





### Culture

- Cultural background is closely tied to early experiences and shapes a person’s cultural identity.

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### Culture

- Both cultural background and cultural identity
  - Shape our view of the world
  - Influence our cross-cultural interactions

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### Culture

- Most people pay little attention to, or are unaware of, how cultures have influenced them.

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## Culture

- Awareness of how our cultural identity and experiences bias our perceptions can be the first step to
  - Changing our perspective on the world
  - Becoming more effective cross-culturally

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## Culture

- Mutual discussion with others about cultural backgrounds and identities can
  - Dispel misconceptions
  - Expand our viewpoints

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## Cultural Identity

What cultures did you grow up in (family, community, school) and identify with?



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## Cultural Identity

- Be aware of the cultural identity you carry with you into other cultures.



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## Bridging the Gap between Cultural Identities

- Differences are greater and gaps much wider in the international arena.



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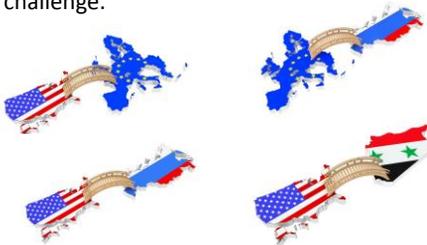
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## Bridging the Gap between Cultural Identities

- The larger the cultural distance, the bigger the challenge.



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## Bridging the Gap between Cultural Identities

- The four key competencies are the bridge.



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## The Key Competencies

- Research continues, but the central factors remain constant.
- Agreed-upon skills supported by the research
- Cognitive, emotional, behavioral and social
- Not easily quantified

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## Factors Easily Assessed

- Do you speak another language? More than one?
- Have you lived in another country for more than six months?
- Have you studied the culture of another country?

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### Cross-Cultural Adaptability Inventory (CCAI)

- No instrument available when we began (1986)
- Since then increased growth in
  - global corporations
  - study abroad
  - diversity in the workplace
- Core competencies still valid and relevant

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How do we get our hands around this research in a useful way?

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### The Four Key Competencies

- ER – Emotional Resilience
- FO – Flexibility/Openness
- PAC – Perceptual Acuity
- PA – Personal Autonomy

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### Emotional Resilience (ER)



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### Emotional Resilience (ER)



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### Emotional Resilience (ER)

- Can you visualize or remember a cross-cultural situation where you were frustrated, disappointed, upset, discouraged, or experienced another negative emotion?
- On a scale of 1 to 5, how would you rate your ability to rebound, bounce back, or return to a positive emotional state? Or, how quickly were you able to get back “on an even keel”?

LOW    1   2   3   4   5    HIGH

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### Emotional Resilience (ER)



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### Emotional Resilience (ER)

- Key aspects

- emotional equilibrium
- a positive attitude
- a sense of adventure
- able to tolerate ambiguity
- able to bounce back from setback

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### Flexibility/Openness (FO)



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### Flexibility/Openness (FO)



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### Flexibility/Openness (FO)

- Can you visualize or remember a cross-cultural situation where you were with a new group or culture, or spoke with someone who had different ideas from yours?
- On a scale of 1 to 5, how would you rate your ability to be open-minded, or at least tolerant, in this situation?



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### Flexibility/Openness (FO)



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### Flexibility/Openness (FO)

- Key aspects
  - Open minded
  - Likes different ways of thinking and new ideas
  - Tends to be non-judgmental
  - Likes different kinds of people
  - Enjoys diversity

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### Perceptual Acuity (PAC)




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### Perceptual Acuity (PAC)

- Can you visualize or remember a cross-cultural situation where you were talking with someone? How much did you focus on their body language or other non-verbal cues? Did it give you more information about what they were saying?
- On a scale of 1 to 5, how would you rate your ability to be observant of another person's body language and non-verbal cues in this situation?




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### Perceptual Acuity (PAC)



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### Perceptual Acuity (PAC)



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### Perceptual Acuity (PAC)

- Key aspects
  - attentive to verbal and non-verbal cues
  - attentive to communication dynamics and context
  - empathic
  - accurate perceptions and attributions

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### Personal Autonomy (PA)



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### Personal Autonomy (PA)

- Can you visualize or remember a cross-cultural situation when you were with someone or a group whose values seemed different from your own?
- On a scale of 1 to 5, how would you rate your ability to feel confident of your own values, while respecting those of others?



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### Personal Autonomy (PA)



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## Personal Autonomy (PA)



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## Personal Autonomy (PA)

- Key aspects
  - clear personal value system
  - strong sense of identity
  - self-confident
  - positive self-regard
  - self-directed /takes initiative
  - respect for one's own and others' values

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## Maximizing Cross-Cultural Success

- Practice the skills
- Strategize and plan cross-cultural interaction
- Look for weak spots in a team profile
- Use the appropriate competency

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### CCAI Tools and Materials

- Self-Assessment – paper and online versions
- Action-Planning Guide
- Facilitator’s Guide
- Cultural Passport to Anywhere



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### CCAI Tools and Materials - NEW

- Bibliography – free e-version available now at [ccaiaassess.com](http://ccaiaassess.com)
- Manual – free e-version available soon

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### Advantages

- Easily and quickly completed
- Minimizes resistance to responses
- Statistically strong and the “gold standard”
- Consolidates the research into easily memorable and useful units

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### Advantages

- Understandable and uncomplicated language
- Clear feedback
- Action-based
- Modular – two-hour to two-day training

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### Caveats

- Has high face validity, so requires motivation to obtain honest feedback
- Prediction should rely on multiple sources of information and feedback.

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### Effective Use of Competencies Measurement

- Mixed-culture companies
- Pre-departure training
- Re-entry training
- Team building for cross-cultural interaction
- Mixed-culture teams
- International travel

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## Build your Competencies

- Everyone has the potential for cross-cultural competency.
- These skills can be developed and leveraged.
- Build your intercultural enjoyment and success!

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## You are the Bridge



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