The Diversity, Equity, & Inclusion
TOOLKIT

The Dimensions of Diversity
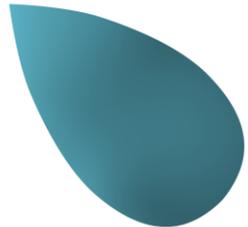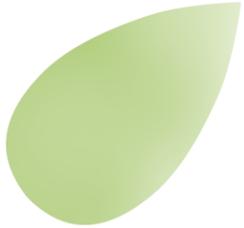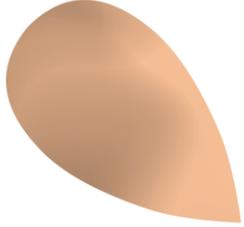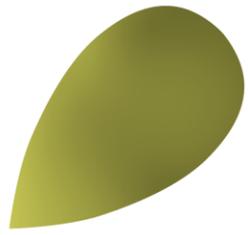
There are many dimensions of diversity.

We can be many things.

Companies are made up of many **different people**, each of whom is **multi-dimensional.**
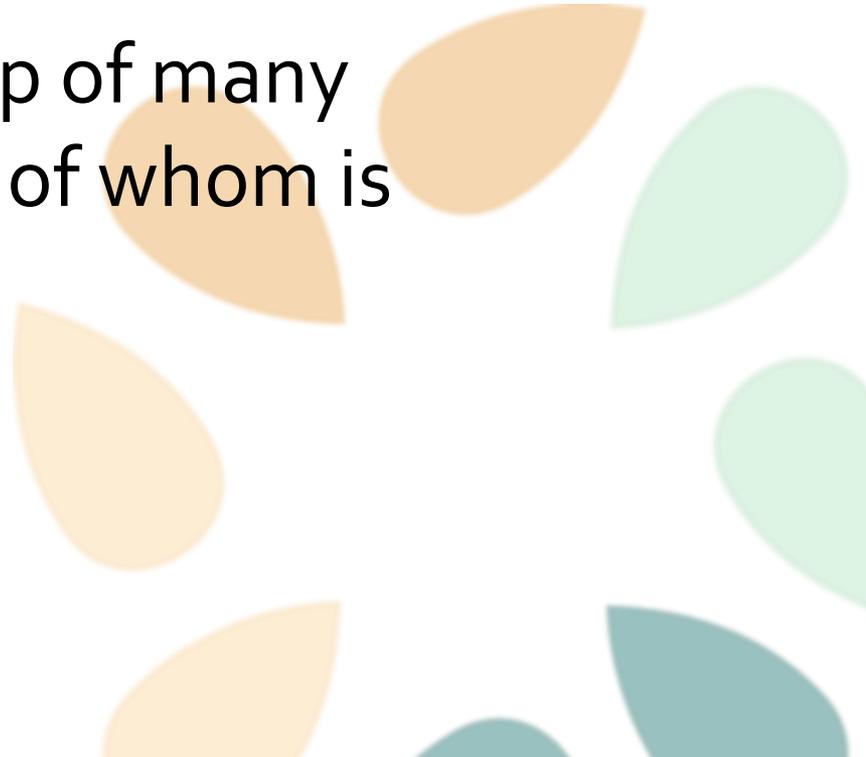
Each of these dimensions can intersect or combine with other dimensions to **shape our identity**.

Not all dimensions are visible to everyone or everywhere all at once.

Sometimes what we see is **just the tip of the iceberg.**

Skin color ♦ Gender ♦ Age

The Iceberg Effect

The Iceberg Effect refers to the things we can readily see about a person, without any effort or attempt to discover anything about them. It also refers to the things we can see if we spend a brief amount of time with them. These things are just a fraction of what's true about the person, and like an actual iceberg, may be only about 10% of the entire person.

Below the surface, we find many more aspects of the person, many of which are far more important to their value as colleagues, leaders, and friends.

Nationality ◆ Ethnicity ◆ Religion
◆ Social Status ◆ Physical Ability

The Iceberg Effect

These attributes are similarly found only on the surface – the product of cursory observation or interaction with an individual.

Below the surface, we find…

- Sexual Orientation/Identity
- Skills
- Values
- Life Experiences
- Family Status
- Education

- Talents
- Perspectives
- Beliefs
- Languages
- Learning & Thinking Styles
- Work Ethic

The Iceberg Effect

What if we defined someone **just by what we can see?**

What if they were reluctant to **reveal all of their dimensions?**

Or, to the contrary, **what if they felt comfortable to share** more of their full selves, particularly the dimensions that could be **extremely valuable to your organization?**
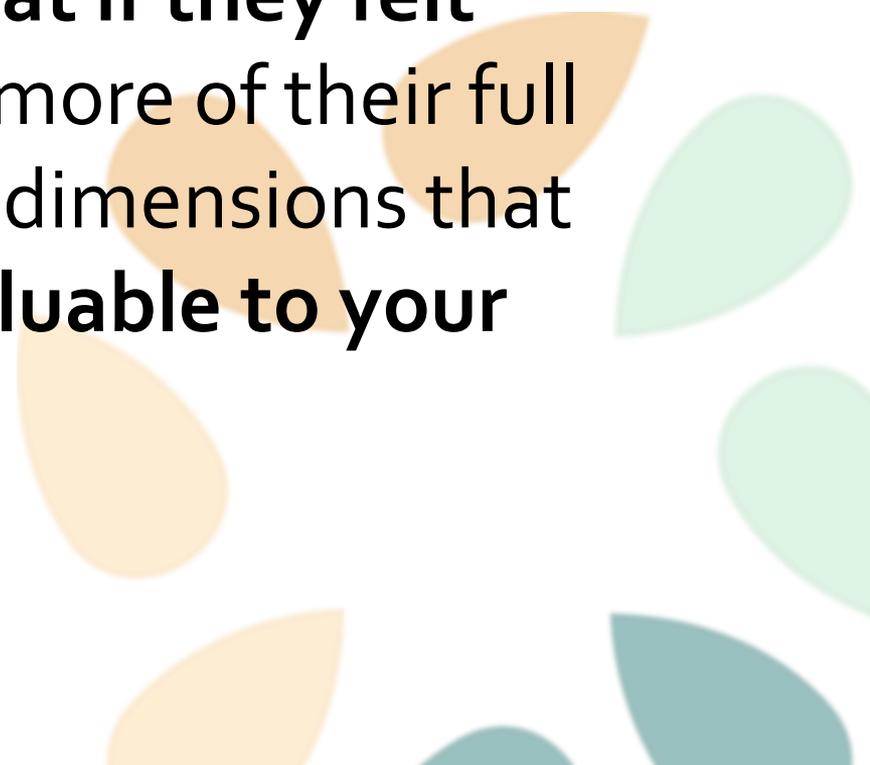
How could you create a culture that would **make everyone feel included and valued?**

How might that **benefit your team and company performance?**

# Creating an Inclusive Culture

Culture is how work gets done.

Ever heard the saying "*culture eats strategy for breakfast*"?

The best strategy will **unravel** without a culture that supports it.

Likewise, an **inclusive culture makes diversity work.**

Creating an Inclusive Culture

Without an inclusive culture – where people feel included and encouraged to bring their full, professional selves to work each day – many of the dimensions that would **benefit their teams** and their company **will remain hidden.**
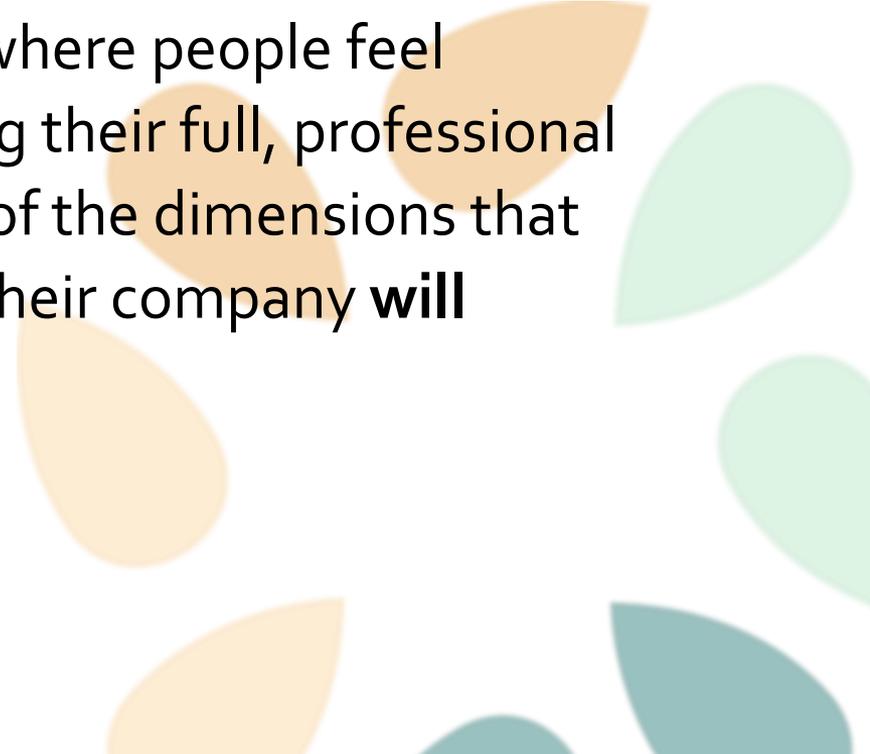
# Creating an Inclusive Culture

Individuals who are not comfortable to share their full, professional selves and experiences, **may not contribute** their full potential.

The team – no matter how diverse – **will not benefit** from that diversity.

Creating an Inclusive Culture

On the contrary, in an inclusive culture, people feel a sense of **belonging** and are encouraged to be their full, professional selves.

They are more likely to **become active contributors**, sharing more of the dimensions – **skills, perspectives, and experiences** – that could boost team and company performance, creativity, and **innovation**.
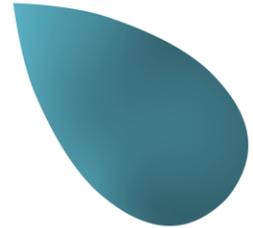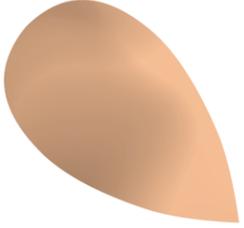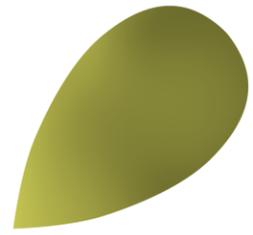
Inclusion makes diversity work.

Barriers to Inclusion

UNCONSCIOUS BIAS

The most **difficult barriers** to creating an inclusive culture in the workplace are overcoming the **biases we all have.**

We are often **unaware** of how they affect our **perception of** and **interactions with** colleagues.

This behavioral change **must happen** to create a more inclusive and **welcoming culture.**

Our unconscious biases are real. **Everyone has them.**

Unconscious Bias Is...

The subliminal tendency to favor certain people or groups of people based upon learned stereotypes.

- **It refers to social stereotypes** about certain groups of people that individuals form outside of their own conscious awareness.
- **Everyone holds unconscious beliefs** about various social and identity groups, and these biases stem from one's tendency to organize social worlds by categorizing.

*(Source: UCSF, Office of Diversity & Outreach)*

Creating Positive Change

CONSCIOUS INCLUSION

Strategically executing a practical approach to **value our differences** and leverage our **diversity** creates an inclusive culture.

We can **overcome** our biases by **acknowledging** they exist and being **intentional** to counteract them.
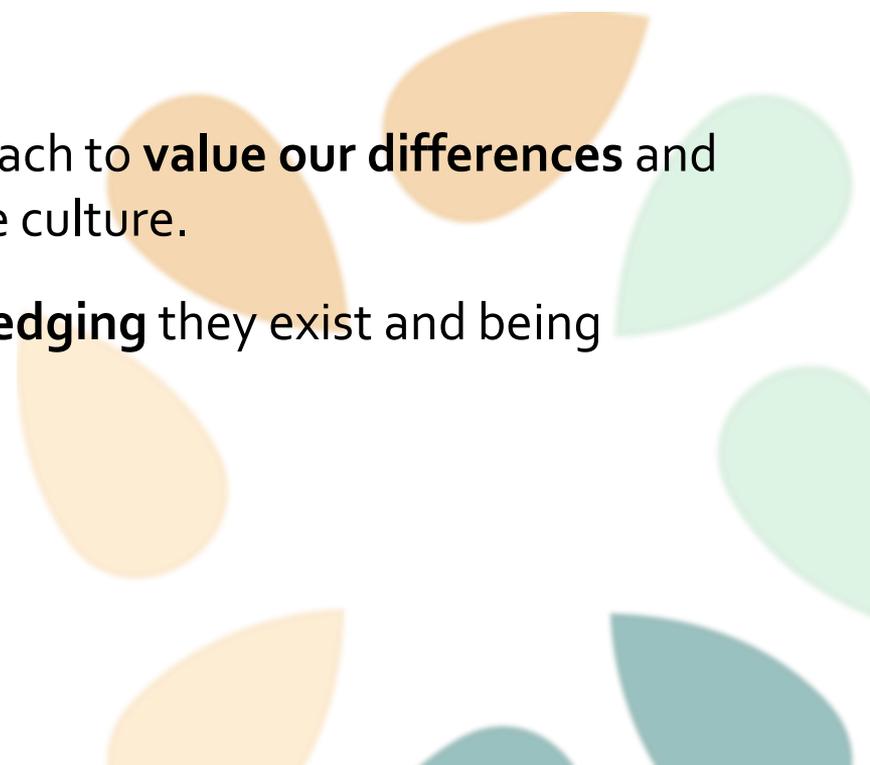
Conscious Inclusion Is...

- The result of deciding to **purposefully and strategically change** our thoughts, beliefs, and behaviors.

- This is done through developing a **culture of inclusion.**

- The result? It allows us to **value and leverage differences** to the benefit of ourselves, our workforce, and our business.

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