

# Foreign Language Program

NAVAL SPECIAL WARFARE COMMAND



## CROSS CULTURAL COMPETENCE (3C)

# SYLLABUS

K-431-5232  
Course Code

5 Days  
Duration

UNCLASSIFIED  
Security Level

### INSTRUCTORS & FACILITATORS

Course Instructor:	Julie Millet	Julie.Millet@ygsinc.com
Facilitators:	Alessandra Ricou	Alessandra.Ricou@ygsinc.com
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	Armando Osorio	Armando.Osorio@ygsinc.com

### COURSE PREREQUISITE

No prerequisite courses required

### COURSE OBJECTIVES

NSW Operators in the 3C course will gain **Cross-Cultural Competence** (3C) knowledge, skills, attitudes, and abilities that allow them to successfully interact in foreign locations and with foreign civilians, military personnel, and officials to achieve mission success.

Participants will develop an understanding of the following:

- 1 How to take culture into perspective and continuously adapt in order to interact with others in order to efficiently and effectively accomplish the mission;  
How culture influences perception and thought and how one's cultural bias can distort cues and cause miss readings of a situation if one is not prepared to interpret those cues and situations through the lens of the indigenous culture (i.e., perspective taking);

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| 2 | Their command's function and how that interacts with other organizations (DOD, non-DOD, foreign organizations) in order to accomplish its goals. Recognizing when local norms/rules conflict with the commands and taking appropriate action to minimize conflict in order to efficiently accomplish the mission; |
| 3 | How to solve problems in a culturally complex environment. Including how to observe, assess, predict and adapt culturally to achieve mission goals.   |
| 4 | How to work effectively with an interpreter.  |
| 5 | The basic cultural domains to look for/be aware of across all cultures such as interpersonal relations, concepts of time, attitude towards interpersonal space, thinking/reasoning styles, values, beliefs, norms, tolerance, authority.  |

## COURSE DESCRIPTION

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Cross-Cultural Competence is a 5-day course that teaches students how to interpret culturally complex environments and effectively act in them to achieve desired outcomes, even when one has no prior exposure to a particular group, region or its language. The course includes lectures, interactive discussions, and practical exercises designed to provide students with opportunities to acquire, develop, and apply the knowledge, skills, attitudes, and abilities that underlie 3C in operational environments.

Due to its Special Operations focus, 3C draws upon Special Operations Forces experiences for case studies and lessons learned. The course addresses the operational impact of physical, economic, social, political, and belief/value domains; the importance of understanding history and religion; cultural sense making; intercultural perspective taking; impression management and intercultural interactions; working with interpreters; persuasion and influence; and negotiation skills. Ultimately, this course enhances an operator's ability to think about oneself in a cultural context, to manage one's own attitudes towards culture, and to adapt one's behavior to accomplish mission-related objectives.

## COURSE READINGS AND ASSIGNMENTS

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Readings and other course materials are hosted on the NSW D2L website: <https://nswflp.desire2learn.com>. The Course Instructor and Lead Facilitator will provide each student with readings as required. Assignments will be managed with each lesson.

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### COURSE GOALS

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Upon completion of this course, each student will better be able to:

- A. Understand 3C
  - Understand the importance of culture and 3C for operational success
  - Understand how culture impacts one's and others' cognition and behavior
- B. Develop the foundations for general 3C skills
  - Make sense of and learn from novel cultural situations
  - Think about the world from the perspectives of individuals from diverse cultural backgrounds
  - Build relationships with and influence individuals from diverse cultural backgrounds
- C. Use general 3C skills in operational environments
  - Use general 3C skills during the preparation, planning, and execution of NSW tasks to increase mission success in cross-cultural situations
- D. Reflect on practice
  - Reflect on one's own and team's cognition and performance in cross-cultural situations

### LEARNING EVALUATION AND GRADING CRITERIA

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Throughout the course, each student will need to demonstrate 3C knowledge, skills, abilities, and attitudes techniques during in-class group discussions and in-class hands-on exercises. During the last day of class, students will complete a culminating exercise involving interactions with foreign nationals in a simulated operational environment. In this exercise, students will be required to integrate and apply what they have learned during the course. Students are required to score 70% or above in the culminating exercise to pass the course.

### LINKS TO RELEVANT RESOURCES

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The Atlantic Article on ISIS: <http://www.theatlantic.com/features/archive/2015/02/what-isis-really-wants/384980/>

Hofstede's Culture Model <http://www.geert-hofstede.com> click: Compare Countries

Perspective of Americans: [www.nytimes.com/2010/01/03/books/review/Dyer-t.html](http://www.nytimes.com/2010/01/03/books/review/Dyer-t.html)

Science of Persuasion video: <https://www.youtube.com/watch?v=cFdCzN7RYbw>

If you really want to get into the weeds with ISIS: <http://isisstudygroup.com/>

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## COURSE SCHEDULE

### DAY 1, Monday

07.30 – 08.30	Welcome to the Course; Experiences in Cross-Cultural Environments
08.30 – 09.00	Commander Visit
09.00 – 11:15	Practical Exercise (PE) 1: ISO
11.15 – 12.15	<i>Lunch</i>
12.15 – 13.00	Course Overview; Intro to 3C
13.00 – 14.15	U.S. Culture
14.15 – 15.00	Stereotypes & Impression Management
15.00 – 15.30	Security, Development and Governance

Homework Assignment 1: Islam Reading and Questions

### DAY 2, Tuesday

07.30 – 08.00	Belief Systems Prep
08.00 – 09.00	Characteristics of Culture
09.00 – 10.15	Intro to Perspective-taking
10.15 – 11.15	Sensemaking
11.15 – 12.15	<i>Lunch</i>
12.15 – 13.00	Dimensions of Culture
13.00 – 13.45	Indirect & Non-Verbal Communication
13.45 – 14.30	Communication Skills
14.30 – 15.00	Working with an Interpreter

Homework Assignments 2&3: Hofstede Country Comparison; Operational Cultural Model

### DAY 3, Wednesday

07.30 – 08.00	PE 2: ISO (Planning and Preparation)
08.00 – 11.00	PE 2: ISO
11.00 – 12.00	<i>Lunch</i>
12.00 – 12.40	Conversational Tea
12.40 – 15.15	Belief Systems

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## DAY 4, Thursday

07.30 – 09.00	Homework Review: Operational Cultural Model
09.00 – 09.15	Embassy Brief
09.15 – 10.45	Principles of Persuasion and Influence; Negotiation Basics
10.45 – 11.15	PE 3: VE Negotiation (Planning)
11.15 – 12.30	Lunch
12.30 – 13.30	PE 3: VE Negotiation (Execution, Debrief)
13.30 – 14.30	PE 4: Gov't Negotiation (Planning, Execution, Debrief)
14.30 – 15.00	PE 5: Planning for ISO Visit
Homework Assignment 4: 3C and ISO Prep #5-7	

## DAY 5, Friday

08.00 – 11.00	PE 5: ISO (Execution & Debrief)
11.00 – 12.00	PE 6: Commander Brief (Planning, Execution)
12.00 – 13.00	PE 7: Final Negotiation (Planning, Execution)
13.00 – 13.30	ISO & 3C Debrief
13.30 – 14.30	Wrap-up, Course Assessments

## SUPPLEMENTAL READING MATERIALS

### Culture, Cultural Dimensions, and Cultural Differences

*Cultures Consequences: Comparing Values, Behaviors, Institutions and Organizations across Nations* by Geert Hofstede – [www.amazon.com/gp/product/0803973241](http://www.amazon.com/gp/product/0803973241)

*Kiss, Bow or Shake Hands* by Terri Morrison – [www.amazon.com/gp/product/1593373686](http://www.amazon.com/gp/product/1593373686)

*The Ethnic Theory of Plane Crashes* by Malcolm Gladwell (Ch. 7 of 'Outliers: The Story of Success') – <https://reportal.medkinetics.com/PEERForms/2443/24431/Gladwells%20Outliers%20chapter%2071.pdf>

### General Cross-Cultural Competence

*Global Dexterity: How to Adapt your Behavior across Cultures without Losing Yourself in the Process* by Andy Molinski – [www.amazon.com/gp/product/1422187276](http://www.amazon.com/gp/product/1422187276)

*Intercultural Readiness: Four Competences for Working Across Cultures* by Ursula Brinkmann and Oscar van Weerdenburg – [www.amazon.com/gp/product/1137346973](http://www.amazon.com/gp/product/1137346973)

*Cultural Agility: Building a Pipeline of Successful Global Professionals* by Paula Caligiuri – [www.amazon.com/gp/product/1118275071](http://www.amazon.com/gp/product/1118275071)

*The Cultural Intelligence Difference* by David Livermore – [www.amazon.com/gp/product/081441706X](http://www.amazon.com/gp/product/081441706X)

*The Culture Map* by Erin Meyer – [www.amazon.com/gp/product/1610392507](http://www.amazon.com/gp/product/1610392507)

*Communication Between Cultures* by Larry A. Samovar – [www.amazon.com/gp/product/111134910X](http://www.amazon.com/gp/product/111134910X)

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### Negotiation

*Practical Guide to Negotiating in the Military (2<sup>nd</sup> Edition)* – [culture.af.mil/NCE/PDF/pracguide2011.pdf](http://culture.af.mil/NCE/PDF/pracguide2011.pdf)

*Cultural Issues and Communication in Crisis Negotiation* by E. Giebels and P. J. Taylor; Chapter in *The Psychology of Crisis Intervention of Law Enforcement Officers* by M. St. Yves, and P. Collins (Eds.) – [www.carswell.com/product-detail/the-psychology-of-crisis-intervention-for-law-enforcement-officers/](http://www.carswell.com/product-detail/the-psychology-of-crisis-intervention-for-law-enforcement-officers/)

*The Psychology of Persuasion* by Robert B. Cialdini – [www.amazon.com/gp/product/006124189X](http://www.amazon.com/gp/product/006124189X)

Cross-Cultural Competence and Sociocultural Issues in Operational Settings

*Operational Culture for the Warfighter: Principles and Applications* by Barak A. Salmoni and Paula Holmes-Eber – [www.amazon.com/gp/product/1907521844](http://www.amazon.com/gp/product/1907521844)

*Culture, Regional Expertise, and Language (CREL) Focused Issue* of the Military Intelligence Professional Bulletin – [www.cultureready.org/sites/default/files/publications/MIPB%20Jul\\_Sep14%20Online%20Final.pdf](http://www.cultureready.org/sites/default/files/publications/MIPB%20Jul_Sep14%20Online%20Final.pdf)

*The Utility of Force: The Art of War in the Modern World* by Rupert Smith – [www.amazon.com/gp/product/0307278115](http://www.amazon.com/gp/product/0307278115)

*Kill or Capture* by Matthew Alexander – [www.amazon.com/gp/product/B00A17O2O2](http://www.amazon.com/gp/product/B00A17O2O2)

*“Left of Bang”: The Value of Sociocultural Analysis in Today’s Environment* by Michael T. Flynn, James Sisco, and David C. Ellis – [cco.dodlive.mil/files/2014/02/prism12-21\\_flynn-sisco-ellis.pdf](http://cco.dodlive.mil/files/2014/02/prism12-21_flynn-sisco-ellis.pdf)

*Fixing Intel: A Blueprint for Making Intelligence Relevant in Afghanistan* by Michael T. Flynn, Matt Pottinger, and Paul D. Batchelor – [www.cnas.org/files/documents/publications/AfghanIntel\\_Flynn\\_Jan2010\\_code507\\_voices.pdf](http://www.cnas.org/files/documents/publications/AfghanIntel_Flynn_Jan2010_code507_voices.pdf)

### Research Behind Models of Cross-Cultural Competence in Operational Settings

#### A. Seminal Models and Frameworks

*Cross-Cultural Competence in Army Leaders: A Conceptual and Empirical Foundation* by Allison Abbe, Lisa M. V. Gulick, and Jeffrey L. Herman – [www.au.af.mil/au/awc/awcgate/army/sr2008-01.pdf](http://www.au.af.mil/au/awc/awcgate/army/sr2008-01.pdf)

*Military Cross-Cultural Competence: Core Concepts and Individual Development* by Brian R. Selmeski – [www.cultureready.org/sites/default/files/publications/Selmeski%20\(2007\).pdf](http://www.cultureready.org/sites/default/files/publications/Selmeski%20(2007).pdf)

*Developing and Managing Cross-Cultural Competence Within the Department of Defense: Recommendations for Learning and Assessment* by Daniel P. McDonald, Gary McGuire, Joan Johnston, Brian Selmeski, and Allison Abbe – [www.deomi.org/CulturalReadiness/documents/RACCA\\_WG\\_SG2\\_Workshop\\_Report.pdf](http://www.deomi.org/CulturalReadiness/documents/RACCA_WG_SG2_Workshop_Report.pdf)

#### B. Models Derived From Operational Data

*A Developmental Model of Cross-Cultural Competence at the Tactical Level* by Michael J. McCloskey, Kyle J. Behymer, Elizabeth Lerner Papautsky, Karol G. Ross, and Allison Abbe – [www.cultureready.org/sites/default/files/publications/McCloskey\\_Developmental\\_Model\\_of\\_3C.pdf](http://www.cultureready.org/sites/default/files/publications/McCloskey_Developmental_Model_of_3C.pdf)

*Data Collection and Analysis for a Cross-Cultural Competence Model* by Louise J. Rasmussen, Winston R. Sieck, Beth W. Crandall, Benjamin G. Simpkins, and Jennifer L. Smith – [www.dtic.mil/dtic/tr/fulltext/u2/a588188.pdf](http://www.dtic.mil/dtic/tr/fulltext/u2/a588188.pdf)

*Models Developed by Merging Existing Models (“Meta-Models”)*

*A Framework for Understanding Cross-Cultural Competence in the Department of Defense* by Patrice Reid, Felicia O. Kaloydis, M. Margaret Sudduth, and Allison Greene-Sands

*Regional Expertise and Cultural Proficiency* by Michelle Wisecarver, Gonzalo Ferro, Hannah Foldes, Cory Adis, Tim Hope, and Marc Hill – [www.dtic.mil/dtic/tr/fulltext/u2/a565673.pdf](http://www.dtic.mil/dtic/tr/fulltext/u2/a565673.pdf)



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## Other Interesting Reads on Cognition and Relevant Topics

*Sources of Power: How People Make Decisions* by Gary Klein – [www.amazon.com/gp/product/0262611465](http://www.amazon.com/gp/product/0262611465)

*Blink: The Power of Thinking Without Thinking* by Malcolm Gladwell – [www.amazon.com/gp/product/0316010669](http://www.amazon.com/gp/product/0316010669)

*Thinking, Fast and Slow* by Daniel Kahneman – [www.amazon.com/gp/product/0374533555](http://www.amazon.com/gp/product/0374533555)

*The Black Swan: The Impact of the Highly Improbable* by Nassim Taleb – [www.amazon.com/gp/product/081297381X](http://www.amazon.com/gp/product/081297381X)

Malcolm Gladwell has a (shorter) New Yorker article on Nassim Taleb at [gladwell.com/blowing-up/](http://gladwell.com/blowing-up/)

*Growing Up bin Laden: Osama's Wife and Son Take Us Inside Their Secret World* by Najwa bin Laden and Omar bin Laden – [www.amazon.com/Growing-Up-bin-Laden-Osamas/dp/0312560877/](http://www.amazon.com/Growing-Up-bin-Laden-Osamas/dp/0312560877/)

## History

*Destiny Disrupted* by Tamim Ansary – [www.amazon.com/gp/product/1586488139](http://www.amazon.com/gp/product/1586488139)

*The Truth about Syria* by Barry Rubin – [www.amazon.com/Truth-about-Syria-Barry-Rubin/dp/0230604072](http://www.amazon.com/Truth-about-Syria-Barry-Rubin/dp/0230604072)

*A History of Iran: Empire of the Mind* by Michael Axworthy – [www.amazon.com/History-Iran-Empire-Mind/dp/046501920X/](http://www.amazon.com/History-Iran-Empire-Mind/dp/046501920X/)

*The First Crusade* by Steven Runciman – [www.amazon.com/First-Crusade-Steven-Runciman/dp/0521611482/](http://www.amazon.com/First-Crusade-Steven-Runciman/dp/0521611482/)

*A Peace to End All Peace: The Fall of the Ottoman Empire and the Creation of the Modern Middle East* by David Fromkin – [www.amazon.com/Peace-End-All-Ottoman-Creation/dp/0805088091](http://www.amazon.com/Peace-End-All-Ottoman-Creation/dp/0805088091)

*Ataturk: The Biography of the founder of Modern Turkey* by Andrew Mango – [www.amazon.com/Ataturk-Biography-founder-Modern-Turkey/dp/158567334X/](http://www.amazon.com/Ataturk-Biography-founder-Modern-Turkey/dp/158567334X/)

*A Short History of the Civil War: Ordeal by Fire* by Fletcher Pratt – [www.amazon.com/Short-History-Civil-War-Ordeal/dp/0486297020/](http://www.amazon.com/Short-History-Civil-War-Ordeal/dp/0486297020/)

*When Money Dies: The Nightmare of Deficit Spending, Devaluation, and Hyperinflation in Weimar Germany* by Adam Ferguson – [www.amazon.com/When-Money-Dies-Devaluation-Hyperinflation/dp/1586489941/](http://www.amazon.com/When-Money-Dies-Devaluation-Hyperinflation/dp/1586489941/)

*The Shield of Achilles: War, Peace, and the Course of History* by Philip Bobbitt – [www.amazon.com/Shield-Achilles-Peace-Course-History/dp/0385721382/](http://www.amazon.com/Shield-Achilles-Peace-Course-History/dp/0385721382/)

*Silent Night: The Story of the World War I Christmas Truce* by Stanley Weintraub – [www.amazon.com/Silent-Night-Story-World-Christmas/dp/0452283671/](http://www.amazon.com/Silent-Night-Story-World-Christmas/dp/0452283671/)

*The Candy Bombers: The Untold Story of the Berlin Airlift and America's Finest Hour* by Andrei Cherny – [www.amazon.com/Candy-Bombers-Untold-Airlift-Americas/dp/0425227715/](http://www.amazon.com/Candy-Bombers-Untold-Airlift-Americas/dp/0425227715/)

## Other Online Resources

DLNSEO Culture Ready: [www.cultureready.org/](http://www.cultureready.org/)

TRADOC Culture Center: [www.youtube.com/playlist?list=PLimMCO8zeiZHMw4\\_oxlxU6xd9mvzrAIKD](http://www.youtube.com/playlist?list=PLimMCO8zeiZHMw4_oxlxU6xd9mvzrAIKD)

Special Warfare Magazine: [www.soc.mil/swcs/swmag/archive.html](http://www.soc.mil/swcs/swmag/archive.html)

The Journal of Culture, Language, and International Security: [iscl.norwich.edu/journal/](http://iscl.norwich.edu/journal/)