Ethnic, Organizational, and Inter-organizational Cultural Implications for the ACA

CULTURAL COMPETENCY AND WORKFORCE DEVELOPMENT: THE BRIDGE TO HEALTH CARE REFORM

David Weikel, M.S.W., Psy.D. Candidate
Toni Knott, Ph.D.

WHAT IS CULTURE?

at pppst.com
Elements/Levels of Culture

1. **Artifacts** - Visible symbols of values, norms, & basic assumptions (people, places, rituals, clothing, language etc.)

2. **Norms** - Unwritten rules for expected behavior

3. **Values** – What is considered important & deserving of attention

4. **Basic Assumptions** – Unconscious expectations about how to perceive, think, feel (about experiences) and behave (address problems)

**Overlapping Culture Identities**: family, regional, economic, gender, ethnic, organization, etc.

Example Cultural:

- **Agricultural**- Metro/Rural Split
- **Politics** – Generally even split between Democratic & Republican (Liberal & Conservative)
- **Largest Religions** 1) Catholic, 2) Evangelical, and 3) Mainline Protestant
- **Employment** – 18% Farming, Largest nonfarm employer is government, 15.3% Unemployment
- **Ethnically Diverse** – White, African American, American Indian, Asian, Pacific Islander, Latino/Hispanic
Example Cultural

- **Social Power** - Focus on Equality in Society and Government

- **Hierarchy in Organizations** - Established for Convenience, superiors easily accessible and managers rely on individual employees and teams for their expertise

- **Decision Making** - Managers and employees expect to be consulted and information is shared frequently (not always)

Example Cultural

- **Social Responsibility** - People Expect to Only Look After Themselves and Their Immediate Families

- **Geographic Mobility and Business Relationships** – People often Leave their Local Group and Seek Business & Interaction with Strangers: *They are Comfortable Approaching Prospective Counterparts That They Have No Prior Relationship with to Obtain Information & Resources They Seek*

- **At Work** – Employees Expected to be Self-reliant & Display Initiative: *Hiring & Promotion Decisions are Based on Merit or Ability*
Example Cultural

• **Goal Attainment** - Driven by competition, achievement and success: Success means “winner” or “best-in-the-field” and “the winner takes all”

• **Achievement** – Boastfully Display and Talk Freely About “Successes” in Life: Boasting is a *Basis for Hiring and Job Promotion Decisions*

• **Social Status** – Coming From a “Live to Work” Perspective: Social Status Earned & Defined by Increasing Monetary Rewards

• **Interpersonal Conflict Resolution** - Conflicts Resolved by Individuals with the Goal Being for One Party to Win

• **Risk Taking** – Will Readily Pursue a Course of Action Whose Outcomes are Ambiguous or Unknown

• **Diversity Tolerance** – Accept New Ideas, Innovation and Will to Try Something New or Different

• **Social Levels** - Tolerant of Ideas or Opinions from Anyone and Allow Freedom of Expression

• **Social Rules** – Few Requirement For Socio-behavioral Rules
How Do These Descriptions Resonate?

• Can you relate with these norms, values & assumptions?

• Somewhat?

• Not at All?
Model of National Culture

Polarity Dimensions

- **Hofstede National Cultural Dimensions**
  - Foundational Quantitative Research through IBM
    - Initial Research 1967 and 1973 for 70 counties; now up to 93
  - General Personalities of Countries (polarities - not dichotomies)
    - *Original 4 Dimensions*: Power Distance, Individualism - Collectivism, Work - Quality of Life & Uncertainty Avoidance
    - 2 Others Added Later - *Only First 4 Will Be Covered Today*
  - Global Standard
    - Helped form the Field of Comparative Research
    - Other models have developed since his original work (e.g. GLOBE studies)

National Culture

Polarity Dimensions

- **Power Distance** (High – Low) – Acceptance to Equality
  - How society handles social power inequities amongst people
    - High Power Distance – Unquestioned acceptance of power inequities/authority
    - Low Power Distance – Strive to equalize, distribute and justify power distribution

- **Individual - Collectivism** - Loose-knit groups Individual Responsibility/Tight-knit groups Group Orientation Responsibility (Is ID “I” or “We”)
  - Individualism - Loosely-knit social framework, individuals responsible for self and their immediate families only
  - Collectivism - tightly-knit framework in society, individuals expect their relatives or members of a particular in-group to look after them in exchange for unquestioned loyalty

- **Work - Quality of Life** – Competition (win/lose) to Cooperation (win/win) (L2W vs. W2L)
  - Work – emphasis is achievement, assertiveness, competition, material reward defines success, sex differences distinct and rigid; the individual most important, more competition oriented “Live to Work”
  - Quality of Life – conformity, cooperation, modesty, caring taking, less sex role difference, focus on the family or group most important, quality of life, more consensus-oriented, “Work to Live”

- **Uncertainty/Risk Avoidance** (High – Low) – Comfort with Ambiguity, Eisk, Ridged to Loose structure
  - The degree society is comfortable ambiguity and uncertainty of future events through endeavors
    - High Uncertainty Avoidance - rigid codes of belief and behavior and, intolerant of unorthodox behavior and ideas, pronounced intolerance of risk
    - Low Uncertainty Avoidance - more relaxed attitude in which practice counts more than principles, accepting personal risk
Comparing/Contrasting National Cultural Differences

http://geert-hofstede.com/

<table>
<thead>
<tr>
<th></th>
<th>USA</th>
<th>Mexico</th>
<th>Vietnam</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Power Distance</strong></td>
<td>Low</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td><strong>Individual/Collective</strong></td>
<td>Very High (Individualistic)</td>
<td>Low (Collectivistic)</td>
<td>Very Low (Highly Collectivistic)</td>
</tr>
<tr>
<td><strong>Work vs. Quality of Life</strong></td>
<td>High (Competition/L2W)</td>
<td>High (Competition/L2W)</td>
<td>Low (Cooperation/W2L)</td>
</tr>
<tr>
<td><strong>Uncertainty Avoidance</strong></td>
<td>Low</td>
<td>Very High</td>
<td>Very Low</td>
</tr>
</tbody>
</table>

Implications for Direct Services

- **ACA Implication**
  - Formal Americanized Organizations Operate on Very Different Ethnic/Cultural Assumptions than Originations Representing Other National Cultures
  - Non-Government Organizations, Government Organization, and Community Organizations Operate on Very Different Organizational Cultural Assumptions

- **Starting the Conversation**
  - Many Cultural Influences - Individuals Manifest Their Culture Uniquely
  - Multiple Levels of Culture - These levels vary across cultural polarities not dichotomies

- **Reality Checking**
  - Start with Presenting a Generic Culture Descriptions (e.g. Hofstede)
    - Ask If It Resonates With Them
    - Why, Why Not, How Much, How Come, etc.?

- **Relationship Building**
  - Example: Many Cultures Not OK Discussing Deep Personal Issues with Strangers, but American Systems are Built on the Assumption that All People Are OK With Immediate Deep Disclosure
    - Relationship Building and Trust Come First (depends on context)
Management
Implications of Hofstede’s Dimension

• Examples of Practical Applications
  o Orientation and Training
  o Leadership and Development
  o Business Practices
  o Special Applications

Orientation and Training
Cultural Dimension

• New Employee Orientation & Training
  o Overview of How Cultural Differences Impact Interpersonal Communication
  o Employees Learn About Their Cultural Preferences, Preferences of Others, and How These Might Effect Interpersonal Communication
  o Develop Diversity Dialogue With Common Language to Address Differences

• Multi-Cultural Workplace
  o Using Employee Cultural Dimension Scores, Discuss Specific Job Implications of Preferences In Their Workplace

• Offsite Training
  o Consider Implications of Personal Scores and Scores of Worksites Outside Home Organization

• Developing Nuanced Interagency Business Practices
  o Example: Develop Communication Protocols Across Organizations (e.g. High Power Distance = Always/Often CC Supervisor; Lower Power Distance No CC)
Leadership Training & Development

Cultural Dimensions

• Models of Leadership and Management
  o Leadership/Management Practices & Expectations Differ Across Cultures
  o Adapting Practice to Expectations of Different Constituencies

• Communicating Across Institutional Boundaries
  o Translating and Communication Within and Between Organizations
  o Study Cultural Dimensional Differences to Create and Interpret Policies Within and Between Organizations With Greater Success

• Inter-organizational/Distributed Teams
  o Team Members Discuss How Dimensional Preferences Influence Teamwork (Jazz Band - Highly Individual & Orchestra - Highly Collective)
  o Diversity Can Be Leveraged to Improve Creativity and Efficiency (Debate)

• Recognition
  o Cultural Differences in How Competencies Are Interpreted and Rewarded

Business Practices

Cultural Dimensions

• Inter-organizational Work
  o Identify Cultural Related Barriers and Bridges to Communication and Trust Building

• Leveraging Joint Ventures
  o Similarities and Differences to Produce Rapid Results (Diversity of Thought)

• Vetting Employee Surveys
  o Make Sure Surveys are Objective and Culturally Accessible

• Negotiations
  o Mutual Understanding (e.g. Negotiations with Individual - High Power or Negotiating with Group – Low Power), Proposal Size (Risk Avoidance High = Large – Low = Small)

• Content-Specific Practices
  o Understand How Sector Specific Laws, Finance, and Policy Effects Practice

• Inter-organizational Functions
  o Training: Brainstorming (Individualistic) - Small Group Discussion and Presentation (Collectivistic)
  o Training: Lecture (High Power Distance) – Participatory (Low Power Distance)
  o Rewards and Recognition: Individual (Individualistic)– Group (Collectivistic)
## Culture and Change Strategy

### How do you handle Individual and Collective style preferences?

**Individualistic Style**
- Focus on how change is good for them (appeal to self interest).
- Allow individuals to formulate and ask questions.

**Collectivistic (Group) Style**
- Focus on how change is good for the group (appeal to common interest).
- Allow group to formulate and ask questions.
- Whole group to consult with each other and spent time working our their responses, questions, and concerns.

### How do you handle High and Low Power Distance style preferences?

**High Power Distance**
- (Hierarchical)
- Use senior staff to make announcements/to communicate change.
- Use legitimate power to exercise authority.
- Tell subordinates what to do differently (do not leave I to them to figure our “how” to do things differently).

**Low Power Distance**
- (Participative)
- Use influencing skills.
- Include them in a discussion explain your (or the company’s) position.
- Allow for questions and challenges.
- Provide a forum where they can be involved in discussion/framing “how” things will be different (work processes during the interim) after you provide the “what.”
Culture and Change Strategy

How do you handle High and Low Uncertainty Avoidance style preferences?

<table>
<thead>
<tr>
<th>High Uncertainty Avoidance (Structure)</th>
<th>Low Uncertainty Avoidance (Risk)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Provide specific rules structures/interim structures.</td>
<td>• Reward behavior that moves the group to the goal even if it was “outside the box.”</td>
</tr>
<tr>
<td>• Recognize their need for information; lots of supporting data with examples of others who have used approaches successfully, use logical flow of your interaction</td>
<td>• Focus on process of learning as employees move toward the outcome.</td>
</tr>
<tr>
<td>• Provide cost-benefit analysis/comparisons</td>
<td>• Share information through many forums</td>
</tr>
<tr>
<td>• Share what they need to know.</td>
<td>• Provide an outline of information for them to use in decision-making. ROI could help facilitate decision. May not need the details as long as the numbers make sense.</td>
</tr>
<tr>
<td>• Use channels</td>
<td>• Less need to prove others have tried particular approach and that it works – bullet points and case study helpful</td>
</tr>
<tr>
<td>• Focus on compliance with procedures and policies.</td>
<td>• Start with the bottom line, then build your case around their questions.</td>
</tr>
</tbody>
</table>

Culture and Change Strategy

How do you handle Task and Relationship style preferences?

<table>
<thead>
<tr>
<th>Work/Task</th>
<th>Quality of Life/Relationship</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Stress and reward performance and results.</td>
<td>• Stress interdependence</td>
</tr>
<tr>
<td>• Expect that work takes precedence over family life.</td>
<td>• Focus on continued service to the internal and external customer.</td>
</tr>
<tr>
<td>• Remember their focus is “Live to Work.”</td>
<td>• Remember these clients are more likely to “Work to live”-stress how the changes improve quality of life.</td>
</tr>
<tr>
<td>• Show drive or ambition for completion of tasks and meeting of deadlines.</td>
<td>• Stress solidarity and service.</td>
</tr>
<tr>
<td>• Delivery what is promised, when you promise, and give 20% more than you promised.</td>
<td>• Remember these employees have a family life-take this into account.</td>
</tr>
<tr>
<td>• A good manager should be decisive.</td>
<td>• Emphasize humility and modesty in your approach.</td>
</tr>
<tr>
<td></td>
<td>• Resolve conflicts by compromise and negotiation.</td>
</tr>
<tr>
<td></td>
<td>• A good manager should be intuitive.</td>
</tr>
</tbody>
</table>
ACA & Inter-organizational Cultural Relationships

- The Affordable Care Act
  - Requires Multi-sector Interagency Collaboration to Implement New Services
    - Physicians-based or interdisciplinary inter-professional teams of health care providers; including behavioral health, community and social supports, enhanced coordination of care, and other services needed by the beneficiary with chronic health conditions (United States Department of Health and Human Services, 2010)
  - Different Organization Cultures - Each Sector and Organization Has its Own Culture (e.g. each public mental health department is different throughout the state).
  - Common Culture - For Interagency Collaboration to Succeed Member Organizations Need to Understand Each Others' Culture, and Develop a Common Culture Amongst Them so They Can Work Effectively Together
  - Tools - Large Dialogic Interventions (e.g. Search Conference), Focus Groups, Organizational Cultural Questionnaires (e.g. Culture in the Workplace Questionnaire and Organizational Culture Assessment Instrument)

Organizational Culture

Polarity Dimensions

Means Oriented & Goal Oriented

- Among the six dimensions, most closely connected with the effectiveness of the organization

- Means Oriented - key feature is the way in which work has to be carried out; people identify with the “how”.
  - High Orientation – employees exhibit high risk avoidance, limited effort in jobs, highly standardized workday

- Goal Oriented – key future is on achieving specific internal goals or results; people identify with the “what”.
  - High Orientation - the employees exhibit low risk avoidance, and are primarily out to achieve specific internal goals or results
Organizational Culture

Polarity Dimensions

• Internally Driven & Externally Driven
  o Focuses on the satisfaction of the customer, client or commissioning party
  o Internally Driven – (high) employees perceive their task towards the outside world as a given, based on ethics and honesty, and believe they know best what is good for the customer and the world at large
  o Externally Driven (high) emphasis is on meeting the customer’s requirements; results are most important and a pragmatic rather than an ethical attitude prevails

• Easy Going Work Discipline & Strict Work Discipline
  o This dimension refers to the amount of internal structuring, control and discipline.
  o Easy Going - loose internal structure, a lack of predictability, and little control and discipline; there is a lot of improvisation and surprises.
  o Strict - very cost conscious, punctual and serious.

• Local & Professional
  o Local company - employees identify with the boss and/or the unit in which one works; short term directed, internally focused and there is strong social control to be like everybody else
  o Professional organization - the identity of employees determined by profession and/or the content of the job; long term directed, externally focused, weak social influence

• Open System & Closed System
  o This dimension relates to the accessibility of an organization.
  o Open – (very) newcomers are made immediately welcome, open both to insiders and outsiders, and it is believed that almost anyone would fit in the organization
  o Closed – (very) closed organization it is the reverse.
Organizational Culture

Polarity Dimensions

- Employee Oriented & Work Oriented
  - This aspect of the culture is most related to the management philosophy
  - **Employee Oriented** – (very) staff feel that personal problems are considered and the organization takes responsibility for the welfare of its employees, even if this is at the expense of the work
  - **Work Oriented** – (very) heavy pressure to perform the task even if this is at the expense of employees

- Degree of acceptance of leadership style
  - General degree the leadership style of the employee’s direct boss is in line with respondents’ preferences

- Degree of identification with the organization
  - Degree employees identify with the organization in its totality

Presenter Information

David Weikel, M.S.W., Psy.D. Candidate
Behavioral Health Program Supervisor
Madera County Department of Behavioral Health Services Administration

Toni Knott, Ph.D.
Associate Professor
California School of Professional Psychology
Organization Development Division
Alliant International University - Fresno