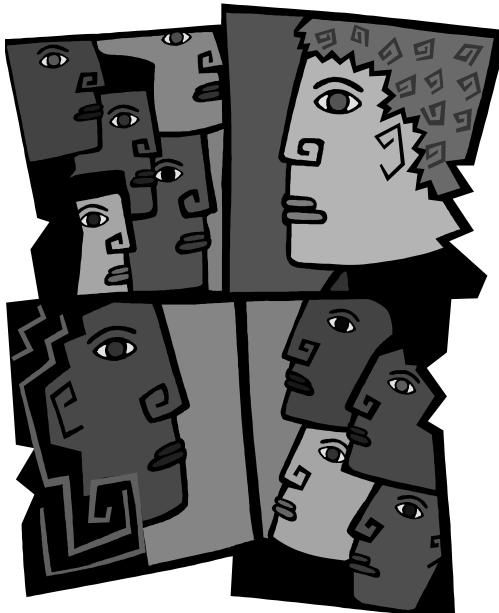


# Diversity ALIVE!:™ Developing Cross-Cultural Competence

GRDC Diversity Conference  
September 13-14, 2004



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# *Objectives*

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- 1. Understand what cultural competence is and why it is a critical skill to achieving operational excellence in a diverse workplace.**
- 2. Learn the stages that people experience in becoming more cross-culturally competent.**
- 3. Gain insights into how to become more cross-culturally competent.**



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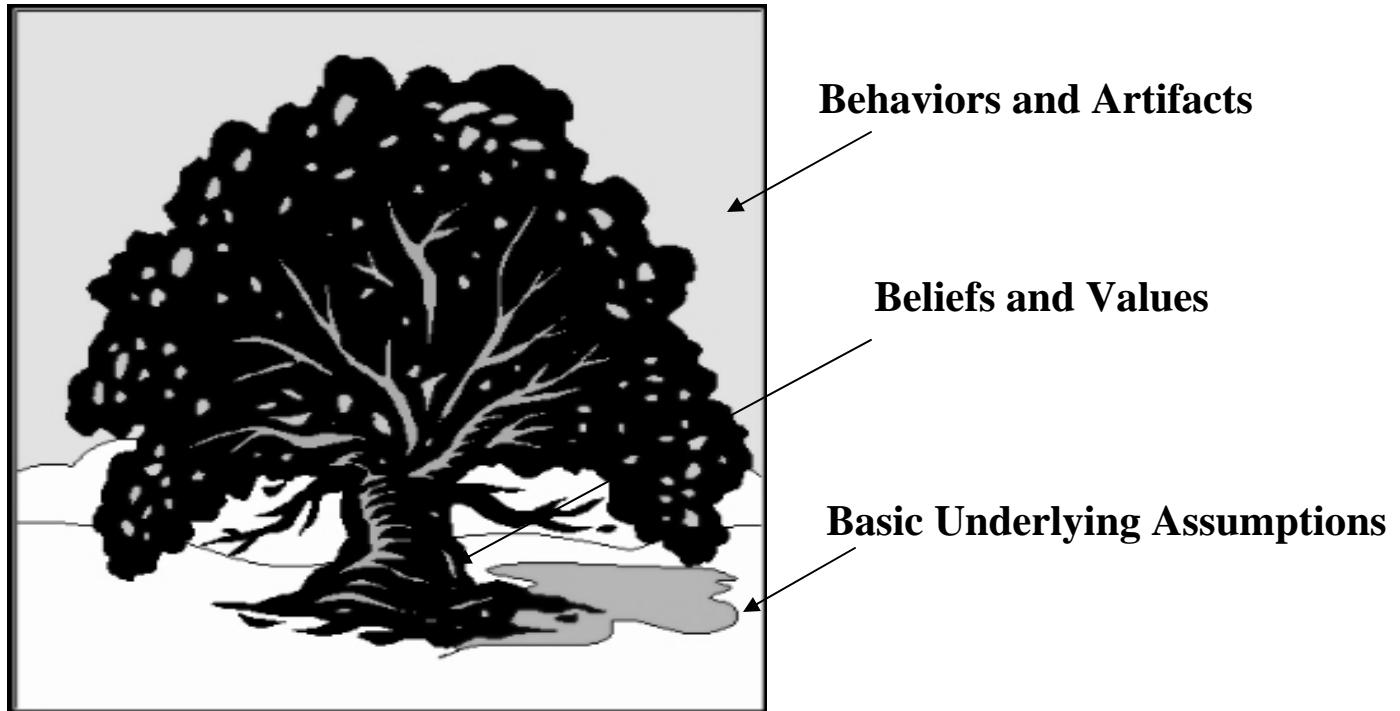


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# *What is Culture?*

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Adapted from Edgar Schein (1997) *Organization Culture and Leadership*



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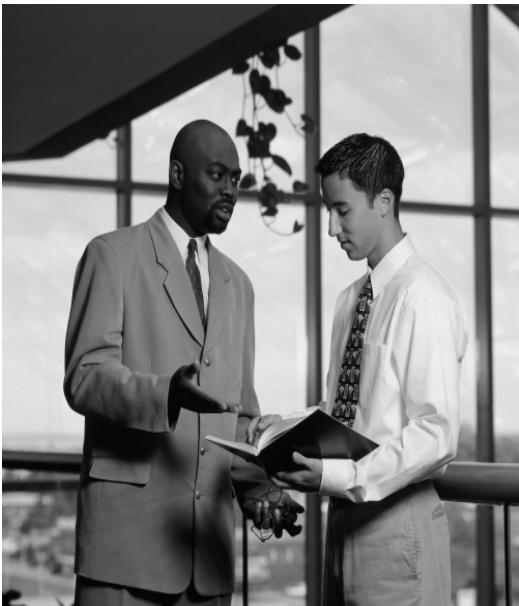


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# *What is Cross-Cultural Competence?*

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*“The ability to discern when misunderstandings and conflicts are due to cultural differences and then be able to work toward a solution that takes various worldviews into account; and the ability to maximize cultural differences for better, longer lasting, and more creative solutions.”*

Source: Hewitt Associates



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# *What is Cross-Cultural Competence? Having the ability to...*

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- **Independently recognize differences between yourself and others and constructively address situations in which cultural differences are overlooked or not respected.**
- **Create common meaning in cross-cultural settings.**
- **Actively reach out to others with different backgrounds and perspectives to achieve business results.**
- **Recognize your own biases and stereotypes and know how to work on managing them.**



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# *What is Cross-Cultural Competence? Having the ability to...*

- **Be at ease and value working with others who have different perspectives, backgrounds, and styles.**
- **Comprehend others' perspective based on an assumption of difference rather than similarity.**
- **Shift your frame of reference in thinking and behaving to culturally relevant perspectives.**
- **Synchronize your approach to meet the cultural needs/styles of others.**
- **Coach others on the advantages of being cross-culturally competent.**



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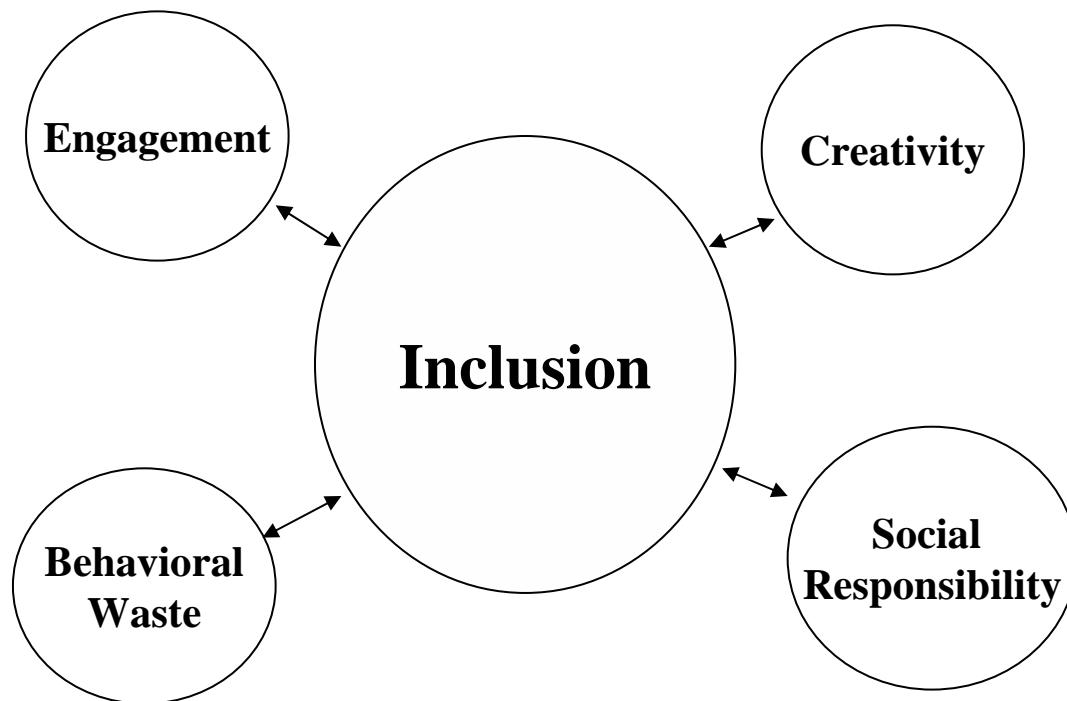


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# *Why is Cross-Cultural Competence Important?*

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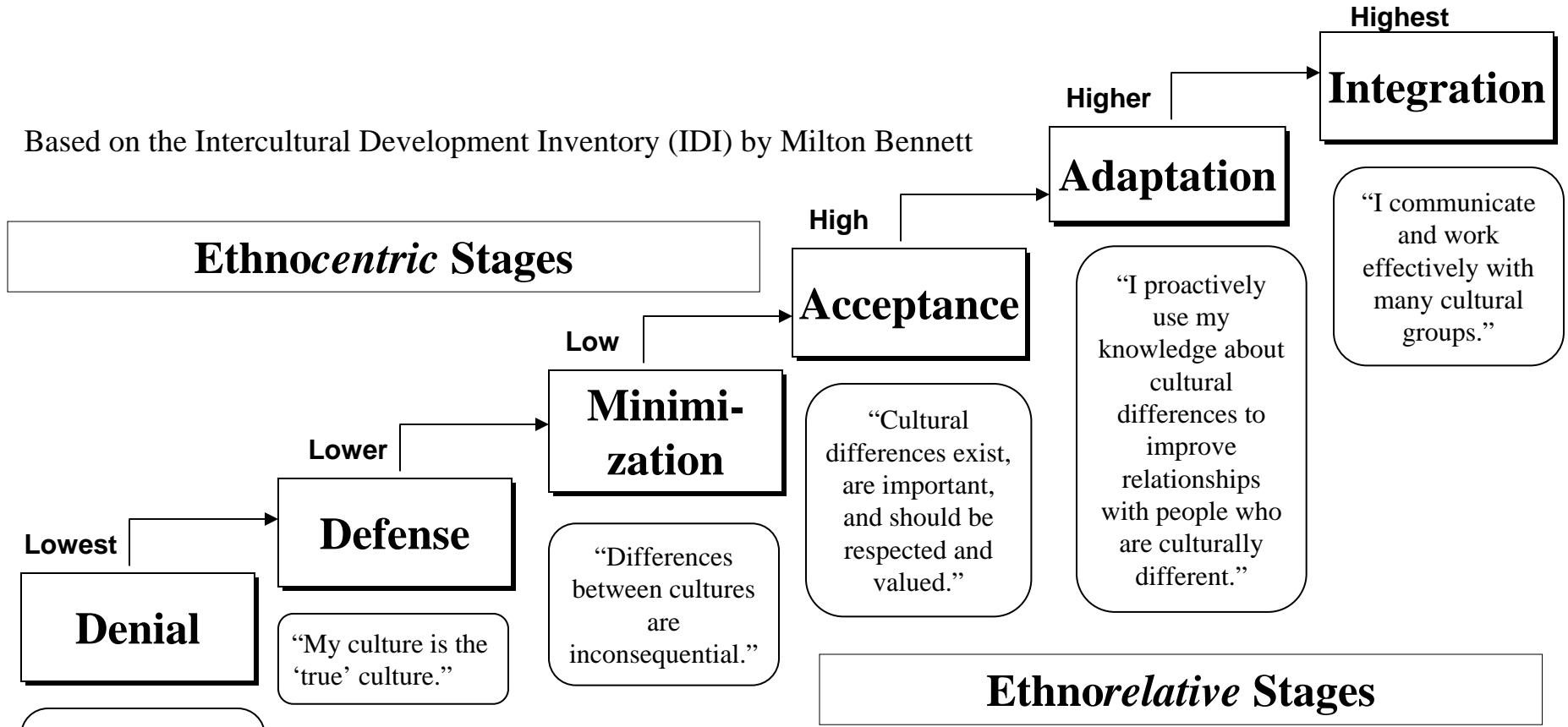


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# Stages of Cross-Cultural Competence

Based on the Intercultural Development Inventory (IDI) by Milton Bennett



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# *Live Demonstration Process*

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- **“Present State” demonstration.**
- **Q&A with Performance Trainers in character.**
- **Large group discussion on improvement ideas.**
- **Ideas for developing cross-cultural competence.**
- **“Desired State” demonstration.**
- **Large group debrief.**



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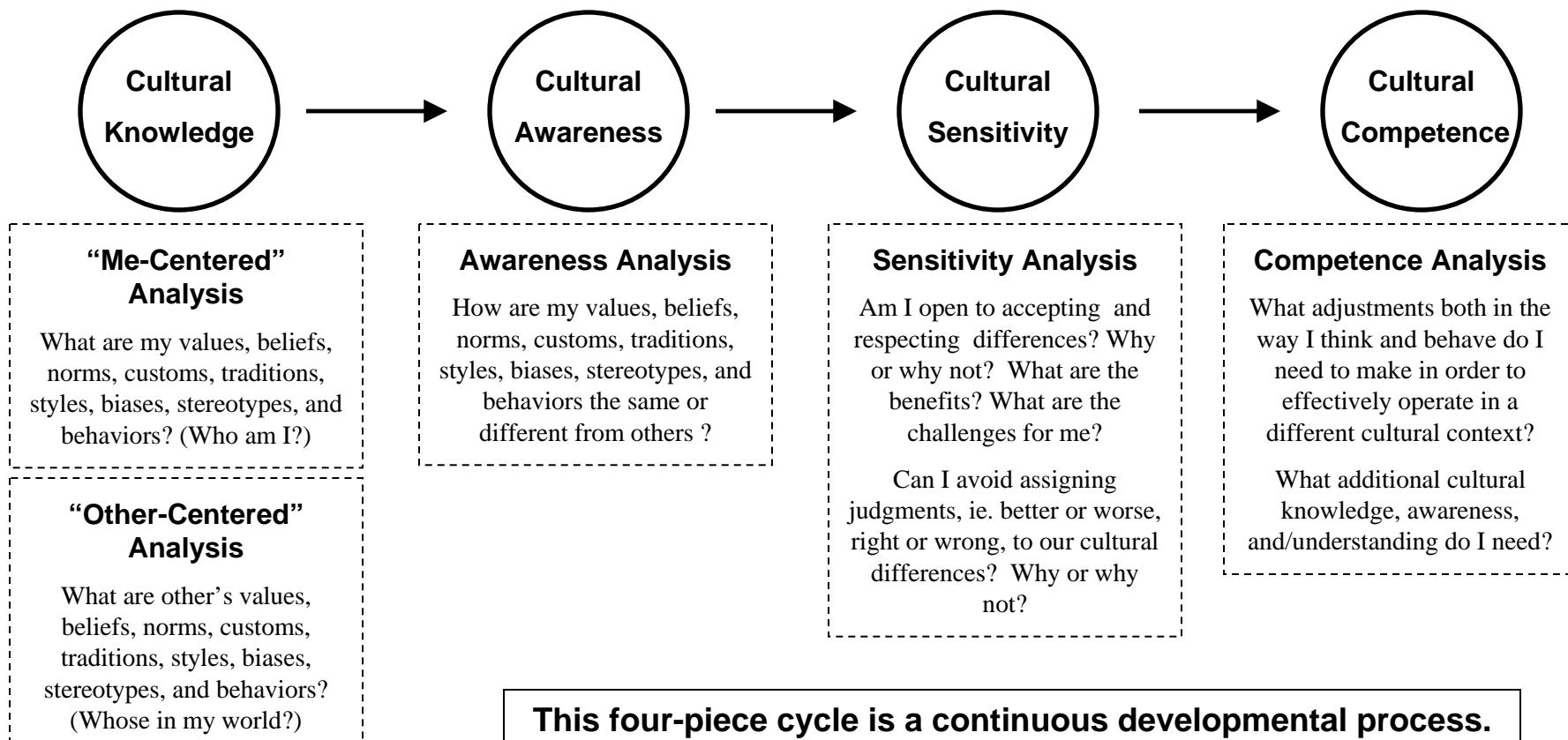
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# *Cross-Cultural Competence Learning Process<sup>©</sup>*



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# *How to Gain Cross-Cultural Knowledge*

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- Learn to see issues from another person's perspective through enhancing your questioning, listening, and responding, and empathizing skills.
  - Start from an assumption of difference rather than similarity
- Understand and manage your own biases and stereotypes so that they are not a barrier to acquiring new knowledge – use S.T.A.R. (Stop, Think, Act, Reflect)
- As part of your “Other-Centered” analysis, ask more questions like:
  - How do other people live their lives?
  - How do people establish relationships?
  - What are others’ important values and how do they differ from mine?
  - What do we have in common and what are some core differences?
- Seek out opportunities to learn about other cultures with a curious, open mind
  - Visit museums
  - See plays or movies
  - Read books
  - Participate in a training/education workshop
  - Go to festival
  - Eat at restaurants
- Seek out new friendships with individuals who are different than you, for example in terms of: age, race, sexual orientation, spiritual/religious beliefs, socio-economic status, job function, language, etc...



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*Good, Better, Best,  
Never Let it Rest,  
Until your Good Gets Better  
and your Better Gets Best.*



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