

STUDYING DIVERSE INSTITUTIONS: CONTEXTS, CHALLENGES, AND CONSIDERATIONS pdf

1: 13 benefits and challenges of cultural diversity in the workplace Hult Blog

*Studying Diverse Institutions: Contexts, Challenges, and Considerations: New Directions for Institutional Research, Number [M. Christopher Brown II, Lane] on www.enganchecubano.com *FREE* shipping on qualifying offers.*

Public Health, 19 June <https://doi.org/10.1186/s12916-019-1311-1>: Mental health providers and professionals across the world have to work with clients that are often from cultures other than their own. The differences in cultures have a range of implications for mental health practice, ranging from the ways that people view health and illness, to treatment seeking patterns, the nature of the therapeutic relationship and issues of racism and discrimination. This paper will excavate some of these considerations with a view to raising possible ways in which mental health systems and professionals can engage across cultures more equitably and sustainably. Introduction Culture is a broad and vexed term that can be defined in a range of ways, depending on the field of study and the perspective of the person using the term. As Tribe 1 argues, it is a multi-layered concept influenced by a range of issues such as gender, class, religion, language, and nationality, just to name a few. Giddens 2 , from a sociological perspective, presents culture as the set of values that the members of a given group hold and includes the norms they follow and the material goods that they create. Culture, in itself, is impacted on by the broader context of social norms and social issues. For example, many refugees, and migrants in Western countries work at the lower ends of the labor market, with lower pay and higher levels of casualization than the general population 6. As such they experience much higher levels of income inequality within these countries, inequalities that in turn impact adversely on their health and wellbeing 7. While acknowledging the key impacts of these larger social issues, and recognizing the need for broad and collective responses to their impacts on cultural groups, this paper will focus on the impacts that culture has on mental health so as to excavate the key considerations for policy and practice within this context. Much of the theory and practice of mental health, including psychiatry and mainstream psychology, have emerged from Western cultural traditions and Western understandings of the human condition. Notions of Cartesian dualism of body and mind, positivism, and reductionism have been central to the development of mainstream mental health systems as they are widely implemented today 8 , 9. While these relatively monocultural understandings of mental health have provided powerful conceptual tools and frameworks for the alleviation of mental distress in many settings, they have also been very problematic when applied to the context of non-Western cultures without consideration of the complexity that working across cultures brings with it 10 , Cultural diversity across the world has significant impacts on the many aspects of mental health, ranging from the ways in which health and illness are perceived, health seeking behavior, attitudes of the consumer as well as the practitioners and mental health systems. As Hernandez et al. Key Considerations Hechanova and Waelde 14 suggest that there are five key components of diverse cultures that have implications for mental health professionals. While the authors make their arguments in the specific context of disaster situations in Southeast Asia, their comments provide a framework to begin the discussion of cultural diversity and mental health. The first element that they identify is emotional expression where some cultures may identify that lack of balance in expression may lead to disease. Further, this may be reflected in a perception that talking about painful issues would lead to further painful feelings p. This reluctance to utilize talking therapies is evidenced in other research especially with refugees from Africa and from Southeast Asia 5. The second element is shame which Hechanova and Waelde 14 argue is one of the reasons why Asians are slow to access professional therapists. Shame may play a key part in this context because of the significant role that family plays in the lives of Asian individuals with mental health issues 5. The third element that they discuss is power distance or the large differences in power that may exist in Asian countries between therapist and which may have implications in terms of the autonomy or lack thereof in the therapeutic relationship. Fourth they discuss the nature of collectivism and its impact as a supportive factor to resilience and coping. And finally, they discuss spirituality and religion from the point of view of attribution as well as in terms of coping with disease [14 , p. These five factors are useful

STUDYING DIVERSE INSTITUTIONS: CONTEXTS, CHALLENGES, AND CONSIDERATIONS pdf

to further excavate some of the considerations that we explore in this section. There is an extensive body of research literature that emphasizes the fact that health and illness are perceived differently across cultures 8 , 15 . To begin with, the perceptions of etiology of disease can be very different across cultures. Helman 20 presents us with a framework of views of illness causality that may be at the individual level or situated in the natural world or in the social world, and argues that each cultural group views these differently. Religion and spirituality play a key part in these perceptions by juxtaposing hardship with a higher order good and the solutions are accordingly sought within the purview of these systems. Examples of these would be the healing temples in India or other religious pilgrimage sites across the world that are visited every day by thousands of people experiencing mental health issues. Diverse views in terms of etiology are also central to the large traditional health systems in countries like India and China. For example, the disease factors in Traditional Chinese Medicine are often ascribed to a lack of balance between pathogenic factors of Yin and Yang. It is important to note that people from diverse cultures may not make the same distinction between issues of the body and the mind as in Western therapeutic systems. In their research with Afghan refugees in the Netherlands, Feldmann et al. This is very unlike Western biomedicine, which has traditionally taken a reductionist approach that clearly separates the body and the mind. Research in more recent times clearly points to the interrelationship between body and mind, and areas of study such as psychosomatic medicine and psychoneuroimmunology have provided substantial evidence that methods working with a composite of the body and mind in the context of the environment are more likely to be effective than dualistic and reductionist approaches. In the context of cultures that are already familiar with these integrative approaches, we would argue that there is potential for new approaches to working with distress, whether of the body or the mind. Cultures vary also in terms of how they seek treatment from mainstream Western health system. Further, research in High Income Countries HICs like Australia, Canada and the United States emphasizes that diverse cultures in these countries tend to seek help much later than those from the majority community and many of them tend to present in acute stages of mental distress 12 , Hampton and sharp 24 have explored the nature of shame quite comprehensively using a framework of external, internal and reflective shame to argue that mental health systems, professionals, and researchers need to recognize and mediate the effects of shame on individuals from diverse cultures if they wish to ensure effective management of mental health issues. Hechanova and Waedle 14 suggest that shame related reasons for low access to mental health systems could be due to several reasons. The first possibility is about the desire to protect the family reputation and their own dignity. Research indicates that talking therapies may not be the most useful form of intervention among many cultural groups. This perception of talking therapies in turn raises the possibilities of more effective utilization of movement-based therapies, expressive therapies, online therapies. Stigma can play a key role in terms of variations in treatment-seeking. Stigma around depression and other mental illness can be higher in some cultural groups and often is a major barrier to people from diverse cultures when accessing mental health services 12 , Stigma can cause people to feel so ashamed that they hide their symptoms and do not seek treatment until the issues becomes acute. Stigma can be examined from a range of related issues such as the perceptions of etiology as well as notions of shame and levels of interdependence in the community 20 , In the context of Low and Medium Income Countries, these issues become even more significant as the family is often the only safety net that individuals have. Where government safety nets are minimal or do not exist, lack of support from the family due to perceptions of stigma can lead to total neglect of a person with mental health issues. Treatment seeking is also very closely linked to the historical context of cultural groups. This is of special note in in HICs with a colonial past. First Nations People in countries like the United States, Canada, Australia and New Zealand struggle with endemic mental health issues that can be closely linked to histories of dispossession, oppression and intergenerational trauma 30 , 31 and as Nelson and Wilson [32 , p. The severity and complexity of the mental health issues experienced with First Nations Peoples can also be exacerbated by the fact that in these countries, mental health professionals may be seen as part of the problem, both from a historical perspective as well as in their roles within the State. These perceptions would lead to

STUDYING DIVERSE INSTITUTIONS: CONTEXTS, CHALLENGES, AND CONSIDERATIONS pdf

reduced utilization of mental health services as well as later and more acute-stage presentations. Similarly, research with African-American and Latino communities in the US also raises issues of mistrust of clinicians as a product of historical persecution as well as current issues of racism and discrimination. The challenges that this discussion on the historical perspective raises is around mental health systems that can work in more collaborative and power-sharing ways, and that work deliberately toward empowering the communities that they work with. Racism and discrimination impact quite dramatically on many diverse cultural groups. Besides the negative attitudes and beliefs that are implicit in all forms of racism, they also lead to discrimination and differential treatment of individuals of some cultural groups. The experience of racism can lead to social alienation of the individual, a fear of public spaces, loss of access to services, and a range of other effects that in turn impact adversely on the mental health of the affected individual. Williams and Mohammed [35 , p. Discrimination is also one of the major barriers to Aboriginal Peoples accessing mental health services, especially when the service is within a non-Aboriginal mental health setting. As part of the discussion of racism and discrimination, notions of mainstream bias and the stereotyping of cultural groups in healthcare need consideration. The history of working with diverse cultural groups in healthcare in High Income Countries has numerous examples of stereotyping of specific cultural groups leading to interventions that are often inadequate or inappropriate 38 , The very concepts of normality and abnormality in Western therapeutic approaches are embedded in cultural constructions that cannot be easily generalized across cultures.

Of particular concern here is the overdiagnosis of particular cultural groups with particular mental disorders as in the case of the overdiagnosis of schizophrenia in African American communities 19 , Coping and resilience are other areas of consideration in the context of cultural diversity and mental health. Coping styles refer to the ways in which people cope with both everyday as well and more extreme stressors in their lives, including mental health related stressors. The US Surgeon General [19 , p. Different cultures may place stressful events differently as normative, or something that most people in that culture will experience, such as coming-of-age rituals. Further they will allocate social resources differently, leading to diverse experiences of these stressors. And finally, they may assess stressors differently, such as in terms of breaking of taboos or other cultural norms p. This diversity in terms of dealing with stressors can be both a protective factor and a risk factor. Hechanova and Waelde 14 suggest that, in collectivist cultures, healing is a product of interdependence and that the health of the group is at least as important to the individual as his or her own health. Closely associated with coping, resilience is the ability to do well despite facing adversity, and is often discussed in the context of traits and characteristics of individuals. They go on to suggest that, in the context of the Aboriginal Peoples of Canada, resilience is embedded in cultural values, renewed cultural identity, revitalized collective history, language, culture, spirituality, healing, and collective action. As discussed earlier, collectivist cultures can play a key role as both a protective factor and a risk factor in issues of mental health. Family factors such as supportive extended families and strong sibling relationships can act as protective factors in mental health, while perceptions of stigma, severe marital discord, breaking of norms and other such factors can be major risk factors 19 , Which would suggest that interventions that include cultural renewal and community and family support systems can be very useful in some or most cultural groups. Cultural impacts on the therapeutic relationship are a significant factor to be considered in working with diverse cultures in mental health. The cultural context of the client and the practitioner are both central to the therapeutic relationship, a relationship that cannot work without careful consideration of the implications of cultural diversity. Ideally, both the therapist and the client would be from the same culture and some of the pitfalls can be avoided. In practice, there is a strong likelihood that therapists would be working with clients from cultures very different from their own and making assessments without linguistic, conceptual and normative equivalence, which could lead to many errors in service provision decision. Some of the issues of overdiagnosis of certain cultural groups with particular mental disorders as mentioned earlier may find its roots with this lack of equivalence in assessment. Still further considerations involve the concept of culture as language. Language is central to any culture and to cultural understanding, and yet in HICs such as Australia

STUDYING DIVERSE INSTITUTIONS: CONTEXTS, CHALLENGES, AND CONSIDERATIONS pdf

the therapist and the client may not even share the same language. While many High Income Countries have policies in place to ensure that appropriate interpreters are used in such circumstances, an endemic problem of non-utilization of interpreters continues. This is particularly the case with migrants and refugees or Indigenous populations in HICs who may experience racism, discrimination, and attendant marginalization³⁰. Marsella goes on to argue for mental health professionals who work across cultures to take up the roles of social activists and challenge some of the societal contexts that are impacting on their clients. This societal context also involves globalization and the rapid change of systems and cultures. Globalization is not a new process but the last years has seen a rapid increase in global networks, increased velocity of global flows and increased depth of global interconnectedness. The loss of social networks as protective factors can be very significant in terms of increasing levels of distress in culturally diverse communities such as refugees and migrants in HICs. Traditional healers and healing systems are being replaced by Western systems that can suffer from inadequate resourcing and may be culturally inappropriate. All of which points to the need for ways forward that build on these diminishing resources and strengthen the capacity of individuals and communities toward better mental health outcomes. Some possible future directions are discussed in the next section. Ways Forward Mainstream mental health systems are increasingly acknowledging the intersection of cultural diversity. As an example, the provision of the cultural formulation interview in the DSM-5 is a positive step especially as it seeks to explore cultural identity, conceptualization of illness, psychosocial stressors, vulnerability, and resilience as well as the cultural features of the relationship between the clinician and the patient.

STUDYING DIVERSE INSTITUTIONS: CONTEXTS, CHALLENGES, AND CONSIDERATIONS pdf

2: The Organizing Extreme Contexts Network | Where research meet

This volume examines the contextual and methodological issues pertaining to studying diverse institutions, and provides effective and useful approaches for higher education administrators.

Conflicting working styles across teams 1. Diverse cultural perspectives can inspire creativity and drive innovation Our culture influences the way in which we see the world. A variety of viewpoints along with the wide-ranging personal and professional experience of an international team can offer new perspectives that inspire colleagues to see the workplace—and the world—differently. Diversity of thought has been shown to breed creativity and drive innovation, helping to solve problems and meet customer needs in new and exciting ways. Multiple voices, perspectives, and personalities bouncing off one another can give rise to out-of-the-box thinking. By offering a platform for the open exchange of ideas, businesses can reap the biggest benefits of diversity in the workplace. Local market knowledge and insight makes a business more competitive and profitable A multicultural workforce can give an organization an important edge when expanding into new markets. Often, a product or service needs to be adapted to succeed overseas. Understanding local laws, regulations, and customs, as well as the competitive landscape, can help a business to thrive. Moreover, local connections, native language skills, and cultural understanding can boost international business development exponentially. And being more competitive ultimately means being more profitable. DiversityInc annually recognizes the top 50 most diverse companies and measures their success against the broader market. Cultural sensitivity, insight, and local knowledge means higher quality, targeted marketing Cross-cultural understanding, along with local market knowledge, lends itself the production of more effective marketing strategy and materials. For example, high quality and culturally sensitive translations of websites, brochures, and other assets are essential. But these can be overlooked without the input of a native speaker. Even brand taglines can get badly lost in translation. What might work well on a billboard for a British company could fail or offend elsewhere. A memorable McDonalds print ad in Finland may have been considered clever locally, but it was seen as confusing and even grotesque by foreign audiences. The danger of making a serious marketing blunder, which can cause irreparable damage to a brand or business abroad, can be mitigated by employing a diverse workforce with local marketing savvy. Drawing from a culturally diverse talent pool allows an organization to attract and retain the best talent According to a Glassdoor survey , two thirds of job hunters indicated that diversity was important to them when evaluating companies and job offers. In a competitive global job market, demonstrating that your business is invested in fostering a multicultural and inclusive environment can make you stand out to the right candidates. Making diversity an important part of the recruiting process will broaden your talent pool of prospective employees. Not only does hiring from a more diverse talent pool makes your business attractive to ambitious, globally minded candidates, it also helps you to keep them on board. Diversity, including diversity of gender, religion, and ethnicity, has been shown to improve retention and reduce the costs associated with employee turnover. In a diverse workplace, employees are more likely remain loyal when they feel respected and valued for their unique contribution. This, in turn, fosters mutual respect among colleagues who also value the diverse culture, perspectives, and experiences of their team members. An inclusive atmosphere of cross-cultural cooperation is an excellent way to bond colleagues and teams across the business. Studying and sharing a campus with students from different nationalities has been an awe-inspiring experience. Diversity and international exposure have always been important to the decisions I have made in my career. A diverse skills base allows an organization to offer a broader and more adaptable range of products and services By drawing from a culturally diverse talent pool, companies benefit from hiring professionals with a broad range of skills that are often not accessible when hiring locally. Globally oriented companies can add to their service range by leveraging the skills and experience their international employees bring to the table. A broader skills base and a more potentially diverse offering of products and services can help your business to have the competitive advantage of

STUDYING DIVERSE INSTITUTIONS: CONTEXTS, CHALLENGES, AND CONSIDERATIONS pdf

adaptability. Adaptability means faster and more effective planning, development, and execution. A company with cultural and cognitive diversity can be quicker to spot a gap in the market. It will also have the global or market-specific insight and experience to help a new or adapted product to meet changing consumer behavior—and succeed. Diverse teams are more productive and perform better. The range of experience, expertise, and working methods that a diverse workplace offers can boost problem-solving capacity and lead to greater productivity. In fact, studies have shown organizations with a culture of diversity and inclusion are both happier and more productive. Where working in homogeneous teams can seem easier, it can cause a business to settle for the status quo. Diversity, on the other hand, can breed healthy competition, stretching a team in a positive way to achieve their best. This atmosphere of healthy competition can lead to the optimization of company processes for greater efficiency. As a recent article in the Harvard Business Review argues, the challenges of working in a diverse team are one of the reasons why diverse teams perform better: Greater opportunity for personal and professional growth. Fundamentally, an inclusive and culturally diverse business will attract talented, ambitious, and globally minded professionals who will appreciate the opportunity for personal and professional growth. Working across cultures can be a truly enriching experience, allowing others to learn about perspectives and traditions from around the world. Bonding over similarities and differences can help you to become a global citizen, abandoning prejudices or an ethnocentric world view—something that is increasingly valuable. A diverse set of colleagues can be professionally enriching too—exposing you to new skills and approaches to work, and developing an international network that can take your career in exciting new directions or abroad. Colleagues from some cultures may be less likely to let their voices be heard. However, the presence of diverse brain power alone is not enough. This can be particularly challenging for colleagues from polite or deferential cultures. For instance, professionals from Asian countries such as Vietnam or Japan may feel less comfortable speaking up or sharing ideas, particularly if they are new to the team or in a more junior role. Conversely, assertive colleagues from the U.S. This can be a challenge to overcome, particularly if there are underlying prejudices between cultures, making them less inclined to work together. Negative cultural stereotypes can be seriously detrimental to company morale and affect productivity. For instance, the centuries-long antipathy between the British and French, or the Polish and Germans can sometimes creep into the workplace. Although not all stereotypes are necessarily negative—like the notion that Americans are confident or Asians are intelligent—all are simplifications that can prove limiting or divisive in the workplace. And while outright prejudice or stereotyping is a serious concern, ingrained and unconscious cultural biases can be a more difficult challenge of workplace diversity to overcome. Sometimes, a little bit of humor is the best way to diffuse negativity. Here are the top 10 wrong yet persistent cultural stereotypes and the truth behind them: Professional communication can be misinterpreted or difficult to understand across languages and cultures. While quality translations are key for effective marketing, there can also be a real risk of communication getting lost in translation among multicultural colleagues. Language barriers are just one challenge. Moreover, effective cross-cultural communication comes down to much more than just words spoken. Non-verbal communication is a delicate and nuanced part of cultural interaction that can lead to misunderstandings or even offense between team members from different countries. Things like comfortable levels of physical space, making or maintaining eye contact, and gesturing can all be vastly different across cultures. Even something as simple as a greeting or handshake has cultural implications that should be considered in a work environment. Business Insider put together this useful infographic to highlight the differences in handshakes and professional greetings around the world: Navigating visa requirements, employment laws, and the cost of accommodating workplace requirements can be difficult. Despite the clear benefits, hiring talent from overseas can present an HR challenge. Not least among this is the complicated process of navigating employment laws and visa requirements for international workers. Requirements and regulations are different in each country and between countries, and can change frequently. Beyond visas, further accommodations for a recruiting and retaining a culturally diverse workforce should be taken into account. For instance, providing a quiet space for prayer can make a workplace more welcoming.

STUDYING DIVERSE INSTITUTIONS: CONTEXTS, CHALLENGES, AND CONSIDERATIONS pdf

and inclusive for employees with a range of beliefs, as can taking into account different cultural or religious holidays. Of course, these considerations and accommodations can sometimes be an added business cost as well as a logistical challenge. Different understandings of professional etiquette Colleagues from different cultures can also bring with them different workplace attitudes, values, behaviors, and etiquette. While these can be enriching and even beneficial in a diverse professional environment, they can also cause misunderstandings or ill feelings between team members. For instance, the expectation of formality or relative informality , organizational hierarchy, and even working hours can conflict across cultures. Where a Japanese colleague may not feel it appropriate to leave work before their manager or, indeed, anyone else , a Swedish professional may be used to a 6-hour working day. Additionally, different approaches to punctuality, confrontation , or dealing with conflict can prove an issue. Conflicting working styles across teams However, working styles and attitudes towards work can be very different, reflecting cultural values and compounding differences. If not recognized and accounted, conflicting approaches to work can put the brakes on productivity. For instance, approaches to teamwork and collaboration can vary notably. Some cultures, including many in Asia and Central America, value collective consensus when working towards a goal. Whereas others, such as Germany and America, put emphasis on the independence of the individual. Likewise, emphasis on order, rigor, and organization in the workplace versus flexibility and spontaneity can also reflect underlying cultural values. The Virgin Group is recognized as a leader in promoting workplace diversity and fostering a positive working culture. Hear how Richard Branson makes culture work in a multinational business by being flexible and open to different working styles: In many ways, the Hult classroom mirrors this experience, immersing you in a diverse and collaborative working environment from day one. By studying around the world and learning with peers and professors from over different countries, you will master the skill of communicating effectively across cultures and embrace the value of diversity in the workplace. Interested in giving your cultural competency and business acumen a boost?

STUDYING DIVERSE INSTITUTIONS: CONTEXTS, CHALLENGES, AND CONSIDERATIONS pdf

Xna 2.0 game programming recipes The Black Baroness Report of the Valley Forge revolutionary encampment commission of the state of New Jersey. Tom Slick and the search for the Yeti Claudel (1868-1955 A-Z guide to dressmaking Concept in science Understanding Coldfusion MX Shelleys prose, or The trumpet of a prophecy The Inner Ear Part of Our Balance System Xeriscaping for Florida homes Antietam Campaign The island of regeneration Becoming a Kehilat Chessed An Epitome Of Grecian Antiquities Scent and chemistry the molecular world of odors Andre maurois the art of living Thunder and lighting Foundations. A study and a practice ; A personal space of information ; A framework for personal informat Yearbook authority ideas polls Nasb 783xrl Brown Index Sage ings for introductory sociology The miraculous conception Sweet river in the morning Edgar Allan Poes Biographies of Byron Rebuilders Guide Life Notebook Character Cirriculum Series Basic Youth Conflicts The reform stands in spite of the unintended consequences. Labor force participation and industrial structure Voices from the Outside: A Collection of Nontraditional Writing by Nontraditional Writers for Writing Out Isaac Abravanel on Miracles, Creation, Prophecy, and Evil Postprocessing and viewing of large MR whole-body data sets J. Graessner Introducing the song sheet Diablo 3 the order Appendix : Designing a project The Rugged Terrain to the American Dream Creative strategy in direct marketing Travels in Russia, and a residence at St. Petersburg and Odessa, in the years 1827-1829 Tell The Truth The Curse Stops Here! Chinese Cooking Class (Look Cook Library) Confessions of a White House Ghost Writer