



ReachOut e-Diversity News

An Electronic Publication of the Ohio Developmental Disabilities Council

Welcome Back! New This Month:

1. Authentic Leadership
2. Training vs Learning
3. CEO Action
4. New Ways to Measure

August 2018 Edition | Volume 12 Issue 4

Read, Pass on to Friends,
Family Members, Colleagues
& Constituents



Don't
Miss an
Issue!

It is the policy of the Ohio Developmental Disabilities Council to use person-first language in items written by staff. Items reprinted or quoted exactly as they originally appear may not reflect this policy.

This month we challenge you to make a shift in your thinking.

Welcome! This is your August 2018 edition of Reach Out e-Diversity Newsletter!



Building a diverse and inclusive organization requires focus on four key areas: leadership, training, collaboration, and measurement. This month's newsletter challenges you to make a shift in your thinking.



Join ODDC Council in shifting!



Clear your mind
Suspend your judgements
Be open to something new

**You Don't Just Need One Leadership Voice
— You Need Many**

A Diverse and Inclusive Organization Requires an Authentic Leader

Research findings suggest that if you want to create a more diverse and inclusive organization, you will need to become a more authentic leader. According to Hopinkah Hannan (2016), executives who cultivate the characteristics of an authentic and transformational leader will see a correlation to their organization's diversity and overall inclusiveness.



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Learning vs Training: Is there any difference?

There is definitely a difference between learning and training. Recognizing the difference is integral to selecting an appropriate strategy that will facilitate building a diverse and inclusive organization.



Should your organization invest in training or learning?

Training takes a top-down approach where the trainee is usually passive, while learning means gaining knowledge and developing personal skills from the bottom up.

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LEADERS TAKE ACTION FOR DIVERSITY & INCLUSION

It's All About Collaboration!

Leaders of some of America's largest corporations and leaders of some non-profit organizations have come together and renewed their commitment to diversity and inclusion by signing a pledge that commits them

to a set of actions they will take to cultivate a trusting environment where all ideas are welcomed and employees feel comfortable and empowered to discuss diversity and inclusion, and where best known and unsuccessful actions can be shared across organizations.

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How Can You Measure Diversity and Inclusion Results? Millennials Have An Idea

To determine the extent of diversity within your organization, does your organization count people? Are people counted in cultural groups to which they identify? While these numbers are beneficial, they only tell part of the story. According to Anna Johansson (2017), Millennials have begun to identify some problems with conventional measurements.

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You Don't Just Need One Leadership Voice — You Need Many

A Diverse and Inclusive Organization Requires an Authentic Leader

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Additionally, Amy Jen Su, co-author of *Own the Room: Discover Your Signature Voice to Master Your Leadership Presence*, suggests that leaders who discover and develop their leader voice in different situations will find that one voice doesn't fit all. When leaders develop their voices of character, context, clarity, curiosity, and connection, they inspire the confidence of others around them in a more authentic and impactful way. In this article, leadership characteristics and voices are connected to create an authentic leader of a diverse and inclusive organization.



Leader characteristic.
Model relational transparency, including clarity around personal values and morals and respect for the values and morals of others when making decisions and taking action.

Leader voice of
Carity. The same personal value has different meanings in different cultures. Use this voice to ask questions that will facilitate understanding others' values and the behaviors expected that demonstrate respect.

LEADER'S VOICE

Leader characteristic. Have a clear moral perspective and be willing to take action to advance what is right, especially concerning equity and fairness, and ethical responsibility.

Leader voice of character. This is the part of the leader's voice that is constant and consistent. It is grounded in fundamental principles about whom the leader chooses to be and what guides and motivates interactions with others.

Leader characteristic. Inspire and motivate others through the communication of a compelling vision that pushes others toward significant goals.

Leader voice of context. This voice holds the big picture in view and finds ways to express and communicate that bigger picture to others.



Leader characteristic. Take risks, challenge old assumptions, and is creative in developing solutions while also encouraging others to do the same.

Leader voice of curiosity. This voice engages others in discovery, stepping out of their comfort zone, seeking new ways of doing things. At the same time, this voice offers reassurance, praise, and support.

Leader voice of connectivity. This voice ensures the leader stays in touch with the individuals who are around

Discovering and developing leader characteristics and voices takes time. The key is to stay open and use each situation as an opportunity to learn and grow. Be yourself. Everyone else is taken. - Oscar Wilde



Become More Authentic in Your Leadership

Select 1 leadership characteristic and voice to develop

Post on one of ODDC's social media platforms your new actions and any new results you achieve



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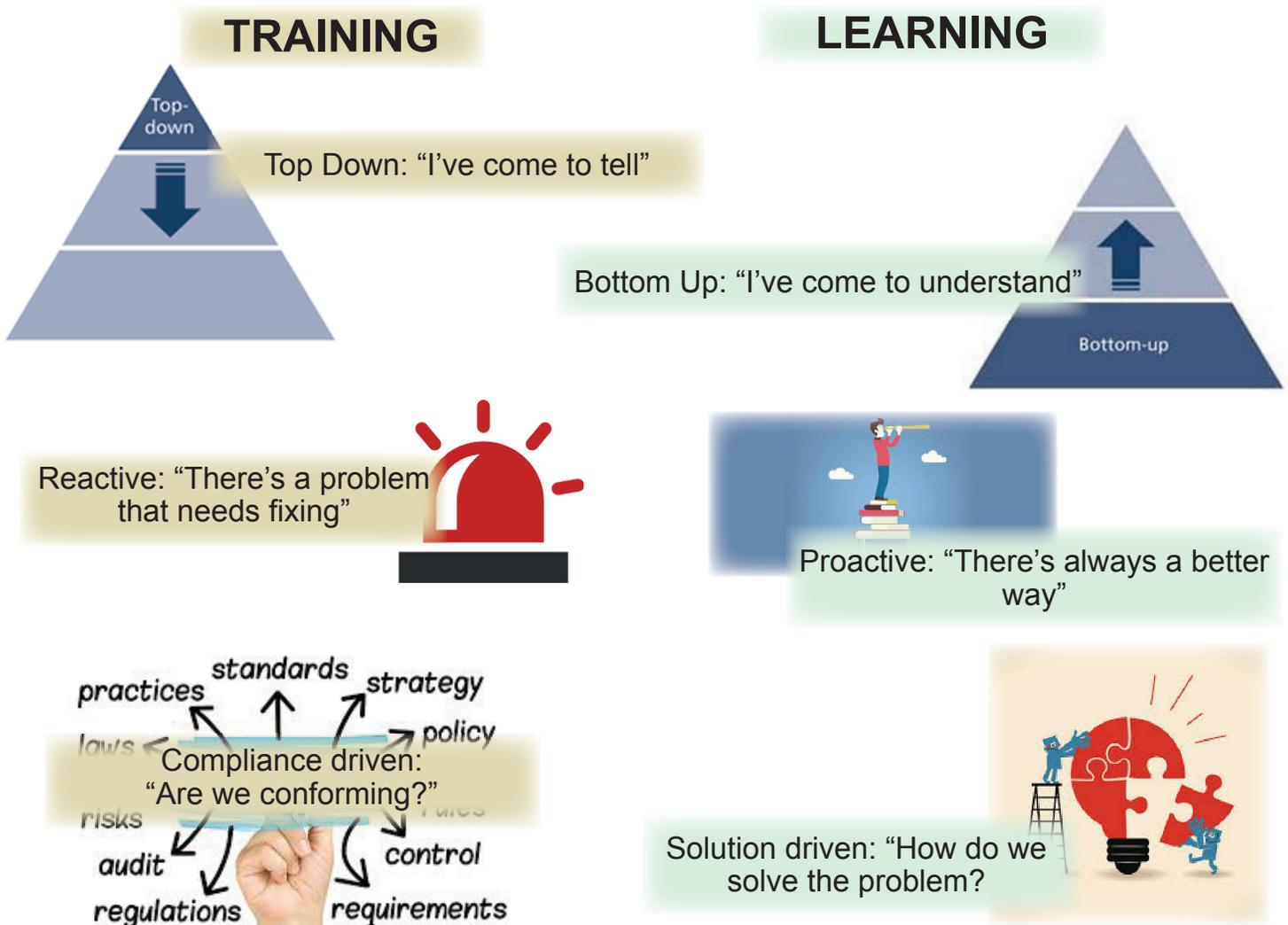
Learning vs Training: Is there any difference?

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Training takes a top-down approach where the trainee is usually passive, while learning means gaining knowledge and developing personal skills from the bottom up.



Focus on intent: "Why is this important?"



Focus on impact: "What results will be achieved?"



Divisive: "Who needs it?"



Inclusive: "Everyone benefits"

Why Differences Matter?

Training can raise diversity resistance and charges of political correctness. **Learning** facts and developing skills doesn't question personal beliefs or political viewpoints.

Training can be divisive by implying that majority group members need the training, but the training only benefits minority group members.

Learning is inclusive: everyone can develop skills for personal engagement with diversity that serves everyone's career and makes a more inclusive and innovative workplace.



- Does your organization have a learning culture?
- For each of the 5 key differences, what does your organization need to do or reinforce to move from training to learning?



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CEO **ACT!ON** FOR DIVERSITY & INCLUSION

This group has become **The CEO Action for Diversity & Inclusion™** the largest CEO-driven business commitment to advance diversity and inclusion within the workplace. More than 450 CEOs and presidents of America's leading businesses, academic institutions and nonprofits representing 12 million employees have joined the group and committed to the following three initial goals.

- 1. We will continue to make our workplaces trusting places to have complex, and sometimes difficult, conversations about diversity and inclusion:** We will create and maintain environments, platforms, and forums where our people feel comfortable reaching out to their colleagues to gain greater awareness of each other's experiences and perspectives. By encouraging an ongoing dialogue and not tolerating any incongruence with these values of openness, we are building trust, encouraging compassion and open-mindedness, and reinforcing our commitment to a culture of inclusivity.
- 2. We will implement and expand unconscious bias education:** Experts tell us that we all have unconscious biases -- that is human nature. Unconscious bias education enables individuals to begin recognizing, acknowledging, and therefore minimizing any potential blind spots he or she might have, but wasn't aware of previously. We will commit to rolling out and/or expanding unconscious bias education within our companies in the form that best fits our specific culture and business. By helping our employees recognize and minimize their blind spots, we aim to facilitate more open and honest



conversations. Additionally, we will make non-proprietary unconscious bias education modules available to others free of charge.

- 3. **We will share best—and unsuccessful—practices:** Each of our companies has established programs and initiatives around diversity and inclusion. Yet, we know that many companies are still developing their strategies. We will commit to helping other companies evolve and enhance their current diversity strategies and encourage them, in turn, to share their successes and challenges with others.



The leaders have also pledged to create accountability systems within their companies to track progress and to share regular updates with each other in order to catalog effective programs and measurement practices.

“We’re seeing unconscious bias education become an increasingly critical tool for diversity and inclusion strategies, but not all companies are equally equipped to roll out the training,” said Tim Ryan, US Chairman and Senior Partner of PwC and chair of the steering committee for the CEO Action for Diversity & Inclusion™. “As a lead signatory, PwC is investing \$10 million over the next twelve months to create the Check Your Blind Spots

Spots mobile tour and help organizations build the inclusive environment employees are not only asking for but deserve.”

Launching in the fall of 2018, CEO Action’s Check Your Blind Spots mobile tour will make 100 stops across the country delivering interactive sessions, educational materials and creating space for participants to reflect on real-world experiences and how unconscious biases can impact business. The tour will also include pop-up events with musical artists, celebrities and business leaders who are personally committed to advancing inclusion. Exploring topics people are grappling with such as race, bias, and harassment through intimate dialogues, the pop-up events hope to fuel social awareness and further motivate action around diversity and inclusion in business and society. The tour will kick off in Chicago and make stops in ***cities in Ohio***, Texas and Georgia. The tour stop list will be released in July.



LEARN MORE: at CEOAction.com
Will your organization join the collaboration?



WATCH VIDEO:
Check out Blind Spots Mobile Tour



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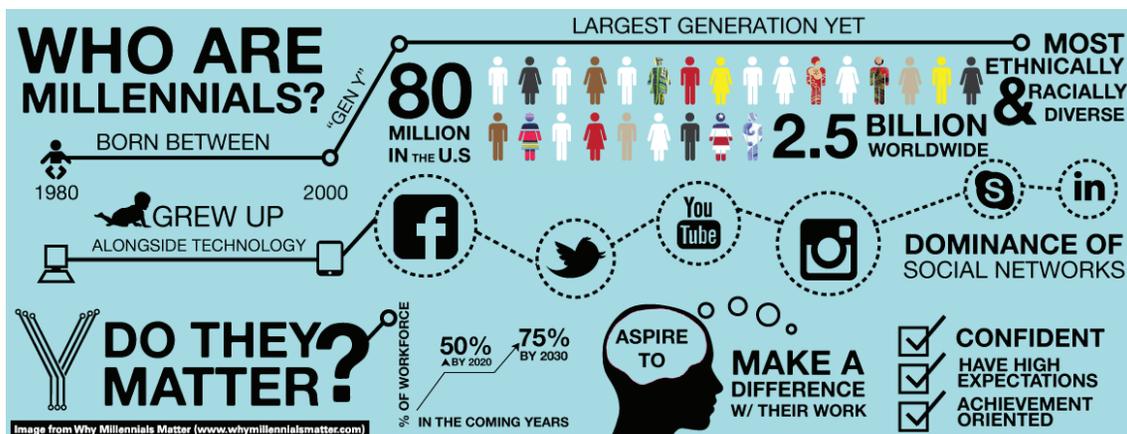
How Can You Measure Diversity and Inclusion Results?

Millennials Have An Idea



To determine the extent of diversity within your organization, does your organization count people? Are people counted in cultural groups to which they identify? While these numbers are beneficial, they only tell part of the story. According to Anna Johansson (2017), Millennials have begun to identify some problems with conventional measurements. These include:

- **Quotas are hard to fill.** Many companies in the tech sector, have indicated that there is a “pipeline problem”; they assert that applicants are overwhelmingly white and male, so they can’t hire as many women and minority groups as would be required to create a fully representational workforce. This issue is not unique to the tech sector. While some see this as an excuse, there isn’t much organizations can do to immediately resolve the issue. Resolution requires a long-term strategy; scrambling to fill unrealistic quotas won’t result in achieving the desired results.
- **Numbers don’t give the full story.** Millennials believe that measurement should extend beyond equality, fairness, and filling quotas to include focus on business impact, thoughts, opinions, and a culture connection. Even if you have a handful of board members representing diverse cultural groups, it means nothing if they are not taken as seriously as the rest of the team. For example, how are their ideas considered when presented within the organization?



So if conventional measurements aren't the best way to approach determining Diversity and Inclusion results, how do Millennials suggest we proceed?

- **Measure participation in key decision making processes.** Collecting information about “who” is involved and “when” in key decisions will give insight regarding how the organization is ensuring diverse voices are actively engaged in a meaningful and timely manner.
- **Focus measurement at the individual-level.** Obtaining feedback from all employees regularly about how they are engaging with other cultures in the organization directs measurement at the individual-level. As a result, everyone is expected to be engaged in the diversity and inclusion work. It prevents the organization from abdicating the responsibility of diversity and inclusion solely to a specific person, department, or program.



- **Examine innovation and diverse teams.** Tracking how new ideas and processes evolve will provide valuable information about the impact diverse teams can have on organizational growth.
- **Focus on both the short and long-term.** Consider collecting information that ensures when results are achieved and how they are sustained. For example, a new hire goal may be reached but within a period of time some of the new hires may leave the organization and the voices that once

were contributing to the organization are no longer doing so.

- **Measure impact of partnerships.** Collecting data beyond the number and types of diverse partners will facilitate understanding how diverse partnerships can be utilized to facilitate marketplace and community impact.



Develop a Measurement Strategy

What conventional measures will your organization release?

What new measures will you put into place?



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