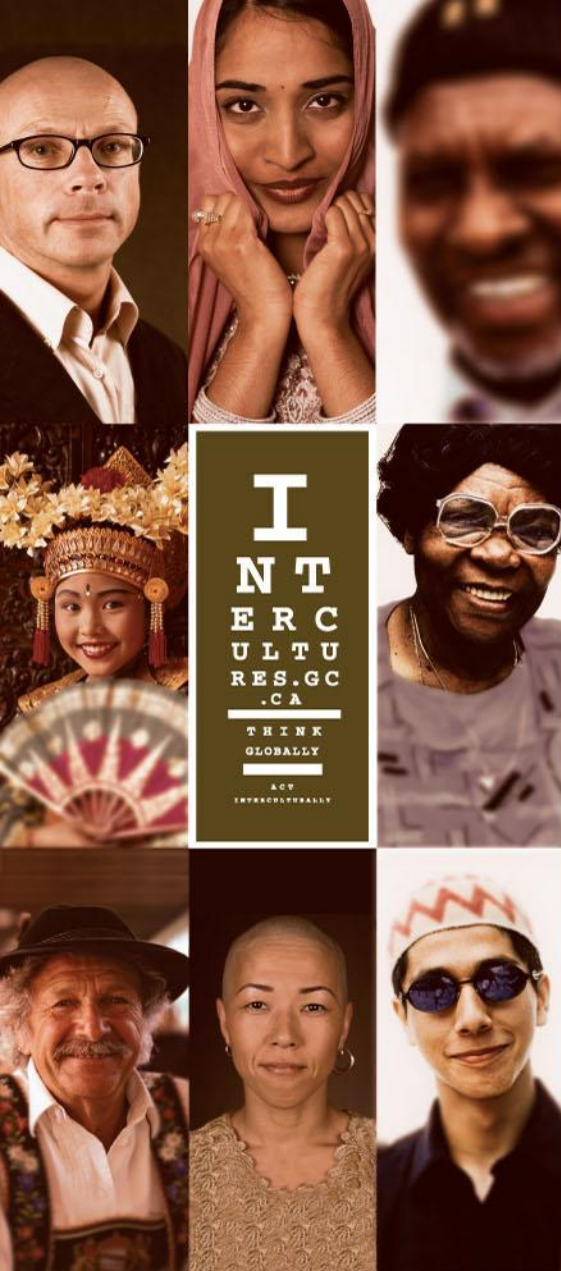




Our Focus is Culture

www.intercultures.gc.ca

Notre
point de mire
est la
culture





Intercultural Skills for Medical Professionals

Global Health Education: Building a Healthier World May 3, 2008

Doug MacDonald, Director
Centre for Intercultural Learning





Indonesia





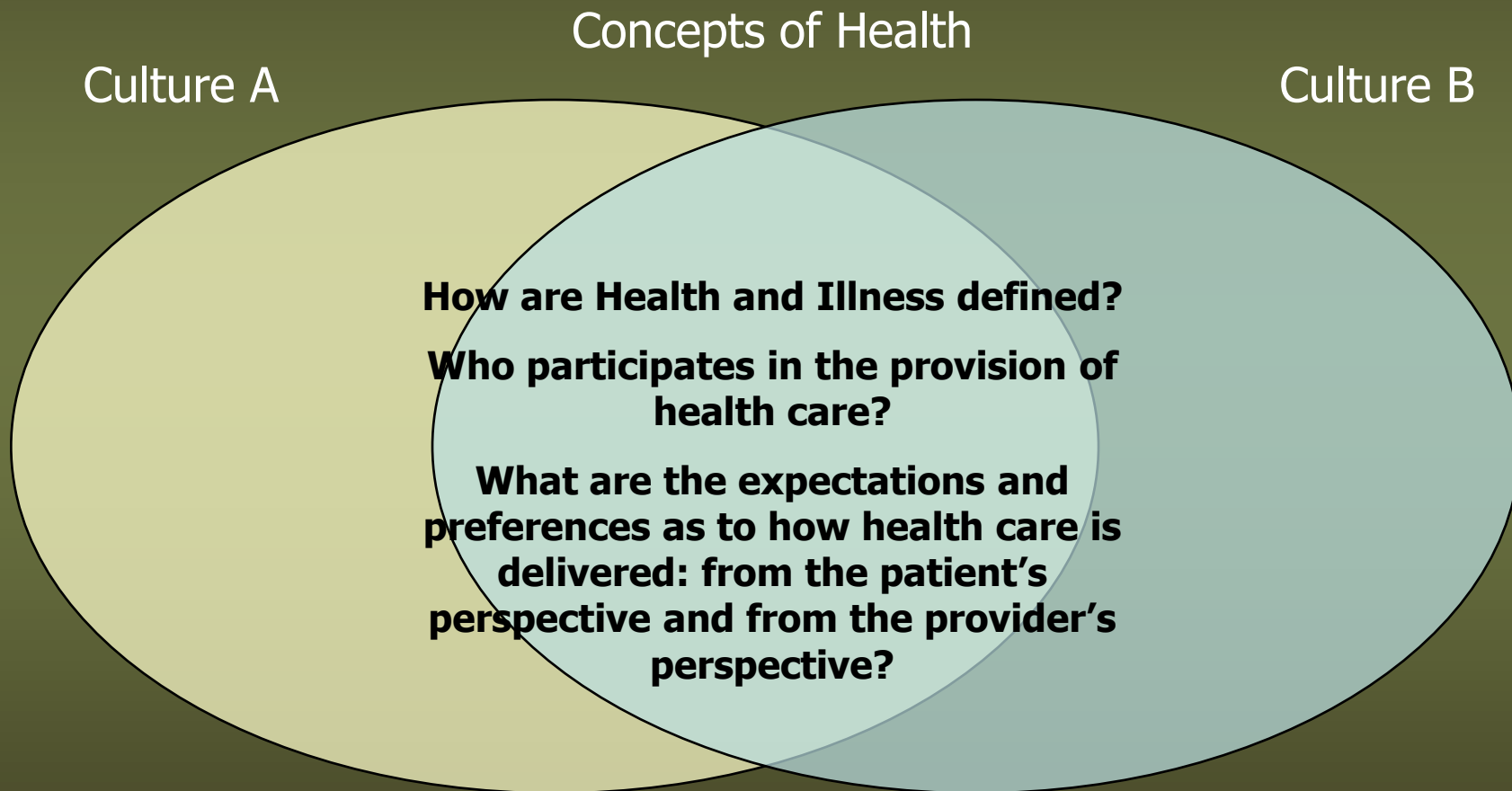
Observations of Traditional Healing Events

1. Widespread Participation of the Community – health/illness is largely a public, communal concern
2. Intervention by Expert
3. Highly Ritualized
4. Higher or Other Power Involved
5. Trance state as a sign of progress in healing





The Nexus of Culture and Health





Culture as an Iceberg

an interconnected way of...

Doing

- Ways of Life
- Laws and Customs
- Institutions
- Methods
- Techniques
- Rituals
- Language

Thinking

- Norms
- Roles
- Ideologies
- Beliefs
- Philosophy

Feeling

- Values
- Tastes
- Attitudes
- Desires
- Assumptions
- Expectations
- Myths
- Etc.

which we share with
others, that gives a
sense of belonging

Adapted from: Guy Rocher, Introduction à la sociologie générale, Tome 1, 1969





The Four Levels of Cultural Awareness

- As one gains experience with another culture, knowledge and awareness of both the new culture and one's own culture increases, but generally in opposite directions:

1. Unconscious Incompetence

This has also been called the state of blissful ignorance. At this stage, you are unaware of cultural differences. It does not occur to you that you may be making cultural mistakes or that you may be misinterpreting much of the behaviour going on around you. You have no reason not to trust your instincts.

Source: Based on work of William Howell; adapted from "Culture Matters", Peace Corps Cross-cultural Workbooks.





The Four Levels of Cultural Awareness

2. Conscious Incompetence

You now realize that differences exist between the way you and a person of the new culture behave, though you understand very little about what these differences are, how numerous they might be, or how deep they might go. You know there's a problem here, but you're not sure what it is. You're not so sure of your instincts anymore, and you realize that there are some things you don't understand. You may start to worry about how hard it's going to be to understand the new culture.

Source: Based on work of William Howell; adapted from "Culture Matters", Peace Corps Cross-cultural Workbooks.





The Four Levels of Cultural Awareness

3. Conscious Competence

You know cultural differences exist, you know what some of these differences are, and you try to adjust your own behaviour accordingly. It doesn't come naturally yet — you have to make a conscious effort to behave in culturally appropriate ways—but you are much more aware of how your behaviour is interpreted in the new culture. You are in the process of replacing old instincts with new ones. You now know that you will be able to understand the new culture if you can remain objective.

Source: Based on work of William Howell; adapted from "Culture Matters", Peace Corps Cross-cultural Workbooks.





The Four Levels of Cultural Awareness

4. Unconscious Competence

You no longer have to think about what you're doing in order to do the right thing. Culturally appropriate behaviour is now second nature to you; you can trust your instincts because they have been reconditioned by the new culture. It takes little effort now for you to be culturally sensitive.

Source: Based on work of William Howell; adapted from "Culture Matters", Peace Corps Cross-cultural Workbooks.





THE CHALLENGE OF INTERNATIONAL PROJECTS

Failure rates are high

- **Less than 30% of individuals are highly effective.**
- **Across all sectors, almost half of all International Joint Ventures fail**

Increasing Complexity

- **Partnerships and collaborations across cultures are ever-increasing in scope and purpose.**
- **Many international operations are now multinational and multilateral in nature, increasing the complexity of interactions.**





Key Causes of Failure in International Projects: What the Research Says

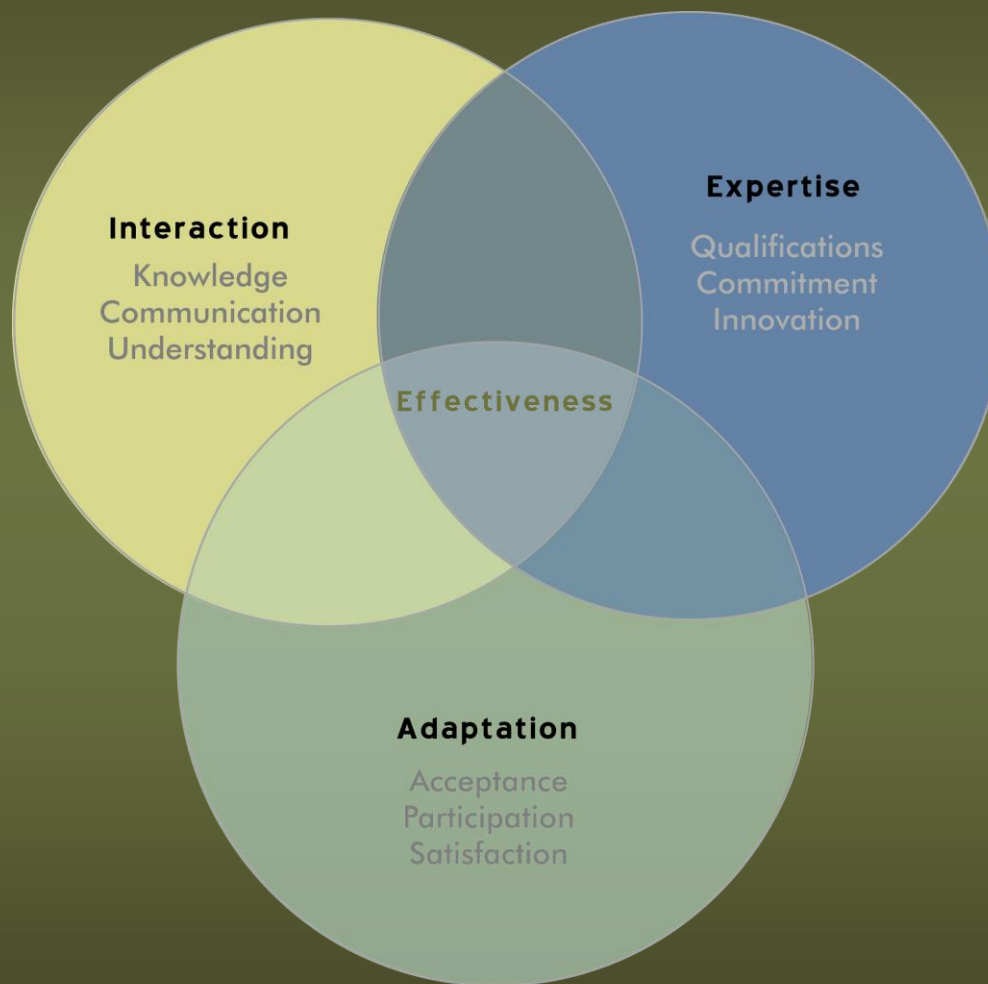
SUCCESS OR FAILURE OF INTERNATIONAL PROJECTS IS DETERMINED BY INDIVIDUAL, ORGANIZATIONAL AND ENVIRONMENTAL FACTORS

AT THE INDIVIDUAL LEVEL:

- A general lack of intercultural and interpersonal skills
- Failure to have the right people doing the right things at the right time
- Failure to achieve a high level of TRUST



The Concept of Overseas Effectiveness





Competencies of an Interculturally Effective Person

1. Cultural Adaptation
2. Knowledge of Host Country
3. Sensitivity & Respect
4. Network & Relationship-Building
5. Intercultural Communication
6. Intercultural Team Leadership
7. Personal & Professional Commitment





Cultural Competencies for Health Care Providers

1. Work on Changing One's World View
2. Become Familiar with Core Cultural Issues
3. Become Knowledgeable About the Cultural Groups with Which We Work
4. Become Familiar with Core Cultural Issues Related to Health and Illness
5. Develop a Relationship of Trust with Clients
6. Negotiate for Mutually Acceptable and Understandable Interventions of Care

McNaughton Dunn, Ardys Journal of Pediatric Health Care May/June 2002





Key Causes of Failure in International Projects: What the Research Says

AT THE ORGANIZATIONAL LEVEL:

- Failure to recognize the pervasive influence of culture on all activities
- Failure to be realistic in setting performance targets and establishing shared understandings
- The Important Issue of Support

AT THE ENVIRONMENTAL LEVEL:

- Failure to be proactive in Environmental Monitoring and Management: not having an ear to the ground for political, economic, social opportunities or threats.





Enhancing Success on International Projects: An Outline of a New Model Training Program

Theme A: Improving Individual Cross-Cultural Competencies

- Culture and its Consequences
- Essential Cross-Cultural Skills
- Multicultural Teamwork Skills





Enhancing Success on International Projects: An Outline of a New Model Training Program

Theme B: Addressing Key Organizational Issues

- Planning and Implementing International Projects: Best Practices
- The Reality and Impact of Organizational Culture
- Establishing a Management Plan for the Project





Enhancing Success on International Projects: An Outline of a New Model Training Program

Theme C: Assessing and Monitoring the Environment

- Basic Environmental Assessment
- Stakeholder Analysis
- Managing and Monitoring the Environment





The Centre's Products and Services

Training provided to > 3000 participants/year

- Pre-departure training
- On arrival orientation
- Debriefing/re-entry
- E-learning courses; web-based learning support

Intercultural Facilitation and Organizational Development

- Recent CIDA Project/Program Workshops conducted in Ghana, Egypt, Jordan (Iraq Program), Paraguay, Brazil





The Centre's Products and Services

International Personnel Assessment

- International Adaptability Assessment (IAA) and Behavioural Based Interview tool (BBI)

R&D and Evaluation

- Applied research supports course and product development
- Partnerships with Universities, Canadian Manufacturers and Exporters (CME), Canadian Heritage (PCH)
- Evaluation of learning and performance
- Numerous publications and presentations related to intercultural competencies and success factors for international projects





Contact Us

To find out more about how the Centre's services can assist you and your partners/members, please contact us.

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