

INTERCULTURAL MANAGEMENT THROUGH
THE PRACTICE OF CULTURAL EMPATHY

Contemporary organizations are becoming increasingly culturally diverse. The perceived incompatibility of apparently conflicting values between managers makes team based projects more difficult to accomplish. A theoretical model for intercultural management through the practice of cultural empathy is proposed after reviewing the key literature. Cultural transcendence is made possible in the culturally diverse organization by managers who construct through consensus a functional set of values and beliefs, rules and procedures, and behaviors which can guide them through decision making and action. Managers are trained in value modification through experiential learning to include self discovery, reading and viewing biographical and culturally conflictive literature and film, structured and unstructured reflection, role playing, cultural immersion, and behavior change through planning, transfer, and practice. Managers progress through recognition of their own biases to suspension of disbelief, tolerance, non judgmental perspectives, and empathy.