

Diversity Behaviours

What We Can Do

A Guide for
Strengthening
Personal and
Customer
Relationships

DIVERSITY BEHAVIOURS, WHAT WE CAN DO

This booklet is designed to help employees of the member companies of RBC Financial Group meet their Diversity objectives. It is part of the work of the national Diversity Business Council.

We acknowledge contributions from:

Bob Aylward, Richard Clark, Ibrahim Dia, John Dorken, Tasha Giroux, Trudy Hubley, Christine Karcza, Kris Keller, Phil Lavoie, Tom Laing, Gavin Machado, Nora Michell, Mike Moodie, Andrea Nixon, Susan Ogrinc, Bonny Olson-Piercy, Lynda White, Chuck Wilson, Melana Borovich, Diane Marshall, Dorothy Rekman, Robert Nordness, Zabeen Hirji, Patricia Boyle, Ruth Copeland, Argyle Burke, Wendy Chapman, Sue Breese, Lois Wall, Viviane Paul, Blaine Drover, Susan Sandler, Christine Suski, Anne Henry, Mark McCondach

Diversity Consultant and Strategist:
Julie O'Mara, O'Mara and Associates

Published by:
Diversity and Employment Equity
RBC Financial Group

Adapted from O'Mara and Associates, *Desired Behaviors to Value and Manage Diversity*, 1994.

© 1999, RBC Royal Bank

TMTrademark of Royal Bank of Canada. RBC Financial Group is a trademark of Royal Bank of Canada.

Updated 2003

To successfully leverage diversity all RBC Financial Group employees need to demonstrate a high level of competence by performing well in the generally accepted basic work skills, competencies and effectiveness needed in their position.

The behaviours especially important to leveraging diversity are the ones in the following lists. Consistent use of **Diversity Behaviours, What We Can Do** will have a powerful and cumulative effect on the behaviours of others.

Diversity:

the right competitive strategy for a changing world.

As our world keeps changing at an ever-quickenning pace, leveraging diversity at the member companies of RBC Financial Group is both the right thing to do and the smart thing to do.

Our workforce, our markets, and our organization are growing more diverse with each passing year. We continue to see new technologies and telecommunications breaking down borders; we're affected by changing demographics and values; balancing work and life responsibilities pose challenges; leading and managing change is becoming a business imperative; business is becoming more competitive and complex.

In tangible ways, our diversity helps us meet our strategic priorities. It helps us identify marketplace opportunities and grow business. It gives us an edge in attracting and retaining talented people. It makes us stronger at assessing and minimizing risks. It encourages the emergence of leaders who can recognize and seize opportunities and inspire change.

If there was ever a time for each of us to make full use of our creative potential and skills, this is it. As an organization, we need to ensure our employees feel valued, and that their needs are understood and met quickly. We need to go beyond "one size fits all" styles to become flexible enough to value differences and encourage and listen to a range of ideas, perspectives and solutions. Our behaviours need to reflect the value of an inclusive workplace with respect for different points of view between individuals, and across units. The whole of our organization will be greater than the sum of the parts when each of us believe we are maximizing our potential, and getting what we want from our jobs, including more skills, motivation and satisfaction.

Now, with *Diversity Behaviours, What We Can Do*, we have a practical tool to guide us in realizing our vision. All employees of RBC Financial Group will receive this handbook.

How can I use this in my job?

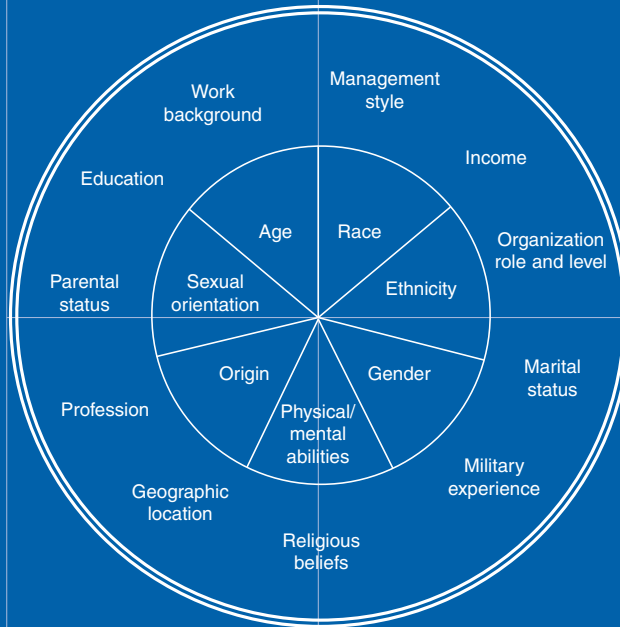
This tool is designed to help us understand the benefits of leveraging diversity and break through the personal structural barriers that can stand in the way. It gives us step-by-step guidance in translating our good intentions into specific actions. It can be incorporated into market management routines, activity lists in PPRPs, customer care strategies; profiled in customer or employee newsletters; integrated into recruitment or staffing tools; referenced in presentations and executive speeches; used to recognize champions, leadership development, personal and business development plans, etc.

We hope you'll find it useful, to help you change, grow, and prosper with the times.

Diversity for growth
and innovation

What do we mean by "implementing & integrating diversity"?

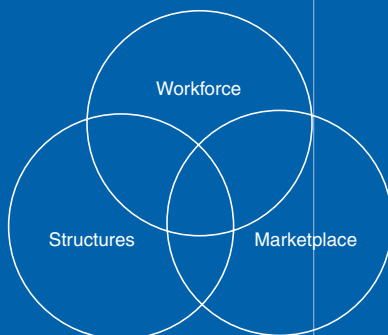
It goes beyond understanding and valuing diversity. It's about embracing diversity to gain a business advantage and distinguish RBC Financial Group as a socially responsible corporate leader to employees, customers and our communities.



Adapted from Implementing Diversity by Marilyn Loden, New York, Irwin Publishing, 1996. Material reproduced with permission of The McGraw-Hill Companies.

To succeed, we have to implement and integrate in three overlapping areas: our workforce, our markets, and our organizational structures.

When we focus on diversity, we're focusing on more than the race, ethnicity, gender, age, physical or mental abilities, sexual orientation, and origin of our workforce. We're overcoming barriers and adopting open attitudes, communication, and behaviour that make us stronger in all three areas. We embrace the fact that a diverse workforce gives us a greater insight into the diverse needs of our customers and communities – that removing structural barriers improves our ability to work more effectively as employees. The three components are intertwined, and they all need to be taken into account if we want to maximize our ability to leverage diversity.



WORKFORCE:

create a workplace where all employees can realize their full potential and fully contribute

MARKETPLACE:

develop the skills, attitudes, and competencies that will help RBC Financial Group identify and meet the diverse needs of our customers and markets in Canada and around the world

STRUCTURES:

create an environment where business platforms, geographies, divisions, and departments can interact and work across structures synergistically and seamlessly

Desired Behaviours at-a-Glance

Understands and Values Diversity

- recognizes own prejudices, biases, and assumptions and understands the impact of privilege
- sees differences in people as valuable and potential assets
- encourages open dialogue on diversity and shares personal experiences and learnings
- listens to fully understand
- adapts to changing demographics and business needs
- writes and speaks in language that's respectful and sensitive

Promotes Implementing & Integrating Diversity

- understands and communicates the business imperatives for leveraging diversity
- seeks market opportunities in diversity
- acknowledges others for supporting diversity
- seeks opportunities to work across levels and functions

Demonstrates Cultural Sensitivity

- encourages a range of ideas, perspectives, and styles - knows there is more than one right way to do things
- is aware of cultural and other differences
- communicates effectively with people from different cultures
- acts without bias

Develops, Mentors, and Coaches Others

- makes development decisions considering input, talent, and desire
- mentors others
- gives timely feedback
- helps diverse teams work together effectively
- empowers and motivates others

Works for Change

- takes risks and challenges the norm
- deals with conflict and inappropriate behaviour in a timely way
- defeats the rumour mill
- is an ally
- is a change agent

Understands and Values Diversity

Understanding and valuing diversity is fundamental to all the other desired behaviours. Learning about ourselves and being role models for others is the cornerstone. This is often referred to as "doing personal work." This means studying, talking with others, reflecting on your behaviour, and looking deep into yourself to truly assess and modify your behaviours related to diversity.

recognizes own prejudices, biases, assumptions, and understands the impact of privilege

Because each of us has grown up with assumptions and personal points of view, we can find it difficult to see the world from someone else's perspective or to understand that someone else might interpret the same situation differently. We tend to filter out views that are not part of our own personal frame of reference.

These filters are our prejudices and biases. Often we are not aware we have prejudices and biases, although they are quite normal. The important thing is to be aware of them and to make decisions based on objective information, not on prejudice and bias.

In the context of diversity, privilege is "unearned advantage." For example, because someone is white, it won't be assumed that he or she got the job because of skin colour. Because someone is white, he or she won't be tailed by a security officer in an upscale shop. Because someone is heterosexual, they can put a picture of their partner on their desk without being concerned about what people will say, and because someone isn't deaf, it won't be assumed that he or she can't interact with clients. Most persons have difficulty acknowledging this type of privilege because these privileges are taken for granted. Privilege applies to any dominant group holding power and opportunity.

Getting to know our prejudices and biases and understanding the impact of privilege involves interacting with others; engaging those different from you in dialogue; asking for feedback; talking about race, gender, age, disabilities, and other diversity dimensions; and reading, attending workshops, etc.

It is also helpful to be aware of the biases and prejudices that exist in society as a means of checking your own behaviours. Seek opportunities for continuous learning and growth. It is a lifelong process.

sees differences in people as valuable and potential assets

When asked to describe how it feels to be different, most people say isolated, alone, inferior, not accepted, or second class. Being different is something most people don't want to be. When asked, people agree that being different can also mean being special, one-of-a-kind, and exceptional. Still, the fact remains that being different is often regarded as negative.

One goal is to reframe differences from negatives into positives. Valuing someone who has a different point of view or a different experience can enhance problem-solving and spark innovation.

Encouraging "sameness" in an organization's people may create too much agreement and too much conformity. The creative, innovative edge may be lost. Organizations need people who can look at a problem and see it differently from others. They need to regard these differences as potential assets.

encourages open
dialogue on diversity
and shares personal
experiences and
learnings

Create a trusting atmosphere where employees can freely discuss diversity and the role differences play in how people communicate, interact, and perceive. By bringing differences into the open in a sensitive way, and with the permission of those involved, we help everyone understand how they see the same situation differently. Situations involving race, gender, sexual orientation, appearance, disabilities, etc., are so much a part of daily living that we don't think of them as workforce diversity issues. Sometimes we are afraid to discuss them. Sharing your personal experiences with diversity issues and how you have learned to recognize your biases and prejudices can serve as a role model for others.

You will want to identify resources and seek assistance when you help people. Use tact and skill in learning about the different cultures in your workforce.

listens to
fully understand

Listen to others "as if they are wise." Filter out cultural and other biases so that you listen fully. You can ask questions to develop greater understanding and to clarify assumptions. You can seek out the facts and pertinent information before drawing conclusions. Reiterate to check understanding. Seek first to understand, then to be understood.

adapts to changing
demographics and
business needs

People from different cultures are immigrating to North America in increasing numbers. Markets are expanding domestically and internationally. The profile of a customer has changed over the years. More people with disabilities are entering the workforce, and RBC Financial Group is serving more customers with disabilities. These and other changing demographics mean business needs are changing.

Being adaptable means you are flexible in applying guidelines and procedures, depending on the situation.

writes and speaks
in language that's
respectful and
sensitive

The rule behind using language that's respectful and sensitive is that it be nonsexist, nonracist, and nondisparaging. Profanity should not be used. Avoid using words or phrases that could be offensive to the person with whom you are communicating.

How do you know what's offensive? The more you learn about diversity, the more you will know about preferred language and why a word or phrase may be offensive. But you can't always be sure. If you are in doubt, don't use the term. Strive to use language that's inclusive. For example, use "her" and "she" rather than "him" or "he" exclusively. Additional available resources include RBC Financial Group's *Closing the Gender Gap, What We Can Do* booklet.

Don't tell jokes or make disparaging remarks about gender, race, ethnicity, disabilities, or other RBC units. If you hear an individual or a group telling jokes that may be offensive to others, demonstrate personal responsibility by taking action in a non-confrontational way to get them to stop. It may be appropriate to speak up in the group setting. At other times, it may be better to speak to an individual privately.

Promotes Diversity

We all need to be reminded of how important diversity is. Actions speak louder than words. By doing this, you also demonstrate strategic business sense, which is the ability to understand the business implications of these decisions and to improve organizational performance.

understands and communicates the business imperatives

Communicate the business imperatives for leveraging our diversity, both formally and informally. Be sure your message is consistent and continual. It's also important that the business drivers are communicated across levels, functions, and businesses. Everyone is responsible for leveraging diversity.

Examples of the business imperatives and how they help achieve RBC Financial Group's Strategic Priorities are on the one-page document, "Implementing and Integrating Diversity at RBC Financial Group: A Business Imperative," commonly called "The Placemat." Form No. 07393.

seeks market opportunities in diversity

To help RBC Financial Group grow and to ensure the success of our employees, we need to be alert for opportunities in market segments that may be perceived as either unconventional or untapped. For instance, learning more about such various dimensions of diversity as gays/lesbians/bisexuals, students, Asian business people, or retired persons can give you insight into emerging businesses. This insight can help you better serve those customers and approach those markets in a focused manner with confidence. Though this may not be your direct area of responsibility, you can demonstrate an entrepreneurial ability by making suggestions to those who do have this responsibility.

acknowledges others for supporting diversity

When you acknowledge others for their actions to leverage diversity, you help others become more receptive to their colleague's actions. Nominate colleagues for achievement performance awards for their support of diversity.

seeks opportunities to work across levels and functions

Traditionally, organizations have drawn rigid lines of authority. Written and unwritten rules and boundaries have prescribed who had access to information and authority. Although not thought of as discrimination, assumptions sometimes are made about an individual's abilities simply because they are at a certain level in the organization. Their skill and knowledge in specific areas may be overlooked or discounted.

Today's marketplace demands speed and ideas from many different sources to create and hold market share. Despite the existence of levels and functions, RBC Financial Group is striving to operate in a more boundaryless structure. Here are three examples of how you can work across levels and functions. For example, some client portfolios can be jointly managed by various RBC Financial Group units in a way that appears seamless to the client. People from other departments or units who may have the expertise you need can be asked to join a problem-solving team. If you have an idea or need assistance in problem-solving, you can contact individuals at various levels simultaneously by e-mail.

Demonstrates Cultural Sensitivity

Demonstrating cultural sensitivity and communicating effectively with people from different cultures can be difficult and rewarding. It is challenging, because it requires us to view behaviour in new ways, to show adaptability and flexibility, to accept different ways of accomplishing things, and to withhold judgment. Observe so as to learn and understand, rather than to make a judgment.

encourages a range of ideas, perspectives, and styles - knows there is more than one right way to do things.

Research has indicated that members of a group of people who have different experiences, backgrounds, and areas of expertise develop better solutions than a group that's similar. The person who encourages a wide range of viewpoints is more likely to spark innovation and foster creative solutions to problems.

Leadership requires identifying people's gifts, skills, and talents, and developing them for the benefit of the individual and the organization.

is aware of cultural and other differences

A person's cultural background, as well as his or her personal experiences, personality or skill, may influence their behaviour. You cannot easily know what exactly has influenced the behaviours. But showing sensitivity is important in any case.

Here are two examples of how the same behaviour can be interpreted differently in different cultures:

Example on taking initiative: Some people may hesitate to take initiative and therefore their behaviour may be misinterpreted.

- > *One cultural interpretation is that not taking initiative is a positive characteristic because it shows respect for the authority of the manager by waiting to be told what to do.*
- > *Another cultural interpretation is that not taking initiative is a negative characteristic because it shows an inability to take independent action to solve problems, indicating dependence on the manager.*

Thus, a person may not show initiative - a critical skill - because of their cultural value, not their ability to take initiative.

Example on self-praise: Some people from some cultures are reluctant to talk about their abilities or to praise themselves. This behaviour may be misinterpreted.

- > *One cultural interpretation is that this reluctance to talk about their individual abilities is a positive characteristic, indicating a desire to be a collaborative group member.*
- > *Another cultural interpretation is that this reluctance to talk about their individual abilities, is a negative characteristic. Reluctance to praise self may be perceived as indicating low self-esteem or lack of interest in advancement.*

To help someone understand RBC Financial Group's culture, explain that the knowledge of an individual's abilities is important in RBC. Tactfully and skillfully describe RBC's performance standards, which apply regardless of an employee's cultural background.

At RBC, it is important to deliver a high standard of customer service. If someone has difficulty taking initiative or making eye contact or speaking directly to a customer, coach this employee in such a way as to respect the cultural differences yet still reinforce standards. Emphasize what RBC has found as the best way to do business without devaluing someone else's traditions and experiences.

communicates
effectively with
people from
different cultures

There are three basic principles to communicating with people from different cultures:

1. *Acknowledge your biases but avoid acting on them.*
2. *Look for solutions that are culturally tactful, flexible, and meet business needs.*
3. *Interpret behaviour from a multicultural rather than an ethnocentric perspective.*

An ethnocentric viewpoint interprets behaviour unlike yours as wrong or inferior.

Ethnocentrism means that you act on a belief (which is sometimes unconscious) that your way or your culture's way is the best or only way to do things.

Strive to appreciate and understand the behaviours of people from different cultures and to regard them as possible alternatives if performance standards are still met.

acts without bias

Diversity-related biases may include a preference for slim versus heavysset persons, people who dress in a range of styles, including traditional, cultural, casual, etc. versus styles we are most familiar with, older versus younger, women versus men, one race versus another, and so forth. Often we are unaware of our biases and prejudices.

Strive to set your biases aside. The first step is to become aware of them. The next step is to stop them from negatively influencing your actions. Make decisions on objective information.

Works for Change

It takes courage and initiative to improve the workplace so people respect and learn from each other. Act before issues arise by confronting conflict, sharing information, standing up for others, and facilitating improvements in systems, policies and practices.

takes risks and
challenges the norm

Be willing to question the status quo and initiate open dialogue around "standard practices" and "accepted behaviours." Be willing to speak up and encourage independent thinking around roles, practices, policies, and norms.

Publicly challenge systems and behaviours that could get in the way of leveraging diversity. For example, if several individuals express concern that their requests for flexibility related to balancing work and life are not being met, you can either seek out the root causes of the difficulty yourself or convey the information to someone who can. While it's important to be empathetic, it is not enough to impact change. Show initiative, be proactive, and take action. This is the essence of leveraging diversity.

deals with conflict
and inappropriate
behaviour in
a timely way

Conflict can be caused by one's unwillingness to accept differences. It is important to bring conflicts out in the open and work with the person or group to address that conflict.

Some people are cautious in confronting inappropriate behaviour generally, and especially if it is related to a diversity issue. If coaching or corrective action is required, address it firmly and in a timely way.

defeats the
rumour mill

Don't let rumours start. Sometimes when a woman or a visible minority is promoted, the rumour mill suggests that the promotion was based on Employment Equity. You can defeat this rumour proactively by announcing the promotion and communicating the selected individual's qualifications.

is an ally

Being an ally means you stand up for the rights of others. If an issue focuses on Asians, we often expect the Asian(s) in the group to speak up or defend that action. Likewise, women are expected to stand up for women, and aboriginals for aboriginals. Effective change results when a Christian stands up for a Jewish person or a white person stands up for a black person, showing alliance in the process of leveraging diversity.

Leveraging diversity affects each and every one of us. Being an ally shows that you understand what diversity stands for and that you are not afraid to support someone.

is a change agent

A change agent anticipates what is needed in the work environment and takes initiative. To be a change agent, immediately implement changes over which you have control. If a change requires a decision at a higher level, take the initiative to elevate the issue. You can say, "I'll talk to others," and point out alternatives or other options. You can ask people to rethink or review the policy or practice.

Develops, Mentors, and Coaches Others

Developing others and mentoring today are more challenging because of the time constraints, organizational changes, and the wide variety of differences people bring to the workplace. Be aware of biases and assumptions you may have about developing people. Assuring that employees receive development and mentoring is critical to RBC's success.

makes development
decisions considering
employee input,
talent, and desire;
mentors others

For managers: It is incumbent upon leaders to identify skills and talents not being used and to help employees develop for the mutual benefit of the individual and organization. Don't overlook an employee simply because they haven't indicated an interest in a promotion. Get to know their talents, needs, and interests. Some will be much more aggressive about letting you know their wants and needs. Be sure everyone has an opportunity for development, not just the ones who are vocal about their needs.

Avoid making assumptions about what someone else should be doing in his or her development planning. Talk with each employee about their career goals. Making developmental decisions for another without their involvement presumes you know their needs and wants better than they do. For example, you may believe that a single parent is not able to fulfill the travel requirements of a particular position. In fact, travelling may not be an issue. Don't let your assumptions get in the way of an objective decision. Give the individual the option.

Support others in their development. Someone may express interest in a management position, but you think, "It's not a fit." Perhaps developmental coaching, understanding the expectations of the other position, and encouragement are needed instead. The individual may be willing to get additional training and education. Don't write someone off because at first they seem not to "have what it takes." There are many different ways to manage. There are success stories about people who have been given encouragement and an opportunity to perform. People can rise to the occasion and make a strong contribution.

Becoming someone's mentor can be rewarding. Sometimes we are uncomfortable mentoring someone who is different from us. We don't get to know them and lose the opportunity to learn about his or her talents and career goals. Likewise, because we feel comfortable around someone, we may learn more about their talents and career goals and overlook their deficiencies. We can easily cross the line into favouritism by way of familiarity.

For all RBC employees: Let your manager know your development needs and desires – and if you are unsure - open the dialogue for exploring options.

gives timely feedback

Most people are more comfortable giving praise or criticism to some people, and not to others. This comfort may involve class, age, gender, race, personality, or physical or mental disabilities. Sometimes women of one culture are reluctant to point out performance problems to men of another culture. Some may have difficulty giving corrective counselling to those older than themselves. Because we are often programmed to feel sympathy for someone with a disability or initially not view them as contributing members of the workforce, we may be less willing to give constructive feedback to that person. But, by failing to consult these individuals, you arbitrarily place limitations on their ability to contribute or participate.

Remember that feedback provided in a constructive and sincere manner will benefit both the employee and RBC.

**helps diverse
teams work together
effectively**

We learn from research that diverse teams are generally more productive and produce more creative and innovative solutions. However, they require more time at the beginning to learn to work with each other's differences in approach, experience, and background.

You can help a diverse group become a team by using some of the skills already discussed - especially conflict management, giving feedback and encouraging open and honest dialogue.

**empowers and
motivates others**

Treating people with respect and understanding and valuing their experience and background is empowering and motivating. People are motivated in different ways.

Don't make the assumption that because money and the possibility of promotion motivate you, they also motivate others. Some persons may be motivated by the security of their current position, by the performance of the team, or by the perfection of zero mistakes. Strive to get to know others and learn what motivates them as a way to empower others.

Alexander, Ken and Glaze, Avis
TOWARDS FREEDOM:
THE AFRICAN-CANADIAN EXPERIENCE.
Umbrella Press.

Baytos, Lawrence M.
DESIGNING AND IMPLEMENTING
SUCCESSFUL DIVERSITY PROGRAMS.
New Jersey: Prentice Hall, 1995.

Bell Hooks.
BONE BLACK
Henry Holt & Co. NY, 1996.

Blackburn-White, Margaret.
THE DIVERSITY FACTOR
Elsie Y. Cross Assoc.; W. 1996, S. 1996,
Various Issues, to order a subscription,
Tel: 201-833-0011.

Bolles, Richard Nelson.
JOB-HUNTING TIPS FOR THE
SO-CALLED HANDICAPPED, OR
PEOPLE WHO HAVE DISABILITIES.
Berkeley: Ten Speed Press, 1991.

Boyes, Shelley.
WORKPLACE DIVERSITY UPDATE:
NEWS AND RESOURCES TO MANAGE
DIVERSITY AND EQUITY FOR
STRATEGIC ADVANTAGE. (Var. Issues)
Toronto: NewsUpdate Communications Inc.,
Various issues, to order: 416-447-7638.

Brislin, Richard.
UNDERSTANDING CULTURE'S
INFLUENCE ON BEHAVIOR.
Toronto: Harcourt Brace College
Publishers, 1993.

Bussard, L.
MORE ALIKE THAN DIFFERENT.
Bellevue, WA: More Alike Than Different
Publishing, 1997. Tel: 425-562-4800.

Chang, Richard Y.
CAPITALIZING ON WORKPLACE
DIVERSITY: A PRACTICAL GUIDE
TO ORGANIZATIONAL SUCCESS
THROUGH DIVERSITY.
Richard Chang Associates, Inc., 1996.
Tel: 800-756-8096.

Cohen, Raymond D., ed.
ABILITIES: CANADA'S
LIFESTYLE MAGAZINE FOR
PEOPLE WITH DISABILITIES.
(Var. Issues), Toronto: Canadian
Abilities Foundation.

Condon, J.C.
GOOD NEIGHBORS: COMMUNICATING
WITH THE MEXICANS.
Intercultural Press Inc., 1985.
Tel: 800-370-2665, Fax: 207/846-5181.

CONSULTATION GROUP ON EMPLOY-
MENT EQUITY FOR PERSONS WITH
DISABILITIES. CASE STUDIES ON
EFFECTIVE PRACTICES IN THE
EMPLOYMENT OF PERSONS WITH
DISABILITIES/ ÉTUDES DE CAS DE
PRATIQUES EXEMPLAIRES DANS L'EM-
PLOI DE PERSONNES HANDICAPÉES.
Government of Canada, 1994.

Covey, Stephen R.
THE 7 HABITS OF HIGHLY
EFFECTIVE FAMILIES.
New York: Golden Books Publishing Co.,
Inc., 1997.

Cox, T.
CULTURAL DIVERSITY
IN ORGANIZATIONS.
San Francisco: Berrett-Koehler, 1993.

Cross, E.Y., Katz, J.H., Miller, F.A.,
and Seashore, E.W.
THE PROMISE OF DIVERSITY:
OVER 40 VOICES DISCUSS STRATEGIES
FOR ELIMINATING DISCRIMINATION
IN ORGANIZATIONS.
New York: Irwin Professional
Publishing, 1994.

Crump, F.
MGAMBO AND THE TIGERS.
Nashville, TN: Winston-Derek
Publishers, Inc 1992.

Dickson, M.B.
SUPERVISING EMPLOYEES
WITH DISABILITIES: BEYOND
ADA COMPLIANCE.
Menlo Park, CA: Crisp Publications, Inc.,
1993. Order from Rebecca Morgan, Morgan
Seminar Group, Tel: 408-998-7977.

Elgin, Suzette Haden, Ph.D.
GENDERSPEAK: MEN, WOMEN,
AND THE GENTLE ART OF VERBAL
SELF-DEFENSE
Toronto: John Wiley & Sons, Inc.

Fernandez, John P.
MANAGING A DIVERSE WORK FORCE:
REGAINING THE COMPETITIVE EDGE.
Toronto: D.C. Heath & Company, 1991.

Friedan, Betty.
THE FOUNTAIN OF AGE.
New York: Simon & Schuster, 1993.

Gardenswartz, L. and Rowe, A.
MANAGING DIVERSITY: A
COMPLETE DESK REFERENCE
AND PLANNING GUIDE.

Gardenswartz, Lee and Anita Rowe.
DIVERSE TEAMS AT WORK:
CAPITALIZING ON THE POWER
OF DIVERSITY.
Chicago: Irwin Professional
Publishing, 1994.

Garner, J.F.
POLITICALLY CORRECT BEDTIME
STORIES: MODERN TALES FOR
OUR LIFE AND TIMES.
New York: Macmillan Publishing
Company, 1994.

Garner, J.F.
POLITICALLY CORRECT
HOLIDAY STORIES.
New York: Macmillan, 1995.

Gentile, Mary C.
MANAGERIAL EXCELLENCE
THROUGH DIVERSITY.
Richard D. Irwin, 1996.

Gil Deane Group.
THE CULTURAL DIVERSITY AT WORK:
PREPARING YOU FOR MANAGING,
TRAINING AND CONDUCTING
BUSINESS IN THE GLOBAL AGE
Vol. 5 1993 (#6), Vol. 6 1994(#1,4),
Vol. 8 1996 (#5). Tel: 206-362-0336.

Harris, Anthony W. and Selma G. Myers.
TOOLS FOR VALUING DIVERSITY:
A PRACTICAL GUIDE TO
TECHNIQUES FOR CAPITALIZING
ON TEAM DIVERSITY.
Richard Chang Associates, Inc., 1996.
Tel: 800-756-8096.

Hateley, B and Schmidt, W.H.
A PEACOCK IN THE LAND OF
PENGUINS: A TALE OF DIVERSITY
AND DISCOVERY.
San Francisco: Berrett-Koehler
Publishers, Inc., 1995.

Hayles, Robert, & Russell, Armida Mendez.
THE DIVERSITY DIRECTIVE: WHY
SOME INITIATIVES FAIL & WHAT
TO DO ABOUT IT.
McGraw Hill Co. Inc. 1997.

Hooks, B.
KILLING RAGE: ENDING RACISM.
New York: Henry Holt and
Company, Inc., 1995.

<p>Hubbard, Edward E. MEASURING DIVERSITY RESULTS. (Vol. 1) Global Insights Pub. Tel: 707-763-8380.</p> <p>Jackson, Susan E. & Assoc. DIVERSITY IN THE WORKPLACE. Guilford Press, NY, 1992.</p> <p>James, Carl E. PERSPECTIVES ON RACISM AND THE HUMAN SERVICES SECTOR: A CASE FOR CHANGE. U. of Toronto Press Inc., 1996.</p> <p>Jamieson, D. and O'Mara, J. MANAGING WORKFORCE 2000: GAINING THE DIVERSITY ADVANTAGE. San Francisco: Jossey-Bass, 1991. Or 510-582-7744 for RBC discount.</p> <p>Kuga, Lillian A. COMMUNICATING IN A DIVERSE WORKPLACE: A PRACTICAL GUIDE TO SUCCESSFUL WORKPLACE COMMUNICATION TECHNIQUES. Richard Chang Associates, Inc., 1996. Tel: 800-756-8096</p> <p>Kuusisto, Stephen. PLANET OF THE BLIND. Bantam Doubleday, Dell Publishing Group, Inc., 1998.</p> <p>Jackson, Susan E. & Assoc. DIVERSITY IN THE WORKPLACE. Guilford Press, NY, 1992.</p> <p>Lebo, Fran. MASTERING THE DIVERSITY CHALLENGE: EASY ON-THE-JOB APPLICATIONS FOR MEASURABLE RESULTS. St. Lucie Press, Delray Beach, FL, 1996.</p> <p>Lip, E. FENG SHUI FOR BUSINESS. Singapore: Heian International Inc., 1989.</p> <p>Loden, M. IMPLEMENTING DIVERSITY. Chicago: Irwin Professional Publishing, 1996.</p> <p>Lucas, J.H. and Kaplan, M.G. UNLOCKING THE CORPORATE CLOSET Training & Development Journal January 1994, pp 35-38.</p> <p>Mathias, B and French M. 40 WAYS TO RAISE A NONRACIST CHILD. New York: HarperCollins Publishers, Inc., 1996.</p>	<p>Mayer, J. and Abramson, J. STRANGE JUSTICE: THE SELLING OF CLARENCE THOMAS. New York: Houghton Mifflin Company, 1994.</p> <p>McDonald, Neil, Ph.D. and Ginny Hasselfield, Ph.D., eds. THE MCDONALD SERIES: MANAGING DIVERSITY. Winnipeg: Cross Cultural Communications International, Inc., 1995. Tel: 800-665-4854 (or order Books for Business Tel: 416-362-7822).</p> <p>McDonald, Neil, Ph.D. and Ginny Hasselfield, Ph.D., eds. THE MCDONALD SERIES: THE MCDONALD GUIDE TO RACISM, SEXISM AND HOMOPHOBISM: MANAGING HARASSMENT IN THE WORKPLACE, A GUIDE FOR THOSE WHO WISH TO RESPOND EFFECTIVELY TO HARASSMENT. Winnipeg: Cross Cultural Communications International, Inc., 1992. Tel: 800-665-4854 (or order Books for Business Tel: 416-362-7822).</p> <p>McNaught, B. GAY ISSUES IN THE WORKPLACE New York: St. Martin's Press, 1993.</p> <p>Mikalachki, Alexander et al. GENDER ISSUES IN MANAGEMENT: CONTEMPORARY CASES. Toronto: McGraw-Hill Ryerson Limited, 1992.</p> <p>MMHA The Managers' Mentors, Inc. CAREER PLANNING WORKBOOK: A GUIDE TO INDIVIDUAL DEVELOPMENT. The Managers' Mentors, Inc. Tel: 510-531-9453.</p> <p>Morrison, Toni; Noonan, Peggy; Fukuama, Francis; Kuttner, Robert; Chavez, Linda; Glazer, Nathan. ARGUING IMMIGRATION: ARE NEW IMMIGRANTS A WEALTH OF DIVERSITY...OR A CRUSHING BURDEN. Touchstone (Simon & Schuster Inc.), 1994.</p> <p>Murray, Margo with Marna A. Owen. BEYOND THE MYTHS AND MAGIC OF MENTORING: HOW TO FACILITATE AN EFFECTIVE MENTORING PROGRAM. San Francisco: Jossey-Bass Publishers, 1991.</p>	<p>Myers, Selma G. TEAM BUILDING FOR DIVERSE WORK GROUPS: A PRACTICAL GUIDE TO GAINING AND SUSTAINING PERFORMANCE IN DIVERSE TEAMS. Richard Chang Associates, Inc., 1996. Tel: 800-756-8096.</p> <p>NATIVE PEOPLES: THE ARTS & LIFEWAYS. For subscription information, Tel: 888-262-8483.</p> <p>Newman, L. HEATHER HAS TWO MOMMIES. Boston: Alyson Wonderland, 1989.</p> <p>NEXT STEP: THE INTERNATIONAL DIVERSITY GUIDE. For subscription information, Tel: 215-387-2387.</p> <p>Olmsted, B. and Smith, S. MANAGING IN A FLEXIBLE WORKPLACE. New York: AMACOM, a division of American Management Association, 1997.</p> <p>Dr. Phebe-Jane Poole. DIVERSITY: A BUSINESS ADVANTAGE. Poole Publishing Co., Ajax.</p> <p>Pierce, Carol, et al. A MALE/FEMALE CONTINUUM: PATHS TO COLLEAGUESHIP. Expanded Edition, New Hampshire: New Dynamics Publications, 1988. Tel: 603-434-7026.</p> <p>Pierce and Wishik. SEXUAL ORIENTATION & IDENTITY: HETEROSEXUAL, LESBIAN, GAY AND BISEXUAL JOURNEYS. New Hampshire: New Dynamics Publications, 1995.</p> <p>Pollar, O. and Gonzalez, R. DYNAMICS OF DIVERSITY. Menlo Park, CA: Crisp Publications, 1994. Order from Rebecca Morgan, Morgan Seminar Group, Tel: 408-998-7977</p>
--	---	--

Powers, B. and Ellis, A.
A MANAGER'S GUIDE TO SEXUAL ORIENTATION IN THE WORKPLACE.
New York: Routledge, 1995.

Reeve, Christopher
STILL ME.
Random House, New York, 1998.

Reitz, Jeffrey G. and Raymond Breton.
THE ILLUSION OF DIFFERENCE:
REALITIES OF ETHNICITY IN CANADA AND THE UNITED STATES.
Toronto: Hignell Printing Limited, 1994.

Rosener, J.B.
AMERICA'S COMPETITIVE SECRET:
UTILIZING WOMEN AS A
MANAGEMENT STRATEGY.
New York: Oxford University Press, 1995.

Rude, Heather, ed.
ABOUT FACES: CANADA'S
MULTICULTURAL MAGAZINE.
Regina: Multicultural Council of
Saskatchewan, Tel: 306-721-2769.

Schoenfelder, L. and Wieser, B. Eds.
SHADOW ON A TIGHTROPE:
WRITINGS BY WOMEN ON
FAT OPPRESSION.
Aunt Lute Book Company,
San Francisco, 1983.

Schwartz, Felice N.
BREAKING WITH TRADITION: WOMEN
AND WORK, THE NEW FACTS OF LIFE.
New York: Warner Books Inc., 1992.

Shea, Gordon F.
MENTORING: HELPING EMPLOYEES
REACH THEIR FULL POTENTIAL.
AMA Management Briefing
Tel: 800-262-9699.

Shea, G.F.
MANAGING OLDER WORKERS:
OVERCOMING MYTHS AND
STEREOTYPES.
Menlo Park, CA Crisp Publications, Inc.,
1994. Order from Rebecca Morgan, Morgan
Seminar Group, Tel: 408-988-7977.

Simons, G. and Weissman, G.D.
MEN AND WOMEN: PARTNERS AT WORK.
Los Altos, CA: Crisp Publications, Inc., 1990.
Order from Rebecca Morgan, Morgan
Seminar Group, Tel: 408-998-7977.

Simons, G.F., Abramms, B., Hopkins, L.A.,
and Johnson, D.J.
CULTURAL DIVERSITY FIELDBOOK:
FRESH VISIONS & BREAKTHROUGH
STRATEGIES FOR REVITALIZING
THE WORKPLACE.
Princeton, NJ: Peterson's/Pacesetter
Books, 1996.

Simons, George F.; Bob Abramms &
L. Ann, J. Johnson.
CULTURAL DIVERSITY: FRESH VISIONS
& BREAKTHROUGH STRATEGIES FOR
REVITALIZING THE WORKPLACE.
Pacesetter Books, 1996.

Simons, George F. and
G. Deborah Weissman.
MEN AND WOMEN: PARTNERS
AT WORK, A TEN-STEP PROGRAM
FOR SUCCESS.
California: Crisp Publications, Inc., 1990.
Tel: 408-998-7977

Singer, Bennett L., Ed.
GROWING UP GAY:
A LITERARY ANTHOLOGY.
New York: The New Press, 1993.

Stewart, Edward C. and Milton J. Bennett.
AMERICAN CULTURAL PATTERNS:
A CROSS-CULTURAL PERSPECTIVE.
Revised Edition Yarmouth: Intercultural
Press, 1991.

Storti, Craig
CROSS-CULTURAL DIALOGUES:
74 BRIEF ENCOUNTERS WITH
CULTURAL DIFFERENCE.
Maine: Intercultural Press, Inc., 1994.
Tel: 207-846-5168.

Tannen, Deborah, Ph.D.
YOU JUST DON'T UNDERSTAND:
WOMEN AND MEN IN CONVERSATION.
New York: William Morrow and
Company, Inc., 1990.

Tannen, D., Ph.D.
TALKING FROM 9 TO 5: HOW
WOMEN'S AND MEN'S CONVERSATIONAL
STYLES AFFECT WHO GETS HEARD,
WHO GETS CREDIT, AND WHAT GETS
DONE AT WORK.
New York: William Morrow and
Company, 1994.

Thiederman, S.
BRIDGING CULTURAL BARRIERS
FOR CORPORATE SUCCESS: HOW
TO MANAGE THE MULTICULTURAL
WORK FORCE.
Lexington, MA: D.C. Heath and
Company, 1991.

Thiederman, Sondra.
PROFITING IN AMERICA'S
MULTICULTURAL MARKETPLACE.
Lexington Books, NY.

Thomas, R. Roosevelt Jr.
DIFFERENCES DO MAKE A DIFFERENCE.
New York: American Management
Association, 1991.

Thomas, R. Roosevelt Jr.
REDEFINING DIVERSITY.
New York: American Management
Association, 1996.

Thomas, R. Roosevelt Jr.
BEYOND RACE AND GENDER:
UNLEASHING THE POWER OF
YOUR TOTAL WORK FORCE BY
MANAGING DIVERSITY.
American Institute for Management, 1992.

Trompenaars, Fons.
RIDING THE WAVES OF CULTURE:
UNDERSTANDING DIVERSITY IN
GLOBAL BUSINESS.
New York: Irwin Professional
Publishing, 1994.

WE: A LIFESTYLE MAGAZINE FOR
PEOPLE WITH DISABILITIES.
For subscription information,
Tel: 1-800-WEMAG26.

Weiss, A.
REJOICING IN DIVERSITY:
A HANDBOOK FOR MANAGERS
ON HOW TO ACCEPT AND EMBRACE
DIVERSITY FOR ITS INTRINSIC
CONTRIBUTION TO THE WORKPLACE.
East Greenwich, RI: Las Brisas Research
Press, 1994. To order, call 800-766-7935 or
fax 401-884-5068.

West, C.
RACE MATTERS.
New York: Vintage Books, 1993.

Wicks, B. and Demirjian, A.
BEN WICKS ON HARASSMENT.
Ottawa, Ontario: Consulting and
Audit Canada, 1994.

Winfield, Liz and Susan Spielman.
STRAIGHT TALK ABOUT GAYS
IN THE WORKPLACE: CREATING
AN INCLUSIVE, PRODUCTIVE
ENVIRONMENT FOR EVERYONE
IN YOUR ORGANIZATION.
Toronto, AMACOM American
Management Association, 1995.

Zuckerman, Simons.
SEXUAL ORIENTATION IN THE
WORKPLACE: GAY MEN, LESBIANS,
BISEXUALS & HETEROSEXUALS
WORKING TOGETHER.
International Partner's Press, 1994.

Diversity for growth and innovation

We grow as individuals and as an organization by respecting and leveraging our similarities and differences. Drawing upon the resources of our businesses, geographies, markets and people, we generate ideas and solutions that break new ground.

