**Observational Exercise**

Diversity and Inclusion

Purpose

1. To become aware of the dimensions of diversity and inclusion

2. To develop an understanding of how leaders address diversity and inclusion in the workplace

Directions

1. Your task in this exercise is to interview a leader about her or his views on diversity and inclusion. The individual

you interview should have a formal position of authority in a company (e.g., supervisor, manager), a school (e.g.,

teacher, principal), or the community (e.g., director of social work, bank vice president, small business owner).

2. Conduct a 30-minute semistructured interview with this individual by phone or in person.

3. Develop your own interview questions. If necessary, you may incorporate ideas from the following questions:

* Tell me about your job. How long have you held this position, and how did you get it?
* What comes to your mind when you hear the word diversity? How is diversity addressed within your organization?How important do you think diversity is in your place of work? Why?
* Are there areas within your organization that have less diversity than other areas? Do you think the organization should address this?
* What challenges do you face regarding diversity among those whom you supervise?
* How do you treat employees/followers who are different from others? Do you allow everyone to participate in decision making?
* What is the best way to make an employee/follower who is a minority feel genuinely included with others?

Questions

1. Based on your observations, how important is diversity and inclusion to the leader you interviewed?
2. Which metaphor in Table 9.2 (i.e., melting pot, salad, or smorgasbord) would you use to describe the way the m leader approaches his or her followers? Give examples to illustrate this metaphor.
3. Do you think the leader holds any stereotypes about others? In what way do these affect his or her leadership?
4. In what way does the leader try to make individuals who are different feel a part of the organization? Give specific examples where relevant.
5. Do you think privilege is in any way related to how this person leads? Defend your answer.

**Reflection and Action Worksheet**

Diversity and Inclusion

Reflection

1. What is your response to the word diversity? Do you think it is a significant problem in our society, or do you think

it is overemphasized? Explain your thoughts on diversity.

2. Reflect on the six primary dimensions of cultural diversity shown in Table 9.1 (i.e., age, gender, race, mental and

physical abilities, ethnicity, and sexual orientation). Which type of diversity is easiest for you to embrace, and

which is hardest for you to embrace? Why? Explain your answers.

3. One way to explore the concept of inclusion is to reflect on your own personal feelings about inclusion. In a

group situation, how much do you want to be included by others? Using a personal example, discuss a time

when you were in a group or on a team when you felt included by others and a time when you felt excluded.

Why did you feel included in one situation and not the other? Elaborate and discuss.

4. Think about what circumstances got you to where you are today. Do you have a past that some would describe

as privileged? Or, would you say you are not privileged? Do you see your colleagues or coworkers as having

privilege? Discuss your thoughts on privilege.

Action

1. Explore your answers on the Cultural Diversity Questionnaire. Select three items on which you chose almost

never or never. Based on your responses to these items, discuss what you could do in your own leadership to

be more inclusive toward others.

2. Imagine for a moment that you have been selected to lead a group service-learning project. What will you say to

make others in your group feel psychologically safe? In what way will you let them participate in decision making?

How will you encourage those individuals who are most different from the group to feel like insiders yet still

unique? Discuss.

3. As discussed in the chapter, stereotypes often get in the way of including others who differ from us. What common

stereotypes do you sometimes attribute to others (e.g., a White police officer, a Muslim female wearing a

hijab, or a transgender male)? How can you change these stereotypes? What messages will you give yourself to

eliminate these stereotypes? Discuss.