



AIR UNIVERSITY

**The “What”:  
Cross-Cultural  
Competence**

*We Produce the Future*

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# C-R-L Defined



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## Culture

The creation, maintenance and transformation across generations of semi-shared patterns of meaning, sense-making, affiliation, action and organization by groups.

## Region

Information about particular places or parts of the world. In the military, it usually focuses on:

- State-level phenomena
- Geographic areas
- Int'l organizations

## Language

A means of communicating through conventionalized signs, sounds, gestures or marks that have meanings in a particular cultural context.



# Culture Clarified



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**Culture**

- Culture **shapes** how we think, act and feel.
- Culture is less a task than the **conditions** under which the military operates.

It is “more realistic to say that ...  
**people *live culturally*, rather  
than *live in cultures*.**”

– Tim Ingold (1997)

## Challenges:

### 1. Balance

similarity

difference



### 2. Holism vs. time constraints

“What should I pay attention to if everything is connected?”

### 3. Counter-cultural

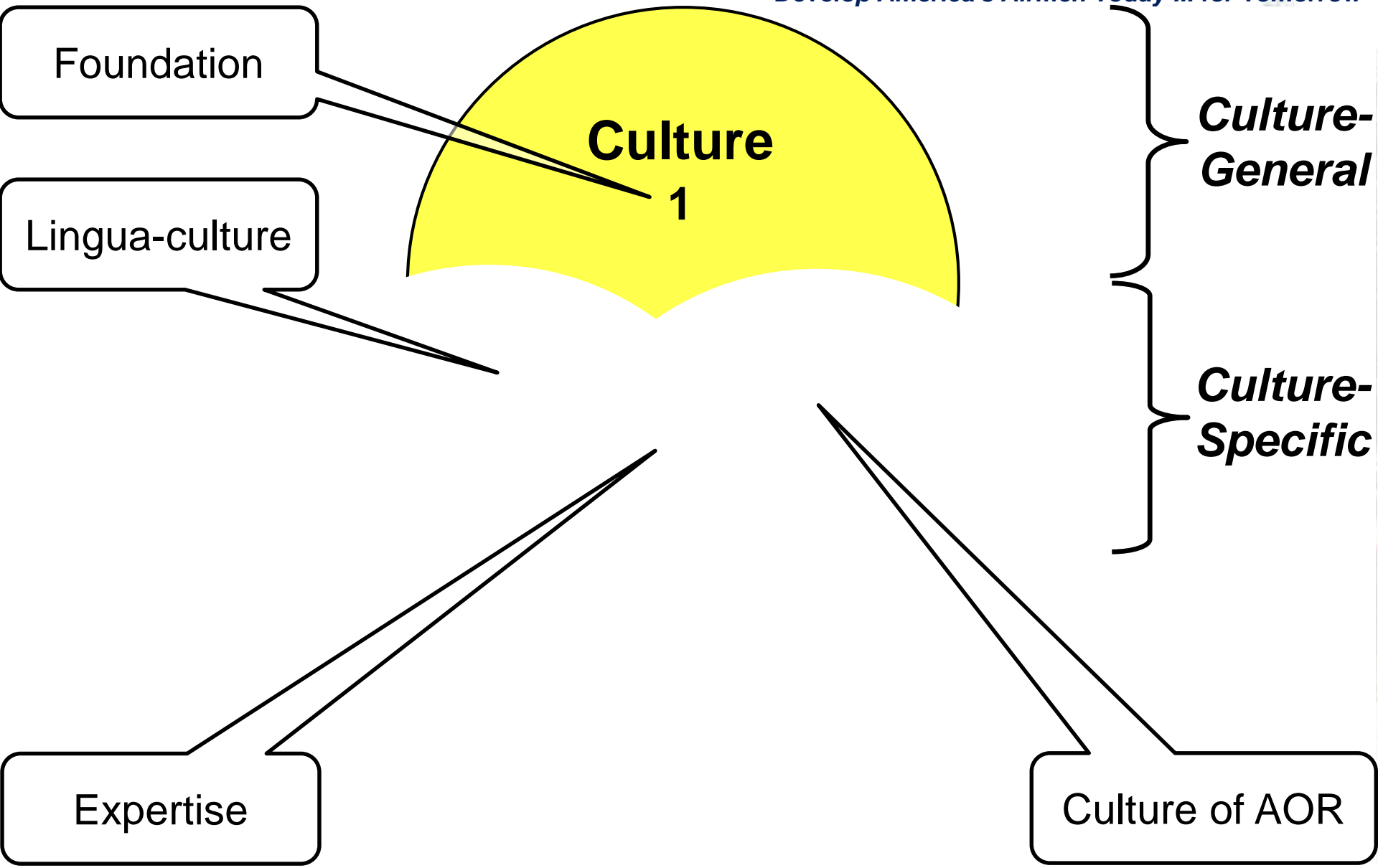
“I need to do what? But I’m a...”



# C-R-L Related → 3C



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# Conceptual Approaches to Culture-General



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## Conceptual Cacophony

- |                            |                               |
|----------------------------|-------------------------------|
| i. Cultural acuity         | xii. Cultural flexibility     |
| ii. Cultural adaptability  | xiii. Cultural fluency        |
| iii. Cultural agility      | xiv. Cultural intelligence    |
| iv. Cultural appreciation  | xv. Cultural knowledge        |
| v. Cultural astuteness     | xvi. Cultural literacy        |
| vi. Culturally attuned     | xvii. Cultural performance    |
| vii. Cultural awareness    | xviii. Cultural proficiency   |
| viii. Cultural behaviors   | xix. Cultural savvy           |
| ix. Cultural communication | xx. Cultural sensitivity      |
| x. Cultural capabilities   | xxi. Cultural skills          |
| xi. Cultural expertise     | xxii. Cultural terrain nav.   |
|                            | xxiii. Cultural understanding |

*Some shortcomings ...*



# Cross-Cultural Competence (3C)



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**“The ability to quickly and accurately comprehend, then appropriately and effectively act, in a culturally complex environment to achieve the desired effect.”**

✓ *A cluster of KSAs*

any

**Competence:**

- ✓ *Linked to an end-state*
- ✓ *Not a proficiency level*

**Culture-General:**

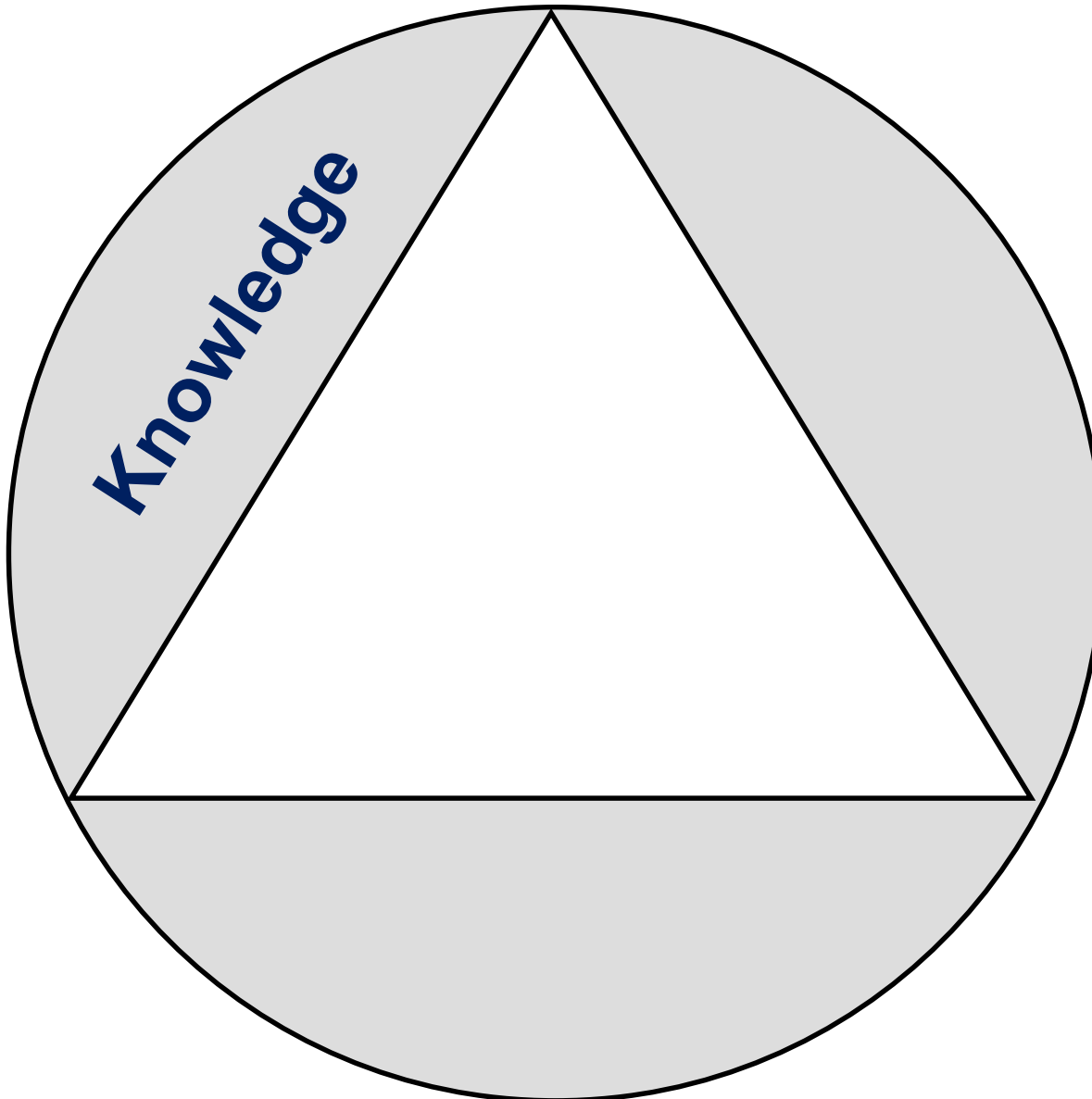
- ✓ *Transferable (applicable anywhere)*
- ✓ *Sustainable (institutionally)*



# Elements of 3C



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**A. Culture concept**

**B. Holism**

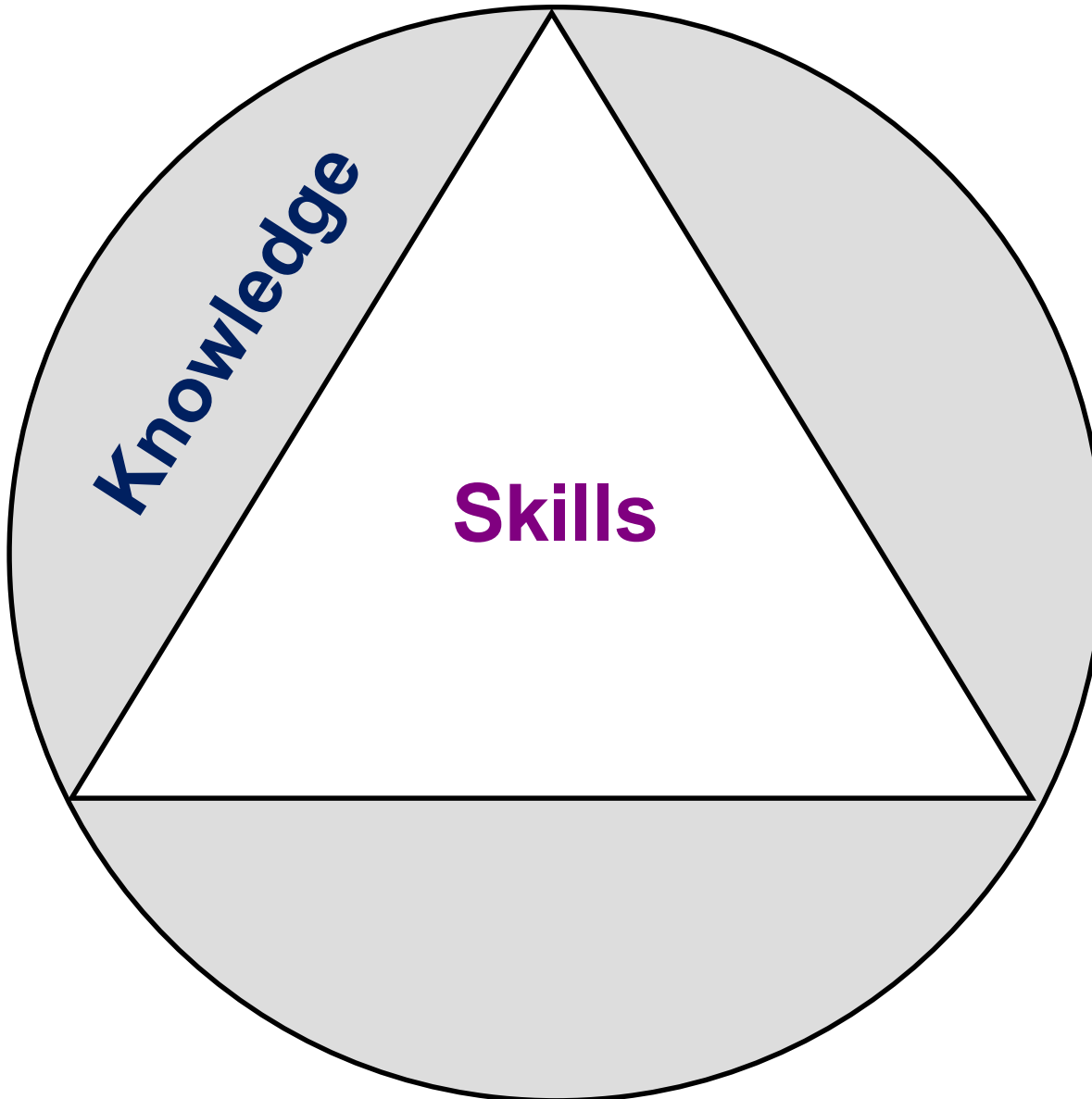
- 1. Family & Kinship**
- 2. Religion & Spirituality**
- 3. Sex & Gender**
- 4. Politics & Social Relations**
- 5. Economics & Resources**
- 6. Time & Space**
- 7. Language & Communication**
- 8. Technology & Material**
- 9. History & Myth**
- 10. Sustenance & Health**
- 11. Aesthetics & Recreation**
- 12. Learning & Knowledge**



# Elements of 3C



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**A. Communication**

**B. Negotiation**

**C. Inter-personal  
relations**

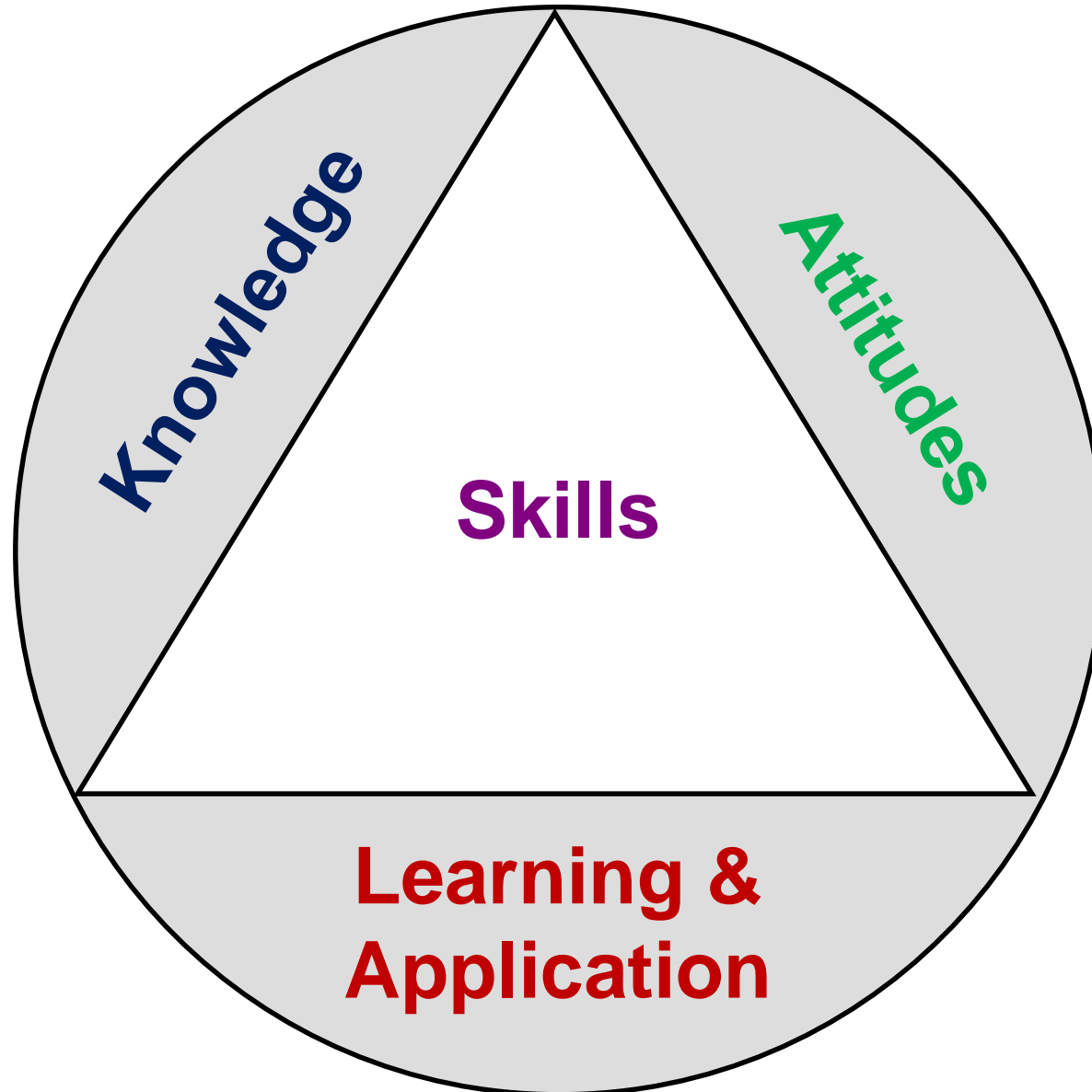




# Elements of 3C



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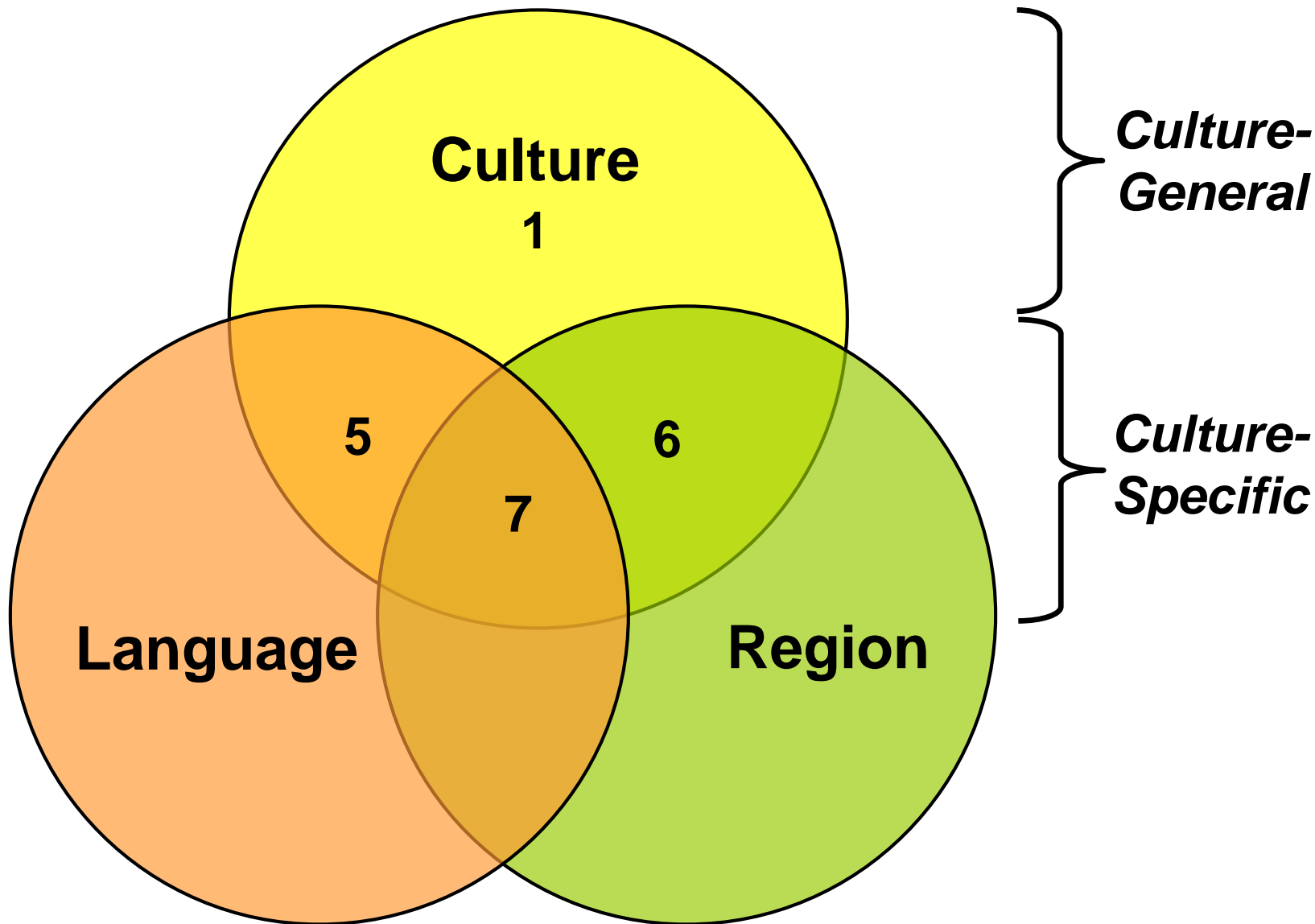
1. Openness to cultural differences
2. Relativism
3. Belief that change is possible
4. Tolerance of ambiguity
5. Acceptance of lack of closure



# Tailoring 3C to Needs



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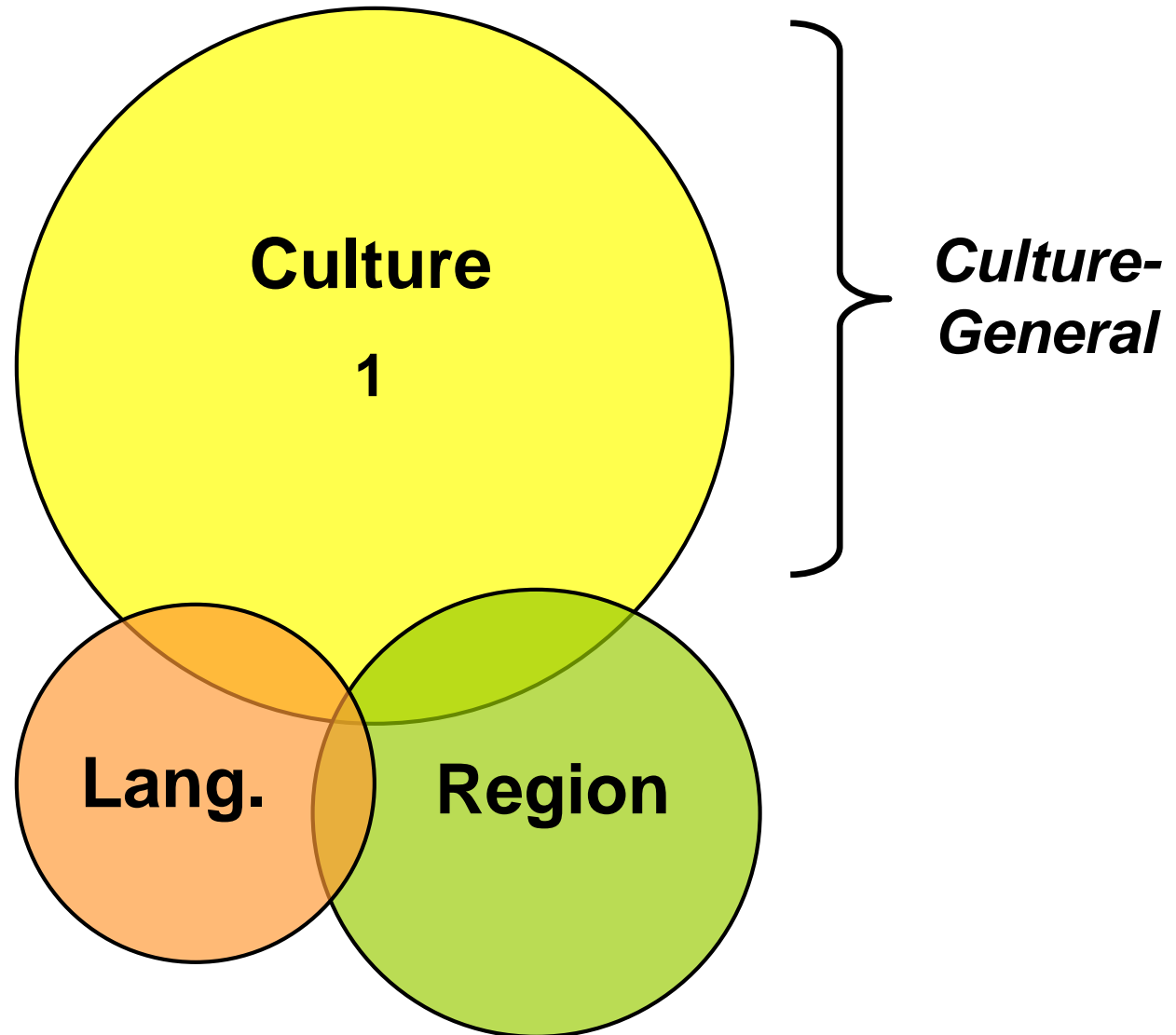




# GPF – baseline & refresher



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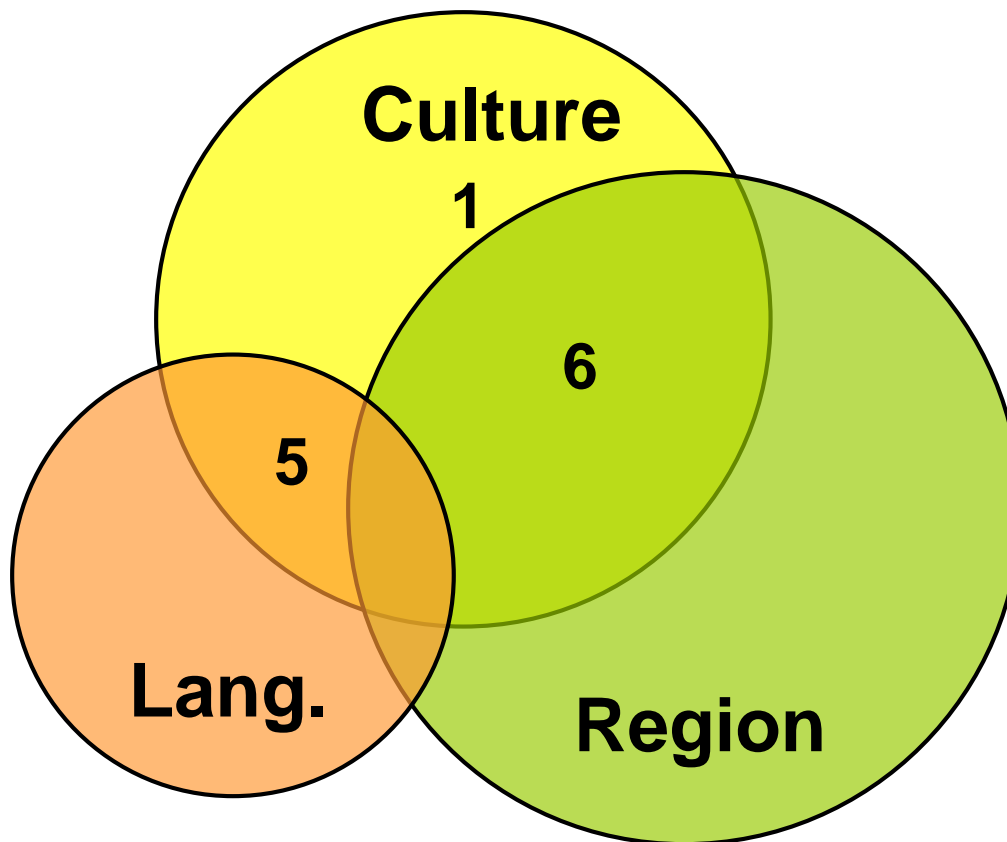




# GPF – deploying



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***Culture-  
General***

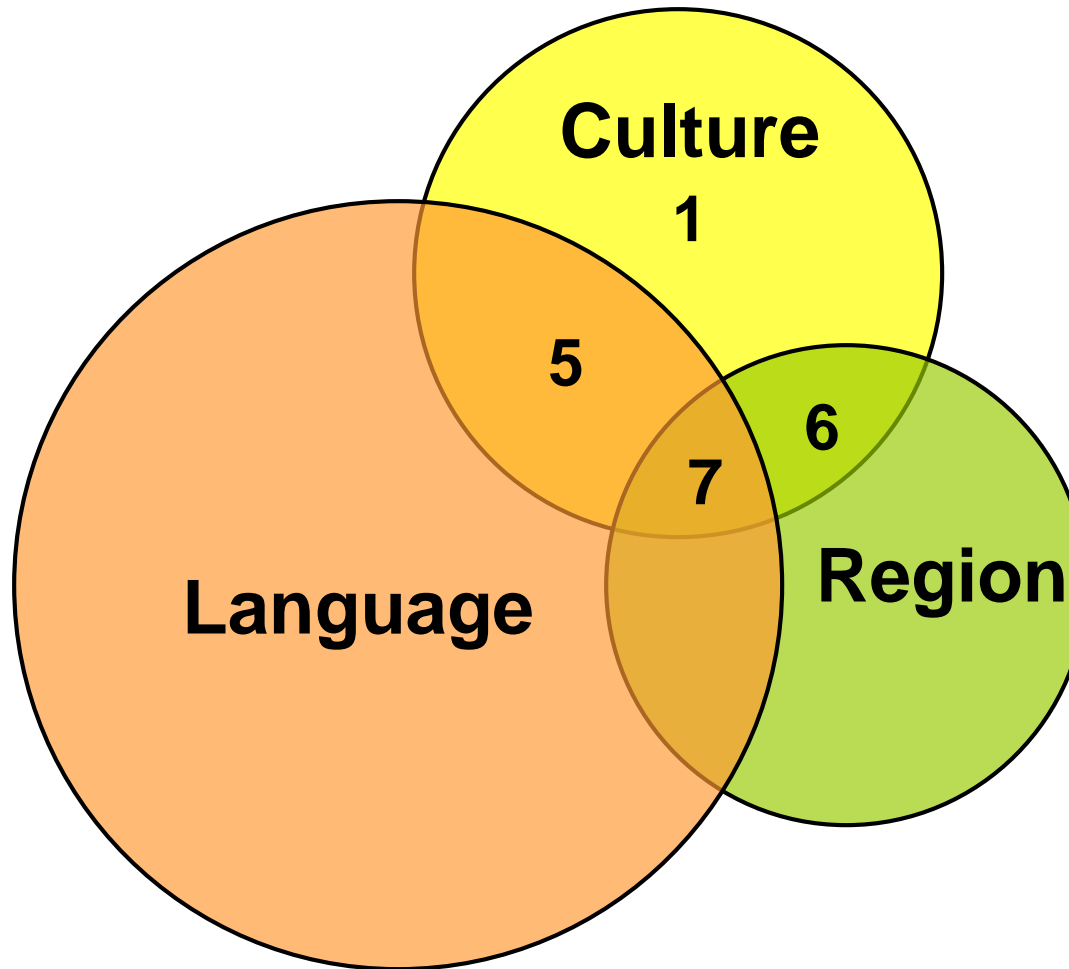
***Culture-  
Specific***



# Language Professionals



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**Culture-  
General**

**Culture-  
Specific**

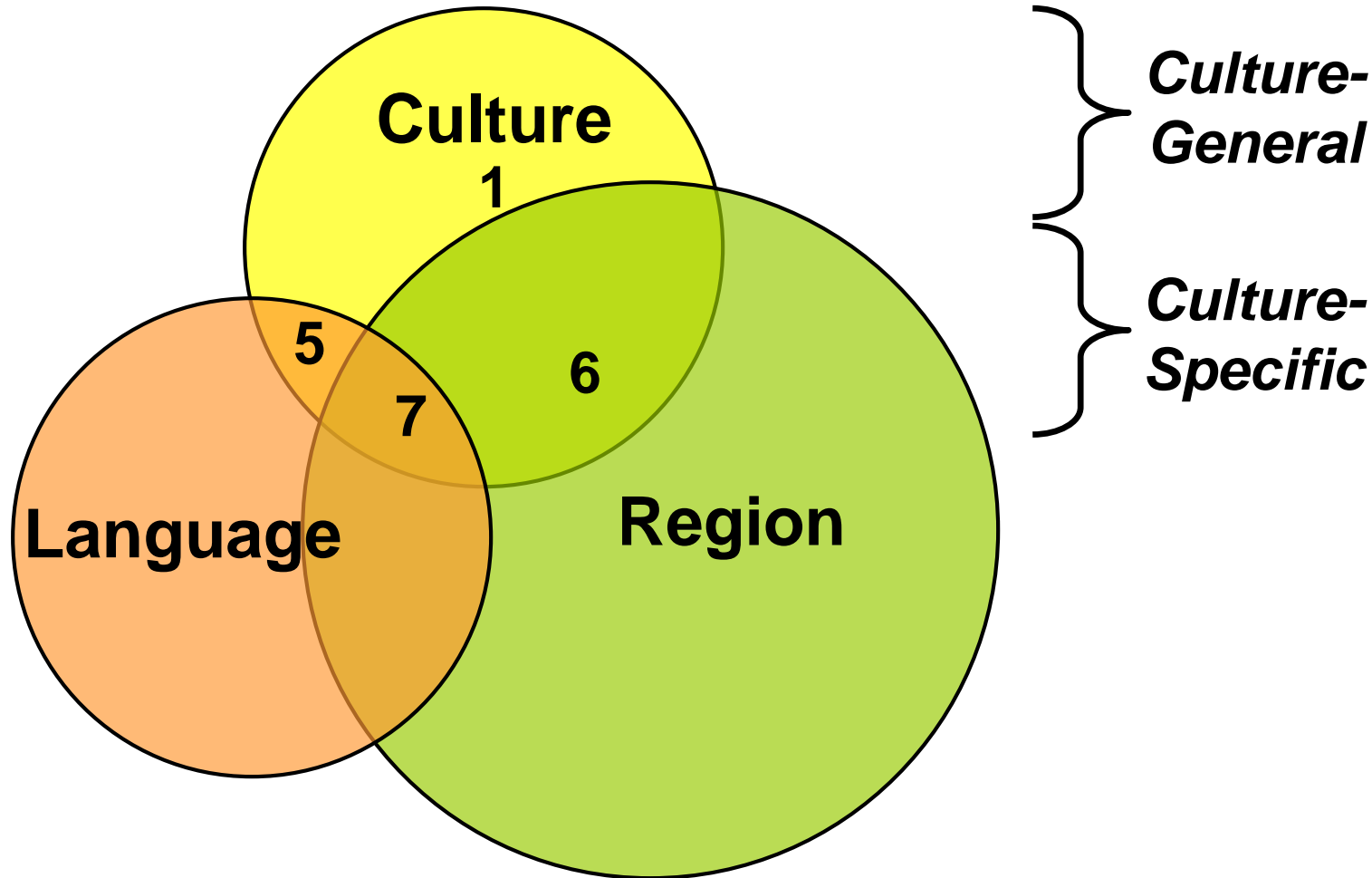
***(Grows with  
increased  
language  
proficiency)***



# Regional Professionals



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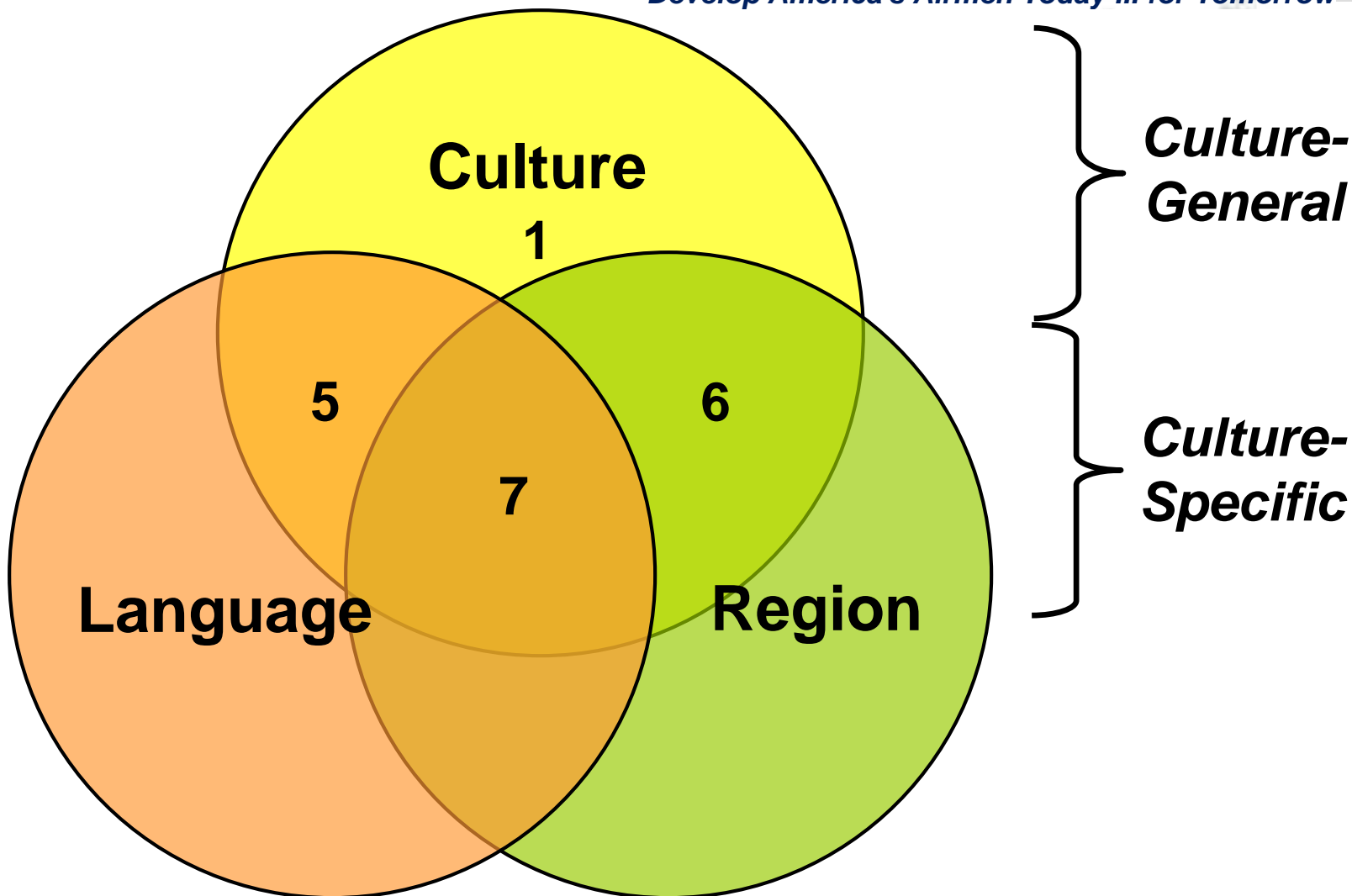




# Culture Professionals



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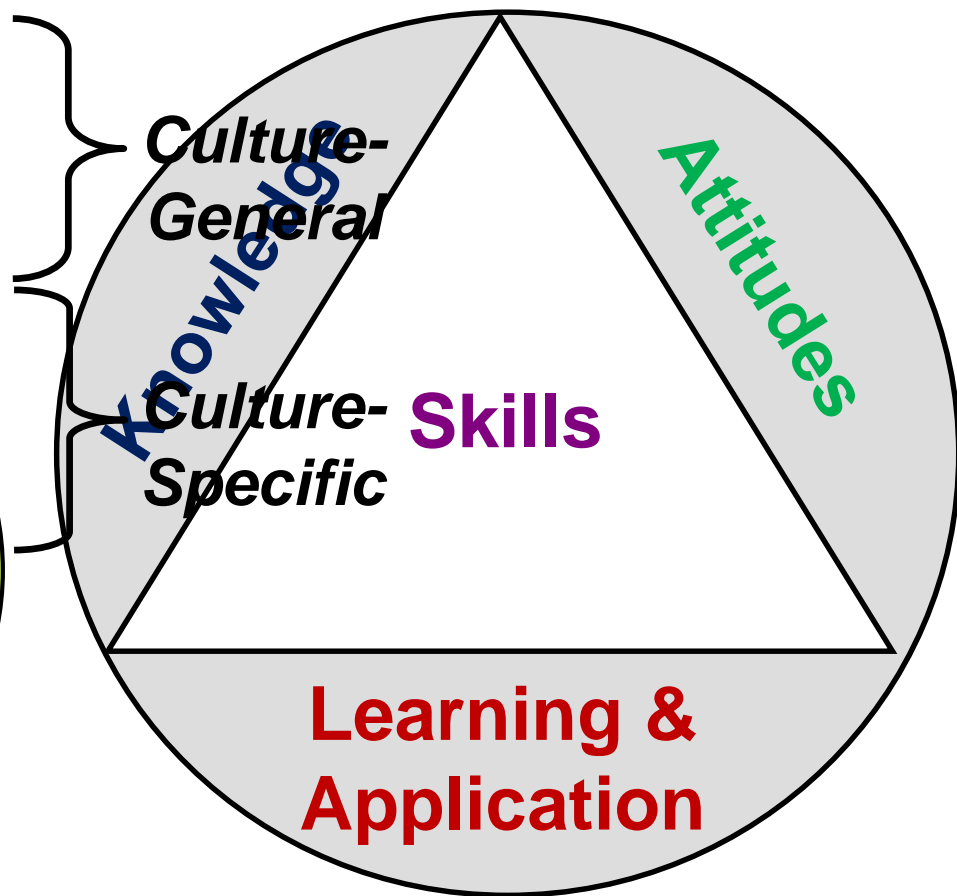
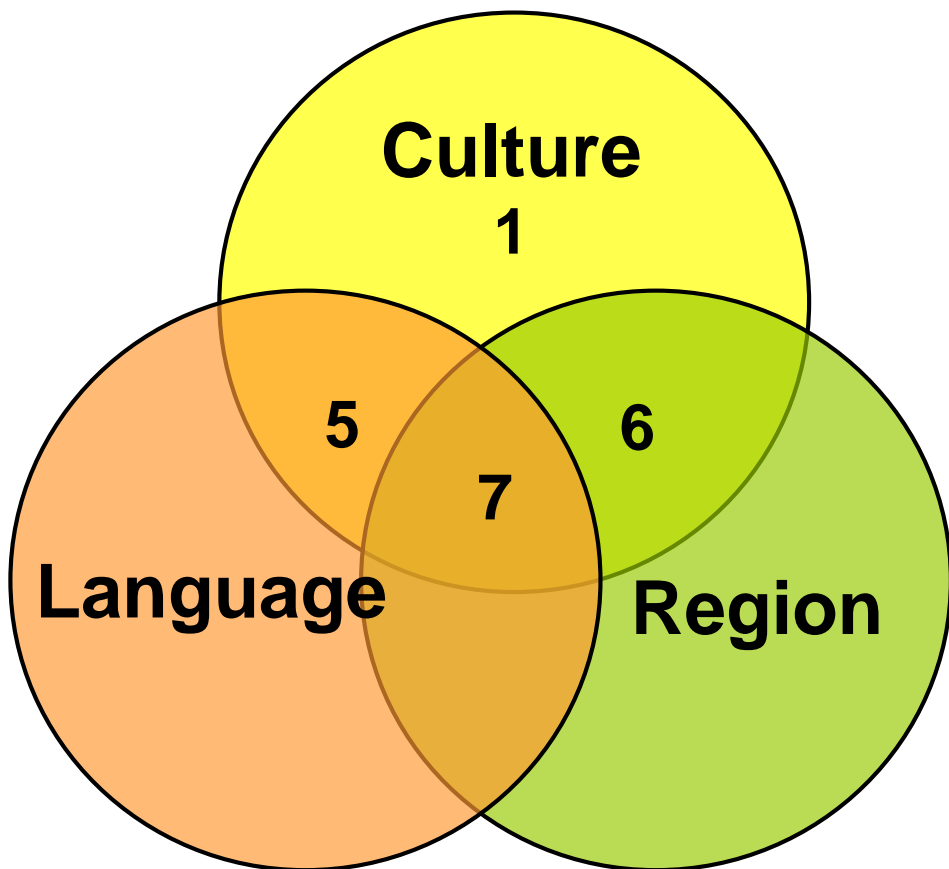




# Take Aways



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# *The Intellectual and Leadership Center of the Air Force*

*We Make A Difference ...*



*One Student at a Time*

*One Faculty Member at a Time*

*One Idea at a Time*

