



Training Intercultural Communication

Course concept and programme

1. Introduction

On November 22 and November 23 2021, Clingendael trainers will provide a training for EUAM staff in Ukraine. The overall theme of the course is Intercultural Communication (ICC) in the context of the EUAM mission. Clingendael has a vast experience with training on the topic of intercultural communication, for different target groups including pre-deployment and mission trainings. Drawing on this vast intercultural experience and from the latest findings in the academic field of ICC, this course will help professionals from the EUAM staff to enhance their cultural awareness, knowledge and skillset. The programme will be built up around the five focus areas of the Clingendael Model of Cultural Capacity 'PACIS'.

2. Target group

The training will be offered to the staff of the EUAM mission in Ukraine. Officers from Headquarters and from field offices will be able to participate in the training. In total, 15-20 participants will benefit from the training. Participants should have a working level of the English language. Participants do not have to have prior knowledge on the topic. An online intake form will be sent after selection, in which participants will indicate their knowledge and experience level with ICC. Based on this input, the trainers will be able to adjust the content of the training to the level of the participants.

3. Overall objective & general course background

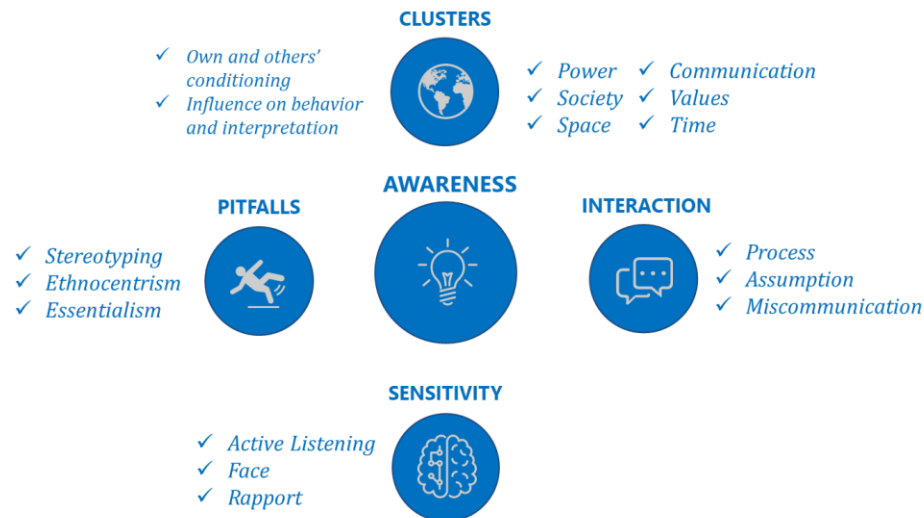
Participants will learn to better equip themselves against the challenges arising from communicating with parties that operate from a different cultural frame of reference and adhere to different norms and values. We use cases that closely relate to the professional practice of the participants; skills that matter within the international mission organization, but also in the wider environment of the crisis management mission. In preparation of the training, the trainers will get information about the mission context from staff at headquarters. In the EUAM mission work at least 26 different nationalities, either from EU member-states, Canada or Ukraine. The assumption is that the different cultural backgrounds bring challenges in cooperation and communication among as well EUAM staff and local staff. Specifically from the field-offices we have noticed a need to increase intercultural capabilities, with the aim to smoothen cooperation between different nationals. The goal is to provide participants with the necessary knowledge and skills to operate effectively, whilst remaining sensitive in communication. The specific training goals are listed below.



- ❖ Understand how culture influences communicative processes;
- ❖ Increase awareness of their own cultural perspective and bias;
- ❖ Learn to recognize and avoid intercultural pitfalls;
- ❖ Be able to differentiate between national culture, professional culture and organizational culture;
- ❖ Increase conceptual and regionally specific understanding of cultural communicative preferences;
- ❖ Learn to manage intercultural miscommunication and conflict
- ❖ Acquire competences that allow for effective communication across cultural barriers.

4. Modules and Subject Areas

The Clingendael Model of Intercultural Capacity 'PACIS' serves as the framework around which the program is set-up.



The model consists of five focus areas, in which one needs to invest in order to improve intercultural capacity.

Awareness (essential)

Throughout the training, participants will increase their awareness of how culture is of influence on communication, behaviour and thought. Participants will do a self-assessment which makes them aware of their own preferred communication style.

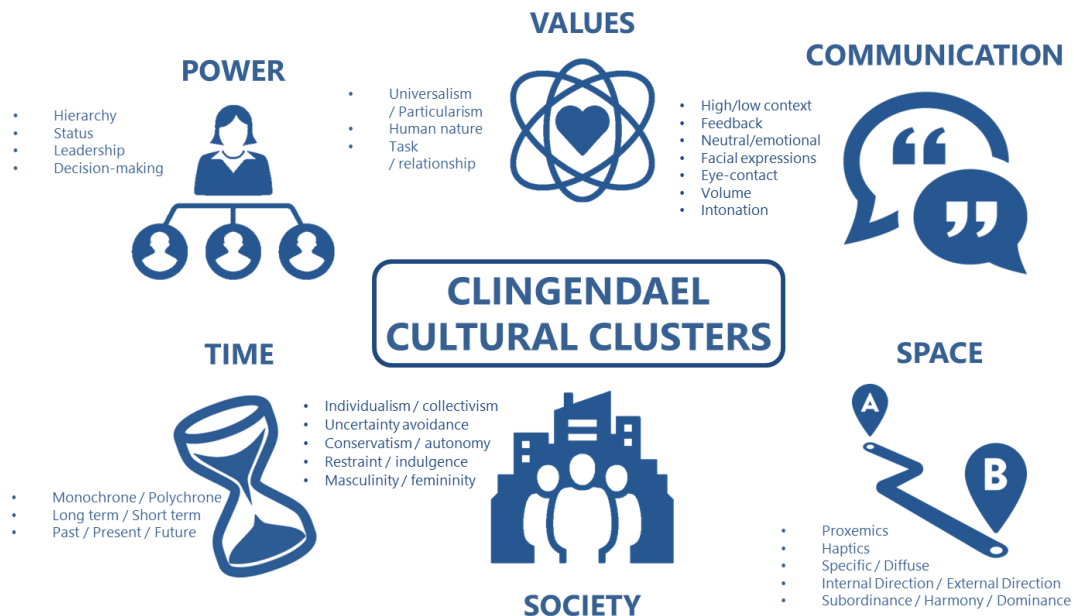


Pitfalls (essential)

The pitfalls of stereotyping, ethnocentrism and cultural essentialism will be discussed and analyzed. Participants will learn to recognize, deal with or avoid these pitfalls in intercultural interactions.

Clusters (essential)

The Clingendael Cultural Clusters represent the areas on which cultures may differ from one another. They show the results of academic research into the field of ICC. Drawing on scientific findings, we will provide participants with extensive knowledge on cultural differences. The clusters are visualized below.





Interaction (essential)

Participants will understand the process of interaction, and where the factor culture may be of influence on that process. Participants will recognize misunderstanding and learn how to deal with misunderstanding or conflict in interaction.

Sensitivity (essential)

The final focus area revolves around being able to communicate effectively and sensitively across cultural borders. Participants will work on essential skills such as active listening, reading contextual cues, empathy etc.

5. Training Methodology

Clingendael Method™

The Clingendael Academy is dedicated to attuning training activities to fully correspond to participants' needs.

The Clingendael Method is at the core of our training programmes. Together with input of participants' needs, we determine the best possible combination of training components, the particulars of which can be grouped into three basic categories:

- **Content** - what you need to know;
- **Competences** - crucial qualities and skills;
- **Work Process** – how to relate these to the professional context of the participants.



Working formats

We offer the above stated training objectives by using different working formats. In this training, these include:

- Self-assessment on communication styles
- Group discussions
- Interactive lecture
- Written case-studies
- Role-plays
- Reflection assignment



6. Assessment procedure

Prior to the training, participants will receive an online intake form in which they communicate their personal learning objectives and indicate their level of experience. The Clingendael Trainers will adjust the content of the programme to the knowledge and understanding levels of the participants. After completion of the training, participants will be sent an online evaluation form. Participants fill out the form anonymously, and will indicate to which extent the training has benefited the learning goals that were set. Moreover, participants are able to provide feedback on specific elements within the training. After 6 months, Clingendael will send the participants a post-6 months questionnaire, to see whether they are able to apply the skills, knowledge and attitudes acquired in the training course for their working life.

7. Logistic & trainer requisites

Logistics

In order to provide the training, a training venue should be available. The training venue should allow for interactive exercises (e.g. not a standard conference room) and break-out rooms (4). There should be a solid network connection, a screen on which we can project the PowerPoint (including relevant connection cables and facilities), a pointer, a flip-over (and markers) and the possibility to print materials for the training.



Trainers

Ms. Maaïke Aans – Academy Fellow



Maaïke Aans joined the Clingendael Institute in January 2018. Her areas of expertise and interests include intercultural communication, intercultural mediation, consensus building and international leadership. She trains people with varied backgrounds such as diplomats, mediators, civil servants, financial supervisory authorities (Deutsche Bundesbank) and professionals from the security sector. Maaïke also lectures at the Erasmus University of Rotterdam.

Before starting her work for the Clingendael Institute, she worked for the Royal Tropical Institute (KIT), where she organised intercultural trainings for international professionals in the Netherlands. She primarily worked with private sector clients such as KLM Royal Dutch Airlines and Philips.

Maaïke completed her Master's degree in intercultural communication Cum Laude (with honours). Maaïke holds a BBA in International Business.

She has contributed to the publication of the book 'Enhancing Intercultural Communication in Organizations: Insights from Project Advisors' (Routledge, 2020).

Ms. Isabel Albers – Academy Fellow

Isabel Albers is an Academy Fellow at the Clingendael Institute. She coordinates, develops, and teaches programmes for foreign diplomats and international relations professionals, with a focus on intercultural communication and mediation. As an intercultural expert, she aims to improve the way international professionals deal with multilingual and multicultural working environments.

She is currently working on a number of programmes for diplomats and people working in the security sector (including pre-deployment programmes) from several different regions. As a trainer, she furthermore develops programmes with a focus on intercultural communication, -collaboration, and -leadership. Her most recent experience includes training professionals from the private sector, both Dutch and international diplomats, and Dutch tax officers.





8. Course bibliography

Literary sources

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Hofstede, Geert (2006). *Cultures and Organizations: Software of the Mind*. Mcgraw-Hill.

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Trompenaars, Fons (1997). *Riding The Waves of Culture: Understanding Diversity in Global Business*. Mcgraw-Hill.

Online databases



World Value Survey at <http://www.worldvaluessurvey.org/WVSONline.jsp>

GLOBE Culture and Leadership Study at <https://globeproject.com/results#country>

Hofstede Culture Compass at <https://www.hofstede-insights.com/product/compare-countries/>

Negotiation Country Sections at http://www.leadershipcrossroads.com/resources/books/negotiating_international_business/cs_dld.asp

PEW research on global morality at <https://www.pewresearch.org/global/interactives/global-morality/>

World Culture Encyclopedia at <https://www.everyculture.com/>



9. Proposed program

Below the suggested program. The exact start- and end time of the training will be determined at a later stage. Each day will have two coffee breaks of 15 minutes and one lunch break of 60 minutes.

DAY I: CULTURE & INTERNATIONAL COOPERATION		
Time	Content	Learning goal
30 min	Introduction: <ul style="list-style-type: none"> - Participants, trainers - Expectations, needs & limitations - Learning goals 	Formulate personal learning goals
90 min	Awareness & Pitfalls <ul style="list-style-type: none"> - Culture - Communication processes <p>Video analyses of common pitfalls</p> <ul style="list-style-type: none"> - stereotyping - ethnocentrism - essentialism 	<p>Understand how culture influences communicative processes;</p> <p>Increase awareness of their own cultural perspective and bias;</p> <p>Learn to recognize and avoid intercultural pitfalls;</p>
120	Clingendael Cultural Clusters <ul style="list-style-type: none"> - Power - Space - Values - Society - Communication 	<p>Be able to differentiate between national culture, professional culture and organizational culture;</p> <p>Increase conceptual and regionally specific understanding of cultural communicative preferences;</p>
60 min	Case Study – Context of Crisis Management abroad Analysing intercultural conflict by means of Clingendael Reflection Method Exploring Cultural Clusters	<p>Be able to differentiate between national culture, professional culture and organizational culture;</p> <p>Increase conceptual and regionally specific understanding of cultural communicative preferences;</p>



30 min	Clingendael Cultural Compass Self-assessment to discover personal preferred communication styles National average communicative preferences	Increase awareness of their own cultural perspective and bias; Increase conceptual and regionally specific understanding of cultural communicative preferences;
30 min	Wrap up day I Lesson's learned Time for questions	

DAY II: CULTURE & INTERNATIONAL COOPERATION		
Time	Content	Learning goals
30 min	Introduction & recap - Programme day II - Recap day I	Increase conceptual and regionally specific understanding of cultural communicative preferences;
90 min	Intercultural negotiation exercise Recognizing intercultural differences Dealing with intercultural conflict	Acquire competences that allow for effective communication across cultural barriers. Learn to manage intercultural miscommunication and conflict
90 minutes	Sensitivity Skills needed to effectively operate in multicultural environments 0 Contextualisation 0 Empathy 0 Active listening Intercultural Conflict management	Learn to manage intercultural miscommunication and conflict Acquire competences that allow for effective communication across cultural barriers.
90 min	Role plays in EUAM context Participants practice their intercultural skills Participants apply the knowledge gained on day I	Learn to recognize and avoid intercultural pitfalls; Acquire competences that allow for



		effective communication across cultural barriers.
30 min	Reflection on own experiences Participants get the opportunity to reflect on personal cases Participants share experiences with intercultural (mis)communication	Be able to differentiate between national culture, professional culture and organizational culture; Learn to manage intercultural miscommunication and conflict
30 min	Wrap up day II Lesson's learned Time for questions	