

diversity and inclusion



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illuminating the value of difference



CI-SHRM

finding joe...

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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

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consider this...

**~~1. Lack of Adequate
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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”**





diversity is...

difference



diversity is relational



difference is generative

greater diversity

=

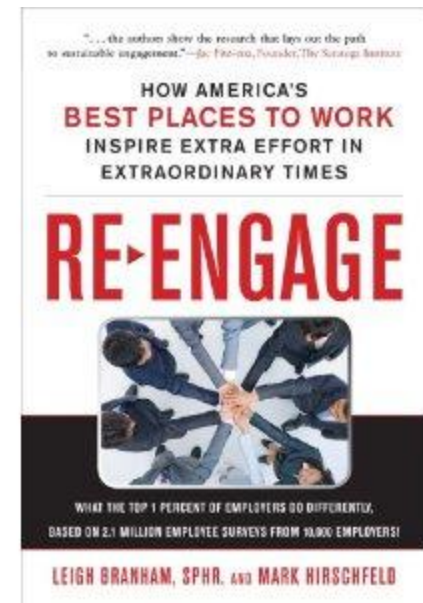
**greater variance in
performance**

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

difference is generative

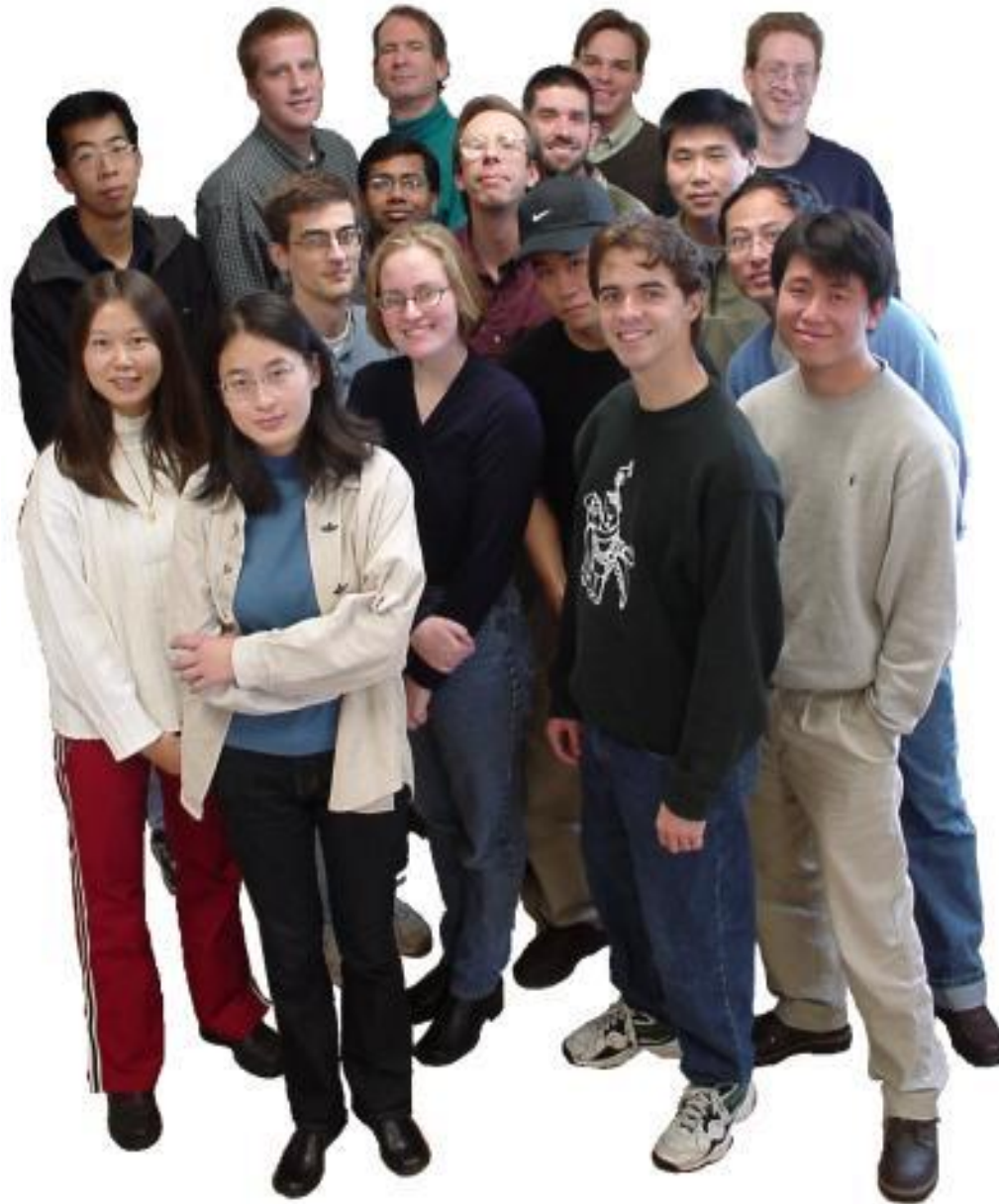
Introducing or increasing difference in a social group can trigger:

- ⇒ 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

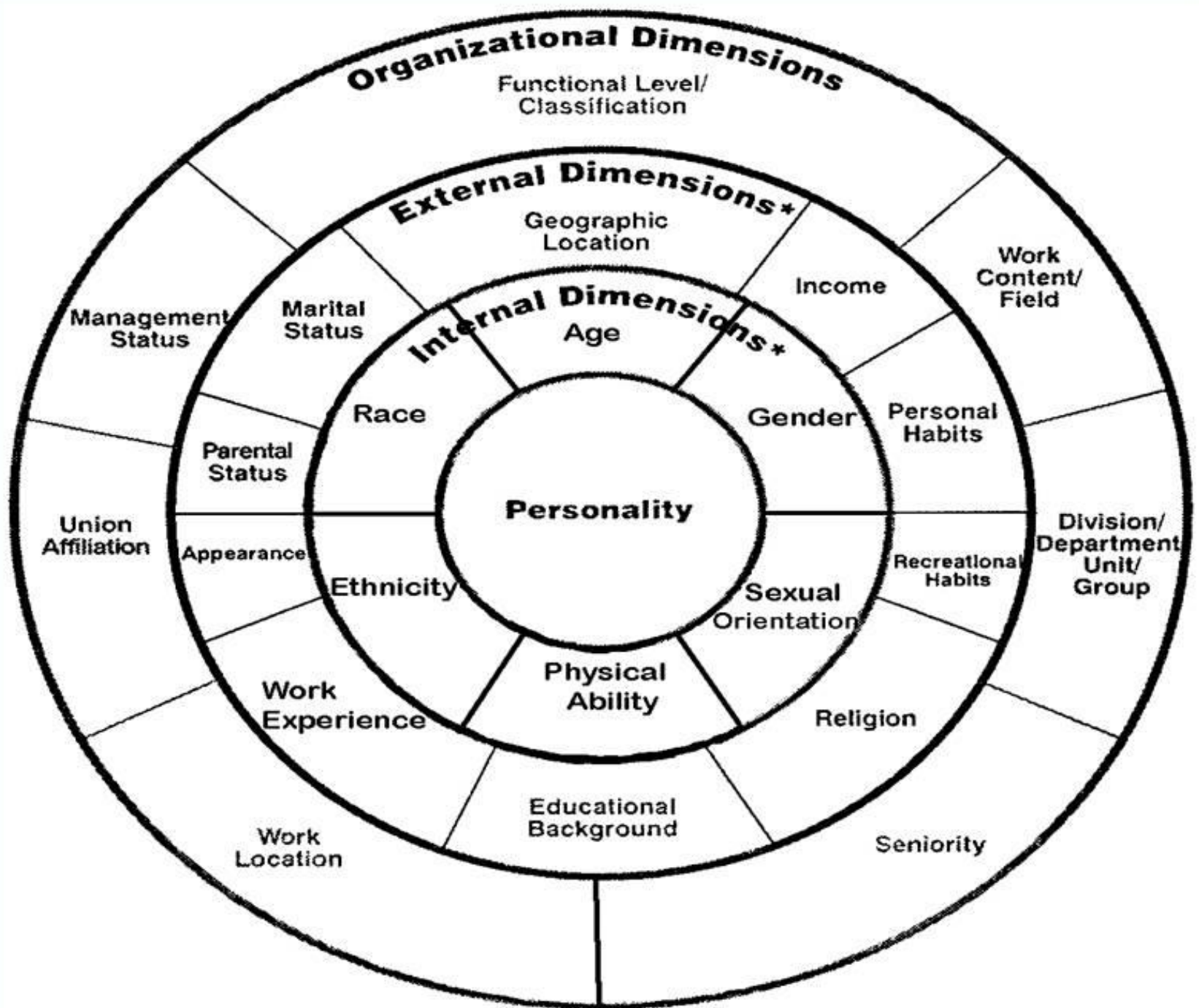
cognitive

**kinds of
difference**

behavioral

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identity



diversity

identity

cognitive

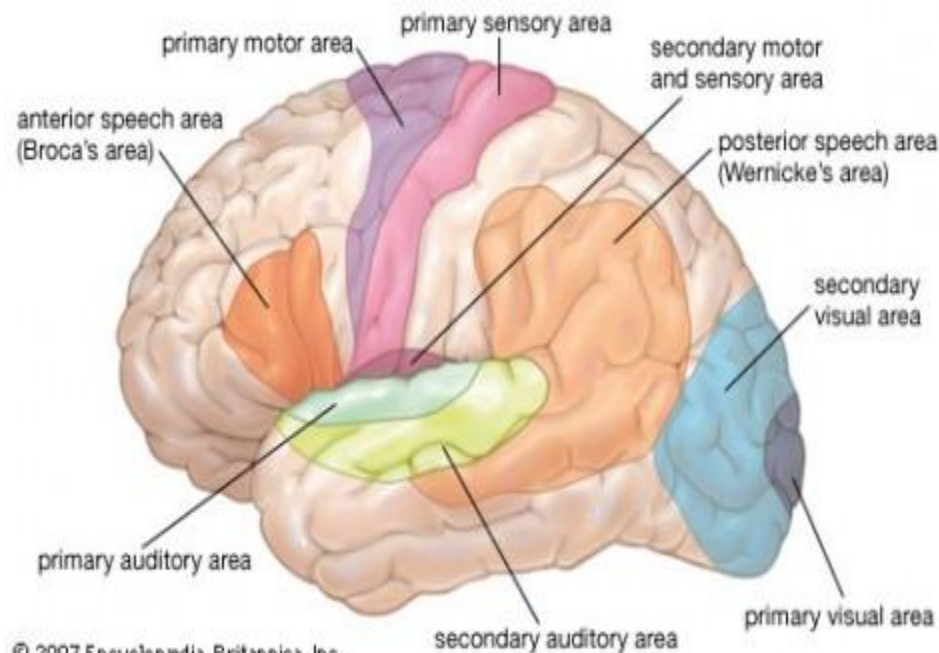
**kinds of
difference**

behavioral

affective

cognitive diversity

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



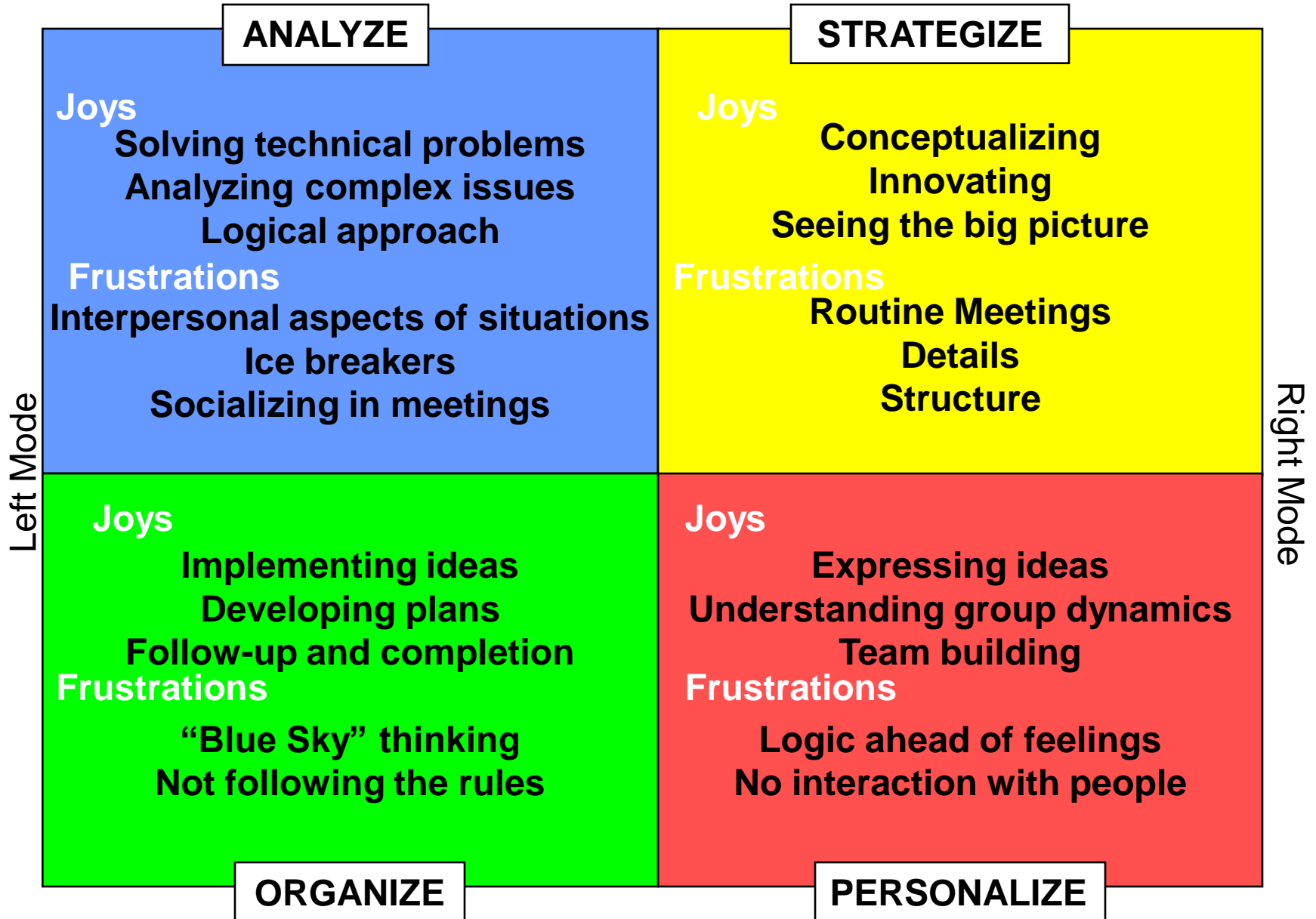
**analytical
rational
realistic
factual
logical
definitive**

**risk taker
creative
flexible
synthesizer
conceptual
intuitive**

**persistent
planner
organized
disciplined
detailed
practical**

**passionate
cooperative
empathetic
expressive
harmonizing
responsive**

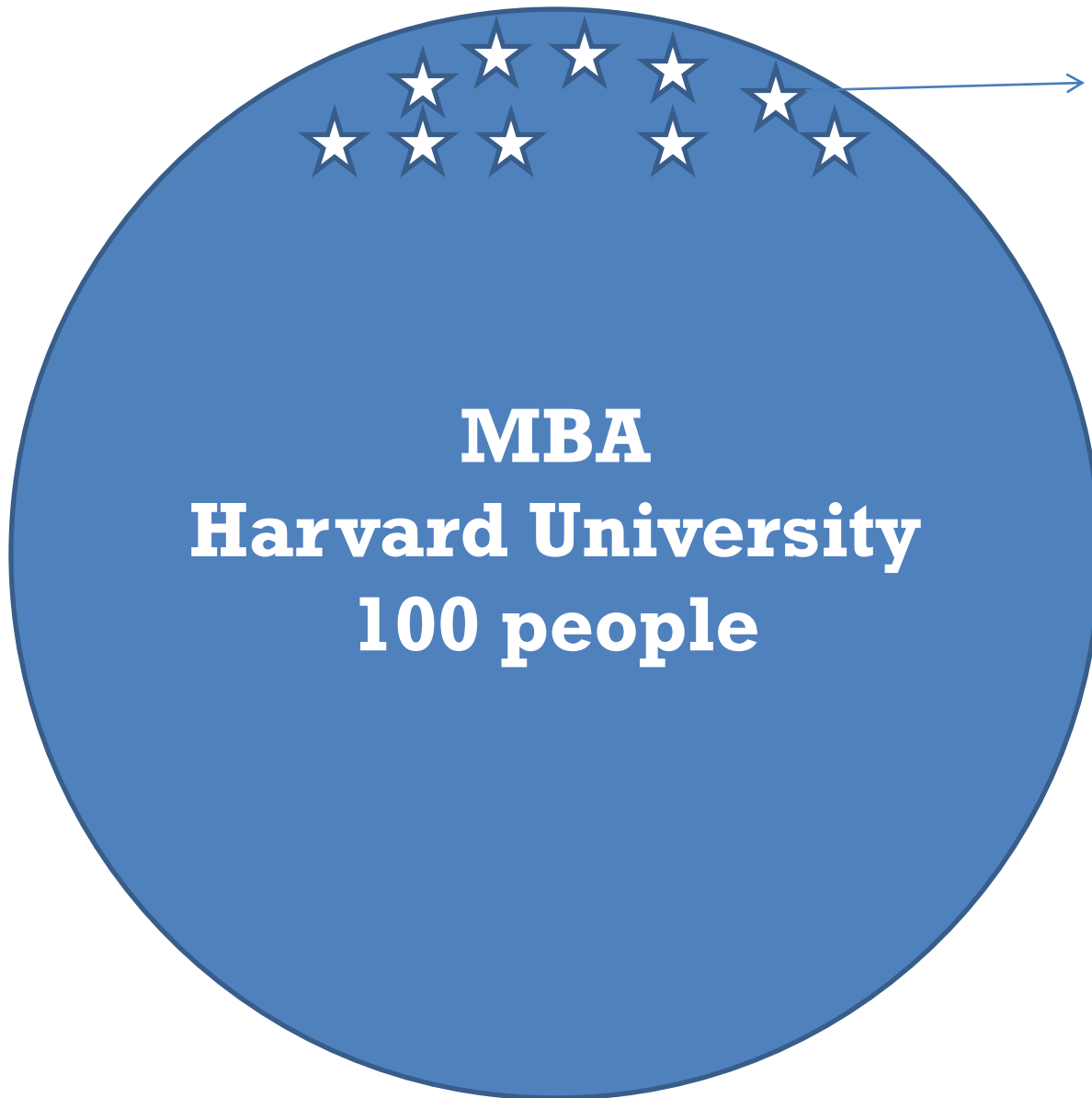
Cerebral Mode (abstract & intellectual thought)



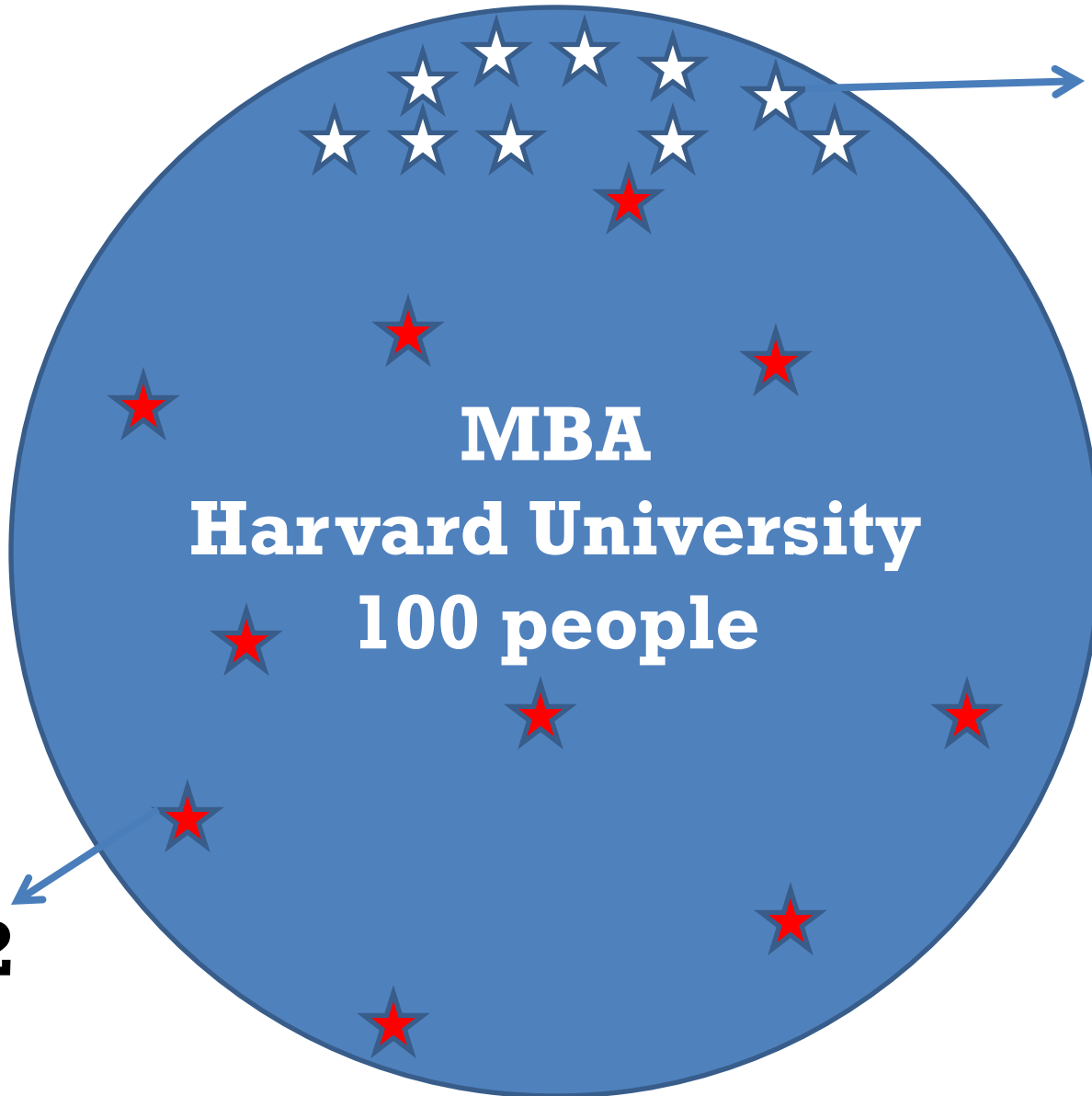
Limbic Mode (concrete and emotional processing)



MBA
Harvard University
100 people



team #1



team #1

team #2

**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!



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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