

## Shifting Paradigms: Diversity and Inclusion as a Strategy for Organizational Success

Sunday, August 16, 2009  
3:15 - 4:30 p.m.

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President and CEO  
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## Objectives

- To explore the concepts of Diversity.
- To understand the importance of Valuing Diversity.
- To explain why Managing Diversity is important to the success of any business, including access to new markets, and enhancing productivity.
- To discuss why The Institute For Managing Diversity was established.
- To share differences between Managing Diversity and Affirmative Action.
- To examine some of the evidence of the demographic shift in ethnic populations and its impact on the workforce of the future.
- To gain a basic understanding of the role of "business culture" in your organization and discuss the ways it works for some and not for others.
- To explore the barriers to Managing Diversity and how the lack of inclusive practices could effect the well being of the entire society.

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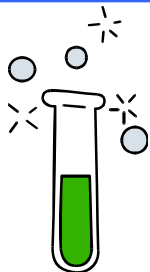
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## What is Diversity?



Diversity is any collective mixture characterized by similarities and differences.

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## Who does Diversity affect?

- Diversity affects everyone.
- It is more than gender, age, racial classification, ethnicity, physical ability and sexual orientation.



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Diversity determines how each individual thinks, behaves, and believes. It is the lens through which we see the



It encompasses all the influences that shape the way we approach work and daily living.

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## Diversity is Inevitable...

- Today, white males make up only 43% of workforce. By 2010, the statistic will be less than 15% of the applicant population.
- Over the next 7 years, 85% of employment applicants will be:
  - White Females 32%
  - Hispanic Males 16%
  - Hispanic Females 12%
  - Black Males 7%
  - Black Females 9%
  - Asian and Other Males 5%
  - Asian and Other Females 5%

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## Diversity is Inevitable...

- **Today...**
  - The black population represent 12% in the US
  - More than 30% of Americans are people of color
  - During the last census period, the Hispanic population increased by 53%, Asians and Pacific Islanders increased by 80%
  - **California, Hawaii, New Mexico and Texas now have combined minority populations greater than Whites**
  - 5 other states have minority populations greater than 40%
- **By 2030...**
  - People of color will make up 43% of the US population

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## Minority Population Data

- Today, nearly one in 3 Americans is a member of a racial or ethnic minority group; by 2050 one in two will be the ratio
- The collective purchasing power of Minorities is at \$1.3 trillion and projected to reach \$4.5 trillion by 2015
- More than 42% of Asian Americans have earned BA's, and 15% of African Americans( doubled in last 20 years) and 11% of Hispanics (up 60% over last twenty years)

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## The End of the Melting Pot...

We have always thought of ourselves as the world's melting pot where everyone embraced the same cultures and values.



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## What is Valuing Diversity...

**Getting back to the melting pot means Valuing Diversity.**

Valuing Diversity is a way of thinking that allows individuals to both give and receive the most in their relationships with co-workers and customers.

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## Valuing Diversity...the best examples are...

- The Board of Directors reflects the Community
- The Executive Leadership reflects the Community
- The Business Culture Accommodates Inclusion
- A Written Plan has been Prepared and Approved
- Merit Increases are tied to achieving diversity goals
- Diversity Goals are incorporated in Strategic Plans
- The entire organization is trained in cultural differences and embraces Cultural Competency

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## How to Value Diversity...

- Valuing Diversity is a process rather than a program.
- In order for an organization to *Value Diversity*, the organization must be involved in *Diversity Management*.



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## What is Managing Diversity?

Managing Diversity means managing the differences and similarities that exist within our workforce and within our customer and client populations.

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## Managing Diversity to Succeed as an Association...

Some of the differences that could keep us from effectively working together as a TEAM...



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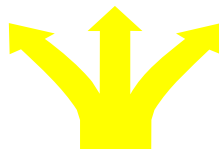
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## Approaches to Diversity...

- Managing Diversity
- Affirmative Action
- Understanding Differences



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## Managing Diversity...

How does Managing Diversity differ from Understanding Differences?

- The goals of Understanding Differences are:
  - Creation of a diverse workforce
  - Upward mobility for target groups
  - Quality relationships at work
  - Reduction of social conflict

The motivation stems from legal, moral, and corporate social responsibility.

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## Understanding Differences...

- Limitations:
  - Emphasis on individual and interpersonal issues
  - Backlash
  - No change in systems or business culture
  - Requires continuous intense effort

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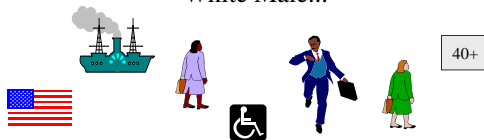
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## Managing Diversity...

How is Managing Diversity Different from Affirmative Action?

Protects Everyone Except the Traditional White Male...



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## Managing Diversity

In order to effectively Manage Diversity, the organization must understand its “BUSINESS CULTURE”



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## Managing Diversity...

Requires Culture and Systemic Changes



Recruiting

Training & Development

Promotions

Rewards

Sponsoring

Mentoring

Appraisals

Career Development

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## Managing Diversity...

- An organization’s vision or plan for diversity and its’ management must extend well beyond any legal requirements.
- It must be driven by a business imperative to provide an environment which releases the productivity of the each employee.
- It is a business/viability issue to gain competitive advantage in today’s markets.

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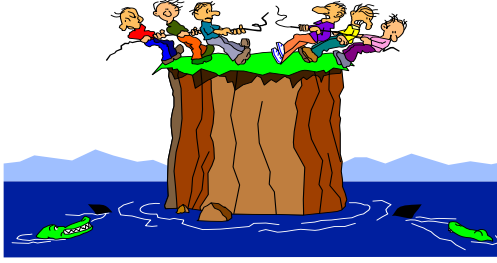
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## Barriers to Managing Diversity...



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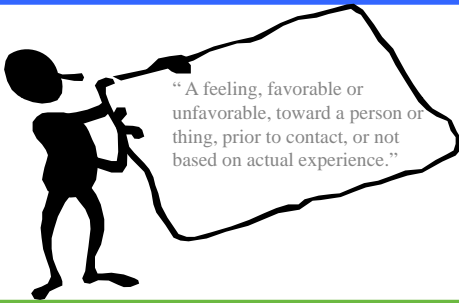
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## Prejudice...



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## Prejudice...

- How do we acquire Prejudice?
- Where do we acquire Prejudice?
- When do we acquire Prejudice?
- How can we overcome Prejudice?

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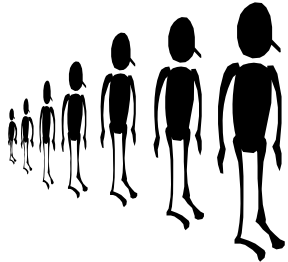
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## Stereotypes



“A standardized mental picture held in common about members of a group and representing an oversimplified opinion, affective attitude or judgment”

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## Stereotypes

- There are positive and negative stereotypes
- Stereotypes are a way of organizing information and observations
- Prejudice often causes people to create stereotypes
- Prejudice occurs when negative feelings become attached to stereotypes

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## Stereotypes...

- Application of limited experiences with one member of a group to the ENTIRE group
- Result from a need for coherence, simplicity, and predictability in an increasingly complex world
- Used in our daily speech and jokes without much contemplation

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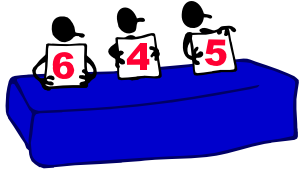
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## Discrimination

“The act, practice, or an instance of making a difference in treatment or favor on a basis other than individual merit.”



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## Discrimination

- Most likely occurs when prejudice and stereotypes affect decision making.
- American companies and corporations spend approximately \$53 billion/year on resolving alleged sexual or racial harassment and/or discrimination complaints.

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## Discrimination...

- Illegal and prohibited by several laws
- Bad for business
  - Adversely impacts public image and relations
  - Employee and customer relations
  - Bottom-line of the organization

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## Managing Diversity

Managing Diversity is based upon the awareness of differences and respectful inclusion of those differences...in the decision making process



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## About IFD

- **Our Mission**

The Institute for Diversity in Health Management is committed to expanding healthcare leadership opportunities for racially/ethnically diverse individuals and increasing the number of these individuals entering and advancing in the field.

- **Vision Statement**

The vision of the Institute for Diversity in Health Management is for management of healthcare institutions to reflect the ethnic diversity of the communities served.

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## How can IFD help?

- Summer Enrichment Program
- Post Graduate Fellowship
- Financial Assistance for Students
- Leadership Conference
- Training and Education
- Bridges
- [www.diversityconnection.org](http://www.diversityconnection.org)

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## Recommendations



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## Contact Information

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**SEE YOU NEXT YEAR!**  
Annual Meeting & Expo  
August 21 - 24, 2010  
Los Angeles, CA

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