

Empowerment comes when...

**You are actively
considering others'
experiences, even if they
have not shared them with
the team.**

Project Divergent,
IBM Employee Experience Incubator Initiative

Ideate
Silently

Tackling the system as an individual

Today, we're focusing on strategies and tactics that an individual can use to support a culture of diversity and inclusivity within their team.

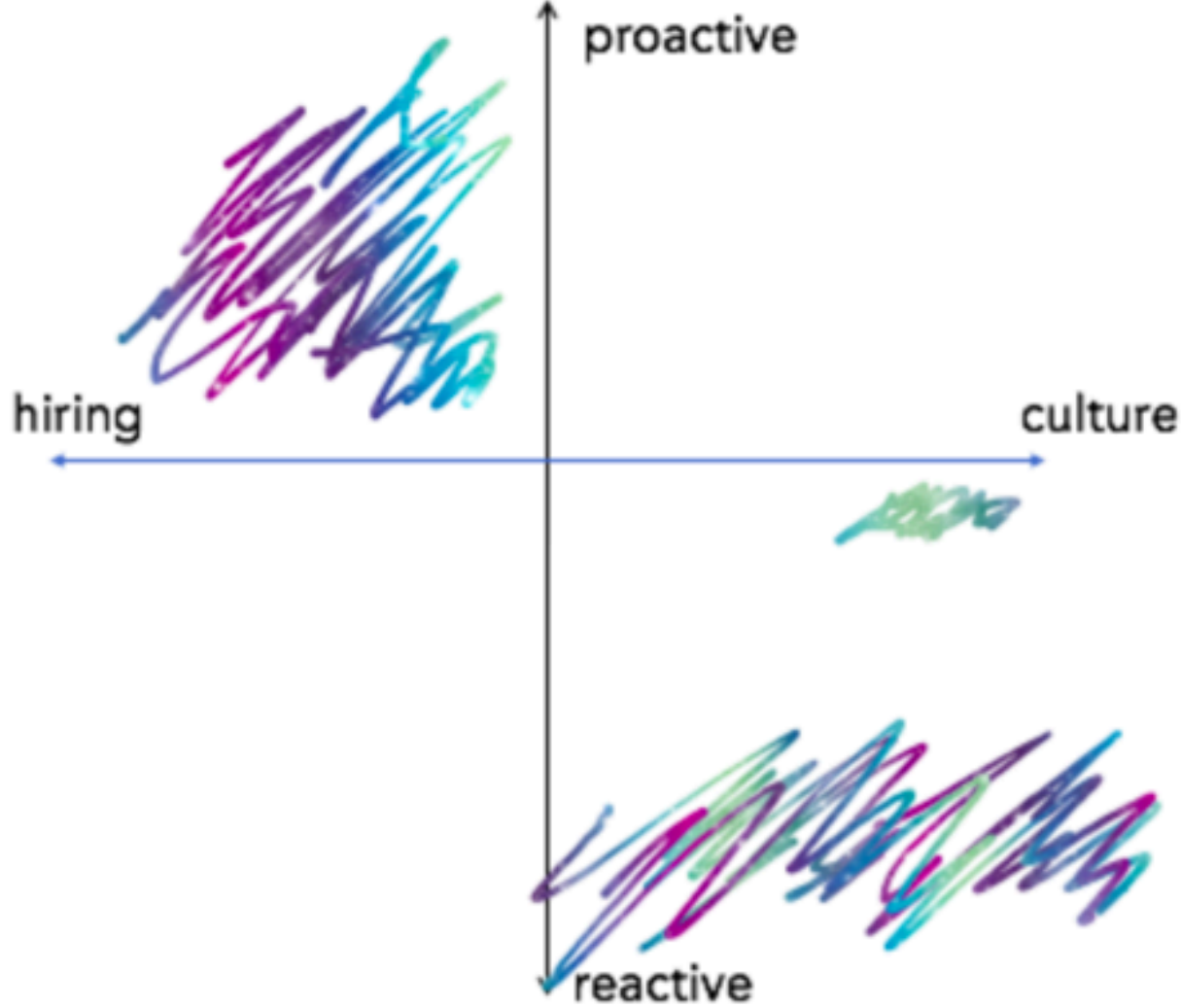
What do diversity and inclusion efforts look like today?

Reactive actions, hiring, visible solutions for diversity are becoming more common place.

But what about proactive support and change in team culture to support inclusivity in the workplace?

What do diversity and inclusion efforts look like today?

Many companies are pipelining diverse talent into workplaces that are not prepared to support them or, in the worst cases, are actively hostile towards them.



My extremely scientific (and artistic!) rendition of how D&I work is currently concentrated.

The vast majority of *proactive* D&I practices and resources across industries is being applied to hiring. The vast majority of *reactive* or interventionist strategies are being applied to culture: as in, something racist/sexist /aggressive has occurred in the workplace, and now everybody has to do some implicit bias training. You will see from my highly refined graphic above, there is a big opportunity in the proactive culture-building space.

What's the human impact?

60% of the women and men of color pay an Emotional Tax at work when they feel they must be on guard to protect against racial and gender bias.

On average 38% of the survey respondents think about quitting or leaving “all

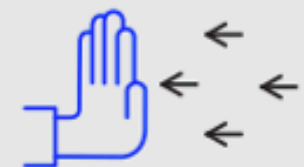
Dnika J. Travis and Jennifer Thorpe-Moscon, Day-to-Day Experiences of Emotional Tax Among Women and Men of Color in the Workplace (Catalyst, 2018).

WHAT IS EMOTIONAL TAX?

Emotional Tax is the combination of feeling different from peers at work because of gender, race, and/or ethnicity and the associated effects on health, well-being, and ability to thrive at work.⁹ These experiences can be particularly acute for people of color who fear being stereotyped, receiving unfair treatment, or feeling like the “other” (i.e., set apart from colleagues because of some aspect of their identity such as gender, race, or ethnicity¹⁰). While most experiences of otherness are detrimental,¹¹ a lifetime of being marginalized can have uniquely potent effects, including on health and well-being.¹²



Experience of **BEING DIFFERENT** due to Gender, Race, and/or Ethnicity



Being **ON GUARD** to Protect Against Bias



RISKS to Employee Health, Well-Being and Productivity

How does this impact me?

“A lot of the barriers that we need to address are directly tied to underrepresented populations and their experiences, but the solution is tied to everybody.”

Rebekah Bastian, VP of Culture in & Community, Zillow Group

What does it take to change this?

What it takes from every employee and employer to truly build an inclusive workplace culture is emotional energy, empathy and sensitivity.

Emily Best, CEO Seed & Spark & Film Forward

Quick introductions

Take a moment to introduce yourself to your neighbor, and to thank each other for showing up today.

You've taken the first step towards a more empathetic workplace.

Today's framing

Gather into 5 different groups. Today this is your “team” that you’ve worked with for a few years. You’re about to begin a new design project focused on bringing physical and mental healthcare services to underrepresented, low income communities. Your company, ACME inc. is also hiring a new generation of employees.

To kickoff the project, you’re going to be creating a new, more inclusive team constitution.

The activity

Writing a team constitution

Creating a shared understanding of how we will
instantiate our values and work together

We believe:

in the
power of
slowing

down to
build

The activity

**May we have as
much empathy for our
teammates as we do
our users.**

–IBM Design

What makes a good constitution?

**It clearly outlines the
expectations of every
person it represents.**

What makes a good constitution?

**It balances the needs
of the majority and
the minority.**

What makes a good constitution?

**It has the ability to
mature as the governing
body and the governed
mature.**

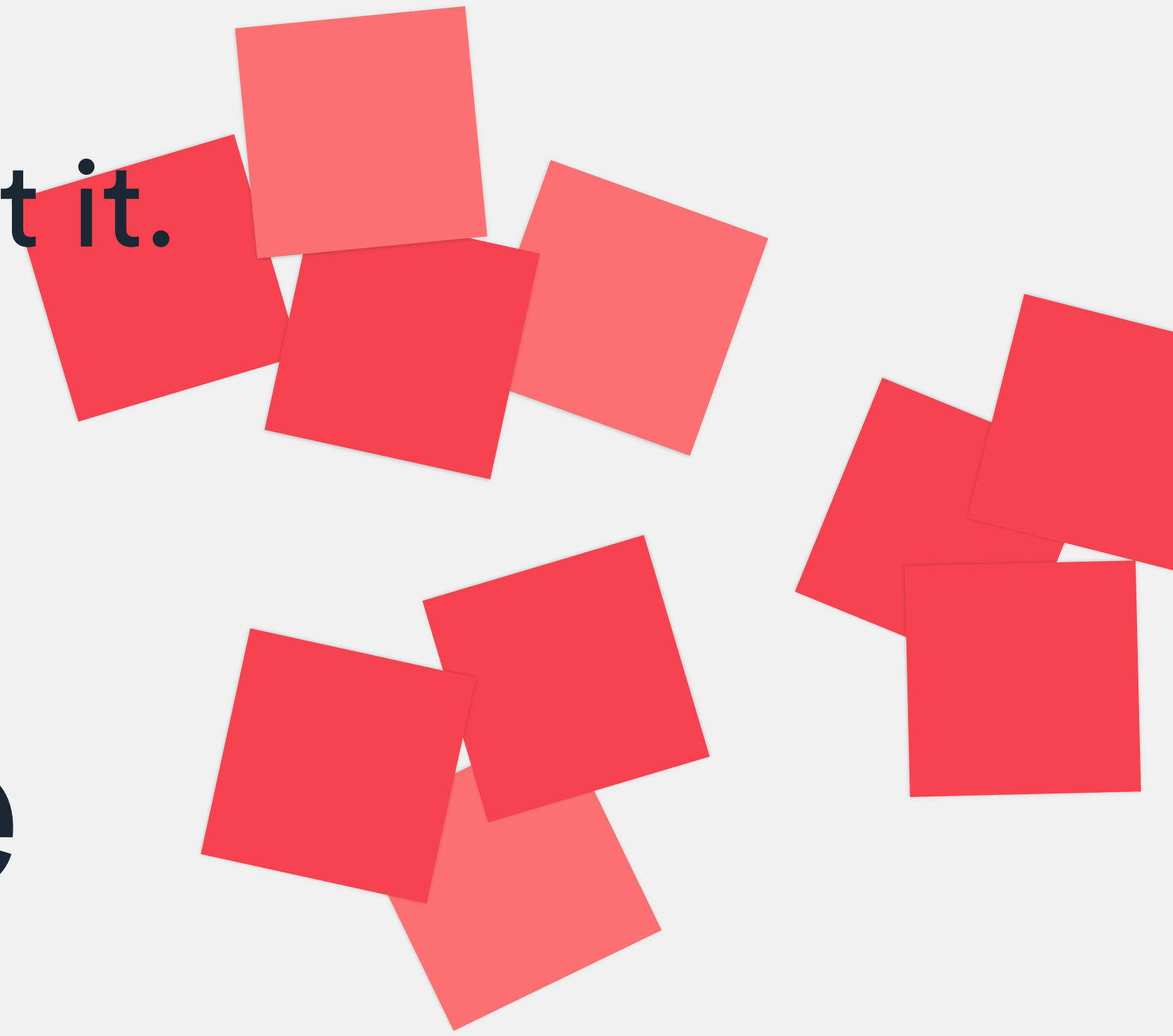
How to get started

1. Ideating silently, write down principles that are important to you. One idea per post it.



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2. Group like ideas into clusters and give them a name.



The Constitution

1. **Ideating silently**, write down principles that are important to you. One idea per post it.
2. Group like ideas into clusters and give them a name.

3. Write laws that reflect each category.

Today's framing

Your company, ACME inc. is also hiring a new generation of employees. To kickoff the project, you're going to be creating a new, more inclusive team constitution.

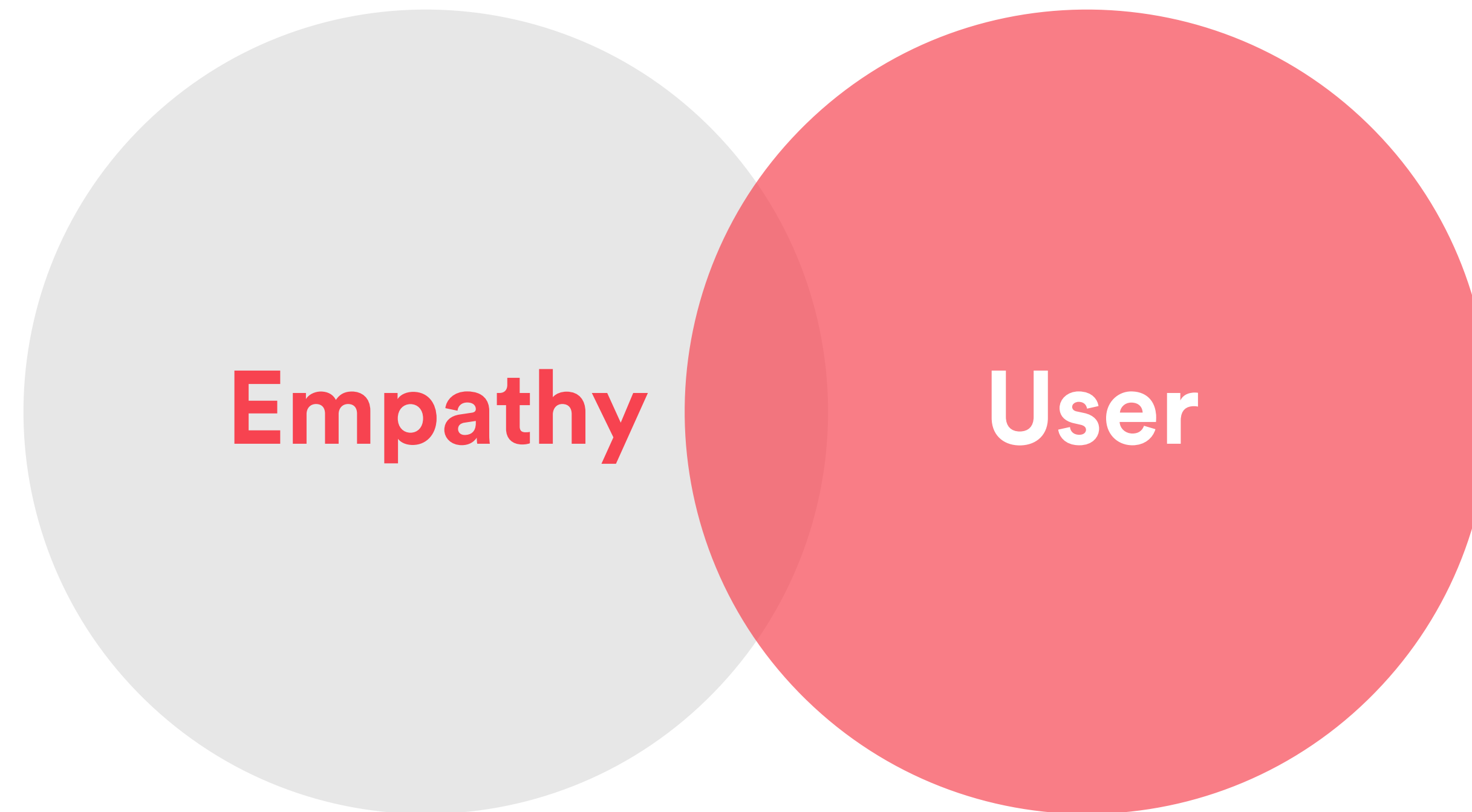
Your tight-knit team is going to be getting a new team member.

The activity

Empathy mapping

Creating a shared understanding of our user

Empathy maps



Source: IBM Enterprise Design Thinking <https://www.ibm.com/design/thinking>

Empathy maps

You

≠

User



Source: IBM Enterprise Design Thinking <https://www.ibm.com/design/thinking>

The upside?

**Everyone on the team
knows what it's like to be
a new hire.**

What is an empathy map?

Enables us to gain a better understanding of each other or our users.

What is an empathy map?

**Think of it as stepping
into someone else's
shoes.**

What makes a good empathy map?

It explores multiple human dimensions

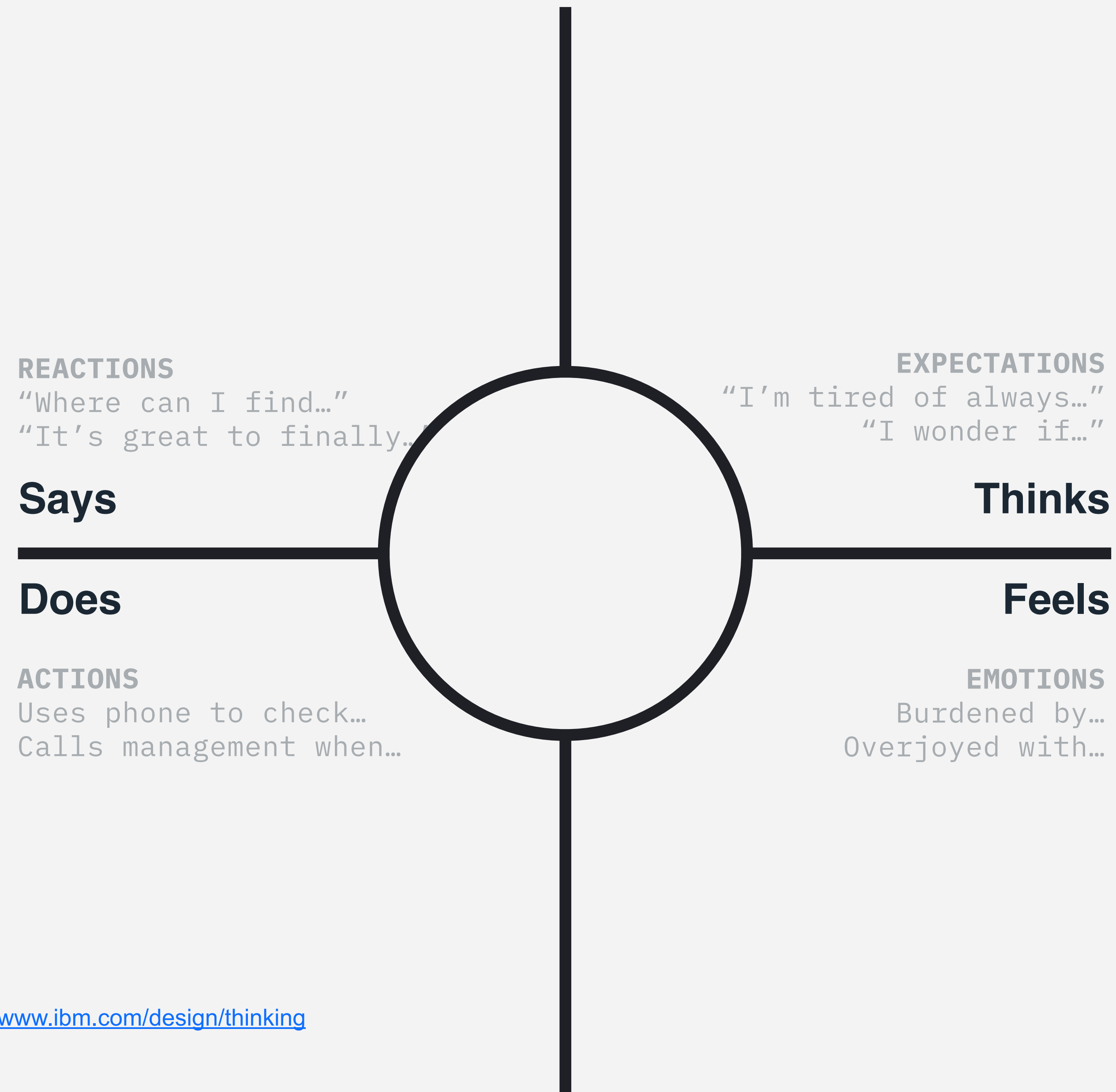
It describes more than the human's job title

It captures both the positive and the negative

**Create an empathy
map for someone
new to your team.**

Empathy maps

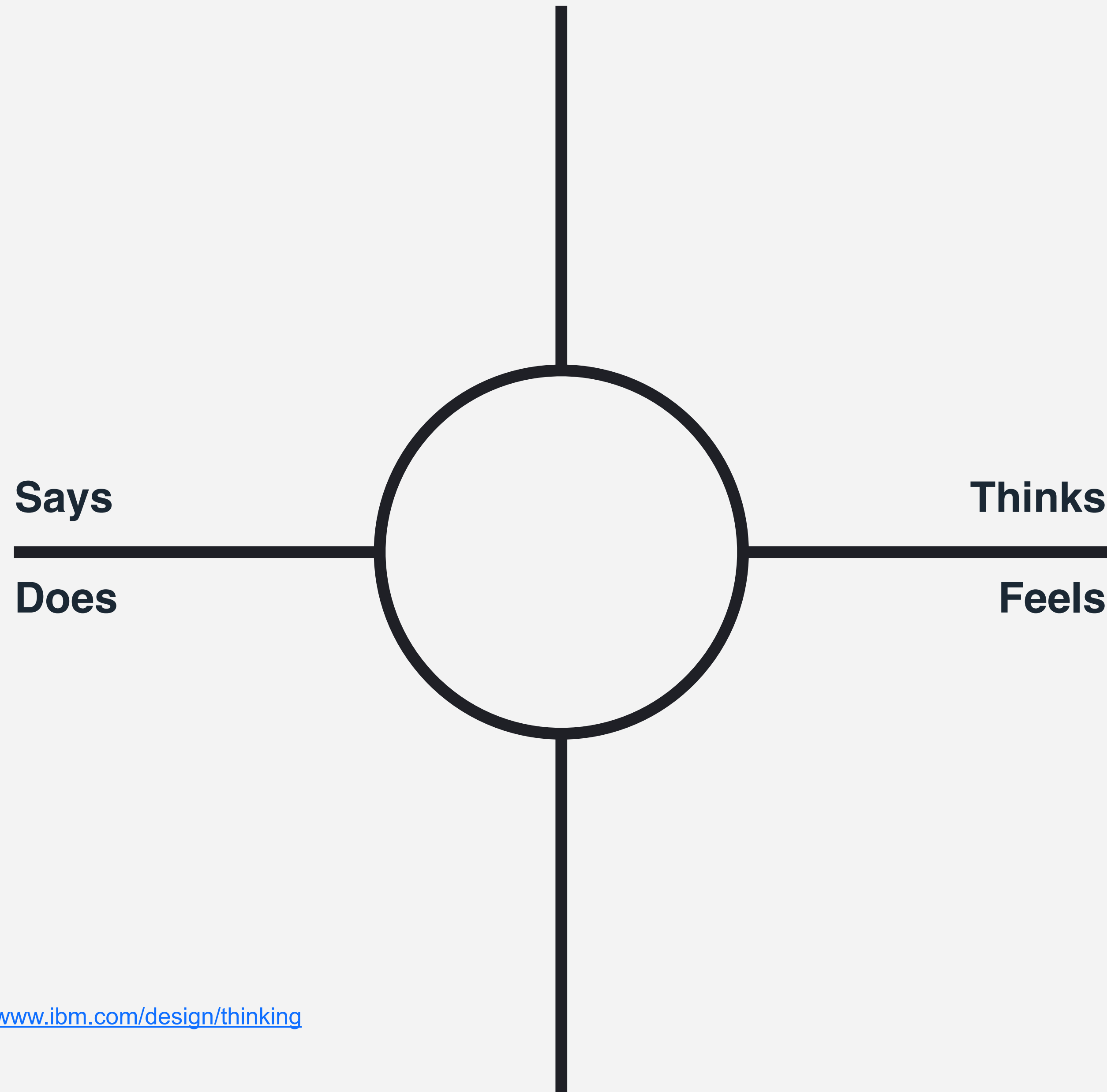
What does it look like?



Source: IBM Enterprise Design Thinking <https://www.ibm.com/design/thinking>

Empathy maps

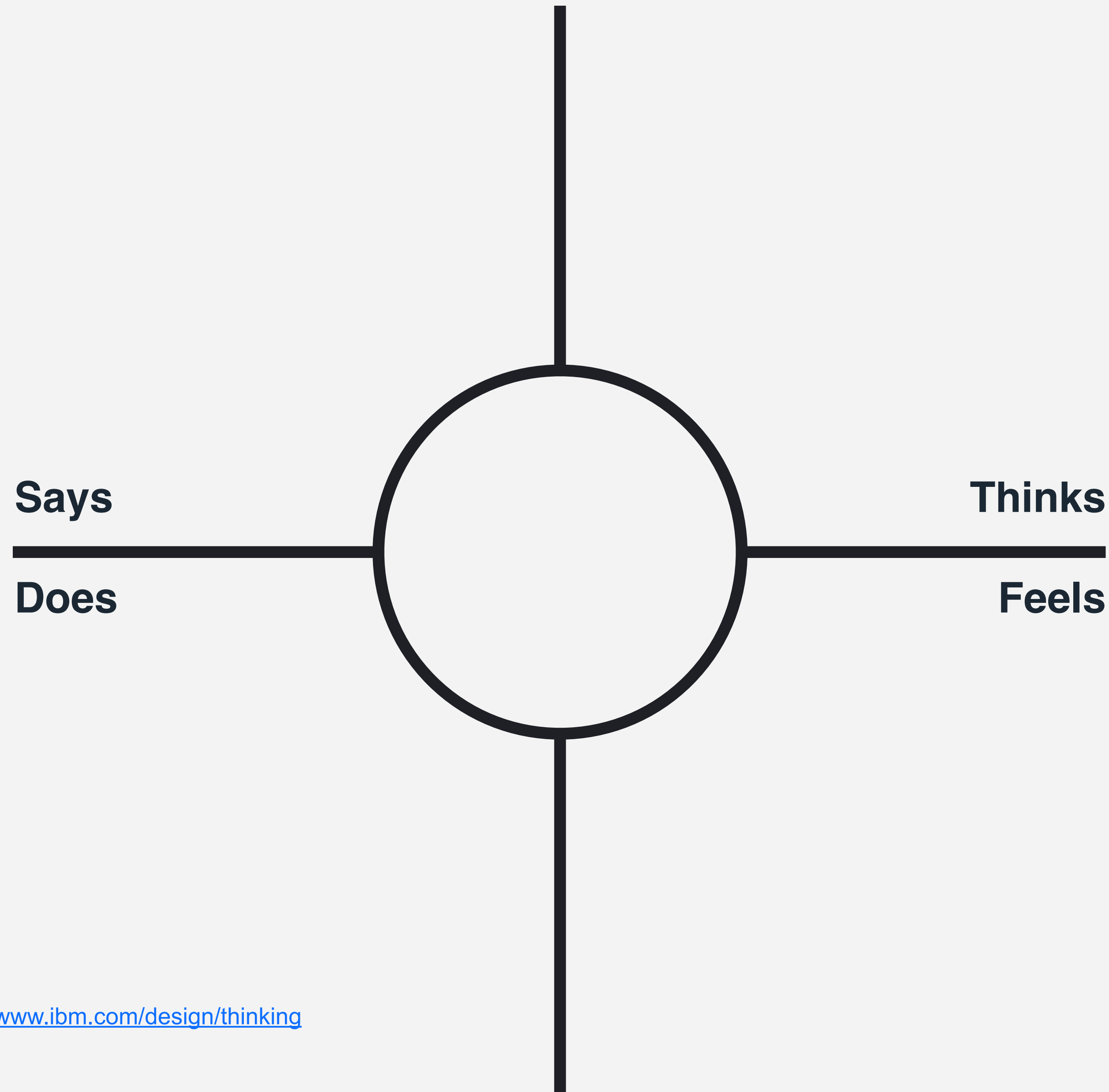
Build an empathy map



Source: IBM Enterprise Design Thinking <https://www.ibm.com/design/thinking>

Empathy maps

**Name and
draw your
user**

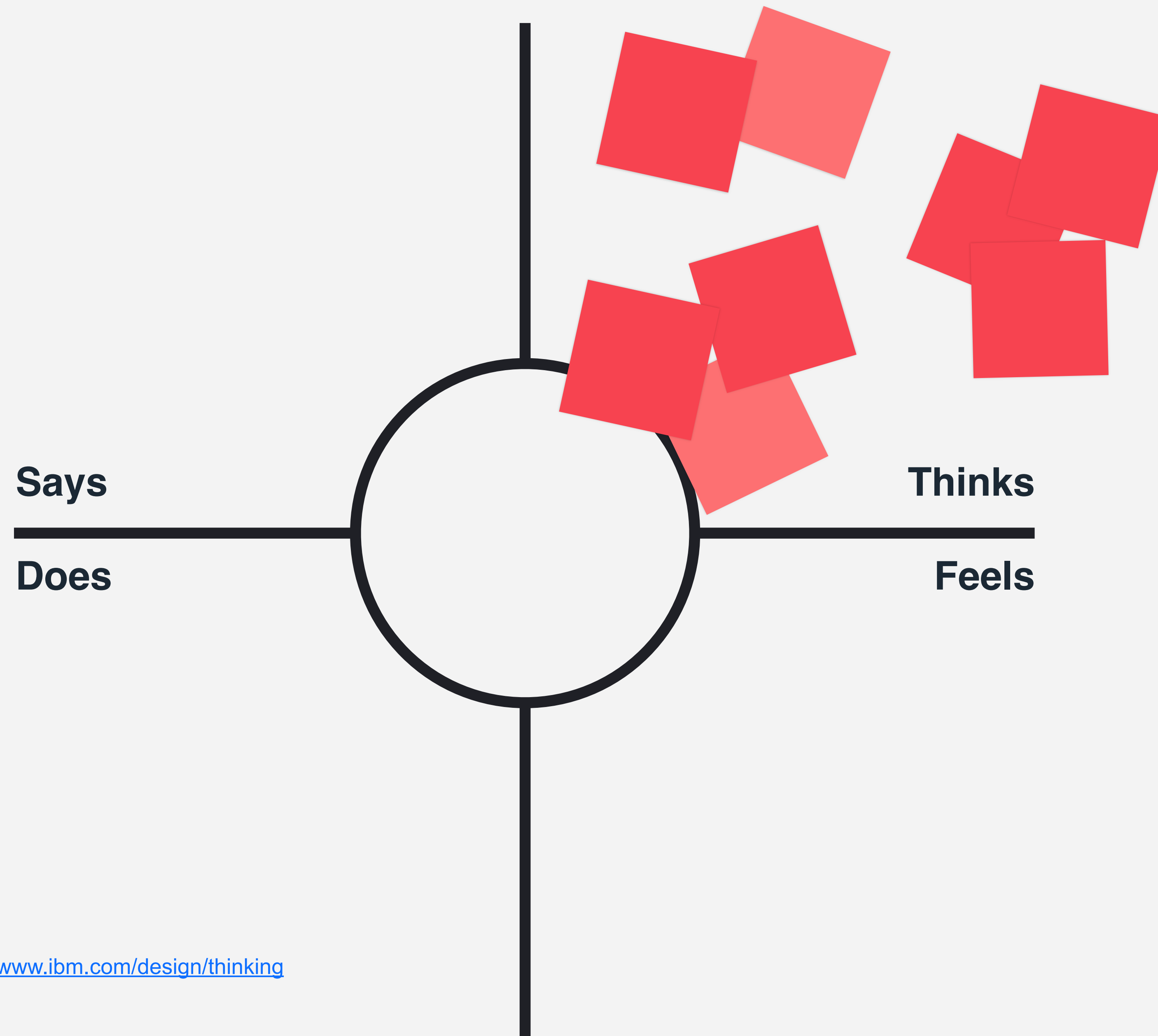


Source: IBM Enterprise Design Thinking <https://www.ibm.com/design/thinking>

Empathy maps

**Name and
draw your
user**

**Ideate
silently**



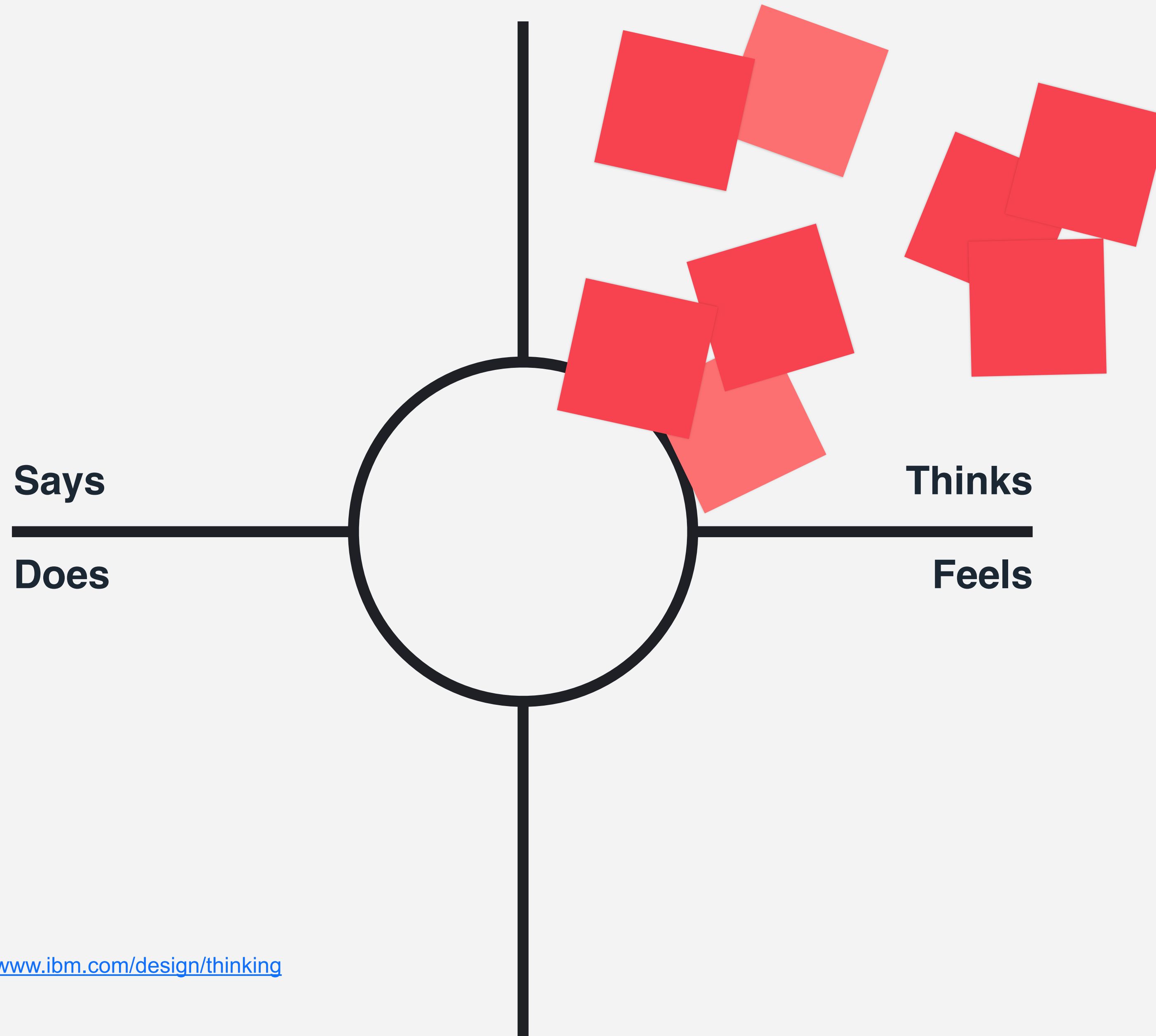
Source: IBM Enterprise Design Thinking <https://www.ibm.com/design/thinking>

Empathy maps

**Name and
draw your
user**

**Ideate
silently**

Cluster



Source: IBM Enterprise Design Thinking <https://www.ibm.com/design/thinking>

**How would they
behave if they
believed they could
not fail?**

**How would they
behave if they were
afraid to fail?**

**How would they
behave if they felt
empowered to speak
truth to power?**

**How would they
behave if they felt
unheard?**

Today's framing

Your tight-knit team is going to be getting a new team member and you want to update your team constitution that includes this team member.

Does your constitution reflect this new team member's best interests?

AS A TEAM,
WE BELIEVE
THIS:

We use listening,
attention, and voice
to build ourselves,
our team and our
organization

The activity

Playbacks

Sharing our team constitutions



Playbacks

Present a Playback

Refer back to all your work

Figure out how you want to share your story and what info to include

Give a five-minute Playback to the entire room including the persona, what they say, do, think and feel when they are their best selves, and their worst selves.

Source: IBM Enterprise Design Thinking <https://www.ibm.com/design/thinking>

Playbacks

What **assumptions** did you make?

What **questions** did you have?

Where are the **opportunities** to close the **empathy gap**?

Bringing this into your day to day?

What blockers do you see from putting this constitution in place at your workplace?

Overcoming hurdles

Tipping point leadership

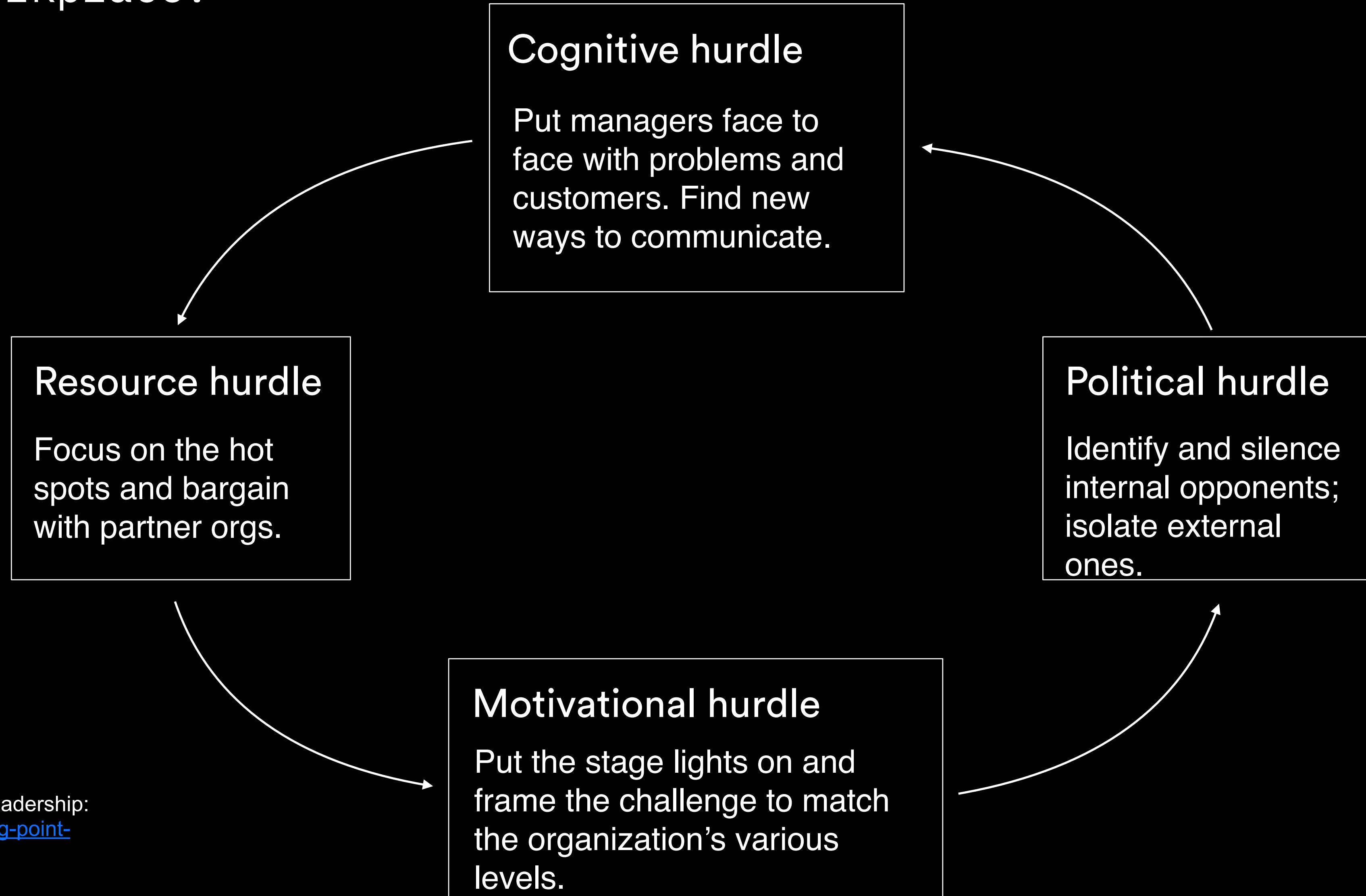
Tipping point leadership strategies

The theory of tipping points, which has its roots in epidemiology, is well known; it hinges on the insight that in any organization, once the beliefs and energies of a critical mass of people are engaged, conversion to a new idea will spread like an epidemic, bringing about fundamental change very quickly. The theory suggests that such a movement can be unleashed only by agents who make **unforgettable and unarguable calls for change**, who **concentrate their resources** on what really matters, who **mobilize the commitment of the organization's key players**, and who succeed in **silencing the most vocal naysayers**.

Source: HBR Tipping point leadership:
<https://hbr.org/2003/04/tipping-point-leadership>

**Seemingly
insurmountable,
wicked problems
can be impacted by
individuals using
tipping point
leadership strategies**

Describe some of the hurdles you might face in realizing your teams' constitution within your own workplace?



Source: HBR Tipping point leadership:
<https://hbr.org/2003/04/tipping-point-leadership>

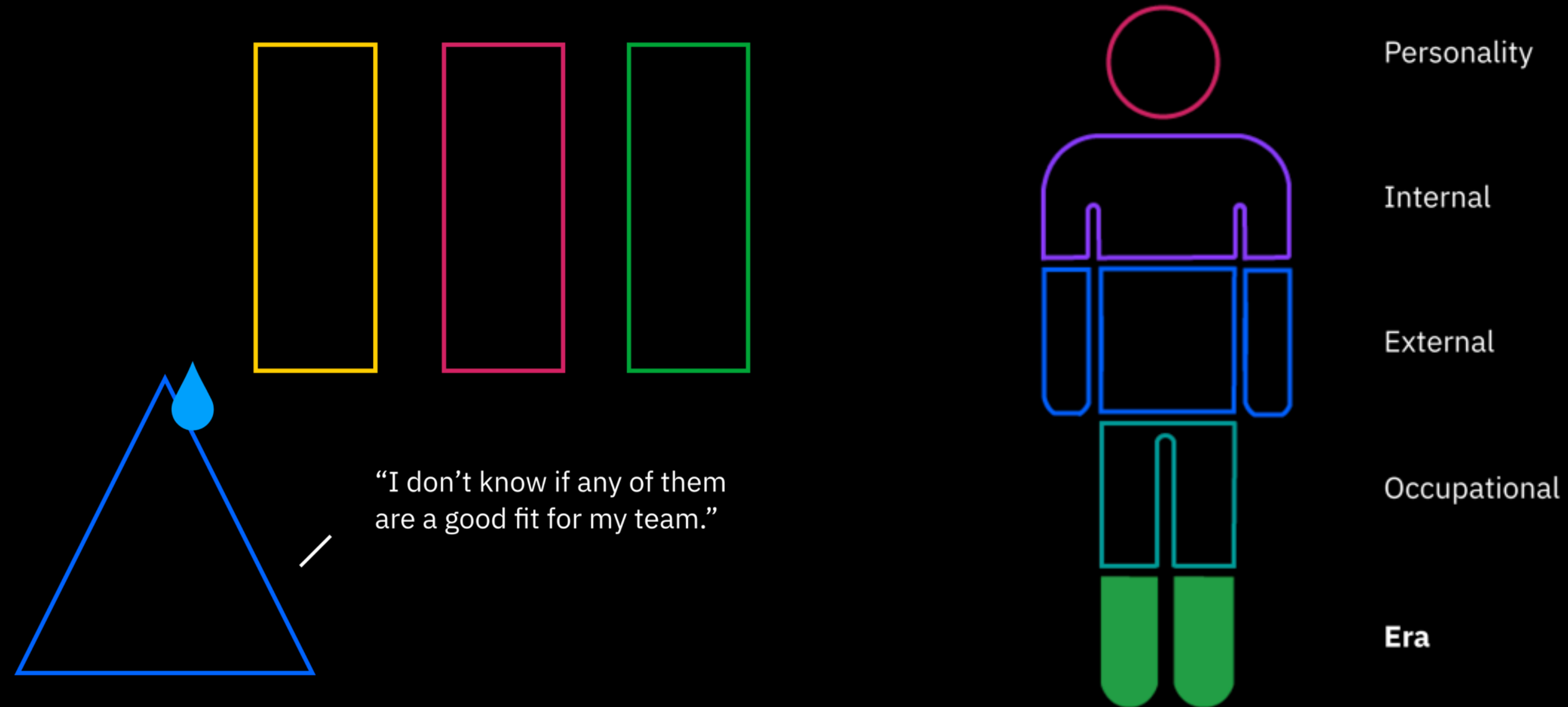
Real world applications

Case studies

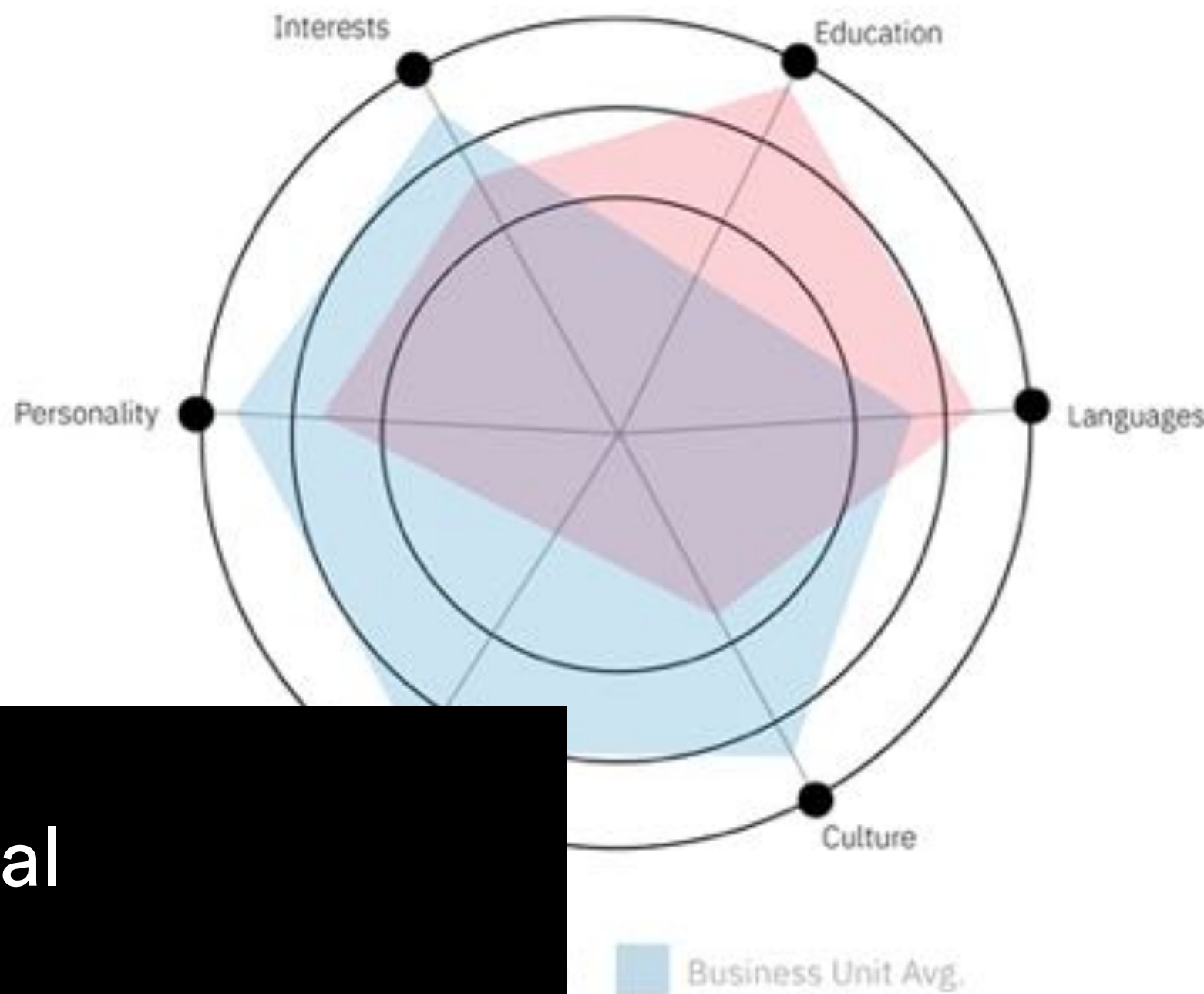
In search of an inclusive perspective on diversity: Project Divergent

Cognitive hurdle

Researcher Gabriella Pascual identified that there was no standard definition of diversity across managers



Motivating managers to hire with an eye to diversity: Project Divergent



Your Strengths:

- ✓ **Education:**
Your team has a wide variety of educational backgrounds and certifications. This means your team is well-equipped to tackle problems from many different academic perspectives.
- ✓ **Languages:**
Your team has a diverse set of communication styles, meaning your team has many ways of listening and sharing ideas.

Room to Improve:

- ✗ **Skills:**
Your team's skills are limited mostly to technical experience. Tap into your team's potential to grow their skillset through the resources below.
- ✗ **Culture:**
Having a low score in culture means your team comes from similar backgrounds. You may have a limited perspective when tackling new projects.

Motivational hurdle

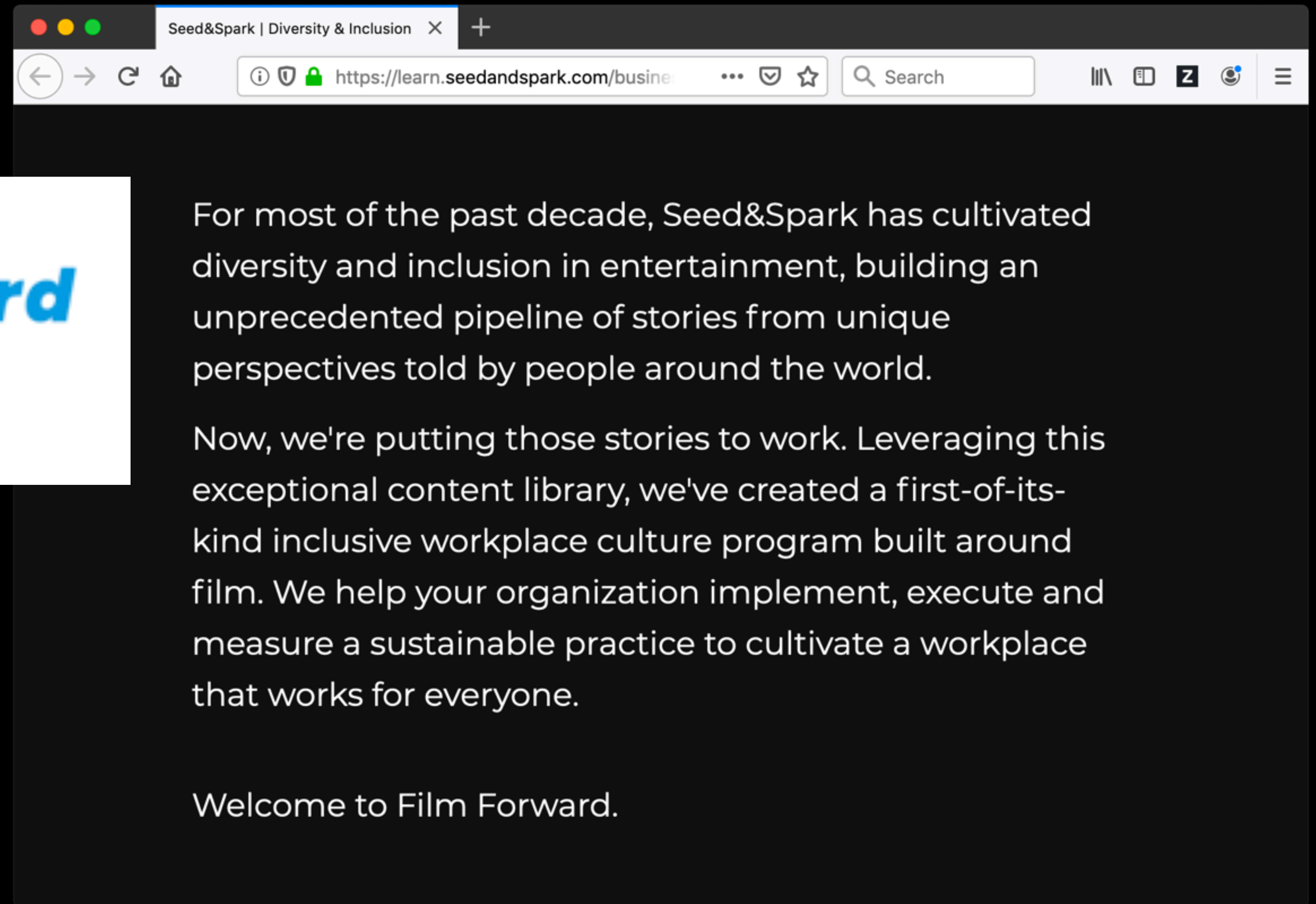
Contextualizes diversity of a specific team using the rest of the organization as a baseline

Implicit bias training through curated content: Film Forward by Seed&Spark



Cognitive hurdle

Curated content and guided reflection is used to surface personal biases.



Building inclusivity into the work output:

Inclusive: A Microsoft Design Toolkit

Purpose

To map human abilities on a spectrum to inform solutions that benefit everyone.



Instructions

1. Interview a person(s) with a permanent limit to at least one ability.
2. Ask them about what they like to do and how they go about it.
3. Note those situations in which they experience friction, or limited accessibility.
4. Create a spectrum that illustrates how a similar limitation extends to temporary and situational scenarios.



Materials

The Persona Spectrum support card



Tips

Bear in mind that an accomplishment for this person can be a simple task, or a larger concern.

This is a great introductory exercise to understand inclusive design broadly, and also acts as a good check-in exercise during a more granular design process.

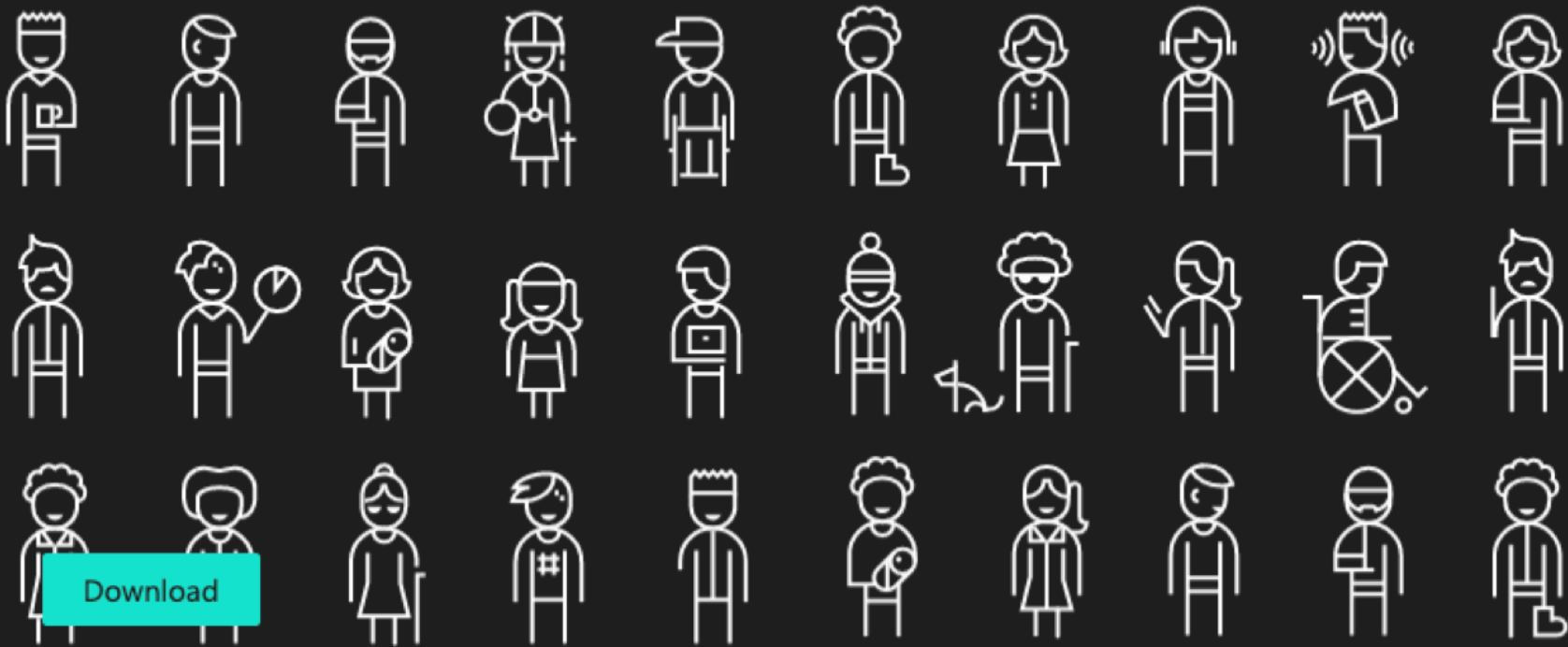
Resource hurdle

The toolkit leverages findings from users with permanent limits to design for users with situational limitations

TOOLKIT

Inclusive 101

This manual is a comprehensive introduction to the world of inclusive design. Learn the basics and shift your design thinking toward universal solutions.



Inclusive
A Microsoft Design Toolkit

what about the invisible biases?

According to the HBR Bias Interruption Toolkit - there are some key inflection points to interrupt bias in the workplace:

Performance Evaluation
Hiring & Recruiting
Assignments
Meetings
Compensation

We've identified one more opportunity as it relates to design, which is input into the solution.

Performance Evaluation

Hiring & Recruiting

Assignments

Meetings

Compensation

Influence

The perspective

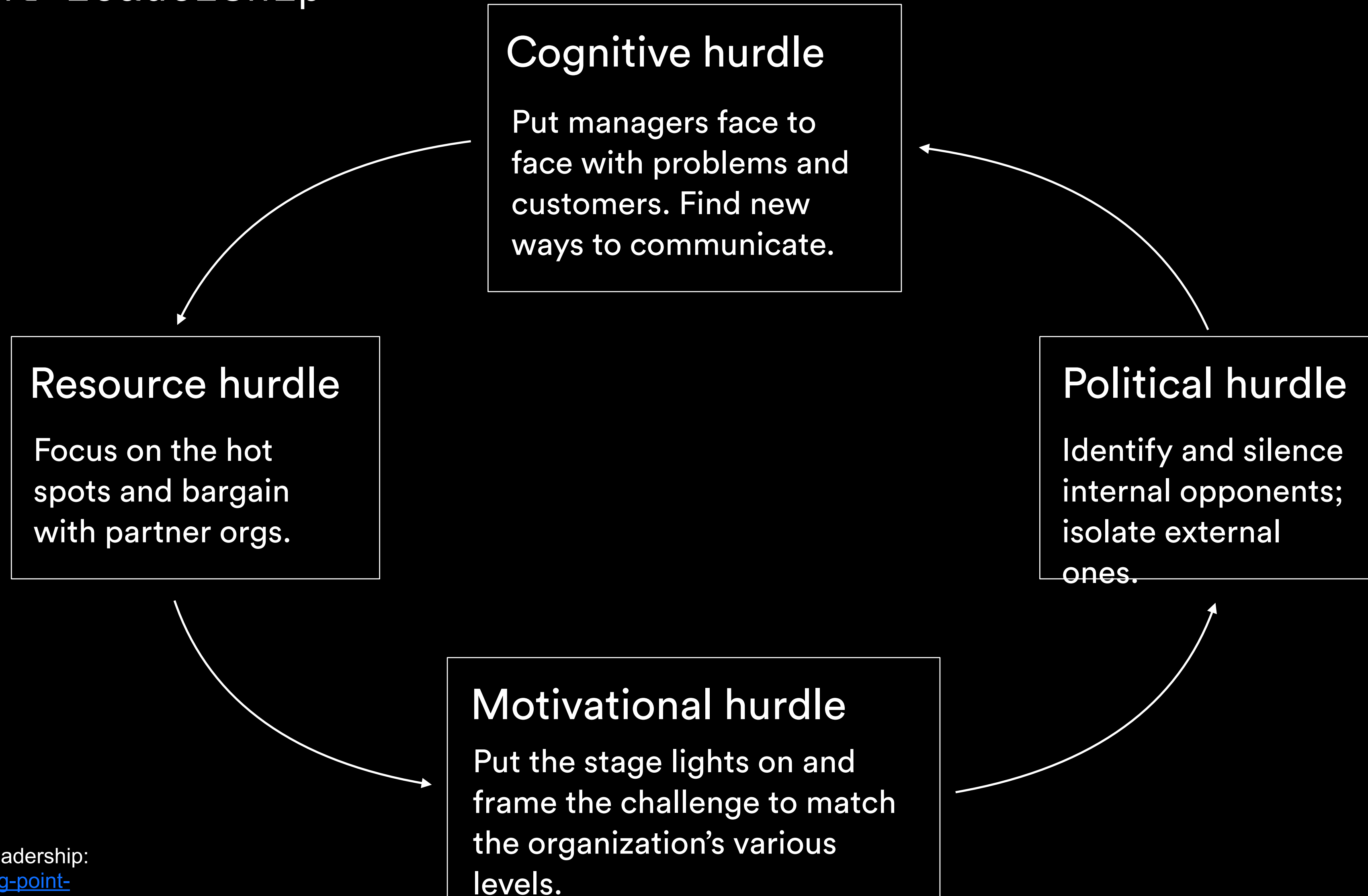
Block by block...

Impacting your sphere of influence

Calling People In, Not Out

The Designer as ~~Facilitator~~ Ally

Our goal today: framed through
tipping point leadership



Source: HBR Tipping point leadership:
<https://hbr.org/2003/04/tipping-point-leadership>

The Social Contract of Design Thinking:

Yes And...

Ideate Silently

Our Tools Give us Equal Voices

Pain Point: Assignments

Women report doing about 20% more “office housework.” on average, than their white male counterparts, whether it’s literal housework (arranging for lunch or cleaning up after a meeting), administrative tasks (finding a place to meet or prepping a PowerPoint), emotional labor (“He’s upset—can you fix it?”), or undervalued work (mentoring summer interns).

Women engineers report a “worker bee” expectation at higher rates than white men do, and women of color report it at higher rates than white women do.

How might we...

Better include teammates in surfacing imbalances in the day to day management of a team?

Activity:

Establish a Team Constitution, Hold regular and frequent retrospectives

Pain Point: Meetings

Research shows that men are more likely than women to dominate the conversation, and that whereas men with expertise tend to be *more* influential, women with expertise tend to be *less* so. Our study of lawyers found that half of women report being interrupted in meetings at a higher rate than their male peers are. Another study found that in meetings that included more men than women (a common scenario), women typically participated about 25% less often than their male coworkers did.

How might we...

Reframe meetings that determine the trajectory of a project and its outcomes to be more inclusive of diverse perspectives?

A few examples:

Project Briefings,

Activity - Assumptions & Questions, Empathy Mapping, Journey Mapping

Project Scoping:

Experience Based Roadmapping

Hills

To get us comfortable with taking this leap we think IBM's principles of Enterprise Design Thinking are particularly useful.

Focus on User Outcomes ensures we are using our powers of empathy with our users

Diverse Empowered Teams ensures the right perspectives are included in the process

Make to Learn establishes a culture of learning quickly and embracing mistakes

My commitment to others

Our user is .

We will improve his or her experience.

Currently this user struggles because .

It's kinda like (a simple analogy or metaphor).

In a perfect world, he or she would be able to .

This would be great for the team because .

will work to close the empathy gap and proactively promote a more inclusive work environment.

To get these materials and more:

ideatesilently
.slack.com

– Nicholas Jayanty and Andrea Gottardy

Index

Resources for further reading

Sharing our resources and references.

Reading list

For further learning

Tipping point leadership:

<https://hbr.org/2003/04/tipping-point-leadership>

Beyond Diversity: How Firms Are Cultivating a Sense of Belonging: <https://knowledge.wharton.upenn.edu/article/belonging-at-work/>

How the Best Bosses Interrupt Bias on Their Teams:

<https://hbr.org/2019/11/how-the-best-bosses-interrupt-bias-on-their-teams>

Bias interrupters: <https://biasinterrupters.org/toolkits/orgtools/>

8 Things Diversity&Inclusion Leaders Need Everyone to Know: <https://medium.com/@emilybest/8-things-d-i-leaders-need-everyone-to-know-65a0a7674867>

Film Forward by Seed&Spark:

<https://learn.seedandspark.com/business-inclusion/>