

The Network NewsLetter

The Workplace Diversity Network: A Project of Cornell University/ILR and The National Conference

Exploring White Male Backlash... An Interview with David Tulin

David Tulin, President of Tulin DiversiTeam Associates, a member organization of The Workplace Diversity Network, was recently interviewed for an article in the HR Reporter regarding white male backlash. David's comments provide important insights into this emerging trend. With his kind permission, we are pleased to share this interview with members of the Workplace Diversity Network.

There's a new phenomenon in today's workplace — the backlash of white men who, for the first time in this country's history, see their jobs in a shrinking market threatened by women and minorities.

David P. Tulin, president of Tulin DiversiTeam Associates, an interracial, intergender training and consulting organization, is a white male who has witnessed this backlash in the many companies he deals with, and is as troubled by it as those involved. At the same time, he is optimistic about what it all might mean.

HR Reporter: How widespread is this backlash? Is it just the story of

the moment for newspapers and magazines, or is it more serious than that?

David Tulin: I'm afraid it's much more serious. It is really more pervasive than one would like, and most present in organizations that have experienced downsizing and re-engineering.

HR Reporter: How did this come about?

David Tulin: Partly because people who had been given a script of how business should run, given a script of how careers were destined to progress, had their legs cut out from under them by different scripts. The result was insecurity, fear and anxiety, as well as confusion and anger.

HR Reporter: Perhaps you'd better

define this backlash.

David Tulin: It is particularly endemic in middle management.

Senior management jumped on all these new bandwagons, like re-engineering and total quality management. They went to week-long retreats, and everything was focused on them. Another group, the entry-level, or blue-collar, or union members, had few expectations and nowhere to go but up. But the

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- David Tulin

middle managers who were there before the revolution were told their bonuses would be cut; told they were to be coaches, not managers; told they were getting three times the number of people that they had responsibility for before; and told to cut secretaries. "You have to do

everything” and, while they’re at it, to learn the computer. All this is feeding a simplistic, but understandable reaction among a group of professionals who are disproportionately middle-age, middle-class white men. Then they look up and see affirmative action attempts at including more women and minorities in upper management. They look below and see that more of those reporting to them are women and people of color. They misdefine it as a race or gender issue, instead of a systemic issue or a career self-management issue.

HR Reporter: How has this backlash manifested itself?

David Tulin: In three ways. Too many white men are beginning to exclude women and people of color who are their colleagues from informal and professional discussions and deliberations that have a direct impact on careers, teamwork and bottom-line productivity. Too many white men are excluding women and people of color from mentoring and coaching. And too many white men are increasingly avoiding hiring or promoting women or people of color to non-traditional positions — such as women as engineers or blacks as sales reps in traditionally conservative white communities — for fear of discrimination charges down the line.

HR Reporter: Will it kill the strides that have been made by women and minorities?

David Tulin: It is already seriously hurting those strides. The numbers of women and people of color in top- and middle-management are now for the first time going down. The backlash has even had a negative effect on white males of good faith who, as previous diversity champions, were committed to a record of treating people fairly, of

including women and people of color in deliberations and promotional opportunities.

HR Reporter: What kind of negative effect?

David Tulin: By minimizing the value of their contributions in measurable instruments such as performance appraisals, bonuses and other rewards in the organizations.

HR Reporter: Do you see it affecting the interaction of men and women in the workplace?

David Tulin: The interaction of men and women in the workplace has been disproportionately frozen as a result. The same thing with some white men and people of color. And I think people in every organization need to be held accountable for thawing and opening up these interactions, lest the walking-on-

eggshells phenomenon becomes manifested as a new form of race and gender discrimination.

HR Reporter: Does the effect spill out of the workplace into the home?

David Tulin: Not only do I think it is not negatively affecting personal relationships, but I believe the positive progress in intergender and intergenerational relationships at home indicates the backlash phenomenon will be short-lived. Women have come too far, and men have changed too much in their relationships with women and with their children for it to go on too long.

HR Reporter: With the Civil Rights Act, affirmative action and the need for two salaries, the workplace of today is a far different one than it was 30 years ago — until we come to the glass ceiling. Do you see this



Diversity's More Than Hot Air

Hurricane Names Become Inclusive

Tropical storms in the Atlantic are named when winds exceed 39 miles per hour. Years ago, storms were given only women’s names — and we can only wonder why. It is interesting to note, however, that the 1995 hurricane season featured a significantly more diverse set of appellations for these ferocious storms. To wit: Allison, Barry,

Chantal, Dean, Erin, Felix, Gabrielle, Humberto, Iris, Jerry, Karen, Luis, Marilyn, Noel, Opal, Pablo, Roxanne, Sebastien, Tanya, Van and Wendy. Either the meteorologists who predict and track these storms have a diverse set of relatives to honor, or Mother Nature herself has opted for a more inclusive approach to creating havoc. ★●▲■

backlash movement changing that?

David Tulin: Backlash only happens in response to an advance. There's an optimistic way in which one can interpret backlash as a positive indication that the organization has taken such significant action in including women and minorities that others in the organization are reacting to that progress. Without a positive change, backlash would never exist.

HR Reporter: How should organizations respond to the backlash?

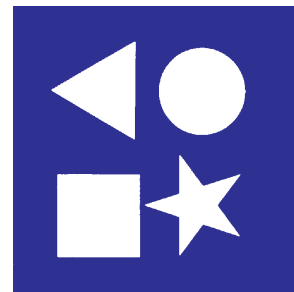
David Tulin: I think it's important for organizations not to give in to backlash by feeding it or surrendering to it. They should learn from whatever merit exists in the backlash arguments in order to re-engineer and continuously improve their diversity

track record, so that the net of diversity inclusion expands to include more white male allies in addition to women and minorities.

HR Reporter: It could be difficult for a woman or black person to sympathize. These men have been giving it out so long. Can't they take it?

David Tulin: No. It doesn't feel good. It's another reason why backlash is a positive sign. The short-range reaction that says, "Ouch, I don't like it, it's uncomfortable" — instead of seeing it as an unhealthy phenomenon — let's look at it as a possible indication that more men may eventually be developing empathy for how it feels to be on the other side. So let men vent and express their pain and frustration as long as it's a stepping

stone to a higher degree of understanding and eventual cooperation with women and people of color. But while the frustration is being vented, an organization must stay consistent to its commitment to diversity best practices, and hold every manager accountable for adhering to those standards. ★●▲■



United States Postal Service Policy Statement on Sexual Orientation

The United States Postal Service, a member of the Workplace Diversity Network, took a great step in August when it published a policy statement on sexual orientation. At the request of Marvin Runyon, Postmaster General and CEO of the USPS, the Diversity Development, Policies and Planning Division developed the following statement which was issued by Mr. Runyon in August, 1995:

The Postal Service is committed to ensuring a workplace that is free of discrimination and to fostering a climate in which all employees may participate, contribute, and grow to their fullest

potential. We recognize and value our diverse workforce and are committed to fair treatment of all employees.

Harassment and disparate treatment based on actual or perceived sexual orientation or identity will not be permitted or condoned in the Postal Service. This policy does not alter current standards of conduct and dress for postal employees. All Postal Service employees have the responsibility to support this policy and to take appropriate steps to ensure a workplace free of discrimination against any person based on his or her sexual orientation or identity. Each of us should:

- ★ Treat every co-worker, customer, and supplier with respect and dignity.
- ★ Examine our attitudes and actions toward people who are different from ourselves.
- ★ Speak out when we see harassment and discrimination in our work environment.

Equal Employment Opportunity (EEO) laws and regulations do not provide an avenue to process complaints of discrimination based on sexual orientation or identity; however, employees are encouraged to report any variance from this policy to a management official at the earliest opportunity. ★●▲■

The Workplace Diversity Network Spring Forum - Mark Your Calendar!

The Workplace Diversity Network Spring Forum will take place Thursday, April 18 and Friday, April 19, 1996 at the Cornell University ILR Conference Center in New York City. Topics to be addressed include: Homophobia and Harassment in the Workplace, The Emerging Inclusion Paradigm, Empowering Diverse Work Teams, Benchmarking

Diversity Practice, OD Resources to Assess Inclusion Practices, and Network Member Problem Solving Forum.

The Forum will begin with lunch on Thursday and end at 4 pm on Friday. Make plans to join us. ★●▲■

Diversity Drivers

34 leading-edge organizations in diversity cite five issues that drive their diversity efforts:

1. Customers and Markets;
2. Global Diversity;
3. Productivity;
4. National Workforce Demographic Trends;
5. Internal Workforce Demographics

SOURCE: "Diversity: Business Rationale and Strategies, A Research Report." The Conference Board, November 1995.



Tips for Speaking and Writing About People With Disabilities

Diversity practitioners have long recognized the power of language. The President's Commission on Employment of People with Disabilities offers these suggestions for using language that reflects the individuality, equality and dignity of people with disabilities:

- ★ Focus on the individual, not on his or her disability. Disability status is only one variable in the full range of human experience. Avoid catch phrases like "the disabled." Instead, use "people with disabilities." Positive phrases put the person first; for example, a "person who is blind or visually impaired."
- ★ Portray successful people with disabilities as successful people, not superhuman. Inadvertently overstating the achievements of people with disabilities suggests that they are exceptions and that most other people with disabilities typically are not equally competent.
- ★ When reporting about people

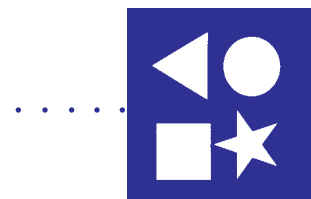
with disabilities, consider how quality of life issues like accessible transportation, housing, affordable health care, employment opportunities and discrimination have a profound impact on a large and growing segment of the US population.

- ★ Be accurate in describing disabilities. For example, people who had polio and experience its after effects years later have a post-polio disability, not a another disease.
- ★ When speaking with and about people with disabilities, emphasize abilities, not limitations. For example, say "she uses a wheelchair" or "she walks with crutches" rather than "she is confined to a wheelchair," "she is wheelchair-bound" or "she is crippled." Similarly, avoid the use of inappropriate and inaccurate descriptors such as the "unfortunate woman in a wheelchair" or the "pitiful blind

man" or the person who "suffers from deafness."

The Research and Training Center at the University of Kansas, in consultation with over 100 disability organizations, has produced *Guidelines to Reporting and Writing About People with Disabilities*. Single copies are available from the Media Project, Research and Training Center on Independent Living, 4089 Dole, University of Kansas, Lawrence, Kansas 66045.

To request a copy of *Ability + Diversity = Economic Strength*, the press kit/report published by the President's Committee on People with Disabilities, call 202/376-6200 (VOICE); 202/376-6205 (TDD/TTY); 202/376-6859 (FAX).



Challenging the Glass Ceiling for Women

*In the January 4, 1996 issue of **Investor's Business Daily**, Elizabeth Larson, a policy analyst for the Independent Women's Forum, offered some new perspectives and supporting statistics to counter the argument that the "glass ceiling" continues to hinder women's progress in the workplace. The following are excerpts from her editorial, entitled "What Glass Ceiling?"*

Nearly 50% of the almost 900 small- and medium-sized businesses surveyed by management consultant George S. May International reported it 'highly' or 'somewhat' likely that the business' next CEO would be a woman...It takes the average man 20 years to become general manager, 25 years to become president and 30 years to reach the position of CEO. Since women have been participating in the workplace in statistically significant numbers for just two decades, it's unrealistic to expect them to surface at the top in large numbers before the end of the 90's. Moreover, only those women who, like their male counterparts, have had unbroken, full-time careers are likely to be in the CEO pool at all.

The waiting game isn't for everyone. Women who tired of the corporate game and chose to start their own companies instead are succeeding like never before. The Small Business Administration predicts that women will own 40% of U.S. small businesses by the year 2000. A recent survey by the National Foundation for Women Business Owners suggests that several million of those women-run businesses are starting out literally from the ground up — that is, at home. The NFWBO found that women owned 3.5 million home-based businesses in 1994.

The women surveyed actually have fewer children (1.3) than those working outside the home (1.5). And *both* groups tend not to have their kids at home during the workday. Most home-based businesses are service-oriented — finance, consulting and the like. In addition to their owners, these businesses employ 5.6 million people full-time and another 8.4 million part-time.

And these home-based businesses of today are the major corporations of tomorrow. Take Ruth Owades' firm, Calyx and Corolla. This fresh flower mail-order company might have been included in a list of small woman-run businesses less than a decade ago. Today the firm is an international, multimillion-dollar organization — the second time Owades has gone from scratch to success after quitting a safe corporate job.

With such success stories, it's little wonder that venture-capital funds targeting women have been springing up. Funds such as the Chicago-based Inroads Capital Partners are seizing the opportunity to invest in the dynamism of women-run businesses.

As Patricia Aburdene and John Naisbitt note in *Megatrends for Women*, the Fortune 500 is just one ruler of success — one that's irrelevant for many men and women alike.

With government affirmative action and set-aside programs still being sold as the only way women can get equality, we deserve to know we can make it on our own. In both the corporate and entrepreneurial worlds, many of us already are. ★●▲■

Women-Owned Businesses: A Look at the Numbers

- ★ There are 7.7 million women-owned businesses in the US — up from 6.5 million in 1992
- ★ Women-owned businesses employ 35 percent more people in the US alone (15.5 million) than the Fortune 500 companies do worldwide.
- ★ Sales by women-owned businesses (including full corporations) in 1994 are estimated at nearly \$1.4 trillion.
- ★ Employment growth in women-owned businesses is substantially greater (more than double) than the national average — in nearly every region of the country and in nearly every industry.
- ★ The number of women-owned businesses with 100 or more employees (though still small) grew 18.3 percent between 1991-1994, substantially higher than the 9.1 percent growth of women-owned businesses of any size or the 8.6 percent growth of all businesses nationwide.

Source: Dun & Bradstreet, the National Foundation for Women Business Owners and July/August, 1995 issue of *Working Age*, the workplace newsletter of AARP.

Cross-Cultural Values: An International Perspective

Global organizations are challenged to define values which can unite and guide their diverse members. The Commission on Global Governance, established by the United Nations, confronted a similar question. Composed of representatives from Sweden, Guyana, Indonesia, Kuwait, Costa Rica, Spain, Germany, South Africa, Mexico, Republic of Korea, Kenya, Japan, Uganda, India, Brazil, the Netherlands, China, Senegal, Canada and Russia, The Commission identified a set of six core values for the global neighborhood:

- ★ RESPECT FOR LIFE, and its corollary, non-violence;
- ★ LIBERTY to define and express one's own identity; to choose

one's own form of worship; to be free from persecution and oppression; to receive and have access to information;

- ★ JUSTICE AND EQUITY, calling for deliberate efforts to reduce gross inequalities and to promote a fairer sharing of resources;
- ★ MUTUAL RESPECT for the "the other": other people, other races, other beliefs, other sexual orientations, other cultures. All groups and individuals have a right to live as they see fit so long as they do not violate the coequal rights and liberties of others;
- ★ CARING and compassion to facilitate co-operation to help those

less privileged and those who need comfort and support;

- ★ INTEGRITY — the basis of trust that is necessary in relationships between and among people and organizations.

Although these global values do not appear to correspond directly to the needs and concerns of the American workplace, they provide a point of potential commonality, an example of cross-cultural agreement which can be used to facilitate discussions about the basic values and priorities that operate in every organization/microculture.



Source: OUR GLOBAL NEIGHBORHOOD: The Report of the Commission on Global Governance. Oxford University Press, 1995



Diversity on the Net

The Internet's World Wide Web puts off wealth of resources and information on cultural diversity at your fingertips. Once you've accessed the Web, however, knowing where to look can be a challenge. Here are three places to begin.

CLNET Diversity Page

WWW Address: <http://latino.sscnet.ucla.edu/diversity1.html>

The CLNET Diversity Page is a collection of references to Internet sites on diversity, including listservers, gophers, www and newsgroups. It provides links to Electronic Resources Guides and sites dealing with African Americans, Asian Americans, Latinos,

Native Americans and Multicultural and National WWW Services. The California-based CLNET is a good place to begin an exploration of what the Internet has to offer.

The Balch Institute for Ethnic Studies

WWW Address: <http://www.libertynet.org/~balch/balch.html>

The Balch Institute, located in Philadelphia, is a multicultural library, archive, museum and education center. The Institute's mission is to promote greater intergroup understanding by documenting and presenting the American racial and ethnic experience. In addition to Balch Institute events

and programs, this site provides access to the Museum; the Balch Library, which houses the largest multiethnic collection in the country; and an Electronic Information Center linked to Internet resources on ethnicity, race, immigration and diversity.

CES Diversity and Pluralism Database

WWW Address: URL: gopher://penpages.psu.edu/

CES Diversity and Pluralism Database is a repository of information gathered nationwide and maintained by Penn State Cooperative Extension in collaboration with Kentucky State University Cooperative Extension

Empowerment in Diverse Workgroups

The Workplace Diversity Network

When you're on-line, stop by the Workplace Diversity Network. Our address is <http://ilr.cornell.edu/depts/wdn>. Our on-line mailing list is now available for use. This mailing list will facilitate communication among Network participants through a continuous forum of E-mail messages — a kind of open conversation over the Net. Network members should send their E-mail addresses to Susan Woods at the following address: sew13@cornell.edu.

A recent issue of *Working Age* (September/October 1995), the AARP newsletter about the changing work force, featured an article about diverse work groups. Robert Lattimer, a consultant with Diversity Consultants/Towers Perrin in Atlanta and the author of *Managing Diversity for Strategic and Competitive Advantage* offers important insights into the function of diverse work teams. Following are excerpts from the *Working Age* article:

A diverse work group suggests and considers more options. This is impossible to duplicate when that diversity is absent, claims Robert Lattimer. It seems that the cauldron of diversity outperforms the harmony of a homogeneous team process because:

- ★ *Similarities are too comfortable.* A homogeneous group of white males can act like a many-headed version of a single individual. However, within a diverse group the individuality of the white male can be viewed as a unique and valuable contribution.
- ★ *Cooperation.* The presence of persons from collectivist traditions — Asians, Hispanics, women — can influence the majority to take a more cooperative approach.
- ★ *Risk can be efficient.* Groups make riskier decisions than individuals. Decisions of diverse work teams can be even riskier. Sometimes risky decisions can be more sound and efficient in achieving objectives than other approaches.

“An individual may not risk his or her career or the rewards of employment on a decision to extend the life cycle of a product or to revamp the production process,” says Lattimer. A group is more likely than an individual to make a decision involving greater risks. Results show up in increased revenues and productivity. That is how you know the decision is sound and efficient.”

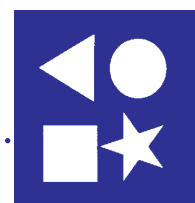
Diverse work groups include people of different ages, ethnicity, gender, education, life-style, function and tenure in the organization. For the best results, do not encourage assimilation; rather, encourage expression of minority views. Examine assumptions. This improves the quality of discussion and, regardless of whether the minority views prevail, cooperation should yield consensus.

“Homogeneous work teams are more a single-minded process,” says Trevor Davis of the Human Resource department at Harris Trust and Savings Bank in Chicago. “White males who have been around each other long enough may do things they are comfortable with, because it is their tradition in the first place. They can't see beyond them...The diverse work team forces individuals to listen, to really pay attention. Over time, as different perspectives go back and forth, creative juices flow toward the same thing.” ★●▲■

Diversity on the Net, cont'd.

Program, University of Wisconsin — Extension, and ES-USDA. The database includes books; articles; periodicals; newsletters; non-English extension publications; audiovisual materials; extension programs on diversity; training materials; seminar and workshop materials; names and addresses of resource persons and consultants; and state diversity contact persons. This information is supplied by extension educators, diversity specialists, training specialists and others committed to sharing information on diversity. The service is free. A copy of the PenPages User Guide is available by calling 814/863-3449 or sending a request over the Internet to ppmenu@paupen.psu.edu.

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LEARNING OPPORTUNITIES FOR DIVERSITY PRACTITIONERS

Winter Roundtable on Cross Cultural Psychology and Education

*Teachers College, Columbia University
February 23 and 24, 1996
New York City*

In the Winter of 1983, Teachers College initiated the first Winter Roundtable on Cross Cultural Psychology and Education. In the 12 years since that first conference, the Roundtable has become the longest running conference dedicated to issues of racial, ethnic and cultural differences.

The 1996 conference, sponsored by the Teachers College Department of Social, Organizational and Counseling Psychology, will take place Friday, February 23 and Saturday, February 24 at Teachers College, Columbia University. The Roundtable will continue its tradition of convening practitioners, researchers and students interested in the impact of racial, ethnic and cultural differences through a series of stimulating presentations and workshops by experts in the fields of psychology, education and social work.

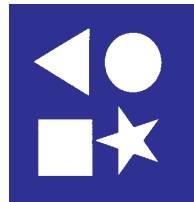
New to the conference in 1996 will be the Resume and Information Exchange on Friday, February 23. The Exchange will provide an opportunity for employers interested in attracting a diverse talent pool and conference participants seeking challenging employment to connect in a congenial setting. The fee for employers interested in participating in the Exchange is \$130, which includes conference participation, a display area for employer information and interviews and a resume book. Employers who are unable to attend the conference, but are interested in reviewing the resumes of participants may purchase the resume book for \$50.

For more information, please contact Tanya Cobbs Leslie, Director of Career Services, Teachers College, Columbia University at 212/678-3148.

Diversity Without Adversity In A Time of Turmoil

*Tulin DiversiTeam Associates
March 11-14, 1996
San Francisco*

A 4-day train-the-trainer/train-the-consultant conference for *internal* HR and diversity consultants, trainers and change agents. The hands-on focus includes strategies for: Depoliticizing and Moving Beyond Affirmative Action and "Diversity 101" to Bottom-Line Cultural Change Advantage; Management "Buy-In"; Designing Sexual Harassment and Diversity Training programs, including White Anglo Men as Diversity Allies; Action Planning; Benchmarking for Best Practices; Planning "Back Home" Action Strategies and Measuring Diversity's Business Impact. For more information, contact Tulin DiversiTeam Associates, 5 Curtis Park Drive, Wyncote, Pennsylvania 19095. Call 215/884-7325 or fax 215/886-5515. E-Mail: DIVERSITM@AOL.COM.



The Sixth Annual National Diversity Conference

*Herbert Z. Wong, Coordinator
May 15-17, 1996
Chicago*

Entitled "Expanding Horizons in Workforce Diversity," the conference will take place at the Sheraton Chicago Hotel and Towers. For information and registration, call 617/489-1930; fax 617/489-2689.

Train-the-Trainer for Achieving Excellence through Diversity

*Onolee Zwicke & Associates
May 20-24, 1996
The Hozho Institute, Santa Barbara*

A five-day, highly interactive seminar. Learn to design, develop and facilitate diversity education/training for all levels of employees and managers in your organization. Call 805/682-2523 for a brochure; fax 805/882-1965.

Summer Institute for Intercultural Communication

*The Intercultural Communication Institute
July 17-August 2, 1996
Portland, Oregon*

The Summer Institute offers training seminars in intercultural and multicultural business, education, training and counseling. Over 20 workshops will be offered, plus evening programs, an intercultural library and bookstore. For more information, write The Intercultural Communication Institute 8835 SW Canyon Lane, Suite 238, Portland, Oregon 97225 or call 503/297-4622 and fax 503/297-4695.