



# Crossing the Great Divides: What to Do With Differences in the Workplace





# Howard Ross

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- 
- **Founder of Cook Ross Inc.**
  - **Now Principal in Udarta Consulting**
  - **Social Justice Advocate**
  - **Expertise in Organizational Change, Diversity, Inclusion and Belonging**
  - **Worked in 47 states, 50 countries**
  - **Author**
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# ReInventing DIVERSITY

Transforming Organizational Community  
to Strengthen People,  
Purpose, and Performance



**HOWARD J. ROSS**

Foreword by Julianne Malveaux

# OUR SEARCH FOR BELONGING

HOW OUR NEED TO CONNECT  
IS TEARING US APART

**HOWARD J. ROSS**  
BESTSELLING AUTHOR OF *Everyday Bias*  
with **JONROBERT TARTAGLIONE**

Foreword by Johnnetta Cole

# Everyday BIAS

Identifying and Navigating Unconscious  
Judgments in Our Daily Lives



**HOWARD J. ROSS**



**TRIBALISM**

# Diversity




# Inclusion



# Belonging





# What Characterizes Belonging?



Shared Identity  
Shared Destiny  
Sense of Interdependence  
Shared Values  
Ability to be Oneself



# **Why is “Belonging” Important to organizational Life? Employees who feel a sense of belonging...**







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- 
- ...perform at a higher level**
  - ...are more creative and innovative**
  - ...are more inclusive**
  - ...are less likely to leave**
  - ...are more likely to represent the organization positively**
  - ...are more likely to treat customers and other stakeholders well**








**...all of which leads to greater organizational success and profitability**



# Questions

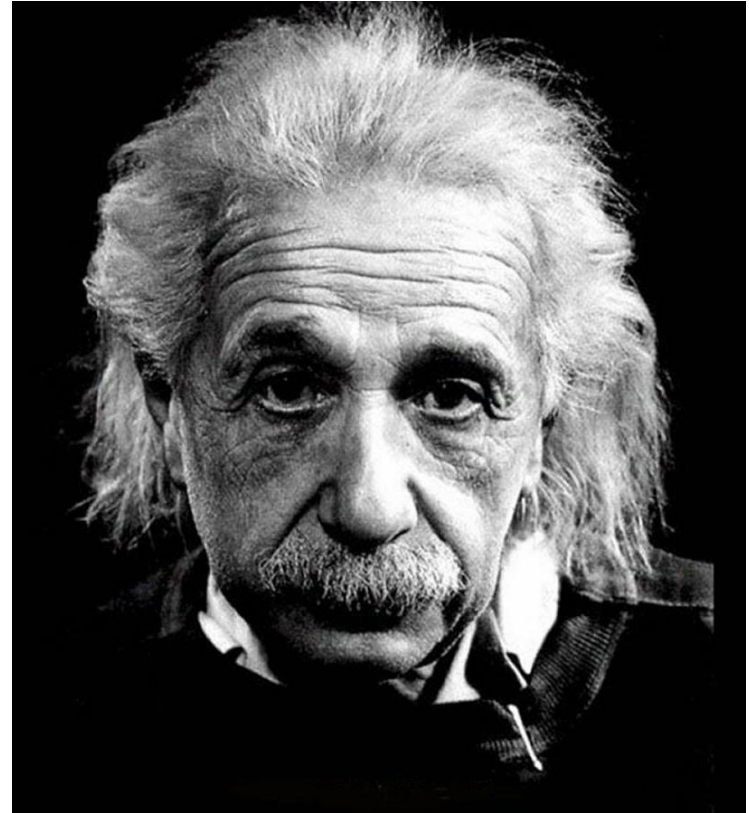
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- **Have you ever found yourself agreeing with something that you don't really agree with, in order to go along with a group of people?**
  - **Have you ever done anything that you wouldn't normally do because you were with a group of people who were doing it?**
  - **Have you ever questioned your point of view about something because everybody else around you felt differently?**
  - **Have you ever assumed that something was "so" just because a lot of other people said it was so?**
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- 
- 
- 



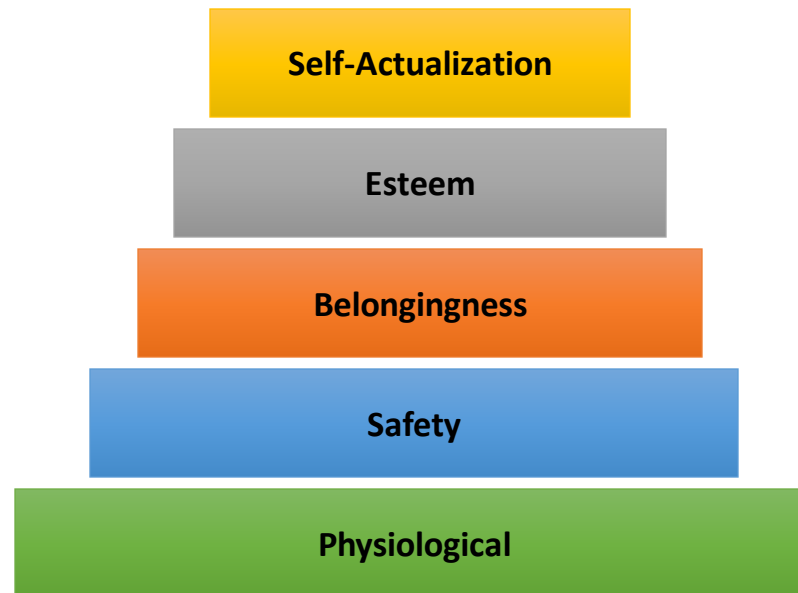


***“If I had an hour to solve a problem I'd spend 55 minutes thinking about the problem and 5 minutes thinking about solutions.”***

**Albert Einstein**



# Maslow's Hierarchy

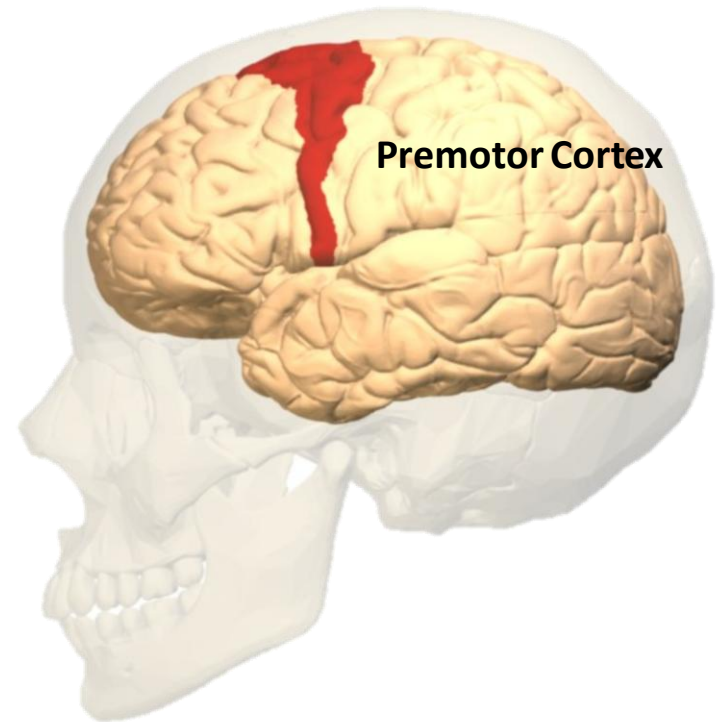


Abraham Maslow, 1943

# Mirror Neurons & Empathy



**Giacomo Rizzolatti, Giuseppe Di Pellegrino, Luciano Fadiga, Leonardo Fogassi, and Vittorio Gallese, University of Parma**

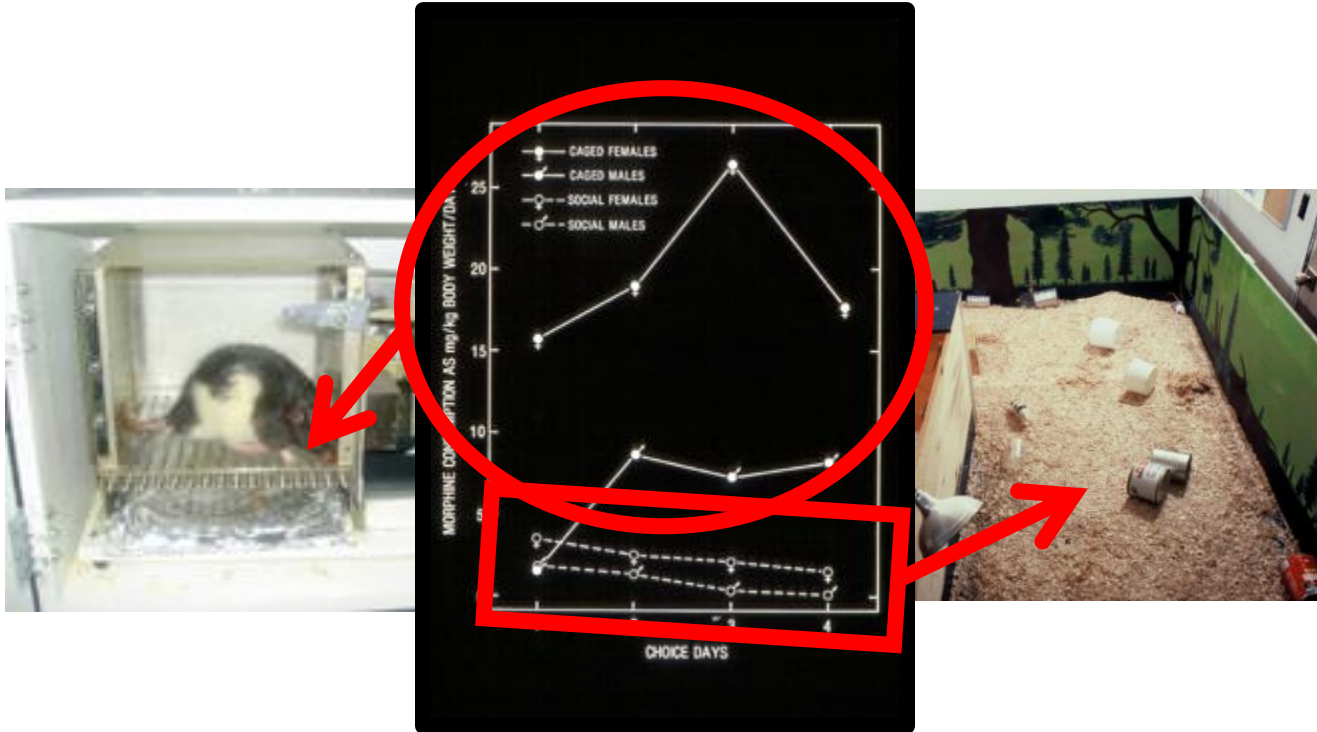


**Marco Iacoboni, UCLA**



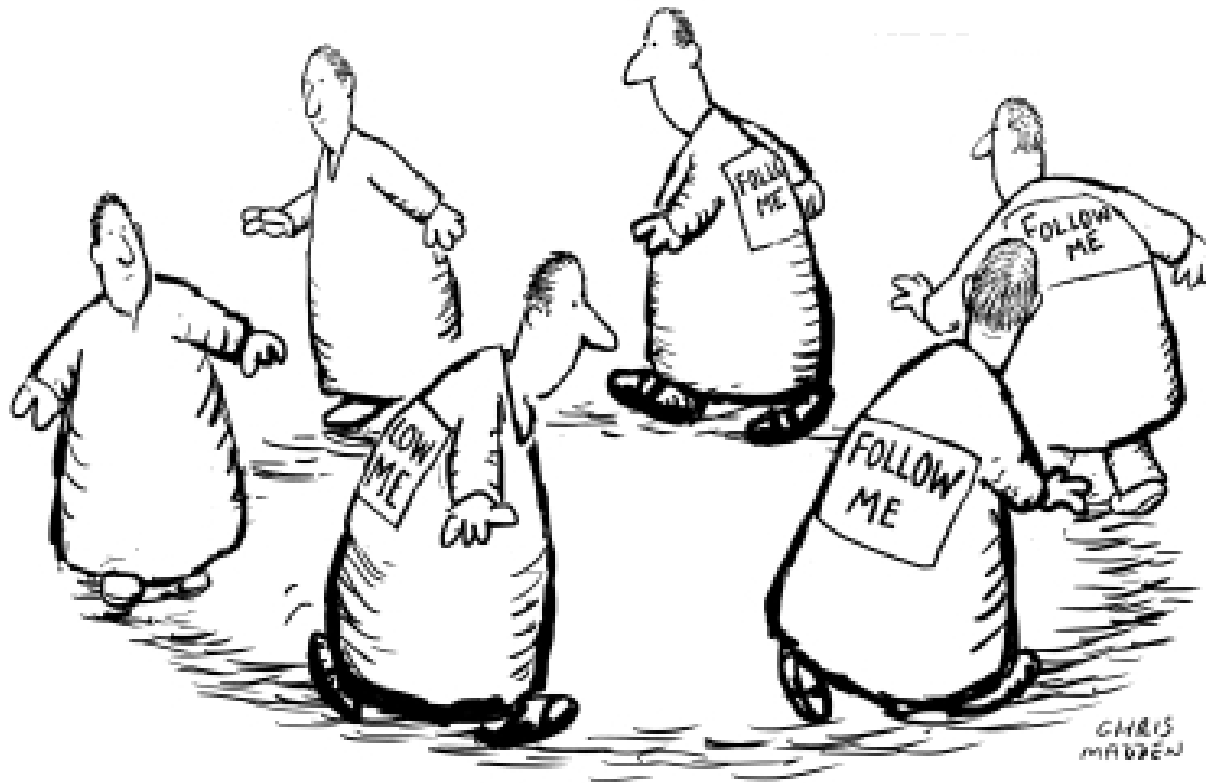
Karen Wynn, Yale Baby Lab

# Belonging and Addiction

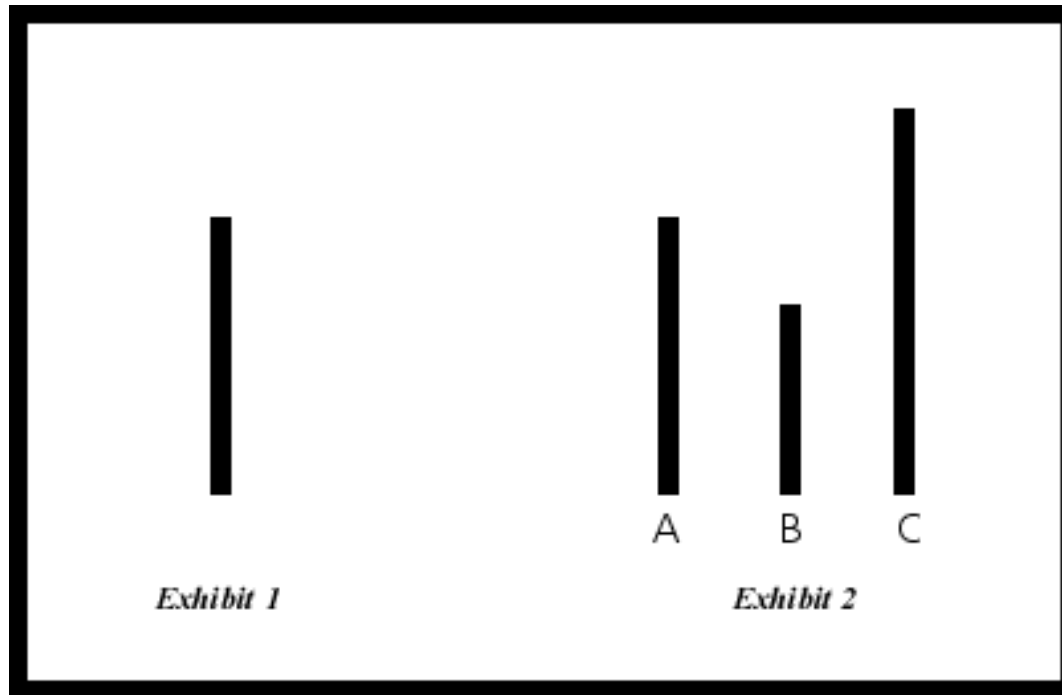


Bruce K. Alexander

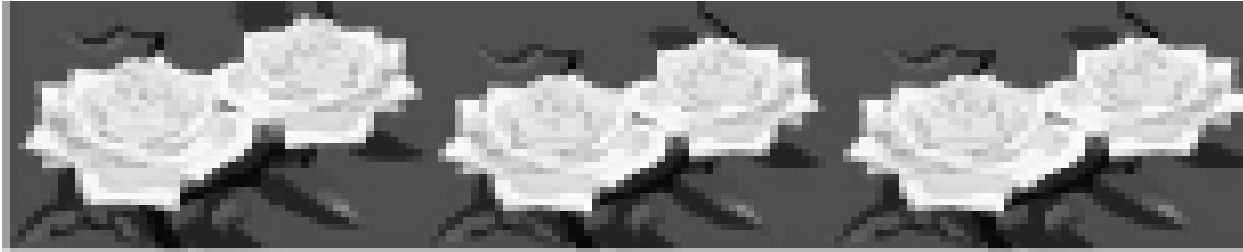
# The Power of Social Conformity



# Asch Conformity Experiment



Solomon Asch, 1953



## COFFEE CLUB

### Prices:

Coffee (with or without milk): 50p

Tea (with or without milk): 30p

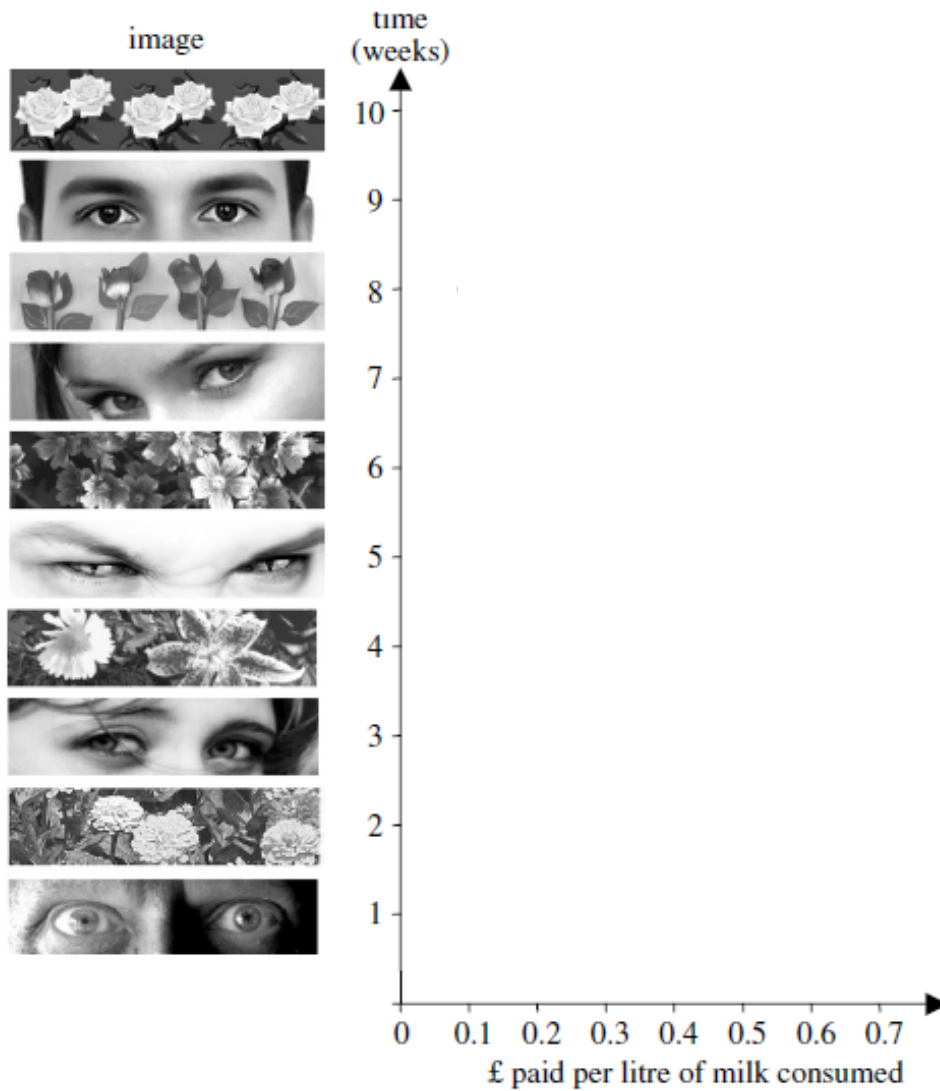
Milk only (in your own coffee or tea): 10p

Full cup of milk: 30p

Please put your money in the blue tin.

Thanks, Melissa.



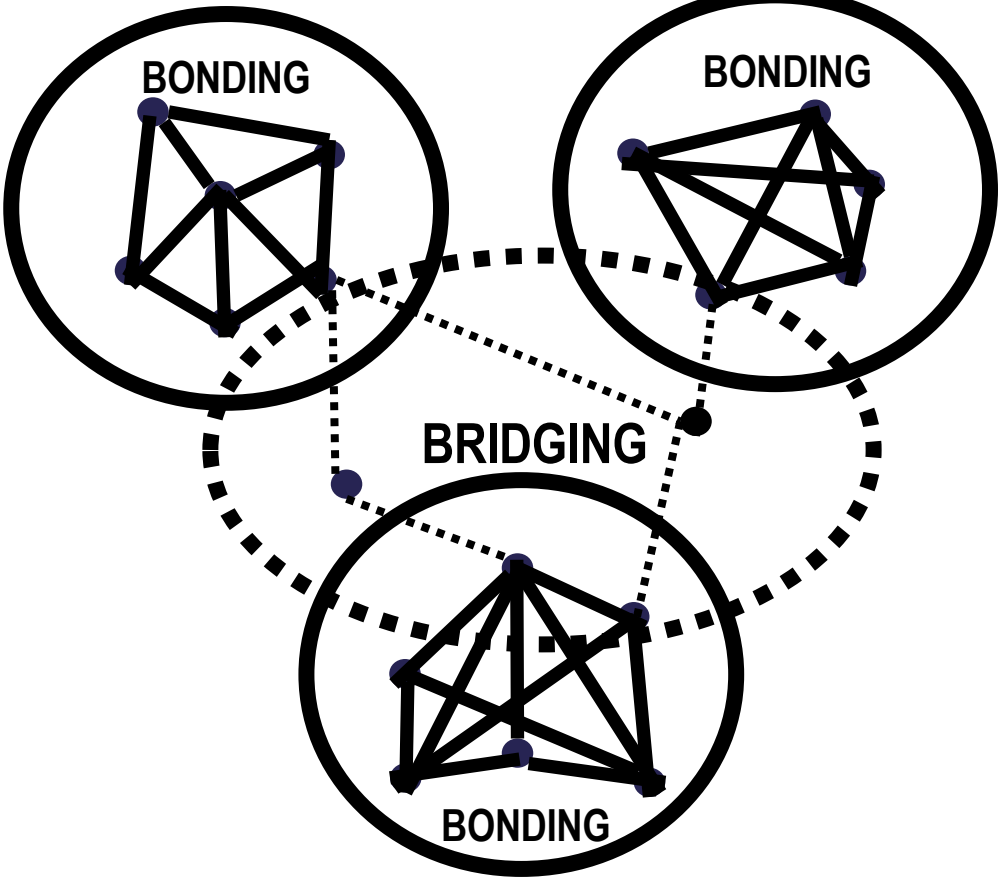


Melissa Bateson, Newcastle University

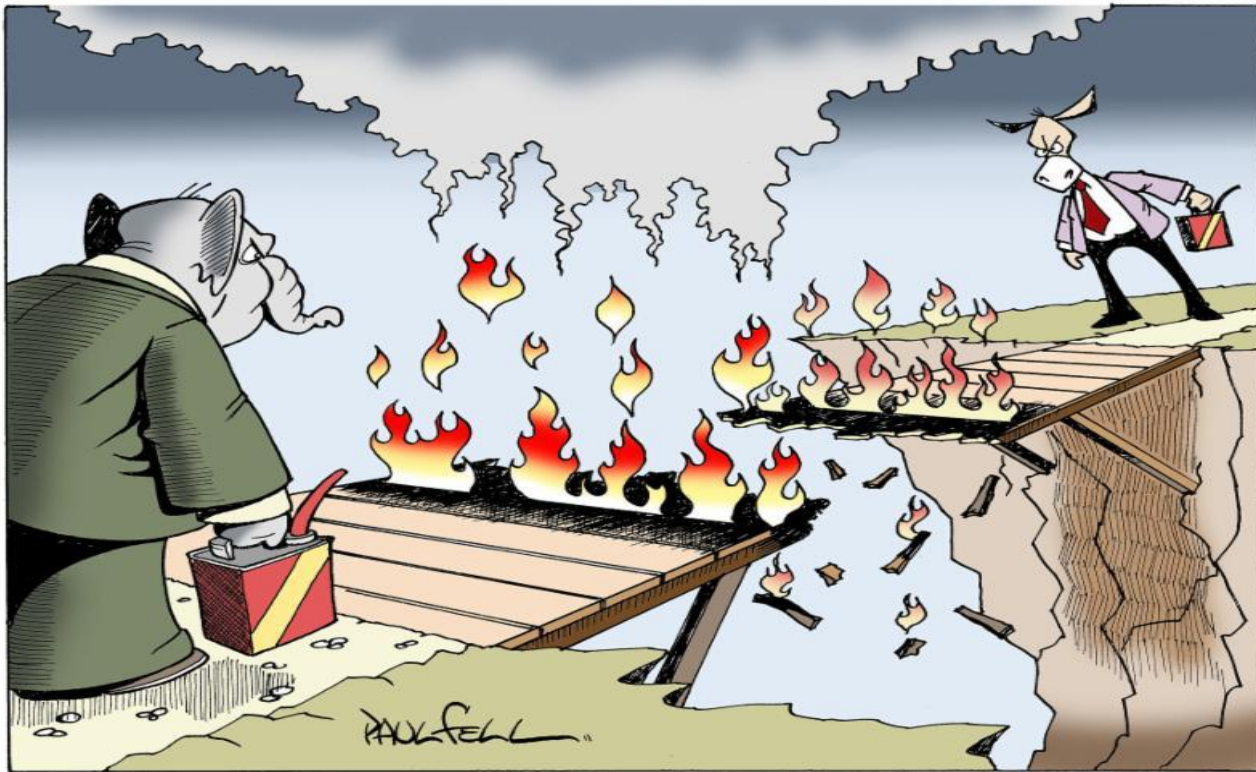




# Robert Putnam: Forms of Social Capital



# The Political Divide

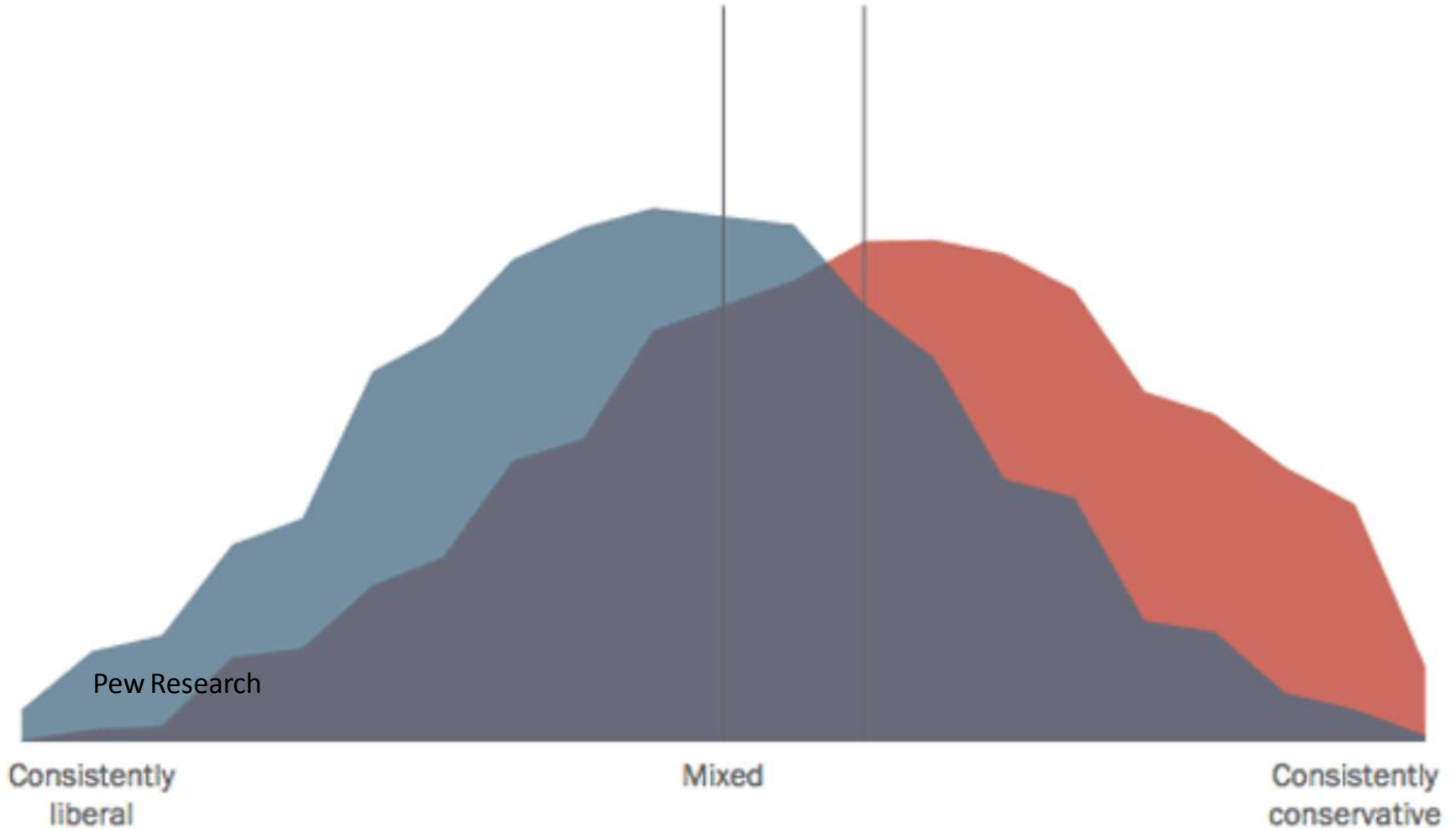




# 1994

Median Democrat

Median Republican



Pew Research



# 1999

Median Democrat

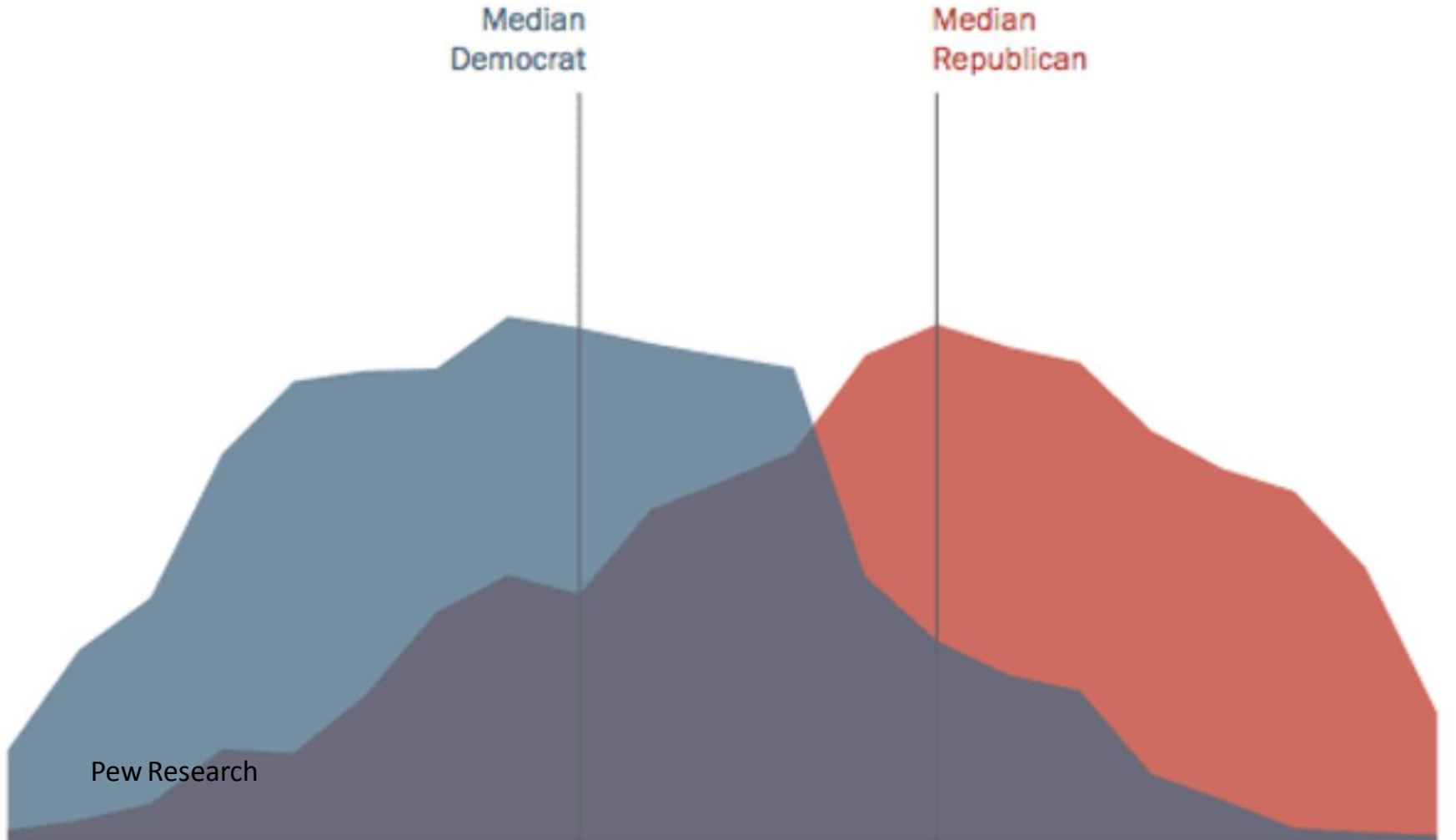
Median Republican

Pew Research

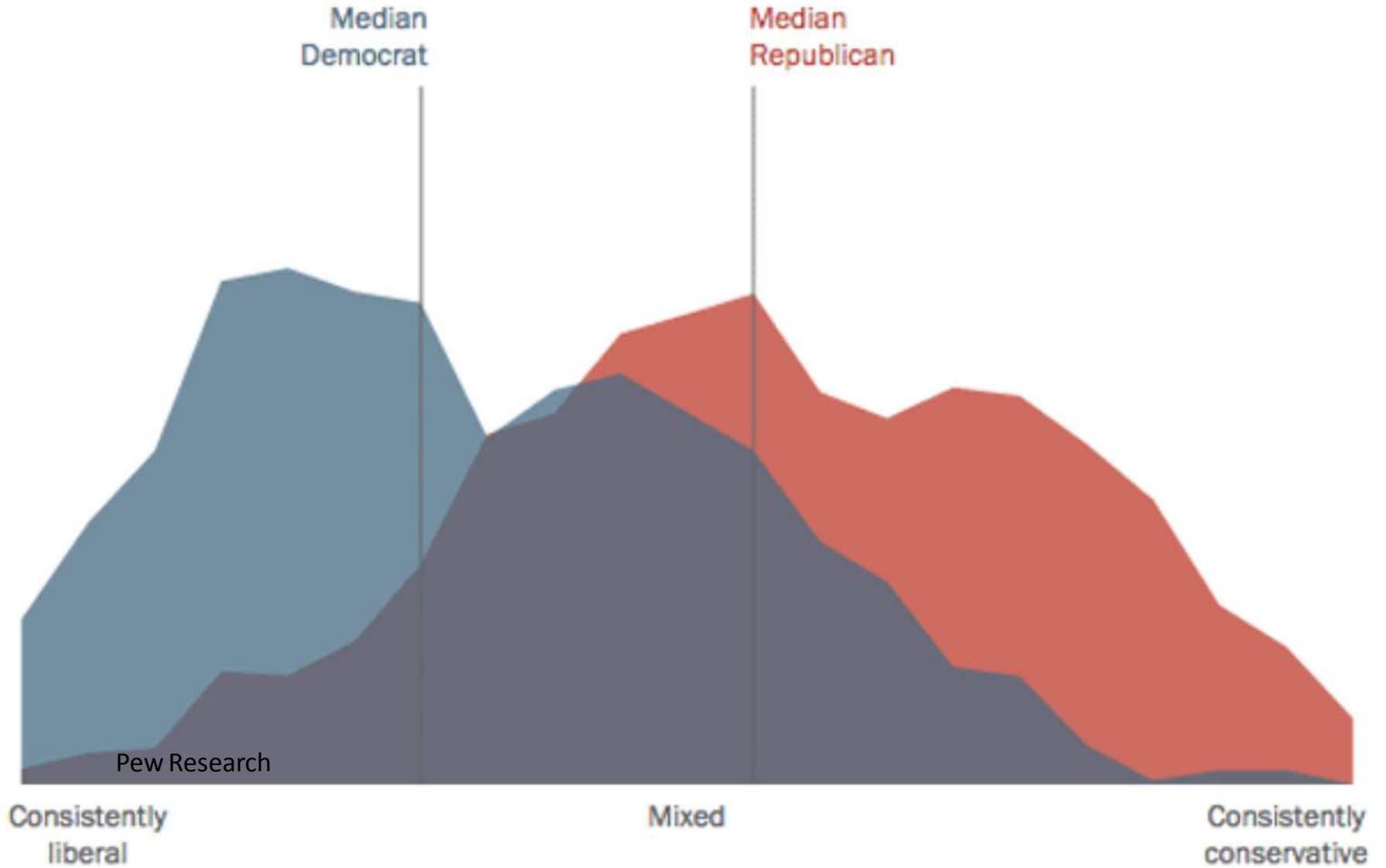
Consistently liberal

Mixed

Consistently conservative



# 2004



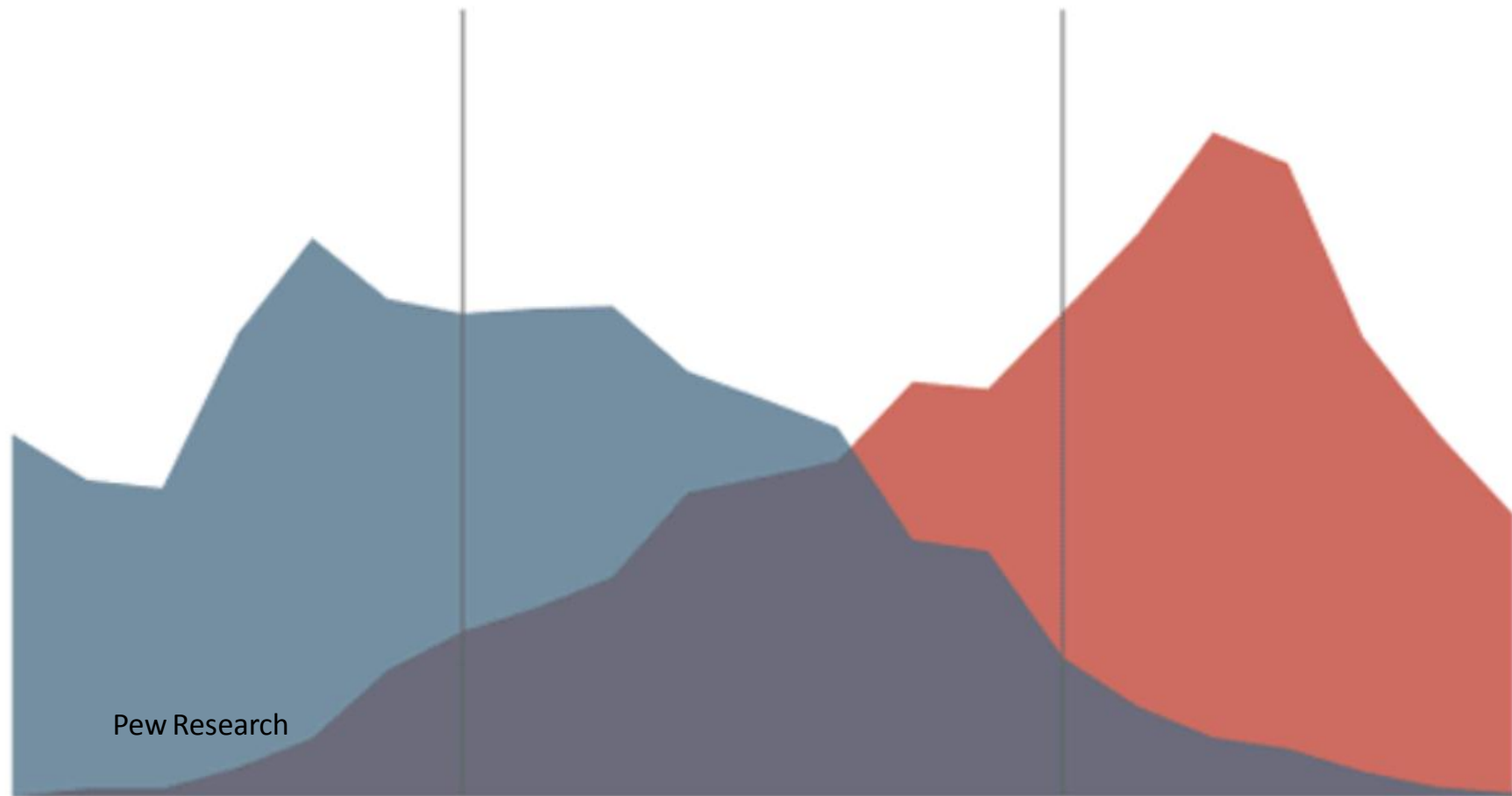




# 2011

Median Democrat

Median Republican



Pew Research

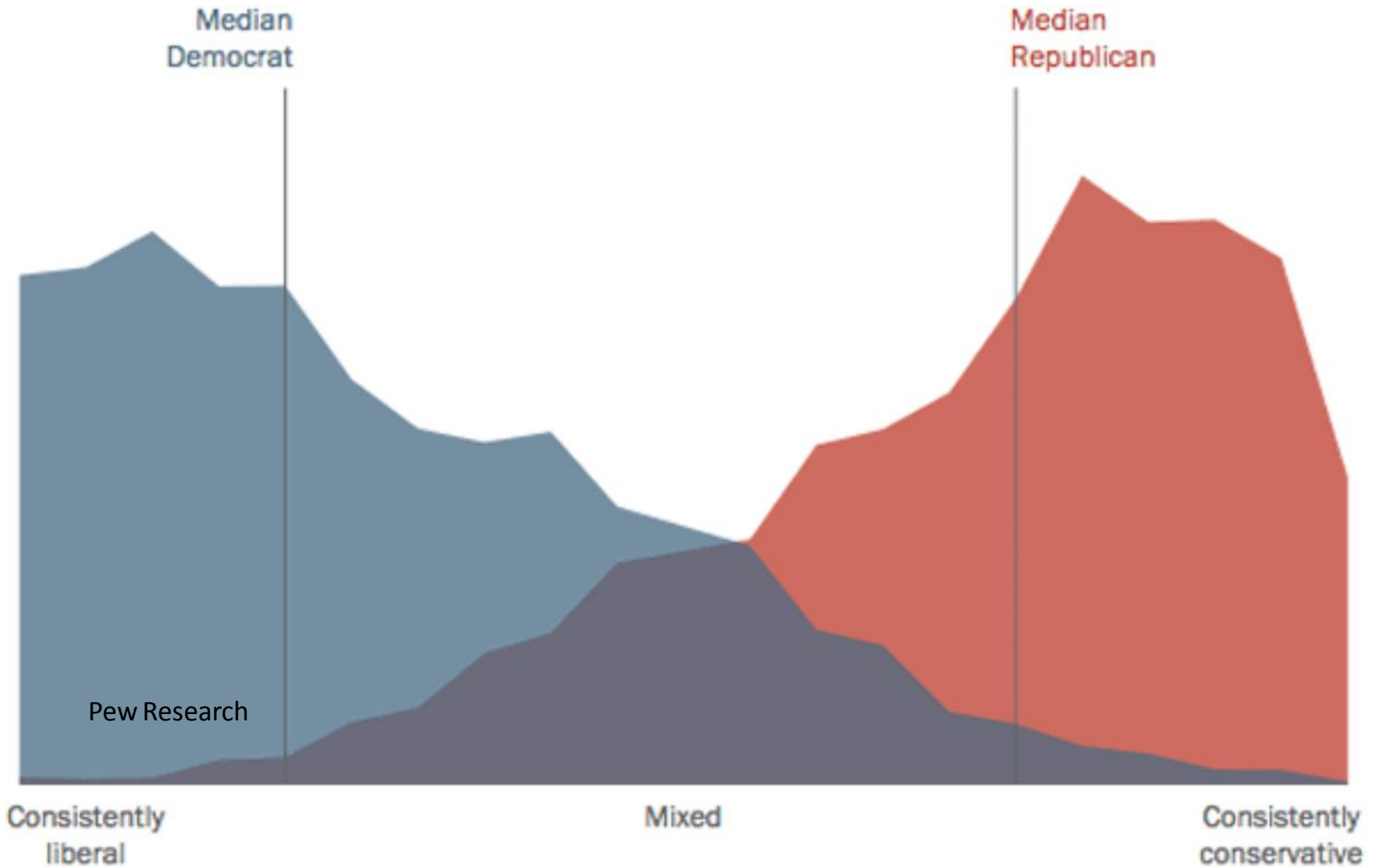
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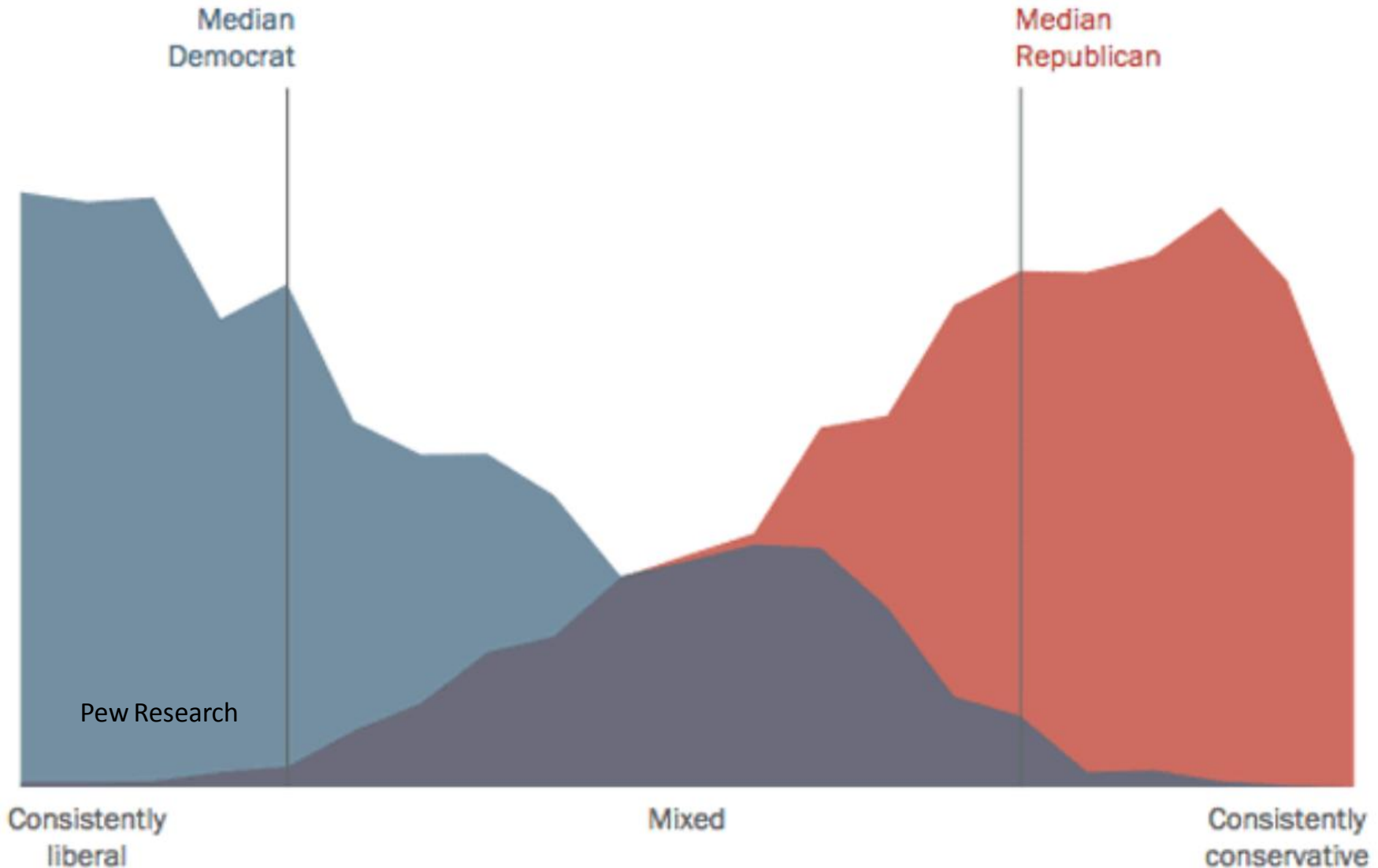


# 2014



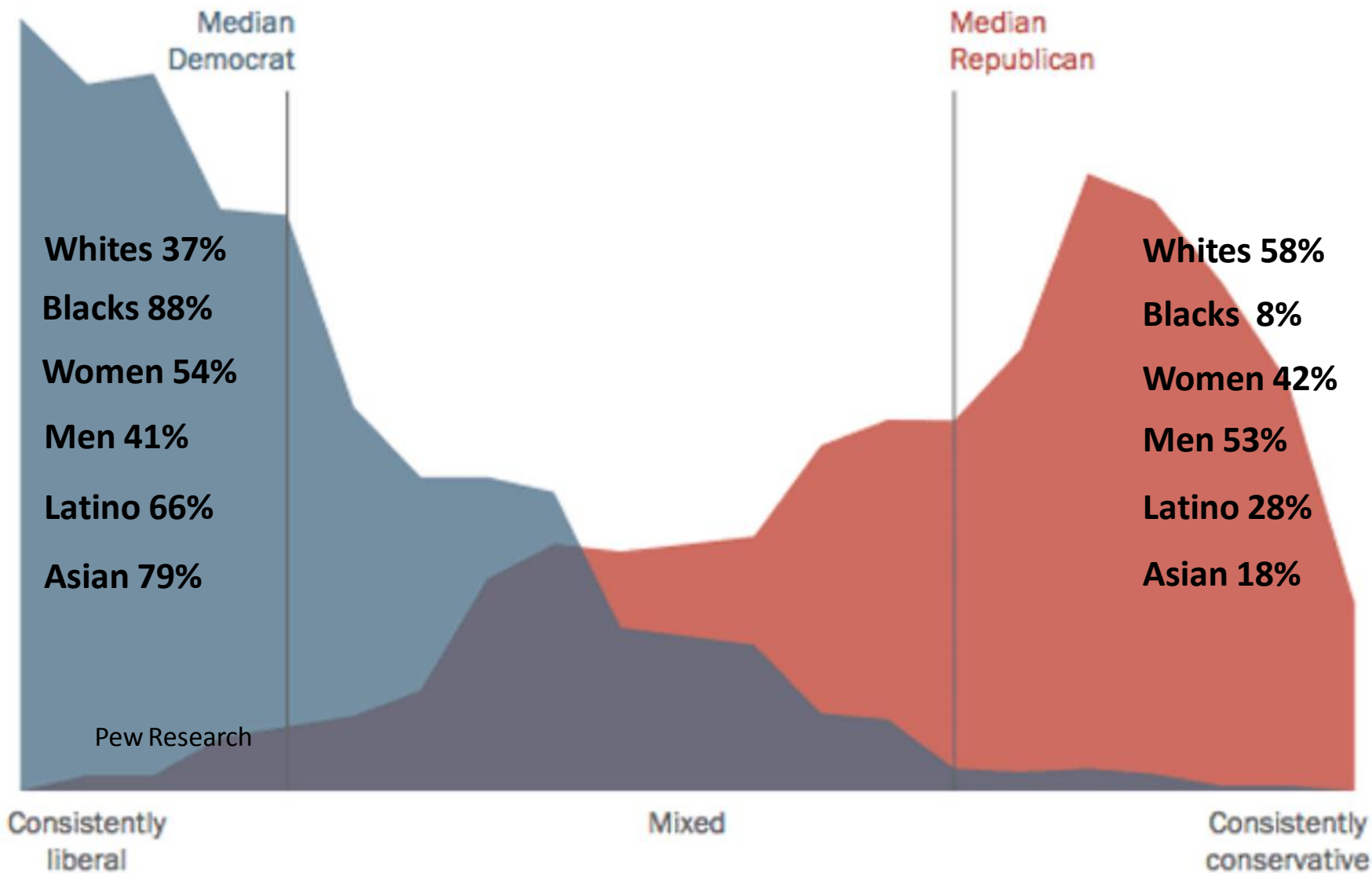


# 2015





# 2017



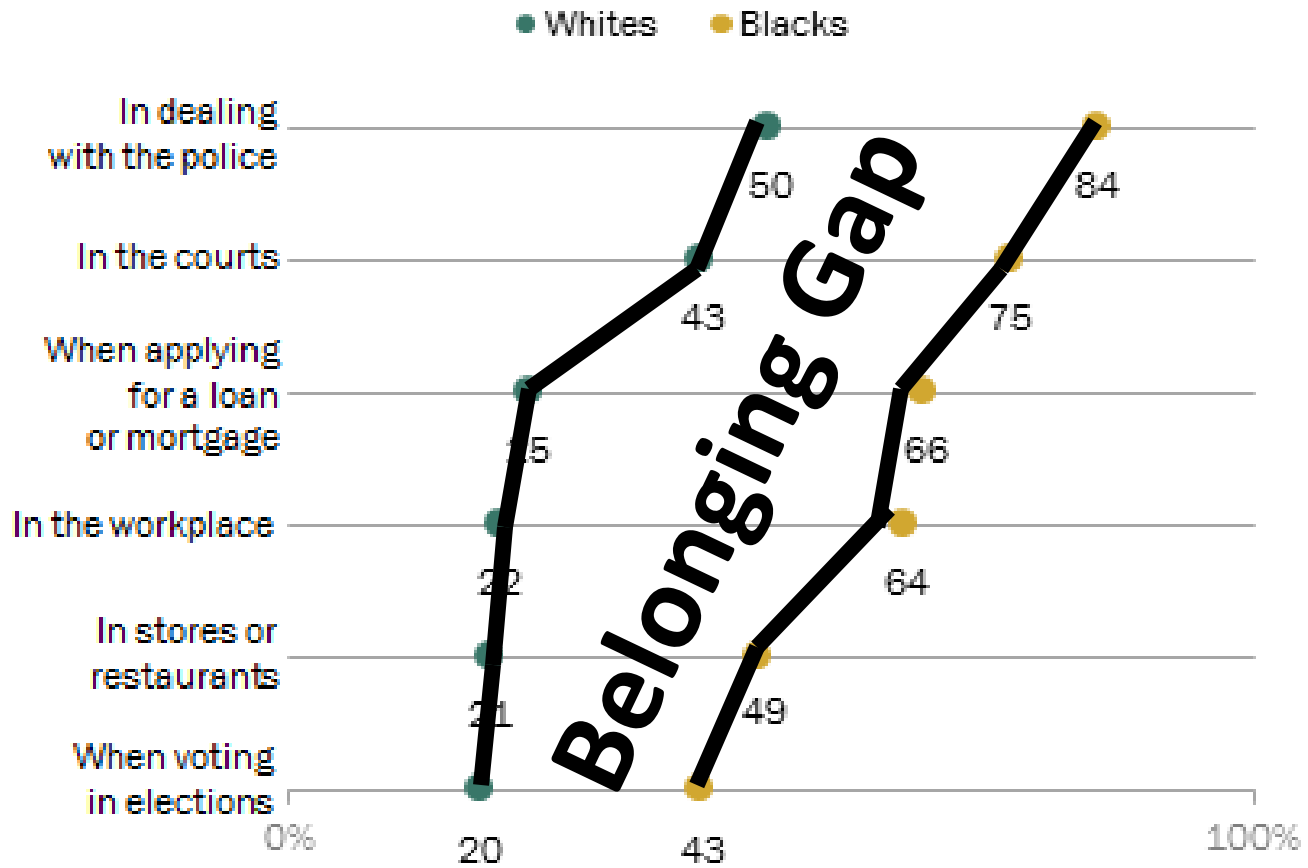


# **Pew Research Center**



**“Perceptions of Race in Black  
and White:  
Do Blacks Suffer  
Discrimination?”**

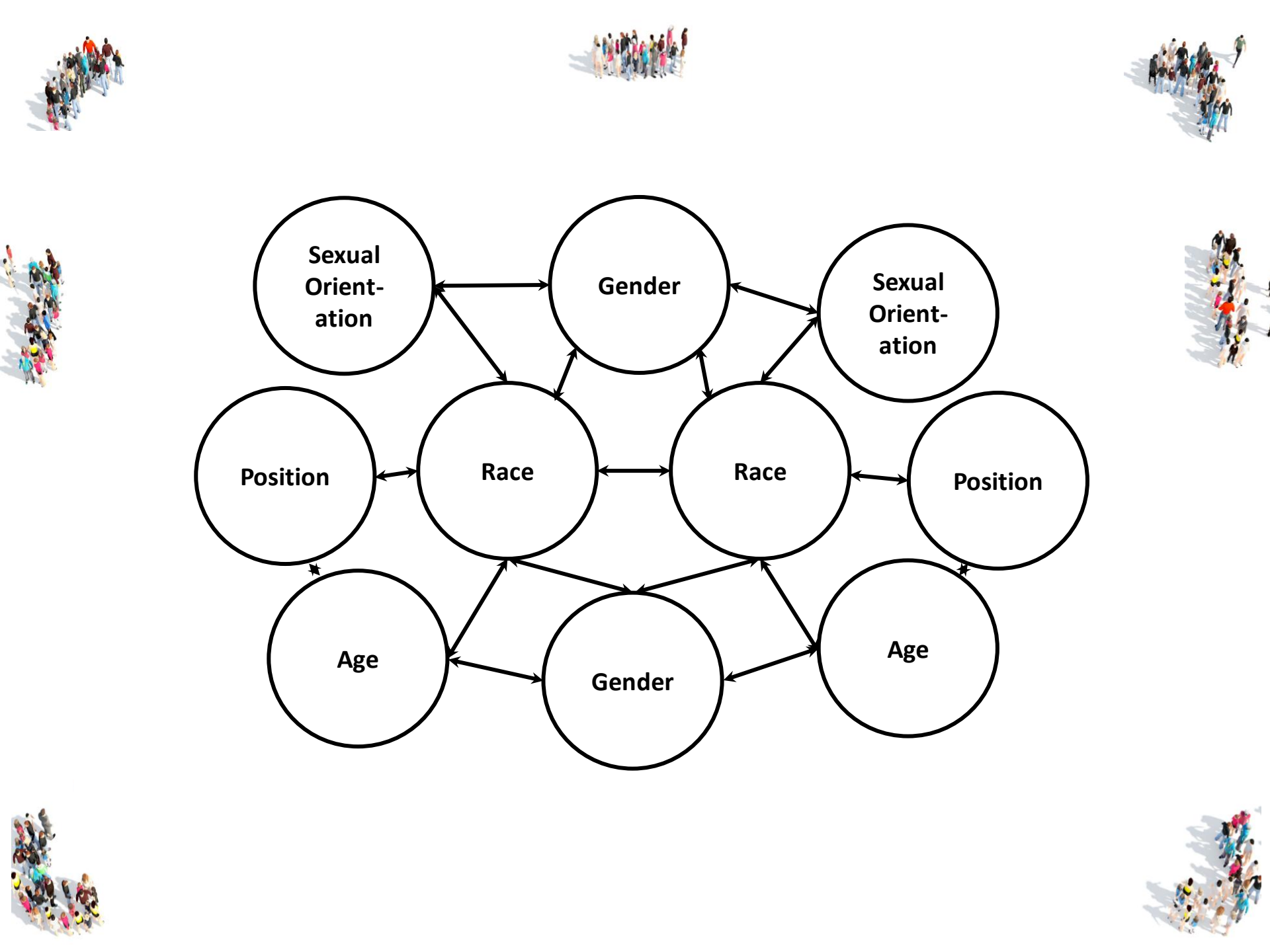
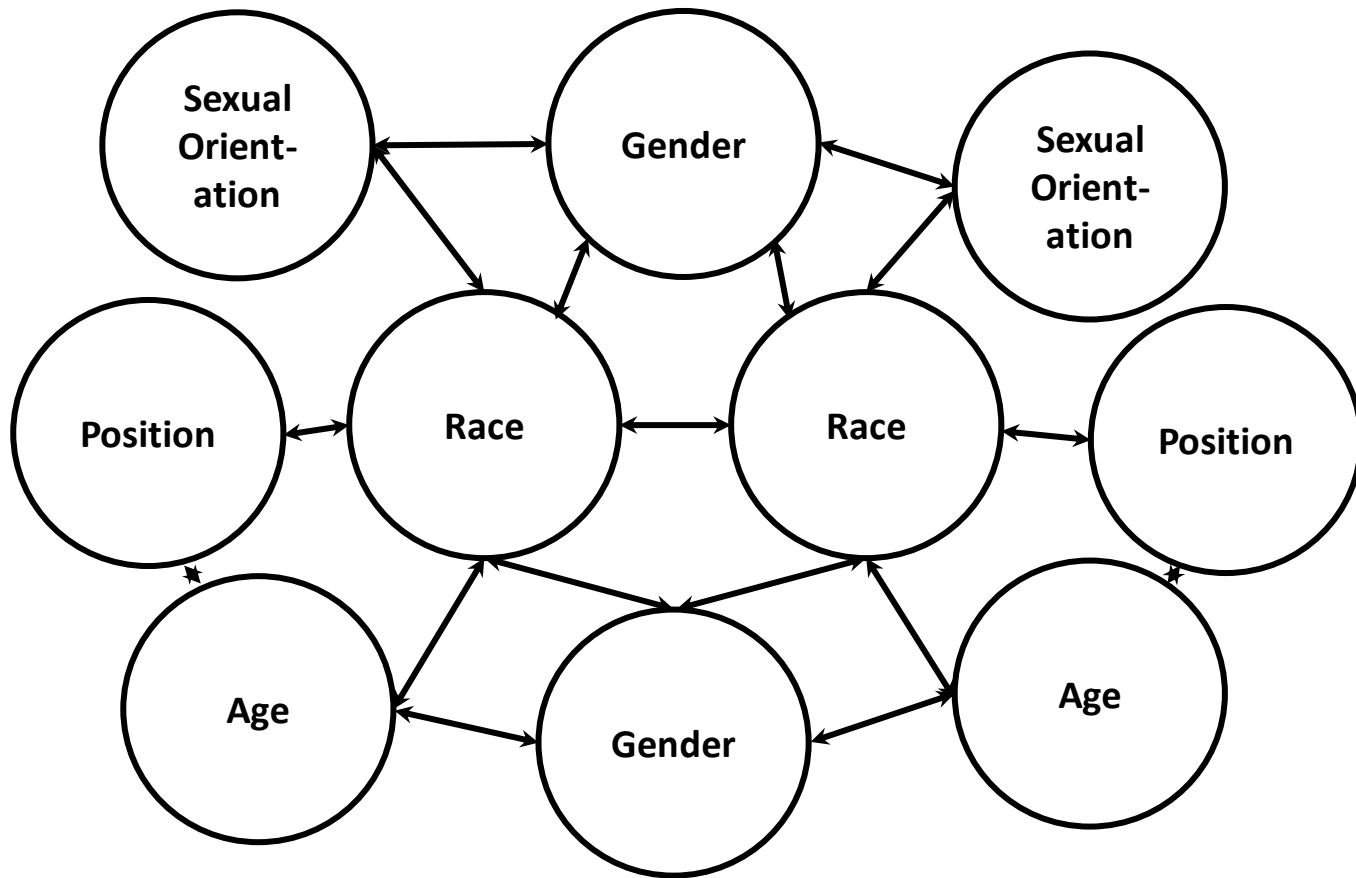




Pew Research Center, June 2017

The image features a central title, "Intersectionality of Identities", in a large, bold, black sans-serif font. The text is centered horizontally and vertically on a plain white background. Surrounding the text are several small, high-angle, 3D-rendered clusters of diverse people, appearing as if they are walking or standing in small groups. These clusters are positioned in the corners and along the edges of the frame, creating a sense of a larger, dispersed crowd. The people are rendered with various skin tones, hair colors, and clothing styles, emphasizing diversity. The overall composition is clean and minimalist, focusing attention on the central text.

# Intersectionality of Identities







**When we evaluate people  
based on issues, it is  
impersonal.**

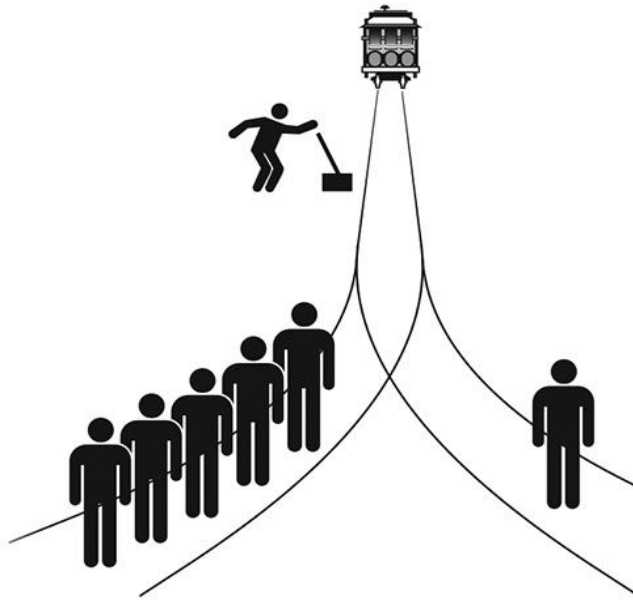


**When we evaluate people  
based on identity, we  
objectify them.**



# The Trolley Dilemma





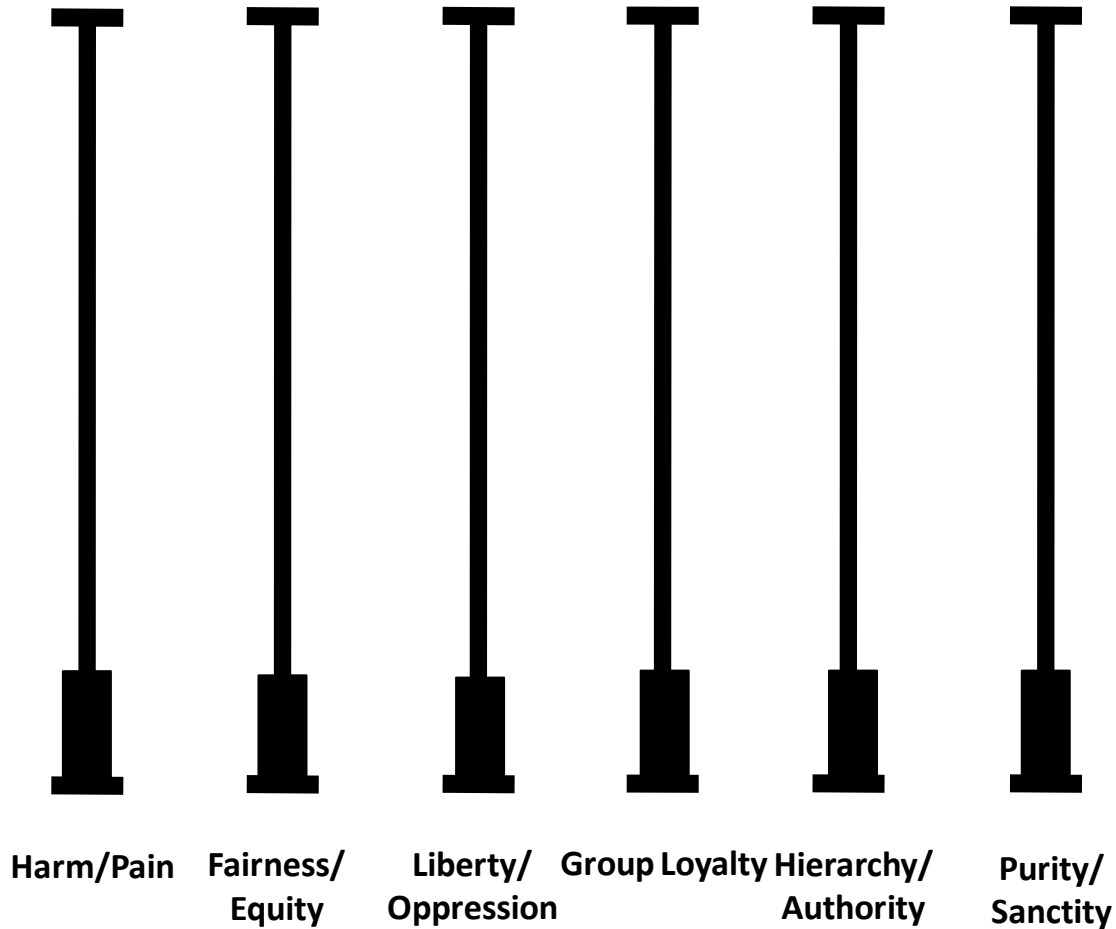
Phillipa Foot, 1967



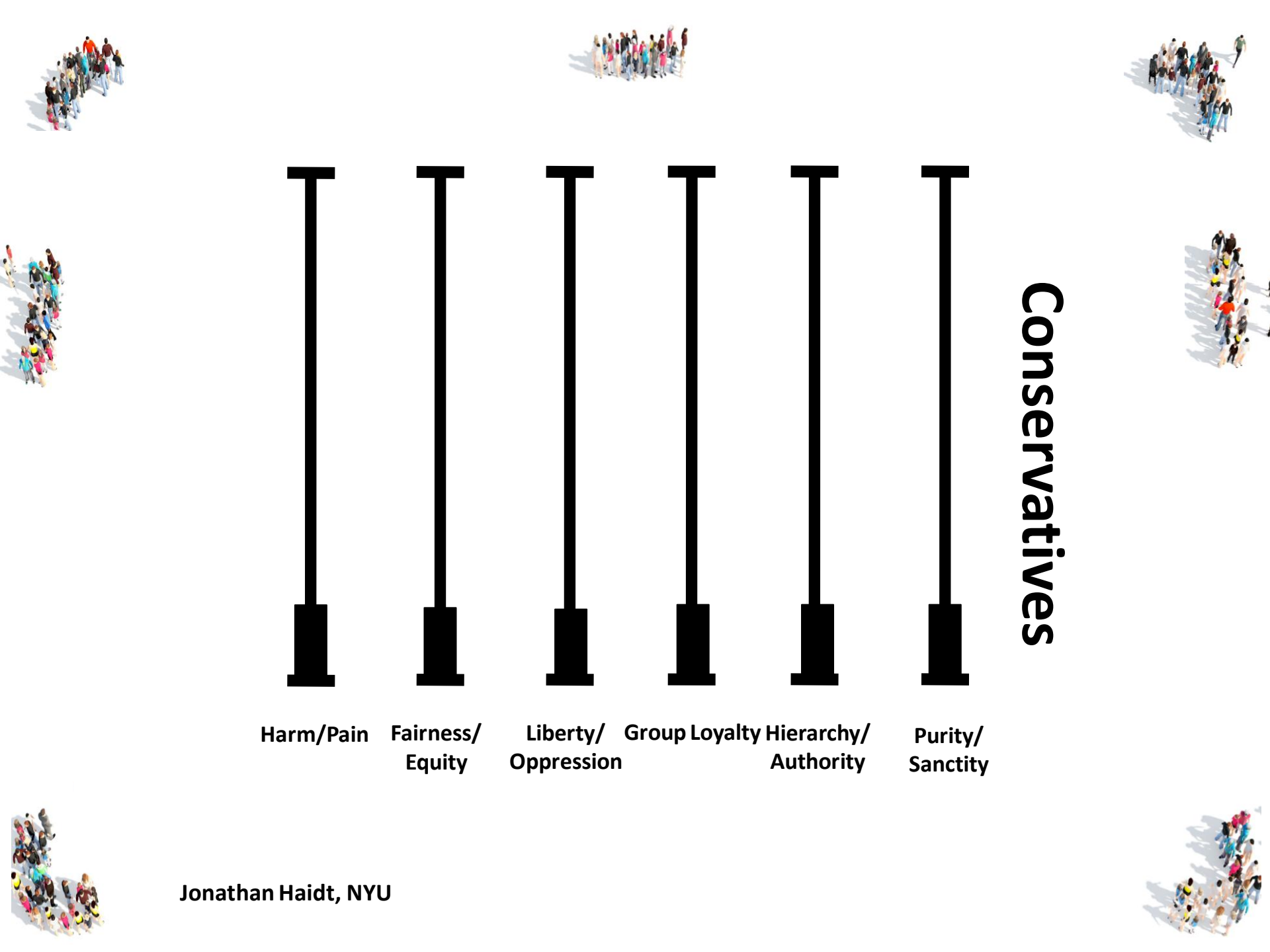
# Psychological Bases of Morality

- **Harm/Pain**
  - **Fairness/Equity**
  - **Liberty/Oppression**
  - **Group Loyalty**
  - **Hierarchy**
  - **Purity/Sanctity**
- 
- 

# Liberals



Jonathan Haidt, NYU



Harm/Pain

Fairness/  
Equity

Liberty/  
Oppression

Group Loyalty  
Hierarchy/  
Authority

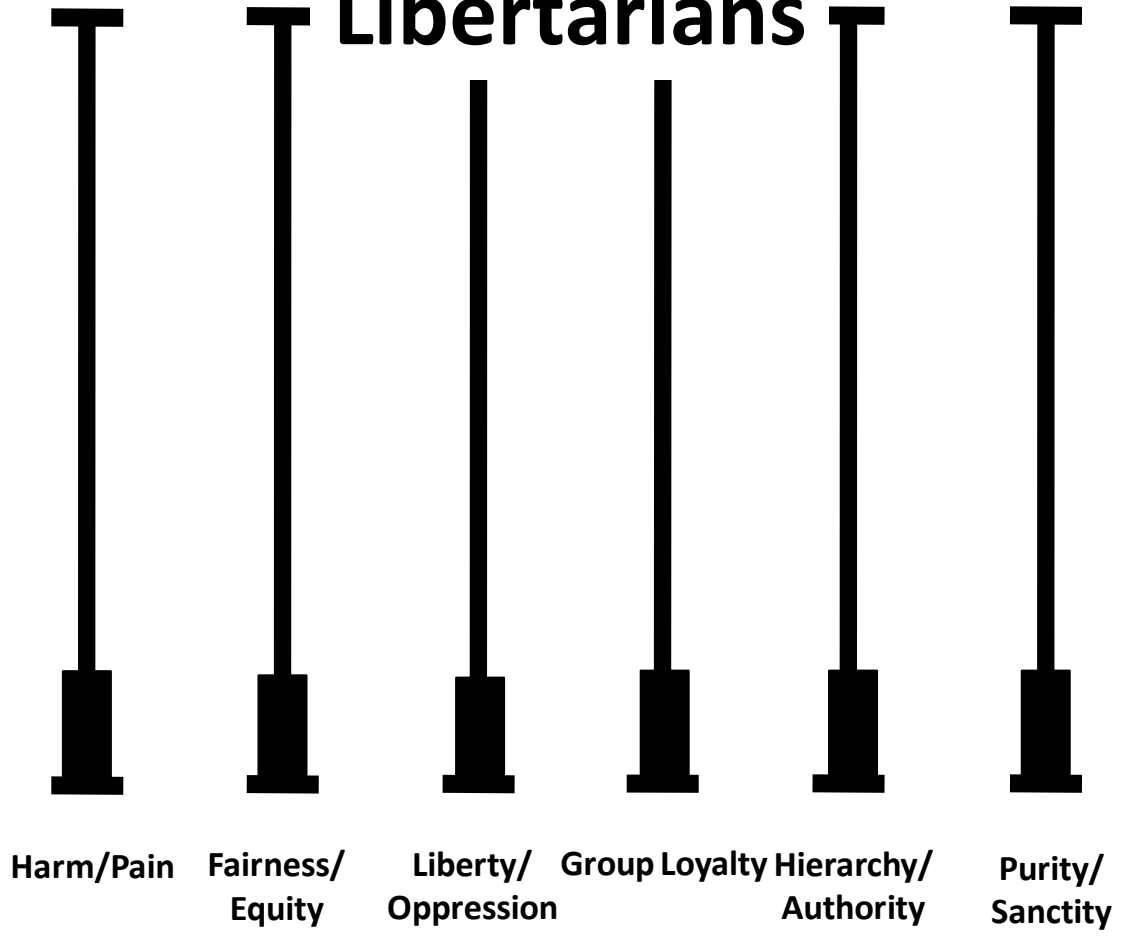
Purity/  
Sanctity

**Conservatives**

Jonathan Haidt, NYU

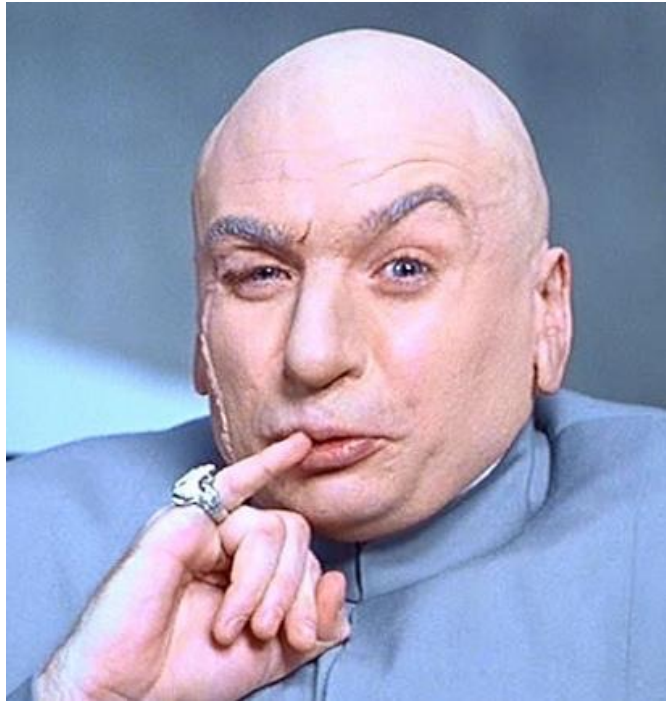


# Libertarians



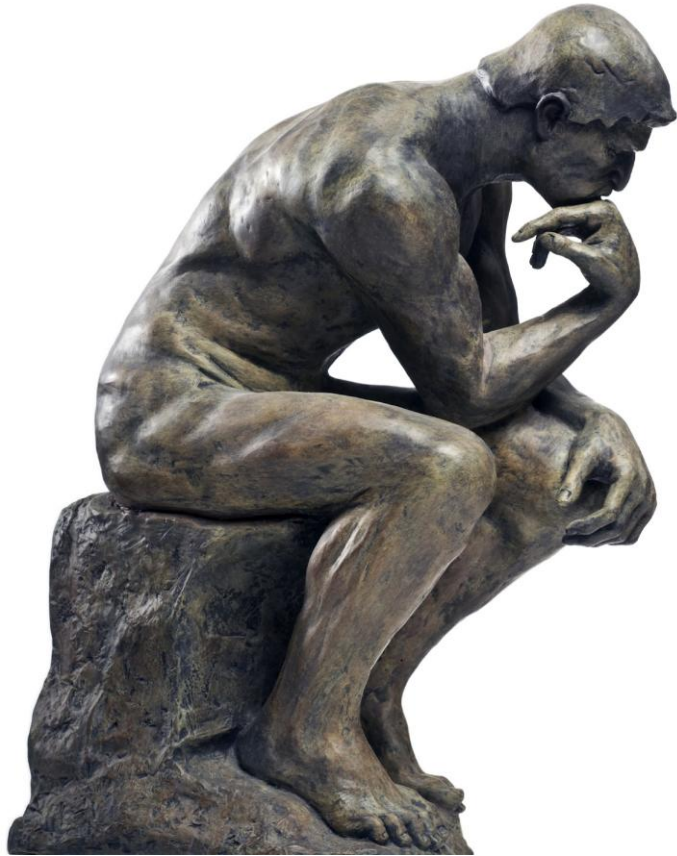
Jonathan Haidt, NYU





**Every villain is  
a hero in their  
own story.**





**We don't  
think the  
way we  
think we  
think!**



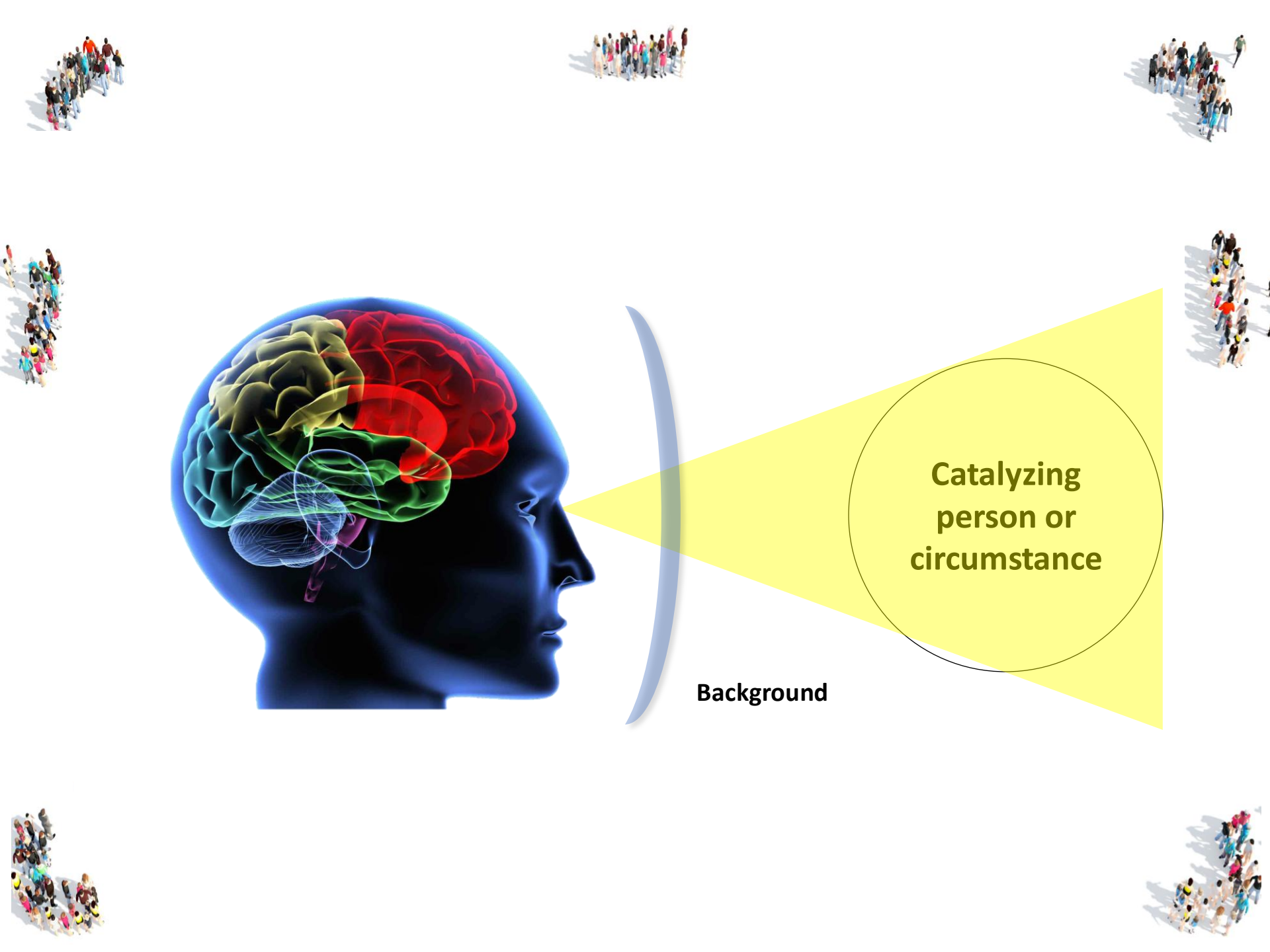
# How do we see the world?





**Background**

**Catalyzing  
person or  
circumstance**



**BLACK  
LIVES  
MATTER**






**ONLY**  
**BLACK**  
**LIVES**  
**MATTER**



**BLACK  
LIVES  
MATTER  
TOO**





**“We see what we look for,  
we look for what we know.”**

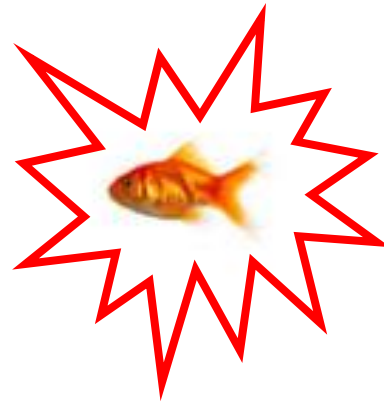
**Johann Wolfgang von Goethe**

# The Pain of Social Exclusion

Going against  
the group

Threat of  
Physical Pain

=



Berns et. al., 2005

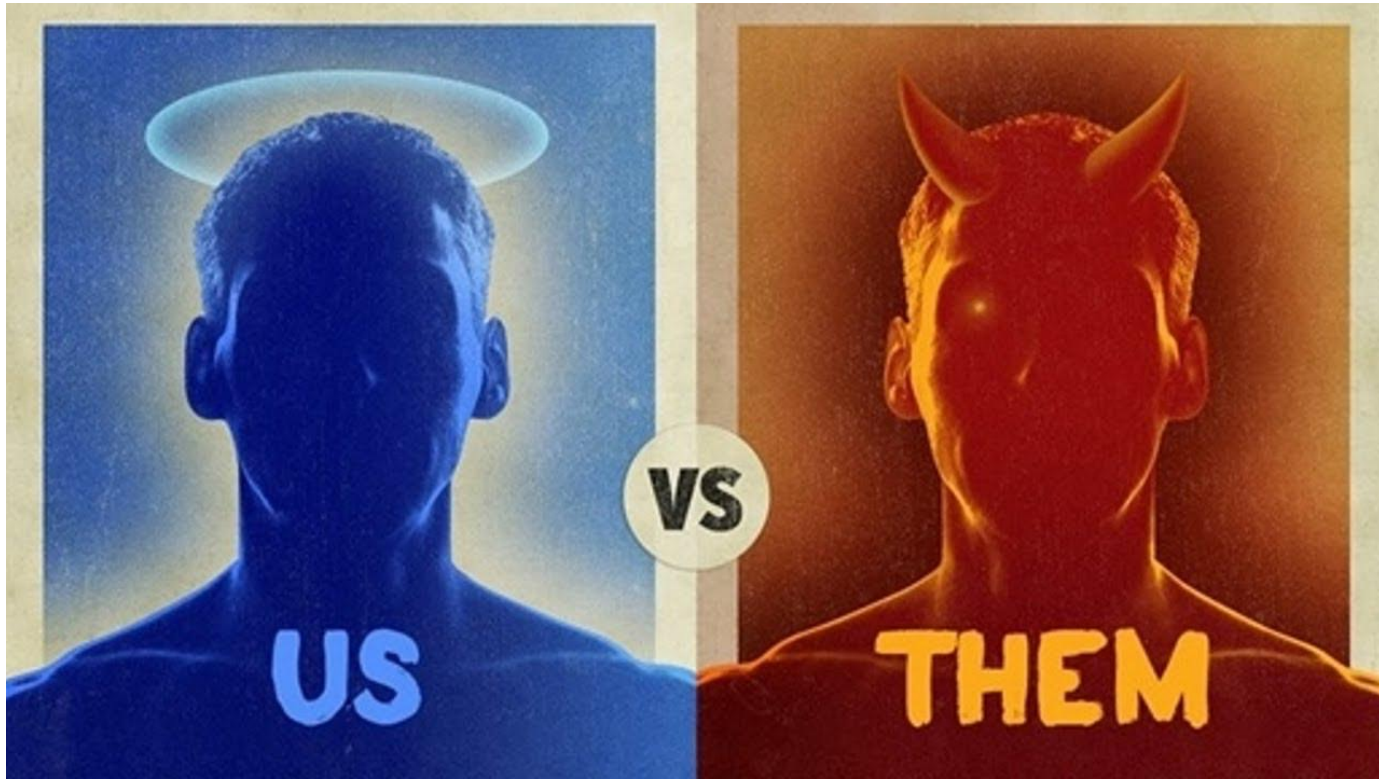


***“...being excluded from a group triggers activity in the same regions of the brain (dorsal posterior insula) associated with physical pain.”***










7h ngày 12/2/1973, những phi công Mỹ được trao trả đợt đầu rời trại giam Hoà Lò - Hà Nội trở về nước.  
At 7 o'clock on February 12<sup>th</sup> 1973, the first American pilots left the Hoa Lo Prison, Hanoi.







Emo Phillips




**Fearful times intensify  
*“us vs. them”*  
thinking...and we use  
stereotypes to help us  
determine who “they” are**





**WHAT?**  
can we do



Mission/Vision or Leader Loyalty

Collective Gain

Sense of Us

Team

Common Enemy

Danger

**George Halverson, Kaiser Permanente**

# 8 Pathways to Belonging







1

# A Clear Vision and Sense of Purpose



2

# Creating the Container

**KNOW THE  
RULES!**





3

# Personal Connection, Vulnerability, and Consciousness



**Watch out for  
times when  
you are more  
committed to  
being right  
than to  
understand  
each other**





**Pay  
attention  
to how  
shame and  
guilt cloud  
your view  
of things**





4

# Inclusion and Enrollment





# Inclusion and Enrollment...

- 
- 
- **Support and develop others.**
  - **Be an active ally, even when nobody is looking.**
  - **Challenge the normative patterns of behavior.**
  - **Ask the courageous questions.**
  - **Be conscious about equity in the decisions that you see being made.**
  - **Leverage some of your personal capital to advance others.**



5

**Cultivate  
Open-  
Minded  
Thinking**







What's  
your  
story



**Honoring  
Narrative**



**8**

# **Tools for Negotiation and Conflict Resolution**






# Take “the other” to lunch\*



## 1. Agree on ground rules:

- Don't persuade, defend or interrupt
  - Be curious, authentic, and LISTEN
- 

## 2. Ask four questions:

- What are some of your life experiences that have led you to feel the way you do?
  - What issues deeply concern you?
  - What have you always wanted to ask someone from “the other side”?
  - Is there anything you would like to say to “clean up” the past?
- 

\*Adapted from Elizabeth Lesser

**Be willing to  
acknowledge  
when you're  
wrong,  
and  
apologize!**



# The Star Thrower, by Loren Eiseley





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