

Arrive and Thrive

Tags: [#women](#) [#diversity](#) [#inclusion](#)

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Dialogue

There's a human case and there's also a business case for having an inclusive culture.

Missing puzzle piece.

Level 1: Becoming Aware

1. Understand Bias

Implicit association tests.

Taking several of these tests can be an eye-opening way to start your self-discovery, pointing to implicit biases you may not be aware you have, or even ones that your conscious brain would strongly repudiate.

The can be surprising.

This isn't a if I have biases -- this is gaining clarity about which ones are there. How does that help?

PROJECT IMPLICIT

<https://implicit.harvard.edu/implicit/takeatest.html>

2. Value Equity

The second requirement of individual understanding is comprehensive: increasing your knowledge of the history and the current context around different dimensions of diversity, including gender, race, sexual orientation, ability, and many more.

Where to start?

Level 2: Becoming an Ally and Upstander

What's the distinction between these terms?

3. Partner for Success

Start small, experiment, and learn from your actions.

What's a first step?

4. Advocating for Belonging

There's two aspects - belonging and uniqueness. Both are essential. There's a tendency here to overcorrect. How do you know if you are? Or organization is?

Level 3: Becoming a Change Agent

5. Sponsor

We traditionally think about the relationship between the person being sponsored and the sponsor themselves -- but that's not really the point of sponsorship as far as who we're trying to influence.

6. Making Change

Workforce --> Marketplace --> Society

Small wins -- what are examples of this?

What have you changed you mind on?

Reserve

The two most basic human drives: to be unique and to belong. -Stefanie Johnson

Mentors talk with you and sponsors talk about you. -Julia Taylor Kennedy

Quotes

It may also be helpful to think about how to deepen your understanding of how your own identities and life experiences shape how you see others with questions like:

- What messages did I receive when I was growing up about different races and ethnicities?
- What messages did I receive about gender?
- What about sexual orientation, physical ability and other dimensions of diversity?
- How might these messages be influencing how I see the world?

- When and how are these biases most likely to impact my decision making?

In corresponding leadership development programs, we often suggest that participants take one or more Implicit Association Tests (IAT). Created by Project Implicit, which was founded by three scientists specializing in social cognition, these tests were developed to measure how strongly we associate concepts about social identity (such as Black people, Asian American people, gay people, transgender people) and either evaluations (good, bad) or stereotypes (athletic, clumsy). Taking several of these tests can be an eye-opening way to start your self-discovery, pointing to implicit biases you may not be aware you have, or even ones that your conscious brain would strongly repudiate.

Writing for Harvard Business Review, Rosalind Chow defined sponsorship as a form of intermediated impression management, where sponsors act as brand managers and publicists for their protégés. This work involves the management of others' views on the sponsored employee. Thus, the relationship at the heart of sponsorship is not between protégés and sponsors, as is often thought, but between sponsors and an audience—the people they mean to sway to the side of their protégés."

References