



1 REACT: Automatism and how to overcome them

- The evolutionary function of groups
- Categorizations and stereotypes
- System 1 (fast) thinking - **automatisms** / System 2 (slow) thinking
- Cognitive dissonances** as potential causes of discrimination & racism

Implications in an intercultural context

- Culture:** "collective programming of the mind" / "software of the mind" (Hofstede)
- Three levels at which we form our attitudes, values & beliefs: biological foundation, group-specific norms, individual experiences
- Levels of culture:** Professional culture / corporate culture / national culture
- We belong to different groups: your own multiculturalism
- Discrimination** has its roots in stereotypes (paternalistic, admiring, disdainful and envious stereotypes)

How to deal with the automatism?

- Immersing yourself in diverse environments
- Recognizing & interrupting the automatism
- Practicing / automatizing new patterns of action
- Developing social, emotional, intercultural competence
- (Self-) reflection

2 RECOGNIZE: Cultural systems, cultural adaptability, and your own cultural profile

Cultural classification systems: "typical" or "usual" orientation of thought patterns and behavioral tendencies ("cultural dimensions")

Hofstede (power distance, individualism/collectivism, masculinity/femininity, uncertainty avoidance, long-term orientation, indulgence/restraint)

Schwartz/World Values Survey (self-direction, stimulation, hedonism, achievement, power, security, conformity, tradition, benevolence, universalism)

GLOBE Project (performance orientation, assertiveness, humane orientation, future orientation, institutional collectivism, in-group collectivism, gender egalitarianism, power distance, uncertainty avoidance)

Other cultural systems: **Kluckhohn & Strodtbeck, Trompenaars & Hampden-Turner, Hall, Lewis**

Create your own cultural repository

Be cautious when using cultural systems

- Within groups, people can strongly differ from each other
- Cultural values can also change and evolve
- We are able to adapt

3 REALIZE: Motivation, personal traits, comparison with others, and the inner team

Motivation and needs (regulation by Ryan/Deci, McClelland's needs, Maslow's pyramid of needs, individual pyramid of needs, motivation in the workplace)

Personality traits ("Big Five", basic orientations Riemann/Thomann, thinking/discussion styles)

The **"inner team"** can help us gain clarity about our own needs

4 RELATE: Resolving difficult situations and effective intercultural communication

The **communication process** (sender/receiver/message/transmission medium)

Resolving difficult interactions: 1 observation, 2 your own feelings, 3 interpretation, 4 solution

The **communication square** ("four sides model" - factual/content, relationship, self-revelation, appeal)

The **"values and development square"**

Use the **inner team** to analyze intercultural conflict situations

Different angles of looking at interactions: content, context, conversation style, forms of communication, personal space, medium, directness, lingua franca, humor

General hints: mutual respect, reflect/analyze/prepare, meta-communication

The **Development Model of Intercultural Sensitivity (DMIS)** - Milton Bennett: 1 Denial of difference, 2 Defense against difference, 3 Minimization of difference, 4 Acceptance of difference, 5 Adaptation to difference, 6 Integration of difference)

5 REACH OUT: Taking your intercultural competence to the next level

Intercultural competence: cognitive, behavioral, affective aspects

Intercultural training: cognitive/trainer-oriented or experiential; culturally universal, culture-specific

Your **network of contacts** as a daily training ground

Develop your intercultural sensitivity to a higher level: culture shock; leadership/negotiations/conflicts in an intercultural environment)

Intercultural mindset: openness, curiosity, tolerance

Create your **personal development plan** (SMART goals)