

Workforce Diversity Network
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Getting Value From Diversity: The 100% Rule

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The History

- 1987 AIMD and RRT framed the opportunity.
- 1990 everyone with an agenda began using the new language to promote their cause.
- Confusion – Conflict – Controversy
- Tipping Point opportunity missed.

The Problem

- We got off track early with diversity by focusing on sensitivity to differences and by limiting those differences to race and gender. As a result, diversity and diversity management have been marginalized and the **strategic value** has become invisible.

- Managing Differently: Getting 100% From 100% of Your People 100% of the Time

The Dreaded “D” Word

- Causes ineffective response to problems
- Distracts us into working on the wrong things.
- Diverts attention from learning to legal.
- Creates conflict, miscommunication, discomfort, and lack of truth telling.
- Confuses

Six Fields of Diversity Work

- Multiculturalism
- Social Justice
- Prejudice Reduction
- Diversity in Academics
- Affirmative Action and Inclusion
- Diversity Management

- Diversity Leadership Forum

The Diversity Management Opportunity

- Increased productivity
- Creativity
- Innovation
- Fun at work
- Greatness
- High Performance
- Conflict avoidance
- Suit-proof
- Employer of Choice

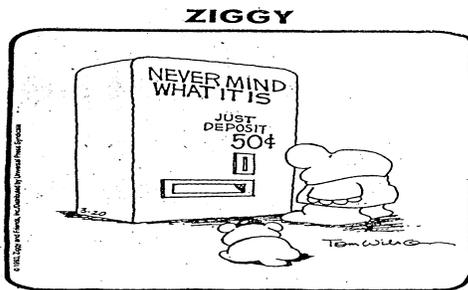
Current Focus

- Recruiting
- Retention
- Representation (diversity profile)
- Image (F50, D150, etc.)
 - False validation (these companies have better financials than others)

The Diversity Management Opportunity

- Quality improvement
- Customer friendly
- Access to talent
- Teamwork
- Positive image
- World class results (shareholder value, ROI, Revenue, Workforce)

What Is IT?



Diversity Management

- Diversity Management is a deliberate effort to manage the reality that diversity exists because we are human.
- The goal of Diversity Management is not to get more diversity... it is to get world class results from each individual AND the collective mix.
- Diversity Management, not Diversity, is the issue.

Diversity

- Diversity is a fact of life.
- Diversity is a new reality for business strategy.
- Diversity activates our blindspots.
- Diversity creates tension that can be channeled positively or negatively.
- Diversity tension means that there are going to be times when we will feel uncomfortable.

Diversity Management

- Allows us to take advantage of diversity of thought that comes from diversity of experience, background and attributes.
- Places the emphasis on what we do with diversity rather than getting diversity.

Diversity Management...

Doesn't start with learning data about others so you won't offend them... it starts with you learning to manage **YOUR OWN STUFF!**

WHAT GETS IN THE WAY?

Performance = Potential - Distractions

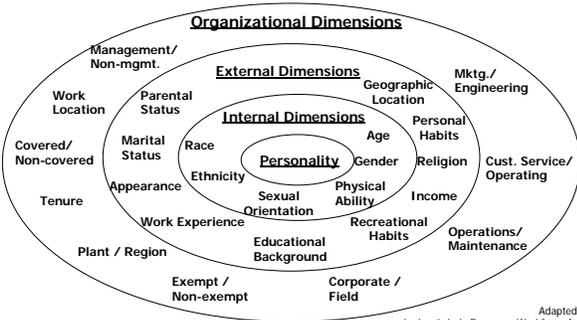
Creating Value from Diversity

- Deliberate diversity: Bringing different perspectives to the table.
- Managing collective judgment: Sharing perspectives avoiding the chaos of diverse thinking and working through the differences to come up with better solutions and approaches. (third solution)
- Execution: Joining together to execute and make our solutions work.
- Managing People: managers are the vanguard of creating value from diversity.

Expand Your Thinking

- Tipping Point (Gladwell)
- The Wisdom of Crowds (Surowiecki)
- Execution (Bossidy/Charan)
- Good to Great (Collins)

Diversity Wheel



Adapted from
Loden & Judy Rosener, *Workforce America*
and Gardenswartz & Rowe, *Diverse Teams at Work*

Managing Differently™

- Principles, tools, behaviors
- A strategy to facilitate diversity management
- 100% imperative
- Cycles of Management

The 100% Rule

A manager's job is to get 100% from 100% of the employees 100% of the time.

The KEY is combining *diversity management* AND *performance management*.

The Wisdom of Crowds

Source: James Surowiecki

- Groups make better decisions IF members are diverse, dispersed, and independent AND have ways of aggregating and managing collective judgment.
- Most companies fail to tap employee insights, relying instead on the views of a few (experts).

Efficiency –Effectiveness -Execution

- If 80% of employees perform at 20% of potential, and 20% of employees perform at 80% of potential, what is the effective level of performance?

Being Diversity Mature

- Comfort and competence
- World class results
- Recognizing and acknowledging
- Leveraging diversity naturally
- Using powerful language
- No longer needing a diversity initiative

Answer

- 32%
- Is that any way to run a railroad?

Manager vs. Leader



- Managers do the day-to-day, face-to-face, one-on-one work of increasing and accelerating each employee's productivity.
- Leaders are more detached. They rally all the people to a compelling future.
- Most organizational managers (supervisor to CEO) engage in both roles to varying degrees.

Principles

1. Point the way to effective behavior
2. Are self-evident, self-validating, natural, and always applicable.

Execution

- *Managing Differently Principles:*

- Adapt Your Style

- 4. I must adapt my style and behavior to get the best from each employee.

- Use Your Power

- 5. I have the power and ability to provide what my employees need from me.

- Ask

- 6. Each employee knows how he/she wants to be treated. If I want to know, I have to ask.

- Be Fair

- 7. Treating people equally and fairly does not mean treating them the same.

Execution

- *Managing Differently Principles:*

- Believe They Can

- 1. I believe every employee can give 100 percent. My responsibility is to help them do it.

- Get to Know Them

- 2. As a manager, I bear a greater responsibility for developing relationships with my employees.

- Manage Yourself

- 3. I am responsible for understanding and managing my own dimensions of diversity and my reactions to differences.

Role of CDO

- Strategist
- Educator
- Provocateur

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JR3 So what is a manager's role in executing this process? It is to actually do those things which make it possible for every employee to perform at peak levels. Managers must provide the tools, equipment, learning opportunities, training, confidence boosters, motivation, praise, reprimand, coaching, etc. that each person needs to be their best.

The 7 Principles of Managing Differently are simply a way to remind managers what to attend to each day. Effective managers must follow these principles and translate them into behaviors that are effective for each employee.

Let's just review the principles quickly.

1. Believe they can do it. No room for stars or duds. No favorites. No 80/20 thinking. You must believe that everyone can and will give 100% commitment and contribution to the work at hand.

2. Get to Know Them. Become more than a distant, detached business-only boss. They all need and deserve more from you. Try to understand who they are, what drives them, what are they naturally good at, what you can learn from them, etc.

3. Manage Yourself. Remember, you are human also. Your conditioning and reaction to certain characteristics or behaviors will override any lofty words you may employ to appear supportive and inclusive. Be aware of your triggers. Manage them and control yourself.

Jim Rodgers, 6/22/2005

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JR4 4. Adapt Your Style. Find what works best for each employee and give them what they need. Rather than make them adjust to your natural style, you adjust to their needs.

5. Use Your Power. Whatever power you think you don't have, you still have more organizational power than most of your people. Besides, the main thing you will need to do is get busy on their behalf. Remove obstacles, provide guidance, let them use your power as necessary, honor their abilities and accomplishments.

6. Ask. We are going to spend more time on this today. Essentially, you must assume you don't know all you need to know to provide optimal support for any employee.

7. Be Fair. Recognize that treating everyone the same can be the most abusive thing you can do. It can bite you.

Jim Rodgers, 6/22/2005

Role of CEO

- Promoter
- Sustainer
- Champion

Closing Thoughts

It is your job as a manager to get 100% from 100% of your people, 100% of the time.

James O. Rodgers, CMC

“If people are not more productive working for you than if not, get out of managing. You’re in the way.”

Marcus Buckingham

Summary

- Diversity management is a strategy.
- Diversity management is not about counting heads.
- Managers are the key to success.
- Employees are your best resource for teaching managers to manage with integrity.
- Getting 100% is no longer optional.

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JR9 At the end of the movie, Rod Tidwell has a stellar season capped off by a breakthrough performance in a playoff game. He gets cheered by the crowds, consumed by the press, lauded by the team's management, and offered a premium contract. Rod emerged a winner.

Interestingly enough, the first person he sought out to share his elation with was Jerry McGuire. He even went so far as telling Jerry, " Jerry McGuire, you are my Quan."

Of course Rod's victory also meant a victory for Jerry (agent's fees, etc.). Jerry McGuire emerged a winner.

How often have you had the privilege of reveling at the accomplishments of your people? Accomplishments that you know would not have occurred without your encouragement, support, and development.

When that happens, you need to pay attention, make sure there is a celebration, and make sure everyone knows about the employees' victory.

Jim Rodgers, 6/23/2005

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JR10 I want to offer you two thoughts to close with.

Read first quote. I don't want you to fail.

Read second quote.

Thank you for your time and your attention to this program. My hope for you is that you will elevate your game to become the manager about whom everyone says, " I want to work for him/her. All (s)he cares about is helping me achieve beyond my own imagination." In your work as a manager, it doesn't get any better.

Thank you and God bless you all.

Jim Rodgers, 6/23/2005