

## Creating and Sustaining a Diverse and Inclusive Culture at SHRM

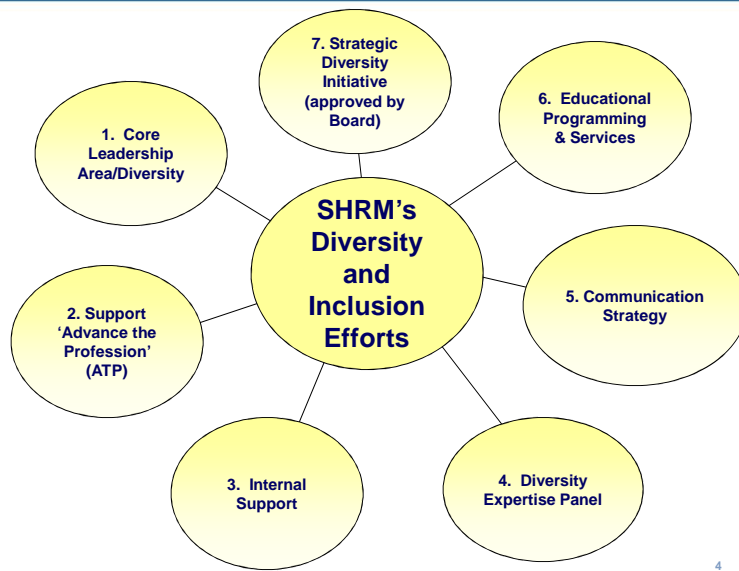
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Manager of Diversity & Inclusion  
Initiatives, SHRM

1. Be fully present.
2. Everyone's opinion is encouraged and should be respected; accept the speaker's frame of reference as true for him or her.
3. One person talking at a time; listen, listen, listen – and then respond.
4. No question or comment is stupid; assume positive intent.
5. Lean into discomfort.
6. Remain open to new information and ideas.
7. Own your communication; use "I" language.
8. Don't place blame; no personal attacks.
9. Please turn off electronic devices.
10. Have fun while learning.

**By the end of this workshop, participants will be able to:**

- Describe SHRM's approach to Diversity & Inclusion (D&I) as well as SHRM's Diversity & Inclusion Initiative
- Identify the scope and associated challenges related to Diversity & Inclusion management in the workplace
- Reiterate the diversity leadership behaviors that all employees need to effectively contribute to a diverse and inclusive work environment
- Practice some of these behaviors in an interactive workshop environment



### 1. Core Leadership Area/Diversity

As the staff leader, provide leadership, expertise and support to Chapter Leaders and Diversity Directors to assist them in building strategy and implementing diversity initiatives in their state council/local chapters

### 2. Support ATP Initiative

Support this initiative by interacting with members and non-members (the general public, media, business leaders and through partnerships and alliances, etc.) on behalf of SHRM. Leverage these opportunities to increase awareness and support of SHRM'S Diversity & Inclusion Initiative as well as to advance the Diversity & Inclusion field

### 3. Internal Support

Ensure integration of the Diversity Initiative into organizational processes and culture (staff training, employee relations support, DAC, SHRM Diversity Conference and other professional development)

### 4. Diversity Expertise Panel

Act as staff leader/liaison to panel of 15 Diversity Experts in an effort to provide thought leadership, strategic direction, design and development of products/services for SHRM members and non-members

### 5. Communication Strategy

Identify tactics (key messages/timeline of milestones) to educate and increase visibility of the Diversity Initiative both internally and externally

### 6. Educational Programming and Services

Identify and lead the design, development and implementation of the new diversity-related products and resources for SHRM members

- **SHRM's Diversity Vision** is to be the number one resource and provider of Diversity thought leadership in five years' time. This includes the development of strategies, competitive business practices and professional development programs for HR professionals and business leaders
- **Leadership Summit on Diversity & Inclusion**
  - > On April 8, 2008, SHRM gathered 111 of the world's foremost diversity thought leaders to chart a new direction for the field of Diversity & Inclusion
  - > Thought leaders hailed from business, government, academia, non-profits, and consultancies in the US, Canada, the UK, Japan, Germany, Switzerland, China, Mexico, Spain, and South Africa
  - > A second Leadership Summit is currently in the planning stages
- **The Diversity Practice Analysis**
  - > Working with Prometric, SHRM defined the baseline body of knowledge and necessary competencies for the entry to mid-level Diversity & Inclusion practitioner
  - > This analysis was completed in December 2008
- **International Diversity Research**
  - > Working with the Economist Intelligence Unit, SHRM researched how diversity is defined and implemented in a global context, and ranked countries in terms of diversity readiness
  - > This research was completed in December 2008

\_\_\_\_\_  
Name

\_\_\_\_\_  
Name

Inside the EGG,  
create a list of  
things that  
everyone at your  
table has in  
common.

\_\_\_\_\_  
Name

\_\_\_\_\_  
Name

Underneath  
each name, list  
one or two  
things that are  
unique to that  
person

- A **social identity** is a form of group membership.
- A **social identity group** is a category within a social identity.
- Social identities apply to all, but being a member of one social identity group (i.e., Generation X) often excludes you from other social identity groups within the same social identity (i.e., Age).
- Social identities can be **primary** or **secondary**
  - ✓ A **primary social identity** is one that is extremely difficult to change, usually (though not always) an identity that one is born into
  - ✓ A **secondary social identity** is more transient, and typically something that is chosen
- Social identities can also be **visible** or **invisible**
- *Assume that you are walking down a city street, and an individual you've never met before is approaching you. What do you know about this person on sight?*

Visible	Invisible

Here at SHRM, we define diversity as “the collective mixture of differences and similarities that includes for example, individual and organizational characteristics, values, beliefs, experiences, backgrounds, preferences, and behaviors”



- **Diversity is the right thing to do for our people**
  - > Doing the right thing is more than not doing the *wrong* thing
  - > There is a major difference between supporting diversity and making a commitment to a diverse and inclusive work environment
  - > We not only need to think differently, but we need to act differently
- **Diversity is the smart thing to do for our business**
  - > As we tell our members, there is a strong and compelling business case for diversity that leads to more innovative work and increased profits

**What's the business case  
for diversity at SHRM?**

A meteor twice the size of the moon is on a collision course with Earth. Impact is expected in approximately 86 hours. Scientists predict that millions of people and life forms will be killed on impact, but that the majority of life on the planet will perish in the months and years following the collision due to the enormous dust cloud that will be kicked up by the meteor, blocking the sun's light and contaminating the atmosphere.

Five years after the collision, scientists believe that Earth will be uninhabitable again, but not before the entire human race has been obliterated.

The governments of the world have decided to build a space station that will be able to support no more than three people for the five years while Earth is uninhabitable. It is hoped that these three people will return to Earth and begin to build a civilization. Most notably, procreation is not a concern as scientists have developed technology which will allow everyone to procreate.

You have been chosen to serve on the prestigious International Selection Committee. Your role is to select three candidates from the 12 finalists to participate in Project Noah.

1. A 60 year-old woman from Germany and an accomplished professor of world history. She has a photographic memory and speaks seven languages fluently. She has traveled to every continent and written several books on the prehistoric world.
2. A 30 year-old priest from Honduras who has dedicated his life to serving the underprivileged. He is viewed as a great spiritual leader and has an exhaustive knowledge and comprehension of the world's religions and is world famous for his commitment to peace and non-violence.
3. A six month-old baby girl from Thailand.
4. A 27 year-old woman from Kirabati, an island nation in the Central Pacific. She comes from a large and well-respected family and has never traveled outside her country. She lives with no electricity or running water and very little technology. She and her community have lived off the land and sea for generations.
5. A 54 year-old General in the Israeli army. He is a brilliant strategist and a seasoned war veteran. He is familiar with wilderness survival techniques for all climates, terrain, and weather conditions. He is a father of one son.
6. An 18 year-old gay electronics genius. By six, he had already built his own television set. By nine, he had built three personal computers from scratch. He has plans to build a telephone, a car and to improve on the radio he constructed three years ago.
7. A 30 year-old female doctor from Ghana. She is the most highly acclaimed surgeon and medical mind in the world. She is responsible for cutting-edge medical research and is known for her creativity and high tolerance for stress. She is a mother of two children and relies on a wheelchair for mobility.
8. A brilliant musician from Spain. He is 18 years old and can play over 15 instruments beautifully. He has perfect pitch and has composed a large diversity of music, from modern to classical.
9. A black South African philosopher. He is 74 years old and was an admired leader in the movement against apartheid. He has written extensively on the fundamentals and guiding principles of a democratic governing system and is part of a long oral tradition of passing down history from generation to generation within South Africa.
10. A 28 year-old athlete from France. He has a tremendously diverse athletic ability and recently earned worldwide attention for competing in the highest number of events in Olympic history.
11. A 23 year-old openly lesbian agriculture specialist who grew up on a Kansas farm and has dedicated her short professional career to studying farming in adverse conditions. She has been honored by the U.S. Department of Agriculture for her outstanding contributions to the field.
12. An 80 year-old grandmother from Egypt who dedicated her life to raising six children. She is highly respected in her village as the holder of great wisdom and soft understanding. She is healthy and doctors believe she will live for at least another 15 years.

Identify at least five underlying values that motivated your choice:

- Competition
- Equality
- Youth and Vitality
- Age and Experience
- Information
- Progress
- Resourcefulness
- Diversity: race, gender, sexual orientation, nationality, etc.
- Physical Ability
- Mental Ability
- Cooperation
- Change
- Tradition/Continuity/Stability
- Human Interaction/Relationship Building
- Fate/Destiny
- Knowledge
- Spirituality
- Creativity
- Science and Technology
- Personal Control Over the Environment (or what affects you)
- Individual Achievement/Self-Help (each person should achieve on his/her own)
- Birthright/Inheritance
- Time and its Control (punctuality keeping schedules)
- Orientation Toward the Future (planning, goal setting)
- Group's Welfare Over Individual Interests
- Individualism/Privacy
- Realism/Practicality
- Idealism
- Efficiency
- Informality
- Formality

- Read the Case Study assigned to your table group.
- Once everyone has had a chance to read it, discuss at your table for 10 minutes:
  - > Is this important enough to act upon?
  - > What are the key issues at play here?
  - > If you heard this at work, what actions could/should you take as a result?
  - > If this employee's manager became aware of the situation, what would be his/her responsibility?
- Be prepared to summarize the content of your conversation to the large group

**Frederick**

"I want to get to the next level, but I have no idea how to make it happen. Everyone tells me that I'm doing a great job in the here and now, but no one ever talks to me about the future, and I'm not sure how to engage people in those kinds of conversations. And, I want to be clear: I don't think that I work with racists, but ... I'm the only minority on my team, and I don't know that anyone around me knows what it's like to be the 'one and only.' I feel like people are afraid to give me tough feedback that will help me grow, and I suspect that race has something to do with it, but there's no way to prove it, and if I bring it up, well: that's just career suicide. Unless I move to another team, I guess I'm on my own."



**Jocelyn**

"A couple of years ago, when I got married, my boss actually said to me, 'Now don't get pregnant right away; we've got important things lined up for you.' I was offended at the time, but I didn't say anything – mostly because I think he was trying to compliment me, in a weird way, and also because I didn't plan on starting a family right away. Well, that was then. I just found out last week that I am, in fact, pregnant. This should be a really exciting time for me, but I'm afraid to tell anyone at work. I do a good job and people take me seriously, but I'm afraid that's all going to change."



**Chloë**

"There's this new guy on my team, and he's causing a lot of problems already. From the very first day, he started telling us all about his 'partner,' this guy he lives with. I'm not prejudiced or anything, but I was raised to believe that homosexuality was a sin, and I just don't want to hear about it all the time; it makes me really uncomfortable, and I can't pretend that I'm happy and excited that he joined the team. I know everyone else feels the same way; I just don't know how to tell this guy to leave his personal life at home."



- Choose one of the following responses:
  - > "I learned ..."
  - > "I re-learned ..."
  - > "I appreciated ..."
  - > "I was surprised ..."
  
- How will you apply this new or affirmed knowledge going forward?
  - > With Colleagues
  - > With Members
  - > With Self



Thank you for your active  
participation!

SHRM's Diversity & Inclusion Initiative

- Effective D&I training is *skill-based* and *behavioral* in nature; changing values and attitudes is simply not feasible in a workshop lasting two days, one day, or a half-day.
- Begin with the end in mind; before crafting activities and exercises, *first* develop a list of course objectives
  - > Objectives should be written *behaviorally*
  - > All course materials and activities should be mapped *directly* to your objectives
- Role model your *comfort* in speaking about difficult issues
- Remember ... the most successful classes are those in which the facilitator only speaks about *one-third* of the time!
- Laughter is a sign that participants are *engaged*
  - > If you have a gift for humor, *use* it!
  - > At the same time, you obviously shouldn't employ humor that belittles or demeans *anyone*