Discussion on the "Going out" Cross-Cultural Training

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Abstract

As the society comes into the era of global globalization, the demand for resources and market of the enterprises is much stronger. The trend of international management among enterprises is inevitable, and the operation and management of cross-cultural also follow the international trend. But due to the different of region, nation and ethnic, the social culture also have very big discrepancy. Under the background of these cultural differences, Chinese "going out" enterprises will encounter the conflict between the business and management which brings by the culture difference. In order to avoid cultural conflict, more and more enterprises begin to pay attention to cross-cultural training. This paper introduces the background and the importance of cross-cultural training, analysis the current situation of cross cultural training, and analysis the design and effect of cross-cultural training.

Keywords: going out; cross-cultural; training design

1. Introduction

In the current society, which integrated economic and development, more and more enterprises implement the internationalization strategy of "going out" for the thirst of overseas markets and resources. But due to the impact of cultural differences and cultural conflict, different religious beliefs, language, tradition and personality, lifestyle and outlook on life, the different values, it make "going out" enterprises' human resources can not be fully utilized, so as to affect the enterprise's economic benefit. As a result, more and more enterprises begin to attach importance to cross-cultural training for enhancing enterprise cohesion and competition advantage.

2. Analysis About the Status and Existing Problems of "Go Out" Enterprises' Cross-Cultural Training

2.1. The Current Situation of the "Going Out" Enterprises' Cross-Cultural Training

In the process of "going out" enterprises' transnational operation, more and more employees' conflict is caused by cultural differences. These problems has brought considerable challenge to "go out" enterprises transnational operation. So, Many businesses start to have a look at cross-cultural training, Due to the emerging of cross-cultural training effect, enterprise funding for cross-cultural training has become an important part of finance expenditure. For example, huawei, haier, thses domestic baosteel's strategy of "going out" pioneer, cross-cultural training money every year rise in them.

The "going out" enterprises in our country began to implement cross-cultural training. Training is usually designed for expatriate in China,which helps them understand relevant cultural characteristics, customs and way of life of the host country. From the role of domestic expats, employees start to turn for ones in the host country and even some third party state.Let

them gradually understand Chinese culture, China's enterprise culture and management style.

2.2. "Going Out" Enterprises' Problems of Cross-Cultural Training

First, the research for cross-cultural training in China started late. Related work seems a lot less combined with foreign ones. Although in recent years, many scholars begin to study cross-cultural training, their work still stay on the basis of research achievements of translating foreign scholars.

Second, although now "go out" enterprises have realized the importance of cross-cultural training and strengthen its spending on cross-cultural training funds, the enterprise is not in view of the cross-cultural training to make a long-term planning, while cross-cultural training is part of the overall planning of human resource management. It makes cross-cultural training lack of goals to aim and difficult to design a training solution to achieve good results. What's mora, they still lack of the cultivation of cross-cultural aspects of consciousness.

In addition, due to its characteristics of cross-cultural training, the general case of "going out" enterprises' cross-cultural training will not be conducted and analyzed by human resources management. But the enterprises will hire a professional training team to understand and analyze according to training needs. while because the cross-cultural training is at a stage of start in china, domestic cross-cultural training market has not established a complete system, not be eligible for training teachers unified regulation because of the lose of measure standard.

3. The Design of the "Going Out" Enterprise Cross-Cultural Training

3.1. Analysis of "Going out" Enterprise Cross-Cultural Training Demand

The primary part of cross-cultural training for cross-cultural problems is demand analysis, accurate positioning of the cross-cultural training requirements, as well as building the training form, training arrangement and a series of design.

Requirements analysis is divided into three parts, (1) group analysis, is refers to the analysis of the entire enterprise.According to enterprise's management strategy, determine the corresponding training and provide scope of available resources for training to make training plans conform to the requirements of the enterprise's management strategy. (2) the task analysis, which means the trainees' difficulty related work and working form were analyzed, is for defining the trainees' need of what content to improve the ability to work. (3) staff analysis. It means through understanding the performance of the analyst, we can find out their lack of knowledge and skills, soas to design effective training plan for making the trainees to achieve the desired training effect. According to the above analysis and the management strategy of the enterprise requirements,make enterprise cross-cultural training requirements. In practical process, the enterprises also need to consider the external environment impact on cross-cultural training to ensure that cross-cultural training to achieve expected standard.

3.2. "Going Out" Enterprise Cross-Cultural Training's aim

Previous cross-cultural training demand analysis determines the basic standard of cross-cultural training needs. According to the basic standards of this requirement, determine the goal of cross-cultural training. Determine the goal is the important reference index of the late involving the training effectiveness transformation analysis. Therefore, cross-cultural training goals determine plays an important role in cross-cultural training.

Due to the particularity of enterprise's internationalization strategy, the enterprises not only need to enhance the global competitiveness

of the enterprise, but also relieve the contradictions of cross-cultural differences which brings conflict to enhance the centripetal force of the internal. Cross-cultural training, therefore,not only need foreign send personnel to cross-cultural training, at the same time also need to give foreign persons accompanying family members with cross-cultural training. However, also cannot ignore the cross-cultural training of host country and third countries staff. Next introduce the following several aspects of cross-cultural training goal.

First, establish a common culture in the enterprise. Enterprise culture needs to be transmitted to each trainee. Set up another kind of common culture in addition, within the enterprise established of a kind of culture and form a consistent values.

Second, maintain good stability of employee relations. Through the cross-cultural training, enables members of different cultural backgrounds to understand each other, contain each other and educe the probability of cultural conflict.

In addition, cross-cultural training can reduce the loss of talent resources, improve the enterprise internal information transmission speed and stimulate the employees' work efficiency which is in conformity with the enterprise's international strategic target and can improve the economic benefits of enterprises and the competitiveness of the international market.

3.3. The Content of the "Going Out" Enterprise Cross-Cultural Training

Cross-cultural training involves a wider range of content. This article mainly describe from the cross-cultural cognitive emotions and cross-cultural, cross-cultural behavior.

First, cross-cultural cognitive training. Cross-cultural cognitive training gives the introduction of the humanities of the host country, such as society, history, customs, natural environment, political environment and some other basic knowledge. At the same time, you need to learn to understand the language of the host country, know the way to communicate, which is mainly to improve the expats cross-cultural ability to adapt. Adjust according to the needs of different groups, local employees' training mainly in voles the enterprise culture and the motherland humanities cognitive training.

Next, cross-cultural training. Cross-cultural training can help expats with different working ability, the ability to adapt work environment and reduce the life and work pressure caused by the strange environment on. Learn to control personal emotion and establish a good interpersonal relationship and work environment. Cross-cultural emotional training, enhance the consciousness of self-reflection. When you meet the cross-cultural conflict, through the ideological reflection of self behavior, you can improve the cognition to the local culture, thereby reducing the occurrence of cultural conflict.

In the end, the cross-cultural behavior training. Such training refers to expats in different work environment learn how to improve their response to cross-cultural conflict. the training content is primarily a cross-cultural sensitivity training and interpersonal skills training. Cultural sensitivity training is to let the trainee aware of the cultural differences between host countries with the home country, such as values, behavior, in order to have enough anticipation ability and vigilance for the cultural conflict in work. Interpersonal skills training is to help them in the different cultural environment establish a good interpersonal relationship, deepen the recognition of the host country to communicate, and improve the cross-cultural interpersonal skills.

3.4. Construct of Cross-cultural Training System

Cross-cultural training system construction is for the sake of designing a series of training for

focusing the trainees indifferent cultural background, to breakthrough the cultural barriers of every trainee, strengthen the adaptability of different cultural environment and improve the ability of cooperation between colleagues under different cultural background. General cross-cultural training system is mainly composed of three categories, respectively, demonstration method, experience and facts.

Demonstration method, which is analyze through video or written materials, it's main goal is to improve the trainees' cognitive ability of cultural differences. And it can be subdivided into, case analysis and cross-cultural discussion and learning methods.

Case analysis is understand through the analysis of some typical case or events, which can find out the correct behavior, and the other feasibility to make trainee in cross-cultural conflict can effectively apply cross-cultural skills.

Cross-cultural discussion and learning is to discuss and study based on images and written material. The trainee communicate and analysis with each other about problem analysis and the multicultural communication can promote the communication and understanding of staffs under different background, which can find out the language behavior in certain situations.

(1) The experience method. It refers to the interaction between trainees and trainers that in order to cultivate trainees to master the training methods of cross-cultural cognitive skills. There are methods such as role play, field view and so on.

Role play is to improve the trainees the actual perception of the host country culture and interpersonal skills in cross-cultural, and let trainees play the certain role, in which process trainees communicate with each other and deepen the understanding of the host country culture, and put forward the opinions in view of the problems arising from the role play.

Field view is that the trainee go into the similar multinational enterprises to study, analysis the real instances in cross-cultural interaction. In training, playing a normal talks of a work mode and analysis the cultural differences happened in respective positions.

(2)The fact method. This method is to improve the trainees' cross-cultural cognitive level. It mainly provide trainees with the basic situation of the host country and cultural knowledge training. Teaching method is mainly taught directly such as lectures, regional teaching, image, read the background information and so on.

4. Training Effect Analysis of "Going Out" Enterprise Transformation of Cross-Cultural

4.1. Training Effect of "Going Out" Enterprise Cross-Cultural Training Into analysis on Staff

Employees' comprehensive quality has improved. Through the cross-cultural training, the staff have known the cultural, social, political, and customs of different countries, and learned the language of the host country, make cross-cultural cognitive ability get promoted. At the same time, Cross-cultural training can also give the host country staff a profound understanding of Chinese culture, make them admit Chinese "going out" enterprise management mode, and eliminate prejudice to improve their comprehensive quality.

At the same time, cross-cultural training for staff career planning has also played a positive role. Learning foreign advanced skills through the cross-cultural training, using it to work and bringing economic benefits for enterprise. It can transform into core human capital from general human capital, which have played an important role in promoting in the career .

4.2. Analysis the Effect of the Enterprise Transformation from Cross-Cultural Training of "Going Out" Enterprises

Through the cross-cultural training, our "going out" enterprises have reduced the cultural conflict caused by cultural differences and make the cross-cultural management gradually on the right track. Cross-cultural training improve the competition ability of enterprise in the international. The following will analysis the transformation on domestic enterprises "going out" the cross-cultural training effect.

(1)Cross-cultural training not only solve the cultural conflict, but also enhance the enterprise's brand image at the same time. Cultural conflicts caused by cultural differences has brought huge barriers to enterprise management. While cross-cultural training is the core means to solve cultural conflicts, make cross-cultural management be effective, deepen the understanding between the Chinese and foreign employees and inclusive, and accept each other's culture. It can further improve the "going out" the staff cohesion and centripetal force of the enterprise through identity of cross-cultural management mode.

(2)Cross-cultural training have enhanced the enterprise's international competitiveness of "going out", the "going out" enterprises in our country not only get proper solution on culture conflict, but also improve the enterprise centripetal force after the cross-cultural training. At the same time, it let the cross-cultural training employees get the overseas advanced skills, apply to practical work and innovate constantly to enhance the international competitiveness of Chinese "going out" enterprises.

5. Conclusion

"Go out" enterprises in China need to do a good job in cross-cultural training plan. It should prepare the cross-cultural training according to different types of employees of different policy

cross-cultural training based on people-oriented. It put enterprises international strategic objectives as the core, implemented effectively each link of cross-cultural training and ensure the implementation of cross-cultural training.

6. References

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