



Together, We Lead
Right Track Supervisor Training



Melissa Adams

Chief Operations Officer



- First Generation College Graduate
- Diversity & Inclusion in public, private & non-profit organizations
- Over 15 years experience in equity, community engagement, and social justice
- Expert in applying theory and research to professional development curriculum



Stanton Adams Consulting

Cecilia Stanton Adams

Chief Executive Officer

- First Generation American
- Over 15 years experience in Community Development, Diversity & Inclusion
- Experienced in bridging the gap between Public & Private sector
- Proven strategies in facilitating community paradigm shifts, strategic diversity initiatives and inclusion programs



“



”

Below your name, write the name of someone who made a difference in your life.

Introduction





A sign announces Starbucks' chain-wide, one-day closure for anti-bias training.



THE BUSINESS CASE FOR DIVERSITY & INCLUSION

- Changing Concept of the *Melting Pot*
- Serving a Multicultural Marketplace
- Recruiting & Retaining Talent
- Navigating Global Culture & Conflict
- Social Media's Impact on Leadership Accountability



THE 2018 DIVERSITYINC TOP 50 COMPANIES FOR DIVERSITY

DIVERSITYINC TOP 50 HALL OF FAME



9. Accenture

19. Nielsen

29. Abbvie

39. Warner Media (formerly Time Warner)

49. The Boeing Company

10. Hilton

20. Anthem

30. Aetna

40. CVS Health

50. Dow Chemical





TRENDS SHAPING THE FUTURE OF DIVERSITY & INCLUSION

- Leadership Development
- Innovation & High-Performance Teams
- Effective Multicultural Market Growth



Culture

A WAY OF LIFE FOR A GROUP OF PEOPLE—

- ACCEPTED BEHAVIORS, BELIEFS, VALUES, AND SYMBOLS
- PASSED ALONG BY COMMUNICATION AND IMITATION FROM ONE GENERATION TO THE NEXT



WHAT DO
YOU SEE?

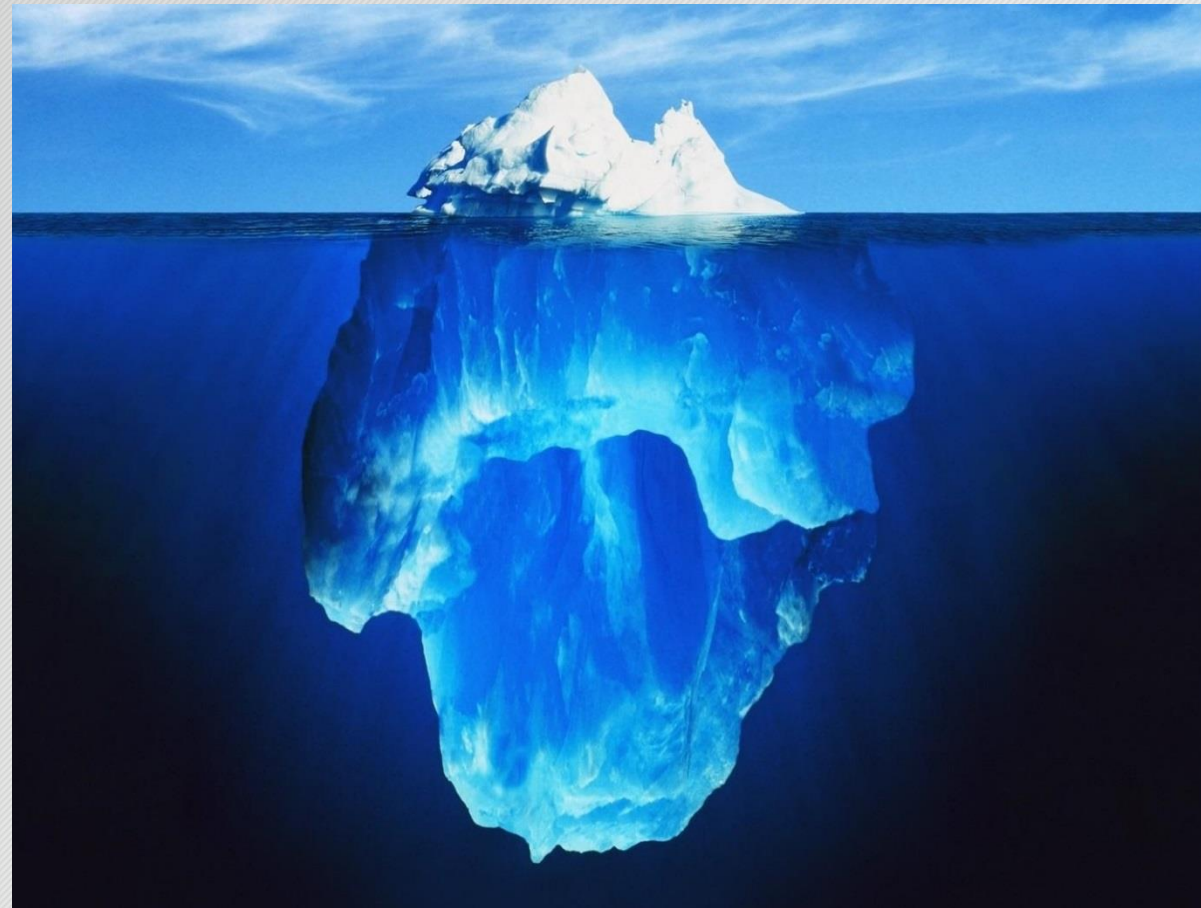




How does Culture show
up in your life?



Like an iceberg, nine-tenths of culture is out of conscious awareness. This “hidden” part of culture has been termed “deep culture”



HOW CULTURE REALLY WORKS

WHAT WE THINK GETS THINGS DONE

VISION VALUES
MISSION GOALS
STRATEGIES OBJECTIVES

WHAT REALLY GETS THINGS DONE

INTERNAL COMPETITION CORPORATE POLITICS
PERSONAL VALUES UNWRITTEN RULES
FOLKLORE ATTITUDES
ASSUMPTIONS OLD HABITS
PERCEPTIONS TRADITIONS
FEAR BELIEFS



Navigating Deep Culture...



- What are the cultural elements within your job that tend to get in the way?
- Which cultural elements help us succeed?



Identifying the Unwritten Rules



For your Assigned Place

1. Airport
2. Sporting Event
3. Supermarket
4. Amusement Park
5. High school Cafeteria

For your Department

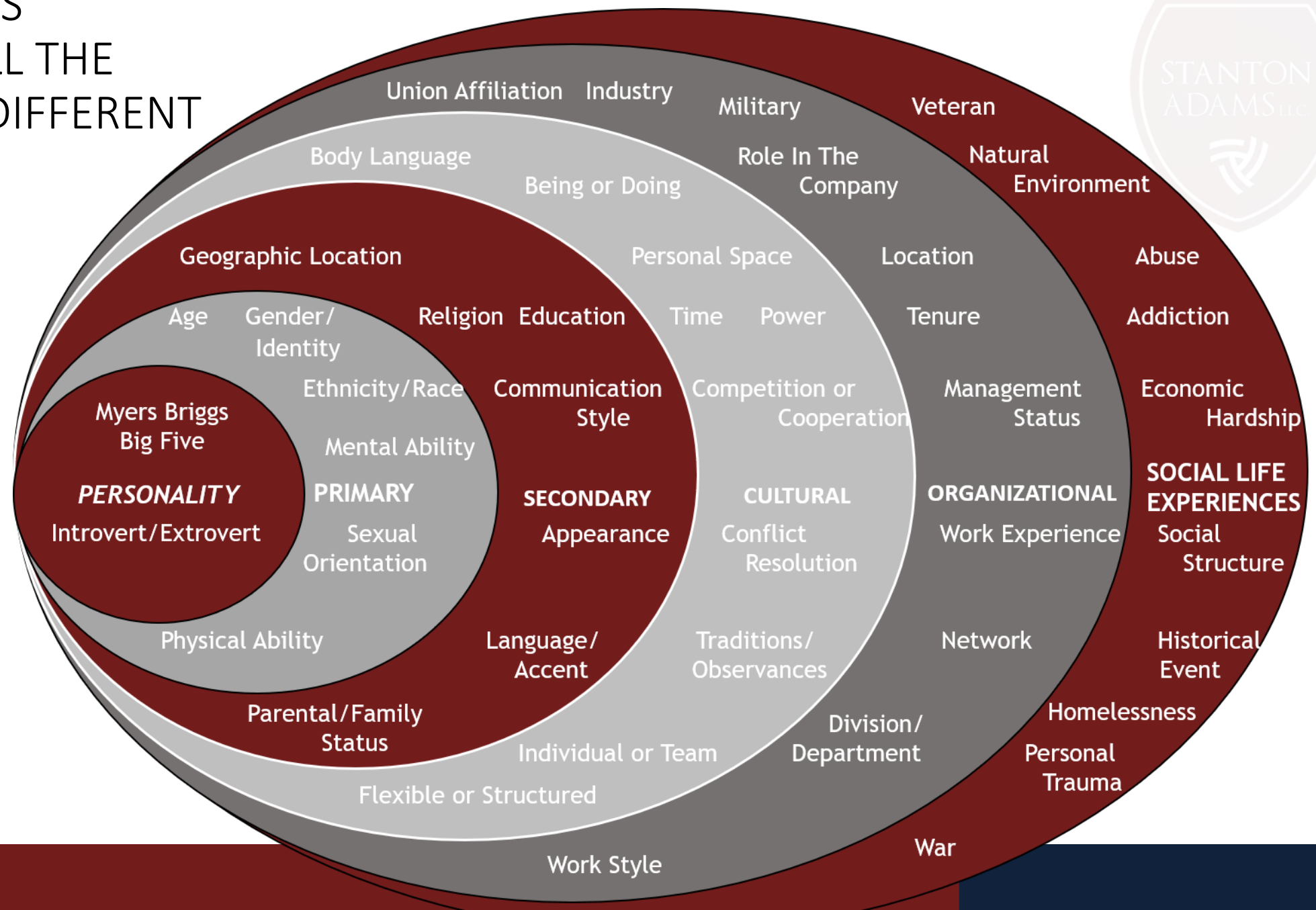


DIVERSITY

The differences and similarities that shape the way we experience the world or a mix of cultures.



D&I AWARENESS RECOGNIZES ALL THE WAYS WE ARE DIFFERENT



My Story in 6 Frames

My story starts here...	The important people in my life are...	My biggest challenges in life have been....
What I want to learn more about this year is	In the next year I hope to....	My greatest hope for the future is that I.....



My Story in 6 Frames

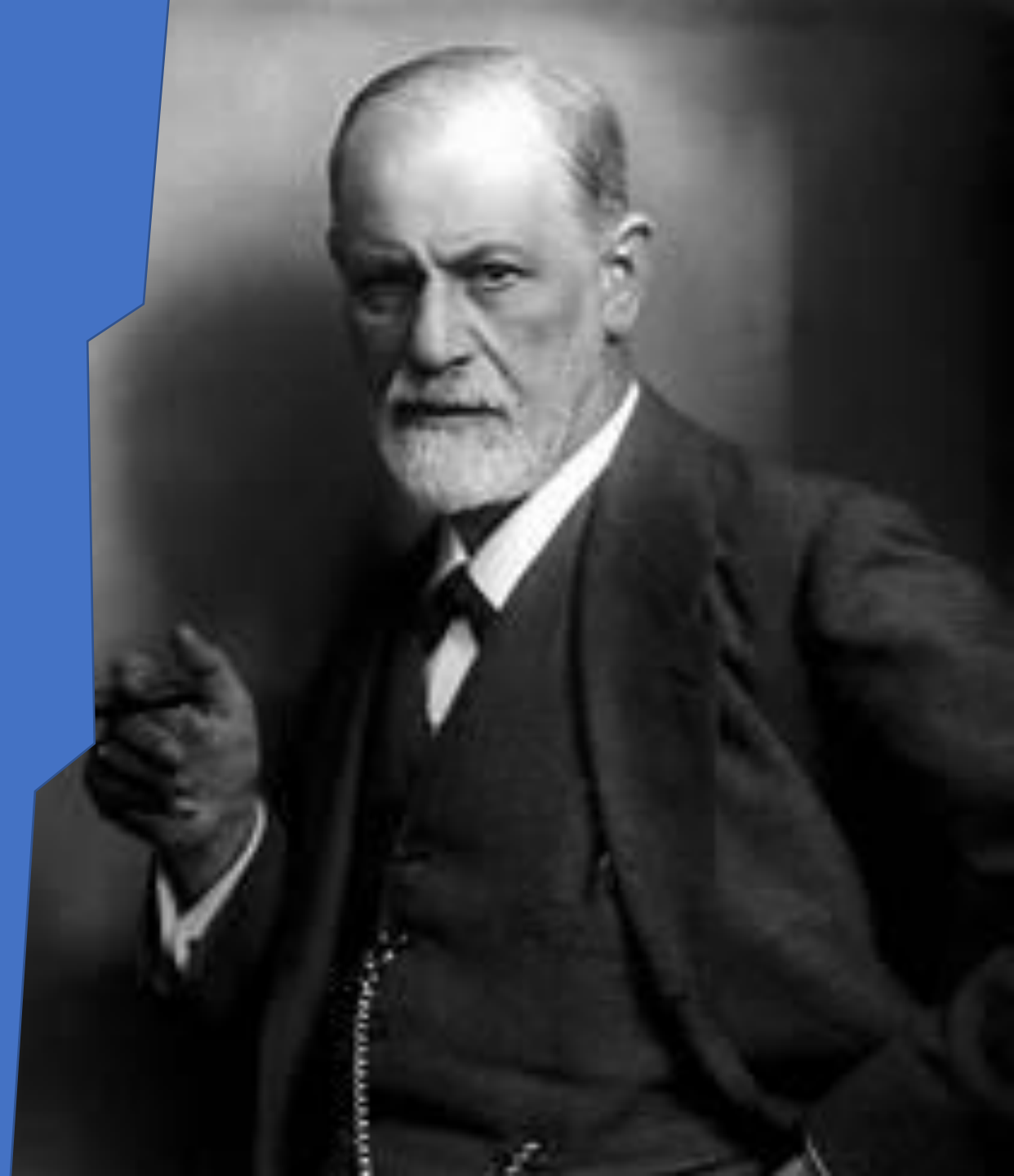
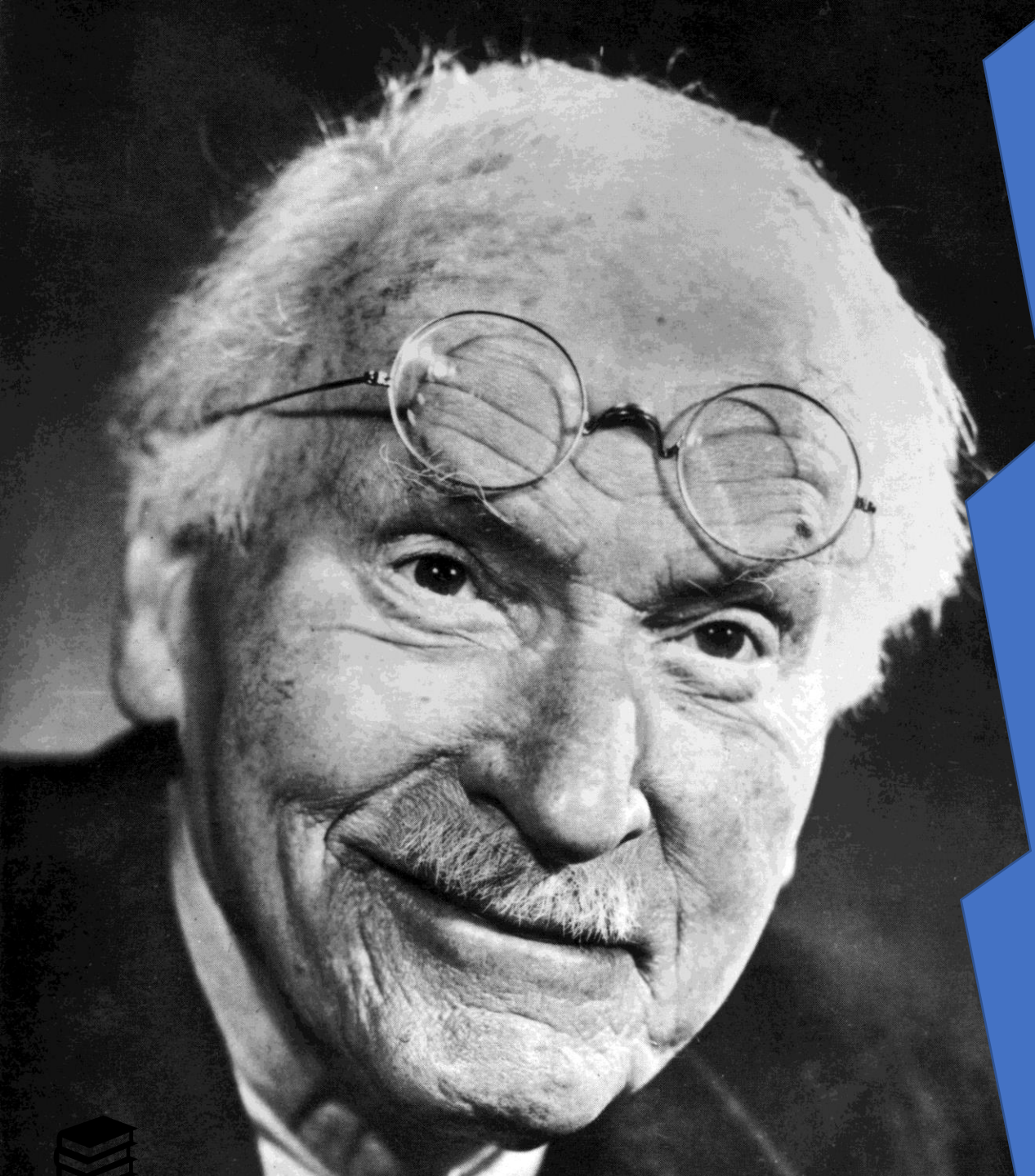


How did DIVERSITY show up in my story?

What dimensions of diversity came up as you listened to someone else's story?

Sharing my story with someone helps to:







What's Your Personality Type?

Use the questions on the outside of the chart to determine the four letters of your Myers-Briggs type. For each pair of letters, choose the side that seems most natural to you, even if you don't agree with every description.

1. Are you outwardly or inwardly focused? If you:

- Could be described as talkative, outgoing
- Like to be in a fast-paced environment
- Tend to work out ideas with others, think out loud
- Enjoy being the center of attention

then you prefer

E
Extraversion

- Could be described as reserved, private
- Prefer a slower pace with time for contemplation
- Tend to think things through inside your head
- Would rather observe than be the center of attention

then you prefer

I
Introversion

ISTJ
Responsible, sincere, analytical, reserved, realistic, systematic. Hardworking and trustworthy with sound practical judgment.

ISFJ
Warm, considerate, gentle, responsible, pragmatic, thorough. Devoted caretakers who enjoy being helpful to others.

INFJ
Idealistic, organized, insightful, dependable, compassionate, gentle. Seek harmony and cooperation, enjoy intellectual stimulation.

INTJ
Innovative, independent, strategic, logical, reserved, insightful. Driven by their own original ideas to achieve improvements.

ISTP
Action-oriented, logical, analytical, spontaneous, reserved, independent. Enjoy adventure, skilled at understanding how mechanical things work.

ISFP
Gentle, sensitive, nurturing, helpful, flexible, realistic. Seek to create a personal environment that is both beautiful and practical.

INFP
Sensitive, creative, idealistic, perceptive, caring, loyal. Value inner harmony and personal growth, focus on dreams and possibilities.

INTP
Intellectual, logical, precise, reserved, flexible, imaginative. Original thinkers who enjoy speculation and creative problem solving.

3. How do you prefer to make decisions? If you:

- Make decisions in an impersonal way, using logical reasoning
- Value justice, fairness
- Enjoy finding the flaws in an argument
- Could be described as reasonable, level-headed

then you prefer

T
Thinking

- Base your decisions on personal values and how your actions affect others
- Value harmony, forgiveness
- Like to please others and point out the best in people
- Could be described as warm, empathetic

then you prefer

F
Feeling

2. How do you prefer to take in information? If you:

- Focus on the reality of how things are
- Pay attention to concrete facts and details
- Prefer ideas that have practical applications
- Like to describe things in a specific, literal way


then you prefer

S
Sensing

- Imagine the possibilities of how things could be
- Notice the big picture, see how everything connects
- Enjoy ideas and concepts for their own sake
- Like to describe things in a figurative, poetic way

then you prefer

N
Intuition



ESTP
Outgoing, realistic, action-oriented, curious, versatile, spontaneous. Pragmatic problem solvers and skillful negotiators.

ESFP
Playful, enthusiastic, friendly, spontaneous, tactful, flexible. Have strong common sense, enjoy helping people in tangible ways.

ENFP
Enthusiastic, creative, spontaneous, optimistic, supportive, playful. Value inspiration, enjoy starting new projects, see potential in others.

ENTP
Inventive, enthusiastic, strategic, enterprising, inquisitive, versatile. Enjoy new ideas and challenges, value inspiration.

ESTJ
Efficient, outgoing, analytical, systematic, dependable, realistic. Like to run the show and get things done in an orderly fashion.

ESFJ
Friendly, outgoing, reliable, conscientious, organized, practical. Seek to be helpful and please others, enjoy being active and productive.

ENFJ
Caring, enthusiastic, idealistic, organized, diplomatic, responsible. Skilled communicators who value connection with people.

ENTJ
Strategic, logical, efficient, outgoing, ambitious, independent. Effective organizers of people and long-range planners.

4. How do you prefer to live your outer life? If you:

- Prefer to have matters settled
- Think rules and deadlines should be respected
- Prefer to have detailed, step-by-step instructions
- Make plans, want to know what you're getting into

then you prefer

J
Judging

- Prefer to leave your options open
- See rules and deadlines as flexible
- Like to improvise and make things up as you go
- Are spontaneous, enjoy surprises and new situations

then you prefer

P
Perceiving

Generations



As we go around the room, share the answer to one of the questions below:

- The first music artist I bought:**
- My favorite game as a child:**
- The first movie I saw in a theater:**
- As a child getting “dressed up” meant wearing:**
- I stood in line for hours to get a ticket to see:**
- As a child, Saturday mornings meant:**
- A TV show that made a big impression on me:**
- In high school it was very “un-cool” to:**





Generation refers to a group of people who share the same birth years and are at about the same life stage.



Generations are shaped by 2 factors:

- Formative Years – (age 8-13) Security, trust and values begin to form
- Coming of Age Years – (age 17-23) – Individual identity is formed

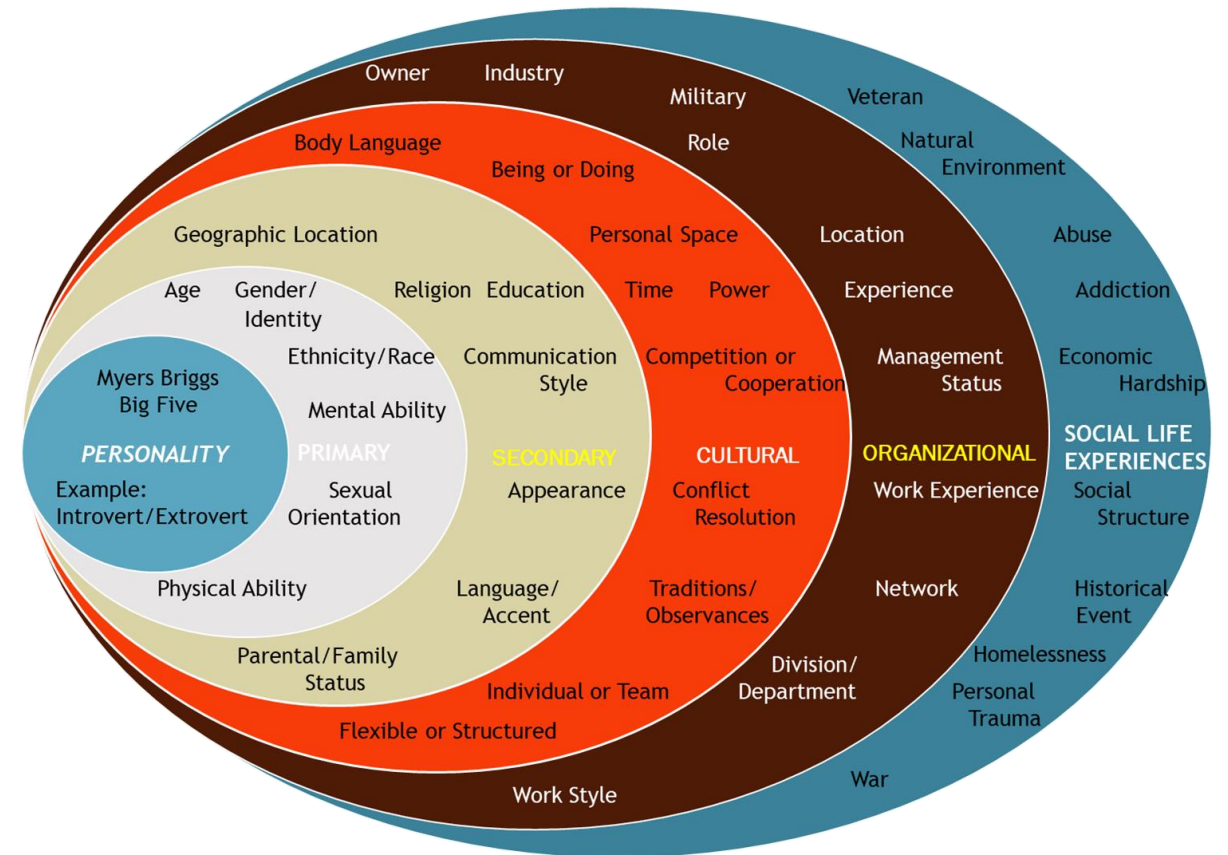
THE ECONOMY, WORLD EVENTS, POLITICS, POPULAR CULTURE ARE ALL
EXAMPLES OF COMMON INFLUENTIAL ELEMENTS



WHAT DO WE KNOW ABOUT GENERATIONS


In addition to our generation, we are also influenced by:

- **Life events** – birth of a child, caring for aging parents
- **Current events** – many people respond in a similar fashion to large scale events such as war, natural disasters and economic conditions
- **Culture** – many countries have distinct regional cultures that influence behavior
- **Individual personality** – the workplace expressions of our unique personalities often lie outside of generational influences



MULTIPLE GENERATIONS @ WORK

Five Generations Working Side by Side in 2020



TRADITIONALISTS Born 1900-1945	BOOMERS Born 1946-1964	GEN X Born 1965-1976	MILLENNIAL Born 1977-1997	GEN 2020 After 1997
Great Depression World War II Disciplined Workplace Loyalty Move to the 'Burbs Vaccines	Vietnam, Moon Landing Civil/Women's Rights Experimental Innovators Hard Working Personal Computer	Fall of Berlin Wall Gulf War Independent Free Agents Internet, MTV, AIDS Mobile Phone	9/11 Attacks Community Service Immediacy Confident, Diversity Social Everything Google, Facebook	Age 15 and Younger Optimistic High Expectations Apps Social Games Tablet Devices

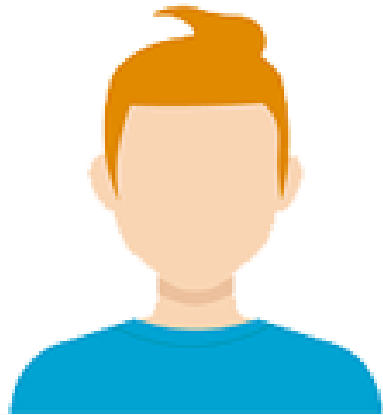
Each generation brings its own view of the world, which creates both opportunities and threats to businesses. **This demands Generational Intelligence!**

STANTON
ADAMS L.L.C.

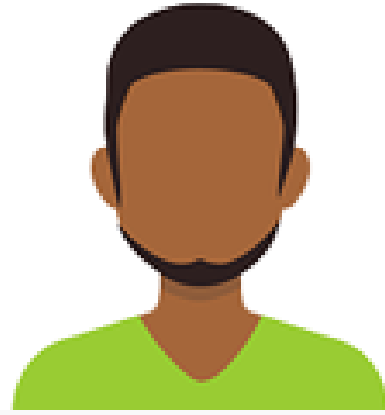


WHAT DO WE KNOW ABOUT THE 5 GENERATIONS

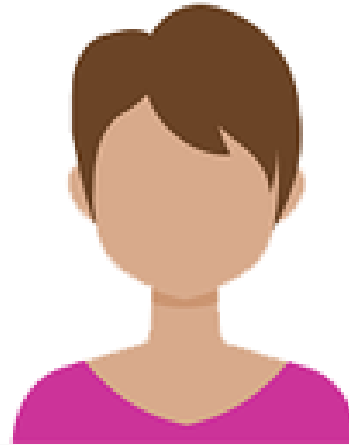
We are Gen X'ers



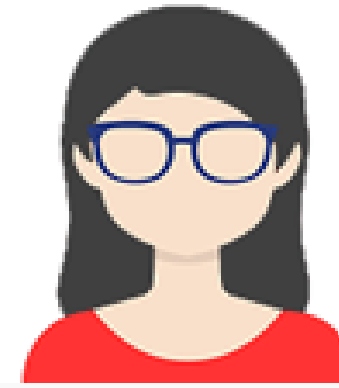
GENERATION Z
(born after 1997)



**MILLENNIALS OR
GENERATION Y**
(early 80's - mid 90's)



GENERATION X
(1965 - early 80's)



BABY BOOMERS
(born between
1946 -1964)

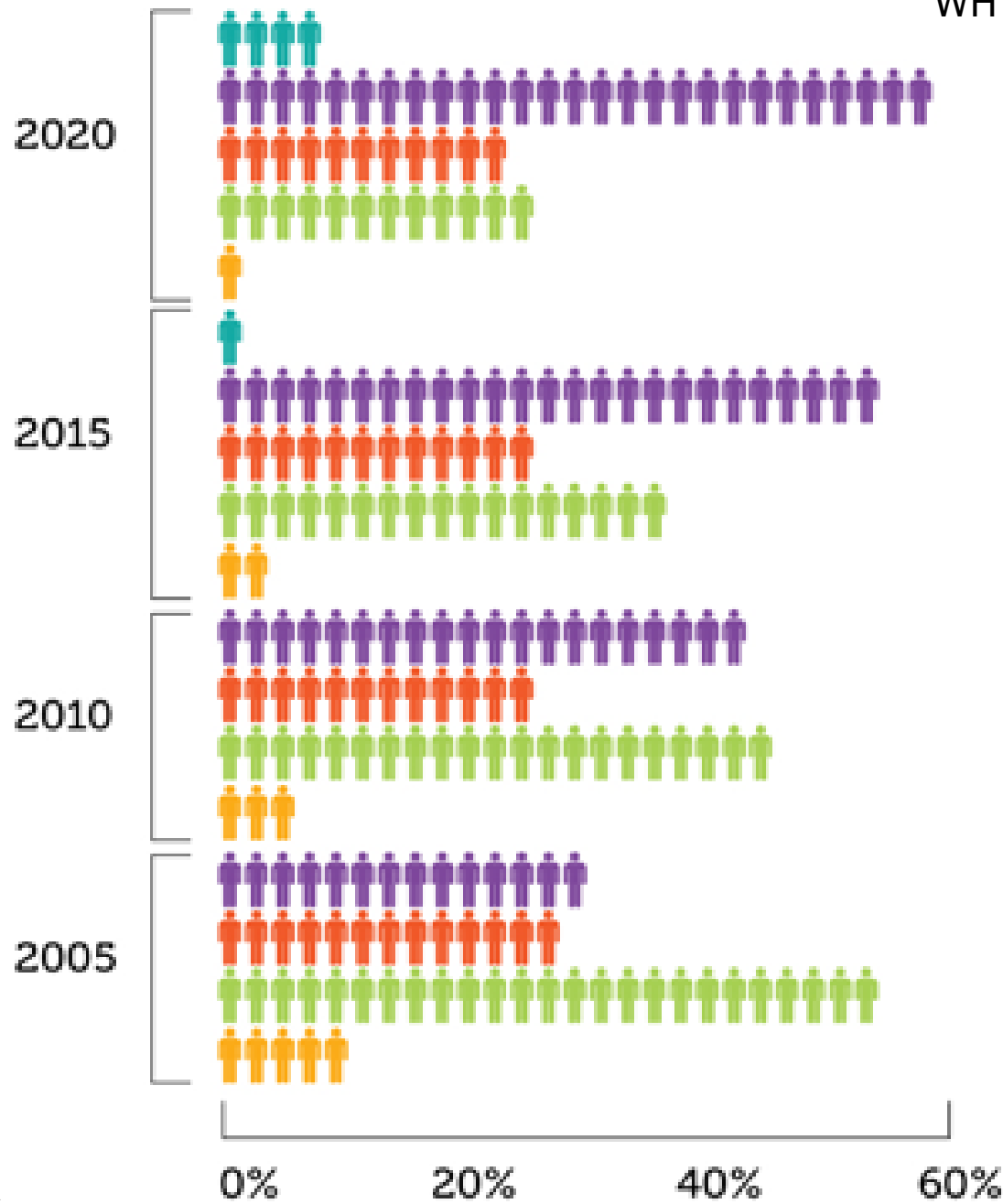


TRADITIONALISTS
(born before 1946)



WHY DOES IT MATTER?

Five Generations of 2020



- Gen Z
- Millennials
- Gen X
- Baby Boomers
- Traditionalists

Bureau of Labor Statistics Employment Projections





the Gap: Managing Five Generations in the Workplace

GEN Z
(BORN AFTER 1997)

05

- Accustomed to change and expects it in the workplace
- Value in-person interactions³
- Look for feedback on a frequent, ongoing basis⁴

MILLENNIALS
(MID 80's - 90's)

04

- Looking to be coached or mentored³
- Value technology-centric training³
- Aligning with company values is key⁴

GENERATION X
(1965 - EARLY 80's)

03

- View change as a vehicle for opportunity³
- Embrace a hands-off management policy²
- Entrepreneurial spirit and results-oriented⁵

BABY BOOMERS
(1946 - 64)

02

- Value traditional instructor-led courses
- Top qualities for a manager are being

TRADITIONALISTS
(BEFORE 1946)

01

- Believe in hierarchical management style
- Strong work ethic and loyal to their company²
- Slow to adapt to new technology²



ols³
ent⁴





GENERATION Z
(born after 1997)



**MILLENNIALS OR
GENERATION Y**
(early 80's - mid 90's)



GENERATION X
(1965 - early 80's)



BABY BOOMERS
(born between
1946 -1964)



TRADITIONALISTS
(born before 1946)



What Generation do you fall in? _____

Take a Guess at your teams generations?

Gen Z _____% Millennial/Y _____%

Gen X _____% Baby Boomer _____ Silent _____%

What are the Opportunities?

Challenges?



OUR DIMENSIONS OF DIVERSITY....



Reveal your personal orientation to life, work and relationships. This is how you **prefer** to go about life and work



May reveal **biases** you have toward those who have values different than yours



Don't **predict** your ability to work across cultures



Provides **insights** about how to effectively work and lead across cultures





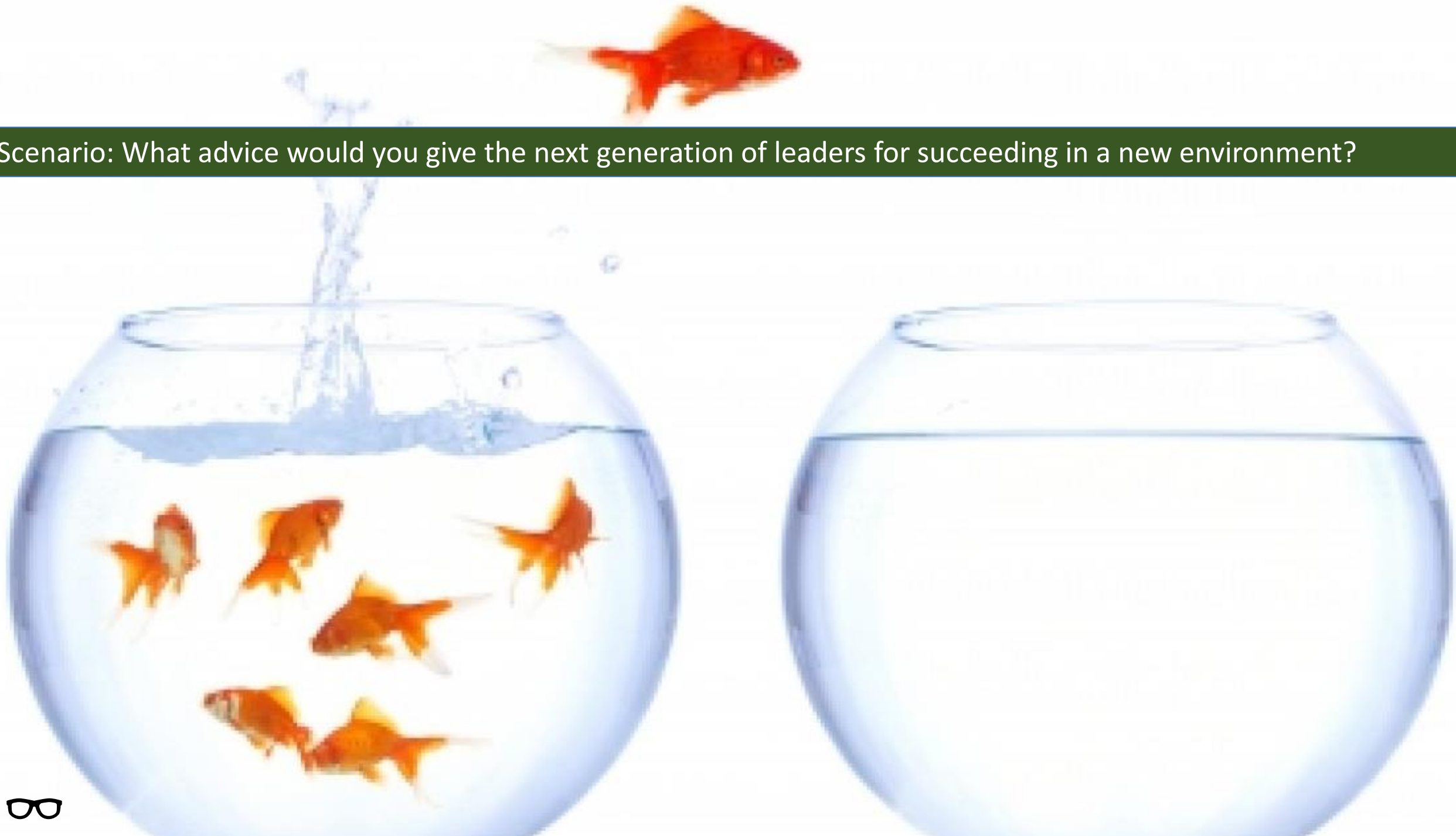
Creating a Culture of Inclusion

INCLUSION

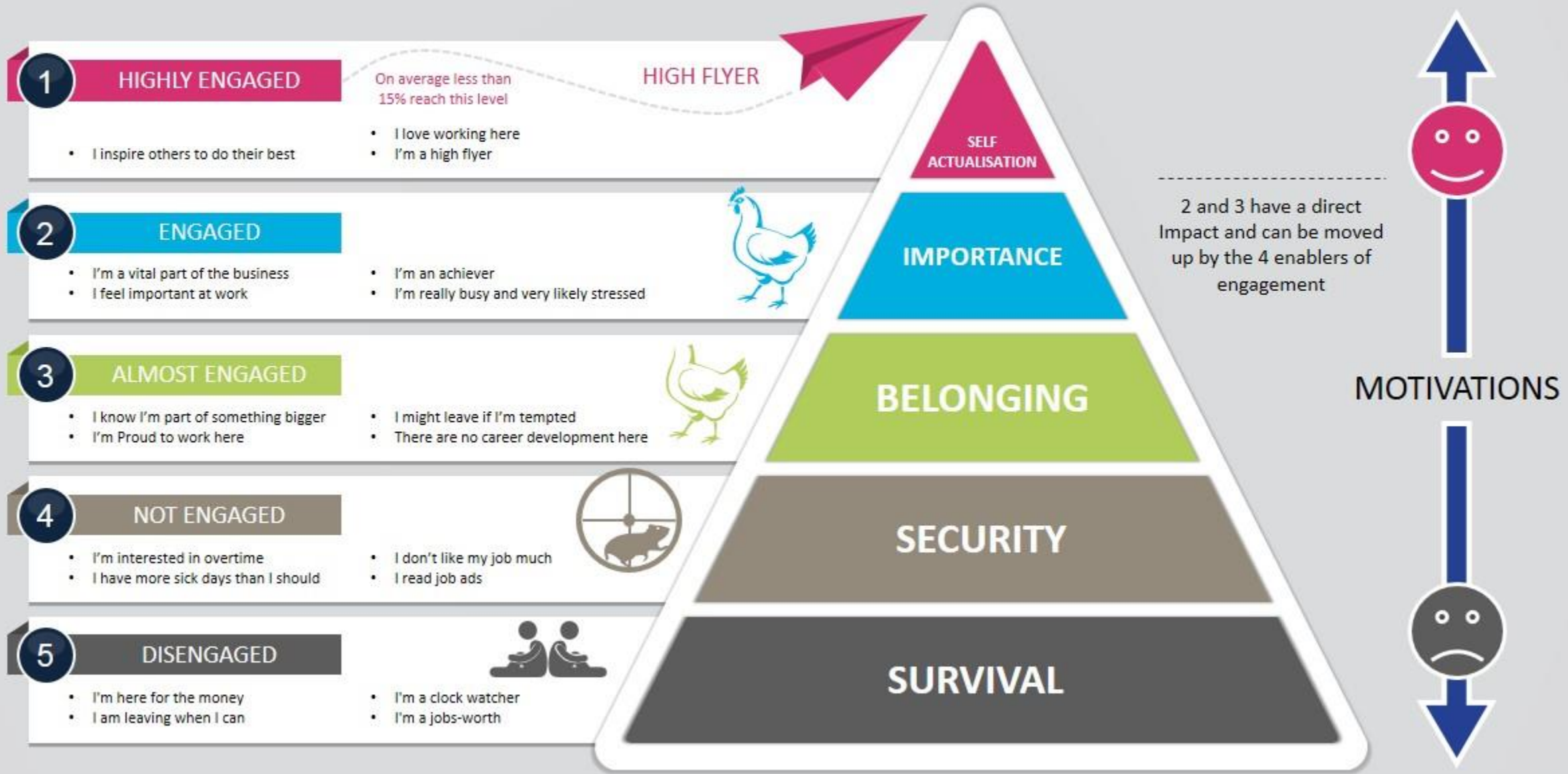
Cultivating a workplace culture where every member is valued for their unique contributions.



Scenario: What advice would you give the next generation of leaders for succeeding in a new environment?



MASLOW'S HIERARCHY OF EMPLOYEE ENGAGEMENT





1. I CAN TELL WHEN AN EMPLOYEE IS DISENGAGED
2. FITTING IN IS AN IMPORTANT PART OF BEING ENGAGED
3. ENGAGED EMPLOYEES ARE SELF-MOTIVATED
4. ENGAGED EMPLOYEES DO WHAT IT TAKES TO LEARN THE UNWRITTEN RULES
5. DIVERSITY CAN IMPACT AN EMPLOYEES ENGAGEMENT



An Inclusive Environment...

Is ESSENTIAL TO:

- ATTRACTING, DEVELOPING & RETAINING THE BEST TALENT AVAILABLE
- SERVING A DIVERSE COMMUNITY AND MARKETPLACE
- MAXIMIZING CREATIVE AND INNOVATIVE IDEAS



Small Acts of Inclusion (Individuals)



- Having lunch with someone different from you
- Coaching someone culturally different
- Mentoring someone outside your comfort zone
- Thinking outside the box
- Honestly evaluating your commitment to inclusion**
- Noticing diversity in everything you do with others
- Sending notes of thanks to managers and leaders who are visible examples of inclusion
- Seeking to understand your social network differences
- Sharing a professional learning experience
- Coaching a new skill
- Learning a new skill every week; and passing it on
- Clarifying your career plan, then helping others clarify theirs**
- Helping others with career planning
- Helping others adopt a mind-set of 100% responsibility and accountability
- Sharing a personal learning experience
- Discouraging gossip
- Listening to a personal problem without giving advice**
- Thanking someone for his/her support
- Doing something kind for someone with whom you work
- Forgiving someone who was unkind to you
- Creating a “space” between experience and anger
- Being sensitive to the cultural nuances of others
- Learning from the shortcomings of others—they may be a mirror
- Making every interaction “a small act of Inclusion”**



Building a Culture of Inclusion



Recruitment/Onboarding



Development/ Training



Teamwork/ Celebration



Conflict

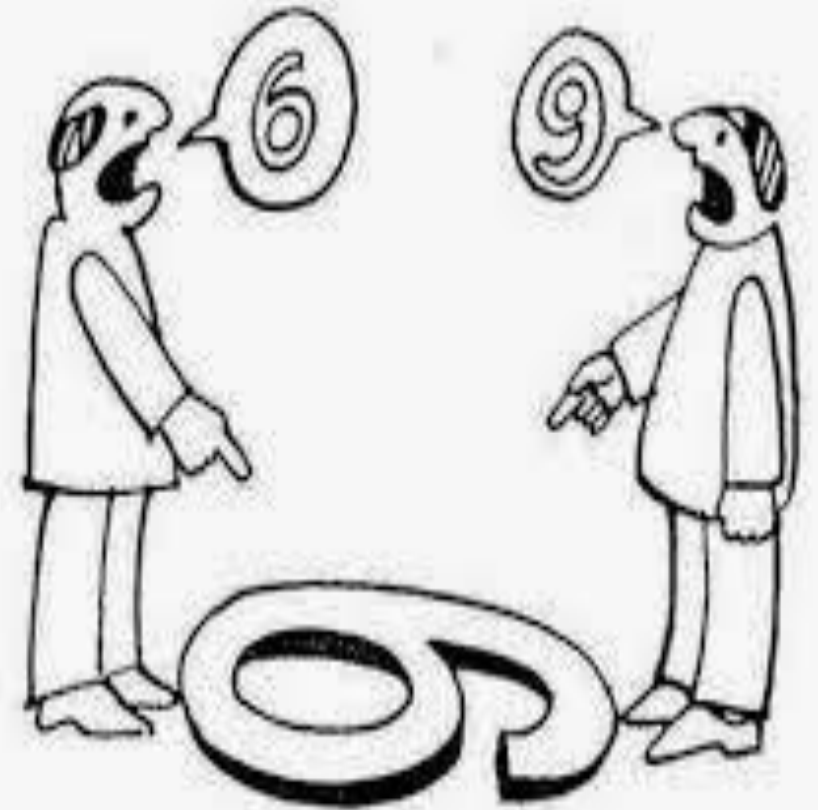


Define Conflict

STANTON
ADAMS_{L.L.C.}



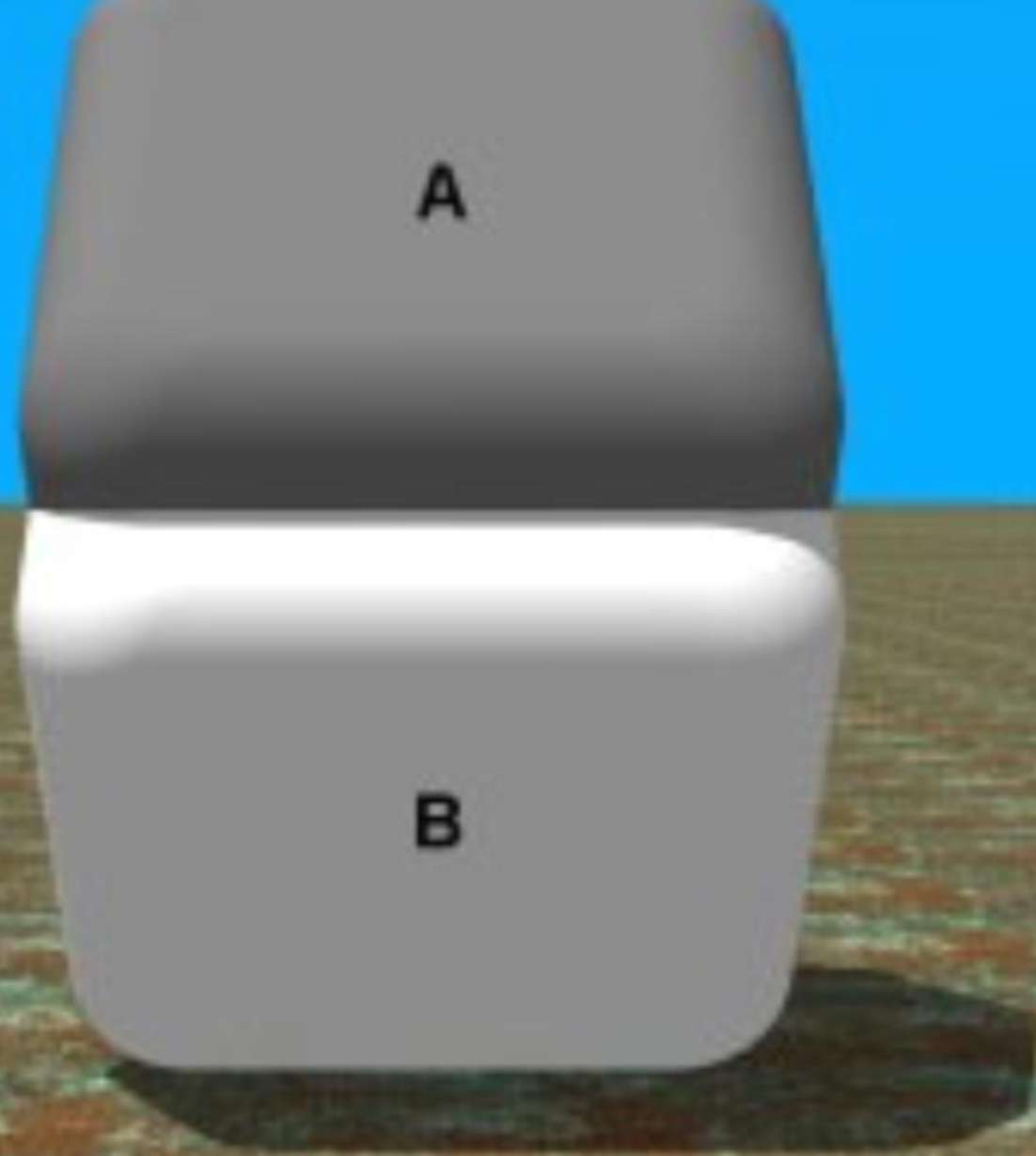
- How do you define conflict?



Unconscious Bias



Which square is darker?



marker:

A



B



CALL OUT THE FIRST THING THAT YOU SEE ON THE NEXT SLIDE



Is it a....

13 or B



12
A 13 C
14



Who is...

- The Engineer
- Race Car Driver
- Boxer
- Australian



Person A



Person C



Person D



Person B



QUESTION EVERYTHING

TED^xSouthBank

x = independently organized TED event



WHAT ASSUMPTIONS HAVE BEEN MADE ABOUT YOU?

TED
South Park

Yasemin Abdel-Magied



Unconscious Bias



Unintended, subtle and **unconscious** choices made by everyone all the time

Attitudes and **stereotypes** we develop based on characteristics such as race, age, ethnicity, religion or appearance



Which Differences Trigger Unconscious Bias?

1. Visible Diversity
(skin color, age, gender, etc.)
2. Underrepresented Groups
(less than 15% of the majority)





**Intercultural
Performance**



Recruitment



**Staff
Development/Promotion**



Creativity/Innovation

Consequences of
Unconscious Bias
for Recruitment &
Retention





Halo Effect: Forming an overall positive impression of a person based on little information





CONFIRMATION BIAS:



THE TENDENCY TO SEEK INFORMATION THAT CONFIRMS PRE-EXISTING BELIEFS OR ASSUMPTIONS.



GAY



ADOPTED



BLACK



MUSLIM

STEREOTYPING:
AN OVER-GENERALIZED BELIEF ABOUT A
PARTICULAR CATEGORY OF PEOPLE.



TEEN



INTROVERT



DEAF



FEMALE



Habits for Breaking Biases

Intention

Acknowledges biases and has motivation to change

Attention

To when stereotypical responses or assumptions are activated

Time

To practice new strategies designed to “break” the automatic associations





Hot Buttons (micro-triggers)

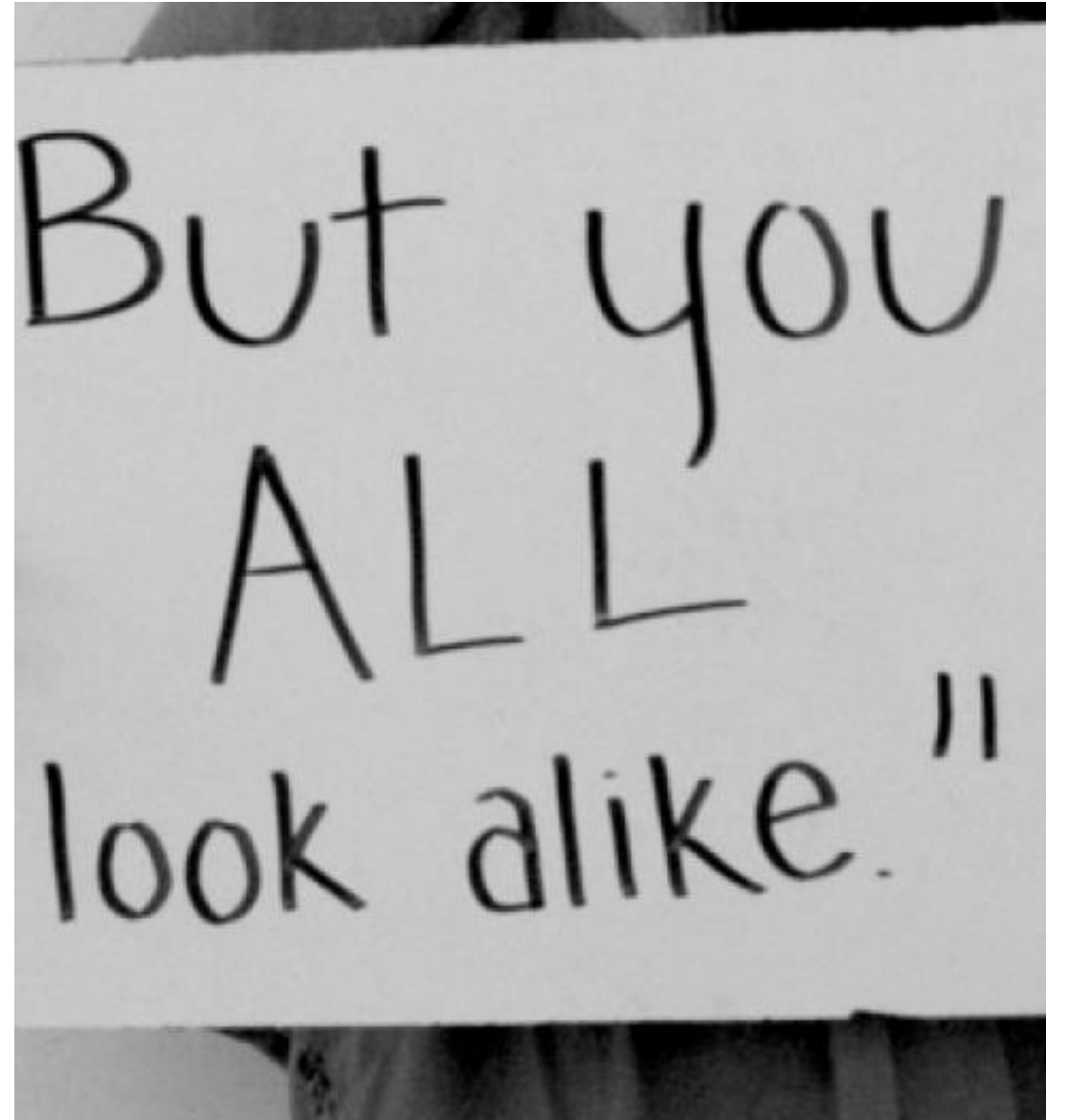
Subtle, semi-conscious, devaluing messages that can lead to the “inequities” in our work relationships.



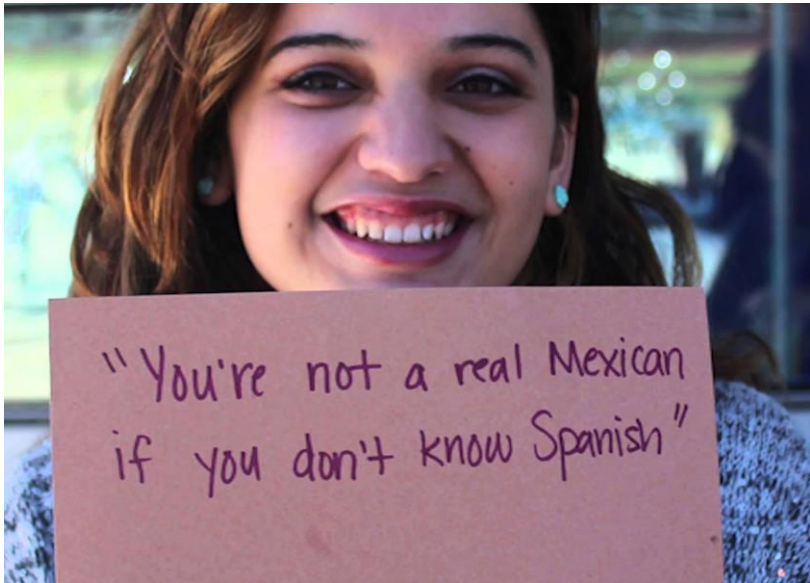




You're Really
Pretty...
FOR A DARK
SKIN GIRL



But you
ALL
look alike."



Habits for Breaking Biases

Micro-Triggers

subtle slights and snubs
that devalue an
employee

Micro-Affirmations

Small intentional acts
that occur whenever
people want others to
succeed



10 LESSONS

FOR TALKING ABOUT
RACE, RACISM AND
RACIAL JUSTICE

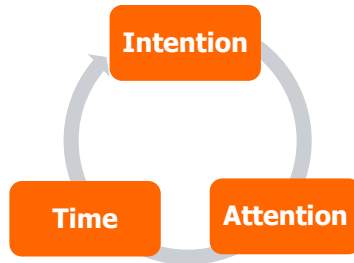
1. CONSIDER AUDIENCE AND GOALS
2. KNOW THE COUNTER NARRATIVES
3. LEAD WITH SHARED VALUES: OPPORTUNITY, COMMUNITY, EQUITY
4. USE VALUES AS A BRIDGE, NOT A BYPASS
5. BE RIGOROUSLY SOLUTION-ORIENTED AND FORWARD-LOOKING
6. TALK ABOUT THE SYSTEMIC OBSTACLES TO EQUAL OPPORTUNITY AND EQUAL JUSTICE
7. BE EXPLICIT ABOUT THE DIFFERENT CAUSES OF RACIAL VS. SOCIOECONOMIC DISPARITIES
8. DESCRIBE HOW RACIAL BIAS AND DISCRIMINATION HOLD US ALL BACK
9. ACKNOWLEDGE THE PROGRESS WE'VE MADE
10. EMBRACE AND COMMUNICATE OUR RACIAL AND ETHNIC DIVERSITY

Hiring

Developing/Promoting

Day-to-Day

Bias Busting Habits



- Recognize when you are responding to a prospective employee in a stereotypical way. Reflect on the reasons and intentionally replace a biased response with an unbiased one
- Develop criteria for evaluating candidates and apply them consistently to all applicants
- Spend sufficient time (15-20 minutes) evaluating each applicant
- Evaluate each candidate's entire application; don't depend too heavily on only one element such as the letters of recommendation, or the prestige of the degree-granting institution
- Be able to defend every decision for rejecting or retaining a candidate

- Assess what competencies/attributes you are using when choosing individuals for development and promotion and why?
- Be cognizant of any filters that may be impacting your decisions (i.e. is this person just like me?)
- Offer flexibility when you can and realize culture may play a role in your differing perspectives
- Periodically evaluate your decisions and consider whether qualified women and underrepresented minorities are included. If not, consider whether evaluation biases and assumptions are influencing your decisions

- Recognize hot buttons/micro-triggers and don't jump to conclusions too quickly
- Use your increased knowledge about cultural differences to anticipate how someone is likely to respond
- Step into the shoes of a stereotyped person and consider their view (perspective-taking)
- Build in accountability. Solicit feedback from peers, employees, etc.
- Actively seek out situations where you are likely to be exposed to positive examples of other cultures that are subject to stereotypes
- Practice micro-affirmations
- When a stereotypical response is detected, remind yourself of examples that prove the stereotype to be inaccurate (i.e. if a person judges an African American male as lazy or incompetent, (s)he imagines Colin Powell or Eric Holder)

Habits For Breaking Bias