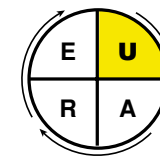


Diversity and Cultural Awareness

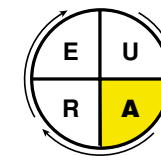
Organizations hoping to gain a competitive edge must be able to compete in the international marketplace. This often means expanding their workforces to accommodate new customers across oceans and great cultural divides. There is great diversity within these workforces, as well: diversity in culture, religion, belief, ability, and so on.

The different ways in which we live, speak, and act often come from our cultural heritage or from the beliefs and values held by the group to which we belong. This One Page Coach® storyboard is about the origins of these beliefs and how we become aware of them. Once we recognize and understand more about workplace differences, we can make them a more important part of our organization's success. The story board illustrates this with four steps: UNDERSTAND, ASSESS, RESPECT, and EVALUATE.

1. UNDERSTAND 2. ASSESS 3. RESPECT 4. EVALUATE



Reflect personally.



Assess others relative to yourself.



Actively show acceptance.



Monitor your ability to manage all people.



1.

UNDERSTAND

► What culture do you come from?

- Reflect on your own upbringing, background, and personality.
- Appraise your own beliefs, values, and customs.
- Recognize your own attitudes and views on how the world works.



► Where does "culture" come from?

Recognize that culture arises from the long-term norms of groups of people (small and large), such as:

- Race
- Country
- Religion
- Work
- Common interests (clubs)
- Family
- Age and gender



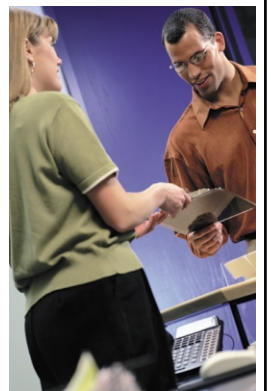
► How different can people be?

- Learn to think of culture in terms of the different habits that people demonstrate as a result of their beliefs.
- Understand that all of our actions are only extreme relative to our own norms.
- Recognize that we all eat, sleep, love, laugh, and play—it is only *how* we do these things that makes us different.



► Why does it matter?

- Reflect on how you would feel if others attacked or disregarded your culture.
- Mentally put yourself in the shoes of other people in order to understand why something might matter to them.
- Think about how more general leisure time, travel, and tourism is changing the way that we handle cultural difference.



2.

ASSESS

► Different values (internal)



- Understand that we are all the product of Nature and Nurture.
- Reflect on the impact of individual personality (nature) before looking at collective learned values (nurture).
- Recognize that "nurture" is only acquired knowledge, and that it can change if we have new perspectives.

► Different expectations

- Learn more about the different cultures of people with whom you have regular contact.
- Become familiar with each group's broad expectations and behaviors that might cause offense.
- Evaluate your own expectations of each group, and check for limiting stereotypes.



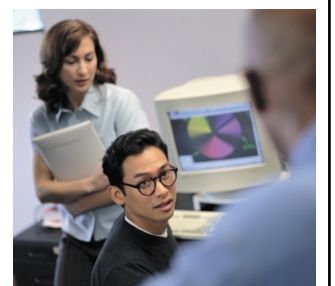
► Different approaches (external)



- Appreciate that a person's visible behavior or appearance **does not** necessarily describe the person. Never judge a book by its cover.
- Learn to "read" words and body language as external clues to who the individual is inside.
- Evaluate the intensity of your own visible reactions to cultures other than your own.

► Different wants and needs

- Assess the variety of interactions that take place between you and someone from a different culture.
- Focus on how you can best achieve a win/win outcome from every interaction and every person.
- Learn to look for emotional clues in order to provide solutions and opportunities to build the relationship.



4.

EVALUATE

► Your tools and techniques



- Reflect on how the organization can adapt more flexible approaches.
- Recognize study and learning as the foundation of cultural tolerance and respect.
- Assess any inhibitors to maximum cultural flexibility (behavioral, physical, environmental), and progressively eliminate them.

► Your attitude and biases



- Realistically focus on your general attitude toward each cultural group with whom you come into contact.
- Reflect on any unfair or misguided biases you have that lack any factual basis or evidence.
- Focus on the positive contributions of human diversity and cultural variety.

► Opportunities to learn and improve



- Use every individual interaction with another person to ask, "Could I have done more, been more helpful, or been more effective?"
- Where knowledge shortfalls are discovered, fill the gaps. Never stop learning.
- Set personal targets in order to broaden your own awareness and appreciation of cultural diversity a little bit every day.

Diversity & Cultural Awareness: Template

Persist:

Against bias
Against prejudice
Against discrimination



How?

Build:

Awareness
Knowledge
Climate



How?

Creating a Diverse "Action" Culture

DIVERSITY STEPS	POTENTIAL ACTION STRATEGIES
1. Awareness Climate The extent to which individuals or the wider organization wants to bring about greater appreciation of the prevailing levels of diversity.	
2. Levels of Inclusion The extent to which the decision-making processes include all parties, and the extent to which each person feels that they have an equal voice.	
3. Tolerance and Understanding The extent to which the right to offer a different or minority view is tolerated and supported by everyone in the organization.	
4. Degree of Empathy The extent to which every individual in the organization can put themselves readily and realistically in the shoes of a person very different from themselves.	
5. Degree of Adaptation and Change The extent to which the organization makes structural changes to policies, procedures, and standards in order to encourage diversity and stamp out intolerance of all kinds.	
6. Persistence and Commitment The extent to which the entire organization seriously seeks to permanently eliminate bias, prejudice, and discrimination at all levels.	

Adapt:

Policies/principles
Procedures/rules
Standards



How?

Evaluate:

Minorities
Stakeholders
All people equally



How?

Empathize:

With individuals
With all groups
With everyone



How?

Create:

Rapport
Empathy
Understanding



How?