



**London  
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# OPENNESS TO INTERCULTURAL HIRING

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Video case study can be accessed [here](#).



# OPENNESS TO INTERCULTURAL HIRING – TEACHING GUIDE & NOTES

## 1. Summary of case study

In this video case you will find out about how managers can cope and deal with the challenges and opportunities when hiring people from different cultural backgrounds.

More specifically, you will find out about openness to diversity and the reasons why companies would recruit internationally. And how you can leverage diversity and inclusion as a manager.

## 2. Suggested methodology for ‘solving’ the case study

Focus on the reasons why recruiters and managers would be interested in hiring international.

Focus on how managers can leverage more open mindedness in the workplace for diversity and inclusion.

We propose the learners to do some research and answer the questions below:

1. Investigate the labour market in your country:

What is the number of open vacancies in your country?

What is the evolution of the open vacancies in your country over the last 5 years?

For which vacancies do you see an important bottle neck in terms of finding candidates?

Which competencies are missing in your local labour market?

2. What is the business case for hiring interculturality?

Can you give some examples of companies in your country that are openly promoting hiring interculturality?

Why would they do this?

3. What do you see as challenges when working interculturality?

What are the consequences on the work floor when hiring employees from a different cultural background, or from abroad?

What are the positive consequences and what are the challenges?

As a manager, how can you approach these challenges?

## 3. Possible answers

1. Investigate the labour market in your country:

What is the number of open vacancies in your country?



E.g., Belgium: 172.437 open vacancies in quarter 2, 2021.

What is the evolution of the open vacancies in your country the last 5 years?

E.g., Belgium: a record of open vacancies in quarter 2 2021, representing a 21% increase versus quarter 1 2021 and the highest number of vacancies since the start of the survey (2012)

For which vacancies do you see an important bottleneck in terms of finding candidates?

Eg. Belgium: operational jobs, engineers, IT jobs, healthcare jobs.

Which competencies are missing in your local labour market?

Common competencies include technical skills, engineering and IT skills, health care skills.

2. What is the business case for hiring interculturality?

Can you give some examples of companies in your country that are openly promoting hiring interculturality?

Eg. Randstad, AB INBEV, Imec, Materialise

Why would they do this?

To fill in competency and skills gaps,

To establish an international workforce

To increase creative thinking for innovation and problem solving

Approaching problems from a different perspective

To develop international brand awareness

To be able to speak the language of the customer

3. What do you see as challenges when working interculturality?

What are the consequences on the workforce when hiring employees from a different cultural background or from abroad?

Limited knowledge of languages used locally or in the company

Different cultural norms and values

Language barriers and miscommunication

Different habits and ways of working



What are the positive consequences and what are the challenges?

To enhance creativity and innovation

A greater awareness of differences which can lead to better understanding

As a manager, how can you approach these challenges?

By leading by example

By active listening to really understand the other person

Avoiding assumptions

By being respectful

By showing a sincere interest in the other person

By sharing experience

