultural differences in behaviour. Make your expectations clear and check beforehand that delivery will be on time.

Recognise different attitudes to punctuality. Make your expectations clear. Don't be critical of the latecomers.

## **Understanding foreigners**

Keep calm, slow down, try to speak more clearly, call your team leader if necessary. The standard response is to say, 'Send me an email.'

## **Religion in the workplace**

Recognise that prayer times are important. Try and find a private corner where the employee can pray without disturbing the factory. Make sure it is clean.

Be careful not to discriminate here. Unless there are very special circumstances you could be liable to legal action. Check company regulations regarding religious practice.

## **Disability**

Always make job offers subject to health checks if health and safety regulations at work may be an issue.

It may be, but does it matter? People often prefer to discuss personal matters with those they feel close to. Make sure the welfare officer liaises with you if necessary.

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### **Scripts for DEW Express**

Transcripts of the DVD scenarios, formatted to this page size, are available as a free download from [www.dew-net.eu](http://www.dew-net.eu).

