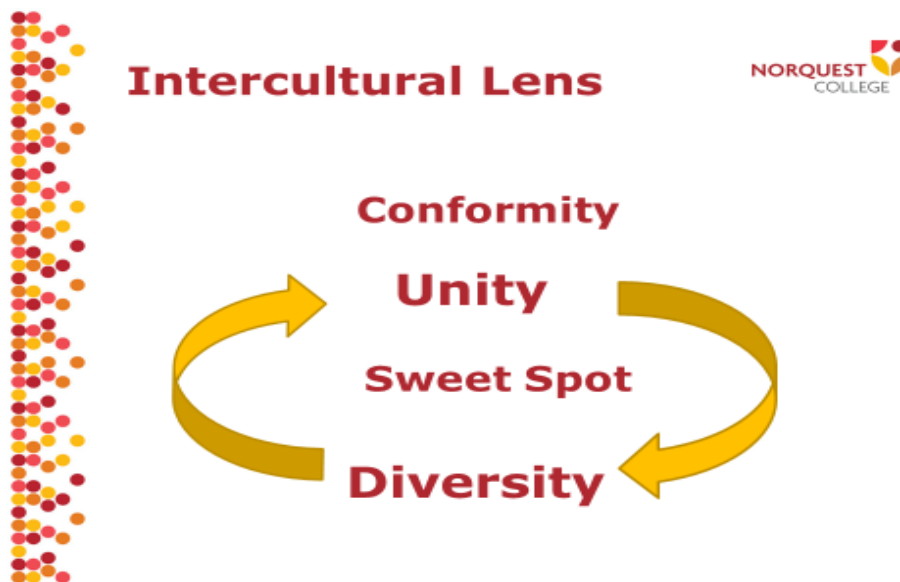


Appendix 2: Intercultural Lens on Hospitality Model

The Intercultural Lens Model was created by bringing together established concepts in intercultural communication practice with the data collected from interviews with Edmonton hospitality stakeholders. Two specific concepts were used to frame the focus for diversity sensitive service in hospitality.

Concept 1: Balancing Unity and Diversity



Intercultural communication is concerned with the perspectives involved in an interaction. One way to engage and manage the complexity that can be present when diverse perspectives meet in an intercultural encounter is to identify

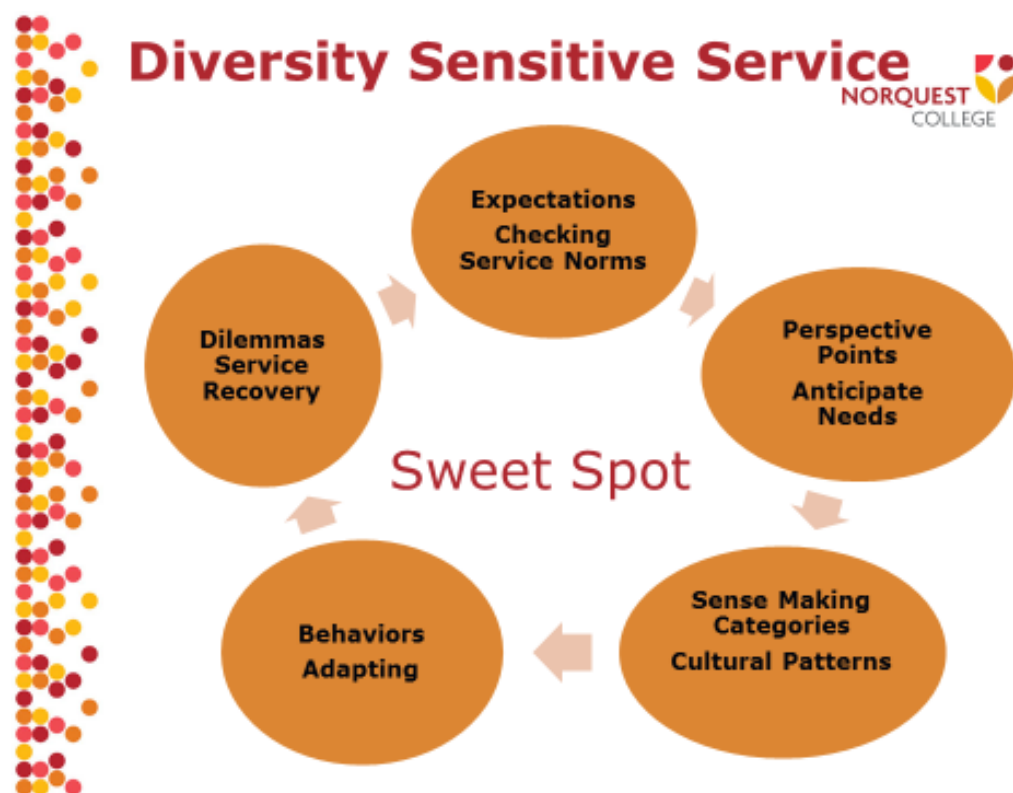
- 1) how we are the same or what unifies us and
- 2) how we are different, where the differences matter.

When we use this intercultural lens to look at service, we can focus on how to support conformity in service standards and how to support flexibility and sensitivity to adapt service behaviors to meet the needs of diverse guests. In the interview data, there were many examples offered related to upholding high standards of service, to exceeding guest

expectations and to continuous improvement on service standards. There were also examples offered related to limits of flexibility, e.g. unable to provide options not stored at the hotel or venue, unable to provide options that meant operating at a loss. Primarily, interview participants named a range of flexible and creative responses to meet and exceed guest expectations based on information about diverse interests and needs. In applying an intercultural lens, there is value in identifying the “sweet spot” of upholding service standards and creatively innovating above and beyond those practices to provide world class service to diverse guests.

Concept 2: Intercultural Focus for Diversity Sensitive Service

This diagram links points of focus to understand and act in intercultural competent ways to service skills and knowledge.



Intercultural Competence Concepts	Service Knowledge and Skills
Expectations <ul style="list-style-type: none"> Cultural values influencing guest expectations of a “good” experience. 	Checking Service Norms with Diverse Guests <ul style="list-style-type: none"> Training to check service norms with guest expectations.

<p><i>Example: interview story of a German tourist who was unhappy that smoking was not permitted in restaurants and that the weather was not warm enough to smoke comfortably outside.</i></p> <ul style="list-style-type: none"> • Unwritten cultural norms influence guest perceptions of appropriate service responses. <p><i>Example: interview story of expectation of Japanese business man to be given a room on a higher floor than his assistant.</i></p>	<p><i>Example: service language forms, skillful questioning to uncover unspoken expectations, guest bias.</i></p> <ul style="list-style-type: none"> • Integrating service knowledge with cultural frames to understand/make sense of guest expectations. <p><i>Example: Adapting service language forms to appropriately and effectively ask skillful questions that will be received in the way intended by guests from other cultures.</i></p>
Perspective Points	Anticipating Guest Needs
<p>Sense Making Categories</p> <ul style="list-style-type: none"> • Visible and invisible diversities <p><i>Example: Canadian norms for service behaviors include eye contact, looking approachable and warm and treating others as you wish to be treated. In reactive cultures (Asian), eye contact may be received as dominating or exceeding polite and respectful communication.</i></p>	<p>Cultural Patterns that Influence Guest Perceptions of Service</p> <ul style="list-style-type: none"> • Cultural Orientations <p><i>Example: Canadian service norms focus on creating a feeling of home. Hospitality providers might show this through various guest services, including adding personal touches to room, having an in-house dog to greet guests. Guests from high power distance cultural orientations (e.g. India) may not perceive some of these feeling of home gestures as appropriate.</i></p>
Communication and Service Behaviors	Knowledge and Skills to Adapt Behaviors
<p>Intercultural Dilemmas</p> <ul style="list-style-type: none"> • Critical Incidents in Service <p><i>Example: Hospitality participants reported the most difficult guest is one who is not interested in service recovery. Training for proactive cultural observation for differences that could influence dis-engaged guests could reduce/resolve service incidents.</i></p>	<p>Knowledge and skills to address/resolve critical incidents in service recovery</p> <ul style="list-style-type: none"> • Intercultural communication in service interactions <p><i>Example: Service incidents debriefs including intercultural communication competence tools could support service learning cycles for hospitality teams.</i></p>

