<table>
<thead>
<tr>
<th>Stage</th>
<th>Transition</th>
<th>Participation</th>
<th>Employability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sojourns in another country:</td>
<td>Integration in an academic community:</td>
<td>Future employment:</td>
<td></td>
</tr>
<tr>
<td>✓ Preparing</td>
<td>✓ Collaborating in multicultural learning groups</td>
<td>✓ Preparing CV</td>
<td></td>
</tr>
<tr>
<td>✓ Entering &amp; coping</td>
<td>✓ Sharing social &amp; leisure activities with peers</td>
<td>✓ Interacting with careers advisors</td>
<td></td>
</tr>
<tr>
<td>✓ Returning</td>
<td>✓ Managing administrative transactions</td>
<td>✓ Job seeking</td>
<td></td>
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</tbody>
</table>

- International students and staff entering university
- Students and staff preparing for periods of time abroad for one term or longer
- International staff and students interacting with service providers and support staff

- Students participating in mixed ethnicity classes and group work
- Teachers working with students of mixed ethnicity
- Staff engaging in international collaborations
- Students engaging with diversity in local communities

- Students wanting to enhance their employability by demonstrating intercultural awareness
- Students preparing for jobs that require any form of interaction with people from other cultures

<table>
<thead>
<tr>
<th>Competency</th>
<th>Behaviour</th>
<th>Behaviour</th>
<th>Behaviour</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information Gathering</td>
<td>• Identify sources of cultural data</td>
<td>• Learn about unfamiliar cultures, using a range of strategies to gather relevant information</td>
<td>• Able to show evidence of independent research activity to gather information for practical and academic purposes</td>
</tr>
<tr>
<td>Flexible Thinking</td>
<td>• Foster a sense of curiosity</td>
<td>• Actively seek to understand unfamiliar behaviour</td>
<td>• Able to show evidence of drawing on diverse thinking and actively modifying assumptions in the face of unfamiliar thinking and behaviour</td>
</tr>
<tr>
<td>Be open to new ideas</td>
<td>• Avoid judging people from other cultures on the basis of stereotypes</td>
<td>• Acknowledge that different practices are sensible and meaningful in their cultural context and can add value to your own way of thinking</td>
<td></td>
</tr>
<tr>
<td>Be willing to challenge stereotypes &amp; modify assumptions</td>
<td>• Actively seek to understand unfamiliar behaviour</td>
<td>• Acknowledge that different practices are sensible and meaningful in their cultural context and can add value to your own way of thinking</td>
<td></td>
</tr>
</tbody>
</table>

- • Be prepared to adjust your behaviour when sharing facilities
- • Flex your behaviour not to offend
- • Be ready to adopt the behaviour of locals, and experiment with different ways of behaving

- • Learn how and when to adapt by observing other people’s behaviour
- • Build a repertoire of behaviour to suit different purposes, contexts and audiences

- • Able to show evidence of increased effectiveness through adaptive behaviour
| Rapport Building | • Initiate contact and show interest in people from unfamiliar cultures  
• Develop connections with locals on a personal level | • Exhibit warmth & friendliness  
• Maintain and extend working relationships  
• Be willing to focus on long-term trust-building | • Able to show evidence of establishing sustainable relationships across cultures |
|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| Language Learning | • Invest in learning words and phrases in other languages  
• Try out expressions and words when communicating with locals  
• Practise your language skills with native speakers | • Do not rely on the others’ language skills  
• Do not feel too self-conscious about your language proficiency  
• Do not let your language proficiency hold you back from contributing | • Able to show evidence of acquisition and use of (new) language skills for performance |
| Making Yourself Understood | • Adapt use of language to the proficiency level of the recipient(s) to maximise comprehensibility  
• Explain clearly to local people what you need and why you need it | • Actively clarify your own contribution  
• Be prepared to share the thought process behind your intentions  
• Adjust speed, complexity and selection of language to suit needs of interlocutor | • Able to show evidence of successful modification of communication to achieve understanding in a challenging context |
| Attentive Listening | • Listen actively to what the other is trying to say  
• Double-check that you have understood what local people want you to do  
• Pay attention to non-verbal signals | • Check and clarify rather than assuming understanding  
• Pay close attention to how people from other cultures differ in their body language  
• Develop ability to anticipate and handle potential misunderstanding | • Able to show evidence of active listening and to provide examples of successful and more challenging interactions |
| Self-Awareness | • Recognize that others may see you and treat you as a foreigner  
• Be aware of how you come across to others | • Use diversity as a mirror to explore your own cultural identity  
• Observe how your style impacts on group dynamics  
• Reflect on how you may be perceived by people from other backgrounds when you are behaving ‘normally’ | • Able to show evidence of what you have learnt about yourself from working internationally |
### Personal Strength

- Develop strategies to cope with difficult situations and the stress that comes with living in a foreign environment
- Remember the benefits and opportunities for personal growth that come with overcoming adversity
- Remain positive even when you encounter problems or failure
- Retain a sense of inner purpose – try to be flexible, but ‘stand your ground’ when it is necessary
- Adhere to your values and provide a sense of direction for yourself and others
- Able to show evidence of resilience in adversity
- Able to maintain a balance between flexibility and personal values

### Spirit of Adventure

- Develop a positive attitude to new experiences
- Be adventurous and try something new on a regular basis
- Be ready to deal with ambiguous situations
- Develop tolerance of ambiguity
- Enjoy the opportunity to work in diverse groups with different perspectives
- Able to show evidence of successful risk-taking in uncertain, unpredictable or challenging situations

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**INTERCULTURAL COMPETENCY FRAMEWORK DEVELOPED FOR USE WITH UNIVERSITY STUDENTS AND STAFF**

Centre for Applied Linguistics, University of Warwick, 2010

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