Individuals in a group or organization who do not identify with the larger group, is one of the most difficult challenges facing a leader. They are individuals who are disconnected and not fully engaged in working toward the goals of the group. They may be in opposition to the will of a larger group or simply disinterested in the groups goals. They may feel unaccepted, alienated, and even discriminated against. In addition, they may think they are powerless because their potential resources have not been fully accepted by the larger group.

Out-groups come in many forms: They can be minorities who think their voice is not being heard, or people who think their ideas are unappreciated. They can be those who simply do not identify with the leader or other members of the primary group. Sometimes out-group members are social loafers-group members who are inclined to goof off or work below their capacity when they are in a group. In short, out-group members sense themselves to be at odds with the larger group.

Some out-groups form because people disagree with the social, political, or ethical position of the majority-they sense that they are in opposition to the larger group. Second out-groups come about because individuals can- not identify with the beliefs, norms, or values of the dominant group members. A third reason out-groups form is because people sense that they are excluded by the larger group. They do not know where they fit in or whether they are needed by others in the group. Group members may think they are too old, too young, too conservative, too liberal, or just plain different from the larger group. A fourth reason for out-group is that development is that some people lack communication skills or social skills that are needed to relate to a larger group.

Northouse, Peter Guy (112008). Introduction to Leadership: Concepts and Practice [0] (VitalSource Bookshelf), Retrieved from http://online.vitalsource.com/books/9781412916554/page/124

**Cultural competence** refers to an ability to interact effectively with people of different cultures, particularly in the context of [human resources](http://en.wikipedia.org/wiki/Human_resources), [non-profit organizations](http://en.wikipedia.org/wiki/Non-profit_organization), and government agencies whose employees work with persons from different cultural/ethnic backgrounds.

Cultural competence comprises four components: (a) Awareness of one's own cultural worldview, (b) Attitude towards cultural differences, (c) Knowledge of different cultural practices and worldviews, and (d) cross-cultural skills. Developing cultural competence results in an ability to understand, communicate with, and effectively interact with people across cultures.[[1](http://en.wikipedia.org/wiki/Cultural_competence#cite_note-0)

Mercedes Martin & Billy Vaughn (2007). "Strategic Diversity & Inclusion Management" magazine, pp. 31-36. DTUI Publications Division: San Francisco, CA.