Developing Cross-Cultural Competencies through Participation in Global Teams: The Case of Corporate-Sponsored International Volunteerism

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Cross-Cultural Competencies

Cultural Intelligence (Ang et al., 2007; Ang & Van Dyne, 2008)
Meta-cognitive CQ
Cognitive CQ
Motivational CQ
Behavioral CQ
Cross-Cultural Competencies

- Global Mindset (Levy et al., 2007)
  - Cognitive Complexity
  - Cosmopolitanism
Cross-Cultural Competencies

– Critical Cross-Cultural Competencies (O’Sullivan, 1999; Shaffer, Harrison, Gregersen, Black, & Ferzandi, 2006)
  • Cultural Humility/Low Ethnocentrism
  • Cultural Flexibility
  • Tolerance of Ambiguity
Cross-Cultural Competencies

–And 160 More Cross-Cultural Competencies (Bird, 2013)...

• Self-management
• Relationship management
• Business management
Developing Cross-Cultural Competencies

– Stretch Challenge Features of a Developmental of Cross-Cultural Experience

• Novelty
  – Cultural novelty (Dragoni et al, 2014)
  – Experience the challenge of different societal values (Gupta & Govindarajan, 2002)

• Challenge
  – Overcome obstacles and experience paradoxes (Osland, 2000)
  – Experience disconfirmation of expectations (Rosenblatt, Worthley, MacNab & 2009)
Developing Cross-Cultural Competencies

– Contact-Based Features of a Developmental of Cross-Cultural Experience
  Rosenblatt, Worthley, MacNab, 2009; Caligiuri & Tarique, 2012
  • Allport’s (1954) contact theory and the optimal contact conditions for intergroup relations
    (Pettigrew & Troop, 2006)
      – Significant, meaningful, peer-to-peer interactions
      – Common goals
      – Supportive context
Developing Cross-Cultural Competencies

• Bandura’s (1977) social learning theory
  – Opportunities to practice newly-learned behaviors
  – Professionally “safe” to make cultural mistakes
  – Opportunities to receive feedback
Developing Cross-Cultural Competencies

• Kolb’s 1984 Experiential Learning Theory Applied to Development of Cross-Cultural Competencies

• The Case of Corporate-Sponsored International Volunteerism
  Team or individual assignments? Intact or global team assignments?
Developing Cross-Cultural Competencies

• Individual v. Team-Based ICV Assignments
  – Individual ICV assignments:
    • Greater stretch challenge
    • More peer level interaction with host nationals
    • Greater cultural novelty in the work environment
  – Team ICV assignments:
    • Group discussion to understand and reflect on experiences
    • Active experimentation happens as a group
Developing Cross-Cultural Competencies

• Intact v. Global Team-Based ICV Assignments
  – Intact team ICV assignments
    • Psychological safety
    • Trust
    • Coping
  – Global team ICV assignments
    • Bonding experiences and network building
    • Cross-cultural contact with not only HCNs but also teammates