

TOOLS

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**INTERCULTURAL  
COMPETENCY  
FOR PRACTICING  
DIVERSITY & INCLUSION**

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# SUMMARY OF CONTENTS

## **Pages 3-4:**

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

## **Pages 5-10:**

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.

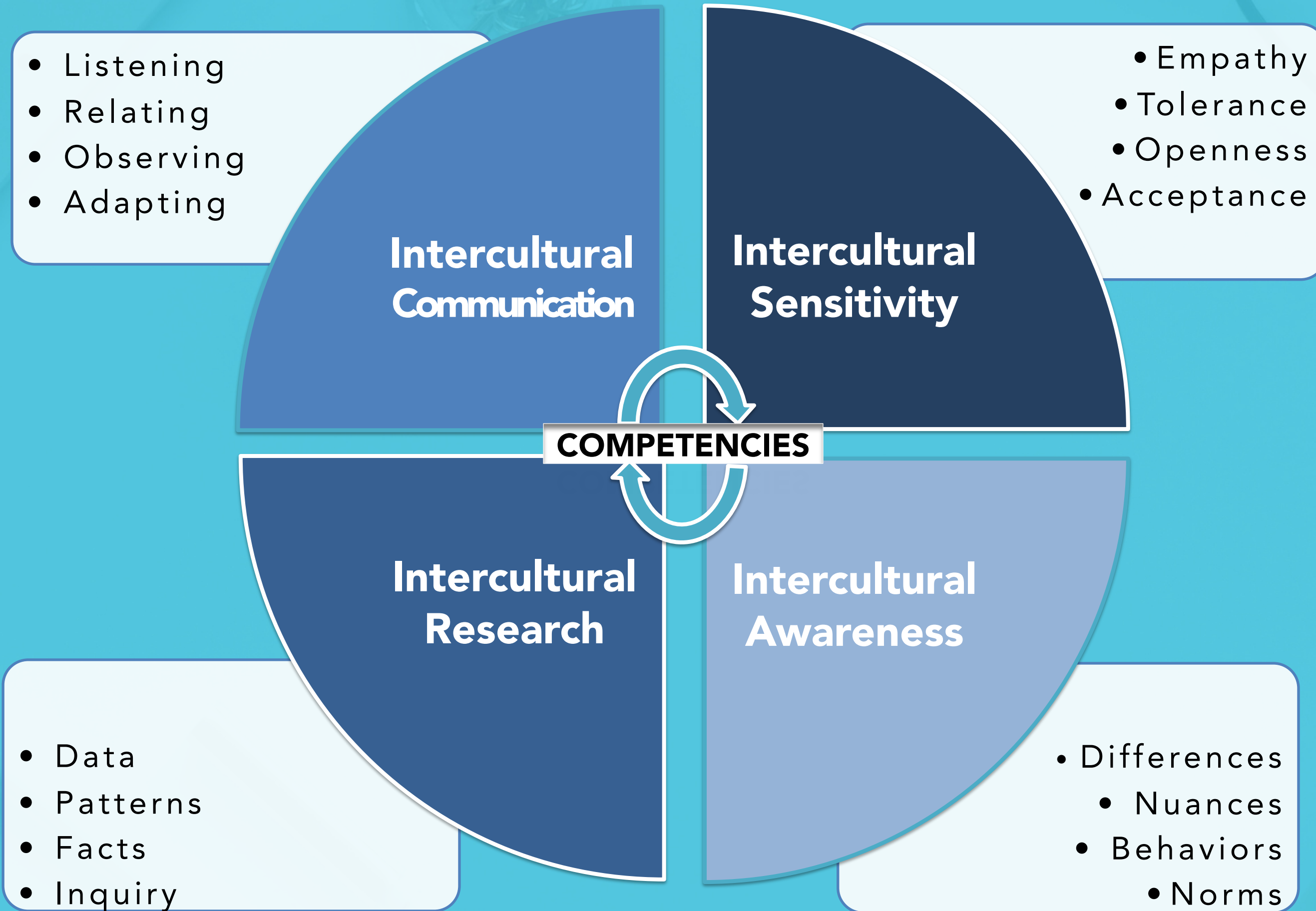
## Glucose

Glucose molecules do not readily penetrate cell membranes because they are too polar to diffuse through lipids. The irreversible phosphorylation of glucose, effectively traps the sugar as cytosolic glucose-6-phosphate, thus committing it to further metabolism in the cytosol. Several isozymes of the enzyme hexokinase catalyze the phosphorylation of glucose to glucose-6-phosphate.

In most tissues, the phosphorylation of glucose is catalyzed by hexokinase, one of three regulatory enzymes of glycolysis (phosphofructokinase and pyruvate kinase). Hexokinase has a broad substrate specificity and is able to phosphorylate a variety of hexoses in addition to glucose. Hexokinase is a dimeric enzyme, and its action product, glucose-6-phosphate, which further metabolism of this hexose phosphate. Hexokinase has a low  $K_m$  (and, therefore, a high affinity for glucose). This permits the efficient phosphorylation of glucose even when tissue glucose concentrations are low (Figure 8.13). Hexokinase, with a  $V_{max}$  for glucose and, therefore, cannot phosphorylate more sugars than the cell can use.

In liver parenchymal cells and  $\beta$  cells of the pancreas, the phosphorylation of glucose is catalyzed by the isoenzyme called hexokinase II, or hexokinase II.









# 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.

3

## MINIMAL

Competence is accurate at basic level.

2

## MODERATE

Competence is accurate at complex level.

4

## EXTENSIVE

Competence is extensive and sophisticated.

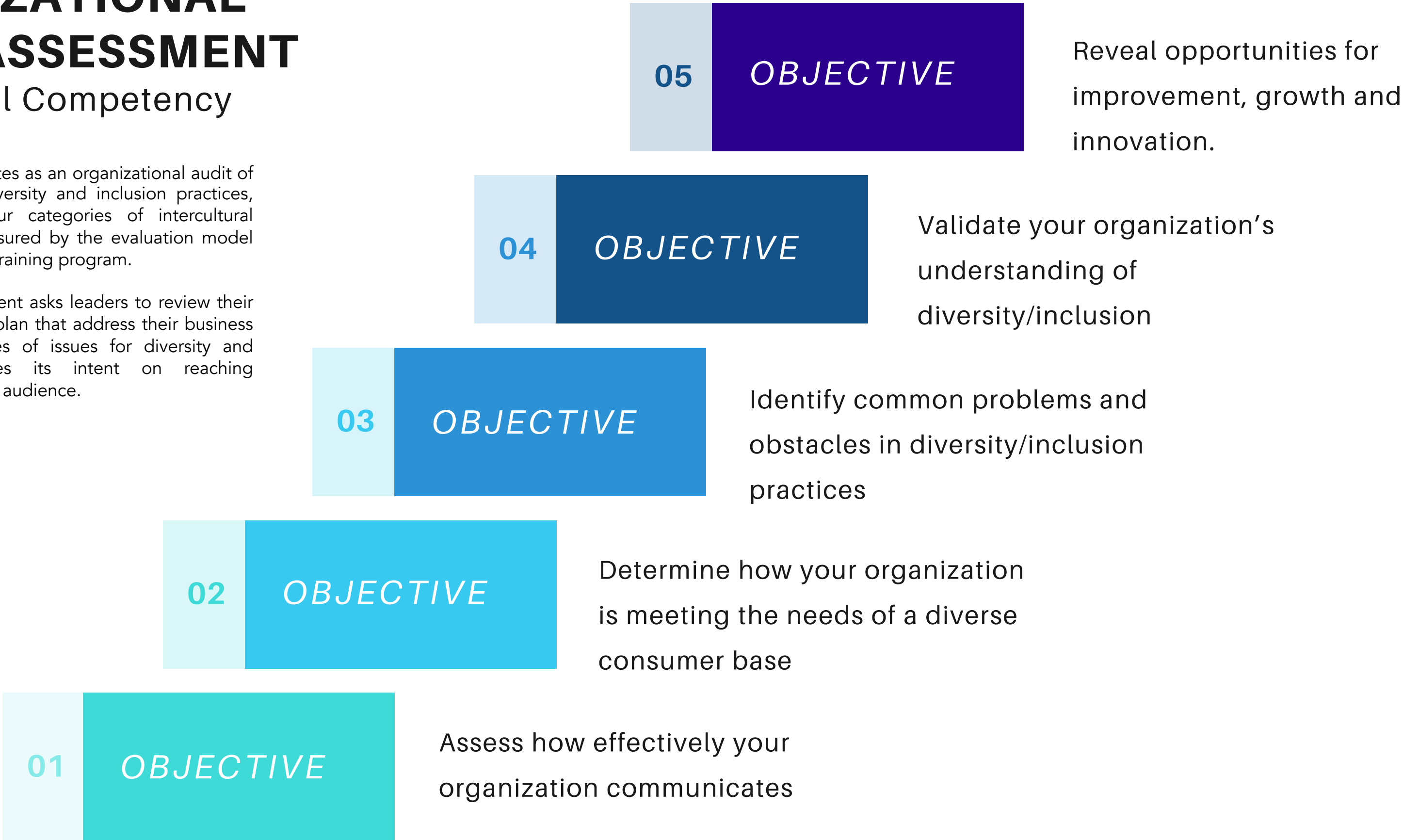


# ORGANIZATIONAL AUDIT/ASSESSMENT

## 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.

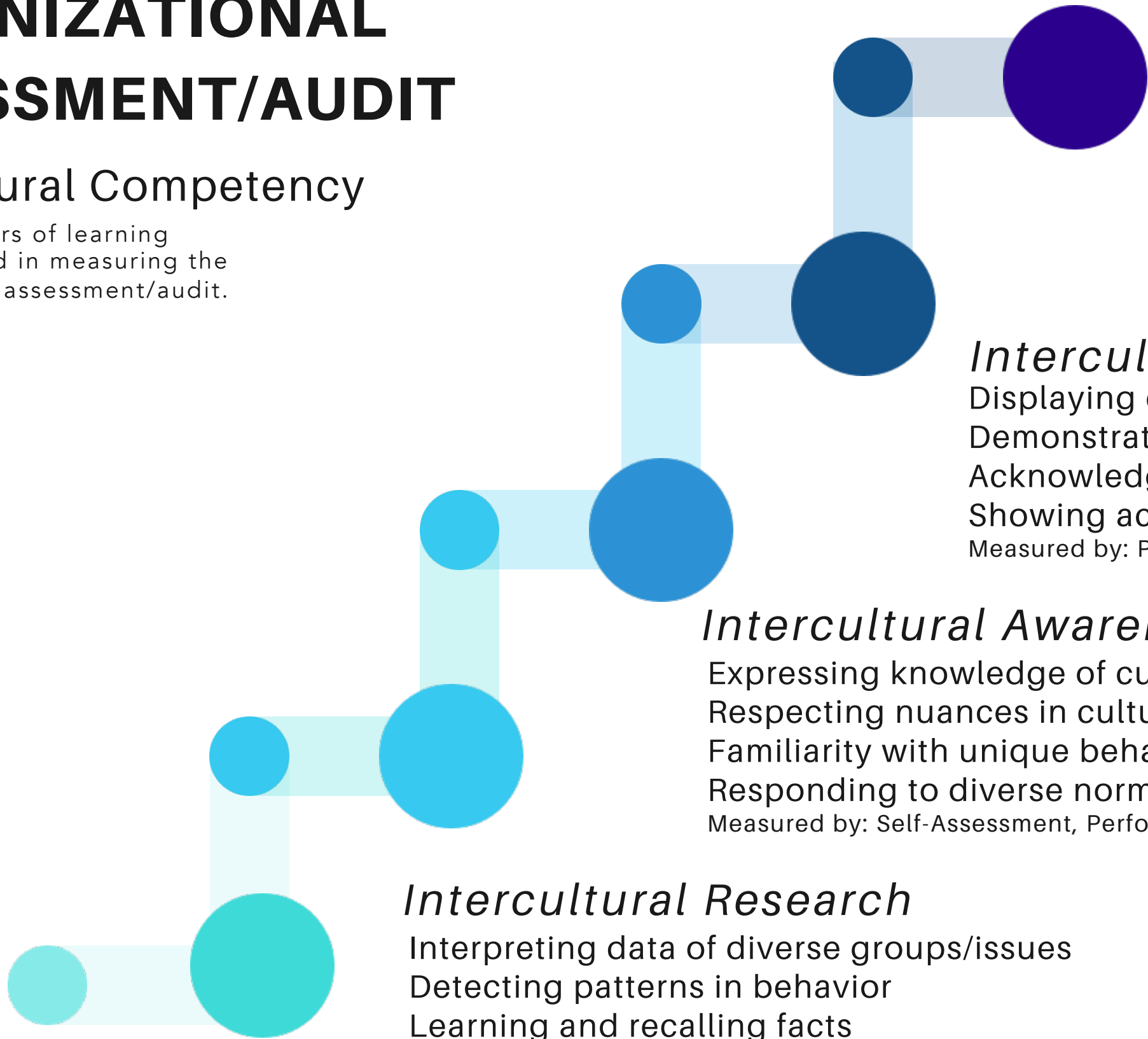
A part of this assessment asks leaders to review their most recent strategic plan that address their business objectives, or a series of issues for diversity and inclusion, or focuses its intent on reaching multicultural consumer audience.



# 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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molecules do not readily penetrate cell membranes because they are too polar to diffuse through lipid bilayers. The irreversible phosphorylation of glucose, effectively traps the sugar as cytosolic thus committing it to further metabolism in the cytosol. The enzyme hexokinase catalyzes the phosphorylation of glucose to glucose 6-phosphate.

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In liver parenchymal cells and  $\beta$  cells of the pancreas, the enzyme hexokinase II, or hexokinase II, is the