

Understanding Cultural Competence

Bryle Henderson Hatch
North Carolina Commission on Inclusion
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Session Overview

Cultural Competence 101

Culture & Diversity

Culture in the Workplace

Being Culturally Competent &
Inclusive

Workshop Goals



- Identify the concept of cultural competency and why it is important in the workplace.
- Develop an awareness of culturally competent communication methods and styles.
- Explore cultural differences and the impact culture has within the workplace.
- Identify strengths and areas for development around culture and diversity in the workplace.

What is Her Name?



With a partner, determine which name belongs to the picture of each individual!

- Mercedes Prasad
- LeeAnn Greenwood
- Keshia Jones
- Claire Tyler



What is cultural
competence?

Cultural Competence 101

CULTURE.....

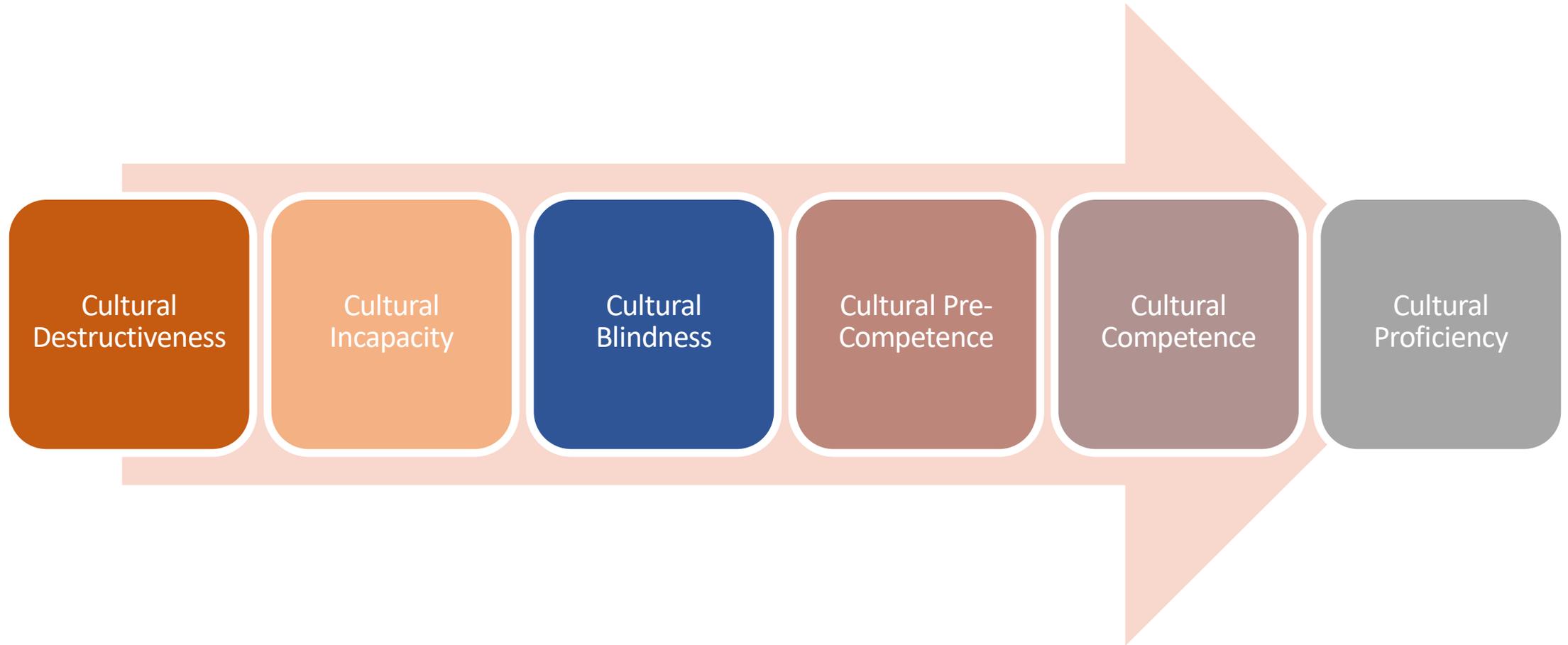
- A set of shared values, traditions, norms, customs, behaviors, assumptions, art, history, folklore and institutions of a group of people.
- Shapes our identity and often can define who we are as an individual and member of a specific group.
- Conscious and unconscious content that a group learns, shares, and transmits from generation to generation that organizes life and helps interpret existence.

Cultural Competence 101

CULTURAL COMPETENCE.....

- The awareness, knowledge, and skills needed to work with others who are culturally different from self in meaningful, relevant, and productive ways.
- The ability to think, feel, and act in ways that acknowledge respect, and build upon ethnic, sociocultural, and linguistic diversity.
- Produces better outcomes, enhances team dynamics, and promotes inclusion!

The Cultural Competence Continuum



The Cultural Competence Continuum

Cultural Destructiveness

The dehumanization of specific cultures or individuals signifying an underlying bias toward the superiority of the dominant or majority group.

There is an *intention* to ignore issues affecting minorities and promote policies and standards that have an adverse impact on them.

Cultural Incapacity

The inability to work with diverse populations.

Practices are based on a lack of understanding and ignorance rather than an intention to ignore issues or promote policies and standards that have an adverse impact on minorities.

The Cultural Competence Continuum

Cultural Blindness

Approaches used by and for the majority are perceived as relevant for all others. Practices are adopted for "the greater good", which is generally the majority perspective.

This level is characterized by inability to examine or even recognize existing biases in approaches to practices, education, and research that support stereotypes of diverse populations and thus further promotes prejudice.

Cultural Pre-Competence

Recognition of potential weaknesses and biases within practices and a decision to take action to address the problem.

Individuals open their eyes to their own biases and begin to actively work through them!

Although this phase is a positive movement, false "comfort" may set in after making only minimal efforts to be responsive to diverse populations. The efforts may only be peripheral and not sufficient to truly address cultural issues.

The Cultural Competence Continuum

Cultural Competence

A demonstrated commitment to diverse populations in all aspects of the structure and functions of the organization.

The commitment is characterized by a sustained, systematic integration and evaluation at all levels, with significant collaboration from diverse populations into the infrastructure of the organization.

Cultural Proficiency

Understanding that diverse beliefs can be, and oftentimes are deep and intense; also valuing the presence of diversity!

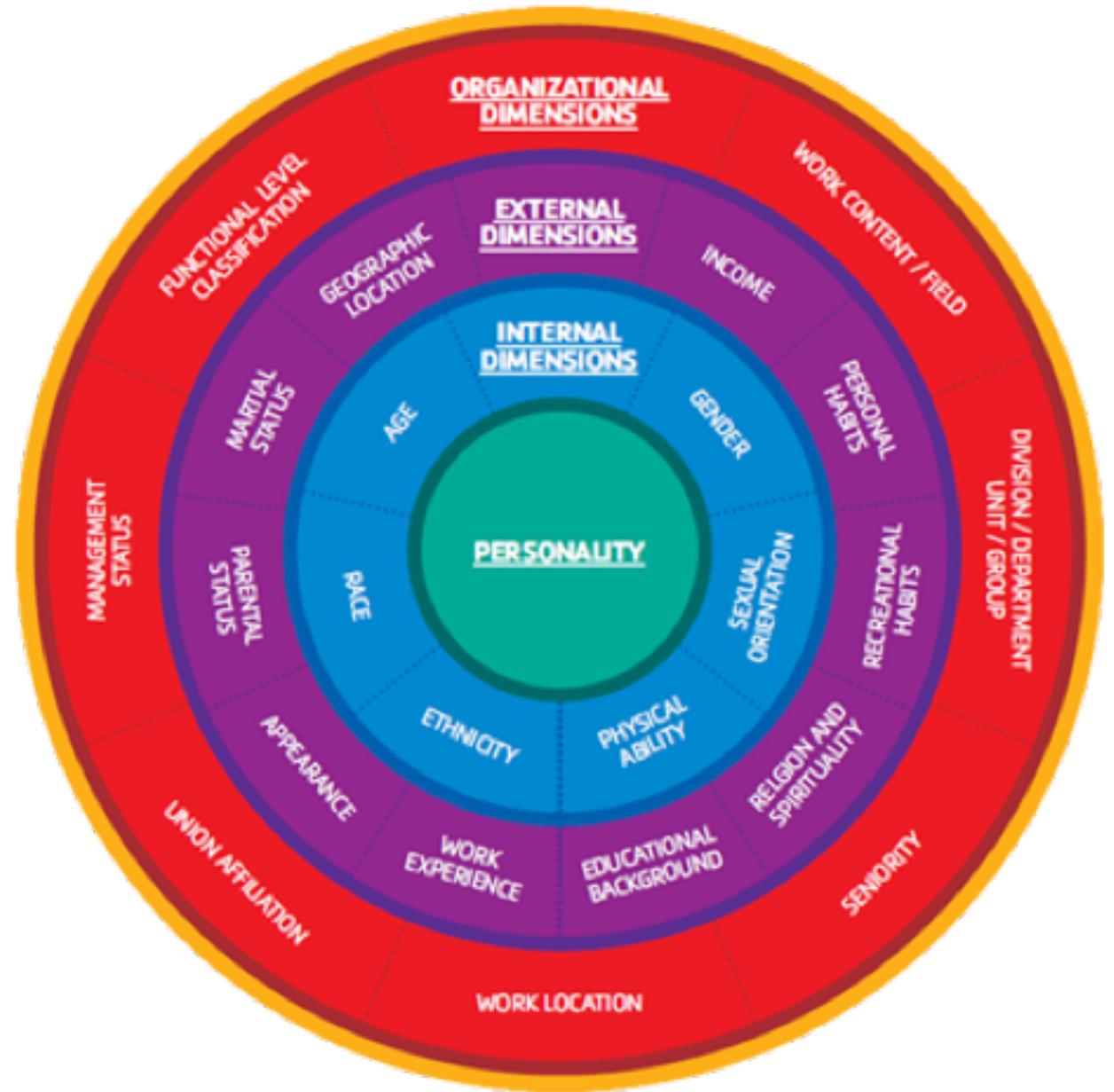
Seeing culture as part of everything and understand that culture affects the daily choices that people make. They also understand that interactions always require some level of cultural competence.

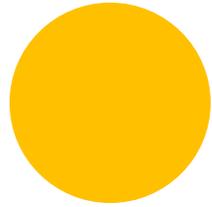
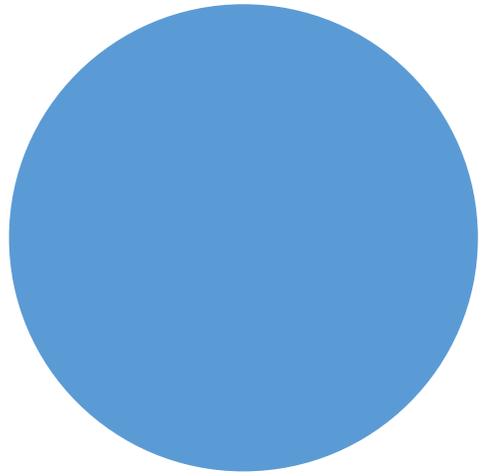
Practices how to be respectful towards others without imitating other's cultures., while also having respect and understanding about their own cultural needs at the same time.

Culture & Diversity

- A diverse work environment has individuals of various cultural demographics working together in a shared space.
- An INCLUSIVE diverse work environment maximizes their population with collaboration and respect for the differences represented within its team.
- Diversity is the MIX!
- Inclusion is making the mix **WORK...all together!**

Dimensions of Diversity





Culture in the Workplace ?

Let's look at some
examples.....

Culture in the Workplace

- Culture impacts how we live, and how we WORK!
- Our lifestyles, language, beliefs, values, and behaviors are brought into our workplaces EVERYDAY!
- The workplace has become more culturally diverse, and the populations we serve are also becoming more diverse!
- Cultural Competence increases Team Cohesion, which increases PRODUCTIVITY!



Culture in the Workplace

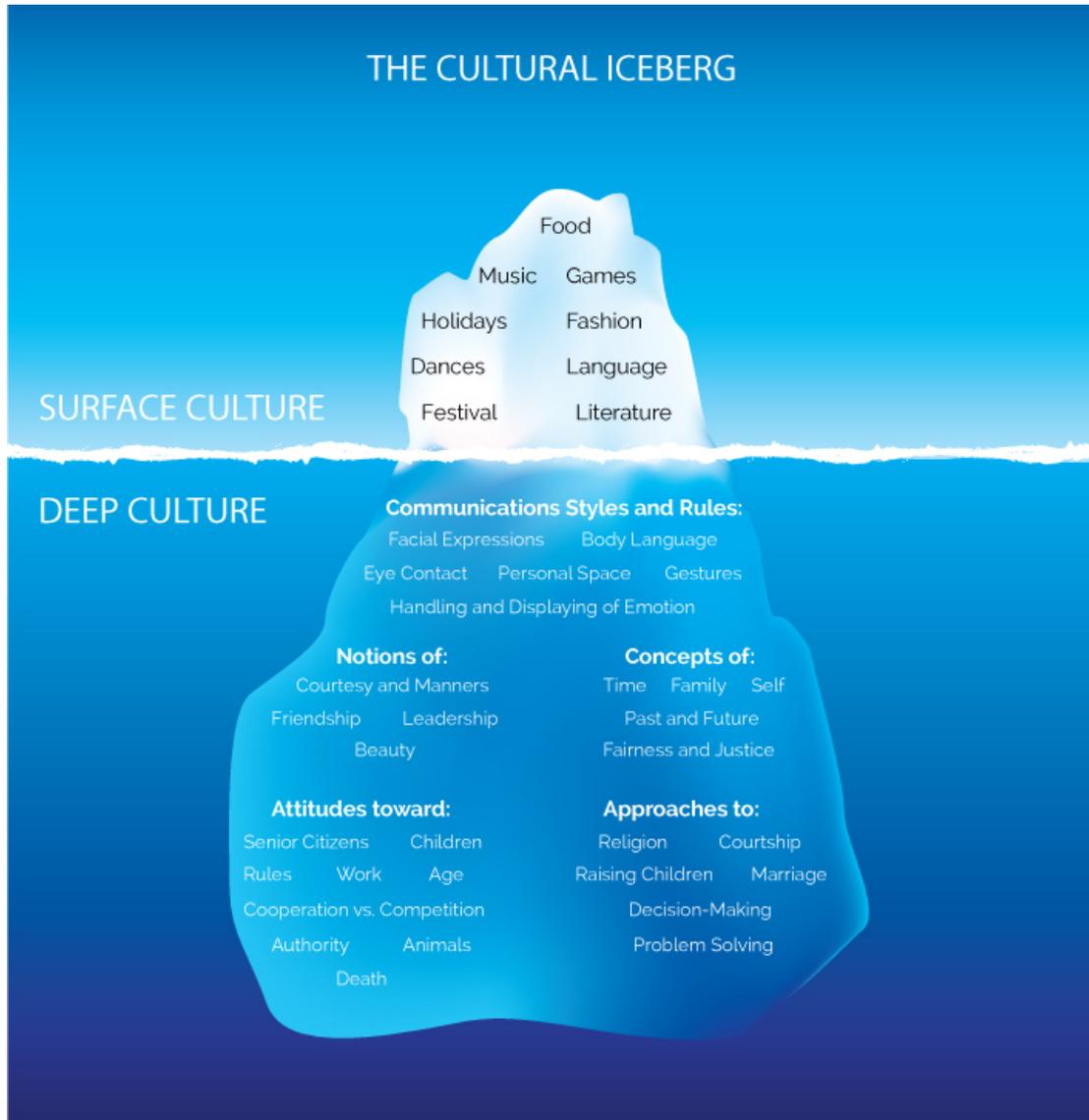
Culture in the workplace

- Gender
- Race
- Age (MULTI-GENERATIONAL WORKPLACES)
- Religion
- Sexual Orientation
- Gender Expression
- Hobbies / Ways of Living

Impact in the workplace

- Using language that may be deemed offensive
- Making assumptions about people's character
- Expecting everyone to hold similar values
- Avoiding situations that display cultural difference

Cultural Iceberg



- The majority of cultural values are beneath the surface and can not be seen based off of appearances.
- Deep cultural factors often impacts us more in the workplace than surface cultural factors.
- Factors beneath the surface assist us in accomplishing work-related tasks.

Example: Southerners

Cultural Stereotypes

- Invasive of co-workers personal lives; “Are you married, do you have kids, what church do you go to?”
- Referencing “Christian values and principles” in the workplace.
- Using “honey, sweetie, baby-boy, baby-girl” at work.

Visual Stereotypes



Example: Millennials

Visual Stereotypes

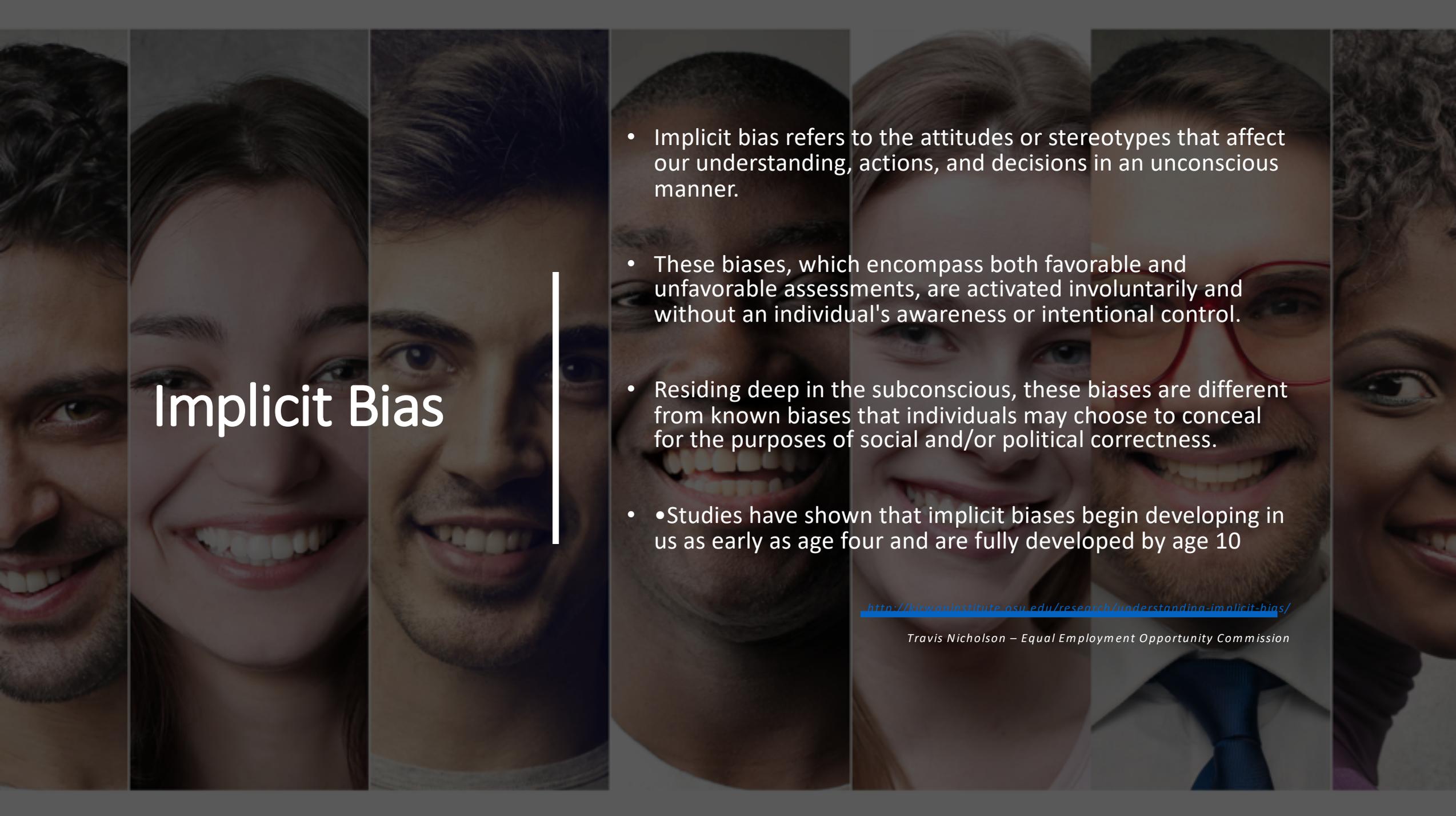


Cultural Stereotypes

- Job Hoppers
- Come to work LATE
- Poor face-to-face communication
- Want EVERYTHING, and want it NOW
- Too OPEN and EXPRESSIVE
- Too collaborative



Implicit Bias



Implicit Bias

- Implicit bias refers to the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner.
- These biases, which encompass both favorable and unfavorable assessments, are activated involuntarily and without an individual's awareness or intentional control.
- Residing deep in the subconscious, these biases are different from known biases that individuals may choose to conceal for the purposes of social and/or political correctness.
- Studies have shown that implicit biases begin developing in us as early as age four and are fully developed by age 10

<http://diversityinstitute.osu.edu/research/understanding-implicit-bias/>

Travis Nicholson – Equal Employment Opportunity Commission

Implicit Bias

Implicit Bias Can Result In:

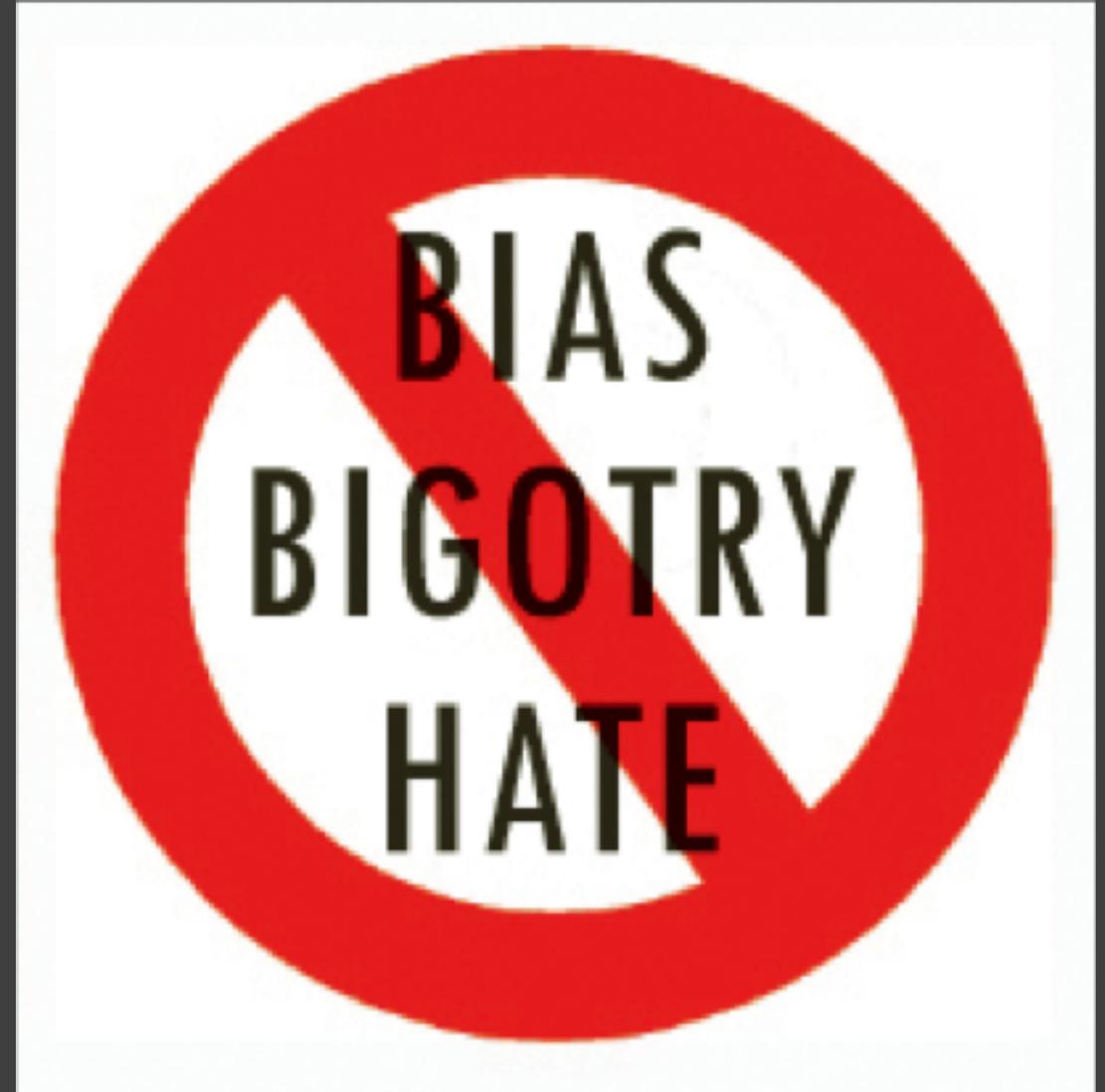
- Devaluing and trivializing individuals' concerns and accomplishments
- Excluding individual(s) from the team
- Underutilization of talent
- Consumption of energy (time and resources) earning the respect back
- Low morale for the individual(s) and bystanders

Implicit Bias Can Also Result In:

- Micro-aggressions: Brief, everyday exchanges that send denigrating messages to marginalized groups
- Micro-inequities: Slightings that demean or marginalize a person

De-Biasing

- Remember it's all about you
- Become aware
- Be open to different perspectives
- Modify your approach to fit the situation
- Be an active player or bystander





What's Next?

How do you move forward?

1

Think before you **SPEAK!** – Do your comments use stereotypical language about a given group or a person's cultural background?

2

LISTEN to your co-workers, be observant of their behaviors and values! – If you observe a co-worker that avoids certain conversations and situations, don't force them to participate or single them out!

3

Respectfully **ASK** questions! – If you are faced with a situation of an unclear term or culturally related topic, be respectful and ask the best way to approach the situation with respect to the culture(s) being impacted.

Culturally Competent Communication

Culturally Competent Communication

- Avoid using slurs....
- Avoid making generalizations....
- Avoid assumptions that connect stereotypes to a person's behavior in the workplace....
- Avoid escalating interactions....



Avoiding Cultural Incompetence

- Consistent behavior that is culturally insensitive, derogatory, and/or incendiary can be considered unlawful workplace harassment.
- **All employees** have the right to work in an environment free from discrimination and harassing conduct. No State employee shall engage in conduct that falls under the definition of unlawful workplace harassment, including sexual harassment discrimination, or retaliation, and no employment decisions shall be made on the basis of race, sex, religion, national origin, age, color, disability, or genetic information.
- **“Unlawful Workplace Harassment”** is unsolicited and unwelcomed speech or conduct based upon race, sex, religion, national origin, age, color, disability, or genetic information where: 1. enduring the offensive conduct becomes a condition of continued employment, or 2. the conduct is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile, or abusive.

Avoiding Cultural Incompetence

What To Do?

- Have a respectful yet tactful conversation about situations and/or language that is offensive
- Be mindful that everyone represents different cultural values, and assumptions can be harmful
- If situations persist, reach out to your manager or HR for assistance and additional information

What Not To Do?

- Escalate the situation with fighting, arguing, name calling, or derogatory slurs towards another person's cultural identity
- Using slurs or other language that you have observed other's using (two wrongs don't make a right)
- Ignore small incidents, and allow situations to fall into your "blind spots"

Moving Forward & Resources



- Set standards for inclusive practices and cultural competence in your workspaces.
- Maintain a workplace that is free from cultural discrimination and has zero tolerance for unlawful workplace harassment.
- Sponsor ongoing learning opportunities that explore diversity and inclusion.

Office of State Human Resources
<https://oshr.nc.gov/state-employee-resources/diversity-inclusion>

“Cultural Competency” (2016) Molina Healthcare.

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“Cultural Competence” (2014) Western Kentucky University – College of Educational & Behavioral Sciences

Sources

Thank You!

Bryle Henderson Hatch

Bryle.Hatch@duke.edu

919-684-4934