



# 3C

## Identifying, Applying & Assessing



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# Outline

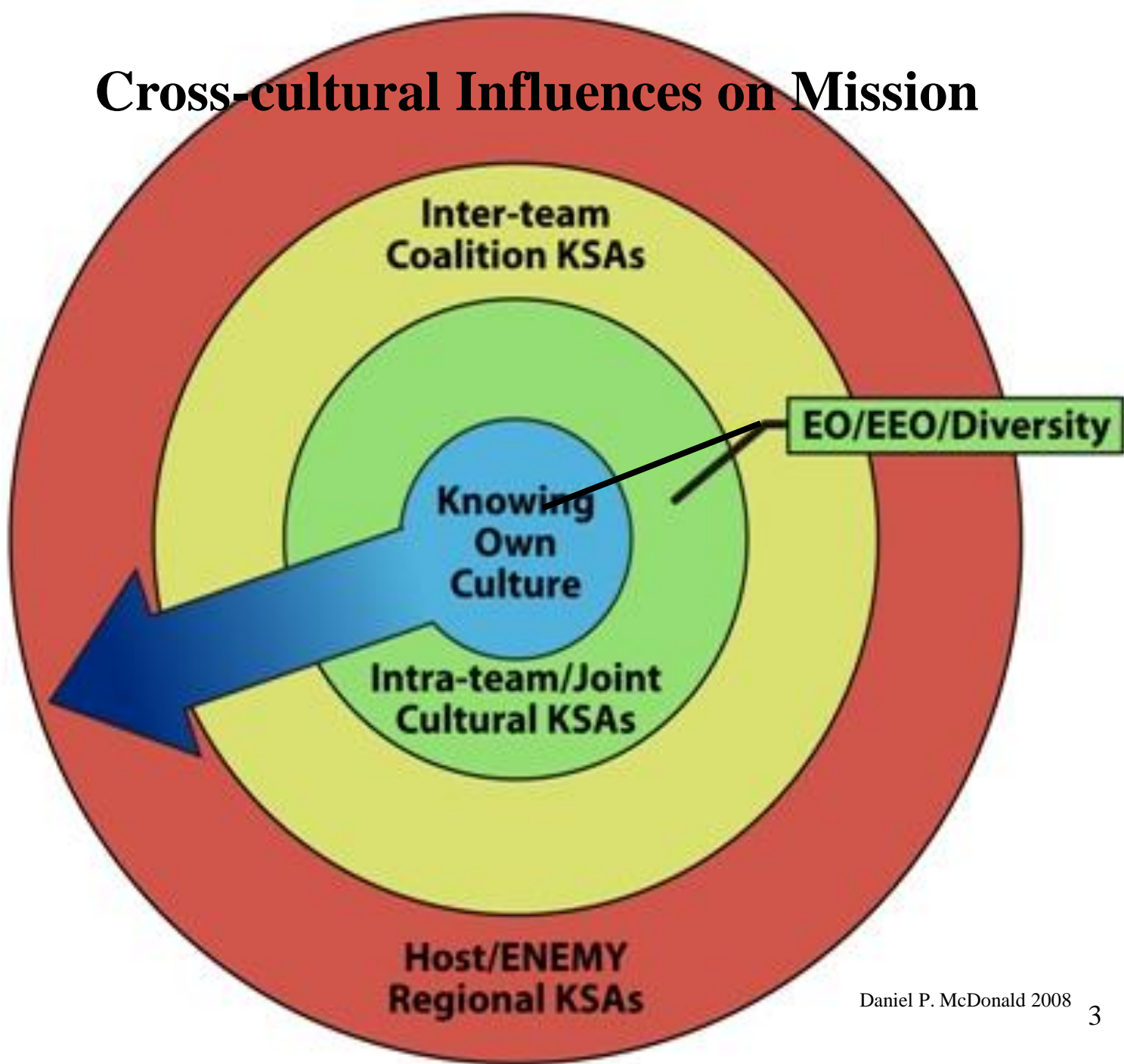
- Cross-cultural Influences in Operational Environment
- Who's on your Team?
- Example 3Cs
- 3C/Diversity/EO Relationship
- Links to Performance and Mission
- 3C as a Foundation for Learning and Adaptation
- Systemic view of 3C and Measurement
- 3C as a Complex, Multi-disciplinary Effort



## **Themes**

- Adaptability
- Human Relations and Leadership
- Performance
- Measurement and System Feedback

# Cross-cultural Influences on Mission




# Cultural Diversity of our Force



**Today  
Tomorrow  
Together?**





# Sample 3C's from Inter-Service Working Group

## Attitudes

- Willingness to Engage
- Self Efficacy
- Tolerance for Uncertainty
- Openness

## Cognitive

- Awareness/Knowledge of ones own culture and cultural differences
- Perspective Taking
- Sense-making/  
•Interpretation
- Self Monitoring/Emotion
- Self Regulation
- Flexibility

## Behavioral

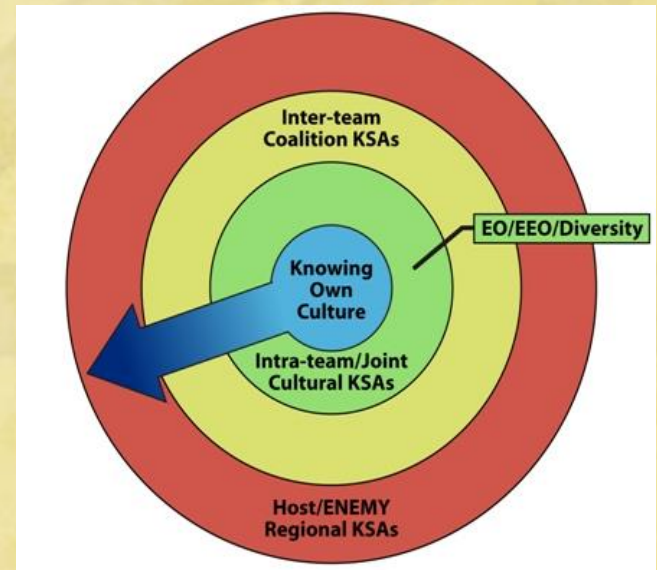
- Self-Presentation/Projection
- Rapport-building
- Negotiate/Persuade/Mediate
- Relationship Building
- Integrate cultural knowledge  
/Skills into tasks

# Shared Competencies Complimentary Missions



# Cultural Complexity and Performance

- Can be a source of Ambiguity, Uncertainty, and Stress
- May impact processes 'known' as key to performance
- Competencies help overcome barriers and optimize solutions



# Key Processes

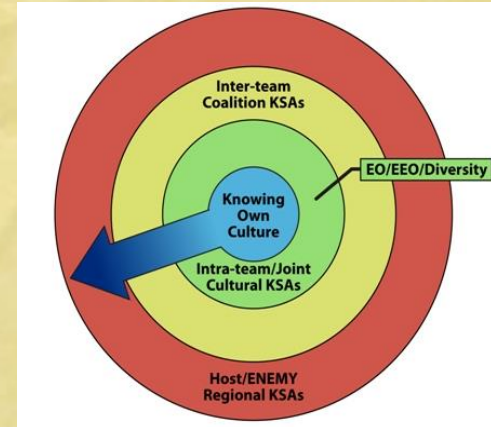
**3C**



**Leadership**  
**Communication**  
**Planning**  
**Task Execution**  
**Decision-making/  
Critical Thinking**  
**Vigilance**  
**Teamwork**



**Performance**





# Links to Performance

**Awareness/  
Knowledge of own  
culture and of  
cultural differences**

- Knowledge and awareness that culture shapes beliefs, values, and behavior—both for oneself and for others with whom one interacts.

**Leadership**

**Communication**

**Planning**

**Task Execution**

**Decision-making**

**Vigilance**

**Teamwork**

**Humanitarian  
Assistance**



# Links to Performance

## **Manipulate/Negotiate /Persuade/Influence**

•Using interpersonal and cognitive skills to proactively direct the structure and/or outcome of cross-cultural interactions to achieve individual or higher level goals.

**Leadership**

**Communication**

**Planning**

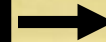
**Task Execution**

**Decision-making**

**Vigilance**

**Teamwork**

**Military-to-military  
Coordination**



# Links to Performance

## Emotional self-regulation

•The ability to regulate or control one's emotions and manage stress effectively so that emotions do not interfere with one's performance.

**Leadership**

**Communication**

**Planning**

**Task Execution**

**Decision-making**

**Vigilance**

**Teamwork**

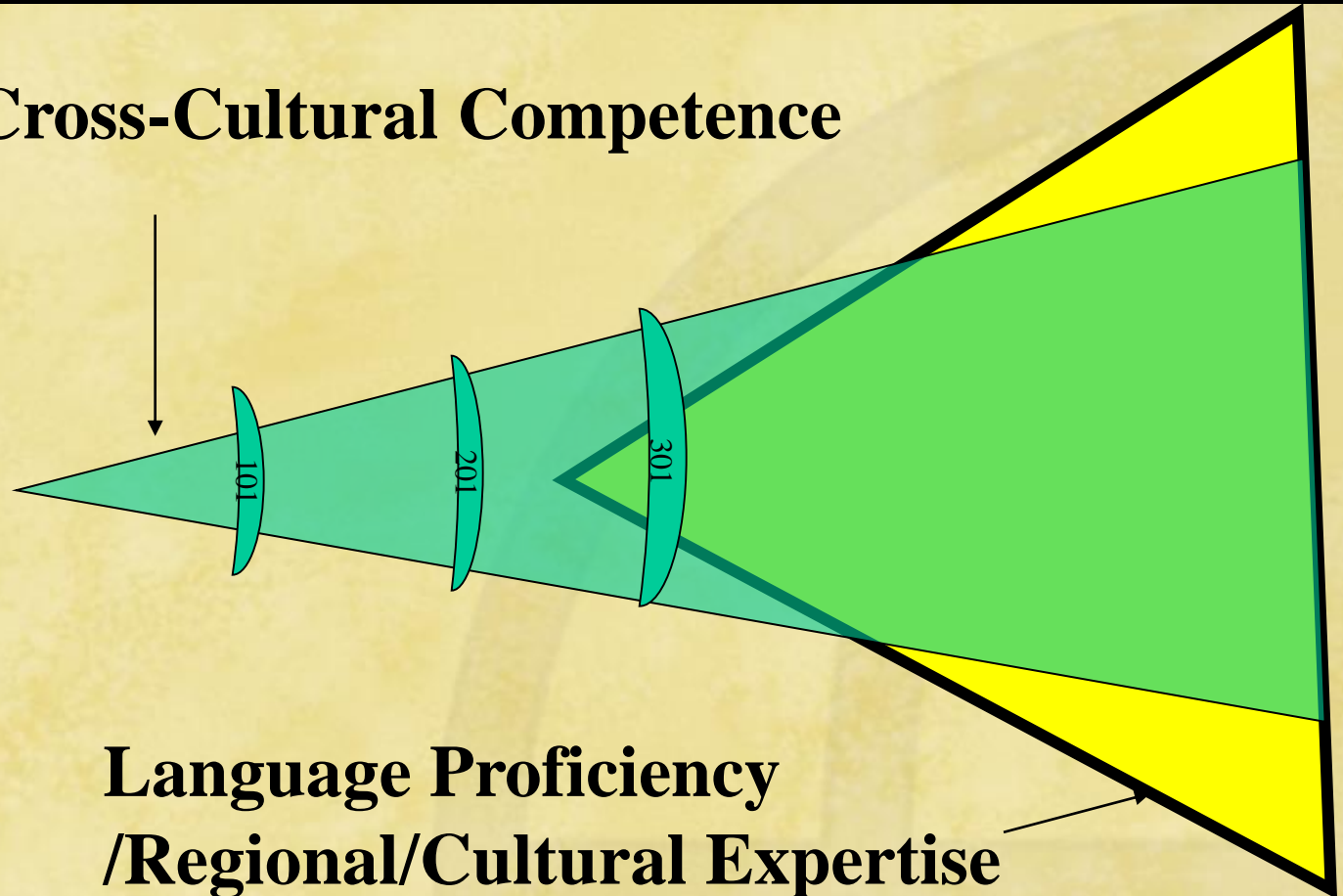
**Check Point Security**



# 3C Education as Foundation

Training and Experience bring specificity

**Cross-Cultural Competence**



**Language Proficiency  
/Regional/Cultural Expertise**



# Potential Outcomes Measures

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- Individual adaptability/ generalized competencies
- Accelerated cultural/regional learning
- Greater retention of learned information
- Saved money and time for preparing for deployments
- Improved Teamwork, Leadership, Communication, Planning, decision-making, negotiations-leading to outcomes
- Improved Diversity and EO awareness and behavior within units

# Systemic Approach to Institutionalizing 3C

## Policy & Doctrine

### Research & Analysis

#### Selection/Assignment

- Outreach
- Skill Tracking

RECRUITING/  
ASSIGNMENT/  
PROMOTION

SYSTEMS  
ACQUISITION/  
DEVELOPMENT

EDUCATION  
TRAINING

OPERATIONS/  
SUPPORT

•PME/Leadership Schools

- Planning/Execution
- Performance Monitoring
- Lessons Learned
- Diversity/EO climate
- Evaluations
- OJT

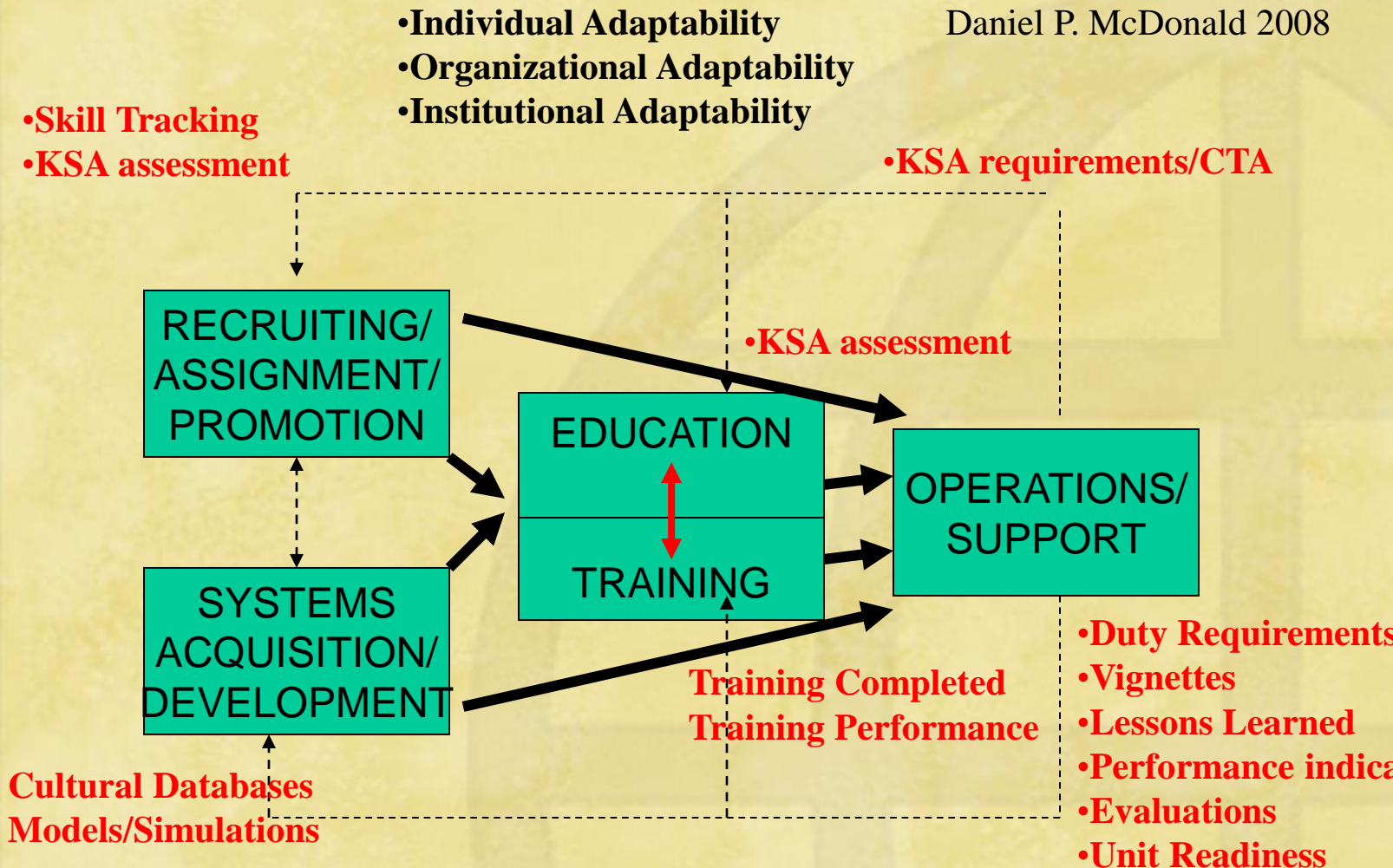
#### Simulations/Training Technologies

- Data-bases
- Job-aids
- Human Factors/HSI

- Specialty Training
- Pre-Deployment Training

# Information, Measurement & Assessment (What, How, Why)

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# Why Measure?

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- Describe/Track
- Identify Needs
- Understand Relationships/Causes
  - Predict
  - Manage
- Assess Performance
- Evaluate Program Efficacy
- Reliability & Validity





# What to Measure

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- Process/Outputs/Outcomes
- Tactical/Operational/Strategic
- Individual/Team/Organization
- Situation/Conditions
- Quantitative/Qualitative

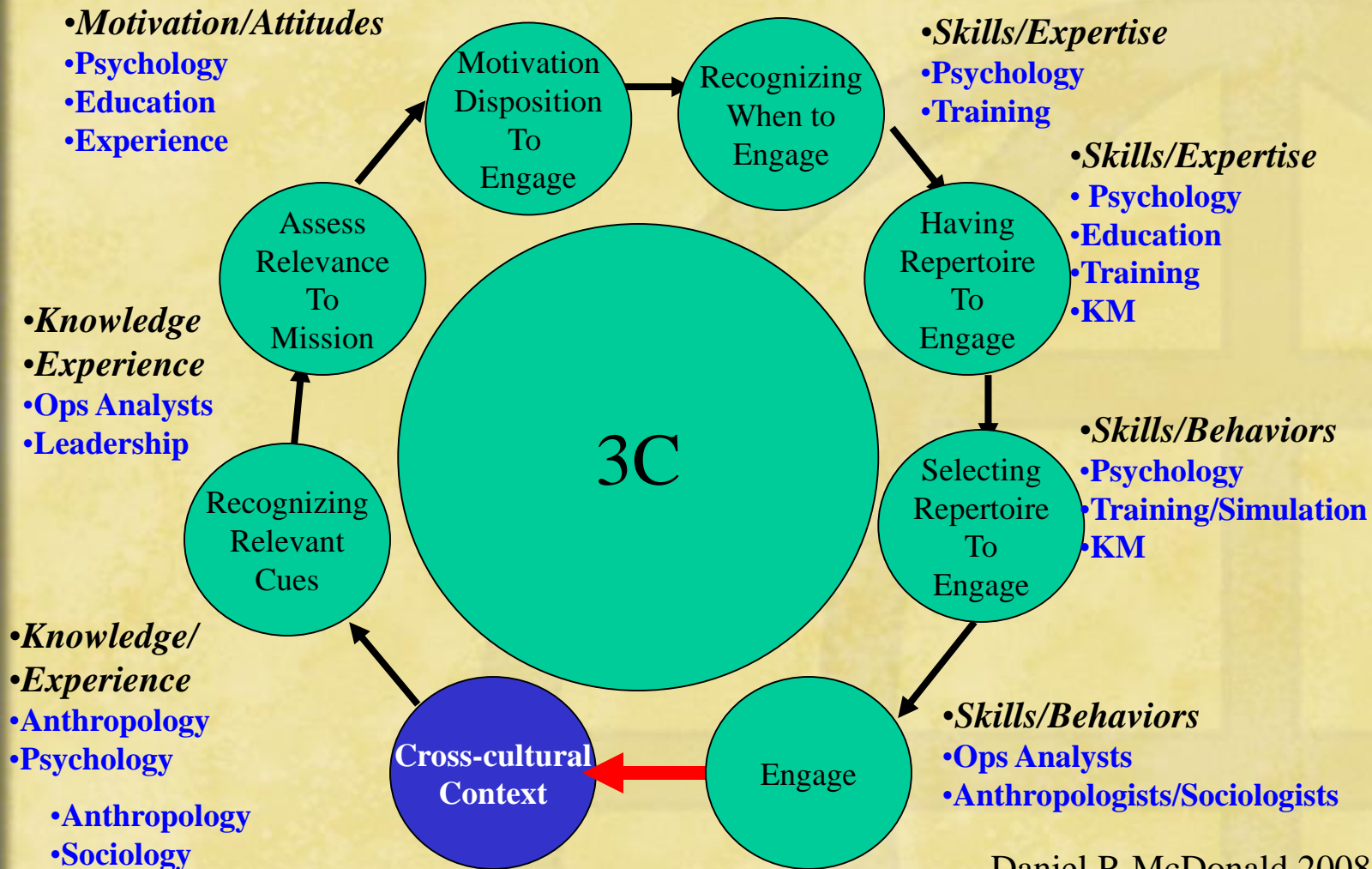


# How to Measure

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- Self Report/Survey
- Interview/Focus groups
- Observation
- Performance
- Simulations/Vignettes

# Multi-Stage Process/Multi-disciplinary Solution





# Conclusions

- 3C can be important both intra-organizationally as it is within an international context
- Diversity/EO/3C efforts can compliment each other-human relations and leadership
- Education can provide the foundation for cross-cultural adaptation, training and experience can help provide specificity
- Measurement and feedback key to sustaining and adaptable 3C system-we need valid measures
- R&D must be integrated to inform key processes, current human and organizational performance research can be leveraged
- Multi-disciplinary approach