

# **Responding to the New Diversity**

A Manual to Accompany the Presentation

Developed by  
Dr. David Kiel and Dr. Forrest Toms  
March, 1999

N.C. Human Relations Commission  
Dr. Jerry Drayton, Chairman - Eddie W. Lawrence, Executive Director

N.C. Department of Administration  
Katie G. Dorsett, Secretary

State of North Carolina  
James B. Hunt, Jr., Governor

These materials were funded by a grant from the  
Z. Smith Reynolds Foundation as part of the "New Generation of Human  
Relations Programs Ambassador Kit"

# Responding to the New Diversity

---

## The Choice is Ours

N.C. Human Relations Commission

Dr. Jerry Drayton, Chairman - Eddie W. Lawrence, Executive Director

N.C. Department of Administration

Katie G. Dorsett, Secretary

State of North Carolina

James B. Hunt, Jr., Governor

Developed by  
Dr. David Kiel and Dr. Forrest Toms  
March 1999

These materials were funded by a grant from the Z. Smith Reynolds Foundation

# Talking Points

---

*Presenter, put this slide on the screen while you are waiting to begin.*

*Start by expressing your appreciation for being invited to make the presentation. Recognize key people in the audience who have helped arrange the meeting or otherwise might expect to be introduced (e.g., elected officials).*

# Introduction

This information was developed by the North Carolina Human Relations Commission for the purpose of alerting leaders around the state to the impact of the New Diversity in North Carolina.

The preparation of this material was funded by a grant from the Z. Smith Reynolds Foundation.

Hopefully, our discussions today will start a dialogue that will lead to positive actions to improve relationships between the various racial and ethnic groups that make up our state.

*Eddie W. Lawrence*

Executive Director  
NC Human Relations Commission

# Talking Points

---

We are grateful to the N.C. Human Relations Commission for making this information available to (*name of your community/organization*). As you will see, it brings a lot of information from all around North Carolina and the country for us to think about.

# A Message from Governor James B. Hunt, Jr.

I want to congratulate the North Carolina Human Relations Commission on producing this training manual and helping to bring racial dialogue to the local level. Your efforts will be instrumental in helping us to reach a common goal - fostering better race relations among our people.

I believe that positive relationships between all racial and ethnic groups in North Carolina is critical to our continued social, economic and cultural progress. And I also believe that North Carolinians have the potential - if we work together - to make our state the leader in promoting good race relations.

This is my vision and my commitment as Governor. And my personal hope is that this discussion will lead to further dialogue and steps toward greater harmony among the diverse groups in our communities.

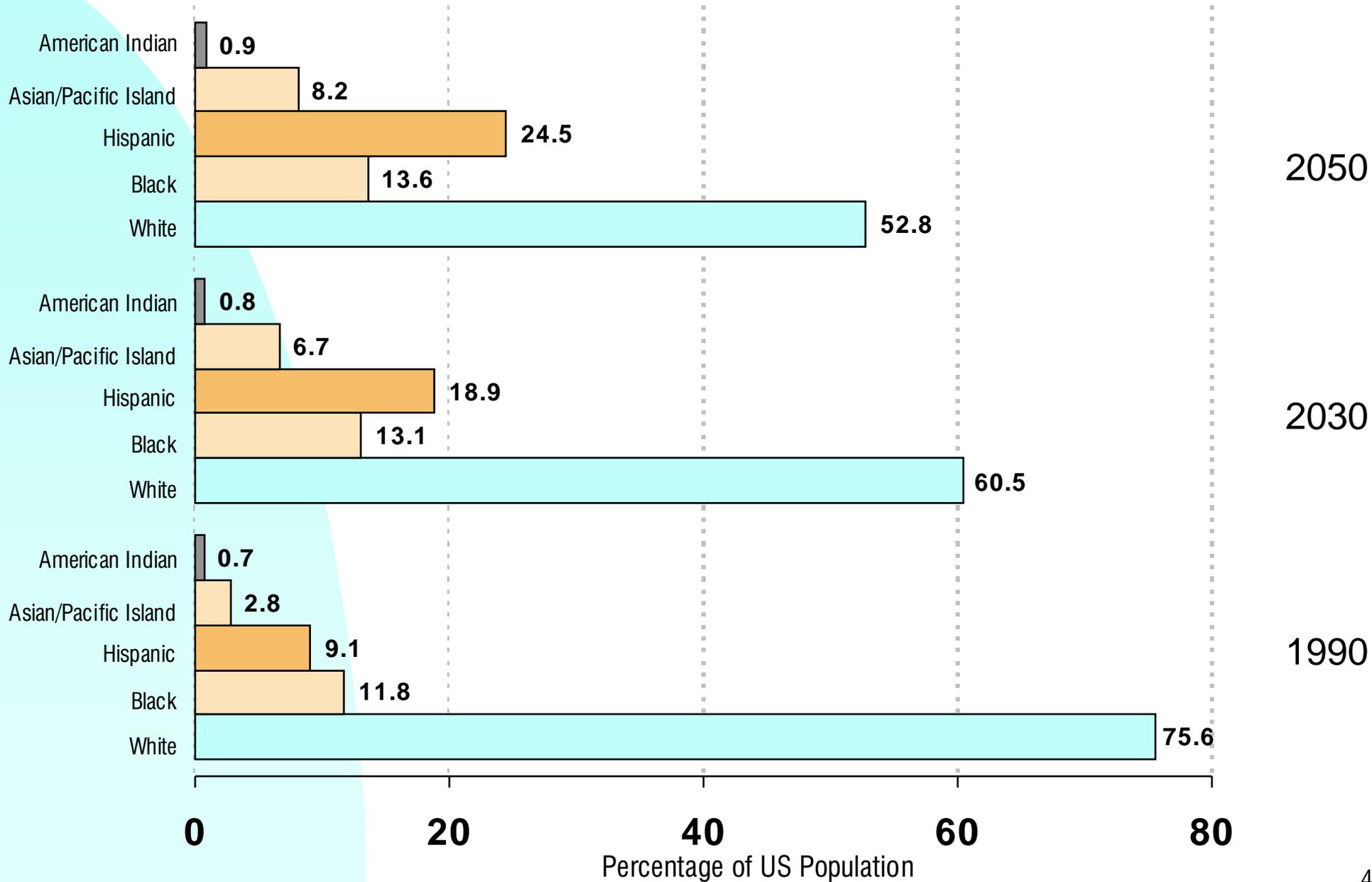
As a leader or participant in this dialogue, all of you are doing the right thing for North Carolina and you have my strongest personal support and best wishes for the success of your efforts.

# Talking Points

---

- In 1997, the North Carolina Human Relations Commission conducted one statewide and four regional training conferences on race relations.
- Governor Hunt, as part of the North Carolina Initiative on Race, sponsored two statewide race relations conferences, targeting the law enforcement and religious communities, and business and education leaders.
- These conferences have included business leaders, educators, human relations workers, human services and public safety officials, and representatives of a wide variety of community organizations.
- This presentation is part of the process of helping that discussion come down to the local level where most problems have to be solved and the opportunity for progress is most immediate.
- My personal hope is that this discussion will lead to further dialogue and practical steps toward greater harmony among the various racial and ethnic groups in this community.

# US Population Composition 1990 - 2050



Source: U.S. Census Bureau

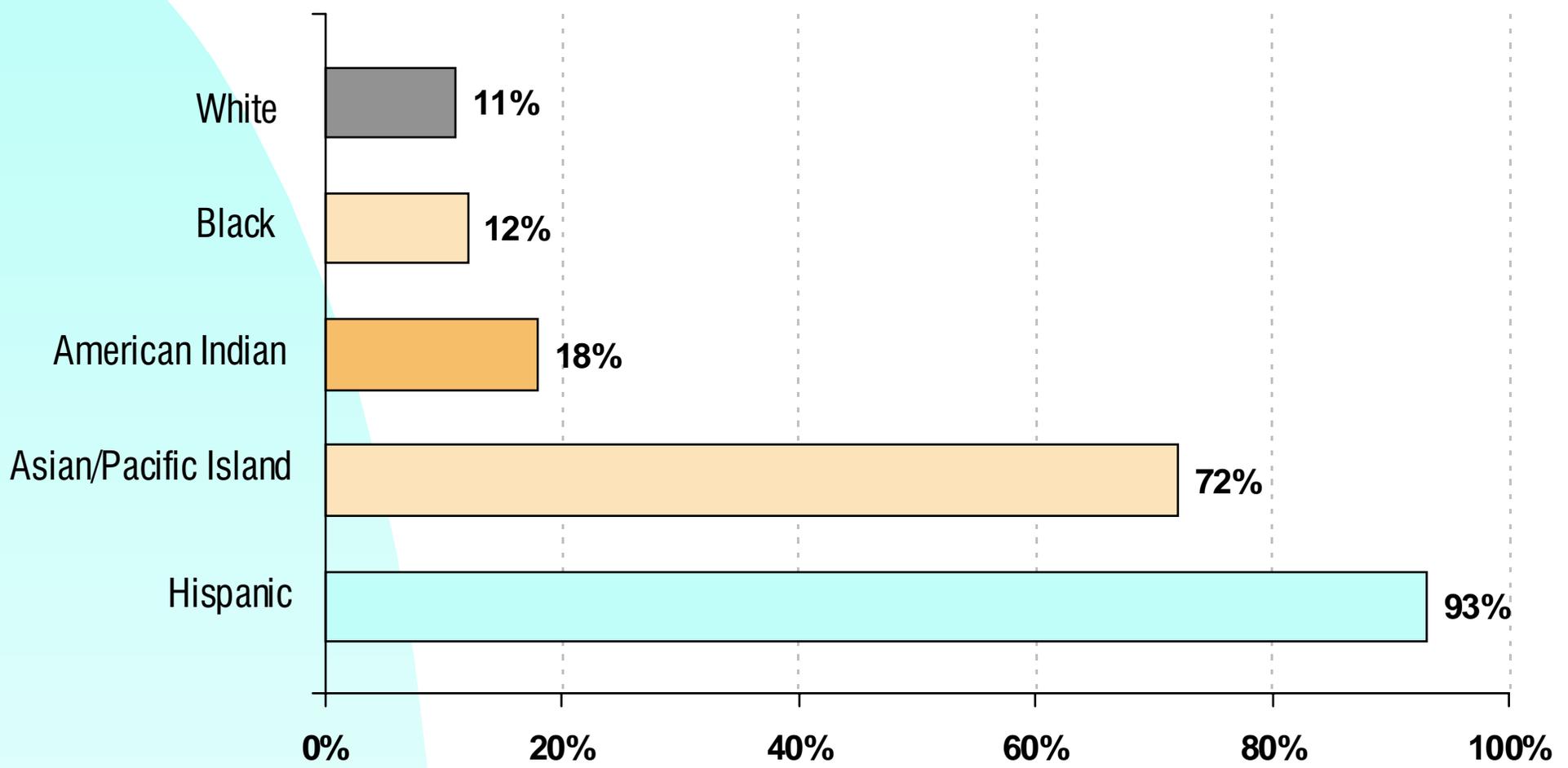
# Talking Points

---

- America is becoming more diverse.
- The trends show a steady increase in the rise of new minorities in the US including Hispanic Americans, Asian-Americans, and Native Americans.
- The Hispanic proportion of the population is rapidly increasing.
- In 1990, 75 out of 100 Americans were of White, mostly European ancestry. By 2030, that ratio will fall to 60 out of 100.
- Shortly after the year 2050, Whites from a European background will no longer be the majority of the population.

# Growth Rate by Race in North Carolina

1990-1997



Source: U.S. Census Bureau

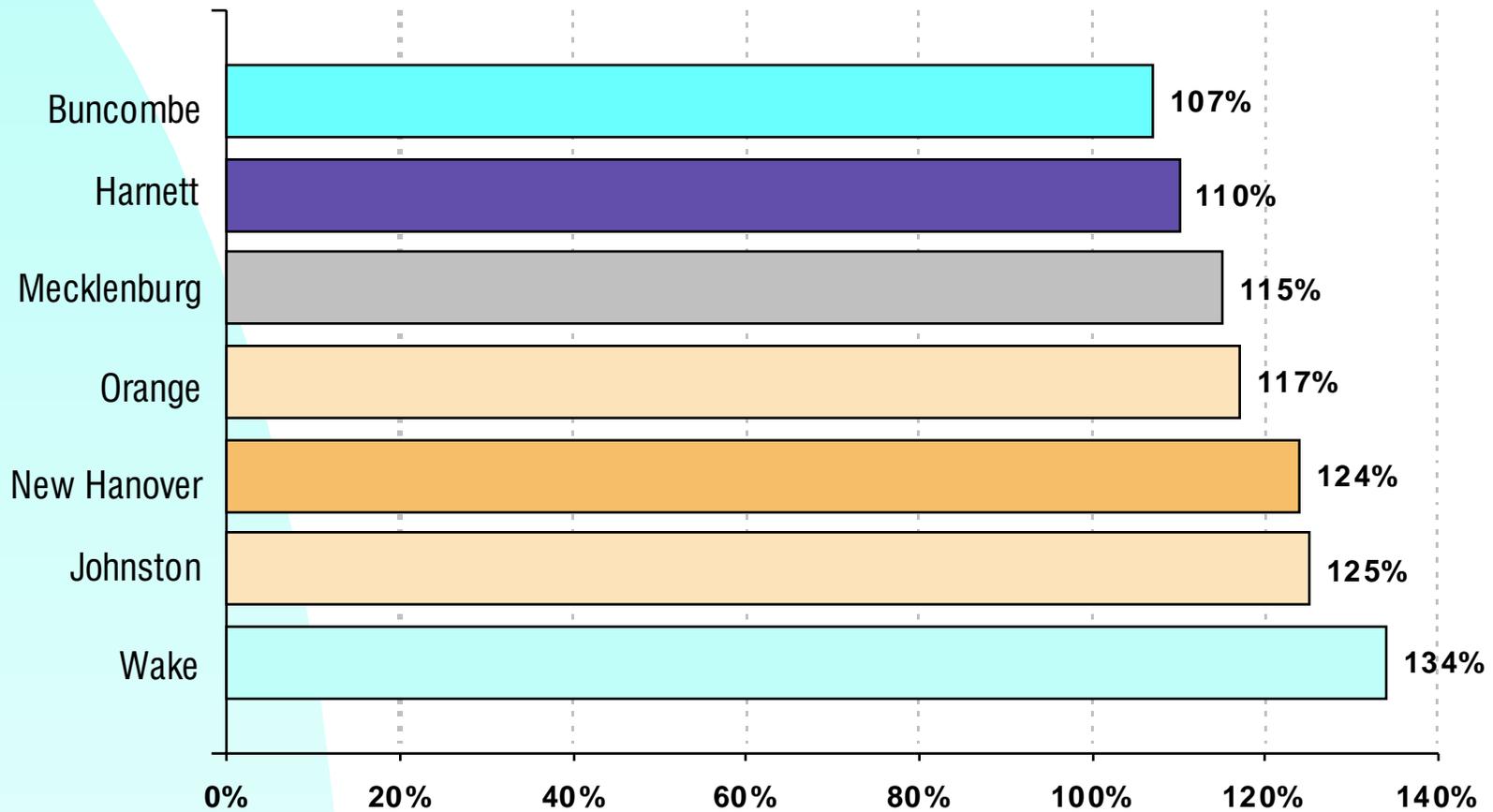
# Talking Points

---

NC is participating in these national trends. At Human Relations Conferences held across the state in 1997, participants reported:

- A large influx of Hispanic Americans, mostly people from Mexico who come to NC to find work.
- Immigration from Asia, including Cambodia, India, Korea, and Vietnam.
- Other groups: Bosnian refugees, and those from the former Soviet Union.
- Also immigration from the Middle East and a growth of Muslim groups.
- Migration from other parts of the US including wealthy retirees from the North and West.
- For the first time, a net *in*-migration of African Americans.

# NC Counties with Fastest Growing Hispanic Populations 1990-1997



Counties in 1997 with at least 2000 residents of Hispanic origin

# Talking Points

---

- The change in Hispanic populations in some parts of NC has been particularly impressive.
- Particularly Wake, Johnston, New Hanover, Orange, Mecklenburg, Harnett, and Buncombe counties.

# Discussion



What changes in  
population do you see  
in parts of this  
community?

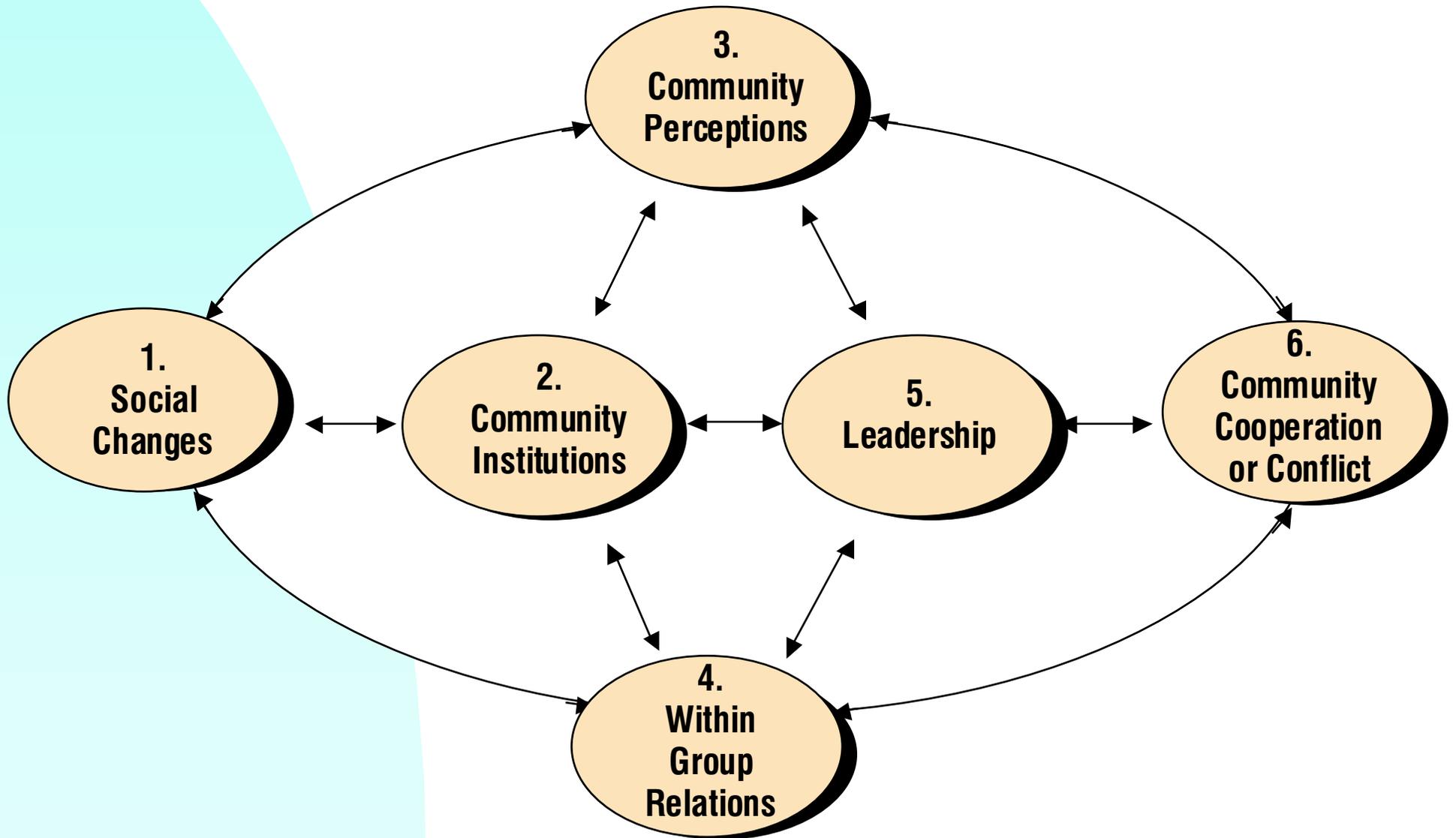
# Talking Points

---

Take five minutes and talk to those you are seated next to about the changes in population you see in parts of this community. At the end of five minutes, we will gather up ideas from the whole group.

*At the end of five minutes, speaker gets comments from the group and writes them on the flip chart.*

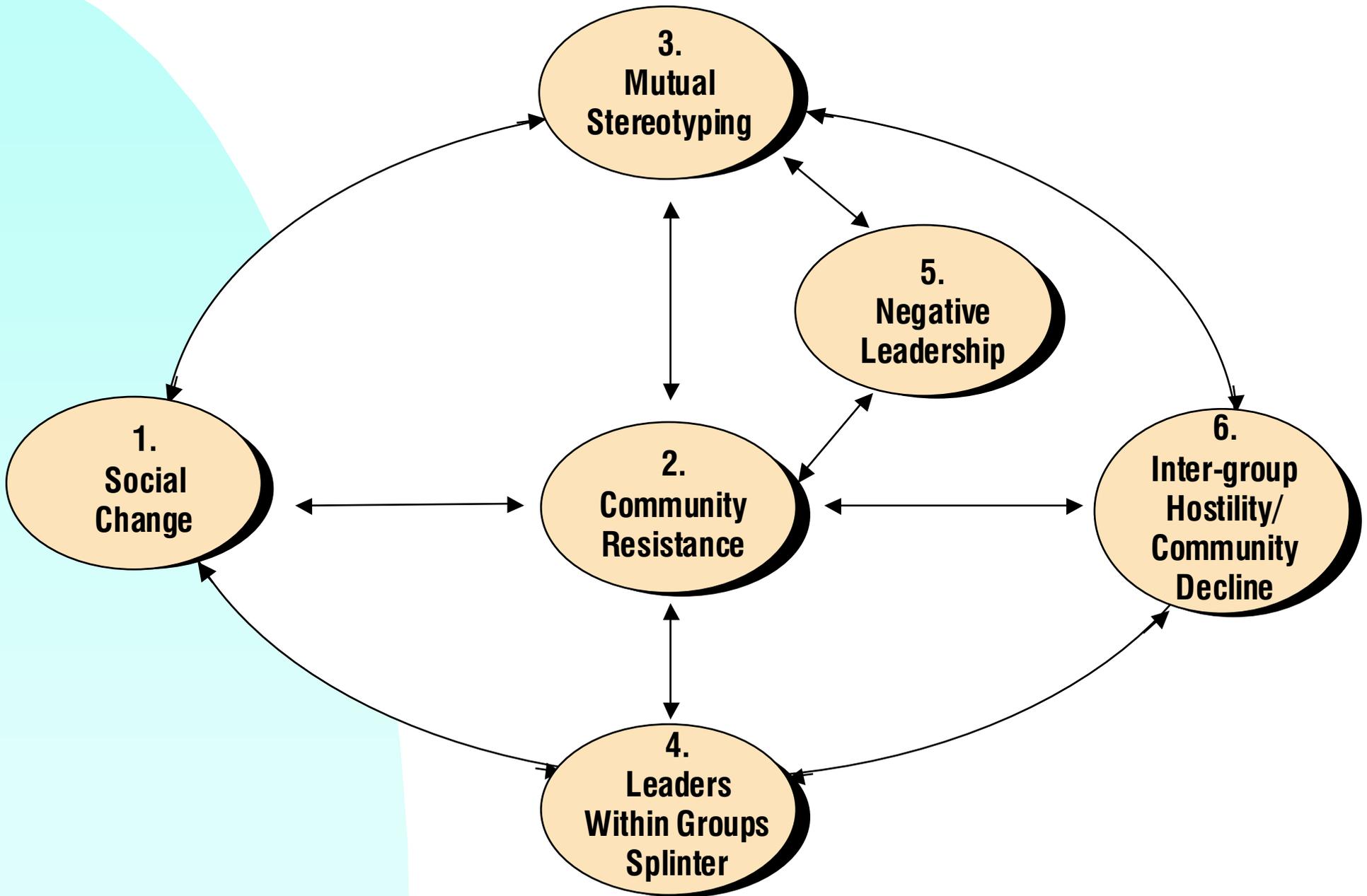
# Six Factors Influencing Human Relations in North Carolina Today



# Talking Points

- These social changes represent a challenge and an opportunity for communities in NC. These six factors will determine how well communities respond to the challenge of the new diversity.
- First are the social changes themselves (which we have just been talking about); this means who is moving in and what is happening in the economy and the society at large.
- Obviously, if times are good and there are jobs to go around, then the impact of in-migration will be smoothed somewhat. However, if there is a recession and immigration is perceived as increasing competition for jobs, then tensions could escalate.
- In some ways, these social factors are the givens; they are beyond our control. However, there are other parts of the puzzle we can impact.
- These include the impact and response of community institutions (*pointing to circle #2*) such as policing, churches, schools, health systems, government, etc.
- Are our institutions proactive in solving problems or do they wait until we are overwhelmed with difficulty before they act?
- These interactions with other groups in the public space lead to changing (*pointing to the graph circle #3*) community perceptions, (e.g., whether a new group is perceived realistically or in stereotypes).
- Community leadership and the media have a big role to play in this.
- The fourth factor is the role of within group relations (*pointing to circle #4*) and leadership attitudes (*pointing to circle #5*).
- Do leaders in groups make inter-group relations a way to gain power and leverage within their group and create hostility between groups? Do leaders within groups urge their followers to work out inter-group problems in good faith? Are leaders proactive in developing positive relationships within the community?
- On such questions ride the fate of relationships between the races in NC in the 21st century. We choose the quality of inter-group relations by what we do or don't do (*pointing to circle #6*).

# The “Vicious” Cycle of Inter-Group Relations



# Talking Points

---

- The danger is that we will get into a vicious cycle of inter-group relationships. (*Speaker points to overhead*).
- These social changes will occur and will be felt in our community institutions (*point to circle #1 and #2*), but we will not pay adequate attention to the need to educate people in community to what is happening, so people will draw their own conclusions based on stereotypes and distortions (*point to circle #3*).
- Community institutions will wait until there are major problems to act (*#2*), inflaming inter-group tensions. Leaders within groups will use those tensions to maintain power (*#4 and #5*). Inter-group relations will remain competitive and hostile (*point to circle #6*).

# When a Community Develops Hostile Inter-Group Relations

- It is at a disadvantage in attracting investment and jobs
- Social resentments may result in an increase in crimes and a decrease in safety
- The quality of education declines because of the focus on racial tension, not on learning
- Public discourse is about conflict not progress

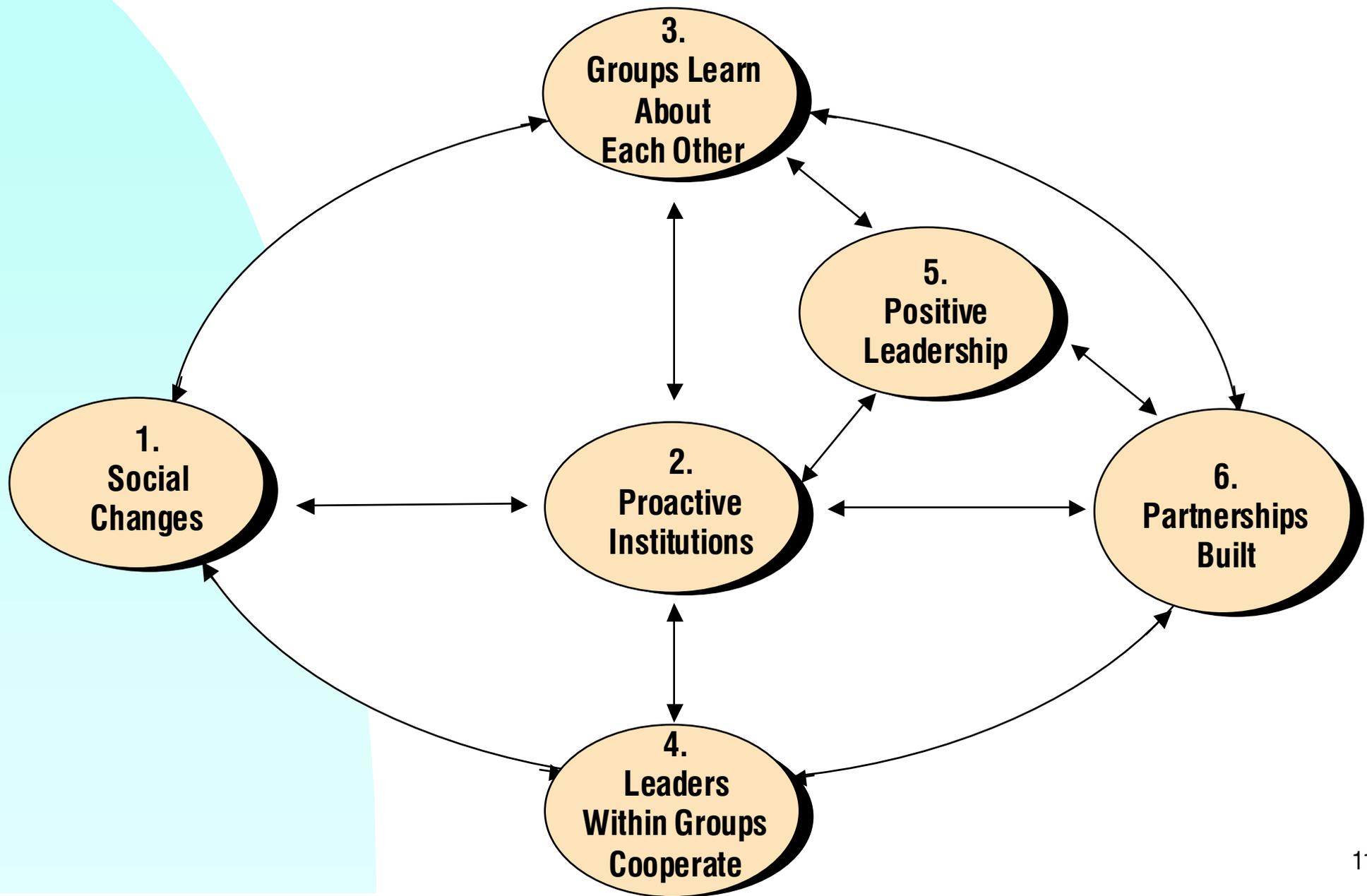
...and so on.

# Talking Points

---

- Companies looking for new sites to locate will evaluate the quality of the communities they seek out.
- If there are high levels of tension and hostility, this will be a factor in their decision.
- The community's growth will be stunted and housing values will be affected, along with a sense of community well-being and general quality of life.

# The “Virtuous” Cycle



# Talking Points

---

There is a better way, however...

- *(Point to circles #1 & #2)* Community institutions respond systematically to change and work to serve all groups.
- *We (point to circle #3)* help groups learn about each other and the changing community.
- *(Point to circle #4)* Groups work out their internal differences without scapegoating others.
- *(Point to circle #5)* Leaders work to foster cooperation and problem-solving between groups and are rewarded and recognized for their efforts.
- Then we can contain conflict and build partnerships *(point to circle #6)*.

# When a Community Develops Positive Inter-Group Relationships

- It has an advantage in attracting investment
- The schools are free to focus on learning
- There is a greater sense of personal and inter-group safety
- The quality of life for all is enhanced

# Talking Points

---

The recent report on the South, published by the regional economic think tank MDC:

- shows that since ending segregation and Jim Crow practices, the South has grown faster economically than any other region of the country.
- concludes that this could not have happened without the improvement in race relations that has taken place over the last 30 years.
- indicates that companies would have been less likely to take the risk of investing in a racially divided society.

# The Choice Is Ours



Will NC respond positively to diversity and reap the benefits of that choice?

Or will we fail to rise to the occasion and lose what we have gained?

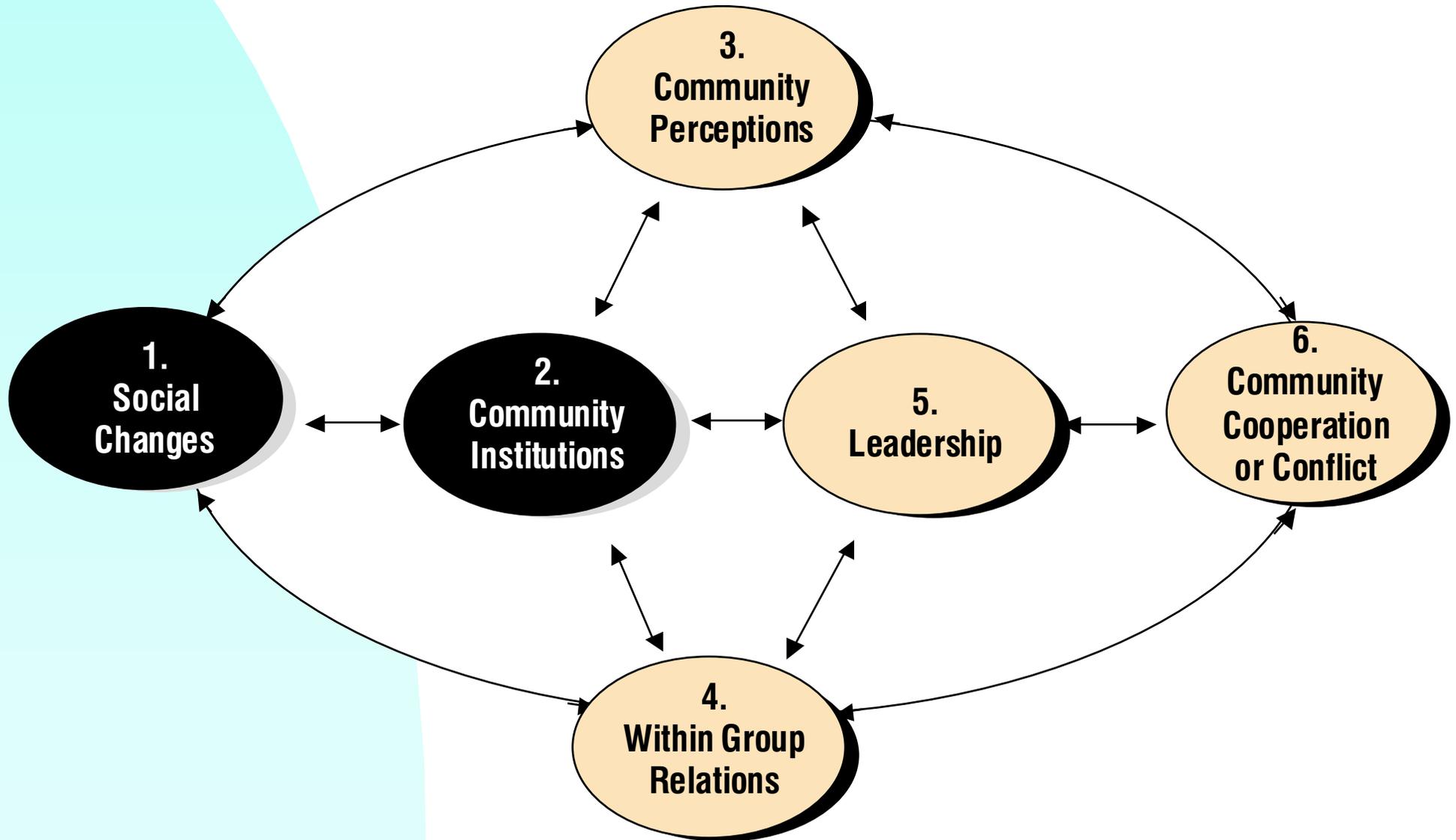
We will make this choice as a state and within each community by our actions.

# Talking Points

---

In the remaining part of this presentation, let's look at this community in terms of this framework of choice.

# Six Factors Influencing Human Relations in North Carolina Today

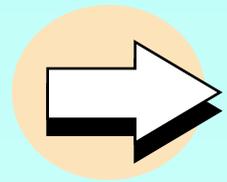


# Talking Points

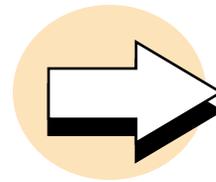
---

Let's look first at the social impact that this change in immigration is having.

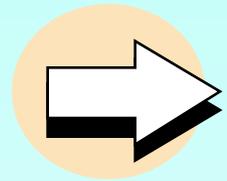
# Benefits Attributed to the New Diversity



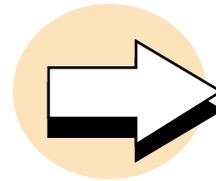
Needed Labor



Cultural Richness



Technical Expertise



More people to buy goods and services



The buying power of NC minorities in 1996 was over \$20 billion.

# Talking Points

---

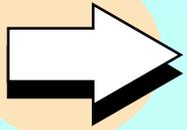
There are many benefits to this in-migration:

- Some of the newcomers are taking on many of the hard jobs in agriculture and industry that others have been unwilling to do, helping to create a robust economy.
- Other newcomers, with some capital and entrepreneurial spirit, are starting small businesses in their communities.
- For the first time, there is a net *in*-migration of African Americans to the South and these African Americans are better educated than the average Black or White currently living in NC.
- Those who are coming to take white collar jobs in the cities are bringing new skills your companies need.
- The state is benefiting culturally as well from a greater mix of traditions, customs, ceremonies, artistic traditions, and, of course, ethnic restaurants.

Yet there are potential problems with this new diversity as well.

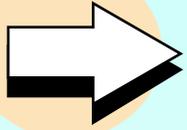
# Problems Attributed to the New Diversity

## Impact on Community Institutions



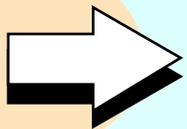
### **Housing**

Wealthier immigrants from other states bidding up housing prices in rural poor communities



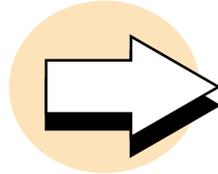
### **Schools**

Cost of ESL programs competing with other pressing school needs



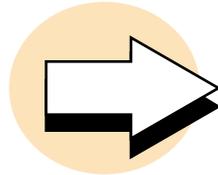
### **Government**

New groups may not feel involvement in decision-processes or in understanding how local government works



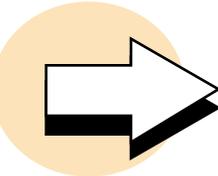
### **Employment**

Competition for low wage jobs among less educated Whites, Blacks, and Latinos



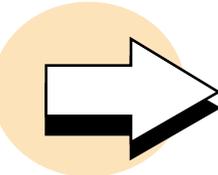
### **Policing**

Criminals may prey on the new populations



### **Human Services**

Language, cultural barriers to being served



### **Inter-group Tensions**

Anxiety about “the new pecking order” of races and ethnic groups

# Talking Points

---

- Often, awareness of the new diversity first shows up in the places where the community goes about the business of daily life:
  - schools
  - places of employment
  - churches
  - health centers
  - cultural events
- In the human relations forums held around the state in 1997, these were just some of the problems and issues identified as being the early impact on new immigration.

# Discussion



What are the positive and negative impacts you are currently seeing in this community from the new diversity?

# Talking Points

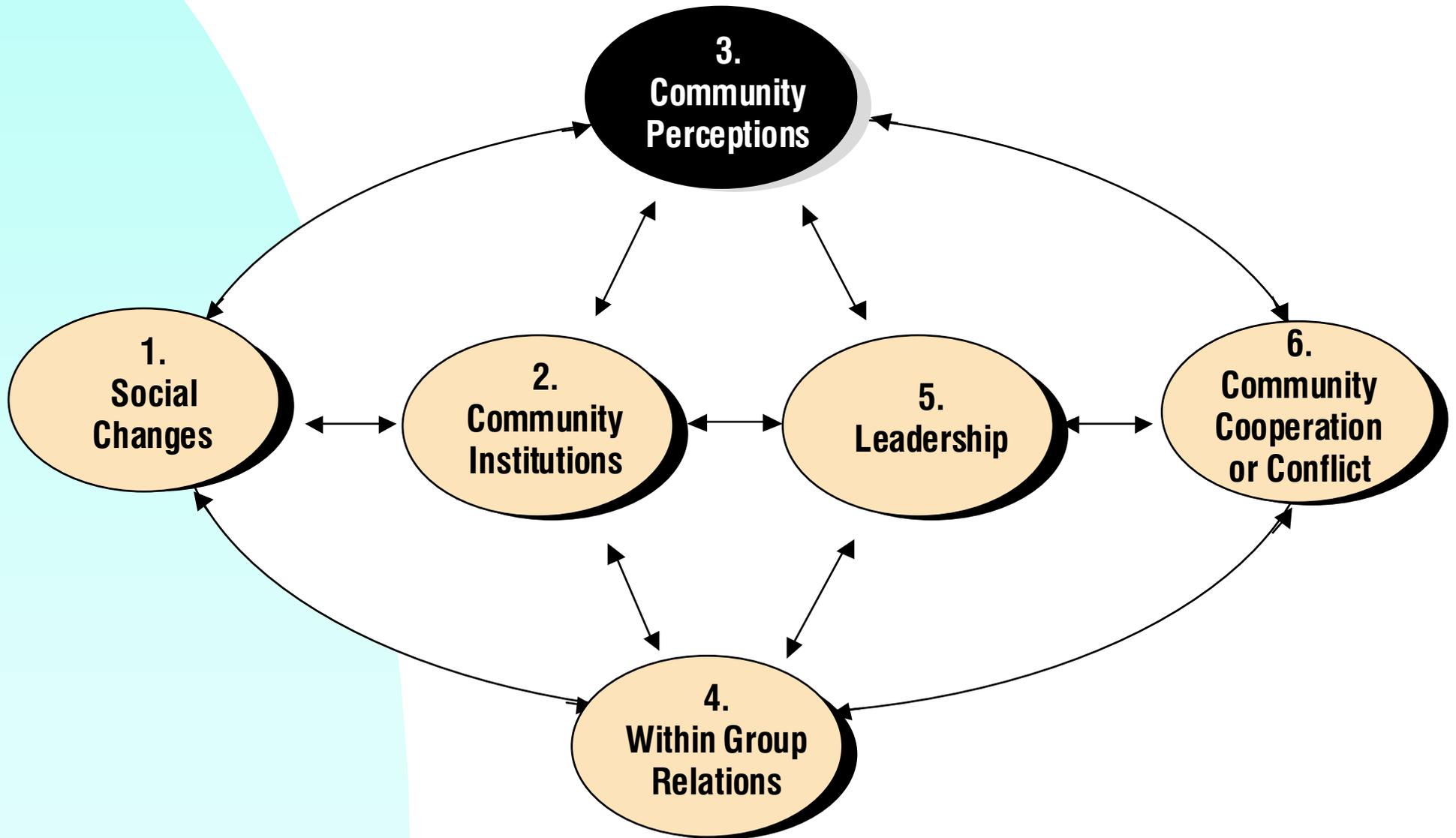
---

Please take ten minutes to discuss --- with the two or three people nearest you --- both positive and negative impacts you are currently seeing in this community from the social changes that are occurring in this community.

*(After ten minutes, presenter lists impacts --- positives first, negatives second --- on flip chart.)*

*If the group lists more negatives than positives, or vice versa, ask the group what this might mean. If there are more negatives than positives, it may suggest that “we have a lot of work to do”.*

# Six Factors Influencing Human Relations in North Carolina Today



# Talking Points

---

- We have all heard the statement “perception is reality”.
- To a large extent, this is true at the community level.
- Whether or not a belief is “objectively true”, it can have profound influence on the way people relate to one another.
- Therefore, we need to focus on community perceptions as one of our major influences on race relations.
- One of the most important shapers of perception is our shared history.

# Community Perceptions: History Matters

“Those who ignore history are  
condemned to repeat it.”

---*George Santayana*

# Talking Points

---

- The history of the country, the state, and in cities and counties is a major factor in influencing perceptions of race relations.
- Actually, there is not just one “history”, but a variety of interpretations of histories. This is reflected in the differing terms for the War of 1861-5, e.g., the “American Civil War”, “The War Between the States”, “The War to End Slavery”, or “The War of Northern Aggression”.
- We must remember that each group has its own version of history that influences its perceptions in the present.

# Selected Historical Events

## Reflecting Race Relations in the U.S.

1619	First Slave Ship comes to Virginia
1836	Trail of Tears
1846	U.S.-Mexican War
1865-70	13th, 14th, & 15th Amendments to the Constitution
1882	Chinese Exclusion Act
1890	Massacre at Wounded Knee
1896	Plessy Vs. Fergusson: Jim Crow Laws
1924	End of Unrestricted Immigration from Europe
1924	Native Americans gain right to vote
1942-45	Internment of the ethnic Japanese by U.S. Government
1954	Brown Vs. Board of Education: School Desegregation
1964-65	Civil Rights Act, Voting Rights Act
1968	Death of Martin Luther King, Jr.
1970-90	Era of Affirmative Action

# Talking Points

---

- As these dates show, American History is partly a story of conflicts and clashes between races and ethnic groups followed by attempts to work out more peaceful and respectful relations.
- The same is true at the level of local communities.

# Discussion

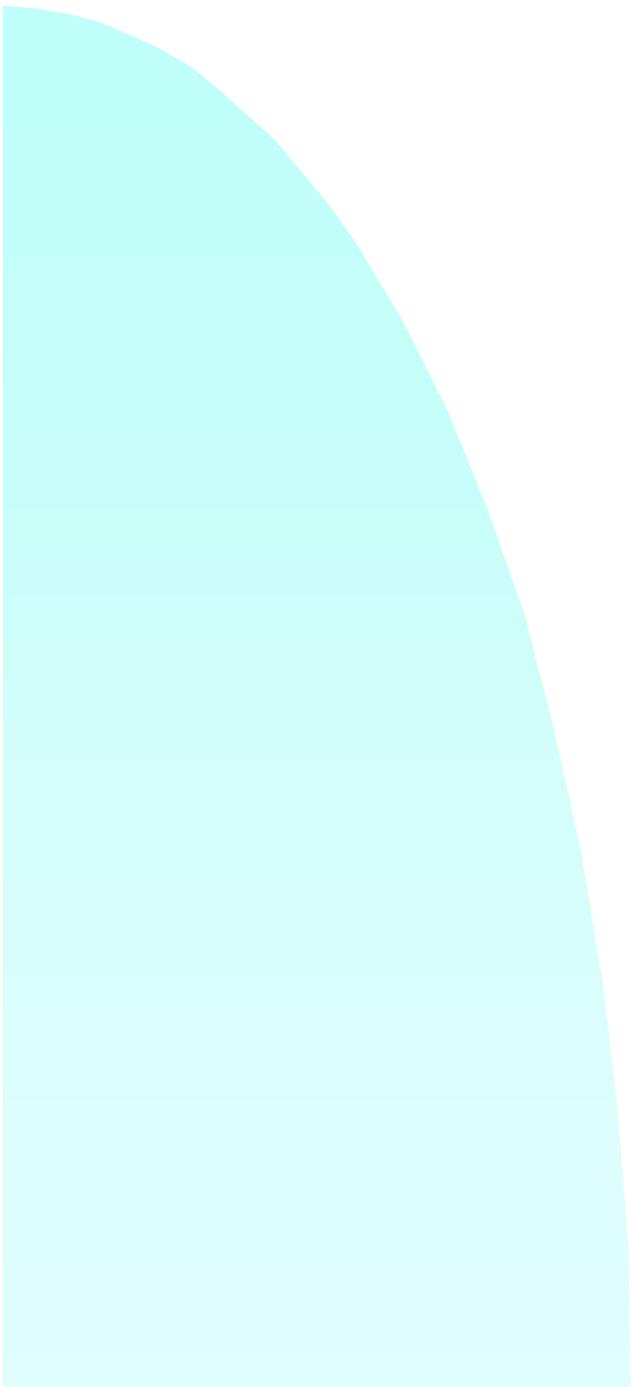


What are the dates and events in the distant and recent past that have shaped group perceptions in this community?

# Talking Points

---

- *Facilitator asks for nominations from the group and writes them on the flip chart.*
- *Facilitator might then lead the group in brief discussion with such questions as:*
  - Are there differing views about these events among different segments of the community?
  - Are most of the events positive or negative or is there a balance? If they are mostly negative, does that mean there are no positive events, or that positive events are not as memorable or meaningful as negative events?
  - For all these listed reasons, it is not surprising to find that perceptions of the reality of race relations varies considerably among groups.
- *If there are different perceptions of events, facilitator might comment that this is not surprising, but it does show the need for dialogue.*



# Talking Points

---

**These *Talking Points* introduce Slide 23. Put Slide 23 up after making these points.**

- As the impact of the new groups coming into the community begins to be felt, people form opinions of the other groups and of race relations in general.
- History shows that there is danger for these perceptions to be skewed, or even distorted, based on fear rather than fact.
- The 1993 Z. Smith Reynolds Study of 400 Whites and 400 Blacks in NC showed that Blacks and Whites had very different views of race relations.

# Are Blacks and Whites Treated Equally?

	Whites say "Yes"	Blacks say "No"
<b>In getting a job for which they are qualified</b>	<b>68%</b>	<b>70%</b>
<b>By law enforcement officers</b>	<b>65%</b>	<b>64%</b>
<b>By the courts</b>	<b>60%</b>	<b>65%</b>
<b>For scholarships, jobs, and promotions for which they are qualified</b>	<b>40%</b> say Blacks favored	<b>74%</b> say Whites favored

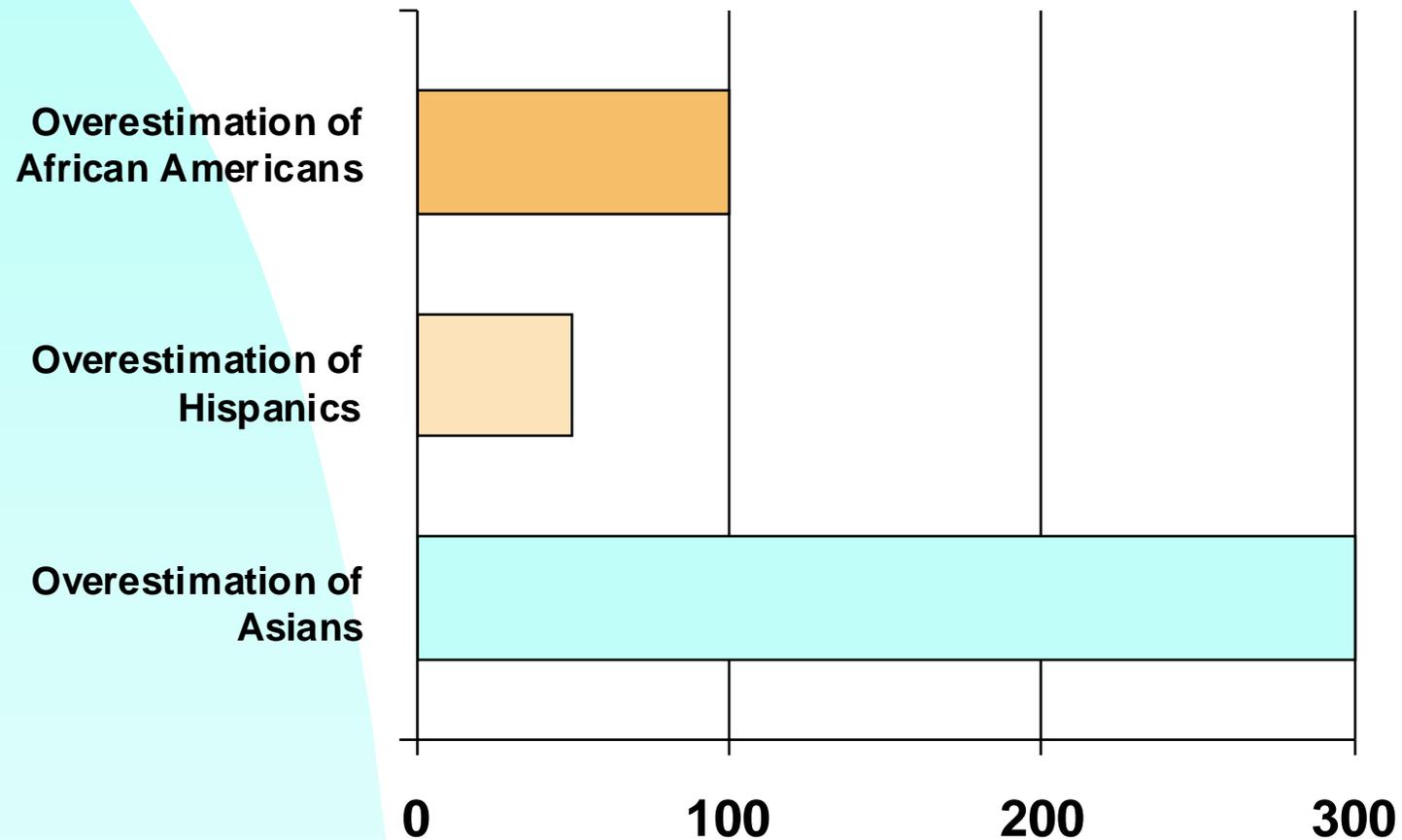
Source: 1993 ZSR Poll

# Talking Points

---

- This study focused on Blacks and Whites only, but it shows that different races may have different views of reality.
- Other polls show Hispanic and Native Americans tend to have views more similar to Blacks than to White non-Hispanics on this question.
- Furthermore, 73% of Whites agreed that if “Blacks try harder, they would be just as well off as Whites”.
- Whites tended to see Blacks, particularly young Blacks, as having a “victim” attitude --- lacking initiative, wanting preferential treatment, and blaming any shortcomings on racism.
- Most Blacks, on the other hand, saw themselves as desiring to earn what they get and wanting to be rewarded on the basis of individual merit.
- A 1995 Washington Post/Kaiser Family Foundation poll of almost 2000 randomly selected adults across the US suggested that the NC findings are part of a nationwide pattern.
- A 1997 nationwide Gallup Poll had similar results.

# Population “Guestimates” Way Off 1995



Source: 1995 Washington Post/Kaiser Family Foundation Survey

# Talking Points

---

- In addition to differences of perceptions between ethnic groups, researchers have detected a potentially alarming pattern of misperception.
- In this survey, Whites, particularly those without a college education, tended to overestimate the percentage of Blacks actually in the population by 100%, the percentage of Hispanics by about 50%, and the percentage of Asians by about 300%.
- Whites tended to overestimate the income levels of Blacks, with most thinking that they had obtained parity with Whites.
- Yet census figures show that Blacks still lag far behind in most measures of education, income, and wealth. For example, one study showed that Black Americans in the middle class had only 15% of the assets of White Americans in the middle class.
- The 1998, MDC State of the South study showed that median family for southern Blacks stands at 55% that of Whites. Southern Hispanics have 59% of the median income of Whites.
- Some social psychologists interpret these misperceptions to indicate that Whites are becoming increasingly uneasy about the increasing amount of minorities in the US.
- This might be a warning sign of inter-group problems to come, particularly as those without a good education continue to fall further behind economically. Their frustration may be expressed through inter-group conflict.

# Discussion



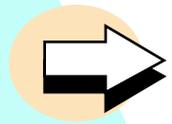
What are the perception gaps and distortions of reality that might be currently emerging between the races in this community?

# Talking Points

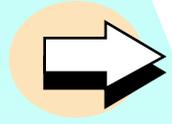
---

*(Presenter asks group to discuss at their tables for ten minutes and then lists responses by the audience on the flip chart.)*

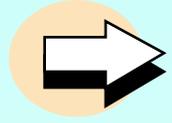
# Despite These Perceptions, Our Basic Needs Are Not Different



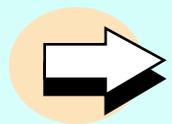
Good Jobs



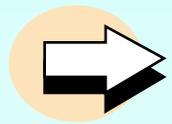
Effective Education



Accessible Healthcare



Adequate Housing



Things that make a good life for families  
and individuals possible

# Talking Points

---

These were the conclusions of the 1997 Five Race Relations Conferences sponsored by the North Carolina Human Relations Commission:

- Despite all these differences, the good news is that we do have a basis for dialogue among groups.
- One of the most important conclusions to come out of the five round tables conducted around the state is that all groups have the same basic concerns and wants.
- We have these common concerns to build on even though we may have different perceptions, and some misperceptions, about how various groups are doing in the common quest for a decent life.
- Another positive factor that we have to build on is that values have changed for the better in NC in the past one or two generations.

# Racial Attitudes Have Improved Overall

The 1993 Z. Smith Reynolds Study reported that a vast majority of Blacks and Whites surveyed

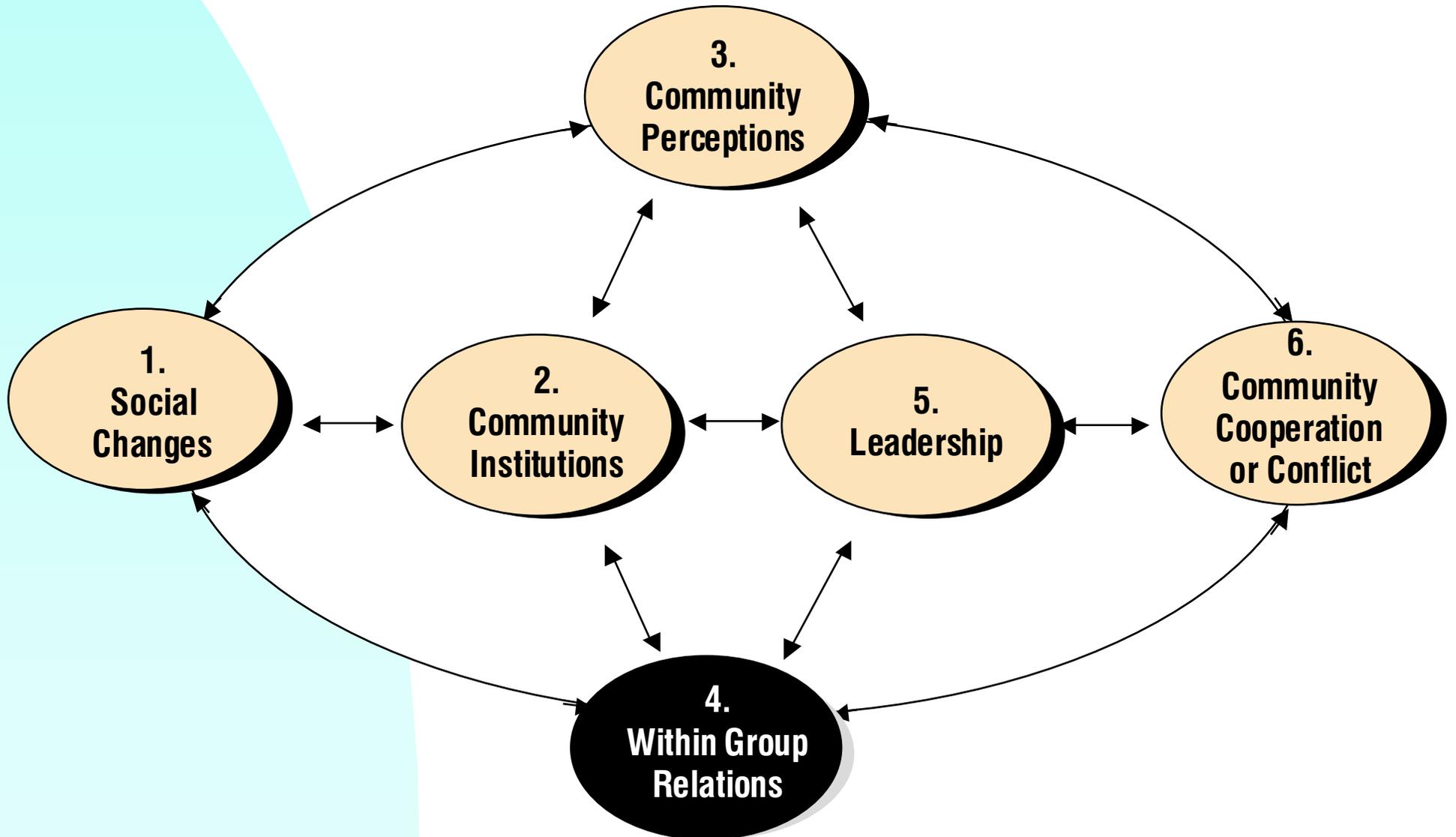
- *subscribed to the belief that there should be equal opportunity regardless of race*
- *disagreed that any race had an inherent superiority*

# Talking Points

---

- These sentiments would not have been reported so widely had the survey been done in 1953 instead of 1993.
- The 1997 Gallup Poll supported this result nationwide.
- This suggests that there are positive sentiments in the population that we can build on to improve inter-group relations and prevent problems in this time of rapid change in North Carolina.

# Six Factors Influencing Human Relations in North Carolina Today



# Talking Points

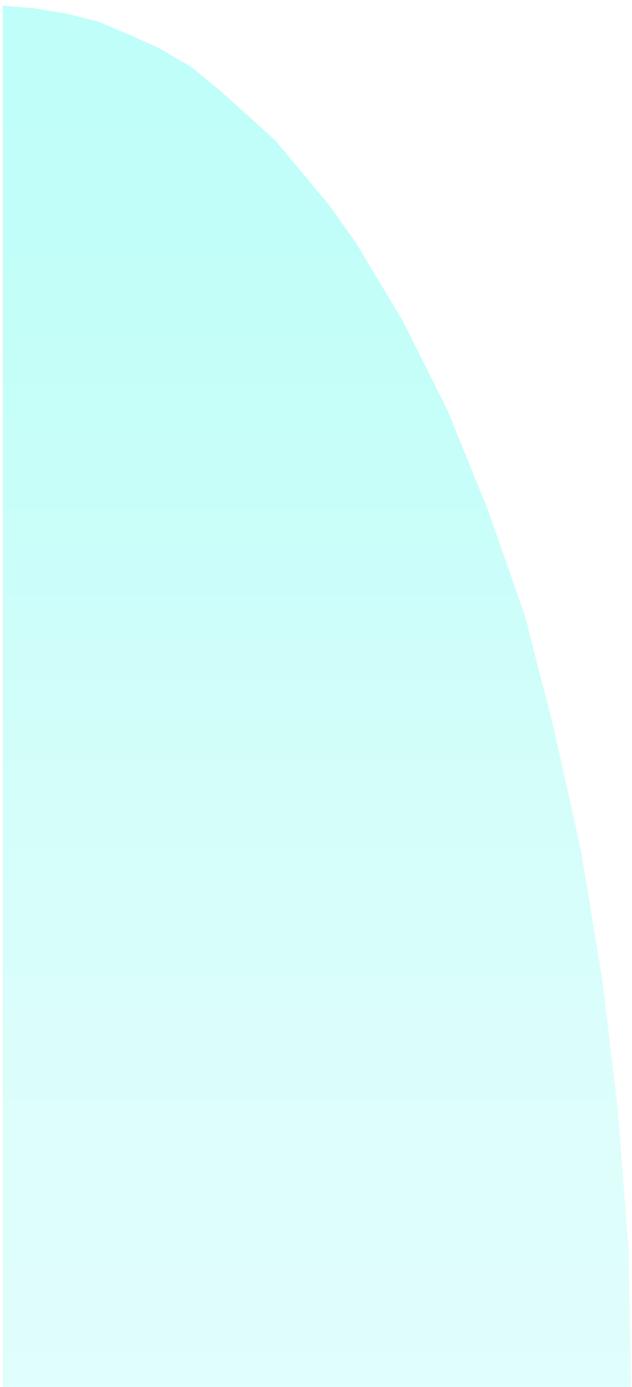
---

- One of the factors discussed at the 1997 NC Human Relations Conferences was the importance of understanding the differences within groups as well as the differences between groups.
- In building community dialogue, it is important to recognize that each ethnic group contains many different points of view within it.

# Comments from African Americans

Within group differences explored at the  
1997 NC Human Relations Regional & State Wide Meetings.

We hold many different views and opinions which vary with age, education, economic status, and other factors. We follow a variety of leaders. When it comes to racial dialogue, we have some who want to placate and not 'rock the boat', some who want to negotiate, some who want to separate, and some who want to cooperate and develop partnerships.”



# C Comments from Native Americans & Latinos

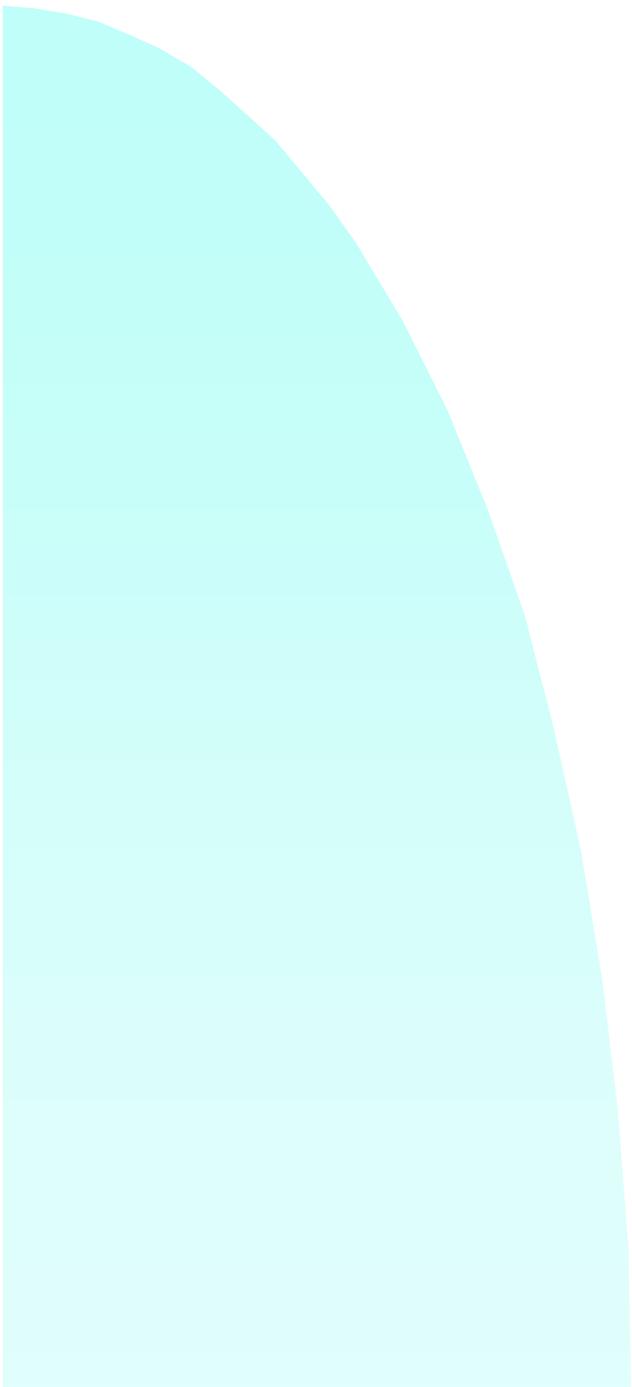
Within group differences explored at the  
1997 NC Human Relations Regional & State Wide Meetings.

Native American leaders said,

“Don’t assume that all Indians are alike. There are over 400 different tribes and as many languages.”

Latino leaders said,

“Understand that Latinos have different views about racial dialogue; some want to assimilate, some want to remain separate, and many are just concerned about survival. Don’t assume that we are all Mexicans. We are from about 30 different countries and many different cultures within those countries, some of which are rural and others which are urban.



# CComments from Whites

Within group differences explored at the  
1997 NC Human Relations Regional & State Wide Meetings.

Appreciate that Whites differ in their attitudes toward racial dialogue; some are still separatists --- even hostile, some favor positive inter-group relations, but do not feel the need to get involved or change things, and some see the need for closer cooperation and interactions between groups.

Whites seldom get together and talk about our differences toward racial dialogue. Appreciate that Whites are a very diverse group politically, religiously, and ethnically.

While some Whites feel a sense of guilt and privilege, and are sympathetic to minority concerns. Many others believe they “did it on their own” and, therefore, resent minorities “who they think want things given to them”.

# Talking Points

---

- Among Native Americans in NC, there are eight separate either State-recognized, or Federally-recognized tribes.
- I'm sure Asian Americans would have similar sentiments about the tremendous diversity within the Asian American communities; not only differences between Koreans, Japanese, and Chinese, for example, but the differences of views within each of those cultures.
- In creating community dialogue then, we must be particularly careful in understanding the diversity within the various groups in the community as well as the more visible diversity between groups.

# Discussion

What are the different group views that are present in this community?



Among Whites/European Americans?

Among African Americans?

Among Native Americans?

Among Asian Americans?

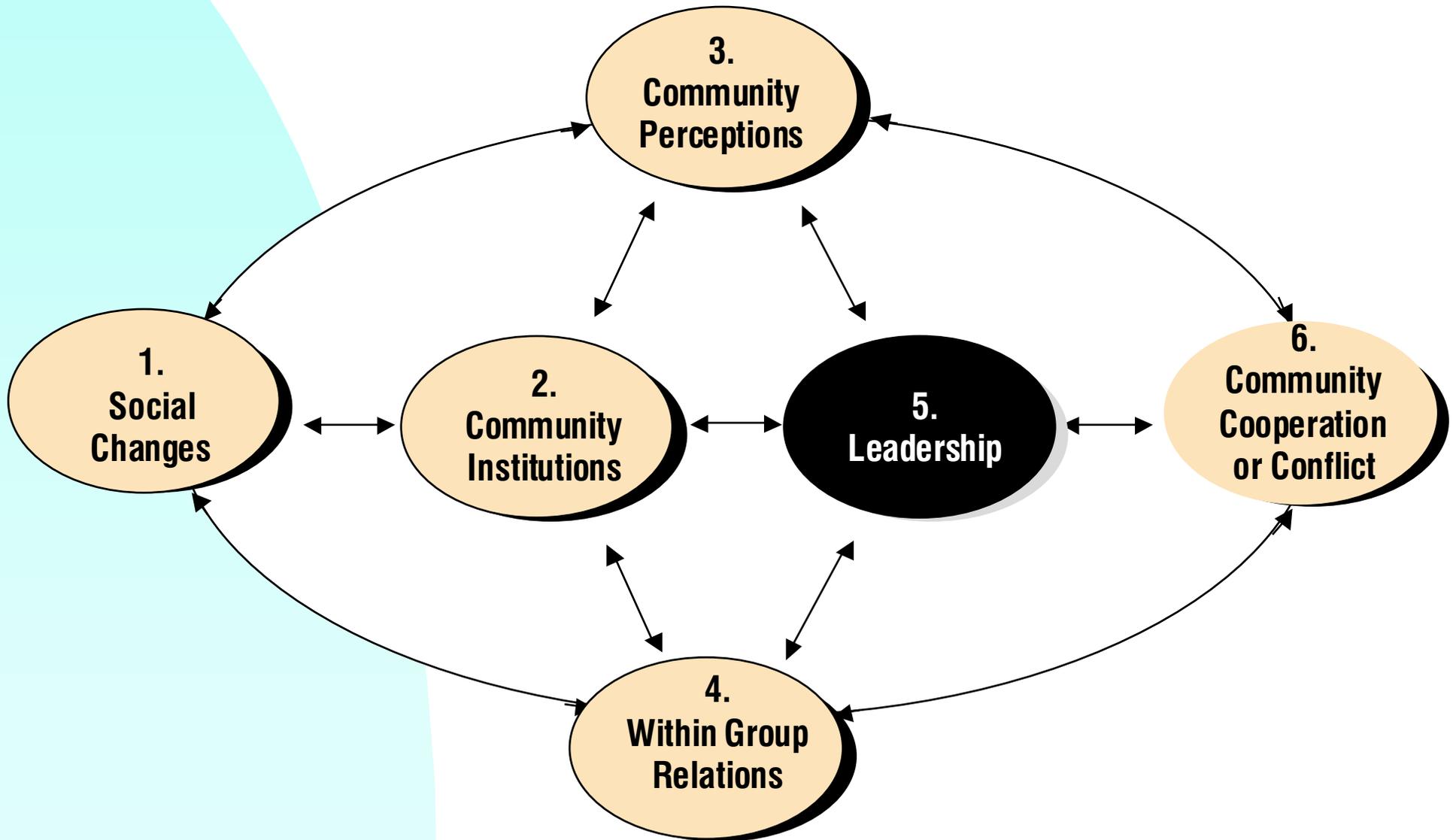
Among Hispanic Americans?

# Talking Points

---

- *Presenter asks the group, “What different points of view are there in the White community that affect race relations? Presenter solicits several answers.*
- *Presenter then follows up with the same question for the other groups...African American, Native Americans, Asians, Hispanics, etc.*
- *Presenter may follow-up with the question, “In what way does this within-group diversity affect race and ethnic relations in the community?”*

# Six Factors Influencing Human Relations in North Carolina Today

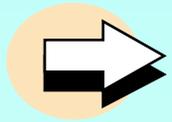


# Talking Points

---

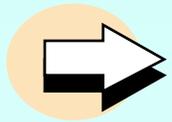
Experience suggests that one of the critical dimensions in the quality of relationships between groups is the nature of the leadership within and between groups.

# Kinds of Leadership Required for Effective Inter-Group Relationships in a Community



## **Sponsoring Leader**

A sponsoring leader has the formal power to legitimize and support the dialogue; to get people to “come to the table”.



## **Facilitative Leader**

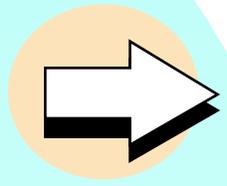
A facilitative leader has the skill, willingness, and connections to broker and facilitate actual dialogue.

# Talking Points

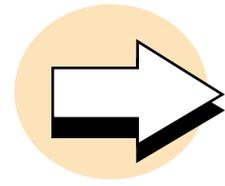
---

- Sponsoring leadership in human relations occurs when those individuals with high degrees of political, economic, intellectual, or moral authority publicly and privately support efforts to build positive human relations.
- They provide legal authority such as executive orders, ordinances, moral support, etc.
- Governor Hunt provided sponsoring leadership when he called for a major conference on race relations recently. The Z. Smith Reynolds Foundation demonstrated sponsoring leadership when it provided funds for its groundbreaking study of race relations in North Carolina in 1993, sponsored the Five Race Relations Conferences around the state in 1997, and developed this presentation in 1998.
- Facilitative leadership in human relations occurs when individuals with good inter-group relations and leadership skills actually broker, organize, and facilitate meetings, programs and projects that build positive inter-group relations on a person-to-person or group-to-group basis.
- Typically, these people could be grass-roots leaders, clergy, educators, or human service agencies, government or business staff members.
- Sometimes, the human relations councils are called on to provide this kind of leadership in the community.

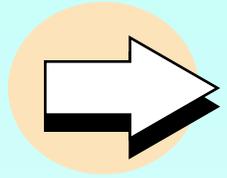
# Qualities of an Effective Sponsoring Leader for Human Relations



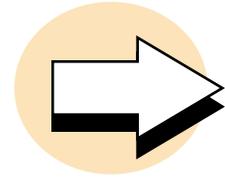
**Belief**



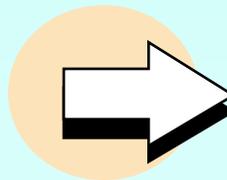
**Willing to confer**



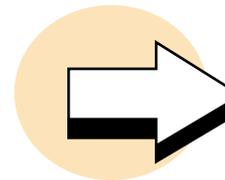
**Responsibility**



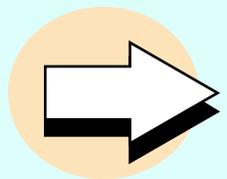
**Willing to commit time**



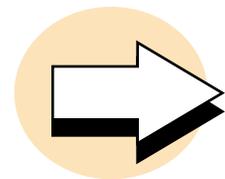
**Did the homework**



**Has leverage**



**Appreciates the  
bridge builders**



**Leads by example**

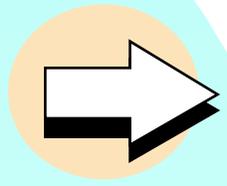
# Talking Points

---

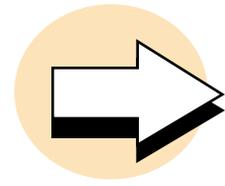
The literature on organizational change suggests that a good sponsoring leader has the following characteristics:

- Has a strong belief that improved inter-group relationships are important.
- Has a sense of responsibility for maintaining and improving relationships between groups.
- Has taken the time to understand, in depth, the benefits of such positive relationships and understands what it takes to bring it about.
- Has appreciation for those who are actively working in the community for positive change.
- Is able and willing to meet privately with key individuals or groups in order to convey his or her personal support.
- Realizes that his or her effort and commitment will be required from time to time and makes that commitment a priority.
- Enjoys considerable position and personal power to block or weaken forces working against positive inter-group relations and is willing to use that power to protect inter-group relations at critical junctures.
- Is willing to lead by example and give clear, public signals where he or she stands on issues.

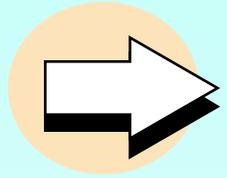
# Qualities of a Good Facilitating Leader



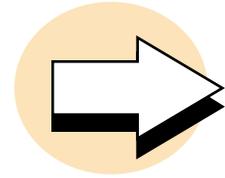
**Understands the need**



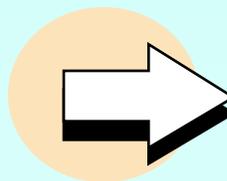
**Has training and experience**



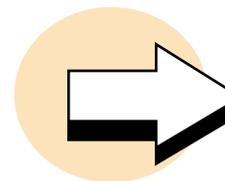
**Understands their role**



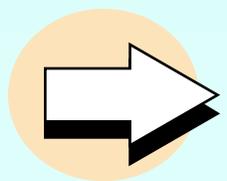
**Is trusted by leaders**



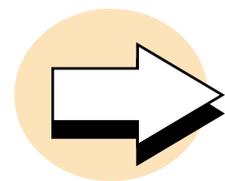
**Has good rapport with the community**



**Has time and energy**



**Is persuasive & confident**



**Operates with integrity**

# Talking Points

---

An effective facilitating leader for human relations:

- Understands the need for the building of better inter-group relationships.
- Understands their role and particular contribution; puts own views aside in deference to the group task.
- Has good rapport with the groups he or she is working with.
- Can articulate the benefits of participation in the human relations effort.
- Has the needed training and experience for the programs they are working with; is skilled in working with groups.
- Has good trust and rapport with sponsoring leaders.
- Has the time and energy to commit to the change effort.
- Conveys confidence and optimism about the change effort.

When a group puts forward a leader who is seriously lacking in any of these qualities, the process of community dialogue is likely to be hampered.

When leaders of one group in a community seek out leaders in another group for dialogue because they are “comfortable” with that person, yet that person lacks these characteristics, there will be problems in building a real sense of connection between groups and in arriving at viable solutions.

# Facilitating and Sponsoring Leaders Can Suffer From Burnout

- Over-reliance on one or two people
- Tension of being between conflicting groups
- Going out on a limb
- Excessive time demands
- Lack of training
- Lack of recognition and support
- Supporters wanting quick fixes
- Sub-group tensions

# Talking Points

---

- Facilitating leaders are like bridge builders because they link groups together...when traffic is heavy, they and the bridges they build can get worn out.
- Communities can tend to over-use their facilitators, rather than developing a whole cadre of individuals who are committed to better inter-group relations.
- It's hard to be a bridge builder when groups are in conflict...bridge builders can be very vulnerable and people directing their anger at situations may direct it toward the bridge builder.
- Building bridges is an art and a science. Often people need training in techniques and methods that have proven effective in relieving tensions.
- There is often a lack of recognition or support for the bridge builder.
- Supporters may want a quick fix, when the right answer is to “hang in there” while the community works things out.
- The bridge builder may be caught between rival factions within one or more groups in the process.
- For all these reasons, it is important to look upon our bridge builders as a valued resource to be developed and renewed through training, recognition, support, and encouragement.

# Discussion



Who are the  
sponsoring and  
facilitating leaders in  
this community?

# Talking Points

---

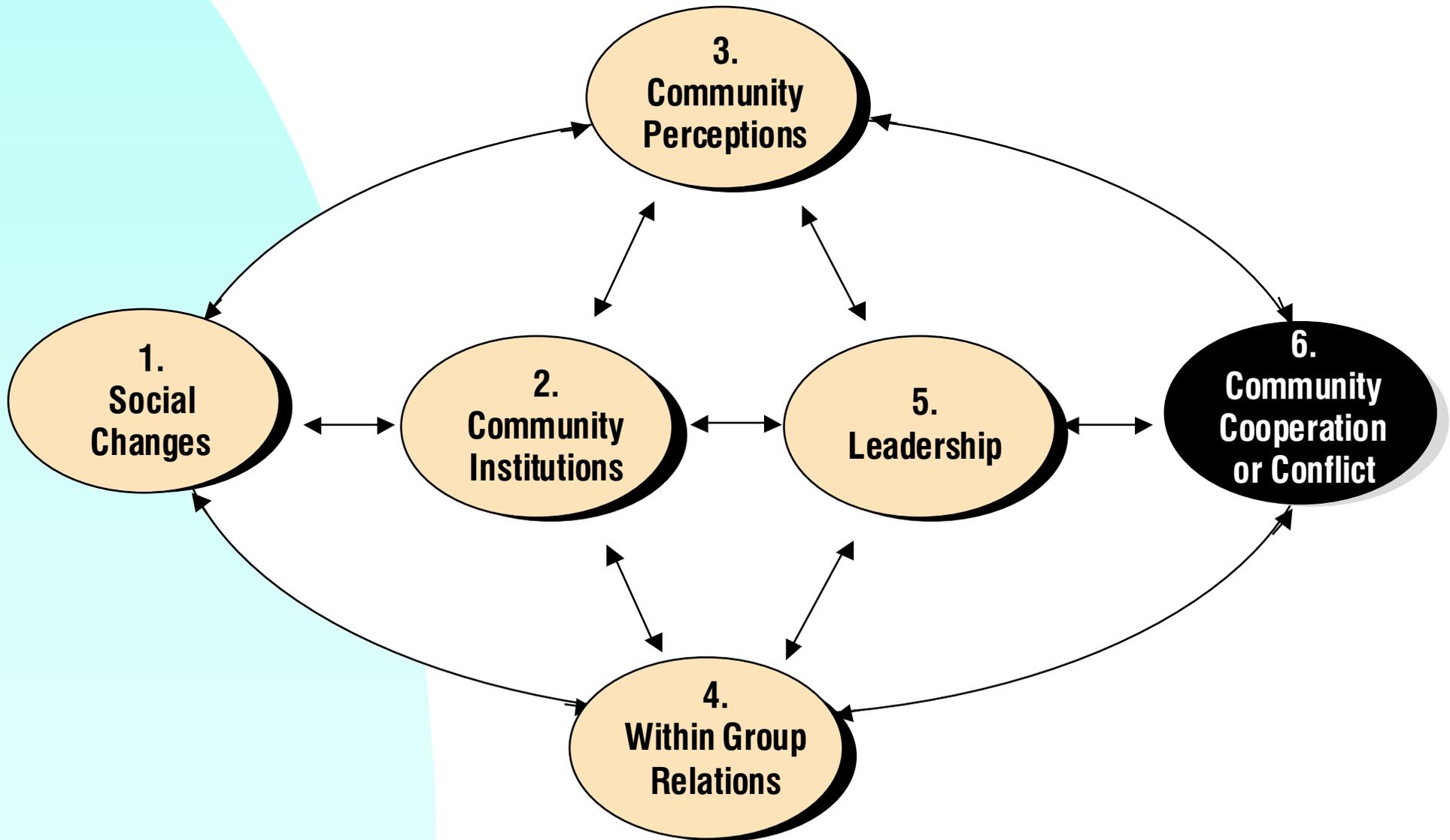
*Presenter asks people to identify...*

- the sponsoring leaders in the community
- the facilitating leaders in the community

*Presenter may then ask...*

- Are all groups represented?
- Do the leaders seem to come from one point-of-view within a racial or ethnic group?
- Are there leaders across all age groups represented?
- Do we have enough facilitating leaders? Sponsoring leaders?

# Six Factors Influencing Human Relations in North Carolina Today



# Talking Points

---

- We have looked at some of the factors that determine whether or not we have positive or negative inter-group relationships in our community.
- Now let's take a look at some of the things we can do to maximize our effectiveness relative to each of these factors.
- The following 18 items represent a beginning attempt at a comprehensive approach to strengthening inter-group relations.
- These are clustered into the following four groups...*(Next slide)*.

# Four Major Activity Areas for Improving Community Relations

A

Inter-Group Awareness & Contact

B

Leadership & Media

C

Partnership Building

D

Community-wide Action

# Talking Points

---

Let's look at each of these changes in detail.

- *Presenter hands out check list and asks participants to rate the community on each dimension.*
- *At the end of each of the four sections, presenter asks the group to rate the community “high”, “medium” or “low” on each cluster of items.*
- *Presenter asks for examples of positive practices.*

## A. Inter-Group Awareness & Contact

1 Citizen Awareness of Changes

2 Monitor Attitudes

3 Opportunities for Dialogue

4 Opportunities for Interaction & Sharing

# Talking Points

---

- Citizens need to be aware of the changes that are occurring. This means that some group in the community needs to monitor and keep track of newcomers and how they are faring in the community. The media need to keep people informed.
- We need to be aware of attitudes and perceptions that are developing, especially if they are turning negative. This will allow bridge building efforts to occur while there is still time to prevent incidents.
- We need to have opportunities to exchange views and perceptions across groups about community changes so a dialogue can continue and bridge can be built.
- Individuals across groups need opportunities to interact with each other in positive ways to learn about each other's cultures, concerns, and aspirations through various people-to-people programs.
- How many rated our community high? medium? low? on this dimension?
- What are some positive things that have happened that we would like to see more of?

## B. Leadership & Media

1 Positive Media Involvement

2 Grass Roots Leadership Training

3 Community Leader Forums

4 Institutional Leadership Development

# Talking Points

---

- The media needs to take a positive approach and exert pressure on leaders to do the same.
- There should be opportunities for grass roots leaders and emerging leaders within various groups to learn the skills they will need to be effective in inter-group dialogue and negotiation.
- Leaders of various groups need opportunities to get to know one another and lay the ground work for working out inter-group problems and building constructive partnerships.
- Leaders of community institutions (e.g., schools, policing, churches, social services, etc.) should have opportunities for training that will enhance their cross-cultural competence and sensitivity.
- How many rated our community high? medium? low? on this dimension?
- What are some positive things that have happened that we would like to see more of?

## C. Inter-Group Partnership Building

1 Inter-Group Dialogue

2 Inter-Group Partnership

3 Political Participation

4 Culturally Competent Institutions

# Talking Points

---

- There needs to be opportunity for inter-group dialogue about issues of common concern such as economic development, education, recreation, policing, etc.
- Ultimately, such dialogue should lead to active partnerships across groups for mutual benefit.
- There should be a strong effort to involve all groups in the political process and in community decision forums, such as boards and commissions.
- There should be opportunities for all community institutions to assess and prepare for the multi-cultural populations they serve, including staff development programs, out reach programs, and pilot projects.
- How many rated our community high? medium? low? on this dimension?
- What are some positive things that have happened that we would like to see more of?

## D. Community Action & Support

1 Inter-Group Forum

2 Financial Support

3 Bridge Builder  
Development

4 Best Practices

5 Vigorous  
Prosecution of  
Hate Crimes

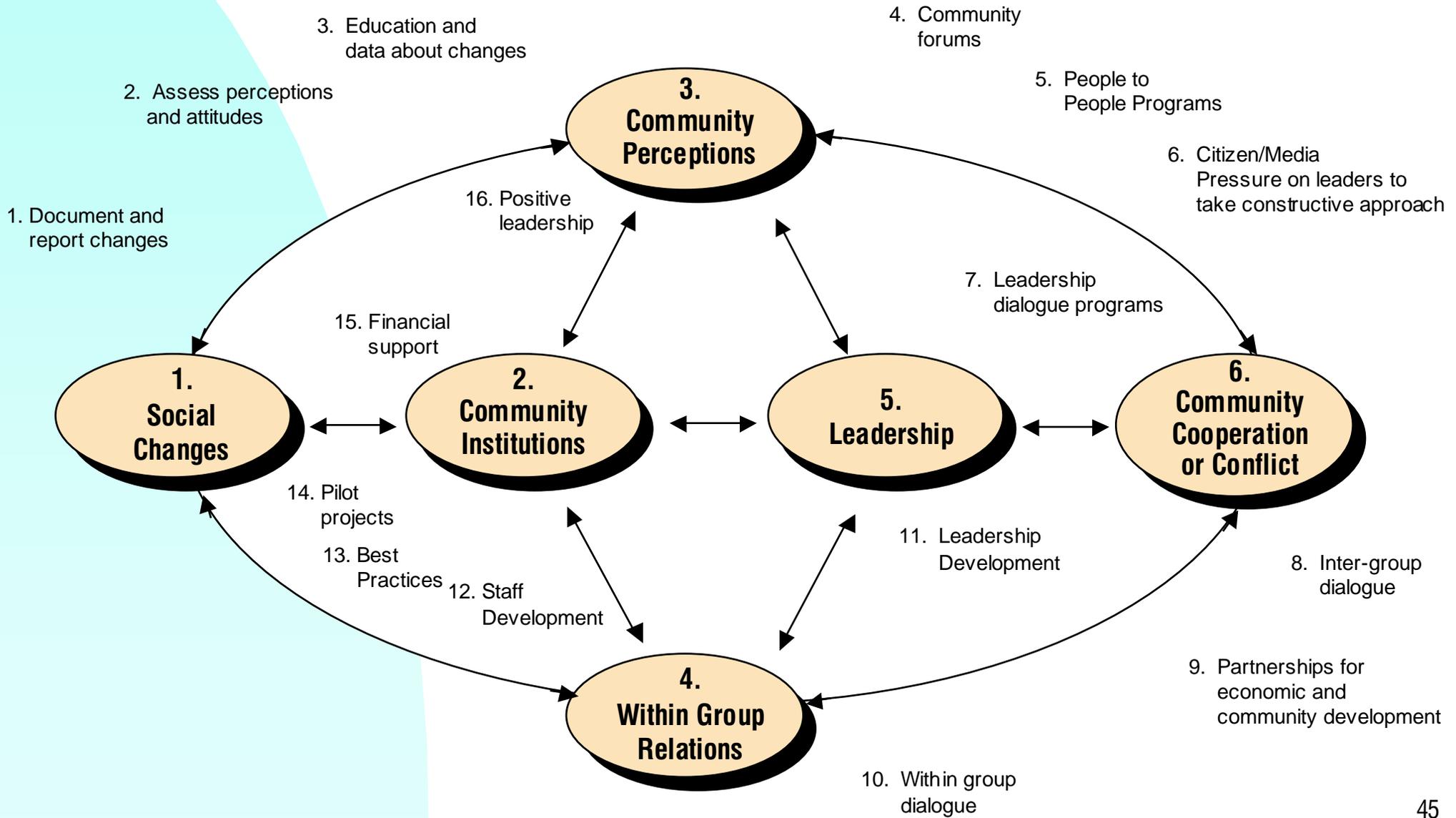
6 Healing and  
Reconciliation  
Efforts

# Talking Points

---

- There should be a forum where groups can come on a regular basis and assess the state of inter-group relations and identify needs for action.
- The community needs to develop continuing sources of financial support for programs to support cross-cultural sensitivity and positive inter-group relations.
- There should be programs of recognition, support and training for cross-cultural bridge builders.
- There should be a continuing search for best practices in cross-group relationships building and a commitment to continuous improvement in this area.
- There should be vigorous efforts to effectively confront and dissuade hate groups within the community and vigorous prosecution of hate crimes.
- There should be a concerted effort to heal ethnic hurts and resolve conflicts with a win-win approach, where possible.
- How many rated our community high? medium? low? on this dimension?
- What are some positive things that have happened that we would like to see more of?

# What Can We Do to Improve Inter-Group Relationships?

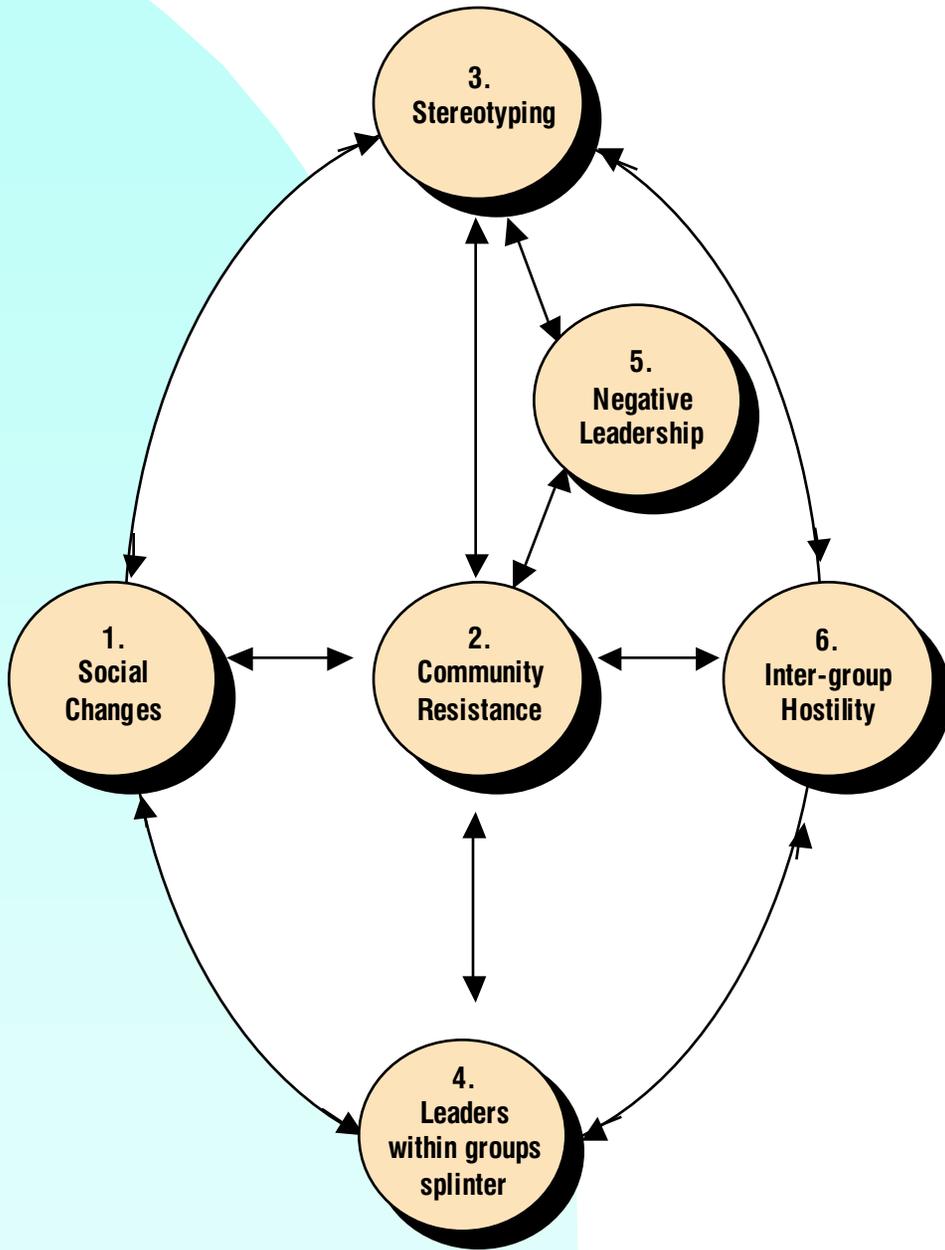


# Talking Points

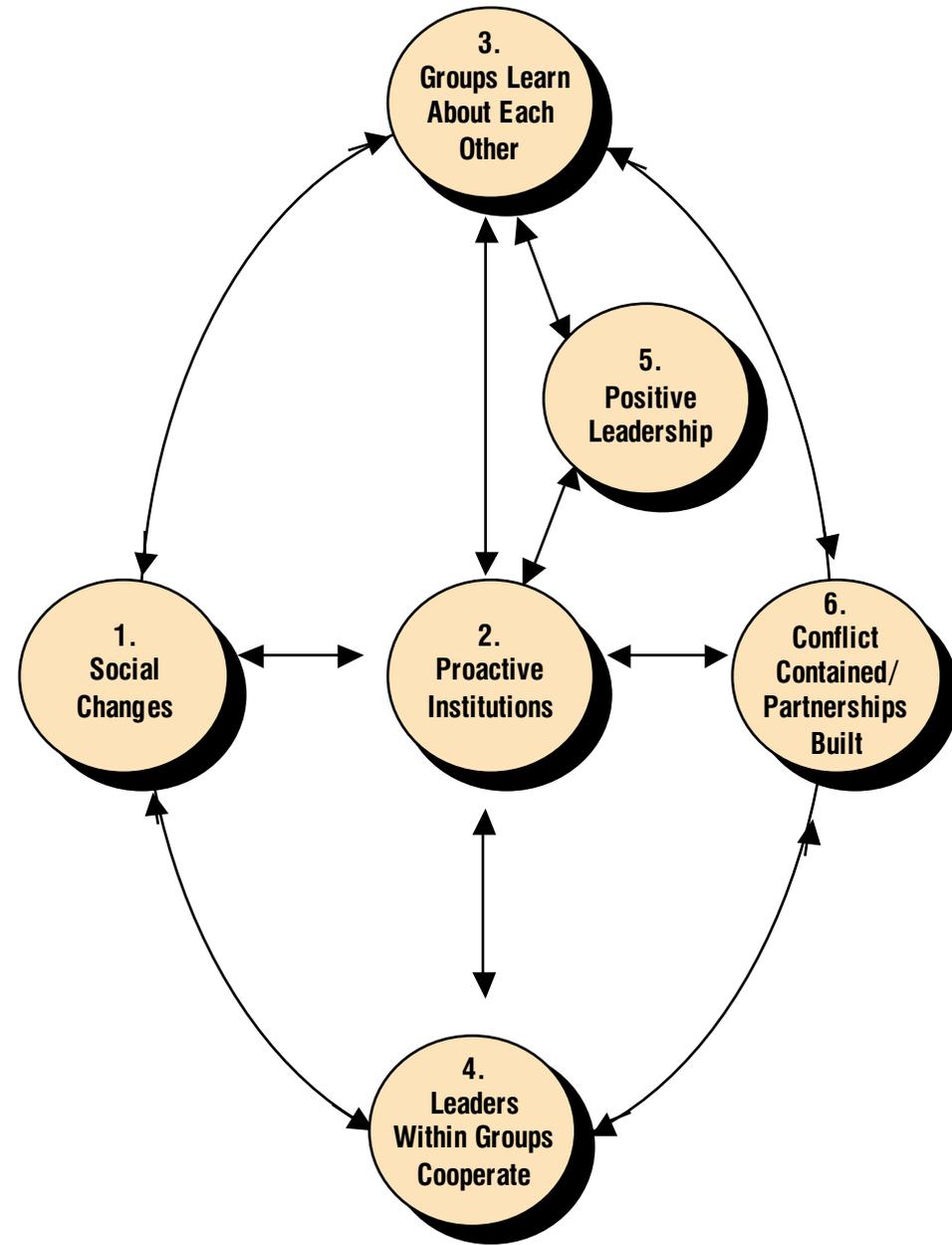
---

- *For each group, “A”, “B”, “C”, & “D”, the presenter ask the group for specific suggestions about what the community could do to improve inter-group relations.*
- *Presenter works through the four areas (A,B,C & D) in order.*
- *Group ideas are are written down on the flip chart under “Suggestions” for each of the four groups, A-D.*

# The “Vicious” Cycle



# The “Virtuous” Cycle



# Talking Points

---

- We do not really have a choice about whether this community will become more diverse.
- We do have a choice about whether this diversity becomes the strength of the community and enriches lives or becomes a problem of our own making that weakens the potential for economic growth, quality of life, and democratic self-government.



# The Impact of Diversity

The Choice IS Ours.

# Talking Points

---

- In NC's past, the original settlers from Great Britain, and the slaves brought over from Africa, remained the major population groups along with the small population of Indians who survived the diseases and wars brought on by their encounter with Europeans.
- Later, in the North and East, large migrations of Irish, German, Jewish, Italian, Polish, and other European immigrants have become part of the American mainstream.
- On the West Coast, large numbers of Asians have become part of the American mainstream. In the Southwest and Texas, Hispanic culture is part of American culture.
- While other parts of the country have their inter-group problems to be sure, they suggest that increasing diversity, while new to the South and to North Carolina, is part of the American historical pattern.
- We in NC, and in this community, have the opportunity now to build new, strong, diverse communities or to allow the human tendency to reject differences to limit the development of our communities and our region. The choice is ours.