

# Diversity and Inclusion in the Workplace

Supervisors and Managers Workshop  
Dr. Terry Mills, Assistant Provost for Diversity and Inclusion  
John Carroll University

# Objectives of this Session

- To provide a clear understanding of what diversity is and what it isn't.
- To be able to distinguish between equal employment, affirmative action, diversity and inclusion.
- To raise a greater awareness and sensitivity to diversity issues that go well beyond the assumed racial/ethnic, and gender categories.
- To recommend behavioral tools for fostering a more cohesive workplace.

# Difference Between EEO, AA, and Diversity & Inclusion



<b>Equal Employment Opportunity</b>	<b>Affirmative Action</b>	<b>Diversity &amp; Inclusion</b>
The enforcement of statutes (laws and policies) to prevent employment discrimination	The effort (policies) to achieve parity in the workforce through outreach and eliminating barriers in hiring	Leveraging differences in the workforce to achieve better results

# What diversity is and is not

- There is a common misconception that diversity is only about race or that it is affirmative action or EEO.
- Affirmative action and EEO have more to do with laws and eliminating discrimination in access to resources based on race and gender.
- Diversity is NOT just about being different, it's about being dynamic.
- Diversity is NOT about making any demographic or social identity group feel guilty.

# What diversity is and is not

- Diversity is a driver of innovation in the classroom and in the business world.
- Diversity is a mindset about creating an inclusive institution where all people are allowed to do their best work.
- Diversity is a long-term institutional strategy that includes all systems and processes of the university.

# The evolution of diversity models in higher education <sup>1</sup>

	Affirmative Action & Equity	Multicultural	Diversity and Learning (Inclusive Excellence – AAC&U)
<b>Launching Point</b>	1950s and 1960s	1960s and 1970s	Late 1990s and 2000s
<b>Locus</b>	Civil rights movement	Black Power and other social movements	Diversity movement
<b>Drivers of change</b>	Changing laws, policy, social movements	Campus social protests, changing legal policy.	Changing demographics, workforce needs, persistent inequalities, legal and political dynamics
<b>Definitions</b>	Focused institutional effort to enhance the compositional diversity of faculty, staff, and students and eliminate discriminatory practices.	Institutional diversity efforts designed primarily to serve ethnically and racially diverse students, women, and other bounded social identity groups.	Focused agenda centered on infusing diversity into curriculum and conducting research on diversity.
<b>Diversity Rationale</b>	Social justice	Social justice	Educational value
<b>Strategy</b>	Remediation and elimination of discrimination.	Providing diversity services, fostering community and tolerance; conduct research and teaching on diversity.	Leveraging diversity as important resource for student learning and development.
<b>Target of efforts</b>	Federally protected groups	All minorities, bounded by social identity groups, women, and students with disabilities	All students!

# The evolution of diversity models in higher education

	Affirmative Action & Equity	Multicultural	Diversity and Learning (Inclusive Excellence – AAC&U)
Guiding questions <sup>2</sup>	How much diversity do we have?	How well are our diversity students achieving? How comfortable do they feel at JCU?	Our diversity students are all our students. What are we doing educationally with the diversity we have? How are we using diversity institutionally as an educational resource? How are these uses benefitting all of our students?

# Is Diversity a Goal or a Vehicle?

- The strategic goals and objectives of the diversity strategic plan are designed to serve as a vehicle to help move the university from its current state with regard to diversity practices toward the future state to which we aspire (Equity?).
- At John Carroll, we seek to enable all members of the community to develop their intellectual, spiritual, and vocational interests.
- This can only be realized in an environment that recognizes both the distinctiveness of each person's experience and the common humanity that unites us all, taking full advantage of everyone's talents, skills, backgrounds, and perspectives.



What Diversity is *NOT*

*“Diversity” is NOT*

*simply about*

*Race and Gender*

# Definition of Diversity

*“Diversity is any collective mixture characterized by differences, similarities, and related tensions and complexities.”*

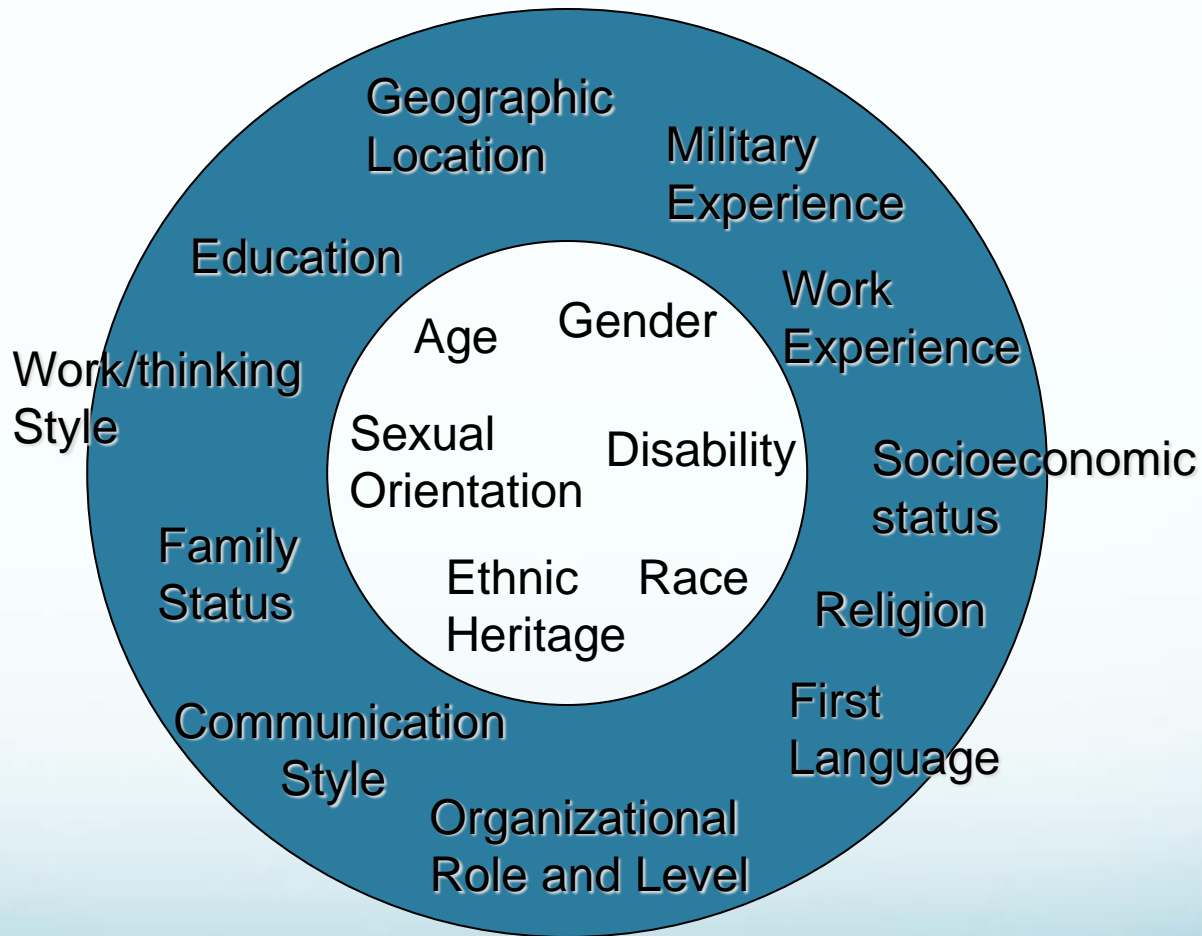
*Dr. Roosevelt Thomas, Jr., Diversity Thought Leader*

# Definition of Workforce Diversity

“... the many ways employees are different and the many ways they are alike...”

*Dr. Roosevelt Thomas, Jr., “Beyond Race and Gender,” p 12.*

# Primary and Secondary Dimensions of Diversity



# All Communication is Filtered Through Your Cultural Perspective

- Age/National origin
- Race
- Sexual orientation
- Religion
- Disability
- Gender/Education
- Work role/experience
- Personality/Customs
- Geographic location
- Functional discipline
- Languages used/Values
- Communication style
- Work Style/Learning style
- Economic status/Family situation
- Military experience
- Philosophical perspective

# Diversity & Inclusion Goals: Making Full Use of the Unique Skill Sets of Each Employee

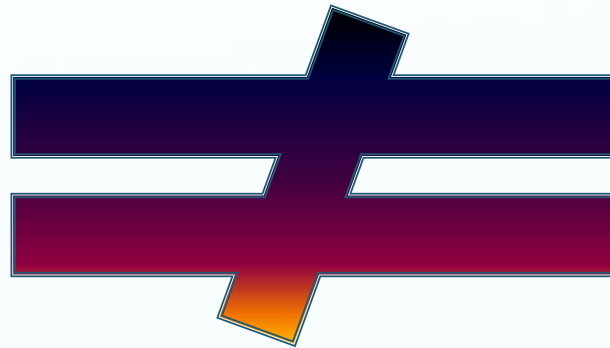
- Food for Thought:
  - Do I bring my “full self” to work?

- My Ideas
- My Personality
- My opinions
- My Uniqueness
- My Personality
- My Background

# Benefits of Workplace Diversity

- Improved understanding of those you work for, with, and around.
- Creates a work environment that allows everyone to reach their full potential.
- Provides multiple perspectives on problem solving.
- Better performance outcomes.
- Increases employee productivity.
- Increased retention rates.
- Boosts employee morale.
- Improved customer relations.
- Reduces complaints and grievances.
- It's the right thing to do!

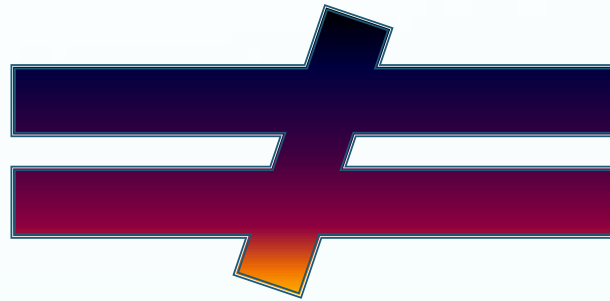
# Diversity



Is NOT equal to Compliance!



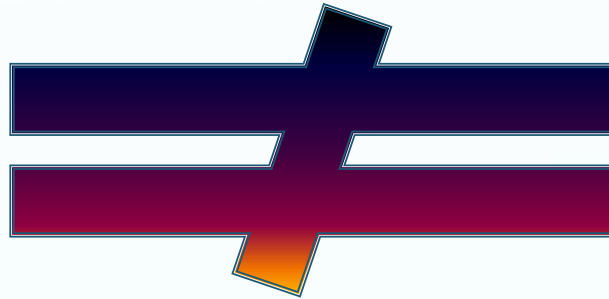
# Diversity



Is NOT equal to special treatment

For some people!

# Diversity



Is NOT equal to, or the same as  
Inclusion!

# Definition of Inclusion

*“Inclusion is the process of involving and valuing all people in an environment regardless of their differences.”*

*From Diversity to Inclusion: Considering the Universally Designed Workplace By  
Jaimie Timmons, Sheila Fesko and Allison Hall, DiversityInc, August 4, 2009*

# Definition of Inclusion

As a process, inclusion requires:

- a proactive strategy that reflects
- a conscious decision to
- respect individuals by
- affording them the opportunity to
- become a valued part of the organization.”

# Number 1 Rule for Diversity, Inclusion, and Constructive Conflict Management

- *Dialogue!* In order to understand the other's point of view, seek first to understand.
- *Dialogue!* In order to communicate your own position.
- *Dialogue!* In order to arrive at a mutually beneficial agreement that serves common goals.

# How Supervisors and Managers Can Promote Diversity and Inclusion

- Lead employees by example;
- Respect people and differences in the workplace.
- Create a welcoming, inclusive environment in which to conduct business.
- Incorporate diversity in policies, strategic plans, operational procedures.
- Learn and practice early conflict resolution strategies.
- Practice regular, effective, and open communication;
- empower your employees; requires trust.
- Demonstrate executive commitment to diversity on an ongoing and regular basis.
- Walk the talk.

# How Can Employees Promote Diversity and Inclusion?

- Practice positive, constructive work habits in the workplace.
- work cooperatively towards a common goal.
- Live up to the social contract.
- Contribute to your fullest potential.
- Recognize and respect others and their individuality.
- Talk about your differences.
- Ask tactful questions about how people want to be treated.
- Eliminate stereotypes and generalizations.
- Think before you speak and be sensitive to others.
- Strive for excellence.

# Diversity and Inclusion is only F.A.I.R

Feedback/communication promotes understanding, reduces conflict; and enhances productivity.

Assist others to become culturally competent; support one another – we are all in this together!

Inclusion should be practiced; empower employees to fully perform and participate in pursuit of the University's mission.

Respect is non-negotiable; honor the social contract.



# Respect Activity Ice Breaker

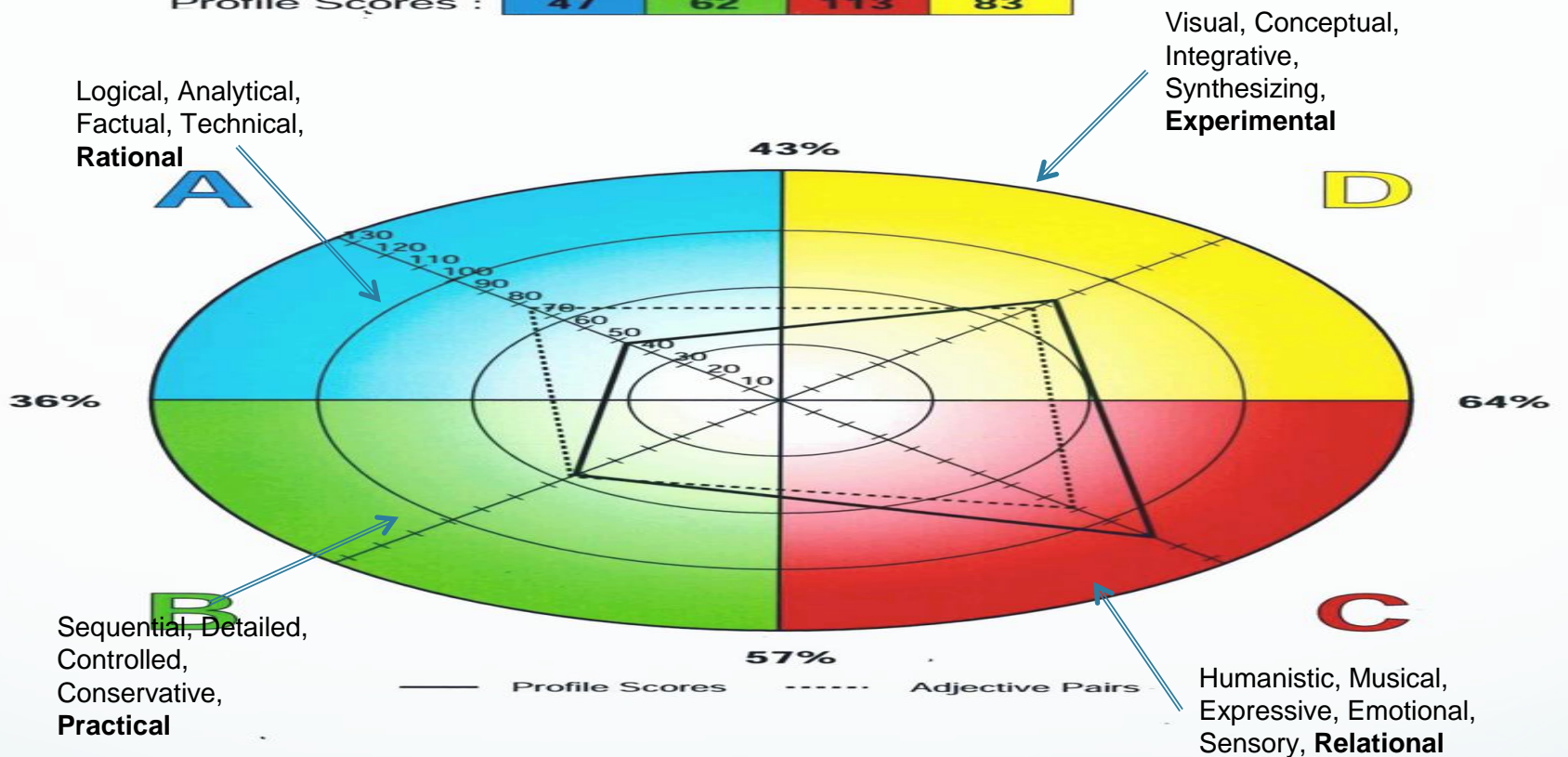
- Introduce yourself to someone you do not know well, or someone who works in another unit.
- Take 10 minutes to talk about “respect.”
  - What is your definition of “respect?”
  - Where does your notion of respect come from?
  - What does it mean for you to be shown respect?
  - What does it mean for you to show respect toward others?

# Diversity in Thinking Preferences

IDI®  
Overlay

## TERRY MILLS

Quadrant :	A	B	C	D
Profile Code :	2	2	1	1
Adjective Pairs :	6	5	7	6
Profile Scores :	47	62	113	83



# Questions/Conversations

- Thank you!