Outreach: Building Cross-Cultural Competence (3C) in the Total Force

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Overview

• 5Ws
  • Why?
  • Who?
  • What?
  • When?
  • Where?
Why Build 3C in the Total Force?

- Navigating cultural differences present strategic, operational & tactical challenges
- Total Force must be globally aware
- Total Force must be adept at interacting with people of different backgrounds
- Total Force must be able to influence and negotiate with people who think and behave differently
- Leaders & operators must adapt across cultural lines & differences
  - 3C can have a positive impact on overall mission
Who Is Building 3C for the Total Force?

- Many organizations; generally Service (silos) specific

  for the purposes of this presentation...

- Defense Equal Opportunity Management Institute (DEOMI)

- Defense Language & National Security Education Office (DLNSEO)
What Are They Doing to Create Outreach?

- Conducting 3C Research
- Developing a 3C Model
- Launching the 3C Knowledge Portal
- Providing Outreach
What is the 3C Knowledge Portal?

- 3C Knowledge Portal
  - Provides tools & resources
  - Promotes discovery & learning
  - Produces more effective leaders and operators

  - Knowledge Portal cultivates 3C through
    - E-learning
    - Video vignettes
    - Avatar & virtual training
    - Science & literature
    - Assessments
    - Knowledge sharing
    - Research development & publications
When Did This Happen?

- 3C Knowledge Portal design & development began 2010
  - Portal launched Sep 2011

- DoD began 3C research efforts in 2008
  - What is 3C?
  - Who needs 3C?
  - How do you train the Total Force on 3C?

- 3C Developmental Model created in 2012

Let’s look at the historical evolution of the DoD 3C Model
Historical Evolution of the DoD 3C Model

- DoD issued a requirement to build cross-cultural learning objectives for all DoD military and civilian personnel
  - RACCA Work Group II convened in 2008
- Cognitive Performance Group refined RACCA’s findings
- NAWCTSD conducted literature review and preliminary validation efforts using findings from previous military studies
A Conceptual Approach to 3C

**CORE COMPETENCIES**

**Thinking Factors**
- Applying Cultural Knowledge
- Organizational Awareness
- Cultural Perspective-Taking

**Connecting Factors**
- Communication
- Interpersonal Skills
- Cultural Adaptability

**CORE ENABLERS**

**Resilience Factors**
- **SELF:**
  - Self Confidence
  - Self Identity
  - Optimism
- **EMOTION:**
  - Stress Resilience
  - Emotion Regulation
- **COGNITION:**
  - Tolerance for Ambiguity
  - Low Need for Closure
  - Suspending Judgment
  - Inclusiveness

**Engagement Factors**
- **LEARNING:**
  - Learning through Observation
  - Inquisitiveness
- **INTERACTION:**
  - Social Flexibility
  - Willingness to Engage
  - Empathy
Seminal Research: DoD Model Validation

- Independent 3C research efforts simultaneously employed in 2011:
  - ARA study (Rasmussen et al., 2011)
    - Developed a 3C model based on interview data with expert operators
  - DLNSEO-DEOMI study (Reid et al., 2011)
    - Conducted a secondary research investigation as a means to synthesize previous findings through content analysis and data reduction
<table>
<thead>
<tr>
<th>Cultural Reasoning</th>
<th>Baseline (101)</th>
<th>Intermediate (201)</th>
<th>Advanced (301)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inclusiveness; Tolerance for cultural uncertainty; Self-efficacy</td>
<td>* Recognizes existence of other worldviews * Develops cultural scripts based on cross-cultural mental models * Suspends judgment</td>
<td>* Refines cultural scripts based on cross-cultural mental models * Develops cultural explanations of behaviors * Suspends judgment * Engages in cognitive flexibility</td>
<td>* Applies cultural scripts based on cross-cultural mental models * Applies cultural explanations of behaviors: sense-making * Suspends judgment * Engages in cognitive flexibility</td>
</tr>
<tr>
<td>Intercultural Interaction</td>
<td>Patience; Inquisitiveness; Willingness to engage; Openness to Experience; Self-efficacy</td>
<td>* Develops self-monitoring skills * Develops cognitive complexity * Develops nonverbal &amp; verbal communication skills * Develops survival language skills * Understands the elements required for communication planning * Develops trust building tactics * Develops negotiation skills</td>
<td>* Applies self-monitoring skills * Demonstrates cognitive complexity * Demonstrates nonverbal &amp; verbal communication skills * Develops language proficiency * Engages in communication planning * Demonstrates trust building tactics * Demonstrates negotiation skills</td>
</tr>
<tr>
<td>Cultural Perspective-Taking</td>
<td>Tolerance for cultural uncertainty; Self-efficacy</td>
<td>* Acquires cultural knowledge * Learns through observation * Learns the rules about survival language and expressing nonverbal behaviors; sociolinguistics</td>
<td>* Applies cultural knowledge * Learns through observation * Demonstrates cognitive complexity * Advances the understanding of one’s own and other cultures</td>
</tr>
<tr>
<td>Cultural Learning</td>
<td>Inquisitiveness; Openness to Experience; Self-efficacy</td>
<td>* Recognizes the importance of self-monitoring * Engages in reflection &amp; feedback processes * Perceives and understands emotions</td>
<td>* Applies self-monitoring skills * Engages in reflection &amp; feedback * Applies emotion regulation strategies * Manages attitudes towards cultures</td>
</tr>
<tr>
<td>Self-Regulation</td>
<td>Resilience; Emotional stability; Self-efficacy</td>
<td>* Develops self-monitoring skills * Engages in reflection &amp; feedback strategies * Develops emotion regulation strategies * Understands attitudes towards cultures</td>
<td>* Advances the understanding of one’s own culture</td>
</tr>
<tr>
<td>Self-Awareness</td>
<td>Leveraging personality attributes; Self-efficacy</td>
<td>* Understands self in a cultural context * Understands the factors that shape one’s worldview * Understands self in a cross-cultural context</td>
<td>* Refines concept of self in a cultural context * Refines understanding of the factors that shape one’s worldview * Refines concept of self in a cross-cultural context</td>
</tr>
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DoD 3C Developmental Model

- The current 3C framework addresses the limitations of existing models by incorporating the key components of various established 3C models to form a cohesive 3C developmental model.

- A draft policy mandating foundational 3C instruction (aka “3C Baseline”) for all military personnel and select DoD civilian personnel is currently being coordinated for approval within the *DoD Instruction 5160.70*.
Where Can You Find The 3C Knowledge Portal?

www.defenseculture.org

Open to the public; access from anywhere
Questions?

www.defenseculture.org