

The Engagement Paradigm

Workforce Issues: Retaining and Recruiting a Diverse Staff That Includes Consumers as Professionals on the Team

SAMHSA/CSAT/CMHS Treatment for Homeless Program

Technical Assistance Workshop

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Flipping the Script

Retelling our Stories—Re-sustaining Our Future

Stories:

Telling the Business Case Story about diversity and inclusion (consumers, staff, social capital, future) [Retain & recruit includes consumers]

- Engagement as recruitment
- Recruitment for successful retention
- Unlearning cultural incompetence
- Consumers as staff & staff as coaches

Overview

Retention and recruitment is a story of organizational renewal. It is also a story of intentional engagement and purposeful actions that exemplify respect and inclusion. This interactive session explores challenges and approaches to “unlearning cultural incompetence” and flipping the script of your organization’s story. This experiential workshop explores both macro and micro perspectives impacting successful, culturally competent organizational retention and recruitment, with a special focus on clients as staff and staff as coaches.

15 min First Flip: from either/or to both/and thinking
Next is shared language

15 min Business case

15 min Diversity wheel

15 min Human Nature

Iceberg

Little voice & the pop-up ads

Intent/impact

Micro inequities

15 min Lead Style

15 min Clients as staff: apprenticeship

Either/Or Paradigm

Most organizations are deeply invested in either/or thinking. And, indeed, many aspects of organizational functioning benefit from either/or thinking. For example, the column of numbers either adds up or it doesn’t.

However, when it comes to diversity and the diversity challenge, the more operational paradigm is both/and thinking.

Both/And thinking ensures diversity inclusion and respect, which, in turn generates increased innovation, synergy, and third alternatives.

Shared Language & Shifting paradigms

Diversity: All of the ways we are both similar and different

The Diversity Challenge: The differences matter; especially the ones that may not matter to me, but may matter to others

Cultural Competence: The willingness to deepen awareness, knowledge and skills, to more effectively address diversity challenges

Cultural Ally: A person who engages with diversity challenges in skillful ways

Business Case for Diversity & Inclusion

In order to maintain viability, every business must do well in four inter-related areas:

<ul style="list-style-type: none"> •Retain & Recruit Diverse Customers •Retain & Recruit Diverse, competent staff •Develop Social Capital •Be well prepared to successfully engage with an emerging future 	Diversity & Inclusion are the source of innovation and synergy	which provides Third Alternatives
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Carrots & Sticks

Stick selection
performance review

Carrot recruitment
training
coaching
promotions
pay raises
inclusion
recognition
rewards

Retention through Engagement

Employees, having been hired based on their competencies, have a great deal of discretionary energy they can choose to bring to the work, for example, their enthusiasm, investment, pride, etc. These things are all related to the degree of engagement the workplace holds for the person.

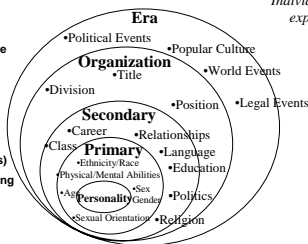
Unlearning Cultural Incompetence

Biases & Stereotypes
Faulty ladder of inference
Confusing intent with impact
Blaming people for being “too sensitive”

Learning Diversity Wheel Legacies

• European indentured servants ended, and replaced by african slaves

- 1790 Naturalization Act (1952)
- 1830 Indian removal Act
- 200 years of unpaid Slave labor = \$1 trillion
- 1900 Jim Crow Laws
- Japanese internment camps
- 1935 Social Security Act
- 1935 Wagner Act (unions)
- 1934-1962 Federal Housing Administration
- End of the draft-all volunteer army



LEGACIES
Individual and Collective experiences/events related to dimensions of diversity

Diversity Wheel

My wheel: Pick your essential 3 dimensions of diversity & share

Legacies:

- race/ethnicity,
- place you called home,
- gender messages,
- remember the moment when you realized that because of your gender, skin color, or sexual orientation, the rules were somehow different for you.

Key Learning: Diversity Wheel

- Everyone's diversity wheel is unique to them
- We also share many diversity dimensions across our wheels
- The dimensions of diversity that are important to us form our cultural filters for which data is important to notice
- Our cultural lenses are constructed out of all of the stereotype messages we receive and store
- Cultural filter and lenses add meaning to data we notice
- Everyone's diversity wheel is “operating” all the time
- Understanding your own diversity wheel increases your “understanding” of others

Lead Style

ORANGE	GOLD	BLUE	GREEN
◆ Active	◆ Parental	◆ Authentic	◆ Versatile
◆ Opportunistic	◆ Traditional	◆ Harmonious	◆ Inventive
◆ Spontaneous	◆ Responsible	◆ Compassionate	◆ Competent
◆ Impetuous	◆ Practical	◆ Unique	◆ Curious
◆ Impactful	◆ Sensible	◆ Empathetic	◆ Conceptual
◆ Realistic	◆ Dependable	◆ Communicative	◆ Knowledgeable
◆ Open-Minded	◆ Loyal	◆ Devoted	◆ Theoretical
◆ Adventurous	◆ Conservative	◆ Warm	◆ Seeking
◆ Daring	◆ Organized	◆ Poetic	◆ Ingenious
◆ Impulsive	◆ Concerned	◆ Tender	◆ Determined
◆ Fun	◆ Procedural	◆ Inspirational	◆ Complex
◆ Exciting	◆ Cooperative	◆ Dramatic	◆ Composed
◆ Courageous	◆ Orderly	◆ Vivacious	◆ Philosophical
◆ Rational	◆ Conventional	◆ Affectionate	◆ Principled
◆ Quick	◆ Careful	◆ caring	◆ Skillful

Circle one in each row that is most like you, most of the time
Add the number circled in each column.
The column with the most circled words is your lead style.

Micro-Messages

"Micromessages." Those are critical behaviors—looks, gestures, tone, nuance, inflection, syntax—that tell people what we really think of them, in contrast to the words we speak, and show you how to cultivate positive messages that will enhance the whole company.

"Microinequities," i.e., visually or verbally telegraphed signals that make people feel rotten and contribute to underperformance.

"Microadvantages," on the other hand, are gestures of praise or encouragement that give people a warm feeling and make them want to perform well. This is an engaging and enlightening work with implications not only for managers but also for anyone in-or under-a position of authority.

Do you have any habits or expressions that others may perceive as microinequities?

Practice GROOW Daily Worksheet

Greet everyone

Recognize and engage diversity challenges

Observe your "left side column" (unspoken thoughts)

Offer Third Alternatives

Watch! Notice what you notice, out loud, in a good way

Managing Diversity Challenges

Assume good intent—mutually assumed good intent provides a level playing field and ensures good questions within a diversity challenge.

Learn to "see" diversity challenges—remember, the differences I am focused on most of the time are the ones that are important to me. I may miss the ones that are not important to me, but are important to you.

Manage your pop-up ads—build in an automatic 3-second pause, to delete the pop-ups, examine assumptions and make smart responses.

Assess what type of approach might work best—speak now or later? MEET, RISC, or Ladder of Inference?

Notice what you notice, out loud, in a good way—you can increase cultural competence by "normalizing" diversity challenge encounters as you model the good way.

Assuming Good Intent

Imagine an organization that deposited x# of good intent credits in a new hire's account. You enter the workplace with assumed good intent. How you manage your account is up to you. The only way you can keep your account resourced is to assume good intent on the part of co-workers.

Meme: good intent bank acct.

The Four Good Ways

Before you act, ask yourself:

Will this Increase Trust?

Will this Support self-respect?

Will this Model inclusion?

Will this Promote learning?

Staff Apprenticeships for Clients

	Lead	Start	Due
Establish Position Competencies (behavior-based)			
Develop Agreements			
Structure			
Process			
Roles & responsibilities			
Duration			
Performance review			
Gauge Progress			