Tides Institute:
Creating an Inclusion and Diversity BREAKTHROUGH

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Purpose:

• Explore how to move from Judging and bias to an organization that is Inclusive and Joining.

• Explore the Path Model, a powerful tool for understanding an organization’s journey to inclusion that leverages differences.

• Identify actions to create a breakthrough to a more inclusive organization
Hellos
Diversity is in our face!
There is NO firewall
What are your

• thoughts,
• feelings,
• reactions

when you think someone is interacting with you from a **JUDGING** mode?
Joining

What are your
• thoughts,
• feelings,
• reactions
when you think someone is interacting with you from a JOINING mode?
Judging versus Joining

**WHEN WE FEEL JUDGED**

**WE ACT SMALL AND CONTRIBUTE LESS**

<table>
<thead>
<tr>
<th>Judging Behaviors</th>
<th>Joining Behaviors</th>
</tr>
</thead>
<tbody>
<tr>
<td>About the Person</td>
<td>About the Issue/Work</td>
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<tr>
<td>Sizing Up</td>
<td>Accepting</td>
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<td>Evaluating</td>
<td>Exploring</td>
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<td>I not We</td>
<td>WE not I</td>
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<td>Win/Lose</td>
<td>Win/Win</td>
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<td>Defensive</td>
<td>Curious</td>
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<td>Problem Finding</td>
<td>Problem Solving</td>
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<td>Telling</td>
<td>Engaging</td>
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<td>Short-Term</td>
<td>Long-Term</td>
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<tr>
<td>Closed Thinking</td>
<td>Open Thinking</td>
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<tr>
<td>Not Giving Benefit of Doubt</td>
<td>Giving Benefit of Doubt</td>
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<tr>
<td>Holding On to the Past</td>
<td>Letting Go of the Past</td>
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<tr>
<td>Withholding Trust</td>
<td>Extending Trust</td>
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**WHEN WE FEEL JOINED**

**WE CAN BE BIG AND CONTRIBUTE MORE**

Adapted from Judith H. Katz and Frederick R. Miller, *Opening Doors to Teamwork and Collaboration: Keys that Change Everything*. Berkeley, CA: Jossey-Bass, 2012. All rights reserved. With thanks for the collaboration to key partners at Bank of America and Manufacturing Alliance.
# Judging or Joining

1. To what extent are you JUDGING or JOINING others?

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*Note: The table above represents a scale from +5 (most Judging) to -5 (most Joining), with 0 being neutral.*
2. To what extent do you JUDGE or JOIN others when they disagree with you?

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Judging or Joining

3. To what extent do you think YOUR organization has more of a JUDGING or JOINING culture?

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4. What are two things you can do to move more to JOINING?
The Path to Inclusion
Inclusion as the HOW®

STATUS QUO

JUDGE
Value the dominance of one culture, style, group

JOIN
Value added of diverse cultures, styles, groups

TRANSITION

Exclusive Club
Passive Club
Symbolic Difference ("Pioneers")
Critical Mass
Welcoming
Joining Mindset

Inclusion is...

A sense of belonging:

Feeling respected, valued, and seen for who we are as individuals;

There is a level of supportive energy and commitment from leaders, colleagues, and others so that we—individually and collectively—can do our best work.
The Path to Inclusion

- Exclusive Club
- Passive Club
- Symbolic Difference ("Pioneers")
- Critical Mass
- Welcoming
- Inclusive Organization
Questions for Discussion

1. Where do you see your organization along the Path?

2. Where do you see your colleagues along the Path?
Questions for Discussion

1. What is making it difficult to move along the Path?
2. What is supporting efforts to move along the Path?
3. What is in it for the organization to move along the Path?
4. Who are 3 key allies for change?
5. What is needed to create a breakthrough?
6. What are 1-2 actions you can immediately take to begin moving your organization toward greater inclusion?
Conscious Actions for Inclusion

4 Keys that Change EVERYTHING

• Lean into Discomfort
  Be willing to challenge self and others. Speak up—bring your voice and street corner.

• Listen as an Ally
  Listen, listen, listen and engage. Be a partner.

• State Your Intent and Intensity
  Clarify intent: State Notions, Stakes, Boulders, and Tombstones. Say what you mean and how much you mean it.

• Share Street Corners
  Accept others’ thoughts and experiences as true for them. Hear others’ differences as additive.

8 Sustaining Behaviors

1. Greet people authentically—say “hello.”

2. Create a sense of safety for yourself and your team members.

3. Work for the common good and shared success.

4. Ensure right people, right work, right time: Ask who else needs to be involved to understand the whole situation.

5. Link to others’ ideas, thoughts, and feelings—give energy back.

6. Speak up when people are being made “small” or excluded.

7. Address misunderstandings and resolve disagreements—work “pinches.”

8. Build TRUST: Do what you say you will do and honor confidentiality.
4 Keys that Change EVERYTHING

Key #1 Lean into Discomfort Opens the Door to Trust

• Be willing to challenge self and others. Speak up—bring your voice and street corner.
4 Keys that Change EVERYTHING

Key #2 Listen as an Ally Opens the Door to Collaboration

• Listen, listen, listen and engage. Be a partner.
Key #3 State your Intent and Intensity
Opens the Door to Understanding

• Clarify intent at onset: State Notions, Stakes, Boulders, and Tombstones. Say what you mean and how much you mean it.

In other words, I say what I mean and how much I mean it.
## Guide to Notions, Stakes, Boulders, & Tombstones

<table>
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<tr>
<th>Initiator has:</th>
<th>Intent</th>
<th>Intensity of Commitment</th>
<th>Desired Response</th>
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| **Notions**    | Discussion Possible | • Low investment  
• Testing if idea makes sense to others and/or hoping others will build upon the idea  
• Individual is willing to let go of the idea  
• Totally open to influence | Discuss if interested/willing to explore; Action optional |
| **Stakes**     | Discussion Initiation | • Some investment  
• State a position  
• Wants to hear others’ Street Corners  
• Willing to be influenced | Discuss, to be considered or explored in depth; Acted upon if parties agree after discussion |
| **Boulders**   | Discussion for Understanding | • Strong investment  
• Firmly entrenched in position  
• Wants it to happen  
• Difficult to influence  
This level of acting on an idea or making a decision should not be used frequently. | Action expected; Substantive objections somewhat OK |
| **Tombstones** | Discussion, if any, under Duress | • Total investment  
• Worth quitting over  
• No ability to influence  
This level should not be used more than twice a year, if that frequently. | Act now, or else |

Adapted from the original article “Notions, Stakes, Boulders, and Tombstones” © 2007-2013 written by Frederick A. Miller. The Kaleel Jamison Consulting Group, Inc. All rights reserved. No duplication without written consent. 518.271.7000, www.kjcg.com.
Key #4 Share Street Corners Opens the Door to Breakthroughs

- Accept others’ thoughts and experiences as true for them. Hear others differences as additive.
Actions You Can Take

1. Understand where your organization is along the Path.
2. Don’t make change alone. Find allies to partner with for change.
3. Identify the self interest in the system for change.
4. Continue to find examples of success.
5. Stay alert! Be aware of what is going on—no surprises!
6. Remember in times of change EVERYONE is a change agent
Thank You
Exclusive/Passive Club And Symbolic Differences

- People feel pressure to fit in
- People fear speaking up
- Relationship-driven culture, "who you know" more important than "what you know"
- Trust the people closest to you/most like you
- Denial of differences
- Hard for new people to learn the rules—sink or swim to prove yourself
- Unconscious bias and microinequities
Pioneers: Job Description

• Be more than competent to do your job
• Able to fit into the organization and adapt to its culture
• Help colleagues feel comfortable
• Be in the spotlight and represent your identity group
• Disprove colleagues' perceptions about your identity group
• Serve on diversity committees, task forces and public appearances to further your identity group's presence
Pioneers: Job Description

• Assist with recruiting, outreach, coaching and mentoring people of your identity group
• Ability to not take comments personally about the questioning about whether you received your job or promotion due to your identity