

Resources for Intercultural / Cross-Cultural Training

Foundational theories in intercultural communication

Bennet, M.J. (ed) 1998 *Basic Concepts of Intercultural Communication: Selected Readings*. Yarmouth, Main: Intercultural Press This book contains selected articles from a variety of authors in the fields of intercultural communication, anthropology and education. It includes an excellent chapter by Edward Hall, *The Power of Hidden Differences* that explores the concepts of culture as communication including concepts of time (monochronic/polychronic), Context (high/low), personal space, unconscious culture, etc. Also contains LaRae Barna's *Stumbling Blocks in Intercultural Communication*, and a chapter by Janet Bennet on Transition Shock.

Hall, Edward T. *Beyond Culture* Garden City, N. Y.: Anchor Press, 1976

Value Orientations

Hills, M. D. (2002). *Kluckhohn and Strodtbeck's values orientation theory*. In W. J. Lonner, D. L. Dinnel, S. A. Hayes, & D. N. Sattler (Eds.), *Online Readings in Psychology and Culture* (Unit 6, Chapter 3), (<http://www.wvu.edu/culture/readings.htm>), Center for Cross-Cultural Research, Western Washington University, Bellingham, Washington USA.

Culture is communication

Gudykunst, W. B. 2003 *Cross-cultural and intercultural communication*. Thousand Oaks, Calif.; London : Sage Publications
Part One of the book discusses cross-cultural communication - the comparison of communication across cultures - and Part Two examines intercultural communication - the communication between people from different cultures

Hall, E.T & M.R. Hall. (1990). *Understanding Culture Differences*. Yarmouth, ME: Intercultural Press. Inc., pp. 3-31

National Culture differences

Trompenaars, F. and Hampden-Turner, C. 1997 *Riding the Waves of Culture: Understanding Diversity in Global Business*. New York: McGraw Hill
Trompenaars and Charles Hampden-Turner developed a model of culture with seven dimensions including: 1. Universalism vs. particularism (*rules apply across the board vs rules vary with relationships*) 2. Individualism vs. collectivism / communitarianism (*individual vs group orientation*) 3. Neutral vs. emotional (*detached vs emotional*) 4. Specific vs. diffuse (*separation of private and working lives*) 5. Achievement vs. ascription (*status earned or gained by birthright*) In addition there is a different way in which societies look at time. 6. Sequential vs. synchronic (*things done one at a time or several things done at once*) The last important difference is the attitude of the culture to the environment. 7. Internal vs. external control (*Individual control over environment vs being controlled by it*)

Hofstede, Geert 2001 *Culture's consequences: comparing values, behaviors, institutions, and organizations across nations*. Thousand Oaks, New York, New Delhi: Sage Publications
Hofstede developed a framework for assessing cultures which included five dimensions of culture. Small vs. large power distance (consultative, democratic, more equal

relationship to those in power vs autocratic, paternalistic, hierarchical relationship to those in power) , Individualism vs. collectivism, Masculinity (value competitiveness, assertiveness, ambition) vs. femininity (value quality of life and relationships), Weak vs. strong uncertainty avoidance (implicit, flexible rules vs preference for explicit rules, structure activities), Long vs. short term orientation.

Culture Specific Resources

I share the following information with the caveat that culture is dynamic and always changing. Some of these resources are quite dated and so should be read with the recognition that these cultures may have undergone significant changes. You can draw on your own personal experience to put these resources in perspective.

Gao, G. and Ting-Toomey, S. 1998 *Communicating Effectively with the Chinese*. Thousand Oaks, New York, New Delhi: Sage Publications

Esposito, John L., 2002 *What Everyone Should Know about Islam* New York, NY: Oxford University Press,

Axtell, Roger E., ed. 1990 *Do's and Taboos around the World* New York: Wiley,

Nydell, Margaret K. 1987 *Understanding Arabs: A Guide for Westerners*. Yarmouth, Maine: Intercultural Press

Condon, John C. 1984 *With Respect to the Japanese: A Guide for Americans*. Yarmouth, Maine: Intercultural Press,.

Richmond, Yale. 1992 *From Nyet to Da: Understanding the Russians* Yarmouth, Maine: Intercultural Press

Intercultural training

Bennett, M.J. (1993). *Towards ethnorelativism: A developmental model of intercultural sensitivity*. In M. Paige (Ed.), *Education for the intercultural experience*. Yarmouth, ME: Intercultural Press.

Savicki, V. ed. (2008). *Developing Intercultural Competence and Transformation*. Sterling, VA: Stylus.

Hogan, M. 2007 *Four Skills of Cultural Diversity Competence: A Process for Understanding and Practice*. Belmont, California: Thomson Brooks/Cole
Written by an anthropologist with a US focus, this book provides a manual which aims to assist in developing cultural competence through a multilevel approach, which includes cultural awareness, understanding and skills at the personal, interpersonal, and organizational/institutional levels. Hogan's four-skills model lists actual culturally competent behaviors (a self-test), and includes both cognitive and experiential learning.

Kohls, L.R. and Knight, J.M. 1994 *Developing Intercultural Awareness: A Cross-Cultural Training Handbook*. (2nd Edition) Yarmouth, Main: Intercultural Press

Kolb, David A. 1984. *Experiential Learning: Experience as the Source of Learning and Development*. Prentice-Hall, Inc., Englewood Cliffs, N.J.

The Experiential Learning Cycle 1991 in: Pfeiffer, J.W. (ed), *Theories and Models in Applied Behavioral Sciences*. Vol. 2 Group. San Diego: Pfeiffer & Co.

Thiagarajan, Sivasailam 1990 *Barnga: A Simulation Game on Cultural Clashes*. Yarmouth, Main: Intercultural Press

Barnga is a simulation game that takes participants through an experiential exercise that mirrors some of the challenges faced when entering an unknown culture. It can be used to help people understand their own reactions to change, conflict resolutions styles, issues of diversity, etc. The manual contains all the information you need to run the simulation plus several decks of cards depending on numbers of participants.

What's Up with Culture website, University of Pacific available at:

<http://www2.pacific.edu/sis/culture/>

This website has been developed to prepare U.S. students to study abroad. It is an excellent resource for basic information about cultural differences and how they impact communication and behaviour. There are a series of modules with interactive activities. Many basic theories are explained (i.e. Iceberg model of culture; High and Low Context Cultures, etc.).

International and Domestic Student Engagement

Volet, S. 1991 Learning across cultures: appropriateness of knowledge transfer. *International Journal of Educational Research*. Vol. 31, Issue 7, pp. 625-643

Arkoudis, S., Baik, C., Chang, S., Lang, I, Kim W., Borland, H., Pearce, A. and Lang, J.

Finding common ground: Enhancing interaction between domestic and international students. Available at:

http://www.cshe.unimelb.edu.au/research/projectsites/enhancing_interact.html

Searle, W. and Ward, C. 1990 The prediction of psychological and sociocultural adjustment during cross-cultural transitions. *International Journal of Intercultural Relations* Vol. 14 Issue 4, pp. 449-464