



Interculturality: A “user’s” viewpoint

For Eduniversal Convention Participants

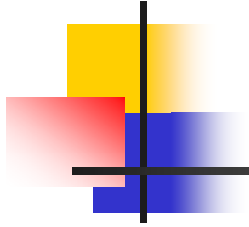
Paris, November 5, 2008

By Constance G. Konold



Interculturality Overview

- Who?
- What?
- Where?
- How?
- When?



WHO is affected by interculturality?

Constanced G. Konold -
The Satellite Crew



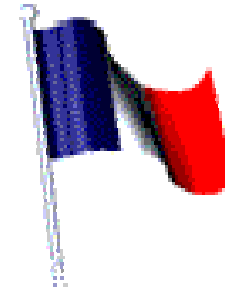
A Short Story



- Teenage girl has a dream.
- Young woman realizes dream.
- Culture shock, but not where it should be.
- Resolution



Statistics



- 2006 Survey of Business Population
- 180 corporations (s, m, l)
- Sampling: HQs in
EMEA (49%),
Americas (48%),
Asia-Pacific (3%)

Source: GMAC Relocation Services



Expatriate Demographics

- Gender: 80% male, 20% female
- Age: 68% between 30-49 years
- Marital status: 60% married
- Spouses employed before: 59%
- Spouses employed during: 8%



Expatriate Trends

Toward:

- Younger expats
- Shorter stays abroad
- Increased overseas cost cuts before home cuts in times of economic crisis
- More “portable career paths” with “portfolio careers”



Relocation Challenges

- Finding suitable candidates 20%
- Career management 14%
- Partner dissatisfaction 12%
- Retention of repatriates 11%
- Intercultural understanding 6%
- Education concerns 4%

Source: GMAC Relocation Services



Highest Rates of Failure as Host Countries *

- China (1) 20%
- United Kingdom (4) 12%
- United States (3) 12%
- Japan (2) 10%
- India (7) 6%
- Australia, Germany, Italy (NA) 3%
- Saudi Arabia (5) 2%
- South Korea (NA) 2%

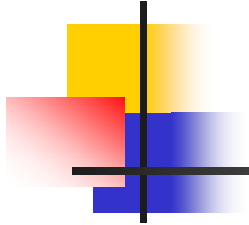
*2006 ranked showing percent of companies identifying them;
2005 rank in parentheses (GMAC Relocation Services)



Reasons for Failure

“Inability to adapt culturally, lack of cultural understanding”:

- South America: Brazil – Chile
- East Asia: China – Japan – South Korea
- Eurasia/Central Asia: Russia - India
- Europe: France – Ireland – UK - Poland
- Africa: Nigeria
- North America: United States



WHAT is interculturality?

Constanced G. Konold -
The Satellite Crew



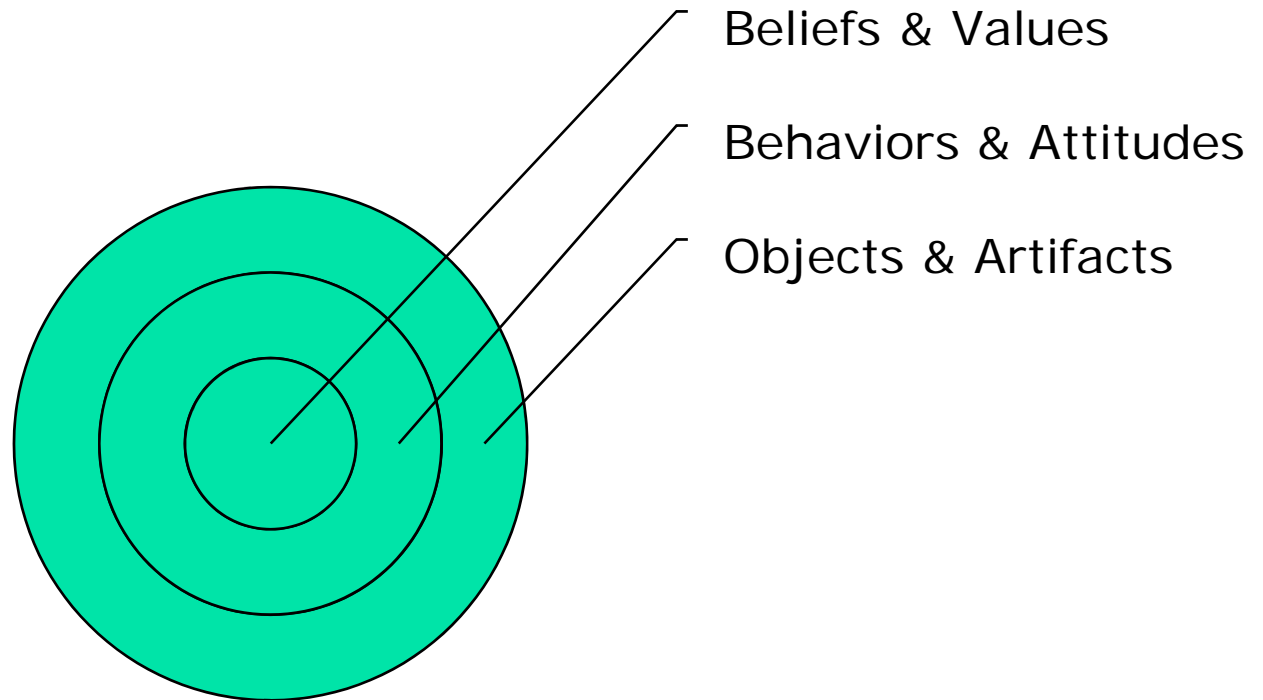
A Working Definition

CULTURE: a group of people...

- sharing the same **reference points** (values, behavior, objects)
- creating an **identity** and
- generating distinctive **expectations**.



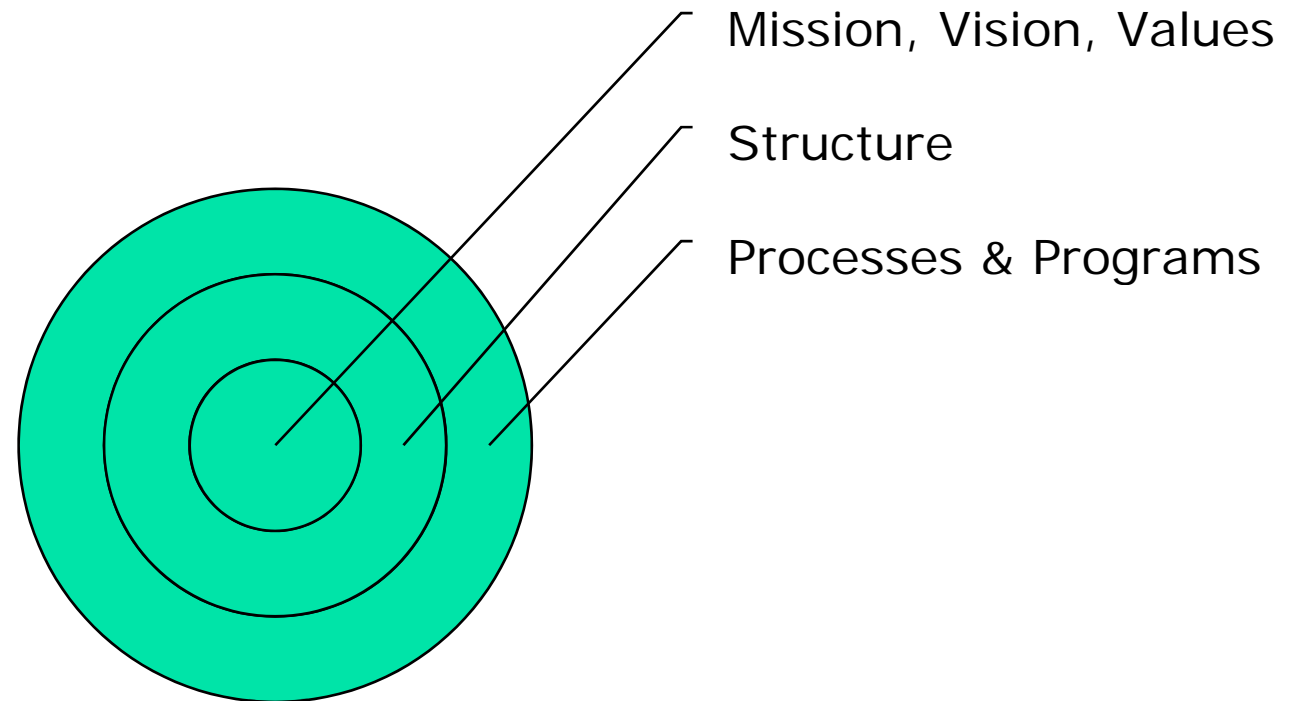
General Culture Model



Constanced G. Konold -
The Satellite Crew



Corporate Culture Model



Constanced G. Konold -
The Satellite Crew



Definitions

- Cross-cultural “bridges the gap”
- Intercultural “fills the void”



Importance of Culture

- Allows us to construct our identity.
- Provides guidelines for making decisions.
- Eliminates insecurity.

When culture is threatened,
it will reassert itself.

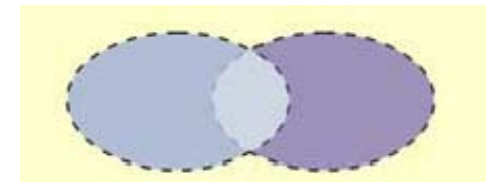
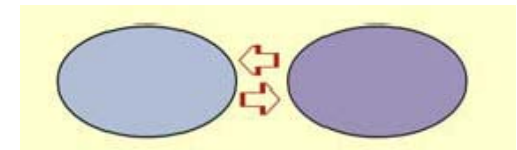
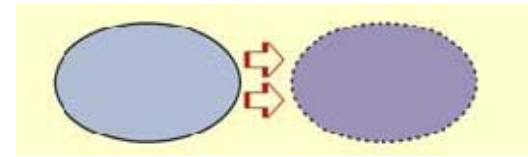


Studies

- Edward T. Hall – Space, Time, Context
- Florence Kluckhohn – Value Orientation Method
- Gheert Hofstede – Five Dimensions:
 1. Masculinity/femininity
 2. Uncertainty avoidance
 3. Power distance
 4. Individualism
 5. Long-term / short-term

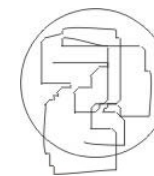
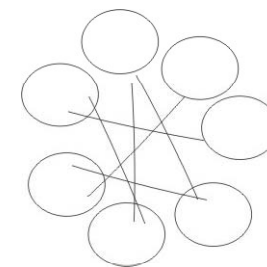
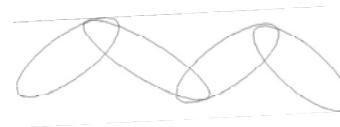
Intercultural Process

- First culture – home
- Second culture – exchange
- Third culture – degrees of adaptation
- Fourth culture – “full potential”



Third Culture Adaptations

- Adopts new culture
- Rejects new culture
- Bicultural
- Nomadic
- Bouncing
- Lost
- "Soup"

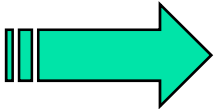


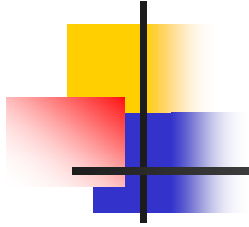


Fourth Culture

“Full Potential”

- Strong sense of identity
- Feels at home anywhere
- Strong self-awareness / inner ease
- Is flexible & adapts

 Top performance – team player –
Stable expatriate worker = >profits



WHAT frameworks can be recommended?

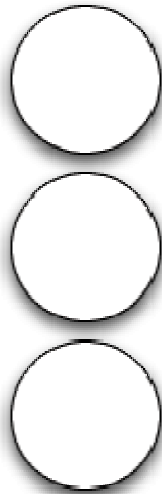


The Eight Core Values of Orientation and Preferences

1. NATURE
2. OTHERS
3. POWER
4. RULES
5. ACTIVITY
6. AFFECT
7. SPACE
8. TIME



Transactional Analysis

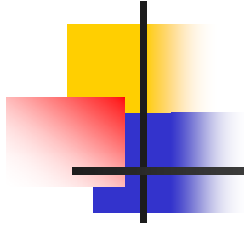


Constanced G. Konold -
The Satellite Crew



Games

- “Barnga” – a card game
- “Factory” – a board game
- Ecotonos – problem solving
- Role play



WHERE should we learn interculturality?

Constanced G. Konold -
The Satellite Crew



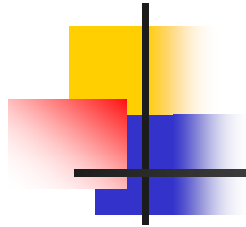
Learning Interculturality

Randomly:

- At home: Reading, traveling
- On the open market: Seminars, Web, movies, lectures, documentaries...

In a managed fashion:

- On the job: Corporate training, in-the-field expatriation
- Schools: Primary, Secondary & Above



HOW can institutions of higher education best support interculturality?

Constanced G. Konold -
The Satellite Crew



Teaching Interculturality

- Specific academic courses
- Integrated into other courses
(communications, HR, diversity, ethics...)
- Obligatory overseas study / projects
- Double diplomas
- Scholarly exchanges (students, faculty)
- Joint Webinars, virtual “buddying”...



Beneficial accessory skills

- Emotional Intelligence (esp. empathy)
- Individual Coaching
- Neuro-linguistic Programming (NLP)
- Personal negotiation techniques such as Non Violent Communication (NVC)
- “Buddying”, “On Boarding” and other HR techniques



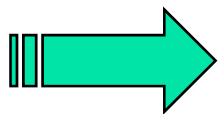
Support Tools

- Dialogin.com – Delta Intercultural Academy, Konstanz University, Germany with York Associates, U.K.
- SIETAR Global - <http://www.sietar.org/>



Multicultural Office Shock

- Indian MBA educated in France
- Returns to Delhi to work for a French company
- Experiences Third Culture shock with home cultures
- Has French boss who doesn't trust Indians
- Reports to Hong Kong Regional Office and causes Chinese accountant to "lose face" inadvertently...

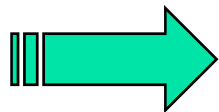


Lowered morale, productivity, profits

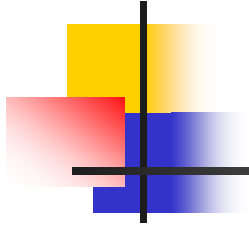


Multiculturalism

- Plurality of cultures within country borders
- Globalized work teams using virtual offices

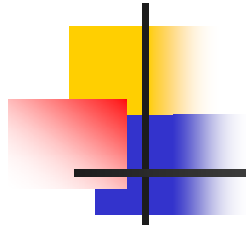


Urgent need for mastering interculturality even if you never leave home!



WHEN should we start supporting interculturality?

Constanced G. Konold -
The Satellite Crew



- **NOW!**
- Through EDUNIVERSAL's network!
- Let's BRAINSTORM together!



The End is always just a New Beginning

Thank you for your attention!

For further information, seminars or coaching on interculturality,
please feel free to contact

Constance G. Konold

The Satellite Crew

www.satcrew.com

+33 (0)2 32 27 62 57



Resources

- Personal Experience (long-term living in Cameroon, Malaysia, France, USA; travel to over 80 countries)
- Personal Training: NLP, NVC, EI, Intercultural Management seminars
- Global'Ease Training Manual 2005
- Essentials of Business Communication, 7th edition by Mary Ellen Guffey, Thomson
- Strategic Human Resource Manual, ABE Study Manual, William House, Wimbledon, London
- Global Relocation Trends 2006 Survey Report by GMAC Global Relocation Services, LLC, Woodridge IL, 60517
- "Culture from the Inside Out", by Alan Cornes, Intercultural Press, ISBN: 1-931930-04-X
- Burkhard Bradke – "Using Games in Intercultural Training"
http://www.dialogin.com/security/member_publication/search_results.php3?id=213
"Barnaga" – www.interculturalpress.com ; "Factory" – www.bti-online.com ;
"Ecotonos" – www.nipporica.com/prod.htm