



Transcript:

Creating an Inclusive Organization

Presenter: Mark Sanders
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ANN SCHENSKY: Hello, everyone, and welcome. We're going to give people a couple-- about a minute or so to get in and get settled. And then we'll get started.

All right. I think we have everyone who was in the waiting room in. So again, hello and welcome to our webinar today, "Creating an Inclusive Organization." Our presenter today is Mark Sanders.

This webinar is brought to you by the Great Lakes ATTC and SAMHSA. The Great Lakes ATTC, MHTTC, and PTTC are funded by SAMHSA under the following cooperative agreements. The opinions expressed in this webinar today are those of the speaker and do not necessarily reflect the official position of DHHS or SAMHSA.

The ATTC network believes that words matter and words have power, and uses affirming language to promote the promises of recovery by advancing evidence-based and culturally-informed practices.

I just wanted to also remind people that September is National Recovery Month. Please see our website for events related to National Recovery Month. It is in September and we will be having activities listed on all three of our websites.

A couple more housekeeping details. If you're having technical issues today, please individually message Kristina Spannbauer in the chat section at the bottom of your screen, and she'll be happy to assist you. Put questions that you have for the speaker in the Q&A section, also, at the bottom of the screen and the speaker will address these questions. We will take a break about halfway through the training. And we are using automated transcriptions for today's webinar.

You will be directed to a link at the end of the presentation to a very short survey, and we would really appreciate it if you could fill it out. It probably takes about three minutes, and it's how we report our activities back to SAMHSA. The recorded webinar, slides, and any resources will be posted on the Great Lakes ATTC website, and it takes us about 7 to 10 days to get them posted. And certificates of attendance will be sent out to all who attend the full



session, and those will be sent via email. And they take about 7 to 10 days as well.

Again, if you'd like to see what else we're doing, please follow us on social media. And if you're on our mailing list, please look for our weekly email updates for events happening in the following week. And as I said, we are excited to have Mark Sanders as our presenter today. Mark is the state project manager for the Great Lakes ATTC, MHTTC, and PTTC.

He is also an international speaker, trainer, and consultant in the behavioral health field whose work has reached thousands throughout the United States, Europe, Canada, the Caribbean, and the British Isles. He is also past president of the Board of Illinois Chapter of NAADAC. He has a 30-year career as a university educator, having taught at the University of Chicago, Illinois State University, Illinois School of Professional Psychology, Loyola University of Chicago School of Social Work. So I'm going to turn it over to Mark.

MARK SANDERS: And thank you Ann, and thank you Kristina for your help today. And thank you, Sherrie, for the idea of this webinar. And good morning, everyone. Trainings often begin with the polling of audiences.

So by show of hands, how many do outstanding work? Raise your hand if you're really good at your job. Let's see those hands. And how many of you feel, as a result of the work that you m that you're making a difference in the lives of at least one human being? Let's see those hands.

And how many of you feel, as a result of the work that you do, that you deserve a \$90,000-a-year pay increase? I know you do. The world can't compensate you enough for the work that you do.

I imagine that many of you have seen the sitcom "Monk," the world's greatest private eye. Monk is living proof that a person can have a lot of problems and be really, really successful. He has obsessive-compulsive disorder, a fear of heights, a fear of germs, a fear dark rooms.

So I watched two episodes of "Monk." The first episode I watched, Monk was on a plane. And he hadn't flown since he was nine years old. And he's sitting next to a salesman, and the salesman thought the Monk was so odd because he was shaking the whole flight. The salesman demanded his business card back.

Well, luckily, Monk has his assistant, the world's greatest assistant. The world thinks he's strange, but she understands Monk. The second episode I watched, Monk's brother called. The assistant answered the phone.



She said, "Monk, you never told me you had a brother." "Hang up. I haven't seen my brother in seven years. I haven't talked to my brother in seven years. Hang up. He'll stop calling." And three weeks went by, and the brother never stopped calling.

Finally, she answered again and the brother said, "There's an emergency. I need to see my brother Monk right away." So she dragged Monk over.

And as soon as she met his brother, she felt like she understood Monk better. The brother had a psychiatric condition called agoraphobia, the fear of the marketplace. He hadn't been outside in seven years. No wonder Monk hadn't seen his brother. The door was open and the assistant took the brother's hand and she was guiding him outside for the first time in seven years.

And as soon as he saw daylight, he backed up and he says, "I can't go out there." And she whispered, "You may not know this, but your brother Monk, he's scared all the time, too. What does he have that you don't?" And the brother looked at her and said, "He has you, and I don't. He has you."

What separates the clients that you work with from those that you don't is the fact that the ones that you work with, they have you. And that's important.

There's no work more important than the work that you do, so thank you very much for the work that you do.

Our presentation today is entitled, "Creating an Inclusive Organization." And people often ask me what qualifies me to speak on this subject. Did I go to a University and get a degree in diversity or inclusion? I'm going to share that story with you, and then we'll start looking at our slides.

My number-one credential when talking about diversity and inclusion has to do with the fact that I moved a lot when I was a kid growing up. How many of you, when you were growing up, moved at least one time? To one house to another, one apartment to another?

We were constantly moving when I was a kid growing up. In fact, I'm convinced that I could be in the Guinness Book of World Records as to the person who attended the most kindergartens. I attended three kindergartens in one year. We were constantly moving. As a small kid, we lived in Robert Taylor Public Housing on the 16th floor.

When I lived in the public housing, I always felt like I was being teased, because you could look out my window and you could see the Sears Tower. Looked like you could grab the Sears Tower, but we couldn't afford to get downtown. At age seven, my family moved to Englewood. Not Inglewood, California, but Englewood on the south side of the city of Chicago. So now, we're even further from downtown. Will I ever get downtown?



At age 14, my parents separated and divorced. My dad moved north, really close to Wrigley Field, where the Cubs lost for 115 consecutive years. So at age 14, I packed my bags and I went to live with my dad. Talk about culture shock.

I spent the first 13 years of my life living almost in total segregation, only at age 14 to be surrounded by people from all over the world. I went to a high school, Lakeview High School. There were about 40 different ethnic groups in my high school, and every language under the sun was spoken in my high school.

And as a 14-year-old freshman, I went out for the basketball team. I became a starter. It was myself, a white player, a player from Saudi Arabia, a player from Mexico, and a player from Puerto Rico. We were like United Nations of a basketball team. And everyone on the team had an accent, except me.

Actually, did you know that you have an accent? If you don't believe that you have an accent, ride in Mississippi and they'll let you know have an accent. Go to Australia. They will know that you're not from Australia, that you have an accent. We had a hard time communicating with each other as freshman, but we lost all our games that year.

Truth of the matter is that we weren't very good. But by the time we became seniors, we started to win. And winning wasn't the best part of that whole experience. The best part of my high school experience was spending the night over at my classmate's house.

And one of the things I learned spending the night is you can meet someone who on first glance, you don't think you have much in common with. And you spend a little time with them, you'll find at least one thing you have in common. Sometimes in live seminars, I ask people to look around the room and spot the person who on first glance, they think you have the least in common with.

And one time I gave that instruction, there was a married couple in the class. They were looking at each other and wondered how they'd been together for 25 years without having anything in common. You know the greatest experience coming out of my high school? It shaped the work that I do. It happened when I was a senior in high school. Actually, it happened a decade ago. No, I wasn't a senior in high school 10 years ago. When I was a senior in high school, I participated in a sport called cross country. Are you familiar with cross country?

We ran 3-mile races in the woods in November with shorts on. A strange sport. And I had a teammate who was Cuban. And my Cuban teammate was the best runner on the team. And he and I, he invited me to spend the-- to live



with he and his family. To live with he and his family my senior year, so he and I could get up every morning at 5:00 AM to run 5 miles. Sound like fun? I agreed to live with his family for two reasons. One, his mother, she physically resembles my grandmother, and my grandmother's my heart. Number two, his mother, she could really cook like my grandmother. All right, I'll stay.

And every night, she'd cook these elaborate Cuban meals. And without saying a word to me, she would always set the food directly in front of me, and she would always sit directly across from me, elbows resting on the table smiling. I knew the smile meant, eat every drop of food on your plate. I'd go to bed, wake up in the morning, run 5 miles.

Well, she always greeted me at the door with a smile, ushered me in the kitchen where she always fixed the warm breakfast. Then when I ate breakfast, she would always sit directly across from me, elbows on the table, smiling. I knew the smile meant, eat every drop. And I've been in contact with my friend for 40 years. In fact, we talked last week about the Olympics. And for 40 years, he said to me, my mother asks more about you than any of my other friends. What about your friends from Cuba? She asks more about you than all my friends from Cuba. She's always on my mind. Every Mother's Day, I bring her the largest bouquet of flowers.

About 10 years ago, my friend's brother, who was 35 years old, had a brain tumor. And before I could make it to the hospital to visit his brother, his brother died. And five days later, they held the funeral. And I walked in the funeral chapel, and the mother, who was sitting in the front row, she spotted me standing in the back and said, he's family. Sit in the front row. Family is one of the few words that I understand in Spanish, and so I sat in the front row.

That night, as I was driving home, I was crying hysterically. I was so angry with myself. All I was thinking was about, learn to speak Spanish. I could have shared with the mother how I felt about the fact that she had just lost her son, that I somehow could have helped her with her grief.

The next day was the burial, and the mother was standing next to me, crying. And the voice came into my head and the voice said, "Say something to her. Just say something."

So I reached over and gave her a hug. And I whispered in her ear the first words I'd ever said to her in my life. And I said to her, "I love you." And she said to me, "I love you, too." And that was the first time we'd ever spoken. So now I'm driving home and feeling a little better. My wife looks at me and says, you know, you and your friend's mother, you have a very peculiar way of communicating with each other. But what you have is the purest and best form of communication. What you have is a heart-to-heart connection.



I have all these books that talk about helping clients. And the purpose of every book I ever read was to put something in my head so I could reach a client's head. But where we really connect with another is in the heart.

You know the one thing that I know that's stronger than biases, assumptions, and stereotypes is a caring heart, a loving heart. And when we're in cross-cultural interactions and we say the wrong thing, and eventually, all of us say the wrong thing, the first thing the other person asks is, where is your heart? Where's your heart?

And if they sense that our heart is coming from a caring place, it's amazing, amazing the things that can be forgiven. So we're going to talk about making human connection today as we talk about creating an inclusive organization. What I'd first like to ask you is, what do you do? Would you put that in chat? It's always good to know who we're talking with. So share with us your occupation. Who are your clients? What do you do? Let's chat.

KRISTINA SPANNBAUER: Foster care for DHHS, tobacco prevention and cessation coordinator.

MARK SANDERS: What else do you do? Who's with us today?

KRISTINA SPANNBAUER: Human resources director, prevention specialist, and teaching sexual health to high schoolers. Project manager for child welfare, resource counselor at Welcome Manor Family Services, parent educator in a women's treatment facility.

MARK SANDERS: Looks like a range, and that suggests to me-- thank you, Kristina-- that creating an inclusive organization cuts across on areas of specialization. So I'd just like to begin with what I'm calling a personal agreement. I, your name, understand that it is OK to be imperfect with regards to my understanding of people who are different than I am. So what we're saying is that, while we're together today, for two hours-- actually, about an hour and 45 minutes now we have to go-- no one has to have perfect knowledge.

We don't have to know everything. We can relax and breathe. You don't have to know everything while we're together today.

I have permission to reveal ignorance and misunderstanding. In other words, we give each other permission to make a mistake. You ever notice that we live in a world now-- they call it a cancel culture. If a person says the wrong thing inadvertently, they can lose their job. What I've discovered is that, if every time a person says the wrong thing, they lose their job, people will stop talking.



Let me say that again. What I've discovered is that if, every time a person says the wrong thing, they lose their job, people will stop talking to each other. And it's really impossible to move an inclusion initiative forward without people being able to talk with each other.

Years ago, I was a supervisor at an organization, and one of the newest counselors walked into a staff meeting and says, I don't like Muslim men. They're sexist. And there are two Muslims on the staff, and they looked at me quick like, you're going to write her up. Right?

So here was the consequence. Me and the employee, we went on the internet after she told me why she thought they were sexist. She said because, on Friday, my client told me, when they go to prayer, the men in the prayer, in the mosque, they sit in front of the women, and that's sexist. The men are in front.

So we went on the internet, and we looked up the history of Islam. And what we learned is that 1,400 years ago, when the religion began, they practiced their religion in caves and some entrances to, like-- because they were in war. So what we read was that the reason they practice their religion in caves, and the men sat in the front, is so that if there were an attack, they'd be like a human shield. So now it makes sense.

We turned off the computer. She says, I still don't like them because they can marry two wives. I said, let's turn the computer back on.

And what we read was that marrying a second wife was mostly committed during wartime when the men would go to battle, and they were dramatic-- the women would dramatically outnumber the men. It was permitted so that children wouldn't be orphans, and so sort of lessened tension between various cultures. But it wasn't because he just wanted to, at 90 years old, he wanted to look at his 21-year-old bride, but there were some other reasons connect that.

And she says it all makes more sense. No write up. Just more information. I have permission to struggle with these issues and be up front and honest about my feelings while we're together today. I am a product of my culture, upbringing, and environment and experiences, and I am who I am. I do not have to feel guilty about what I believe, but I do take responsibility for, while we're together today, accepting as much new information as I can, challenging myself to examine my assumptions and beliefs, granting permission for others that are with us today in this webinar to struggle with these issues and be open and honest about their feelings and experiences, and agreeing to respect the confidentiality, what's shared here.

If you think that such an agreement is a good idea for training like this, would you put the word yes in chat? And if you don't think this is a good idea, you can put no. Yes or no. It's just a good idea to have an agreement like this.



KRISTINA SPANNBAUER: We have a lot of yeses so far, and no no's.

MARK SANDERS: OK, that means we can proceed. So there are several premises of our presentation today. One is that you can't do your best work with clients if staff turnover is rapid because of the absence of conclusion.

My friends, it takes about five years to master an evidence based practice, yet we've looked at research that says, in the addictions field, annual staff turnover is one year. Let me repeat it. It takes five years to master an evidence based practice, yet counselor turnover is one year. So unless we can solve that riddle, we'll only be giving lip service to doing evidence based practices, and we've learned that people are even more likely to turn over if they don't feel included within the organization.

Second premise-- you can't do your best work with clients if staff cannot be promoted because of their differences. Third premise-- you can't do your best work with clients if staff lack cohesion because of conflict or discomfort because of the absence of inclusion. You can't do your best work with clients if there is a glass ceiling, and you can't do your best work with clients if staff are disgruntled because of conflict across cultures. So we have to give attention to these things.

So one way to achieve inclusion is to have a common language, a common definition of key terms so that we all know that we're talking about the same stuff. So let us begin. I'm going to first begin by defining three types of organizations. The one on the bottom is called a monocultural organization, and for the purposes of our time together, the most important part of the definition is mono, which means one.

In a monocultural organization, there might be many cultural groups that are represented there, but it's real clear that to be promoted in his organization, you have to act like the group that's valued most. Many cultural groups there, but to be promoted, you have to act like the group that's valued most. So in a monocultural organization, I'm going through an interview process, and I want to hire people who remind me the most of myself in terms of race, gender, et cetera.

Why do organizations do that? Why do organizations tend to often hire people who remind them of themselves? Let us chat.

KRISTINA SPANNBAUER: It's most comfortable.

MARK SANDERS: Yeah, that's huge. I would never-- in many ways, we socialize with people that we hire, so one reason it might happen is because it's more comfortable.



KRISTINA SPANNBAUER: And someone said, it's what they know, and maybe they would feel like they get along better because you have possibly similar interests or backgrounds, a sense of familiarity, and that they might have other connections with people that possibly look like them or have the same cultural background.

MARK SANDERS: Yes, thank you very much, Kristina. In fact, I want to share with you a revelation. See, earlier, I talked with you about the fact that I went to a high school where there were 40 different ethnic groups represented in my school, and most people, they didn't go to a high school like my high school. Everybody listened to different music at home, from gospel music to Mexican folk music to salsa to Chinese music. The way we party together is that we set it on disco music.

And we were talking the other day, some of me and my classmates. Do you realize that there are people in the United States who've never danced with someone whose cultural background is different than theirs? So sometimes, there's a certain comfort that comes from hiring people who remind me of myself.

So, Kristina, as such an organization, I might hire you and walk up to you one day and say, Kristina, you're going to do well in this organization. You think like a black male. Imagine if everybody who worked for me at my organization have to think like me, walk like me, act like me, talk like me. Monocultural-- many groups there, one valued more than the others. To be promoted, you have to act like the group that's valued most.

The second type of organization is compliance. When you think of a compliance organization, you think of EEOC, affirmative action, and the law-- quotas. We do what we have to do to get by.

My friends, almost every board I've ever been on-- board of directors, one African-American, one Latino-Hispanic, everyone else white. Not hard to think-- quota. And never two, hardly ever three, et cetera. So compliance we do what we have to do in order to get by.

The third type of organization at the top is what we're talking about today, and later we'll talk about how do you get there, is an inclusive organization. And it reads, in an inclusive organization, everyone feels included. What you ought to know is that the research says the second thing that motivates people to do their best work is feeling included.

Pay rank's number three on the list. Number two is feeling included. Connectedness.

Incredible story about this boy named Mike who played on a little league team known as the Cougars, and Mike came down with a rare illness requiring him



have chemotherapy radiation treatment. He lost his hair, and he was embarrassed to go to the next Cougars baseball game thinking that everyone would laugh at him when they saw that he had no hair. And his father talked him into going to the next game. And sure enough, they lined up along the third base line, and right before he took off his hat, all 25 of his teammates took off their hats first, and he saw that they all shaved off their hair. They looked at him and said, once a Cougar, always a Cougar.

That people feel included, when they have a sense of connectedness to those that they work with. In every organization, there are people on the inside and people on the outside. In an inclusive organization, everyone feels included, connected, and appreciated. In an inclusive organization, hiring and promotions are based only on skills, talent, and ability.

Let us chat. What else can hiring and promotions be based upon besides skills, talent, and ability? If not skills and talent, then what? If not skills and talent, what might it be based upon, hiring and promotions?

KRISTINA SPANNBAUER: Someone put race, how you treat everyone, a quote unquote, "gut feeling."

MARK SANDERS: Yeah.

KRISTINA SPANNBAUER: Favoritism.

MARK SANDERS: Know that it's important for all staff to feel a sense of inclusion, but also clients. If I can just share with you a story-- years ago, I worked at an agency where we did employee assistance work, and we received a call from a man by the name of Marv Dyson. Executive director CEO of WGCI radio station, 107.5 FM-- at that time, the number one urban radio station in America.

And Marv Dyson said he wanted to tour our agency before he hired us to counsel the radio personalities. Our agency was over 100 years old, and it had what was called a Wall of Fame. Every organization has pictures on the wall, often people who are significant to the agency.

So Marv Dyson got off the elevator and looked at the pictures on the wall, then he looked at me and he said no African-Americans on the wall, no Latinos-Hispanics on the wall, no women on the wall, no contract. He got in the elevator. He was gone like that.

When clients show up to our organizations, and they look at our walls, do they expect to see images of themselves on our wall, and do they? The pictures on the wall can tell the story about who's welcome and who's not welcome, who's included and who is excluded. Let's go backwards a slide.



How long do you think it takes-- oh, here's what I want to ask you. This is what I'm share with you. When I do these at organizations, and we put these three boxes up, I give everybody a yellow note, a post-it note, and have them put the post-it note on the scale between monoculture and inclusive where they currently see their organization. And what I've noticed that, no matter where I do this, some of the employees working for the same company will put their yellow sticker in monoculture, some will put the sticker between monocultural and compliant, some will put their sticker right at compliant, and then some will put their sticker in inclusive.

Here's my question to you. How do you explain the fact that people working at the same organization put their stickers in different places? Some will say monocultural, some will stay compliant, some will say inclusion, working at the same company, the same paycheck by the same employer. How do you explain that?

KRISTINA SPANNBAUER: Their own unique or particular experiences. Their own sense of personal awareness. Having different experiences within the organization.

MARK SANDERS: Yeah, that's really significant for us to think about and remember, that 20 people can work at the same organization and have dramatically different experiences working at the same organization. Here's my question to you. How long do you think it takes, on average, for an organization to go from monocultural to inclusive? How long might that take?

KRISTINA SPANNBAUER: Someone said years.

MARK SANDERS: Mm-hmm.

KRISTINA SPANNBAUER: Several years.

MARK SANDERS: Mm-hmm.

KRISTINA SPANNBAUER: Five years.

MARK SANDERS: Yeah, I looked at-- thank you, Kristina. I looked at research that says that it can take, on average, 10 years from an organization to go from monoculture to inclusive, and it's never because they do one big thing.

It's because they do a lot of little things every year. Before we end today, I'm going to share with you what some of those little things are that ultimately add up to big things.

So we continue with definition of key terms. Biases-- prejudice in favor or against the person or group compared with another person or group. You know what I notice about newborns? They don't seem to have biases except



one that I've noticed. Newborns prefer to look at a smiling face more than an angry face.

Assumptions-- belief that something is true without investigation or proof.

Stereotypes-- a generalized belief about a particular group of people, lumping them all together and just making a broad statement about the whole group. It is an expectation that people might have about every person in that group.

Biases, assumptions, and stereotypes.

Let us take a moment to chat. Where and how did you learn biases, assumptions, and stereotypes? And what I want to share with you is I've been doing these trainings on diversity inclusion for 25 years. I still have lots of biases, assumptions, and stereotypes.

I say the wrong thing. In fact, I might say the wrong thing today. Charge it to my head, not my heart. But where'd you learn your Biases, assumptions, and stereotypes?

KRISTINA SPANNBAUER: From my upbringing. Micro and macro environments and exposure to different things or the lack thereof. The media. School, family, friends, teachers.

MARK SANDERS: So thank you, Kristina. So I spent a portion of my work life doing work around diversity and inclusion and anti-racism, and people ask me, am I always comfortable talking about these subjects-- racism, biases, assumptions, and stereotypes? The answer's no, I'm not always comfortable. I'm not always comfortable because I like to be liked.

These are very uncomfortable subjects in so many places. How do you do it? I just take a deep breath, and I do it. And I learned that the more you do it, the more you talk about these things, the easier it gets.

I used to teach group therapy at a psychologist school, and once I had a class, a long time ago, following the Rodney King verdict. And some of the members came in and said their clients were coming to group after the verdict, and they were sitting segregated. And they said the same thing happened after the OJ Simpson verdict came in. Group members were coming and sitting segregated.

And they said, we want to talk about race and what they're seeing on television, but we're afraid if we talk about the subject, there will be a riot. And I told my students, I studied riots. I told my students that riots don't occur because people talk. Riots occur when people don't talk.

There's this singing group called the Whispers that grew up in a town called Watts, located in California. And in 1967, there was riots in Watts, and they



created this song based upon those riots. The song is called "I've Got To Do Wrong," and here are the lyrics.

Nobody saw me walking. I was walking, and nobody saw me walking. And nobody heard me talking. I was talking and nobody heard me talking. Nobody saw me walking, and nobody heard me talking. It seems like I've got to do wrong. I've got to do wrong. I've got to do wrong before they notice me. So people see me as invisible until I burn up my neighborhood.

By the way, there are people in small towns, rural towns, who are economically poor, white and economically poor, who kind of feel that same way. Nobody sees us at all until we pick up a torch, and then they see me. So riots are really the language, according to Martin Luther King Jr, of the invisible.

It's not when people talk. It's when they don't talk. And the one way to get comfortable talking about these subjects is to talk about these subjects until they get easier.

The next definition of cultural competence-- it reads, the ability to substantially understand, communicate, and interact effectively with people from different cultures. And then there's a definition of cultural humility-- a lifelong process in which one first learns to increase self-awareness of their own biases, assumptions, and stereotypes. So if you're working with Latino-Hispanic clients-- by the way, if you're not, you probably will because Latino-Hispanics are the fastest growing population in the United States.

Before you understand all that you need to understand about the client, it's important to know things about ourselves, our own biases, assumptions, and stereotypes, and the ability to challenge their own beliefs when interacting with others. Culture humility involves the ability to acknowledge gaps in one's own knowledge of various cultures and openness to new ideas and contradictory information.

Culture humility in action involves acknowledging not knowing everything about one's own culture and the culture of others. In fact, I continue to learn more about my own culture. Question-- what's the reason that African-American History Month is in February? Anybody?

Why not March? Why not June? Why not July? Why February? What do you think?

When I was in New York, somebody said, because it's the shortest month of the year. Let me answer my own question. Carter G. Woodson put African-American History Month in February to honor the birthday of two men-- Abraham Lincoln, who was born February 12, because he signed the



Emancipation Proclamation; and also Frederick Douglass, who is known to be born February 14, which is Valentine's Day.

I learned that Frederick Douglass was the first prominent American recovering alcoholic. Did you know that he had alcohol use disorder? It was brought on by the trauma that he endured during slavery.

Cultural humility in action involves acknowledging not knowing everything about one's own culture and continue to learn more, and the continuous process of learning more. When interacting with people from various cultures, cultural humility in action involves suspending judgment and reaching conclusions based on what you think you know. Cultural humility is an ongoing process, not a destination.

If we would go backwards and look at the definition of cultural competence-- the ability to substantially understand, communicate, and interact effectively with people from different cultures. Cultural competence assumes an endpoint, that once you reach a certain knowledge base, you have arrived. You're competent. I no longer believe that cultural competence is possible. I don't believe it's possible.

In other words, I'm convinced that you can read 300 books on Chinese culture, and there will still be some things about Chinese culture that you simply wouldn't understand. I'm convinced that cultural competence is impossible, and that cultural humility is a much more realistic goal, where you make a decision that you're are willing to learn more and open to learning more. That's the definition of cultural humility.

Now, we have here definitions of diversity-- the differences that make all of us unique. Let us chat. I want you to visualize the faces of all of your coworkers, and as you visualize their faces, would you put in chat-- and their body type, their faces, et cetera, or other things that you know about them, visible differences between you and your coworkers?

Visible differences will be things that we can clearly see. Visible differences between you and your coworkers. Let us chat.

KRISTINA SPANNBAUER: Someone put "too many to name," so I would say those would be probably visible.

MARK SANDERS: OK.

KRISTINA SPANNBAUER: We are different ethnic backgrounds. Color, skin tone, hair color, body shape.

MARK SANDERS: Very good. Someone said, there's so many, they're endless, different ethnicities, different complexion, skin tone. Did you know



that there have been some studies that complexion matters? That amongst people of color, often those who are lighter get better job opportunities, higher pay, compared to those who are darker? Have you noticed that, historically, there are lots of news anchors of color who are lighter in skin-- skin complexion and body types?

We live in a society that's tough about weight. As a society, do you think we're tougher on boys who are heavier or girls who are heavier in weight? Boys or girls-- who are we tougher on?

KRISTINA SPANNBAUER: Overwhelmingly, sounds like girls.

MARK SANDERS: And perhaps that's the reason why the research says, by age 14, the great majority of girls in America are either on a diet, or they're considering dieting. You know how I know that people make decisions on more than race alone, is I used to work downtown Chicago, and they have these-- where all the big buildings are, and where big decisions are made. And they have these clothes stores downtown Chicago. You'd be shocked how many clothes stores don't have plus sizes. Are they saying, if you weigh a certain amount, you need not apply?

You see, often, people think that the issue of diversity is only about race, but it's about other things as well. And what are some invisible differences that exist amongst you and your coworkers, things that you can't easily see? Invisible differences.

KRISTINA SPANNBAUER: Morals. Disability or ability. Skills, experience, knowledge.

MARK SANDERS: What else?

KRISTINA SPANNBAUER: Values. Familial traditions. Mental health, ethics, economics, emotional health, religion, culture, educational background, socioeconomic status.

MARK SANDERS: What you've basically done is you've expanded the definition of what's meant by diversity because, often, when people think about diversity, they think about race and gender, but there's more. Ethnicity, skin tone, complexion, body type, socioeconomics, education, religion, health, traditions, ethics, values, knowledge, skills, et cetera-- there is a lot to the equation, more than race, more than culture. Here's my question to you-- if I were working with you live, and we created a whole list, my experience has been that, with this many people together, we would create a list of about 200 items. As someone said earlier, it's endless, of visible and invisible differences between you and your coworkers. A list of about 200 items.



Once I did a presentation with 100 people working at the same organization. They created a list of 1,000 differences and similarities-- differences between them. My question to you-- does any of this matter, yes or no? These differences, do they matter in the workplace?

KRISTINA SPANNBAUER: Yes.

MARK SANDERS: One time, I asked that question, and someone said it doesn't matter. I follow the Golden Rule. And someone says, what's the Golden Rule? Treat others the way you want to be treated.

And someone said, you're making an assumption. The assumption is that everyone in the world wants to be treated exactly the way you want to be treated. It said, no, it's to love others the way you want to be loved. And they talked about a book called The Five Love Languages. Not everyone wants to be loved the way you want to be loved.

I counseled a married couple, and the wife was leaving the husband. He said, how can you leave me? I'm so thoughtful, so romantic. I've given you a romantic gift for every major holiday. I've given you every major holiday, chocolate covered strawberries.

And the wife said I don't like chocolate or strawberries. You do. Those were never for me. They were always for you.

So there's a rule as it pertains to inclusion that's called a Platinum Rule, and the Platinum Rule goes like this. Instead of treating you the way I want to be treated, I'm going to take the time to find out who you are and how you like to be treated. Valuing them for who they are.

This is called a repulsion to appreciation scale-- repulsion on the lowest end, appreciation on the highest end. Repulsion-- to you, these individuals are different in ways that are not normal. You believe they do not belong in your workplace. You do not want them as coworkers or clients. Working or coming in contact with them causes you lots of discomfort.

Usually, when people work with clients or coworkers who they are repulsed by, it has something to do with either odor or lack of neatness around the office, or they find out a secret about the person, a secret around the person being a domestic violence perpetrator or sex offender. There was a man who I knew that was admired by his coworkers, and then they found out he was a sex offender. They went from admiration to repulsion.

The second lowest rung on the scale of how we respond to coworkers and clients is called avoidance. These individuals are different in ways that make you feel uncomfortable. You try to avoid them. You do not want to work with them or deal with them.



So when you're walking down a hallway, and you see them walking towards you, suddenly, you look down towards the carpet, and the carpet becomes interesting to you, or the pictures on the wall. These are individuals that you only communicate through text message. You only call them at 10 PM because you know they're at home and not at work and leave messages, or email only, but not a whole lot of direct contact. You try to avoid these individuals.

And then there's tolerance, the rating of three. You don't appreciate their differences, but you can work with them. You don't feel completely comfortable with them, but you believe they have a right to be treated with respect. If you had your choice, you would not have them as co-workers or clients. I know when I first became a diversity trainer, our goal was to teach people to tolerate each other, and then we figured out, who wants to be tolerated?

The next level is acceptance. This rating indicates that their differences don't really matter to you. You're comfortable being around them, and you value them as co-workers.

You listen to them, and you work well together. Anyone who you accept, you see as an equal, you might see them as a friend. How many of you have a friend at work?

About 36 years ago in July, a month before I married, my wife came to an album. Not a CD-- an album. Who remembers albums? And she says, I want you to rehearse the first song on the second side of the album. We're going to sing to each other at our wedding.

The song was sung by a man named Marvin Gaye and a woman named Tammy Terrell. So I'm practicing this song, and it dawns on me that I can rehearse for the next 300 years, and I would not be able to sing as well as Marvin Gaye. Well, to my wife, I said, I love you, and I can't sing that song. She says, OK, I'll sing to you. Phew.

In our wedding party was my wife's Maid of Honor, her best friend. My wife's Maid of Honor is one of the world's greatest singers. I can't think of four people in the world that can sing as well as she can sing, but the world's never heard of her. That'd be an interesting seminar on how you could be one of the best in the world at something, and the world's never heard of you. She works at the post office.

Anyway, during our wedding, my wife was singing the song to me, and she could not hit the high note. And she looked back at her best friend, and she hit the note for her. I know, in my lifetime, whenever I've had tragedies, next to



an immediate family member, there's nothing like a really, really good co-worker. I miss co-workers a lot when I didn't have any.

Might have heard this story about this woman, American soldier who was stationed in Afghanistan, and she flew home to New Jersey to get married, and then she flew back to Afghanistan. And she lost her hand in battle, and her co-workers went back on the battlefield, and they found her hand so they can give her back that wedding band that was lost on her finger. The research says that when we have a best friend at work, it's a protective factor against burnout and compassion fatigue, and it leaves us feeling appreciated at work.

We're happy to go into work when we have a co-worker that's also our friend-- acceptance.

The highest level's appreciation. This rating means that you see their differences as positive. You consider them to be smart, talented, or funny, or to possess traits, skills or attitudes you admire.

In the workplace, you enjoy being around them. In fact, you choose to be around them. People who are appreciated at work, they're happy going to work even if they don't like the work. It feels really good to be appreciated. You might have heard this story about this woman who worked at Woolworth's for 50 years. Who remembers Woolworth's? It was like Target before Target. She was never late. Hardly ever called in sick.

Reporters asked her, how were you able to give 50 years of your life to Woolworth's, never hardly ever called in sick? She said one word. That word was baseball glove.

She started her job during the Great Depression, and the first day she showed up, her son called and said, mom, now that you have that new job, will you finally get me that baseball glove you promised? Not now, son. I'm kind of behind in the payment of bills. I promise you I'll get you the baseball glove as soon as I possibly can.

Her supervisor overheard the conversation, and listen, I wasn't intentionally eavesdropping, and I have a son, too, and one of the things I know about kids-- they don't always understand when you say you can't buy something right now. So I brought you this baseball glove, like to ask you to give it to your son, and I hope he appreciates it. She said, that one act of kindness after another lead to her feeling a sense of appreciation, and she was able to give 50 years of her life to Woolworth's.

The research says what motivates people to do their best work? Pay ranks number three on the list. Number two is feeling included. Number one is feeling appreciated by the people that we work with.



You see, people who we appreciate, as I mentioned, they enjoy going to work. So do our friends, the ones that we accept. What about the ones that we tolerate, that we never invite out to lunch, that we ignore their great comments in meetings, that they're the funniest person in the world, we don't laugh when they say something funny? How do they feel about going to work every day?

We're talking about creating an inclusive organization. Or the ones that we avoid, or those that we're repulsed by? See, what if we all took it upon ourselves to do what we could, to do what we can, to help all of our colleagues, all of our coworkers, all of our clients feel accepted and appreciated? Who's left out? Who's in?

The next definition is cultural boundary-- spoken or unspoken rules established by a cultural group that defines what is appropriate behavior for outsiders when interacting with the group. The purpose of the boundary is to protect the group from outside harm. Cultural boundary violation-- behavior by an outsider that is offensive to a cultural group because the behavior invades the cultural boundary defined by the group.

Some of the same behaviors may be acceptable if done by a member of one's own group. We can say it. We can do it.

But you're an outsider. You can't say it. You can't do it.

You see, here's what I know, and I can't even see you. If you live in America, there's a good chance that you're a trauma survivor. Some of you are the descendants of the Africans that were enslaved for 250 years, and you suffer from historical trauma. And some of you may be the descendants of the indentured servants who were allowed to come to the New World and work off their prison sentence through seven years of slave labor. They were treated slightly better than the Africans who were enslaved-- historical trauma.

And some of you in our webinar today might have Native American ancestors, and what we know about you is you're from a group that developed the highest alcoholism rate in the world. And three things happened to your ancestors-- several hundred years of massacre, culture taken away. You remember hearing about Native Americans being placed in boarding schools?

Their culture was taken away, and land was taken away. The end result of that trauma-- the highest alcoholism rate in the world.

Some of you are descendants of Latino-Hispanic cultural heritage. Does anyone know what California was called before it was called California? Mexico. Listen to the names of the city in California-- Los Angeles, San Bernardino, Sacramento, et cetera.



There are 11 states in the United States that were either Mexico or part Mexico, and the land was taken away. There's an estimate that 67 million Latino-Hispanics in South and Central America were killed by Spain. If you have Latino heritage, you are a trauma survivor.

Some of you are refugees coming to the United States escaping trauma. Some of you may be Japanese. Your great great grandparents might have been placed in internment camps in World War II. Some of you may have Chinese ancestors, and I understand that the Chinese have been tortured and traumatized for thousands of years all over the world.

Some of you are the descendants of European immigrants who came to America via Ellis Island 100 or 200 years ago. If you are the descendants of ancestors that came to America 100 or 200 years ago, what's the reason they came to America? You can put your response in chat. What are the reasons your ancestors came to America 100 or 200 years ago?

KRISTINA SPANNBAUER: Someone said by force or looking for new opportunities, work, to escape regimes or to have more freedom. Slavery.

MARK SANDERS: So let me summarize what I've heard. For slavery-- the most common answer I get when I talk about Europeans coming to the New World? They were either escaping World War I, World War II, Hitler, poverty, famine, religious persecution-- trauma.

So here's the deal. People who have experienced historical trauma, they set up these boundaries to avoid getting harmed again. They set up these boundaries to avoid getting harmed again because they still carry within them that historical trauma.

This is called the awareness spectrum, how we tend to respond to differences in the workplace when we hear insults or put-downs or microaggressions. Some people are naive. They've been insulted and don't even realize they've been insulted, or they insult someone and don't even know they just insulted someone. It's so easy to be naive because there's so much segregated living going on.

There's some communities in America that are more segregated today than they were in the 1960s, so because people are often separated from each other until they turn 18 years old, it's easy to be naive. Some people in the workplace are what we call perpetrators. They intentionally go about the business of making the workplace a sexist place, a homophobic place, a racist place. We believe that they exist in organizations, but that people who perpetuate ism's-- racism, ageism, sexism-- constitute a small part of a workforce.



Some people are what we call avoiders. They insult people. People insult them, their culture, their heritage, and they don't say a word.

Question-- how come people are quiet when they're insulted? How come people don't say a word when they hear insults, microaggressions, micro-invalidations? What do you think? Why do people sit quiet?

KRISTINA SPANNBAUER: Fear of retaliation. Trying to keep the status quo. Shocked that it actually happened. Trying to—

MARK SANDERS: Yeah, sometimes, you're just shocked, and you go home and say, oh, my god, did they really say that?

KRISTINA SPANNBAUER: Embarrassment.

MARK SANDERS: Yes. Thank you, Kristina. All these years I've done this training, when I hear insults, and I see insults, and people say things that harm others, I don't always speak up, not always, because I realize that every time I experience an insult, if I spoke up, I'd never get rest ever. So I don't know about you, but I pick those spaces, pick those places.

Some people are what we call fighters. You inadvertently insult them, they don't talk to you. They don't talk to the supervisor, the director of human resources.

They go right to the media or the mayor, the president, the governor. They're ready for a good fight. And then some people are change agents, and change agents are people who do little things to make a big difference in the workplace.

Want to tell you a story. I was watching a program, ESPN 30 for 30, about a Puerto Rican boxer from Humboldt Park. He was undefeated. He was going to be the next great fighter, and the short movie took a turn for the worse. He was killed by an intoxicated motorist.

The good news is that he's an organ donor, so the short video was about his mother meeting the people that received his organs. A man walked in a room that received one of her son's kidneys. The mother politely smiled and shook his hand. A woman walked in a room that received her son's other kidney. The mother smiled and shook her hand.

A man walked in the room that received her son's lungs. The mother smiled and shook her hand. And then a woman walked in the room who received her son's heart, his heart.



And when the mother saw this person, this woman, she ran over with tears in her eyes and said, can I give you a hug? Can I put my head against your chest? Because she wanted to hear her son's heartbeat one more time.

This work is about the heart, and if you put two or more people together from different backgrounds, somebody is soon to say something that insults someone else. And again, the first question people ask them when they feel a sense of insult is where's your heart? And when they sense that your heart is in a caring place, it's amazing the things that can be forgiven.

There's a story from a movie called *The Color Purple*. I imagine that many of you saw the movie *The Color Purple*. They could've use some services in that movie. A lot of drinking, domestic violence, child sexual abuse.

Towards the end of the movie, there was a singer who showed up named Sugar Avery, and Sugar Avery was the daughter of a Memphis preacher. Towards the end of the movie, she was going back to Memphis to sing. They didn't notice she was planning to bring half of the family home with her. So in true Southern tradition, before they hit the road, they held a dinner for her, and her husband tipped his hat and said to those remaining in the dining room, you're the salt of the Earth.

Who's ever heard that phrase, the salt of the Earth? I was doing this for a long time. I looked it up, the phrase the salt of the Earth. Found out it's in the Bible. I learned, in ancient Rome, people were not paid in dollars and cents. They were paid in salt. You've probably heard that phrase-- he's not worth his weight in salt. And I learned that, in America, before we had refrigeration, salt was used to preserve food. So it was considered precious and sacred, which is exactly how I see you-- individuals who dedicated your life to helping others, you truly are the salt of the Earth.

So before we break again, I thank you for the work that you do, and thank you for being with us. We'll take a break for 10 minutes. I will see you at 10 minutes after 11. Enjoy your break. Thank you.

KRISTINA SPANNBAUER: And you can stay logged on. I'm going to put up a timer here so that you'll know when we're ready to get started again, but it's typically easier if you can stay on rather than jumping back into the session in 10 minutes. Thanks, everyone.

NARRATOR: With more than 35,000 tracks and 90—

[MUSIC PLAYING]

MARK SANDERS: Making the most money in our society. So when she became a surgeon, her income shot up five times greater than her husband's. It made him feel inadequate, so he cheated on her. He had an affair. So her



becoming a surgeon meant she also had to go to see a doctor and get some venereal disease test.

When she was in medical school, and when she became a surgeon, her female friends stopped returning her calls. You believe that? When she was in medical school, and she needed support, and when she became a doctor, her female friends stopped returning her calls? And I remember what one of my professors said, Dr. Margaret Dahl.

My professor said that men often punish the weakest member of the group, the guy who can't run fast, who can't shoot a basket, who can't throw a football, who can't hit a baseball. Men punish the weak, my professor said. Women often punish the strong.

She said, often, the loneliest woman is a woman that's climbing, and she stops receiving support from her female friends. My professor said, in 1990, that one day, a woman will be a serious contender for the presidency of the United States, and she won't win the female vote. She said men punish the weak. Often, women punish the strong.

She wasn't the only woman in medical school. She was the only Asian woman in medical school, so the other women in medical school wouldn't eat lunch with her. She felt isolated there.

Not only was she a surgeon at a hospital, she was the head of surgery. Mostly men in their department, they treated her like she worked for them. So when the therapist made that innocent statement, are you a nurse, it bothered her. It angered her-- a microaggression.

If you were the counselor in that situation, how would you repair it? What would you do? Some of you are going to say, apologize.

Sometimes, even before an apology, you make an observation. When I made that statement, are you a nurse, you looked uncomfortable. Can you tell me about that?

And you know what Kenneth Harrity told Irvin Yalom's grandson? When you insult someone, the last thing you want to do is start explaining yourself, to justify what you said. It's far better to understand how your words were harmful and to learn from those experiences and make an amends.

So let's talk about diversity change agents, these individuals that do little things to help create inclusive organizations and how they deal with insults, microaggressions, and cultural boundary violations. Theirs is the opposite of a fighter. They take a moment to breathe. The change agent does not respond when angry, when they feel insulted.



Change agent is interested in change while maintaining a relationship with their coworker or colleague at the same time. The change agent asks himself/herself, how can I be 100% honest and 100% respectful at the same time? The change agent engages in effective dialogue.

Examples of change agent behavior is coming to work with a positive attitude, speaking to your coworkers, giving sincere compliments for good work, joining a committee to bring about positive change. We're going to say more about that towards the end. Looking at the world through the eyes of a coworker. Not laughing at racist and sexist jokes.

One way to eliminate racist and sexist jokes and homophobic jokes and ageist jokes in the workplace is to not give them energy. Changing the definition of the right person for the job, getting to know colleagues from diverse backgrounds, making newcomers feel welcome-- it's endless. Having lunch with coworkers who you wouldn't ordinarily eat lunch with. Providing education when a colleague violates a cultural boundary. Recognizing everyone has something to contribute.

Taking the time to learn about another culture, learning to speak another language. You see, I looked at the numbers. In the next 25, 30 years, Latino-Hispanic population in the United States and the Asian population the United States is expected to triple. If I could do my life all over, I would learn to speak Spanish fluently and Mandarin. If I could speak Spanish and Mandarin, I could speak to another three billion people on Earth, addressing insults, microaggressions by engaging in effective dialogue.

So I imagine that many of you have heard of cognitive behavioral therapy. An event occurs, we have a thought about that event, which leads to a feeling and leads to behavior. Would you draw this triangle? I'm going to add something to this model. Take a moment, if you have a pen, and draw this triangle.

So I had a client who, early in his alcohol recovery, called his mom and said, mom, I love you. The mother said, I got to go. She hung up.

His start-- she doesn't love me. He felt unloved, and then when he relapsed, he drank. Would you write, right in between thinking and feeling, the word "story?" On that lower left hand part of the triangle, between thinking and feeling, would you write the word "story?"

You see, often when a person experiences an event, they feel insulted, they do have a thought, and then they tell themselves a story. And sometimes, they tell themselves a story so quick that they don't even realize they told themselves a story. And it's not the thought that leads to the feeling. It's the story that we tell ourself.



In the case of my former client, what did he tell himself? When the mother hung up, she doesn't love me. She always loved my brother Jason more than she loved me. She loved my sister Vanessa more than she loved me. And then he felt unloved, and then he drank.

It wasn't the thought that led to the return of drug use. It was a story which led to the feeling. Hope that makes sense.

There are two types of stories we can tell ourselves when we feel insulted by someone. The first is called a clever story, a story that you tell yourself when you've experienced a boundary violation or an insult which allows you to not take action. The story lets you off the hook and justifies you're not taking action. After all, it is hard to talk when we're insulted. It's hard to bring something to someone's attention, so a clever story allows us not to act.

And there are three types of clever stories. The first is what's called the victim's story. I am completely innocent, and I am, therefore, devoid of responsibility. And you are completely guilty. I'm going to make up a story.

I started a new organization, and I introduced myself as Mark Sanders, and one of my coworkers has been calling me Marky for six months. I don't like being called Marky. Neither did Mark Wahlberg. He didn't like being called Marky.

You see, when I was a boy growing up, my mother would call me to dinner, Mark, Marky, and all my friends teased me. They called me Marky. So for six months, this coworker called me Marky, and one day at a staff meeting, in front of everyone, I explode. That's not my name. Don't call me that.

I feel victimized, but am I as innocent as I think I am? No, because he's been calling me Marky for six months. I waited until I couldn't take it anymore. In an ideal world, I would respond much earlier.

The villain story-- with this story, you turn your coworker into a total villain, assuming the worst intent. This allows you to justify giving him or her the silent treatment, rudeness, or the cold shoulder. For 30 consecutive years, my wife and I have vacationed-- Lake Geneva, Wisconsin.

And the first time we went to Lake Geneva, Wisconsin, was to celebrate our first year wedding anniversary. And I went to the hotel lobby and asked the person that worked the lobby, I said is, there a nice restaurant in town? My wife and I are celebrating our first year wedding anniversary, and she said, there's a Popeye's in town.

Yeah, you heard that correctly. She said there's a Popeye's in town. Now, I'm thinking she's thinking, because I'm African-American, I love fried chicken. My friends, I happen to love fried chicken, but that's not my point. My point is, I



felt like I was intentionally insulted because she told me there was a Popeye's in town.

One day we stumbled into the Popeye's in Lake Geneva, Wisconsin-- the restaurant. It's not a fast food chicken restaurant. It's a seafood restaurant. And what you see in front of the restaurant is a picture statue of Popeye the sailor. Remember Popeye the sailor?

The helpless story-- with this story, you give yourself-- you tell yourself that there is nothing you can do to address the situation, and therefore, you say nothing. You say, oh, my coworker Ralph, he's too racist, too sexist, too homophobic. He's never going to change, or the organization is never going to change, so I won't step up and be a change agent. The helpless story-- there's nothing I can do.

The fourth type of story we can tell ourselves when we experience an insult, a microaggression, a boundary violation, is called a helpful story. It's the opposite of a clever story. You're more likely to give the other person the benefit of the doubt. You're less likely to assume the worst intent and avoid mind reading. You're much more likely to take action as a diversity change agent by engaging in effective dialogue.

So when someone has insulted us, here's a seven-step model that we can use. Start with sincere appreciation. When people feel appreciated, they're less defensive. Share your facts. This is what happened. And then share your story. Your story are your feelings about the facts. We recommend that you share the facts before you share the story, because people can argue with your story. But they can't argue with your facts. Facts are facts.

After you share sincere appreciation, your facts, and your story, you ask for the other person's point of view. How do you see the situation? And as your co-worker, your colleague shares how they see the situation, be open to change your stance about how you see the situation. Try to avoid speaking in absolute terms, like you're racist, you're sexist, you'll never change. Share what you want and find out what the other person wants.

If you attempt to sit in justified rage, ask yourself, what do I really want for myself and what do I really want for the other person? And how would I behave if I really wanted those results? A wife contacted me for therapy. She was so upset because she does the credit card bills every month. And she saw a charge on the credit card bill, the American Express, for \$29 to a motel. She was livid. And what was her clever story? My husband's cheating on me. He's having an affair.

So she contacted me for therapy. Then she contacted a lawyer and a private investigator. One day, she was at home angry, feeling betrayed by her husband, \$29 motel bill. And she looked towards the fireplace. And there was



a picture of them at their high school prom. And there was a picture of all their kids. You know what? I love him. Let me ask him about the \$29 bill. So she said, what's this \$29 bill on the American Express?

He laughed like a hyena. He said, you know the Chinese restaurant that we order from? She says, yeah. He says, they also own the motel behind the restaurant. And they use the same credit card machine. He went to Chinese food take out. People are less likely to become defensive because of what we are saying. They become defensive when they don't feel safe. That is why it's often helpful to start with facts, rather than to make up a story. Start with appreciation before you make up a story.

People tend to become less defensive when they sense you are coming from a caring place. Shirley and Dave are co-workers at your organization. They develop a presentation for staff. Their plan is that each will deliver half of the presentation. During the presentation, Dave spoke first and delivered 95% of the material and quickly responded to most or all of the audience's questions.

Shirley was angered by this and has not spoken to Dave for a month. What are some things that she might be saying to herself about Dave? Would you put your response in chat? What she's saying about him? What is she saying about Dave?

KRISTINA SPANNBAUER: That he doesn't care what she thinks or that she doesn't matter. Dave is inconsiderate. He doesn't think she's smart.

MARK SANDERS: Yeah. She hasn't checked in with him, but those are her thoughts. All right. So Kristina, since I can't talk to any of the participants, would you role play with me?

KRISTINA SPANNBAUER: Sure.

MARK SANDERS: All right, I'm going to be Dave and you be Kristina. In fact, I'll be Mark and you're Kristina. And we were asked to do a presentation together. And I spoke first, delivered 95% of the material. And then I answered all the questions. This angers you. We haven't talked in over 30 days. So I'm going to apologize to you. Is that OK?

KRISTINA SPANNBAUER: Sure.

MARK SANDERS: OK. So how are you doing, Kristina?

KRISTINA SPANNBAUER: Oh, I'm good. How are you?

MARK SANDERS: Oh, really, really good. We have eaten lunch together in the cafeteria every month since we started. And the last three or four times I asked you would you join me for lunch, you said no, I'm too busy. And so I



just want to just check in with you just to see how things are going. Is everything OK with our work relationship?

KRISTINA SPANNBAUER: Well, you know, I have been busy. But I guess I was kind of feeling a little resentful from when we did our presentation together. I feel like you really didn't give me an opportunity to share my thoughts or equal time to be able to present. And it upset me.

MARK SANDERS: Thank you so very much for sharing that with me. And you know, I went home and I talked with my wife about it. And I said, you know, Kristina and I haven't been talking about 30 days. We haven't had lunch together in about 30 days. And she said, when was the last time you had a conversation? I said, well, like during the presentation. And my wife said, you did all the talking, right? I'm sorry. I'm so, so sorry. And how did you feel when this was happening and how have you felt since?

KRISTINA SPANNBAUER: I guess I just felt like you didn't appreciate the work that I put into it or that you didn't think I was prepared. And I felt sort of hurt and resentful and unappreciated since.

MARK SANDERS: Yeah, that's kind of the opposite of how I'd ever want you to feel, because we started here about the same time and went through orientation together. And I've leaned on you. Actually, I do lean on you a lot for this work that we do now. And I always knew that you knew things that I didn't know. And the last thing I'd want would be for you to be feeling insulted by my behavior, unappreciated. So I'm so sorry. And I want to just ask you is there anything I can do? Because at the end of the day your friendship is more important to me even than the work that we do.

KRISTINA SPANNBAUER: Well, I guess, why did you do it? Or did you realize you were doing that at the time?

MARK SANDERS: You know, what happens is-- and people think just because I do presentations a lot, that I'm always comfortable-- and sometimes I'm real anxious. And I found myself talking and talking and talking because I was so anxious. And this particular presentation, we were doing it in front of the whole organization, so I had a lot of anxiety. I stood up and I just kept talking. And I looked up and we ran out of time.

KRISTINA SPANNBAUER: Oh, that makes sense. I was really nervous too. So I was probably kind of hyperanalyzing everything. And I really appreciate you apologizing to me. And I'm not busy for lunch today. So maybe we could sit together.

MARK SANDERS: Oh, that's cool. And I'm going to take a risk and ask you one more thing, too. And I accept your invitation for lunch. The organization asked us to do the presentation again. And feel free to say no. I've got it



coming. But I would love to try it again and make it work for both of us. Is that something you would you be willing?

KRISTINA SPANNBAUER: I would definitely be willing.

MARK SANDERS: What do you think would make it work? I've given some thought to it, too.

KRISTINA SPANNBAUER: Why don't we just run through a practice session and kind of plan out exactly what we're going to say, so we'll be able to make the transition between each other a little bit easier and in a more planned way?

MARK SANDERS: Yeah, let's do that. And the other thing I had is that what if I didn't go first and what if you went first?

KRISTINA SPANNBAUER: Yeah, I could definitely do that.

MARK SANDERS: So you can go first. And then maybe we can both stand up and field the questions together. Is that our plan?

KRISTINA SPANNBAUER: Yeah, that sounds great.

MARK SANDERS: OK, join me in giving Kristina a round of applause for not only running this webinar, but practicing with me. Thank you so very much, Kristina. OK, so anybody can initiate the conversation, right? Shirley could.

Dave could. And I just shared with you the steps. So I mentioned to you earlier that it can take years to go from a monocultural organization to an inclusive organization.

And what helps? We'll talk about that in a moment. But here are the three signs of an inclusive organization. Hiring and promotions are based only on skills, talent, and ability. There's no glass ceiling. A glass ceiling is an invisible barrier that says you can only get so far, right? So let's say there's an organization that never promotes women. And then a woman becomes the CEO of the organization. Is that an inclusive organization? They don't promote women, but a woman becomes the CEO of the organization. Is the organization inclusive? What do you think?

KRISTINA SPANNBAUER: Someone said no. A couple of no's.

MARK SANDERS: Yeah, because having one person at the top doesn't mean the organization as a whole is completely inclusive. Let me ask you this. If there was an organization where 25% of the employees were Black, 25% white, 25% Latino-Hispanic, and 25% Asian, is that an inclusive organization?



KRISTINA SPANNBAUER: Someone said no, not necessarily.

MARK SANDERS: Yeah, not necessarily, because it doesn't speak directly to numbers. You can have 25% of two or three groups that are all on the bottom. So here with inclusion, hiring and promotions, your ability to move up and down the ladder, is not based upon race, gender, sexual orientation. It's based on skills, talent, ability. It's also not perfectly based on numbers. I have never lived in a community-- have you-- where 25% of the people in that community are Black and 25% are white and 25% are Asian and 25% Latino-Hispanic.

If you've ever lived in a community like that, would you just put yes in chat? There are not that many communities like that. So if it's not perfectly based on numbers, then what might it be based upon? In spite of numbers, are people able to move up and down the ladder based upon skills, talent, and ability, and they don't hit a glass ceiling? So people often ask me, you know, besides training on inclusion and diversity, what else is helpful in moving an inclusion initiative forward? And here's our short list.

What else is needed besides training? Strategies to ensure that a diverse workforce is hired, strategies to ensure that a diverse workforce is retained. You know that when people leave organizations, they do what's called an exit interview, why they're leaving. Do they always tell the truth why they're really leaving? A friend of mine is leaving an organization. At the exit interview, he told human resources that he was leaving to pursue other opportunities. But he was really leaving because he was tired of all the microaggressions, micro insults, and micro invalidations in the workplace.

Strategies to ensure fairness and employee discipline. I was doing some diversity work at a psychiatric hospital. And the hospital was failing to pass JCAHO accreditation because the facility was very dirty, filthy looking. And we took a good look at that. And what they found was that the staff that cleaned the facility, they were angry because they were the only ones in the whole hospital that had to punch a clock for lunch.

No one else had to punch a clock to go to lunch. And they were the only ones. And they swore to me that they experienced more discipline at work for violating the same rules as everyone else. So human resources took a look and found out that the housekeeping department was the only department that had to punch in to go to lunch. They were not trusted. And they were experiencing discipline more than everyone else.

Once they took them off the clock, the place was half clean. And then when they started disciplining them at the same rate as everyone else, they passed the accreditation. Strategies to ensure that supervisors are effective in managing a diverse workforce. I'm not a fan of a ton of diversity training. I believe in two types, the original training where everybody gets on board,



learns a few skills, and learns to speak a common language. And supervisor training, management-type training, that talks about how to lead and how to supervise a diverse workforce.

Commitment and time. So what I've experienced is that organizations that do the best job of having successful inclusion initiatives, they usually establish what I'm calling an Inclusion Committee-- an Inclusion Committee that consists of a cross-section of the organization. And they work together to move that organization's diversity initiative forward. They've been empowered by the organization to move their inclusion initiatives forward.

So we've been talking about diversity, inclusion, and differences. I also do an exercise course in the trainings that really highlights commonalities. Not just differences, but things that people have in common. And what I do is-- I mentioned earlier I have people look around the room and spot the person in the room who on first glance, they have the least in common with. Get together in twos and search for connection, things they have in common. Like family background, where they grew up, things they value most, the kind of books they read, music they like, looking for commonalities and similarities.

So one time, I taught a class. And that was a man from Iowa and a man from Puerto Rico that looked across the room and they said, we don't have much in common just on glance. They got together in twos. And what they discovered was they both had the same prayer as little boys and the same retirement dream. They both grew up on farms, one in Puerto Rico, the other one in Iowa. And they noted that their parents were nicer if there was a decent crop, so they prayed for rain, the right amount of rain.

And they both had the same retirement dream. One wanted to retire and go back and live on a farm in Puerto Rico. The other one wanted to retire and go back and live on a farm in Iowa. One time I was asked to meet with a group of corrections officers in a jail and the inmates. And the officers were being abusive towards the inmates. I said, give me 20 officers and give me 20 inmates. And they paired up in twos. And they looked for commonalities.

And two of the officers said, I'll be honest. After talking to this guy for 10 minutes, we grew up in the same neighborhood, I learned. The biggest difference between him and me-- the two of us-- I never was caught and he was caught. What they discovered was that it was harder to abuse someone when you discover some commonalities. One time I did this exercise in a maximum security prison, with Crips, Bloods, Latino gang members, and members of the Aryan Nation.

If you can imagine a member of a Crip-- the LA street gang, African-American-- and a member of the Aryan Nation looking for similarities-- and they were all able to find things they had in common. Once I took a journey to Ghana, West Africa, and received a call when I returned from a casual



acquaintance who is now one of my best friends. And he asked me, how was your journey to Africa? He didn't say trip. He said journey. He said let's have lunch together. It's on me. Bring some pictures.

So I'm driving to meet with him. And my biases kicked in. I wondered if he is a white male, could he understand what my journey to Africa meant to me. He said, Mark, tell me what touched your heart. I said, two things. I said that the flight was 18 hours. We were exhausted. Seven of us traveled together, African-American social workers. I had a headache you wouldn't believe. My sinuses were acting up. I was bored to death. And on top of all that, when the plane landed, my luggage was lost. Didn't have a clue what to expect.

I told him that our next stop was to a village. And there were a group of elders-- about 30 elders, Ghanaian elders-- that were sitting in a circle. And they invited the seven of us to join them in the circle. And one of my friends asked the elders the question, so how do you feel about us as African-Americans? When he asked that question, it was so quiet, you could almost hear a pin drop. Later I asked, why did you ask that question?

Man, I waited my whole life to ask that one question. We were not prepared for their response. They said we love you. We think about more than you know. And we pray for you. We were crying like babies. Actually, as soon as they said we love you, we think about more than you know, we pray for you, an 85-year-old Ghanaian stood up and started singing a song. The lyrics were you've come back home. And all 30 of them were singing that song to us, you've come back home.

And the story they told was that 200 years ago, there was an African being forced on the ships to be enslaved in America. He looked back on the shores of Ghana and said, I'll be back home one day. And after they sang the song, they looked at the seven of us and said, for all we know, one of you could be the descendents of that man. Welcome home. And we were healed in places we didn't know hurt.

I told him, the second thing that touched us, everywhere we went, we'd turn around in a vehicle and people were waving at us for like five minutes. And he pulled out a picture and said, you mean like this? It was a picture of his uncle standing on the porch in Sweden, waving as he was driving away. I said, what's the story? He said that one day, one of my uncles calls from Sweden and said, when are you coming home?

He says, I am at home. I live in Elmhurst, Illinois. Put your wife on the phone. When's he coming home? He's one of our last living relatives on Earth. We want to know him. When's he coming home? His wife thought about it. A month before they received that call, he cut his finger and had to have stitches from the nearest emergency room. And one of the questions they ask in the ER is who's your nearest kin that you don't live with?



He could check no boxes. His wife said, we'll be there this summer. He told me that customs at the Swedish airport was run by the military. When he got off the plane, a soldier said, what are you doing here in Sweden? He said, my mother is from Sweden. My father's from Sweden. I just have come here to visit my relatives in Sweden. He said the soldier smiled and said, welcome home. It brought tears to his eyes. He's gone back every summer since.

He says, the second time he went to Sweden, his aunts and uncles were sitting in a circle. And they said, when are you going to meet your sister? What sister? He was raised an only child his whole life. The story they told him was that when his father was a teenager, he got a teenage girl pregnant. And his father was a town preacher who said you need to marry her or you'll bring shame to this family. He didn't want to marry her. She didn't want to marry him. So my friend's father fled to the United States.

He said, I want to meet my sister now. And they called the sister and she said, I don't want to meet him. He was the wanted child. I was not wanted. He waited too many years to call me. Click. He said, will you call her back and tell her I never knew she existed until a minute ago? They called her back. And she said, he can meet my daughters, but I still don't want to meet him. Click. So within one minute, this friend of mine who was raised an only child his whole life found that he was a brother and an uncle.

So right away, he's like, I've got to meet my nieces. I've got to tell my boys about dating, about prom. Said wait a minute, these aren't children. Your sister is 70 years old. He met his nieces. They were in their 40s. They gave him a hug. He said, too bad your mother is not here. They said, she's in the living room. Come inside the house. So he met his sister. And at one point, one of his nieces, during the conversation, called him Uncle Greg. It brought tears to my eyes. Can you imagine being over 50 years old and never been called aunt or uncle?

So he started crying in the restaurant. I started crying with him. We started looking around. One of his speech topics is hugs. He travels the country teaching people how to hug each other. He said it is because he always wanted a hug from his father who had alcoholism. He never hugged his father. So he brought up his father. And I told him about my father. His father died of cirrhosis of the liver, drinking too much. I told him my dad died smoking crack cocaine. And I only hugged him three times, at my undergraduate graduation, at my graduate school graduation. And the third hug, my father was in his casket.

So first, we connected on our journey. And then we connected on our fathers. And he's one of my best friends. People from diverse backgrounds all over the world in places where we work, if they took the time to have real conversations with people whose background is different from theirs, they



might be amazed at the connections that they would make and how included they would feel. So my friend Greg-- is his name-- Risberg, one day he called me and said, thank you for the words.

His nieces called him and said that their mother, his sister, died. He says, Mark, I didn't know what to say to them. But I remembered your words. And he said to his nieces, speaking on behalf of me and my wife, we love you. We think about you more than you know. And we pray for you. And he called me just to thank me for those words. So what I've learned over the years, it's much less about anything I teach. And it's more about the action that you take.

So what I'd like to ask you to put in chat are one or two actions that you're going to take as a result of the time that we spent together talking about inclusion. What will you do as a result of our time? I had a colleague who-- most of their clientele were Latino-Hispanic. So twice a week, he would sit in the cafeteria during the lunch hour. And then whoever sat at the table, they would speak Spanish for an hour. And that one action made the whole organization more bilingual. What's your action?

KRISTINA SPANNBAUER: To listen to people's differences and find the commonalities between us and also to embrace the differences. Assess my coworker relationships to see if there's anyone I'm tolerating versus including. And then to share this training with our inclusion team. Talk to my boss about our organization's diversity and inclusion efforts and potentially training and trying to make changes. To genuinely listen to others that are different from me.

MARK SANDERS: Anything else? Let me ask you this. If we were to create a short-term learning collaborative-- maybe one or two meetings-- that would be geared towards helping you with the strategies to create a more inclusive organization, would that be something that you would be interested in hearing more about? A short-term learning collaborative to build upon what we talked about today? If you'd be interested in learning more about such a learning collaborative, would you put yes in chat?

KRISTINA SPANNBAUER: There are a bunch of yeses so far.

MARK SANDERS: A bunch?

KRISTINA SPANNBAUER: Yep.

MARK SANDERS: That's good to know. So we will continue to talk about that possibility for sure. You might have heard the story about this man who worked with you. And he was really, really exhausted. All he wanted to do was sit in his favorite chair after 12 hours of work and read the newspaper. And his son ran in and said, dad, can we play? Can we play? Not now, son, I'm tired.



Five minutes later, dad, can we play? Not now, son, I'm tired. Dad, can we play? Not now, son, I'm tired.

The father looked at the page in the newspaper he was reading and saw that it was a map of the entire world. So he took the map and tore it up in little bitty pieces and gave it to his son and said, son, go and put this map back together. As soon as you put the map back together, we can play. The father figured it would take the son forever to put the map back together. He had never taken a geography course. He knew nothing about maps.

What the father didn't know is that there was a picture of a man on the other side that the son spotted. He put on the head, the midsection, the legs, and the feet. He came back three minutes later. Here it is, dad. The map is put back together. The father said, son, how did you do it? I know you're a genius.

You're my son, but how did you do it? He says, dad, it was so simple. There was a man on the other side. There was a person on the other side. He said, dad, in life, what you must do is first put the person-- put yourself together, and then put the world together.

And the more we work on ourselves, the more we can help others with everything we've been talking about today. Thank you for helping people. My mentor's mentor was dying and called my mentor. And he asked if my mentor would fly from Florida to Kalamazoo, Michigan, sit there at his mentor's bedside and help him write one more article before he died. My mentor got on the plane. He flew to Kalamazoo, Michigan.

He's sitting at his mentor's bedside and said I love you, but this is really strange. Why are you writing this article on your deathbed? You've written 500 articles. You revolutionized behavioral health with your pen. Why are you writing this article on your deathbed? Excuse me.

His mentor quoted that philosopher who said that each of us dies twice. He said the first time you die, it's a physical death. They'll have a funeral for you.

And the next time you die is the last time someone on Earth speaks your name. And if you keep helping people, there'll be people speaking your name for a long time. Thank you so very much. And please enjoy the rest of your day. Thank you.

KRISTINA SPANNBAUER: Mark, we do have one question.

MARK SANDERS: Yes.

KRISTINA SPANNBAUER: And it is from Crystal who says, how do you behave as an inclusive organization in a predominantly white community and



a predominantly white organization? We just don't have a diverse community. It's not like choice. It's availability.

MARK SANDERS: Yes. And so let me answer that question with a question. Harvard University did a study that said that homogeneous groups make quick decisions. And why do homogeneous groups make quick decisions? It's not because they all think alike. It's because they know they're expected to think alike. So they make quick decisions. The same study indicated that diverse groups make better decisions, but it takes them longer to make better decisions, because they're coming from different perspectives.

So my response is that on the surface, it sounds like you might have lots of homogeneity. But I promise you, in that community where almost everyone is white, there's lots of diversity within the community. Age diversity, socioeconomic diversity, ethnic diversity, differences of perspectives, sexual orientation, religion. Right? So continue to do the best that you can do. That would be my response.

KRISTINA SPANNBAUER: Thank you.

MARK SANDERS: Take a look at the balance between men and women within the organization. If that community has even 2%, 3% people of color, is 2 to 3% people of color reflected within the organization? Even if it's 2% to 3%. So at the end of the day, my friends, work hard. But it's not so much how much you work. It's how much you've laughed and how much you've loved. So make sure you laugh today and let someone know you really care about them and you love them. Thank you.

KRISTINA SPANNBAUER: Thank you, Mark. Everyone, have a great day.

Just a reminder, we'll send a certificate of attendance via email. Seven to ten days and this recording and the PowerPoint will be posted on the Great Lakes ATTC Products and Resources page in seven to ten days. So thank you again for your time today. And hopefully, we'll see you on a learning collaborative on the same topic in the future.