INTERCULTURAL COMPETENCY FOR PRACTICING DIVERSITY & INCLUSION

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A set of intercultural competencies to be adopted for practicing diversity and inclusion (D/I)

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A framework of courses for D/I training – a course for each competence and a measurement key as a accompaniment

Pages 11-12:  
An organizational assessment/audit as a resource for evaluation and accountability to embed intercultural competence in their D/I practices
INTERCULTURAL COMPETENCIES FOR THE PUBLIC RELATIONS INDUSTRY

Based on extensive research and the findings of a study, these competencies prioritize the knowledge and procedures needed to develop effective diversity and practices in the PR industry. The validity of each competency is supported by empirical evidence.

The continuing needs and opportunities in this study of intercultural competency for senior PR leaders call attention to the gaps in their practice of diversity and inclusion. The data is clear to show these gaps as ongoing and systemic, and that training and education should be designed to fill, eliminate or further exposes them.

While tested among the stakeholders in the public relations industry, these competencies can apply to a professional or team in any industry attempting to communicate interculturally with diversity and inclusion as the driving factor.
• Listening
• Relating
• Observing
• Adapting

• Data
• Patterns
• Facts
• Inquiry

• Empathy
• Tolerance
• Openness
• Acceptance

• Differences
• Nuances
• Behaviors
• Norms

Intercultural Communication
Intercultural Sensitivity
Intercultural Research
Intercultural Awareness
TRAINING AND MEASUREMENT FOR INTERCULTURAL COMPETENCE

This eight-week training model has a curriculum divided into four modules - one of each of the proposed competencies. This eight-week training model can be delivered online or in-person and will be delivered by a PR educator or consultant with teaching and research credentials in diversity and inclusion, cultural competency and intercultural communication.

Four components should be considered for this proposed training model: Pre-Training Survey, Coursework, Self-Assessment, Post-Training Survey. The coursework features a course for each area of the competences. The following pages feature a full sample curriculum agenda with a rubric for grading coursework to follow.
MODULE 1: intercultural communication

Course Description

• Demonstrate intercultural competency through interpersonal communication.

• Be aware of your own contribution to the problems in communication.

• Discover the consequences of cultural moments on immediate communication on larger scale social issues.

Course Topics

- Fundamentals of Diversity & Inclusion
- Connecting Demographic Shifts to Organizational Strategy
- Race, Power & Privilege
- The Concept of Unconscious Bias
- Microaggressions and Microinequities
- Audience Behaviors
- 365 News Cycle
- Influence of Politics
- Crisis in Culture

Course Assignments

- Online Assessments
- Written Summary
MODULE 2: intercultural sensitivity

Course Description
• Identify and explain (historical, economic, social, religious, etc. similarities, differences, and connections across cultures).

• Recognize, articulate, reflect on, and formulate critical questions to reach a deeper understanding of cultural identity and biases of self and others.

• Understand various cultural practices, systems, and institutional structures.

Course Topics
- Navigating through Religion and Belief Systems
- LGBTQ and Inclusion
- Empowering Women
- Disability and Special Needs Accommodations
- Generational Intelligence
- Veteran Support and Outreach
- Immigrants in Workplace and Society
- Socioeconomic Efforts

Course Assignments
- Online Assessments
- Self-Reflection
MODULE 3: intercultural awareness

Course Description

• Identify and appreciate the beliefs, values, and norms of their own culture, and recognize and articulate differences and commonalities in dominant cultural patterns.

• Learn in-depth about intercultural topics to honor and share their own culture while developing a capacity to be inclusive of many other cultures.

Course Topics

- EEO Laws in the US and Abroad
- Building and Leading Diverse Teams
- Resource Groups and Diversity Councils
- Strategic Planning, Purpose and Partnerships
- Leadership and Board Development
- Global Contexts in PR
- Impediments to Intercultural Competence

Course Assignments

- Online Assessments
- Intercultural Interview
MODULE 4: intercultural research

Course Description

- Demonstrates evidence of engaging with, responding to, and promoting others’ engagement with diverse communities locally, interculturally and globally.

- Initiates and demonstrates culturally aware behavior while engaging with others from diverse communities.

Course Topics

- Recruiting and Retention
- Executive Commitment and Sponsorship
- Next Generation of Equity
- Boardroom Diversity
- Supplier Diversity
- Improving Approach to Bottom Line
- Global Best Practices
- Leading Large Scale D/I
- Innovation through D/I
- Advanced Data Insights and Analysis

Course Assignments

- Online Assessments
- Research Report
ASSESSMENT RUBRIC FOR COURSEWORK: INTERCULTURAL COMPETENCY TRAINING MODEL

(ACE/FIPSE Project Steering Committee, n.d.a, p. 5-6)

**1. INADEQUATE**
Competence is inaccurate or poorly developed.

**2. MODERATE**
Competence is accurate at complex level.

**3. MINIMAL**
Competence is accurate at basic level.

**4. EXTENSIVE**
Competence is extensive and sophisticated.
ORGANIZATIONAL AUDIT/ASSESSMENT
Intercultural Competency

The assessment operates as an organizational audit of your organization’s diversity and inclusion practices, grounded in the four categories of intercultural competence and measured by the evaluation model used in the individual training program.

A part of this assessment asks leaders to review their most recent strategic plan that address their business objectives, or a series of issues for diversity and inclusion, or focuses its intent on reaching multicultural consumer audience.

01 OBJECTIVE
Assess how effectively your organization communicates

02 OBJECTIVE
Determine how your organization is meeting the needs of a diverse consumer base

03 OBJECTIVE
Identify common problems and obstacles in diversity/inclusion practices

04 OBJECTIVE
Validate your organization’s understanding of diversity/inclusion

05 OBJECTIVE
Reveal opportunities for improvement, growth and innovation.
EVALUATION FOR ORGANIZATIONAL ASSESSMENT/AUDIT

Intercultural Competency

These indicators of learning should be used in measuring the organizational assessment/audit.

INDICATORS OF LEARNING

Intercultural Communication
- Listening in context of D/I
- Relating in context of D/I
- Relating applicable practices to D/I
- Adapting to strategies, procedures and environment
  Measured by: Self-Assessment, Document Analysis, Performance Rubric

Intercultural Sensitivity
- Displaying empathy in D/I decisions
- Demonstrating tolerance and adaptability in understandings
- Acknowledging openness and flexibility in change
- Showing acceptance of others
  Measured by: Post-Training Survey, Performance Rubric

Intercultural Awareness
- Expressing knowledge of cultural differences
- Respecting nuances in cultural identities
- Familiarity with unique behavioral patterns of cultural groups
- Responding to diverse norms in cultural interactions
  Measured by: Self-Assessment, Performance Rubric

Intercultural Research
- Interpreting data of diverse groups/issues
- Detecting patterns in behavior
- Learning and recalling facts
- Using inquiry to discover deeper insights
  Measured by: Organizational Assessment, Document Analysis, Performance Rubric
FOR FURTHER USE & INSTRUCTION CONTACT:

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