CROSS CULTURAL COMPETENCE (3C)

SYLLABUS

K-431-5232 Course Code 5 Days Duration UNCLASSIFIED Security Level

INSTRUCTORS & FACILITATORS

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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 misreadings 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);
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.

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.
COURSE GOALS

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

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

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
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/
## Course Schedule

### Day 1, Monday

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>07.30 – 08.30</td>
<td>Welcome to the Course; Experiences in Cross-Cultural Environments</td>
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<tr>
<td>08.30 – 09.00</td>
<td>Commander Visit</td>
</tr>
<tr>
<td>09.00 – 11:15</td>
<td>Practical Exercise (PE) 1: ISO</td>
</tr>
<tr>
<td>11.15 – 12.15</td>
<td>Lunch</td>
</tr>
<tr>
<td>12.15 – 13.00</td>
<td>Course Overview; Intro to 3C</td>
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<tr>
<td>13.00 – 14.15</td>
<td>U.S. Culture</td>
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<tr>
<td>14.15 – 15.00</td>
<td>Stereotypes &amp; Impression Management</td>
</tr>
<tr>
<td>15.00 – 15.30</td>
<td>Security, Development and Governance</td>
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Homework Assignment 1: Islam Reading and Questions

### Day 2, Tuesday

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>07.30 – 08.00</td>
<td>Belief Systems Prep</td>
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<tr>
<td>08.00 – 09.00</td>
<td>Characteristics of Culture</td>
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<tr>
<td>09.00 – 10.15</td>
<td>Intro to Perspective-taking</td>
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<tr>
<td>10.15 – 11.15</td>
<td>Sensemaking</td>
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<tr>
<td>11.15 – 12.15</td>
<td>Lunch</td>
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<tr>
<td>12.15 – 13.00</td>
<td>Dimensions of Culture</td>
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<tr>
<td>13.00 – 13.45</td>
<td>Indirect &amp; Non-Verbal Communication</td>
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<tr>
<td>13.45 – 14.30</td>
<td>Communication Skills</td>
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<tr>
<td>14.30 – 15.00</td>
<td>Working with an Interpreter</td>
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Homework Assignments 2&3: Hofstede Country Comparison; Operational Cultural Model

### Day 3, Wednesday

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<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>07.30 – 08.00</td>
<td>PE 2: ISO (Planning and Preparation)</td>
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<tr>
<td>08.00 – 11.00</td>
<td>PE 2: ISO</td>
</tr>
<tr>
<td>11.00 – 12.00</td>
<td>Lunch</td>
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<tr>
<td>12.00 – 12.40</td>
<td>Conversational Tea</td>
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<tr>
<td>12.40 – 15.15</td>
<td>Belief Systems</td>
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### DAY 4, Thursday

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

### DAY 5, Friday

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<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>08.00 – 11.00</td>
<td>PE 5: ISO (Execution &amp; Debrief)</td>
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<tr>
<td>11.00 – 12.00</td>
<td>PE 6: Commander Brief (Planning, Execution)</td>
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<tr>
<td>12.00 – 13.00</td>
<td>PE 7: Final Negotiation (Planning, Execution)</td>
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<tr>
<td>13.00 – 13.30</td>
<td>ISO &amp; 3C Debrief</td>
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<tr>
<td>13.30 – 14.30</td>
<td>Wrap-up, Course Assessments</td>
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### SUPPLEMENTAL READING MATERIALS

**Culture, Cultural Dimensions, and Cultural Differences**


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


**General Cross-Cultural Competence**


*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)


*Communication Between Cultures* by Larry A. Samovar – [www.amazon.com/gp/product/11134910X](http://www.amazon.com/gp/product/11134910X)
Negotiation


Cross-Cultural Competence and Sociocultural Issues in Operational Settings


Kill or Capture by Matthew Alexander – www.amazon.com/gp/product/B00A17O2O2


Research Behind Models of Cross-Cultural Competence in Operational Settings

A. Seminal Models and Frameworks


B. Models Derived From Operational Data


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

Other Interesting Reads on Cognition and Relevant Topics

Thinking, Fast and Slow by Daniel Kahneman – www.amazon.com/gp/product/0374533555
Malcolm Gladwell has a (shorter) New Yorker article on Nassim Taleb at gladwell.com/blowing-up/

History

Destiny Disrupted by Tamim Ansary – www.amazon.com/gp/product/1586488139
The First Crusade by Steven Runciman – 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
A Short History of the Civil War: Ordeal by Fire by Fletcher Pratt – www.amazon.com/Short-History-Civil-War-Ordeal/dp/0486297020/

Other Online Resources

DLNSEO Culture Ready: www.cultureready.org/
TRADOC Culture Center: www.youtube.com/playlist?list=PLimMCO8zeiZHMw4_oxlxU6xd9mvzrAIKD
Special Warfare Magazine: www.soc.mil/swcs/swmag/archive.html
The Journal of Culture, Language, and International Security: iscl.norwich.edu/journal/