

Key Cross-Cultural Competence Objectives for Enlisted Airmen

This list should guide the development of education and training curricula for peak cross-cultural competence for all enlisted Airmen, and should serve as guidance for Airmen's self-directed learning.¹ The goal of cross-cultural competence is to quickly and accurately comprehend culturally complex environments, and appropriately and effectively act to achieve desired effects. Please contact AFCLC for more information and for education and training resources: <https://www.airuniversity.af.edu/AFCLC/Contact-Us/>

A. Key cross-cultural competencies at the Senior Airman level are:

- understand basic concepts of culture,
- know forms of cultural bias,
- recognize how culture influences behavior,
- recognize how communication styles are influenced by culture, and
- identify and respect other cultural perspectives and norms for interaction.

B. Key cross-cultural competencies at the Non-Commissioned Officer (NCO) level include all of the above, PLUS:

- understand basic differences between US culture and other cultures.
- interpret others' behavior using cultural knowledge.
- predict outcomes of decisions using cultural knowledge.
- suggest courses of action using cultural knowledge.
- transfer cultural skills and knowledge to other Airmen.

C. Key cross-cultural competencies at the Senior NCO level include all of the above, PLUS:

- Build strategic networks by:
 - establishing alliances across cultural and organizational boundaries.
 - developing networks and collaborating effectively across cultural and organizational boundaries to build relationships.
 - developing and leveraging a diverse range of key relationships to build bridges across cultural and institutional divides.
- Understand culture by:
 - demonstrating an understanding of own culture's effects on Air Force strategic planning and conduct of operations.
 - demonstrating an understanding of how a Host Nation's culture might affect strategic planning and conduct of operations.

¹ This list was developed using the Air University Continuum of Officer and Enlisted Professional Military Education Strategic Guidance (AU CESG) and the Institutional Competency List (ICL).

- recognizing when local norms or rules clash with those of own organization and take appropriate action to minimize conflict.
- Apply organizational awareness across cultures by:
 - understanding similarities and differences between own organization and other organizations in the operating environment.
- Apply cross-cultural communication concepts by understanding how:
 - the concepts of individualism and collectivism influence cross cultural interactions.
 - cultural views of time affect communication.
 - high and low context communication styles impact cross-cultural relations.
 - the concept of power distance affects cultural interactions and communication.
- Apply regional information by:
 - considering the impact of local beliefs and customs on how locals will interpret military actions.
 - taking the initiative to [Investigate/Research] learn more about a particular country, culture, or region.
- Apply cultural knowledge to systems thinking and decision analysis by:
 - considering multiple facets of a situation or problem and how they are influenced by culture.
 - relating cultural perspectives and needs of all persons involved.
- Apply cultural knowledge to strategic agility by:
 - analyzing the effects of past military operations in an area or region and,
 - applying this information to develop appropriate goals and strategies for the current and future operations.