



Cultural Detective® Business Case Organization-Wide Intercultural Competence Hyundai-Kia Automotive Corporation

Client Overview:

Hyundai-Kia Motor Company, headquartered in Seoul, is one of the fastest growing automotive companies in the world, with growing operations in Russia, manufacturing facilities in Turkey and Poland, design facilities in Frankfurt and Detroit. The two brands target different varieties of consumers, and are competitors yet part of the same corporate *chaebol* family.

Opportunity/Needs:

As the company increases its presence worldwide, it realizes the need to adequately equip its people for intercultural work, and desires to maintain organizational processes and systems in synch with current and future global realities. Expatriate relocation practices require improvement, as do decision making, communication, leadership development, performance review, and teaming systems.

Solution:

After an extensive review of intercultural service providers, HKMC determined that the expertise of the Cultural Detective team would best meet its purposes. They purchased an organizational site license and hired Cultural Detective staff to assist with needs assessment, to design, develop and deliver the initial programs, and to train trainers.

An extensive needs assessment was conducted to determine key intercultural strengths, liabilities, resources and needs in the organization. This first step included a written survey via intranet, and in-person interviews with a representative cross-section of staff members in Europe, North America and Korea.

The needs assessment demonstrated key areas for development and informed the creation of a multi-step plan. Initial one-day intercultural awareness workshops were conducted in North America and Europe for human resources staff. A second round of intercultural competence workshops were conducted for the same group of HR managers six weeks later, using the tools (Cultural



Detective as the backbone) from phase one and incorporating client-specific critical incidents and planning.

Based on HR management input from the first two phases, Cultural Detective designed a four-hour workshop that could be delivered in Europe or North America, by HR staff. The third phase included bringing all the European and North American participants together at headquarters in Seoul, to receive briefings on Korean culture, Hyundai-Kia corporate culture, and training on how to facilitate the four-hour intercultural competence sessions in their home country organizations. All participants practiced facilitating two segments of the training prior to completion of the session. They also visited headquarters facilities, test-drove concept and soon-to-market vehicles, attended the hip-hop sensation "B-Boys," ate a whole lot of terrific Korean food, shopped till they dropped, and sang their hearts out.

HR staff returned to their home country organizations to roll out the intercultural competency development programs. The three sessions developed strong teamwork and networking between staff in various countries, enabling ongoing mutual assistance. Some organizations are contracting Cultural Detective authors and certified trainers to assist with delivery. Next steps will most likely include rolling out the program at headquarters, as well as in China and India. Australia is also requesting roll out. Quarterly sessions are planned for all HKMC certified facilitators, to better ensure quality interventions, ongoing capacity development and teamwork. The Cultural Detective Interactive Reality Series (online, self-paced course) may be used to supplement the face-to-face curriculum.

Cultural Detective Benefits and Results:

- Participants mastered one simple yet powerful method that is useful for learning, for transforming conflict, and for planning effective decision-making and collaboration processes.
- Employees throughout the organization developed a shared way of responding to, and a shared vocabulary and approach for making the most of differences.
- HR managers who are not intercultural specialists were able to quickly develop the motivation and skills to enhance intercultural effectiveness in the organization.