

DIVERSITY&INCLUSIONTV 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

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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 Hijab, 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

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



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



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.

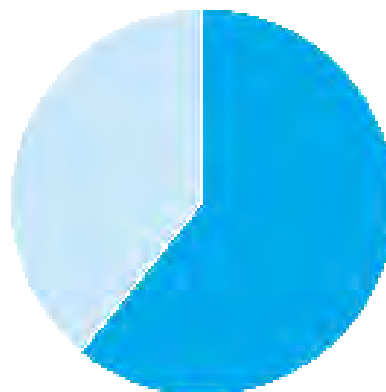
- 1. Appearance-based Covering**
Altering your self-presentation, such as grooming, attire, mannerisms, to blend in.
- 2. Affiliation-based Covering**
Avoiding certain behaviors that are widely associated with your identity, often in attempt to negate certain negative stereotypes.
- 3. Advocacy-based 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*](#)

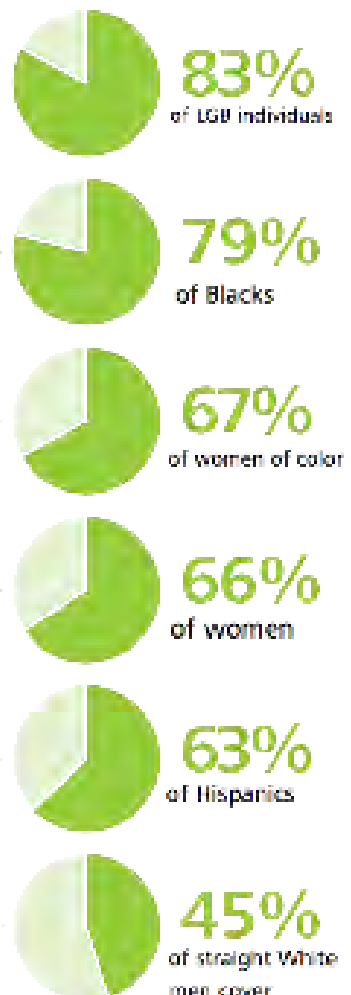
Deloitte Consulting¹

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