EMBRACING DIVERSITY

Presented by: **The Holman Group**

Slide 1

The workplace is changing. A growing number of neighborhoods and communities contain a complex mix of races, cultures, languages, and religious affiliations. At the same time, the widening gap between the rich and the poor is creating greater social class diversity. In addition, the U.S. population includes more than 43 million people with physical and mental challenges. For these reasons, today's youth and adults are more likely to face the challenges of interacting and working with people different from themselves. The ability to relate well to all types of people in the workplace is a leadership skill that is becoming increasingly more important. Understanding, accepting, and valuing diversity can help all adults thrive in our ever-changing society.

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Imagine a work environment where all communications and interactions were conducted in a civil and respectful manner. Coworkers and clients would be treated respectfully on a consistent basis. There would be no place for harassment, discrimination, bullying, workplace violence, unethical actions, or other disrespectful and potentially illegal behaviors.

Instead of this idealized picture, studies and polls indicate that workplaces are a reflection of society at-large and that incivility is a serious problem that is getting worse.

One study on workplace research found that 80% of those polled responded that lack of respect is a serious problem in their work environment, and 60% believed that the problem was getting worse. The study estimated that the average Fortune 1000 executive spent 13% of his or her time mediating employee disputes. Another study discovered that 9 out of 10 Americans thought that incivility increases opportunities for violence.

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DIVERSITY!

▶ State of being
▶ What makes us unique

Diversity includes the full spectrum of human differences, including but not limited to race, gender, sexual orientation, color, ethnicity, religion, age, physical/cognitive ability, socioeconomic status, family status, lifestyle, organizational affiliation, and intellectual perspective.
Diverse groups can be more creative and may perform better at problem solving and decision-making than homogeneous groups.

The desirable effect of diversity as a contribution to the inclusion of all members is **highly** dependent on the presence of facilitating conditions in the organization. If these facilitating conditions are absent, the aforementioned positive consequences may not occur.

Diversity determines how each individual thinks, behaves and believes. It is the lens through which we see the world.
It encompasses all the influences that shape the way we approach work and daily living.

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This lens of how we view the world is our perception of reality.   We use this perception to guide us, make decisions and often to govern our behavior.

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Look at this picture. Can you see anything besides the jagged rocks? Sometimes things in our lives are camouflaged or blend in with the background, which makes it difficult to see and appreciate them. Look more closely at your surroundings.

There is a owl sitting on the wall.

When we take the extra time to look closer and further understand a situation or person, then we may see beyond the implicit association and can reverse our biases and broadened our perceptions.

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OUR PERCEPTION IS BASED ON:

- Life experiences (pleasure vs. pain)
- Parental influence
- Peer-group influence
- Media influence
- Education vs. socialization

Our perception of reality is heavily based on our life experiences. Whether the experiences are happy or painful, we attach our view of reality to them.

Our perception comes from our parents. They tell us and show us what they believe to be true about the world and people in it, like 'don't talk to strangers, they can be dangerous' or 'people of this "group" are lazy'…

Our peer groups in school give us another perspective of the world. They tend to divide people into groups more ruthlessly than our parents may have, like categorizing groups as "preppies," "jocks", "emos," "loners," "geeks", etc.

(Mention media influence)

Ultimately, our education and socialization influence our perceptions.

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When we look at how we get our ideas and beliefs about culture, we realize it began with our socialization.

Socialization is the all-encompassing educational process through which values, goals, beliefs, attitudes, gender roles, etc are learned.

Socialization is the primary method of learning in our culture. It is the framework of shared designs for living. It draws boundaries around what is right/wrong, good/bad, etc.

So we look at diversity through this lens and this is what gives us our perception of cultural norms.

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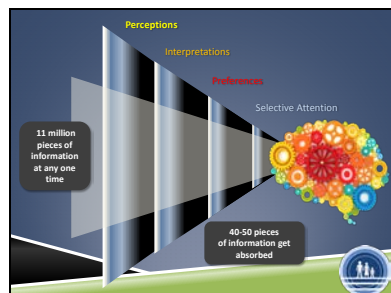
How does this work? We're exposed to 11 million pieces of information at any one time, and our brains can only manage 40-50. We are bombarded with stimuli and we simply can't process all of it. Our perceptions, interpretations, preferences, and selective attention filter the information to a manageable number of pieces of information, about 40-50. Remember when we talked about how our background is similar to wearing colored contact lenses that shade the world a certain way? The filters are like lenses. What we see and how we see it, is thus a partial and colored view on the world based on our background

and biases. We therefore often see what we expect to see, what is of interest to us, or what we're looking for, rather than everything in front of us. It can prevent us from seeing the full picture, and we can therefore overlook people, information, risks, opportunities, etc. for no other reasons than our own perspective. Our biases are one form of these perspectives. Understanding our own background, identity, and biases can help us be more aware of what we are missing. Yet another motivation for increasing diversity & inclusion: more variety in viewpoints can help us see more than a single person or a homogeneous crowd.

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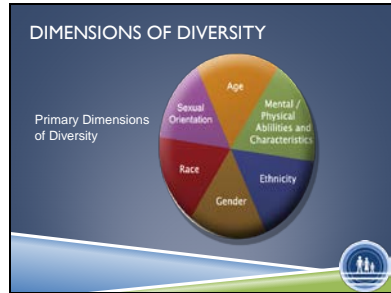The inner circle represents those things that we can perceive or are more easily informed by such as race, gender, ethnicity, sexual orientation, etc.
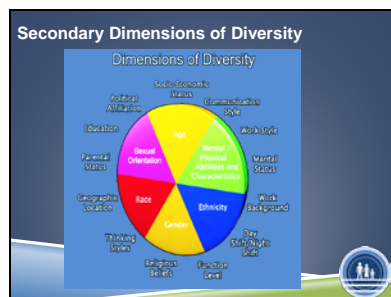
However, when we explore the dynamics of diversity within our organizational cultures we see dynamics that go beyond this "inner circle". . .

Employment representation is quickly becoming an obsolete method of viewing diversity since it only represents a small number of people who enter the labor force.

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When we look at these dimensions of diversity outside of the inner circle we see things that affect us each and everyday but that we may not necessarily acknowledge as diversity dynamics. These dimensions in combination with those on the inner circle present a variety of dynamics that affect individual and organizational performance.

Diversity includes valuing, promoting and respecting the full spectrum of human

differences, including but not limited to race, gender, sexual orientation, color, ethnicity, religion, age, physical/cognitive ability, socioeconomic status, family status, lifestyle, organizational affiliation, and intellectual perspective.

When ignored, devalued, or misunderstood by others, primary and secondary dimensions of diversity are more likely to lead to culture clash and conflict.

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DELVING DEEPER

▸ Religion
▸ Age
▸ Sexual Orientation
▸ Disabilities
▸ Race
▸ Ethnicity

Now, we are going to take a closer look at some of the aspects of diversity that we deal with every day.

RELIGIOUS & SPIRITUAL BELIEFS
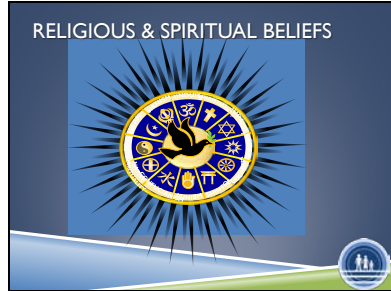
A person's religious belief are not something we can know by just looking at them. However, in the US 68% of us are either Moderately or Very Religious

32 % are either not religious or Non Affiliated – Gallup Poll 8/2013. This does indicate that it has an impact on a significant amount of people so keeping this as we deal with others is important

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Communication has evolved but generations also have adapted.

Older Generation X and Baby Boomers are the fast growing percentage on Facebook; younger generations are moving to other modes like snapchat

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Not everyone fits so neatly into years assigned to generations and all generations have their variables.

Communication styles are also changed throughout a generation's lifetime and preferences may exist for new versus old in all generations.
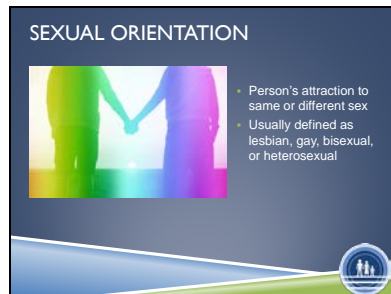
Most everyone has a cell phone or smart phone and uses a computer from all generations.

All generations to some degree adapt to changes in technology, communications, work styles, etc., but maintain some preference where it works for them.

Generational differences bottom line is that each generation has either less or more experiences and events they have lived through and/or have adapted to.

Millennial is no longer meaning liberal. Only 49% describe themselves as Patriotic.
Pew Research Survey (3/2014)

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SEXUAL ORIENTATION
- Person's attraction to same or different sex
- Usually defined as lesbian, gay, bisexual, or heterosexual

According to the American Psychological Association, everyone has a sexual orientation and falls somewhere in between heterosexual and homosexual.

Communications challenges can be that an LGB employee may not want to divulge their sexual orientation preventing them talking about family, boy/girl friends, etc.

Benefits can be with open communication, employees form more of a bond working together increasing inclusion

Substituting the use of the word gay versus homosexual is becoming more colloquial. Lesbian or Gay does not use the word sex.

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LGBTQ

- Lesbian
- Gay
- Bisexual
- Transgender
- Questioning

Lesbian and Gay refer, respectively, to women and men who are attracted to individuals of the same sex.

Bisexual refers to those who are attracted to both men and women.

These terms go into a further explanation of each LGBT definition.

Lesbian – Females attracted sexually to some other females
Gay – Males attracted sexually to some other males
        Can also refer to both as in the "gay community"

Bisexual – Can be attracted sexually to both sexes

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TRANSGENDER

- "Umbrella" term
- Independent of sexual orientation
- Gender identity - inner sense of male/female
- Gender expression - behavior, clothing/grooming, voice and body characteristics
- Making the decision to transition
- Surgical or hormonal decisions

An umbrella term for people whose gender identity, expression or behavior is different from those typically associated with their assigned sex at birth.
Including but not limited to transsexuals, cross-dressers, gender queers, and gender non-conforming individuals

Does not imply any specific sexual orientation

May or may not decide to alter their bodies hormonally or surgically

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USA LGBT POPULATION

- Estimated 9 million LGBT Americans
- 3.5% USA adults identify as lesbian, gay, bisexual
- 0.3% as transgender

Just like other Americans, LGBT Americans have families, work hard to earn a living, pay taxes, and serve their communities. Recent research by the Williams Institute finds that approximately 3.5% of the adult U.S. population identifies as lesbian, gay or bisexual, and 0.3% identifies as transgender

Applying these figures to the total number of adults in the U.S., this research suggests that there are nearly 9 million LGBT adults.

Study can be found on the following website: http://williamsinstitute.law.ucla.edu/

ETHNICITY

Membership of an **ethnic** group tends to be associated with shared cultural heritage, ancestry, history, homeland, language or dialect, the term culture specifically including aspects such as religion, mythology and ritual, cuisine, dressing style, etc.

Ethnicity is defined in terms of shared genealogy, whether actual or presumed. Typically, if people believe they descend from a particular group, and they want to be associated with that group, then they are in fact members of that group.

An example of ethnicity is German or Spanish ancestry (regardless of race).

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The term race refers to the concept of dividing people into populations or groups on the basis of various sets of physical characteristics (which usually result from genetic ancestry).

Races are assumed to be distinguished by skin color, facial type, etc. However, the scientific basis of racial distinctions is very weak. Scientific studies show that racial genetic differences are weak except in skin color.

Racial categories result from a shared genealogy due to geographical isolation. In the modern world this isolation has been broken down and racial groups have mixed.
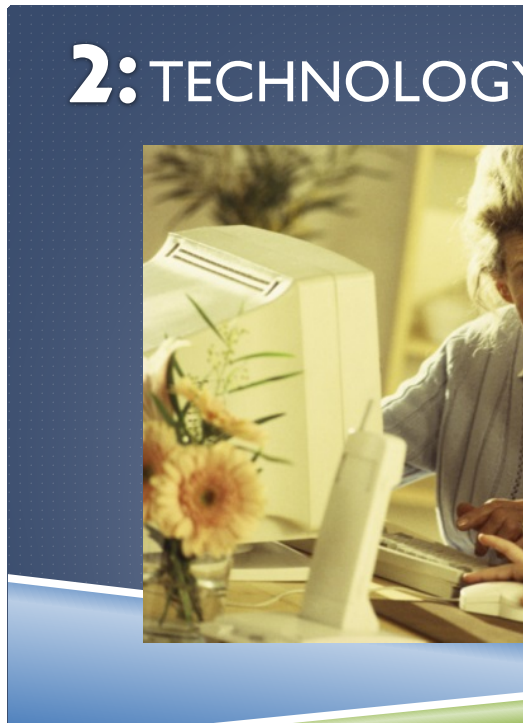
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There are 4 benefits that immediately come to mind.

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1: DIVERSE SKILL SETS

A workplace or work group with workers from all age groups has a more diverse range of skill sets. For example younger workers might be more tech savvy and older workers might have better interpersonal skills.
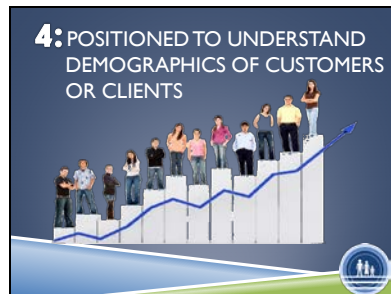
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2: TECHNOLOGY

Technology is making our world smaller. With new business technologies and social media, we have the ability to be exposed to a wider variety of cultures, attitudes and customs. This can open us up or perpetuate stereotypes and bigotry. So use it widely.

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3: MENTORING

A multigenerational workplace offers an abundance of mentoring opportunities – both for younger and older employees.

Slide 27

4: POSITIONED TO UNDERSTAND DEMOGRAPHICS OF CUSTOMERS OR CLIENTS

Read slide…this better understanding helps the company thrive in a competitive marketplace. When we understand who we are servicing we can do a more effective job.

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METHODS FOR CREATING MULTICULTURAL ORGANIZATIONS

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FULL STRUCTURAL INTEGRATION

The technical definition of Structural integration is when partner programs focus on the relationship between the organizations and building the One-Stop infrastructure and its governance. But put more simply, it is when an organization has minority group members serving at all levels, performing all functions, and working in all work groups.

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GOOD MANAGERS ARE KEY!

Manager can behaves differently in different cultural settings.
Ensure that managers are trained and have good cultural awareness
Cultural Diversity can be an important source of synergy in enhancing organizational effectiveness.
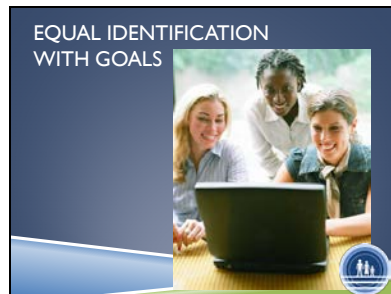
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INFORMAL NETWORKS

One way to create a multi-cultural organization is to integrate informal networks. Mentoring programs, special social events and support groups are examples of this. These groups within the larger group, that is the organization itself, help create integration.
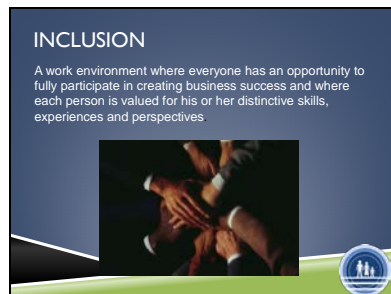
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CONTINUOUS EDUCATION

Equal opportunity seminars, in-house focus groups, and bias reduction training can help facilitate an absence of prejudice and discrimination in an organization.

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EQUAL IDENTIFICATION WITH GOALS

Equal Identification with Goals: When members of different groups participate fully in determining the organization's direction and deciding how to meet its goals, they better understand the organization and their places in it.

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INCLUSION

A work environment where everyone has an opportunity to fully participate in creating business success and where each person is valued for his or her distinctive skills, experiences and perspectives

Inclusion is an important dynamic in a diverse work environment. Without inclusion, the benefits of a culturally diverse workforce disappear.
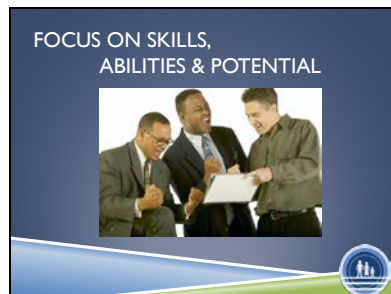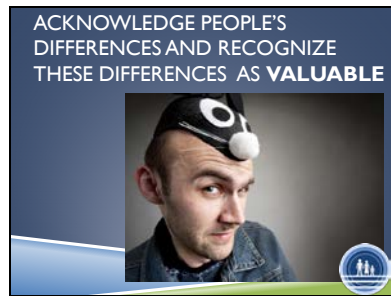
Slide 35

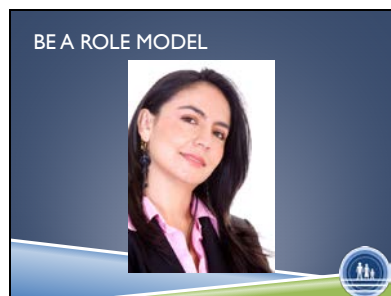TIPS FOR INCORPORATING INCLUSION IN THE WORKPLACE

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PAIR OLDER & YOUNGER WORKERS TOGETHER SO THAT THEY CAN LEARN FROM EACH OTHER

Slide 37

FOCUS ON SKILLS, ABILITIES & POTENTIAL

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ACKNOWLEDGE PEOPLE'S
DIFFERENCES AND RECOGNIZE
THESE DIFFERENCES AS **VALUABLE**

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RECOGNIZE THE WAYS
THAT DIVERSITY AFFECTS
THE "BOTTOM LINE"

"Diversity is good. Pass it down."

Slide 40

BE A ROLE MODEL

Employees look to each other as models, so it's important to lead by example. Think of diversity in its broader sense, moving beyond strictly ethnicity and race to include differences in age, sexual orientation, military status, and other groupings. Inclusion is about being open to perspectives different from your own and realizing that everyone's voice is important. You can set a good example by valuing each individual's opinions and making everyone feel comfortable sharing their points of view.

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GET TO KNOW PEOPLE,
DON'T JUDGE ON APPEARANCES

Talk to people and get to know them. Don't just judge them on appearances. In an inclusive environment, not only is a diversity of identities represented, but a variety of voices and perspectives find opportunities to contribute meaningfully. Create a cultural and organizational space in which different participants are invited to discover solutions, determine new directions, and build a community that celebrates differences as strengths in concrete and easily accessible ways.

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When asking someone to explain a point of view different from your own, be sure to convey that your intention is to understand that person's viewpoint, not to have him or her justify it.

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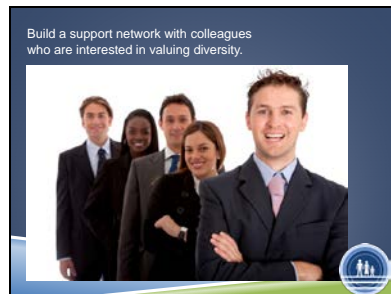Watch tendencies to joke or make insensitive comments about differences.
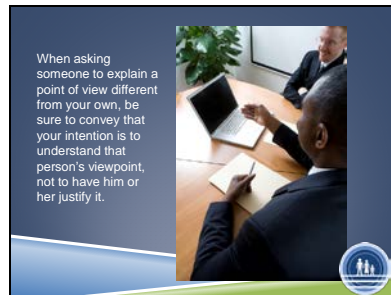
Watch your tendencies to joke or make insensitive comments about differences. If you someone else making an insensitive comment, take a stand and let others know that you are offended.
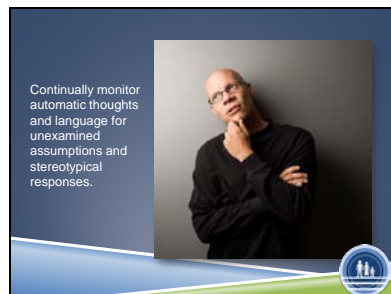
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SUPPORT MENTORING!

Get mentors whose background and experiences are different from your own.

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Build a support network with colleagues who are interested in valuing diversity.

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Continually monitor automatic thoughts and language for unexamined assumptions and stereotypical responses.

Diversity and inclusion is a continual growth process both individually and throughout a corporation. As we become more aware of our preconceived ideas about people different than ourselves, we open ourselves up to a real understanding and appreciation for those differences.
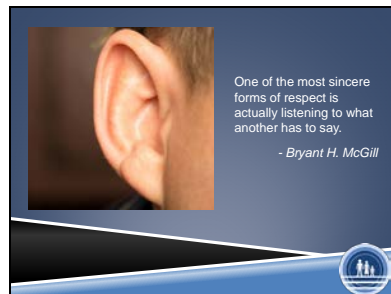
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Treat behavior as a emotional contagion. You have the power to effect others. Use that power to create inclusiveness.

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Guardians of Peers – Outdo one another in showing honor and respect

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Read the slide. Suspending judgment means listening…

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An environment of respect provides an emotional safety net that frees people up to do their work without having to expend energy watching their backs and protecting themselves from the potentially harmful words and actions of managers and co-workers

When people feel emotionally safe, they're more creative, more focused, more open to new approaches, more supportive of company objectives, and usually more willing to go the extra mile to help get there. There is no downside to a respectful workplace atmosphere.

When people respect each other as peers they are comfortable asking each other for feedback. Employees leverage each others differences when they respect each others' expertise. If someone I work with is a peer, I might ask for his or her opinion or advice on a project or a decision, and vice versa. If either of us makes a mistake or we find a more efficient way of completing a task, we would be comfortable telling each other

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Success means that each one of us needs to inspire, connect and support diversity.   It begins with openness and respect.

Now, how are you doing in each category?

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