



AIR UNIVERSITY

**The “What”:
Cross-Cultural
Competence**

We Produce the Future

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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

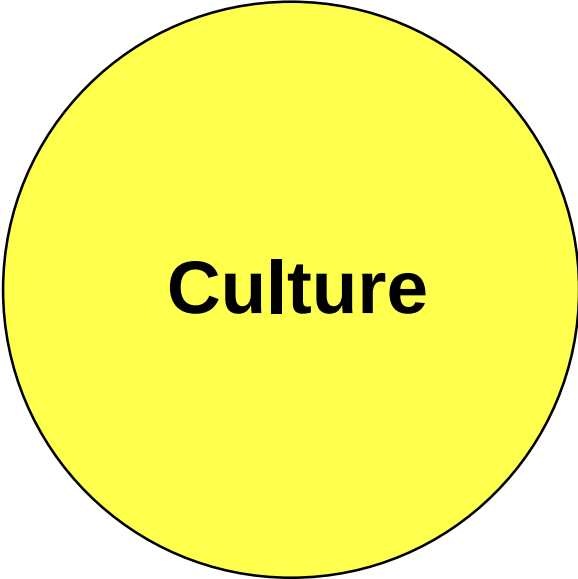
A means of communicating through conventionalized signs, sounds, gestures or marks that have meanings in a particular cultural context.



Culture Clarified



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Culture

- 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

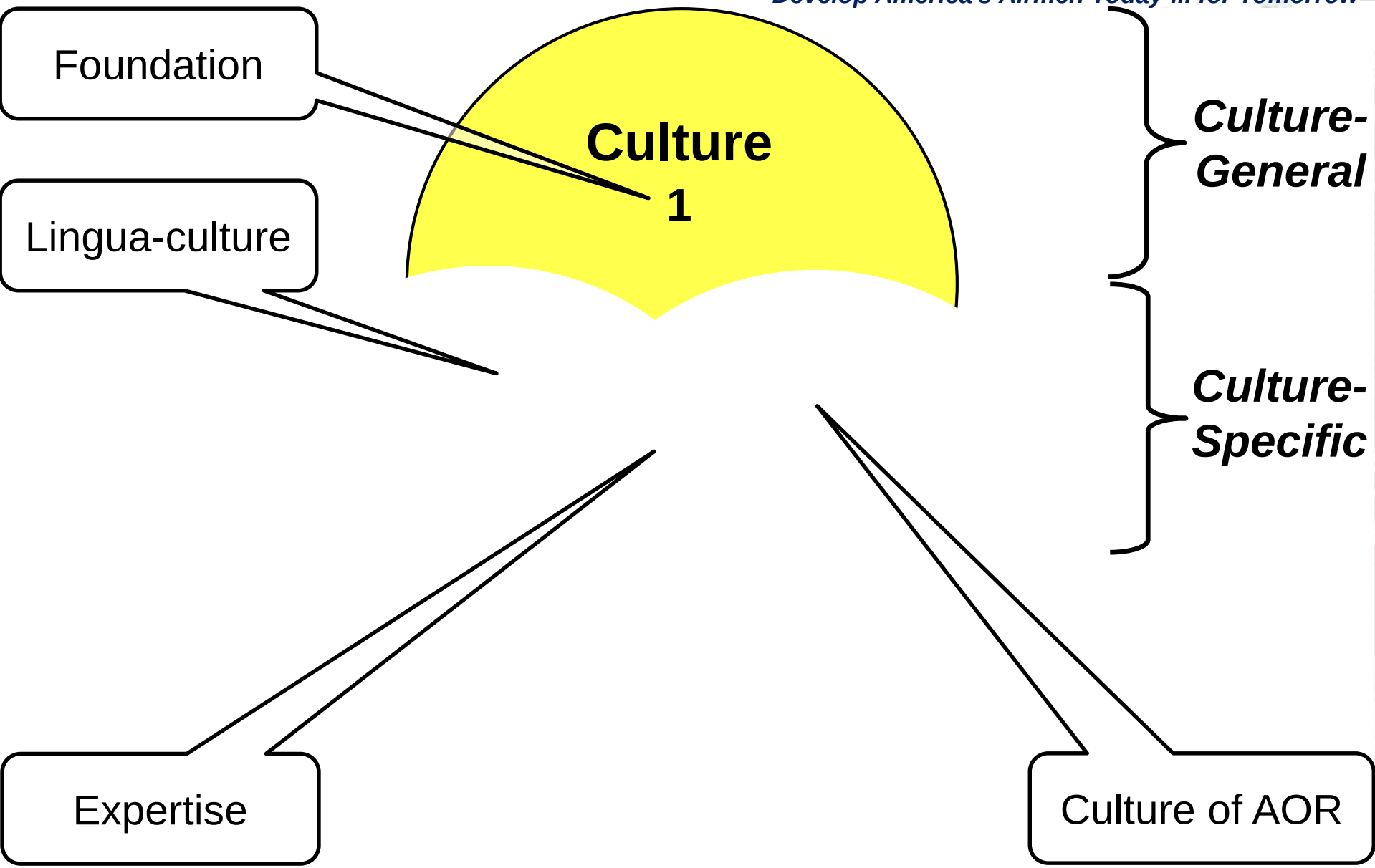
“I need to do what? But I’m a...”



C-R-L Related → 3C



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Conceptual Approaches to Culture-General



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Conceptual Cacophony

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

Some shortcomings ...



Cross-Cultural Competence (3C)



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

✓ *A cluster of KSAs*

any

Competence: ✓ *Linked to an end-state*
✓ *Not a proficiency level*

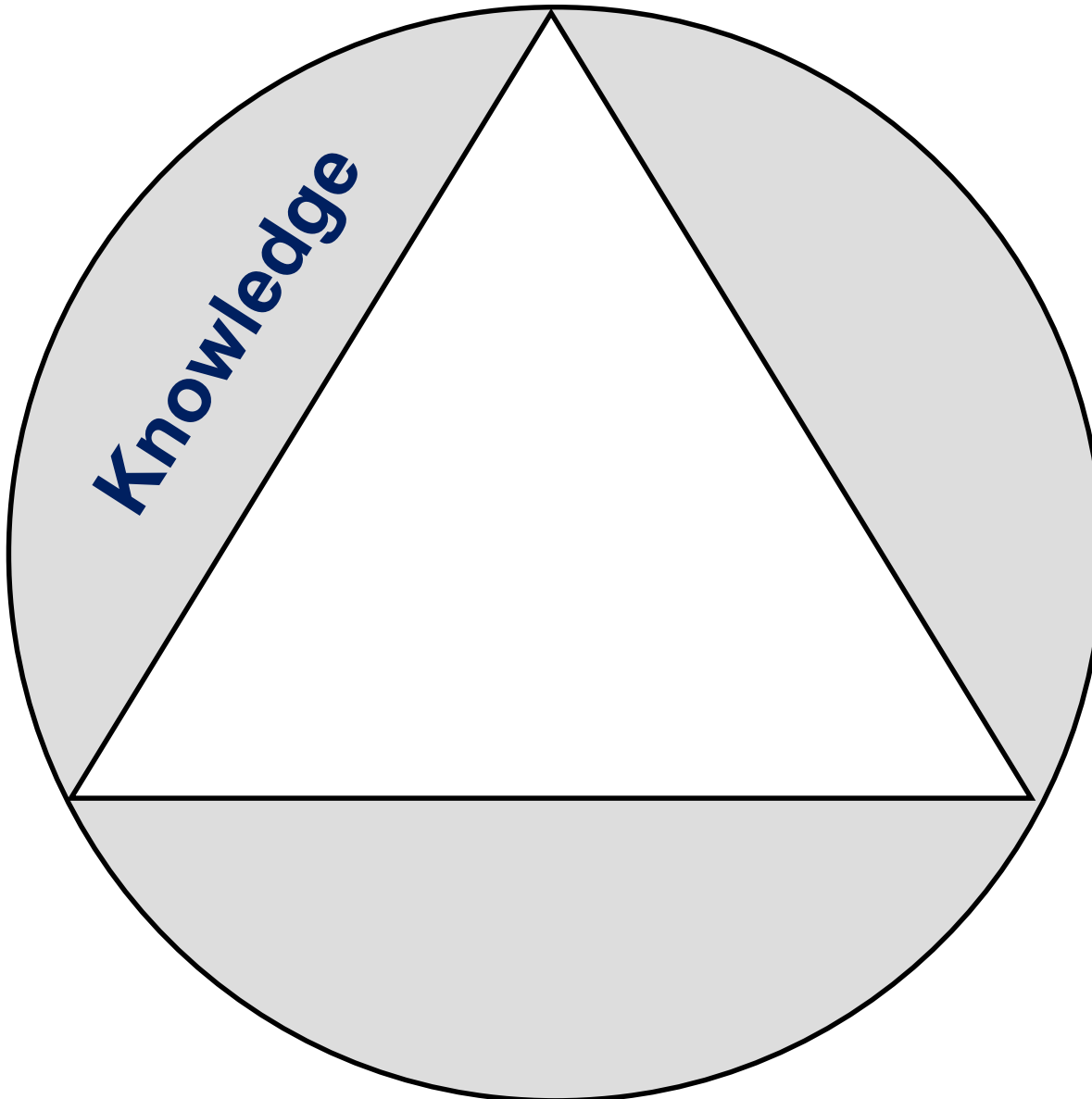
Culture-General: ✓ *Transferable (applicable anywhere)*
✓ *Sustainable (institutionally)*



Elements of 3C



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A. Culture concept

B. Holism

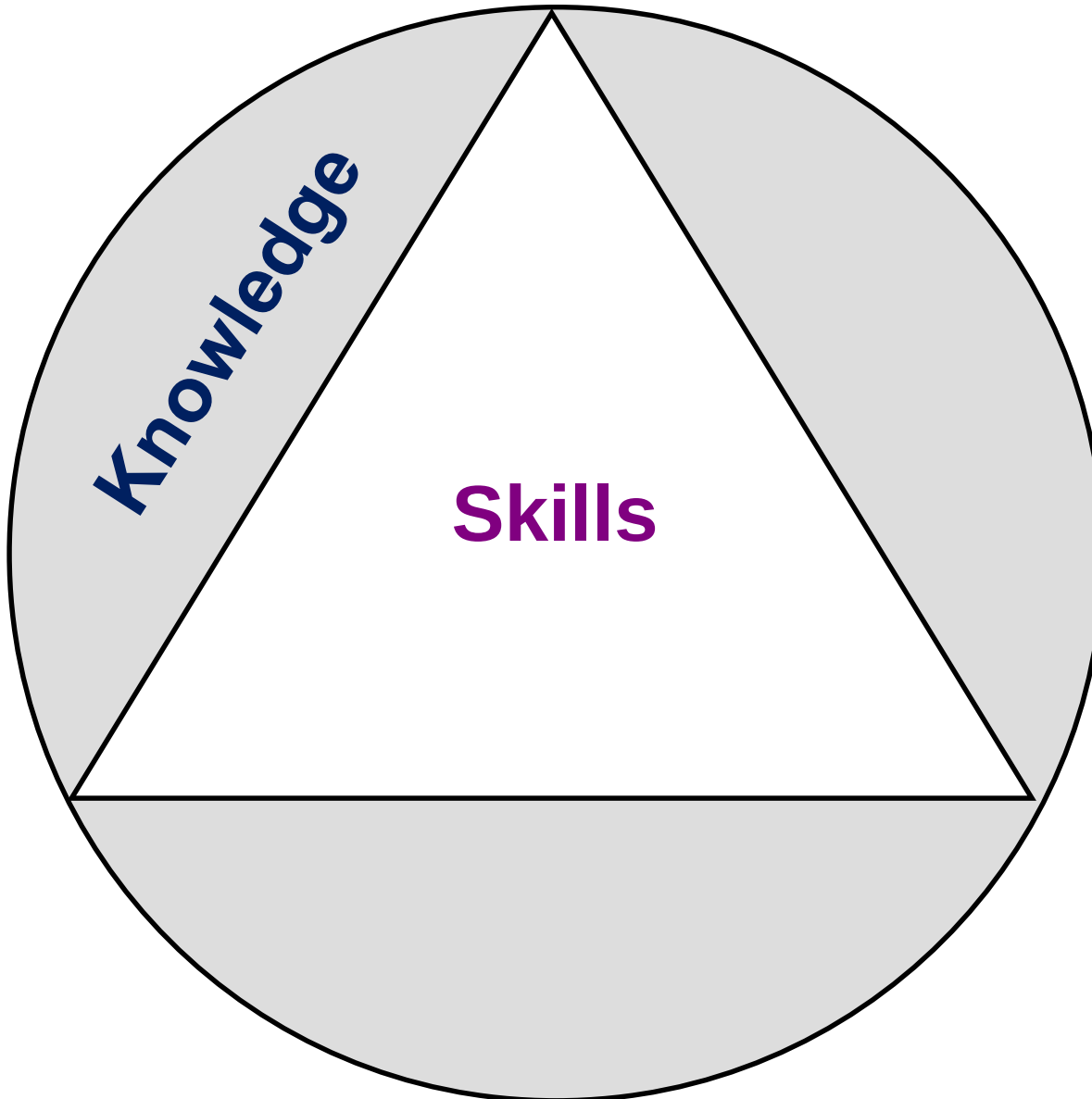
- 1. Family & Kinship**
- 2. Religion & Spirituality**
- 3. Sex & Gender**
- 4. Politics & Social Relations**
- 5. Economics & Resources**
- 6. Time & Space**
- 7. Language & Communication**
- 8. Technology & Material**
- 9. History & Myth**
- 10. Sustenance & Health**
- 11. Aesthetics & Recreation**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



Elements of 3C



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A. Communication

B. Negotiation

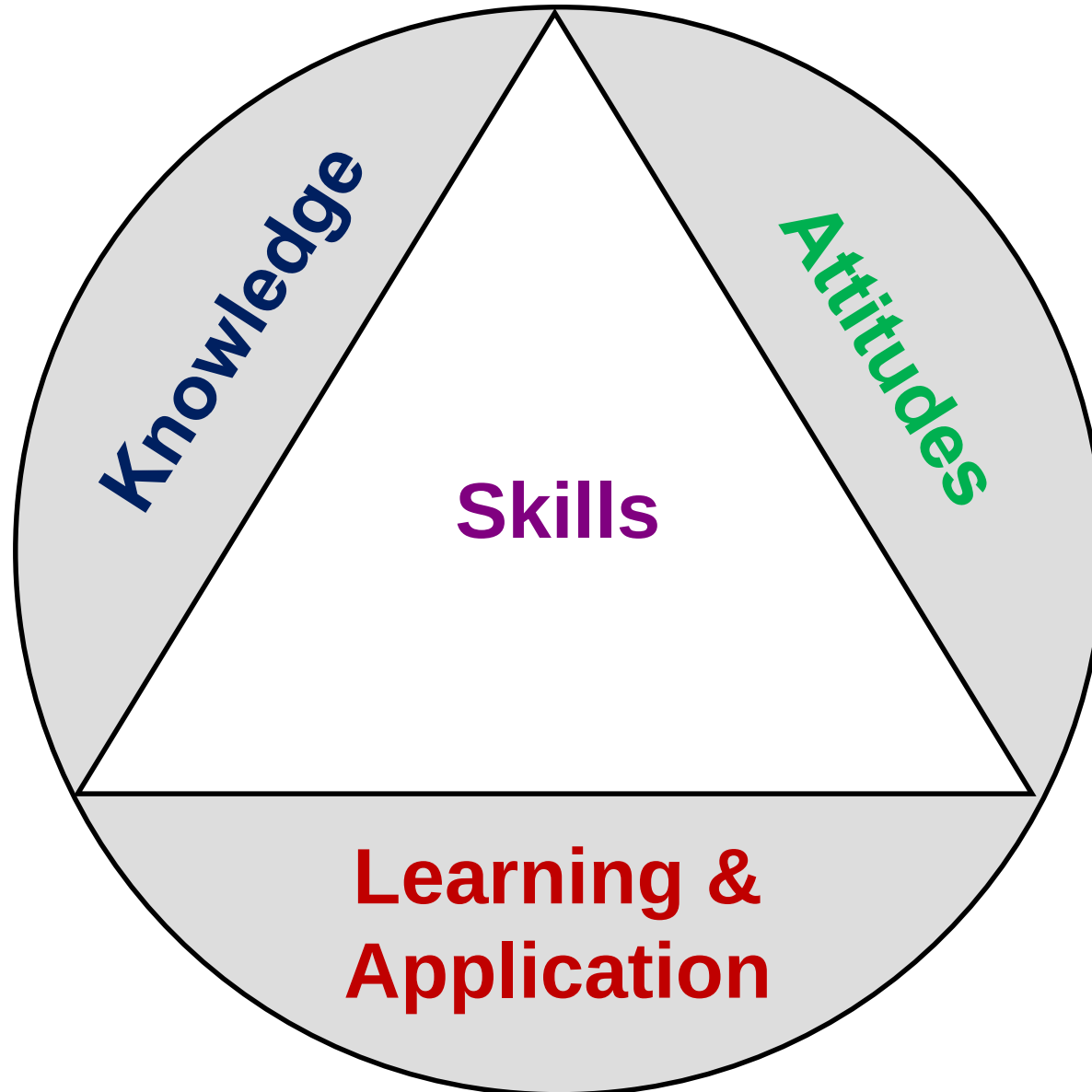
**C. Inter-personal
relations**



Elements of 3C



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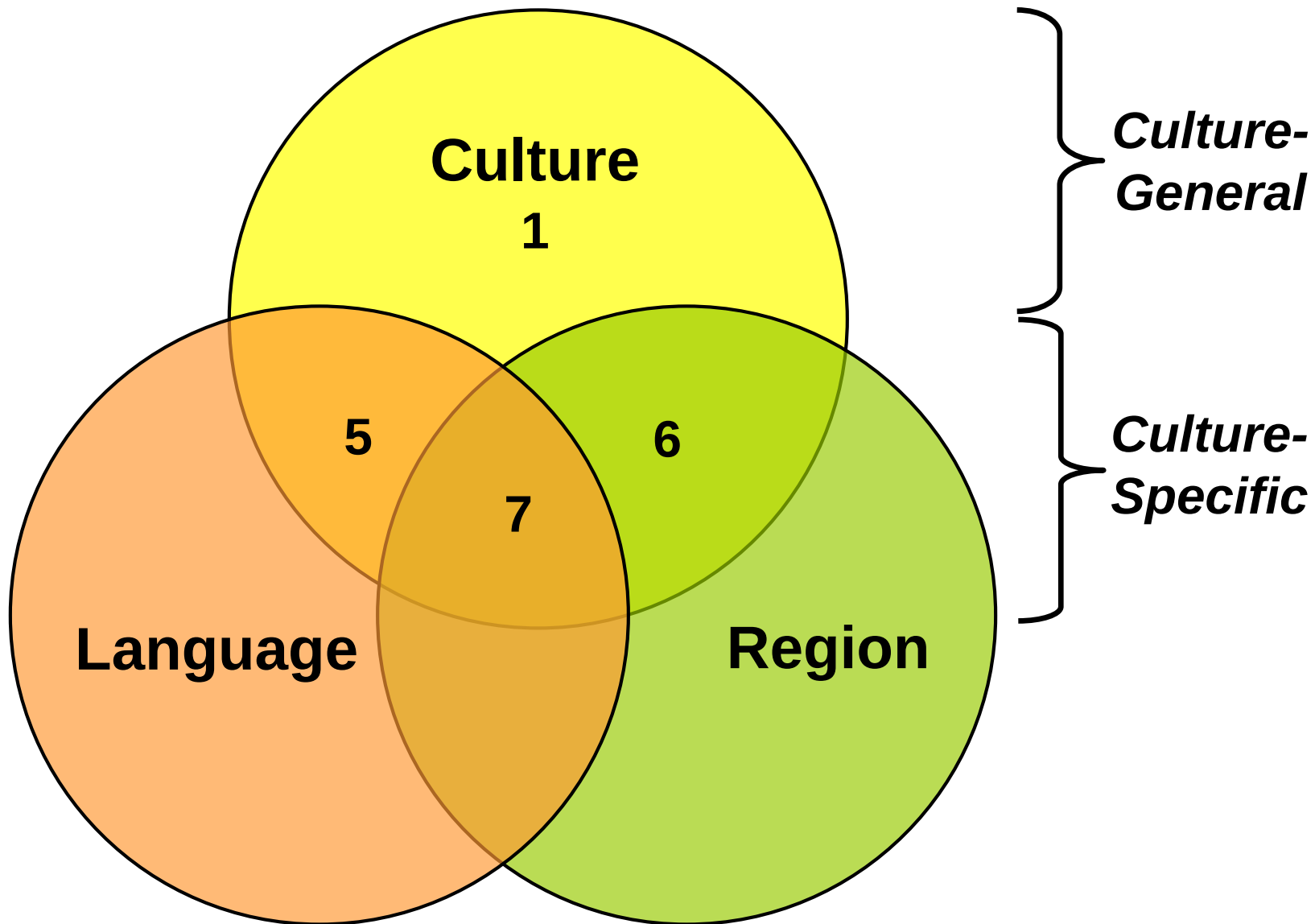
1. Openness to cultural differences
2. Relativism
3. Belief that change is possible
4. Tolerance of ambiguity
5. Acceptance of lack of closure



Tailoring 3C to Needs



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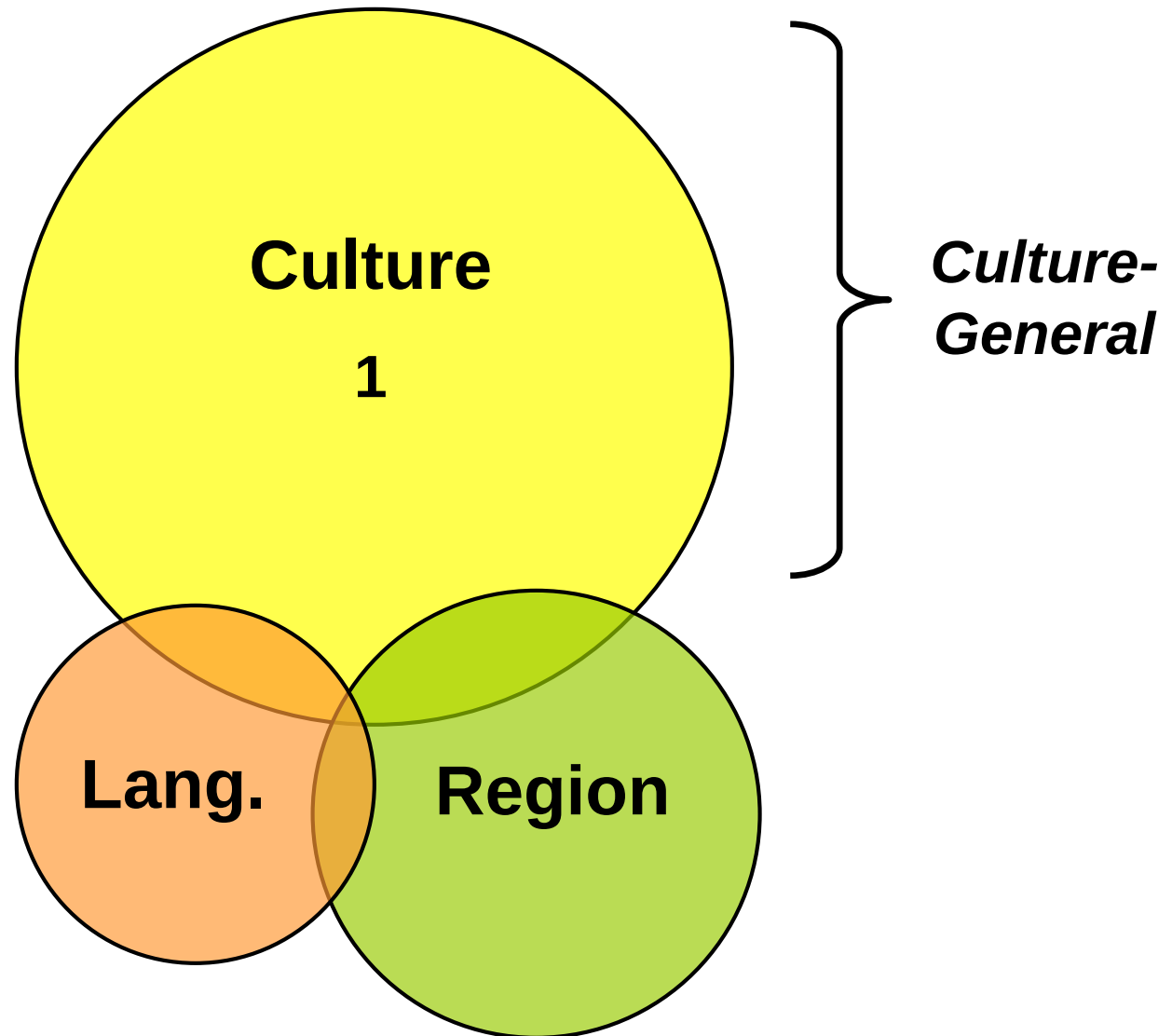




GPF – baseline & refresher



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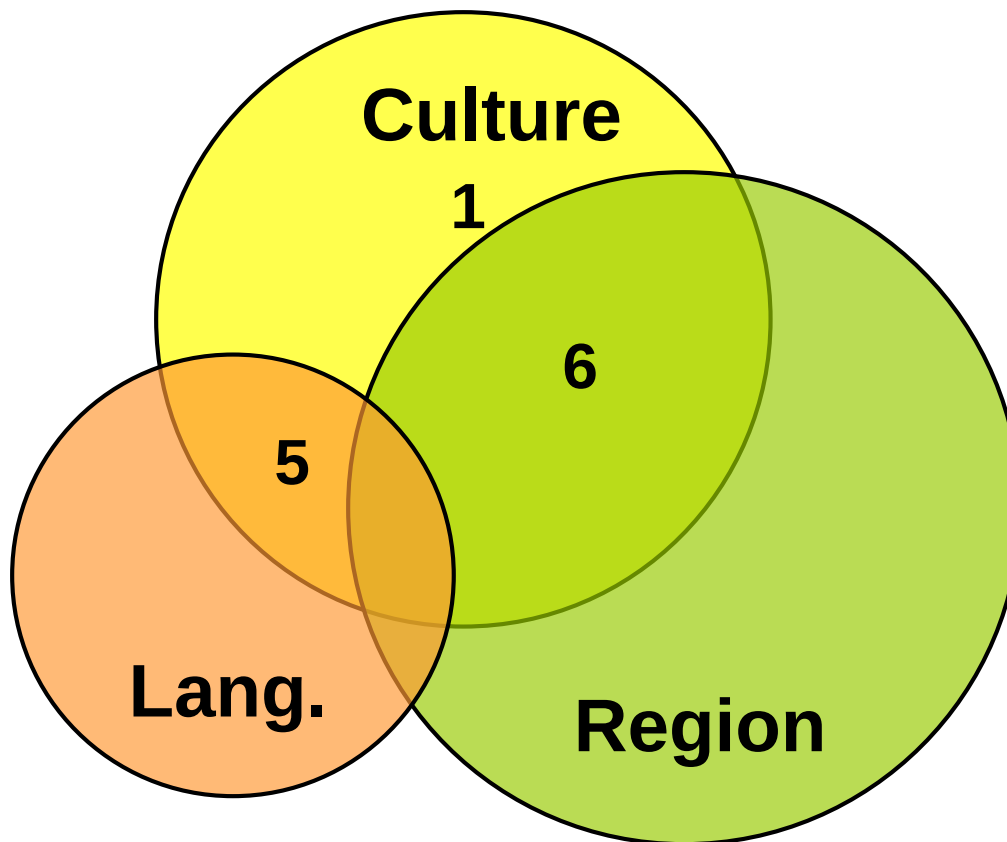




GPF – deploying



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***Culture-
General***

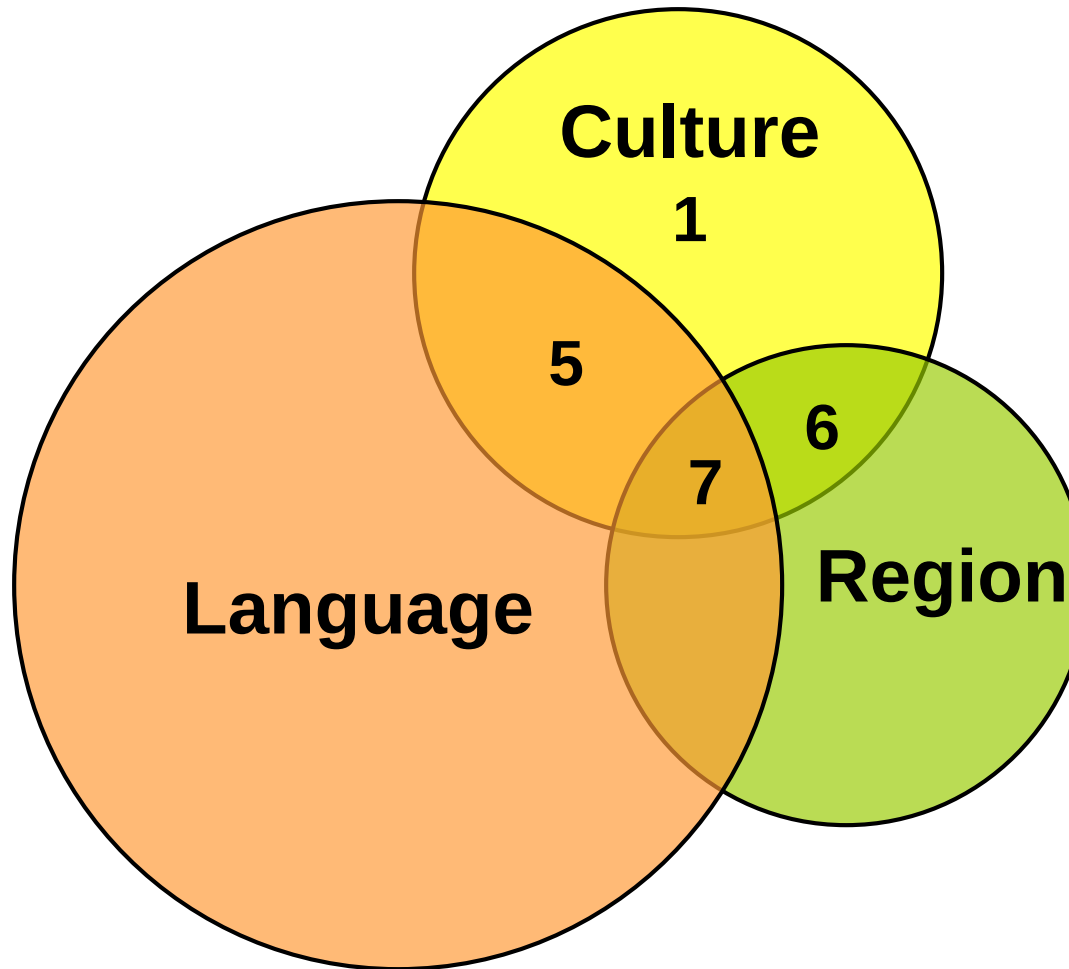
***Culture-
Specific***



Language Professionals



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***Culture-
General***

***Culture-
Specific***

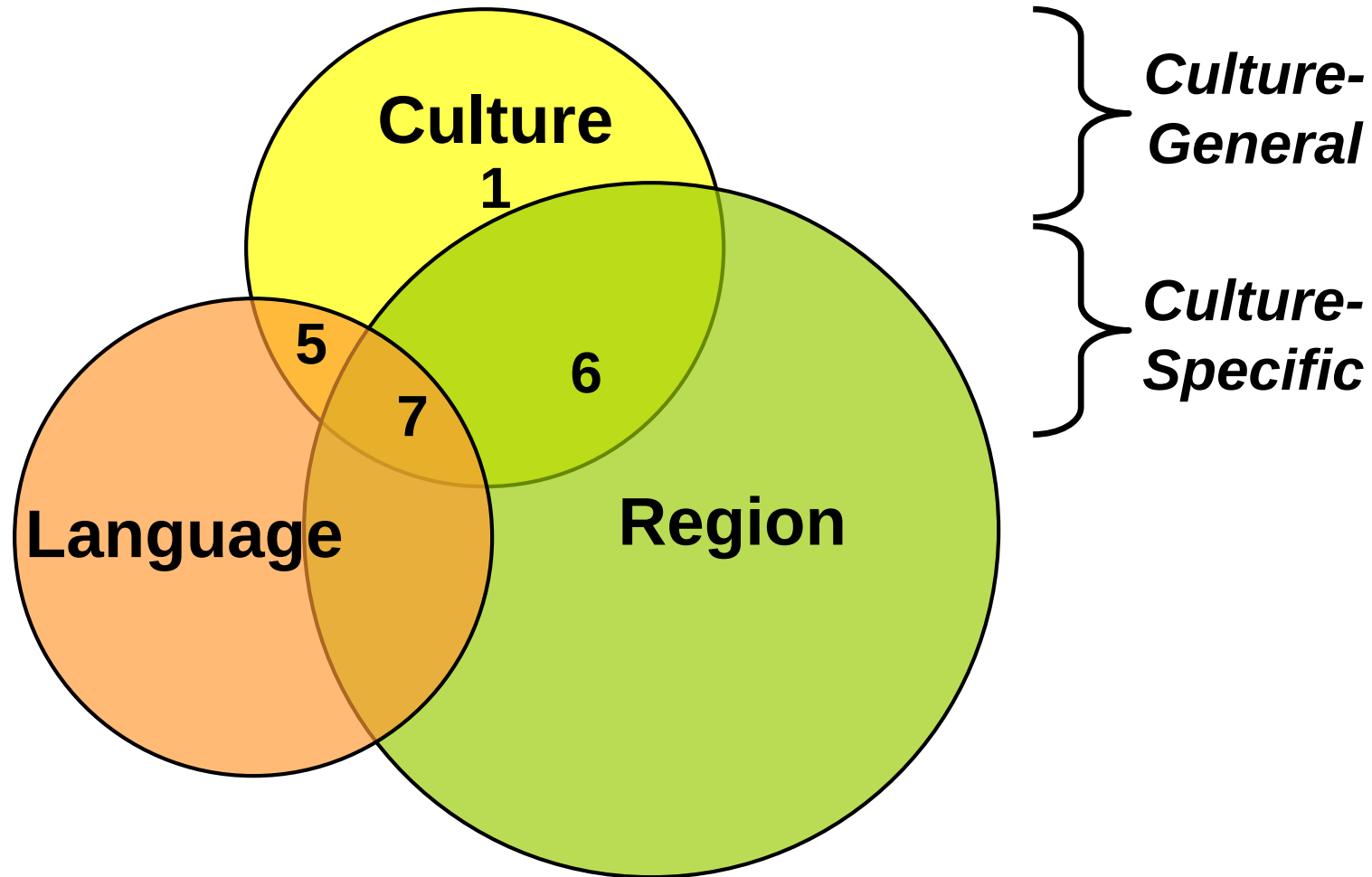
***(Grows with
increased
language
proficiency)***



Regional Professionals



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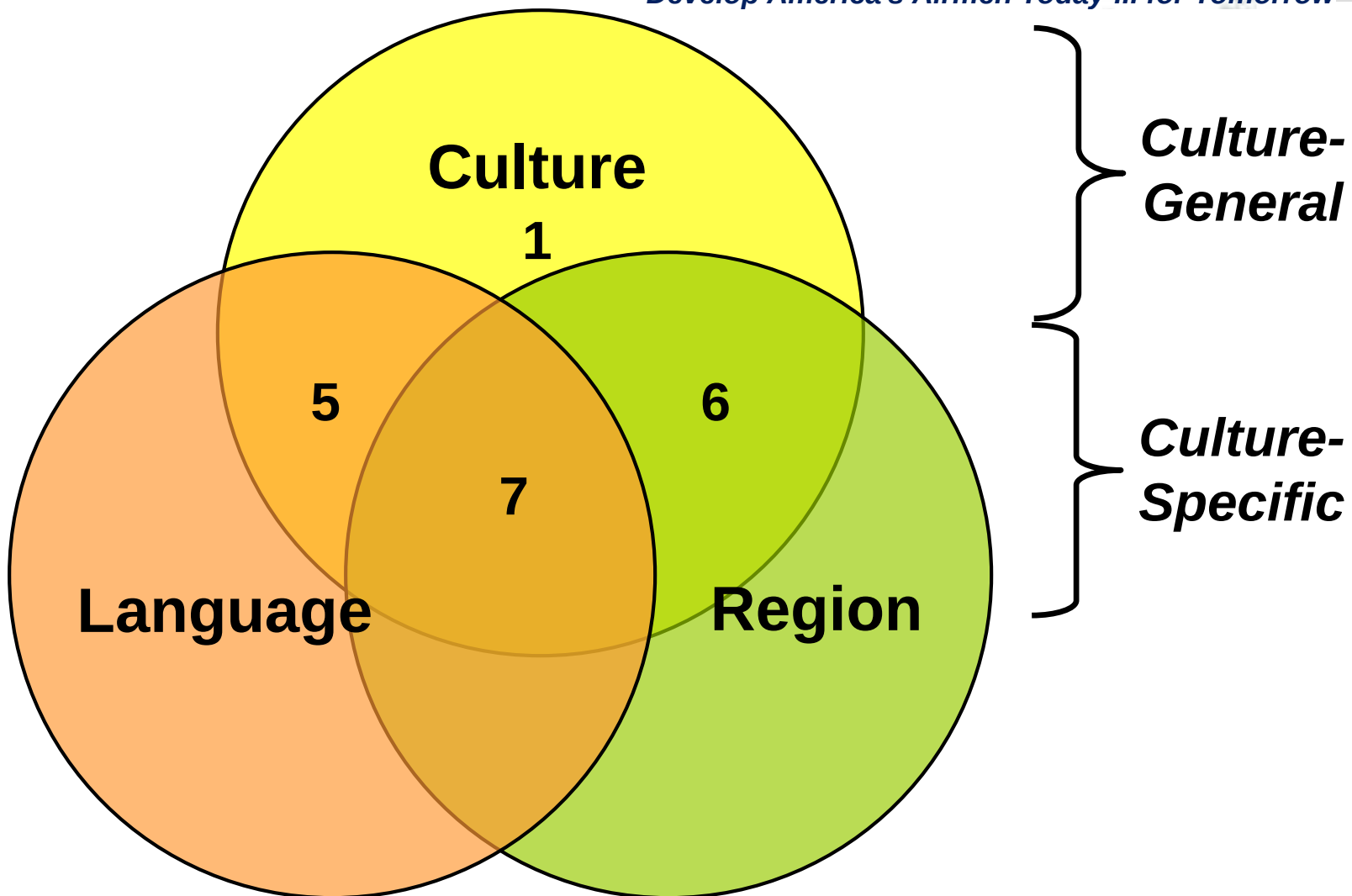




Culture Professionals



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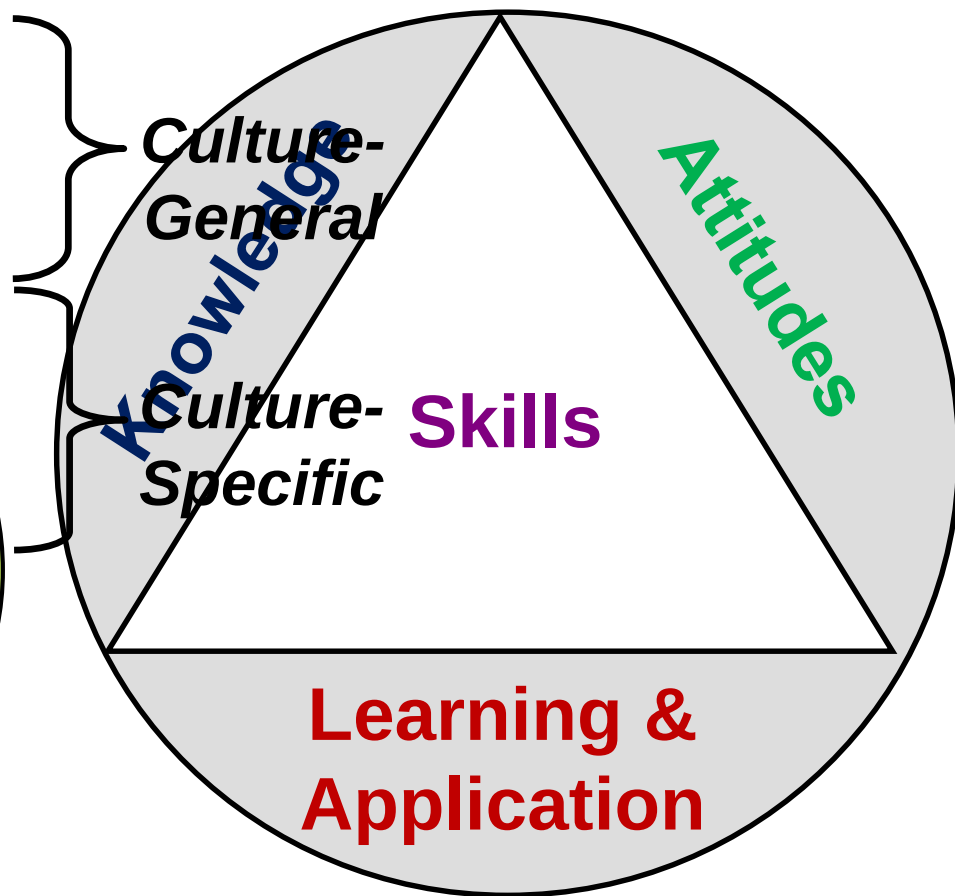
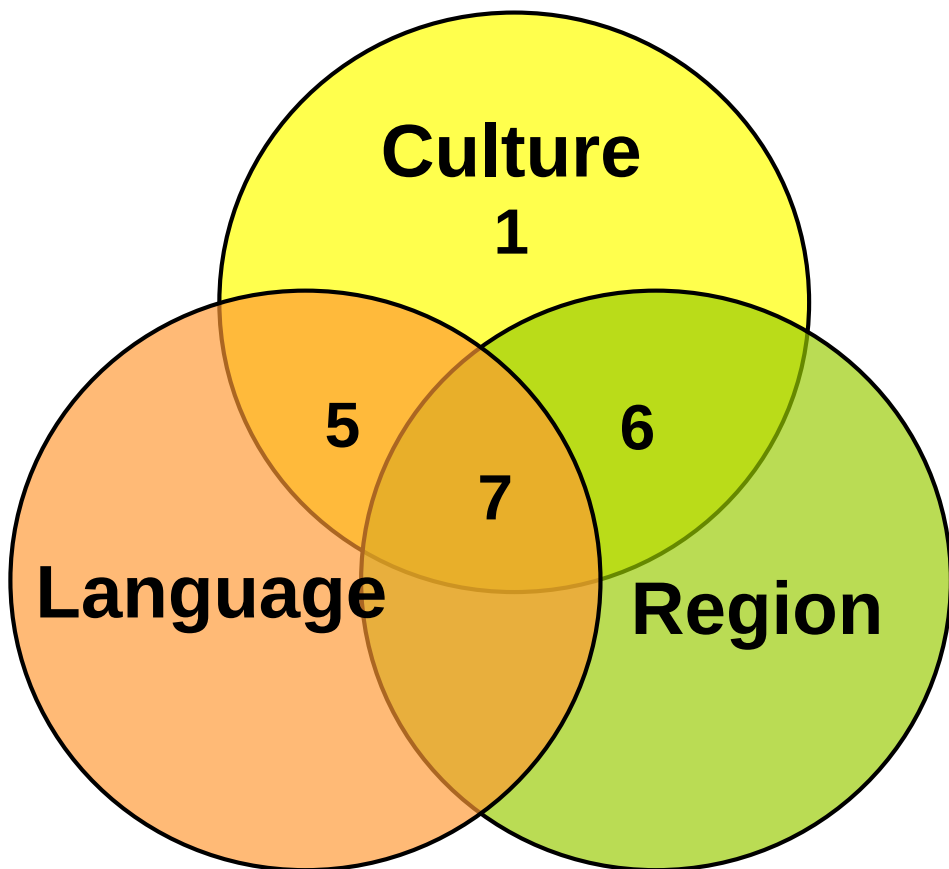




Take Aways



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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

