

# ADAPTIVE READINESS FOR CULTURE (ARC) COMPETENCY MODEL

Prepared for the Defense Language and National Security Education Office (DLNSEO)  
by Global Cognition

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## DIPLOMATIC MINDSET

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### 1. Maintains a Mission Orientation

Definition: Builds rapport and intercultural relationships to achieve mission objectives, using cultural knowledge and skills to develop, monitor, and maintain them.

K <sup>1</sup>	Understands that the purpose of building intercultural relationships is to achieve mission objectives, rather than to just make friends or do good
K	Knows specific ways cultural information aids in meeting mission objectives
K	Understands limits of the mission, including that it is not about making other cultures exactly like U.S. culture or enforcing U.S. laws/customs on locals
S <sup>2</sup>	Defines mission-relevant social objectives
S	Develops rapport and relationships with members of the culture as a way to meet mission objectives
S	Assesses progress of developing rapport and professional relationships
S	Uses cultural knowledge to assess risk within social and operational environment
S	Uses cultural behavior to assess progress towards meeting mission objectives
S	Recognizes when mission objectives conflict with cultural norms and manages that conflict

### 2. Understands Self in Cultural Context

Definition: Recognizes roots and limits of own point of view; seeks to understand how own self and the U.S. in general are viewed by members of other cultures; establishes baselines.

K	Understands that own way of viewing the world is biased as a result of individual background, personal history, and culture
S	Applies understanding or seeks to understand how own self and the U.S. in general are viewed by members of other cultures
S	Uses knowledge of own cultural background as a baseline for comparison with new cultures

### 3. Manages Attitude Towards Culture

Definition: Manages negative attitudes and reactions in order to accomplish collaborative tasks, and establish and maintain mission critical relationships.

K	Understands that personal attitudes, values, preferences can get in the way of establishing critical intercultural relationships
K	Understands that it is natural for personal attitude about a culture to fluctuate over time according to circumstances
S	Recognizes and sets aside negative attitudes and reactions to accomplish tasks
S	Attempts to maintain positive or neutral attitude towards culture

1 Knowledge

2 Skill

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## CULTURAL LEARNING

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### 4. Self Directs own Cultural Learning

Definition: Seeks to advance understanding of own and other cultures; takes ownership of learning by framing questions, setting objectives, and gathering pertinent information.

K	Understands that cultural learning is an ongoing process that takes place prior to, during and post deployment
S	Identifies key topics for study that enhance ability to operate in host country
S	Seeks out opportunities to improve cultural understanding, beyond provided training
S	Generates own principles for organizing cultural facts and theories
S	Continually assesses own cultural skills and accuracy of current understanding of a culture

### 5. Develops Reliable Information Sources

Definition: Identifies multiple sources for obtaining information about new cultures; establishes credibility of individuals who can provide insight into a culture and other sources.

K	Knows that any one source of cultural information has some bias
K	Understands that general information about a culture will not necessarily be true in all contexts and circumstances
S	Identifies and uses a variety of sources (e.g., books, web sites, local informants, etc.) for obtaining information about cultures
S	Assesses credibility and bias in cultural information and sources (e.g., by checking multiple sources)

### 6. Reflects and Seeks Feedback on Intercultural Encounters

Definition: Reflects on prior intercultural interactions and experiences; seeks feedback about own actions to continually improve cultural skills and knowledge.

K	Understands that reflection and feedback help improve future intercultural interactions
S	Reflects on intercultural interactions and experiences after they have happened (during and post-deployment)
S	Seeks feedback about own actions after intercultural interactions
S	Compares different cultural experiences to identify commonalities and differences between
S	Attempts to generalize knowledge and skills that may be useful across different cultural contexts

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## CULTURAL REASONING

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### 7. Copes with Cultural Surprises

Definition: Notices behaviors or events within other cultures that violate own expectations and manages surprises by analyzing their causes.

K	Understands that cultural surprises happen regardless of how much one knows about the culture
K	Knows that puzzling cross-cultural behaviors present opportunities to deepen understanding of the culture
S	Notices and attends to cross-cultural behavior (e.g. messages, body language, or actions) or events that are surprising or violate expectations
S	Considers <i>culture</i> as a possible general source of the unexpected behavior
S	Asks questions or otherwise seeks information about puzzling interactions or anomalous behavior

### 8. Develops Cultural Explanations of Behavior

Definition: Develops functional explanations for the behaviors of members of other cultures that incorporate local concepts, beliefs, and values.

K	Understands that cultural explanations of behavior are incomplete and uncertain
K	Understands that some explanations of human behavior are less wrong and more useful than others
S	Uses local cultural concepts when constructing explanations of native behavior
S	Generates multiple, alternative explanations of behavior
S	Develops integrated (deep causal) explanations of cultural behavior

### 9. Takes Perspective of Others in Intercultural Situations

Definition: Considers the point of view of culturally different others during intercultural interactions to help meet objectives.

K	Understands that people with different backgrounds view events differently
K	Understands that the way another person views the world will contribute to the way they behave and approach a situation
K	Understands that taking perspective of others helps to anticipate and influence their decisions
S	Routinely attempts to consider the point of view of others during intercultural interactions, making reference to their expected knowledge, desires, and attitudes
S	Uses cultural knowledge to adjust expected way people from that culture view events

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## INTERCULTURAL INTERACTION

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### 10. Acts under Cultural Uncertainty

Definition: Uses cultural knowledge, albeit limited and uncertain, to take action and develop relationships.

K	Understands that outsider knowledge of a culture is limited
K	Knows that trying to address cultural norms, language, etc., is generally seen as positive, regardless of current performance level
S	Avoids paralysis due to having less than complete cultural understanding or mastery of cultural behavior
S	Uses the cultural knowledge that one does have when taking action

### 11. Plans Intercultural Communication

Definition: Plans communication content and means of expression in advance of mission critical interactions.

K	Knows that communication consists of many dimensions including words, body language,
K	Understands that objectives can be realized through a variety of self-expression techniques
S	Plans own and others (e.g., subordinates or interpreters) communication content and means of expression in advance of critical interactions
S	Employs personal or cultural information about people, surroundings and situation to plan

### 12. Engages in Disciplined Self Presentation

Definition: Presents self to achieve intended effects with the audience; adapts style of presentation to fit the target culture and situation as needed.

K	Understands that own appearance and how one presents oneself can influence the outcome of intercultural interactions
S	Presents oneself in a way to achieve an intended effect on the other person's perception
S	Monitors effects of one's presentation on others in intercultural interactions, and adjusts accordingly

### FOR MORE INFORMATION SEE

1	Rasmussen, L. J., Sieck, W. R., & Duran, J. L. (2015). <i>A model of culture-general competence for education and training: Validation across services and key specialties</i> . Yellow Springs, OH: Global Cognition.
2	Rasmussen, L. J., & Sieck, W. R. (2015). Culture-general competence: Evidence from a cognitive field study of professionals who work in many cultures. <i>International Journal of Intercultural Relations</i> , 14 (3), 75-90.
3	Rasmussen, L. J., & Sieck, W. R. (2014). Ready, set, go anywhere: A culture-general competency model for the DoD. <i>Military Intelligence Professional Bulletin, Jul-Sep</i> , 47-52.
4	Rasmussen, L. J., Sieck, W. R., & Hoffman, R. (2013). Cultural knowledge for intelligence analysts: Expertise in cultural sensemaking. <i>American Intelligence Journal</i> , 31, 28-37.
5	Rasmussen, L. J., & Sieck, W. R. (2012, Mar-Apr). Strategies for developing and practicing cross-cultural expertise in the military. <i>Military Review</i> , 71-80.
6	Rasmussen, L. J., Sieck, W. R., Crandall, B. W., Simpkins, B. G., & Smith, J. L. (2011). <i>Data collection and analysis for a cross-cultural competence model</i> . Fairborn, OH: ARA
7	Sieck, W. R., Smith, J. L., & Rasmussen, L. J. (2013). Metacognitive strategies for making sense of cross-cultural encounters. <i>Journal of Cross-Cultural Psychology</i> , 44 (6), 1007-1023.