

**“Diversity drives innovation –  
when we limit who can  
contribute, we in turn limit what  
problems we can solve.”**

~Telle Whitney, CEO and President of the Anita Borg Institute for Women and Technology

# Diversity, Equity, and Inclusion: Taking Action

## New Leader Orientation August 2022

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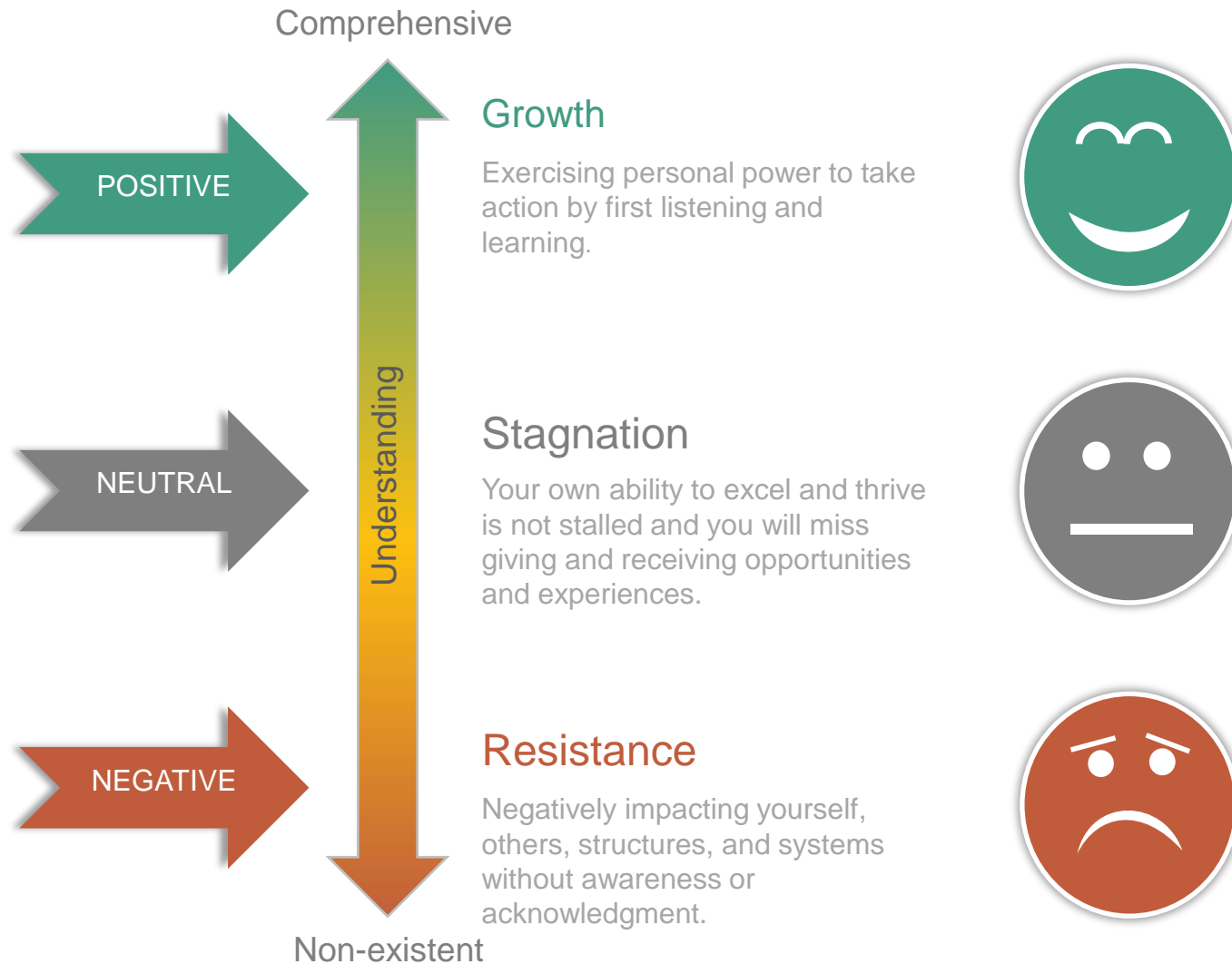


**By the end of this course, you will know how to:**

- Create space for diverse perspectives and critique current power structures.
- Navigate the ambiguity and complexity that come with multiple perspectives.
- Take action to promote equity and justice.



# Why is DEI Important?

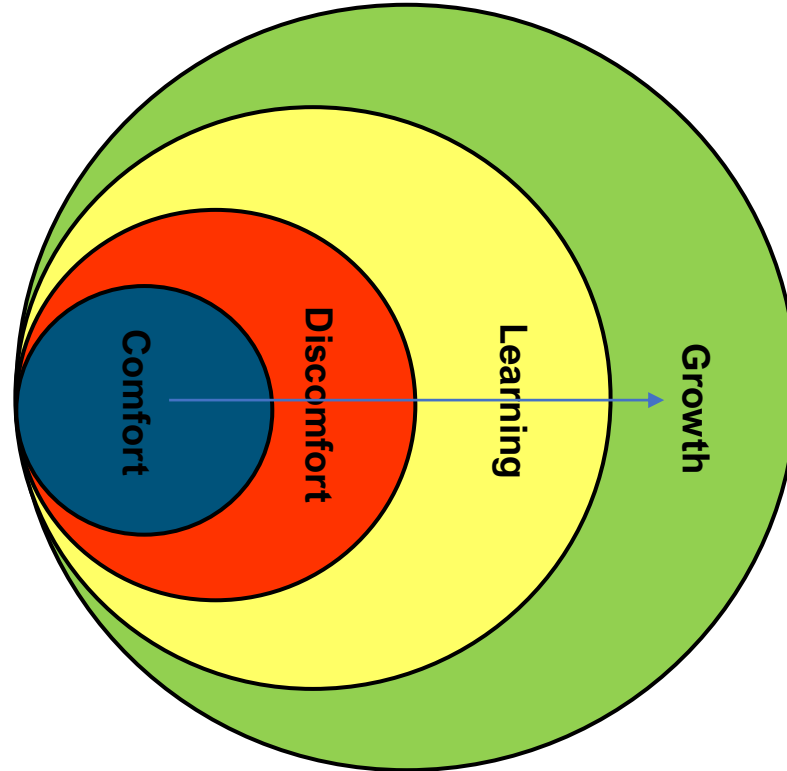


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# Zones of Development

T O H O P E A N D H E A L I N G



Experiencing meaning, purpose, vision, development, growth, motivation.

Energy is on seeing opportunities, introspection, acquisition of new information and skills, facing challenges.

Focus is on potential loss, danger, impact to self, excuses, suspicion, lack of motivation, defensiveness.

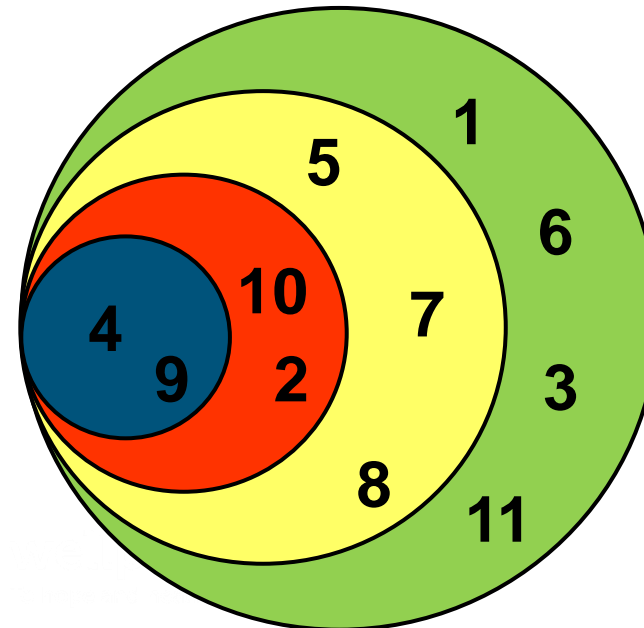
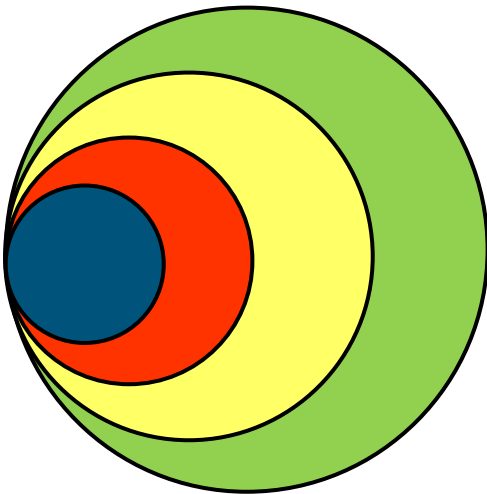
Feel safe and in control, yet might be missing out on opportunities and innovations.

# Instructions – Mark Your Zone



- blue is your Comfort zone
- red is your Discomfort zone
- yellow is your Learning zone
- green is your Growth zone

1. Listen to/read each statement describing an event, choice, or action that has possible DEI implications.
2. Write the statement number in the zone that best represents your level of comfort with that statement. **For example:**



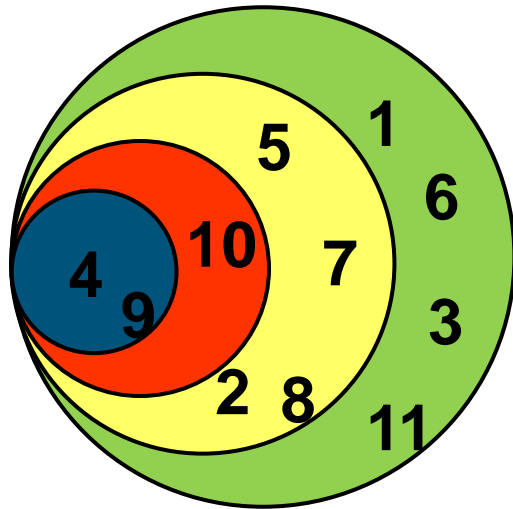
# Activity – Mark Your Zone



## Instructions Reminder:

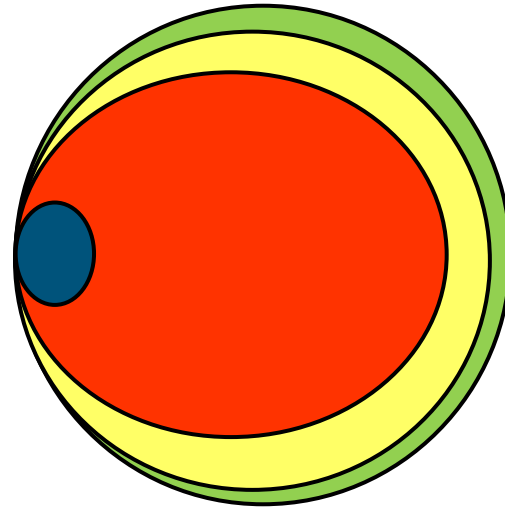
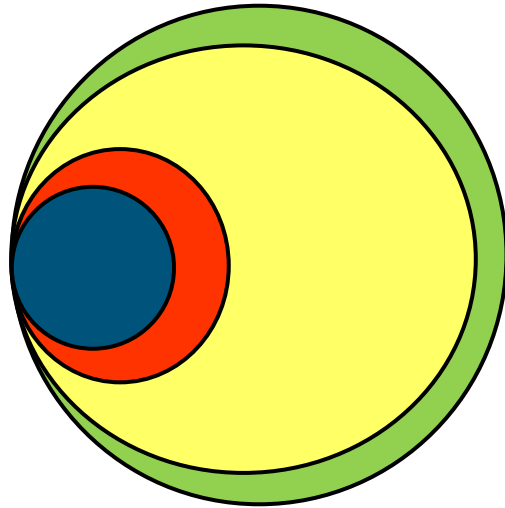
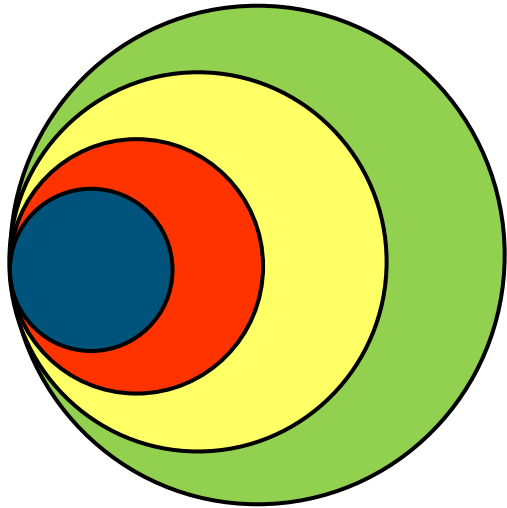
1. Listen to/read each statement.
2. Write the statement number in the zone that best represents your level of comfort.

**For example:**



1. Going to a gay bar with a group of friends
2. Asking your parents/close family member to cover your phone bill for the month
3. Having a conversation with your family members about interracial dating
4. Going to a service for a religion different than the one you practice
5. Leading a meeting for a group primarily made up of the opposite sex
6. Correcting a coworker who is using the wrong gender pronouns for another coworker
7. Interacting with a police officer
8. Listening to a friend talk about their journey on the autism spectrum
9. Telling your leader that the joke they made offended you
10. Going somewhere unknown

# One Size Does NOT Fit All



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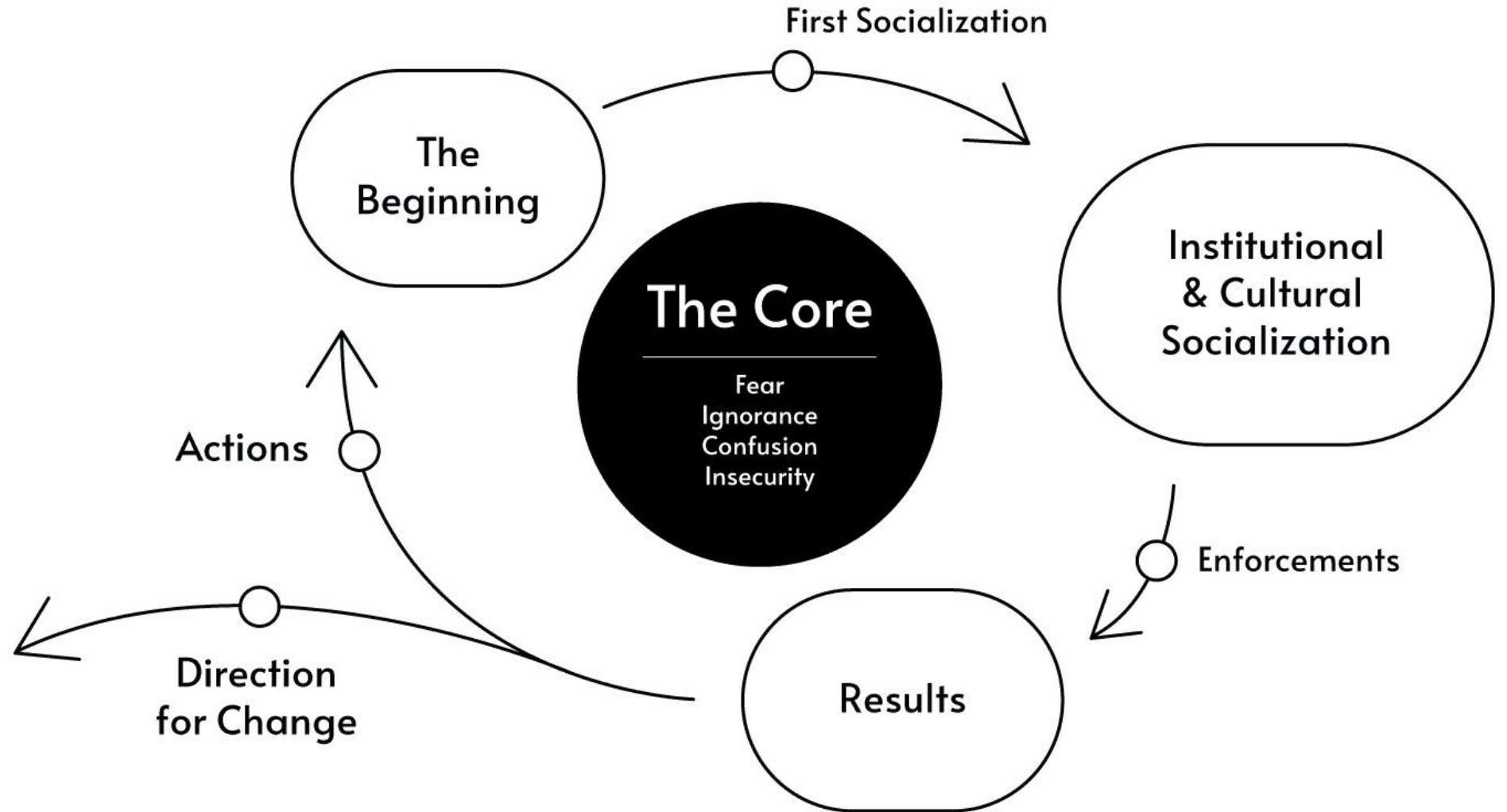
# Bias and DEI

**“We don’t see things how they are.  
We see things as we are.”**

~Anais Nin, diarist, essayist, novelist, and writer of short stories



# Cycle of Socialization



# Dominate Narrative



- Pervasive
- Pushed-out alternatives
- Presented as absolutes

# Dominate Narrative Discussion



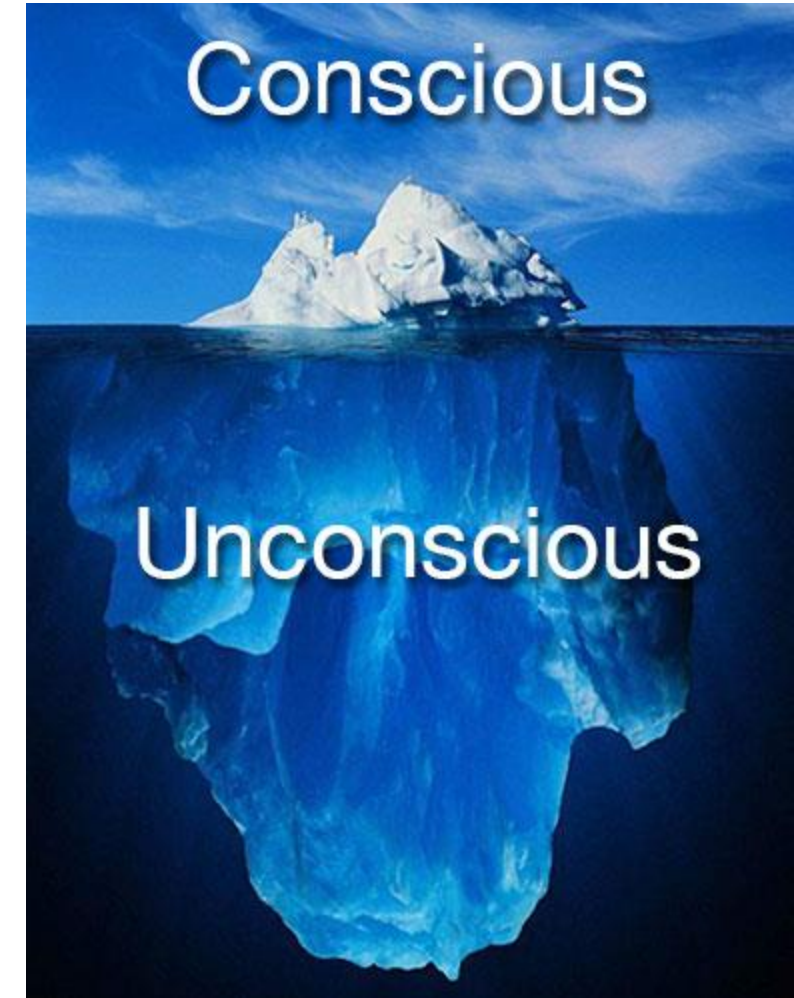
The American Dream: *“America is a meritocracy, and anyone can achieve their ambitions through hard work and perseverance.”*

1. Who do you suppose would say this and why would they say this?
2. Who does this narrative benefit? Who does it harm?
3. What assumptions are being made?
4. What narrative is it attempting to promote, if anything? What is it attempting to silence, if anything?
5. Why do you suppose this narrative had power?
6. How is participation in/belief in this narrative enforced?



# Conscious and Unconscious Bias

*Our minds are like icebergs: our conscious awareness is the 10% above the surface of the water, and our unconscious is the 90% of the iceberg beneath the surface.*

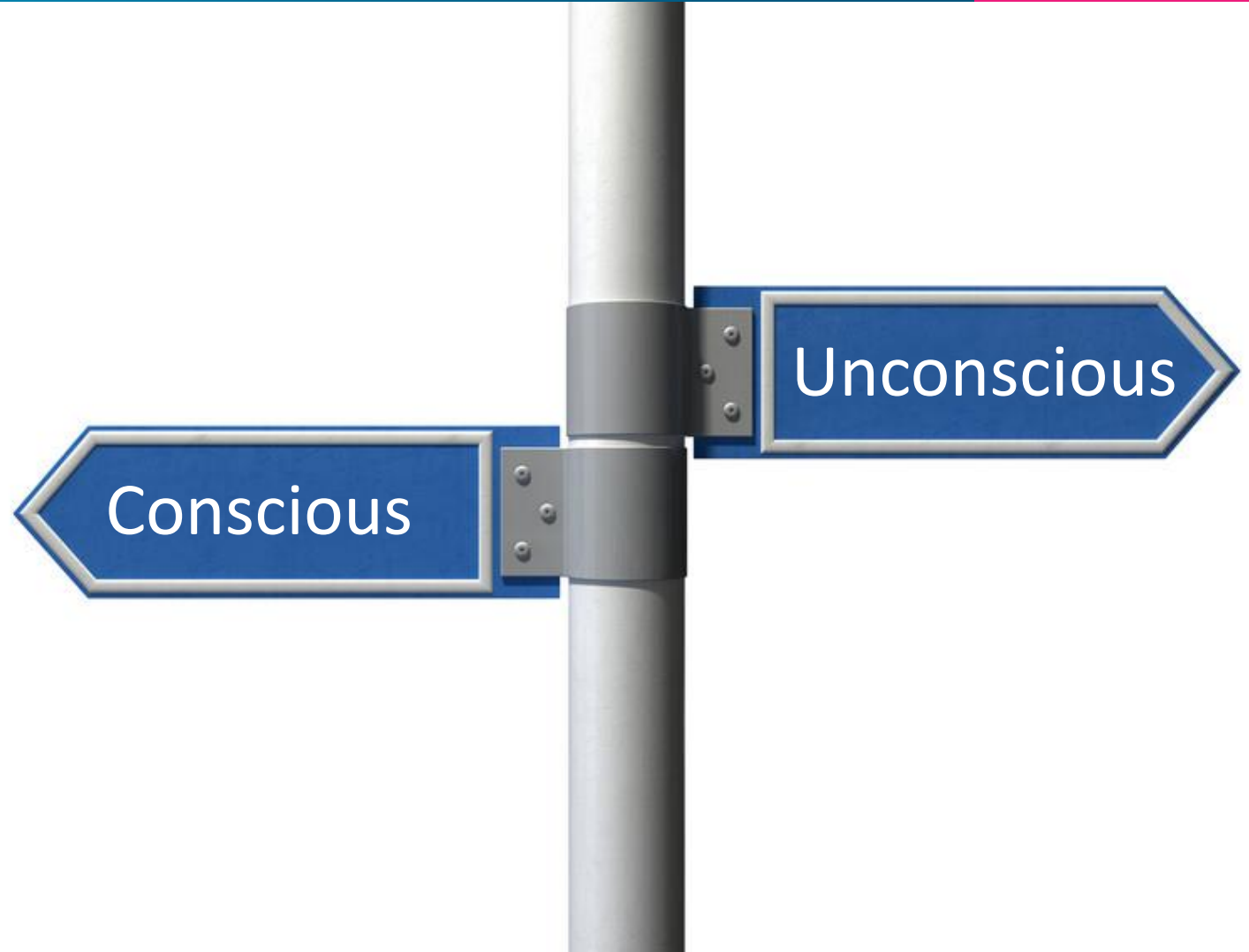


# Which Is It?



1. Jill is reviewing recommendations for a new Team Member to join their department. They see a glowing recommendation for a candidate with a name they presume to be foreign and that they are unable to pronounce.

*“Although this person seems to be highly recommended, I bet it is just to check a box. There is no way that a person like that can be an expert and therefore valuable to my team. Why, I bet they didn’t even know about our product growing up wherever they did!”*

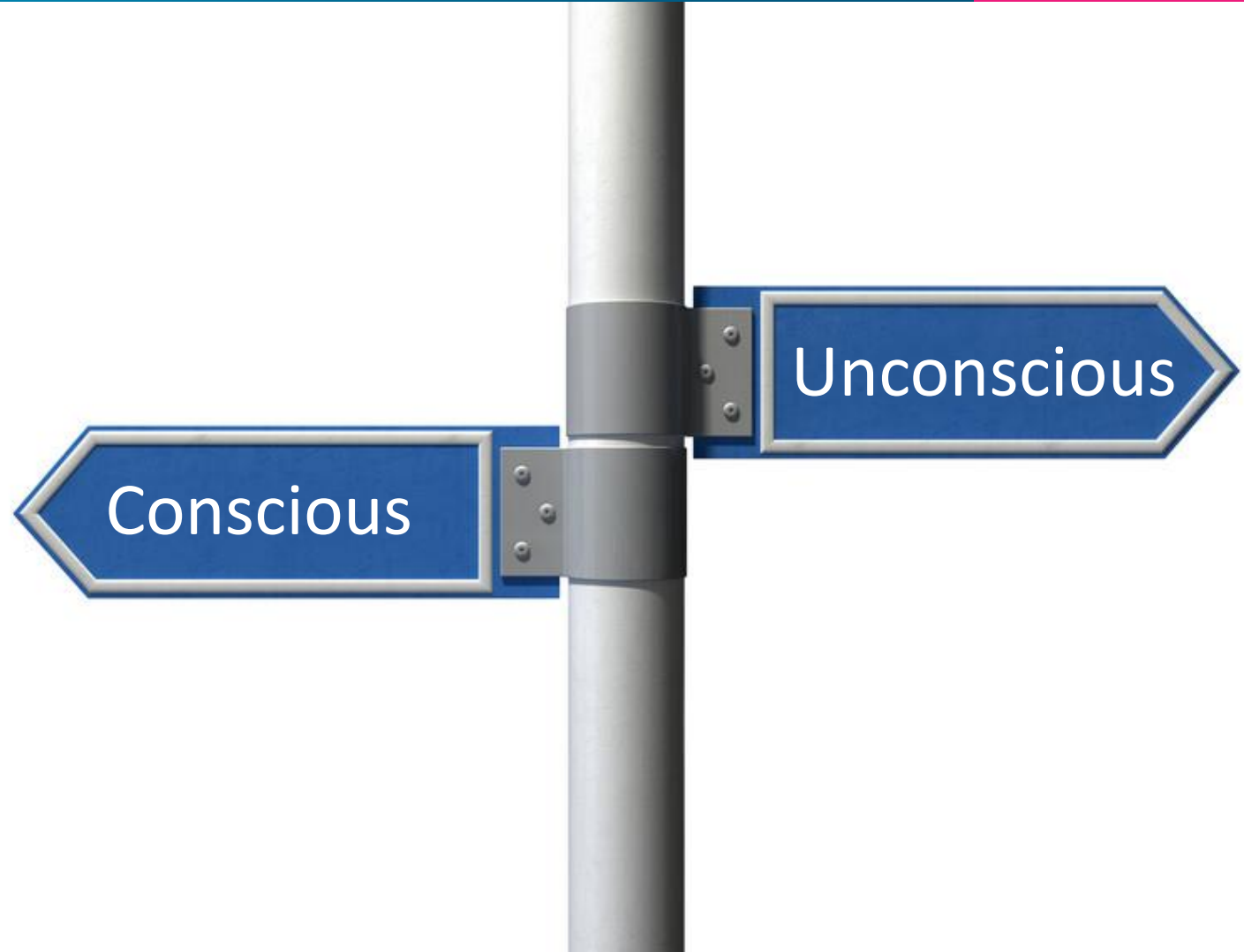


# Which Is It?



2. Bill grew up in a small town where most of the people he knew were able-bodied. When he gets a job as a recruiter for a firm in a big city, he tends to pass over candidates who use wheelchairs, canes, and other mobility aids.

When questioned about this, he says, *“I just don’t want to put extra pressure on anyone who’s already dealing with a lot.”*





# Activity – Privilege for Sale



Refer to pages 26-27, in your participant guide for a list of privileges not afforded to all people.

Work in groups, as assigned, to decide which privileges your group would like to buy.

- Each group will be assigned a set amount of money – the amount will be your breakout group number X \$100 (so Group 1 only has \$100, while Group 8 has \$800).
- Each privilege is \$100. If your group only gets \$100 that means collectively you need to decide what one privilege you're going to buy.
- Assign a spokesperson to debrief with our group at the end of 10 minutes.
  - Everyone should take notes in your participant guide for your own on-the-job Team debrief, however.

As you decide, consider as many of these questions, as your time allows:

- What questions did you wrestle with when trying to make this decision as a group?
- What privileges stuck out to you, what kind of privileges were they?
- How did you feel about the amount of money you had to spend?

**“Too often we...enjoy the  
comfort of opinion without  
the discomfort of thought.”**

~John F. Kennedy, 35<sup>th</sup> American President

# Change Management and DEI



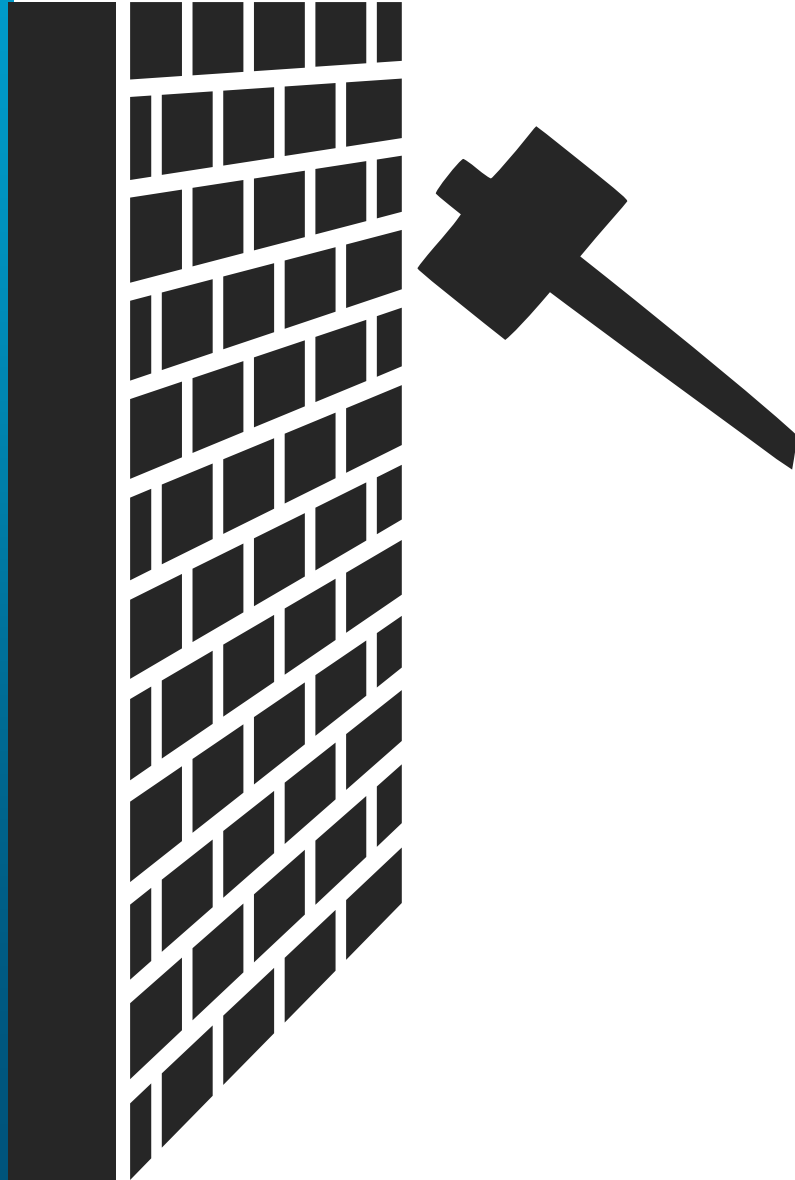
# Deconstruction and Reconstruction

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# Deconstruction

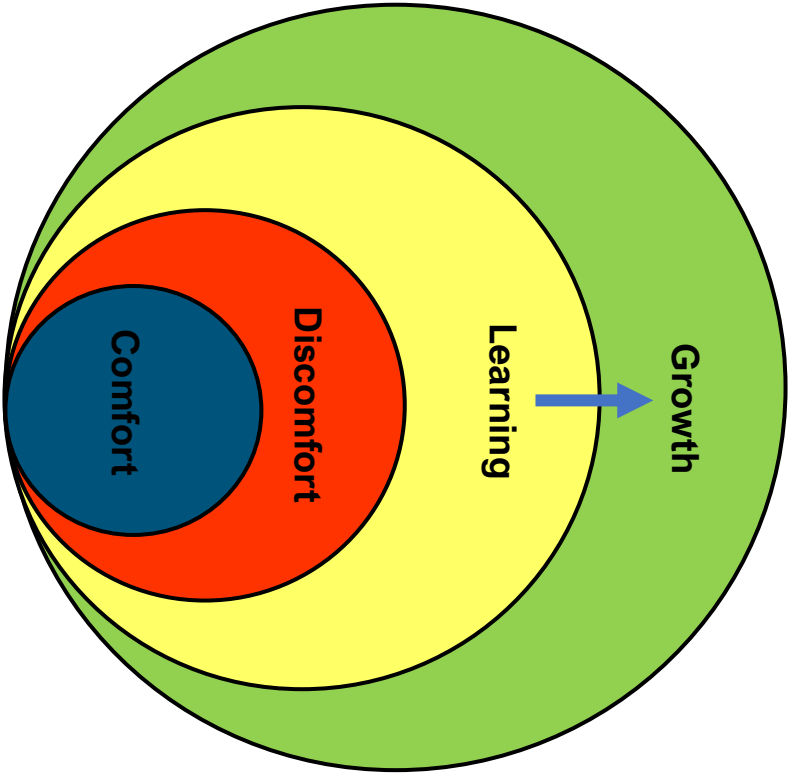


- ✦ Ideological critique
- ✦ Commodification
- ✦ Willful ignorance
- ✦ Flow of power

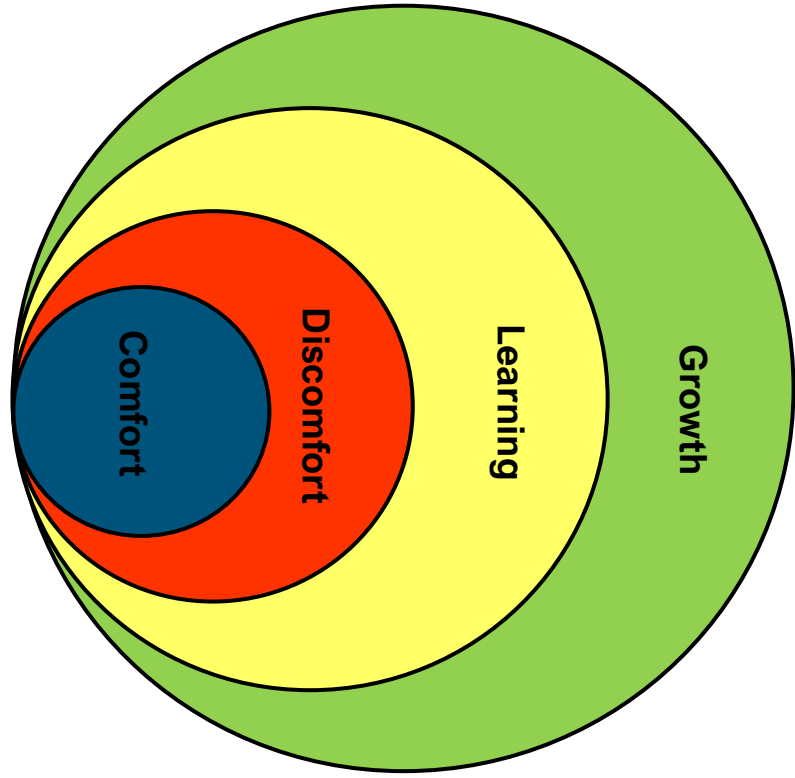
T O H O P E  
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# D& R Knowledge Check I



# Zones of Development Check-In



**“You cannot fix a  
problem you refuse  
to acknowledge”**

~Margaret Heffernan, Professor of Practice at the University of Bath School of Management, UK

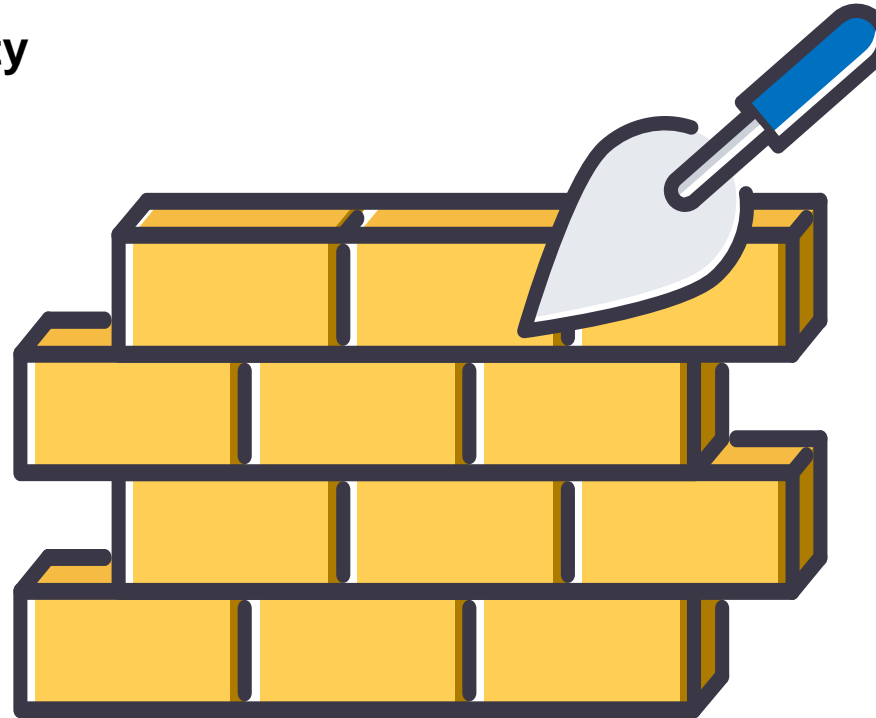




# Reconstruction

**Disrupting normativity**

**Cultivating agency**



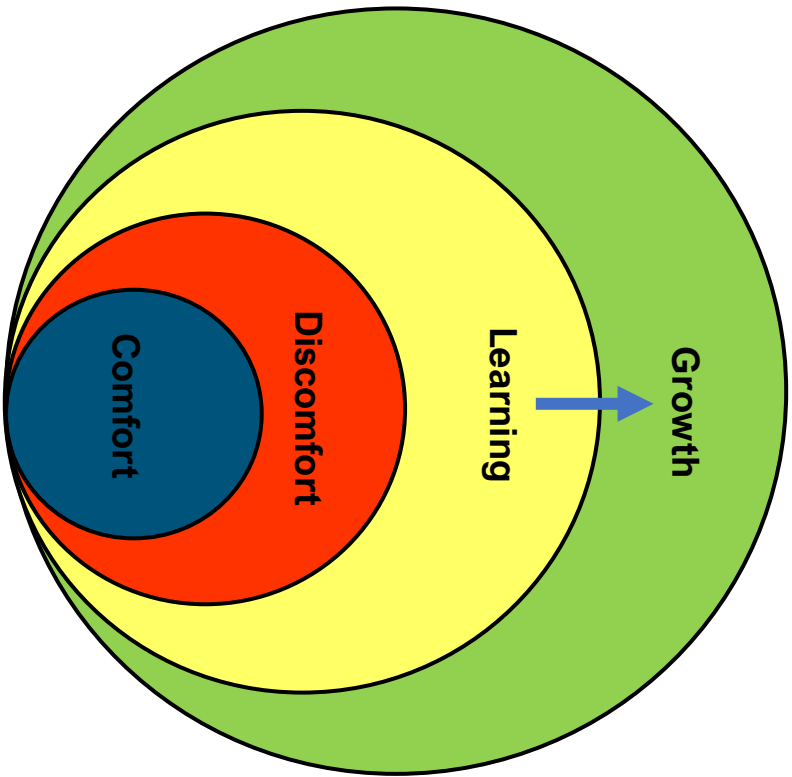
**Attending to power**

**Building interest convergence**

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# D& R Knowledge Check II



T O H O P E A N D H E A L I N G



**“Don’t spend your precious time asking, ‘Why isn’t the world a better place?’**

**It will only be time wasted. The question to ask is, ‘How can I make it better?’ To that there is an answer.”**

~Leo Buscaglia, American author, motivational speaker, Professor of Special Education, University of Southern California



# Summary and Commitment



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# Thank YOU!