Developing Intercultural (IC) Communication Competence

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Presentation Objectives

Upon completion of the program, the participants will be able to:

- Identify key communication frameworks & themes associated with ICC competence
- Understand boundary-crossing and culture shock issues
- Recognize salient identity-negotiation issues from a domestic diversity perspective
IC Communication Competence
Leadership means...

- Acquiring Culture-Sensitive Knowledge to Motivate
- Developing an Ethnorelative Mindset or Attitude
- Cultivating Cultural Self-Awareness & Other-Awareness and Diverse Communication Styles
- Practicing Competent IC Communication Skills

- Holding an Integrative Systems Lens on Global, Local, Organizational, & Personal Culture Levels
Four-Stage Intercultural Communication Competence: A Staircase Model

- Unconscious Incompetence Stage
- Conscious Incompetence Stage
- Conscious Competence Stage
- Unconscious Competence Stage

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Understanding Intercultural Adjustment Patterns

A: Honeymoon Stage
B: Hostility Stage
C: Humorous/Rebounding Stage
D: In-sync Stage
E: Ambivalence Stage
F: Re-entry culture shock Stage
G: Re-socialization Stage

Revised W-shaped adjustment model—by Stella Ting-Toomey, 2005
The A. B. C. D. of Culture Shock

- Affective Overloads and Anxiety

- Behavioral Bumps & Clashes

- Cognitive Disorientations & Uncertainty

- Decoding & Meaning Mismatches
Culture refers to...

H. : Habits
A. : Assumptions
B. : Behaviors
I. : Interpretations
T. : Traditions

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Cultural Artifacts
(e.g., fashion, popular culture)

Language and Verbal Communication Rituals

Nonverbal Gestures and Expressions

Interpretations and Meanings

Cultural Assumptions
(e.g., values, beliefs, and traditions)

Universal Human Needs

Culture: An Iceberg Metaphor

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<table>
<thead>
<tr>
<th>Western-Individualistic Values</th>
<th>Collectivistic Cultural Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>“I” identity</td>
<td>“We” identity</td>
</tr>
<tr>
<td>Individual rights</td>
<td>Ingroup goals</td>
</tr>
<tr>
<td>Immediate family</td>
<td>Extended family</td>
</tr>
<tr>
<td>Doing orientation</td>
<td>Relational obligations</td>
</tr>
<tr>
<td>Competitive sensibility</td>
<td>Harmony sensibility</td>
</tr>
<tr>
<td>Short/medium-term goals &amp; trust</td>
<td>Long-term goals &amp; trust + loyalty</td>
</tr>
</tbody>
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Western-Small Power Distance Values

- Horizontal interaction
- Individual credibility
- Respect for individuals
- Emphasize informality
- Expect initiatives & proving oneself

Large Power Distance Cultural Values

- Vertical interaction
- Seniority, age, title
- Respect for experts
- Emphasize formality
- Expect directions & coaching

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Low-Context Verbal Rituals

- Direct style
- Linear logic
- Individual-based
- Instrumental talk
- Self-enhancement style
- Verbal intentions

High-Context Verbal Rituals

- Indirect style
- Spiral logic
- Status-based
- Facework talk
- Self-effacement style
- Nonverbal nuances

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Low-Context Nonverbal Expressions

- Face/Gestures
  - Complementary
- Eye Contact
  - Moderate Gaze
- Time
  - Monochronic Time
- Space
  - Medium Space

High-Context Nonverbal Expressions

- Face/Gestures
  - Disciplined to Expressive
- Eye Contact
  - Low/Intense Gaze
- Time
  - Polychronic Time
- Space
  - More/Less Space
A Competent IC Communicator...

- Ability to manage change and transition in self and others

- Ability to be reflexive about self and also organizational ethnocentric tendencies

- Ability to develop dynamic, hybrid communication styles

- Ability to code-switch verbal and nonverbal styles with particular cultural & workplace situations + interaction goals’ analysis
Developing A Flexible-Hybrid Communication Style
Identity Dialectics Themes: Identity Process Negotiation

- Identity Security ....................... Identity Vulnerability
- Identity Inclusion ..................... Identity Differentiation
- Identity Consistency ................... Identity Change
- ID Validation/ Respect ............... ID Invalidation/ Reject.

- Within Complex, Multilayered Eco-Systems -- [Macro-Level]
- Cultural Worldviews, Historical, Political, Economic, Social Class
- Community/ Institutional Level [Exo-Level]
- Particular Organizational/ Social Agency Level [Meso-Level]
- Interpersonal & Individual System Level ... [Micro-Level]
Cultural Identity

<table>
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<tr>
<th>Strong</th>
<th>Weak</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ethnic-Oriented Identity</td>
<td>Assimilated Identity</td>
</tr>
<tr>
<td>Bicultural Identity</td>
<td>Marginal Identity</td>
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</tbody>
</table>

A Cultural-Ethnic Identity Typological Model.

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Layering Our Intercultural Understanding

- For example........
- Assim.-Based Id. <<<<<<<<>>> Ethnic-Based Id.
- <<Assim. Transitional Id. <<>>> Ethnic Bridge Id.>>>
- Individualism............................................................Collectivism Value Pattern
- Small Power Distance...............................................Large Power Distance Value
- Low-Context Comm......................................................High-Context Comm.
- Dynamic vs. Functional Bicultural Identity.................
Understanding Identity Diversity: Self and Others

- Group-membership Identities in Sociocultural, Historical, Intergroup Relations Contexts
- Salient Social Membership Identities
- Personal Individual-level Identities
- Primary Identities vs. Secondary Id.
- Situational Features as Mediating Variables
Dimensions of Identity Diversity

Some examples of Primary Identity Dimensions

- Race, ethnic identity, cultural identity
- Sex, gender identity, sexual orientation
- Spiritual identity, physical/mental abilities
- Generation, language, age, social class
- Family role, relationship identity, professional role
- Salient individual attributes, passions, etc.

Some examples of Secondary Identities

- Personal habits, recreational habits
- Educational experience, secondary work role etc.
Affirming Communication Diversity in the Classroom, Workplace, and Beyond

- Understand the complexity of layered identities and multiple ethnic-cultural group memberships.

- Probe deeper into our own & the other person’s ethnic and personal value patterns.

- Respect ethnic identity & personal communication style differences... Uncover common ground and build common interest......

- *Understand the difference between ethnocentric mindset vs. ethnorelative mindset*
Ethnocentric Tendencies

- Viewing our cultural way of living and communicating as “natural” and “logical.”

- Using the communication values and norms of our own cultural group as the standard.

- Evaluating the other cultural group’s norms and practices as “less of” or unimportant.

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Ethnorelative Attributes

- Understand different cultural and ethnic value systems on an equality basis.

- Respect cultural differences and value the differences as diverse & creative ways of problem-solving.

- Promote an inclusive interaction climate via transcultural competence skills- e.g., code-switching skills, mindful listening, & dialogue.
Mindful Listening...

- “TING”- Listening with your Ears, Eyes, & a Focused Heart

- Listening with a culture-sensitive mindset

- Listening to the content meaning, relational meaning, identity meaning of both the verbal & nonverbal-level messages

- Listening to the silence or the “ma” of the exchanged message

- Listening to build trust and rapport

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Intercultural Interaction: Two Approaches

A Monologue Approach

- Self-Interest Focus
- Emphasize Positional Difference
- Fixed Objectives
- Win-Lose to Lose-Lose Outcome

A Dialogue Approach

- Mutual-Interest Focus
- Emphasize Common Ground & REFRAME
- Creative Options
- Win-Win Synergistic Outcome
Crossing Boundaries: A Mindful Intercultural Communicator

- Develops Appropriate & Effective IC Verbal & Nonverbal Interaction Skills

- Flows with Adjustment Changes, Transitions, and Ambiguities in the Unfamiliar Cultural Community

- Understands Deeply the Unfamiliar Culture’s Beliefs, Value Systems, and Communication Styles

- Deepens Cultural/Ethnic Self-Awareness & Other-Awareness and Systems-level Communication Issues

- Fully-Present and In-the-Moment
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