

Leadership is Key to High-Performance Amidst Inevitable Trends of Diversity

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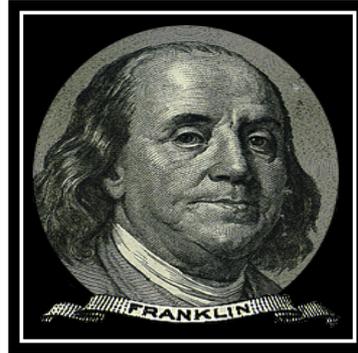
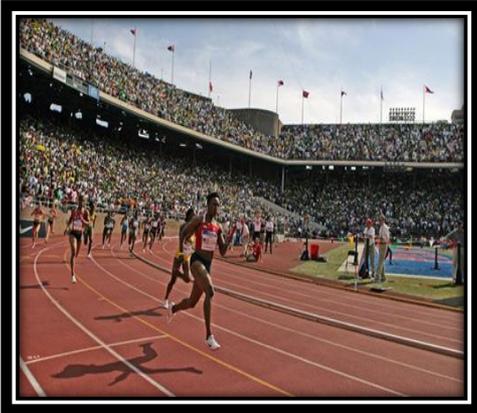
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“In the race for excellence, there is no finis line”

Dr. Rita K. Adeniran

Greetings from Penn



Objectives

- **Identify leadership skills necessary for high-performance amidst diversity**
- **Discuss effective leadership tools to span boundaries, mitigate tension, foster creativity, innovation, and high-performance among diverse teams**

Defining Diversity...

Diversity is an environment wherein differences are valued and integrated into every part of the organization's operation. Diversity encompasses appreciation for the richness and strengths found in different perspectives, attitudes and approaches.

Diversity can be classified as:

Human
Cultural
Systemic

Classification of Diversity

Human Diversity: This is the physical differences and life experiences of individuals, taking into consideration their age, sex, physical ability, military experience, etc

Cultural Diversity: Cultural Diversity is the fundamental beliefs, attitudes, assumptions, values and personal characteristics. It includes language, religion, work style, values etc.

System Diversity: System diversity is characterized by the way corporations are organized and led. It involves team work, innovations, quality, strategic alliance, etc

Skills for Driving High-Performance Amidst Diversity

Confident Humility

Cultural Humility

Boundary Spanning

Managing Polarities

Gracious Space

Confident Humility

Confident Humility is the self-awareness that all individuals and /or groups have wisdom and other assets to contribute and always have more to learn from each other, regardless of their differences

Concepts that promote Confident Humility:

- Speak your truth
- Lean into discomfort and lean into each other
- Commit to non-closure
- Embrace paradox
- Seek intentionality, not perfection

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Cultural Humility

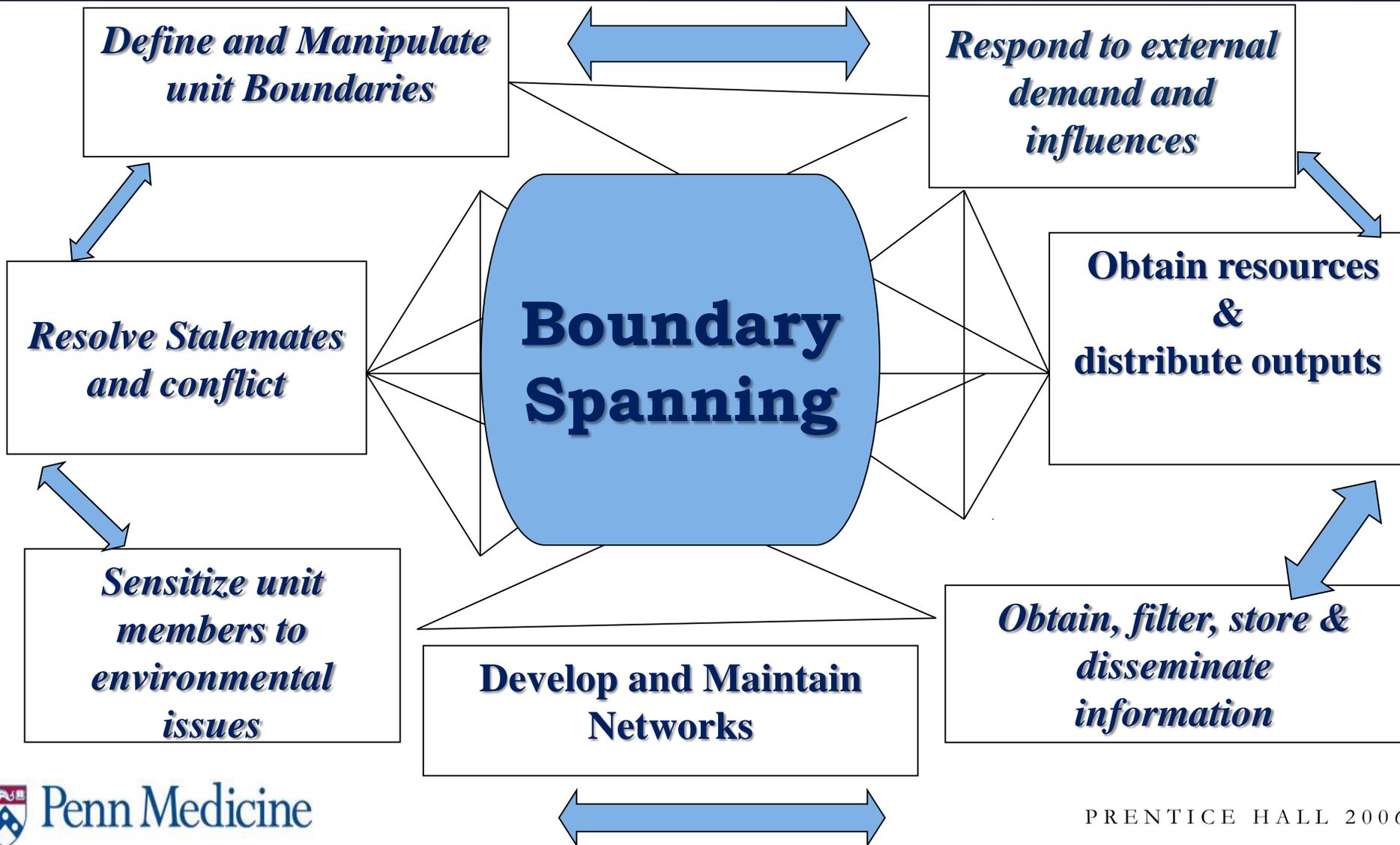
Cultural humility has been defined as a lifelong commitment to self-evaluation and self-critique to readdress power imbalances, and to develop mutually beneficial and non-paternalistic partnerships with communities on behalf of individuals and defined populations

(Tervalon and Murray-Garcia 1998).

Defining Boundary Spanning

Strategies that establish and maintain a group's integrity through negotiating with non-group members, effectively resolving conflicts among followers and subgroups, obtaining resources, establishing influence networks, and helping followers deal with the external environment.

Operationalizing Boundary Spanning



Operationalizing Managing Polarities

- Welcome differing perspectives -behavior criticized by one perspective may be lauded by another
- Hold hard conversations without being hard or upset for lack of immediate solution
- Move away from “problem/solution/mistake” thinking
- Problem solving is about “either/or”
- Polarity management is about “both /and”
- Celebrate and capitalize on differences

What is Gracious Space (GS)?

Spirit

Setting

**Four
Elements
GS**

Invite the
Stranger

Learning in
Public

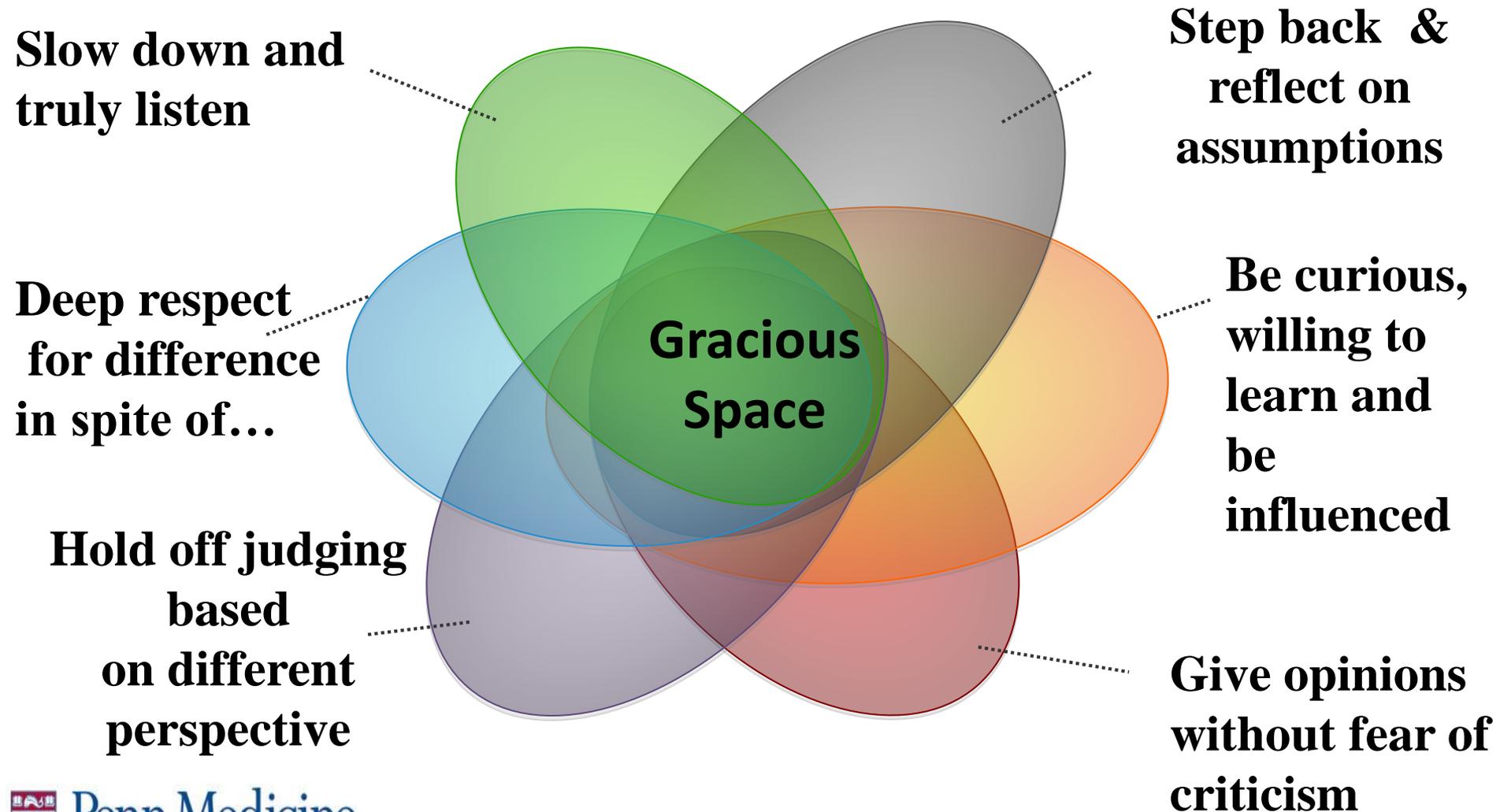
Gracious Space Can Help...

Confronted by unprecedented change in our country's healthcare delivery system, the need for graciousness could not be clearer or louder.

Healthcare providers, staff, organizations and society must graciously listen, engage and appropriately respond to the diverse viewpoints and/or polarity of possible solutions that exist for crafting safe, cost-effective and quality healthcare solutions.

(Rita K. Adeniran, 2012)

Operationalizing Gracious Space



Utility of Gracious Space

Bring openness and creativity...

Make decisions without all the information

Resolve conflicts, difficult issues and divergent viewpoints

Utilize more data than can be processed to make decisions

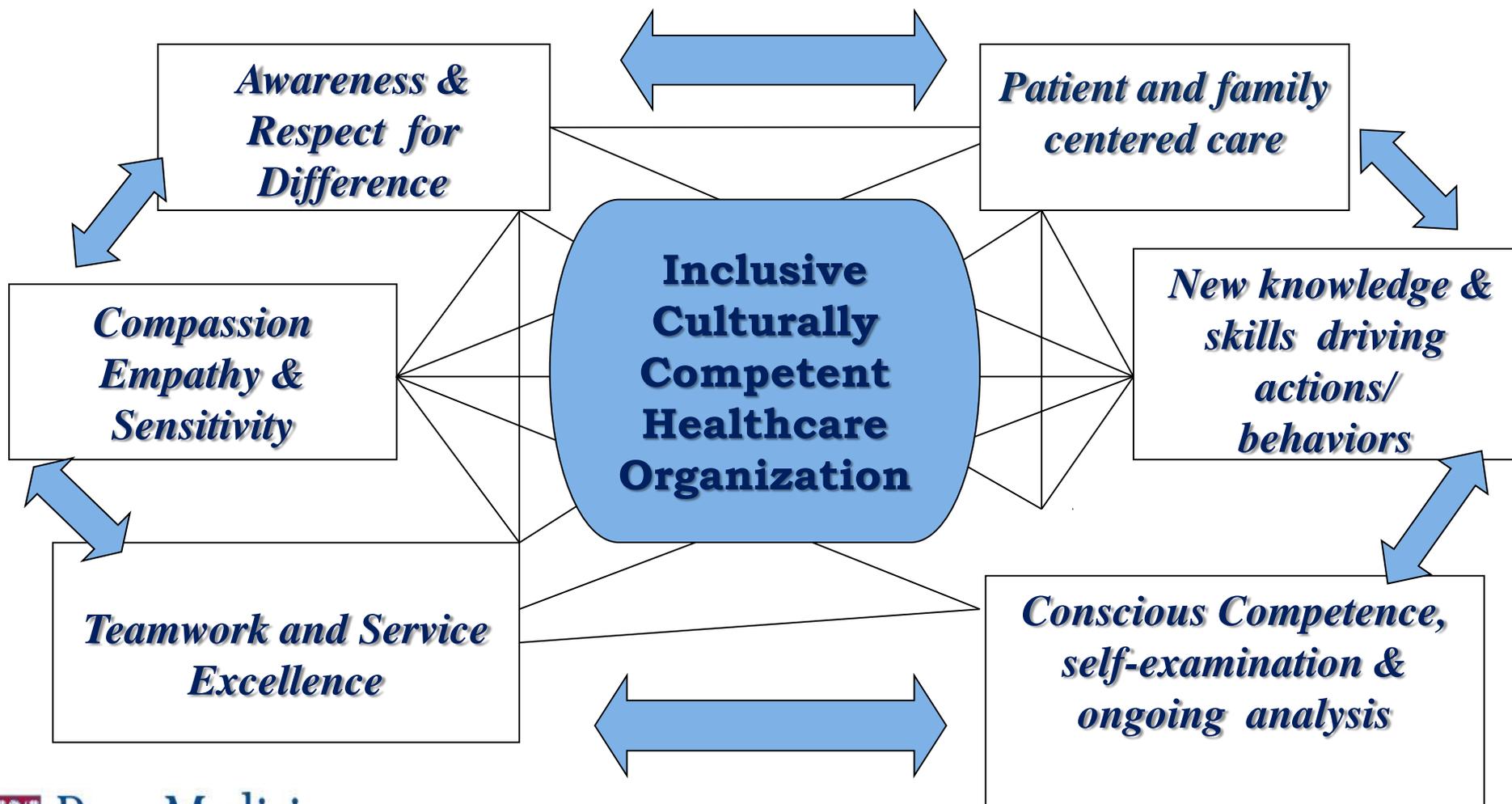
Work with diverse groups towards a common goal

The Gracious Space Environment

Makes it possible for people to trust enough to:

- Be vulnerable
- Voice disagreement
- Be curious
- Be compassionate
- Engage in hard conversations without being hard
- Be inclusive

Gracious Space Promotes Inclusion



Acting Like an Organization – Thinking Like a Movement

“We are caught in an inescapable network of mutuality, tied in a single garment of destiny. Whatever affects one directly, affects all indirectly.”



Martin Luther King Jr.

Gracious Space: A Poem Illustration

Oh the joy –
The inexpressible comfort
Of feeling safe with a person or group
Having neither to measure words
nor weigh thoughts
Pouring them all out, just as they are
Chaff and grain together
Certain that a loving hand will sift through,
Keep what is worth keeping,
And with a breath of kindness - blow the rest away



**I have learned that people will forget
what you've done,
People will forget what you've said, but
people never forget how you made them
feel.
- Maya Angelou**

Transforming the Human Heart...

As a clinician, leader or support staff in healthcare:

What is your personal mission at work everyday?

Note, the default in healthcare service is that:

We cannot chose our co-workers or patients.

My mission is to be gracious. What is yours?

Have You Been Transformed?



Butterflies are not
created by pasting
wings on
caterpillars...
This only creates
dysfunctional
caterpillars



...Butterflies are
created
through
Transformation

Stephanie Pace Marshall



Thank You!

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