Recognizing Opportunities for Diversity
Module Overview

**Purpose**
To review basic diversity concepts and techniques that those in a supervisory role can use to improve their understanding of diversity issues and their approaches to creating an inclusive environment for staff members.

**Learning Objectives**
Through lecture, discussion and activities, participants will be able to:

- Explain the value of diversity to UMHS
- Identify “personal” diversity and perceptions of and biases toward others
- Identify techniques used to create a climate which is conducive to diversity and inclusiveness
- Develop an action plan that involves assessing individual levels of commitment to diversity and then generating actions for improvement

**Agenda**

I. The Value of Diversity to UMHS
II. Diversity Concepts and Terms
III. Personal Diversity Exploration
IV. Techniques for Promoting an Inclusive Environment
V. Self-Assessment
VI. Barriers to sending and receiving a clear message
Recognizing Opportunities for Diversity

UMHS Definition of Diversity

Definition

The mosaic of people who bring a variety of backgrounds, styles, perspectives, values and beliefs as assets to the groups and organizations with which they interact.

UMHS Vision

The University of Michigan Health System will create the future of health care through scientific discovery, innovations in education and the most effective and compassionate care.

UMHS Vision for Diversity

To achieve and sustain an environment that recognizes, respects, fosters and fully maximizes the strengths and differences among its employees in order to be the employer and provider of choice.
Diversity and Inclusion Drivers

Why is diversity important to the work that you do as managers?
At the core is human to human respect

Business Case

• People of color are expected to make up 52.3% of the U.S. population by 2050
• Customer base in most industries, including health care, is becoming more diverse
• Organizations with a strong demonstrated commitment to diversity attract more talented professionals
Reflection on the Changing Workplace

Purpose: To reflect on the impact of diversity in the workplace

Agenda:

1. Individually, take 3 minutes to reflect on the statistics and the video

2. As a table, discuss some of the things you have observed (in/ outside of work) that support these statistics

3. Share a summary of your discussion with the larger group

Time: 3 minutes individually

10 minute table discussion

7 minute whole room discussion
Benefits of Diversity

Some of the top companies recognized for supporting diversity include American Express, IBM, and Target (according to the 100 Best Companies for Diversity list maintained by DePaul University). These companies have learned that diversity provides several benefits in various areas, including:

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Diversity Attributes

Diversity is the mosaic of people who bring a variety of backgrounds, styles, perspectives, values and beliefs as assets to the groups and organizations with which they interact.

An Attribute is an inherent characteristic or an accidental quality.

Primary diversity generally includes attributes that are external and easily identified, such as height.

Secondary diversity includes attributes that are not readily seen or identified, such as work experience and educational level.

Some examples of diversity attributes are:

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Circle the secondary diversity attributes

*See toolkit for a complete list of Diversity Attributes
Your Core Identity

Which aspects of your diversity are the most core to you?

Which dimensions of diversity are parts of your core identity – that is – which of the dimensions belong in your inner circle? Place the three most central aspects on the top row of the inner circle above. Why are these three dimensions especially important aspects of your identity?

Think of yourself at work. What are two or three contributions that you bring to the workplace because of your own diversity? Place these in the outer circle. How do these contributions enhance your ability to lead?
Recognizing the Opportunities of Diversity

What are some of the diversity related challenges you face as a manager?

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What are some of the things you are currently doing in your department around diversity?

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Ways to Model Diversity -
3) Acknowledging Workplace Preferences

Purpose: To compare workplace value preferences.

Agenda:

Complete the Workplace Preference worksheet on the following page.

Follow the directions of the instructor for the debriefing.

Limit: 10 minutes
My Personal Workplace Preferences

Directions: All human beings have value preferences that impact working relations. To see your values profile, please circle the most appropriate number along the continuum for each item, and then connect the numbers. There is no right or wrong preferences. When you compare your profile with your neighbor you will see where your similarities and differences are.

1. Value Tradition 1-2-3-4-5-6  Value Change
2. Prefer completing one task at a time 1-2-3-4-5-6  Prefer working on multiple projects at once
3. Reward Seniority 1-2-3-4-5-6  Reward Performance
4. Emphasis on individual performance 1-2-3-4-5-6  Emphasis on group performance
5. Formal tone 1-2-3-4-5-6  Informal tone
6. Reward the individual 1-2-3-4-5-6  Reward the team
7. Long-term rewards 1-2-3-4-5-6  Immediate rewards
8. Do not expect quick feedback on performance 1-2-3-4-5-6  Expect quick feedback often
9. Regular work hours 1-2-3-4-5-6  Until the job’s done
10. Firm adherence to time 1-2-3-4-5-6  Flexible adherence to time
11. Frequent staff meetings 1-2-3-4-5-6  Infrequent staff meeting
12. Career comes first 1-2-3-4-5-6  Balanced work life
13. Long-term job expectancy 1-2-3-4-5-6  Short-term job expectancy
14. Job security is pleasing the boss 1-2-3-4-5-6  Job security is skills accumulation

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*There is a blank worksheet on page 42 in the Toolkit that you can use with your staff.
Conflict and Diversity

Fact: Diverse teams perform better in the long run. They also experience more conflict in early stages; more fine tuning than average is needed.

In order to maximize the potential of a culturally diverse group, learn about individuals and their needs and ambitions. Trading across issues has a tremendous value.

Cultural diversity: reality based

Impact and intent
Barriers to Sending and Receiving a Clear Message

- Filters
- Noise
- Body Language
- Triggers

What is a Filter?
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Body Language

Facial Expressions
Eye Contact

Personal Space

Mixed message

Tone of voice

Posture and Movement

Appearance

Timing
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Communicating Through it All!

Sender

Filters

Interests

Expectations

Values

Emotions

Noise

Body Language

Receiver

Noise

Body Language

Filters