

Unbound Ideas

Presents

Diversity: Where Do We Go From Here?

With Dr. Roosevelt Thomas

Tuesday, September 15, 2009

1:00 p.m. – 2:30 p.m. Eastern
12:00 Noon – 1:30 p.m. Central
11:00 a.m. – 12:30 p.m. Mountain
10:00 a.m. – 11:30 a.m. Pacific

**Moderator:
Howard Morgan**



September 15, 2009

Dear Attendee,

Unbound Ideas and our guest moderator, Howard Morgan, are pleased to have you join us in welcoming influential thinker and author Dr. Roosevelt Thomas. As you may know, Dr. Thomas has been at the forefront of developing practical strategies for improving organizational and individual potential through Diversity Management for more than two decades.

In this packet, you'll find the presentation slides and additional material that Dr. Thomas asked us to forward to you in advance. Please note that these slides only include those you are intended to see before hand. The full presentation is more extensive and will contain many elements not in these slides. Remember, you may send this document to anyone who intends to join you for the event and make as many copies of the material as will be of use to you.

Dr. Thomas invites you to participate in an evaluation that will help orient your own views of diversity by clarifying your individual beliefs and expectations. Understanding your own existing notions about diversity or your diversity "paradigm" is a critical step in assessing what needs to be done and what strategy you should employ.

Log in to the evaluation at <http://www.surveyonthenet.com/divrparadigm/> and enter the following information:

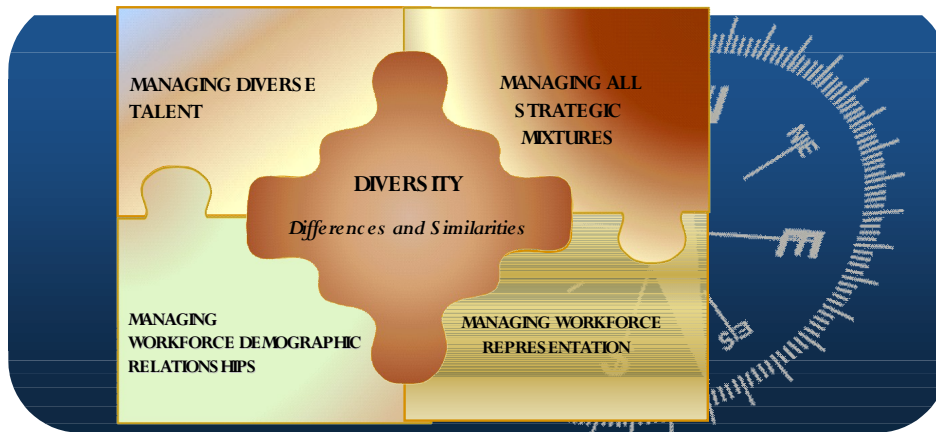
user name: admin

password: 9999

We are also including Dr. Thomas's white paper *Elements of a Successful "Diversity" Process: Part I*, which we recommend reading prior to participating live or watching the recorded session. We'll be sending *Elements of a Successful "Diversity" Process: Part II* to you shortly after the event.

Thank you in advance for joining us!

Sincerely,
Unbound Ideas



Achieving World Class Diversity Management Capability

Where Do We Go From Here?

Agenda

- I. Contextual Definitions
- II. The Four Diversity Management Strategies: Paths to World Class Diversity Management Capability
- III. A Key Barrier to Achieving World Class Status: Incongruent Diversity Paradigms
- IV. Going World Class: Initial Implications

Definition One



Refers to the mixture of differences, similarities, tensions and complexities that can exist among the elements of a mixture

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Two Types of "Diversity"



- **Demographic Diversity**
 - Differences, similarities and tensions related to the presence of a given demographic attribute.
- **Behavioral Diversity**
 - Differences, similarities and tensions related to a given behavioral dimension

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Definition Two



Diversity Management is the practice of making quality decisions in the midst of differences, similarities, tensions and complexities

Home

- Blended Family Diversity Issues
- Generational Diversity Issues
- Political Preferences Diversity Issues
- Spousal Diversity Issues

Work

- Functional Diversity Issues
- Acquisition/Merger Diversity Issues
- Workforce Diversity Issues
- Team Diversity Issues

Community

- Immigration Diversity Issues
- “Cultural Wars” Diversity Issues
- Race/Gender/Ethnic Diversity Issues
- Religious Diversity Issues
- Diversity Within Public schools

Definition Three



World Class Diversity Management Capability


Is the state of being able to address any form of “complexity” or “diversity” effectively.



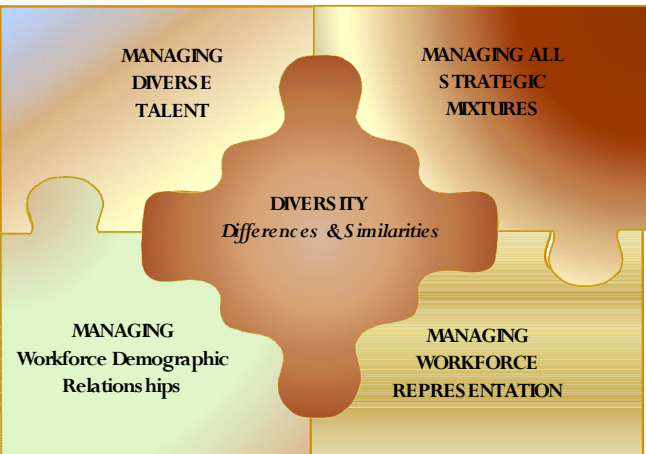
II. The Four Diversity Management Strategies:

Paths to World Class Diversity Management Capability (An Evolutionary Perspective)

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Four Strategies




MANAGING DIVERSE TALENT **MANAGING ALL STRATEGIC MIXTURES**

DIVERSITY
Differences & Similarities


MANAGING Workforce Demographic Relationships **MANAGING WORKFORCE REPRESENTATION**

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III. A Key Barrier in Achieving World Class Status: Paradigm/Strategy Mismatches

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Conflicting Supporting Diversity Management Paradigms

Paradigms		Strategies
A. Making Amends for Past Wrongs Desegregation/Pluralism	➔	Managing Workforce Representation
A. Applying The Golden Rule/Equality	➔	Managing Workforce Demographic Relationships
C. Maximizing Individual Engagement (Maximizing Individual Performance)	➔	Managing Diverse Talent
D. Maximizing Stakeholder Engagement (Maximize Organizational Performance)	➔	Managing All Strategic Mixtures

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Summary Comparison of Diversity Management Strategies



Diversity Management Strategies				
Strategy Variable	Managing Workforce Representation	Managing Workforce Demographic Relationships	Managing Diverse Talent	Managing All Strategic Mixtures
Undergirding Paradigm	Making Amends for Past Wrongs	Applying the Golden Rule	Maximizing Individual Engagement	Maximizing Stakeholder Engagement
Focus	Achieving Workforce Representation	Pursuing Harmony within the Workforce	Accessing Talent However Packaged	Accessing Potential of elements in all strategic mixtures
Primary Motive	Civil Rights Social Justice Human Rights	Civil Rights Social Justice Human Rights	Business (Organizational Viability)	Business (Organizational Viability)
Universal Form	Managing Representation	Managing Relationships	Accessing Potential Contribution from Elements of All Strategic Mixtures	By Definition, Already Universal

ELEMENTS OF A SUCCESSFUL “DIVERSITY” PROCESS: PART I

R. ROOSEVELT THOMAS, JR., DBA

Managers have frequently asked different versions of the question, “What constitutes a successful diversity process?”

Sometimes these are individuals in corporations where nothing at all has been done in the diversity arena. In other instances, they are managers in companies where significant efforts have not produced the desired results. In particular, this latter group often is truly puzzled and disenchanted, and indeed, may wonder if there is any such thing as a successful “diversity” process.

I believe that there are “successful” diversity thrusts, but that the definition of “success” is evolving, along with an understanding of the requirements or determinants of a “successful” diversity effort. In this article, I examine the traditional and the evolving complements.

THE TRADITIONAL APPROACH

The core elements of the traditional approach have been in place for over thirty years, and observers for some time have lauded corporations for their success with this framework. These main elements include: root assumptions, principles, practices (manifestations), benefits, and challenges.

Root Assumptions

Root Assumptions provide the undergirding for the traditional

approach, and form the foundation on which this effort has been based. Two deserve mention because of their prominence.

Amends must be made for past exclusion and denial of equal opportunity. It is assumed that through slavery and related subsequent practices, equal opportunity was denied to African-Americans and other minorities. Later, this assumption evolved to address the exclusion of women. This approach also assumes that this exclusion was “wrong” and that some amends are required.

The “isms” are the basic forces behind the denial of equal opportunity. The assumption in the early days of this approach was that historical and current racist practices had inhibited the provision of equal opportunity to all. Strong sentiment existed that the elimination of prejudices and related practices would generate equal opportunity.

Another significant observation is that this discussion progressed without the vernacular of the diversity concept. This was possible because the traditional approach was not conceived or perceived as being about promoting diversity, but about righting the past wrongs of exclusion and denial of equal opportunity. That this corrective process would generate diversity as a by-product only became apparent some time later.

Principles

As corporate leaders embraced the root assumptions, certain principles emerged as guiding lights for corporate practices. These principles affirmed the foundational assumptions and provided context for their manifestations.

You must not discriminate illegally. This became the rallying point. Corporations embracing this approach displayed a serious desire to find and stamp out any discrimination based on race and, eventually, on other targeted attributes. In particular, at a minimum, this meant that segregation policies and practices were outlawed. Today, most organizations aspire seriously to uphold this principle in theory and practice.

You must not sexually harass. As the equal opportunity umbrella expanded to cover women, this became a critical principle. Like the discrimination provision, this guideline has also grown in acceptance, and now constitutes a bedrock of corporate equal opportunity aspirations.

You must be sensitive. Two aspects come into play. One, you must be sensitive to how and when your behavior may have a discriminatory impact. This sensitizing was projected as critical in efforts to eliminate or minimize the “isms”. Two, you must be sensitive to the cultural backgrounds of others. Cultural ethnocentrism was to be discouraged, so that the inclusion of “different” individuals would be facilitated.

Illustrative Practices

The principles cited above have played a major role in the

theory and practice of the traditional approach to minimizing exclusion and denial of equal opportunity. As the root assumptions gave rise to key principles (guidelines), so did the principles give rise to practices.

Strong CEO Support. Most successful examples of the traditional approach share this common feature. While the form of this support can vary, the CEO must figure out how to make his endorsement meaningful and visible.

Special Recruitment Efforts. The practice of making special efforts to seek and recruit talented minorities and women has been a key aspect of the traditional model. Often through Affirmative Action programs, corporations have varied their recruitment practices to assure that they contribute to minimizing exclusiveness.

Awareness Training. Here, managers seek to help associates realize how and when their behavior can have a discriminatory impact. Advocates of this practice have assumed that “aware” individuals will be better positioned to avoid undesirable behavior.

Mentoring. In an effort to assure that promotional and developmental systems are inclusive, many corporations introduce formal mentoring for minorities and women.

High Potential Lists. To help identify individuals with high upper mobility potential, some organizations use a “high potential list.” In those instances where the lists have not been representative with respect to minorities and women, managers have created separate lists for these employees.

Cultural Celebrations. To foster acceptance and understanding of the multiple cultural backgrounds that may be present in an organization, managers can encourage day-long or even week-long celebrations.

Community Outreach. Supporting community organizations concerned with minority and women affairs has become a common practice for demonstrating sensitivity and acceptance.

Illustrative Benefits

A review of the roots, principles and practices suggests that the traditional approach to minimizing exclusion can be comprehensive, and as such, requires considerable resources. Fortunately, the traditional model also can produce substantial benefits.

Increased Representation. Without a doubt, corporations can realize enhanced representation through the traditional model.

Enhanced Upper Mobility. The traditional approach can foster upper mobility for minorities and women through all levels of the hierarchy. Typically, companies that have been successful with the traditional approach have been able to develop and advance minorities and women to the highest levels.

Enhanced Esteem. Success with this approach often generates an increase in positive feelings about the corporation among minority and female employees. Even when issues arise, a greater willingness exists to give management the benefit of the doubt.

Decrease in Incidents. Where there has been success with this model, at a minimum, the ability to react to incidents effectively increases. Consequently, the probability of an explosive situation declines because of the corporation's enhanced sensitivity.

Public Recognition. Corporations excelling with the traditional framework stand a greater chance of making the lists of "best places" for women and/or minorities. Additionally, their managers often receive accolades from community groups for their equal opportunity activities.

Sustainability: The Ultimate Challenge

A reader of a draft of this article asked, "What's wrong with the traditional approach? It seems okay to me!" The problem is that ultimately it cannot be sustained. Intensified efforts generate diminishing results.

The executive utilizing the traditional framework alone is like the driver of a new car with mysterious ailments. Coming off the showroom floor, the car offers so much promise and drives well, but repeatedly breaks down. Regardless of the dealer's efforts to correct the problem, it persists until the seller and buyer pronounce it to be a lemon.

So it is with the traditional model, it can work well and produce great results, but always breaks down before arriving at the desired destination. Fortunately, unlike the "lemon" analogy, the traditional's ailments do not qualify as mysterious.

It promotes white male backlash. In the midst of concerns about reverse

discrimination and preferential treatment, the traditional approach generates resentment and resistance among white males, regardless of whether they are racists. Except in times of collective societal guilt about exclusion and denial of opportunity, such as when the traditional was first introduced, white male backlash has always been a risk.

It promotes backlash from minorities and women. After a few years of serious implementation of the traditional framework, women and minorities started to complain that they were stigmatized by efforts to bring about inclusion and equal opportunity. Some beneficiaries of the process resented not being able to prove that they really were “qualified,” and would have been successful without “special arrangements.”

It does not promote effective management of the inevitable by-product of diversity. If a company improves the ability to be inclusive with respect to minorities and women, it likely will experience an increase in behavioral diversity. If the corporation’s managers do not address this diversity effectively, it can work against the organization and undermine its inclusion/equal opportunity work.

Because of these “ailments,” the ultimate result is a **frustrating cycle** characterized by intensifying effort, diminishing returns and burnout.

Stage 1: Recognition that the organization has problems with exclusion and equal opportunity, and the selection of the traditional model as the potential remedy.

Stage 2: Successful implementation and realization of

significant progress with inclusion and equal opportunity.

Stage 3: Celebration of progress and enjoyment of benefits.

Stage 4: Emergence of “ailments” accompanied by the loss of previous gains. Increasing effort with diminishing returns.

Stage 5: Frustration and burnout. After a period of dormancy and withdrawal, the decision is made to try the traditional again, with a renewed determination to “do it right this time.”

Some well-meaning corporations have made multiple passes at “doing it right this time” without any success in getting out of the frustrating cycle. Indeed, one can argue that our society is also stuck in this predicament.

Next Steps

The traditional approach to fostering inclusion and equal opportunity can generate seasons of great pain and great joy. So, a corporation that just a short time ago enjoyed everyone’s praise, can find itself facing an “incident” that suggests previously acclaimed progress was more apparent than real.

This seesawing between acclaim and condemnation can lead managers to either settle into a maintenance mode of intense effort without relaxation in hopes of avoiding the frustrating cycle, or seek a complement to the traditional as a way of achieving sustainable progress. While some managers take an either/or stance between utilizing the traditional and searching for a complement, others are beginning to adopt a both/and perspective.

I endorse the latter view. Although the traditional option has limitations, it can greatly advance

the causes of inclusion and equal opportunity. Corporations should adopt it, while simultaneously seeking a complement to assure sustainable movement.

An approach that has been evolving over the past fifteen years is Diversity Management. With a different perspective, it has the potential to complement traditional efforts and to enable sustainable progress. In Part II of this two-part series, I explore how Diversity Management can complement the traditional inclusion/equal opportunity model.

* * * *



DR. R. ROOSEVELT THOMAS, JR. currently serves as CEO of R. Thomas Consulting & Training, Inc., and is President of the American Institute for Managing

Diversity in Atlanta, GA. He is also the author of four published books:

Building a House for Diversity: A Fable about a Giraffe and an Elephant offers New Strategies for Today's Workforce (AMACOM, a division of the American Management Association, 1999); *Redefining Diversity* (AMACOM, 1996); *Differences Do Make a Difference* (AIMD, 1992); and *Beyond Race and Gender: Unleashing the Power of Your Total Work Force by Managing Diversity* (AMACOM, 1991).

Dr. Roosevelt Thomas Biography



Over the past 20 years, Dr. Roosevelt Thomas, Jr., has been at the forefront of developing and implementing innovative concepts and strategies for maximizing organizational & individual potential through Diversity Management.

He currently serves as CEO of Roosevelt Thomas Consulting & Training, and President of The American Institute for Managing Diversity (AIMD).

In the early 1980's, concerned about the inability of America's organizations to maximize the contribution of diverse employees, Dr. Thomas founded AIMD, a non-profit research and education enterprise that became known as the seminal source for managing diversity concepts and strategies. The AIMD team focused initially on workforce diversity. Later, they expanded their focus to create a diversity framework for addressing general management issues such as change management, functional coordination, the integration of multiple lines of business, and acquisitions and mergers.

Dr. Thomas is the author of four published books: *Building a House for Diversity: A Fable about a Giraffe and an Elephant offers New Strategies for Today's Workforce*; *Redefining Diversity; Differences Do Make a Difference*; and *Beyond Race and Gender: Unleashing the Power of Your Total Work Force by Managing Diversity*. He is also the author of numerous articles, including, "From Affirmative Action to Affirming Diversity" (*Harvard Business Review*); "Diversity Management: Case of Acquisition;" "Diversity Management: Implications for Employee Owned Corporations;" "Diversity Management: Some Measurement Criteria;" "Diversity Tension and Other Underlying Factors in Discrimination Suits;" "Why Diversity Management?;" "School Violence: From the Perspective of Diversity," and his latest publication, "Lessons From Archie Bunker."

Dr. Thomas earned a D.B.A. in Organizational Behavior from Harvard University, an M.B.A. in Finance from the University of Chicago, and a B.A. in Mathematics Summa Cum Laude from Morehouse College, where he was elected to Phi Beta Kappa. He has also served as Secretary of Morehouse College, Dean of the Graduate School of Business Administration at Atlanta University, assistant professor at the Harvard Business School, and instructor at Morehouse College.

In 1998, the National Academy of Human Resources elected and installed Dr. Thomas as a Fellow. He has also been recognized in *The Wall Street Journal* as a top business consultant, cited by *Human Resource Executive* as one of HR's Most Influential People, and has received the "Distinguished Contribution to Human Resource Development" Award from the American Society for Training and Development. Dr. Thomas has been active for more than 20 years as a consultant to numerous Fortune 500 companies, corporations, professional firms, government entities, non-profit organizations and academic institutions. In addition to serving as speaker at numerous national conferences and Industry seminars, he also serves on the Board of the Directors for the Atlanta Urban League, Inc.

Howard Morgan Biography



As an executive coach, Howard Morgan has led major organizational change initiatives in partnership with top leaders and executives at many international organizations. He was named as one of the world's top 50 coaches, recognized as one of five coaches with "a proven track record of success" and has published several books. His clients include global businesses in the Financial Services, Manufacturing, Management Consulting, Media and High Tech industries.

Howard's profound understanding of the demands of executive leadership stems from 17 years of experience as a line executive and executive vice president in industry and government. He has operated major businesses with full profit and loss responsibility; managed the people side of mergers and acquisitions; led international expansions and start-ups; and gained the respect of unions and corporations when negotiating agreements in volatile labor environments. He knows what it means to structure an organization, lead people and manage a business to achieve quarterly objectives. This practical background, along with an understanding of the politics of leadership and the competitive pressures of today's global marketplace, is embodied in the roll-up-your-sleeves coaching work he does with executives.

The dramatic impact of Howard's approach is drawn from his ability to communicate the significance of people and performance issues in the context of business objectives. He has been a pioneer in the practical understanding of how motivation, productivity and behavior are linked to organizational values, leadership approach and employee satisfaction. He has done significant work on measuring the impact of leaders on long-term profitability and growth. He has helped leaders understand that the nuances of people management are a major influence on corporate success, and how they can increase their effectiveness in that area in practical ways.

Howard is a Managing Director of Leadership Research Institute and co-founder of 50 Top Coaches. He specializes in executive coaching as a strategic change management tool leading to improved customer / employee satisfaction and overall corporate performance. He has led the development of an internal coaching model for a large international organization and has done significant work coaching executives on the art of managing managers. He has worked with many executive committees of the world's largest organizations on improving corporate and executive performance.

Howard holds an MBA from Simon Fraser University and has completed advanced studies at the University of Michigan. He currently serves on three Boards of Directors, located in Europe and the U.S. He is also committed to adding value back to the community through his volunteer efforts in the health care sector.

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