Ipsos Public Affairs
The Social Research and Corporate Reputation Specialists

Culture at Work: Some Survey Findings

Cliff Young
Managing Director, Ipsos Public Affairs
March 2013

BRITISH COUNCIL

Booz | Allen | Hamilton
strategy and technology consultants

Some Context

BRITISH COUNCIL

Business is increasingly global with multiple economic centers

Russian markets buoyed by global mood

Emerging Markets Have Emerged: Next Stop for Some Companies the Global Fortune 500?

Hong Kong tops Globalization Index for 2nd year

China, India to lead 2013 global growth: report

China and India Top Export Markets for California Almond Growers

EMERGING MARKETS BLASTING THROUGH THE ROOF

Technology a key driver of globalization

Asian economies to outstrip North America, Europe by 2030, says global trends report

New Development Bank to be Key BRICS Building Block

13 Chinese Companies Going Global In 2013

Emerging market companies buy up the world

BRITISH COUNCIL

EMERGING MARKETS-Brazil stocks up

Our Survey Design

BRITISH COUNCIL

Types Of Organisations Surveyed...

Organization Type:	• 54% Private Sector • 23% Public Sector • 23% NGO/Charity/3rd Sector
Private Sector Types:	• Mix of Manufacturing, Finance, Construction, Retail Trade, Professional Services, Wholesale, Transportation, Health Care, etc. • Large Organizations
Public Sector Types:	• Mix of Medical, Manufacturing, Insurance, Food Safety, Tourism, etc.
NGO Types:	• Mix of Health, Education, International Development, Crime and Justice, Economic, etc.

Nine Countries Surveyed...

BRITISH COUNCIL

What are today's global business challenges?

BRITISH COUNCIL

Top Business Challenges – Finding Qualified Candidates

Most Pressing Business Challenges
(Showing Global % and Top Challenges In Country)

FINDING QUALIFIED CANDIDATES
(29%)

Indonesia
China
US
UAE
South

GOVERNMENT REGULATION
(23%)

Brazil
UK
Jordan
India

COMPETING GLOBALLY
(20%)

UK
India
UAE

BRITISH COUNCIL

Source: Telephone/F2F surveys of public sector, private sector and NGO employers responsible for employment decisions. Base: Brazil (n=43), China (n=40), India (n=40), Indonesia (n=40), Jordan (n=40), South Africa (n=40), UAE (n=44), UK (n=40), US (n=40)

Top Human Resource Challenges – Finding and Retaining Candidates

Most Pressing Human Resource Challenges

Finding candidates most challenging for HR in INDIA, CHINA and BRAZIL

BRITISH COUNCIL

What qualities does the ideal candidate have?

BRITISH COUNCIL

Internal / External Facing Employees – Top Skills

Top Skills By Type Of Employee

INTERNAL-FACING EMPLOYEES

- Collaborative
- Flexibility
- Demonstrates Respect For Others
- Time Management

EXTERNAL-FACING EMPLOYEES

- Communicates in other languages
- Adjusts communications to suit different contexts
- Builds trust
- Demonstrates respect for others
- Comfortable with complex situations

BRITISH COUNCIL

Where do intercultural skills fit within these needs?

BRITISH COUNCIL

Intercultural Skills Drilldown – How Are They Defined?

Works in diverse teams
Tolerates ambiguity
Continuous learner
Open to new ideas
Listens and observes
Flexible
Adapts to different cultures
Multilingual
Builds trust
Adjusts communication
Accepts cultural differences
Understands cultural differences
Respectful
Aware of own culture

BRITISH COUNCIL

Intercultural Skills Drilldown – Why Are They Important?

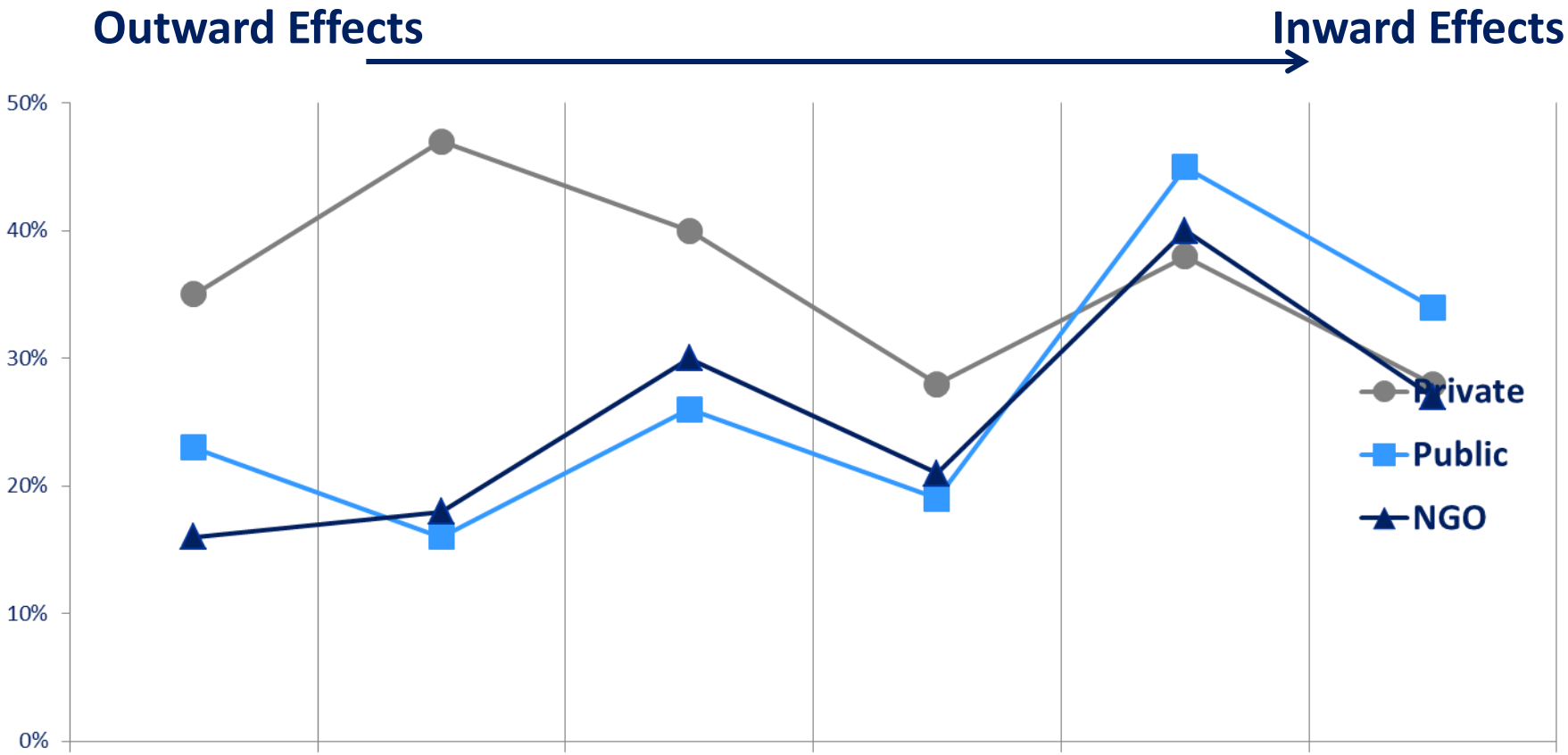
Business Benefits Of Employees Having Intercultural Skills
(Showing Top Benefits Overall)

Able to work with diverse colleagues
Build trust with clients
Bringing on new clients
Keep teams running efficiently
Good for reputation
Communicate with overseas partners

BRITISH COUNCIL

Intercultural Skills Drilldown – Top Benefits by Sector

Business Benefits Of Employees Having Intercultural Skills
(Showing Top Benefits By Sector)



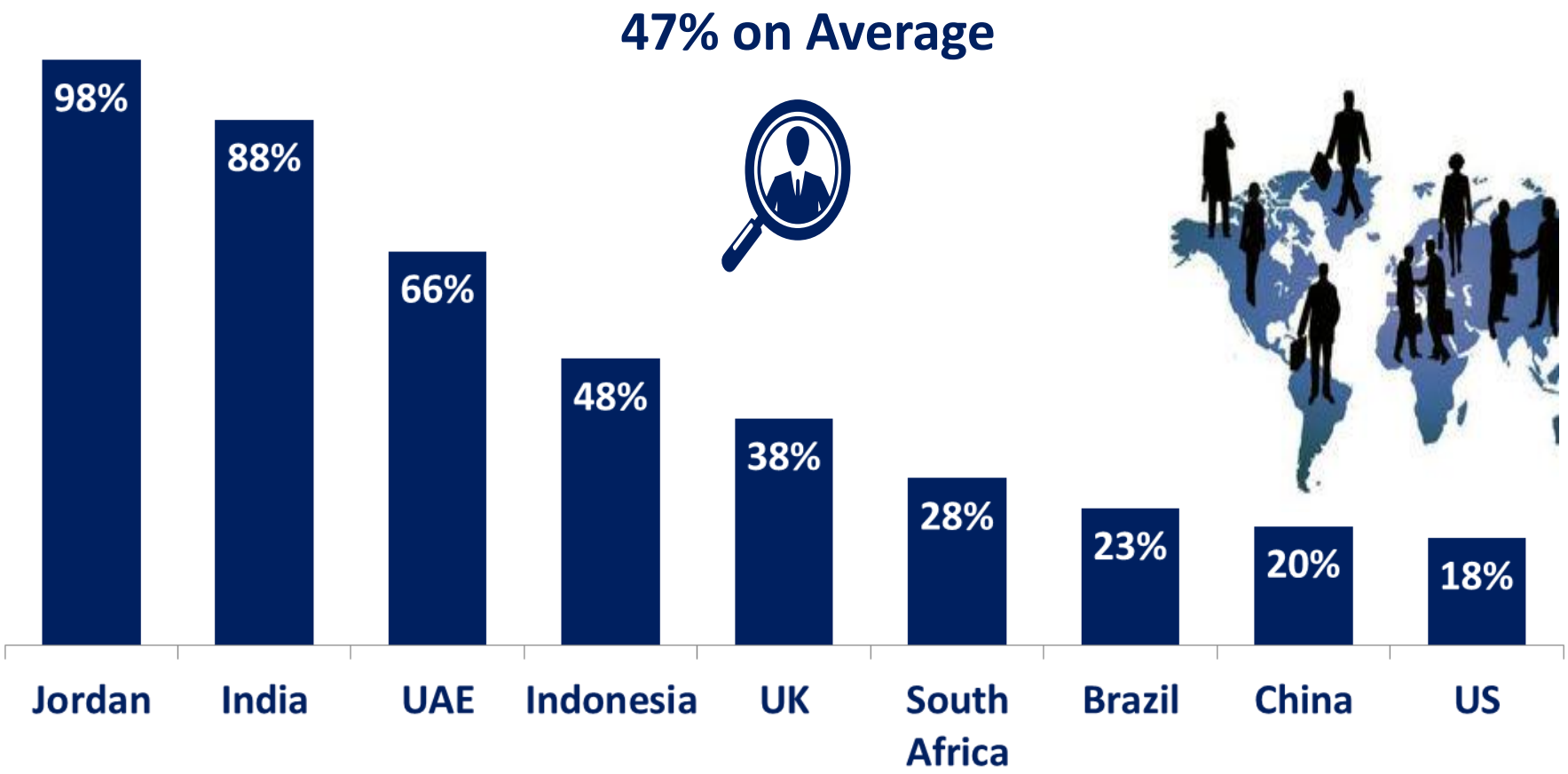
BRITISH COUNCIL

Do employers find candidates with these skills?

BRITISH COUNCIL

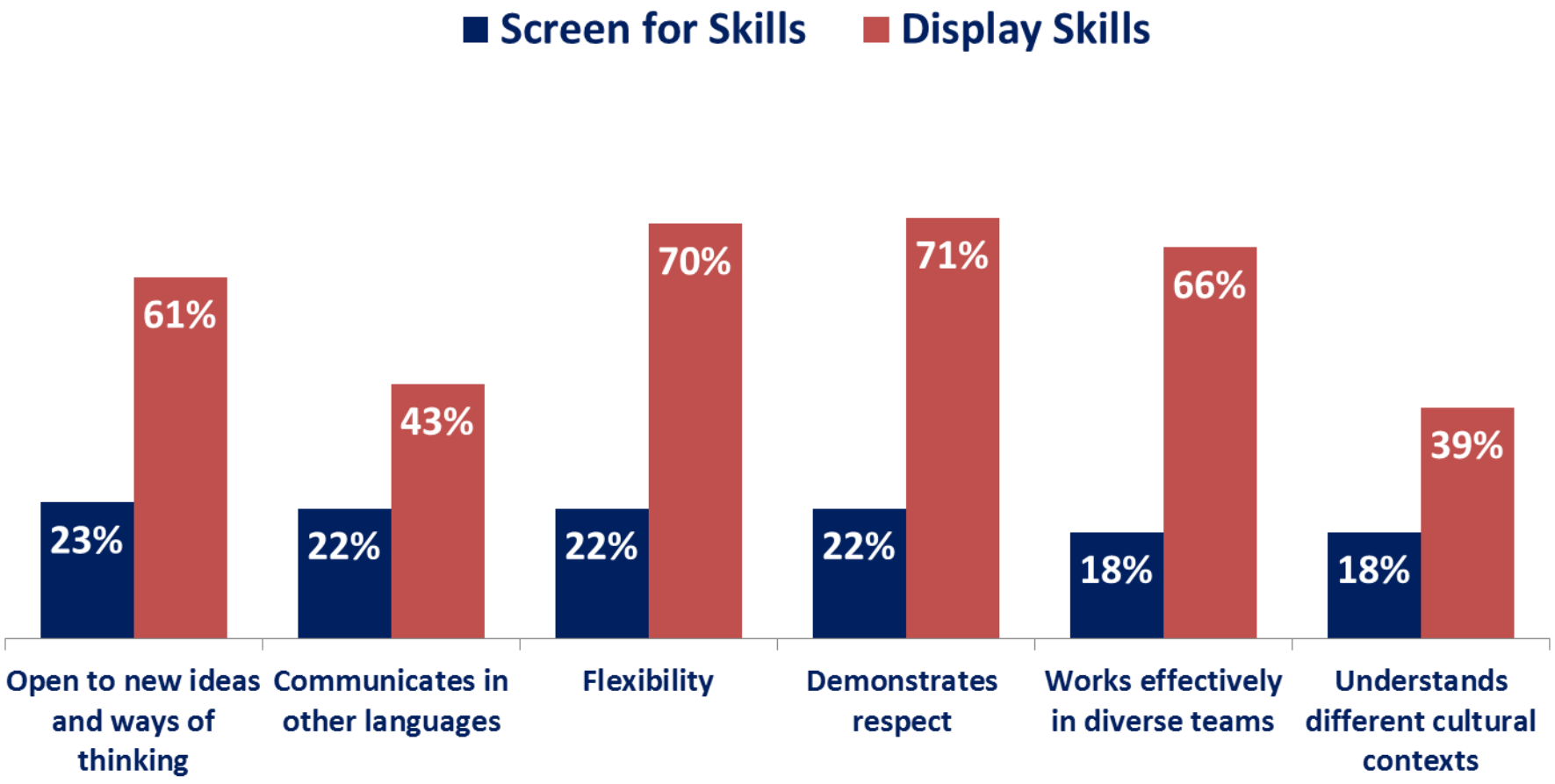
Intercultural Skills Drilldown – Are They Important?

To what extent do you screen for intercultural skills? (Showing % screenin



BRITISH COUNCIL

Difficulty in finding intercultural skills

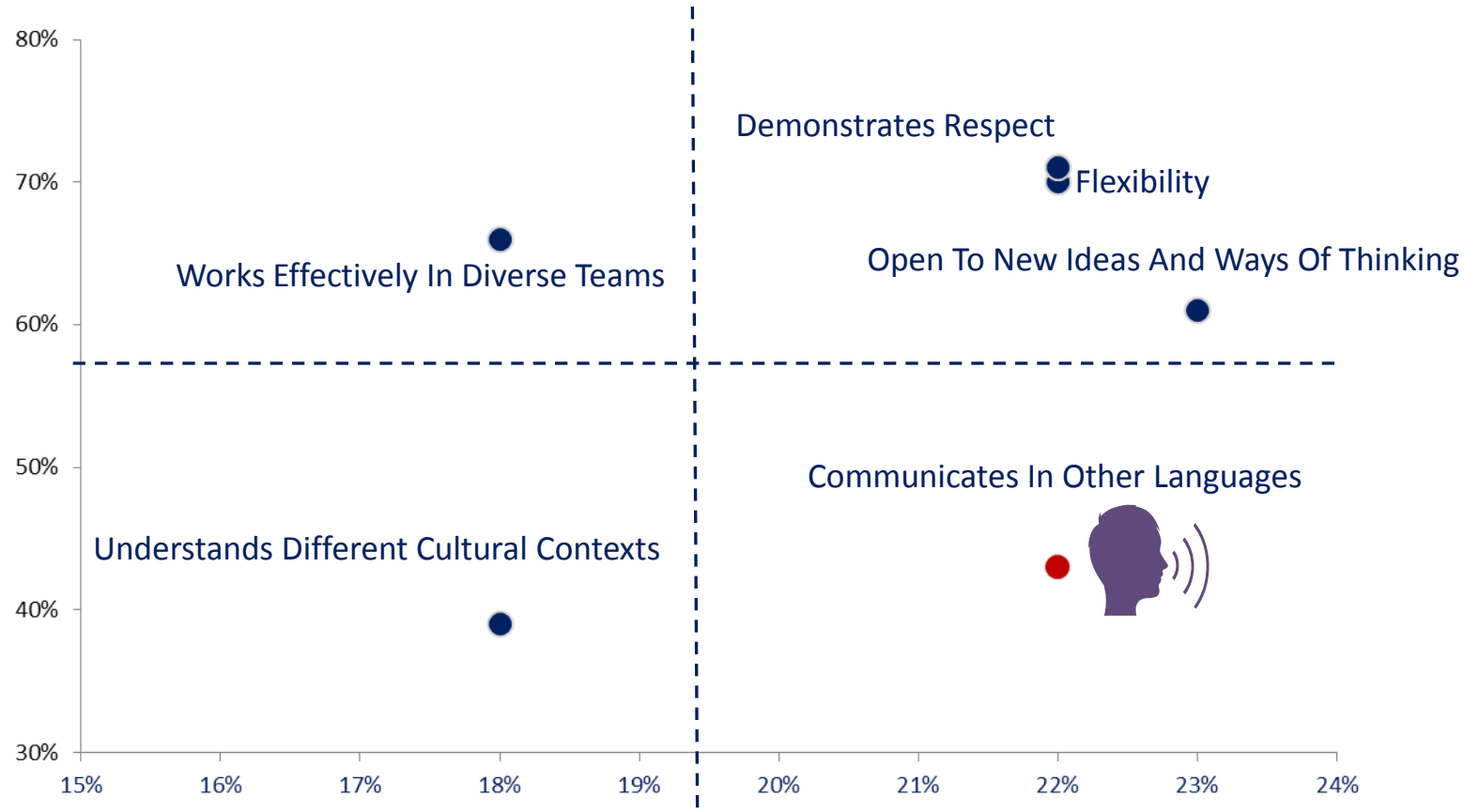


BRITISH COUNCIL

Employers Have Difficulty Finding Candidates With These Skills – Particularly Language

% employers screened for by % displayed by candidates
(showing only top skills screened for)

Do candidates seeking employment display the following intercultural skills?



Are there specific intercultural skills you screen for in an interview?

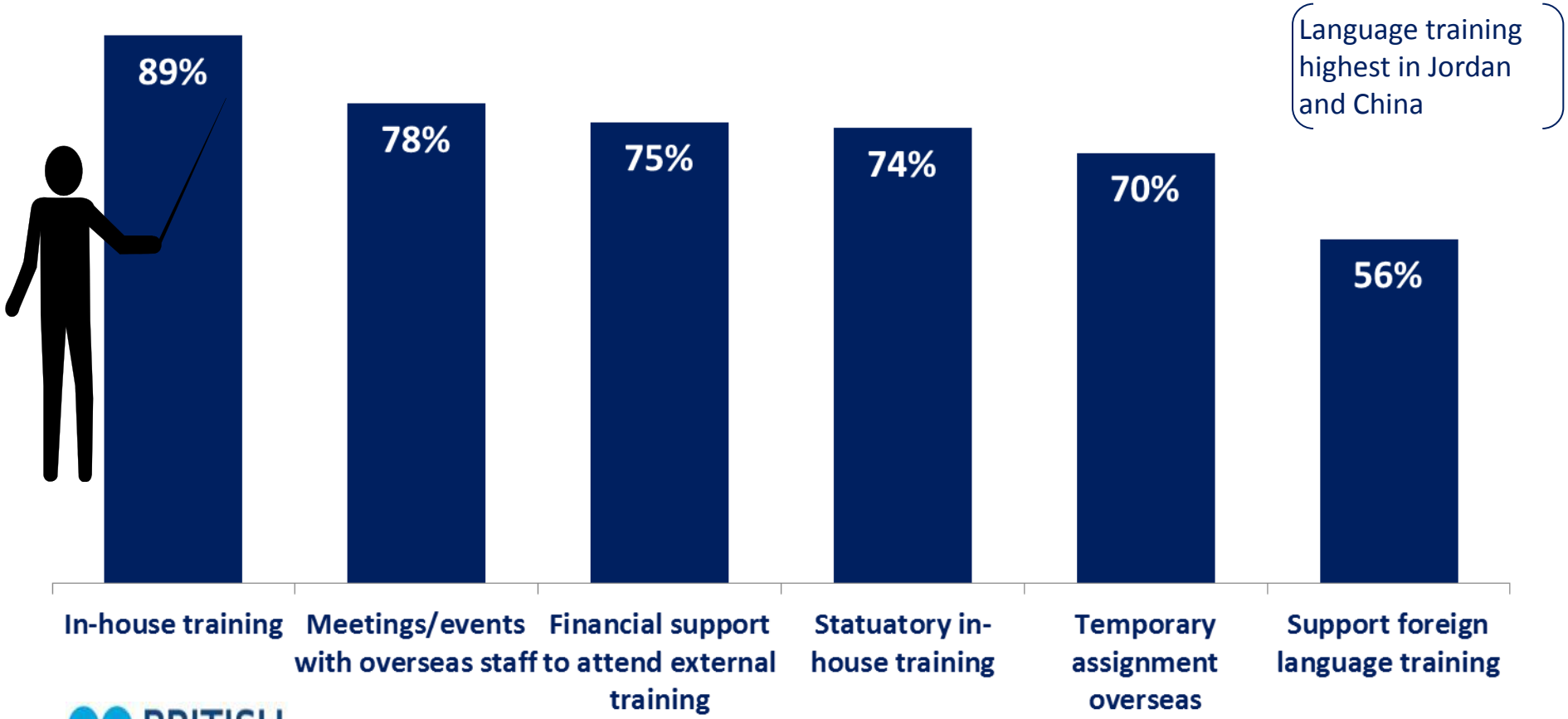
BRITISH COUNCIL

What can be done to improve intercultural skills?

BRITISH COUNCIL

In The Workplace: Job Training To Improve Intercultural Skills

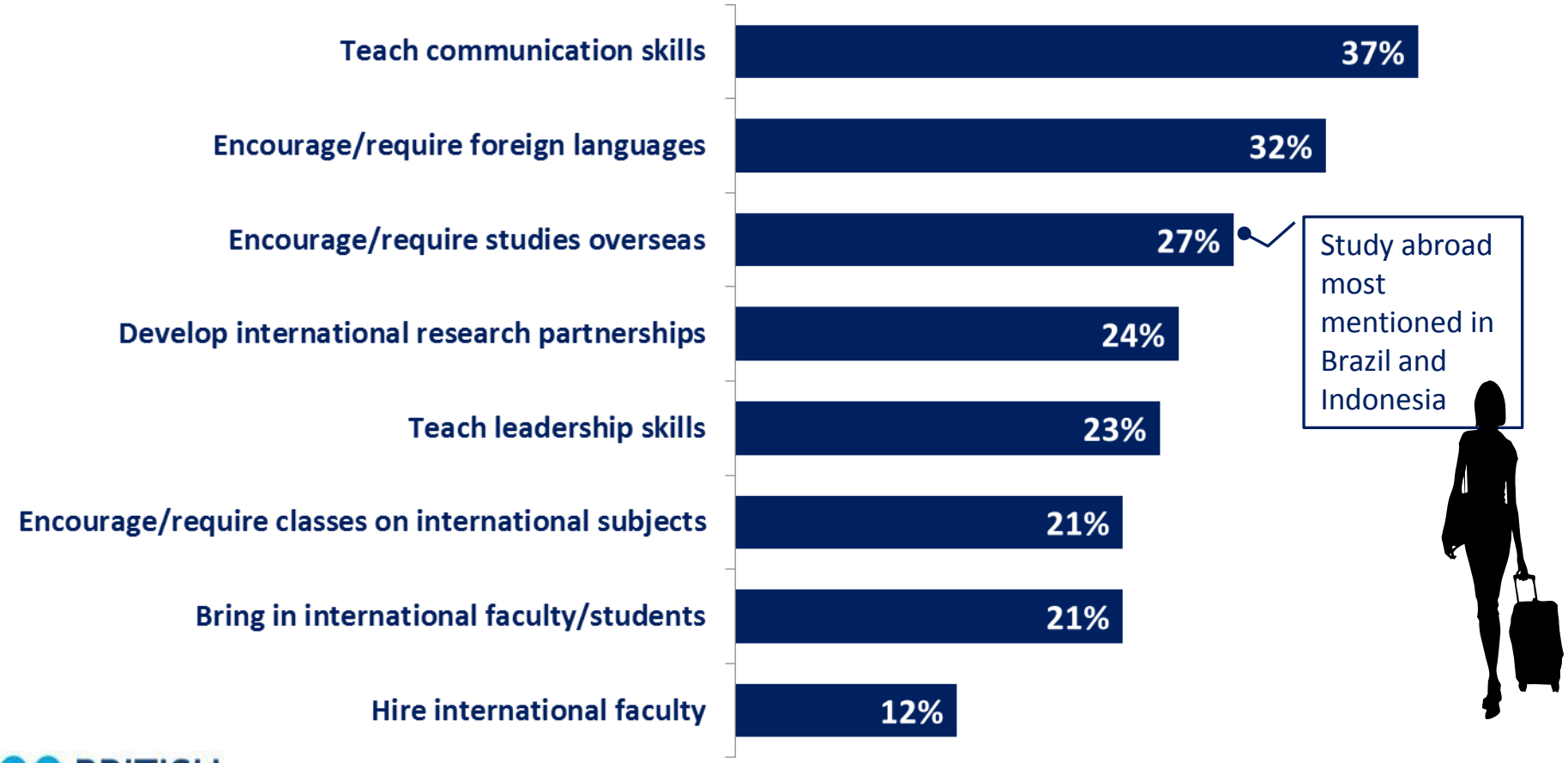
% Of Organisations Offering Support For Developing Intercultural Skills



BRITISH COUNCIL

In Education: Strategies To Improve Intercultural Skills

Contributions That Education Can Make To Improve Intercultural Skills



BRITISH COUNCIL