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

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“In the race for excellence, there is no finish 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
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** 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
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

Define and Manipulate unit Boundaries

Resolve Stalemates and conflict

Sensitize unit members to environmental issues

Develop and Maintain Networks

Obtain resources & distribute outputs

Obtain, filter, store & disseminate information

Respond to external demand and influences
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)?

Four Elements

Spirit
Setting

Invite the Stranger
Learning in Public
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)
Give opinions without fear of criticism

Step back & reflect on assumptions

Deep respect for difference in spite of…

Be curious, willing to learn and be influenced

Hold off judging based on different perspective

Give opinions without fear of criticism

Operationalizing Gracious Space

Slow down and truly listen
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

**Inclusive Culturally Competent Healthcare Organization**

- Awareness & Respect for Difference
- Patient and family centered care
- New knowledge & skills driving actions/behaviors
- Conscious Competence, self-examination & ongoing analysis
- Teamwork and Service Excellence
- Compassion Empathy & Sensitivity

Penn Medicine
“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.
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

Dinah M. Craik
Adapted from an Arabian proverb
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
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!


Hughes, P (2004) Gracious Space: A practical guide for working better together. Published by the Center for Ethical leadership