

# **Diversity and Inclusion Briefing**

**“An Honest Dialogue About Diversity and Inclusion”**

**Columbia, SC League of Women Voters  
Public Policy Luncheon**

**Charmaine Clowney, President, Clowney Consulting Group, Presenter**

# D & I Briefing for LWV BOARD

## Briefing Objectives are to:

- Provide a clear understanding of what diversity is and what it is not.
- Raise a greater awareness and sensitivity to diversity and inclusion issues.
- Allow participants to assess their individual diversity and inclusion competence.

## Changing U.S. Demographics

- By 2042, there will be no single demographic majority; people of color will comprise more than 50 percent of the U.S. population.
- By 2050, 1 in 5 people living in the US will be Hispanic.
- There are currently 4 generations in the workplace; soon to be 5.

References: US Census Bureau; The Gallup Organization. *Employee Discrimination in the Workplace, Public Opinion Poll*. December 8, 2005; Sirota Survey.

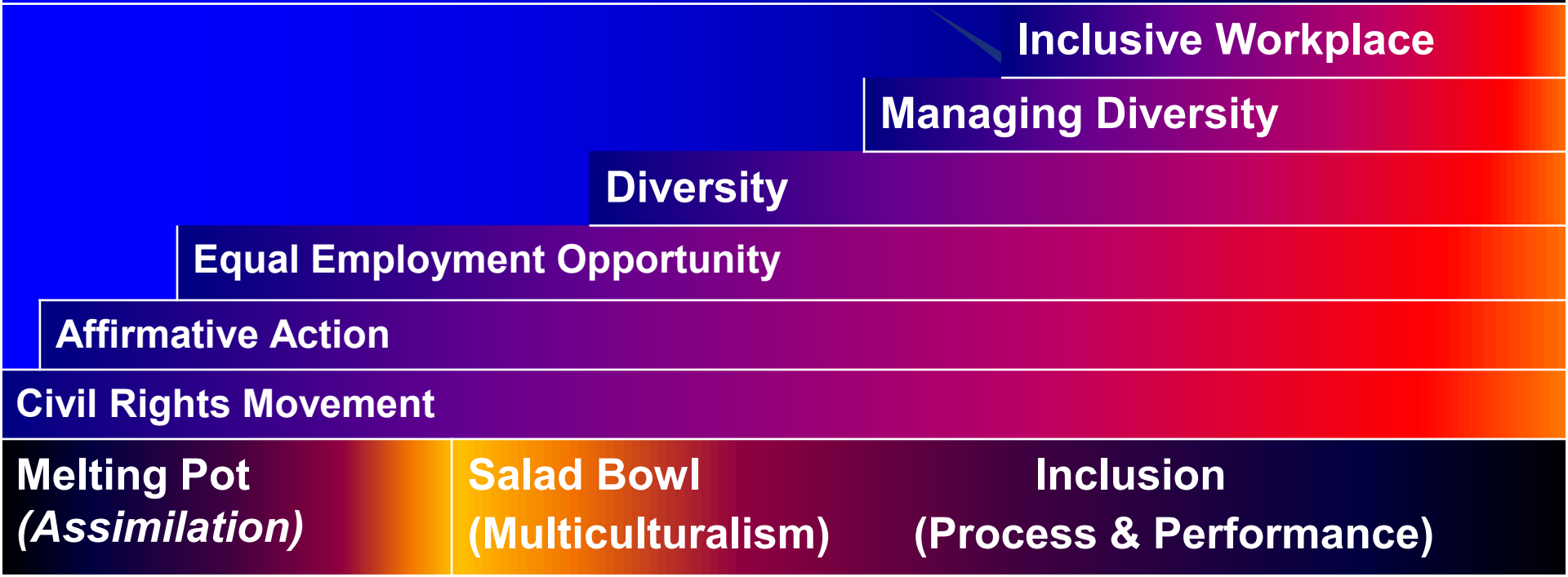
# Changing U.S. Demographics

- **Disabilities affect 20% of all Americans.**
- **Women now earn the majority of college degrees in the United States, especially African American Women.**
- **There are an estimated 9 million LGBTQ individuals in the U.S.**

**References: US Census Bureau; The Gallup Organization. *Employee Discrimination in the Workplace, Public Opinion Poll*. December 8, 2005; Sirota Survey.**

# Inclusive Excellence

## Historical Perspective



<	1960	1965	1970	1975	1980	1985	1990	1995	2000	2019	>>>
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# Core Understanding

***EEO* refers to the laws, regulations, and policies that guarantee our rights to equal opportunity in terms, conditions, and privileges of employment.**

***Diversity* is "...all the ways in which we are similar and all the ways in which we differ."**

-- Dr R. Roosevelt Thomas, Jr.

*Inclusion* is leveraging the diversity in our workforce to achieve full participation and optimum performance; it empowers differences rather than suppressing them.

# Differences Between “Diversity” and “Inclusion”

- **Diversity is a representation of many different types of people (gender, race, ability, age, opinions, sexual orientation, religion, etc.).**
- **Diversity often focuses on differences and is often referred to as “the mix.”**
- **Inclusion is the “deliberate” act of welcoming diversity and creating an environment where all different kinds of people can thrive and succeed.**

## Differences between “Diversity and “Inclusion”

- **Inclusion is the act of "making the mix work."**
- **Diversity is what you have. Inclusion is what you do.**
- **Simply having a diverse group, team, workforce, classroom, etc., is not enough.**
- **Everyone should feel safe and encouraged to fully participate and share and be on equal footing as everyone else.**



# Defining Inclusion

- **Inclusion: The process of valuing all individuals and leveraging their diverse talents.**
- **Inclusion: Requires a conscious effort to involve all human resources in the fabric and mission of organizations as critical and value added.**

# Why Diversity Matters

- **Diversity Expands: Worldliness.**
- **Diversity Enhances: Social development.**
- **Diversity Prepares: Individuals for future career success. Successful performance in today's diverse workforce requires sensitivity to human differences and the ability to relate to people from different cultural backgrounds.**
- **Diversity Prepares: Individuals to work and live in a global society. No matter what profession you enter, you'll find yourself working with employers, employees, coworkers, customers and clients from diverse backgrounds.**

# Why Diversity Matters

- **Interactions With People Different From Ourselves** increases our knowledge base: Research consistently shows that we learn more from people who are different from us than we do from people who are similar.
- **Diversity Promotes Creative Thinking.:** Diversity expands a capacity for viewing issues or problems from multiple perspectives, angles and vantage points.
- **Diversity Enhances Self-Awareness:** Learning from people whose backgrounds and experiences differ from our own sharpens our self-knowledge and self-insight by allowing us to compare and contrast life experiences with others whose life experiences differ from our own.

# A New Metaphor for American Culture

**Melting Pot Theory of American Culture:** Has evolved and is now outdated. Under this theory members of various cultures were to assimilate into the Euro-American culture.

**21st Century Theory:** Vegetable soup metaphor where you can easily identify and taste the unique flavor of the unique parts.

**Assimilation:** Members of various cultural groups may not want to assimilate into Euro-American culture and desire their tastes, looks culture and styles.

**Inclusive Excellence:** An organization excels because the cultural characteristics of all individuals are appreciated and valued. Organizations must make a conscious effort to do this.

# The Diversity and Inclusion Mix

**Diversity** means valuing and appreciating people with different opinions, backgrounds (degrees and social experience), religious beliefs, political beliefs, sexual orientations, races, ethnic groups, life experience, etc.

## FOR THE CAKE

200 G (7 OZ) PLAIN FLOUR



225 G (8 OZ) CASTER SUGAR



4 EGGS



1-2 TABLESPOONS MILK



50 G (2 OZ) WALNUTS



225 G (8 OZ) SOFT BUTTER



1/2 TEASPOON BAKING SODA



2 TEASPOONS INSTANT COFFEE  
DISSOLVED IN 1 TABLESPOON BOILING WATER



2 1/2 TEASPOONS BAKING POWDER



# Honestly Examining Our Own Stereotypes and Biases

Think about the following groups below. I want you to recall at least one negative or positive stereotype about one of these groups you have heard and write them down.

- African Americans
- Southern Caucasians
- People Who Live in the Northern United States
- Gay Men
- Lesbians
- People Who Have Purple or Pink Hair
- People Who Wear Nose Rings
- People Over 80
- Millennials
- Police Officers
- People Who Do Not Have College Degrees
- Blue Collar Workers
- Men
- Older Women

# Irrational Assumptions

An irrational assumption is a belief that is founded on baseless supposition, often skewed by bias.

One of the best examples of irrational assumptions are the stereotypes we formulate about people based on their association or membership within cultural or ethnic groups.

*“If we all worked on the assumption that what is accepted as true is really true, there would be little hope of advance.”— Orville Wright*

# Prejudice

**By definition, prejudice is either a bias in favor of or against something. Such biases can of course be benign.**

**Prejudices about people can be hurtful, harmful and cause problems, especially in organizations or in the workplace.**



# Fear

Fear of change is counterproductive, especially fear of ideas and people of are different from us.

*“I think we have to own the fears that we have of each other, and then, in some practical way, some daily way, figure out how to see people differently than the way we were brought up”---Alice Walker*

# Misunderstandings

Misunderstandings are a normal part of communication either because we unintentionally or intentionally use the wrong words or because we don't understand what is being said to us.

To prevent misunderstandings know who you are talking to, be respectful, and be sure of what you what to say. "Try to think before you speak".

*"Listen, I', going to talk to the Indians. It's probably a misunderstanding."---General Custer*

# Biased-Free Communication

## Biased Word Word

businessman  
leader

Colored, Negro  
Boy or Girl

handicapped  
ladies, girls  
fireman  
salesmen  
mailman

## Non-Biased

business person, manager  
supervisor, executive,

African American or Black  
Use the person's real  
name

disabled  
women  
firefighter  
salesperson  
letter carrier

# Gender Bias/Stereotypes Code Words

## Feminine Code Words

**Supportive**  
**Collaborative**  
**Passionate**  
**Emotional**  
**Understanding**  
**Over-Reactive**  
**Aggressive**  
**Weak**  
**Fearful**  
**Passive**  
**Modest**  
**Sensitive**  
**Cooperative**

## Masculine Code Words

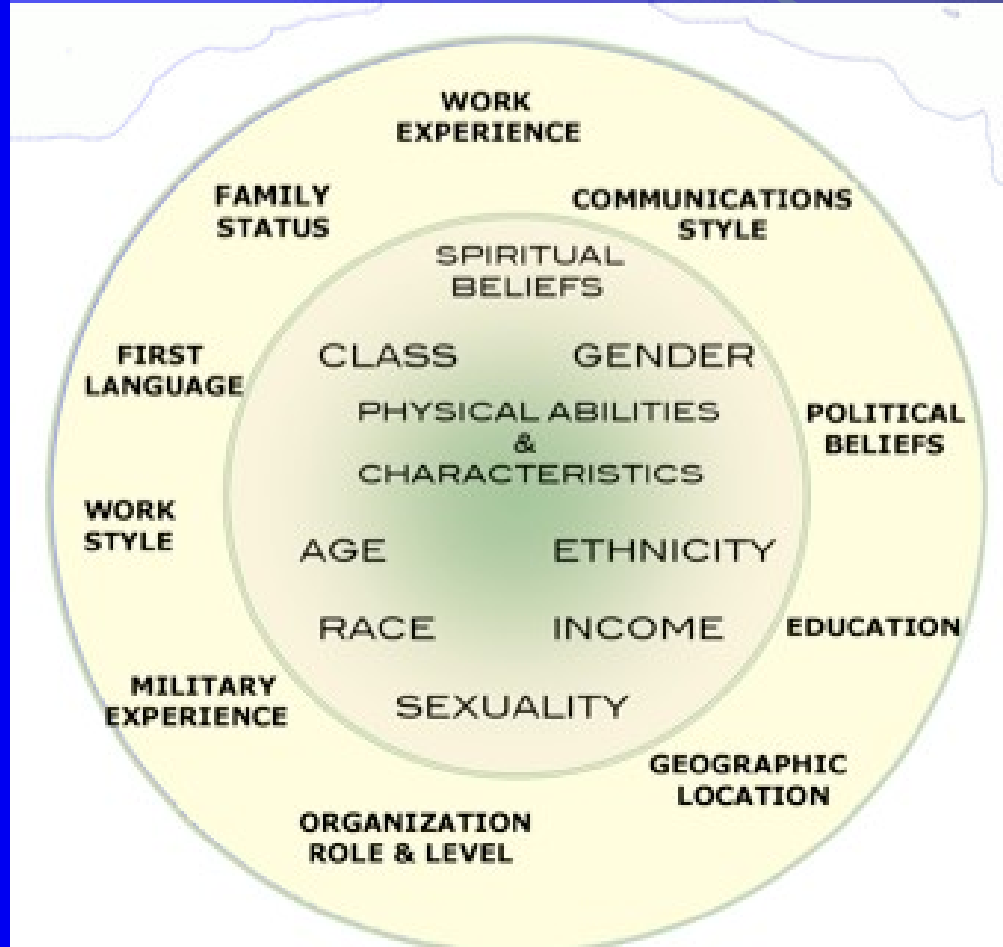
**Analytical**  
**Leader**  
**Ambitious**  
**Objective**  
**Independent Thinker**  
**Non-reactive**  
**Logical Thinker**  
**Powerful**  
**Brave**  
**Active**  
**Ambitious**  
**Brave**  
**Competitive**

# All Communication is Filtered Through Your Cultural Perspectives

- Age
- National Origin
- Race
- Sexual Orientation
- Religion
- Gender
- Education
- Work Experience
- Personality
- Customs
- Geographic Location
- Language Used
- Values
- Communication Style
- Work Style
- Learning Style
- Economic Status
- Family Situation
- Military Experience
- Philosophical Perspectives

# Defining Diversity

The full spectrum of human differences and similarities, including immutable and mutable characteristics yielding unique perspectives.



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# Multigenerational Organizations

- **Seniors, Veterans, Matures: 1920-1944**
- **Baby Boomers: 1945-1960**
- **Generation Xers,**
- **Twenty-Somethings,**
- **Baby Boomers: 1961-1980**
- **Millennials, Generation Y's: 1981-2000**

# Generational Diversity

	<b>Traditionalists</b>	<b>Boomers</b>	<b>GenXers</b>	<b>Millennials</b>
<b>Defining idea...</b>	<b>Duty</b>	<b>Individual</b>	<b>Diversity</b>	<b>Optimism</b>
<b>Success because...</b>	<b>Fought hard and won</b>	<b>Born and should have it</b>	<b>Have two jobs</b>	<b>Tenacity</b>
<b>Balance</b>	<b>Workaholic</b>	<b>Workaholic</b>	<b>Balance is important; willing to sacrifice it occasionally.</b>	<b>Lifestyle vs. promotion</b>
<b>Leisure is...</b>	<b>Reward for hard work</b>	<b>Reward for hard work</b>	<b>Relief</b>	<b>Part of life</b>



# The Way they See the World

	<b>Traditionalists</b>	<b>Boomers</b>	<b>GenXers</b>	<b>Millennials</b>
<b>Outlook</b>	<b>Practical</b>	<b>Optimistic</b>	<b>Skeptical</b>	<b>Hopeful</b>
<b>Work Ethic</b>	<b>Dedicated</b>	<b>Driven</b>	<b>Balanced</b>	<b>Determined</b>
<b>Respect for Authority</b>	<b>Seniority and Tenure</b>	<b>Similar to Traditionalists; they've earned it.</b>	<b>Authority figures are to be tested and viewed with skepticism</b>	<b>Test it out, search for the right one</b>
<b>Leadership by</b>	<b>Hierarchy</b>	<b>Consensus</b>	<b>Competence</b>	<b>Pulling together</b>
<b>Relationships</b>	<b>Personal sacrifice</b>	<b>Personal gratification</b>	<b>Reluctance to commit</b>	<b>Inclusive</b>
<b>Turnoffs</b>	<b>Vulgarity</b>	<b>Political incorrectness</b>	<b>Cliché, hype</b>	<b>Intolerance</b>

# Cultural/Generational Differences

- **Individual vs. Team-Work Orientation**
- **Visual vs. Oral Learning Style**
- **Expressive vs. Introverted Behavior**
- **Physical vs. Non-Physical**
- **Emotive vs. Reserved Personality**
- **Gregarious vs. Solitary Social Interaction Style**
- **Work vs. Family Focus**
- **Long Term vs. Short Term Career Planning**

# Communicating Across Generations

- **Avoid stereotyping and any accompanying unconscious biases.**
- **Be trustworthy, be trusting.**
- **Keep communication *open* and *inclusive*.**
- **Maintain respect for all generations.**



# Implicit Bias

- The attitudes or stereotypes that affect our understanding, actions, and decisions in an *unconscious manner*.
- Cause us to have feelings and attitudes about other people based on characteristics such as *race, ethnicity, age, and appearance*.
- Develop over the course of a lifetime through *exposure to direct and indirect messages*.

# Implicit Bias: Key Characteristics

- **Pervasive:** Everyone possesses them, even people with commitments to impartiality such as judges.
- **Different from Explicit Bias:** Could be related though.
  - Don't necessarily align with declared beliefs or even reflect stances we would explicitly endorse.
  - Generally tend to favor our own ingroup, though research has shown that we can still hold implicit biases against our ingroup.

# The Online Implicit Bias Test

- **The online implicit Association Test**
- **Designed to help test takers assess their unconscious biases.**
- **Result of a collaboration among psychologist from Harvard University, the University of Virginia and the University of Washington.**
- **The test was launched in 1998, and more than 6 million people have taken it.**
- **Assesses bias based on how quickly the test taker pairs a face with a positive or negative trait or characteristic.**

<https://implicit.harvard.edu/implicit/takeatest.html>

# Examples of Implicit or Unconscious Bias

- **Conformity Bias**
- **Beauty Bias**
- **Halo Effect**
- **Horns Effect**
- **Similarity Bias**
- **Contrast Effect**
- **Attribution Bias**
- **Confirmation Bias**

# Bias and Our Actions

**Perception:** How we see and perceive certain people

**Attitude:** How we react to certain people

**Behaviors:** How receptive/friendly we are toward certain people

**Attention:** Aspects of a person who pay most attention to

**Listening Skills:** How much we actively listen to what certain people say

**Micro Affirmations:** How much or little support we give certain people.



# Organizational Inclusion

Equity of Practices

Extent to which the organization provides fair and equitable treatment to all employees and groups

+

Organizational Culture

Extent to which culture avoids assimilationist strategies and is open to learning from different and non-traditional sources

+

Voice & Participation

Extent to which the organization draws upon diverse sources of knowledge and experience for planning and operations

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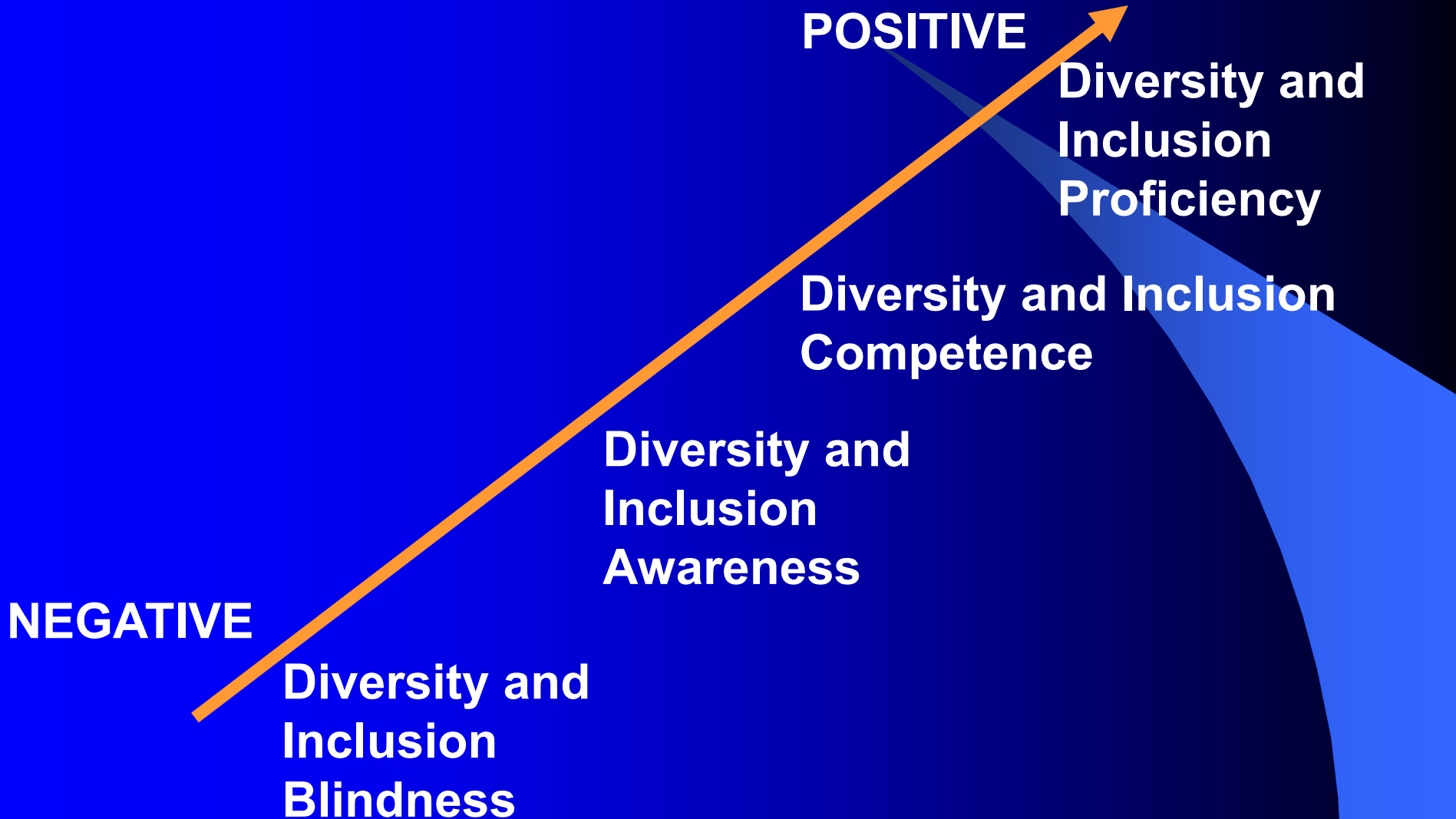
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Voice & Participation

Extent to which the organization draws upon diverse sources of knowledge and experience for planning and operations

# How do we get there?

Where are you on the spectrum?



## Diversity and Inclusion Best Practices

- **Examine your assumptions, prejudices and stereotypes.**
- **Explore and learn about different cultures.**
- **Show patience in communicating with other cultures.**
- **Admit unfamiliarity of diverse customs along with a willingness to learn more about them.**
- **Show respect for ideas different from your own.**
- **Avoid stereotypical jokes/humor.**
- **See the humanity in every person.**

# Being Authentic

## The Ultimate Diversity Best Practice

**We must strive to be:**

- **More concerned with facts and truth than opinions**
- **Sincere and not pretentious**
- **Free from hypocrisy: *“walk your talk”***
- **Who you are and to be that person**
- **Free and let others seeing your vulnerabilities**
- **Confident to walk away from situations where you can't be yourself**
- **Free from others' opinions of you**

# Case Studies

1. **Mary is African American, and Jane is Caucasian. They are both Hicksville LWV members. After Jane is introduced to Mary, Jane makes the following comment to Mary, “It is so nice to meet you Mary. By the way, do you know Dr. James Jones? He is a Black person who lives in Hicksville, and I thought you just might know him.” *Anything improper about Jane’s comments to Mary?***
2. **Charmaine and Kathy are friends. Kathy is Caucasian and Charmaine is African American. Kathy and Charmaine are both standing near the hotel’s piano. Charmaine is wearing a business suit and has a briefcase in her hand. Kathy is wearing a glittery, short entertainer style dress and high heels. Joe who is Caucasian, approaches Charmaine and says, “You are apparently the hotel’s entertainer. Can you play *Fly Me to the Moon* after your shift starts?” Charmaine politely informs Joe she is Kathy’s attorney, and that Kathy is the entertainer. Joe looks very surprised. *What is wrong with Joe’s comments to Charmaine?***

# Case Studies

3. The Hicksville LWV is having a meeting. Joe, a Caucasian male desires clarity on a League By-Laws issue agenda item being presented by Betty, the League's President. Joe then provides a legal reason why the issue needs to be discussed. Marie, an African American League member makes the motion to discuss this issue. While Marie is presenting the motion, Betty, a Caucasian League member, says "I think this motion should come from Joe rather than you, Marie." *Anything wrong with Betty's comments?*
4. Kathy is Caucasian and Charmaine is African American. Kathy and Charmaine are both standing near the piano in the lobby of the hotel. Charmaine is dressed in a business suit and has a brief case in her hand. Kathy is dressed in a glittery short dress and is wearing red high heels. Joe who is Caucasian, approaches Charmaine and asks her if she would perform the song *Fly Me to the Moon* on the piano. Charmaine politely informs Joe she is Kathy's attorney and that Kathy is the entertainer. Joe looks surprised. *Why did Joe assume Charmaine was the entertainer?*

# Case Studies

5. LaWanda and Roberto are new members of the Hicksville LWV. They are sitting next to each other during a LWV meeting. Before the meeting starts, LaWanda and Roberto engage in a conversation and realize their children attend the same school. LaWanda asks Roberto if he is Hispanic or Latinx (a gender neutral term now used to refer to people of Latin American cultural or racial identity in the United States). Roberto responds that he is Latinx. LaWanda then comments “I love Latin and Hispanic food and you people sure can cook.” *Anything wrong with LaWanda’s comments?*
6. Mary is the new President of the Hicksville LWV. Barb is 80 years old and started the first Hicksville League. Barb is a former League President and has served in the League for 45 years. Throughout the day, Barb phones Mary to offer advice about League business. During these phone calls, Barb often tells Mary “this is the way the Hicksville League has always done things. We don’t need you to make changes because we like things the way they are.” *How should Mary handle Barb’s comments?*



# Case Studies

7. Michelle is openly lesbian. Michelle and her partner have recently moved to Hicksville. Michelle, a retired engineer has joined the Hicksville LWV and wants to get involved with the LWV. She has a somewhat masculine appearance, wears her hair very short, has a very deep voice and wears masculine looking clothing. Michelle also owns a part-time, successful business and is often about five minutes late for League meetings. When she enters the League's meeting room, some League members begin to whisper among themselves, give Michelle strange looks and stare at her for prolonged periods of time. When she sits at a meeting table, a few League members move to other meeting tables. Michelle tries to ignore this type of inappropriate behavior. However, this behavior causes her to become uncomfortable. Michelle decides to privately inform the Hicksville League's President about some of the LWV members behavior toward her.

*How should the Hicksville President handle this situation?*

# Case Studies

8. Karen Brown and Kathy Fry decide to have wine and dinner at the Artsy Hotel Bar. The bar server who appears to be about 25 years old asks Kathy for her credit card prior to serving them dinner. After they finish dinner, Kathy asks the bar server to bring her the check. After about 30 minutes, the bar server has not brought the check to Kathy. The bar server does not make eye contact with Kathy while politely informing Kathy in an unemotional, monotonous tone, “Your credit card has been mistakenly given to another customer with the same last name as yours. The bar server then tells Kathy, “I suggest you phone your bank and cancel your card. We tried to find the person who has your credit card. We have his card, and he has your card. We will take care of your dinners and drinks.” Kathy becomes upset, and tells the bar server, “You should have also politely apologized to me”. The bar server shrugs her shoulders, says the drinks and dinner have been taken care of and walks away.

*Is the bar server’s behavior an example of generational diversity, or was the bar server demonstrating poor customer service?*

# Case Studies

9. All Hicksville LWV officers, board members and committee members are Caucasian women who appear to be retired and over 50 years of age. The Hicksville League has over 100 members and a few members of various racial, ethnic and age groups. The Hicksville League also has about 10 male members.

*What can the Hicksville League do to ensure greater diversity of officers, board members and committee members?*

# Diversity Equity and Inclusion

- **“Diversity is being invited to the party.”**
- **“Inclusion is being asked to dance.”**
- **“Equity is being asked to dance more than once.”**

*Quotes from Charmaine Clowney and Verna Myers, Attorneys and Diversity Consultants.*

# Conclusion

- “An individual has not started living until he or she can rise above the narrow confines of his or her individualistic concerns to the broader concerns of all humanity” . . . Martin Luther King

