Staying Relevant:
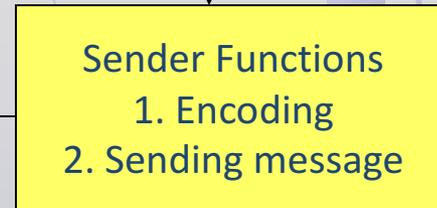## Leverage the Strength of Diversity & Inclusion

Beth Zemsky MAEd, LICSW
October 17 , 2016

Getting Started

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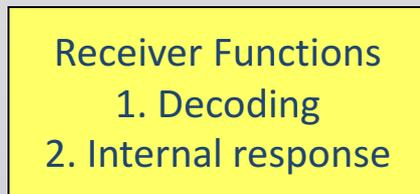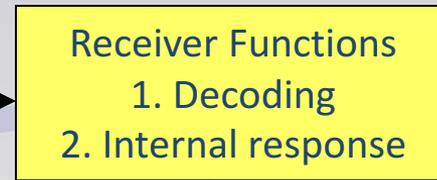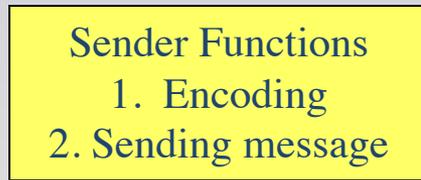www.beth.zemsky.com

Sender/Receiver Process

Person 1

Person 2

Sender Functions
1. Encoding
2. Sending message

Receiver Functions
1. Decoding
2. Internal response

Cultural Filters

Receiver Functions
1. Decoding
2. Internal response

Sender Functions
1. Encoding
2. Sending message

Communication is…

The creation of shared meaning

Intercultural Communication is…..

The creation of shared meaning across cultural contexts

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Intended Outcomes

- Be better able to define diversity and inclusion

- Increase your self-awareness regarding your own cultural lens when in cross-cultural interactions

- Develop understanding of tools to begin the process of intercultural organizational development

To have the best conversations possible . . .

- Be fully present with your heart & head

- Apply the work to yourself and your work first and foremost

- Listen to understand. Speak to be understood

- Embrace paradox

- Lean into discomfort

- Assume good intent and be aware of your impact

- Seek intentional learning, not perfection. Commit to non-closure

- Respect confidentiality---what is said & done here stays here

- Take risks & gauge your own level of participation
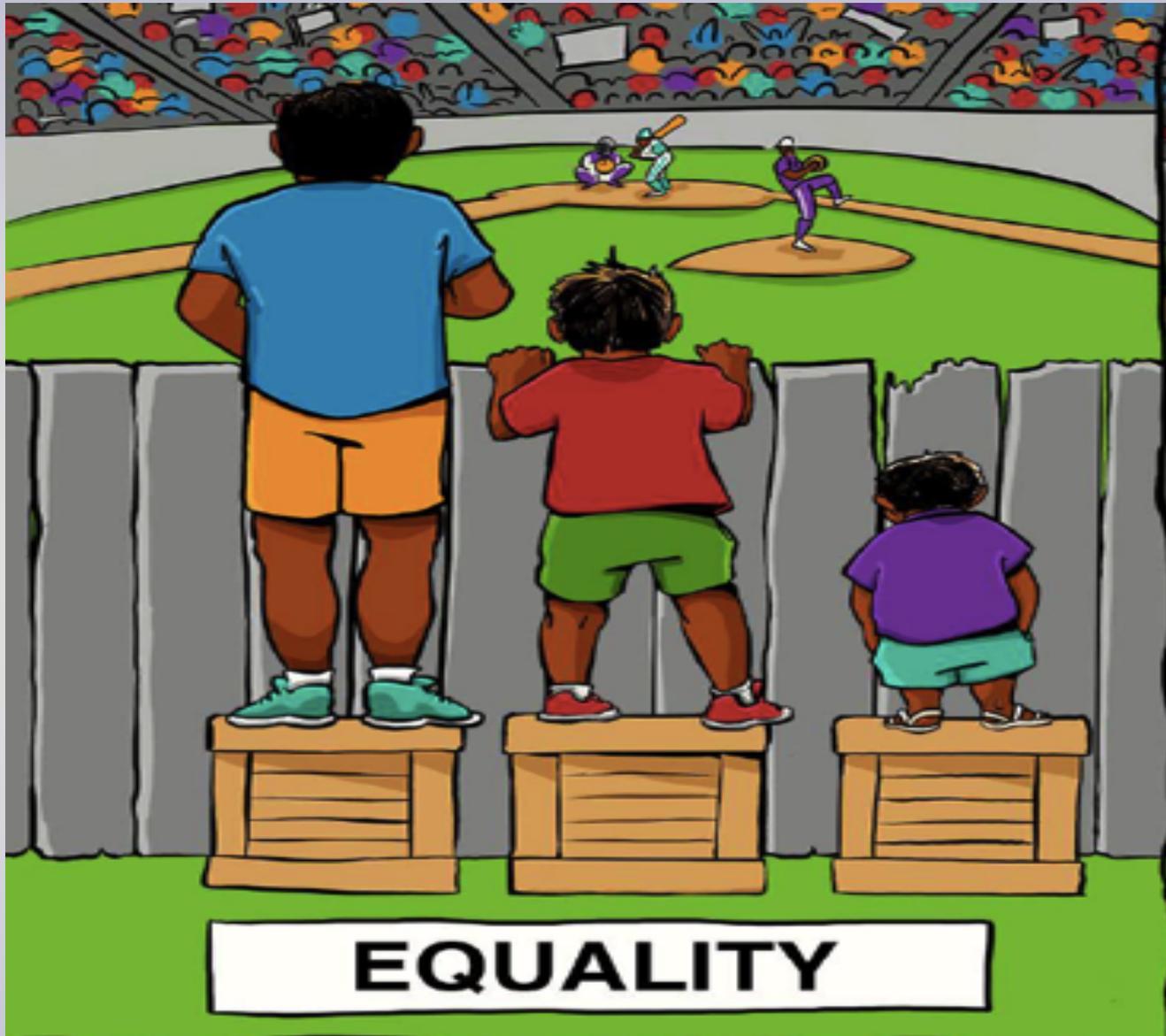
- Other needs or suggestions? … Let us know

Diversity:

- *Numerical representation* of differing of people, viewpoints, experiences

- *Count the people*

We're a big fan of different.

At Target, we believe that the most important part of our business is our people. The diverse backgrounds, ethnicities, experiences and lifestyles are what makes work fun, interesting and new. We applaud HACR's dedication to advancing the inclusion of Hispanics in corporate America. To learn more about the diverse team at Target, visit **target.com/diversity.**

all together ◎

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Inclusion:

▪*Actions, Behaviors, Policies & Practices* that support the differing experiences, & perspectives of "diverse" people being taken into account

▪*The People Count*

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Be **in**spired.
Belong.

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I'm **in.** Are you **in?**

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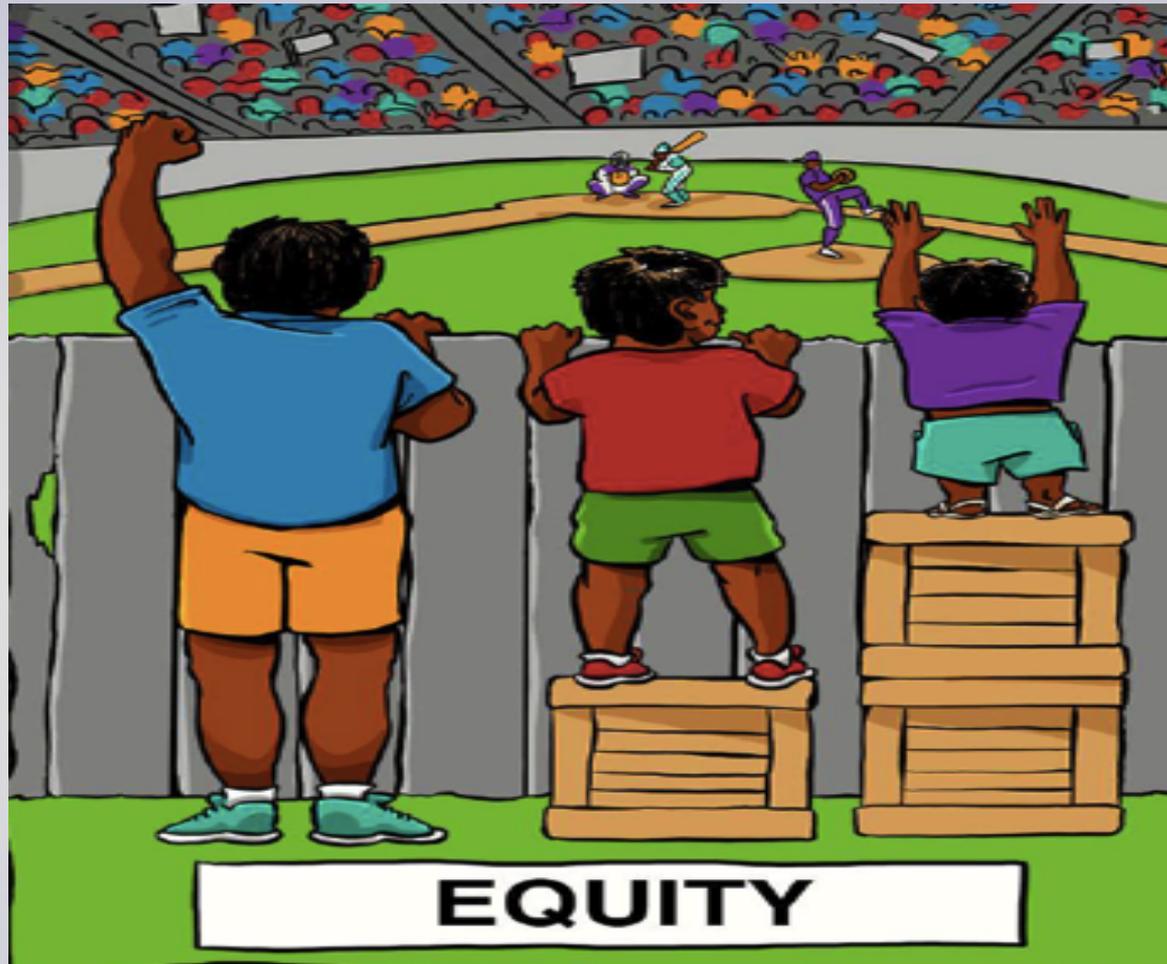Beth Zemsky MAEd, LICSW
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The Power and Distinction of Words

"Equity" =

- Utilized to talk about addressing disparity of resources and how they are structurally allocated to marginalized community.

- Resources defined as money, power, access, human resources.

- Outcomes focused; used to address "disparities" caused by "structural" impediments to opportunity

    (The outcomes count)

Outcomes

EQUITY

Utilize "equity" lens to adapt processes to address disparities in access

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Culture…

…is about shared patterns that help us make meaning of our environment and determine appropriate behavior.

"It's just the way we do things around here"

The Iceberg Model of Culture

Fine Arts   Food

Clothing   Language

Traditional Dances

Cultural Symbols

Incentives to Work   Concept of Justice   Patterns of Relations

Patterns of handling emotions   Patterns of Group Decision Making

Conception of Cleanliness   Conception of Status Mobility

Eye Behavior   Attitudes toward the Dependent

Approaches to Problem Solving   Ordering of Time

Patterns of handling conflict   Body Language

Roles re: Status by age, sex, class, occupation, kinship, etc   Notions of Leadership   Nature of Friendship

Conception of Past & Future   Tempo of Work

Theory of Disease   Notions of logic and validity

Preference For Competition /Cooperation
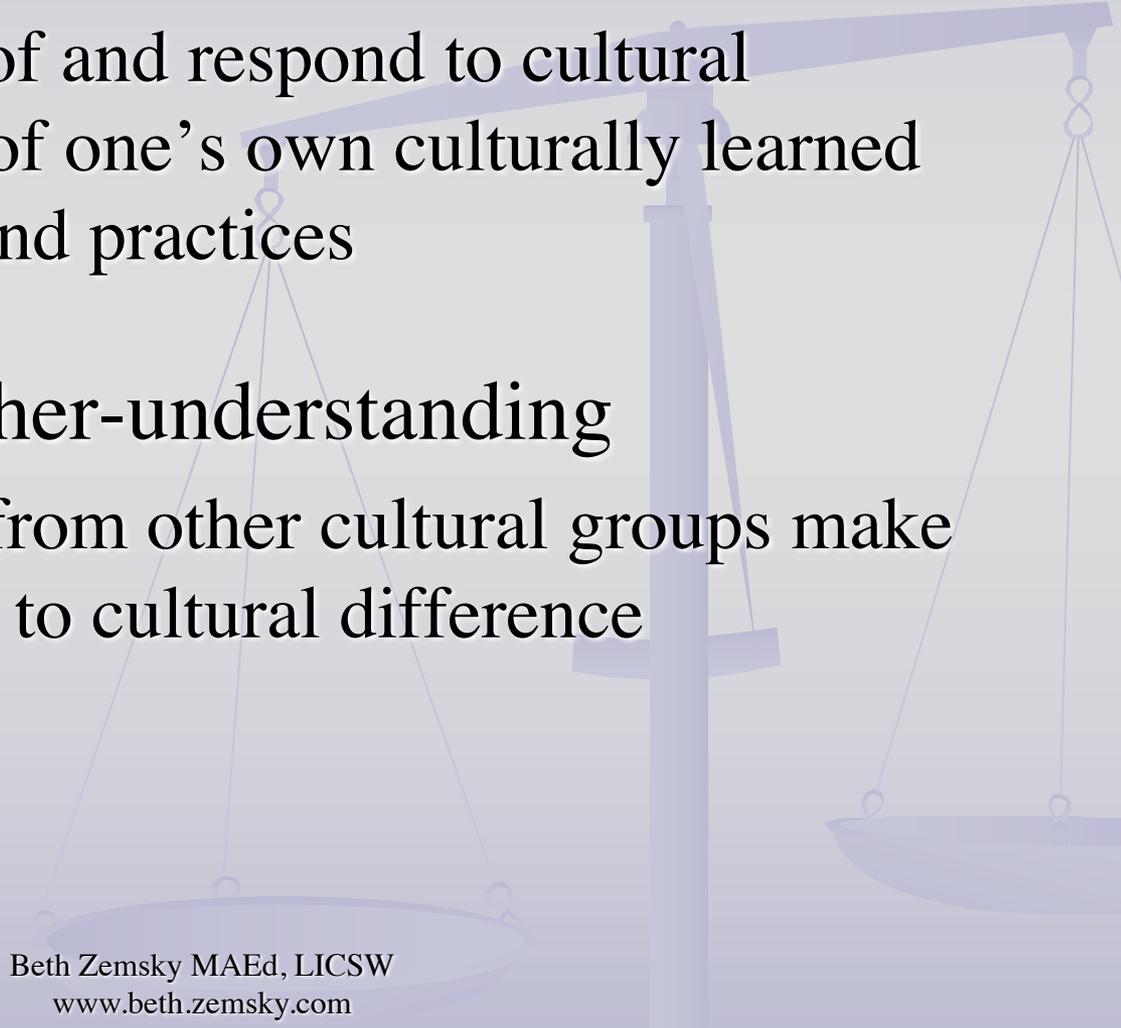
Social Interaction Rate   Patterns of Communication

Facial expressions   Arrangement of physical space

and much much more . . . .

Intercultural Competency

- Deeper cultural self-understanding

How one makes sense of and respond to cultural differences in terms of one's own culturally learned perceptions, values and practices

- Deeper cultural other-understanding

Different ways people from other cultural groups make sense of and respond to cultural difference

Process of Identification

Social identity is your identification within the context of socially constructed groups.

List 5 aspects of your *social identities*.

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Possible Social Identification Categories

Age

Ethnicity

Economic Level

Geographic Location

Education

Ability

Gender

Sexual Orientation

Profession

Nationality

Citizenship

Language
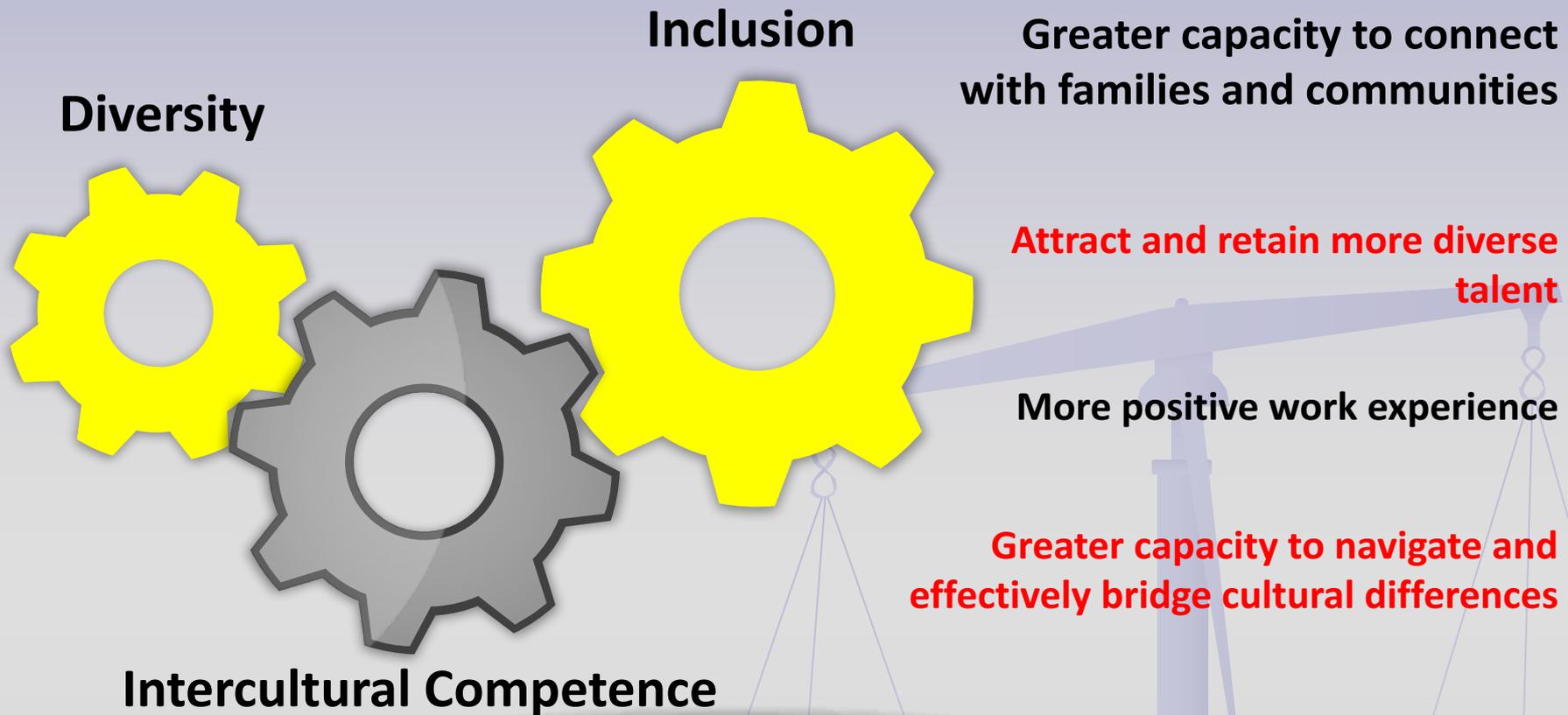
Religion/Spirituality/Life

Race

Avocation

Family Role

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So what…

- Often, our surroundings create a certain amount of stress that influences the way we might identify

- There are some aspects of our identity that, because of our privilege, we don't think about – even though others may identify us with it.

In the context of interactions with your colleagues, clients, and community members, what identities might be under most stress ?

Intercultural Competency

- Developmental

- How we make sense of our experience

- Capacity to experience commonalities and differences with increasing complexity

- Capacity to shift behavior and mindset based on the cultural context = *Adaptation & Cultural Agility*

Diversity

Inclusion

Greater capacity to connect with families and communities

Attract and retain more diverse talent

More positive work experience

Intercultural Competence

Greater capacity to navigate and effectively bridge cultural differences

Diversity		**Intercultural Competency**		**Inclusion**
• The "mix" of differences • Focus on "impact" of differences • Measured by demographic analysis	**+**	• "How" to make the mix work • Focus on capacity • Measured by the IDI	**=**	• The "mix" feeling valued and engaged • Focus on the experience • Measured by satisfaction, engagement, retention

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It's a Matter of Perspective
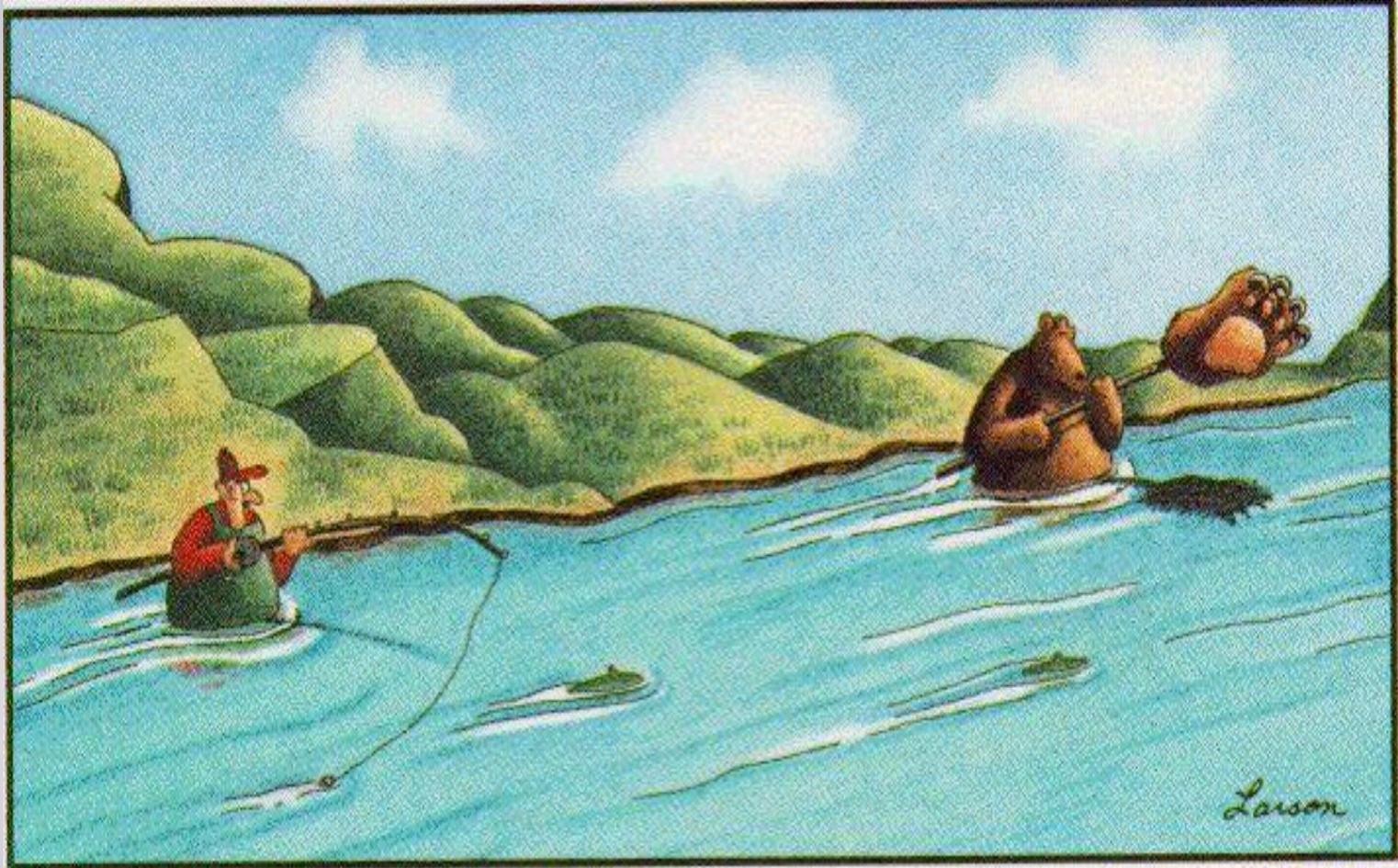
…Knowing, *not* every perspective will get us what we want
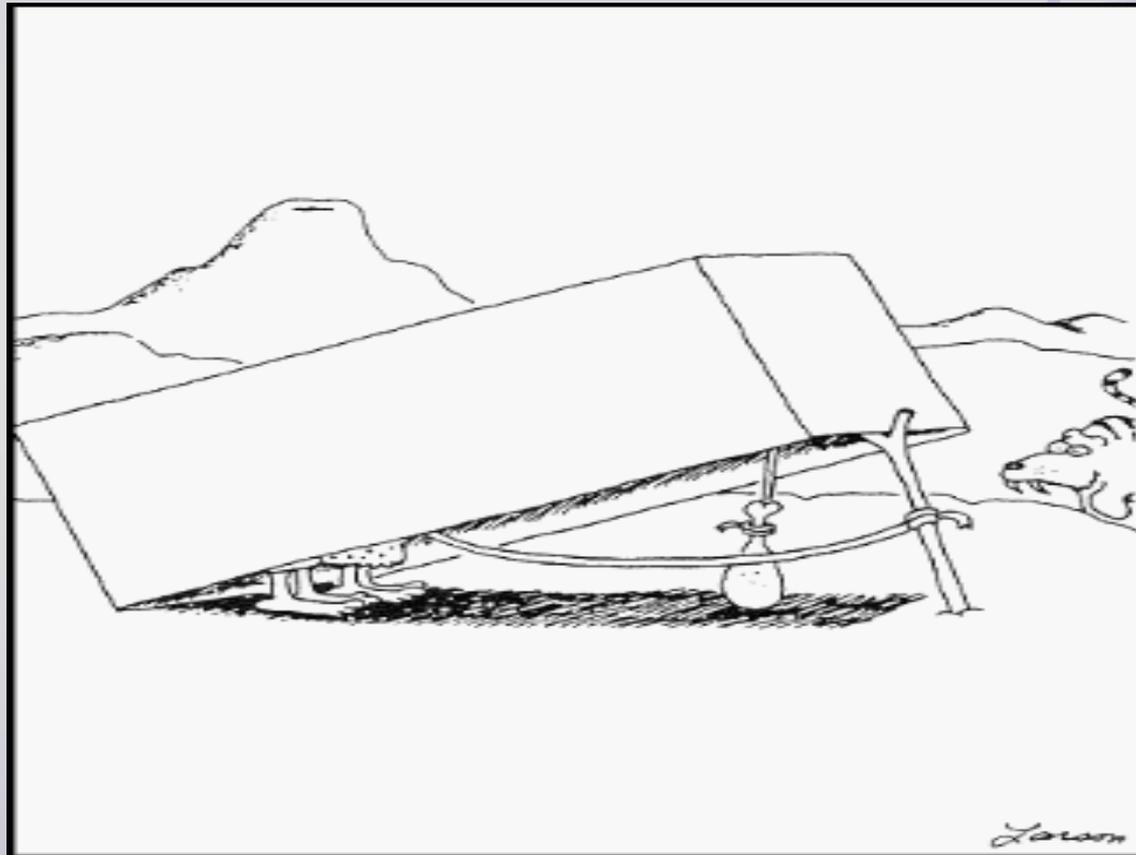
"Shhhh, Zog! … Here come one now!"

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# Intercultural Development is **CRITICAL** to Team Performance

Distefano's research compared the performance of monocultural and multicultural teams

Number of Teams

Monocultural Teams

Multicultural Teams

Multicultural Teams

Performance

Leaders ignore and suppress cultural differences

Cultural differences become an obstacle to performance

Leaders acknowledge and support cultural differences

Cultural differences become an asset to performance
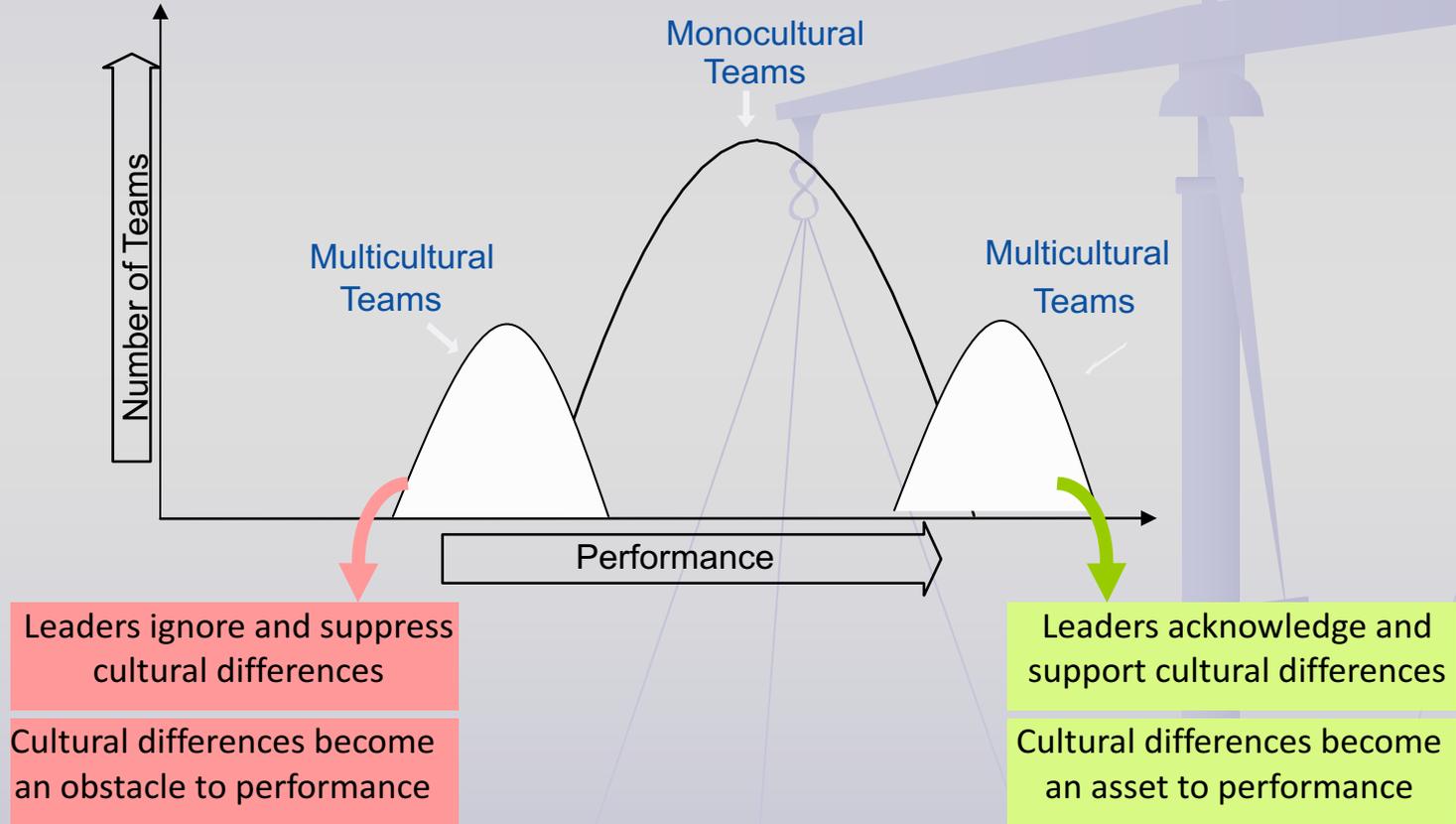
Reference: Distefano, J.J., Creating Value with Diverse Teams in Global Management, Organisational Dynamics, Vol 29, No. 1, pp 45-63, 2000

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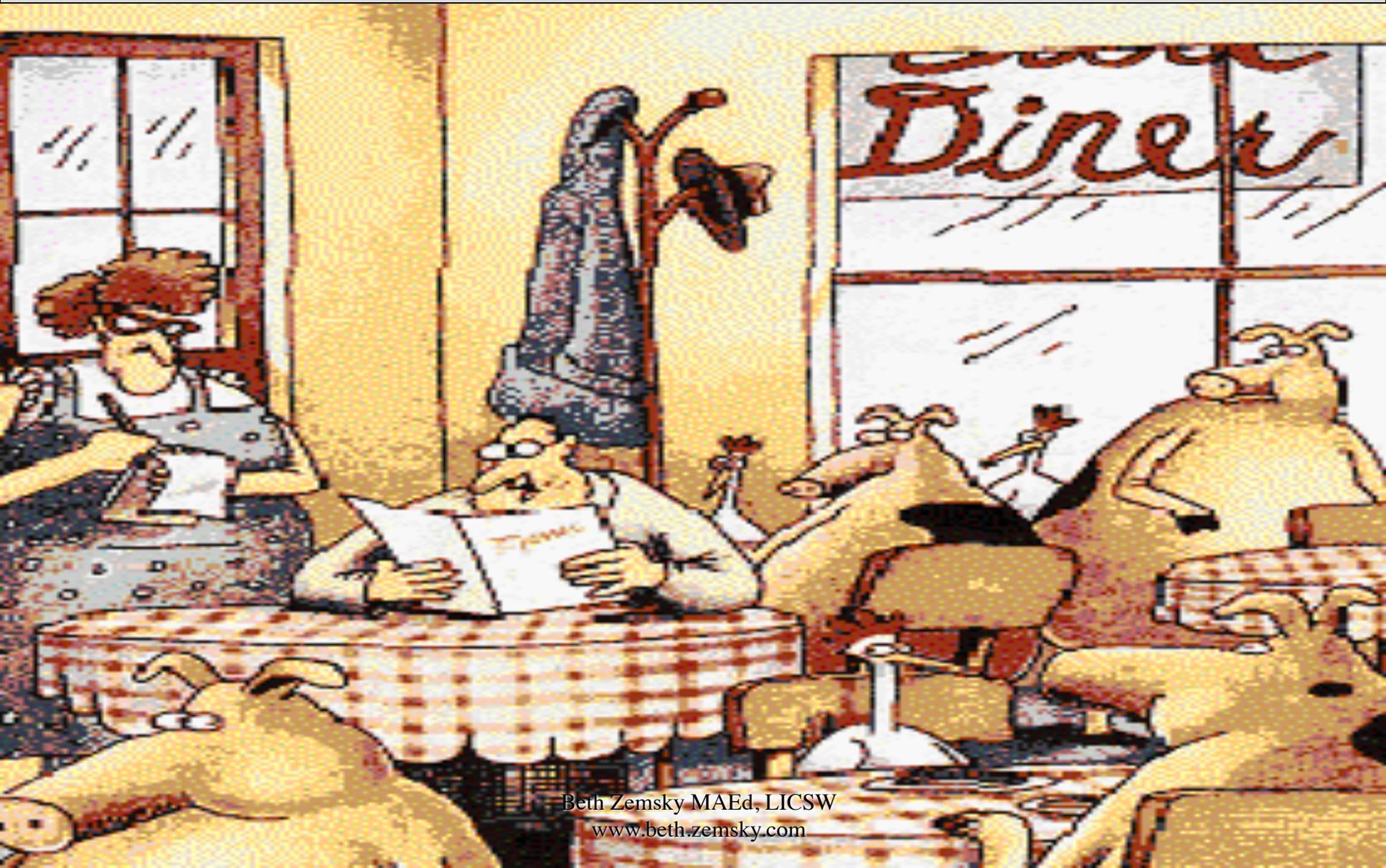
Mindset / Skillset

This work serves as an invitation to

- Develop a more complex way of looking at and interacting with culture.

- Reflect on your values, attitudes & beliefs

- Expand your skill set in intercultural interactions.

"Neanderthals, Neanderthals! Can't make fire! Can't make spear! Nyah, nyah, nyah…!"

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DEFENSE/Polarization

Dualistic – "Us vs. Them"

- Denigration/Superiority "Those people…"
- Strong commitment to own worldview
- Some distrust of different behavior or ideas
- Recognition of difference coupled with negative evaluation
- Perception of threat to belief or way of life

Primary emotional/cognitive approach

Fear & anger

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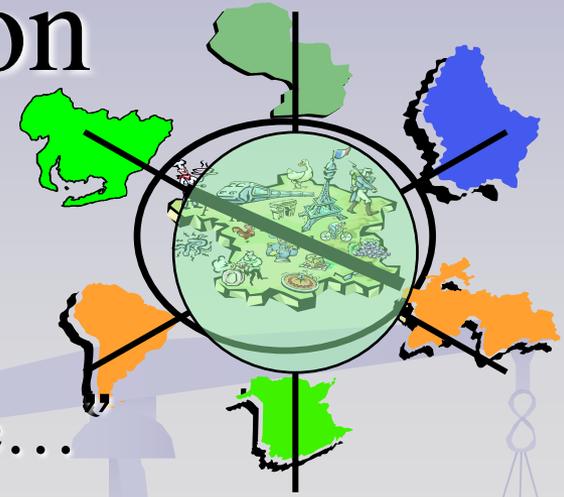
DEFENSE
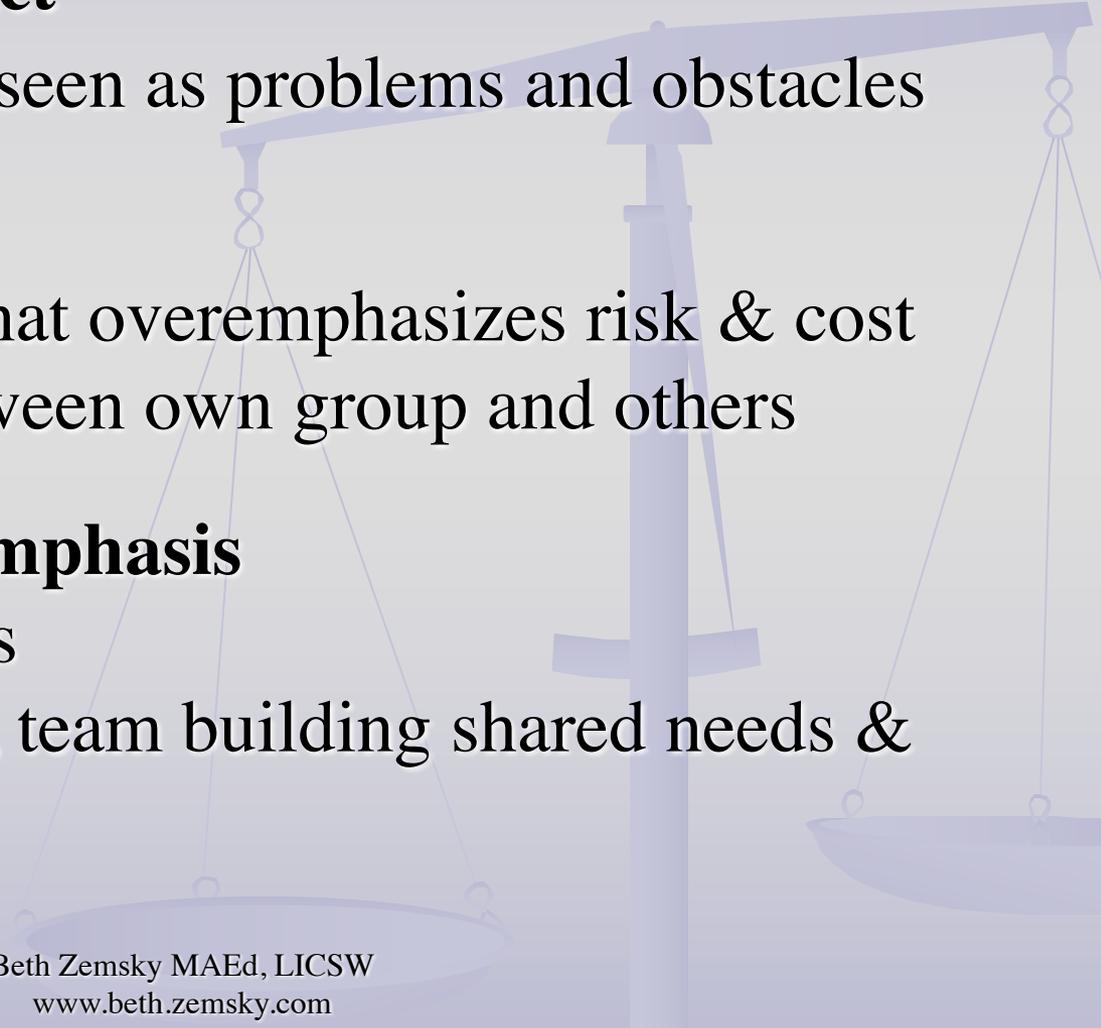
Organizational Impact

Diversity & inclusion seen as problems and obstacles

Best Practice

Use of "expert" data that overemphasizes risk & cost and differences between own group and others

Primary Learning Emphasis

Finding commonalities

Cooperative activities, team building shared needs & goals

DEFENSE

Stereotype Wall
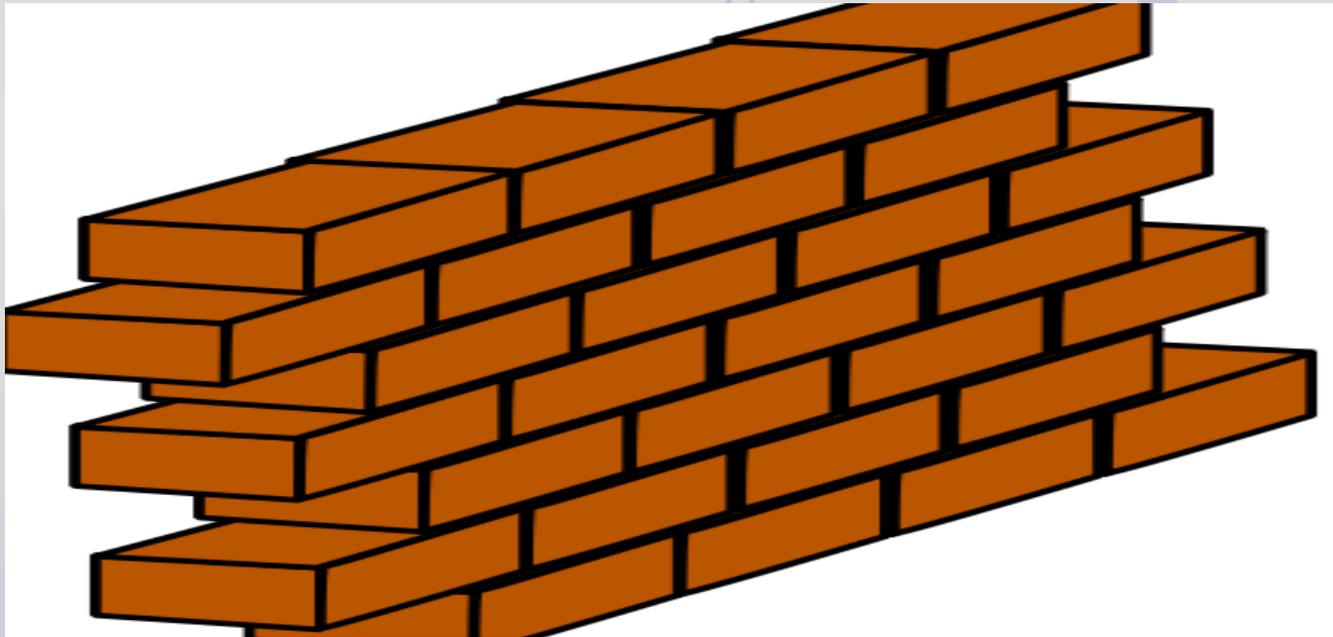
Stereotypes *vs.* generalizations

Generalizations

A <u>hypothesis</u> based on various sources (personal experiences, research, etc.) that is ***treated cautiously***

Recognizes the diversity within a group

Gives us a reference point to build on…

Integrates new information

Stereotypes

☿ A given characteristic (treated as fact) applied to ***all*** members of a group

☿ Used as the ***only*** point of reference.

☿ New information is ignored.

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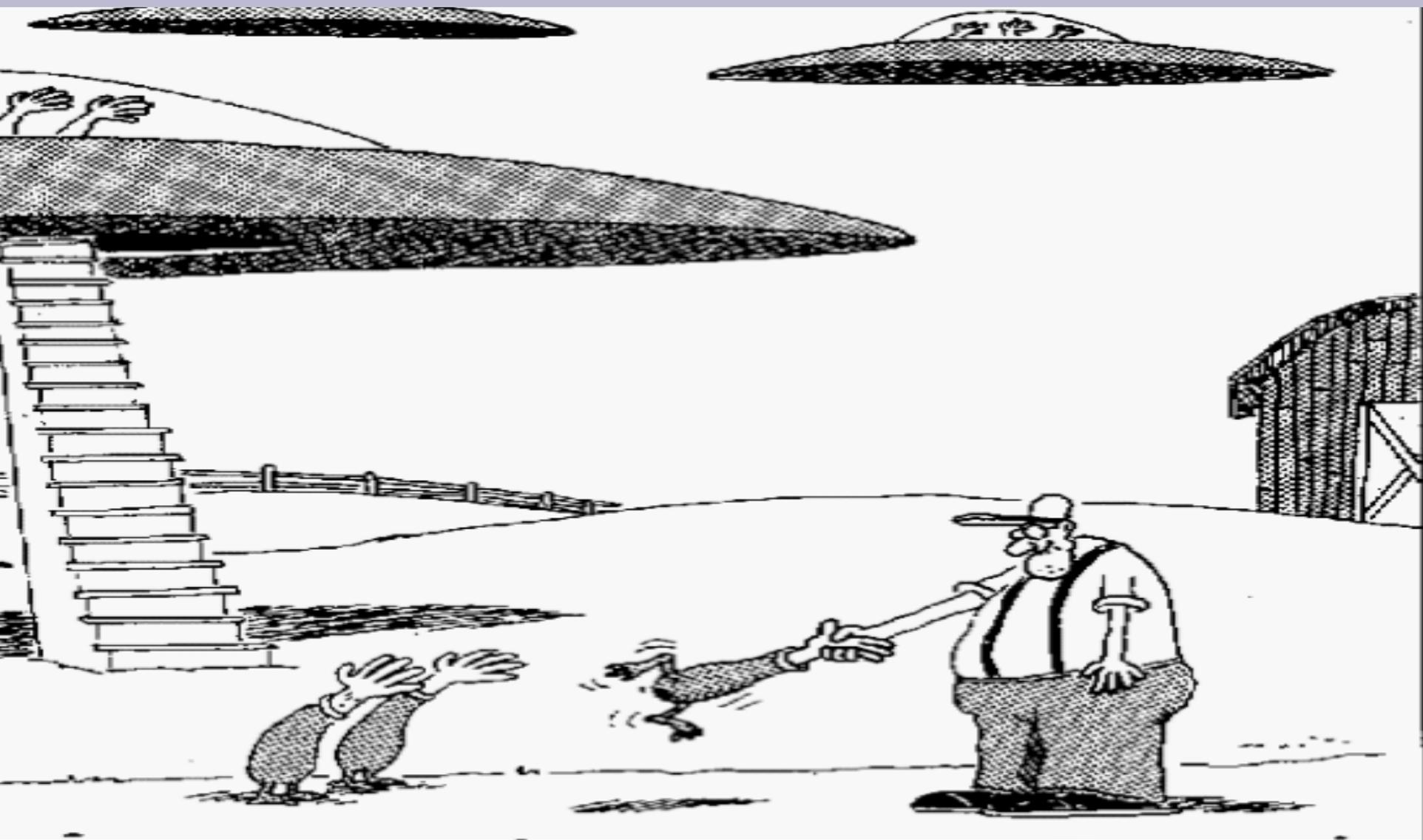
"Inadvertently Roy dooms the entire earth to annihilation, when, *in an attempt to be friendly***, he seizes their leader by the head and shakes vigorously"**

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MINIMIZATION

Overemphasis on Commonality & Similarity

- *Minimize* differences
- Comfortable - (insistently nice)
- Don't denigrate; also avoid stereotypes
- Moved beyond feeling of culture as threat
- "Deep down, we're all the same"
- Use on cultural lens as reference
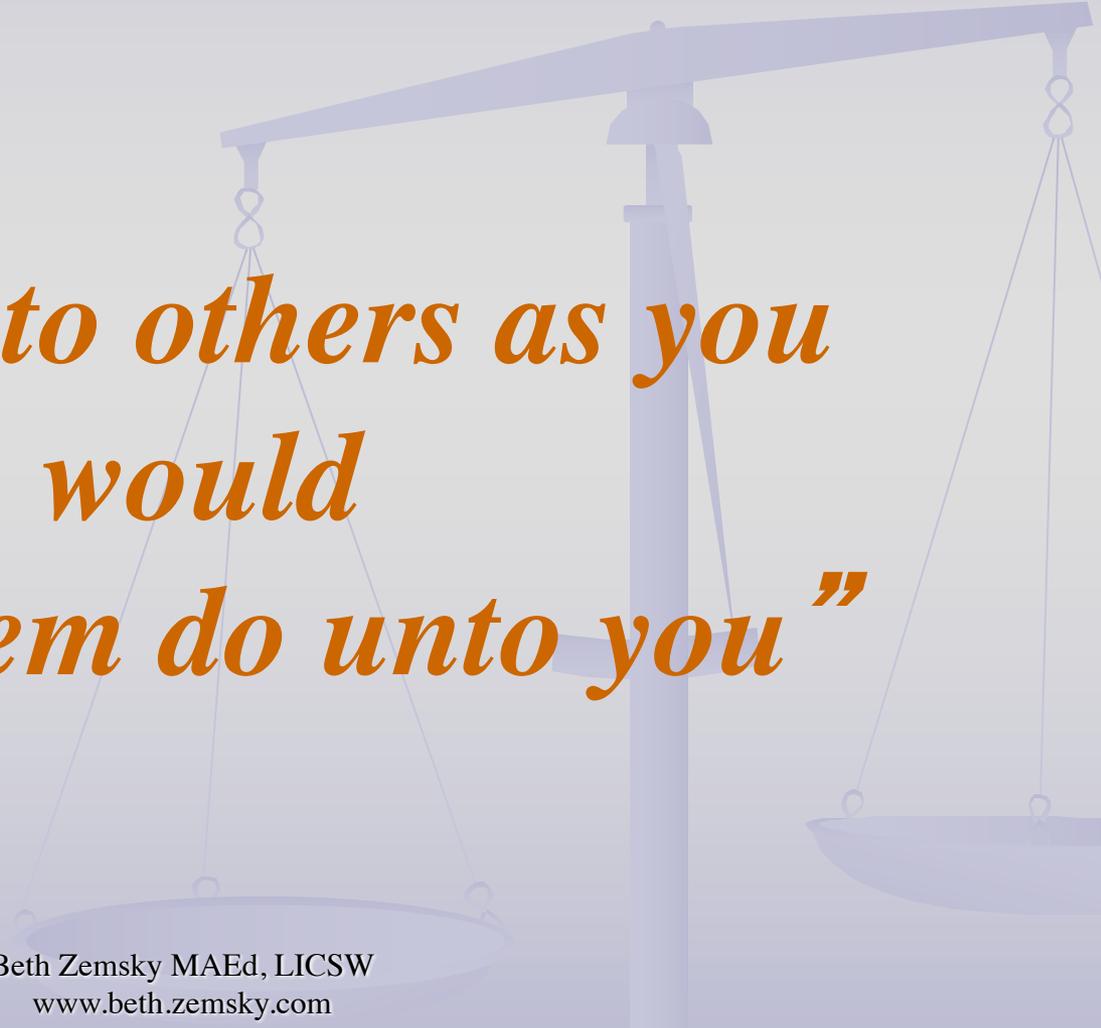- Project cultural lens & assumptions on others

Primary emotional/cognitive approach

Comfort & Tolerance

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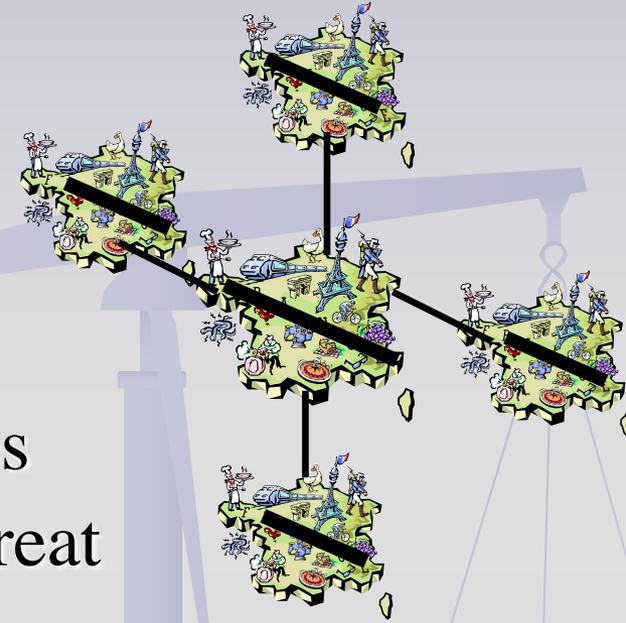
The Golden Rule

*"Do unto others as you would
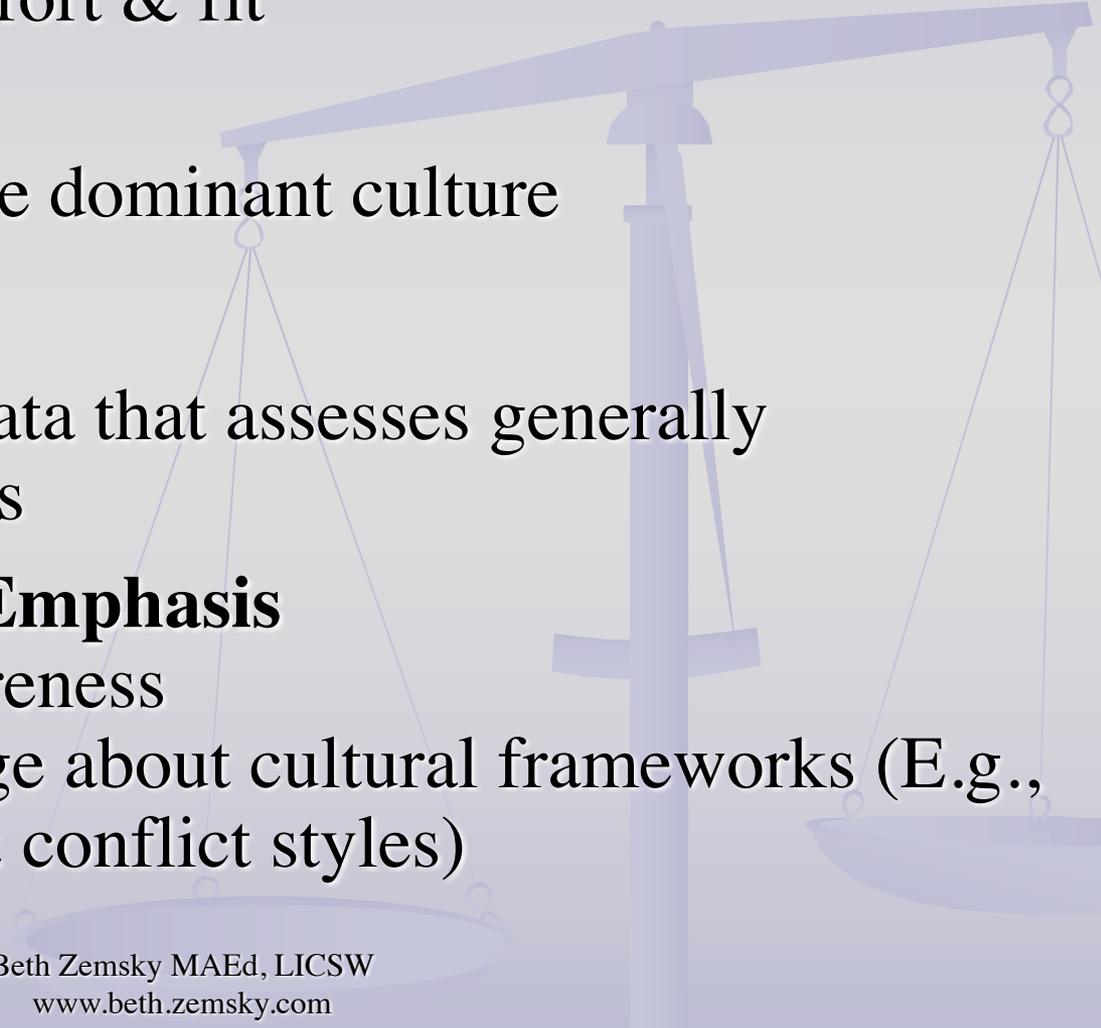have them do unto you"*

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In Intercultural Contexts…

Shared meaning can not be assumed

Shared meaning must be:

- Discovered

- Negotiated

- Created

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MINIMIZATION

Organizational Impact

- Emphasis on comfort & fit

- Conflict avoidant

- Assimilation to the dominant culture

Best Practices

- Use of "expert" data that assesses generally accepted standards

Primary Learning Emphasis

- Cultural self-awareness

- General knowledge about cultural frameworks (E.g., communication & conflict styles)

Describe

The

Picture

Please be as detailed as possible

THE *D.I.E.* MODEL

D **Describe** *Objective analysis and articulation based on observation*

-Information Gathering stage

"What you see / observe"

I **Interpret** *Subjective analysis and articulation based in large part on individual cultural/personal opinions and cultural experiences*

-Information Processing stage

"What you think you see / observe"

E **Evaluate** *Assignment of value judgment based on Descriptive and Interpretive information*
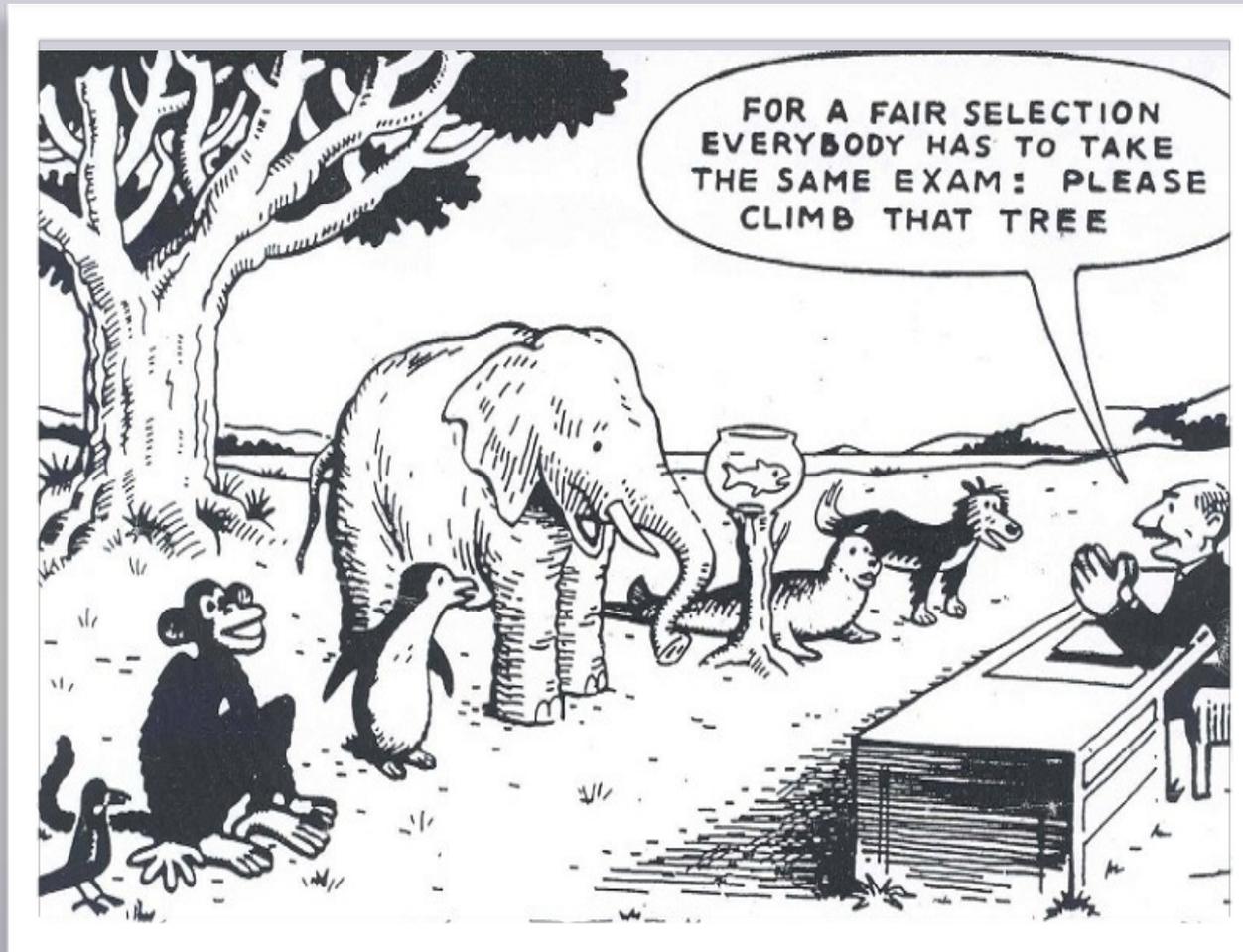
-Determination stage

"What you think and/or feel about what you think you see / observe"

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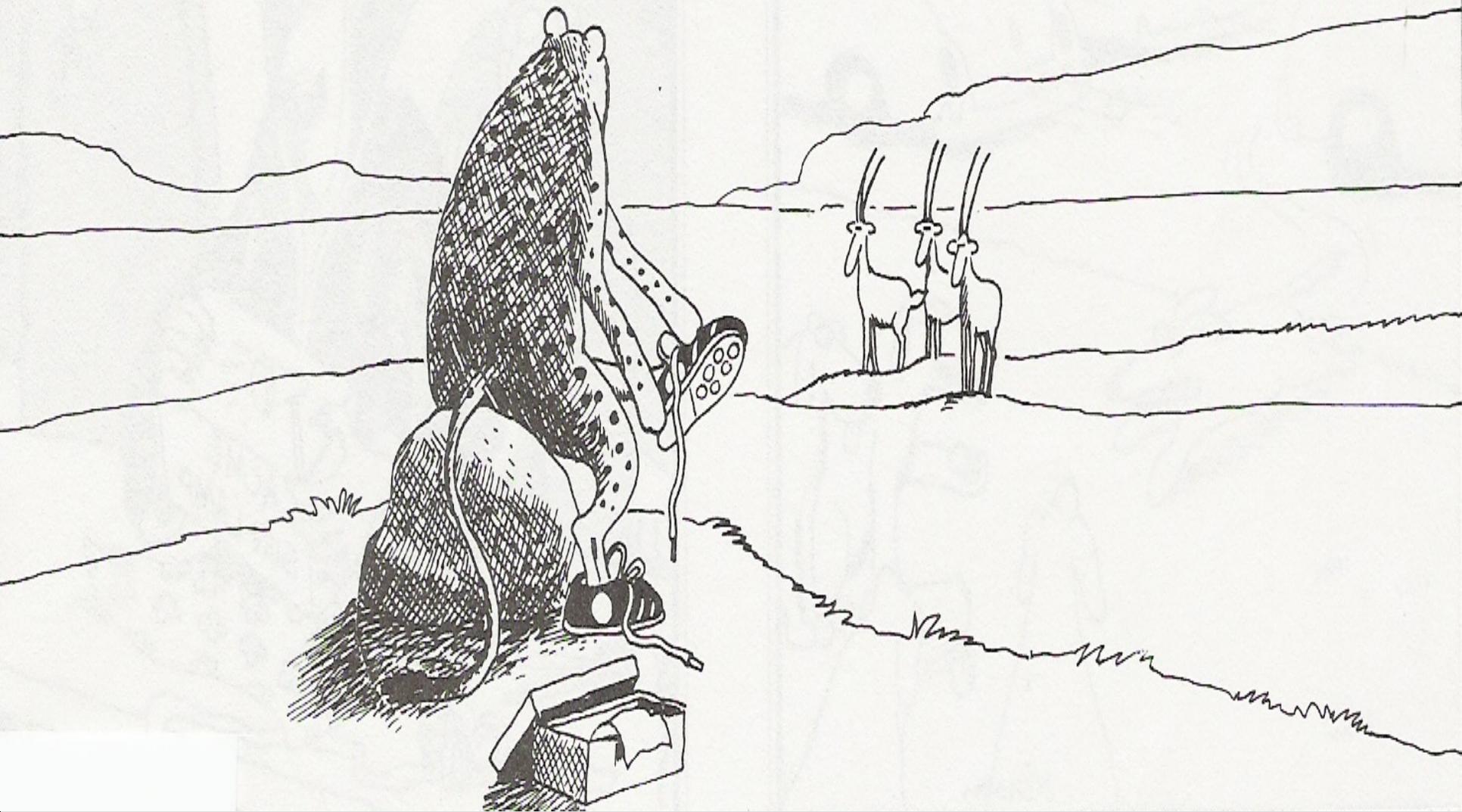www.beth.zemsky.com

What Does Minimization Look Like

So what…

Can you think of situations in your work where the lack of cultural observation contributes to misunderstandings, unintended bias, and/or miscommunication?

How might you use the D.I.E model to address these situations?

Realizing something different needed to be done, the cheetah embraced change and took action…

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Adaptation

Mindset*: Ability to shift perspective…*

- Cultural self awareness & curiosity
- Development of empathy & analysis

    … While maintaining own identity and values

Skillset*: Behavioral Code Shifting*

- Development of communication skills that enable mutually beneficial interactions across culture
- Ability to shift behavior based on context

Primary emotional/cognitive approach

- Flexibility & tolerance for ambiguity

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ADAPTATION

…is goal directed behavior

Influenced by:

- Context

- Nature of the relationship

- Power dynamics

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The Power of Perspective

"We cannot see what is 'out there' merely by looking around. Everything depends on the lenses through which we view the world. By putting on new lenses, we can see things that would otherwise remain invisible."
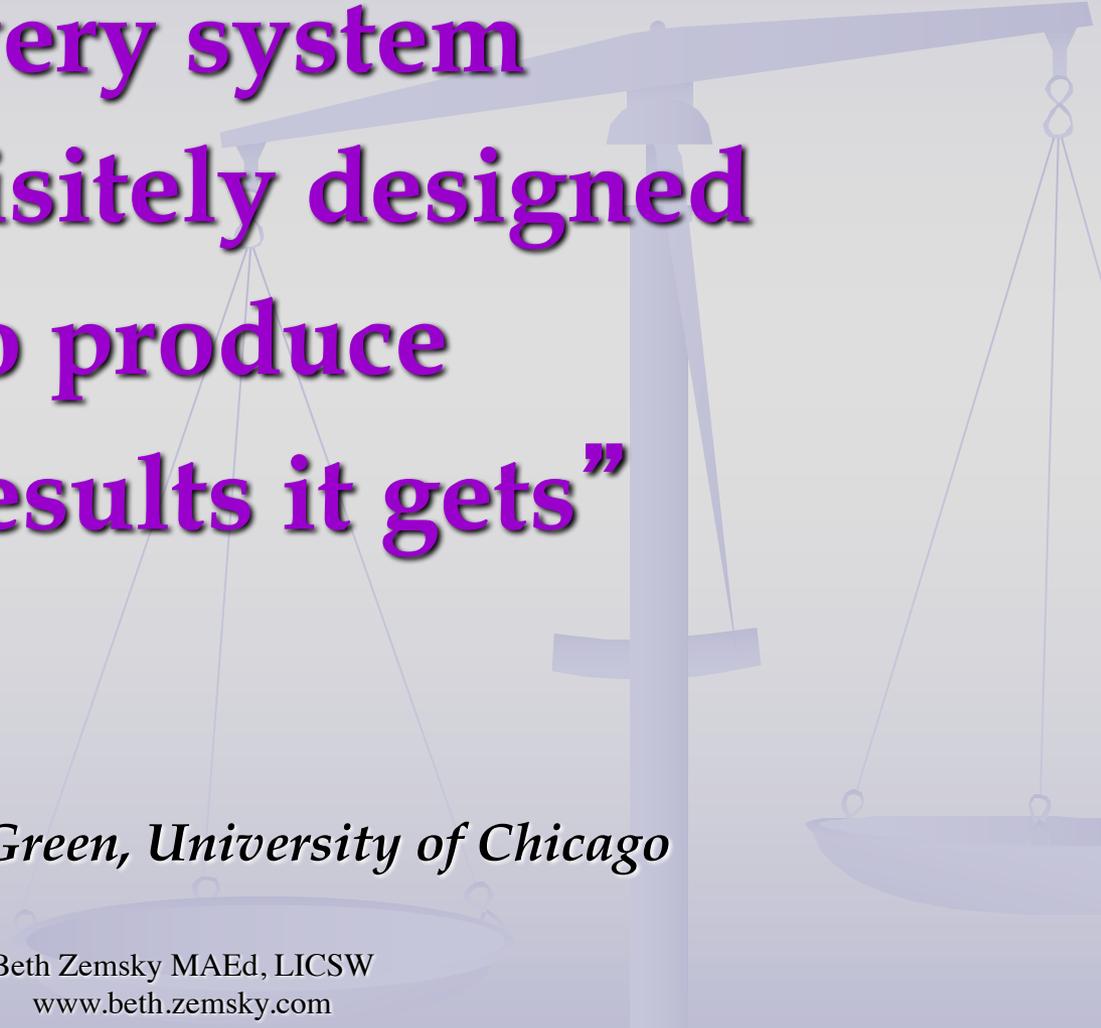
Parker Palmer

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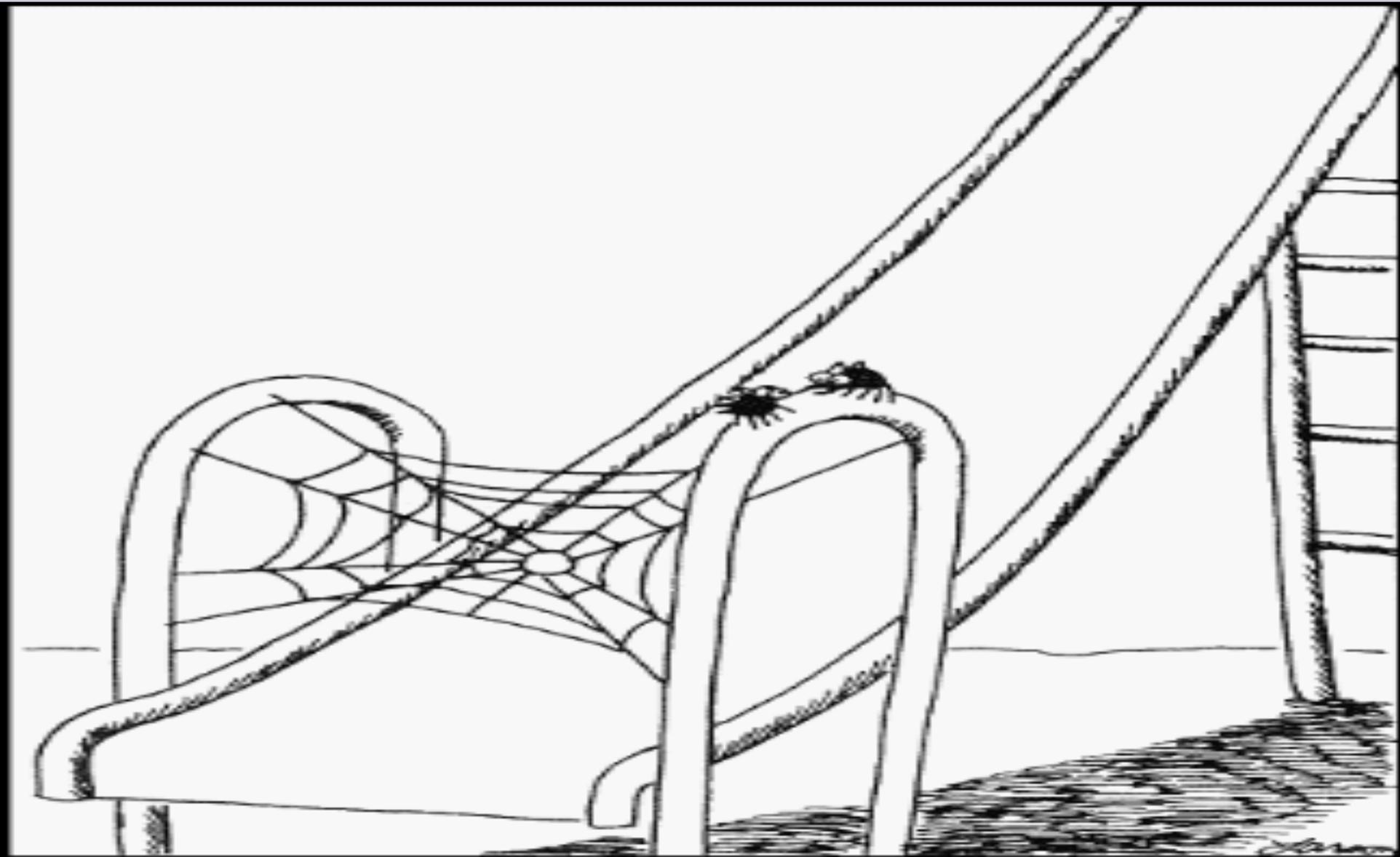
"If we pull this off, we'll eat like kings."

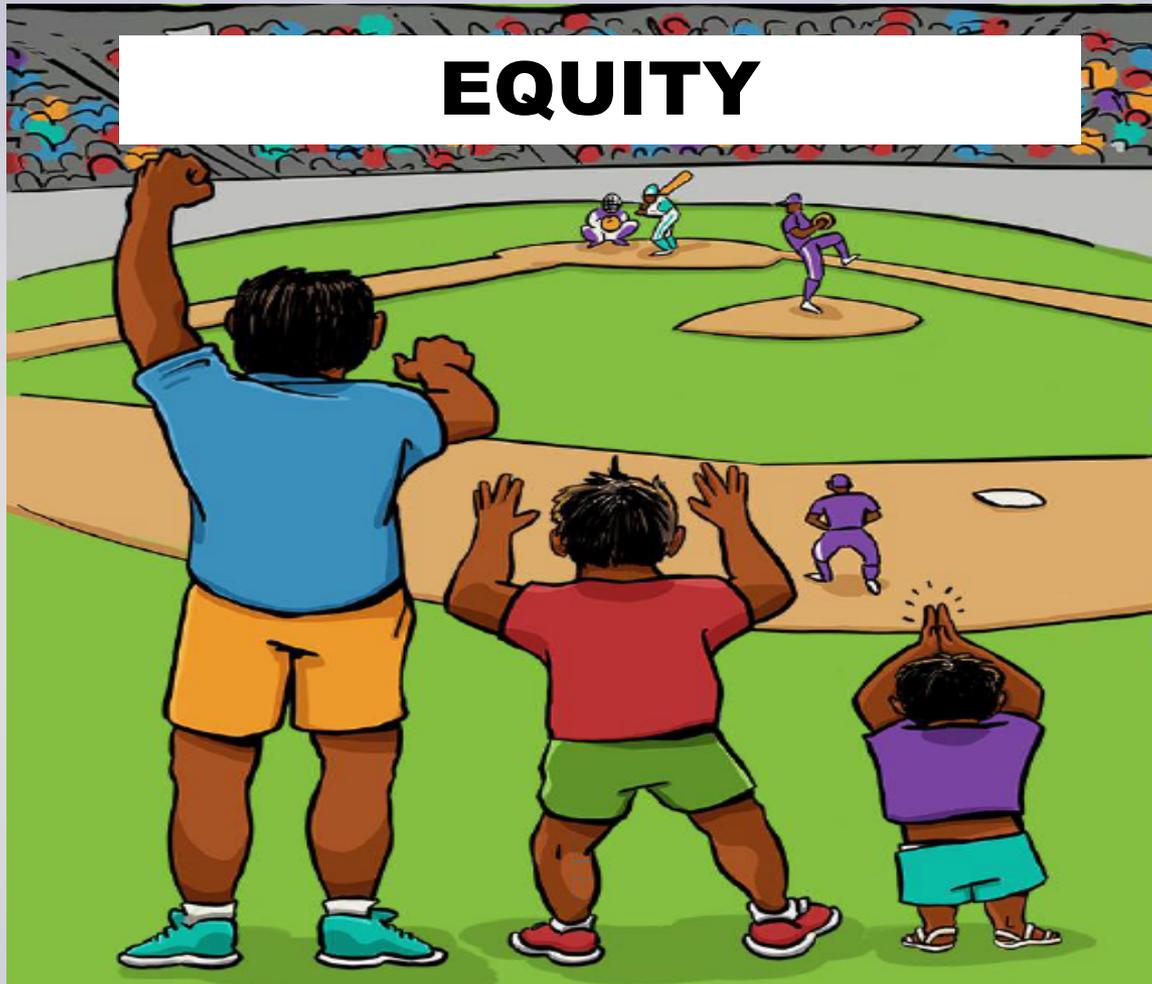# Systems Change Theory

"Every system is exquisitely designed to produce the results it gets"
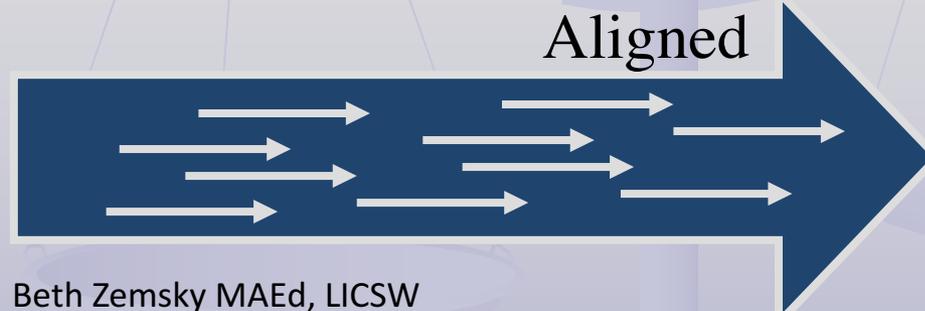
Dr. Harry S. Green, University of Chicago

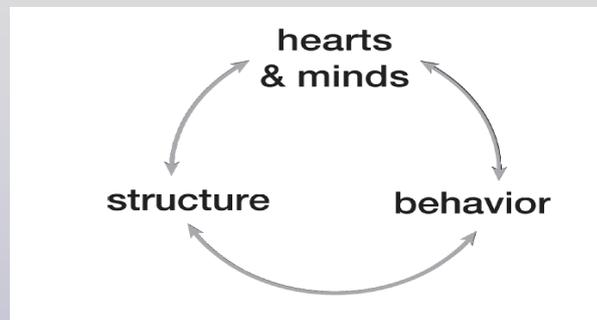Beth Zemsky MAEd, LICSW
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Outcomes

EQUITY

View "equity" as outcome of work to address
structures contributing to disparities

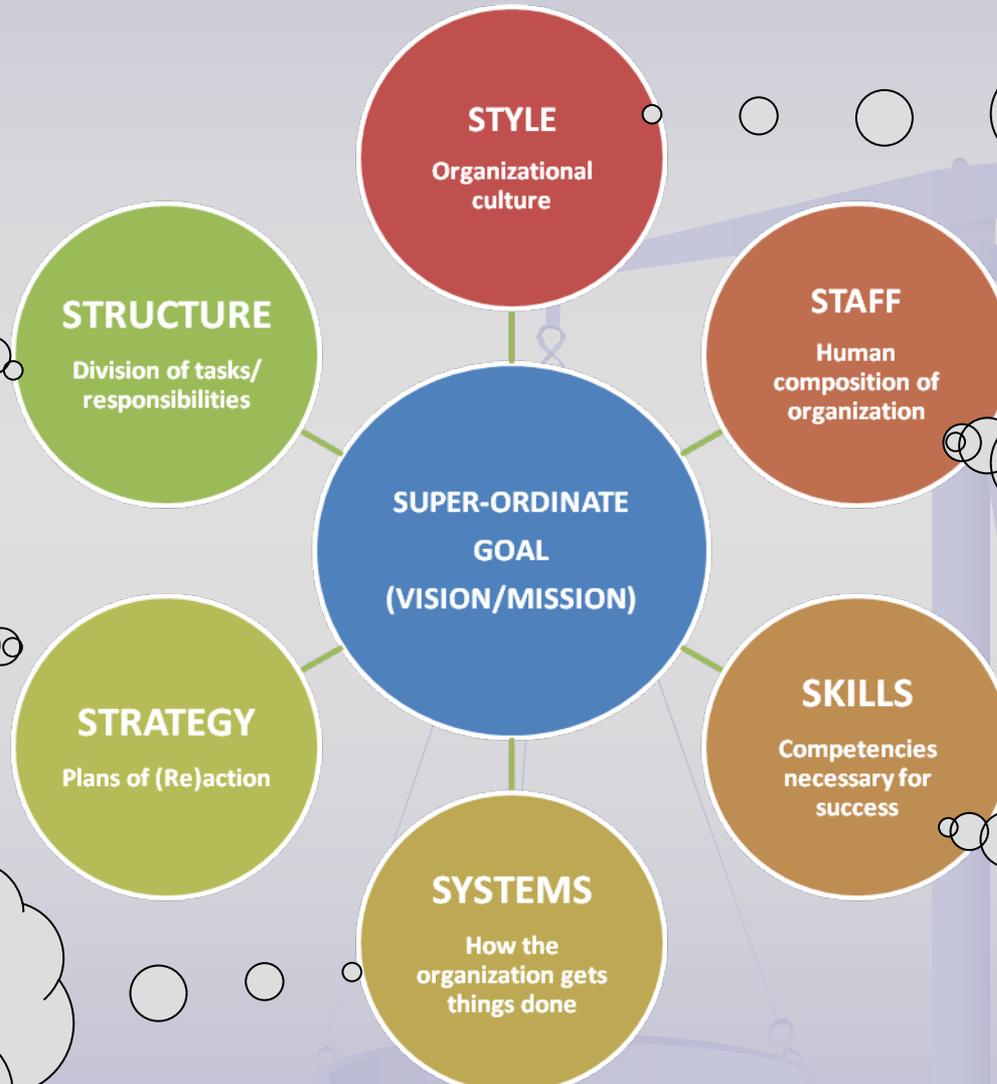Beth Zemsky MAEd, LICSW
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How is an Equity Lens integrated into your work?

Alignment

- Hearts & Minds – New mental models & points of views
- Behavior – Changes in behavior & habits (practices)
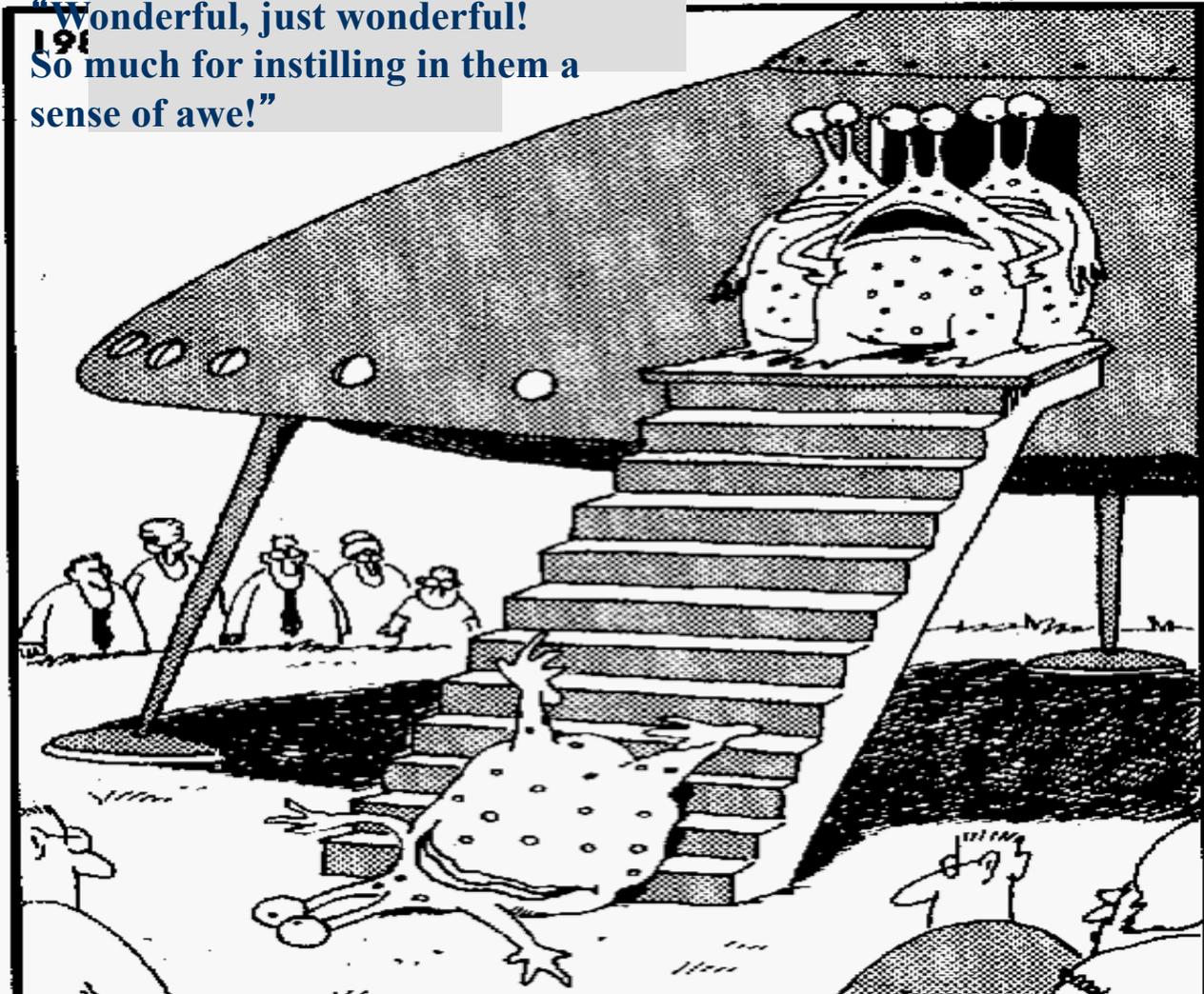- Structures – Changes in the environment

Aligned

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Mapping Organizational Change

STYLE
Organizational culture

STAFF
Human composition of organization

STRUCTURE
Division of tasks/ responsibilities

SUPER-ORDINATE GOAL
(VISION/MISSION)

STRATEGY
Plans of (Re)action

SKILLS
Competencies necessary for success

SYSTEMS
How the organization gets things done

Responsibility

An appropriate <u>response</u>…
According to <u>your ability</u>
and <u>context</u>

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…And the willingness to make mistakes and learn from them

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Wrap-up

Choose one of the following to share in closing…

- What is one thing that is staying with you as you leave today?

- Is there a question you are leaving with today? Are there things you would like more information about?

- Is there anything else you would like to share?