



**“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

**Patricia Digh & David Robinson  
The Circle Project**

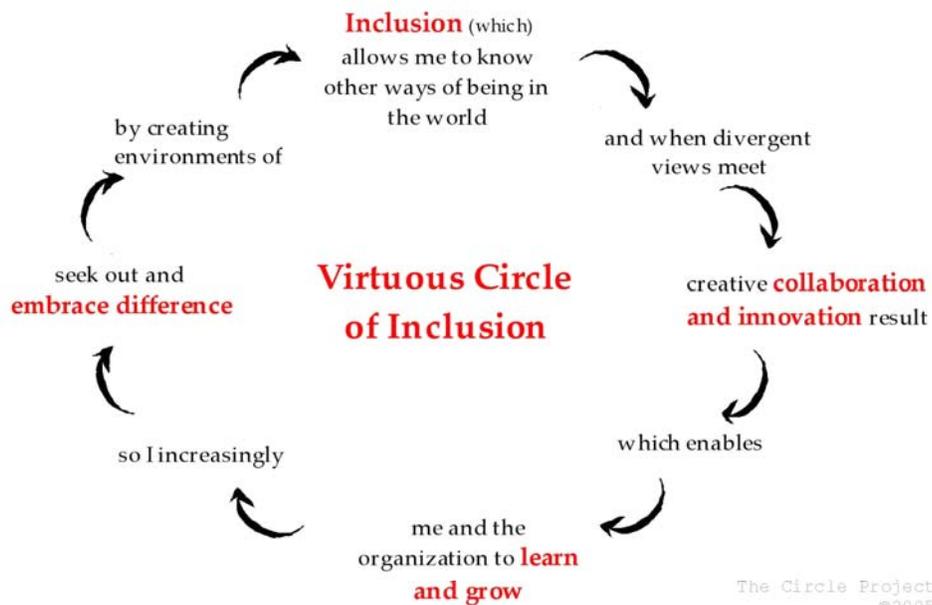
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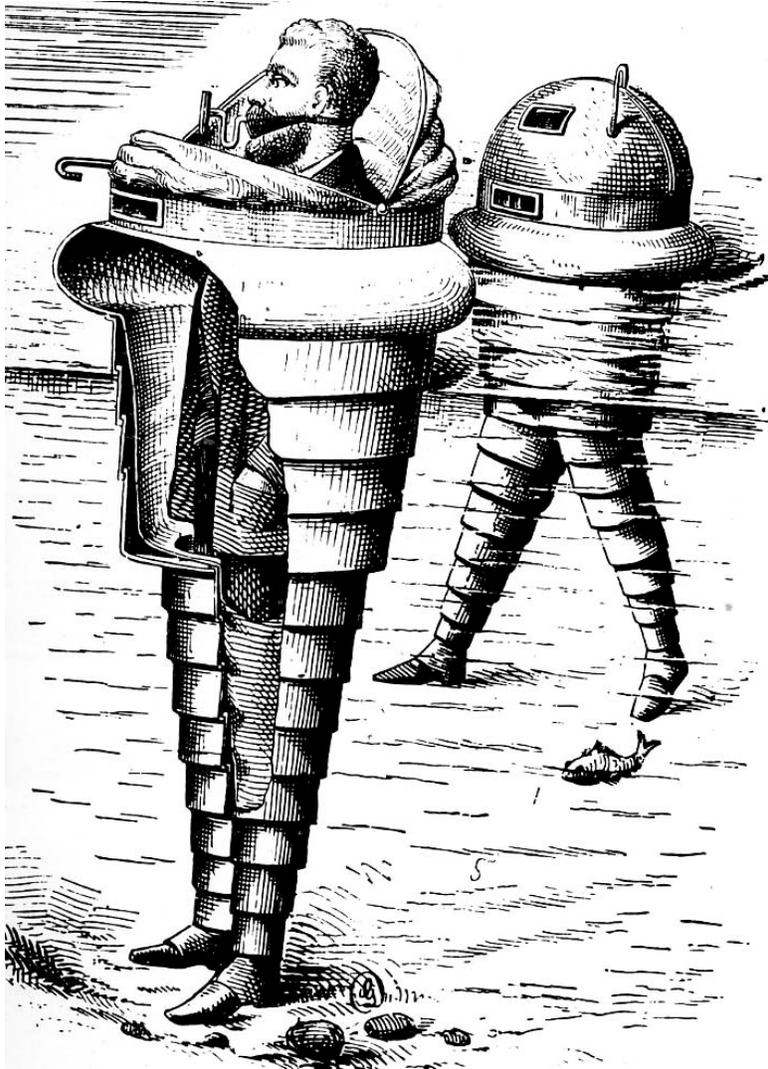
### The Circle Competencies

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



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**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.**

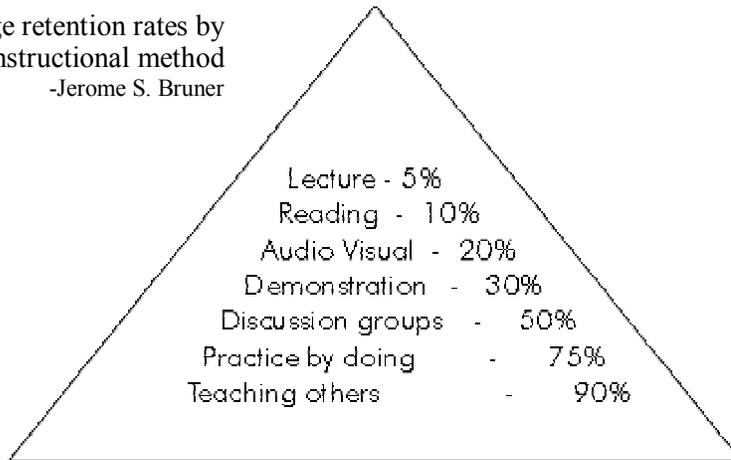
# The Circle Competencies

	<b>Intention</b>	<b>Direction</b>	<b>Expansion</b>
Self in relationship to <b>SELF</b>	<b>Put down your clever</b>	<b>Find your edges</b>	<b>Know your mask</b>
Self in relationship to <b>OTHER</b>	<b>Follow the disturbance</b>	<b>Grant specificity to the other</b>	<b>Notice your first thought, work on your second</b>
Self in relationship to <b>COMMUNITY</b> – “US”	<b>Step into another’s story with belief</b>	<b>Say “Yes, and...”</b>	<b>Remember the triangle</b>

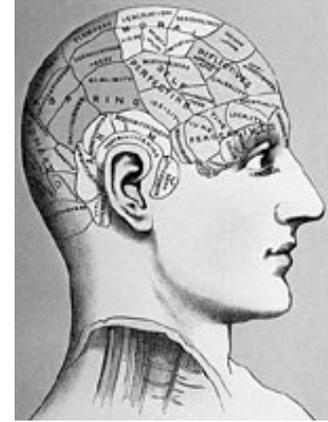
- In which circle do you find yourself personally?
- In which circle is your organization?
- What are the personal, organizational, and societal costs of remaining in the vicious circle?
- What keeps people and organizations in the vicious circle?
- What are the skills and competencies that will move 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

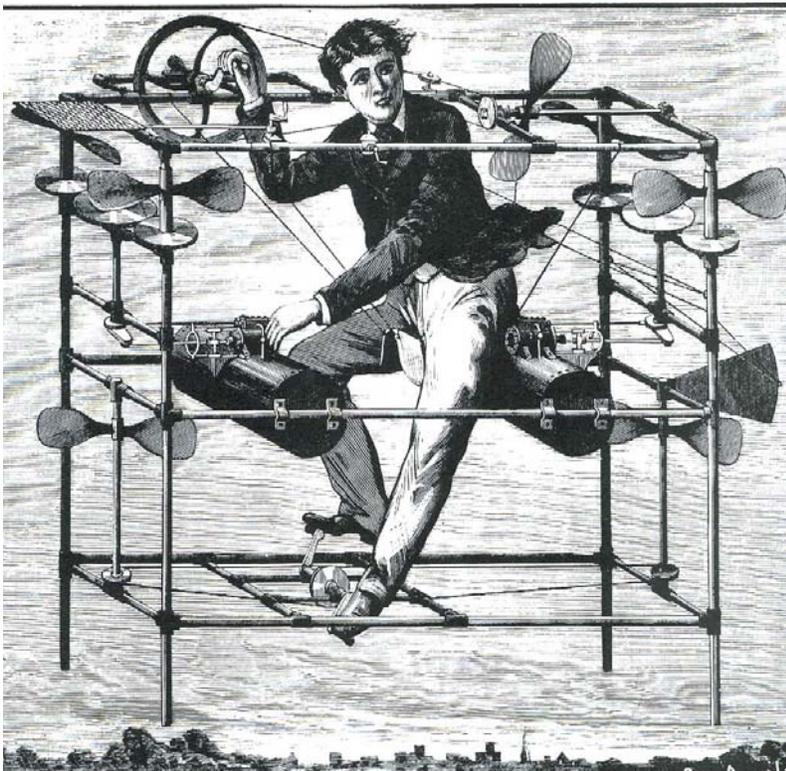
Average retention rates by instructional method  
-Jerome S. Bruner



Source: National Training Laboratories, Bethel, Maine, 1998



## Wicked problems and tame solutions...



...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

## The Circle Project

Human & Organizational Development  
Diversity, inclusion, leadership

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

