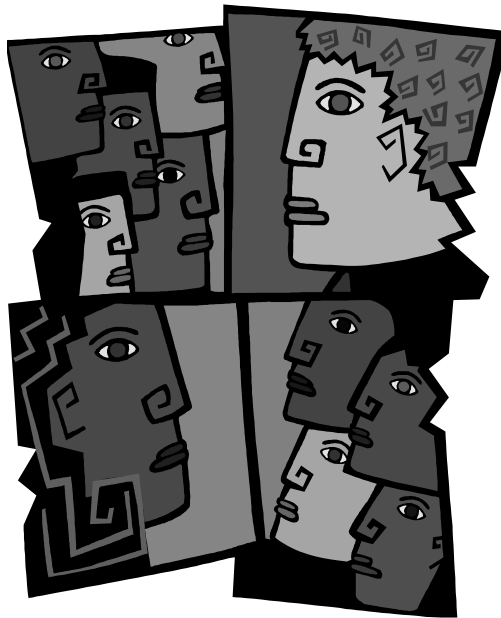


Diversity ALIVE!™

Developing Cross-Cultural Competence

GRDC Diversity Conference
September 13-14, 2004



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Objectives

- 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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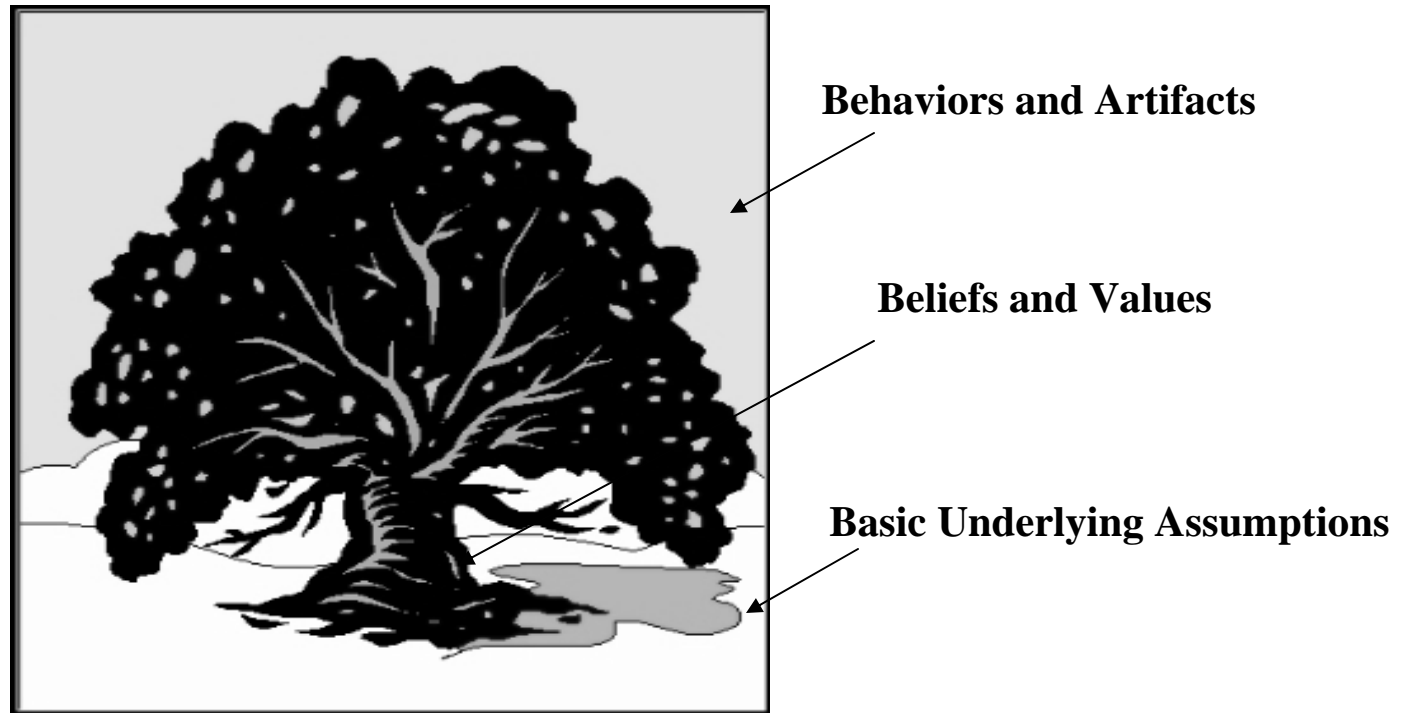


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What is Culture?



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



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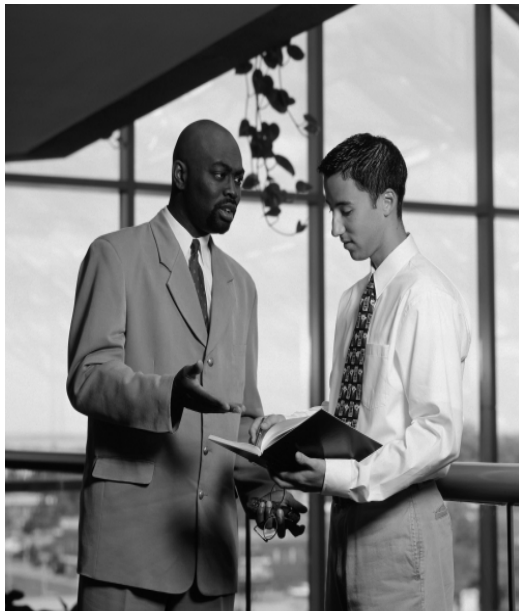


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What is Cross-Cultural Competence?



“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...

- **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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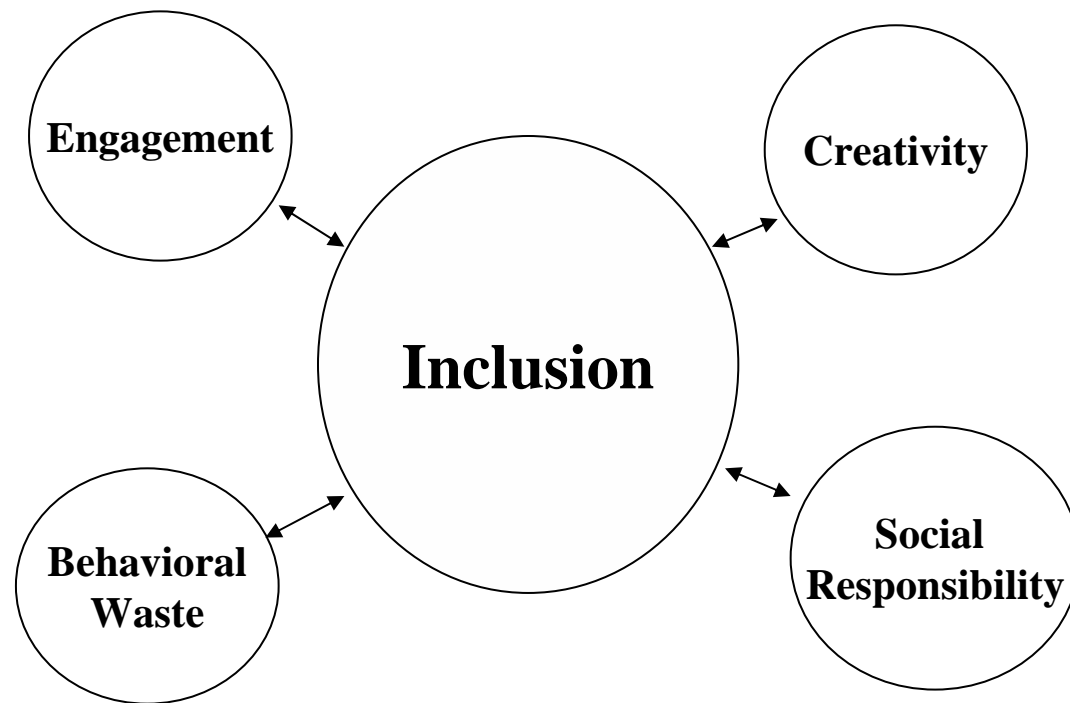


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Why is Cross-Cultural Competence Important?



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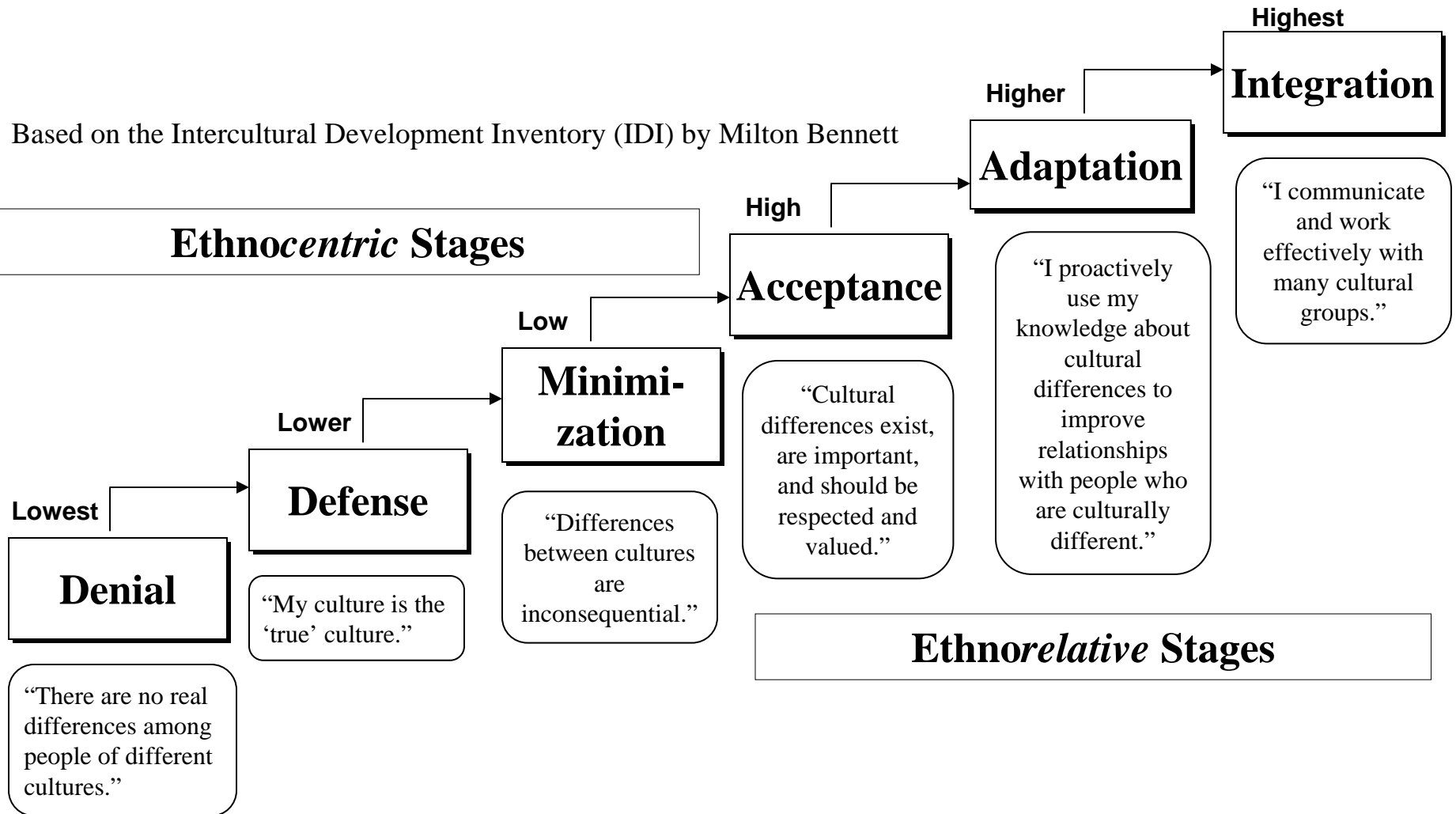


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Stages of Cross-Cultural Competence



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Live Demonstration Process

- **“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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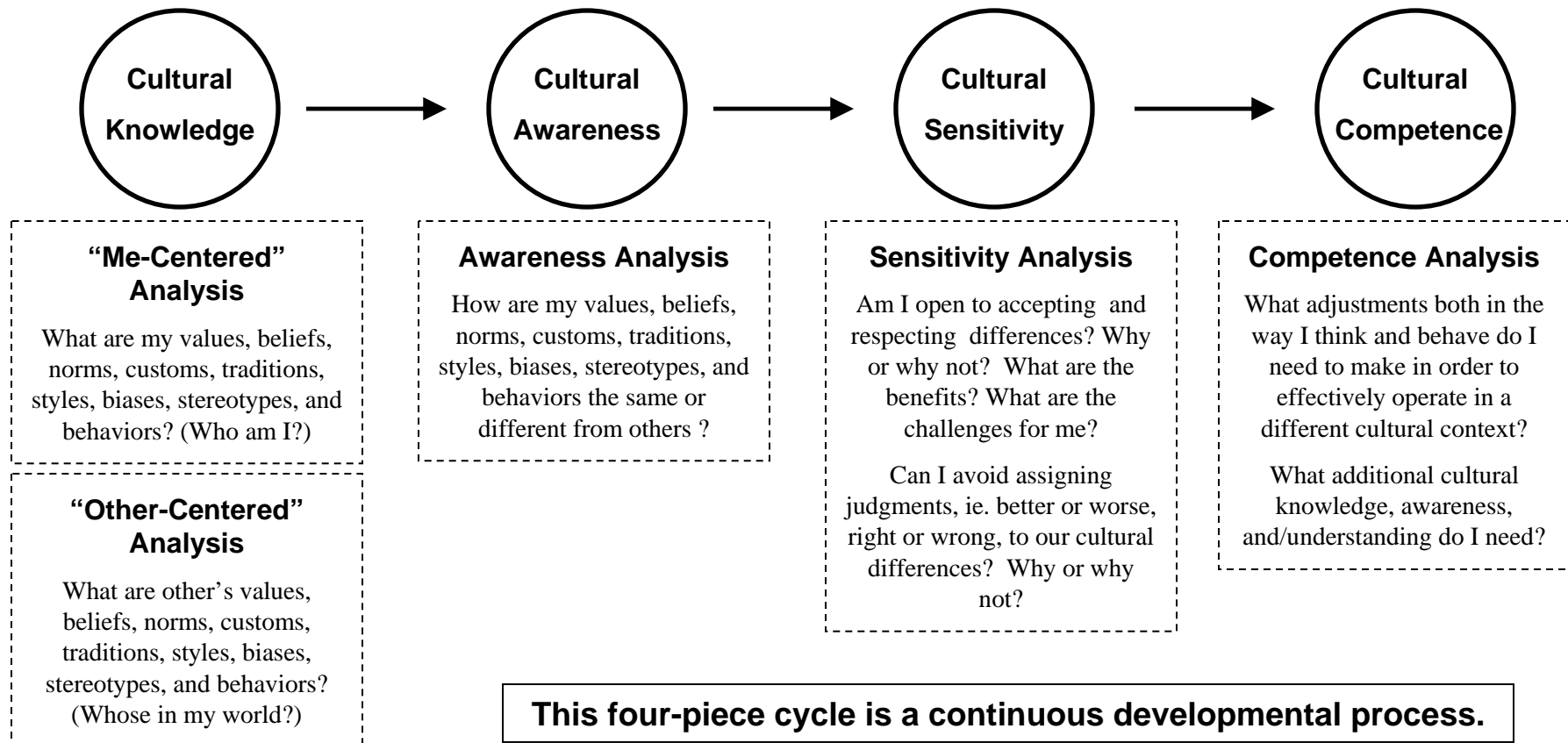


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Cross-Cultural Competence Learning Process[©]



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How to Gain Cross-Cultural Knowledge

- 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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