
Diversity and Inclusion

Cultural Sensitivity Coaching

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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.*

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?

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?*

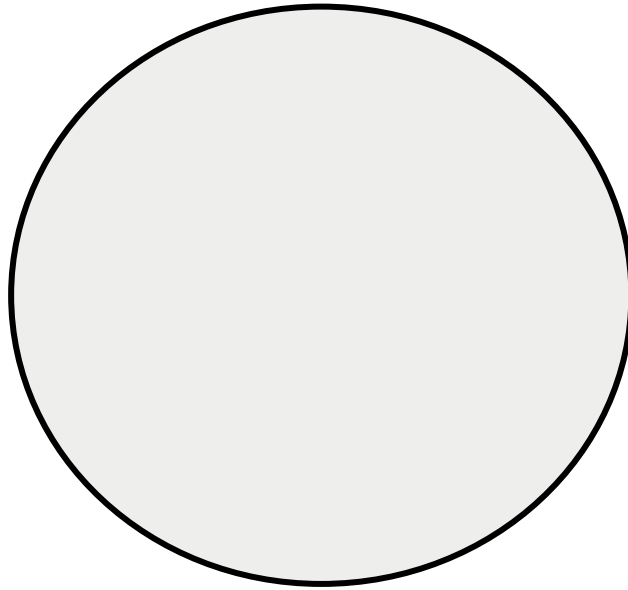
QUESTION

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?*

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?

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.