

# Intercultural Competence for Practitioners and Trainers

November 27th – December 6th 2003  
Garten Hotel  
Winterthur, Switzerland

# 03

Milton Bennett and Janet Bennett  
Michelle Le Baron  
Samuel van den Bergh  
Anita Rowe  
Sivasailam «Thiagi» Thiagarajan

# ICPT

Organised in cooperation with

## Z:W

Zurich University of Applied Sciences, Winterthur (Switzerland)  
School of Applied Linguistics and Cultural Studies  
Center for Crosscultural Competence

Date	Trainers	Course Number	Trainers	Course Number
27 Nov	J. Bennett and M. Bennett	1		
28 Nov	J. Bennett and M. Bennett	1	S. Thiagi and S. van den Bergh	4
29 Nov	J. Bennett and M. Bennett	1	S. Thiagi and S. van den Bergh	4
30 Nov	S. Thiagi	3	A. Rowe	5
01 Dec	S. Thiagi	3	A. Rowe	5
02 Dec	J. Bennett and M. Bennett	2	M. Le Baron	6
03 Dec	J. Bennett and M. Bennett	2	M. Le Baron	6
04 Dec	M. Bennett	7		
05 Dec	M. Bennett	7		
06 Dec	M. Bennett	7		

## ICPT Workshops 2003

**Milton Bennett and Janet Bennett**

**«Intercultural Communication for Practitioners»**

Course **1**

Thursday/Friday/Saturday, November 27th through 29th, 2003

**and**

**«Developing Intercultural Competence: A Trainer's Perspective»**

Course **2**

Tuesday/Wednesday, December 2nd/3rd, 2003

**Sivasailam «Thiagi» Thiagarajan**

**«Interactive Experiential Strategies for Cross-cultural Training»**

Course **3**

Sunday/Monday, November 30th/December 1st, 2003

**Sivasailam «Thiagi» Thiagarajan and Samuel van den Bergh**

**«Managing Multicultural Teams»**

Course **4**

Friday/Saturday, November 28th/29th, 2003

**Anita Rowe**

**«Managing Diversity in Organizations»**

Course **5**

Sunday/Monday, November 30th/December 1st, 2003

**Michelle Le Baron**

**«Resolving Cross-cultural Conflicts»**

Course **6**

Tuesday/Wednesday, December 2nd/3rd, 2003

**Milton Bennett**

**«The IDI Qualifying Seminar»**

Course **7**

Thursday/Friday/Saturday, December 4th through 6th, 2003

For certificates acknowledging completion of a balanced curriculum in intercultural communication theory and practice: see back cover «The ICI Certificates of Completion»

## Milton Bennett and Janet Bennett

### «Intercultural Communication for Practitioners»

Thursday / Friday / Saturday, November 27th through 29th, 2003



Milton Bennett and Janet Bennett

The course «Intercultural Communication for Practitioners» will explore the impact of culture on training programs in the corporate environment, on classroom communication and on curriculum development. It will offer practical strategies for incorporating cultural differences into training and teaching methods and specific frameworks for analyzing misunderstandings due to cultural differences. This course is intended for trainers and educators who design and deliver curricula for programs and courses, or who administer intercultural programs.

#### Objectives

- Identification of issues relevant to teaching and training in a European environment
- Apply frameworks of intercultural analysis to instructional design
- Analyze the strengths and limits of specific educational methods in a variety of cultural contexts
- Sequence training activities based on a variety of developmental strategies
- Understand the role of both objective culture (artifacts such as history, politics, art, etc.) and subjective culture (patterns of belief, behaviors, and values) in training and educational settings
- Recognize intercultural communication as a middle-abstraction analysis, lying between the high abstraction of most sociological theory and the low abstraction of individual psychology
- Define culture to include national, ethnic, regional, and other differences
- Distinguish between useful cultural generalizations and destructive stereotypes
- Use several frameworks to compare one's own and contrasting cultures in terms of nonverbal behavior, communication styles, and values
- Self-assessment inventories on learning styles and teaching styles with discussion of how to adjust teaching styles to learners' cognitive styles
- Discussion of the Developmental Model of Intercultural Competence and its application to curriculum design and teaching and training methods
- Small group application sessions to explore modification of teaching and training methods for variations in cultural and cognitive styles
- Videotape illustration of cultural differences in classroom communication and learning style
- Select appropriate resources for further professional development in intercultural training and educational design

Dr. Janet Bennett is co-director of the Intercultural Communication Institute (ICI) and chair of the ICI/University of the Pacific Master of Arts in Intercultural Relations program. Her Ph.D. is from the University of Minnesota, where she specialized in intercultural communication and anthropology. She also holds a B.A. in psychology and journalism from San Francisco State University and an M.A. in speech communication from the University of Minnesota.

For twelve years, Dr. Bennett was the chair of the Liberal Arts Division at Marylhurst College, where she developed innovative academic programs for adult degree students. As a trainer and consultant, she designs and delivers training in intercultural competence for university faculty and staff, corporate managers, diversity teams, and corporate trainers in the U.S., Asia, and Europe. She teaches courses in training and development in the graduate program at Portland State University, and has published in the area of intercultural training design, developmental instruction, and cultural adjustment. Her most recent research is on the topic of integrating cognitive, communication and learning styles in intercultural training design.

Dr. Milton Bennett is co-director of the Intercultural Communication Institute (ICI) in Portland, Oregon. His Ph.D. is from the University of Minnesota with a specialization in intercultural communication theory and sociology. He also holds a B.A. in English (creative writing) from Stanford University and an M.A. in language arts (psycholinguistics) from San Francisco State University. *(continued next page)*

**Milton Bennett and Janet Bennett****«Developing Intercultural Competence:  
A Trainer's Perspective»**

Tuesday / Wednesday, December 2nd / 3rd, 2003

For trainers and educators who want a conceptual rationale for program design, this course will examine the Developmental Model of Intercultural Sensitivity as a theoretical foundation for audience analysis, content sequencing, and process design. The course will review the framework, and suggest strategies for addressing ethnocentrism for a variety of professional contexts.

**Objectives**

- Review the Developmental Model of Intercultural Sensitivity
- Explore application of the model to training design and implementation
- Identify attainable intercultural competencies for each stage
- Assess the developmental needs and resistances of trainees
- Apply a design tool for balancing challenge and support for the learners
- Discuss methods appropriate for addressing developmental needs at each stage
- Review strategies for diminishing threat at the ethnocentric stages
- Discuss practical suggestions for using the model in education, NGOs, and the corporate world
- Participate in various developmental techniques
- Examine the impact of intercultural experience on identity development
- Recognize the relevance of cultural identity to the intercultural trainer



Milton Bennett and Janet Bennett

*(continued)*

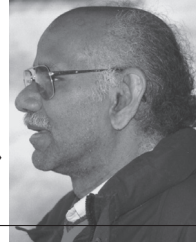
For fifteen years Dr. Bennett was on the faculty of the Department of Speech Communication at Portland State University, where he developed its graduate program in intercultural communication. Now he consults with executives and administrators on developing intercultural competence and he designs and conducts global and domestic intercultural training for university faculty and staff, corporate managers, and social service personnel in the U.S., Asia, and Europe. He also serves as the director of graduate study for the ICI/University of the Pacific Master of Arts in Intercultural Relations program. Dr. Bennett is the author of several articles and chapters on the topics of intercultural empathy and the development of intercultural sensitivity, and he is the editor of *Basic Concepts of Intercultural Communication*.

Drs. Bennett are the founders of the Intercultural Communication Institute (ICI), a nonprofit, private operating foundation designed to foster an awareness and appreciation of cultural differences in both the international and domestic areas. ICI maintains an extensive library, donates resources for educational purposes, and sponsors the annual Summer Institute for Intercultural Communication, which draws about 800 faculty and participants. Each is a recipient of the Senior Interculturalist award from the International Society for Intercultural Education, Training and Research (SIETAR).

## Sivasailam «Thiagi» Thiagarajan

### «Interactive Experiential Strategies for Cross-cultural Training»

Sunday / Monday, November 30th / December 1st, 2003



Sivasailam «Thiagi» Thiagarajan

This workshop is not only about experiential learning – it is experiential as well. In addition to practicing, participants leave with a new portfolio of state-of-the-art games, exercises, and design strategies suitable for a wide range of intercultural education activities.

Designed for: Trainers, managers, consultants, team leaders, and facilitators who design and implement strategies for improving individual and team performance in multicultural settings. Newcomers and Thiagi-«addicts» are welcome, as Thiagi has promised to come with a «different suitcase»!

#### Objectives

Participants will have the opportunity to:

- Identify the most appropriate interactive experiential strategies among thirty alternatives to suit specific performance objectives and participant characteristics
- Develop, evaluate, and improve interactive experiential activities rapidly, using a variety of appropriate strategies
- Select appropriate levels among the sixteen dimensions of facilitation (such as pace, competition, duration, privacy) to suit the characteristics of multicultural participants and desired performance outcomes
- Make real-time modifications to the sixteen dimensions of facilitation while conducting an activity to better suit multicultural participant reactions
- Employ fifteen strategies for preventing negative and disruptive behaviors in conducting team activities with multicultural participants
- Use a seven-stage debriefing model for reflecting on intense intercultural experiences and sharing insights derived from them

#### Learning Activities

- Presentation and discussion of the appropriateness of interactive experiential training strategies in working with multicultural participants
- Presentation and discussion of potential problems in conducting interactive experiential activities with multicultural groups, and devising suitable solutions
- Experience with a variety of interactive experiential strategies
- Individual and team development of appropriate games, simulations, role-plays and other interactive experiential activities for use by multicultural groups
- Structured problem-solving sessions regarding the use of interactive experiential strategies with multicultural groups
- Practice in conducting interactive experiential activities and debriefing sessions, and receiving feedback from peers and experts

Dr. Sivasailam «Thiagi» Thiagarajan is the president of Workshops by Thiagi, Inc., an organization with the mission of helping people improve their performance effectively, enjoyably, and ethically. He has lived in three different countries and has consulted in twenty-one others, while publishing forty books, 120 games and simulations, and more than 200 articles in the area of interactive experiential approaches to training. Thiagi wrote the definitive chapters on simulations and games for International Society for Performance Improvement (ISPI)'s *Handbook of Human Performance Technology*, American Society for Training and Development (ASTD)'s *Training & Development Handbook*, and American Management Association (AMA)'s *Human Resources Management and Development Handbook*. He currently edits the simulation/game section in the journal *Simulations & Gaming* and publishes a monthly electronic magazine *Play for Performance, Seriously fun Activities for Trainers, Facilitators, Performance Consultants, and Managers*. See: [www.thiagi.com](http://www.thiagi.com)

## Sivasailam «Thiagi» Thiagarajan and Samuel van den Bergh

### «Managing Multicultural Teams»

Friday / Saturday, November 28th / 29th, 2003

Designed for professionals who initiate team building processes or who work with or in multicultural teams.

As business and workplace have become increasingly international and multicultural, managing multicultural teams has become a key issue. Multicultural teams have the potential to achieve higher productivity than homogeneous teams because of their inherent diversity. Unfortunately many multicultural teams suffer from all the mis- and dis- factors, e.g. misunderstanding, disfunctioning etc. This workshop helps to initiate multicultural teambuilding processes in order to overcome the problems caused by different perceptions, different norms and values. A three-step method building on creating awareness, acceptance and appreciation of the differences will be applied and fused with interactive learning experiences.

#### Main Objectives

- Recognize the dynamics and potentials of a multicultural team
- Learn how to analyze, initiate and guide teambuilding processes
- Gain skills how to become more effective in initiating or working in international teams

#### Further Objectives

- Understand the impact of different cultural dimensions on teambuilding processes
- Focus on advantages and disadvantages of multicultural teams
- Learn to create the necessary conditions for high-performing multicultural teams
- Be aware of success factors that make multicultural teams more effective
- Focus on teamcohesion, trust and the phases of teambuilding in multicultural teams
- Go step by step through a multicultural teambuilding process
- Get firsthand information on a research project «Managing Multicultural Teams»
- Recognize critical moments and stumbling blocks of teambuilding processes and learn to overcome them

Well-balanced mix of practical training and theoretical input.



Sivasailam «Thiagi» Thiagarajan and Samuel K. van den Bergh

Dr. Sivasailam «Thiagi» Thiagarajan

As someone who is neither a North American nor a European, Dr. Sivasailam «Thiagi» Thiagarajan brings a unique blend of detachment and empathy to this training event. A global nomad for the past 35 years, Thiagi has lived for several years in Asia, Africa, and North America. He has facilitated multicultural teambuilding workshops in many parts of the world.

For full description: See Bio Course 3.

Samuel K. van den Bergh is professor at Zurich University of Applied Sciences, Winterthur (ZHAW), Switzerland, and the director of the Center for Cross-cultural Competence. His main focus is training in postgraduate studies such as international management, tourism and management, communication as well as training for internationally operating companies. His organizational experience includes in-company workshops for the Credit Suisse Group, Swiss Re, Arabella Sheraton Group and Rieter. He specializes in cross-cultural awareness, international team and trust building as well as assessing and testing. He has also lectured on cross-cultural competence at Universities such as the Federal College of Technology in Zurich (ETHZ) and the Tokushima Bunri University in Kagawa, Japan. He has lived, worked and studied extensively abroad. In partnership with Peter Stadler he sponsors the program ICPT (Intercultural Competence for Practitioners and Trainers) in Winterthur.

**Anita Rowe****«Managing Diversity in Organizations»**

Sunday / Monday, November 30th / December 1st, 2003



Anita Rowe

Increasing diversity in the workforce represents one of the most significant changes and demanding challenges facing today's organizations. While diversity brings many advantages, differences in language, values, and norms can cause conflict and loss of productivity. This practical, application-based workshop gives participants the conceptual frameworks and tools needed to create an inclusive organization that gets the best from all employees. Techniques and activities for designing and delivering training as well as methods for strategic organizational culture change are offered.

This seminar is designed for human resource practitioners, consultants, trainers, teachers, community service professionals and others who are responsible for training and developing staff, leading culture change initiatives and creating more inclusive work environments.

**Objectives**

- Define the many aspects of diversity and understand their impact in the workplace
- Gain tools to understand and effectively deal with cultural differences, stereotypes, and prejudice
- Gain approaches and strategies to create more inclusive organizations that are enriched by diversity
- Apply tools and activities for training and organizational change

Dr. Anita Rowe is partner in the management consulting firm of Gardenswartz & Rowe of Los Angeles, California. She is a native of Los Angeles and a graduate of the University of California Los Angeles. She earned a doctorate of Human Behavior from the United States International University.

Since 1980, Anita Rowe and her partner Lee Gardenswartz have helped clients in the private and public sectors with the «human side of management», working with a rich variety of national and international clients. Anita Rowe has co-authored, with Lee Gardenswartz, a series of articles and a number of books and material on diversity. Their book *Managing Diversity: A Complete Desk Reference and Planning Guide* (1993), which won the book-of-the-year award from the Society for Human Resource Managers (SHRM), has served as a primary guide to organizations in structuring their diversity initiatives, providing not only conceptual information but also techniques and tools. Other publications are the *Managing Diversity Survival Guide* (1994), *The Diversity Tool Kit* (1994), *Diverse Teams at Work* (1995), and *Managing Diversity in Health Care* (1998).

Anita Rowe has lectured widely, giving keynote speeches, facilitating team-building retreats, and teaching seminars. She also teaches diversity through institutions such as the National Multicultural Institute in Washington D.C., and the Intercultural Communication Institute in Portland, Oregon.

**Michelle Le Baron****«Resolving Cross-cultural Conflicts»**

Tuesday / Wednesday, December 2nd / 3rd, 2003

This workshop explores the dynamics of intercultural conflicts using a range of analytic and creative tools. Participants will learn skills for bridging cultural conflicts that address cognitive, emotional, and symbolic dimensions. Learning activities include:

- Developing and applying cultural fluency to a range of conflicts across worldview differences
- Building capacity for applying emotional intelligence to conflict resolution
- Actively exploring the symbolic dimensions of intercultural conflict where meaning-making and identity development take place
- Applying ritual, metaphor, story and myth as symbolic tools to transform intercultural conflict through the process of dynamic engagement
- Exploring imagination and intuition as resources for conflict resolution
- Using real cases as a basis for analyzing and applying innovative and multi-modal approaches to conflicts

Designed for:

Experienced practitioners, intercultural educators, consultants, and conflict professionals who are interested in expanding their capacities for intervention, teaching, and training. Community and organizational leaders whose work involves designing systems for conflict resolution, change management, or the provision of conflict resolution services.

**Michelle Le Baron**

Michelle Le Baron is Professor of Conflict Analysis and Resolution at George Mason University in Fairfax, Virginia, U.S.A., and past director of the Multiculturalism and Dispute Resolution Project at the University of Victoria, Canada. A lawyer and clinical counselor, she has worked internationally in educational, family, and commercial settings. Michelle Le Baron is known for applying symbolic and artistic tools including ritual, metaphor and narrative to conflict resolution. She is the author of *Bridging Troubled Waters: Conflict Resolution from the Heart* (2002) and *Bridging Cultural Conflicts: A New Approach for a Changing World* (2003).

Milton Bennett

### «The Intercultural Development Inventory (IDI) Qualifying Seminar»

Thursday / Friday / Saturday, December 4th through 6th, 2003

This three-day seminar has the overall goal of preparing participants to explain and implement the IDI in both corporate and academic settings. Attendance at an IDI Qualifying Seminar is required for permission to use the instrument. Each participant will receive an extensive manual that includes detailed background information, interpretative guides, and descriptions of procedures.

During the seminar, participants will have the opportunity to:

- Review some basic assumptions and relevant research from intercultural communication theory
- Acquire or renew familiarity with the Developmental Model of Intercultural Sensitivity (DMIS)
- Become familiar with how the IDI v2.3 software analyzes data and generates reports
- Understand the process of the development, reliability studies, and tests of validity of the IDI v.1 and the IDI v.2
- Develop skills in interpreting IDI profiles in terms of the DMIS in individual and group contexts
- Practice giving individual feedback on IDI profiles
- Consider program designs that incorporate IDI profiling
- Consider uses of the IDI for training needs analysis, program evaluation, and organization development
- Review current research being conducted with the IDI and consider potential research possibilities



Milton Bennett

Dr. Milton Bennett is the author of the Developmental Model of Intercultural Sensitivity. The DMIS serves as the theory on which the IDI is based. Milton Bennett is also co-director of the Intercultural Communication Institute (ICI) in Portland, Oregon. His Ph.D. is from the University of Minnesota with a specialization in intercultural communication theory and sociology. He also holds a B.A. in English (creative writing) from Stanford University and an M.A. in language arts (psycholinguistics) from San Francisco State University.

For fifteen years Dr. Bennett was on the faculty of the Department of Speech Communication at Portland State University, where he developed its graduate program in intercultural communication. Now he consults with executives and administrators on developing intercultural competence and he designs and conducts global and domestic intercultural training for university faculty and staff, corporate managers, and social service personnel in the U.S., Asia, and Europe. He also serves as the director of graduate study for the ICI/University of the Pacific Master of Arts in Intercultural Relations program. Dr. Bennett is the author of several articles and chapters on the topics of intercultural empathy and the development of intercultural sensitivity, and he is the editor of *Basic Concepts of Intercultural Communication*.

## General Information

### Setting

Winterthur, Switzerland.

Winterthur is close to Zurich and its airport. Excellent train service.

All courses are held at the 4-star «Garten Hotel» at the gardens of the town.

### Tuition

Course 1 (3 days)	CHF 1830.–
Courses 2, 3, 4, 5, 6 (2 days)	CHF 1210.–
Course 7 (3 days)	CHF 1950.–

### Tuition includes

Course fee, lunch and coffee breaks, reading packet, printed course materials, confirmation of attendance.

### Registration procedure

Participants may send the entire fee or a deposit of CHF 400.– per person. Registrations without a deposit will be put on a waiting list for the requested workshop. Payments must be made in Swiss Francs (CHF). Fees are refundable in accordance with the cancellation policy (see below). Final payments are due 30 days prior to arrival.

We encourage early registration to assure a place in your workshop. We will accept registrations until a workshop is full or the session begins.

### Reductions

- For payments by money transfer (all courses) to our UBS or to our post account (not for payments via credit card!): for deposit CHF 10.00, for total fee CHF 40.00.
- «Early Birds» who enrol before August 1st, 2003, will get an additional reduction of CHF 40.– (two-day courses) and CHF 70.– (three-day course, no «Early Bird» reduction for IDI Qualifying Seminar).

### Cancellation

Refund of fees (minus a CHF 400.– cancellation fee) will be made after receipt of a written request in accordance with the following policy: 100% – 60 days prior, 50% – 30 days prior to the first day of course.

For further information,  
please call or write to:

ICPT  
Mrs Nadya Misteli  
Erlistrasse 321  
CH-8454 Buchberg  
Switzerland  
Phone: ++41 1 867 57 73  
Fax: ++41 1 867 57 74  
E-mail:  
misteli@greenmail.ch  
Website: www.zhwin.ch/ICPT

Dr. Peter Stadler (ICPT)  
Phone: ++ 41 56 441 33 30  
E-mail:  
peter.stadler@switzerland.org

Zurich University of  
Applied Sciences,  
Winterthur (Switzerland)

Center for  
Crosscultural Competence

Director:  
Prof. Samuel van den Bergh  
Secretary:  
Mrs. Ruth Keller  
Phone: ++41 52 267 75 77  
E-mail: keh@zhwin.ch

### Accommodation and evening meals: not included

We recommend the following hotels where we have been able to reserve a limited number of rooms:

Garten Hotel (****)	special ICPT price CHF 192.- (bed and breakfast) per night (regular price CHF 245.-) All the workshops take place at this hotel. Reservations: <a href="http://www.gartenhotel.ch">www.gartenhotel.ch</a> (quote: ICPT Nov 2003)
Hotel Krone (***)	special ICPT price CHF 147.- (bed and breakfast) per night (regular price CHF 167.-) (five minutes walk from «Garten Hotel») Reservations: <a href="http://www.kronewinterthur.ch">www.kronewinterthur.ch</a> (quote: ICPT Nov 2003)

Two other small hotels close by are:

Hotel Wartmann ([www.wartmann.ch](http://www.wartmann.ch)) and  
Hotel Loge ([www.hotelloge.ch](http://www.hotelloge.ch)).

A list of hotels can be obtained from Winterthur Tourism which also operates an on-line reservation system:

[www.winterthur-tourismus.ch](http://www.winterthur-tourismus.ch)  
Phone: ++41 52 267 67 00  
Fax: ++41 52 267 68 58

### Important

We recommend early reservation, as the number of reserved rooms is limited and only reserved until October 20th (first come first served base).

## The ICI Certificates of Completion

The Intercultural Communication Institute (ICI) in Portland, Oregon/USA, offers three distinct certificates acknowledging completion of a balanced curriculum in intercultural communication theory and practice. Courses offered by ICPT (Intercultural Competence for Practitioners and Trainers) in Switzerland qualify as partial fulfillment of the requirements for the ICI Certificates.

The **Primary Certificate of Completion** requires fifteen full days of training, including at least five days each in intercultural theory and intercultural practice. At least five days of training must be taken at the Summer Institute for Intercultural Communication (SIIC) in Portland. The remaining ten days may be taken at SIIC or through the cooperating organizations of ICPT (Intercultural Competence for Practitioners and Trainers) in cooperation with Zurich University of Applied Sciences, Winterthur, Center for Crosscultural Competence in Switzerland and/or Cross-Cultural Training Services (CCTS) in Japan. The certificate will be awarded upon completing an application and documenting attendance at the appropriate training courses.

The **Practitioner Certificate of Completion** builds on the Primary Certificate with additional required coursework, some of which must be completed for graduate level college credit. The additional courses can be completed in Portland, Switzerland and/or Japan. The **Professional Certificate of Completion** adds an assessment of professional accomplishment to the Practitioner level requirements.

For more information on the Practitioner and Professional Certificates, or to receive an application for the Primary Certificate, please contact:

Intercultural Communication Institute  
8835 S.W. Canyon Lane, Suite 235  
Portland, OR 97225, USA  
Phone: 001-503-297-4622  
Fax: 001-503-297-4695  
E-mail: [ici@intercultural.org](mailto:ici@intercultural.org)  
Website: [www.intercultural.org](http://www.intercultural.org)

A large, stylized, grey vertical logo consisting of the letters 'I', 'C', 'P', and 'T' stacked on top of each other. A thin vertical line runs through the center of the letters. A horizontal line extends from the bottom of the 'P' to the left, connecting to the contact information.

Organised in cooperation with

The logo for Zurich University of Applied Sciences, featuring the letters 'Z' and 'W' in a bold, black, sans-serif font, separated by a colon.

Zurich University of Applied Sciences, Winterthur (Switzerland)  
School of Applied Linguistics and Cultural Studies  
Center for Crosscultural Competence