

APA

EMERGING LEADERS

IN PSYCHOLOGY ACADEMY

| APA.ORG/EMERGING-LEADERS

Making and Taking Space for Diverse Leaders

Dr. Erlanger “Earl” Turner
Turner Psychological & Consulting Services, LLC

April 9, 2019 [air date]



Legal Notes

- There is no content here which presents a conflict of interest nor in which I have any financial investment.
- The content of this module is the intellectual property of the presenter(s), except if noted otherwise.
- This module is a part of the APA Emerging Leaders in Psychology Academy © 2019, American Psychological Association. No parts may be reproduced, stored, transmitted or otherwise without express permission of APA and the presenter(s).

Agenda & Objectives

- In this module, participants will:
 - Describe the role that diversity and inclusion have in the workplace and decision-making process.
 - Describe at least one challenge and opportunity that often accompanies being a leader of a minority group.

Core Questions

- This module will answer:
 - Why is diversity and inclusion important for emerging leaders?
 - What challenges and opportunities come with being a leader as a member of one or more minority groups?
 - What are the tenets of being an effective leader across diverse groups?

The Importance of Diversity and Inclusion

- Organizations are paying increased attention to diversity.



Photo credit: iStockphoto

Poll

- Question: What is the percentage of increase in performance as a result of diversity?
 - A. 10%
 - B. 33%
 - C. 55%

Live viewers: Submit your answer now. We'll share results in a moment.

Diversity by the numbers



Ethnically diverse
33% better performance



Best workplaces for diversity
24% higher revenue growth

Janet Stovall (TED talk)

The Importance of Diversity and Inclusion

- Your role is to cultivate diversity and inclusion with your organization.
 - Identify how it enhances the mission
 - Identify clear measurable outcomes



**We're projected to be
a minority majority
country by 2045.**

Poll

- Question: Does diversity equal inclusion?
 - A. Yes
 - B. Unsure
 - C. No

Live viewers: Submit your answer now. We'll share results in a moment.

Terminology is important!

- Some organizations view diversity as a replacement for inclusiveness.
- **Diversity** = having representation
- **Inclusion** = valuing diversity and celebrating those contributions

Challenges as a diverse leader

- Not trusting your instinct
- Resistance to change
- Organizations' developmental stage



Opportunities as a diverse leader

- Many organizations are behind
- You have a unique skill set
 - Expertise
 - Lived experience

Model of Multicultural Organizational Development (Holvino, 1998)


Monocultural		Transitional		Multicultural	
Exclusionary	Passive Club	Compliance	Positive Action	Redefining	Multicultural
Actively excludes in its mission and practices those who are not members of the dominant group.	Actively or passively excludes those who are not members of the dominant group. Includes other members only if they “fit.”	Passively committed to including others without making major changes. Includes only a few members of other groups.	Committed to making a special effort to include others, especially those in designated target groups. Tolerates the differences that those others bring.	Actively works to expand its definition of inclusion and diversity. Tries to examine and change practices that may act as barriers to members of non-dominant groups.	Actively includes a diversity of groups, styles, and perspectives. Continuously learns and acts to make the systemic changes required to value and include all kinds of people.
Values the dominant perspective of one group, culture, or style.		Seeks to integrate others into systems created under dominant norms.		Values and integrates the perspectives of diverse identities, cultures, styles, and groups into the organization’s work and systems.	

SOURCE: Holvino (1998). Used with permission.

Model of Multicultural Organizational Development (Holvino, 1998)

Monocultural		Transitional		Multicultural	
Exclusionary	Passive Club	Compliance	Positive Action	Redefining	Multicultural
Actively excludes in its mission and practices those who are not members of the dominant group.	Actively or passively excludes those who are not members of the dominant group. Includes other members only if they “fit.”	Passively committed to including others without making major changes. Includes only a few members of other groups.	Committed to making a special effort to include others, especially those in designated target groups. Tolerates the differences that those others bring.	Actively works to expand its definition of inclusion and diversity. Tries to examine and change practices that may act as barriers to members of non-dominant groups.	Actively includes a diversity of groups, styles, and perspectives. Continuously learns and acts to make the systemic changes required to value and include all kinds of people.
Values the dominant perspective of one group, culture, or style.		Seeks to integrate others into systems created under dominant norms.		Values and integrates the perspectives of diverse identities, cultures, styles, and groups into the organization’s work and systems.	

Most difficult organization



SOURCE: Holvino (1998). Used with permission.

4 Principles of Effective Leadership

- Purpose
- Interpersonal Communication
- Conflict Management
- Growth



Photo credit: iStockphoto

Diversity and inclusion initiatives must address structural, cultural, and behavioral change (Holvino et al., 2004).

Diversity & Inclusion Vision Worksheet

Instructions: Use this worksheet to identify initiatives and priorities to enhance diversity and inclusion.

What is your initiative?	
How is this initiative addressing diversity and inclusion?	
How does this apply to the organizations mission, goals, or strategic plan?	
Identify the steps to implement your initiative:	
Identify how outcomes will be evaluated:	

My Journey



Photo credit: Erlanger Turner

Resources and References

- TED Talk
 - How to get serious about diversity and inclusion in the workplace (Janet Stovall) <https://bit.ly/2RtfsaJ>
- Ferdman, B. M. (2017). Paradoxes of inclusion: Understanding and managing the tensions of diversity and multiculturalism. *The Journal of Applied Behavioral Science*, 53(2), 235-263.
- Holvino, E., Ferdman, B. M., & Merrill-Sands, D. (2004). Creating and sustaining diversity and inclusion in organizations: Strategies and approaches. In M. S. Stockdale & F. J. Crosby (Eds.), *The psychology and management of workplace diversity* (pp. 245-276). Malden, MA: Blackwell Publishing.

Practice Today's Lessons

- Take a look at the Diversity & Inclusion Vision worksheet
- Think about a diversity initiative that you want to address.
- This worksheet will help you think through the process.

Diversity & Inclusion Vision Worksheet

Instructions: Use this worksheet to identify initiatives and priorities to enhance diversity and inclusion.

What is your initiative?	
How is this initiative addressing diversity and inclusion?	
How does this apply to the organizations mission, goals, or strategic plan?	
Identify the steps to implement your initiative:	
Identify how outcomes will be evaluated:	

Questions & Answers

We will answer a handful of questions today. Some additional questions will be responded to and placed in your Slack Learning Community.

Stay Tuned

Next session: 4/23 at 4:00 PM ET

Title: Leadership in the Field and in Your Backyard

Faculty: Nicholas Grant, PhD

A solid green horizontal bar spanning the width of the slide at the bottom.