



United Nations Association of Australia  
WA Division

# The World is Not Flat

## *The potential and challenges of globalisation and cultural diversity*

College of Organisational Psychologists, WA &  
United Nations Association of Australia (WA)

22<sup>nd</sup> September 2011

# Tonight's Panel

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- **Dr Jan Ryan**
  - Honorary Professor at Edith Cowen University and representative of UNAA WA
- **Dr Alex Main**
  - Honorary Fellow and Associate Professor at Murdoch University
- **Ms Kaye Butler**
  - General Manager of Human Resources at Chevron Australia

# The World Is Not Flat

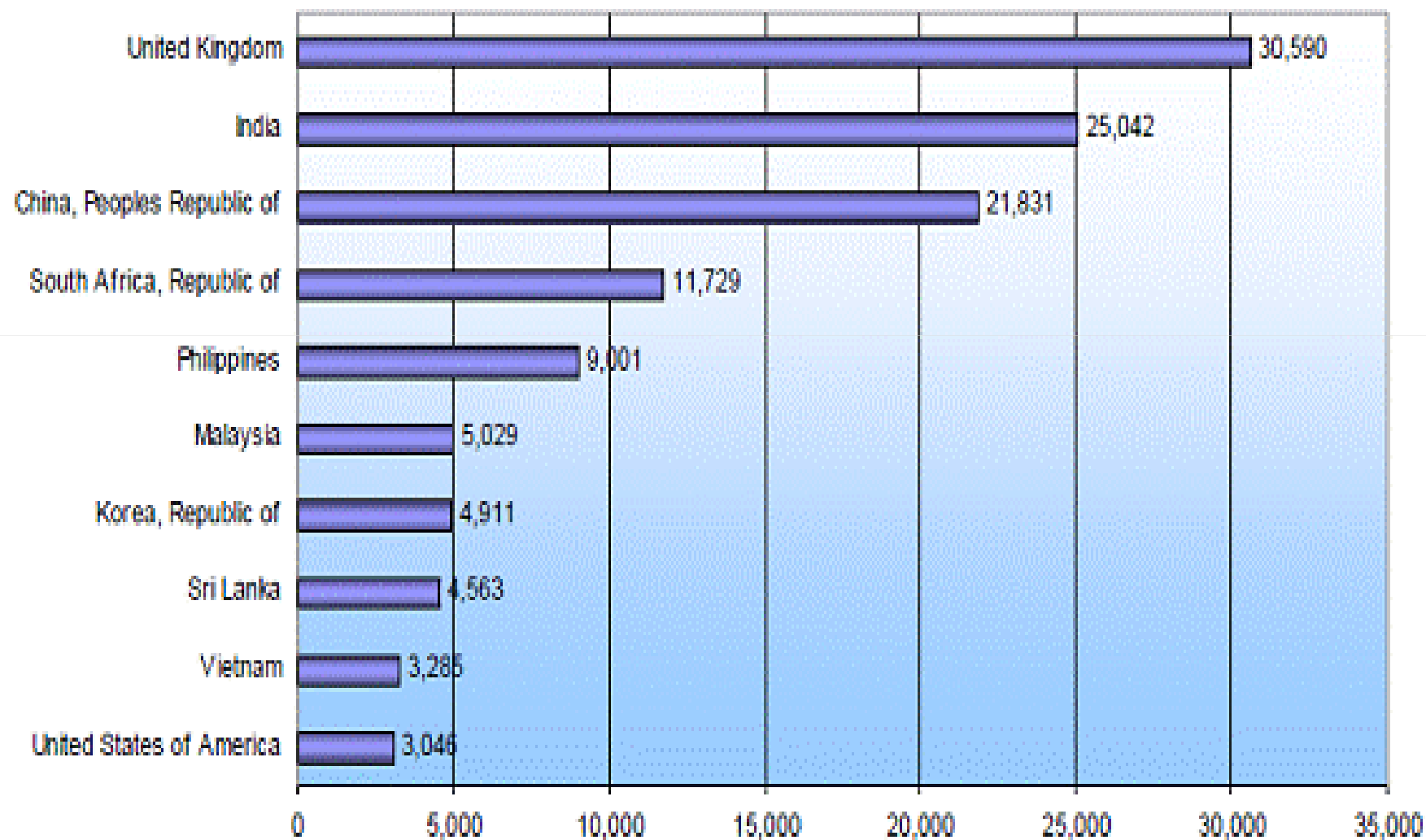
Jan Ryan, (UNAA.WA)



In his book Friedman argues that technology & communications are providing the global opportunity for both individual and corporate trade, & economics. Politics and government play little no part in his story.

- I consider carefully what the economic shifts mean for people, rather than the profits for business and investors.
- These views are in keeping with my research and personal findings and representative of the issues UNAA(WA) becomes involved with.
- In particular I want to establish a profile of the shift in our migration and temporary worker patterns, and ask what it means for Western Australians. What issues may be important for the WA government; for businesses; for workers; and families.

# Top 10 countries for migrants into Australia: 2008-09



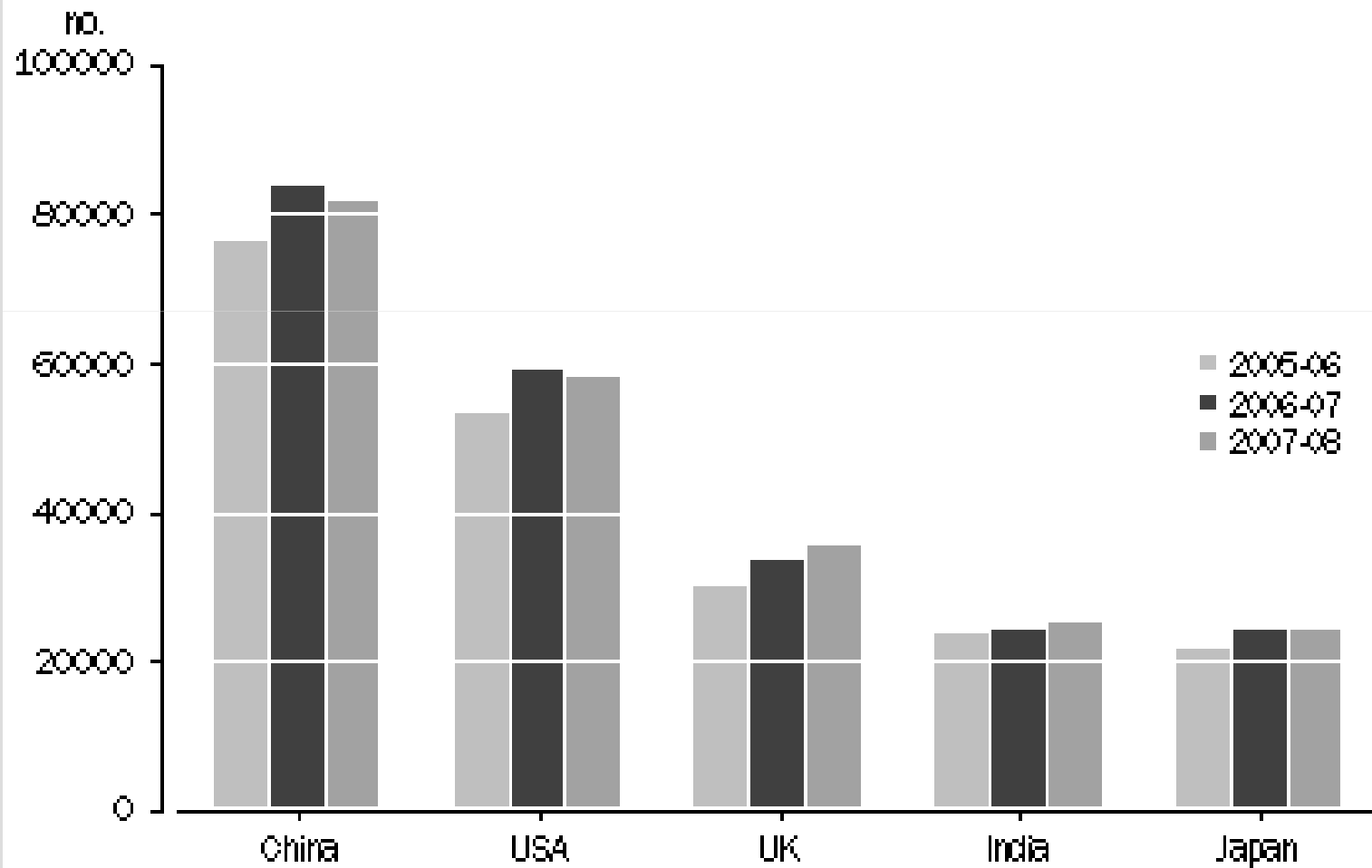
# Major shifts in Australian migration policies in the 21<sup>st</sup> century

- As one commentator as put it: The permanent shift to temporary migration.
- While governments might focus on refugee issues and 'border protection' the fact is that Business, universities and industry now predominantly select who comes into Australia.
- '457' visas were introduced in the late 1990s as a plan for temporary migrant workers.
- During the last decade we had 456,459,679,686,956,977 and many more.
- In 2001 resident labour marketing testing was removed.
- The 'temporary' worker, professional, university, student, or visitor overwhelmingly become 'permanent settler' (between 75-80%).

## Visas granted - 2005-06 to 2007-08

	2005-06	2006-07	2007-08
Temporary			
<b>Non-business visitors(a)</b>	<b>3 195 039</b>	<b>3 223 010</b>	<b>3 191 678</b>
<b>Business Visitors</b>	<b>368 333</b>	<b>404 790</b>	<b>418 250</b>
<b>Student</b>	<b>190 674</b>	<b>228 590</b>	<b>278 184</b>
<b>Working Holiday Makers</b>	<b>111 973</b>	<b>134 610</b>	<b>154 148</b>
<b>Business (Long Stay)</b>	<b>71 150</b>	<b>87 310</b>	<b>110 570</b>
<b>Others(b)</b>	<b>41 251</b>	<b>43 190</b>	<b>44 530</b>
<b>Total</b>	<b>3 978 420</b>	<b>4 121 500</b>	<b>4 197 360</b>

# Main Source Countries for Short Stay Business Visitors



Source: DIAC 2008a.

# Change in W.A. 2001-2006 Census

- In 2006 WA highest state population increase:27.1 (Australia 22.2)
- Population increase: 7.2%
- Overseas born increase: 7.3%
- O/s born NMESC: 8.9%
- LOTE spoken at home 9.7%
- Females continue to outnumber Males in overseas-born in WA:  
261,316 males / 270,449 females (2006)
- LOTE spoken at home increase:
  - Mandarin 48.6%
  - Arabic 38.8%
  - Serbian 15.8%
  - The highest LOTE in home speakers in 2006 were: Italian (14.5%)  
Mandarin(7.3%) Cantonese(7.1%) Vietnamese (5.8%) Arabic (3.4%)  
German (3.2%).
  - (those with highest % who speak English 'not well/not at all':  
Vietnamese (33%) Arabic (21%)  
Cantonese (21%)

# Percentage change of Religious Affiliation in W.A. 2001-2006.

- Assemblies of God had the highest rise: 231.5%
- Hinduism 63.2%
- Sikhism 28.4%
- Brethren 27.2%
- Islam 24.3%

The top 10 religions in WA, 2006:  
Western Catholic; Anglican;  
Uniting Church; Presbyterian; Buddhism;  
Islam; Greek Orthodox; Lutheran;  
Jehovah's Witness.

# Western Australia and Australia: Key Facts (2006 Census)

	<u>Australia</u>	<u>W.A.</u>
Overseas Born (% of population)	22.2%	27.1%
<ul style="list-style-type: none"><li>• Skills shortage recognised in a range of industries such as construction and the resource sector.</li><li>• Construction, Transport Electricity/gas/water; Manufacturing and mining were the major areas for 457 growth in 2004-5.</li><li>• Businesses do not have to prove there is a skill shortage.</li><li>• DMP reports that within W. A there are over 513 commercial mineral projects with more than 893 operating mine sites and 64 operating oil and gas fields. More than 50 different minerals are mined.</li></ul>		

- The resources sector employs more than 75,6151 persons.
- Women comprise approx 18% of the resource sector workforce compared to a national participation rate of 46%. However, women only represent 3% of all employees at mine sites, oil rigs and minerals processing operations. Some of the reasons for the industry not being attractive to females are the requirement by many companies to work away from families for extended periods of time (FIFO) and the perception that the work is hard and dirty.
- ABS: The sex ratio varied markedly within the state, although all SDs recorded a ratio over 100 (more males than females). **The highest ratios were for the Pilbara SD (129.2), South Eastern SD (114.8) and Kimberley SD (111.2). All of these SDs contain Local Government Areas (LGAs) with extensive (male dominated) resource activity.**
- The Perth SD had the lowest sex ratio (100.9), reflecting more even numbers of males and females.

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# The world is more difficult to navigate for some people

Need to raise awareness to:

- Workplace safety
- Correct salaries and entitlements for workers
- Culturally appropriate working environment: this includes the workplace, communication, personnel training, health.
- Wives and families – their housing, communication, education, social, religious needs.
- In 2007-08 192 employers were sanctioned and 1353 were formally warned for breaching the 457 visa rules. However, there are too few regulators, to investigate the growing number of temporary migrants.

# The United Nations

- Australia has not ratified the UN Covenant on Temporary Migrants.
- Friedman on Sustainable Development:  
‘We are all stewards of this planet, and the test for our generation is whether we will pass on this planet in as good or better shape than we found it’.
- ‘Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own need’.

# Sources used for these PowerPoints

Hoo, S-E et al, 2004 *A global market: the recruitment of temporary skilled labour from overseas.*

Mares, P. 'The Permanent shift to temporary migration. *Inside Story*, 17 June 2009

Spinks, H. *Australia's migration program*. 29 October 2010. Parliament of Australia – library.

Tham, J-C & Campbell, I. *Temporary Migrant labour in Australia: the 457 visa scheme & challenges for labour regulation*. March 2011

Office Multicultural Interest – W.A.

*Australian Bureau of Statistics.*

# Diversity in the Workplace

Alex Main

Hofstede, G. (2001)

*Culture's Consequences: Comparing Values, Behaviours, Institutions and Organisations Across Nations.*

SAGE

Value Dimension	Description
Power distance	Ways of dealing with inequality
Uncertainty avoidance	Degree of tolerance of the unknown
Individualism-collectivism	Degree of integration of individuals within groups
Masculinity-femininity	Differences in social roles of men and women
Long / short term orientation	Degree of delayed gratification of material, social and emotional needs

### *High power distance*

- Parents put high value on children's obedience
- Students put high value on conformity
- Managers are seen as making decisions autocratically and paternalistically
- Employees are reluctant to trust each other

### *Low power distance*

- Parents put less value on children's obedience
- Students put high value on independence
- Managers are seen as showing more consideration to their employees
- Employees show more cooperativeness with each other

### *High uncertainty avoidance*

- More worry about the future
- Tendency to stay with the same employer
- Greater generation gap
- Higher average age in high-level jobs

### *Low uncertainty avoidance*

- Greater readiness to live by the day
- Less hesitancy to stay with same employer
- Smaller generation gap
- Lower average age in higher-level jobs

### *High individualism*

- Importance of employee's personal life
- Small company is attractive
- Enjoyment in life appeals to students
- People thought of in general terms

### *Low individualism*

- Importance of company providing training and physical conditions
- Large company is attractive
- Duty in life appeals to students
- People thought of in terms of in-groups and out-groups

### *High masculinity*

- Belief in independent decision maker
- Stronger motivation to achieve
- Work more central in people's lives
- Higher job stress

### *Low masculinity*

- Belief in group decisions
- Weaker motivation to achieve
- Work less central in people's lives
- Lower job stress

Earley, P.C., Ang, S. (2003)

*Cultural Intelligence: Individual  
Interactions Across Cultures.*

Stanford University Press

# Cultural Intelligence

- Cognitive: learning about your own culture, that of others and about cultural diversity
- Motivational: not merely adaptation but wanting to adapt
- Engagement: ability to generate behaviour to reflect the cognitive and motivational processes

Gelfand, M.J., Erez, M., and Aycan, Z (2007)  
Cross-cultural Organisational Behaviour  
*Annual Review of Psychology, 58: 479-514*

# Universal versus Culture-specific

- Motives
- Need for control
- Achievement motivation
- Autonomy, competence and relatedness
- Role models

# Future Issues

- Understanding dynamics of cultural interfaces in multicultural teams, in negotiations and in global companies, mergers and acquisitions
- Wider attention to roles, norms and beliefs that affect workplace and service delivery
- Attention to similarities in values and management practices

# Cultural Integration At Chevron



September 2011



# Chevron – What we do



Chevron is one of the world's leading integrated energy companies, with subsidiaries that conduct business worldwide.

Our vision is to be the global energy company most admired for its **people, partnership** and **performance**.

Our success is driven by the ingenuity and commitment of our employees who work across the energy spectrum.

## Chevron:

- Explores for , produces and transports crude oil and natural gas
- Refines, markets and distributes transportation fuels and other energy products.
- Manufactures and sells petrochemical products
- Generate power and produces geothermal energy
- Provides energy efficiency solutions, and
- Develops the energy resource of the future, including biofuels and other renewable.

## Message from John Watson - CEO and Chairman of Chevron..



“Diversity is an essential component of The Chevron Way. As a global company, we recognize and respect our differences, and our similarities. The unique countries, cultures and backgrounds that make up Chevron, and the communities where we operate, are the true strength of our company and a powerful competitive advantage. Diversity enables us to gain new perspectives and build new strengths. A diverse team of employees, working together to achieve common objectives, is critically important to Chevron's business success - now and in the future.”

# Diversity

## Supporting Diversity and Fostering Inclusion



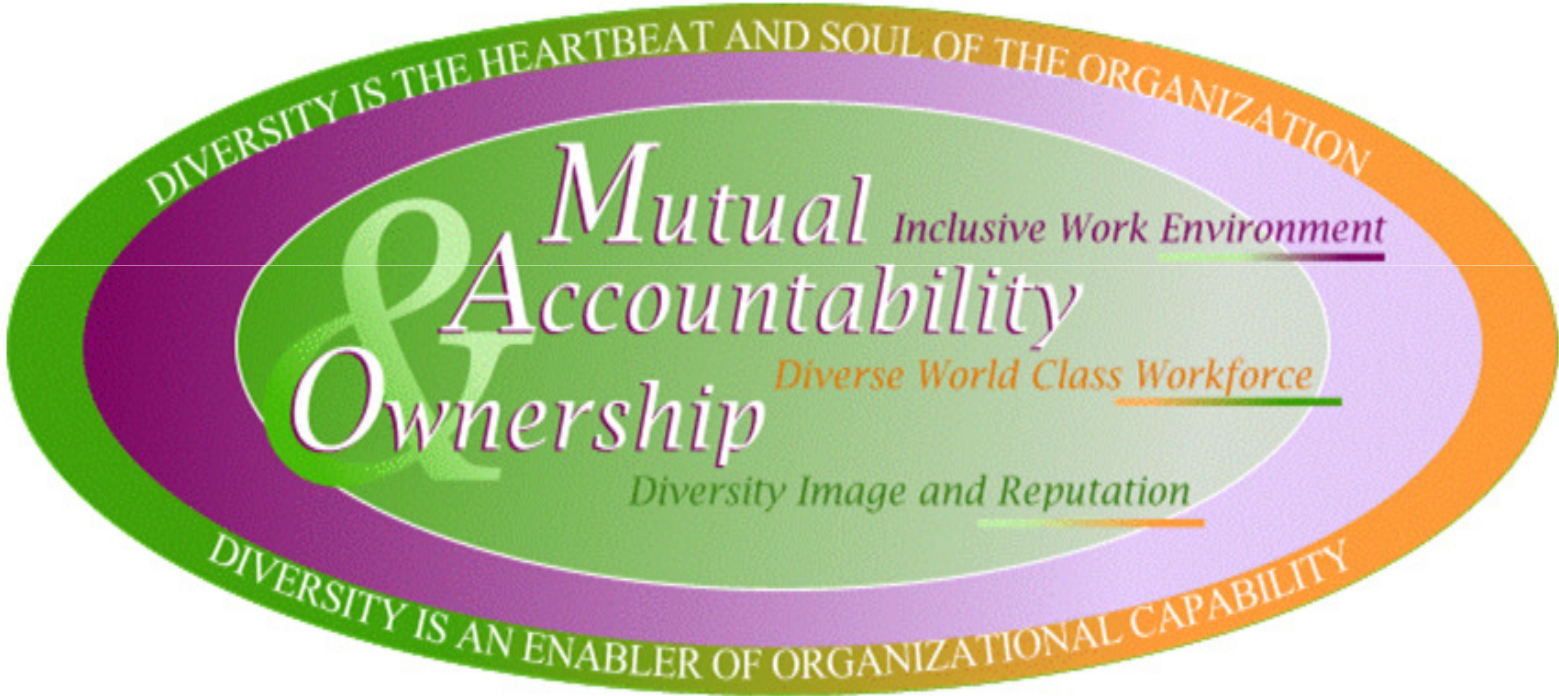
- With operations all over the world, Chevron values the rich diversity of ideas, experience and skills our employees bring to the company.
- We express our belief in the value of diversity through principles, practices and accountability. This begins with [The Chevron Way](#), which states:
- “We learn from and respect the cultures in which we work. We value and demonstrate respect for the uniqueness of individuals and the varied perspectives and talents they provide. We have an inclusive work environment and actively embrace a diversity of people, ideas, talents and experiences.”

## Chevron's approach to Diversity and integration is well recognized.



- Our principles endorse a spirit of inclusion and foster an environment in which everyone can reach his or her full potential. We are committed to being recognized as a global leader that backs its words with accountability and quantifiable results.
- Each day, we run our business in a way that respects our employees and the world community. Among our many achievements are the following:
  - In 2010, for the seventh consecutive year, Chevron was given a perfect score on the Corporate Equality Index by the Human Rights Campaign and was recognized as one of the Best Places to Work for Lesbian, Gay, Bisexual and Transgender Equality.
  - In 2010, DiversityBusiness.com named Chevron one of America's Top Organizations for Multicultural Business Opportunities.
  - In 2010 and for the eighth consecutive year, the Women's Business Enterprise National Council honoured Chevron as a Top Corporation for providing opportunities to women entrepreneurs—a tribute to our Supplier Diversity/Small Business program.
  - *Profiles in Diversity Journal* presented Chevron with its 2010 Diversity Leader Award for communicating the company's commitment to diversity and for sharing diversity best practice.

# Chevron's Diversity and Inclusion Objectives



# Enablers: Company Sponsored and Lead events to focus on Diversity and Inclusion



## INVITATION TO LEADERSHIP TEAM & OTHER GUESTS

Hold The Date!

The Office of Global Diversity, the Human Resources Committee, chaired by John Watson, and the CAPEP business unit lead by [the Asia Pacific President] are proud to sponsor the Diversity and Inclusion Roundtable which will be held in Bangkok **October 4<sup>th</sup> and 5<sup>th</sup>, 2011**.

The theme of the Roundtable is “Global Community Partnerships – Building Trust Through Diversity and Inclusion”, and will feature special guest ...President Asia Pacific, who will set the stage to explore how diversity and inclusion can be applied to drive greater business value both internally and externally. In addition there will be other presentations from our management team representing the Asia Pacific business units.

You are cordially invited to the event including the reception which will be held on Tuesday evening, October 4<sup>th</sup>, 2011 from 5:30 p.m. – 7:00 p.m.

We look forward to seeing you and will forward additional details shortly.

## Enablers: Employee Networks ensures involvement and ownership and provides comfort zones for new employees



### Employee Networks:

- Within Chevron, we support employees interested in reaching out to others. In 2010, more than 22,500 employees were members of our employee networks and affinity groups. These groups focus on mentoring, employee development, recruitment, community outreach and cultural awareness.
- Each network must have a Management Sponsor from the local Executive Management Team.
- In Australia we have the following active networks:
  - Boola Moort
  - Women's Network
  - Pride Network
  - Filipino Employee Network
  - XYZ Network
  - Asian Employee Network



## Enablers: Personal Diversity Action Plan

- **What is a Personal Diversity Action Plan?**
- Personal Diversity Action Plans focus on your activities as an individual to continue your learning journey and to visibly demonstrate your understanding of and commitment to diversity.
- It should have some aspect that is a stretch for you — something that will help you learn and grow.
- It can also be a way to showcase your skills and interests and show your commitment to diversity.
- It should be focused on helping Chevron achieve its diversity objectives for better business results.



## Enablers: Intercultural Communicating

- Intercultural Communication is a complete training program to help people avoid misunderstandings and communicate more effectively with other cultures.
- **Benefits: With this expert training program, you'll get the answers to these essential issues and many more:**
  - Why some cultures might avoid giving straight answers
  - How to understand what's really being said
  - How to read body language and nonverbal business communication
  - How to know when 'yes' might really mean 'no'
  - What topics might be offensive and disrespectful with other cultures
  - Why some cultures prefer to avoid touching, eye contact, etc.
  - How to overcome language barriers and avoid translation disasters

## Enablers: HR / Management processes



1. Performance Management guidelines and training
2. Equity assessments
3. Employee surveys
4. Meeting protocols
5. Leadership acknowledgement of the presence of cultural friction when its observed (*if you see it you own it*).
6. Being proactive in the design of organizations and workgroups.
7. Understanding some cultural differences will impact how processes work : focus groups; allocation of resources ; expectation about how to implement changes to procedures.



## Considering an expatriate assignment?

This is the "Living and Working in..." Web site, containing photos of homes, schools, communities and other detailed information. Additional locations are coming soon. This Web site is internet accessible, so you can share it with your family.

[Web site feedback](#)

Note that to view the location slideshows, you must have a recent version of the [Flash Player](#) installed on your computer.

## Location Information

### Eurasia

#### Kazakhstan

- [Atyrau](#)
- [Learn More about Chevron in Kazakhstan](#)

#### Turkmenistan

- [Ashgabat](#)

### Europe

#### Scotland

- [Aberdeen](#)
- [Learn More about Chevron in the United Kingdom](#)

### Latin America

#### Brazil

- [Rio de Janeiro](#)
- [Learn More about Chevron in Brazil](#)

#### Venezuela

- [Caracas](#)
- [Puerto la Cruz](#)
- [Learn More about Chevron in Venezuela](#)

### Middle East

#### Kuwait

- [Kuwait](#)
- [Learn More about Chevron in Kuwait](#)

### North America

#### United States

- [Learn More about Chevron in the United States](#)

#### California

##### San Joaquin Valley

- [Bakersfield](#)
- [Coalinga](#)
- [Coastal](#)

#### Texas

#### Midland

Learn more about Midland:

- [Midland Convention & Visitors Bureau](#)
- [Midland Chamber of Commerce](#)

### South Asia

#### Indonesia

- [Balikpapan](#)
- [Duri](#)
- [Jakarta](#)
- [Rumbai and Minas](#)
- [Learn More about Chevron in Indonesia](#)

**ENVIRONMENT:** How individuals view and relate to the people objects and issues in their sphere of influence

**TIME:** How individuals perceive the nature of time and its use

**THINKING:** How individuals conceptualize

**STURCUTRE :** How individual approach change, risk, ambiguity and uncertainly.

**ACTION:** How individual conceptualize actions and interactions with people and objects in their environment.

**COMMUNICATION:** How individuals express themselves

**SPACE:** How individual demarcate their physical and psychological space.

**POWER:** How individuals view differential power relationships.

**INDIVIDUALISM:** How individuals define their identify

**COMPETITIVENESS:** How individual are motivated.

## Your COI® Report

Click on a dimension on the wheel to see your score(s) for that dimension.

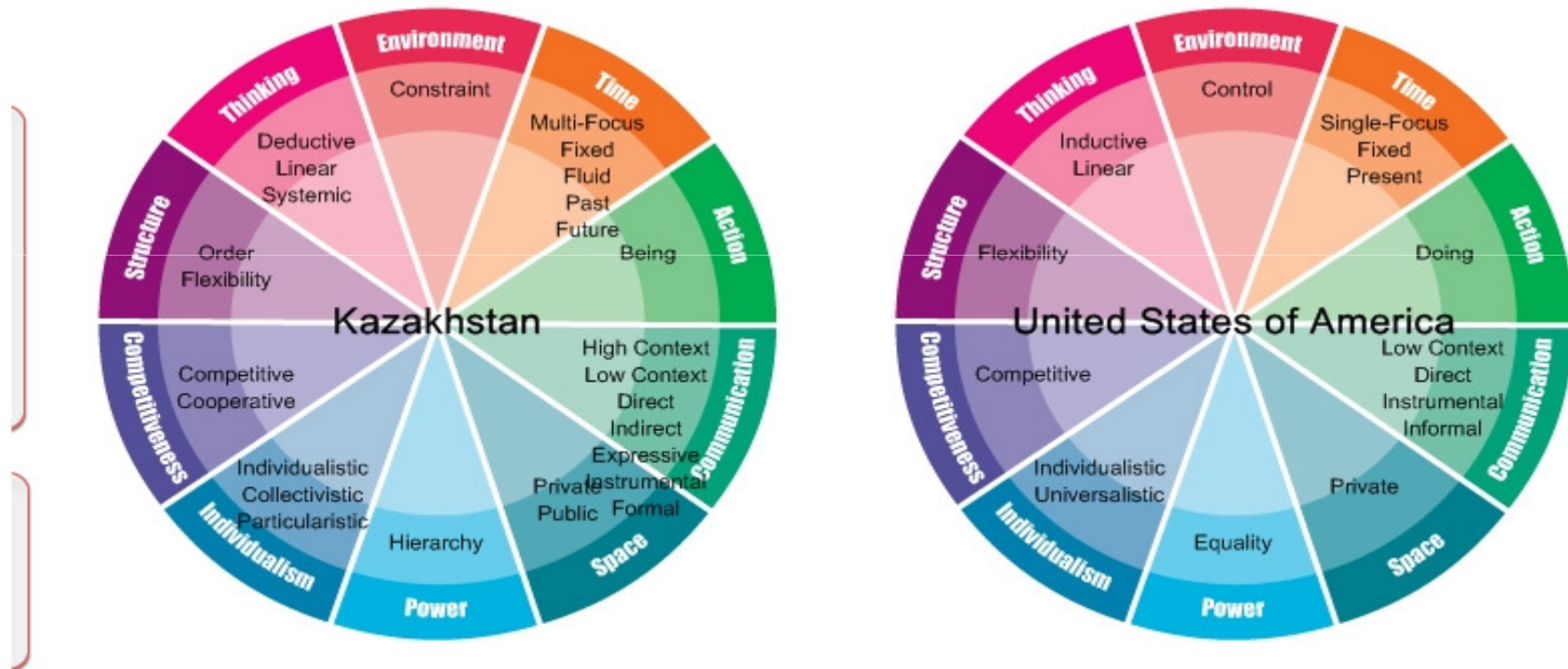


\* Strong  
\*\* Very Strong

The cultural orientations above indicate your preferences.



## COI® Country-to-Country Comparison



Community engagement and involvement is central to our business success



Human Energy

Businesses can only succeed if their communities do. So we're investing in the people and places we call home. Supporting programs focused on childhood health and education in local communities. And partnering with universities here in Australia to cultivate tomorrow's leaders. Together we're making a real difference. Learn more at [ChevronAustralia.com/weagree](http://ChevronAustralia.com/weagree)

**BIG COMPANIES  
SHOULD  
SUPPORT  
THEIR  
COMMUNITIES.**

*Fiona Wood*  
Professor Fiona Wood  
Australian of the Year, 2005

**WE AGREE.**

*Roy Krzywosinski*  
Roy Krzywosinski  
Managing Director  
Chevron Australia

# The next COPWA events



Date	Event / Topic	Presenter(s)
Monday 7 November 2011	2011 W.A. Psychology Conference <b>Developing Global Leaders for Competitive Advantage</b>	Vanessa Franzen
Wednesday 14 December 2011	<i>How to deal with the Corporate Psychopath</i>	Carla Frane
February 2012	<b>Topic: Servant Leadership – Spirituality in the Workplace</b>	Michael Perrott Suzanne Sherry
2013	<b>IOP Conference</b>	Requesting Expressions of Interest



# The next COPWA events

Date	Event / Topic	Presenter(s)
Wednesday 19 October 2011	<b>Title: Internal and External Brand: The Influence and Importance of Trust</b>	Jo Woodfield
Monday 7 November 2011	<u>2011 W.A. Psychology Conference</u> <b>Title: Developing Global Leaders for Competitive Advantage</b>	Vanessa Franzen
Wednesday 14 December 2011	<u>COPWA AGM</u> <b>Title: How to deal with the Corporate Psychopath</b>	Carla Frane
February 2012	<b>Topic: Servant Leadership – Spirituality in the Workplace</b>	Michael Perrott Suzanne Sherry
2013	<b>IOP Conference</b>	Requesting Expressions of Interest