

HOW TO WORK WITH & LEAD PEOPLE NOT LIKE YOU



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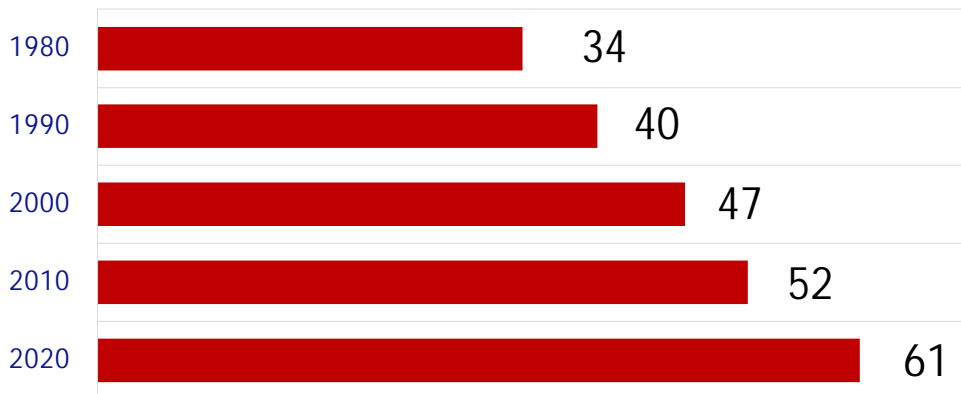
Kelly McDonald
McDonald Marketing



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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



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Top 5 Most & Least Diverse States

Most Diverse States:

Hawaii	76
California	70
Nevada	68
Texas	67
New York	65

Least Diverse States:

Maine	19
Vermont	20
West Virginia	20
New Hampshire	24
Montana	30

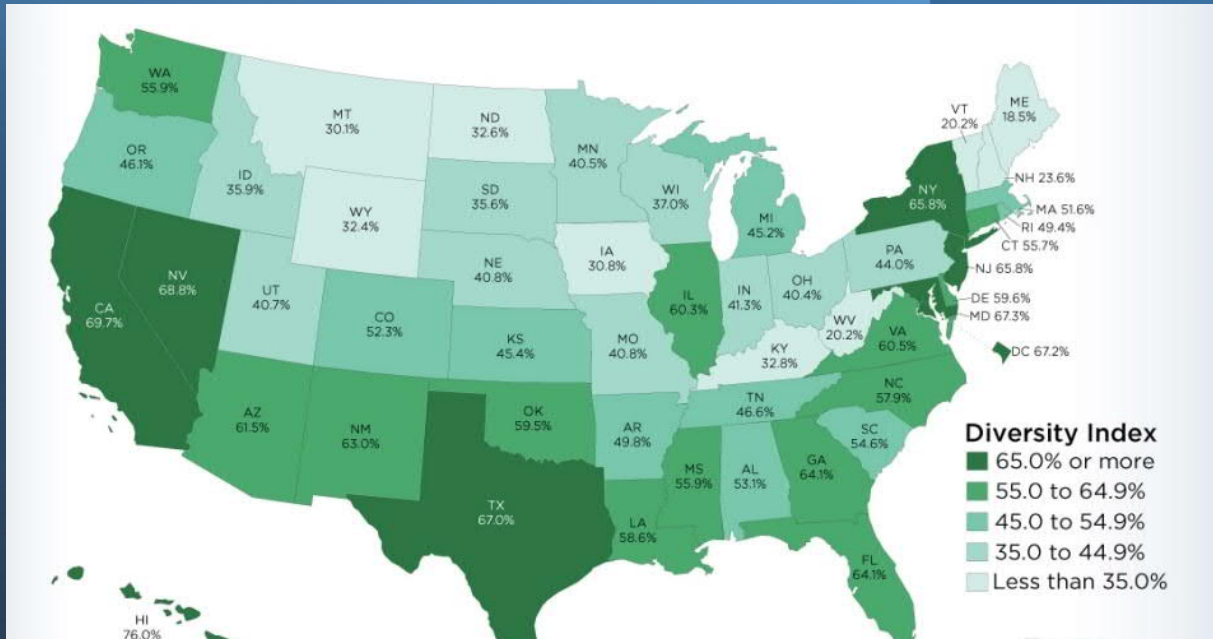
Source: Census 2020

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VERMONT'S DIVERSITY INDEX: 20



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THE DIVERSITY "BIG 5"

- Race
- Ethnicity
- Age / Generations
- Gender
- Sexual Identity



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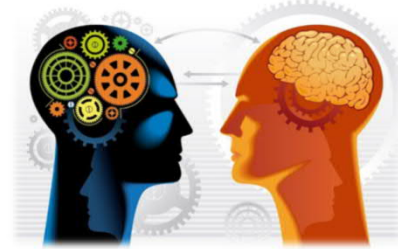
DIVERSITY COMES IN MANY FORMS



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A Few Ways You Might Not Have Thought of as “Diversity”

- Introverts & Extroverts
- Creative & Analytic Thinking
- Morning People & Night Owls
- Generational differences & perceptions of “good service”
- Communication styles: face-to-face or email/texting only
- Rural & Metro



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A Few Ways You Might Not Have Thought of as “Diversity”

- Foreign workers & U.S. born
- Dairy Farmers & Cattle Ranchers
- Maple syrup producer



- Apple people vs. Google people



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What Other Ways
Can You Think of
That We Can Be
Diverse?

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DIFFERENT CAN BE
UNCOMFORTABLE

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IN BUSINESS, IT'S NOT OK TO ADMIT THAT

nope.

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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
You avoid people

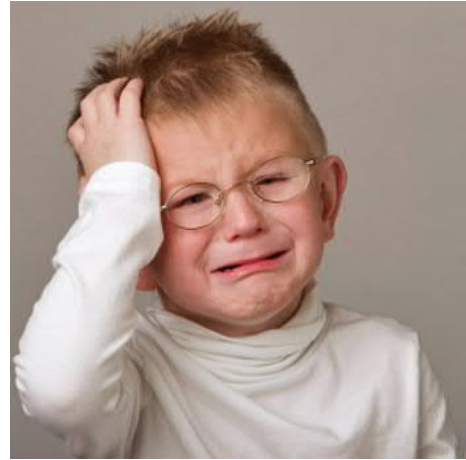
But you're struggling



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IF YOU'RE STRUGGLING, YOU'RE NORMAL

- You're not a bad person
- You're not alone
- Your discomfort is normal



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LET'S PUT SOME SCIENCE
BEHIND THIS

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"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

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WORKING WITH DIVERSE TEAM
MEMBERS FELT HARDER,

but produced a better outcome

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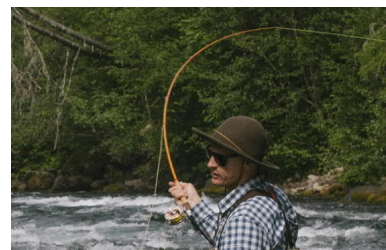
7 Ways to Work with People Not Like You



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#1: 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**



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#2: Build Trust

- Two kinds of trust
- Common trust:
 - granted to others automatically



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VULNERABILITY TRUST

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



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Key Steps to Build Vulnerability Trust

- Talk straight. Be honest.
Even when it's hard
- Use simple language

**Just
Tell Me**

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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"

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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

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#3: Be Aware that Our Differences are Real

- Scott – retail executive



- Sally's Beauty Supply



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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?)

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WORKING WITH WOMEN

Value expansive choices, seeing all options

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WORKING WITH MEN

- Want choices simplified
- The “magic number” is 3



 <p>★★★★★ Samsung - 60" Class (60" Diag.) - LED - 1080p - 120Hz - Smart - HDTV</p> <p>\$997⁹⁹ FREE DELIVERY</p>	 <p>★★★★★ Sharp - AQUOS - 60" Class (60" Diag.) - LED - 1080p - 120Hz - HDTV</p> <p>\$799⁹⁹ FREE DELIVERY</p>	 <p>★★★★★ VIZIO - M-Series - 50" Class (49-1/2" Diag.) - LED - 1080p - 240Hz - Smart -...</p> <p>\$599⁹⁹ FREE DELIVERY</p>	
 <p>FX-FORMAT</p> <p>D610 NEW D750 D810</p>			 <p>\$80 \$70 \$50</p> <p>SAVE \$100 SAVE \$50 SAVE \$25</p> <p>• Brake service • Tire installation • Alignments • Fluid services • Steering & Suspension services • Shocks & Strut</p>

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#4:
GIVE PEOPLE
WHAT THEY WANT

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MACY'S PRODUCTS DIFFER BY REGION

SALT LAKE CITY



ATLANTA



SEATTLE



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BURGER KING ADJUSTS ITS MENU

NEW YORK CITY

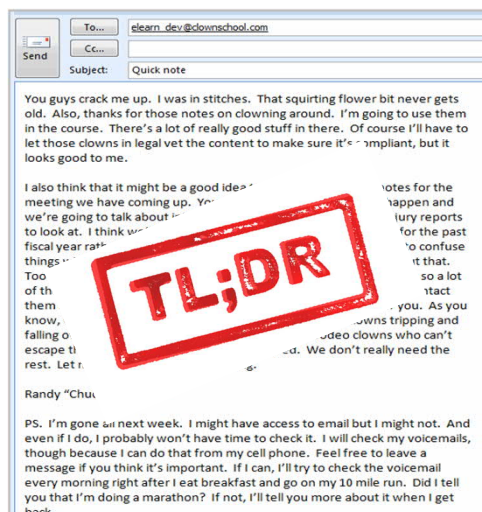


BIRMINGHAM

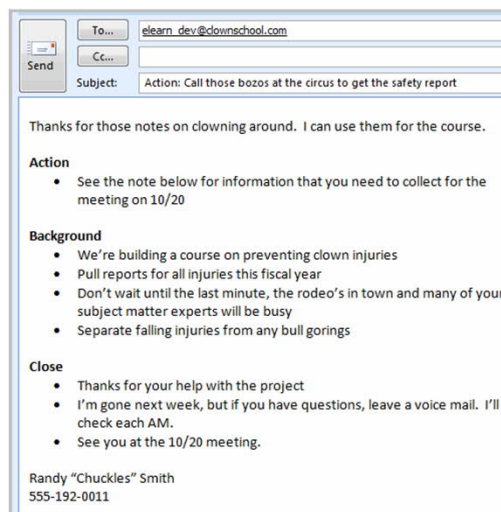


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No One Reads Anymore – We Skim...



Before



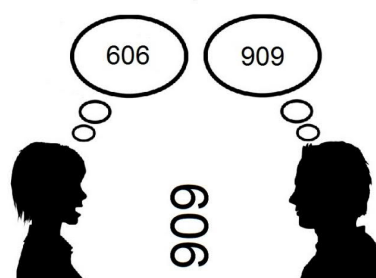
After

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#5: 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



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#6: TAKE THE EMOTION OUT OF IT

Accept that you don't have to like everyone - it's OK



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#7: Sometimes People 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



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Itron Engineer

"That's the most
retarded idea
I've ever heard"

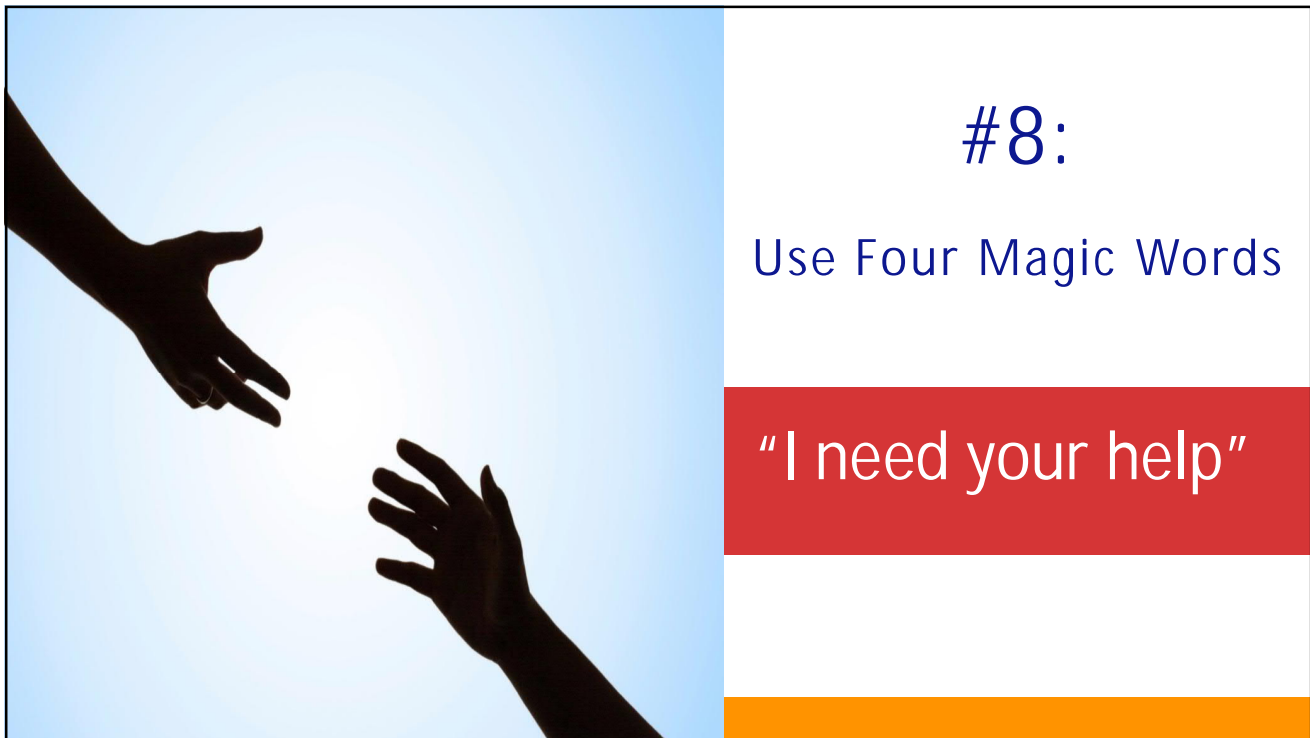


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Sally and Her New Car

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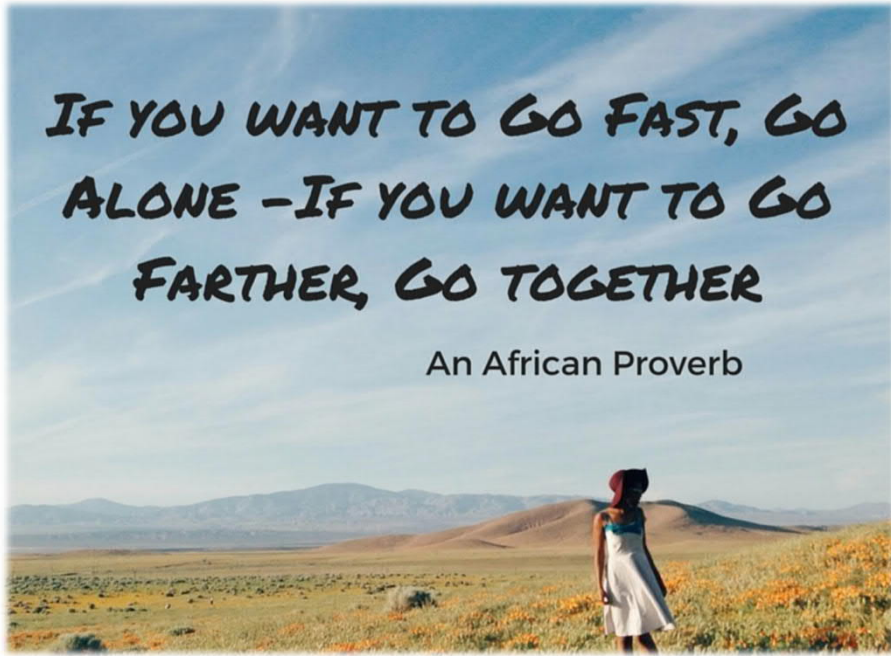
5 THINGS TO DO – AND REMEMBER

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"

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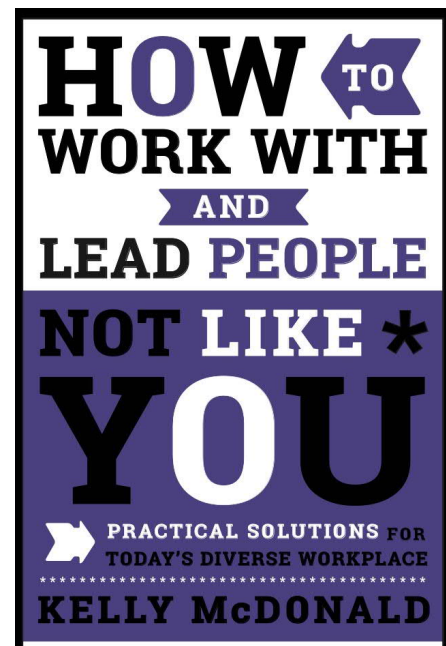
**IF YOU WANT TO GO FAST, GO
ALONE -IF YOU WANT TO GO
FARTHER, GO TOGETHER**

An African Proverb



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My Book Can Help



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TIME FOR
YOUR
QUESTIONS



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