

25th Anniversary Hong Fook Mental Health Conference

Collaboration: Cultural, Community and Systems Considerations

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Rationale: The Challenge

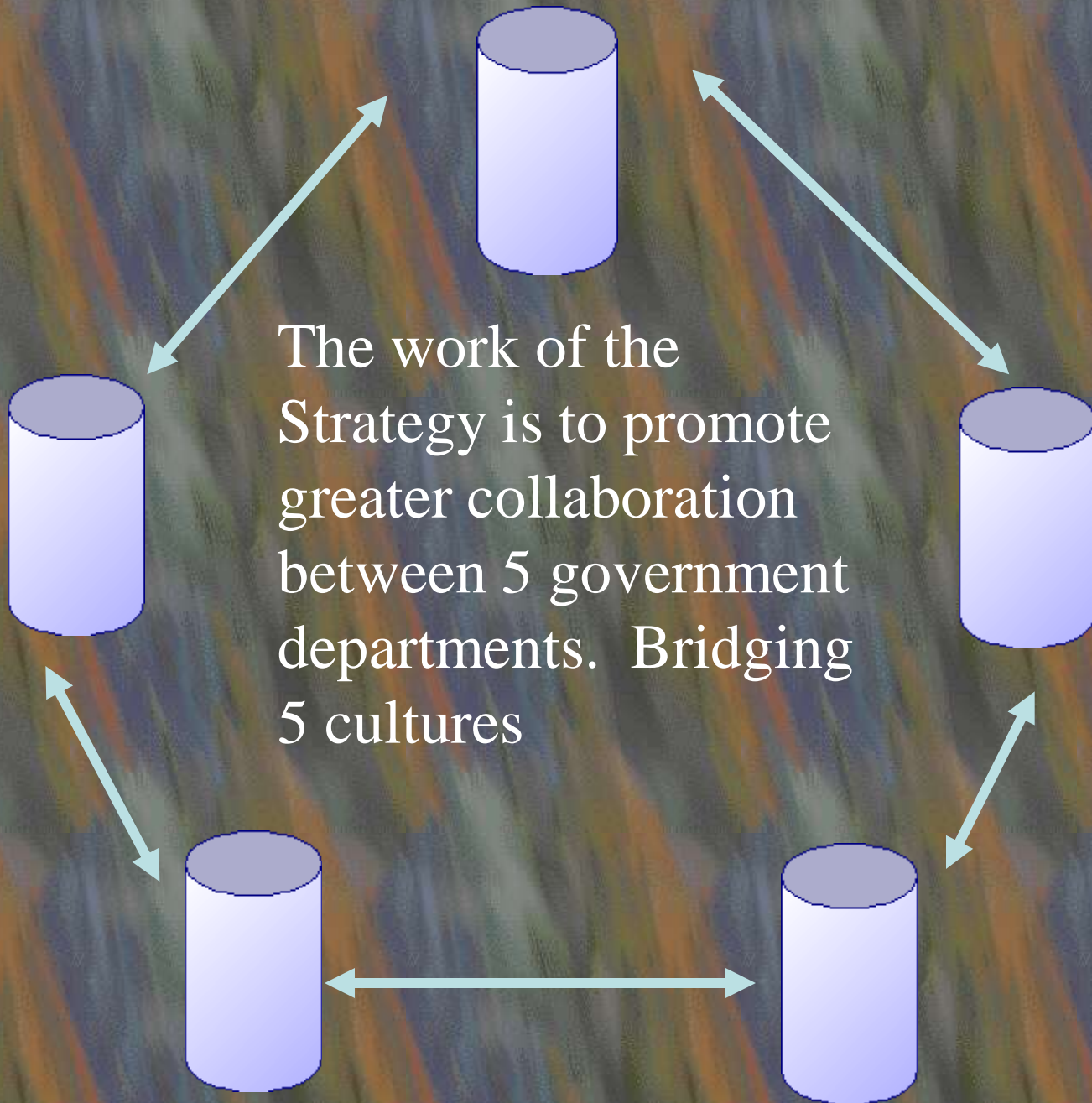
- Industrialization promoted hierarchical structures and cultures in NA institutions
- Globalization has brought two pressures:
 - ▶ Need for more flexible, entrepreneurial (competitive) and collaborative organizational structures
 - ▶ Greater capacity to deal with increasing cultural diversity among employees and clients served

Overview

- Nova Scotia's Child & Youth Strategy
- Principles of Effective Collaboration
- Propositions of Cross Cultural Work
- Philosophical Perspective on Cultural Difference
- Application of Nichol's to Generational Difference*
- Cultural Competence in Global Leadership

The Child & Youth Strategy

- Built on Recommendations of the Nunn Commission
- Goal to coordinate services to children and youth across 5 government departments
- Relevant to today's conference



Collaboration: Differential Definition

- Collaboration is a way of working together that exists at the far end of a continuum that includes:
 - ▶ Cooperation
 - ▶ Coordination
 - ▶ Collaboration
- (The following work is taken from “Collaboration: What Makes it Work, 2nd Ed.”)

Collaboration: Differential Definition

- Cooperation is characterized by informal relationships that exist without any commonly defined mission, structure or planning effort

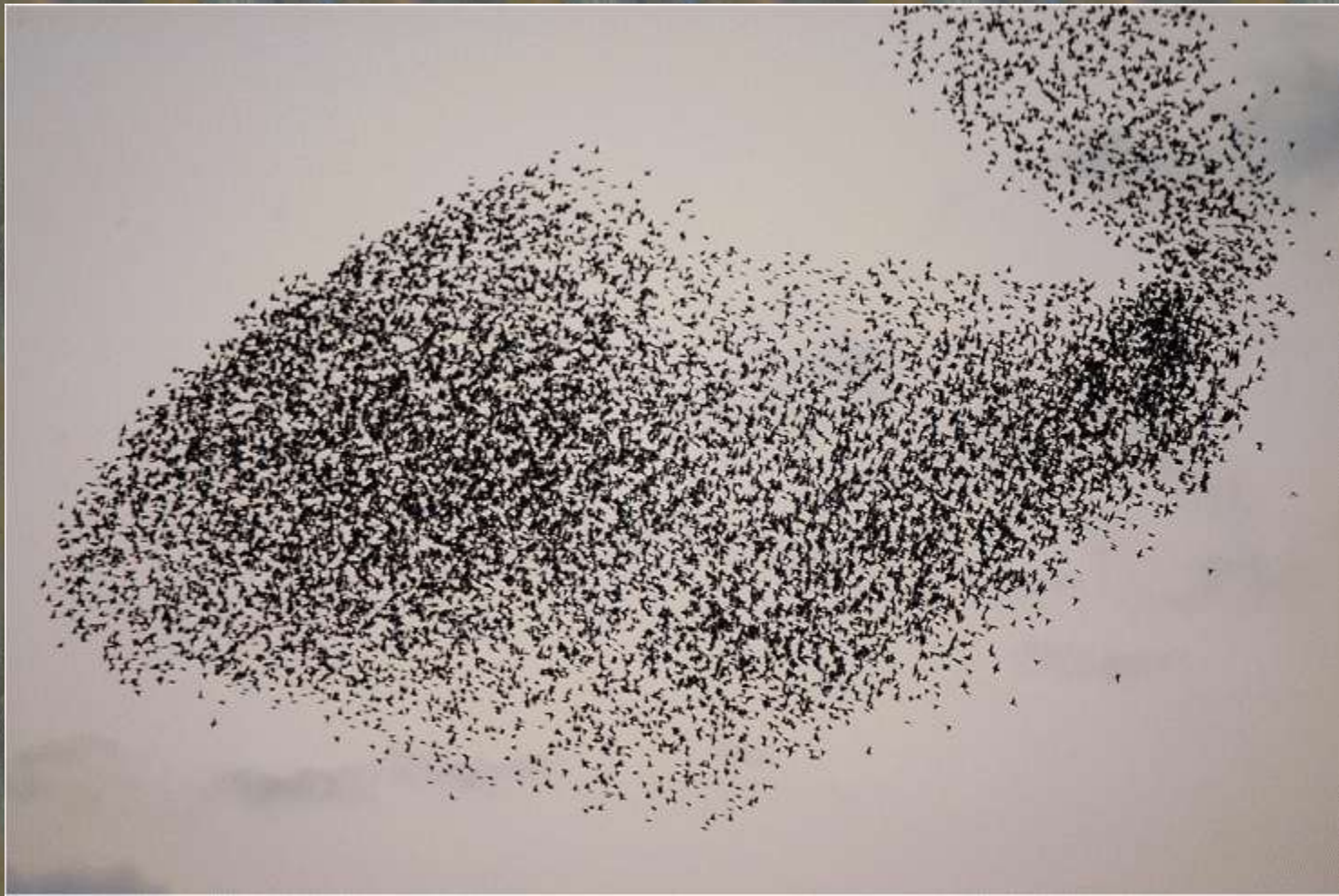
Collaboration: Differential Definition

- Coordination is characterized by more formal relationships and an understanding of compatible missions. Though joint planning may be done, authority still rests with the individual units

Collaboration: Differential Definition

- Collaboration connotes a more durable and pervasive relationship. Units are brought into new structures which exercise authority independent of the separate units and have a common mission.

Cooperation: Like a Flock of Starlings



Coordination: Like a Flock of Geese



Coordination: Something Slightly More Powerful



Collaboration: Six Essential Factors

- Conducive environment
- Prepared members / units
- Defined process and structure
- Functional communication
- Well articulated purpose
- Sufficient and skilled resources

- The Environment
 - ▶ Hx of Collaboration or Cooperation
 - ▶ Group Seen as a Legitimate Leader
 - ▶ Favourable Political and Social Climate
- Membership
 - ▶ Mutual Respect, Understanding*, Trust
 - ▶ Appropriate Cross Section of Members
 - ▶ Collaboration Serves Self-interest
 - ▶ Ability to Compromise
- Process and Structure
 - ▶ Members “own” process and product
 - ▶ Multi-layered participation
- Flexibility
 - ▶ Clear Roles and Policies
 - ▶ Adaptability
 - ▶ Appropriate Pace of Development
- Communication
 - ▶ Open and Frequent Communication*
 - ▶ Informal Relationships and Communication Link
- Purpose
 - ▶ Concrete, Attainable Goals and Objectives
 - ▶ Shared Vision*
 - ▶ Unique Purpose
- Resources
 - ▶ Sufficient Funds, Staff, Materials and Time
 - ▶ Skilled Leadership*

Collaboration Within Multicultural Environments

- Organizational change is more complex within the context of increasingly diverse institutional environments
 - ▶ Diversity of generations (many organizations face challenges with succession planning)
 - ▶ Diversity of profession (work units are increasingly multidisciplinary)
 - ▶ Diversity of culture (communities are increasingly multi-racial, multi-ethnic, multi-lingual)

Propositions of Cross Cultural Work

Adapted from Sue & Sue, Counseling the Culturally Different

- 1. Effectiveness is enhanced if we all share the same world view
- 2. Effectiveness is enhanced if our goals and the way we work is consistent with our culture
- Many implications flow from these propositions

Some Implications

- We must understand culture and be culturally competent
- We must understand the differing socio-cultural realities that surround us

Some Implications (cont.)

- We must possess specific knowledge about the groups with which we work
- We must be able to generate a wide variety of verbal and non-verbal responses
- We must be able to know an issue from varying perspectives

Nichols' Model for Understanding Cultural Difference

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- Different world cultures developed out of differing physical environments
- These world views have differing constructs:
 - ▶ Axiology (values)
 - ▶ Epistemology (way of knowing)
 - ▶ Logic (principle of reason)
 - ▶ Process (practice of reason)

Ethnic Groups Ethnic Worldview		Axiology	Epistemology			Logic	Process
			Applied	Pedagogy	Methodology		
	European Euro-American	Member-Object The highest value lies in the object or the acquisition of the object	One knows through Counting and Measuring	Parts to Whole	Linear and Sequential <i>-Assembly line-</i>	Dichotomous <i>Either/Or</i> <i>-Newtonian theory-</i>	All sets are repeatable and reproducible <i>-Technology-</i>
	African African American Latino/a Arab	Member-Member The highest value lies in the relationships between persons	One knows through Symbolic Imagery and Rhythm (function) <i>-Gladwell <u>Blink</u>-</i>	Whole Holistic Thinking <i>-The BIG picture-</i>	Critical Path analysis <i>-Cut to the chase-</i>	Diunital <i>Union of opposites</i> Difrasismo <i>-Aztec thought-</i> The In Between <i>Ibn 'Arabi</i> <i>-Quantum theory-</i>	All sets are interrelated through human and spiritual networks <i>-Black church-</i>
	Asian Asian American Polynesian	Member-Group The highest value lies in the cohesiveness of the group	One knows through Transcendental Striving <i>-Tree the forest-</i>	Whole and parts are seen simultaneously <i>-To read a Chinese word-</i>	Cyclical and Repetitive <i>-Stroke order in writing a Chinese word-</i>	Nyaya <i>-The objective world is conceived independent of thought and mind-</i> <i>-Chaos theory-</i>	All sets are independently interrelated in the harmony of the universe <i>-Keiretsu-</i>
	Native American	Member-Great Spirit The highest value lies in oneness with the Great Spirit	One knows through Reflection and Spiritual Receptivity <i>-Purification rites-</i>	Whole is seen in cyclic movement <i>-Seasons-</i> <i>-Medicine Wheel-</i>	Environmentally experiential reflection <i>-Rites of Passage-</i>	Great Mystery <i>-A set of 4 and a set of 3 form the whole-</i> <i>-Super string theory-</i>	All sets are interrelated through the elements, plant, animal, and spiritual networks <i>-White Buffalo-</i>

Nichols' Simplified

- What's most important?
- How do we learn?
- How do we figure stuff out (resolve conflicts, solve problems)?

Generational Cultural Difference

B. 1937 / 1967

E. 2yr cert. / MA

C. 35y 1 job / 17y 9 jobs

R. m. 50yrs / d after 12yrs

H. owns home / rents

M. birth city / 5 cities



Generational Cultural Difference

In a former time relatively uneducated people found fulfillment, \$ compensation, excitement and advancement in their first jobs. This security and opportunity (coupled with personal and environmental, i.e. community security) cultivated corresponding loyalty, and dedication on the part of the employee.



Generational Cultural Difference

Today, relatively educated individuals struggle to find their first professional jobs; serve in term or casual positions for years before finding full employment. Opportunities for advancement exist by taking on new jobs with new employers, in other cities.



Generational Cultural Difference

What differences in attitudes and approach towards life and work are likely?

Values, Knowledge, Logic?



How do you bring these two groups of employees together to work effectively?

Cultural Competence in Global Leadership

- Cultural Competence in Global Leadership is the ability to know an issue from the perspective or reference of others (your colleagues, opponents, competition, employees, staff and clients) **and** to implement a set of congruent behaviors, attitudes, practices and policies that come together in a system, agency or staff to work effectively in a multi-ethnic, pluralistic and linguistically diverse workplace. Cultural competence enhances effectiveness and efficiency in service delivery and greater community within the organizational culture.
- Nichols and Associates.

Cultural Competence in Global Leadership Must be Catalytic

- **Innovation:** Solutions to complex problems require collaboratively birthing new ideas, not simply debating and selecting amongst the old.
- **Empowerment:** The best solutions are created by accepting and aligning the offerings of all critical stakeholders and knowledge holders.
- **Ownership:** People give time, energy and commitment in proportion to their degree of ownership.
- **Inclusion:** Participation is the straightest road to ownership.
- (Taken from “The Role of the Public Sector in Addressing Tough Community Problems.” Jim Ellsworth, PSEPC)

End

- Discussion

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