Alvin Evans
Higher Education Practice Leader
Higher Ed Talent
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
ORGANIZATIONAL TRANSFORMATION

Facilitate planned, deliberate, institution-wide 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.
Diversity and Accountability

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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.
What is diversity to you?
Diversity Dimensions

The dimensions of diversity in the following video include:

- Functional Level/Classification
- Geographic location
- Work Experience
- Seniority
- Division/Dept./Unit/Group
- Educational Background
- Management Status
- Marital Status
- Caste/Class
- Age
- Race
- Ethnicity
- Gender
- Physical Ability
- Sexual Orientation
- Personal Habits
- Recreational Habits
- Religious Status
- Parental Status
- Work Content/Field
- Location
ACTION AND DIVERSITY

Affirmative Action

- Recruiting
- Hiring
- Advancement

Diversity

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

70’s to 90’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

The Evolution of Inclusive Excellence
THE BUSINESS CASE FOR DIVERSITY
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 percent)

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

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

Globalization 1.0

1490 to 1800

Large to Medium

Friedman, 2005
The Global Imperative

Globalization 2.0

1800 TO 2000

Medium Small

Friedman, 2005
The Global Imperative

Globalization 3.0

2000 to Present

Small Tiny

Friedman, 2005
VALUING DIVERSITY SELF-ASSESSMENT

• Part I – Self-assessment
• Part II – Things that I can do
• Part III – Action steps
10 Key Learning Opportunities

- Training Programs
- On-the-job training
- Coaching
- E-learning
- Personal Interactions
- Books
- Site Visits
- Diversity experiences
- Educational Classes
- Mentoring
Culture and diversity
Layers of Organizational Culture
Culture

Typical Behaviors

Stated Values

Fundamental Assumptions
Ten Organizational Barriers to Diversity

1. Hiring
2. Promotion and advancement
3. Lack of support
4. Failure to empower
5. Differing expectations
Ten Organizational Barriers to Diversity

6. Stereotyping and organizational fit
7. Lack of mentoring and access to Networks
8. Isolation and soloing
9. Tokenism
10. The revolving door
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10. The revolving door
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 to oneself and others a voice
- Equal participation in decision-making

Prillettensky and Gonick, 1994
Reciprocal Empowerment

- Moral framework that links organizational values, culture, and workplace practices to the world outside
- Interdependence and interrelationship
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.

Source: Cross, T., et al., 1989
GUIDING DIVERSITY MANAGEMENT PRINCIPLE

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

- Cultural Proficiency
- Cultural Competence
- Cultural Precompetence
- Cultural Blindness
- Cultural Incapacity
- Cultural Destructiveness

Cross, T., et al., 1989
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.
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.
The Cultural Competence Continuum

- Where Am I Now?
- Where Could I Be?
Activity:
organizational assessment
About Walmart

more than 10,000 stores and 2.2 million associates in 27 countries.
Change management model
THE SODEXO STORY
Diversity adoption curve

- From Implementing Diversity by Marilyn Loden
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.
3. Difficulty in bridging internal bureaucratic divides and hierarchies.
4. Lack of integrated planning of HR and diversity programs.
4. Cultural resistance and behavioral barriers that preclude the inclusion of diverse talent.
5. The tendency to view diversity as someone else’s job and not a collective responsibility.
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.
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
Questions and comments