
 **Key Concepts in Diversity & Inclusion**

Objectives

This webinar provides an overview of some important key concepts that guide Diversity & Inclusion work.

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The Meaning of Diversity


What is diversity?

- The dictionary definition is *differences*. Thus, workforce diversity encompasses an infinite range of individuals' unique characteristics and experiences.
- To define diversity in a way that is relevant and meaningful, organizations should focus on dimensions that impact how people work together and how they do business.



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The Meaning of Diversity Around the Globe

From a global perspective, “diversity” is often considered a U.S.-based concept given its roots in U.S. equal employment opportunity law and legislation. Also, because many firms outside the U.S. have employees of different ethnicities, languages, and religions, “diversity” is believed to already exist. Therefore, the concept of diversity has different meanings around the world ...



CULTURAL SENSITIVITY

PARTICIPATION

INCLUSION

FAIRNESS

ACCESS

EQUITY

CULTURAL COMPETENCE

EQUALITY

DIVERSITY

NON-DISCRIMINATION

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SHRM's Definition of Diversity

Workplace Diversity is defined as the collective mixture of differences and similarities that includes for example, individual and organizational characteristics, values, beliefs, experiences, backgrounds, preferences, and behaviors. A few examples include:



The diagram shows an iceberg floating in the ocean. The tip of the iceberg, labeled 'Visible Diversity Traits', includes Skin Color, Age, Physical Attributes, Gender, and Behaviors. The much larger submerged part of the iceberg, labeled 'Invisible Diversity Traits', includes Physical Abilities/Qualities, Religion, Sexual Orientation, Ethnicity, Level in Organization, Personality, Military Experience, Work Background, Culture, Values, Geographic Location, Beliefs, Thinking Styles, Marital Status, Functional Specialty, Smoker/Non smoker, Education, Parental Status, Communication Style, and Socio-economic Status.

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SHRM's Definitions

Diversity is “the collective mixture of differences and similarities that includes, for example, individual and organizational characteristics, values, beliefs, experiences, backgrounds, preferences, and behaviors.”





Inclusion is “the achievement of a work environment in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the organization’s success.”

Diversity management is “the comprehensive organizational and managerial process for leveraging diversity and achieving inclusion that maximizes the potential of all employees.”




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Trivia Question

When SHRM asked 546 senior-level organizational leaders from around the world to tell us what social identity groups were the most important to focus on, what did they tell us?



Source: *Global Diversity & Inclusion: Perceptions, Practices, & Attitudes (SHRM)*

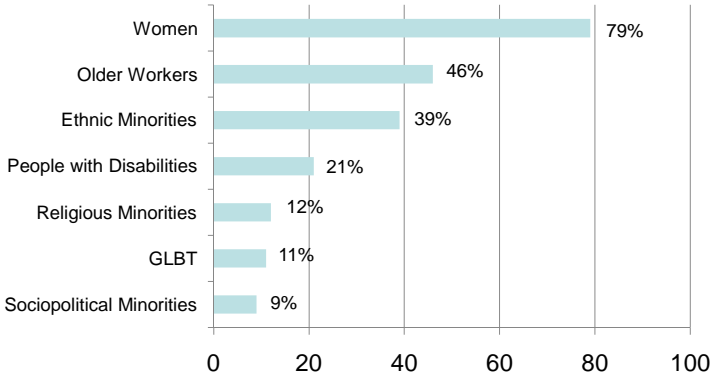
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Trivia Question

When SHRM asked 546 senior-level organizational leaders from around the world to tell us what social identity groups were the most important to focus on, what did they tell us?



Social Identity Group	Percentage
Women	79%
Older Workers	46%
Ethnic Minorities	39%
People with Disabilities	21%
Religious Minorities	12%
GLBT	11%
Sociopolitical Minorities	9%

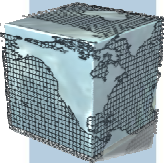
Source: *Global Diversity & Inclusion: Perceptions, Practices, & Attitudes (SHRM)*

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Different Approaches around the Globe

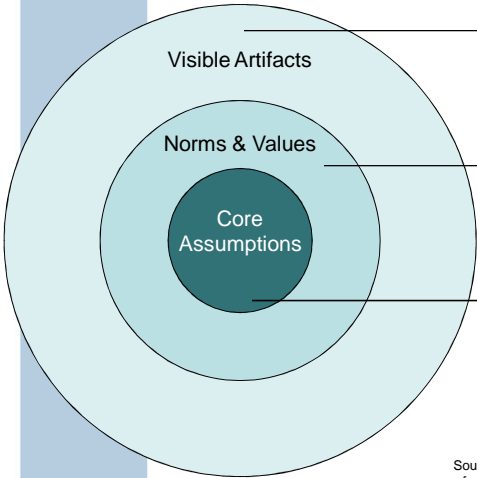


North America	<ul style="list-style-type: none"> • Centralized • Quantitative goals, management incentives
Europe	<ul style="list-style-type: none"> • Decentralized • Internal persuasion and lobbying
Asia	<ul style="list-style-type: none"> • Laissez-faire • Process develops organically

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The Meaning of Culture



Visible Artifacts	→	Things you can see or easily experience, including customs, greetings, language, food, status, relationships, etc.
Norms & Values	→	What is considered right and wrong (norms), good and bad (values) within a cultural context
Core Assumptions	→	The core assumptions that people in a culture create about existence

Source: Trompenaars, F. & Hampden-Turner, C. (1988). *Riding the waves of culture* (2nd ed.). McGraw-Hill; New York, NY.

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Every organization has a culture ...

- It's your job as a Diversity Practitioner to know your organization's culture, and what defines it ...
- **Affective or Neutral?** How are emotional displays welcomed in the workspace?
- **Individualistic or team-based?** Is the organization's rhetoric about teamwork genuine, or is it really every person for him or herself?
- **Performance-based or Relational?** Is it all about the work you do ... or who you know?
- **Purposeful or Accidental?** Has your organization's culture been shaped or simply allowed to form on it's own?
- **Weak or strong?** How rigid is the culture? Can an outlier succeed without sacrificing too much of him/herself?

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Navigating Culture

What can the visible artifacts of culture tell you about its norms, values, and core assumptions?

- In the U.S. military, every soldier's rank is visibly displayed on his/her uniform.
- In many Latin cultures, people often speak over each other, and are much more likely to touch people they are in conversation with than those in Anglo-Saxon or Asian cultures.
- In Japan, employees who are star performers and those who make expensive blunders are typically not singled out for praise or blame; rather an entire working group will tend to take responsibility.
- Deaf people typically communicate with one another using sign language.

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What is cultural competence?

Cultural Competence is ...

... a continuous process of developing knowledge, appreciation, acceptance and skills which can be used to discern cultural patterns (in your own and other cultures) and incorporate several different world views into problem solving, decision making and conflict resolution to achieve effective results.

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What is discrimination?

- **Discrimination** in the workplace is widely understood as unfairly limiting the potential of employees on the basis of their skin color, ethnicity, gender, sexual orientation, religion, physical ability or other identity or affiliation.
- Many laws have been passed making this kind of discrimination illegal (e.g., Title VII of the Civil Rights Act, ADA, ADEA, etc.).
- However, discrimination can also be defined as *seeing or recognizing difference*.
- For instance, it is generally a compliment to describe someone as possessing a “discriminating palate,” as this indicates a level of sophistication.
- In the workplace, the goal of all employment decisions should be to pick the best person for the job, using **valid discriminators** such as talent, skill, experience, and/or work ethic.

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What is bias?

- **Biases** are judgments that human beings rely on to make snap decisions
- Racism, sexism, heterosexism, and classism are forms of bias, and are generally (rightly) perceived to be character flaws
- However, the human brain has evolved the ability to make snap decisions as a survival mechanism; therefore, the ability to develop biases is a characteristic of a normal functioning brain.


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Do you use biases?

- Let's say you're walking down a path through the woods ...
- ... and you happen upon a rattlesnake who bares its fangs and shakes its rattle? How do you respond?
- If your instinct is to either run away or destroy the animal, it's likely that you have a bias against rattlesnakes.
- It's also possible that your bias just saved your life.



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Discrimination & Bias

- So ... should a person *discriminate* when making hiring and promotion decisions at work?
- Ironically, **yes** – but only by using valid discriminators that accurately predict a person's ability to perform. Discrimination on the basis of social identities is almost always wrong (and bad for business).
- Does it then follow ... that a person should use *biases* when making hiring and promotion decisions at work?
- **No**. Employment decisions are not life-and-death situations that require snap judgments and reptilian responses. It is both possible and highly encouraged to use more advanced modes of thinking when making these kinds of decisions.

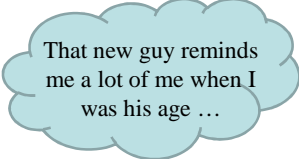
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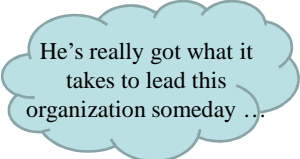
Unconscious Bias

- But it's not that easy ...
- Most biases that manifest in the workplace are *unconscious* in nature; that is, the snap judgments are so fast that the judger isn't even aware that a decision has been made.




That new guy reminds me a lot of me when I was his age ...






He's really got what it takes to lead this organization someday ...



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Unconscious Bias



The new VP really reminds me of my Uncle Steve* ...

**(Who I loathe)*



I loathe that new VP ...

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Unconscious Bias

Corporate CEO Selections Favored Taller Men ¹

- Less than 15% of American men are over 6' tall, yet almost 60% of corporate CEOs are over 6' tall.



Job Applicants With Ethnic-Sounding Names Were Disadvantaged ²


- A recent study shows that people with "white-sounding" names are 50% more likely to get a response to their resume than are those with "black-sounding" names.



~~Tiq~~ John

Sources:
1) USA Today, "Does Height Equal Power?" (7/17/07)
2) National Bureau of Economic Research

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Unconscious Bias

Biases are most likely to be triggered when:

- You encounter a visible/salient identity (e.g., age, gender, race, a visible disability)
- You are feeling the stress of time pressure
- A quick decision is needed
- You are experiencing cognitive overload
- You are multi-tasking
- Ambiguity is present
- A perceived lack of accountability is present
- You are fatigued/tired

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Unlocking Unconscious Bias

- The key to ensuring that your unconscious biases are not leading to decisions that are detrimental to your success or the success of the organization is **self-awareness**.
- Those entrusted with hiring and promotion decisions should be held accountable for not only their decisions, but the way in which decisions are made.
- Words like “not a good fit” or “just didn’t have a good feeling about him/her” are often signs of unconscious bias at work, and should not be accepted at face value during personnel discussions.


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Unlocking Unconscious Bias (cont'd)

- Discuss important decisions with colleagues who you trust.
- If you can't articulate reasons why a person is or isn't a good hire/promotion, try writing it down; often, the writing process helps to unlock the underlying reasons for your positive or negative reactions.
- Take the Implicit Association Test online (Google "Harvard IAT" ... each test takes 10-15 minutes).
- Take advantage of learning opportunities to further your own self-awareness.
- Make a commitment to practice transparency in work and life.

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Structural Bias



- Biases can be internal to an individual person, but they can also be structural – to an entire organization
- Organizational processes – in recruiting, employee evaluation, decision-making, networking, mentoring, and more – can make it more difficult for some and easier for others to be heard, and advance their careers
- Consider the following:
 - > A large, privately held organization gives many perks to its partners, including country club fees at the facility of their choice.
 - > A sales team's annual bonus structure is calculated using one singular data point: total volume of sales per year.
 - > A key leadership competency for those who want to get to the C-Suite of a large utilities company is the ability to "put out fires."
- Structural biases are remnants of culture; as change agents, diversity practitioners are tasked with creating the best culture possible for all stakeholders

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