



**Multicultural Leader Development Program (MLDP)
For the 21st Century**

MULTICULTURAL Women

**SEP.
19-22
2016**

Johnson & Johnson



How to Use The MLDP Companion Guide

The Multicultural Leadership Development Program (MLDP) is four intense days, packed with rich content, creative ideas and information. It's a lot to take in all at once. With that in mind, we've created the MLDP Companion Guide.

The Guide is our gift to you and is designed to help you get the most from your MLDP experience. The Guide's PDF format allows you to save it to your computer or other electronic device and conveniently access it any time you choose. Use it during the conference and as an ongoing reference tool in the weeks, months, and years to come to reflect on the materials, topics and models you saw and heard about during the conference.

Included in the MLDP Companion Guide are some its top takeaways on each day's topics. It includes important slides from each day's presentation as well as additional resources including articles, research, and videos to help support you in continuing to develop as a leader. The Guide is organized to match the MLDP's four days:

Day 1 is all about you and how you're "wired". This section explores how your cultural DNA and significant historical events impact how you show up in the workplace. We explore:

- History and global change movements and Cultural Archetypes
- Global multicultural workplace realities
- Covering - being your authentic self and your workplace identity

Day 3 is about you and how you, as a leader, leverage diversity to create a stronger team and encourage ingenuity and innovation. We will review:

- Diversity as a business enabler
- Unconscious Bias and the science behind it
- Functional Fixedness and the Brainstorming Technique
- And, we'll begin a deep dive on relationships including R.E.A.P., storytelling, and feedback

Day 2 is about you and your Leadership Panache. Panache is that undefinable quality, that "it" factor that great leaders have. How does yours impact your workplace persona? And how can you cultivate yours to become a leader with presence. We look at:

- Executive Presence, who has it, how to get it
- P.I.E – Enhancers and Derailers

Day 4 is about you and your relationships. Relationships matter. How do you make sure your relationships with your team, supervisor, and other business partners are optimized? We will focus on:

- The New IQ – 5 Inclusive Habits
- Social Styles and why they matter
- The importance of straight-talk

We are so thrilled to be a part of the MLDP! We sincerely hope that you will find the Companion Guide useful and informative. If you have any questions or ideas about how we can improve it, feel free to reach out to us.

Dr. Vanessa Weaver
CEO, Alignment Strategies
vjweaver@alignmentstrategies.com



Alignment Strategies, Inc.

Alignment Strategies, Inc. (ALS) is honored to be the strategic partner with J&J's Office of Global Diversity and Inclusion to present the 2016 Multicultural Leadership and Development Program (MLDP). We feel privileged to continue our more than 15-year affiliation with J&J, in its continuous commitment to honor its CREDO and as a preferred global employer in the global diversity and inclusion (D&I) space.

For over 25 years, ALS has been one of the country's leading organizational development firms, providing clients with comprehensive, customized and effective business solutions. ALS's business model is designed to respond to each client's unique and evolving needs. Our expertise helps our clients to achieve superior business results through strategic and large-scale organizational transformations and leadership development such as the MLDP.

The MLDP program is designed to:

- Help you expand your role as a leader, cultivating executive panache and presence
- Explore how you can leverage your unique diversity to drive value for the business and increase your level of engagement with others.
- Focus on your relationships with supervisors, as well as sponsors and mentors, and utilize them to support you in your success.

ALS has led the charge, influencing organizations to focus on diversity as a business driver. We are especially passionate about helping women, particularly multicultural women (MCW). Our work has resulted in reduced attrition rates for multicultural woman, in some cases as much as 50% over multiple years, in some of the world's preeminent organizations. We are proud that many of the organizations on the current roster of the best companies for MCW are also our clients. Those clients commit to and invest in MCW, establishing best practices that are replicated by companies around the world.

Whether it's during the MLDP or afterwards, ALS is your resource. We are here to support you in getting the most out of the MLDP. Should you have questions, need a bit of extra support, or just want to say hello, feel free to reach out to any member of the ALS Team (See our bios on pages 6-7). We are here to make sure your MDLP experience is career-changing.

"ALS's business model is designed to respond to each client's unique and evolving needs. Our expertise helps our clients to achieve superior business results through strategic and large-scale organizational transformations and leadership development such as the MLDP."



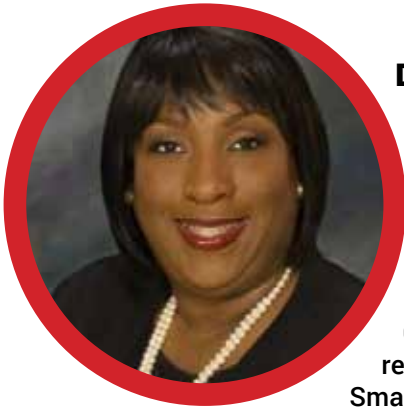
Components:

MLDP for the 21st Century





THE MULTICULTURAL WOMEN'S 2016 MLDP TEAM



Dr. Vanessa Weaver, Founder/CEO of Alignment Strategies, LLC

Dr. Vanessa Weaver was born into a family of African-American entrepreneurs, that expected success and service to others. She translated that expectation to a commitment to advance diversity and inclusion. Under Dr. Weaver's leadership, ALS has led the charge, influencing organizations to focus on diversity as a business enabler. ALS' initiatives reduced attrition among Multicultural people, as much as 50%. Dr. Weaver leverages media to advance D&I conversations. She will launch DITV, a 24/7 Web-based news show, in October. She hosts Workin' It Out on Sirius XM, Channel 141. Dr. Weaver is a regular columnist for Diversity Best Practices' online newsletter. She co-authored Smart Women, Smart Moves, focusing on how women create and maintain work relationships. Dr. Weaver holds a BS, Masters and PhD in Clinical Psychology.

Glenn Dorris

For over 10 years, Glenn Dorris has served as the Key Lead Business Partner for Alignment Strategies, Inc. (ALS), leveraging 30+ years of direct line management and organizational transformation expertise, delivering ALS' unique value proposition for our clients. His passion for diversity and inclusion (D&I) is rooted in his own life experience, personally facing exclusion as a white male. Growing up in a working class family, Glenn found that others assumed his background would define and limit his aspirations and achievements. He clearly dispelled that assumption.



Mayra Sacco

Born into a family of Cuban-immigrants, Mayra Sacco is the first in her family to graduate from college and go on to have a professional career. Mayra is passionate about diversity and inclusion. In the last 20 years, she taken a leadership role in helping to develop women on Wall Street through mentoring, board representation and committee development. She created the Wall Street Women's Alliance, an industry-wide forum for women in financial services to share best practices and strengthen the role of women in the field. In her work with Alignment Strategies, Inc., Mayra specializes in diversity and inclusion consulting, executive coaching, leadership development, executive presence and building high performance teams; with a particular focus on working with mid- to senior-level multicultural women.





Bruce Stewart

Bruce Stewart's passion for diversity and inclusion is clear. "There is no issue more critical to our common existence than the ability to bridge our differences to solve hard complex problems," he says. Bruce believes that rapid technological advances have resulted in most non-complex jobs either being automated, "internet-ed", or eliminated, leaving only hard problems to remain. In his work with ALS, Bruce works to help organizations understand that the way to solve those complex problems is by creating innovative solutions born from collective efforts executed in a cooperative, productive, creative, and compassionate way.

Kalpana Shanmugham, PhD

No stranger to change, Kalpana Shanmugham, Ph.D., Organizational Development and Strategic Talent Consultant, has resided in seven U.S. states, from the North East to the Midwest. A well-established thought leader, client collaborator and trusted advisor, including a focus on C-suite level projects, Kalpana, who often found herself one of just a few women, and the only East-Indian woman in the room, is known for building leadership competency and empowering successful organizational change.



Claire L. Tse

Claire Tse is a multi-lingual master Organizational Development Consultant and Executive Coach with a passion for optimizing team performance by utilizing members' diverse skills, talents and capabilities. Her passion is grounded in her personal experiences. Throughout her career, Claire often found herself the only Asian woman, and what she learned from others about how to blend differences into a cohesive strength to achieve extraordinary results is the foundation of her work. Her early years as Mobil Oil Corporation's first Asian woman Marketing Representative afforded her 15 years of inside corporate life, real-time learning

Jeanne Wood

As a first generation Grenadian, Jeanne Wood, has direct experience mastering multiple cultural identities, while maintaining her families' cultural traditions with her 2 daughters. Jeanne has 20+ years of Human Capital expertise, where she has cultivated a unique understanding of the challenges organizations face in developing and retaining Multicultural and female talent. Prior to joining Alignment Strategies, Jeanne was a thought-leader in the retention, development and advancement of talent in Wall Street and the Financial Services industry. She is certified in the Hogan Assessment Systems and the Myers Briggs Type Indicator. Jeanne earned an MBA from the University of Michigan and an Advanced Certification in Executive Coaching from Columbia University.



Day 1:

It's About You as a Multicultural Leader

Four Worlds Framework

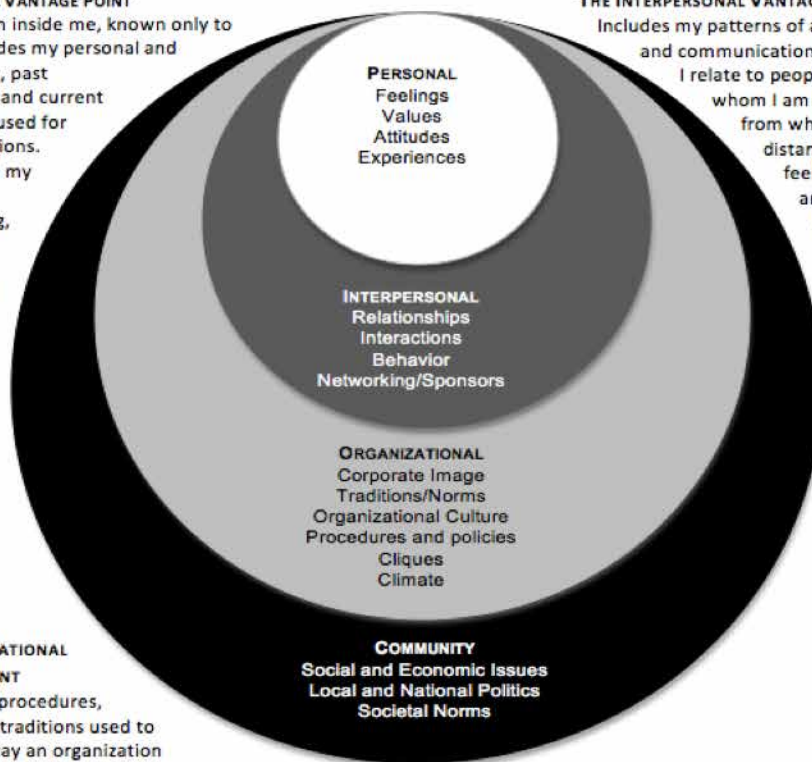


THE PERSONAL VANTAGE POINT

What goes on inside me, known only to myself. Includes my personal and social history, past experiences, and current information used for making decisions. Also includes my cultural programming, stereotypes and assumptions about other groups.

THE INTERPERSONAL VANTAGE POINT

Includes my patterns of affiliation and communication – the ways I relate to people, to whom I am close and from whom I am distant, what I feel free to say and what I do not.



THE ORGANIZATIONAL VANTAGE POINT

Includes the procedures, policies, and traditions used to govern the way an organization functions. It incorporates the organization's unwritten rules, or culture, on an individual and on groups.

Adapted from a model by Dr. Price Cobbs



Multicultural U.S History Timeline™

1960-1969			
African American	Asian/Pacific Islander	Hispanic/Latino	Women
1960 Student Nonviolent Coordinating Council-SNCC founded. 1960 Meredith Gourline invents electro gas-dynamics (EGD) to convert natural gas to electricity. 1961 Langston Hughes was inducted into National Institute of Arts and Letters. -CORE sends Freedom riders south to test bus laws. 1962 The United Nations establishes the Special Committee Against Apartheid. -James Meredith 1st black student at U of MS. 1963 The March on Washington DC attended by 200K people. 1964 President Johnson signs the Civil Rights Act of 1964. 1964 Fannie Lou Hammer testified for Mississippi Freedom Democratic Party. 1965 Malcolm X assassinated. -Congress amends the Immigration and Nationality Act of 1952 abolishing national origin quota system. -President Johnson signs the Voting Rights Act of 1965 prohibiting racial discrimination in voting and banned literacy tests and other discriminatory registration and voting practices that aimed to exclude black voters from voting. 1967 President Johnson appoints Thurgood Marshall to the Supreme Court. -Laws prohibiting interracial marriage declared unconstitutional. 1968- Dr. Martin Luther King assassinated. -Robert Kennedy assassinated. 1969 Jackson 5 debut on Ed Sullivan show and American Bandstand.	1962 Roman Gabriel a Filipino quarterback for the Los Angeles Rams becomes the first Asian American in American Football League. -Daniel K. Inouye becomes U.S. senator and Spark Matsunaga becomes U.S. congressman from Hawaii. 1964 - Death of Prime Minister Jawaharlal Nehru. 1965 Immigration Law abolishes "national origins" as a basis for allocating immigration quotas to various countries – Asian countries now on an equal footing with others for the first time in U.S. history. -India fights second war with Pakistan over Kashmir. 1966 Nehru's daughter Indira Gandhi becomes prime minister. -Richard Aoki was one of the most prominent Asian Americans involved in the civil rights movement in the U.S. helped found the Black Panther Party. 1968 Students strike in San Francisco State University to demand establishment of ethnic studies program. 1969 Bruce Lee becomes the first Asian American Hollywood action superstar. Students at the University of California, Berkeley strike for establishment of ethnic studies program.	1960 All US businesses in Cuba are nationalized without compensation; US breaks off diplomatic relations with Havana and imposes a trade embargo -Young Mexican Americans participate in the struggle for Civil Rights and start the Chicano movement. 1961 US backs an abortive invasion by Cuban exiles at the Bay of Pigs; Castro proclaims Cuba a communist state and begins to ally it with the USSR. -ASPIRA is founded to promote education of Hispanic youth by raising public and private sector funds. 1962 Cuban missile crisis. Fearing a US invasion, Castro agrees to allow the USSR to deploy nuclear missiles on the island- triggering a crisis that took the two superpowers to the brink of nuclear war. 1964 Roberto Sánchez Vilella, become the island's second elected governor 1965 United Farm Workers (UFW) organized the first successful Delano grape strike the first national boycott for Hispanic workers. The strike brings national attention to the plight of some of the lowest paid workers in the country. 1965 Fidel Castro announces that Cubans can leave the island spurring large influx of Cuban immigrants entering the U.S. 1966 The UFW Wins its first contract and joins the AFL-CIO. 1967 Reies Lopez Tijerina and members of Alianza take over a courthouse in New Mexico to protest violations of civil rights. - Farm Labor Organizing Committee is formed in Colorado, Arizona, Texas, Washington and other states based on the UFW model. -Voters reaffirm Puerto Rico Commonwealth status & elect pro-statehood leader Luis Ferré, leader as governor. 1968 Los Angeles Latino high school students walk out of classrooms to protest unequal treatment in schools. Three wks. later the school board bows to the student's demands. -Mexican American Legal Defense and Education Fund opens doors becoming the first legal fund to pursue protection of civil rights of Mexican Americans. 1969 The La Raza Unida Party is formed by Corky Gonzales, Jose Angel Gutierrez and Reies Lopez Tijerina as an alternative to the two party system.	1960 Food & Drug Administration approve Birth Control Pills. 1961 President John F. Kennedy establishes the first National Commission on the Status of Women chaired by former First Lady, Eleanor Roosevelt. 1962 Dolores Huerta cofounded the United Farm Workers Union (UFW) with Cesar Chavez and became its first contract negotiator. 1963 The National Commission of the Status of Women issued a report detailing employment discrimination, unequal pay, legal inequality and the insufficient support services for working women. -The Equal Pay Act of 1963 that amended the Fair Labor Standards Act. The law made it illegal to pay different wages to men and women performing the same work. 1964 Title VII Civil Rights Acts barring discrimination on basis of sex and race. 1965 Patsy Matsu Takemoto Mink from Hawaii becomes the first Asian American woman elected to Congress. -Griswold v. Connecticut. Supreme Court strikes down last remaining state law prohibiting use of contraceptives by married people. 1966- The National Organization for Women (NOW) is founded by activist Betty Friedan to end sexual discrimination. 1967 Executive Order 11375 by Lyndon Johnson covered discrimination based on gender. 1968 Shirley Chisholm first African American woman elected to congress, representing New York.

Whether you are conscious of it or not, history impacts who you've become. Consider some of the events that have effected your culture, your family and even friends. Even if it's something that happened long ago, these events shape how we see ourselves, inform who we are as people and therefore, influence how we show up in the workplace.

Cultural Archetypes: Understanding your cultural DNA

What is a Cultural Archetype?

An inherited idea or mode of thought that is derived from the experiences of a race/gender and is present in the unconscious of the individual.

Historically, the transmission of these cultural archetypes is for the protection, education and survival of members of a group or race.

Stereotypes

Commonly held beliefs/assumptions about a person/group; externally-placed; could be based on observations of archetype.

Archetypes

Generational lessons/cultural DNA that is part of who we are, good, bad or indifferent; internally-wired messages transmitted from ancestors for survival

Relevance of Cultural Archetypes in the Workplace

Awareness of Cultural Archetypes empowers YOU to leverage them and/or prevent them from impeding your success!

- Explain factors influencing behaviors, not readily understood or observed
- Provides expanded view of historical and cultural influences on behaviors
- Understanding, equips with knowledge to better understand individual triggers and to proactively manage
- Empowers, by building confidence that can control behavioral patterns
- Broadens cultural and gender understanding
- Equips to be more effective coach, mentor, peer, subordinate



[Click here to watch video](#)

What is Culture?

"Culture is the collective programming of the mind."

Geert Hofstede, Dutch Social Psychologist
Professor Emeritus,
Organizational Anthropology
and International Management, University
of Maastricht, Netherlands
Pioneering researcher in the
fields of cross-cultural groups
and organizations



The Elements of Culture

	Definition	Examples
Symbols	Used to stand for something else. Specific meaning attached to object, gesture, sound or image.	Cross, emoticons, American flag, red light
Language	A system of words and symbols used to communicate with other people. Full languages, body language, slang and common phrases.	English, Spanish, French, Italian, etc., body language (eye contact, arms crossed etc.), slang and common phrases unique to certain groups
Values	Culturally defined standards for what is good or desirable. Members use the shared values to decide what is good and what is bad.	Individualistic - emphasizes competition, personal achievement. Collectivistic – encourages collaboration, group success
Norms	Culturally defined expectations of behavior. Guidelines we use to determine how to behave in any given situation. What is appropriate.	Standing in line. Not cursing loudly in public.

Source: Major Elements that Define Culture.
Desorientado. You Tube.
<https://www.youtube.com/watch?v=jt2tikGSu98>

