

Review of: "How Do Team Diversity Act to Exercise Effect on Team Performance: Looking through the Lens of Cultural Intelligence among Employees"

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This is an excellent paper. The conceptual model is gloriously simple and the research evidence clearly supports the hypotheses. Most importantly this paper triggers curiosity.

The title could be more concise for example:

"Through the lens of cultural intelligence an optimal synergy between team diversity and team performance can be achieved."

Empirical evidence is clear, the value of diversity is immense, particularly in health care; equally experience also suggests that a lack of curiosity and cultural intelligence can result in unhelpful, unkind and in some instances discriminatory behaviour that creates division and adversity. This will create a workplace culture, where psychological safety is compromised, innovation unlikely resulting in poor team performance and compromised health and well-being of team members.

This paper triggers curiosity. It is particularly interesting to consider the care home sector as an appendage to the NHS. The British public are passionate about the core values of the NHS, free at the point of delivery and yet so much of the care home sector has been "sold" to the independent sector. What impact does this have on the quality of care for people with long term conditions, emotional and health disorders, all of which have been exacerbated by the COVID 19 pandemic?

The papers makes a convincing and evidence based case to demonstrate the value of cultural intelligence. Whilst the paper defines cultural intelligence as "an individuals' ability and skill to work in multicultural settings quickly, comfortably and effectively" it would be interesting to delve into the definition in greater depth. Michael West's concept of compassionate leadership (2017) advocates the value of really listening, checking understanding, empathising and asking how to help. (West 2017) Cultural diversity offers a glorious range of perspectives and experiences. Compassionate leadership give us the means to realise this offer.

This research demonstrates the synergistic effect of cultural intelligence on team performance. Empirical evidence

suggests a positive correlation between cultural intelligence and health and welling. It would be interesting to test this hypothesis further. The health and wellbeing of our staff is critical to recruitment and attrition, particularly in this era of escalating health disorders and staffing crisis across the health care sector.

In summary this is an interesting paper which clearly contributes towards the academic evidence and most importantly triggers curiosity. It is curiosity which drives further research, learning and development and ultimately results in a positive working culture which facilitates optimal team performance.

West et al. 2017 Caring to Change. [Internet] The Kings Fund: [Cited 2019 Jan 31]. Available from:

<https://www.kingsfund.org.uk/publications/caring-change>