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Making Cultural Diversity Work

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R-E-S-P-E-C-T

Introductions:

- What does it mean for you to respect show?
- What does it mean for you to be shown respect?




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Diversity Defined

- The state of being diverse; variety
- A range of different things
- The condition of having or being composed of different elements
- The inclusion of different types of people in a group or organization
- An instance of being composed of differing elements or qualities



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Diversity Defined

The mosaic of people who bring a variety of backgrounds, styles, perspectives, values and beliefs as assets to the groups and organizations with which they interact.

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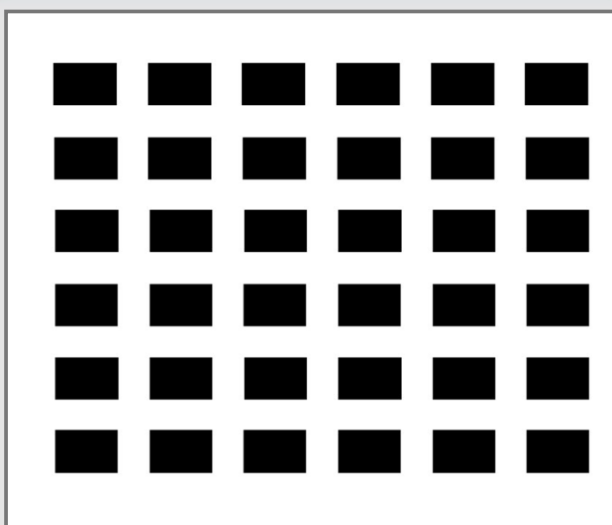
Organizational Benefits of Diversity



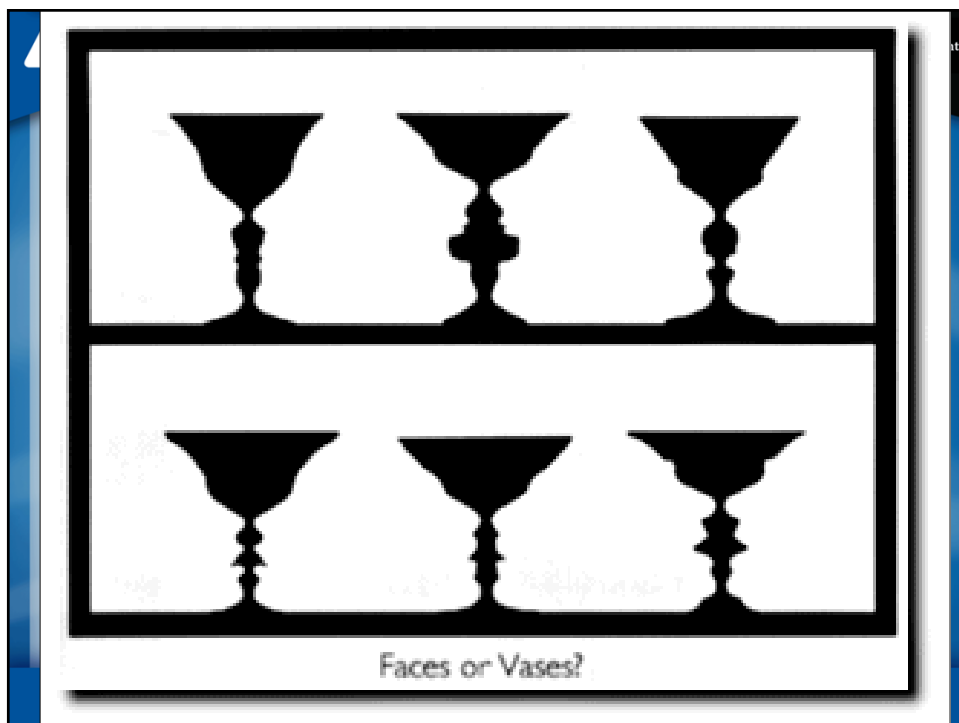
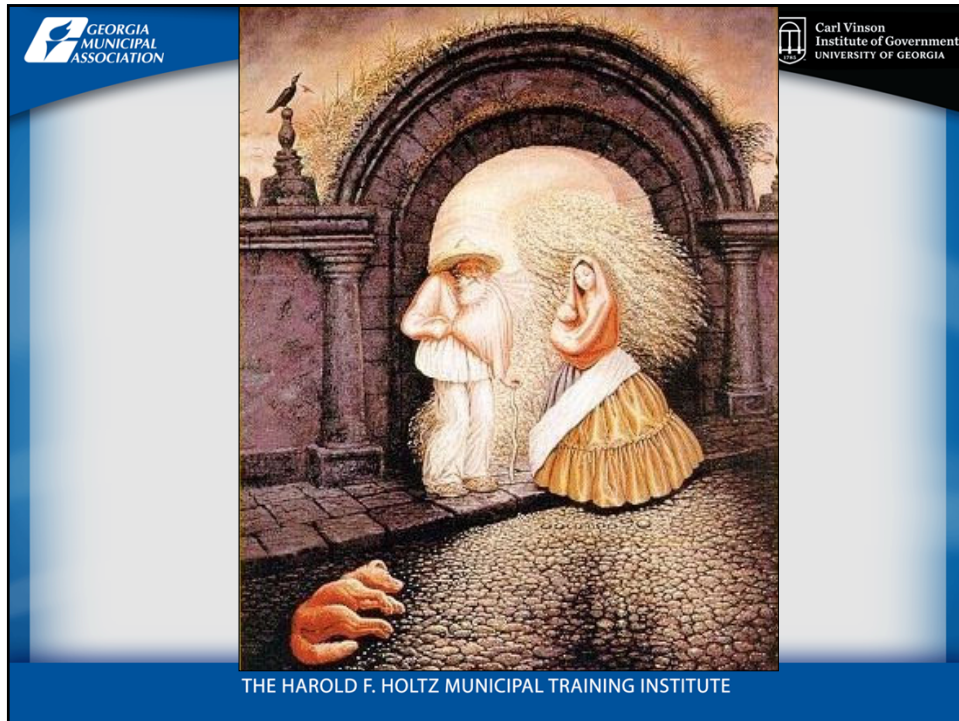
- Increased productivity
- Varied ideas and viewpoints/problem solving
- Enhanced creativity, leadership and innovation



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The Herman Grid



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BE MINDFUL ABOUT STEREOTYPES!
ONLY ONE OF THEM IS A CONVICTED FELON.

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How are We Diverse?

- Traditional
 - Race, ethnicity, gender
- Otherness
 - Age, disability, religion
 - Telecommuters vs. on-site workers
 - Part-time vs. full-time
 - Temporary vs. regular
 - ?

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Various Dimensions of Diversity

**The things people
notice:**

Skin Color

Gender

Age

Appearance

Facial Expressions

Eye Contact

Movement

Personal Space

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Culture is the totality of values, beliefs, and behaviors common to a large group of people

- Culture determines our behavior and attitudes.
- No one is culture-free.
- Most cultural rules are never written.
- We interpret other people's behavior through our own "cultural software."

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What if You Belonged to a Different Culture?

- The friends you associate with
- The social activities you enjoy
- The foods you prefer
- The religion you practice
- The clothing you wear
- The neighborhood where you live
- The job/position you hold
- The vehicle you drive
- The music you enjoy
- The language(s) you speak
- The political party you belong to

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Filtering on Automatic

- Write down the first thing that comes to mind for each of the following:
- | | |
|------------------------|------------------------|
| 1. politician | 6. police officer |
| 2. homeless person | 7. man in a wheelchair |
| 3. lawyer | 8. farmer |
| 4. black male teenager | 9. Californian |
| 5. professor | 10. 300-pound woman |

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Our Diversity History

- Parents
- Teachers
- Peers
- Media



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Differences in People

- Sensitivity to the nuances that “otherness” brings extends beyond mere tolerance for colleagues of different races, cultures, native tongues, and backgrounds.
- For teams to function well, members must be able to see beyond skin color and stereotypes.
- Cultural differences and traditions must be incorporated into the workplace milieu.

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Strength Comes From...

- Melding multiple perspectives
- A diverse workforce that can adjust to complex and new demands
- A heterogeneous group

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Valuing Diversity

- The impact of diversity extends beyond demographics, numbers and “letter of the law”
- Enhanced performance
- Representative government
- Environment of trust and respect

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Challenges

- Getting used to differences
- Coordinating work styles
- Learning to communicate
- Developing flexibility
- Adapting to change
- The economy



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Opportunities

- Attract and retain quality people
- Increase morale
- Maximize productivity
- Reduce costly discrimination suits
- Improve decision-making

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Harassment and Diversity



- Slurs or “jokes”
- Segregation from others
- Stereotyping
- Unwelcome sexual advances
- Derogatory comments regarding a co-worker’s culture or religion
- Do not assume the identity, orientation, or racial affiliation of any individual.

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Unconscious Biases: Microaggressions

- Rooted in unconscious biases that all of us fall prey to.
- Rooted in our perceptions of others, which can harden into stereotypes and prejudice over time.
- Bias becomes the lens through which we process information and make decisions.

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Unconscious Biases: Microaggressions

- Everyday verbal, nonverbal, and environmental slights, snubs, or insults, whether intentional or unintentional, which communicate hostile, derogatory, or negative messages to target persons based solely upon their marginalized group membership.

Psychology Today

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Unconscious Biases: Microaggressions

In many cases, these hidden messages may:

- invalidate the group **identity** or experiential reality of target persons,
- demean them on a personal or group level,
- communicate they are lesser human beings,
- suggest they do not belong with the majority group,
- threaten and intimidate, or relegate them to inferior status and treatment.

Psychology Today



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Unconscious Biases: Microaggressions

- Racial: *An Asian American, born and raised in the United States, is complimented for speaking "good English."* (Hidden message: You are not a true American. You are a perpetual foreigner in your own country.)
- Orientation: *A young person uses the term "gay" to describe a movie that she didn't like.* (Hidden message: Being gay is associated with negative and undesirable characteristics.)

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Unconscious Biases: Microaggressions

- Gender: Men interrupting women while they are speaking.
- Study from Northwestern School of Law
- Female Justices speak less often, use fewer words and are interrupted during oral arguments at a significantly higher rate.

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Unconscious Biases: Microaggressions

- We found a consistently gendered pattern:
- In 1990, with one woman on the court (Justice Sandra Day O'Connor), 35.7 percent of interruptions were directed at her;
- In 2002, 45.3 percent were directed at the two female justices;
- In 2015, 65.9 percent of all interruptions on the court were directed at the three women on the bench

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Unconscious Biases: Microaggressions

- Multiple studies have found that
 - Women are interrupted more frequently than men
 - Assertive women are judged more negatively than men who voice strong opinions and ideas

Harvard Business Review

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What is Privilege



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Communication

- Communicate with all employees regularly
- Understand differences
- Use language and references you know
- Listen carefully
- Help employees communicate with one another

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Costs of Communication Failures

- Morale problems and conflict
- Higher turnover
- Increased recruitment, hiring, and training costs
- More complaints and grievances
- More disciplinary problems

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Making Diversity Work

- Learn names and use them frequently
- Show interest in co-workers
- Never assume
- Encourage teamwork

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Making Diversity Work (cont.)



- Use the variety of experiences among co-workers
- Respect differences
- Look at co-workers' abilities—not their disabilities
- Don't go along with insensitive comments
- Think inclusive—not exclusive

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Making Diversity Work (cont.)

- Approach controversial topics generally
- Treat genders equally
- Avoid sexist comments
- Don't guess co-workers' identities
- Learn—and use—acceptable terms



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Making Diversity Work

- Ask questions
 - Your experience is different from mine. Help me understand.
- Speak with caveats
 - “I’d like to hear your perspective on this” or “I may be wrong, but...”
- Learn the words that trigger shame-learn your part
- Broaden your experiences
- Embrace your role as an advocate



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How to Increase Diversity Levels

1. **Hire unconventional people** - They reveal that recruiters can often fall into the trap of hiring those that are just like them. Overcoming this bias can provide a quick and easy boost to diversity levels.
2. **Better understand the skills you already have** - This is a big weakness in many organizations, as we simply lack the knowledge of the numerous skills our employees have, as so many of them are under-utilized.
3. **Encourage people to speak up** - It probably goes without saying that diversity only works if people feel emboldened to share their (diverse) ideas, even if it runs counter to what the boss thinks or is the status quo in the company.



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How to Increase Diversity Levels

4. **Use reverse mentoring** - The fourth tip is very much designed to encourage this, as it encourages younger people to advise more senior colleagues on new trends they may have strong knowledge of.
5. **Be open to fresh ideas** - Of course, your own employees represent but the tip of the proverbial iceberg when it comes to the range of ideas and experiences they might have. Being open to ideas wherever they may reside, therefore, is a key component of capitalizing on thought diversity. *Not invented here* should have no place in your company.



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How to Build a Foundation for Diversity

- What communities do we serve? Who are our clients?
- What are the characteristics of the community we work in?
- How has the community changed in recent years? How is it likely to change in the future?



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How to Build a Foundation for Diversity

- How do our organization's employees reflect the communities we work in and work with?
- Do we reflect the diversity of America more broadly?
- How do we nurture inclusion to ensure all employees work in a safe and supportive environment?

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In Summary



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In Summary

- Diversity respects differences
- It promotes fairness and allows everyone to contribute to goals and share in success
- It helps to create a stronger, more successful organization

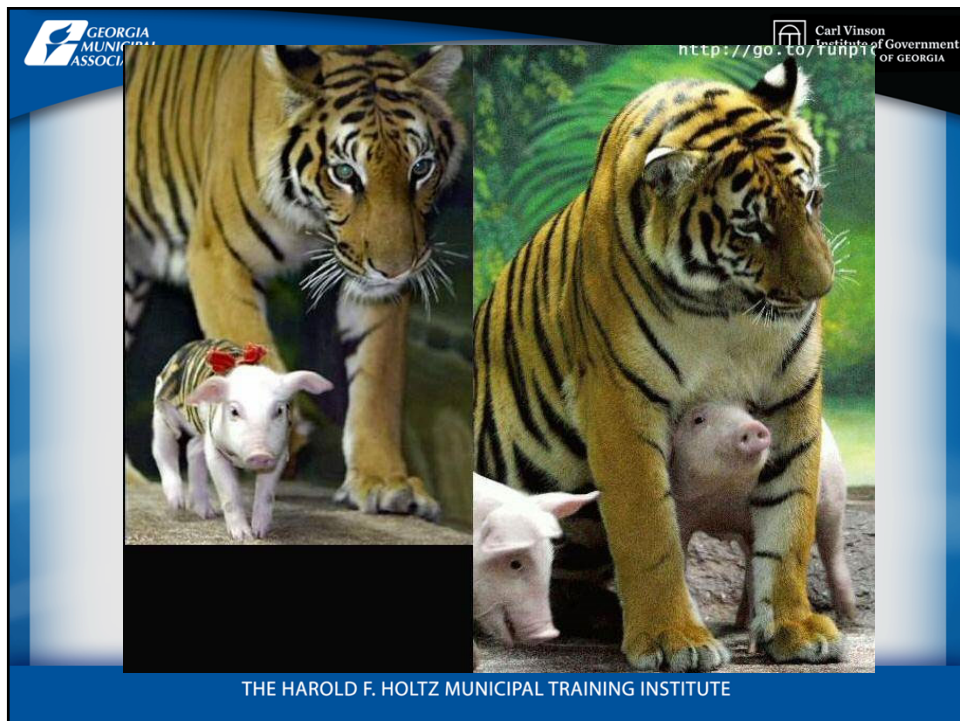
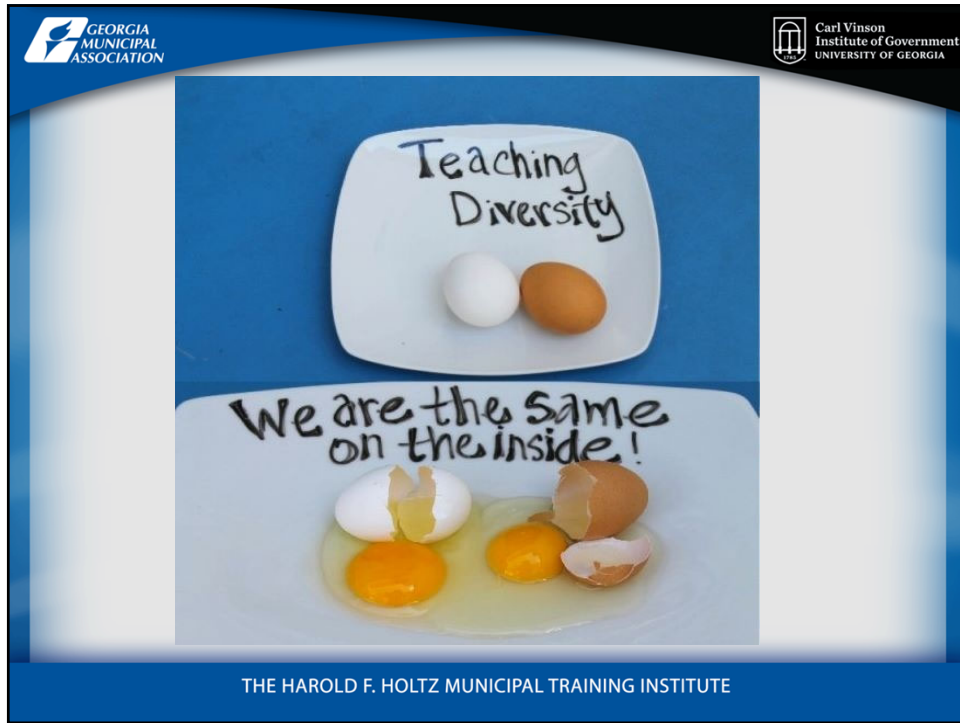
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In Summary

- Do not condone tasteless jokes or comments.
- Respect differences.
- Avoid sexist comments and remarks.
- Do not assume the identity or racial affiliation of any individual.

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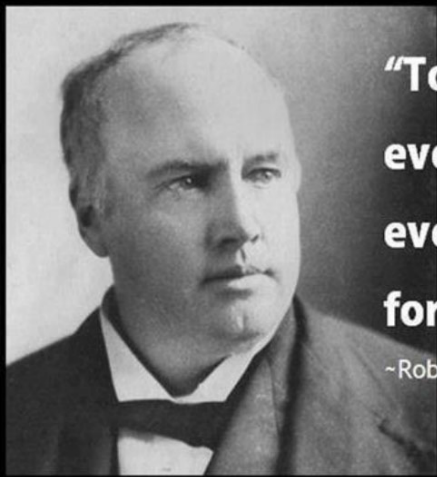


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"Tolerance is giving to every other human being every right that you claim for yourself."

-Robert Green Ingersoll (1833-1899)


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Legal Briefs

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Legal Briefs

Civil Rights Act

- Established by Congress in 1964
- Designed to protect most citizens from employment discrimination
- Established “protected classes”
- Established federal Equal Employment Opportunities Commission (EEOC).

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Legal Briefs

The EEOC (founded 1955) is responsible for enforcing federal laws that make it illegal to discriminate against a job applicant or employee for several reasons, including the following:

- Race
- Color
- Religion
- Disability
- National origin
- Genetic information
- Gender identity
- Sexual orientation
- Sex (incl. pregnancy)
- Age (40 or older)

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Legal Briefs

Age Discrimination in Employment Act (ADEA) of 1967

- Protects certain applicants and employees 40 years of age and older (protected class).

Age Discrimination Act of 1975

- Prohibits age discrimination in programs and activities receiving federal financial aid.
- Applies to all ages.

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Legal Briefs

Pregnancy Discrimination Act

- Prohibits employment discrimination against a woman because of pregnancy, childbirth, or any medical condition related to pregnancy or childbirth.

Equal Pay Act of 1963

- Prohibits different wages for men and women if they perform equal work in the same workplace.



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Legal Briefs

Americans with Disabilities Act (ADA) of 1990

- Prohibits employment discrimination against a person with a qualified disability.
- Requires employers to reasonably accommodate the known physical or mental limitations of an otherwise qualified applicant or employee.

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Legal Briefs

Vietnam Era Veterans Readjustment Assistance Act of 1974

- Prohibits employment discrimination based on worker's military history, including effects that a battlefield assignment might have had on the worker's psyche.

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Communicating about Culturally Sensitive Issues

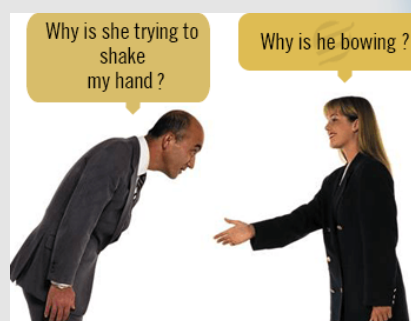
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How Do We Get Comfortable with Being Uncomfortable

- Remember that you won't always feel uncomfortable about the same things because your comfort zone will expand.
- Practice doing uncomfortable things.
- Make your comfort zone more uncomfortable as this will make the alternative more appealing.
- Realize that everyone feels uncomfortable at times and that you're not alone

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Ask Questions?



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Preparing for the Conversation



- Ground Rules
- Focus on impact rather than intent
- Commit to a dialogue rather than debate
- Remember that words matter
- Use the Platinum Rule


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Engaging in the Conversation

- Check your biases at the door.
- Don't take-or give- negative feedback as a personal attack.
- Allow people to sit with their discomfort.
- Engage the resistance.
- Meet people where they are.
- Identify common beliefs.

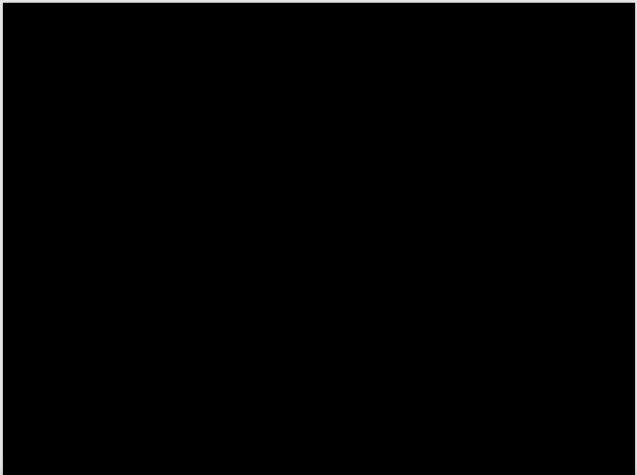


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Courageous Conversation (Exercise)



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Allyship (Video)

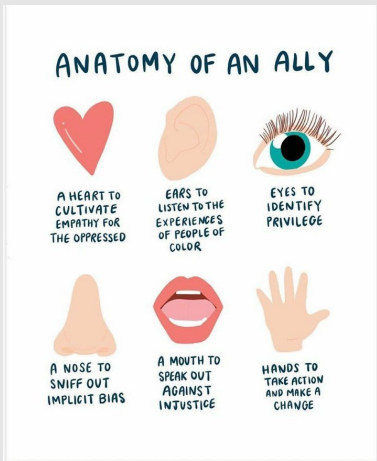


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Be an Ally

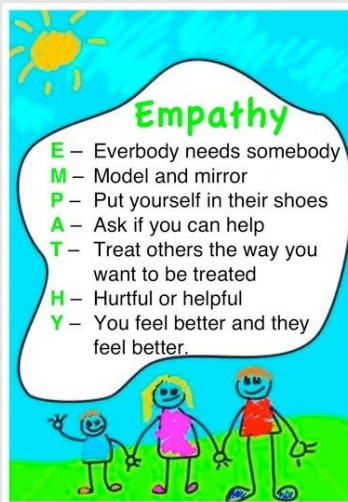


ANATOMY OF AN ALLY

- HEART:** A HEART TO CULTIVATE EMPATHY FOR THE OPPRESSED
- EARS:** EARS TO LISTEN TO THE EXPERIENCES OF PEOPLE OF COLOR
- EYES:** EYES TO IDENTIFY PRIVILEGE
- NOSE:** A NOSE TO SNIFF OUT IMPLICIT BIAS
- MOUTH:** A MOUTH TO SPEAK OUT AGAINST INJUSTICE
- HANDS:** HANDS TO TAKE ACTION AND MAKE A CHANGE

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Respond with Empathy



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Equality vs. Equity



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Allyship (Exercise)


How can you be a better ally in
your community?

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Inclusive Leadership



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“One of the most critical aspects of inclusion is that it must happen actively. When we just passively think of ourselves as good people but don’t do anything to actively include others, that creates passive exclusion.”

— Tiffany Jana, [Subtle Acts of Exclusion: How to Understand, Identify, and Stop Microaggressions](#)

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The Stages of the Inclusive Leader Continuum

- Unaware
- Aware
- Active
- Advocate

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Next Course of Actions

Identifying the inequities, disparities within your communities and start having the conversations around how to remove them.

Why is it important to be an ally and what steps can you take to be an ally within your communities for change?

What steps can you take to be a more inclusive leader.

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Thank You



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