Two Peas in a Pod: Cultural Competency and Diversity and Inclusion

Teresa Mastin, PhD
Director, Diversity and Inclusion
Blueprint

• Why Cultural Competency is Important

• Harvard Business Review Case Study

• Success Story
  - Program Directors’ Legacy Challenge
  - Intercultural Development Inventory (IDI)
  - Small Changes Can Lead to a Big Difference
Why Important?

Major Impact On Northwestern Medicine’s Ability To Optimally . . .

• . . . recruit and retain residents and faculty

• . . . prepare the next generation of physicians

• . . . serve the diverse Chicagoland (and beyond) patient population
Key Concepts

• Culture
  - belief system

• Cultural sensitivity
  - awareness of cultural differences

• Cultural humility
  - commitment to lifelong learning
Linkages

Diversity and Inclusion – Cultural Competency

- **Diversity** – The WHO
- **Inclusion** – The WHAT

- Intercultural competence is the link between diversity and inclusion – making a diverse environment an inclusive one
Intercultural competence development

• Intentional integration of commonalities and cultural differences
Mission Statement

• . . . . We seek to improve the health of the communities we serve by delivering a broad range of services with sensitivity to the individual needs of our patients and their families. . . . .
Mission Suggests a Responsibility . . .

• . . . to advance cultural competency, thus

• How might program directors proactively promote cultural sensitivity, humility, competence?

• How do you come to agreement on goals established to address recruitment and retention opportunities/challenges?

• How do you ensure that everyone understands and supports the established recruitment and retention goals?
How Hard Should You Push Diversity?

Harvard Business Review Case Study -- Global Bank

• **Goal:**
  - Increase female and minority representation in management

• **Strategy:**
  - Launch worldwide search to fill pipeline with top women, African-Americans, Hispanics, and other candidates of color

• **Results:**
  - Pool that’s the envy of banking industry
  - Four year later, none have moved into executive ranks
Weigh In

• **Results:**
  - Pool that’s the envy of banking industry
  - Four year later, none have moved into executive ranks

• **What went wrong?**

• **Should managing directors be evaluated based on whether they are hitting diversity goals?**

• **How would you correct the situation?**
Solution: Expert #1

Wake Forest U, dean of business, Former CEO PepsiCo

• Like any strategic imperative, a commitment to diversity can’t be the goal of one person, it must be a part of the organization’s DNA
  - to insert talent from outside a company or promote at an accelerated pace is tricky
    • very difficult for outsiders to succeed in positions that require company-specific situational experience
  - critical to get buy-in from the most senior people from inception
Solution: Expert #2
President and CEO of Toyota Financial Services

• The metric should not be how many minorities, but rather providing diverse associates with opportunities to improve their skills
  - How many minority candidates have been positioned for success?
  - well defined leadership-training program, designed to ensure that participants have unquestionably earned any future promotions
Solution: Expert #3

CEO of KPMG, a global accounting firm

• Take a long-range view and start developing candidates at the very beginning of their career.
  - simultaneously building a culture that is committed to diversity throughout the organization’s strategy, structure, and governance
  - a sponsorship culture
    • onus on leaders to pull high-potential individuals up through the organization, e.g., Key Account Rotation
D&I Takeaways

From Experts’ Thoughts

• Must become a part of organizational culture/DNA

• Senior leadership must be on board and engaged throughout the process

• Specific programs (and transparency) must be in place to ensure follow through
BIFTU MENGESHA, '11 MD, '15 GME

FSM ODI Winter 2017 Newsletter Alumni Column

• . . . when I visited Feinberg while interviewing for medical school – it just felt right in so many ways.

• . . . What I felt on that interview day rang true for me throughout medical school, as well as throughout my OBGYN residency at Northwestern.

• . . . I felt a true sense of belonging and had strong support in a career that once wasn’t as inclusive of women like myself.
Program Directors’ Legacy Challenge

• All of you have wonderful far-reaching influence—49% of Northwestern Medicine physicians had some part of their training at Northwestern.

• How can program directors work together to create, promote, and support an environment that ensures that Dr. Mengesha’s experience is the norm?
Intercultural Development Inventory (IDI)
Can Help Guide Dialogue

Intercultural Development Continuum

Monocultural Mindset
- Denial
- Polarization
- Minimization
- Acceptance
- Adaptation

Intercultural Mindset
Women’s Engagement & Advancement

Intercultural Development Inventory (IDI) vs Women’s Engagement & Advancement

- Universal, consistent and equally applied standards are key to women’s advancement
- If women adapt to the system they will succeed in the system
- It works for me, it should work for you
- Polarization
- Minimization
- Acceptance
- Adaptation

"We model behaviors and adopt policies, practices and systems that advance women"
Small changes

Tremendous Difference

Why so few diverse candidates are hired
Comments/Questions

Thank you!