



PACES Workshop

Cultural Competency & Leadership

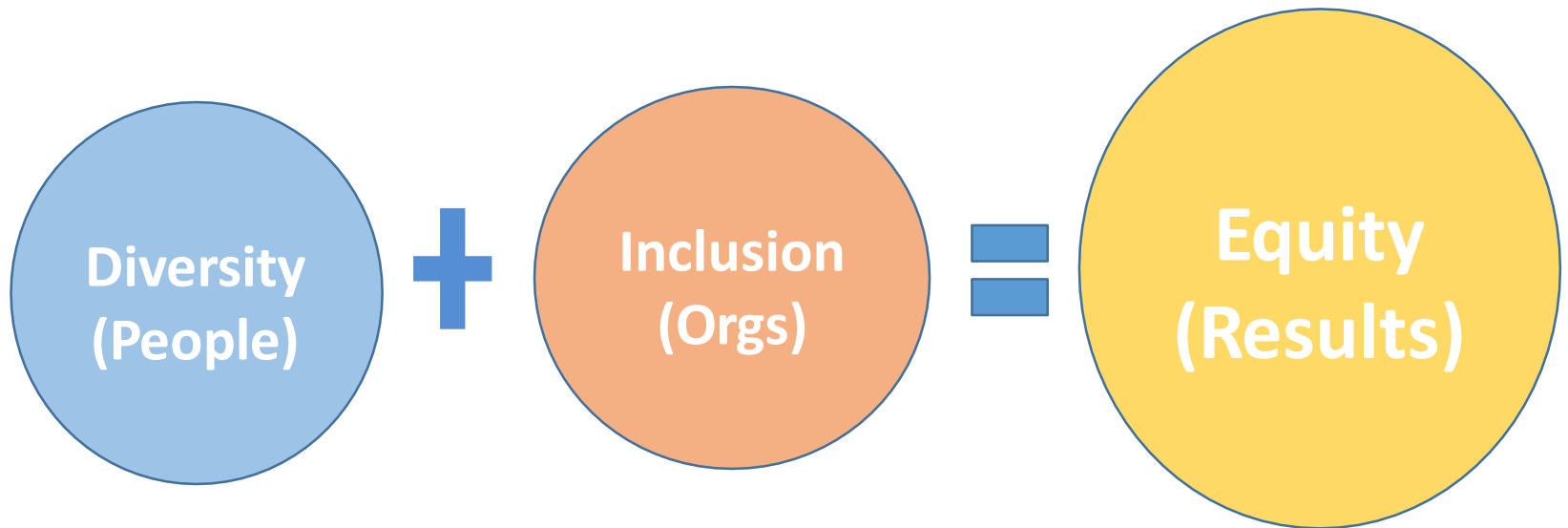
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Definitions

- **Diversity:** The “mix” -- age, gender, race/ethnicity, beliefs, sexual orientation, gender identity, socio-economic status, abilities, etc.
- **Inclusion:** Making the “mix” work. Leverages diverse talents, backgrounds and perspectives.
- **Equity:** Access to opportunities that produce positive outcomes regardless of identity, place, economic status, etc.



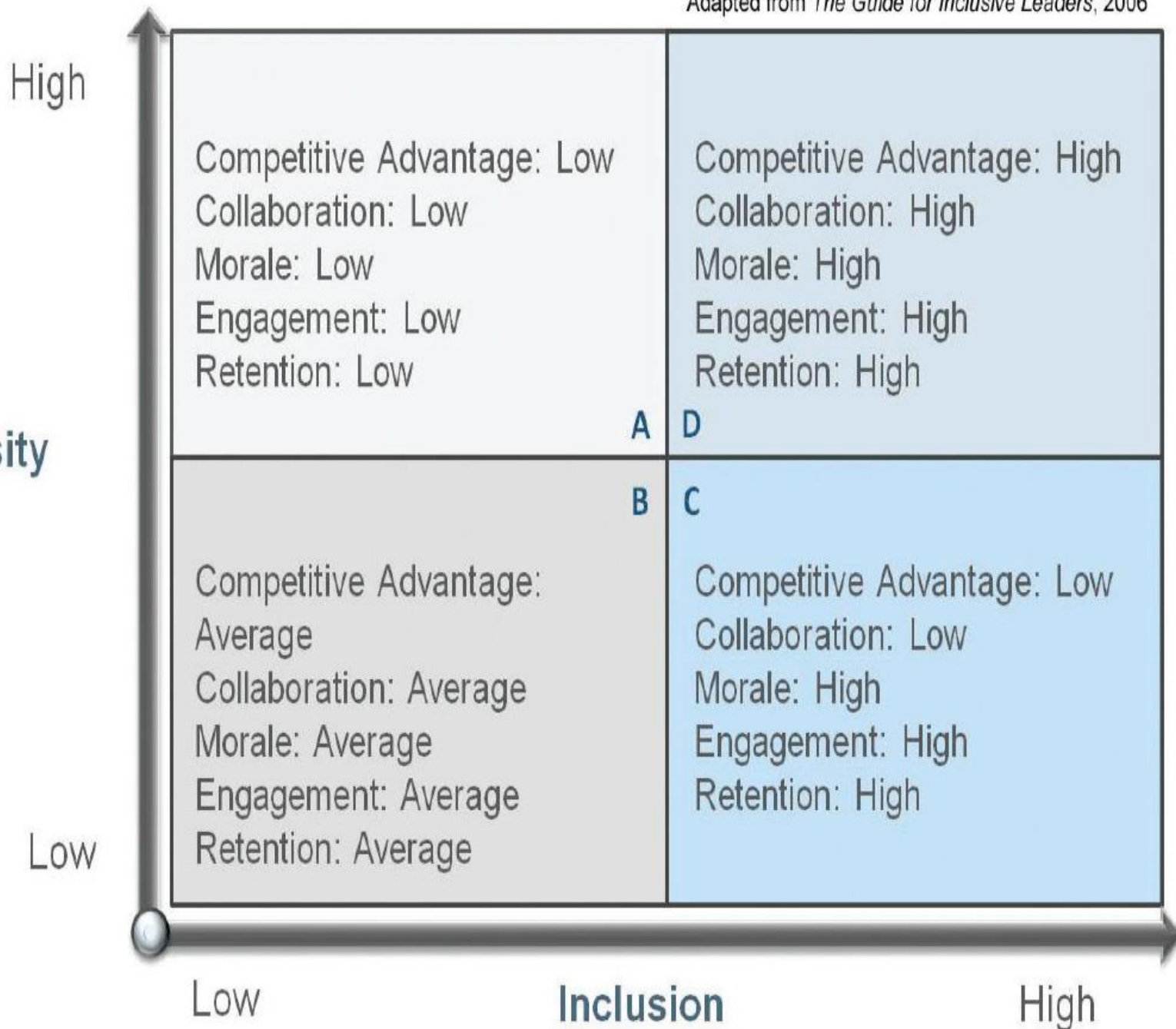
The Vision for Change



Key Global Trends

- Increased immigration = increased minorities in the workplace and customer base
- Increased number of women in decision-making positions
- Increased recognition of LGBT status
- Increased number of people with disabilities and veterans in the workforce
- Several generations with different needs and learning styles are represented in the workforce

Diversity



DMIS Stages → Interventions

Stage	Description	Intervention/Skill
Denial	Comfortable with the familiar	Awareness through exposure
Defense: Polarization & Reversal	Dualist - Us vs. Them - Them vs. Us	Commonality
Minimization	Over emphasis on commonality	Cultural Self-Awareness
Acceptance	Recognize cultural difference	Curiosity (culture-specific information)
Adaptation	Shifting perspective & behavior	Empathy/Frame-Shifting

Cultural Agility

- Def. - the ability to effectively navigate, communicate, interrelate and function well in diverse cultural settings.
- Developing cultural agility starts with an open attitude, which leads to self-awareness, other awareness, and knowledge and skills to apply this knowledge.
- Four key skills are fundamental to attaining cultural agility:
 - Cultural Due Diligence
 - Style Switching
 - Cultural Dialogue
 - Cultural Mentoring

10 Qualities of Culturally Competent Leaders

- Learners
- Courageous
- Data Driven
- Transparent
- Inclusive
- Sensitive
- Connected
- Strategic
- Enthusiastic
- Realistic

To Become an Inclusive Leader:

- Check your assumptions and biases.
- Assume positive intent.
- Slow down your responses.
- Scan social dynamics and interaction patterns for exclusion behaviors.
- Treat everyone as your Number 1.

To Become an Inclusive Leader:

- Deepen self and other-awareness.
- Engage and motivate others in learning about differences and experiences non-judgmentally.
- Engage in constructive conversations to prevent, reveal and transform exclusionary patterns and behaviors.
- Provide individual feedback and coaching to transform exclusion behaviors.
- Model inclusive behaviors in your sphere of influence.

In-Group vs. Out-Group

In-Group

- Leader and subordinate work well together
- Subordinate willing to do activities beyond job description
- Leader, in turn, is willing to do more for subordinate: i.e. share info and influence; offer more support; view employee as more dependable

Out-Group

- Leader and subordinate do not work as well together
- Subordinate is not willing to take on additional activities
- Just come to work, do their job, and go home

Local Resources

- [GVSU Change U Social Justice Training](#)
- [GVSU Intercultural Training Certification](#)
- [GRCC Woodrick Diversity Learning Center](#)
- [Institute for Healing Racism](#)
- [Partners for a Racism Free Community](#)