

# ***DoC Financial Management Conference***

*May 19, 2017*

*A Key to Creating a Culturally Competent  
and Inclusive Workplace Environment*

*Presented by  
Tinisha L. Agramonte*

# Key Objectives

- Explore the connection—cultural competence, employee engagement, diversity and inclusion & mission accomplishment.
- Learn how suspending judgment helps inspire diversity of thought and drives innovation.
- Examine how your identification with multiple dimensions of diversity can help you interact more authentically with coworkers, customers, and the community.



# Making the Connection—Culturally Competent, Inclusive Work Environment & Mission Accomplishment

- Resource Management professionals are responsible for:
  - financial management and accounting
  - preparation of the Department's annual consolidated financial statements
  - development and implementation of a Department-wide integrated financial system
  - promulgating financial management policy
  - compliance with financial management laws and regulations, including the Chief Financial Officers' Act, the Government Management Reform Act, the Government Performance and Results Act and the Federal Financial Management Improvement Act.

# Making the Connection—Culturally Competent, Inclusive Work Environment & Mission Accomplishment

- How do you need to be treated in order to accomplish your organization's mission/ your responsibilities?
- If you were treated that way, how would that help you accomplish the mission?



# What is Culture?

- **Culture:** The values, beliefs, norms, and practices of a particular group that are learned and shared, and that guide thinking, decisions, and actions in a patterned way.
- **Cultural Values:** A desirable or preferred way of acting or believing in something that, over time, is reinforced and sustained by the culture and ultimately governs one's actions or decisions.
- **Cultural behavior:** Is socially acquired, not genetically inherited.

## *Socialization—Who and what established your ruler???*

- All encompassing educational process through which Values, Goals, Beliefs, Attitudes, and Gender roles are acquired.
- Primary method of learning culture; That framework of shared designs for living—determines boundaries around what is right/wrong, good/bad, etc.



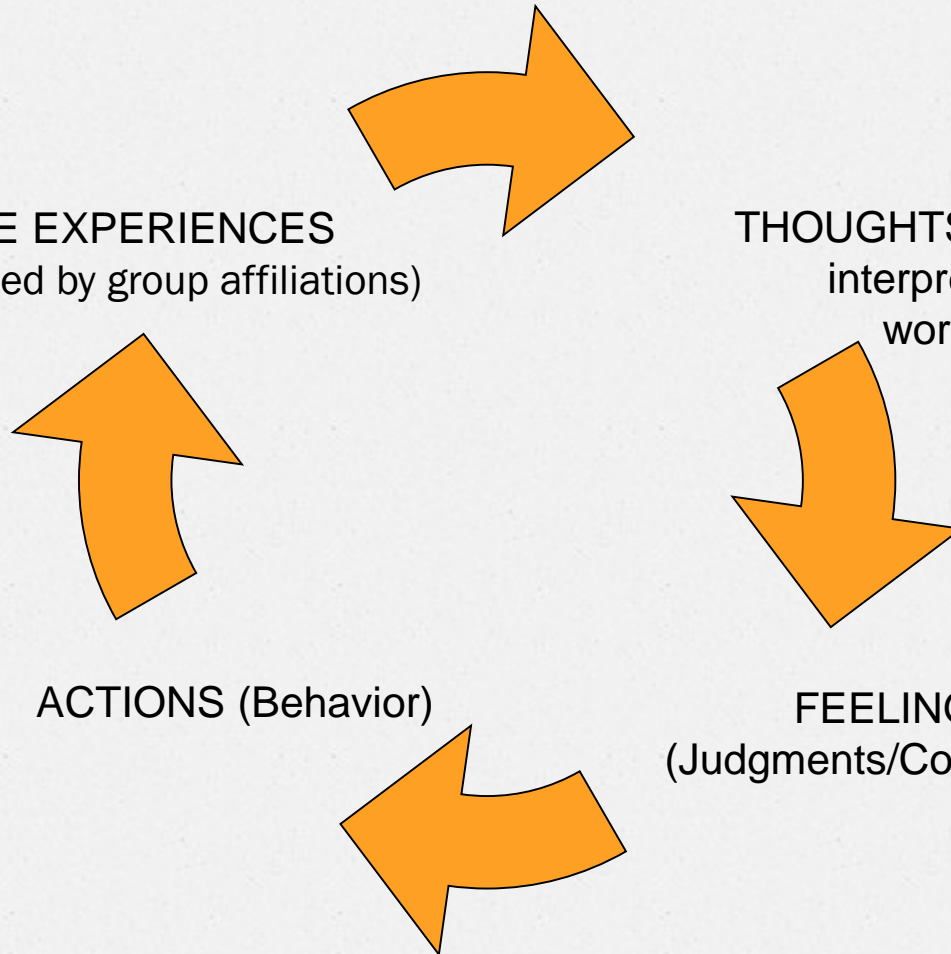
# SOCIALIZATION

LIFE EXPERIENCES  
(influenced by group affiliations)

THOUGHTS (perceptions,  
interpretations &  
worldview)

ACTIONS (Behavior)

FEELINGS  
(Judgments/Conclusions)



# Worldview... Seen Through Your Cultural Lenses

- Age
- National origin
- Race
- Sexual orientation
- Religion
- Ability/Disability
- Gender
- Education
- Work role/experience
- Personality
- Group Customs
- Media

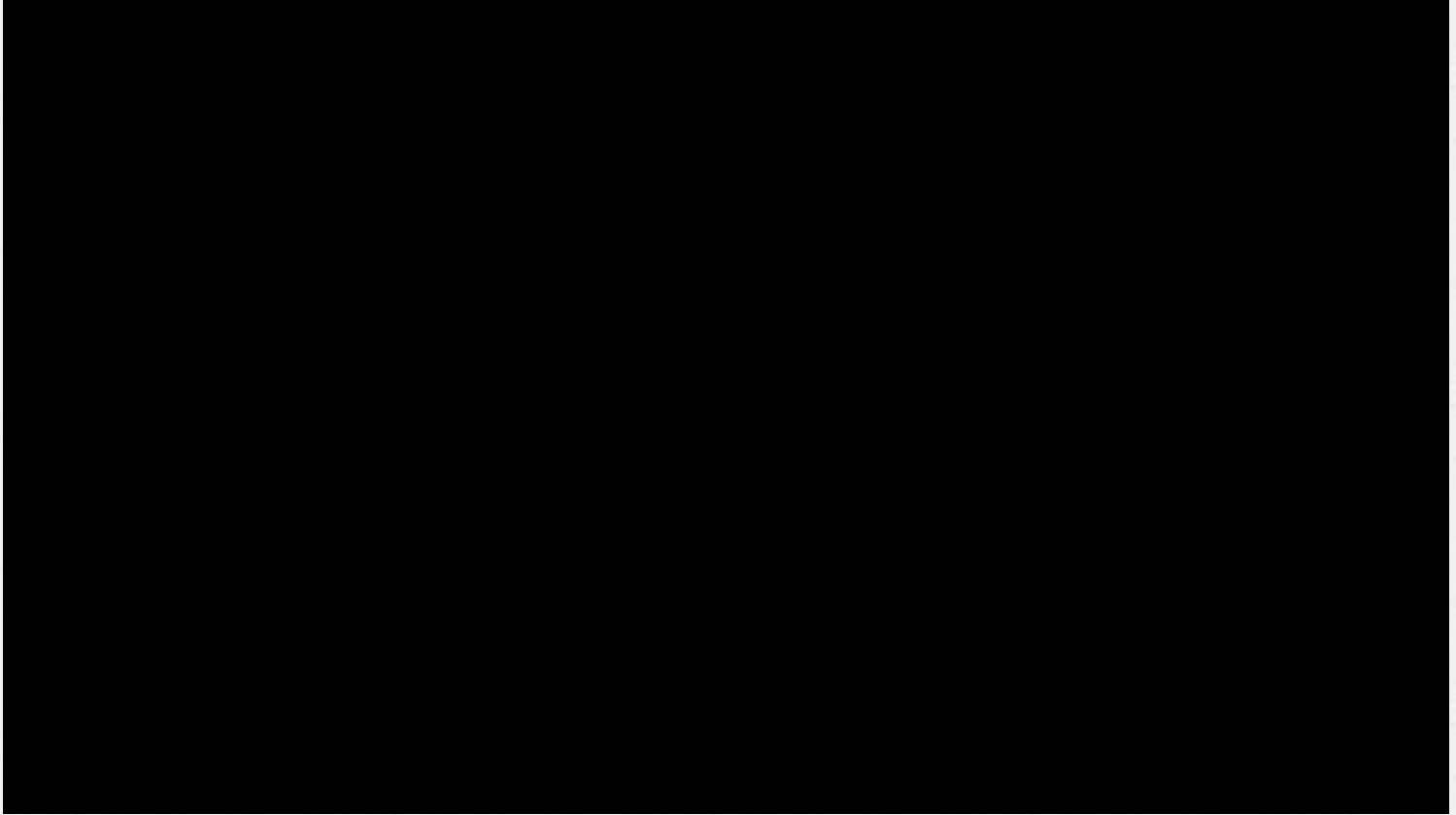


- Geographic location
- Peer influence
- Languages used
- Values
- Communication style
- Work Style
- Learning style
- Economic status
- Family situation
- Military experience
- Philosophical perspective

*Williams (2001) says we all look at the world through our own spectacles.*

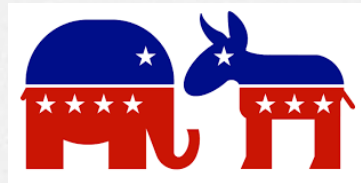
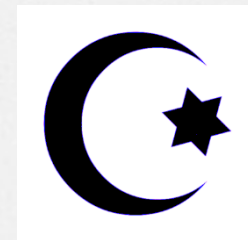
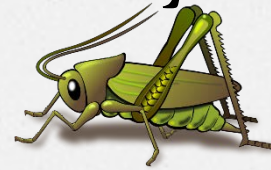
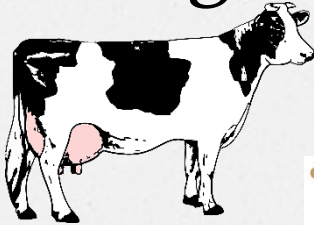


# Brain Tricks



➤ <https://www.youtube.com/watch?v=JiTz2i4VHFw>

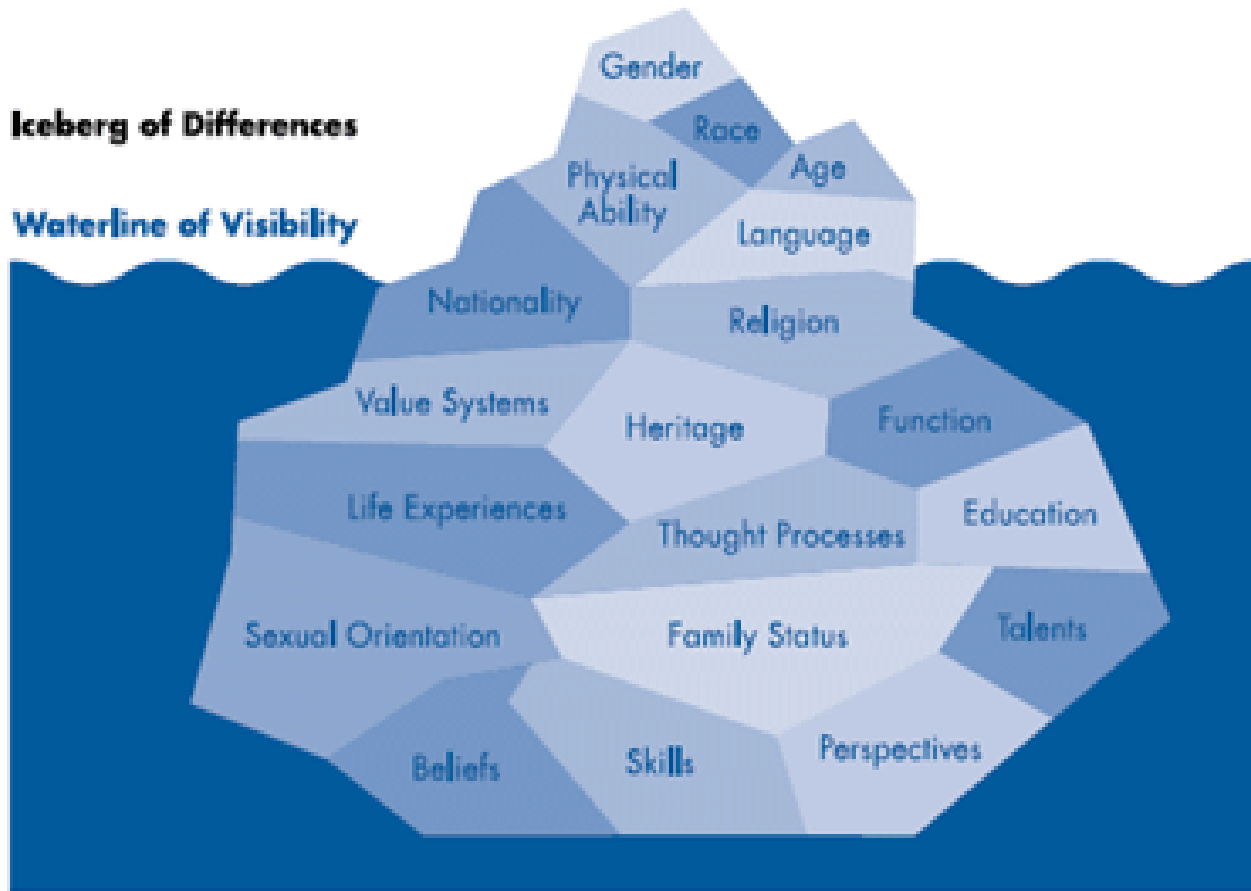
# Images that are perceived differently.





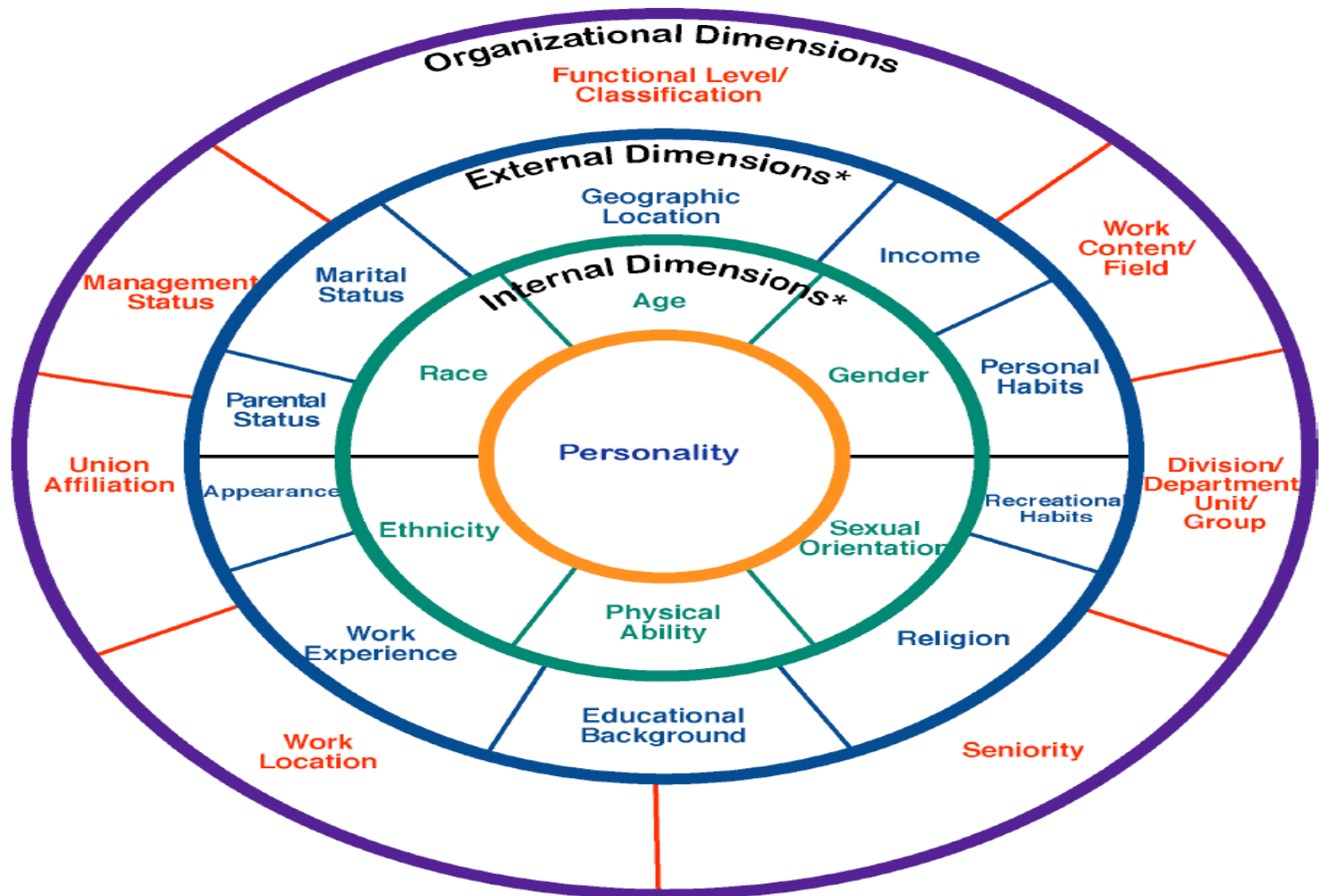
## **Iceberg of Differences**

**Waterline of Visibility**



Shell's Philosophy on Diversity

# Diversity Wheel





# *Your Story...*

- What were you taught about a group to which you belong?



- How did that shape your value/belief system?



# Unconscious Bias



- Our fundamental way of looking at and encountering the world is driven by a “hard-wired” pattern of making unconscious decisions about others based on what feels safe, likeable, valuable, and competent. (Ross, 2008)
- Everyone has some biases, which can be either positive or negative and of which we may not be aware, i.e. they are unconscious.



# Prejudgment vs. Suspending Judgment ?



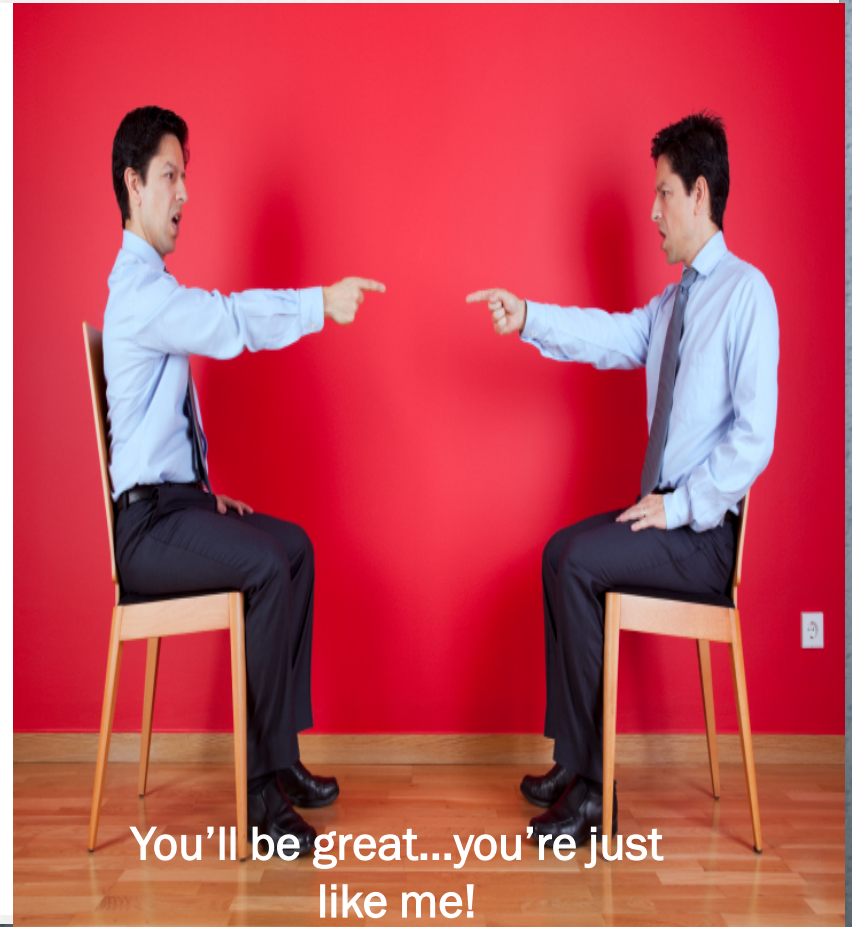
- Prejudgment: drawing a conclusion or making a judgment based on our own worldview without consideration of additional information.
- Suspending Judgment: consciously allowing oneself to gather sufficient information and consider another's worldview before reaching a conclusion.

# “Like Me” Bias

© Randy Glasbergen  
glasbrergen.com



**“We need to focus on diversity. I want you to hire more people who look different, but think just like me.”**



**You’ll be great...you’re just like me!**



# “Confirmation” Bias



## Stone Soup

by Jan Eliot



## So, Why Does It Matter?

### Unconscious Bias Impacts the Way We Do Business:

- Recruit people
- Mentor employees
- Assign projects
- Offer training opportunities
- Listen to people's ideas and suggestions
- Make promotional choices
- Interact with colleagues
- Give performance reviews
- Decide policy
- Treat customers





When Unconscious Bias is not managed:



Lessons Learned

## Case Examples--Biases

- Less than 14% of American men are over six feet tall, yet almost 60% of corporate CEOs are over six feet tall.
- A study by *People Management* showed that 51% of HR professionals revealed a bias against overweight women that was “likely or very likely” to affect their behavior. 41% showed a bias against men and 5% against people who “looked over 55”.
- Résumés with “typically white” names received 50 percent more callbacks than those with “typically black” names. Average “typically white” named candidates received more callbacks than highly skilled “typically black” named candidates.



**Source:** Bertrand, Marianne and Mullainathan, Sendhil, Are Emily and Greg More Employable than Lakisha and Jamal? A Field Experiment on Labor Market Discrimination, University of Chicago Graduate School of Business, NBER and CEPR; MIT and NBER, 2004



## Case in Point: NASA

“ Organizational culture refers to the values, norms, beliefs, and practices that characterize the functioning of a particular institution.”\*

- Causes that contributed to the Columbia accident included:
  - An organizational culture that squelched dissent.
  - A performance culture that stifled differences of opinion.
  - Resistance to external criticism and doubt.
  - Imposition of the “party line vision... (which) led to flawed decision-making, self-deception, introversion, and diminished curiosity”.
  - Organizational barriers that prevented open, effective communication.

NASA has since implemented one of the strongest diversity management programs in Federal government.

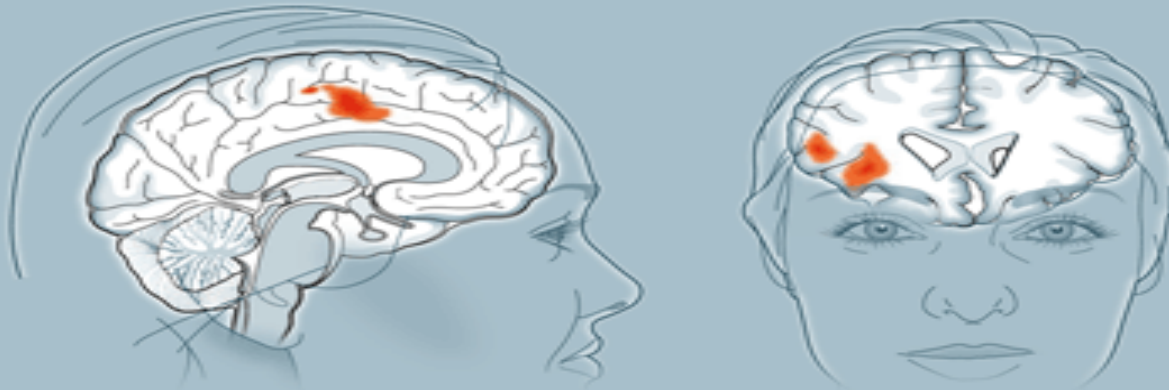
\*Report of the Columbia Accident Investigation Board, March 2003.

# The “Real” Pain of Exclusion

## Exhibit 1: Social and Physical Pain Produce Similar Brain Responses

Brain scans captured through functional magnetic resonance imaging (fMRI) show the same areas associated with distress, whether caused by social rejection or physical pain. The dorsal anterior cingulate cortex (highlighted at left) is associated with the degree of distress; the right ventral prefrontal cortex (highlighted at right) is associated with regulating the distress.

### Social Pain



### Physical Pain

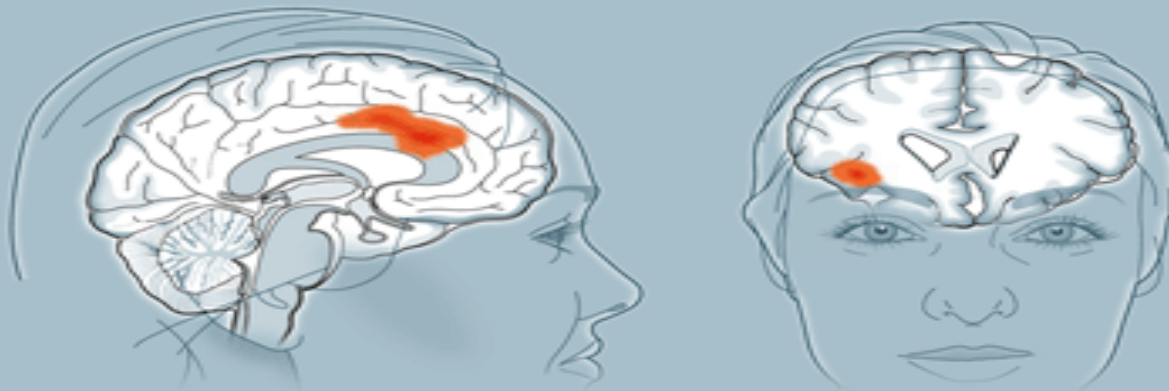


Illustration: Samuel Valasco

Source: Eisenberger, Lieberman, and Williams, *Science*, 2003 [social pain images]; Lieberman et al., “The Neural Correlates of Placebo Effects: A Disruption Account,” *Neuroimage*, May 2004 [physical pain images]





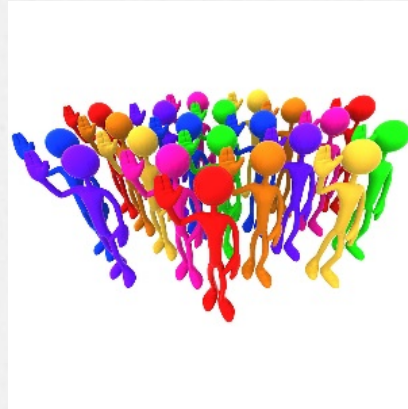
# *Free to Choose*

“Habitual thinking need not be forever. One of the most significant findings in psychology in the last 20 years is that individuals can choose the way they think.”



- Martin Seligman

When Unconscious Bias IS managed:



Diversity + Inclusion = An  
Engaged, Innovative Workforce



What do these have in common?





# Ice Hotel Sweden





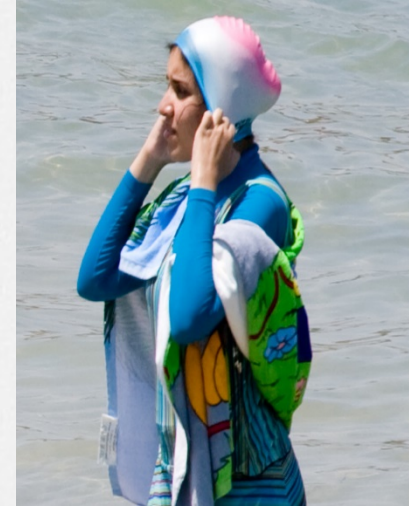
What do these have in common?

Burka





# Burkini/Burqini





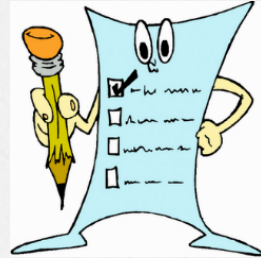
## **How Diversity Makes Us Smarter--**

*Being around people who are different from us makes us more creative, more diligent and harder-working*

Decades of research by organizational scientists, psychologists, sociologists, economists and demographers show that socially diverse groups (that is, those with a diversity of race, ethnicity, gender and sexual orientation) are more innovative than homogeneous groups

- This is not only because people with different backgrounds bring new information. Simply interacting with individuals who are different forces group members to prepare better, to anticipate alternative viewpoints and to expect that reaching consensus will take effort.
- Members of a homogeneous group rest somewhat assured that they will agree with one another; that they will understand one another's perspectives and beliefs; that they will be able to easily come to a consensus. But when members of a group notice that they are socially different from one another, they change their expectations

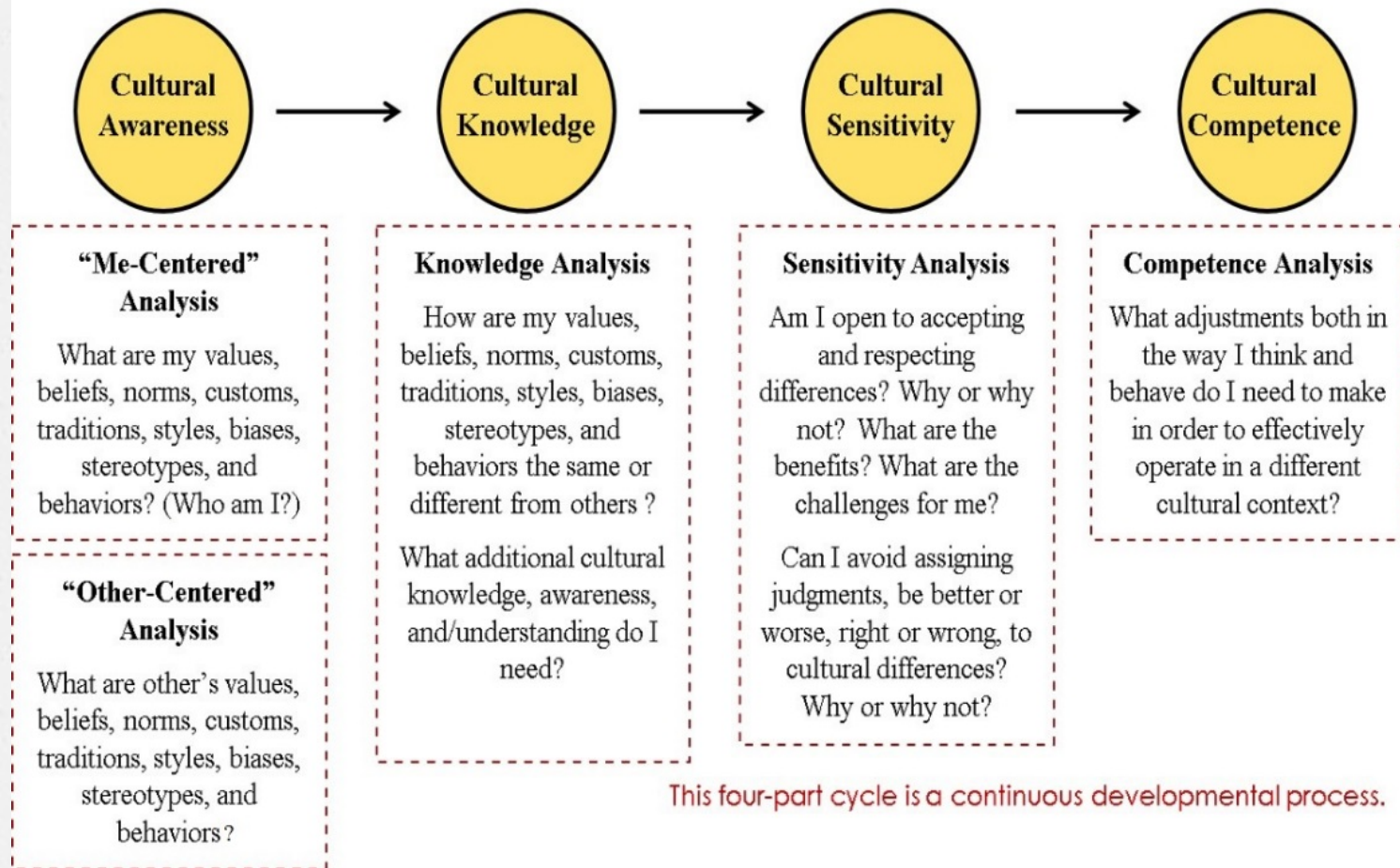
# Managing Bias On an Individual Level



- Respect others' opinions.
- Acknowledge cultural/ generational differences and historical injustices without becoming defensive.
- Be open to learning about other cultures and ideas.
- Give others the benefit of the doubt in a dispute.
- Seek first to understand others' points of view; then to be understood.
- Don't stereotype.
- Don't judge others by your own cultural standards.
- Don't assume your culture's way is the only way.
- Don't talk down to anyone; communicate effectively.



# Cultural Competence Model™



This four-part cycle is a continuous developmental process.

## Here's the task:

- For the next two weeks, notice and write down the first thought that comes to mind when you encounter someone who sees the world differently than you.
- Think about what life experiences you had that shaped that thought?
- What value (judgment) did you assign to what you saw/witnessed/encountered?
- Inquire about what life experiences they had that shaped their worldview.
- Challenge yourself to be mindful/considerate of *their right* to their worldview...not necessarily that their worldview is right.





# Susan Boyle Video



<https://www.youtube.com/watch?v=RxPZh4AnWyk>



## Last Words To Ponder

“When we feel a sense of belonging it is not because we are the same as everyone else, but because we have been accepted as we are.”





# Questions & Answers

