

# The Current State of Affairs

- More than 25% of the US population is foreign born, or part of a US born minority group
- Almost 15% of the population speaks a language other than English at home



**Did you know...**

**By the year 2050:**

- **The U.S. population is expected to increase by 50%**
- **Minority groups will make up nearly half of the population**
- **The population of American seniors is expected to more than double**
- **One-quarter of all Americans will be Hispanic**
- **More women will be in the work force**
- **More people with disabilities will be in the work force**

# DIVERSITY



**Is about the uniqueness of all individuals  
It is confused with, but is not .....**

## **EEO**

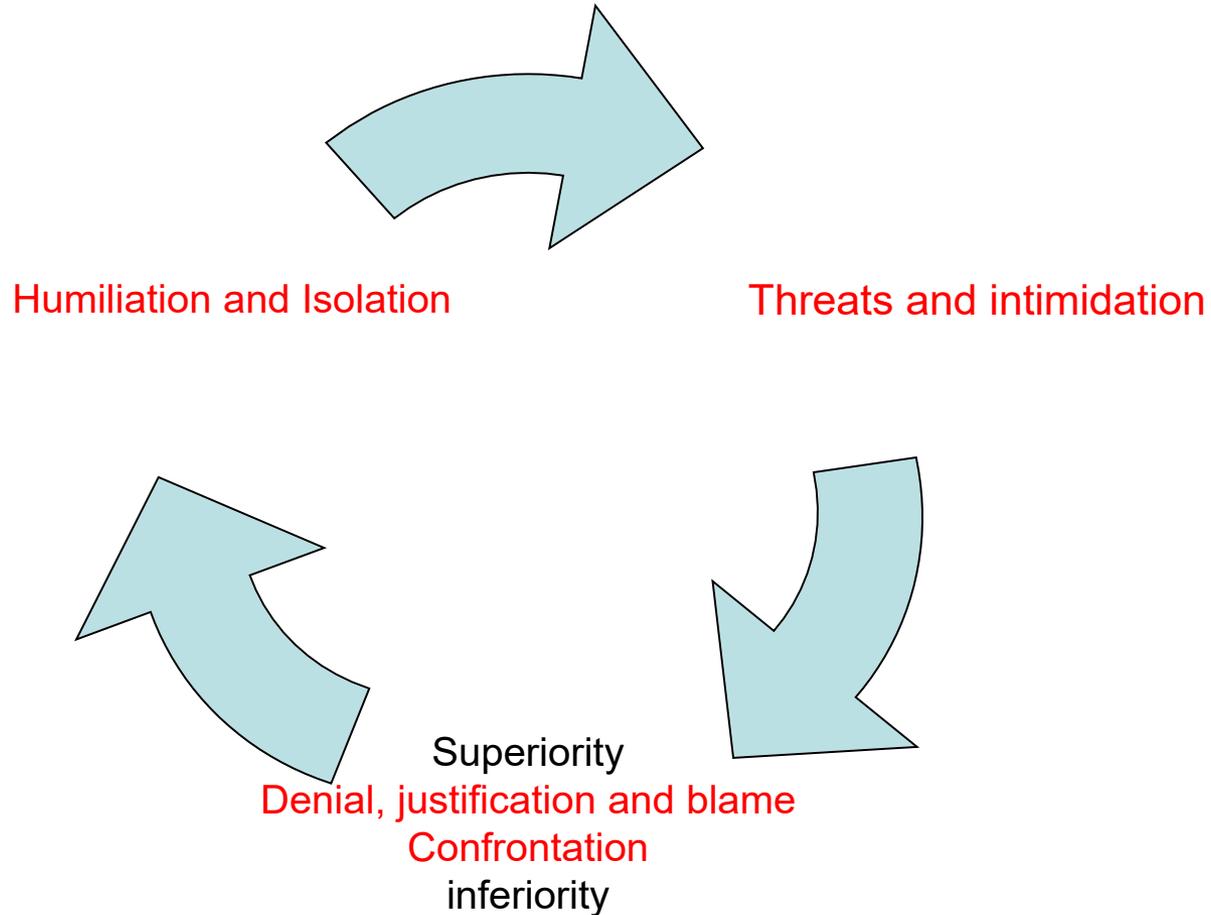
Laws that guarantee all people the right to apply to and be evaluated for employment, regardless of their race, color, sex, national origin, religion, age or disability

## **Model EEO Program**

Workforce profile improvement through recruiting, retention and promotion of women, minorities and persons with disabilities accomplished by:

- **Analyzing workforce demographics**
- **Identifying employment barriers**
- **Establishing and monitoring agency diversity goals**

# Cycle of discrimination



Source: Lisa Kove

**What diversity  
really is .....**

**Recognizing, understanding  
and utilizing  
the differences  
in ALL individuals**

# Some Elements of Diversity

## Primary

- Age
- Gender
- Ethnicity/  
National Origin
- Race
- Physical ability
- Religious beliefs
- Sexual Orientation

## Secondary

- Income
- Education
- Marital status
- Physical appearance
- Geographic  
location

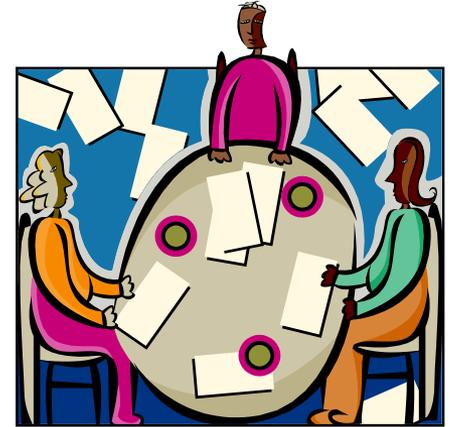
# Why Diversity Training?

- Commitment to senior leadership
- Raise awareness
- Provide management with tools to manage and optimize the benefits of a diverse workforce



# Diversity Management

**Creating and maintaining a work environment that:**



- Provides the opportunity for every employee to maximize their potential and fully contribute to the DON mission
- Leverages the resources to fully utilize all personnel

# Why Diversity Management ?

- Focuses on everyone's success
- Improves mission effectiveness
- Creates stronger loyalty to organization
- Provides positive organizational image
- Hones leadership skills
- Provides positive organizational image

# Managing diversity is more than simply acknowledging differences.

## It is about:

- Recognizing the value of those differences
- Combating discrimination
- Promoting a culture that is inclusive of all
- Recognizing that fairness is not necessarily treating people equally



# Managing diversity is also.....

- Providing a safe place for employees to broach ideas and listen to others' ideas
- Treating others as they want to be treated
- Being open to a variety of ways of doing things
- Listening to constructive feedback from employees

# Rewards of managing diversity well

- Enhances teamwork
- Promotes self-worth in individuals
- Promotes an atmosphere of mutual understanding and respect
- Promotes “outside-the-box” thinking
- Enhances the quality of work life for all



# What you can do to promote diversity

- Get familiar with the professional aspirations of your employees
- Create diverse teams when assigning projects
- Create opportunities for your employees to interact with others whom they may not otherwise connect with

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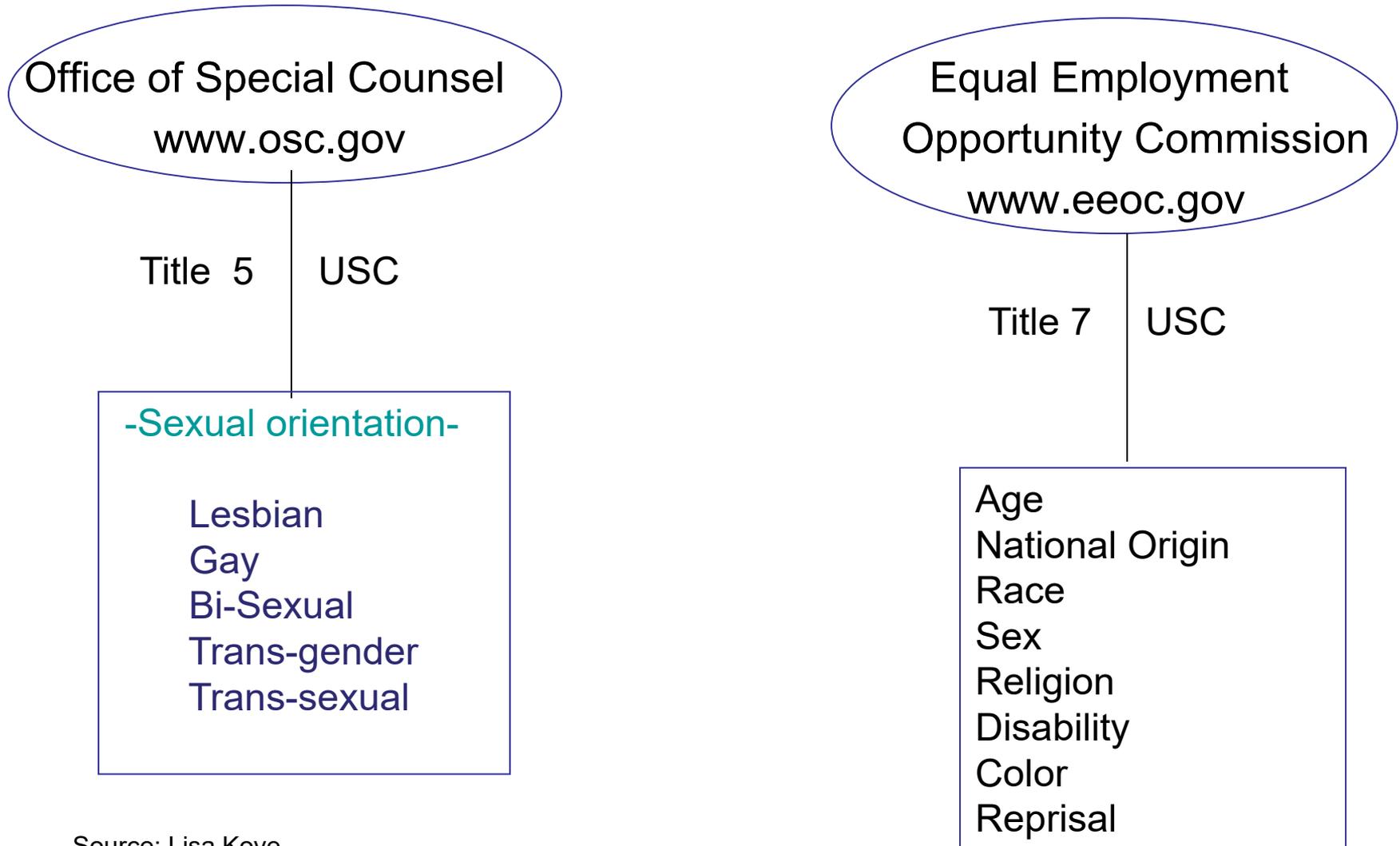
- Delegate fairly
- Mentor/coach
- Explain the unwritten rules for success
- Provide training in Team dynamics



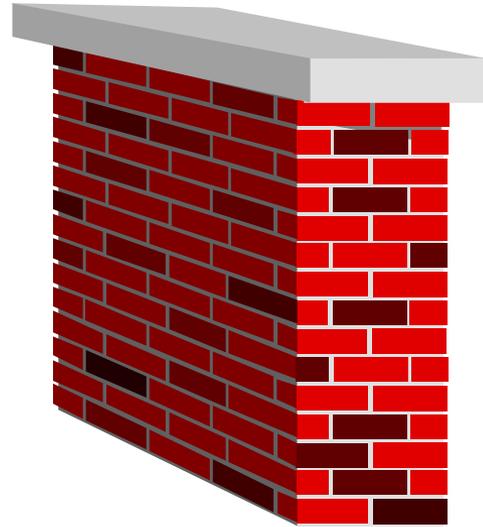
# What you can do to promote diversity

- Be intolerant of disrespectful or inappropriate behavior and communicate zero tolerance
- Create a culture that is inclusive of all and promotes honest communication
- Understand laws covering discriminatory behavior

# Federal protections against discriminatory behavior



**Barriers ...**



**... to communication**

**Differences in styles**

**Assumptions**

**Difficulty talking about  
differences**

# Recognize cultural differences

- **Step up to the challenge of new ways of communicating --- bridge the communication gap by learning to communicate**
  - **Across cultures**
  - **Life choices**
  - **Between genders**
  - **Across generations**
  - **To combat stereotyping**
  - **With Persons with Disabilities**
  - **With Persons with various sexual orientation**

# Stereotyping is

Dehumanizing  
Denies Diversity  
and  
Human Equality

Lumps many  
individuals  
into one inaccurate  
description

Fixed and simplistic

Justification for  
unfair treatment

# Cultural norms

- Some cultures have larger personal space bubbles than others
- Some cultures make eye contact-others don't
- Some cultures are more aggressive in discussions than others
- Some cultures value the individual and others the group

# Cultural norms...Cont.

- Some cultures question authority and others prefer harmony
- Some cultures consider asking questions rude
- Some cultures feel admitting confusion is shameful

# Some common assumptions

- Women coming to work here means too much emotion in the work space
- If a disabled person comes to work here, they will want special treatment
- If a gay person comes to work here, he or she may make a pass at me

# Disabilities



- Understand disability “etiquette” (e.g., most persons with disabilities will ask for your assistance if they want/need it; never lean on a person’s wheelchair, etc.)
- Recognize there are non-visible disabilities
- Recognize it is illegal to treat someone “as if” they have a disability
- Do not disclose or discuss medical conditions of your employees; medical files must be protected

Federal Laws (including EEO) and Department of Navy policy prohibit both sexual and non-sexual harassment on all bases:

**Race**

**Color**

**National Origin**

**Religion**

**Sex**

**Age (40 and over)**

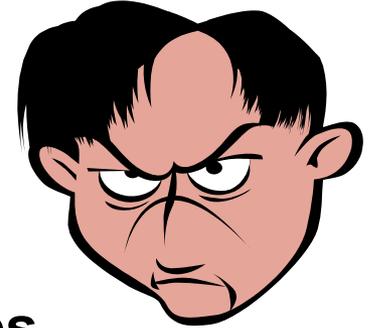
**Disability (physical and mental)**

**Reprisal for prior EEO activity**

**Sexual Orientation**



# The Office Bully



- **Persistently criticizing the work of employees and/or coworkers**
- **Yelling; intimidating others; eye rolls; glares; dismissive snorts**
- **Repeatedly reminding people of their mistakes**
- **Spreading gossip or lies**
- **Ignoring or excluding workers**
- **Insulting people's habits, attitudes or private lives**

# Supervisors are held to a higher standard:

- Supervisors responsible for their own acts; and are responsible for conduct of others within their office
- Supervisors have a duty to act against harassment



# Potentially Career-Ending Consequences to the Harasser:

- Employee discipline (up to and including suspension, demotion, removal)
- Jeopardy to security clearance
- Administrative sanctions
- Potential for criminal liability  
(threats/physical contact may constitute assault)



# The Wide Variety Of Harassing Acts

Some common forms  
of illegal harassment are:

## **Verbal**

Offensive jokes and language, insults, sexual propositions, threats, and comments about a person's body or appearance

## **Physical**

Touching, holding, grabbing, and other unwanted physical and sexual conduct.

## **Other**

Staring at a person's body, offensive gestures, and circulating degrading or offensive letters, pictures, e-mail or cartoons.

## What should the supervisor/manager do?

- Be a role model in your own personal conduct
- Enforce standards of respectful conduct
- Act on reports of harassment
- Get expert HR assistance  
(Don't reinvent the wheel!)



# *Generational differences*

## *Grumblings.....*

- “Young people just don’t have any work ethic”--  
(late for work; never willing to do anything extra..)
- “Senior workers (or workers who are more senior) are never willing to change; they want everything “the way it’s always been”

# Generational “mix”

- ➔ **Traditionalists** (Matures): 61+ (born before '46); 10% of today's workforce, 27 million
- ➔ **Baby Boomers**: 43-61 (born '46-'64); 46% of today's workforce, 76 million
- ➔ **Generation X**: 29-42 (born '65-78); 29% of today's workforce; 60 million
- ➔ **Generation Y** (Millennials): 20-28 (born '79-87); 15% of today's workforce, 74 million

*If you are .... it's important to you that ....*

## **Matures**

- Your experience is respected
- People hear what has worked in the past

## **Boomers**

- You are valued and feel worthy
- Your contribution is unique and important

## **Gen Xers**

- You can explore options outside of the box
- Your technical expertise is a big asset

## **Millennials**

- There is collaboration with other bright, creative people
- You feel your commitment contributed to the rescue of this situation

# Communication is Key!

- Communication is essential for successful and effective diversity management
- Must recognize that ways of communicating are not universal



# Communication Tools

- Ascertain “interests” and “needs” versus “positions”
- Make a conscious decision to use new skills of listening, understanding and communicating
- Make a habit of framing things in a positive manner
- Be conscious of the words you use and how you use them.

# Communication Tools...Cont'd

Make a habit of using:

- I statements
- Active listening
- Positive reframing
- Summarizing



# Communication tips

- Watch for nonverbal signs of non-comprehension (possibly nodding of the head, tentative smiling, self-conscious laughter, etc.)
- Listen for vague responses like “I think I understand” or “I think I can figure it out”

# Communication tips

- Accept responsibility for a lack of understanding
- Create a relaxed atmosphere
- Confront stereotypes



# Communication Skills

***"Courage is what it takes to stand up and speak ... Courage is also what it takes to sit down and listen"***

***Winston Churchill***

# "Active Listening"

Letting the other person know you understand

versus

Letting them know whether or not you agree!



# Active Listening Steps

- "A" sends a message
- "B" receives a message; must fully concentrate on what is being said.
- "B" paraphrases what he/she has understood "A" to say but--makes no opinion/evaluation/judgment.
- "A" either agrees with "B's" interpretation or, if not, sends the message again.
- This process is continually repeated until understanding by **both** parties has been achieved.

# Framing and Positive Reframing

*How do different words impact you?*

*How do your words impact others?*

*Speak in terms of "behavior" and impact*

*vs.*

*Words that are directed at the person as an individual!*

# What you can do....

- Be aware of cultural norms of your employees
- Be cognizant of your own assumptions and those of others
- Be able to acknowledge and discuss differences
- Check for understanding of your messages
- Watch for non-verbal signs
- Listen to feedback both public and private
- Practice your communication skills

# Attributes of a good diversity manager

Treats others fairly  
Treats others with respect  
Has high personal standards  
Believes in their employees' abilities and potential  
Helps employees believe in themselves  
Encourages and stretches their employees  
Leads by example  
Mentors and coaches employees  
Solicits and appreciates various points of view  
Listens to employees  
Offers objective criticism  
Helps employees solve their own problems  
Has vision  
Develops a trusting environment where employees can speak their  
minds

## **In summary.....**

- **Diversity is about the full utilization of people with different backgrounds and experiences.**
- **Effective diversity management has a positive effect on cost reduction, creativity, problem-solving, organizational flexibility and accomplishing the mission .**
- **Communication across cultural genders and generations is essential for a healthy workplace.**



**Questions?  
Or If You Believe  
Discrimination Has Occurred**

**(You have 45 days from the date of the incident to file an Informal  
EEO Complaint of Discrimination)**

**Contact:  
EEO Office  
Naval Postgraduate School  
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Herrmann Hall, Room 127  
Monterey, CA 93943-5000**

**Office: (831) 656-3600**