



NNAHRA
NATIONAL NATIVE AMERICAN HUMAN RESOURCES ASSOCIATION

27th Annual Conference

Gila River Resorts & Casinos
September 25-27, 2023

Valuing Differences

NNAHRA National Conference

9.25.23

Purpose & Performance
GROUP



Luke
Freeman

Purpose

I invite leaders & teams into what's next

Commitments

Courage • Adventure • Learning • Design

Context & Lenses

Partner & Father

Grandson & Son of Teachers

15 Years of Experiential & Adventure Education

- Leadership Development
- Ecology & Biology
- Community Development

Master's Degree in Organizational Dynamics

Business Owner & Consultant

Today's Goal

Maximize students' cognitive and moral/emotional potential by creating experiences to facilitate growth



Purpose & Performance
Group builds thriving
communities by activating
shared purpose.

Objectives

Identify benefits of diverse teams

Identify the impact of difference on performance

Identify leadership approaches to amplify minority perspectives on a team

✓ DC: Implementor

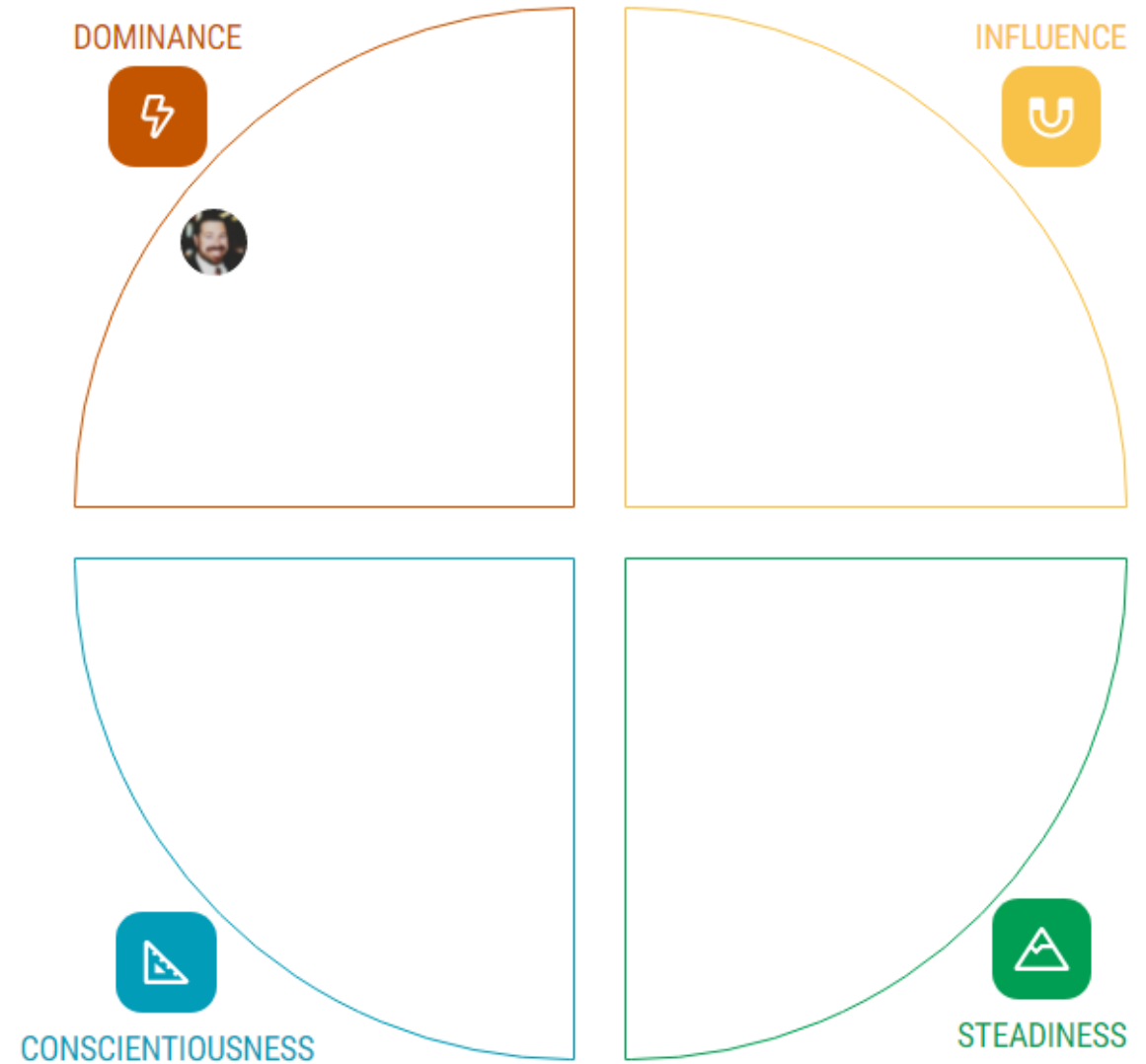
Sensitive, quick reacting, has creative ability. Investigator of facts, pursues all possible solutions, perfectionist. Brings foresight to projects. Indecisive, works in spurts, challenged to maintain sustained, positive action. Prefers solitary work in a technical realm, with ample time and opportunity to assure perfection.

⚡ Dominance 95

U Influence 35

△ Steadiness 6

▵ Conscientiousness 53



TEAM DISC ?

> ID: Persuader

⚡ Dominance 63

U Influence 65

△ Steadiness 39

▴ Conscientiousness 43



Discussion

Share in groups of 3 or 4

Introduce yourself

Share a time your performance increased because of feedback from a teammate with a different perspective or approach

Share a time you saw a team member(s) improve their performance because they built a relationship with someone with a different perspective or approach

Share a “superpower” you bring to teams

Differences Defined

TYPES OF INDIVIDUAL DIFFERENCES

- Physical
- Intelligence
- Attitudes
- Achievement
- Motor Ability
- Gender
- Ethnicity
- Nationality
- Economic Status
- Interests
- Emotion
- Personality

CAUSES OF INDIVIDUAL DIFFERENCES

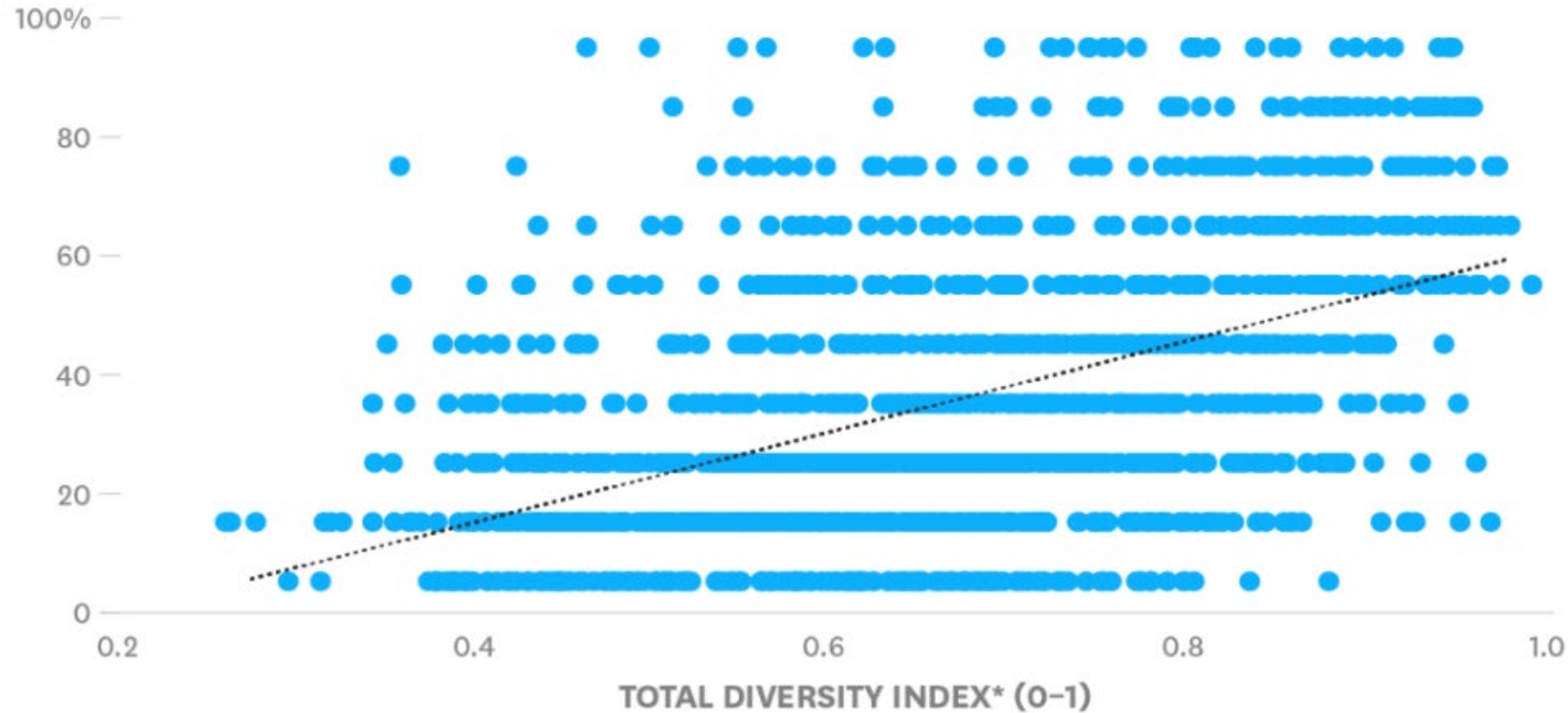
- Heredity
- Environment
- Influence of caste, ethnicity, nationality
- Gender differences
- Age
- Temperament
- Economic status
- Education

Ackerman, Cognitive Ability and Non-Ability Trait Determinants, Educational Researcher

Value of Differences

Companies with Above-Average Diversity Also Have Higher Innovation Revenues

SHARE OF INNOVATION REVENUES FROM PRODUCTS LESS THAN THREE YEARS OLD



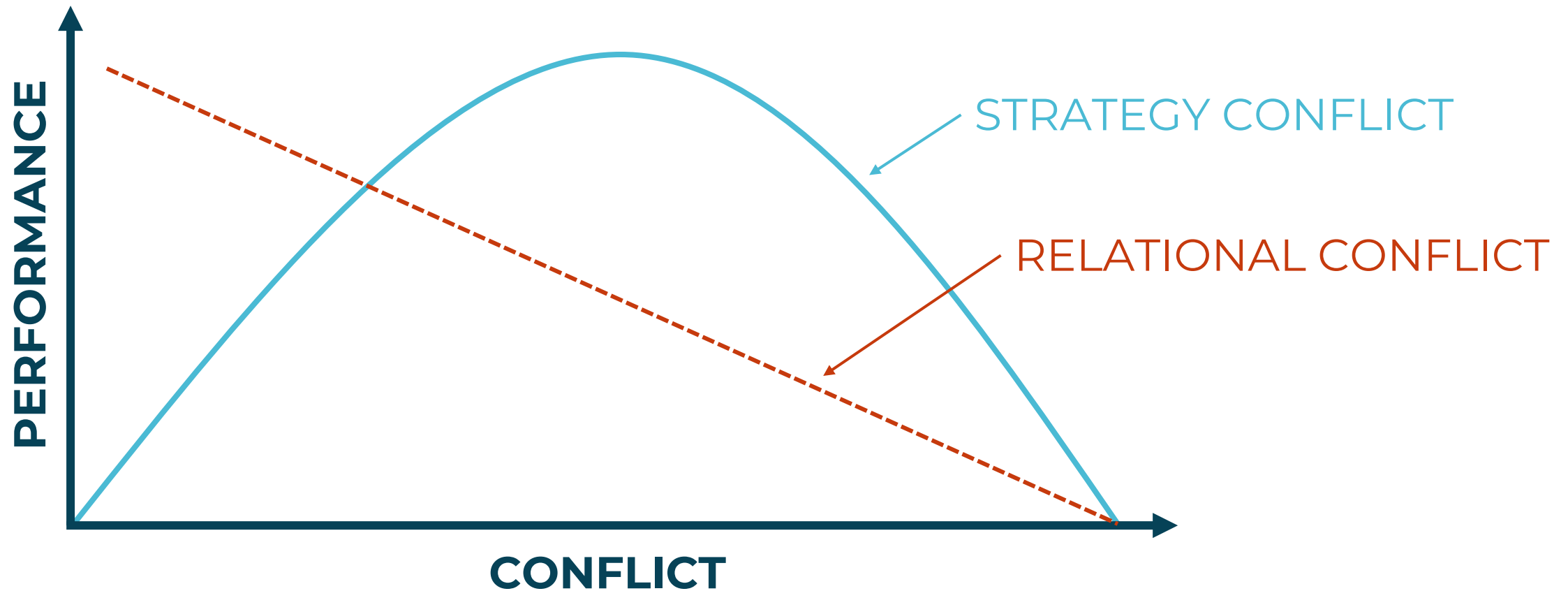
Lorenzo & Reeves, How and Where Diversity Drives Financial Performance, Harvard Business Review - January 2018

Value of Differences

Study of Every Venture Capital Organization and Investor in the US, 1990-2018

- The success rate of acquisitions and IPOs was **11.5%** lower, on average, for investments by partners with shared school backgrounds vs diverse school backgrounds
- The success rate of acquisitions and IPOs was **26.4%** lower, on average, for investments by partners with shared ethnicity vs diverse ethnicity

Conflict & Performance



Downes, et al, To Collaborate or Not? The Moderating Effects of Team Conflict on Performance-Prove Goal Orientation, Collaboration, and Team Performance, The Journal of Occupational and Organizational Psychology, September 2021

Self Assessment & Discussion

Leadership Tactics for Valuing Differences

Accept that you have biases

Do the work of being curious; respond rather than react

Reconsider your role: Savior vs Facilitator

Create the largest in-group possible by hacking psychology

Amplify minority perspectives to build performance

Valuing Differences as a Leader

Demonstrate Curiosity

- Take the time to “humanize” yourself and team members

Explore Differences

- Personality quizzes, etc.
- Superpowers activity, Weekly deep dive introductions, etc.

Be Explicit about the Links Between Diversity and Performance

- Challenge cliques
- Coach high performers to go further by mining for diverse perspectives
- Amplify and translate minority perspectives to the majority

Create Shared Purpose

- Facilitate goal setting
- Facilitate guideline development

Questions & Discussion

Resources

Podcast Episode, Valuing Differences: <https://www.purposeandperformancegroup.com/magic-in-the-room-57>

Podcast Episode, A Party Where Everyone Belongs: <https://www.purposeandperformancegroup.com/magic-in-the-room-86>

Article: <https://www.purposeandperformancegroup.com/valuing-differences>

Competency 14: “Values Differences” in the [Korn Ferry Leadership Architect FYI®](#) for your improvement.

Article: [In-Groups, Out-Groups, and the Psychology of Crowds](#)

Article: [Getting Over Your Fear of Talking About Diversity](#)

Video: [Neuroscience of in-group bias](#)

Listen to our Podcast

Available on Apple Podcasts & Spotify



Find us on Facebook

facebook.com/purposeelevatesperformance



Find us on LinkedIn

linkedin.com/company/purpose-and-performance-group



Follow us on Twitter

[@purposeelevates](https://twitter.com/purposeelevates)

Appendix

NNAHRA National Conference

9.25.23

Purpose & Performance
GROUP



Valuing Differences

Unskilled

- Not effective with groups much different from themselves
- May be uncomfortable with those unlike themselves
- May act inappropriately with those different from themselves
- Defends turf from outsiders
- Avoids conflict and ambiguity of differing views and agendas
- Doesn't see the performance enhancing value of differences
- Treats everybody the same without regard to differences
- Narrow and ethnocentric; believes their group to be superior
- Carries negative and demeaning stereotypes they have trouble discarding

Skilled

- Relates to all kinds and classes of people equitably
- Deals effectively with all thinking styles, races, nationalities, cultures, disabilities, ages, and genders
- Recruits a variety of people to their project
- Supports fair and equal treatment and opportunity for all

Tactics for Valuing Differences

Accept that you have biases: Your perspectives, beliefs, and assumptions are unique, and they might limit your awareness and performance. Admitting that you have unconscious assumptions sets the stage for curiosity and exploration.

Explore the differences: When we explore the differences in thinking styles, religion, race & ethnicity, gender, sexual identity, and geography that are inherent in those around us, we can learn valuable information that helps us become more aware and enables our teams to perform better.

Do the work of being curious: Unlock your potential contribution by remaining curious when you encounter differences in views and opinions. Rather than thinking or saying, “that’s stupid,” say “help me understand” – begin to learn and take on the perspective of those around you.

Reconsider your role: Become a leader and facilitator. Instead of viewing yourself as the “savior” who has the right answer that others need, view yourself as the “facilitator” to help emerge the right decisions and the best knowledge from the group.

Create the largest in-group possible: In-groups are people who are like us. Out-groups are people who are less like us. We subconsciously assign others to in-groups or out-groups based on various factors we consider to be similar to us in some way. To create the largest in-group possible, build a shared purpose – the more clear, compelling and inclusive that purpose is, the more likely people are to see themselves as co-members of an important in-group, rather than members of different out-groups who only share transactional relationships.

Amplify different perspectives: Seek out the voices that are not as strong on the team. Amplify those voices by inviting and encouraging them to share their perspectives. This is not “treating everyone the same” – it is more akin to “giving special honor to those considered the least among you”. We are all different, and the voices that differ deserve to be heard. More importantly, those differences are what makes the team stronger.