

The trajectory from entrenched overconsumption to conscious anticonsumerism among younger generations represents a significant sociocultural pivot, driven by a confluence of psychological, environmental, and economic pressures. This transition manifests in a spectrum of intentional practices that collectively constitute modern anticonsumerism. Ultimately, this evolution culminates in a fundamental reallocation of value from material possession to experiential capital – investing in travel, education, and wellness – signifying a broader post-materialist shift where identity is forged through being rather than owning. Thus, the path from overconsumption is not merely about buying less but about a profound recalibration of one's relationship with the market, aiming to resolve cognitive dissonance and reclaim personal agency within a system designed to perpetuate want.

Reference

1. *Stearns, P. N. Consumerism in World History: The Global Transformation of Desire* / P. N. Stearns. – 2nd ed. – Routledge, 2006. – 163 p.

Т. Travin

Т. И. Травин

БНТУ (Минск)

Научный руководитель А. Ф. Филимонова

DEVELOPING CROSS-CULTURAL COMPETENCE IN INTERNATIONAL TEAMS

Развитие кросс-культурной компетентности в международных командах

In an era of global integration and expanding ties between countries, businesses are increasingly creating transnational teams that bring together professionals from diverse cultural and social backgrounds. In such groups, differences in value systems, communication styles, ideas about what is right, and established patterns of behavior can lead to difficulties in working together, clashes, and misinterpretations. At the same time, improving employees' intercultural communication skills is becoming a crucial factor in the success of organizations in the international arena. This paper analyzes the essence of intercultural competence, its importance for international entrepreneurship, and the main methods for its development and improvement.

Cross-cultural competence (CCC) is the ability to effectively interact with people from different cultures, minimize misunderstandings, and work constructively in a multinational environment. It encompasses the knowledge and skills that enable people to understand cultural differences, avoid misunderstandings, and establish strong connections across cultural boundaries.

In today's world, this skill is essential for successful interaction, helping to improve communication and reduce conflicts between employees. Research findings show that teams develop those with developed intercultural awareness are more inventive and innovative, and also show improved performance results.

International companies such as Google, IBM, and Unilever are actively developing and implementing strategies aimed at improving the intercultural skills of their employees. Harvard Business Review publications emphasize that approximately 70 % of international endeavors experience difficulties related to cultural differences, which negatively impacts performance. Organizations that invest in enhancing cross-cultural competence report a 30–35 % increase in employee loyalty and improved collaboration effectiveness [1, p. 97].

Cross-cultural skills also play a crucial role in managing international programs: they promote confidence, resolve disagreements remotely, and increase team spirit.

Managers with high levels of CQ are able to effectively adapt their management style to the cultural differences among their subordinates, which directly impacts teamwork productivity. Examples of Corporate Practice

For example, to enhance the cross-cultural competence of their employees, large corporations such as Google and IBM employ various methods, including mandatory training aimed at understanding intercultural differences, employee rotation between branches in different countries, and mentoring programs. Such efforts help overcome difficulties during company mergers, introducing new products to international markets, and improving collaboration within work teams.

Furthermore, research by McKinsey & Company highlights that companies demonstrating high levels of cultural inclusivity are one-third more likely to outperform industry average financial performance.

Developing cross-cultural competence requires a comprehensive approach, including theoretical training, practical application of knowledge, and support from the corporate culture. In today's rapidly changing and interconnected world, cross-cultural competence is becoming not just desirable but a necessary condition for effectively conducting international business.

Reference

1. *Hofstede, G. Cultures and Organizations: Software of the Mind / G. Hofstede, G. J. Hofstede, M. Minkov. – 3rd ed. – New York : McGraw-Hill, 2010. – 215 p.*