



Summer Institute for  
Intercultural  
Communication

2012

# A Letter of Invitation to the Summer Institute for Intercultural Communication

July 2012  
Reed College  
Portland, Oregon  
USA



Sponsored by  
the Intercultural  
Communication  
Institute

Dear Friends and Colleagues,

We welcome you warmly to our Summer Institute, an intercultural place where you can talk about what you do, and not have to explain yourself, where being intercultural is part of all that we do.

Our life's work is building bridges among cultural differences, softening barriers to living life with cultural others, and probing the mysteries of unknown places and peoples. We do so not only to teach more wisely, train more effectively, and manage more appropriately, but also sometimes for the sheer pleasure of experiencing differences.

The Summer Institute for Intercultural Communication (SIIC) has a 36-year history of providing professional development for people who believe that this work matters. During its first ten years at Stanford University, and for the last 26 under the auspices of the Intercultural Communication Institute (ICI) in Portland, Oregon, SIIC has become a creative—and sometimes downright playful—community of intercultural scholars and practitioners from many cultures that meet each year to renew their energies and commitments.

Many of you who have come to the Institute have commented that SIIC is a culture in itself, characterized by the intensity of the learning experience, its relevance to your professional development, its balanced emphasis on knowledge and skills, and the respectful and supportive atmosphere in which we all gather. SIIC faculty members have been selected not only for their credentials but also for their appreciation of the SIIC participants, who bring a wealth of insight and experience in their own right. As we co-create this highly interactive learning environment, we all engage in discussions over long mealtimes and social receptions scheduled every night.

The SIIC atmosphere is inclusive—all participants should expect that their cultural differences will be appreciated and that there will be interest in mutual learning about those differences. Whether you are leading a global team, designing a new diversity initiative, preparing a course for fall term, or directing a study abroad program, you can anticipate a lively week (or two, or three) of intense engagement with intercultural issues and resources—networking, listening, asking, and indulging in the company of diverse and similarly dedicated professionals. Please join us for what again promises to be a unique and significant learning opportunity.

Your Friends at ICI

# 2012 Schedule

\*Indicates new workshop for 2012. Please note: Only one workshop may be taken per session.

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## SESSION I: 3-day Concurrent Workshops: July 11-13, 2012

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- 1a. Foundations of Intercultural Communication  
*Santalynda Marrero, Andy Reynolds*
- 1b. Foundations of Intercultural Communication  
*Margaret Pusch, Jaime Wurzel*
2. Teaching Intercultural Issues Online  
*Judith Martin, Mary Meares*
3. Methods of Intercultural Training  
*Barbara Kappler Mikk*
4. Assessing Intercultural Competence  
*Michael Stevens*
5. Foundations of Intercultural Coaching  
*T. Glen Sebera*
- \*6. Bridging the Marketing Gap: Essential Skills for the Intercultural Professional  
*Cate Brubaker, Candice Hughes, Ann Marie Lei*
- \*7. Promoting Global Sustainability Across Cultures  
*Peter Fordos, Cecilia Utne*
8. Borders, Boundaries, Belonging, and Beyond  
*Prany Sananikone, Dorothy Sermol*
- \*9. Redefining Diversity: Integrating Culture into Diversity and Inclusion  
*Carlos Cortés*
- \*10. Preparing Leaders to Engage in Global Diversity: Practical Strategies  
*Louise Wilkinson*
- \*11. Defining, Developing, and Defusing Difficult Dialogues  
*Anita Rowe, Donna Stringer*
12. Visual Literacy: The Meaning of Images in a Multicultural World  
*John Condon, Miguel Gandert*
13. China: Encountering the Culture of a Rising Power  
*George Renwick*

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## A SAMPLE OF SIIC: One-day Workshops: Saturday, July 14, 2012

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(See pages 4-6 for more information.)

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## SESSION II: 5-day Concurrent Workshops: July 16-20, 2012

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14. Cross-Cultural Training in International Corporations  
*Ann Marie Lei, George Renwick*
- \*15. Intercultural Change Agency  
*Todd Conklin*
16. The Assessment, Development, and Nurturing of Global Leaders: Insights from the Field  
*Mark Mendenhall, Joyce Osland*
17. Developing Cultures of Collaboration  
*Terence Brake*
18. Diversity as Culture Change: A Strategic Approach  
*Anita Rowe, Donna Stringer*
19. Training Design for Intercultural Learning  
*Janet Bennett, Michael Paige*
20. Facilitating Experiential Methods and Tools  
*Basma Ibrahim DeVries, Tatyana Fertelmeyster*
- \*21. Developing Intercultural Competence: An Integrated Practice  
*Dianne Hofner Saphiere, Barbara Schaetti*
22. Training for Insight: A Learner-Centered Approach to International Education  
*Adriana Medina-López-Portillo, Mick Vande Berg*

23. **Facilitating Intercultural Discovery**  
*John Condon, Nagesh Rao*
24. **Linking Social Justice and Intercultural Communication in the Global Context**  
*Amer Ahmed, Kathryn Sorrells*
25. **Understanding Racial and Cultural Identity in America**  
*William Cross, Terrell Jones*
26. **Emotional Intelligence and Diversity**  
*Jorge Cherbosque, Lee Gardenswartz*
27. **From Difficult Dialogues to Crisis Conversations**  
*Robert Beach, Mitch Hammer*

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**A SAMPLE OF SIIC: One-day Workshop: Sunday, July 22, 2012**

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*(See pages 4-6 for more information.)*

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**SESSION III a: 5-day Concurrent Workshops: July 23-27, 2012**

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28. **Teaching Intercultural Communication**  
*Leeva Chung, Stella Ting-Toomey*
29. **Training for Intercultural Transitions: A Holistic Perspective**  
*Lilli Engle, Mick Vande Berg*
30. **Transformative Training: Design, Development, and Delivery**  
*Janet Bennett, Nagesh Rao*
31. **The Undercover Interculturalist: Exploring Cultural Complexity in Everyday Experience**  
*John Condon, Richard Harris*
- \*32. **Designing and Implementing Global Diversity Training**  
*Jonamay Lambert, Dianne Hofner Saphiere*
33. **Strategic Planning for Campus Diversity**  
*Art Costantino, Terrell Jones*
34. **Facilitating Structured Dialogue in Intercultural Conflict**  
*Benjamin Broome*
35. **Advanced Workshop: Coaching Global Executives**  
*George Renwick*

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**SESSION III b: 3-day Concurrent Workshops: July 23-25, 2012**

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36. **Creating a Workplace That Works: When Is Something Cultural Going On?**  
*Tom Kochman, Jean Mavrelis*
37. **Intercultural Competence on Campus: Educating Global-Ready Graduates**  
*Darla Deardorff*
38. **Doing the Right Thing! Values Around the World**  
*Donna Stringer*
39. **Sexuality, Gender, and Culture: An Intercultural Approach**  
*Kathryn Sorrells*
- \*40. **Intercultural Competence as a Structure of Consciousness**  
*Doug Stuart*
41. **Interculturalizing the College Classroom: Design for Development**  
*Mark Harden*

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**SIIC FELLOWS PROGRAM: July 4-21, 2012**

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The Fellows Program offers opportunities to examine and experience multicultural team building and work behind the scenes with the SIIC staff and faculty. *See page 8 for more information.*

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**NEW INTERCULTURALISTS PROGRAM: July 8-15, 2012**

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This program is designed to provide an immersion experience for those who are entering or exploring the intercultural field. *See page 9 for more information.*

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# A Sample of SIIC: One-Day Workshops

Saturday, July 14, 2012, and Sunday, July 22, 2012

These fast-paced mini-seminars are designed for those who want a sample of the Summer Institute experience but don't have a lot of time. You can also conveniently add one of these workshops to the beginning or end of your program. The faculty are chosen from the ICI/SIIC network and topics reflect interest areas suggested by former participants. This is a great way to spend a day!

## SATURDAY, JULY 14, 2012

### A. Multi-Generational Inclusion and Engagement: A Global Perspective

*Carol French and April Lewis (Biographies at [www.intercultural.org](http://www.intercultural.org))*

The inherent challenges of inclusion across cultural groups are made more complex by changing age demographics. In an interactive, experiential, and flat-out fun session, we examine the characteristics and experiences of the four generations in the workplace and address outdated, and limiting, myths and stereotypes. We will discuss how to improve inter-generational relationships and leverage the similarities among the generational groups to enhance employee engagement. We will also review best practices for multi-generational leadership. Does country of origin make a difference? Come find out!

### B. Dealing with Privilege: Thinking Clearly and Acting Effectively

*Carlos Cortés (Biography, p. 18, Workshop 9)*

*"Oh, so you're neutral on that topic. Then whom are you neutral against?"* – Mark Twain. What is privilege? How does it affect our lives? What ethical dilemmas does it raise concerning equity and inclusion? What can I do about it, both personally and organizationally? We'll address such questions as we examine critical issues related to dealing effectively with the complexities of privilege.

### C. Turning Heat to Light: Facilitating Challenging and Heated Group Interactions

*Stephen Schuitevoerder (Biography at [www.intercultural.org](http://www.intercultural.org))*

In this experiential and interactive workshop we will explore the facilitation of challenging and heated dialogues, where difficult discussions on race, culture, class, and identity are introduced. Through cultivating a supportive environment and with skillful interventions, these often heated and polarized interactions can result in significant insights and profound learning for participants. Drawing from the methods of Process Work we will explore the skills required to facilitate these intense group interactions in challenging climates and then apply these exciting new developments to our own group interactions and learning.

### D. Internet Resources for Interculturalists

*Ted Dale (Biography at [www.intercultural.org](http://www.intercultural.org))*

This session will explore some of the resources available on the web for people working in the intercultural field. Come prepared to discuss the merits of what is currently available and to share your ideas regarding resources you think others should know about. We will look at a broad spectrum of both free and fee-based resources from a variety of sources, from culture-specific information to assessments that can be useful for trainers and educators.

## **E. Why Reentry Matters: Critical Lessons and Practical Advice**

*Bruce La Brack (Biography at [www.intercultural.org](http://www.intercultural.org))*

Returning “home” and making the necessary social and psychological re-adjustments can present challenges as significant as those faced when going abroad, not only for the individual, but also for cultures and institutions. This session will review the newest work on these complex issues, and it will provide suggestions and models for repatriation training appropriate for different audiences at different stages.

## **F. What Is My Homeland Now? Refugee and Immigrant Experience in the U.S.**

*Tanya Mead (Biography at [www.intercultural.org](http://www.intercultural.org))*

Through the rich accounts of immigrants and refugees, this workshop will take a close look at the acculturation experience in the U.S. We will discuss a framework for various forms of adaptation, draw on films and guest speakers, and examine what contributes to positive and negative acculturation experiences. We will explore how immigrants approach assimilation, integration, marginalization, and separation. The session will also focus on the U.S. as a host culture and discuss various adaptive strategies that might be implemented to promote further integration and positive acculturation.

## **G. Working with Disabilities Developmentally**

*Steve Hanamura (Biography at [www.intercultural.org](http://www.intercultural.org))*

With the increasing emphasis on intercultural competence in our field, we have observed that interculturalists may be in a slightly different place regarding issues of disability than they are with other cultural identity groups. This less-understood cultural group presents challenges and opportunities for the inclusive trainer who wants to examine the topic, but for whom this is unfamiliar territory. We will explore our own perspectives on disability, assess the wider framework of intercultural development as it relates to this population, and compare and contrast effective training on disability with training in other cultural contexts.

## **H. Personal Leadership: Turning Our Knowledge into Competence**

*Barbara Schaetti (Biography, p. 24, Workshop 21)*

Cultural differences can cause even experienced interculturalists to interact in ways that hamper high performance or even render it impossible. This session will introduce you to a system of practice that can support you in stepping up to your highest and best in interpersonal and intercultural contexts, even when your neighbors and colleagues seem to embody significantly different degrees of intercultural sensitivity than you might wish for.

## **I. Intercultural Career Planning**

*Mary Meares (Biography, p. 14, Workshop 2)*

What exactly is an “intercultural” job, and where are they? What education, skills, knowledge, and intercultural experience are essential to get these jobs? How can one either begin or shift a career focus? This interactive session will explore these questions as they apply to the intercultural career interests of all participants.

*(Descriptions continued on next page.)*

## **J. Training Methods for Exploring Identity**

*Tatyana Fertelmeyster (Biography, p. 23, Workshop 20)*

The session will share self-discovery processes—from icebreakers to individual and team exercises—that can be used to explore identity. It will address why identity work is essential in intercultural training, offer different ways to set up and integrate identity exercises into programs that resonate with various work groups, and discuss both the ethical and practical considerations we need to be aware of when doing identity work.

## **K. Culturally Appropriate Instructional Design**

*Andrea Edmundson (Biography at [www.intercultural.org](http://www.intercultural.org))*

Our focus in this program will be the creation (or revision) of training activities—classroom or online—for learners in another culture by identifying features critical to their success and designing activities that align with their cultural preferences. In addition, as a group, we will share and compile our new culturally appropriate activities into an “activities library,” subsequently maximizing our shared cultural expertise, instructional design efforts, and resources.

## **SUNDAY, JULY 22, 2012**

## **L. The Missing Piece: Quality Assessment in Intercultural Learning**

*Darla Deardorff (Biography, p. 32, Workshop 37)*

Quality assessment of intercultural learning goes beyond pre-post testing. This interactive workshop is for those wanting to gain a better foundation and more knowledge about what constitutes quality assessment. We will explore assessment fundamentals as applied to intercultural contexts, address pitfalls to avoid, and share examples and lessons learned from intercultural assessment experiences, including highlights of tools and methods that can be used. Participants are asked to bring program materials, including a mission statement and goals, as well as examples of a current intercultural assessment if available. Get ready for a stimulating foray into assessment!

# **The Intercultural Communication Institute**

The Summer Institute for Intercultural Communication (SIIC) is sponsored by the Intercultural Communication Institute (ICI), a nonprofit charity with the mission of fostering an awareness and appreciation of cultural difference in both the international and domestic arenas. ICI was founded by Janet Bennett and Milton Bennett with an endowment from Milton's father, Stanton D. Bennett, an international businessman whose life reflected a commitment to world peace, hospitality to foreign visitors, and generous support for education.

ICI is based on the belief that we share an ethical commitment to further intercultural work that has been shown to contribute to better understanding and reduced conflict among people of different cultures. In addition to sponsoring SIIC as part of this mission, ICI maintains an extensive research library available year-round for intercultural scholars and practitioners, conducts a graduate degree program and a certificate program, provides referrals and information on intercultural topics, and supports professional activities in the field.

ICI has academic relationships with the University of the Pacific in Stockton, California, which co-sponsors the Master of Arts in Intercultural Relations program, and with Portland State University, which offers credit for SIIC courses. Portland State University and ICI also collaborate to offer an Intercultural Training Certificate. In addition, ICI has professional partnerships with the Kozai Group, Cultural Detective®, the Intercultural Resource Corporation, Executive Diversity Services, Aperia Global, and Personal Leadership Seminars.

# SIIC Workshops and Programs

Workshops are presented in three sessions plus a series of Sample of SIIC (SOS) workshops on Saturday, July 14, and Sunday, July 22. **Since workshops run concurrently, only one workshop may be selected per session.**

**Session I** offers 3-day workshops geared to professionals who want a succinct but still sophisticated overview of various topics. The Foundations of Intercultural Communication workshop surveys basic concepts and issues of intercultural communication; it provides an excellent introduction to other workshops for those without a theoretical background in this specialty. **Except for this “Foundations . . .” class, Session I workshops are not more introductory than those in Sessions II and III.**

**Session I** begins at 9:00 a.m. Wednesday, July 11, and ends at 5:00 p.m. Friday, July 13. Participants staying on campus should arrive Tuesday after 4:00 p.m., July 10, and depart Saturday, July 14.

**A Sample of SIIC (SOS)** consists of 1-day workshops offered on Saturday, July 14, and Sunday, July 22, beginning at 9:00 a.m. and ending at 5:00 p.m. Participants taking a Saturday workshop and staying on campus should arrive Friday after 4:00 p.m., July 13, and plan on leaving Sunday, July 15. Participants taking the Sunday workshop and staying on campus should arrive Saturday after 4:00 p.m., July 21, and plan on leaving Monday, July 23.

**Session II** offers 5-day workshops and provides more extensive information, resources, and practical applications. Session II begins at 9:00 a.m. Monday, July 16, and ends at 5:00 p.m. Friday, July 20. Participants staying on campus should arrive Sunday after 4:00 p.m., July 15, and depart Saturday, July 21.

**Session III** offers both 5-day and 3-day workshops. **Unless titled “Advanced . . .”, workshops in Session III are not more advanced than those in other sessions.** All Session III workshops begin at 9:00 a.m. Monday, July 23. The 5-day workshops end at 5:00 p.m. Friday, July 27, and the 3-day workshops end at 5:00 p.m. Wednesday, July 25. Participants staying on campus should arrive Sunday after 4:00 p.m., July 22, and depart the day after their session ends.

In addition to the professional workshops, there are also evening programs that include presentations by experts on relevant topics, simulations, and career counseling sessions. If you do not intend to stay on campus, we encourage you to spend as many evenings as possible there, since the evening programs are an important part of the overall educational experience. Informal receptions for participants and faculty follow the evening programs. Entertainment is also scheduled for each session.

A small selection of new and classic intercultural materials from the ICI Research Library will be available onsite during SIIC. The entire ICI Library, which contains over 31,000 specialized books, articles, and training materials, is housed at ICI’s permanent headquarters and will be open to participants on scheduled days during SIIC. Check our website for details. Some current titles in intercultural relations will also be available in the SIIC Bookstore.

**Please note:** Activities are scheduled every evening of all three sessions. If you are planning to sightsee or visit family or friends in the Portland area, it helps to know that each day is scheduled from 9:00 a.m. to 11:00 p.m. To get the maximum benefit from SIIC, we recommend that you plan any extracurricular activities before or after the session.

# SIIC Fellows Program

July 4-21, 2012

The SIIC Fellows Program offers an opportunity to explore the field of intercultural communication, to assess career direction, to commit to a personal intercultural practice, and to learn about intercultural team development by working directly with other fellows, SIIC staff, and faculty. This is one of two SIIC programs with a formal selection procedure. Our Fellows typically range in age from 25 to 70 and come from dozens of different cultures and professions. Approximately 30 Fellows will be chosen for 2012. Criteria for selection are:

- Some knowledge of the intercultural field
- Professional experience or at least graduate student status
- Commitment to a career in the fields related to intercultural relations
- Enthusiasm for working in a support/service capacity, while also learning at the Institute

During the Fellows Session preceding SIIC, Fellows receive professional development in multicultural team processes based on the practice of Personal Leadership. There is a strong emphasis on collaborative learning, and a rare opportunity for diverse individuals with a common interest to explore the role of intercultural communication in their lives.

During Sessions I and II, Fellows participate in workshops while also providing logistic and other assistance to the workshop faculty. In Session II, they have the opportunity to discuss design and group process issues with the faculty. In addition, Fellows support SIIC in a variety of roles from setup and hosting, to assisting participants in the library and bookstore.

Financially, the SIIC Fellows Program represents a significant tuition discount. Fellows pay reduced tuition, room, and board for the first week of the Fellows Program, which includes the multicultural team training with the Fellows faculty, as well as for Sessions I and II. The Fellows Program is a combination of a mentoring program and a chance to get a different and more extensive behind-the-scenes Institute experience.

The total cost for Fellows (tuition and room and board for the whole Fellows Program) is **\$2800. Fellows should arrive no later than 6:00 p.m. Wednesday evening, July 4, and depart no sooner than Saturday afternoon, July 21.** Application forms, available from ICI, can also be downloaded from our website, [www.intercultural.org](http://www.intercultural.org). The deadline for early acceptance, particularly for international applicants needing visas, is **Wednesday, May 2, 2012.** Applications will be accepted until **Friday, May 25, 2012.**

## FELLOWS PROGRAM FACULTY: Gordon Watanabe

**Dr. Gordon C. Watanabe**, a founding partner of Personal Leadership Seminars, consults in corporate, educational, and other organizational settings (most recently the Esalen Institute) on Personal Leadership, diversity, and intercultural competence. He is Professor Emeritus and former special assistant to the president for intercultural relations at Whitworth University, where he focused on the role of deep self-understanding in successful cross-cultural negotiations and intercultural team building. Gordon was initiated as a meditation teacher in 2000, and now also offers energy meditation seminars. He has taught middle school biology and teacher education, and advised and counseled university-level international, study abroad, and minority students.

## RETURNING FELLOWS PROGRAM FACULTY: Sherwood Smith

**Dr. Sherwood Smith** has traveled from New Jersey, where he was raised, to Antarctica, Asia, East Africa, and the Americas. He was the director of the Kenya College Semester Program at the School of International Training before coming to the University of Vermont, where he is the director of the Center for Cultural Pluralism. His work at UVM involves faculty and staff professional development on issues of culture and social justice. He also teaches graduate and undergraduate courses in educational foundations and human development. Most recently he co-edited a two-part series, *Our Stories I & II: The Experience of Black Professionals on Predominantly White Campuses*.

## New Interculturalists Program

July 8-15, 2012

Designed for those interested in a glimpse of SIIC behind the scenes, the New Interculturalists Program begins just before Session I, and offers an Institute immersion experience, an introduction to the field of intercultural relations, and an exploration of professional opportunities. All New Interculturalists will also attend a three-day workshop and a one-day Sample of SIIC class, where they will work closely with faculty in a support capacity. This is an opportunity to not only see behind the scenes but also *be* behind the scenes at SIIC and gain considerable insight into what drives the field and those who are actively engaged in it.

Ideal candidates for this program are recent college graduates interested in testing whether intercultural work is right for them, those considering intercultural graduate school, or professionals shifting from another field into intercultural careers.

Participants will have the opportunity to:

- Learn how to become more deeply engaged in intercultural training, research, and education
- Examine career options for using intercultural knowledge and skills
- Review core concepts in intercultural relations, including the history of the field
- Be a part of the team that implements the Summer Institute

Through a mixture of discussion, presentation, exercises, and service to SIIC, New Interculturalists will experience both the theory and practice of intercultural relations. This is one of two SIIC programs with a formal selection procedure, and enrollment is limited so participants can receive more personal attention.

The total cost for the New Interculturalists Program (tuition and room and board for the session) is **\$1500**. **New Interculturalists should arrive no later than 5:00 p.m. Sunday evening, July 8, and depart no sooner than Sunday morning, July 15.** Application forms, available from ICI, can also be downloaded from our website, [www.intercultural.org](http://www.intercultural.org). The deadline for early acceptance, particularly for international applicants needing visas, is **Wednesday, May 2, 2012**. Applications will be accepted until **Friday, May 25, 2012**.

# Master of Arts in Intercultural Relations

The Master of Arts in Intercultural Relations (MAIR) program is for seasoned and aspiring professionals who wish to earn an M.A. degree in a 3-year period while maintaining their commitments to family, work, and community. Jointly sponsored by the Intercultural Communication Institute (ICI) in Portland, Oregon, and the University of the Pacific in Stockton, California, MAIR is designed to prepare you for a stimulating career or to increase your skills in an existing job. Our program offers you a unique curriculum in a creative format designed for the working adult.

The core curriculum balances classroom instruction during three 2-week residencies with extensive assignments completed at home between residencies. It emphasizes a theory-into-practice model, stressing the application of relevant theoretical frameworks and concepts to real world contexts, including both domestic diversity and global settings. The program attempts to link your ongoing professional aspirations and responsibilities with your academic work.

This limited-residency program, now in its 18th year, is intended to meet the needs of people who find the schedule and structure of a traditional full-time graduate program difficult to integrate into their lives, but who also appreciate the camaraderie of belonging to a cohort and the face-to-face interaction with experts in the field.

In the MAIR program:

- You attend only three 2-week residencies in Portland, Oregon, and finish your studies at home. (There are no online courses. All courses involve live classroom experiences with independent learning at home.)
- You study with a faculty of 20 people who come from top university programs as well as the world of consulting.
- Your academic program can be tailored around your current work or future goals.
- You can focus on intercultural issues in both domestic diversity and global environments.
- The context of your focus might be education, international development, corporate, social services, immigrant/refugee services, healthcare, and varied new and developing areas.
- Electives can be done through the Summer Institute for Intercultural Communication, independent studies designed around your special interests in the field, MAIR program courses, or graduate-level courses at other universities.
- You may combine the MAIR degree with Peace Corps service through the Master's International program.

The MAIR staff is available to talk with you about your goals and how we might help you meet them. For information, see our websites, [www.intercultural.org](http://www.intercultural.org) and [www.go.pacific.edu/mair](http://www.go.pacific.edu/mair) or contact Dr. Kent Warren at the Intercultural Communication Institute (Phone: 503-297-4622; Fax: 503-297-4695; Email: [kwarren@intercultural.org](mailto:kwarren@intercultural.org)) or Katrina Jaggears at the University of the Pacific (Phone: 209-946-2836; Email: [kgaggears@pacific.edu](mailto:kgaggears@pacific.edu)).

# Intercultural Certificate Program

The Intercultural Communication Institute (ICI), through SIIC, offers three certificate levels acknowledging exposure to state-of-the-art theory and practice, completion of a balanced curriculum, knowledge of intercultural practices, and growth as an intercultural professional. These certificates represent the holders' participation in the ICI network and commitment to the professional standards maintained by ICI trainers and faculty.

Three levels of certification are available: **Foundations**, **Practitioner**, and **Professional**. Each level of certification reflects the completion of core training through SIIC and is supported by other ICI offerings, including MAIR courses and ICI-affiliated courses/training available in the U.S. and abroad (e.g. Austria and Japan).

**For more information and specific guidelines for completing the certificates**, see our website, [www.intercultural.org](http://www.intercultural.org), or contact Dr. Kent Warren at the Intercultural Communication Institute (Phone: 503-297-4622; Fax: 503-297-4695; Email: [kwarren@intercultural.org](mailto:kwarren@intercultural.org)).

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## Tools for Teaching, Learning, and Assessment

The Intercultural Communication Institute (ICI) is pleased to maintain partnerships with the creators of several exciting tools for teaching, learning, and assessment.

**For more information**, visit the "Tools for Training and Development" section of our website, [www.intercultural.org](http://www.intercultural.org), or contact us at [ici@intercultural.org](mailto:ici@intercultural.org) or 503-297-4622. For **assessments**, contact Chris Cartwright at [cartwrightc@intercultural.org](mailto:cartwrightc@intercultural.org). For **training tools**, contact Greg Walker at [gregw@intercultural.org](mailto:gregw@intercultural.org).

## The Global Competencies Inventory (GCI) and The Intercultural Effectiveness Scale (IES)

### GCI Qualifying Seminar

July 21-22, 2012 • Portland, Oregon (during SIIC)

The Kozai Group, creators of the GCI and the IES, is composed of leading scholars and consultants in areas of intercultural and international education, research, training, and consulting.

The GCI measures personality characteristics associated with working effectively across cultures in an organizational environment, and is predictive of higher levels of performance in international assignments, increased intercultural skills, and greater job satisfaction. Qualifying Seminars are required to prepare professionals to use the GCI.

The IES is a streamlined educational and trainer version of the GCI, and has been designed specifically to assess people's personality characteristics that have been associated with effective behavior in intercultural contexts. Teaching aids are available for the IES, although purchase of the IES does not require certification.

The GCI Qualifying Seminar is two days long and open to trainers, consultants, and coaches who want to use the GCI. This seminar will help participants understand the development, interpretation, and methods for using the GCI to create a development plan for clients.

Information about registration can be found at [www.intercultural.org/gci-seminars.php](http://www.intercultural.org/gci-seminars.php).

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## Personal Leadership Seminars

### **Making a World of Difference: A Foundations Seminar**

May 21-24, 2012 • Portland, Oregon

### **The Artistry of Personal Leadership Training-of-Facilitators**

May 19-26, 2012 • Portland, Oregon

Personal Leadership Seminars are designed for those who wish to examine the directions and commitments they are making in their own lives as they live and work in environments of unfamiliarity and difference—at home, in the workplace, and in the community—both domestically and globally. The seminars provide participants with a system of practice that supports their work and personal lives in intercultural contexts.

Information about registration can be found at [www.intercultural.org/pl-seminar.php](http://www.intercultural.org/pl-seminar.php).

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## **Diversafari: A Learning Adventure™**

Have you been asked to deliver diversity training next month? Does your organization want brief training on various diversity topics? Are you wishing someone had designed a program that you could adopt? Executive Diversity Services has created ten modules that integrate awareness, knowledge, and skills to address just such needs. Participants learn eight specific tools through five sessions that include:

- Benefits of diversity and inclusion
- Key definitions
- Cross-cultural communication and style differences
- Cross-cultural values and behavioral differences
- Cross-cultural teamwork

The detailed facilitator guide allows an experienced trainer to facilitate the program, and the fully packaged materials make it possible to use in any setting with no additional materials or equipment required. The five-hour program is divided into five 20-minute and five 40-minute modules that can be scheduled to fit any workflow.

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## **GlobeSmart®**

GlobeSmart®, from Aperian Global, was designed for people like you—busy professionals who need high-quality, practical information about multiple cultures, at a moment's notice. Based on substantial research in 65 countries, GlobeSmart® provides a window into other cultures, as well as a window into your own.

This comprehensive online resource provides:

- Rich, country-specific information related to the practice of key global business skills in 65 countries—available online, in printed report format, or on-the-go from your mobile device
- A simple, validated, self-assessment questionnaire, available in 14 languages
- Video scenarios and interactive exercises that illustrate core cultural dimensions

A special students-only rate, offered through a partnership between ICI and Aperian Global, allows students to access GlobeSmart® throughout a four-month period.

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## Intercultural Resource Corporation (IRC)

ICI is also a distributor for the Intercultural Resource Corporation (IRC) videos, DVDs, and books produced by Jaime Wurzel. Check our website for more information about DVDs such as *A Different Place: The Intercultural Classroom*; *The Cross-Cultural Conference Room*, and other titles.

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### Cultural Detective®

#### Facilitator Certification Workshop

July 21-22, 2012 • Portland, Oregon (during SIIC)

Partnering with Dianne Hofner Saphiere, producer of the Cultural Detective® series, ICI is now offering a Facilitator Certification Workshop for professionals seeking in-depth preparation to use this versatile structured experience. The workshop is designed for trainers and educators seeking sophisticated strategies for introducing the complexity of cultural values to program participants. A product of collaboration among over 130 intercultural experts globally, the Cultural Detective® series offers more than 60 modules, both culture-specific and topic-based, for professional use in a wide range of contexts.

The certification workshop prepares the trainer to facilitate this intriguing process, to put values theory into practice, and to use a series of pragmatic applications to enhance intercultural effectiveness and productivity.

The following books and training materials are also available from ICI:

- *Communication Highwire: Leveraging the Power of Diverse Communication Styles*
- *Success Strategies*
- *Redundancia: A Foreign Language Simulation*
- *Shinrai: Building Trusting Relationships with Japanese Colleagues*
- *Ecotonos: A Simulation for Collaborating Across Cultures*

Information about registration can be found at [www.intercultural.org/cdworkshop.php](http://www.intercultural.org/cdworkshop.php).

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### Intercultural and Leadership Assessments

ICI can administer the following intercultural and leadership assessments for individuals and organizations:

- Global Competencies Inventory (GCI)
- Intercultural Effectiveness Scale (IES)
- Intercultural Development Inventory (IDI)
- Achieving Styles Inventory (ASI)

### Foundations of Intercultural Communication

1a. Santalynda Marrero and Andy Reynolds

1b. Margaret Pusch and Jaime Wurzel

This workshop is a sophisticated introduction to concepts of intercultural communication and their application to a wide range of professional contexts. It is designed for teachers, trainers, internal and external consultants, and others concerned with intercultural relations who have had little or no formal contact with the intercultural field. Participants will have the opportunity to examine the basic assumptions and issues of intercultural communication and cross-cultural human relations in both domestic and global contexts, including the topics of perception, cultural patterns of thinking and behavior, styles of communication, assumption and values, and cultural adaptation. Participants will also explore ways in which an intercultural approach can be applied to their personal and professional lives, including corporate, educational, and other organizational contexts.

**Dr. Santalynda Marrero** is a counseling psychologist who has provided educational programs on cross-cultural communication for over 20 years in a wide range of public, private, and nonprofit organizations. **Andy Reynolds**, president of Andy Reynolds & Associates, has more than two decades of experience consulting, teaching, and training in race and gender relations, workplace diversity, and customer service. **Margaret Pusch** is a member of the Board of Directors of the Intercultural Communication Institute and has been president of NAFSA: Association of International Educators and SIETAR USA, the Society for Intercultural Education, Training, and Research. **Dr. Jaime Wurzel** is a professor of education at Salem State College, Massachusetts, and the producer of several popular intercultural training videos.

1

### Teaching Intercultural Issues Online

Judith Martin and Mary Meares

Designing and teaching online about culture and intercultural communication present unique pedagogical challenges. This workshop explores the strategies and techniques that can improve teaching and learning in an online environment. Participants will have the opportunity to explore how culture impacts online communication, identify unique characteristics of new media tools, and examine how teaching online differs from traditional classroom teaching. They will learn strategies for facilitating online discussions of intercultural issues, including the creation of online exercises (Internet, virtual teams, and discussion boards) and the identification of assessment methods that support intercultural learning and prepare students for interacting virtually with others in the 21st-century work setting.

**Dr. Judith Martin** is a professor of intercultural communication at Arizona State University in Tempe. She is co-author of two intercultural textbooks, *Intercultural Communication in Contexts* and *Experiencing Intercultural Communication*. **Dr. Mary Meares** is an assistant professor of communication studies at the University of Alabama. She has facilitated virtual group projects with students from China, Japan, Russia, and the U.S.

2

## Methods of Intercultural Training

Barbara Kappler Mikk

When faced with creating a new program, how do you select the methods and learning activities that best suit your group and your own style as an educator or trainer? This workshop will examine both classic and contemporary training methods that are useful for developing intercultural competence. It is designed for those who are already knowledgeable about intercultural concepts and who want to expand their repertoire of training methods. You will have the opportunity to experiment with a variety of methods such as critical incidents, role plays, and simulations; adapt classic methods to respond to the unique needs of audiences; understand the strengths and limitations of using different strategies in a variety of learning environments; and examine the artistry inherent in facilitating these methods.

**Dr. Barbara Kappler Mikk** is the interim director for International Student and Scholar Services at the University of Minnesota and specializes in the facilitation of intercultural learning. She is co-author of *Maximizing Study Abroad*, a series of guides for students, language instructors, and program coordinators, and *Communication Highwire: Leveraging the Power in Diverse Communication Styles*, which provides concrete strategies for understanding and improving communication disconnects across cultures. Barbara is particularly intrigued by the art of facilitating intercultural learning in everyday interactions.

3

## Assessing Intercultural Competence

Michael Stevens

A wise old adage claims, "What you can measure, you can manage!" This notion lies at the heart of assessing intercultural competence. Through hands-on learning methods, this workshop will familiarize participants with many of the more well-established and valid assessment tools available in the field. Illustrative cases and examples will be used to show how the application of assessment results can form the basis for making more effective and efficient decisions that develop the intercultural competencies of practitioners and clients. Educators, trainers, consultants, and managers will learn about the most commonly used inventories, relevant research, and how the needs, processes, and outcomes of programs can be systematically evaluated. We will examine the proper role of assessment for a variety of uses and applications, including self-awareness, individual coaching, training and development, and selection decisions. This workshop will also explore the ethical implications of using inventories across various settings, contexts, and applications. Participants will have the opportunity to take multiple assessment inventories during the class. *This workshop has a \$75 materials fee to cover the cost of the assessment inventories.*

**Dr. Michael Stevens** is an associate professor of management at Weber State University, the lead author of the *Teamwork-KSA employment test*, and a key member of the development team for the *Global Competencies Inventory*.

4

## Foundations of Intercultural Coaching

T. Glen Sebera

Current patterns in organization development suggest a growing demand for coaching across cultures. This workshop is designed specifically to address appropriate intercultural applications for one-on-one coaching engagements. We will examine the foundations of successful coaching programs for developing intercultural leadership skills with clients, including how coaching may or may not fit into their approach. We will explore what works and doesn't work with coaching engagements, discuss competencies that are involved in a coaching relationship, consider the various levels of client capacity with intercultural coaching, and reflect upon participants' own strengths and challenges when coaching. Part of our work will include developing coaching plans to use with prospective clients. *No previous coaching experience is expected.*

**Glen Sebera** joined *The Renaissance Consulting Group* in 1997 after living and working in Japan for three years, and he has worked with corporate clients from over 40 countries in Asia, Europe, and North America. He has coached at every level within organizations, from executive level to individual contributor, across multiple functions and industries, including Hewlett-Packard, Hitachi, Wells Fargo, Agilent, and Yahoo! In addition to advising other coaches on intercultural issues, Glen leads manager-as-coach training programs for his clients.

5

## Bridging the Marketing Gap: Essential Skills for the Intercultural Professional

Cate Brubaker,  
Candice A. Hughes,  
and Ann Marie Lei

As an intercultural communication consultant, coach, or facilitator, do you struggle to attract all the clients you need? Are you frustrated because you think that you may see solutions—in the form of training programs, information, research, and facilitation methods—that would be of great benefit to many individuals and organizations, if they only knew the possibilities that exist? In this workshop you will be introduced to the underlying principles that make marketing work and have the opportunity to apply them to your own marketing efforts. Topics will include understanding the “game” of marketing, developing an expansive marketing mindset, creating your unique marketing message, identifying the most effective marketing strategies to reach the clients you want most to work with (including social media), and deliver your messages to the audiences who can benefit most from them.

**Dr. Cate Brubaker** is an intercultural education designer, university instructor, and founder of *SmallPlanetStudio.com*. Cate is president of *SIETAR-NC* and was recently elected to the Board of *SIETAR-USA*, where she is responsible for marketing and PR. **Dr. Candice A. Hughes** is a school psychologist, licensed clinical professional counselor, assistant professor, and intercultural trainer who has learned the value of having a clear professional marketing strategy. **Ann Marie Lei** is an independent consultant and teacher, with an extensive background in marketing communication and intercultural relations. Previously, she worked in international advertising and marketing communication at *Nike, Inc.*

6

## Promoting Global Sustainability Across Cultures

*Peter Fordos and Cecilia Utne*

Perceptions about social and environmental sustainability are as culturally bound as any other norms and assumptions of reality. Although protecting the environment and developing sustainable practices are concerns shared with many cultures, there are sectors of the world population that deny or do not understand the seriousness of the problems connected to the environment and sustainable practices. With examples from real life scenarios from around the world, the facilitators will present an overview of some of the intercultural implications of sustainability. Do people see themselves as a part of the natural world or separate? The goal of this workshop is to expand knowledge of these various viewpoints, look at the role culture plays in sustainability practices, and help to create strategies for working cross-culturally in socially just and environmentally sustainable ways.

**Peter Fordos** is an intercultural consultant, facilitator, and trainer with a passion for environmental sustainability. He works with Fortune 500 companies and the U.S. military, including the Navy Seals. Recently Peter created an environmental sustainability report for a construction retail company analyzing sustainability strategies and calculating its carbon footprint using the Global Reporting Initiative. **Cecilia Utne** has over 15 years of experience in the intercultural field and is currently a senior consultant for Shepell-fgi where she coaches internal and external stakeholders about living and working across cultures. Over the past decade, she has been a frequent presenter about the link between culture and sustainability. Cecilia is a native of Sweden and has lived in Spain, the United Kingdom, Chile, and Guatemala, and traveled extensively throughout Europe, South America, and the U.S.

7

## Borders, Boundaries, Belonging, and Beyond

*Prany Sananikone and Dorothy Sermol*

People who cross cultural borders are forever changed by the experience. It may be an adventurous, adaptive journey from the familiar to the unfamiliar or it may be a flight from oppression to safety. By examining visible and invisible external borders as well as individual and relational internal boundaries, this interactive workshop explores how to improve relationships among those who cross such boundaries—immigrants, refugees, displaced persons, students, people on overseas assignments, and those with whom they come in contact, whether around the corner or around the world. We will explore regional influences, places of origin, ethnic identity, coping with change, religion, historical contexts, and how socioeconomic and political factors shape or distort intercultural relationships. By analyzing internal change and the potential transformation of values, beliefs, attitudes, and attributions, we will explore the subjective, cognitive, and behavioral aspects of acculturation processes.

**Prany Sananikone** is the director of Diversity Relations and Educational Programs in the Office of Equal Opportunity and Diversity at the University of California at Irvine. He has worked extensively with community-based non-profit organizations, developing health, educational, and social services programs for refugees and immigrants. **Dorothy Sermol** is the director of Intercultural Communication Solutions, through which she designs and conducts training programs in intercultural communication, diversity, gender issues, acculturation, and conflict management for higher education, healthcare, social services, and private industry. She is a native of Scotland and has lived and worked in Italy, Germany, and Japan, in addition to the U.S.

8

## Redefining Diversity: Integrating Culture into Diversity and Inclusion

Carlos Cortés

*“Not everything that can be counted counts, and not everything that counts can be counted.” – Albert Einstein.*

What is diversity? Isn't that obvious? Not really. Even diversity professionals disagree about what that word encompasses, what it excludes, and how it should be applied in real-world circumstances. This course will address The Diversity Dilemma by examining both the word itself and its real-world relevance for diversity professionals. In particular, it will focus on the relationship of diversity to culture, equity, effectiveness, and leadership, particularly when dealing with organizations and institutions. In addition, the course will introduce such concepts as *multiculturalization* and will examine approaches to qualitative assessment.

**Dr. Carlos Cortés** is Professor Emeritus of History at the University of California, Riverside, and the general editor of the forthcoming *Multicultural America: A Multimedia Encyclopedia*. Recipient of the American Society for Training and Development's National Multicultural Trainer of the Year Award, he is the creative/cultural advisor for Nickelodeon's "Dora the Explorer" and "Go, Diego, Go!" His most recent book is his autobiography, *Rose Hill: An Intermarriage before Its Time*.

9

## Preparing Leaders to Engage in Global Diversity: Practical Strategies

Louise Wilkinson

Is your organization experiencing diversity fatigue? Refresh your program by ensuring everything you do is relevant to the organization's goals. Diversity, inclusion, and cultural competence are relevant—if you frame them strategically. This interactive workshop will help you harness the existing forces in your organization to create diversity efforts that frame cultural competence as a necessary skill in the global context. We will explore strategies to engage leaders, discover what motivates them, and examine the debate over metrics. We will emphasize the value of diversity teams—diversity councils and affinity or resource groups—and how to ensure they act as strategists and guides linked to organizational goals. We will address delivering professional development that cuts through resistance and skepticism, that lives where people live—in the confusion and excitement of a multicultural and multigenerational world.

**Dr. Louise Wilkinson** is a cultural and leadership consultant for organizations, currently working with The Boeing Company. She advises leadership teams and diversity councils, using assessments and providing consultation and tools for the development of intercultural effectiveness. She develops curriculum and teaches diversity and intercultural competence, including creating products for web-based learning. Louise uses her film/video background to write and teach on the use of film in intercultural education, and uses her coaching certification to prepare and support individuals and groups in global leadership and successful intercultural relationships.

10

## Defining, Developing, and Defusing Difficult Dialogues

Anita Rowe and  
Donna Stringer

“Can’t we all just get along?” might be the desire, yet dealing with differences is not that easy. Unacknowledged bias, preconceived notions, and emotions such as fear can block communication and the ability to leverage diversity. Using three core conceptual models (Contact Theory, Emotional Intelligence, and Stereotype Threat), this interactive workshop will offer effective tools and guide you through self-awareness exercises and challenging dialogues about real-life cross-cultural issues. Finally, through a mix of lectures, case studies, and assessments, you will identify practical uses for this information and skill set in your personal and professional life. Our work is designed for anyone wishing to increase intercultural competence and comfort with difficult dialogues, whether in training, education, coaching, or management.

**Dr. Anita Rowe** is a partner in Gardenswartz & Rowe, a diversity consulting company, and the co-author of a series of books on diversity themes, including *Managing Diversity: A Complete Desk Reference and Planning Guide* and *The Global Diversity Desk Reference: Managing an International Workforce*. **Dr. Donna Stringer** is Founder Emeritus of *Executive Diversity Services (EDS)*, an organization development company specializing in cross-cultural issues, located in Seattle. She co-authored *52 Activities for Exploring Values Differences* and *52 Activities for Improving Cross-Cultural Communication* and has written an article for the 2012 Pfeiffer Annual Training Series on preparing global leaders.

11

## Visual Literacy: The Meaning of Images in a Multicultural World

John Condon and  
Miguel Gandert

The most influential language today is the lexicon of images in print, broadcast media, and the Internet. Photographs serve as a window, a mirror, a shaper of perceptions—and misperceptions—of cultures and intercultural relations. And yet our understanding of the use and abuse of visual images lags far behind our understanding of spoken and written language. This interactive workshop focuses on developing skills in the critical analysis of the images we see and on how to use cameras (and audio) to create responsible presentations in teaching and training. Participants will examine new ways to “read” cultural and intercultural photographs with a more critical eye, and the workshop will include an exploration of the role of photos in each person’s visual memory and outlook on intercultural relations and cultural identity. *Please contact us or check the online course description for supply list.*

**Dr. John (Jack) Condon**, regarded as one of the founders of the intercultural field, is also a founding faculty member of the Summer Institute, and an award-winning educator. He is the author of more than 20 books on intercultural communication, including the first textbook in the field. **Miguel Gandert**, a documentary and fine-art photographer, is a professor of communication and journalism at the University of New Mexico. Formerly a network news cameraman and documentary filmmaker, Miguel regularly teaches courses in photojournalism, film, media, and visual communication.

12

## China: Encountering the Culture of a Rising Power

George Renwick

### 中國：關鍵事項國家簡報

What if China succeeds? What is really going on now inside China? How can we understand the cultural differences that impact Chinese relations with foreigners? How can we teach, train, and work with Chinese more effectively? These questions are of concern to educators, corporate managers, diplomats, social service personnel, and interculturalists—China is challenging all of us. This workshop focuses on the fundamental realities of China today, illustrated by real-life stories and case studies of intercultural work with Chinese and Westerners in China. Participants will also have an opportunity to review the 20 best books on China, including history, philosophy, religion, political system, intercultural communication, daily life, alternative futures for China, and culture-revealing biographies and novels.

**Dr. George Renwick** has been traveling on assignments to China from one to four times every year since 1982. He has been a professor at the Chinese University of Hong Kong and the director of the Summer School at New Asia College, and he has written over 50 confidential studies, reports, and letters to senior executives on Chinese-Western interaction as part of his consulting practice, intensive seminars, and briefings.

13

## Session II: July 16–20, 2012

## Cross-Cultural Training in International Corporations

George Renwick and  
Ann Marie Lei

This workshop is a comprehensive, hands-on introduction to becoming an effective intercultural trainer in corporations today. Participants will clarify the distinctive priorities and the job requirements of personnel in international companies, analyze (and experience) a variety of program designs and training methods especially appropriate to business personnel, build their competence and confidence in providing excellent programs of practical value, discover effective ways to meet client demands for shorter programs and lower costs, learn how to explain their purposes and programs in ways convincing to management, and practice presenting programs to management. Topics will include corporate clients' expectations today, accurate needs assessment, creative program design, effective methods, useful evaluation, successful marketing, building client relationships, and ethical standards.

**Dr. George Renwick** is the president of Renwick and Associates, a consulting firm with 60 professional associates around the world. He was a visiting professor at the American Graduate School of International Management (Thunderbird), where for 12 years he taught the intensive course on intercultural communication for international managers. **Ann Marie Lei** is an independent consultant and teacher, with an extensive background in marketing communication and intercultural relations. Previously, she worked in international advertising and marketing communication at Nike, Inc.

14

## Intercultural Change Agency

*Todd Conklin*

Intercultural work is inherently the work of change. Whether we are involved in training, managing, teaching, administration, or volunteerism, at some level we are change agents, facilitating a new perspective on intercultural issues. By examining practical skills in systems diagnosis, innovation strategies, and planned change, we will learn to assess the consequences of change, both planned and unplanned, in communities and cultures. Managing the transition process for people and human systems in an intercultural context requires expertise in introducing change across cultures, facilitating cooperation, and reducing resistance. This workshop experiments with the complex, adaptive nature of change where you will gain hands-on experience in both designing and critiquing programs for planned change, as well as acquire a wide range of practical tools and strategies that can be used immediately for achieving positive results in real-life groups.

**Dr. Todd Conklin** is a senior advisor in the Safety Improvements Initiatives Office at Los Alamos, working with human performance/human factors to develop a new look at error, safety, and failure. He is interested in organizational culture, especially the cultures that seem to arise around workplace power and communication. Todd lives in Santa Fe, New Mexico, and works extensively in his home state with community groups, schools, civic clubs, and nonprofit groups with special social impact.

15

If your organization is like most, you are struggling to comprehend the ways in which globalization influences leadership and how you can develop leaders to cope with the rapidly transforming global work environment. By providing a state-of-the-art overview of both leadership research and best practices, we will explore how organizations can develop and support global leaders. You can expect an enhanced understanding of models of global leadership development, characteristics of interculturally competent global leaders, how effective leaders guide change, and strategies and tools for designing leadership development programs. This workshop will be especially beneficial to management consultants, in-house HR managers and trainers, nonprofit professionals, and educators whose teaching involves intercultural effectiveness in social and work settings.

## The Assessment, Development, and Nurturing of Global Leaders: Insights from the Field

*Mark Mendenhall and Joyce Osland*

**Dr. Mark E. Mendenhall** is the senior vice president of The Kozai Group, Inc., a consulting firm that specializes in global leadership, expatriate productivity, and assessment. He currently holds the J. Burton Frierson Chair of Excellence in Business Leadership at the University of Tennessee, and is an international scholar/consultant in global leadership development. Mark has published over 86 articles, chapters, and books. A senior partner of The Kozai Group, **Dr. Joyce Osland** is the Lucas Endowed Professor of Global Leadership in the College of Business at San Jose State University. Joyce spent 14 years working and living overseas in seven different countries and continues to train, teach, and consult internationally. She has published over 65 articles, chapters, and books, writing primarily on expatriates, Latin American comparative management, women leaders, global leaders, and cultural sense making.

16

## Developing Cultures of Collaboration

Terence Brake

The focus for this session is the question, “Why do well-intentioned and intelligent people often fail to create the cultures of collaboration they want?” In business, government, education, and the world of nongovernmental agencies, the new mantra is *collaboration*. The world is full of “wicked” or “messy” problems demanding that many diverse and adaptable minds come together to invent and implement options for moving forward. Even though we have seen a revolution in new communication and collaborative technologies, collaboration across cultures often remains an aspiration rather than a reality. Technology is a means, but not an end. If we are to move beyond good intentions, we must consciously pay attention to co-creating cultures of collaboration. As interculturalists, one of our greatest contributions today should be to help people move beyond an understanding of cultural difference to an understanding of cultural co-creation so that we can think and act together to manage “wicked problems.” *It would be helpful if class participants could bring a laptop.*

**Terence Brake** is the president of TMA-Americas, a consultancy focused on developing global talent. Terry specializes in global virtual teams, global leadership, organizational design, and futures thinking. He is the author of several global management books, most recently *Where in the World is My Team: Making a Success of Your Virtual Global Workplace*.

17

## Diversity as Culture Change: A Strategic Approach

Anita Rowe and  
Donna Stringer

Gaining maximum advantage from diversity requires much more than training. Diversity can best provide a strategic advantage when it is handled as a long-term organizational change process. This workshop will help participants grapple with the seven steps necessary to achieve meaningful culture change and to develop a strategy for creating a culture of inclusion that is suitable and relevant to each participant’s unique organization. The workshop is designed for intercultural consultants, diversity coordinators, diversity council members and trainers, human resource professionals, or anyone who has the responsibility for leading and implementing a diversity strategy. Participants will have the opportunity to apply an approach to getting buy-in at all levels of the organization, learn to develop a productive diversity task force/council, gain keys for designing effective diversity training that is based on both awareness and skills, develop clear evaluation and measurement techniques and processes, and gain experience designing a change initiative.

**Dr. Anita Rowe** is a partner in Gardenswartz & Rowe, a diversity consulting company, and the co-author of a series of books on diversity themes, including *Managing Diversity: A Complete Desk Reference and Planning Guide* and *The Global Diversity Desk Reference: Managing an International Workforce*. **Dr. Donna Stringer** is Founder Emeritus of *Executive Diversity Services (EDS)*, an organization development company specializing in cross-cultural issues, located in Seattle. She co-authored *52 Activities for Exploring Values Differences* and *52 Activities for Improving Cross-Cultural Communication* and has written an article for the 2012 Pfeiffer Annual Training Series on preparing global leaders.

18

## Training Design for Intercultural Learning

Janet Bennett and  
R. Michael Paige

This workshop focuses on designing teaching *across* cultures (where we have learners from many cultures learning *about* any topic we teach) as well as teaching *about* cultures (when the topic is intercultural relations). It is a comprehensive overview of intercultural training design with an emphasis on using developmental approaches to decrease learner resistance and enhance culture learning both domestically and globally. Participants will learn how to apply the intercultural communication perspective to training for intercultural competence, examine strategies for teaching curiosity as a core competency, and explore the interrelationship between global and domestic intercultural competence. They will also learn how to analyze an audience's developmental readiness for intercultural learning, assess learner resistance, and develop responses using appropriate methods.

**Dr. Janet Bennett** is the executive director and co-founder of the Intercultural Communication Institute (ICI) and the ICI director of the Master of Arts in Intercultural Relations program. She teaches in the Training and Development Program at Portland State University and co-edited the 3rd edition of the Handbook of Intercultural Training. **Dr. R. Michael Paige** is a professor of international and intercultural education in the Department of Organizational Leadership, Policy, and Development at the University of Minnesota, Minneapolis. He is an author of *Maximizing Study Abroad: A Student's Guide to Strategies for Language and Culture Learning and Use* and co-director of the nationwide SAGE (*Study Abroad for Global Engagement*) research program funded by the U.S. Department of Education.

19

## Facilitating Experiential Methods and Tools

Basma Ibrahim DeVries  
and Tatyana Fertelmeyster

Being knowledgeable and being *effective* in knowledge sharing are not one and the same. Designed for trainers, educators, managers, consultants, coaches, counselors, and other intercultural practitioners, this workshop explores creative and successful ways of engaging your learners in intercultural competence development and facilitating cultural self-discovery. Employing a variety of methods and tools for building intercultural competence, such as *Cultural Detective*®, communication styles, and various innovative activities, this workshop equips you with creative approaches to both culture-general and culture-specific learning by linking theory and practice in meaningful and applicable ways.

**Dr. Basma Ibrahim DeVries**, a professor of communication studies at Concordia University in Minnesota, provides intercultural training and consultation to corporate, educational, and community clients, and leads annual student travel and service-learning groups to Egypt and Mexico. Basma served as a faculty member aboard *The Scholar Ship* and co-authored *Communication Highwire: Leveraging the Power of Diverse Communication Styles and Cultural Detective*® Egypt. **Tatyana Fertelmeyster** is the founder and principal of *Connecting Differences: Training, Facilitation, Consulting, and Coaching*. She provides intercultural communication training both nationally and internationally. As an experienced counselor, Tatyana combines psychological and intercultural perspectives in her work. A co-author of *Cultural Detective*® Russia, Tatyana is a master trainer of facilitators for *Cultural Detective*®. She recently co-authored the *Trainers' Guide for Working with Pre-literate Populations*.

20

## Developing Intercultural Competence: An Integrated Practice

*Dianne Hofner Saphiere  
and Barbara Schaetti*

Intercultural competence is required more than ever, wherever in the world we live and work. But what do we really know about developing such competence? How do we know what works? What do theory and practice tell us about how to gain maximum development quickly? Remarkable success is being achieved by weaving together two leading intercultural competence development processes in a manner that appropriately supports and challenges learners at their stages of intercultural development. In a *MashUp*—or merger—of the Cultural Detective and Personal Leadership models, we will explore bridging cultures in a context of mindfulness and creativity. For those who seek a model for developing intercultural competence that can be readily taught in a wide variety of contexts, this state-of-the-art approach will yield results that are proven and rapid.

**Dianne Hofner Saphiere** is an organization development practitioner who has facilitated intercultural effectiveness efforts since 1979, working with people from over 90 countries, and living and working in Mexico, Spain, Japan, and the U.S. Dianne created Cultural Detective®, a series of intercultural effectiveness tools; Ecotonos: A Simulation for Collaborating Across Cultures; and facilitates Intercultural Insights, an online resource-sharing group. **Dr. Barbara F. Schaetti** is the principal consultant of Transition Dynamics and a founding partner of Personal Leadership Seminars. With almost three decades of consulting, coaching, and training trainers, Barbara's background includes mediation, teambuilding, diversity training, and expatriate and repatriate family services. She is also the lead author of both *Personal Leadership: Making a World of Difference* and *Cultural Detective: Blended Culture*.

21

## Training for Insight: A Learner-Centered Approach to International Education

*Adriana Medina-López-Portillo  
and Mick Vande Berg*

Until very recently, the common view in international education was that when students cross cultural boundaries, they learn best when simply left to their own devices. But do they? Recent research has cast substantial doubt on this premise. The new paradigm for culture learning asserts instead that educators need to be intentional and developmental in their programming if students are to learn to interact in the new culture in effective and appropriate ways. This workshop is developmental, experiential, and holistic; activities are designed to allow you to become more aware of what U.S. students abroad and international students experience when participating in activities designed to promote intercultural competence. You will leave the workshop with a set of activities that you will be able to use in your own training, and with enhanced skills to use them effectively.

**Dr. Adriana Medina-López-Portillo** is an assistant professor of intercultural communication in the Department of Modern Languages and Linguistics at the University of Maryland, Baltimore County. She has served as the faculty director of several study abroad programs, as principal investigator of a research study that assessed the second language and intercultural learning of students abroad, and as a trainer for both teachers and students in the U.S. and abroad. **Dr. Mick Vande Berg** is the vice president for academic affairs and chief academic officer at CIEE: Council on International Educational Exchange. He has been an intercultural teacher and trainer for two decades and the principal investigator of several study abroad research projects. Mick has published widely on international topics and is now leading an intercultural development project for training dozens of teachers and thousands of students.

22

## Facilitating Intercultural Discovery

*John Condon and Nagesh Rao*

Designed for educators, trainers, counselors, and particularly advisors and administrators of international or multicultural education programs, this workshop will focus on learning how to learn about culture in more creative ways. You will have the opportunity to reflect and expand on your own individual learning preferences; become more mindful and culturally self-aware of how you make meaning; sharpen your skills of observation of the objects and events of everyday life; discuss the uses of photography across cultures and in intercultural discovery; analyze television and other forms of popular culture, including folklore, music, and film; and acquire skills and methods to facilitate intercultural learning.

**Dr. John (Jack) Condon**, regarded as one of the founders of the intercultural field, is also a founding faculty member of the Summer Institute, and an award-winning educator. He is the author of more than 20 books on intercultural communication, including the first textbook in the field. For the past two decades, Jack has conducted site-specific field seminars in New Mexico on intercultural communication. **Dr. Nagesh Rao** is a teacher, storyteller, dancer, listener, statistician, poet, and a proud father of two daughters. His many marginal experiences give him a wealth of stories and theories to share about the many Indias, about discovery of self and others, and about how to be an effective change agent. Nagesh also happens to be a professor at the Indian Institute of Management, Ahmedabad, the premier business school in India.

23

## Linking Social Justice and Intercultural Communication in the Global Context

*Kathryn Sorrells and Amer Ahmed*

Globalization has catapulted people from different cultures into shared and contested physical and virtual spaces in homes, relationships, schools, neighborhoods, and workplaces, resulting in new forms of misunderstanding and conflict as well as unparalleled potential for intercultural alliances. This workshop offers a critical, social justice approach to intercultural communication, providing theoretical frameworks and process models for developing dynamic, multicultural communities committed to a more just and equitable world. It is designed for educators and trainers as well as organization and community leaders who want to gain approaches to proactively link social justice and intercultural communication in the global context. Participants will have the opportunity to gain knowledge for understanding the complexities of intercultural alliance and resource building for social justice, translate knowledge of models into skills and capacities to build intercultural partnerships for social justice, and learn strategies to address intercultural conflict and build capacities for social change.

**Dr. Kathryn Sorrells** is a professor in the Department of Communication Studies at California State University, Northridge, where she has been instrumental in developing a campus-wide initiative on *Civil Discourse and Social Change* dedicated to creating a proactively engaged campus based on humanistic values, inclusivity, and social justice. **Amer Ahmed** is the associate director of multi-ethnic student affairs at the University of Michigan, Ann Arbor. He is a Hip Hop activist, spoken word poet, diversity consultant, and college administrator. Amer channels his diverse experiences into addressing issues of social justice that continue to face traditionally marginalized communities globally.

24

## Understanding Racial and Cultural Identity in America

*William E. Cross, Jr., and  
W. Terrell Jones*

This workshop focuses on racial-cultural identity development (Black, White, other people of color) and ethnic identity development (African American, European American, and other ethnic groups) from infancy through adult maturity. The workshop begins by focusing on the Black experience and moves quickly to embrace a multicultural perspective. It is designed for educators, trainers, and others who work in U.S. interracial and interethnic contexts. Models of racial and cultural identity development are traced in a fashion that is useful for human resource managers, faculty, college administration personnel, school and college counselors, trainers, and activists. Participants will construct a picture of the way racial identity operates in the everyday adjustments of people of color, recognize how racial identity experience can influence interpersonal relations in corporate and educational settings, and design cultural-awareness training programs.

**Dr. William E. Cross, Jr.**, is the author of *Shades of Black*, one of the most frequently referenced texts on Black identity. Bill's ideas have stimulated the growth of identity development models for application to a wide range of groups, including gays and lesbians, Hispanic/Latinos, Asian Americans, feminists, and White European Americans. **Dr. W. Terrell Jones** is the vice provost for educational equity at Pennsylvania State University, where he is also an affiliate faculty member of the African American Studies and Counselor Education departments. Terrell is an active trainer and speaker on diversity-related topics and programs for schools and colleges and other public and private institutions.

25

## Emotional Intelligence and Diversity: Building the Intrapersonal Infrastructure for Interpersonal Effectiveness

*Jorge Cherbosque and  
Lee Gardenswartz*

An emotional response is often at the heart of interpersonal and organizational roadblocks to diversity culture change. This workshop applies the concepts of emotional intelligence to address the essential dilemma of diversity: dealing positively with the inherently threatening existence of "people different from us." It is designed for change agents and those in charge of professional development, leadership, and personal transformation in organizations; HR leaders and those who plan and lead diversity initiatives; and trainers and consultants who wish to use concepts and techniques of emotional intelligence in their work. You will have the opportunity to learn about the specific aspects of emotional intelligence critical for success in diverse environments, understand Emotional Intelligence and Diversity (EID) and how they shape both personal and professional behavior, use tools to increase competence in the four component areas of EID, and gain insight about your own strengths and areas for development. While this model was designed with the U.S. audience in mind, it has been used and adapted worldwide. *This workshop has a \$50 materials fee to cover the cost of the assessment tool.*

**Dr. Jorge Cherbosque** is the co-director of the Staff and Faculty Counseling Center at the University of California, Los Angeles. A counselor in private practice, he is also a consultant and trainer in the field of organizational and intercultural communication. **Dr. Lee Gardenswartz**, a partner in Gardenswartz & Rowe, has been consulting with organizations regarding diversity since 1977. She is the co-author of several well-known books, including *Managing Diversity: A Complete Desk Reference and Planning Guide*.

26

## From Difficult Dialogues to Crisis Conversations

Mitchell R. Hammer and  
Robert Beach

Are you effective in crisis communication if you encounter an individual in emotional distress? Do you have the skill set to help save a life? One week after completing Dr. Hammer's workshop at SIIC, a participant "talked down" a person who was ready to jump from a bridge, de-escalating this life-and-death situation. These skills, however, are often lacking in our personal relationships, our families, and our professional lives. Further, our ability to respond appropriately to "cultural" differences in difficult dialogues and crisis conversations is often challenged. This workshop uses a variety of learning methods, including presentation and group discussion, in-depth role play scenarios and simulations, and case studies to help participants learn the important skills of conflict and crisis resolution across difficult, cross-cultural encounters. *This workshop has a \$55 materials fee to cover the cost of the ICS Inventory, Interpretive Guide, and Facilitator's Manual.*

**Dr. Mitchell R. Hammer** has focused his career on intercultural competence development, conflict resolution, and crisis negotiation. Mitch developed the Intercultural Conflict Style (ICS) Inventory, the Intercultural Development Inventory (IDIv3), and the S.A.F.E. model of crisis negotiation. His book, *Saving Lives, on the S.A.F.E. approach*, was awarded the 2008 Outstanding Scholarly Book in Applied Communication from the National Communication Association. **Robert Beach** has 37 years of law enforcement experience, and he has been involved in more than 250 extended crisis incidents as a negotiator or commander of negotiators. He is currently Chief of Police at Longwood University in Virginia.

27

### Session III a: July 23–27, 2012

## Teaching Intercultural Communication

Leeva Chung and  
Stella Ting-Toomey

Designed for teaching professionals or academic administrators who wish to introduce or expand intercultural communication in their curriculum, this workshop presents a brief overview of relevant intercultural concepts, effective approaches to teaching this important subject, and a selection of appropriate teaching methods. We will discuss fundamental approaches in teaching intercultural communication, review current theories in intercultural communication, examine lecture modules on selected intercultural topics, and evaluate different teaching methods. The workshop will focus on various identity-based communication themes in contemporary U.S. society and international arenas and explore how active learning exercises can be linked to intercultural concepts such as cultural values analysis, different identity frames, ingroup-outgroup boundaries, verbal and nonverbal communication styles, intergroup conflicts, and culture shock. *Participants who have an intercultural-related exercise, activity, or assignment that works well are invited to bring 25 copies to share.*

**Dr. Leeva C. Chung** is a professor at the University of San Diego on the faculties of both the Department of Communication Studies and Ethnic Studies, where her research interests include ethnic and global identity, intergroup perceptions, and pop culture. **Dr. Stella Ting-Toomey** is a professor of human communication studies at California State University, Fullerton. She has published 17 books and over 100 book chapters and journal articles on the topics of cultural/ethnic identity, cross-cultural facework, and conflict communication competence. Stella and Leeva recently co-authored the 2nd edition of the textbook *Understanding Intercultural Communication*.

28

## Training for Intercultural Transitions: A Holistic Perspective

Lilli Engle and  
Mick Vande Berg

29

Perhaps you feel as if you've made progress toward becoming that educator who can really help students or colleagues adjust to life in a new culture. You understand that talking about culture and talking about intercultural competence simply isn't enough. In fact, you want to take your training to another level; you expect sojourners to interact effectively and appropriately with the different values, beliefs, and behaviors they will experience. This course is designed to help you bring mindfulness into your intercultural training or teaching; to help your participants experience cultural "frame shifting" as an emotional and physical, as well as an intellectual, experience; and to help them understand that challenges may be opportunities for cultural learning and development. You will become aware of what you ask your participants to experience through this holistic, developmental, and richly experiential approach to training, and will leave the workshop with a set of activities to use in your own training, with enhanced skills to use them effectively.

*Lilli Engle is a co-founder and director of the American University Center of Provence in France. She has designed intercultural programs in both educational and corporate settings in France and the U.S. Lilli complements her training with activities from Neurolinguistic Programming (NLP), yoga, meditation, and the nonverbal communication of subtle energies. Dr. Mick Vande Berg is the vice president for academic affairs and chief academic officer at CIEE: Council on International Educational Exchange. As an intercultural educator, he has been the principal investigator of several study abroad research projects, and has published widely on international topics.*

## Transformative Training: Design, Development, and Delivery

Janet Bennett and  
Nagesh Rao

30

The climate and context for intercultural training has changed dramatically in the last decade. No longer can we enter training rooms confident that our participants will share our worldview, our cultural norms, or even our own language. Intercultural training has become infinitely complex—and intriguing. Core to training such globally diverse audiences is our capacity to assess their developmental readiness and to select methods to intentionally increase intercultural competence. In this workshop, you will have the opportunity to develop a working understanding of intercultural competence models across both domestic and global contexts, identify culturally influenced styles that impact training, develop a toolkit of developmentally appropriate activities, and resolve vexing training challenges you have faced.

*Dr. Janet Bennett finds poetry in creating spaces where shared learning takes place. As the executive director of the Intercultural Communication Institute (ICI), she has many opportunities to enjoy this dance of design and development. Janet writes about developing intercultural competence, appreciating the process of cultural adaptation, and intercultural training in its many forms. Dr. Nagesh Rao is a teacher, storyteller, dancer, listener, statistician, poet, and a proud father of two daughters. His many marginal experiences give him a wealth of stories and theories to share about discovery of self and others and about how to be an effective change agent. Nagesh also happens to be a professor at the Indian Institute of Management, Ahmedabad, the premier business school in India.*

## The Undercover Interculturalist: Exploring Cultural Complexity in Everyday Experience

*John Condon and  
Richard Harris*

How do you find culture in a teacup? What can your local market tell you about values? Diversity is all around us, even in apparently monocultural environments. With acute observation of the familiar, this highly interactive workshop will introduce a range of approaches for increasing sensitivity to cultural difference and suggest unobtrusive strategies for both teaching and training. Participants will have the opportunity to discuss new ideas for exploring the significance of the “ordinary” in personal and professional settings, learn to appreciate the cultural complexity and depth of everyday life, and identify the potential that very familiar situations offer for exploring and communicating intercultural concepts in nonacademic language. Participants will also develop and practice a range of approaches for exploring what E.T. Hall called “the unstated rules of everyday life.” *Participants should bring one or more items (tangible or otherwise) of personal significance they would be willing to discuss with the other participants. Visit [www.intercultural.org](http://www.intercultural.org) for suggested items.*

**Dr. John (Jack) Condon**, regarded as one of the founders of the intercultural field, is also a founding faculty member of the Summer Institute, and an award-winning educator. He is author of more than 20 books on intercultural communication, including the first textbook in the field. **Dr. Richard Harris**, born in London, U.K., is currently chair of the faculty of management at Chukyo University, Japan, where he has taught intercultural communication and intercultural management at undergraduate and graduate levels for over 30 years.

## Designing and Implementing Global Diversity Training

*Jonamay Lambert and  
Dianne Hofner Saphiere*

Designing and implementing programs for global audiences presents unusual challenges for the intercultural trainer. Familiar activities may be culturally inappropriate, simulations may need revision, or inherent cultural biases may limit our impact. This workshop will address strategies for adapting our programs for highly diverse audiences and for designing culturally responsive design and instruction. The facilitators will share a learning framework that will help you assess the impact of culture on teaching and learning. You will learn about the success, the challenges, and the next steps for preparing and delivering culturally sensitive global diversity programs. This workshop is designed for intermediate and advanced designers, trainers, developers, and others launching or hoping to launch a global diversity program within organizations, whether corporate, non-profit, NGOs, or educational institutions. *We recommend that participants bring a laptop and an existing design for a half-day intercultural workshop.*

**Jonamay (Joni) Lambert** has 25 years of experience providing global diversity and inclusion thought leadership, senior executive education, strategy planning, coaching, and instructional design. She is the author of a series of trainers’ guides; her 13th and latest book is the Trainer’s Diversity Sourcebook. **Dianne Hofner Saphiere** has facilitated intercultural effectiveness efforts since 1979, working with people from over 90 countries and living and working in Mexico, Spain, and Japan. She created the Cultural Detective® series of intercultural effectiveness materials, a collaboration of 130 international interculturalists. Dianne is also co-author of Communication Highwire and the creator of Ecotonos: A Simulation for Collaborating Across Cultures.

31

32

## Strategic Planning for Campus Diversity

*Art Costantino and  
W. Terrell Jones*

With wit and wisdom, the presenters will draw on their extensive hands-on experience to present an integrated approach to developing and sustaining a diverse academic community. The workshop will examine methods for assessing the diversity and inclusion climate of a campus, the vision and rationale for strategically planning for diversity, forms of external and internal resistance to diversity programs and policies, the political issues associated with diversity, and concrete applications and approaches. College and university faculty, administrators, student affairs staff, campus police services, graduate assistants, and campus leaders can all benefit from this course.

**Dr. Art Costantino** is the vice president for student affairs at The Evergreen State College in Olympia, Washington, where he has also been an interim vice president for college advancement and interim vice president for finance and administration. These experiences have helped him understand how issues of inclusion and pluralism are seen across the campus. Art has a central role at Evergreen in promoting diversity initiatives. **Dr. W. Terrell Jones** is the vice provost for educational equity at Pennsylvania State University, where he is also an affiliate faculty member of the African American Studies and Counselor Education departments. He is co-editor of *How to Succeed on a Majority Campus: A Guide for Minority Students* and has been the chair of the Pennsylvania Black Conference On Higher Education (PBCOHE).

33

## Facilitating Structured Dialogue in Intercultural Conflict

*Benjamin Broome*

As organizations, community groups, and societies become increasingly divided by political, social, and cultural differences, interculturalists need enhanced methods for facilitating meaningful dialogue in conflict situations. Many of the group techniques used by untrained facilitators can actually do more harm than good, merely reinforcing inadequate understandings and perpetuating harmful habits. Building consensus among a diverse set of participants requires a sophisticated understanding of the facilitation process and tested design methodologies. This course provides an integrated systems approach to working with intercultural groups that are coming together for purposes such as strategic planning, problem solving, agenda setting, improving teamwork, or peace building in conflict situations. The use of a structured approach to facilitating dialogue can help professionals deal with complexity, uncertainty, and conflict. Equipped with a broad knowledge of facilitation processes, awareness of their strengths and weaknesses, skills for managing group dynamics, and ways to match personal style with group needs, facilitators can avoid many of the pitfalls to productive group work. Instead of enabling unhealthy patterns of communication and maintaining a harmful status quo, groups can become the catalyst for meaningful cultural change.

**Dr. Benjamin J. Broome** is a professor in the Hugh Downs School of Human Communication at Arizona State University. He has worked with a variety of groups in both domestic and international conflict situations, notably including a 15-year collaboration with citizen peace-building groups on Cyprus.

34

For seasoned professionals, this workshop will provide a forum to discuss difficult cutting-edge issues with a master consultant and to share insights with each other about working with global corporate executives. Participants will have the opportunity to discuss candidly and confidentially the major strengths, weaknesses, and potential of executive coaching today. Drawing upon their combined experience, the faculty and participants will then distill the most useful lessons and best practices and generate, together, deeper insight into the unique responsibilities, challenges, and concerns of international executives today and their specific expectations. Other topics will include how coaching international executives differs from coaching domestic executives; how coaching differs from teaching, training, and counseling; the range of new coaching roles emerging and the variety of methods now available; and a discussion of marketing, pricing, evaluating, and improving our coaching services.

**Dr. George Renwick** is the president of Renwick and Associates, a consulting firm established in 1973. He has completed consulting assignments in 26 countries for 40 multinational corporations, usually in the role of management consultant or senior executive coach.

## Advanced Workshop: Coaching Global Executives

*George Renwick*

35

### Session III b: July 23–25, 2012

And what if something cultural *is* going on? How do we know and, more important, what can we do? We will explore patterns of cultural difference and how they impact our job functions, whether interviewing, running meetings, or working in teams. We all have tribal as well as individual identities. You will have the opportunity to examine your own deep cultural programming and identify strategies to create inclusion within your organization without requiring assimilation. This workshop is designed for those who train, teach, or work with culturally different others and who want substantive research-based insights on how cultures work in the workplace or classroom. Our goals include using relevant tools for opening the door to new conversations, with the focus on communication styles, culture-specific patterns, and in-depth awareness and skills for minimizing cultural clashes.

**Dr. Thomas Kochman**, chief operating officer of Kochman Mavrelis Associates and Professor Emeritus of Communication, University of Illinois at Chicago, is also the author of *Black and White Styles in Conflict*. Tom's fields of expertise include cultural diversity training and research as well as conflict, race, and culture. His focus is on the impact of cultural differences on interpersonal communication and organizational culture. **Jean Mavrelis** is the chief executive officer of Kochman Mavrelis Associates and co-author, with Thomas Kochman, of *Corporate Tribalism: White Men, White Women and Cultural Diversity at Work*. She has served on the Illinois Sex Equity Task Force and is known for her work on cultural diversity training, research, and management, with a special interest in the area of gender and culture.

## Creating a Workplace That Works: When Is Something Cultural Going On?

*Thomas Kochman and Jean Mavrelis*

36

## Intercultural Competence on Campus: Educating Global-Ready Graduates

*Darla Deardorff*

Confronted with a world of rapidly changing economic, political, technological, and cultural realities, higher education institutions often state the goal of graduating globally competent students. Yet many institutions currently address this goal simply through the requirement of an international course or through a student's education-abroad experience. Higher education leaders can benefit from taking a more in-depth look at what is involved in this complex process of developing global competence. This workshop will offer a substantial exploration of what comprises global, or intercultural, competence and the paths to developing and assessing intercultural competence on a college campus. Workshop participants will explore key questions through interactive learning that draws on their own experiences and knowledge to design and develop specific plans for integrating intercultural competence into campus programs and curricula.

**Dr. Darla Deardorff** is the executive director of the Association of International Education Administrators, a national professional organization headquartered at Duke University. She has held several national leadership positions with NAFSA: Association of International Educators and with the Forum on Education Abroad, and was the editor of the 2009 Sage Handbook of Intercultural Competence.

37

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## Doing the Right Thing! Values Around the World

*Donna Stringer*

Values have been studied by virtually every discipline in social science, including the intercultural field. Values may be stated or unstated, conscious or unconscious, subtle or overt—and they always result in behaviors that the actor believes is “right.” Rarely is the connection between a stated value and demonstrated action carefully examined. Failure to understand underlying values can negatively impact both domestic and global business interactions. This workshop will explore the newest instruments for measuring cross-cultural values, and it will allow participants to explore values from a personal, organizational, and global perspective through exercises that are both personally enlightening and useful for professionals. Additionally, participants will create, or revise, a value statement for organizations that defines observable behaviors to support stated values.

**Dr. Donna Stringer** is Founder Emeritus of Executive Diversity Services (EDS), an organization development company specializing in cross-cultural issues, located in Seattle. She co-authored *52 Activities for Exploring Values Differences* and *52 Activities for Improving Cross-Cultural Communication* and has written an article for the 2012 Pfeiffer Annual Training Series on preparing global leaders.

38

## Sexuality, Gender, and Culture: An Intercultural Approach

*Kathryn Sorrells*

Lesbian/gay/bisexual, transgender, and queer issues are increasingly in the spotlight in the media, politics, religion, education, and the workplace. Yet, at the same time, attention to gender differences and inequities is often seen as passé. Cultural differences regarding both sexuality and gender may frequently be ignored, despite the fact that sexuality and gender are inextricably intertwined and inevitably shaped by culture. Using an intercultural communication perspective, we will explore the knowledge and skills needed to address this intersection of human sexuality, gender, and culture. Our approach is focused on educators, trainers, and service providers who want to develop their conceptual and practical capacities to facilitate inquiry and develop action regarding questions of sexuality, gender, and culture. We will review historical constructions of sexuality and gender across cultures, examine frameworks to address the intercultural complexities of these issues, develop skills for facilitating difficult dialogues, and explore strategies and resources for teaching, training, and alliance building.

**Dr. Kathryn Sorrells** is a professor in the Department of Communication Studies at California State University, Northridge. She teaches undergraduate and graduate courses in intercultural communication, intercultural training, cultural studies, and feminist theory. Kathryn is the author of *Intercultural Communication: Globalization and Social Justice* and has published a variety of articles related to intercultural communication, gender, and social justice.

39

## Intercultural Competence as a Structure of Consciousness

*Douglas Stuart*

Global change at every level, from the ecological to the social, overwhelms us on a daily basis. As reports of disaster dominate the media, we are all vulnerable to feelings of powerlessness. A potent antidote to this perspective is the discovery of the powerful evolutionary aspects of the global system and the role we can play in this developmental process. This course compares three increasingly comprehensive models of the developmental levels of human consciousness: The intercultural developmental continuum of the *Intercultural Development Inventory*, Robert Kegan's more expansive model of adult development, and the cultural applications of the integral perspective. Together we explore an evolutionary view of human possibility and of interculturalists as change agents in the unfolding global civilization. We examine the evolving structures of consciousness in response to contemporary challenges, identify the flourishing of new cultural systems, share personal examples of positive change, and identify agencies of social development. Finally, in sharing our personal roles as interculturalists, we discuss ways to support our own development and adapt our practices to the needs of our clients and students. *Please check the online course description for pre-workshop reading suggestions.*

**Dr. Douglas Stuart** is the director of intercultural training at IOR Global Services. With a diploma in client-centered therapy and a master certification as a developmental coach/consultant, Doug's focus is the field of intercultural assessment instruments. A teacher of hatha yoga and practitioner of meditation, Doug also writes songs of hope, growth, and self-discovery.

40

## Interculturalizing the College Classroom: Design for Development

Mark Harden

Interculturalizing the American college campus is a top priority for educators. More than “internationalizing,” more than “inclusion,” interculturalizing involves learning how to interact across cultures, building intercultural competence, and assessing the impact of our work. The focus in this seminar will be to assess and develop strategies to build intercultural awareness and sensitivity and minimize learner resistance to reduce ethnocentric bias and prejudice. We will visit research findings that demonstrate what works (and does not work) in the classroom. You will learn a variety of models, including the Developmental Model of Intercultural Sensitivity and other approaches. This workshop is designed for those who teach diversity in higher education as well as diversity instructors seeking to improve their ability to teach intercultural competence for adult learners. You will have the opportunity to assess instructional methods and delivery formats to maximize learning, and develop strategies for building learner confidence in becoming culturally competent.

**Dr. Mark Harden** is an academic dean at Gordon-Conwell Theological Seminary, Center for Urban Ministerial Education (CUME), in Boston. He is a consultant and human ecologist specializing in program development and evaluation related to family and youth development interventions, community development and intercultural competence assessment, training, and development.

### Reed College: The Setting for SIIC

The site of the Summer Institute for Intercultural Communication is the lovely wooded campus of Reed College, 20 minutes from downtown in the middle of a residential neighborhood in southeast Portland. Reed College is a cordial host for SIIC; it considers the support of SIIC as part of its educational mission. Participants are housed in comfortable residence halls located on Reed’s 116-acre campus, which is known for its extensive collection of Pacific Northwest indigenous plants. A trail system is available to walkers and runners.

## Earning Academic Credit Through SIIC Workshops

All SIIC 3-day and 5-day workshops qualify for academic credit through a cooperative agreement between the Intercultural Communication Institute (ICI) and Portland State University (PSU). Participants in graduate or undergraduate programs are often able to use their SIIC workshops as elective credits toward their degrees. Others who are working for the SIIC Practitioner Certificate can take a 5-day workshop for credit to meet the certificate's requirements.

Both graduate and undergraduate credits are available through Portland State University's Graduate School of Education/Continuing Education. For 3-day sessions, a participant may earn 2 quarter credits (1.3 semester credits) and for 5-day sessions, a participant may earn 3 quarter credits (2 semester credits).

For information on academic credit requirements, see the syllabus on our website. To receive credit, students will be required to complete their written projects before November 1, 2012. PSU credits are issued during the Fall Quarter and grades are available in mid-December.

**Please contact Chris Cartwright (503-297-4622, [cartwrightc@intercultural.org](mailto:cartwrightc@intercultural.org)) at ICI rather than Portland State University for additional information about the academic credit option.**

### Continuing Education Credits (CEC) or Units (CEU)

Many SIIC workshops qualify for the continuing education units required by various professional groups (counselors, teachers, attorneys, etc.). Please contact ICI for more information about this opportunity.



**Detailed information  
on all our programs  
can be found at  
[www.intercultural.org](http://www.intercultural.org)**

# 2012 Registration Information

## Discounts

**Former SIIC participants and Master of Arts in Intercultural Relations (MAIR) students and alumni** will receive a discount of \$50 for each 3-day or 5-day 2012 workshop.

**On-campus participants adding a Sample of SIIC (SOS) workshop after Session I or before Session III** will receive a discount of \$40.

**The Early-bird discount**, as indicated on the registration form, requires registration and payment in full by June 1, 2012.

## SIIC Installment Plan (SIP)

Upon approval, interested participants can borrow up to 60% of the cost of any workshop, interest free. These credit accounts will be payable in six equal monthly installments, beginning in August 2012 and continuing through January 2013. For more information, contact Steven Dowd, Director of Finance ([steven@intercultural.org](mailto:steven@intercultural.org)), or visit our website to download and submit an application. We invite you to "Take a SIP of SIIC" this year!

## Registration Procedure

Participants may send the entire fee or a deposit of \$100 per person. Final payment is due prior to arrival. Registrations without a deposit will be put on a waiting list.

Participants who are sponsored by a corporation or academic institution may register with a purchase order number. Payments must be made in U.S. dollars drawn on a U.S. bank, or by MasterCard, VISA, or American Express.

Fees or deposits are refundable (minus a \$100 nonrefundable administrative fee) until June 18, 2012, with a written request.

**Please note:** Although we encourage early registration to assure a place in your first-choice workshop, we will accept registrations until a workshop is full or the session begins.

## Choosing Your Workshop

Selecting the best workshop to meet your needs based only on the written description can be challenging. After you check the complete online workshop descriptions, we encourage you to use the excellent advising services at ICI. The staff welcomes the opportunity to provide you with details by phone or email about instructors, workshop content and methods, and possible alternative choices. We want you to be satisfied with your choice, since changing workshops after they begin may be difficult. If your organization is sending a team, it is especially beneficial to receive advice on distributing and balancing topics for the group.

## Workshop Availability

Enrollment in each workshop is limited to allow interaction among participants and faculty. Please list your first- and second-choice workshop for each session; every effort will be made to place you in your first-choice workshop. If the workshop is full or cancelled, we will call you before placing you in your second choice. **Since workshops run concurrently, only one workshop may be attended per session.**

**Please note:** Information on logistics, ground transportation, and local attractions will be available in June at [www.intercultural.org/siic\\_participantinfo.php](http://www.intercultural.org/siic_participantinfo.php)

## On-Campus Participant Registration

(For description of housing options, see registration form.)

**Session I, July 11-13** (arrival Tuesday, July 10; departure Saturday, July 14). Includes housing Tuesday night through Friday night, all meals from Wednesday breakfast through Saturday breakfast, one 3-day workshop, all evening programs, and most materials.

*Semi-private Double without A/C: \$1625. • Semi-private Double with A/C: \$1665.*

*Single without A/C: \$1655. • Single with A/C: \$1690.*

**A Sample of SIIC: One-Day Workshops, Saturday, July 14** (arrival Friday, July 13; departure Sunday, July 15) and **Sunday, July 22** (arrival Saturday, July 21; departure Monday, July 23). Includes housing the night before and the night of the workshop, all meals the day of the workshop and the following morning, the one-day workshop, and most materials.

*Semi-private Double without A/C: \$560. • Semi-private Double with A/C: \$590.*

*Single without A/C: \$575. • Single with A/C: \$600.*

*On-campus participants adding a Sample of SIIC workshop after Session I or before Session III will receive a \$40 discount.*

**Session II, July 16-20** (arrival Sunday, July 15; departure Saturday, July 21) or

**Session III a, July 23-27** (arrival Sunday, July 22; departure Saturday, July 28). Includes housing Sunday night through Friday night, all meals from Monday breakfast through Saturday breakfast, one 5-day workshop, all evening programs, and most materials.

*Semi-private Double without A/C: \$2485. • Semi-private Double with A/C: \$2535.*

*Single without A/C: \$2520. • Single with A/C: \$2575.*

**Session III b, July 23-25** (arrival Sunday, July 22; departure Thursday, July 26). Includes housing Sunday night through Wednesday night, all meals from Monday breakfast through Thursday breakfast, one 3-day workshop, all evening programs, and most materials.

*Semi-private Double without A/C: \$1625. • Semi-private Double with A/C: \$1665.*

*Single without A/C: \$1655. • Single with A/C: \$1690.*

Extra Saturday nights before, between, or after sessions (July 14 and July 21) are available:

*Semi-private Double without meals: \$40; with meals: \$75.*

*A/C Semi-private Double without meals: \$45; with meals: \$80.*

*Single without meals: \$50; with meals: \$85.*

*A/C Single without meals: \$55; with meals: \$90.*

## Off-Campus Participant Registration

**Session I, July 11-13.** Includes lunches\* Wednesday through Friday, one 3-day workshop, all evening programs, and most materials. \$1130.

**A Sample of SIIC: One-Day Workshops, Saturday, July 14, and Sunday, July 22.** Includes lunch, the one-day workshop, and most materials. \$405.

**Session II, July 16-20, or**

**Session III a, July 23-27.** Includes lunches\* Monday through Friday, one 5-day workshop, all evening programs, and most materials. \$1850.

**Session III b, July 23-25.** Includes lunches\* Monday through Wednesday, one 3-day workshop, all evening programs, and most materials. \$1130.

*\*Off-campus participants may purchase dinner on campus and are encouraged to remain for evening programs to gain the most from their time at SIIC.*

**Do you want to know more about:**

- **What you will learn?**
- **How you will learn it?**
- **Who's facilitating the workshop?**

**Please check the detailed information  
on all our programs at  
[www.intercultural.org](http://www.intercultural.org)**

# 2012 SIIC REGISTRATION FORM

Please print clearly and complete both sides of the form.

Name \_\_\_\_\_ Gender  M  F \_\_\_\_\_

First name or nickname for nametag \_\_\_\_\_

Title \_\_\_\_\_

Organization \_\_\_\_\_

Mailing address \_\_\_\_\_

City/State \_\_\_\_\_

Country/Zip or Postal code \_\_\_\_\_

This address is  Home  Work  Both

Home phone \_\_\_\_\_ Cell \_\_\_\_\_

Work phone \_\_\_\_\_ Fax \_\_\_\_\_

Email \_\_\_\_\_

In case of an emergency, we should contact:

Name \_\_\_\_\_ Relationship \_\_\_\_\_

Home/Cell phone \_\_\_\_\_ Work phone \_\_\_\_\_

## HOUSING

Participants stay in modern residence halls with same-sex shared bathrooms. A semi-private double has two beds in one large room divided by a partition wall.

- Semi-private Double without A/C       Semi-private Double with A/C  
 Single without A/C                       Single with A/C  
 Off-campus (*Participant to arrange own housing.*)

**Before you purchase a nonrefundable airline ticket**, make sure you have written confirmation of your registration or contact ICI to verify your registration.

**Reminder:** You can register online for the weekend GCI Qualifying Seminar or the Cultural Detective Facilitator Certification Workshop, held on campus July 21-22. See pages 11-13 for more information.

**Please send:**  \_\_\_\_\_ SIIC brochure(s)

Information about:     Master of Arts in Intercultural Relations Program  
                                  Intercultural Certificate Program  
                                  Intercultural Competence Assessment Tools

**Please mail or fax this form to:**

THE INTERCULTURAL COMMUNICATION INSTITUTE  
8835 SW Canyon Lane, Suite 238, Portland, OR 97225 USA  
Phone: 503-297-4622 • Fax: 503-297-4695 • Email: [ici@intercultural.org](mailto:ici@intercultural.org)

**To register online, go to:** [www.intercultural.org/siic.php](http://www.intercultural.org/siic.php)

(Continued on next page)

**SESSION I: July 11-13 (3-day workshop)**

1st choice: Workshop # \_\_\_\_\_ Title: \_\_\_\_\_

2nd choice: Workshop # \_\_\_\_\_ Title: \_\_\_\_\_

**A SAMPLE OF SIIC: Saturday, July 14 (1-day workshop)**

1st choice: Workshop # \_\_\_\_\_ Title: \_\_\_\_\_

2nd choice: Workshop # \_\_\_\_\_ Title: \_\_\_\_\_

**SESSION II: July 16-20 (5-day workshop)**

1st choice: Workshop # \_\_\_\_\_ Title: \_\_\_\_\_

2nd choice: Workshop # \_\_\_\_\_ Title: \_\_\_\_\_

**A SAMPLE OF SIIC: Sunday, July 22 (1-day workshop)**

1st choice: Workshop # \_\_\_\_\_ Title: \_\_\_\_\_

**SESSION III a: July 23-27 (5-day workshop)**

1st choice: Workshop # \_\_\_\_\_ Title: \_\_\_\_\_

2nd choice: Workshop # \_\_\_\_\_ Title: \_\_\_\_\_

**SESSION III b: July 23-25 (3-day workshop)**

1st choice: Workshop # \_\_\_\_\_ Title: \_\_\_\_\_

2nd choice: Workshop # \_\_\_\_\_ Title: \_\_\_\_\_

**Session I and III b (3-day workshops)**

Off-campus: \$1130

On-campus: Semi-private Double: \$1625 (with A/C: \$1665); Single: \$1655 (with A/C: \$1690)

Early-bird discount: \$-50\*

Materials fee for Workshop #4: \$75 \$ \_\_\_\_\_

**Session II and III a (5-day workshops)**

Off-campus: \$1850

On-campus: Semi-private Double: \$2485 (with A/C: \$2535); Single: \$2520 (with A/C: \$2575)

Early-bird discount: \$-100\*

Materials fee for Workshop #26: \$50

Materials fee for Workshop #27: \$55 \$ \_\_\_\_\_

**A Sample of SIIC (1-day workshops)**

Off-campus: \$405

On-campus: Semi-private Double: \$560 (with A/C: \$590); Single: \$575 (with A/C: \$600)

On-campus: After Session I and/or before Session III discount: \$-40

Early-bird discount: \$-25\* \$ \_\_\_\_\_

\*Early-bird discount requires registration and payment in full by June 1, 2012.

Discount of \$50 per 3-day or 5-day 2012 workshop for former SIIC participants or MAIR students/alumni. Years attended or Cohort # \_\_\_\_\_ \$ - \_\_\_\_\_

Extra (or between sessions) Saturday night(s):  July 14  July 21  
Semi-private Double:  without meals: \$40;  with meals: \$75  
A/C Semi-private Double:  without meals: \$45;  with meals: \$80  
Single:  without meals: \$50;  with meals: \$85  
A/C Single:  without meals: \$55;  with meals: \$90 \$ \_\_\_\_\_

**TOTAL: US \$** \_\_\_\_\_

**CURRENT PAYMENT:**  \$100 deposit (Final payment due before arrival.)  Total fee

**METHOD:**  U.S. bank check/money order (enclosed)  Purchase order # \_\_\_\_\_

MasterCard  VISA  AmEx Account # \_\_\_\_\_

Exp. date \_\_\_\_\_ Signature \_\_\_\_\_ Billing zip code \_\_\_\_\_