

Teaming Across Differences

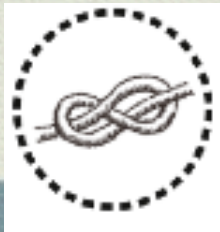
Welcome... we are

APRIL LEWIS

&

CAROL FRENCH

Figure 8 Consulting



Operating Agreements

The C.A.R.E. Model

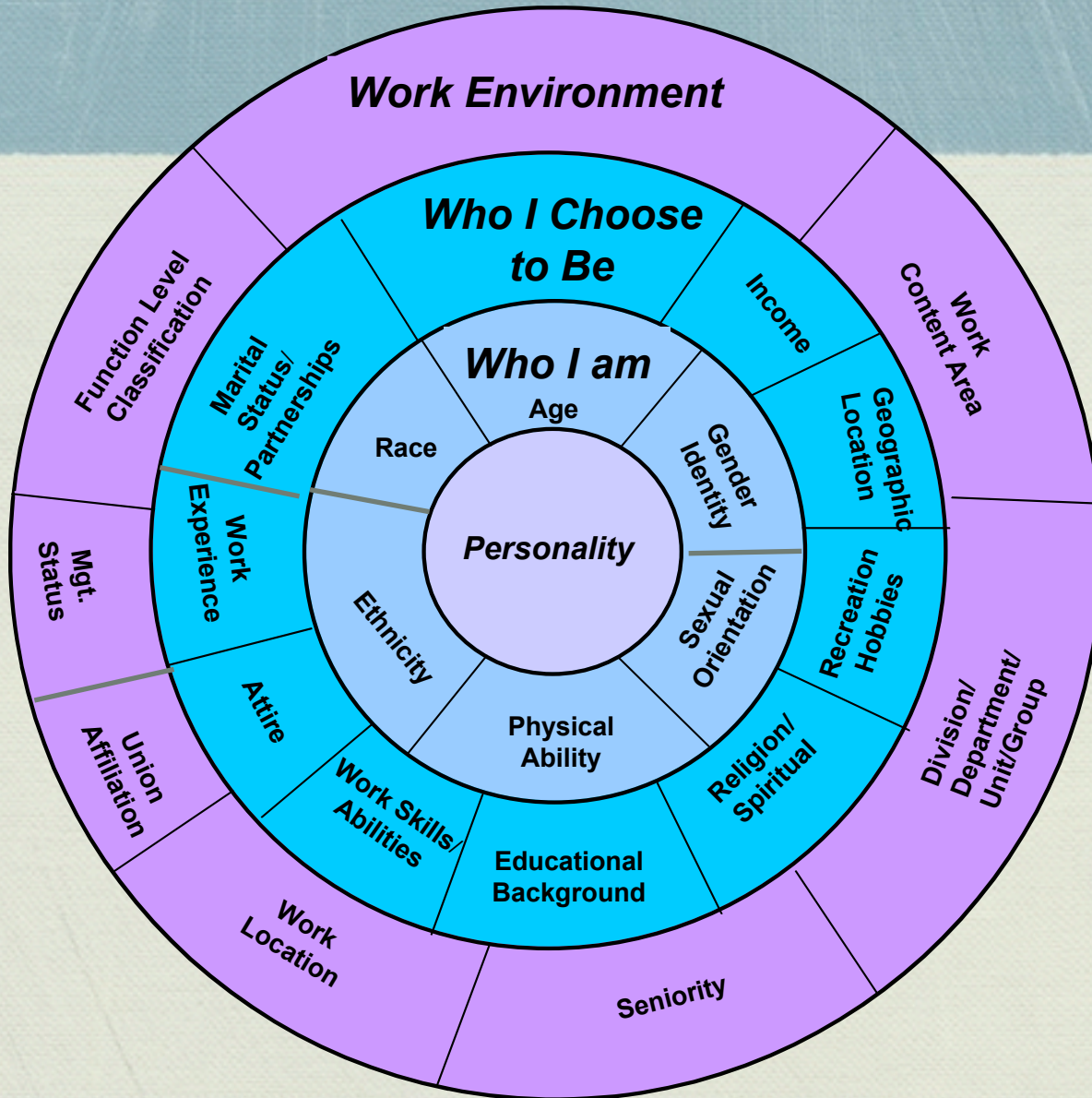
- ◆ Concern for Others
- ◆ Appreciation
- ◆ Respect
- ◆ Empathy

A picture tells a 1000 words

Select two pictures that respond to the following questions

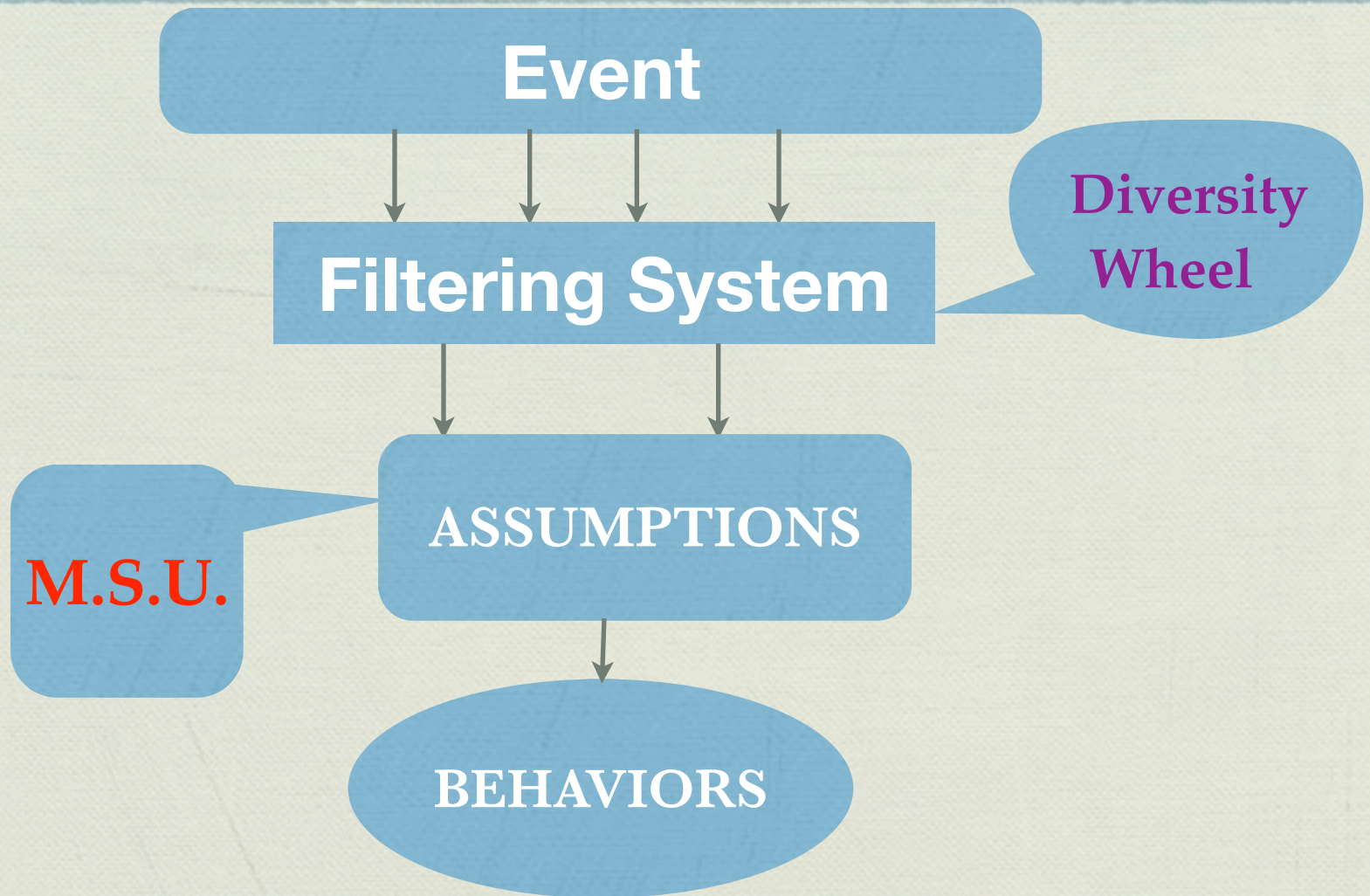
- ◆ What do you LIKE about working in teams?
- ◆ What do you find CHALLENGING about working in teams?

Diversity Wheel -The ways we are similar and different



Adapted from Marilyn Loden and Judy Rosner, *WorkforceAmerica!* And from *Diverse Teams at Work*, Gardenswartz and Rowe (Irwin, 1995)

Assumptions Model



Keeping Our Filters Clean

<i>Dimension of Diversity</i>	<i>Values Rules</i>	<i>Impact at Work</i>	<i>Impact on Team</i>
Age: Baby Boomer	I have the right work ethic - work until the job is done	Other Baby Boomers promoted me to manager	Expect others to work like I do - negative judgments

Diverse Teams at Work, Lee Gardenswartz and Anita Rowe, 1994



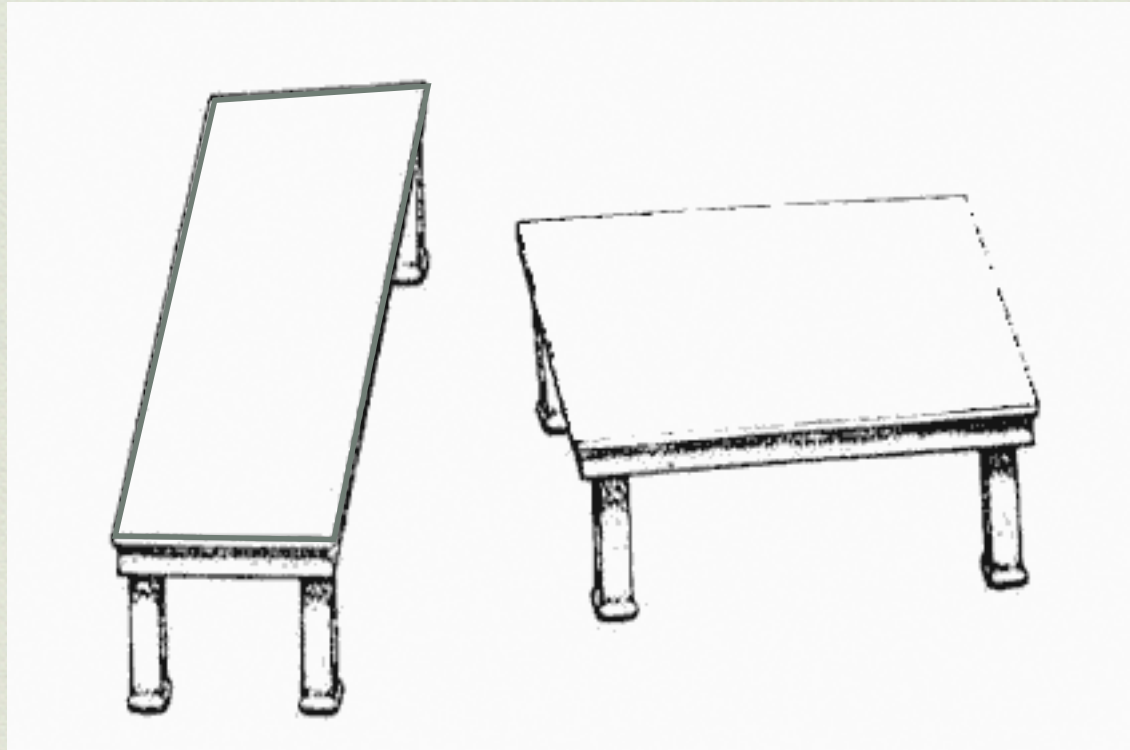
LUNCH

Definitions

- ◆ Unconscious: Lacking awareness
- ◆ Bias: An *unexamined* preference, assumption or inclination that prevents impartiality
- ◆ “I am fair, unbiased, and treat everyone the same.”
- ◆ Egalitarian values and unconscious discriminatory behavior can co-exist
- ◆ ***Positive Intent Does NOT Equal Positive Impact***

Just the facts, Ma'am

- ◆ 15% of U.S. men are over 6 feet tall
- ◆ 60% of corporate CEOs are over 6' tall
- ◆ Fewer than 4% of U.S. men are over 6'2"
- ◆ 36% CEOs are over 6'2"
- ◆ An inch in height = \$789 per year



Roger Shepard, Oxford and Stanford University professor



AP Associated Press AP - Tue Aug 30, 11:31 AM ET

A young man walks through chest deep flood water after looting a grocery store in New Orleans on Tuesday, Aug. 30, 2005. Flood waters continue to rise in New Orleans after Hurricane Katrina did extensive damage when it

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3:47 AM ET

Two residents wade through chest-deep water after finding bread and soda from a local grocery store after Hurricane Katrina came through the area in New Orleans, Louisiana. (AFP/Getty Images/Chris Graythen)

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• Katrina's Effects, at a Glance AP - Tue Aug 30, 1:26 PM ET

[Hurricanes & Tropical Storms](#)

Perception is....

the process of organizing and interpreting what we pay attention to



Picture Activity

- ◆ Look at the next picture and decide what **STORY** it tells
- ◆ Discuss with your table group
- ◆ Share with the big group - tell us some stories



Wednesday, April 6, 2011



U. B. - Most likely triggered by...

- ◆ Conspicuous identity
- ◆ Time pressure
- ◆ Cognitive overload
- ◆ Multi-tasking
- ◆ Ambiguity
- ◆ *Perceived* lack of accountability
- ◆ Fatigue or stress

RX: Introspection

- ◆ Increase self-awareness
- ◆ Explicit categories = less bias
- ◆ Accountability = reduced bias
- ◆ Soak time
- ◆ Willingness
- ◆ Humility



PROJECT IMPLICIT

<https://implicit.harvard.edu/implicit/>



Break

Styles of Interaction

Instructions: This inventory is composed of eighteen pairs of statements.

1. Compare column A with B, then pick the **one** that accurately expresses **how other people see you.**
2. Compare column C with D, then pick the **one** that accurately expresses **how other people see you.**
3. At the bottom of each column enter the total number of A, B, C, and D.

(Make sure $A + B = 9$ and $C + D = 9$)
4. Transfer total numbers to back of page.
5. Follow the instructions on #5 to find your style

Style Presentations:

- Review your style sheet, pick the characteristics you agree represent most or all of you
- What do we need to know about your style to increase our effectiveness with you?
 - What does your style bring to a team?
 - What do you need from the other style groups?
 - What are the positive aspects of your style?
 - What aspects of your style can hinder your effectiveness? How does that happen?
- Groups present and debrief in the large group

2 Dimensions of Interaction

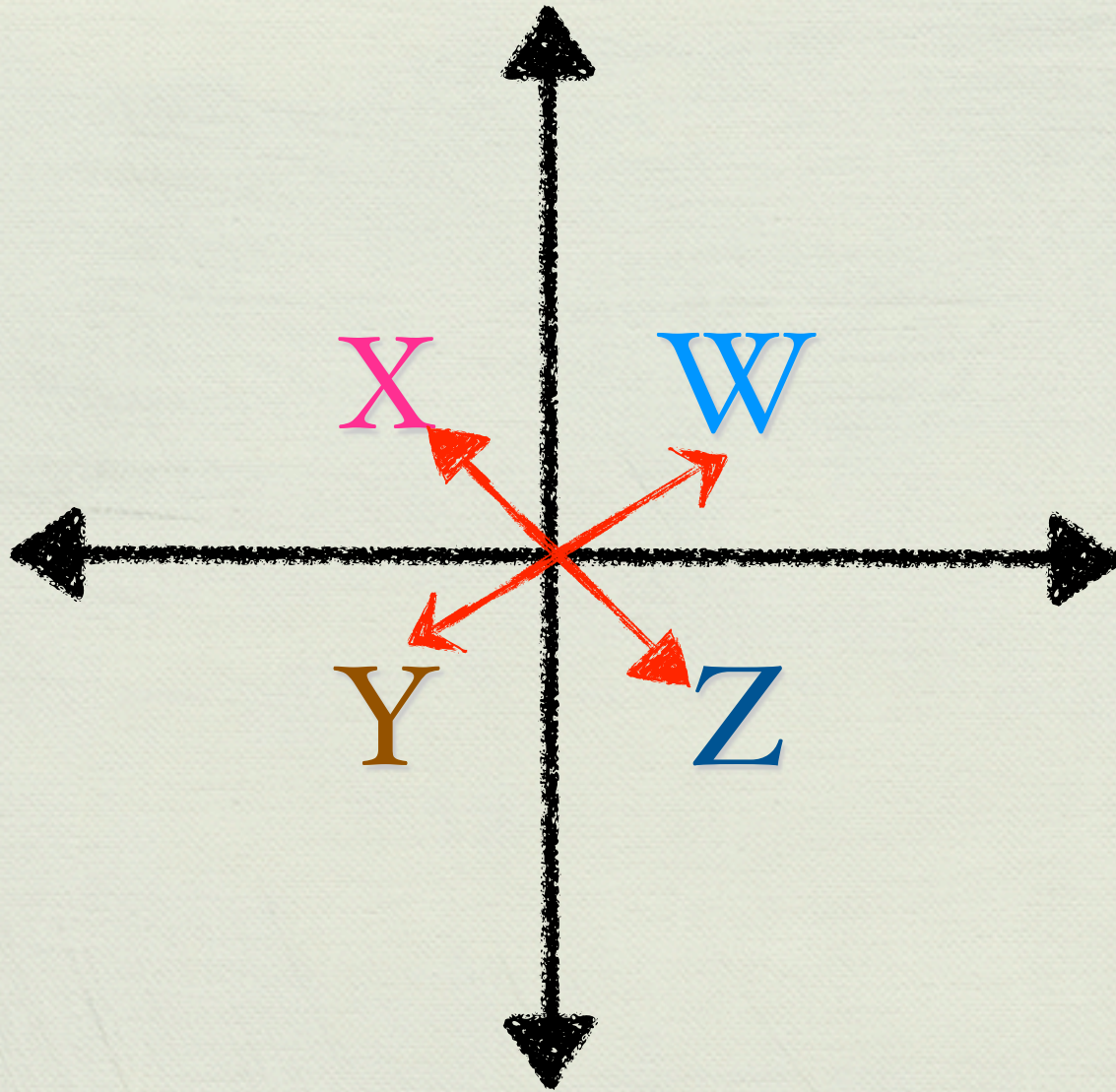
Assertiveness - the degree to which one's behaviors are seen as forceful or directive

Responsiveness - the degree to which one is seen as showing emotions or demonstrating awareness of the feelings of others

More Responsive

**Less
Assertive**

**More
Assertive**



Less Responsive

DISPLAYS EMOTIONS

STRENGTHS

X

Good listener
Supportive language
Good counselor
Builds trust

W

Persuasive
Good story teller
Focuses on big picture
Uses motivational speech

ASKS

Y

Presents precisely
Focuses on facts
Efficient in speech
Well-organized

Z

Gets to the bottom line
Speaks forcefully
Maintains eye contact
Presents position strongly

TELLS

CONTROLS EMOTIONS

Improving YOUR effectiveness

X

Relationship focus
Support their feelings
Understand what they NEED
Use a relaxed pace
Spend time building trust

W

Highlight opinions
Spotlight their ideas
Spend time discussing
Brainstorming is GREAT
Be entertaining at a fast pace

Y

Facts not opinions
Be organized and complete
Written evidence is best
Present systematically
Avoid gimmicks
Analysis may take time

Z

Goals and objectives are key
Business-like relationships
Argue facts not feelings
Key = be organized
Direct questioning
Use a fast pace

Trouble Spots - ESPECIALLY UNDER STRESS

X

Avoids conflict
Gives in easily
Keeps opinions to oneself
Overemphasizes feelings

W

Does not hear details
Tends to exaggerate
Generalizes
Can be over dramatic

Y

Focuses too much on details
Fears personal disclosure
Can be terse
Uses little variety in vocal tones

Z

Can be a poor listener
Impatient with others
Does not heed advice
Likes to argue



SO WHAT?

QUESTIONS?



**Thank You
for your attention and
your intention!**

April Lewis & Carol French

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