



- Other cultures may be trivialized or romanticized.

Language: "Deep down, we're all the same; we have the same basic needs in life.", "We are all children of God, whether we know it or not." "We have very similar values; we just express them differently.", "I treat everyone on my staff the same." "I'm a global citizen at heart." "I think my co-workers from Latin America are very similar; it doesn't matter whether they're from Puerto Rico, El Salvador or Colombia."

#### 4. Acceptance of difference

- Can recognize, feel curious about, and appreciate cultural differences.
- May not agree with the cultural values, beliefs, etc., but judgment is not based on one's own culture being better.

Language: "It pays to study another culture before visiting the country." I don't agree with some of their labor laws, but I understand that they are valid and serve a purpose in this country."

#### 5. Adaptation to difference

- Ability to shift one's perception and behavior to see things from the point of view of another culture.
- Can shift worldview without sense of losing one's cultural identity.

Language: "The more I understand their history and culture, the easier it is to pick up the language." I'll have to use the formal 'usted' (in Spanish) to show respect for this new boss."

#### 6. Integration of difference

- Recognize several cultural frames of reference – a transcultural mindset.
- Can help others see these frames of reference or bridge cultural differences.

Language: "I feel firmly rooted in both the English culture and the Thai." "I enjoy helping newcomers understand the cultural differences here."

#### 7. Leveraging of differences

- Make effective use of cultural differences; find a third way that brings synergy in a cross-cultural situation.
- Intentionally look for what's unique and for unique contributions.

Language: "I like using my cross-cultural negotiation skills to help international teams negotiate contracts."

"You can really improve your relationship with your French colleagues by learning and talking about French cooking – in French, of course."

"I use my Spanish language skills and Mexican background to help the new employees from Latin America get oriented to our company and get a solid start on their career here."