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PRINCIPLES AND GUIDELINES FOR DIVERSITY IN TEAMWORK

**prepared by the
TEAMWORK DIVERSITY ACTION TEAM**

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Abstract

As part of Sandia's Corporate Diversity Program, a Diversity Action Team was assembled to study the impact of diversity on teamwork. We reviewed the available literature on successful teaming, both with homogeneous (more alike than different) and heterogeneous teams. Although many principles and guidelines for successful homogeneous teams also apply to diverse teams, we believe that a document concentrating on diverse teams will be useful both for Sandians and for the outside world.

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EXECUTIVE SUMMARY

As part of Sandia's Corporate Diversity Program, a Diversity Action Team was assembled to study the impact of diversity on teamwork. We reviewed the available literature on successful teaming, both with homogeneous (more alike than different) and heterogeneous teams. Although many principles and guidelines for successful homogeneous teams also apply to diverse teams, we felt that a document concentrating on diverse teams would be useful both for Sandians and for the outside world.

We define "valuing diversity" as acknowledging, respecting, appreciating, and using the differences and similarities among people to create a more productive business environment. Diversity means maximizing and focusing the contributions of all the individuals on a team toward accomplishing the team's goals. It means deliberately seeking out other viewpoints in order to see the problems from all perspectives. Each individual brings to the team his or her unique experiences, enriched by differences in age, gender, education, training, social style, ethnicity, upbringing, geography, race, and all the other elements that comprise who we are.

Diversity encompasses two main concepts: 1) inclusivity, and 2) the acceptance and management of conflict. To form the most creative and productive teams, it is important to include all those who may be able to contribute. To arrive at the best decisions and to extract the best from each team member, it is essential that conflict be recognized as unavoidable, and to manage and use it productively.

This report investigates the business justification for diverse teams, guidelines for selecting team members where diversity in composition is desirable, the special problems that diversity may cause in team dynamics and how to successfully address them, and finally, awareness of how diversity may impact the choices of rewards and recognition.

We believe that valuing diversity helps us to live Sandia's values of *integrity, quality, leadership, teamwork, and respect for the individual*. Our objective is to encourage diversity in teams wherever that is appropriate, but to always value and respect the individuality and contributions of everyone. We do not believe that mandatory goals or metrics are consistent with the philosophy of diversity. Rather, we seek an inclusive culture that recognizes the business and workplace advantages that can accrue to a heterogeneous workforce that is united in values and mission.

I. INTRODUCTION

All teams are both homogeneous and heterogeneous in composition. Similarities often include a common language, specific abilities, and shared goals. However, some teams suppress non-conformance, because individual deviations from team norms and ensuing conflicts can jeopardize the team's success. For example, athletic teams, military units and orchestras require a variety of roles and talents, but individuality and creativity may be impediments to the execution of the mission; the lead violinist must follow the same music as the rest of the orchestra, and the conductor controls each player's performance. In contrast, Sandia can benefit greatly from diversity in accomplishing our broad mission of "enhancing the security, prosperity, and well-being of the nation." The composition of our work force is diverse and growing more so, and this diversity itself is one of our potential creative and innovative strengths. These Principles and Guidelines are suggested to assist Sandians in using this diversity to help accomplish our mission and live our values.

All of us are products of our genes, history, culture, training, education, and how we were raised; we bring to every problem, every choice, our own individuality. However, we are complex human beings, and no single aspect of our individuality should overshadow our multifaceted behavior. Stereotypes can lead to the prejudgment of some individual based on one particular aspect of that person: race, class, gender, education, religion, age, social style. No one wants to be excluded from participation due to a single trait that has no relevance to the team's performance. We are not defined by being black or white, disabled, male or female, technical or administrative, amiable or driver; we are all different and we are all the same.

**We are all different and
we are all the same**

Diversity encompasses two main concepts: 1) inclusivity, and 2) the acceptance and management of conflict. To form the most creative and productive teams, it is important to include all those who may be able to contribute. To arrive at the best decisions and to extract the best from each team member, it is essential that conflict be recognized as unavoidable, and to manage and use it productively.

The Teamwork Diversity Action Team believes that "diversity" is another tool in helping Sandia live by its values of *integrity, quality, leadership, teamwork, and respect for the individual*. Our goal is to encourage diversity in teams wherever that is appropriate, but to always value and respect the individuality and contributions of everyone. We suggest that no mandatory goals or metrics be instituted to require diversity. On the contrary, we feel that such mandatory requirements might actually lead to conformity, increasing bureaucracy, and resentment. Rather, we seek an inclusive culture that recognizes the business and workplace advantages that can accrue to a heterogeneous workforce that is united in values and mission.

II. TEAMWORK AT SANDIA - A CURRENT VIEW

PURPOSE

This section offers some insight into the current state of teamwork at Sandia. Is teamwork an issue? Are diverse teams an issue? How do we know if we are making progress?

BACKGROUND

The following trends [taken directly from Kaleel Jamison, 1991] are offered to indicate that diversity is indeed an issue in the workforce and Sandia must recognize this.

Workforce Demographics

The majority of the entering workforce in the 1990's are expected to be people of color, white women, and immigrants. More will be from a wider variety of family configurations, such as single heads-of-households.

- The racial complexion of the American population changed more dramatically in the past ten years than in any other decade in the 20th century.
- In 1980, one in five Americans had African, Asian, Hispanic or American Indian ancestry; in 1990 the number was one in four.
- Workers will be older on average.
- The workforce will be required to be more skillful by the year 2000.
- The workforce will include more people of color who will be entering at a faster pace than whites.
- White men will account for a smaller percentage of the workforce in the year 2000.
- The Hispanic population increased over 56% from 1980 to 1990.
- Black women will comprise the largest share of the increase in the non-white labor force between now and the year 2000. In contrast to the white pattern of men outnumbering women in the workforce, black women will outnumber black men by the year 2000.
- The U. S. population grew 10% from 1980 to 1990. The Asian American portion grew by 108%.
- By the year 2000, the workforce will be 47% women, up from 43% in 1980, and 38% in 1960.

**Workforce will
become even
more diverse**

Business Reasons

There are additional business factors that make diversity an important priority for organizations:

- **Market Opportunities**
Changing demographics in the United States are creating new customer groups. Opportunities continue to arise for niche marketing to ethnic, social, and other groups.
- **Global and Competitive Dynamics**
Competition and changing geopolitical environments are opening markets, encouraging new sources of supply, and creating an impetus for new strategic alliances.
- **Workplace Demands**
As organizations flatten, work becomes more interrelated, old rules about success change, and people are challenged to develop new competencies and processes.
- **Stakeholders**
The number and diversity of stakeholders, or constituents, that organizations must interact with and satisfy continue to grow.

**Old rules about
success have
changed**

These trends offer opportunities for Sandians to create an increasingly diverse workforce in an environment of inclusiveness where understanding, valuing, and utilizing our differences will put us in a better position to accomplish our work goals.

AT SANDIA

To assess the current state of teamwork at Sandia, information from several sources is available. These include:

- Sandians' Perspective [Stanek Survey] (July 1991 and Fall 1993)
- Focus Groups (August 1992)
- Department Of Labor Audit at SNL/CA (June 1990 - May 1992)
- Corporate Diversity Team telephone survey (March 1993)
- EEO/AA Department Data (March 1993)
- Ombuds (April 1993)
- Kaleel Jamison Consulting Group, Inc. (May - July 1993)

The Corporate Diversity Team telephone survey results, in summary, indicated that teamwork at Sandia is sometimes hindered by:

- *a caste system.* Teams are perceived as often consisting of the same levels, for example, Managers or Members of the Technical Staff (MTS), without any thought given to including a Staff Technical Assistant (STA), Member of the Laboratory Staff (MLS), or union person on the team, when their insights could add value.

- *non-uniform rewards.* Teams are perceived as rewarding certain members, such as the more visible "team leader," more often than other members with equal contributions.
- *the current performance and review system.* Many Sandians believe the performance and review system (1993) does not promote teamwork, but still rewards only individual contributions.
- *a lack of diverse membership.*
- *barriers between organizations.* Two examples are "empire building" and the fear that matrixed employees will eventually transfer to the organization to which they are matrixed.

METRICS OF PROGRESS

In an effort to identify if Sandia is enhancing teamwork by respecting, valuing and utilizing diversity, results from the Sandians' Perspective and Upward Feedback surveys are offered as two metrics.

Figure 1. Sandians' Perspective (Stanek Survey) Results

Results from the Sandians' Perspective on Teamwork are shown in Figure 1. The corresponding questions are:

- 5. The people I work with usually get along well together.
- 34. The relations between people of different races or ethnic backgrounds are usually good.
- 39. My manager/supervisor seldom gives me recognition for work done well (disagree).
- 46. The people I work with are willing to help each other, even if it means doing something other than their usual activities.
- 51. Sandia makes adequate use of recognition and rewards other than money to encourage good performance.
- 64A. There is good cooperation between departments in my center.
- 64B. There is good cooperation between my center and the other centers we work with.
- 74A. At Sandia teamwork is encouraged.
- 74B. At Sandia teamwork is given recognition.
- 82H. How satisfied are you with these aspects of your current job? The people you work with?
- 82I. How satisfied are you with these aspects of your current job? Being treated with respect and fairness?
- 83D. In your experience, how successful is Sandia in putting each value into practice at the present time: Teamwork.
- 84D. Please consider each of the factors listed below for Sandia as a whole and indicate how you think they have changed in the past year or so: Teamwork.

The survey results show that we have been making progress, but additional improvement is still needed. Furthermore, as teams become more diverse, more effort will be required to ensure success.

Upward Feedback results related to teamwork are shown in Figure 2. The ratings

represent the views of Sandians on teamwork, where 5 is excellent, 3 is satisfactory, and 1 is unsatisfactory.

Sandian's perceive positive changes but more work is needed

Sandian's perceive positive changes in teamwork in recent years, particularly in the areas of recognition and being treated with respect. However, they are still dissatisfied with regard to recognition and with the level of teamwork across centers.

Figure 2. Upward Feedback Results

III. THE ROLE OF DIVERSITY IN SELECTION OF TEAM MEMBERS

THE DIVERSE TEAM

Valuing diversity is defined as acknowledging, respecting, appreciating, and utilizing the differences and similarities among people to create a more productive business environment. But exactly what constitutes a "diverse team?" It is difficult to define the concept of a diverse team in any absolute and checklist manner. At issue is the idea of appropriate levels and types of diversity in a team, and the definition of an appropriately diverse team is context dependent. A team is always formed for some purpose, and the contributions of an individual to a team will depend on that purpose

as well as on that person's individuality and interactions with other team members. Therefore, understanding the appropriate role of diversity in team formation requires an understanding not only of the purpose of the team, but also of individual differences and how and where to use them to the benefit of the project and the person.

Most Sandia teams have goals that require some level of creative, innovative thinking, rather than static, conforming approaches to problems. Creative thinking is more likely to come out of a group that is diverse in such areas as skills, experience, style, education, gender, and ethnicity. On the other hand, a straightforward problem may best be solved by gathering a group of people with the right job skills for that problem. However, one should not be too quick to dismiss the need for creativity on a team. The problem and the best solution may not be as straightforward as they first appear, and important issues may not be uncovered with a "conforming" attitude or a team where people tend to think alike or see things the same way.

The overriding goal of any team at Sandia must always be quality. It is not enough to put together a team that looks diverse, and even works well together, if it does not satisfy customers by producing quality products on time and within budget. We must know and understand individuals well enough to know how to use them effectively, and we must consider the specific problem the team is to solve to know what kinds of diversity may be most effective.

FORMING A DIVERSE TEAM

How do you go about forming a diverse team, and how do you know when it is diverse enough? The answers to these questions are not found in a checklist; rather, they require an understanding of the different kinds of diversity and an attitude toward diversity.

Kinds of Diversity

Diversity as it relates to team efforts is not limited to culture (ethnicity, race) and gender, but encompasses all differences that may be important to the team's purposes and goals. It is essential to consider persons for inclusion in the team based upon not only culture and gender, but also such things as:

*Visible differences are
just the tip of the
diversity iceberg*

- *skills and job experience*: The job may not be accomplished at all without the proper skills.
- *age*: This often equates to specific job experience, but sometimes the person contributes a broader outlook and different point of view.
- *personal preferences*: If everyone wants to plan the work, but there is no one who wants to carry out the plan, the team's efforts will be futile.

- *strengths and weaknesses*: One person's strengths may balance another's weaknesses.
- *rank and job category*: A manager may help or hinder a team's progress. Someone in a job category that has not been represented on the team before may have a view of a process that is unique and essential to success.
- *social style*: A team composed solely of "drivers" may go quickly and purposefully in the wrong direction; all "analysts" may determine exactly how to get where they need to go but never actually go there; "amiables" may keep everything harmonious and feel great as they carry out the wrong decisions; and "expressives" may have stimulating conversations but never follow up and do the work.
- *physical disability*: A person with a disability may offer experiences or talents that no one else on the team has.
- *religion*: Spirituality has an effect on the way we view the world and other people. Diversity in this area may play a useful part in some efforts.
- *education*: More is not necessarily better, and an engineering degree is not necessarily better than a psychology degree; consider the context.
- *customers and suppliers*: These people are important (indeed, as is anyone who will be affected by the team's decisions/ tasks/output), and they generally should be represented on the team.

**Creativity won't
come from a team
of clones**

If there is a need for out-of-the-box thinking, you might consider some truly "non-traditional" diversity. It may seem unusual to have an anthropologist on a Sandia team, but if you're after revolution rather than evolution, remember that creativity won't come from a team of clones. Sticking with the same people is likely to

generate the same ideas. You can encourage chaos and stimulate challenge by introducing radically different team members. Of course, the right skills mix is needed to actually carry out the tasks that the team is to perform.

Attitude Toward Diversity

Attitude is a major factor in forming (and recognizing) an appropriately diverse team. Legislation cannot ensure that diversity will be valued. An *attitude* of inclusion, rather than exclusion, is necessary to make diverse teams a reality. Malicious exclusion is easy to identify, but groups or types of people may be inadvertently excluded. Inadvertent barriers to inclusion are much more difficult to identify. To overcome this, outreach teams might consider members from a different ethnic, gender, or racial group, both to add perspective to the team as well as to enrich the perspective of the "outsiders." Our comfort with the known may limit our vision.

**Valuing diversity
cannot be
legislated**

It is important to understand and act on the fact that valuing diversity is not a zero sum game. Everyone can benefit from diverse teams — each individual, each team, the organization as a whole. Creativity can be tapped in ways that would not otherwise be possible. Synergy can be developed, showing that the whole can be much greater than the sum of its parts. When problems are viewed from many directions, difficulties can be identified up front rather than late in the process when they cause more trouble. Inclusion can be highly motivating, partly because of the buy-in that can be generated.

There may be many internal and external drivers for and against diversity, but the fact remains that diversity exists and is increasing in today's work force. For those who perceive its advantages and choose to use it, it adds value. To create a workplace where diversity is used most effectively, a positive attitude must be modeled by managers, team leaders, and employees. This modeling involves not only knowing what to do with an existing diverse team, but also actively seeking diversity in team formation.

IV. DIVERSITY AND TEAM DYNAMICS

CONSEQUENCES AND IMPLICATIONS OF DIVERSITY IN TEAMS

The best teams spend a lot of time and effort exploring, shaping and agreeing on a purpose that belongs to them both collectively and individually. They develop a common approach and processes that define their membership, how decisions will be made, and how work will get done equitably and with high quality. They translate their common purpose into specific performance goals. It is difficult enough to reach these agreements within a homogeneous group. When more diversity is included in the composition of a team, communications and interactions become even more difficult.

Some consequences of forming a diverse team may initially appear to be negative or to hinder progress. Therefore, it is important to understand what to expect so that potentially negative aspects may be managed positively.

Greater diversity will result in greater conflict. By nature, when we select team members who are different from one another, we ensure that they will bring different experiences, expertise, principles, and abilities — and different opinions. Generally, we are taught that conflict (and the apparent chaos that often ensues) is bad and should be avoided; certainly, it should be smoothed over as soon as possible. The problem with that belief is that it leaves no opportunity to see the value and to manage the advantages of conflict and chaos.

**Greater diversity
will result in
greater conflict**

Conflict avoidance has a homogenizing effect, in that team members may "look different" but they are trained to act the same. We must select team members with the intention of using their diversity, not of shaping everyone into the same mold.

An extremely important implication for diverse teams is that diversity requires a higher level of relationship skills from everyone, not just the team leader or manager. All team members must be committed to honesty, managing conflict, negotiating, following through, and all the other elements of a high performance team, including the quality of the final product. One must consider the proper balance in emphasis on tasks and relationships when selecting team members.

In the initial stages of team formation, it may appear costly to allow (much less to seek) diversity. A recent study found that diversity enhances a team's effectiveness in the long run [Sorohan, 1993]. Initially, performance and results of the diverse teams lagged behind the homogeneous teams, but by 13 weeks the diverse teams caught up to the homogeneous teams in all categories of measurement and actually scored better in examining different viewpoints and devising possible responses.

EFFECTIVE USE OF DIVERSITY IN TEAMS

Previous discussion has focused on the inclusion of difference, as well as the acceptance and management of conflict as the two main concepts of diversity. These concepts play an important role in team effectiveness. Teamwork involves diversity, where the members bring the richness of their experiences, expertise, principles, and abilities to work towards a common commitment. Teamwork also involves stages in team development (forming, storming, norming, performing, [Scholtes, 1988]) where it is important to accept and manage conflict. Diversity in team dynamics can be displayed in many positive ways. Consider the following areas where diversity can enhance team effectiveness:

**Valuing diversity
can enhance team
effectiveness**

Leadership. Employ different leaders/leadership styles for different phases of the project. Leadership can be based on circumstances, opportunities, needs of the group, and skills of the members.

Problem Solving/Conflict Resolution. Seek and consider input from all members of the team. Be open to differing opinions. Use conflict productively; be comfortable with disagreements. Reach agreement through open discussion of everyone's ideas. Manage conflict supportively. Challenge team thinking. Look at failures as opportunities for improvement; failures should not be criticized or punished.

Behavior. Accept different, but productive behaviors. Consider all the traits that make team members unique, valuable, and diverse. Different behaviors may include humor and language styles, candor versus sensitivity, rank and position, social styles, popularity versus high performance. Be aware that the following behaviors may occur: formation of cliques based on similarities or group 'loyalty', collusion involving silence, denial or active cooperation.

Participation. Encourage different levels of participation based on team members' strengths and preferences. Some members may be able to contribute more by writing than by speaking or discussing, or by researching than by attending all meetings. Encourage mentoring among team members, but not to the extent that you pressure all team members to look and act the same.

Focus. Develop key outside relationships using the resources of the team members.

Listening. Being an active listener can greatly enhance the team's effectiveness. Listen for content and context; don't be distracted by differences in style (e.g., accents, delivery, personality).

**Stop judging –
start listening**

Encourage diversity-friendly behaviors.

- stop judging and start listening
- respect other points of view
- value the strengths and experiences of others
- include others who are different
- empower others to do their best
- accept that others have different needs and preferences
- develop flexible behaviors
- legitimize different ways of being and doing
- become comfortable with not being dominant, in control, or always right
- treat all people fairly
- eliminate unequal privilege
- allow others to be themselves
- admit mistakes

SANDIA'S CORPORATE VALUES AND TEAM DYNAMICS

Diversity and our corporate values are highly interrelated.

Teamwork. A good "diverse team" is mostly just a good team, with each member exhibiting such behaviors as: a win-win attitude, seeking and listening to input from all team members, negotiating solutions, challenging team thinking, sharing credit, and accepting responsibility. Diversity demands more from

**Diversity demands more
from everyone**

everyone — communicating, listening, negotiating, participating — to make a high performing team. Productive behaviors include seeking out different viewpoints, allowing people to be themselves while simultaneously seeking common understanding, basing relationships on increased trust, and increasing skills in managing both differences and similarities.

Integrity. Ethics and values must be demonstrated in terms of complying with the letter and the spirit of laws and regulations, as well as nurturing honest relationships that are the foundation of a good team.

Quality. Project planning and process improvement are best accomplished with different viewpoints to identify, prevent, and solve problems.

Leadership. A good leader brings out the best in others, directs others effectively, and seeks innovative, alternative solutions. In order to do this, a leader must understand, appreciate, and value differences.

Respect for the individual. This is an essential part of diverse teams, encompassing behaviors such as acceptance, listening, standing up for others, accommodating needs of others, communicating with people with different styles and backgrounds, maintaining high expectations, and giving credit where it is due.

V. REWARDS AND RECOGNITION

BACKGROUND

When people come to work, they come motivated and committed to doing their very best. The motivation to work comes from within a person. The manager can supplement the motivation by rewarding and recognizing individual or team performance. Creating a productive, diverse environment can allow the individual to meet his or her goals — whether the goal is a promotion, desired job assignments or expanding job knowledge.

The Sandia Rewards and Recognition Toolkit [1991] contains information regarding guidelines for recognizing teamwork. This reference tool can be obtained from your department manager. The following information discusses the importance of taking diversity into consideration when recognizing and rewarding teams.

Recognizing diverse perspectives can increase creativity and

Teams can approach problems with a broad, distinct, and rich base of experience, resulting in the potential for better problem solving and decision making. Recognizing and rewarding diverse perspectives often results in increased creativity and innovation

which ultimately results in increased productivity. Furthermore, by rewarding and recognizing employee teams, we create and sustain a work environment that values an individual's needs and implements practices that respond to employees. Sensitivity to these issues improves an individual's work behavior and attitude.

The absence of rewards and recognition can hamper teamwork. Feedback from managers, positive or negative, plays an important role — probably the most important feature for working with teams. However, feedback is not the only important feature when working with teams. The company should make available tangible rewards as well as non-monetary rewards.

ALL REWARDS ARE NOT THE SAME

The wave of today and of the future is to recognize people's skills and needs — individually or in teams. Companies that don't recognize and reward individuals or teams for excellent performance may fall behind.

It's not always easy to match rewards to people's needs. But spelling out the reward process at the onset of the team's project can often lessen the manager's work and provide the team with information that normally is not discussed, if at all, until rewards are presented.

For rewards and recognition to work effectively, they should match the needs of the individual or the team. The teams or individuals have to see the personal value of the reward or recognition, not just how the organization benefits by what they do. Rewards and recognition become positive reinforcers when they meet the specific needs of the team.

***Rewards are positive
reinforcers when they meet
the team needs***

Although praise is often the most practical positive reinforcer for the team, you can't always count on it to work with all the team members. Money is usually important to people. They look to their work to earn their income, and they expect payment in return for doing their job. If people exceed job expectations, then additional monetary rewards can be highly motivating.

Rewards that meet the team's or individual's needs or goals are genuine drivers. To be appropriate, the rewards should satisfy at least four criteria:

- Rewards should be given for exceptional performance in meeting the real needs of the company.
- Rewards should match the needs of the individual.

- Rewards should be accessible and immediate, not vague promises.
- Rewards should be consistent with previous experience people have had with the company.

Some items to consider when rewarding and recognizing teams:

- Don't treat everyone the same way or reward everyone with the same rewards. If you base rewards on individual differences, you won't fall into the trap of looking at the group rather than at the individual.
- Respond in a timely manner. A quick response signals interest and confidence in the other person.
- State criteria. Tell the team members what they can do to get rewards.
- Recognize and praise appropriately. Avoid public praise with someone for whom that could be painful.

CONCLUSION

Creating an environment among diverse team members in which people feel good about their performance, their manager, themselves, and their teammates can help them meet individual goals while making a contribution to the team.

While recognizing people for what they do and rewarding them for their successes or accomplishments, you also need to give them constructive feedback when necessary. They might not know that they're not meeting the standards. Most people have a mistrust for managers who only praise.

Keeping in mind that some people like to be recognized publicly and others prefer to be recognized privately demonstrates that you have not ignored an important human behavior — valuing people's differences. Paying attention to how people want and need to be rewarded and recognized supports the basic element of understanding people, both as individuals and as team members.

***Recognition: Some
prefer public, some
prefer private***

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