Tools for Building Effective Multicultural Teams

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Objectives:

• Analyze barriers to building and maintaining effective multicultural teams
• Examine best practices in building multicultural teams
• Apply methods for promoting multicultural teams.
Who are you?
Dimensions of Diversity
Cultural Competence

Cultural Competence refers to a combination of knowledge, skills and awareness pertaining to cultural differences and different interpretations across groups.

It includes the awareness of and respect for differences, without making assumptions that everyone from a particular background holds the same beliefs and practices.
CONDUCTING A CULTURAL COMPETENCE SELF-ASSESSMENT

Communication Barriers

Everyone has his/her own cultural lens through which they frame their reality and view of the world.
Questions to Ask Yourself

1. What is my knowledge of different people and cultures?

2. What is my acceptance of different cultures/work/people?

3. Am I aware of the impact on my communication style?

   • Scale of 1-10
A Cultural competence Quiz
True or False?

1. People with a common cultural background think and act alike

2. Diversity training for staff does not have an impact on resident care

3. Some symbols such as pointing a finger are universal and can help bridge the language gap

4. Individuals may identify with more than one cultural group.
Threats and Opportunities for Developing Cultural Sensitivity
"Coming together is a beginning, keeping together is progress, working together is success.”

Henry Ford
Teams

What is your definition of a team?
“A team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they are mutually accountable.”

(Katzenbach and Smith, 1993)
Together
Everyone
Achieves
More
Benefits of Diverse Teams

- Increased creativity
- Increased brainstorming
- Increased resources
- Increased efficiency
- Increased talents and abilities
Benefits of Diverse Teams cont

• Lower turnover

• Higher job satisfaction and morale

• Improved problem solving

• Increased flexibility and ability to learn from people at all levels
Characteristics of Good Team Members

- Honest and open
- Tolerant
- Dependable
- Trustworthy
- Flexible
- Respectful
- Competent
- Will sacrifice
- Supportive
- Surrenders own ego
- Provides Feedback
Inclusiveness

Implies that the perspectives and contributions of all staff and residents are valued and that the needs and viewpoints of diverse groups are incorporated into the daily life of the senior living community.
Barriers to Inclusiveness

- Power and privilege
- Walls that divide
- Habits of Communication
Dysfunctions of a Team
Lencioni *Five Dysfunctions of a Team*
Respect is a critical factor in building trust and promoting teamwork.
How do you define respect?

• [http://www.youtube.com/watch?v=hDUBMhC6OUQ](http://www.youtube.com/watch?v=hDUBMhC6OUQ)
Respectful Communication Guidelines

• RESPONSIBILITY
• EMPATHETIC
• SENSITIVE
• PONDER
• EXAMINE
• CONFIDENTIALITY
• TRUST

Adapted from Eric Law
Assessing Respectful Communication/How often do I?

1. Take responsibility for helping new staff
2. Follow support, and reinforce polices regarding equal treatment
3. Listen and ask for clarification before making assumptions
4. Speak up when another person is behaving inappropriately
5. Get to know different people
6. Include those different from me in communication
Team Assessment

TEAMWORK
When the best and the brightest come together, the possibilities are endless.

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Team Building

1. Establish the Team's Mission
2. Develop a Supportive Climate
3. Continuously Evaluate
4. Embrace Differences
5. Celebrate Humanity
6. Build on Uniqueness
Factors Influencing Multicultural Teams

- National culture
- Corporate culture of the organization
- Nature of the industry or functional culture
- Personal attributes
- Stage of team development
Challenge for Effective Functioning Diverse Teams

- Direct vs. indirect communication
- Accents or fluency
- Differing attitudes towards hierarchy and authority
Strategies for Managing Cultural Challenges in Teams

• Adaptation

• Managerial intervention

• Structural Intervention

• Team Member Involvement
Assessing Team Function

1. What is our mission and purpose?
2. What are our skills?
3. How does each individual contribute?
4. Do we regularly self-evaluate?
5. Do we set and live by behavioral ground rules?
6. Do we hold ourselves accountable?
7. Do results come form a collective effort?
Diagnosing Team Building Needs
1. Have the group identify 3 organizational values.

2. Discuss the values and their importance.
1. Think about where you lived when growing up. How did that influence who you are now?
2. What aspect of your culture do you most appreciate and are not likely to give up?
3. What were your favorite holidays or traditions growing up?
Diversity Tips

Annually:
• Diversity week
• Celebratory events
• Diversity Game

Weekly: Practice seeking new thoughts and ideas particularly from those colleagues you might not ordinarily consult with.
How should your Chinese customer, with the name Wang Jian-Jun, be formally addressed?

A. Mr. Jun  
B. Mr. Jian-Jun  
C. Mr. Wang
Correct Answer

C. Mr. Wang. Most Chinese names are made up of a one-syllable family name which precedes the two-syllable given name. The family name should be used
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References


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Questions