

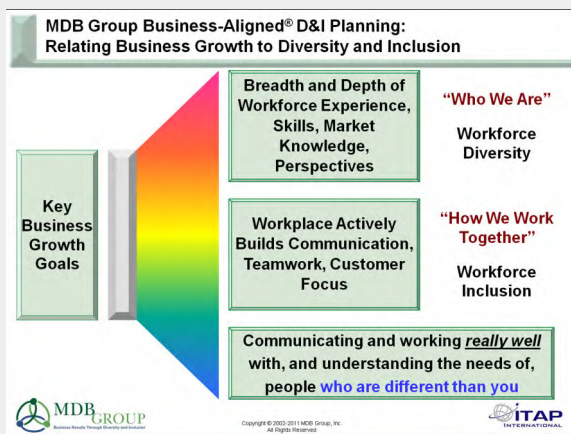


Building Inclusion

After the article "Mindset Matters" in the April 2011 newsletter some readers asked that we say more about the relationship between intercultural expertise, also called cultural competence, and inclusion. We're happy to do so!

In our experience, almost all organizations say they want a more-inclusive workplace. Some can define business-based reasons for why this is important and what it would look like. Almost no organizations achieve anything close to "full inclusion." Why?

Inclusion is about "how" we work together to harness our collective knowledge, experience, and perspectives to grow the business as illustrated in the figure below. Inclusion is all about how we behave or act when working with colleagues and customers of increasingly-diverse cultural backgrounds.



Building a more-inclusive workplace requires changes in behavior from everyone in the organization. Accountability plays a role, through organization values and a well-designed performance management process. Mindset about diversity and cultural difference plays an even stronger role! Consider three alternatives:

- If I think you are bad or wrong we probably won't be able to work well together.
- If I think you are OK and that we have exactly the same core beliefs and values we can work together well if you conform to my expectations.
- If I think you and I each have different and valuable perspectives and that it is really important that we achieve a deep mutual understanding of each other it's more likely that we both will feel great about working together. We will both feel fully included.

These alternatives reflect three mindsets about diversity and cultural difference (Polarization, Minimization, and Acceptance of the Intercultural Development Continuum), or three different levels of intercultural expertise. So, developing intercultural expertise increases the likelihood that we will be able to work together really well and build true inclusion. For more, visit www.mdbgroup.com/building-inclusion.

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Keeping in Touch

We expanded our social media presence. Please visit and connect with us on Facebook, LinkedIn, and YouTube.

Upcoming Talk about Inclusion at Conference Board 2011 D&I Conference

Peter Bye of MDB Group will participate in a session at The Conference Board's 2011 Annual Diversity Conference in Chicago on June 28-29, 2011. The session title is, "Inclusion - A Realistic Objective or an Illusion?"

The session will be a lively discussion about how inclusion helps generate innovation and business growth, and typical barriers and success factors for building a culture of inclusion.

To obtain more information about Mr. Bye or to arrange for him to speak at your event, please visit diversity and inclusion speakers.

Suggest Newsletter Topic

If there is a topic or a question that you would like to see addressed in the newsletter, please let us know. We promise to consider all suggestions and either include it in an upcoming issue or respond directly to you.

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