2022 CRITERIA

Cross Cultural Management

The Cross Cultural Management Award recognises excellence in management initiatives and programs which enhance the cross cultural inclusion within an organisation with a focus on effectively understanding cultural differences and building approaches to successfully manage these differences. This may include recognition of the significance of culture in a global business environment, understanding the meaning and dimensions of culture and the way they impact on organisational activities and practices, managing workplace communications across cultures, and forming and managing global teams.

Supported by Fons Trompenaars: Fons Trompenaars is a Dutch organizational theorist, management consultant, and author in the field of cross-cultural communication. Fons has gained global recognition for his work and research in this field and is known for the development of Trompenaars' model of national culture differences.

Criterion	Defined as:	Suggested evidence:
Specific		
Flexibility	The program or initiative takes into account unique requirements to accommodate a safe and suitable working environment, such as flexible approach to job design and training requirements.	Evidence of consultation/surveying of employees, examples of flexible options designed to respect/accommodate cultural requirements.
Community	The organisation establishes and maintains relationships with other organisations to strengthen in developing, promoting and implementing the initiative/program.	Evidence of consultation and relationship with industry, education, community groups, statements from those groups relating to their involvement or benefitting from the initiative/program.
Cultural awareness	The program/initiative is supported by/incorporates cultural awareness education and training for all employees.	Evidence of cultural awareness training and education, statements or examples from participants in the program.
Criterion	**Defined as:**	**Suggested evidence:**
Generic		
Innovation	The program or initiative represents a new and creative approach to the challenge faced by the organisation. It incorporates elements inherent to the digitalisation.	Details of how the initiative came about, e.g. analysis and research conducted, and how the idea, concept, approach or method underpinning the initiative is new to the organisation or industry sector and how it solves a problem and/or enhances business performance.
Culture	The program or initiative incorporates a cultural change approach to diversity where principles are embedded in the DNA of the organisation.	Examples of cultural change programs, relating to the initiative i.e. how has the organisation introduced the initiative in a way that they are embraced by staff and become a way of life.
Impact, Metrics & Outcomes	The program or initiative has addressed the challenge, achieved the desired outcomes and/or positively impacted on the business.	Evidence of improvements and outcomes identifiable as resulting from the program or initiative including metrics on engagement, retention, climate surveys etc.

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Sustainability	The program or initiative and its impacts or outcomes are sustainable and replicable for the organisation.	Evidence of how the program or initiative will be repeated within the organisation i.e. planned roll out to other divisions, sites, ongoing scheduled activity, commitment within organisational strategy/budgets etc.
Leadership	The program or initiative is supported or lead by the CEO and/or senior leadership team within the organisation.	Statement of support from senior leadership team, evidence of their participation in driving and implementing diversity policies etc.