

  
 THE KALEIDOSCOPE GROUP L.L.C.  
*To Free The Human Potential*  
**IAFF HUMAN RELATIONS CONFERENCE**  
 1.26.10  
**“Diversity Training That Works”**  
 Presented by:  
**Doug Harris, Managing Director**  
**The Kaleidoscope Group, LLC**  
**Frank Brim,**  
**Chicago Fire Department**  
A Full Service Diversity Consulting Firm

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### Kaleidoscope Group History

- Certified minority-owned business enterprise (MBE)
- Full service diversity consulting firm headquartered in Chicago
- Founded by Bea Young, a recognized pioneer and leader in diversity
- Led by Doug Harris, a nationally recognized presenter and diversity consultant
- Has assisted organizations with successfully managing culture change and creating inclusion for over 30 years
- Comprised of 15 full-time staff and approximately 75 associates located across the globe
- Strategic alliance partners for specialized diversity needs

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Our Team

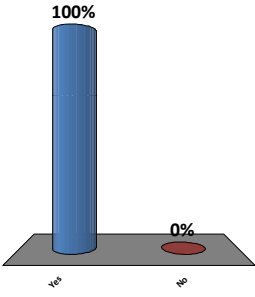


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### Are you happy to be here?

1. Yes
2. No



Response	Percentage
Yes	100%
No	0%

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### Purpose

- To show that diversity training can work in a fire fighters environment and what makes it work.

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### Agenda

- Setting the Stage
- Understanding the Fire Fighter Culture
- Training that Works
- Benefits of Diversity
- Potential Next Steps

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## Group Discussion

Are there anything specific things you would like to make sure we discuss today?

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## Have you conducted Diversity Training in your location?

1. Yes
2. No

Response	Percentage
Yes	80%
No	20%

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## How would you rate the effectiveness?

1. Excellent
2. Good
3. Average
4. Below Average
5. Poor

Rating	Percentage
Excellent	0%
Good	36%
Average	29%
Below Average	21%
Poor	14%

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## Pair Discussion

Why is Diversity Training important?

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## Institutional Benefits

- Reduced turnover
- Better problem solving due to diverse perspectives
- Employer attractiveness
- Community reputation
- Everyone in the community knows they can rely on us
- Employer attractiveness
- Reduced lawsuits
- Legal costs

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## Diversity & Inclusion Journey

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## Understanding the Fire Fighter Culture

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## Firefighter Culture Trends

*Historical*

*and*

*Future*

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### Keys to Success

What makes it work	What challenge it addresses
Minimal lecture, highly experiential	Don't like sitting in classroom Don't like being bored
Capable Facilitators	Hostility Resistance Safety Concerns
Practical, Useful, Applicable	Too academic or conceptual Don't waste my time Too touchy feely, fluff Doesn't apply to everyday work "Headquarter speak"
Real Dialogue	Tired of politically correct Can't say what's really on my mind

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### Keys to Success

What makes it work	What challenge it addresses
Non-attacking, enjoyable	Confrontational Don't want to say the wrong thing Made to feel guilty
Broaden dimensions without ignoring historically excluded groups	Some groups feel left out It's always about race & gender
Honor history while preparing for tomorrow	No credit for past efforts White male defensiveness
Appeals to all audiences	Doesn't apply to me My issues don't get heard Just about protected groups
Customization	Doesn't apply to our environment

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## Diversity and Inclusion Training Experience

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## Agenda

- Why Diversity Matters
- Exploring Differences & Challenging Assumptions
- Valuing Differences
- Making Diversity a Reality

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## Objectives

- Recognize the value and benefit of creating an inclusive environment
- Appreciate the contribution of others who are different
- Understand how positive or negative reactions to difference affect work relationships
- Identify behaviors that undermine productivity and workplace relationships
- Understand how well-managed diversity positively impacts firefighter and fire service effectiveness

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## The Kaleidoscope Group's Definition

**Diversity**

Variety of abilities, skills, experiences and cultural backgrounds, in all stakeholders.

**Inclusion**

To value and leverage differences to achieve superior results.

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## Dimensions of Diversity

Primary	Secondary	Workplace	Style
Age	Ethnicity	Organizational	Leadership Style
Physical Abilities	Class/Income	Occupation	Work Habits
Sex	Language/Skills	Job Level	Performance Expectations
Disability	Political Status	Job Classification	Personality Type
Senior	Parental Status	Department	Communication Style
Personal Orientation	Military Experience	Work Location	
	Religious Beliefs	Work Shift	
	Geographic Location	Skills	
	Marital Status	Years with Organization	

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## Inclusion Model

Diverse Representation

"Revolving Door"	"Inclusion"
"Archaic"	"Traditional Network"

Engagement

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## Where do you see your organization on the Inclusion Model?

1. Archaic
2. Revolving Door
3. Traditional Network
4. Inclusion

Category	Percentage
Archaic	6%
Revolving Door	6%
Traditional Network	50%
Inclusion	39%

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## Reactions to Diversity

- Excited
- Limbo
- Resistance

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Homeless recovering drug addicted father living in a car with two children	Black female clerk with a GED
White gay male unemployed executive	East Indian merchant with limited language skills and uncertain citizenship status

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### Which person would you most want to be?

1. Homeless Recovering Father
2. East Indian Merchant
3. Black Female Clerk
4. White Male Executive

Person	Percentage
Homeless Recovering Father	24%
East Indian Merchant	24%
Black Female Clerk	53%
White Male Executive	0%

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### Which person would you least want to be?

1. Homeless Recovering Father
2. East Indian Merchant
3. Black Female Clerk
4. White Male Executive

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### Inclusive/Exclusive Behaviors Compared

Insiders		Outsiders
Exclusive Behaviors	Inclusive Behaviors	Exclusive Behaviors
Overprotection/Patronizing/Rescuing	Giving & seeking feedback	Defensive/Attacking/ Escaping
Blaming the individual	Accepting responsibility	Blaming the organization
Avoiding contact	Making mutual contact	Avoiding contact
Deny the significance of differences	Valuing individual differences	Deny one's own cultural differences
Colluding/ Going along	Taking a stand on inappropriate behaviors	Colluding/ Keeping up a front

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### Pair Discussion

What are the personal benefits of Diversity and Inclusion training?

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### Personal Benefits

- Knowing that we have each other's back
- Knowing that we can trust each other
- My strengths get leveraged
- Respectful Firehouse
- New Relationships

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## Delivery Options

- Kaleidoscope Group delivery
- Train-The-Facilitator
- 1 Kaleidoscope Group, 1 internal
- 2 internal
- Interactive Theatre
- Key Note Presentations

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## Getting Started

- Pre-training assessment
- Recommend learning solution(s)
- Pilot learning solution(s)
- Prepare roll-out plan

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## Questions & Answers

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## Thank You!

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