

Connecting Flights: Mapping Cross-Cultural Learning Journeys

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What are anchor points?

Anchor points are stopovers on a journey—moments to pause, reflect, and see how sessions connect. They help educators navigate uncertainty with curiosity and explore new horizons while staying grounded in shared purpose.



Beyond the Map: Culture is the Terrain

Cross-cultural competence is the navigation system for responsible management education and the SDGs.

- **CQ** (especially metacognitive CQ) predicts **leadership, trust, and performance** in diverse contexts, helping tackle "wicked problems".
- Culture is **multidimensional** and **contested**, shaped by power, history, and inequality—and awareness means asking who benefits, who's marginalized, and how practices sustain or challenge injustice.

From Checklists to Compass: Aim for Justice, Not Fluency

Cultural intelligence must move beyond efficient adaptation to purposeful, justice-oriented decision-making.

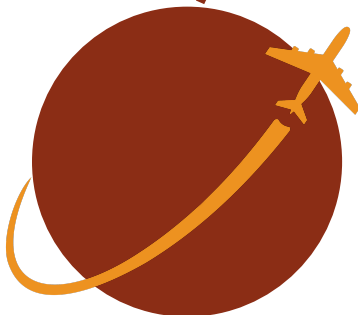
- **Disrupt ethnocentrism, power distance, and gender norms** that hinder sustainability and equity, **embedding ethics & critical awareness** into how technology/leadership are practiced.
- Build **organizational CQ**—drive, knowledge, and strategy—so **inclusive routines and shared norms**, not just individual skills, anchor lasting transformation.



Make It a Long-Haul, Not a Layover

Embed CQ into curriculum through experiential learning that builds multicultural identity and trust.

- Integrate CQ across **business functions** and **core skills** using **playful, collaborative, and experiential methods** that build humility through friction, ambiguity, and reflection.
- Design for **global, multicultural teams** by fostering **trust, adaptive routines, and shared norms** that emphasize integration over assimilation.



Charting the Next Leg of Your Journey

1. **Pause and reflect:** End an activity or class with a quick "whose voice shaped this?" check.
2. **Switch one lens:** Swap a case or example for one from a new cultural context.
3. **Spot the differences:** Ask teams to name one overlap and one difference in how they communicate.



[cultural intelligence in business education: a literature review](#)