

Chapter 19

Cultivating Workplace Well-Being Through Mindful Multiculturalism: A Case Study

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ABSTRACT

This chapter explores the concept of mindful multiculturalism as an approach to enhance workplace well-being and cultural intelligence. By integrating knowledge about cultural differences with mindfulness practices, organizations can foster inclusive behaviors and harmonious work environments. The authors present a case study of a facilitation plan designed to support an organizational change initiative to improve workplace well-being. The training program emphasizes the development of cultural intelligence competencies through interactive exercises, discussions, and reflective practices. Preliminary results from the pre-training assessment of cultural intelligence using the Short Form Cultural Intelligence scale (SFCQ) are provided. The chapter argues that cultivating mindful multiculturalism requires a multifaceted approach that integrates knowledge of biases with mindfulness practices, leading to behavior change. By fostering awareness, acceptance, and reflection, organiza-

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tions can create inclusive work environments that benefit individuals, teams, and the organization as a whole.

INTRODUCTION

In an increasingly interconnected and diverse world, the importance of workplace well-being has become essential to organizational success. Workplace well-being extends beyond job satisfaction. Workplace well-being has been defined as the physical, mental and emotional health of employees (Aslam, 2023). While all components of workplace well-being are vital to the human experience, this chapter will focus on how employees need to thrive in culturally rich environments. For researchers, leaders, and organizational consultants to be effective in understanding and promoting workplace well-being, we first must understand the importance of this phenomenon.

In today's diverse workplace, promoting cultural sensitivity is paramount for fostering a positive organizational culture and enhancing employee well-being. This chapter explores the concept of mindful multiculturalism, emphasizing how mindfulness practices can bridge the gap between knowledge, cognition, and our understanding of bias and subsequent behaviors. The authors of this chapter posit that mindfulness allows for social-emotional health and creates a stillness in time (a space) which affords an opportunity to foster a more inclusive and harmonious work environment.

This chapter will explore the concept of mindful multiculturalism as an approach to cultivate cultural intelligence and enhance workplace well-being. The authors argue that by integrating knowledge about cultural intelligence, cultural differences with mindfulness practices, organizations can foster more inclusive behaviors and harmonious work environments. A consulting case study of a phased facilitation intervention to enhance an organizational change initiative for enhanced workplace well-being is presented.

IMPORTANCE OF WORKPLACE WELL-BEING

The importance of workplace well-being has been studied from multiple perspectives. One such perspective is the relationship between workplace well-being and engagement. Employee engagement can be defined as the commitment that employees exhibit towards the organizational vision, mission, and goals. Extensive research and numerous case studies have demonstrated the significant positive impact of enhanced employee well-being on engagement and productivity. For instance,

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