

# Sustainability, Globalization, Leadership & Intercultural Competence



# Defining Sustainable Development

- *"Development that meets the needs of the present without compromising the ability of future generations to meet their own needs."*

— from the World Commission on Environment and Development's (the Brundtland Commission) report *Our Common Future* (Oxford: Oxford University Press, 1987).

View "Sustainable Development" slideshow by Cultural Survival, 2006.

# INTERDISCIPLINARY: Social, Economic & Environmental

- Equity, access, participation, empowerment
- Cultural diversity / preservation
- Livelihoods / jobs
- Social Mobility
- Quality of life
- Education and Health Care
- Biodiversity
- Clean Air and Water

# U.N. Principles for Responsible Management Education (PRIME)

- Anti-Corruption / Ethics / Accountability / Transparency
- Human Rights
- Gender Equality
- Climate Change
- Poverty Reduction
- Supply Chain (Fair Trade)
- Peace-building

# Leadership for Sustainability

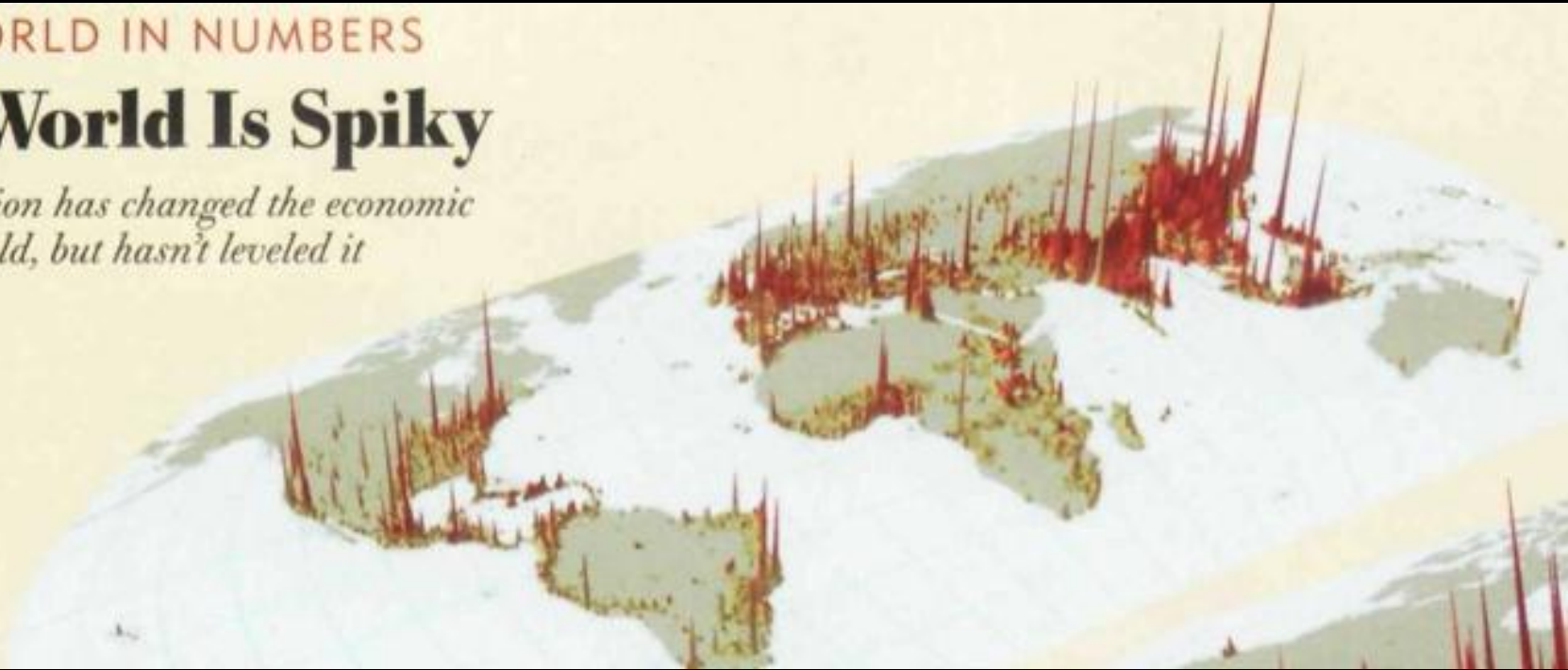
- Systemic, holistic, interconnected, intercultural and interdisciplinary
- Exercises Emotional intelligence and demonstrates care and concern for all life on the planet
- Inclusive and Long-term Perspectives
- Takes into full account the hidden costs of environmental degradation, health care, education and well-being
- Uses innovative technologies to conserve, create efficiencies and reduce waste – such as improving the exchange of ideas/information as well as developing alternative energy sources such as solar and wind
- Recognizes that a model based solely on economic growth and consumption is unsustainable and has resulted in tremendous inefficiencies, waste, and pollution
- Recognizes that innovation occurs when people with diverse needs, ideas and best practices are brought together to solve issues/problems of creating a healthier more sustainable environment

# A Flat World?

THE WORLD IN NUMBERS

## The World Is Spiky

*Globalization has changed the economic playing field, but hasn't leveled it*





# What is Globalization?



**MOBILITY:** Expanded and accelerated movement of people, ideas, capital and commodities around the globe –Economic migrants, Brain drain and remittances.

**GROWTH:** Unprecedented and dramatic increases in population, agricultural production, industrialization, and trade, globalization places severe stress on the natural environment and availability of natural resources.

**COMMUNICATION:** Increased ability to communicate and interact due to advances in technology and transportation.

**ECONOMICS:** One-half of income worldwide is now generated by trade among nations.

**CULTURE:** Hybridity, McWorld, and Resistance.

# Globalization and Climate Change

- Globalization promotes unnecessary transport and increases greenhouse gas emissions
- Globalization promotes rampant consumerism and wasteful consumption
- Globalized food/farming systems contribute to dependency, crop failures, diseases, overconsumption and transport waste
- Globalization replaces human labor with energy-intensive technologies
- Globalization intensifies urbanization
- Globalization may undermine sense of identity and responsibility



# INTERDISCIPLINARY INTERCULTURAL COMPETENCE

- 1. Cultural Self-Awareness**
- 2. Ability to Suspend Judgment and make Ambiguity Meaningful**
- 3. Empathy (Multiple Perspective Taking and the Ability to Shift Frames of Reference)**
- 4. Respect /Appreciation for Cultural Differences (Demonstrate Intercultural Sensitivity)**
- 5. Understanding Worldviews and Value Differences**
- 6. Understanding impact of Prejudice, Discrimination, Ethnocentrism, and Xenophobia**
- 7. Intersectionality of Ethnicity, Race, Class, Gender, Religion, etc...**
- 8. Recognizing influence of Status, Power, and Privilege**
- 9. Recognizing influence of Cultural Hybridity / Cultural Diffusion**
- 10. Valuing Diversity (including ecological and biological)**
- 11. Intercultural Communication / Miscommunication**
- 12. Understanding Global Systems and Historical Processes**
- 13. Culture Specific Knowledge and Situational Context (explicit and tacit)**



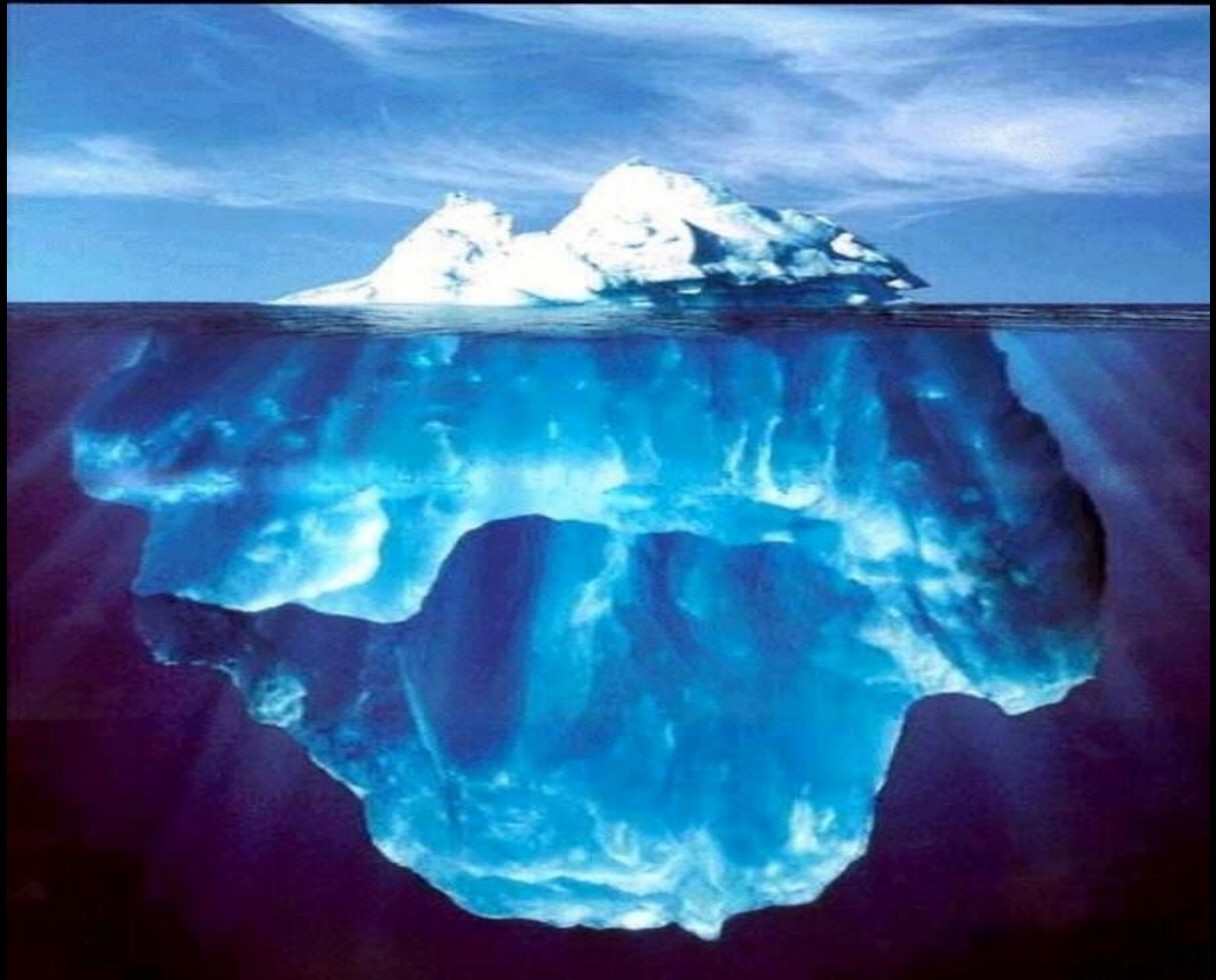
Perception differs  
between and within  
cultures.

Intercultural competence  
is about making the  
unfamiliar familiar, the  
implicit explicit, the  
unconscious conscious.

It includes uncovering  
one's own blind spots and  
unlearning biases and  
assumptions including a  
preference for avoiding  
the fear and uncertainty  
of the unknown for the  
safety of the familiar.

# Culture As An Iceberg

Culture frames perception. It is an integrated system of learned behavior and assigned meaning that shapes and organizes concepts of identity. Culture designates what we pay attention to and what we ignore. It is complex, layered, situational, contextual, and constantly changing. It involves much more than outward appearances.



# Hofstede's Cultural Value Orientations

## Individualism

Self-reliance, independence

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## Uncertainty Avoidance

Rules, values re conformity

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## Small Power Distance

Participatory decision-making

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## Achievement

Masculinity, gender roles

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## Long-term Time

## Orientation

Deferred gratification

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## Collectivism

Group interdependence

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## Uncertainty Tolerance

Accept dissent, diversity

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## Large Power Distance

Hierarchies have value

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## Nurturance

Femininity, gender equality

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## Short-term Time

## Orientation

Instant gratification

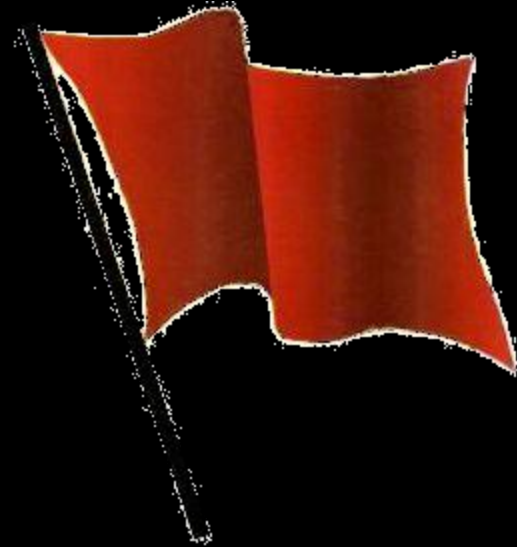
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# The Red Flags of Cross-Cultural Misunderstandings:

**They are rude.**

**They are dirty.**

**They are stupid.**





ciao! Ni hao السلام عليكم MERHABA salam SZIA HEI  
您好 Guten Tag! Здра́вствуйте 안녕하세오  
SAJUT olá BUON GIORNO NAZDAR  
aloha! Ni hao DZIEN' DOBRY السلام عليكم TERE  
HEJ नमस्ते jambo BONJOUR! ciao!  
HEI TERE 今日は iHola! salam HALLO  
مرحباً Annyong SZIA HEJ  
olá MIRĚDITA BUON GIORNO HELLO! xin chào  
Здра́вствуйте PAREV SAJUT 您好  
hylo aloha! selamat pagi Guten Tag!  
Ni hao 안녕하세오 NAZDAR מלום מרביא  
今日は नमस्ते aksun ai ciao! DZIEN' DOBRY  
MIRĚDITA jambo iHola! hylo Annyong  
BONJOUR! מלום HALLO PAREV

# Think Globally, Act Locally

- Recognize the danger of a single story. Engage multiple perspectives.
- Think cooperatively, act responsibly.
- Learn to see other cultures and ways of being not as threats but as strengths and as part of a world system that is safer, stronger, more stable and sustainable due to diversity.
- Learn from and respect other species as well as other cultures.
- Sustainability is driven both by innovation that reduces waste and pollution in order to improve the quality of life as well as through time-tested practices nurtured across multiple generations by communities living in close relationship with their local environment.
- Sustainable cities: Green cities, cool cities, smart cities, inclusive cities (pay attention to the relationship between urban and rural environments).