

Heart

A JOURNEY TOWARD CULTURAL HUMILITY

Dr. James L. Knight



TENETS OF CULTURAL HUMILITY

1. Lifelong learning
& Self-Critique
2. Redressing
Power Imbalances
3. Institutional
Accountability

Cultural Competence vs Cultural Humility

Attributes	Cultural Competence	Cultural Humility
View of culture	<ul style="list-style-type: none">● group traits● group label associates with a list of traditional traits and practices● de-contextualized	<ul style="list-style-type: none">● unique to individuals● originates from multiple contributions from different sources● can be fluid and change based on context
Culture definition	<ul style="list-style-type: none">● Minorities of ethnic and racial groups	<ul style="list-style-type: none">● Different combinations of ethnicity, race, age, income, education, sexual orientation, class, faith and more

Cultural Competence vs Cultural Humility

Attributes	Cultural Competence	Cultural Humility
Traditions	<ul style="list-style-type: none">● Immigrants and minorities follow traditions	<ul style="list-style-type: none">● Everyone follows traditions
Context	<ul style="list-style-type: none">● Majority is the normal; other cultures are the different ones	<ul style="list-style-type: none">● Power difference exist and must be recognized and minimized
Results	<ul style="list-style-type: none">● Promotion of stereotyping	<ul style="list-style-type: none">● Promotion of respect
Focus	<ul style="list-style-type: none">● Differences based on group identity and group boundaries	<ul style="list-style-type: none">● Individual focus on not only the other but also of the self
Process	<ul style="list-style-type: none">● A defined course or curriculum to highlight differences	<ul style="list-style-type: none">● An ongoing life-process● Making bias explicit
Endpoint	<ul style="list-style-type: none">● Competence/expertise	<ul style="list-style-type: none">● Flexibility/humility



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Cultural Humility is a humble approach to learning and listening that requires us to open our hearts to self-reflection, curiosity, and empathy when encountering new & diverse perspectives. It calls for us to recognize the value and strength in other cultures--understanding they too have something to give that enriches us through partnership.



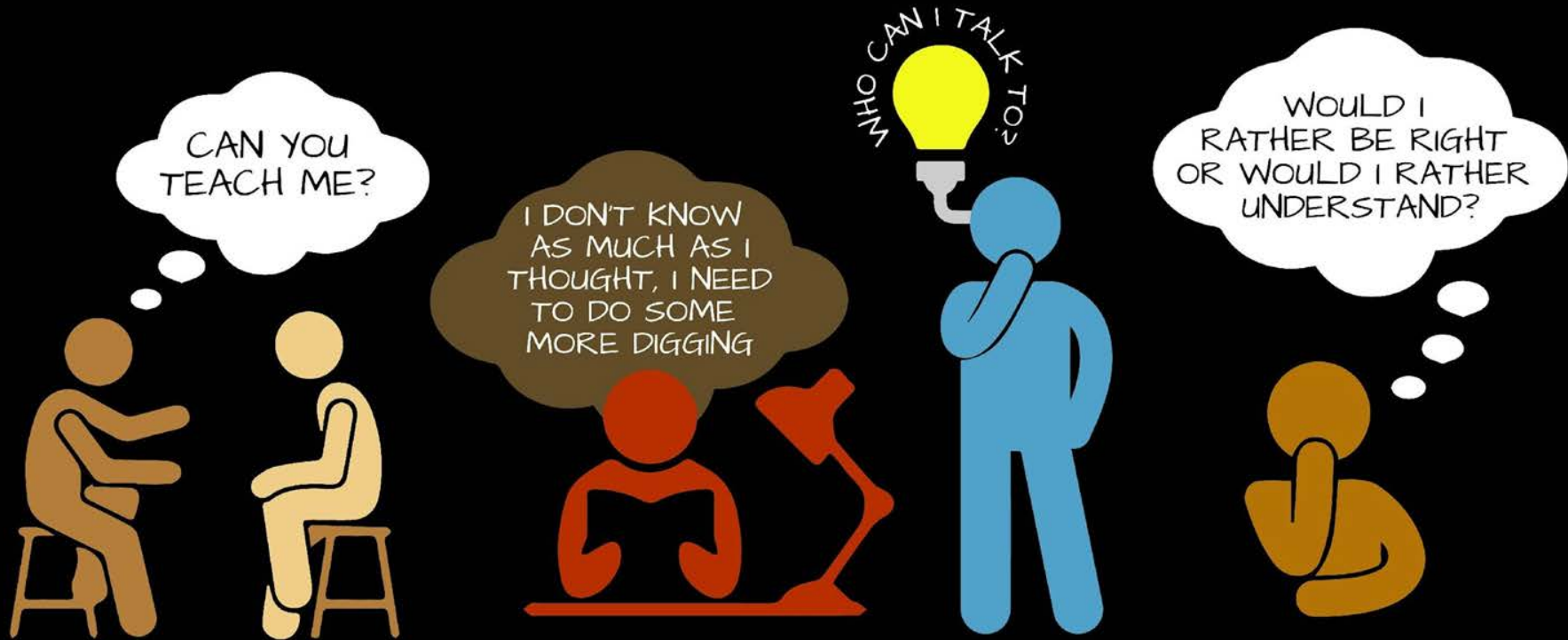
IN YOUR OWN WORDS

What does a culturally humble environment look like? What does a culturally humble leader look like?

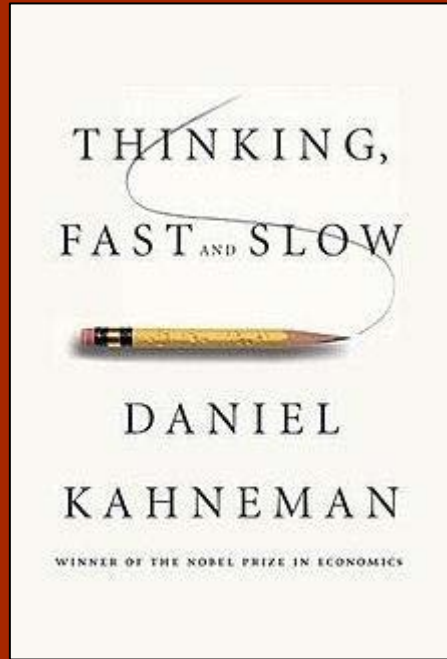


SHIFT
FROM
ME → WE





"THE ONLY TRUE WISDOM IS IN KNOWING YOU KNOW NOTHING" -SOCRATES



Judgment Under Uncertainty: Heuristics & Decision-Making

2

+ 2



2 Systems of Reasoning

System 1

- * Intuitive
- * Automatic
- * Effortless
- * Fast
- * Instinctive
- * Emotional

System 2

- * Reflective
- * Controlled
- * Effortful
- * Slow
- * Deliberate
- * Logical

Heuristics are mental shortcuts that ease the cognitive load of making decisions.

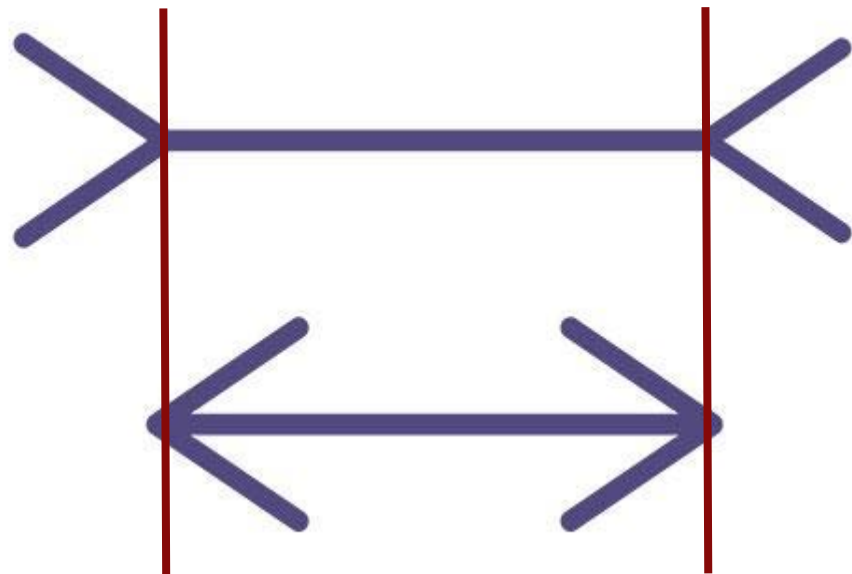
Examples that employ heuristics include using a rule of thumb, an educated guess, an intuitive judgment, stereotyping, or common sense.

A



B

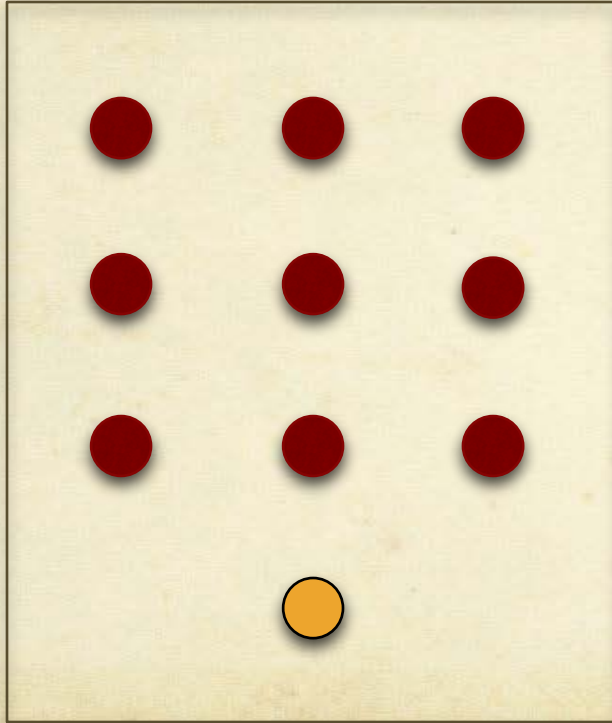




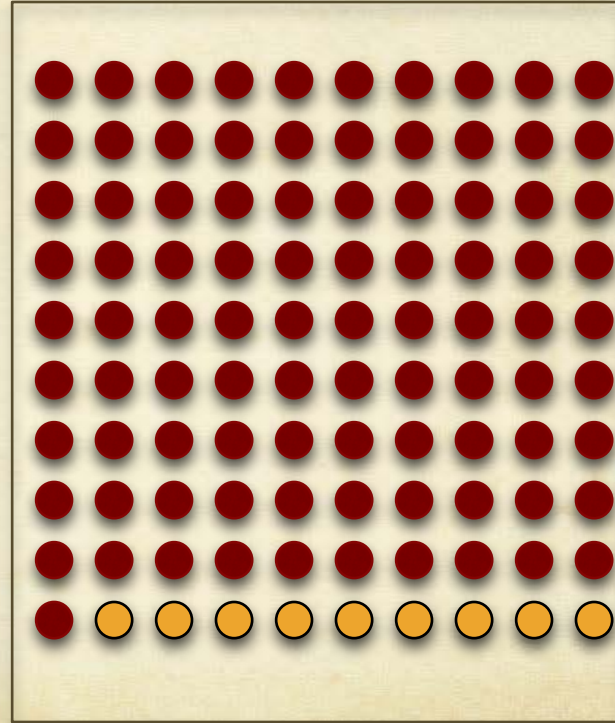
White's Illusion



Which bet would you choose?



A

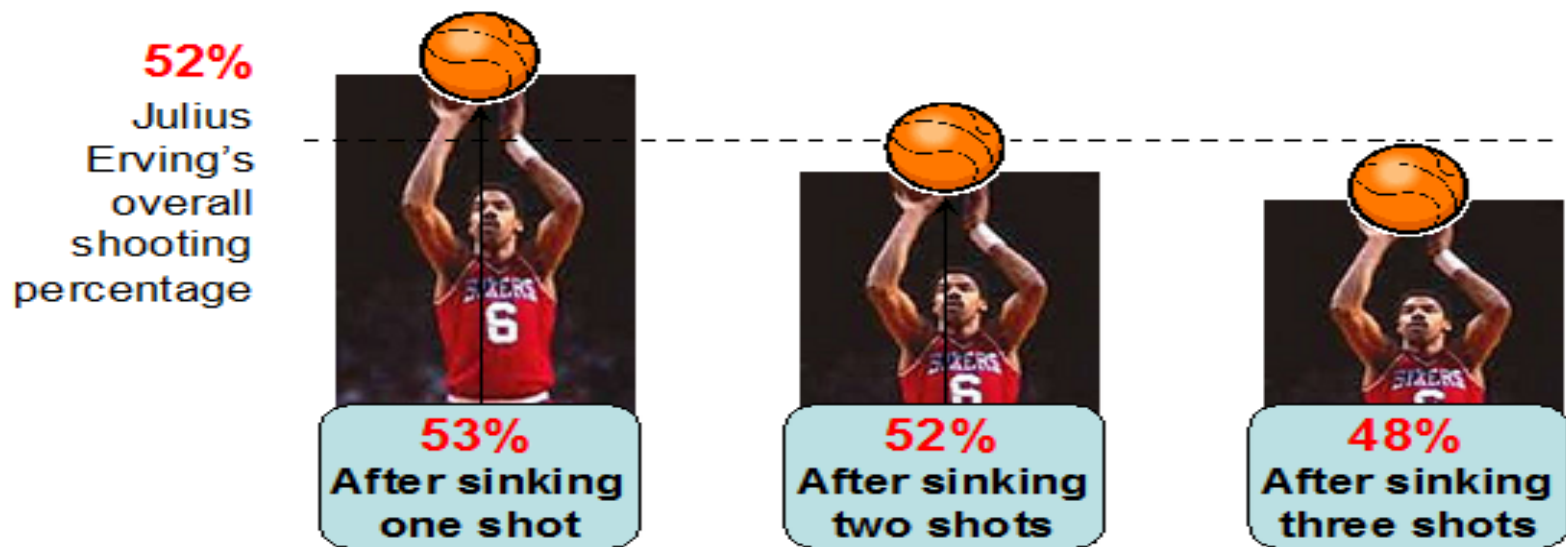


B

The Myth of the Hot Hand

Forecasters can go astray by assuming that past patterns will predict the future

Many basketball fans, players and coaches believe that players get on hot streaks, wherein a shooter's odds of sinking a basket go up when he's already hit one or two. But when three psychologists examined the 1980-1981 Philadelphia 76ers stats, they found this just isn't so.



SOURCE: "The Hot Hand in Basketball" by Thomas Gilovich, Robert Vallone and Amos Tversky.

3-Types of Heuristics

1. Availability
2. Representative
3. Confirmation bias



Availability Heuristic

The availability heuristic judges the probability of events by how quickly and easily examples can come to mind.

We make decisions based on the knowledge that is readily available in our minds rather than examining all the alternatives.



What is more likely to kill you, your dog or your couch?

A. Dog

B. Couch



Are you more likely to be killed by hot tap water or plane crash?

A. HOT WATER

A. PLANE CRASH

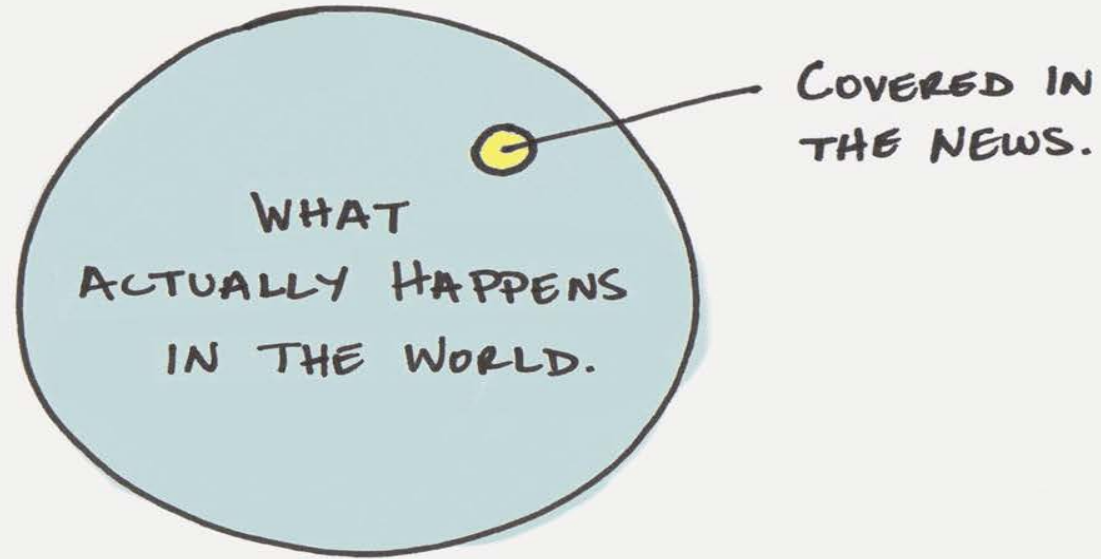


Is the world more violent or less violent in the past 20 years than previously?

A. YES

A. NO

THE AVAILABILITY HEURISTIC



Stereotypical Images of Black Men



What We Don't Always See





How might availability bias show up in your organization?

How might this bias impact the way some people are seen, heard, and understood?



What are some of your limitations when it comes to those who are most marginalized within your organization?

How might your limitations affect your decision-making?



Representative Heuristic

The representativeness heuristic is a mental shortcut that employs the use of past experiences to guide decision-making.

In this particular example, we estimate the likelihood of an event by comparing it to an existing prototype that already exists in our minds.

Sarah loves to listen to New Age music and faithfully reads her horoscope each day. In her spare time, she enjoys aromatherapy and attending a local spirituality group.

Based on the description above, is Sarah more likely to be a school teacher or a holistic healer?

Rob attends St. Eds. He is on a the Cleveland voucher and travels to school by bus everyday. He loves listening to rap music and in his spare time, he is always playing basketball.

Based on the description above, is Rob more likely to be a Black student or a White student?



Anchoring Bias/Representative Bias

STREET CALCULUS

Risk factors

- black
- male
- aggressive body language
- baseball cap on backwards
- short hair
- baggy jacket
- wrong neighborhood

RF = 3

Mitigating Factors

- female
- over 40
- loafers
- tie and coat
- whistling Sondheim
- Fed Ex envelope
- polo shirt

MF = 4

$4 > 3$

Risk: Acceptable.

Risk Factors

- black
- white
- male
- long hair
- wrong neighborhood
- police officer
- baseball cap

Rf = 3

Mitigating factors

- female
- white
- briefcase
- groceries
- humming Motown
- tie + coat
- over 40

MF = 4

$4 > 3$

Risk: Acceptable.



Risk factors

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MF = 4

Good evening.

Good evening.





How might representative bias show up?

How might this bias impact the way some people
are seen, heard, valued and understood?

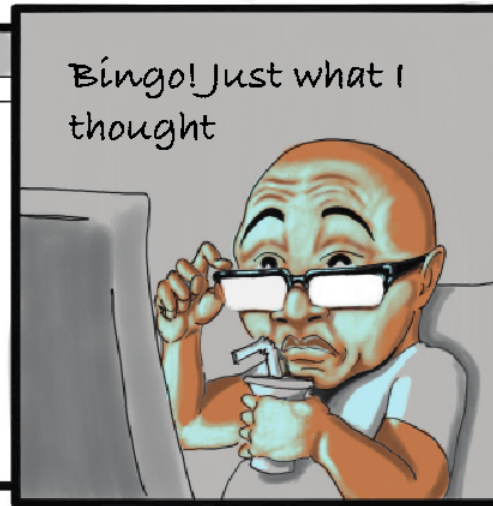
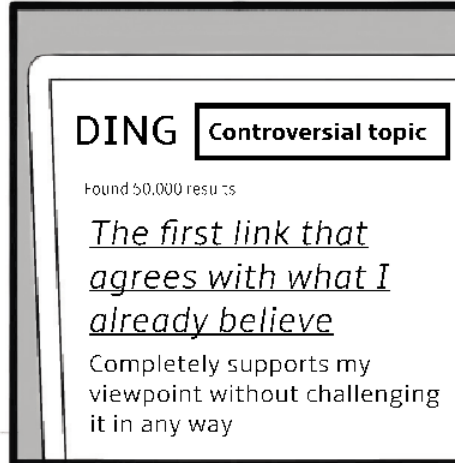
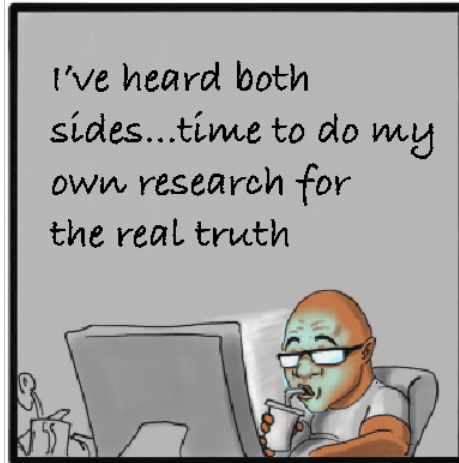


Confirmation bias is the tendency to search for, interpret, favor, and recall information in a way that confirms one's preexisting beliefs or hypotheses.



Confirmation Bias

Confirmation Bias







How might confirmation bias show up in schools,
organizations, etc?

Are persons (students) of color viewed from an
asset-based paradigm or a
deficit-based lens?



Actions to mitigate biases



Steps to Mitigate Biases

Mindfulness	Keep your attention on the present moment so you can recognize a stereotypic thought before you act on it
Stereotype replacement	Be aware of the stereotypes you hold and imagine someone from a stereotyped group who does not fit the stereotype



Steps to Mitigate Biases

Individuating	See each person as an individual, not a group member; pay attention to things about them besides the stereotypes of their group
Perspective -taking	Imagine the perspective of someone from a different group than your own (<i>put yourself in the other person's shoes</i>)



Steps to Mitigate Biases

Make diverse connections

- Seek opportunities to engage in discussions in safe environments
- Spend time with people outside your usual social groups
- Volunteer in a community different than your own
- Connect with connectors



Steps to Mitigate Biases

Avoid snap decisions

Where possible, avoid making a quick, on-the-spot decision. This extra time will allow you to consult others, gather further information, and weigh the benefits or disadvantages of the available options.

Telling someone that you will get back to them is perfectly acceptable.



Steps to Mitigate Biases

<p>Promote group brainstorming</p>	<p>Hearing other people's ideas helps derail our brain from taking its predictable shortcuts. Sometimes we must debate our bad ideas to serve as the seed for good ideas.</p>
<p>Seek input from others</p>	<p>We can significantly improve our decision-making by gleaning information from others. An unexpected side effect of seeking out ideas and input from others is the positive impact of human connection.</p>



What do you need in order to feel supported, SAFE, and effective in implementing cultural humility?



+ Remember, it's not always about you.

+ It's okay to not know. Ask questions!

+ Confront your prejudices & biases.

+ Avoid the language of pride.



+ Amplify the voices of diverse communities.

+ Speak out against hate/discrimination.

+ Use my power to uplift others.

+ Never show up empty-handed.

+ Cultivate empathy and patience.

+ Avoid making judgments.



THE CULTURAL HUMILITY WHEEL

BE HUMBLE
and ADAPTABLE

BECOME
SELF-AWARE

WILL: DESIRE TO LEARN

OTHERS
over
SELF

SKILL: APPLY YOUR KNOWLEDGE

FILL: GAIN KNOWLEDGE

LEAD
MODEL and
ADVOCATE
FOR EQUITY

UNDERSTAND
WE ALL HAVE
UNIQUE
WORLDVIEWS

LEARN
WHAT IS MOST
IMPORTANT TO
OTHERS



+ Become a lifelong learner of yourself.

+ You are your BIGGEST life lesson.

+ Pay closer attention to what moves you.

+ Ask for feedback (and receive it well).



+ We are equal no matter our culture.

+ Diversity makes us stronger, not weaker.

+ Learn how others see the world.

+ Having multiple perspectives is a blessing.

+ Do not assume, interrupt, or compete.

+ Make time and make room for other voices.

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@leadwithhumility

Thank You!

Follow me on Instagram or Twitter by searching Lead With Humility or Dr. James Knight

www.leadwithhumility.org

"Listening is an art that requires attention over talent, spirit over ego, and others over self."

- Dean Jackson -



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Representation Matters

- + Be intentional about diverse images, visuals, presentations, speakers, etc. *(Think of anything that has a face, or image, & think about how you can intentionally put this before the people.)*
- + Quotes—Who do we honor and who are we always quoting?
- + Diversity within the culture? Culture consists of food, dress, art work, achievements, customs, etc. *(How can we intentionally reflect diverse cultural expressions?)*



Chidiere Ibe

Chidiere Ibe
Twitter: @ibereilushoto



Transparency is Key

- + Knowledge is power! Who has knowledge? Who has access to it?
- + How much power is yielded because of information or knowledge?
- + Be more intentional about sharing information and processes, vision, and goals
- + Power can be mitigated or lessened through open communication and involving people in the process



Partnership is essential!

- + Incentivize teams, leaders and/or departments to connect with diverse organizations in the community.
- + True partnership is a partnership between equals for the purpose of creating something great. In true partnership, both successes and struggles are shared so that growth can take place.



Accountability is a must!

- + What do we measure?
- + What we measure, we value.
- + Organizations and the leaders within them must emphasize humility as a desired trait. That means practicing it, modeling it, rewarding it, and evaluating it when considering individuals for promotion.



Give Honor

- + The greatest seed a person can sow is a seed of honor.
- + Honor is the willingness to reward someone for their difference. It's the choice to celebrate the distinctive difference in another.
- + Honor is the seed we sow for access into new & diverse worlds, cultures, and environments.

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