



Building Cultural Intelligence:

Being effective in culturally diverse settings

Town Hall Meeting
UNC Pediatric Diversity and Inclusion Committee
Zachary J Pettigrew, MD
August 5, 2021

Special thanks to our small group leaders

Stu Gold

Christian Lawrence

Denita Moore

Robin Howard

Jen McElroy

No disclosures



SCHOOL OF
MEDICINE

Outline

- Defining cultural intelligence (CQ) and its importance
- Examining cases through a CQ lens
- Ways to increase your cultural intelligence





Cultural intelligence
=
the ability relate and
work effectively
across cultures

Shared Experience

Age

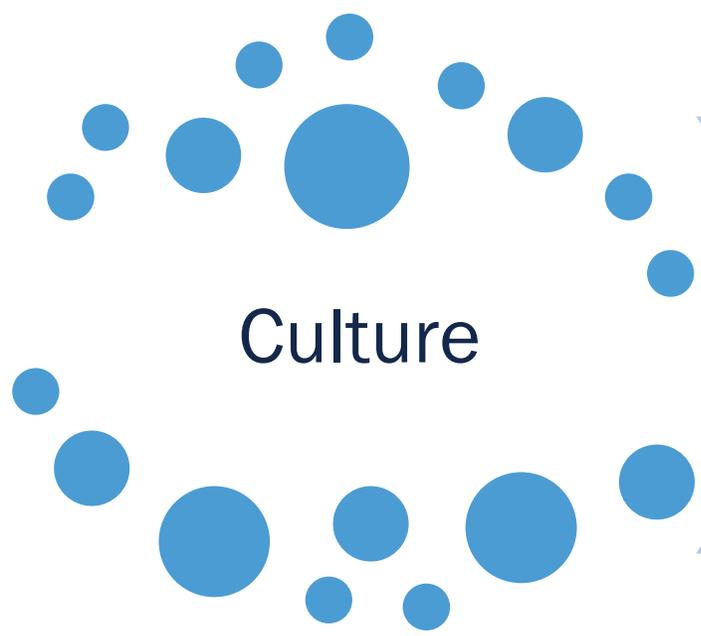
Livelihood

Gender

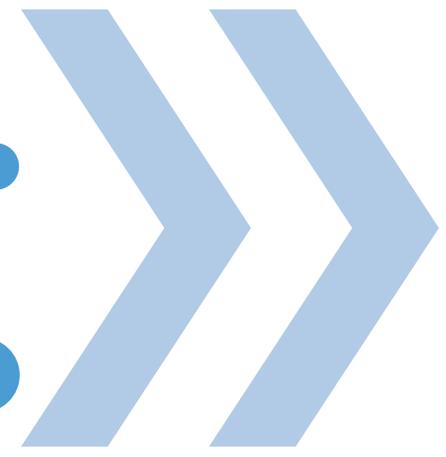
Ethnicity

Nationality

Sexual Identity

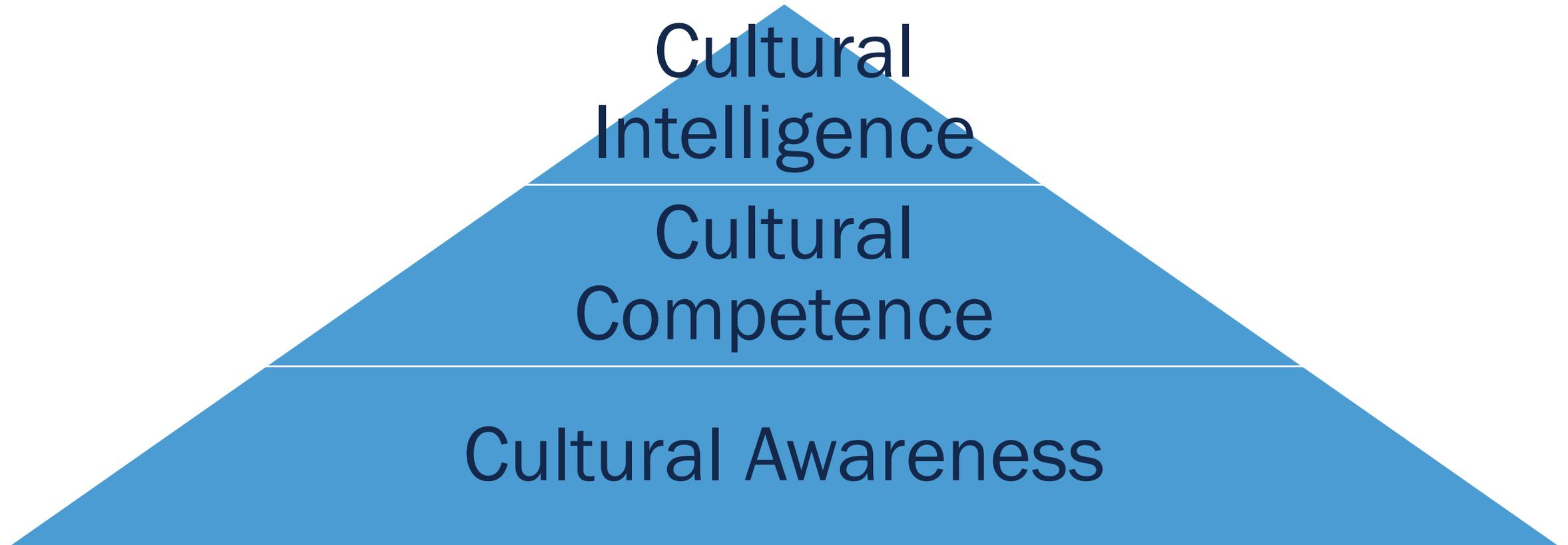


Culture



Cultural Intelligence

Pathway to cultural intelligence (CQ)



During interpersonal interactions...

Cultural awareness

- Being sensitive to the fact that there are similarities and differences among cultures represented in a group

What are similarities and differences btwn our cultures?

Cultural competence

- Understanding that an individual's view is shaped by 1] their complex cultural background (cultural awareness) and 2] personal experience
- Being aware of one's own cultural assumptions

Why is the other person saying or doing what they're doing?

Cultural intelligence

- Demonstrating the ability to adapt to a different cultural context and function in 1] different cultural settings or 2] with those of a different culture in one's own setting

What steps can I take to improve my interaction with this person?

Why is cultural intelligence important?



- To provide equitable care
- To provide compassionate care and empathy
- To improve patient safety
- To decrease costs
- To improve teamwork and group dynamics

Our patient population and our workforce represent a diverse array of people. Increasing your cultural intelligence will improve your ability to effectively communicate and operate within the Department and healthcare system overall. It will help make UNC a more inclusive environment.



UNC

SCHOOL OF
MEDICINE

What makes up my CQ?

Four capabilities for cultural intelligence



CQ Drive (Motivation)

Each individual's motivation to increase their own CQ and/or to learn about new cultures



CQ Knowledge (Cognition)

Actual knowledge about culture(s) and how it shapes interactions, thoughts, and behaviors



CQ Strategy (Metacognition)

The ability to strategize before, during, or after crossing cultures. *Planning, Awareness, Checking.*



CQ Action (Behavior)

The ability to act appropriately in a range of intercultural situations and effectively accomplish goals. *Speech, Verbal Actions, Nonverbal Behaviors.*

Cases

Faith and Health

Getting Along with Coworkers

Sex Roles

Building a Multicultural Team



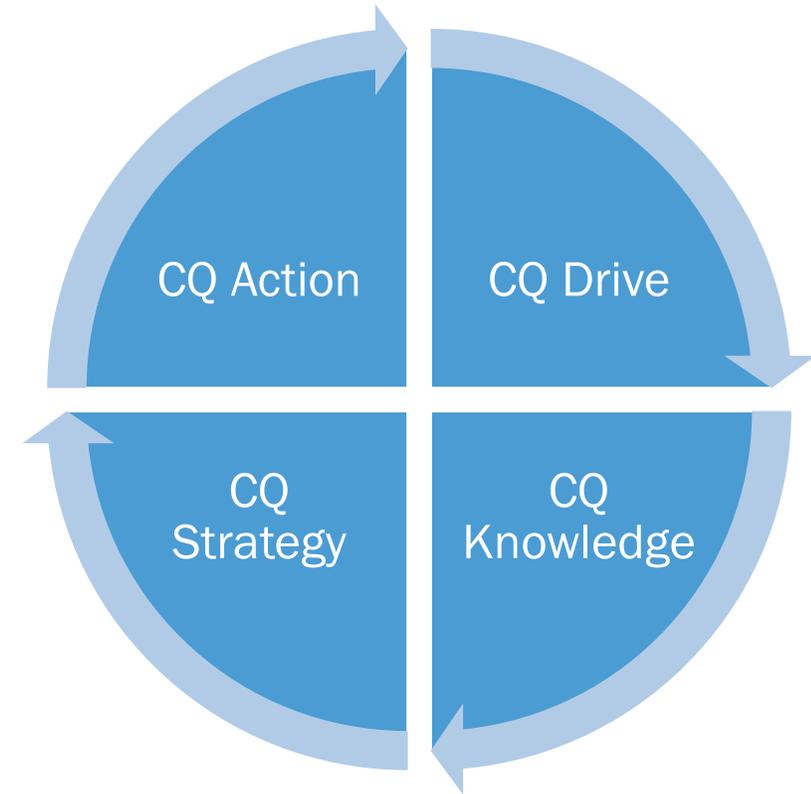
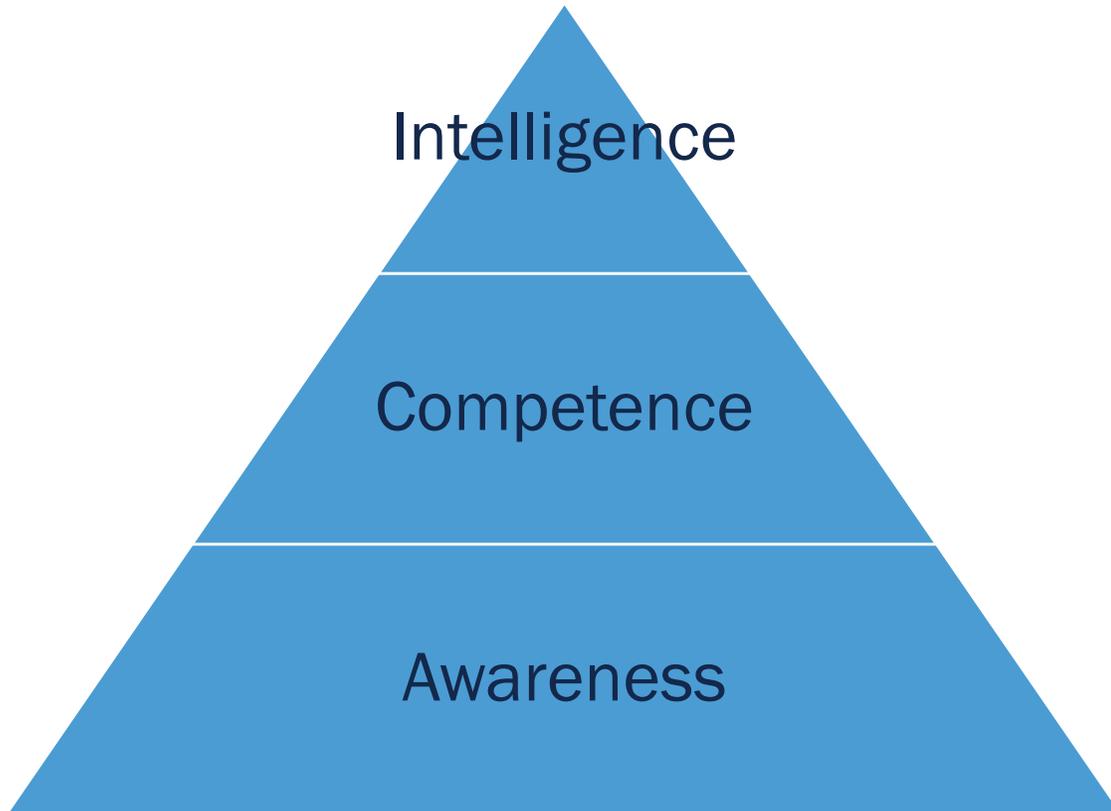
SCHOOL OF
MEDICINE

Rules of Engagement

- This meant to be a safe space to dialogue about topics that may be uncomfortable at times.
- Assume best intentions and aim to respond rather than react. Remember, we are all learning so please show kindness and compassion.
- Be authentic and vulnerable to speak from your lived experiences.
- Listen and dialogue respectfully about your perspective and those of others.
- Please turn on your camera and participate as much as you are comfortable and able.
- Know that your questions and comments can enrich what you and others gain.
- Respect confidentiality – what is shared should remain in this space.
- Lessons leave but stories remain.
- Be open minded and willing to embrace new ideas and strategies.



Breakout Groups



What steps could be taken to create a more inclusive environment, either personally or on the organizational level? How could the individual(s) have adapted in the moment?

Debriefing: Breakout Groups

For your case, what could've been changed to make a more culturally inclusive environment?



SCHOOL OF
MEDICINE

For your case, what could've been changed to make a more culturally inclusive environment?

- **Case 1: Faith and Health**
 - Abdul, a devout Muslim, is recovering from surgery and is having difficulties finding accommodations for his needs
- **Case 2: Getting Along with Coworkers**
 - Josepha, a Filipina nurse, is having a hard time relating with her multicultural nursing team
- **Case 3: Sex Roles**
 - Ali is an Iranian boy needing cancer treatment, though culture-bound sex roles may be impacting his care
- **Case 4: Building a Multicultural Team**
 - Kalia manages a multicultural team that has rising interpersonal tensions among its members



How do I improve my own cultural intelligence?

1. Assess your baseline level of CQ

- Multiple options available
 - Free questionnaire from Harvard Business Review, CommonPurpose.org
 - In-depth assessments from the Cultural Intelligence Center (culturalQ.com)

2. Create a personalized plan



CQ Drive:

Get to know people in different communities and social groups

Learn a foreign language; improve your cross-cultural communication skills in general

Volunteer for projects, groups, or committees that put you in contact with teams, organizations, or groups from different cultures



CQ Knowledge:

Learn about the history of cultures

Learn about different dimensions of cultures from reputable resources

Avoid over-generalizing



CQ Strategy:

Question your assumptions about why things happen in different ways for different cultures

Keep a diary of all your cultural observations; jot down your frustrations and your successes. Your notes can help you to address immediate problems and keep you focused on improving your CQ in the long term



CQ Action:

Reflect on your body language—are you sending out mixed or clashing signals?

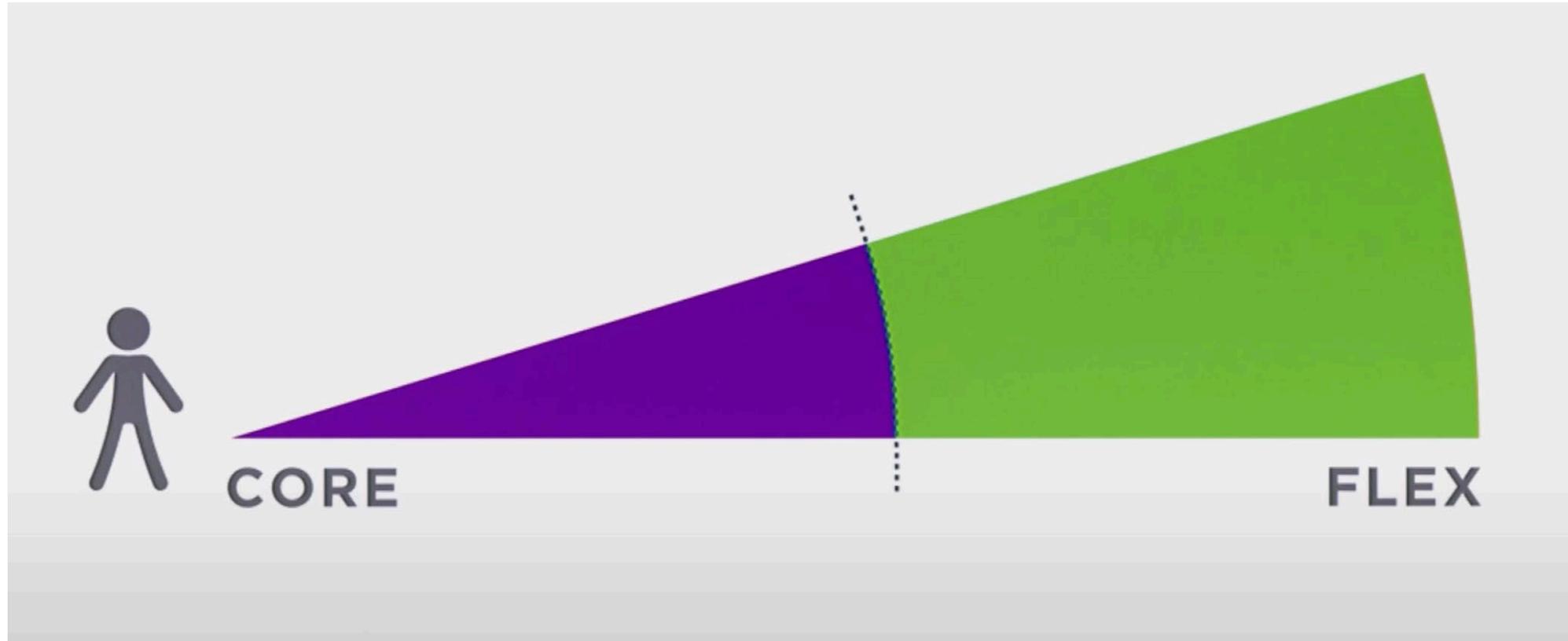
If you don't understand why someone is doing or saying something, ask respectfully, to clarify!

Don't be afraid to apologize if you think that you've done or said something wrong

3: Reassess your progress



4. Understand yourself and your own cultural values





Helpful resources

- [Wibbeke's Seven Dimensions of Culture](#)
- [Hofstede's Cultural Dimensions](#)
- [MindTool's Kiss, Bow, or Shake Hands expert interview](#)
- [The Competing Values Framework](#)
- [Handy's Four Types of Cultures](#)
- [Harvard's Implicit Associations Test](#)

Other references

- Harvard Business Review approach to CQ: <https://hbr.org/2004/10/cultural-intelligence>
- Background in CQ: <https://www.mindtools.com/pages/article/cultural-intelligence.htm>
- Cases in CQ: https://saylordotorg.github.io/text_leading-with-cultural-intelligence/s09-cultural-intelligence-in-actio.html
- Society for HR Management approach to CQ: <https://www.shrm.org/hr-today/trends-and-forecasting/special-reports-and-expert-views/Documents/Cultural-Intelligence.pdf>
- <https://hpi.georgetown.edu/cultural/>
- Article on cultural competence as it applies to healthcare: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1831630/pdf/jgi0021-1116.pdf>
- Medical article on need for cultural competence training: <https://www.diversityatlas.com.au/whats-the-difference-between-cq-cultural-competency-cultural-awareness-and-what-does-your-organization-actually-need/>
- TEDx talk on cultural intelligence: <https://www.youtube.com/watch?v=izeiRjUMau4>





UNC

SCHOOL OF
MEDICINE



UNC

SCHOOL OF
MEDICINE

Extra Slides

To be able to adapt, know thyself

