

**"People must be engaged in meaningful work together
if they are to transcend their individual concerns
and develop new capacities."**

Margaret Wheatley, "When Change Is Out of Our Control"



From Tolerating Diversity to Embracing Inclusiveness

Presented by: Jeffrey Cufaude

For almost 20 years Jeffrey Cufaude's writing, speaking, consulting, and staff leadership has helped individuals and organizations envision more powerful possibilities. As principal of Idea Architects, his current writing, speaking, program design, and facilitation focuses on building communities of ideas and idealists. His past experience as executive director of two national associations and as a student affairs staff member at two large public universities informs much of his work today.

Very active professionally, Cufaude has twice served on the Indiana Society of Association Executives Board of Directors (ISAE), and in 1996, he was named the ISAE Meeting Planner of the Year. He volunteers in a variety of capacities with The Center for Association Leadership and the American Society of Association Executives (ASAE). Since 1998, he has been the designer and facilitator of the ASAE Future Leaders Conference.

He regularly contributes feature articles on a variety of leadership and organizational development issues to ASAE's *Association Management* magazine, and GWSAE's *Executive Update* magazine. He recently was named a Contributing Columnist for the Professional Convention Management Association's (PCMA) *Convene* magazine to which he will contribute a monthly column on learning and professional development.

Gallup Research finding

The most inclusive workplaces generate the most loyal employees
and those most likely to recommend their employer to others.

How do Americans view their workplaces?

"To Leverage Diversity, Think Inclusively" by Jack Ludwig and Vijay S. Talluri
Gallup Management Journal, December 15, 2001

Continuum of Community: Marginality and Mattering

Marginality: Apart From



- Exclusion.
- We share in the cultural life and traditions of distinct groups.
- We often remain silent about some aspects of our identity and hide our differences so we fit in.
- We feel separate, excluded, or ostracized.
- We have contradictory feelings - pride and shame.

Mattering: A Part Of



- Inclusion.
- A feeling of completeness and wholeness versus subjugating parts of one's self.
- Others identify with us, care about us, appreciate us, depend on us.
- Our opinions are solicited, and they matter.
- We are valued for all we have to offer, not just our difference(s).

Materials adapted from: Schlossberg, N.K. *Counseling Adults in Transition*. New York: Springer Press, 1984.



Why is this valuable?

- Leaders and organizations can make real impact by creating cultures that foster feelings of mattering and discourage the conditions that foster feelings of marginality.
- Mattering and marginality are often felt most deeply when someone is coming into or leaving an organization or parts of it. We can intentionally facilitate better transitions.
- To help others feel that they matter, we must also know that we matter.
- Mattering and marginality gives us a language to use in discussing group process.
- Creating understanding and community can be facilitated by sharing our stories.

"Communities are not built through intention, but through the interweaving of shared experience. We do not make communities, rather we provide the appropriate environment for people to discover what is most important about themselves by discovering what they care most profoundly about in others."

—Center for Digital Storytelling

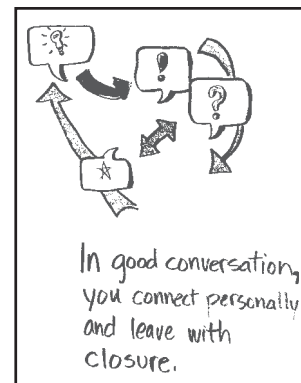
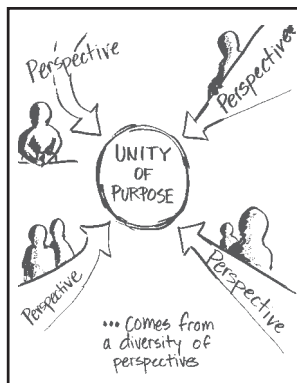


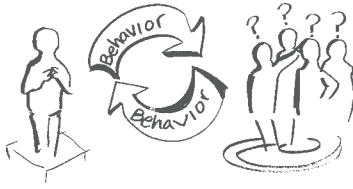
Sharing Our Stories of Mattering and Marginality

**Think of a time as a member of an association (any) when you felt marginal.
What led you to this sense of being marginalized? What did you feel?
What did you do?**

**Think of a time as a member of an association (any) when you felt that you
mattered. What led you to this sense of mattering? What did you feel?
What did you do?**

How have these experiences affected how you interact with and lead others?





We are always in the
best position to change
our own behavior.

"We don't have to let go of what we believe, but we do need to be curious about what someone else believes."

—Margaret Wheatley, *Turning To One Another*

The difference is in the details!

MATTERING

Ways/times/places in which
associations might foster mattering

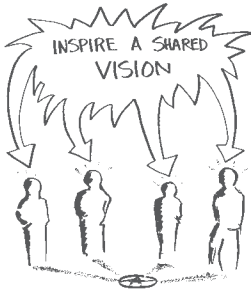
MARGINALITY

Ways/times/places in which associations
might foster marginalization

ASSOCIATION DEFINING MOMENTS: WHO, WHAT, WHEN, HOW

Portrait of An Inclusive Association

Instructions: On your own or with a few others quickly jot down what an *inclusive association* looks like in your minds. To stimulate your thinking, consider the following:



- What values and beliefs does the association hold?
- What values and beliefs does its staff and volunteers hold?
- How does it hire staff and engage volunteers?
- How is input/feedback gathered and how are decisions made?
- What does it consider when developing programs, services, publications?
- What is the relationship like among members, staff, and association leaders?
- What would you rarely or never see this association do?

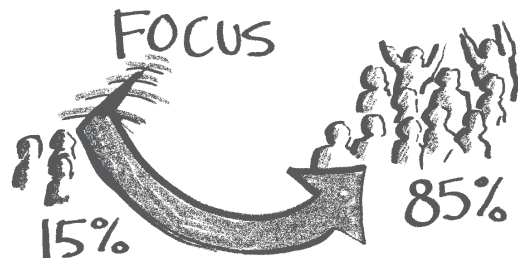
Note your responses in the space below.

Beware of diversity turning into

_____.

"Inclusion can only be built from inclusion."

Miller & Katz, *The Inclusion Breakthrough*





The Inclusion Breakthrough

“When an organization leverages diversity, it sees things that cannot be seen working from the basis of sameness. Leveraging diversity results in greater innovation and greater capacity for change. However, just *having*

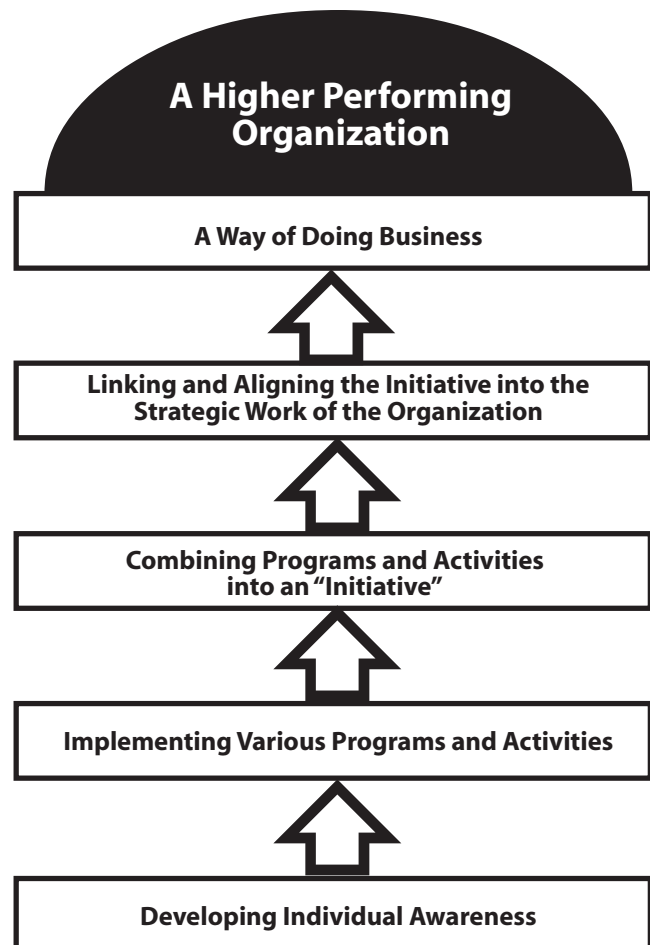
diversity does not result in *leveraging* diversity. Leveraging diversity taps into people’s unique power and potential, thus unleashing the talent that exists. ...

“An inclusion breakthrough is a process to transform the organization from a monocultural organization that values and supports sameness in style and approach, to a culture of inclusion that leverages diversity in all its many dimensions.”

Frederick A. Miller & Judith H. Katz • *The Inclusion Breakthrough*, pp. 6-7

“Terrific, high-performing teams all seemed to consist of people with the same root quality: The capacity, whether preexisting or deliberately developed, for treating oneself, and the people around one, as _____

Art Klein
“Diversity and Its Discontents”
Strategy + Business, issue 34



Source: *The Inclusion Breakthrough*



I D E A A R C H I T E C T S

building communities of ideas and idealists

Idea Architects is a home for ideas and idealists. It is a safe space for individuals and organizations wanting to build their capacity to generate powerful and provocative ideas. It is a place where creativity and curiosity are celebrated ... diverse perspectives are valued ... community is championed ... and personal initiative is embraced.

With our colleagues, clients, and friends we seek to build environments where the impossible is made possible, where great dreams are realized, and where inventiveness and ingenuity are seen as hallmarks of great thinking. We believe great ideas come from ordinary people engaged in honest inquiry with others about compelling

questions that matter. We know that design matters and we take great care to craft programs and materials that are aesthetically appealing and that leverage the power of design to stimulate insight and interest.

We draw from an ever-increasing array of disciplines including organizational leadership, group dynamics, marketing, systems thinking, anthropology, poetry, psychology, and visual design. We use them to construct learning experiences and environments that participants frequently describe as feeling like *home*:

a comfortable space where they can simply be themselves surrounded by the support and interests of others. Adult learning theory and diverse learning formats serve as the foundation for our educational sessions consistently rated among the best at major conferences. Our strategic planning processes promote sustainable inquiry and action long after the sessions themselves conclude.

Our principal Idea Architect is Jeffrey Cufaude, a recognized leader in the design and facilitation of provocative learning and strategy development experiences. For almost 20 years he has helped individuals and organizations envision greater possibilities. He has a consistent record of accomplishment whether serving as a student affairs staff member at two major universities; the executive director of two national associations; or as a writer, thinker, and strategic consultant to others. Cufaude regularly partners with other like-minded leaders to create meaningful programs and services for clients.

No architect can design for all people, and Idea Architects does not profess to be the right partner for every individual or organization. If you share our passions and beliefs, we welcome the opportunity to discuss what we might build together.

Building communities of ideas and idealists through:

- **keynotes, workshops, and retreats**
- **strategic planning and thinking sessions**
- **articles and resource publications**
- **individual and group coaching**
- **meeting facilitation**
- **conference curriculum design and facilitation**