

## Leading Effective Diverse Groups



May 12, 2011  
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## Introductions

- Name
- Organization
- What you hope to get out of this training

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## Culture Questionnaires

Please take 10 minutes to fill out the questionnaires.

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### Guidelines

- Try On
- It's not o.k. to attack, shame or blame others or myself
- Practice self-focus
- Maintain confidentiality
- Notice both intent and impact

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### Common Ground

In groups of four, list as many things that you have in common with each other in 5 minutes.

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### Five Tricks

Split up evenly into at least four groups.  
4-6 people per group is preferable.

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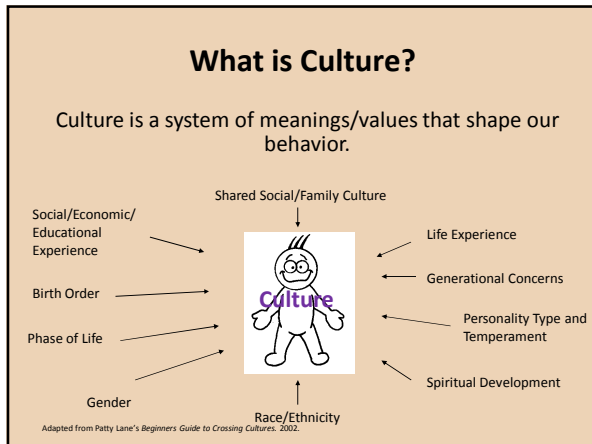
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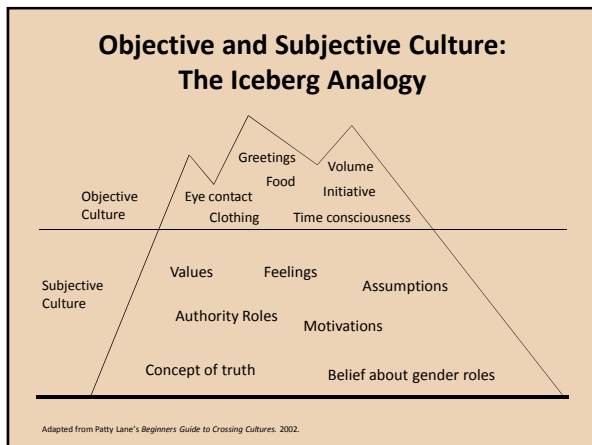
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### What is Power?

The possession of controlling influence. In other words, you can get what you want.

- Majority Group - Group with power, privileges, and social status.
- Minority Group – Group with lesser or no power, privileges, and social status. May be singled out for unequal treatment.

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## Power Dynamics and “-Isms”

Types of “-Isms”	Variable	Majority Groups	Minority Groups
Racism	Race/Ethnicity/Color	White	People of Color (African, Asian, Native American, Latino/a Americans)
Sexism	Gender	Men	Women
Classism	Socio-Economic Class	Middle, Upper Class	Poor, Working Class
Elitism	Education Level	Formally Educated	Informally Educated
Religious Oppression Anti-Semitism	Place in Hierarchy Religion	Managers, Faculty Christians, Protestants Christians	Clerical, Students Muslims/Catholics and others Jews
Heterosexism	Lesbian/Gay/Bisexual	Heterosexual People	Lesbian, Gay, Bisexual, Transgendered
Ageism and AduItism	Age	Young Adults Adults	Elders (40+ by law) Children, Youth
Ableism	Physical or Mental Ability	Temporarily Able- Bodied	Physically or Mentally Challenged
Xenophobia	Immigrant Status	US Born	Immigrant
Linguistic Oppression	Language	English	English as a Second Language Non-English

Adapted from Videos, Inc. 1991

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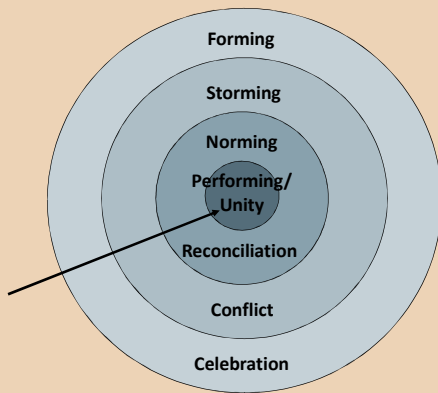
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## Stages of Group Development




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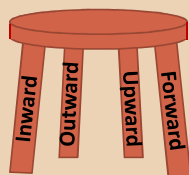
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## Effective Teams




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**Inward**  
**Building Trust and Friendship**

- Self Disclosure
- Empathy
- Trust

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**Outward**  
**Working Well As a Team**

- Strengths-based
- Conflict is good
- "Team Spirit"

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**Upward**  
**Purpose-Driven and Focused**

- Clear unity of purpose
- Clear performance goals (SMART)
- Shared Agreements/Norms

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### Forward Leadership

- Shared Leadership
- Leadership Development

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### Managing Conflict Tip #1: Have Open Hands



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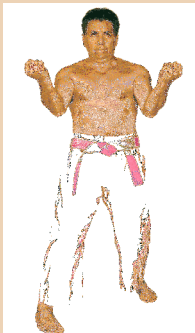
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### Not Like This...



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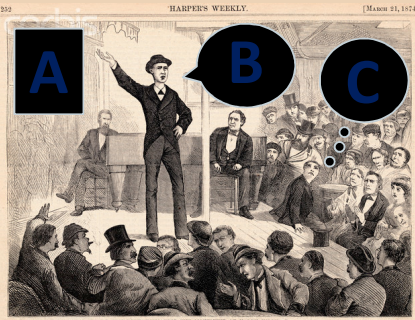
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### Managing Conflict Tip #2: Get to the "A"



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### Managing Conflict Tip #2: Get to the "A"

- Address behaviors rather than motivations (Intent/Impact).
- Understand others' motives/values (cultural values orientation).
- Proactively learn about the culture of others and use cultural coaches.

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### Managing Conflict Tip #3: Issue – Position - Interests

- **Issue**
  - Neutral question
  - "Is it necessary to be on time?"
- **Position**
  - Specific Answers
  - "Yes" or "No"
- **Interests**
  - Why?

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**Managing Conflict Tip #3:  
Issue – Position - Interests**

- Goals
  - Understanding/Empathy
  - Compromise (If both parties are OK with it)
  - **\*\* Third way \*\***
- Short-Term vs. Long-Term Solutions
- Mediation/Conflict Coaching

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**Managing Conflict Tip #3:  
Issue – Position - Interests**

Example  
Issue: Is it necessary to be on time?

YES	NO
Expectations	Expectations
Shows respect and dependability	Relationships are more important than being on time for the next meeting
Important to utilize every minute allocated for the meeting/event	Important to have full attendance
Lots to do so we need to stick to the schedule	Process is more important than sticking to a schedule

Possible solutions?

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**Issue – Position – Interests  
Breakout in Pairs**

- The Costco Conundrum!
- Your own example

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