



AN INTERACTIVE GUIDE FOR  
DIVERSITY LEADERSHIP ALLIANCE

DO YOU WANT TO  
BE AN ANTI-RACIST  
ADVOCATE?



CULTURALLY  
INTELLIGENT  
TRAINING & CONSULTING

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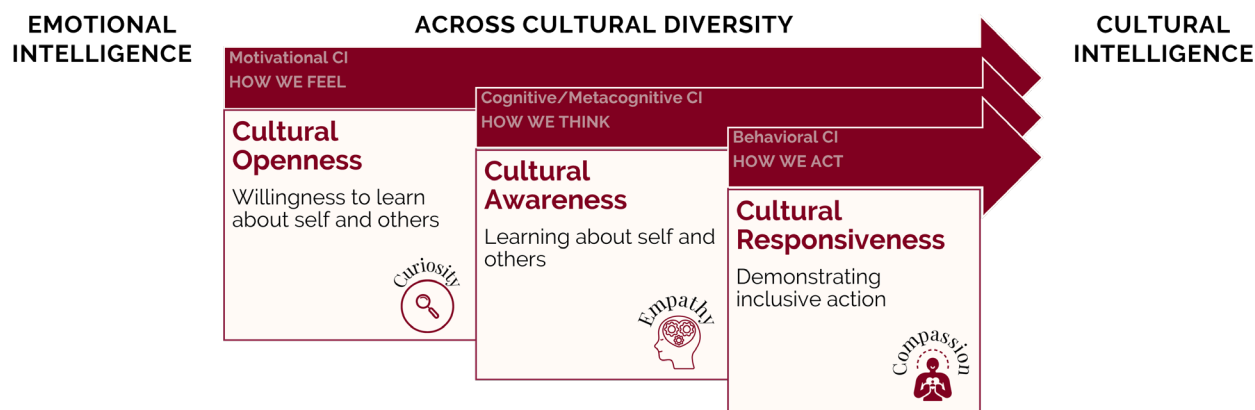


# APPROACH | CULTURAL INTELLIGENCE (CI)

## CULTURALLY INTELLIGENT (CI)

Cultural Intelligence (CI) is the ability to understand how we **feel**, **think**, and **act** when engaging across cultural settings, in multicultural situations, and with people of diverse ethnicities, genders, ages, abilities, and backgrounds.

The **values** of curiosity, empathy, and compassion guide the **Three Cultural Capabilities** of Cultural Openness, Cultural Awareness, and Cultural Responsiveness



Bhatti-Klug, 2022; adapted from Earley and Ang, 2003 (CI) and Salovey & Mayer, 1990 (EI)

## VALUES | CURIOSITY, EMPATHY & COMPASSION

- ◇ **Curiosity:** "A penchant for seeking new experiences, knowledge, and feedback and an openness to change" (Fernández-Aráoz et. al, 2018); a perceived knowledge-gap.
- ◇ **Empathy:** The ability to adopt the perspective and understand the emotions of another person.
- ◇ **Compassion:** Empathy in action.

## CAPABILITIES | OPENNESS, AWARENESS & RESPONSIVENESS

- ◇ **Cultural Openness** (motivational CI, guided by *curiosity*): The willingness to learn about and work with people with diverse backgrounds and perspectives.
- ◇ **Cultural Awareness** (cognitive and metacognitive CI, guided by *empathy*): The active process of becoming well-informed of the interpersonal and cultural values of individuals.
- ◇ **Cultural Responsiveness** (behavioral CI, guided by *compassion*): The ability to plan for and implement appropriate behaviors in response to diverse/multicultural opportunities and challenges.

## OUTCOMES | DIVERSITY, EQUITY, INCLUSION & BELONGING

- ◇ **Diversity:** The condition of having or being composed of differing elements.
- ◇ **Equity:** The quality of being fair and impartial; the recognition that every individual or group has different circumstances, thus allocating the necessary resources and opportunities needed to reach equal outcomes (Equity vs. Equality, 2020).
- ◇ **Inclusivity:** An atmosphere in which all people feel valued and respected and have access to the same opportunities (Riordan, 2014).
- ◇ **Belonging:** "The feeling of security and support when there is a sense of acceptance, inclusion, and identity for a member of a certain group; an individual can bring their authentic self to work" (Cornell, 2022).

# ASSESSMENT | CULTURAL INTELLIGENCE

These statements describe different characteristics of Cultural Intelligence (CI). For each Cultural Capability, add up your scores and divide by four to produce an average. An average of less than 3 indicates an area in need of improvement; an average greater than 4.5 indicates competency in a Cultural Capability. The goal is determining in which area(s) you need development to demonstrate higher levels of CI.

Apply this scale: **1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; 5 = strongly agree**

Using the drop-down menu, select your answer. *Download locally to calculate totals automatically.*

I have a desire to interact with people from cultures different than my own.

I am willing to listen to different perspectives and worldviews.

I feel comfortable trying new experiences, like travel, foods, or projects.

I like to ask questions.

## CULTURAL OPENNESS

When interacting with people, I consider cultural values that might be present.

I am able to reflect on past mistakes to inform future behaviors.

I am able to listen without judging.

I actively learn from people with diverse social identities and perspectives before beginning work on a project.

## CULTURAL AWARENESS

I implement perspectives, suggestions, and feedback from the people who will be directly impacted by my work.

I adjust my behavior to be most inclusive of another person.

After listening to someone's needs, I do something to help address those needs.

I demonstrate actions that are equitable, and not just equal, for people across diverse cultures and backgrounds.

## CULTURAL RESPONSIVENESS



# BECOMING AN ANTI-RACIST ADVOCATE

ENGAGEMENT

CITC

CULTURALLY  
INTELLIGENT  
TRAINING & CONSULTING

# NOTICING BIAS



RACISM IS A  
PANDEMIC

## CULTURAL AWARENESS STORIES WE'RE TOLD

Examine these recent examples of bias across cultural and social identities (click titles to access articles):

### AGEISM

[The Biggest Bias in Tech That No One Talks About \(Forbes\)](#)

### ABLEISM

[How Algorithmic Bias Hurts People With Disabilities \(Slate\)](#)

### SEXISM

[Why Tech's Gender Problem is Nothing New \(The Guardian\)](#)

### RACISM

[This Soap Dispenser Doesn't Work on Black Skin \(Mic\)](#)

[There Is a Racial Divide in Speech-Recognition Systems \(NYT\)](#)

What did you learn from these stories? How might what you learned impact you in examining your work?

"It introduces the more pervasive problem of technology being constructed without paying mind to the diversity of bodies it is built to serve."

-MAX PLENKE,  
"The Reason This 'Racist Soap Dispenser' Doesn't Work on Black Skin"

# RECOGNIZING BIAS



## CULTURAL AWARENESS ORIGIN STORIES

When meeting others, making decisions, and evaluating situations, determine your possible attitude of mind from these implications (definitions from Merriam-Webster, 2022):

### PREDILECTION

a strong liking deriving from one's temperament or experience

### PREPOSSESSION

a fixed conception likely to preclude objective judgment of anything counter to it

### PREJUDICE

an unfavorable prepossession and connotes a feeling rooted in suspicion, fear, or intolerance

### BIAS

an unreasoned and unfair distortion of judgment in favor of or against a person or thing

How might you pause to consider these attitudes of mind during your next interaction or encounter?

"On the first day of school, my teacher, Miss Mdingane, gave each of us an English name and said that from thenceforth that was the name we would answer to in school. This was the custom among Africans in those days and was undoubtedly due to the British bias of our education."

- Nelson Mandela

# UNDERSTANDING RACISM

Everyday  
lachieves something  
because i was  
born in this skin



## CULTURAL AWARENESS THE STORIES WE TELL

Describe a time when you told yourself a story (or made an assumption) about another person that turned out to be incorrect. What did you learn about yourself?

Describe a time when someone else told a story (or made an assumption) about you that was incorrect. How did it make you feel in the moment? How did it impact you moving forward?

What is something you wish more people knew about you that they often overlook or misunderstand?

"Racism is a system of oppression that relies on beliefs that one race or group of people is superior to another based on biological characteristics, like skin color, facial features, and hair."

- Singh, 2019

# UNDERSTANDING ANTI-RACISM

everyday  
iconcedesomething  
becauseiwas  
borninthisskin

## CULTURAL RESPONSIVENESS TELLING TRUE STORIES

What measures have you put in place to remind yourself of possible biases or attitudes of mind you might have?

Within your area of influence (not necessarily "power"), how might you seek to question existing narratives about people, circumstances, or outcomes?

Within your area of influence, how might you rewrite policies and practices to uphold equitable, anti-racist outcomes?

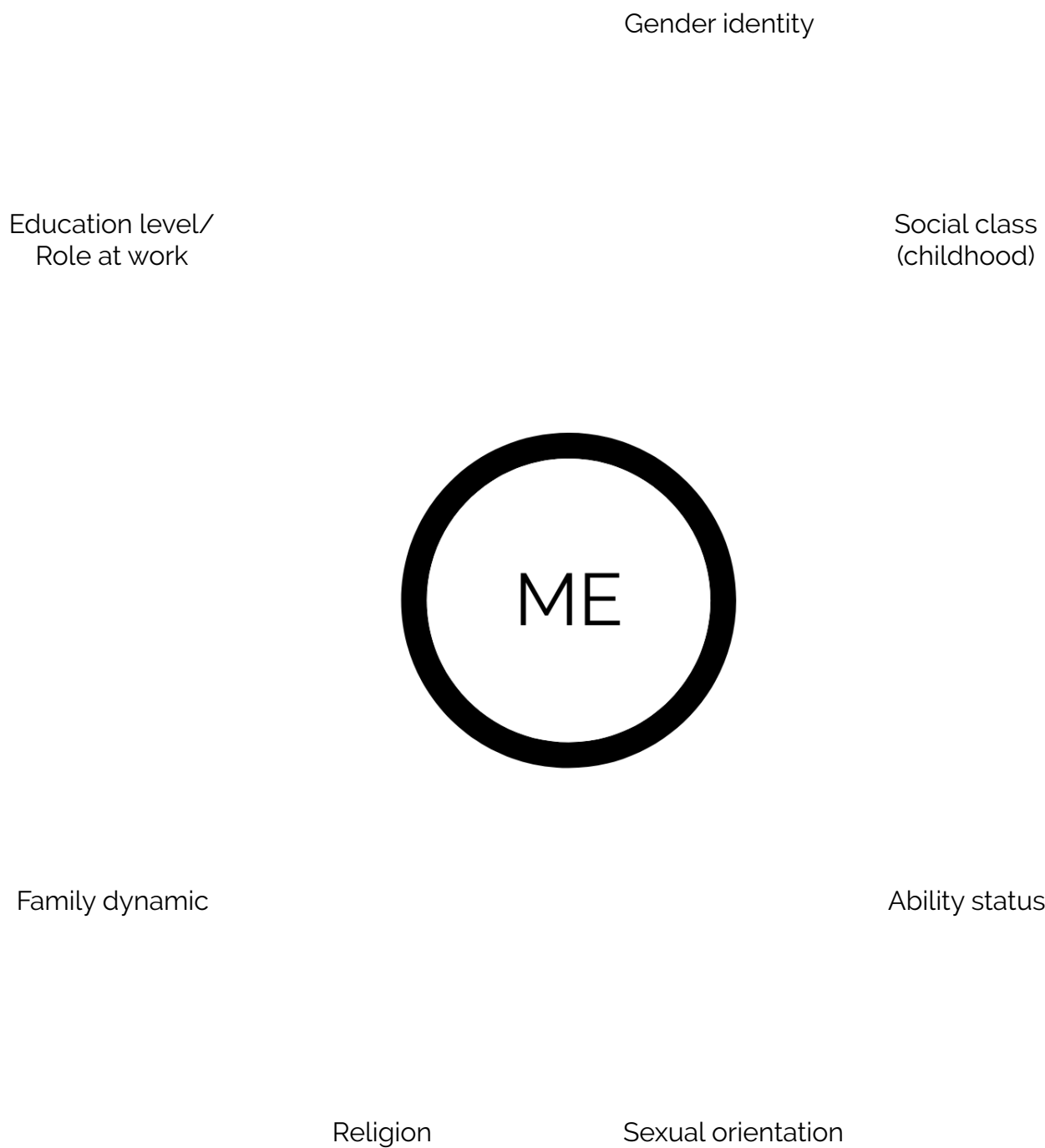
"Anti-racism is the active process of identifying and eliminating racism by changing systems, organizational structures, policies and practices and attitudes, so that power is redistributed and shared equitably."

- NAC

International  
Perspectives:  
Women and  
Global Solidarity,  
2020

# ACTIVITY | POWER FLOWER

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### CULTURAL AWARENESS LEVELS OF INFLUENCE

What did you learn about yourself or others from this activity?

What more do you want to learn about or do in response to your levels of privilege (or lack thereof)? If you are a person with a lot of privilege, how will you seek to provide equitable solutions to uphold justice within your workplace? If you do not carry a lot of privilege, what boundaries will you establish to ensure your environment is psychologically safe so that your voice can be heard?

Read this [article](#) by Okun (1999) to learn more about the characteristics of white supremacy culture.



## CULTURAL RESPONSIVENESS CHECKLIST

Reflect on these questions to align your practices with an antiracist, equitable framework for engaging your work, factoring in your levels of power and privilege (NAFSA, 2021).

- ☐ Do I actively work to educate myself about community groups with identities different from my own, and am I mindful of the importance of partnership?
- ☐ Do I know how to adjust my behavior to serve the interests and needs of a diverse and varied community?
- ☐ What are the learning objectives of my office's programming, and who are the target audiences? How are we reaching minoritized populations? What are our metrics for assessment?
- ☐ Do the standard policies and practices of my organization simply reflect the cultural norms and values of people in majority populations? Are there portions of the population at my organization who are not yet considered when making decisions?
- ☐ Is there a difference between my personal understanding of access, diversity, equity, and inclusion, and how these terms are defined by my organization?
- ☐ How does my position of power (or lack thereof) as a member of a majority or minoritized group at my organization inform my perspective on upholding culturally responsive and antiracist practices?
- ☐ How does my organization foster an inclusive environment that provides opportunities for minoritized groups or entry-level colleagues to have a say on policies and strategies?
- ☐ Does my organization consider racial and ethnic minorities as a monolithic group, or do policies reflect the diversity within each historically minoritized group (e.g., *the Afro-Latine experience within the Latine community*)?

"Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change that we seek."

—Barack Obama



## CULTURAL RESPONSIVENESS ANTI-RACIST ADVOCACY

### CULTURAL OPENNESS

Think about your professional environment and some of the projects you're working on: Who is not at the table to offer ideas, perspective, feedback, etc.? Think of specific people: what cultural perspectives might they bring, and how might you might invite them to the project?

### CULTURAL AWARENESS

After inviting people to the table, how will you seek to learn from their perspectives and experiences once they are there? What questions will you ask? How will you listen with empathy to gain awareness? Focus on *learning*, not yet acting, aspects of CI.

### CULTURAL RESPONSIVENESS

After you ask questions of the person/people you've invited to the table, how will you implement their feedback into your work to make sure they feel like their contributions are heard and valued? Think about *actions* you might take after gathering knowledge: Are you willing to change policies and systems? Are you willing to take the time to produce equitable and inclusive outcomes? How will you demonstrate that diverse people—and their ideas—belong at the table? What is your **deadline**, and to whom will you be **accountable**?

"While empathy refers more generally to our ability to take the perspective of and feel the emotions of another person, compassion is when those feelings and thoughts include the desire to help."

– The Greater Good Science Center at UC Berkeley

Read more about compassion [here](#).

A close-up, artistic photograph of a human eye. The iris is a vibrant blue, and the pupil is dark with a bright, white reflection. The eyelashes are long and dark, and the skin around the eye is fair. The overall image has a soft, ethereal quality with a slight color cast.

## REFERENCES & RESOURCES

FOR FURTHER ENGAGEMENT

# GLOSSARY

## TERMINOLOGIES & APPROACHES

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- ◇ **Advocacy:** the act or process of supporting a cause or proposal : the act or process of advocating something (Merriam-Webster, 2022).
- ◇ **Advocate:** one who defends or maintains a cause or proposal or supports or promotes the interests of a cause or group; one who pleads the cause of another (Merriam-Webster, 2022).
- ◇ **Anti-racism:** "The active process of identifying and eliminating racism by changing systems, organizational structures, policies and practices and attitudes, so that power is redistributed and shared equitably" (NAC International Perspectives, 2019).
- ◇ **Belonging** (also Theory of Belonging): "A need to belong, that is, a need to form and maintain at least a minimum quantity of interpersonal relationships, is innately prepared (and hence nearly universal) among human beings.....The need to belong should therefore be found to some degree in all humans in all cultures, although naturally one would expect there to be individual differences in strength and intensity, as well as cultural and individual variations in how people express and satisfy the need. But it should prove difficult or impossible for culture to eradicate the need to belong" (Baumeister & Leary, 1995, p. 499). Used in DEIB acronym.
- ◇ **Cognition:** The mental action or process of acquiring knowledge and understanding through thought, experience, and the senses (Merriam-Webster, 2021).
- ◇ **Compassion:** Extends viewpoints and feelings contained in empathy to include the desire to help (Merriam-Webster, 2021). Also referred to as: Empathy-in-action or radical empathy. A value that guides Cultural Responsiveness (Bhatti-Klug, 2020).
- ◇ **Cultural Awareness** (cognitive CI): The active process of becoming well-informed of the interpersonal and cultural values of diverse individuals. A Cultural Capability guided by the value of empathy (Bhatti-Klug, 2020).
- ◇ **Cultural Empathy:** "Having an appreciation and consideration of the differences and similarities of another culture in comparison to one's own; people with cultural empathy are more tolerant of the differences of those from other cultures" (Gonzalez, 2020, para. 4).
- ◇ **Cultural Humility:** The "ability to maintain an interpersonal stance that is other-oriented (or open to the other) in relation to aspects of cultural identity that are most important to the [other person]" (Hook, 2013, p. 354).
- ◇ **Cultural Intelligence (CI):** A guiding framework for Intercultural Competence. CI (or CQ) is a person's ability to gather, interpret, and act upon drastically different cues to behave effectively across cultural settings or in multicultural situations (Earley & Ang, 2003). A person's ability to gather, interpret, and act upon drastically different cues to behave responsively across cultural settings, in multicultural situations, or with people of diverse ethnicities, genders, ages, abilities, and backgrounds (Bhatti-Klug, 2020).
- ◇ **Cultural Openness** (motivational CI): The willingness to learn about and work with diverse people. A Cultural Capability guided by the value of curiosity (Bhatti-Klug, 2020).

# GLOSSARY

## TERMINOLOGIES & APPROACHES

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- ◇ **Cultural Responsiveness** (behavioral CI): The ability to plan for and implement inclusive behaviors in response to diverse and multicultural opportunities and challenges. A Cultural Capability guided by the value of compassion (Bhatti-Klug, 2020).
- ◇ **Cultural Value Orientations**: The Ten Cultural Values are rooted in the CI research as important elements of developing Cultural Awareness. In understanding our own values, we see that there is no “right” or “wrong” way of approaching situations; cultural, personal, and situational influences can impact how we view the world. Thus, Cultural Awareness guides Cultural Responsiveness. The Ten Cultural Values, with their opposing orientations:
  - ◇ Loyalty—Independence | Interdependence: the degree to which people perceive themselves as being individual or belonging to larger communities (like family or religious groups)
  - ◇ Power—Equality | Hierarchy: the degree to which people prefer leadership to be egalitarian or authoritative
  - ◇ Risk—Adaptable | Structured: the degree to which people feel comfortable taking risks
  - ◇ Collaboration—Competitive | Cooperative: the degree to which people prefer to work alone or in groups to achieve goals
  - ◇ Time—Strict | Flexible: the degree to which people view time and commitments as being sacrosanct rather than negotiable
  - ◇ Context—Direct | Indirect: the degree to which people prefer to communicate explicitly, directly, and clearly, rather than indirectly, emphasizing harmony and saving face
  - ◇ Identity—Doing | Being: the degree to which people gauge the quality of their lives, and senses of selves, on what they do rather than on who they are and how they live
  - ◇ Fairness—Universalistic | Particularistic: the degree to which people believe standards should be applied fairly to everyone rather than making exceptions depending on circumstances
  - ◇ Emotions—Demonstrative | Neutral: the degree to which people express emotions openly
  - ◇ Focus—Unitasking | Task-Juggling: the degree to which people would rather focus on one task versus many (Bhatti-Klug, 2020; CQ Center, 2020)
- ◇ **Culture**: The customary beliefs, social forms, and material traits of a racial, religious, or social group; the set of shared attitudes, values, goals, and practices that characterizes an institution or organization (Merriam-Webster, 2021). People's cultural makeup includes ability, artistic expression and preference, ethnicity, family dynamics, gender and sexuality, generation, geographical location, language, nationality, personality, political worldview, religion, and socioeconomic status.

# GLOSSARY

## TERMINOLOGIES & APPROACHES

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- ◇ **Curiosity:** A strong desire to know or learn something (Merriam-Webster, 2021); "A penchant for seeking new experiences, knowledge, and feedback and an openness to change" (Fernández-Aráoz et. al, 2018); "A form of cognitively induced deprivation that results from the perception of a gap in one's knowledge....an intrinsically motivated desire for specific information," a need for sense-making (Loewenstein, 1994, p. 76, 87). A value that guides Cultural Openness (Bhatti-Klug, 2020).
- ◇ **Diversity:** The condition of having or being composed of differing elements (Merriam-Webster, 2021). An outcome of CI. Used in DEI/EDI/JEDI/DEIB acronyms.
- ◇ **Empathy:** A person's ability to adopt the perspective and experience the emotions of another person (Merriam-Webster, 2021). A value that guides Cultural Awareness (Bhatti-Klug, 2020).
  - ◇ **Cognitive empathy:** "perspective-taking" or "mentalizing" ability to recognize and understand another person's emotions
  - ◇ **Affective empathy:** "experience sharing" one's own emotional attunement with another person's experience
    - ◇ "Empathy is a tool of compassion. We can respond empathetically only if we are willing to be present to someone's pain. If we're not willing to do that, it's not real empathy." Meaningful connection requires a combination of both types of empathy to understand "what someone is feeling; not feeling it for them" (Brown, 2021, p. 121, 122)
- ◇ **Emotional Intelligence:** The ability to monitor one's own and others' feelings and emotions, to discriminate among them and use this information to guide one's thinking and actions (Salovey & Mayer, 1990).
- ◇ **Equality:** The state of being equal, especially in status, rights, and opportunities (Merriam-Webster, 2021).
- ◇ **Equity:** The quality of being fair and impartial (Merriam-Webster, 2021). "The recognition that every individual or group has different circumstances, thus allocating the necessary resources and opportunities needed to reach equal outcomes" ("Equity vs. Equality," 2020. para. 2). An outcome of CI. Used in DEI/EDI/JEDI/DEIB acronyms.
- ◇ **Generalizations:** Flexible descriptions that are starting points. One begins with an assumption about a group but seeks more information about whether the assumption fits that individual.
- ◇ **Globalization:** "The economic, political and societal forces pushing twenty-first century higher education toward greater involvement" (Altbach & Knight, 2007).
- ◇ **Implicit Bias:** The attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner. They encompass both favorable and unfavorable assessments and are activated involuntarily and without an individual's awareness or intentional control (Kirwan Institute for The Study of Race and Ethnicity, 2019).

# GLOSSARY

## TERMINOLOGIES & APPROACHES

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- ◇ **Inclusion:** The act of including; the state of belonging (Merriam-Webster, 2021). An outcome of CI. Used in DEI/EDI/JEDI/DEIB acronyms.
- ◇ **Inclusivity:** An atmosphere in which all people feel valued and respected and have access to the same opportunities (Riordan, 2014).
- ◇ **Intercultural Competence:** A guiding theory for Cultural Intelligence. A set of cognitive, affective, and behavioral skills that support effective and appropriate interaction in a variety of cultural contexts (Bennett, 2009).
- ◇ **Internationalization:** The choices members of an institution make in response to globalization, as a process of change that integrates international dimensions and perspectives into all of the institution's core activities (Blight et al., 2003).
- ◇ **Intersectionality:** "A lens through which you can see where power comes and collides, where it interlocks and intersects" (Crenshaw); "Recognizing that identities are dynamic and emergent, intersectionality seeks to identify the ways in which identities are negotiated, rather than considering them as static markers of difference" (Garcia & Ortiz, 2013).
- ◇ **Justice:** "The maintenance or administration of what is just, especially by the impartial adjustment of conflicting claims or the assignment of merited rewards or punishments" (Merriam-Webster, 2021). Justice often is seen as taking equity one step further in fixing systems to ensure sustainable, long-term solutions toward the work of anti-racism (Equity vs. Equality, 2020). Used in JEDI acronym.
- ◇ **Metacognition:** Awareness and understanding of one's own thought processes (Merriam-Webster, 2021).
- ◇ **Microaggressions:** Relatively slight, subtle, and often unintentional offenses that cause harm (Pierce, 1970). Microaggressions are like a thousand daily cuts (Ladson-Billings).
- ◇ **Privilege:** A right, favor, advantage, immunity, specially granted to one individual or group, and withheld from another (Merriam-Webster, 2020).
- ◇ **Racism and White Supremacy:** (Singh, 2019)
  - ◇ "Racism is a system of oppression that relies on beliefs that one race or group of people is superior to another based on biological characteristics, like skin color, facial features, and hair."
  - ◇ "White Supremacy, the key driver of racism, designates White people as superior to people of color—which is just not true. There is no one race that is better than another."
- ◇ **Representation:** The body of persons representing a constituency.
- ◇ **Stereotypes:** Inflexible descriptions that become ending points. When stereotyping, one makes an assumption about a person based on group membership without learning whether or not that individual fits the assumption.

# RESOURCES

## FURTHER ENGAGEMENT

- ◇ CITC's recommended reading: <https://www.culturallyintelligent.com/resources>
- ◇ How to address racial discrimination with employees: <https://tribunecontentagency.com/article/how-to-address-racial-discrimination-with-employees/>
- ◇ "I Want to Hold Our Feet to the Fire Around Justice": Gloria Ladson-Billings Discusses Education After COVID, Civil Unrest During Don C. Locke Multiculturalism and Social Justice Symposium: <https://ced.ncsu.edu/news/2021/03/25/i-want-to-hold-our-feet-to-the-fire-around-justice-gloria-ladson-billings-discusses-education-after-covid-civil-unrest-during-don-c-locke-multiculturalism-and-social-justice-sympo/>
- ◇ Native Lands Map: <https://native-land.ca/>
- ◇ NPR Code Switch: <https://www.npr.org/sections/codeswitch/2020/06/06/871023438/this-list-of-books-films-and-podcasts-about-racism-is-a-start-not-a-panacea>
- ◇ Toward a Racially Just Workplace (HBR): <https://hbr.org/2019/11/toward-a-racially-just-workplace>
- ◇ White Supremacy Culture (Okun, 1999): [https://www.whitesupremacyculture.info/uploads/4/3/5/7/43579015/okun\\_-\\_white\\_sup\\_culture\\_2020.pdf](https://www.whitesupremacyculture.info/uploads/4/3/5/7/43579015/okun_-_white_sup_culture_2020.pdf)



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# BECOME A CULTURALLY INTELLIGENT ORGANIZATION

PARTNER WITH CITC

CITC offers the following services to help senior leadership, leadership, and contributors become more culturally intelligent individually for organizational change.

[Learn more](#) or [contact](#) us to begin. Mention DLA to receive 5% off your first service.

## TRAININGS

- ◇ Becoming Culturally Intelligent training for leaders and contributors
- ◇ Level-set everyone to understand DEIB and develop CI individually
- ◇ Provide ongoing training to develop leadership skills throughout your organization to establish strategic alignment of goals and outcomes
- ◇ Select activities and discussion prompts to customize content
- ◇ [Community-specific workshops](#)

## ACCOUNTABILITY TOOLS

- ◇ CI Map for communicating behaviors that reflect organizational values and assisting individuals in demonstrating behaviors consistently
- ◇ DEIB climate checks | surveys, focus groups, interviews

## TEAM BUILDING

- ◇ [The Culturally Intelligent Enneagram](#)  
Includes individual personality assessment and debrief, and team training: By understanding how team members are uniquely motivated to learn, work, and engage, leaders can build atmospheres of trust
- ◇ [Design Conversation](#) | Build common understandings, develop safe environments for collaboration, and activate collective creativity using a unique and proven tool for designing conversations for impact and change

## CONSULTING

- ◇ Leadership support
- ◇ Vision, Mission, and Values statements guidance
- ◇ DEIB Committee development with subcommittee and Employee Resource Group (ERG) support
- ◇ Cross-cultural communication coaching
- ◇ Individual Enneagram debriefs for leadership reflection and growth

# ABOUT CULTURALLY INTELLIGENT TRAINING & CONSULTING (CITC)

## VISION

We envision a future in which globally-minded leaders embrace diversity, promote equity, and build inclusive cultures

## MISSION

We empower people to develop cultural curiosity, lead with empathy, and create atmospheres of belonging through compassionate action and culturally intelligent solutions

## VALUES

- ◇ Curiosity | We build Cultural Openness by embracing diverse cultural perspectives
- ◇ Empathy | We build Cultural Awareness by understanding how others feel, think, and act
- ◇ Compassion | We build Cultural Responsiveness by demonstrating empathy in action

## FACILITATOR



Dr. Renee Ronika Bhatti-Klug

Ruh-nay Bah-Ha-tee kloog  
she/her/hers

Founder | Chief Facilitator

[Bio](#)

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