LDR 810-42: Cross-Cultural Dynamics (Fall 2024, Subterm B)

Assignment #2 Developmental Readings

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**Source One:** Nguyen-Phuong-Mai, M. (2019). *Cross-Cultural management*. Routledge.

**Comment 1:**

**Quote/Paraphrase:** What is culture? And what are the factors that make us so similar, yet so different from one another? In business, going international means strategically using culture to navigate a new market. With the environment as the core framework, the field of economic geography covers a great variety of other aspects, such as how the distribution of natural resources, long distances, terrain, and climates affect the economy and business culture ([Mai Nguyen-Phuong-Mai](https://www.taylorfrancis.com/search?contributorName=Mai%20Nguyen-Phuong-Mai&contributorRole=author&redirectFromPDP=true&context=ubx) et al., 2019)

**Essential Element: "**Interdisciplinary cross-cultural missions in a global society are essential for fostering understanding, collaboration, and innovation. By integrating diverse perspectives and expertise, these missions can address complex global challenges and promote sustainable development. They encourage the sharing of knowledge and practices across cultures, enhancing the effectiveness of initiatives aimed at improving lives and communities worldwide."

**Additive/Variant Analysis:** Culture encompasses the beliefs, values, norms, customs, and practices shared by a group of people. It includes aspects such as language, religion, art, social behavior, and traditions. Culture shapes how individuals perceive the world and interact with each other, influencing everything from daily routines to societal structures. It can be passed down through generations, adapting over time while retaining core elements that define a community's identity.

**Contextualization:** I've developed a strong desire to learn more about culture, especially considering how it serves as a fundamental strategy for survival. The idea that culture is a dynamic human function fascinates me. It's intriguing to think of it as an "archive" of survival strategies, composed of countless evolving elements that help us advance as a species. Understanding the metaphor of culture as a tree, with group attachment as its trunk and roots, really resonates with me. It highlights our deep connections to each other and our shared experiences. Since we rely on culture over genetics to thrive, exploring its complexities and dynamics feels essential. I'm eager to dive deeper into how these cultural elements shape our identities and influence our behaviors.

**Source Two: Aririguzoh, S. (2022).** Communication competencies, culture, and SDGs: Effective processes to cross-cultural communication. Humanities and Social Sciences Communications, 9(1), 1–11.

**Comment 2:**

**Quote/Paraphrase:** Effective cross-cultural communication seeks to change how messages are packaged and sent to people from diverse cultural backgrounds. Cross-cultural communication competencies make it crucial to appreciate and respect noticeable cultural differences between senders and receivers of information, especially in line with the United Nations' (UN) recognition of culture as an agent of sustainable development.

**Essential Element:** Cross-cultural communication requires an interdisciplinary approach. It involves literacy in anthropology, cultural studies, psychology, and communication. The differences in the meanings relate to the perspectives we take when interacting with people from other cultures.

**Additive/Variant Analysis:** Intercultural describes communities in which there is a deep understanding and respect for all cultures. Intercultural communication focuses on the mutual exchange of ideas and cultural norms and the development of deep relationships. In an intercultural society, no one is left unchanged because everyone learns from one another and grows together. The Intercultural Training and Consulting program at Spring Institute is committed to promoting mutual respect among cultures by strengthening intercultural understanding within organizations

**Contextualization:**  In my ministry, understanding cross-cultural dynamics is essential. I see cross-cultural exploration as a way to appreciate and learn from the diverse backgrounds of those we serve. By fostering open communication and recognizing our differences, we can encourage personal growth within our community members, even though it may not lead to broader societal shifts immediately. It’s important to be aware that often one culture is viewed as the standard, which can influence how others are perceived. By actively challenging this notion, I aim to create a more inclusive environment that values every culture’s unique contributions to our ministry.

**Comment 3:**

**Quote/Paraphrase:** The culture industry encourages economic growth through cultural tourism, handicraft production, creative industries, agriculture, food, medicine, and fisheries. Culture is learned social values, beliefs, and customs that some people accept and share collectively. It includes all the broad knowledge, beliefs, art, morals, law, customs, and other experiences and habits acquired by man as a member of a particular society.

**Essential Element:** In a world where cultural diversity is increasingly recognized as the norm, the importance of effective intercultural communication cannot be overstated. Such communication fosters empathy and helps individuals navigate the complexities of different cultural backgrounds. By understanding the values, beliefs, and practices of varied cultures, we can reduce misunderstandings that often stem from differing cultural norms.

**Additive/Variant Analysis:** Moreover, promoting tolerance is critical in today's interconnected world. Misconceptions and stereotypes can lead to hostility and division; however, through education and open dialogue, societies can work towards dismantling these barriers. Interdisciplinary approaches—drawing from fields such as sociology, anthropology, communication studies, and psychology—enhance our understanding of how culture influences behavior and thought processes. This holistic perspective encourages respectful interactions and informs policies that embrace diversity. In conclusion, as we engage in a globalized society, the cultivation of intercultural understanding becomes increasingly pivotal. By nurturing empathy and encouraging tolerance through interdisciplinary efforts, we lay the groundwork for a more harmonious coexistence among nations and cultures.

**Contextualization:** Working groups can be assembled in a way that creates several kinds of group diversity. A kind of diversity that is increasingly important to science is disciplinary diversity. In recent years interdisciplinary research has rapidly become the norm, that is, research involving scholars from different disciplines collaborating to develop terminology, research approaches, methodologies, or theories that are integrated across multiple disciplines to address broader problems that a single disciplinary approach can address. There is an accepted understanding that interdisciplinary research will foster important ideas beyond the boundaries of a single discipline, even creating new disciplines. Further, there is some evidence that increasing the interdisciplinarity of the research team will increase the originality and creativity of the outcomes [

**Source Three:** Clarke, L. W. (2020). Walk a Day in My Shoes: Cultivating Cross‐Cultural Understanding Through Digital Literacy. The Reading Teacher, 73(5), 662–665. <https://doi.org/10.1002/trtr.1890>

**Comment 4:**

**Quote/Paraphrase:** Walk a Day in My Shoes is a curricular project designed to provide a starting point for teachers to cultivate cross‐cultural understanding among elementary‐age students. In this curricular project, students created their own digital stories about a day spent in their shoes. Through photography, writing, and digital storytelling, each student re‐created a typical day in their life.

**Essential Element:** The Interdisciplinary Cross-Cultural Understanding application is essential for developing the cultural identities of individuals, recognizing that each person brings a unique perspective shaped by their distinct social backgrounds. This framework categorizes cultural identification into two key components: personal self-identification and identification with others. By fostering awareness of these dimensions, the application enhances interpersonal interactions and promotes deeper cross-cultural connections.

**Additive/Variant Analysis:** it’s time to combine our cross-cultural knowledge with our observations to recognize what emotions might be at play by seeing things from our counterpart's perspective. Get into their mindset and understand what emotions might be driving their behavior. It's important to try to understand things from their perspective. For instance, when you notice someone who is quiet and not participating in meetings, it could be due to their cultural background, which often emphasizes non-verbal communication or respect for hierarchy. Their silence may stem from a fear of expressing themselves in front of a superior, rather than indicating they lack ideas or confidence. Recognizing these underlying emotions can help us create a more inclusive environment.

**Contextualization:** Understanding the emotions and behaviors of others is crucial, especially when we consider their cultural backgrounds. For instance, if there's someone who seems quiet during a meeting, it’s important to recognize that asking them to contribute might only heighten their discomfort. A more effective approach could be to reach out to them afterward for a one-on-one conversation, especially when their supervisor isn’t around. If I find myself frustrated with the slow decision-making processes of my colleagues from a different country or race, it's essential to reflect on the cultural emphasis on hierarchy and consensus. This awareness not only fosters empathy but also highlights the importance of incorporating extra time into our planning to accommodate these cultural dynamics.

**Comment 5:**

**Quote/Paraphrase:** Through photography, writing, and digital storytelling, each student re-created a typical day in their life. Then, these stories were shared and exchanged among six global classrooms in the United States, Morocco, France, Romania, Malaysia, and Ireland. The goal of this project was to support students in learning about others and, at the same time, learning about themselves as part of a global community. The author describes this project and presents other ways that teachers can use literacy to create cross‐cultural experiences for their students.

**Essential Element:** Interdisciplinary Cross-cultural Understanding produces

Empathy—understanding how others feel—is necessary for any leader. By recognizing the emotions that others might be experiencing and walking in someone else’s shoes, we can know how to best engage with them. To a great extent, empathy relies on understanding the norms and values of the society we work or live in and how emotions are tied to those

**Additive/Variant Analysis:** Different cultures have varying communication styles, which can be more direct or indirect than what we are accustomed to. They may establish trust through different methods, relying more or less on personal connections in business. Additionally, emotions may be expressed in a more assertive or reserved way. This can make it seem like we face additional challenges when trying to empathize with someone from another culture and understand their unique perspective.

**Contextualization:** My Goal: Cultivating Empathy for Greater Connection and Collaboration: I aim to embrace empathy as a cornerstone of my professional interactions. By recognizing empathy not as a hurdle, but as an essential opportunity, I will enhance my ability to communicate, collaborate, and create with colleagues and customers from diverse cultural backgrounds. To achieve this goal, I will actively listen and seek to understand different perspectives, appreciating the richness that diverse experiences bring to the table. By fostering an environment where everyone feels valued and heard, I hope to cultivate meaningful relationships that encourage open dialogue and innovation. Moreover, I recognize that empathy is crucial in understanding the nuances of global markets. I will strive to learn about cultural differences and tailor my interactions to meet the needs of diverse clientele, ensuring that I provide a high level of service that resonates with them. Ultimately, my commitment to cultivating empathy will not only facilitate smoother collaboration but will also inspire a more inclusive and creative atmosphere. I am determined to turn potential obstacles into valuable opportunities for connection, growth, and collective success.

**Source Four:** Gyasi, J. F., Zheng, L., & Long, M. (2021). Reflecting on the Past to Shape the Future: A Systematic Review on Cross-Cultural Collaborative Learning from 2011 to 2020. Sustainability, 13(24), 13890. mdpi. <https://doi.org/10.3390/su132413890>

**Comment 6:**

**Quote/Paraphrase:** In a cross-cultural learning environment, individuals acquire new skills, knowledge, and attitudes by engaging and interacting with others from different cultural backgrounds. Cross-cultural collaboration requires interaction which can be achieved through different approaches. The first approach is to adopt technology integration and the second approach is without technology integration. Collaboration among learners in an online setting promotes cultural awareness and increases lexical and cultural knowledge

**Essential Element:** Interdisciplinary cross-cultural communication is essential for addressing complex global research challenges. These tasks increasingly necessitate the formation of teams that integrate diverse skills and perspectives, enabling collaboration across disciplinary, organizational, and national boundaries.

**Additive/Variant Analysis:** An essential element for a cross-cultural society is the development and deployment of future directions in cross-cultural studies by scholars who possess deep local knowledge of under-studied countries and regions. This insight is vital for fostering a more inclusive understanding of diverse cultures and ensuring that all perspectives are considered in global discourse.

**Contextualization:** Therefore according to the Cross-Cultural Values by Jamie Lynn Goodwin, Andrew Lloyd Williams, and Patricia Snell Herzog (2020), future directions of cross-cultural studies need to be developed and deployed by scholars steeped in the local knowledge of under-studied countries and world regions. To advance the field beyond its colonialist roots, this paper provides readers with knowledge from a broad range of backgrounds with an organized understanding of the progress in the field of cross-cultural studies over the recent past, to better understand what is needed shortly

**Source Five:** Yuan Liao, & Thomas, D. C. (2020). *Cultural intelligence in the world of work: past, present, future*. Springer.

**Comment 7:**

**Quote/Paraphrase:** Again, cultural intelligence is the capability to function effectively across a variety of cultural contexts, such as ethnic, generational, and organizational cultures. CQ has some similarities with various approaches to cultural competence, but it differs in its specific ties to intelligence research. As a result, the emphasis is not only on understanding different cultures but also on problem-solving and effective adaptations for various cultural settings.

**Essential Element:** This book provides a comprehensive review of both the theoretical development and empirical study of the concept of cultural intelligence. A review of previous work on cross-cultural competence offers a historical backdrop against which the two main theories of cultural intelligence are presented. Additionally, it emphasizes the essential interdisciplinary nature of understanding cultural intelligence, drawing insights from fields such as psychology, anthropology, education, and sociology to enrich the comprehension of how individuals navigate diverse cultural contexts.

**Additive/Variant Analysis:** In this exploration, we delve into cultural intelligence at both the group and organizational levels. This comprehensive review not only highlights the current understanding of the topic but also sets the stage for future discussions and research directions in the field of cultural intelligence. For scholars in organizational psychology, this serves as an invaluable resource for understanding and applying the concept effectively.

**Contextualization:** In reading Yuan Liao and Thomas's book, I’ve come to understand that cultural intelligence goes beyond mere awareness or sensitivity to different cultures. It emphasizes the importance of grasping the subtle nuances that define various cultural contexts. This understanding empowers individuals to engage successfully across diverse cultures. Cultural intelligence isn’t just about knowing facts; it requires adaptability and a willingness to learn from intercultural experiences. It's the capability to apply that knowledge to enhance future interactions. What stands out to me is that individuals with high cultural intelligence may not be experts in every culture, but they possess the skills to navigate new environments confidently. They can make informed decisions by keenly observing and analyzing their surroundings. This perspective has enriched my appreciation for the complexity of cultural dynamics and the importance of continual learning in fostering effective intercultural relationships.

**Comment 8:**

**Quote/Paraphrase:** An important feature of the review of the empirical work on cultural intelligence is that results are discussed in terms of the relationship of the four sub-dimensions of the Cultural Intelligence Scale (CQS) and also that results using the Short Form Cultural Intelligence Scale (SFCQ) and other measures of the concept are included.

**Essential Element:** Cultural Intelligence (CQ) is comprised of motivational, cognitive, metacognitive, and behavioral components. Cross-cultural exposure does not automatically lead to CQ. CQ can be trained using various interventions.CQ offers many benefits for those living and working in intercultural contexts, as well as for overcoming our differences at home.

**Additive/Variant Analysis:** CQ Drive (Motivation): Cultural intelligence starts with the drive that leaders must try and adapt to a culturally different environment. The cultural intelligence drive involves the enjoyment a leader gets from cultural differences, the tangible benefits they receive, and the confidence they have in approaching these situations. This cultural intelligence drive helps leaders desire to fit in well in their new culture for successful services locally and internationally

**Contextualization: Awareness:** It all starts with being aware that different countries have different ways and times of doing things. My way is not the way (and neither is theirs). As in marriage, a common culture is to be developed over the years. And this takes time, and patience but mostly the will to truly understand what drives the person or the organization you are dealing with.

**Preparation**: Before you meet a foreign colleague, it's good to take the time to read up on their country’s rituals and etiquette. Should you address your colleague by their first name or not? Something simple like how to greet them is probably culturally determined. In some countries, a hug, a tap on the shoulder, or a kiss are quite normal, whereas in others these come close to harassment. You should not aim for a perfect mastery of their etiquette, though. The fact that you’ve taken the trouble to do some research and that you try to do things right is often enough to show people that you care.

**Source Six:** Schutz, P. A., & Muis, K. R. (2023). Handbook of Educational Psychology. Taylor & Francis.

**Comment 9:**

**Quote/Paraphrase:**  It is important to keep in mind that implicitly or explicitly our assumptions and beliefs about the nature of reality, knowledge, and science influence how our theories are developed, what we research, the research methods we use to investigate those areas, and how we put what we learn into practice. Thus, our goal in this section was to explicate some of those basic issues

**Essential Element:** A cultural Adjustment Map is needed because Understanding cultural differences isn’t easy, even when you’ve lived in many different countries (disclosure: I’m a Brit, grew up in Southeast Asia, lived and worked in Switzerland and the US, and now live and work in France). Just when you think you’ve got a culture nailed, something happens that your mental model hasn’t predicted.

**Additive/Variant Analysis:** Furthermore, An essential element to consider in our work is the inclusion of diverse perspectives, such as inquiry worldviews and Critical Race Theory. This is complemented by chapters that explore cultural, situational, and systems approaches to inquiry. Additionally, addressing the “so what” questions is crucial; thus, we must also consider the policy implications of our work, emphasizing the importance of thinking about how our findings can inform and shape policy**.**

**Contextualization:** Cultural intelligence is essential in understanding how culture shapes organizational dynamics. As highlighted by Harunavamwe and Palmer (2020), culture serves as a vital repository of knowledge, meaning, and values that profoundly influence our interactions and decisions. It encompasses both explicit and implicit behaviors, transmitted through symbols and representing the unique contributions of different groups. Culture isn't just about traditional ideas; it is also about the values we associate with them. This creates a dual role for cultural systems; they are both the product of human actions and powerful influences on future behaviors. Understanding this interplay is crucial for developing cultural intelligence within any organization.

**Source Seven:** Harunavamwe, M., & Palmer, V. (2020). Exploring cultural intelligence in the South African working context. *Journal for New Generation Sciences*, *18*(2), 16–29. https://doi.org/10.10520/ejc-newgen-v18-n2-a2

**Comment 10:**

**Quote/Paraphrase:** The greatest challenges facing the world today include adjusting to globalization, technological advancement, and improved modes of mobility, which have all resulted in massive diversity. Organizational leaders struggle to interact with and manage individuals from culturally diverse backgrounds. Scholars of cultural intelligence (CQ) have emphasized its importance in modern business and society globally and have particularly devoted attention to the concept. The increasing need to interact with people from other ethnic and national groups, both locally and globally, has accentuated the need for business leaders to work together. The aim of

**Essential Element:** Innovation has become critically important and innovation for the Cultural Adjustment Map comes best from well-led discourse; from culturally diverse groups led by leaders with high levels of cultural intelligence who actively seek to encourage differences

**Additive/Variant Analysis:** Adding that communicating effectively across cultural differences, understanding how to negotiate complex social situations, and being familiar with the customs and norms of many cultures are important skills in today’s organizations. Thus, most employees need to understand that they work with, serve, and are surrounded by people with different mindsets and expectations based on different backgrounds. Previous studies indicate that certain abilities and attributes allow some individuals to be more effective during cross-cultural communication, making them more aware of misunderstandings and miscommunication emanating from cultural differences

**Contextualization:** Cultural intelligence has its roots in culture, and to understand CQ one needs to understand the role of culture in the organization. In this context, culture is viewed as a repository of knowledge, meaning, and values that permeate all aspects of human life. Culture consists of patterns, explicit and implicit, of and for behavior acquired and transmitted by symbols, constituting the distinctive achievements of human groups, including their embodiment in artifacts. The essential core of culture consists of traditional ideas and their attached values. Cultural systems may, on the one hand, be considered as products of action, and on the other, as conditional elements of future action

**Comment 11:**

**Quote/Paraphrase:** A leader is best recognized when people in the organization barely know a leader exists, but his work is done, his aim is fulfilled and people in the organization say we did it ourselves. Nandeesh N S, Dr. Y Narasimha Raja, and Dr. Arabinda Bhandari quoted (Lao Tzu (circa 500 BC). A leader should have a vision and motivate his team to follow it to make it a reality. If the actions of a leader inspire others to work more, contribute more, and dream more, you are a leader (John Quincy Adams) quoted by authors.

**Essential Element:**  Cross-cultural leadership involves leading teams in culturally diverse settings by integrating various cultural perspectives. Essential skills for cross-cultural leadership include cultural awareness, adaptive communication, empathy, inclusivity, and conflict resolution.

**Additive/Variant Analysis:** The expatriate managers' experience, gathering members of a work group or team members from a variety of cultural backgrounds. These expatriate managers will be surprised when they come across the managing of different cultured work teams and the leadership challenges they encounter.

**Contextualization:** Cross-cultural leadership is the “capacity of a leader to accept others as they are, to accept their culture, to be open-minded and flexible when making decisions, and act as such” explained Oana Hudea, a lecturer at the University of Bucharest. Sherwood Lingenfelter (2019) a provost emeritus and senior professor of anthropology at Fuller Theological Seminary, explained cross-cultural leadership as, “building a community of trust among people who come from two or more cultural traditions that provoke a clash of world views.

**Source seven:** Mihaela Simionescu, Cristinel Vasiliu, Corina-Georgiana Serban (Patrintas, Bichel, A.-N., & Oana Simona Hudea. (2023). Towards a modern leadership: Sustainable development-oriented management. *Amfiteatru Economic*, *25*(Special 17), 1024–1024. https://doi.org/10.24818/ea/2023/s17/1024

**Comment 12:**

**Quote/Paraphrase:** Leaders represent the key actors of an organization, both appreciated for their success and deemed liable for any failure. During the last decades, they have become subjects of high interest, mainly as for the leadership styles, thoroughly analyzed by specialists in terms of organizational and employee effectiveness (Abbas and Ali, 2023).

**Essential Element:** Efficient communication, cohesion, and the development of personal relationships are essential for creating a productive and pleasant work environment.

**Additive/Variant Analysis:** The output reflects the appreciation that the employees operating in the organizational environment manifest concerning the features of sustainability-oriented leaders, as well as their long-term role in promoting sustainability. Furthermore, the implications regarding the promotion of good practices in sustainability, among both managers and employees, are identified, taking into consideration the dynamic rhythm of the business/organization environment and the ever-complex sustainability-related requirements.

**Contextualization:** To better understand the nature of such a connection and to explore the synergy between leadership and sustainability, researchers and professionals in management and organizational behavior should take steps towards a rather holistic approach. Such an integrative approach could shed light on how leadership styles and the specific features of leaders might influence, support, or even inhibit organizational efforts to reach sustainability-related goals.

Additionally, the consideration of diversity in leadership is crucial. Diverse leadership teams bring a range of perspectives and experiences, which can enhance problem-solving and innovation, particularly in sustainability initiatives. From the perspective of stakeholders, transformational leadership is particularly relevant in today’s context of virtual interactions. According to Chamakiotis, Panteli, and Davison (2021), this style is characterized by inspirational motivation and individualized attention, making it an effective choice for fostering inclusive environments where diverse voices are heard and valued. By integrating considerations of diversity with leadership and sustainability efforts, organizations can promote a more equitable approach that aligns with broader social goals.

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