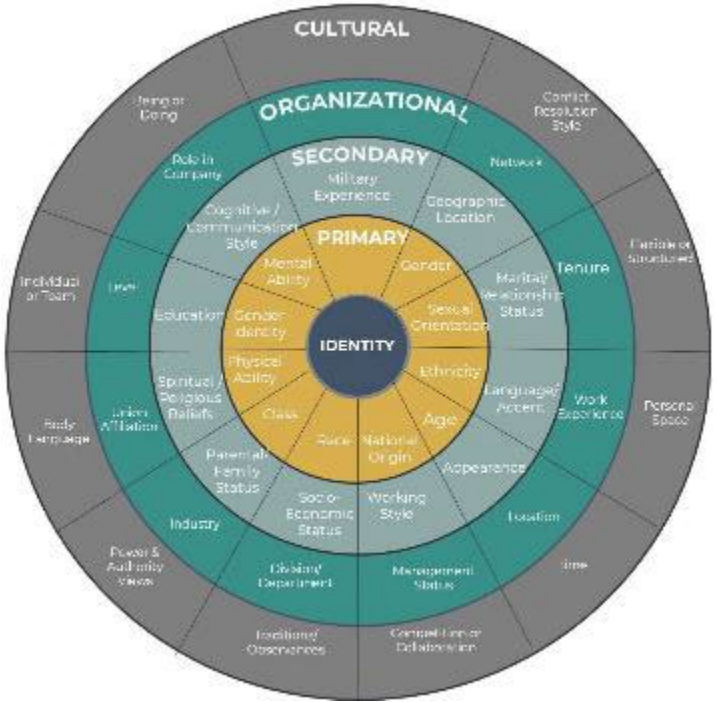




Empathy in Action: Managing DEI Conversations in the Workplace

DEI Refresher

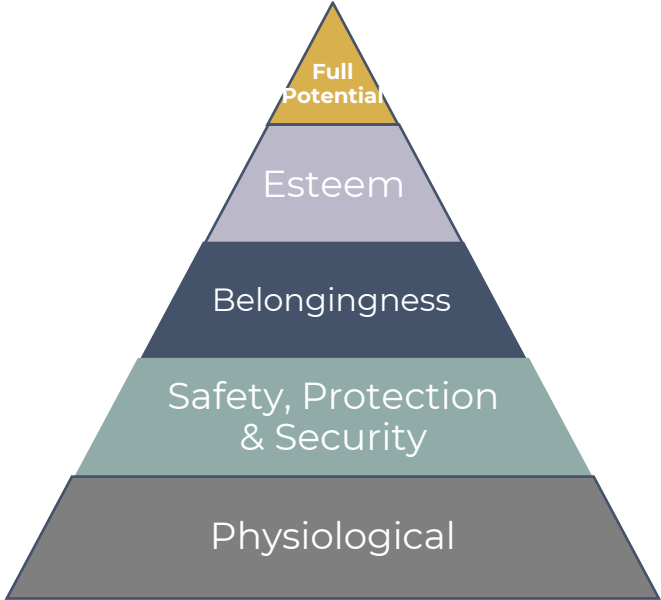
Diversity refers to the differences—both visible and invisible—among a group of people.



Equity “Equity ensures everyone has differential access to resources so that they can have equal access to opportunity. It does not mean that everyone is the same or receives the same benefits.” *Brevity & Wit*



Inclusion requires intentional actions and behaviors that allow individuals and groups to feel safe, respected, engaged, motivated, and valued. Inclusion is a basic, foundational, human need.





START WITH WHY



The DEI Why

Diversity expands the talent pool and provides different perspectives, backgrounds and experiences.

Equity ensures everyone has what they need to thrive.

Inclusion unleashes the power of diversity.



[See 25 Examples of Awesome Diversity Statements](#)



[Simon Sinek – Start with Why](#)

WIIFM?



Your Company

- Companies in the top quartile for ethnic and racial diversity in leadership - 35% more likely to have financial returns above their industry mean.
- Companies are 3x more likely to retain millennials for more than 5 years³



Your Team

- Business units in the top quartile in employee engagement double their odds of Success²
- Divergent thinking results in enhanced decision making¹
- Minimizes blind spots and group think



You

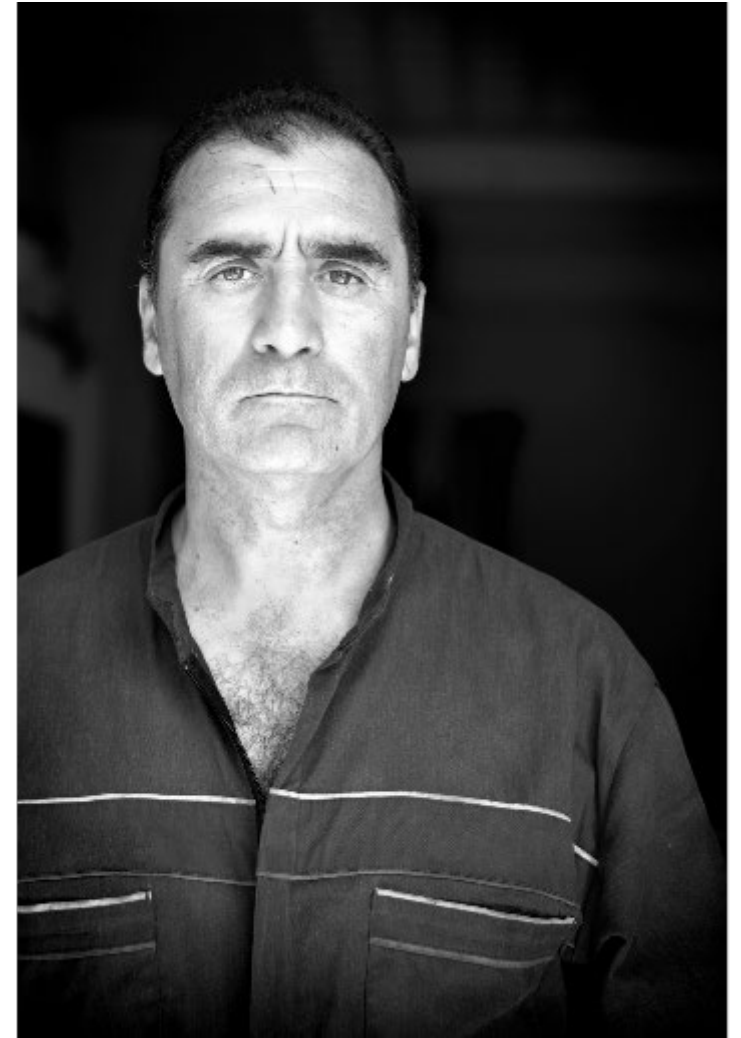
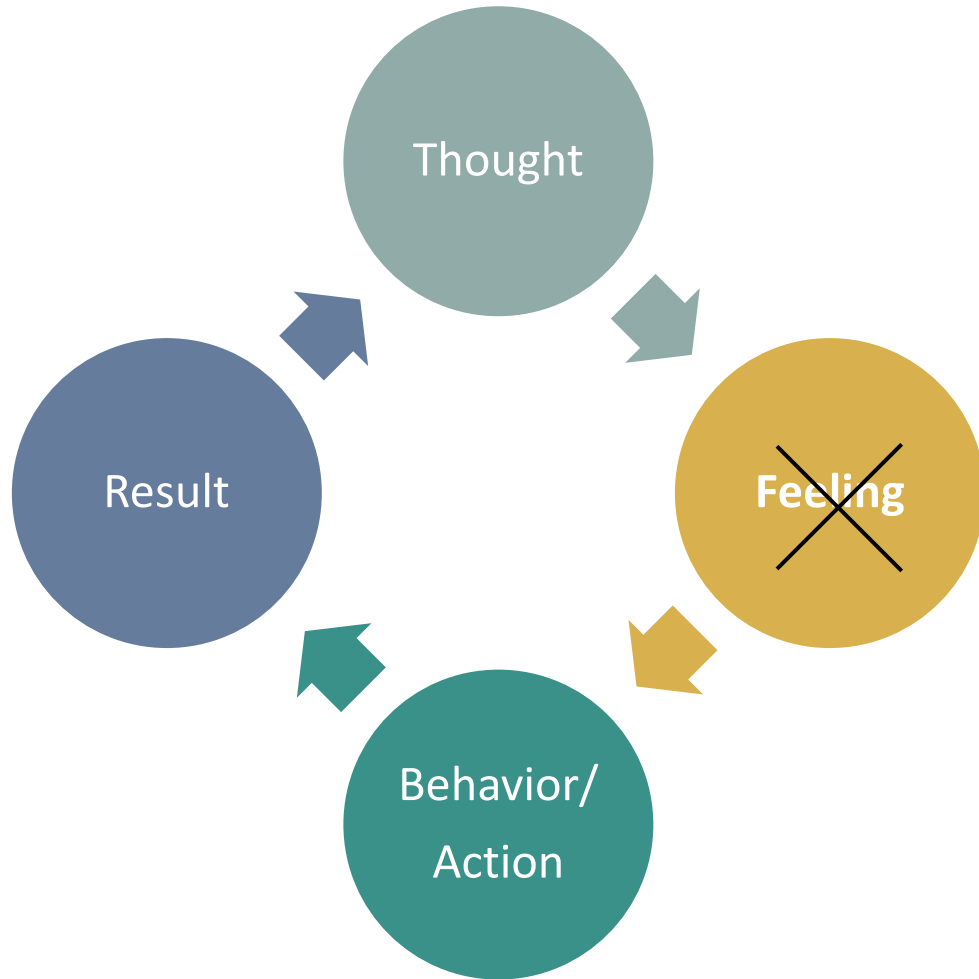
- Enables you to attract and retain the best talent
- Improves performance through healthy competition
- Adds to your leadership toolbox and improves your ability to remain relevant

1. [Pwc Global CEO](#) 2. [McKinsey](#) 3. [Deloitte Millennial Study](#)

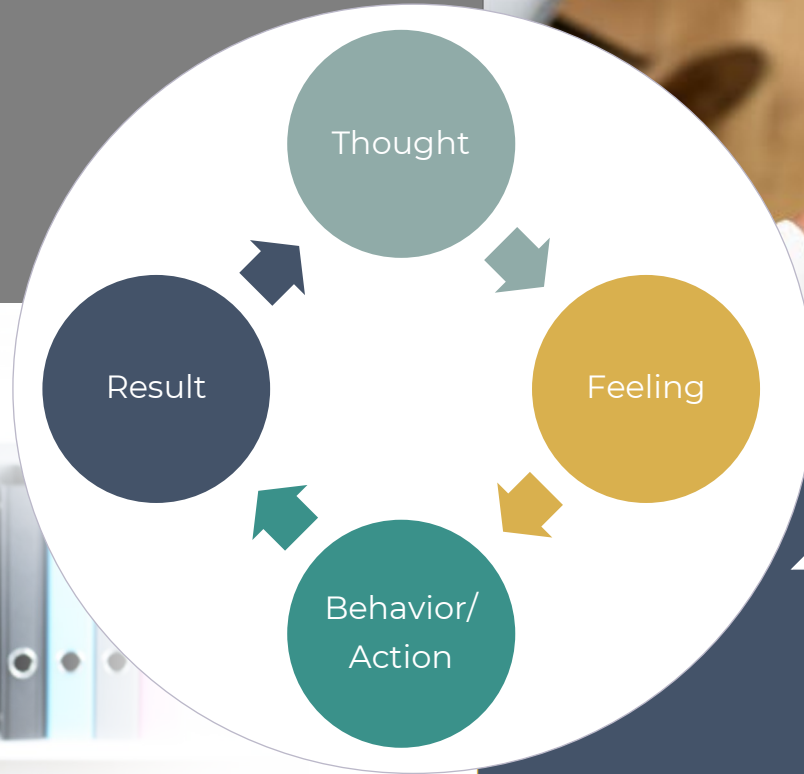
A photograph of a modern office lounge area. The room features large, floor-to-ceiling windows that offer a view of a city skyline, including a prominent skyscraper. The interior is furnished with contemporary seating, including red armchairs, a grey sofa, and small white tables. Several people are seen sitting at the tables, engaged in conversation. A semi-transparent yellow banner is overlaid across the middle of the image, containing the text "EQ and DEI" in white, bold, sans-serif font.

EQ and DEI

But we don't want to talk about FEELINGS!



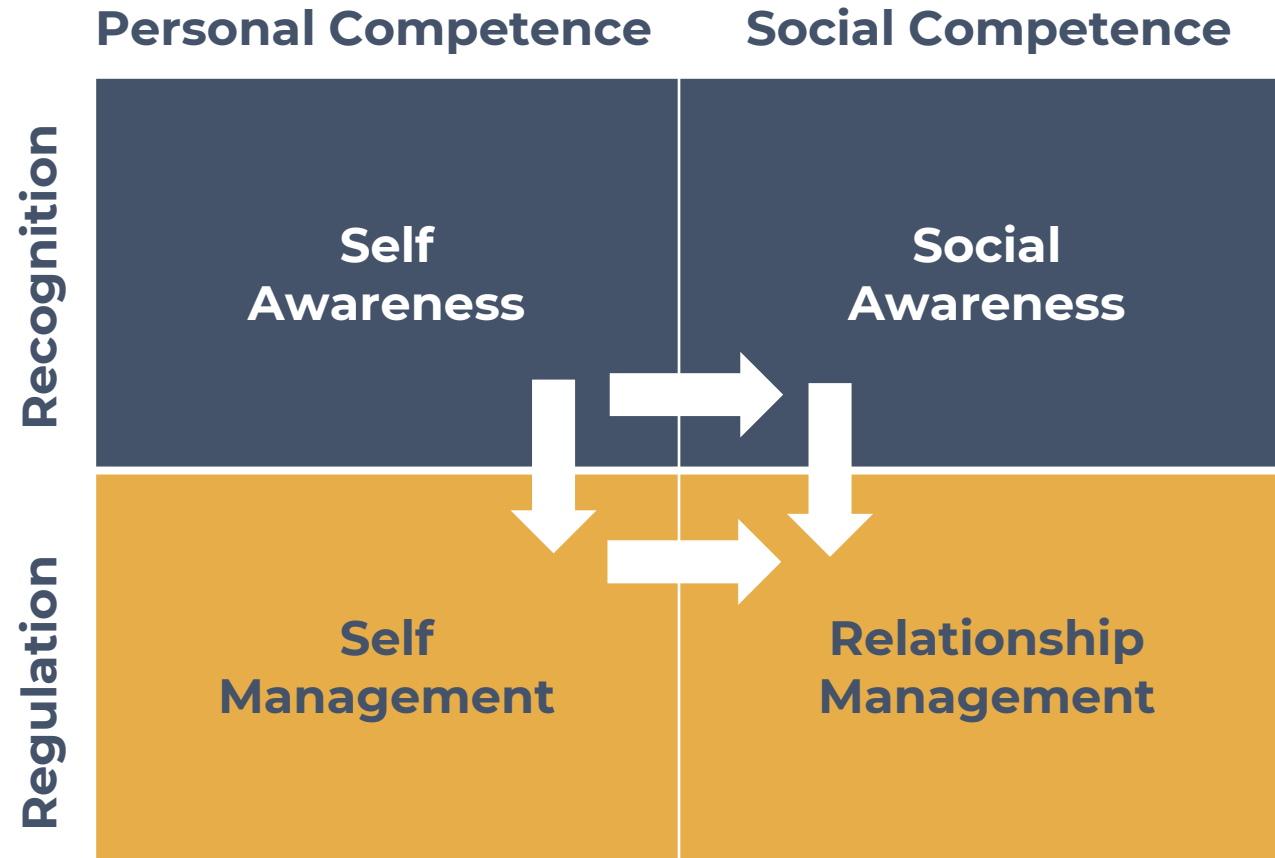
- Disengaged
- Indifferent
- Unmotivated
- Anxious
- Isolated
- Excluded



- Engaged
- Inspired
- Motivated
- Relieved
- Community
- Belonging



EMOTIONAL INTELLIGENCE MODEL OF LEADERSHIP



EQ is an essential factor in having DEI Conversations in the Workplace

Daniel Goleman: Emotional Intelligence

Defensiveness

- I am not a racist
- I support women
- I'm colorblind, I don't see race
- I feel marginalized too

Tapping out

- I'm keeping my mouth shut
- I can't find diverse talent
- Too Difficult / Exhausting
- Talking about it makes things worse

Self-Righteousness

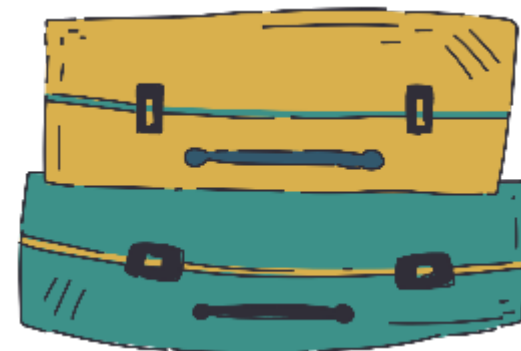
- Hard work vs. Entitlement
- Suck it up buttercup
- I hire the best person for the job
- Calling people out vs. in

Apprehension

- Legal / Compliance / Quotas
- Polarizing
- Zero sum game mentality
- Isn't this just reverse racism?
- My religious beliefs prevent me from supporting Gay Pride at work

Labels and Limits

- Diversity Hire
- Diversity Promotion
- Lower the bar



The SCARF Model

STATUS

Sense of importance relative to others.

FAIRNESS

Just and non-biased exchange between people.



CERTAINTY

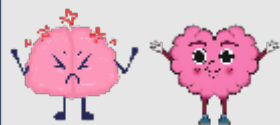
Need for clarity and ability to make accurate predictions about the future.

AUTONOMY

Sense of control over the events in one's life and perception of influence over outcomes

RELATEDNESS

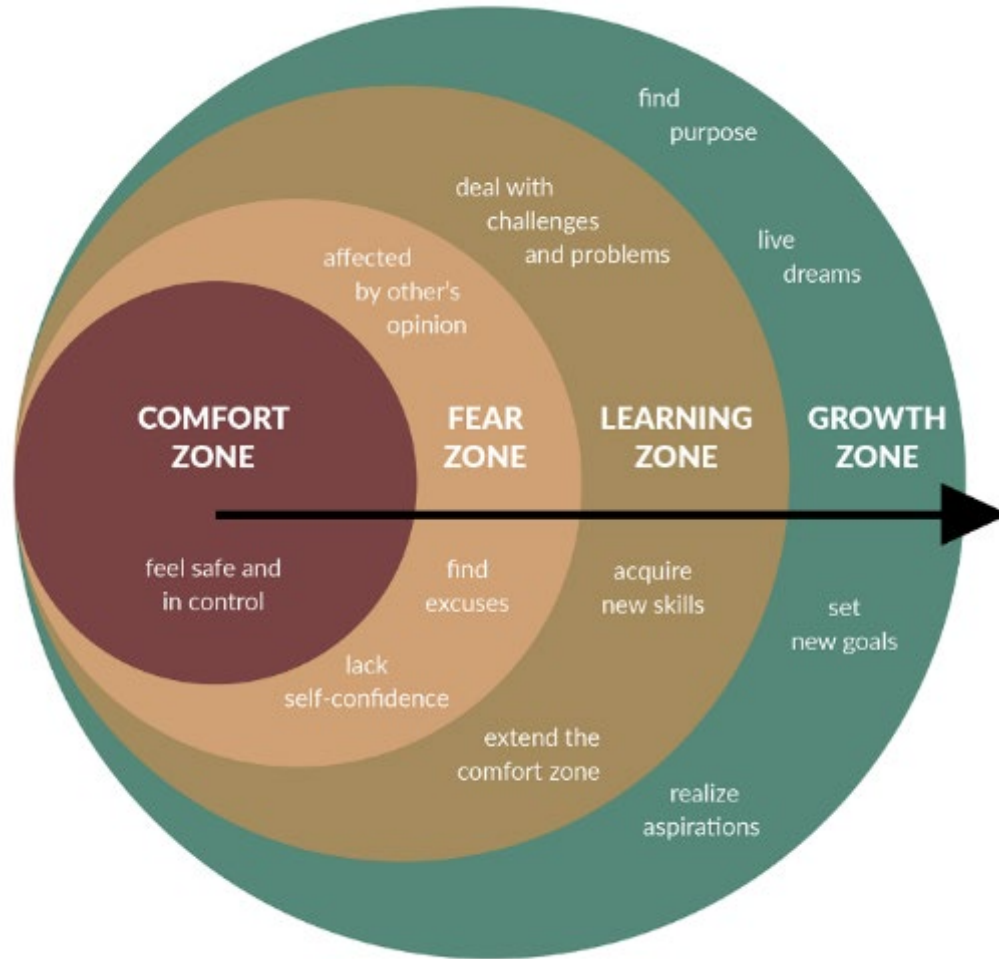
Sense of connection to and security with others.



Our brains are wired to seek rewards and avoid threat. How can we move to maximizing reward?

Rock, D. (2008). SCARF: A brain-based model for collaborating with and influencing others. Neuroleadership Journal, 1, 1-9.

Beyond the Comfort Zone



- Under stress, we either fight (meet the challenge), take flight (run away/hide), or freeze (become stuck)
- DEI conversations can be uncomfortable and even challenging, but not impossible
- Be open to learning as you go. You don't have to have all of the answers
- Mindset rather than lack of knowledge often holds us back

Source: PositivePsychology.com '*Leaving The Comfort Zone*' Toolkit



- Growth Mindset vs. Fixed Mindset
- Outward Mindset vs. Inward Mindset

Mindset

“The view you adopt for yourself profoundly affects the way you lead your life. It can determine whether you become the person you want to be and whether you accomplish the things you value.”

Dr. Carol Dweck. Mindset: Changing the Way You Think to Fulfil your Potential.



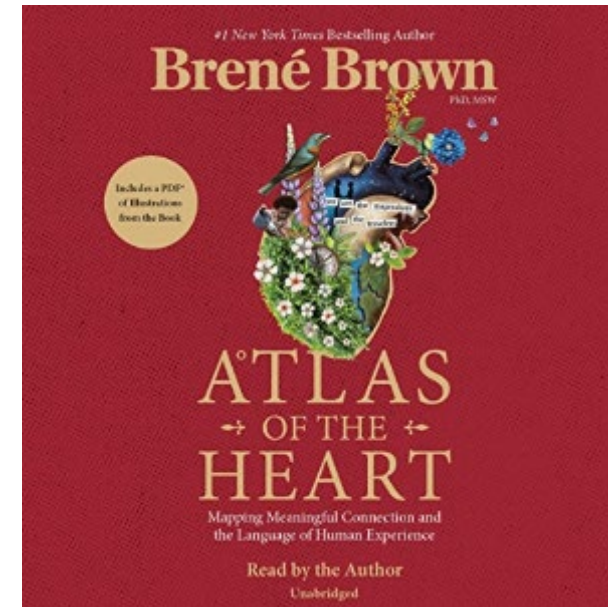
INCLUSIVE TRAITS AND BEHAVIORS

Certainty

Places we go when things are uncertain or too much:

- Stress
- Overwhelm
- Anxiety
- Worry
- Avoidance
- Excitement
- Dread
- Fear
- Vulnerability

Vulnerability is the emotion we experience during times of **uncertainty**, risk and emotional exposure.



Atlas of the Heart, by Brené Brown

Vulnerability Examples



- Talking about race with my team
- Talking about my feelings
- Remembering that leaders don't have all the answers, but ask important questions
- Apologizing to a colleague about how I spoke to him in a meeting
- Giving and getting feedback

Atlas of the Heart, by Brené Brown

Empathy

1. **Perspective taking:** What does that concept mean for you? What is that experience like for you?
2. **Staying out of judgement:** Just listen, don't put value on it.
3. **Recognizing emotion:** How can I touch within myself something that helps me identify and connect with what the other person might be feeling? Check in and clarify what you are hearing. Ask questions.
4. **Communicating our understanding about the emotion:** Sometimes this is elaborate, sometimes it is simply, "That's hard. I get that."



Theresa Wiseman's Attributes of Empathy

“

*“We need to dispel the myth that empathy is ‘walking in someone else’s shoes.’ Rather than walking in your shoes, I need to learn how to listen to the story you tell about what it’s like in your shoes and **believe you** even when it doesn’t match my experiences.”*

Brené Brown



EMPATHY IN ACTION

“Courageous Conversations”

Courageous Conversations

- **Step 1:** Notice
 - Practice Emotional Intelligence
- **Step 2:** Understanding Question
 - Start with Why
- **Step 3:** Opportunity Question
 - Be Curious
- **Step 4:** Alignment Question
 - Use Empathy
- **Step 5:** Understanding Question
 - Be Vulnerable
- **Step 6:** Solution Question
 - Growth Mindset and Maximize Reward
- **Step 7:** Choose Question
 - Outward Mindset

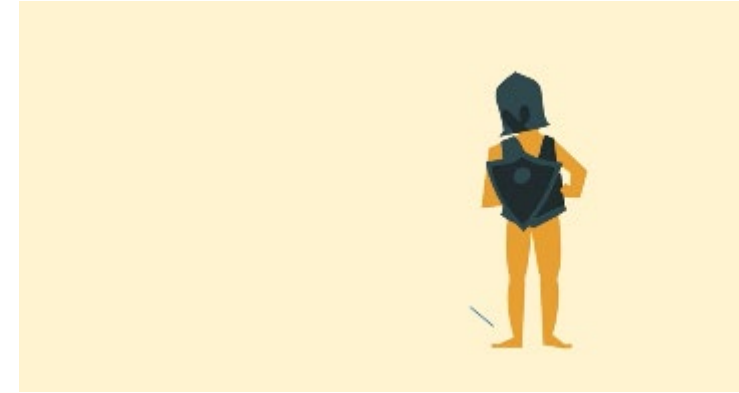
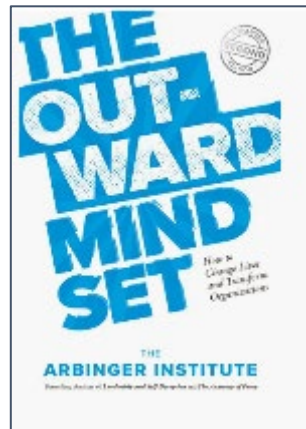
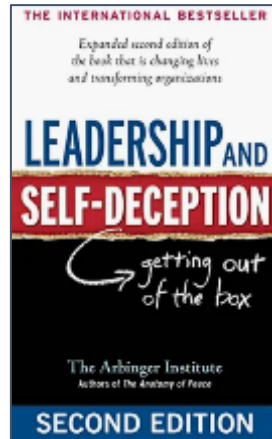
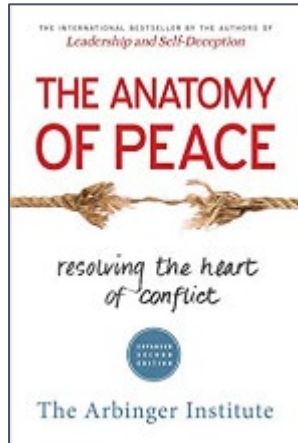


WHAT WE LEARNED TODAY

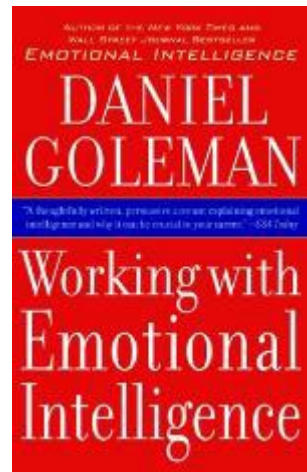


- Start with and Anchor Your Why
- Practice Emotional Intelligence
- Consider Social Behavior and Maximize Reward
- Be Curious
- Use Empathy
- Model Vulnerability
- Growth over Comfort
- Outward Mindset Focus

Resources



[Vulnerability, Brene Brown – 1 minute](#)



[Be Curious, Not Judgmental – Ted Lasso Clip](#)