

Intercultural Training and Intercultural Competencies'

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Abstract

Introduction

Due to the globalization of economic markets the management of organizations has to face consistently growing and ever increasingly complex requirements. Particularly the expatriates play an important role, as they are linked to the holding company and execute tasks in a new foreign environment. The expatriate's business is versatile and covers the maintenance of communication- and information flow, develop a global perspective for the organization as well as the capability of having intercultural competencies to reach the organizational goals effectively, adequately and successfully. The discontinuation rates (16-40%) plus the non-achievement of goals set and the direct and indirect costs deriving from this fact may harm an organization.

Students (with regard to their future position as expatriates) must try to collect international experiences already during their studies. Hence they are able to present valid references (intercultural competencies) which might ease the introduction to their future business lives.

Goals

Thus the scientific object of this paper is to answer the question how to optimize the process of sending employees abroad and intercultural trainings and its training results: can intercultural trainings train intercultural competencies respectively.

The improvement of sending employees abroad can be achieved by using different tools. This means not only an extensive planning, but also a critical assortment of the expatriates regarding their technical qualifications and in addition their intercultural knowledge. This paper discloses the possibilities of optimizing, demonstration of the tools and the implementing manual.

For answering the question if intercultural trainings train intercultural competencies results of a survey about intercultural competencies are analyzed via an actual-theoretical comparison.

Methodology

Students of international studies had been questioned concerning their experiences abroad, intercultural trainings and their opinion of the most important intercultural competencies.

The survey was carried out online (approx. 270 students) and handwritten (approx. 180 students). In addition empirical studies of cultural scientists about intercultural competencies had been compared among each other. Afterwards key elements of intercultural competencies had been defined with the aid of an actual-theoretical comparison of the gained results. These findings lead to an improvement in intercultural trainings, their successful realization and the superior expatriate's preparation redounding to the achievement of the organizational goals.