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# **Diversity and Inclusion**

## **Cultural Sensitivity Coaching**

By  
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# Diversity and Inclusion

## Why Are We Here?

### Coaching Process

This is not about telling you what your attitudes, beliefs, and values should be. Not a one way conversation!

**Note: Sections in italics are not in the participant's material.**

*Sharing insights into some legal aspects, techniques and tips to help you better communicate with your co-workers and create an environment that values diversity.*

*In the workplace we need an environment where all employees are accepted for who they are. A place where everyone can take risks and each can share their perspectives.*

### Equal Employment Opportunity Laws Information can be found at <http://www.eeoc.gov>

Under [Title VII of the Civil Rights Act of 1964](#), the [Americans with Disabilities Act \(ADA\)](#), and the [Age Discrimination in Employment Act \(ADEA\)](#)...

It is illegal to discriminate in any aspect of employment, including:

- Hiring and firing
- Compensation, assignment, or classification of employees
- Transfer, promotion, layoff, or recall
- Job advertisements
- Recruitment
- Testing
- Use of company facilities
- Training and apprenticeship programs
- Fringe benefits
- Pay, retirement plans, and disability leave
- Other terms and conditions of employment

Discriminatory practices under these laws also include:

- Harassment on the basis of race, color, religion, sex, national origin, disability, or age.
- Retaliation against an individual for filing a charge of discrimination, participating in an investigation, or opposing discriminatory practices.*
- Employment decisions based on stereotypes or assumptions about the abilities, traits, or performance of individuals of a certain sex, race, age, religion, or ethnic group, or individuals with disabilities.*
- Denying employment opportunities to a person because of marriage to, or association with, an individual of a particular race, religion, national origin, or an individual with a disability. Title VII also prohibits discrimination because of participation in schools or places of worship associated with a particular racial, ethnic, or religious group.*

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## **What is Diversity?**

*A social and political term generally referring to tolerance, inclusion, and anti-discrimination. The concept of Diversity encompasses acceptance and respect. It is the differences that exist between us - the aspects that make each person unique.*

## **What does Inclusion mean...**

*Making people feel part of an organization or group. People feel included when...*

- *They feel valued by their manager and co-workers for their talents, skills and abilities*
- *Their perspectives are sought after and leveraged*
- *They are included in formal and informal work related networks*

**To you?**

**To Dallas Museum of Arts?**

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## Successful Behaviors

- Care - *Having concern for or interest in others*
- Respect - *Showing consideration, courteous regard for others.*
- Fairness - *Being just and honest, impartial, and unprejudiced.*
- Understanding - *Sympathetic awareness and knowledge*

Everyone deserves to come to work and not have to deal with inappropriate behavior. It is up to each of us to:

- Be aware of our behaviors
- Ensure our behavior isn't offensive to others
- Respect the rights of others

No matter what job you have, what DOES matter is...

- Your attitude toward other people
- Choices you make that determine your behavior
- Your approach as you interact with others

The attitude we bring to the workplace is the one we **decide** to have. How we treat each other in the workplace is an important personal choice.

# Hostile Work Environment

## QUESTION

What percentage of harassment claims do you think are due to a hostile work environment?

## ANSWER:

Hostile work environment makes up over 90% of harassment claims.

## QUESTION

What actions or behaviors can be classified as creating a hostile work environment?

## LOOK FOR...

- Lewd remarks
- Pinching
- Obscene gestures
- Name calling

## THE PLAZA HOSTILE WORK ENVIRONMENT CASE

Victims: 12 Arab and South Asian Muslims

Accused: Managers and Coworkers

Company: Plaza Operating Partners Ltd. dba The Plaza Hotel, Fairmont Hotels and Resorts, Inc.

Charge: Hostile work environment based on religion and/or national origin

Background: After the September 11, 2001, terrorist attacks:

### *Managers*

- Called claimants names such as "Osama," "Al Qaeda," & "Taliban" several times a day
- Gave them keys in holders labeled "bin Laden," etc., instead of their names

### *Coworkers directed similar comments at the victims*

- The Plaza handed out an employee handbook containing an antidiscrimination policy
- Most of the victims didn't get the handbook and weren't aware of the policy
- The Plaza ignored some of complaints about the harassment and failed to adequately investigate others.

## WHAT THE COURT SAID...

New York District Office fined Plaza Operating Partners \$525,000

- Money is paid to 12 individuals
- Fairmont (which managed The Plaza) must
  - Implement an antidiscrimination/anti-harassment policy at its hotels
  - Provide training on the policy to all employees (30 minutes to 3 days depending on job position)

## Hostile Work Environment, continued

### QUESTION

What determines liability and why does it matter to you?

### LOOK FOR...

*Two conditions determine the Employer's liability in the court's eyes:*

- *The Employer knew or should have known about the harassment, and*
- *The Employer failed to take appropriate corrective action.*

### MAKE THE POINT...

*You should take your actions seriously because you represent the Company:*

- *You could be sued and held personally liable for harassing conduct or support of that conduct.*
- *As an Employer, DMA can be subject to severe consequences if the harassment is committed by a supervisor with immediate (or successively higher) authority over a team member.*
- *If the supervisor does not have actual authority over the team member, the court can decide to hold only the Company liable.*

## Hostile Work Environment Scenario

A black co-worker walks up grinning and says "I heard a great joke about a couple of Mexican guys..."

### QUESTION

Is anything wrong with this scenario?

### LOOK FOR...

- *Disrespect*
- *Discrimination*

### QUESTION

How does this particular bias affect..

- *Your team?*
- *The image of DMA?*
- *Relationships with your colleagues?*

### QUESTION

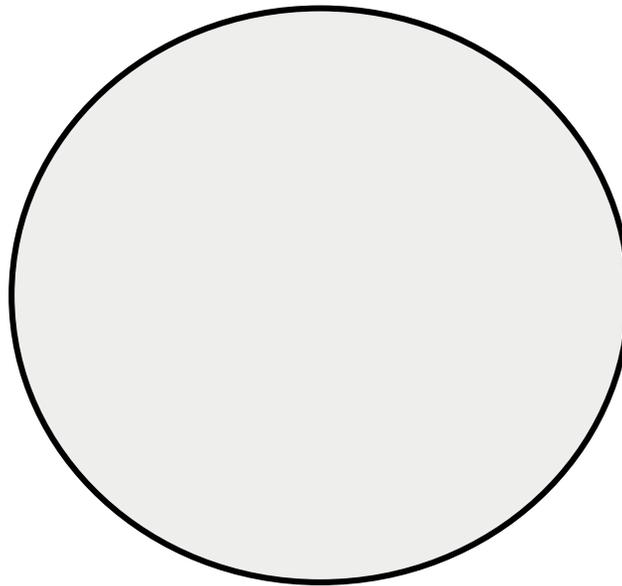
How should you handle this?

### LOOK FOR...

- *Tell the co-worker you'd rather not hear the joke because racial jokes are often derogatory and discriminating.*
- *Ask how they would feel if they overheard a joke "slamming" blacks?*

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## What Do I Know?



Everyone has biases, whether they are positive or negative. The key is in understanding how our biases impact our interactions with others.

Divide the circle:

- **What I know**

- This piece represents what you know, feel confident about, and have some awareness about.

- **What I think I know**

- *This is tricky. Why?* Here we tend to make assumptions—sometimes ones that can get us in trouble.

- An example: I think I know she can't work overtime because she has young children at home.

- **What I know I don't know**

- This piece represents the things you realize you don't know.

- What is the power of knowing you don't know something?

- You can ask questions about it.

- You can even go to the web to find out because you know the key words to use in your search.

- An example: you are planning to attend a funeral of a person from another culture and you ask about the traditions and what you can expect.

- **What I don't know I don't know**

- This piece represents the areas where you are clueless; it has not been part of your life experience; you have not heard about it, etc.

- This is a critical area to think about when dealing with inclusion and diversity.

**Question:**

- Looking at the circle, where do biases and stereotypes live?



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## Definitions

- Bias:** Prejudice in a general or specific sense. A person is said to be biased if their powers of judgment are influenced by the biases they hold thereby preventing a neutral or objective view or opinion.
- Care:** Having concern for or interest in others.
- Diversity:** A social and political term generally referring to tolerance, inclusion, and anti-discrimination. The concept of Diversity encompasses acceptance and respect. It is the differences that exist between us - the aspects that make each person unique.
- Fairness:** Being just and honest, impartial, and unprejudiced.
- Inclusion:** Making people feel part of an organization or group. People feel included when...
- They feel valued by their manager and co-workers for their talents, skills and abilities
  - Their perspectives are sought after and leveraged
  - They are included in formal and informal work related networks
- Integrity:** State of being of sound moral principle, uprightness, honesty and sincerity.
- Respect:** Showing consideration, courteous regard for others.
- Sensitivity:** Reacting appropriately to the emotions or situation of other people, tactful.
- Tact:** Careful consideration of the feelings and values of another so as to create harmonious relationships with a reduced potential for conflict or offense.
- Tolerance:** Acceptance of different views; the capacity for or the practice of recognizing and respecting the beliefs or practices of others.
- Understanding:** Sympathetic awareness and knowledge.