



Diversity & Supervision: What You Need to Know

End Abuse Long Beach

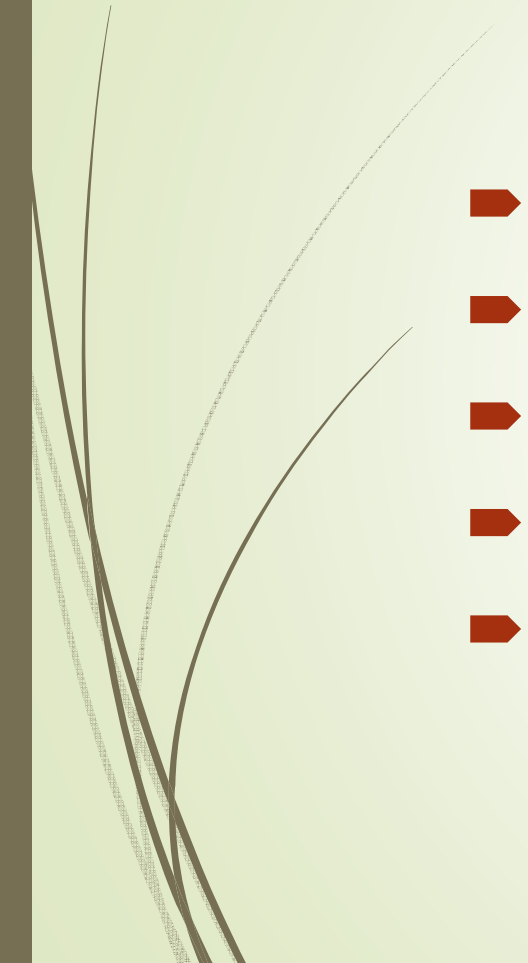
October 10, 2019

Presenter: Dominique Quevedo, MSW, JD

The Legal Aid Foundation of Los Angeles – Long Beach Community Office

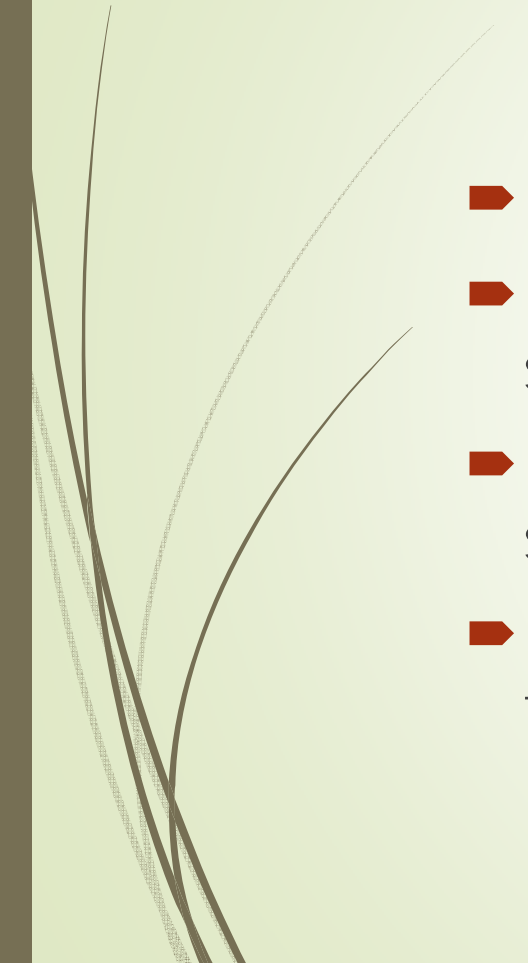


AGENDA

- Introduction
 - Concepts
 - Implicit Bias
 - Diversity Communication Model
 - Final Thoughts
- 



Session Goals

- Become more knowledgeable about diversity
 - Understand the critical role supervisors play in supporting diversity initiatives
 - Examine supervisory behaviors that hinder and support staff development and retention
 - Learn and practice communication tools that foster trust and mutual respect
- 



Concepts

Definition of Diversity

- ▶ Mosaic of people who bring a variety of backgrounds, styles, perspectives, values and beliefs as assets to the groups and organizations with which they interact.



Types of Diversity

National origin

Race

Ethnicity

Gender

Age

Physical
abilities

Sexual
orientation

Economic
status

Education/Profession

Religion

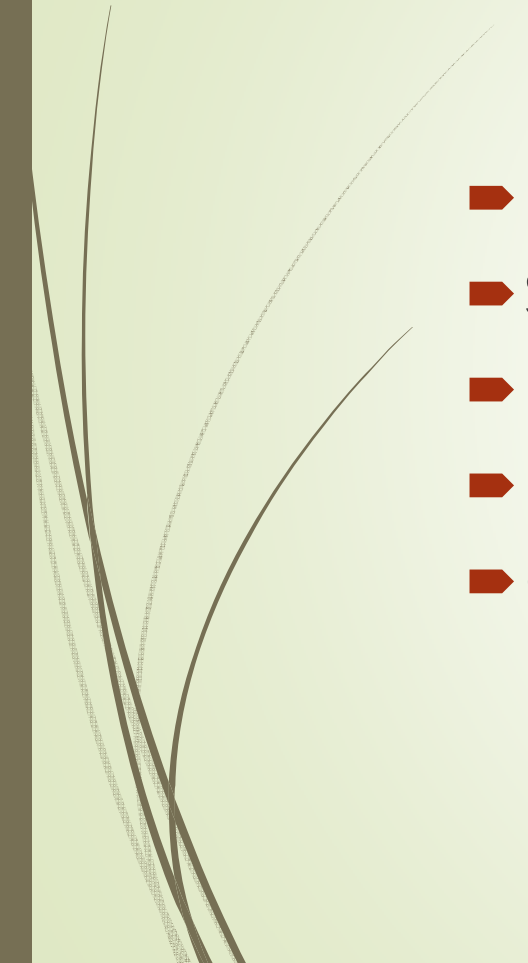
Organizational
affiliation


Immigration
status

Language

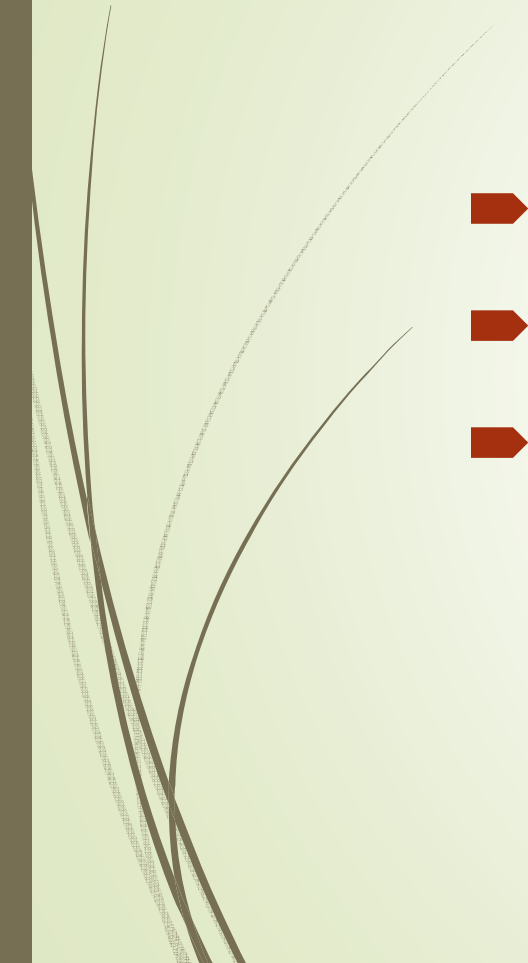


Why Diversity?

- Beyond a moral, legal, political commitment
 - Smarter decision-making
 - More productive
 - Better able to withstand changing environment
 - Groups make better decisions than individuals
- 

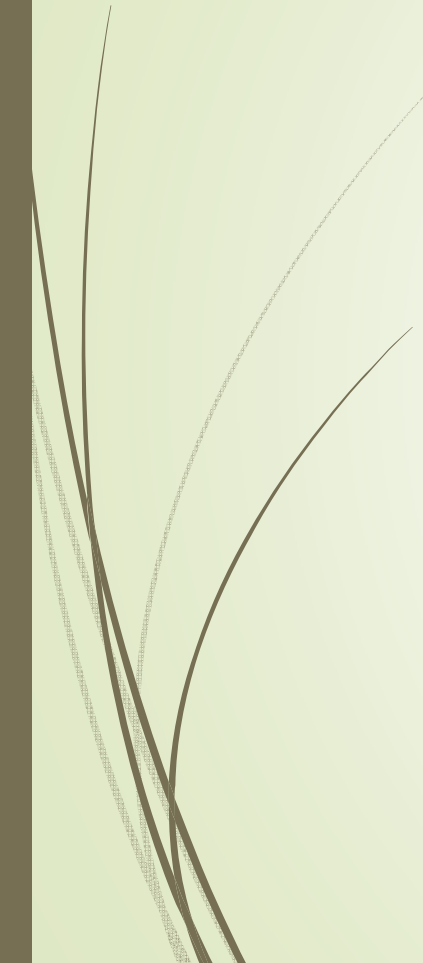


Diversity, Inclusion & Belonging

- Diversity
 - Inclusion
 - Belonging
 - Use of storytelling
- 

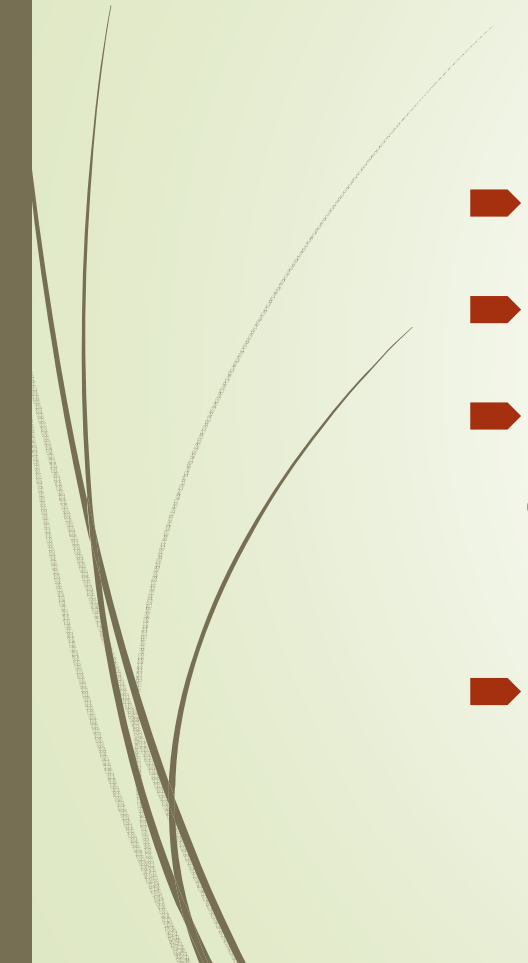


Cultural Competence & The Shift Toward Cultural Humility

- Cultural Competence:
 - Skills, attitudes and knowledge that allow persons, organizations and systems to work respectfully and effectively with diverse racial, ethnic and social groups.
- 

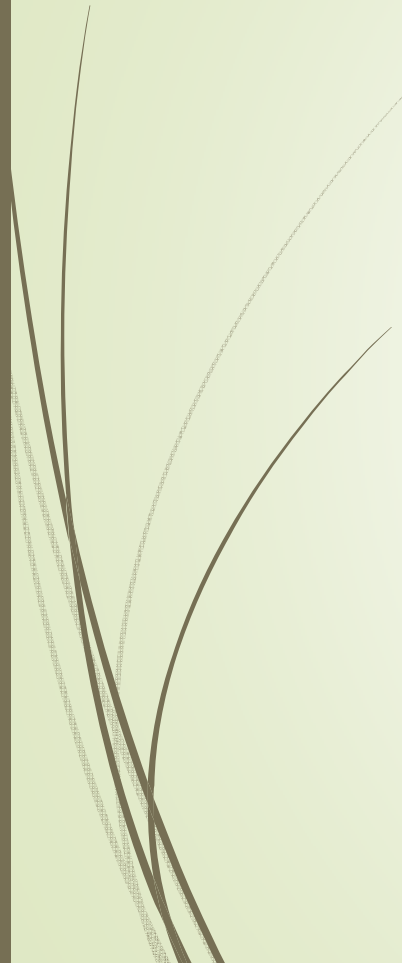


Cultural Humility

- ▶ Learning about culture is not mastered
 - ▶ Cultural humility is a dynamic process
 - ▶ Do not assume you know everything or even anything about another's culture until you learn it from the individual
 - ▶ Learning is a lifelong process
- 



Reflections of an Organization's Cultural Humility

- Diversity of staff
 - Recruitment policies
 - Retention rates
 - Advancement
 - Organizational policies that are reflective of a diverse staff
 - Address issues that diverse employees may face
- 



Cultural Humility: Organizational Policies that Promote Diversity

- ▶ Non-discrimination policy
- ▶ Targeted outreach/marketing
- ▶ Inclusive treatment of clients
- ▶ Diversity as part of strategic plan
- ▶ Diverse staff, board and volunteer with equal benefits
- ▶ Intentional/aware hiring practices
- ▶ Diversity training
- ▶ Involvement in diverse communities



Implicit Bias



Implicit Bias

- ▶ Write down your guesses:
 - ▶ Race/ethnicity?
 - ▶ Place of birth?
 - ▶ Religious/belief system?
 - ▶ Family composition?
 - ▶ Interests/hobbies?
 - ▶ Extrovert/introvert?
 - ▶ Big-picture or detail-oriented?
 - ▶ Plan everything or go-with-the-flow?
 - ▶ Morning person?
 - ▶ Prefers in-person meeting, call, or email?



Implicit Bias

Attitudes or stereotypes about people that are outside our conscious awareness and control.

- ▶ **EVERYONE HAS THEM**

- ▶ Harvard – Project Implicit <https://implicit.harvard.edu/implicit/takeatest.html>
- ▶ Activated quickly and involuntarily
- ▶ Affect our understanding, actions, and decisions
- ▶ May not align with our values
- ▶ Can be mitigated



Common Biases



Affinity Bias



Confirmation Bias



Halo Effect



Perception Bias



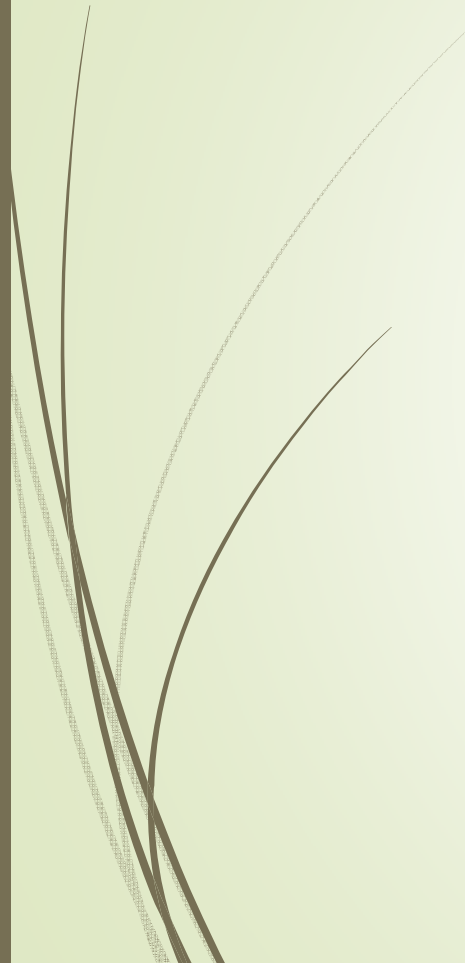
Group Think



Dunning-Kruger Effect



Strategies for De-Biasing

- Acknowledge problem exists
 - Pause and assess
 - Focus on people as individuals
 - Resolve to do something about it
 - Become accountable
- 



Diversity Communication Model



Ground Rules for Culturally Sensitive Conversations

- ▶ Approach with an open mind
 - ▶ Our thoughts/views are deeply entrenched. Really listen.
 - ▶ Try to understand without comparing your own ideas or thinking of a counter-point
 - ▶ Avoid stereotypes
 - ▶ Have the courage to become uncomfortable



How Our Behaviors Influence our Role as Supervisors

- ▶ Inclusionary Behaviors
 - ▶ Embrace different ways of doing things, being and thinking
 - ▶ Seek out opportunities for cross cultural interactions
 - ▶ Proactive in dealing with conflicts and issues of diversity
 - ▶ Focus on relationships with staff, not just tasks



How Our Behaviors Influence our Role as Supervisors

- ▶ Exclusionary Behaviors
 - ▶ Avoid difficult discussions regarding issues pertaining to diversity
 - ▶ Openly display a intolerance towards certain behaviors that may be cultural/generational
 - ▶ Minimize the needs of diverse staff members
 - ▶ Avoid certain employees (rush around, stay out of the office, close your door)



Diversity Communication Model



- Acknowledge the difficulty or wound, or need for intervention
- Acknowledge your role and responsibility
- Learn the needs and new behaviors
- Jointly create strategies for change
- Monitor the change

Some final thoughts...

- ▶ Diversity, inclusion and belonging are key to a productive, healthy team
- ▶ Great teams require psychological safety
- ▶ We must be willing to explore our own entrenched beliefs about diversity and inclusion without fear or self-judgment

