

**Specification of Competency Standards**  
**for the Banking Industry**  
**Unit of Competency**

Functional Area - 11. Other Generic Competencies  
(Key Function – 11.2 People Management and Talent Development)

Title	Manage diversity of subordinates in different generation and culture
Code	109591L5
Range	Developing cultural competence with an ability to understand; communicate with; and effectively interact with people across cultures and different generations. It is about working harmoniously with varying cultural beliefs and preference of others. This applies to different levels of managerial functions.
Level	5
Credit	4 (For Reference Only)
Competency	<p>Performance Requirements</p> <p>1. Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>• Understand problems can arise from differing mindsets and communication styles of employees with different cultural background and / or born in different eras;</li> <li>• Possess in-depth knowledge in managing cultural differences by applying it to evaluate and compare the interactive styles between different groups of co-workers such as skeptical and independent vs. open-minded and team-oriented;</li> <li>• Have an in-depth understanding of the importance of respecting different cultures and demonstrate the belief by focusing on actual behaviours of co-workers rather than pre-conceived and biased notions.</li> </ul> <p>2. Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>• Recognize generational differences and adapt to their styles, tailor personal managerial style for each person's strengths, personality and aspirations rather than trying to change the co-workers;</li> <li>• Take appropriate actions to address the differences in values and expectations of each generation group;</li> <li>• Facilitate mentoring between different aged employees to encourage more cross-generations interactions;</li> <li>• Facilitate open communication to present ideas, concerns and complaints regardless of age and tenure;</li> <li>• Communicate with individual co-workers to understand their request and ensure their satisfaction.</li> <li>• Accommodate different learning styles to facilitate younger co-workers to learn the experience and wisdom offered by the more senior staff while providing opportunities for older employees to open to the fresh perspectives.</li> </ul> <p>3. Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>• Create recognition programmes based on personal needs of different generations of co-workers;</li> <li>• Accommodate different learning styles to facilitate younger co-workers to learn the experience and wisdom offered by the more senior staff while providing opportunities for older employees to open to the fresh perspectives.</li> </ul>

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Assessment Criteria	The integral outcome requirements of this UoC are: <ul style="list-style-type: none"><li>• Managing generational diversity influence effectively by recognizing the characteristics of various generation groups in order to improve understanding, communication and co-operation between co-workers;</li><li>• Enhancing employee satisfaction and creating a harmonious atmosphere for employees of different generation and culture working together.</li></ul>
Remark	