



**Euroguidance Conference, Vienna, Austria**  
**Daniel Hailemariam, November 2023**

**Hailemariam Consulting (HmC)**

Studie- och yrkesvägledning

Handledning

Coaching

Kompetensutveckling

*Touching your future!*

# Content

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graph LR; Content[Content] --- Reflections[Reflections on Skills and Competence]; Content --- Demographic[Demographic Changes and Challenges]; Content --- Interculturalism[Interculturalism: the Art of Living Together]; Content --- Career[Intercultural Career Guidance as Response and Competence]; Content --- FinalWords[Final Words];
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Reflections on Skills and Competence

Demographic Changes and Challenges

Interculturalism:  
the Art of Living Together

Intercultural Career Guidance  
as Response and Competence

Final Words

# Two aspects of skills

**15% of success comes from hard skills**

**However,**

**78% of investment goes to hard skills**

## Hard Skills

Technical and job specific knowledge relevant for the task.

Normally gained through formal education/training and/or life experience

## Soft Skills

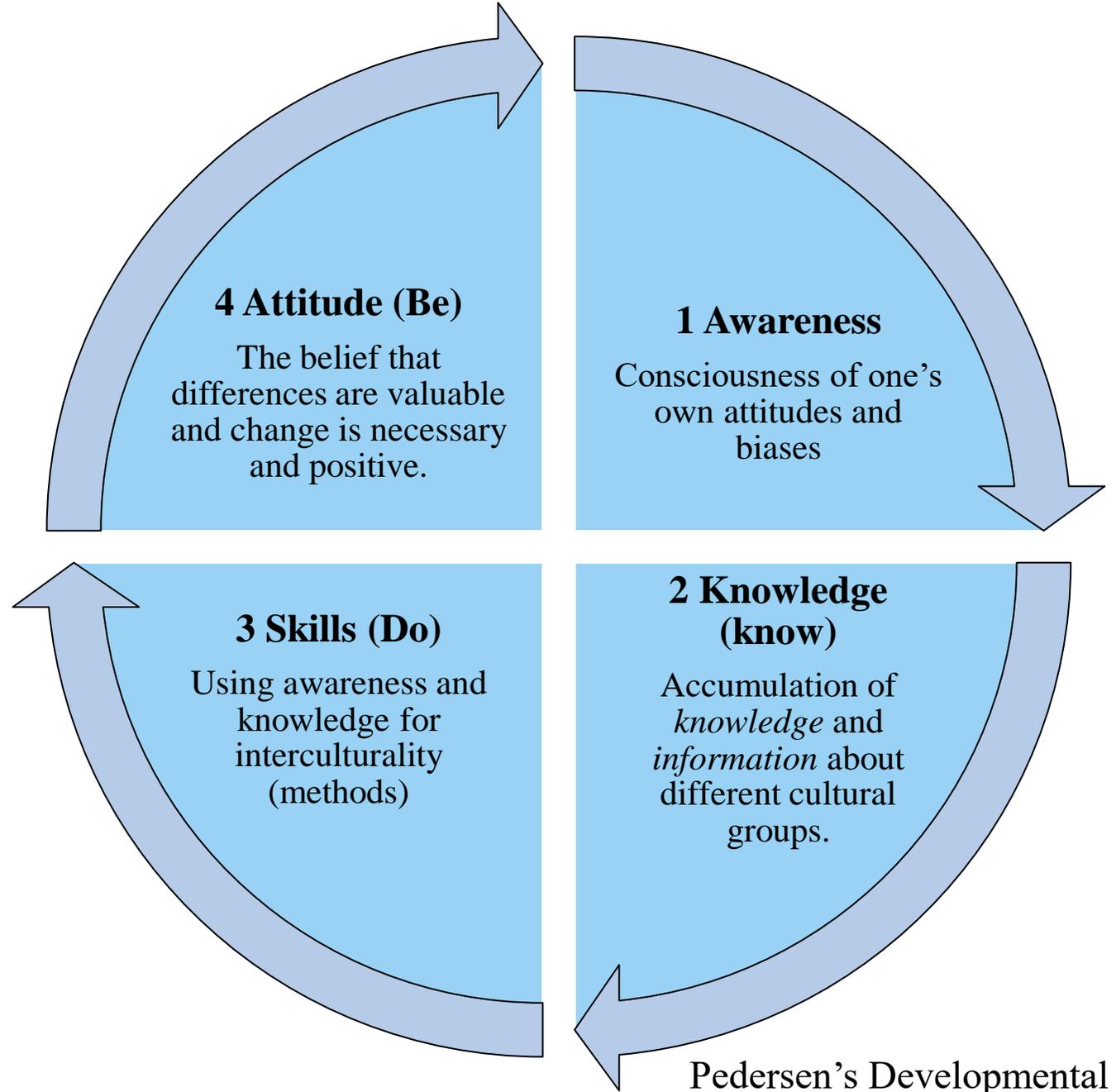
Personal skills and/or habits that shape how you work with others (7Cs).

- Communication
- Collaboration & Teamwork
- Creativity
- Critical thinking & Problem solving
- Calmness & Character (integrity, dependability)
- Compassion and Empathy
- Cultural Empathy & Competence

**85% of success comes from soft skills**

**Competence**  
Something you have (acquire) to effectively perform a particular task or function

=



**4 Attitude (Be)**

The belief that differences are valuable and change is necessary and positive.

**1 Awareness**

Consciousness of one's own attitudes and biases

**2 Knowledge (know)**

Accumulation of *knowledge* and *information* about different cultural groups.

**3 Skills (Do)**

Using awareness and knowledge for interculturality (methods)

Pedersen's Developmental Model

# Two Perspectives (of Intercultural) Competence

## **The Window Perspective**

Looking outwardly to try to determine what's "different" with someone who is different



## **The Mirror Perspective**

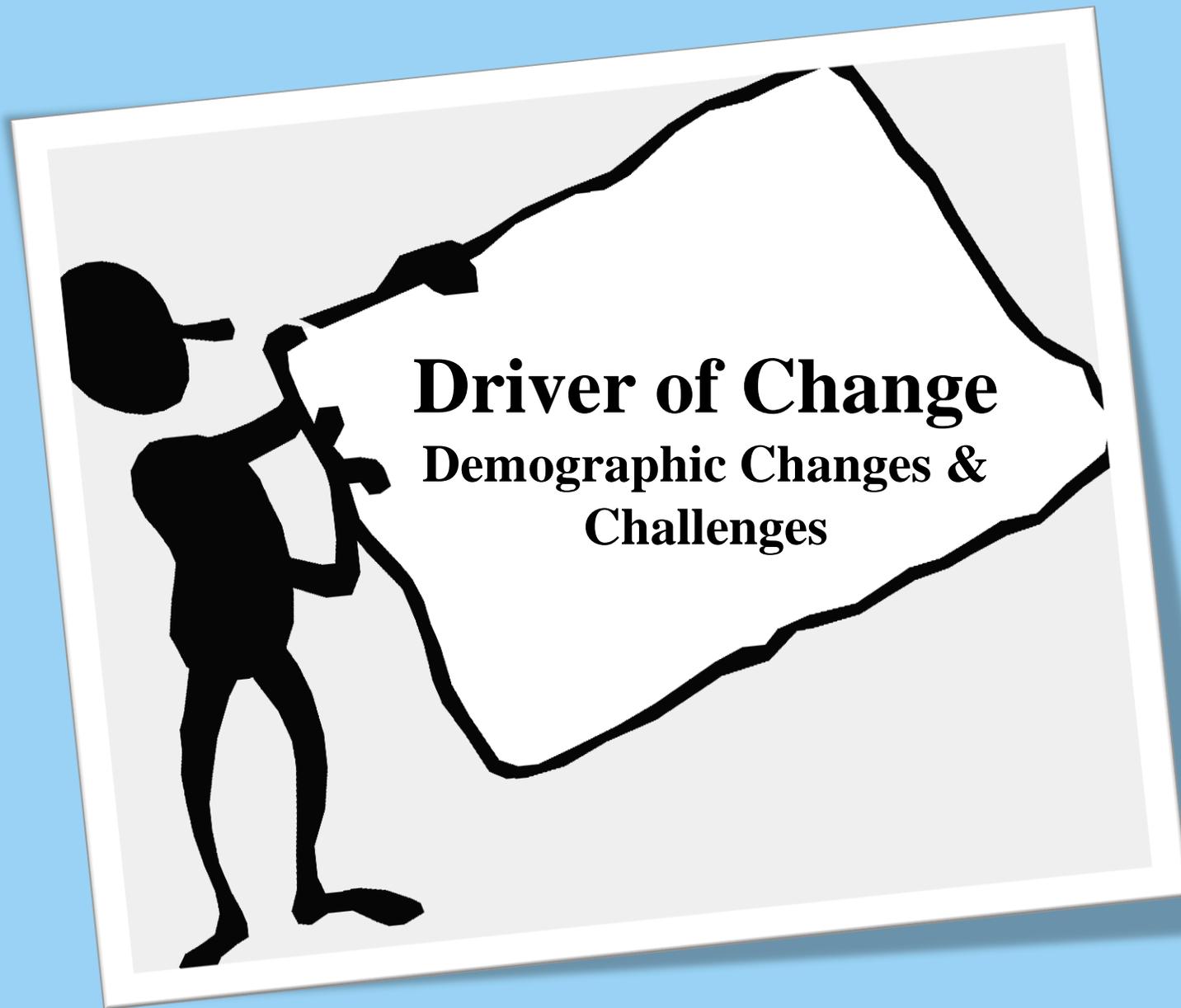
Self-reflection. An approach to improve one's responses and interactions with individuals who are different.

# What is your Cultural Quotient (CQ)?

Your ability to *understand* different cultures and effectively *adopt* to and *function* in a variety of cultural contexts.



1. Where are you on the scale (1-10) today?
2. Justify why you rated yourself the way you did.
3. What do you need to move 1-2 steps towards the right?



# Driver of Change

## Demographic Changes & Challenges

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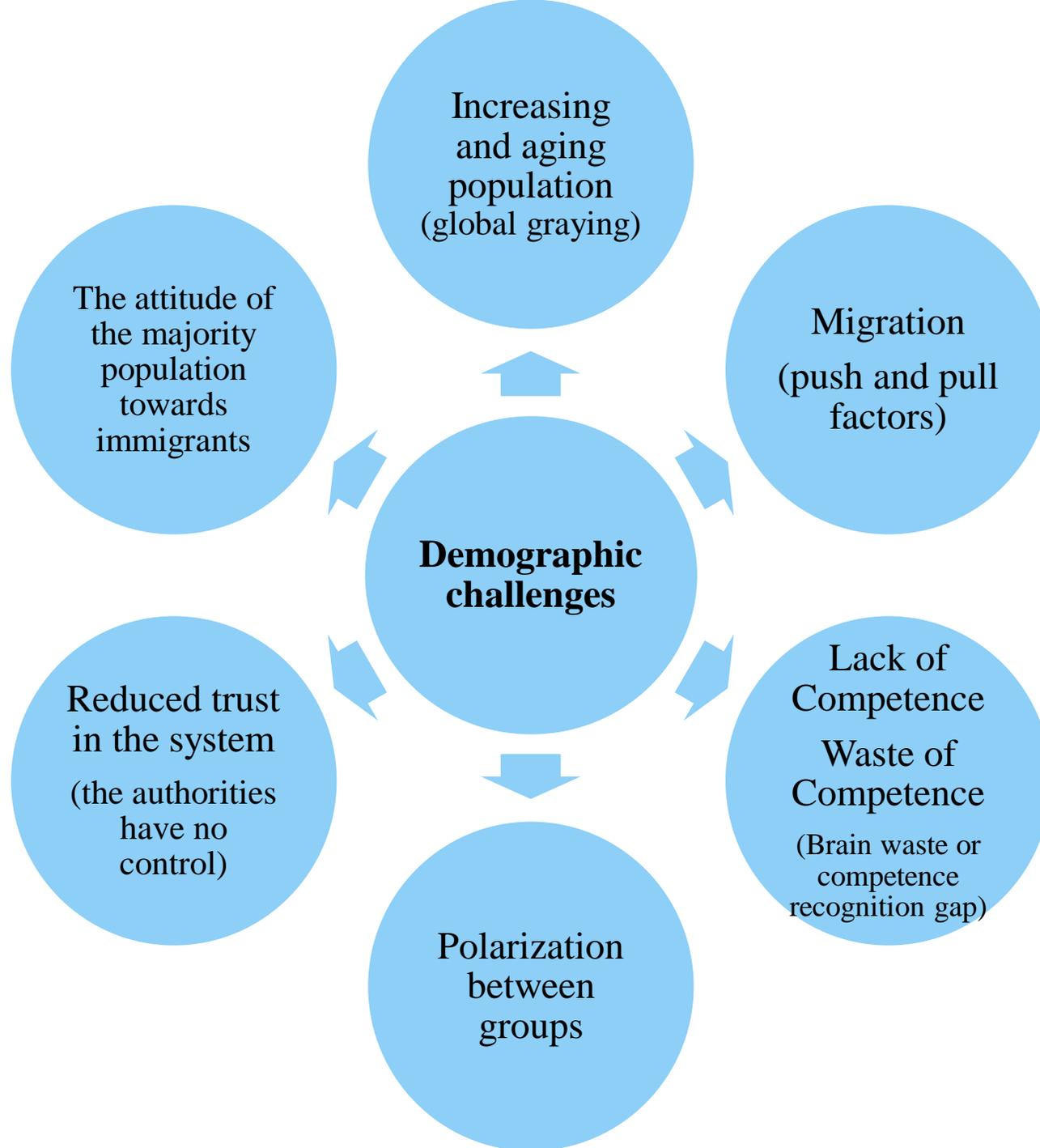
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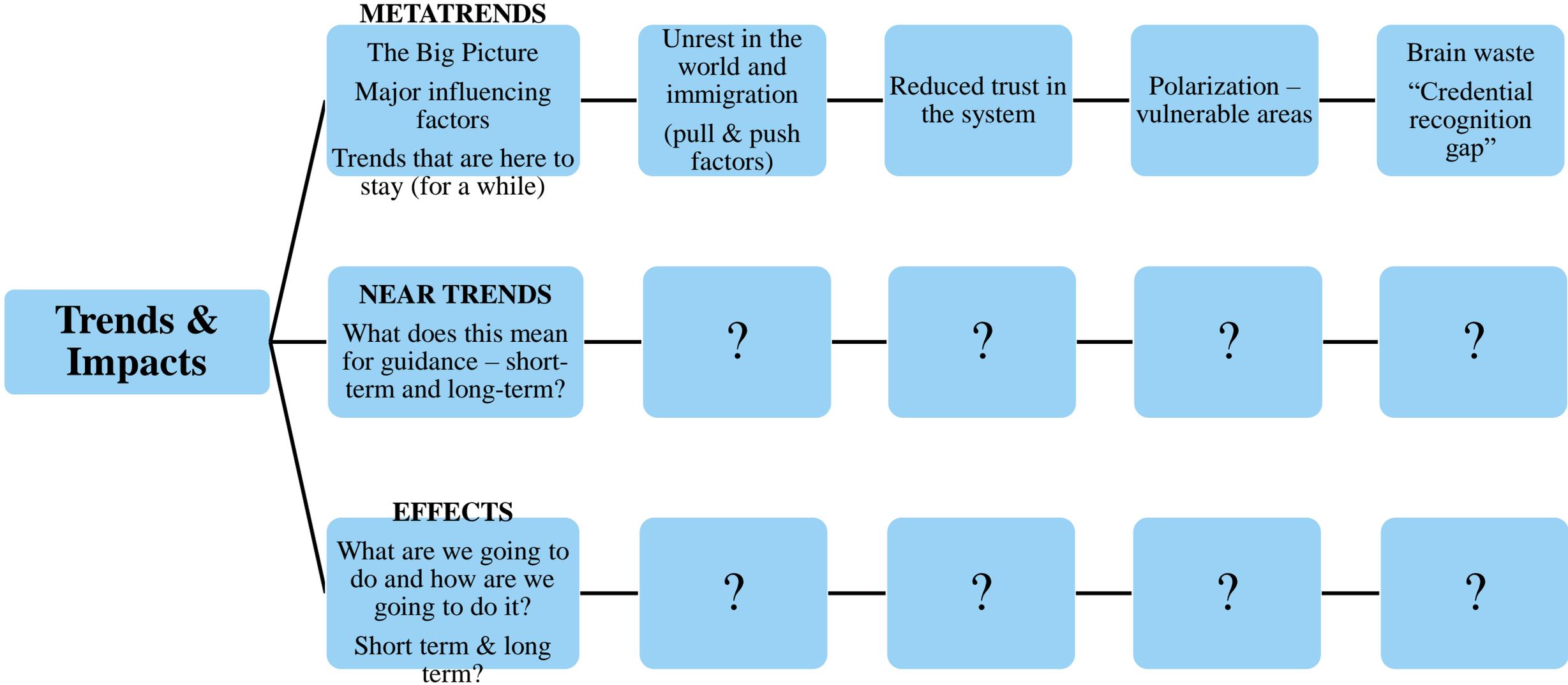


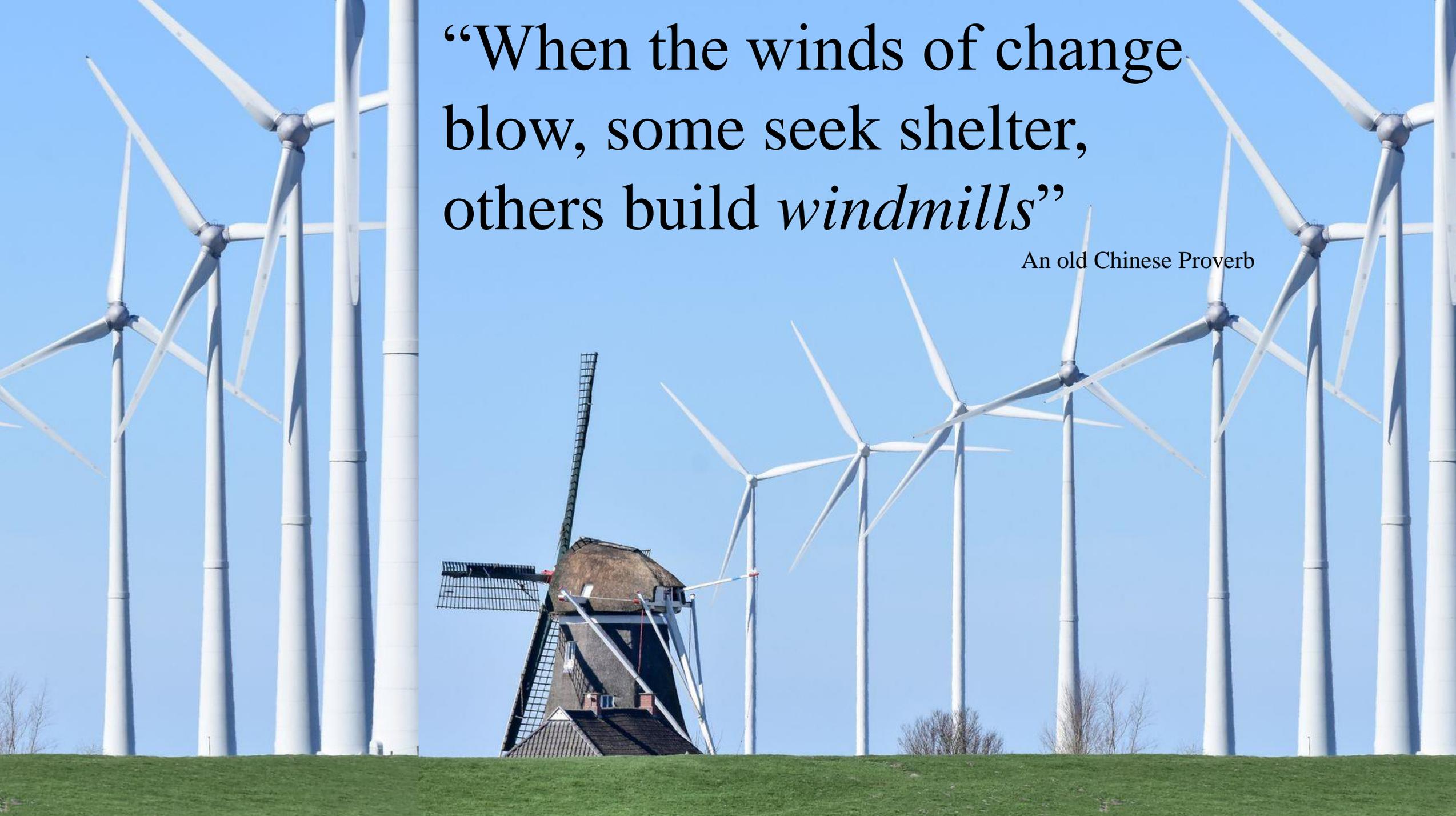
How does this **affect** guidance?

What will be the **analysis** of these changes?

What will be the possible **challenges/possibilities** for guidance?

***“Those who fail to prepare, prepare to fail!”***



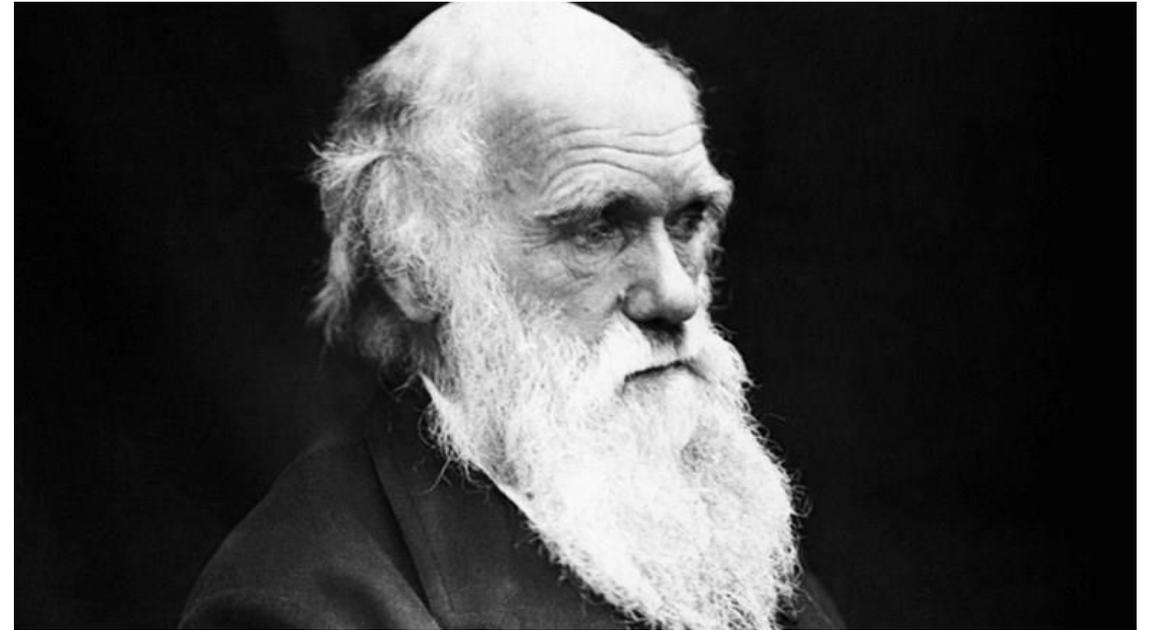
A landscape featuring a row of modern white wind turbines and a traditional wooden windmill on a green hill under a clear blue sky. The windmill is positioned in the center-left, with its dark wooden body and thatched roof contrasting with the white turbines. The turbines are arranged in a line across the horizon, with some in the foreground and others receding into the distance. The sky is a uniform, clear blue, and the ground is a vibrant green grassy hill.

“When the winds of change  
blow, some seek shelter,  
others build *windmills*”

An old Chinese Proverb

# Change unavoidable...

According to Darwin's Origin of Species, it is not the most *intellectual* and *strongest* of species that survives; but those that are able to *adapt* and *adjust* to the *changing environment* ...



Charles Darwin (1809 – 1882)

Understanding, Adapting, adjusting, acclimatizing, correcting ...

# Riding on the wave (SWOT – analysis)

## **Strength/Power**

Your own qualities and characteristics that can be used to your advantage

## **Weakness (from within)**

Characteristics that cause a disadvantage

## **Opportunity**

Elements that can be exploited to your advantage – you can benefit from

## **Threat (external)**

Elements and factors that can cause trouble or disadvantage (which you need to be aware of)



**... if not addressed well,  
can cause “weakness” and  
exposure to “threat”**

4

What is normal for  
the *organization*

Routines, structure, power,  
how we perform our services

**Non-negotiables**

*Universally* normal  
for everyone.

What all people do –  
inherited

(eat, laugh, greet,  
communicate, celebrate,  
dance, solve problems)

1

## Norm & Normality & Values

3

What is normal for  
the *individual*

The unique way for  
the individual to do  
no. 2

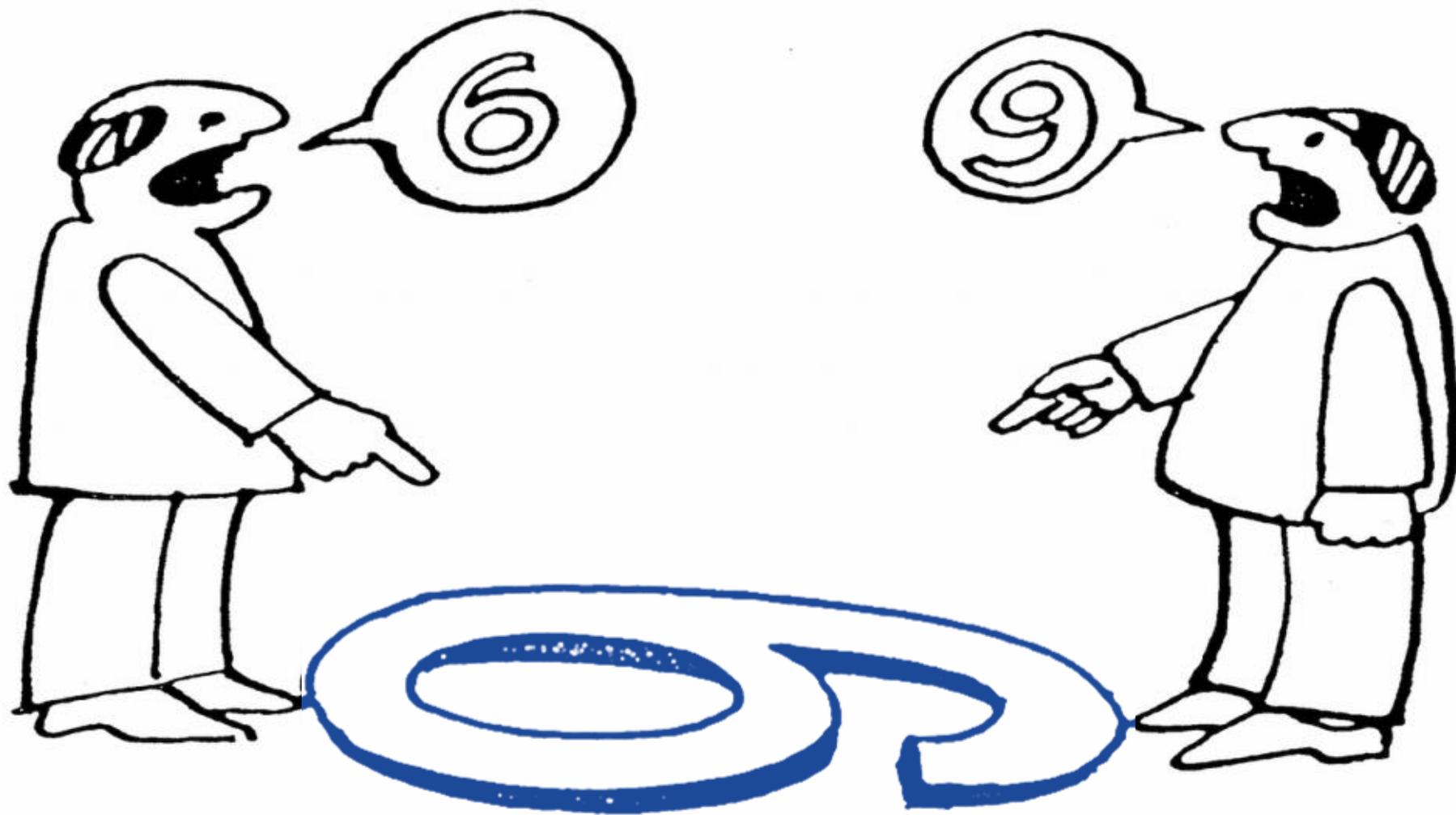
What is normal for  
the *cultural group* –  
learned

How we do no. 1  
What is shared with  
the group

2

# Which one is normal?





**Just because you are right, does not mean, that I am wrong.  
You just haven't seen life from my side!**

# Individual-oriented...

1. **Individualism**, and self-reliant **independence**. Driven from within, I, me. Nonconformity and encouraged to pursue own unique interests and ideas.
2. Gender roles: relatively equal access to public spaces and activities
3. Performance culture: values life in what they do – based on personal success and fulfillment of own goals and dreams
4. Guilt culture: you know you are good or bad by your conscience
5. Low power distance – high trust in power. Power based on dialogue, competence, and agreements. Power is consultative, inclusive, and democratic.
6. Expert has confidence in the individual's ability to make decisions
7. Communication: You say what you mean, you mean what you say. Little room for interpretation and context
8. Freedom: Allowing the free gratification of natural urges

# Group-oriented...

1. Loyalty to the needs and interests of the group. **Inter-connectedness** and **interdependence** are valued. Driven from without, we, us. Conformity to **social norms** is expected.
2. Gender roles: Expected gender roles. Public roles and spaces are more gender-segregated and are constrained by traditional norms. In many cases to the disadvantage of girls and women.
3. Relationship culture: values life based on belonging to a group
4. Shame culture: you know you are good or bad by what your community says about you. Social exclusion makes people feel they *are* bad
5. High power distance (power imbalance). Low trust in power. Power is based on social patterns. Relationships are more authoritarian. Distance between people is accepted.
6. The individual expects advice from the expert
7. Communication: What is said is understood based on the context - who is saying it and how it is said
8. Freedom: Advocating restraint. Social norms and religion are used to regulate natural urges.

# Phases in the new country...

## **FUN**

**Euphoria – finally!**

Comes with great expectations, hopes, dreams, confident

Everything is new and exciting

Feeling chosen that he/she was given the chance

Beneficiary of several right and privileges

**Self-propelled**

## **FRIGHT (FEAR)**

**Irritation – frustration**

Difficult to understand and make oneself understood

Starting to realize the limitations. Legal documents not in order

Realizes that he/she can't live up to the expectations of others

Can lead to depression, sadness, lack of initiative and relational problems

Considering other options

**Coaching, ambivalence or psychological help**

## **FIGHT**

**Adaptation – recovery**

Begins to regain control of life – slowly but surely begins to get involved in society: work, studies

Starting to understand how things work in the new country

Can communicate better – can understand and make themselves understood

Starting to get his/her personality and mood back and starting to see a bright future

**Own resources**

## **FIT**

**Acceptance – Reorientation**

Finds oneself – accepts and feels at ease with what has become

Better social network

Understand the new system and new culture better

Finding meaning in helping others adapt

**Can be used as a resource**



# Interculturalism – The art of living together

**We must learn to live together as  
brothers and sisters or perish  
together as fools.**

Martin Luther King, Jr.

## **Mono(culturalism)**

### **Assimilation**

Only one dominant culture

All cultures should adapt or assimilate to the same culture



**Assimilation**

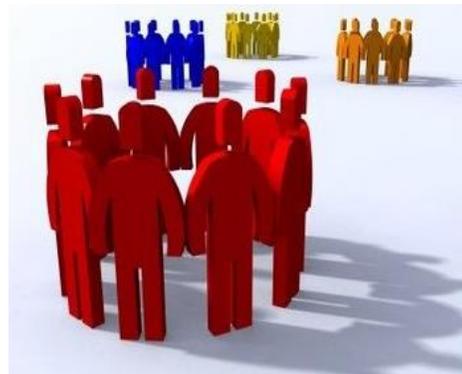
## **Multi(culturalism)**

### **Segregation**

Cultures coexist side by side

Addresses the difficulties that may arise due to the differences

(countering restrictions, countering exclusion, immigration policy)



**Segregation**

## **Inter(culturalism)**

### **Integration**

Cultures exchange experiences with each other – mutual influence

Seeks inclusion, and mutual understanding, embraces diversity,

Negotiation between (“inter”) people

Critical approach to prejudices towards others



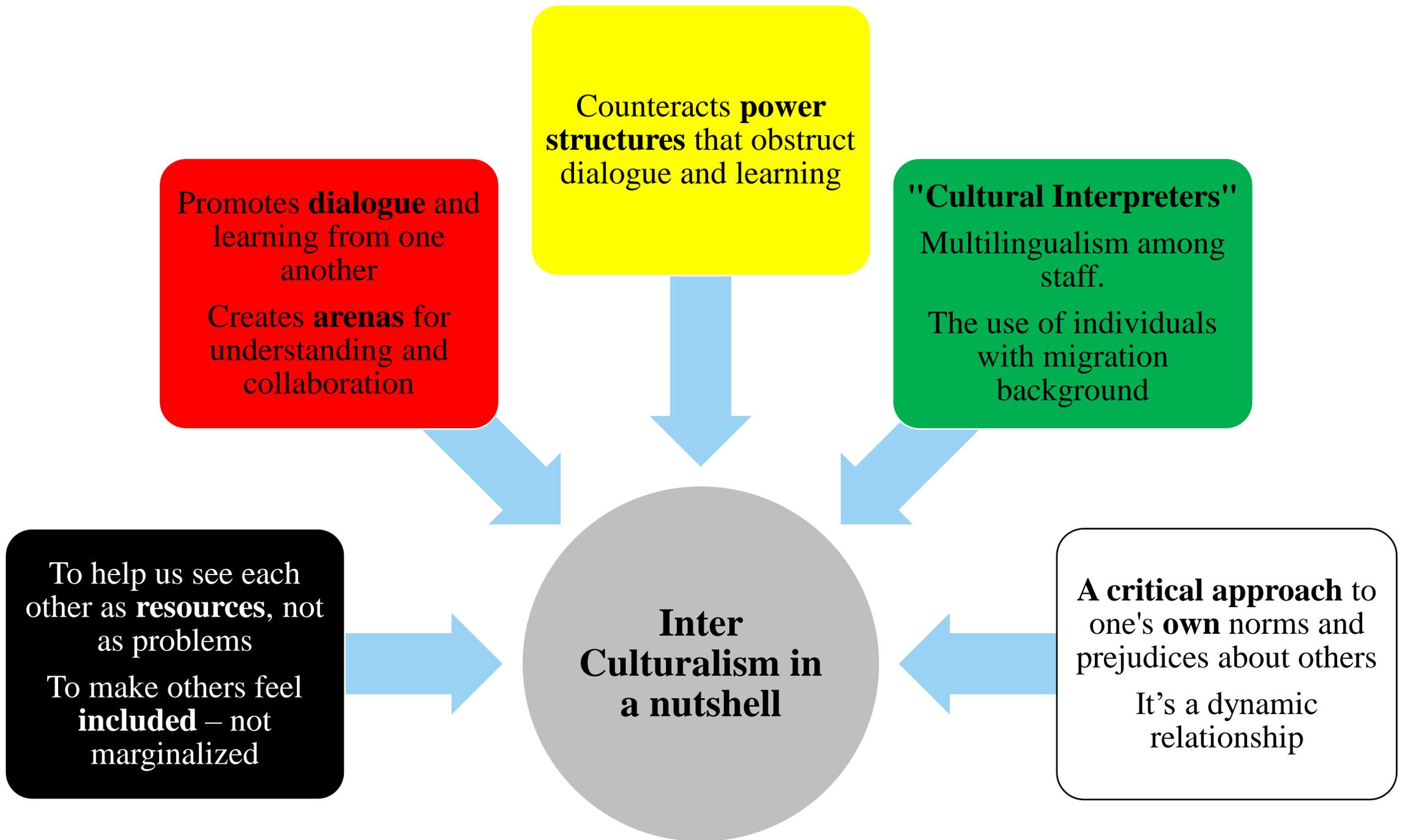
**Integration**

## **What is next?**

**(Reading the Future)**



**What is next?**





# Career Guidance as Response

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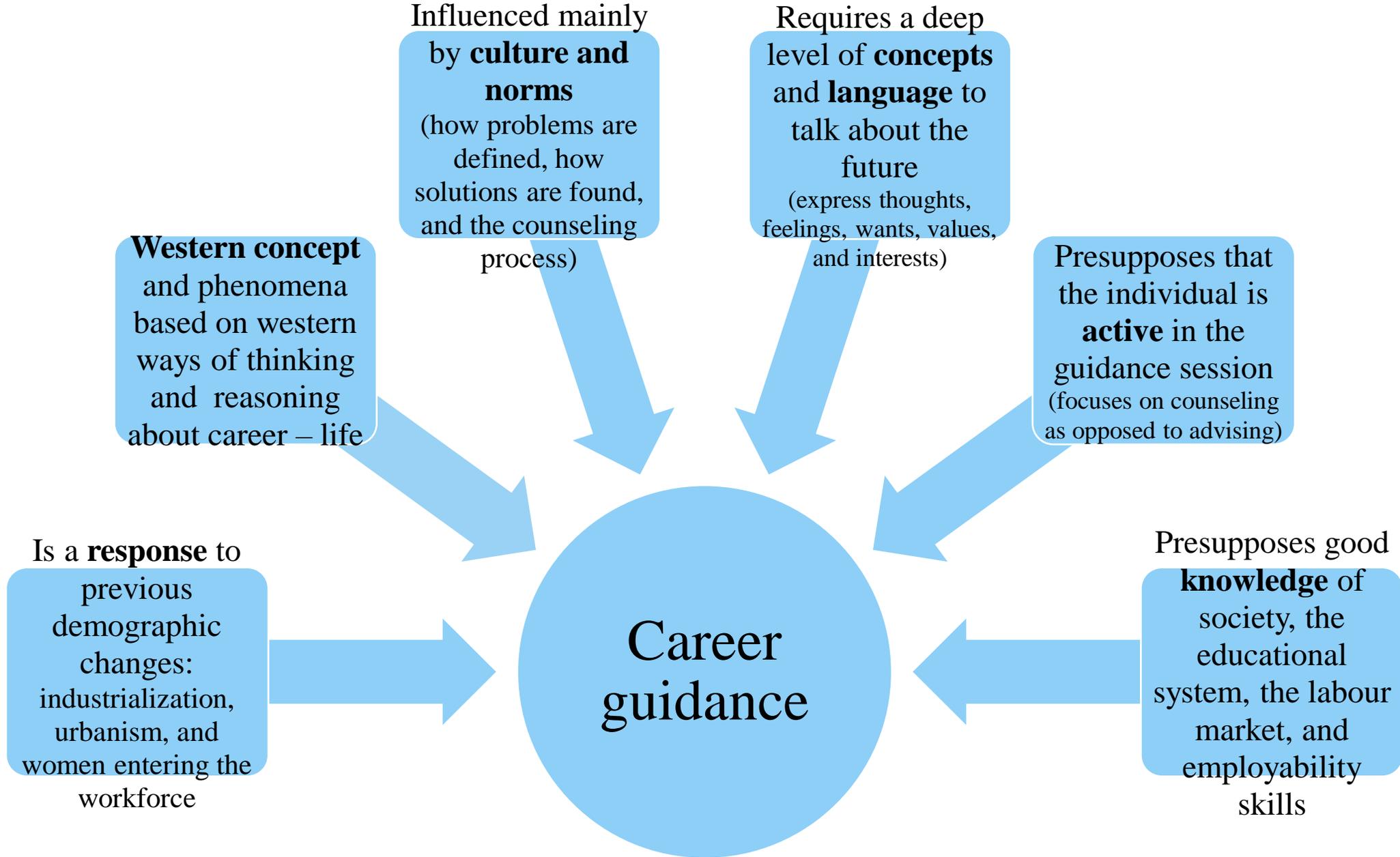
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Career guidance needs to be defined, explained, contextualized, user-friendly, made explicit and accessible...

Career guidance needs to move  
**from** simply helping individuals decide on a job or  
a course,  
**to** the broader development of *career management  
skills*  
**to** enable people, build their human capital and  
employability skills throughout their lives.



## Hailemariam Consulting (HmC)

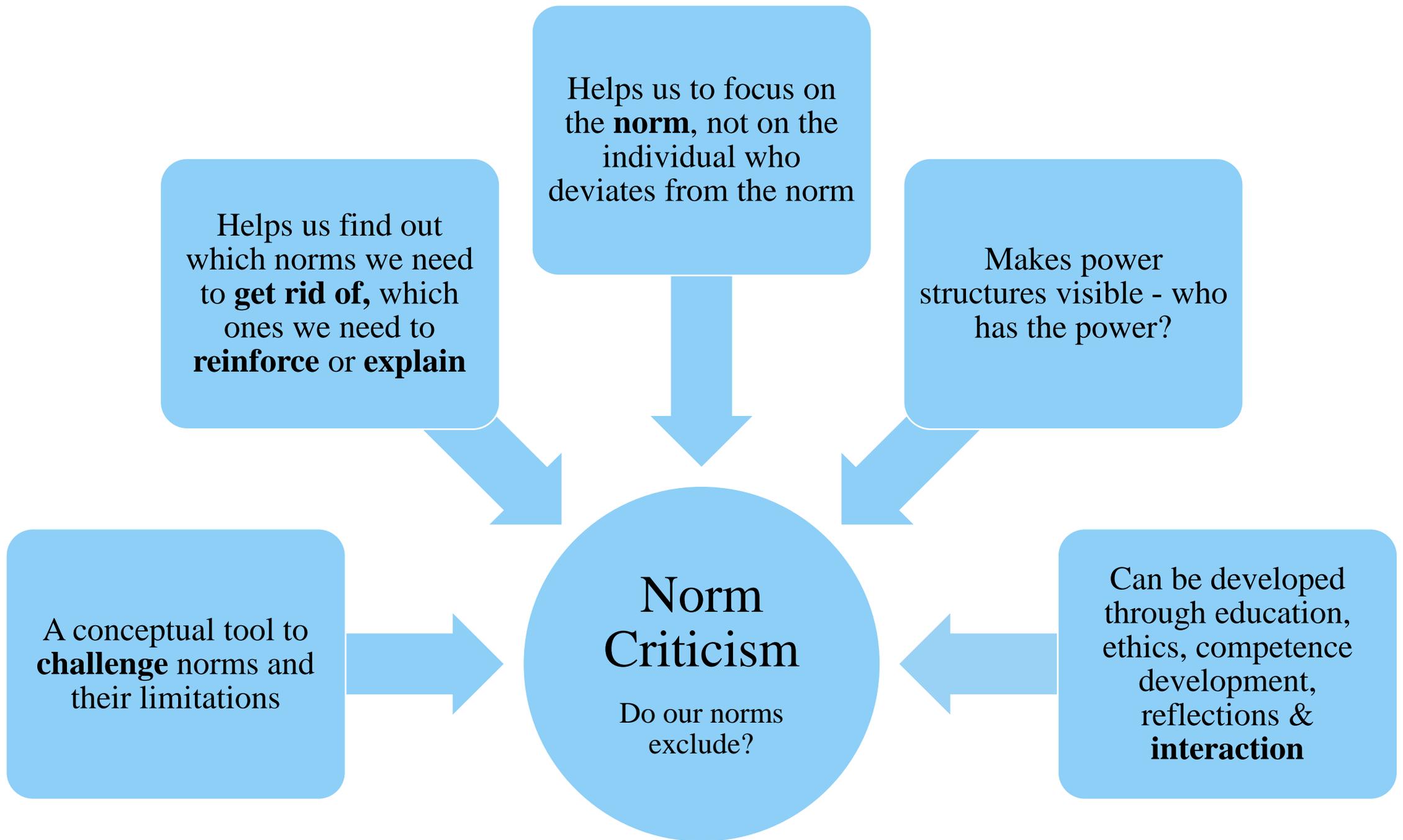
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# Cultural competence steps

**Cultural incompetence:**  
Inability to understand and work with diverse population and cultural differences

**Cultural Ethnocentrism:**  
Sees oneself as culturally superior – as the norm. Signifies an underlying bias toward the dominant culture.

**Cultural Blindness**  
What works for the majority should work for the rest.

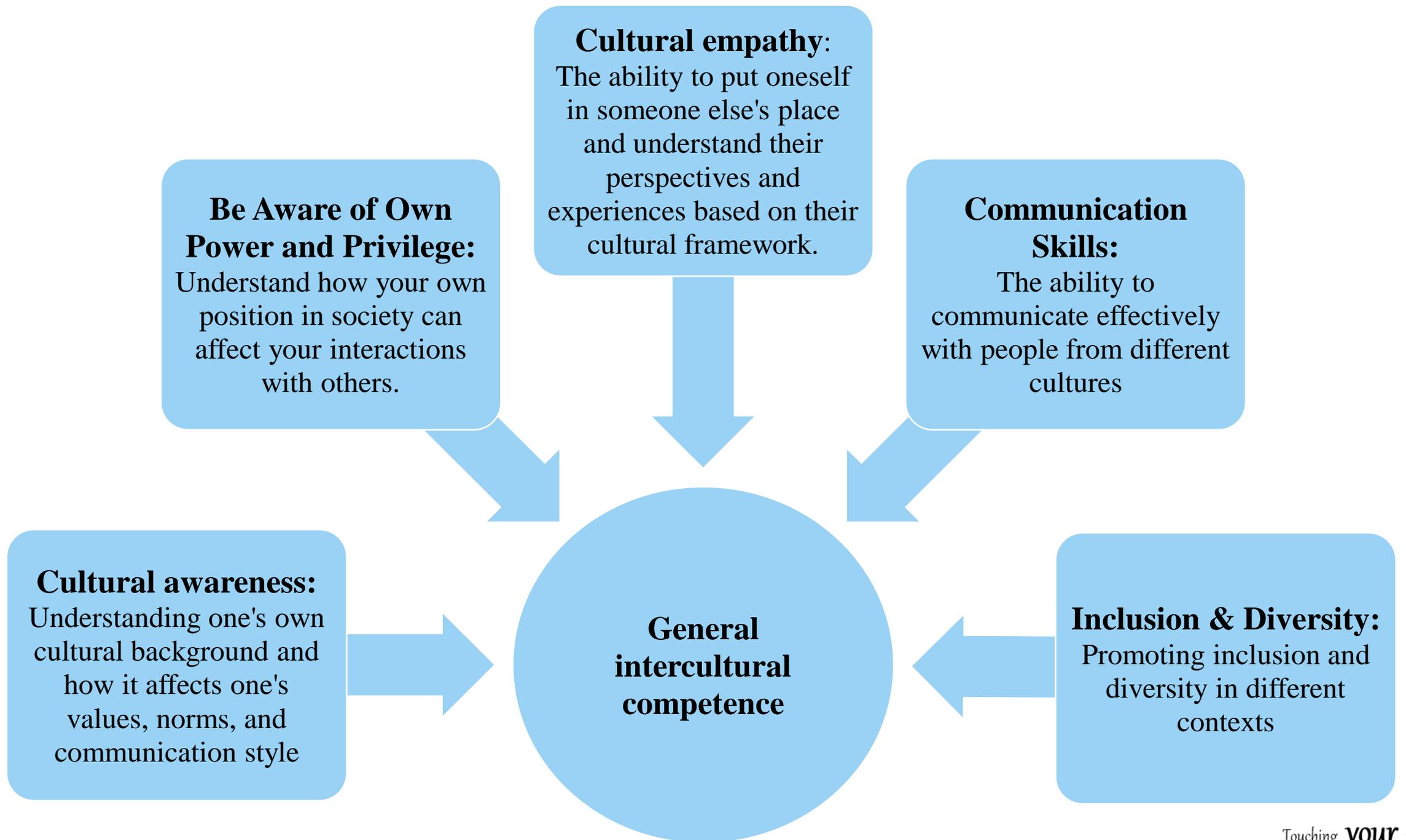
**Cultural pre-competence:**  
Familiar with their own culture and how it can affect the interaction between people.

**Cultural Competence:**  
Realizing that there is a reason why people act differently.

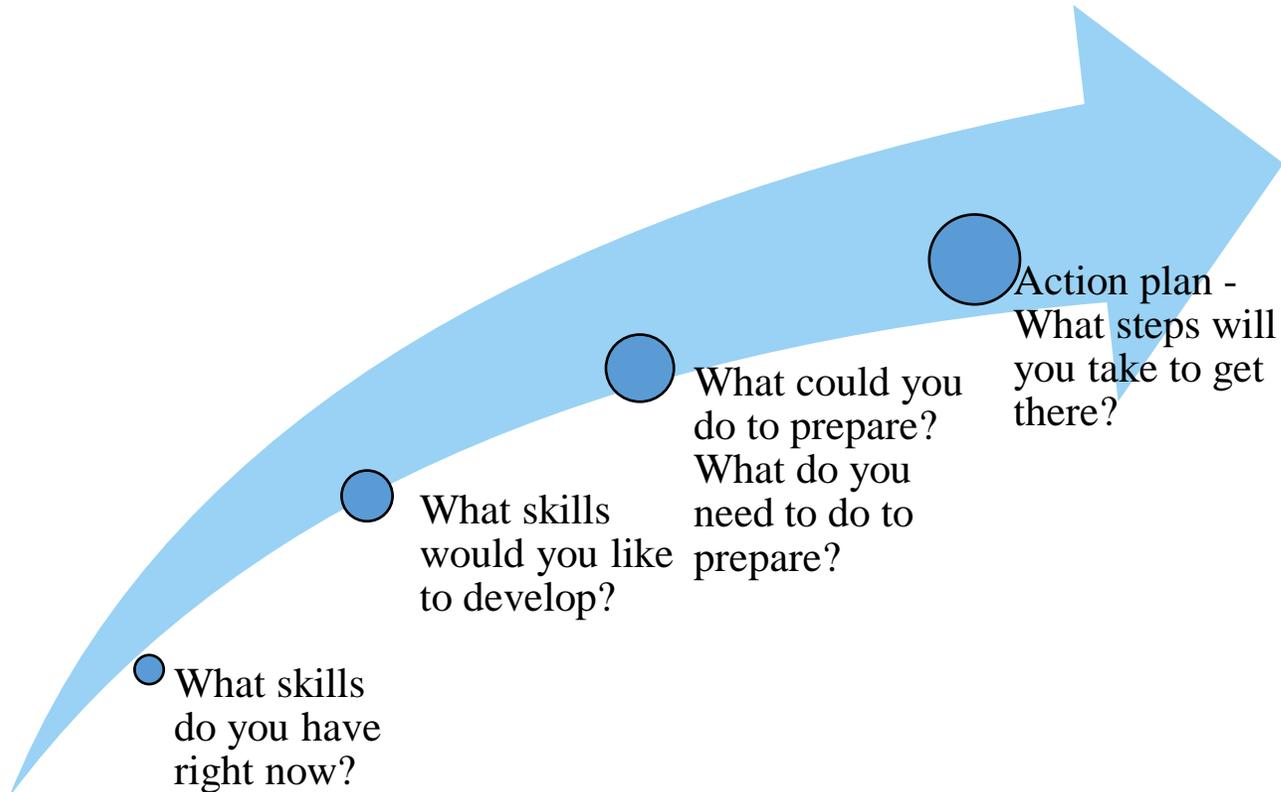
**Cultural Proficiency:**  
Diversity is considered enriching. Makes changes to meet cultural challenges and to learn from others.

**Where are you now?**

**What is your next step?**



# Your vision for the future and your action plan

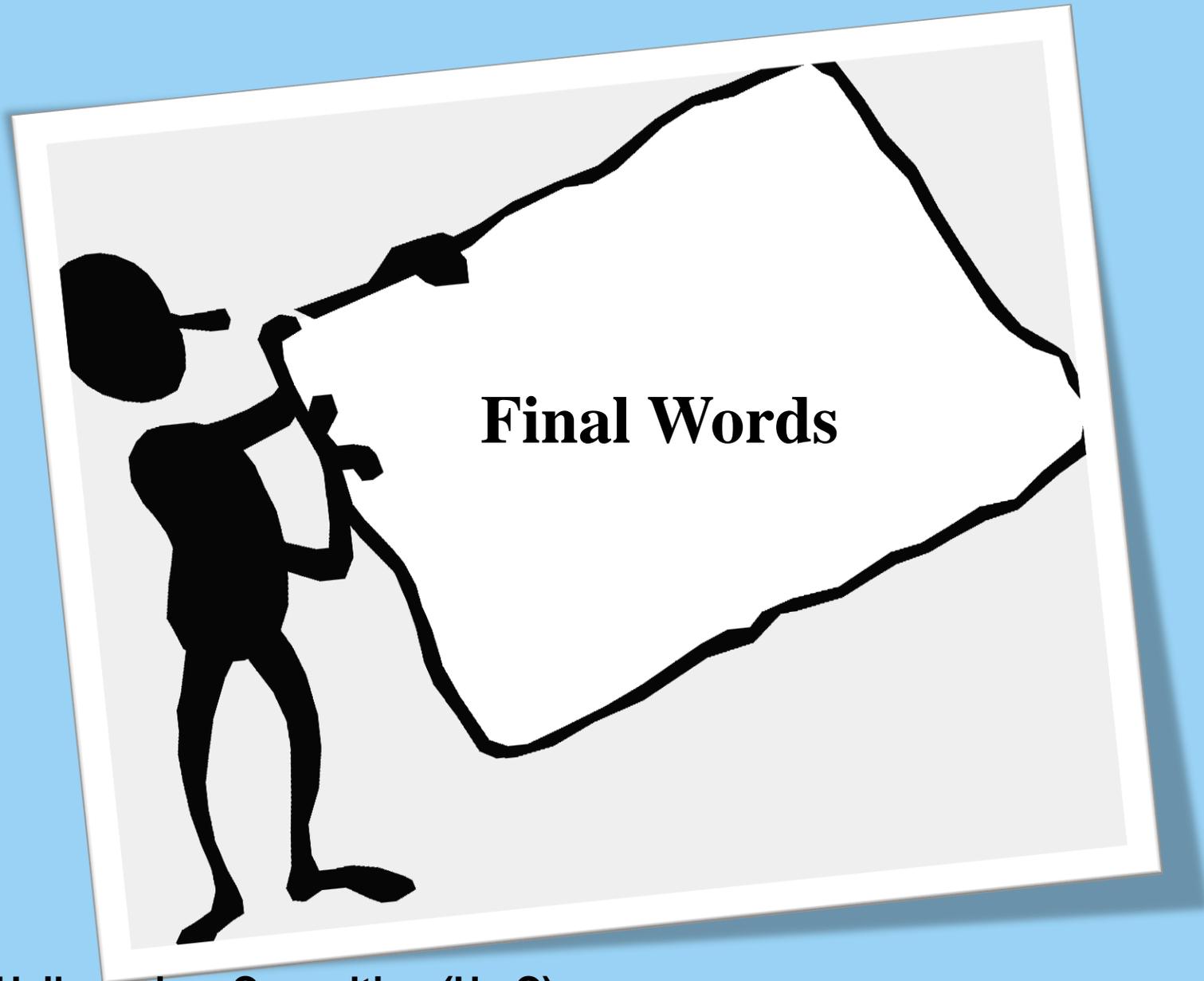


## What is your Cultural Quotient (CQ)?

Your ability to *understand* different cultures and effectively *adopt* to various cultural settings and effectively *function* in a variety of cultural contexts.



1. Where are you on the scale now (after the presentation)?
2. Justify why you rated the way you did.
3. What made you move to the left or right (compared to your first rating)?



**Final Words**

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The ability to work with diverse groups is a non-negotiable 21st-century skill.

It's not just about diversity;  
it's about *diversity* and *inclusion*.

It requires being put in situations that push you  
*outside of your comfort zone*.

No matter how *similar* we are, there will  
always be *differences*!

No matter how *different* we are, there will  
always be *similarities*!

**What do you choose to focus on?**

When it comes to culture, it doesn't help to think  
"*better or worse*" or "*good or bad*"

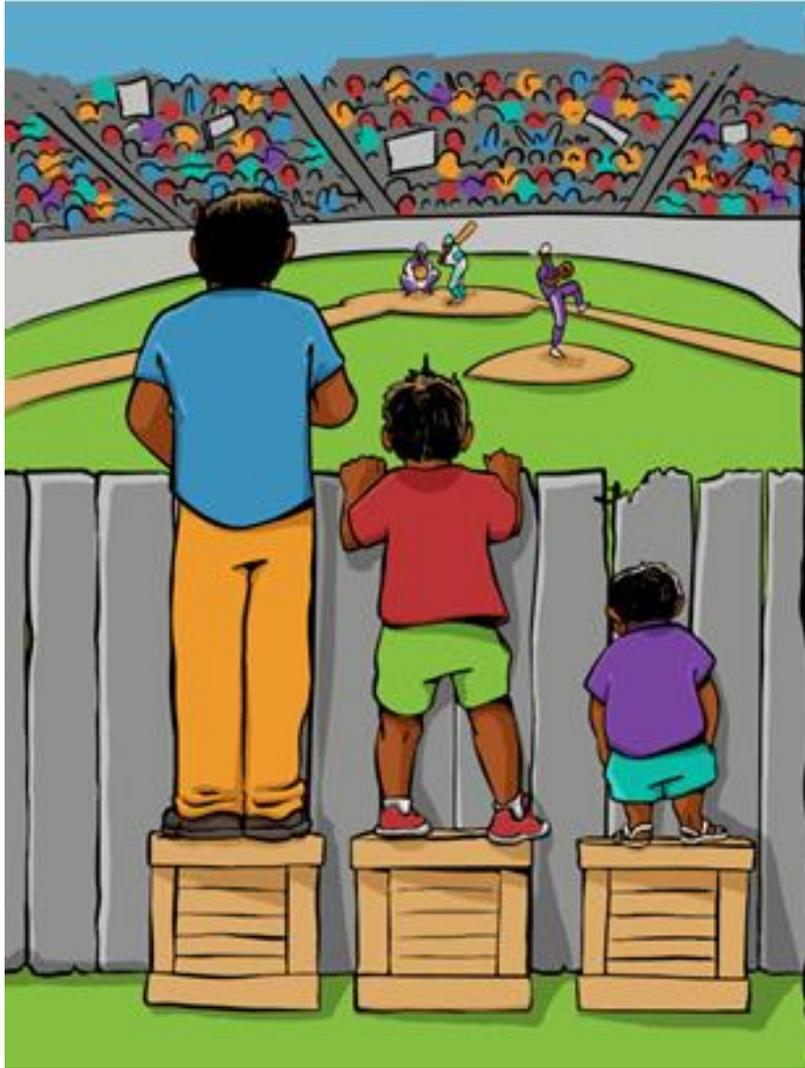
Problems and clashes usually arise due to a lack of  
*(re)flection.*

We need to consider that there may be *another reality*  
from which someone derives his or her way of being

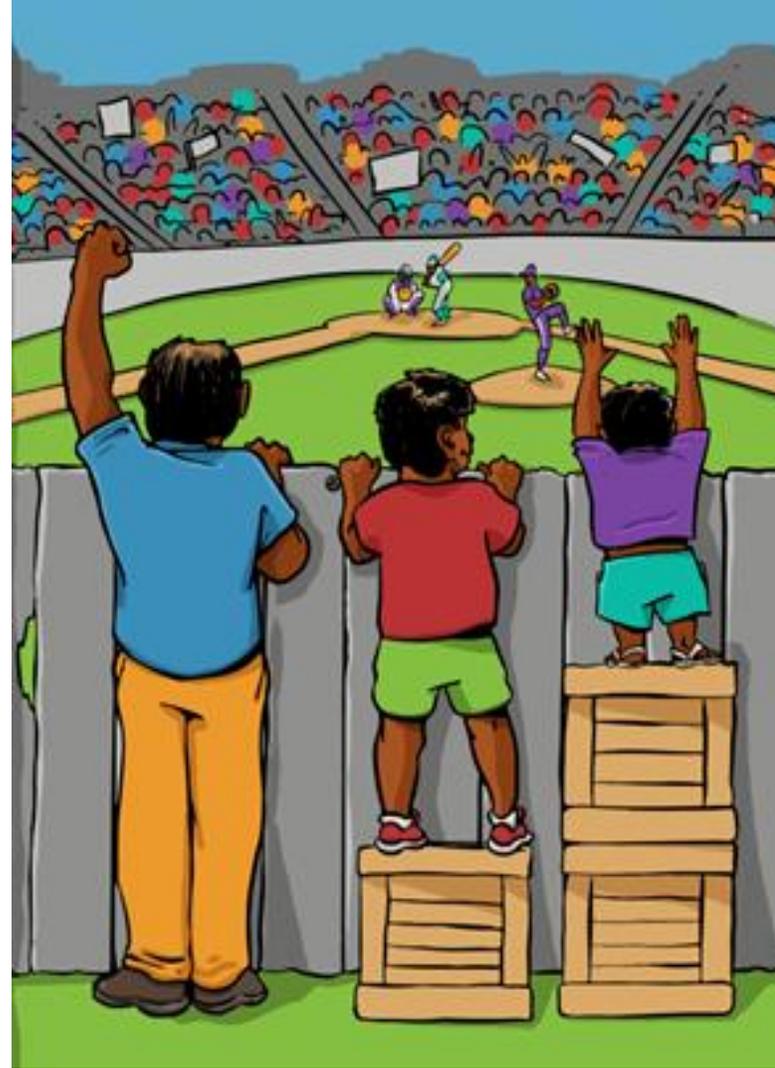
## Soft Skills

“We are being judged by a new yardstick: not just by how smart we are, but by how we handle ourselves and each other.”

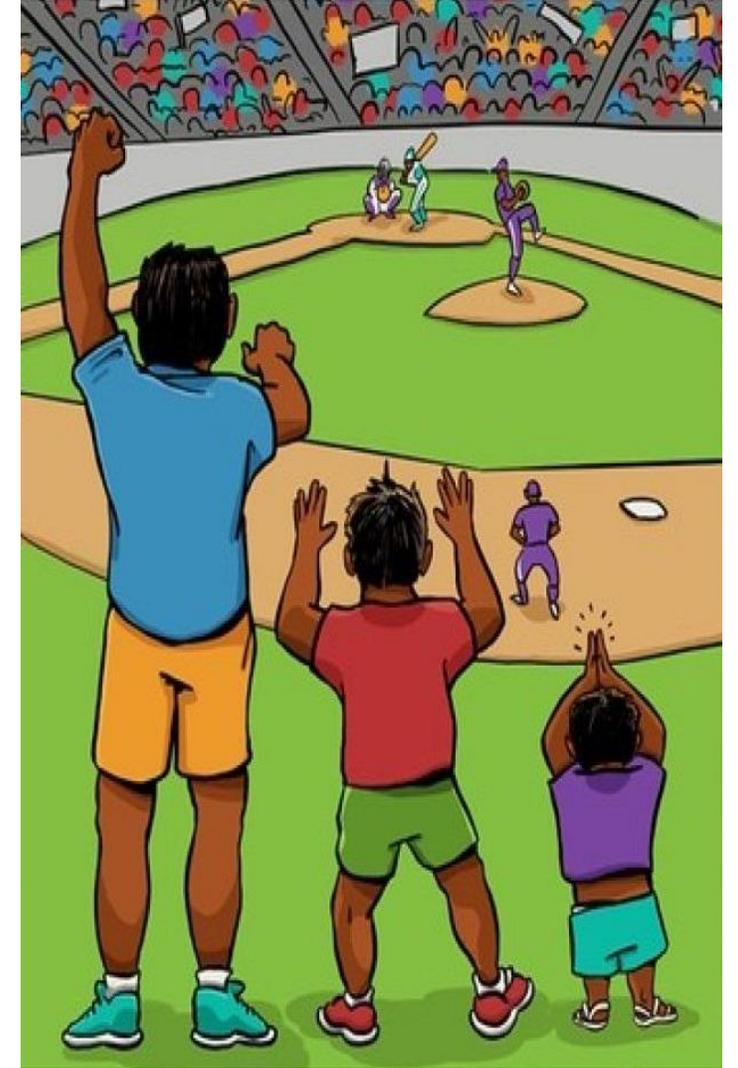
# Under construction – progression



**Only one way of doing things – one standard – one size fits all. Being naive**



**A variety of norms, working methods, resource allocation**



**Addressing excluding and limiting structures**

# Thoughts, Reflections & Questions





”I have learned that people will forget what you said, people will forget what you did, **but people will not forget how you made them feel.**”

Maya Angelou  
(1928 – 2014)



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