

Navigating the Challenges of Cultural Change

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Agenda

Guidelines and Shared Understanding

Navigating the Dissonance

Culture and Cultural Humility

Loose Ends and Next Steps

Learning Objectives

- Define workplace culture
- Identify Equity, Diversity, Inclusion (EDI) concepts and how they are connected to workplace cultural change
- How to navigate the dissonance between individual desire for change and organizational resistance to change
- Identify their own multicultural responsiveness utilizing the concept of cultural humility

Let's Begin

- What makes these difficult conversations?
- What can we do to keep these conversations respectful and safe (enough)?
- Compassion and Courage
- Curiosity and Condemnation
- Dialogue vs Debate

Courageous Conversations



“Don’t call others out, call them in”



Support honesty and courage



Recognize differences In
backgrounds, experiences, and
readiness to have this conversation

We are here to GROW together

- **G – Gain understanding**
 - Clarify your understanding with questions
 - Take responsibility for your own learning
- **R – Respect**
 - Respect that there are different viewpoints and that everyone has something important to contribute
 - Privacy; what is said here stays here, what's learned here leaves here
- **O – Openness**
 - Be open to exploring new ideas
 - “I will not harm you and you will not harm me”
- **W – Watch your non-verbal communication**
 - Use your active listening skills
 - Take care of yourself
- **S – Speak from your own experience**
 - Use “I” and “me” statements, instead of “they”, “we”, and “you”

Where are you in relationship to the water?

- On the sand?
- Toes wet?
- Swimming around?
- Over your head?

*“An empty lantern
provides no light.
Self-care is the fuel
that allows your
light to shine
brightly.”*

How do you plan on taking care of yourself?

Why this conversation?

- Learning about Equity, Diversity, Inclusion (EDI) is about learning about understanding.
- Equity, Diversity, Inclusion (EDI) education is important for everyone.
- Education starts with knowing yourself first...before knowing the “other.”
- Education and understanding is restorative, can teach compassion and empathy.

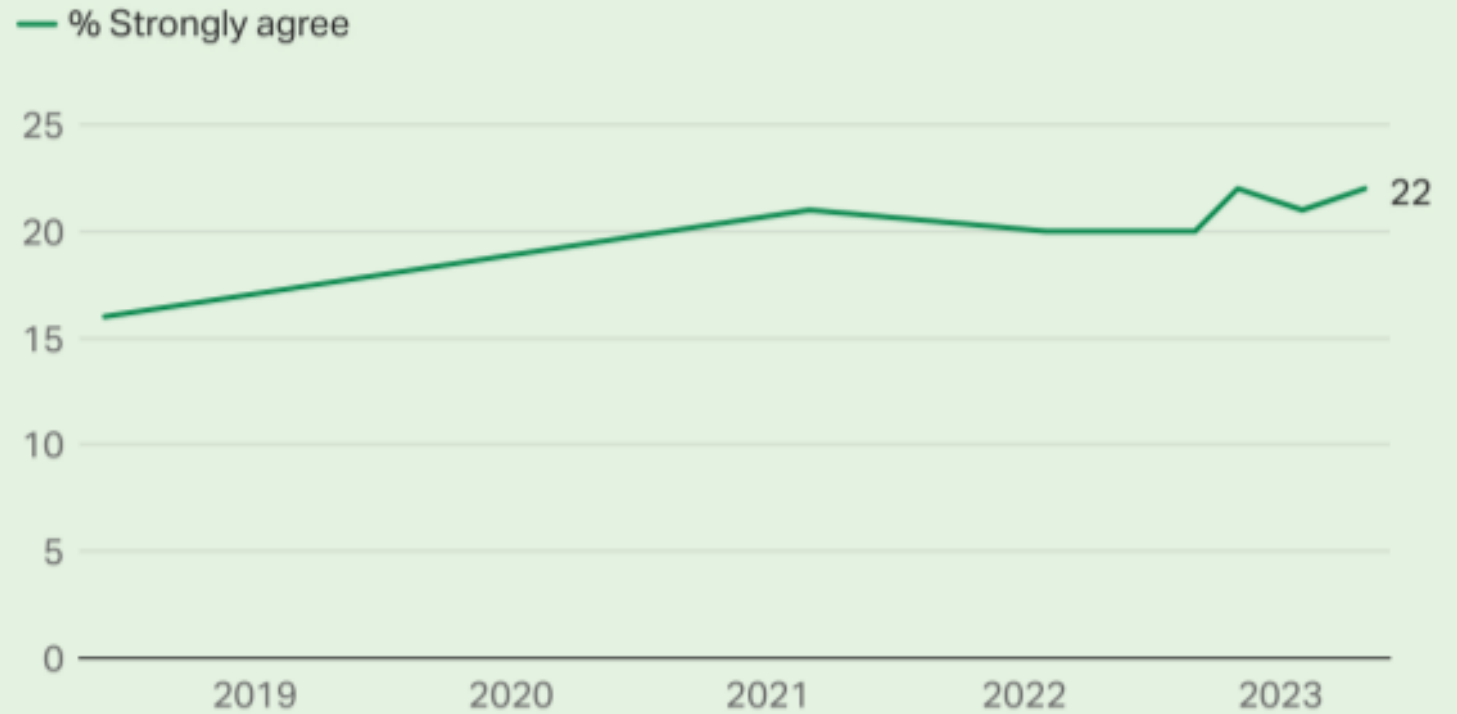
In organizations, keep our eyes on...

- Where does power reside?
- Who has the power in the situation?
- Does the culture produce unproductive conflict...or
- Problem resolutions?

Organizational Life and Connections

2 in 10 U.S. Employees Feel Connected to Their Company's Culture

I feel connected to my organization's culture.



Note: Item wording for 2018 was "I continue to feel connected to the organization."

What is Diversity?

The basic definition of diversity is the differences between individuals, based on any attribute, that may lead to the perception that another person is different from the self

Includes diversity of thought, gender, race, ethnicity, sexual orientation, neurodiversity, cultural diversity, religious diversity, age/generational diversity, socioeconomic diversity, differing abilities

In or out? Accepted or ostracized?

What is Diversity?

- **Diversity** is the workforce composition that all stakeholders, especially underserved and marginalized populations, trust to be representative and accountable
- **Diversity is achieved** through actions that explicitly counter present-day historical inequities and meet the unique needs of all populations (Zheng, 2022, p. 45)
- Diversity of gender, race, ethnicity, sexual orientation, neurodiversity, cultural diversity, religious diversity, age/generational diversity, socioeconomic diversity, differing abilities, etc.

What is Equity?

- Includes salary/pay, promotion, hierarchy, job assignments

What is Inclusion?

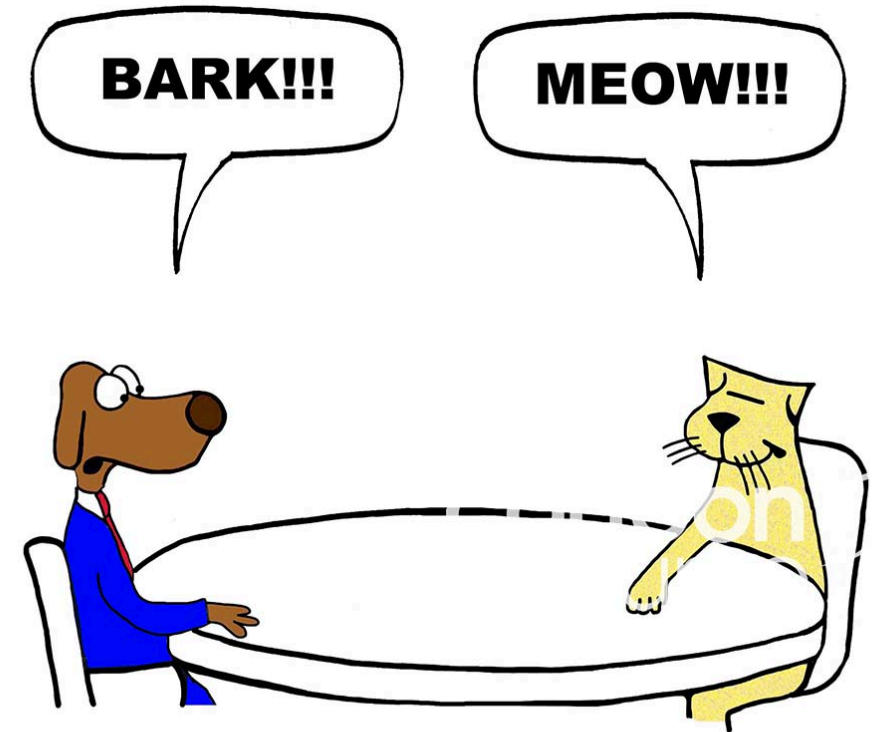
- Inclusion means everyone has a seat and a voice at the table, no one is left out

Includes board reflecting diversity of clients and staff, department staffing, leadership

- Homogeneity and Heterogeneity

- These are ideals that we might strive for as individuals, as leaders, and as organizations
- The change process can be messy
- Different people are often in different places along the way
- How do we navigate the dissonance between our ideals and our realities?

Dissonance



They had a tendency to talk past one another.

Navigating the Dissonance

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How do different people feel about DEI initiatives?

In your organization (or others you've worked in before):

How do the powers-that-be feel about the initiative?

How do some of the change agents feel?

How do some of the rank- and-file feel?

How do some of the service participants feel?

How do you feel?

What happens if things just stay the same?

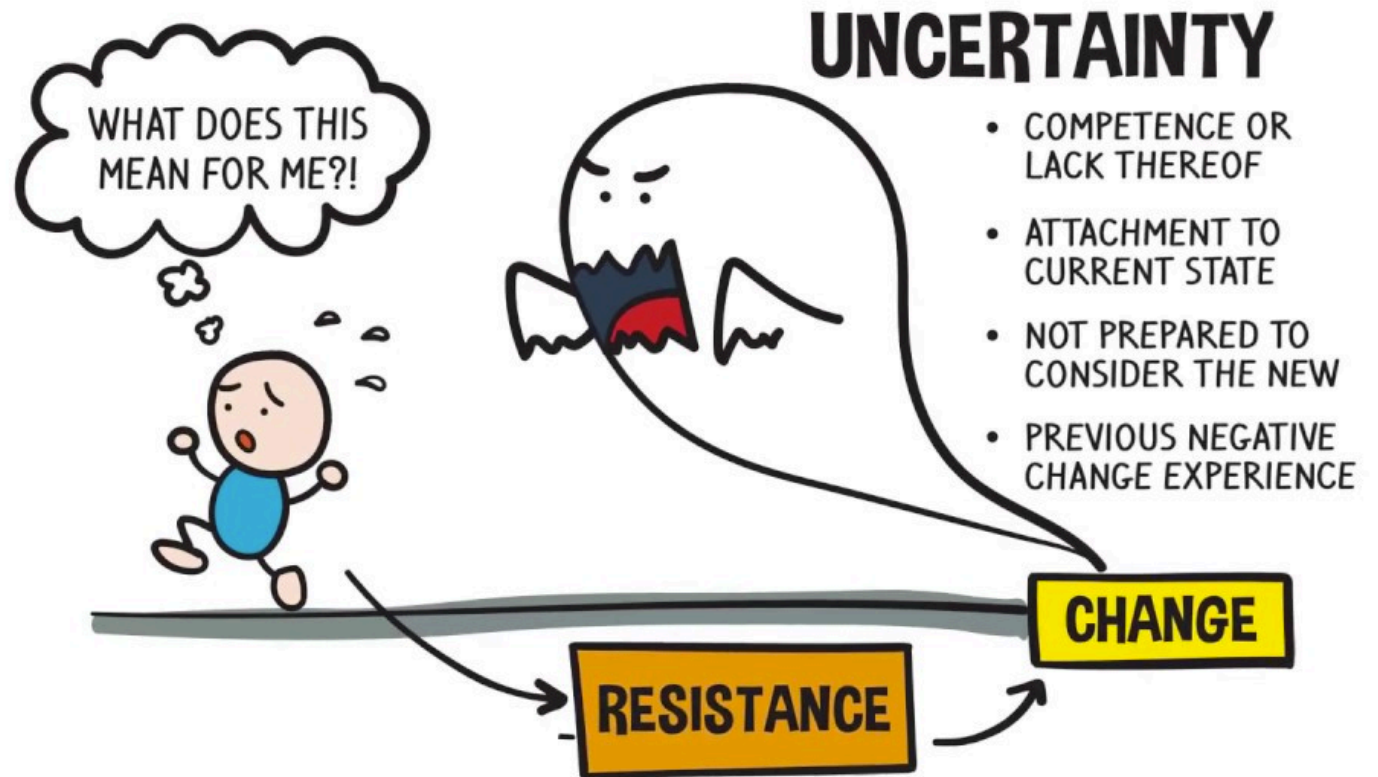
- What are some of the inequities?
- How is the status quo affecting some staff? Some clients?
- What don't you know about how it's affecting people that you probably should know?

► Why do we resist change?

- Do we really like change, or just novelty?
- Will I still be considered competent? Worthy?
- If others are empowered, will I still have power?

How do organizations tend to treat people who seem to be resisting this important change process?

- Do we just pretend we don't notice (or withhold support and hope they quit)?
- Do we use logic?
- Do we try to train it out of them?
- Do we shame them and call them names?



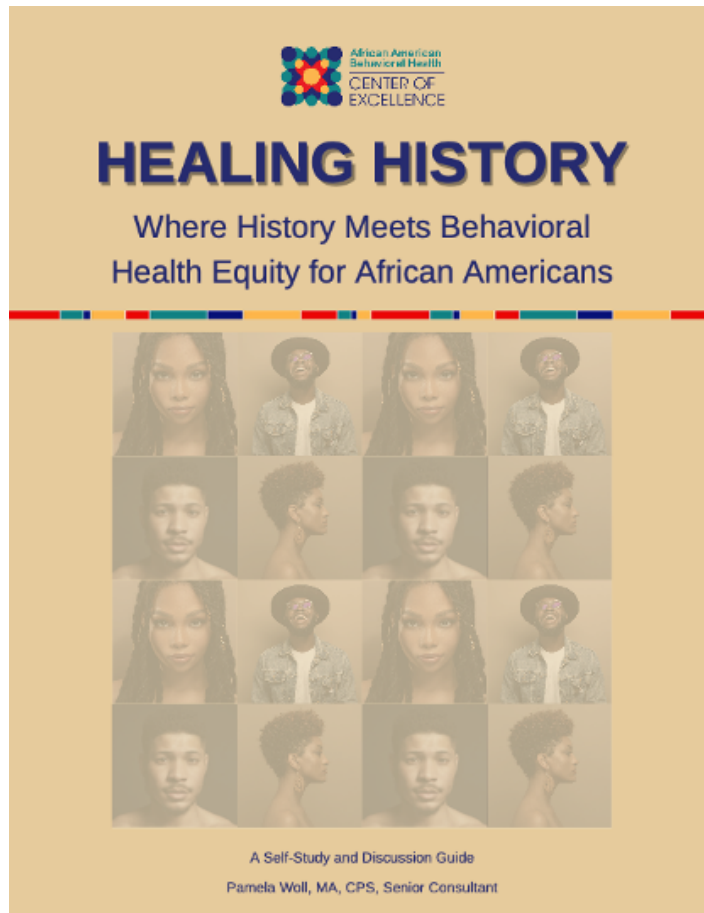
The courage to be curious and to listen

- Have you always felt this way about this subject?
- How has your own culture suffered in this society?
- What are some of the important strengths and values of your culture?
- Who were some of your role models when you were young?

- What is organizational transformation?
 - How do you conduct an improvisational orchestra?
 - What do you stand to gain from DEI?
 - What are you prepared to lose?
 - How do you balance it all?

This SHOULD be hard!!!

All the way to history!



The Healing History Learning Community:

- Six months, six sessions
- Kickoff session April 4, 2024
- Discussion sessions, participant-driven goals and activities
- Facilitated by Mark Sanders and Pam Woll

Culture and Cultural Humility

“It is not our differences that divide us. It is our inability to recognize, accept, and celebrate those differences.”

~Audre Lorde

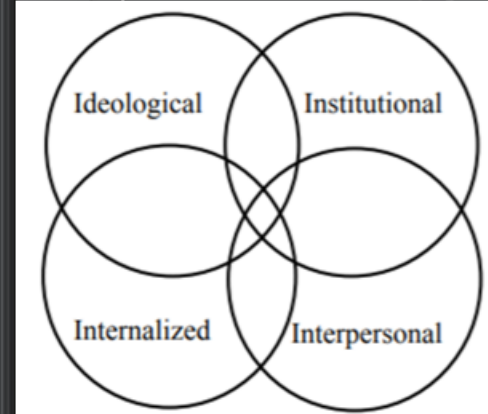
Oppression = Power + Prejudice

- “The core idea that one group is somehow better than another, and in some measure has the right to control the other group.”

Privilege

"Just as privilege tends to open doors of opportunity, oppression tends to hold them shut."

Oppression



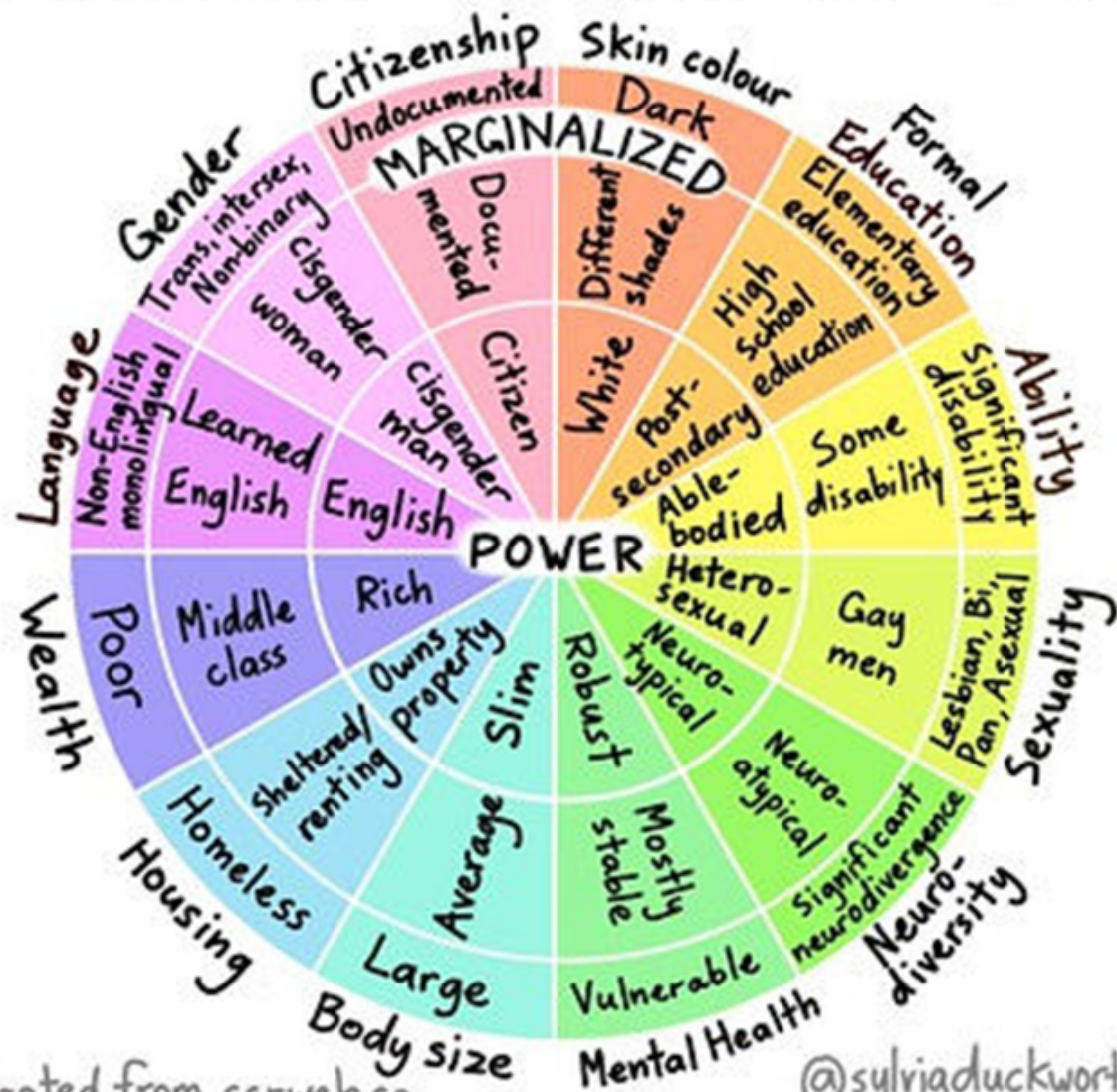
(https://www.grcc.edu/sites/default/files/docs/diversity/the_four_is_of_oppression.pdf)



What is Allyship?

- A strategy to achieve any DEI outcome whereby people possessing socially advantaged identities use those advantaged identities to create change

WHEEL OF POWER/PRIVILEGE



5 Tips for Being A Good Ally

1. Understand your privilege
2. Listen and do your homework
3. Speak up, not over
4. You'll make mistakes, but apologize when you do
5. Ally is a verb

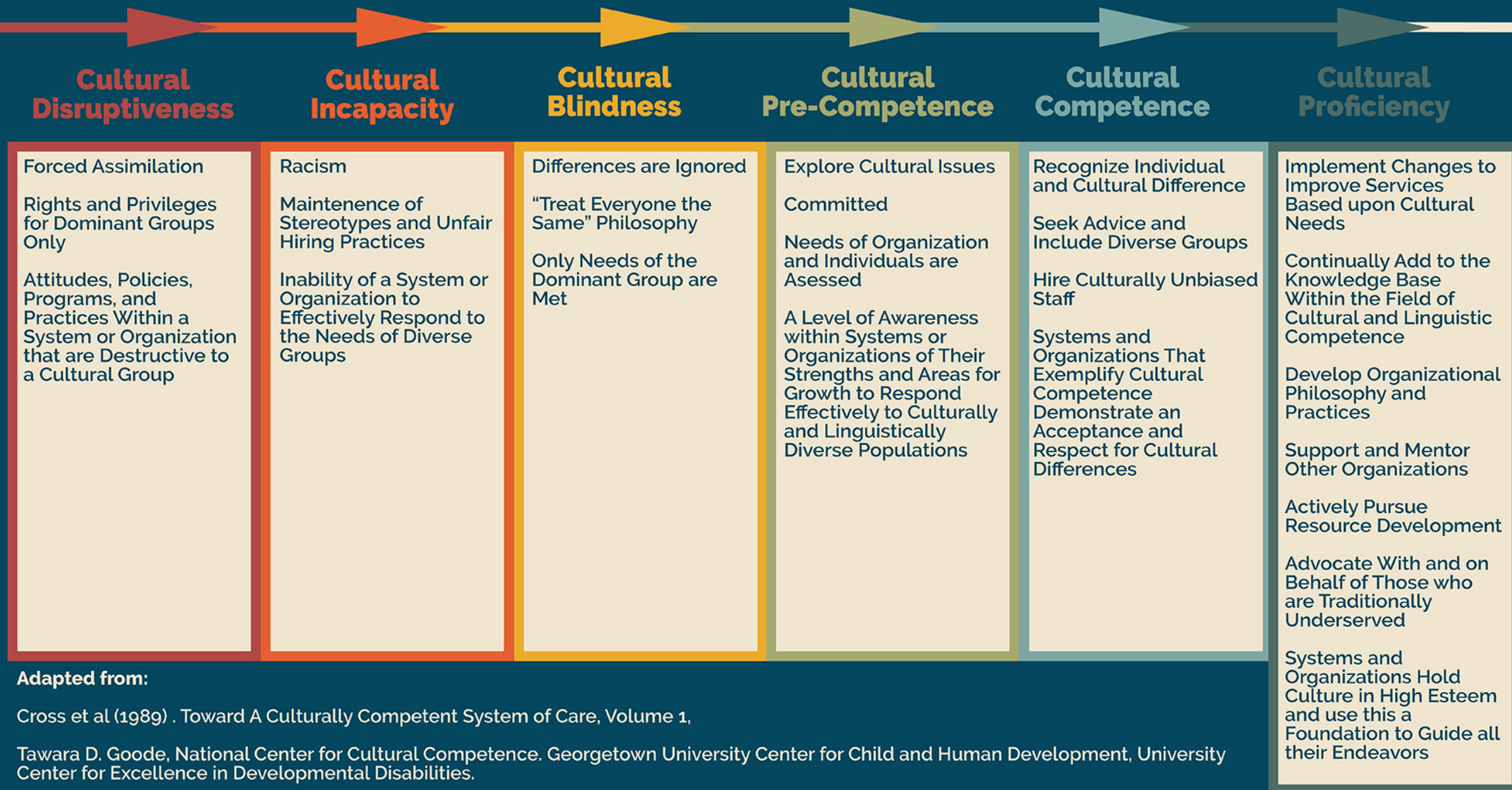
Also, do not frame other people's experience for them
Speak from your own experience

Adapted from ccrweb.ca

@sylvriaduckworth

Cultural Competence vs Cultural Humility

Continuum of Cultural Competency



Becoming **culturally competent** and practicing **cultural humility** are ongoing processes that change in response to new situations, experiences and relationships. Cultural competence is a necessary foundation for cultural humility.

CULTURAL HUMILITY

GAINING CULTURAL KNOWLEDGE

What are other cultures like, and what strengths do they have?

DEVELOPING CULTURAL SELF-AWARENESS

What is my culture, and how does it influence the ways I view and interact with others?

HOLDING SYSTEMS ACCOUNTABLE

How can I work on an institutional level to ensure that the systems I'm part of move toward greater inclusion and equity?

UNDERSTANDING AND REDRESSING POWER IMBALANCES

How can I use my understanding of my own and others' cultures to identify and work to disrupt inequitable systems?

CULTURAL COMPETENCE



Components of Cultural Humility

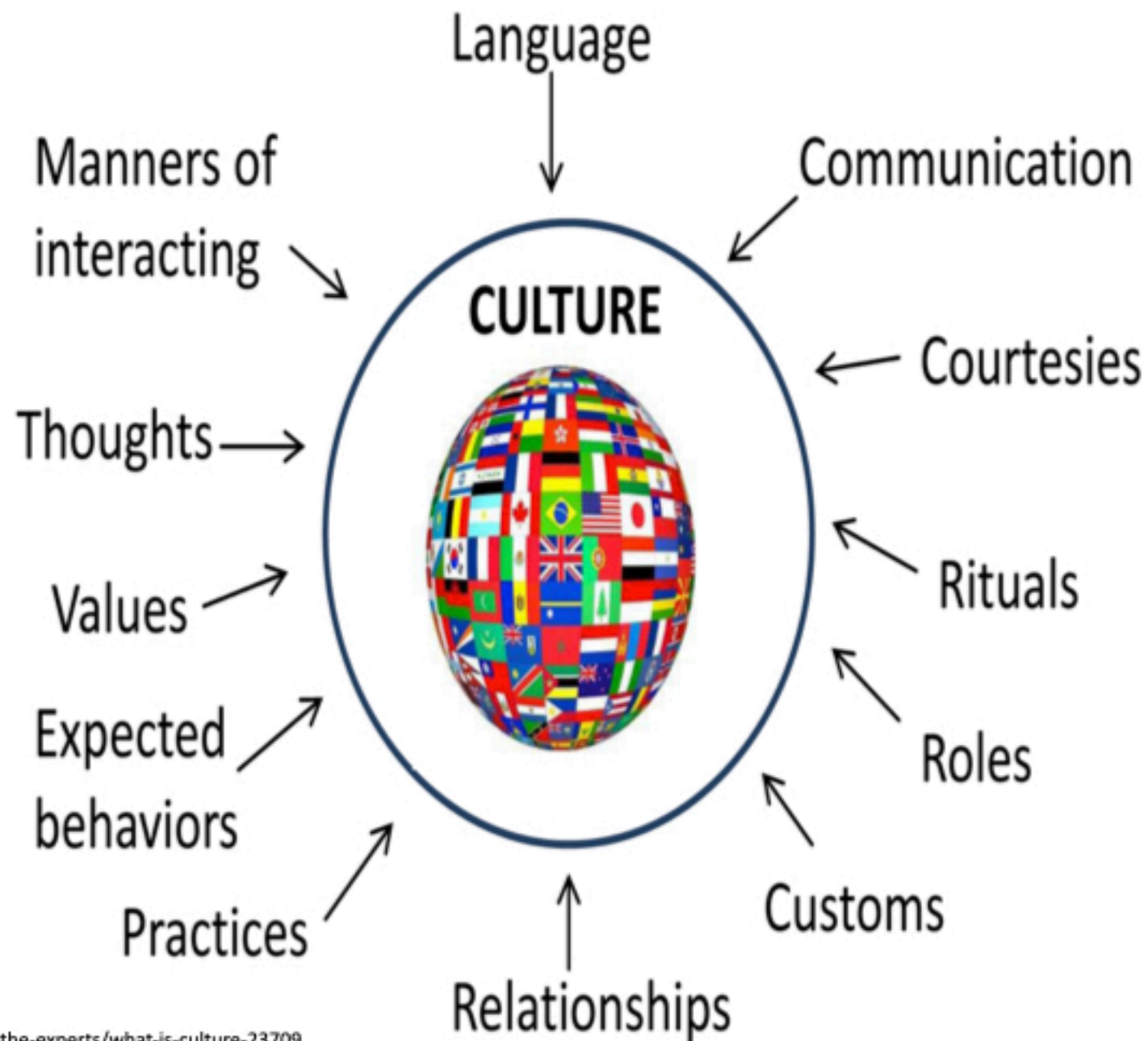
Lifelong Reflective Practice

Examine and Mitigate Power
Imbalances

Institutional Accountability



What is Culture?



Language	
Geography: Rural, Suburban, Urban	
Race	
Ethnicity	
Economic Status	
Age	
Gender	
Sexual Orientation	
Religion	
Nationality/Country of Origin	
Employment/Occupation	
Ability	
Education (GED, HSD, Bachelors, Masters, etc.)	
Political Ideology	

Lifelong Reflective Practice

Learning the Truth

Exercise

Directions:

- Pair up with someone you don't know and who is different from you
- One of you will listen and one of you will speak for five minutes, and then you will switch
- The listener will ask: "What is it like for you as a (racial group and gender) here as a leader? How do you feel supported or unsupported to be successful?"

(Wah, 2004, p.136)

WHEEL OF POWER/PRIVILEGE



Adapted from ccrweb.ca

@sylvriaduckworth

Examine and Mitigate Power Imbalances

Power Distance



Power is the authority and/or the ability to influence or control people and events



Power Distance is the degree to which power differences between the least and most powerful are desired, normalized, and accepted



How comfortable do people with least power in the environment feel sharing potentially critical feedback?

Power

Formal	Reward	Coercive	Expert	Informational	Referent
The right to request behavior from another	The ability to promise compensation to influence behavior	The ability to threaten punishment to influence behavior	The ability to influence behavior by possessing greater expertise or ability	The ability to influence behavior by possessing greater information	The ability to build rapport and influence behavior through charisma

What is Belonging?



Belonging requires mutual power, access, and opportunity among all groups and individuals within a group/organization



Belonging is the feeling of security and support when there is a sense of acceptance, inclusion, and identity

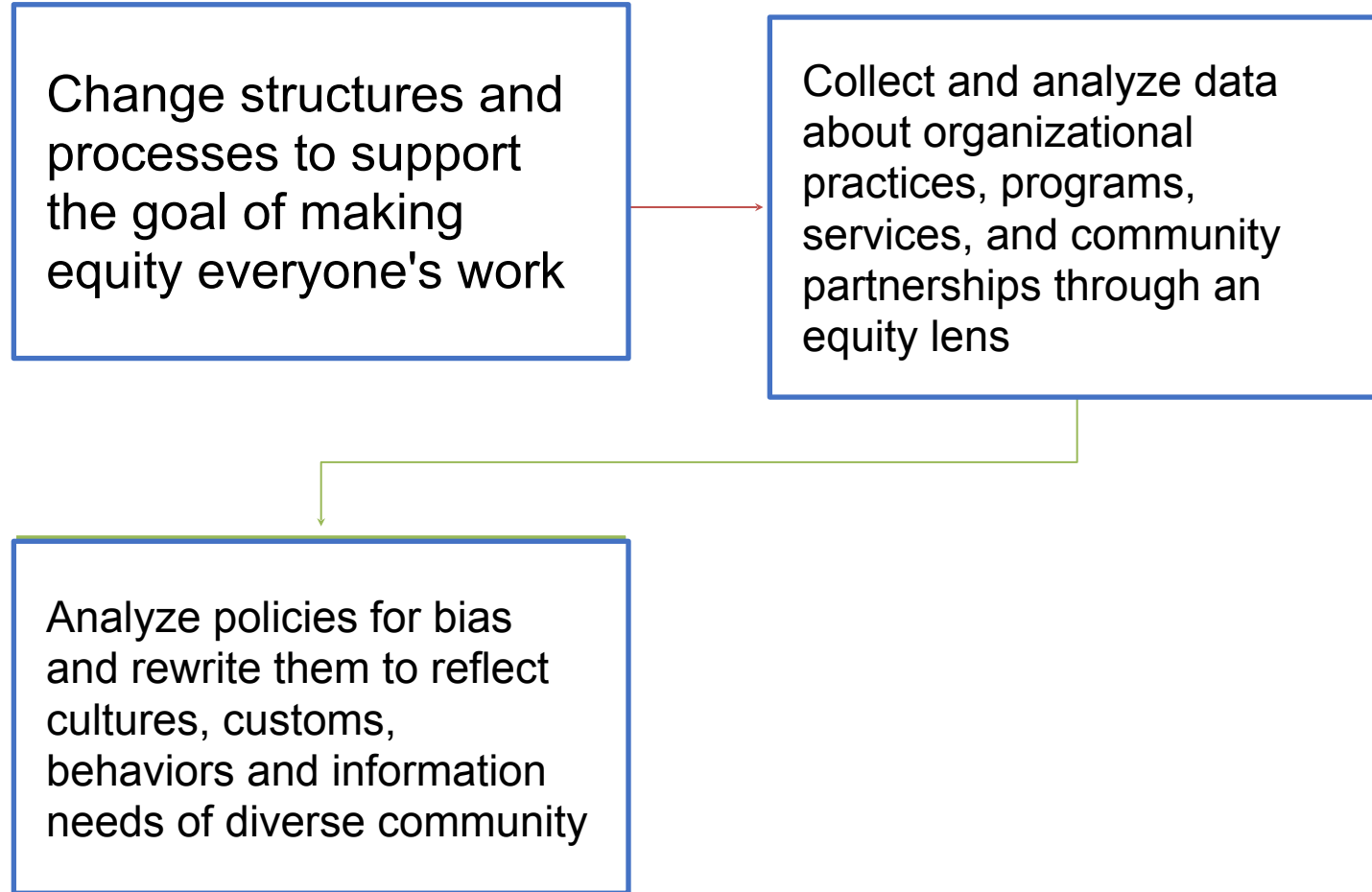


Belonging is not merely a transactional solution (filling seats at a table)



Belonging is transformational - It's building the table together—or maybe deciding we need something different altogether (Powell, 2019)

Institutional Accountability



Survey says...

Assess Trust: “I believe that when this organization commits to a (DEI) goal, that it fully intends to follow through and achieve it”

Assess Cynicism: “I believe that change can never happen and that (DEI) outcomes will never be achieved”

Collect personnel data on daily communications, work relationships, productivity, hiring, firing, feedback, promotion, and pay

Use anonymous self-report survey data to assess...

- Employee engagement, wellbeing, inclusion, belonging, fairness, access to opportunities, etc. (Strongly Agree to Strongly Disagree)
- Demographic data on race, ethnicity, gender, class, age, etc.
- Organizational data on tenure, department, level, etc.

(Zheng 2022)

Identify Leadership Challenges

We need to know how staff are feeling and if/how things have gone wrong






We need to know what all staff think about senior leadership's DEI comprehension, management of company culture, and empowerment of early-career employees

We need to know examples (if any) of when leaders respond poorly to conflict, struggle to maintain good boundaries with employees, and poorly communicated corporate stances on important issues

We need to know if employees distrust their leaders and then identify ways to earn back trust

Cultural Humility Tools

LEARN Tool

-  Listen to each person from their cultural perspective.
-  Explain the overall purpose of the interview and intake process.
-  Acknowledge the individual's concerns and discuss the probable differences between you and them.
-  Recommend a course of action through collaboration with the individual.
-  Negotiate a plan that weaves the individual's cultural norms and lifeways into goals, objectives, and steps.

<https://socialwork.illinois.edu/app/uploads/2021/09/Master-Learner-Workbook-Cultural-Humility-1.pdf>

So that I might be aware of and respect your beliefs...

-
1. Would you mind sharing with me the types of traditions and celebrations that are important to you and your family?
 2. How do you define family?
 3. As we begin to think about your treatment plan are there any specific things that I need to know about you and your family's culture that needs to be acknowledged and respected?
 4. As we consider your treatment plan, is there anything that you and/or your family would like to request a service provider to do, or not do while working with you?
 5. Are there any specific types of providers that you prefer or would rather not work with?
 6. With the goals we've discussed today, do you feel that they are focused on what is important to you and your values? Are there any concerns with following this plan?
 7. Who do you feel will be able to support you in reaching these goals?
 8. As we plan for counseling does anyone who will attend, have any type of need for a translator, interpreter or any other type of communication need?
 9. What is the best way to provide you with information? Is there anyone else who you would like to share information about your care with?
 10. How do you feel about engaging in services to help you reach your goals?

<https://socialwork.illinois.edu/app/uploads/2021/09/Master-Learner-Workbook-Cultural-Humility-1.pdf>

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