

## HOW TO WORK WITH & LEAD PEOPLE NOT LIKE YOU

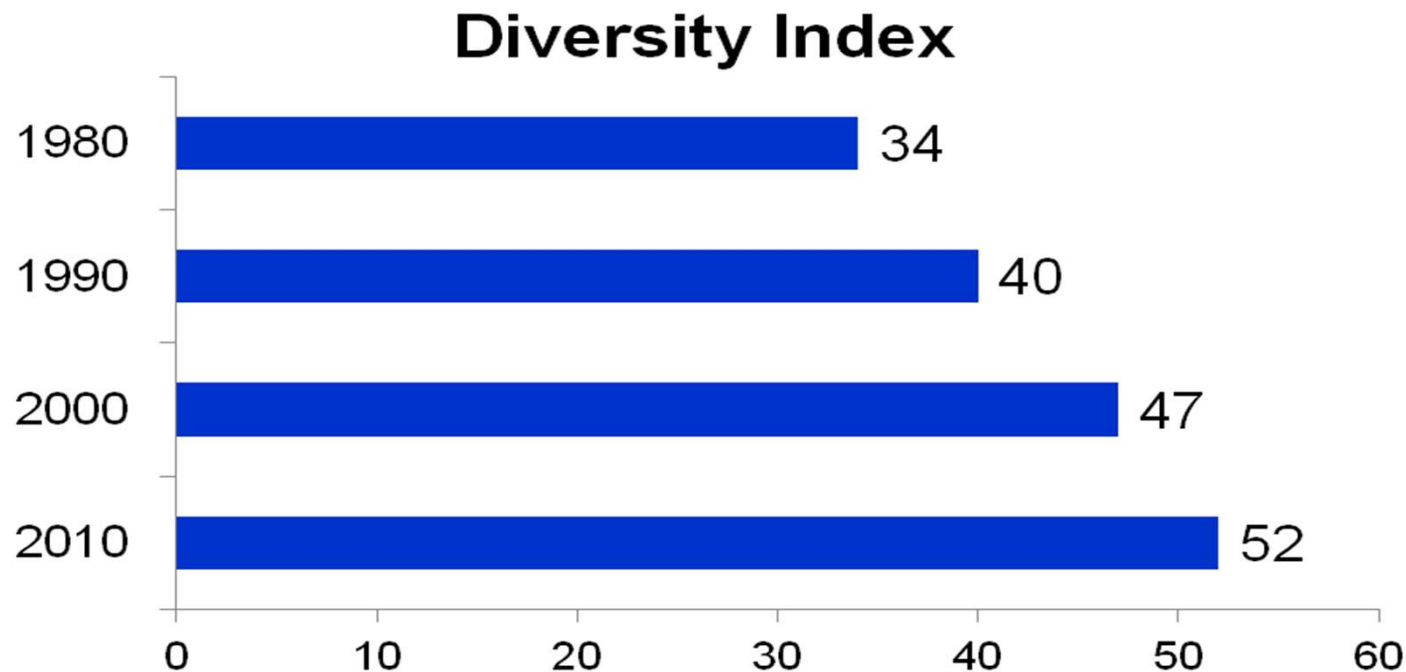


1 in 3 in the U.S. is Not White



# CLEAR TREND: THE CENSUS DIVERSITY INDEX

The probability that two people chosen at random would be of a different race and ethnicity on a 0-100 scale. The scale ranges from 0 (no diversity) to 100



As of July 2017:

**64**

# ARIZONA'S DIVERSITY INDEX

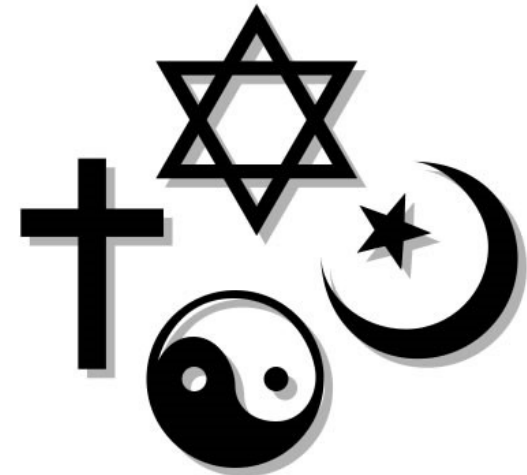
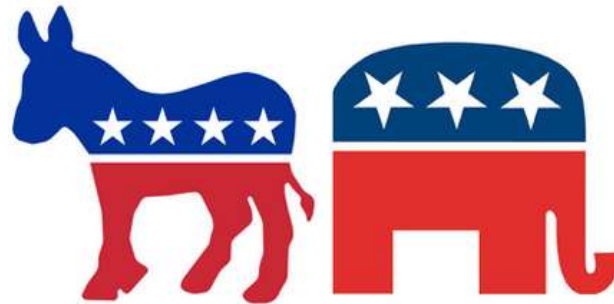


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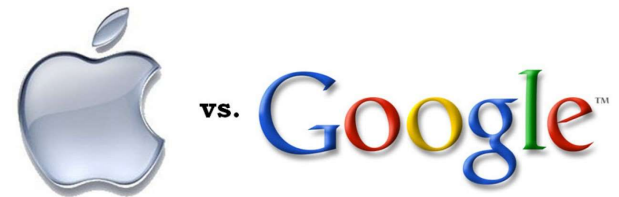
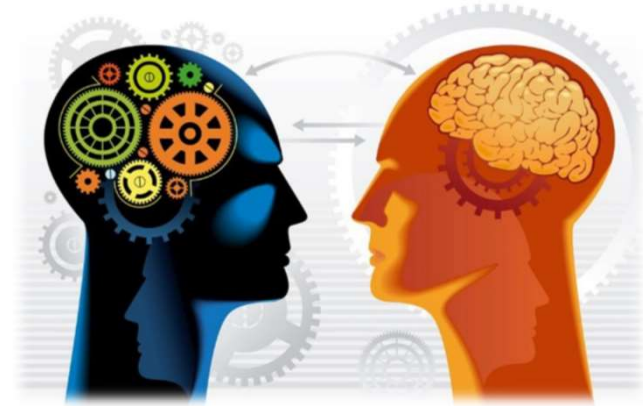
# NOT JUST RACIAL & ETHNIC DIVERSITY...

- Politically
- Socially
- Fiscally
- Religiously



# Diversity Comes in Many Forms

- Introverts vs. Extroverts
- Creative vs. Analytic Thinking
- Morning People vs. Night Owls
- Small business owner vs. large corporate execs
- Regional differences: North / South or East Coast / West Coast
- Communication styles: face-to-face or email/texting only
- Apple people vs. Google people



COMPANIES GET REAL.

AND MORE BRAVE....

# People Want to See “The Real Real”





# Companies Adapt... and Realize “Real” Drives Business

40% of people 18-35  
have **four or more** tattoos



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Philly's most advanced  
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  **East River Bank**

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**BANK LOCAL**

Philly's most  
advanced  
neighborhood  
bank:



 **East River Bank**

Betty Cassel  
Owner, Scout Salvage & Vintage Restor

**EAST FALLS | ROXBOROUGH | OLD CITY**

# Cover Girl Embraces Diverse Beauty

- Cover Girl makeup now features Muslim model
- And the first “Cover Boy”



DOVE:  
REAL  
WOMEN,  
REAL BEAUTY





# CVS Bans Photoshopping in its Beauty Products Ads





## Brawny Salutes Strong Women





THE NEW GERBER BABY IS REAL...and IRRESISTABLE



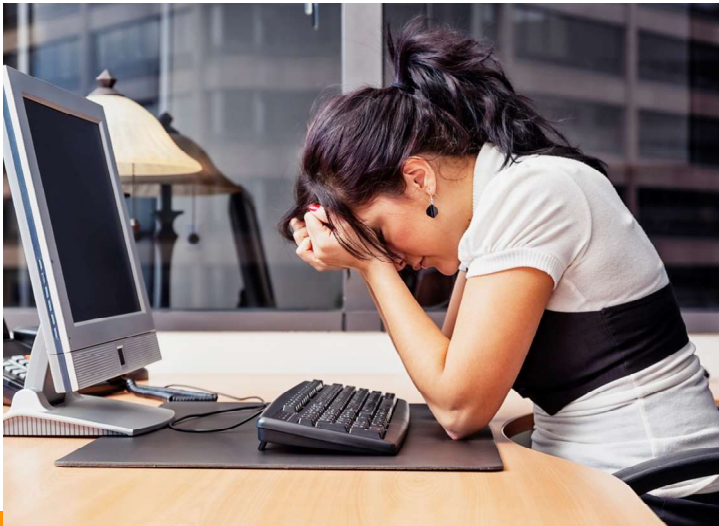
# Target Ads Feature Kids with Down Syndrome



# OUR DIFFERENCES CAN CREATE FRICTION








DIFFERENT CAN BE  
UNCOMFORTABLE

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IN BUSINESS, IT'S NOT OK TO ADMIT THAT

**nope.**

A solid orange horizontal bar spanning the width of the slide, located at the bottom.



## IT'S TOO RISKY...

- Your job may be at risk
- You're not on the “diversity bandwagon”
- You could be branded with a label

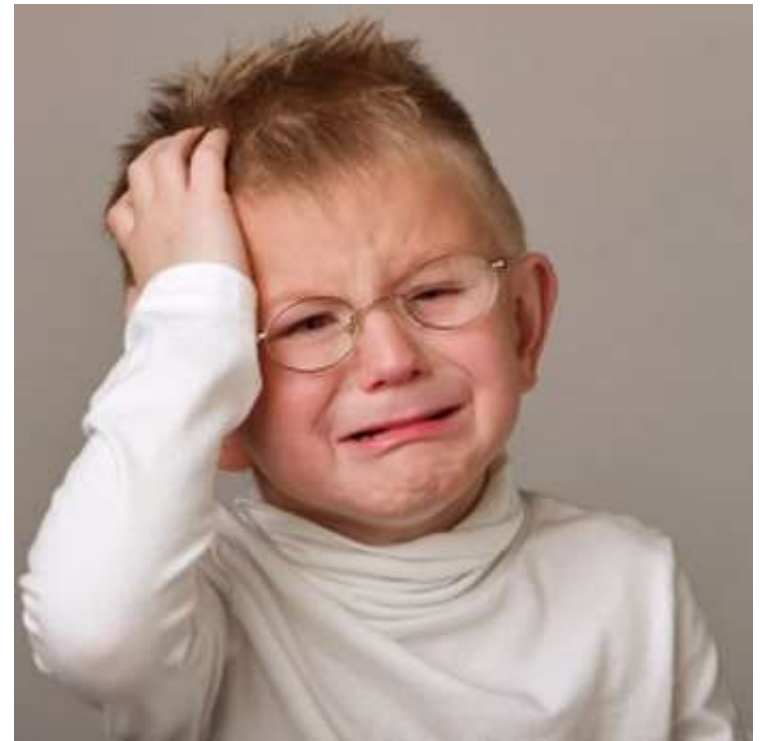
So you keep quiet

But you're *struggling*



# IF YOU'RE STRUGGLING, YOU'RE *NORMAL*

- You're not a bad person
- You're not alone
- Your discomfort is *normal*



WHY IS WORKING WITH  
“PEOPLE NOT LIKE US”  
IMPORTANT?

# YOU COULD MISS SOMETHING BIG

- Bethany Frankel approached every major liquor company with her idea
- *All turned her down*
- 2 years later, Beam bought her brand for ***\$100 million***









## “OUTSIDERS” MADE THE TEAM BETTER

- Adding the “outsider” more than doubled the teams’ chances of getting the correct answer
- from 29% to 60%!
- But paradoxically, the diverse teams reported that their interactions were less effective than those where everyone was from the same house

WORKING WITH DIVERSE TEAM  
MEMBERS FELT HARDER,

*but produced a better outcome*

A solid orange horizontal bar spanning the width of the slide, located at the bottom.

*“There’s No Place Like Home”*



# 10 Key Ways to Work with People Not Like You





# #1: Break the Ice

- Meet & Greet



- *“I’m Kelly from Marketing.  
I know we’ve both worked here for awhile and  
I’ve seen you around, but I don’t know you.*

***Tell me about yourself.”***

# Breaking the Ice with Your Diverse Team

- Ask team to share something about themselves



- Where do you call home?
- A perfect Saturday would be...
- What's one thing you're grateful for this week?
- What's something interesting you're doing now?

# Marc from Accounting



## #2: Find Common Ground

- You like the Cubs? Me too!
- That's a cool necklace. My mom makes jewelry – where do you find your pieces?
- I hear you like fly fishing. Is it hard to learn?
- I wonder if they'll ever fix the heat in this building – are you as cold as I am?
- *Expect it to feel a little awkward*





## #3: Build Trust

- Two kinds of trust
- Common trust:
  - granted to others automatically



# VULNERABILITY TRUST

- Breaks down walls
- Must be cultivated
- Must be reciprocated



# Key Steps to Build Vulnerability Trust

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- Go First
- Talk straight. Be honest. Even when it's hard.
- Use simple language



## TOYOTA CREATED MUTUAL STRATEGY WITH THEIR DEALERS

- Trucks are top sellers and high gross profit vehicles
- Toyota needed truck volume



- Dealer meetings

***“We can’t hit our sales numbers unless we hit our truck numbers”***



# Toyota Kept it Simple...

- They asked:
  - *“What do you need from us to help you sell more trucks?”*
- Dealers answered:
  - More product training
  - More inventory on popularly equipped vehicles
  - Enhanced advertising/marketing funds
  - Salesperson incentives
  - Special promotions



## #4: Understand that Our Differences are Real

- Scott – retail executive
- Sally's Beauty Supply



## What Scott Did...

*“Talk to me. Tell me what’s going on and how I can help.”*

- Dialogue *(talk to me)*
- Barriers *(what’s going on?)*
- Solutions *(how can I help?)*

# WORKING WITH WOMEN

Value expansive choices, seeing all options





# WORKING WITH MEN

- Want choices simplified
- The “magic number” is 3

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FX-FORMAT

<p><b>D610</b></p> <p>24.3 MP   1080p   FX   1080p</p>	<p><b>NEW D750</b></p> <p>24.3 MP   1080p   FX   1080p</p>	<p><b>D810</b></p> <p>36.3 MP   1080p   FX   1080p</p>
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<p><b>\$80</b> GET</p> <p>by mail-in rebate via American Express Reward Card when you buy 4 Hankook RoadHandler tires with a qualifying Sears card.</p> <p><b>HANKOOK</b> ROADHANDLER THE ROAD IS YOURS™</p>	<p><b>\$70</b> GET</p> <p>Sears Award Card when you buy 4 Michelin tires.</p> <p><b>MICHELIN</b></p>	<p><b>\$50</b> GET</p> <p>Sears Award Card when you buy 4 BFGoodrich tires.</p> <p><b>BFGoodrich</b></p>
<p>SAVE <b>\$100</b> with service purchase of \$400 or more #40104</p>		
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<p>• Brake service • Tire installation • Alignments • Fluid services • Steering &amp; Suspension services • Shocks &amp; Struts</p>		



#5:  
GIVE PEOPLE WHAT THEY  
WANT

# MACY'S PRODUCTS DIFFER BY REGION

## SALT LAKE CITY



## ATLANTA



## SEATTLE



# BURGER KING ADJUSTS ITS MENU

NEW YORK CITY



BIRMINGHAM





# RELATIONSHIPS BEAT TRANSACTIONS

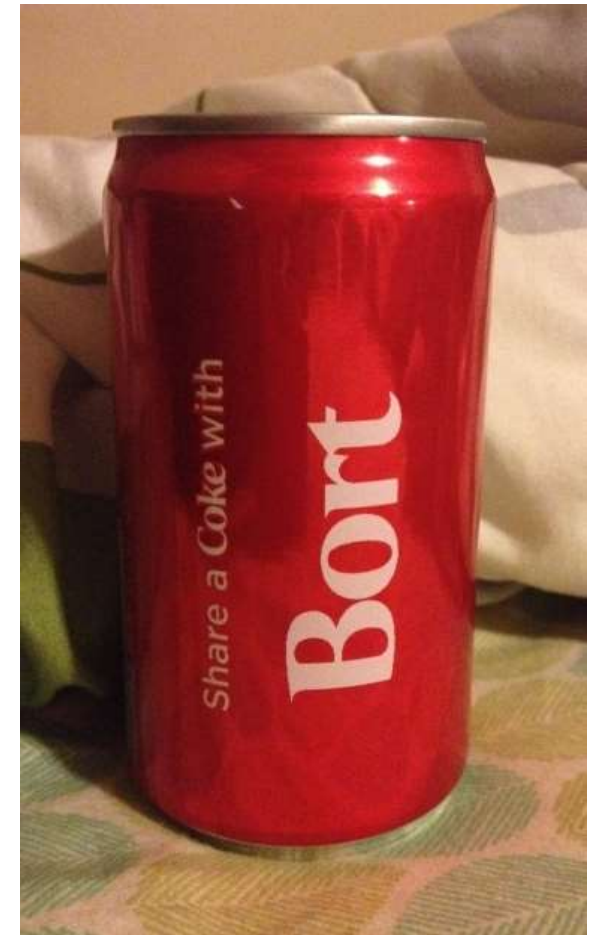


# MASS IS OUT, CUSTOMIZATION IS IN





# CUSTOMIZATION LIFTS BUSINESS & IGNITES PASSION



What's your name?




Alejandro  
ALEJANDRO





# No One Reads Anymore – We Skim...

 To...   
Cc...   
Subject:


You guys crack me up. I was in stitches. That squirting flower bit never gets old. Also, thanks for those notes on clowning around. I'm going to use them in the course. There's a lot of really good stuff in there. Of course I'll have to let those clowns in legal vet the content to make sure it's compliant, but it looks good to me.

I also think that it might be a good idea to pull together some notes for the meeting we have coming up. You never know what's going to happen and we're going to talk about injuries. I think it's good to have the injury reports to look at. I think we'll probably want to look at all of the injuries for the past fiscal year rather than pull a whole bunch of other stuff. No need to confuse things with a bunch of extra information. You know how I feel about that. Too much noise is distracting. Keep in mind that the rodeo's in town so a lot of those clowns in HR are not going to be around. You will want to contact them before they leave otherwise they won't have any time for you. As you know, we have two main sources of injuries. Those are clowns tripping and falling over their big shoes and those out of shape rodeo clowns who can't escape the bull horns and end up getting gored. We don't really need the rest. Let me know if you need anything.

Randy "Chuckles" Smith

PS. I'm gone all next week. I might have access to email but I might not. And even if I do, I probably won't have time to check it. I will check my voicemails, though because I can do that from my cell phone. Feel free to leave a message if you think it's important. If I can, I'll try to check the voicemail every morning right after I eat breakfast and go on my 10 mile run. Did I tell you that I'm doing a marathon? If not, I'll tell you more about it when I get back.

*Before*

 To...   
Cc...   
Subject:

Thanks for those notes on clowning around. I can use them for the course.

**Action**

- See the note below for information that you need to collect for the meeting on 10/20

**Background**

- We're building a course on preventing clown injuries
- Pull reports for all injuries this fiscal year
- Don't wait until the last minute, the rodeo's in town and many of your subject matter experts will be busy
- Separate falling injuries from any bull gorings

**Close**

- Thanks for your help with the project
- I'm gone next week, but if you have questions, leave a voice mail. I'll check each AM.
- See you at the 10/20 meeting.

Randy "Chuckles" Smith  
555-192-0011

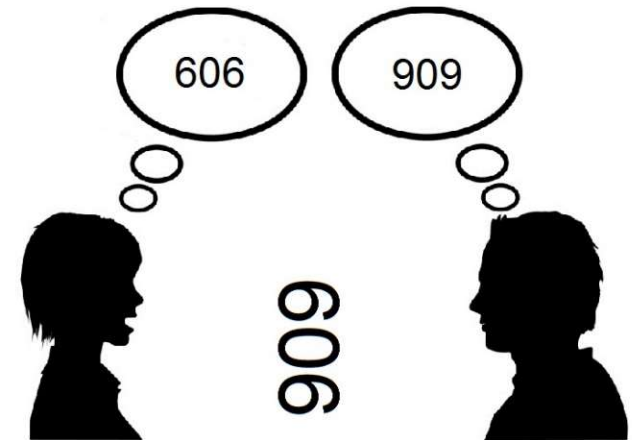
*After*



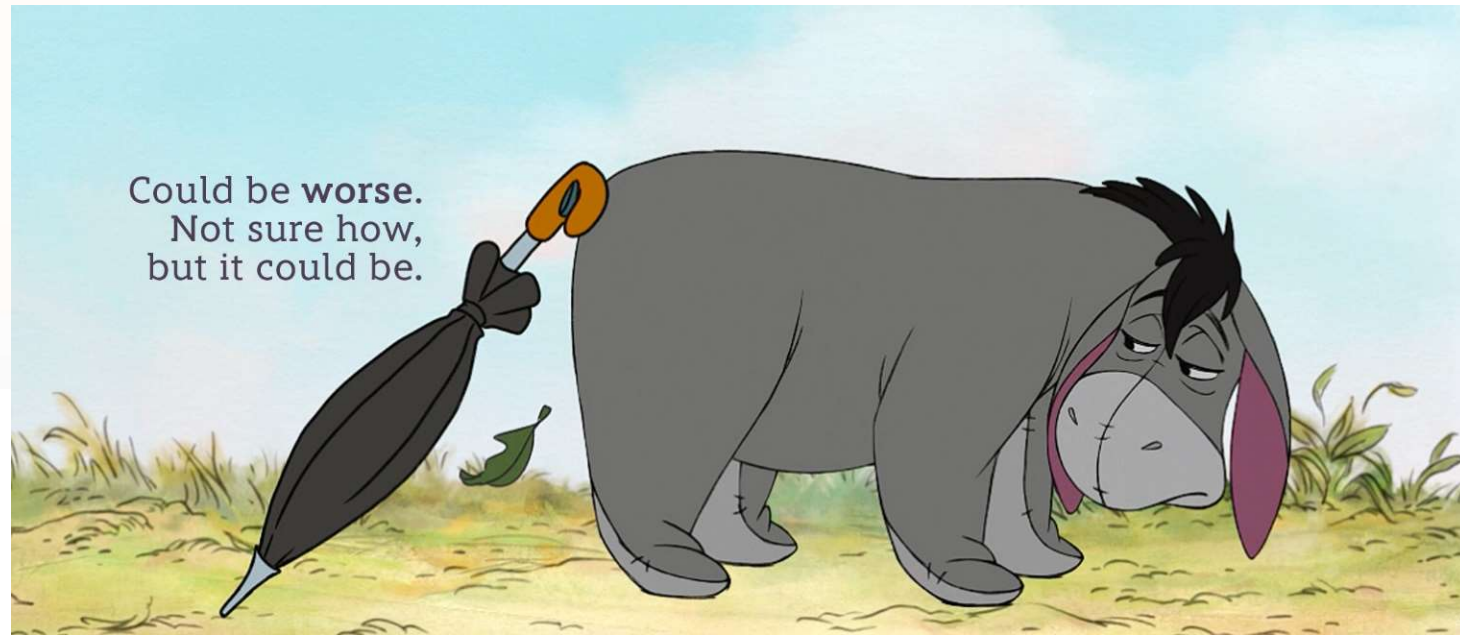
## #6: AGREE TO DISAGREE

*“I see it differently”* is effective & disarming

- Not antagonistic
- Not judgmental or superior
- Not combative
- Not trying to win the argument or persuade



## #7: TAKE THE EMOTION OUT OF IT



# Liking or Disliking are Emotions

*Accept* that you don't have to like them - it's OK



## #8: People Are Going to Say the Wrong Thing

Out of thoughtlessness, carelessness or ignorance

But not because they're mean spirited

Amber:

- doing a deposition in Salina, KS

*Bring it back to business*





#10:

Use Four Magic Words

*"I need your help"*



# Your Turn

Turn to your neighbor and discuss one thing  
you learned here today that you can go back  
and apply to your role

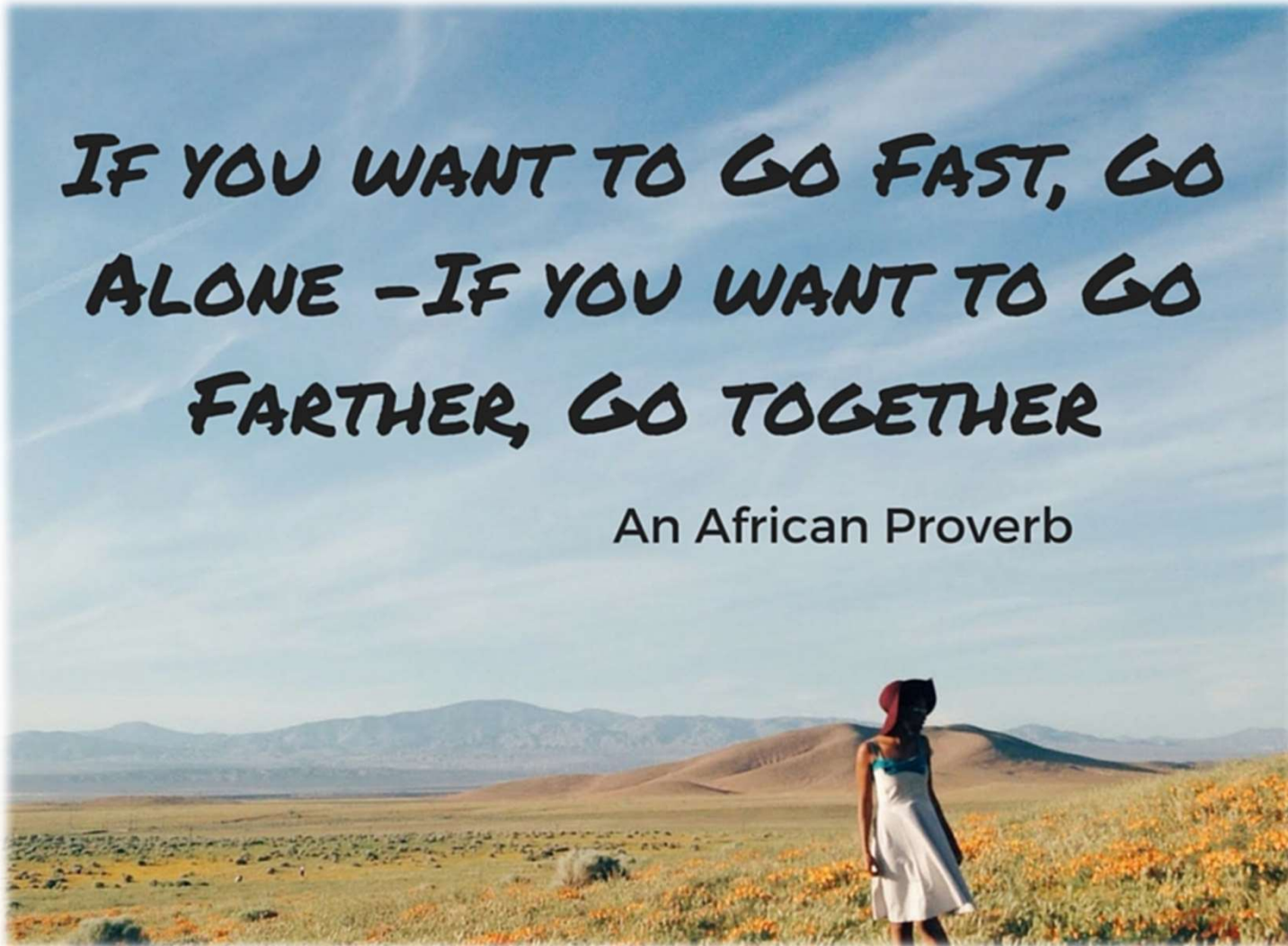


## 5 THINGS TO DO – AND REMEMBER

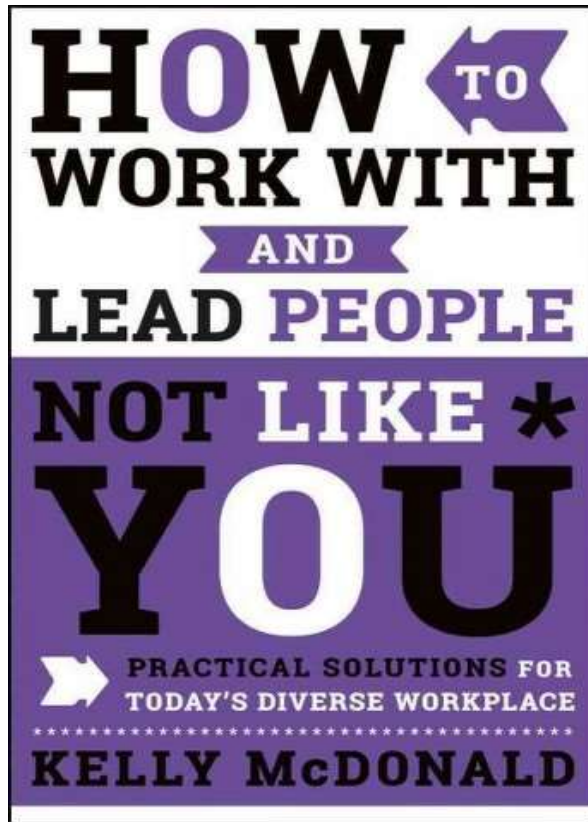
1. Expect it to feel awkward when working with someone new and different
2. Have conversations, not debates. Use *“I see it differently”*
3. Adapt to others and their differences – give people what they want
  - Women like expansive choices, men like choices narrowed to 3
4. Accept that people will say the wrong thing sometimes – bring the conversation back to business
5. Use *“I need your help”*

**IF YOU WANT TO GO FAST, GO  
ALONE -IF YOU WANT TO GO  
FARTHER, GO TOGETHER**

An African Proverb



# My New Book Can Help



One of the  
Top 10  
Bestselling Business Books  
of 2017



Thank you!





For more information about  
consumer trends, contact  
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