# Slide 1

The University of Tennessee Diversity Summit

April 15th, 2015 Murfreesboro, Tennessee

# Slide 2

Alvin Evans, Higher Education Practice Leader, HigherEd Talent

# Slide 3

**HigherEd Talent**

Who We Are

* Leading provider of talent practices in higher education

Broad Practice Areas

* Diversity and Inclusion
* Human Resources
* Talent Management
* Strategic Planning
* Organizational Learning and Design

Offerings

* On-site consultation
* Research and assessment
* Trends, best practices

# Slide 4

Screenshot of HigherEd Talent website. Phone number (954) 868-8629 and brief description of services: Organizational Transformation

Facilitate planned, deliberate, institutionwide change to sustain and enhance organizational excellence. Transform the culture to change underlying assumptions and behaviors to promote effective and efficient processes. Design systematic organizational learning programs and design metrics to ensure goal attainment.

# Slide 5

**Diversity and Accountability**

# Alvin Evans

# Higher Education Practice Leader

# HigherEd Talent

# April 15, 2015

# Slide 6

**Objectives of the Presentation**

* **Define** *Valuing Diversity* and understand why the definition is critical to a successful diversity program.
* **Assess** your *Valuing Diversity* competencies and develop action steps for learning.
* **Gauge** your organization’s level of diversity.
* **Describe** key *Valuing Diversity* concepts and identify barriers.
* **Identify** best practices in the implementation of a *Valuing Diversity* program.
* Racial segregation
* Black students expressed highest dissatisfaction with social environment
* Legacies of racism
* White students over estimate satisfaction of students of color
* Pervasiveness of whiteness (curriculum, space, activities)
* Consciousness of racial issues, but feelings of powerlessness, among staff of color.
* **“You’re the first person to ask me about this…”**

# Slide 7

**What is diversity to you?**

# Slide 8

**Diversity Dimensions**

Wheel chart of the various dimensions of diversity, including location, seniority, income, personal habits, religion, physical ability, race, age, etc.

# Slide 9

**Action and Diversity**

Affirmative Action

* Recruiting
* Hiring
* Advancement

Diversity

* Recruiting
* Comprehensive Talent Strategy
* Retention
* Welcoming Climate
* Reciprocal Empowerment

# Slide 10

**The Evolution of Inclusive Excellence**

1964 – Civil Rights Act – Title VII Prohibits employment discrimination based on race, color national origin, sex and religion.

1965 – Affirmative Action – Executive Order 11246 – Federal Contractors

1970’s to 1990’s – Multiculturalism and Diversity – Creating an inclusive work environment that values all employees.

21st Century – Inclusive Excellence – Focus in Higher Education on Student Intellectual and Social Development

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# Slide 12

**The Business Case for Diversity**

# Slide 13

**Demographic Changes**

One in four people in the United States will be Hispanic by 2050.

Hispanic growth rate (24.3 percent) is triple that of the general population (6.1%)

In 2010, for the first time in American history, minority births are the majority.

# Slide 14

**Global Imperative**

* Rise of new technologies
* Geopolitical shifts
* Shrinking barriers of time and distance
* Growth in geographic centers of creativity and innovation
* Changing nature of employment

# Slide 15

**The Global Imperative**

**Globalization 1.0**

1490 to 1800, the world shifted from Large to Medium

# Slide 16

**The Global Imperative**

**Globalization 2.0**

1800 to 2000, the world shifted from Medium to Small

# Slide 17

**The Global Imperative**

**Globalization 3.0**

2000 to Present, the world is shifting from Small to Tiny

# Slide 18

**Valuing Diversity Self-Assessment**

* Part I – Self-assessment
* Part II – Things that I can do
* Part III – Action steps

# Slide 19

**10 Key Learning Opportunities**

* Training Programs
* On-the-job training
* Coaching
* Personal Interactions
* Books
* Site Visits
* E-learning
* Mentoring
* Diversity experiences
* Educational Classes

# Slide 20

**Culture and diversity**

# Slide 21

**Layers of Organizational Culture**

Wheel chart:

Outside Wheel = Geospatial

Inside Wheel 1 = Traditions, Symbols, Myths

Inside Wheel 2 = Organizational Processes, Behavioral Patterns

Inside Wheel 3 = Espoused Values, Espoused Beliefs

Core Wheel = Embedded Values & Beliefs

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**Culture**

Typical Behaviors

Stated Values

Fundamental Assumptions

# Slide 23

**Ten Organizational Barriers to Diversity**

# Hiring

# Promotion and advancement

# Lack of support

# Failure to empower

# Differing expectations

# Slide 24

**Ten Organizational Barriers to Diversity**

1. Stereotyping and organizational fit
2. Lack of mentoring and access to Networks
3. Isolation and soloing
4. Tokenism
5. The revolving door

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Duplicate of slide 24

# Slide 26

**Reciprocal Empowerment**

* Self Determination
  + Power to give oneself and others ability to define identity
  + Celebration of uniqueness; affirmation of identity
* Distributive Justice
  + Power to give oneself and others resources
  + Diversity as a resource
* Collaboration and Democratic Participation
  + Power to give oneself and others a voice
  + Equal Participation in decision-making

# Slide 27

**Reciprocal Empowerment**

* Moral Framework that links organizations values, culture, and workplace practices to the world outside
* Interdependence and interrelationship

# Slide 28

**Cultural Competency**

Cultural Competence Definition:

* A set of congruent behaviors, practices, attitudes and policies that come together in a system or organization or among professionals, enabling effective work to be done in cross-cultural situations.

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**Guiding Diversity Management Principle**

Cultural Competence Definition:

* The shifting demographics in this country require employees to be CULTURALLY COMPETENT to effectively accomplish organizational mission.

# Slide 30

The Cultural Competence Continuum

Negative to Positive = Cultural Destructiveness, Cultural Incapacity, Cultural Blindness, Cultural Precompetence, Cultural Competence and Cultural Proficiency.

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**Cultural Competence Definitions**

* **Cultural Destructiveness:** Disregards cross-cultural awareness, behavior, skills in staffing patterns, service provision, program design, etc.
* **Cultural Incapacity:** Does not accept multiple perspectives as valid: there is one right or best way. Views diversity as meeting quotas.
* **Cultural Blindness:** Disregards diverse religious/cultural practices such as when scheduling hours/days of operation

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**Cultural Competence Definitions, cont.**

* **Cultural Pre-Competency:** Exhibits emerging visual representation of all ethnicities, genders, etc. as active and valued community members.
* **Cultural Competency:** Provides regular staff training in cultural competence and its relationship to service provision.
* **Cultural Proficiency:** Takes proactive stance on the advancement of cultural competence within the community.

# Slide 33

**The Cultural Competence Continuum**

* Where Am I Now?
* Where Could I Be?

# Slide 34

Activity: Organizational Assessment

# Slide 35

**About Walmart**

Walmart Logo

More than 10,000 stores and 2.2 million associates in 27 countries.

# Slide 36

Video: Sharon Orlopp, Global Chief Diversity Officer – SVP Corporate People – Walmart

# Slide 37

Change management model

# Slide 38

Sodexo Logo

The Sodexo Story

# Slide 39

Sodexo Diversity & Inclusion Overview Video

# Slide 40

Diversity adoption curve

* Chart from *Implementing Diversity* by Marilyn Loden, showing the curve from Increased Perceived Opportunity/Decreased Perceived Risk to Decreased Perceived Opportunity/increased Perceived Risk. It begins with Innovators at one end of the curve at 2.5%, then moves to Early Adopters or Change Agents at 13.5%, next are Early Majority or Pragmatists at 34%, then Late Majority or Skeptics at 34% and lastly, Laggards or Traditionalists at 16%.

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**Five Principal Barriers to Diversity**

1. Failure to integrate diversity into the mainstream structure and purposes of the organization. Diversity is perceived as a luxury that can be eliminated when budgets constrict.

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1. Difficulty in bridging internal bureaucratic divides and hierarchies.
2. Lack of integrated planning of HR and diversity programs.

# Slide 43

1. Cultural resistance and behavioral barriers that preclude the inclusion of diverse talent.

A cartoon of five men and one woman in a meeting around a table with a caption that reads “That’s an excellent suggestion, Miss Triggs. Perhaps one of the men here would like to make it.”

# Slide 44

1. The tendency to view diversity as someone else’s job and not a collective responsibility.

# Slide 45

**Recommendations for Future Learning**

* Expand your experiences and interactions with diverse individual groups.
* Research and read about diverse groups and their history and needs.
* Attend workshops, training and lectures about diversity and cultural competency.
* Advocate that your organizational unit include diverse topics as part of the training programs.
* Keep an open mind and a willingness to learn through all of your experiences with diverse individuals and groups.

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**Best practices across all sectors**

* Set and manage the context for change
* Provide ongoing communication
* Measure Return on Investment (ROI)
* Focus on data driven change
* Develop diversity organizational learning programs including both awareness and skill-based training
* Develop mentoring programs
* Create flexible workplace policies
* Link rewards to diversity goals and initiatives

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Questions and comments