

# diversity and inclusion



joe gerstandt

illuminating the value of difference



CI-SHRM

# **finding joe...**

**[www.joegerstandt.com](http://www.joegerstandt.com)**

**[joe.gerstandt@gmail.com](mailto:joe.gerstandt@gmail.com)**

**[www.twitter.com/joegerstandt](http://www.twitter.com/joegerstandt)**

**[www.linkedin.com/in/joegerstandt](http://www.linkedin.com/in/joegerstandt)**

**skype: joe.gerstandt**

**402.740.7081**

**[www.slideshare.net/joeg](http://www.slideshare.net/joeg)**



RESET™

**consider this...**

**...a long time ago, in a  
far away galaxy, there  
was a man named Uri  
Treisman**

# **consider this...**

- 1. Lack of Adequate Preparation**
- 2. Socio-economic Status**
- 3. Lack of Family Support**
- 4. Lack of Motivation**

# consider this...

~~1. Lack of Adequate  
Preparation~~

2. Socio-economic Status

3. Lack of Family Support

4. Lack of Motivation

# consider this...

~~1. Lack of Adequate  
Preparation~~

~~2. Socio-economic Status~~

~~3. Lack of Family Support~~

~~4. Lack of Motivation~~

# consider this...

~~1. Lack of Adequate  
Preparation~~

~~2. Socio-economic Status~~

~~3. Lack of Family Support~~

~~4. Lack of Motivation~~

# **consider this...**

**~~1. Lack of Adequate  
Preparation~~**

**~~2. Socio-economic Status~~**

**~~3. Lack of Family Support~~**

**~~4. Lack of Motivation~~**



**consider this...**

# **1. Power of Assumptions**



# **consider this...**

**1. Power of Assumptions**

**2. Intentions vs. Outcomes**



# **consider this...**

- 1. Power of Assumptions**
- 2. Intentions vs. Outcomes**
- 3. Power of Stereotypes**



# **consider this...**

- 1. Power of Assumptions**
- 2. Intentions vs. Outcomes**
- 3. Power of Stereotypes**
- 4. Problem is “out there”**





RESET™

**diversity is...**

**difference**



# **diversity is relational**



**difference is generative**

**greater diversity**

**=**

**greater variance in  
performance**

(groups with more diversity always perform better or worse than groups with less diversity)

# difference is generative

Introducing or increasing difference in a social group can trigger:

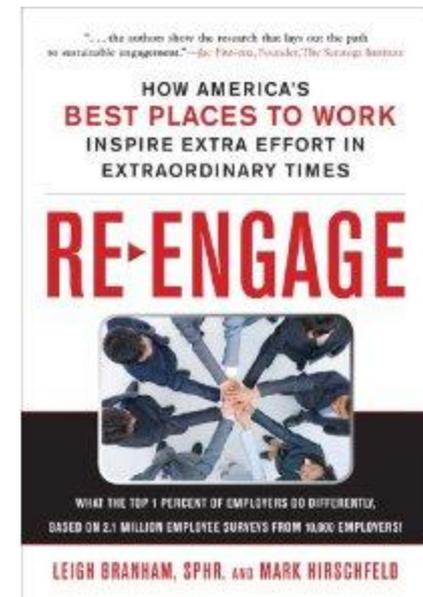
⇒ we vs. they mentality

⇒ stereotyping

⇒ in-group favoritism

⇒ inter-group conflict

⇒ satisfaction, performance, turnover get worse



**inclusion is...**

**The capacity to  
include  
difference.**



**“...being at home...”**

**“...belonging...”**

**“...able to bring my whole self to  
work...”**

**“...feeling that my unique  
contribution was valued...”**

**“...my perspective is always  
considered...”**

**“...I have a say in what happens...”**



⇒ openness to  
difference

⇒ fairness of  
employment  
practices

⇒ inclusion in  
decision making

**inclusion is...**

**activist**



**If we are not  
intentionally  
inclusive, we will  
be unintentionally  
exclusive.**

## **Who we are:**

Race, gender, age, ethnicity, physical considerations, religion, sexual orientation

## **What we've learned:**

Educational background, work experience, beliefs, family situation, geographic background, job assignments



## **How we lead:**

Learning, teaching, sharing, acceptance, understanding, innovation, results-driven, integrity

## **How we interact:**

Accountability, appreciation, respect, empowerment, teamwork, openness, positive change, flexibility, opportunity, inclusion, work/life balance, community/business outreach

**identity**

**cognitive**

**kinds of  
difference**

**behavioral**

**affective**

**identity**

**cognitive**

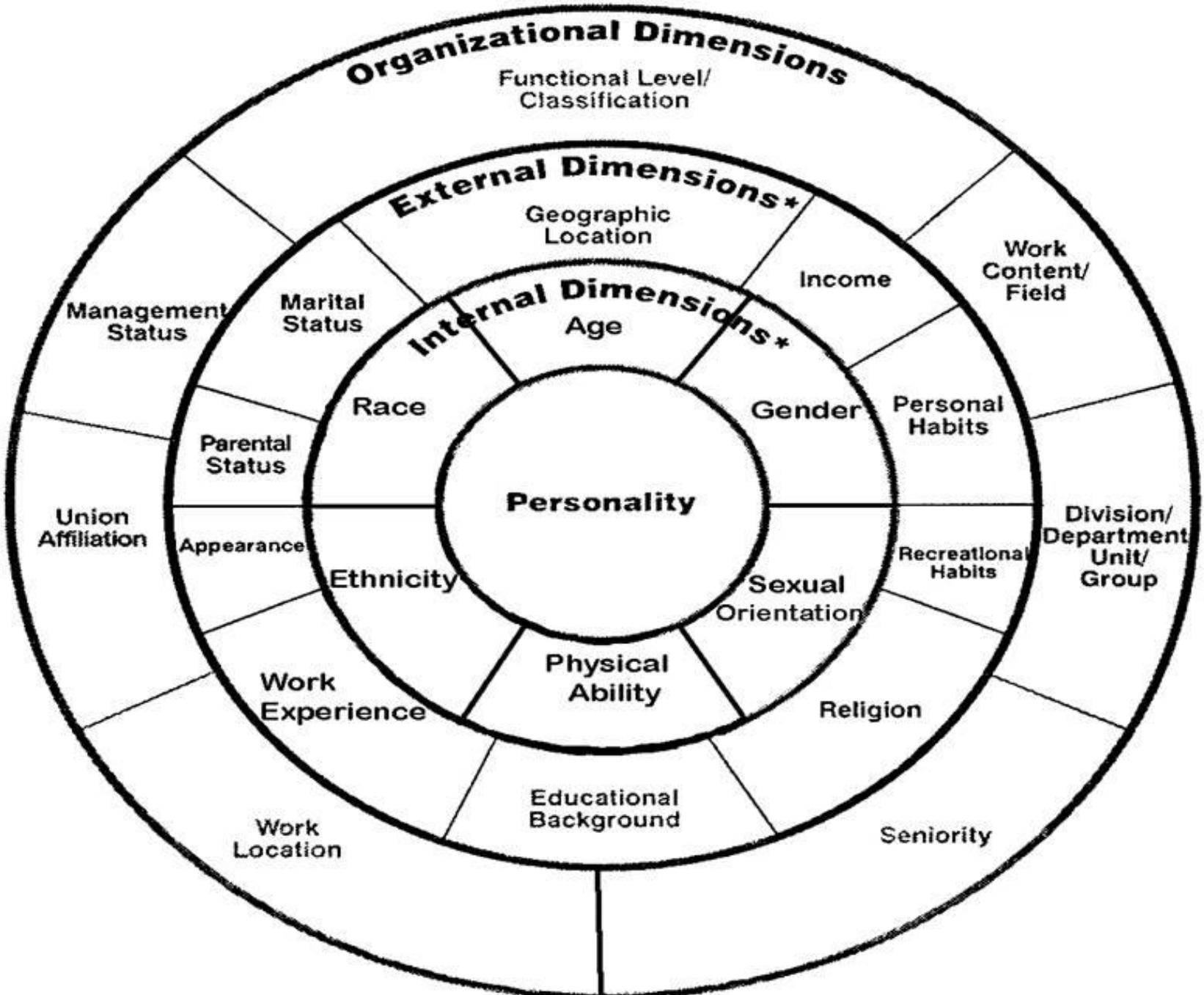
**kinds of  
difference**

**behavioral**

**affective**

**i  
d  
e  
n  
t  
i  
t  
y**

**d  
i  
v  
e  
r  
s  
i  
t  
y**



**identity**

**cognitive**

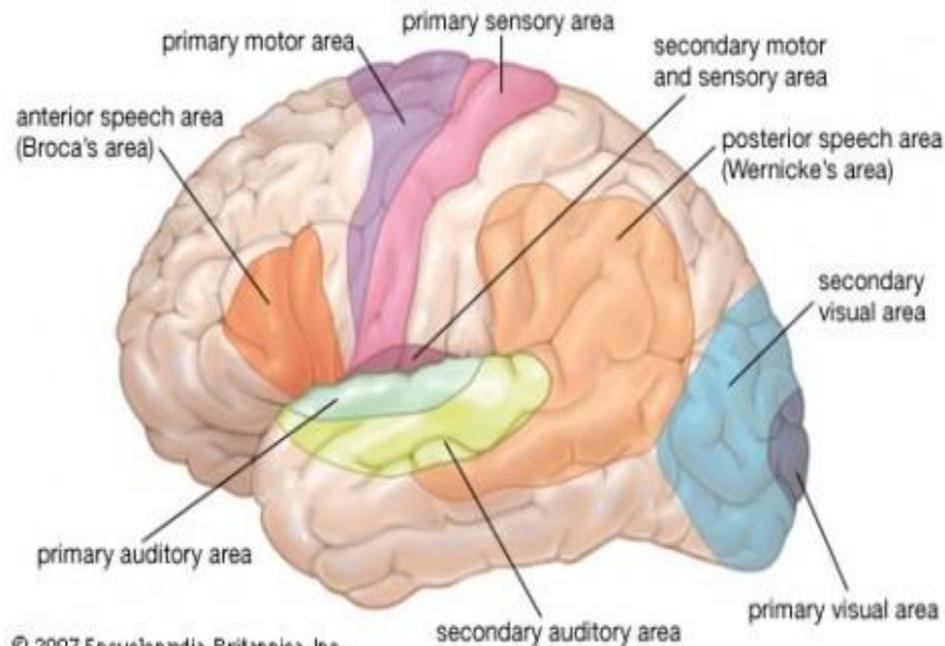
**kinds of  
difference**

**behavioral**

**affective**

# cognitive diversity

*differences in mental processes of perception, judgment, categorization, rules of thumb, etc.*



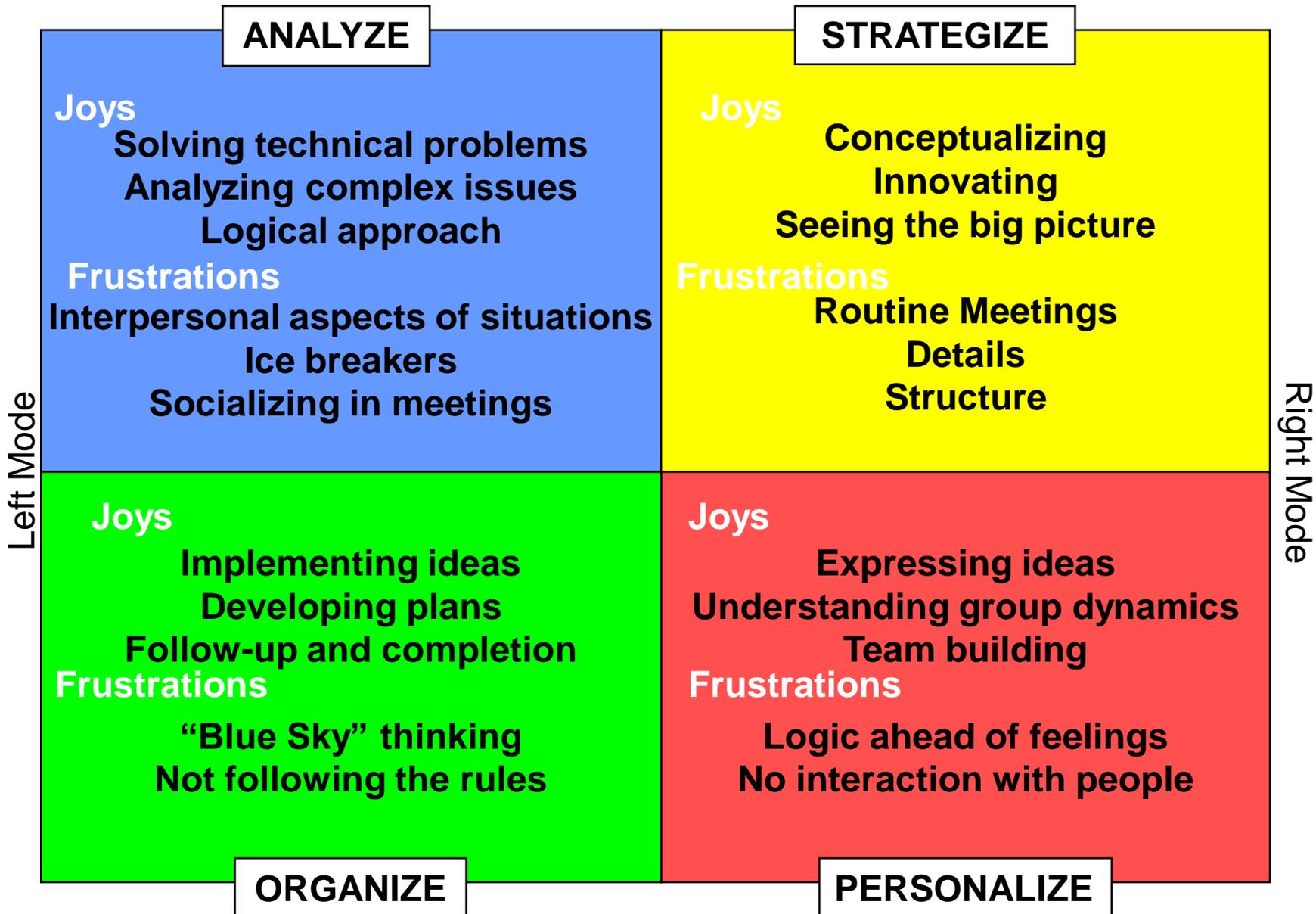
**analytical**  
**rational**  
**realistic**  
**factual**  
**logical**  
**definitive**

**risk taker**  
**creative**  
**flexible**  
**synthesizer**  
**conceptual**  
**intuitive**

**persistent**  
**planner**  
**organized**  
**disciplined**  
**detailed**  
**practical**

**passionate**  
**cooperative**  
**empathetic**  
**expressive**  
**harmonizing**  
**responsive**

# Cerebral Mode (abstract & intellectual thought)



# Limbic Mode (concrete and emotional processing)



**MBA**  
**Harvard University**  
**100 people**



**MBA**  
**Harvard University**  
**100 people**

**team #1**



**team #1**

**team #2**

**MBA**  
**Harvard University**  
**100 people**

**counting  
money**

**spending  
money**

**saving  
money**

**helping  
the others**

**earnings**

**diversity**

**market  
share**

**human  
potential**

**get lost**

**get funding**

**get  
insurance**

**get lucky**

**financial**

**strategic**

**tactical**

**people**

**If everyone is  
thinking the same  
thing, someone  
isn't thinking at  
all.**

**-General George S. Patton**

**in summary...**

**Diversity means  
difference.**

- **Difference shows up in a lot of different forms.**
- **Difference is present in every relationship.**

**in summary...**

**Difference can be a  
great source of  
value.**

- **It can lead to better outcomes.**
- **It is a part of every  
interaction with others.**

**in summary...**

**Inclusion is our  
ability to include  
difference.**

- **Determines our ability to  
utilize resources available.**

**in summary...**

**If we are not  
intentional about  
inclusion we will  
unintentionally  
exclude.**

**so...**

**Establish your  
foundational  
logic and  
language.**

**your best friends...**

**clarity & simplicity**



# foundation

- **what:** what it is
- **why:** why it is of value
- **how:** how you are going to pursue that value
- **expectations:** what is expected of everyone (proactive)

**your best friends...**

**clarity & simplicity**



# thank you!



joe gerstandt

illuminating the value of difference





**joe gerstandt**

**[www.joegerstandt.com](http://www.joegerstandt.com)**

**[joe.gerstandt@gmail.com](mailto:joe.gerstandt@gmail.com)**

**[www.twitter.com/joegerstandt](https://www.twitter.com/joegerstandt)**

**[www.linkedin.com/in/joegerstandt](https://www.linkedin.com/in/joegerstandt)**

**[www.facebook.com/joegerstandt](https://www.facebook.com/joegerstandt)**

**402.740.7081**

# resources

- **The Difference: How the Power of Diversity Creates Better Groups, Firms, Schools, and Societies** | Scott Page
- **The Wisdom of Crowds** | James Surowiecki
- **A Whole New Mind** | Daniel Pink
- **The Medici Effect** | Frans Johansson
- **The Geography of Thought** | Richard Nisbett

# resources

- **Achieving Success Through Social Capital: Tapping Hidden Resources in Your Personal and Business Network |**  
Wayne E. Baker
- **The Whole Brain Business Book |** Ned Herrmann
- **Competitive Advantage Through People: Unleashing the Power of the Work Force |**  
Jeffrey Pfeffer