



Dimensions of Diversity
Executive Summary and Debriefing

Prepared

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Overview

- Two hundred and eighty nine (289) employees participated in the training which was offered over a 10 day period.
- Two hundred and seventy-three (273) participants evaluated the program
- Average class size was 29 participants which exceed the ideal size of 20-25.
- The last class had 35 participants which is too large for this type of work
- Length of Class was 6.5 hours (8:30-4:00 with one hour lunch)
- The majority of the participants had a positive learning experience
- Most evaluations were at level four or higher for facilitators and the workshop
- Participants are prepared to continue the learning experience

Phases Of Competence

<u><i>Aloof</i></u>	<u><i>Aware</i></u>	<u><i>Actionary</i></u>
Clueless about impact of actions	Beginning to understand issues	Able to articulate issues
Doesn't care	Cares	Cares and Feels
"Leave me alone..."	Listens with interest	Takes action
"Get over it..."	Is empathetic to issues	Takes responsibility
"I didn't do anything to them..." (angry)	Tries not to makes waves (seeks peace)	What can I do to make a difference?
"Why can't we just get along?"	Willing to compromise	Change agent
Tends to care about things	Looks for a balance	Tends to care about people and feelings
Closed to new ideas	Open to new ideas	Tries new approaches
(60-80%) 30-50%	(30-50%) 60-80%	(5-20%) 20-40%

The “A” Keys

- Attitude
- Ask/Answer
- Adjust
- Awareness
- Act
- Always

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- Apologize

Participants Expectations

- **Gain / Improve tolerance**
- **Learn something new**
- **Learn about co-workers**
- **Challenge / eliminate stereotypes**
- **Acquire deeper appreciation / respect for differences**
- **Learn more ourselves in order to grow**
- **Learn how others feel about diversity**
- **Discover how others see the world**
- **Gain knowledge of other cultures**
- **Better understanding of obstacles other cultures face**
- **Learn how to stretch / get out of the box**
- **Be open and “receive”**
- **Dispel myths about applicants**
- **Recognize own biases**
- **Educate others to make a difference**
- **Stay “Up to Date” on diversity issues**
- **Obtain a better understanding of how we are different / but alike**
- **(I) need an “Ah-Ha” moment**
- **Obtain greater understanding of diversity in the workplace**
- **To change whatever I am doing wrong**

The Business Case

- **Changing demographics of client base and organizations workforce**
- **Create a more positive work environment**
- **increase productivity**
- **Minimize errors – deliver high quality service**
- **Customer focus is maintained**
- **Learn how to better understand & deal effectively with clients and co-workers**
- **Develop well rounded employees**
- **Work better together**
- **Develop / improve respect for all customers (internal / external)**
- **Develop customer relationships**
- **Know our industry / product / market > people**
- **Meet the needs of ongoing training**
- **Reduce personal stress**
- **Maintain objectivity**
- **Establish direction / plans - prepare for the future**
- **Government should reflect society / community population**
- **Reduce lawsuit exposure**
- **We can all SUCCEED**

Parking Lot

1. Top management is male dominated and they are treated “special or babied” because there aren’t as many males within the organization.
2. Males also seemed to have the most opportunities for advancement.
3. Thinking “outside the box” is discouraged.
4. Management does not have openness to new ideas.
5. Any attempt to wear ethnic attire is considered “festive wear or a costume.”
6. Computer system and clients applications need more options under race to recognize multi-racial and other nationalities. This will give a more accurate count of diversity in the organization.
7. When African-American women voice strong opinions at one another they are labeled “aggressive” and the conversation is considered a “cat fight.”

- Management is not reflective of numbers of minority employees.
- There is a vast difference in the number of minority employees at entry-level versus the number of minority workers at management level.
- Management consists of a few older employees who have been with the organization for 20-25 years; they are set in “old school” ways and cannot adjust or bend easily with change.
- No translators are available for languages other than Spanish (Asian).
- Managers do not promote “teamwork” or show support.

14. Can employees opt to be omitted from emails that are sent out to the entire organization containing “sensitive issues (sexual orientation example)?”
15. Management should review/discuss its perception of staff employees.
16. Offer Spanish speaking classes (at least entry-level Spanish).
17. Acknowledge religious holidays for other denominations (Muslim, Jewish).
18. “Management by walking around” would give a better understanding of issues facing employees.
19. Employees would like more opportunities to learn about co-workers and diverse backgrounds.

20. The organization needs a better way of identifying clients with uncommon last names (ex. Latino culture women tend to have at least two last names making it difficult to locate files. Having client identification numbers may alleviate the problem.
21. Better control on “office politics.”
22. Employees need better resources/assistance when they have a personal need.
23. Need to adapt the “take care of home first” theory. For example at Christmas we sponsor a needy family, there are employees who work there and need help also at that time.
24. Religious beliefs are “frowned” upon if discussed in the open (prayer @ work), however sexual orientation conversation is considered “being out” and acceptable.

Key Learnings

- **Everything is relative**
- **No Assumptions**
- **Learn from everyone**
- **Ask Questions**
- **Communication is important**
- **Not limiting people based on race / culture**
- **Opportunity for acceptances**
- **Eliminate stereotypes / biases**

Key Learnings

- **Focus on the reality not the illusion**
- **One person can make a difference**
- **Rediscovered need to evaluate myself**
- **Learn to be more interactive with other cultures**
- **Gave me a real sense of being in someone else's shoes**
- **The impact of “labels” on people**

Key Learnings

- **No assumptions-more questions**
- **Remember to look below the surface**
- **Look past appearances to get to know someone**
- **It is OK to be different**
- **Others may not see the world the way I do**
- **I may become more involved in the multi-cultural activities of the agency**
- **Better understand my fears and dealing with them**

Key Learnings

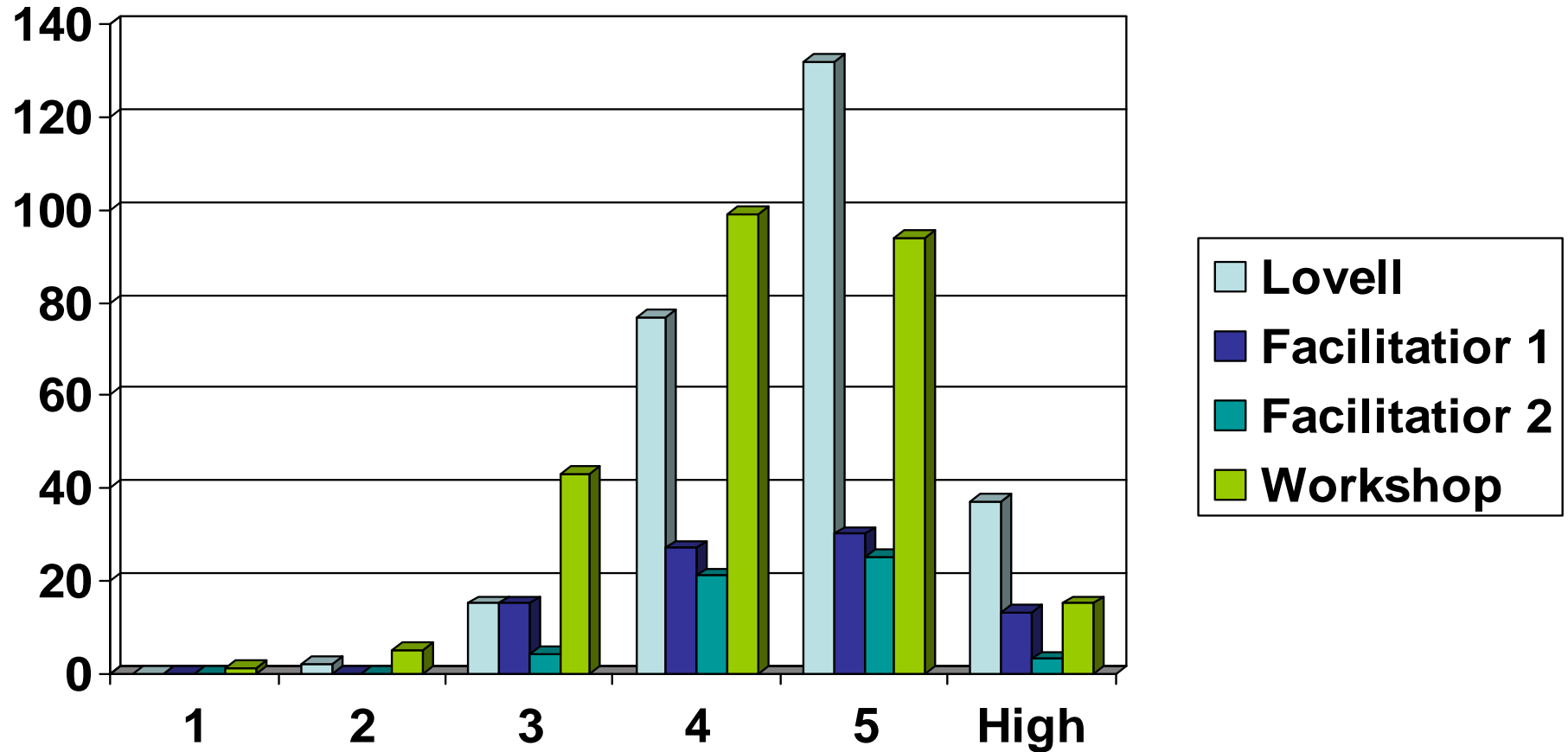
- **Remain opened minded and tolerant**
- **Focus on the goal**
- **The team is most important**
- **Learned a lot about my coworkers that surprised me and I gained a new respect for them**
- **Realized I had biases that I hadn't thought about**
- **I need to get out of my comfort zone**

Key Learnings

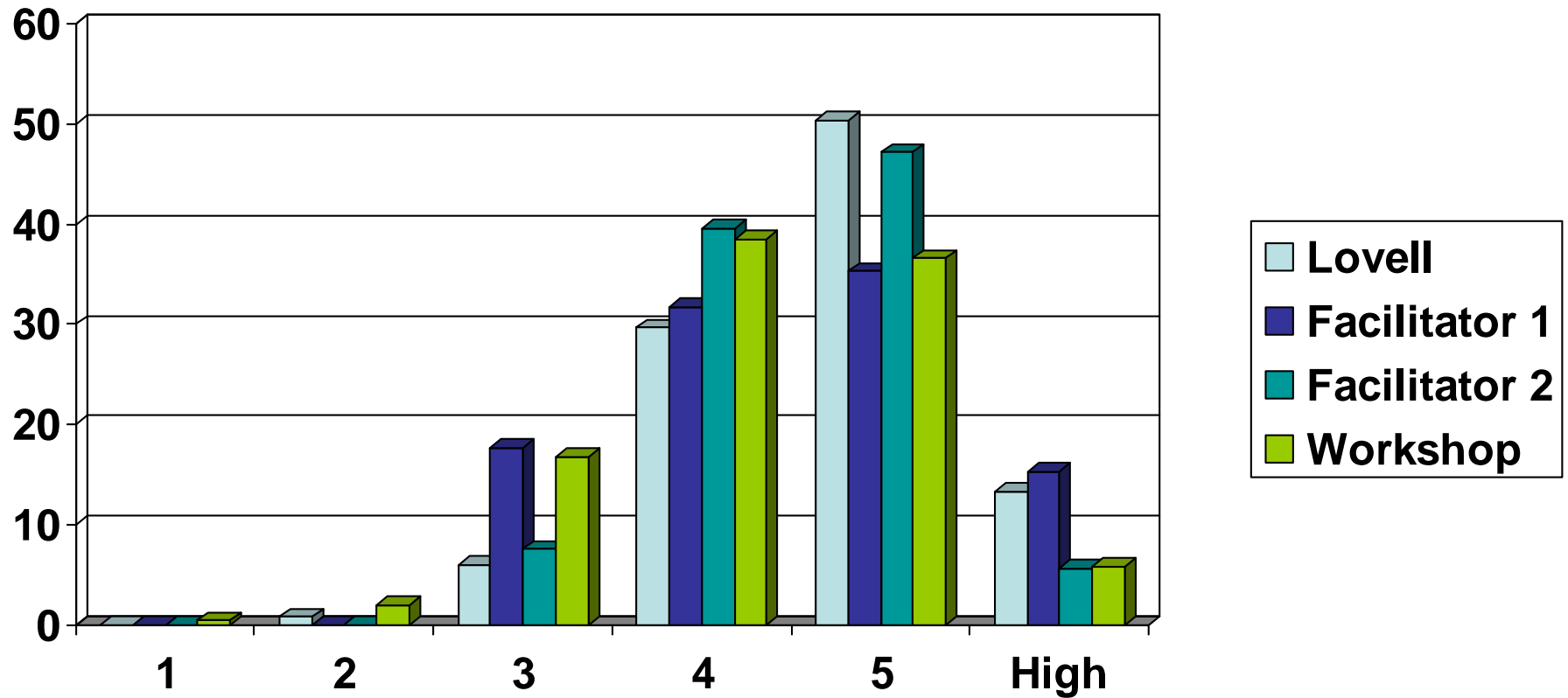
- **Hearing everyone speak of personal experiences makes everyone seem more alike than different**
- **Feeling of others that I unintentionally might have hurt—look beyond, ask, face biases**
- **I would like to continue the dialogue**

Evaluations

Evaluations (number)



Evaluations (percent)



Summary Evaluations

Rating	1	2	3	4	5	High
Clayton	0	2	15	77	132	37
%	0.00	0.74	5.93	29.63	50.37	13.33
Fac. 1	0	0	15	27	30	13
%	0.00	0.00	17.65	31.76	35.29	15.29
Fac. 2	0	0	4	21	25	3
%	0.00	0.00	7.55	39.62	47.17	5.66
Workshop	1	5	43	99	94	15
%	0.39	1.95	16.73	38.52	36.58	5.84

Workshop Evaluations

2004	1	2	3	4	5	High
Clayton	0	0	2	6	15	2
(None)						
Workshop	0	1	6	6	12	0
2004						
Clayton	0	2	2	6	8	6
Fac. 1	0	0	5	3	5	3
Workshop	0	1	6	9	4	2

Workshop Evaluations

2004	1	2	3	4	5	High
Clayton	0	0	0	8	11	2
Fac. 1	0	0	3	4	10	2
Workshop	0	0	3	12	5	2
2004						
Clayton	0	0	0	8	11	2
(None)						
Workshop	0	0	3	12	6	1

Workshop Evaluations

2004	1	2	3	4	5	High
Clayton	0	0	2	7	14	6
Fac. 1	0	0	5	11	5	4
Workshop	0	0	5	11	9	3
2004						
Clayton	0	0	1	4	15	7
Fac. 1	0	0	2	9	10	4
Workshop	0	0	3	6	15	3

Workshop Evaluations

2004	1	2	3	4	5	High
Clayton	0	0	0	7	14	6
(None)						
Workshop	0	0	1	12	12	1
2004						
Clayton	0	0	1	8	16	2
Fac. 2	0	0	1	9	14	1
Workshop	0	0	2	13	11	2

Workshop Evaluations

2004	1	2	3	4	5	High
Clayton	0	0	4	12	13	1
(None)						
Workshop	0	0	8	11	10	0
2004						
Clayton	0	0	3	11	15	3
Fac. 2	0	0	3	12	11	2
Workshop	1	3	6	7	10	1

Action Plans

- **Keep an open mind**
- **Be a better listener / more aware**
- **Continue to learn ...**
- **Treat others with respect**
- **Be attuned to differences**
- **Don't judge**
- **Accept people the way they are**
- **Participate in diversity training more often**
- **Share knowledge and experiences**
- **Encourage participation**
- **Educate on the diversity of others and encourage learnings**
- **Read more history**
- **Ask about other cultures**
- **Don't rush to judgment by appearances**
- **Accept & appreciate different cultures**
- **Make myself accountable**
- **Lead by example**
- **Do not participate in negative conversations**
- **Realize I am not perfect**
- **Join multi cultural committees**
- **See differences as "good"**

Recommendations

- Provide “optional” opportunity for participants to continue the learning experience.
- Provide follow-up and feedback to participants about “Parking Lot” items.
- Provide opportunity for participants to continue discussion about Primary and Secondary Dimensions of Diversity in small group sessions.
- Reinforce “participants expectations” with management support of activities within the organization.

*Thank you for the opportunity to provide
this service!*



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