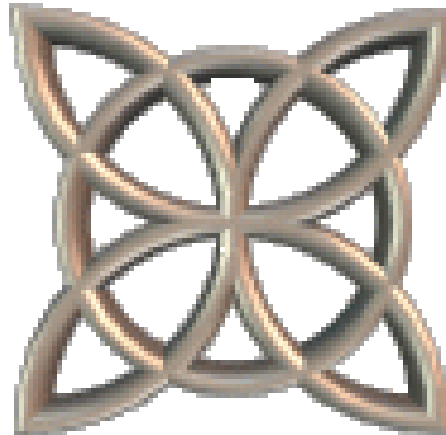


# Diversity, Unconscious Bias, and Keys to Cultural Anticipation



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# Agenda For Today

**Awareness Exercise – Start With Ourselves**

**Can We Talk? Language of Diversity**

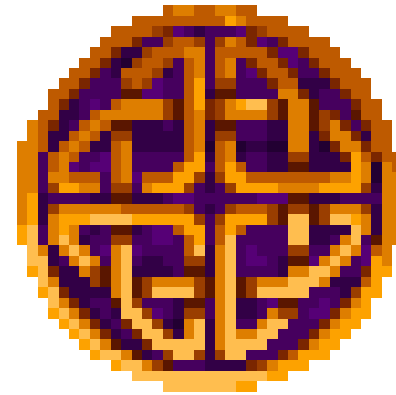
**Blind Spots**

**3 Potent Examples**

**Call to Action: Counteracting Bias Through  
Common Ground**

# Exercise: 10 Words About You

- Sue
- Plaster
- Woman
- Baby Boomer
- The
- Luck
- Of
- The
- Irish



**So . . .  
Do You  
Know  
What  
The Celtic  
Knot  
Symbolizes?**

# Language of Diversity

## Diversity

- The acknowledgement and appreciation of our similarities and differences

## Equity

- Creating equal opportunity in each venue of our lives. Health care equity for example involves equity of access, treatment, service and outcomes

## Microinequities

- “The Little Things that become the Big Things.” “Small” everyday inequities based on a difference, often delivered without realization of their impact.

## Privilege

- Special right, advantage, or immunity granted or available only to a particular person or group.

## Unconscious Bias

- An inflexible, positive or negative belief. . . that we are not aware of but that influences how we think and act toward a particular category of people.

## About Generalizations

- *What is the difference between a “working generalization” and an unconscious bias?*
- *A working generalization allows you to go into new situations have some idea what may happen. It is not inflexible, if you adjust to what you learn through more experience.*

**“When You  
Know  
Better, You  
Do Better”  
Maya  
Angelous**

# Cultural *Anticipation*



**So . . . What Does It Mean  
to Anticipate?**

# Johari Window – Blind Spots

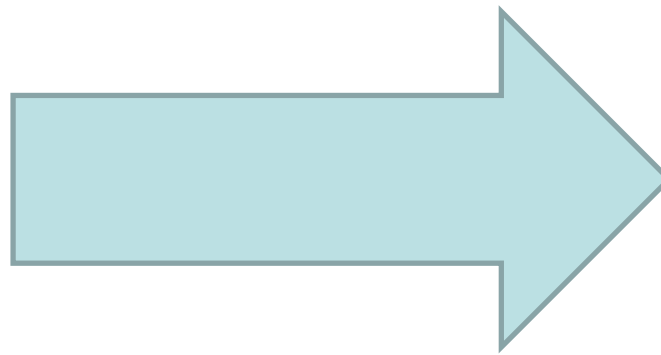
|                            | <i>Known to Self</i> | <i>Not Known to Self</i> |
|----------------------------|----------------------|--------------------------|
| <i>Known to Others</i>     | Arena                | Blind Spot               |
| <i>Not Known To Others</i> | Façade               | Unknown                  |



# Three Examples of Potential Unconscious Bias

1. Icebreaker: Two Truths and a Lie
2. Attire: The Longyi
3. Greeting: The Handshake





# Taking Action

1. The Pause
2. Common Ground
3. Anticipation



# Counteracting Bias – The Pause by Howard J. Ross

*Pay attention to what's happening*

*Acknowledge my reactions, judgments*

*Understand other possible reactions*

*Search for the most constructive way*

*Execute my action plan*

**“Act Consistently With What Makes the Most Sense”  
Howard Ross**

Act to Identify and Cultivate Common Ground  
- Sondra Thiederman, Ph.D.

# The Question Game





# **Respect – Often The Most Powerful Common Ground**

# Respect – A Word With Many Meanings

Views of Respect Differ Widely Across Culture, Heritage, Gender, Generation, etc.



## Examples:

1. Achieved and Ascribed
2. You Get It For Breathing
3. Show It To Get It
4. Earned In Years



# What Were You Taught, Growing Up, About **Showing Respect**?

## Examples:

- Oblique Eye Contact
- “*Respeto*”
- Hand to Heart
- Funeral Attire
- Two-Handed Giving



# When In Doubt -- Bridge Cultural Differences With Respect

1. **Names and greetings are among the keys.** Learn five common men's and women's names for those groups you work with most often.
2. **Advance work** on names and greetings will help you encounter new colleagues and clients.
3. **A “soft face” and open gestures** may help when you are in doubt how to approach.
4. **Work on trust building** *before* or *along with* information gathering when you are working across difference.
5. **If you disrupt a listening pattern**, you may provoke a response, whether or not you can see it.
6. **If your conflict style is direct**, realize the other person's comfort style may be indirect. The reverse is true too.



# Equality - A Poem By Maya Angelou

You declare you see me dimly  
Through a glass which will not shine,  
Though I stand before you boldly,  
Trim in rank and marking time.  
You do own to hear me faintly  
As a whisper out of range,  
While my drums beat out the message  
And the rhythms never change.

*Equality, and I will be free.  
Equality, and I will be free.*





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**Building Bridges Across Differences**  
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Sue Plaster has a broad career background in diversity and intercultural communications, with more than 30 years experience leading, coaching and advising in organizations. She works with individuals and organizations to address issues and opportunities related to diversity and equity. Her work ranges from assessment and intervention in workplace diversity issues to customer diversity. Sue has a specialty area in helping organizations with succession planning that takes diversity and cultural competence into account. She also helps job-seeking clients to identify, pursue and prepare for potential career opportunities.

Sue served for more than 10 years as Director of Diversity for Fairview Health Services, with responsibility for diversity and cultural competence policy, practice and education in the 22,000-employee health system. Before joining Fairview, Sue was Director of Leadership, Mobility, and Succession Planning for Honeywell Inc. At Honeywell she also held leadership positions in Corporate Promotion and Worldwide Employee Communications.

Sue is a Board Member of the Edina Chamber of Commerce and serves on the Forum for Workplace Diversity Awards Committee.

# Responding to Unconscious Comments . . . Sue's Suggested Sequence

**Use With  
Caution and  
Situational  
Awareness!**

**Inquire** – Ask them to say more about what they meant.

**Reflect** – Repeat what the person said so they have a chance to hear it as it sounded to you.

**Restate** – Modify what the person said and let them hear how you would have said it in a respectful way.

**Regret** – Offer the person a chance to retract or to apologize, perhaps by starting with, “I know you didn’t intend to imply that . . .”

**Reject** – Clearly state that you **do not accept** what was implied or stated.

**Report** – Appropriately report what occurred.

# Anticipating Our Blind Spots: Understanding 10 Key Ways We Differ

|  |   |
|--|---|
| <b><i>Individualist vs. Collectivist</i></b>       | “I” oriented -- or “We” oriented?   |
| <b><i>Achieved Status vs. Ascribed</i></b>         | Earn your status -- or born to it?  |
| <b><i>Universal Rules vs. Particular Rules</i></b> | A rule is a rule is a rule -- or depends more on the situation and my other values                                    |
| <b><i>High vs. Low Context Communication</i></b>   | Read between the lines to understand you -- or it’s all spelled out in the email, “what you see is what you get”      |
| <b><i>Clock vs. Cyclical Time</i></b>              | By the clock -- or by the seasons or other natural cycles   |
| <b><i>Linear vs. Lateral Thinking</i></b>          | Step by step logical thinking -- or leaps of understanding by connecting ideas  |
| <b><i>Neutral vs. Emotional Affect</i></b>         | Not much expression, tone or vocal variety -- or lots of gesture, tone and expression                                 |
| <b><i>Harmony vs. Confrontation</i></b>            | Is it more important to save the relationship and comfort between us or -- to express our views and get it out there? |
| <b><i>Internal Control vs. Fate</i></b>            | “Dream it-Do it” -- or a higher power or fate having a hand in human affairs  |
| <b><i>Egalitarian vs. Hierarchical Power</i></b>   | Are we all on an equal playing field -- or is it more of a ladder of power with distances between us?                 |