CREATING A CLIMATE
FOR CULTURALLY INTELLIGENT INNOVATION

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Midwest Supply Chain Management Conference | March 16, 2017
Objectives

• Explore new equation for innovation
• Explore concept of cultural intelligence (CQ)
• Discuss what it means to be a culturally intelligent leader and why it matters
• Share strategies for creating a climate for culturally intelligent innovation
Diversity $\times$ CQ = Innovation
Diversity x CQ = Innovation

Diversity Is...
- Thoughts
- Race
- Generational
- Socio-economic Status
- Gender
Diversity x CQ = Innovation

Workforce Diversity

- People of Color: 36%
- Women: 47%
- People w/ Disabilities: 21%
- LGBT: 6%

Source: US DOL
By 2025, Millennials are projected to make up 75% of the global workforce.

Workforce Diversity
Diversity $\times$ CQ = Innovation

SUPPLIER DIVERSITY

and the Logistics Industry

## Cultural Values

### Your Profile

<table>
<thead>
<tr>
<th>Individualism</th>
<th>Collectivism</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emphasis on individual goals and individual rights</td>
<td>Emphasis on group goals and personal relationships</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Low Power Distance</th>
<th>High Power Distance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emphasis on equality; shared decision-making</td>
<td>Emphasis on differences in status; executives make decisions</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Low Uncertainty Avoidance</th>
<th>High Uncertainty Avoidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emphasis on flexibility and adaptability</td>
<td>Emphasis on planning and predictability</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cooperative</th>
<th>Competitive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emphasis on collaboration, nurturing, and family</td>
<td>Emphasis on competition, assertiveness, and achievement</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Short Term</th>
<th>Long Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emphasis on immediate outcomes (success now)</td>
<td>Emphasis on long term planning (success later)</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Low Context / Direct</th>
<th>High Context / Indirect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emphasis on explicit communication (words)</td>
<td>Emphasis on indirect communication (tone, context)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Being</th>
<th>Doing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emphasis on quality of life</td>
<td>Emphasis on being busy and meeting goals</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Universalism</th>
<th>Particularism</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emphasis on rules; standards that apply to everyone</td>
<td>Emphasis on specifics; unique standards based on relationships</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Neutral</th>
<th>Affective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emphasis on non-emotional communication; hiding feelings</td>
<td>Emphasis on expressive communication; sharing feelings</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Monochronic</th>
<th>Polychronic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emphasis on one thing at a time; punctuality; work and personal life separate</td>
<td>Emphasis on many obligations; combines work and personal life combined</td>
</tr>
</tbody>
</table>
Diversity $\times$ CQ = Innovation
Cultural Intelligence (Quotient)

The capability to work and relate effectively in culturally diverse contexts (national, ethnic, organizational, generational, etc).
Diversity x CQ = Innovation

https://www.youtube.com/watch?v=JJ_LcJEU8k
Why is CQ Important?

- Expansion into new markets
- High-quality service to culturally diverse customers
- Speed and Efficiency
- Productive global assignments
- Becoming an employer of choice
Diversity x CQ = Innovation

4-Step Model

**CQ Drive**
Your interest, drive and confidence to adapt to multicultural situations.

**CQ Knowledge**
Your understanding about how cultures are similar and different.

**CQ Action**
Your ability to adapt when relating and working interculturally.

**CQ Strategy**
Your awareness and ability to plan for multicultural interactions.
Diversity $\times$ CQ = Innovation

“The cultural intelligence of the individuals on a diverse team determines whether the team’s diversity promotes or deters innovation. Improve CQ to gain the benefits of diversity.” (Livermore, 2016)
Culturally Intelligent Innovation
Climate | Process
The Human Operating System

Provides insight into what makes us each “tick”:

• Why do we behave the way we do?
• Why do we see the world and the others the way we do?
• Why we feel the way we do?
• Why are we so effective sometimes and ineffective others?

Cultural Values
CQ Climate | 5D Process

**CLIMATE**
- ATTENTION
- PERSPECTIVE
- FOCUS
- SPACE
- TRUST

**PROCESS**
1. **DEFINE**
   - Align diverse expectations and goals
2. **DREAM**
   - Generate diverse ideas
3. **DECIDE**
   - Select & Sell your idea
4. **DESIGN**
   - Create & test for diverse users
5. **DELIVER**
   - Implement global solutions
Strategies to create a CQ Climate

**ATTENTION**
- Cultural Coach | Become conscious of your blind spots

**PERSPECTIVE**
- Empty Chair | Don’t assume others want what you want

**FOCUS**
- Prioritize | Set three priorities for the week

**SPACE**
- Flexibility | Begin with universals of light, nature, noise, & temp

**TRUST**
- No Outsiders | Create a sense that you’re an in-group

Source: Driven by Difference: How Great Companies Fuel Innovation Through Diversity (Livermore, 2016)
Diversity \times CQ =

- Innovation
- Better solutions
- Measurable &
- Sustainable results
The Journey
Creating a culture of conscious inclusion

Unconscious Incompetent
Conscious Incompetent
Conscious Competent
Deepen & Model

Awareness & Understanding
Skills & Personal Development
Conscious, Inclusive Teams

- Unconscious Bias
- Cultural Values
- Self-Awareness
- Developing CQ
- Personal Development Plans
- 5D Fusion Process
- Team Strategy

Cultural Intelligence
CQ for TEAMS
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