CHALLENGING CONVERSATIONS IN CHANGING TIMES:
THE OPPORTUNITY FOR CONNECTION
DIVERSITY AND INCLUSION IN TIMES OF CHANGE AND UNCERTAINTY
Unconscious Bias

Media images, visibility/invisibility, portrayal

Personal Experiences

Unconscious Bias

Micro-Behaviors

External influences (society)

Influence from others

Larger Acts of Discrimination
11 Million pieces of information each second through our senses.
Unconscious Bias

Anthony Greenwald and Mahzarin Banaji, defined the term “implicit stereotype,” to describe how we unconsciously attach characteristics to people from a certain social group, using random bits of acquired information, influenced by our culture, upbringing and previous experience.

Unconscious biases are mostly triggered by primary factors such as race, gender and age.

Biases are most likely to be activated by stress, time constraints, multitasking and need for closure.

Affinity Bias
Halo Effect
Confirmation Bias
Distance Bias
After Election, Diversity Trainers Face A New Version Of 'Us Versus Them'

November 28, 2016 · 10:46 AM ET

KAT CHOW

After the election, professional peacemakers may feel they have to work harder to tamp down heightened feelings of "us versus..."
RESPONDING VS. REACTING: LEARNING AND CULTURAL AGILITY
What Some Organizations are Doing…

• “Voices of Diversity” and “Voices of Inclusion” panels

• CEO/ED listening circle/breakfast

• “Conversations for Understanding”

• Small group dialogue sessions

• Subject specific dialogue sessions (race, gender, ability, sexual orientation, etc.)

• EAP/counselors available for staff/employees
Key Questions

• When does a leader/company/firm send out a communication?

• How do “outside events” impact the workplace?

• How might affinity groups be engaged in the conversation?

• What have we learned about culture? Our organizational/firm diversity and inclusion efforts?

#LCLDFellows
SELF AWARENESS:
ORGANIZATIONAL CULTURE
What is Important is Being Ignored

Some of the Most Critical Skills Are Still Out of Focus

- **Higher**
  - Building consensus and commitment
  - Communicating and interacting with others

- **Lower**
  - Developing strong networks/partnerships
  - Leading across generations
  - Intercultural communication within international business environments
  - Integrating oneself into intercultural or foreign environments

- **Higher**
  - Coaching and developing others
  - Identifying and developing future talent
  - Managing and successfully introducing change
  - Inspiring others toward a challenging future vision

- **Lower**
  - Fostering employee creativity and innovation
  - Leading across countries and cultures
The Four Leadership Behaviors Linked to Inclusion

**Empowerment**
Enabling direct reports to develop and excel.

**Humility**
Admitting mistakes. Learning from criticism and different points of view. Acknowledging and seeking contributions of others to overcome one’s limitations.

**Courage**
Putting personal interests aside to achieve what needs to be done. Acting on convictions and principles even when it requires personal risk-taking.

**Accountability**
Demonstrating confidence in direct reports by holding them responsible for performance they can control.

Countries surveyed: Australia, China, Germany, Mexico, and the United States.
Source: [www.catalyst.org/knowledge/inclusive-leadership-view-six-countries](www.catalyst.org/knowledge/inclusive-leadership-view-six-countries)
Learning Agility and Leadership

Learning-agile individuals practice personal development in five ways:

- **Innovating**: They are not afraid to challenge the status quo
- **Performing**: They remain calm in the face of difficulty
- **Reflecting**: They take time to reflect on their experiences
- **Risking**: They purposefully put themselves in challenging situations
- **Defending**: They are simply open to learning and resist the temptation to become defensive in the face of adversity

Source: *Learning about Learning Agility*, Center for Creative Leadership and Columbia University
COMMUNICATION AND DIALOGUE
The “Drivers” Which Make The inclusion Change Process Take Root...

The “How” of Change

Four critical inclusion change drivers include:

- Leadership
- Communication and Involvement
- Education and Training
- Measurement and Accountability

Source: The FutureWork Institute
<table>
<thead>
<tr>
<th><strong>Debate</strong></th>
<th><strong>Dialogue</strong></th>
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</thead>
<tbody>
<tr>
<td>Assuming that there is a right answer and that you have it</td>
<td>Assuming that many people have pieces of the answer</td>
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<tr>
<td>Combative: participants attempt to prove the other side wrong</td>
<td>Collaborate: participants work together toward common understanding</td>
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<tr>
<td>About winning</td>
<td>About exploring common ground</td>
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<tr>
<td>Listening to find flaws and make counter-arguments</td>
<td>Listening to understand, find meaning and agreement</td>
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<tr>
<td>Defending our own assumptions as truth</td>
<td>Revealing our assumptions for reevaluation</td>
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<tr>
<td>Seeing two sides of an issue</td>
<td>Seeing all sides of an issue</td>
</tr>
<tr>
<td>Defending one’s own views against those of others</td>
<td>Admitting that others’ thinking can improve one’s own</td>
</tr>
<tr>
<td>Searching for flaws and weaknesses in others’ positions</td>
<td>Searching for strengths and value in others’ positions</td>
</tr>
<tr>
<td>By creating a winner and a loser, discouraging further discussion</td>
<td>Keeping the topic even after the discussion formally ends</td>
</tr>
<tr>
<td>Seeking a conclusion or vote that ratifies your position</td>
<td>Discovering new options, not seeking closure</td>
</tr>
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*Source: Mark Gerzon, Learning through Conflict: How Successful Leaders Transform Differences into Opportunities*
How curiosity can protect the mind from bias

bbc.com
WORKPLACE REALITIES
MOVING FORWARD
Implicit Association Test

- Project Implicit is a non-profit organization and international collaboration between researchers who are interested in implicit social cognition - thoughts and feelings outside of conscious awareness and control.
  - The goal of the organization is to educate the public about hidden biases and to provide a “virtual laboratory” for collecting data on the Internet.
- Project Implicit was founded in 1998 by three scientists
Take Five: Tips for Uncovering Bias

1. Acknowledge potential for bias
2. Be wary of first impressions
3. Learn about stereotypes
4. Broaden your focus
5. Expose yourself to alien experiences

Source: http://today.duke.edu/2013/03/takefivediversity
Managers and Leaders

- 30% Women
- 70% Men

Gender Inclusive Leadership Practices

- Celebrating & Encouraging Women
- Calling Out Bias
- Championing & Defending Gender Initiative
- Challenging Working Practices

Recommendations

- Cultivate male middle managers as role models for gender inclusive leadership
- Encourage male middle managers to support and empathise with people who are different to themselves
- Nourish self-reflexivity through feedback in male middle managers to develop gender inclusive leadership

Source: Dr. Elizabeth Kelan, Cranfield University School of Management
Resources

- Difficult Conversations: How to Discuss What Matters Most by Douglas Stone, Bruce Patton, Sheila Heen
- Emotional Agility by Susan David, PhD
- The Culture Map: Breaking Through the Invisible Boundaries of Global Business by Erin Meyer

Civl Conversations Project
Renewing Public Discourse and Nourishing Our Common Life

Chuck Colson, Greg Boyd, Shane Claiborne — How to Be A Christian Citizen: Three Evangelicals Debate
John Lewis — Love in Action

Foreword by Stephen R. Covey
Author of The 7 Habits of Highly Effective People

Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler