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**TÍTULO:** Capacitación de la competencia intercultural como herramienta para la prevención de dificultades en la diversidad cultural y el diálogo intercultural.

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**RESUMEN:** El artículo está dedicado a los problemas de la influencia de la cultura en la comprensión mutua a través del diálogo intercultural. El autor analiza la gestión en un contexto intercultural. Se describe el proceso de mala interpretación intercultural que se basa en las normas de comunicación intercultural. Finalmente, el autor se centra en el desarrollo de la competencia intercultural. En el artículo se dan recomendaciones para la formación de competencias interculturales.

**PALABRAS CLAVES:** diversidad cultural, comunicación, gestión intercultural, mala interpretación, diálogo intercultural.

**TITLE:** Training intercultural competence as a tool for prevention difficulties in cultural diversity and intercultural dialogue.

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**ABSTRACT:** The article is devoted to problems of the influence of culture on mutual understanding through intercultural dialogue. The author analyzes management in a cross-cultural context. It is described the process of cross-cultural misinterpretation which is based on the norms of cross cultural communication. Finally, the author focuses on the development of intercultural competence. In the article are given recommendations for training intercultural competence.

**KEY WORDS:** cultural diversity, communication, cross-cultural management, misinterpretation, intercultural dialogue.

## **INTRODUCTION.**

Everybody lives in some culture. Culture is defined as the norms of social behavior, as well as, the shared customs, capabilities, beliefs, traditions, folklore, history and institutions of a group of people. Body of culture is shared by people of the same nationality, habits, religion, arts, laws and language. This means how we express ourselves in group and as individuals.

Culture plays a special role in the life of every person. It represents a specific field of activities, facilitating mutual understanding through intercultural dialogue. Culture is the knowledge which forms values and influences behaviors of people. Culture is shared in the society. It is transferred from one generation to another.

Culture determines our rules for living with others. These rules are transmitted from grandmother and grandfather to grandchild. This manner of behavior is absorbed by children as they grow. Cultural diversity has become a key problem at the turn of a new century.

Moreover, there exists a wide range of distinct cultures. Nowadays awareness of cultural diversity has become commonplace. It guarantees not only the preservation of cultural diversity, but also helps to give the topic greater visibility. Cultural diversity is facilitated by the globalization of exchanges and the receptiveness of societies (Matsuura, 2009). Nowadays, an important question is the

interrelationship between cultural diversity and intercultural dialogue. This relationship identifies stereotypes as intercultural understanding. Otherwise, the diversity between groups of individuals indicates new pathways for dialogue in a multicultural world.

## **DEVELOPMENT.**

Communication is an interpersonal and intergroup interaction, the basis of which is knowledge of each other and sharing certain results of mental activity (information, thoughts, feelings, evaluations, etc.). In other words, communication is an interaction of two or more people aimed at reconciling and joining forces to establish relationships and achieve a common result. Communication of people is always improvisational in its nature for each of its participants. Due to the dialogical orientation, the communication seeks to see in the other partner a unique interlocutor, while the communication message is an appeal to any addressee who is in a certain situation, meets certain requirements.

Thus, we define communication as a process of interaction and interrelation of subjects, in which there was an exchange of information, activities and skills. Moreover, communication has a subject-subjective character in the individual-personal manifestation. Communication, however, cannot be defined only by means of messages; it is also a form of communication, a process of transmitting information by technical means (media, telephone, etc.). Therefore, it is a certain act of communication. Communication has a socio-institutional character and can have both subject-subject and subject-object form. Therefore, communication is not an act of communication in its entirety, but an act of interrelation. Communication precedes interrelation, and interrelation, which is an act of communication, comes out of communication.

The rules of communication are the recommendations made in society for communication. Many of them are reflected in proverbs, sayings, aphorisms («Speech is silver, silence is golden», etc.). The rules of communication reflect the notions in society about how to communicate in any

communicative situation. The rules of communication are made by society and are supported by the socio-cultural tradition of that society. They are absorbed by humans through observation and imitation of the environment, as well as through purposeful learning.

Management culture is the way by which the company is managed and influenced by the surrounding culture. Management culture is something that has often been in development since its origin and penetrates into the spirit of the company (Lundin & Söderholm, 1994; 1995). Management is a global business. Global strategy involves understanding of the manner in which individuals imagine sense and do.

Going global: phases of development:

- The cultural diversity on global firms is clear that the national cultural differences are indeed important, but their relative impact depends on the stage of development of the firm, industry and the world economy.
- The phase has varied, depending primarily on the organization's age and origin as an Asian European or north American firm.

Cross-cultural management is the study of management in a cross-cultural context. It includes the study of the influence of social culture on managers and management practice as well as the study of the cultural orientations of individual managers and organization members.

Culture is the characteristics and knowledge of a particular group of people, encompassing language, religion, cuisine, social habits, music and arts (Thomas & Peterson, 2017).

There are different types of culture: Western culture, Eastern culture, Latin culture, Middle Eastern culture, African culture. Culture can be organizational and national. Organizational culture makes the organizational commitment while the national culture makes the social responsibility.

There are two components of culture: material culture and nonmaterial culture. Also there are two basic components of culture: nonmaterial culture (values, beliefs, language) and material culture

(technology, means of transportation). Culture is shared by the symbols, behaviors, material objects, beliefs, language and values. Culture is made, defined and learned by the members of a society. As this definition suggests, culture varies from society to society.

Cultural differences affect organizations. With the increase of globalization in the world, training intercultural competence has grown as a tool to prevent difficulties in cultural diversity and intercultural dialogue.

As workers have different thoughts, customs and traditions, cultural diversity affect the workplace in negative and positive aspects. Some not positive effects can include misunderstanding, creation of barriers and miscommunication (Martin, 2014).

Cultural differences affect organizations. Work behavior varies across cultures:

- Manage work behavior across the culture is managers.
- Establish time clocks.
- Employee observation (Adler, 2008).

Nowadays, organizations are becoming more similar. Many organizations aim to obey the set-out laws of operation by the authorities to maintain their businesses. As they carry out their day to day activities, all organizations in a specific industry comply with these rules. In the process of being legitimate, most of their activities align with each other and may seem to be the same. Over time, they conform to a specific way of carrying out their business, resulting in similarities in activities and procedures undertaken by the organizations.

Communicating across cultures is the exchange of meaning. Communication includes our behavior, thoughts, customs and traditions, misunderstanding, creation of barriers and miscommunication. Communication consists of verbal and nonverbal types and includes your facial expression, tone of voice and behavior. Translation of nonverbal communication is based on a person's cultural background and is different for every person (Adler, 2008).

Nowadays, there are some critical issues that exist in cross-cultural teams. They are inadequate trust and perception. For example, people from advanced countries consider people from less-developed countries inferior or vice-versa.

Our perception is connected with culture. Everybody evaluates stimuli from the environment and makes some perceptual patterns which are selective and culturally determined. Thus begins cross-cultural misperception when a person selects the stimuli, which are different from those that are in his culture, and organizes them into the whole pattern of communication with another people.

Perception is the psychological process of reflecting objects and phenomena of objective reality as a whole that are currently acting on human analyzers. Perception, like sensation, requires the direct action of the stimulus on our senses. The transition from sensation to perception is the transition to a complex and more complete reflection of reality. If sensation reflects the individual properties of objects and phenomena, perception of these objects occurs as a whole. Perception, along with sensation, gives a wider scope for orientation a person in reality. It helps to adapt to it and actively change that reality. Along with the sensation, perception is a contemplation of reality.

Cultural perception is how a person's culture affects the way people see the world. Culture informs all areas of life (religion, language, arts, thought, food, etc.), perception (how they see the world) is generally impacted by culture. Personal characteristics include an individual's interests, motives, attitudes and expectations, etc. Then a person shows beliefs, attitudes, norms and way of living to a culture.

Our culture is changing quickly. Cultural diversity is the condition of human society. Today lots of people are living in a "multicultural" world and have to manage their own multiple cultural connections. However, everybody understands the importance of learning culture, beliefs and values of other people which can cause the differences between us.

Cross-cultural misinterpretation occurs when a person gives his own meaning to observations of people's behavior. The process of misinterpretation organizes our experience and guides our behavior. This interpretation is based on the norms of cross cultural communication. Based on people's experience, people make assumptions about their perceptions so they will not have to think about each meaning of stimuli from the environment (Meenu, 2013).

Cross-cultural misevaluation involves judgments whether someone or something is good or bad. We use our own culture as a standard of measurement. We always compare our culture with different culture, which seems to be abnormal or bad. So we judge all other cultures as inferior. These thoughts result into misevaluation between cultures (Meenu, 2013).

By contrast, American culture respects direct eye contact. A person who was raised in this culture thinks that individual who doesn't look in his eye is weak, dishonest or evasive. Most Asian cultures teach their children another kind of behavior. For example, a person who is avoiding eye contact seems to be considerate and respectful. An American person interprets lowered eyes of an Asian person as a sign of dishonesty, but Asian person is particularly showing respect for the American person.

Increasing cultural diversity brings about new economic, social and political challenges. Cultural diversity is a plus which needs to be managed due to the economic, social and political conditions. On the other hand, cultural diversity often causes fear. Dialogue between cultures is the most fundamental type of democratic conversation. Its aim is to enable us to develop the sense of community and to live together constructively.

Intercultural dialogue can also be a specific tool for the prevention and resolution of conflicts. In this definition, the following goals have been outlined:

- To share visions of the world.
- To understand points of people from another countries.

- To learn similarities between another cultural traditions.
- To identify differences between cultural perceptions.
- To find the ability to understand a common language for respecting cultural differences.
- To share the best practices in the areas of intercultural dialogue.
- To learn a mindset of people from another countries which is characterised by commitment, openness and curiosity.
- To help to manage cultural diversity in a appropriate manner.
- To develop particularly projects for interrupting difficulties in cultural diversity.

The first step toward solving these goals is clear: we need to learn as much as we can about other cultures. The second step is to understand other cultural characteristics; for example, communication style and body language. So, we need to be around other cultures.

The next step is to interact with those people who are different from you. Then, we have to watch situations of misunderstanding, tension and points of conflict. Examining other people will help to understand the cultural self-awareness. It is exactly important in making cross-cultural relationships. Of course, knowledge of behavior of people from other cultures is very important. It can teach us new information about cross-cultural understanding and help us to share cultural experience.

In a multicultural world difficulties in cultural diversity and intercultural dialogue can be directed to the development of intercultural competence. Training intercultural competence will provide individuals with a better understanding on international dimensions of organizational behavior:

- The impact of culture on organizations.
- Leveraging cultural diversity.
- Managing global managers.



The world of organizations is no longer defined by national boundaries. The objective of training intercultural competence; therefore, it is to break down the conceptual, theoretical and practical boundaries that limit our ability to understand and work with people in countries and cultures around the world.

### **Recommendations for training intercultural competence.**

The first step toward training intercultural competence is clear: we need to uphold the values of fairness, mutual trust, dedication, a sense of responsibility, embracing diversity and supporting personal advancement. We expect all people respect these values. This is particularly important with respect to the preparation and content of intercultural competence. Without exception, all people involved must adhere to the fundamental principles of:

- Respecting for human dignity.
- Embracing diversity.
- Complete avoidance of any discrimination with respect to topics or content in terms of gender, ethnicity, religion or world view, age or sexual orientation.
- Complete avoidance of hateful, insulting or otherwise abusive content of communication.

Upon completion of training intercultural competence individuals should be able to:

- Understand what makes a multinational manager of the next generation.
- Discuss culture, the levels of culture and the differences between national and business culture.
- Explain how cultural differences affect organizations.
- Describe Hofstede's Model of National Culture, the – 7d Cultural Dimensions Model as well as – Globe.
- Discuss how social institutions influence both people and organizations.
- Be aware of differences in communication across cultures.

- Understand how to leverage cultural diversity by creating cultural synergy, managing multicultural teams and negotiate globally.
- Explain how to manage cross-cultural transitions.
- Understand the importance of planning a negotiation process.
- Develop the ability to execute the planning process in a structured way.
- Engage in mock negotiations to understand how the issues may emerge once the bargaining has begun in earnest.
- Understand how differing values and expectations may influence the negotiation process.
- Identify one's own strength and weaknesses as a negotiator as well as those of counterparts.

Training intercultural competence methods will provide individuals with basic information to introduce them to the subjects of the respective sessions. People should feel free to ask questions at any time. Case studies are discussed during meetings to provide individuals with practical insights. Using Inspire, a web-based e-negotiation support system, people are able to practice and sharpen their bargaining skills.

After completion of the negotiation process individuals will work in teams to discuss their experiences and learn by reflecting their own and their colleagues' experiences.

By using Inspire, a web-based negotiation support system, the dialogue has international dimension, since the system links – players from around the world. This reflects the current reality of economic organizations. Through Inspire users can study and practice international negotiation involving people from diverse cultures to help understand how differing values and expectations may influence the negotiation process.

More specifically, training intercultural competence of people may be focused on the following things:

- Impact of culture on organization and their management.

- Cross-cultural communication.
- Creating cultural synergy.
- Management of multicultural teams (including motivation, decision making and career planning).
- Leadership and negotiation strategies in the international environment.

## **CONCLUSIONS.**

Communicating is the issue that connects us in our daily social lives. We use it every day to gossip, get a job, seduce, quarrel, propose and confirm marriage and to get divorced. In the absence of telepathy, communication is what enables us to interact with our nearest and dearest, as well as work colleagues and others, in our virtual web of digital communication, including hundreds and even thousands of people we may have never actually met.

It was argued that misinterpretation arises in the workplace if managers do not fully understand the cultures of each other. Cultural misunderstandings generally refer to situations in which differences between one's own culture and another culture leads to some kind of mistake.

Intercultural dialogue is a tool for the prevention and resolution of conflicts. Therefore, intercultural dialogue can be directed to the development of intercultural competence. Training intercultural competence will help us develop strategies to move forward values that are different instead of responding reactively. It helps us grow our ability to work with people from different cultures and form more constructive relationships. Training intercultural competence is very effective because it develops cultural intelligence and provides strategies for dealing with culturally diverse behaviors.

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