Preparing today’s students for the diverse populations of tomorrow
March 26th, 2011.

Leading in a Diverse World: Leadership through Different Lenses

How is Leadership Defined?
- Critical thinker
- Good speaker
- Global understanding
- Communication skills
- Decision making

Successful Leaders in the History
- Socrates
- Plato
- Alexander the Great
- Peter the Great
- Winston Churchill
- Nelson Mandela
- Mother Teresa
- Anwar Sadat

What is a leader’s responsibility?
- Bring solutions
  - Obama - Oil Spill
  - Bush - 911
  - Sarcozi - Strike
  - Hu jin tao - Wen Chuan Earthquake
  - Prime Minister Taksin - Tsunami

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Definition of Culture

Culture refers to behaviors that are shared by a group of individuals.

Culture is a way of life for a group of individuals who share the same values and beliefs.

Culture can be both implicit and explicit.
- **Explicit culture** is defined as what can be seen, bought, or used.
- **Implicit culture** is not easy to observe because it is invisible.

People all around the world have developed customary tasks, activities and tools that enable them to utilize the available resources.

Culture is the human form of adaptation to the environment.

Cultural diversity is the result of differences in coping with environmental challenges.

People in all societies face patterns of changes.

People who face similar challenges may have many different cultural solutions to the types of problems.

People live in a world of symbols.

Symbol: any object or action to which meaning is attached.

Members in a society shared those symbols which may have profound impact on behavior.

Symbols that are important to one group may not be meaningful and obvious for other groups.

Constantly changing through inventions, contacts, improvement and borrowing from other societies.

All of these processes have influenced the development of languages and social habits—Vietnam, India, Hong Kong.....

How do you define culture?

- Ethnicity
- Nationality
- Religion
- Language
- Gender
- Work place
- Leisure
- Political
- Age
- Geography
- SES
- Education
Cultural boundaries?
- Do they really exist?
- Dynamic nature of the boundaries—constantly in flux.
- They become blurred because of globalization
- How do we treat such individuals
- There are serious challenges faced by SLPs—ready to adjust new information acquired from the patients/clients

The Difference Between West and East

Collectivism VS. Individualism
Chinese is collectivist culture and the west is individualistic—we need to understand these cultural differences

The Eastern Philosophy—Confucianism
Confucianism is also vastly different from the western philosophy—The concepts of
- - Li 理
- - Yi 義
- - Tao (Dao) 道
- - De 德
are crucial for conducting oneself.

The Difference Between West and East

Individualistic VS. Collaborative

I am special. I am unique. I am me. I am an individual. I am who I am. I am a rational agent. I am responsible for my own action.

I am part of my family. I am part of my community. I am part of my country. The goodness of the whole is more important than the individual. My actions directly impact my family and my community.

Psychologist Nalini Ambady (2009) showed drawings of people in a submissive pose (head down, shoulders hunched) or a dominant one (arms crossed, face forward) to Japanese and Americans. The brain's dopamine-fueled reward circuit became most active at the sight of the stance. The Asians showed more activity in areas that process figure-ground relations—holistic context.
The Difference Between West and East

Self

Individualistic VS. Collaborative

Lifestyle

Individualistic VS. Collaborative

Independence

Develop early independence
Express yourself
Responsible for self
One's own goals take priority
Learn to depend on others
Read nonverbal cues
Be responsible for others

Interdependence

Personal goals secondary to goals of the group
Motivated by the norms of, and duties imposed by, the group
Relationships more important than tasks
Social and cognitive skills integrated

The Battle Hymn of the Tiger Mother (2010, Penguin, Amy Chua)

Ten Commandments-- Never allowed to
- attend a sleepover
- have a playdate
- be in a school play
- complain about not being in a school play
- watch TV or play computer games
- choose own extracurricular activities
- get any grade less than an A
- not be the No. 1 in every subject except for gym and drama
- play any instrument other than the piano or violin
- not play the violin or piano
(refusing to comply was never an option)

How to define family?

Individualism vs. Collectivism

Nucleus

Extended

How they view shame?

Individualism vs. Collectivism

Individual behavior
The whole family/community

How is a child taken care of?

Individualistic VS. Collaborative
How a senior life looks like?

• Individualistic VS. Collaborative

The Difference Between West and East

Individualistic VS. Collaborative

Power Distance

Low Power Distance
Persons must earn respect
Collaborative classrooms
Teachers facilitate learning
Persons direct themselves

High Power Distance
Parents teach children to obey
Children respect parents & those in authority
Teachers take initiative in class
Teachers are to transfer wisdom
Students respect teachers
Persons expect direction

The Difference Between West and East

Circular Forms of Discourse

Linear

Circular

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Problem Solving

Time Management

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Relationship

Anger Management

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Queuing

Weekend Street Scene
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Party

In the restaurant

Drink for curing stomachache

Travel

Standard of beauty

Tree Meals
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Forms of transportation

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Shower Time

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Mood and Weather

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Trendy

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Novelty

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What does one think of another?
"the difficulties of having two different cultures within myself is at the very hub of what I do.. it's about not feeling there is any comfortable place (to exist) but being able to take on different perspectives and lives. It's always having something to juggle. " Leah King-Smith - Murri mother and Anglo Australian father.

The definition
Culture competence is defined as a set of congruent behaviors, attitudes and policies that come together in a system, agency or professionals to work effectively in cross-cultural situations.

The Importance of Considering Culture
Training is not the answer!
Cultural Competence as SLPs involves personal and professional exploration

- Focusing strictly on financial statements would be fool hardy! Financial statements do not tell us the whole story... Financial statements are results.
- Putting too much emphasis on assessment results is fool hardy.

How does it develop?
It is best considered a developmental process requiring:

- **Knowledge**: information that we need to know in order to become culturally competent
- **Skills**: what we are able to do with our knowledge & how we apply it in practice
- **Attitudes**: focusing on the kind of professionals we wish to be & the values we embrace

We learn by
- interviewing and interacting with people,
- reading up on background information,
- observing various contexts
- keeping in mind the central question
- **How does this culture look at family and the importance of family?**
A Model of Developing Competence

- **Attitude**
  - George Boldt - rainy night, let this couple stay in his room.
  - He received a ticket to New York - on the corner of 5th Ave and 34th St - Waldorf Hotel - a hotel for him to manage.

- **Aptitude**
  - An inherent ability, as for learning; a talent.
  - Quickness in learning and understanding; intelligence.
  - The condition or quality of being suitable; appropriateness.

- **Acumen**
  - Quickness, accuracy, and keenness of judgment or insight.

How can we achieve cultural competence?

- General knowledge base regarding second/other language acquisition.
- Familiarity with our literature regarding "best practice" for culturally/linguistically diverse populations.
- Willingness to subject your gut perceptions and conclusions to tough scrutiny.
- We each are faced with linguistic or cultural "mismatch" given the diversity of the populations we serve.

Specific strategies to acquire cultural competence

- Words in context.
- Emotional content of words/Humor
- Pragmatics and code-switching
- Nonverbal Communication
- Form of disclosure
- Kinesics
- Proxemics
- Greetings

Anything else?

Cultural Intelligence

Definition of Cultural Intelligence (CQ)

"A person’s capability to adapt effectively to new cultural contexts" (Earley & Ang, 2003, p. 59)

"An outsider’s seemingly natural ability to interpret someone’s unfamiliar and ambiguous gestures the way that person’s compatriots would" (Earley & Mosakowski, 2004, p. 140)

Four Aspects of Cultural Intelligence

(CQ-Strategy: making sense of one’s culturally diverse experiences)

Involves employing metacognitive and cognitive processes & capabilities to acquire cultural information and to form judgments and make decisions about themselves and others.
Four Aspects of Cultural Intelligence

CQ-Knowledge: learning about the similarities and differences between cultures with regard to cultural parameters that define a specific cultural group.

Includes values & beliefs about work, health, time, family relationships, rituals, language, spiritual or religious orientation.

CQ-Motivation: an individual’s interest and energy in learning about different cultures and functioning in culturally diverse situations.

Includes confidence and openness to experiences with regard to interacting with individuals from diverse cultures.

CQ-Behavior: the capacity to develop a flexible repertoire of responses that are used appropriately in various situations.

Involves the ability to adapt or modify verbal & nonverbal behaviors to that they are appropriate to the specific set of circumstances when interacting with individuals from diverse cultures.

Developing CQ

Begins with the study of self and awareness that everyone has a multiperspective identity (MPI).

MPI is defined as “characteristics of our identity that enable each individual to view reality through specific perspectives based on ability, age, ethnicity, gender, race, religion, sexual orientation, and socioeconomic class” (Perlis, 2001, p. 11).

Cultural Competence

“Cultural Competence is a process through which one develops an understanding of self, while developing the ability to develop responsive, reciprocal, and respectful relationships with others” (Battle, 2000, p. 20).

It is standards of behavior that moves an individual or organization toward cultural proficiency.

Cultural Proficiency

“Cultural proficiency is an approach to thinking and living that empowers individuals and organizations to interact effectively with people from culturally diverse backgrounds.”

“Diversity within cultures is important” (Lindsey et al., 1999, p. 44; Lindsey et al., 2003, p.7). It is important to learn about the complexity and diversity of cultural groups rather than to see each cultural group as homogeneous or monolithic.
Great Leaders

Are not more talented than the majority of people. They simply know what they want and work with all their might to make that happen.

Don't allow events and circumstances to dictate what will happen to them. They use vision to rise above adversity, setbacks, and failure.

Questions?