

CHALLENGING CONVERSATIONS IN CHANGING TIMES: *THE OPPORTUNITY FOR CONNECTION*



LEADERSHIP
COUNCIL
ON LEGAL
DIVERSITY

LEADERSHIP · ACTION · RESULTS

#LCLDFellows



Tanya M. Odom
coaching & consulting

DIVERSITY AND INCLUSION IN TIMES OF CHANGE AND UNCERTAINTY

Unconscious Bias

CULTURE

CULTURE

Media images,
visibility/invisibility,
portrayal

External
influences
(society)

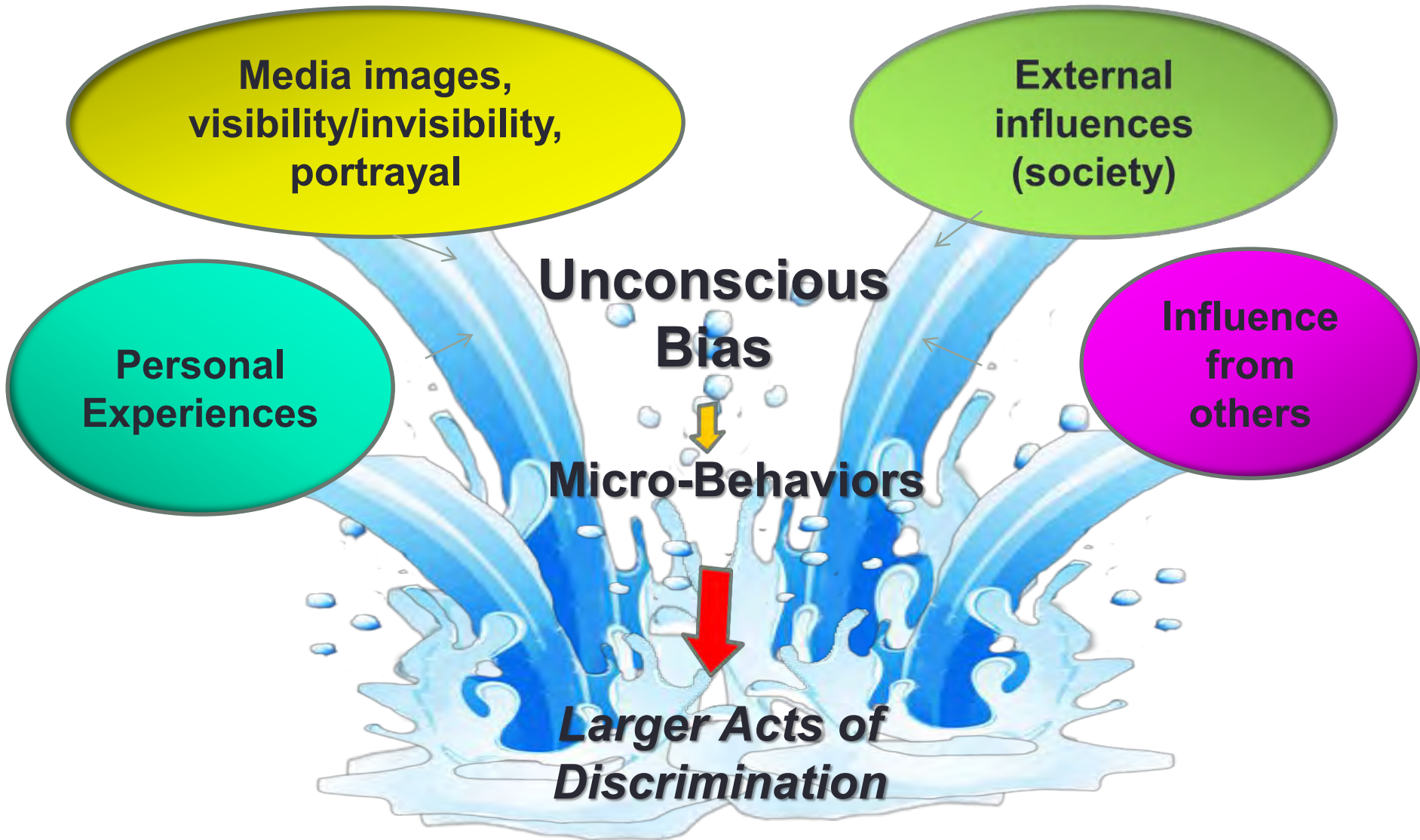
Personal
Experiences

Influence
from
others

**Unconscious
Bias**

Micro-Behaviors

**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**



code switch

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



In Trump Age, Taking a Different Tack on Workplace Diversity

www.google.com

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

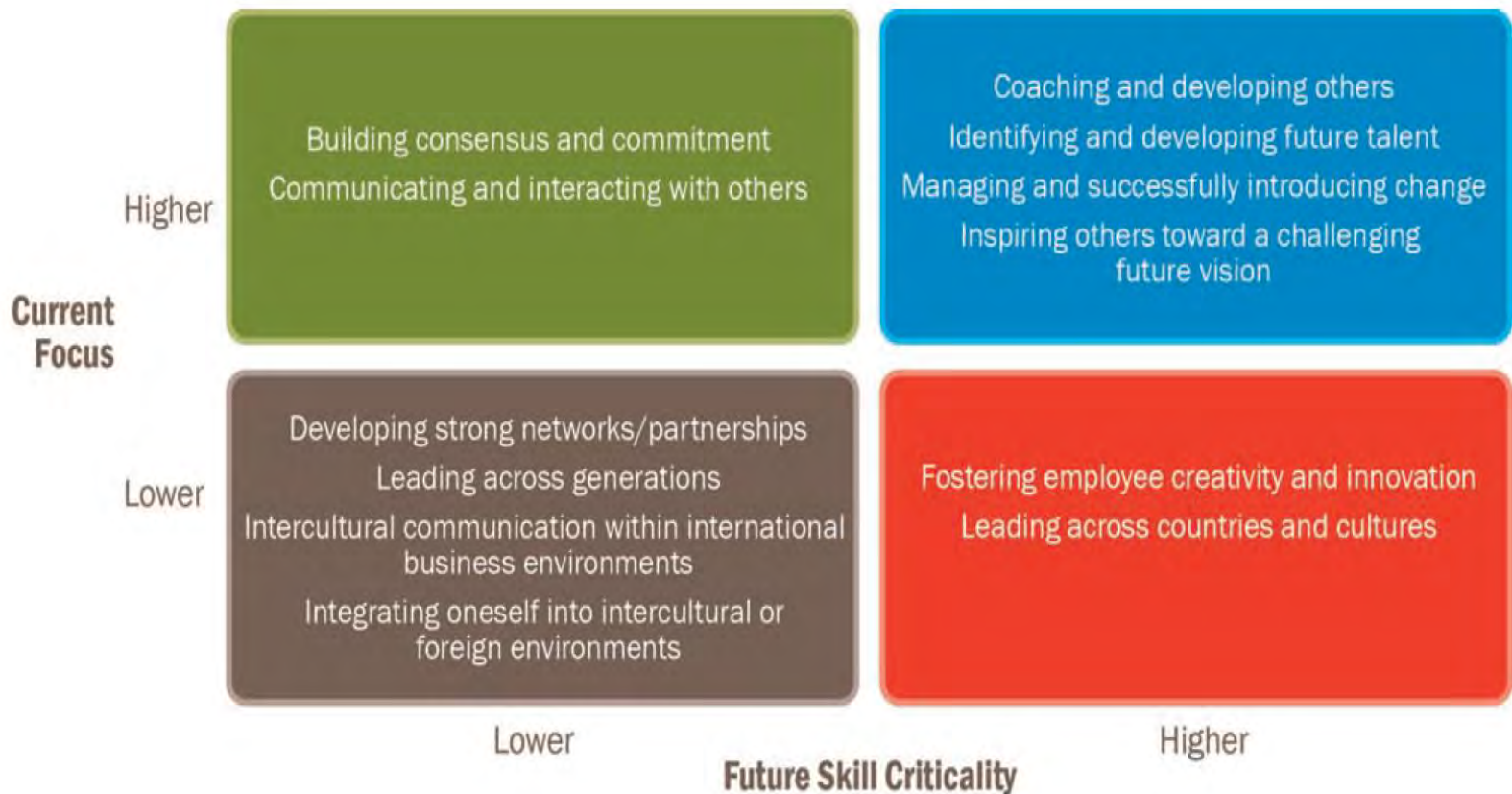
- **When does a leader/company/firm send out a communication?**
- **How do “outside events” impact the workplace?**
- **How might affinity groups be engaged in the conversation?**
- **What have we learned about culture? Our organizational/firm diversity and inclusion efforts?**



SELF AWARENESS: ORGANIZATIONAL CULTURE

What is Important is Being Ignored

Some of the Most Critical Skills Are Still Out of Focus



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.

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

Debate vs. Dialogue

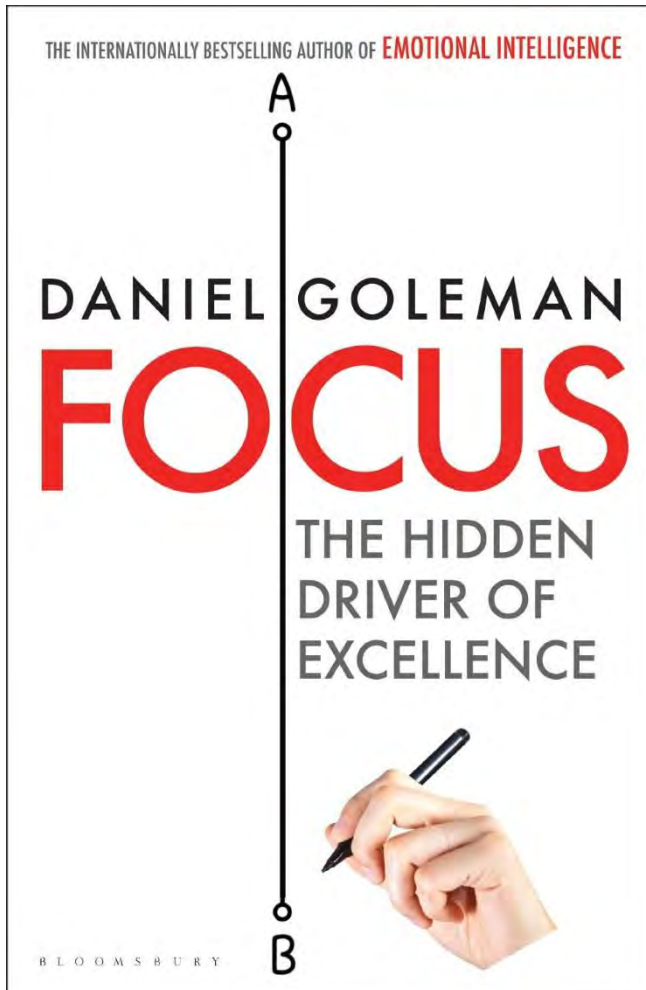
Debate	Dialogue
Assuming that there is a right answer and that you have it	Assuming that many people have pieces of the answer
Combative: participants attempt to prove the other side wrong	Collaborate: participants work together toward common understanding
About winning	About exploring common ground
Listening to find flaws and make counter-arguments	Listening to understand, find meaning and agreement
Defending our own assumptions as truth	Revealing our assumptions for reevaluation
Seeing two sides of an issue	Seeing all sides of an issue
Defending one's own views against those of others	Admitting that others' thinking can improve ones own
Searching for flaws and weaknesses in others' positions	Searching for strengths and value in others' positions
By creating a winner and a loser, discouraging further discussion	Keeping the topic even after the discussion formally ends
Seeking a conclusion or vote that ratifies your position	Discovering new options, not seeking closure



How curiosity can protect the mind from bias

bbc.com

WORKPLACE REALITIES



Mindfulness Mitigates Biases You May Not Know You Have

by Nicole Torres

DECEMBER 24, 2014



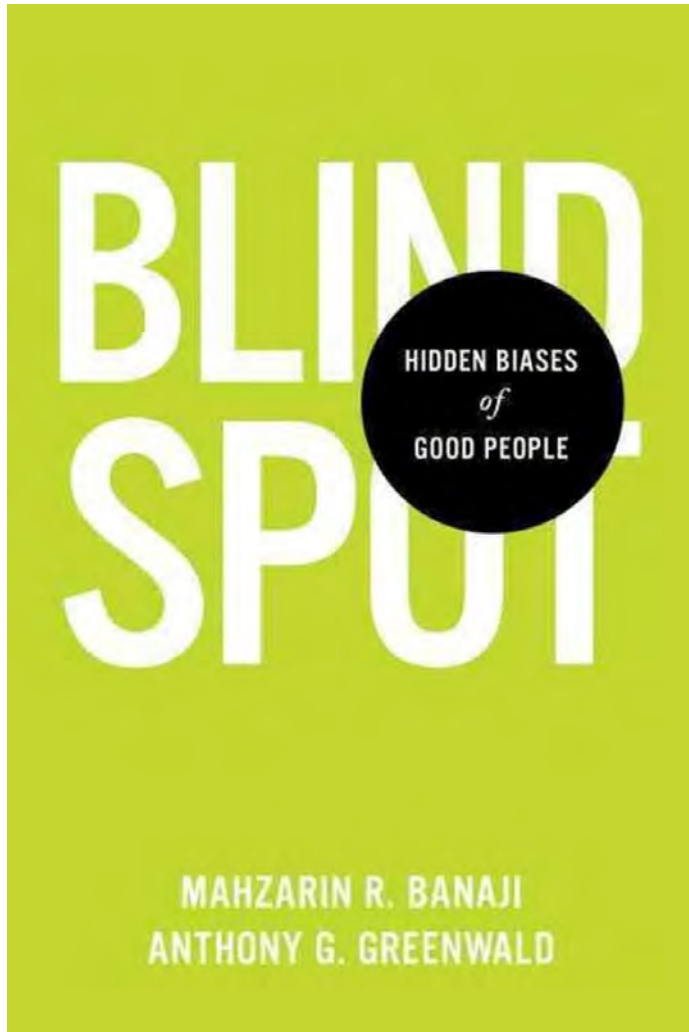
MOVING FORWARD

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**

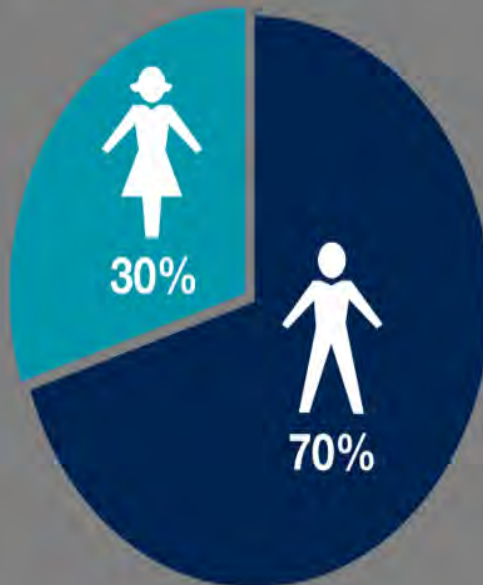


Take Five: Tips for Uncovering Bias



- 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**

Managers and Leaders



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

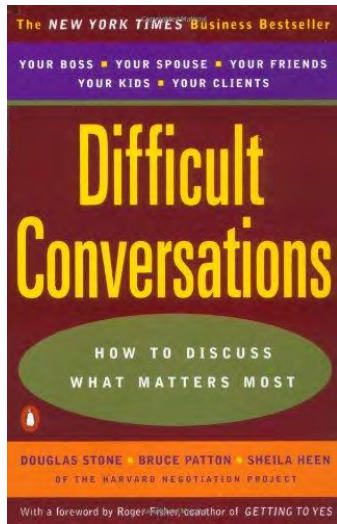


Nourish self-reflexivity through feedback in male middle managers to develop gender inclusive leadership




British Academy Mid-Career Fellowship (MD130085)


Resources



BEING | **Civil 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

