







For Evaluation Only - Not for Training

Learning Objectives

- Examine how nice, well-meaning people engage in “unintentional intolerance.”
- Recognize how closed-mindedness and exclusion take place, and how to become more open-minded to new people and novel ideas.
- Discover how everyday experiences shape our perspectives and influence our interpretations of the people and world around us.

What is Diversity?

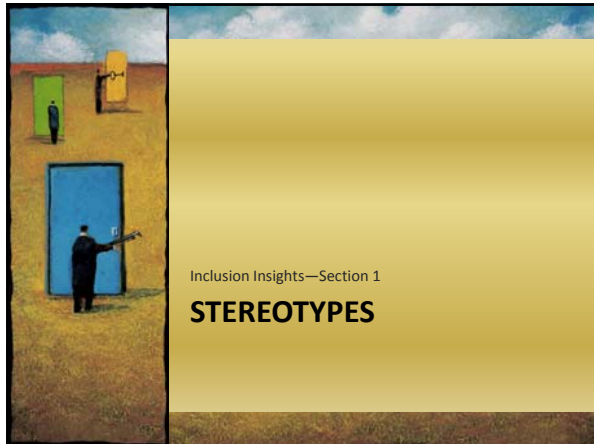
- What is Diversity?

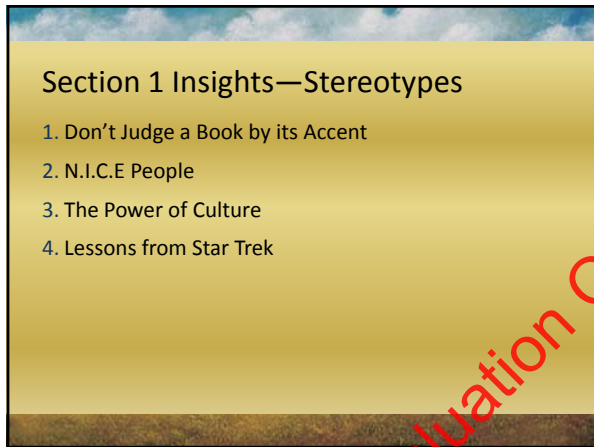
Diversity is all the things that make us different!

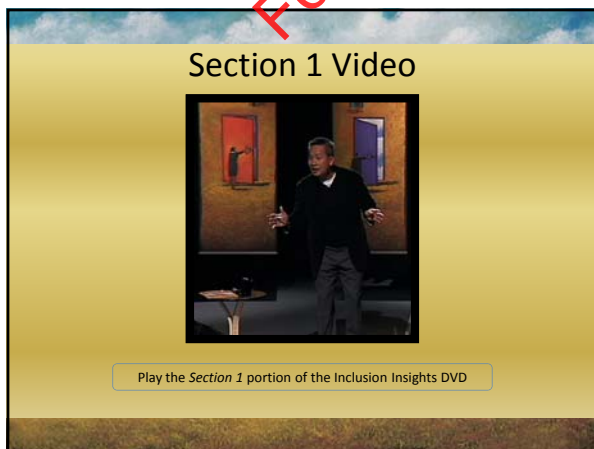
A Brief History of Diversity

	SOCIAL JUSTICE	CREATIVITY & INNOVATION
EXPERIENCES	The Civil Rights Movement	An ever-changing, fast-paced, dynamic world that's throwing new things at us all the time. Competition in an environment of limited resources.
PERSPECTIVE	The fight for civil rights provided some with unique “lenses”	To cope and compete in the 21 st century, we must be creative and innovative.
PROBLEMS	The social justice lenses allowed some to “see” injustice, unfairness, and inequality.	Human beings like being in their comfort zones, hanging out with similar people, and tend toward closed-mindedness.
SOLUTION	One solution that flowed from the way the “problem was framed was “diversity training,” where we basically talked about unfairness, inequality, injustice, and the need to create their opposites.	Open-mindedness and the ability to entertain many perspectives: cognitive flexibility and behavioral adaptability.

From S. L. Robbins & Associates








1. Don't Judge a Book...

- We are quick to judge people by how they talk or how they look.
- When we care, we put effort into understanding and are then better able to understand.
- When something is wrong, we often try to "fix" the other person but the only person you can truly fix is yourself.




Insight #1 Discussion

- Have you ever had an "uh oh" moment?
- Did you choose to put in the effort to stick with it?
 - Why or why not?
 - What were the benefits (or detriments) of this decision?



2. N.I.C.E People

- **N.I.C.E = Not Inclined to Critically Examine**
- What we have in our head influences how we respond to things in our world
- We must critically examine our own behavior and the behavior of others to make changes in our lives and influence changes in other peoples' lives
- Not critically examining the things in our head can lead to unintentional intolerance.




Insight 2 Discussion

- Can you think of any personal examples of when you have had a gut reaction to something or someone and you found out later that you were wrong?
- Why is it important to be aware of your gut reactions and mental models about the world?
- How does being N.I.C.E. hurt us in today's business climate?

3. The Power of Culture


- Culture creates lenses and filters through which we perceive and understand the world.
- Culture impacts our behavior, actions, and responses.
- To be culturally competent in an environment requires you to spend time there.
- You need to be cognitively flexible and behaviorally adaptable.



Insight 3 Discussion

1. James Spradley defines culture as, "...the acquired knowledge people use to interpret experience and generate behavior." What does this mean?
2. What are the key components of culture? What are some examples you see in your work environment?
3. What does it mean to be culturally competent?

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Activity
 "I AM FROM..." PART 1
Understanding other perspectives


Write a few sentences about yourself using these phrases:

- I am from...(familiar/distinct smells)
- I am from...(familiar/distinct foods)
- I am from...(familiar/distinct sayings or rituals)
- I am from...(favorite/distinct hobbies/activities/sports)

"I am from freshly cooked egg rolls, sweet and juicy mangoes, rice for every meal, freshly caught catfish and crab, as well as McDonalds, Jack-in-the-box, and Taco Bell."


4. Lessons from Star Trek

- People see things from different perspectives
- We hang out with people like ourselves (our "homies")
- There can be advantages and disadvantages to surrounding ourselves with our "homies"




Insight #4: Discussion Questions

- Why is it important to seek different perspectives? What is an example where doing this helped you?
- In this video segment, Dr. Robbins discussed "belief perseverance." What does this mean?



Section Reflection
How has *Section 1: Stereotypes* affected how you think about and view both diversity and human behavior?




Inclusion Insights—Section 2
LAZY BRAINS

Section 2—Lazy Brains

5. Lazy Brains
6. Role of Visual Cues
7. Cognitive Dissonance
8. “Flat” Out Wrong


Section 2 Video



Play the Section 2 portion of the Inclusion Insights DVD

5. Lazy Brains

- Our brains operate on an “efficiency principle”
- The brain attempts to streamline and do things the easy way
- To streamline, the brain creates mental categories for things so it can react quickly in the future



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Insight #5 Discussion

<ul style="list-style-type: none">• Think of a situation where you consciously chose to do something outside your comfort zone.• What was the payoff?	<ul style="list-style-type: none">• Do one thing every day that scares you. ~Eleanor Roosevelt• How does this apply to what you’ve learned about “lazy brains?”
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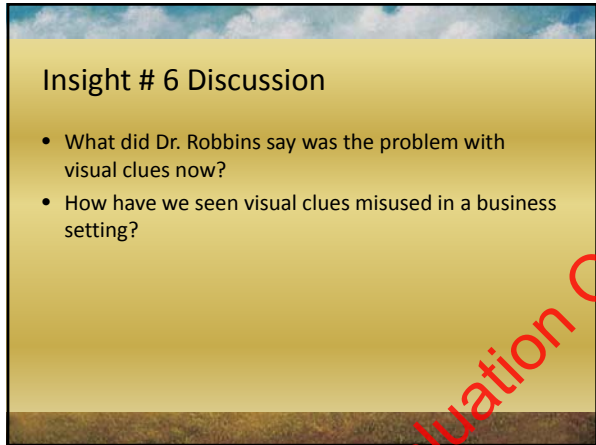
6. The Role of Visual Cues

- Vision and sight are a large part of human behavior.
- We classify our environment based on what we see.
- Visual clues have become more complex and ambiguous in modern times
- We often use visual cues to “classify” people.



Insight # 6 Discussion

- What did Dr. Robbins say was the problem with visual clues now?
- How have we seen visual clues misused in a business setting?



7. Cognitive Dissonance

- Cognitive dissonance occurs when we encounter things that do not fit our mental models
- This causes us to try to hold on to incongruent or inconsistent beliefs and attitudes—even when we learn they are wrong!
- Humans do not like to be in a state of cognitive dissonance and are motivated to get out of it.



Two Approaches for Getting Rid of Cognitive Dissonance


Block Approach	Entertain New Ideas Approach
<ul style="list-style-type: none"> • Often preferred because it is easier and doesn't require as much energy. • Is a form of closed-mindedness. • Does not have to be formally practiced—we are often unaware we are doing it. 	<ul style="list-style-type: none"> • Give information a chance and consider (play with) multiple perspectives. • Does not require you to accept the information right away • Lets you imagine how things might be different if the information was true • Lets you practice "What if?"

Insight # 7 Discussion

- What are some ways the *Block Approach* can stifle creativity in the workplace?
- What are some examples of situations where you have encountered cognitive dissonance?
- What are some practical ways you can work to keep cognitive dissonance from making you closed-minded?
- How can using the *Entertain Approach* (What if?) to dealing with cognitive dissonance help you become more innovative?

8. "Flat" Out Wrong


- We often make errors because we are working with limited data sources.
- Observation can be misleading because it's only from one perspective.
- We need to realize that without multiple perspectives, we can easily be "flat" out wrong!



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Insight # 8 Discussion


- Why is it so important to consider multiple perspectives?
- What are some of the consequences of not seeking and entertaining multiple consequences?



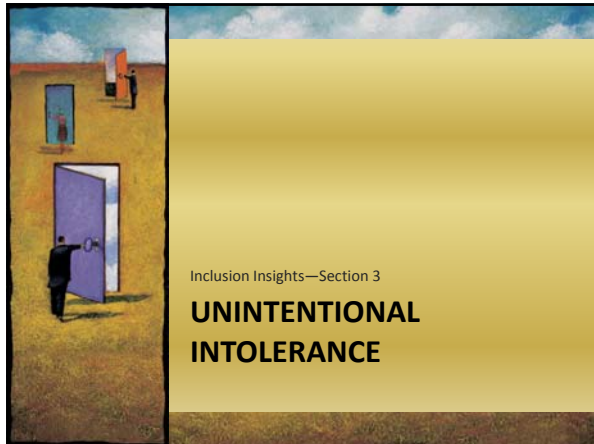
Activity
"I AM FROM..." PART 2
Applying other perspectives

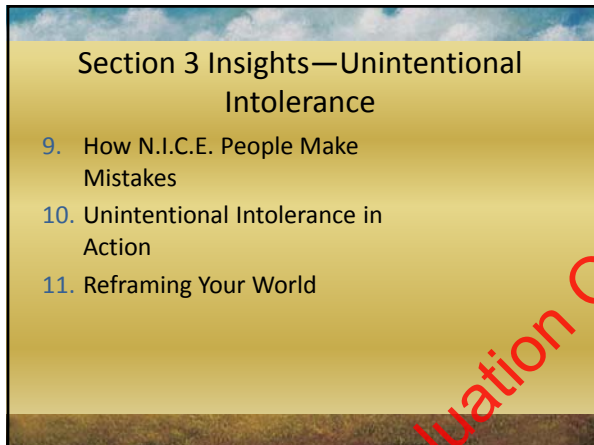
Divide into several groups of 3-5
Select one "I am from..." paragraph from your group.
As a group, answer these questions:

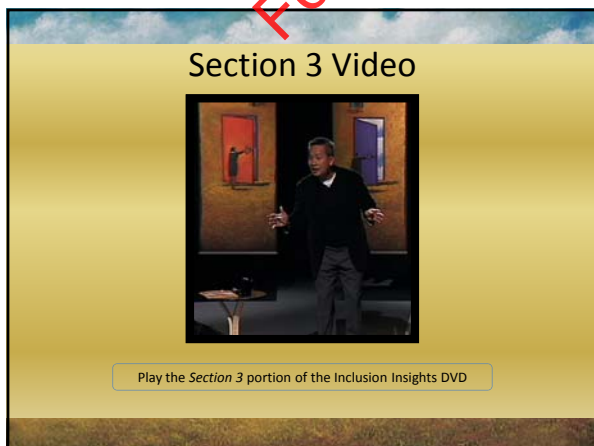
- What if this was our team reality?
- How would our team function with this reality?
- What part of this reality might be really interesting? Why?



Section Reflection
How has *Section 2: Lazy Brains* affected how you think about the need for multiple perspectives?








9. How N.I.C.E. People Make Mistakes

- Mindlessness + multiple redundant messages = unintentional intolerance (M1 + M2 = UI)
- Multitasking makes us put some things on autopilot
- Unintentional intolerance can have negative results for our ability to solve complex problems



Insight #9 Discussion


- What are some examples of situations where we often behave on autopilot?
- How can mindlessness or autopilot hurt us in a professional setting?
- What is branding? What are some downsides of branding from an inclusion perspective?



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10. Unintentional Intolerance in Action

- Triggers in our head can lead to mindless behavior that impacts other people.
- We need to be mindful and in the moment instead of relying on past experience.
- There is knowledge outside your experience base that will allow you better solve problems.




Insight #10 Discussion

- What was the key message in the joke/yoke example on the video?
- Can you think of a personal or professional situation where you were part of a diverse team?
 - What benefits did you see?
 - What difficulties did you (or others) have in accepting knowledge or perspectives outside your experience base?

11. Reframing Your World

“I am the greatest, that is understood, but even I didn’t know I could pitch that good.”


~Story by Kenny Rogers



Insight #11 Discussion

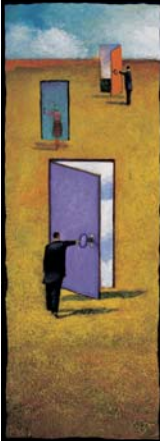
- Why is reframing challenging?
- What are some of the rewards of reframing?

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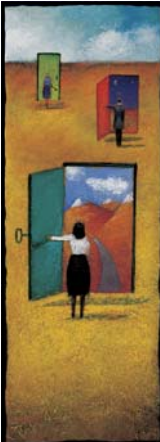


Activity
REFRAMING
Personal Reflection

- Work individually
- Take 5-10 minutes to complete the *Personal Reflection Handout*
- Debrief activity with the large group
- You are not required to share your answers



Section Reflection
How has *Section 3: Unintentional Intolerance* affected how you look at diversity?



Inclusion Insights
WRAP UP & CONCLUSION

Next Steps

- What perceptions do I hold that are not serving me in business?
- What actions can I take to change these perceptions?
- How can I arrange to expose myself to working with other types of individuals?
- How can I increase the inclusion mindset in my team?
- Think of a current situation you are trying to solve. How might you benefit from changing your perspectives, or including other points of view?

Thank you!

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