

DIVERSITY, RESPECT,  
& LEGAL COMPLIANCE

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THE "TAKEAWAY"  
FOR MANAGERS™

**Diversity, Respect, & Legal Compliance —  
the "TAKEAWAY" for Managers™  
Leader's Guide**

## Overview:

The four areas covered in *Diversity, Respect, & Legal Compliance — the "TAKEAWAY" for Managers™* Cultural Competence; Unconscious Bias; The Meaning of Respect; and Diversity in Action—are reinforced by four corresponding “takeaways,” information that’s especially important to come away with, summed up in an easy-to-remember sentence.

These four areas and their takeaways comprise the basic information that all managers and supervisors need to have in today’s diverse environment. *Diversity, Respect, & Legal Compliance — the "TAKEAWAY" for Managers™* emphasizes legal compliance and offers tips for fostering a diverse and respectful workplace.

## Prepare for the Session:

- Preview the *Diversity, Respect, & Legal Compliance — the "TAKEAWAY" for Managers™* program, and consider how the four topics relate to each other in the workplace.
- Read through the Leader's Guide.
- Make sure you have a Discussion Question handout for each participant.
- When discussing issues with legal ramifications such as diversity and respect in the workplace, remember to communicate the importance of legal compliance to the participants.
- Greet participants in a friendly manner.

## Open the Session:

- Introduce yourself and welcome the participants to the training session.
- Introduce the *Diversity, Respect, & Legal Compliance — the "TAKEAWAY" for Managers™* program, explaining that it covers *four key areas*: Cultural Competence; Unconscious Bias; The Meaning of Respect; and Diversity in Action.
- Ask participants as they watch the program to think about why these areas are important for managers to understand.
- Let participants know that there will be a short discussion portion of the program, with an opportunity to comment and/or ask questions.
- Show the *Diversity, Respect, & Legal Compliance — the "TAKEAWAY" for Managers™* program (running time: 9 minutes).
- Review the four topics and their corresponding takeaways as follows:

Cultural Competence (*Focus on commonalities, but appreciate differences.*); Unconscious Bias (*Recognizing our own prejudices is the first step.*); The Meaning of Respect (*Treat others as you would like to be treated.*); and Diversity in Action (*Acknowledge and celebrate our diversity.*)

## Present the Material:

### Topic 1: Cultural Competence

#### Learning Points:

- ❖ It's *illegal* to discriminate on the basis of race, color, religion, sex (including gender-identity and pregnancy, childbirth, or pregnancy-related medical conditions), national origin, age (for those over 40), sexual orientation, parental status, disability, or genetic information.
- ❖ Cultural competence is the ability to appreciate differences while emphasizing commonalities.
- ❖ Culturally competent managers recognize the advantages of a diverse and respectful workplace.

**The “TAKEAWAY”:** *Focus on commonalities, but appreciate differences.*

## Topic 2: Unconscious Bias

### Learning Points:

- ❖ Unconscious biases are cultural prejudices that we're not even aware we have.
- ❖ It's especially important for those in supervisory positions to try to recognize unconscious bias in themselves and to avoid stereotyping.
- ❖ To overcome the effects of unconscious bias, treat everyone the same, in as fair a manner as possible.

**The “TAKEAWAY”:** *Recognizing our own prejudices is the first step.*

### Topic 3: The Meaning of Respect

#### Learning Points:

- ❖ Being respectful in the workplace means being fair, polite, and professional.
- ❖ Being fair means applying the same standards and affording the same opportunities to everyone, without discriminating against any particular category of people.
- ❖ Managers should discourage harassment, bullying, and abusive conduct of all kinds.

**The “TAKEAWAY”:** *Treat others as you would like to be treated.*

## Topic 4: Diversity in Action

### Learning Points:

- ❖ Acknowledge and celebrate the diversity at work in an inclusive manner.
- ❖ Encourage the group to do something together that expresses people's individuality.
- ❖ Welcome diverse perspectives on reaching common goals.

**The “TAKEAWAY”:** *Acknowledge and celebrate our diversity.*



## Start Discussion:

- Distribute the Discussion Questions handout.
- Read the 4 questions on the Discussion Questions handout to participants, and explain that they will have 5–8 minutes for discussion based on the questions.
- Ask participants to take the handout Quiz.
- Have participants form small groups of 3–5 people for the discussion portion of the training.

## Discussion Questions:

What's an example of cultural competence?

### **Sample answers:**

1. *"Not scheduling an event on someone's religious holiday, when they can't be there."*
2. *"Appreciating a person's ability to speak more than one language."*
3. *"Tolerating religious attire, even if it means bending the rules a little."*

What might be an expression of unconscious bias?

### **Sample answers:**

1. *"Assuming that an older person can't be good with technology."*
2. *"Thinking that men are better leaders than women."*
3. *"Giving a person with an accent less responsibility."*

How might a manager show respect to his or her employees?

**Sample answers:**

1. *“By getting to know people as individuals instead of making assumptions based on stereotypes.”*
2. *“By listening to others’ opinions.”*
3. *“By treating everyone in a fair and nondiscriminatory manner.”*

What’s an example of “diversity in action”?

**Sample answers:**

1. *“Putting together an organization cookbook focusing on diverse culinary traditions.”*
2. *“Having a suggestion box, and encouraging everyone to contribute.”*
3. *“Respecting others’ cultural traditions.”*

## Quiz Answer Key

1. It's okay to discriminate against someone on the basis of age if they're under 40.  
**TRUE/FALSE**
2. It's illegal to pay women less than men for the same work.  
**TRUE/FALSE**
3. Cultural competence is an acknowledgment of and respect for people's cultural differences.  
**TRUE/FALSE**
4. Unconscious bias is cultural prejudice we don't realize we have.  
**TRUE/FALSE**
5. There's nothing we can do about unconscious bias.  
**TRUE/FALSE**
6. A respectful workplace is a fair and professional one.  
**TRUE/FALSE**
7. Managers should set an example of respectful behavior for their employees.  
**TRUE/FALSE**
8. A respectful workplace is more likely to be a legally compliant one.  
**TRUE/FALSE**
9. A respectful workplace is not inclusive.  
**TRUE/FALSE**
10. Diversity in action is a tangible way to express cultural competence.  
**TRUE/FALSE**

## Conclude the Session:

1. Reassemble the group.
2. Recap the following key concepts from *Diversity, Respect, & Legal Compliance — the "TAKEAWAY" for Managers™*:
  - **Focus on commonalities, but appreciate differences.**
  - **Recognizing our own prejudices is the first step.**
  - **Treat others as you would like to be treated.**
  - **Acknowledge and celebrate our diversity.**
3. Remind participants that practicing respect in today's diverse environment provides the dignity and opportunity that all employees deserve. A respectful workplace strengthens organizations and increases the likelihood of legal compliance.
4. Take questions.
5. Thank everyone for participating, and express your hope that participants will take what they've learned at the session and work to help their organization appreciate diversity, practice respect, and remain legally compliant.

*Diversity, Respect, & Legal Compliance —  
the "TAKEAWAY" for Managers™*

**Handout**

**Discussion Questions**

What's an example of cultural competence?

What might be an expression of unconscious bias?

How might a manager show respect to his or her employees?

What's an example of "diversity in action"?

## Quiz

1. It's okay to discriminate against someone on the basis of age if they're under 40.  
TRUE/FALSE
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TRUE/FALSE



## Diversity, Respect, & Legal Compliance — the "TAKEAWAY" for Managers™ Transcript

These days, it's common for a manager or supervisor to have employees who represent a wide range of ages, ethnicities, abilities, and cultural orientations. And as our workplaces have evolved to become more diverse, the most effective managers have evolved too.

There are four areas that can help you reap the benefits of a respectful and diverse workplace:

- ***Cultural Competence***
- ***Unconscious Bias***
- ***The Meaning of Respect***
- ***Diversity in Action***

We sometimes hear the term *cultural competence*. What is it and why is it important?

### ***Cultural Competence***

It is *illegal* to discriminate on the basis of race, color, religion, sex (including gender-identity and pregnancy, childbirth, or pregnancy-related medical conditions), national origin, age (for those over 40), sexual orientation, parental status, disability, or genetic information.

In order to be inclusive and respectful in today's increasingly diverse environment, as well as legally compliant, it's important for managers to be culturally competent.

Culture competence is the ability to see diversity as a positive; respond to its challenges with flexibility, sensitivity, inclusiveness, and respect; and to expect the same from your employees.

“ANNA, I WANT TO TALK TO YOU ABOUT SOMETHING. I HEARD THAT YOU’VE BEEN LEAVING RELIGIOUS PAMPHLETS ON PEOPLE’S DESKS. IS THAT TRUE?”

“YES. WOULD YOU LIKE ONE?”

“NO, THANKS. ANNA, I RESPECT YOUR RELIGIOUS BELIEFS, BUT I HAVE TO ASK YOU TO STOP. IT’S JUST NOT APPROPRIATE IN A WORKPLACE.”

“I DON’T THINK ANYBODY MINDS.”

“WELL, I KNOW THAT YOUR INTENTIONS ARE GOOD, BUT LEAVING THE PAMPHLETS ON PEOPLE’S DESKS COULD BE INTERPRETED AS A LACK OF RESPECT FOR OTHERS’ BELIEFS, AND IT’S AGAINST ORGANIZATION POLICY.”

“MY BELIEFS ARE IMPORTANT TO ME, AND SO IS SHARING THEM. ERICA, MY MANAGER, SAYS SOMEBODY MIGHT GET OFFENDED BY MY PASSING OUT RELIGIOUS MATERIALS. I SUPPOSE THAT COULD HAPPEN. ANYWAY, IT GOES AGAINST ORGANIZATION POLICY, SO I’M NOT GOING TO MAKE A FUSS ABOUT IT.”

A culturally competent manager, while acknowledging that individuals are all different and may have diverse points of view and different needs, keeps the focus on commonalities and strives to be fair.

### ***Cultural Competence***

#### ***THE TAKEAWAY***

***Focus on commonalities, but appreciate differences.***

What about *unconscious bias*, those prejudices we have that we’re not even aware of?

#### ***Unconscious Bias***

We often don’t even realize that we’re being influenced by our unconscious biases. But people can *automatically* feel more confidence in others who look like them, or come from the same background, even when they *know* it’s illogical.

“GOOD MORNING.”

“HEY REBECCA”

“OKAY. HERE IT IS, ALL DONE.”

“THAT’S GREAT, THANKS. I CAN USE THIS AT THE MEETING.  
THEY’LL BE HERE IN HALF AN HOUR.”

“GLAD TO HELP. KNOCK ‘EM DEAD.”

“THANKS.”

“HEY CHARLIE, GOT A MINUTE?”

“YEAH. WHAT’S UP?”

“THIS TECHNICAL STUFF IS SO TEDIOUS, BUT WE HAVE TO GET ON  
IT. I KNOW YOU’RE BUSY, BUT DO YOU HAVE TIME TO LOOK AT IT  
SOMETIME SOON?”

“NOT ANY TIME SOON, I’M SWAMPED. BUT HEY I BET REBECCA  
COULD GET ON IT RIGHT AWAY.”

“DO YOU THINK REBECCA COULD HANDLE SOMETHING LIKE THIS?”

“YEAH. WHY NOT? PLUS SHE’S WAY BETTER AT THE TECHNICAL  
STUFF THAN I AM.”

“HUH. IT NEVER EVEN OCCURRED TO ME TO ASK HER. THANKS  
CHARLIE.”

“NO PROBLEM.”

“I DIDN’T THINK I MADE ASSUMPTIONS ABOUT PEOPLE’S ABILITIES  
BASED ON GENDER OR RACE. BUT I HAVE TO ADMIT, I NEVER EVEN  
THOUGHT OF REBECCA FOR THE REAL TECHNICAL STUFF, AND  
THERE WAS NO REASON NOT TO. IT’S NOT FAIR TO EITHER OF US,  
ESPECIALLY HER.”

Even the most well-meaning of us have some cultural prejudices. It’s  
especially important for managers and supervisors working with a diverse

group of people to try and compensate for their own biases, by making a conscious effort to be fair and treat others as individuals, not stereotypes.

### ***Unconscious Bias***

#### ***THE TAKEAWAY***

***Recognizing our own prejudices is the first step.***

Let's talk about *the meaning of respect*, and what it means to have a respectful workplace.

#### ***The Meaning of Respect***

Being respectful in the workplace means being fair, polite, and professional. Put yourself in other people's shoes, give them the benefit of the doubt, really listen to what they have to say, and apply the same standards to everyone.

"HERE JERRY, LET ME GET THAT FOR YOU."

"NO, NO, I CAN DO IT MYSELF!"

"SORRY JERRY, I WAS JUST TRYING TO HELP."

"I KNOW YOU WERE, JESSICA. I DIDN'T MEAN TO SNAP AT YOU. I JUST GET FRUSTRATED SOMETIMES WITH PEOPLE THINKING I NEED MORE HELP THAN I DO."

"I UNDERSTAND"

"I DIDN'T MEAN TO SNAP AT MY MANAGER. SHE MEANT WELL. IT'S NOT THAT I DON'T APPRECIATE A HAND WHEN I NEED ONE. I JUST DON'T WANT TO BE OFFERED HELP WHEN I DON'T NEED IT. I JUST WANT TO BE TREATED LIKE EVERYBODY ELSE."

A respectful workplace provides the dignity and opportunity that all employees deserve. It discourages harassment, bullying, and abusive conduct of all kinds. It strengthens organizations, allows individuals to thrive, and increases the likelihood of legal compliance. And it's not hard to achieve.

In a nutshell, treat everyone with respect.

### ***The Meaning of Respect***

#### **THE TAKEAWAY**

***Treat others as you would like to be treated.***

A helpful tool to promote respect and inclusion in a diverse environment can be referred to as *diversity in action*.

#### ***Diversity in Action***

To encourage cultural competence and cohesion in your team, think of tangible ways to be inclusive that acknowledge and celebrate the diversity at work.

“GOOD TO SEE YOU”

“MMMM, LOOKS GOOD!”

“HEY, STOP THAT!”

“BUT I’M STARVING, AND I KNOW HOW GOOD IT WAS FROM LAST TIME—I GOT YOUR RECIPE, REMEMBER?”

“YEAH, WELL LUNCH ISN’T FOR ANOTHER TEN MINUTES. YOU’LL JUST HAVE TO WAIT.”

“OKAY.”

“A GREAT THING ABOUT WORKING HERE ARE THE BIG POTLUCK LUNCHES WE HAVE IN THE CONFERENCE ROOM A COUPLE TIMES A YEAR. IT’S A TRADITION THAT EVERYBODY LOOKS FORWARD TO. WE HAVE A REALLY DIVERSE DEPARTMENT, AND THE IDEA IS TO BRING A FOOD THAT KIND OF REPRESENTS YOU. WE GET EVERYTHING FROM HOMEMADE SPRING ROLLS AND SWEET POTATO PIE TO THE BIG BOX OF DOUGHNUT HOLES THAT PHIL PICKS UP ON HIS WAY IN TO WORK. IT’S ALL GOOD! FOR THE WEEK

AFTER WE ALL EXCHANGES RECIPES, AND THIS PLACE FEELS  
MORE LIKE A FAMILY.”

When employees do something as a group that allows them to express themselves as individuals, it helps them to understand and appreciate each other. And that’s diversity in action.

### ***Diversity in Action***

#### ***THE TAKEAWAY***

***Acknowledge and celebrate our diversity.***

As a manager, know the advantages of a diverse environment, and work to develop cultural competence in yourself and others. Be more aware of your unconscious biases and compensate for them by treating everyone respectfully, as you would like to be treated. Recognize diversity in tangible, positive ways that also highlight our commonalities. It’s more than worth the effort.

PREVIEW