

# Know Thyself, Know Others: Discover the Power of Deep Connections

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# Consulting Team



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# Learning Objectives

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## APPRECIATION

Describe your cultural and professional identity

## BEYOND TOLERANCE

Realize the difference between just putting up with someone and accepting them as a colleague

## REFLECTION

Learn about Cultural Humility & reflective practice

## FURTHER APPLICATION

Recognize steps that facilitate cultural engagement in the workplace

# 04



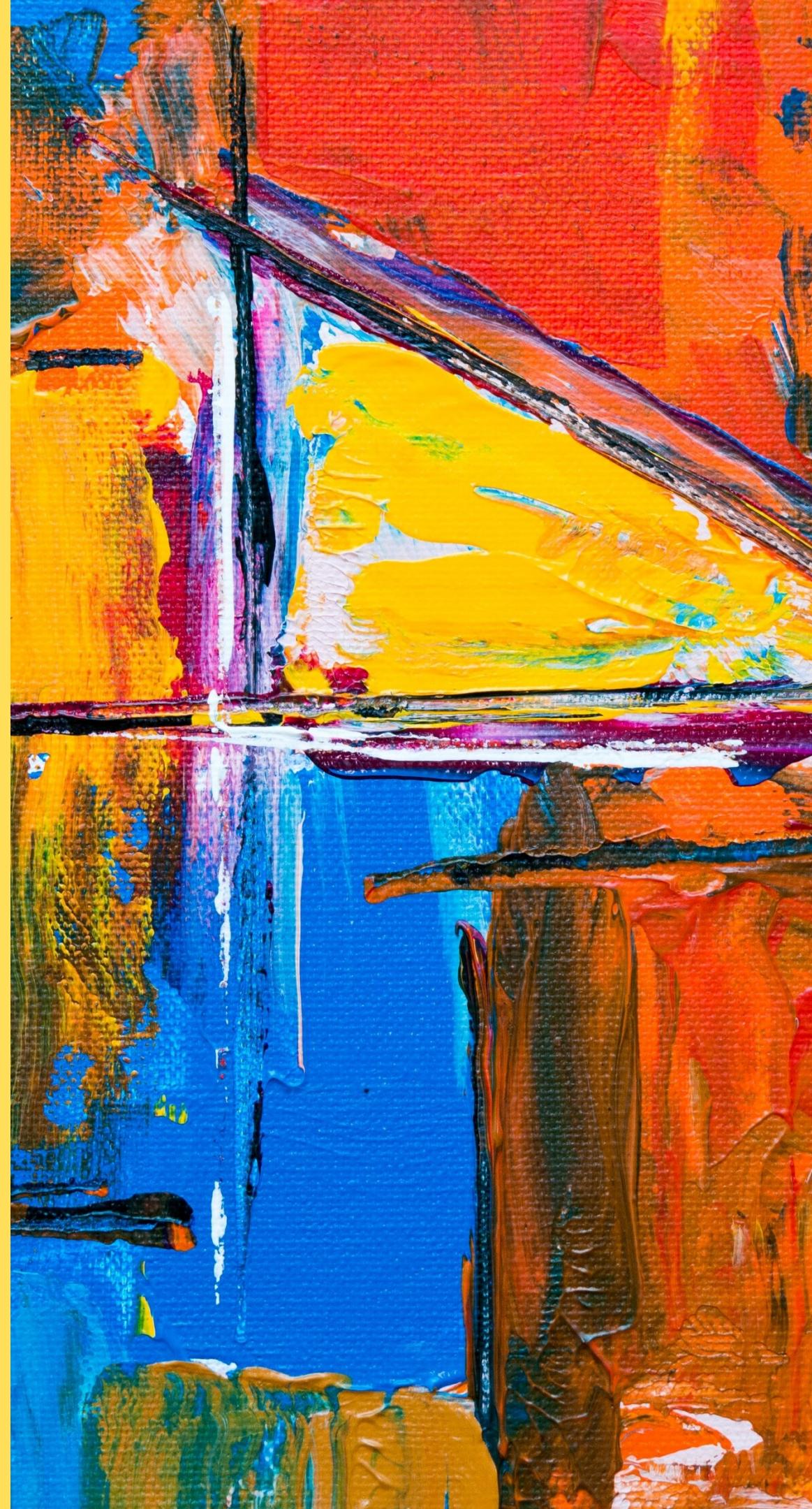
# Agenda

- Background & rationale
- Facts on the ground
- Breakout Session
- Open discussion
- The power of language
- Take home points
- Summary and questions

# Premise & Scope

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- Cultures overlap and are dynamic
- Every human encounter is cross-cultural
- Acceptance is a start but not sufficient
- Empathy for others is essential in the workplace
- Diverse & inclusive environments are predictors of productivity, happiness, retention, & good health

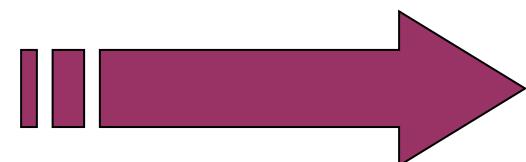


# The Culture Iceberg Model -E. Hall, 1976



# The Diversity Kaleidoscope

All aspects of an individual are recognized as contributing to diversity



## A Diverse Workforce Offers ...

### Marketing Advantage

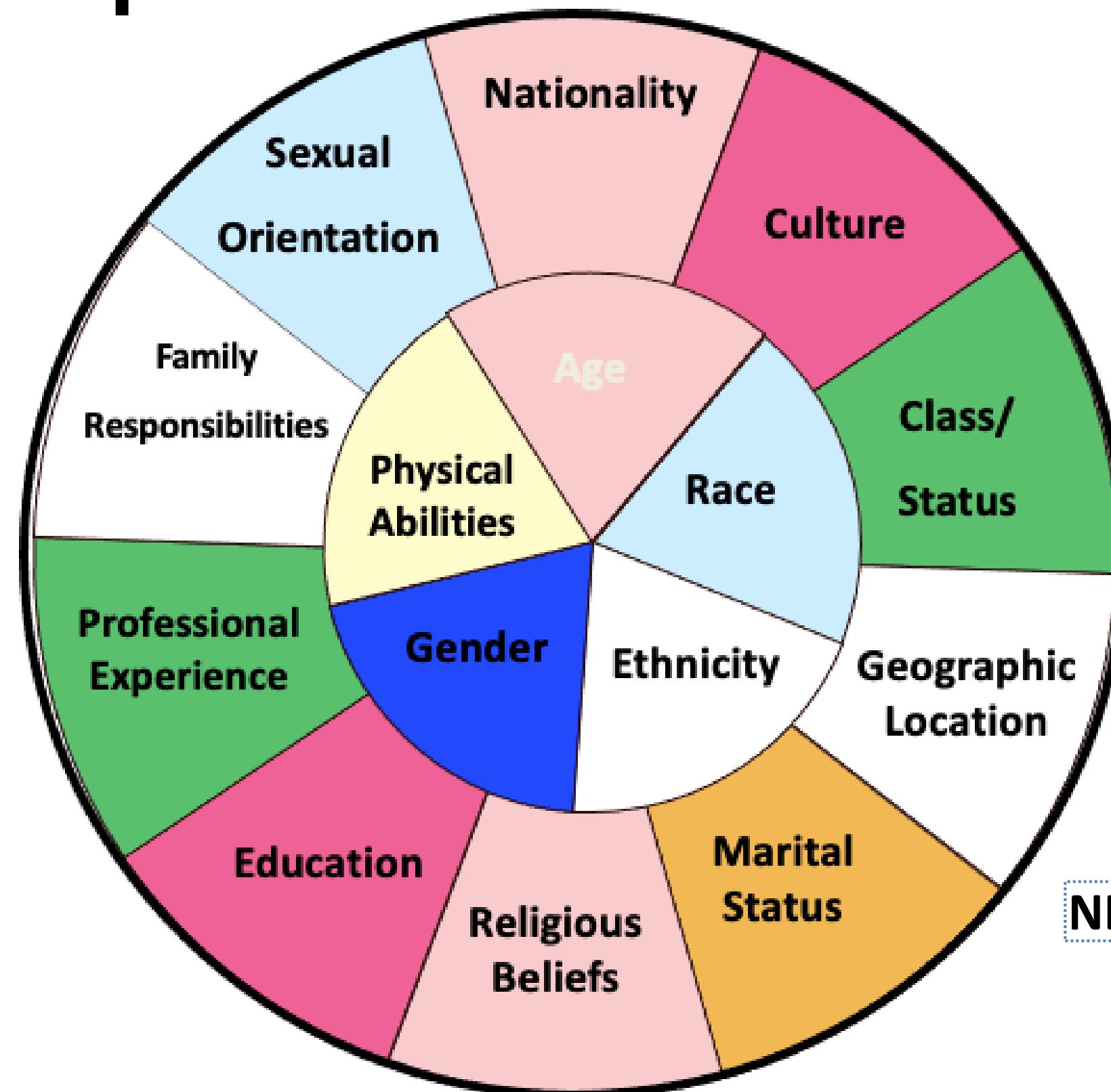
Insight and cultural sensitivity, ability to tap diverse markets

### Creativity

More alternatives and higher quality solutions.

### Cross-Cultural Skills

Enhances global competency and the capability to function in diverse cultural environments



# Current Landscape

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## HIDDEN IDENTITY

75% of the US population feels that they must hide some part of their identity at work.

## OVERREPRESENTATION

The proportion of white men and women in the legal profession exceed their representation in the overall U.S. population.

## UNDERREPRESENTATION

Nearly all people of color are underrepresented in the legal profession compared with their presence in the U.S. population.

In 2000, women = 28% of lawyers were women. In 2015, women = 35% of lawyers.

**What experiences support our well-being.... And thus the factors that support us coming to work ready and engaged for success....?**

# Social and Economic Factors Drive Well-Being

Economic Stability	Neighborhood and Physical Environment	Education	Food	Community and Social Context	Health Care System
Racism and Discrimination					
Employment	Housing	Literacy	Food security	Social integration	Health coverage
Income	Transportation	Language	Cost	Support systems	Provider availability
Expenses	Safety	Early childhood education	Access to healthy options	Community engagement	Provider linguistic competency
Debt	Parks	Vocational training		Stress	Provider cultural competency
Medical bills	Playgrounds	Higher education		Exposure to violence	Quality of care
Support	Walkability			Trauma	
	Zip code geography				

**What factors prompt you to think a colleague will be a good fit for your team?**



**J. D. Vance**

***Hillbilly Elegy***

Tells the true story of what a social, regional, and class decline feels like when you were born with it hanging around your neck.

Growing up in a working-class family in Middletown, Ohio.

# Lauro Cavazos, PhD

- A sixth-generation Texan - born on the [King Ranch](#) near [Kingsville, Texas](#), where his father was a cattle foreman.
- [B.A.](#) and [M..](#) degrees in [zoology](#) from [Texas Tech University](#),<sup>[2]</sup> A and a Ph.D. in [physiology](#) in 1954 from [Iowa State University](#) (ISU) in [Ames, Iowa](#)
- Faculties of [Tufts University](#) and the [Medical College of Virginia](#),
- Dean of the [Tufts University School of Medicine](#) (1975 – 1980) and President Texas Tech Univ (1980-1988, he served as President of Texas Tech University.
- US Secretary of Education





## **Judge Ketanji Brown Jackson**

Selected to fill Merrick Garland's position on DC Appellate Court.

Former asst fed public defender then nominee for US District Court of the District of Columbia.

# How Can a Work Environment Like This Be a Healthy One?

## PROBATIONARY PERIOD

Tend to need to survive an unspoken "probationary" period before they'll see me on the same level. I know from my conversations with BIPOC colleagues in other practice groups (mine is all white) they have the same issue, typically for a longer period of time and occasionally it is insurmountable.

## WEARING A COSTUME

Especially when I joined the profession, the vast majority of people I came in contact with who were lawyers were men. Also, they seemed at least to be from far more well-off backgrounds. I felt very much like I was "in costume" when I was working even though I loved my work.

# Recruitment Obstacles

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## In-group favoritism

Those perceived as “in-group” versus “out-group” prioritized as candidate employees or clients

## Stereotyping

Stereotypes about specific groups that are formed outside of one's own conscious awareness.

## Unconscious biases

Judgements of a person based on previous experiences or bias with no connection to a specific individual

## Diversity fatigue

Exhaustion arising from diversity and inclusion efforts that seldom result in real, tangible results.

# The Challenge

## INSTABILITY

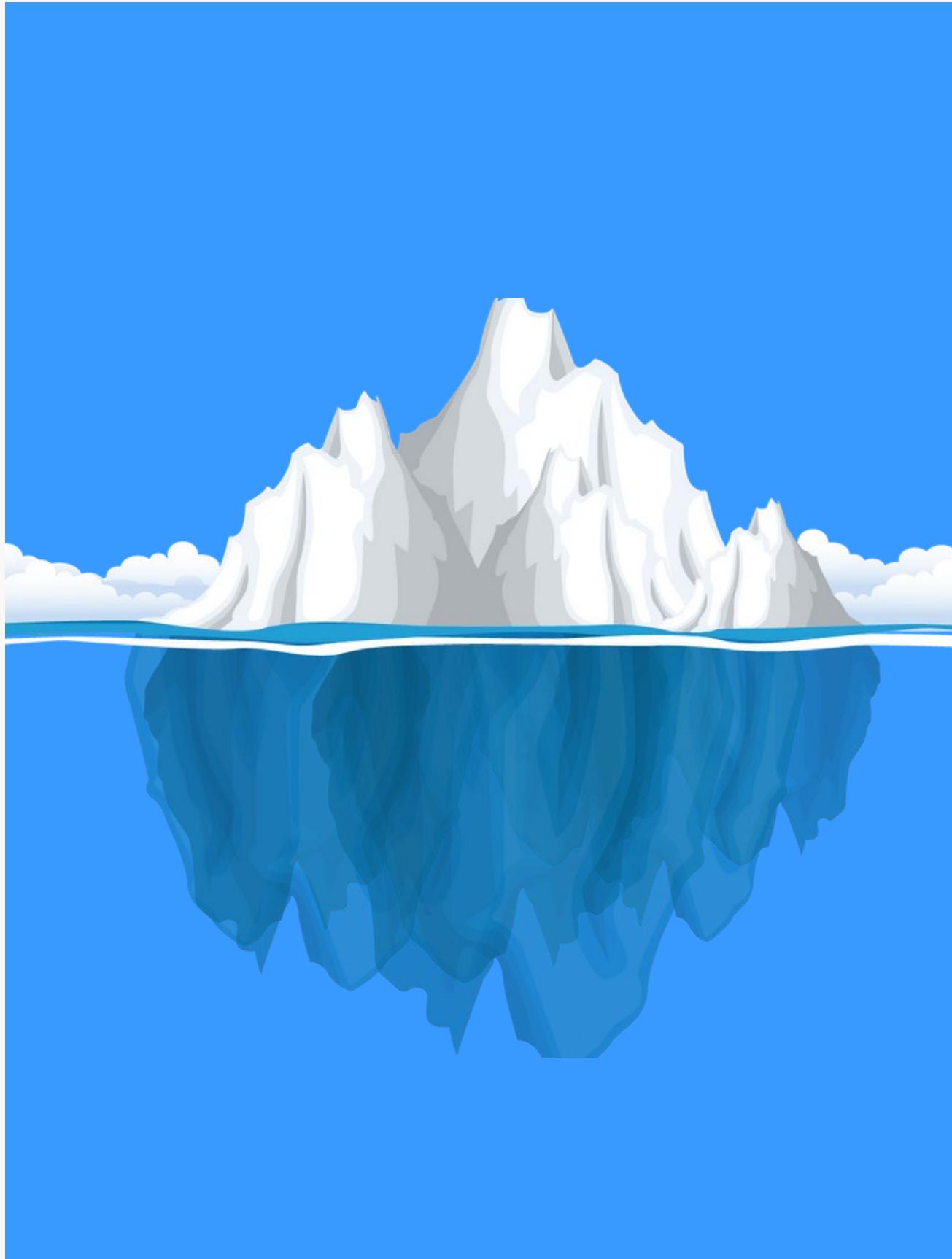
- Hectic schedule
- Lack of mentoring
- Retention

## ISOLATION

- Social isolation
- Challenge of virtual connections
- Relationships cannot be put on hold

## LEGAL CULTURE

- Legal Education
- Culture of Law Firms
- Hypercompetitive



# **What is essential is hidden**

beneath the surface lie identity,  
core values, social norms,  
traditions, family narratives,  
personality, gender roles, and more.

**It is only with the heart that one can see rightly; what is essential is invisible to the eye...it is the time you have wasted for your rose that makes your rose so important... The house, the stars, the desert - what gives them their beauty is something that is invisible!**

The Little Prince

# Linguistic, Racial & Ethnic Profiling

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## **SEEN BUT NOT HEARD**

Post 9/11 Discrimination: "That's Him: The Final Verdict without Trial"

## **HEARD BUT NOT SEEN**

John Baugh, Ph.D., "Your voice might determine if you get an apartment."



John Baugh

Professor Emeritus  
Stanford University

# Linguistic Prejudice

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- Language Subordination and discrimination against non-standard minority languages
- Rachel Jeantel:
  - A Friend of Trayvon Martin in elementary and high school
  - Trilingual speaker of African American English, Spanish, and Haitian Creole
  - Jeantel was misunderstood and discredited by the jury because of the way she talks.



# Exploring Confirmation Bias in Racialized Perceptions of Writing Skills

## CONFIRMATION BIAS

A mental shortcut – a bias – engaged by the brain that makes one actively seek information, interpretation and memory to only observe and absorb that which affirms established beliefs while missing data that contradicts established beliefs.

## THE QUESTION

Does confirmation bias impact how supervising lawyers evaluate legal writing submitted by majority vs minority lawyers?

## RESULTS

What do you think?

# Research Methodology and Results

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## METHODOLOGY

- Research memo drafted by hypothetical third year litigation associate with deliberate errors
- Writing analysis study of 60 partners from 22 law firms – memo, quality scored from 1 to 5

## FINDINGS

- Hypothetical “African American” Thomas Meyer (3.2/5.0). Hypothetical “Caucasian” Thomas Mayer (4.1/5.0 )
- Qualitative comments were consistently more positive for the “Caucasian” Thomas Meyer
- Significant differences in scoring of the same memo relative to spelling errors, technical writing, and errors in fact depending on whether associate was White or African American

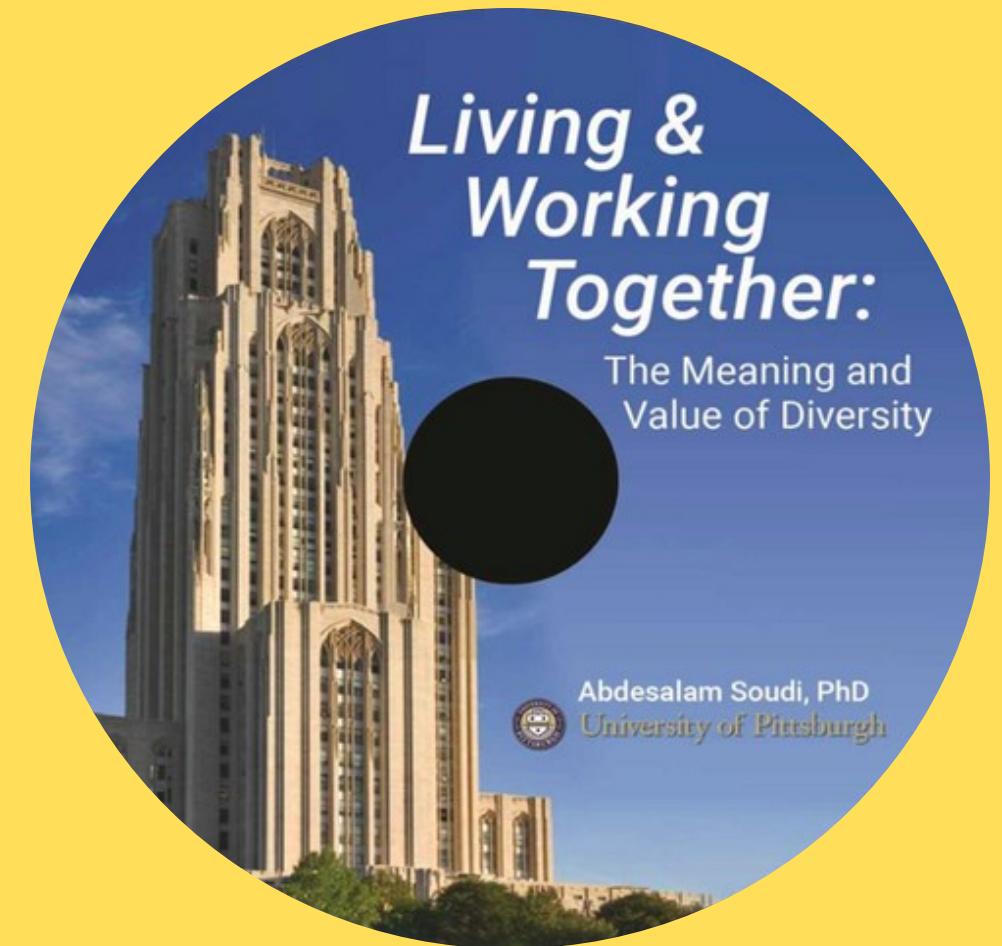
## TAKEAWAYS?

Reference: Lead Researcher, Dr. Arin N. Reeves, 2014-0404, Yellow Paper Series, **Nextions**

<https://nextions.com/portfolio-posts/written-in-black-and-white-yellow-paper-series/>

# Living and Working Together

- What diversity means to you
- The value of diversity in your life and work
- Your opinion about the most effective way to support diversity



# Survey Response

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## 1. WHAT DOES DIVERSITY MEAN TO YOU?

- Valuing the input of others
- Differences between and among people – from identity to differences in tastes
- A variety of perspectives and behaviors that can grow out of having different experiences and opportunities in your life

## 2. HOW MUCH DO YOU VALUE D&I IN LIFE AND AT WORK?

- All responses indicated highly valuing D&I in life and at work
- D&I enhances and enriches life, and creates more engagement at work

## 3. CREATING A MORE DIVERSE AND INCLUSIVE WORKPLACE

- General agreement that accountability, action, and inciting change are needed to effectively create a more diverse and inclusive environment.

# Survey Response

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*How does your current workplace support diversity, equity, and inclusion?*

## HIGH PRIORITY

- DEI is a priority at my organization - it's not just talk, it's action.
- The firm provides lots of opportunities to take webinars about diversity, to participate in ally training, to encourage diverse hiring, to participate in a book club, to participate in affinity groups, and to participate in "honest group" discussions.

## COULD BE IMPROVED

- I think it is varied depending on the business leader.
- Conversations are pretty surface-level
- Mostly they put on programs and make pronouncements, but they don't change much (if anything).

# Cultural Humility

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**IS...**

A lifelong commitment to self-evaluation and self-critique

**IS...**

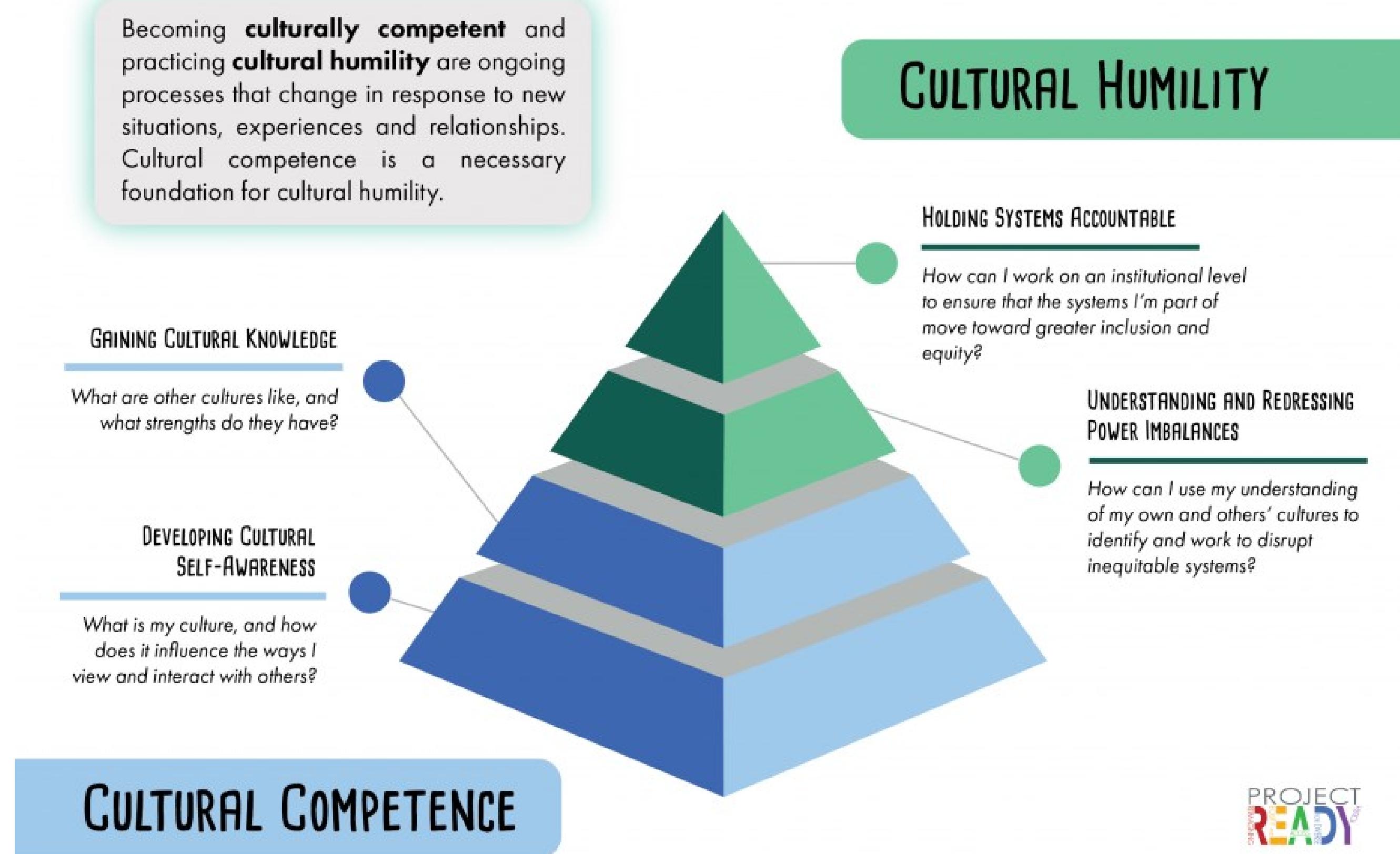
Redressing power imbalances

**IS...**

Developing mutually beneficial partnerships with communities on behalf of individuals and defined populations

**Cultural humility is about recognizing that there are things we don't know, can't know, and likely will never know about a culture that is not ours.**

*Cultural Competency vs. Cultural Humility*  
Annemarie Shrouder





**Ethnocentric  
Stages**

**Ethnorelative  
Stages**

© Milton Bennett

# Activity

## PROMPT 1

Describe a prior event or situation at work or elsewhere where cultural humility was at play? Share the context.

## PROMPT 2

How would cultural humility be useful for your workplace?

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# A Place to Connect

GATHERINGS UNDER PEPPER TREE  
VILLAGE COMMUNITY WELL



# Connection Spaces

## WATER COOLER SOCIALIZATION

- Relaxed environment
- Personal connections
- Critical to new idea generation
- Productivity



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## CULTURAL SELF-EXAMINATION

### STEP 01

Thinking about 2 to 3 items that mean something to you or identify who you are (family narrative, experience, piece of jewelry, book...)

### STEP 02

What do these items mean to you? How did you decide?

### STEP 03

What did you learn from sharing and hearing others share?



# Breakout

*Time: 15 Minutes*

## STEP 01

Each person should take 3-4 minutes to share a narrative about their items.

## STEP 02

We'll regroup to discuss

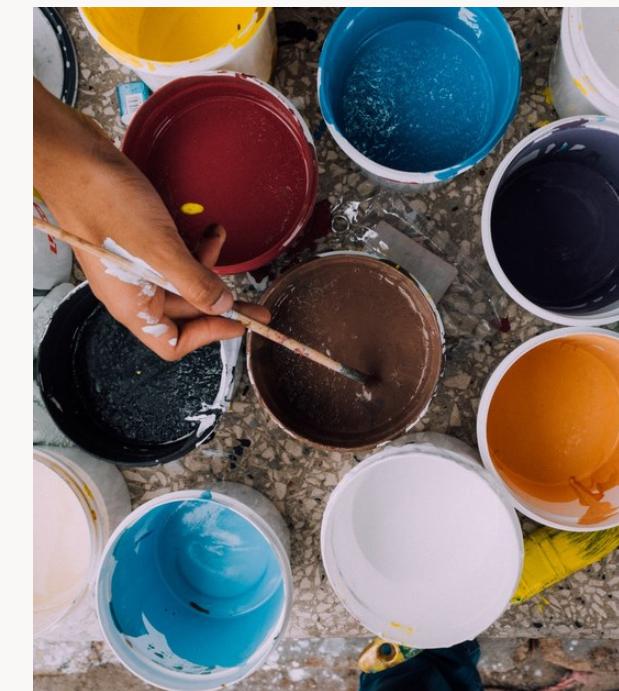
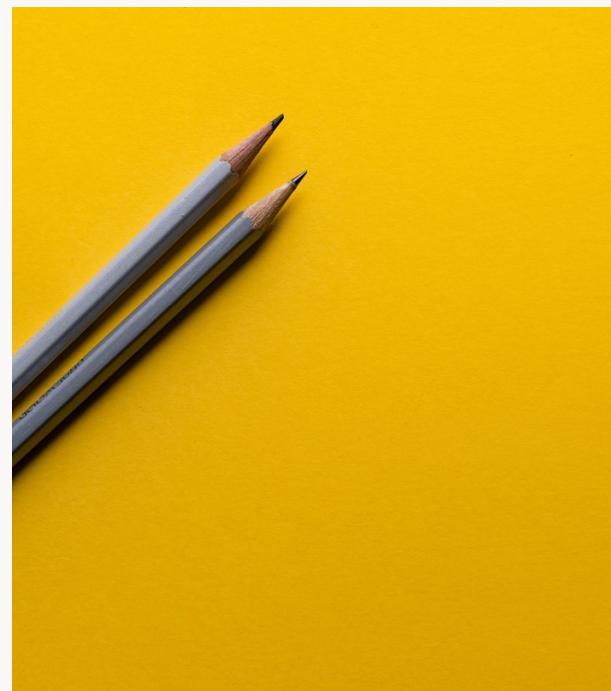
## GROUND RULE

Appreciation of others' contributions

# Group Discussion

- How was the experience? What were some of the takeaways?
- What did you feel about sharing your items and hearing about how others felt?
- What did you learn from hearing about others' items?
- How did you narrow items?
- How do you see yourself continuing this beyond the event?

# Encouraging Connection



## BE PRESENT

Listen attentively to develop relationships & meet your colleague as a person.

## RESPECT

Respect and appreciate others. Work as a team member, show empathy.

## SELF-AWARE

Show vulnerability, Be honest, self-reflect, & self-critique.

# Qualitative Assessments

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Some trainees, for example, shared they were surprised to discover the deep meaning of objects, narratives they took for granted.

- *"I did not know that C. was Lebanese and Syrian – that made me very happy to learn. I often feel cultural isolation in Pittsburgh re: religious, ethnic, and racial identity and it was surprising to me that I never knew that about her."*
- *"I really identified with E's concept of mealtime being family time and how that related to his sense of family identity. In my household, that also represented a major construct of our identity".*
- *"the exercise not only helped us all identify as a team and similar, but also, created an atmosphere of vulnerability, acceptance, and peer-attachment early on in the class!"*
- *"We chose military items because that is a big part of our identity and lives. We have moved 4 times in 4 years across the country (our 3-year old has now lived in three states). The moving and acculturation to our new sites while maintaining our values has been challenging."*
- *"The tehillim (book of psalms) shows the value of faith and prayer in our family. I take it anytime I go work overseas and generally keep a copy with me to read while waiting for the bus or other times I need more strength. "*

# Take Home Points

- Culture encompasses many fields
- We come to work with diverse views & backgrounds
- Diversity & Inclusion are important in every aspect of our lives, including legal settings
- Cultural Humility reminds us to engage in self-critique and self-reflection
- Broad, inclusive, & personalized approach
- One-size-fits-all approach does not work
- Where we work and live account for 80% of our health
- An inclusive work environment requires purposeful engagement
- Important to find connection spaces



# Thank you!

**LET US KNOW IF YOU HAVE  
QUESTIONS OR CLARIFICATIONS.**

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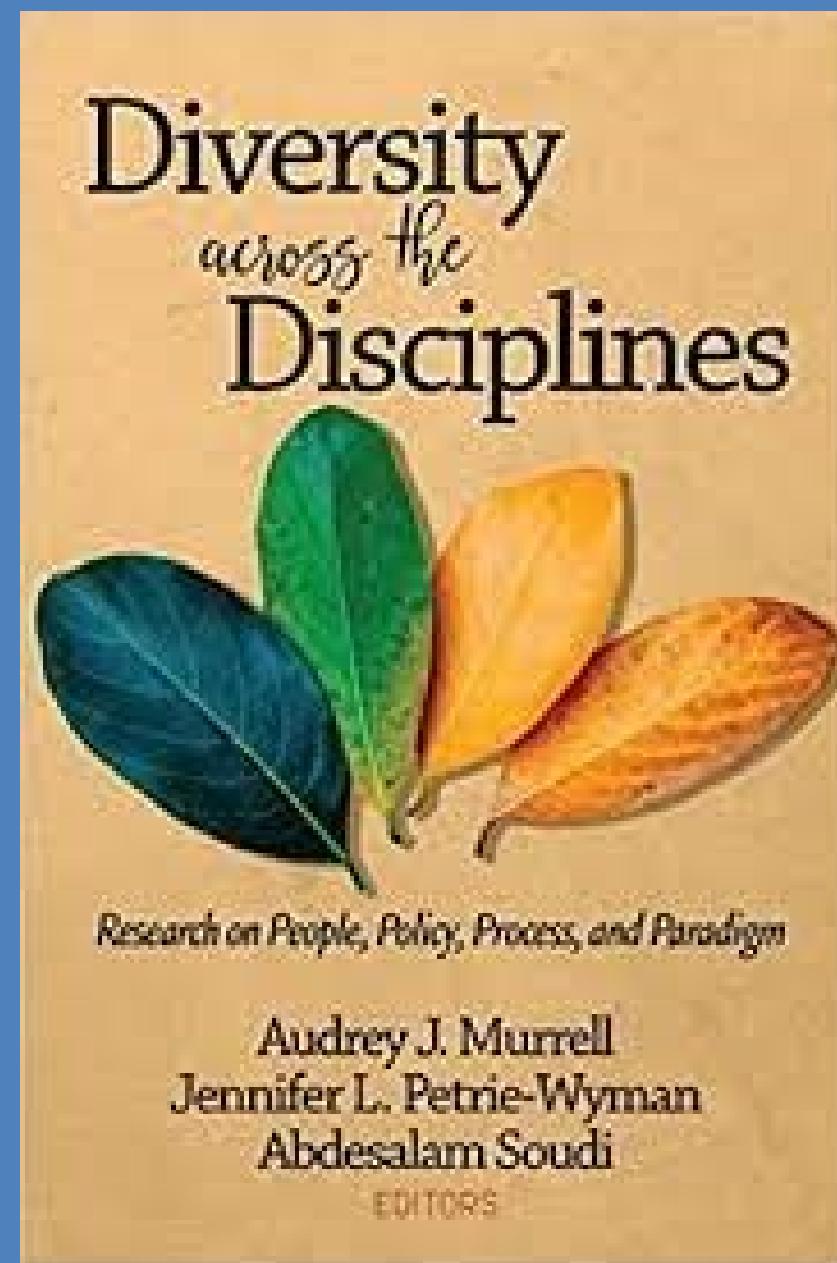
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