

IV Intercultural Management

Janyne Afseth, Mari Kokkonen and Nuno Rebelo dos Santos

Introduction

Globalization has increasingly brought permanent contact with people whose cultural background is different from what many would consider their 'own' culture. The area of intercultural management is of critical interest due to the impact of increased European and global migration, which has required health and social care leaders and managers to develop competency to respond to the diversity and changing needs of their workforce and service users. The communities within the European Union are now often characterised by significant diversity whether at cultural, social, or psychological levels. The purpose of this chapter is to enable health and social care practitioners to assume a clinical/professional leadership role in quality intercultural management in the health and social care sector.

This chapter will focus on developing health and social care practitioners' knowledge and understanding in the area of intercultural management within contemporary health and social care organisations. It will focus on the critical application of knowledge to practice through the provision of underpinning knowledge, understanding and debates surrounding contemporary issues and practices in the areas of intercultural management. Many practitioners accessing this information may already work in the health/social sector and this critical focus on intercultural and diversity management has the potential to improve the quality in health and social care services through the critical application to practice.

Learning Outcomes

This chapter will focus on providing information to allow the reader to meet the following learning outcomes:

- Describe and explore the theoretical and research-based knowledge on intercultural dimensions in health and social care management;
- Analyse the influence of socio-cultural dimensions on organisational culture and practice;
- Produce and evaluate good communication and information in multicultural settings in health and social care management;
- Critically reflect on intercultural management practice and its role in meeting strategic, organisational and professional objectives;
- Demonstrate commitment and respect to difference in multicultural teamwork.

This chapter will be organised into core units that will enable readers to critically analyse each topic area and reflect upon practice, including that of organisations within the health and social care sectors.

Part 1: The theoretical background to diversity and intercultural management

Part 2: Intercultural communication

Part 3: Implementing intercultural management in practice