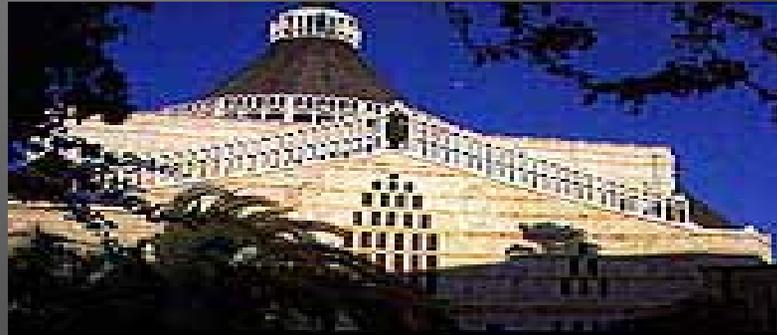




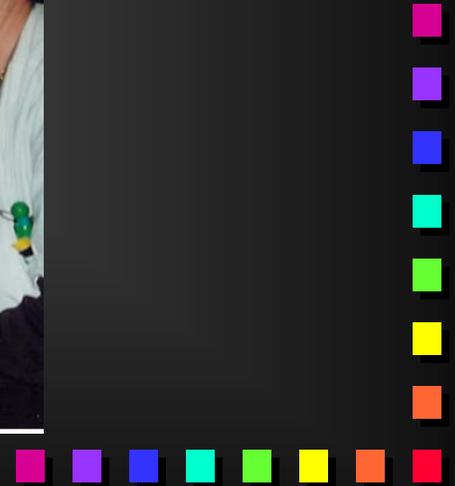
The Nazareth experience



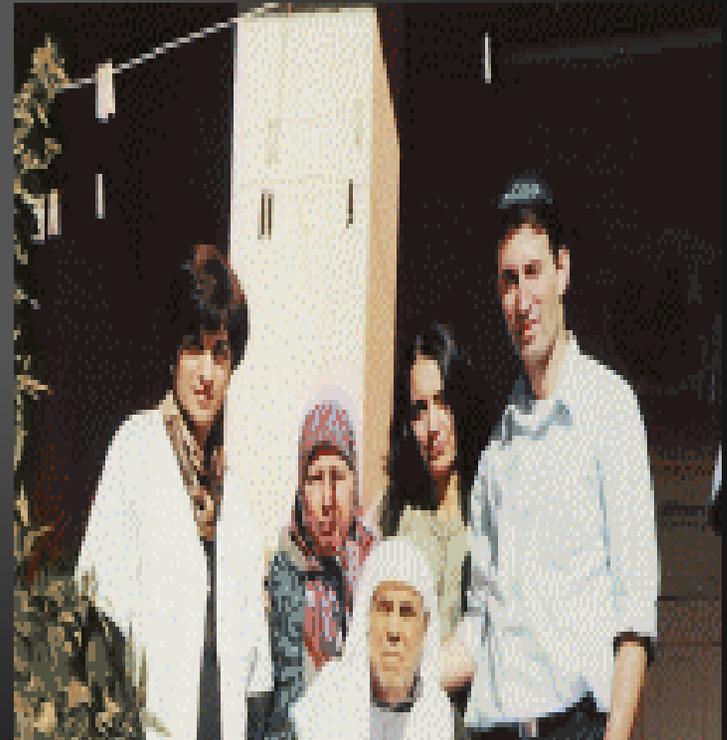
Home-Hospice in the Valleys
Clalit Health Services
Israel



- *Home-based PC services in Nazareth is provided by a multiprofessional bilingual multi-religious team:*



The goals were to provide high quality, culturally and religiously tailored PC and train professionals from the region's various religious groups, emphasizing the ethnic diversity of patients



Diversity

A range of individual & cultural differences:

- *Those that are visible—gender, race, ethnicity, age,*
- *Those that are not visible—education, technical & professional experience, sexual preference, religion*



Diversity is best understood as a dynamic, constantly evolving property of both individual identity and group dynamics.

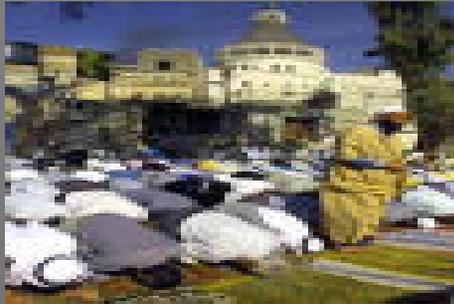
Dancing 'til Dawn by Marianne Millar



The construction of ethnic identity & cultural affiliation is the result of unconscious energies and a dialectic played out by culture-specific groups and the larger society.





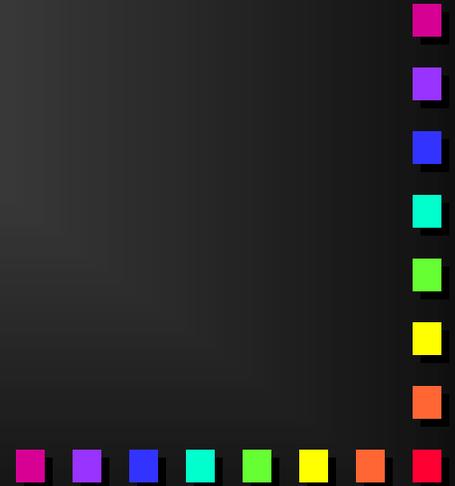


Multicultural Teams

Cultural Diversity has an impact on team process and productivity

- *Permits increased creativity*
- *Forces enhanced concentration to understand others*
- *Causes lack of cohesion*
- *Mistrust*
- *Miscommunication*
- *Stress*

Adler 1997



Multicultural Teams

Cultural Diversity has an impact on team process and productivity

- *Permits increased creativity*
- *Forces enhanced concentration to understand others*

Increased creativity contributes towards

1. *Better problem definition*
2. *More alternatives*
3. *Better solutions*
4. *Better decisions*

Hence, more productive and effective teams

- *Causes lack of cohesion*
- *Mistrust*
- *Miscommunication*
- *Stress*

Less cohesive teams have inability to:

1. *Validate ideas and people*
2. *Agree when needed*
3. *Achieve consensus easily*
4. *Take concerted effort*

Hence, less efficient, effective or productive

Adler 1997



advantages

- *Greater range of perspectives, ideas, and creativity.*
- *Better problem definition, generation of alternatives, and decisions.*
- *Greater potential of developing a high performance team.*
- *Greater resilience in dealing with escalating demands.*

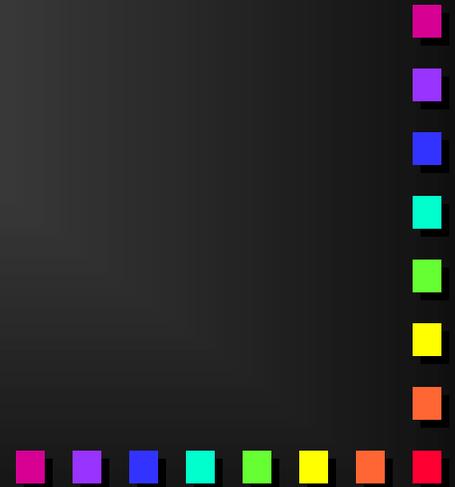


Fractal lines in multicultural groups

- *The greater the diversity, the greater the number of fractural lines.*
- *Stereotypes dominate initial interaction, and potentially emerge under stress in groups that run into escalating demands & challenges.*
- *The management of diversity determines if the rich composition of a group is an asset or a liability.*



- *In multicultural situations is common for people to feel that their usual modes of coping are insufficient*
- *“Diversity stress”*



The management of diversity

- *Cultural differences must be considered and adjustments made such as for those from high context and low context cultures.*
- *Focus on professional qualifications, experience and resources that each member can bring to the group. The goal is to capitalize on common level of ability and difference in attitudes/approaches.*
- *Task maintenance functions such as mediating differences in working style, thinking processes, and value differences must be a priority.*



The management of diversity

- *Focus on task functions—generation of a subordinate goal, and sub work goals & objectives*
- *Facilitate role negotiation so that total group resources & complementary capabilities are utilized.*
- *Develop group processes where broad involvement of all members is supported and multiple perspectives generated and valued.*
- *Develop process of reconciling differences to converge to a decision.*



The management of diversity

- *Shared risk—Autonomy to make decisions and manage team process results Management must communicate that they share the risk (rather than act as a judge and penalize learning).*
 - *Group rewards. Rewards must be allocated to the team, not individuals*
 - *Feedback. positive feedback on team development and problems that must be solved.*
 - *Dealing with blockers.*



Tibetan Buddha

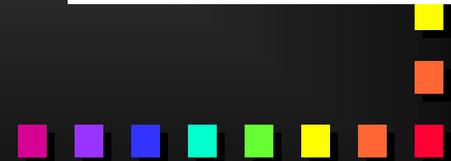
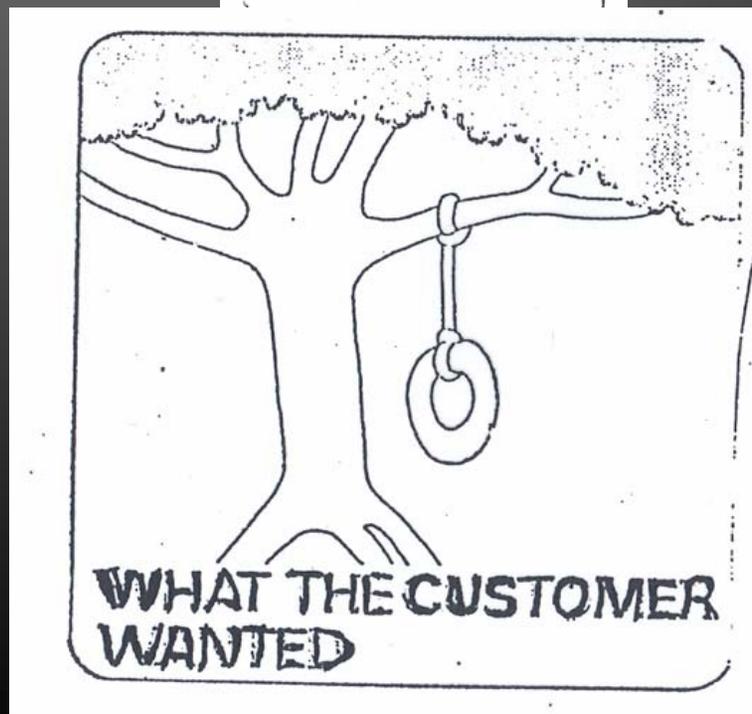
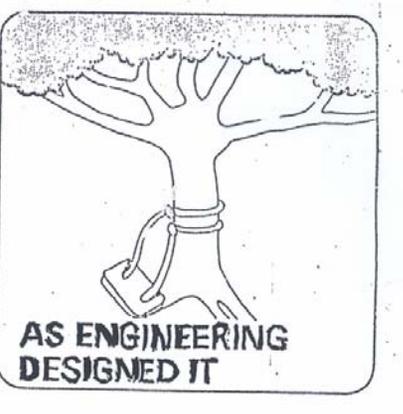
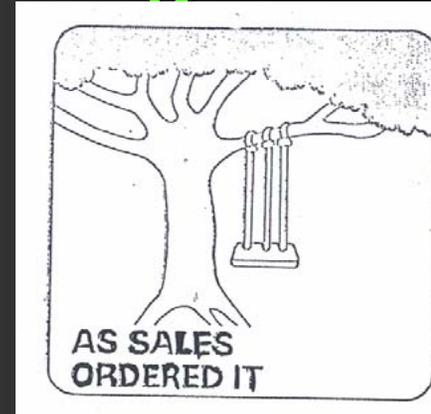
“Because the complexity of culture is often overlooked, multicultural research often inadvertently strengthens the stereotypes that it is intended to thwart.

To avoid stereotypic thinking, we must critically evaluate cross-cultural research and be thoughtfully creative in applying it to clinical practice.”

Richard B. Stuart



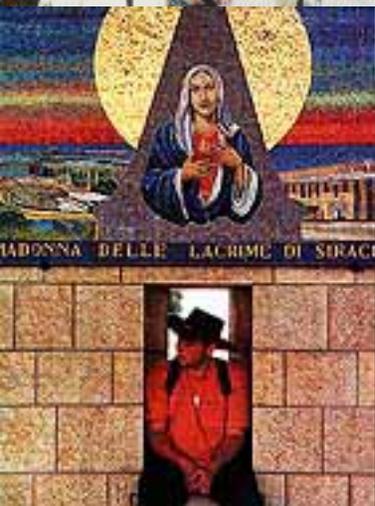
When communication goes wrong



*On the road to better understanding, acceptance and
peace:*

*Collaboration in palliative care between
Arabs and Jews in Israel and the USA*

The Nazareth Experience





TALKING