

The Power of Inclusive Diversity

League of American Orchestras
June 2013

DEFINING DIVERSITY & INCLUSION

Diversity in the Mix

Inclusion is Making
the Mix **WORK**

What's in the Mix



Inclusion Drives Performance

Diverse Teams

- Leader ignores or suppresses individual differences
- Individual differences are an obstacle to performance

Homogeneous Teams

Average
Performance

Diverse Teams

- Leader acknowledges and supports individual differences
- Individual differences are an asset to performance

Lower Performance

Higher Performance

Reference: Adler, N. J. International Dimensions of Organizational Behavior. 4th ed. Cincinnati, OH: South-Western, 2002. C, Milton J. Bennett 2008

Cross-cultural Competence

The ability to **discern** and **take into account** one's own **and others'** world views to be **able to seize opportunities**, **make decisions**, and **resolve conflicts** in ways that **optimize cultural differences** for **better**, **longer-lasting**, and more creative **solutions**.



The Journey to Cross-cultural Competence

- **Exploring Unconscious Bias**
 - Understanding the power of bias and how it influences what we do
- **Exploring Me**
 - Understanding what shapes ourselves and how our own worldview shapes our beliefs and behaviors
- **Exploring Others**
 - Understanding others and what has shaped their beliefs and behaviors
- **Leveraging Inclusive Diversity**
 - Understanding how to work efficiently across differences to enhance the work we do

UNCONCIOUS BIAS

American Beats Kwan!

- MSNBC, February 20, 1998



Culling 40 pieces of data from 11 Million

- Evolutionary Basis
 - Preservation Mechanism aka 'Danger Detector'
- Gained and Reinforced through experience
 - Formation is often unconscious
 - Application is equally unconscious
- Short cut to aid in decision making
 - Conscious mental models eventually become instinctual

Many Forms of Cognitive Bias

Correspondence Bias

- A tendency to overemphasize personality or individual-based explanations for behavior while ignoring or under-emphasizing the role and power of situational circumstances.

Confirmation Bias

- Searching for or only seeing data that confirms one's own perceptions and beliefs.

Self-Serving Bias

- The tendency to claim more responsibility for successes than failures.

Belief Bias

- When one's evaluation of the logical strength of an argument is biased by their belief in the truth or falsity of the conclusion.

Framing

- Using a too-narrow approach to evaluate a situation or issue to ensure a conclusion that conforms with one's desired conclusion.

Hindsight Bias

- The "I-Know-It-All" Effect. The inclination to see past events as being predictable.



DESTROY IT!

Sir, I have incoming data that does not conform to our existing neural protocols.

That would be highly illogical.

The Shaping of Bias

“Looting”

AP Associated Press AP - Tue Aug 30, 11:31 AM ET

A young man walks through chest deep flood water after looting a grocery store in New Orleans on Tuesday, Aug. 30, 2005. Flood waters continue to rise in New Orleans after Hurricane Katrina did extensive damage when it



MARSH

“Finding”



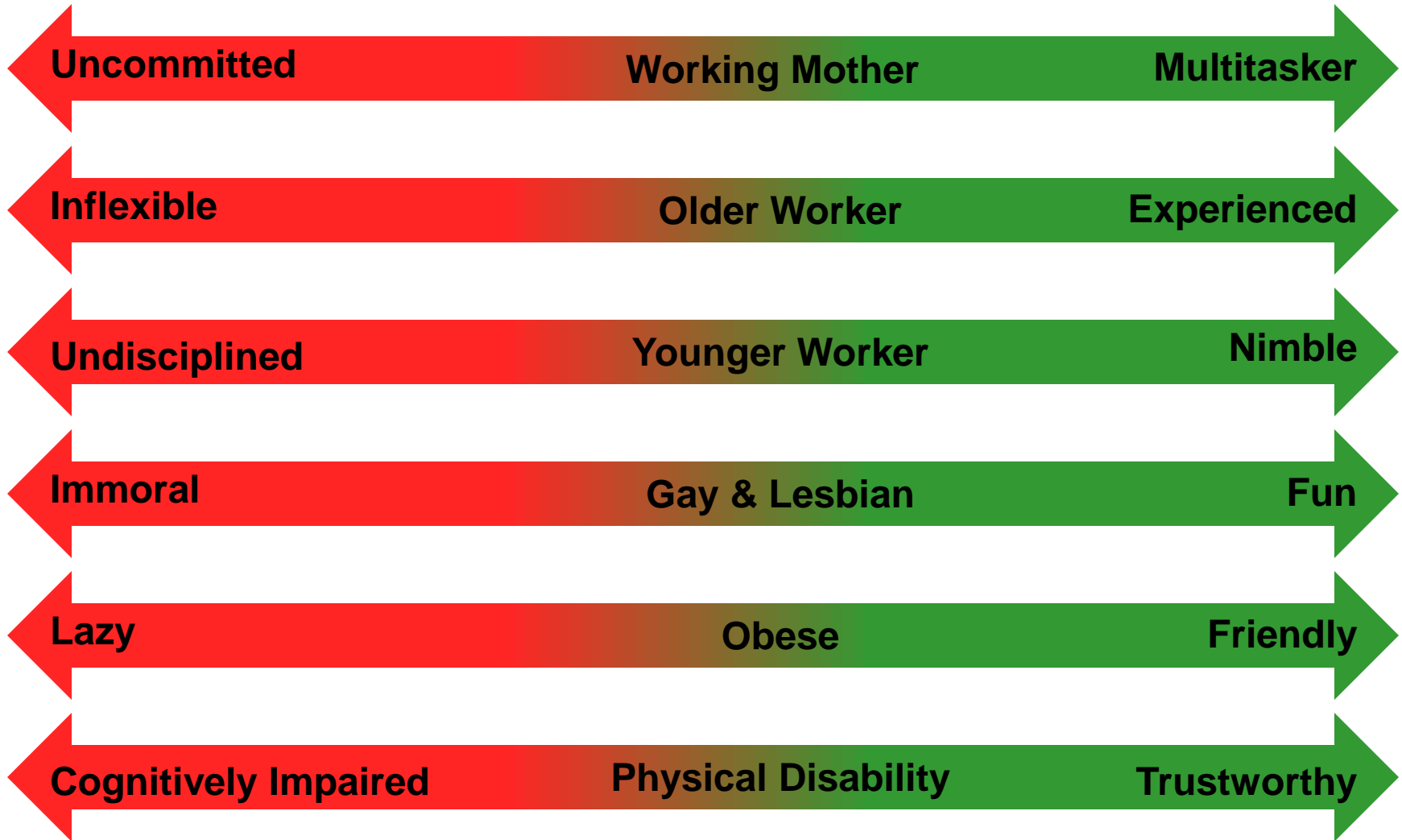
AFP

3:47 AM ET

Two residents wade through chest-deep water after finding bread and soda from a local grocery store after Hurricane Katrina came through the area in New Orleans, Louisiana. (AFP/Getty Images/Chris Graythen)



Common Unconscious Biases in the Workplace?



Micro-Inequities vs Micro-Affirmations

Micro-Inequities

Small unconscious actions that demonstrate disagreement, distrust, and exclusion and that increase risk of failure

- Looking away/avoiding eye contact
- Engaging in distraction behaviors; checking blackberry/email, clicking a pen, fiddling with machinery
- Repeatedly rescheduling/showing up late
- Forgetting name/Incorrect name

Micro-Affirmations

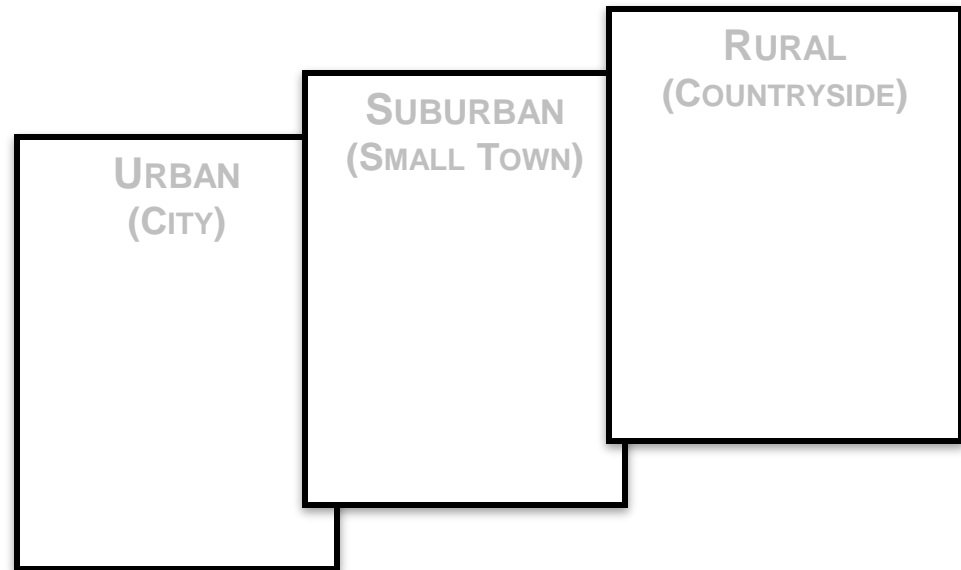
Small, often unconscious actions that demonstrate affinity, support, and inclusion and are meant to help others achieve

- Matching pace of speech, tone, and physical gestures
- Turning body towards a person
- Unconscious smiling
- Frequent usage of name

EXPLORING ME

Urban, Suburban, Rural

- Move to the flipchart that best represents where you grew up
- Describe what it was like when you grew up
- Report out



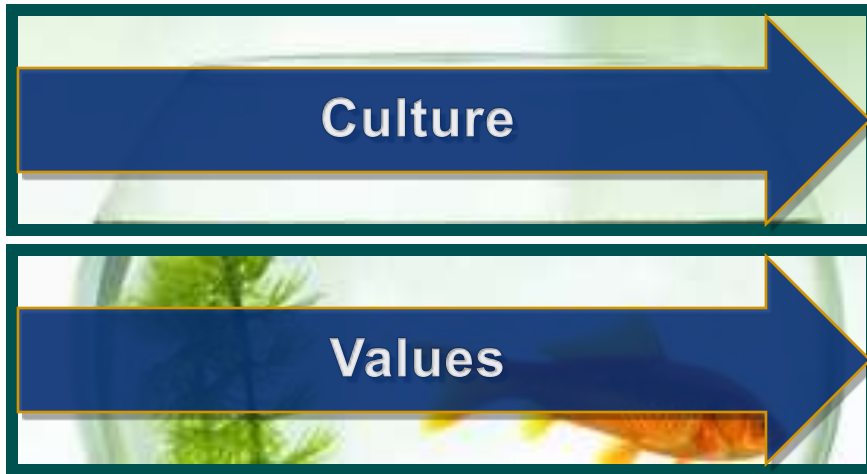
cul·ture/'kəlCHər/



What is culture?

Does everyone have a culture?

Definition of Culture and Values



Behavioral interpretation of how a community lives out its values in order to survive and thrive

Personal and group beliefs of what is right and wrong

Values Demonstration

The Behavioral Interpretation of Family

What did family look like in the 1950s?



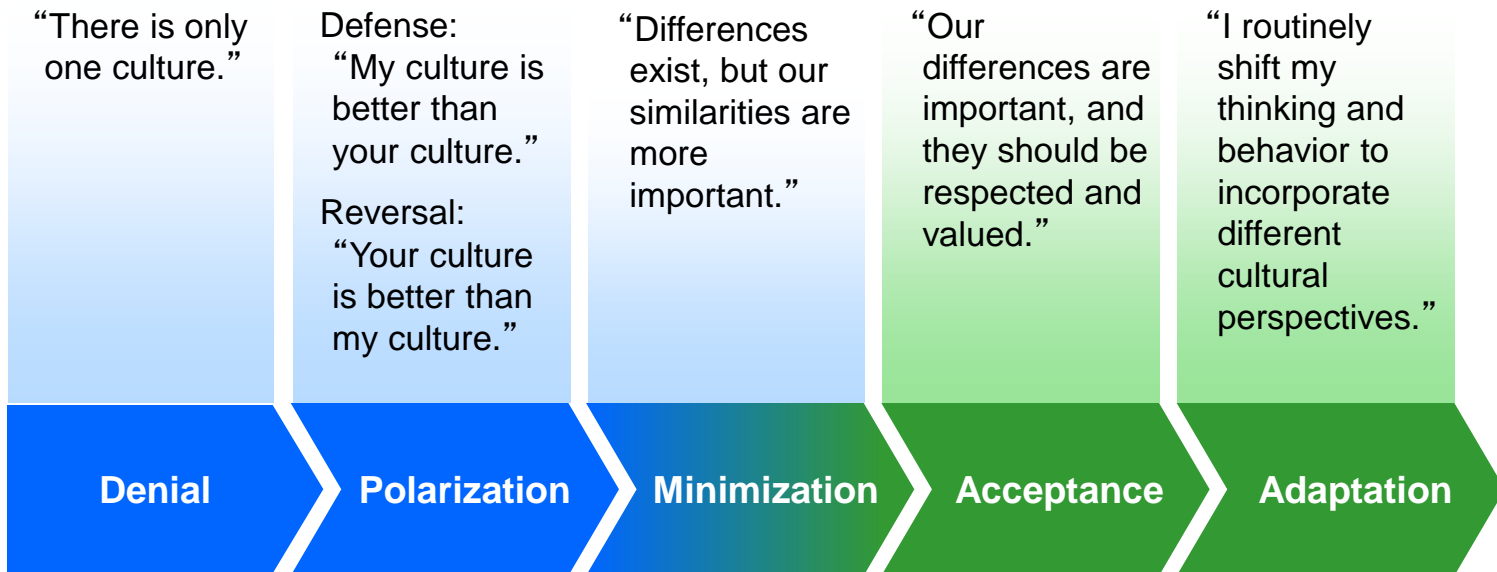
Values Demonstration

What does family look like *today*?



Do we value family less today?

Intercultural Development Continuum



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EXPLORING OTHERS

Resolving a Problem

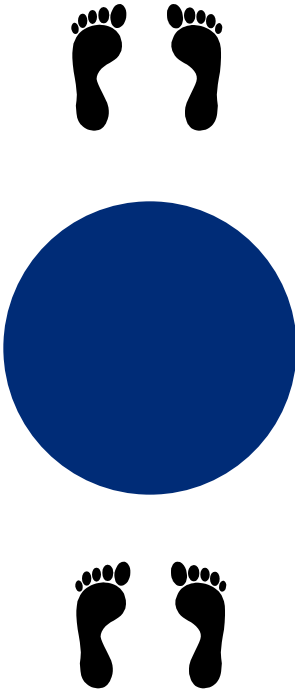
In the U.S. and Germany



In China and India



In Brazil

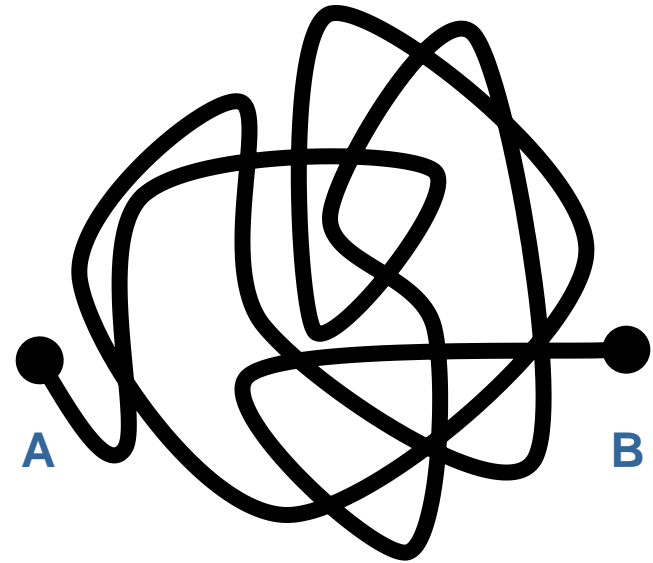


Communicating an Idea

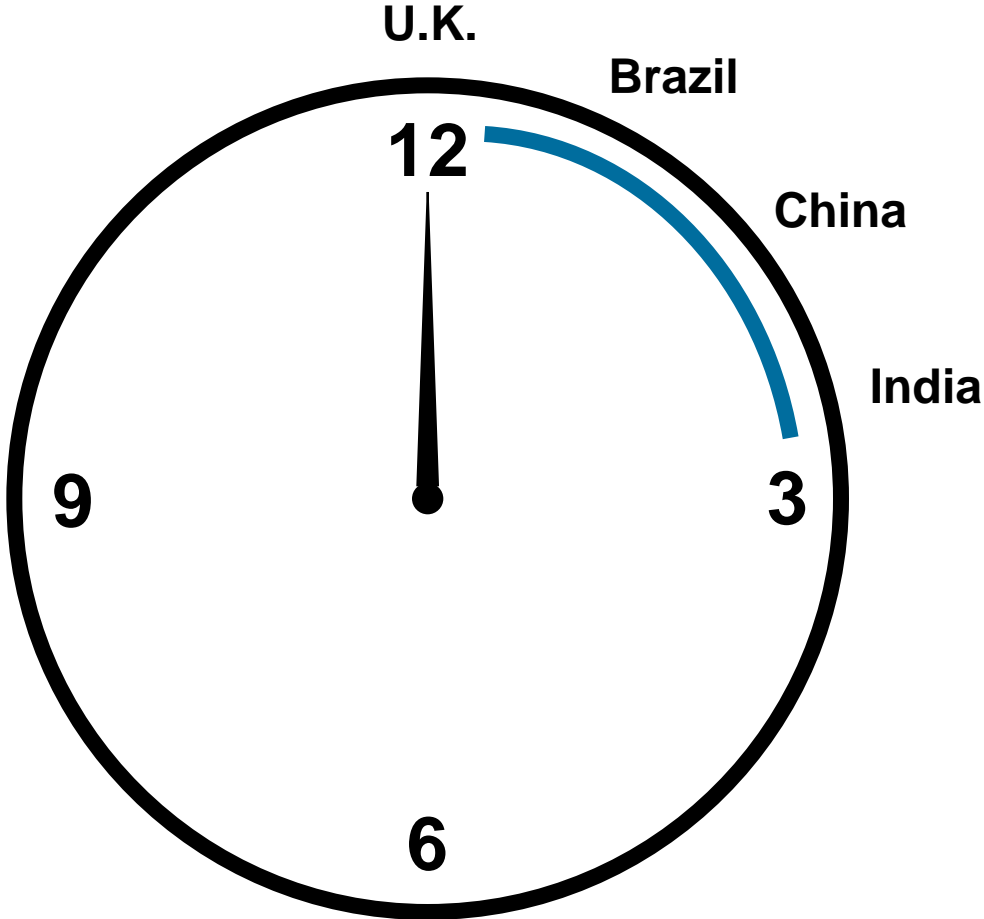
In Canada



In India, Brazil, & China



Concept of Deadlines



Seven Dimensions of Culture

FAIRNESS	Universalism One rule for all	Particularism It's all relative
GETTING THINGS DONE	Task Where is the workplan?	Relationship I know someone
STATUS	Achievement What have you done?	Ascription What is your title?
IDENTITY	Individualism I	Communitarianism We
EMOTIONS	Neutral Express no emotion	Affective Express all emotions
TIME	Sequential Clock oriented	Synchronic Event oriented
CONTROL	Internal Control Control your environment	External Live in harmony

Adapted from Fons Trompenaars and Charles Hampden-Turner

Millennials—“I am more than my job”

World Frame: Internet; media saturation, scheduled lives, multiculturalism, globalization, recession

Family Structure: Dual income or single-parent families

Work Ethic: High expectations, open to change, optimistic

Attitude to Authority: Challenge me or I'll challenge you

Management Style: Supportive

What is Valued: Diversity, social consciousness, respect, achievement, fun

Organizational Style: Structured, team-based, collaborative

What is Resented: Close-mindedness, menial work, negativity

Loyalty to: My aspirations



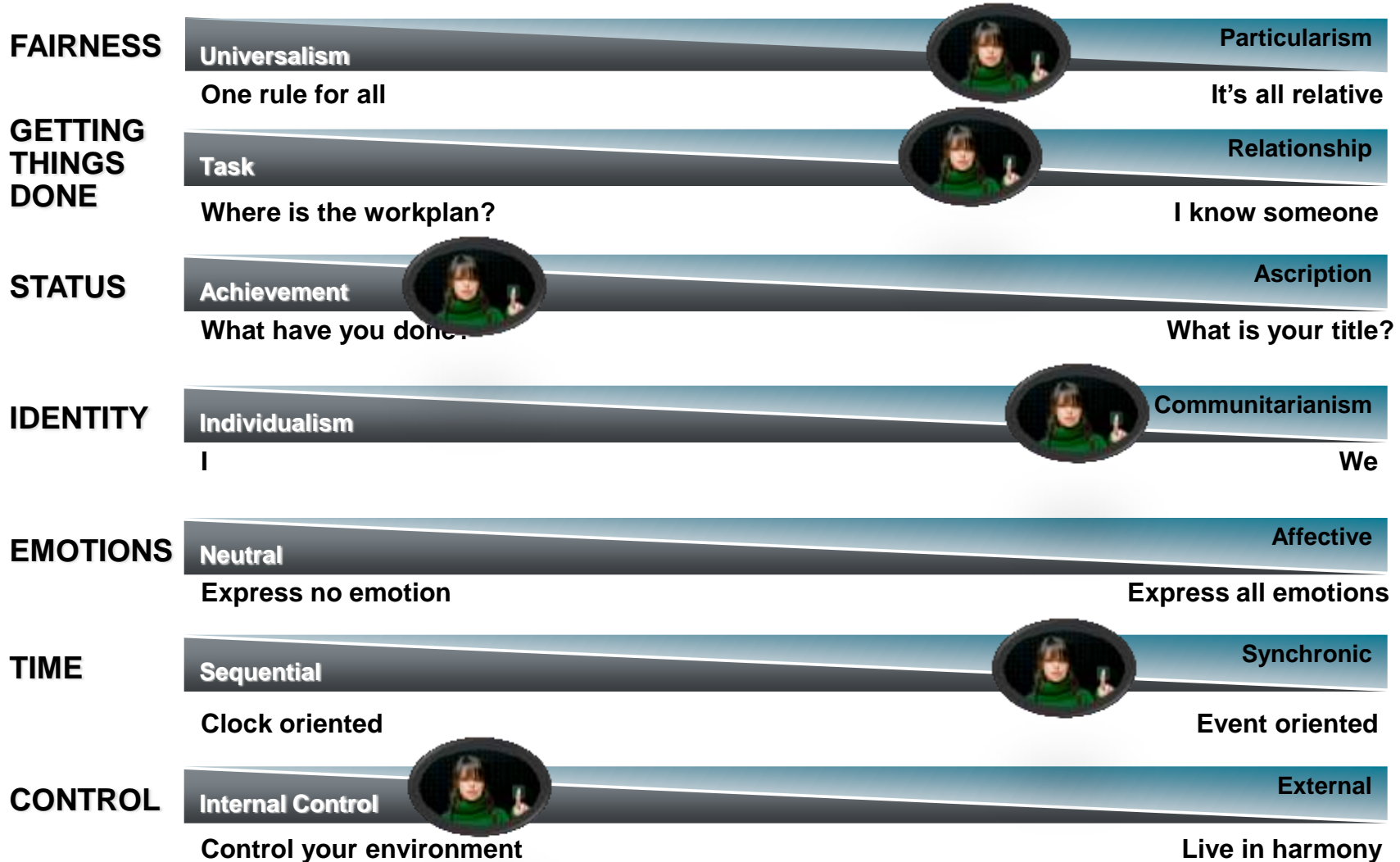
Traditionalists
(1925-1945)

Baby Boomers
(1946-1964)

Gen X
(1965-1979)

Millennials
(1980-2000)

Seven Dimensions of Culture



Adapted from Fons Trompenaars and Charles Hampden-Turner

MARSH

What iTunes Tells Us About Engagement



What Do You See?

We see
what we
know is
there.



Perception Is
Reality

