

Session presented at *Making All The Difference*, 28th Annual Forum on Workplace Inclusion, Minneapolis, MN, March 31, 2016

Making **ALL** the Difference as D&I Champions: Addressing Dilemmas & Challenges of Bringing Our **Complex Identities** to Our Work

Bernardo M. Ferdman, Ph.D.

Principal, Ferdman Consulting

Distinguished Professor, Alliant International University, San Diego, CA

Ilene C. Wasserman, Ph.D.

President, ICW Consulting Group, Philadelphia, PA

Executive-in-Residence, Center for Creative Leadership

Senior Leadership Fellow, The Wharton School

Copyright © 2016 Bernardo M. Ferdman, Ph.D. & Ilene C. Wasserman, Ph.D. All Rights Reserved



Why this session?

- When and how do I talk about the various aspects of me?
- How do my choices vary by context and relationship?
- How do I use myself as the best instrument for intervening?



Forum on Workplace Inclusion, 3/31/2016

Copyright © 2016 Bernardo M. Ferdman, Ph.D. & Ilene C. Wasserman, Ph.D. All Rights Reserved



Learning Goals

Describe challenges of being fully authentic and open about one’s identities and values as D&I change agents and champions

Explain how your identities influence your D&I work, enabling strategic choices to maximize authenticity and inclusion

Identify effective approaches to strategically integrate your role as a D&I change agent with your whole self

Forum on Workplace Inclusion, 3/31/2016 Copyright © 2016 Bernardo M. Ferdman, Ph.D. & Ilene C. Wasserman, Ph.D. All Rights Reserved

Ferdman Consulting ICW

Bernardo

Husband, father, son-in-law, son

Community & professional involvement

Academic, teacher:
Distinguished Professor, Alliant International Univ.

Focus:
Diversity and inclusion (strategy, education, assessment)
Multicultural & inclusive leadership
Identity (especially Latinos/Latinas)
Intergroup and intercultural relations

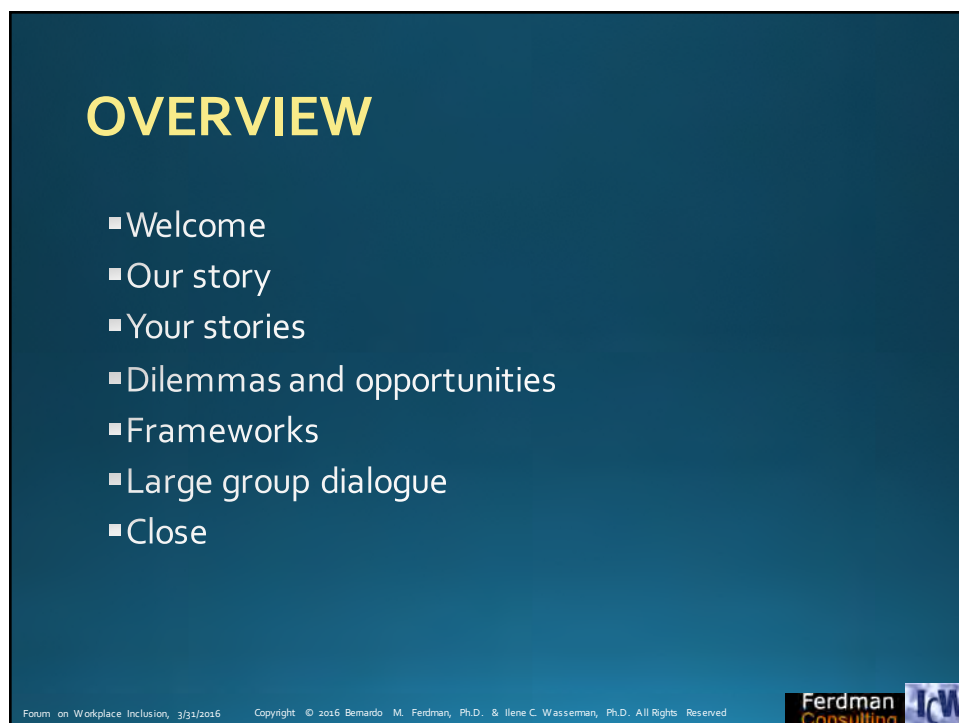
Writer/scholar/researcher
Diversity at Work: The Practice of Inclusion

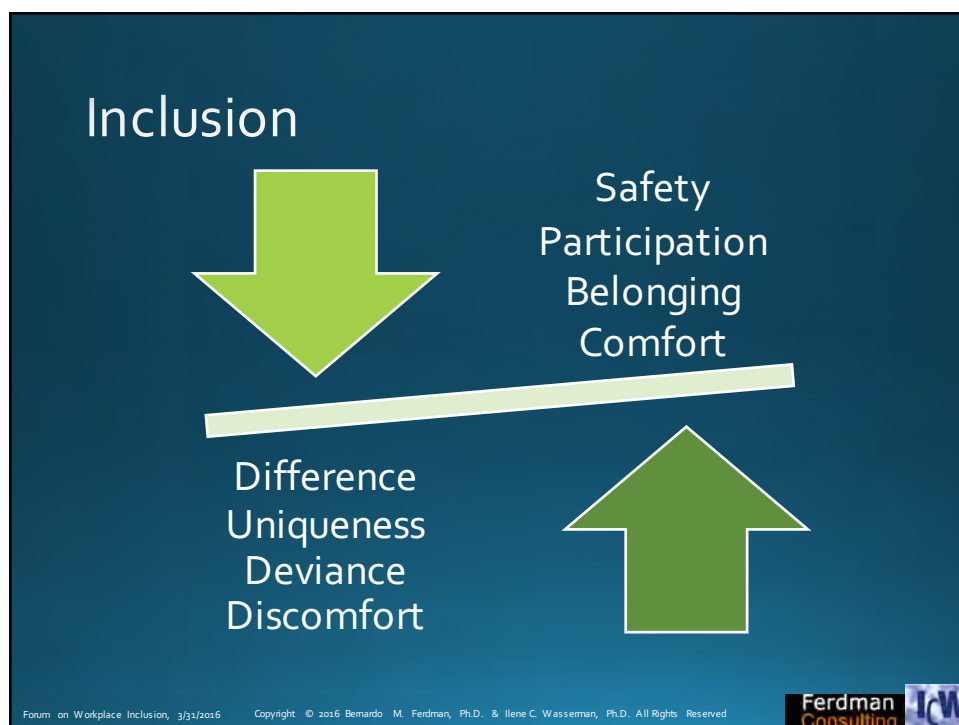
Consultant/speaker/facilitator/coach
Principal, Ferdman Consulting

My passion: *helping to create an inclusive world where more of us can be fully ourselves*

Forum on Workplace Inclusion, 3/31/2016 Copyright © 2016 Bernardo M. Ferdman, Ph.D. & Ilene C. Wasserman, Ph.D. All Rights Reserved

Ferdman Consulting ICW





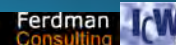
Our Roles as D&I Champions

- Consulting on organizational change designs & processes
- Coaching internal change agents
- Roles in universities & organizations
- Roles in the community & professional associations
- Everyday interactions

Our Story

Forum on Workplace Inclusion, 3/31/2016

Copyright © 2016 Bernardo M. Ferdman, Ph.D. & Ilene C. Wasserman, Ph.D. All Rights Reserved



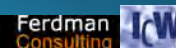
Emerging Questions/Dilemmas

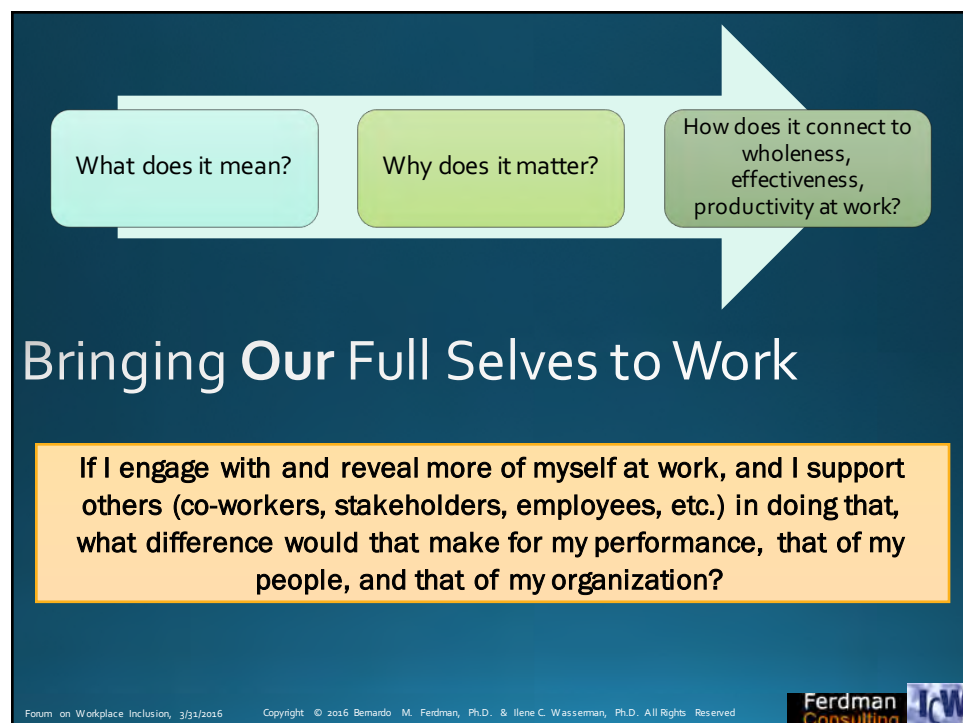
- *What is the meaning we are making together vs. the meaning I am making?*
- How do *power relations and historical experiences* affect our views of ourselves and of our social identity group affiliations?
- How might we mindfully shape *the next moment?*



Forum on Workplace Inclusion, 3/31/2016

Copyright © 2016 Bernardo M. Ferdman, Ph.D. & Ilene C. Wasserman, Ph.D. All Rights Reserved





Who are you?

- Personality and individual features
- Given identities
- Chosen/acquired/"external" identities

What makes you who you are?

What about yourself is important to you, that you don't typically share at work?

Forum on Workplace Inclusion, 3/31/2016 Copyright © 2016 Bernardo M. Ferdman, Ph.D. & Ilene C. Wasserman, Ph.D. All Rights Reserved

Ferdman Consulting ICW

THE CHALLENGE OF INCLUSION

How much, in what ways, how well do organizations & their people fully CONNECT **with**, ENGAGE **with**, UTILIZE, BENEFIT **from**, and EMPOWER **people across all types of differences?**

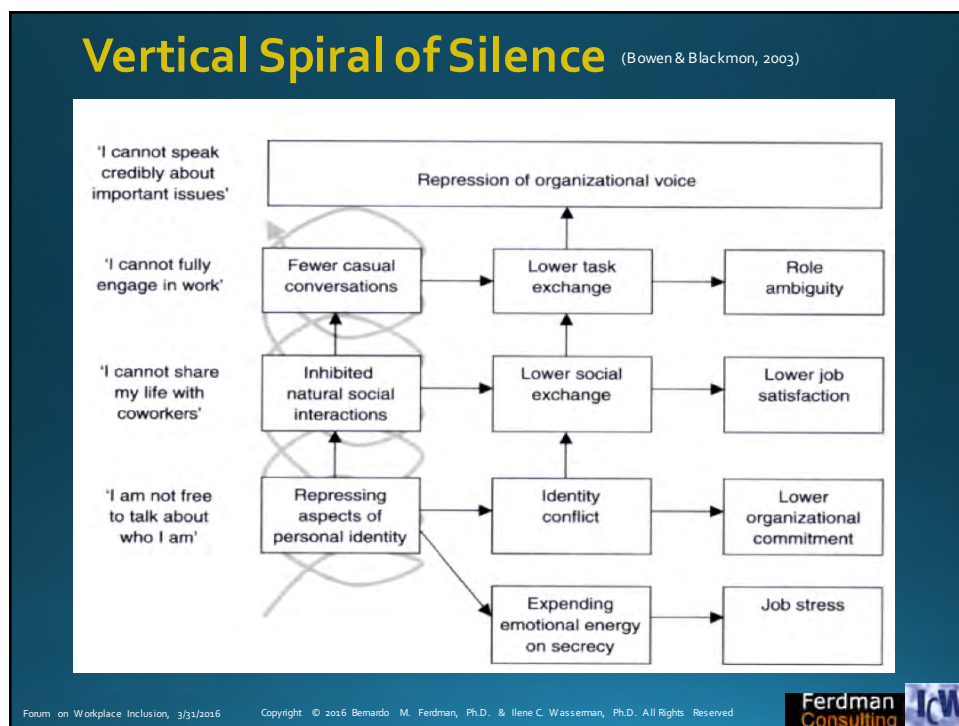
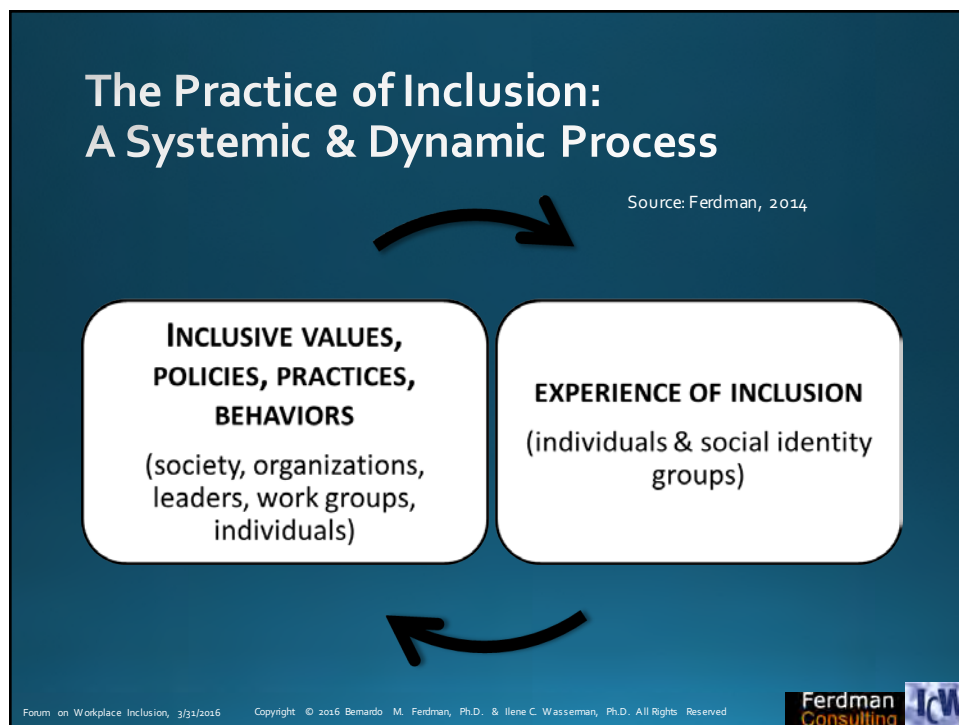
↓

THE EXPERIENCE OF INCLUSION

Am I (are we) safe, trusted, accepted, respected, supported, valued, fulfilled, engaged, and able to be authentic in this group or organization?

Forum on Workplace Inclusion, 3/31/2016 Copyright © 2016 Bernardo M. Ferdman, Ph.D. & Ilene C. Wasserman, Ph.D. All Rights Reserved

Ferdman Consulting ICW



Self-as-Instrument (SAI): Communication

“The process by which reality itself and with it particular ways of being human are co-constructed in all those events where we interact with each other”

B. Pearce (1989)

Forum on Workplace Inclusion, 3/31/2016 Copyright © 2016 Bernardo M. Ferdman, Ph.D. & Ilene C. Wasserman, Ph.D. All Rights Reserved



SAI: CMM for looking at Communication

- Communication enables and constrains our expressions of humanity
- We are capable of making wanted and unwanted patterns of life
- CMM commitment: making sense of and enriching social worlds; facilitating 'higher forms of consciousness'
- **Proposal: the development of consciousness of logics of meaning and action can facilitate wanted patterns**

Forum on Workplace Inclusion, 3/31/2016 Copyright © 2016 Bernardo M. Ferdman, Ph.D. & Ilene C. Wasserman, Ph.D. All Rights Reserved



SAI: Looking at what is emerging as we are engaging with each other

(Wasserman, 2014)

Contexts

Identities and Influences

Stories

Triplicates

Forum on Workplace Inclusion, 3/31/2016 Copyright © 2016 Bernardo M. Ferdman, Ph.D. & Ilene C. Wasserman, Ph.D. All Rights Reserved

Ferdman Consulting ICW

Bifurcation Points: what we do changes the pattern

Forum on Workplace Inclusion, 3/31/2016 Copyright © 2016 Bernardo M. Ferdman, Ph.D. & Ilene C. Wasserman, Ph.D. All Rights Reserved

Ferdman Consulting ICW

Processes that Foster Shared Meaning

- Identifying assumptions and influences
- Recognizing and exploring complexity
- Exploring areas of confusion or incoherence
- Revisiting assumptions and influences
- Explore new paths that are inclusive

Wasserman, 2004

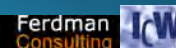
Forum on Workplace Inclusion, 3/31/2016 Copyright © 2016 Bernardo M. Ferdman, Ph.D. & Ilene C. Wasserman, Ph.D. All Rights Reserved



Skills for High Quality Connections

- Self awareness and capacity for mindful engagement
- Self/Other and relational awareness
- Empathy and deep listening
- Curiosity and questioning
- Shared story telling and exploration
- Holding each other accountable

Forum on Workplace Inclusion, 3/31/2016 Copyright © 2016 Bernardo M. Ferdman, Ph.D. & Ilene C. Wasserman, Ph.D. All Rights Reserved



Trust

The concept of “trust” and the concept of “openness” have the same character of reflecting different levels of what we can expect of each other, what we can predict of each others’ behavior, what we can count on, and what it is OK to say to each other.

Forum on Workplace Inclusion, 3/31/2016

Copyright © 2016 Bernardo M. Ferdman, Ph.D. & Ilene C. Wasserman, Ph.D. All Rights Reserved

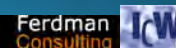


In all that we say and do, we manifest conditions of relationship. In whatever we think, remember, create, and feel—in all that is meaningful to us—we participate in relationship. The word “I” does not index an origin of action, but a relational achievement.

Gergen, 2009, p. 133

Forum on Workplace Inclusion, 3/31/2016

Copyright © 2016 Bernardo M. Ferdman, Ph.D. & Ilene C. Wasserman, Ph.D. All Rights Reserved



Paradoxes of Inclusion

- **Self-expression and identity:** belonging/absorption vs. distinctiveness/uniqueness
- **Boundaries and norms:** stable/well-defined vs. shifting/open
- **Process goals:** Comfort/preservation of “my” way vs. discomfort/mutual influence & change

Forum on Workplace Inclusion, 3/31/2016

Copyright © 2016 Bernardo M. Ferdman, Ph.D. & Ilene C. Wasserman, Ph.D. All Rights Reserved



Small group work



Forum on Workplace Inclusion, 3/31/2016

Copyright © 2016 Bernardo M. Ferdman, Ph.D. & Ilene C. Wasserman, Ph.D. All Rights Reserved



Reflecting on Current Assumptions	Expanding Awareness Across Differences	Fostering Agility in Ways of Engaging	Learning from Shared Stories
Intrapersonal			
Supervisor is invited to explore her initial assumptions when receiving the husbands' racially charged request. What is the story being told? What is the form that the storytelling is taking? What are the reflex responses people are moved to make?	She reflects on her own and other's experiences of being excluded, and wonders what else she may need to understand or inquire about as she goes about framing the situation.	She recalls situations where she misunderstood others views or failed to take into account their unique experiences or identities.	She learns from her own past experiences, as well as related stories she has heard and/or been a part of as she reflects on how to address the immediate needs of the patient, her own ethical considerations and the hospital's policies.
Interpersonal			
Using her own experiences and insight as the basis for shared meaning, she approaches the situation with curiosity and the intention to meet the client and employees expansively.	She invites conversation based on what assumptions need to be clarified, what stories need to be explored further in order to better understand the patient and her family's needs, as well as the experience of the staff.	She demonstrates a range of styles and skills in order to maintain relationships while inviting others to express their lived experiences and competing commitments.	Learning is continuous and noted in the ongoing turns of the conversation. We give people feedback on an ongoing basis to growth. Expanded perspective and development.

Wasserman & Gallegos, 2009

Forum on Workplace Inclusion, 3/31/2016 Copyright © 2016 Bernardo M. Ferdman, Ph.D. & Ilene C. Wasserman, Ph.D. All Rights Reserved

Ferdman Consulting ICW

Thank you!!

Bernardo M. Ferdman, Ph.D.
Distinguished Professor, Alliant Int'l University
Principal, Ferdman Consulting
<http://ferdmanconsulting.com>
Email: bernardo@ferdmanconsulting.com

Ilene C. Wasserman
ICW Consulting Group
Senior Leadership Fellow: The Wharton School
Email: iwasserman@icwconsulting.com

Book website:
<http://practiceofinclusion.com>



Forum on Workplace Inclusion, 3/31/2016 Copyright © 2016 Bernardo M. Ferdman, Ph.D. & Ilene C. Wasserman, Ph.D. All Rights Reserved

“Between stimulus and response, there is a space. In that space lies our freedom and our power to choose our response. In our response lies our growth and our happiness.”

Viktor Frankl

Forum on Workplace Inclusion, 3/31/2016

Copyright © 2016 Bernardo M. Ferdman, Ph.D. & Ilene C. Wasserman, Ph.D. All Rights Reserved



References & Resources

- Bowen, F. & Blackmon, K. (2003). Spirals of silence: The dynamic effects of diversity on organizational voice. *Journal of Management Studies*, 40, 1393-1417.
- Ferdman, B. M. (2010). Teaching inclusion by example and experience: Creating an inclusive learning environment. In K. M. Hannum, L. Booyen, & B. B. McFeeters (Eds.), *Leading across differences: Cases and perspectives—Facilitator's guide* (pp. 37-50). San Francisco: Pfeiffer.
- Ferdman, B. M. (2014). The practice of inclusion in diverse organizations: Toward a systemic and inclusive framework. In B. M. Ferdman & B. R. Deane (Eds.), *Diversity at work: The practice of inclusion* (pp. 3-54). San Francisco: Jossey-Bass.
- Ferdman, B. M. (2016). If I'm comfortable does that mean I'm included? And if I'm included, will I now be comfortable? In L. M. Roberts, L. P. Wooten, & M. N. Davidson (Eds.), *Positive organizing in a global society: Understanding and engaging differences for capacity-building and inclusion* (pp. 65-70). New York: Routledge.
- Ferdman, B. M. & Deane, B. R. (Eds.). (2014). *Diversity at work: The practice of inclusion*. San Francisco: Jossey-Bass.
- Ferdman, B. M., Katz, J. H., Letchinger, E., & Thompson, C. (2009, March 9). *Inclusive behaviors and practices: Report of the Institute for Inclusion's Behavior Task Force*. Presentation at the Institute for Inclusion 4th Conference, Arlington, VA.
- Ferdman, B. M. & Roberts, L. M. (2014). Creating inclusion for oneself: Knowing, accepting and expressing one's whole self at work. In B. M. Ferdman & B. Deane (Eds.), *Diversity at work: The practice of inclusion* (pp. 93-127). San Francisco: Jossey-Bass.
- Gergen, K. J. (1999). *An invitation to social construction*. London: Sage.
- O'Mara, J., Richter, A., et al. (2016). *Global diversity and inclusion benchmarks: Standards for organizations around the world*. Available at <http://diversitycollegium.org>.
- Pearce, W. B. (2007). *Making social worlds: A communication perspective*. Malden, MA: Blackwell.
- Wasserman, I. (2014). Strengthening interpersonal awareness and fostering relational eloquence. In B. M. Ferdman & B. R. Deane (Eds.), *Diversity at work: The practice of inclusion* (pp. 128-154). San Francisco, CA: Jossey-Bass.
- Wasserman, I. C., & Gallegos, P. V. (2009). Engaging diversity: Disorienting dilemmas that transform relationships. In B. Fisher-Yoshida, K. D. Geller, & S. A. Schapiro (Eds.), *Innovations in transformative learning: Space, culture and the arts* (pp. 156-176). New York, NY: Peter Lang.
- Wasserman, I. C. (2004). *Discursive processes that foster dialogic moments: Transformation in the engagement of social identity differences in dialogue* (Doctoral dissertation, Fielding Graduate University). Available from ProQuest Dissertations and Theses database. (UMI No. 3168530)

Forum on Workplace Inclusion, 3/31/2016

Copyright © 2016 Bernardo M. Ferdman, Ph.D. & Ilene C. Wasserman, Ph.D. All Rights Reserved

