

ATTENDEE HANDOUT
Diversity in the Workplace: Understanding Trust, Generations and More

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Agenda

- ▶ Trust and Diversity
- ▶ Understanding Ourselves
- ▶ Understanding Others
 - ▶ Generations
 - ▶ Cultures
 - ▶ Sexual Orientation
 - ▶ Weight



Trust and Diversity

The Connection - Our Comfort Zone

- Cognitive Trust
- Affective Trust
- Gaining Trust
- Trusting Others




Trusted Members of a Team Are

1. Treated with Respect
2. Treated Fairly
3. Given Opportunities to Stretch
4. Heard

"People follow leaders by choice. Without trust, at best you get compliance."
--Jesse Lyn Stoner, author of Full Steam Ahead

Gaining Trust

1. Understand that people trust differently
2. Understand the make-up of your team
3. Develop norms and stick to them
4. Be honest and fair
5. Address conflict immediately
6. Find ways to build personal bonds



Trusting Others

"He who does not trust enough will not be trusted." --Lao Tzu

<ul style="list-style-type: none"> ▶ Why leaders don't show trust <ul style="list-style-type: none"> ▶ Lack of self-awareness ▶ Risk-Adverse ▶ Bottom Line Mentality ▶ Fear 	<ul style="list-style-type: none"> ▶ What you can do <ul style="list-style-type: none"> ▶ Don't Assume You are Trusted ▶ Give Up Some Control ▶ Share Information
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Understanding Ourselves

Gordon Allport (1954), *The Nature of Prejudice*

The human mind must think with the aid of categories....Once formed, categories are the basis for normal prejudice. We cannot possibly avoid this process. Orderly living depends upon it. (p. 20)

Adaptive Unconscious - Brain's Computer

- Quickly processes mass amounts of information.
- Used to make decisions quickly and under stress.
- Immediate and automatic associations.
- Data gathered from
 - experiences
 - people
 - books
 - education
 - movies
 - etc.



"Empathy is about finding echoes of another person in yourself."
Mohsin Hamid

Empathy

Understanding Others: Sensing others' feelings and perspectives, and taking an active interest in their concerns

Developing Others: Sensing others' development needs and bolstering their abilities

Leveraging Diversity: Cultivating opportunities through different kinds of people

Social Skills

Influence: Wielding effective tactics for persuasion

Communication: Listening openly and sending convincing messages

Leadership: Inspiring and guiding individuals and groups

Building bonds: Nurturing instrumental relationships

Collaboration and cooperation: Working with others toward shared goals

Team capabilities: Creating group synergy in pursuing collective goals



Understanding Others

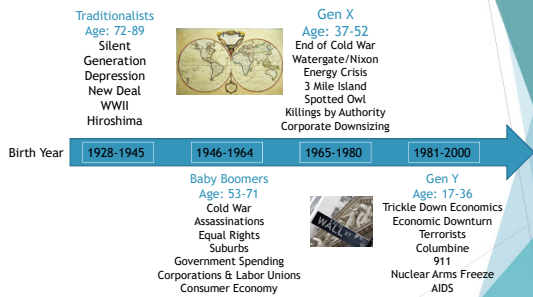
- ▶ Generations
- ▶ Cultures
- ▶ Sexual Orientation
- ▶ Obesity





Generations

History and Economy During Youth






Home

"I don't think children themselves have changed that much. It's the world that has changed."
Beverly Cleary


- Traditionalists 72 - 89**
Traditional "Male/Female Roles", Children Working, Radio
- Baby Boomers 53 - 61**
Highest Divorce Rate and Second Marriages in History, American Dream, Women in College, TV, Dr. Spock
- Generation X 37 - 52**
Parents Laid Off, First Latchkey Kids, Self-Sufficient, Computer Games
- Gen Y 17 - 36**
Kept Busy, Sheltered, No Losers, Technology

Values

- Traditionalists**
Respectful/Disciplined/Loyal/Not Everyone Makes it to Top
- Baby Boomers**
Equality for Everyone/Work Your Way Up/Identify Work with Success
- Generation X**
Parents Laid Off/Work Smarter, Not Longer/Balance/Take Care of Themselves
- Gen Y**
We Are All Equal/Fix the World/Ambitious/Make Their Own Destiny

Communication & Work Style



- Traditionalists - Written Word**
Chain of Command/Respect is given to those in charge.
- Baby Boomers - In Person**
Work Hard and Advance/Want to Feel Needed/Avoid Conflict/Collaborative/Goal Oriented
- Generation X - Email**
Respect Me and I'll Respect You/Work Hard & Play Hard/Not Trusting/Mentoring, Not Micromanaging/Feedback/Time with Manager
- Gen Y - Text**
Not Used to Constructive Feedback/Transferrable Skills/Respect Me/Multi-Task/How Does Task Fit Big Picture

Work Ethic

"What you are will show in what you do."
Thomas A. Edison

Time and how it is managed and used

Traditionalist use time wisely and like to be focused on a task and process.

Boomers are like traditionalists, but will take time to be with family.

Gen X want to establish their own hours.

Gen Y multi-task and are avid users of technology - don't have a problem checking text after hours.

What does this mean

Everyone wants to do a good job. They see the means to doing the job and the structures of work very differently.

Cultural Differences

*Culture is:
A set of values, practices, traditions and beliefs a group shares.*



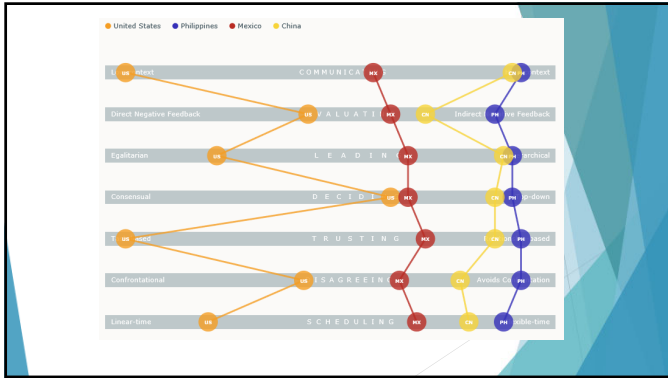
Communicating
Evaluating
Leading
Trusting
Conflict

Look at Cultural Differences as Falling on a Continuum

Direct ← Indirect

Low High

The Culture Map: Breaking Through the Invisible Boundaries in Global Businesses
By: Erin Meyer



GENDER

Ellie Krug - Gray Area Thinking™

- Awareness of Human Vulnerability (or suffering);
- Willingness to take risks to soften or lessen another's vulnerability (or suffering);
- Compassion/Kindness

WEIGHT

- ✓ Socially Accepted Bias
- ✓ Perception that Obesity is a Choice v. a Serious Health Condition
- ✓ Starts as early as Pre-School



WORKING WITH DIFFERENCES

- ✓ Don't underestimate the challenge
- ✓ Apply multiple perspectives
- ✓ Find the positives in other perspectives
- ✓ Adjust and readjust your position

Hiring Tools and Advice

- ❖ Use Gender Neutral Language in Job Ads
 - Problem Words -
 - Ninja, Analytical, Results-Driven - Male
 - Supportive, Friendly, People Person - Female
- ❖ Stop Asking for Salary History
- ❖ If You Don't Have HR - Have Two People Review All Responses

Interviewing Advice

- ❖ *Have Consistent List of Questions*
- ❖ *Ask Only What Pertains to the Candidate's Ability to Perform Job Functions*
- ❖ *Don't Make Assumptions*

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For a copy of the complete slide deck, please email diane@dlccs.com.
