

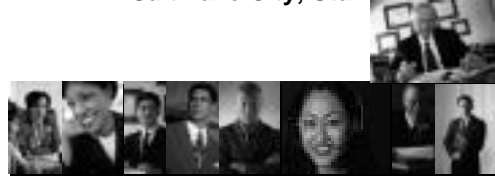
Building Cross-Cultural Partnerships in Public Health

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Faculty

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Objectives



- Discuss a definition of cultural competency.
- List three dimensions of cultural competency that impacts cross-cultural partnerships.
- Identify the skills of cross-cultural relationships and communications with partners.
- Describe the stepwise process of creating culturally competent partnerships.

A Partnership

- A *Partnership* is a mutually supportive relationship based upon achieving a common goal.
- The common goal is healthcare delivery to a multicultural population.
- A mutually supportive relationship is based upon understanding, trust, and mutual commitment.



Diversity Defined

Diversity is a inclusive and caring environment where differences are valued and integrated into working relationships in order to:

- Provide adequate resources to a diverse customer base.
- Establish sensitivity and understanding to the unique needs of different cultural groups.
- Establish partnerships where understanding differences help to maximize the effectiveness and efficiency of delivery services.

Cultural Competency

Cultural competency is the ability to work effectively with and/or serve culturally and ethnically different population groups.

It involves:

- an experiential understanding, awareness, and respect for the beliefs, values, and ethics of other cultures.
- the cross-cultural skills necessary for delivering services and working with diverse individuals and groups.



Three Critical Proficiencies

Cultural Competency involves three critical proficiencies:

- Cultural intelligence – knowledge of cultures divergently different than your own.
- Cultural transformation – irreversible change with respect to cultural differences.
- Cross-cultural skills – ability to relate, communicate, and work effectively across cultural dimensions.

Cultural Knowledge - The First Dimension

Culture refers to the beliefs, values, ethics, and customs that control and influence the behaviors on individual or a group.

- Culture determines one's worldview (as truth) and language are inseparable.
- Influences how we work with others.
- Is a reflection of how things are done and expectations of those in power.

Culture and Ethnic Groups

Most non-Western cultures are group-oriented. Prominent characteristics include:

- Hispanic Americans are strongly family-oriented.
- African Americans are strongly influenced by their church.
- Native Americans are highly spiritual.
- Asian Americans are inseparable from the group.

High Context Cultures

A *high context culture* is one in which there is less information in verbal or written messages. Examples include:

- South American/ Mexican



- Asian



- American & East Indian



- African



Group-Oriented Values in Partnerships

Key relationship-oriented values in partnerships include:

- Trust in one's word and support.
- Respect for their values and culture.
- Honesty in personal and business dealings.
- Sensitivity to one's unique views, needs, and shortcomings.
- Face in terms of public interactions.

Low Context Cultures

A *low context culture* is one where most of the information is in the verbal or written message.

- North European



- North American (excluding Mexico)



- Australian



- Switzerland



Individually-Oriented Values in Partnerships

Key task-oriented values in partnerships include:

- Timeliness in accomplishing objectives/goals
- Strategy in approach to achieving objectives
- Systems approach in applications/administration
- Performance in effectively working together
- Goal-oriented in terms of achieving objectives

Cultural Transformation - The Second Dimension

Cultural transformation involves:

- Engagement
- Introspection
- Inner confrontation
- Transformation



which results in humility and wisdom.

Cross-Cultural Skills - The Third Dimension

The third dimension of cultural competence is cross-cultural relationship and communication. Key elements to understand that:

- Values, relationship, and communication are inseparable.
- Communication is an expression of relationship.
- Mutual core values establish the basis for natural compatible relationships.
- Quality cross-cultural relationships must be learned by mastery of the steps we have defined above.

The Cross-Cultural Dimensions of Diversity

The commonly experienced dimensions of diversity in cross-cultural partnerships are:

- | | |
|-----------------|-------------------|
| • Race | • Language |
| • Ethnicity | • Workstyle |
| • Power | • Leadership/ |
| • Culture | Management Styles |
| • Values/Ethics | • Levels of |
| • Sex/Gender | Responsibility |
| • Age | • Religion |

Cross-Cultural Skills-Building Toolbox

1. Non-Western cultures tend to be dominated by cooperation, collaboration, and consensus.
2. Non-Western cultures tend to focus on non-verbal cues in communication rather than what is verbally expressed.
3. For vitally important communications, face-to-face interaction is preferred.

Cross-Cultural Skills-Building Toolbox

4. Sensitivity to the understanding of others in terms of Eurocentric written documents is vital.
5. Effective administration in a cross-cultural partnerships requires mastery of both relationship and task oriented styles of operation.

Interpersonal, Cross-Cultural Dynamics

6. Continual feedback and communication to high context/polychronic individuals is more important than timely communications only.
7. Mentoring and coaching relationships provide opportunities for teaching and learning.



Interpersonal, Cross-Cultural Dynamics

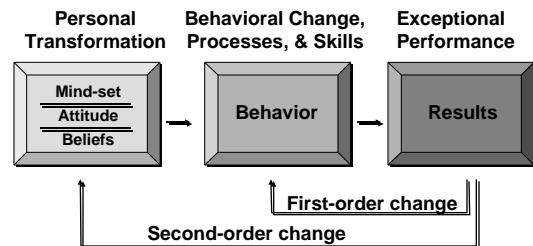
8. Cross-cultural conflict and missed expectations are key “learning opportunities.”
9. Mastery of the skill of “subliminal listening” or “reading between the lines” to understand non-verbal cues is essential to understanding high context/polychronic individuals.

A Polychronic Communication

“I know you believe that you understand what you think I said, but I am not sure you realize that what you heard is not what I meant.”



Cultural Transformation - Second-Order Change



First and Second Order Change

- First-order change is characterized by behavioral or process change where the long-term results are unchanged.
- Second-order change is characterized by transformation of one’s attitude, values, or belief structures that results in permanent change of one’s mind-set.

Personal Transformation Exercise

What is the cross-cultural characteristic you find most difficult to adapt to with a partner or someone you interact with who is different? (A characteristic that elicits an emotional reaction)

Personal Transformation Exercise

Cultural Insensitivity

List three behaviors you experience from a person having this characteristic.

- Treats me like I'm unintelligible.
- Dismisses my suggestions.
- Talks down to me.
- Acts as though she/he is superior to me.

Questions for Reflection, Introspection, and In-depth Sharing

1. Have you behaved consistent with this characteristic in the past? (Behaviors you have written)
Yes___ No___
2. Therefore, is this characteristic also true about you?
Yes___ No___
3. If this characteristic were true about you, what type of person would perceive yourself to be?

Statement for Reflection and Introspection

"Our self-perception of someone undesirable tends to block the process of transformation and hence the experience of humility, equality, and wisdom."



Johari Window

Open We are aware and is known by others (Open Book)	Blind We don't know or acknowledge that others clearly see in us (Closed Book)
Hidden We know and consider to be private – inform others with caution (Secret Book)	Unknown We don't know, we don't know (Lost Book ...unless or until)

Rite of Passage to Partnership Building—The Stepwise Process

Partnership building involves:

- Engagement
- Introspection
- Inner confrontation
- Transformation



which results in humility, equality, and wisdom

Nuggets of Global Wisdom

- Humility—rather than arrogance
- 2. Openness to Learn—rather than teach
- 3. Willingness to Change—as a result of learning



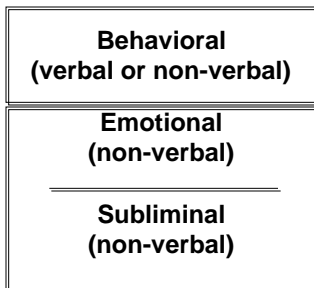
The Stepwise Process of Achieving Culturally Competent Partnerships

1. Establish quality cross-cultural relationships.
2. Acquire an in-depth understanding of the ways multicultural communities are best served.
3. Acquire an in-depth understanding of the history and cultural values of multicultural groups.

The Stepwise Process of Achieving Culturally Competent Partnerships

4. Understand that non-Western cultures view wellness from a holistic point-of-view: body, mind, and spirit.
5. Consider a Multicultural Advisory Board.
6. Establish a process for integrating these items into your working partnerships.

Subliminal Communication Model



The Stepwise Process of Creating a Culturally Competent Workplace

- Education
- Acceptance
- Tolerance
- Change
- Adaptation



The Cross-Cultural Dimensions of Diversity

The dimensions of diversity commonly experienced in cross-cultural partnerships are:

- | | |
|---|--------------------------------|
| • Race | • Power |
| • Sex | • Workstyle |
| • Culture | • Age |
| • Ethics/Values | • Religion |
| • Language | • Ethnicity |
| • Relationship and communication styles | • Leadership/Management styles |

Personal Transformation Exercise

What is the characteristic you find most difficult to adapt to with a partner who is different?

Arrogance

List three behaviors you experience of a person having this characteristic.

1. Treats me like I'm unintelligible.
2. Dismisses my suggestions.
3. Talks down to me.