

Creating an Inclusive Organization

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Great Lakes Addiction
Technology Transfer Center
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August 2021

The use of affirming language inspires hope and advances recovery.

LANGUAGE MATTERS.

Words have power.

PEOPLE FIRST.

The ATTC Network uses affirming language to promote the promises of recovery by advancing evidence-based and culturally informed practices.



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NATIONAL RECOVERY MONTH 2021

rm.facesandvoicesofrecovery.org



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Thank You for Joining Us!

A few housekeeping items:

- If you are having technical issues, please individually message Kristina Spannbauer in the **chat section at the bottom of your screen** and she will be happy to assist you.
- Please put any questions for the speaker in the **Q & A section, also at the bottom of the screen**. The speaker will respond to questions.
- We will take a break about halfway through the training
- We will be using automated transcription during the webinar today.

Thank You for Joining Us!

A few more housekeeping items:

- You will be directed to a link at the end of the presentation to a very short survey – we would really appreciate it if you could fill it out. It takes about 3 minutes.
- The recorded webinar, slides and any resources will be posted on the Great Lakes ATTC website. It will take 7-10 days for them to be posted.
- Certificates of attendance will be sent out to all who attended the full session. They will be sent via email.

A close-up photograph of several social media icons on white keyboard keys. The icons include Pinterest (red circle with white 'P'), Snapchat (yellow square with white ghost), Instagram (purple-to-orange gradient square with white camera icon), Facebook (blue square with white 'f'), and Twitter (blue bird silhouette).

Follow Us On Social Media!

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- @GMhttc
- @GLPTTC

If you are on our mailing list, please look for our weekly email updates for events happening the following week

Presenter



MARK SANDERS, LCSW, CADC

Great Lakes ATTC

Presents

Creating an Inclusive Organization

Presenter

Mark Sanders, LCSW, CADDC



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Personal Agreement

I, _____
(Your name here)

understand that it is okay to be imperfect with regard to my understanding of people who are different than I am.

I have permission to reveal ignorance and misunderstanding.

I have permission to struggle with these issues and be upfront and honest about my feelings.

I am a product of my culture, upbringing, 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:

- Accepting as much new information and knowledge as I can.
- Challenging myself to examine my assumptions and beliefs.
- Granting permission to the other members of the group to struggle with these issues and to be open and honest about their feelings.
- Agreeing to respect the confidentiality of all the personal information shared in the group.



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Premises

You can not do your best work with clients if . . .

- Staff turnover is rampant because of the absence of inclusion
- Staff cannot be promoted because of differences
- Staff lack cohesion because of conflict or discomfort across culture and the absence of inclusion
- If there is a glass ceiling
- Staff are disgruntled because of conflict across culture



Definition of Key Terms

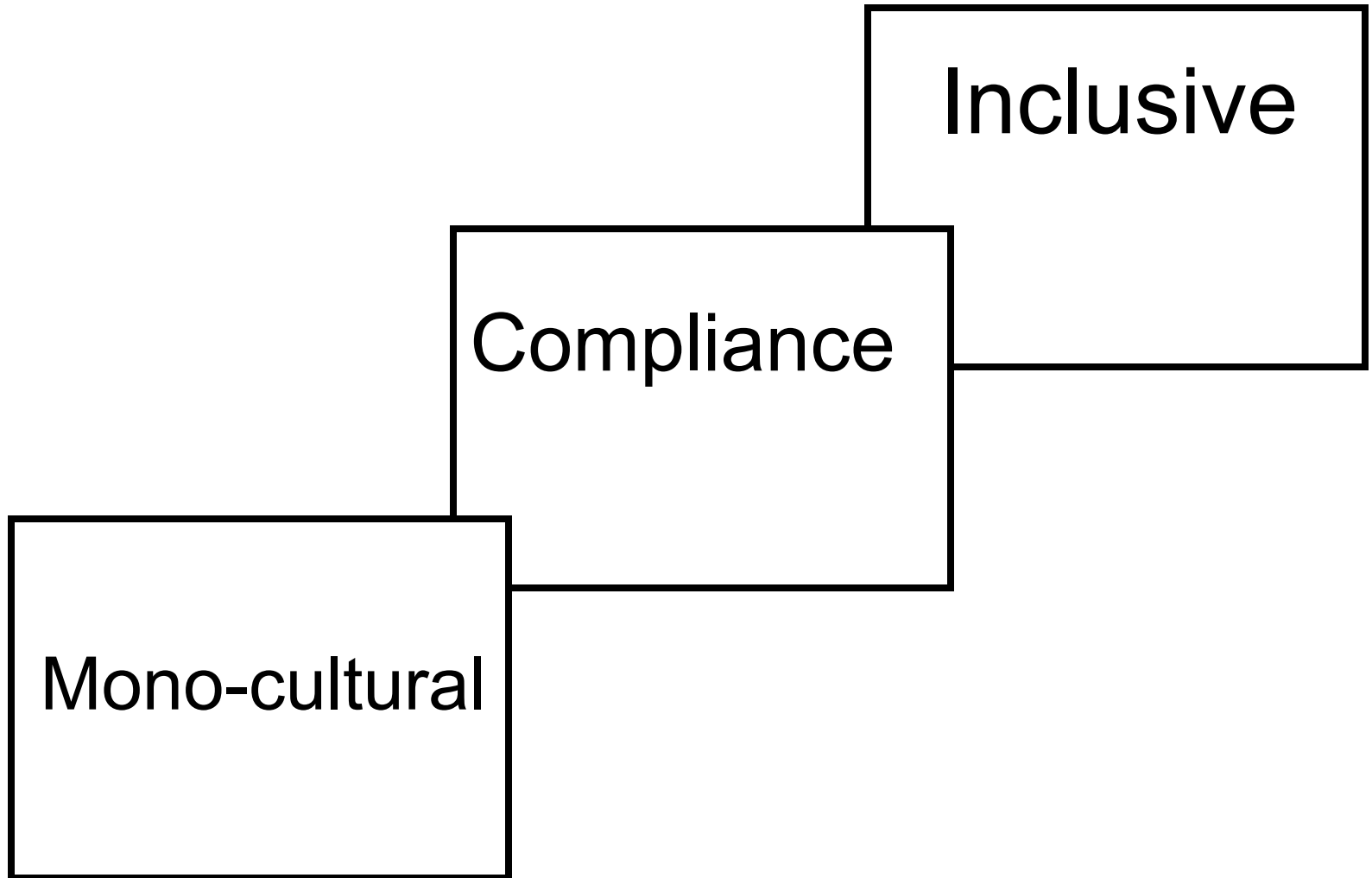


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3 Types of Organizations



Bias and Assumption:

Term	Definition
Bias	Prejudice in favor or against a person or group compared with another person or group.
Assumption	Believing that something is true without investigation or proof.





Stereotypes

- Generalized beliefs about a particular group of people.
- It is an expectation that people might have about every person in that group.



Discussion

Where and how did you learn biases, assumptions and stereotypes?



Cultural Competence

The ability to substantially understand, communicate and interact effectively with people of different cultures.



Cultural Humility

A life-long process in which one first learns to increase self-awareness of their own biases, assumptions and stereotypes and the ability to challenge their own beliefs when they interact with others.

Cultural humility involves the ability to acknowledge gaps in one's own knowledge of various cultures and an openness to new ideas and contradictory information.



Cultural Humility:

Cultural humility in action involves acknowledging not knowing everything about one's own or other cultures and the continuous process of learning more.

When interacting with people from various cultures, cultural humility in action involves suspending judgments and reaching conclusions based upon what you think you know.

Cultural humility is an ongoing journey, not a destination.



Diversity Definition

The differences that make all of us unique.

Discussion:

1. Visible differences?
2. Invisible differences?

Repulsion to Appreciation Scale

1. Repulsion

To you, these individuals are different in ways that are not normal. You believe they do not belong in your workplace and you do not want them as clients. Working or coming in contact with them causes you a lot of discomfort.



Repulsion to Appreciation Scale:

2. Avoidance

These individuals are different in ways that make you feel uncomfortable. You try to avoid them and do not want to work with them or deal with them.



Repulsion to Appreciation Scale: Tolerance

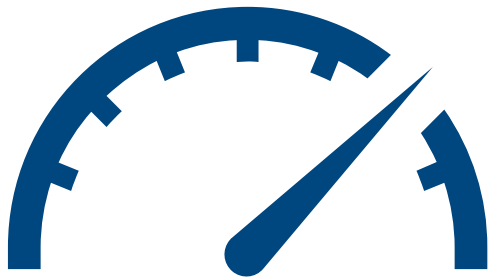
3. Tolerance

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 respectfully. If you had your choice, however, you would not have them as co-workers or clients.



Repulsion to Appreciation Scale: Acceptance

4. Acceptance



This rating indicates that their differences don't really matter to you. You are comfortable around them and value them in your workplace. You listen to them as co-workers or clients and work well together.



Repulsion to Appreciation Scale: Appreciation



5. **Appreciation**

This rating means that you see their differences as positives. You consider them to be smart, talented, 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.



Cultural Boundaries and Cultural Boundary Violations

Cultural Boundary – Spoken or unspoken rules established by a cultural group that define 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 Boundaries and Violations:

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 behavior may be acceptable if done by a member of one’s own group.



Awareness Spectrum

1. Naive
2. Perpetuator
3. Avoider
4. Fighter
5. Change agent



Microaggressions

Direct and indirect (conscious and unconscious) insults, slights and discriminatory messages



Types of Microaggressions Experienced by Members of **Majority** Groups

1. Assumption that I am a racist.
2. Assumption that I discriminate.
3. Assumption of wealth.
4. Assumption that I did not earn what I have.
5. Assumption of conservatism.



Types of Microaggressions Experienced by Members of **Minority** Groups

1. Assumption of intellectual inferiority.
2. Assumption of second class citizenship.
3. Assumption of criminality.
4. Assumption of inferiority.
5. Assumption of homogeneity of experiences, beliefs and interpretations.



Cases

1. A school counselor is in a meeting with an Asian mother of a ten-year old son who was sexually abused and having difficulty at school. The mother is wearing hospital scrubs as she is on her way to work following the session. The counselor states at the beginning of the session, “Oh, are you a nurse?” The mother replies, “No I’m a surgeon.” The mother looks uncomfortable. If you were the counselor, how would you repair this situation? Then what would you do next?



How a Diversity Change Agent Deals With Insults, Micro-aggressions and Cultural Boundary Violations

1. The change agent's response is the **opposite of the fighter.**
2. The change agent takes a moment to breathe.
3. The change agent does not respond when angry.



How a Diversity Change Agent Deals With Insults and Cultural Boundary Violations:

4. The change agent is interested in change while maintaining relationships simultaneously.
5. The change agent asks, “How can I be 100 percent honest and 100 percent respectful?”
6. The change agent engages in effective dialogue.



Examples of Change Agent Behaviors

1. Coming to work with a positive attitude.
2. Saying hello.
3. Giving sincere compliments for good work.
4. Joining a committee to bring about positive change.
5. Looking at the world through the eyes of a coworker.



More Examples of Change Agent Behaviors:

6. Not laughing at racial or sexual jokes.

7. Changing the definition of “The right person for the job.”

8. Getting to know colleagues from diverse backgrounds.

9. Making newcomers feel welcome.

10. Having lunch with people with whom you would not ordinarily have lunch.



More Examples:

11. Providing education for colleagues who violate cultural boundaries.

12. Recognizing that everyone has something to contribute.

13. Taking the time to learn more about another culture.

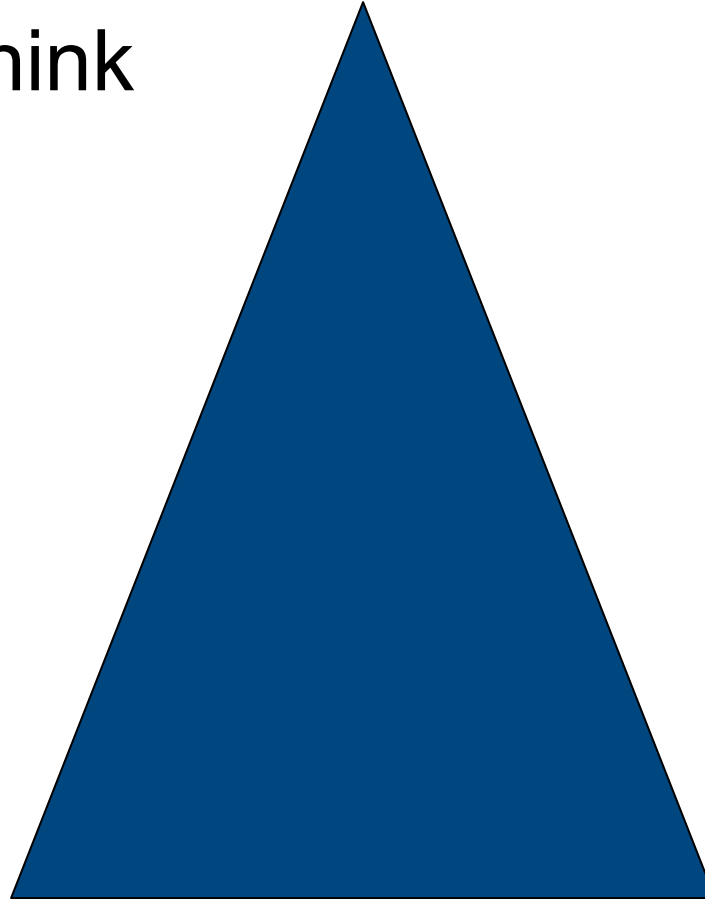
14. Learning to speak another language.

15. Addressing insults and micro-aggressions by engaging in effective dialogue.



CBT Event

Think



Feel

Behave



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Clever Story

A story that you tell yourself when you have experienced a boundary violation or an insult, which allows you to not take action as a change agent.

The story lets you off the hook and justifies you not taking action.



3 Types of Clever Stories

Type	Justification
Victim Story	“I am completely innocent and I am therefore devoid of responsibility, and you are completely guilty.”
Villain Story	With this story you turn your co-worker 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.
Helpless Story	With this story you tell yourself that there is nothing you can do to address the situation, and therefore you say and do nothing.



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Helpful Story

The ***opposite*** of a clever story.
You are more likely to give the other person the benefit of the doubt.

You are less likely to assume the worst & avoid mind reading.

And more likely to take action as a diversity change agent by engaging in effective dialogue.



7 Steps to Effective Dialogue

#	Action
1.	Sincere appreciation
2.	Share your facts
3.	Share your story
4.	Ask for the other's viewpoint
5.	Be open to changing your stance
6.	Try not to speak in absolute terms
7.	Share what you want and find out what the other person wants.



Tips for Dialogue

- If you attempted to be silent or sit in “justified rage” ask yourself, “**What do I really want for myself?**” “What do I really want for the other person?” “How would I behave if I really want these results?”
- People are less likely to become defensive because of what we are saying. **They become defensive when they do not feel safe.** That is why it is often helpful to start with facts rather than a creative story.
- People tend to become less defensive when they sense that ***you are coming from a caring place.***



Case 1

Shirley and Dave are co-workers. They developed a presentation for staff. Their plan was that each would deliver half of the presentation. During the presentation, Dave spoke first and delivered 95 percent of the material and quickly responded to most of the audience's questions. Shirley was angered by this and has not spoken to Dave since the presentation. What are some things she might be saying to herself?





Group A

Dave has noticed that Shirley has not spoken to him since the presentation. He has decided that he wants to open the lines of communication.

Using the 7 steps to effective dialogue on the previous page, write a paragraph describing the words that Dave would say to Shirley covering Steps 1, 2, 3, and 4.





Group B

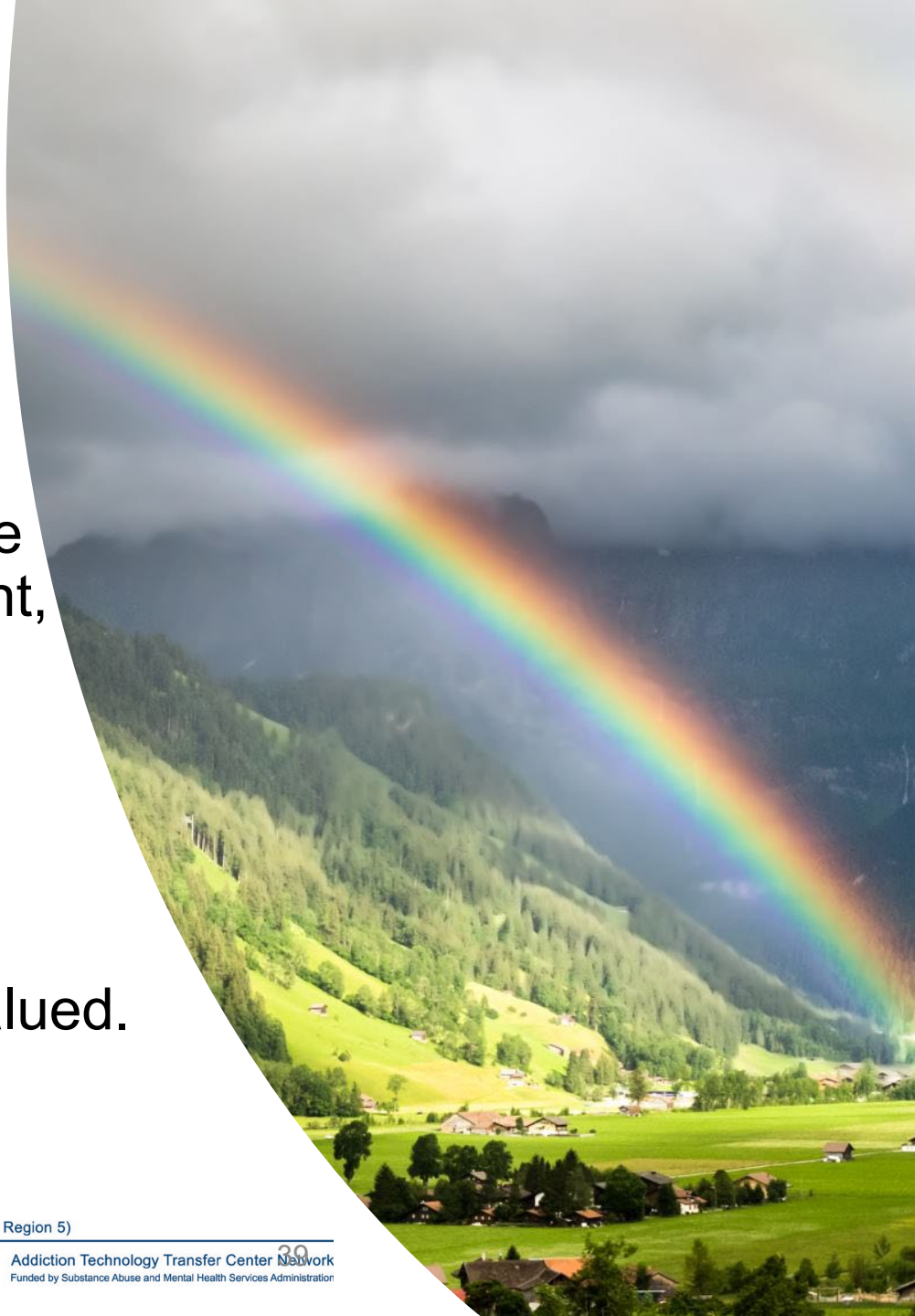
Shirley decides that she will talk to Dave about her experience during their presentation together.

Using the 7 steps to effective dialogue on the previous page, write a paragraph describing the words that Shirley would say to Dave covering Steps 1, 2, 3, and 4.



3 Characteristics of an Inclusive Organization

1. Hiring and promotions are based only on skills, talent, and ability.
2. There is no glass ceiling.
3. Differences are highly valued.



In Order to Create an Inclusive Organization:

What else is needed besides diversity training?



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Strategies to Assure:

that a diverse workforce is hired

that a diverse workforce is retained

fairness in employee discipline

that supervisors are effective in managing a diverse workforce

that promotions are based on skills, talents, and abilities

And:

Commitment and time



Connections

- Family background
- The place where you grew up
- The things you value most
- The kinds of books you read
- The music you like
- The kinds of vacations you like
- Types of movies you like
- Favorite holidays
- Most interesting life experience
- Feelings about education



What Actions Will You Take Following the Training?

1.

2.



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