



**Individual
Cultural
Competence**
*How leaders can
be the change
they want to see*

Community Advancement Network

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Designed and presented by
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Who Am I?

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Who are You? - 1

1. What is your name, your connection to CAN and your primary affiliation outside CAN?
2. What is one word (or phrase) to describe how you are personally feeling about the whole topic of Cultural Competence right now?

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Who are You? - 2



A Good Walk Spoiled

Tell your partner:

1. What you know about your name
2. What was your first experience of difference

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Organizational Cultural Challenges
(to be dealt with in next two sessions)

1. Cultural incompetence in public service
2. How to provide support to the many varied cultures within our setting
3. Providing equal access externally and educating internally
4. Being inclusive of all perspectives when looking at strategic direction
5. Talking about historical oppression without everyone getting tense
6. Differing view on women in power positions
7. Finding translators and interpreters, who are competent and trustworthy
8. Mandatory cultural competence training for all new staff, regular cultural competence training for all staff and ongoing training on special topics
9. Identifying and developing diversity champions

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Individual Cultural Challenges
(based on input from 34 participants)

1. Deeper knowledge of what impacts communication and collaboration
2. Combating stereotypes, ignorance, ethnocentrism and entitlement
3. Exploring cultural nuances and knowing others at a deeper level
4. Developing rapport and trust with other individuals with only limited time
5. Behaving respectfully and not offending others and their beliefs
6. Overcoming language barriers – both verbal and non-verbal
7. Adapting to different work styles and reaching consensus
8. Overcoming different ways of dealing with schedules and promptness
9. Being asked to represent a whole group
10. Resolving conflict across cultures

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Agenda



1. Perceptions
2. Communicating Effectively
3. Resolving Conflict
4. Skills Application

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Method to the Madness - 1

(Adults forget 50% of everything they hear within 24 hours and 75% within 48 hours)

Average retention rates:

- Lecture - 5%
- Reading – 10%
- Audio-Visual – 20%
- Demonstration - 30%
- Discussion group - 50%
- Practice by doing - 75%
- Teaching others - 90%
- Immediate real-life application – 90%



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Method to the Madness - 2

Methodology

1. Inductive
2. Interactive
3. Practical



Agreements

- 1.Vegas Rule
- 2.Challenge by Choice
- 3.Misery is Optional
- 4.No WMD

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Additional D&I Agreements

1. Perception is Reality
2. Realism
3. Pinch of Salt
4. Suspend Judgment
5. One Conversation
6. Agree to Disagree Agreeably

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Parking Lot and Resources



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Questions to Ponder

1. How will I lead, communicate and resolve conflict more effectively across cultures in future?
2. How can others help me to do this?
3. How can I help others?

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1. Perceptions



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US and Texan Stereotypes



ONLY IN TEXAS!

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UK Stereotypes



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Overcoming Stereotypes



"Hollywood movies do not show more than 5% of real life in the USA" (Fulbright scholar)

Positive and Negative
Grain of Truth

"We don't see things as they are. We see things as we are" (Anais Nin)

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Don't Judge Too Quickly!



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Favorites



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Ladder of Inference

7. Take action
6. Adopt beliefs
5. Draw conclusions
4. Make assumptions
3. Add meaning
2. Select data
1. Observe action/
situation

(Source: Chris Argyris)

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2. Communicating Effectively

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Getting the Message Across?

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The Three V's

V	=	%
V	=	%
V	=	%
Total		100 %

(Source: Albert Mehrabian, *Silent Messages*)

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Power of Words



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Non-Verbal Communication



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Live Communication



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General Communication Tips

1. Be aware of your own biases, avoid assumptions and suspend judgment
2. Realize that if someone is speaking your language, they have already come 50% of the way towards you
3. Take full responsibility for understanding and being understood
4. Everyone has an accent, so open your ears and really listen to the other person
5. Observe for non-verbal cues
6. Give others time and space to respond
7. Use simple, clear, concise words when communicating
8. Avoid interrupting or talking too much
9. If in doubt, ask appropriate questions
10. Engage in authentic dialogue

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The Key to Success: “Ting”

	Mind Ears King  Heart		Eyes Oneness/focus
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(Source: TsaiComms LLC)

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3. Resolving Conflict



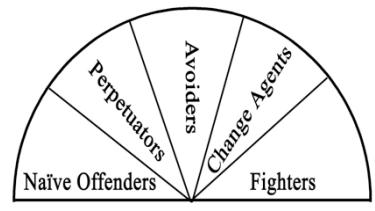
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Dealing with Prejudice



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Diversity Awareness Spectrum



(Source: Karen Stinson, ProGroup)

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Resolving Conflict with AVID - 1

1. Assume the best

- Realize that everyone (including you) says and does things they regret later
- Accept that most people are probably doing the best they can at that particular time. As such, try to give others the benefit of the doubt

2. Validate

- Calmly affirm they have a right to their opinion and their way of talking and doing things (even if you don't like it)
- Avoid rejecting their opinion or way of talking or doing things outright (even if you disagree violently)

(Based on the work of Kelli McLoud-Schingen and others)

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Resolving Conflict with AVID - 2

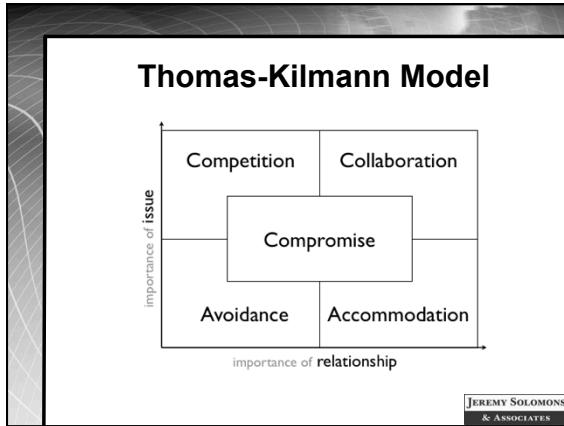
3. Inquire

- Explore gently where they are coming from and why they are acting or talking the way they are
- Listen actively to what they are saying (and not saying) without interrupting or judging
- Ask appropriate questions for clarification and avoid giving your own opinions or reactions too soon

4. Defuse

- Try to find some common ground between you and the other person/s
- Focus on the positive rather than the negative
- Accept that sometimes it is okay to try again later or agree to disagree

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4. Skills Application



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Reframing



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A New Way of Communicating

Yes
Yes
Yes
Yes

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3H Model

The diagram illustrates the 3H Model, which stands for Head, Heart, and Hand. It features a profile view of a human head with internal compartments labeled: Frontal, Parietal, Temporal, Occipital, Lateral, and Ventral. Above the head is a simple outline of a heart. To the right of the head is a black and white photograph of a person's hand, palm facing forward. The entire graphic is set against a light background with a dark border.

Taking Responsibility

A black and white portrait of Mother Teresa, the famous Catholic nun and saint, looking slightly to her left with a gentle expression.

*"Do not wait for leaders; do it alone,
person to person"*

Ethical Behavio(u)r

(Source: Chris Avery, based on Bill McCarley, Marshall Thurber, Werner Erhard, Alfred Adler, Socrates, Aristotle, Jesus and others)

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OSSO Model



1. Observe what has happened as objectively as possible
2. Share your personal feelings without accusing the other
3. Solicit feedback, input and ideas in a genuine and sincere way
4. Outline a common approach to deal with the challenge

(Based on the work of Jonamay Lambert & Selma Myers)

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Individual Cultural Challenges
(based on input from 34 participants)

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How Would You Respond? - 1
(based on input from 34 participants)

1. It's okay. We don't need to diversity beyond our usual resources
2. We don't want those kind of people involved in this project
3. If you're in America, you should be speaking English
4. No, my wife does not need to learn English
5. Why can't the parents talk for themselves instead of their children?
6. How come the parents want to eat with their children? Let them go!
7. He's 28 and he still lives at home!
8. She's obviously not serious because she doesn't always show up
9. What do you know? You're from another generation?

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Specific Application

1. Take one of the culture-related challenges in the previous slides or focus on another real-life challenge from your workplace that you can all relate to
2. Brainstorm ways to approach this issue, based on what we have discussed so far and respecting confidentiality to protect the innocent and guilty
3. Be prepared to share the key points of your discussion with the whole group in the form of a brief presentation or a skit

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Questions?



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Individual Action Plan

1. My biggest learnings, takeaways or reminders about **Cultural Excellence** from this session are:
2. I will now develop and practice my own **Cultural Excellence** by stopping, starting or continuing to do the following for the benefit of my community, my organization, my team and me:

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Selected Resources - 1

12 Angry Men - <http://www.youtube.com/watch?v=qTDhqR3p12w>

Ameriquest Ads - <http://www.youtube.com/watch?v=UzzMir7zbN4>

Banco Provincia commercial -
http://www.bilenco.com/2009/03/finally_a_good_bank_bank_ad_teaches_tran.php

Blind Man - <http://www.youtube.com/watch?v=3TXf4euWtvE>

Blindsight: Hidden Biases of Good People - [Mahzarin Banaji & Anthony Greenwald](#) (Random House)

Blink/Outliers/Tipping Point - Malcolm Gladwell (Little, Brown)

Cadillac commercial - <http://www.youtube.com/watch?v=qGJSI48gkFc>

Close Talker - <https://www.youtube.com/watch?v=nWw15UgPubY>

Selected Resources - 2

Apology and Forgiveness

Cultural Excellence

- Self Awareness
- Anticipation
- Preparation
- Explanation
- Relationships
- Partnership
- Patience
- Perseverance

THE PLATINUM RULE PRINCIPLE

"Do unto others as they'd like done unto them."
Tony Alessandra



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For Further Information



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