



Society of Consulting Psychology
The Catalyst Division

DIVISION 13
AMERICAN
PSYCHOLOGICAL
ASSOCIATION

Welcome to SCP's Diversity & Inclusion Webinar Series
sponsored by
Diversity & Inclusion Committee
Colleen Bastian, Ph.D. & Bernardo M. Ferdman, Ph.D.,
co-chairs

Society of Consulting Psychology
The Catalyst Division

DIVISION 13
AMERICAN
PSYCHOLOGICAL
ASSOCIATION

Diversity & Inclusion Webinar Series,
SCP D&I Committee, October 25, 2017

Exploring Inclusion and Its Paradoxes: Toward Truly Engaging Diversity as a Valued Resource in Consulting and Coaching

BERNARDO M. FERDMAN, PH.D.

DISTINGUISHED PROFESSOR, ALLIANT INTERNATIONAL
UNIVERSITY, SAN DIEGO, CA

PRINCIPAL, FERDMAN CONSULTING



CSPP CALIFORNIA SCHOOL OF
PROFESSIONAL PSYCHOLOGY
ALLIANT INTERNATIONAL UNIVERSITY

Copyright (c) 2017 Bernardo M. Ferdman, Ph.D. All rights reserved.

Ferdman
Consulting

Questions for today:

What makes diversity and inclusion—seemingly so simple—also so complicated and difficult to achieve?

What are some of the key challenges and tensions that often arise as we strive to create inclusive organizations and groups?



CSPP CALIFORNIA SCHOOL OF
PROFESSIONAL PSYCHOLOGY
A STATE-APPROVED GRADUATE SCHOOL

Copyright (c) 2017 Bernardo M. Ferdman, Ph.D. All rights reserved.

Ferdman
Consulting

Goal for today (why did you
join the webinar)?

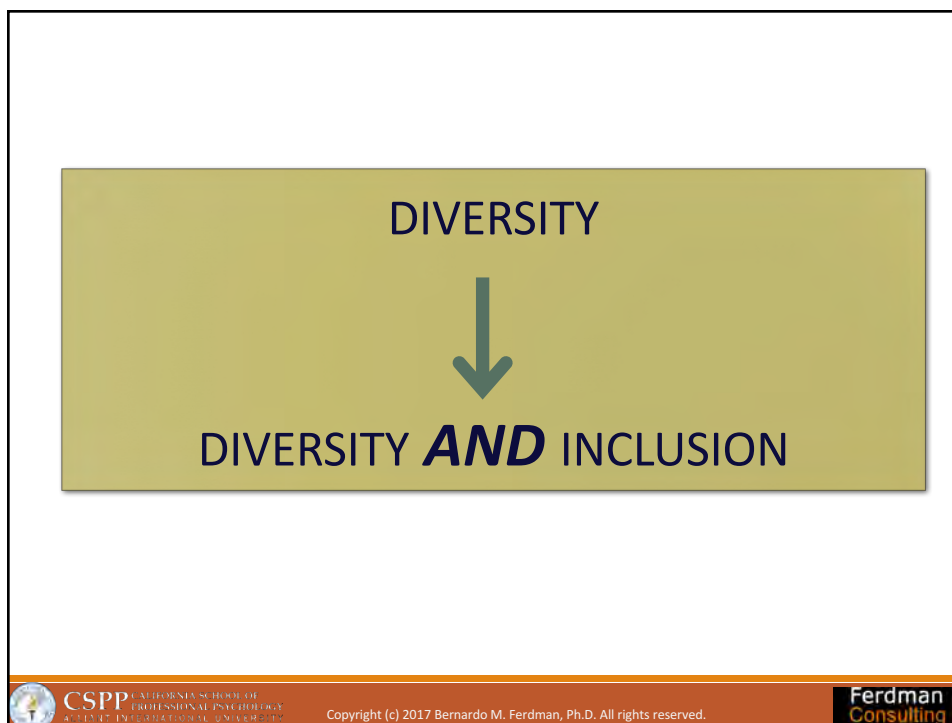
(type in chat box &/or “raise hand”)



CSPP CALIFORNIA SCHOOL OF
PROFESSIONAL PSYCHOLOGY
A STATE-APPROVED GRADUATE SCHOOL

Copyright (c) 2017 Bernardo M. Ferdman, Ph.D. All rights reserved.

Ferdman
Consulting



POLL:

1. With regard to ***diversity***, I consider myself to be:
 - a novice
 - capable (advanced beginner)
 - competent
 - proficient
 - Expert
2. With regard to ***inclusion***, I consider myself to be:
 - a novice
 - capable (advanced beginner)
 - competent
 - proficient
 - expert

CSPP CALIFORNIA SCHOOL OF PROFESSIONAL PSYCHOLOGY
ASSISTANT TO THE ATTORNEY GENERAL

Copyright (c) 2017 Bernardo M. Ferdman, Ph.D. All rights reserved.

Ferdman Consulting

POLL: Who is here?

What are your current professional roles?

- External consultant
- Internal consultant
- Executive or leadership coach
- Diversity & inclusion specialist
- OD specialist
- Researcher/scholar
- Faculty member
- Graduate student
- SCP Member, Fellow, or Affiliate



CSPP CALIFORNIA SCHOOL OF
PROFESSIONAL PSYCHOLOGY
A COMMITMENT TO EXCELLENCE

Copyright (c) 2017 Bernardo M. Ferdman, Ph.D. All rights reserved.

Ferdman
Consulting

A word or very short phrase:

When you think about
inclusion, what comes to
mind?



CSPP CALIFORNIA SCHOOL OF
PROFESSIONAL PSYCHOLOGY
A COMMITMENT TO EXCELLENCE

Copyright (c) 2017 Bernardo M. Ferdman, Ph.D. All rights reserved.

Ferdman
Consulting

To get the most of our time together:

Be fully present

Speak for yourself

- in your own voice
- try to focus on what's key and what really matters

Model respect & inclusion

- listen to understand
- accept others' reality as true for them
- remember that impact matters – not just intent

Anything else?



CSPP CALIFORNIA SCHOOL OF
PROFESSIONAL PSYCHOLOGY
ASSOCIATE PROFESSIONAL COUNSELORS

Copyright (c) 2017 Bernardo M. Ferdman, Ph.D. All rights reserved.

Ferdman
Consulting

Diversity & Inclusion: How and why do they matter?

It's right

It's required

It connects us to our communities

It makes us better & more successful*:

- Attract, recruit, & retain key talent
- Reduce costs/increase returns
- Generate more resources & ideas
- Catalyze innovation & creativity
- Improve results

* But only under the right conditions!




CSPP CALIFORNIA SCHOOL OF
PROFESSIONAL PSYCHOLOGY
ASSOCIATE PROFESSIONAL COUNSELORS

Copyright (c) 2017 Bernardo M. Ferdman, Ph.D. All rights reserved.

Ferdman
Consulting

**“Our lives begin to end the day
we become silent about things
that matter.”**

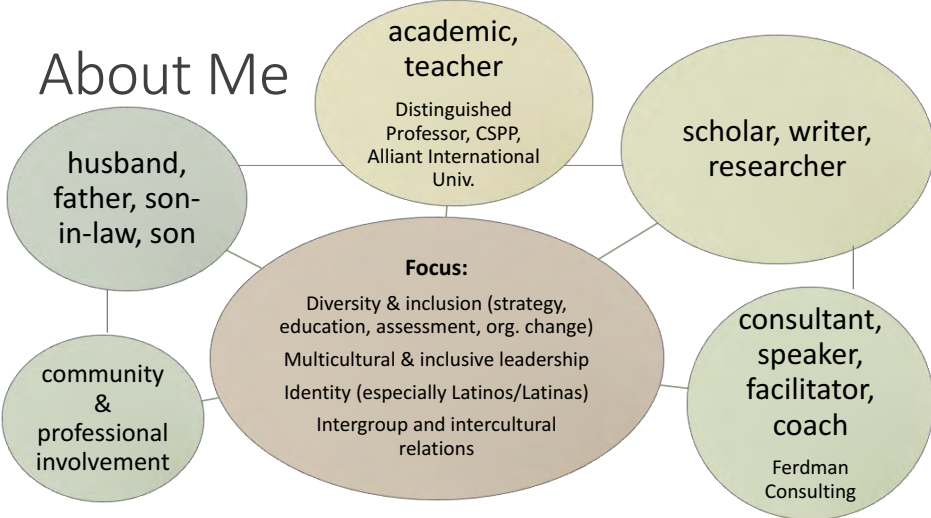
Rev. Martin Luther King, Jr.



CSPP CALIFORNIA SCHOOL OF
PROFESSIONAL PSYCHOLOGY
ALLIANT INTERNATIONAL UNIVERSITY

**Ferdman
Consulting**

About Me



**academic,
teacher**
Distinguished
Professor, CSPP,
Alliant International
Univ.

**scholar, writer,
researcher**


Focus:
Diversity & inclusion (strategy,
education, assessment, org. change)
Multicultural & inclusive leadership
Identity (especially Latinos/Latinas)
Intergroup and intercultural
relations

**husband,
father, son-
in-law, son**

**community
&
professional
involvement**

**consultant,
speaker,
facilitator,
coach**
Ferdman
Consulting

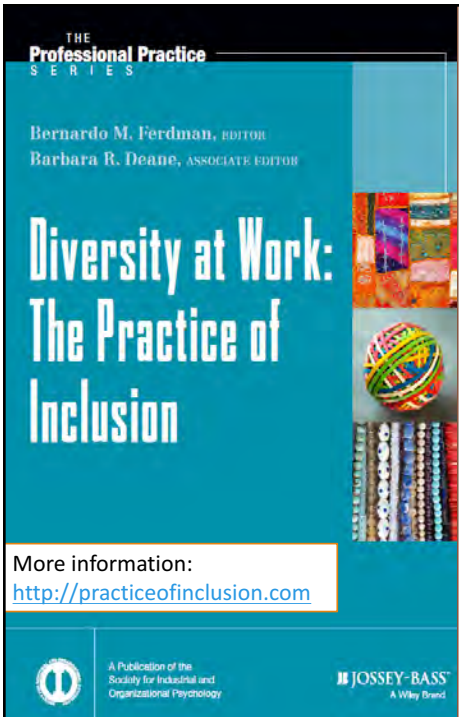
**My passion: *helping to create an inclusive world where
more of us can be fully ourselves***



CSPP CALIFORNIA SCHOOL OF
PROFESSIONAL PSYCHOLOGY
ALLIANT INTERNATIONAL UNIVERSITY

Copyright (c) 2017 Bernardo M. Ferdman, Ph.D. All rights reserved.

**Ferdman
Consulting**

	<p>Frameworks</p> <p>Ferdman; Hayles</p> <p>Individual & Interpersonal Perspectives & Practices</p> <p>Ferdman & Roberts; Wasserman; Bennett; Gallegos</p> <p>Organizational & Societal Perspectives & Practices</p> <p>Winters; Offermann & Basford; Church, Rotolo, Shull, & Tuller; Booysen; Nishii & Rich; Jonsen & Özbilgin; Mor Barak & Daya</p> <p>Key Application Issues & Domains</p> <p>O'Mara; Henderson; Shorter-Gooden; Lukensmeyer, Yao, & Brown; Richter; Härtel, Appo, & Hart</p> <p>Moving Forward</p> <p>Wheeler; DeNisi; Nkomo; Ferdman & Deane</p>
---	---

What Do We Mean By Diversity? It's More than Numbers!

“The varied perspectives and approaches to work that members of different identity groups bring.”

D. Thomas & R. Ely, 1996

“Any collective mixture characterized by differences, similarities, and related tensions and complexities”

Roosevelt Thomas, Jr.



CSPP CALIFORNIA SCHOOL OF
PROFESSIONAL PSYCHOLOGY
A COMMITMENT TO EXCELLENCE

Copyright (c) 2017 Bernardo M. Ferdman, Ph.D. All rights reserved.

Ferdman
Consulting

Diversity & Inclusion

Inclusion is **how we are** with each other.
It's **what we do** with our diversity.

Inclusion is about people's experience and behavior.

Inclusion allows us to reap the benefits of diversity.



CSPP CALIFORNIA SCHOOL OF
PROFESSIONAL PSYCHOLOGY
A COMMITMENT TO EXCELLENCE

Copyright (c) 2017 Bernardo M. Ferdman, Ph.D. All rights reserved.

Ferdman
Consulting



“Inclusion involves both being fully ourselves and allowing others to be fully themselves in the context of engaging in common pursuits. It means collaborating in a way in which all parties can be fully engaged and subsumed, and yet, paradoxically, at the same time believe that they have not compromised, hidden, or given up any part of themselves.”

Ferdman, 2010



CSPP CALIFORNIA SCHOOL OF
PROFESSIONAL PSYCHOLOGY
A COMMITMENT TO EXCELLENCE

Copyright (c) 2017 Bernardo M. Ferdman, Ph.D. All rights reserved.

Ferdman
Consulting

When we feel included...

- We can be fully ourselves and also let others be fully themselves as we engage in common pursuits
- We can work together, all fully engaged – without compromising, hiding, or giving up valued parts of our selves
- We can be fully present and more likely to contribute at our best

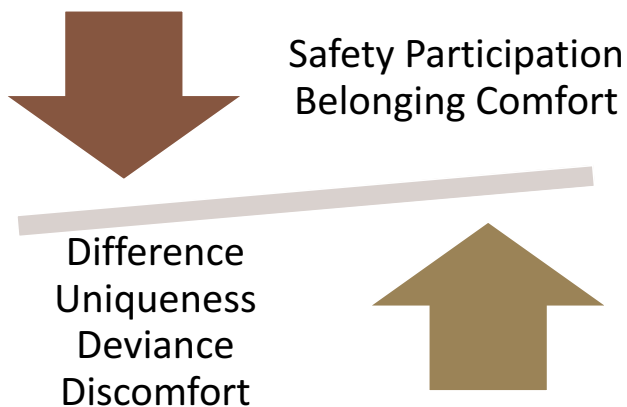


CSPP CALIFORNIA SCHOOL OF
PROFESSIONAL PSYCHOLOGY
A STATE-APPROVED GRADUATE SCHOOL

Copyright (c) 2017 Bernardo M. Ferdman, Ph.D. All rights reserved.

Ferdman
Consulting

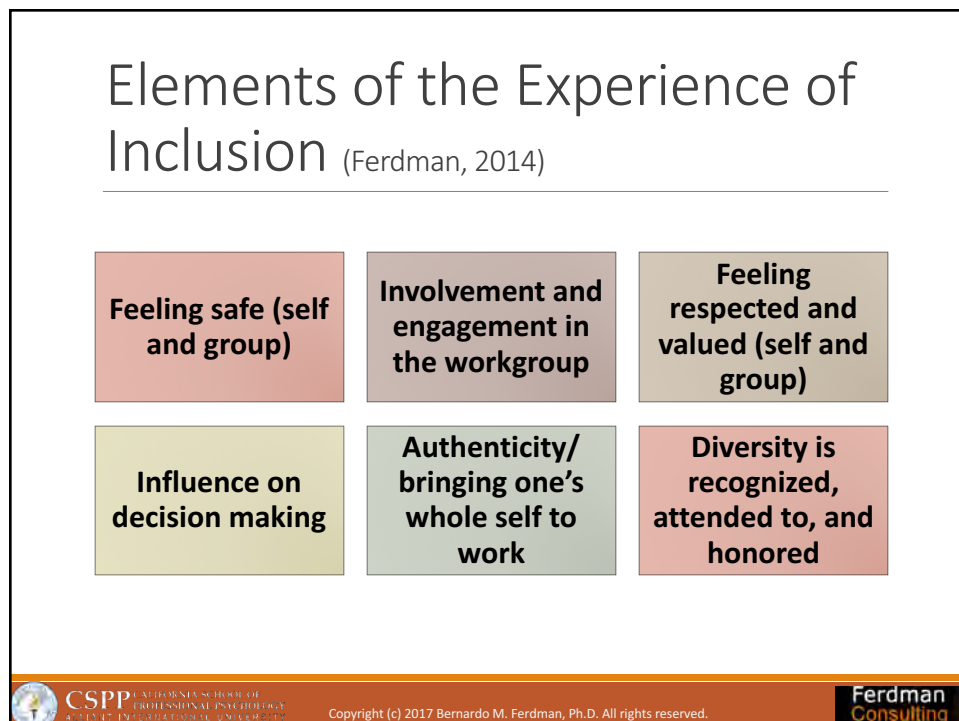
Inclusion



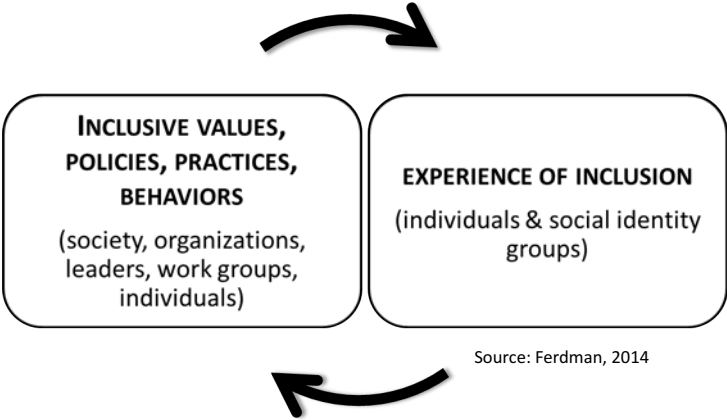
CSPP CALIFORNIA SCHOOL OF
PROFESSIONAL PSYCHOLOGY
A STATE-APPROVED GRADUATE SCHOOL

Copyright (c) 2017 Bernardo M. Ferdman, Ph.D. All rights reserved.

Ferdman
Consulting



Inclusion: A Systemic & Dynamic Process



Source: Ferdman, 2014



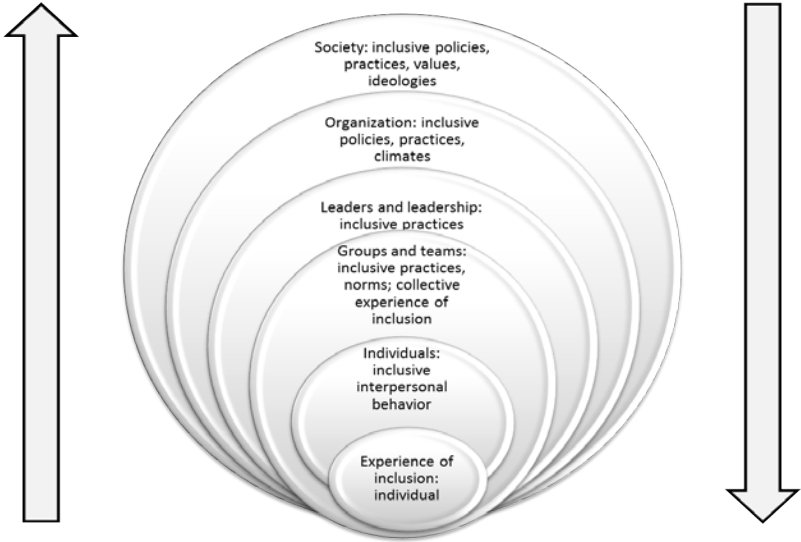
CSPP CALIFORNIA SCHOOL OF
PROFESSIONAL PSYCHOLOGY
A STATE INSTITUTION OF HIGHER EDUCATION

Copyright (c) 2017 Bernardo M. Ferdman, Ph.D. All rights reserved.

Ferdman
Consulting

Systems of Inclusion: A Multi-level Framework

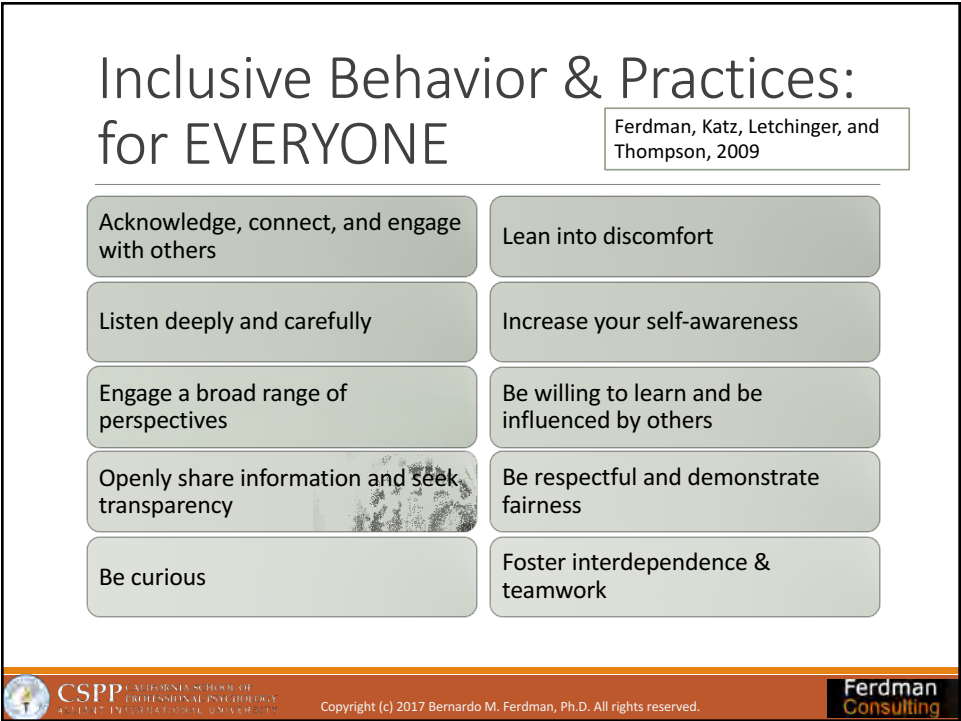
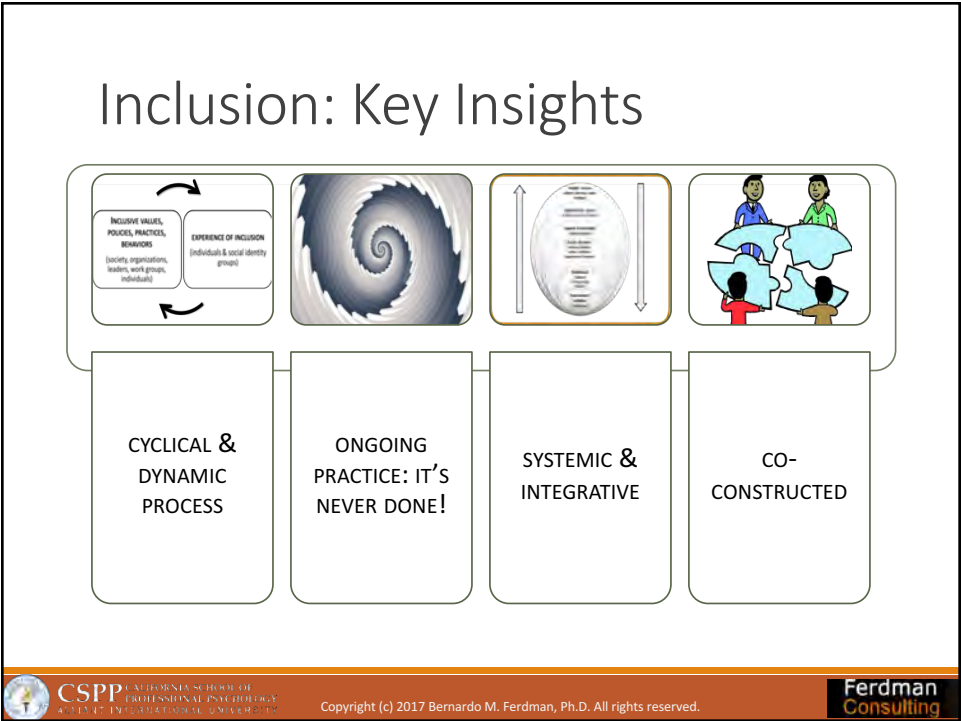
Source: Ferdman, 2014

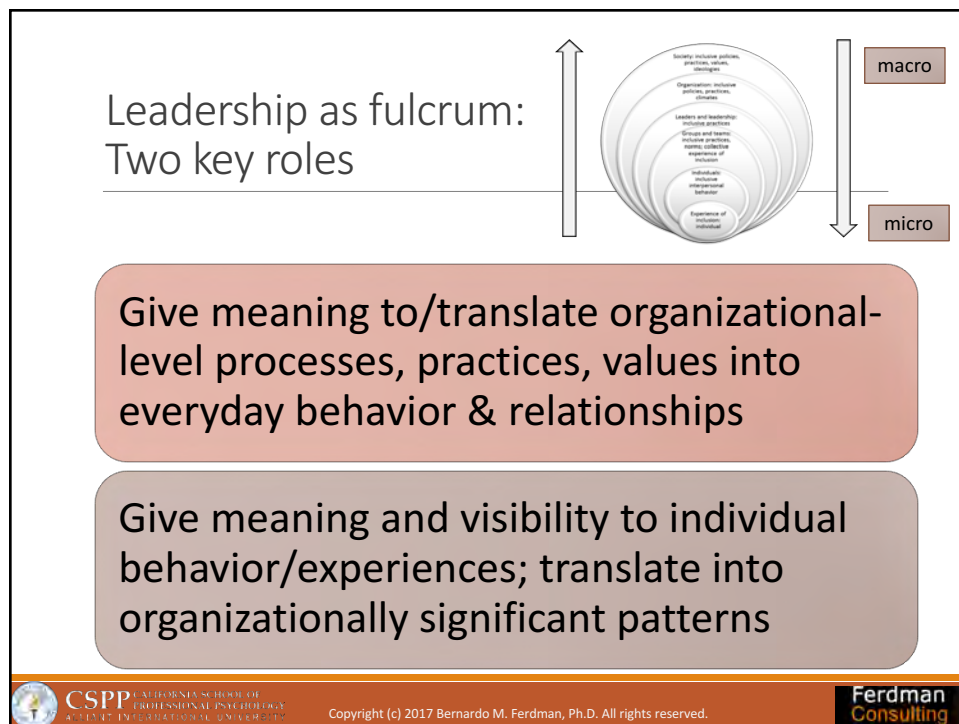
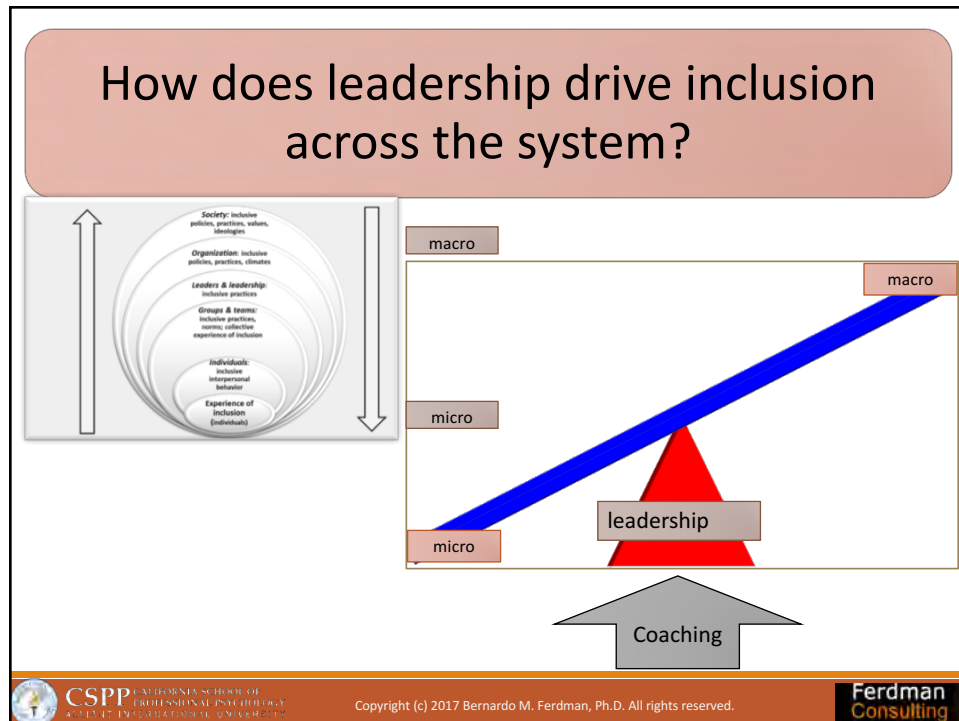


CSPP CALIFORNIA SCHOOL OF
PROFESSIONAL PSYCHOLOGY
A STATE INSTITUTION OF HIGHER EDUCATION

Copyright (c) 2017 Bernardo M. Ferdman, Ph.D. All rights reserved.

Ferdman
Consulting





To foster inclusion, leaders...

Talk about inclusion, diversity, and their benefits.

Are curious about and appreciate difference; encourage its expression.

Support others in being themselves and not having to hide valued identities (and model this themselves).

Help create inclusive policies and practices, and apply them fairly and consistently.

WHAT ELSE?



CSPP CALIFORNIA SCHOOL OF
PROFESSIONAL PSYCHOLOGY
A COMMITMENT TO EXCELLENCE

Copyright (c) 2017 Bernardo M. Ferdman, Ph.D. All rights reserved.

**Ferdman
Consulting**

How can coaching support inclusive leadership?

Self-awareness & authenticity

Conceptual/operational clarity & vision

Capacity for complexity & paradoxical thinking/behavior

WHAT ELSE?



CSPP CALIFORNIA SCHOOL OF
PROFESSIONAL PSYCHOLOGY
A COMMITMENT TO EXCELLENCE

Copyright (c) 2017 Bernardo M. Ferdman, Ph.D. All rights reserved.

**Ferdman
Consulting**

How can consulting support inclusive leadership?

Building and supporting inclusive systems

Recommending best practices for diversity & inclusion

Inclusive leadership development

WHAT ELSE?

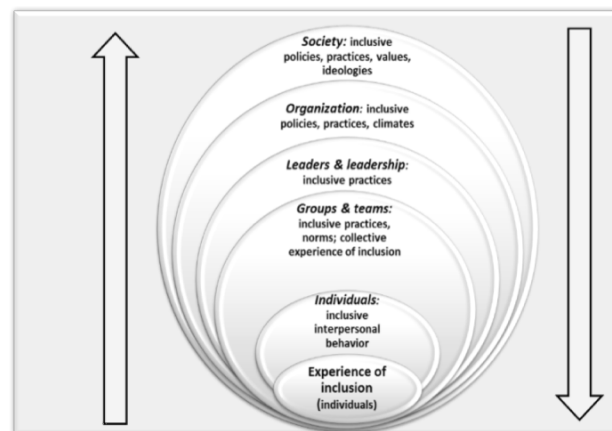


CSPP CALIFORNIA SCHOOL OF
PROFESSIONAL PSYCHOLOGY
A STATE EDUCATIONAL ORGANIZATION

Copyright (c) 2017 Bernardo M. Ferdman, Ph.D. All rights reserved.

Ferdman
Consulting

What else might the practice of inclusion mean for coaching & consulting?



CSPP CALIFORNIA SCHOOL OF
PROFESSIONAL PSYCHOLOGY
A STATE EDUCATIONAL ORGANIZATION

Copyright (c) 2017 Bernardo M. Ferdman, Ph.D. All rights reserved.

Ferdman
Consulting

Coaching and consulting from the perspective of inclusion

- Modeling, exploring, supporting self-awareness, authenticity
- Co-creating an experience and relationship of inclusion
- Framing and refining goals (in context)
- Providing supportive challenge
- Influencing and working with and through others



CSPP CALIFORNIA SCHOOL OF
PROFESSIONAL PSYCHOLOGY
A COMMITMENT TO EXCELLENCE

Copyright (c) 2017 Bernardo M. Ferdman, Ph.D. All rights reserved.

Ferdman
Consulting

Challenges of inclusion (in coaching & consulting)


1. What part of your identity do you rarely talk about at work because you don't feel it's included in your work environment?
2. When do you find your views of inclusion challenged?
3. When do you doubt inclusion can work?
4. Around what kinds of differences do you feel discomfort?
5. What are your concerns about connecting and working with people with whom you disagree or who somehow "push your buttons"? What makes that harder or easier?



CSPP CALIFORNIA SCHOOL OF
PROFESSIONAL PSYCHOLOGY
A COMMITMENT TO EXCELLENCE

Copyright (c) 2017 Bernardo M. Ferdman, Ph.D. All rights reserved.

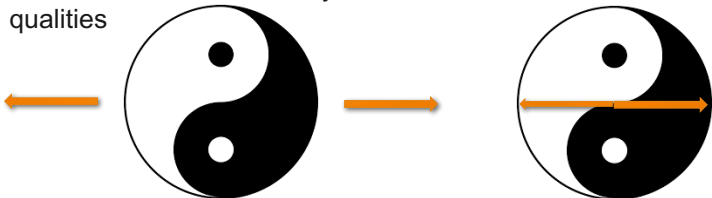
Ferdman
Consulting



Dilemma: a situation in which a difficult choice has to be made between two or more alternatives, especially equally desirable or undesirable ones.

A
or
B?

Paradox: a situation, person, or thing that combines contradictory features or qualities



What diversity or inclusion dilemmas, tensions, or paradoxes have you observed or experienced?

CSPP CALIFORNIA SCHOOL OF PROFESSIONAL PSYCHOLOGY
ADVANCE THE PROFESSIONAL STANDARD

Copyright (c) 2017 Bernardo M. Ferdman, Ph.D. All rights reserved.

Ferdman Consulting

Paradoxes of Inclusion Ferdman, 2017

1. Self-expression and identity: belonging, absorption vs. distinctiveness, uniqueness
2. Boundaries and norms: stable, well-defined vs. shifting, open
3. Process goals: Comfort, preservation of “my” way vs. discomfort, mutual influence & change

Article

The Journal of Applied Behavioral Science
2017, Vol. 53(2) 215-243
© The Author(s) 2017
Reprints and permissions:
sagepub.com/journalsPermissions.nav
DOI: 10.1177/0021886317702409
journals.sagepub.com/home/jabs

**Paradoxes of Inclusion:
Understanding and Managing
the Tensions of Diversity and
Multiculturalism**

SAGE

CSPP CALIFORNIA SCHOOL OF PROFESSIONAL PSYCHOLOGY
ADVANCE THE PROFESSIONAL STANDARD

Copyright (c) 2017 Bernardo M. Ferdman, Ph.D. All rights reserved.

Ferdman Consulting

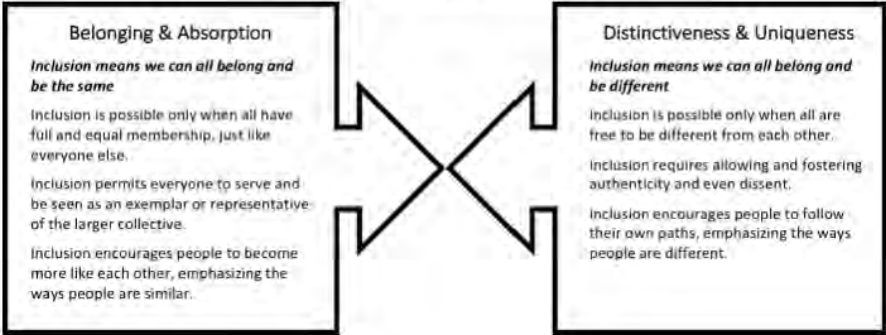
SELF-EXPRESSION AND IDENTITY:
Belonging & Absorption vs. Difference & Uniqueness

How can we foster a sense of belonging and unity to elicit inclusion in a diverse group, AND enable our differences to add value to and inform the whole group?

How can we be BOTH alike AND different?



Paradox of Self-Expression & Identity
Who am I? How much & in what ways can I express that?



Suggestions for Managing the Paradox

Avoid polarizing between the two sides, by understanding that identity with the collective can allow for distinctiveness, and that affirmation of uniqueness can strengthen a sense of authentic belonging.

Recognize that “special” interest and affinity groups, serve the whole by strengthening its parts.

Understand how we are all joined together in our difference and uniqueness.

Construct multi-faceted accounts of collective identity, applicable to all, while recognizing and addressing specific histories, needs, and aspirations.

Find ways to address both collective identity and individual uniqueness.

Accept and embrace intergroup processes and perspectives, even while emphasizing individuality.



CSPP CALIFORNIA SCHOOL OF
PROFESSIONAL PSYCHOLOGY
ACCREDITED BY THE AMERICAN PSYCHOLOGICAL ASSOCIATION

Copyright (c) 2017 Bernardo M. Ferdman, Ph.D. All rights reserved.

Ferdman
Consulting

BOUNDARIES AND NORMS Stable & Well-defined vs. Shifting & Open

How do we clearly and effectively define our collective boundaries and norms (especially around inclusion) without losing the benefits of expansion, challenge, and pressure that can help make our norms more adaptive to and representative of changing membership and changing conditions?

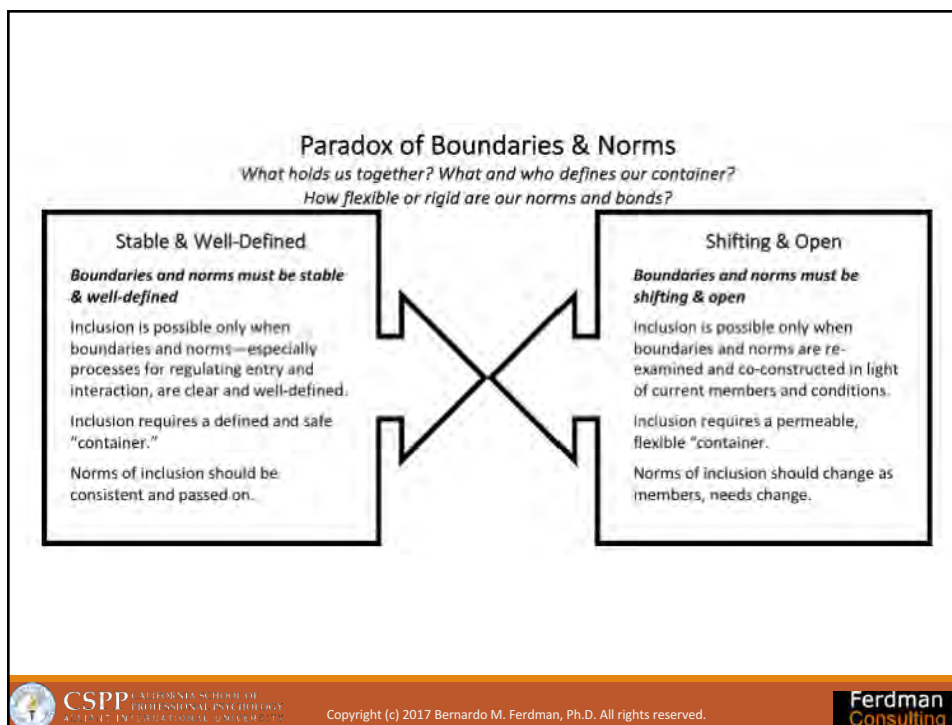
How can we pay attention to and address everyone's needs and views AND still do work (especially as membership shifts)?



CSPP CALIFORNIA SCHOOL OF
PROFESSIONAL PSYCHOLOGY
ACCREDITED BY THE AMERICAN PSYCHOLOGICAL ASSOCIATION

Copyright (c) 2017 Bernardo M. Ferdman, Ph.D. All rights reserved.

Ferdman
Consulting



Suggestions for Managing the Paradox

Recognize and own the paradox, in part, by noting our own internal ambivalence about boundaries and norms.

Engage across differences in the spirit of learning and possibility. Expect to engage across different approaches for engaging across differences.

Understand that inclusion implies both loosening boundaries and simultaneously enhancing them; for “new” or “different” people to feel included, the overall category must be clear yet, at the same time, must be redefined.

Understand and communicate that inclusion does not mean the absence of limits, that “anything goes,” or that there is an absolute possibility to question everything.

Co-construct norms and processes for inclusion— with clear parameters—and hold each other accountable.

Create and use rules for dissent and rule-breaking.

Create a collective definition of boundary based on shared values while holding spaces for divergent values.

Work with those present, while making space for newcomers and their possible dissent.

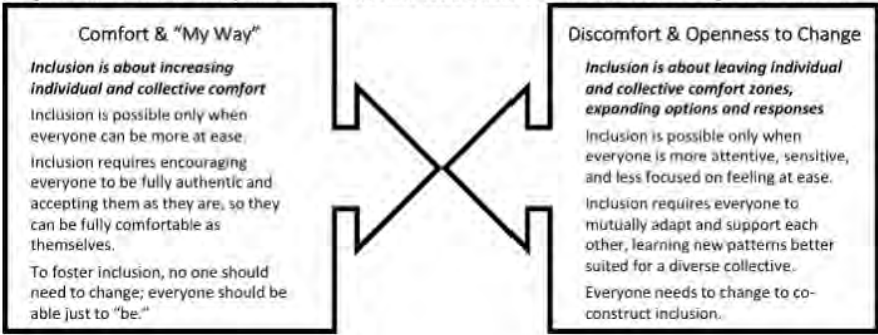
PROCESS GOALS
Comfort vs. Discomfort

How do we experience, balance, and manage the inherent tension between the discomfort of differences and creation and maintenance of a “comfortable,” inclusive environment?

How can we become comfortable with discomfort?

Paradox of Safety & Comfort

How much freedom of action and what range of expression do we each have? What demands can we make of each other and what responsibilities do we have toward each other? How can we be safe as we interact?



Suggestions for Managing the Paradox

Understand and accept that comfort always has limits and that self-expression and self-determination must happen in a collective context of mutual understanding and collaboration.

Engage in ongoing dialogue and learning, be willing to learn new ways to do things and to engage with others, and recognize that growth and learning are an essential part of being human.

Remember that becoming more oneself requires growing and learning, especially from those who are very different or whom we do not understand.

Promote and accept dissent, in the context of improving and perfecting the society and system.

Learn to be able to be uncomfortable, and to understand that those whom we do not understand are important.



CSPP CALIFORNIA SCHOOL OF
PROFESSIONAL PSYCHOLOGY
A STATE-APPROVED EDUCATIONAL INSTITUTE

Copyright (c) 2017 Bernardo M. Ferdman, Ph.D. All rights reserved.

Ferdman
Consulting

Remember that:

Inclusion inherently involves dilemmas & paradoxes

Inclusion requires attention, intention, and learning

Inclusion can be challenging and even uncomfortable

Inclusion is rewarding!



CSPP CALIFORNIA SCHOOL OF
PROFESSIONAL PSYCHOLOGY
A STATE-APPROVED EDUCATIONAL INSTITUTE

Copyright (c) 2017 Bernardo M. Ferdman, Ph.D. All rights reserved.

Ferdman
Consulting

Reflection

What insights emerged for you?

What is one implication for you going forward?

How might noting and managing the dilemmas of inclusion affect how you think about and approach diversity issues in consulting and coaching?



CSPP CALIFORNIA SCHOOL OF
PROFESSIONAL PSYCHOLOGY
A COMMITMENT TO EXCELLENCE

Copyright (c) 2017 Bernardo M. Ferdman, Ph.D. All rights reserved.

Ferdman
Consulting

Questions, comments, dialogue?



CSPP CALIFORNIA SCHOOL OF
PROFESSIONAL PSYCHOLOGY
A COMMITMENT TO EXCELLENCE

Copyright (c) 2017 Bernardo M. Ferdman, Ph.D. All rights reserved.

Ferdman
Consulting



Thank you!!



CSPP CALIFORNIA SCHOOL OF
PROFESSIONAL PSYCHOLOGY
A COMMITMENT TO EXCELLENCE

Copyright (c) 2017 Bernardo M. Ferdman, Ph.D. All rights reserved.

Ferdman
Consulting

References & Resources

- Ferdman, B. M. (2010). Teaching inclusion by example and experience: Creating an inclusive learning environment. In K. M. Hannum, L. Booysen, & B. B. McFeeters (Eds.), *Leading across differences: Cases and perspectives—Facilitator's guide* (pp. 37–50). San Francisco: Pfeiffer.
- Ferdman, B. M. (2014). The practice of inclusion in diverse organizations: toward a systemic and inclusive framework. In B. M. Ferdman & B. R. Deane (Eds.), *Diversity at work: The practice of inclusion* (pp. 3–54). San Francisco: Jossey-Bass.
- Ferdman, B. M. (2016). If I'm comfortable does that mean I'm included? And if I'm included, will I now be comfortable? In L. M. Roberts, L. P. Wooten, & M. N. Davidson (Eds.), *Positive organizing in a global society: Understanding and engaging differences for capacity-building and inclusion* (pp. 65–70). New York: Routledge.
- Ferdman, B. M. (2017). Paradoxes of inclusion: Understanding and managing the tensions of diversity and multiculturalism. *The Journal of Applied Behavioral Science*, 53(2), 235–263. doi:10.1177/0021886317702608
- Ferdman, B. M. (in press). Incorporating diversity and inclusion as core values in organization development practice. In D. Jamieson, J. Vogelsang, & A. Church (Eds.), *Enacting values-based change: Organization development in action*. New York: Palgrave MacMillan.
- Ferdman, B. M. & Deane, B. R. (Eds.). (2014). *Diversity at work: The practice of inclusion*. San Francisco: Jossey-Bass.
- Ferdman, B. M., Katz, J. H., Letchinger, E., & Thompson, C. (2009, March 9). *Inclusive behaviors and practices: Report of the Institute for Inclusion's Behavior Task Force*. Presentation at the Institute for Inclusion 4th Conference, Arlington, VA.
- Ferdman, B. M. & Roberts, L. M. (2014). Creating inclusion for oneself: Knowing, accepting and expressing one's whole self at work. In B. M. Ferdman & B. Deane (Eds.), *Diversity at work: The practice of inclusion* (pp. 93–127). San Francisco: Jossey-Bass.



CSPP CALIFORNIA SCHOOL OF
PROFESSIONAL PSYCHOLOGY
A COMMITMENT TO EXCELLENCE

Copyright (c) 2017 Bernardo M. Ferdman, Ph.D. All rights reserved.

Ferdman
Consulting

Bernardo M. Ferdman, Ph.D.

Principal, Ferdman Consulting

E-mail: bernardo@ferdmanconsulting.com

Website: <http://ferdmanconsulting.com>

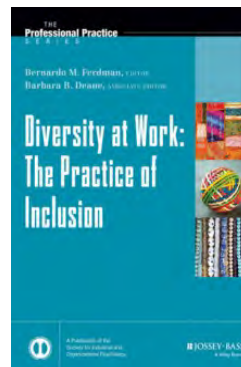
Twitter: @bferdman

Distinguished Professor

California School of Professional Psychology

Alliant International University

San Diego, CA 92131



Book website:

<http://practiceofinclusion.com>



<http://inclusionatwork.com>



CSPP CALIFORNIA SCHOOL OF
PROFESSIONAL PSYCHOLOGY
ALLIANT INTERNATIONAL UNIVERSITY

Copyright (c) 2017 Bernardo M. Ferdman, Ph.D. All rights reserved.

Ferdman
Consulting