The "What":

Cross-Cultural Competence

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We Produce the Future

C-R-L Defined

Develop America's Airmen Today ... for Tomorrow

Culture

The creation, maintenance and transformation across generations of semi-shared patterns of meaning, sense-making, affiliation, action and organization by groups.

Region

Information about particular places or parts of the world. In the military, it usually focuses on:

- State-level phenomena
- Geographic areas
- Int'l organizations

Language

A means of communicating through conventionalized signs, sounds, gestures or marks that have meanings in a particular cultural context.

Culture Clarified

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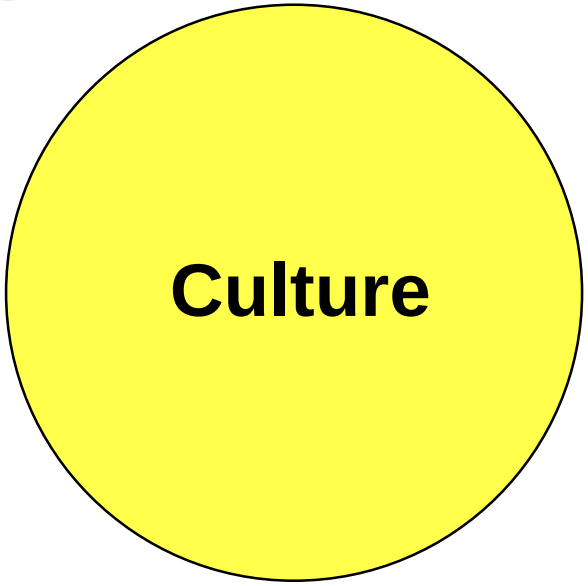


- Culture **shapes** how we think, act and feel.
- Culture is less a task than the **conditions** under which the military operates.

It is "more realistic to say that … **people *live culturally*, rather than *live in cultures*.**"

– Tim Ingold (1997)

Challenges:

1. **Balance**

   similarity difference

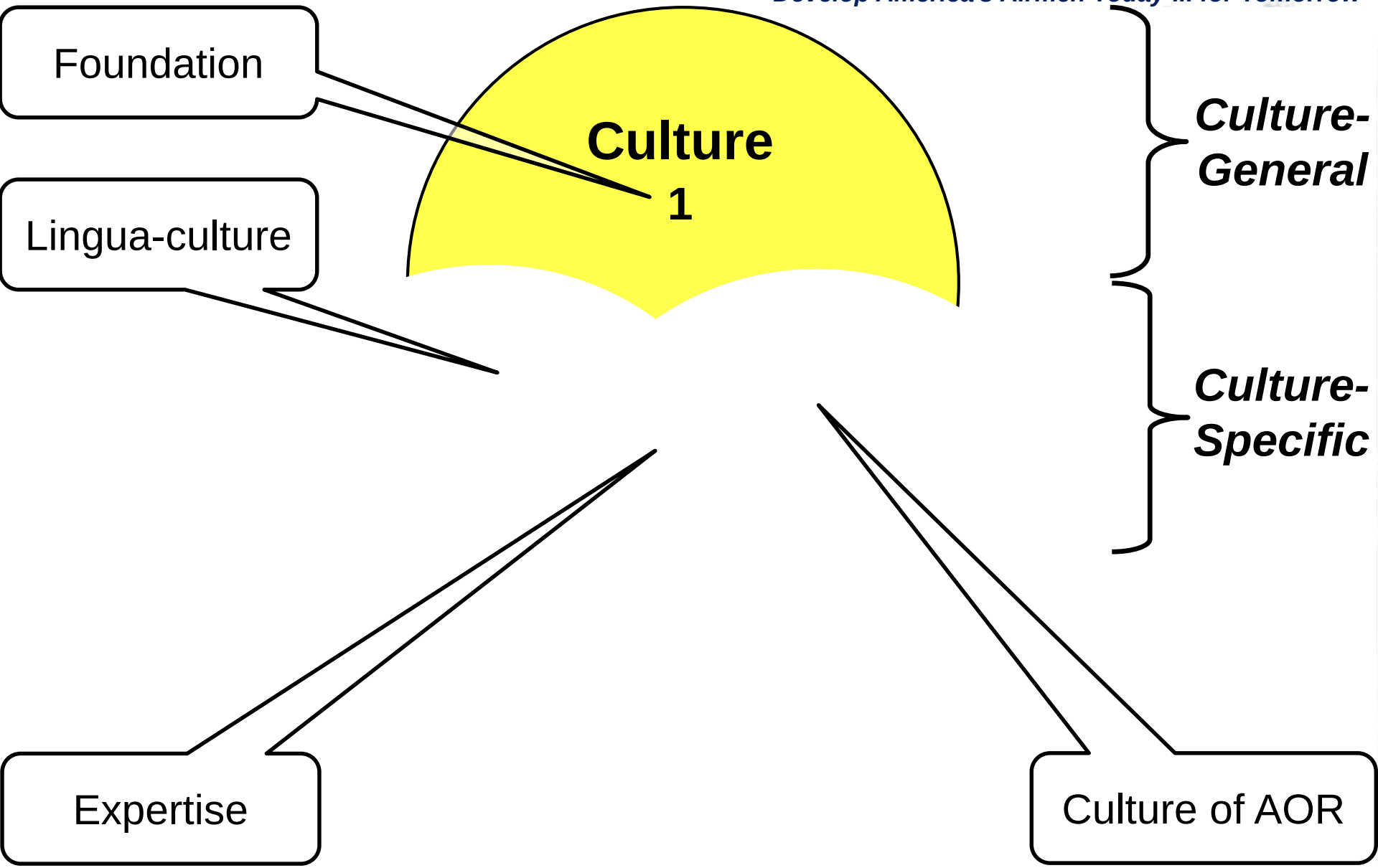
2. **Holism vs. time constraints**

   "What should I pay attention to if everything is connected?"

3. **Counter-cultural**

   "I need to do what? But I'm a…"

C-R-L Related → 3C



Conceptual Approaches to Culture-General

Conceptual Cacophony

i. Cultural acuity
ii. Cultural adaptability
iii. Cultural agility
iv. Cultural appreciation
v. Cultural astuteness
vi. Culturally attuned
vii. Cultural awareness
viii. Cultural behaviors
ix. Cultural communication
x. Cultural capabilities
xi. Cultural expertise
xii. Cultural flexibility
xiii. Cultural fluency
xiv. Cultural intelligence
xv. Cultural knowledge
xvi. Cultural literacy
xvii. Cultural performance
xviii. Cultural proficiency
xix. Cultural savvy
xx. Cultural sensitivity
xxi. Cultural skills
xxii. Cultural terrain nav.
xxiii. Cultural understanding

Some shortcomings …

Cross-Cultural Competence (3C)

"The ability to quickly and accurately comprehend, then appropriately and effectively act, in a culturally complex environment to achieve the desired effect."

any

Competence:

- ✓ ***A cluster of KSAs***
- ✓ ***Linked to an end-state***
- ✓ ***Not a proficiency level***

Culture-General:

- ✓ ***Transferable (applicable anywhere)***
- ✓ ***Sustainable (institutionally)***

Elements of 3C

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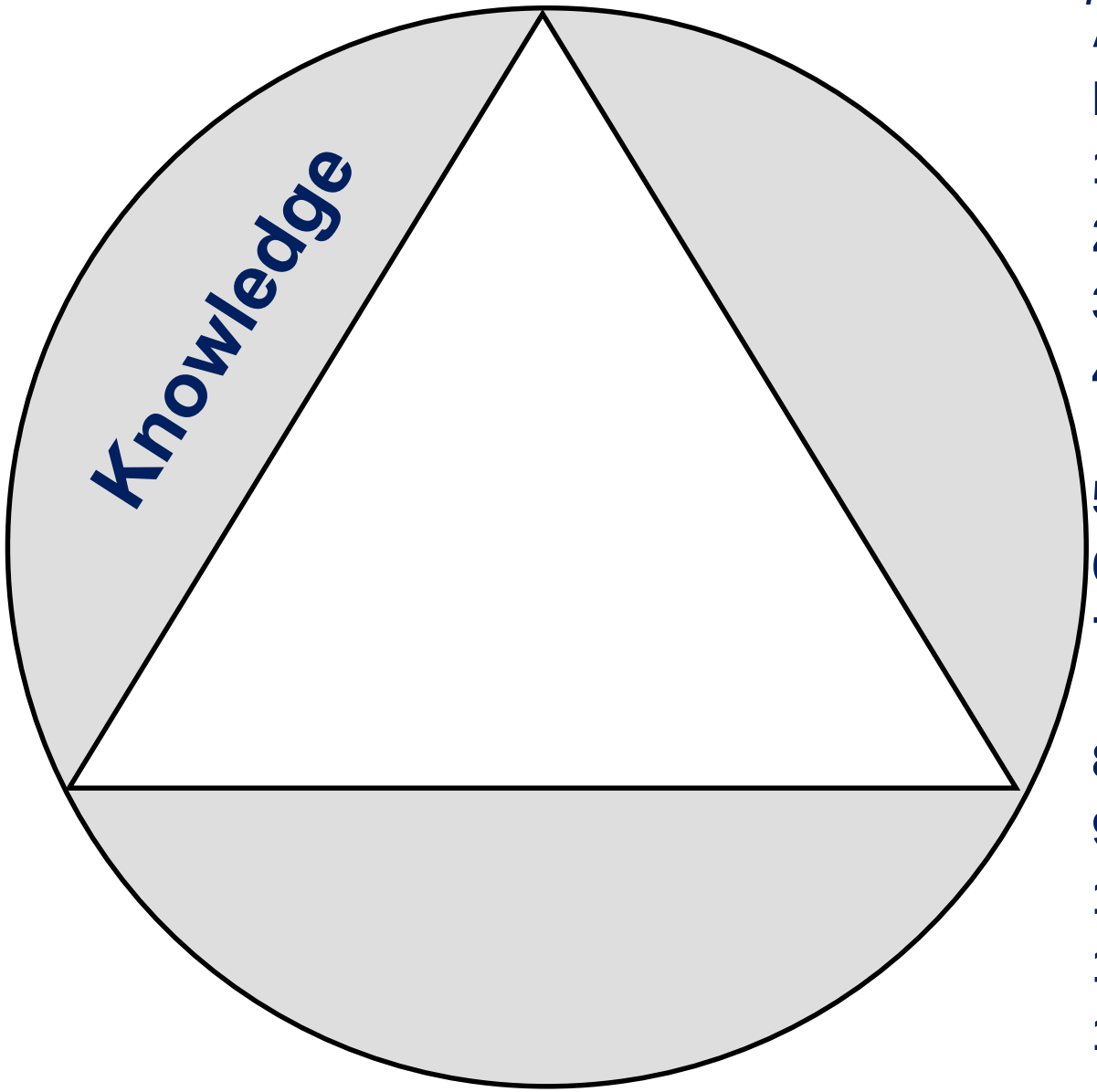

A. Culture concept
B. Holism
1. Family & Kinship
2. Religion & Spirituality
3. Sex & Gender
4. Politics & Social Relations
5. Economics & Resources
6. Time & Space
7. Language & Communication
8. Technology & Material
9. History & Myth
10. Sustenance & Health
11. Aesthetics & Recreation
12. Learning & Knowledge

Elements of 3C

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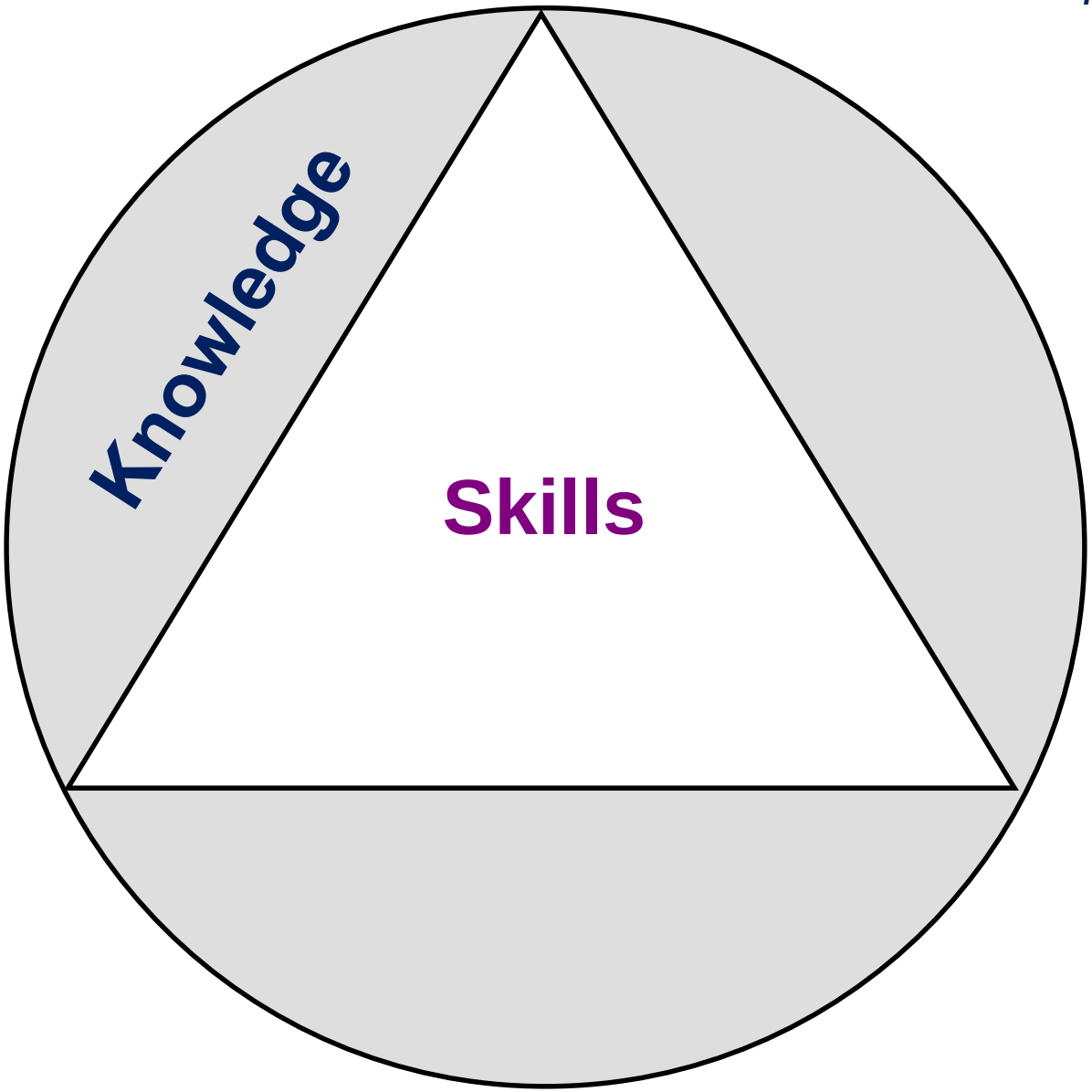

A. Communication

B. Negotiation

C. Inter-personal relations

Elements of 3C

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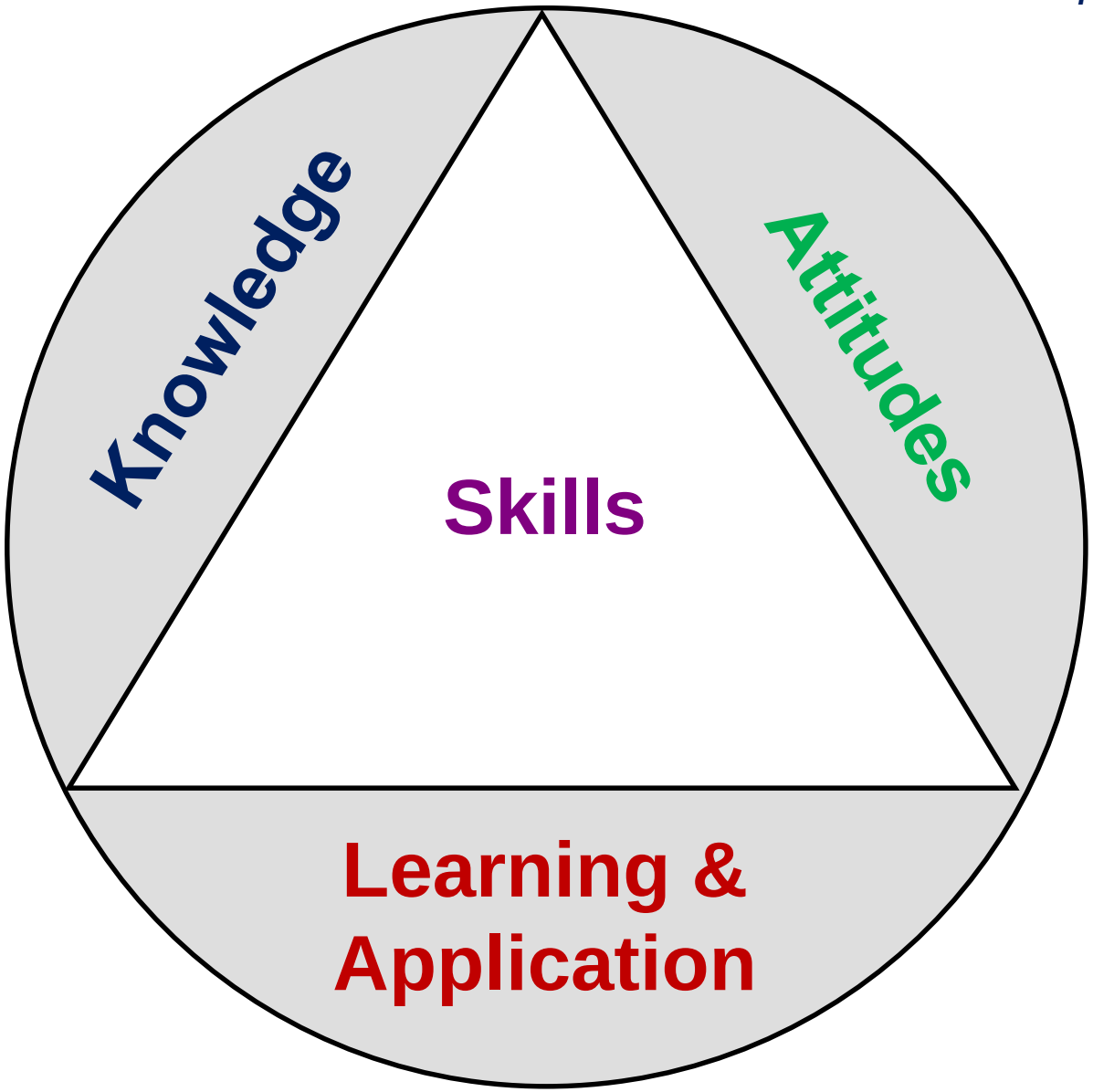
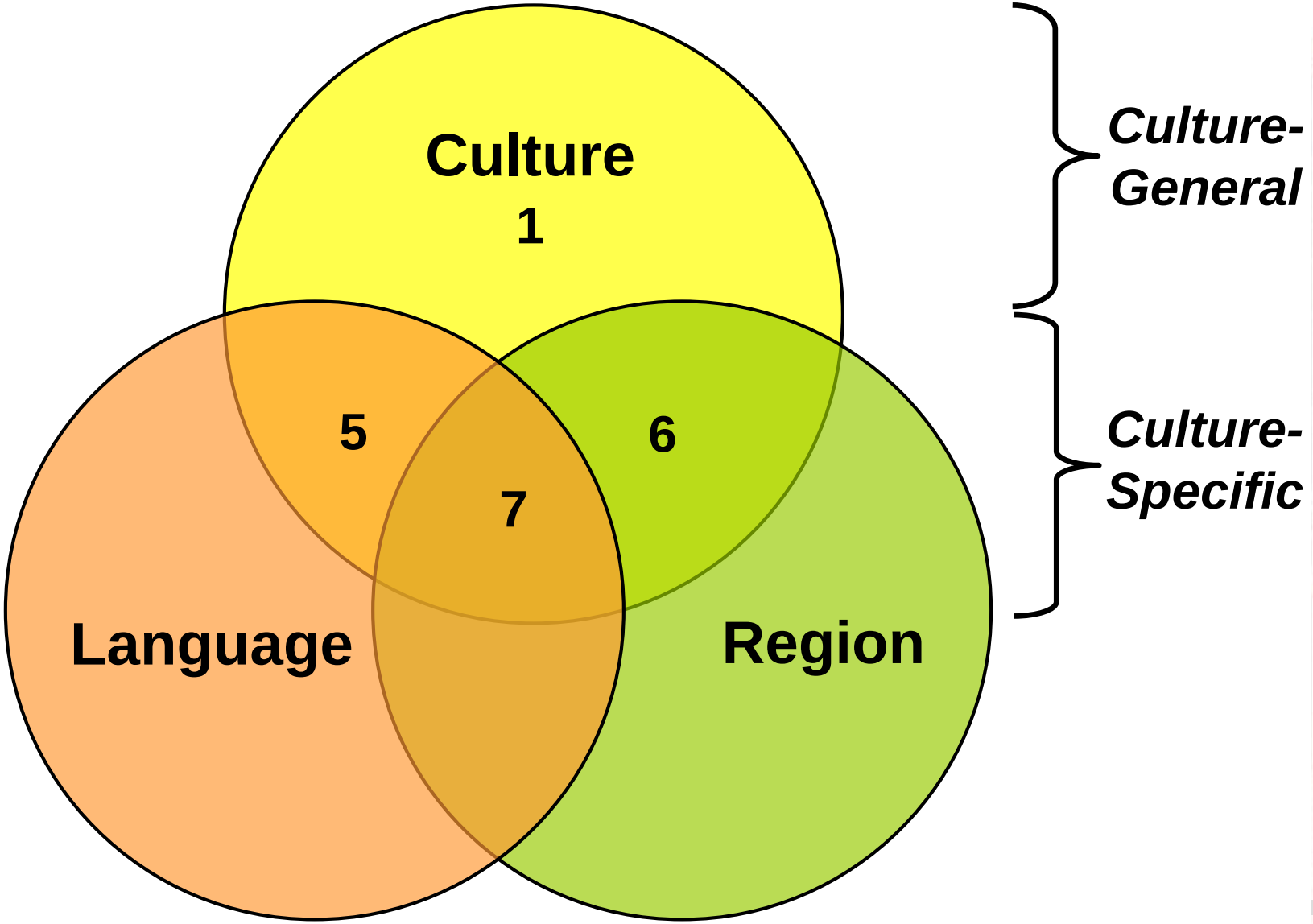
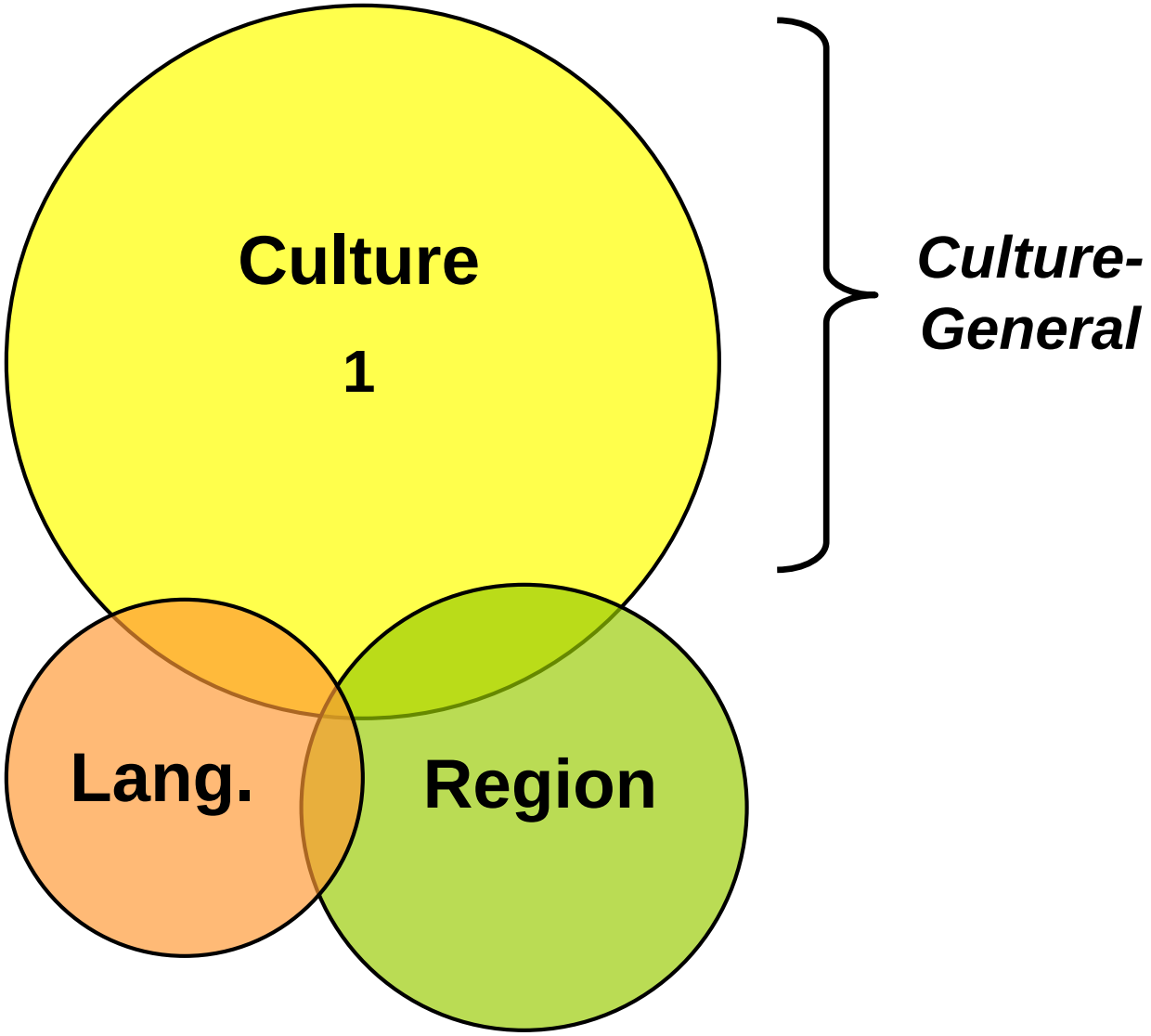


1. Openness to cultural differences
2. Relativism
3. Belief that change is possible
4. Tolerance of ambiguity
5. Acceptance of lack of closure

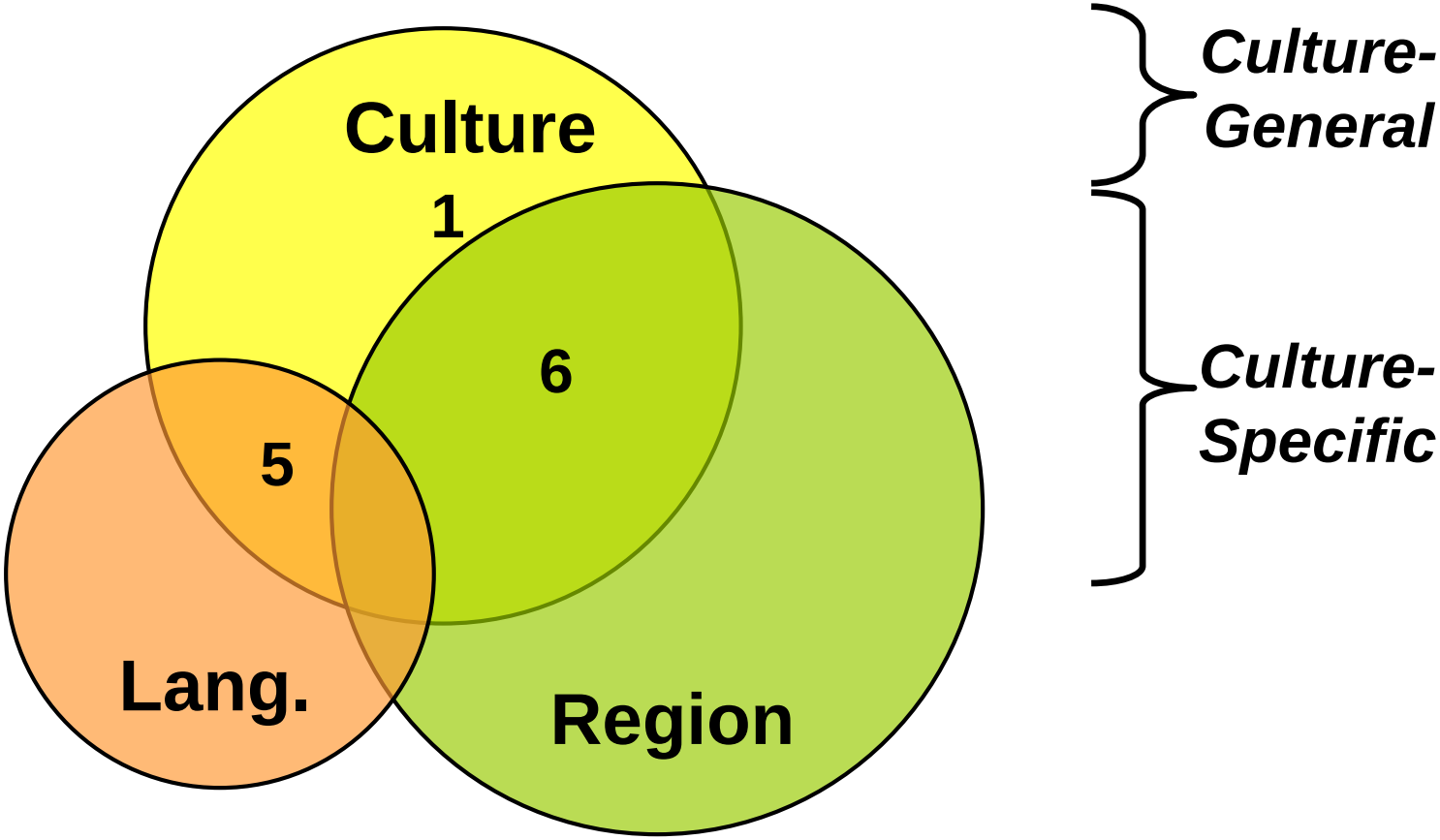
Tailoring 3C to Needs



GPF – baseline & refresher



GPF – deploying



Language Professionals

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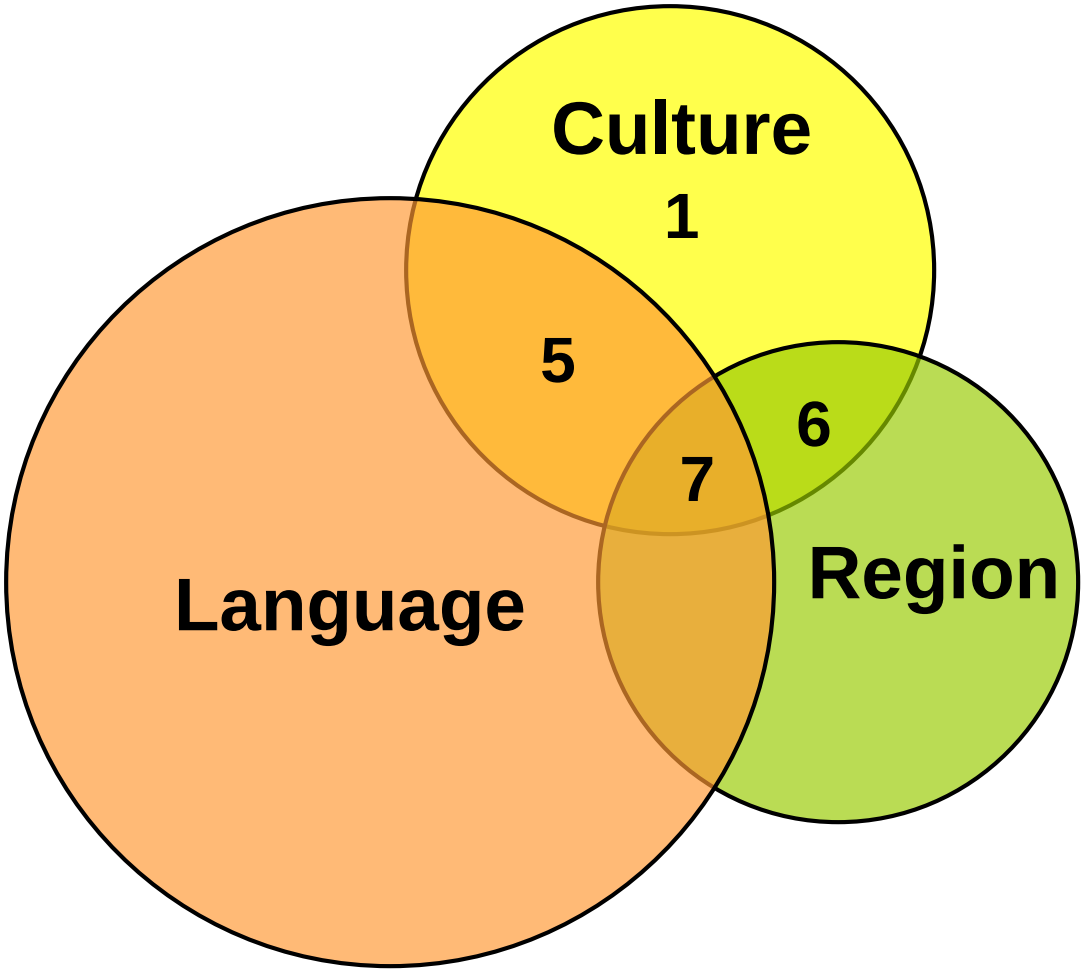

Culture-General

Culture-Specific

(Grows with increased language proficiency)

Regional Professionals

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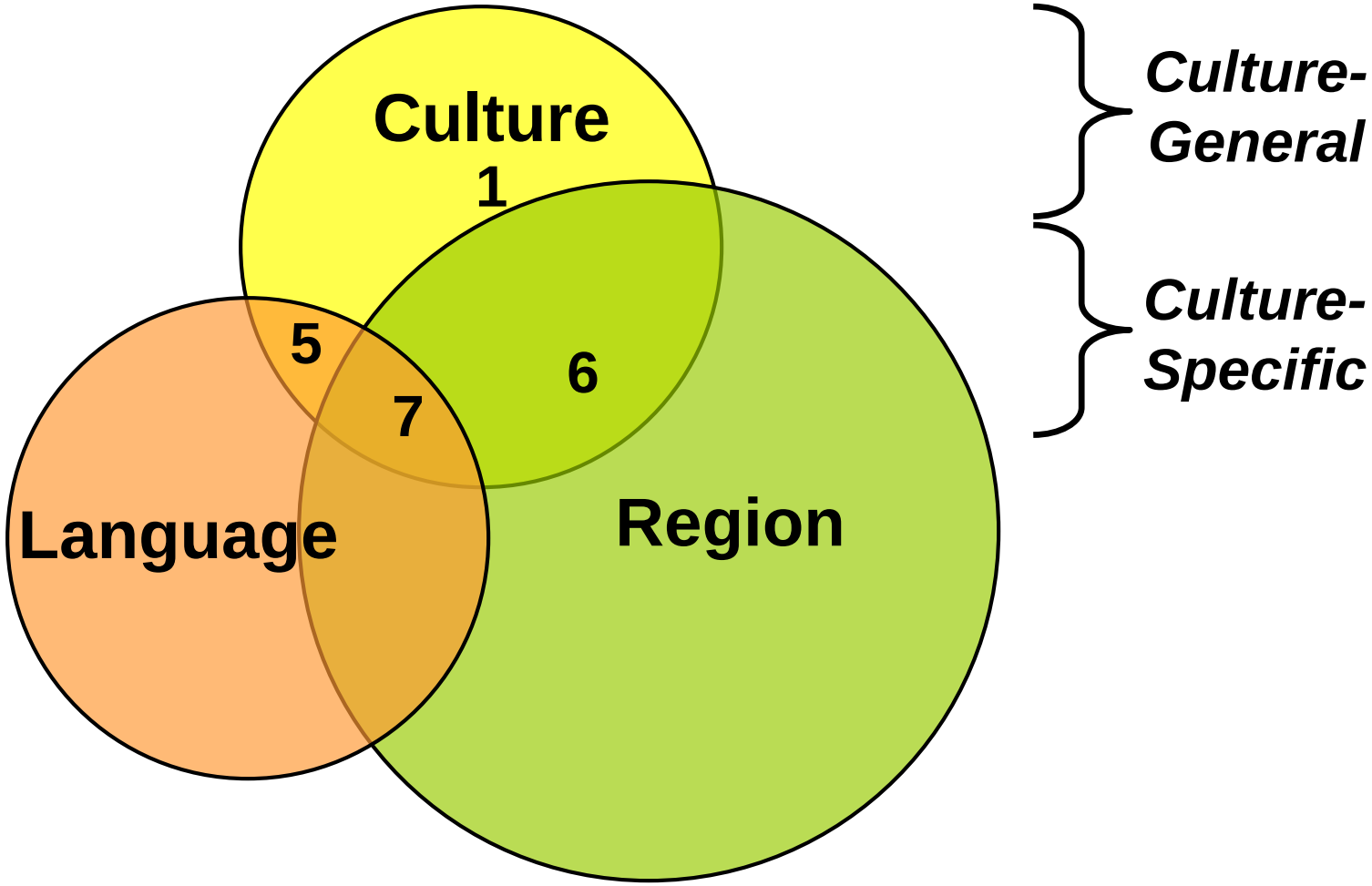

Culture Professionals

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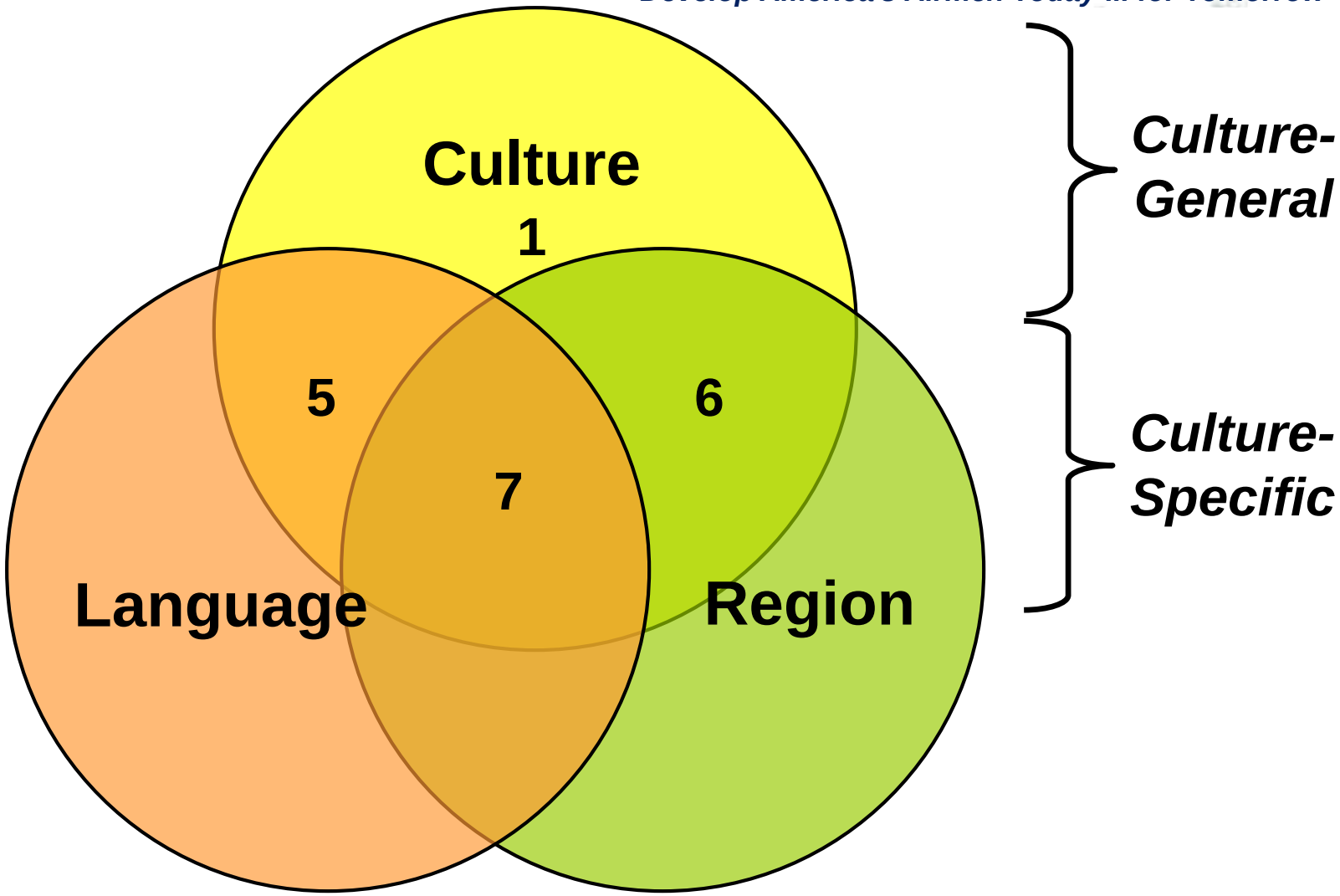
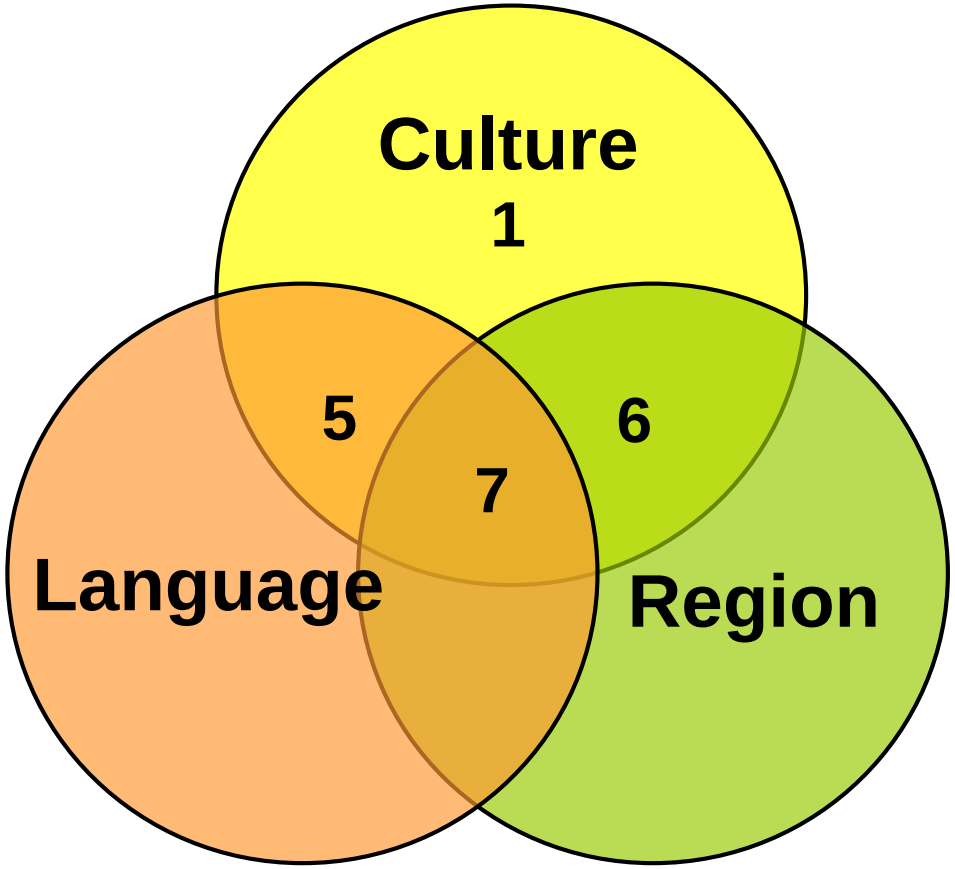


Take Aways


Culture
1
5
6
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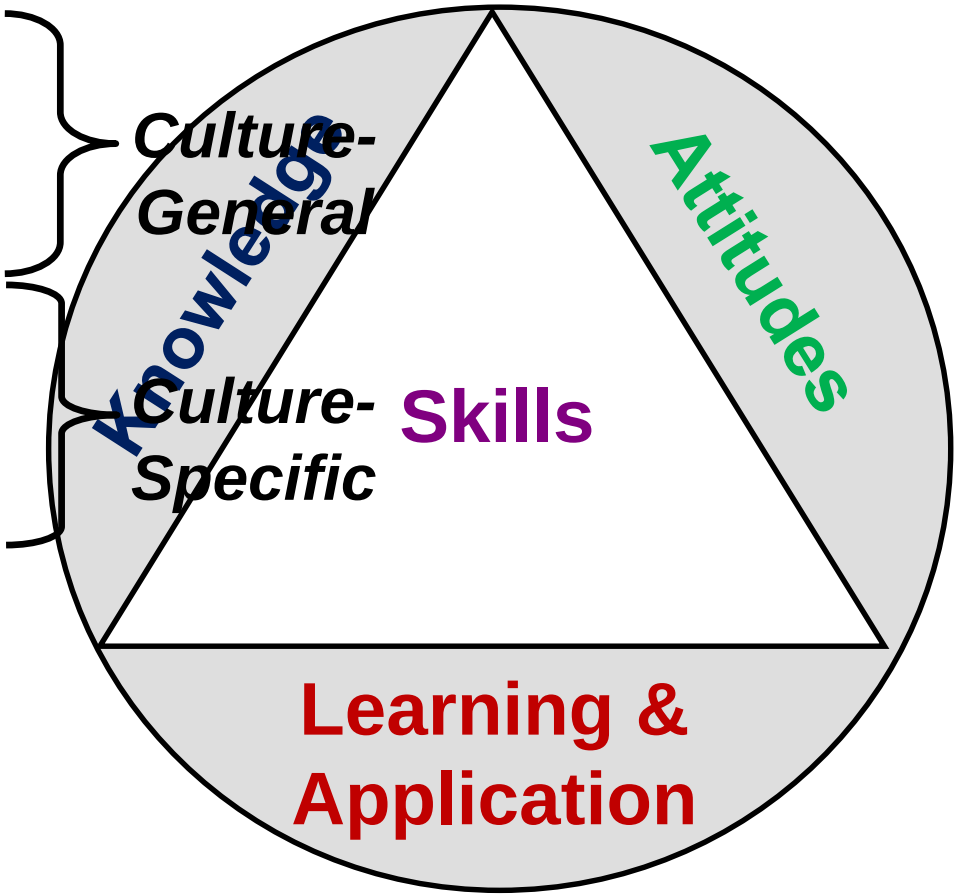
Language
Region


Culture-
General
Culture-
Specific
Knowledge
Skills
Attitudes
Learning &
Application

The Intellectual and Leadership Center of the Air Force

We Make A Difference …

One Student at a Time

One Faculty Member at a Time

One Idea at a Time