“Tell me, and I'll forget.
Show me, and I may remember.
Involve me, and I'll understand.” -Native American Proverb

Diversity Competency through Experiential Learning

Diversity 2006—The Case for Diversity: It’s Everybody’s Business
Workforce Diversity Network -May 2006
Rochester, New York  USA

Presented by

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The Circle Competencies
move individuals, communities, and organizations
from the vicious to the virtuous circle,
from reduction to expansion

**Vicious Circle of Exclusion**
- Diversity forces me to recognize that mine is not the only way
- and when divergent views meet
- I feel fearful and believe someone loses
- so I increasingly
- which puts me
- in an untenable position

**Virtuous Circle of Inclusion**
- Inclusion (which) allows me to know other ways of being in the world
- by creating environments of
- seek out and embrace difference
- and when divergent views meet
- creative collaboration and innovation result
- so I increasingly
- which enables me and the organization to learn and grow
We believe it all comes down to a meeting of Self and Other...

What is the distance between how you want to be seen and who you believe your Self to be? the shorter the distance, the healthier the person...

What is the distance between how you see the Other and who they believe themselves to be? the shorter the distance, the healthier your community...

What is the distance between how you see your stakeholders and how they see your organization? the shorter the distance, the healthier your business.
The Circle Competencies

<table>
<thead>
<tr>
<th>Self in relationship to ( \text{SELF} )</th>
<th>Intention</th>
<th>Direction</th>
<th>Expansion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Put down your clever</td>
<td>Find your edges</td>
<td>Know your mask</td>
<td></td>
</tr>
<tr>
<td>Self in relationship to ( \text{OTHER} )</td>
<td>Follow the disturbance</td>
<td>Grant specificity to the other</td>
<td>Notice your first thought, work on your second</td>
</tr>
<tr>
<td>Self in relationship to ( \text{COMMUNITY} – \text{“US”} )</td>
<td>Step into another’s story with belief</td>
<td>Say “Yes, and…”</td>
<td>Remember the triangle</td>
</tr>
</tbody>
</table>

- In which circle do you find yourself personally?

- In which circle is your organization?

- What are the personal, organizational, and societal costs of remaining in the vicious circle?

- What keeps people and organizations in the vicious circle?

- What are the skills and competencies that will move you and your organization from the vicious to the virtuous circle?

“Every act of conscious learning requires the willingness to suffer an injury to one’s self esteem. That is why young children, before they are aware of their own self importance, learn so easily: and why older persons, especially if vain or important, cannot learn at all.” - Thomas Szasz

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...humans are oriented more toward learning (a process that leaves us changed) than towards problem solving (a process focused on changing our surroundings)...

...business and government persist in applying inadequate thinking and methods to solving problems. One reason they do that is it is possible, in fact easy, to tame a wicked problem. To do so, you simply construct a problem definition that obscures the wicked nature of the problem, and then apply linear methods to solving it (this sets off a chain reaction that perpetuates the problem).” - Jeff Conklin, “Wicked Problems: Naming the Pain in Organization”

...sometimes the action you need is learning (not problem solving), the issue is intrinsic and complex and is not easily containable so the action will look and feel a lot like chaos (messy, messy). Going straight to action planning is a textbook taming of a wicked problem and perpetuates the problem....
Your Facilitators

**Patricia Digh** has designed diversity initiatives and training for clients around the world for the past 20 years. Her first book, *Global Literacies: Lessons on Business Leadership and National Cultures* (Simon & Schuster, 2000) was named a “Best Business Book for 2000” by *Fortune* Magazine. Her most recent book is *The Global Diversity Desk Reference* (Wiley, 2003). She has written over 75 published articles on diversity and intercultural issues, having traveled and worked in over 60 countries. She was formerly the Vice President of International and Diversity Programs for the Society for Human Resource Management (SHRM). Clients have included Achva College Israel, Amdocs Israel, the Australian Human Resources Institute, the New Zealand Institute of Personnel Management, the Government of Guyana, the U.S. Postal Service, PBS, Shell Oil, The American Society for Quality, The American Psychological Association, The American Cancer Society, and DaimlerChrysler, among many others. Patti serves on the faculty of both the Summer Institute for Intercultural Communication and the University of North Carolina at Asheville. She has served on the President’s Committee on Employment of People with Disabilities and on the Diversity Councils of the American Red Cross, the AARP, and the American Association of State Colleges and Universities.

**David Robinson** is a strong artistic leader with extensive experience in theatre, visual art, creativity, and education innovation. His 20 years of professional directing experience help him design programs for academic and corporate environments utilizing theatre techniques to discover the creative impulse. As a life long visual and theatre artist, he has mastered the competencies now recognized by contemporary organizations as invaluable to their health and sustainability: creative, artistic, imaginative, symphonic, and mythic. David has been Artistic Director of The Dimensions Theatre Project, General Manager of The Seattle Shakespeare Company, and Artist-in-Residence for the Lincoln Unified School District. He has taught for The Seattle Repertory Theatre, The Seattle Children’s Theatre, Seattle Shakespeare Company, The Pacific Conservatory for the Performing Arts, and Bringing Theatre Into the Classroom, and has served as curriculum consultant for MacMillan-McGraw Hill, The Teacher's Curriculum Institute, and Lincoln and Hayward Unified Schools. David was founder of The McCandless Communications Academy, dedicated to teaching core curriculum through experiential learning processes. He is on the faculty of Antioch University and a member of the National Storytelling Network. Recent clients include The Society for Humanism in Medicine, the Hudson Institute, The Fetzer Institute, Prudential Financial, and the San Lorenzo School District, in association with Dell and Microsoft.

**Team-building and Leadership Development**

**Diversity strategy and training**

**Building learning communities through narrative**

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**The Circle Project**

Human & Organizational Development

Diversity, inclusion, leadership

“What we learn to do, we learn by doing”

-Aristotle

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