

## Cultural Competence Continuum

Cultural  
Destructiveness

Intentional attitudes, policies & practices that are destructive to cultures & consequently to individual within the culture

Cultural  
Incapacity

Lack of capacity to support minority ethnic clients / staff due to extremely biased beliefs and paternal attitude toward those not of a mainstream culture

Cultural  
Blindness

Belief that service / helping approaches traditionally used by the dominant culture are universally applicable regardless of 'race' or culture. Encourages Assimilation

Cultural Pre-  
competence

Desire to deliver quality services & a commitment to diversity by hiring minority staff, initiating training & recruiting Black leaders but lacking information on how to maximise these capabilities. Can be Tokenism

Cultural  
Competence

Acceptance & respect for difference, continual self assessment, careful attention to dynamics of difference, expanding knowledge / resources & adaptation. Delivering continuous improvement

Cultural  
Proficiency

Holding culture in high esteem, seeking to add to the knowledge of culturally competent practice, OD through research, influence, relationships, promoting self determination

Organisation



64.9%



# Cross Cultural Competence

**Jessica L. Wildman, Richard L.  
Griffith, Brigitte K. Armon**



## **Cross Cultural Competence:**

Cross Cultural Competence Simon L. Dolan, Kristine Marin Kawamura, 2015-04-14 This book serves as a comprehensive practical and workshop based program that facilitates change agents to help organizations and people develop cross cultural skills and global competence It is grounded in the most rigorous and relevant theories research and learning methods and makes them easily accessible and fun to apply

**Building Cross-Cultural Competence** Charles M. Hampden-Turner, Fons Trompenaars, 2008-10-01

Cross cultural competence is a skill that has become increasingly essential for the managers in multinational companies For other business people this kind of competence may spell the difference between surviving and perishing in the new global economy This book focuses on the dilemmas of these managers and offers constructive advice on dealing with culture shock and turning it to business advantage Opposing values can be understood as complementary and reconcilable say Charles Hampden Turner and Fons Trompenaars A manager who concentrates on integrating rather than polarizing values will make much better business decisions Furthermore the authors show wealth is actually created by reconciling values in conflict Based on fourteen years of research involving nearly 50 000 managerial respondents and on the authors extensive experience in international business the book compares American cultural values to those of more than forty other nations It explores six culture defining dimensions and their reverse images universalism particularism individualism communitarianism specificity diffusion achieved status ascribed status inner direction outer direction and sequential time synchronous time and discusses them as alternative ways of coping with life s and business s exigencies With humor cartoons and an array of business examples the authors demonstrate how the reconciliation of cultural differences can cause whole organizations to grow healthier wealthier and wiser

Diversity And Cultural Competence Paul Gerhardt, PhD., 2019-06-28 This is perhaps the greatest tool ever developed to help leaders and employees of all levels develop the number one game changing skill Scholars agree that in order to gain and maintain a competitive advantage in an industry leaders must be more culturally competent and learn to effectively leverage the diversity of their team Cross cultural competence is comprised of everything from knowing how and when to listen to realizing that other people may work or learn through different path than yours It is a skill useful in all aspects of leader s role and work in every organization This workbook breaks down key concepts from the latest research to help you grow your cultural competence and take your skills for managing diversity to greater levels in a step by step approach Read the short lessons reflect then build your skills by doing the short writing assignments at your own convenience Visit [www.SupervisionEssentials.com](http://www.SupervisionEssentials.com) for other great training products and leadership lessons

**Cross-Cultural Competence and Small Groups** Jessica Turnley, 2019-07-07 In this two part work Dr Turnley addresses first the relationship between cultural competency and language closing the first section with a look at how cross cultural competency is measured and assessed The discussion addresses the ability to operate cross culturally long been touted as one of the hallmarks of SOF general and

Army Special Forces SF in particular and explores if and how the various service special operations components select and assess candidates for their ability to operate cross culturally Among other things this will consider the unequal distribution of this competency across the SOF service components The second part of this monograph addresses current interest in developing and transmitting knowledge about human terrain within the Department of Defense As culture and its importance as a component of successful warfighting has risen significantly the defense community as a whole has embraced the tenants of irregular warfare This section further addresses whether there is a difference between the ways in which the General Purpose Force GPF and SOF develop and use cultural knowledge and considers whether an increased focus on irregular warfare forced GPF to adopt a skill set long at work within SOF or if SOF retain either a special type of knowledge or a special way to apply knowledge more broadly held

Cultural Competence in Higher Education Tiffany Puckett, Nancy S. Lind, 2020-09-03 This book covers teaching cultural competence in colleges and universities across the United States providing a comprehensive reference for instructors researchers and other stakeholders who are looking for material that will assist them in working to prepare students to become culturally competent *Developing Cross-cultural Competence* Eleanor W. Lynch, Marci J. Hanson, 1992 This collection of essays for human services professionals examines the role that culture plays in families and professionals beliefs values and behaviors explores the difficulties involved in adapting to a different culture and provides strategies for effective cross cultural interactions with families of infants preschoolers and young children who may have or be at risk for a disability or chronic illness From publisher description

Cultural Competency for Health Professionals Shirley A. Wells, Roxie M. Black, 2000 Providing sensitive individualized and effective intervention and care depends on the ability to cross cultural boundaries differences in culture lifestyle race gender ethnic background age education religion class sexual orientation geographic location disabilities life experiences occupation and a host of others This text will help the practitioner and occupational therapy student gain perspective on the cultural diversity of clients in the health care environment It explains the whys and the hows of achieving cultural competency and will help the reader s skills in this critical area

**Cross-Cultural Competence , Critical Issues in Cross Cultural Management** Jessica L. Wildman, Richard L. Griffith, Brigitte K. Armon, 2016-11-25 This stimulating book surveys the research on the challenges and opportunities encountered when working within culturally and geographically diverse organizational settings Expert contributors pose and address complex questions regarding cultural competence and leadership in today s rich landscape of global organizations multiple leader teams extensive coordination among locations and ever evolving virtual communication technologies The ideas described here focus not only on building cultural skills to develop and sustain teams but also on applying knowledge building insight evaluating performance and training team members to be leaders Among the book s innovations the Globally Intelligent Leadership framework strategies for building multicultural collaborative leadership military and peacemaking perspectives and new approaches for assessing cross

cultural competencies Included in the coverage Globally Intelligent Leadership toward an integration of competencies Considerations and best practices for developing cultural competency models in applied work domains Cultural dilemmas and sociocultural encounters an approach for understanding assessing and analyzing culture Conflict competence in a multicultural world Twenty countries in twenty years modeling assessing and training generalizable cross cultural skills Expecting the unexpected cognitive and affective adaptation across cultures Critical Issues in Cross Cultural Management will interest students scholars and practitioners in industrial organizational psychology organizational behavior work psychology and applied psychology programs looking for a summary of up to date research and viewpoints on this increasingly salient topic Cross-Cultural Competence for a Twenty-First-Century Military Robert Greene Sands,, Allison Greene-Sands,2013-12-24 Warfare in the 21st century is far different than warfare throughout the 19th and 20th centuries Conventional warfare was about kinetic force and bending an adversary by might and strength Skills valued were those related to mastery of weapons and placing ordnance on target Courage and valor were defined by conflict militaries were distinct from the population and occupation was an enduring stage of war Contemporary warfare besides continuing to be an exercise in military strength is composed of missions that depend on skills to forge interpersonal relationships and build sustainable partnerships with a host of actors that once had no voice or role in conflict s duration or conclusion Today final victory does not conclude directly from conflict in fact victory may be subsumed into the larger and more consuming equation of international stability Twenty first century warfare is about counterinsurgency and counter terrorism through an array of strategies that foster collusion and collaboration not acquiescence Cross cultural competence 3C is a suite of competencies and enablers that have been identified as critical to instill in expeditionary military and civilian personnel in the Department of Defense DoD Defined as a set of knowledge skills abilities and attitudes KSAs 3C promotes effective interaction across cultural divides through exchanging ideas and meaning across cultures facilitating effective cross cultural interactions to develop and sustain relationships and providing a means to discern meaning from foreign and culturally different behavior 3C permeates DoD policy doctrine strategy and operations and is now being institutionalized in DoD military and civilian education and training Cross Cultural Competence for a Twenty First Century Military Culture the Flipside of COIN is a volume edited by two acknowledged experts on 3C in military learning policy and research and explores the value and necessity of 3C to developing 21st Century warfighters This volume features chapters by the editors and a host of multidisciplinary experts that probes all aspects of 3C from concept to application The message carried throughout Cross Cultural Competence for a 21st Century Military is that contemporary and future security endeavors will be successful because winning wars ultimately rest on developing and sustaining cross cultural relationships as much as it does on weapons and force **Developing Cross-cultural Competence** Eleanor W. Lynch, Marci J. Hanson, 2004 This new edition is filled with helpful updates such as chapter on South Asian roots open ended case studies on ethical and culture based

dilemmas and an expanded discussion of Middle Eastern roots this is an essential reference for early intervention professionals working with families whose customs beliefs and values may differ from their own      **Cross-cultural Competence and Small Groups** Jessica Glick Turnley, 2017-08-09 Dr Turnley has contributed two papers addressing the community's interest on who we are and why we are successful in our operations The two papers are titled Forward Deployed Warrior Diplomats SOF and Cross Cultural Competence and Creating the Conditions for a Possible Masterpiece Small Groups and Special Operations Forces These two papers are combined for this monograph to provoke the community's thinking of who we are and how we are organized The Forward Deployed paper asserts that SOF effectiveness of by with and through depends on our skills as warrior diplomats This focus includes our cultural understanding and language skills or cross cultural competency Her paper on Creating the Conditions for a Possible Masterpiece links the competency to SOF small units as a reason for special operation successes SOCOM is promoting the concept of the 3 D warrior The Ds are diplomacy defense and development which are consistent with by with and through The execution of the 3 Ds vary by the SOF component due to organization mission and unit structure She explains the size issue of the unit in her Creating the Conditions for a Possible Masterpiece Dr Turnley makes several important points on cultural competency and its impact on mission In addition to language skills SOF warriors need to understand the culture of the supported nation This understanding will afford the SOF warrior a higher probability of success in Dr Turnley's model of force persuasion She further develops her position by exploring the relationship between language culture and regional knowledge She makes a crucial point about Internal Defense and Development IDAD for SOF The difference between IDAD and foreign internal defense FID is that IDAD requires more cross cultural skills than FID does Any unit can conduct FID but IDAD needs specialists SOF troops Dr Turnley emphasizes this point in Creating the Conditions for a Possible Masterpiece by pointing out the key points from William McRaven's book Spec Ops on the essential principles of special operations Two of those principles seen as critical in IDAD are purpose and simplicity SOF regional orientation realizes purpose and simplicity This contributes to a focus that can stimulate a feeling of collective purpose Their combination allows SOF units to work the IDAD campaign Dr Turnley's two papers cause us to reflect on who we are what we should do and how we are organized Our understanding of cultural language and SOF core activities permit the collective conscience to become that 3 D warrior

Kenneth H Poole Ed D GS 14 Director JSOU Strategic Studies Department      Cross Cultural Competence Simon Landau Dolan, Kristine Marin Kawamura, 2015      Cross-Cultural Competence Slawomir Magala, 2005-11-16 Cross cultural management is a crucial challenge for the development of international business yet it is often badly understood and poorly implemented This book provides a fresh look at this complex topic with theory tool kits and applications      Developing Cross-Cultural Competence for Leaders Joseph J. Thomas, Clementine K. Fujimura, 2022-06-30 This book offers an accessible reference and roadmap for the practical application of cross cultural competence 3C for leaders dedicated to leading with

diversity inclusion and personal development in mind Developing Cross Cultural Competence for Leaders takes readers from ideational to real asking them to step out of their comfort zone and learn to navigate cultural differences The authors invite readers to join them on a journey of discovery of themselves their personal and professional peers and ultimately the cultural landscape they inhabit both knowingly and oftentimes unknowingly all in the hopes of opening doors to empathetic and effective communication The skillset required for 3C is developed throughout the book beginning with a discussion of relevant concepts leading the readers through narratives of extreme environments and ending with a roadmap for use in leadership positions Each chapter discusses a foundational idea contextualized with sample narratives and ending with thought questions The authors summon readers to embrace dissimilarities shift perspectives dare to engage and navigate in new and even adverse social and cultural contexts Developing Cross Cultural Competence is an essential reading for students of leadership development as well as military and non military professionals

**Publications Combined: Global Diversity And Inclusion Using Cross-Cultural Competence (3C) - When Diversity Training Isn't Enough**, 2019-03-05 There are not more than five musical notes yet the combinations of these five give rise to more melodies than can ever be heard There are not more than five primary colors yet in combination they produce more hues than can ever been seen There are not more than five cardinal tastes yet combinations of them yield more flavors than can ever be tasted Sun Tzu The Art of War Contents A Preliminary Investigation into Dynamic Measurement and Implicit Affect in Assessing Cross Cultural Competence A Proposed Developmental Sequence for Cross Cultural Competence Training in the DoD Assessing Alternative Approaches to the Development of a DEOMI Cross Cultural Inventory Behavioral Framework for Effective Intercultural Interactions Cross Cultural Competence 3C and Diversity Management Support Cross Cultural Competence and Strain in the Military The Role of Emotion Regulation and Optimism Cross Cultural Competence What Roles Does It Play Within the Military Cultural Heritage Education Assessment Executive Summary Developing and Managing 3C Finding Value in Human Relations Foundation for Diversity Training Competency Model and Learning Objectives Issues in Diversity Management Leadership in Cross Cultural Contexts One Size Does Not Fit All 3C Training and Development Symposium Regulatory Fit and Equal Opportunity Diversity Implication for DEOMI Relating Values to Military Styles Force Protection and Operational Goals The A Validation Study of the Defense Language Office Framework for Cultural Competence and an Evaluation of Available Assessment Instruments The Development of the CCCI The Effects of Personality Dissimilarity on Mission Readiness The Role of Affect in Cross Cultural Competence Transformational Leadership Role of Diversity Climate When Diversity Training Isn't Enough

**A Brief Note on the Multi-Layered Nature of Cross-Cultural Competence**, 2008 This report presents a figure that illustrates the complexity of the Department of Defense's DoD's operational environment with respect to cross cultural interactions Warfighters and civilians are faced with multiple layers of cultural influence This figure shows how an individual located at the center of the circle is first influenced by his or her own culture Experts agree that to effectively

negotiate cross culturally one must first understand the broad concept of culture as well as the nature of one's own culture and biases. Next, each warfighter or civilian typically works on a team with other Americans who come from many parts of the United States. To communicate, cooperate, or lead such teams, one must have the knowledge, skills, and attitudes to work with and lead individuals who are different from oneself. Next, folks are put into a military context and asked to assimilate into a military culture. Understanding this culture is important to operating effectively, but the complexity of this is also increased when asked to operate across Services within a Joint environment. Military cultures within the Armed Services are very different, and coordinating between Services or agencies can present challenges both operationally and doctrinally. In addition to these intra-military aspects of culture, our increasingly frequent work with international partners and coalitions such as NATO presents unique challenges in language and cross-cultural interaction. Accepted practices, behaviors, tactics, and mission goals may differ across international forces, and effective coordination and integration of these commands depends upon understanding and addressing differences effectively to create a truly integrated team. Finally, the current global environment requires our forces to not only engage foreign nations with weapons but to engage in reconstruction, humanitarian security training, and other missions not directly related to warfighting.

*Developing Cross-Cultural Competence for Leaders* Joseph J. Thomas, Clementine K. Fujimura, 2022. This book offers an accessible reference and roadmap for the practical application of cross-cultural competence (3C) for leaders dedicated to leading with diversity, inclusion, and personal development in mind. *Developing Cross-Cultural Competence for Leaders* takes readers from ideational to real, asking them to step out of their comfort zone and learn to navigate cultural differences. The authors invite readers to join them on a journey of discovery of themselves, their personal and professional peers, and ultimately the cultural landscape they inhabit, both knowingly and oftentimes unknowingly, all in the hopes of opening doors to empathetic and effective communication. The skillset required for 3C is developed throughout the book, beginning with a discussion of relevant concepts, leading the readers through narratives of extreme environments, and ending with a roadmap for use in leadership positions. Each chapter discusses a foundational idea contextualized with sample narratives and ending with thought questions. The authors summon readers to embrace dissimilarities, shift perspectives, dare to engage, and navigate in new and even adverse social and cultural contexts. *Developing Cross-Cultural Competence* is an essential reading for students of leadership development as well as military and non-military professionals.

**Cross-Cultural Competence for a Twenty-First-Century Military** Robert Greene Sands, Allison Greene-Sands, 2013-12-24. Warfare in the 21st century is far different than warfare throughout the 19th and 20th centuries. Conventional warfare was about kinetic force and bending an adversary by might and strength. Skills valued were those related to mastery of weapons and placing ordnance on target. Courage and valor were defined by conflict; militaries were distinct from the population, and occupation was an enduring stage of war. Contemporary warfare, besides continuing to be an exercise in military strength, is composed of missions that



depend on skills to forge interpersonal relationships and build sustainable partnerships with a host of actors that once had no voice or role in conflict's duration or conclusion. Today, final victory does not conclude directly from conflict; in fact, victory may be subsumed into the larger and more consuming equation of international stability. Twenty-first century warfare is about counterinsurgency and counterterrorism through an array of strategies that foster collusion and collaboration, not acquiescence. Cross-cultural competence (3C) is a suite of competencies and enablers that have been identified as critical to instill in expeditionary military and civilian personnel in the Department of Defense (DoD). Defined as a set of knowledge, skills, abilities, and attitudes, KSAs, 3C promotes effective interaction across cultural divides through exchanging ideas and meaning across cultures, facilitating effective cross-cultural interactions to develop and sustain relationships, and providing a means to discern meaning from foreign and culturally different behavior. 3C permeates DoD policy, doctrine, strategy, and operations and is now being institutionalized in DoD military and civilian education and training. Cross-Cultural Competence for a Twenty-First Century Military Culture: The Flipside of COIN is a volume edited by two acknowledged experts on 3C in military learning, policy, and research, and explores the value and necessity of 3C to developing 21st-century warfighters. This volume features chapters by the editors and a host of multidisciplinary experts that probes all aspects of 3C from concept to application. The message carried throughout Cross-Cultural Competence for a 21st Century Military is that contemporary and future security endeavors will be successful because winning wars ultimately rest on developing and sustaining cross-cultural relationships as much as it does on weapons and force.

**Negotiation Skills - Research on Cross Cultural Competence**

Bikal Dhungel, 2011-04 Seminar paper from the year 2008 in the subject Communications Intercultural Communication grade 2.3 Cologne University of Applied Sciences language English abstract

Negotiation can be defined as the process of bargaining between two or more parties to reach a solution that is acceptable to all parties. Negotiation is also a dialogue intended to resolve disputes, to produce an agreement upon courses of action, to bargain for individual or collective advantage, or to craft outcomes to satisfy various interests. It is the primary method of alternative dispute resolution. Negotiation could be defined differently; it depends on the subject: Political negotiation, cultural negotiation, business negotiation, etc. Negotiation occurs in government, legal proceedings, in personal situations, and in everyday life.

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