

working
with people
not like me



Santos Albarran
213-894-6174
Santos.albarran@eoc.gov

Course Objectives

Broaden Diversity Appreciation

Promote a Respectful Workplace

Recognize Inappropriate Workplace Behavior

Obstacles to a Respectful Workplace



Obstacles to a Respectful Workplace

- Denial
- Lack of Awareness
- Underestimating the power of cultural bias
- Unaware of the legal requirements for a workplace free of discrimination, harassment and retaliation.

In the Beginning

- Learning respect starts at home where as small children we take on what our parents teach us.
- Later, as we enter school, we are influenced by many others.
- When we enter the working world, we learn about company cultures.

In the Beginning

- Since not all families and schools teach children the full benefit of learning respect, all of us can learn as adults to be more *respectful* of ourselves and others.
- Sometimes we have to undo our early training, other times we can build upon what we learn.

Unlocking the Mystery



To begin understanding how individuals act and react, one must first start with understanding oneself.

Teamwork

- Successful teamwork is based on understanding and respecting others.
- The majority of us think *the correct way*, and *the only way*, is *our way*. In the workplace, as well as in personal life, that is just not true.
- To work effectively and efficiently, to increase productivity and quality, you need to understand differences and learn how to use them effectively in dealing with each individual and in forming a team relationship.

Daily Challenges

- Remember that each person in the world has a valuable role to fulfill whether we agree with their way of doing or not.
- Enhance team work by being more aware of people's differences and learning to work with them.
- Negotiate reasonable ways to work out differences, don't condemn a person for being who they are.

Daily Challenges

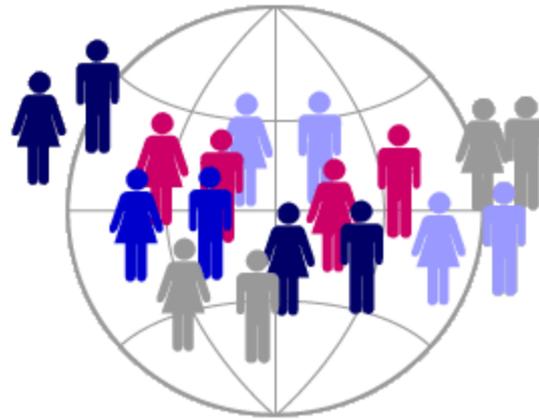
- Be flexible to enhance performance and personal satisfaction.
- Treat every one with dignity and **respect** to improve working conditions for all and to have a positive impact on the system.
- Avoid conflict whenever possible.
- Treat everyone the same – fairly.

With diligence

“We **can** learn to be free from judgment.”

Dignity & Respect for All; Shelley Pearlman, October 1996

What Does “Diversity” Really Mean?



Diversity means . . .



**Differences in people
and their cultures**

Diversity gives distinct advantages in the workplace and in the world.

- There is little wisdom in putting together a group of people who all have the same feelings, thoughts and beliefs.
- A diverse environment is an asset to intellectual growth.
- Each of us gains from the vitality that diversity offers.
- An organization cannot survive in a global economy without diversity.

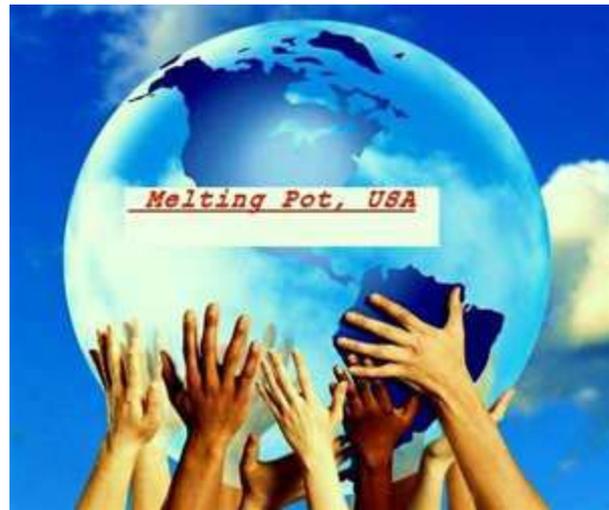
Diversity



**Can Foster
Better Problem
Solving**

Differences in Perspectives, Not Race, Ethnicity, Gender Per Se

See Scott E. Page, *The Difference: How the Power of Diversity Creates Better Groups, Firms, Schools, and Societies* (2007).





Appreciating “Diversity” through

Awareness

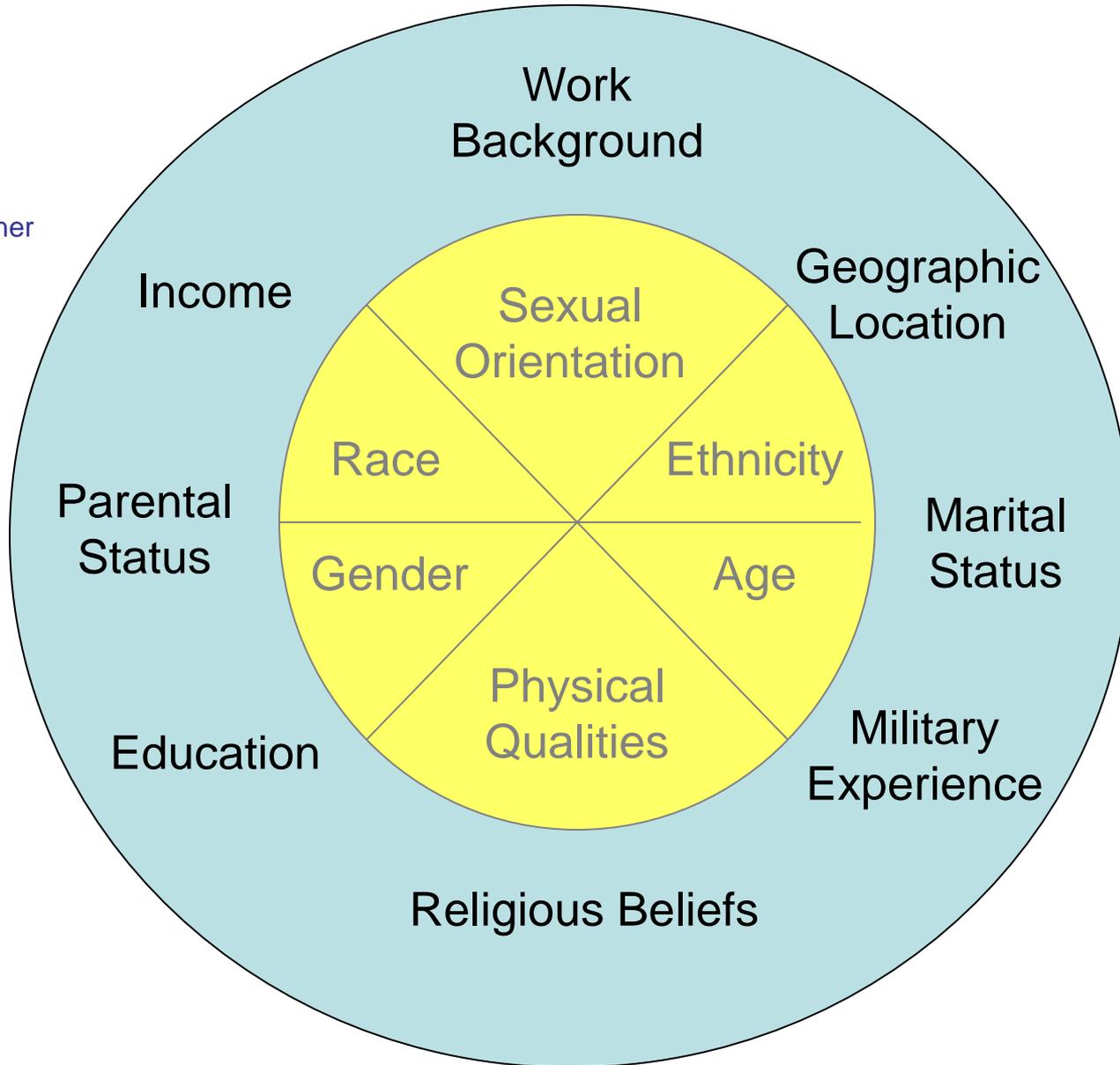
Knowledge

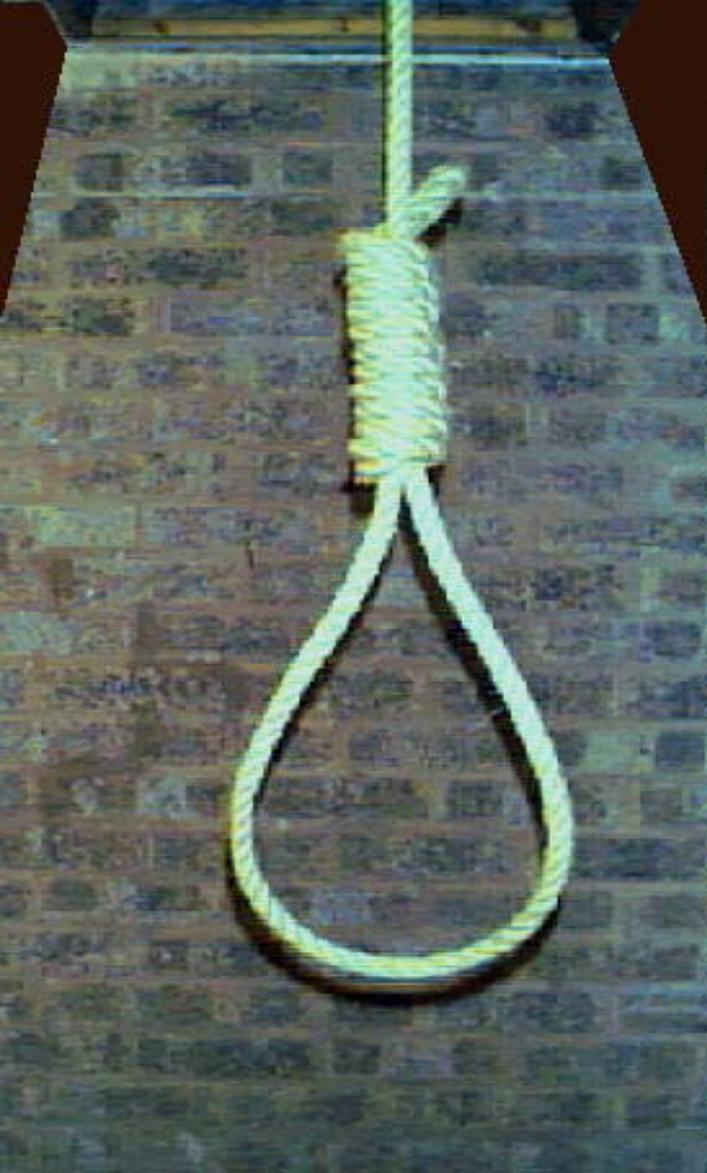
Skills

Action and/or Behavior

Primary and Secondary Dimensions of Diversity

Loden and Rosener





Charles Hickman

Conroe, Texas

2002

***EEOC et al. v. Commercial Coating Serv.,
Inc.*** No. H-03-3984 (S.D. Tex. March 21, 2006)

Bias

Explicit



Implicit

Implicit Bias

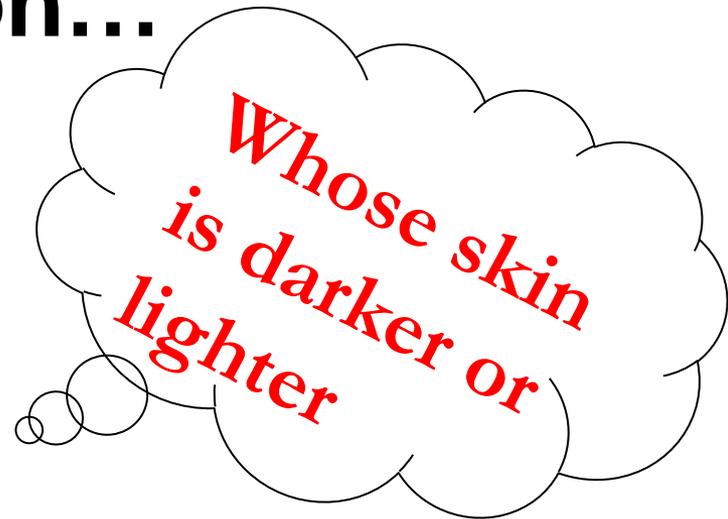
Stare at these words for a moment:

TAE CAT

See Giving Notice: Why the Best and Brightest are Leaving the Workplace and How You Can Help Them Stay, by Freeda Kapor Klein (2007)

Implicit Bias

What information do our brains implicitly provide when we walk into a conference room and see a person...



Unconscious Bias

- Process where one's unconscious mental associations systemically distorts the way we perceive others
- Also called Implicit Bias or Implicit Association

What's in a Name?

50% more likely to
get a callback

Neil

Sarah

Carrie

Brendan

Todd

Rasheed

Jamal

Ebony

Lakisha

Latonya

“Are Emily and Brendan More Employable than Lakisha and Jamal?”
Marianne Bertrand and Sendhil Mullainathan – 2002

Blind Symphony Orchestra Auditions



Cecilia Rouse and Claudia Goldin
www.princeton.edu/pr/pwb/01/0212/7b.shtml

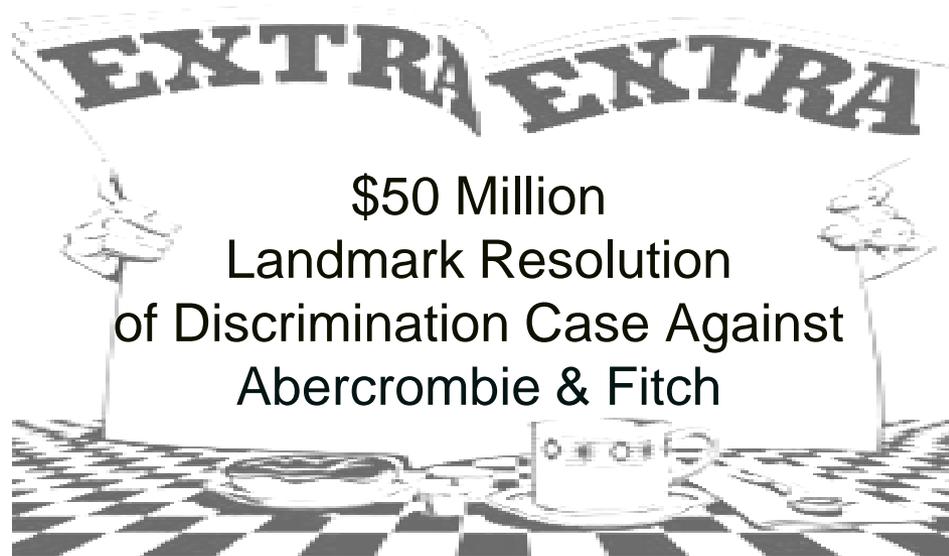


Orchestrating Impartiality: The Impact of “Blind” Auditions on Female Musicians

Symphony Orchestra Study

- Women comprised less than five percent (5%) of positions
- Major symphony orchestra sought to objectify selection criteria used to select musicians
- Blind auditions were instituted
- Twenty years later, over twenty-five percent (25%) of positions held by women

Image



EEOC v. Abercrombie & Fitch Stores, Inc.

Color Pay Premium?



Darkest Skin Lightest Skin Joni Hersch, *Profiling the New Immigrant Worker: The Effects of Skin Color and Height*, Journal of Labor Economics (Forthcoming 2008).

Criminal Record Study

Blacks received job call-backs at a lower rate than Whites, even when White applicants had a criminal record and Blacks did not. Call-back rates:

- Whites without criminal record – 34%
- Whites with criminal record – 17%
- Blacks without criminal record – 14%
- Blacks with criminal record – 5%

Implicit Bias

The Implicit Association Test (IAT)



- **Implicit biases are pervasive**
- **People are often unaware of their biases**
- **Implicit biases predict behavior**
- **Good news: There is an antidote – making nondiscrimination conscious**

Implicit Bias

The Implicit Association Test (IAT)

You can take the self-assessment test at the website:

<https://implicit.harvard.edu>

(for the Race IAT, click the “Demonstration” link).

Implicit Association Test Results

- **88% of whites had a pro-white or anti-black bias**
- **Nearly 83% of heterosexuals showed bias for straight people over gays and lesbians**
- **More than 2/3rds of non-Arab, non-Muslims displayed biases against Arab Muslims**
- **Overall, large majorities showed biases for Christians over Jews, the rich over the poor, the young over the elderly, and men's careers over women's careers.**
- **White male status as default position**
- **Minorities internalized the same biases as majority groups:**
 - 48% of blacks showed a pro-white or anti-black bias**
 - 38% of Arab Muslims showed an anti-Muslim bias**
 - 38% of gays and lesbians showed a bias for straight people over homosexuals.**



Perceptions, biases and stereotypes can create **Diversity Disasters** in the workplace



How do these disasters happen?



- Lack of understanding of others
- Insufficient training
- Poor examples by management
- Perceptions
- **LACK OF RESPECT**

What is Respect ?

Webster says ...

1. To feel or show deferential regard for: ESTEEM. 2. To avoid violation of or interference with. 3. To relate or refer to: CONCERN. –*n.* 1. Deferential regard: ESTEEM. 2. The state of being regarded with deference or esteem. 3. Willingness to show consideration or appreciation. 4. **respects.** Polite expressions of consideration or deference, <paid our respects.> 5. A specific aspect, feature, or detail. 6. Relation : reference.

Respect

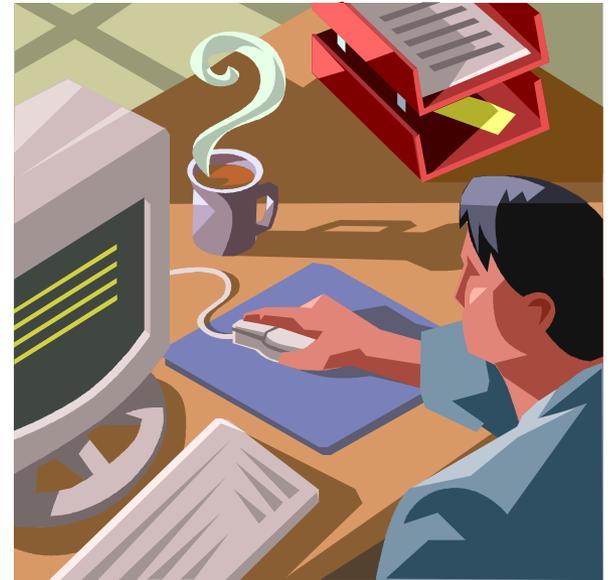
- Respect can be defined as consideration for self and of others.
- Respect includes
 - consideration for other people's privacy, their physical space and belongings; and
 - respect for different viewpoints, philosophies, physical ability, beliefs and personality.



**Why is respect
in the workplace
important?**

Workers who perceive they are being treated with respect . . .

- Are more loyal
- Work more mindfully
- Work harder
- Require less supervision
- Sense of fairness



Disrespect

- Disrespect occurs when one is ignored, neglected, disregarded or dismissed.
- A culture of disrespect is created when consciously or unconsciously learned behaviors show that we do not care that other people are human beings.
- We do not treat others as we want to be treated.



What happens when we do not treat others with respect?

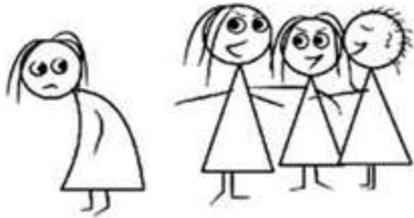


What happens when we do not treat others with respect?

- Hurt others causing pain and suffering
- Devalues the person and their ideas
- Trivializes individuals' accomplishments
- Causes us not to listen to them
- Excludes them from the team
- Wastes talent and time
- Energy spent earning the respect back
- Creates low morale for the individual and bystanders



A culture of Disrespect can include or be created through:



Stereotyping
Bullying
Harassment
Discrimination



CONCLUDING WORDS . . .

Remember the three R's of
Respect

Respect for self

Respect for others

Responsibility of for all your workplace actions