How to Work With & Lead People Not Like You

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1 in 3 in the U.S. is Not White
Clear Trend: The Census Diversity Index

The probability that two people chosen at random would be of a different race and ethnicity on a 0-100 scale. The scale ranges from 0 (no diversity) to 100.

<table>
<thead>
<tr>
<th>Year</th>
<th>Diversity Index</th>
</tr>
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<tbody>
<tr>
<td>1980</td>
<td>34</td>
</tr>
<tr>
<td>1990</td>
<td>40</td>
</tr>
<tr>
<td>2000</td>
<td>47</td>
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<tr>
<td>2010</td>
<td>52</td>
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Forecast for 2020: 65

1 in 6 Marriages is to a Spouse of Different Race or Ethnicity
Not just racially & ethnically…

- Politically
- Socially
- Fiscally
- Religiously

Diversity Comes in Many Forms

- Introverts vs. Extroverts
- Creative vs. Analytic Thinking
- Morning People vs. Night Owls
- Small business owner vs. large corporate execs
- Regional differences: North / South or East Coast / West Coast
- Communication styles: face-to-face or email/texting only
- Apple people vs. Google people
Companies Get Real
And More Brave…

People Want to See
“The Real Real”
Companies Adapt… and Realize “Real” Drives Business

40% of people 18-35 have four or more tattoos

Cover Girl Embraces Diverse Beauty

- Cover Girl makeup now features Muslim model
- And the first “Cover Boy”
CVS Bans Photoshopping in its Beauty Products Ads

Barbie Gets Real – for the First Time

Original Barbie

Curvy Barbie
1965 - Slumber Party Barbie

Brawny Salutes Strong Women
The new gerber baby is real…and irresistible

Target Ads Feature Kids with Down Syndrome
Our Differences Can Create Friction

Different Can Be Uncomfortable
In business, it’s not ok to admit that

nope.

It’s too risky…

• Your job may be at risk
• You’re not on the “diversity bandwagon”
• You could be branded with a label

So you keep quiet
But you’re struggling
If you’re struggling, you’re normal

• You’re not a bad person
• You’re not alone
• Your discomfort is normal

Why is working with people not like us important?
You Could Miss Something Big

• Bethenny Frankel approached every major liquor company with her idea
  • All turned her down
  • 2 years later, Beam bought her brand for **$100 million**
“Outsiders” Made The Team Better

• Adding the “outsider” more than doubled the teams’ chances of getting the correct answer
  • from 29% to 60%!

• But paradoxically, the diverse teams reported that their interactions were less effective than those where everyone was from the same house
Working with diverse team members felt harder, *but produced a better outcome*

9 Key Ways to Work with People Not Like You
#1: Break the Ice with Your Diverse Team

- Ask team to share something about themselves

- Where do you call home?
- A perfect Saturday would be...
- What’s one thing you’re grateful for this week?
- What’s something interesting you’re doing now?

Marc from Accounting
#2: Find Common Ground

- You like the Cubs? Me too!
- That's a cool necklace. My mom makes jewelry – where do you find your pieces?
- I hear you like fly fishing. Is it hard to learn?
- I wonder if they'll ever fix the heat in this building – are you as cold as I am?
- Expect it to feel a little awkward

#3: Build Trust

- Two kinds of trust

- Common trust:
  - granted to others automatically
Vulnerability Trust

- Breaks down walls
- Must be cultivated
- Must be reciprocated

Key Steps to Build Vulnerability Trust

- Talk straight.
- Be honest. Even when it’s hard.
- Use simple language
Toyota Created Mutual Strategy With Their Dealers

- Trucks are top sellers and high gross profit vehicles
- Toyota needed truck volume
- Dealer meetings
  
  “We can’t hit our sales numbers unless we hit our truck numbers”

Toyota Kept it Simple…

- They asked:
  
  – “What do you need from us to help you sell more trucks?”

- Dealers answered:
  
  – More product training
  – More inventory on popularly equipped vehicles
  – Enhanced advertising/marketing funds
  – Salesperson incentives
  – Special promotions
#4: Be Aware that Our Differences are Real

- Scott – retail executive
- Sally’s Beauty Supply

What Scott Did…

“Talk to me. Tell me what’s going on and how I can help.”

- Dialogue  (talk to me)
- Barriers  (what’s going on?)
- Solutions  (how can I help?)
Working With Women

Value expansive choices, seeing all options

Working With Men

• Want choices simplified
• The “magic number” is 3
#5: GIVE PEOPLE WHAT THEY WANT

Macy’s Products Differ By Region

Salt Lake City  Atlanta  Seattle

For Reference of NECA Now 2019 Attendees Only
Burger King Adjusts its Menu

New York City

Birmingham

No One Reads Anymore – We Skim…

Before

TL;DR

After
#6: Agree To Disagree

“I see it differently” is effective & disarming

- Not antagonistic
- Not judgmental or superior
- Not combative
- Not trying to win the argument or persuade

#7: Take The Emotion Out Of It

Could be worse. Not sure how, but it could be.
Liking or Disliking are Emotions

Accept that you don’t have to like them - it’s OK

#8: Sometimes People Are Going to Say the Wrong Thing

Out of thoughtlessness, carelessness or ignorance

Not because they’re mean spirited

Amber: doing a deposition in Salina, KS

Bring it back to business
Itron Engineer

“That’s the most retarded idea I’ve ever heard”

Sally and Her New Car
#9: Use Four Magic Words

“I need your help”

Five Things to Do & Remember

1. Expect it to feel awkward when working with someone new and different

2. Have conversations, not debates. Use “I see it differently”

3. Adapt to others and their differences – give people what they want
   – Women like expansive choices, men like choices narrowed to 3

4. Talk straight. Use simple language. Especially when it’s a tough conversation

5. Use “I need your help”
If you want to go fast, go alone — if you want to go farther, go together

An African Proverb

My Book Can Help

One of the Top 10 Bestselling Business Books
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Questions? Thank you!

Up Next:
9:45-10:30 am
Interactive break in Canyon 1-6

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