

Cultural Competence as a Strategic Tool

Prepared for CED 2024
Richard Griffith, Ph.D.
April, 2024











Introduction and Overview

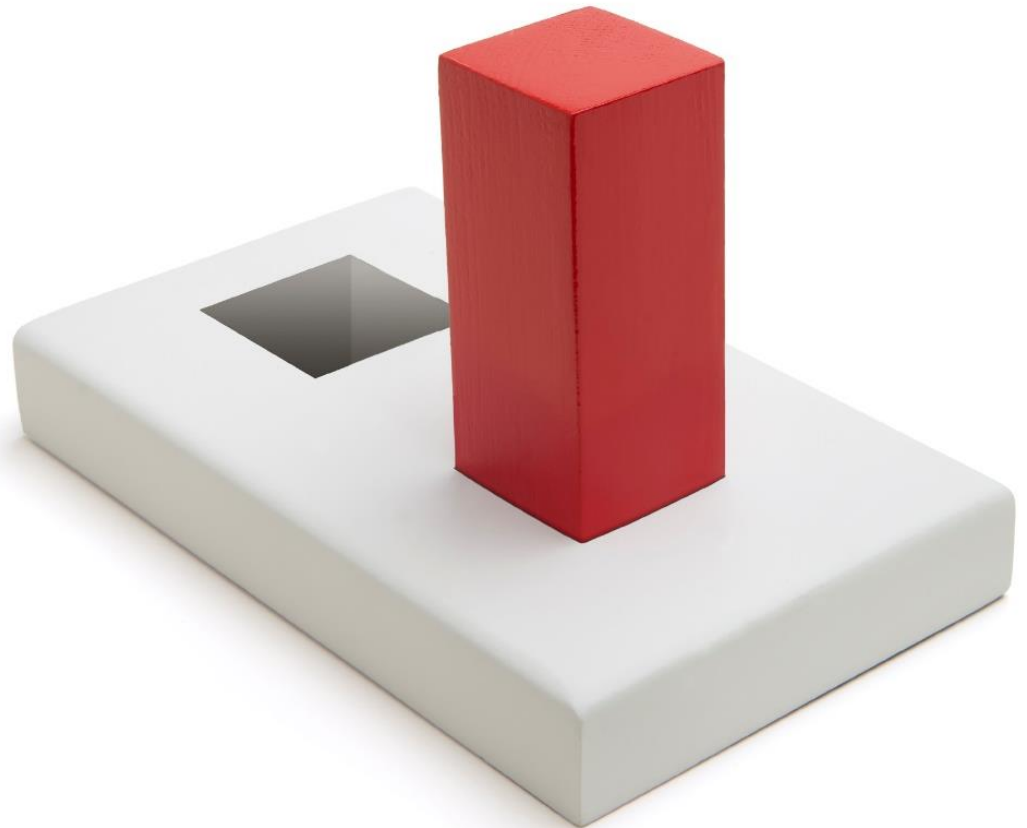
- Richard Griffith, Ph.D.
- Traditional cultural interventions
- Switch to strategic mindset
- Case studies

A close-up photograph of a person's legs wearing denim shorts. A white adhesive bandage is stuck to the left knee. The bandage is shaped like a cross and has the words "Cultural Competence" printed on it in a black, typewriter-style font. The person's skin is fair, and there are some faint red marks on the right knee. The background is a dark, textured surface.

Cultural
Competence



Inform Strategy with Culture





CASE STUDIES

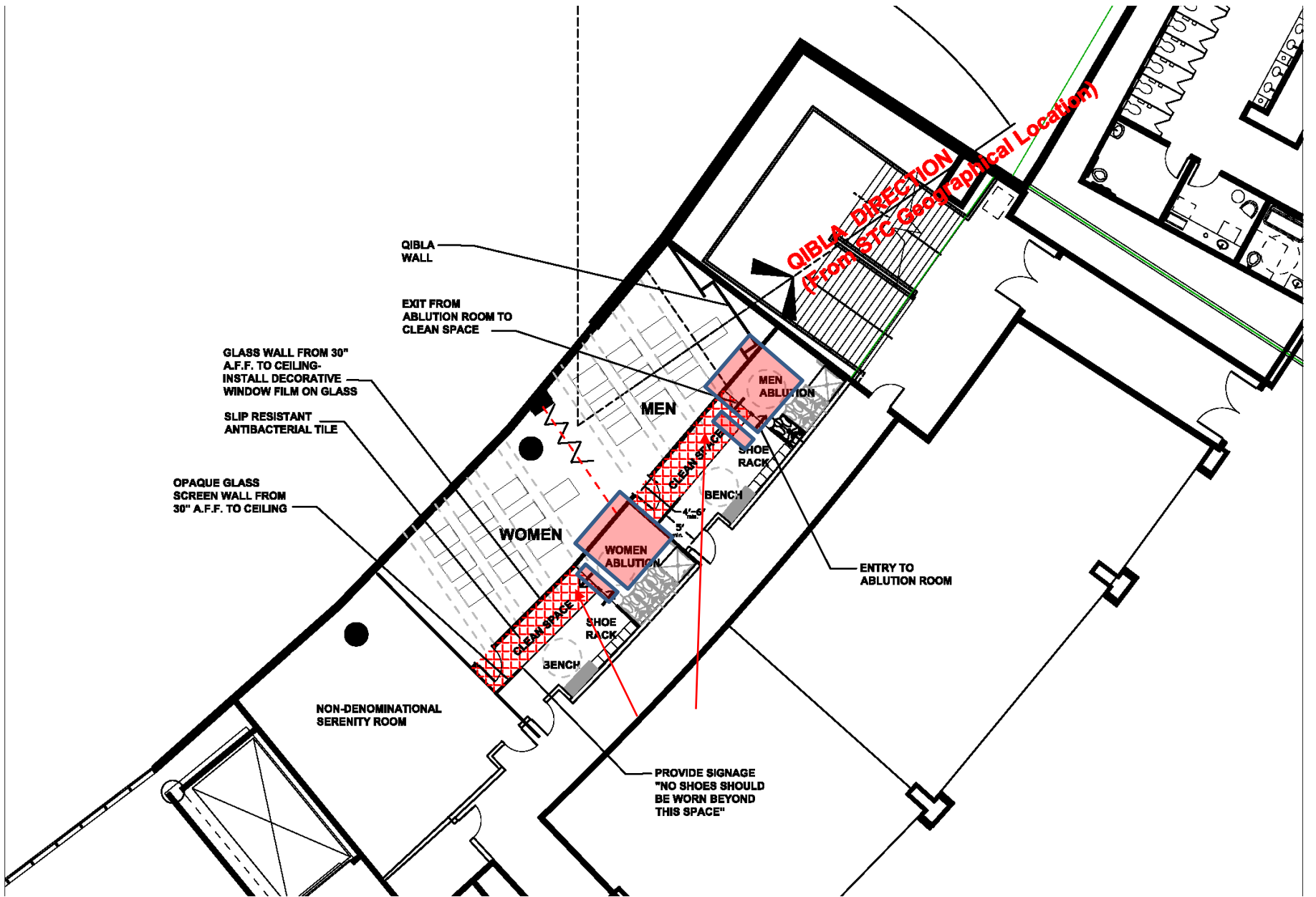






Design of the facility

- Time & space
- Queuing...
- Religion



Cultural Risk Analysis





A young man and a young woman, both smiling, stand in front of a wooden wall. They are wearing dark grey or black uniforms. The man is wearing a white shirt and a bright pink tie. The woman is wearing a white top with a bright pink scarf. Both are holding black tablets. The background is a blurred airport terminal with people and greenery. The wall behind them has the Changi Airport logo and the text 'CHANGI airport singapore'.


CHANGI
airport singapore

Social Media Analysis





Change Management

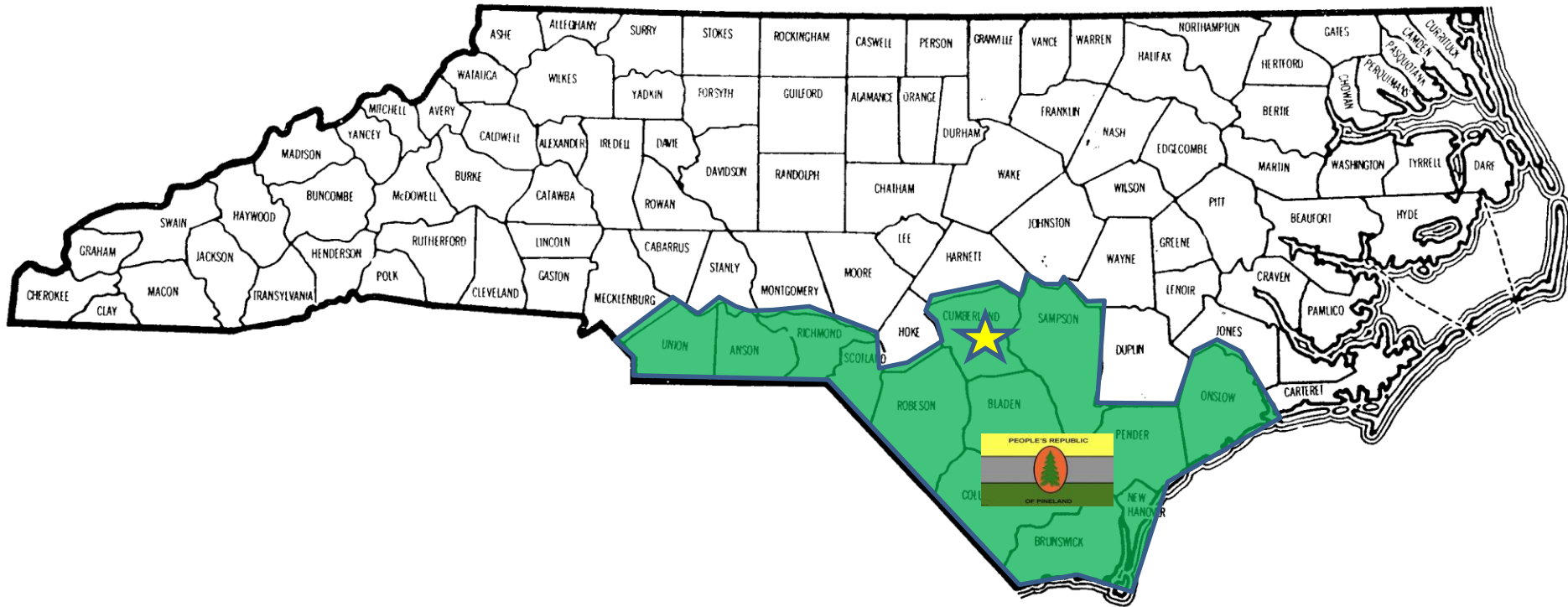


SPECIAL FORCES

RANGER

AIRBORNE

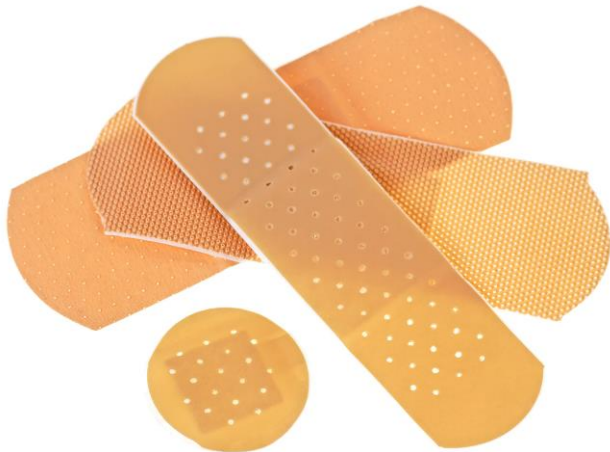








Johnson & Johnson



Integration



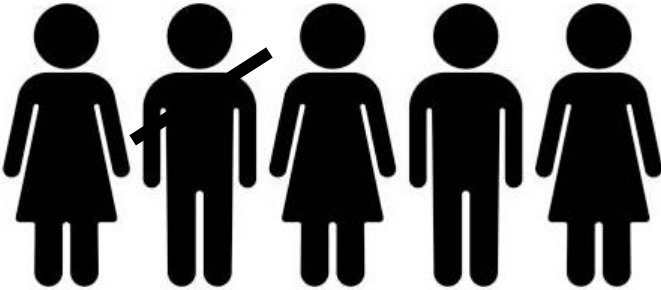
Decision Drivers

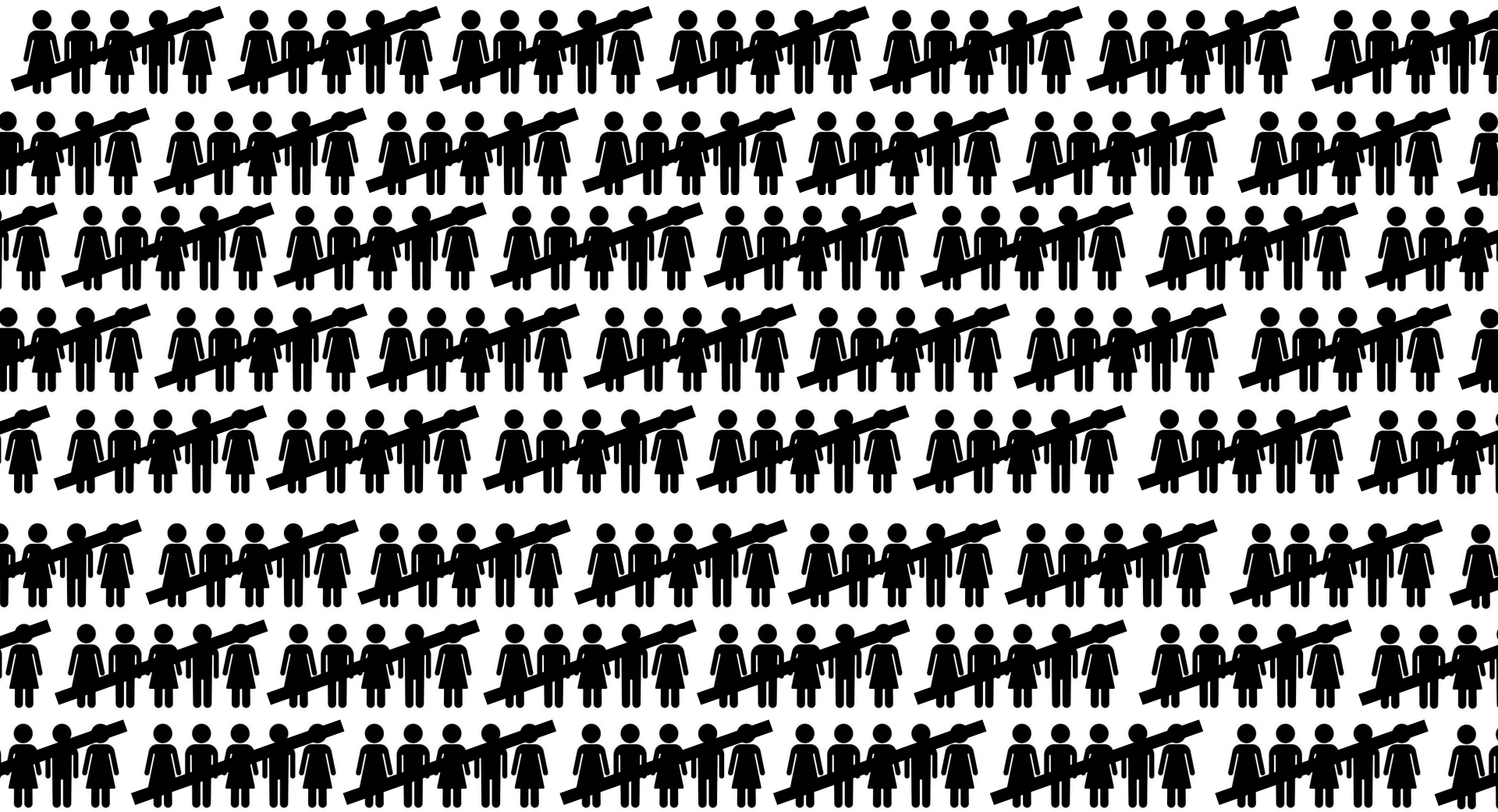
- Cultural business practices
- E.g. Nemawashi
- Slow = Fast
- Measurement issues











2020

January

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

February

Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29

March

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

April

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

May

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

June

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

July

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

August

Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

September

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

October

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

November

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

December

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Summary

- Traditional cultural interventions
- Switch to strategic mindset
- Case studies



Thank You!

Richard Griffith, Ph.D.
Executive Director, ICCM
griffith@fit.edu (321) 674-8104
iccmglobal.com