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Higher Ed Talent

UT THE UNIVERSITY OF TENNESSEE
DIVERSITY SUMMIT
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ORGANIZATIONAL TRANSFORMATION

Facilitate planned, deliberate, institutionwide 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.

Total Rewards Strategy Development
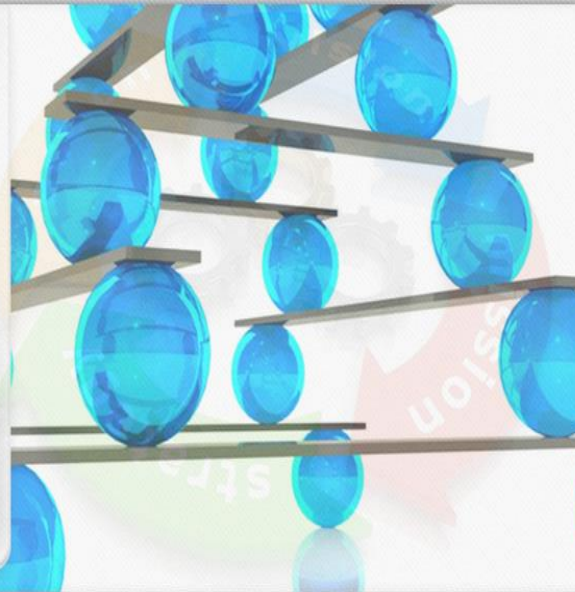
Diversity and Accountability

Alvin Evans
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April 15, 2015

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 1998 Annual: Volume 2 Consulting, Jossey-Bass/Pfeiffer
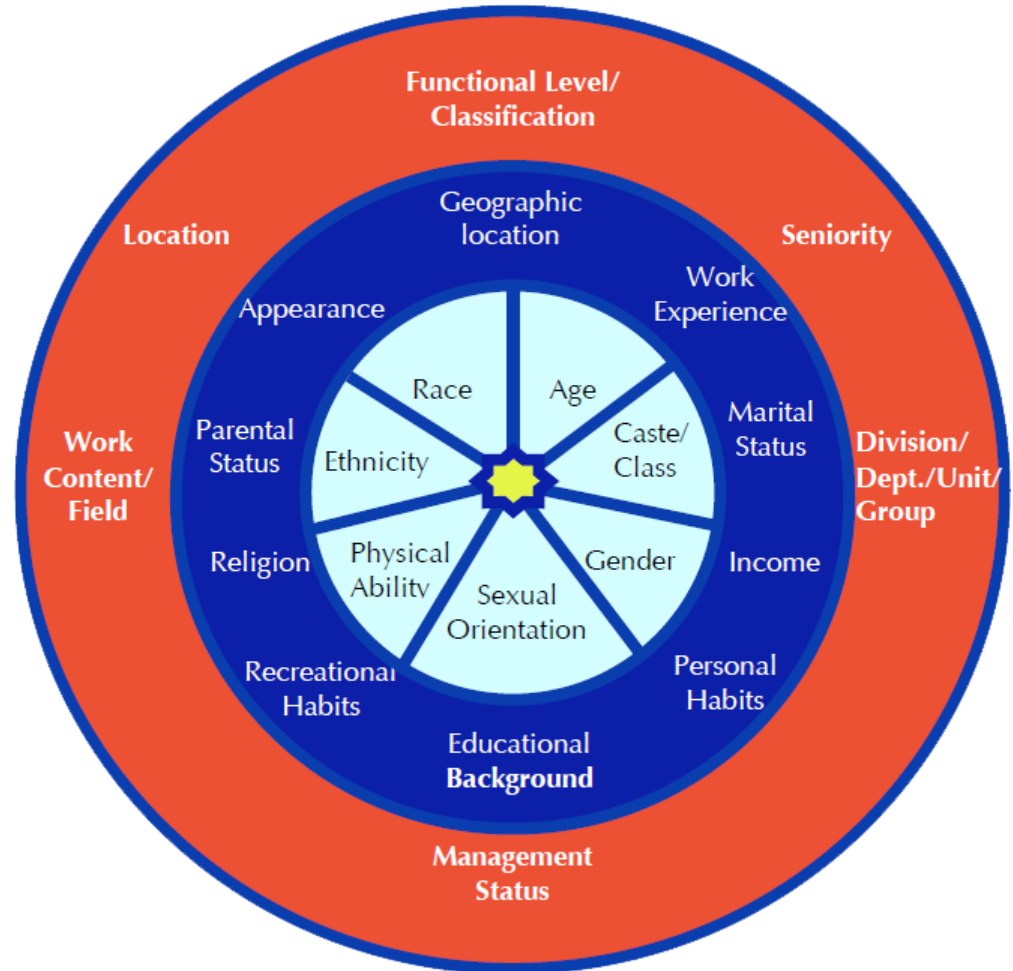
ACTION AND DIVERSITY

Affirmative Action

Recruiting
Hiring
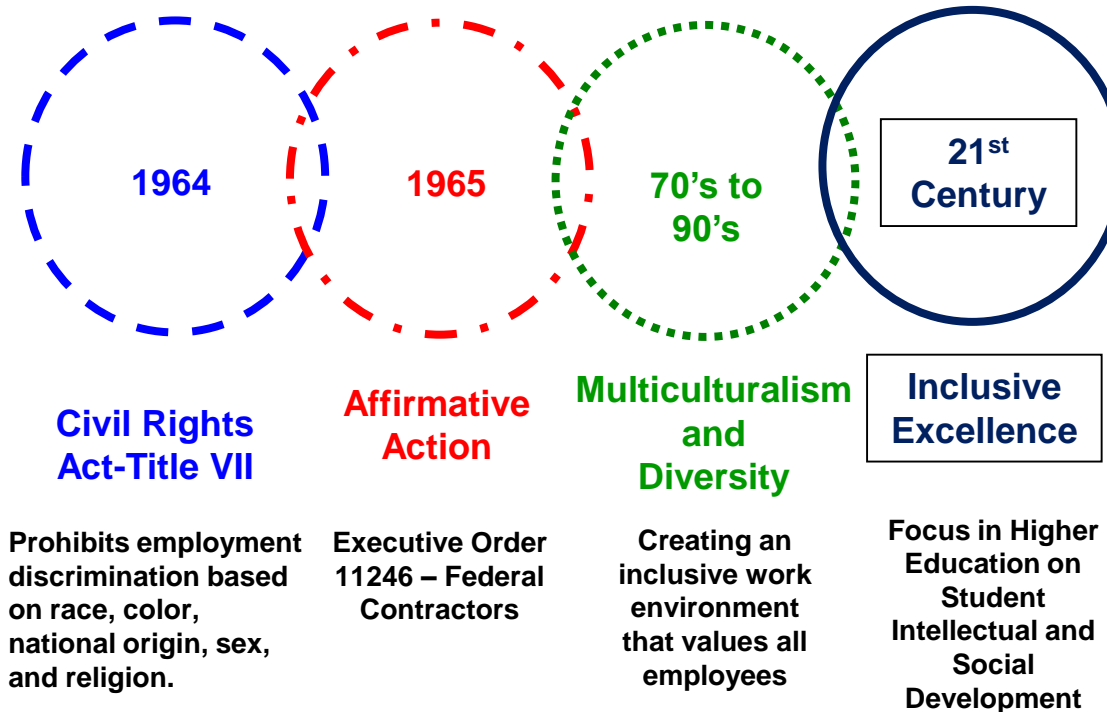**Advancement**

Diversity

Recruiting
Comprehensive Talent Strategy
Retention

Welcoming Climate
Reciprocal Empowerment

The Evolution of Inclusive Excellence

1964

1965

70's to 90's

21st Century

Civil Rights Act-Title VII

Prohibits employment discrimination based on race, color, national origin, sex, and religion.

Affirmative Action

Executive Order 11246 – Federal Contractors

Multiculturalism and Diversity

Creating an inclusive work environment that values all employees

Inclusive Excellence

Focus in Higher Education on Student Intellectual and Social Development

THE BUSINESS CASE FOR DIVERSITY

DEMOGRAPHIC CHANGES

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

1970 1980 1990 2000 2010 2020 2030 2040 2050
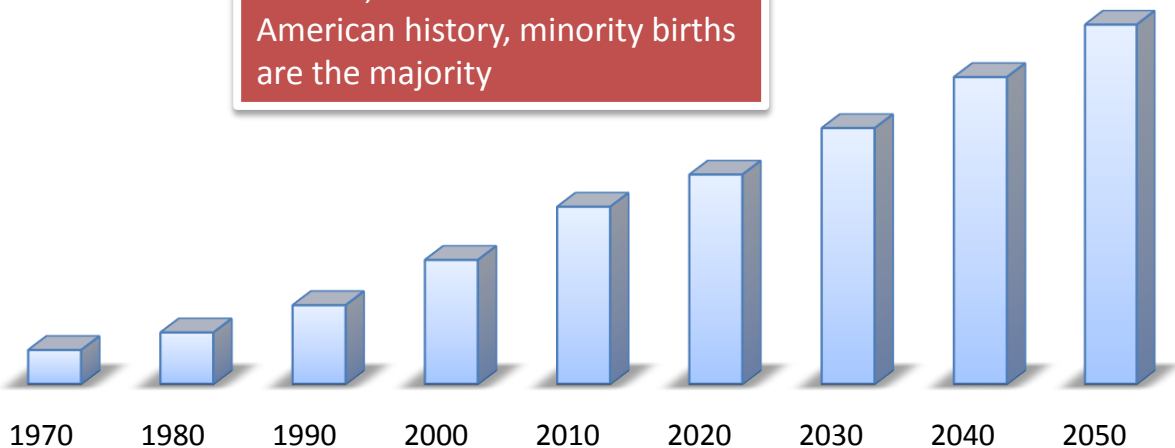
Global Imperative

- 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 → Medium

Friedman, 2005

The Global Imperative

Globalization 2.0

1800	TO	2000

Medium

Small

Friedman, 2005

The Global Imperative

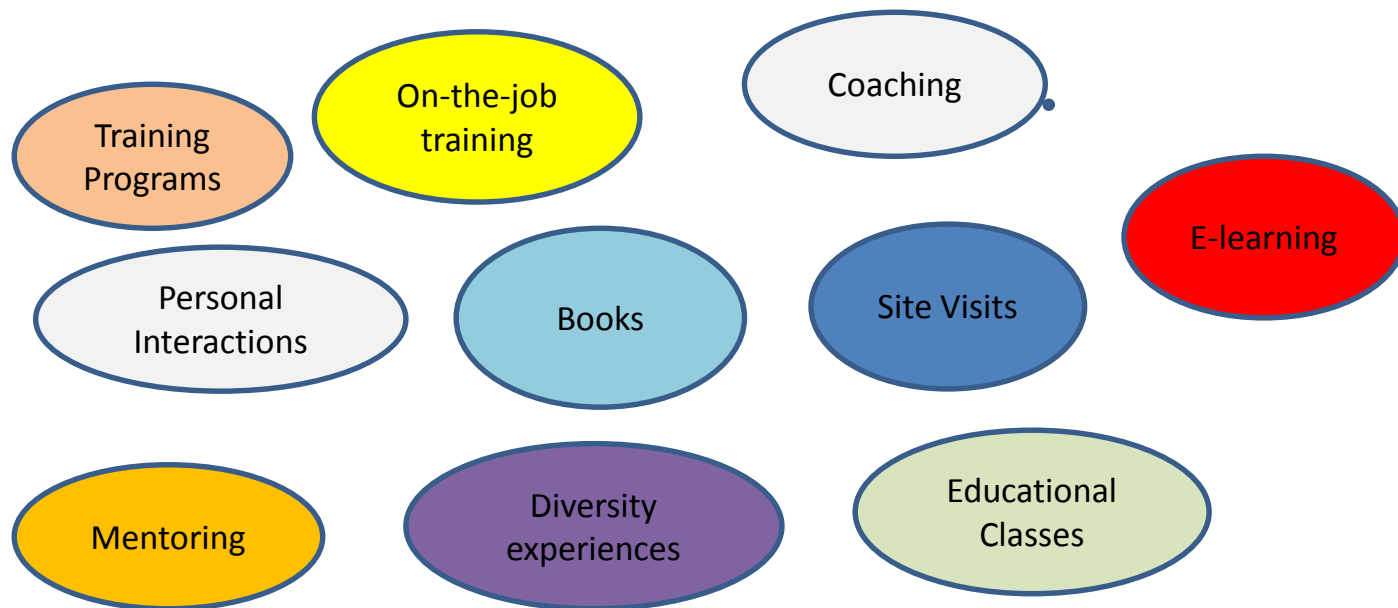## Globalization 3.0

| 2000 | TO | PRESENT |

Small → Tiny

Friedman, 2005

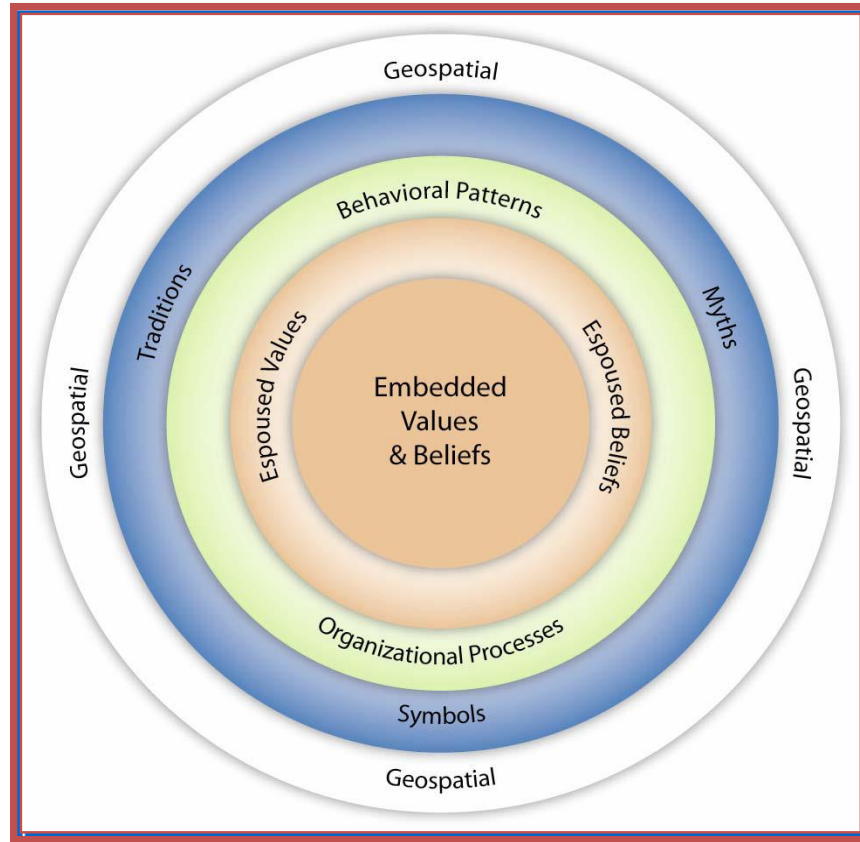# VALUING DIVERSITY SELF-ASSESSMENT

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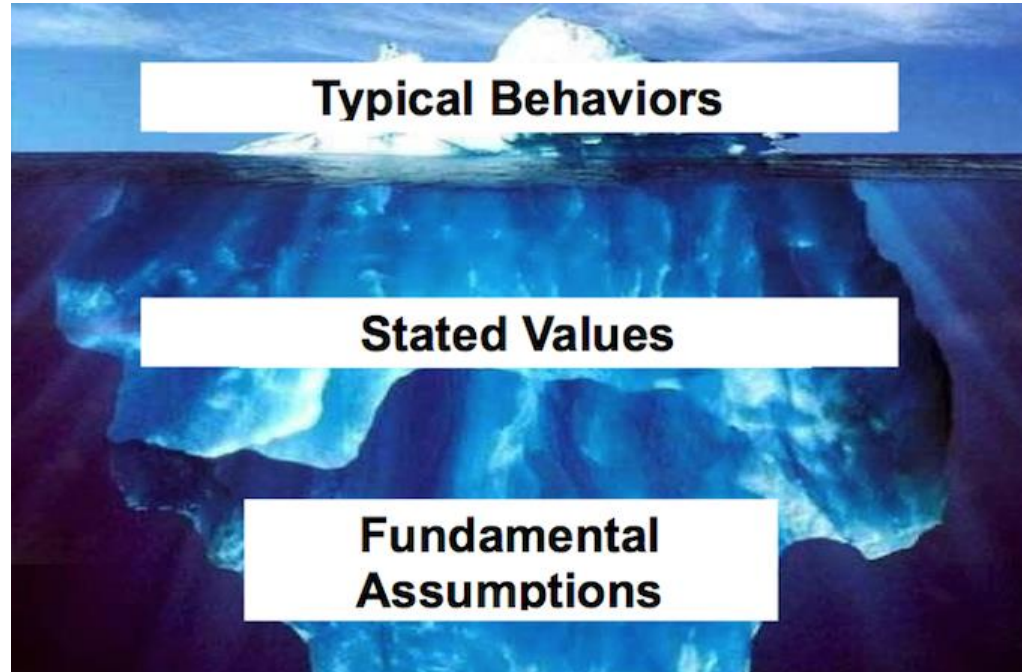
10 Key Learning Opportunities

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**

Ten Organizational Barriers to Diversity

6. **Stereotyping and organizational fit**
7. **Lack of mentoring and access to Networks**
8. **Isolation and soloing**
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10. **The revolving door**
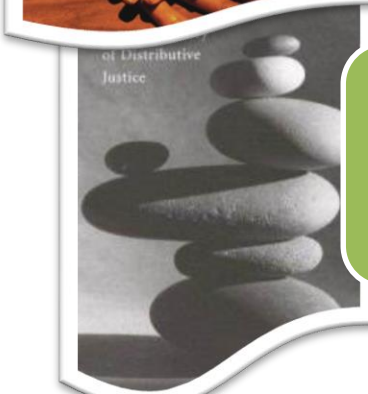
Reciprocal Empowerment

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

Prilletensky and Gonick, 1994

Reciprocal Empowerment

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

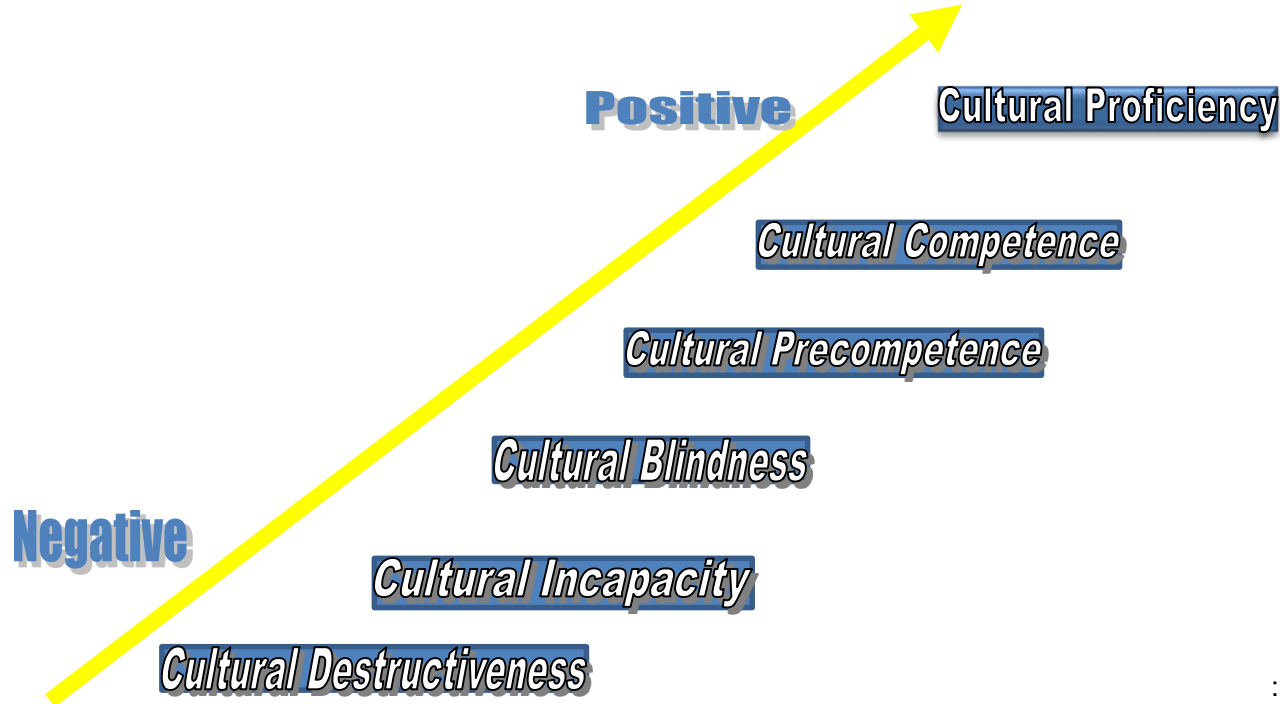- Interdependence and interrelationship

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.

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

Positive

Cultural Proficiency

Cultural Competence

Cultural Precompetence

Cultural Blindness

Negative

Cultural Incapacity

Cultural Destructiveness

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.

Adapted by Sharon Glover with permissions from *Building Bridges: Tools for Developing an Organization's Cultural Competence.* Developed by La Front era, Inc; U.S. Office of Minority Health

Cultural Competence Definitions, cont.

➢ **<u>Cultural Pre-competency</u>**: Exhibits emerging visual representation of all ethnicities, genders, etc. as active and valued community members.

➢ **<u>Cultural Competency</u>**: Provides regular staff training in cultural competence and its relationship to service provision.

➢ **<u>Cultural Proficiency</u>**: Takes proactive stance on the advancement of cultural competence within the community.

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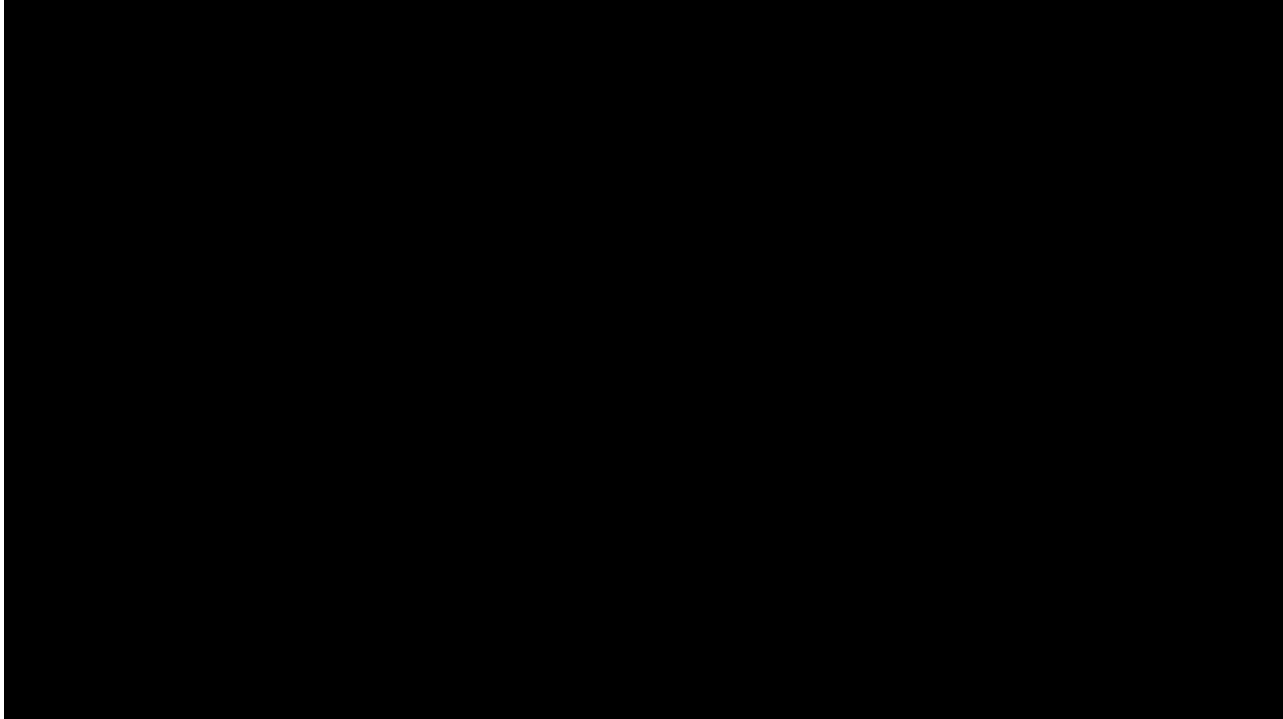# The Cultural Competence Continuum

- Where Am I Now?
- Where Could I Be?

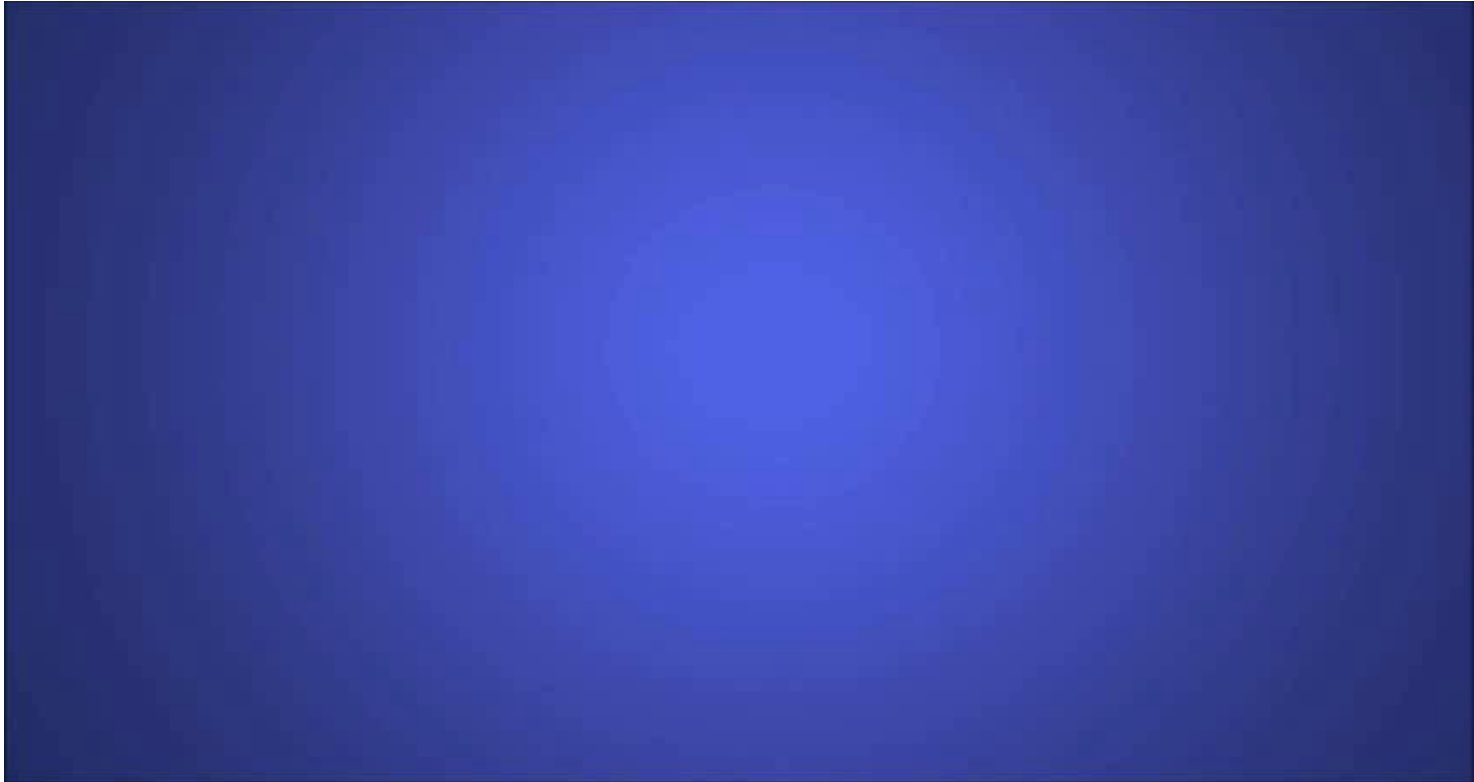# Activity: organizational assessment

About Walmart

more than 10,000 stores and 2.2 million associates in 27 countries.

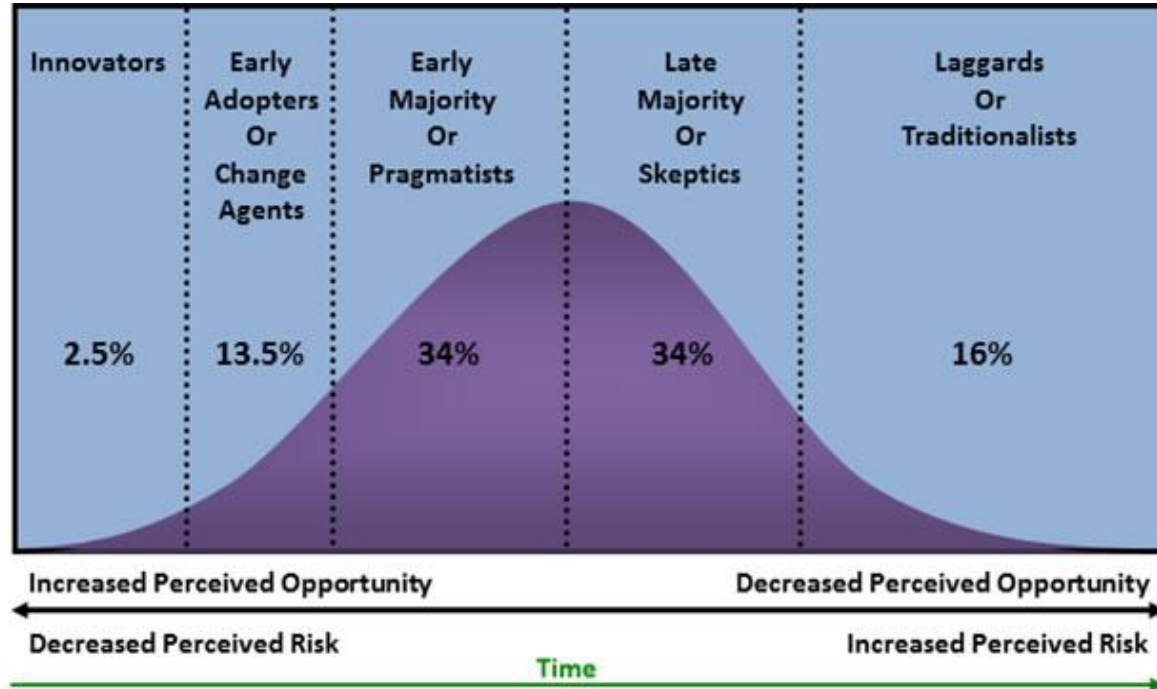**Sharon Orlopp, Global Chief Diversity Officer – SVP Corporate People – Walmart**

Change management model

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.

"That's an excellent suggestion, Miss Triggs. Perhaps one of the men here would like to make it."

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