

# DIVERSITY & CULTURAL COMPETENCY in the LEGAL AID CONTEXT

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For New Hire Training

Thanks to Lisa Brody of Bay Area Legal Services for creating  
the template version of this Powerpoint training.

# Introduction and Session Goals

- To become more knowledgeable about Diversity Issues and their impact in the workplace
- To examine behaviors related to diversity that hinder and support staff development and retention
- To learn and practice communication tools and techniques that enhance cross cultural communication



## Diversity & Cultural Competency

How will this session relate to my role as an LSLA staff member?

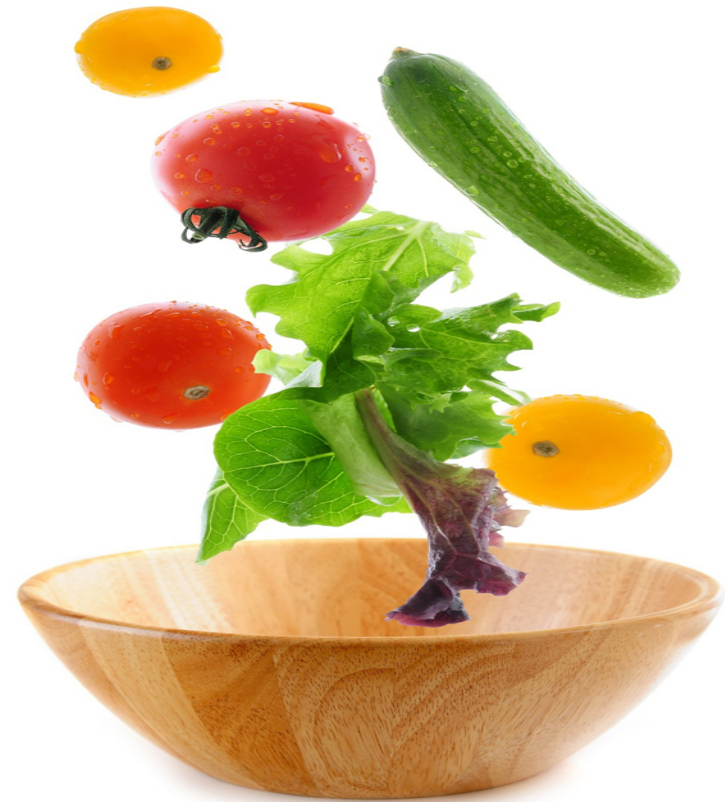
- Effective and Compassionate Communication
- Relationship Building
- Creative Problem Solving

Cultural Competency plays a major role in being an effective employee in a diverse workplace.

# Today's Special : Legal Services Salad

## Cultural Diversity and Legal Services Programs in Texas

- ❖ Demographics
- ❖ Client Communities
- ❖ Generational Issues
- ❖ Retention Issues



# Definition of Diversity

- The mosaic of people who bring a variety of backgrounds, styles, perspectives, values and beliefs as assets to the groups and organizations with which they interact.



# Definition of Cultural Competence

- A group of skills, attitudes, and knowledge that allows persons, organizations, and systems to work effectively with diverse racial, ethnic, and social groups.





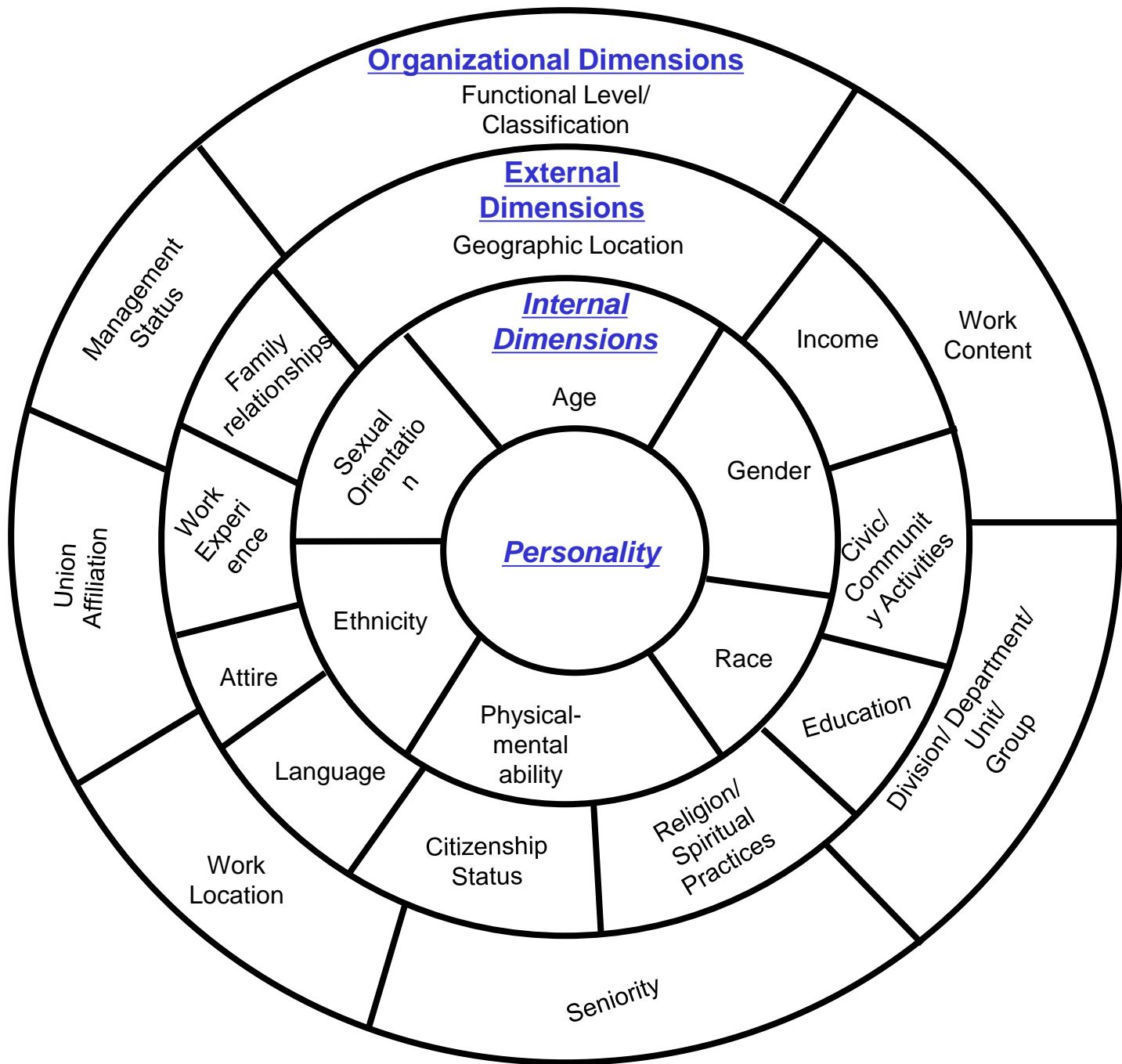
# Cultural Competence

- Is a developmental process that **evolves** over an extended period.
- Both individuals and organizations are at various levels of awareness, knowledge, and skills along the cultural competence continuum.

# Reflections of an Organization's Cultural Competence

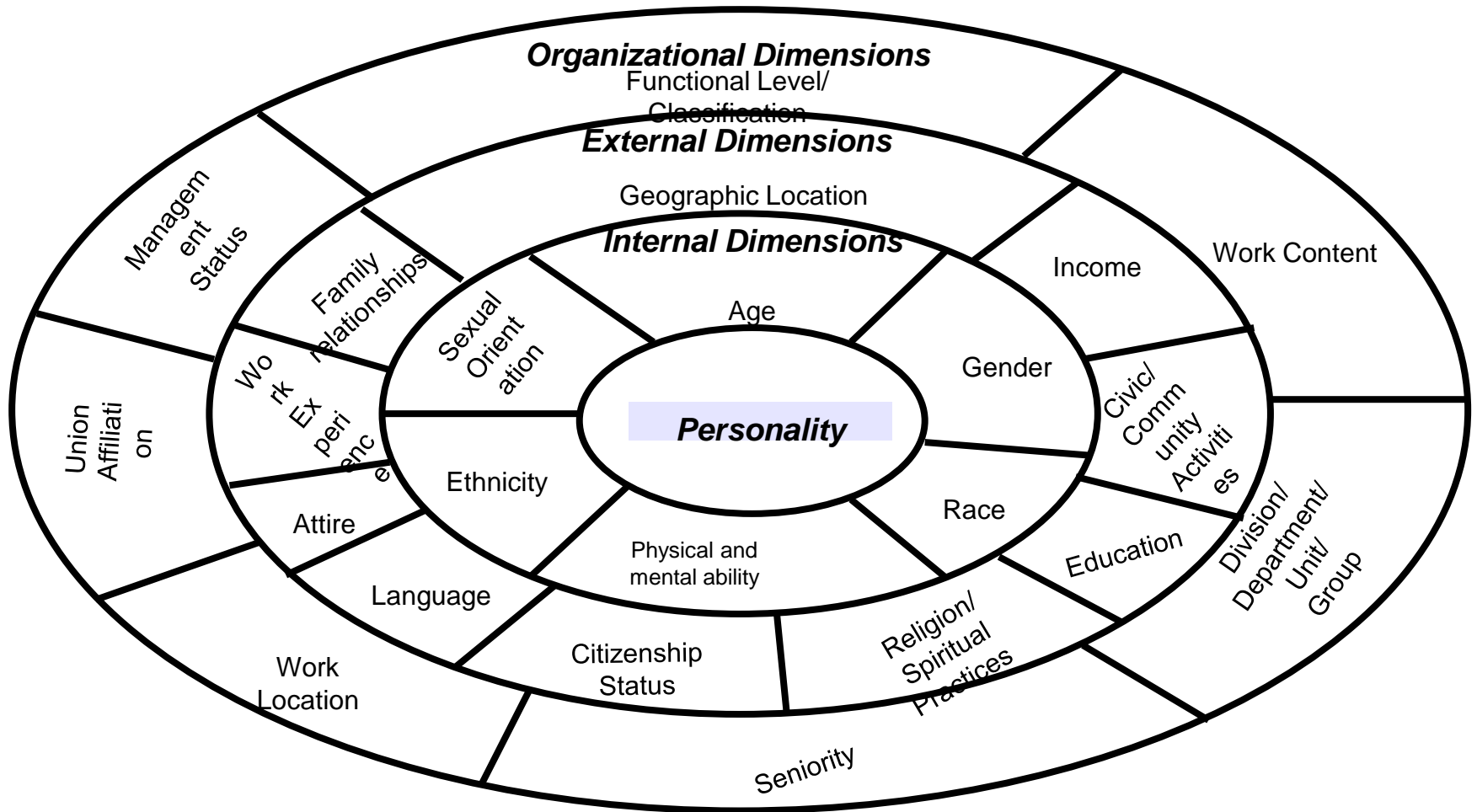
- Diversity of Staff
- Recruitment Policies
- Retention Rates
- Organizational policies that reflect and are reflective of a diverse staff
- Acknowledge and Address issues that diverse employees may be facing (ex. AA Attorneys being referred to as Court Reporters)





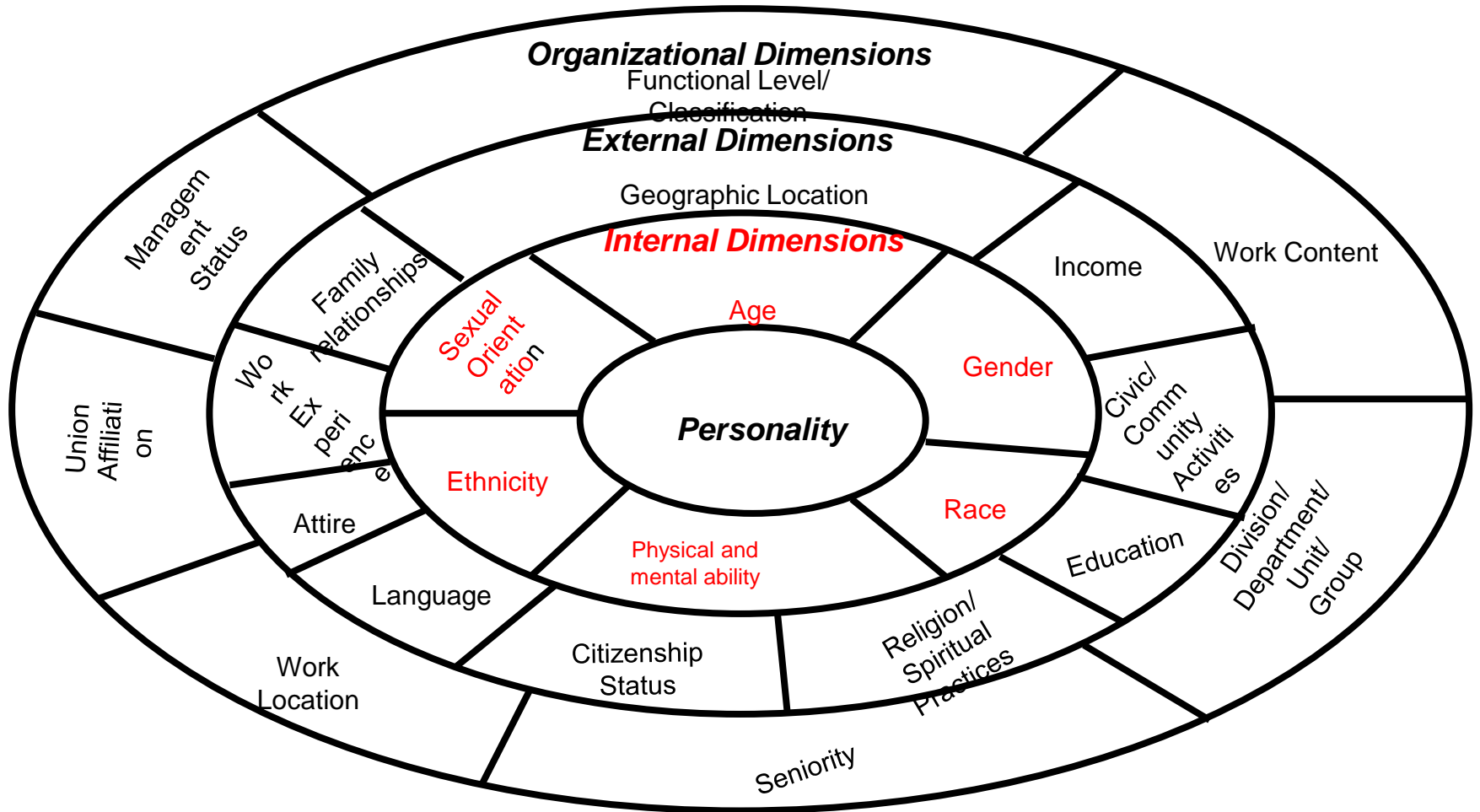
# Personality

-- adapted characteristics that express who we are



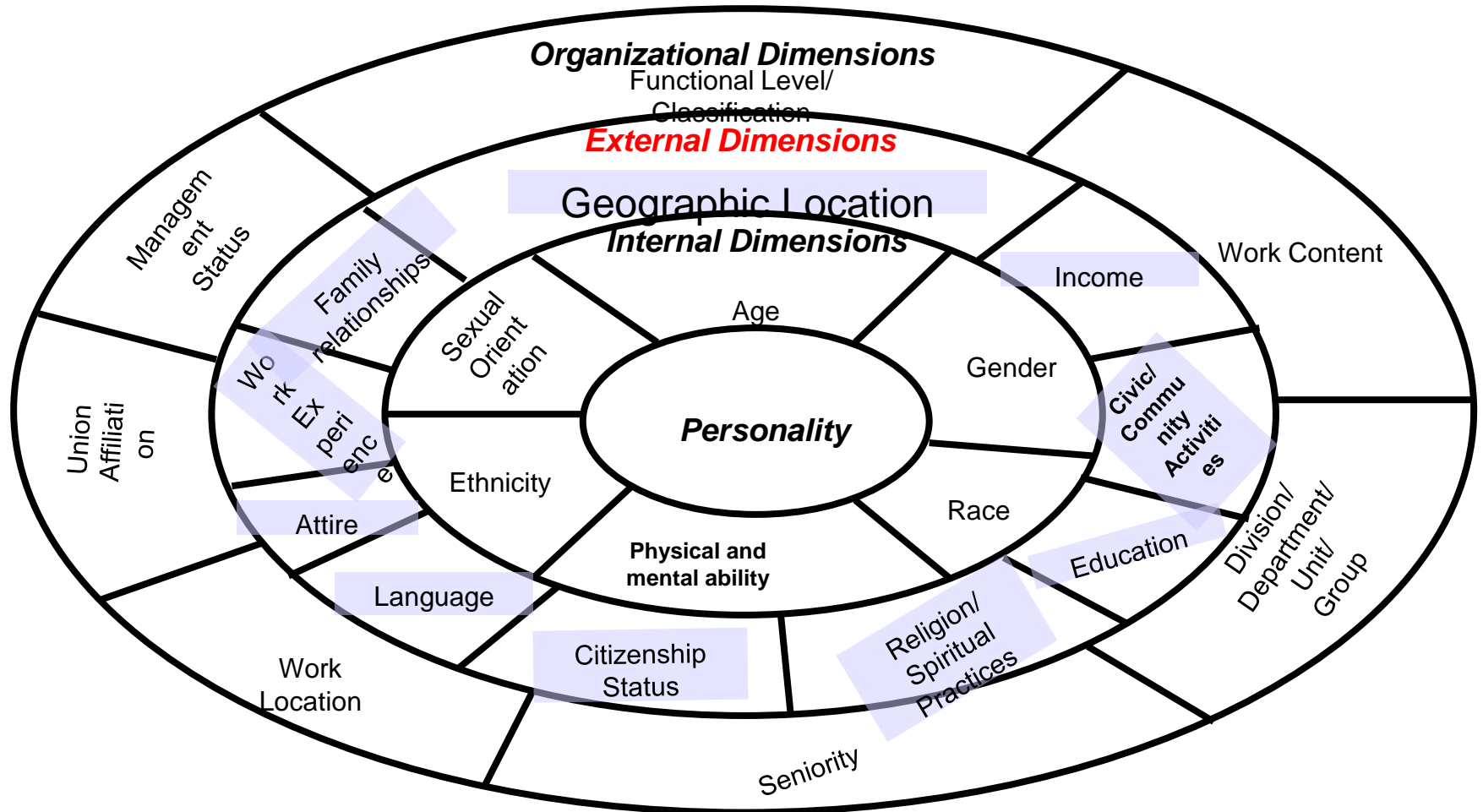
# Internal Dimensions

--those biases we are born with and influence our view



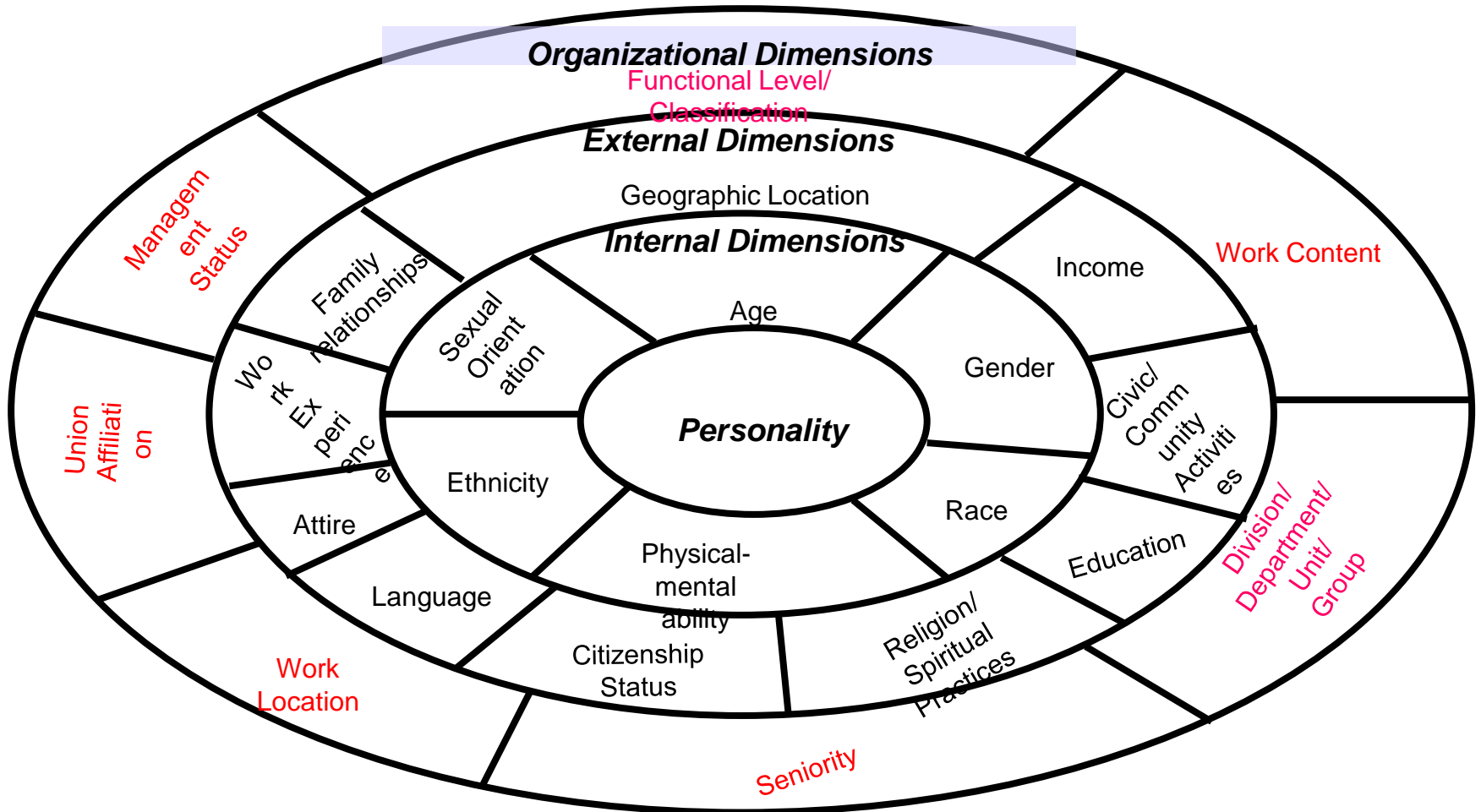
# External Influences

--those over which we have influence and can change



# Organizational

--Often seen in terms of power that plays a very large role and can “overshadow” other dimensions





# Emerging Trends

When dealing with issues of Diversity and Cultural Competence, are you able to adapt to changing demographics in our legal services community?

Are we willing to adapt to the changing demographics in order to retain high quality staff members to serve our client community?

# Generational Issues



- Difficulty in communications between older and younger generations
- Less than optimal respect and tolerance between older and younger generations because of differences in work and life objectives (stigmas around flexible work schedule requests)
- Technology --- increasing barriers pertaining to technology issues  
ex. Emails & Texts vs. actual conversations



# Definition of “Generation”

A generation is defined by the common attitudes, experiences, and preferences that develop in the context of social and economic events of a defined period of time



# Workplace Generations



- Matures/Traditionalists

## Born 1909-1945

- A time when loyalty was all important
- Long services to an organization were rewarded with raises and promotions
- Respectful of company hierarchy
- Resistant to “new ways” of doing things
- Expect infrequent feedback

# Workplace Generations...cont.

- Boomers

Born 1946-1964

- workaholics—“work till you drop”
- experienced fierce competition entering the field
- invented the “60 hour work week”
- expect annual performance review

# Workplace Generations...cont

- Generation X'ers

Born 1965-1980

- have put a premium on balancing work and life
- demand open communications on all levels
- loyal to people rather than organizations
- technologically savvy --- telephone and email
- expect “timely” feedback

# Workplace Generations cont.....

## ● Generation Y/Generation Next/Millennials

Born 1981-2000

- value individual relationships
- lifelong access to technology
- value feedback --- expect instant feedback
- value recognition
- seeking personal fulfillment from their work
- email & text messaging --- multitasking

# Generational Attitudes Towards Authority and Career Goals

<b>GENERATION</b>	<b>AUTHORITY</b>	<b>CAREER GOAL</b>
Traditionalists	Respect Authority	Build A Legacy
Baby Boomers	Accept Authority	High Status, leadership. Identity connected with Career achievement
Generation X'ers	Unimpressed by authority	Free Agent
Millennials	Challenge Authority	Work-Life Balance

# 3 Steps To Address Generational Issue

1. Familiarity with generational characteristics and motivators
2. Awareness of personal style differences
3. Use of dialogue and collaborative techniques

\*\*\*excerpt from Practice Development Counsel: Age Diversity

# How Our Behaviors Influence Our Role as Colleagues

- Inclusionary Behaviors
  - proactive in dealing with conflicts and issues of diversity with co-workers
  - reflect the value of diversity



# Exclusionary Behaviors

- avoid difficult discussions regarding issues pertaining to diversity
- openly display an intolerance towards certain behaviors that may be cultural
- minimize the needs of diverse staff members





# Elements of Workplace Diversity

→ Recruitment

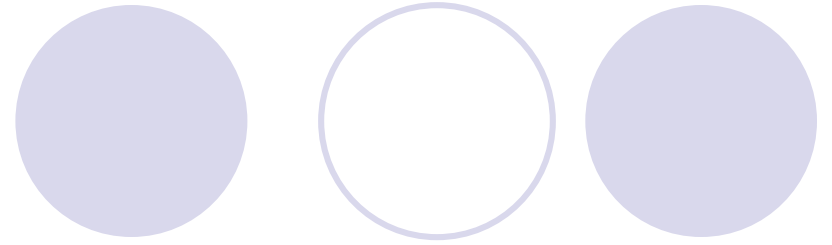
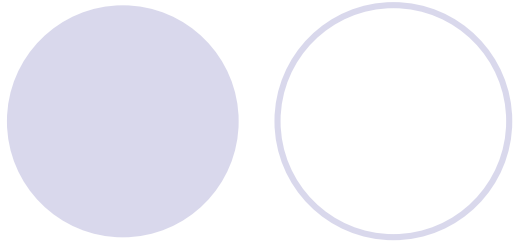
→ Retention

→ Advancement

→ Workplace Culture

→ Respectful Treatment

→ Power Sharing



Unless we can learn to talk about diversity, we will never learn to work together effectively.



# What is your conflict style?

- **Avoider** is most comfortable ignoring or delaying issues and repressing own needs and feelings.
- **Competitor** tries to win at all costs.
- **Adaptor** gives in to other's needs, sacrificing own goals.
- **Cooperator** tries to find a solution that meets everyone's needs.

# Diversity Communication Model

- Acknowledge the difficulty or wound, or need for intervention
- Acknowledge your role and responsibility
- Learn the needs and new behaviors
- Jointly create strategies for change
- Monitor the change

# Common Barriers In Conversations

- ❖ Language
- ❖ Social Norms/Cultural Issues
- ❖ Personal Experiences
- ❖ Biases
- ❖ Generational Issues
- ❖ Gender Issues



If these barriers are not addressed they will serve as brick walls to a effective and productive conversation and awareness



# GROUND RULE REMINDERS for

## Dialogues on Diversity Issues

- Create a safe environment for discussion
- Communicate in a non-judgmental manner
- Focus on institutional barriers not personalities
- Value confidentiality
- Recognize and value diverse perspectives
- Agree to disagree without being disagreeable



# Tools for Communicating Across Differences

- Be aware of levels of formality
- Be aware of levels of directness and explicitness
- Be aware of individual vs. group
- Be aware of cultural differences related to emotion
- Develop a sense of cultural awareness

# Cultural Competency Resources - Books

- ***A Framework for Understanding Poverty***, 4th rev. ed., Ruby K. Payne, aha! Process, Inc. (Highland, Texas, 2005).
- ***Rabbit Proof Fence***, Doris Pilkington, Hyperion (New York; 1st published by University of Queensland Press, Australia, 1996).
- ***The Spirit Catches You and You Fall Down: A Hmong Child, Her American Doctors, and the Collision of Two Cultures***, Anne Fadiman, Farrar, Strauss and Giroux (New York, 1997).
- ***Three Cups of Tea: One Man's Mission to Promote Peace . . . One School at a Time***, Greg Mortenson and David Oliver Relin, Penguin Books (New York, 2006).



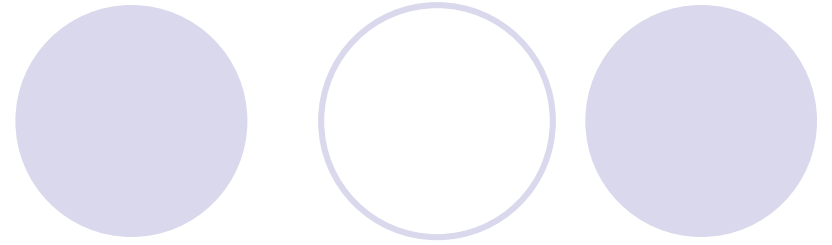
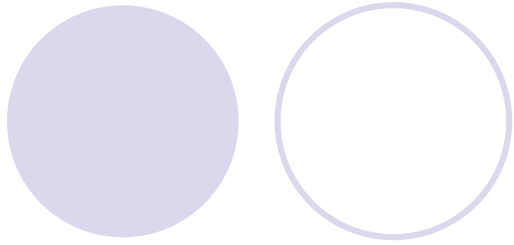
# Cultural Competency Resources – Articles, Papers, & Briefs

- Cultural Competence Resources for Health Care Providers, Health and Resources and Services Administration, U.S. Department of Health and Human Services,  
<http://www.hrsa.gov/culturalcompetence/#training>.
- Cultural Competence Training Center of Central New Jersey, <http://www.cctcnj.org/>.
- National Center for Cultural Competence, Georgetown University Center for Child and Human Development,  
<http://nccc.georgetown.edu/index.html>.

# Cultural Competency - Films

- 42 UP
- Hotel Rwanda
- A Justice that Heals
- Jefferson's Blood
- Almost a Woman
- Life Support
- Annie Hall
- Maid in America
- Antoine Fisher
- The New Americans
- Soul Food
- Stand and Deliver
- Working Effectively with Interpreters
- Born Rich
- Nobody's Business
- The Boy in the Striped Pajamas
- Raising Victor Vargas
- Brother Born Again
- Raisin in the Sun
- Color of Fear
- Real Woman Have Curves
- The Culture of Emotions
- Diabetic Compliance: Latino
- First Person Plural

Most films were suggested by the Cultural Competence Training Center of Central New Jersey. Their web site (<http://www.cctcnj.org/>) contains brief synopses of the films.



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