Valuing Diversity

Cornerstones

1. **Diversity is about inclusion and engagement!**

2. **The most important issue is always human dignity and total quality respect!**

3. **Prejudice is eliminated by developing high performance teams!**

4. **True diversity is ensuring diversity of thought at all levels of the organization!**

5. **Everyone adds talent and value; each person must be developed and offered full opportunity to achieve!**

6. **Diversity solutions must be situation specific!**

7. **Diversity is a philosophy and is everyone's responsibility!**

Discussion Page – Statements

If we cannot end now our differences, at least we can help make the world safe for diversity.

<div align="right">John F. Kennedy</div>

If you want small changes, work on your behavior; If you want quantum-leap changes, work on your paradigms.

<div align="right">Stephen R. Covey</div>

To get significant change in your life, you must change how you see things. "When I change the way I look at something, what I look at actually changes"

<div align="right">Franklin Covey</div>

Organizational Change

In profound change there is learning. The organization doesn't just do something new; it builds the capacity for ongoing change.

This emphasis on inner and outer changes gets to the heart of the issues that large industrial-age institutions are wrestling with today.

It is not enough to change strategies, structures and systems, unless the thinking that produced those strategies, structures and systems also changes.

<div align="right">Peter Senge</div>

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Diversity Training Expectations

Know:

➢ A common definition of diversity

➢ Why diversity is important

➢ The business imperative

➢ The impact of changing demographics

➢ Your leadership responsibilities

➢ The power of your belief system

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Leadership

"The capacity to influence others through inspiration, motivated by a passion, generated by a vision, produced by conviction, ignited by a purpose."

Stephen R. Covey

"Leadership is communicating to people their worth and potential so clearly that they come to see it in themselves."

Stephen R. Covey

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The Call for Greatness

The challenge before us is real and crystal clear! The call for <u>GREATNESS</u> in Diversity has never been louder! The world and the Auxiliary are changing, and the people we lead are changing!

A proactive response to these changes demands a <u>new</u> <u>mindset</u> that honors the rich traditions and principles of our past, yet at the same time embraces <u>a new way of thinking, being and leading.</u>

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A Call for a New Way of Thinking, Being, and Leading:

- To develop talent

- To build environments of trust

- To get 100% out of 100% of our people

- To nurture creativity and innovative thinking

- To create learning organizations

- To get our people to greatness

- To create high performance teams

- To ignite passion and purpose

- To create great products and great customer service

- To help the Auxiliary win at being the best volunteer organization

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Diversity Management

Good diversity management
is not measured by an
organization's demographics,
but
by how well its leaders identify and
capitalize on its members' talents.

Parks, K., Crepeau, L., & McDonald, D.P. (2008)

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Diversity Best Practices

Organizations commit, embrace, and use these best practices:

- ✓ The organization's leadership models diversity principles.

- ✓ The organization champions diversity for all stakeholders.

- ✓ Diversity is part of strategic planning and is one of the organization's guiding principles.

- ✓ Diversity principles are diligently applied to recruiting, retention, and selection of leadership.

- ✓ Diversity competencies are reflected in reviews, rewards, discipline, and special assignments.

- ✓ Diversity initiatives are allotted adequate resources.

- ✓ The organization has a strong diversity champion in its leadership, and mentoring is available.

- ✓ Everyone in the organization receives training in diversity principles and understands his or her role as a diversity champion.

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A Leader's Role in Diversity

- Be the voice through words, deeds, resources, and outcomes!

- Tie diversity into leadership and the mission!

- Ensure that trust is at the foundation of all initiatives and strategies!

- Ensure your people know the bright lines – what is acceptable and unacceptable behavior towards others!

- Ensure each person knows their role in diversity and how it ties into the mission!

- Pay attention to demographics from recruiting, retention, qualifying, etc.!

- Constantly and consistently work on building high performance teams!

- Be a developer of talent!

- Truly see the greatness in each person!

- Develop a culture of passion around diversity!

Recognizing Diversity

1. Diversity defines today's volunteers and workers

- Today's Auxiliary represents our population's many different segments.
  - ➢ They include men and women of varied races, religions, ages, sexual preferences, lifestyles, and social, ethnic, and cultural backgrounds.
  - ➢ Some organizations also have employees or affiliates in other countries.
  - ➢ Today's volunteers are equally diverse.

2. Diversity values differences, but doesn't stereotype them

- Stereotypes assume all people in a group share the same characteristics.
  - ➢ They tend to be limiting and often negative (e.g. lazy, indecisive, good at details but not the big picture)
  - ➢ They fail to recognize individual differences
  - ➢ They usually reflect lack of exposure to members of stereotyped groups

3. Diversity transcends affirmative action and does not invoke quotas

- Diversity
  - ➢ Accepts people's differences rather than focusing on them
  - ➢ Applies to all members of the workforce or organization, including white males.
  - ➢ Is not required by any law or regulation.
  - ➢ Creates a level playing field for all employees and volunteers.
    - ▪ It does not set quotas
    - ▪ It does not favor or leave out members of particular groups in terms of hiring, promotion, and other job decisions or organizational decisions.
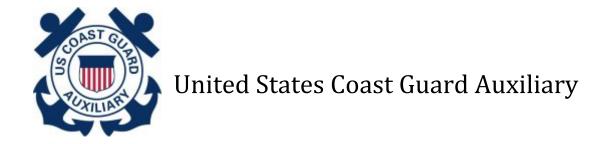
4. Organizations like the Auxiliary benefit from diversity

- Individual's backgrounds contribute to different perspectives, but not to different abilities.
- Different experiences, skills, approaches, talents, and perspectives benefit all organizational functions.
  - ➢ Diverse employees can help employers and organizations better identify and respond to diverse customer needs.

- Diversity enables employers and organizations to make the most of a person's difference rather than worrying about them.
- It recognizes that the human desire to contribute and succeed is not limited and doesn't exclude members of any group.
    - It allows organizations to recognize that people who share a common background may share certain perspectives, experiences, or tastes.
    - It shouldn't assume that all members of any group share any specific perspective, experience, or taste.
- It encourages employers and organizations to tap diversity for a new perspective on their markets, including finding:
    - New or expanded markets for their products, services or volunteers.
    - New ways of marketing their products, services or organization.
    - New ways to enhance the image to new customer, and members.

- It encourages organizations to be open to diverse talents and work approaches, including:
    - New ways to organize and manage teams and projects.
    - New communication approaches.
    - Untapped talents in the organization (e.g. skills in other languages)
    - Employee experiences that provide different perspectives and knowledge.

5. Seek ways to welcome and benefit from diversity
- Mix diverse co-workers to help open minds and reduce bias and stereotypes.
- Encourage all individuals to express views, suggestions, insights, and ideas.
- Emphasize to employees and members that expressions of bias or stereotype are not acceptable.
- Treat all members as individuals.

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Building Bridges across Cultural Barriers

Begin with an open attitude.

Understand your own cultural filters.

Increase your awareness of others' perspectives.

Look for commonalities with others.

Develop and practice effective communication skills.

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Cultural *Allies* value diversity and actively promote inclusion through actions such as:

Always checking assumptions made about others.

Listening with openness to understand.

Leading by example – being consistent, timely, fair and flexible

Inviting honest feedback and open dialogue.

Engaging in continuous diversity learning.

Standing up for differences by addressing injustice, inequity, disrespect, and exclusion.

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