

## Leveraging Differences: Diversity Dialogues Workshop for Managers

### Module 1: Reducing Unintended Bias, Advancing Meritocracy

- Definition of diversity, including primary (under-represented and excluded groups) and secondary (thinking style, education, communication style, cultural, etc.) differences
- Dialogue: Review of organization's representation data, discussion of implications, and determination of actions to increase the representation of people from historically under-represented and excluded groups
- Definitions of Unintended Bias and Meritocracy
- Dialogue: Forces Driving and Restraining Meritocracy in the Organization and Actions Managers Can Take to Remove Barriers
- Quick Overview of Unintended Bias and Privilege
- Dialogue: Insights from taking Implicit Association Test on Race (Pre-Work) and potential impacts on organization
- Quick Overview of Research on Unintended Bias
- Dialogue: Seven Strategies for Reducing Unintended Bias and What Managers and the Organization Can Do to Reduce Unintended Bias in:
  - Hiring
  - Performance Management and Evaluation
  - Advancement
- Action Learning Assignment

### Module 2: Little Things Mean A lot: Recognizing and Defusing Micro-inequities

- Dialogue: Actions Taken to Reduce Unintended Bias
- Quick Overview of Microinequities
- Dialogue: Identifying the Underlying Assumptions and Costs of Exclusion
- Quick Overview of Reducing Microinequities
- Six Techniques for Intervening in Microinequities
- Case Study: Intervening in Microinequities
- Dialogue: Actions Managers Can Take for Preventing Microinequities and Encouraging Speaking Up
- Action Learning Assignment

### Module 3: Managing for Inclusion & Collaboration

- Dialogue: Actions Taken to Address Microinequities
- Dialogue: Personal Experiences of Exclusion
- Quick Overview of Inclusion and Collaboration
- Dialogue: Characteristics of an Inclusive Manager
- Quick Overview of The Central Principle of Inclusion & Steps to Inclusive Action
- Dialogue: Strengths and Weaknesses for Creating Inclusion
- Quick Overview of The Eight Step Approach to Inclusion (and Meeting Productivity)
- Dialogue: Create Framework for an Inclusive and Productive Meeting
- Action Learning Assignment

#### **Module 4: Creating a Positive Work Environment**

- Dialogue: Actions Taken to Lead More Inclusive and Productive Meetings
- Dialogue: Most Positive Work Environment, recounting of the most positive work environment which participants have experienced
- Quick Overview of The Elements of a Positive Work Environment, the six elements of a positive work environment and the behavioral characteristics that underlie each element
- Quick Overview and Dialogue: Using the Control/Impact Worksheet, a tool for determining the elements and behavioral characteristics over which participants can have high influence or control and on which they can have high impact, participants identify on which characteristics it is most practical and effective to place emphasis
- Dialogue: Improving the Work Environment, determine two or three actions to take on each characteristic to create the most positive work environment
- Quick Overview: Force-Field Analysis Tool
- Dialogue: Force-Field Analysis, identification of drivers and barriers to implementation of a positive work environment and actions to take to remove critical barriers
- Action Learning Assignment

#### **Module 5: Leveraging Differences**

- Dialogue: Actions Taken to Create a More Positive Work Environment
- Dialogue: Participants Unappreciated/Underappreciated Differences
- Quick Overview of The Four Steps to Leveraging Differences for Sustainable Competitive Advantage
- Dialogue: What are the Forces Driving and Restraining the Ability to Leverage Differences and What Can Managers Do to Remove Key Restraints?
- Listening Styles Profile
- Dialogue: How Can Managers Most Effectively Communicate with the Four Listening Style Preferences
- Quick Overview of The Four Rules for Communicating Across Difference
- Dialogue: Recommendations to Senior Management for Leveraging Difference
- Personal Commitment to Action