

**„The intercultural training is dead.
Long live the intercultural training“
Sietar Congress 2011 – Kraków**



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Agenda



- Experiences, developments, challenges (German market)
- Analysis and discussion
- Some of our solutions

Objective:

Discuss gaps between supply and demand and some possible solutions

Challenges of our clients in times of globalized business life



- „Offshoring“ and „smart sourcing“ ⇨ off site, virtual, global teams
- „Follow the sun service“ ⇨ international processes
- Ex-/impatriation, migration and multicultural teams ⇨ managing diversity
- International project management / rollouts ⇨ achieving goals across borders
- WWW leads to international competition
- Customers from all over the world (B2B, „patients“, „guests“)
⇨ intercultural adjusted services
- Mergers & Acquisitions ⇨ organizational change

Omnipresence of intercultural matters

- Increasing awareness of the challenges of working across cultures
- Living in a society of immigrants is omnipresent (cultural life, festivals, events)
- Intercultural competence booms everywhere (business & social sector, book market...)
- Growing awareness of interdisciplinary, gender and other diversity aspects
- Combination of virtuality and cross-cultural aspects

Experiences and developments



Knowledge about intercultural differences is available

- Book market (Culture Assimilators, Culture Standards, context-specific application of IC theories, e.g. Intercultural Marketing...)
- Research: Theses (Master, PhD.), online downloads (English/German)
- WWW: Facts and figures and other resources in the world wide web, do's and don'ts lists, newspaper and journal articles...

Experiences and developments



Universities are getting more international / intercultural

- Recruitment of international students
- Teaching of basic intercultural knowledge in many disciplines
- Intercultural competence for administration and teaching staff
- Intercultural communication/management studies offered in many universities and business schools

Experiences and developments



Target groups in trainings change, e.g.

- The (younger) participants travelled a lot, spent one or more semesters abroad, experienced intercultural differences
- They heard lectures about intercultural management, had basic trainings in intercultural competences
- They are „digital natives“: love to have it short and sharp, with blended learning aspects
- They are used to having international contacts in virtual networks (social media)
- Participants had (basic) or culture specific intercultural trainings that did not really help....

Trends in (intercultural) trainings: requirements and expectations

- **Digital** – increasing needs and demands for digital intercultural learning: e-learning, private study, online learning, intercultural „apps“; increase of blended learning
- **Entertainment** – intercultural appetizers, events, and ice breakers
- **To the point** – reduced time slots: mini-lectures, virtual „brown bags“, „nuggets“
- **Tailor-made** – more context-specific know-how is needed (e.g. Global key account management)

Professionalization and diversification of providers

- (University) Certificates („Intercultural Trainer / Coach“)
- Intercultural competence is added to other offers (language, sales, project management, auditing etc.)
- Combination of activities: Training and coaching, consulting and coaching, ...
- Facilitators have to cope with international organizational development which can no longer be successfully managed from or one-way (national) perspective

Experiences and developments



Need for practical concepts and hands-on knowledge

- Theory is out and / or known and / or criticized...
- Due to problems in everyday business life, solutions are required
- Quick, easy and flexible learning needs and practical job-orientated application
- Need for reduction of complexity in a more complex and faster world

(How) are we prepared?



- Theoretically
- Scientifically
- Practically
- Methodologically
- Didactically

Analysis and discussion



Trainings (as is)	Experiences & developments
Challenges	Solutions

„SWOT“ analysis



Trainings (as is)

How are trainings designed and offered currently?

What is good, helpful and should be continued?

Experiences & developments

What do you observe/experience?

What do you know about the (local?) market or the field you're in?

What is new or/and interesting?

Challenges

What do we need?

What is lacking / missing?

What needs to be developed?

Solutions

First ideas?

Already found and done?

Analysis and discussion: Example



Trainings (as is)

Culture specific, culture general trainings
Standard tools („one size fits all“)
(Do's and Don'ts, how to deal with...)

Experiences & developments

Need for practical concepts, hands-on knowledge

Challenges

Need for context specific designs
Request of knowledge that has not yet been scientifically investigated
Dealing with and reduction of complexity (tasks, roles and structures)

Solutions

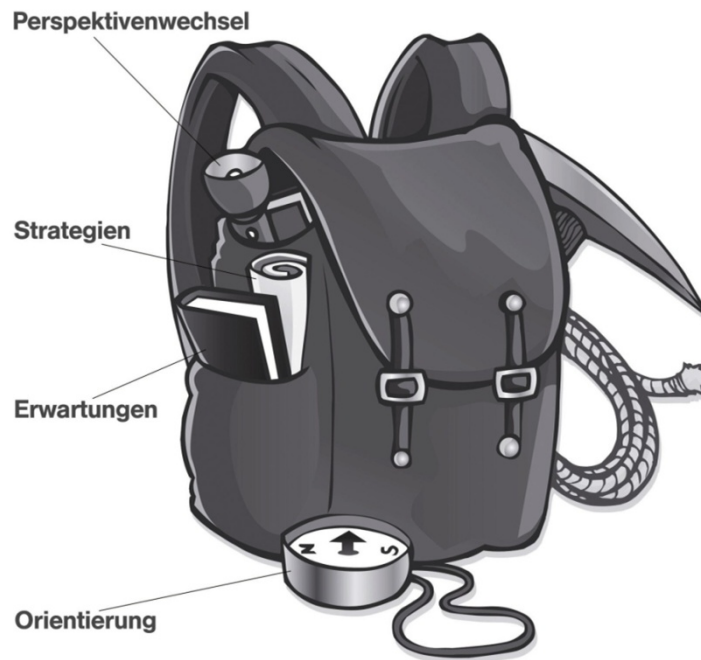
Contextualization of intercultural know-how
Development of transfer awareness, knowledge and skills
Emotional learning & exercises

Some of our solutions



1. Dynamic picture of culture(s)
2. Communication-oriented notion of culture and competence
3. Intercultural communication as „creating culture together“
4. Scientifically proved didactics

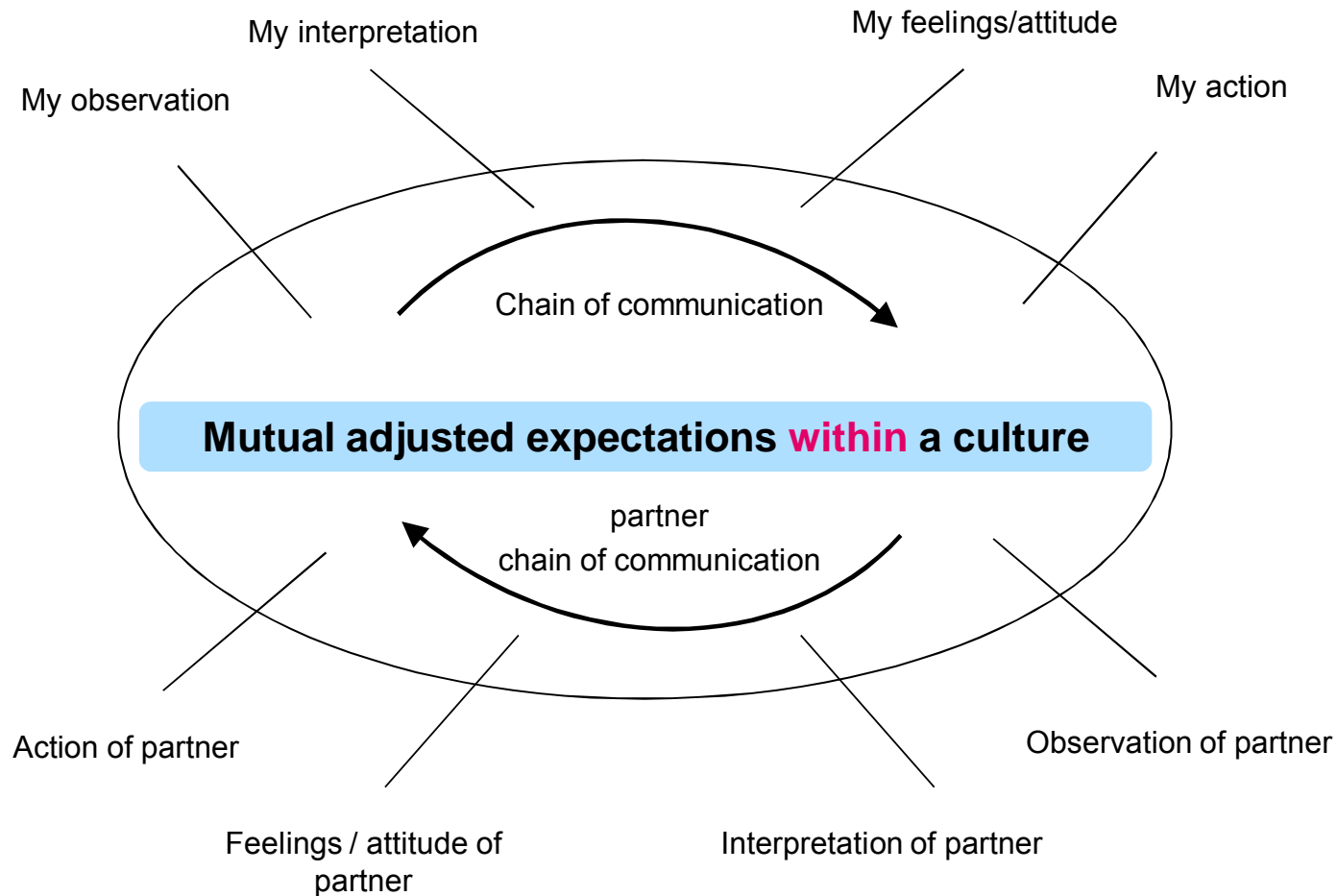
1. Dynamic, complex and culture reflexive picture of culture



myCulturalBackpack

- Culture as cohesion of differences (divergent, contradictory)
- Dynamic, negotiable, multiplied, „individualized“
- Participation in several and different communities / cultures
- Notion of culture beyond „mentality“, „ethnicity“ and „territory“
- Hybrid identities (diversity)
- Transcultural, multicultural, intercultural?
- Anticipation of power and other premises (social positions)

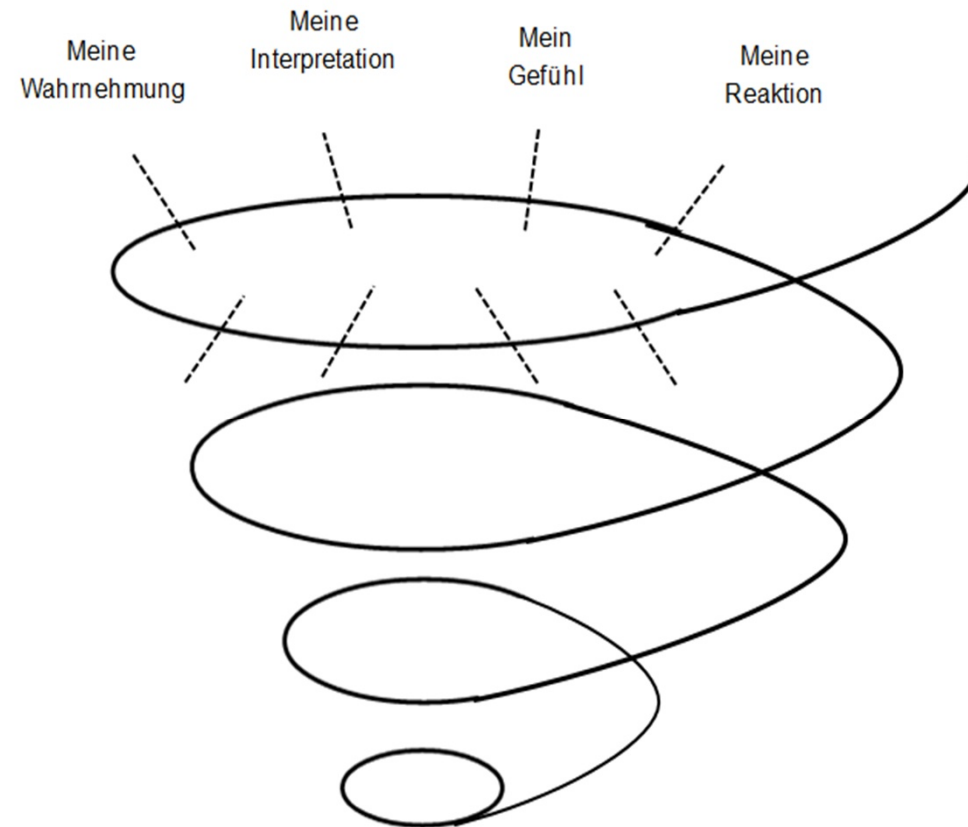
2. Communication-oriented notion of culture and competence



Modified after Johann/Michely/Springer 1998, S. 120 (Orig.: Eikmann1979)

3. (Intercultural) communication as „creating culture together“

- Culture(s) as partially shared horizons
- Transformative learning
- Finding creative solutions (play chess with dices)
- Synergy instead of adaptation
- Mutual development of a common culture



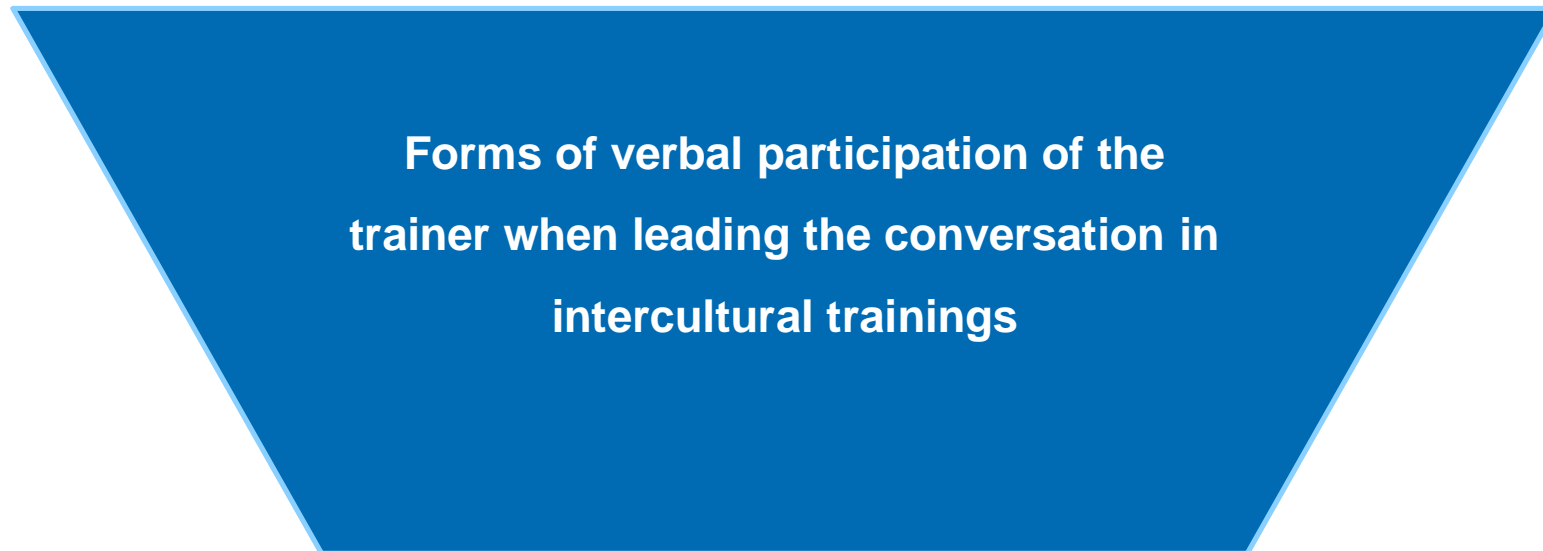
4. Scientifically proved didactics for transformative learning



Culture-reflexive conducting of talk in the trainings

Moderating

Training / teaching



Culture-reflexive interventions

Solidarity to the participants

* Source: Nazarkiewicz 2010

Thank you for your participation!



Download of presentation:
www.consilia-cct.com/de/publikationen.php



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