Building Bridges Beyond Biases

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Confer Consulting and Communications, LLC
Global Workforce Development
English and Spanish
Strategies and
Soft-Skills Services
that Stick.
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Two million employees leave their jobs each year because of unfairness in the workplace, costing employers $64 billion a year in hiring costs.

Approximately **63 million** Americans — 25% of the adult population — volunteer their time, talents, and energy to making a difference. The 2016 national value of volunteer time is $24.14 per hour. In other words, Americans contribute $193 billion of their time to our communities.

Training that Creates Separation

Dividing people into categories can solidify attitudes instead of changing them.

Treat Each Person as an Individual

Fundamental Attribution Error

Subtle Stereotyping

High **Competence**, Low **Warmth** 	High **Competence**, High **Warmth**
Low **Competence**, Low **Warmth** 	Low **Competence**, High **Warmth**

Virtually Imperceptible Inequities

Micro-Inequities: Small, subconscious behaviors that, when repeated, cause the recipient to feel devalued.

Examples of Micro-Inequities:

- Giving more frequent feedback to one employee
- Eating lunch with the same people
- Habitual seating arrangements in a meeting

Framework for Organizational Inclusion

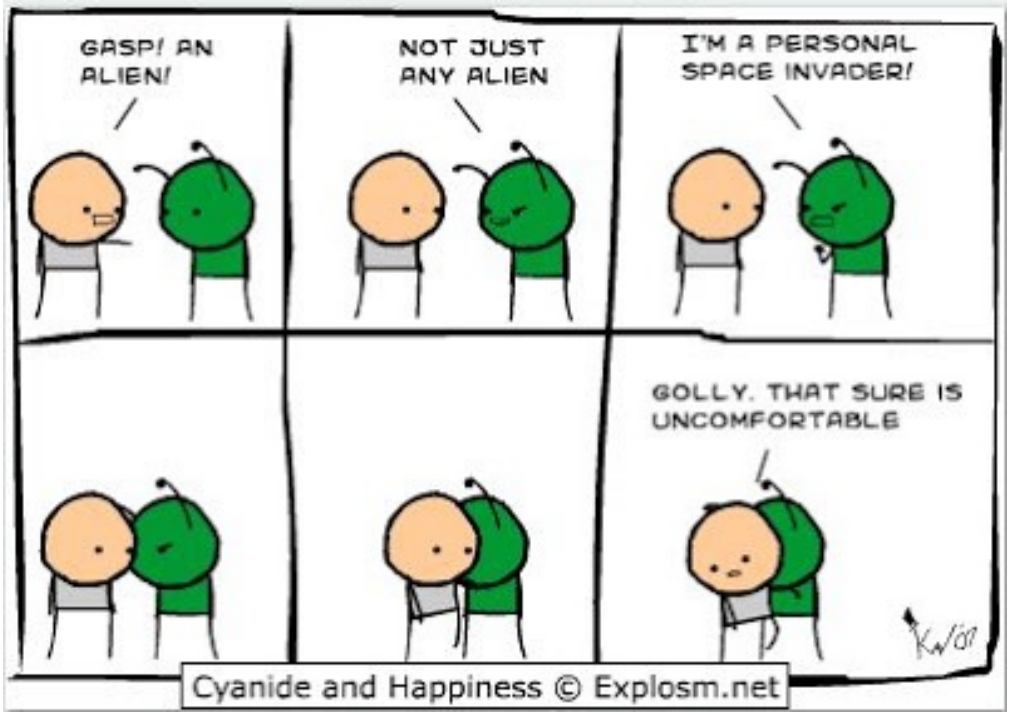
- Desire to seek diverse perspectives.
- Capitalize on everyone's skills.
- Establish a buddy system.
- Challenge the status quo.
- Foster flexibility and learning.
- Admit mistakes and weaknesses.

Preferences: Personal Space

America

Japan

Middle East



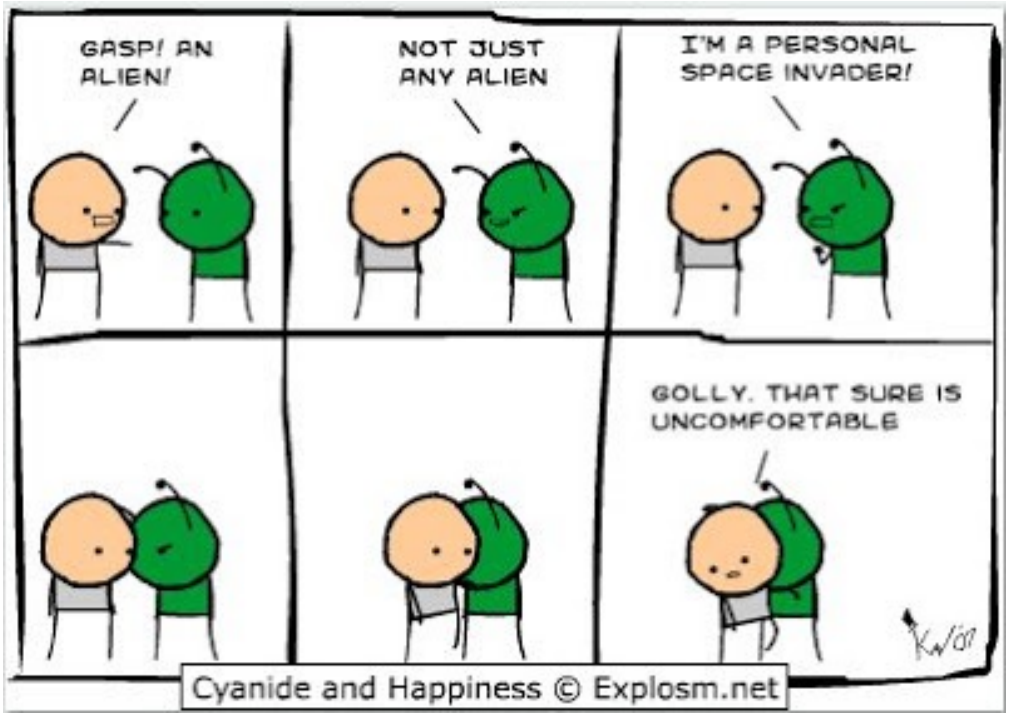
Preferences: Personal Space

America: 2 – 3 feet

(arm's length)

Japan: 3 – 6 feet

Middle East: very close!



Preferences: Smiling

Americans

Asians

Germans

Middle Easterners

Preferences: Smiling

Americans: Friendliness & welcome

Asians: Embarrassment, confusion, discomfort

Germans: Reserved for friends & family

Middle Easterners: Flirting

New in 2020*: Smeyes (smile with your eyes)*

Preferences: Gestures

Americans

Japan

France

Preferences: Gestures

Americans: Encircled finger & thumb means O.K.

Japan: Encircled finger & thumb means money or coins

France: Encircled finger & thumb means worthless

Fostering Inclusion

Employee Behaviors:

- Adapt to different working styles.
- Communicate respectfully.
- Treat every person as a unique individual.
- Include and encourage participation by all.

We Are All Hardwired to Identify Threats!

Fostering Inclusion

Manager Behaviors:

- Make fair HR decisions.
- Coach and mentor those struggling to engage with others appropriately.
- Manage employees individually.
- Make decisions based on skills and abilities, not age, gender, culture, etc.

Communicating with Respect

- Listen carefully.
- Adjust your style to match the other person.
- Consider your words: they should be true, necessary, and helpful.
- Never insult others.

Productive Conflict Resolution

- Acknowledge diversity-related issues and commit to understanding one another.
- Discuss the issue.
- Act in good faith.
- Share your observations with an attitude of openness and curiosity.
- Separate substantive issues from “style” differences.

Productive Conflict Resolution (cont.)

- Decide how to approach the resolution process.
- Consider possible causes.
- Identify needs of each side.
- Consider “achieving disagreement.”

Be Part of the Solution

- Don’t look to be offended.
- Respond with grace while setting the record straight.
- Speak up!
- Treat others with respect.
- Set boundaries.

Confront Negative Behavior Respectfully

How to Give Feedback:

- Approach directly.
- Keep it simple.
- Use “I” statements.
- Describe the behavior you want.
- Check for understanding.

Confront Negative Behavior Respectfully (cont.)

How to Receive Feedback:

- Be open and non-defensive.
- Ask for examples.
- Accept their perceptions.
- Summarize what they've said.
- Commit to engaging in the requested behavior.

Seek Personal Growth

- Be open to unexpected or unplanned opportunities.
- Be open to taking risks.
- Ask for opportunities.
- Seek a mentor; be a mentor.

Pick up
a
Brick
Build
A
Bridge

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