Inclusive Leadership: How to Motivate and Retain a Diverse Workforce

Workbook

A Leadership Workshop for

Oregon Alliance for Children’s Programs
September 10, 2015

Designed and facilitated by Lillian A. Tsai
Quotations and Sayings

No culture can live if it attempts to be exclusive. – Mahatma Gandhi

I do not agree with what you have to say, but I will defend to the death your right to say it. (Voltaire)

Not everything that is faced can be changed, but nothing can be changed until it is faced. (James Baldwin)

In the end, we will remember, not the words of our enemies, but the silence of our friends. (Martin Luther King, Jr.)

The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy. (Martin Luther King, Jr.)

Fears are educated into us and can, if we wish, be educated out. (Karl Menninger)

A CEO’s commitment often arises from his or her own understanding of what it means to be an outsider. (Stella Ting-Toomey)

If we are to achieve a richer culture, rich in contrasting values, we must recognize the whole gamut of human potentialities. We must weave a social fabric in which each diverse human gift will find a fitting place. (Margaret Mead)

The good neighbor looks beyond the external accidents and discerns those inner qualities that make all men human and, therefore, brothers. (Martin Luther King, Jr.)

You must be the change you wish to see in the world. (Mahatma Gandhi)

In a real sense all life is inter-related. All persons are caught in an inescapable network of mutuality, tied in a single garment of destiny. Whatever affects one directly affects all indirectly. I can never be what I ought to be until you are what you ought to be, and you can never be what you ought to be until I am what I ought to be. This is the inter-related structure of reality. (Martin Luther King, Jr.)

Peace is not won by those who fiercely guard their differences but by those who with open minds and hearts seek out connections. (Katherine Paterson)

The real art of conversation is not only to say the right thing in the right place, but to leave unsaid the wrong thing at the tempting moment. (Dorothy Nevill)
Workshop Outline

A. Goals - Participants will:
   • Understand the true meanings of diversity and inclusion
   • Understand the costs and impact of exclusion on recruitment and retention
   • Assess and examine their organization’s abilities to recognize and demonstrate inclusiveness
   • Walk away with tools and ideas on how to motivate, retain and manage a multicultural workforce
   • Have fun!

B. Agenda
   1) Opening Icebreaker: discussions about experiences with diversity and inclusion
   2) Module I – Developing the Foundation for Managing Diversity & Inclusion
      ✓ Four Layers of Diversity Exercise and Discussion
      ✓ Managing Diversity Questionnaire and Discussion
      ✓ What is “Real” Diversity & Inclusion? What is the price and impact of exclusion?
   3) Module II – Learn Tools and Skills for Inclusive Leadership
      ✓ What is Inclusive Leadership?
      ✓ Traits of Inclusive Leaders
      ✓ Understanding our Perceptions
      ✓ Strategies for Managing a Culturally Diverse Workforce
         i. Diversity Variables that Affect Teamwork and Inclusion
         ii. Communications Styles Self Assessment and Exercises
         iii. Communicating with ELL Speakers
      ✓ Tips on How to Motivate and Retain Diverse Work Teams
      ✓ Leadership Check List
      ✓ Personal Action Plan
Ice Breaker Discussion Notes

1) What are some of the behaviors that you’ve observed which have affected teamwork, productivity and inclusiveness at your organization?

   • What are some possible reasons behind these?

   • How many of these barriers are insurmountable/difficult to break down?

2) What strategies have you put in place to manage and include a diverse workforce?

   • What’s working?

   • What could be better?
Definitions of Terms

*Diversity*
The unique characteristics, differences or similarities that we each have.

*Stereotype*
Simplistic commonly accepted belief or beliefs, often negative and misleading, about individual characteristics that generalize all people within a group.

*Prejudice*
A preconceived attitude, opinion or feeling, usually negative, formed without adequate knowledge, thought or reason.

*Bias*
A partiality towards a particular point of view that prevents objective consideration of an issue or situation.

*Blindspots and hidden biases:* “All human eyes have a blind spot—a small region of the retina that is devoid of light receptors and that keeps us from seeing objects whose image falls into that region. We use this as a metaphor for psychological and social *blindspots* in the form of hidden biases that can guide our behavior without our awareness of their role.”
Four Layers of Diversity

*Internal and External Dimensions adapted from Marilyn Loden and Judy Rosener, Workforce America! (Business One Irwin, 1991)
Individual Layers of Diversity

Please answer these questions as intuitively and honestly as you can:

A. Select 2-3 dimensions (e.g. personality, work experience, gender, etc.) that have had the most impact (positively or negatively) on your day-to-day life as a manager.

1. 
2. 
3. 

B. Think of an individual whom you are having a difficult time working with. Which dimensions are similar or different than yours? Which dimension(s) seem to be the source of your difficulty, and what could be the underlying causes/reasons?

1. 
2. 
3.
## Managing Diversity Questionnaire

<table>
<thead>
<tr>
<th>At my company:</th>
<th>Very True</th>
<th>Somewhat True</th>
<th>Not True</th>
<th>Score</th>
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</thead>
<tbody>
<tr>
<td>1. I am at ease with people with diverse backgrounds.</td>
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<tr>
<td>2. There are no double standards. The rules are the same for everyone.</td>
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<tr>
<td>3. Managers have a track record of hiring and promoting diverse employees.</td>
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<tr>
<td>4. In general, I find change stimulating, exciting and challenging.</td>
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<tr>
<td>5. Racial, ethnic and gender jokes are tolerated in the informal environment.</td>
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<tr>
<td>6. Managers hold all people equally accountable.</td>
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<tr>
<td>7. I know about the cultural norms of different groups.</td>
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<tr>
<td>8. The formation of ethnic and gender support groups is encouraged.</td>
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<tr>
<td>9. Managers are comfortable dealing with differences such as age, race, gender, and sexual orientation.</td>
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<tr>
<td>10. I am afraid to disagree with members of other groups for fear of being called prejudiced.</td>
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<tr>
<td>11. There is a mentoring program that identifies and prepares women and people of color for promotion.</td>
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<tr>
<td>12. Appreciation of differences can be seen in the rewards managers give.</td>
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<tr>
<td>13. I feel there is more than one right way to do things.</td>
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<tr>
<td>14. Members of non-dominant groups feel they belong.</td>
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<td></td>
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</tr>
<tr>
<td>15. One criterion of a manager’s performance review is developing the diversity of his/her staff.</td>
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<tr>
<td>16. I think that diverse viewpoints make for creativity.</td>
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<tr>
<td>17. There is high turnover among women and people of color.</td>
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</tbody>
</table>
18. Managers give feedback and evaluate performance so employees don’t “lose face.”

19. I am aware of my own assumptions and stereotypes.

20. Policies are flexible enough to accommodate everyone.

21. Managers get active participation from all employees in meetings.

22. I think there is enough common ground to hold staff together.

23. The speaking of other languages is prohibited.

24. Multicultural work teams function harmoniously.

25. I instinctively know how to adapt my communication style to others who are different than me.

26. Money and time are spent on diversity development activities.

27. Managers effectively use problem-solving skills to deal with language differences or other culture clashes.

28. I feel that working on a diverse staff enriches me.

29. Top leadership backs up its value on diversity with action.

30. Managers have effective strategies to use when one group refuses to work with another.

**Scoring:**

<table>
<thead>
<tr>
<th>Items 5, 10, 17 and 23 (bolded, underscored, larger font items)</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 points = Very true / 1 point = Somewhat true / 2 points = Not true</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>All other items:</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 points = Very true / 1 point = Somewhat true / 0 points = Not true</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Individual attitudes and beliefs: items, 1, 4, 7, 10, 13, 16, 19, 22, 25, 28</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational values and norms: items 2, 5, 8, 11, 14, 17, 20, 23, 26, 29</td>
</tr>
<tr>
<td>Management practices and policies: items 3, 6, 9, 12, 15, 18, 21, 24, 27, 30</td>
</tr>
<tr>
<td>TOTAL</td>
</tr>
</tbody>
</table>

Adapted from: Gardenswartz & Rowe, *Managing Diversity*
Inclusion Discussion Questions

- What experiences have your team/employees had with exclusion at your organization/department?

- Have you experienced exclusion yourself?

- How did it feel?

- How did you react?

- What did you do about it?

- What did your colleagues/manager do about it?

- If you didn’t, why do you believe that is so?
What is Inclusion?

Creating an environment where a diverse group of people can:

• Feel they belong to, are a part of, and not feel discounted as a part of a team, organization and/or community.

• Contribute fully to the success of their team, their organization and/or community.

• Be valued and acknowledged for their contribution in the way that they would wish to be.

Examples of Inclusion

“Being aware of the differences among people, being responsive to them by making intentional efforts to hear different points of view and adjust our deliverables in response.”

“Willingness to listen, learn and accept other opinions, beliefs, practices.”

“To me it means that I have taken the time to invite others into a process, situation, decision in order to hear their input, viewpoint, etc. before I make a decision.”
The Business Case for Inclusion
Why should we as leaders care?

• Diversity without inclusion doesn’t work; lead with inclusion and diversity will follow
• A lack of inclusion affects:
  o Recruitment, hiring and retention
  o Productivity and performance (low morale, absenteeism, presenteeism)
  o Communication and teamwork
• Diversity Related Conflicts (DRCs) are one of the notable causes of disengagement and can create legal liability.
• Disengaged employees cost $292B - $355B per year (Gallup Poll)
  o Only 30% of U.S.A workers are actively engaged (2012)

<table>
<thead>
<tr>
<th>OCCUPATION</th>
<th>ANNUAL COST OF LOST PRODUCTIVITY DUE TO ABSENTEEISM (BILLIONS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional (excl nurses, physicians &amp; teachers)</td>
<td>$24.2</td>
</tr>
<tr>
<td>Managers/executives</td>
<td>$15.7</td>
</tr>
<tr>
<td>Service workers</td>
<td>$8.5</td>
</tr>
<tr>
<td>Clerical/office</td>
<td>$8.1</td>
</tr>
<tr>
<td>Sales</td>
<td>$6.8</td>
</tr>
<tr>
<td>School teachers (K-12)</td>
<td>$5.6</td>
</tr>
<tr>
<td>Nurses</td>
<td>$3.6</td>
</tr>
<tr>
<td>Transportation</td>
<td>$3.5</td>
</tr>
<tr>
<td>Manufacturing/production</td>
<td>$2.8</td>
</tr>
<tr>
<td>Business owners</td>
<td>$2.0</td>
</tr>
<tr>
<td>Installation/repair</td>
<td>$1.5</td>
</tr>
<tr>
<td>Construction/mining</td>
<td>$1.3</td>
</tr>
<tr>
<td>Physicians</td>
<td>$0.25</td>
</tr>
<tr>
<td>Farmers/foresters/fishers</td>
<td>$0.16</td>
</tr>
</tbody>
</table>
Diversity Related Conflicts (DRCs)

- 28% lost work time avoiding the instigator
- 53% lost time worrying about the incident/future interactions
- 37% believe their commitment at work declined
- 22% have decreased their effort at work
- 10% decreased the amount of time they spent at work
- 12% actually changed jobs to avoid the instigator
- The replacement cost of turnover: 1 to 3X salary of a vacant position

Source: Spartacus Group
Evidence-Based Theories that Relate to Diversity & Inclusion

1) Contact Hypothesis (Intergroup Contact Theory) – Dr. Gordon W. Allport, “The Nature of Prejudice”

2) The Brain and Inclusion Theory – Naomi Eisenberger, UCLA Professor of Psychology

3) “Inattentional Blindness” - Univ. of Illinois Professor Daniel Simons, research tying neuroscience and culture
Inclusive Leadership Discussion Questions

1. How would you define inclusive leadership?

2. What skills do you believe you need to be successful?

3. What inclusion strategies have worked for you?

4. What have been your challenges to be inclusive?
What Is Inclusive Leadership?

Inclusive leaders have a committed, sustainable, personal commitment and interaction with the organization’s diversity and inclusion initiative. They are present, authentic, active models and champions of inclusion.

Inclusive leaders understand their own personal biases and are able to step outside accustomed frames of reference when necessary. This ability allows an inclusive leader to effectively inspire and mentor employees who are different. This is especially important for any organization that has a traditional hierarchical power structure.

Specific skills of an inclusive leader:

- He/she seeks and integrates voices of key stakeholders to drive business results
- He/she ensures everyone is learning to hear, leverage and learn from each other
- He/she includes all voices and succeeds by exhibiting specific traits, behaviors and characteristics

Source: Inclusive Leadership, Shirley Engelmeier
## Traits of Inclusive Leaders

<table>
<thead>
<tr>
<th>o Accountable</th>
<th>o Collaborative</th>
</tr>
</thead>
<tbody>
<tr>
<td>o Creative</td>
<td>o Culturally agile</td>
</tr>
<tr>
<td>o Diversity of thought</td>
<td>o Emotionally Intelligent</td>
</tr>
<tr>
<td>o Empowering</td>
<td>o Gives face</td>
</tr>
<tr>
<td>o Flexible and adaptable</td>
<td>o Humble</td>
</tr>
<tr>
<td>o Innovative thinker</td>
<td>o Inspirational and motivating</td>
</tr>
<tr>
<td>o Intellectual knowledge and curiosity</td>
<td>o Keeps it fun</td>
</tr>
<tr>
<td>o Manages his/her ego</td>
<td>o Open to a wide range of inputs</td>
</tr>
<tr>
<td>o Self aware</td>
<td>o Tech savvy</td>
</tr>
<tr>
<td>o Transparent and authentic</td>
<td>o Trustworthy/trusting</td>
</tr>
</tbody>
</table>

**Sources:** *Inclusive Leadership*, Shirley Engelmeier; Dr. Shirley Davis, SDS Enterprises; TsaiComms LLC

**Exercise & Discussion:**

a) Circle the traits on the above list that most resonate with you and that you also believe you already have. Describe your behaviors that demonstrate the traits that you circled. (3 mins. self assessment + 7 mins. discussion)

b) Now put a star or rectangle around the traits that you don’t believe you have yet (be truthful with yourself; if you’re with a team, ask them whether you are correct with your self assessment). Then discuss what you will do to develop these. (3 mins. self assessment + 10 mins. discussion)
Understanding Our Perceptions

- Our assumptions and perceptions come from the (often unconscious) programming (values, beliefs, experiences, stereotypes, cultural expectations, needs, moods, and attitudes) we’ve acquired throughout our life.

- By not double checking our assumptions and perceptions, we risk misjudging and stereotyping people, and these become our (unconscious) bias and result in knee jerk reactions, which usually result in conflict.

Thoughts About Perceptions

“One has not only an ability to perceive the world but an ability to alter one's perception of it; more simply, one can change things by the manner in which one looks at them.” --Tom Robbins, American author of Even Cowgirls Get The Blues

“People see what they want to see and what people want to see never has anything to do with the truth.” -- Roberto Bolaño, Chilean novelist, author of 2666

“Studies show that 90% of error in thinking is due to error in perception. If you can change your perception, you can change your emotion and this can lead to new ideas.”
-- Dr. Edward de Bono, Maltese physician, author, & inventor and consultant.
Behaviors vs. Judgments Exercise

In any culture, defensiveness is apt to be the reaction when judgments are made. You can present this response and help the employee understand more clearly what is expected when you comment on behaviors and conditions. E.G. you can say, “This report had three misleading statements in it,” rather than “This is careless work.”

Try improving each of the following pieces of feedback by focusing on describing the behavior and situation rather than making judgments or assumptions based on perceptions.

<table>
<thead>
<tr>
<th>Judgment/Evaluation</th>
<th>Behavior/Situation</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. This report is incomplete.</td>
<td>I noticed that a table of contents is missing from this report.</td>
</tr>
<tr>
<td>b. Our Program Director is inexperienced and the backlog of cases is her/his fault.</td>
<td></td>
</tr>
<tr>
<td>c. Your work area is sloppy.</td>
<td></td>
</tr>
<tr>
<td>d. Baby Boomers are so difficult to manage.</td>
<td></td>
</tr>
<tr>
<td>e. Our case managers are lazy and slow.</td>
<td></td>
</tr>
<tr>
<td>f. Our therapists are often abused and disrespected by traumatized youth.</td>
<td></td>
</tr>
</tbody>
</table>
Ladder of Inference

I take actions based on my beliefs

I adopt beliefs about the world

I draw conclusions

I make assumptions based on the meanings I added

I add meanings

I select data from what I observe

The reflexive loop: our beliefs affect what data we select next time

Observable data & experience
Strategies for Managing a Culturally Diverse Workforce

A. Diversity Variables that Affect Teamwork and Inclusion

- Egalitarian
- Emphasis on Individual

Hierarchical
Emphasis on Group

B. Intercultural Communication Styles

- Task Focus
- Linear
- Direct
- Detached Style

Relationship Focus
Circular
Indirect
Intuitive
Attached Style
How to Communicate with ELL Speakers

- Make it visual or brief, written explanations
- Don’t equate English proficiency with lack of intelligence
- Avoid idioms and slang
- K.I.S.S. - Decide on the main point to communicate, emphasizing key words
- Speak simply, annunci ate clearly
- Confirm understanding
- Get advice from a cultural informant
- Smile using “soft eyes”, don’t grin
- Patience is your best friend
- “Yes” doesn’t always mean yes
- Slow down and respect silence
- Make a conscious effort in your mind to treat everyone objectively and fairly
- Go out of your way to be personable and friendly
- Consider the impact of your tone of voice
- Listen (TING) with all your senses

耳 眼
心
耳
 mind
 eye
 Oneness/focus
Communications with ELL (Continued)

- Always consider the person and the context in every interaction
- Don’t interrupt or finish sentences
- Value and respect silence
- Talking “with” vs. talking “to”
- Ask open ended questions: “what is your opinion…?”, “how do you believe we can…”
- Replace “but” with “and” when giving feedback
- Use clarifying and respectful “I” statements:
  - “I’m uncomfortable when we make ‘us vs. them’ generalizations.”
  - “What I am (really) curious about is…..”
  - “I appreciate your knowledge and perspective; it is very important to the success of our team. Now, let’s spend the rest of the time focusing on a solution we can both agree with, shall we?”
  - “I can see that we have different points of view. Please help me understand yours so we can get on the same page.”
Cross-Cultural Hooks Activity

Instructions:

a) Put a check by any of the cross-cultural hooks that could result in frustration or negative interactions between you and another individual(s).

b) Then below your checked items, write down your reaction when you encounter the “hook.”

c) Now come up with 1-2 alternative and positive interpretations of what you believe might be going on.

____ A group of employees who regularly speak in a language other than English

____ A male client who refuses to shake hands with women

____ Soft, “dead fish” handshake

____ Standing too close when talking
Minimal eye contact is made with you during a job interview.

A case worker is consistently late to appointments.

Withholding or not volunteering necessary information.

Answers most of your questions with nods and “yes, yes, yes” and does the exact opposite of what you’re asking.

A Latino mother insists on having her 10 year-old son translate a conversation you’re having with her in English.
Communication Challenge #1

“Coaching staff on how to express opinions/ communicate in ways that are constructive; what are some ways to disagree with your employees so that you're heard AND your statements/questions move the conversation forward?”

Ideas:

1) Use an indirect approach:

✓ “I wonder if there's another way of looking at this situation/solving this issue or problem.”

2) Ask clarifying questions:

✓ “That's an interesting perspective. What else could be going on that we haven't explored or considered yet?”

✓ Can you tell me more/give me more details about…?

3) Use “I” statements:

✓ “I'm curious about what you just said. I’d like to offer another perspective, if I may.”
Communication Challenge #2

"My biggest communication challenge with my employees is finding the right balance between "nagging" or "babysitting" them to do their work and stepping back, knowing that if I do so, they're more likely to make mistakes or miss deadlines."

Ideas:

1) Ask questions vs. telling them what to do.

   ✔ Use: who, what, how, where, as way of seeking more info, watch tone of voice and remembering context.

2) Seek first to understand their motivations, values, beliefs and what drives their behavior.

3) Find out what they already know or don't know so you aren't insulting their intelligence.

4) Be a coach and mentor

5) Know that they will learn from their mistakes and that you can't or shouldn’t hold their hands

6) Be forgiving, compassionate and helpful when they falter. Your role is not that of a parent but a guide.

7) How comfortable are you with courageous dialogues?
Tips for How to Motivate and Retain Diverse Work Teams

1. Use the 3As™: Acknowledge, Accept and Adapt to differences
2. Use a question to clarify any assumptions
3. Find common ground and interests (Contact Theory)
4. Identify individual interests, strengths and preferences
5. Clarify roles and responsibilities succinctly
6. Collectively and collaboratively shape group culture and values
7. Understand and adapt to the employee’s preferred conflict and communication style
8. Create opportunities for a feedback loop:
   ✓ What do you like best about working here?
   ✓ What gets in the way of productivity, morale and satisfaction for you?
   ✓ How well are your skills, talents and ideas used?
   ✓ What could this organization do to tap more of your potential?
   ✓ What keeps you working here?
   ✓ What would tempt you to leave?
   ✓ What is the most important thing this organization can do to keep you?
Leadership Quotes

“The most successful leaders will not necessarily be those with the highest IQ. Of course, they will need to be intelligent. But they'll also need to have a high level of cultural and emotional intelligence.”
-- William W. George, Professor of Management Practice, Henry B. Arthur Fellow of Ethics, Harvard Business School, October 25, 2012

“I hire people brighter than me and then I get out of their way.”
-- Lee Iacocca, former Chairman, Chrysler
Leadership Check List

- What values, beliefs, assumptions, unconscious biases or stereotypes of my own are affecting my ability to lead?

- How well do I know my diversity variables dimensions and how they influence my leadership and communications style?

- How well do I know and understand my employees: their culture, communications and conflict styles, expectations, assumptions, and what motivates them?

- What do I know about my employees' short and long term career goals and what motivates them to do their best?

- What expectations have I set with all my employees about our communications process, and how we prefer to work?

- What am I already doing and/or will begin to do after today's class to develop myself as a more inclusive leader?

- What do I still need to learn in order to improve my skills?
Individual Action Plan and Reflection

1) What did I learn today?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
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2) How will I integrate these lessons into my leadership practice?

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Resources for Diversity, Inclusion & Cultural Competence

Books and Articles
Beyond Race and Gender - Roosevelt Thomas (AMACOM)
Black and White: Styles in Conflict - Thomas Kochman (University of Chicago)
Blink/Outliers/Tipping Point - Malcolm Gladwell (Little, Brown)
Breaking Barriers - Working and Loving While Blind – Peter Altschul (iUniverse)
Building a House for Diversity - Roosevelt Thomas & Marjorie Woodruff (AMACOM)
Building on the Promise of Diversity - Roosevelt Thomas (AMACOM)
CQ: Developing Cultural Intelligence at Work - Christopher Earley, Soon Ang, Joo-Seng Tan (Stanford)
Colorblind: The Rise of Post-Racial Politics and the Retreat from Racial Equity - Tim Wise (City Lights)
Courageous Conversations About Race - Glenn Eric Singleton, Curtis Linton (SAGE)
A Different Mirror – Ronald Takaki (Back Bay)

Dignity of Difference - Jonathan Sacks (Bloomsbury)
Diverse Teams at Work - Lee Gardewertz & Anita Rowe (McGraw-Hill)
Diversity & The Bottom Line: Prospering in the Global Economy - Pam Henry (TurnKey)
Diversity Directive - Robert Hayles & Armida Mendez Russell (Irwin)
Diversity and Women's Career Development - Helen Farmer (Sage)
Diversity at Work - Trevor Wilson (John Wiley & Sons)
The Diversity Toolkit - William Sonnenschein (NTC)
Five Minds for the Future - Howard Gardner (Harvard)
A Framework for Understanding Poverty - Ruby Payne (aha!)
Freakonomics/Superfreakonomics - Steven Levitt & Stephen Dubner (Morrow)
Frogs into Princes: Neuro Linguistic Programming – Richard Bandler and John Grinder (Real People)
Gay Issues in the Workplace - Brian McNaught (St. Martin's Press)
Generations at Work - Ron Zemke, Claire Raines & Bob Filipczak (AMACOM)

Inclusive Leadership – Shirley Engelmeier
Kiss, Bow or Shake Hands - Terri Morrison, Wayne Conaway & George Borden (Bob Adams)
Latino Patient - Nilda Chong (Intercultural)
The Loudest Duck: Moving Beyond Diversity to Achieve Success at Work - Laura Liswood (John Wiley)
Micromessaging: Why Great Leadership is Beyond Words - Stephen Young (McGraw-Hill)
Nonviolent Communication - Marshall Rosenberg (Puddle Dancer)
Subliminal: How Your Unconscious Mind Rules Your Behavior - Leonard Mlodinow (Knopf Doubleday)
The Spirit Catches You and You Fall Down - Anne Fadiman (Farrar, Strauss & Giroux)

Unpacking the White Knapsack – Peggy McIntosh
White Like Me/Speaking Treason Fluently - Tim Wise (Soft Skull Press)
White Male Privilege - Mark Rosenkranz (Law Dog)
A Whole New Mind/Drive – Daniel Pink (Riverhead)

Why Are All the Black Kids Sitting Together in the Cafeteria? - Beverly Daniel Tatum (Basic Books)
Who's Afraid of Post-Blackness?: What It Means to Be Black Now - Touré (Free Press)
Resources for Diversity, Inclusion & Cultural Competence - 2

Visual Media and Weblinks
12 Angry Men - http://www.youtube.com/watch?v=gTDhgR3p12w
Ameriquest Commercials - http://www.youtube.com/watch?v=UzzMir7zbN4
ATT Generations Ad - http://www.youtube.com/watch?v=ySR3hpieiQc&feature=related
Blue Eyes, Brown Eyes - Jane Elliott
Bridging the Divide – Tom Brokaw - http://www.charactersunite.com
Changing the Rules/ Power Dead Even Rule – Pat Heim Group
Crash movie (Lion’s Gate, 2004)
Dave Chappelle’s KKK skit - http://cliptank.com/funny-clips/dave-chappelle-black-k-k-k-member.html
Difficult Dialogues (Academia) - http://www.difficultdialogues.org/
Executive Planet free country information - www.executiveplanet.com
GAFDI – Greater Austin Forum for Diversity and Inclusion – jersol@aol.com
Global Gender Intelligence Assessment (GGIA) - http://globaldiversityservices.com/survey/ggiaabout.php
GlobeSmart - www.globesmart.com
Implicit Bias Test - www.understandingprejudice.org/iat;
https://implicit.harvard.edu/implicit/demo/featuredtask.html
Kelli McLoud-Schingen on Identity - http://youtu.be/n2nKENGttB0
Lunch Date (1989) - http://www.youtube.com/watch?v=epuTZigxUY8
Making Whiteness Visible - Shakti Butler (2006)
Microaggressions : Power, privilege and everyday life - www.microaggressions.com/
Movies – The Help, Crash, Freedom Writers, Gran Torino, Red Tails
National Coalition Building Institute - http://ncbi.org/
No Place for Hate - http://regions.adl.org/southwest/programs/no-place-for-hate.html
The Office Diversity Day (how not to do it!) - http://www.nbc.com/the-office/video/diversity-day/116137
Ouch - http://www.ouchthatstereotypehurts.com/Pages/Ouch_PREVIEWFL.html
Paper Clips – Hart Sharp
Point of View series - http://www.pbs.org/pov/
Power of Illusion PBS series on Race - http://www.pbs.org/race/000_General/000_00-Home.htm
Sorting People - www.pbs.org/race/002_SortingPeople/002_00-home.htm
Teaching Tolerance - http://www.tolerance.org/
Think Different - http://www.youtube.com/watch?v=dX9GTUMh490
US Census - www.census.gov/
Walking Each Other Home/Color of Fear/Last Chance for Eden - Lee Mun Wah (Stir Fry)
Facilitator Bio – Lillian A. Tsai

Lillian has been working with a plethora of organizations on cross-cultural competency, diversity and inclusion (D&I) since 2005. This includes: assessment of intercultural effectiveness, consultation on the implementation of strategic D&I programs and Diversity councils, team interventions, coaching of executives and managers who have diverse work teams, professional development coaching of foreign- and U.S.-born persons of color. She has trained and/or consulted for many private, public and nonprofit agencies such as:

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<tr>
<th>PUBLIC AGENCIES</th>
<th>PRIVATE SECTOR</th>
<th>NON PROFITS</th>
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<tr>
<td>• Addictions &amp; Mental Health Division, Oregon Health Authority</td>
<td>• A-dec</td>
<td>• Energy Trust of Oregon</td>
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<tr>
<td>• Bonneville Power Administration</td>
<td>• Boeing</td>
<td>• Executive Development Institute</td>
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<td>• Bureau of Land Management</td>
<td>• Daimler Trucks North America</td>
<td>• Lifeworks NW</td>
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<td>• City of Beaverton</td>
<td>• ESCO</td>
<td>• Salvation Army White Shield Center</td>
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<td>• City of Hillsboro (+ Hillsboro Police Department)</td>
<td>• Leupold and Stevens</td>
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<td>• City of Tualatin</td>
<td>• Nike</td>
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<td>• Clean Water Services</td>
<td>• NW Natural</td>
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<td>• Portland Development Commission</td>
<td>• OHSU</td>
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<td>• Tacoma Pierce County Public Health Department</td>
<td>• PGE</td>
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<td>• U.S. Forest Service</td>
<td>• Providence Health Systems</td>
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<td>• Washington County (+Land Use Transportation Dept., Community Corrections Dept., Cooperative Library Services)</td>
<td>• Royal Caribbean Cruise Line</td>
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<td>• Wells Fargo</td>
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Certifications, Community Service and Awards:

Ms. Tsai holds a Practitioners Certificate from the Intercultural Communications Institute (ICI) having completed over 280 hours of intercultural courses and trained over 7,000 professionals, managers and leaders to date. She is a regular presenter at conferences including the PGE Diversity Summit in 2011 & 2015 and the Behavioral Health Conference in Phoenix, AZ in April 2015. She has served on the following non-profit boards:

• The Portland Human Resource Management Association (PHRMA)’s director of Global and of D&I 2009 to 2014.
• The Executive Development Institute (EDI), a leadership development program for Asian Pacific Islanders.
• An advisory board member of the Asian Pacific American Network of Oregon (APANO) and the Asian Pacific American Chamber of Commerce (APACC).

She is the winner of several awards during her high tech career and since founding TsaiComms:

• Chairman’s Award and “Best Buddy Award”, Mentor Graphics Corporation
• The World Arts Foundation’s Award for outstanding community service (2007).
• PHRMA’S award for “endless contributions and volunteerism” (2014)
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