

SIX Levels of Cultural Proficiency (Workplace and School Settings)

Cultural Destructiveness	Cultural Incapacity	Cultural Blindness	Cultural Precompetence	Cultural Competence	Cultural Proficiency
<p>Intend to Destroy or Eliminate Difference</p> <p>-React to manifestations of cultural differences with anger, hostility and confrontation.</p> <p>-Judge differences as wrong and seek to eliminate them.</p> <p>-Foment resistance to the work.</p>	<p>Dismiss or Demean Differences</p> <p>-Believe in the superiority of one culture, cultural behaviors and beliefs, which disempowers other cultures and cultural behaviors and beliefs.</p>	<p>Ignore or Discount Differences</p> <p>-Believe that behaviors and outcomes do not correlate with cultural differences.</p> <p>-Treat everyone equally, regardless of their differences or needs.</p>	<p>Recognize and Accommodate Differences</p> <p>-Recognize differences but may respond inappropriately or inconsistently because of limited skill or practice when interacting with other cultural groups.</p>	<p>Redress Injustice, Wrongs, Class Gaps</p> <p>-Advocate for underserved populations.</p> <p>-Use data to identify disparate outcomes.</p> <p>-Examine root causes of disproportionality.</p> <p>-Identify strategies to close gaps.</p> <p>-Use the essential elements as standards for individual and organizational behavior /practices.</p>	<p>Recommit to Relationships, Behaviors and Shared Values and Goals for Equity and Social Justice</p> <p>-Anticipate a future committed to harmonic relationships and equitable outcomes.</p> <p>-Reconcile inequitable power and resource distribution.</p> <p>-Use the organization as an instrument for leveraging long term community and societal justice.</p>

Adapted by Stephanie Graham-Rivas from Lindsey, R. B., Nuri-Robins, K. & Terrell, R. D. (2009). *Cultural proficiency: A manual for school leaders*. Thousand Oaks, CA: Corwin Press.

Cultural Destructiveness	Cultural Incapacity	Cultural Blindness	Cultural Precompetence	Cultural Competence	Cultural Proficiency
<p>Destroy or Eliminate Differences</p> <p>Policies, practices, procedures, behaviors attempt to forbid, deny or limit aspects of displays of one’s cultural differences. (Intentional)</p> <p>e.g.,</p> <ul style="list-style-type: none"> -Genocide, exclusion laws; Laws denying basic human rights. -Little/no support for differences that impact performance or success. - Avoiding/disallowing cultural/religious displays, observations or artifacts. -Dress codes prohibit wearing culturally or religiously appropriate garments. -Policy restricting use of one’s primary language in the workplace. -Retribution for displaying photo of same-gender partner in one’s office. 	<p>Dismiss or Demean Differences</p> <p>Policies, practices, behaviors promote the superiority of one culture while excluding, limiting, disrespecting, or disempowering another or other cultures. (Can be intentional/unintentional)</p> <p>e.g.,</p> <ul style="list-style-type: none"> -Expecting “others” to change or “get over” it. -Blaming others for lack of progress. -Practices meet only the needs of the majority culture(s). -Holiday displays promote majority culture, while excluding, limiting or patronizing displays of other cultures. -Patterns of recruitment hiring and promotion favor one group over another. -Lowered expectations for some. -Disproportionate allocation of resources. 	<p>Ignore or Discount Differences</p> <p>Policies, practices, behaviors do not acknowledge differences among/between cultures and promote the belief that everyone is served equally by the same policies and practices.</p> <p>e.g.,</p> <ul style="list-style-type: none"> -Discomfort with difference. -Assumed” meritocracy” -Concern about “reverse discrimination” -Blindness to the barriers encountered by some cultural groups. -Avoidance of diversity issues is sanctioned and justified by the authority of the manager, majority opinion, or work tasks and schedules. -Belief that agency-sanctioned curriculum benefits all equally. 	<p>Recognize and Accommodate Differences</p> <p>New policies, practices and behaviors are developed upon recognizing biases and inequities. Often these new practices are superficial, inappropriate or inconsistently applied due to limited skill or practice in adapting to differences.</p> <p>e.g.,</p> <ul style="list-style-type: none"> -Delegate diversity work to people of color or to a committee. - Quick fix packages, short-term programs. -Unclear rules, expectations. -Limited accountability for some groups. -Training for staff, not managers. -Multicultural celebrations that promote surface aspects of cultures(s). -Accommodations for some groups but not others. 	<p>Redress Wrongs and Injustices. Close Gaps</p> <p>Policies, practices, behaviors adapt to meet the needs of diverse groups and respond to bias and inequity in the short term. Risk-taking behaviors that support equity and fairness are encouraged, modeled and supported. Identify and close gaps.</p> <p>e.g.,</p> <ul style="list-style-type: none"> -Value and respect differences, especially cultural differences. -Value and seek divergence more than commonalty, similarity and compliance. -Assess aspects of cultures and status in the self and others and how these impact access, success and effectiveness. -Leverage and manage conflict to learn/grow rather than fearing or avoiding conflict or differences of opinion. Encourage divergence, rather than agreement or consensus. -Use cultural knowledge to develop the self and the organization and to adapt to differences. -Engage in across-the-system changes in policy and practices. 	<p>Recommit To Shared values and Goals for Equity and Social Justice Over Time</p> <p>Policies practices and behaviors are based on shared values and goals and seek equity and justice for the long term.</p> <p>e.g.,</p> <ul style="list-style-type: none"> -Alliance with and advocacy for underserved cultural groups, especially those to which “I” do not belong. -Seek interdependence, new friends and relationships. -Anticipate a future of harmonic and respectful relationships and practices. -Reconcile inequitable power and resource distribution. -Use the organization as the instrument for creating lasting community and societal justice.

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