

Unit 1 Appendix

**“Time to Look and Listen--
Thanksgiving reminds us that our differences that unite us
make us unique as a nation.”**

**by Magdoline Asfahani,
Newsweek,
2 Dec 1996, p. 18.**

See this article for an excellent presentation of cultural discrimination experienced by an American college student from an Arabic family. Due to world-wide access copyright restrictions, it is not printed here.

Vocabulary List: Cultural Awareness

Creative generalizations Concepts--tempered with care and refinement, always subject to modification and open to change--which enable us to make careful statements. When kept dynamic, flexible, and tentative, this conceptual format enables us to make intelligible statements about others.

Cultural sensitivity Possession of attitudes and knowledge which enables one to be aware of and interact with differing ethnic, racial, and national groups.

Culture shock The disorientation and upset which often accompany traveling to a new country or situation. Emotions vary including euphoria, distress, resentment, hostility, rebellion, and negativity.

Culture That which guides people in their thinking, acting, and feeling. Language, values, customary behaviors; ideas, beliefs and patterns of thinking; these attributes describe social characteristics of a people. The total way of life of a group--passed on from generation to generation.

Ethnocentrism Seeing other people's way of life only through one's own "glasses," regarding your own culture as superior in all ways, which leads to unhealthy, proud attitudes, arrogant self-righteousness, and feelings of haughtiness which can destroy personal relationships.

Khaled Bin Sultan Saudi Arabian General, Joint Forces Commander during Desert Shield/Storm/Farewell. Author of Desert Warrior.

Monochronic time Having a tendency to do only one thing at a time. Describes the approach to time held by many Americans.

Pagonis, Gus Lieutenant General who was chief Allied logistician during Operations Desert Shield/Storm/Farewell.

Peace operations An umbrella term that encompasses the following types of activities--those diplomatically lead (preventive diplomacy, peacemaking, peace building) and other complementary, predominately military, activities (peacekeeping and peace-enforcement).

Perceptions Our mental grasp of others and their ideas of us.

Polychronic time Tending to be involved in many things at once. Describes those who live in many non-European countries of the world.

Prejudice Rigid, negative attitudes based on faulty, preconceived, inflexible generalizations, which numb our ability to understand others. Prejudice too readily violates objective standards of fairness, justice, and impartiality.

Proverbs Short, pithy sayings commonplace in most every culture

Schwarzkopf, H. Norman General Joint Forces Commander during Desert Shield/Storm/Farewell. Author of It Doesn't Take a Hero.

Stereotypes Rigid biases applied to all peoples of a particular group--thus simplifying and demeaning others. Perceptions become immune to logic and experience. A stereotyped template skews all incoming information. Depersonalization and dehumanization result. Individuals become caricatured, distorted, and seen too often only in a negative light.

Review Quiz: Cultural Awareness



Part 1--Matching Place the correct letter in the blank provided. Not all of the lettered items will be used.

- | | |
|---------------------------------|--|
| 1. ____ Stereotypes | A. Concepts--tempered with care, refinement, always subject to modification and open to change--which enable us to make careful statements. |
| 2. ____ Polychronic time | B. Possession of attitudes and knowledge which enables one to be aware of and |
| 3. ____ Khaled Bin Sultan | 5. ____ H. Norman Schwarzkopf interact with differing racial, and national groups. |
| 4. ____ Gus Pagonis | C. The disorientation and upset which often accompany traveling to a new country or situation. |
| 6. ____ Prejudice | D. That which guides people in their thinking, acting, and feelings. Language, values, customary behaviors; ideas, beliefs and patterns of thinking... |
| 7. ____ Creative generalization | E. Seeing other people's way of life only through one's own "glasses," regarding your own culture as superior in all ways. |
| 8. ____ Monochronic time | F. Saudi Arabian General, Joint Forces Commander during Desert Shield, and Farewell. |
| 9. ____ Peace operations | G. Having a tendency to do only one thing at a time. |
| 10. ____ Culture shock | |
| 11. ____ Ethnocentrism | |
| 12. ____ Culture | |
- Storm

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- Operations
Shield/Storm/Farewell.
- H. Lieutenant General who was chief Allied logistician during Desert
- I. An umbrella term that encompasses many types of activities; those diplomatically lead (preventive diplomacy, peacemaking, peace building) and two predominately complementary, military, activities (peacekeeping and peace-enforcement).
- J. Our mental grasp of others and their ideas of us.
- K. Tending to be involved in many things at once.
- L. Rigid, negative attitudes based on faulty, preconceived, generalizations, inflexible which numb our ability to understand others.
- M. Short, pithy saying commonplace in most every culture.
- N. General Joint Forces Commander during Desert Shield, Storm and Farewell.
- O. Rigid biases applied to all peoples of a particular group--thus demeaning others. Perceptions become immune to logic and experience.
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Part 2--Multiple Choice Place the letter of the most correct answer in the blank provided.



1. _____ What statement best reflects why cultural awareness is important for military linguists?

- A. When you have them by the shorts, hearts and minds will soon follow.
- B. Such awareness promotes harmonious interaction with Allied counterparts.
- C. Guns and butter get things done.

2. _____ For LTG Pagonis, chief Allied logistician during Desert Shield/Storm/Farewell, what was the most important communication pattern he employed during the conflict?

- A. Fingering worry beads
- B. Displaying self-control and calmness in all settings
- C. Spouting forth Persian Gulf gender issues

3. _____ During Desert Storm/Shield/Farewell, General Schwarzkopf discovered that decision-making time with Saudi Arabian counterparts took _____ than that with Americans.

- A. excessively longer
- B. much less time

4. _____ The diversity of American attitudes towards gun control, abortion, and dealing with the federal deficit demonstrates

- A. that people like to spout off without thinking.
- B. that Americans are a monolithic, homogeneous people.
- C. the great variety within our country.

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5. _____ What is not a cultural awareness advantage possessed by military personnel?

- A. Diversity found within the nation and military
- B. Acculturation of "noble values" occurring in basic training
- C. Being perceived by non-Department of Defense as having the military mindset

6. _____ When developed correctly, creative generalizations most often are

- A. subject to modification and open to change.
- B. sweeping statements leading to erroneous conclusions.
- C. the basis for stereotyped, prejudiced notions about others.

7. _____ In many areas of the world, politics, economics, government, and religious beliefs are

- A. confined to separate, individualized compartments of society.
- B. fused together, being intertwined throughout the culture.

8. _____ The American constitution respects

- A. the division between church and state.
- B. church/state fusion.

9. _____ Seeing other people's way of life only through one's own "glasses," regarding one's own culture as superior, best describes

- A. ethnocentrism.
 - B. religiosity.
 - C. culture shock.
-

Part 3--Identification U.S. or Arabic personnel traditionally possess the following proverbs and values. Place 'US' in front of those held by many Americans; and 'A' before those held by many Arabs.



1. _____ A stitch in time saves nine.
2. _____ The hand of God is with the group.
3. _____ It's all fate and chance.
4. _____ The world is changeable--one day honey, the next onions.
5. _____ God helps those who help themselves.
6. _____ Patience is beautiful.
7. _____ A concealed sin is two-thirds forgiven.
8. _____ If at first you don't succeed, try, try again.
9. _____ Every sun has to set.
10. _____ Older than you by a day, wiser than you by a year.
11. _____ Belief in the future, change, and progress.
12. _____ Individualism and privacy.
13. _____ Loyalty to one's family is uppermost.
14. _____ Honor is supreme.
15. _____ Open, direct, assertive ways of communicating.
16. _____ Informality in speech, dress, and life approach.
17. _____ Status more than individual achievement.
18. _____ Truncated, fast, efficient, and organized use of time.

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19. _____ Everyone is affiliated with a religion.

Part 4--Identification Place an M (Monochronic [American/European] People) or a P (Polychronic [non-American/European] People) before the trait which tends to describe many monochronic or polychronic peoples.



1. _____ Borrow and lend things often and easily.
2. _____ Emphasize promptness.
3. _____ Change plans often and easily.
4. _____ Do many things at once.
5. _____ Highly distractible and subject to interruptions.
6. _____ Concentrate on the job at hand.
7. _____ Strictly adhere to plans set.
8. _____ Seldom borrow or lend.
9. _____ Do one thing at a time.
10. _____ Take deadlines and schedules seriously.
11. _____ Build life-long relationships.
12. _____ Accustomed to short-term relationships.



Part 5--True or False Place a T or an F
in the blank provided.

1. _____ Recent peace operations and combined UN/multinational missions demonstrate the importance of awareness of cultural factors by military personnel.
2. _____ Successful intelligence collection includes religious beliefs, political loyalties, and ethnic backgrounds of regions analyzed.
3. _____ Assessing the determination of a resistance group to persevere can be a part of the intelligence mission.
4. _____ The U.S. military is the largest, most diverse organization in our nation.
5. _____ Concerning time perceptions, Americans tend to be polychronic people.
6. _____ Creative generalizations foster rigid, bullheaded opinions and attitudes.
7. _____ Cultures and peoples are multilayered, complex entities.
8. _____ It is difficult to make broad, accurate, conclusive statements about others.
9. _____ Demonstrating civility and respect promotes understanding between groups of people.
10. _____ In many cultures of the world, religion is an increasingly important force for political/societal renewal.
11. _____ The glut of information available (books, Internet contacts, newspapers, news broadcasts), if mishandled, can create barriers to cultural understanding.

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12. _____ Personal "spiritual blinders" may inhibit accurate appraisal of other religious/cultural systems.
13. _____ Arrogant self-righteousness and haughty feelings can destroy relationships and make barriers to understanding.
14. _____ Self-assertiveness often enhances our ability to listen to others.
15. _____ Demonstrating confidence, realizing lousy feelings often pass, and focusing on the long term can help one deal with culture shock.



"Let Off Some Steam!"

Sources Used in Unit 1--Cultural Awareness

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- Hall, Edward T. and Mildred Reed Hall, Understanding Cultural Differences, (Yarmouth, Maine: Intercultural Press, 1990). Parts 1 (Key Concepts: Underlying Structures of Culture) and 4 (The Americans) give excellent insight. (Aiso Library)
- Headquarters, Department of the Army, Training Circular 26-6, Commanders Equal Opportunity Handbook, (Washington, D.C.: Headquarters, Department of Army, 1994). Chapter 3, "Leadership Issues Related to Cultural Diversity" gives down-to-earth, straightforward guidance all military personnel can use.
- Kennedy, Moorhead, The Ayatollah in the Cathedral, (New York: Hill and Wang, 1986). Chapter 11, "Cultural Barriers to International Understanding," offers excellent analysis. Mr. Kennedy, a career diplomat, was one of the Iran hostages.
- Khaled bin Sultan, Desert Warrior, (New York: HarperCollins, 1995). This work, by the Joint Commander of Desert Storm, provides an interesting balance to General Schwarzkopf's It Doesn't Take a Hero.
- Kohls, Robert and Knight, John, Developing Intercultural Awareness, (Yarmouth, Maine: Intercultural Press). Great resource for games and learning activities. (Aiso Library)
- Kohls, Robert, Survival Kit for Overseas Living, (Yarmouth, Maine: Intercultural Press, 1984). Goes over all the culture shock material. Good resource for preparation for overseas deployment or a new duty station. (Aiso Library)
- Mack, John, The Prince of Our Disorder, (New York: Little Brown, 1976). This biography of T.E. Lawrence (Lawrence of Arabia) is filled with guidance on dealing with Middle East culture. Especially helpful is the appendix, which lists Lawrence's "Twenty-seven Articles" for dealing with Middle East Bedouin peoples.

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Nydell, Margaret, Understanding Arabs, (Yarmouth, Maine: Intercultural Press, 1987). Perhaps the best single source for dealing with Middle East peoples. Author deals with tension-producing areas, not just the easy issues. (Aiso Library) A new edition came out in 1996.

Pagonis, William G., Moving Mountains, (Boston, Mass: Harvard Business School, 1992). Many accounts of the need for cultural sensitivity by the chief Allied logistician of Desert Storm/Shield/Farewell. (Chamberlin Library)

Schwarzkopf, H. Norman, It Doesn't Take a Hero, (New York: Bantam, 1992), especially pages 332 - 339 and 396 - 399. Portions of this autobiography stress the necessity of cultural awareness by commanders and soldiers, sailors, airmen and marines on the ground.

Seelye, Ned, Teaching Culture, (Lincolnwood, Ill: National Textbook Company, 1991). Good for theory and practice of teaching culture. Stages of cultural training and national character studies are outlined. (Aiso Library)

Storti, Craig, Cross-Cultural Dialogues, (Yarmouth, Maine: Intercultural Press, 1994). Great discussion starters for a variety of cultures. (Aiso Library)

Storti, Craig, The Art of Crossing Cultures, (Yarmouth, Maine: Intercultural Press, 1989). Author's fresh and creative style make this book a delight to use. (Aiso Library)

Resources For Further Study



Asfahani, Magdoline, "Time to Look and Listen," (Newsweek, 2 Dec 1996), p. 18. This one page essay outlines the experience of prejudice felt by an Arab American.

Hedges, Chris, "Outsiders Bring Islamic Fervor to the Balkans," (New York Times, 23 Sep 96), p. A4.

Huntington, Samuel, The Clash of Civilizations and the Remaking of World Order, (New York: Simon and Schuster, 1996).

Morrison, Terri, Wayne Conway and George Borden, Kiss, Bow or Shake Hands: How to Do Business in Sixty Countries, (P. Holbrook, Mass: Bob Adams, 1994).

Moyers, Bill, The Arab World, (New York: Mystic Fire Video, 1991). Parts One ("The Arabs: Who They Are, Who They Are Not") and Two ("The Historic Memory") of this five part video series are especially helpful.

Terry, Don, "Cultural Tradition and Law Collide in Middle America," (New York Times, 2 Dec 1996), p. A6. Discusses how traditional marriage practices in Iraq clash with midwest American values.

Thesiger, Wilfred, The Last Nomad, (London: Dutton, 1981). The accounts of one of the world's great travelers in the Mid East. Great reading for a first hand account of life with the Bedouin peoples.

