

Diversity Leadership

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▶ Leadership and diversity commitment

- In order to establish a diversity commitment or initiatives, several elements of an organization need to be involved, such as the president, vice presidents, HR, EEO (Equal Employment Opportunity) office, diversity council (see below for more details), and directors/middle management
- If your organization does not have a diversity council, you should establish one that meets at least once a month. To see a sample of guidelines for creating a diversity council, visit www.diversitypromotions.com.

▶ Workplaces are not immune to harassment, bullying, or racial biases.

- First and foremost, the diversity council (with the help of the leadership team) must minimize disruptive issues in the workplace and replace them with realities and values of each diverse group.
- Examples of workplace disruptive issues include stereotyping, denigration, gossiping, racial harassment, and bullying.
- Some typical stereotypes include that people from certain groups are lazy, gamblers, unassertive, unemotional or overly emotional, security risks, suited only for entry-level jobs, or bad for the company's image.

▶ Build positive relationships and increase productivity in your organization by embracing the values of diverse groups and becoming multicultural. Here are some examples of recognizing positive cultural values.

- Native American cultures value collectivism (putting the group first) and tend to focus on many things at once.
- The core values of the African American community are sharing, personal style, being genuine, being assertive, expressing feelings, and dealing with a dual culture.
- Relationship values are key for many Latino Americans.
- Asian Americans tend to promote group harmony and often communicate indirectly.
- Recognize GLBT high-value skills; encourage the company to build a support group to eliminate anti-gay prejudice.
- Provide diversity training on disability for all employees; adopt positive attitudes toward persons with disabilities.
- Become familiar with policies on obesity harassment and discrimination; make reasonable accommodations.

▶ Diversity training

- Make diversity training a pleasant task. Start with Emotional Intelligence, defined as "the ability to accurately identify and understand one's own emotional reactions and those of others."
- Emotional Intelligence highlights five core abilities:

1. Perceiving and understanding our own emotions
2. Expressing our emotions effectively
3. Managing our emotions
4. Perceiving and understanding how others are feeling
5. Helping others to manage their emotions

- ▶ **Get the leadership team involved in diversity initiatives.** What can leaders do to encourage diversity?
 - Tackle opportunities and challenges
 - Hold people accountable
 - Keep their eyes on the big picture
 - Identify the benefits of diversity
 - Not allow diversity management to be limited to a certain aspect of operations