


**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**
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# 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. . . . .

- **. . . 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

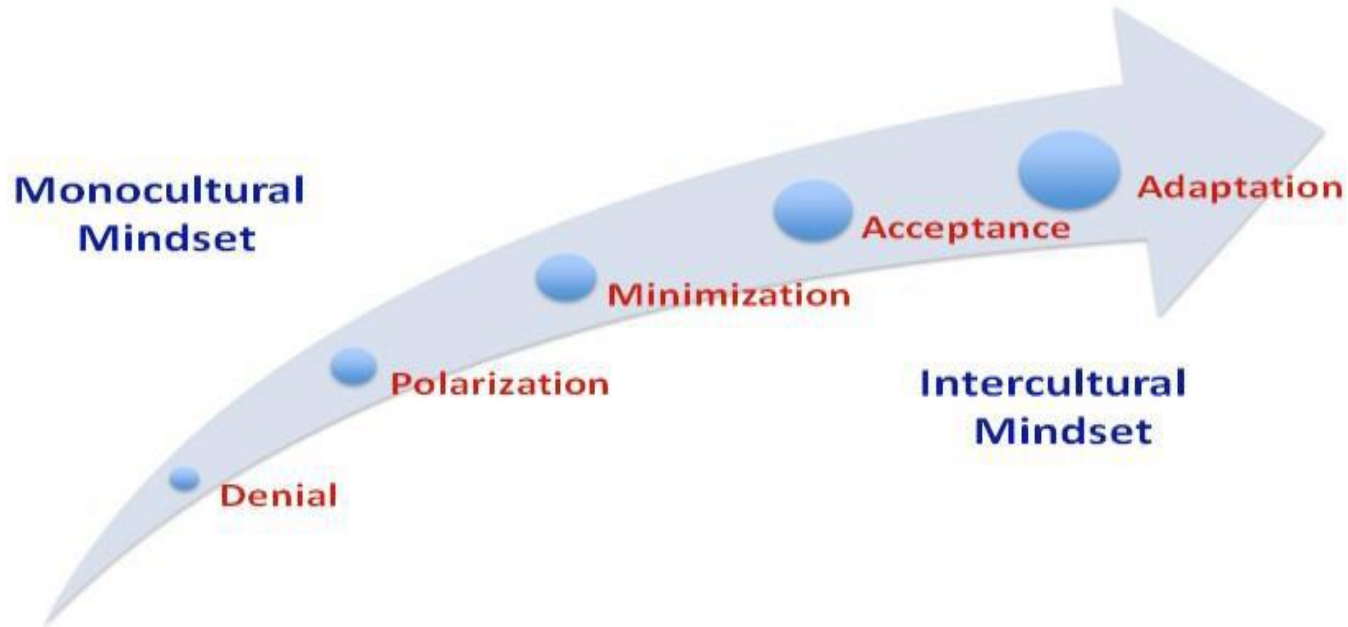
- All of you have wonderful far-reaching influence—49% of Northwestern Medicine physicians had some part of their training at Northwestern.
- **How can program directors work together to create, promote, and support an environment that ensures that Dr. Mengesha's experience is the norm?**



# Intercultural Development Inventory (IDI)

Can Help Guide Dialogue

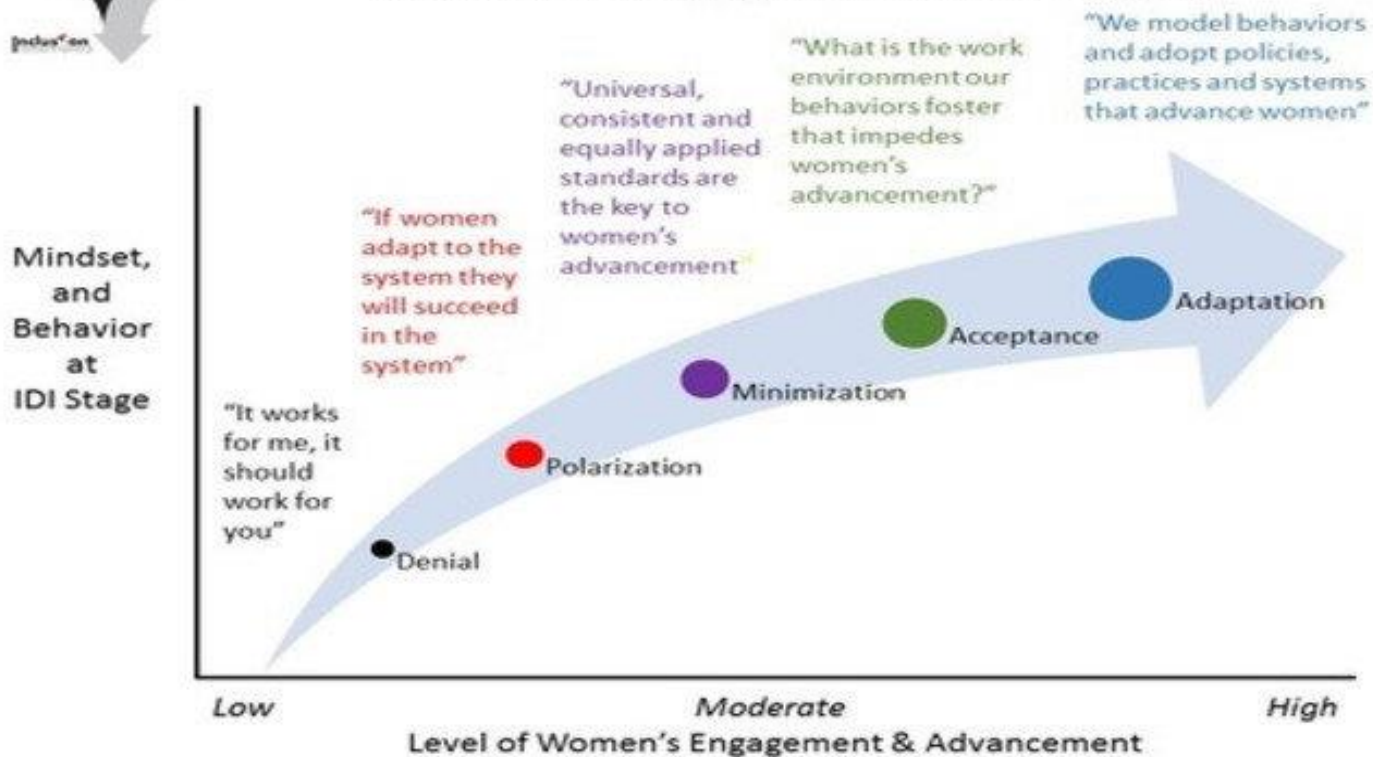
## Intercultural Development Continuum



# Women's Engagement & Advancement



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



# Small changes

Tremendous Difference

Why so few diverse candidates are hired

# Comments/Questions

**Thank you!**