A Catalyst for Inclusive Service

Kent County ~
Cultural Insight Council

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Guidelines for Sharing

- I have the right to expect confidentiality. Although stories and experience may be shared with others outside this workshop, individual names or departments may not be revealed.
- I have the responsibility to communicate respectfully and to speak only for myself
- I have the right to choose my level of participation in the workshop, I understand I may be asked to take risks and go beyond my comfort zone.
- I have the responsibility to respect others level of participation in the workshop; be open and suspend judgment
- I have the right to have my opinions and beliefs heard by my associates
- I have the responsibility to listen and give full attention to my colleagues when they are contributing to the dialogue
- I have the right to evaluate new information and others opinions and choose to agree or disagree

Kent County

To be an effective and efficient steward in delivering quality services for our diverse community.

Cultural Insight Council

To act as a catalyst to foster a culture which accepts and values the individual differences of its employees and is responsive to the diverse and changing needs of our community.

DEFINITIONS

Steward

a person who administers anything as the agent of another or others

Catalyst

a person that causes activity between two or more persons or precipitates an event or change without itself being affected

Facilitation

a way to provide leadership without taking the reins

Why is this important work?

Internal focus

- Fulfillment of Kent County's mission
- Cultural understanding among employees
- Maximize the County's effectiveness
- Employees feel valued

External focus

- Better serve our diverse community
- Support and engage community partners

Diversity

A way to count number of people within an organization.

VS.

Inclusion

A way to make people feel like they count.

Based on a quote from Dr. Steve Robbins

Culture is the blueprint of an organization

- Communicates
- Unites
- Regulates
- Assigns right and wrong
- Secures
- Reinforces
- Not accidental
- Not better or worse
- Not easily changed

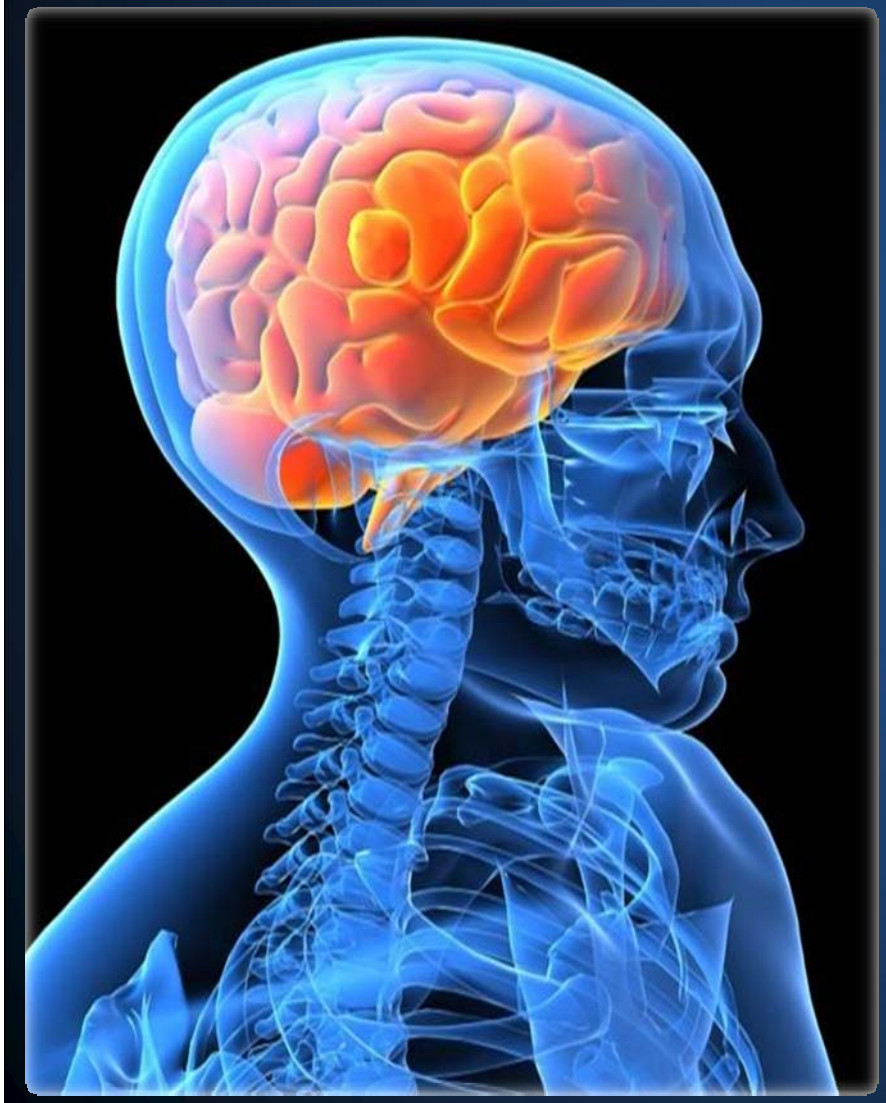
Cultural Iceberg

7 ELEVEN®

http://www.youtube.com/watch?v=Ahp6qcgoay4

AWARENESS TEST

Unintentional Blindness



Most people perceive themselves as "nice" people, believing they are tolerant and accepting of others- others who are different than themselves. Is it possible for "nice" people and organizations to be intolerant and exclusive of others when they don't want to be?

Research and experience reveal that we all have biases that we are often unaware of, or think little about. Do our biases guide our daily decision-making and behaviors? Are decisions about others often based on erroneous or incomplete information?

How can we turn "unintentional blindness" into "mindful inclusion?"

http://www.youtube.com/watch?v=mAnKvo-fPs0

Blind Spots

- Not
- Inclined
- Critcally
- Examine

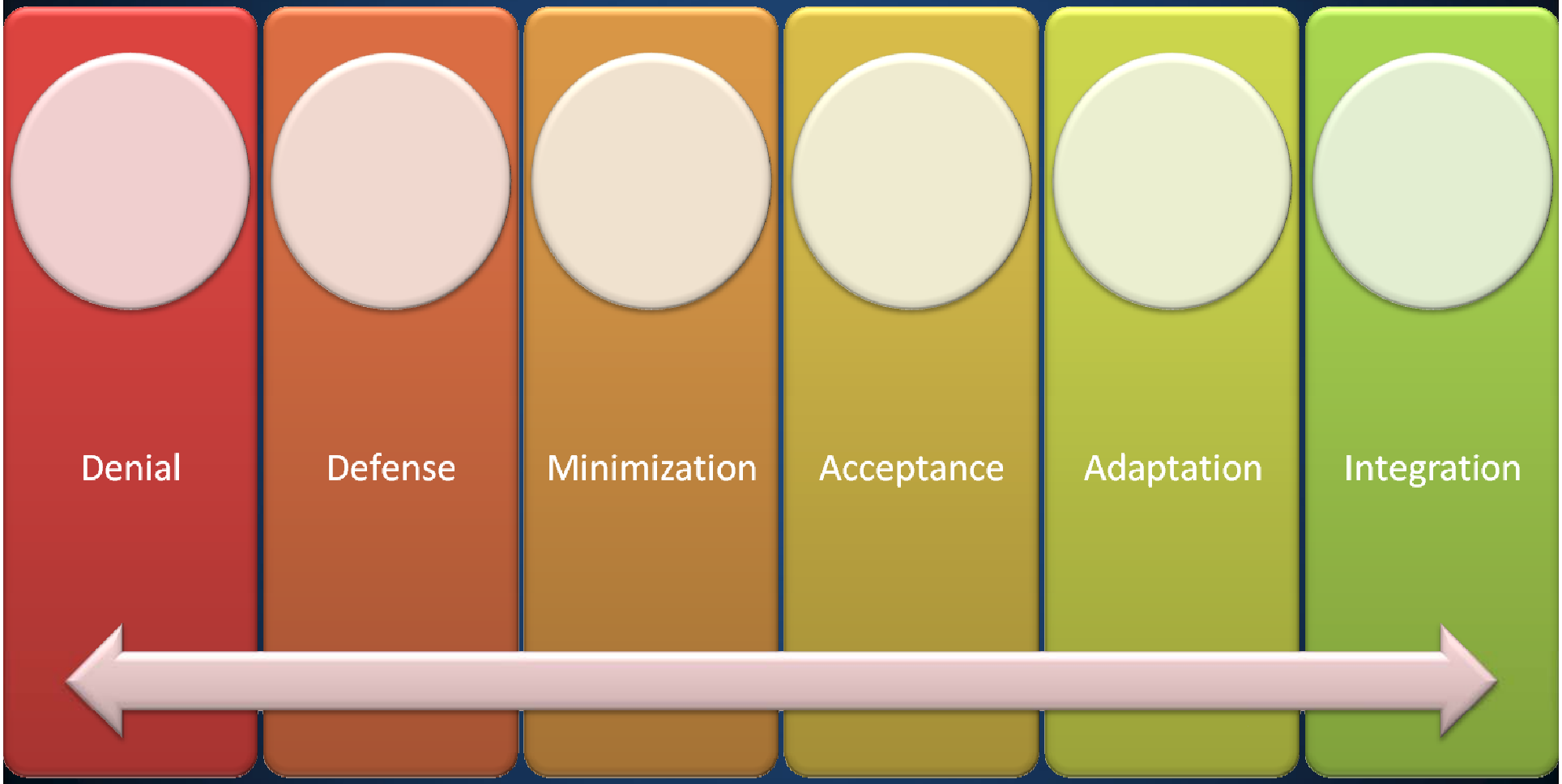
People
Family
Neighbors
Community
Workplace

http://www.youtube.com/watch?v=t_Y3ueji6NY&feature=related

DON’T JUDGE TOO QUICKLY

WHAT IS AN INCLUSIVE LEADER?

Bennett's Model of Cultural Competence



Bennett's Model of Cultural Competence

Denial

- Individuals deny the existence of cultural differences. They will put cognitive barriers that do not allow them to entertain the possibility that true differences exist.
- Example: "Why do African Americans have to speak so loudly when they come in for service? They are so aggressive."

Bennett's Model of Cultural Competence

Defense

- Individuals no longer deny that cultural differences exist. However, individuals will feel some type and some level of threat (because of these differences) that compels them to construct attitudinal and/or behavioral defenses against others who might represent these differences.
- Example Statement: "I know that immigrants don't fully understand American culture, but you would think that they would get a quick lesson in the basics before they come in my line for service."

Bennett's Model of Cultural Competence

Minimization

- Individuals in this stage acknowledge differences but will minimize or trivialize those differences. To this person, commonalities are much more important than differences, and thus we should emphasize commonalities.
- Example Statement: "I understand that this couple loves each other, and I personally have no problems with interracial marriage, but I know the children will have problems.

Bennett's Model of Cultural Competence

Acceptance

- Individuals not only recognize that cultural differences exist, but they also begin to value these difference. Differences are seen as just that- differences- not necessarily good or bad. This is a "cognitive" stage, not necessarily a "behavioral" stage.
- Example Statement: "I get why disabled people need more parking spaces available. They deserve it, but unfortunately it just doesn't fit into the budget this year."

Bennett's Model of Cultural Competence

Adaptation

- Individuals begin to engage in behaviors that show cultural sensitivity and embracing of differences. Here, individuals are open to and able to take on the perspective of others, showing empathy in the process.
- Example Statement: "Mr. Rodriguez, would you explain to us why it is important for you to take off this particular date for your faith? We want to make sure that you are able to participate in this event."

Bennett's Model of Cultural Competence

Integration

- Individuals have come to truly value differences as a source of richness. And in doing so, take on behaviors that help to "re-identify" themselves within the context of multiple cultures. Individuals accept and embrace a world in which many realities exist, and conceptualize themselves as truly multicultural person.
- Example Statement: "Our single parents who work at the company have expressed a desire for flexible work time in order to bring children to daycare. Our HR department is currently working out a plan, and is even considering future plans for an on-sight daycare facility."

Gender Teaming

A group of all white female employees typically work together on projects, go to lunch together and even socialize after work occasionally, while never including their white male co-worker. What type of feelings might the white male employee be experiencing?

Some may say that it okay for the white females to go to lunch and socialize as they see fit, but how does this advance building a more inclusive work environment/atmosphere?

Business As Usual

Your department is establishing a new exploratory work team to deliver a new program/service to Kent County citizens. When the work team is put together, it appears that the usual suspects are at the table once again (could possibly be all management, all persons of one race or all individuals of the same sex).

Please discuss the pros and cons of this business model approach? Are we engaging multiple levels of the organization? What about the various cultures within the workplace and the community?

Principles of Communication

1. Practice the "Platinum Rule"

Treat others the way they need to be treated as well as the golden rule.

2. Validation

It is important to validate others' experiences.

3. Be "More Curious and Less Certain"

Understand that we sometimes don't know what we don't know.

4. Transparency regarding misinformation and/or lack of information

Admit when you have "unintentionally" said something that offended another.

5. Desired Outcome

Before you respond in any encounter determine your desired outcome and then choose the most appropriate response

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Thank you for your participation.