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## *Creating a Culture of Inclusion*

23<sup>rd</sup> Annual Governor's Equal Employment Opportunity Conference

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# Objective

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*Obtain a better understanding of:*

- ☑ Diversity & Inclusion Drivers
- ☑ UK iwin Innovative Workplace Model
- ☑ Individual & Organizational Challenges
- ☑ Dimensions of Diversity
- ☑ Latest Trends & Moving Forward



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# Language

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## ☑ diversity

- a dimension that can be used to differentiate groups and people from one another

## ☑ inclusion

- a state of being valued, respected and supported

## ☑ "diversity/inclusion" initiatives

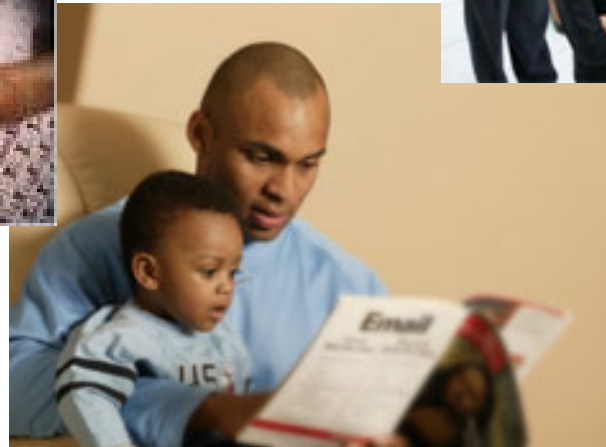
- aim to leverage the potential benefits of diversity through inclusive management practices and organizational policies



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# The Changing Nature of the Workforce

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# The Business Case

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- ✓ Attract & retain quality people
- ✓ Increase morale
- ✓ Stimulate creativity
- ✓ Maximize productivity
- ✓ Increase market share
- ✓ Lower operating costs
- ✓ Improve decision making
- ✓ Reduce costly discrimination suits
- ✓ Improve company image & reputation



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# Innovative Workplaces are Employers-of-Choice

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# Individual Challenges

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- ☑ Getting used to differences
- ☑ Coordinating work styles
- ☑ Learning to communicate
- ☑ Developing flexibility
- ☑ Adapting to change



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# Organizational Challenges

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- ☑ Moving from compliance to culture
- ☑ Viewing diversity & inclusion as a business strategy
- ☑ Getting senior management buy-in
- ☑ Incorporating a change management approach
- ☑ Modifying existing HR practices & processes
- ☑ Becoming flexible & adaptable



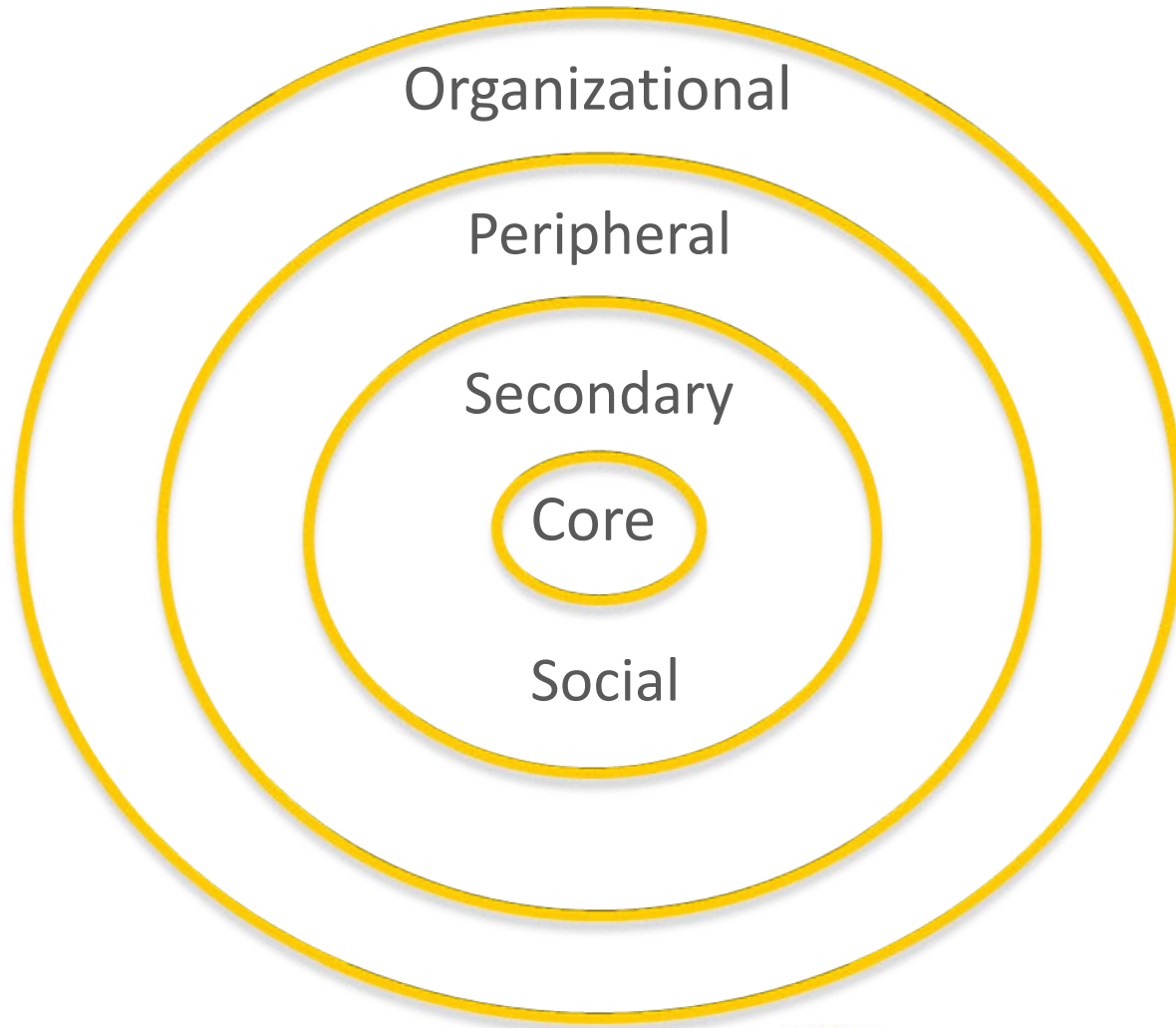
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# Dimensions of Diversity

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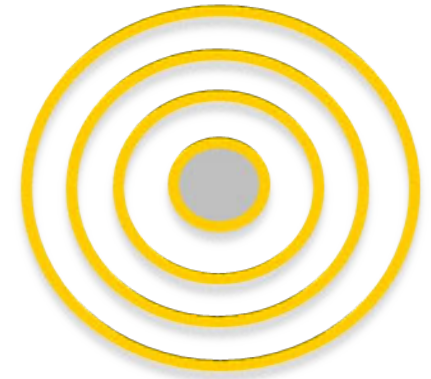


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# Core Dimensions

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- ☑ are at the center or heart of how individuals identify themselves
- ☑ are critically important to who they understand themselves to be
- ☑ shape individual attitudes, beliefs, values, behaviors
- ☑ may or may not be visible to others
- ☑ directly effect individual life experiences if they change

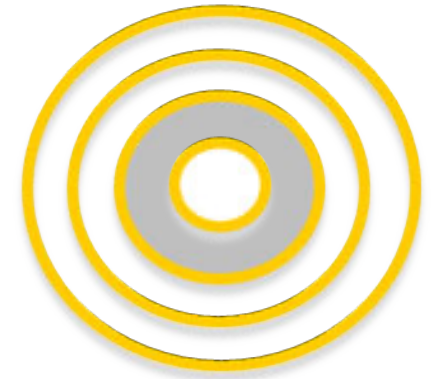


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# Secondary or Social Dimensions

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- ☑ further define who we are but are less important than core
- ☑ tend to change more frequently than core
- ☑ frequently attached to what individuals do as they go through life
- ☑ have more temporary impact on attitudes, values, behaviors
- ☑ are a less stable part of who we are

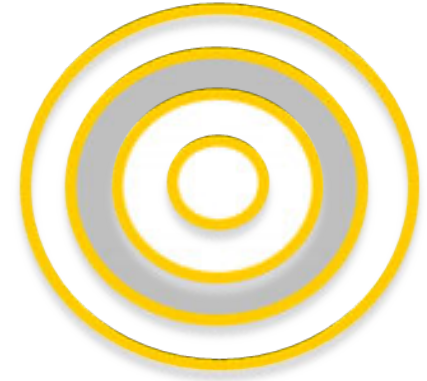


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# Peripheral Dimensions

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- ☑ describe vs. define who we are
- ☑ frequently apparent to others
- ☑ usually taken for granted
- ☑ not important to sense of self
- ☑ change in importance as individuals move from one situation to another
- ☑ usually have not had a negative impact on their daily lives



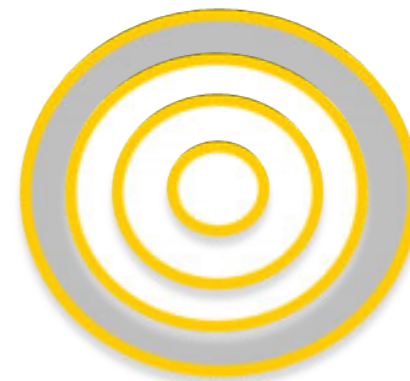
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# Organizational Dimensions

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## define who you are at work

- exempt, non exempt (salaried vs. hourly)
- full-time, part-time
- headquarters, branch
- tenure
- management status
- union, non-union
- technical, non-technical
- work location
- functional level, classification, job title
- seniority
- work content, field, occupation



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# Personal Diversity Dimensions

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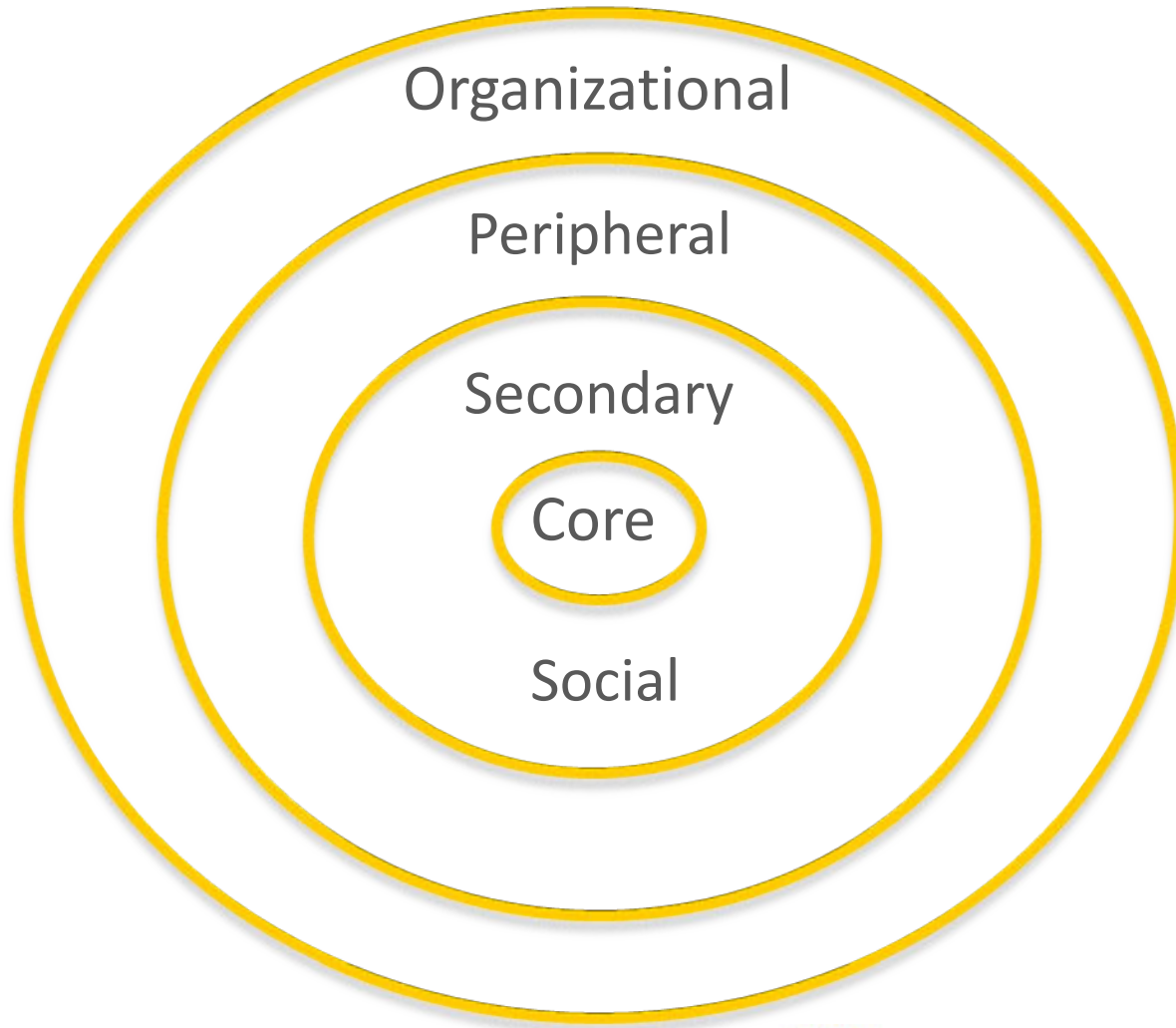
- ☑ Income
- ☑ Job function & level
- ☑ Language
- ☑ Military experience
- ☑ Leisure activities
- ☑ Occupation
- ☑ Communication style
- ☑ Physical & mental abilities
- ☑ Regional origins
- ☑ Morning or night person
- ☑ Relational status
- ☑ Religion
- ☑ Sexual/affectual orientation
- ☑ Social class
- ☑ Spirituality
- ☑ Geographic “residence”
- ☑ Nationality
- ☑ Hobbies
- ☑ Parental status
- ☑ Personality
- ☑ Physical appearance
- ☑ Age
- ☑ Education
- ☑ Ethnicity
- ☑ Gender
- ☑ Immigrant status



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# Dimensions of Diversity Exercise

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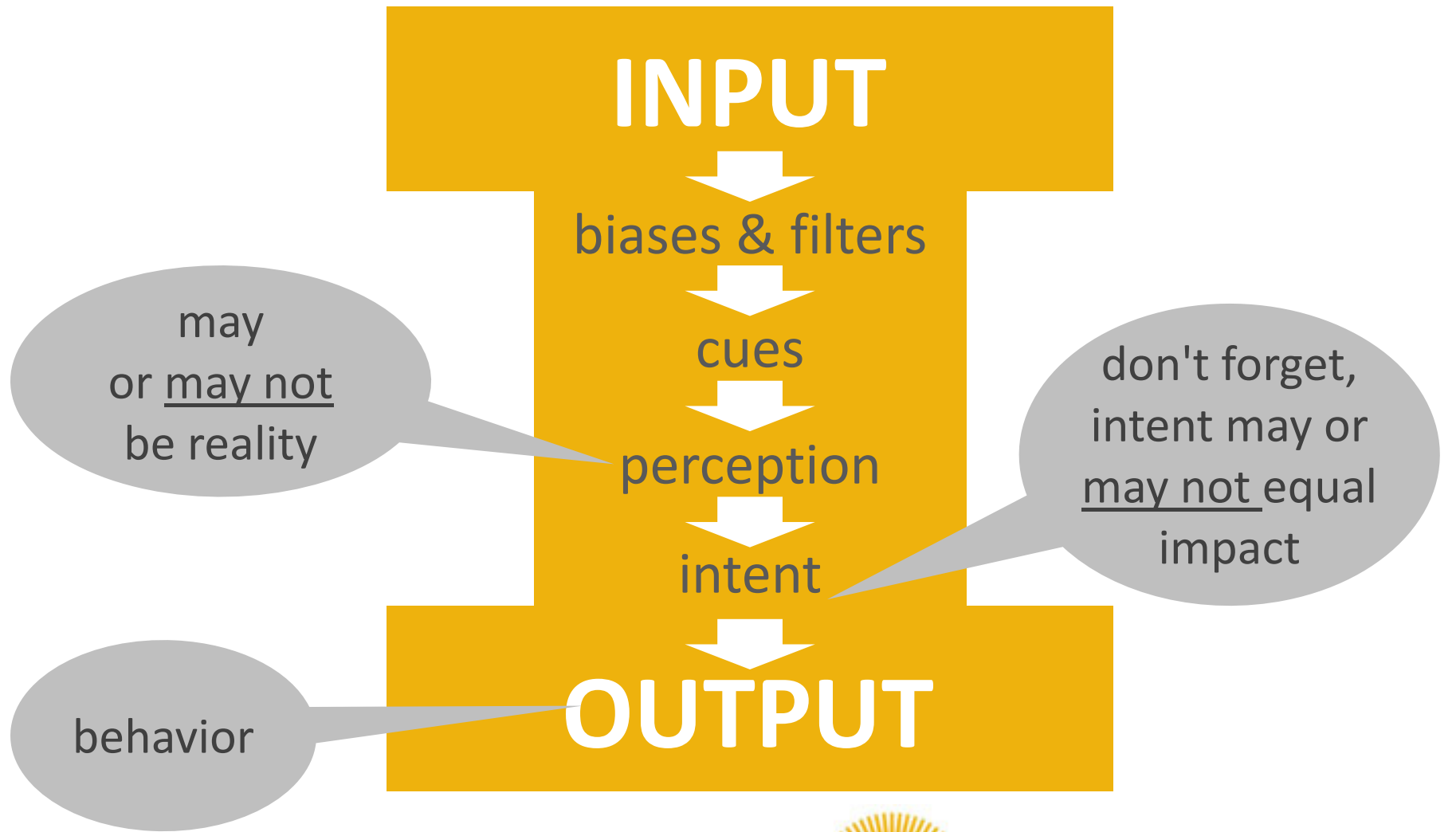
*"I see you, you see me. I experience you,  
and you experience me. But I cannot,  
I have not, nor will I ever experience your  
experience of me.*

R.D. Lang



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# Interactions Model



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# What is “Latent Bias”?

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## ☑ What is latent bias?

- a potential, unconscious, or hidden partiality, mental leaning, or inclination

## ☑ Potential impacts on behavior

- inconsistent or unfair treatment
- perception of discrimination
- impediment to inclusion



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# Filters

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☑ Filters influence our way of thinking

☑ Influenced by many aspects:

- upbringing, background
- life experiences
- education, socio-economic status, geography
- gender, race, religion, job level



☑ Generally unconscious we have them



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# Filters

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## ☑ Are asking you to

- be aware of them
- monitor them
- evaluate how they may impact your thoughts, attitudes, behaviors
- be receptive to new information to challenge arriving at perceptions that are not necessarily reality



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# Collusion

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- ☑ Cooperating with others, knowingly or unknowingly, to reinforce stereotypic attitudes, prevailing (discriminatory) values, behaviors, and/or norms
- ☑ Types of collusive behaviors:
  - Remaining silent (when someone is a victim of discrimination or prejudice)
  - Reinforcing a prejudice (through your behavior)
  - Denying that discrimination exists (despite compelling evidence to the contrary)



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“ ... change is a constant environmental force, and it necessitates a contradictory behavior from the status quo that moves the organization from its present state and toward a desired future state that increases its effectiveness.”

*Lynn Perry Wooten, 2008*



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# Organizational Challenges

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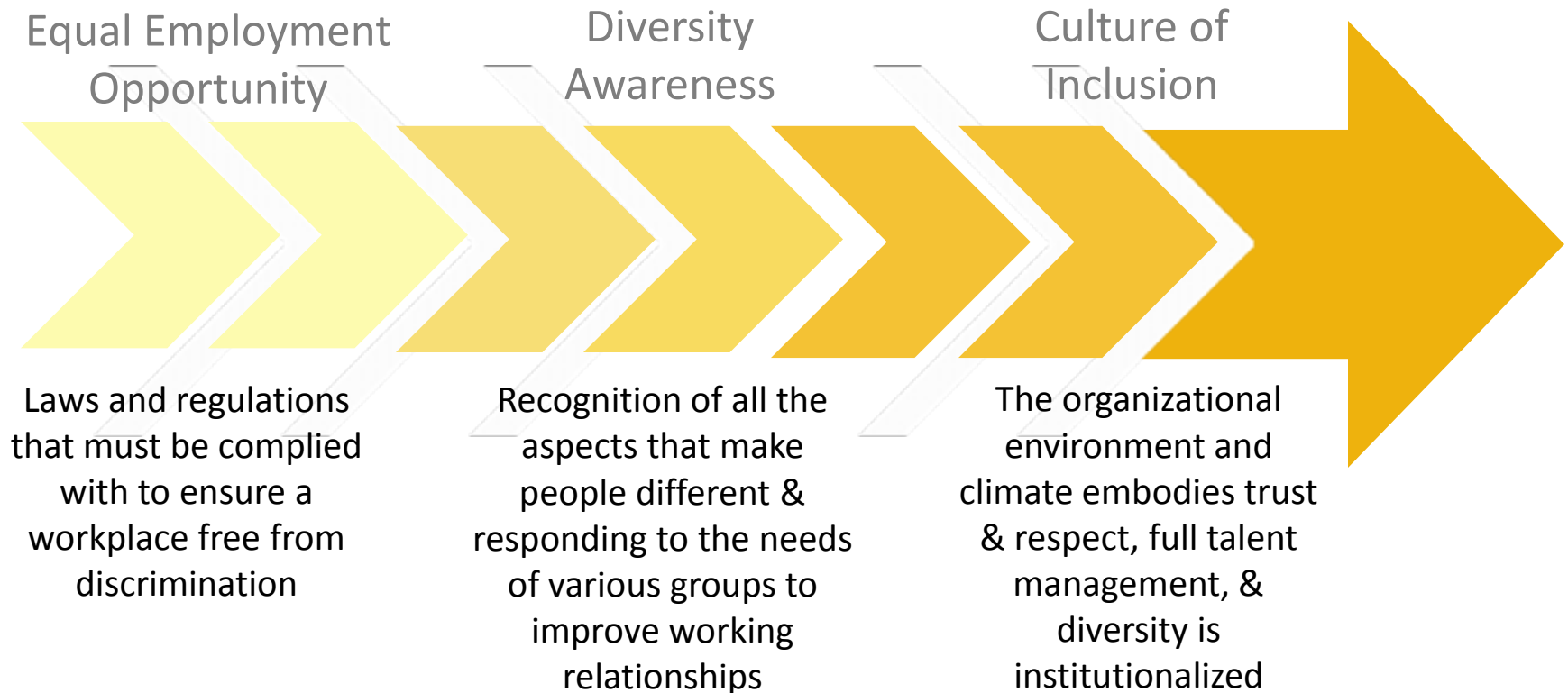
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# Diversity & Inclusion Spectrum

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# Organizational Assessment Tools

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- ☑ 360's
- ☑ Employee engagement survey
- ☑ Focus groups
- ☑ Employee exit interviews



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# Current Trends

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- ☑ Shift from “managing diversity” to “managing for diversity”
- ☑ Recognition of the role of culture and change management
- ☑ Realization that work-life policies and initiatives must be aligned with and support an inclusive culture
- ☑ Importance of effective training & reinforcement
- ☑ Understanding the importance of behavior change as a key measure of inclusion



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# Advancing on the Continuum

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☑ Shift from “managing diversity” to  
“managing for diversity”

- requires an attitudinal shift
- establishes a relational culture
- encourages shared learning
- capitalizes on multiple perspectives



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# Advancing on the Continuum

## ☑ Recognition of the role of culture and change management

- increased awareness around D&I is part of a larger culture transformation
- change requires transition and transition takes time
- organizational change is an ongoing learning process
- requires behavioral change



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# Advancing on the Continuum

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- ☑ Realization that work-life policies and initiatives must be aligned with and support an inclusive culture
  - policies and practices should be broad enough to address the myriad of issues that can affect employees' ability to fully contribute
  - key components:
    - ☑ supervisor support
    - ☑ universality
    - ☑ negotiability
    - ☑ quality of communications



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# Advancing on the Continuum

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## ☑ Importance of effective training & reinforcement

### *actions for effective training*

- conduct a front-end needs assessment
- decide which behaviors/competencies people need to acquire
- ensure trainers are aware of organizational goals
- reflect a proactive strategic approach vs. a reactive tactic
- be broad-based to incorporate the full range of diversity
- encourage divergent opinions
- challenge all participants to look inward and re-examine their beliefs, assumptions and behaviors



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# Advancing on the Continuum

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## ☑ Importance of effective training & reinforcement

### *pitfalls to avoid*

- overemphasizing differences can lead to “blame and shame” or reinforcing existing stereotypes
- creating a “we vs. they” syndrome
- fostering competition among diverse groups
- failure to recognize individual styles
- omission of the training in the organization’s strategic business plan
- using sensationalistic media that may create scapegoats
- lack of skill building for behavioral change



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# Advancing on the Continuum

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## training & reinforcement

- ☑ successful reinforcement strategies
  - coaching
  - monitoring of behavior change through 180 and 360 feedback tools
  - accountability through performance appraisals
  
- ☑ training can provide knowledge but not necessarily learning unless there is behavioral change



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# Advancing on the Continuum

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## ☑ Understanding the importance of behavior change as a key measure of inclusion

- Level 5: Return on Investment
- Level 4: Business Impact
- Level 3: Behavior Change
- Level 2: Knowledge Gained
- Level 1: Participant Reaction

(From Giovannini, 2009)



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