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Project draft

LEMUCUTE - Leadership for multicultural Teams

**Conveyance of particular "soft skills" to executives
to the efficient leadership of multicultural teams.**

Program:	Live Long Learning
Section:	CROSS SECTION PROGRAMME Main activity 4 – Spreading and use of
Deadline:	28th Feb. 2013
Term:	3 years, max. duration
Contribution:	<ul style="list-style-type: none">- max. 75% of the whole budget- max. € 300.000,-- max. € 150.000 per year- lump sum for all third countries, together max. € 25.000,- and regardless the max. contribution

Targets and effectives

1. Motivation

Leading of working teams, the choice of the members, assigning the respective duties and accountabilities as well as leading the single team member's is a complicated duty for people, managerial responsibility was delegated to.

In seminars "soft skills" and "tools" become to these people conveyed to create the most optimum conditions for employees and manager to the successful management of employees, particularly in the areas:

- Communication

technology as for example Johari window (Ingham/Luft), consciousness model (S. Freud), four sides of messages (F. Schulz von Thun), communication rules (P. Watzlawick), OK.-grid (F. Ernst), interrogative technologies, feedback rules.

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- Employee's guidance as for example differentiation functional duties and executive functions, self-management, employee's development, objective and appraisal, motivation, Needs and values, dealings with difficult conversation situations
- Team building as for example phases of the group development, problem thinking versus solution orientation, cooperation, recruiting, group dynamics

The usual or classical management education is lead out from the long-time standard constellations in which the employees and the team leaders come from comparable societies, linguistic areas or religious areas.

Nowadays these circumstances change more and more by the globalisation of the world of work, the immigration and the refugee's streams.

Particularly in branches in which mostly employees with different cultural, linguistic and religious backgrounds - often with low educational state - are recruited, would it for a successful employee and team guidance be necessary, that these personal circumstances which apply highly to people with migration background should be part of the educational concept.

Target

People,

- with responsibilities to lead multicultural teams or
- they are intend to lead multicultural teams and/or
- show high intercultural competence

receive a special - with the requirements for an effective leadership of multicultural teams - management education, which is based on the „classical or up to now commonly carried out management education.

This enlarged management education is content of the program "LEMUCUTE - Leadership for multicultural Teams" and concentrates to the efficient and social leadership of multicultural working teams.

The result of the project "LEMUCUTE" is a training concept experienced in practice for executives of multicultural teams.

Procedure

1. gathering the actual situation
 - gathering in affected branches / companies
 - drawing up questionnaires for the data collection in the companies
 - gathering the respective situations in multicultural groups (employees and team leaders)
2. Evaluation of the data and representation of the present situation
 - executives
 - team members
 - personnel manager
 - branches / companies
3. selection of the branch/-es or companies for the further project development
4. Development of a training concept concerning the soft skills to be provided by executives (personnel manager, management trainer, social worker or migrant's supporters...)
5. Conversion of the worked out training concept into practise by training of 2-3 groups in each in 2 partner countries.
6. gathering the field experience of the training participants and the personnel guidance after at least 6-month leadership practise with multicultural working groups
7. Adaptation of the training concept based on the results of the results in accordance with. Pt. 6.
8. Completion and presentation of the training concept

Partners

1. Service provider of the garbage disposal, refuse processing and/or townscape care branch, with a relatively high interest in employees
 - from most different societies,
 - most different religious affiliation and
 - with have rather low educational level
2. Service provider of the garbage disposal care, refuse processing care and/or townscape care - branch from third partner country with comparable criteria in accordance with Pt. 1
3. Staff and management training institutes from the participant partner countries with publicly juridical licensing



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4. social partners of the partner countries
5. advanced technical colleges, e.g. in the tourism area
6. care facilities for migrants