

THE BUSINESS OF



the proven 3-step process
for closing the gap between
us & them in your workplace

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A PDF COMPANION TO THE AUDIOBOOK

1

DIVERSITY CAN BE DIVISIVE

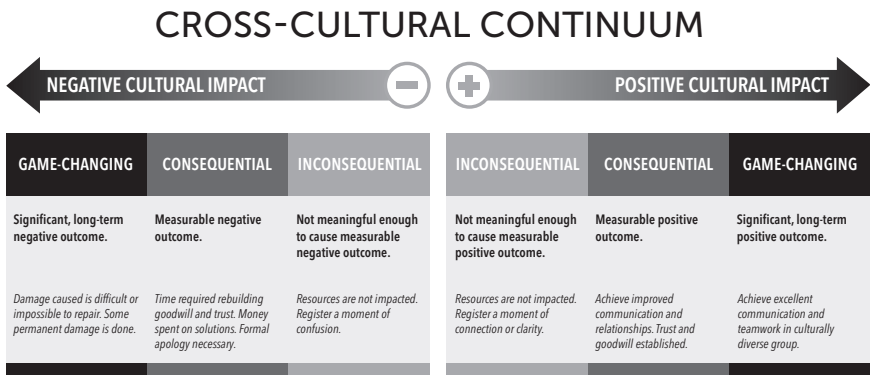


FIGURE 1

2

THE SYNERGY OF CROSS-CULTURAL COMPATIBILITY

How to Know if Your Company Is Benefiting

1. What is the level of awareness among top leaders in your organization that promoting WE goals is directly linked to profitability?

High Medium Low

2. How skillful is a typical manager in your organization at leveraging diverse voices and viewpoints toward generating new revenue streams?

Very well equipped Average Not well equipped

3. How much time and effort does a typical manager use to promote innovation by actively including historically non-dominant people?

Always Sometimes Almost never Never

4. How often in the past six months has there been a formal or informal evaluation of communication between different key departments?

More than two One None

5. How often in the past six months has there been a formal evaluation of trust and functionality between different key departments?

More than two One None

6. How skilled is a typical manager at facilitating inter-departmental connection between key departments, including communication, relationship-building, and teamwork?

Very comfortable Somewhat comfortable
Not comfortable Deeply uncomfortable

7. How many early warning mechanisms does your organization have in place to actively notice yellow flags representing *Us and Them* tension (for example, people from the non-dominant culture in positions of authority, D&I or DEI Director tasked with identifying issues, ERG leadership focused on assessment, opportunities for bottom-up initiatives)?

More than two Two One None

8. How frequently are common WE goals discussed at a company-wide level?

Ongoing basis Sometimes Rarely
Only when there is a problem Never

9. How frequently do leaders in the company officially promote WE-building in the organization?

Ongoing basis Sometimes Rarely
Only when there is a problem Never

10. How frequently are benefits of a WE culture discussed informally in the organization?

Ongoing basis Sometimes Rarely
Only when there is a problem Never

The goal of these questions is not to achieve a perfect score. Rather, the goal is to measure awareness of WE-building in the workplace. If the assessment reveals many *low*, *none*, or *never* answers, it's time to take a close look at your priorities. Any organization will get better results when employees from diverse backgrounds and from different parts of the organization cooperate in a cohesive way. Benefits will quickly accrue when every manager and leader integrates WE-building throughout the organization.

3

CONVENTIONAL WISDOM VERSUS PRACTICAL KNOWLEDGE

TRUST-BUILDING SCALE FOUR STAGES



FIGURE 2

FOUR STAGES OF TRUST-BUILDING

STRANGER	ACQUAINTANCE	COLLEAGUE	TRUSTED COLLEAGUE
I don't know you.	I know basic information about you.	I know meaningful information about you.	I understand you and trust you based on shared experiences.
No interaction	Name, occupation, primary factors	Secondary factors including hobbies, skills, and background	Personal information, established connection despite disagreements or differences in identity

FIGURE 3

4

FOSTER GAP AWARENESS

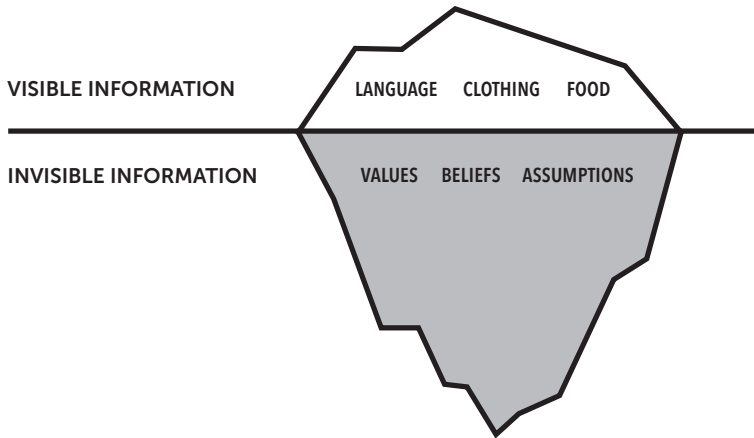


FIGURE 4



FIGURE 5

5

**CONDUCT AN *US*
VERSUS THEM
ASSESSMENT**

“US VS THEM” ASSESSMENT

For _____ (please identify a specific cultural group)

Have you ever met a person who identifies with this culture?	NO	YES
Have you ever had a substantial conversation (more than twenty minutes) with a person who identifies with this culture?	NO	YES
Have you ever shared a meal or beverage with a person who identifies with this culture?	NO	YES
Have you ever deliberately researched or learned about this culture's history or values? (Do not count nonvoluntary school assignments.)	NO	YES
Have you ever observed or participated in an important event (holiday, tradition, custom) that is particular to this culture?	NO	YES
Have you ever been in a group (class, sport, worship) that met voluntarily on a regular basis where people from this culture were the majority? (Do not count work or school.)	NO	YES
Have you ever invited someone who identifies with this culture to your home or did you go to their home?	NO	YES
Did you ever or do you now have a trusting relationship with someone who identifies with this culture?	NO	YES
Have you ever deliberately spent twenty-four consecutive hours (vacation, shared experience, business trip) with a person or family that identifies with this culture?	NO	YES
Did you ever or do you now have a trusting relationship with someone who identifies with this culture that has lasted over five years?	NO	YES

TOTALS – circle the number of YES answers on the line below.

0 1 2 3 4 5 6 7 8 9 10

FIGURE 6

CROSS-CULTURAL CONTINUUM

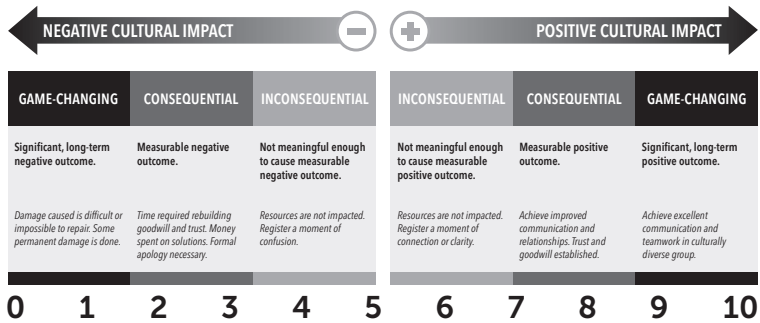


FIGURE 7

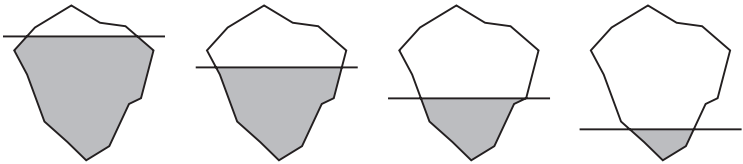
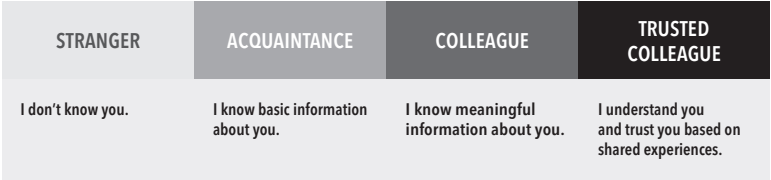


FIGURE 8

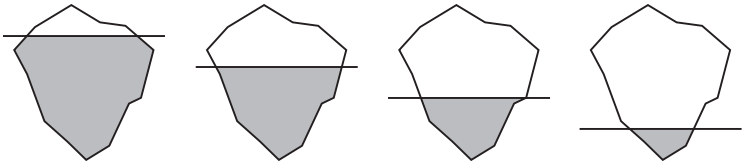
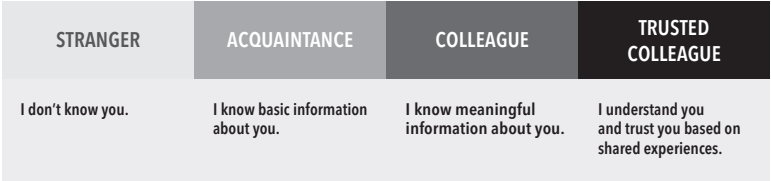
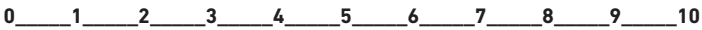


FIGURE 9

EXAMPLE OF A 1-10 SCALE



6

CREATE A GAP-CLOSING ACTION PLAN

WE-BUILDING SOLUTION WORKSHEET

	SAFE— private, no vulnerability, no risk, usually low cost	CHALLENGING— face-to-face interaction, some vulnerability, some risk	RADICAL— ongoing face-to- face interaction of increasing depth, could make you uncomfortable, will feel risky
Individual			
Organizational			
Physical Space/ Policy/Visual Messaging			

SAMPLE WE-BUILDING SOLUTION WORKSHEET

	SAFE	CHALLENGING	RADICAL
Individual	<p>Research online "how to support Muslim employees"</p> <p>YouTube practice saying "As-salamu Alaikum," the traditional greeting of Muslim people</p> <p>Read about etiquette with Muslim people</p>	<p>Say "As-salamu Alaikum," which means "May peace be upon you," to a colleague you know is Muslim (do not assume someone is Muslim)</p> <p>Purposely have lunch with Muslim employees</p>	<p>Visit a local mosque to learn about the religious customs and values of Muslim people</p>
Organizational	<p>Prepare a fact-sheet on Islam and Muslims in America to better understand their cultures, religious practices, holiday observances, tips on how to interact with Muslim colleagues and how to support and show solidarity to your Muslim colleagues during the month of Ramadan</p>	<p>Provide in-house training, invite speakers, sponsor culture opportunities for all</p> <p>Poll employees anonymously for feedback</p> <p>Start an ERG for Muslim employees</p>	<p>Hire advisor, contract with consultant for advice and training</p> <p>Include Muslim representatives in key decisions</p> <p>Promote Muslim employees to positions of power</p>
Physical Space/Policy/Visual Messaging	<p>Create a prayer room</p> <p>Clock to monitor salah, prayer time</p> <p>Arrow toward Mecca</p> <p>Provide Halal food</p>	<p>Inform all employees about Ramadan including greetings to the Muslim peers such as Ramadan Mubarak (Blessed Ramadan) or Ramadan Kareem (May Ramadan be generous to you)</p> <p>Post Ramadan schedule</p>	<p>Adjust work schedule around Ramadan schedule</p> <p>Give Muslims the two Eid days as paid holidays like Christmas or New Years</p>

SAMPLE WE-BUILDING SOLUTION WORKSHEET

CONTINUED

	SAFE	CHALLENGING	RADICAL
Physical Space/ Policy/Visual Messaging (continued)	Print and post religious accommodation policy throughout building		

GENERAL BEST PRACTICES USING THE WE-BUILDING SOLUTION WORKSHEET

	SAFE	CHALLENGING	RADICAL
Individual	<p>Research: online (e.g., culture tools, YouTube), books , movies podcasts</p> <p>Follow thought-leaders on Twitter, discover resources via Instagram</p>	<p>Invite someone to lunch</p> <p>Visit a new place</p> <p>Attend a club or activity for first time (e.g., international clubs, community groups, sports/ hobby groups)</p> <p>University resources</p> <p>Festivals</p> <p>Take a class</p> <p>Take a tour of a new place</p>	<p>Make a commitment to ongoing meetings where you are a minority</p> <p>Travel to a foreign location for extended periods</p> <p>Deliberately put yourself in a situation where you are the minority in order to learn</p>
Organizational	<p>Diversity Council</p> <p>ERG</p> <p>Training on target cultures</p> <p>Inclusion Training</p>	<p>Diversity Council with budget and power</p> <p>Cultural Training</p> <p>Social events</p>	<p>Dedicated Task Force with power, time frame, accountability, and goals</p> <p>Hire people in target groups</p>

GENERAL BEST PRACTICES USING THE WE-BUILDING SOLUTION WORKSHEET *CONTINUED*

<p>Organizational (continued)</p>		<p>Off-site WE-building program</p> <p>Diversity Council with budget and power</p> <p>Cultural Training</p> <p>Social events</p> <p>Off-site WE-building program</p> <p>Language Lessons</p> <p>Lunch and Learn</p> <p>Mixed TeamBuilding</p> <p>ERG-sponsored activities</p>	<p>Support people in target groups</p> <p>Mentor people in target groups</p> <p>Promote people in target groups</p> <p>Culture-specific intensive training</p> <p>Job Exchange</p> <p>International Exchange</p> <p>WE-building campaign</p> <p>ERG livestream learning</p>
<p>Physical space/ Policy/Visual messaging</p>	<p>Clocks</p> <p>Maps</p> <p>Desk arrangements</p> <p>Open social spaces</p> <p>Inclusive calendars</p> <p>Photos of employee groups in satellite offices</p>	<p>Diversity and Inclusion Director</p> <p>Reorganize spaces</p> <p>Reorganize seating arrangements</p>	<p>Diversity and Inclusion Director with power and budget</p> <p>Build/construct spaces that promote connection</p> <p>Set goals for inclusion</p>



LAURA KRISKA
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**In an effort to build connection across difference in my organization,
I commit to the following WE-building actions:**

www.laurakriska.com

FIGURE 10

RECOMMENDED READING

Books

All You Can Ever Know by Nicole Chung. Chung's memoir about her experience being adopted and raised by a white family provides valuable insight into race and family identity.

Becoming by Michelle Obama. Obama's book speaks to the importance of bridging gaps in our society through her rare life experience as first lady.

Becoming a Man by P. Carl. P. Carl's memoir is a rare account of a person's experience of being both female and male.

Between the World and Me by Ta-Nehisi Coates. Coates writes about his experience with race in America and growing up as a Black man in this iconic book.

Born a Crime by Trevor Noah. Noah's thoughtful and humorous memoir describes his childhood in South Africa and the experience of being the child of a Black mother and white father.

Diversity Inc., by Pamela Newkirk. Newkirk documents the failure of diversity initiatives in corporate America, the entertainment world, and academia.

Dying of Whiteness by Jonathan M. Metz. Metz's thoroughly researched book examines the devastating consequences of

right-wing policies and how they hurt the same people that support these policies.

Eloquent Rage by Brittney C. Cooper. Cooper writes frankly about being a Black feminist in America, sharing personal insights while also challenging the notion that Black women's anger is a destructive force.

Good and Mad by Rebecca Traister. Traister examines women and the important role that anger has played historically in social change.

Hillbilly Elegy by J. D. Vance. Vance's memoir of growing up poor and white provides insight into this culture.

How to Be an Antiracist by Ibram X. Kendi. Kendi writes from a personal and analytic perspective on how to move beyond awareness of racism to an actively antiracist position that requires policy change.

Inheritance by Dani Shapiro. Shapiro's memoir describes the life-changing results of a DNA test showing that her identity is not what she had assumed it was all her life.

Just Mercy by Bryan Stevenson. Stevenson's book is about his work as a social justice activist as cofounder of the Equal Justice Initiative and his important work on behalf of people falsely imprisoned.

Leading While Muslim by Debbie Almontaser. Almontaser examines the experiences of American Muslim principals following 9/11.

Loving by Sheryll Cashin. Cashin's thoroughly researched and important book examines the long history of integrating

loving relationships and the positive impact this can have on society.

My Accidental Jihad by Krista Bremer. Bremer writes about her marriage to a Muslim man from Libya and the culture differences they encounter as they make a life together in North Carolina.

Quiet by Susan Cain. Cain's book provides insight into the importance of introverts and the traditional American marginalization of introverts.

Rising Out of Hatred by Eli Saslow. Saslow chronicles the life of Derek Black, son of the founder of Stormfront, as Derek challenges racist notions and ultimately denounces white supremacy.

Saving the Race by Rebecca Carroll. Carroll examines W. E. B. Du Bois's iconic book *The Souls of Black Folk* through conversations with influential African American thought leaders.

So You Want to Talk About Race by Ijeoma Oluo. Oluo writes clearly about race providing both insight and a framework for deepening one's understanding and ability to talk about this important topic.

Stamped From the Beginning by Ibram X. Kendi. Kendi's nonfiction book on race in the United States examines the many disparities throughout history.

Tears We Cannot Stop by Michael Eric Dyson. Dyson writes from a personal perspective to challenge readers to think more deeply about racism in America and the moral urgency we all carry to address it.

The Awkward Thoughts of W. Kamau Bell by W. Kamau Bell. Bell writes with humor and sincerity about his life as a self-described Black nerd, his path toward becoming a comedian, his experiences with racism, and many other stories.

The Best of Enemies by Osha Gray Davidson. Davidson chronicles the story of KKK leader C. P. Ellis and Black activist Ann Atwater and their unlikely partnership in North Carolina to lead public school integration.

The Broken Heart of America by Walter Johnson. Using St. Louis as a central character, Johnson examines racism and white supremacy through history to the inevitable divisions that exist today.

The Culture Map by Erin Meyer. Meyer shares cultural dimensions to help explain differences in the way people from different countries do business and interact.

The New Jim Crow by Michelle Alexander. Alexander takes a deep look at the way America has unjustly criminalized Black people, creating mass incarceration.

The Real Thing by Constance L. Hays. Hays examines the real story behind Coca-Cola, which includes problems with racial discrimination.

The Souls of Black Folk by W. E. B. Du Bois. Published in 1903, Du Bois's discussion of Black Culture is relevant today as Americans continue to struggle with race and issues of identity.

The Warmth of Other Suns by Isabel Wilkerson. Wilkerson's book examines the Great Migration when millions of Black Americans left the South to seek better opportunities in the North.

Unorthodox by Deborah Feldman. Feldman writes about her life growing up in a strict orthodox Jewish community in Brooklyn and her decision to leave it.

Use Your Difference to Make a Difference by Tayo Rockson. Rockson writes about his experience growing up as a TCK—Third Culture Kid—and shares lessons on building awareness of culture difference.

Waking Up White by Debbie Irving. Irving shares insights about her awakening to white privilege.

We Were Eight Years in Power by Ta-Nehisi Coats. This book is a collection of essays originally published in the *Atlantic* by Coats examining the Reconstruction era to the Obama presidency.

When I Was White by Sarah Valentine. Valentine explores identity and race through her experience of being raised white and later learning that her biological father is Black.

White Fragility by Robin DiAngelo. DiAngelo's book is an important resource for people who want to understand racism by understanding how white privilege and white fragility are barriers to dismantling racism.

White Like Me by Tim Wise. Wise writes about his reckoning with racist systems in America and his own path toward becoming an activist.

Why Are All the Black Kids Sitting Together in the Cafeteria, 20th Anniversary Edition, by Beverly Daniel Tatum. Tatum's seminal study of the psychology of racism examines how racial identity operates as children grow into teens and how they are viewed in the world.

Online Culture Resources

These are learning and development platforms that provide country-specific data on a wide range of places. These resources are useful for specific-country business and international organizations with teams made up of people from different countries.

Country Navigator <https://countrynavigator.com>

GlobeSmart <https://www.globesmart.com>

Culture Wizard <https://www.rw-3.com>

Cultural Orientations Framework <https://www.cof-online.com>

The Culture Map by Erin Meyer <https://www.erinmeyer.com/tools>