

## A Workshop Series for Faculty and Staff

You are the Bridge-  
Closing Intercultural  
Gaps Effectively



Dr. Cal Downs will facilitate all sessions. He is an internationally known intercultural communication expert who has conducted training in over 20 countries. He is an author and retired Kansas University Professor. (Come to all three sessions, two or only one — depending on your schedule)

- Session I-Blueprint of a Bridge: Your Cultural Identity-Thurs. Sept. 18, 2:30-5:00pm
- Session II-Building the Bridge: Points of Contact—Thurs. Oct. 9 2:30-5:00pm
- Session III-Being the Bridge: Refining Your Skills -Thurs. Nov. 13, 2:30-5:00pm

ALL SESSIONS HELD IN  
WOODARD CONFERENCE CENTER

---

# **WORKBOOK SESSION III**

## **Being the Bridge: Refining Your Skills**

**YOU ARE THE BRIDGE -- CLOSING  
INTERCULTURAL GAPS EFFECTIVELY**

**Facilitator  
Cal W. Downs, PhD**

## **YOU ARE THE BRIDGE -- CLOSING INTERCULTURAL GAPS EFFECTIVELY,**

### **INTRODUCTION**

The need to be culturally strategic continually grows. Since Park University has students from 112 countries, this training program for faculty and staff to call attention to information that would assist them in their intercultural interactions. The following proposal is drafted on the basis provided in several meetings with Kimberly Connelly. I am impressed with what Park U. is seeking to accomplish and appreciate the opportunity to work with the Internationalization Task Force in accomplishing its goals.

#### ***Cal Downs, PhD***

An international management consultant as well as being professor emeritus at the University of Kansas Communications Department, Cal Downs has more than 30 years experience as a trainer. He also has held senior positions in communications at the University of Maryland and Northwestern University.

Starting his career conducting cross-cultural training programs for the Agency for International Development in Washington, D.C., he has worked with many European, Australian and Asian companies across a wide range of managerial and cultural issues with special seminars in Russia, Italy, China, the Netherlands, and Australia. For many years he was a trainer in management communication at the University of Michigan Executive Training Center and the UCLA's Engineering Management Course. He enjoys developing questionnaires for Communication Management, Inc, and his COMSAT questionnaire is one of the most thoroughly researched in the world and is translated into several languages.

#### **General program objectives**

- **To increase the communications effectiveness of employees in their dealings with customers and contacts from overseas countries**
- **To assess individual behavior style as it relates to working with overseas customers or contacts from different cultures and to appreciate the “dimensions of difference” between working and social outlooks in the US from those of other countries**
- **To examine the negative consequences of “cultural blindness” on current and potential working relationships**
- **To sensitize participants to how communication is culturally contextual and to give them some tools for making strategic decisions.**

- **To lay a foundation for on-going development for effectiveness in inter-cultural communications**
- **To examine oneself as a cultural being---as well as an individual within a culture.**

### **TRAINING METHODS**

*The seminar will be highly interactive, combining*

- a) **theories about points of contact,**
- b) **cases and conversations, and**
- c) **experiences from the participants.**

**Participants will be asked to prepare an assignment for sessions 2 and 3 to facilitate our maximum understanding.**

### **BENEFITS TO THE ORGANIZATION**

- \* **Increased Financial Stability for Park**  
Organizations that manage cultural understanding and adapt effectively can expect to increase business through improved communications, reaching consensus on both sides and boosting executives' confidence in dealing with overseas business.
- \* **Better Service to Overseas Customers/Clients**  
Overseas customers/clients require the same quality of service provided to everyone. However, communications, delivery and/or implementation will require different approaches. Experts have shown that by managing cultural awareness effectively, organizations can meet the needs of a diverse customer/client thus providing better service.
- \* **Reduced Conflict/Improved Morale**  
Conflict occurs when two sides misunderstand each other's motives. This often happens within the same "transnational" company with its integrated management approach treating worldwide operations as an interdependent whole. Too often the differences in working practices are not understood or appreciated. The muscle of global resources must be combined with sensitivity to local practices, issues and opportunities.
- **Your Own Personal Growth**
- **Our goals is understanding (Adrian)**
  1. **Information is when you can say it.**
  2. **Knowledge is when you can do it.**
  3. **Understanding is when you can teach it.**

## **SESSION THREE**

**A. Please write out one question, which you would like to have answered over the three sessions that we have on intercultural communication.**

---

---

**B. Cultures are abstract and complex, constantly undergoing changes. Hesselgrave lists their ingredients as being**

- 1. World Views---ways of perceiving the world**
- 2. Cognitive Processes---ways of thinking**
- 3. Linguistic Forms---ways of structuring a message**
- 4. Behavioral Patterns----ways of behaving**
- 5. Social Structures----ways of interacting**
- 6. Media Influences----ways of channeling the message**
- 7. Motivational Resources---ways of deciding.**

## **TOPICS COVERED**

- 1. World View:**
  - a. View of Man and Supernatural**
  - b. Views of Gender**
  - c. Fate vs. Change**
  - d. Nature of Spirituality**
- 2. Cognitive Processes**
  - a. Ways of Demonstrating We Know Something**
  - b. Nature of Language and Meaning**
  - c. Learning Unstated Norms/Values Which Everyone is Expected to Know.**
- 3. Linguistic Forms**
  - a. High and Low Contexts**
  - b. Communicating through Presentations**
- 4. Behavioral Patterns**
  - a. Non-verbal behavior**
  - b. Influences of One's Culture**
  - c. Perspectives on Alcohol Usage**
  - d. Perspectives on Sex**
  - e. Views of Freedom**
  - f. Individualism vs. Community Focus**
  - g. Willingness to Listen**
- 5. Social Structures**
  - a. Expectations of Friendship**
  - b. Reactions to Authority**
  - c. Role of Feedback**
  - d. Invitations to Dinner**
  - e. Formality vs. Informality**
  - f. Learning Unstated Norms**
  - g. Dealing with Tensions and Resolving Conflicts**
- 6. Media Influences**
  - a. Media as Part of Our Contexts**
  - b. Understanding Culture Through Media**
- 7. Motivational Resources**
  - a. Feedback on Term Papers**
  - b. Opportunity vs. Fate: Who is in Charge?**
- 8. Organizations Within a Culture**
  - a. Unique Culture Formed in Park**
  - b. Organizational Influences on Relationships**

**EXERCISE: ADAPTATION TO USA CULTURE AT PARK**

**A. Organizational Cultures vary a lot even within a national culture. List the 5 most significant aspects of Park culture from your perspective. For example, how does the fact that it is an entrepreneurial organization influence its culture?**

1.

2.

3.

4.

**B. From your experience what are the 5 greatest challenges for foreigners to adapt to life in the United States, particularly at Park?**

1.

2.

3.

4.

**C. What strategies can you devise to assist in their adaptation?**

1.

2.

3.

4.

**D. What strategies can you devise to assist you to adapt to them?**

1.

2.

3.

4.

## NATURE OF CULTURE SHOCK

**A. Patterns of culture shock follow a U Curve.**

**B. Reasons for the shock are often unpredictable as people have different experiences back home and in the new culture.**

**C. Many of you travel. Have you ever experienced your own culture shock?**

**D. Give examples of people in culture shock at Park.**

**E. How can you recognize it?**

- 1. Homesickness**
- 2. Isolation**
- 3. Disorientation**
- 4. Obsessive criticisms or new culture**
- 5.** \_\_\_\_\_
- 6.** \_\_\_\_\_
- 7.** \_\_\_\_\_

**F. What should you do to help, if anything? What have you found to be helpful to others?**

---

---

---

---

## EXPLORING POINTS OF CONTACT

**“Creating a point of contact involves explaining one cultural behavior in the language of another. You are explaining (persuading) and putting the how and the what together. You want to make something sound reasonable and do so by putting it in a different frame—you have to translate the behavior. How would you explain U.S. love to Chinese? How would you explain Indian decision-making to those in the U.S.?” (Allyson Adrian)**

- 1. What are the chief points of contact you have with international students?**

---

---

---

---

- 2. How can we make them better?**

---

---

---

---