



Anti-Bias Training Resources:

A WORKPLACE OF DIFFERENCE™ Program



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Anti-Bias Training Resources

A WORKPLACE OF DIFFERENCE™ Program

Introduction

Anti-Defamation League

The Anti-Defamation League (ADL) is one of the nation's premier civil rights and human relations agencies. When ADL was established in 1913, its charter stated: "The immediate object of the League is to stop, by appeals to reason and conscience, and if necessary, by appeals to law, the defamation of the Jewish people. Its ultimate purpose is to secure justice and fair treatment to all citizens alike and to put an end forever to unjust and unfair discrimination against and ridicule of any sect or body of citizens."

Today, ADL's 30 professionally staffed offices in the United States work to translate this country's democratic ideals into a way of life for all Americans. Its Civil Rights staff files amicus briefs challenging discrimination and proposes model legislation such as hate crime laws that enhance penalties when crimes are committed because of a victim's race, religion, ethnicity, sexual orientation or national origin. ADL's Research and Fact-Finding Departments monitor extremist groups, from neo-Nazi Skinheads to international terrorist groups. Its Education Division seeks to break the cycle of hatred through curriculum development and training. ADL is part of a national coalition, National Voices for an Inclusive 21st Century, which includes the National Urban League, the National Council for La Raza, Leadership Education for Asian Pacifics Inc., National Congress of American Indians and the National Conference for Community and Justice.

A WORLD OF DIFFERENCE® Institute

In 1985, ADL and WCVB-TV in Boston initiated the A WORLD OF DIFFERENCE multimedia campaign to combat prejudice, promote democratic ideals and strengthen pluralism. Today, A WORLD OF DIFFERENCE® Institute's diversity education programs are used by schools, universities, corporations, community organizations and law enforcement agencies throughout the U.S. and abroad. A WORLD OF DIFFERENCE® Institute programs provide practical, hands-on training meant to equip participants with the skills to challenge prejudice and discrimination, foster intergroup understanding, and live and work successfully and civilly in a diverse environment.

The A WORLD OF DIFFERENCE® Institute and its successful programs were endorsed by the U.S. Conference of Mayors in June 1994. Resolution 13 states, "...the U.S. Conference of Mayors encourages the development and funding of community-based programs designed to help people develop respect for cultural diversity and acceptance of cultural differences, including anti-prejudice education initiatives, like the Anti-Defamation League's A WORLD OF DIFFERENCE® Institute programs, for public and private schools, in the corporate sector, and on college campuses..."

A WORKPLACE OF DIFFERENCE™

A WORKPLACE OF DIFFERENCE™ is a program of the A WORLD OF DIFFERENCE® Institute of the Anti-Defamation League (ADL). The Institute has programs which offer skills development and training opportunities to all levels of employees. We are experienced in providing training to many different kinds of organizations. To date, over 250 organizations, including businesses and government agencies in both the public and private sectors, have selected to use our services to reach over 250,000 employees. Many of these organizations have chosen A WORKPLACE OF DIFFERENCE™ to support their business goals to increase productivity and enhance their effective business strategies in working with diverse clients, customers, and co-workers.

The Business Case for Diversity

Businesses and organizations readily accept that technology trends and global competition have implications on organizational effectiveness and require continuing education and adaptability. Similarly, a diverse workforce and changes in client demographics require adaptability and willingness to re-examine ways of “doing business.” The concerns and strategies outlined in this Business Case for Diversity are presented to assist the organization decision-makers in creating a rationale for implementing a diversity training program in their organization.

Key Business Concerns and Opportunities

A recent report from The Conference Board based upon work with 70 diversity leaders found that diversity has direct implications on three key business concerns:

- 1) *The marketplace* — Tapping into and expanding market share while improving customer loyalty and satisfaction in the marketplace;
- 2) *Talent* — Recruiting, developing and retaining diverse talent to effectively bridge the workplace with the marketplace;
- 3) *Organizational effectiveness* — Creating and implementing inclusive workplace policies and management practices to maximize talent and productivity for overall organizational effectiveness.

Successful organizations in today’s economy recognize that managing diversity is an opportunity to increase productivity and create effective business strategies. When companies ensure that diversity is valued, effectively managed and leveraged for business success, they can:

- Build better relationships in a diverse workforce.
- Improve decision-making by promoting an open forum for disagreement.
- Stimulate effective team building.
- Expand the ability to change problems into opportunities.
- Promote creativity and innovation.
- Provide employees with skills that promote organizational effectiveness.
- Recruit and retain employees representing demographic diversity.
- Improve absenteeism, retention and promotion opportunities.
- Increase employee initiative, camaraderie and morale.
- Distribute visible diversity throughout all levels and functions of the organization.
- Improve client relations and customer satisfaction.
- Reduce conflict.

Despite these resulting advantages, diversity — or inclusion — is not always a shared value among people. Many people prefer to be with others they perceive to be most like themselves (this may be a matter of “comfort level” and, at the same time, may also reflect biases about class, race, gender, sexual orientation, ability and age). Although there may be written policies regarding discrimination in the workplace, unwritten rules and practices of inclusion and/or exclusion can coexist and lead to tension and discord. Individuals or groups in the organization may be resistant to change because they perceive a threat to their status, power or potential as a direct result of a diversity initiative. Consequently, companies must make proactive efforts to ensure that diversity initiatives are seen as opportunities rather than liabilities. Therefore, it is essential to invest in and include all employees in the change process. Some steps to overcoming the above barriers include:

- *Education and training:* Employers must communicate clearly to their employees the expectations about appropriate workplace conduct that support policies and value statements.
- *Exposure:* Work teams or task forces should be structured so they are ethnically, racially and gender balanced. In doing so, employees break down stereotypes and assumptions.
- *Accountability:* Efforts at valuing diversity often go unrewarded. Managers who effectively manage a diverse employee pool and client base should be recognized for their achievements. Employees who work well with people of varying backgrounds should be rewarded in their job performance evaluations.
- *Intervention by top management:* Commitment to diversity must be clearly demonstrated at the highest levels of the company. Additionally, senior management must articulate the business rationale, implications and issues from the top down to establish credibility for diversity-based efforts.

Bibliography and Resources

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Newsletters and Magazines

Council on Education in Management

The Council provides monthly updates to Human Resources professionals in companies of all sizes across the country. Its newsletters include critical up-to-date information on such topics as harassment, discrimination, Family and Medical Leave Act, Americans with Disabilities Act, wage and hours, OSHA, health and safety, record-keeping, workers' compensation and more.

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The Diversity Factor

A quarterly journal, *The Diversity Factor* is the only journal devoted exclusively to the challenges of a changing work force. *The Diversity Factor* follows trends and keeps readers informed of what is really happening in the business sector, as well as in education, government, the nonprofit world, and arts and media. Articles are used by many organizations in education and awareness workshops, skill-building seminars, and leadership development courses.

CONTACT INFORMATION

Web site: www.diversitymetrics.com

organizations in education and awareness workshops, skill-building seminars, and leadership development courses.

DiversityInc.com

This news service offers comprehensive, in-depth information on how diversity affects organizations and their bottom lines. New articles are posted six days a week and most managerial-level articles are available to subscribers only.

CONTACT INFORMATION

Web site: www.DiversityInc.com

Fast Company

Offered on a monthly basis, this publication focuses on team-building techniques, customer service strategies, leadership lessons, among other stories about international companies and high profile organizations.

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Web site: www.fastcompany.com

Fortune

A monthly publication that provides innovative business and investment ideas with in-depth strategies and analysis. In each issue, Fortune offers foresight and forecasts and provides news from around globe.

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Web site: www.Fortune.com

Web site: www.magazine.com

Harvard Business Review

The review is a monthly publication that offers cutting-edge management theory, best practices, case studies and leadership profiles from the world's most influential management thinkers and practitioners.

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Human Rights of the American Bar Association (ABA)

The ABA's Section of the Individual Rights and Responsibilities' quarterly publication provides some of the nation's leading voices about ongoing constitutional debates.

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Mosaics

Mosaics is a publication of the Society for Human Resource Management (SHRM) that serves the needs of the human resource management professional by providing the most essential and comprehensive set of resources available. In addition, *Mosaics* is committed to advancing the human resource profession and the capabilities of all human resource professionals to ensure that HR is an essential and effective partner in developing and executing organizational strategy.

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For careers questions, contact careers@www.shrm.org

Web site: www.shrm.org

Multicultural Review: Dedicated to a Better Understanding of Ethnic, Racial, and Religious Diversity. Westport, CT: GP Subscription Publications, 1992.

Multicultural Review is a quarterly journal for teachers of all grade levels, college professors, librarians, administrators, and anyone else who is interested in learning about new developments and trends in the field of cultural diversity. The journal feature reviews of new print and nonprint resources on multicultural topics, and articles that explore current issues. In addition, there are columns and departments to keep you up to date on news, new curriculum materials, online resources, useful bibliographies on various subjects, and more.

CONTACT INFORMATION

Web site: www.mcreview.com

Profiles in Diversity Journal

This journal is published six times a year and features articles that cover a wide range of topics relevant to organizations of all sizes, industries and geographic locations. Articles focus on how an organization and its leadership address and respond to the challenges of workplace diversity.

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Agencies and Professional Associations

American Society for Training and Development (ASTD)

Founded in 1944, ASTD is the world's premier professional association and leading resource on workplace learning and performance issues. ASTD provides information, research, analysis and practical information derived from its own research, the knowledge and experience of its members, its conferences, expositions, seminars, publications and the coalitions and partnerships it has built through research and policy work. ASTD's membership includes more than 70,000 people, working in the field of workplace performance in 100 countries worldwide. Its leadership and members work in more than 15,000 multinational corporations, small- and medium-sized businesses, government agencies, colleges and universities.

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Conference Board

A not-for-profit, nonadvocacy organization, the Board's membership includes more than 3,000 companies and other organizations. Through a wide range of reports and periodicals, the Board analyzes reports, business practices and policies and evaluates worldwide economic trends.

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Leader to Leader Institute

Leader to Leader Institute, formerly known as the Peter F. Drucker Foundation for Nonprofit Management, transferred its ongoing activities to the new identity in January 2003. The Leader to Leader Institute furthers its mission "to strengthen the leadership of the social sector" by providing educational opportunities and resources to leaders. Continuing the work of the Foundation since its founding in 1990, the Leader to Leader Institute serves as a broker of intellectual capital, bringing together the finest thought leaders, consultants, and authors in the world with the leaders of social sector voluntary organizations. By providing intellectual resources to leaders in the business, government, and social sectors, and by fostering partnerships across these sectors, the Leader to Leader Institute works to strengthen social sector leaders of the United States and of nations around the globe.

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Society for Human Resource Management (SHRM)

SHRM is the world's largest association devoted to human resource management. Representing more than 170,000 individual members, the Society serves the needs of HR professionals by providing the most essential and comprehensive set of resources available. As an influential voice, SHRM is committed to advancing the human resource profession to ensure that HR is an essential and effective partner in developing and executing organizational strategy. Founded in 1948, SHRM currently has more than 500 affiliated chapters within the United States and members in more than 120 countries.

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Videos and Resources

Videos

“The Fairer Sex”

In an effort to more fully understand gender bias, ABC News Chief Correspondent Mike Wallace conducted an experiment about attitudes toward men and women and the consequences of those attitudes in women’s professional and personal lives. In this video, produced by ABC News for “PrimeTime Live,” Chris Williams and Julie Gilchrist, two professional testers, are monitored as they shop for cars, try to resolve a tee time at a public golf course, and apply for the same jobs.

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“The Peacock in the Land of Penguins”

Meeting the challenges of a rapidly changing and increasingly diverse world is more important than ever. This animated, award-winning video featuring Perry the Peacock is an insightful, inspiring and non-threatening way to illustrate employee empowerment, effective communication and team building skills within the context of diversity. When Perry and his exotic feathered friends arrive in the homogenous Land of Penguins they have trouble fitting in, despite their talent and intelligence. However, when Perry and his friends save the island from an attacking pack of wolves, the penguins realize that in their ever-changing world, all birds would have to appreciate each other’s skills and contributions. This video is appropriate for all levels of an organization — for executives, managers and supervisors who are in a position to set the tone and establish policies and procedures, as well as for nonmanagement employees who need to enhance their tolerance and understanding of others who are different from themselves and others.

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“The Power Dead-Even Rule”

This video presents information about how men and women are socialized as youth and the impact this socialization has on workplace communication and interactions.

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“True Colors”

Originally aired on ABC’s “PrimeTime Live” show in 1992, “True Colors” documents the different experiences of two young men with almost identical backgrounds and credentials, whose only obvious difference is their skin color. “PrimeTime Live” anchor Diane Sawyer enlists the services of two professional discrimination testers as they try to accomplish a number of tasks in a new city: applying for a job, renting an apartment, and shopping for a car, among other situations.

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A Winning Strategy: A WORKPLACE OF DIFFERENCE™

ADL’s Discussion Vignettes are an award-winning tool for large and small businesses nationwide faced with the challenges of satisfying a changing customer base while managing a diverse workforce. Four corporate vignettes, with an accompanying discussion guide, explore workplace scenarios where corporate fit and sexual orientation, mechanisms for employee advancement, religious accommodation, and the effects of stereotypical language and employee relations are at issue. The vignettes are designed to help employees apply their understanding of diversity and to explore different responses to incidents of bias and discrimination related to the workplace. Each vignette asks the viewer to decide where the line is drawn between personal choice, personal freedoms and discriminatory action.

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Religious Accommodation in the Workplace: Your Rights and Obligations

Religious employees often confront conflicts between their employment obligations and their religious obligations. This resource is meant to serve as a general guide about protections for religious rights provided by federal employment law.

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