The Power of Inclusive Diversity

League of American Orchestras
June 2013
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

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

Homogeneous Teams

Average Performance

Lower Performance

Higher Performance

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
Biases Are Essential for Survival

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

DESTROY IT!

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

“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?

- Uncommitted
- Inflexible
- Undisciplined
- Immoral
- Lazy
- Cognitively Impaired

- Working Mother
- Older Worker
- Younger Worker
- Gay & Lesbian
- Obese
- Physical Disability

- Multitasker
- Experienced
- Nimble
- Fun
- Friendly
- Trustworthy
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
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?
Values Demonstration: Family

Do we value family less today?
Intercultural Development Continuum

- **Denial**: “There is only one culture.”
- **Polarization**: Defense: “My culture is better than your culture.”
  Reversal: “Your culture is better than my culture.”
- **Minimization**: “Differences exist, but our similarities are more important.”
- **Acceptance**: “Our differences are important, and they should be respected and valued.”
- **Adaptation**: “I routinely shift my thinking and behavior to incorporate different cultural perspectives.”

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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

- U.K.
- Brazil
- China
- India
## Seven Dimensions of Culture

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Universalism</th>
<th>Particularism</th>
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<tbody>
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<td>Task</td>
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<td>Where is the workplan?</td>
<td>I know someone</td>
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<tr>
<td><strong>STATUS</strong></td>
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<td>Ascription</td>
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Adapted from Fons Trompenaars and Charles Hampden-Turner
MARSH
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
Seven Dimensions of Culture

**FAIRNESS**
- **Universalism**: One rule for all
- **Particularism**: It’s all relative

**GETTING THINGS DONE**
- **Task**: I know someone
- **Relationship**: Where is the workplan?

**STATUS**
- **Achievement**: What is your title?
- **Ascription**: What have you done?

**IDENTITY**
- **Individualism**: I
- **Communitarianism**: We

**EMOTIONS**
- **Neutral**: Express no emotion
- **Affective**: Express all emotions

**TIME**
- **Sequential**: Event oriented
- **Synchronous**: Clock oriented

**CONTROL**
- **Internal Control**: Control your environment
- **External Control**: Live in harmony

Adapted from Fons Trompenaars and Charles Hampden-Turner.
What iTunes Tells Us About Engagement
What Do You See?

We see what we know is there.

Perception Is Reality