

# Case Study

## Diversity Management



### THE OUTCOME

We delivered:

- a) 14 high impact Mandarin Lessons with phrase e-books and the interactive lessons recorded as MP4 audio,
- b) a diversity management framework to form the basis for cross cultural understanding and cooperation,
- c) employees and their spouses understanding more about how to behave in their new environment and not being frightened of the unfamiliar.



### THE CHALLENGE

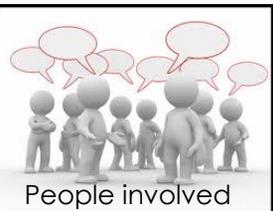
Our client needed to deploy key staff into China. Once in China, the professionals from Cape Town needed to engage with Chinese nationals in order to deliver the project outcomes.

It was very important that the South African professionals and their families, who would all move to China, understand the Chinese culture to work as a team in the Joint Venture.

### This was the briefing...

Our client required the services of professional linguists, trainers and a change management expert to conduct Mandarin language lessons and induct their team into the Chinese Culture.

The work was to be delivered in two locations, working with two sets of employees (who were deploying to Beijing) and their spouses.



2 Mandarin Teachers + Change and Diversity Manager



### THE INDUSTRY

PetroChemical



### INVESTMENT

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### WE USED

Diversity Management  
Change Management



### Sustainability side-effects

All lectures were recorded in class and emailed to participants as mp4 audio. Notes and vocabulary were distributed electronically using Dropbox. Some classes were done by video due to the different locations, cutting down on flights.

### The client said...

"The Pétanque facilitators were excellent and gave our staff the confidence to learn and the motivation to stay engaged. The staff and their spouses enjoyed the classes and everyone was amazed at how much they learnt. They feel much more confident to engage with our JV partners in Beijing."

### The roots of the challenge...

Cultural diversity, combined with a high expectation of success for the Joint Venture - which has national strategic importance - created pressure which could derail team work and result in project delays, cost overruns and non-delivery. Additionally, ongoing change management was, and is, critical to ensure that both teams adapt to the vision of the JV.

### What we did...

We started with the Diversity Framework, contextualizing the Chinese culture against that of South African cultures. Over a period of 8 weeks we delivered 1.5 hour Mandarin language lessons, twice a week, which included elements of Change Management that were previously discussed and planned for inclusion into the lessons. We concluded with a graduation ceremony. We are continuing on a retainer to provide support while the client staff are in Beijing.



Engineers + Project Managers + Spouses