

COURAGEOUS CONVERSATIONS

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Agenda

- Background
- Mastering D&I conversation fundamentals
 - Identifying non-inclusive behaviors
 - Addressing non-inclusive behaviors
 - Engaging in conversations about D&I
- Practice
- Debrief/What Will Be Your Do?

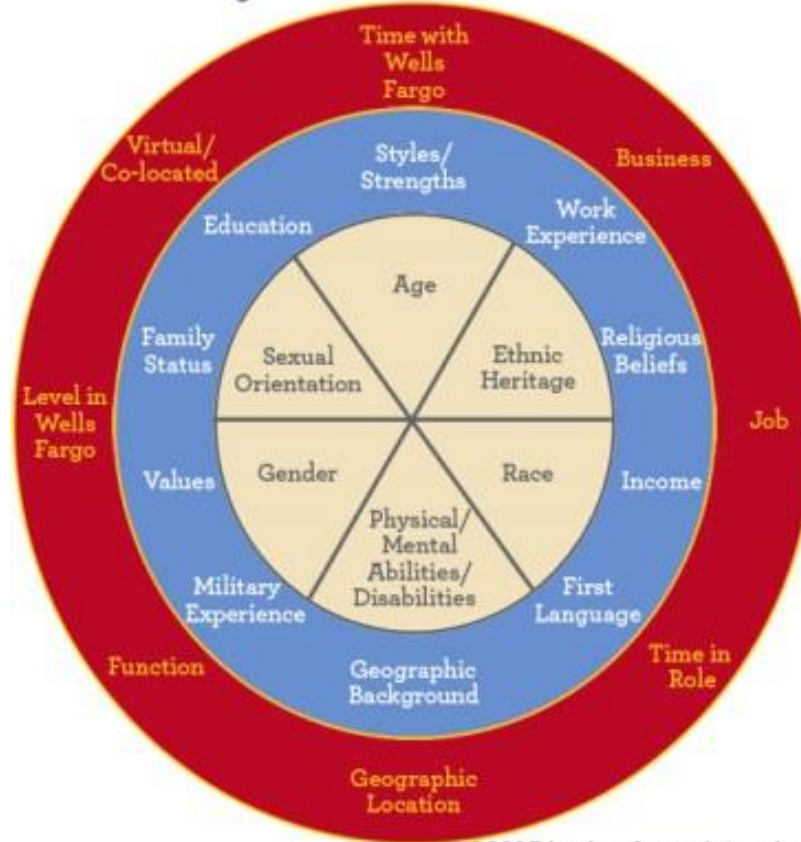
Background

What is diversity?

- Is the “mix” of differences

Diversity

Diversity Dimensions



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What is a courageous conversation?

A “courageous conversation” about diversity & inclusion 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.

Diversity and Inclusion



Having courageous conversations about Diversity and Inclusion

Summary

This job aid provides guidance, tools and resources to support having courageous conversations around diversity and inclusion. This in turn, shapes our culture of inclusion, one of our core values. Courageous Conversations support our ability to build “an inclusive culture that is accepting of differences and open to new ideas that can help us create a competitive advantage in the marketplace.” - Wells Fargo, Vision and Values

Objectives:

- Define and describe benefits of courageous conversations
- Provide tips and guidance to support having courageous conversations
- Highlight courses that support skill development
- Provide practice scenarios to support application of learning
- Support interactions that enhance productivity, engagement, collaboration and culture of inclusion

What is a courageous conversation?

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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 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

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Together we'll go far



Mastering D&I conversation fundamentals

Recognizing non-inclusive behaviors

- Minimizing differences
- Dismissing others' feelings
- Dismissing or discouraging the perspectives, thoughts, or ideas of others
- Projecting stereotypes onto specific diversity dimensions
- Dismissive language
- Ignoring schedule differences when planning meetings and events
- Failing to consider multiple perspectives when making decisions

Addressing non-inclusive behaviors

1. Plan the conversation
2. Ask for permission to have the conversation
3. Share/describe the behavior and impact
4. Check for clarity and understanding
5. Determine how to partner for solution

How Do You Lead Inclusively?

Starts with me



- Lean into discomfort
- Accept responsibility for behavior
- Model respect
- Be flexible and open to differences
- Have courageous conversations
- Build cultural competence

Result:

Shows that you value and respect differences

Lead team



- Recognize and reward inclusiveness
- Observe behaviors, language, emotions around you
- Withhold assumptions and inferences
- Speak up, name and intervene
- Stop unproductive or inappropriate actions

Result:

Fosters team camaraderie and builds trust

Conversations across differences

Do's and Don'ts

Do	Don't
<ul style="list-style-type: none">• Use affirmative listening statements<ul style="list-style-type: none"><i>"Can you tell me more.."</i><i>"How did this affect you?"</i><i>"What I hear you saying is.."</i>• Manage your judgments• Show you are truly interested – lean in!• INTENTION - Demonstrate caring, understanding, empathy and respect	<ul style="list-style-type: none">• Hijack the story; interrupt• Play one-upmanship• Minimize the difference• Get defensive• Take it personally• Discount, explain away• Try to validate assumptions

Experiential learning

Practice

Ground Rules

- Confidentiality
- Share what feels comfortable yet challenge self
- Seek to understand
- Give each other space/grace
- Be patient
- Listen

Lets Practice Courageous Conversations

Case Study Discussion

Scenario #1: You have overheard a rumbling that one of your team members is making the majority of the team uncomfortable because he is continuing to ask their opinions on the fact that, as he says, “All Lives Matter” not just “Black Lives Matter”. They’re saying he gets upset if anyone doesn’t agree with his perspective.

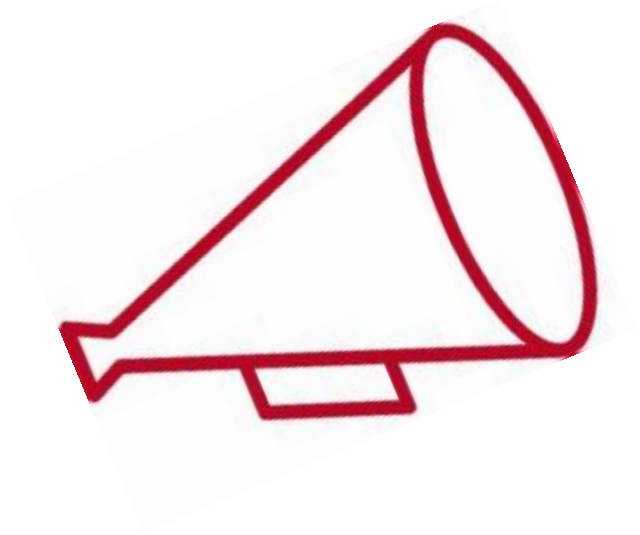
Scenario #2: You walk into the break room and find a group of team members in a heated discussion about immigration issues. At first, the conversation is simply a sharing of different opinions, but quickly deteriorates to sarcastic comments and ridiculing.

Scenario #3: In a group meeting, one of your team members begins making some negative comments that Susan is off work today because she went to the “Girls” March in Washington DC.

Scenario #4: You have a team member that approaches you about some judgmental comments from a transgender co-worker about their transition. That afternoon you happen to hear that co-worker talking to another in the break room about the fact that Chad should not be able to use the Men's room.

Feedback & application

Call to Action/What will be your do?



- How do we as leaders advocate for courageous conversations?
- Why don't we do it? What gets in our way?
- What will you **do more** of and what will you **do less** of?

Q&A



“*Courage*

doesn't always roar.

Sometimes courage is the
little voice at the end of
the day that says I'll try
again tomorrow.”

– *Mary Ann Radmacher, author*