



# Training Officers Consortium (TOC) Second Webinar 2017

## Looking at Diversity Beyond Race and Gender

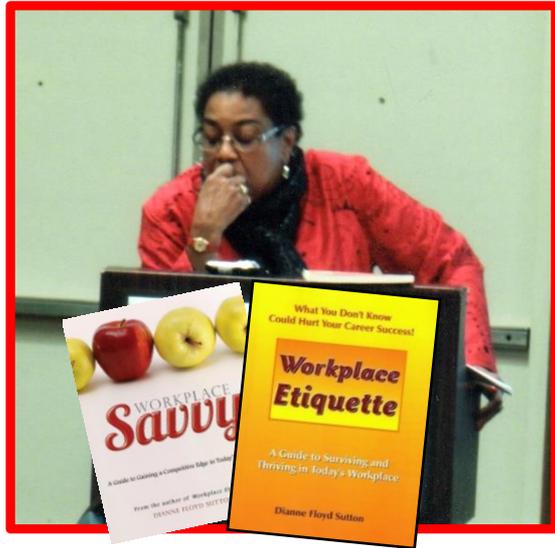
*Presented by  
Dianne Floyd Sutton  
Sutton Enterprises  
[www.suttonenterprises.org](http://www.suttonenterprises.org)*



# Your Presenter

## Dianne Floyd Sutton

HR Pro, Author and Speaker



[www.suttonenterprises.org](http://www.suttonenterprises.org)

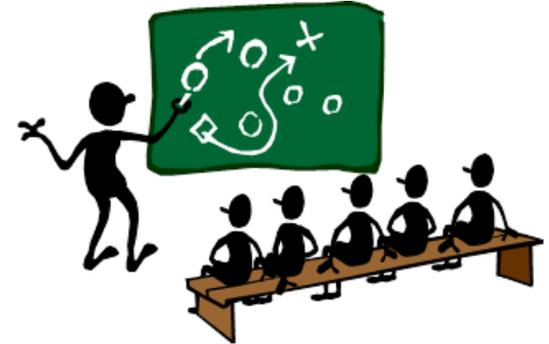
Dianne Brings:

- Experience
- Knowledge
- Transparency
- Practical Applications
- Humor
- Challenges

My Goal is to  
make you think  
about diversity in a  
different way.

# Sequence of Topics

- Defining Diversity and Inclusion
- Trends
- Dimensions of Diversity
- Unconscious Bias
- Micro-inequalities/aggressions
- Classism
- Disabilities
- Insights



## Key Words

- Discovery
- Respect
- Inclusion



# Discussion

## What Are Some Of The Trends In The U.S. Workforce?

1. Shrinking budgets and workforce ("Doing More with Less")
2. Average age of workers rising
3. Retiring workers being replaced by growing diverse population
4. Higher skill levels required (communication, problem solving customer service)
5. Increase in employees with disabilities and requests for reasonable accommodation



Reminder!

## EEO vs. AA vs. MD

- Equal Employment Opportunity (EEO) = **Laws**  
(*Social Concerns*)
- Affirmative Action (AA) = **Programs**  
Underrepresentation (*Social Concerns*)
- Managing Diversity = **Philosophy/Best Practices**  
(*Business Necessity*)





- According to SHRM, diversity means valuing the characteristics that make a person unique, such as age, ethnicity, education level and family background.
- Inclusion of diverse individuals fosters a rich exchange of new ideas among employees and helps organization leverage the unique character of its workforce.

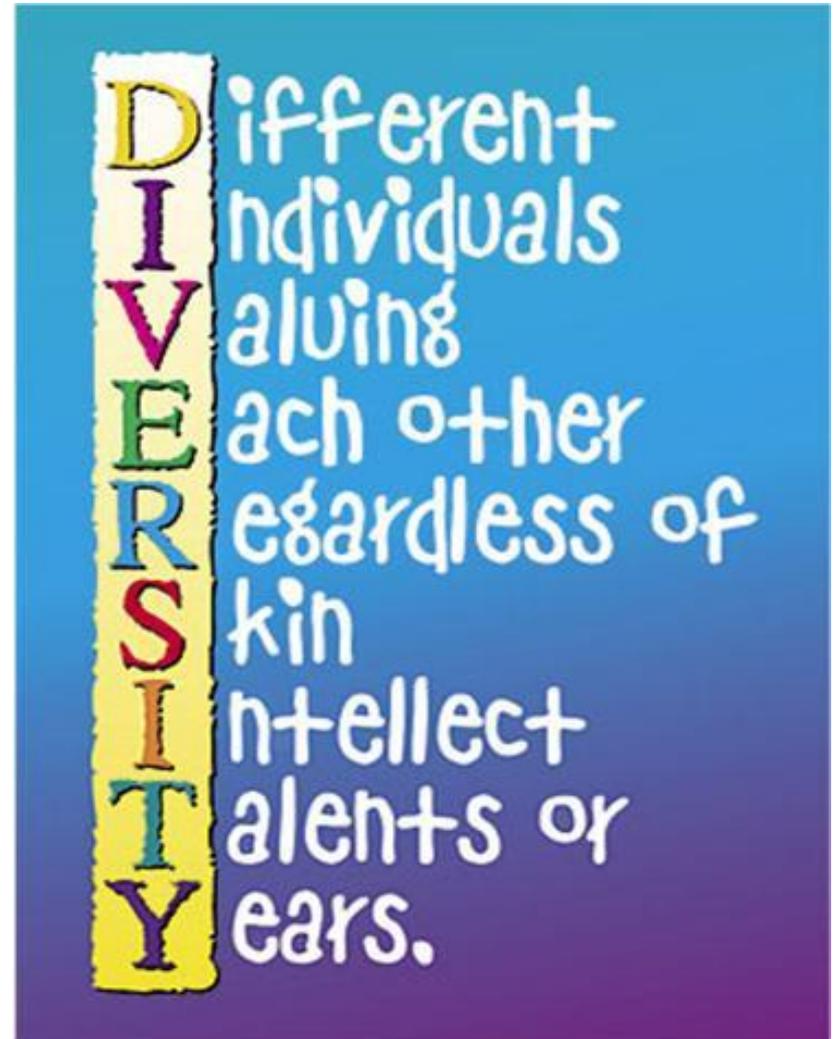
# Leveraging Diversity A Leadership Competency OPM.gov



- OPM Executive Core Qualification of **Leading People** lists **Leveraging Diversity** as a leadership **competency**.
- *Foster an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and the mission of the organization.*
- **Leveraging Diversity is using diversity as an advantage to the organization.**

**IDENTIFY  
CHALLENGES  
& BARRIERS**

- In broad terms, diversity is any dimension that can be used to differentiate groups and people from one another.
- In simple terms, diversity is the mix; inclusion is getting the mix to work well together.





- A state of being valued, respected and supported. Not because you are the same as everyone else, but because you have been accepted as you truly are.
- Feeling a level of supportive energy and commitment from others so you can do your best at work.

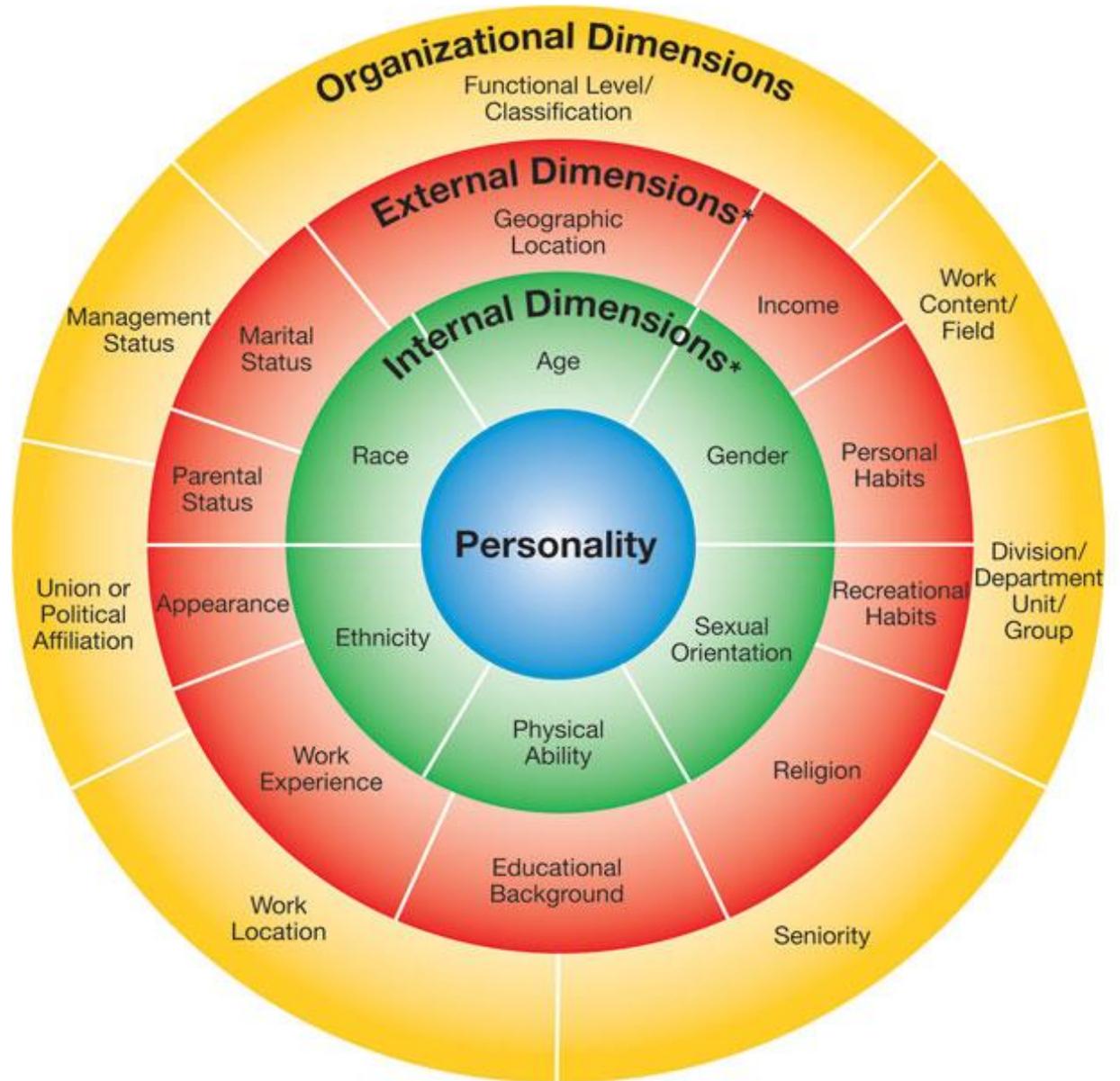
# Food for Thought/Discussion



- When you feel you are part of the “in” crowd, how do you **feel**, how do you **behave**?
- When you feel you are part of the “out” group, how do you **feel**, how do you **behave**?
- Identify and list who might feel like “outsiders” in your organization.

# Dimensions of Diversity

What dimensions do you identify with?



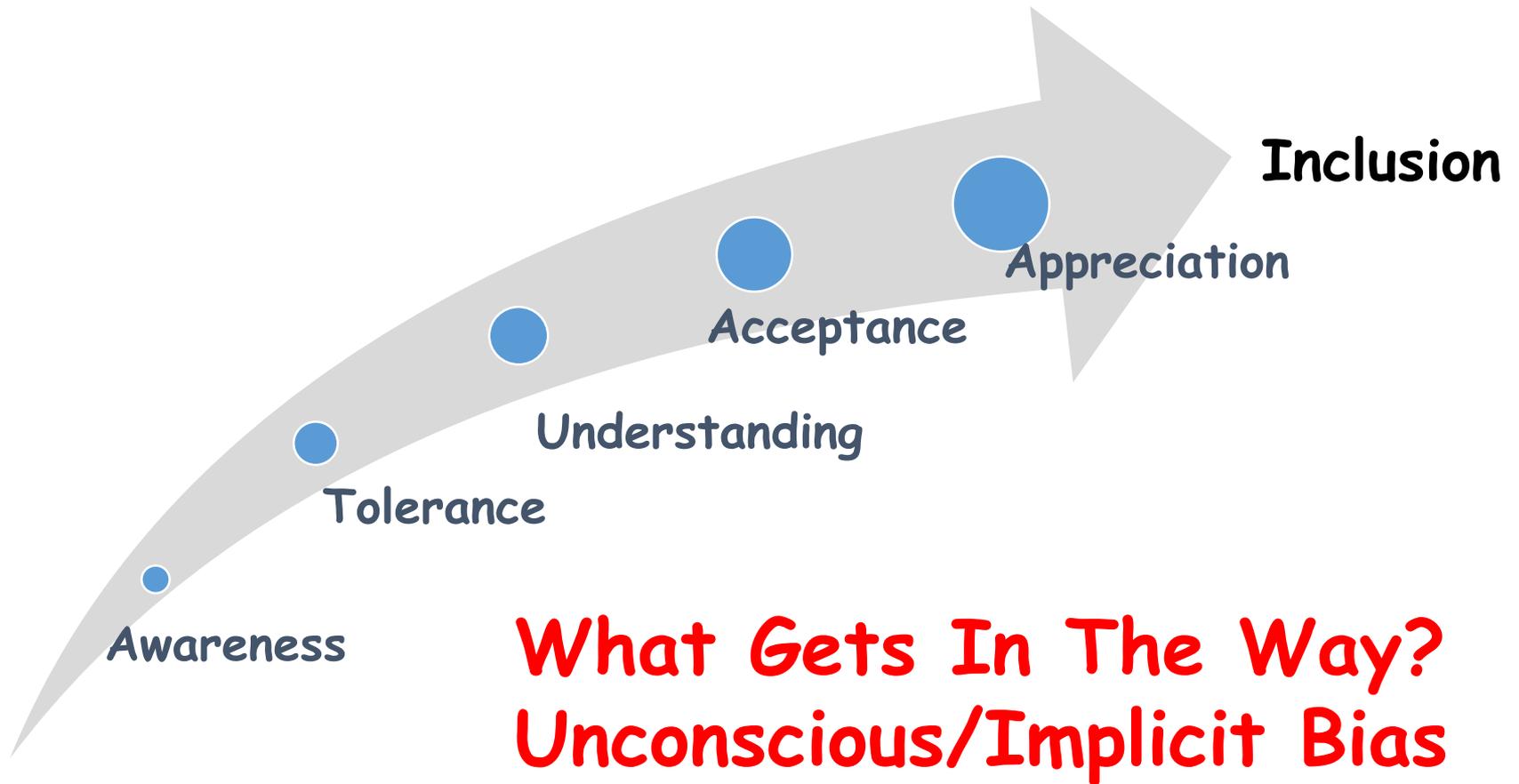
# Discussion

## When Did Your Diversity Experiences Begin?

(social economic level, ethnicity, gender, age, religion, disability, sexual orientation and race)

- At birth/nursery school
- Grade school/Middle
- High school
- College
- Military
- Former work organizations
- Current work organizations
- Social organizations
- Professional organizations
- Current Neighborhood/community

# From Exclusion to Inclusion

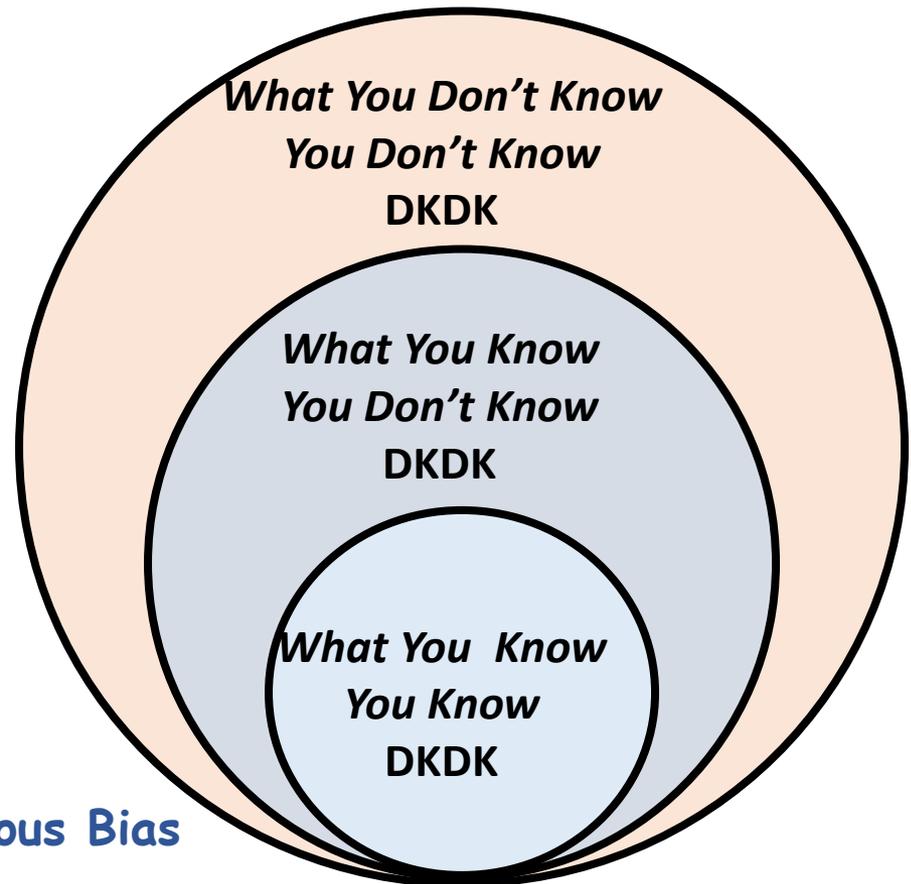


**What Gets In The Way?  
Unconscious/Implicit Bias**

# Unconscious Bias

- We all have DKDK.
- Developed through family, friends, experiences, teachers, media, coworkers and others
- Social categories can be either positive or negative.
- Impacts our thinking, listening, decision making, process

**Self-Discovery Model  
Acknowledging Unconscious Bias**



# Unconscious Bias Is Exhibited In Our...

## Language/Thinking

- ▶ Speaking
- ▶ Stereotypic thinking
- ▶ Listening/Not listening
- ▶ Inner dialogue (what we say to ourselves)
- ▶ Thought processes

## Actions/Reactions

- Problem-solving
- Decision-making
- Unconscious perceptions and judgments
- Omissions - Exclusion of certain people or groups
- Reactions to accents/names
- Accommodations

# Micro-inequities

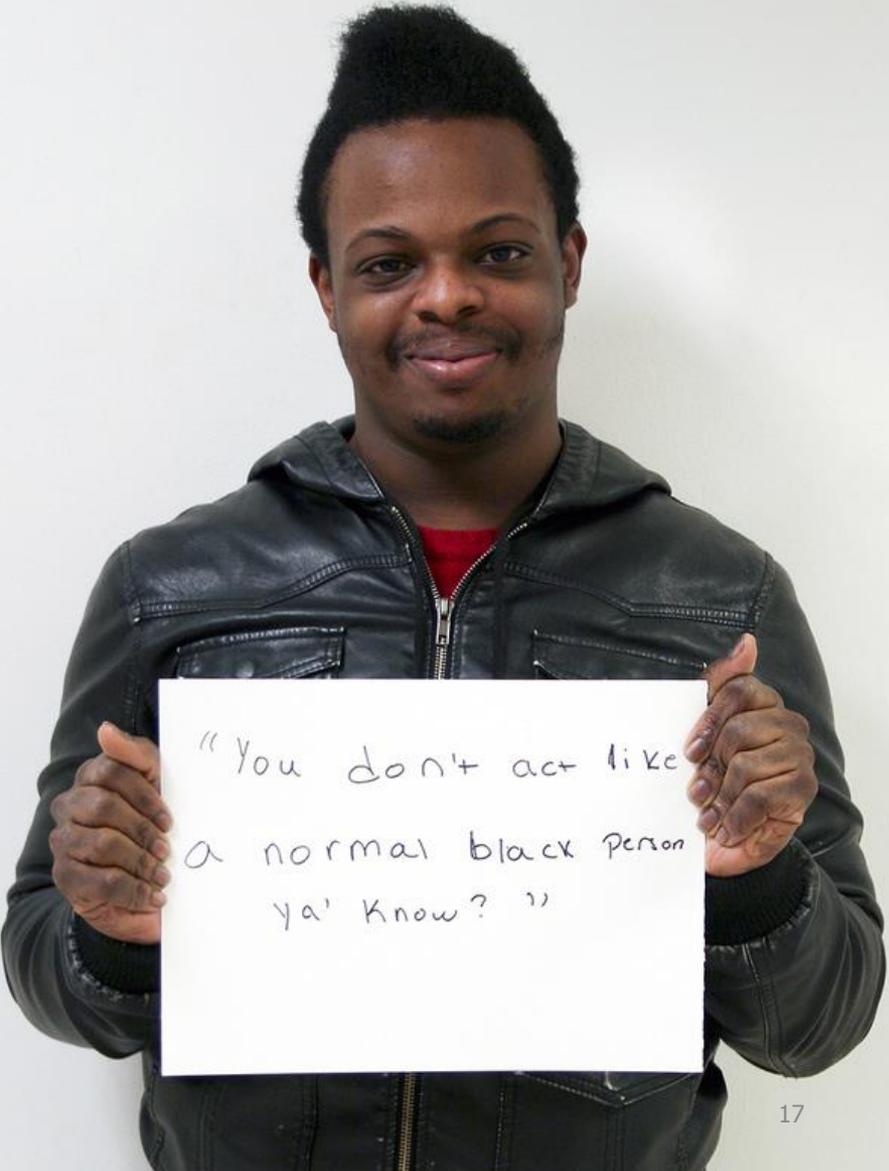
- **Micro-inequities** are the small messages of unconscious bias that are sent from one person to another, often without knowing.
- **Micro-inequities** are small communications of disrespect and inequity - like dripping water (*drop by drop*) or paper cuts.
- Traditional complaint processes fail to address the micro-inequities because they do not fit neatly into an analytical framework.

## Examples

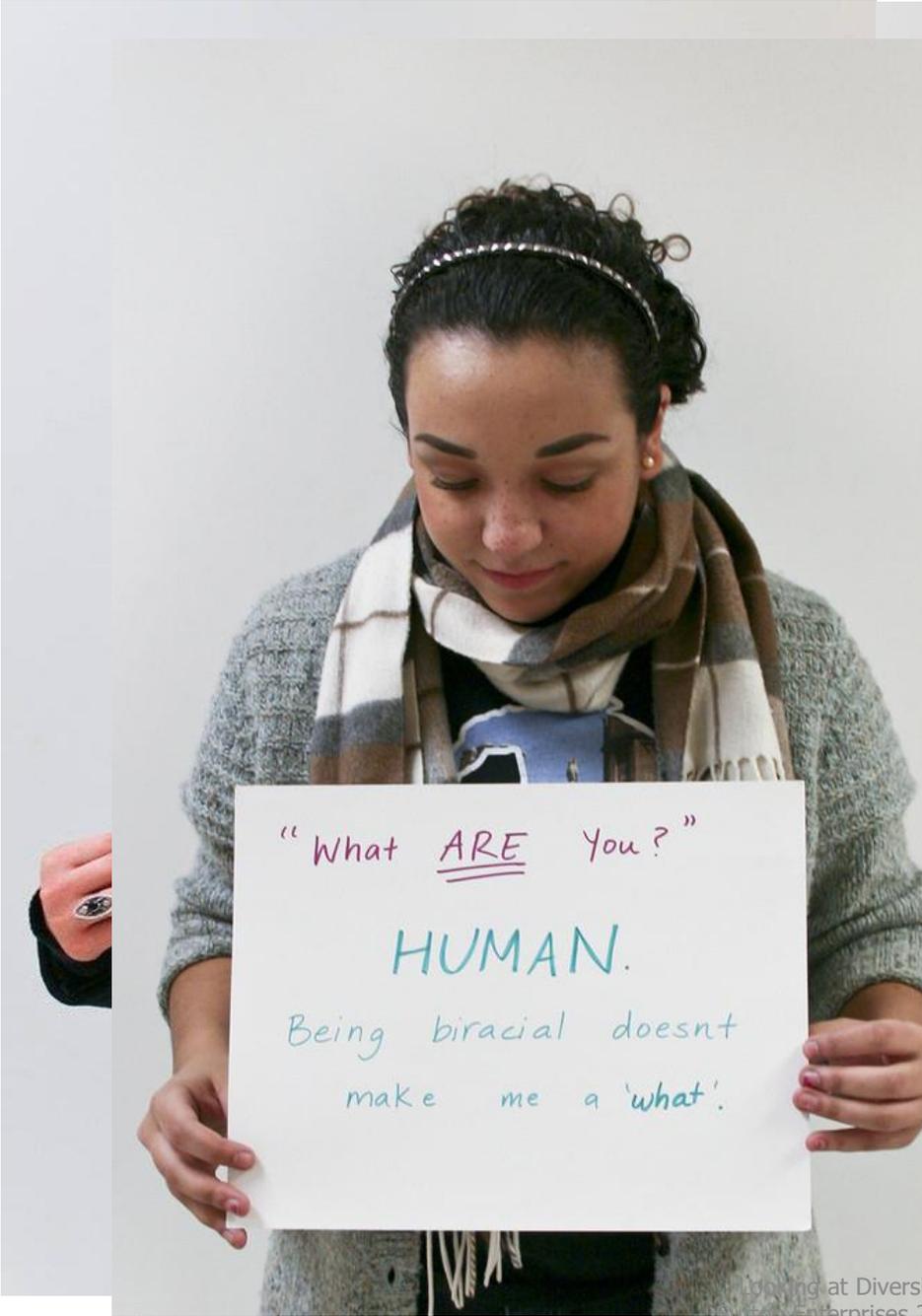
- Interrupting someone while that person is speaking
- Failing to acknowledge someone's presence
- Never bothering to learn the correct pronunciation of a name
- Rolling eyes or sighing when someone considered "different" is speaking.



"Can you see as  
much as white  
people? You know,  
because of your  
**EYES...**?"



"You don't act like  
a normal black person  
ya' know?"





# Consider the Following The Golden Rule

**Christianity:** "Do unto others as you would have them do unto you."

**Judaism:** "What you hate, do not do to anyone."

**Islam:** "No one of you is a believer until he loves for his brother what he loves for himself."

**Hinduism:** "Do nothing to thy neighbor which thou wouldst not have him do to thee."

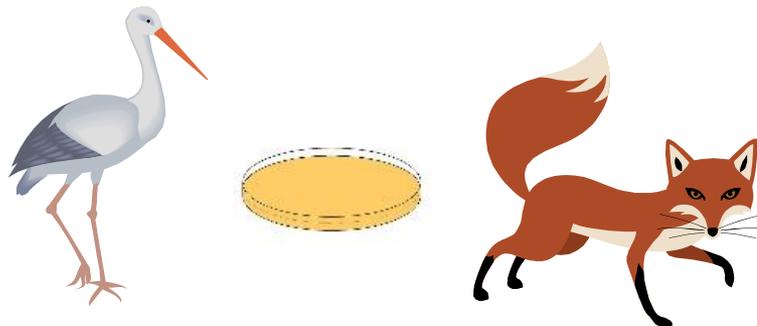
**Buddhism:** "Hurt not others with that which pains thyself."

**Sikhism:** "Treat others as you would be treated yourself."

# Equity vs. Equality

*Treating everyone the same does not mean that everyone will be treated fairly.*

"A fox and a stork are given the same size dish with the same amount of food. The dish is wide and shallow and very easy for the fox to eat out of. But, the stork cannot reach the food properly because its long beak and long legs make it awkward to eat out of the shallow dish.



*Aesop's Fable*

# The Platinum Rule

- The *Platinum Rule* is an expansion of the *Golden Rule*. We cannot assume that others want to be treated exactly the same way we do.

*The Golden Rule:*  
*Treat others the way*  
*You want to be treated.*

- Treat others as they want to be treated.



Little things mean a lot when we send the messages that cause colleagues to feel left out (in the out group), overlooked or discounted.

MICRO-INEQUITIES TRANSLATE INTO STATEMENTS FROM THE VICTIM LIKE

- I don't feel welcome.
- I don't feel support.
- I don't feel valued.
- I feel invisible.
- My contribution has been marginalized.
- I feel uncomfortable.



# Micro-Affirmations (Valuing Behavior)

- **Micro-affirmations** are small acts, which are brief and hard-to-see, events that are public and private, often unconscious but very effective at making people feel acknowledged and valued.
- **Micro-affirmations** are tiny acts of gestures of inclusion, respect, caring and graceful acts of listening.

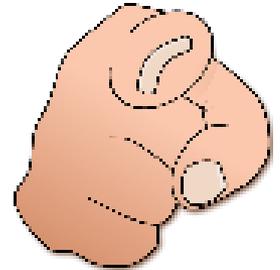


# Ways that micro-affirmations help counteract micro-inequities:

- The two cannot happen simultaneously.
- Reverses the effects of micro-inequities
- **Witnessing** micro-affirmations invites others to change their own behavior and environment. Thus over time these **micro-affirmations** can change the **workplace culture**.

# You Are The Message.

- "When you speak, all of you speaks." (Virginia Satir)
- Your micro-messages can reveal your core feelings.
- They are evident in gestures as small as a nod of the head, an insincere smile, a sideways glance, and the tone and inflection in your voice.
- Do you know what your micro-messages are saying? Are you conscious of your own biases which may be communicated in the form of micro-inequities?



# How Does Classicism Play Out In Your Organization?

- **Classicism** is the systematic assignment of characteristics of worth and ability based on social class. This bias lies not in the acknowledgment of the difference but in the preference of one way over the other; discrimination occurs when **we act on this preference**.
- We seek comfort and tend to place more trust in persons from **our own social class**. Class becomes a factor in the tendency of people to hire and promote people that look, talk and walk like them (**clonal effect**).



# Attitudinal Barriers

- Dehumanizing
- Generalizing
- Disempowering
- Using Oppressive Language
- Segregating
- Overprotecting
- Excluding



# 2016 EMPLOYEE VIEWPOINT SURVEY



The Federal Employee Viewpoint Survey (FEVS) is a tool that measures employees' perceptions of their agencies' work environment.

## FEVS Sample of Items Mapped To Dimensions Of Inclusion

- ✓ **Inclusion/Participation In Decision-Making**
  - My talents are used well in the workplace. (#1)
  - I have enough information to do my job well. (#2)
  - I feel encouraged to come up with new ways of doing things. (#3)
  - Employees have a feeling of personal empowerment with work. (#7)

## ✓ **Integration Of Differences**

- Creativity and innovation are rewarded. (**#8**)
- Policies and programs promote diversity in the workplace. (**#9**)
- My supervisor/team leader is committed to a workforce representative of all segments of society. (**#13**)
- Managers/supervisors/team leaders work well with employees. (**#18**)

## ✓ **Fairness of Employment Practices (Rules and Procedures)**

- Arbitrary action, favoritism and coercion not tolerated. (**#10**)
- Prohibited Personnel Practices not tolerated. (**#11**)

# Discussion Your Insights

Can you identify at least two ways diversity brings value to your organization? What is your *elevator speech* for diversity?



# Moving Forward



- Acknowledge and accept responsibility for your unconscious and implicit biases and stereotypes.
- Identify your behaviors
- Assess the impact of your behavior
- Modify negative behavior and **obtain feedback**
- *See things through the eyes of others.*
- Follow the **"Platinum Rule"**
- Deal honestly with others without offending
- Get to know people as individuals
- ***Accept the premise that "different is not inferior"***



# Insights

## Information Alone Does Not Create Transformation!

1. Two most significant learnings from the webinar are....
2. The webinar **validated** the following regarding my views on diversity...
3. Questions and Answers and Comments

