



# **DIVERSITY AND INCLUSION**

## **JUNIOR LEAGUE OF WICHITA FALLS, TX**

**FEBRUARY 27, 2018**

**FACILITATOR:**

**VICKI CLARK**

**BUILDING THE CAPACITY OF ORGANIZATIONS**

**MEMPHIS, TN**

WE'RE ALL CONNECTED...  
WHETHER WE WANT TO BE OR NOT





*"We may have all come on different ships,  
but we're in the same boat now."*

*-Martin Luther King Jr.*



# PETER DRUCKER'S 5 FOR LEADERS IN ORGANIZATIONS

1. WHAT IS THE MISSION?
2. WHO IS THE CUSTOMER?
3. WHAT DOES THE CUSTOMER VALUE?
4. WHAT ARE YOUR OUTCOMES/RESULTS?
5. WHAT IS THE PLAN?



# THE COMPLEXITY OF IT ALL





# WHY???

## DIVERSITY, INCLUSION & CULTURAL COMPETENCY?

*Demographics are changing worldwide and in local communities*

- ✓ Women constitute 51% of the total population & are expected to continue to outnumber the male population, 59% work outside the home
- ✓ At 80% of the total population, non-Hispanic whites/Caucasians are still the majority, but are projected to drop to 50% by 2040
- ✓ Half of all U.S. children under age 5 are from a racial or ethnic minority. By 2040, children of that age group will outnumber their white/Caucasian peers
- ✓ America is aging. The fastest-growing segments of the population are between 44 & 54 and over 55. In 2030, 1 out of every 5 Americans will be over 65

# WHY???

## DIVERSITY, INCLUSION & CULTURAL COMPETENCY?

- ✓ Approximately 11% of U.S. residents are foreign-born. Of that group, 53% were born in Latin America; 27% in Asia; 14% in Europe and 4% in Africa
- ✓ 20% of people in the U.S. are disabled; 12.5% experience severe disabilities
- ✓ Hispanic and Asian populations are expected to triple in 50 years
- ✓ Hispanics/Latinos- 14% of the population
- ✓ African-Americans/blacks-13% of the population
- ✓ Native Alaskans, Native Hawaiians and other Pacific Islanders- less than 1% each

# Diversity

Everyone is individual and different



# Equality

Equal access to opportunities



# Inclusion

Inclusion is a sense of belonging: feeling respected, valued for who you are; feeling a level of supportive energy and commitment from others so that you can do your best at work



LORI RIDGEWAY

“

**DIVERSITY IS THE  
MIX. INCLUSION  
IS GETTING THE  
MIX TO WORK  
WELL TOGETHER.**

”

Vice President of Diversity and  
Inclusion, Diversey Inc.





# INCLUSION...

The value and practice of ensuring that people feel they belong

Together we're better

ALL means ALL

Inclusion means WITH not just IN



## INTENTIONAL ACTIONS...

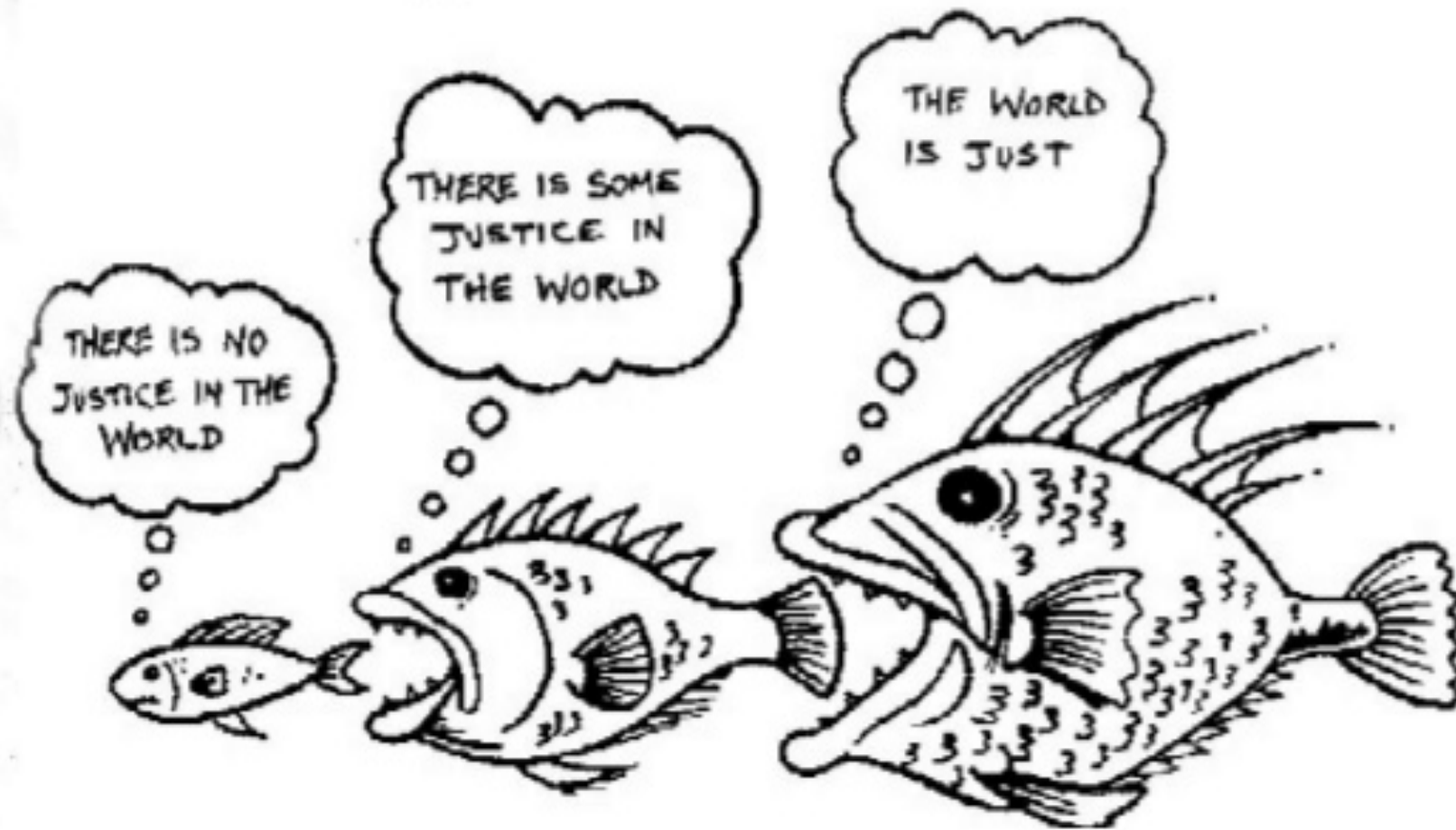
Researchers stress that organizations ***must become inclusive*** places by working in ***intentional ways*** to increase benefits/satisfaction/value for all stakeholders and for the institution.



## **Basic Definitions**

**Equity: providing opportunities and access to all so that every person can achieve his/her full potential. Equitable treatment involves acknowledging diversity, recognizing and celebrating our differences, and eliminating the barriers that prevent the full participation of all peoples.**

Just a thought...





# ARRANGEMENTS MUST BE ALTERED

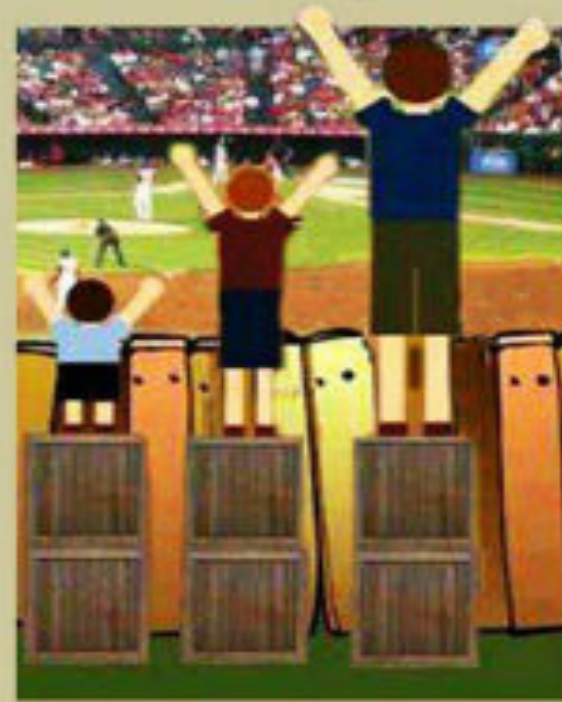
**Justice and Equality does not mean that they are the same thing but they complete each other**



**this is justice.**



**this is equality**



**this is justice and equality**



# The Four Elements of Cultural Competence

What are the skills that will support me in working effectively across differences?



Rosetta Eun Ryong Lee (<http://tiny.cc/rosettalee>)

# INDIVIDUAL CULTURAL COMPETENCE

**At the individual level, Cultural Competence means an examination of one's own attitude and values, and the acquisition of the values, knowledge, skills and attributes that will allow an individual to work/function appropriately in cross cultural situations.**

# ORGANIZATIONAL CULTURAL COMPETENCE

Cultural competence requires that organizations:

- Have a defined set of values and principles, and demonstrate behaviors, attitudes, policies, and structures that enable them to work effectively cross-culturally.
- Have the capacity to (1) value diversity, (2) conduct self-assessment, (3) manage the dynamics of difference, (4) acquire and institutionalize cultural knowledge, and (5) adapt to diversity and the cultural contexts of their communities.

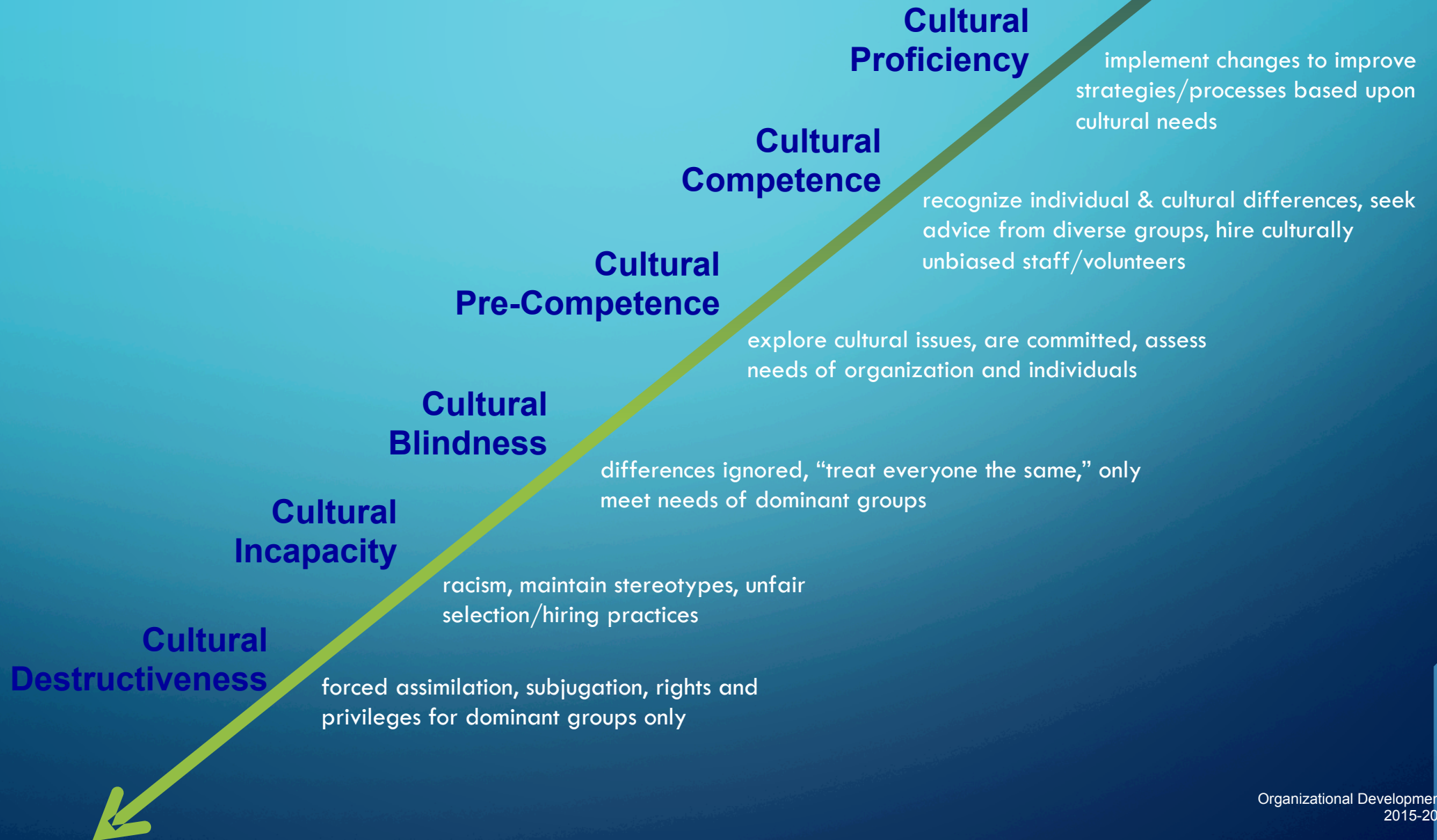
*Source: National Center for Cultural Competence, 1998,  
modified from Cross et al.*



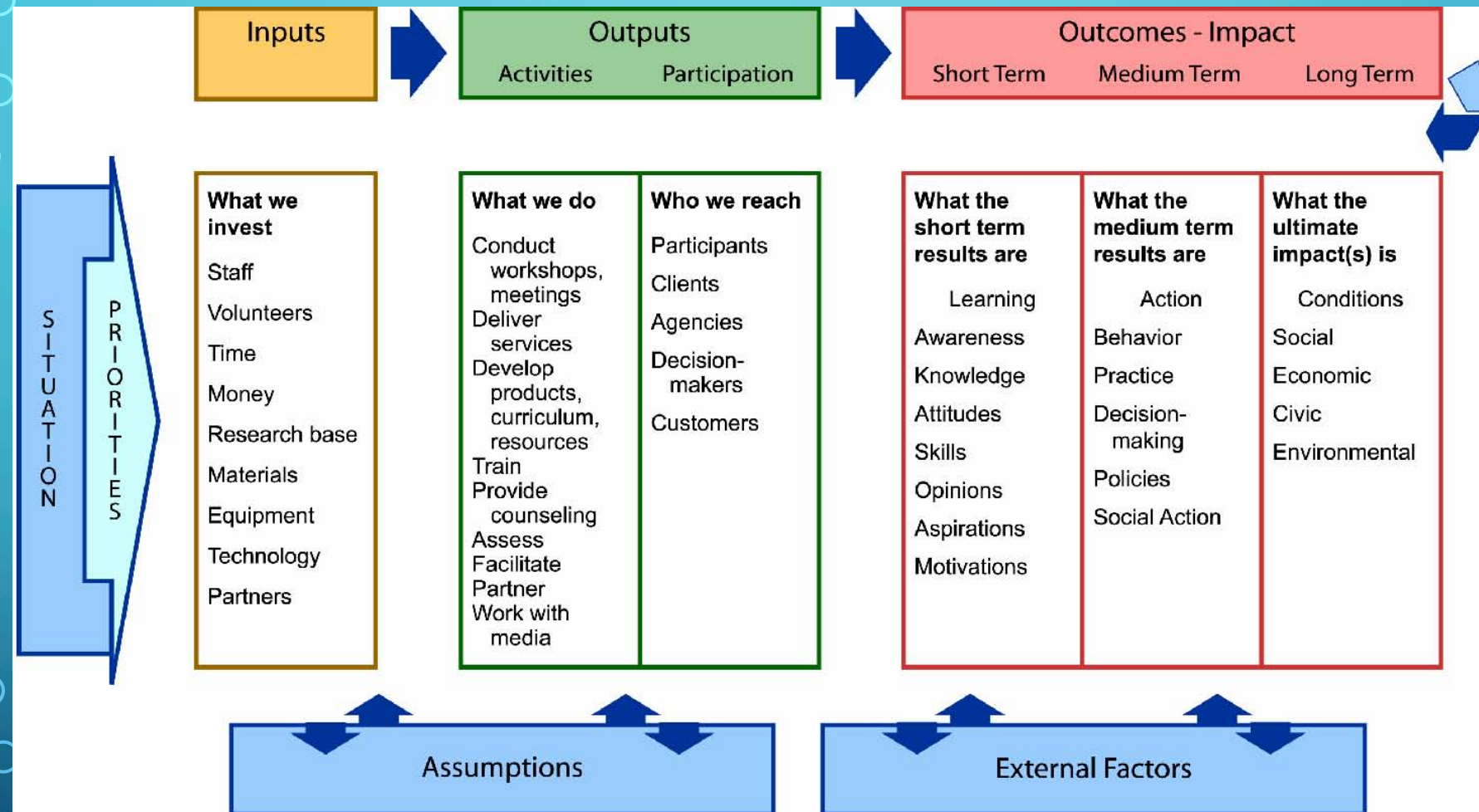
# ORGANIZATIONAL CULTURAL COMPETENCE

- Incorporate cultural competence in all aspects of policy-making, administration, practice, membership development and service delivery, systematically involve members, partners and community stakeholders.
- Cultural competence is a developmental process that evolves over an extended period. Both individuals and organizations are at various levels of awareness, knowledge and skills along the cultural competence continuum.

# CONTINUUM OF CULTURAL COMPETENCY IN ORGANIZATIONS




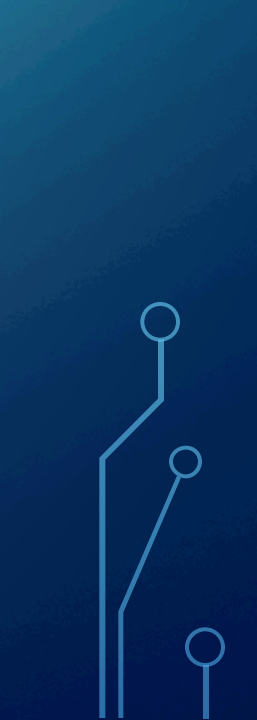
# Logic Model







# Acquiring Cultural Competence Reduces the Chance of Stereotyping

- Starts with Awareness
  - Grows with Knowledge
  - Enhanced with Specific Skills
  - Polished through Cross-Cultural Encounters
- 
- 

# BIAS, PREJUDICE, AND STEREOTYPING

- *Bias*: preference that inhibits impartial judgment.
- *Prejudice*: strong feelings or beliefs about a person or subject; pre-judging others without reviewing facts or information; often based on fear.
- *Stereotyping*: making the assumption that everyone in a group is the same.

BIASES ARE OFTEN:  
*HIDDEN/UNCONSCIOUS/AUTOMATIC*





# WHAT IS UNCONSCIOUS BIAS?

**Unconscious bias** refers to a bias that we are *unaware of*, and which happens outside of our control. It is a bias that happens automatically and is triggered by our brain making quick judgments and assessments of people and situations, influenced by our **background, cultural environment** and **personal experiences**.

- (ECU: 2013 *Unconscious bias in higher education*)



**NOT HIDDEN FOR LONG...**

**HIDDEN BIASES CAN REVEAL THEMSELVES IN  
ACTION, ESPECIALLY WHEN WE'RE STRESSED,  
DISTRACTED, IN COMPETITION OR VERY  
RELAXED**



# **“CONFIRMATIONAL” BEHAVIOR**

We make decisions largely in a way that is designed to confirm beliefs that we already have. This phenomenon of “confirmational behavior” occurs unconsciously in both positive and negative ways.



# BE HONEST WITH YOURSELF

In the next slides you will find different situations and examples.  
Follow your intuition... The first impression counts!

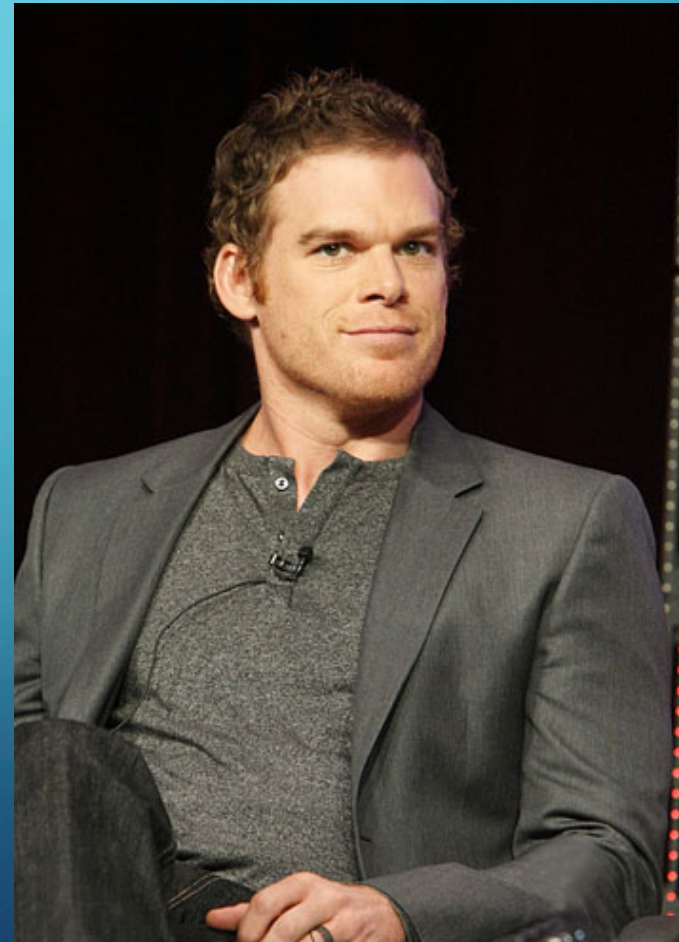
# WHO IS THE FASTER RUNNER?



Florence Griffith-Joyner

or

Michael C. Hall





Florence Griffith-Joyner was actually one of the fastest runners from the USA



The background is a gradient of blue shades, from a lighter teal at the top to a darker blue at the bottom. In the corners, there are decorative white line art elements resembling circuit boards or neural networks, with lines and small circles.

# WHO WOULD YOU HIRE?

(Assume all are equally qualified)

## Position: Marketing Director



or



**Position: Trainee**



**or**





**Position: Bank Director**



**or**



## Position: PR Representative



or





## Position: Construction Manager



or





**Position: Nurse**



or



Want to give it another **shot**?





What is the safer method of transport?



or





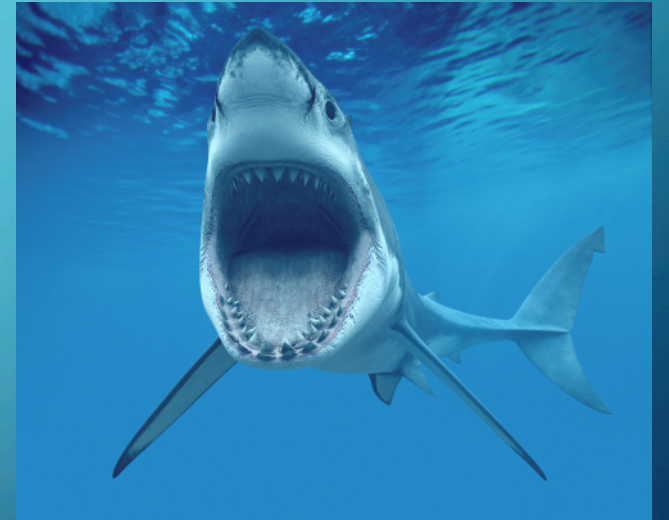
What are you most afraid of?



or



or



The chances of dying in a vehicle accident is 1 in 84, as opposed to a 1 in 5,000 chance of dying in a airplane crash...

**Are you more afraid of the shark or the lion?**

The World Health Organization estimates that more than 1 million people die yearly due to mosquito bites.

Statistics show that falling coconuts are a much more likely to hit us than to be attacked by a shark.





Who is more competent?



or





The smoker was Germany's Chancellor  
for 8 years – Helmut Schmidt



The nicely dressed doctor on the left is on German TV daily to give his  
expertise for advertisement purposes only. He has nothing to do with  
health concerns nor is he a doctor.

The background is a gradient of blue. In the corners, there are white, stylized circuit-like lines with small circles at the ends, resembling a network or data flow diagram.

# CULTURAL DIFFERENCES, COMMUNICATION AND UNCONSCIOUS BIAS AS THE SOURCE OF CULTURE CLASH

*PSYCHOLOGISTS ONCE BELIEVED THAT ONLY BIGOTED PEOPLE USED STEREOTYPES. NOW THE STUDY OF UNCONSCIOUS BIAS IS REVEALING THE UNSETTLING TRUTH: WE ALL USE STEREOTYPES, ALL THE TIME, WITHOUT KNOWING IT. WE HAVE MET THE ENEMY OF EQUALITY, AND THE ENEMY IS US.* ARTICLE FROM PSYCHOLOGY TODAY

# HOW EXTREME IS BIAS IN YOUR ORGANIZATION/ LIFE? . . . .

- What most of us normally see or experience doesn't rise to the most extreme levels or does it???—but there's still pain and conflict
- Quick dialogue
  - What have you seen, heard about or experienced within the last year that seemed to reflect a culture clash?





**"In the end  
anti-black,  
anti-female, and  
all forms of  
discrimination  
are equivalent to  
the same thing:  
anti-humanism."**



# STEREOTYPING AND UNCONSCIOUS BIAS

- We *all* stereotype people
- Are we hard wired to stereotype?
  - The need for “blink” decisions by prehistoric man
  - The problem with taking fight/flight responses into a modern-day setting



# To summarize...

We have preferences towards:

- People who sound like us
- People who look/dress similar
- People who have similar hobbies to us
- People who appear physically fit and well prepared
- People from the same college, university or city of birth
- People of the same sex, race, religious conviction, nationality

We tend to have bias against:

- People who seem weak or unhealthy
- People who look or sound different to us
- People with different values or principles
- People with very different backgrounds than our own
- People who we may find it hard to relate to, because of a lack of similar interests or hobbies








# HOW TO COMBAT UNCONSCIOUS BIAS *as an Individual*



# 7 STEPS TO IDENTIFY & ADDRESS UNCONSCIOUS BIAS

1. Recognize that we all have biases.
  2. Identify what those biases are.
  3. Dissect your biases.
  4. Decide which of your biases you will address first.
  5. Look for common interest groups.
  6. Get rid of your biases.
  7. Be mindful of bias kick back.
- 
- 

# priv·i·lege

/ˈpriv(ə)liːʒ/ 

*noun*

1. a special right, advantage, or immunity granted or available only to a particular person or group of people.

"education is a right, not a privilege"

*synonyms:* [advantage](#), [benefit](#); [More](#)



# What is privilege and how does it work?

got privilege?

- In dominant systems – folks that benefit are privileged
- This might mean more power, access, resources, education and opportunity, financial security, freedom of social and structural discrimination.
- **UNEARNED & AUTOMATIC BENEFITS**
- **SOCIAL MEMBERSHIP (DOMINANT)**
- **NORMATIVE GROUP – DEFINING NORMALITY**
- **“PASSING”**

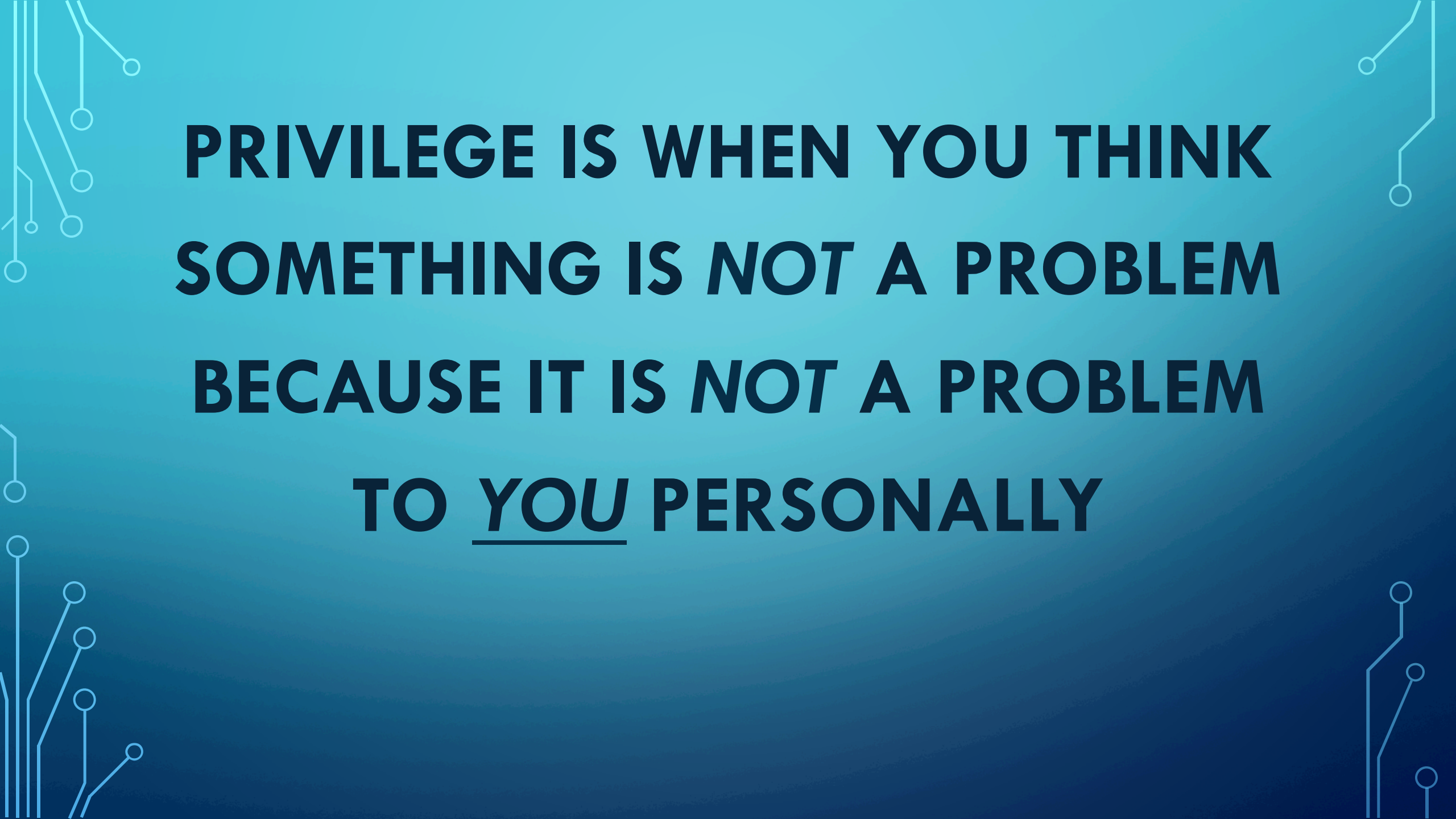
# So basically...

Individuals benefitting from dominant systems **are often unaware of most privileges/prejudiced mindsets**

- **They are currently benefitting from it.**
- Privilege can be and unconscious socialization - built into our brain from the day we're born

Dominant Systems (based on historical, systemic and cultural development) can be explained by a pattern of behaviors

- Examples include ease, comfort, entitlement, violence, ignorance, fear of others.

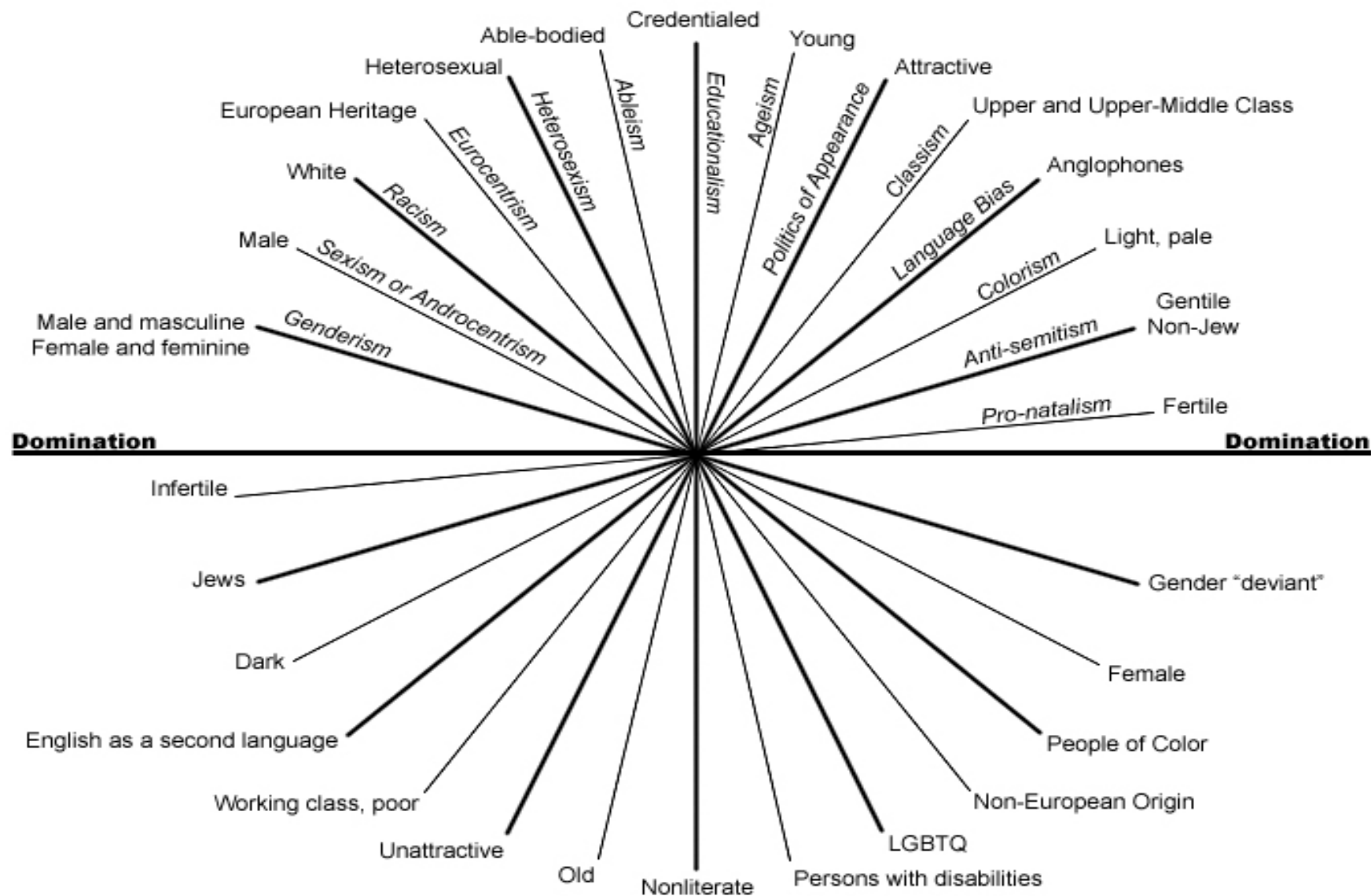


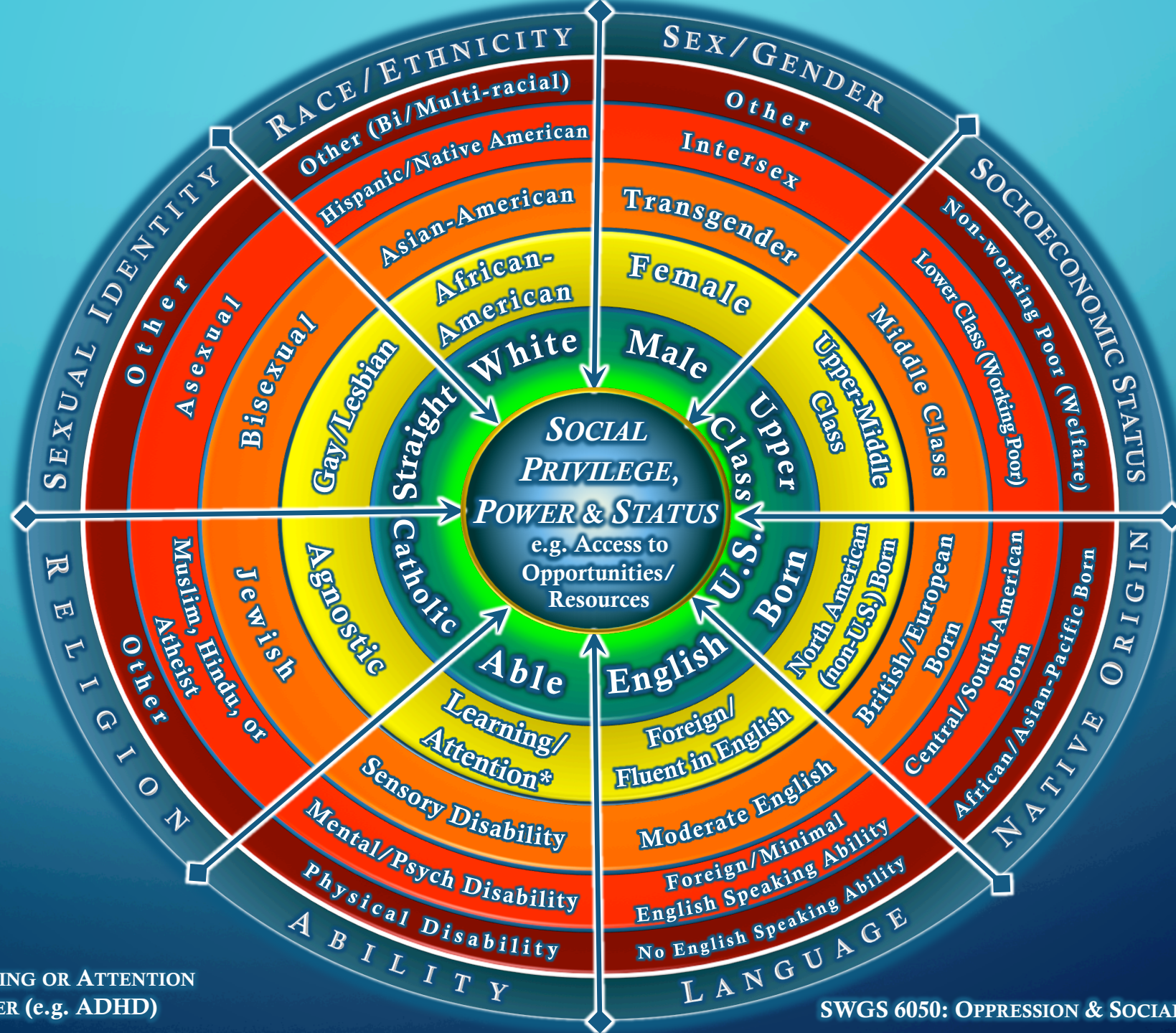
**PRIVILEGE IS WHEN YOU THINK  
SOMETHING IS *NOT* A PROBLEM  
BECAUSE IT IS *NOT* A PROBLEM  
TO YOU PERSONALLY**



# Intersecting Axes of Privilege, Domination, and Opression

Adapted from Kathryn Pauly Morgan, "Describing the Emperor's New Clothes: Three Myths of Educational (In)Equality."  
The Gender Question in Education: Theory, Pedagogy & Politics, Ann Diller et al., Boulder, CO: Westview, 1996.





\*LEARNING OR ATTENTION  
DISORDER (e.g. ADHD)



WINNING...

# Check your privilege BINGO!

Native English Speaker	Cis	Thin	No speech impediment	Christian
Male	White	Attractive	Heterosexual	Able-bodied
Standard accent	No criminal record	Human (FREE SPACE)	Tall	Mentally Healthy
Support mainstream political party	Adult	Born in country of residence	Wealthy	Intelligent
Employed	First-world	Well-connected family	Not a red-head	Educated



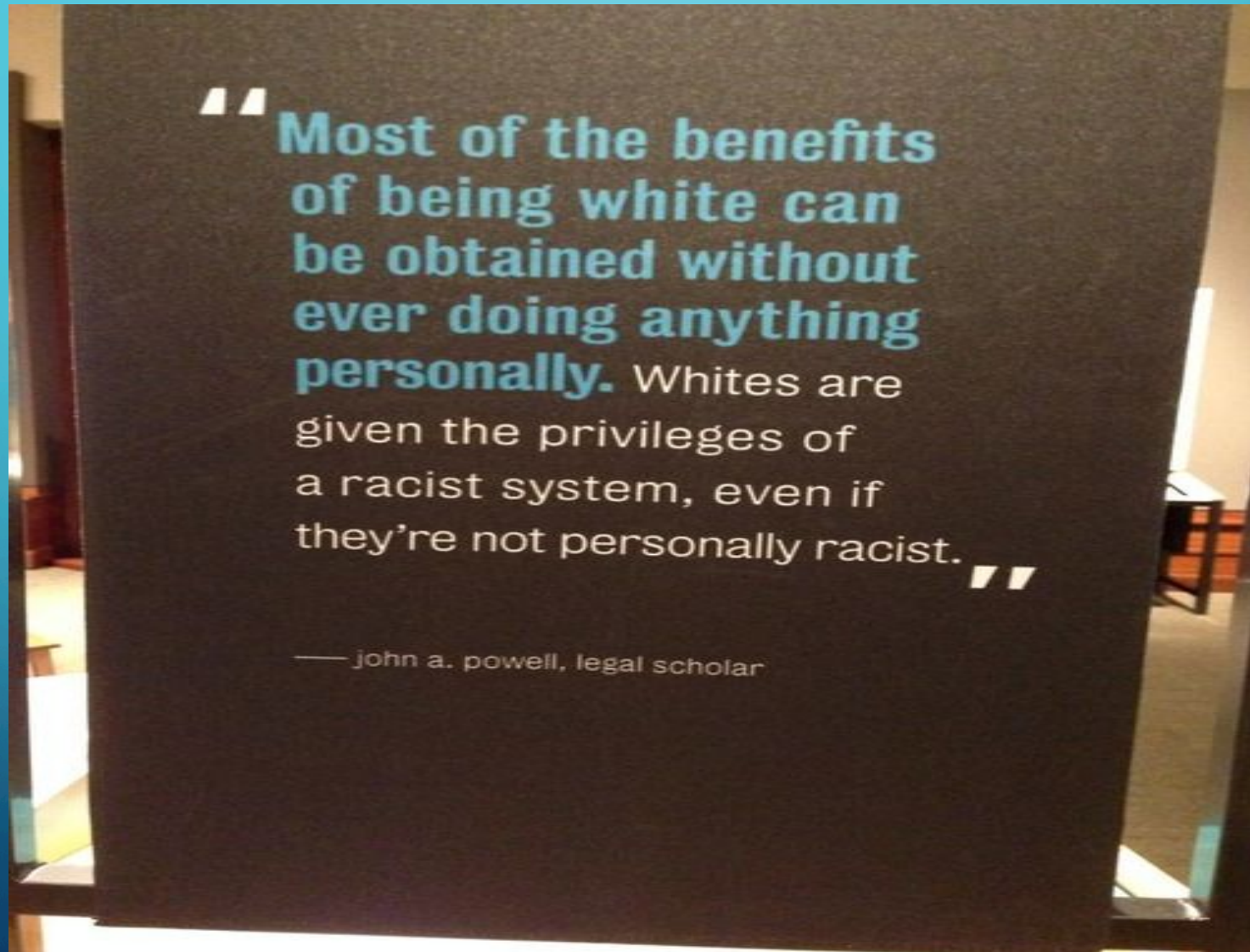
# **“WHITE PRIVILEGE: UNPACKING THE INVISIBLE BACKPACK”**

## **PEGGY MCINTOSH**

I have come to see white privilege as an invisible package of unearned assets which I can count on cashing in each day, but about which I was ‘meant’ to remain oblivious. White privilege is like an invisible weightless knapsack of special provisions, maps, passports, codebooks, visas, clothes, tools and blank checks. (p. 10)



# WHITE PRIVILEGE





# WHITE PRIVILEGE

**IF YOU DON'T THINK  
WHITE PRIVILEGE EXISTS**

**CONGRATULATIONS, YOU  
ARE ENJOYING THE  
BENEFITS OF IT.**

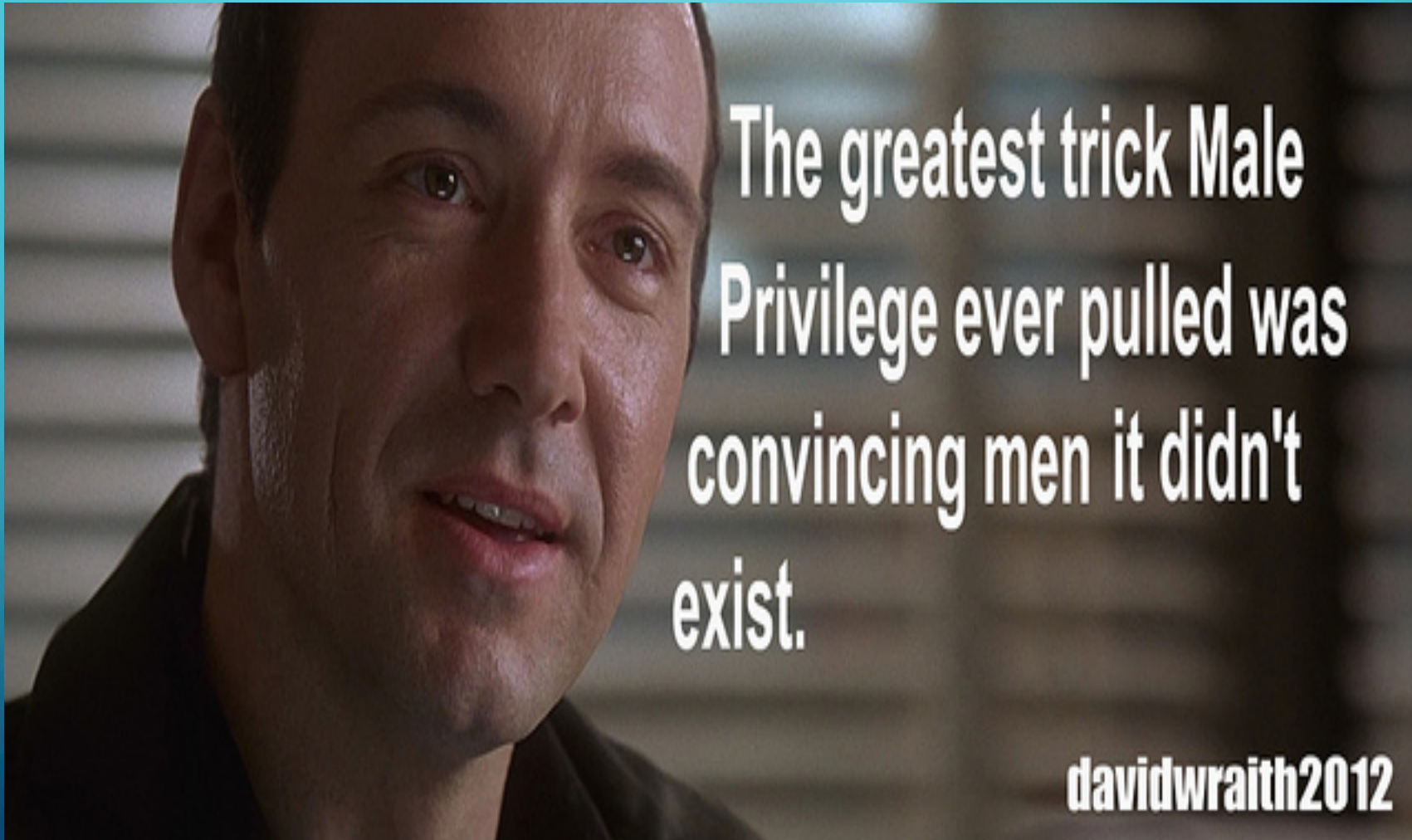
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An interviewer being surprised at a non-white interviewee's intelligence highlights **white privilege**.



# MALE PRIVILEGE



The greatest trick Male  
Privilege ever pulled was  
convincing men it didn't  
exist.

davidwraith2012

# MALE PRIVILEGE AT NETWORKING EVENTS

1. My relationship is NOT a primary topic of conversation
2. I rarely have to worry about unsolicited sexual advances at a professional social gathering
3. I never feel anxious about “sticking out” as one of the few members of my gender in attendance
4. Acquaintances greet me with a handshake rather than a hug or kiss.

From “White Privilege: Unpacking the Invisible Backpack” by Peggy McIntosh



# UNIVERSITY OF SAN FRANCISCO: CHECK YOUR PRIVILEGE CAMPAIGN

“We live in a society that is often oppressive to certain groups of people. However, we all carry particular types of privilege(s) that allow us to advocate for social justice and change in various situations.”

This campaign was designed to begin the discussion around privilege and social inequalities in an effort to raise critical awareness of the institutional oppression often seen in the United States of America. Goals included:

- To increase knowledge and improve beliefs about privilege.
- To heighten awareness of privilege among the USF community.
- To encourage the use of privilege to advocate for others.



If you don't  
have to think about it,  
**it's a privilege.**

---

## CHECK YOUR PRIVILEGE:

☒ WHITE

☒ MALE

☒ CLASS

☒ CHRISTIAN

☒ CISGENDER\*

☒ ABLE-BODIED

☒ HETEROSEXUAL

\*CISGENDER: a description for a person whose gender identity, gender expression and biological sex all align

privilege: unearned access to social power based on membership in a dominant social group

*Presented by Dr. Walker (Psychology Dept.), Dr. Poole (School of Management, Marketing Dept.), Professor Murray (Design Program), and Student Life. Poster designs by Camille Esposito, Ray Choi, Veronica Cabanayan and Cat Bagg*

The views presented herein do not necessarily reflect the position of the University of San Francisco.



If you don't  
have to worry about  
how to get up Lone Mountain,  
you have **able-bodied privilege**.

## CHECK YOUR PRIVILEGE:

- |                                    |   |
|------------------------------------|---|
| <input type="checkbox"/> WHITE     | <input type="checkbox"/> DISABLED               |
| <input type="checkbox"/> MALE      | <input checked="" type="checkbox"/> ABLE-BODIED |
| <input type="checkbox"/> CLASS     | <input type="checkbox"/> HETEROSEXUAL           |
| <input type="checkbox"/> CHRISTIAN |   |

**DISABLED** is a descriptor for a person whose gender identity, gender expression and/or biological sex aligns

**privilege**: unearned access to social power based on membership in a dominant social group

It is possible to have multiple types of privilege and/or disadvantage. This is not a test of how "good" or "bad" you are. It is a tool to help you understand the ways in which your identity and experiences are shaped by the systems of power and privilege.



If you cannot be legally fired  
from work because of  
your perceived sexuality,  
you have **heterosexual privilege**.

## CHECK YOUR PRIVILEGE:

- |                                    |  |
|------------------------------------|--|
| <input type="checkbox"/> WHITE     | <input type="checkbox"/> DISABLED                |
| <input type="checkbox"/> MALE      | <input type="checkbox"/> ABLE-BODIED             |
| <input type="checkbox"/> CLASS     | <input checked="" type="checkbox"/> HETEROSEXUAL |
| <input type="checkbox"/> CHRISTIAN |  |

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If you're confident that  
the police exist to protect you,  
**you have white male privilege.**

### CHECK YOUR PRIVILEGE:

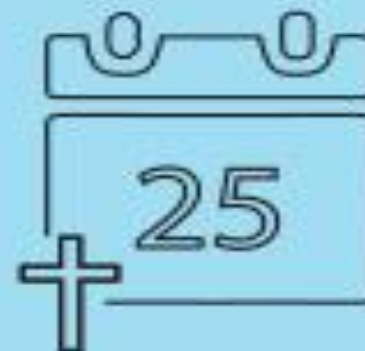
- ☒ WHITE
- ☒ MALE
- ☐ CLASS
- ☐ CHRISTIAN
- ☐ LGBTQ+IDENT
- ☐ ABLE-BODIED
- ☐ HETEROSEXUAL

privilege: unearned access to social  
power based on membership in a  
dominant social group

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\*LGBTQ+IDENT is a descriptor for people whose gender  
identity, gender expression and/or biological sex is not cis



If you can expect time off  
from work to celebrate  
your religious holidays,  
**you have Christian privilege.**

### CHECK YOUR PRIVILEGE:

- ☐ WHITE
- ☐ MALE
- ☐ CLASS
- ☒ CHRISTIAN
- ☐ LGBTQ+IDENT
- ☐ ABLE-BODIED
- ☐ HETEROSEXUAL

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\*LGBTQ+IDENT is a descriptor for people whose gender  
identity, gender expression and/or biological sex is not cis





If you can use public bathrooms without stares, fear or anxiety, you have **cisgender privilege**.

## CHECK YOUR PRIVILEGE:

- |                                    |   |
|------------------------------------|---|
| <input type="checkbox"/> WHITE     | <input checked="" type="checkbox"/> CISGENDER |
| <input type="checkbox"/> MALE      | <input type="checkbox"/> ABLE-BODIED          |
| <input type="checkbox"/> CLASS     | <input type="checkbox"/> HETEROSEXUAL         |
| <input type="checkbox"/> CHRISTIAN |   |

**PRIVILEGE** is a description for a person whose gender identity, gender expression and biological sex all align.

**privilege** - unearned access to social power based on membership in a dominant social group.

It is worth noting that while cisgender people do not experience the same level of discrimination and oppression as transgender people, all people experience some form of discrimination and oppression, e.g., being transphobic or being a racist.

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If while growing up, college was an expectation of you, not a lofty dream, you have **class privilege**.

## CHECK YOUR PRIVILEGE:

- |   |                                       |
|---|---------------------------------------|
| <input type="checkbox"/> WHITE            | <input type="checkbox"/> CISGENDER    |
| <input type="checkbox"/> MALE             | <input type="checkbox"/> ABLE-BODIED  |
| <input checked="" type="checkbox"/> CLASS | <input type="checkbox"/> HETEROSEXUAL |
| <input type="checkbox"/> CHRISTIAN        |                                       |

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Becoming aware of **privilege** should not be viewed as a burden or source of guilt, but rather, an **opportunity** to learn and be responsible so that we may work toward a **more just and inclusive world**.

### CHECK YOUR PRIVILEGE:

- |                                    |  |
|------------------------------------|--|
| <input type="checkbox"/> WHITE     | <input type="checkbox"/> CHSADPHER*      |
| <input type="checkbox"/> MARY      | <input type="checkbox"/> WOLF-ROCKED     |
| <input type="checkbox"/> CLAREN    | <input type="checkbox"/> WETTERICH-SOLMA |
| <input type="checkbox"/> CHRISTIAN |  |

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privilege: unearned access to social power based on membership in a dominant social group

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# THIN PRIVILEGE



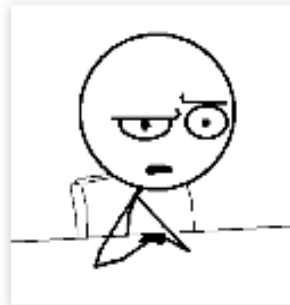
everysmilealie:

53



**Messed-Up Stuff Thin People Say: "I *\*earned\** my thin privilege, by working out, eating healthy, and taking care of my body."**

Listen, asshat, *the point of privilege is that IT IS NEVER EARNED*. That's the rule. Class privilege, white privilege, whatever privilege—it's never earned. I don't care how many hours you spend at the gym, how many carrots you eat or how much cake you turn down. Thin privilege, just like other privileges, is never, ever, ever earned.



#fat acceptance #fat activism #messed-up stuff thin ppl say



“LET’S GO”...



**I cannot** be blind to  
the invisible system of  
privilege I am a part of.



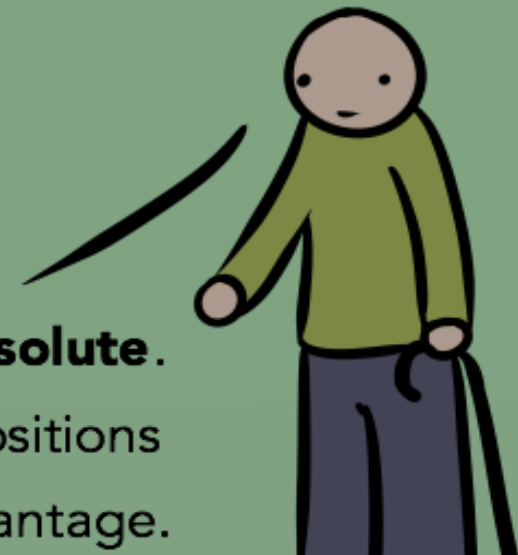
# Managing Privilege

Privilege refers to the **uneven distribution** of power within a society. Privilege exists when that aspect of your life is seamlessly accepted into the world without scrutiny or suspicion.

Personal privilege is the possession of these unearned attributes that dictate the ease and influence one will have within society.



Privilege is a **fact**, not an insult!  
You can't help it if you have it, and  
you don't have to feel guilty about it.



Privilege is **not absolute**.  
Most people occupy multiple social positions  
with multiple levels of privilege or disadvantage.

see the whole infographic at <http://robot-hugs.com/privilege/>



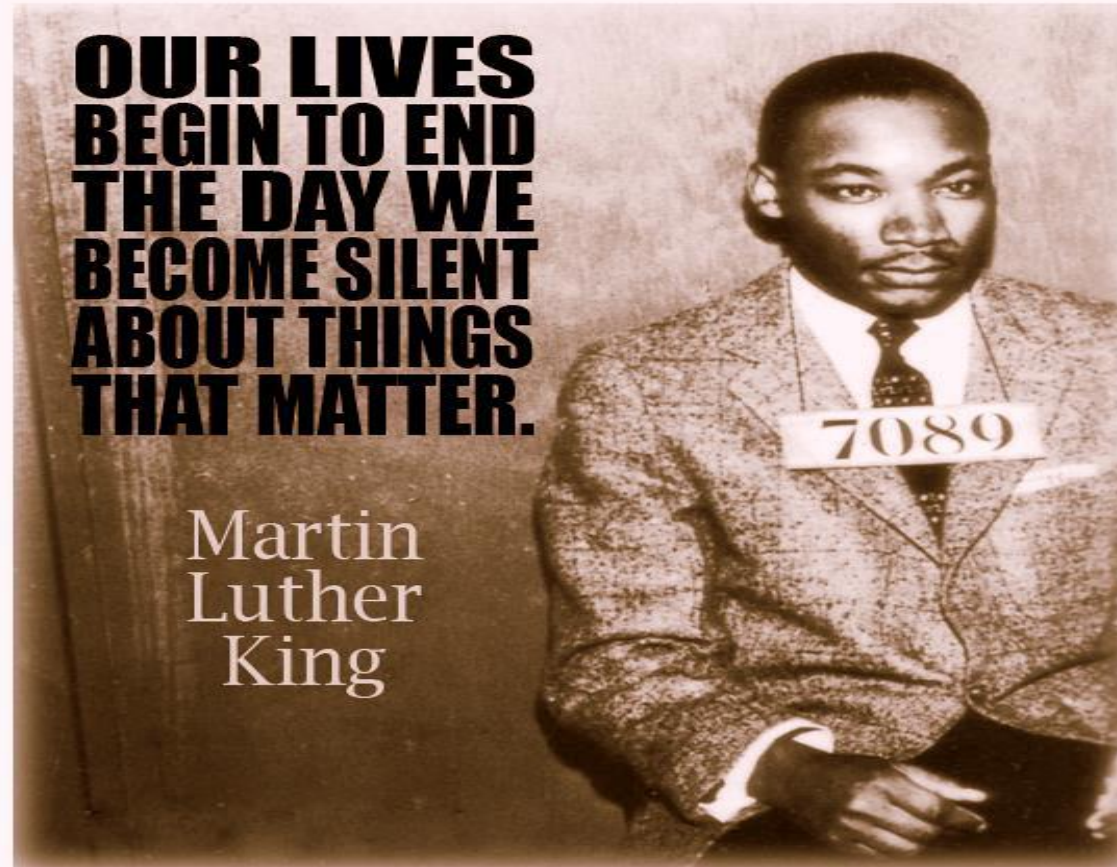


**What can you do  
to advance diversity,  
equity, and inclusion?**

**IT** inclusion difference  
**BEGINS** fairness  
diversity **WITH**  
change **YOU**  
awareness civility  
equity social justice



# BECOME AN ADVOCATE FOR CULTURAL COMPETENCE



**FREE YOUR MIND and THINK**



# ADVOCATES NEEDED WHO...

- ✓ Demonstrate that people of different cultures, background, experiences, ages, interests and viewpoints have value and the right to equal treatment
- ✓ Are committed to learning about and learning from various segments of communities especially those who are being impacted directly
- ✓ Are committed to creating shared solutions with those who are being impacted directly.
- ✓ Engage in reflection and inquiry to become aware of and sensitive to the history and context that impact a situation
- ✓ Create synergy, bring diverse groups together and mobilize from all areas of the community and all three sectors, business, nonprofit, government.

# ADVOCATES...

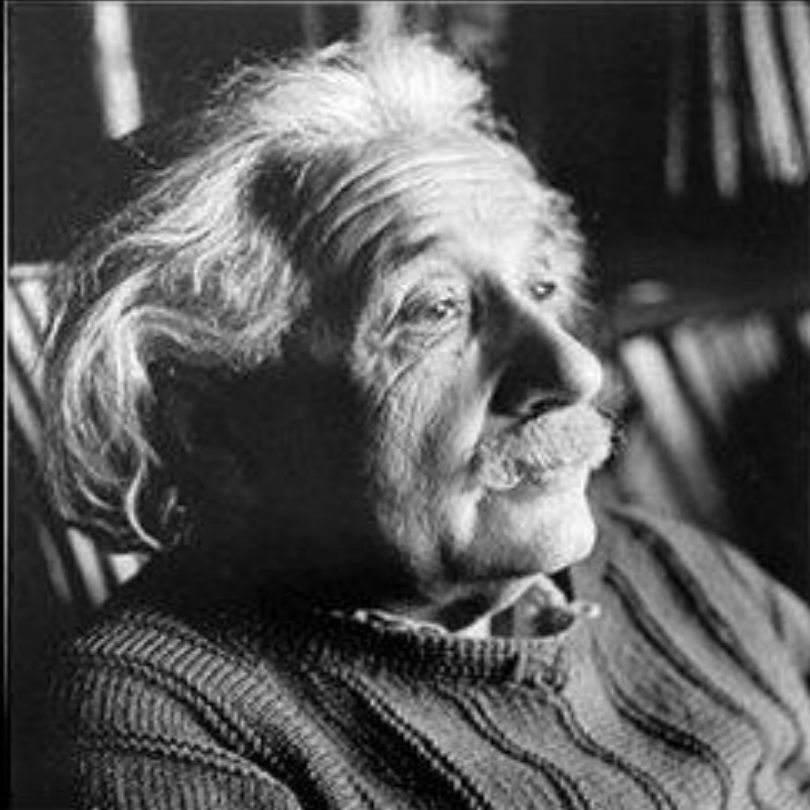
- ✓ Uphold effective principles and practices that reflect and support diversity and inclusion throughout the community, and a culture that is transparent, receptive, respectful and responsive
- ✓ Accept the distinctiveness in others, no matter how different
- ✓ Adapt to diversity and the cultural contexts of their communities
- ✓ Don't expect ANYONE to speak for "their group" on every issue
- ✓ Don't misinterpret passion for anger, or silence for disinterest. Learn to understand, value and respect cultural differences in expression
- ✓ Don't pretend to be BLIND: color, gender, abilities, orientation etc.
- At one time or another we all inadvertently make mistakes. Don't be defensive. Apologize and learn from the mistake

# WHERE DO WE GO FROM HERE?





# NOW THAT YOU KNOW... WHAT WILL YOU DO?



« Those who have  
the privilege to  
know have the  
duty to act. »

~ Albert Einstein (1879-1955)

# STAY IN TOUCH

Vicki3525



@vickiclarkconsulting



@\_VickiEClark



Vicki Clark

