

DIVERSITY EQUITY INCLUSION TRUE BELONGING IN WORKPLACE POLICY

*"But we make culture every day, you and I
and everyone, from what we tolerate and
ignore, resist and reward"*

- Dr. Pippa Grange from *Fear Less*



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ROADMAP

DEIB Barriers and Tools for Battling Barriers

DEIB Matters

Overt Discrimination

Unconscious Bias

DEIB Definitions

Illegal
Discrimination

Battling Unconscious Bias with
Workplace Culture

We wont spend much
time here

Policies to Battle Overt
Discrimination

Battling Unconscious Bias
with Policy



DEIB MATTERS

The Business Case

The Moral Case

DEIB

THE BUSINESS CASE

The Business Case

- **Diversity Boosts Performance-** Companies showing diversity in gender are 15% more likely to outperform their peers, and ethnically diverse firms outperform by as much as 35%.
- **Diversity at the Top Correlates to Better Financial Results-** For every 10% increase in racial and ethnic diversity on a senior executive team, earnings rise .08%.
- **Diversity Aids Retention-** If people see other people like them at work and feel like they belong, they are more likely to stay.
- **Diversity Boosts Innovation-** Diverse teams are 19% more innovative.
- **Diverse Teams Make Better Decisions-** A Harvard Business School study found that diversity significantly improves company's financial performance.
- **Diverse Teams Catch More Mistakes-** Think Indianapolis Children's Museum's Juneteenth Watermelon Salad. *Cringe*

“Diversity of life experience, opinion, point of view, cultural reference, understanding, talent, knowledge, and temperament magnifies and multiplies your resources. And in a fast-changing, fully connected global market, it's one of the few ways to ensure continuous growth and innovation.”

- *Making Work Human*

DEIB

THE MORAL CASE

The Moral Case

Being authentically seen and celebrated is a core human need and a human right. We **ALL** deserve authentic connection and belonging.



“When people feel excluded, they lose their originality”

- Anthony Paradiso

A lack of authentic expression robs people of feeling connected to others, whether it is a function of:

1. Organization failure to make space for authenticity (system) AND/OR
2. Individual failure to know and express their own needs and boundaries (internalization)

THE MORAL CASE TRUE BELONGING IS A CORE HUMAN NEED

“A BASIC
HUMAN NEED
IS TO BE
SEEN AND
VALUED BY
OTHERS.”

- ERIC MOSLEY & DEREK IRVINE,
MAKING WORK HUMAN

“Because we can feel belonging only if we have the courage to share our most authentic selves with people, **our sense of belonging can never be greater than our level of self-acceptance.**”

“Belonging is a practice that requires us to be vulnerable, get uncomfortable, and learn how to be present with people without sacrificing who we are. **When we sacrifice who we are, we not only feel separate from others, but we even feel disconnected from ourselves.**”

– Brené Brown, *Atlas of the Heart*

DEIB

THE MORAL CASE – FAILURE TO ADDRESS DEIB

Systems of power that perpetuate racism, sexism, homophobia, etc. have a direct and devastating impact on those excluded/targeted communities. Some of these include...

- White sounding names are 50% more likely to get an interview.
- Black Americans are incarcerated in state prisons at nearly 5x the rate of white Americans.
- Latinx individuals are incarcerated in state prisons at a rate that is 1.3x the incarceration rate of white folks.
- About 15% of K-12 public school students are Black, but they make up more than 30% of students who are suspended, expelled, or arrested. The racial disparity exists for public preschool students as well. Black preschoolers are 18% of enrolled students but are 43% of out-of-school suspensions.
- Children served under the Individuals with Disabilities Act represent 13% of K-12 enrollment but account for more than 75% of all restraint and seclusion cases.
- LGBTQ+ youth are more than 4x as likely to attempt suicide than their peers. 45% of all LGBTQ+ youth seriously considered suicide within the past year.



CULTURE
CONNECTION

DEIB DEFINED

TRUE BELONGING

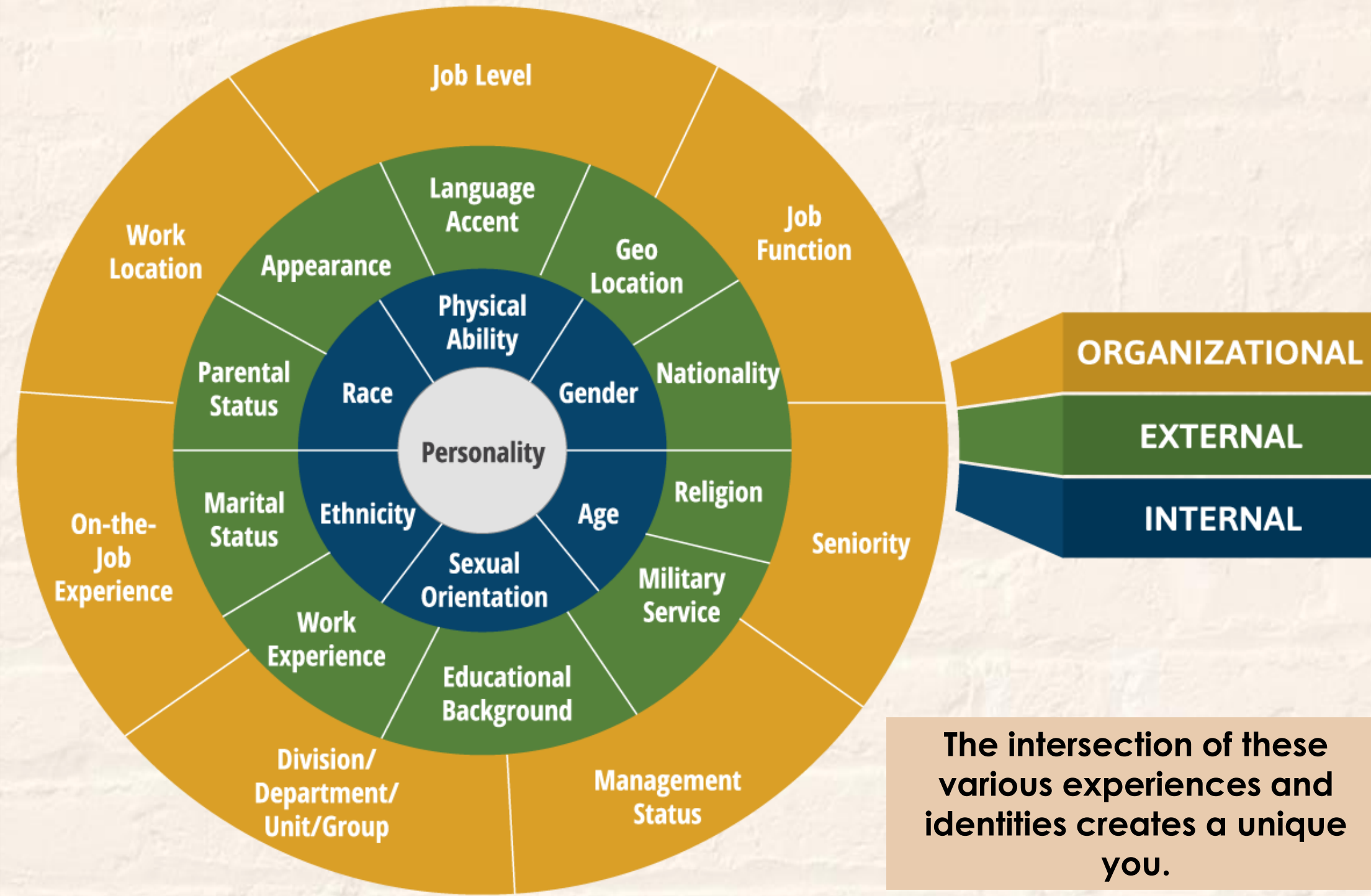
DIVERSITY · EQUITY · INCLUSION · BELONGING



- **Diversity** – there is, in fact, a group of people from diverse backgrounds with a diverse skillset and life experience in the room.
- **Equity** – each person, regardless of background, skillset, or experience, are given the unique and diverse tools needed to be successful.
- **Inclusion** – “the organization’s ability to fully integrate its understanding of and appreciation for the diverse cultures and backgrounds of its employees.” – Verna Myers
- **True Belonging** – an individual **FEELING** that one is seen, welcomed, celebrated, and respected.

DIVERSITY IN YOU

- Gender
- Race
- Sexual Orientation (LGBTQI)
- Religion
- Age
- Weight
- Military Service
- National Origin
- Physical Disability
- Prior imprisonment status
- Education background
- Economic class or socioeconomic background
- Social membership
- Cultural beliefs
- Family composition or background
- Native language
- Life Experiences/Exposure to trauma
- Interests and hobbies



DIVERSITY IN YOU

DIVERSITY OF PRIVILEGE

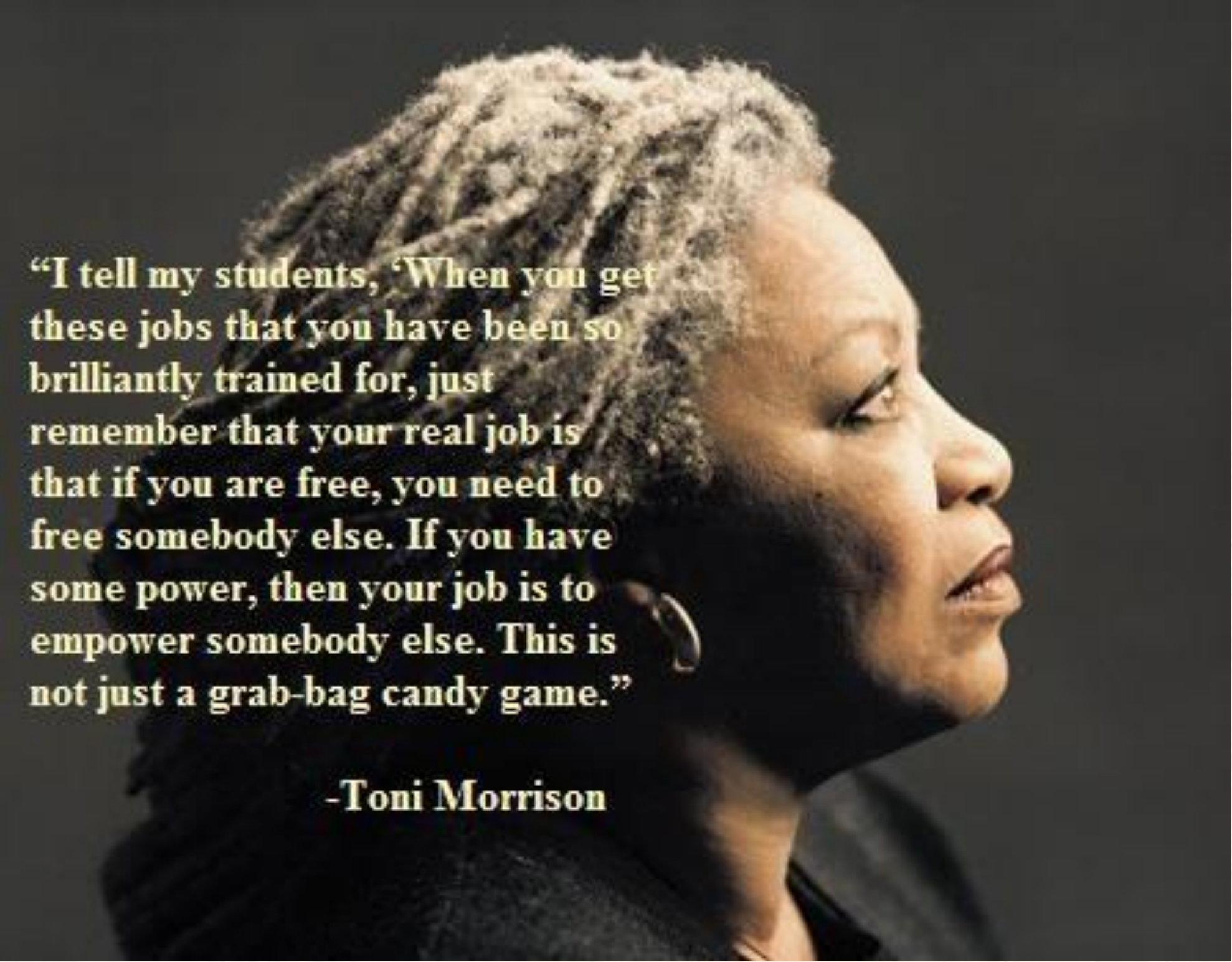
Types of Privilege

- Visibility Privilege
- White Privilege
- Cisgender Privilege
- Heterosexual Privilege
- Religious Privilege
- Gender Privilege
- Passing Privilege
- Socio-Economic Privilege
- Able-bodied Privilege
- Passport Privilege
- Geographical Privilege
- Non-Immigrant Privilege
- Beauty Privilege
- Couple Privilege

“Privilege is literally height, privilege is voice. Privilege is where you were born, and when you were born, and what kind of resources you grew up having. We don’t notice it because we never saw it that way. But now we can learn.”

- Natalie Egan

DIVERSITY IN YOU USING YOUR PRIVILEGE

A black and white profile photograph of Toni Morrison, looking towards the right. Her hair is styled in short, curly dreadlocks. The background is dark, making her face and hair stand out.

“I tell my students, ‘When you get these jobs that you have been so brilliantly trained for, just remember that your real job is that if you are free, you need to free somebody else. If you have some power, then your job is to empower somebody else. This is not just a grab-bag candy game.’”

-Toni Morrison

“Don’t apologize or feel guilty for your privilege; use your power for good.”

- Loretta Ross (to ME at the Take Root Conference, 2013)

**HOW CAN YOU
USE YOUR
PRIVILEGE TO
HONOR YOUR
VALUES?**

PRIVILEGE MYTHS: DOES HAVING PRIVILEGE MEAN SYSTEMS OF POWER ARE NOT HARMFUL TO US?

**SYSTEMS OF POWER
OVER LEAVE NO ONE
UNSCATHED Y'ALL**

- The rate of suicide is highest in middle-aged white men.
- In 2020, men died by suicide 3.88x more than women.
- On average, there are 130 suicides per day.
- White males accounted for 69.68% of suicide deaths in 2020.

From American Foundation for Suicide Prevention 2020 Report



SUPPORTIVE LANGUAGE

**LANGUAGE IS AN
OPPORTUNITY TO MARRY
OUR INTENTION AND OUR
IMPACT**

Inclusion/Connection

Ego/Being "Right"



CULTURE
CONNECTION

DEIB BARRIERS AND TOOLS TO BATTLE THEM



DEIB BARRIERS

**OVERT DISCRIMINATION
V.
UNCONSCIOUS BIAS**



DEIB BARRIER

UNLAWFUL OVERT DISCRIMINATION

Unlawful Workplace Discrimination

FEDERAL LAW

- Race
- Color
- Religion or Creed
- National Origin or Ancestry
- Sex
- Age (40 or older)
- Physical or Mental Disability
- Veteran Status
- Genetic Information
- Citizenship
- Sexual Orientation (2019)
- Gender Identity (2019)

The laws enforced by EEOC protect you from employment discrimination when it involves:

- **Unfair treatment/Adverse Employment Action** failure to hire, termination, access to information or training resources because of your race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, disability, age (age 40 or older), or genetic information.
- **Harassment** by managers, co-workers, or others in your workplace, because of your race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, disability, age (age 40 or older), or genetic information.
- **Denial of a reasonable workplace change** that you need because of your religious beliefs or disability.
- **Improper questions about or disclosure of** your genetic information or medical information.
- **Retaliation** because you complained about job discrimination or assisted with a job discrimination proceeding, such as an investigation or lawsuit.

DEIB BARRIER

UNLAWFUL OVERT DISCRIMINATION

The Operative Laws

Title VII of the Civil Rights Act: Sex (pregnancy, sexual orientation, gender expression/identity), race, color, religion, national origin

Americans with Disabilities Act: Physical or mental disability

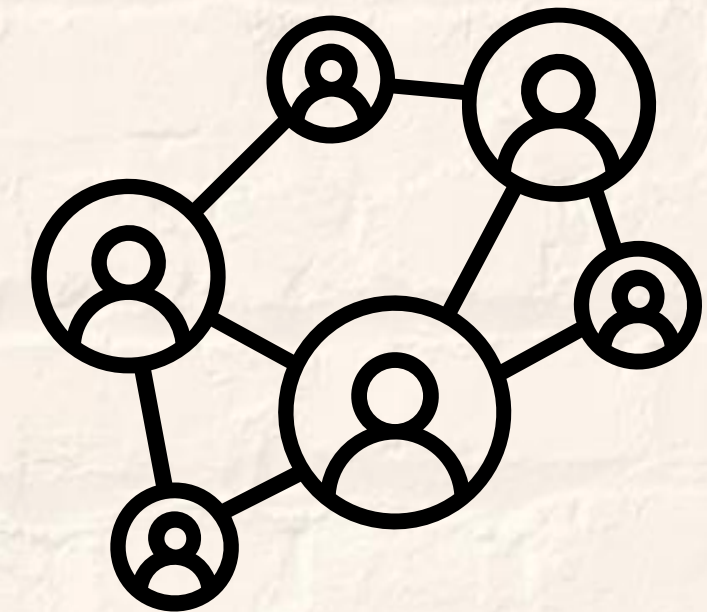
Age Discrimination in Employment Act: Individuals over 40

UNLAWFUL OVERT DISCRIMINATION

TITLE VII OF THE CIVIL RIGHTS ACT OF 1964

TITLE VII PROHIBITS DISCRIMINATION ON THE BASIS OF:

- Sex (including pregnancy, sexual orientation, and gender expression/identity)
- Race
- Color
- Religion
- National origin



TITLE VII PROHIBITS ADVERSE EMPLOYMENT ACTIONS AGAINST PROTECTED CLASSES, INCLUDING

- Termination
- Failure to Hire
- Demotion
- Training Decisions

UNLAWFUL DISCRIMINATION SEXUAL HARASSMENT AND TITLE VII

Sexual Harassment exists in two forms:

①

Quid Pro Quo

②

Hostile Work
Environment

UNLAWFUL DISCRIMINATION HOSTILE WORK ENVIRONMENT HARASSMENT

- Involves harassment in the workplace that is:
 - Unwelcome.
 - Based on protected class status (sex or gender).
 - Attributable to the employer.
 - **Severe or pervasive enough to change conditions of the employment and create an abusive environment.**
- Hostile work environment harassment *does not need to be targeted at the offended individual* to give rise to a hostile work environment claim.



Examples:

- Turning work discussions into sexual topics.
- Repeatedly asking out an employee who is not interested

AFTERMATH OF HARASSMENT

After an employee reports sexual harassment or other harassment, the company should:

Exercise reasonable care to prevent harassment through required training and investigation.

Promptly correct any harassment.

Have an adequate sexual harassment/other harassment policy in place.

AGE DISCRIMINATION IN EMPLOYMENT ACT OF 1967

- Applies to employees and applications age 40 or older.

- Employers cannot do any of the following because of an individual's age
 - Refuse to hire an applicant.
 - Discharge an employee.
 - Discriminate with respect to an employee's compensation, terms, conditions, or privileges of employment.
 - Segregate or classify employees in a way that deprives the employees of employment opportunities or adversely affects their status as employees.
 - Reduce the wage rate of any employee to comply with the ADEA.
 - Make any statements in job advertisements that indicate a preference or limitation based on age. (Ex: "recent college graduate")

ADEA: EMPLOYMENT APPLICATIONS

Employers should avoid asking for an applicant's date of birth or age during the hiring process because:

- There is rarely a need to know this information, and if the applicant is 40 or older and is not hired, the applicant can more easily claim discrimination on the basis of age.

!

- The Equal Employment Opportunity Commission (EEOC) scrutinizes applications that request the date of birth or age because the request may deter older applicants or indicate age discrimination.

!

- If an employer does ask for an applicant's date of birth or age, include certain explanatory language about the ADEA, such as the ADEA's prohibition against age discrimination.

AMERICANS WITH DISABILITIES ACT OF 1990

- Applies if the employer has 15 or more employees on its payroll for 20 or more calendar workweeks.

Consider an ADA process even if you have less than 15 or more employees

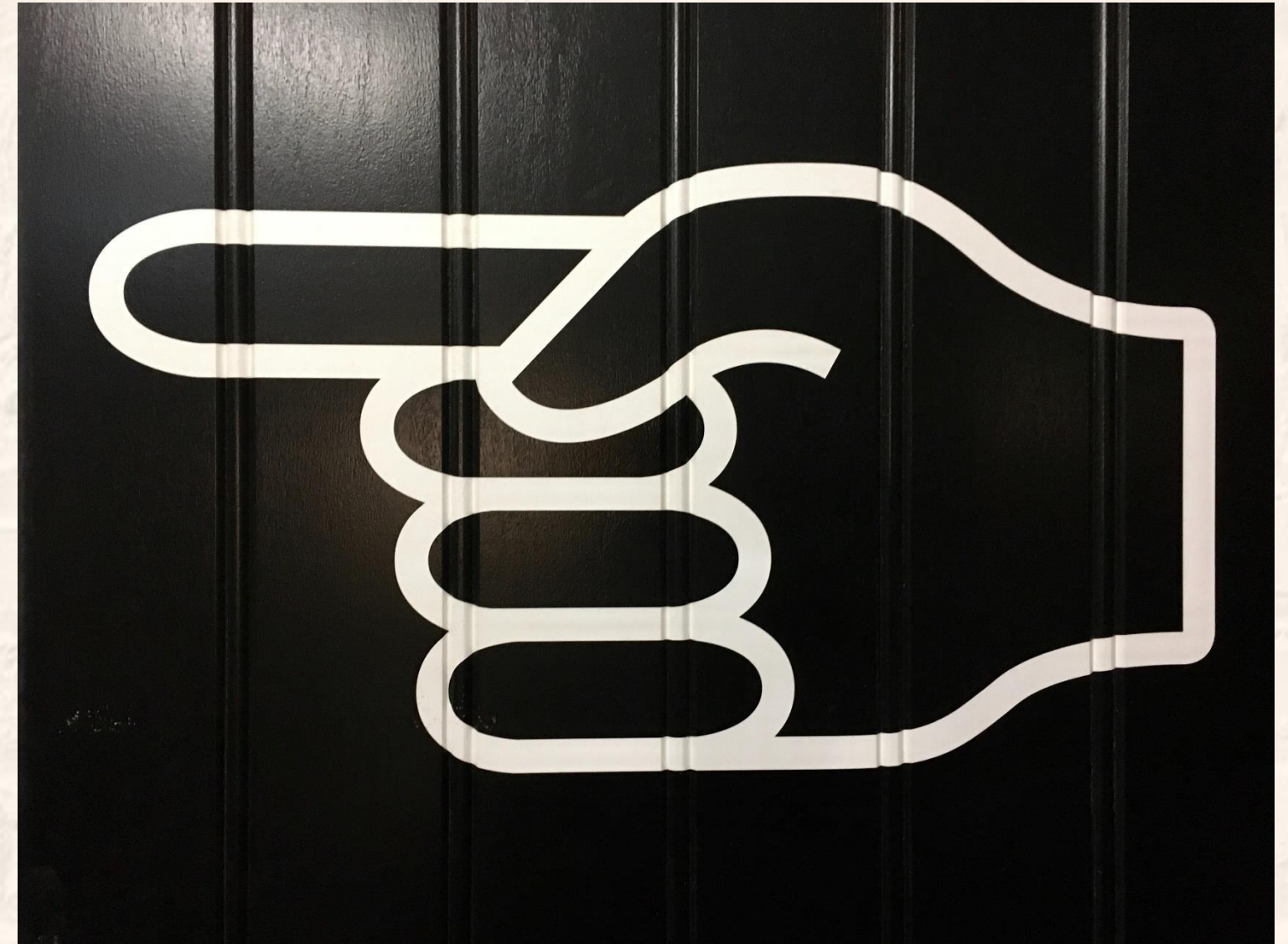
- The ADA requires employers to refrain from discriminating against qualified individuals because of a disability.

- Mandates that employer provide reasonable accommodations to persons with a disability in the workplace, unless such an accommodation would place an undue burden on the employer.

UNLAWFUL DISCRIMINATION RETALIATION

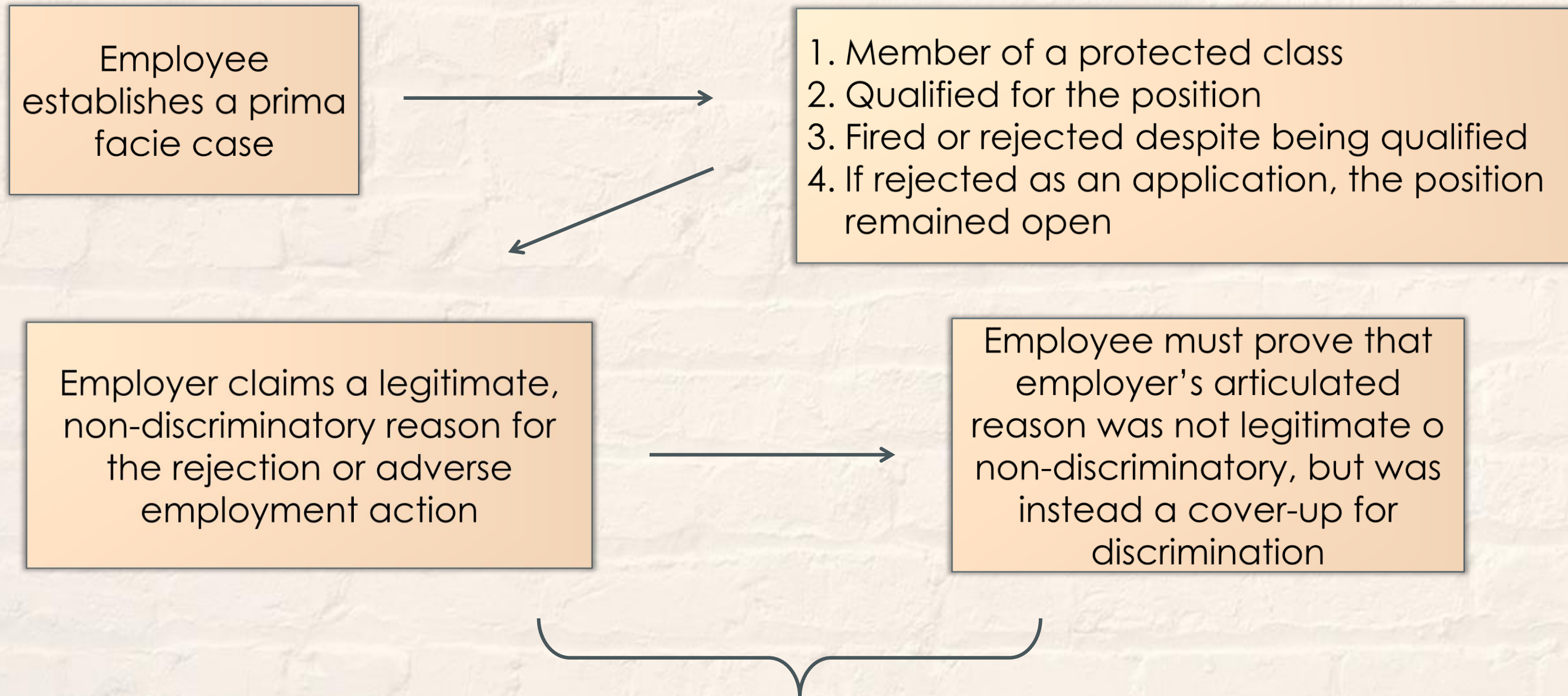
Unlawful retaliation occurs when an employee suffers an adverse employment action for engaging in a protected activity (for example, reporting harassment or cooperating in a related investigation).

Retaliation is prohibited by law and supervisors should refrain from retaliating against any employee who reports harassment



UNLAWFUL DISCRIMINATION

THE MCDONNELL DOUGLAS BURDEN-SHIFTING ANALYSIS



Documented Feedback Conversations/Performance Evaluations

BATTLING OVERT DISCRIMINATION WITH POLICIES

Battling Overt Discrimination - Recommended Policies

- **Equal Employment Opportunity/Anti-Discrimination** – Standard EEOC language + directions to Complaint Policy and Anti-Retaliation Policy
- **Anti-Harassment** – No tolerance of harassment + details on sexual harassment and other harassment
- **Anti-Retaliation** – No tolerance of retaliation + directions to Complaint Procedure
- **Accommodations under the ADA** – Procedure for requesting (form available but not required) + medical marijuana + medical information
- **Religious Accommodations** – Procedure for requesting (form available but not required) + supporting information
- **Complaint Procedure** – Informal conversation, then up the chain all the way to the top
- **Standards of Conduct** – Operationalized Core Values
- **Dress Code and Grooming** – Flexibility + discretion where possible + recommendation to allow non-offensive tattoos
- **Political Activity in the Workplace** – Allowing for reasonable discussion, but precluding use of property and the like
- **Romance in the Workplace**- Romance in the Workplace Agreement

DEIB BARRIER

UNCONSCIOUS BIAS

If you have a brain, you have unconscious bias.

System 1

Intuition & instinct

95%
of decisions

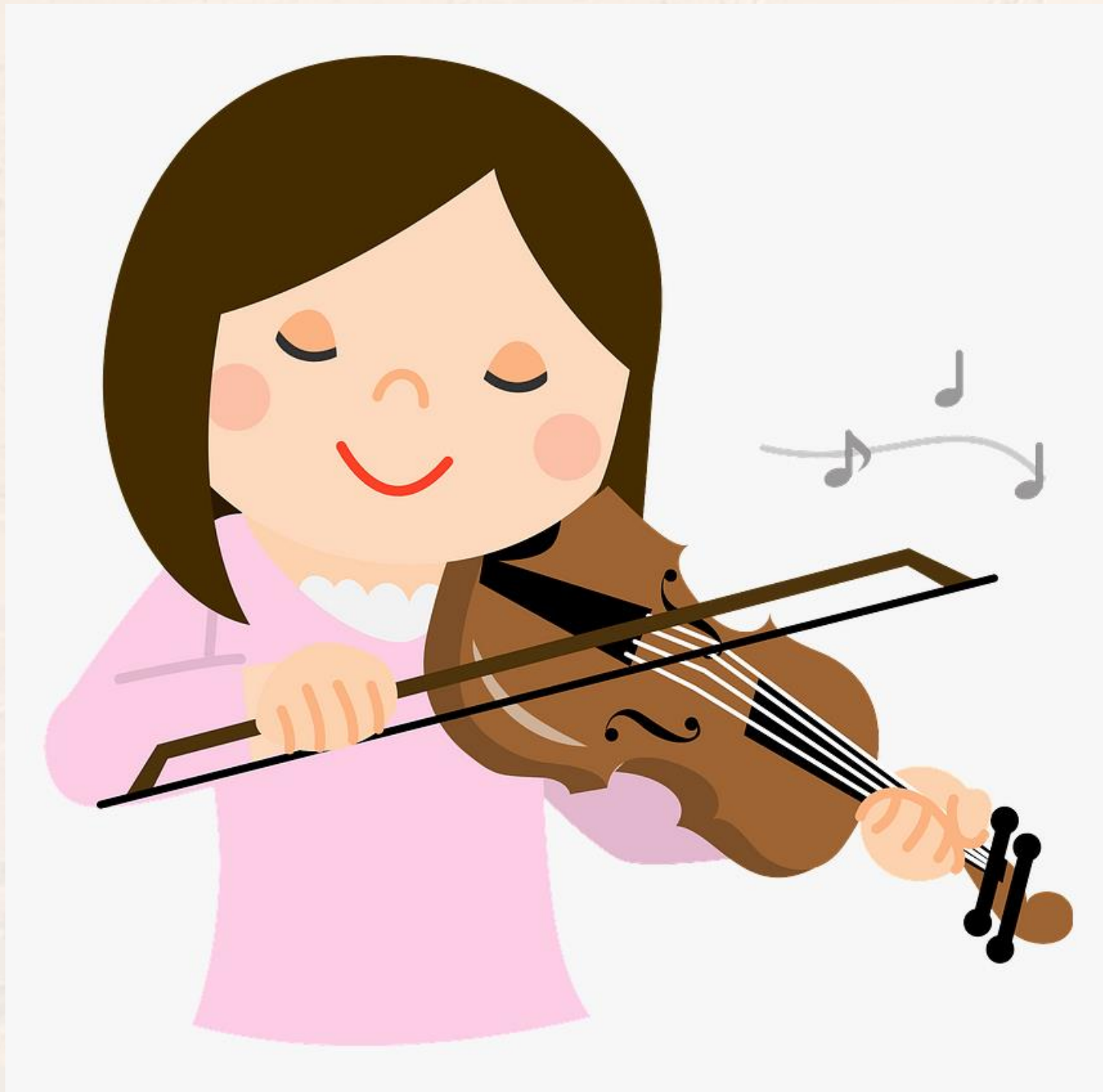


System 2

Rational thinking

5%
of decisions

UNCONSCIOUS BIAS IN ACTION



The Vienna Philharmonic, one of the world's most prestigious symphony orchestras, did not accept a full female member until **1997**.

In the early 1970s, some orchestras started holding blind auditions. For several years, men still overwhelmingly won even in the blind auditions.

Any guesses why?

TRAUMA INFORMED: UNCONSCIOUS BIAS AND INTERNALIZATION

A death by a thousand cuts.

The Doll Test



The Four I's of Oppression

1. **Ideological** – what beliefs/practices exist about _____?
2. **Institutional** - What rules, policies, or structures are in place that maintain those beliefs/practices?
3. **Interpersonal** – How do those institutional structures impact how we treat each other?
4. **Internalized** – How has this institution and treatment impacted me and my sense of belonging? What pressure do I put on myself in the absence of express external pressure?

UNCONSCIOUS BIAS IN THE WORKPLACE

Hiring

We all have a natural preference to work and socialize with others like us.

This is not usually motivated by any bias, but by a natural preference for being around people of similar backgrounds. **BUT** when decision makers act on this preference in hiring, the results can be devastating. This unintentionally institutionalizes racial, religious, or other gender discrimination.

Workplace Advancement & Exclusion

Jasmine's Story

From: *Authentic Diversity* by Michelle Silverthorn

Workplace Advancement & Exclusion

“One multinational study of more than 240,000 men and women found that while 81% of women report some form of exclusion at work – astonishingly- 92% of men don't believe they are excluding women at all!” – Stacia Sherman

UNCONSCIOUS BIAS AND MICRO-AGGRESSIONS

Indirect, subtle, or unintentional discrimination against members of a group.

“I don’t see color!”

“Where are you actually from?”

“The way you overcome your disability is so inspiring.”

“You don’t look like a lawyer!”

“I know you’re gay, but I don’t care that much.”

“You are too pretty to be a lesbian.”

“It is hard to take you seriously with all of those tattoos.”

“You are so articulate!”

BATTLING UNCONSCIOUS BIAS WITH WORKPLACE CULTURE

Psychological Safety

Trust and Connection

A Sense of True
Belonging

BATTLING UNCONSCIOUS BIASES WITH WORKPLACE CULTURE

Creating a Culture of Feedback Matters

The Business Case

The Moral Case

Cultivating a Culture of Feedback: The Container

Physiological Safety

Emotional Regulation

Celebrate Learning

Trust
+
Connection

Jar of Marbles

One on Ones

Boundaries

A Sense of
True
Belonging

Gratitude

DEIB

Tools for a Successful Feedback Conversation

Problem in Front

Lean on Core Values

Kind + Connected
Engaged + Curious

Connection

Ego

TRUE BELONGING AND A PRACTICE OF GRATITUDE

“Gratitude creates bonds between people that satisfy deeply engrained needs for attachment and belonging” - *Making Work Human*

Performance Recognition - “Thank You”

When recognized within the last month:

- 86% of employees say they trust one another
- 86% of employees say they trust their leaders
- 82% of employees say they trust senior leaders

58% of employees never hear thanks from their boss, and 37% of leaders say they avoid giving positive feedback.

- *Making Work Human*

Authentic Celebration

Employees with positive experiences are 52% less likely to intend to leave their organizations.

“Almost anything that brings people into contact in a pleasant and meaningful context- from holidays to community service to events that celebrate employee tenure or shared successes... helps build a sense of common identity and strengthens social bonds.”

– Jeffrey Pfeffer



List of VALUES

- Accountability
- Achievement
- Adaptability
- Adventure
- Altruism
- Ambition
- Authenticity
- Balance
- Beauty
- Being the best
- Belonging
- Career
- Caring
- Collaboration
- Commitment
- Community
- Compassion
- Competence
- Confidence
- Connection
- Contentment
- Contribution
- Cooperation
- Courage
- Creativity
- Curiosity
- Dignity
- Diversity
- Environment
- Efficiency
- Equality
- Ethics
- Excellence
- Fairness
- Faith
- Family
- Financial stability
- Forgiveness
- Freedom
- Friendship
- Fun
- Future generations
- Generosity
- Giving back
- Grace
- Gratitude
- Growth
- Harmony
- Health
- Home
- Honesty
- Hope
- Humility
- Humor
- Inclusion
- Independence
- Initiative
- Integrity
- Intuition
- Job security
- Joy
- Justice
- Kindness
- Knowledge
- Leadership
- Learning
- Legacy
- Leisure
- Love
- Loyalty
- Making a difference
- Nature
- Openness
- Optimism
- Order
- Parenting
- Patience
- Patriotism
- Peace
- Perseverance
- Personal fulfillment
- Power
- Pride
- Recognition
- Reliability
- Resourcefulness
- Respect
- Responsibility
- Risk -taking
- Safety
- Security
- Self-discipline
- Self-expression
- Self-respect
- Serenity
- Service
- Simplicity
- Spirituality
- Sportsmanship
- Stewardship
- Success
- Teamwork
- Thrift
- Time
- Tradition
- Travel
- Trust
- Truth
- Understanding
- Uniqueness
- Usefulness
- Vision
- Vulnerability
- Wealth
- Well-being
- Wholeheartedness
- Wisdom

Write your own:

CORE VALUES

PERSONAL

+

ORGANIZATION



BATTLING UNCONSCIOUS BIAS WITH POLICIES

Battling Unconscious Bias- Recommended Policies

- **Feedback and Annual Performance Review Policy** – AT MINIMUM, quarterly one on ones with all direct reports; one on ones recommended among colleagues; follow up emails required. Annual Performance Review procedure and form; recommend 360 review for all staff
- **Core Values** – Organizational core values with operationalized behaviors tied to those values
- **Recognition Practice + Policy** – Where/when to say thank you. Examples include: virtual platform, snaps before meetings, thank you bulletin board. Expectations around thank you format- specific, detailed, and tied to organizational core values
- **Celebration Practice + Policy** – Where/when to celebrate our unique talents. Examples include: quarterly lunches or experiences around joy; opportunities for team to showcase unique talents/cultural traditions
- **Critical Conversations Practice + Training + Policy** – When/where to have critical conversations around equity and inclusion. Expectation that all staff will have honest, transparent, kind, and connected conversations; commitment to meeting folks where they are at- tie back to organizational core values

BATTLING UNCONSCIOUS BIASED WITH WORKPLACE CULTURE

Battling our own Unconscious Bias

The Process of Change

1. **Awareness** – become aware of discrimination or unconscious bias
2. **Acceptance** – accept that unconscious bias exists in that circumstance
3. **Action** – heal any past wrong and correct future behavior

Be an active learner & listener; reflect on how you are showing up

Intent v. Impact:
The Platinum Rule

Acknowledge & apologize; forgive yourself; correct

BATTLING UNCONSCIOUS BIASES WITH WORKPLACE CULTURE

Tools to Foster an Inclusive Workplace

- 1. Recognition** – An intentional space to be seen and celebrate and to see and celebrate others
- 2. Language** – An intentional practice of using language as a tool to connect and support
- 3. Culture of Learning** – Intentional celebration of learning and teaching; make INTENTIONAL space for conversations around diversity and inclusion

Cultivating a Culture of True Belonging

“Everyone has different histories, and that affects their belief systems. So the first step is identifying unique cultures and honoring them”
- Kat Cole

Language gives us the opportunity to marry our intention with our impact

It is vulnerable to admit fault/mess up in front of people you respect; normalize and celebrate learning

RECAP

DEIB Matters

DEIB Definitions

DEIB Barriers and Tools for Battling Barriers

Overt Discrimination

Unconscious Bias

Illegal Discrimination

Americans with Disabilities Act: Physical or Mental Disability

Title VII of the Civil Rights Act: Sex (pregnancy, sexual orientation, gender expression/identity), Race, Color, Religion, National Origin

Age Discrimination in Employment Act: Individuals over 40

Policies to Battle

Equal Employment Opportunity/Anti-Discrimination
Anti-Harassment
Anti-Retaliation
Accommodations under the ADA
Religious Accommodations
Complaint Procedure
Standards of Conduct/Operationalized Core Values
Dress Code and Grooming
Political Activity in the Workplace
Romance in the Workplace

Workplace Culture to Battle

Psychological Safety

Trust + Connection

True Belonging

A culture which encourages authentic expression and communication

Policies to Battle

Feedback and Annual Performance Review Policy
Core Values
Recognition Practice + Policy
Celebration Practice + Policy
Critical Conversations Practice + Policy

DIG DEEPER

READING RECOMMENDATIONS

Workplace Wellness

- *Fear Less* – Dr. Pippa Grange
- *How I Built This* – Guy Raz
- *Wolf Pack* – Abby Wambach
- *Daring Greatly* – Brené Brown
- *Dare to Lead* – Brené Brown
- *Making Work Human* – Eric Mosley & Derek Irvine
- *Authentic Diversity* – Michelle Silverthorn
- *Set Boundaries, Find Peace* – Nedra Glover Tawwab
- *Burnout* – Emily & Amelia Nagoski
- *BE 2.0* – Jim Collins & Bill Lazier
- *Diversity Beyond Lip Service* – La'Wana Harris
- *Set Boundaries, Find Peace* – Nedra Glover Tawwab

Trauma Informed

- *Healing the Shame that Binds You* – John Bradshaw
- *Wintering* – Katherine May
- *What my Bones Know* – Stephanie Foo
- *Permission to Feel* – Marc Brackett
- *Do Nothing* – Celeste Headlee
- *Rest is Resistance: A Manifesto* – Tricia Hersey
- *The Body is Not an Apology* – Sonya Renee Taylor
- *Good Inside* – Dr. Becky Kennedy
- *The Body Keeps the Score* – Bessel A van derk Kolk
- *Adult Children of Emotionally Immature Parents* – Lindsay C Gobson, PsyD
- *The Drama of the Gifted Child* – Alice Miller
- *Complex PTSD* – Pete Walker
- *Overcoming the Destructive Inner Voice* – Robert W. Firestone
- *The Myth of Normal* – Gabor Mate Daniel Mate
- *The Wisdom of Your Body* – Dr. Hillary McBride

Perspective Building

- *At the Dark End of the Street* – Danielle L. McGuire
- *More Myself* – Alicia Keys
- *Becoming* – Michele Obama
- *Just Mercy* – Bryan Stevenson
- *Reading Lolita in Tehran* – Azar Nafisi
- *Educated* – Tara Westover
- *The Book of Delights* – Ross Gay
- *Atlas of the Heart* – Brené Brown
- *Braving the Wilderness* – Brené Brown
- *The Gifts of Imperfection* – Brené Brown
- *Atomic Habits* – James Clear
- *The Four Agreements* – don Miguel Ruiz
- *To 'Joy My Freedom* – Tera W. Hunter
- *Untamed* – Glennon Doyle
- *You Are Your Best Thing* – Tarana Burke
- *Call of the Wild* – Kimberly Ann Johnson
- *The Fire Next Time* – James Baldwin
- *Why are all the Black Kids Sitting Together in the Cafeteria?* – Beverlyly Daniel Tatum, PH.D
- *The Persuaders* – Anand Giridharadas

DIG DEEPER RECOMMENDATIONS

Recent Following/Listening Favorites

Instagram

- Nedra Glover Tawwab @nedratawwab
- Sonya Renee Taylor @sonyareneetaylor
- Imani Barbarin @crutches_and_spice
- Andrea Gibson @andreagibson
- Cynthia Erivo @cynthiaerivo
- Clementine Morrigan @clementinemorrigan
- Rachel Scanlon @rachelsafety
- Flip Flow Wellness @flip.flow.wellness
- Dr. Nicole LePera @the.holistic.psychologist
- Viola Davis @violadavis

Podcasts

- *Dare to Lead* – Brene Brown
- *WeCanDoHardThings* – Glennon Doyle
- *You Need to Hear This* – Nedra Glover Towwab
- *Unlocking Us* – Brene Brown
- *How I Built This* – Guy Raz

- Katherine May @katherinemay_
- Glennon Doyle @glennondoyle
- Dr. Becky Kennedy @drbeckyatgoodinside
- Tracee Ellis Ross @traceeellisross
- Mori Taheripour @mtaheripour
- Mik Zazon @mikzazon
- The Nap Ministry - thenapministry
- Adam Grant @adamgrant
- Guy Raz @guy.raz
- Simon Sinek @simonsinek
- ALOK @alokvmenon
- Culture Connection Law @culture.connection.law

DIVERSITY
EQUITY
INCLUSION
TRUE BELONGING
IN
WORKPLACE POLICY

QUESTIONS?

If we shield
ourselves from all
feedback, we
stop growing


- Brené Brown



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