Stereotype Exercise

Directions: Draw a picture of the conservation movement, if the movement were a person. Draw the stereotype. On the back of this sheet is the Diversity Wheel – a tool used to define diversity more broadly than race, gender and age – it can give you additional ideas for your drawing, if needed.

While diversity trainings, on the whole, encourage you to avoid stereotyping at all costs, this exercise encourages you to do so to illustrate how we and others view us.
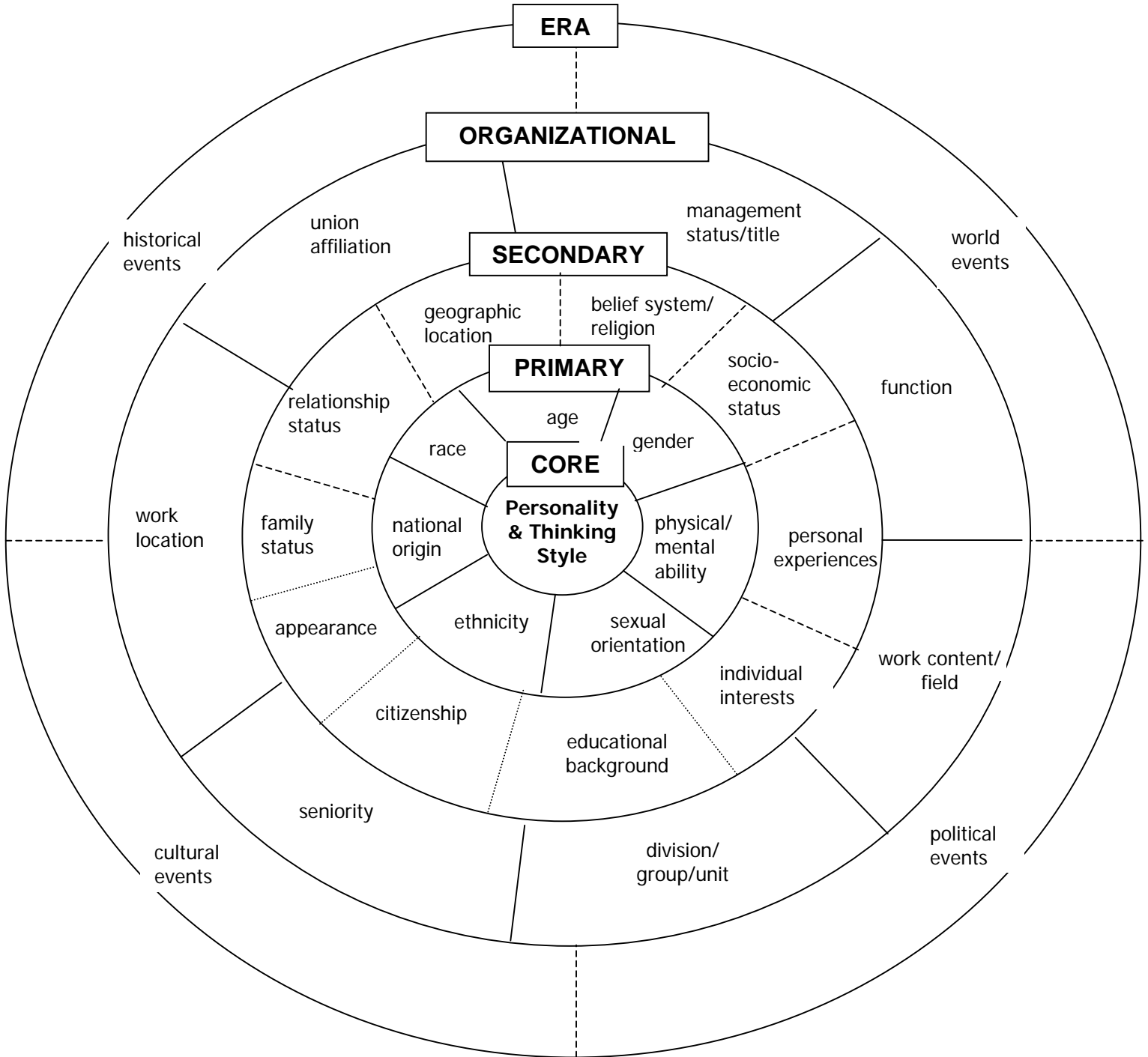
Follow up questions:
1. **What do you see when you look around the room now? In the halls of this conference?**
2. **How are you similar/different to this "stereotype" in obvious or not so obvious ways?**
3. **How do you, the room, and the conservation movement compare to the communities we serve?**
4. **Why is it important to understand these differences?**

Dimensions of Diversity

The following is a diagram that can assist you in thinking of the many ways in which we are different and similar, and the various levels at which this diversity impacts both the private and public spheres of our lives:

ERA

ORGANIZATIONAL

SECONDARY

PRIMARY

CORE

Personality & Thinking Style

age

race

gender

national origin

physical/ mental ability

ethnicity

sexual orientation

citizenship

geographic location

belief system/ religion

socio-economic status

relationship status

family status

appearance

educational background

individual interests

personal experiences

function

management status/title

union affiliation

historical events

world events

work location

seniority

division/ group/unit

work content/ field

political events

cultural events

Key Terms Matching Game
Cultural Competence

Match the term with its correct definition

A. Cultural Competence

1. A group or self identity assigned to or claimed by specific groups of people who share a common geographic, biological, linguistic, religious and/or cultural heritage.

B. Prejudice

2. To judge other cultures by the standards of one's own and beyond that, to see one's own standards as the true universal and the other culture in a negative way

C. Stereotype

3. The process of interacting with others in a way that acknowledges and understands cultural diversity, respects the beliefs, values, attitudes, and practices of others and oneself.

D. Ethnocentrism

4. An attitude, opinion, or feeling formed with out adequate knowledge.

E. Racism

5. A psychological state that describes the uncomfortable feeling when a person begins to understand that something the person believes to be true is, in fact, not true.

F. Ethnicity

6. A generalized picture of a person, created without taking the whole person into account; to make a generalization.

G. Blind Spot

7. A gap in the field of vision where there are no nerves to perceive stimulus and for which the brain fills in the gaps.

H. Cognitive Dissonance

8. Belief that members of one "race" are intrinsically superior or inferior to members of other "races.

Stereotype
A generalized picture of a person, created without taking the whole person into account; to make a generalization.

Prejudice
An attitude, opinion, or feeling formed with out adequate knowledge, thought or reason. generalizations can at times be positive (e.g., women are nurturing, Japanese excel at math), but for the most part, they tend to be negative and resistant to change

Ethnocentrism
To judge other cultures by the standards of one's own and beyond that, to see one's own standards as the true universal and the other culture in a negative way

Racism
that members of one "race" are intrinsically superior or inferior to members of other "races.

Ethnicity -
A group or self identity assigned to or claimed by specific groups of people who share a common geographic, biological, linguistic, religious and/or cultural heritage. Ethnic identity is both chosen and imposed. Not every person who can be considered eligible for inclusion in an ethnic group feels a part of that group

Cultural competence
Cultural Competence is the process of interacting with others in a way that acknowledges and understands cultural diversity, respects the beliefs, values, attitudes, and practices of others and oneself.

Blind spot - what we get to 'see' is not what appears on the retina, like a photograph, but instead something which has a whole bunch of special effects added.

Cognitive dissonance
Cognitive dissonance is a psychological state that describes the uncomfortable feeling when a person begins to understand that something the person believes to be true is, in fact, not true.

"How to" books on Diversity Initiatives

Diversity Mosaic: The Complete Resource for Establishing a Successful Diversity Initiative by Tina Rassmussen
If you're really serious about creating diversity in the workplace, Diversity Mosaic is the groundbreaking, comprehensive resource for developing and implementing a systemic, lasting, and measurable diversity initiative in any organization. The resource includes proven, step-by-step guidance, worksheets, manager, and employee training workbooks; organizational assessments, 360-degree feedback observer forms, and scoring sheets; and copies of Managing Diversity and Diversity Mosaic Participant Workbooks.

Diverse Teams at Work by Lee Gardenswartz and Anita Rowe
Strategies for making differences in work teams an asset, not a liability are provided in this practical guide. Team members are helped to understand and make the most of their differences and to overcome barriers to achievement that are sometimes the result of diversity. More than 50 worksheets provide teams, team leaders, trainers, and consultants with processes, guidance, and tools to learn how to diversify groups while building relationships. An appendix provides an annotated list of resources, including books, training activities, and videos that are helpful in developing group members and training team leaders.

The Diversity Toolkit by William Sonnenschein
The diverse workforce is not only the future; it is here and now. And, with the help of The Diversity Toolkit, managers of all levels can learn easily to adapt and be sensitive to the new workforce realities. The "diversity toolkit" features easy-to-use tips for improving communications skills, practical guidance for perfecting team relationships, and helpful suggestions for attaining leadership skills. This practical guide will ensure that readers will achieve tangible results effectively and efficiently. No manager has the luxury of ignoring the diversity issue in the final years of the 1990s and beyond. In the words of Bill Stone, diversity trainer for Chevron, " We can either let diversity work against us or turn it into an asset." Diversity Toolkit presents the specific tools—and a complete set it is indeed—that business leaders at all levels will need for managing diversity as an asset. These tools, tested in practice, are ready to come out of the box for use on the job.

Building a House for Diversity by R. Roosevelt Thomas Jr.
Racism has reemerged, dramatically and forcefully. All of us -- people of color and white people alike -- are damaged by its debilitating effects. In this book, the author addresses the "majority," the white race in the United States. Racism permeates the individual attitudes and behavior of white people, but even more seriously, it permeates public systems, institutions, and culture. This book does not intend to attack or to produce guilt, but its message is tough and demanding. It begins by analyzing racism as it is today and the ways it has changed or not changed over the past few decades. Most important, the book focuses on the task of dismantling racism, how we can work to bring it to an end and build a racially just, multiracial, and multicultural society. Churches are not strangers to the task of combating racism, but so much of what we have done is too little, too late. We have yet to make a serious impact in the racism that surrounds us and is within us. In today's workplace, diversity effectiveness is not merely a "nice –to-have"; it is critical to productivity and growth. But genuine diversity thrives only when individuals work together to nurture it.

The ASTD Trainer's Sourcebook: Diversity Creating your own Training Program by Tina Rasmussen
Total diversity training from ASTD--in full-day, half-day, or one-hour sessions! A complete training kit developed by diversity expert Tina Rasmussen, The ASTD Trainer's Sourcebook: Diversity helps you firmly establish diversity's advantages for your company in fast, easy, flexible sessions. It helps you address such diversity basics as stereotyping--how we form perception--behavior fundamentals--managing diversity vs. traditional management--teams guidelines and communications--setting the tone for valuing diversity--and much more.

Trainer's Diversity Source Book by Jonamay Lambert M.A. and Selma Myers M.A.
Diversity helps you firmly establish diversity's advantages for your company in fast, easy, flexible sessions. It helps you address such diversity basics as stereotyping--how we form perception--behavior fundamentals--managing diversity vs. traditional management--teams guidelines and communications--setting the tone for valuing diversity. Reading this book will save you a lot of time and effort. As a complete "how-to" manual, it contains everything you need to create your own

customized training of any length—including reproducible activities, overheads, assessments, and handouts. Most importantly, you can rest assured that people at all organizational levels, from many different industries, all over the world, have used these materials successfully. These compelling, interactive, engaging activities foster inclusive environments. This book brings new concepts and usefulness to the proven tools of activities and ice-breakers.

Making Diversity Work: 7 Steps for Defeating Bias in the Workplace by Sondra Thiederman, P H. D.
Making Diversity Work offers fresh and fascinating ideas for reducing bias--one person at a time. "Bias lies in every heart and mind--it is also where the answers lie," writes diversity expert Sondra Thiederman. By focusing on the individual, rather than the organization, she defines a powerful focus for bias busting in the workplace. Racial and sexual bias costs big bucks warns Thiederman, citing litigation, lowered sales, and loss of employees and customers. Using case studies, politically incorrect questions, and insightful strategies, she guides readers through "the discomfort of self discovery." Making Diversity Work offers a prescription for defeating bias in the workplace by shifting the dialogue from blame and finger pointing to the responsibility everyone---executives, managers, H R professionals, and frontline employees---shares to successfully rid the workplace of harmful bias.

Tool #3: Inclusivity Checklist

Use this checklist to measure how prepared your organization is for multicultural work, and to identify areas for improvement. If you cannot check off an item, that may indicate an area for change.

- ❑ The leadership of our organization is diverse (multiracial, evenly split between men and women, multicultural, etc)

- ❑ We make special efforts in recruitment, particularly targeting women and people of color for key management/leadership positions.

- ❑ Our mission, operations, and products reflect the contributions of diverse cultural and social groups.

- ❑ We are committed to fighting inequity within the organization and in our work in the community.

- ❑ Members of diverse cultural and social groups are full participants in all aspects of our organization's work.

- ❑ Speakers from any one group do not dominate meetings.

- ❑ All segments of our community are represented in decision making.

- ❑ There is sensitivity and awareness regarding different religious and cultural holidays, customs, recreational preferences, and food preferences.

- ❑ We communicate clearly, and people of different cultures feel comfortable sharing their opinions and participating in meetings.

- ❑ We prohibit the use of stereotypes and prejudicial comments.

- ❑ Ethnic, racial, and sexual slurs or jokes are not welcome.

Cultural Diversity Barriers: 5 Assumptions in U.S. Mainstream Culture

There are many barriers to building cultural awareness, cultural sensitivity, and cultural competence in organizations. Awareness of the following themes is key in overcoming cultural barriers.

1. The United States is a "level playing field" for someone, no matter what his or her culture.

> In the U.S. socialization process (and other Western countries) schools and media regularly project institutions as being "color-blind" and present the culture as being fair to everyone (a so-called "level playing field"). The assumption is that if someone doesn't succeed it is because they are lazy or have personal faults -- and that it is the fault of the individual and not the mainstream culture.

2. Americans don't have a culture.

> This is an unconscious norm for mainstream American culture, based on the Wild West pioneer philosophy of the "rugged individual" -- we are "lone rangers" who can self-determine our fate, unaffected by a larger influence. Even though this may be the land of myth and fantasy, many people live there.

3. If it's different, it's wrong.

> This assumption has been referred to as racism, but relates to many "antis", such as anti-Semitism, and to anti-immigrant, anti-women, anti-Catholic, and anti-non-white biases.

4. You shouldn't talk about cultural diversity.

> This assumption is based on the policy of "Anglo conformity," which seems ironic in light of the "rugged individual" mindset previously mentioned. Many think that if you talk about cultural differences it perpetuates problems and is "divisive" -- and just brings up problems that are already solved. It also involves the concept of invisibility -- if you don't talk about different groups, they aren't there. This approach included the forced assimilation of many groups including Native Americans and African Americans. This assimilation has brought about a loss of cultural heritage, other than European.

5. You shouldn't admit to being prejudiced.

> *This is another age-old approach. If you don't admit to even a perception of prejudice or institutional and system inequities, it supports the idea that life is on a level playing field -- and then you don't have to do anything about it.*

Tips for Resolving Difficult Communication Issues

> ## Intent vs. Impact

Intent: What you are trying to communicate
Impact: How your communication is perceived.

The intent you have when you say something can be very different from the impact it has on the receiver of the message. We assume the intentions of others based on a variety of verbal and social cues and filter communications through our assumptions. When the intent and impact of a communication are mismatched it can lead to another person feeling or concluding that your behavior(s) are wrong, inappropriate, disrespectful, discriminatory or illegal.

Specific Suggestions:
- If you recognize that you may have offended someone, ask, "It seems like what I just said may have offended you, and I really didn't mean to. What did you hear in what I said?"

- If you hear an offensive joke or comment, act dumb. Say "I don't get it, can you explain that to me?" This reflects the stereotype or prejudice back at the speaker without confrontation.

Clarifying intent vs. impact helped open the channels of communication and helps you understand others at a deeper level. Misunderstandings are more likely to arise among people who have strained or weak relationships.

Other Tips for Dealing with Innapropriate Comments

1. **Acknowledge Feelings** : "I see you have strong feelings about…"
2. **Ask about consequences**: "How does that perception impact your relationship (with this person)?"
3. **Ask about the person's own experience:** "Have you ever been the target of a generalization?"
4. **Remind the individual about legal issues, if applicable**: "Are you aware that your comments could potentially be interpreted as signs of a hostile work environment?"
5. **Share and example from your own personal life**: "I used to think that way, but I found out…"
6. **Keep a conversational tone**: Raising your voice or getting defensive will probably accelerate hostility or make the person "hide" emotionally. A conversational (friendly/neutral) tone may help th listener thing through hi/her perception.

Active Listening in a Nutshell

1. Listen patiently to what the other person has to say, even though you may believe it is wrong or irrelevant. Indicate simple acceptance, not necessarily agreement, by nodding or perhaps injecting an occasional "mm-hmm" or "I see"

2. Try to understand the feeling the person is expressing, as well as the intellectual content. Most of us have difficulty talking clearly about our feelings, so it is important to pay careful attention.

3. Restate the person's feeling briefly, but accurately. At this stage you simply serve as a mirror. Encourage the other person to continue talking. Occasionally make summary responses such as, "You think you are in a dead-end job", or "You feel the manager is playing favorites." In doing so, keep your tone neutral and try not to lead the person to your pet conclusions.

4. Allow time for the discussion to continue without interruption and try to separate the conversation from more official communication of company plans. Do not make the conversation any more "authoritative" than it already is by virtue of your position in the organization.

5. Avoid direct questions and arguments about facts; refrain from saying, "That is just not so", "Hold on a minute, let's look at the facts", or "Prove it." You may want to review evidence later, but a review is irrelevant to how a person feels now.

6. When the other person touches on a point you want to know more about, simply repeat his statement as a question. For instance, if he remarks, "Nobody can break even on his expense account", you can probe by replying, "You say no one breaks even on expenses?" With this encouragement he will probably expand on his previous statement.

7. Listen for what is not said, evasions of pertinent points or perhaps too-ready agreement with common cliches. Such an omission may be a clue to a bothersome fact the person wishes were not true.

8. If the other person appears to genuinely want your viewpoint, be honest in your reply. In the listening stage, try to limit the expression of your views since these may influence or inhibit what the other person says.

9. Do not get emotionally involved yourself. Try simply to understand first and defer evaluation until later.

10. **BE QUIET.** Let the other person talk. Actively listen to what *THEY* have to say.

Building **Diversity** in Organizations

by Tyra B. Sidberry

A well-established human service organiza-tion was worried about the lack of diversity at its top levels. For several years, it had worked successfully to offer more diverse program-ming and attract more ethnically diverse clients. There was even good progress with staff diversity. However, when questioned about the lack of diversity on the board (the seat of influence and power) the executive director responded, "Well, we tried. We had one woman of color who was great. But her house burned down and she moved away."

Diversity work is never done.

Issues of diversity range from the obvious—the range of people present at various levels—to the more subtle—the assumptions held by those people as they approach a community or a work issue. This work is difficult partly because much of it eludes immediate identification. Even when we make the commitment and agree to address issues, we often have no idea about the depth of self-examination and work required to effect and sustain change. The work, in a sense, needs to evolve over time as we evolve.

The result of successful diversity work is often far-reaching—as organizations reflect internally they identify other organizational processes that need improvement (see Guinier and WGBH arti-cles, pages 12 and 34). It helps us to be more ana-lytical and creative in general.

For the past 12 years, the Diversity Initiative (DI) has supported 70 organizations that are committed to creating greater racial, ethnic, and cultural diversity within their staff and boards. As its director for the past nine years, I have had a wealth of vital, challenging and rewarding experiences. A collaboration of Boston area funders, the Diversity Initiative evolved from observation and research conducted over a three-year period. The research showed that lack of diversity within nonprofit organizations had a profound impact on the effectiveness of their services and program delivery.

It is with admiration and in gratitude to the intelligence contributed to the DI through the hard work of many others that I share some reflections about this sometimes difficult and painful but always worthwhile work.

Each time we greet a new group of grantee organizations, we are struck by their nervous enthusiasm to get started. I try to temper their expectations by saying, *"This work will not come to fruition in your lifetime."* Many of us are type-A personalities and expect to accomplish all our undertakings. But this work never ends; so we must take our satisfaction in the successes along the way. I also tell those facilitating this work to realize early on that the work is not just about changing indi-viduals but about changing infrastructure and systems within an organization. The work belongs to the whole organization—board, staff, and constituents. With such a range of people, you'll find variation in how people process information, particularly their biases. Patience and flexibility go a long way in finding fulfillment in this work.

Facing the Music

Given that most nonprofits operate within a dom-inant culture psyche, years can pass by before diversity problems begin to appear in the sight-line of organizational leaders if they are also a part of that culture.

While problems may be obvious to others in the organization who are not part of the dominant culture, pressures to conform may be so strong (although often subtle) that issues may remain unacknowledged for years.

However, organizations that routinely review their mission, programs and constituents will usually uncover problems in the course of planning. Sometimes it appears as a question of financial viability in terms of their relevancy to their market, sometimes simply in terms of effectiveness or credibility within the communities they serve—whatever the case, many organizations realize they risk extinction if they do not become more inclusive.

At other times, the means of recognition is unrest among the staff about human resources policies *and* practice. If these are not clearly defined, equity and parity suspicions arise. Discrimination lawsuits may become a means of communication.

Leadership

The single most important factor affecting the success and endurance of diversity work is leadership. The organization's executive director must be the visible leader and spokesperson for achieving diversity with the full endorsement of the board and active participation by its members. Without obvious and consistent commitment on the part of the executive director and implementation by the management team, all efforts will be short-lived. Executive directors who are successful at diversity change work create a safe environment, encouraging candor and nurturing commitment to diversity throughout the organization. Sometimes this means leading the charge; at other times it means allowing others in the organization (staff and board) to lead and facilitate. Successful executive directors have been conscious of their own behaviors and responded decisively when new situations arose—however unpleasant—making sure the issue was examined and resolved.

The president of an arts academy, with a highly diverse student body but no faculty and few board members who reflected the student population, decided to undertake a diversity initiative to respond to queries by the funding community about the lack of diversity. One of the assistants in the president's office became the diversity coordinator and followed the president's instructions to convene meetings with experts in the field of diversity. After six months of pronouncements that inclusion and diversity were priorities, the coordinator became frustrated. She had no influence with the faculty or board, which hindered the development of a diversity plan. This responsibility to garner support resided with the president.

Diversity Committees

Although the leader must champion the cause, no one person can implement change—it's too complex and labor intensive. Leadership is most often shared with a diversity committee. Bearing in mind that diversity goes beyond race and gender, the best committees are representatives of the entire organization: supervisors, line and administrative staff, volunteers and constituents. The composition of the diversity committee is crucial in establishing credibility, but more importantly, the committee gains credibility by having real power through direct access to and communication with management.

Many organizations engage the services of a consultant experienced in team-building and organizational change who can provide some initial skill building for the committee members. Team skill building acknowledges the group's limitations, clarifies expectations and prepares members for the inevitable dilemma of how to respond to their colleagues' resistance (overt and covert), nervousness, denial and anxiety.

The Cycle of the Work

The organizations we have worked with have followed a cyclical format that has proved successful. Beginning with an assessment or diversity audit to determine organizational strengths and challenges, an organization refines its vision and definition of diversity. The resulting data is analyzed, prioritized, developed into a plan for diversity with goals and strategies for communication, education and training. Then, they implement and evaluate. Organizations are in a constant state of learning and will continually loop through the cycle at their pace.

Assessment

A comprehensive needs assessment or diversity audit will gather data about interpersonal behavior, organizational culture and systems that impact people.[1] Many organizations use some form

The Diversity Initiative evolved from research that showed that lack of diversity within nonprofit organizations had a profound impact on the effectiveness of their services and program delivery.

of survey and find that process sufficient, while others use individual interviews and focus groups to gather more specific information in general and about issues raised by survey responses. Engaging consultants for this work often helps with issues of confidentiality and objectivity.

Findings and Prioritizing

After the findings are summarized, the diversity committee discusses and prioritizes the needs and actions to be taken. Our experience with DI grantees at this juncture has been universally high anxiety. Some of the feedback may be highly critical. The list of issues is generally a long one with some representing overwhelming challenges.

Participants expect to hear results in a timely, succinct, open manner; this group includes the board, volunteers and stakeholders. Ideally, the first presentation is communicated in person with plenty of opportunity for questions, and the presenters should anticipate resistance. Resistance is a part of most real change processes.

Tips for Change

Given the magnitude of this very serious work, we must find ways to lighten up and build in the fun factor. Organizations in the DI have implemented all manner of activities to engage their colleagues and sustain the efforts. One particularly popular activity is potluck lunches—an ethnic smorgasbord of dishes—which has been employed by at least 80 percent of the organizations. Food is the easiest, fastest way to open dialogues about and celebrate difference. People in the organization bring food from their culture and everyone indulges in an incredible feast.

Another technique used by a nonprofit focused on education is the idea of a book club. Through e-mail, a staff member informed his colleagues that he was reading a book about race and power. He scheduled a discussion group over lunch and invited his colleagues to bring brown-bag lunches and discuss the book. Some staff who had been very reluctant to participate in discussions about diversity during staff meetings and retreats participated. It was easier for them to participate in what they perceived as a more objective setting. Each of these strategies (and there are others) can be used as initial steps to create an environment conducive to implementing change.

The findings guide the development of a diversity mission statement that includes the organization's vision and definition of diversity.

Prioritizing is a struggle because the goal is not to eliminate issues but to determine a sequence that keeps all issues on the table yet organizes the work into responsive, manageable components. If this task is linked with a strategic planning process or if the analysis is facilitated using a strategic planning model, prioritization is easily coordinated with decisions already in place about the organization and its work in the near and long term.

Education and Training—"A Process Not An Event"

The DI experience is that all organizations need both education and training as part of a deliberately designed learning process.[2] Education builds awareness, and training provides knowledge and skill building. Spend time analyzing the kind of assistance needed and seeking the best professionals to facilitate these activities. For years, training was viewed as the be-all and end-all to diversity challenges. Many organizations made the mistake of prematurely imposing training programs on staff. This raised false expectations and too often lacked clarity of purpose and follow-up strategies.

Patti DeRosa of Changeworks Consulting offers comprehensive descriptions of the kinds of trainings available (see Approaches to Diversity box).[3] Most organizations employ elements from more than one of these training models, as there are many ways that they overlap. Often an entire staff is educated through valuing difference and anti-racism training. Managers may follow up with legal compliance and managing diversity while line staff may follow up with competency-based training.

Evaluation

I would suggest the best evaluations have been planned at the outset of any diversity initiative. A clear connection between goal setting and anticipated outcomes helps an organization develop measurable objectives.

Keep the Cycle Moving

I cannot emphasize strongly enough that there is no end to a process that is aimed at actually creating diversity. The core steps of assessing, prioritizing, educating and training, implementing and evaluating are the spokes in the wheel of organizational change.

One thing to be mindful of is staff turnover, which has stymied the best of intentions. One

Organizations are in a constant state of learning and will continually loop through the cycle at their pace.

grantee lost four of the principal movers and shakers in an organization within the first year of the organization's diversity initiative. All the plans were delayed a full year before the organization could regroup and begin again.

Include education and training about the organization's vision for diversity in all orientations for new staff.

Characteristics of Diversity Work

With the endlessly cycling loop of activities as the foundation, diversity work also brings deep personal emotions that might not be usually present in the daily activities of an organization. Here are a few.

Safety. Crucial to any diversity initiative is the concept of safety. Leadership must create an environment in which all stakeholders believe they can participate with candor and without fear of reprisal. If staff are in a focus group with their supervisor or the executive director, they may be reluctant to be completely candid. Be aware of power dynamics and work with them.

Communication. Communication is so important to the success of diversity work. Share information and findings consistently. Make diversity a priority by having it as a standing agenda item for staff and board meetings. Over time the organization builds greater knowledge and understanding.

Resistance. Resistance always exists. Most people's first concern is, "How does this have anything to do with my job and me? Am I going to be accused of being a racist?" When it becomes clear that things are about to change, fear of the unknown, fear of loss of power, prestige, uniqueness, and privilege are very threatening. Individuals—no matter how committed to change—have inherent biases. People need assurances that they can admit to their biases in the spirit of finding ways to move the work forward.

Staff resistance is anticipated but board resistance is often a surprising impediment. Instances where board members have served for a number of years create a situation in which the board composition may not have kept pace with the staff and constituent demographic shifts. Often the unspoken issue of class differences is at work and organizational leadership efforts to change policies is an uphill struggle because of board entrenchment.

Burnout and Plateaus. After a year, committee members begin to feel fatigue and guilt because they tire of leading the effort. This is a natural phenomenon. Having a procedure in place to bring new members on to the committee constantly reenergizes the work.

Also, grantees often fret about not seeing any progress "over the last two months." I remind them that all work reaches a plateau, which is not a bad thing. Successful integration may mean that what was new to the internal system has in fact become a norm. When I meet with committees, we sometimes brainstorm a list of accomplishments on newsprint. It never fails; everyone is astonished to see that the list is usually very long and very impressive. It is vital to take stock of accomplishments to date and use them to envision the next stages of the organization's development.

Consultants

Choose your consultant(s) wisely. Always look at their track records in similar projects. Remember, you are purchasing a service; analyze potential consultants for their expertise and ability to guide a process, but also consider their work style, gauging traits such as personality and flexibility. And never, ever give up ownership of the diversity initiative to a consultant.

Expect Constant Change—Welcome It

Discomfort is inherent in diversity work. Conversations about race and power, within the context of nonprofit organizations, lead naturally to discussions about organizational diversity. Diversity is about race, age, cultural ethnicity, orientation, gender, ability and class. In all probability, one or more of these factors comprise diversity challenges in any organization.

Determining what issues exist and how to address them requires acceptance of two fundamental tenets. One, organizational diversity initiatives *change* organizations both in what they look like and how they accomplish their work. Two, diversity initiatives are ongoing processes—living, breathing efforts *without conclusion*. The work requires dismantling and retooling the systems infrastructure to reflect a commitment to diversity and reinforcing the new structure with built-in accountabilities at every level of the organization. Achieving diversity is a gradual process. Critical to the success of any undertaking is acknowledgement—celebration even—of

Many organizations made the mistake of prematurely imposing training programs on staff. This raised false expectations and too often lacked clarity of purpose and follow-up strategies.

each and every achievement. Without attention to these benchmarks, motivation wanes and overall goals appear daunting.

Creating work environments that encourage expression and the exchange of ideas distinguish good organizations from organizations that excel.

Endnotes

1. See *Achieving Diversity: A Step-by-Step Guide*. Boston, MA: Human Resources Personnel Collaborative's Diversity Initiative.

2. See Arredondo, Patricia. 1996. *Successful Diversity Management Initiatives*. Thousand Oaks, CA: Sage Publications.

3. DeRosa, Patti. 2001. "Social Change or Status Quo? Approaches to Diversity Training." Randolph, MA: ChangeWorks Consulting. (www.changeworksconsulting.org/articles2.html)

About the Author

Tyra B. Sidberry has been the director of the Diversity Initiative, a collaborative of grantmakers who fund diversity work, since 1993.

Social Change Or Status Quo?
Approaches To Diversity Training

"Diversity training" is an increasingly common approach that organizations are using to address the realities and challenges of the diverse workforce and society. In her over 20 years of experience, Patti DeRosa has identified six basic models of "diversity training," detailed below.

The Intercultural Approach

The primary focus of the Intercultural Approach is the development of cross-cultural understanding and communication between people and nations. It examines the ways in which human beings speak, reason, gesture, act, think, and believe. In this approach, ignorance, cultural misunderstanding, and value clashes are seen as the problem, and increased cultural awareness, knowledge, and tolerance are the solution.

The Legal Compliance Approach

The classic Legal Compliance training approach uses words like "Affirmative Action," "equal opportunity," and "qualified minorities." It is based in legal theory, civil rights law, and human resource development strategies. It is primarily concerned with monitoring the recruitment, hiring, and promotional procedures affecting women and people of color so as to increase representation in the organization and comply with anti-discrimination laws.

The Managing Diversity Approach

Managing Diversity has a very strong presence nationally, particularly in corporations, and receives much attention in the mainstream media. The driving force in this approach is that the demographics of the U.S. are rapidly changing. To survive and thrive in the 21st Century, businesses must tap into the diverse labor pool and customer base.

The Prejudice Reduction Approach

The Prejudice Reduction model has its roots in the Re-evaluation Counseling (RC) movement. RC theory asserts that all human beings are born with tremendous intellectual and emotional potential but that these qualities become blocked and obscured as we grow older. As a diversity training model, the Prejudice Reduction approach applies the RC framework of exploring and healing past hurts caused by prejudice and bigotry.

The Valuing Differences Approach

The term "Valuing Differences" is often used along with "managing diversity." Cultural pluralism and the "salad bowl" vision (rather than the "melting pot") are core beliefs of this approach. Rather than ignoring human differences, Valuing Differences recognizes and celebrates them as the fuel of creativity and innovation.

The Anti-Racism Approach

Anti-Racism is at the heart of the "diversity movement," for without it, the other approaches would not exist. This expressly political approach emphasizes distinctions between personal prejudice and institutional racism. Terms such as power, oppression, and activism are common in this approach. The use of the word "racism" itself may indicate this approach, as followers of other models may tend to avoid it.

Source: From DeRosa, Patti. 2001. "Social Change or Status Quo? Approaches to Diversity Training." Randolph, MA: ChangeWorks Consulting. (www.changeworksconsulting.org/articles2.html)