

**Course Topic: Language Program Management****Course Instructor:**

**Dianne Tyers** has held numerous English language teaching, training and management positions over the past 22 years in six different countries. She owns Advance Consulting for Education, INC, an English language teacher training and curriculum development company. Dianne is currently a PhD candidate at OISE, University of Toronto and has a Masters of Applied Linguistics (University of Queensland) and an MBA (University of Western Ontario). She has presented at local, national and international conferences on teaching and management techniques, culture, and language learning.

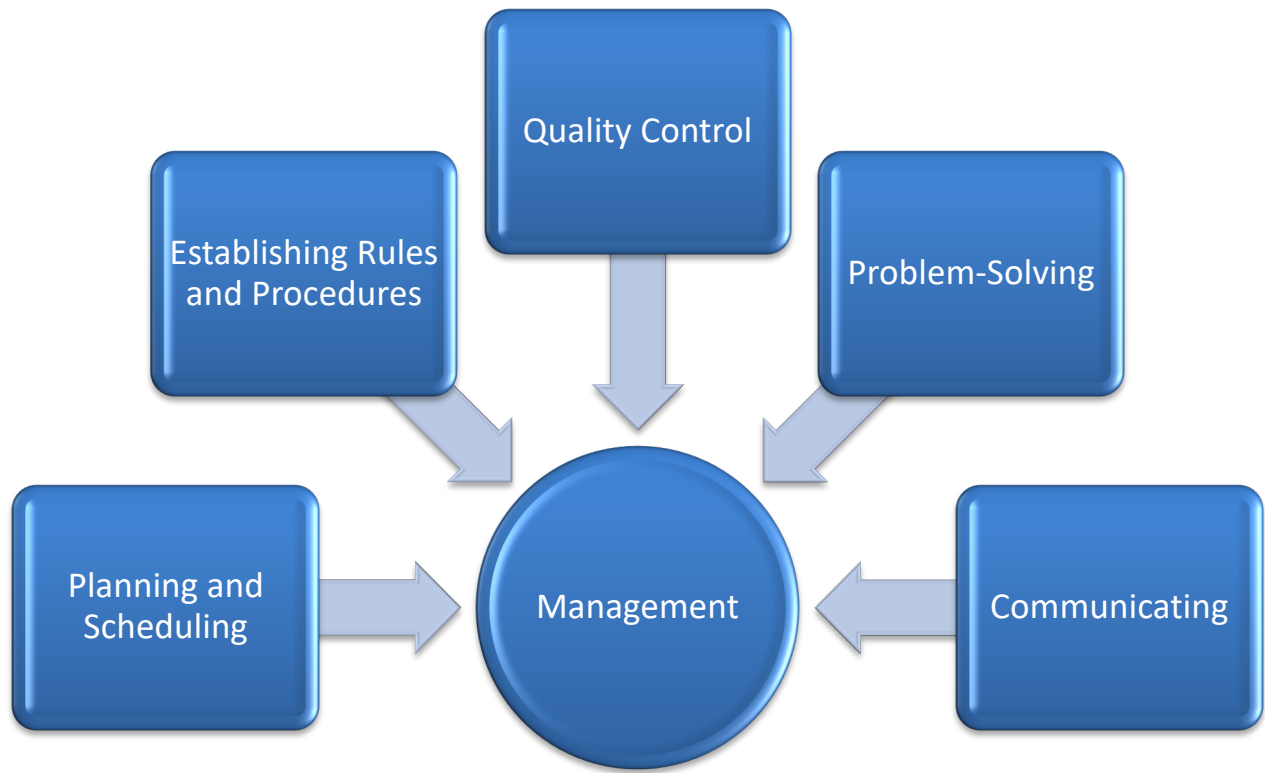
**Course Synopsis:**

Management in any type of organization is a challenging endeavour. Management in an education setting that also involves individuals from a variety of cultural backgrounds is even more challenging. In this course, you will learn some simple frameworks that can help you better understand the dynamics of the personal interactions in your multicultural education organization. With this better understanding you will be able to manage those interactions more effectively and successfully. The course includes some practice using the frameworks to hypothesize what is happening in several multicultural communication management scenarios. The course concludes with a checklist of characteristics that will help you be a more effective multicultural manager.

**Course Agenda:**

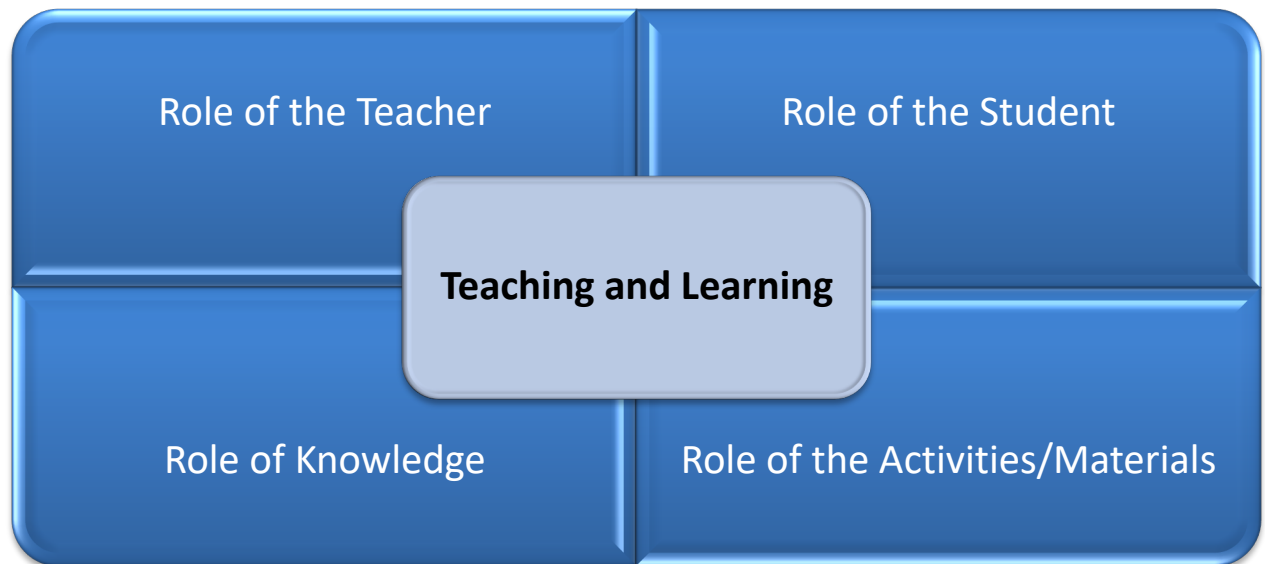
1. Understanding Management
2. Understanding Education Management
3. Framework: The Onion
4. Framework: The Iceberg
5. Framework: Values Continuums
6. Understanding Multicultural Education Management
7. Scenarios Practice
8. Being an Effective Multicultural Manager

### 1. Understanding Management

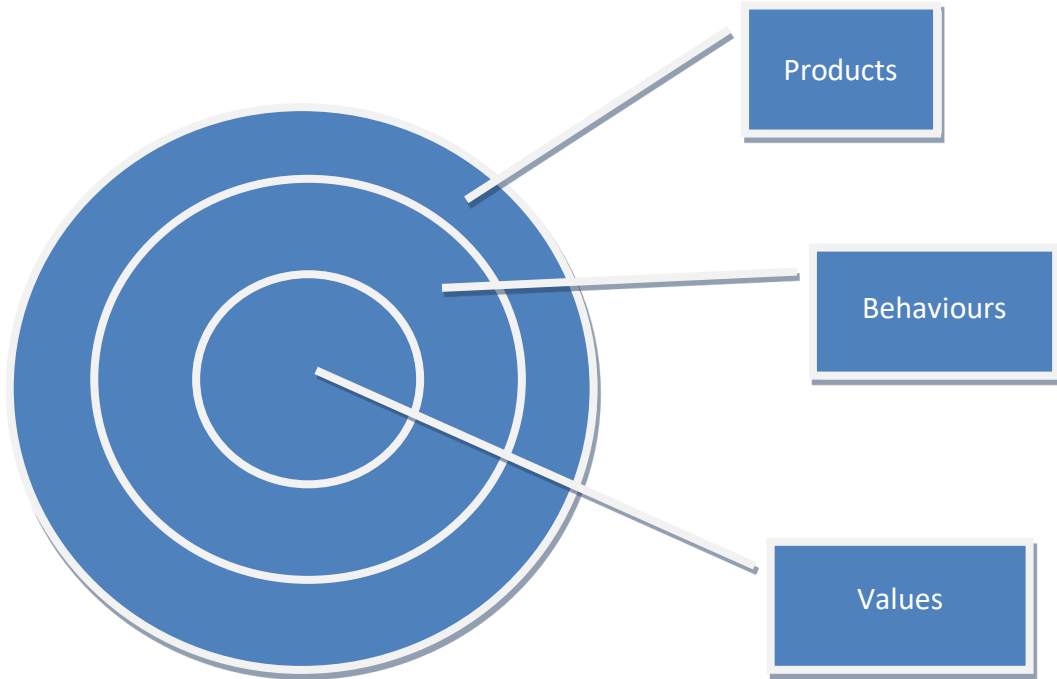


**GETTING THINGS DONE!**

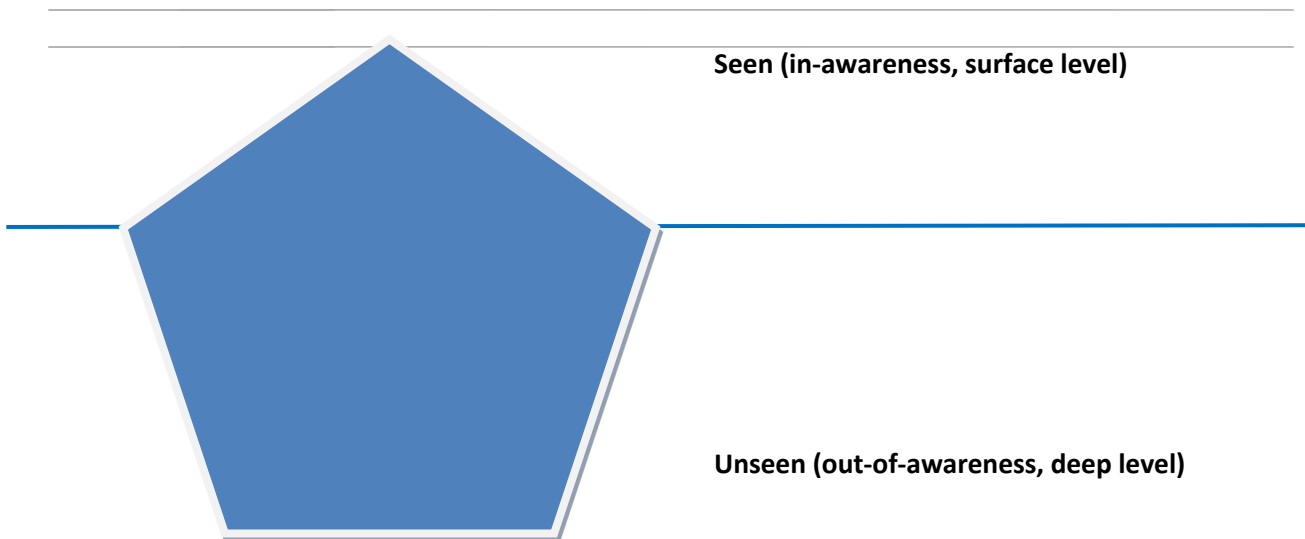
### 2. Understanding Education Management



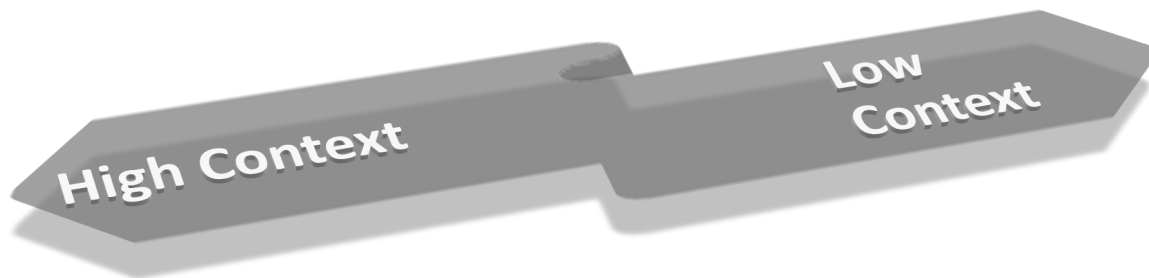
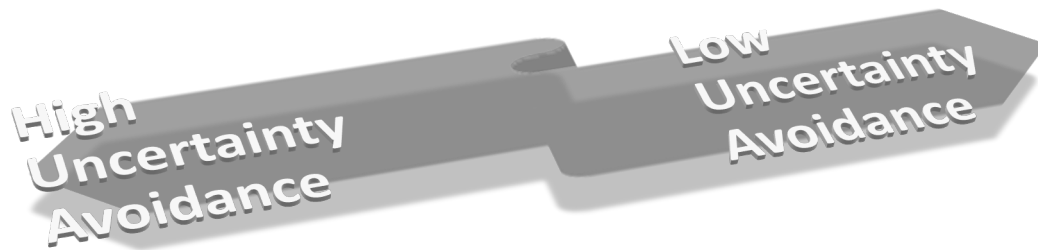
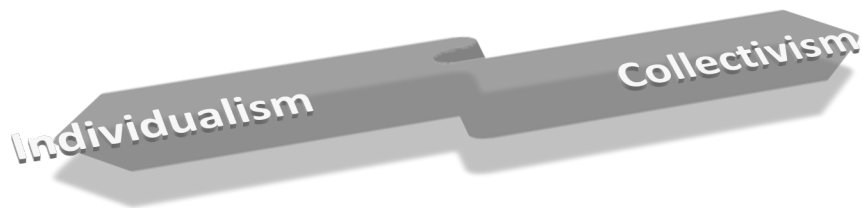
### 3. Understanding Culture: The Onion



### 4. Understanding Culture: The Iceberg

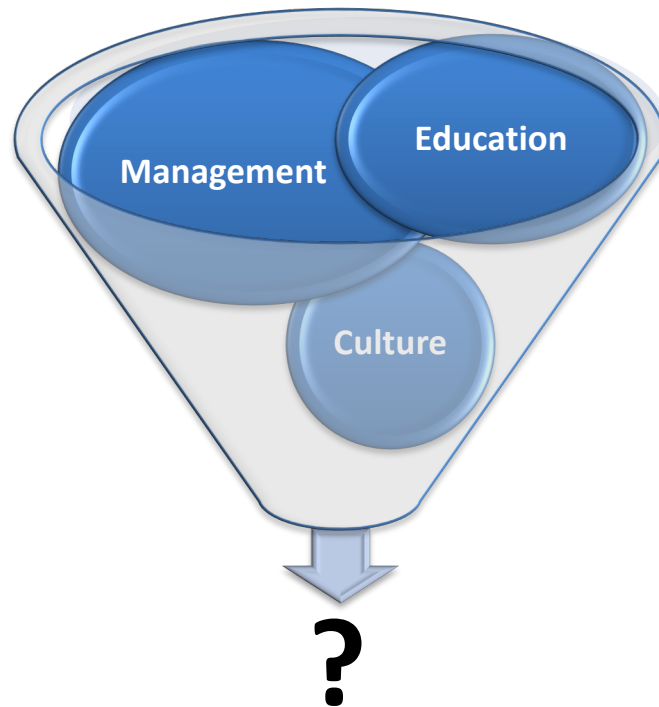


### 5. Understanding Culture: Values Continuums



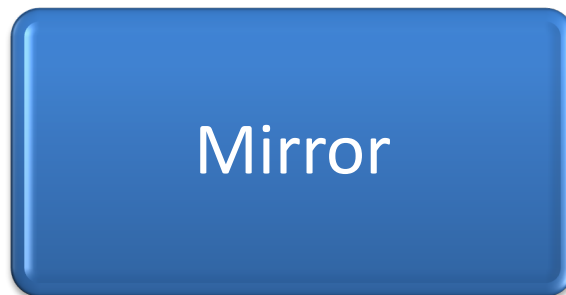
## 6. Understanding Multicultural Education Management

What happens when we put management, education and culture together?



The complexity of mixing management, education and culture is most apparent when we run into challenges with either our staff or our students. We have to figure out whether the challenge is from an organizational issue for which we use management strategies, from a teaching or learning issue or from cultural differences.

A good place to start in determining if we are dealing with a cultural issue is to understand our own cultural perspective. To do that we need to 'look in the mirror'.



## 7. Scenarios Practice

Read the following scenarios. Use one or more of the frameworks presented to analyze what is happening in the scenario. Decide how you would handle this situation as a manager.

### Scenario #1

You have hired an administrative assistant who comes from another culture. She exceeds the qualifications for the position, having worked in another country as a school administrator. The job description for the administrative assistant has been clearly outlined, with a set of daily, weekly and monthly tasks to be completed. Your expectation is that the administrative assistant will work independently following the list of tasks you have provided. However, the administrative assistant asks questions about every task before she starts. She then requests confirmation that the tasks have been successfully completed. She frequently comments on how good you are as a manager, how much she respects you and how much power and authority you have. You do not have the time to check everything she does or to listen to her comments.

### Scenario #2

A teacher from another culture now works at your school. The teacher was highly recommended by a fellow manager. You, however, are very dissatisfied with this teacher's work performance. You feel he is very inefficient and takes too long to complete basic tasks. He arrives at exactly 9am and leaves at exactly 5pm regardless of whether or not he has finished his required tasks for the day. He questions all of your decisions. He does not accept any feedback you give him and indicates that you do not have the authority to make these judgments about him.

### Scenario #3

Your teaching staff is composed of teachers from three different cultures. There is an equal number of teachers from each of the three cultures. When in the staff room, the teachers only socialize with the teachers from the same cultural group as themselves. There is no animosity amongst the three groups, however; there is very little cohesiveness to the staff as a whole because of these groups.

### Your own scenarios?

## 8. Being an Effective Multicultural Manager

An effective manager in a multicultural environment is:

- ✓ Aware of his or her OWN culture;
- ✓ Flexible and adaptable;
- ✓ Able to handle ambiguity;
- ✓ Resourceful and creative;
- ✓ A good problem-solver;
- ✓ Believes in the rewards of running a multicultural organization.

**Remember: To understand what is going on in a multicultural education management situation, start by looking in the mirror. What are your values? Assumptions? Expectations?**

Thanks for participating!

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