



The
University
of Akron



Summit County
Hospitality Academy

Wednesday, November 10, 2010



Why

Inclusive Excellence?



**"We need to focus on diversity.
Our goal is to hire people who all look
different but think just like me."**



Normally diversity is not typically a focus at any level in "quality-improvement" efforts. As a result, educational leaders routinely work on diversity initiatives within one committee on campus and work on strengthening the quality of the educational experience within another. This disconnect serves students - and all of education – poorly.



Making Excellence Inclusive seeks to bring about comprehensive educational reform based on research and theory, not only about "what works" to help **all** students achieve new forms and levels of excellence, but also about how diversity in the academy adds a richness to the educational experience of students while producing a robust creative environment for faculty and staff.



- It promotes learning, critical thinking, and personal enrichment.
- It opens the door to and teaches them how to contribute to an increasingly diverse and global society.
- It helps them succeed academically and provides a broad understanding of intercultural dynamics.



- It provides an environment that recognizes and appreciates the talents, skills, and perspectives of every individual.
- It uses those skills to reach educational and institutional objectives.
- It is a process that produces better outcomes for our students and helps achieve the University's vision of providing the highest quality education to all high achieving students – regardless of their background.

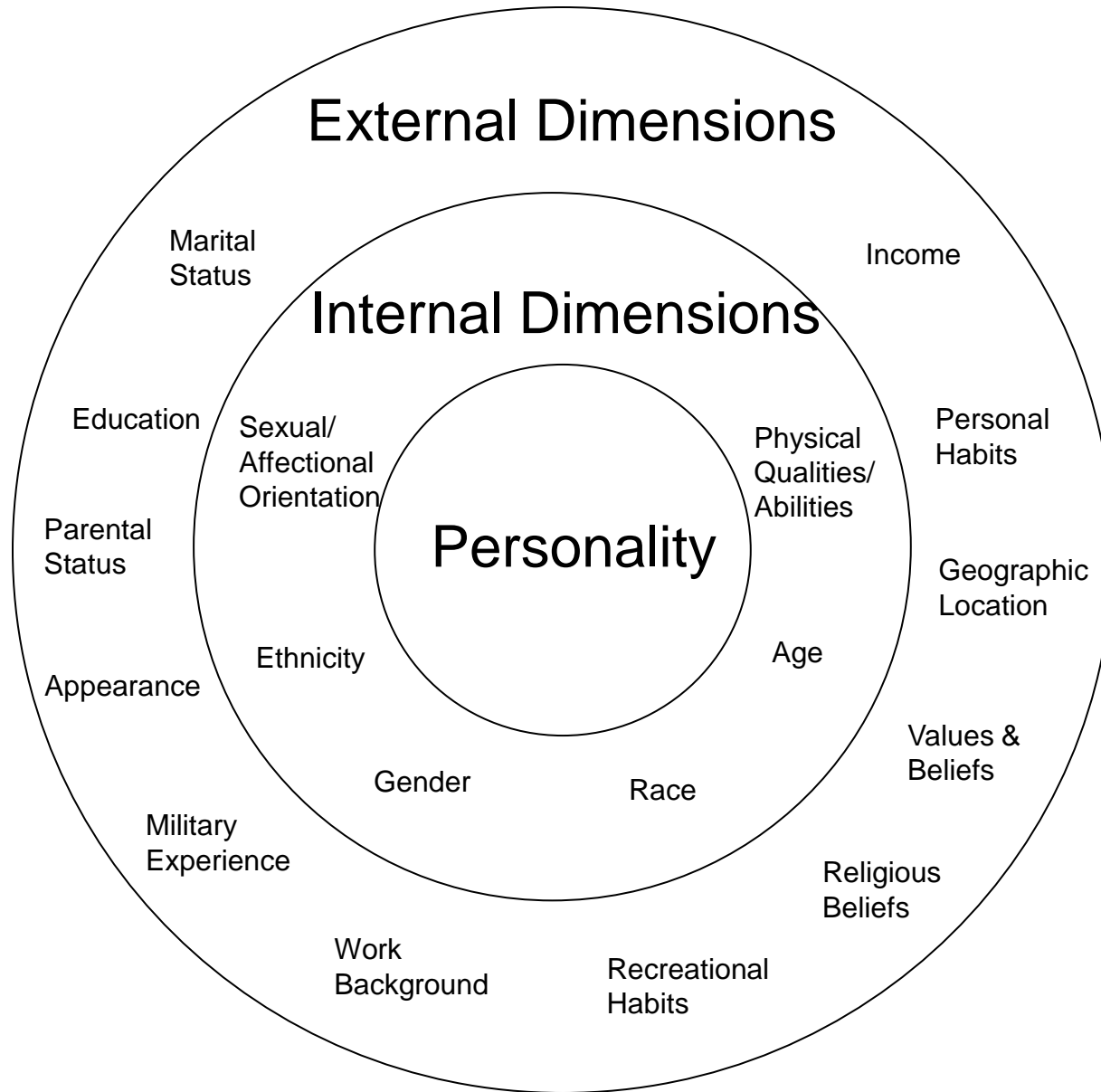
INCLUSIVE EXCELLENCE AT UA

“UNLIKE OTHERS, we shall be measured by how much value we add in enabling the success of our students, not by how many students we exclude. We shall be measured by the collaborative impact that we create for each other and for our common future, not by the barriers we erect between our communities and ourselves. And we shall be measured by the integration of our disciplines as applied in solving the problems of today, not by their isolation.”

— **LUIS PROENZA**, President, The University of Akron



The Diversity Wheel





Endless possibilities.™



Kenneth Lay (seated, right) flanked by Jeffrey Skilling, his former CEO, and Wendy Gramm, wife of Senator Phil Gramm, poses with Enron's board in 1998.



Goldman Sachs executives testify at a Senate hearing





The 81 year-old Maurice "Hank" Greenberg (left) pictured in happier times as Chairman and CEO with the AIG Board. SICO, which is controlled by Greenberg, owns 12 per cent of AIG and offered stock on retirement to favored employees at the world's biggest insurer. When the directors decided to move the headquarters of SICO to Dublin late last year, the charity's offices relocated as well. Current AIG CEO Martin Sullivan is the smiling white-haired guy at the rear.





Why Inclusive Excellence?

The standard expectations of HR have been expanded beyond:

Employment
Performance Management
& Labor Relations
to include

Talent Acquisition and Strategic Personnel Utilization.



The New Expectations

- Required within the new expectations are new approaches to personnel utilization that rely heavily on managerial technologies that embrace new approaches to staffing.
- These approaches rely heavily on developing a broader explanation for workplace diversity.



A New Reliance on Diversity

- Broad based use of cross-functional work teams has created a need for us to understand diversity beyond the elements of race and gender.
- The differences between individuals that transcend the biological and cultural elements center around their preferred problem-solving approach.



A different consideration

- Michael Kirton a British Industrial Psychologist has made a life's work of attempting to explain how diversity in communication and problem solving impact the work place.
- He was using the term “diversity management” long before it became popular terminology in the U.S.



We are all creative!

- Problem solving is the key to life.
- We all solve problems all of the time, every day.



Key factors of problem solving

- Opportunity (perceived, managed, exploited)
- Motivation (needs, values, beliefs)
- Resources (materials, money, machines)
- Level (skill, knowledge, experience)
- Problem solving style (adaption/innovation)



Differences

- Level -How creative we are. (How much)
- Style – How we are creative. (In what way)



Preferred Style

- Some say it may be genetically determined.
- You probably did not choose it.
- You probably cannot change it.
- Doesn't alter with age or experience.



Style and Behavior

- Cognitive Style is stable and is not the same as
- Behavior which is flexible
- One prefers to behave in ones' preferred style but
- One can behave out of ones' preferred style – this is called coping behavior
 - Requires extra energy and when extensive can cause significant stress



Adaptive - Innovative

- Our preferred styles are represented on a continuum with
 - Adaptive styles on one side &
 - Innovative styles on the other side
- Adaptive styles accept and work within the problem's definition. –
 - They prefer to do things BETTER.
- Innovative styles see the definition as part of the problem. –
 - They prefer to do things differently



More Adaptive Preferences

- Prefer more structure
- Are sensitive to people and groups
- Target ideas
- Master details
- Consistent
- More prudent risk takers



Idea Generation

The More Adaptive

- Produce fewer ideas but are manageable, relevant, sound, safe for immediate use
- Expect high success rate

The More Innovative

- Produce many ideas, some seen as exciting, “blue sky”, “new dawn”
- Tolerate high failure rates



Problem Solving Methodology

Adaptive are more likely to

- Be precise, methodical, reliable, thorough, with great attention to detail.
- Welcome change as something of an “improver.”
- Seek solutions to problems in tried and tested ways

Innovative are more likely to

- Think tangentially and approach problems from an unsuspected angle
- Welcome change as a “tradition breaker”
- Manipulate the problem and challenge its underlying assumptions



Management Structure

in Problem Solving

The more Adaptive are likely to...

- Maintain stability, continuity, group cohesion, be prudent with authority.
- Solve problems by use of rule
- Challenge rules rarely and usually when supported by consensus

The more Innovative are likely to...

- Be catalysts to settled groups and consensual views, be radical
- Alter rule to solve problem
- Challenge rules, customs and consensual views



Position on the Problem Solving Continuum

- Neither is better at using their creativity, problem solving or making decisions
- There is no right or wrong place in particular situations, different degrees of adaption and/or innovation may be judged more appropriate
- **But adaptors and innovators very often disagree.....**



Cognitive Gap

- Between people with two differing style preferences
- Between a person and his/her group or team
- Between two groups
- Between each individual's preferred style and what the task requires



Introduction to Group Performance Management

- We require a diversity of problem solvers to solve a large complex problem
- A diversity of problem solvers is essential to organizational success

But

If and only if they collaborate.



Cognitive Diversity

- Cognitive style is just one form of diversity.
- Effective management to diversity is the key to managing change
- We tend to misunderstand differences in STRATEGY for differences in CAPACITY
- We tend to turn differences in style into inter-personal clashes



Diversity is not about
counting heads,
Diversity is about
making heads count!



The Diversity Game

Playing Diversity will give individuals and groups you work with a picture of their thinking style preferences and point the way toward working together more effectively and productively.



The ***Diversity Game*** is based on the Whole Brain Model developed by Ned Herrmann. The Whole Brain Model is a four-quadrant metaphor of how the brain works. We recommend Ned's book *The Creative Brain* for additional information on the Herrmann Model and its implications and applications.



Research on brain function clearly establishes different models of thinking in the two hemispheres.



This “double brain” gives us different ways of processing and understanding information.



The left hemisphere analyzes, abstracts, computes, measures time, plans sequential procedures, verbalizes and makes rational decisions based on logic.



Conversely, the right hemisphere is the center for imaginative, intuitive, subjective, relational, symbolic, holistic, and time-free thinking.



The right hemisphere understands metaphors, has the ability to visualize and create new combinations of ideas. This right hemispheric mode of thinking is essential in creativity and innovation.



Within each hemisphere are two different brain systems – the cerebral and the limbic.



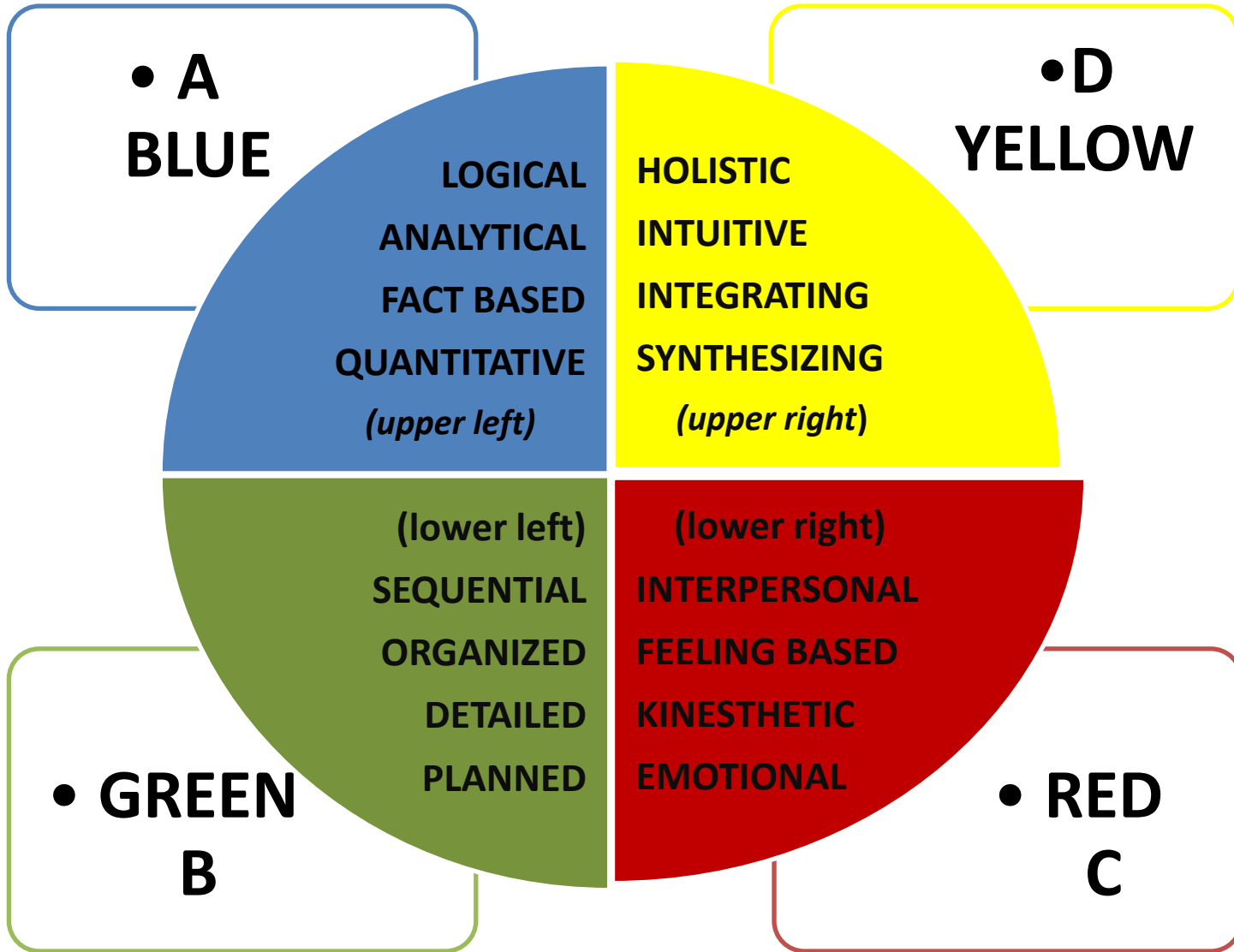
The cerebral system is the outer part of the brain where more abstract, intellectual thought takes place.



Beneath it lies the limbic system where more concrete and emotional processing goes on. These four parts of the brain which process and make meaning out of information differently provide the four quadrant model.

CEREBRAL MODE

Thinking Processes



Thinking Processes

LIMBIC MODE

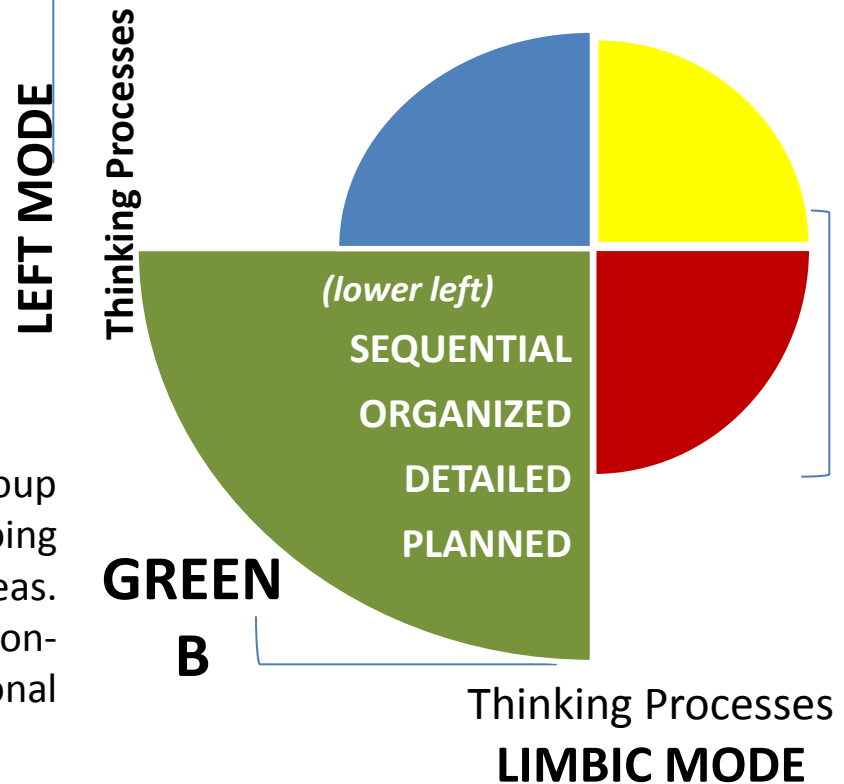
GREEN

Groups with lots of green cards enjoy organizing, planning, and attending to details. They are also “good” at implementing ideas and following through with plans. They tend to approach problems in a step-by-step, controlled, procedural manner.

Completing tasks is very important. This group may have difficulty seeing the “big picture,” doing “blue sky” thinking, and accepting innovative ideas. They often get frustrated when others work in a non-sequential way, bend rules, or ignore organizational policies and procedures.

This group is good at:

- ✓ Finding overlooked flaws
- ✓ Approaching problems practically
- ✓ Standing firm on issues
- ✓ Maintaining a standard of consistency
- ✓ Providing stable leadership and supervision



- ✓ Reading fine print in documents/contracts
- ✓ Organizing and keeping track of essential data
- ✓ Developing detailed plans and procedures
- ✓ Articulating plans in an orderly way
- ✓ Keeping financial records straight

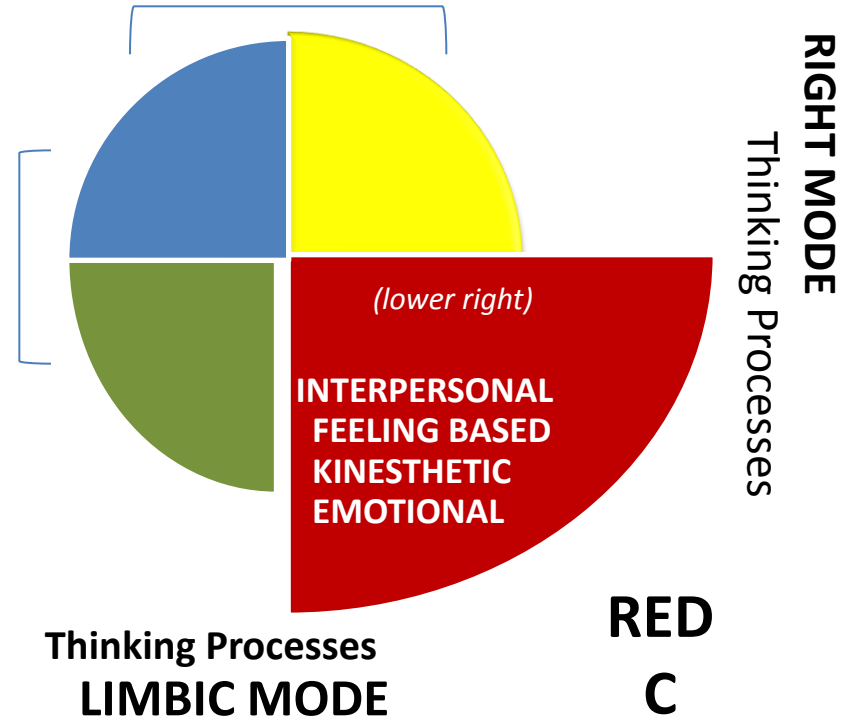
RED

Groups with lots of red cards enjoy the interpersonal aspects of their work. They are “good” at developing and expressing ideas and understanding the interpersonal climate of work groups and organizations. They enjoy and value team-building activities and interacting with group members on a more personal level.

They approach problems in an intuitive manner using feelings more than a data base to make decisions. This group may become frustrated with people who ignore the human elements in a problem and place logic above feelings.

This group is good at:

- ✓ Recognizing interpersonal difficulties
- ✓ Anticipating how others will feel
- ✓ Intuitively understanding how others feel
- ✓ Picking up the non-verbal cues of interpersonal stress
- ✓ Engendering enthusiasm
- ✓ Persuading
- ✓ Teaching
- ✓ Conciliating
- ✓ Understanding emotional elements
- ✓ Considering values



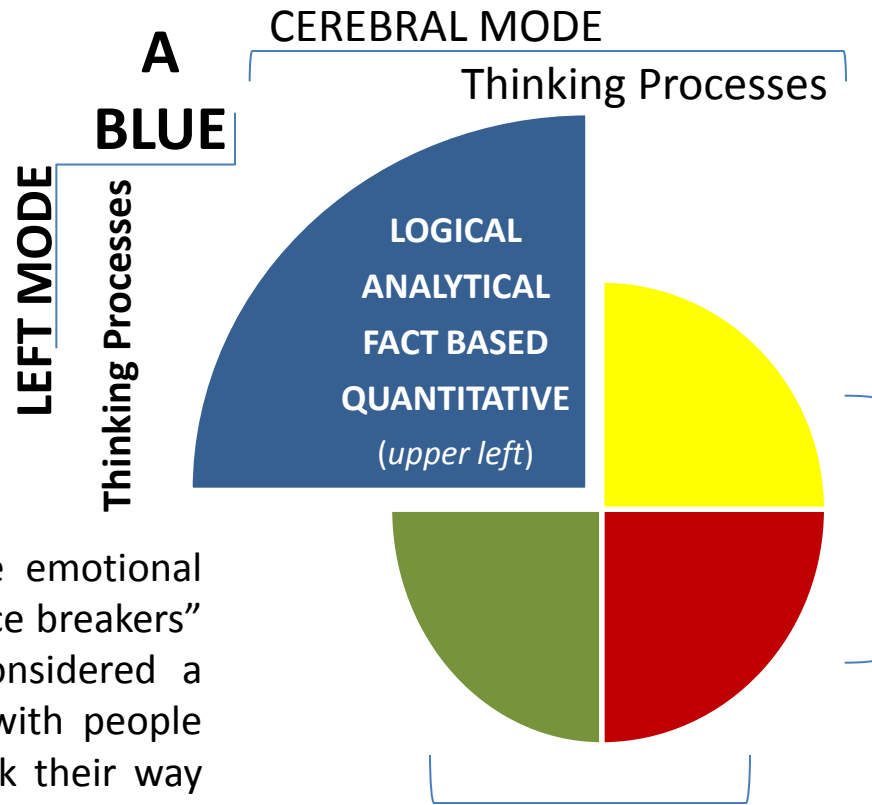
BLUE

Groups with lots of blue cards enjoy analyzing complex situations and are “good” at solving technical and mathematical problems. When confronted with a problem, they tend to approach it in a logical, rational manner.

This group may ignore or overlook the emotional and interpersonal aspects of a situation. “Ice breakers” and socializing in meetings are often considered a waste of time. They become frustrated with people who don’t get enough facts, carefully think their way through a problem, and get to the point quickly.

This group is good at:

- ✓ **Gathering facts**
- ✓ **Analyzing issues**
- ✓ **Problem Solving logically**
- ✓ **Arguing rationally**
- ✓ **Considering financial aspects**
- ✓ **Measuring precisely**
- ✓ **Understanding technical elements**



YELLOW

Groups with lots of yellow cards enjoy conceptualizing, synthesizing, and creating new ideas. They are “good” at exploring possibilities, innovating, and seeing the “Big Picture.” Because they enjoy novelty, they get bored with ordinary thinking and restless in routine meetings. When confronted with a problem, they approach it in an experimental, intuitive manner. This group can become frustrated with details and those who operate in a sequential, conservative, safekeeping manner.

This group is good at:

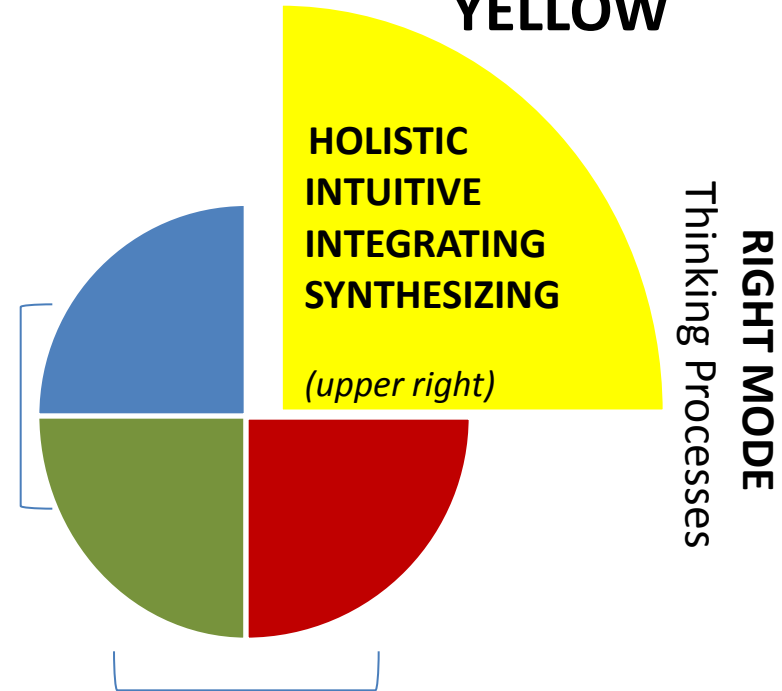
- ✓ Reading the signs of coming change
- ✓ Seeing the “big picture”
- ✓ Recognizing new possibilities
- ✓ Tolerating ambiguity
- ✓ Integrating ideas and concepts
- ✓ Bending or challenging established policies
- ✓ Synthesizing unlike elements into a new whole
- ✓ Inventing innovative solutions to problems
- ✓ Problem solving in intuitive ways

CEREBRAL MODE

Thinking Processes

D

YELLOW





The Power of Diversity

For most tasks, especially creative problem solving, diverse groups with all colors represented are best. After all, when everyone is thinking alike, there's not a whole lot of thinking going on!



A heterogeneous group can be challenging to work with because of its diversity; yet, once members learn to appreciate their differences and work together, creative magic can happen.