

ASME Managing Diversity Model
A Presentation to Sector Boards
by
The Center for Leadership & Diversity

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Managing Diversity Learning Objectives

- ✚ To share a common vision of Diversity
- ✚ To share a common language relating to Diversity, Strategic Diversity, Valuing Diversity Management, and Diversity and Inclusion
- ✚ To understand the value proposition(s) for Managing Diversity successfully
- ✚ To understand the impact of roles, accountability, and behaviors that build trust and derail trust
- ✚ To discover how you might use the ASME model for Managing Diversity in your unit.

What is Diversity?

- ✚ **Diversity** is “the ways in which we differ as individuals or organizations and the commonalities and similarities that justify and motivate diverse people and entities to work collaboratively together, in order to achieve mutually beneficial outcomes.”
- ✚ **Diversity** includes attribute differences such as age, gender, ethnicity and physical appearance; as well as personal differences such as thought styles, religion, nationality, socio-economic status, belief systems, sexual orientation and education.
- ✚ **Diversity** recognized, valued and most importantly, strategically managed within and without an organization will drive positive business results.

Recommended Reading:

- [Appreciative Inquiry](#), Hammond – What is RIGHT instead of ...what is Wrong?
- Video: Celebrate What's Right with the World, Dewitt Jones

⚡ **Strategic Diversity** is the effective deployment of strategies that leverage the strengths of a diverse organization operating within a diverse marketplace.

⚡ **Managing Diversity** is the ability to effectively “inspire” people to appropriately do what’s needed, where needed, when needed, and make the most of the resources available.

⚡ **Inclusion** is the due diligence of seeking the reason(s) why and the ways that all people should and can participate in and contribute to projects, programs and processes to achieve the successful outcomes.

Recommended Reading:

Managing Differently: Getting 100% from 100% of Your People 100% of the Time, James O. Rogers. CMC, with Maureen Hunter, 2004.

The Art of Possibility, Zander and Zander, 2004: Giving the “A”.

ASME Model for Managing Diversity

- ✚ Share a common vision
- ✚ Speak a common language
- ✚ Understand the value proposition(s) of all and the outcomes and measures for success
- ✚ Establish clear roles and accountabilities and trust/support all participants to deliver
- ✚ Plan to celebrate and recognize achievement often.

ASME Managing Diversity Model

**Strategic
Diversity**



Source: T. R. Allen, 2005

Vision

- ✚ “A vision fulfills a desire fundamental to humankind, a desire with which any human being can resonate. It is an idea to which no one can logically respond “What about me?”. – Benjamin Zander
- ✚ **Vision** inspires hope in the boundless realms of possibility. — T. R. Allen

Speak a Common Language

- ✚ When articulating the common vision it is crucially important that a common language is defined, accepted and spoken!
 - *So when you say...do you mean? How interesting!*

Recommended Reading:

- Crucial Conversations, Kerry Patterson et al: "...when the stakes are high"

Understand the Value Propositions

- ✚ **Value Proposition** is the inspirational power of collaboration that transforms “I-schemers and the Us vs. Them-critics” into highly motivated “We-believers and We-performers”.

- ✚ **Value Proposition** is discovered when we seek to understand the WIIFM (What’s In It For Me!) for each person at the table and the common purpose and reason(s) for working together.
 - *Why is the common vision important to you?*
 - *What does success look like to you?*
 - *What do WE want the outcomes to be?*
 - *How interesting!*

- Recommended Reading:
 - Seven Habits of Highly Effective People, Stephen Covey: “Seek to understand; then to be understood”

Clear Roles and Accountability

- # Own the accountability, even when others make the error.
- # Assign roles and responsibilities in recognition of the strengths and passions that each person brings to the table.
- # Openly discuss and share the risks!
 - Express your inter-dependence on the full contributions of each person at the table.
- # Trust each one to deliver!
 - *“Bet on people” – Neal Matheson.*

Trust

Behaviors that Build Trust

- Fostering open communication
- Being reliable and consistent
- Treating everyone with respect and fairness
- Showing confidence in others

Behaviors that Derail Trust

- Breaking promises
- Serving one own interest
- Acting inconsistently
- Avoiding issues
- Making assumptions
- Doubting others

Plan to Celebrate and Recognize Often!

- ✚ Begin with the end in mind! – Stephen Covey
 - Plan in the beginning to celebrate your successes!
 - You must therefore answer the questions – What is success? What's measurable? Who cares?

- ✚ Find non-traditional ways to timely recognize people often, and in ways they will appreciate your attention?
 - You must therefore understand the WIIFM of others and listen, listen, listen with eyes and ears!

 - What is the number 1 reason (still today) that employees leave their employers?