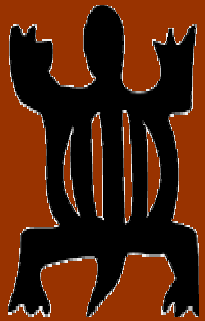


"The crocodile lives in the water, yet breathes the air, demonstrating an ability to adapt to circumstances."

Learning between cultures.

Relevance and potential of Intercultural Coaching in the field of development work



Adinkra Symbol
West Africa, Ghana

Margret Steixner (PhD) University of Innsbruck, Austria
For full paper access please contact me via email.

margret.steixner@gmx.net



Using the example of development work



- “Cultural distance”
- “Multicultural set-ups”
- Integration of “life and work experiences”



Understanding the complexity of culture

- Stereotypes on Africa
- Social Constructivism distinguishes objective and subjective culture
- Objective culture as integral part of any culture
- Tendency to limit view to outer layer and ignore inner layers
- Cultural representation show on surface and serve as starting point for understanding





Cultural representations



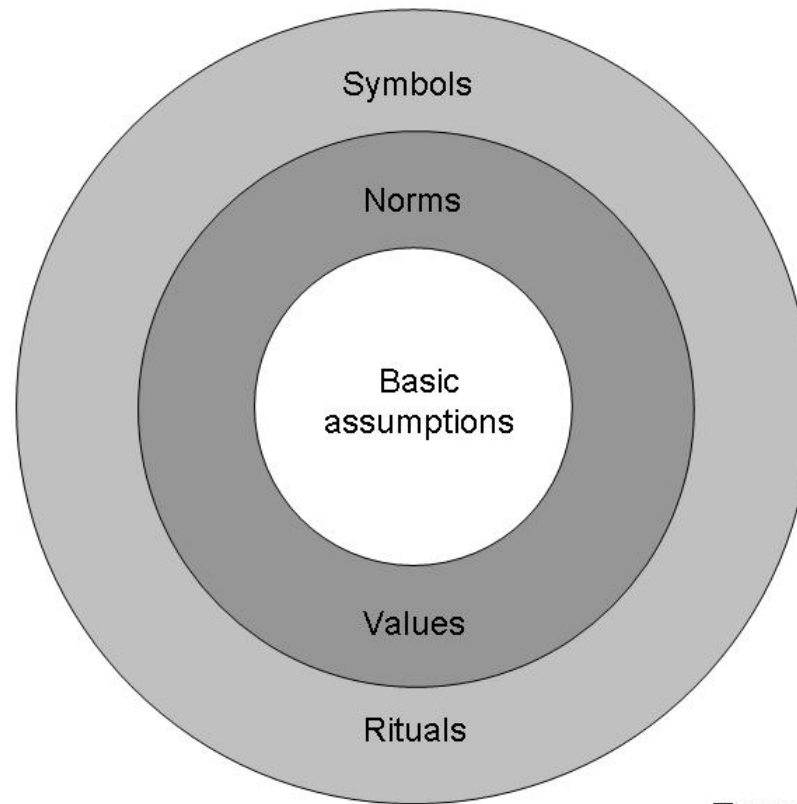
- Outer layer exists in every culture
- Mono-cultural settings limit inclusive view
- Awareness of inner layers through self-reflection

"The crocodile lives in the water, yet breathes the air, demonstrating an ability to adapt to circumstances."



Adinkra Symbol
West Africa, Ghana

Onion model of culture



Trompenaars 1993

We have to think beyond the surface to understand culture.

"The crocodile lives in the water, yet breathes the air, demonstrating an ability to adapt to circumstances."

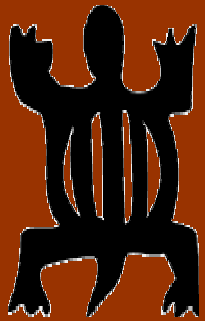


Adinkra Symbol
West Africa, Ghana

Discussion of the concept of intercultural competence

- Aim of intercultural competence development is to enable people from different cultures to work together successfully
- Intercultural training is only a starting point for learning process
- Competence develops through application of knowledge
- Learning under the condition of CHAOS

"The crocodile lives in the water, yet breathes the air, demonstrating an ability to adapt to circumstances."



Adinkra Symbol
West Africa, Ghana

Supporting the development of competence

- Positive stress-management
- Coping strategies and personality
- Exploitation and use of knowledge
- Translation into applicable strategies
- Development of a “Learning-Spiral”

"The crocodile lives in the water, yet breathes the air, demonstrating an ability to adapt to circumstances."

Relevance of intercultural coaching

Supporting system:

- Avoiding defensiveness
- Uncertainty and positive reinforcement

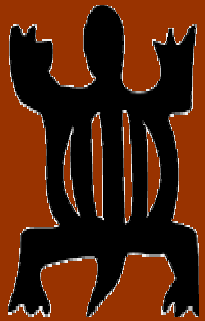
Learning system:

- Concept of "life-long-learning"
- Disclosure of own cultural beliefs, norms...
- Facilitation of merging knowledge and experience



Adinkra Symbol
West Africa, Ghana

"The crocodile lives in the water, yet breathes the air, demonstrating an ability to adapt to circumstances."



Adinkra Symbol
West Africa, Ghana

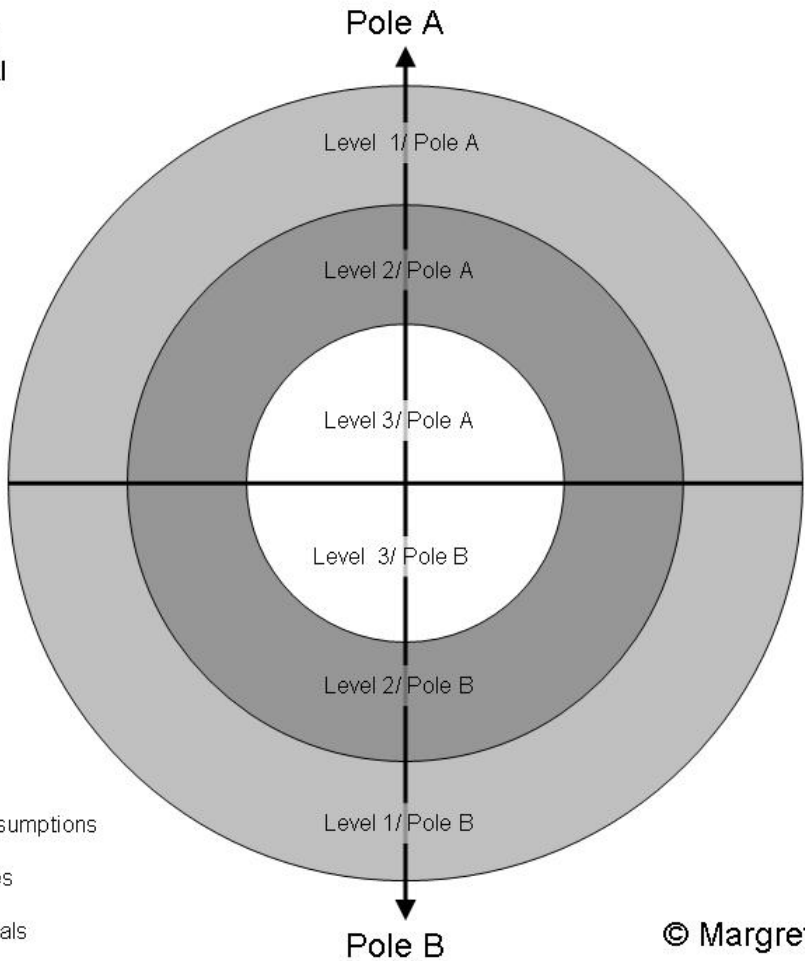
How do we talk about culture?

- Avoidance of racial connotations especially in Africa can lead to a “vacuum” in discussion
- In our desperate search for appropriate terms we start using national instead of cultural terms
- Relevance of In- and Out-Group-Concept
- Consider implications for timing of intercultural trainings
- Omnipresence of ethnocentrism and the questions of right or wrong



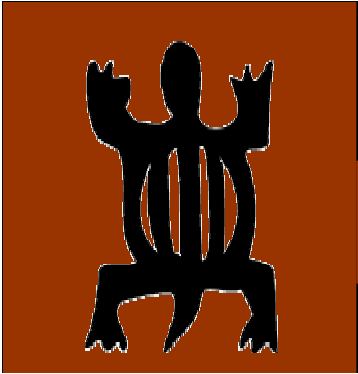
Model of Cultural Difference

Standardmodel
Model of Cultural
Difference

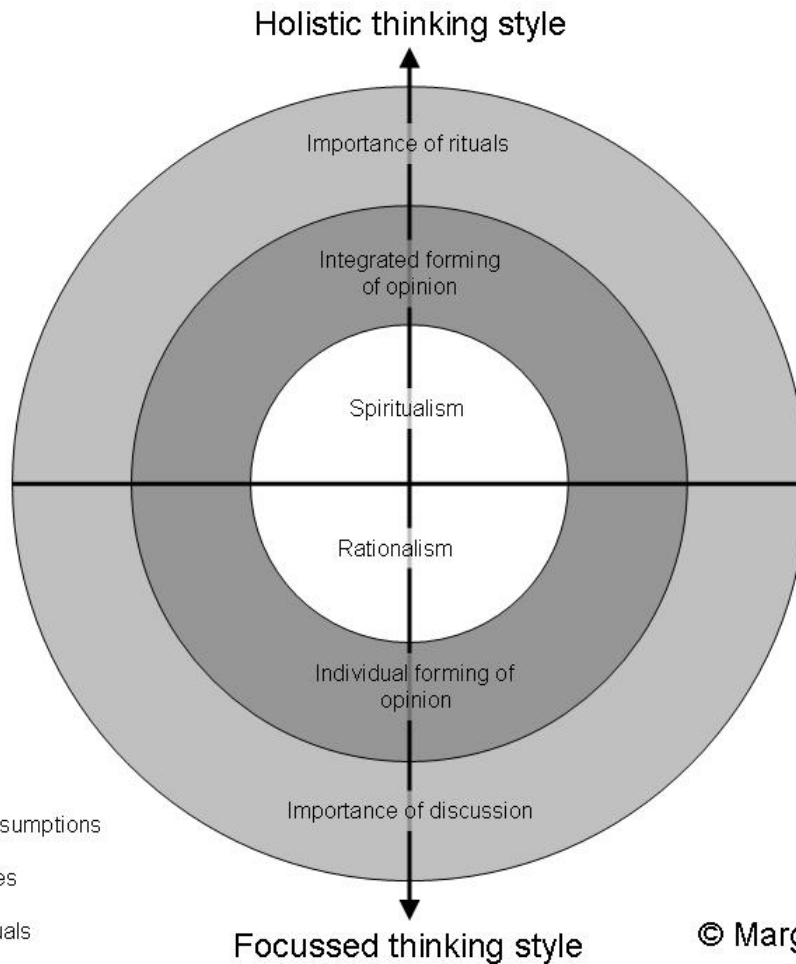


Relational style
Thinking style
Communication style
Leading style
Working style
Conflict style

© Margret Steixner



Thinking Style



© Margret Steixner

Influences:

- Attitude towards change
- External or internal control
 - Concept of discussion



Catalogue of Abilities

Catalogue of abilities
for intercultural
competence

Sector:
Self-management

Self-confidence, self-awareness, personal maturity and stability, social abilities, ability to trust, stress-resistance, role distance

Sector:
Management of
difference

Openness, curiosity, interest, staying power, willingness to adapt, mutuality, unprejudiced attitude, tolerance, empathy, respect, ability to keep a low profile

Sector:
Integration management

Flexibility, tolerance of ambiguity, tolerance of frustration, complexity management

"The crocodile lives in the water, yet breathes the air, demonstrating an ability to adapt to circumstances."



Adinkra Symbol
West Africa, Ghana

Intercultural learning through coaching

Observation:

To see cultural differences

Knowledge:

To process what we see and experience in an appropriate way

Empathy:

To use the awareness of cultural differences in day to day experience

"The crocodile lives in the water, yet breathes the air, demonstrating an ability to adapt to circumstances."

Summary

Competence =
(Knowledge + Experience) X Reflection

Need for applicable culture-general frameworks
like the Model of Cultural Difference

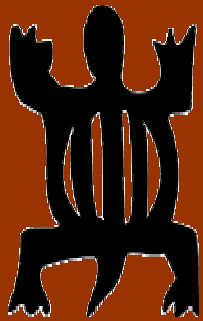
Intercultural Coaching as powerful supporting
and learning tool



Adinkra Symbol
West Africa, Ghana

References

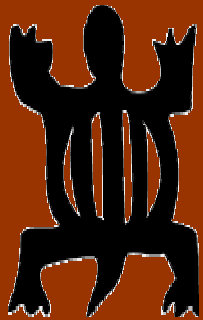
"The crocodile lives in the water, yet breathes the air, demonstrating an ability to adapt to circumstances."



Adinkra Symbol
West Africa, Ghana

- Barmeyer, Christoph I.; Bolten, Jürgen; Hrsg. (1998): Interkulturelle Personalorganisation. Sternenfels, Berlin (Verlag Wissenschaft & Praxis).
- Bennett, Milton J. (1993): Towards Ethnorelativism: A Developmental Model of Intercultural Sensitivity. Aus: Paige, R.M.; Hrsg. (1993): Education for the Intercultural Experience. Yarmouth (Intercultural Press). S. 21-71.
- Bennett, Milton J.; Hrsg. (1998): Basic Concepts of Intercultural Communication. Yarmouth, London (Intercultural Press).
- Bennett, Milton J.; Castiglioni, Ida (2004): Embodied Ethnocentrism and the Feeling of Culture. A Key to Training for Intercultural Competence. Aus: Landis, Dan; Bennett, Janet M.; Bennett, Milton J., Hrsg. (2004): Handbook of Intercultural Training. Thousand Oaks, London, New Delhi (SAGE Publications). S. 249-265.
- Bennhold-Samaan, Laurette (2004): The Evolution of Cross-Cultural Training in the Peace Corps. Aus: Landis, Dan; Bennett, Janet M.; Bennett, Milton J. Hrsg. (2004): Handbook of Intercultural Training. Thousand Oaks, London, New Delhi (SAGE Publications). S. 363-394.
- Berger, Peter L; Luckmann Thomas (2004): Die gesellschaftliche Konstruktion der Wirklichkeit. 20. Auflage. (englische Erstausgabe 1966). Frankfurt (Fischer Taschenbuch Verlag).
- Erpenbeck, John; Heyse, Volker (1999): Kompetenzbiographie - Kompetenzmilieu – Kompetenztransfer. Zum biographischen Kompetenzerwerb von Führungskräften der mittleren Ebene, nachgeordneten Mitarbeitern und Betriebsräten. Berlin, QUEM-report, Heft 62
- Götz, Klaus; Hrsg. (2002): Interkulturelles Lernen/ Interkulturelles Training. München und Mering (Rainer Hampp Verlag).
- Hofstede, Geert (2001): Lokales Denken, globales Handeln. Interkulturelle Zusammenarbeit und globales Management. (englische Erstausgabe 1991). München (Deutscher Taschenbuch Verlag).
- High Level Forum (2006): Erklärung von Paris über die Wirksamkeit der Entwicklungszusammenarbeit. Eigenverantwortung, Harmonisierung, Partnerausrichtung, Ergebnisorientierung sowie gegenseitige Rechenschaftspflicht. Paris (<http://www.oecd.org/dataoecd/37/39/35023537.pdf>). [Stand: 1.2.2007]

"The crocodile lives in the water, yet breathes the air, demonstrating an ability to adapt to circumstances."



Adinkra Symbol
West Africa, Ghana

- Landis, Dan; Bennett, Janet M.; Bennett, Milton J.; Hrsg. (2004): Handbook of Intercultural Training. Thousand Oaks, London, New Delhi (SAGE Publications).
- Mayer, Claude-Hélène (2004): Südafrikanische Kulturstandards in deutsch-afrikanischen Wirtschaftsinteraktionen. In: Sietar Journal, 10. Jg., 2004, Heft 2, S. 22-25.
- Rauen, Christopher; Hrsg. (2002): Handbuch Coaching. Göttingen, Bern, Toronto, Seattle (Hogrefe).
- Rosinski, Philippe (2003): Coaching across Cultures. New Tools for Leveraging National, Corporate and Professional Differences. London, Yarmouth, Maine (Nicholas Brealey Publishing).
- Somé, Malidoma Patrice (2000): Vom Geist Afrikas. Das Leben eines afrikanischen Schamanen. Kreuzlingen (Hugendubel).
- Strauß, Anselm; Corbin, Juliet Hrsg. (1996): Grounded Theory. Grundlagen Qualitativer Sozialforschung Weinheim (Psychologie Verlags Union).
- Steixner, Margret (1995): Die Farben des Sahel. Die sozialen Beziehungen im alltäglichen Leben einer westafrikanischen Familie am Beispiel einer Familie der Mossi in Burkina Faso. Projektstudium Universität Innsbruck. Endbericht. Innsbruck (Manuskriptdruck).
- Steixner, Margret (1997): Die Beschneidung der Weiblichkeit. Verstehensprozess einer westafrikanischen Tradition im Lichte ihrer Ursprünge und Kontexte. Diplomarbeit Universität Innsbruck. Innsbruck (Manuskriptdruck).
- Tajfel, H. (1982): Gruppenkonflikte und Vorteil. Entstehung und Funktion sozialer Stereotypen. Bern (Huber Verlag)
- Thomas, Alexander; Hrsg. (1993): Kulturvergleichende Psychologie. Göttingen (Hogrefe).
- Ting-Toomey, Stella (1999): Communication Across Cultures. New York, London (The Guilford Press).
- Trompenaars, Fons (1993): Handbuch Globales Managen. Wie man kulturelle Unterschiede im Geschäftsleben versteht. Düsseldorf, Wien, New York, Moskau (Econ).
- Ward, Colleen; Bochner, Stephen; Furnham, Adrian; Hrsg. (2001): The psychology of Culture Shock. Second edition. New York. (Routledge).