

DIVERSITY & INCLUSION TV COMPANION GUIDE

PUTTING DIVERSITY AND
INCLUSION TO WORK

E P I S O D E : O N E

INTOLERANCE & UNCONSCIOUS BIAS

SPECIALLY PREPARED FOR



OFFICE OF DIVERSITY
AND INCLUSION

2017 - 2018

PRESENTED BY:



**DIVERSITY &
INCLUSION**
TELEVISION

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EPISODE BRIEF

You've just watched the latest episode of Diversity & Inclusion TV (DITV). We hope you found it thought-provoking and informative. The DITV Companion Guide will help you further consider the topics and ideas presented by Dr. V, her team of experts and their guests. Be open to expanding your thinking. You may learn something new or see things from a new perspective, and that is what diversity, inclusion and engagement is all about.





IN THE NEWS

Current D&I related news reports and topics that impact the workplace.



DEEPER DIVE

A closer look at the Episode's theme from the perspective of D&I experts.



BEST PRACTICES

Real world examples from companies and agencies successfully addressing specific D&I related challenges and opportunities in the workplace.



THE REWIND

A creative demonstration of the correct and incorrect ways to approach D&I-related scenarios at work.



ASK DOCTOR V.

Gives viewers the opportunity to ask questions of our resident D&I expert, Dr. Vanessa Weaver.



INCLUSION WORKS

An inspiring example of people embracing D&I in our world.

IN THE NEWS



Exercise

Conduct your own *In The News Talk Panel*. You and your coworkers choose one or two of the stories featured *In The News*. Discuss how the topics show up where you work. Consider the following questions:

1. *What themes or ideas do these stories have in common?*
2. *How could some of these themes impact you as an employee? How could they impact your team over the long-term?*

Decide together how you will address the issues as a group.

For more about what's
In The News watch:
[On Demand: In the News Talk Panel](#)



CURRENT D&I RELATED NEWS REPORTS AND TOPICS THAT IMPACT THE WORKPLACE. HERE ARE SUMMARIES OF THE NEWS STORIES FEATURED IN THIS EPISODE:

01

NATIONWIDE POLL FINDS RACE RELATIONS DETERIORATING

A recent poll by Reuters/Ipsos found more Americans say race relations are deteriorating in this country, compared to just two years ago. In fact, 25% of respondents said they believe people in their community get along worse than before.¹ And the Southern Poverty Law Center has reported an increase in hate crimes.²

02

HATE RESULTS IN MURDERS

Richard Collins, a young African American ROTC student from Bowie State University, just days from his college graduation, was stabbed to death by a white University of Maryland student who was a member of a white supremacist Facebook group. And in Portland, Oregon, an acknowledged white supremacist was arrested for the stabbing

deaths of two white men, recent college graduate, 23 year-old Taliesin Namkai-Meche, 53 year-old Ricky John Best an Army Veteran and father of four, and a third man, 21-year-old Micah David-Cole Fletcher, was seriously injured. All three men are being hailed as heroes for trying to defend two Muslim women, one of whom was wearing a Hajib, who were under attack by a man hurling anti-Muslim slurs at the women while they rode a light rail train.



03

TRANSGENDER PEOPLE CONTINUE TO FIGHT FOR RIGHTS

North Carolina recently repealed the controversial HB2 also known as the “bathroom bill,” which required Transgender people to use the bathroom of the gender listed on their birth certificate, instead of the one corresponding to their gender identity. However, the state still denies Transgender people certain protections from discrimination. The ACLU continues to work on a full repeal of the bill.

04

WOMEN CHIPPING AWAY AT GLASS CEILINGS AND BREAKING DOWN BARRIERS

Women continue to break down barriers to inclusion at the box office and on the sports playing field. Patty Jenkins broke box office records for a female director, for her film *Wonder Woman*. In Sports, the National Women’s Soccer league recently struck a new labor deal with US Soccer that grants female players a raise, bigger bonuses, and the same per diems and travel accommodations as the men’s team.

05

ANTI-SEMITISM AND ISLAMOPHOBIA CONFRONTED BY UNEXPECTED ALLIES

When arsonists destroyed The Victoria Islamic Center earlier this year, a Jewish Synagogue opened its doors to their Muslim neighbors offering them a place to worship. Similar efforts took place in St. Louis and Philadelphia where Muslims rallied and raised funds for the Jewish community for several cemeteries that were destroyed by vandals. Communities are coming together to take a stand against hatred.

06

CEO PLEDGE FOR INCLUSION

Organizations around the country are making an effort to evolve and enhance their current diversity and inclusion strategies. Recently more than 300 CEOs signed The CEO Action for Diversity & Inclusion pledge to provide safe environments for real conversations about Diversity & Inclusion issues, Unconscious Bias training for employees, and share diversity and inclusion best practices.³

1. Source: Reuters/Ipsos <https://www.usnews.com/news/top-news/articles/2017-04-28/more-americans-say-race-relations-deteriorating-reuters-poll>
2. Source: Southern Poverty Law Center <https://www.splcenter.org/>
3. Source: CEO Action for Diversity & Inclusion <https://www.ceoaction.com/about/>

INTOLERANCE

What is intolerance?

Intolerance is defined as the unwillingness to accept views, beliefs, or behaviors that differ from one's own, or people who are different from us.



The stories you saw In the News suggest a growing trend toward intolerance regarding race, religion, gender and culture in the world around us. And our workplaces are susceptible.

Intolerance destroys people, while tolerance builds them up. People perform best in a work environment where people are not discriminated against, and where they are rewarded for their performance - not because they look like the boss. People who don't feel welcome and comfortable in the workplace, as a result of intolerance, will be unhappier, less engaged, and less productive than those employees who feel welcome and comfortable...²

THE FACT IS: TOLERANCE IS GOOD FOR BUSINESS

The antidote to intolerance is tolerance of people who are not just physically different from us, but also those who differ from us in thought, ideas, approach to work, personality and other ways.

// What breeds and feeds intolerance is ignorance and hostility toward perceived differences. //

- Leadership Expert Peter Economy

As human beings, we share a desire to be valued. And research proves that tolerant, diverse workplaces drive innovation, productivity, performance and improve bottom line business results.

According to the McKinsey & Company report Diversity Matters³

- Companies in the top quartile for racial and ethnic diversity are 35 percent more likely to have financial returns above their respective national industry medians.
- Companies in the top quartile for gender diversity are 15 percent more likely to have financial returns above their respective national industry medians.
- Companies in the bottom quartile both for gender and for ethnicity and race are statistically less likely to achieve above-average financial returns than the average companies in the data set (that is, bottom-quartile companies are lagging rather than merely not leading).
- The unequal performance of companies in the same industry and the same country implies that diversity is a competitive differentiator shifting market share toward more diverse companies.



NOVEMBER 16 IS INTERNATIONAL TOLERANCE DAY

The United Nations' (UN) International Day for Tolerance is observed on November 16 each year to educate people about the need for tolerance in society and to help them understand the negative effects of intolerance.

The International Day for Tolerance is a time for people to learn about respecting and recognizing the rights and beliefs of others. It is also a time of reflection and debate on the negative effects of intolerance. Live discussions and debates take place across the world on this day, focusing on how various forms of injustice, oppression, racism and unfair discrimination have a negative impact on society.⁴



Exercise: Creating a More Tolerant Team

DITV's In the News segment featured individuals and groups coming together to confront intolerance. What can you do to create more tolerance and inclusion on your team?

- Here are a few tips to further tolerance and inclusion in the workplace⁵:
- Give each other some room to express our differences, to vent, and to have a bad day.
- Play and work by the Golden Rule.
- Contribute to building organizational cultures of acceptance and individual dignity.
- Set an example for others to follow.
- Management needs to counsel employees who display intolerance, and take appropriate action if the issue can't be resolved.
- Create a welcoming, inclusive workplace where the contributions of everyone are valued.

Get together as a group, perhaps at a team meeting or over lunch, and determine what steps you can take as a team to create a more tolerant environment where you work.



Exercise: How Tolerant Are You?

Individual awareness is an important part of tolerance. Understanding our feelings and biases (for more on Unconscious Bias see page 12) is a key factor in being a tolerant team member.

Click [Here](#) to take the quiz. How tolerant are you? ⁶

CEB Research states that in a diverse workforce, where the perspectives of diverse and non-diverse employees are valued, **performance improves by 12% and intent to stay by 20%.**⁷



Sources

1. [SPLC Southern Poverty Law Center](#)
2. [Tolerance In The Workplace Means Smart Business, By Joanne Richard](#)
3. [McKinsey & Company report Diversity Matters](#)
4. [International Day for Tolerance](#)
5. [Tolerance In The Workplace Means Smart Business, By Joanne Richard](#)
6. [Quizony](#)
7. [CEB: Creating Competitive Advantage Through Diversity](#)

DEEPER DIVE

COVERING AND UNCONSCIOUS BIAS



COVERING

Covering occurs when an individual changes or masks their identity to fit in or conform.

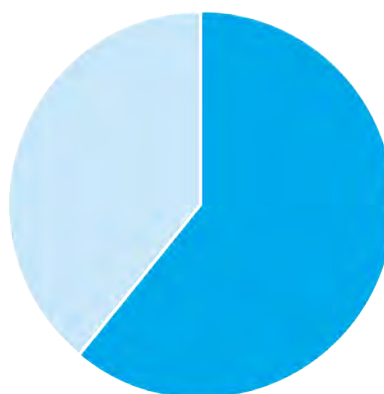
- 1. Appearance-based Covering**
Altering your self-presentation, such as grooming, attire, mannerisms, to blend in.
- 2. Affiliation-based Covering**
Avoiding certain behaviors that are widely associated with your identity, often in attempt to negate certain negative stereotypes.
- 3. Advocacy-based Covering**
You avoid sticking up for certain causes that might be commonly associated with your group.
- 4. Association-based Covering**
You avoid contact with other group members.

For more about Covering watch:
[*DITV On Demand: Covering*](#)

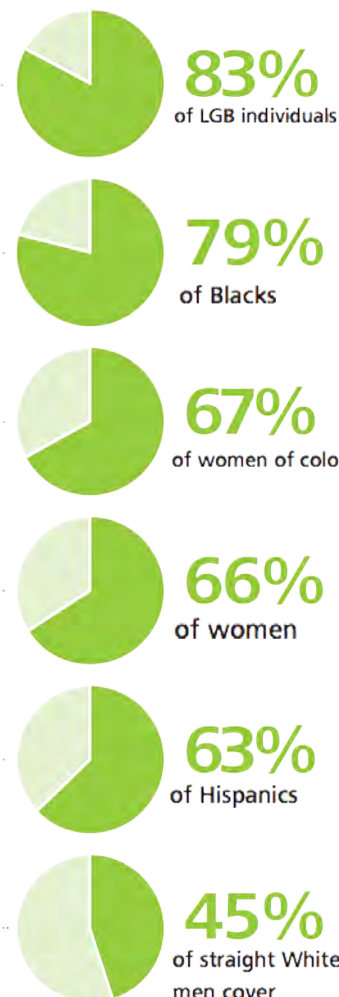
Deloitte Consulting¹

Uncovering Talent: A New Model of Inclusion

To measure the prevalence of Covering, a survey was distributed to employees in organizations spanning ten different industries.



61%
reported covering
along at least one axis





// Subconsciously, I'm Covering just to fit in: it's hard to be an outlier //

-Kevin Brandon, Hispanic Male, Graphic Designer

Why Do We Cover?

Many of us don't feel we have a voice in the workplace and hide aspects of our identities to fit in. Through our experiences, we learn that if we, for example, look, act, talk, or dress differently from the group, people will treat us differently from the team, even sometimes treat us poorly.

The majority of us have covered at some point in our careers. According to Deloitte's study² at least 61% of all race/ethnicities report Cover. And the reason is we are trying to protect ourselves from others' perceived or actual biases that they themselves often don't even know they have. (See page 12 for more on Unconscious Bias.)

A repeated pattern of Covering and denial of who we are is what causes issues in the workplace and impedes our psychological well-being. When we mask or cover it leads us to feeling less included, which leads to disengagement and less discretionary effort, which eventually impacts the overall team or organization.

// It's about group-think isn't it? Our families, our group of friends, our political party, these groups can have a major influence on the way we think. We all like to be part of the group...We often take on the thinking of the group without realizing it. **//**

-Bruce Stewart, CEO, The Small World Group
(Formerly Vitruvian Worldwide)

Reasons to Uncover³

1. To live up to your potential and reveal all that you have to offer to your organization and to the world.
2. To reduce stress and exhaustion. It takes so much effort to mask who you really are and what you are projecting.
3. Your own personal healing. Continual denial of who you are creates psychological and emotional challenges. If you never show your true self at work you can never hope to uncover.

Steps to Uncovering:

For Individuals

1. Commit to research and reading to learn everything you can about Covering and masking.
2. Do a self-assessment to discover if you use any of the four types of Covering included in the Deloitte's research¹:
 - 1) Appearance-based,
 - 2) Affiliation-based,
 - 3) Advocacy-based, and
 - 4) Association-based
3. Retain an experienced coach or therapist to partner with you through the self-discovery process.
4. Just do it. The work of self-discovery can be challenging, but by getting to know who you really are and express your authentic self your life and career will expand exponentially.

For Organizations

1. Conduct formal assessments of your culture to see if Covering is a pervasive issue.
2. Educate Leaders and Supervisors about Covering.
3. Equip the organization to identify symptoms of Covering.
4. Train the entire organization on Covering's:
 - Impact
 - Signals, particularly its expression by diverse employees
 - Ways to intervene and be supportive

ARE YOU COVERING?

Self-knowledge is power. By honestly examining how we think, feel and act, and seeking to understand why, is the only way to truly know who we are. None of us is perfect. For us to grow and expand as people and professionals we must work to identify those things about ourselves that need attention, do the work and take the necessary steps to improve.

Take a few minutes and consider the following questions about Covering:

1. Does your public image match your private image? In other words, are you the same person at work that you are at home with your family or out with your friends?
2. What is your biggest fear about revealing who you really are at work?
3. What would need to happen to help you stop Covering at work.
4. What people or resources could you call upon for support to be more of your true self at work?
5. What positive things might happen if you decided to be more authentic at work?



RESOURCES ON COVERING

- [Psychologytoday.com *The Masks We Wear*, by Susan Sparks, October 20, 2015](https://www.psychologytoday.com/blog/the-masks-we-wear/2015/10/the-masks-we-wear)
- [Covering: *The Hidden Assault on Our Civil Rights*, by Kenji Yoshino](https://www.huffpost.com/entry/covering-the-hidden-assault-on-our-civil-rights)
- [Catalyst.com *What is Covering?* New York: Catalyst, December 11, 2014.](https://www.catalyst.com/what-is-covering/)
- [HuffingtonPost.com *5 Masks We Wear and Why We Should Take Them Off*](https://www.huffpost.com/entry/5-masks-we-wear-and-why-we-should-take-them-off)

Sources:

1. Deloitte: Uncovering Talent: A new model for inclusion
2. Deloitte: Uncovering Talent: A new model for inclusion
3. The Masks That We Wear, By Susan Sparks, Psychologytoday.com
4. The Masks That We Wear, By Susan Sparks, Psychologytoday.com



UNCONSCIOUS BIAS

Unconscious Biases are often subtle, yet they can have a powerful impact on relationships and the work environment. Unawareness can limit your creativity, cloud your decision making ability, and create a toxic work environment. Recognizing that we all have biases and finding ways to address them makes us better, more productive and effective team members.

What is Unconscious Bias?

Unconscious Bias – also known as implicit bias or implicit social cognition, refers to the attitudes or stereotypes that affect our understanding, actions and decisions in an unconscious manner.¹

If you have a brain, you are biased

Researchers have discovered a neuroscientific basis for human bias. In his book *Thinking, Fast and Slow*, psychologist Daniel Kahneman indicates we have two systems of thinking:

System 1 – fast: the key to survival and evolution. Automatic, efficient thinking that is intuitive and impressionistic. But, because it is in a hurry to identify situations and patterns it is prone to making mistakes and jumping to conclusions based on small bits of information, creating narratives that are often flawed.

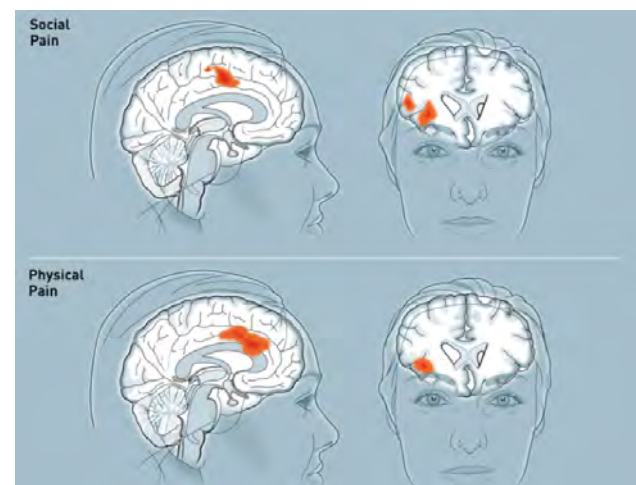
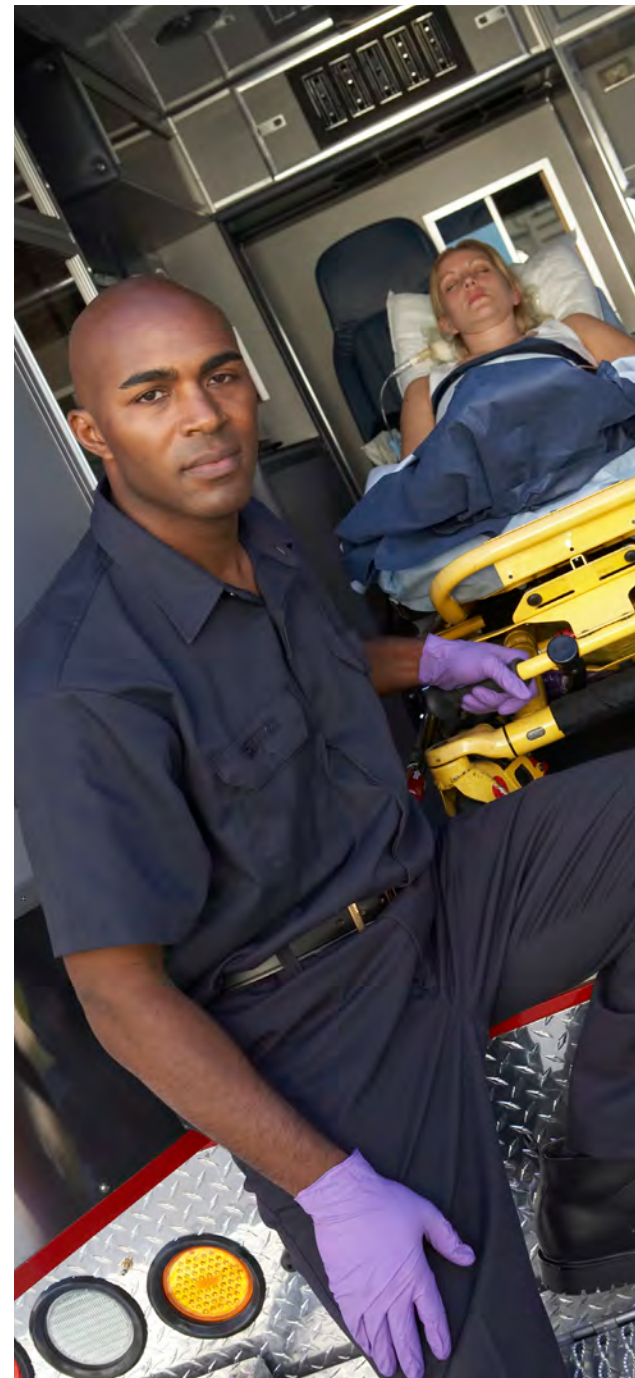
System 2 – slow: deliberate, systematic, attentive thinking. It seeks to test concepts and detect nuance, making choices rather than reacting.

Further, brain science reveals that when people feel excluded, it impacts the same region of the brain where we sense physical pain. In other words, the emotional pain of victims of bias provokes the same reaction in the brain as physical pain.

¹Kirwan Institute for the Study of Race and Ethnicity

Learn more about the science behind bias:

- ▶ [*Understanding Bias and the Brain* \(Korn Ferry Institute, May 2015, Chris Bergonzi\)](#)
- ▶ [*Managing With the Brain in Mind - Neuroscience research is revealing the social nature of the high-performance workplace* \(Business + Strategy, August 2009, David Rock\)](#)



BIAS IMPACTS BUSINESS

Companies with work environments that are considered negatively biased can have a serious impact on business:

- ▶ Companies lost \$64 billion dollars from employees quitting their jobs due to “unfair treatment”¹
- ▶ Recruitment and retention efforts are damaged
- ▶ Lowers employee morale and productivity levels

¹Source: Korn Ferry

OUR CORE IMPLICIT BIAS MODEL - P.A.S.S.S.²



PATTERN RECOGNITION BIAS – lead us to recognize patterns even where there are none



ACTION-ORIENTED BIAS – drive us to take action less thoroughly than we should



SOCIAL BIAS – arise from the preference for harmony over conflict



STABILITY BIAS – create a tendency toward inertia in the presence of uncertainty



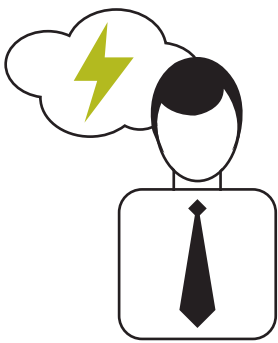
SELF-INTEREST BIAS – arise in the presence of conflicting incentives, including nonmonetary and even purely emotional ones

²Based on “McKinsey Quarterly. A Language to Discuss Biases”

McKinsey Quarterly

A LANGUAGE TO DISCUSS BIASES

Psychologists and behavioral economists have identified dozens of cognitive biases. The typology we present here is not meant to be exhaustive but rather to focus on those biases that occur most frequently and that have the largest impact on business decisions. As these groupings make clear, one of the insidious things about cognitive biases is their close relationship with the rules of thumb and mind-sets that often serve managers well. For example, many a seasoned executive rightly prides herself on pattern-recognition skills cultivated over the years. Similarly, seeking consensus when making a decision is often not a failing but a condition of success. And valuing stability rather than “rocking the boat” or “fixing what ain’t broke” is a sound management precept.



Action-oriented biases

drive us to take action less thoughtfully than we should.

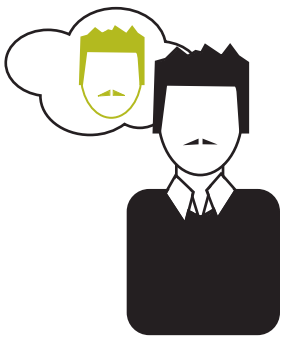
Excessive optimism. The tendency for people to be overoptimistic about the outcome of planned actions, to overestimate the likelihood of positive events, and to underestimate the likelihood of negative ones.

Overconfidence. Overestimating our skill level relative to others', leading us to overestimate our ability to affect future outcomes, take credit for past outcomes, and neglect the role of chance.

Competitor neglect. The tendency to plan without factoring in competitive responses, as if one is playing tennis against a wall, not a live opponent.

Interest biases

arise in the presence of conflicting incentives, including nonmonetary and even purely emotional ones.



Misaligned individual incentives. Incentives for individuals in organizations to adopt views or to seek outcomes favorable to their unit or themselves, at the expense of the overall interest of the company. These self-serving views are often held genuinely, not cynically.

Inappropriate attachments. Emotional attachment of individuals to people or elements of the business (such as legacy products or brands), creating a misalignment of interests.

Misaligned perception of corporate goals. Disagreements (often unspoken) about the hierarchy or relative weight of objectives pursued by the organization and about the trade-offs between them.

*Sydney Finkelstein, Jo Whitehead, and Andrew Campbell, *Think Again: Why Good*

Leaders Make Bad Decisions and How to Keep It from Happening to You, Boston: Harvard Business Press, 2008

Pattern-recognition biases

lead us to recognize patterns even where there are none.



Confirmation bias. The over-weighting of evidence consistent with a favored belief, underweighting of evidence against a favored belief, or failure to search impartially for evidence.

Management by example. Generalizing based on examples that are particularly recent or memorable.

False analogies—especially, misleading experiences. Relying on comparisons with situations that are not directly comparable.
Stability biases

Power of storytelling. The tendency to remember and to believe more easily a set of facts when they are presented as part of a coherent story.

Champion bias. The tendency to evaluate a plan or proposal based on the track record of the person presenting it, more than on the facts supporting it.

Stability biases

create a tendency toward inertia in the presence of uncertainty.



Anchoring and insufficient adjustment. Rooting oneself to an initial value, leading to insufficient adjustments of subsequent estimates.

Loss aversion. The tendency to feel losses more acutely than gains of the same amount, making us more risk-averse than a rational calculation would suggest.

Sunk-cost fallacy. Paying attention to historical costs that are not recoverable when considering future courses of action.

Status quo bias. Preference for the status quo in the absence of pressure to change it.

Social biases

arise from the preference for harmony over conflict.



Groupthink. Striving for consensus at the cost of a realistic appraisal of alternative courses of action.

Sunflower management. Tendency for groups to align with the views of their leaders, whether expressed or assumed.

*This article was originally published by McKinsey & Company, www.mckinsey.com. Copyright (c) 2017 All rights reserved. Reprinted by permission.

9 TIPS TO MANAGE YOUR UNCONSCIOUS BIAS

It's impossible to tell everything about someone by looking at them, but our brains often make snap judgements about the people we meet. These tips can help you manage those Unconscious Biases when you interact with others.

1. **Accept that you have biases.** If you have a brain, you have biases. Seek to know and understand yours, it's the first step in managing them.
2. **Question Yourself.** Once you recognize that a bias is showing up for you, ask yourself is what I am thinking based on facts or assumptions? Could I be reacting to something or someone from my past? Can I put it aside and try to get to know this person for who they are?
3. **Step out of your comfort zone.** Conversations about diversity, inclusion, and other workplace concerns and issues can be uncomfortable, but we need to get comfortable being uncomfortable to have a meaningful dialogue.
4. **Reach out to those who you see as "different."** Seek to experience and associate with people and groups that you see as different from you. It helps you increase your understanding, reduce negative assumptions, increase empathy and expand your perspectives, plus you'll expand your social circle and make new friends.
5. **Be Open.** Give others the benefit of the doubt. Our assumptions are often just plain wrong. Practice inclusive habits and be open, fair and cooperative with your coworkers, looking for ways to empower every member of the team. Everyone deserves a chance.
6. **Give up the idea of perfection, for yourself and for others.** All human beings have flaws, including you. Give up the need for situations and people to be perfect and work on accepting people for who they are and what they bring to the table.
7. **Focus on yourself.** We can't do much about other people's prejudices or biases, we can only impact our own. Lead by example, others may start to see things from your point-of-view.
8. **Respect others.** Even when we disagree, we can have respectful conversations about our different ideas and perspectives. Sometimes in the end, you have to agree to disagree.
9. **When you mess up, own it.** When you offend someone, or make a mistake, acknowledge it and apologize. None of us is perfect. Taking responsibility for when you mess up goes a long way to building trust and stronger relationships.



Get together with your team or colleagues and take the face test.

- ▶ Look at the picture to the right. How many faces do you see? →
- ▶ Now get together with a colleague or a small group and compare your results.

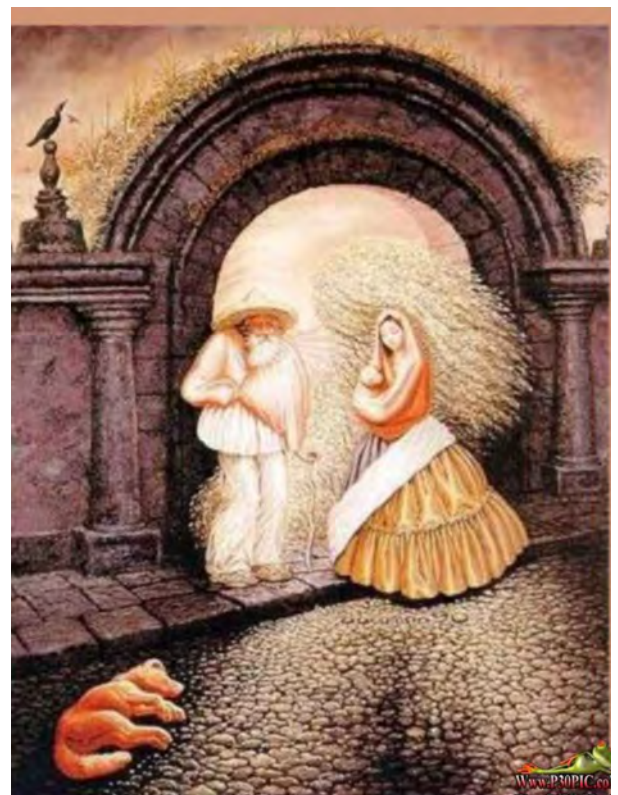
(See page 25 for the answers)



Take Harvard's Implicit Association Test (IAT)¹

- ▶ The IAT measures the strength of associations between concepts (e.g., black people, gay people) and evaluations (e.g., good, bad) or stereotypes (e.g., athletic, clumsy).

¹Source: implicit.harvard.edu



BEST PRACTICES

THE ACTION FOR DIVERSITY & INCLUSION



The CEO Action for Diversity & Inclusion™ assembles the largest collection of business leaders from various industries, openly committing to sharing successful diversity and inclusion initiatives as well as lessons learned to share with the collective business community.

This historic pledge, signed by over 300 CEOs of promotes their commitment to provide a safe environment and avenues for real conversations around Diversity & Inclusion issues.

The pledge promises that they will make their workplaces more inclusive, more diverse and more accepting. The CEO's say they will share best practices and ideas on how their respective companies can evolve and enhance their current diversity and inclusion strategies.

// We live in a world of complex tensions that can have significant impact on our communities. But when we come to work – the place where we spend the majority of our time – we often don't openly address these topics. //

-The CEO Action For Diversity & Inclusion

Here is a sample list of some of the companies who've signed the pledge



THE EXECUTIVE LEADERSHIP COUNCIL
The Power of Inclusive Leadership

Ronald C. Parker



John McAvoy

Deloitte.

Cathy Engelbert

Johnson & Johnson

Alex Gorsky



Subha Barry



Forest T. Harper Jr.



Lynne Doughtie



David Taylor



Bob Moritz

RESOURCES

- To read the full CEO Action For Diversity & Inclusion pledge see page 18
- To read the CEO Action For Diversity & Inclusion Fact Sheet [click here](#)
- Click here to watch a short film about the CEO Action For Diversity & Inclusion pledge

CEO **ACT!ON** FOR DIVERSITY & INCLUSION¹

The CEO Action for Diversity & Inclusion™ aims to rally the business community to advance diversity and inclusion within the workplace by working collectively across organizations and sectors. It outlines a specific set of actions the undersigned companies will take to cultivate a trusting environment where all ideas are welcomed and employees feel comfortable and empowered to discuss diversity and inclusion.

All the signatories serve as leaders of their companies and have committed to implementing the following pledge within their workplaces. Where companies have already implemented one or several of the commitments, the undersigned commit to support other companies in doing the same.

The persistent inequities across our country underscore our urgent, national need to address and alleviate racial, ethnic and other tensions and to promote diversity within our communities. As leaders of some of America's largest corporations, we manage thousands of employees and play a critical role in ensuring that inclusion is core to our workplace culture and that our businesses are representative of the communities we serve. Moreover, we know that diversity is good for the economy; it improves corporate performance, drives growth and enhances employee engagement.

Simply put, organizations with diverse teams perform better.

// Let's come together to make good on the inherent promise that all of our people should be able to bring their best selves to work and unleash their full potential. //

We recognize that diversity and inclusion are multi-faceted issues and that we need to tackle these subjects holistically to better engage and support all underrepresented groups within business. To do this, we believe we also need to address honestly and head-on the concerns and needs of our diverse employees and increase equity for all, including Blacks, Latinos, Asians, Native Americans, LGBTQ, disabled, veterans and women. This group convened to ask what we can do collectively as business leaders, because one fact is clear: we have to do more. For us, this means committing to three initial goals that we hope will catalyze further conversation and action around diversity and inclusion within the workplace and foster collaboration among our organizations:



1. We will continue to make our workplaces trusting places to have complex, and sometimes difficult, conversations about diversity and inclusion: We will create and maintain environments, platforms, and forums where our people feel comfortable reaching out to their colleagues to gain greater awareness of each other's experiences and perspectives. By encouraging an ongoing dialogue and not tolerating any incongruence with these values of openness, we are building trust, encouraging compassion and open-mindedness, and reinforcing our commitment to a culture of inclusivity.
2. We will implement and expand Unconscious Bias education: Experts tell us that we all have Unconscious Biases -- that is human nature. Unconscious Bias education enables individuals to begin recognizing, acknowledging, and therefore minimizing any potential blind spots he or she might have, but wasn't aware of previously. We will commit to rolling out and/or expanding Unconscious Bias education within our companies in the form that best fits our specific culture and business. By helping our employees recognize and minimize their blind spots, we aim to facilitate more open and honest conversations. Additionally, we will make non-proprietary Unconscious Bias education modules available to others free of charge.
3. We will share best—and unsuccessful—practices: Each of our companies has established programs and initiatives around diversity and inclusion. Yet, we know that many companies are still developing their strategies. We will commit to helping other companies evolve and enhance their current diversity strategies and encourage them, in turn, to share their successes and challenges with others.

We also pledge to create accountability systems within our companies to track our own progress and to share regular updates with each other in order to catalog effective programs and measurement practices. We believe that by sharing and learning with each other, we can strengthen our existing programs and commitments to better serve our employees and society as a whole.

We recognize that these three commitments are not the complete answer, but we believe they are important, concrete steps toward building more diverse and inclusive workplaces. We hope our list of signatories will grow, and we invite other CEOs across America to join us.

Let's come together to make good on the inherent promise that all of our people should be able to bring their best selves to work and unleash their full potential. By working together toward diversity and inclusion within our workplaces, industries, and broader business community, we can cultivate meaningful change for our society.



¹www.ceoaction.com/thepledge/

MEANINGFUL ENCOUNTERS/ CONVERSATIONS

What is a Meaningful Encounter/Conversation?

Meaningful Encounters/Conversations are critical to creating and mitigating the negative impact of Unconscious Biases. They bridge individual differences and give participants the ability to build on similarities and consciously move beyond stereotypes.

What is the Connection Between Meaningful Encounter/Conversations and Diversity, Inclusion and Engagement?

- Reduces bias by personalizing individuals beyond simple stereotypical categories
- Builds personal relationships across differences
- Draws attention to similarities and common values between participants



For more on Meaningful Conversations watch:

[On Demand: Meaningful Conversations](#)



The 3 Steps for a Meaningful Encounter/Conversation:

01

Step 1 - Mutual Meaning: Set the scene by creating a frame that builds mutual meaning and provides a common vision of why the conversation is needed. Metaphors and analogies are great tools to provide an effective frame. To initiate a conversation to gain support for better teamwork, a possible framing point could be the use of the analogy. For example, “the strongest team is not the team of superstars, but the team who plays together.” The key message is a slogan-like statement that emphasizes the main point of the frame. A key message for the frame could be, “We are better together.”



02

Step 2 - Inclusive Interaction: Recent research conducted by MIT professor Alex Pentland has demonstrated that groups who speak and listen in equal measures are the most engaged and productive. This give and take promotes a form of psychological safety which encourages team members to display their authentic selves at work. To promote inclusive interaction be consciously aware of your personality traits. For example, highly extroverted individuals tend to interrupt others during conversations. Additionally, improving social sensitivity by being better able to “read” non-verbal and unconscious communication signals adds to the effectiveness of inclusive interactions.

03

Step 3 - Exploratory Exchanges: The structure of the conversation should be focused on attentive listening and focused questions that enable team members to feel comfortable in sharing various aspects of their identity. The key here is to practice “suspending judgement,” as well as listening and questioning with the sincere goal of better understanding what makes various team members tick. Active listening and questioning are helped by being aware of Unconscious Biases and using “identity exchanges” to deepen dialogue.



MEANINGFUL CONVERSATION PLANNER

This Meaningful Conversation Planner is a tool you can use to help you plan for a Meaningful Encounter/Conversation with a coworker.

In planning your Meaning Conversation, think about ways you can let your coworker know that you value their ideas, opinions and contributions.

1. Set the Scene - Create mutual meaning
Key Message - State a specific objective, slogan or use a catch phrase
2. Inclusive Interaction - Make sure all voice are heard
3. Exploratory Exchange - Use active listening

{ Mutual
Meaning }

Set the Scene: Create mutual or shared meaning.
E.g. - "Joe, one of your strengths is your open, candid conversation style. It really helps us avoid confusion and raises issues that help make my job easier and that are important for the team to consider."

Key Message: Specific objective slogan or catch phrase - "we work better together"

{ Inclusive
Interaction }

Ensure there is a balance that allows all voices, opinions and ideas to be heard.
E.g. - "I really want to encourage you to share your point of view. Transparency is key to our success."

{ Exploratory
Exchange }

Use active listening. Ask probing questions, and suspend judgment of others.

THE REWIND

THIS SEGMENT SHOWS THE THE CORRECT AND INCORRECT WAYS TO APPROACH A DIVERSITY AND INCLUSION-RELATED SITUATION IN THE WORKPLACE



CONSIDER THIS

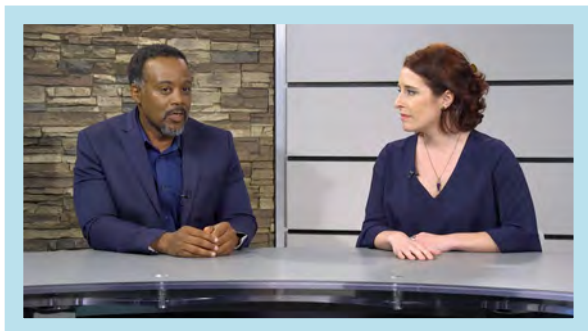
As you think about this segment ask yourself:

1. Have you ever found yourself in a similar situation at work? If so, how did you handle it?
2. As you think about diversity, inclusion and engagement, and the team you work on, what kinds of similar situations might come up? How could you prepare ahead to be sure everyone feels included?
3. Are there ways you might be excluding your teammates because of your own biases? What could you do to interact differently with others?
4. When working with others, do you give them the benefit of the doubt even when they do or say things you don't agree with or find offensive?
5. How would you react if someone told you that you offended them? Even if you didn't mean to?



KEY TAKEAWAYS

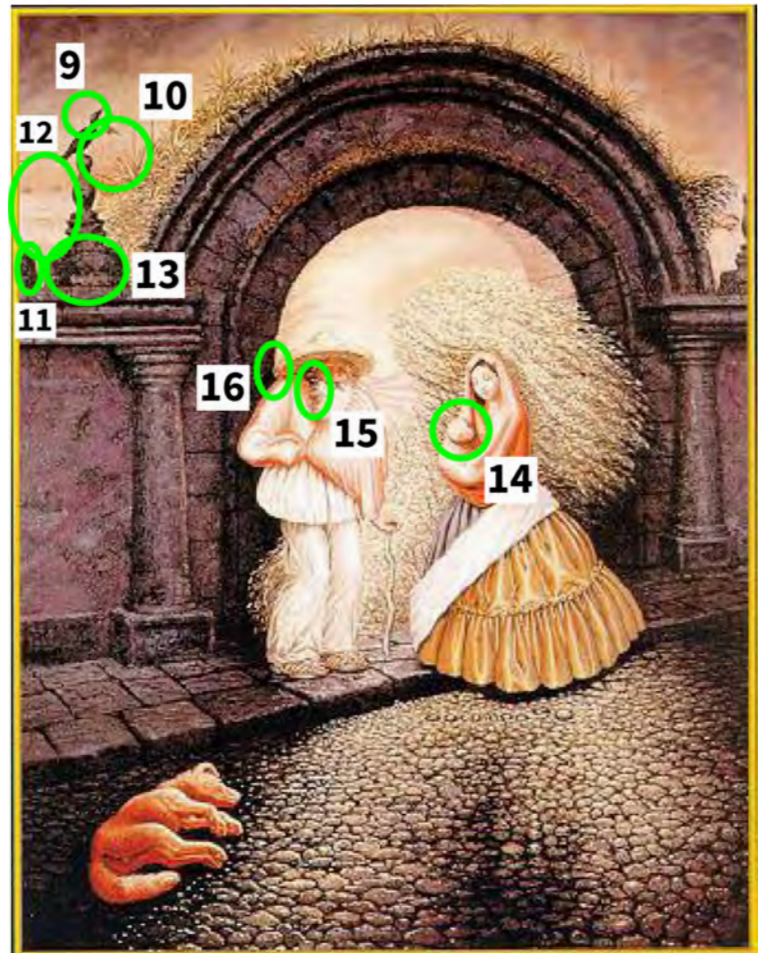
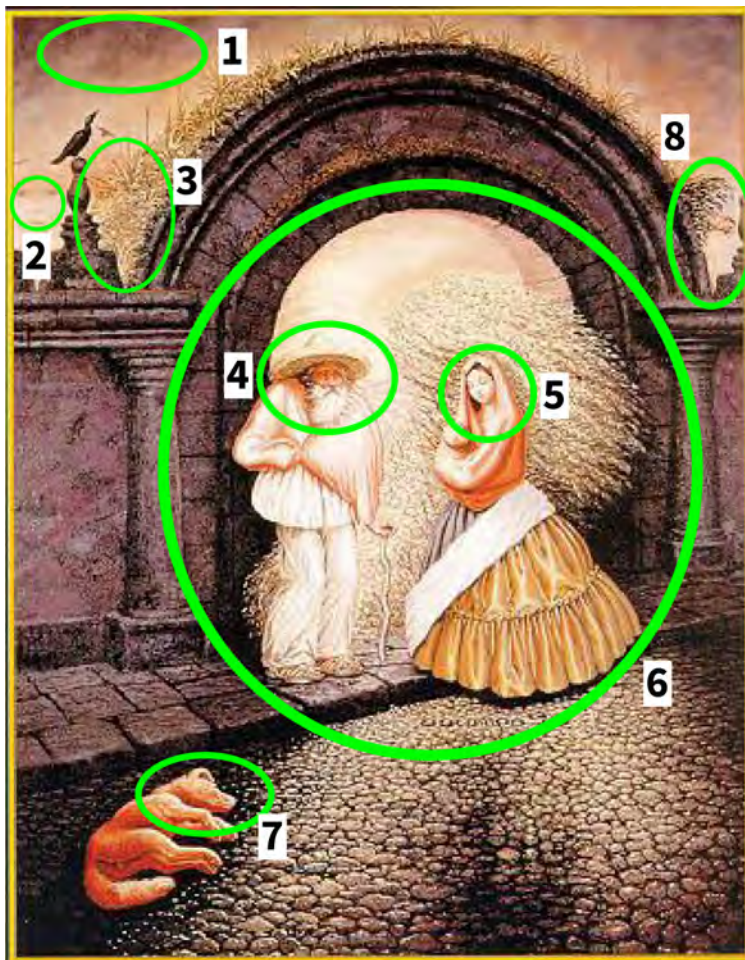
- ▶ The best way to combat misinformation or fear is to talk openly and respectfully about your concerns or issues. Make the effort to learn about and understand the person and the situation better.
- ▶ Seek to find the facts and truth, knowledge is what helps us understand and dispel myths and stereotypes.
- ▶ We are all in this together. What happens to one us, happens to all of us. When we work on a team, we are all tied together.



FACE TEST ANSWERS

Compare Your Results!

- ▶ Our biases impact what we see and don't see
- ▶ We come up with more answers as a team than as individuals



Did you find all 16 faces?

ASK DR. V

Q1

Dear Dr. V, I recently joined a new team at work and have kept the fact that I am a devout Muslim to myself. At our weekly staff lunch meetings, we rotate bringing a cultural meal and presenting a cultural practice to the group. I practice Ramadan's, 30-days of fasting, which means I can't eat or drink anything from sun-up to sundown for 4 weeks. Since I can't fully participate, what should I say or do?

-Azhar S.

A1

First, it is important for you, to explore why you've chosen to keep your religion private. Is it because you are concerned with how your team might react? If so, then you might use this team meal experience as an "Uncovering" opportunity. Consider getting out in front of any assumptions about why you aren't eating by educating your colleagues on Islam, particularly the practice of Ramadan.

Since Muslims are from every culture and Ramadan doesn't prevent you from offering meals to others during the day, you can still share one of your cultural meals with your colleagues. You could also participate in the shared meal by asking for a "take home bag" with a promise to try it after sundown. The next day, you can share your experience with the meal and even ask questions about it. This provides another opportunity for you to connect and build relationships with your teammates.



Q2

Dear Dr. V, I am a Hispanic American. Whenever there is a story in the news about Hispanics my coworker asks me what I think about it. How can I let her know that while I relate to some stories, not all Hispanic people think the same way about everything!

-Jimena C.

A2

This is a common complaint. People often assume because you are from a certain race, religion or other group that you automatically identify with everything about that group. If you don't have an opinion on a topic or don't wish to share yours, respectfully say so. Explain to your coworker that while you appreciate their curiosity, it's unreasonable to think you speak for an entire race or other group.





START. STOP. CONTINUE.

ACTION PLAN

Instructions:

Use this form to create a plan for yourself related to a goal. What is not working that you will STOP doing? What will you START doing? What will you CONTINUE doing that is already working well?

See a sample plan on the next page.



Your Name: _____

I am committed to focusing on: _____

		Support Needed	Start Date
START			
STOP			
CONTINUE			

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START. STOP. CONTINUE.

ACTION PLAN (SAMPLE)



Your Name: _____ Person X

I am committed to focusing on: _____ Having straight talk conversations I typically avoid if there is
_____ potential conflict.

		Support Needed	Start Date
START	- Have 1:1 conversations with my colleagues to better understand how we could better/best work together - Provide candid feedback to my colleague who is not engaged in inclusive behavior	1. Coach or mentor 2. Supervisor 3. Training	Immediately within a week
STOP	- Avoid ignoring diverse colleagues because they have a different opinion on how things should be done. - Increase self awareness	1. Self accountability 2. Request feedback from my coworkers	Two months from now, October
CONTINUE	- Setting up one-on-one meetings with teammates to complete the project - My commitment to increasing self awareness - Engaging my colleagues and asking for feedback	1. Encourage teammates to share their ideas and diverse perspectives 2. Training	Ongoing

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ON DEMAND SEGMENTS

01

IN THE NEWS - TALK PANEL

This segment features an extended discussion about some of the diversity and inclusion news stories featured in the Episode. Dr. Weaver talked with Fiona Dawson, Executive Producer of the TransMilitary Project, Bruce Stewart, D&I Thought Leader and the CEO of Vitruvian Worldwide (Formerly Vitruvian Worldwide). And via Skype, Suhba Barry, Senior Vice President & Managing Director, Working Mother Magazine, Diversity Best Practices and the National Association for Female Executives.

02

IN THE NEWS - COVERING

Many of us don't feel we have a voice in the workplace and hide aspects of our identities to fit in. This is called Covering, and according to research 61% of us have done it in the workplace. Because a shared story is an excellent way to help us grasp a concept, Dr. Vanessa Weaver talks to Mayra Martinez-Sacco, CEO of Mayden Enterprises and a Cuban-American, and Kevin Brandon, Digital Marketing and Social Media Manager, Alignment Strategies, a Peruvian-American about ways they have covered in the workplace. Dr. V also shares tips on ways you can uncover and be more of who you are at work.

03

MEANINGFUL CONVERSATIONS

This segment looks at how to mitigate intolerance and the impact of Unconscious Bias in the workplace. It also explores how to have and encourage open dialogue using Meaningful Conversations, creating environments where people feel free to express their ideas.

04

UNCONSCIOUS BIAS 101

Glenn Dorris, President, Dorris Consulting hosts this tutorial on Unconscious Bias. Glenn discusses the relationship between the brain and biases, as well as the impact of Unconscious Bias on teams and organizations. In addition, he offers tips for how to manage your biases.

A portrait of a smiling woman with shoulder-length brown hair, wearing a dark blazer over a white collared shirt and a blue and white striped blouse. She is holding a brown folder. The background is a bright, out-of-focus office window. A teal banner is overlaid at the bottom of the image.

DIVERSITY&INCLUSIONTV **LEADERS GUIDE**

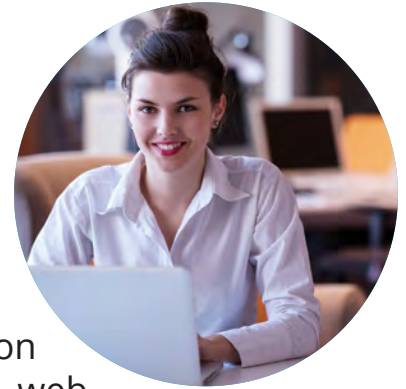
DITV LEADERS GUIDE

We recognize that diverse backgrounds and experiences provide a strategic advantage in achieving our goals and maintaining our highest state of integrity. Diversity and inclusion (D&I) are business imperatives; we rely on our diverse backgrounds, perspectives, and expertise to enable us to address the complex challenges of our competitive corporate world.

As we continue to enhance the functionality of our teams, we do so in the framework of D&I. To advance D&I across our organization, we bring you a suite of tools, training and techniques to help your teams excel while simultaneously minimizing leadership risk.

As senior leaders, you are confronted with unanticipated issues and challenges related to diversity and inclusion. Often, these challenges are inconsistent with our values and policies. You are expected to respond decisively, immediately and course correct as needed.

SAMPLE LEADER LETTER



We are rolling out Diversity & Inclusion Television (DITV): a dynamic, web-based news and information platform that puts diversity and inclusion to work.

This Leaders Companion Guide is specifically designed for executives within our organization. It includes information that will support you and your teams in getting the most out of DITV, offering tools, training and techniques you and your organization can use to navigate this sometimes complex D&I world.

Our goal is to help you support your teams to create cultures of respect and inclusion.

Jane Smith
Chief Diversity and Inclusion Officer

WHAT IS LEADERSHIP?

“Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal^[1]”

“It motivates your team to achieve the highest levels of performance and creates an extraordinary organization in the process^[2].”

[1] Kevin Kruse. “What is Leadership?” Forbes.com,

[2] Peter Economy. “The 9 Traits That Define Great Leadership”. Inc.com

ARE YOU A GOOD LEADER?

If you do not intentionally, deliberately and proactively self-assess, you will unintentionally derail your leadership.

Leadership is active, and requires on going assessment and development to be truly effective. Take the **free MindTools Survey** and receive your personalized leadership report. It will

help you identify where you’re doing well and areas where you might need to focus to develop additional skills.



THE VUCA WORLD: A REAL BARRIER TO INCLUSIVE ENGAGEMENT

VUCA: Volatility, Uncertainty, Complexity, or Ambiguity: This acronym emerged in the 1990s to describe the capability to engage situations marked by change and challenges. For leaders in the military and beyond, the doctrine underscores the importance of strategic decision-making, readiness

planning, risk management and situational problem-solving.

Growing out of intensive analysis by the military of its leadership thinking, in part conducted with business management researchers, the Army Leadership Manual was revised following the end of the Cold

VOLATILE

- High dynamics of change
- High speed of change

COMPLEX

- Multiplicity of forces
- Confounding chaos and confusion

UNCERTAIN

- Lack of predictability
- Great prospects for surprise

AMBIGUOUS

- Hazy reality
- High potential for misreading conditions

War. The areas of focus here include individual values, people and teams, managing complexity, leading change and leading learning organizations.

The boundaries between military and creative leadership are not nearly as clear-cut as many imagine. In fact, while perhaps more easily associated

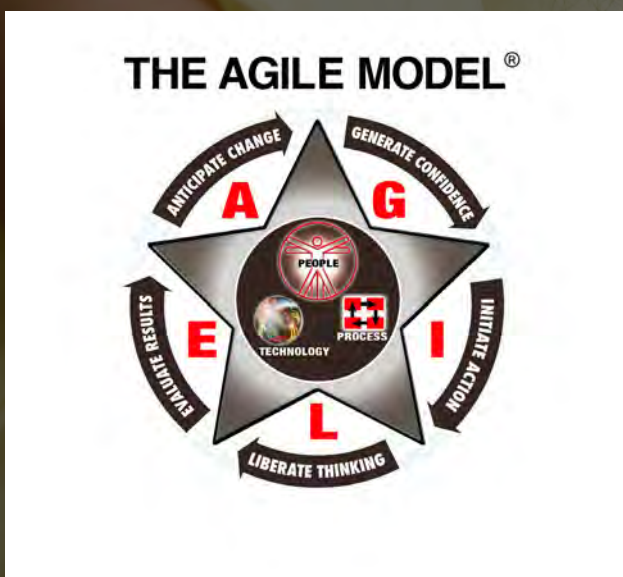
with military practice, at least a handful of shared priorities would serve those who want to lead more successful creative talent, teams and organizations.

Taken from "Six Creative Leadership Lessons From The Military In An Era of VUCA And COIN." — <http://bit.ly/2wFj9QM>

OVERCOMING VUCA THROUGH INCLUSIVE LEADERSHIP

LEADERSHIP AGILITY

Leadership agility is a critical competency to sense and respond to changes in the environment (Military, civilian, business, global, etc.) with actions that are focused, fast and flexible.



THE AGILE MODEL[©]

THE AGILE MODEL [®]			LEADERSHIP AGILITY SKILLS
	FOCUSED	Anticipate Change	VISIONEERING – creating clarity on the core value proposition of the enterprise engineered into what the workforce does every day to produce desired outcomes for all stakeholders
			SENSING – understanding forces of change that influence stakeholder success and creation of early warning systems of impending change that can impact success
			MONITORING – having effective processes for tracking performance and trends to identify patterns that impact the organization
	FAST	Generate Confidence	CONNECTING – establishing clear line of sight for all stakeholders with how each can contribute to the enterprise and person success
			ALIGNING – establishing and living the congruence of vision, value, priorities and actions
		Initiate Action	ENGAGING – operating with high levels of inclusion and a climate that delivers the discretionary level of effort from all stakeholders
			BIAS FOR ACTION – establishing an execution culture where a sense of urgency around improvement and all stakeholder satisfaction is a basic shared expectation
			DECISION MAKING – creating capability for fast, effective decision-making at all levels
			COLLABORATING – encouraging ideas and gaining insights across organizational boundaries and from multiple stakeholders
	FLEXIBLE	Liberate Thinking	BIAS FOR INNOVATION – establishing permission and expectations that innovation is a universal requirement for all stakeholders' participation
			CUSTOMER FOCUS – establishing on-going alignment and understanding of customers to be able to offer business solutions that meet their needs and often identify unrecognized needs
		Evaluate Results	IDEA DIVERSITY – establishing processes to encourage and secure innovation inputs from all levels and stakeholders in the enterprise
			CREATING EXPECTATIONS – providing clear and measurable priorities and resources that are aligned for all stakeholders and desired outcomes
			REAL-TIME FEEDBACK – providing timely and accurate feedback on key success measures for all stakeholders
			FACT-BASED MEASUREMENT – using performance metrics grounded in solid information measurement to allow reliable insights and conclusions

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—— 1. INCLUSIVE LEADERSHIP ——

EMPOWERMENT

SUPPORTIVE

COOPERATIVE

OPEN

FAIR

—— 2. UNCONSCIOUS BIAS ——

**ACTION-ORIENTED
BIASES**

**INTEREST
BIASES**

**PATTERN-
RECOGNITION
BIASES**

**SOCIAL
BIASES**

**STABILITY
BIASES**

—— 3. SMARTER, MORE RESILIENT TEAM ——



The way you overcome the volatility associated with cultural complexity is by increasing inclusive intelligence or flexible thinking.

5 INCLUSIVE HABITS OF GOOD LEADERS



Repeating the 5 Inclusive Habits helps sustain a commitment to Inclusion. A recent survey shows that Federal Agencies who employ the 5 inclusive habits have higher Federal Employee Viewpoint Survey (FEVS) scores than their counterparts who don't. For more information on FEVS results visit <https://www.fedview.opm.gov>. To access the actual 5 Inclusive Habits Survey, contact Alignment Strategies at info@alignmentstrategies.com.

THE NEW IQ: 5 INCLUSIVE HABITS



FAIRNESS

Arbitrary action, personal favoritism, coercion for partisan political purposes, and prohibited personnel practices are not tolerated.

OPENNESS

Creativity/innovation rewarded; policies/programs promote diversity; supervisors/team leaders committed to diverse workforce.

COOPERATIVE

Managers promote communication among different work units; collaboration across work units accomplish work objectives.

SUPPORTIVE

Supervisors: understand balancing work/life issues; provide feedback on job performance and improvement options.

EMPOWERMENT

Employees' talents are used well and employees have a feeling of personal empowerment with respect to their work processes.

A CLOSER LOOK AT COGNITIVE BIASES THAT IMPACT YOUR DECISION-MAKING



GROUPTHINK

Social Biases

**OVERCONFIDENCE
BIAS**

Action-oriented
Biases

**CONFIRMATION
BIAS**

Pattern Recognition
Biases

COGNITIVE BIASES SIGNIFICANTLY IMPACTS DECISION MAKING

A recent McKinsey Quarterly survey¹ of 2,207 executives revealed:

//
...senior executives...indicated[sic] that cognitive biases affect the most important strategic decisions made by the smartest managers in the best companies."

Even leaders agree that most decisions are not as good as they could be, and that cognitive biases are largely at play.

28%

said that the quality of strategic decisions in their companies was generally good

60%

thought bad decisions were about as frequent as good ones

12%

of the remaining thought good decisions were altogether infrequent

¹McKinsey Quarterly, March 2010. The Case For Behavioral Strategy.



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