

Correspondence Author

Saman Abbaszadeh

Licence

CC BY 4.0

New Vistas

Volume 12, Issue 1, 2026, UWL Annual Doctoral Students' Conference 2025

Abstract

Cross-cultural collaboration plays a vital role in the success of the digital economy specifically in the era of accelerated globalisation. On the other hand, the role of soft skills in improving team dynamics and project success in the ICT sector has received growing attention. However, as the “skills” are often socially and culturally formed and developed, individuals from diverse backgrounds may not be at the same level of proficiency or share the same understanding of what constitutes a soft skill, which ultimately causes challenges in culturally diverse project teams.

This study employs a mixed methodological approach to provide a comprehensive insight into the topic. Quantitative data are collected through a validated questionnaire assessing the importance of soft skills, and participants’ skill level. Qualitative insights are gathered through semi-structured interviews with ICT professionals to examine how these skills manifest in real-world multicultural team environments.

A pre-pilot test was conducted with 15 experts from the School of Computing and Engineering (SCE) to validate the research instrument. Results confirmed acceptable internal consistency (Cronbach’s Alpha = 0.77) and content validity, with experts rating the questionnaire as “Effective to Very Effective” (average score: 3.8/5).

Notably, preliminary findings indicate a trend of overestimation among the participants about their soft skill level. In approximately 70% of listed soft skills, participants rated themselves higher than demonstrated in scenario-based responses. Besides, communication, teamwork, and time management were selected as the most consistently recognised core skills. However, the results also highlighted notable challenges in time management and emotional intelligence, meaning that participants often struggled in managing multiple tasks in tense projects, showing empathy while managing their own emotions.

Keywords

ICT sector, Soft skills, Diversity