



Cultural Competence: A Differentiating Factor in Today's Workplace

Greater Cleveland Partnership

August 19, 2009

BROADENING **Diversity**

OPTIMIZING **Development**

INCREASING **Engagement**

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Agenda

- **Examine**
 - Building Awareness
- **Explore**
 - Developing Knowledge
- **Engage**
 - Applying Skills to Bring about Change
- **Q&A**

Who Is Novations?

- **Talent Development Firm**

- Over 30 years of research and development work for clients

- **Headquartered in Boston, MA**

- Offices and Talent throughout the U.S.
- Global Development Network
 - Strategic partners supporting Europe, Middle East, Latin America, Southeast Asia and many other parts of the world.

- **Partnering with leading organizations**

- 50 of the Fortune 100
- 25 of the Diversity Inc. Top 50

Who We Work With



get.

selecting from global talent

keep.

driving engagement and contribution

grow.

enhancing global workforce performance

What Do You Know About Diversity?



What Do You Know About Diversity?



Key Definitions

■ **Diversity:**

- The presence of differences that make each person unique and can be used to differentiate groups and people from one another.

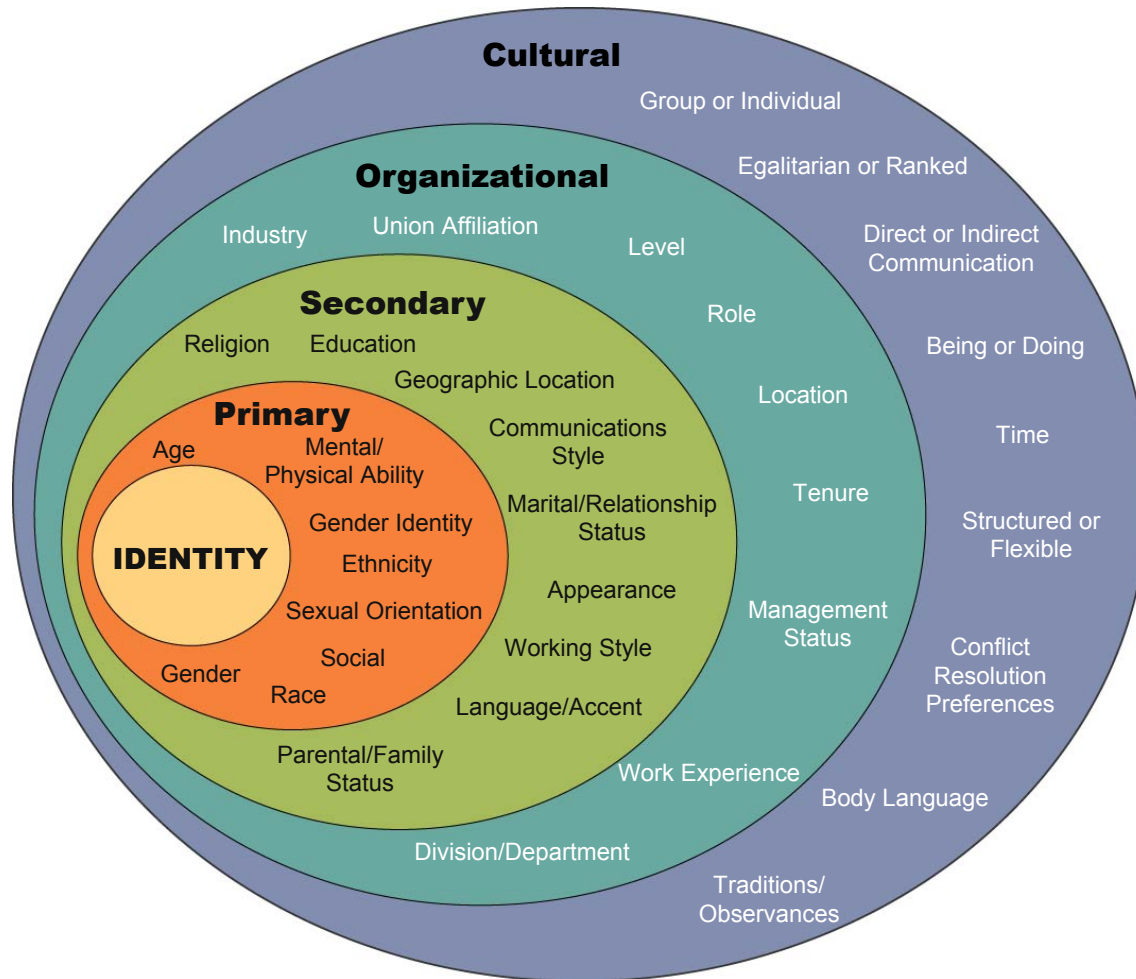
■ **Inclusion:**

- Management practices and environmental factors that ensure the full engagement and development of all associates.

■ **Employee Engagement:**

- The emotional connection employees have with the companies goals, objectives and direction.
- Influences the extent they are willing to demonstrate consistently high levels of **contribution** and **commitment**.

Dimensions of Diversity



Discussion Question:
*Which Differences Make the Most Difference in
Your Organization?*

Definition – Cultural Competency

Cultural Competency (Wikipedia):

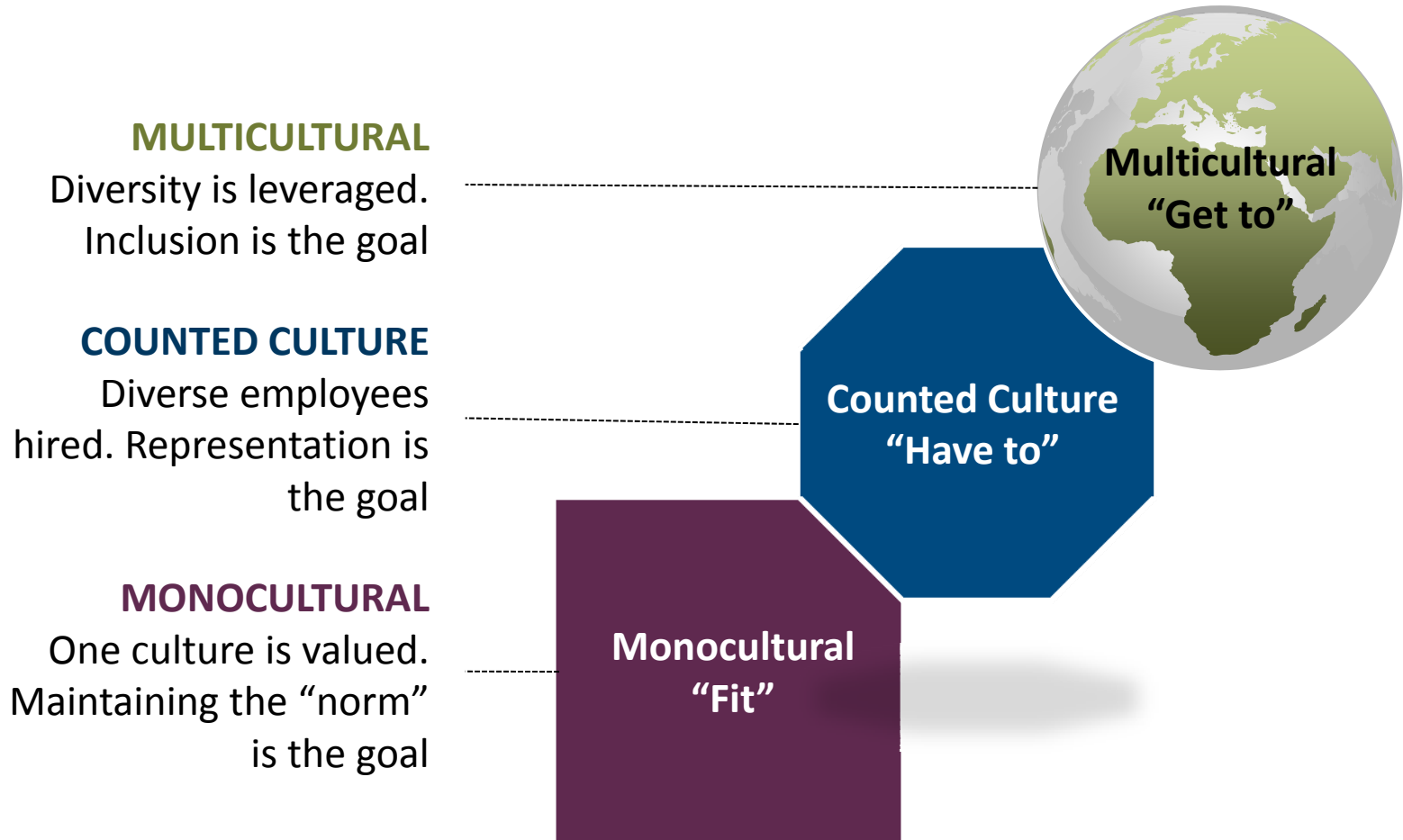
- An ability to understand, communicate with, and interact effectively with people of different cultures.
- Three components:
 1. **Awareness** of one's own cultural beliefs, values and norms and well as one's attitudes towards cultural differences
 2. **Knowledge** of different cultural beliefs, values and norms
 3. Cross-cultural **skills**

What is Culture?

Culture is a **learned** set of shared **beliefs, values and norms** that affect the **behaviors** of a relatively large group of people.



The Diversity Journey



*Thought Question:
Where is Your Organization on the Diversity Journey?*

Cultural Dimensions That Influence Behavior

■ Relationships:

- Identity
- Leadership
- Communication

■ Time:

- Structured or Flexible
- Past or Future

■ Activities:

- Being or Doing

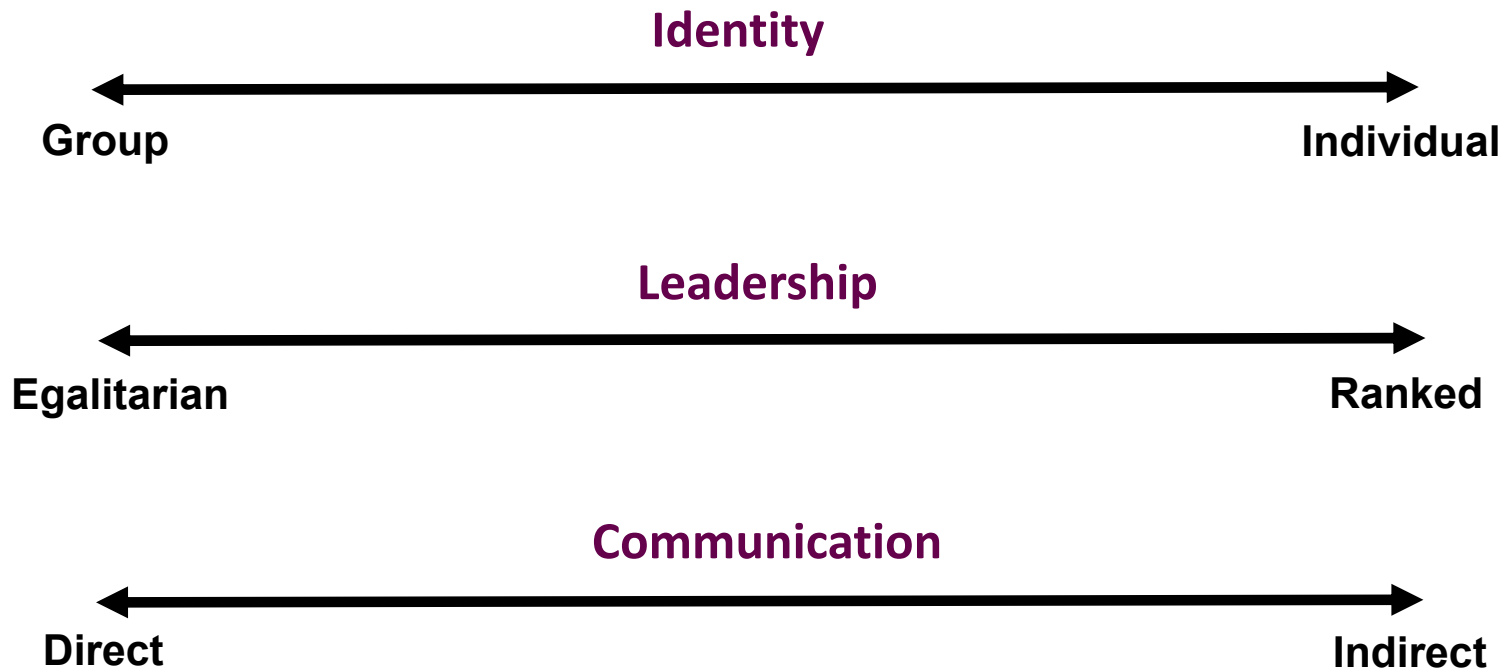
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Relationships Dimension

Describes the way people within a culture organize their social system and connect with one another:



Time Dimension

Describes the way people within a culture value the passage of time and organize its use:



Activities Dimension

Describes the way people within a culture view the nature and purpose of human actions:



Self-expression and interpersonal affiliations are most important.

Work is a way to support one's existence. Ensuring balance between relationships and tasks is a priority.

LIFE

WORK

Taking action, individual accomplishments and achievements are most important.

Work *is* existence. Relationships are secondary to tasks; taking action is a priority.

Discussion Questions:

Where are you on the “Being” vs “Doing” continuum?

Where would you place your organization?

How do individuals on one end of the continuum view those on the other end?

Cultural Competency: Putting It Into Action

Expected Behaviors:

- Commits to continuous learning to **improve one's cross cultural awareness** and understanding
- **Models and supports** behavior in others that is inclusive, respectful and non-judgmental across all levels and functions
- **Leverages the diversity** of all employees to positively impact business outcomes

Cultural Competency: Putting It Into Action

Some Rules of the Road:

- **Reserve judgment** on the behaviors of others; seek alternative explanations to avoid misinterpretations and misunderstandings.
- **Recognize the values** that underlie different cultural styles; use those differences as a resource rather than as a source of conflict.
- **Be aware of your filters** and avoid the use of stereotypes; seek generalizations as a starting point to understand behavior.
- **Understand your personal cultural style**; use this knowledge to identify and resolve areas of conflict with others.

What to Do On Monday: Individual

- **Be a role model:** Demonstrate respect and appreciation for individuals from all cultural backgrounds
- **Build your cultural competence:** Develop expertise in cross cultural communication and handling cross cultural conflicts
- **Take action:** Take action when you see an opportunity to help others become more culturally competent
- **Use I SEE to resolve intercultural challenges:**
 - Identify the challenge
 - Suspend judgment
 - Explore the situation
 - Establish a course of action
- **Be a mentor:** Seek out one or more employees with cultural values different from your own

What to Do on Monday: Organizational

- **Review:** Ensure all organizational policies and practices are supportive of the cultural differences of all employees
- **Develop:** Educate all employees and leaders to build their cultural competence as well as their understanding of how diversity helps everyone
- **Create accountability:** Embed cultural competency into all HR systems
 - Organizational Competency Models
 - Organizational Assessments and Engagement Surveys
 - 360 Feedback Tools and Performance Appraisals
- **Reach Out:** Identify opportunities for the organization to improve its ability to attract and serve customers from a wider range of cultures
- **Publicize:** Communicate and celebrate examples of success including results



QUESTIONS & ANSWERS