

LEADING WITH EQUITY AND INCLUSION

Managing Diverse Teams Inclusively

Virtual Instructor-Led Training



welcome

Leading with equity and inclusion is a journey, not a destination, and this workshop is designed to support you on this journey. The benefits of inclusion are profound: increased productivity, greater team problem-solving and innovation, higher engagement levels, an overall better place to work, and a positive impact on the bottom line.

In this workshop, you will:

- Understand the importance and benefits of inclusion and inclusive leadership in managing a diverse team.
- Understand what limits trust and psychological safety on a team.
- Reflect on how aspects of your identity have influenced your experiences at work.
- Reflect on the level of trust, psychological safety, and inclusion on your team and how bias, team dynamics, meeting processes, decision-making, and your role as leader may factor in.
- Acquire strategies and tools for building trust, psychological safety, and greater inclusion within your team and, in particular, among team members who may feel excluded or experience less trust and psychological safety.
- Identify priority actions to take following the workshop.

ABOUT CATALYST

Catalyst is a global nonprofit working with some of the world's most powerful CEOs and leading companies to help build workplaces that work for women. Founded in 1962, Catalyst drives change with pioneering research, practical tools, and proven solutions to accelerate and advance women into leadership—because progress for women is progress for everyone.

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Draw a Coin

Instructions: Think of how many times you've encountered the coin the facilitator shared on the slide. In the course of your life, you've probably touched, held, and used thousands of these coins. Draw the side of the coin the facilitator asks you to draw.

A large, empty rectangular box with a thin gray border, intended for drawing a coin.

Warm Up

Capture where people in your group stand in terms of how well they feel most of their team members really know them and how well they feel they really know their team members. You may also note the same for yourself once you’ve placed your dot on the presentation slide.

MOST OF YOUR TEAM MEMBERS REALLY KNOW YOU

Very Well

Not Very Well

YOU REALLY KNOW YOUR TEAM MEMBERS

Very Well

Not Very Well

Who do you feel you do not know that well? Record their names.

What are the implications of...?

Feeling known at work

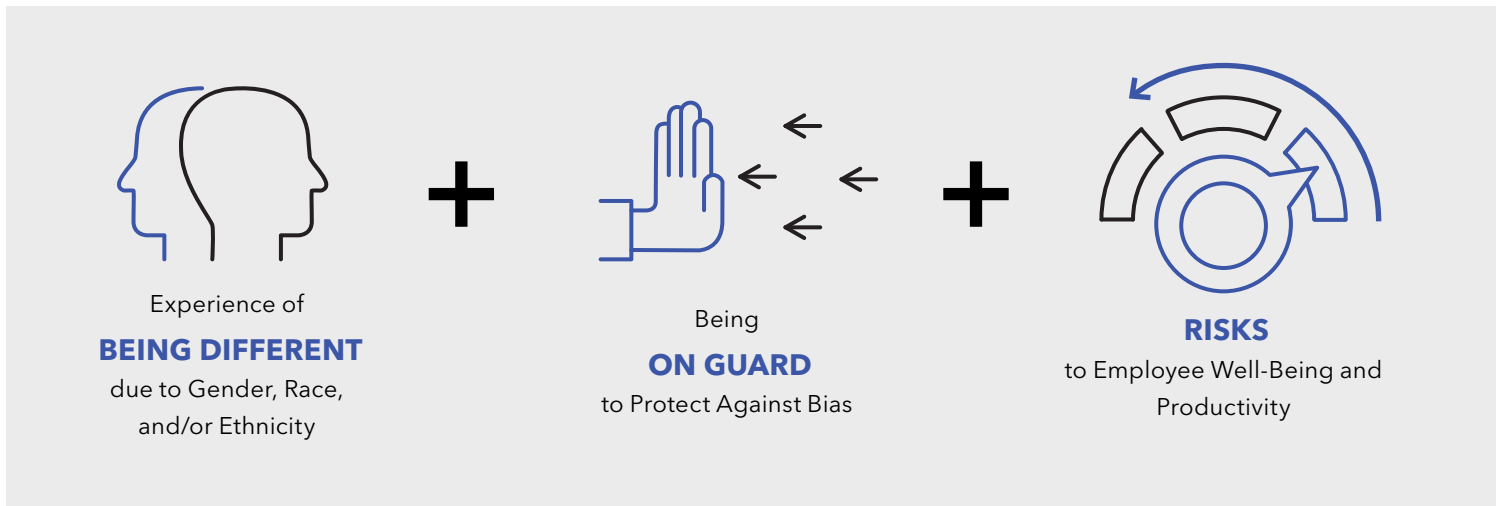
Feeling unknown at work

Knowing your team members well

Not knowing your team members well

Emotional Tax

Emotional Tax is the combination of feeling different due to gender, race, and/or ethnicity; being on guard to experiences of bias; and the associated effects on health, well-being, and the ability to thrive at work.



BEING "ON GUARD"

A state of being on guard—consciously preparing to deal with potential bias or discrimination

In the United States, **nearly 60%** of women and men across racial and ethnic groups interviewed report being highly on guard.

In Canada, **77%** of women and men of color interviewed shared stories of exclusion and being highly on guard.

NOTES

Source: 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). Jennifer Thorpe-Moscon, Alixandra Pollack, and Olufemi Olu-Lafe, *Empowering Workplaces Combat Emotional Tax for People of Colour in Canada* (Catalyst, 2019).

LEAD OUTWARD AND LEAD INWARD TO BUILD AN INCLUSIVE WORKPLACE

You have the power—and responsibility—to lead with inclusion.
Learn how and reap the benefits for both your team and your business.¹

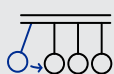
HOW

LEADING OUTWARD, LEADING INWARD

6 core behaviors foster an inclusive culture.²

LEAD OUTWARD

Your ability to bolster team members' capacity to be empowered, treated fairly, and flourish at work.



ACCOUNTABILITY

Hold team members responsible for their behavior, development, and work processes.



OWNERSHIP

Guide them to solve their own problems and make their own decisions.



ALLYSHIP

Actively support people from underrepresented groups.

LEAD INWARD

Your ability to act courageously, learn, and self-reflect.



CURIOSITY

Proactively seek to understand different points of view.



HUMILITY

Take ownership for mistakes and learn from missteps.



COURAGE

Act in accordance with your principles, even when it involves personal risk-taking or is uncomfortable.

WHY

Inclusive leadership explains almost half of employees' experiences of inclusion.

45%

THE IMPACT

AN INCLUSIVE WORKPLACE

Your employees will experience being:



VALUED

They are appreciated and respected for their unique perspectives and talents.



TRUSTED

They make meaningful contributions and are influential in decision-making.



AUTHENTIC

They can bring their full selves to work and express aspects of themselves that may be different from their peers.



PSYCHOLOGICALLY SAFE: LATITUDE

They feel free to hold differing views and make mistakes without being penalized.

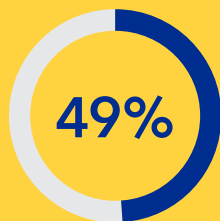


PSYCHOLOGICALLY SAFE: RISK-TAKING

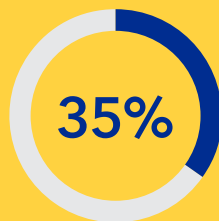
They feel secure enough to address tough issues or take risks.

THE BENEFITS

Employee experiences of inclusion are a key factor in company results.
They explain:



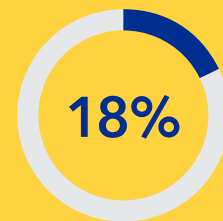
TEAM PROBLEM-
SOLVING



WORK
ENGAGEMENT



EMPLOYEE
INTENT TO STAY



EMPLOYEE
INNOVATION

1. Dnika J. Travis, Emily Shaffer, and Jennifer Thorpe-Moscon, *Getting Real About Inclusive Leadership: Why Change Starts With You* (Catalyst, 2019).
2. Catalyst surveyed 2,164 employees in countries across the world. We conducted confirmatory factor analysis to develop the inclusive leadership and inclusion constructs and structural equation modeling to determine the link between inclusive leadership, employee experiences of inclusion, and the outcome variables.



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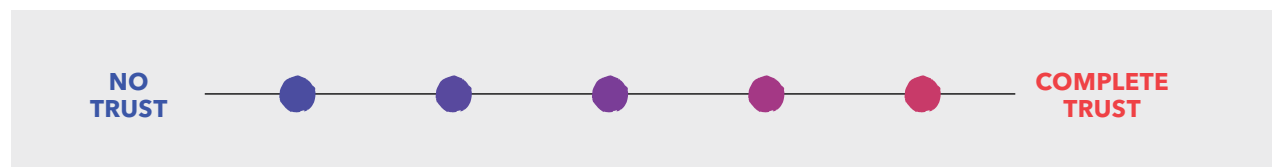
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Trust Continuum

Trust is not all-or-nothing. The level of trust you experience with your team members probably falls somewhere along a continuum, and can move depending on workload, communication frequency and quality, inclusion efforts, and a myriad of other factors.

How would you rate the level of trust on your team? Show this by marking a dot on the Trust Continuum.



What have you observed or experienced on your team that influenced your rating?

The Impact of Trust

Establishing and maintaining trust is an ongoing process in which both parties—you and your team members—are willing to communicate with one another, offer insights, and follow through on commitments. Trust requires honesty, authenticity, and openness.

As a leader, you may have the best of intentions, but the impact of your words and actions is often influenced by the level of trust you have with individual team members. How do you think different team members experience you?

<u>With Trust</u>	<u>Without Trust</u>
Feedback	Reprimand
Check-In	Micromanaging
Acceptance	Tolerance
Interest	Meddling
Goal-Setting	Orders
Delegating	Dumping
Curiosity	Interrogation
Sharing	Complaining

Write down the names of team members with whom you feel you have a high degree of trust and those with whom you have less trust. Consider how each of them may experience you as a manager.

Factors That Limit Trust

A number of factors can limit trust on teams, including but not limited to the following:

- Negative stereotyping
- Exclusion from influential networks
- Difficulty gaining access to high-visibility assignments
- Limited influence on decision-making
- Lack of psychological safety

NOTES

Source: Katherine Giscombe, Marissa Agin, and Vrinda Deva, *Building Trust Between Managers and Diverse Women Direct Reports* (Catalyst, 2011), Jennifer Thorpe-Moscon and Alixandra Pollack, *Feeling Different: Being the “Other” in US Workplaces*, Catalyst, *Covid-19: Women, Equity, and Inclusion in the Future of Work* (May 28, 2020), Dnika J. Travis, Emily Shaffer, and Jennifer Thorpe-Moscon, *Getting Real About Inclusive Leadership: Why Change Starts With You* (Catalyst, 2019)

Who Gets Excluded in Meetings?

When managing a diverse team, it is important to notice if any individuals are being excluded and if there are any patterns in who is excluded. Below are some examples of groups that may experience exclusion depending on the composition, biases, dynamics, and leadership of the team.

MEMBERS OF THE NON-DOMINANT GROUP

People who are not part of the “in-group” may not feel comfortable speaking up. For example, if they are the only LGBTQ+ person in the room or the only person of color, they may not feel certain about whether they can make suggestions and speak up.¹

WOMEN

Research has shown that in meetings, women are much more likely to be interrupted than men are; they are also less likely to have their contributions taken seriously.²

NON-NATIVE SPEAKERS

People whose first language is not English may need more time to process (translate) an idea or response and present it to the group.³

REMOTE WORKERS

It can be very difficult for remote workers to break into the discussion, or hear participants in the room when people are talking over one another. Remote workers are often out of sight, out of mind.

INTROVERTS

Unlike extroverts, who are happiest thinking on their feet, introverts tend to provide their best input when they have more time to process information. Their quietness in a meeting can be wrongly interpreted as their being unengaged or unprepared.⁴

NOTES

Source: Catalyst, “Running More Inclusive Meetings: Knowledge Burst”
1. David Livermore, “Cultural Diversity and ‘Speaking Up,’” *Management Issues* (2012). 2. Renee Cullinan, “Run Meetings That Are Fair to Introverts, Women, and Remote Workers,” *Harvard Business Review*, (April 29, 2016). 3. Michelle Vitus, “5 Ways HR Leaders Can Create a More Inclusive Environment,” SHRM HR People + Strategy Blog (November 22, 2017). 4. Renee Cullinan, “Run Meetings That Are Fair to Introverts, Women, and Remote Workers,” *Harvard Business Review*, (April 29, 2016).

Your Team Dynamics and Meetings

1. Who may be excluded or experience less psychological safety or trust on your team?

2. What factors may contribute to this? Consider the following:

- Biases
- Team dynamics
- Meeting procedures
- Decision-making
- Your role as leader

3. What can you and your team do to foster greater inclusion, trust, and psychological safety with these individuals?

Reflection and Action Planning

Becoming an inclusive manager is an ongoing process and takes time and practice. Use this tool to reflect on your key learnings from the session and to identify priority actions you intend to take to foster inclusion in your workplace.

What are your key takeaways from today's workshop?

How will you foster trust and psychological safety on your team? Mark a check next to your priority actions or add your own.

BIASES	PRIORITY ACTION
Ensure team members learn and commit to:	
Slowing down and checking their assumptions and biases.	
Intentionally including underrepresented or excluded team members.	
Addressing biased comments and behaviors (paying attention to feelings, assessing the context in determining response, flipping the script to reframe comment/behavior).	
Interrupting bias in systems, policies, programs, and culture.	
Ensuring and modeling inclusive and equitable language and practices.	
Other	

TEAM DYNAMICS	PRIORITY ACTION
Observe and discuss meeting dynamics via a process check and/or a designated rotating process checker.	
Rein in dominating voices by asking them to hold their thoughts and inviting quieter voices, protecting those who've been interrupted.	
Utilize breakout groups to maximize engagement and connection.	
Engage in dialogue across difference to foster connection and understanding and help team members bring their authentic selves to work.	
Other	

MEETING PROCEDURES	PRIORITY ACTION
Set group norms about interrupting, giving credit where credit is due, agreeing to disagree, etc.	
Distribute meeting goals, materials, and pre-work well in advance of the meeting.	
Include icebreakers to build connections and learn about one another.	
Schedule meetings at a reasonable hour for all or rotate meeting times.	
Monitor chat rooms for questions and comments from remote workers.	
Other	

Reflection and Action Planning

DECISION-MAKING Be transparent about how decisions will be made (consensus, delegation, gather input, decide and announce). When team members must make a group decision, solicit each person's opinion to maximize participation and avoid group-think. Encourage "yes and" instead of "no but" to build on—not squash—one another's ideas. Utilize a variety of strategies to come to a decision (combine duplicates, prioritize/choose top three ideas, negative polling, etc.). Other	PRIORITY ACTION
YOUR ROLE AS A LEADER Lead Outward Hold self and others accountable for being inclusive and interrupting biased or exclusionary behaviors. Promote team ownership in problem-solving and decision-making. Be an ally; amplify the voices and ideas of underrepresented or marginalized team members. Lead Inward Demonstrate curiosity by proactively seeking to understand different points of view and experiences. Model humility, owning your missteps and being open to learning. Show courage and vulnerability to encourage others to take risks and be their authentic selves. Other	PRIORITY ACTION
OTHER <hr/> <hr/> <hr/> <hr/>	PRIORITY ACTION

APPENDIX

tools and research

It's Not Easy **FEELING DIFFERENT**

The more different we feel from our coworkers, the more we feel like the other at work.

If we feel like the other, we are:

Less likely to have high-level mentors.

Less likely to receive promotions.

More likely to downsize aspirations.

This can result in **unique disadvantages** in the workplace.

When have you felt like the "Other?" What did it feel like?

Sources

Catalyst, *It's Not Easy Feeling Different* (January 16, 2014).

Jennifer Thorpe-Moscon and Alixandra Pollack, *Feeling Different: Being the "Other" in US Workplaces* (Catalyst, 2014).

HOW TO COMBAT **UNCONSCIOUS BIAS**

as an Individual

QUESTION YOUR ASSUMPTIONS

Start to ask yourself: Why am I thinking this way? Would I be drawing the same conclusions if this scenario involved someone of a different profile (e.g., a man instead of a woman, a person with no children instead of a mother)?

ANALYZE

Ask yourself if the forms of biases and covering (strategies people use to downplay a stigmatized identity) you are experiencing or enacting are consistent with your personal and organizational values. If they are not, identify opportunities to change.

TAKE A RISK

Put yourself outside your comfort zone. Find people such as your manager, mentors, and sponsors who will help you work through those risks to make them worthwhile.

DISRUPT THE DEFAULT

Challenge elements of the status quo that may perpetuate bias. For example, create connections across differences by finding a mentor or sponsor from a different demographic group than you, joining an Employee Resource Group (ERG) as an ally, or facilitating and/or participating in cross-group learning and engagement.

SPEAK OUT

Discuss issues in ways that are comfortable to you (e.g., private conversations with a mentor, anonymous feedback on employee surveys, discussion points in an ERG meeting). Share your experiences with others to find common ground and start a dialogue that will generate solutions.

HOLD YOURSELF AND OTHERS ACCOUNTABLE

Hold yourself accountable for self-reflection, learning, and continually analyzing your behaviors and experiences. At the same time, interrupt when you see others engaging in biased behaviors by politely calling out their misstep and suggesting constructive alternative ways of thinking.

GOLDEN RULE

"Do unto others as you would do unto yourself."

SILVER RULE

"Don't do unto others as you would not do unto yourself."

PLATINUM RULE

"Treat others as they want to be treated."

updated: 30 April 2018



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HOW TO COMBAT **UNCONSCIOUS BIAS**

as a Leader in Your Organization

START WITH YOU

Engage in critical self-reflection. Hold yourself accountable for recognizing and pushing back against your own biases before asking others to do the same. Share your own stories of vulnerability, learning, and growth. Be the first to uncover and role model these behaviors to others.

BE VOCAL

Say to others, "I am a diversity champion. I recognize that I have biases and I am working to identify, acknowledge, and address them." The effects of those small statements will amplify as they are repeated and enacted by others across the organization.

LEARN MORE

Ask questions to understand the root causes of biases. What forms of bias are occurring? What forms of covering are occurring? How do they affect you, your colleagues and teams, your workplace, and your business?

KNOW YOUR PEOPLE

Make personal connections and spend time learning how your coworkers experience your workplace. Don't assume you know what and where solutions can be most effective—ask!

EMPOWER YOUR PEOPLE

Help employees understand their role in making change. Engage stakeholders from a range of backgrounds to help make decisions more inclusive.

BREAK THE CYCLE

Everybody has unconscious biases. Hold your people accountable for relying on structure to modify their judgments and behaviors rather than their own willpower.

TAKE RISKS ON OTHERS

Give others—particularly those who are different from you—a chance. Be open to learning from them as much as they can expect to learn from you. Intentionally mentor and sponsor people who are not like you.

FIND ALLIES

Reach out to other champions with proven track records of success inside and outside your organization. Find others with shared passion and commitment and engage them as partners.

STAY COMMITTED

We all have biases that change and evolve even when we confront them. Remain committed to sustained action over time.

"You will not be as successful as you could be if you cling to biases."

—Ellen Moore, President & CEO, Chubb Insurance Company of Canada

HEY, TALK LEADS TO ACTION

Open and honest conversations about inequities in the workplace are all too rare. But without these conversations, how can equality be achieved?



**TALK IS MIGHTIER
THAN THE SWORD—**
as long as it's the *right* kind of talk.



IS CRITICAL TO AN INCLUSIVE WORKPLACE

Honest and meaningful conversations don't always happen. Training may be necessary to help people gain the skills to be open, non-judgmental and empathetic listeners.

Change starts when people start talking.



ENABLES ACTION

Dialogue doesn't always happen on its own. Learning Circles (formal or informal groups in which people discuss topics of shared interest) create opportunities for learning and support change.

Talk can lead to commitment.



IS ESSENTIAL TO CREATING BUY-IN AND FINDING SOLUTIONS

A continued honing of skills around dialogue ensures that the foundation for change remains strong and doesn't get lost in the rush toward action planning and implementation.

Conversations must continue for lasting change.

Exclusionary Meetings Dynamics

Common Exclusionary Meeting Dynamics

The following are common exclusionary meeting dynamics. Are there others you see happening?

Pay attention to when these occur. You can mark down what the situation was, how it was handled (did someone/you intervene?), and what the outcome was, to share with the group at the next meeting's check-in.

- Women often get interrupted whereas men do not.
- Some people dominate meetings, making the conversations exclusionary.
- Cultural differences can make it very hard for individuals to speak up in a meeting or "take up space" the way majority groups tend to do.
- Women often make a point or offer an idea that is then revisited by someone else, who ends up getting the credit for the original statement.
- Women are made to feel they can't say things "like a man" for fear of sounding aggressive, and therefore tend to state things in a less direct manner.

Ways to Address Exclusivity in Meetings

- Set ground rules about talking over others and interrupting. Make someone accountable at each meeting for watching for these behaviors and re-directing to give each person a chance to speak. Be especially conscious of those who speak most and those who speak less to help even the balance when opportunities arise to do so.
- While it is sometimes difficult to do, challenge participants who are trying to "pull rank" in the room. Remind meeting participants of simple rules like speaking one at a time, attentive listening, respect for different opinions, and for confidentiality.
- Designate someone to watch meeting dynamics (e.g., "Jeff will be on the lookout for any exclusionary behaviors today and redirect us as needed"). Rotate this position among meeting members and genders.
- Give credit when you want to reiterate someone's point. "I like what Sharon suggested. Can we explore that idea?"
- Keep issues aboveboard. While it is nice to get support for your position, trying to create a lobby group outside of the meeting spells exclusion. As a practice, strive to keep all related discussions within the meeting to avoid some members having an unfair advantage over others.
- If possible, provide meeting materials in advance. By doing so, you give participants an opportunity to ask any questions, obtain translations if required, or simply have more time to absorb the information.
- When chairing a meeting: remember to indicate any changes in topic, break times, and adjournments. Do your best to stay on schedule as some of your guests may have physical or medical issues that they need to take care of during a break at a certain time.
- Don't sit quietly when exclusionary and biased statements are made by others! Practice courage and intervene in a way that you feel is appropriate. This gives other people the courage to act as an inclusive leader as well and gives you influence as a champion.

Five Inclusive Communication Skills



1

INQUIRE ACROSS DIFFERENCES

Instead of shying away from conversations about difference that can sometimes make people uncomfortable, ask questions to learn more about your colleagues' experiences. These conversations can uncover commonalities among people, as well as highlight the differences that make your teammates uniquely who they are. Expressing interest in learning more can make people feel valued and appreciated.

LISTEN & ACKNOWLEDGE

Listening to hear, feel, understand and empathize with what the person is saying, checking yourself to see if any biases are getting in the way of fully hearing them, and then acknowledging what you hear helps that person feel heard and understood and valued. Without acknowledgment a person will not know if you heard them well.



2



3

SUSPEND JUDGMENT

It is human to judge. In fact, many of us are hired into our roles because of our ability to critically assess ideas and make the best decisions. However, as an inclusive leader you have a responsibility to suspend judgment and refrain from inserting your opinions when your team members are speaking to you so that you create a space where even if all ideas are not used, they are welcomed. Suspending judgment is a critical way to foster a safe space, which Catalyst research has found leads to increased innovation as well as higher levels of engagement.

DEMONSTRATE VULNERABILITY

Be forthcoming about your own vulnerabilities so that you cultivate a safe environment where others can do the same. Act as a role model by being humble enough and courageous enough to admit what you don't know yet, and demonstrate the work that you are doing to learn from others' perspectives.



4



5

SELF-DISCLOSE

Share your past experiences and reveal your strengths, shortcomings, goals, and challenges. Timely and relevant self-disclosure builds connections and opens the door for others to do the same. Catalyst research has found that disclosing is a key behavior for building trust with diverse groups.

CONVERSATION GROUND RULES

"A conversation is a dialogue, not a monologue." –Truman Capote

Work of any kind requires communication—and you may need to broach difficult subjects. Your challenge is to create open and productive discussions where people feel safe sharing their experiences and perspectives, and are receptive to learning. Start by following some fundamental ground rules for all conversations—whether with colleagues, in a team, or in larger group settings.¹

1

ASSUME POSITIVE INTENT.

- Embrace a mindset that talking will lead to something good.
- Put aside your own judgments, viewpoints, and biases to focus on what the person actually means—and recognize that you might not know his or her true intent or what he or she has experienced.
- Pay attention to non-verbal cues (e.g., facial expressions, body language, and silence).
- Ask whether you are being understood and whether you are understanding correctly.

2

ENGAGE IN DIALOGUE—NOT DEBATE.

- Dialogue is open-ended—you express your experiences, viewpoints, and perspectives and learn from someone else's.
- Be open to being challenged, accept the other person's understanding, and retry if necessary.
- Shared learning is the goal—not winning an argument.

3

HOLD YOURSELF AND OTHERS ACCOUNTABLE FOR DEMONSTRATING CULTURAL HUMILITY.²

- Pause for self-reflection and to analyze your assumptions, behaviors, and experiences. Role model this behavior for others.
- Suggest alternative ways of thinking and talking when you see others engaging in biased behaviors.

4

BE OPEN, TRANSPARENT, AND WILLING TO ADMIT MISTAKES.

- Practice, practice, practice. Honest communication is a skill to be developed.
- Accept the fact that you won't always say the right thing.
- Approach miscommunication with openness and positive inquiry—the goal is to understand, not to accuse.

5

EMBRACE THE POWER OF HUMBLE LISTENING.

- Don't just hear what someone is saying—listen.
- Put your own ego, assumptions, and viewpoints aside to reflect on and learn from someone else's experiences.³

6

CREATE TRUSTING AND SAFE SPACES—WHERE A LITTLE BIT OF DISCOMFORT IS OKAY.

- Admit that sharing perspectives might involve taking a risk and that it might be uncomfortable.
- Be open to trying different approaches—different people will feel safe in different ways depending on cultural background, experiences, and expectations.

7

COMMIT TO HAVING CONVERSATIONS THAT MATTER BY SPEAKING UP TO BRIDGE DIVIDES.

- Engage in conversations in which people feel valued and respected for their differences.
- Be willing to speak up as a champion for inclusion when you witness difficult situations or exclusionary behaviors, bias, and discrimination.

¹ Catalyst, *Engaging in Conversations About Gender, Race, and Ethnicity in the Workplace* (2016).

² Marcie Fisher-Borne, Jessie Montana Cain, and Suzanne L. Martin, "From Mastery to Accountability: Cultural Humility as an Alternative to Cultural Competence," *Social Work Education: The International Journal*, vol. 25, no. 2: p. 165-181.

³ Catalyst, *Inclusive Leadership Training: Leading With Effective Communication* (2016).



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CATALYST
WORKPLACES THAT WORK FOR WOMEN

FLIP *the* script

**RESPOND WITH HEART, NOT HARM,
IN TOUGH CONVERSATIONS**

Words are powerful. Even with the best intentions, our immediate reactions during tough conversations can sometimes be dismissive, offensive, or unproductive, undermining inclusive dialogue. It's important to use words that demonstrate understanding, partnership, and a commitment to continued communication. Respond with heart by staying engaged and open when discussing difficult topics, which helps to resolve conflicts and work collaboratively across differences.¹

UNSUPPORTIVE ←

→ SUPPORTIVE

WHAT PEOPLE SAY
"NO OFFENSE..."

HOW IT'S UNSUPPORTIVE
Feels offensive and inauthentic as soon as the words are spoken. Puts people in a position to brace for a potential insult, even if that's not your intention.² Takes away a person's right to be reasonably upset as an equal in the dialogue.³

WHAT TO SAY INSTEAD
Nothing. If you want to make this statement, it's generally a sign that what you are about to say is offensive. Don't say it.

Be **SUPPORTIVE** during tough conversations by listening to others to encourage, rather than stifle, dialogue.

NOT CURIOUS ←

→ CURIOUS

WHAT PEOPLE SAY
**"I'M NOT COMFORTABLE;
LET'S NOT GO THERE."**

HOW IT'S NOT CURIOUS
Leaves no space to resolve differences. Shuts down the conversation because you may be worried about doing the wrong thing, being judged, or hearing a perspective that may challenge your way of thinking.⁴

WHAT TO SAY INSTEAD
"I know this is a delicate subject and I may say the wrong thing, but I'd like to try to talk about this so I can learn more."

Show **CURIOSITY** by asking questions, being open to new or different perspectives, and being willing to go beyond what is familiar or comfortable. You'll learn more about yourself and others.

NOT HUMBLE ←

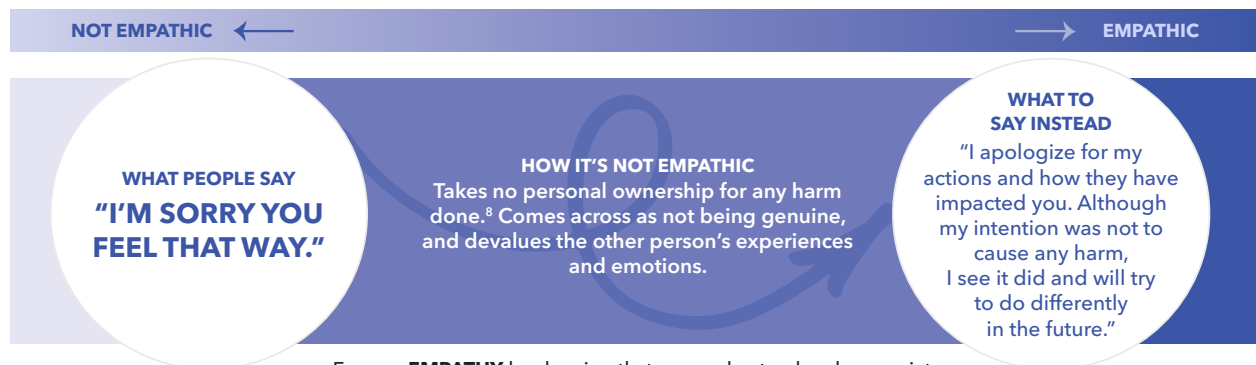
→ HUMBLE

WHAT PEOPLE SAY
**"I'M RIGHT"
AND/OR
"YOU'RE WRONG."**

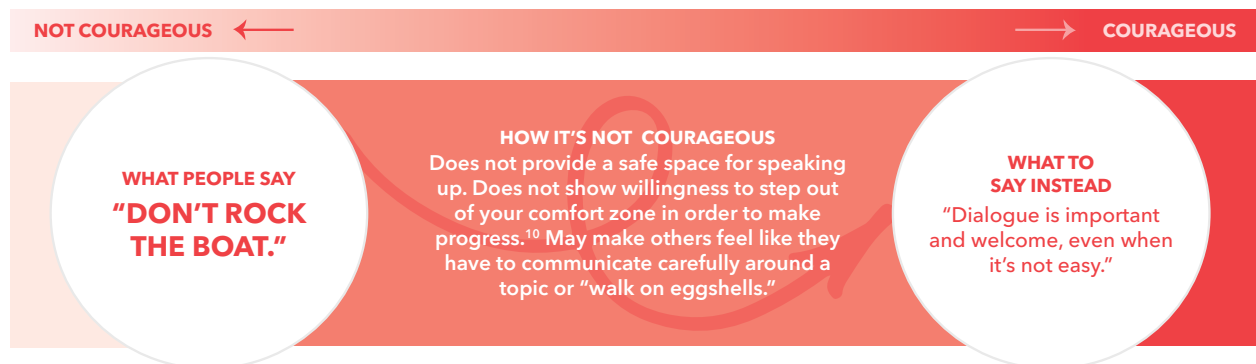
HOW IT'S NOT HUMBLE
Can be perceived as arrogant and overconfident.⁵ Focusing on "right" and "wrong" does not allow for a discussion—only winning or losing the argument.⁶

WHAT TO SAY INSTEAD
"We may not agree, but let's try to reach understanding."

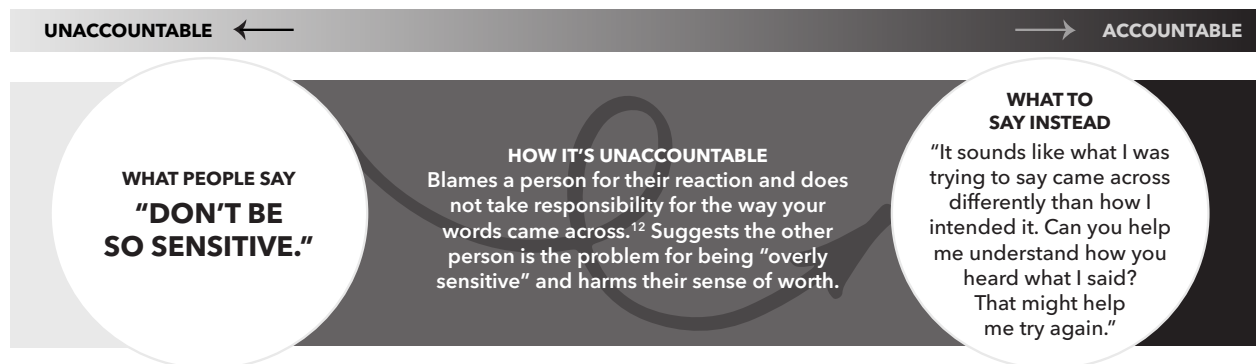
Demonstrate **HUMILITY** by accepting that your views may be incomplete. Listen with humility to better understand others and show you are open to learning and thinking differently.⁷



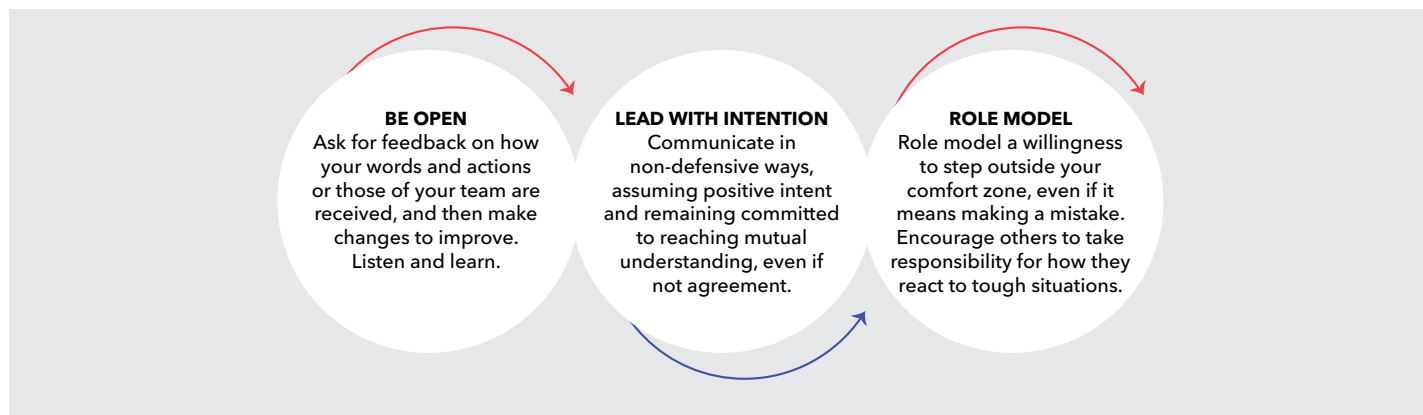
Express **EMPATHY** by showing that you understand and appreciate another point of view or experience. Acknowledge that your words and actions may have had a different effect than what you intended.⁹



Communicate **COURAGEOUSLY** by leaning into difficult conversations, rather than shutting them down. Doing this signals that you are willing to talk about tough or "undiscussable" issues.¹¹



Demonstrate **ACCOUNTABILITY** by taking responsibility for how your words and actions affect those around you. Use words and actions that demonstrate you want to work toward a constructive conversation.¹³



SOURCES:

1. Catalyst, *Engaging in Conversations About Gender, Race, and Ethnicity in the Workplace* (2016).
2. Catalyst, *Engaging in Conversations About Gender, Race, and Ethnicity in the Workplace* (2016).
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RESEARCH PARTNERS:

Altria Group, Bank of America, Bloomberg, BMO Financial Group, The Boston Consulting Group (BCG), Cargill, Incorporated, Chevron Corporation, Debevoise & Plimpton LLP, Dell Inc., Deutsche Bank, EY, IBM Corporation, Kimberly-Clark Corporation, McDonald's Corporation, Merck & Co., Inc., Sodexo, Uber Technologies, Inc., UPS, Verizon Communications Inc.



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FLIP script

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CREATE CONNECTIONS, NOT CONFLICT,
IN TOUGH CONVERSATIONS

Words are powerful. Even with the best intentions, we can say or do things that shut down dialogue before it gets started. It's especially easy to do this when the topic is sensitive, controversial, or provocative. But we need to have these tough conversations to understand and bridge differences¹ and successfully collaborate in teams.² Create opportunities for connections by using words that invite different perspectives and help people feel heard and valued.³

UNSUPPORTIVE ←

→ SUPPORTIVE

WHAT PEOPLE SAY
"IF YOU DON'T
HAVE SOMETHING
NICE TO SAY,
DON'T SAY IT
AT ALL."

HOW IT'S UNSUPPORTIVE
Shuts down a conversation. Doesn't allow for disagreement or the safety to call out others' missteps.⁴ Makes it difficult to give honest feedback that can help others learn.

WHAT TO
SAY INSTEAD
"I want to hear what you
have to say, even if it
may be difficult."

Be **SUPPORTIVE** of tough conversations by encouraging honesty and transparency, even when what is being shared may be challenging to hear.

NOT CURIOUS ←

→ CURIOUS

WHAT PEOPLE SAY
"I'VE HEARD
THIS ALREADY."

HOW IT'S NOT CURIOUS
Sounds dismissive. Can be hurtful to suggest that your colleagues' feelings, perspectives, or experiences do not deserve to be heard.⁵ Implies that you think you know it all and can't possibly have more to learn.

WHAT TO
SAY INSTEAD
"This is what I know...
Help me understand
what I may be missing or
getting wrong."

Show **CURIOSITY** by asking questions, being open to new or different perspectives, and being willing to go beyond what is familiar or comfortable. Listening to and acknowledging the emotions of others lets them know you are interested in their experiences.⁶

NOT HUMBLE ←

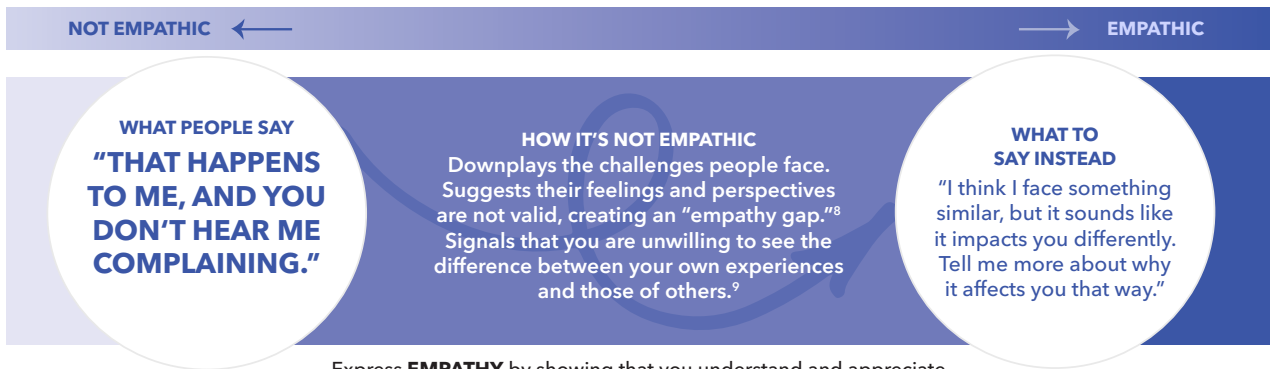
→ HUMBLE

WHAT PEOPLE SAY
"OH NO, HERE WE
GO AGAIN."

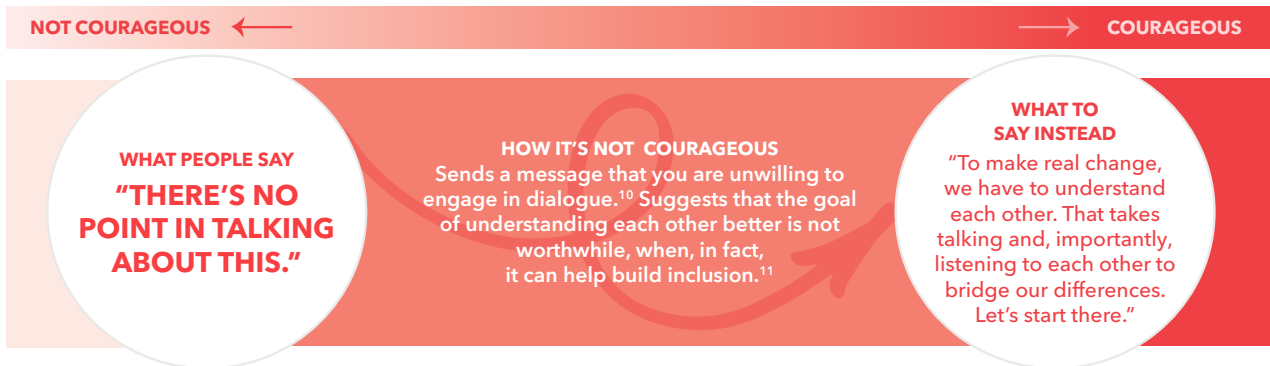
HOW IT'S NOT HUMBLE
Puts the speaker on the defensive and closes the opportunity for open dialogue.⁷ Assumes you know what someone will say before you've taken the time to actually listen to them.

WHAT TO
SAY INSTEAD
"It sounds like you have
a strong point of view.
Help me understand how
you see this issue."

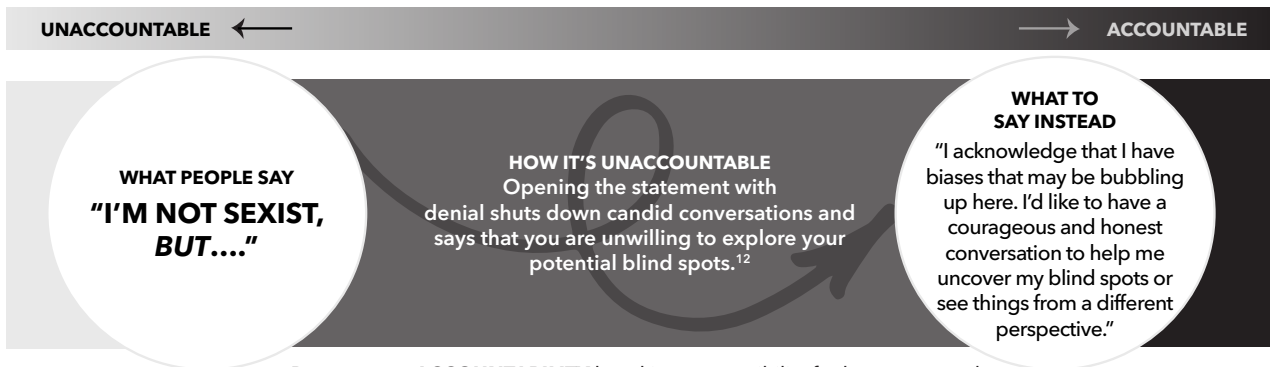
Demonstrate **HUMILITY** by accepting that your views may be incomplete and showing your willingness to hear other points of view.



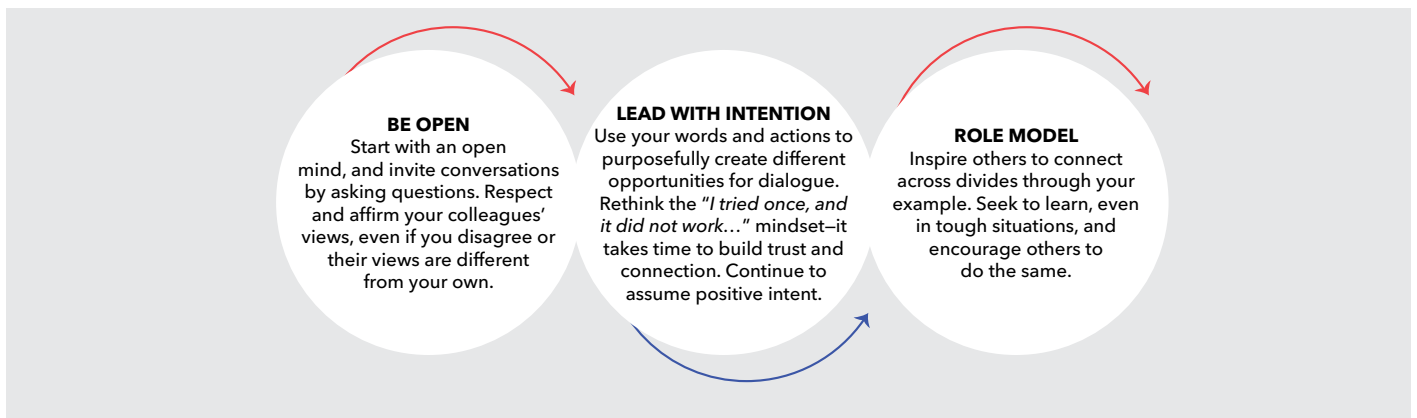
Express **EMPATHY** by showing that you understand and appreciate another point of view or experience. Actively listen to the meaning of others' words to deepen your understanding of their perspectives.



Communicate **COURAGEOUSLY** by acknowledging that talking about some topics is challenging but that you are open to doing so, even when difficult. Demonstrate that it is safe to bring sensitive issues up with you.



Demonstrate **ACCOUNTABILITY** by taking responsibility for how your words and actions affect those around you. Invite feedback to learn how your impact might be different from what you intended.¹³



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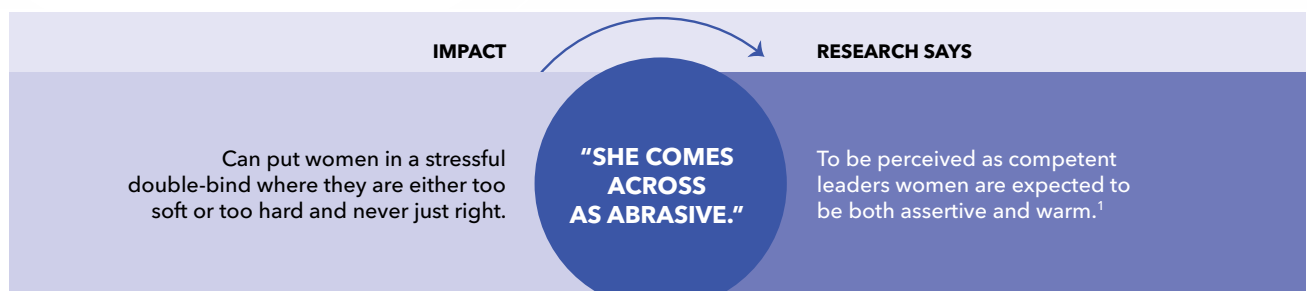
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WOMEN IN THE WORKPLACE

Words reflect workplace culture and can reinforce negative gender stereotypes.

Stop using these common words and phrases, which harm women's advancement opportunities, and focus on performance and outcomes instead.



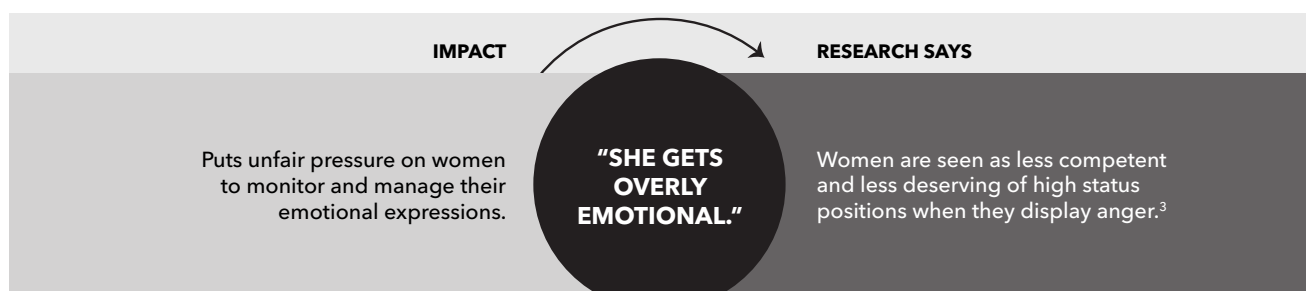
WHAT TO DO INSTEAD

Shift attention away from style and focus on her work performance.



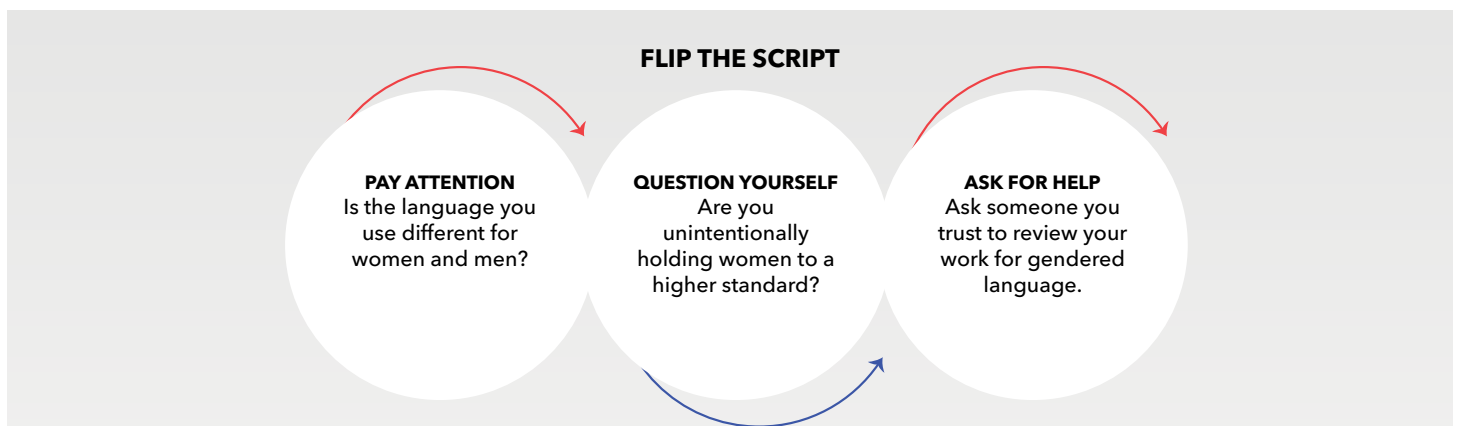
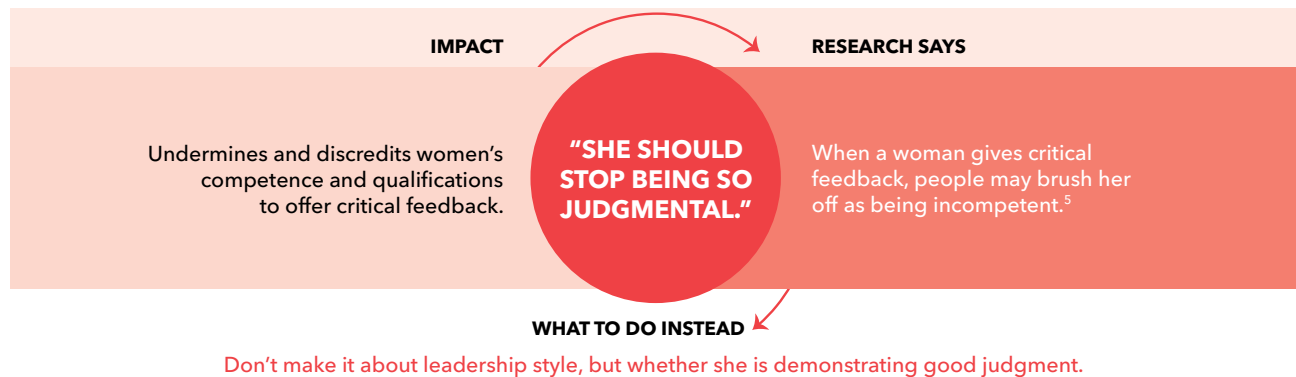
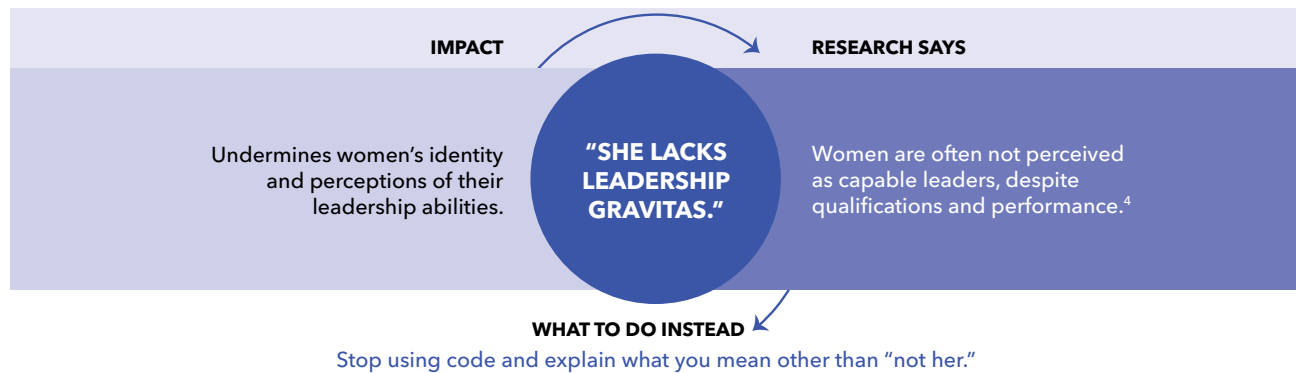
WHAT TO DO INSTEAD

Describe her contributions to the project or team.



WHAT TO DO INSTEAD

Describe the consequences of her behavior without using labels.



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FLIP *the* script

RACE & ETHNICITY

Even with the best intentions, we can say or do things that are offensive and hurtful. Getting past these missteps means recognizing that our words matter. This means taking action by using words that create inclusive environments where people feel both that they are valued and that they belong.¹



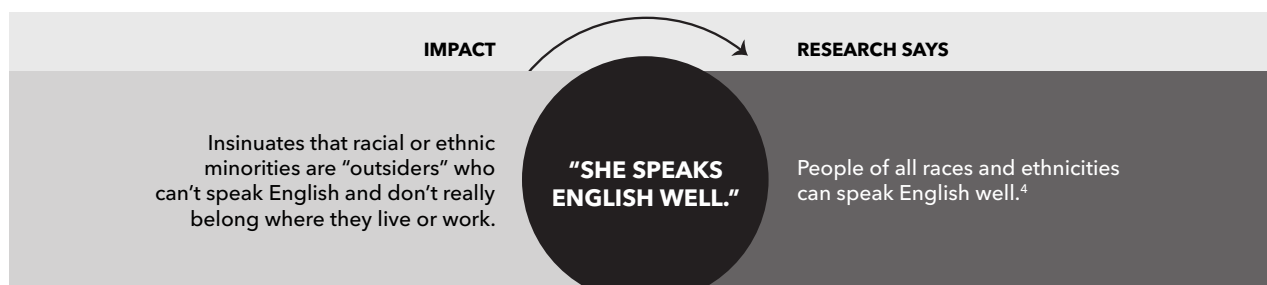
WHAT TO DO INSTEAD

Ask your colleagues who have a different racial, ethnic, or cultural background than yours if they feel your workplace honors their identity and experiences.



WHAT TO DO INSTEAD

Provide concrete examples of why and how you felt the individual excelled. For example, "Your presentation was very motivating, and it aligned with our business goals very well."



WHAT TO DO INSTEAD

Unless the person has previously struggled with the English language and has made vast improvements, it is better to congratulate your peer on the content of their work.



WHAT TO DO INSTEAD

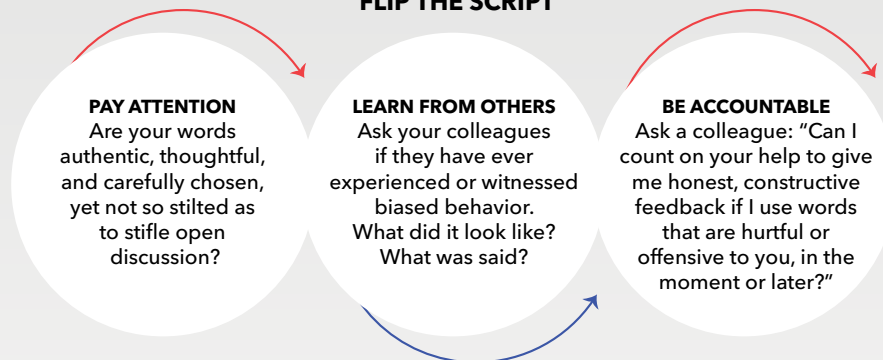
Step into another person's shoes and learn more about their experiences. For example, *"I recognize that this is important to you; I'd like to understand more..."*



WHAT TO DO INSTEAD

Congratulate your colleague on the new position. Ask questions such as, *"What energizes you about your new role? How can I support your transition? How can we team up to advance our company's mission?"*

FLIP THE SCRIPT



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