



ReachOut e-Diversity News

An Electronic Publication of the Ohio Developmental Disabilities Council

This Month: Meet the Change Challenge!

1. Use Communication to Create an Open Environment
2. Re-Examine Personal Values & Align Behaviors
3. Recognize & Manage Cultural Intersections
4. Moving from Technical to Adaptive Work

August 2017 Edition | Volume 11, Issue 4

Read, Pass on to Friends,
Family Members, Colleagues
& Constituents



Don't
Miss an
Issue!

It is the policy of the Ohio Developmental Disabilities Council to use person-first language in items written by staff. Items reprinted or quoted exactly as they originally appear may not reflect this policy.



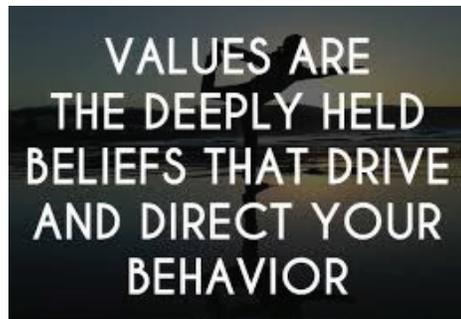
Kenneth Latham was selected to be among 35 individuals participating in the Georgetown University Leadership Academy, June 19-22, 2017, Sante Fe, New Mexico. This four-day learning experience focused on "Increasing Leadership for Cultural Diversity and Cultural and Linguistic Competence in Networks Supporting Individuals with Intellectual and Developmental Disabilities." Academy participants were encouraged to "meet the change challenge!" [-READ MORE-](#) about how you too can join in meeting the change challenge!

Use Communication to Create an Open Environment

unwillingness to engage, and pain. At the heart of creating an environment that is perceived to be closed to open requires change.

A system cannot be inclusive, if the people it is intended to serve do not feel safe. Fear of safety results in distrust,

[-READ MORE-](#)



Re-Examine Personal Values & Align Behaviors

Leaders are defined by their values, their beliefs, and their character. Our values develop early, are shaped by important experiences, rise out of others' behavior and generally define what is perceived as right and wrong. To be culturally intelligent means that you must constantly review, revise, and reflect upon your personal value systems and how these systems impact your cultural interactions. [-READ MORE-](#)

Recognize & Manage Cultural Intersections

Culture is complicated! Culture is learned and shared knowledge that specific groups use to generate their behavior and interpret their experience of the world. It includes but is not limited to: [-READ MORE-](#)

**It's
complicated**

PROGRESS
is IMPOSSIBLE
WITHOUT CHANGE,
& those who cannot
CHANGE THEIR minds
CANNOT
CHANGE Anything.TM
- George Bernard Shaw

Moving from Technical to Adaptive Work

The Ohio Developmental Disabilities Council is working to enhance the Ohio system for the un/underserved persons with developmental disabilities. It is hard work and requires hearts and minds to change, new realities to be faced and an urgency to make progress. People can't be forced to do this work, but must be helped to take up the work themselves, stay focused on the work, and when inevitable resistance arises, face it with compassion and curiosity and continue to direct their actions to making progress. [-READ MORE-](#)

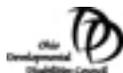
Did You Know?

"The only way that we can live, is if we grow. The only way that we can grow is if we change. The only way that we can change is if we learn. The only way we can learn is if we are exposed. And the only way that we can become exposed is if we throw ourselves out into the open. Do it. Throw yourself."

— C. JoyBell C.



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Meet the Challenge of Change

By *Kenneth Latham*

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Kenneth Latham

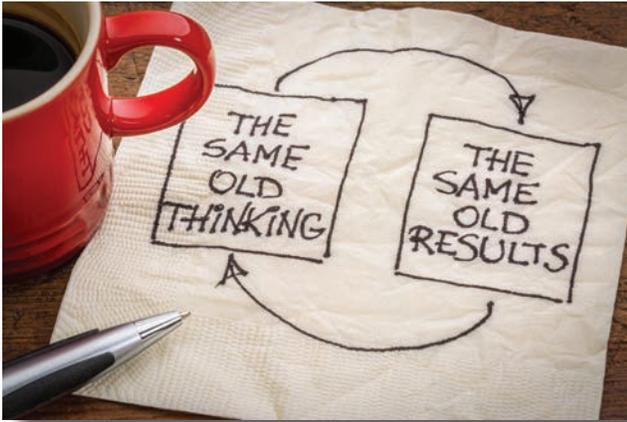
Being among 35 individuals selected from diverse service sectors, settings, and geographic locations to participate in the Georgetown University Leadership Academy was an honor. Santa Fe, New Mexico provided the perfect place for this four-day interactive learning experience. It was a relaxed pace, stimulating culture, fantastic food and rich with historic architecture.

Participation in the Leadership Academy afforded me opportunities to interact with and learn from a distinguished faculty from Georgetown University (Washington, DC) to include:

- **Tawara D. Goode**, MA, director of the National Center for Cultural Competence at the Georgetown University Center for Child and Human Development where she also serves as the Deputy Director for Excellence in Developmental Disabilities;
- **Vivian H. Jackson**, Ph.D. who provides technical assistance on cultural and linguistic competence for the Comprehensive Mental Health Services for Children and Their Families program. Her current focus is the Leadership Institute for Cultural Diversity and Cultural Linguistic Competence funded by the Administration on Intellectual and Development Disabilities;
- **Wendy Jones**, MEd, MSW whose primary focus is training and consultative services centered on assisting agencies to increase their capacity to address: (a) diversity, disparities, and inequities, (b) cultural and linguistic competence, and (c) cross cultural communication;
- **Ellen B. Kagen**, MSW, director of the Georgetown Leadership Program, a national leadership learning and consultation effort for professionals and families in the field of health, education, and human services. She also is the editor of their training curriculum which focuses specifically on the leadership role in systems change and transformation; and
- **Deborah F. Perry**, Ph.D. director of Research and Evaluation who has served as an external evaluator for a broad array of state and federally funded initiatives and conducted many community-based research project.

The focus of the Leadership Academy was for participants to engage in self-reflection, introspective work and leave committed to taking their ideas and information gained from the Leadership Academy and translating them into action. As such, I have identified four important actions that ODDC Stake holders should take if we are to create a more inclusive environment that supports the un/underserved populations with developmental disabilities who live in Ohio. This inclusive environment requires all of us to “meet the challenge of change.”





People often resist change out of fear and resistance to doing something different. But inherent in achieving new goals and outcomes is the necessity to embrace a new mindset and new actions. You have probably heard this before “if you keep doing the same thing expecting different results that is insanity.”

This month’s Reach Out e-Diversity newsletter invites you to “Meet the Challenge of Change” in four areas:

- Use Communication to Create an Open Environment
- Re-examine Personal Values and Align Behaviors to facilitate an inclusive system
- Recognize and Manage Cultural Intersections
- Move from Technical to Adaptive Work



Join me in committing to increasing leadership for Cultural Diversity and Cultural and Linguistic Competence in Network Supporting Individuals with Intellectual and Developmental Disabilities. Let’s “Meet the Challenge for Change!”

The Georgetown University Leadership Academy Participants Represented

Service sectors included but not limited to I/DD, education, early intervention, behavioral health, human services, assistive technology, legal and advocacy, and employment.

Settings — included but not limited to the following: University Centers for Excellence in Developmental Disabilities, State Councils on Developmental Disabilities, Protection and Advocacy Agencies, and other AIDD-funded programs; MCHB-funded training programs; national or state advocacy, self-advocacy, or family advocacy organizations; national associations; federal, state, county, or local departments of disability, health, or social services; state, county, and local school systems; and public and private providers of community-based services and supports.

Geographic localities –United States, territories, commonwealths, and tribal communities



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Use Communication to Create an Open Environment

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Meet the Change Challenge

A system cannot be inclusive, if the people it is intended to serve do not feel safe. Fear of safety results in distrust, unwillingness to engage, and pain. At the heart of creating an environment that is perceived to be closed to open requires change.

The following tips were provided at the 2017 Georgetown Leadership Academy, Leading in Challenging Times, Georgetown University National Center for Cultural Competence, Center for Child & Human Development.

Create an inclusive process

- Make sure everyone has an opportunity to tell their story
- Share the stories of those not in the room



Communicate to understand

- Be patient and listen with intent- not just to respond with an answer
- Differentiate between positions and interests and help others do the same
- Look for opportunities to change “but” conversations to “and” conversations
- Use the following for effective communication:
 - Restate-listen for factual content
 - Reflect-listen for emotional content
 - Reframe
 - Ask open ended questions
 - Use “I” statements
 - Summarize

Manage the communication

- Give everyone at the table time to tell their story- spend time equitably drawing out everyone’s story
- Be careful and precise when setting up expectations and ground rules/norms
- Do not feel like you always have to compromise, on the other hand, be flexible
- Support others to be solution finders rather than just jumping in (give the work to the people)





JUST FOCUS

Maintain focus for the communication

- Separate the person from the problem
- If necessary, encourage the use of a “parking lot” to table conversation not relevant to the current conversation
- Make sure there will be no retribution from you or from others

Personal Management

- Slow yourself down
- Work through your own defensiveness
- Defer your own immediate emotional response and ask for clarification
- Take risk to slow things down for the group
- Empower others through deep listening



Meet the Change CHALLENGE!

Use these tips to assess the environment that you create when interacting with others.

Where are your strengths?

Where are their opportunities for change?

How would you rate the openness of your environment on a scale of 1-4?

1- Very Open

2- Open

3- Slightly Open

4- Not Open

What 1 change are you committed to making?

SHARE your commitment and NOW Challenge others!



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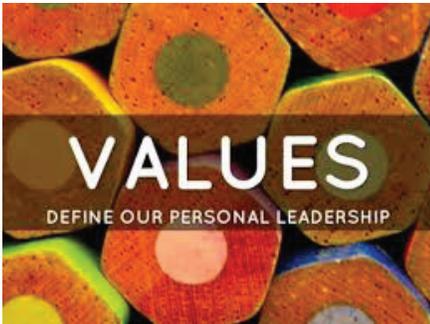
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Re-Examine Personal Values & Align Behaviors

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Meet the Change Challenge



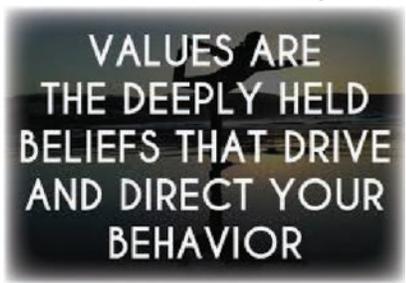
Leaders are defined by their values, their beliefs, and their character. Our values develop early, are shaped by important experiences, rise out of others' behavior and generally define what is perceived as right and wrong. To be culturally intelligent means that you must constantly review, revise, and reflect upon your personal value systems and how these systems impact your cultural interactions.

Did you know that your culture is informed by your personal values, and your values determine your behavior? Values influence behavior because people emulate the conduct they hold valuable. Below is an example of how the value of learning impacts culture and behaviors.

Example

Value	Cultural Message	Impact on Actions and Behaviors
Learning	Education is a way for people to become secure and successful	I seek opportunities for learning by attending conferences, listening to webinars and podcasts, reading books I learn from my interactions with all people
Teamwork	Together everyone achieve more	I engage everyone on the team in the meeting.

In The Leadership Challenge (Kouzes & Posner, 4th edition, 2007), clarifying your own values is a necessary first step on the journey to credible leadership. Leaders must understand and articulate what values drive their behaviors and attitudes. It is important because a leader's behavior sends messages to stakeholders about what is important. To that end, leaders need to be mindful that their behaviors are aligning with the organization's mission and values. In the above example, if learning is a value and the leader never reads or is disinterested in attending and engaging in conferences, webinars, etc., the leader's behavior is not in alignment with the organization's value. Hence, people



in the organization will not feel that the value is important to the leader. The leaders may not recognize that when employees haven't read a required assignment, it may be tied back to the misalignment of the leader's behavior.

The more diverse our communities, the more important it is for inclusivity. If an inclusive environment is desired, but leaders do not include all people who should be in the room at the table, the message that is being sent by misaligned behavior is “inclusion is not important.” Leaders must be courageous enough to give themselves a reality check and do what is necessary to align their beliefs and behaviors. Leaders must pay as much attention to values as they do to productivity.



Meet the Change CHALLENGE!

Conduct a self-assessment to determine if your behaviors are aligned with your values.

- List your personal values and/or your organization's
- What actions do you take pertaining to your values/ your organization's values?
- What do you pay attention to that relates to your organization's values?
- What do you recognize and reward that relates to your organization's values?
- What gets punished that relates to your organization's values?
- What do you allocate resources to that relates to your organization's values?

List the values and behaviors that are in alignment? Not aligned?

What 1 value do you commit to making sure your behaviors aligned?

SHARE your commitment and NOW Challenge others!



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Recognize & Manage Cultural Intersections

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Meet the Change Challenge

Culture is complicated! Culture is learned and shared knowledge that specific groups use to generate their behavior and interpret their experience of the world. It includes but is not limited to:

- Values
- Rituals
- Roles
- Communication
- Thought
- Relationships
- Languages
- Customs
- Practices
- Courtesies
- Expected behaviors



Culture applies to racial, ethnic, religious, political, professional and other social groups. It is transmitted through social and institutional traditions and norms to succeeding generations.



Culture is a paradox, while many aspects remain the same, it is also dynamic, constantly changing.

Cultural factors influence diversity among individuals and groups. The Hays Addressing Model provides a framework for examining these cultural factors.

- A** Age
- D** Disability (congenital)
- D** Disability (acquired)
- R** Religion (spirituality or no affiliation)
- E** Ethnicity (or race)
- S** Social status
- S** Sexual orientation
- I** Indigenous heritage
- N** National origin
- G** Gender



There are intersections between and among groups and cultural factors resulting in multiple cultural identities.



Intersections can be grouped as follows.

- Categorization- people identify with one of their cultural groups over others
- Compartmentalization- individuals maintain multiple, separate identities within themselves
- Integration- people link their multiple cultural identities

Each of us has multiple cultural intersections and choose differently how we group them.



Meet the Change CHALLENGE!

List your intersections based upon groups and cultural factors.

Given your multiple cultural identities, how do you group your intersections?

- Categorization**
- Compartmentalization**
- Integration**

SHARE your intersections and NOW Challenge others!



Data Sources

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Slide Source

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Moving from Technical to Adaptive Work

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When we address challenges, we tend to engage in technical work. Technical work tends to result in short-term wins and make some forward progress. With technical work the answer to the problem is already known and just needs to be applied. For example, when an organization does not have a diverse workforce, the technical work answer is to create a workforce plan

that focuses on recruiting and hiring diverse workers. Attempts are made to recruit and hire and yet in many instances the challenge still exists. The challenge exists because in addition to technical work adaptive work is needed. According to Dr. Val Ustad (Health Catalyst University), the following are characteristics of adaptive work

- There is a gap between the way things are and the desired state.
- There are multiple perspectives on the issue.
- New learning needs to happen.
- Behaviors and attitudes need to change.
- Old ways need to change, creating a sense of loss.
- People with the problems are key to solving the problems.
- Resistance is triggered in stakeholders.
- It takes longer than technical work



Change is mandatory for extraordinary results.



Addressing the challenge of creating a diverse workforce requires leaders to first re-examine their personal values, beliefs, behaviors and determine what they must change to ensure the desired future state. It requires engaging diverse stakeholders in identifying diverse perspectives and solutions, determining what attitudes and behaviors need to change across stakeholders, understanding the sense of loss and resistance some stakeholders may feel as a result of the change, and then develop a plan that encompasses all of these. Creating a diverse workforce is larger than just recruiting and hiring.

The most common cause of leadership failure is treating an adaptive problem with a technical fix. Technical work is not bad or unimportant; it is just insufficient to address adaptive challenges. When we think about enhancing the Ohio system to meet the needs of un/underserved persons with developmental disabilities, there are many adaptive challenges tied to cultural diversity and cultural linguistic competence. Adaptive leadership is necessary.



Meet the Change CHALLENGE!

Identify the adaptive challenges you see tied to cultural diversity and cultural linguistic competence.

Share your challenges.



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