Diversity and Inclusion

Hosting a Courageous Conversation discussion

Appendix

Summary

This job aid provides guidance on hosting a group discussion/call on having Courageous Conversations across difference.

Objectives:

- Define Courageous Conversations and discuss why it's important to build on diverse and inclusive workspace
- Provide tips for having a Courageous Conversation
- Share examples of Courageous Conversations
- Support interactions that enhance productivity, engagement, collaboration and a culture of inclusion

Leader recommendations

Leaders of teams, Diversity & Inclusion Councils/Teams, Team Member Networks, etc., may find the following recommendations helpful in hosting an informative session on courageous conversations across difference.

- Panelists/Speakers:
  - Ensure the delivery team is diverse. Maximize the diversity of the panelists/speakers, i.e., look for diversity by department, age, race, ethnicity, gender, sexual orientation, ability, etc.
  - Panelists/speakers should be comfortable talking openly about diversity and their own group memberships and experience.

Sample agenda

- Welcome, overview of agenda
- What are courageous conversations about diversity and inclusion? Why are they important?

What is a courageous conversation?

A 'courageous conversation' is one that is often difficult to have but necessary, and when done effectively, can have a dramatic impact on how we lead ourselves, the team or the business. It requires us to step out of our comfort zone to discuss a topic that might well cause an emotional response. While often avoided, these conversations can be instrumental in building an inclusive workplace.

What are the benefits of a courageous conversation about diversity and inclusion?

- Helps you understand other's perspectives, and broadens your diversity and inclusion awareness and understanding
- Helps you gain understanding of intent and impact
- Helps you address (un)conscious biases and non-inclusive behaviors
- Helps you be open to and receptive of feedback
- Helps you live up to the kind of culture we want at Wells Fargo
- Enables you to have more effective, productive and collaborative conversations up, down and across organizational levels
- Builds transferable skills you can use inside and outside of the workplace

When might you engage in a Courageous Conversation about diversity and inclusion?

- When you have personally felt a negative impact by someone's behavior or what they said
- When you feel that others have felt or expressed a negative impact by someone's behavior or words

- When you see or feel that something was done or expressed that negatively impacts others not present (e.g., person, group, department)
- When you feel there is a lack of progress, engagement or intentional effort around building and sustaining a diverse and inclusive workplace.
- When we feel a different point of view needs to be brought into the conversation

Gaining skills in having Courageous Conversations is not about making difficult conversations more comfortable. The conversations may remain uncomfortable, but you will be more effective in having them.

Panelist/Speaker introductions; sharing examples of Courageous Conversations; practice Courageous Conversations in the moment

- *Have you had a courageous conversation recently? While respecting confidentiality, can you share how you approached the conversation?*
- *Can you talk about a time when you didn't feel you could bring your whole self to work? What was the impact on you and how did you manage the situation?*
- *Someone's intent may not always align with the impact of their comments or behavior. When you hear stereotypic or biased comments, how do you address them?*
- *What tips do you have for having a courageous conversation?*

- Participants practice Courageous Conversations (see below)
- Introduce "buddy" system to participants to practice. Encourage them to call upon each other to "practice" having a Courageous Conversation in the future.
- Q&A

Sample role play/scenarios

Practicing having courageous conversations is a great way to build your comfort level and skill. The Enterprise Diversity and Inclusion Sustainability site's *Address non-inclusive behavior activity* has a number of scenarios you can use. Additional scenarios are provided to the right.

Scenario 1: Feedback on hiring decision
You did not get a job you applied for and have not received feedback regarding the decision. While you have heard stories and made some personal speculations as to why, you would like to obtain specific and actionable feedback. How would you address the hiring manager?

Scenario 2: Engaging White Men
There are rumblings within your department from white men regarding our diversity goal and strategy language. Seeing "increase diversity in top six levels and across the board" makes them feel uneasy. You overhear one white man saying that he understands the business case, but feels he is discriminated against when it comes to advancement opportunities and that diversity does not include him. How would you address this team member?

Scenario 3: Integrating into the business
While some managers in your area have been fairly active around building a diverse and inclusive workplace, others are not as engaged. You sense that there has been an 'on again off again' approach, and that diversity is seen as the 'flavor of the month.' You know that if progress is to be made, the work needs to be integrated into the day to day work and discussions of the team. How would you address your manager?

Scenario 4: Addressing representation goals
You've noticed that the company's focus on building a diverse and inclusive workplace and measuring our progress is landing on people differently. You have heard statements like, "I guess I need to hire XX because we have an affirmative action goal, even though they are

Scenario 5: Culture of inclusion

Prior to the start of a meeting, you hear colleagues talking about recent legal decisions regarding same-sex marriage. One team member states that one's lifestyle is their choice and that the company should not be participating in PRIDE parades or LGBT community events as it is damaging to our reputation. How would you address these colleagues?

Scenario 6: Open environment

The communication style of the new leader of the TMN/Council/department is different than my own. S/he is very direct, and it feels like s/he is not listening to any ideas that I share with the group. I don't feel listened to or heard, feel excluded from discussions, and feel belittled. While I've been an active member of the group for years, I am starting to have thoughts of not participating. How would you address this leader?

Scenario 7: TMN/Diversity Support

I often do not feel that I have the support of my manager to attend Team Member Network and/or Diversity and Inclusion Council/team programs. When I do attend, I also hear grumblings from my colleagues about the time I was away from my desk, that I am not contributing as much as them, and questioning why I receive special treatment to attend. How would you address the manager and your peers?

Scenario 8: TMN/Diversity Support

I support our diversity and inclusion efforts. I want my manager and colleagues to get involved and make it the work of all. However, I feel one of my peers is losing focus on current job duties because of their heavy involvement with a Council/TMN. Their well-meaning efforts may end up having an impact on my own workload and the broader team's ability to manage our pipeline. I don't want this conversation to land the wrong way, get me in trouble with my manager or imply I don't support diversity and inclusion. How would you address your peer?