

Cultural Intelligence: Honoring the Shared Human Experience Through Human-Centered Leadership

Lucy Leclerc, PhD, RN, NPD-BC

Kay Kennedy, DNP, RN, NEA-BC, CPHQ

Susan Campis, MSN, RN, NE-BC, NBC-HWC



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 <p>Dr. Lucy Leclerc Chief Innovation & Learning Officer</p> <p>Education PhD, Medical University of South Carolina, 2010 MSN, University of West Georgia, 2004 BSN, Medical University of South Carolina, 1994 RN -Diploma, Registered Nurse, Geisinger Medical Center School of Nursing, 1989</p> <p>Certifications Nursing Professional Development (NPD-BC), American Nurses Credentialing Center</p> <p>Affiliations Adjunct Appointment, MGH IHP School of Nursing Adjunct Appointment, Case Western Reserve University School of Nursing</p>	 <p>Dr. Kay Kennedy Chief Executive Officer</p> <p>Education DNP, Massachusetts General Hospital Institute for Health Professions, 2016 MN, Nell Hodgson Woodruff School of Nursing, 1990 BSN, Nell Hodgson Woodruff School of Nursing, 1982</p> <p>Certifications Board Certified Nurse Executive - Advanced (NEA-BC), American Nurses Credentialing Center Certified Professional in Healthcare Quality (CPHQ), National Association of Healthcare Quality</p> <p>Affiliations Senior Clinical Instructor, Nell Hodgson Woodruff School of Nursing at Emory University Adjunct Appointment, MGH IHP School of Nursing Adjunct Appointment, Case Western Reserve University School of Nursing</p>	 <p>Susan Campis Chief Wellness Officer</p> <p>Education MSN, Leadership and Management, Walden University, 2013 BSN, Nell Hodgson Woodruff School of Nursing, Emory University, 1990</p> <p>Certifications Board Certified Nurse Executive (NE-BC), American Nurses Credentialing Center National Board-Certified Health and Wellness Coach (NBC-HWC)</p> <p>Affiliations Certified Health and Wellness Coach Adjunct Appointment, MGH IHP School of Healthcare Leadership</p>
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Objectives

Identify Identify what cultural intelligence (CQ) is and why it's important in healthcare delivery.

Explore Explore alignment between the shared human experience, Human-Centered Leadership in Healthcare, and concepts of justice, equity, diversity, equality, and belonging.

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What is Cultural
Intelligence
(CQ)?
Poll the Audience!

A) Same thing as Emotional
Intelligence

B) Same thing as Social Intelligence

C) Not something I need to know
about since I always work with
people from my culture.

D) Being capable of adapting
behaviors and communication
across cultures.

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Why is CQ important?



Wherever we are, we live in a *global village*



Actions, gestures, and speech patterns *mean different things to different people*



Cultural intelligence is *not optional* anymore

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Definition

Culture is an expansive term including but not limited to gender, ethnicity, religious practices, socioeconomic status, disability, status, mental status, and sexual orientation (Leclerc, Kennedy, & Campis, 2023).

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Poll the audience

What do you see?

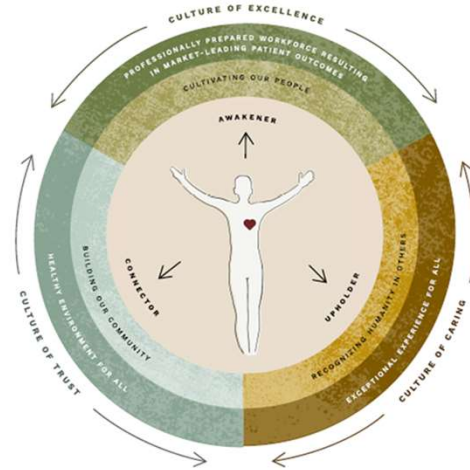
- A) Decor
- B) Souvenir
- C) Place of prayer



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Theoretical Framework

- Human-Centered Leadership in Healthcare (Leclerc, Kennedy, & Campis, 2021).
- Contemporary, evidence-based, relational, nursing leadership approach.
- It starts with you, but it's not about you
- 4 Dimensions
 - Self
 - Awakener
 - Connector
 - Upholder



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Process



Aim: Deliver a leadership development series with nurse leaders from across the globe using HCL-HC as a lens to view and address variables related to justice, equity, diversity, equality, and belonging.



Background: Principles of Cultural Intelligence (CQ) provide a common language and shared vision to guide leaders in how to value, honor, and navigate differences in their teams, colleagues, patients, and communities.



Methods: Four nurse leader cohorts were grouped according to emerging and experienced leaders with 40 nurses per cohort. The series was delivered virtually and synchronously with participants from Asia, Africa, Middle East, and the United States.



Results: Participants shared experiences, reflections, challenges, and success related to their current teams. Most frequently cited challenges were with diverse staff from unfamiliar cultures (colleagues as well as direct reports).



Conclusions: Thematic analysis of evaluations and feedback revealed an interesting, common realization that HCL-HC and CQ provide a practical lens through which leaders are better equipped to honor the shared human experience of staff, colleagues, patients, families, and communities.



Implications: Implementation of a CQ leadership program using HCL-HC as the theoretical foundation provides common language for teams. Also, open conversations about similarities, differences, and how to engage with people of unfamiliar cultures requires psychological safety.

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Methods

- 4 Nurse Leader Cohorts
- 40 Nurses per cohort; n=160
- Participants from Asia, Africa, Middle East, and the United States; global healthcare corporation providing direct clinical care
- Virtual, synchronous delivery of CQ content
 - Embedded in curriculum spanning 3 days and 2 topics/day
 - CQ content delivered over 60 minutes on final day as final topic
 - Other topics included: HCL-HC, Emotional Intelligence, Just Culture, Appreciative Inquiry, Critical Conversations, Reflective Practice

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CQ - Defined



Cognition



Metacognition



Motivation



Behavior

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Cognition and Metacognition



Cognition: Your **UNDERSTANDING** about how cultures are similar and different – **KNOWLEDGE** –



Metacognition: Your **AWARENESS** and **ABILITY** to plan for multicultural interactions – **STRATEGY** –

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Motivation and Behavior



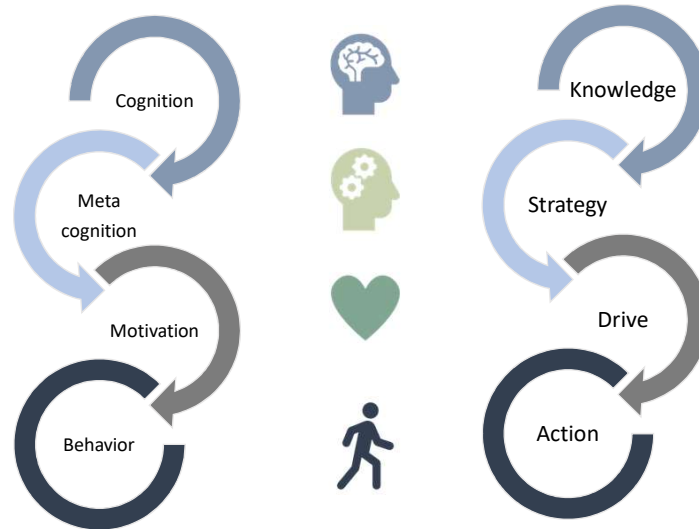
Motivation: Your level of **INTEREST**, **PERSISTENCE**, and **CONFIDENCE** during multicultural interactions – **DRIVE** –



Behavior: Your ability to **ADAPT** when relating and working in multicultural environments – **ACTION** –

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Cultural Intelligence - Process



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Knowledge Check

Which of the following is TRUE of Cultural Intelligence?

- A)** Motivation and drive to want to be in sync with other cultures are central to CQ
- B)** Behaviors illustrate adaptation and action in developing your CQ
- C)** Metacognition is thinking about the way you think about other cultures bringing awareness and strategy to your CQ
- D)** All of the above

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Your Turn!

Diagnosing Your CQ Through Self-Assessment

- Mind: Metacognition, Cognition
- Body: Physical
- Heart: Emotional/Motivational

Sample questions from each area provided.

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Cognitive CQ



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Sample Questions: Cognitive CQ

Rate the extent to which you agree with each statement, using the scale:

1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree.

- _____ Before I interact with people from a new culture, I ask myself what I hope to achieve.
- _____ When I come into a new cultural situation, I can immediately sense whether something is going well or something is wrong.


Earley, P. C. and Mosakowski, E. (2004, October) Cultural Intelligence. Harvard Business Review, 139–146.

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Physical
CQ



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Sample Questions:
Physical CQ
 Rate the extent to which you agree with each statement, using the scale:

1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree.

_____ It's easy for me to change my body language (for example, eye contact or posture) to suit people from a different culture.

_____ I modify my speech style (for example, accent or tone) to suit people from a different culture.


Earley, P. C. and Mosakowski, E. (2004, October) Cultural Intelligence. Harvard Business Review, 139–146.

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Emotional/Motivational
CQ



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**Sample Questions:
Emotional/Motivational CQ**
Rate the extent to which you agree with each statement, using the scale:

1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree.

— I have confidence that I can deal well with people from a different culture.

— I am certain that I can befriend people whose cultural backgrounds are different from mine.

Earley, P. C. and Mosakowski, E. (2004, October) Cultural Intelligence. Harvard Business Review, 139–146.

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Content: Develop Your CQ

- 1 Examine your CQ strengths and weaknesses
- 2 Find specific training or situations in which to practice, i.e., if cognitive CQ is lacking, consider working on logical thinking and inductive reasoning through case studies.
- 3 Explore resources within your organization to support cultural intelligence, competence, growth.
- 4 Ask your colleagues for feedback!

Results

- Participants shared experiences, reflections, challenges, and successes related to their current teams. Most frequently cited challenges were with diverse staff from unfamiliar cultures (colleagues as well as direct reports).
 - “This will boost our confidence on dealing with our colleagues and situations that might arise.”
 - “I got lots of ideas about managing situations in a healthy manner and how we can understand and adapt to different cultures.”

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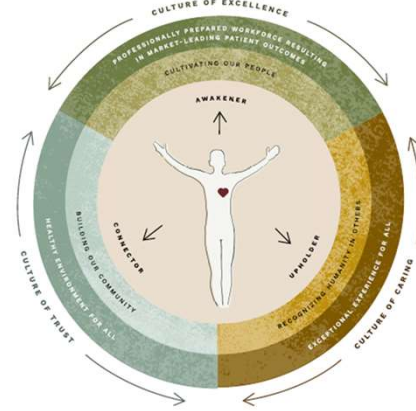


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- “I have a better understanding of the cultural diversity the company really has and how to deal with things in a more effective way using the human-centered leadership concept as a guide.”
- “ I feel as if I can now be more proactive instead of reactive. Self-evaluation of CQ helps us to understand who we are and how we can grow.”
- “This boosted our confidence as leaders and gives us a guide in managing unique issues when dealing with each staff member. Also, when dealing with and giving patient care in a holistic way!”



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Conclusions and Implications

- Thematic analysis of evaluations and feedback revealed an interesting, common realization that HCL-HC and CQ provide a practical lens through which leaders are better equipped to **honor the shared human experience of staff, colleagues, patients, families, and communities.**
- Implementation of a CQ leadership program using HCL-HC as the theoretical foundation provides **common language** for teams.
- Open conversations about similarities, differences, and how to engage with people of unfamiliar cultures requires **psychological safety.**

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Conclusions and Implications

- Based on participant feedback and our experiences, a healthcare version was created (Leclerc, Kennedy, & Campis, 2023). The **healthcare CQ self-assessment** was inspired by the work of Earley and Mosakowski (2004).
- Learning more about CQ **decreases one's hesitation to interact** with those from different cultures due to lack of knowledge, since no one can possibly know everything about every culture.
- Realizing that the **most significant driver of cultural intelligence is one's motivation** and drive, provides confidence to individuals interacting with those from different cultures.
- Knowledge around CQ motivates individuals to **become more self-aware, to ask for feedback from peers, and to seek additional resources.**

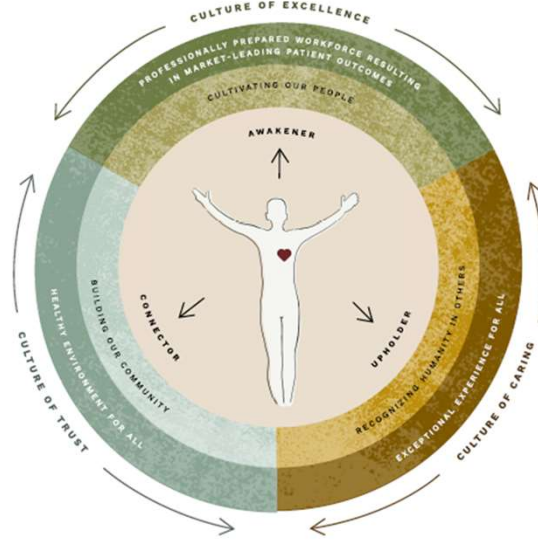
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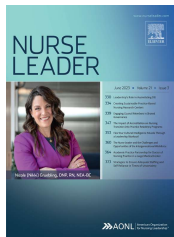
Human-Centered Leader and CQ: The Shared Human Experience!

It starts with you...but it's not about you.



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Read more about CQ and HCL...



Article - 2023
 Leclerc, L., Kennedy, K., & Campis, S. (2023). Cultural Intelligence (CQ): Flex Your CQ Muscle Through a Human-Centered Leadership Workout! *Nurse Leader*, 21(3), 362-365.

Show me the evidence!

It starts with you, but it's not about you!

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Kay Kennedy
DNP, RN, NEA-BC, CPHQ

kay@uleadership.com

Chief Executive Officer

Lucy Leclerc
PhD, RN, NPD-BC

lucy@uleadership.com

Chief Learning Officer

www.uleadership.com

Susan Campis
MSN, RN, NE-BC,
NBC-HWC

susan@uleadership.com

Chief Health & Wellness
Officer