



CULTURE- a core competency in the European Year of Intercultural dialogue

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About International House



- One of the largest language and cultural training organisations in the world
- 148 centres in 50 countries

PROGRAMME



- European Year of dialogue
- Competence and competency
- Cultural knowledge and cultural skills
- Old king COLE
- The EU Europe at Work project
- Outcomes

European Year of Intercultural Dialogue



- Jan Figel, Commissioner for Education, Training and Culture presented to the European Parliament in 2004.
- E10,000,000 programme
- Promote intercultural dialogue
- Raise awareness of European citizens of the importance of developing active European citizenship.

Competence and Competency

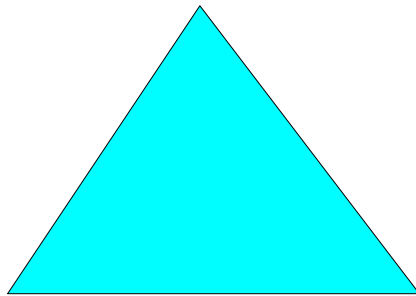


- **Occupational Competence (McClelland)**
 - Having the qualifications and ability to perform a specific role
 - Combining knowledge, skills and behaviour to improve performance.
 - Knowledge, skills and attitudes
- **Core Competency (Hamel and Prahalad)**
 - Characteristics driving exceptional performance
 - Provides consumer benefits, difficult to imitate, can be leveraged widely to different markets
 - Conveying competitive advantage

CULTURE IS A SKILLSET



LINGUISTIC



PSYCHOLOGICAL

KNOWLEDGE

A set of core international management skills



The INCA Project

- Acceptance of difference
- Curiosity
- Tolerance of ambiguity
- Flexibility
- Empathy
- Adaptation of language

Old King COLE



- The areas where cultural differences occur
- C** Communication (presentations, meetings, negotiations)
- O** Organisation (business process, teamworking)
- L** Leadership (management style, decisions, women in management, feedback)
- E** Etiquette (protocol, gift-giving, hospitality)



EUROPE AT WORK



- An EU Leonardo da Vinci project
- Ten countries
(UK, Ireland, Finland, Norway, Sweden, Italy, Germany, Poland, Greece and Bulgaria)
- Nine languages
- Six industry sectors
(retail, services, catering, education, manufacturing and health)



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OUTCOMES



- Ten country research reports
- Six industry reports
- Training package
- University training diploma

www.eiworkplace.net



PRODUCTS



- A fourteen unit DVD
- A fourteen unit training manual
- A web-based self-study guide (in progress)



THE UNITS



- Introduction
- Language
- Dress
- Relationships
- Food
- Religion
- Time
- Authority
- * Race
- * Conflict
- * Qualifications
 - * Body language
- * Language acquisition
- * Gender



TRAINING PACKAGES



- **Europe at Work Training**
 - Two hour module
 - Half day module
 - Full day module
- **Europe at Work Train-the-Trainer**
 - Two day programme (How to facilitate, How to run workplace groups, How to facilitate self-study learning at work)



EAW PRODUCTS



- Europe at Work – DVD and book
- Europe at Work – train the trainer programme
- Business Cultural Trainers Certificate

REFERENCES



- McClelland D 1973 'Testing for Competence rather than for Intelligence'
- Hamel G and Prahalad C K 1990 'The Core Competence of the Corporation'
- Tomalin B and Nicks M 2007 'The World's Business Cultures and how to Unlock Them'



INFORMATION



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