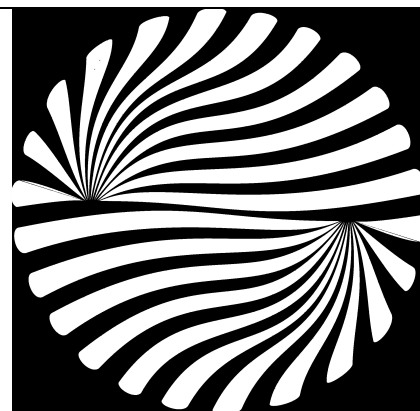




Intercultural Competence and Communication

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NAFSA Regions V & VI

November, 2013
Indianapolis, IN

Internal & External Dimensions of Diversity

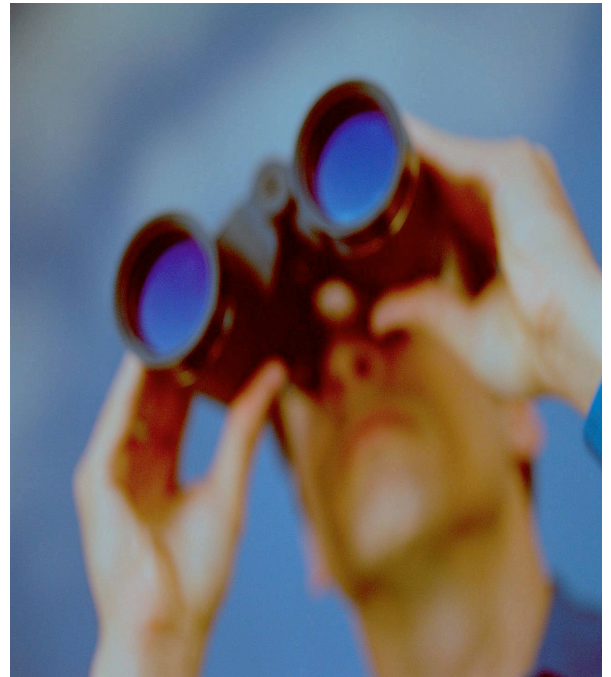


*Internal and External Dimensions are adapted from Marilyn Loden and Judy Rosener, *Workforce America!* (Business One Irwin, 1991).

Source: Adapted from Lee Gardenswartz and Anita Rowe, *Diverse Teams at Work* (Burr Ridge, IL: Irwin Professional Publishing, 1994).

Continuous Learning

- The degree you engage the world by continually seeking to understand the world around you.
- It influences your intercultural success by acting as a motivator to learn about why people in other cultures behave and think the way they do.
- People who strive to learn new things are more successful at living and working with people from other cultures than those who are comfortable with what they already know.



Self-Awareness

- The degree to which you are aware of your personal values, strengths, weaknesses, interpersonal style, and behavioral tendencies, as well as their impact on others.
- The degree to which you reflect on this knowledge in order to engage in personal development and learning activities.

Exploration

- Openness to understanding ideas, values, norms, situations, and behaviors that are different from your own.
- Fundamental inquisitiveness, curiosity, and an inner desire to learn new things.
- Willingness to seek out new experiences that can cause learning or a change in your perspective.
- Ability to learn from mistakes and to make adjustments to your personal strategies to ensure success in what you do.

Interpersonal Engagement

- This factor assesses your interest in other cultures and the importance of developing relationships with people from other cultures in general.
- The development of positive interpersonal relations is essential for effective performance in an intercultural environment.



Global Mindset

- The degree to which you are interested in – and seek to actively learn about – other cultures and the people that live in them.
- The degree to which you seek out such learning by your own choice in order to expand your global knowledge about people and their cultures

Relationship Interest

- The extent to which you initiate and maintain relationships with people from other cultures.
- You find that engaging others is an energy-producing vs. an energy-depleting activity.
- Your willingness to use a foreign language in developing new relationships.

Hardiness

- Managing your thoughts and emotions in intercultural situations, along with your ability to be open-minded and nonjudgmental about ideas and behaviors that are new to you.
- The tendency to not get upset, stressed, frustrated, or angry when you encounter situations, people, behavior, and ideas that are different from what you are used to.
- Managing your emotions constructively and learning from failures and setbacks.



Positive Regard

- Assuming the best about people and being more accepting of different behaviors.
- Not resorting to negative stereotypes about other cultures or people.

Emotional Resilience

- Your level of emotional strength and ability to cope with challenging emotional experiences.
- Your capacity to recover quickly from psychologically and emotionally challenging situations.