

Towards Leadership Success in a Global Nursing Organization: Developing Intercultural Communication Competence



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Disclosures

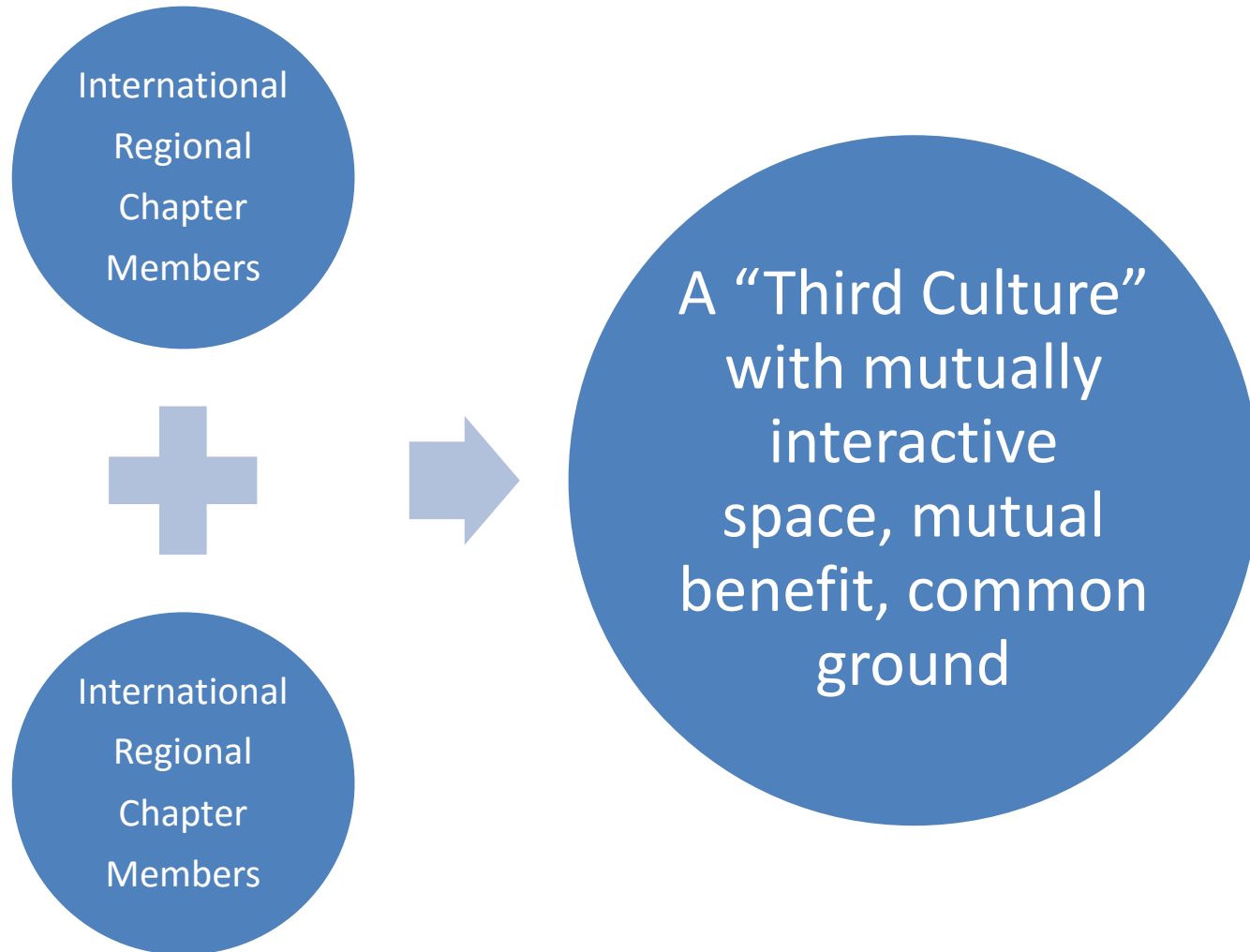
- Dorette E. Welk, Faculty Emeritus, Bloomsburg University, PA; Independent Consultant
- Objectives
 - Apply the concepts, dimensions, and strategies related to intercultural communication competence (ICC) to STTI leadership roles
 - Use the STTI website to engage culture-related resources that enhance ICC development
- The author declares no Conflict of Interest of any sort related to this presentation.
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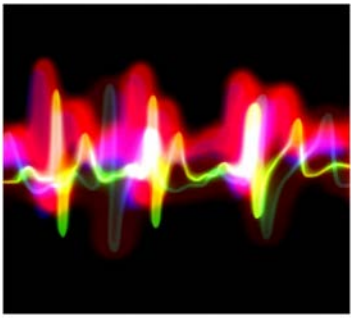
What is Intercultural Communication Competence (ICC)?



- “the ability to **reach reciprocity and mutuality** in order to establish harmonious relationships across cultures” (Dai & Chen, 2015).
- appears naturally within an organization or social context made up of individuals from **different religious, social, ethnic, and educational backgrounds**
- relates to every individual and group in any communication opportunity (live, online) – a **conscious** effort

Goal of ICC related to STTI





Cultural Sensitivity

- A sensitivity to the importance of cultural differences and to points of view of other people from different cultures
- A sensitivity to notice cultural differences
- A willingness to modify behavior as an indication of respect for the people of other cultures
- **Intl:** Where are other members from? What can you learn about those countries and cultures?
- **Region:** How do rural and urban areas differ in their strategic plans?
- **Chapter:** How can we change the time of the meeting to address clinical schedules of our members?

Cultural Empathy

- Involves a temporary shift in one's frame of reference "as if" one were the other person
- Change in behaviors follow when interacting with this person
- Facility to communicate the new understanding to this person in a meaningful way
- **Chapter:** I'm retired now but I do remember working and the schedule that was involved.
- **Intl:** I will find a mutually better calling time that respects the work schedule of others.
- **All:** Without fanfare, I will let others know that I am taking their work/time needs into consideration for the next call time.

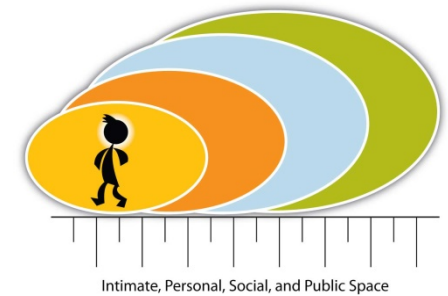


Cultural Competence



- A behavioral outcome of cultural awareness
- Ability to function in a manner that is perceived as consistent with the needs, capacities, goals, and expectations of both individuals or groups
- Creation of the “third culture”
- **Chapter:** The topics for meetings are varied to address clinical, academic, research, members across the lifespan/generations
- **Region:** Chapter support is approached with some consistency from biennium-to-biennium by RCs
- **Intl:** Members express satisfaction with interactions

Power Distance in Relationships



The way in which power is distributed and the extent to which the less powerful accept that power is distributed unequally

- High power distance: believe power and authority are facts of life, not equal, everybody has rightful place, marked by countless vertical arrangements; seldom challenge; more top-down
- Low power distance: have a preference for consultation, expect to approach and contradict authority; leaders expect such behavior; more lateral

Affective Dimension

A motivational force that pushes individuals to acquire knowledge and skills in the process of building harmonious relationships

International: How can we achieve mutual understanding and intercultural harmony “quickly” in order to move the agenda forward?

Region: Do we ask what preferences chapters in different regional areas might have for an upcoming regional conference or assume we know?

Chapter: When planning programs do we consider student-faculty-clinicians, career phases, generational interests?



Cognitive Dimension

- The process of learning about the way of thinking, beliefs, definitions of time, and values of persons from another culture
 - **International**: Do we reference things as fall and spring semesters without thinking that they are not the same in other parts of the world? Do we assume that vacation periods are the same? Do we find out about other cultures' observed religious and political events?



SEASONS AND MONTHS AROUND THE WORLD

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	SUMMER	DRY SEASON	RAINY SEASON	AUTUMN	WINTER	DRY SEASON	RAINY SEASON	SPRING
Europe	June July August			September October November	December January February			March April May
North America	June July August			September October November	December January February			March April May
India	April May June		April May June July August	July August September	October November December		November December January February March	February March
China	May June July			July August September October	November December January February			March April
Equatorial Africa		December January	February March April			May, June July August	September October November	
Amazon Region	February, March April, May June		January to December		July	May to October (not really dry, but less rain)		
Northern Australia (Top End)	April October		November December	May June	July	August September October	January February	March
South America	December January February			March April May	June July August			September October November
Southern Australia	December January February			March April May	June July August			September October November
Southern Africa	November December		January February March	April	May, June July August	September October November December		September October

Behavioral Dimension



- Ability to put knowledge into practice

Message skill

Interaction Management

Meaningful
Expressions

Non-verbal
behaviors

Initiate, regulate,
terminate
conversation

Dynamic and
productive talk

Moral Dimension

- The basic norms and values that regulate ICC
+++ the other dimensions
 - Mutual respect
 - Sincerity
 - Tolerance
 - Responsibility or obligation to others to meet accepted role, e.g., agreement to serve in an office or on a committee and meeting those expectations





STTI Resources to Promote ICC

GAPFON – Global Advisory Panel on the Future of Nursing

Global Advisory Panel on the Future of Nursing Hosts First
Regional Meeting With Key Southeast Asia and Pacific Rim Nurse Leaders
Meeting convened by the Honor Society of Nursing, Sigma Theta Tau
International

INDIANAPOLIS — The Honor Society of Nursing, Sigma Theta Tau
International (STTI) convened the inaugural regional meeting of the
Global Advisory Panel on the Future of Nursing (GAPFON) 15-16 June
2015 in Seoul, Republic of Korea, in collaboration with the Korean Nurses
Association (KNA). More than 50 key nurse leaders from the Southeast
Asia/Pacific Rim region¹ were invited to participate in this historic event.

The United Nations Eco-Soc Status and Sustainable Development Goals

Special consultative status grants STTI greater privileges and access to nearly all intergovernmental processes at the UN dealing with economic and social development. This designation allows STTI to participate on UN committees through which STTI has a voice. As part of this affiliation, STTI commits to disseminate information and raise public awareness about the purposes and activities of the UN and related issues of global concern.

STTI will provide a strong nursing presence at the UN and will continue to conduct outreach around the world to help our nurse members better understand the work and aims of the UN, including the Sustainable Development Goals (SDGs).



Global Member Forum

discussion postings such as:

- Requests to participate in research studies
- Events of interest to members
- Questions for STTI members
- Announcements from headquarters
- Questions about attending events (looking for a roommate, travel questions, etc.)



Global Leadership Mentoring Community

The purpose of the Global Leadership Mentoring Community is to provide a platform to engage and mentor emerging global leaders.



Circle Workgroups for All Committees, Roles, Communities

- E.g., through your Circle Profile or if you are in a designated group by STTI, you will have a Workgroup
 - Dee's groups (under Groups, My Groups in the Circle)
(thecircle.nursingsociety.org)
 - All Chapter Officers
 - Career Advisors
 - Career Central
 - Global Leadership Mentoring Community
 - Global Member Forum
 - Good Work in Nursing Community
 - Regional Chapter Coordinating Committee
 - Region 11 Officers Connect
 - Eta and Theta Zeta Chapters





STTI Resources to Promote ICC

Providing and Promoting Opportunities to Communicate

- Regional Chapters Coordinating Committee – Face-to-Face live event, January after election; Workgroup with frequent interaction, webinars
- All Chapters Officers Workgroup and frequent orienting and educating webinars for officers and chairpersons
- STTI-developed Chapter websites for all 500+ chapters (e.g., eta.nursingsociety.org)
- Leadership Connection 2016!

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Thank you!

- What applications might you offer for Intercultural Cultural Competence at the chapter, region, and international levels?