LDR 810-42, Cross-Cultural Dynamics, Assignment #3

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Revision

Assignment #3 – Essay

1. Write a 5-page essay based on one (1) of the three (3) items below:

a. Write a paper highlighting a cross-cultural experience that involved a project or work-related activity to which you could have applied the Cultural Adjustment Map. Discuss how you utilized or violated the principles of the map. Give a synopsis of, now being aware of the map, how you could have proceeded for a positive outcome.

b. Develop a project plan related to your work that will focus on a cross-cultural strategy and how you would utilize the Cultural Adjustment Map for success in the project.

c. Choose a factual event in a cross-cultural setting from books, media, or personal knowledge in which the Cultural Adjustment Map could be utilized. Discuss if the principles of the Map were utilized or violated. Give a synopsis of how being aware of the map could have led to a better outcome.

2. Paper Outline

a. Begin with an introductory paragraph that has a succinct thesis statement.

b. Address the topic of the paper with critical thought.

c. End with a conclusion that reaffirms your thesis.

d. Use a minimum of eleven scholarly research sources (two books and the remaining scholarly peer-reviewed journal articles).

Interdisciplinary Cross-Cultural Understanding

This essay will discuss cross-cultural training, communication, and interventions. There has never been a time in American history when it has been more important to implement interdisciplinary cross-cultural training and communication. Today's workplaces are more global than ever (Lifintsev, et. al., 2019). Just a few decades ago, workplaces were dominated by Americans. Today's much larger group of employees are from all over the world as companies struggle to identify talent to fill their positions. In a recent survey of 441 global executives from across the world, 70% said that scarcity of global talent is likely to affect their bottom line in the next five years (Wang, & Goh, 2020, p. 273-274). Working across cultures can be challenging and training staff to work effectively interculturally in professional work environments is more crucial than ever (2020; 2019). Lifintsev's students demonstrated the willingness of Generation Z to work in a multicultural business environment, making the world even more interconnected and globalized (2019).

"To address this need, Earley and Ang (2003) introduced the concept of cultural intelligence (CQ) (Wang, 2020), which is defined as the capability to function effectively in intercultural contexts (2020) Over the last ten years, research on CQ has evolved rapidly, and two recent reviews of predictors of intercultural effectiveness both identified CQ as particularly promising (2020). Another study found that social integration plays an important role and "directly impacts team performance or mediates it" (Richter, 2021, p. 35). Activities and programs like informal meetings and events that provide opportunities for getting to know co-workers and building stronger social ties) promote social integration (2021). Increasing CQ is easier with physical meetings, but can be adapted to include virtual opportunities in a GVT

(Global Virtual Teams) environment (2021). To promote social integration in GVTs, leaders can use online collaborative tools, social media connections, mentoring programs, games, and apps (2021).

Taking into account the growing pace of globalization, a rising interdependence among countries, and the emerging role of digital technologies along with the growing share of Gen Zers in the working force worldwide, we can forecast a further interest in cross-cultural interactions and cross-cultural management (Lifintsev, et. al., 2019). Leaders have to pay close attention to making up teams to ensure that the team does not consist solely of those with little CQ (Cultural Intelligence) (Richter, 2021, p. 35. Supervisors and leaders should invest in training programs aimed at improving CQ. and of particular importance is cross-cultural training for the team leaders and managers (2021). When team leaders lack CQ, it stifles growth overall (2021). Today's workplace is as much virtual as it is in-person, including work teams. In both situations, management should ensure that culturally intelligent leaders are in charge of the team, the team consists of some culturally intelligent members, and additional training is provided to the team members who score low on CQ (2021). This article sheds light on the need for more cross-cultural education for any team and is a guide for Christian leaders in modeling the life of Jesus in loving all people and fighting for justice in valuing all human beings (Oduyoye & Vroom, 2021, p. 4-5).

Cross-Cultural Communication

Cultural differences exist between disciplines in bringing together international groups of scholars when working on interdisciplinary projects. Communication problems arise and cross-cultural training is needed because the only solution to communication problems is more (and

better) communication (van Helden, 2022, p. 86). Important improvements come with

interdisciplinary cooperation with better intercultural communication, and it will require effort

from all parties, including translators(2022). As scholarly and academic teams continue to

collaborate on projects worldwide, the problem of communication and publishing the results of

interdisciplinary research will not be remedied by the mere presence of translators (2022). A

broader (inter)disciplinary mindset is advantageous to both research teams and teams outside

academia. Our times call for more sensitive attention to help the human pursuit of knowledge by

training students in cultural differences. (2022).

Cross-Cultural Interventions

In providing interventions for families, programs have had to be updated to provide

interventions for families with different cultural norms. Understanding cross-cultural similarities

and differences in parenting has been needed to develop and implement parenting interventional

(Weisenmuller & Hilton, 2021; Lansford, 2022) Leaders have had to make decisions about which

aspects of parenting programs are transportable across cultures and which aspects need to be

adapted to work in specific cultural contexts (2022) The importance of parents programs and is

that they aim to change parents' knowledge, attitudes, and behaviors in specific ways, The

objective is to remove barriers to foster children's physical, cognitive, social, and emotional

development (2021; 2022). With Behavioral Parenting Training multiple barriers may be present

with individual family needs (2021; 2022)

Efforts are being made to address the barriers described and increase the accessibility and

responsiveness of BPT for diverse family contexts (Weisenmuller & Hilton, 2021). "In addition

to the systemic barriers that interfere with access to evidence-based BPT, there are other

important factors to consider that limit effective delivery and parental utilization in communities where BPT is available" (2021). Intervention programs include children in and out of school. Several behavioral parenting training (BPT) programs have been developed to remediate disruptive, noncompliant, or dysregulated child behavior from early childhood (2021). BPT programs share common targets such as improving the quality of parent-child interactions, increasing reliance on positive reinforcement to motivate desired behavior, and using effective alternatives to physical discipline (2021). As we continue to meet the needs of families from all over the world, crucial cross-cultural training and understanding need to continue. There are indeed multiple barriers present to the accessibility of BPT. Some are cultural, economic, and time barriers, but in addition to the training, we need more social workers, teachers, therapists, counselors, ministers, children parenting and children programs in all churches and agencies to eradicate hopelessness and poverty Oduyoye & Vroom, 2021). Jesus said, "The harvest truly *is* plentiful, but the laborers *are* few (Matthew 9:37).

Rao, Jagannathan, A., and Vani did a comparative study on interventions for religion. They said that adapting to cultural diversity can be complicated, and people and their preferences can be classified into three categories. "Those who follow the religion they are born in, those who belong to a religion are open to accepting other religious practices, and those who do not believe in any religion and abhor religious practices" (2023). These authors believe that it is essential to find common ground wherein people can achieve happiness (2023, p. 31)

The study indicated that the UN has proclaimed the 20th of March as the International Day of Happiness and released the comparative happiness index of all countries worldwide. The UN Sustainable Development strives to promote peace and happiness for world peace.

Recognizing yoga as a practice to achieve health and well-being, the UNGA (United Nations

General Assembly) declared the celebration of International Yoga Day on the 21st of June every

year, wherein people can practice across the Nation" (2023, p, 32)

The study looked at different world religions and summarized that the paths to the

ultimate goal of happiness may be diverse, but they lead the seeker to the same purpose.

"Happiness is a state of mind and the inherent quality of a human being, it becomes essential to

understand the milestones laid by all religions for ultimate happiness. This conceptual framework

helps understand individual and spiritual happiness, which could inspire positive human action,

benefiting humanity" (2023, p. 32). It is important to understand the mindset of those offering

cross-cultural training.

Conclusion

Cross-cultural psychology seeks to discover meaningful links between culture and the

psychology of individuals living in this culture (Shiraev & Levy, 2020). When viewed in the

sociocultural context in which it occurs, cultural psychology gives an understanding of human

behavior in this context (2020). Cultural psychologists attempt to describe how particular

religious views on divorce affect both the behavior and attitudes of young parents in a country.

From a scientific viewpoint, a scientist may be interested in investigating how fundamental

principles of Islam are incorporated into an individual's consciousness and personality traits

(2020). Overall, cultural psychology studies whether, when, and how individuals growing up in a

particular culture tend to internalize that culture's qualities and advocates the idea that mental

processes are essentially the products of an interaction between culture and the individual (2020).
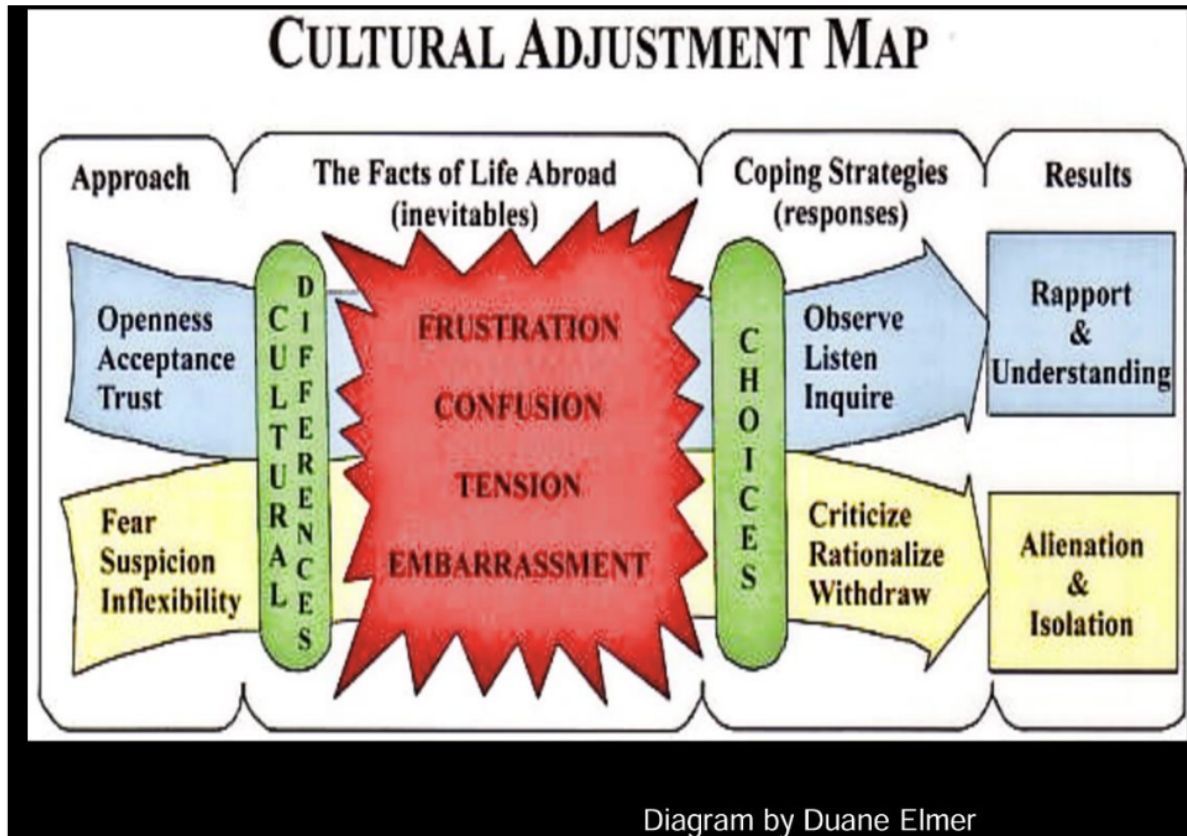
This essay has addressed training, communication, and intervention. Cultural psychology can help with all three because it can help understand that cultures can have both explicit and implicit characteristics (Shiraev & Levy, 2020). The set of observable acts regularly found in culture are explicit characteristics, which are observable practices, and typical behavioral responses, such as saying "hello" to a stranger (2020). Implicit characteristics are inferred and lie behind these regularities based on consistent patterns of explicit culture (2020). Some examples are hidden norms of bargaining, grammar that controls speech, rules of address, or particular behavioral expectations in a standard situation may be viewed as examples of implicit culture (2020). There can be significant variations and dissimilarities within the same cultural cluster (2020). "No society is culturally homogeneous, and there are no two cultures that are either entirely similar or entirely different" (Shiraev & Levy, 2020). As a leader, understanding explicit and implicit behaviors is important, especially in working with people from diverse communities around the globe. Developing a safe culture that allows for conversations for people to get to know each other will build a culture of trust.

Dr. Anderson, "defines racism as speaking, acting, or thinking negatively about someone else solely based on that person's color, class, or culture. A common definition of grace is the unmerited favor of God. Extending such favor and kindness to other human beings is how we Christians demonstrate this grace practically from day to day. When one merges the definition of racism, which is negative, with the definition of grace, which is positive, a new term arises, which is gracism. I define gracism as the positive extension of gracism to others regardless of and sometimes because of their color, class, or culture" (Anderson, 2023). Acts 17:26 teaches us that, "And He has made from one blood every nation of men to dwell on all the face of the earth,

and has determined their preappointed times and the boundaries of their dwellings. The true

miracle of Jesus is how our hearts are transformed, and as our hearts are transformed, so is our

behavior and love for one another.

Cross-Cultural Map Application

CULTURAL ADJUSTMENT MAP

Approach	The Facts of Life Abroad (inevitables)	Coping Strategies (responses)	Results
Openness Acceptance Trust	CULTURAL DIFFERENCES — FRUSTRATION CONFUSION TENSION EMBARRASSMENT	CHOICES — Observe Listen Inquire	Rapport & Understanding
Fear Suspicion Inflexibility		Criticize Rationalize Withdraw	Alienation & Isolation

Diagram by Duane Elmer

b. Develop a project plan related to your work that will focus on a cross-cultural strategy

and how you would utilize the Cultural Adjustment Map for success in the project.

The areas discussed in this essay cross-cultural communication, cross-cultural

interventions, and cross-cultural psychology are all applicable to gaining a better understanding

of people from other cultures. The cultural adjustment map serves as a guide that can be used at

work. A project plan related to my work involves working with the DEI (Diversity, Equity,

Inclusion) committee to create a sense of belonging across cultures. Culturally our staff, students, and families are increasingly becoming more diverse with people from other religions, such as Islam, and eastern religions such as Hindu. The school district encourages school staff to create an inclusive environment by allowing Muslim children to have extra recess or stay in a classroom during lunch while fasting during Ramadan. Some schools may have areas for Muslims to pray. Schools also began displaying showcases for Ramadan, Diwali, and Lunar New Year and the different cultures featured each month. These accommodations have been our attempt to be more open, trusting, and accepting. I believe it is working as more and more students, staff and parents feel comfortable wearing hijabs to school and are seen emerging into the mainstream playing and developing friendships with other students.

This year, we are more balanced. As a Christian leader, it is important not to lose the Christian influence it has had on our society. We are doing a holiday around the world theme celebrating Christmas, Hanukkah, and Kwanzaa. Everyone is feeling celebrated. As a Christian leader, I also want to make sure we do not forget Easter in the Spring. Last year, staff put up a Ramadan showcase, and I want to make sure we keep the around-the-world theme and not downplay our cultural holidays in America. Overall, to decrease tension and fear among our students and staff, deliberate efforts to highlight and celebrate our diverse cultures are working towards developing understanding and rapport in building relationships.

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