

**Table 10.3. Best Practices for Intercultural Competence Training.**

Best Practice	Suggestions for Implementation
1. Start with a needs assessment, and pay special attention to culturally unique aspects of the job.	<ul style="list-style-type: none"><li>• Assess the task, organization, and person needs for intercultural competence training.</li><li>• Focus specifically on culturally unique aspects of the task, organization, and person.</li><li>• Consider spousal and family needs for expatriate trainees.</li></ul>
2. Cognitive learning outcomes are necessary, but not sufficient... develop skill-based and affective outcomes too.	<ul style="list-style-type: none"><li>• Use experiential training to develop the cognitive, affective, and behavioral aspects of intercultural competence simultaneously.</li><li>• Use role-playing exercises to simulate the emotions and behaviors that accompany intercultural interaction.</li></ul>
3. Use culture-generic training, especially if trainees could potentially be interacting in multiple cultures.	<ul style="list-style-type: none"><li>• Focus on developing transferable competencies such as adaptability or social problem-solving.</li><li>• Provide opportunities for trainees to practice these competencies across a variety of settings.</li></ul>
4. When using culture-specific training, match the design of training and learning outcomes to the work situation.	<ul style="list-style-type: none"><li>• Focus on the work-related aspects of a culture such as cultural business customs.</li><li>• Tailor the training to reflect the cultural toughness of a given culture.</li></ul>
5. Use longer, more complex training for longer, more complex assignments.	<ul style="list-style-type: none"><li>• Match the length of the training components to the length of the transfer assignment.</li><li>• Avoid wasting resources on extensive training for short-term assignments.</li></ul>

*(continued overleaf)*

Table 10.3. (*continued*)

Best Practice	Suggestions for Implementation
6. Don't waste time... individualize training to the trainee (if possible).	• Consider the acculturation profile of the trainee when choosing what training components to implement.
7. Provide trainees with an advanced organizer... use a guiding theoretical framework.	• Prioritize various components of the training based on the acculturation profile in order to minimize effort.
8. Get the best of both worlds... use an integrated training approach.	• Give the trainees an advanced organizer early in the training to help guide the process.
	• Use a clear theoretical framework to develop the advanced organizer.
9. Make sure learning occurs during training... provide developmental feedback on intercultural competence throughout.	• Do not limit intercultural competence training to any one particular training approach.
	• Choose the intercultural competence training components based on the needs of the trainees and the transfer situation.
10. Evaluation of intercultural competence training should go beyond smile sheets... assess multiple outcomes with multiple methods.	• Provide clear, descriptive feedback that provides the trainees with explanation regarding the "why" of their performance.
	• Provide feedback at multiple times throughout the training process.
	• Assess changes in trainee cognitions, skills, and attitudes, not just reactions.
	• Use multiple methods to capture as much relevant outcome information as possible.