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Diversity, Equity, and Inclusion
Focus on the science



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Agenda

Day 1	Day 2
Ice breaker	Ice Breaker
The Science of Exclusion	Building the team
Understanding Diversity	The need for interview training
Equity, changing the game	The environment for retention

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Icebreaker activity

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What do we have in common?

Aside from work and the obvious:

- Find 10 things you have in common
- Select one person to write answers on chart paper
- Select person(s) to share with everyone

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Can you change the truth?

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Definitions

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Definitions

- What is diversity?
- What is inclusion?

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Verna Myers
Diversity is being invited to the party,
Inclusion is being asked to dance.

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Think of a starting line around a track

- Equality = same. Everyone starts from the same place.
- Equity = fair. Everyone starts from staggered positions.

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Is there someone who is being excluded?

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Bias and the road to inclusion

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There are over 180 types of bias!

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How would you define the following?

- Conscious
- Unconscious

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SEEDS

Safety Bias	Experience Bias	Experience Bias	Distance Bias	Similarity Bias
We protect against loss more than we seek out gain	We prefer to act quickly rather than take our time	We take our perception to be the objective truth	We prefer what's closer over what's farther away	We prefer what is like us over what isn't

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What do you see?
We see what we know is there

Perception is reality



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When we expand the perception through which we see the world, we can redefine reality and find new ways of thinking and working together.

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You are responsible for your second thought and first action.

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The road to inclusion

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F.L.E.X

Focus within	Learn about others	Engage in dialogue	"expand" the options
<ul style="list-style-type: none">• Tune into your emotions• Recognize how your experience has shaped your perspective• Stick to fact, and don't make assumptions• Turn frustration into curiosity	<ul style="list-style-type: none">• Recognize how their experiences have shaped their perspective• Consider how they might see the situation and what is important to them• Think about how your actions may have impacted them	<ul style="list-style-type: none">• Ask open-ended questions• List to understand, not debate• Offer your views without defensiveness or combativeness• Disentangle impact from intent• Avoid blame, think contribution	<ul style="list-style-type: none">• Brainstorm possible solutions• Be flexible about different ways to reach a common goal• Experiment and evaluate• Seek out diverse perspectives

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The road to inclusion

- You learn inclusion when you practice inclusion. Behave until you believe.
- Give others and yourself opportunities to practice inclusion
- As you love people with action, you come to love them with emotion

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“One of the most critical aspects of inclusion is that it must happen actively. When we just passively think of ourselves as good people but don’t do anything to actively include others, that creates passive exclusion.”

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Self reflection questions

- How do you acknowledge and show sensitivity and appreciation for the cultural difference that exist in your circle?
- What conscious bias do you have?
- Ask a trusted friend where you may have unconscious bias
- Where do you exercise soft forms of exclusion to maintain barriers

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Dimensions of Diversity

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Our ability to reach unity in diversity will be the beauty and test of our civilization.
-Mahatma Gandhi


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Dimensions of diversity

Visible diversity	Invisible diversity
<ul style="list-style-type: none">• Behaviors• Race/color• Gender• Ethnicity• Physical attributes• Age	<ul style="list-style-type: none">• Neurodiversity• Geographic location• Beliefs• Marital status• Specialty• Culture• Physical Abilities• Sexual Orientation• Native• Organizational level• Socio-economic• Education• Communication style

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Ola Joseph
Diversity is not about how we differ. Diversity is about embracing one another's uniqueness.



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Self reflection activity

- Which two dimensions are most important when defining you?
- Share a time that made you especially proud.
- Share a time it was especially painful or uncomfortable.
- Share an associated stereotype that is not consistent with you.

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Self reflection activity part 2

- What impacts has this had for you personally?
- What impacts has this had for you professionally?
- Are there places that one of your dimensions of diversity has positively impacted your work or granted you privilege?

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Self reflection debrief

- What was it like to share and to listen
- Are there any places this conversation might cause you to think differently or impact future actions?
- What stands in your way to having more conversation like this at work?

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Microaggressions

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What is a microaggression?

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Microaggressions

- Micro-invalidation
- Micro-insult
- Micro-assault

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Demographics affected

- LatinX – 29%
- Asian – 21%
- Black or African American – 41%
- Two or more races – 8%
- White – 1%

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Microaggression

- There's nothing micro about it
- People aren't intending to be aggressive

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Subtle Acts of Exclusion

- Hard to identify and speak up about
- Things people say and do
- People with marginalized

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SAE's happen any day to anybody

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SAEs feel like

- You don't belong
- You are invisible
- You are a threat
- You are not an individual
- You are inadequate
- You are a curiosity
- You are not normal
- You are a burden

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Interrupt Subtle Acts of Exclusion

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How to interrupt

1. Think before responding
2. Avoid assuming intent
3. Seek understanding
4. Explain impact of comment
5. Use the opportunity to grow

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Susan Scott

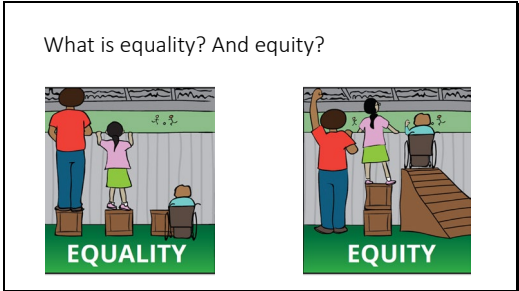
While no conversation is guaranteed to change the trajectory of your career, company, relationship or life any single conversation can.



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Equity: Changing the game

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Equity is the process

Outcomes

- Diversity
- Inclusion

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Let's play a game

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Brainstorm

- What if our endgame was equality?
- What if our endgame was equity?

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Reflection

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Self reflection debrief

- Don't know vs don't tell
- Competition needs to be changed
- Lack of resources gave us creativity
- Some people were shocked when they were told they were the big candy people by the other participants
- Most people felt they were the small candy people
- Where we can change

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Recruit, Hire, Develop and Retain
Building dynamic teams



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Icebreaker activity

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North, East, South and West

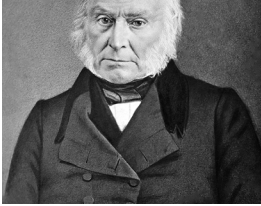
- What are the strengths of your style?
- What are the opportunities of your style?
- What style do you find most difficult to work with and why?
- What do people from other "directions" or styles need to know about you so you can work together effectively?
- What's one thing you value about each of the other three styles?

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Fostering Dynamic Environments

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John Quincy Adams
If your actions inspire others to dream more, learn more, do more and become more, you are a leader.



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How to scout talent?

- Who is a talent scout?

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What are the benefits of attracting and selecting the right people?

- Employees
- Customers
- Business

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The costs of a new hire

- Loss of productivity do to vacant position
- Selection costs
- Hiring costs
- Orientation costs
- Training Costs
- Loss of productivity of other employees
- Learning Curve of new hire

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Being a great team builder

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What traits would you look for?

- CEO
- General Manager
- Human Resources Manager
- Sales Associate
- Customer Service Associate

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Why is becoming aware of the local demographics critical to casting the right talent for your business?


- Help leaders interview and recruit diverse candidates.
- Customers like to support companies that reflect who they are.
- We want employees to reflect the community.

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Interviewing 101

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Charlyne Yi
 Interviewing is tough, especially if you don't know what you're looking for?



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Laws written to protect us from discrimination.

- Be consistent in your questions
- Ask only job-related questions
- Make all decisions on job-related requirements

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Lawful or Unlawful

- If you don't mind me asking, what is your maiden name?
- Why did you leave your last job?
- Have you ever been arrested for theft/
- What is your native language?
- Do you have a bachelor's degree in (xxxx)?
- It's great you live near here. Do you rent an apartment or own a house?
- Have you ever been fired?
- If under 18, can you submit a work permit after employment?

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Lawful or Unlawful

- How many days were you sick last year?
- The position requires weekend availability. Would that be a problem for you?
- If you take this transfer, how will it affect your spouse and children?
- That's an interesting name. Where did it come from?
- Have you had any moving traffic violations in the past two years?
- Do you have any disabilities that will make this position hard for you?
- Have you ever been addicted to drugs?
- I see you were in the military. What type of discharge did you receive?

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Behavior based interviewing

- Probe for specific examples
- 80:20 rule
- Seek Contrary evidence
- Allow for silence
- Take notes
- Ask open-ended questions

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Conducting the interview

- What do you look for in an interviewee?
- What are some RED flags to watch out for?
- How can you put them at ease?
- Mind your verbal and non-verbal reaction

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Interview notes

Find your STAR

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Defining coaching

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Defining coaching

- What is the role of a coach?
- What types of coaching are there?

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What are the benefits of coaching employees?

- Employees
- Customers
- Business

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Coaches need development too.

Self	Others
• Brain Science	• Asking questions
• Growth Mindset	• Active listening
• Agile Leadership	• GROW Model

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Building yourself as a coach

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Growth mindset

Choice of Words	<ul style="list-style-type: none"> • Reinforce effort and improvement • Focus on the future • Individualized focus
<ul style="list-style-type: none"> • Grow • Improve • Develop • Learn • Stretch • Challenge 	<p>Reward Progress & Learn from Failure</p> <ul style="list-style-type: none"> • Praise progress not just success • Debrief obstacles • Uncover learnings and focus on future
Feedback that Encourages Growth	

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How humans are wired

- Prefrontal Cortex
- Limbic System

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Brains processes information and responses

- Threat
- Reward

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Agile Leadership

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Teaching and Coaching

- Enthusiastic beginner
- Disillusioned learner
- Emerging contributor
- High performer

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There is a time and place for teaching and telling.

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- Feedback
- Coaching

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- Communication skills
- Asking Powerful Questions
 - Active Listening
 - Telling/Teaching with impact

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What can a great question do?

- Inspire
- Generate
- Empower
- Build
- Stretch
- Challenge

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Careful with your questions

- Why didn't you finish on time?
- What's the problem?
- Who did that?
- Shouldn't you do that?
- Isn't that good idea?
- Ok, and?

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May I ask a question? Activity

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Evaluate your listening level

1. Internal listening
2. Focused listening
3. Global listening

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Levels of listening activity

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GROW coaching model

- G – Goal
- R – Reality
- O – Options
- W – Will

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G.R.O.W. activity

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Self reflection questions

- What are your key take-aways of the day?
- What are you committed to doing differently moving forward?
- What will be easy to apply? Difficult? Why?
- What key concepts or ideas do you plan to apply?
- What additional insight or resources do you need?
