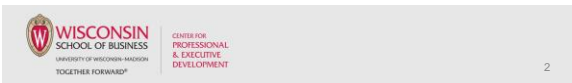




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“The eye sees only what
the mind is prepared to
comprehend.”

— Robertson Davies

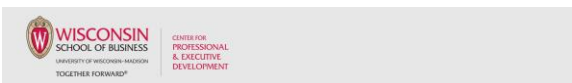


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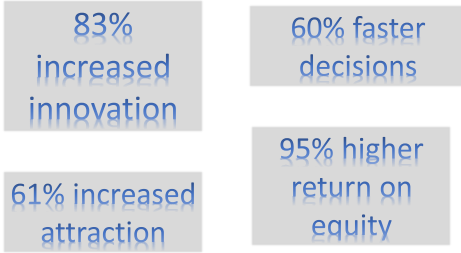
Today you will explore:

- » Key Pillars of Cultural Competence
- » Simple Frameworks and Strategies
- » An Action Plan for Your Organization that Extends Beyond Today



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Why Diversity Matters?



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* Studies and research from Deloitte, McKinsey, Harvard

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Higher Diversity Correlates with Better Performance

TEAM	PERFORMANCE MINUTES TO COMPLETE CHALLENGE	KNOWLEDGE PROCESSING STANDARD DEVIATION	PERSPECTIVE STANDARD DEVIATION
A	21	25.98	23.68
B	22	29.94	24.91
C	22.5	30.59	27.33
D	34.5	20.06	21.66
E	45 (ALLIED)	17.92	16.74
F	60 (MILIT)	18.80	14.64

NOTE: COGNITIVE DIVERSITY IS CALCULATED AS STANDARD DEVIATIONS IN THINKING STYLES PRESENT ON EACH TEAM. SOURCE: ALLEN ET AL. (2012) AND DREIFUS (2013) USING THE ADM CHALLENGE, A TOOL THAT ASSESSES DIFFERENCES IN THE WAY THAT PEOPLE APPROACH COMPLEX PROBLEMS. © HBR.ORG

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Diversity - Inclusion - Belonging

↔ **Diversity** - Range of human qualities that impact and influence how people are perceived and behave.

Inclusion - feeling respected, valued and seen for who you are.

Belonging - a human need; a sense of feeling like you are an important member of a group.

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Why Does Cultural Competence Matter?

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Key Pillars of Cultural Competence

Awareness

Knowledge

Attitude

Skills

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Participant Reminders

- » Allow yourself to be a learner
- » Listen actively and respect the feelings and opinions of others
- » Speak that which is true for you
- » Be open to hearing new information
- » Respect the confidentiality of what others say
- » Acknowledge the "Unarguable Truths"

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Let's get started...






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The Power of Culture

- » Hidden Dimensions by Edward Hall
 - » 10 message systems
- » Cultural Lenses – Mark Williams
 - » Legacies – Powerful historical events
 - » Layers – Experiences we have in life
- » Cultural Dimensions...Dimensions of Diversity




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Dimensions of Diversity





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11 Assumptions in 7 Seconds



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KIND Behaviors & Strategies

- K**now and Own Your Biases
- I**ntent vs. Impact
- N**ew and Meaningful Connections
- D**iscuss, Speak Up, Take Action





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Bias

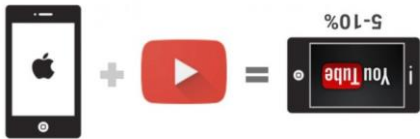
- » Origin of Bias
- » The Difference
 - » Conscious & Intentional
 - » Unconscious & Unintentional





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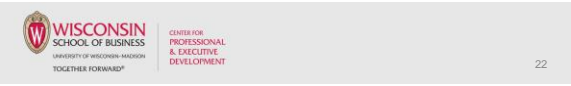
Source: Google re:Work

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And then there are MicroAggressions....

- » Microassaults
- » Microinsults
- » Microinvalidations

- » Their Impact
 - » Psychological dilemmas
 - » Block reality
 - » Create barriers

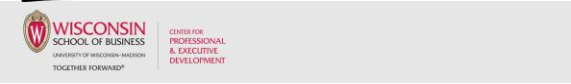


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Would you recognize a microaggression?



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KIND Behaviors & Strategies

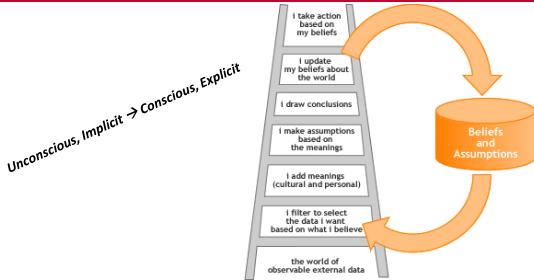
Know and Own Your Biases
Intent vs. Impact
New and Meaningful Connections
Discuss, Speak Up, Take Action





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Making Decisions Without Biases The Ladder of Inference








Chris Argyris – Harvard Professor and Thought Leader at Monitor Group

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Intent vs Impact

**WE JUDGE OURSELVES
ON OUR INTENT
AND
WE JUDGE OTHERS ON
THEIR IMPACT**

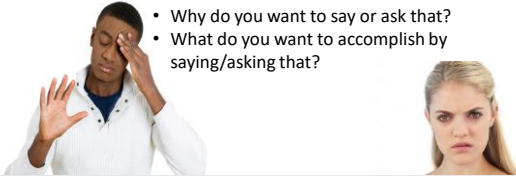



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How to Avoid MicroAggressions

PAUSE and WONDER.....

- What if you were asked that question? Would it be awkward to answer?
- Why do you want to say or ask that?
- What do you want to accomplish by saying/asking that?



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Teach and Allow Opportunities to Make New Meaningful Connections



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95-97%

of coworkers are aware when a target is being bullied, but only **8%** do something.



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Teach Why and How to Apologize

The Power of "I'm Sorry"



Goals of an Apology

- Show Remorse
- Acknowledge your actions hurt someone else
- Make a commitment to do better

What makes a good apology?

1. Paraphrase what you did and Tell them what you feel now
2. Admit your mistake and Acknowledge the negative impact it had
3. Make it Right



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Teach How to Have a Conversation



Step 1 – State your mutual purpose for having the conversation

Step 2- Start with the facts, then the impact

Step 3- Ask "How did you see it?" Listen.

Step 4- Communicate your needs and expectations. Ask the person for their needs.

Step 5 - If expectations are very different, negotiate to find common ground on what is acceptable.

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Your Action Plan






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SIMPLE Frameworks

KIND

Know and Own your Biases

Intent vs. Impact

New and Meaningful Connections

Discuss, Speak Up, Take Action


Key Pillars

Awareness


Knowledge

Attitude

Skills



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Thank you!

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