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 THE CENTER FOR EDUCATIONAL OUTREACH AND INNOVATION
CORPORATE LEARNING SOLUTIONS GROUP

Organization Development Network
OF GREATER NEW YORK


Dr. Terrence E. Maltbia
 Department of Organization and Leadership
 Teachers College, Columbia University
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Today's Topics

- Research
 - Diversity Practitioner Study
 - Diversity Leadership
- Setting The Stage
 - Diversity General Work and Diversity Specific Work
- Diversity Practitioner Roles and Competencies
 - External and Internal

A Leader's Guide to Leveraging Diversity
 Maltbia | Power



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Opening Activity: Mindsets



Purpose

- **Actions** are responses to **our questions** (stated/unstated: M. C. Goldberg, 1998)
- **Learn** to be intentional in how we frame our experiences – connections to resonant forms of leadership and leveraging diversity

Guidelines

As I read two sets of words...

- **Be mindful** of what you are thinking, feeling, and so on...



Self Talk: Words, Stories, Emotions



Judger Self...

- Problem focused
- Rational
- Inflexible
- Reactive
- Blame
- Judgment
- Defend
- Know it already
- Afraid of change
- Win-lose

Learner Self...

- Solution seeking
- Possibilities
- Open
- Proactive
- Explore
- Acceptance
- Discover
- Inquiry
- Intentional change
- Win-win



Clear Points: Learner/Judger Mindset



Orientation/Nature of Internal Questions

Influence our...

- Thinking
- Feeling
- Behavior
- Relating
- Outcomes



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- **Learn** to be intentional in how we frame our experiences – resonant forms of leadership and leveraging diversity

Guidelines

As I read two sets of words...

- **Be mindful** of what you are thinking, feeling, etc. as facilitator reads 2 sets of words
- **Discuss** how our "mindset" influences the way we show up in relation to others as a leader, diversity practitioner, coach, etc.



Discussion

- Which words did you notice?
- What were you thinking, feeling, doing (round #1/round #2)?
- Implications for leveraging diversity?



Mindset/Relationship (orientation/pattern)

- | | |
|--|--|
| <ul style="list-style-type: none"> ■ Judger Mindset <ul style="list-style-type: none"> ✓ <i>Judgmental</i> (of self & others) ✓ <i>Reactive/automatic</i> ✓ <i>Blame</i> ✓ <i>Either/or thinking</i> ✓ <i>Defends assumptions</i> ✓ <i>Focus on statements/opinions</i> ✓ <i>Possibilities seen as limited</i> ✓ <i>Mood: Protective</i> ■ Judger Relationships <ul style="list-style-type: none"> ✓ <i>Win-lose</i> ✓ <i>Sense of being separate</i> ✓ <i>Fear of differences</i> ✓ <i>Debate</i> ✓ <i>Listens for (right/wrong, agree/disagree)</i> ✓ <i>Feedback perceived as rejection</i> | <ul style="list-style-type: none"> ■ Learner Mindset <ul style="list-style-type: none"> ✓ <i>Accepting</i> (of self & others) ✓ <i>Responsive and thoughtful</i> ✓ <i>Responsibility</i> ✓ <i>Both/and thinking</i> ✓ <i>Questions assumptions</i> ✓ <i>Question focused</i> ✓ <i>Possibilities seen as unlimited</i> ✓ <i>Mood: Curiosity</i> ■ Learner Relationships <ul style="list-style-type: none"> ✓ <i>Win-win</i> ✓ <i>Sense of being connected</i> ✓ <i>Values differences</i> ✓ <i>Dialogues</i> ✓ <i>Listens for (facts, feelings, meaning, commonalities)</i> ✓ <i>Feedback perceived as worthwhile</i> |
|--|--|





Mindsets: Clear Points...



Function	Judger Self	Learner Self
Thinking	<p>Sample Guiding Questions...</p> <p>What is wrong with me (or the other person, or the situation)?</p> <p>How can I protect or defend myself?</p>	<p>Sample Guiding Questions...</p> <p>How can I best understand what's going on here/now? What is impossible?</p> <p>What are my goals? What are my choices?</p>
Feeling	<p>How can I avoid, stop, or control this feeling? How could I get hurt?</p> <p>What will people think if they see me feeling this way?</p>	<p>What am I feeling? How can I accept & embrace what I'm feeling?</p> <p>How can I calm myself? What's one thing I can do now to help me feel better? Support?</p>
Behaving	<p>How can I prove I'm right?</p> <p>How can I get them to do what I want?</p>	<p>What is the most appropriate way to do this?</p> <p>How can I contribute to getting this done or moving this situation forward?</p>
Relating	<p>In what ways is he/she less (or more) important, worthy, or significant than I am?</p> <p>How is his/her reaction connected with me?</p>	<p>In what ways are we alike? How could our differences be a contribution to each other given the situation?</p> <p>Should I take this personally? Other explanations?</p>



Research that Informs Perspective...

Diversity Practitioner Study; Diversity Leadership & Coaching



Research Questions

- 1 **What** experiences represent the competency development process for a sample of diversity practitioners? Why is each experience important? Connection to development?
- 2 **How** do diversity practitioners achieve their intended outcomes? Define role? Why? Action strategies?
- 3 **What** are the resulting competencies that emerged from the experiences of doing this pioneering work in an evolving field of practice?



Theoretical Framework



Source: Author's adaptation of concepts in J. C. Flanagan's, "The Critical Incident Technique," *Psychological Bulletin*, 1954, Vol. 51, pp. 327-358; C. Argyris', "Knowledge for Action," Jossey-Bass, 1993; R. E. Boyatzis', "The Competent Manager," John Wiley & Sons, 1981; D. D. Dubois', "Competency-Based Performance Improvement," HRD Press, 1993; and L. M. Spencer & S. M. Spencer's, "Competence at Work," John Wiley & Sons, 1993.





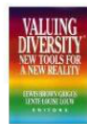
Method

- **Follow-up**—to a descriptive, exploratory qualitative Diversity Practitioner Case Study completed in 2001 based on a sample of 20 (external experts and internal leaders)
- **Continue inquiry**—study identified coaching/mentoring in the context of diversity leadership as critical areas of future research
- **Limitation**—follow-up work focused on literature from selected sources & prior studies – given limited presence of empirical research on the topic in a workplace context
- **Rationale**—priority given to “peer review” articles combined with “best practice” studies that provide an account of the state of this emerging field of practice
 - Cited frequently by recent-post 2001 literature reviews and dissertations focused on various diversity topics
 - Emphasis on the interaction between diversity practices and leadership



Sample Participants...

Externals






Internals





Findings: Role Identity, Intentions, & Focus

General Role Expectations	Intentions/Objectives	Focus of Intervention
Design and develop diversity interventions (may include diagnostic work)	Opening Doors: Representation focused 	Creating awareness and Generating knowledge
Create productive work and learning climates	Opening Minds: Understanding differences, Valuing diversity 	Building skills and capability
Lead the diversity change process	Opening Systems: Managing and Leveraging Diversity 	Applying learning to real-world situations, which may include transformation (self, others, and/or systems)



Lessons Learned...

- **Diversity** is life work, a journey, not a destination
- **Diversity** is not simply a formula or set of tools and protocols
- **Diversity** work is both art and science and is highly contextual
- **Diversity** work is successful when applied to meet the needs of the specific situation, there is no one size fits all
- **Diversity** work involves deep changes in everyone engaged in drawing out and productively working with differences in organizations

A Leader's Guide to Leveraging Diversity

Strategic Learning Capabilities for Breakthrough Performance



Reflection: Leadership & Diversity Qs

- What is the environment in which our organization must compete and win?
- What are the "vital few" things our organization must do exceptionally well to continue winning in this environment?
- How will we mobilize our organization to implement these things faster and better than the competition?



Leveraging Diversity

- The collective impact of productive...
 - *individual responses* (e.g., acceptance, adaptation & integration of differences)
 - *organizational responses* (e.g., opening doors, minds & systems) to diversity that contribute to organizational effectiveness.



Strategic Learning Capabilities

Characteristics...	Drivers...	Aims...
<ul style="list-style-type: none"> ▪ <i>Intentional</i> ▪ <i>Purposeful</i> ▪ <i>Outcome-focused</i> ▪ <i>Results-oriented</i> 	<ul style="list-style-type: none"> ▪ <i>Technological advances</i> ▪ <i>Globalization</i> ▪ <i>Multiculturalism</i> ▪ <i>Complexity</i> 	<ul style="list-style-type: none"> ▪ <i>Growth</i> ▪ <i>Adaptation</i> ▪ <i>Creativity</i> ▪ <i>Innovation</i> ▪ <i>Renewal</i>





Definition...

Intentional and performance driven learning linked to strategy that clearly defines the knowledge, skills and mindset necessary for current and future organizational success;

Involves establishing planning and accountabilities systems to ensure that learning is embedded in the actual work and major business processes of the enterprise.



Breakthrough Performance

- Responding to adaptive challenges...
 - a break from the past; beyond one-time improvement
 - completely new business concepts and models
 - measurable performance leaps in terms of quantity, quality, time, resources and impact
 - continuous adaptation and renewal (self/organization)



A Leader's Guide



<i>Part I</i>	<i>Part II</i>	<i>Part III</i>
<ul style="list-style-type: none"> • Strategic Learning Framework • Rationale (P x O) • Meaning of Diversity • Learning & Change Process 	<ul style="list-style-type: none"> • Essential Change Drivers • Evidence-based Leadership • Teaching the Organization • Measurement & Evaluation 	<ul style="list-style-type: none"> • HI: Diversity @ its Core • Addressing Conflict • Finding Help / Roles

Leveraging Diversity Begins and Ends with Leadership:
A Leadership Mindset: Outside-In & Inside-out



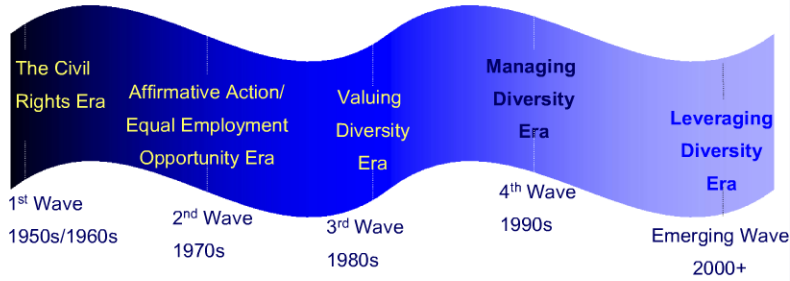
Setting the Stage for Leveraging Diversity

Leadership Framework, Rationale, Definitions, Adaptive Process



Diversity Movement in U.S.

Over 50 Years of Learning and Change...



Leadership Framework



Source: Adapted from concepts in T. Jackson's (1991), *Measuring management performance*; T. E. Maltbia's (2001), *The Journey toward Becoming a Diversity Practitioner*, pp. 25-29.



Context—Case for Competence



Foundation Leadership Practices

<p>Leadership Practice 1</p> <p><i>Balance diversity-general work with diversity-specific work.</i></p>	<p>Leadership Practice 3</p> <p><i>Get Crystal Clear about Your Organization's Definition of Diversity.</i></p>
<p>Leadership Practice 2</p> <p><i>Establish a compelling organizational and personal rationale for leveraging diversity.</i></p>	<p>Leadership Practice 4</p> <p><i>Accept Leveraging Diversity as an Emergent, Ongoing and Adaptive Process.</i></p>





Levels of the work...

Diversity-General Work (Foundational)	Diversity-Specific Work (Advanced)
<p>Self-work and Self-awareness (developmental process with a focus on understanding the nature of one's cultural programming and its impact on thinking, acting and performance)</p> <p>Organizational Rationale (the "business case" and connection to organizational effectiveness)</p> <p>Personal Rationale (individual motivation)</p> <p>Conceptual Clarity (shared meaning of diversity and its promise for individuals and the organization)</p> <p>Internal Cultural Assessment (perspectives on the "current state" of diversity, a culture of respect and a commitment to equity for all)</p> <p>Best Practice Research (cataloguing effective practices and processes for leveraging diversity internally and externally)</p> <p>Strategic Priorities (select the "vital few" focus areas to guide results oriented diversity initiatives)</p>	<p>Intercultural Competence (enhanced communication and relationships between two or more cultures and/or identity groups)</p> <p>Market Diversity (multicultural marketing and culturally competent customer relations)</p> <p>Functional Diversity (breaking down silos and working productively across boundaries)</p> <p>Generational Diversity (fostering collaboration between veterans, boomers, Xers and Nexters)</p> <p>Gender Diversity (enhanced communication between men and women, pay equity)</p> <p>Ethnicity/Racism (addressing both explicit discrimination and "micro inequalities")</p> <p>Physical/Mental Ability (accommodating employees with physical disabilities and the often hidden dimensions of stress, depression and substance abuse)</p> <p>Sexual Orientation (inclusionary practices for gays, lesbian and transgender employees)</p>



Organizational Rationale

External Factors

- Labor Force Demographics
- Market Demographics
- Legal Requirements

Internal Factors

- Teamwork
- Innovation
- Productivity





Personal Rationale



■ Tool

- *Understanding Your Starting Point*

■ Reflective Question

- *How might you apply the tool in your organization achieve contextual awareness?*

Reflective Questions:	
How do you see your organization's diversity efforts?	What are the most significant challenges to your organization's diversity efforts? How do you see your organization's diversity efforts in the future? How do you see your organization's diversity efforts in the past? How do you see your organization's diversity efforts in the present? How do you see your organization's diversity efforts in the future?
What are the most significant challenges to your organization's diversity efforts?	
How do you see your organization's diversity efforts in the future?	
How do you see your organization's diversity efforts in the past?	
How do you see your organization's diversity efforts in the present?	
How do you see your organization's diversity efforts in the future?	



Content—What do we mean when we say diversity?



Diversity

As dimension...

Diversity as a subject (or the "what")

As a process or action...

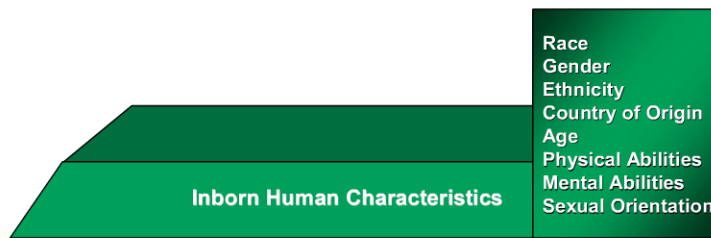
Diversity as a verb (or the "how")

Capture both its static characteristics and its dynamic nature



Diversity

as dimension...



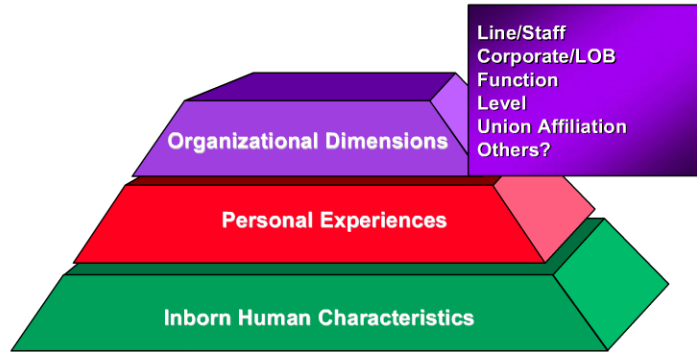
Diversity

as dimension...

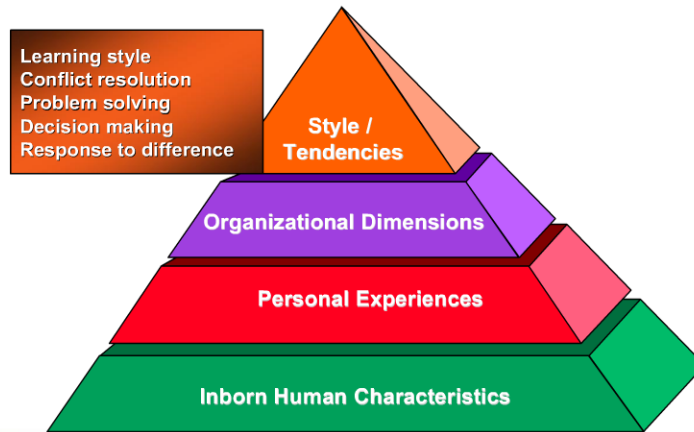




Diversity as dimension...



Diversity as dimension...

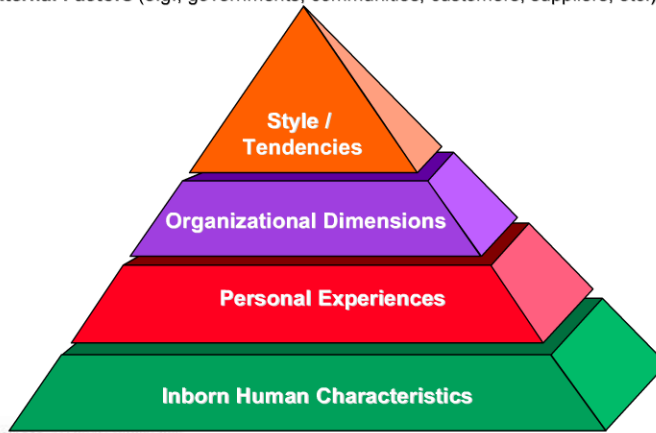




Diversity

as dimension...

External Factors (e.g., governments, communities, customers, suppliers, etc.)



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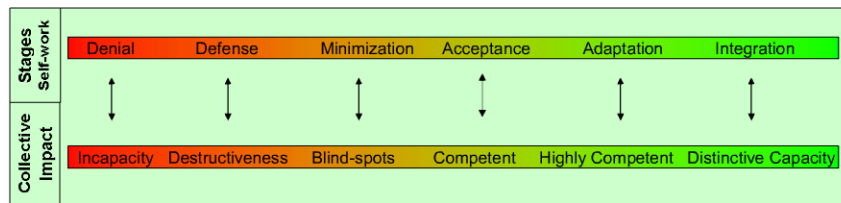
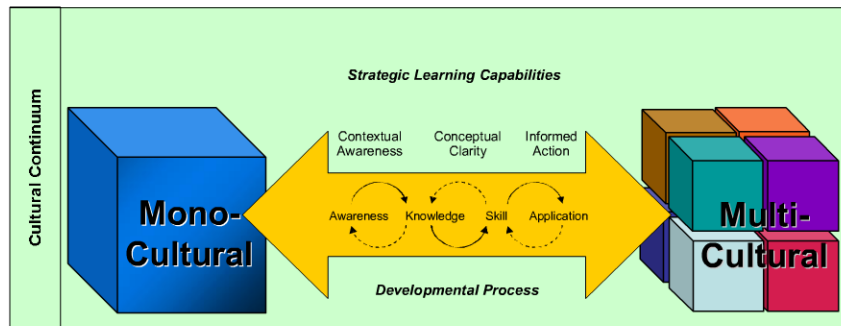
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A Leader's Guide to Leveraging Diversity

Maddalena Power

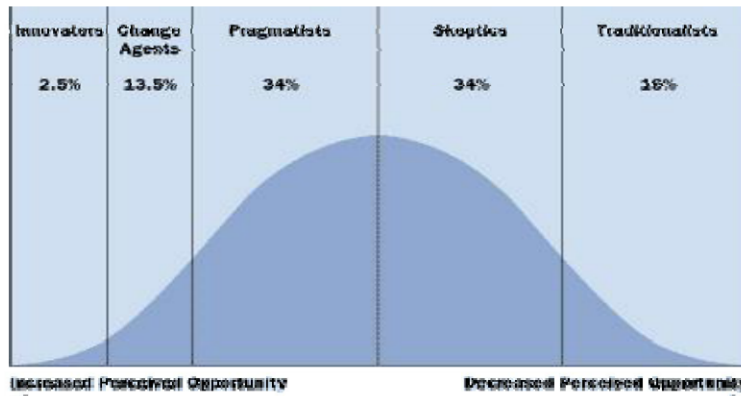


Conduct—The “How” of diversity...





Diffusion of Change Model



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Change Success Path

- **Locate** Innovators
- **Connect** Innovators with Highly Respected Change Agents in the Organizational Hierarchy to Engage in Pilot Projects
- **Provide** Clear Incentives to Early Adaptors, Once Successful...
- **Showcase** Success Stories and Enlist Pragmatists to Implement Innovations; Target "Intact Groups" in the System with more Innovative Members
- **Leverage** Critical Mass to Drive System-wide Implementation

Source: Maltbia's (2008) adaptation of concepts found in E. M. Rogers' (2003), Diffusion of Innovations, 5th, pp. 12-38

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Distinguishing between...

	What is the Work?	Who does the Work?
Operational	<p><i>Apply existing know-how:</i></p> <ul style="list-style-type: none"> Market intelligence Workforce analysis and cultural assessment 	<p><i>Authorities/experts:</i></p> <ul style="list-style-type: none"> Market research professionals Diversity/HR practitioners, external consultants
Adaptive	<p><i>Learn new ways:</i></p> <ul style="list-style-type: none"> Understand cultural factors that support diversity and current diversity barriers Commit to building a pluralistic work climate 	<p><i>The people with the challenge:</i></p> <ul style="list-style-type: none"> Senior executives with technical support Managers and employees at all levels



The Rest of the Story...

- Part II – Strategic Storytelling
 - *Leadership Practices #5-8*
- Part III- Human Interaction
 - *Leadership Practices #9-12*



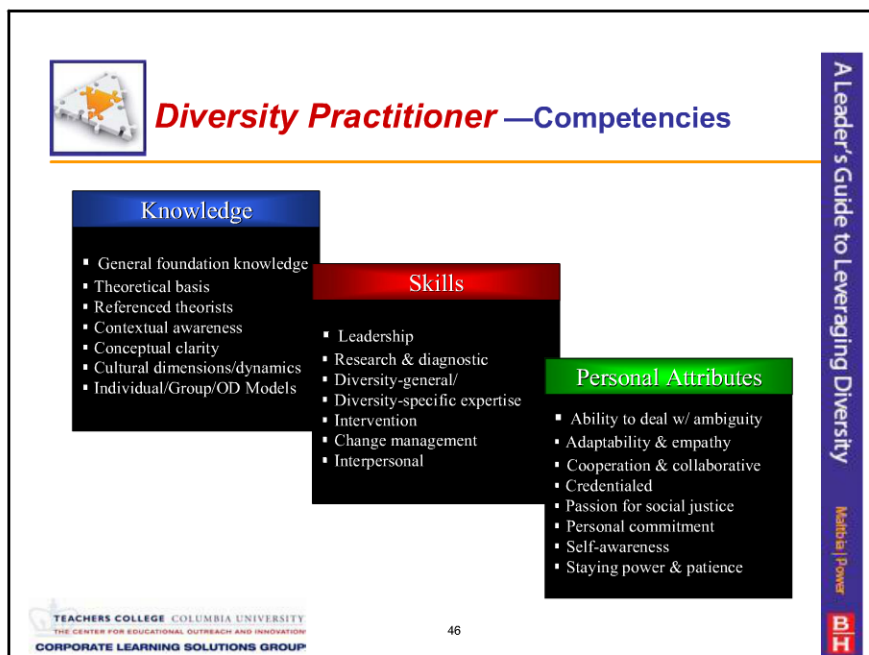
Leadership Practices

<p>Leadership Practice 5</p> <p><i>Making your strategic story for leveraging diversity real.</i></p>	<p>Leadership Practice 7</p> <p><i>Continue to Gain Buy-In. Model the Way. Lead as You Learn.</i></p>
<p>Leadership Practice 6</p> <p><i>Ground diversity interventions in a comprehensive discovery process.</i></p>	<p>Leadership Practice 8</p> <p><i>Lead From the Future to Leverage Diversity Today.</i></p>



Leadership Practices

<p>Leadership Practice 9</p> <p><i>Practice the Art and Science of Effective Human Interactions.</i></p>	<p>Leadership Practice 11</p> <p><i>Consult Prudent, Capable and Trusted Advisors.</i></p>
<p>Leadership Practice 10</p> <p><i>Be Prepared to Address Misunderstanding, Resistance, and Conflict Head On.</i></p>	<p>Leadership Practice 12</p> <p><i>Lead from the Outside-In and the Inside-Out</i></p>





Answers Questions

Thank you for
your questions

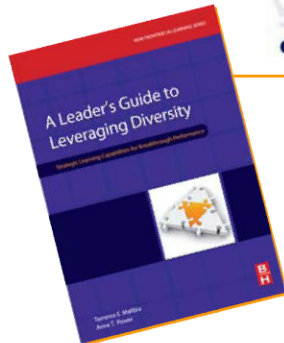
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