



”Intercultural Competence in the Bundeswehr Best practise“

Lieutenant Colonel
Dr. Uwe Ulrich

Central Coordination Office Intercultural Competence



Introduction

Leadership Development and Civic Education Center

Intercultural Competence

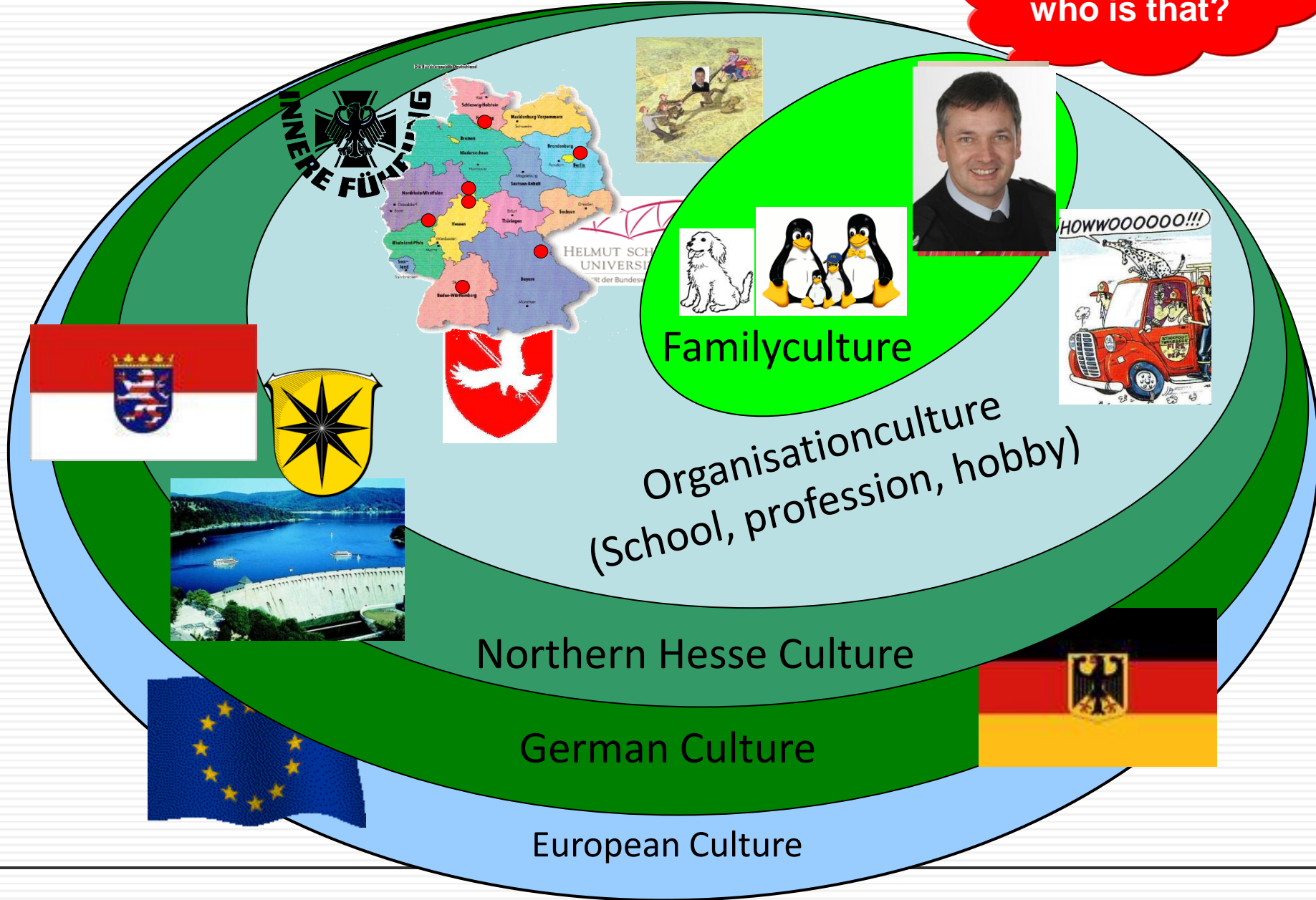
Basics

Meaning

Education

Central coordination office intercultural competence

Uwe Ulrich –
who is that?



Familyculture

Organisationculture
(School, profession, hobby)

Northern Hesse Culture

German Culture

European Culture





Introduction

Leadership Development and Civic Education Center

Intercultural Competence

Basics

Meaning

Education

Central coordination office intercultural competence

Definition

Leadership Development and Civic Education (Innere Führung) in the Bundeswehr is the **political mission to implement the standards and values** laid down in the Basic Law relative to **operational armed forces** in democracy and to put into practice the **Citizen in Uniform.**

Concept of Innere Führung

Citizen in uniform

**Free and
independent
Personality**

**Responsible
Citizen**

**Soldier ready
for Mission**



Concept of Innere Führung



Center of Innere Führung





Introduction

Leadership Development and Civic Education Center

Intercultural Competence

Basics

Meaning

Education

Central coordination office intercultural competence

Basic Law

Art. 1 Human dignity

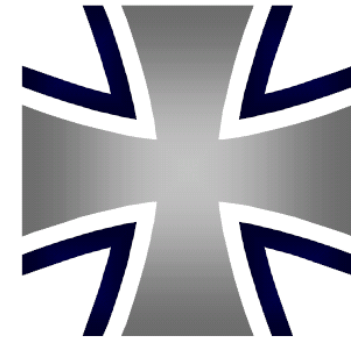
Art. 2 Personal freedom

Art. 3 Equality before the law

Art. 4 Freedom of faith and conscience

White Paper 2006, S. 70

Meaning of cultural awareness and intercultural competence.



Defence Policy Guidelines from 18.05.2011, S. 20

„The crisis and conflict scenarios of the future will place high demand on social and intercultural competence. The leadership, training and education of soldiers must be adapted accordingly.“

Vorl Konzept

VermStärkgIkkBw from

13.11.2010, S. 4

Developing and enhancing intercultural competence [...] is a task for the Bundeswehr in its entirety and derived directly from the concept

of Innere Führung.



ZDv 10/1 Nr. 620

Intercultural competence – the ability to deal with people from a different cultural background – increases the confidence of soldiers and promotes the acceptance of minorities. On operations abroad, intercultural competence is also an essential prerequisite for mission accomplishment and self-protection.

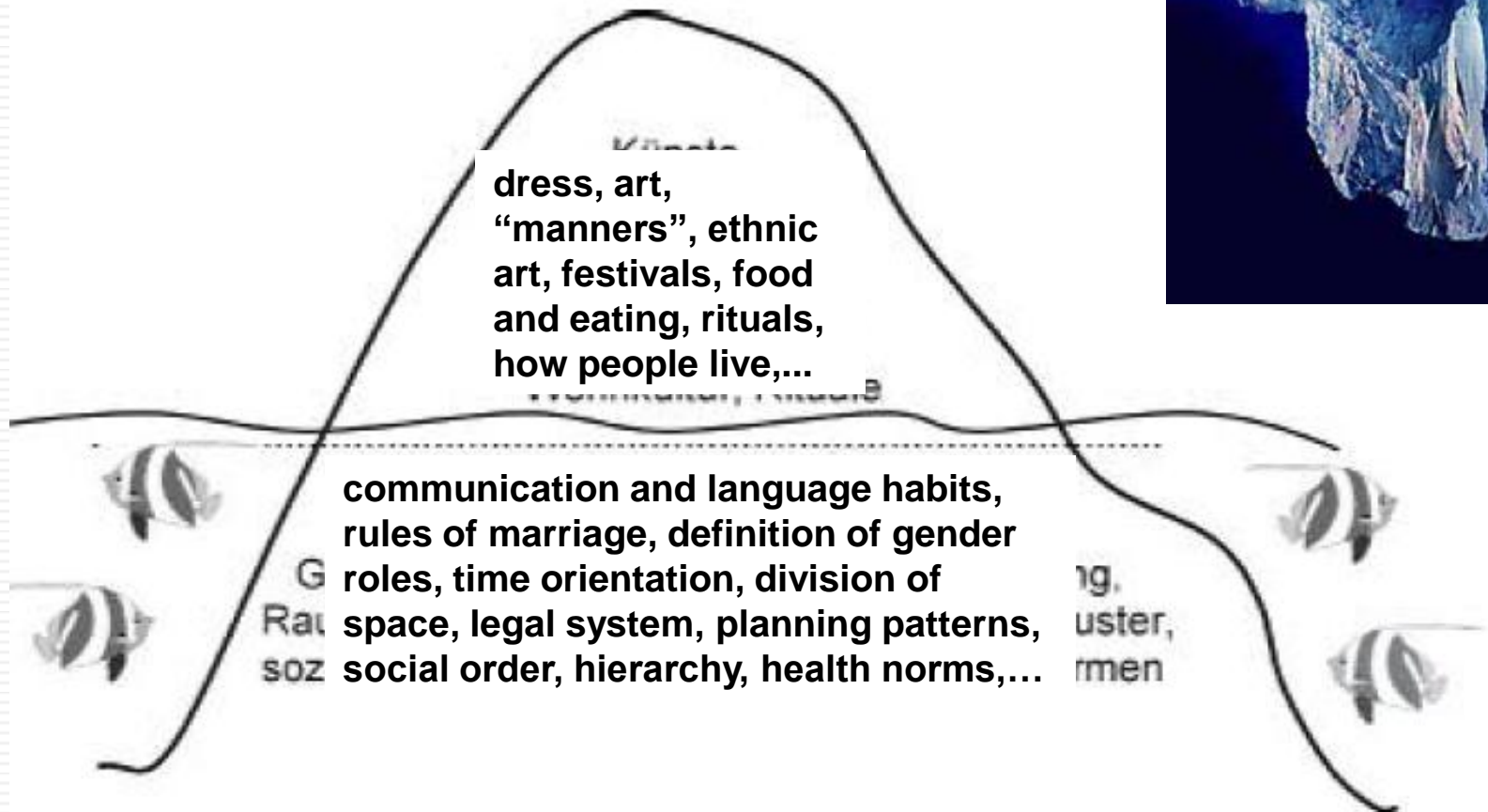
basics - culture

What is culture?

Analysing and understanding



The iceberg model of culture

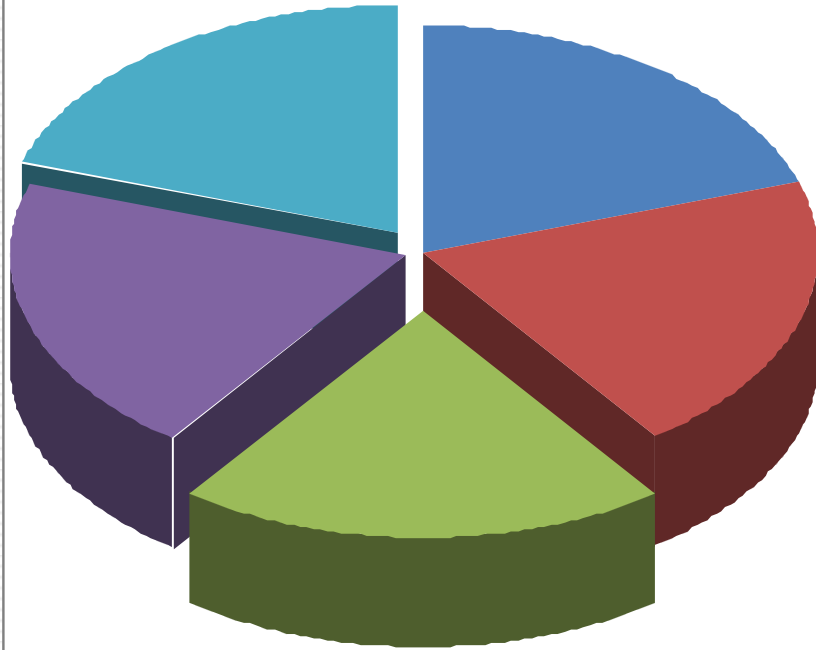


We have
time!

We have
clocks!



Five dimensions for analysing a „culture“



Physical dimension: (arable) land, mountains, potable water, rivers, the environment, mineral resources.

Economic dimension: produce, trade, ways of dealing with scarcity, but also aspects like entrepreneurial confidence and black market.

Social dimension: the way any society defines and organizes its relationships: young vs. old; have vs. have-nots; male vs. female.

Political dimension: how a society has divided its power and organized its leadership.

Identity dimension: with joint beliefs and history that helped to shape the identity of a culture/society.

A Definition of culture

Culture could be understood as a handed-down, group-oriented, internalised system of orientation that influences, primarily on a subconscious level, our entire being, thoughts, emotions, beliefs, actions and social interaction.

(Maren Tomforde, 2009)

Cultural overlapping situation



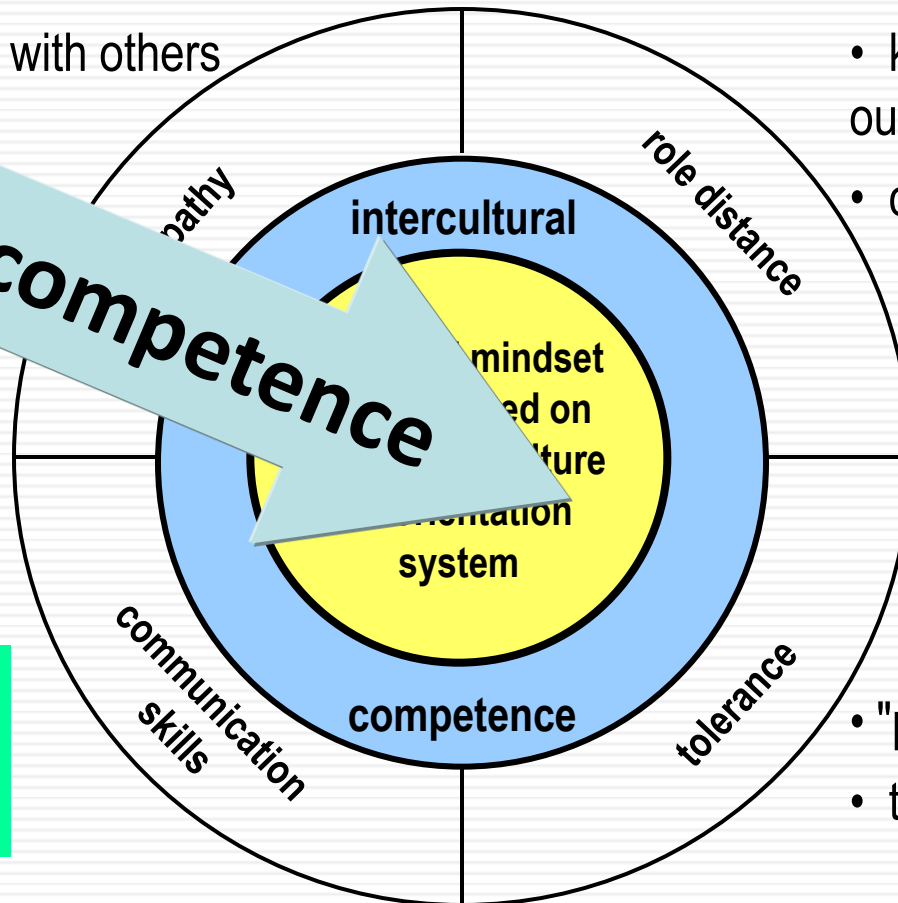
Orientation system
Culture „A“

Orientation system
Culture „B“

Basic preconditions of intercultural competence

- ability to empathise with others

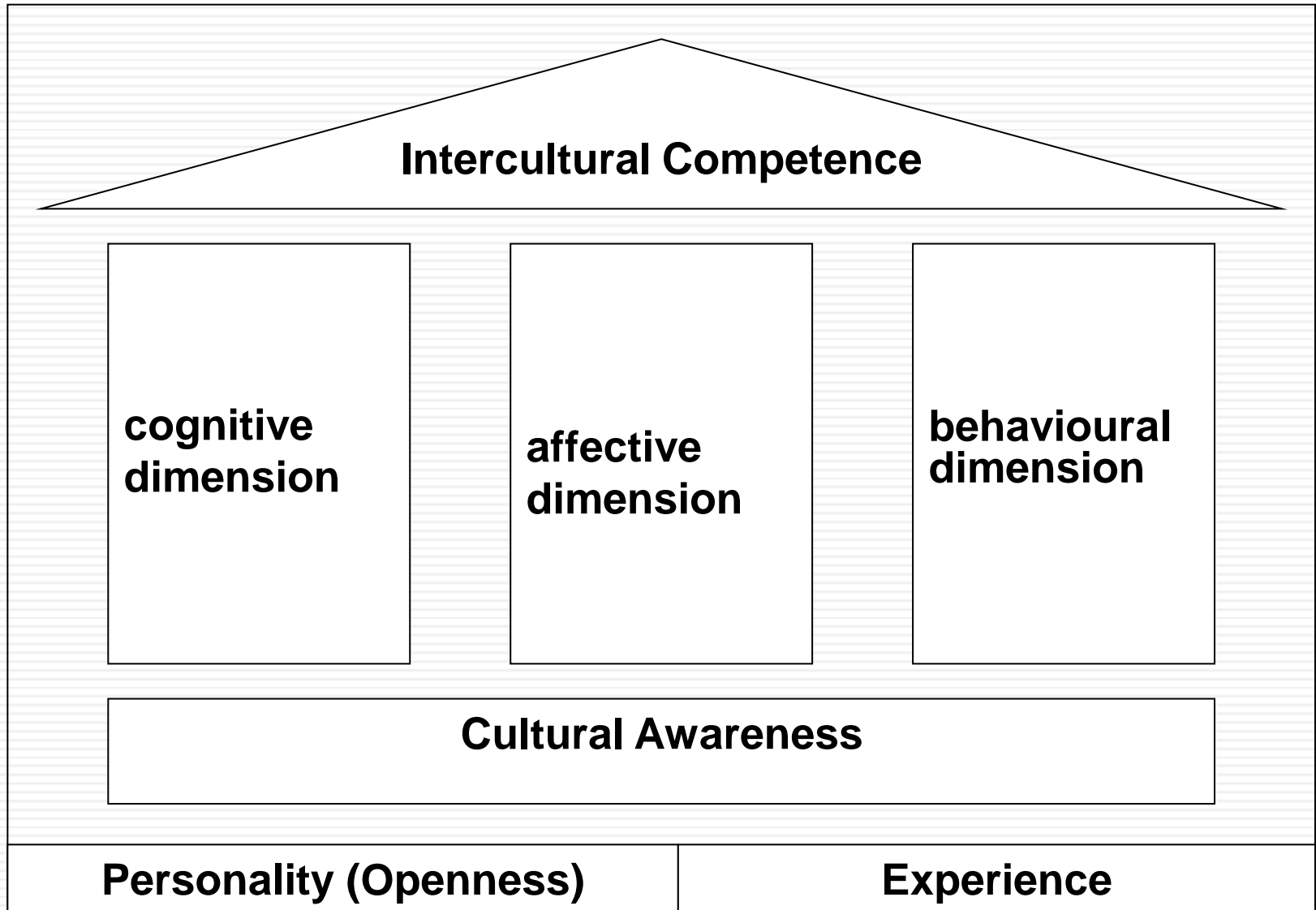
- knowing one's self-image / outside image
- critical self-reflection



- foreign languages
- special features of verbal / nonverbal communication

- "putting up" with differences
- tolerance ("endure")

basics - Intercultural Competence



basics - Intercultural competence

„Es ist überhaupt nichts so wichtig im Leben als genau den Standpunkt auszumitteln, aus welchem die Dinge aufgefasst und beurteilt werden müssen, und an diesem festzuhalten; Denn nur von einem Standpunkte aus können Erscheinungen mit Einheit aufgefasst werden. Ein anderer Standpunkt kann uns von dem Standpunkte aus, von dem wir ausgehen, nur verwirren.“

Carl von Clausewitz

Important part of Intercultural competence is to develop such a standpoint for oneself, to be aware about, that others also have such a standpoint and to deal with this situation in an adequate way.

„Es ist überhaupt nichts wichtiger als das Auffinden des richtigen Standpunktes, von dem aus die Ereignisse zu sehen und zu urteilen sind, und dann daran festhalten.“

One point and one only yields an integrated view of all phenomena; and only by holding to that point of view can one avoid inconsistency.”



„Intercultural Competence includes the individual ability und willingness [...] to be aware of ones own mindset and on this basis to deal in an appropriate with people from other cultures, religions and life-sphere [...].“

Vorl Konzept VermStärkgIkKBw from 13.11.2010, S. 5

basics - Intercultural competence





Introduction

Leadership Development and Civic Education Center

Intercultural Competence

Basics

Meaning

Education

Central coordination office intercultural competence

meaning



Flag of a soccer club
,Hannover 96‘ - in a
fieldcamp in northern
Afghanistan

Flag of the
,North-Alliance‘
with similar
colours



Vulgar affront
/ despite

Afghanistan, Iran, Irak

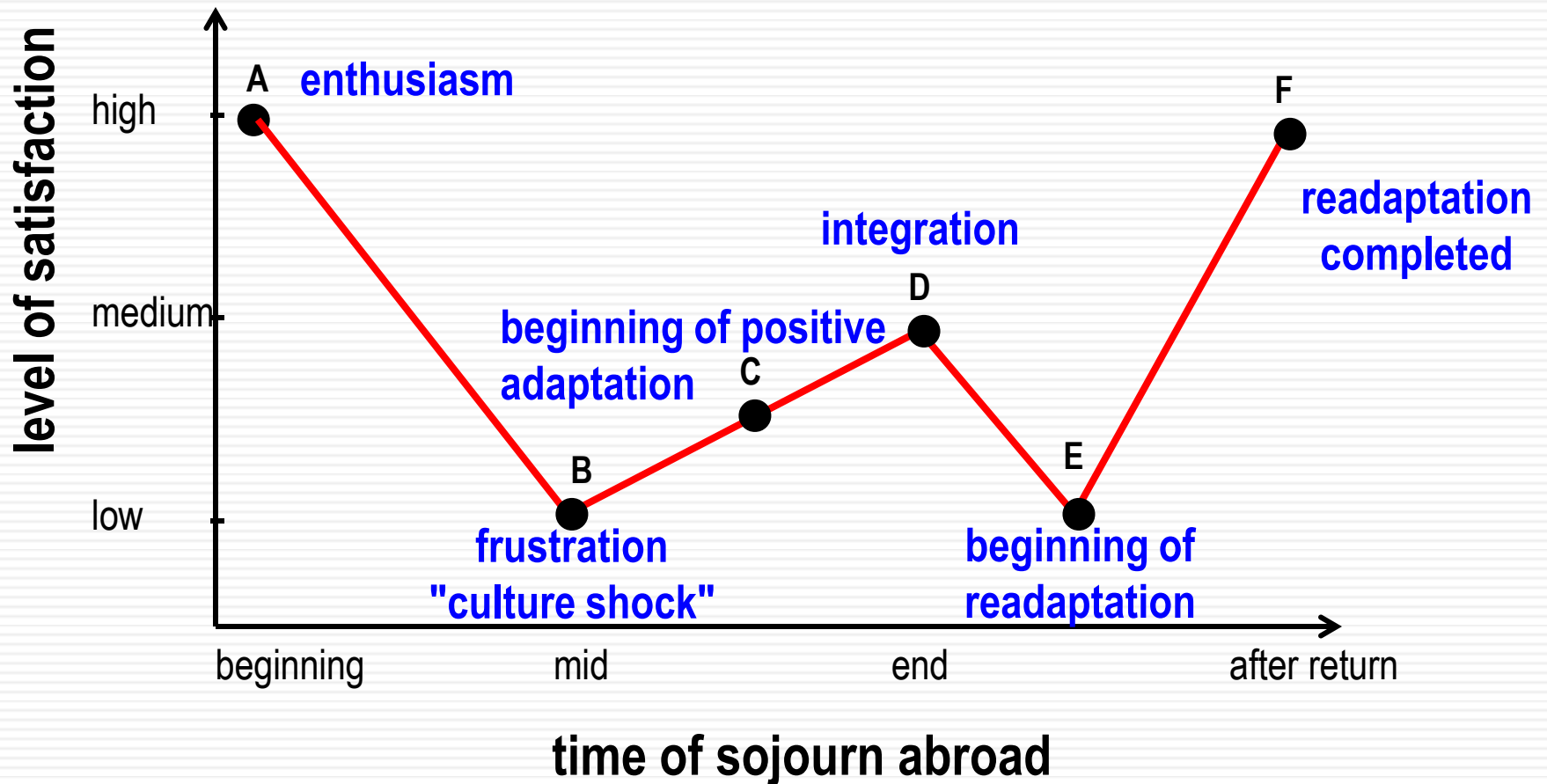


„allright“

Großbritannien
Deutschland

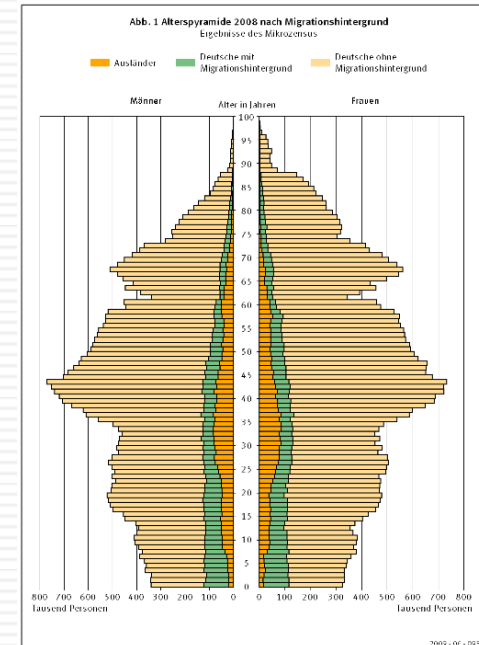


course of adaptation process



CULTURE
SHOCK

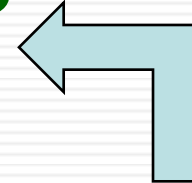
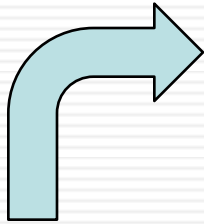
Diversity – challenge and chance!



All in all ca. 12. % personal with migration background in the Bundeswehr

<http://charta-der-vielfalt.de/index.php>

Mission success



**Intercultural Competence –
saves blood and spares the nerves!**

**Self-
management**



**Building
relationships**



Introduction

Leadership Development and Civic Education Center

Intercultural Competence

Basics

Meaning

Education

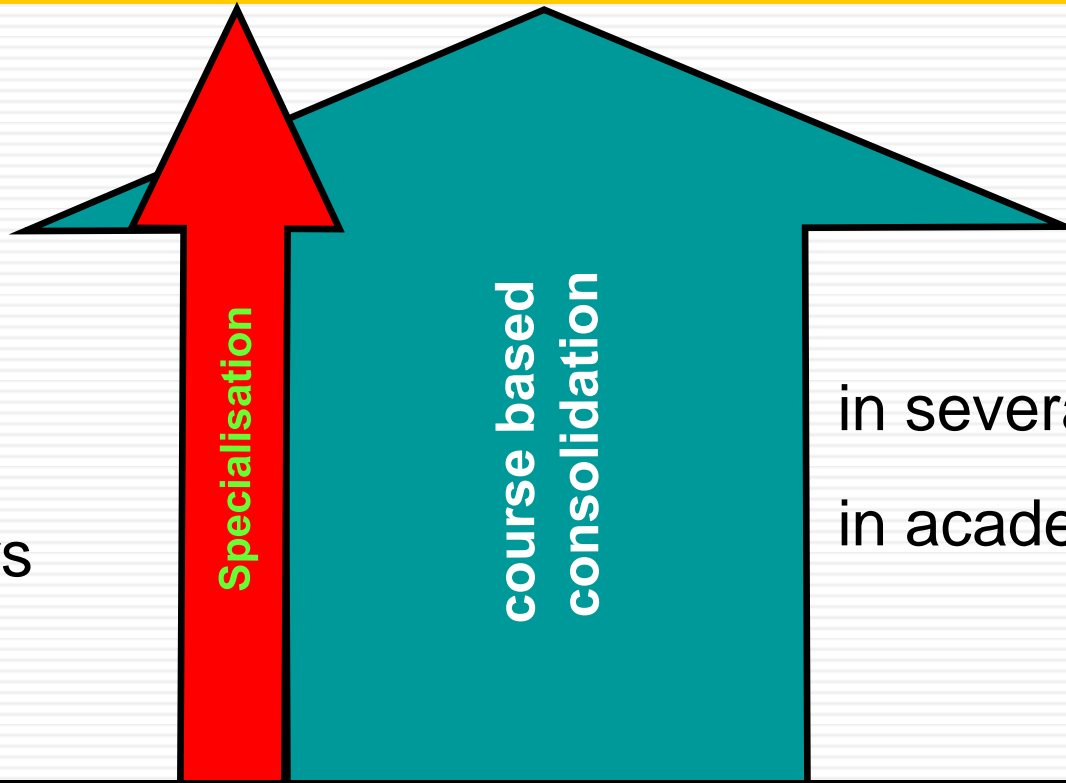
Central coordination office intercultural competence



education

Intercultural advisors

IkK Multipliers



IkK-basic education (AGA / EAKK)

BasisAusb

AufbauAusb

Zusatz-/AufrAusb

Fhr-Aus/WB





Introduction

Leadership Development and Civic Education Center

Intercultural Competence

Basics

Meaning

Education

Central coordination office intercultural competence

Academic Network

**Knowledge- / and
Informationmanagement**

**Quality-Management
within the education**



**Academic Network Intercultural
Competence / Interkultural
advisory Service**

Internet Explorer browser window showing the website 'Zentrum Innere Führung - Zentrale Koordinierungsstelle Interkulturelle Kompetenz'. The page title is 'Interkulturelle Kompetenz in der Bundeswehr'. The main content includes a navigation menu on the left, a central text area with a circular diagram, and a right-hand sidebar with 'WEITERE INFORMATIONEN' and 'INFORMATIONEN' sections. A large black circle highlights a list of links in the sidebar, including 'Landeszentrale für Politische Bildung', 'Thüringen / Portal Interkulturelle Kompetenz', and 'US Airforce Culture and Language Centre'.

http://zinfue.skb/portal/ai_zinfue/!ut/p/c4/04_SB8K8xLLM9MSSzPy8xBz9CP3I5EyrpHK9zPij7KT4qsy8tNJUvcSipNTMkuKk1KLuzOSMVL2q7MzsbP2CbEdFALUggpc!/

Interkulturelle Kompetenz
in der Bundeswehr

Einführung für Multiplikatoren



Interkulturelle Kompetenz

Interkulturelle Kompetenz in der Bundeswehr

Ein Vortrag zum Arbeitspapier 3/2011

<http://arcgissrv1.geoinfo.svc/Produkte/ODLU/odlu.htm>
<http://www.ikkompetenz.thueringen.de/ikprojekt/index.htm>

With trainingsboards it is possible ...

to train and educate ...

- A big number of persons,
- in a short time,
- In a motivating and effective way ...

... and this with

- Low costs,
- And low input of recourses.



- 1. Developing an awareness of the own „cultural glasses“**
- 2. To get basic knowledge of the afghan Culture.**
- 3. To realize the need to work on this topic.**



Koblenz 2011



CIMIC Centre of
excellence /
Enschede
Planning in progress
29.-31. Oct. 2012

Enschede 2012



*Akademia Obrony
Narodowej (AON)*
Initial Planning
October 2013

Warszawa 2013

Innere Führung ist ... und bleibt



Innere Führung is ... and will be

... bounded to humans

