PACES Workshop
Cultural Competency & Leadership
March 19, 2016
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.
Equality

Equity
The Vision for Change

- Diversity (People)
- Inclusion (Orgs)

= Equity (Results)
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
<table>
<thead>
<tr>
<th>Stage</th>
<th>Description</th>
<th>Intervention/Skill</th>
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</thead>
<tbody>
<tr>
<td>Denial</td>
<td>Comfortable with the familiar</td>
<td>Awareness through exposure</td>
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<tr>
<td>Defense: Polarization &amp; Reversal</td>
<td>Dualist - Us vs. Them - Them vs. Us</td>
<td>Commonality</td>
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<tr>
<td>Minimization</td>
<td>Over emphasis on commonality</td>
<td>Cultural Self-Awareness</td>
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<tr>
<td>Acceptance</td>
<td>Recognize cultural difference</td>
<td>Curiosity (culture-specific information)</td>
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<tr>
<td>Adaptation</td>
<td>Shifting perspective &amp; behavior</td>
<td>Empathy/Frame-Shifting</td>
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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