



Lutheran
Services
in America

Reimagining Diversity in the Workplace: The WHO, WHAT and HOW's of Working in a Diverse Workplace

November 8, 2022

DEI FRAMEWORK

People

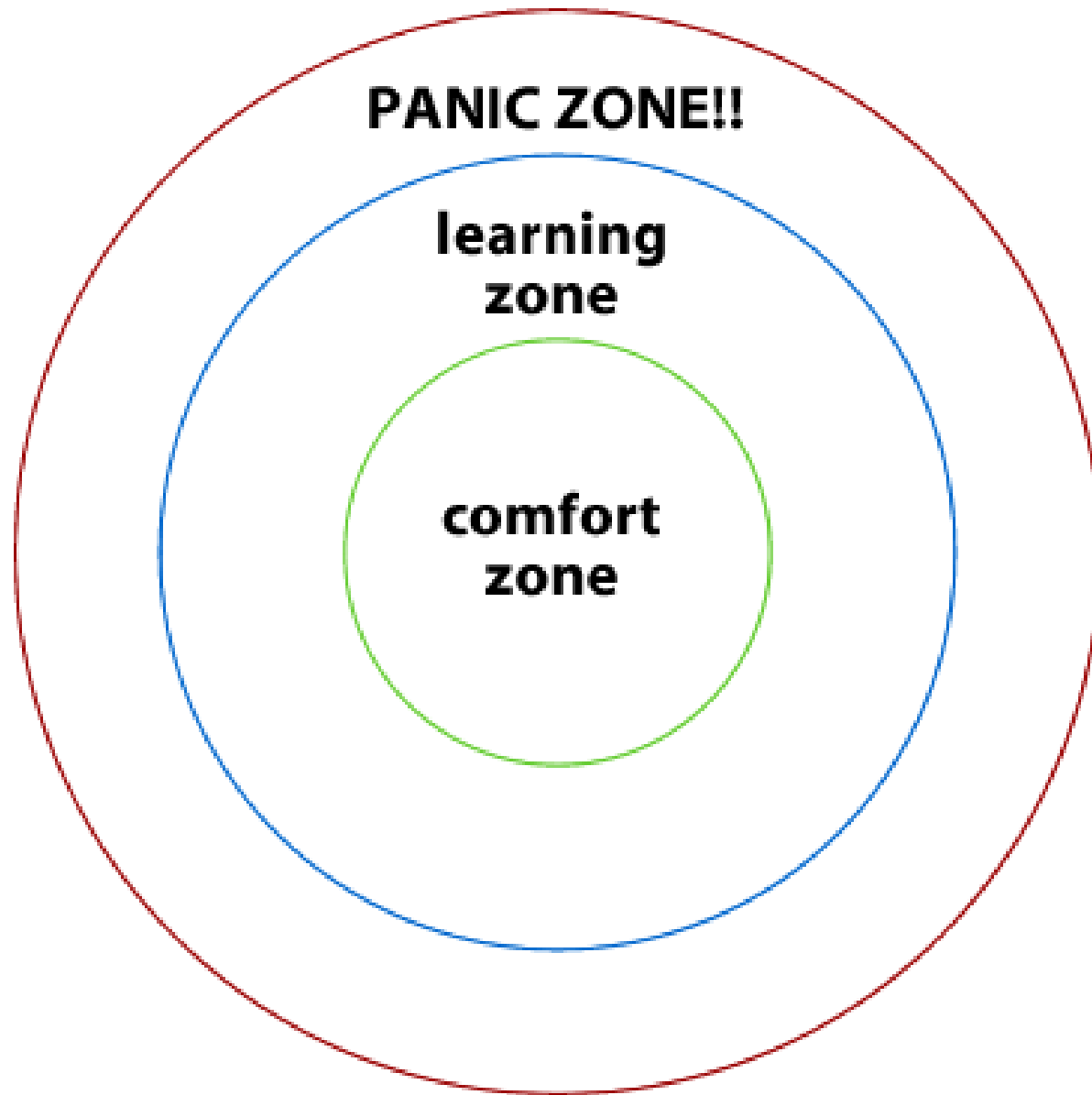


Process



Culture





DEI DEFINED



DIVERSITY

of people,
perspectives



EQUITY

in policy, practice
& position



INCLUSION

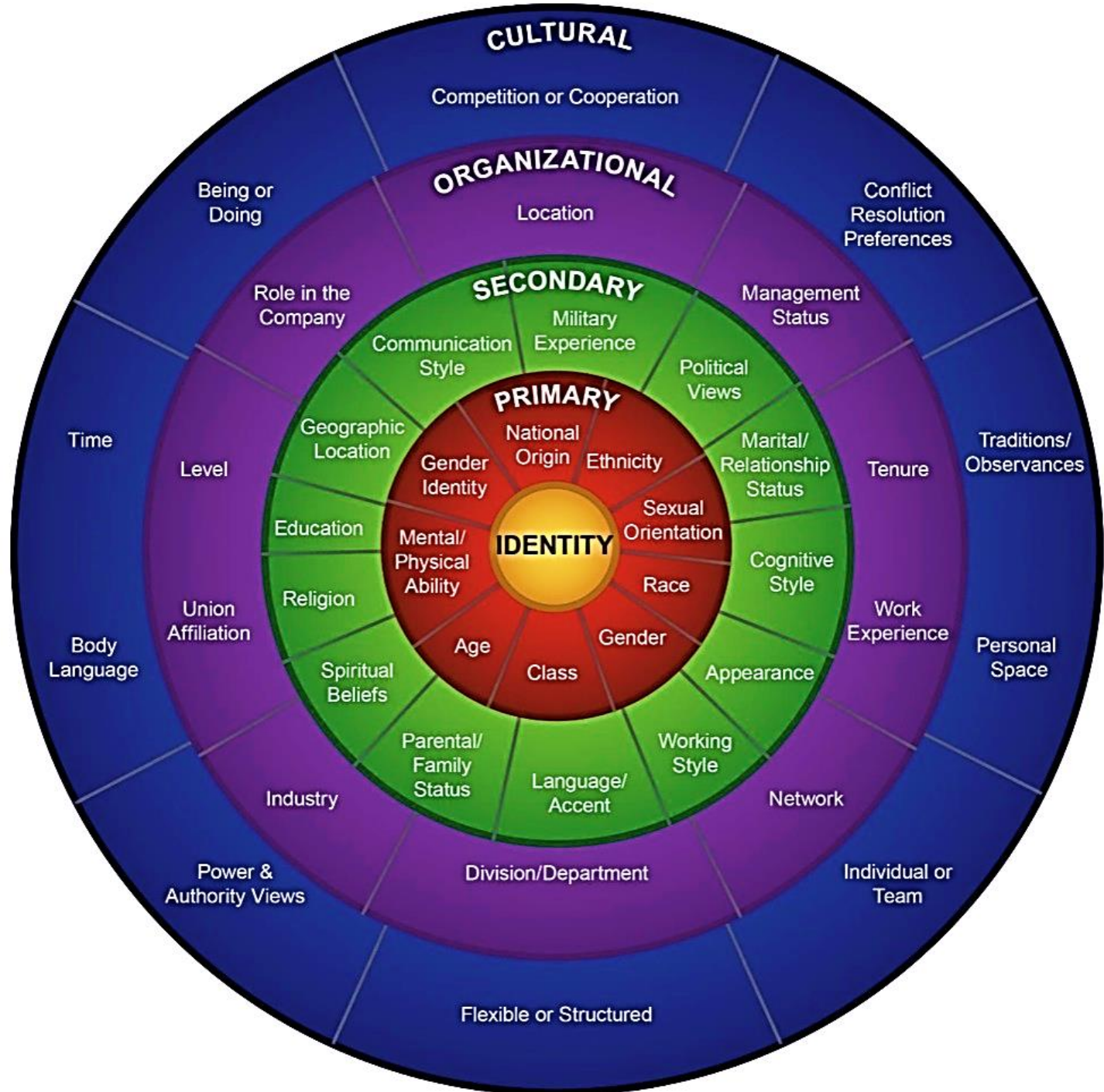
via power, voice &
organizational culture



JUSTICE

with equal rights &
equitable
opportunities





CULTURAL

ORGANIZATIONAL

SECONDARY

PRIMARY

IDENTITY

Competition or Cooperation

Conflict Resolution Preferences

Being or Doing

Location

Management Status

Role in the Company

Military Experience

Communication Style

Political Views

Traditions/Observances

Time

Level

Tenure

Geographic Location

National Origin

Ethnicity

Marital/Relationship Status

Gender Identity

Sexual Orientation

Education

Mental/Physical Ability

IDENTITY

Race

Cognitive Style

Union Affiliation

Religion

Age

Gender

Work Experience

Personal Space

Body Language

Spiritual Beliefs

Class

Appearance

Parental/Family Status

Working Style

Language/Accent

Network

Industry

Power & Authority Views

Division/Department

Individual or Team

Flexible or Structured

A close-up photograph of several people's hands holding and interacting with mobile smartphones. The background is blurred, showing a public space with a white railing. The text is overlaid in the upper left quadrant.

**Please use your mobile
device for this next activity...**

Level of Comfort





- Cross-culturally validated assessment of intercultural competence
- 50 item, online questionnaire, translated into 17 languages
- No cultural bias and not “transparent” (i.e., no social desirability)



Diversity



Diversity



Intercultural Competence



Inclusion

- ◆ **The WHO:** The mix of differences
- ◆ Focus on “impact” of differences
- ◆ Measured by demographic analysis

Inclusion



Diversity



Intercultural Competence



Inclusion

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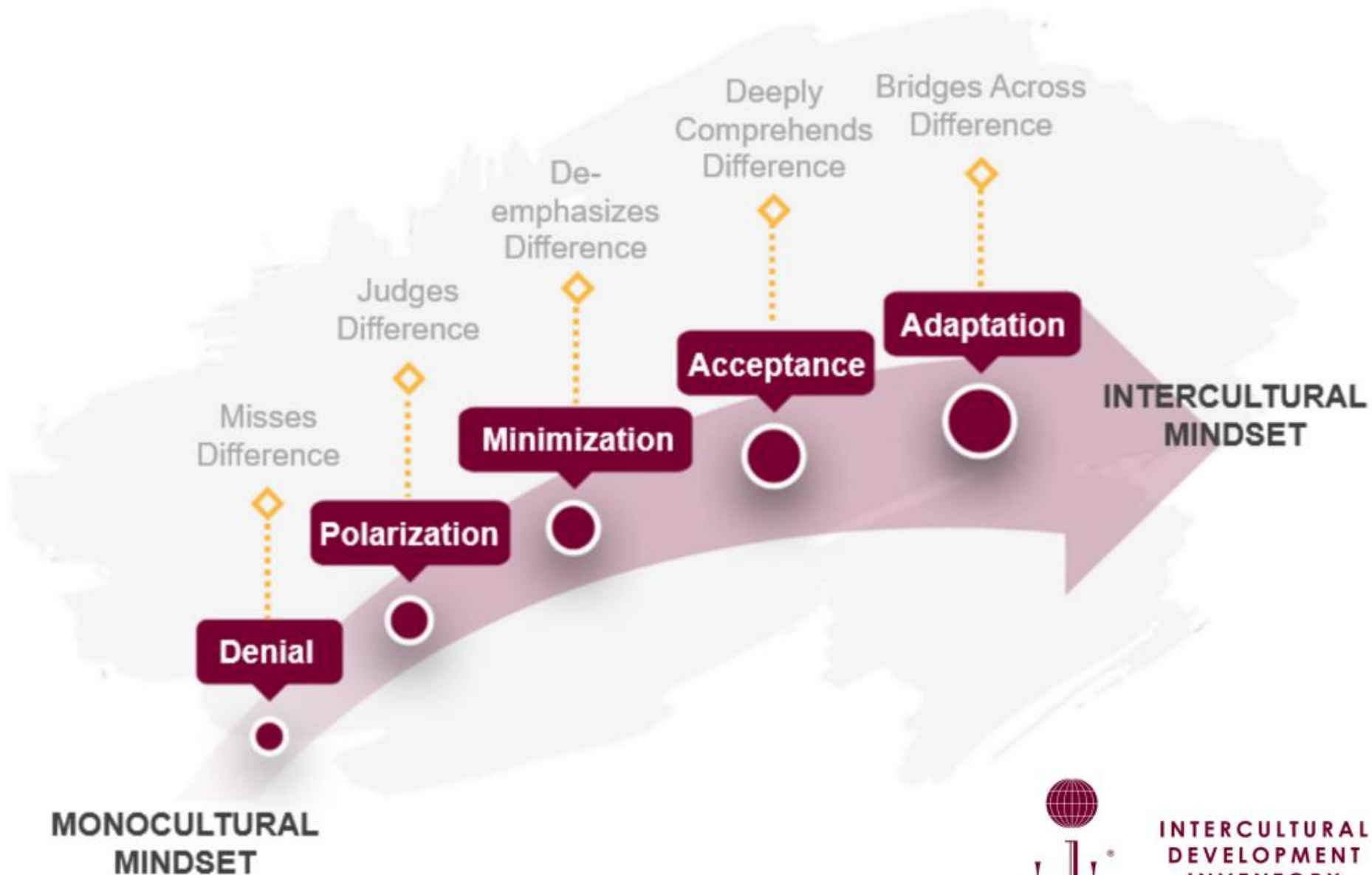
- ◇ **The WHAT:** The “mix” feeling valued and engaged
- ◇ Focus on the experience
- ◇ Measured by outcomes

I Intercultural Competence



| Diversity | + Intercultural Competence = | Inclusion |
|---|---|---|
| <ul style="list-style-type: none"> ◇ The WHO: The mix of differences ◇ Focus on “impact” of differences ◇ Measured by demographic analysis | <ul style="list-style-type: none"> ◇ The HOW: How to make the mix work ◇ Focus on capacity ◇ Measured by the IDI | <ul style="list-style-type: none"> ◇ The WHAT: The “mix” feeling valued and engaged ◇ Focus on the experience ◇ Measured by outcomes |

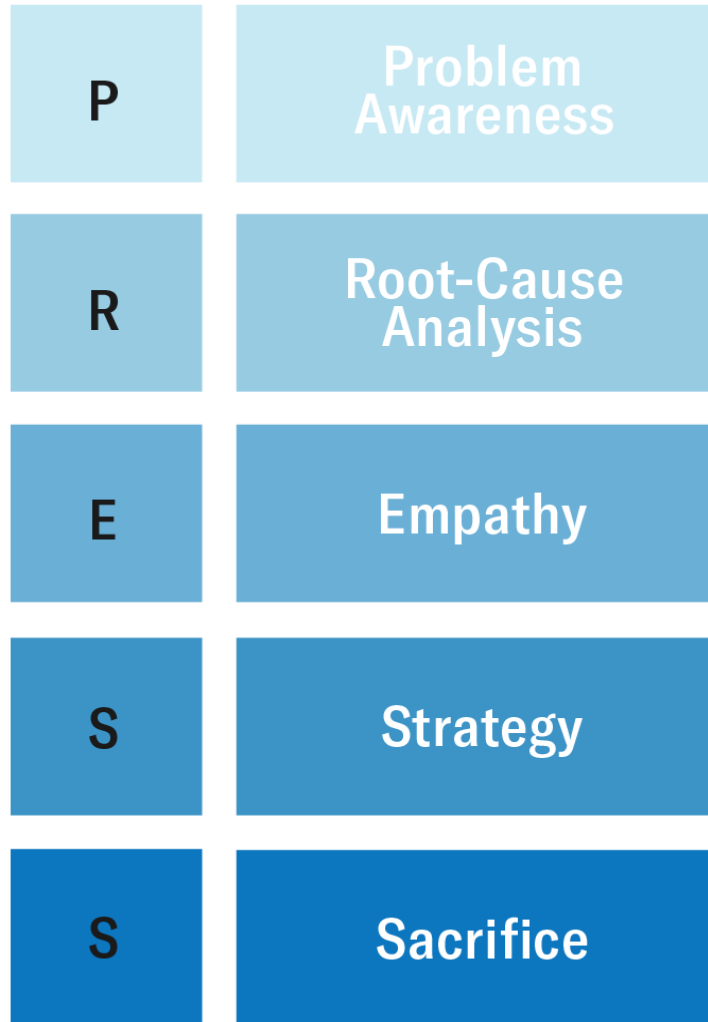
Intercultural Development Continuum (IDC™)



BREAKOUT CONVERSATION

Real Stories: Challenges & Opportunities





Condition
Do I understand what the problem is and where it comes from?

Concern
Do I care (enough) about the problem and the people it harms?

Correction
Do I know how to correct the problem and am I willing to do it?

QUESTIONS



Make It Plain Consulting

“Uncovering Inherent Strengths for Sustained Growth”



MAKE IT PLAIN
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