



How to Motivate, Engage, and Involve Your Team in Today's Diverse Business Climate

INGRID TUGWELL
PST/DALE CARNEGIE SC



What are....

Diversity and Inclusion?

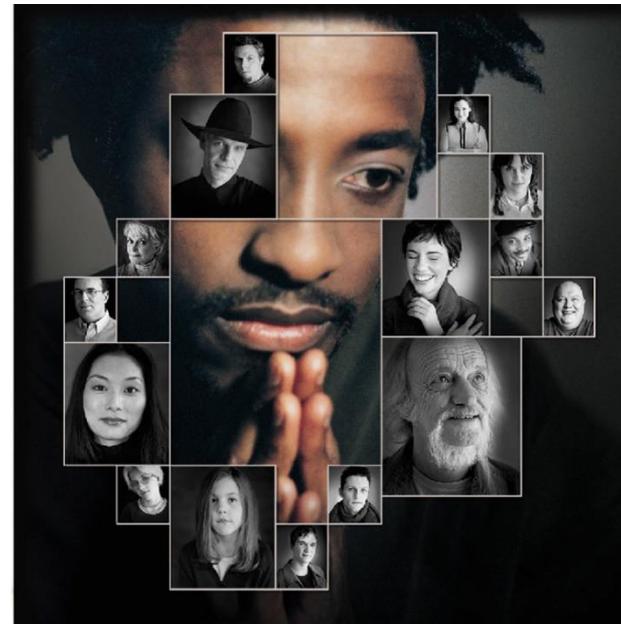
AND WHY are they SO important





Diversity Defined

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



**Diversity and inclusion
are about giving value
to every human being,
no matter our
differences.**

thinkInclusive



Distinction Between EEO, Affirmative Action and Diversity & Inclusion

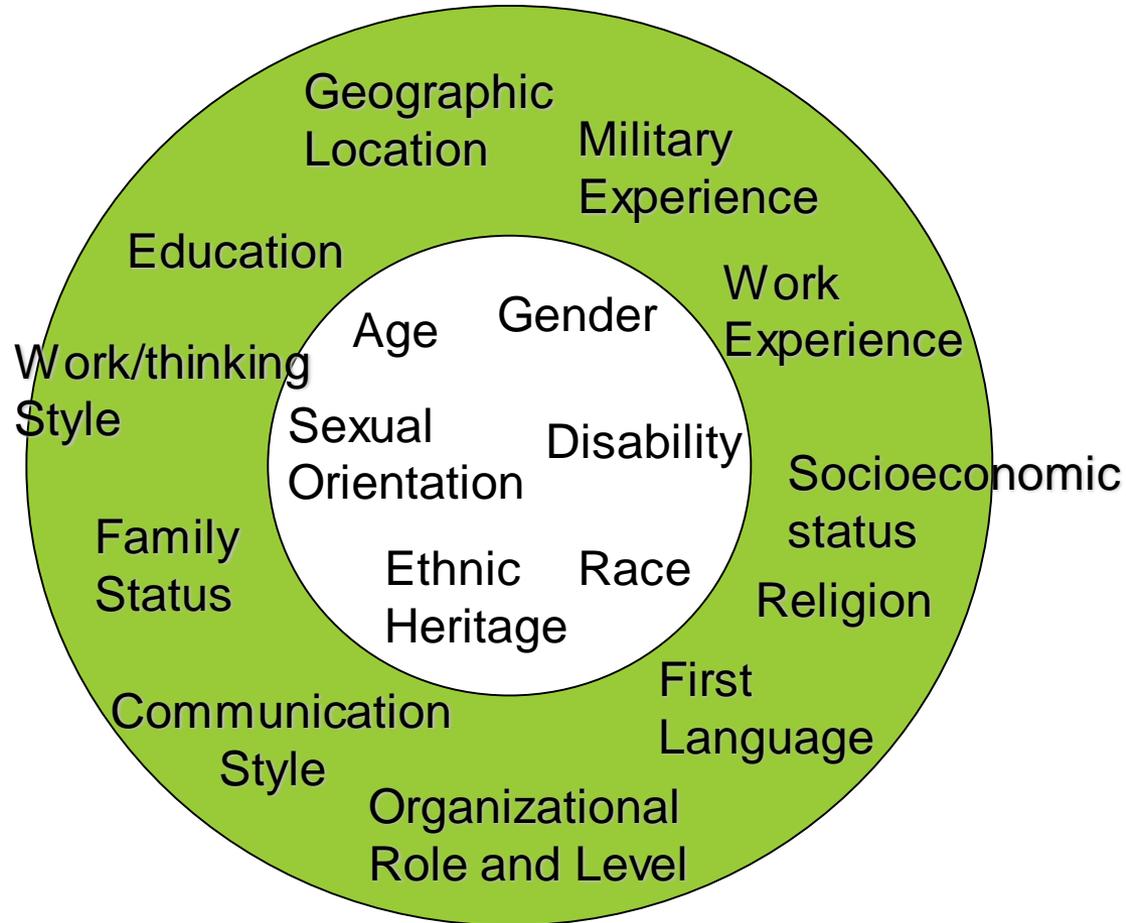
Equal Employment Opportunity "1964 Civil Rights Act"	Affirmative Action "1961"	Diversity & Inclusion "90's Global"
The enforcement of statutes to prevent employment discrimination	The effort to achieve equality in the workforce through outreach and eliminating barriers in hiring	Leveraging differences in the workforce to achieve better results x 3

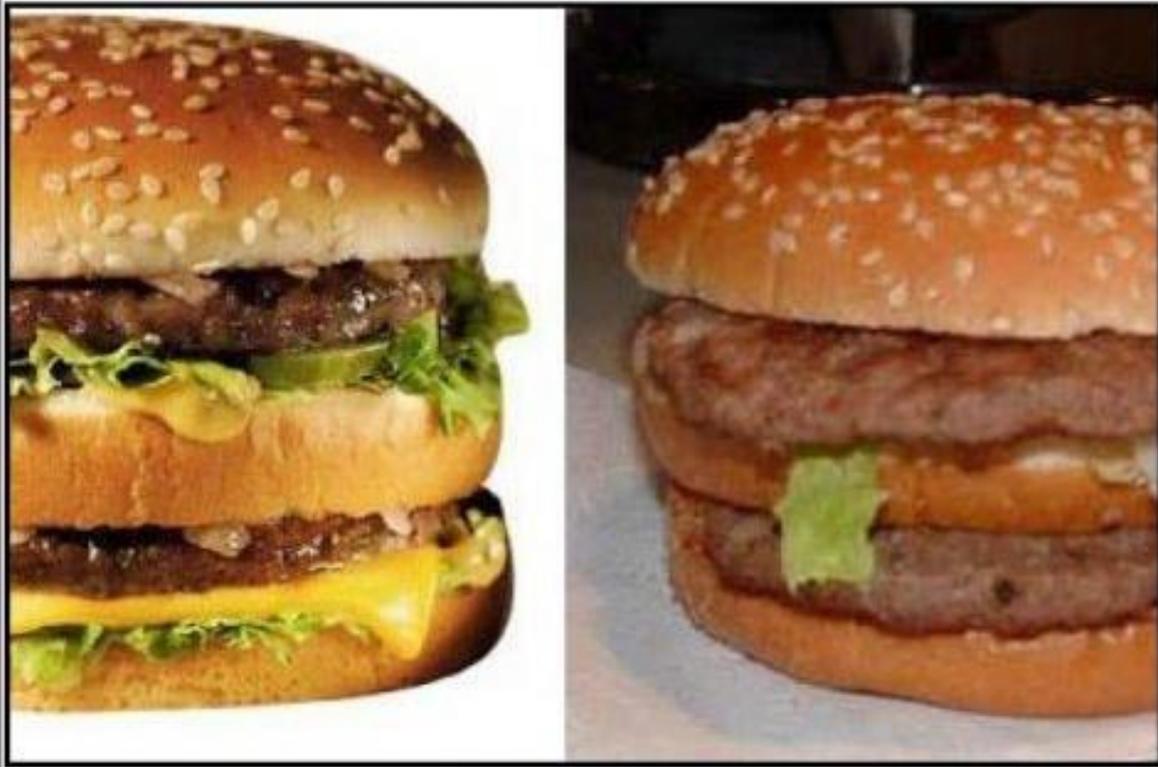
Take 5 minutes at your tables –
work as a group and list as many
types of diversity that you can
think of

Example: Gender



Primary and Secondary Dimensions of Diversity



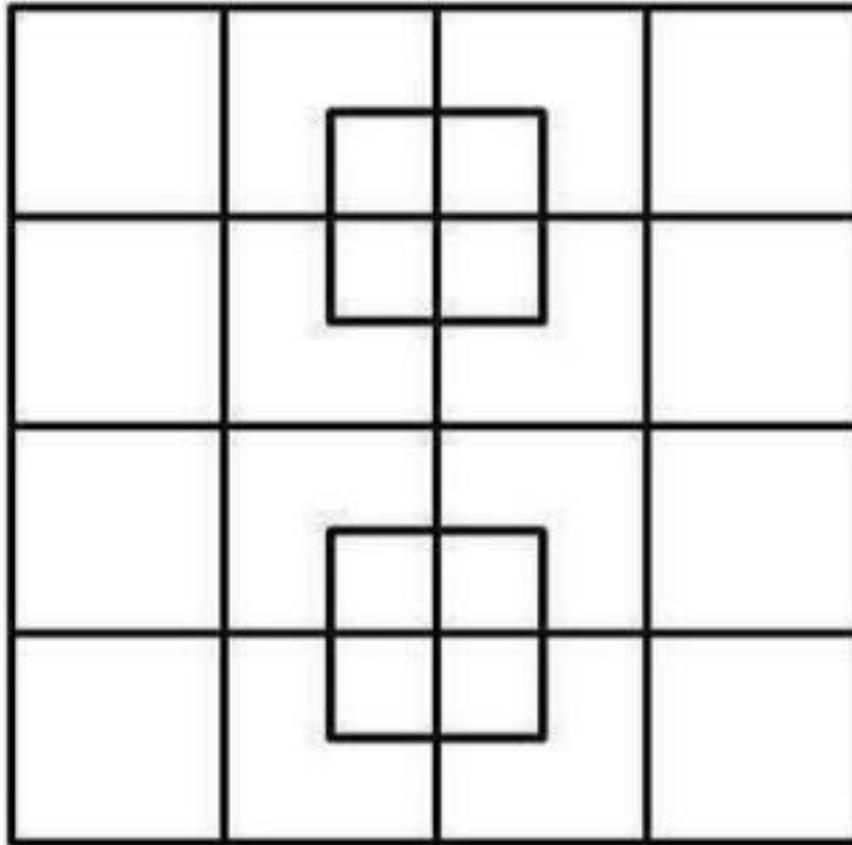


PERCEPTION VS. REALITY

Nothing is as it seems



We all see things differently





40!

<http://krexy.com/how-many-squares>

EQ vs IQ

All communication is influenced by our
emotion and perspective

Take 5 minutes at your tables –
work as a group and list as many
perspectives that may impact
your communication with others

Example: Values



All Communication is Filtered Through Your Perspective

Age

National origin

Race

Sexual orientation

Religion

Disability

Gender

Education

Work role/experience

Personality

Customs

Geographic location

Functional discipline

Languages used

Values

Communication style

Work Style

Learning style

Economic status

Family situation

Military experience

Philosophical perspective

If you were an ingredient in your
FAVORITE salad what would you
be?

Example: Bacon

Lettuces
Dressing
Vegetables
Fruit
Nuts
Meats



A New Metaphor for American Culture

The “melting pot” theory of American society has evolved, instead consider a Corporate Salad metaphor.

You can easily identify and taste the unique flavors of the individual parts.

Members of various cultural groups may not want to be assimilated, they want their tastes, looks and texture to remain whole.

To reap the business benefits of diversity, you must employ *inclusive* work strategies.



Are we leaving our ingredient at
the door when we come to work
because we are uncertain if
others will like it?

What if it adds VALUE?



Diversity & Inclusion Goals: Making Full Use of the Unique Skill Sets of Each Employee

Food for Thought:

Do I bring my “full self” to work?

- My ideas
- My personality
- My opinions
- My uniqueness
- My background

Take 5 minutes at your tables –
work as a group and list as many
benefits as possible for applying
diversity and inclusion techniques
at work

Example: Employee Retention



Benefits of Diversity & Inclusion

Improved understanding of those you work for, with, and around.

Creates a work environment that allows everyone to reach their full potential.

Provides multiple perspectives on problem solving.

Better performance outcomes.

Increases employee productivity.

Increased retention rates.

Boosts employee morale.

Improved customer relations.

Reduces complaints and grievances.

It's the right thing to do!



The Business Imperative:

What does the research show?

Workforce diversity is positively associated with higher business performance outcome measures.

Racial diversity is positively associated with higher performance in organizations that integrate and leverage diverse perspectives as resources for product delivery.

Gender diversity is positively associated with more effective group processes and performance in organizations with people-oriented performance cultures.

Diverse teams are more creative and perform better in problem solving than homogeneous teams.*

The effects of diversity on group processes and performance are highly dependent on the presence of *facilitating* or *inhibiting* conditions in the organization; absent *facilitating* conditions, the aforementioned outcomes are reversed.

Conclusion: *Diversity enhances performance but requires attention.*



The Economic Imperative:

What does the research show?

Racial and gender diversity are positively associated with higher establishment productivity, product quality, and economic benefits.

Demographic shifts in population portend shifts in purchasing power and consumer trends. Workforce diversity reflecting consumer/ market diversity results in:

- New product development
- Consumer confidence
- Increased product/service marketability
- Significant revenue growth (e.g., McDonalds, Pepsi-Cola, IBM – 3000% growth form 1998 -2001 attributed to diversity market)*

Discrimination and poor diversity management pose a human and economic cost:

- The average EEO complaint costs the organization approximately \$250,000
- 25-40% of workforce attrition rate and 5-20% in lost productivity can be attributed to poor diversity management; turnover costs 75-150% of the replaced employee's salary.

Achieving and maintaining workforce diversity requires investment., but the return on the investment, in terms of both economic and “good will branding” capital, outweighs the cost.

Conclusion: *Diversity should be strategically aligned with business goals; diversity requires investment, but pays dividends.*



The Human Imperative:

What are the lessons learned?

Notwithstanding the economic costs, the human costs of intolerance to diversity is incalculable.

Defining diversity solely as race and gender can have a detrimental effect; “understanding the multidimensional nature of identity is important in defining diversity in work teams.”*

A framework for diversity in work groups should include:**

- personal demographics
- knowledge, skills, and abilities
- values, beliefs, and attitudes
- personality and cognitive and behavioral style
- organizational demographics

When defining diversity in multidimensional terms, including DIVERSITY OF THOUGHT, it naturally brings in aspects grounded in race, gender, and ethnicity.



The Human Imperative:

What are the lessons learned?

Case in Point: Intelligence Community

Obstacles leading to intelligence failures included:

- Hardened attitudes against change
- Insular organizations
- Resistance to external recommendations
- Insistence on preserving the status quo

Recommendations for improvements in performance culture include:

- Agencies should encourage dissent, not smother it.
- Move away from tradition of searching for consensus in favor of open debate and more *diverse* spectrum of views.



Take-Aways

What does this mean for the workforce?

Workforce diversity enhances performance and productivity; it is a business, economic, and social imperative in the 21st century.

To be a high performing organization, diversity should be broadly defined by traditional EEO demographics, social, cognitive, and behavioral perspectives.

To be effective, diversity management must be strategically implemented and aligned with business goals; Diversity requires investment and attention in order to be effective.

Intolerance and insensitivity to diversity breeds disastrous and costly results; agencies must empower employees and guarantee their EEO rights.

Diversity principles must be incorporated in all aspects of an organization's performance culture, including:

- Leadership communications
- Recruitment and retention strategies
- Rewards and developmental systems
- Group work processes
- Succession planning
- Strategic planning



Organizational Culture

Key Questions...

1. Do staff, volunteers, or program participants “check their individual identities at the door?”
2. What’s wrong with just being “color-blind” or “gender-blind” or whatever-kind of blind?
3. Does the “way we’ve always done it” close out thinking as well as staff, volunteers, program participants and community partners?
4. Is there some way you “ought to be” in order to fit in the association and its programs?

The expression of an organization’s collective values, beliefs, and behaviors.

Organizational Inclusion



Equity of Practices

Extent to which the organization provides fair and equitable treatment to all employees and groups



Organizational Culture

Extent to which culture avoids assimilationist strategies and is open to learning from different and non-traditional sources



Voice & Participation

Extent to which the organization draws upon diverse sources of knowledge and experience for planning and operations



Cultural Competence

Cultural Competence is the ability to respond effectively and appropriately to different cultural/generational contexts in the workplace.

- Acknowledge and accept differences in cognitive, behavioral, philosophical, social, and communicative styles that arise from different cultural generational contexts.
- Seek to understand; ask for clarification or reasons for the behavior
- Communicate policies, procedures clearly to employees if you are a manager

Take 5 minutes at your tables –
work as a group and list as many
cultural and generational
differences as possible

Example: Work vs Family



Cultural/Generational Differences

Individual vs. team work orientation

Visual vs. oral learning style

Expressive vs. introverted behavior

Physical vs. non-physical

Emotive vs. reserved personality

Assertive vs. submissive behavior

Sociable vs. solitary social style

Work vs. family focus

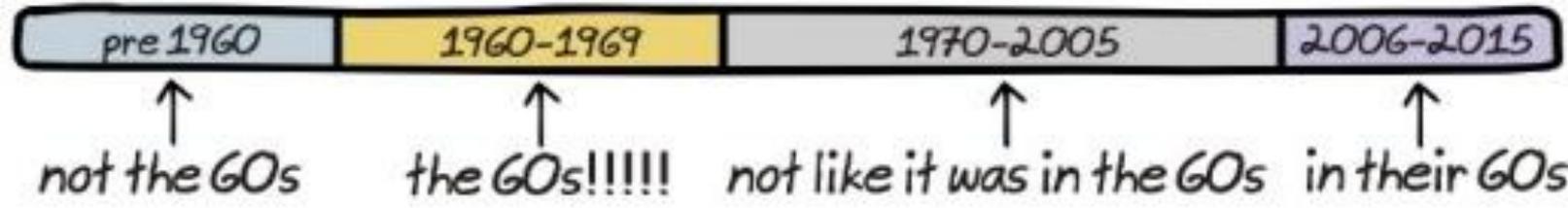
Divergent vs. convergent thinking

Long term vs. short term career planning

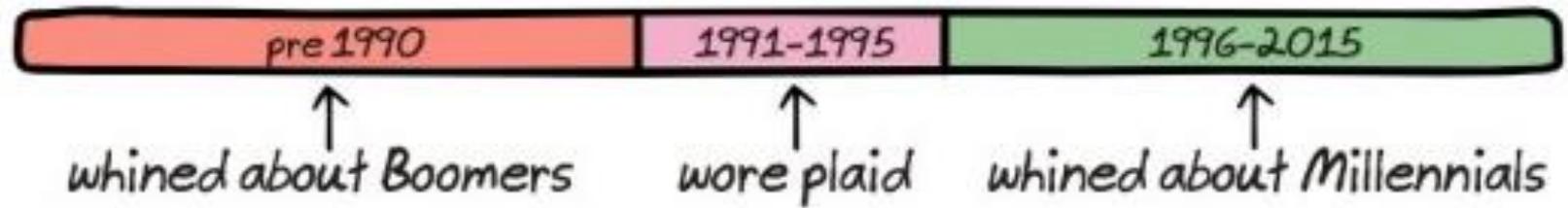
anatomy of generations

© John Atkinson, Wrong Hands

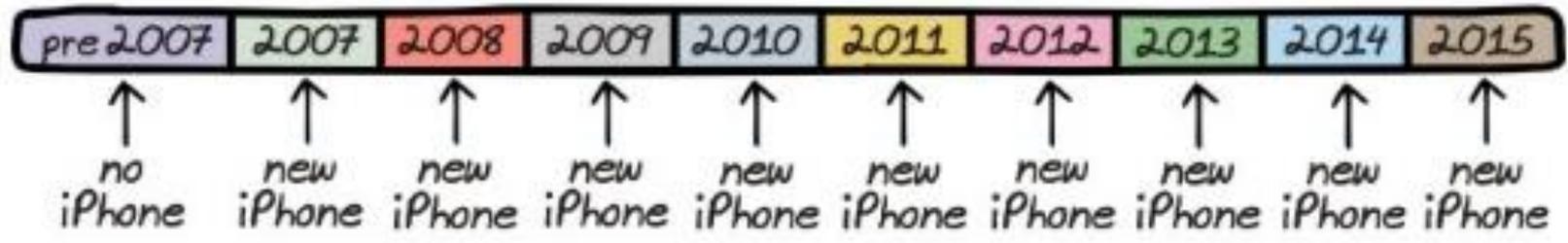
Boomers



Gen Xers



Millennials



What Generation are YOU?

Generations

Traditionalists (Greatest Generation) – up to 1946

Baby Boomers – 1946 to 1964

Gen X – 1965 to 1984

Gen Y (Millennials) – 1985 to 2001

Gen Z (not named) – 2001+

Differences in the Workplace

	Traditionalists	Baby Boomers	Generation X	Millennials
Outlook	Practical	Optimistic	Skeptical, Individualistic	Hopeful and Optimistic
Work Ethic	Loyal, Sacrifice	Driven	Balanced	Eager but anxious
Value in Workplace	Similarity (melting pot)	Profitability, reputation	Stimulation, autonomy	Diversity, structure, relationships
Views on Authority	Chain of Command	Change of Command	Self-Command	Don't Command – Collaborate
Views on Leadership	By Hierarchy	By Consensus	By Competence	By Pulling Together
Feedback	No news is good news	Once a year with documentation	Periodic with 360 degrees	Impersonal at touch of button
Time at Work is Defined As	Punch clock	Visibility	Why does it matter if I get it done at 2 a.m.?	Is it 5 p.m.? I have a life.
Communication	Formal (Memo) or Face-to-face	Telephone	Email	IM/Texting, Social Networking
Preferred Learning Method	Expert	Expert	From each other	Group, interactive, technology
Motivated By	Respect for Experience	Achievement	Do it Your Way	Collaboration



Largest Generation – more than 1 and 3 American Workers are a Millennial -Gen Y

Traditionalists (Greatest Generation) – up to 1946

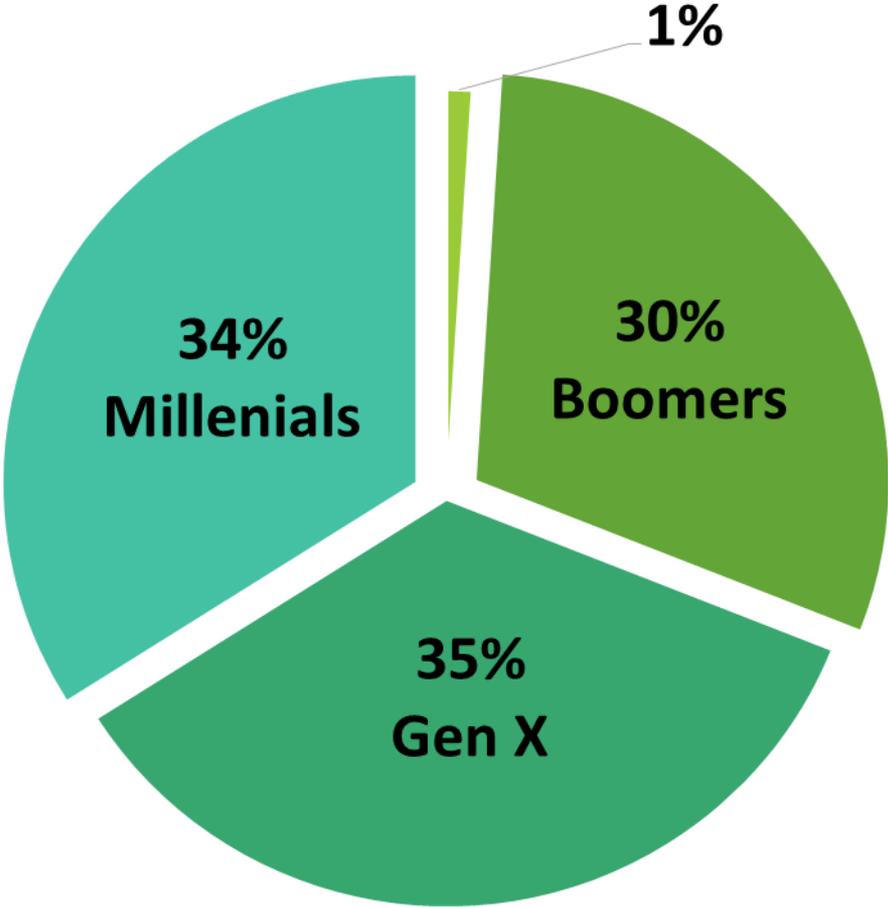
Baby Boomers – 1946 to 1964

Gen X – 1965 to 1984

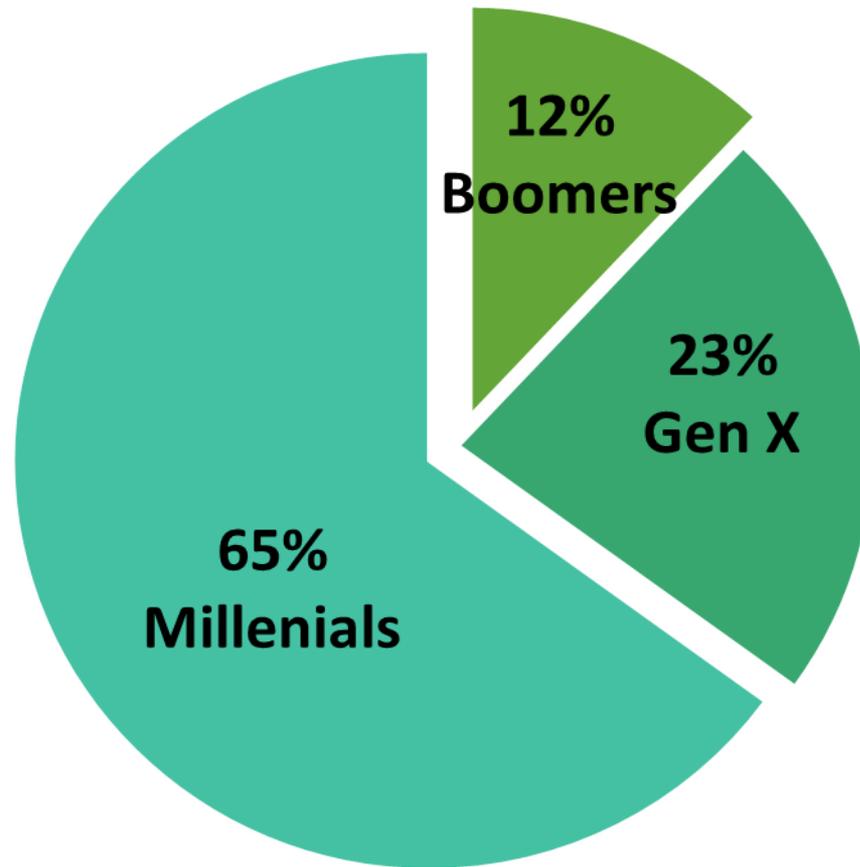
Gen Y (Millennials) – 1985 to 2001

Gen Z (not named) – 2001+

Generations 2016



Generations 2020



- 75 ethnic groups in the world
- 389 spoken languages (6,912 living languages)



Impediments to Cross-Cultural Communication

Irrational Assumptions

Misunderstanding

Prejudice

Fear – False Evidence
Appearing REAL





Cultural Competence



Respect others' opinions.

Acknowledge cultural/ generational differences and historical injustices without becoming defensive.

Be open to learning about other cultures and ideas.

Give others the benefit of the doubt in a dispute.

Seek first to understand others' point of views; then to be understood.

Don't stereotype.

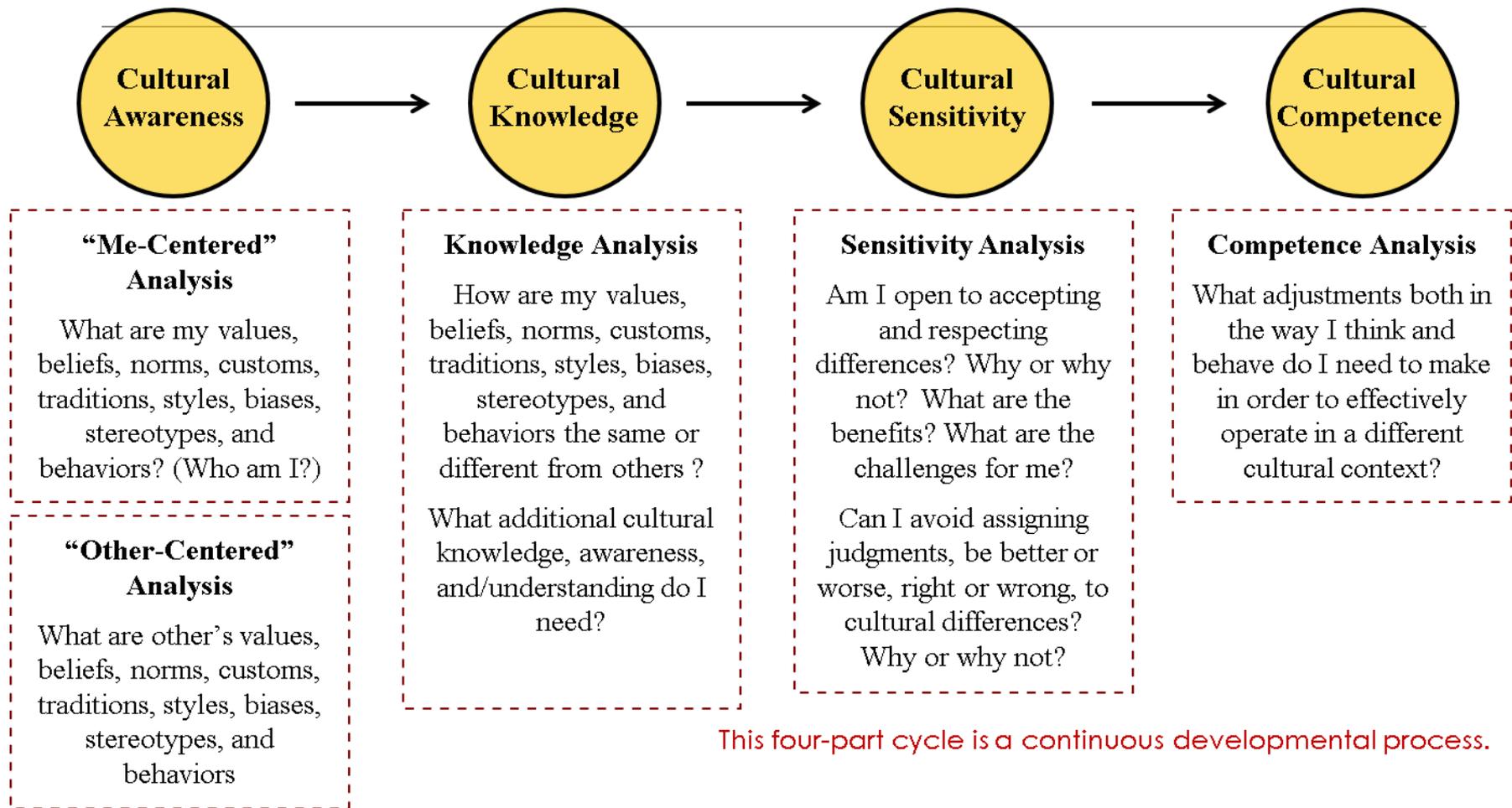
Don't judge others by your own cultural standards.

Don't assume your culture's way is the only way.

Don't talk down to anyone; communicate effectively.



Cultural Competence Model™



This four-part cycle is a continuous developmental process.



Irrational Assumptions

An irrational assumption is a belief that is founded on baseless supposition, often skewed by bias. One of the best examples of irrational assumptions are the stereotypes we formulate about people based on their association or membership with cultural or ethnic groups.

“If we all worked on the assumption that what is accepted as true is really true, there would be little hope of advance.”

--Orville Wright



Misunderstanding

Misunderstandings are a normal part of communication either because we unintentionally or intentionally use the wrong words or because we don't understand what is being said to us. To prevent misunderstanding know who you're talking to, be respectful, and be sure of what you want to say.

*“Listen, I’m going to talk to the Indians.
It’s probably a misunderstanding.”*

--General Custer



Prejudice

By definition, prejudice is either a bias in favor of or against something. Such biases can of course be benign, however, those preferences having to do with people can be hurtful and cause problems especially in the workplace.

*“Just as a child is born without fear,
so it is born without prejudice.
Prejudice, like fear, is acquired.”
Marie Killea*



Fear

Fear of change in the workplace is counterproductive, especially fear of ideas and people who are different from us.

“I think we have to own the fears that we have of each other, and then, in some practical way, some daily way, figure out how to see people differently than the way we were brought up to.”

--Alice Walker



#1 Rule for Diversity, Inclusion, and Constructive Conflict Management

COMMUNICATE! In order to understand the other's point of view, seek first to understand.

COMMUNICATE! In order to communicate your own position.

COMMUNICATE! In order to arrive at a mutually beneficial agreement that serves common goals.

**CONFLICT IS A GIFT,
ALTHOUGH IT'S WRAPPED BADLY**





Communication



“Write me a letter”

“Lets have a meeting”

“Send me an email”

“txtme”

Discussion with our group

- What does your culture/generation bring to the workplace?
- What characteristics do you like/dislike about your generation?
- What drives you crazy about your assigned culture/generation?

Bonus, if time: Biggest event of your generation

Example: Elvis' death



How Can We Promote Diversity & Inclusion?

Lead employees by example; respect people and differences in the workplace.

Create a welcoming, inclusive environment in which to conduct business.

Incorporate diversity in policies, strategic plans, operational procedures.

Learn and practice early conflict resolution strategies.

Practice regular, effective, and open communication; empower your employees; requires trust.

Demonstrate executive commitment to diversity on an ongoing and regular basis.

Walk the talk.



Diversity Best Practices

Leadership commitment.

Effective communication and transparency.

Equitable employment practices.

Recruitment outreach.

Continuous learning and career development.

Coaching and mentoring.

Early conflict resolution.

Flexible work culture.





Leadership Commitment

Communicate and practice commitment to diversity and inclusion often.

Reinforce diverse work and employment practices, including diversity of thought.

Practice constructive conflict management.

Educate the workforce on the business value of diversity and inclusion.

Mentor and coach diverse employees.



Career Development

Definition: aligning the needs of the organization with the professional development of its employees.

Diversity & Inclusion should be incorporated in career development, especially in the following areas:

- Succession planning
- Internal mobility systems
- Training and development opportunities
- Performance management--ensure evaluations don't include subtle biases against diverse groups of people





How Can Employees Promote Diversity?

Practice positive, constructive work habits in the workplace; work cooperatively towards a common goal.

Live up to the social contract; contribute to your fullest potential; strive for excellence.

Recognize and respect others and their individuality.

Think before you speak and be sensitive to others.

Talk about your differences and ask tactful questions about how people want to be treated.

Eliminate stereotypes and generalizations.



Diversity is FAIR

Feedback/communication promotes understanding, reduces conflict; and enhances productivity.

Assist others to become culturally competent; support one another – we are all in this together!

Inclusion should be practiced; empower employees to fully perform and participate in pursuit of the organization's mission.

Respect is non-negotiable; honor the social contract.



Case Study Discussions





Case Study #1

An employee of a U.S. company was sent to Costa Rica to learn the operations in its satellite company for a month. When she arrived she was scheduled to meet with the Project Managers at 9:00 a.m. the next day, however had to wait a half hour for them to show up. The Costa Rican employees did not apologize or think anything of being late, which upset her so much that after the meeting she went to the head of operations in Costa Rica to complain about the incident but found him unresponsive to her concerns. She regarded tardiness as a sign of disrespect and could not understand why no one was sympathetic to the matter. What should she do? Is this a cultural issue?



Case Study #2

An employee who works for a division that is very diverse is troubled by the fact that many of the employees who are of the same cultural background tend to socialize with each other almost exclusively, even though most of the employees regardless of their culture seem to work well together. The employee believes that if everyone socialized more cross culturally this might help improve the work environment. Should the employee take it upon himself to try and promote more cross cultural socializing during lunch or after work? Is he right in his assumption?



Case Study #3

A first rate employee who has been with his company for ten years and has never had a single complaint lodged against him makes a controversial statement about a coworker's sexual orientation when he is asked a point blank question by another coworker. His remark causes nearly every employee in his division to complain about him to management and demand an apology. The employee who made the remark admits to having made the statement but refuses to apologize because he believes that he is entitled to his own opinion, especially since he was pressed on the matter. Should the employee in question be disciplined? Is he entitled to his own opinion in the workplace?



Food for Thought

“When we feel a sense of belonging it is not because we are the same as everyone else, but because we have been accepted as we are.”

Add value by being the ingredient you are for the corporate salad...





Ingrid Tugwell

ingrid.tugwell@dalecarnegie.com

843.884.4848