



BUILDING AN INCLUSIVE CULTURE: *Unconscious Bias*

BIAS

INCLUSION

ADVOCACY

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Learning Objectives

At the end of this training, you will be able to:

Part 1

- Recognize manifestations of bias.
- Use tools to mitigate your own biases.

Part 2

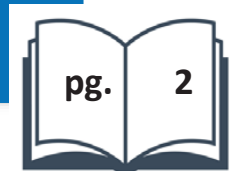
- Identify the difference between diversity and inclusion.
- Identify the RIGHT behaviors that encourage inclusion at Turner.

Part 3

- Identify how advocacy promotes an inclusive environment.
- Demonstrate effective ways of giving and receiving feedback using the SBI feedback tool.

Part 4

- Explain the value of the Employee Resource Group network.
- Explain Turner's inclusive efforts in our local communities.



TOPICS

Part 1

- Bias
- Mitigating Bias

Part 2

- Diversity & Inclusion
- RIGHT Behaviors

Part 3

- Advocacy
- Feedback Tools

Part 4

- Turner's Commitment to Inclusion

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Bias

If you need to ask someone for help, who would you turn to?
If you need to ask someone for help, who would you turn to?
If you need to ask someone for help, who would you turn to?



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Bias



- We're forced to make judgments everyday
- We use past experiences to guide judgment
- Unconscious Bias \neq Values or Beliefs

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Bias



<https://www.youtube.com/watch?v=KCgIRGKAbfc&t=1s>

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Bias



Unconscious Bias is an Adaptation

- Lack of processing power
- Shortcuts to interpret the world
- Like me = safe
- **Inclusive behaviors take effort**

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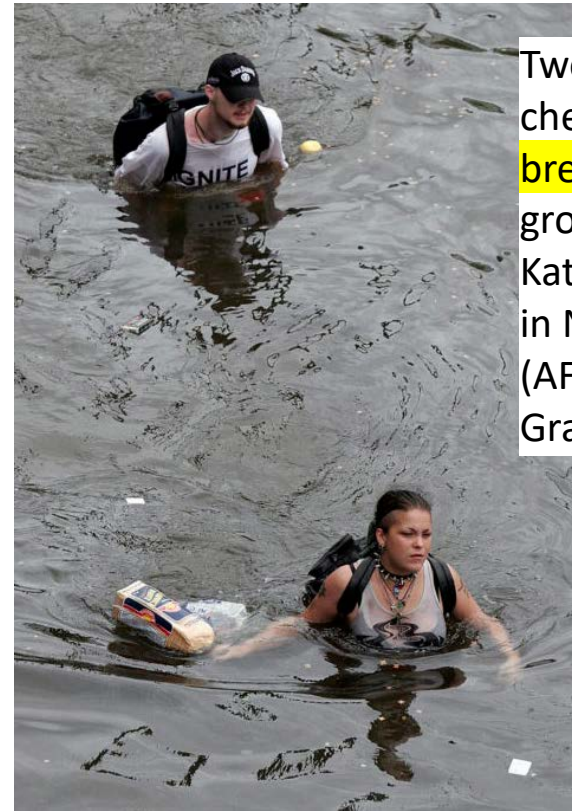
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Manifestation of Bias



A young man walks through chest deep flood water after **looting a grocery store** in New Orleans on Tuesday, Aug. 30, 2005. Flood waters continue to rise in New Orleans after Hurricane Katrina did extensive damage...



Two residents wade through chest-deep water after **finding bread and soda** from a local grocery store after Hurricane Katrina came through the area in New Orleans, Louisiana (AFP/Getty Images/Chris Graythen)

Subtle Manifestations, Major Impacts

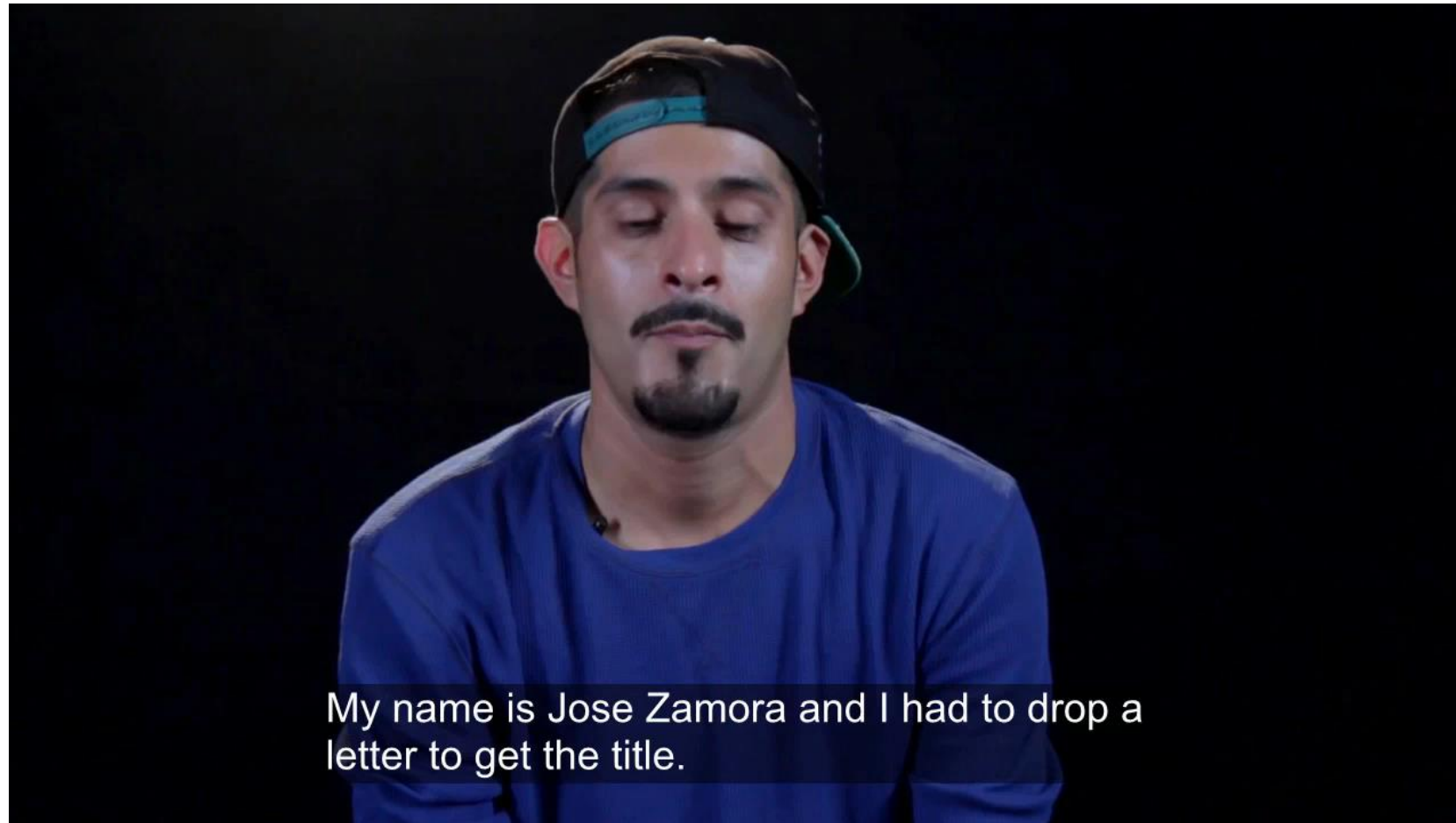
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Manifestation of Bias



<https://www.youtube.com/watch?v=PR7SG2C7IVU&t=1s>

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Mitigate Bias

4 Ways to Mitigate Bias

1. Recognize and accept bias
2. Explore causes
3. Get feedback
4. Engage with others



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Mitigate Bias

Write down the last 5 people who walked in the front door of your home or sat in the front seat of your car



*Not a family member



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DIVERSITY

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Diversity

Visible Diversity

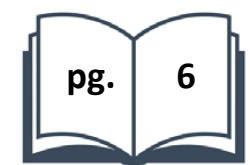


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Diversity

Visible Diversity

- Race
- Ethnicity
- Age
- Gender
- Accented language
- Physical disabilities



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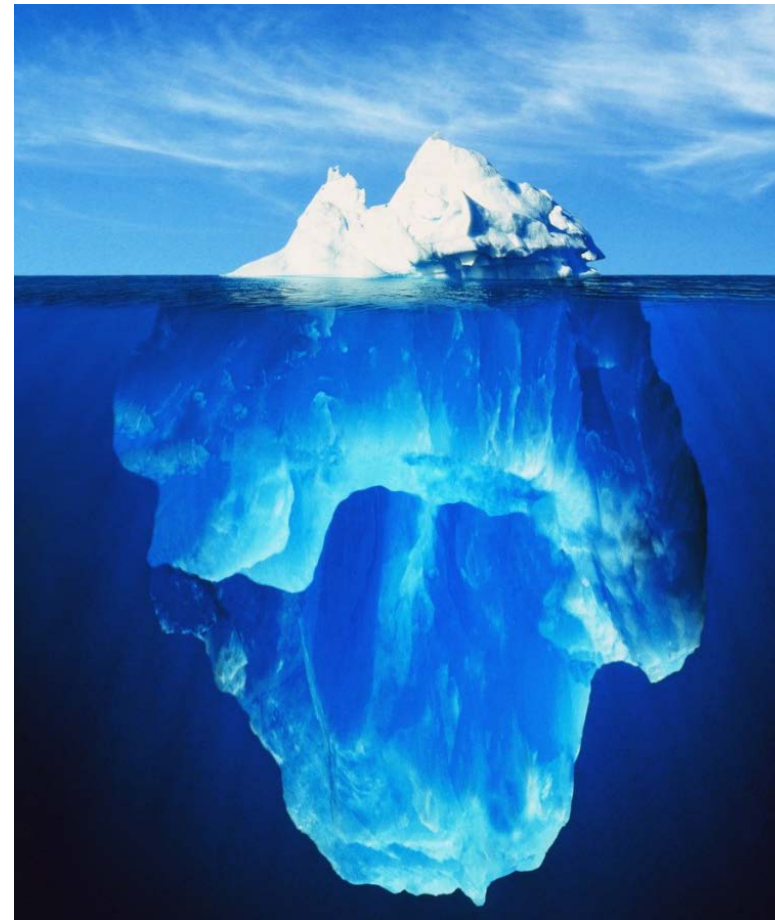
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Diversity

Non-Visible Diversity



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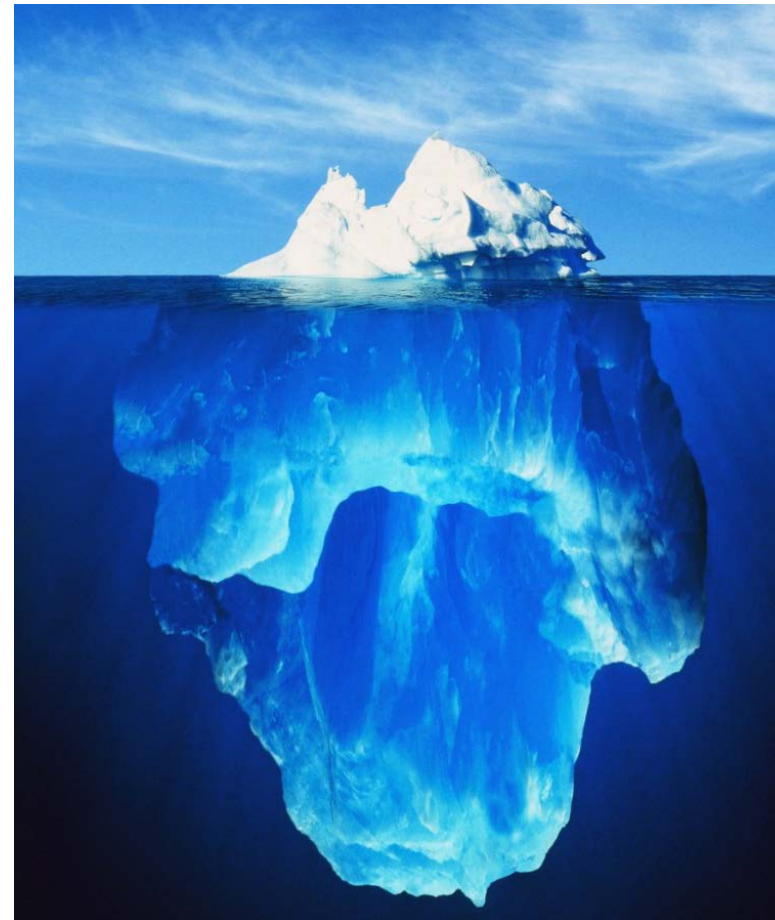
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Diversity

Non-Visible Diversity

- Physical abilities
- Educational background
- Sexual orientation
- Geographic location
- Income
- Marital status
- Parental status
- Leadership style



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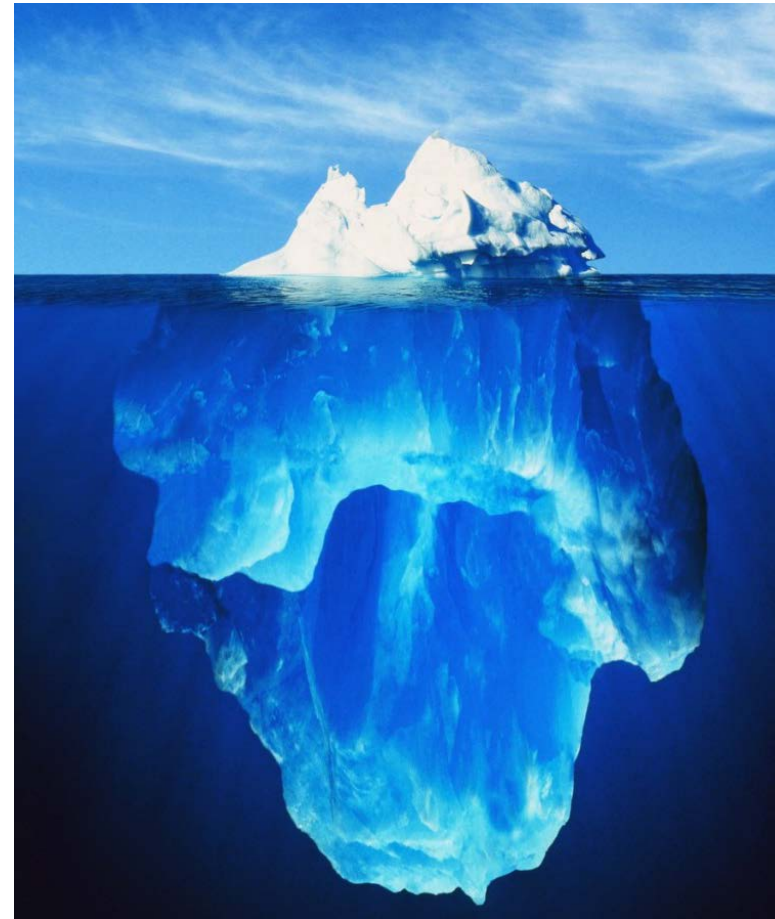
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Diversity

Non-Visible Diversity

- Religious beliefs
- Work experience
- Personality type
- Personal belief systems
- Cultural perspectives
- Mental health
- Gender identity
- Past trauma
- Learning disabilities



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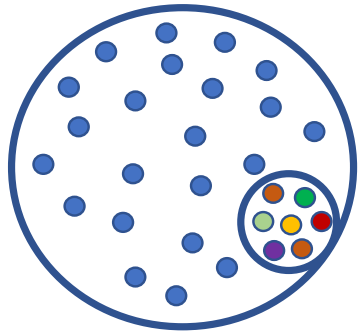
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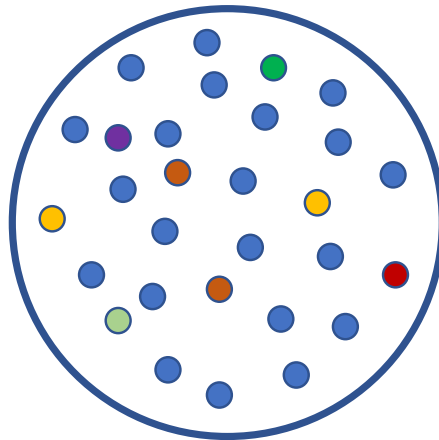
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Inclusion

DIVERSITY & INCLUSION

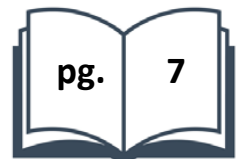


DIVERSITY



INCLUSION

Diversity is having different people at the dance, Inclusion is being invited onto the dance floor. – Verna Myers



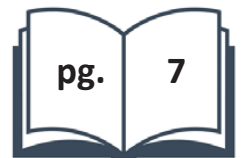
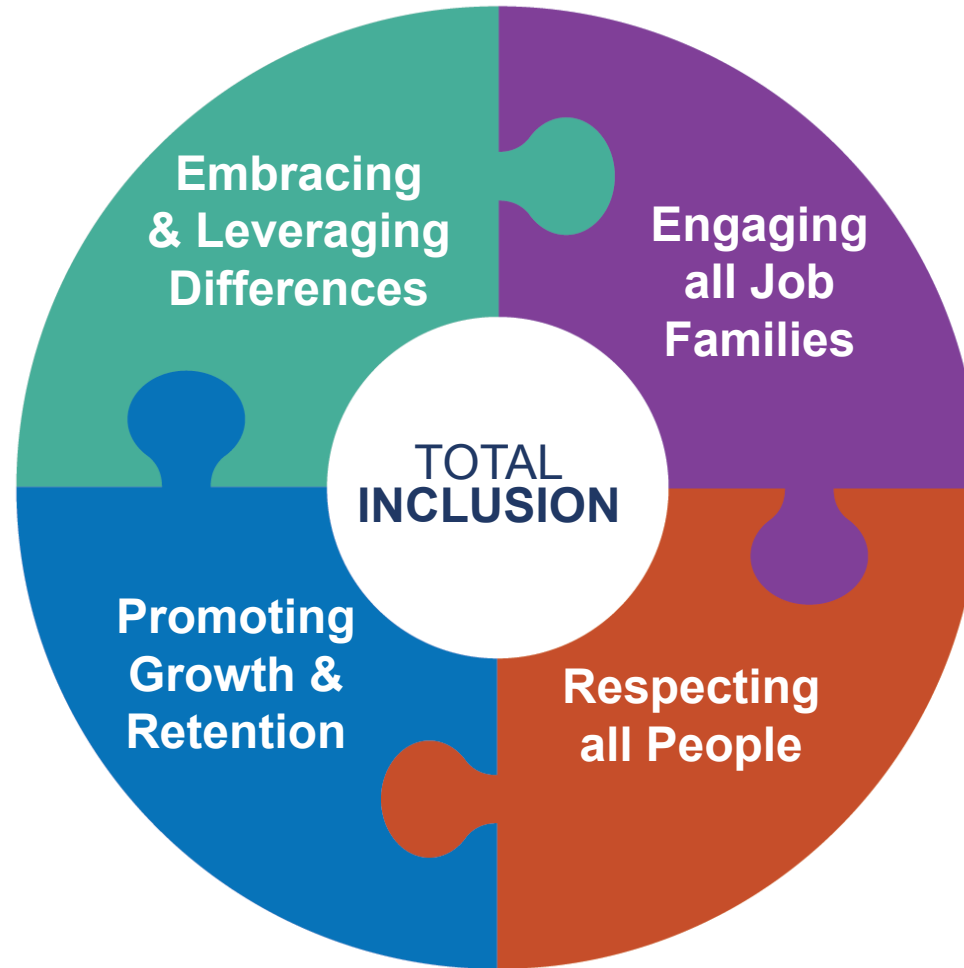
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<https://www.youtube.com/watch?v=ynH4HSGcY6I>



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Creation:

- 1244 Development Partners (DP) involved
 - Brainstormed behaviors that create a positive environment
 - Data distilled to themes & made into matrix

Intentional Inclusion at Turner

Behaviors that demonstrate the RIGHT environment at Turner...				
R	I	G	H	T
Respect	Inclusion	Generosity	Humility	Trust
Apply the golden rule	Act as a role model	Build comradery	Possess self-awareness	Hold yourself and others accountable
Listen actively	Provide and seek dissenting opinions	Seek opportunities to develop and learn	Offer and receive constructive feedback	Engender a safe and transparent culture that allows for open communication
Display courtesy and consideration	Value diverse thoughts and ideas	Give constructive feedback	Acknowledge and mitigate biases and assumptions	Take reasonable risks
Ask questions	Empathize and connect	Show care for all	Be vulnerable	Don't fear failure
Seek to understand and support	Collaborate	Put others first	Recognize and admit weaknesses	Learn from mistakes
Address staff concerns fairly and consistently	Provide learning opportunities equitably	Mentor and coach others	Lead from behind	Do not allow retaliation
Recognize before you criticize	Apply policies fairly	Empower others to develop and learn	Serve as a steward of the common goals	Set clear expectations



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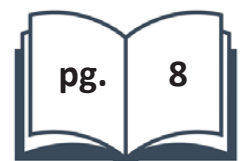
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RIGHT Behaviors

Intentional Inclusion at Turner

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Applies to Supervisors



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RIGHT Behaviors

Respect

i
g
h
t



- Apply the golden rule
- Listen actively
- Ask questions
- Display courtesy and consideration
- Seek to understand and support

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RIGHT Behaviors

r
I
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h
t

- Empathize and connect
- Act as a role model
- Value diverse thoughts and ideas
- Provide and seek dissenting opinions
- Collaborate



RIGHT Behaviors

r
i
Generosity
h
t

- Show care for all
- Put others first
- Seek opportunities to develop and learn
- Give constructive feedback
- Build comradery



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RIGHT Behaviors

r
i
g
Humility
t

- Be vulnerable
- Possess self-awareness
- Offer and receive constructive feedback
- Recognize and admit weaknesses
- Acknowledge and mitigate biases and assumptions



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RIGHT Behaviors

r
i
g
h
Trust

- Engender a safe and transparent culture that allows for open communication
- Take reasonable risks
- Don't fear failure
- Hold yourself and others accountable
- Learn from mistakes



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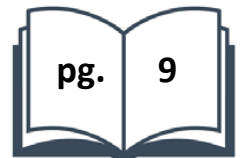
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Respect Inclusion Generosity Humility Trust

In Pairs (breakout rooms)

- Review the scenario – top half of page only (2 minutes)
- Identify what behaviors on the RIGHT behavior matrix (pg. 8) were/were not demonstrated (3 minutes)

Behavior Matrix Exploration



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RIGHT Behaviors

Self-Reflection

- Think about a time when you interacted with someone and wish you had a do-over.
- Did you fail to demonstrate a RIGHT behavior? Which one(s)?
- What are you going to do to correct the situation?



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ADVOCACY:

- ✘ Making demands
- ✘ Bulldozing a leader or coworker
- ✘ Boasting or bragging

- ✔ Expressing interest for next assignment/career move
- ✔ Having a voice on the project
- ✔ Respectfully addressing career or environment concerns
- ✔ Bringing your experience to the project or department

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pg. 10

Tool for Advocacy: Feedback

FEEDBACK



- Key advocacy tool
- For negative and positive experiences
- Not just for managers

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Tool for Advocacy: SBI Feedback

GIVING FEEDBACK

S Situation
Describe the situation. Be specific about when and where it occurred

B Behavior
Describe the observable behavior. Don't assume you know what the other person is thinking

I Impact
Describe what you thought or felt in reaction to the behavior

+R Request
Be clear about what behavior needs to change or what SMART goals need to be achieved



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Tool for Advocacy: SBI Feedback

Module 2 Example Scenario

Situation

Deciding on a training team

Behavior

Didn't give a chance to explain or take the lead to invite

Impact

Will not grow or be respected
As a leader



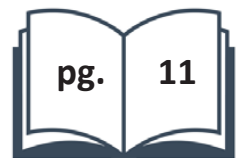
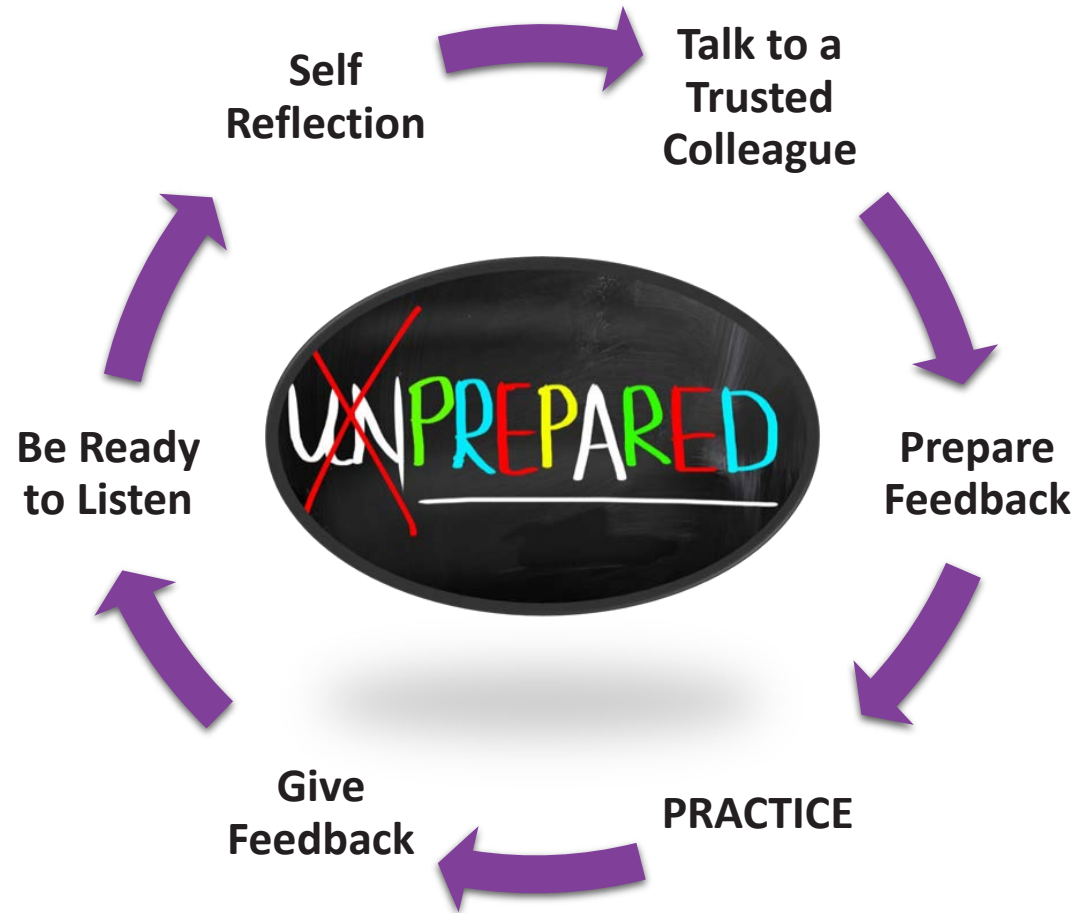
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Tool for Advocacy: Feedback



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Tool for Advocacy: SBI Feedback

RECEIVING FEEDBACK

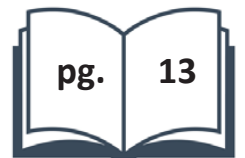


Your Reaction Matters

- Impacts future interactions

Show an open, positive attitude

- Be present and listen
- Don't defend or explain
- Ask questions to understand



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Key Takeaways: SBI Feedback

- Feedback is the start of a conversation
 - Always approach ready to actively listen and engage in dialogue
- PREPARE and PRACTICE



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Employee Resource Groups

EMPLOYEE RESOURCE GROUP NETWORK

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Employee Resource Groups

PARENTS
NETWORK

VETERANS'
NETWORK

WOMEN'S
NETWORK

YOUNG

PROFESSIONALS'
NETWORK

MOSAIC
NETWORK

PRIDE
NETWORK

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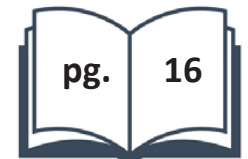
Employee Resource Groups



Vision Statement

The Employee Resource Group Network's vision is to foster an environment where all of our people experience inclusiveness and empowerment.

Through genuine conversations and intentional actions we will address the needs of Turner's multicultural workplace.



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Employee Resource Groups: Full Network

2,540 Members & Growing

★ **PRIDE**
NETWORK

★ **WOMEN'S**
NETWORK

★ **VETERANS**
NETWORK

★ **MOSAIC**
NETWORK

★ **YOUNG PROFESSIONALS**
NETWORK



Albany | Atlanta/Carolinas | Boston | Chicago | Columbus | Connecticut | Dallas | Denver | Detroit | Great Lakes | Houston | Indianapolis | Iowa
Kansas City | Los Angeles | Malaysia | Mid-Atlantic | Mexico | Miami | Nashville | Nebraska | New Jersey | New York City
Northern California | Ohio | Orlando | Philadelphia | Pittsburgh | San Antonio | San Diego | Seattle | Vancouver

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Employee Resource Groups

Value of Employee Resource Groups

Promote Inclusion

to support the RIGHT Environment

Business Impact

recruiting, retention and professional development support

Collective Voice

around shared issues



Strategic Alliances

with external ERGs

Support Systems

within Turner

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What's Next?

- Get Involved
 - Consider supporting a local ERG
- Be Vulnerable
 - Recognize and act on manifestations of bias
- Give Feedback
 - Impact those around you by giving positive and constructive feedback



Turner's Journey to an Inclusive Culture

- Understanding & leveraging differences for valued outcomes
- Building of the ERG family
- Unconscious Bias (UB) journey
- You are now part of this journey



BE THE ONE



