

**DIVERSITY**

**EQUITY**

**INCLUSION**

***TOOLKIT***

**A GUIDE FOR ESTABLISHING  
DEI AS A CORE VALUE  
WITHIN THE PR INDUSTRY**

*Prepared by students at the University of Georgia,  
Grady College of Journalism and Mass Communication  
In partnership with Diversity Action Alliance*

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# INTRODUCTION

*Our objective is to address the issue of the **lack of diversity, equity, and inclusion (DEI)** within the public relations industry.*

*Our goal is to establish DEI as a core value in the industry by providing educational materials rooted in both primary and secondary research.*

*This toolkit provides both educational and evidence-based resources, guidelines, and best practices to help inform DEI initiatives within your workplace.*

## BACKGROUND

Through secondary research, we found that when considering an agency and their practitioners, there should be an aim to include diversity as a core principle, as opposed to an add-on to their values. Diversity should be an organizational culture where all practitioners feel included and supported, and should not be about filling quotas or meeting goals. Although an agency may display diversity on a website this does not always mean an agency will be diverse. Oftentimes this leads to agencies falling into an “assimilating minority” approach to the firm. This is the most basic approach to diversity in a workplace and expects diverse people to blend in with any existing company or agency norms. Instead, diversity and inclusion must be one and the same. It is important that when including diverse persons into the workplace to also include their creativity and ideas as well. These individuals must feel as though they are part of the same process, job security, role in decision-making processes, and how their ideas are addressed. The importance of engaging with all forms of diversity is paramount. Diversity in public relations should be a future and forward thinking output of the industry. It’s simple, those in the industry that do not prioritize diversity will lose clients, relationships, and networks. By creating diversity in the workplace you are able to foster different opinions, ideas, and creativity in the industry. These different viewpoints from creating a diverse public relations industry will allow for cross-cultural communications to happen more often, smoothly, and effectively. It is important that in the face of a crisis or when something shakes the foundation of a company or community, it is important that the messaging is not just clear and concise, but also from someone who looks and can relate to those affected by an issue.

# WHAT IS DEI?

## *Diversity, Equity, & Inclusion Definitions*

### DIVERSITY

**All the ways in which people differ**, encompassing the different characteristics that make one individual or group different from another. While diversity is often used in reference to race, ethnicity, and gender, we embrace a broader definition of diversity that also includes age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, and physical appearance. Our definition also includes diversity of thought: ideas, perspectives, and values. We also recognize that individuals affiliate with multiple identities.

### EQUITY

**The fair treatment, access, opportunity, and advancement for all people**, while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups. Improving equity involves increasing justice and fairness within the procedures and processes of institutions or systems, as well as in their distribution of resources. Tackling equity issues requires an understanding of the root causes of outcome disparities within our society.

### INCLUSION

The act of creating environments in which any individual or group can be and feel **welcomed, respected, supported, and valued** to fully participate. An inclusive and welcoming climate embraces differences and offers respect in words and actions for all people. It's important to note that while an inclusive group is by definition diverse, a diverse group isn't always inclusive. Increasingly, recognition of unconscious or 'implicit bias' helps organizations to be deliberate about addressing issues of inclusivity.

# WHAT IS DEI?

## Other Key Terms: A - E

### A

**Ableism:** Negative attitudes and prejudice toward an individual based on physical, mental, or physical and mental disabilities.

**Ally:** Someone who supports a group other than one's own (in terms of multiple identities such as race, gender, age, ethnicity, sexual orientation, religion, etc.). An ally acknowledges oppression and actively commits to reducing their own complicity, investing in strengthening their own knowledge and awareness of oppression.

**Anti-Racism:** The work of actively opposing racism by advocating for changes in political, economic, and social life. Anti-racism tends to be an individualized approach, and set up in opposition to individual racist behaviors and impacts.

### B

**Bias:** A form of prejudice that results from our tendency and needs to classify individuals into categories.

**Bigot:** A person who is obstinately devoted to his or her own opinions and prejudices and intolerant towards other diverse social groups.

**BIPoC:** An acronym used to refer to black, Indigenous, and people of color. It is based on the recognition of collective experiences of systemic racism. As with any other identity term, it is up to individuals to use this term as an identifier.

### C

**Color Blind:** The belief that everyone should be treated “equally” without respect to societal, economic, historical, racial or other difference. No differences are seen or acknowledged; everyone is the same.

**Cultural Appropriation:** The non-consensual/misappropriation use of cultural elements for commodification or profit purposes – including symbols, art, language, customs, etc. – often without understanding, acknowledgment, or respect for its value in the original culture.

### D

**Decolonize:** The active and intentional process of unlearning values, beliefs, and conceptions that have caused physical, emotional, or mental harm to people through colonization. It requires a recognition of systems of oppression.

**Disability:** Physical or mental impairment that affects a person's ability to carry out normal day-to-day activities.

**Discrimination:** The unequal treatment of members of various groups, based on conscious or unconscious prejudice, which favor one group over others on differences of race, gender, economic class, sexual orientation, physical ability, religion, language, age, national identity, religion, and other categories.

### E

**Ethnicity:** A social construct that divides people into smaller social groups based on characteristics such as shared sense of group membership, values, behavioral patterns, language, political and economic interests, history and ancestral geographical base.

# WHAT IS DEI?

## Other Key Terms: F - P

H

**Harassment:** The use of comments or actions that can be offensive, embarrassing, humiliating, demeaning, and unwelcome.

I

**Implicit Bias:** Negative associations expressed automatically that people unknowingly hold and that affect our understanding, actions, and decisions; also known as unconscious or hidden bias.

**Institutional Racism:** Institutional racism refers specifically to the ways in which institutional policies and practices create different outcomes and opportunities for different groups based on racial discrimination.

**Intersectionality:** A social construct that recognized the fluid diversity of identities that a person can hold such as gender, race, class, religion, professional status, marital status, socioeconomic status, etc.

**“Isms”:** A way of describing any attitude, action or institutional structure that subordinates (oppresses) a person or group because of their target group. For example, color (racism), gender (sexism), economic status (classism), older age (ageism), religion (e.g., anti-Semitism), sexual orientation (heterosexism), language/immigrant status (xenophobia), etc.

L

**LGBTQIA:** An inclusive term for those who identify as lesbian, gay, bisexual, transgender, queer, intersex and asexual.

M

**Microaggression:** The verbal, nonverbal, and environmental slights, snubs, insults, or belittlement, whether intentional or unintentional, which communicate hostile, derogatory, or negative messages to target persons based solely upon discriminatory belief systems.

**Multicultural Competency:** A process of embracing diversity and learning about people from other cultural backgrounds. The key element to becoming more culturally competent is respect for the ways that others live in and organize the world, and an openness to learn from them.

O

**Oppression:** The systemic and pervasive nature of social inequality woven throughout social institutions as well as embedded within individual consciousness. Oppression fuses institutional and systemic discrimination, personal bias, bigotry and social prejudice in a complex web of relationships and structures.

P

**Patriarchy:** Actions and beliefs that prioritizes masculinity. Patriarchy is practiced systemically in the ways and methods through which power is distributed in society (jobs and positions of power given to men in government, policy, criminal justice, etc.) while also influencing how we interact with one another interpersonally (gender expectations, sexual dynamics, space taking, etc.).

# WHAT IS DEI?

## Other Key Terms: P - S

**People of Color:** A collective term for men and women of Asian, African, Latin and Native American backgrounds; as opposed to the collective “White”.

**Prejudice:** An inclination or preference, especially one that interferes with impartial judgment and can be rooted in stereotypes that deny the right of individual members of certain groups to be recognized and treated as individuals with individual characteristics.

**Privilege:** Exclusive access or availability to material and immaterial resources based on the membership to a dominant social group.

### Q

**Queer:** An umbrella term that can refer to anyone who transgresses society’s view of gender or sexuality. The definitional indeterminacy of the word Queer, its elasticity, is one of its constituent characteristics: “A zone of possibilities.”

### R

**Race:** A social construct that artificially divides people into distinct groups based on characteristics such as physical appearance (particularly color), ancestral heritage, cultural affiliation, cultural history, ethnic classification, and the social, economic and political needs of a society at a given period of time

**Racism:** involves one group having the power to carry out systematic discrimination through the institutional policies and practices of the society and by shaping the cultural beliefs and values that support those racist policies and practices.

### S

**Safe Space:** Refers to an environment in which everyone feels comfortable in expressing themselves and participating fully, without fear of attack, ridicule or denial of experience.

**Social Justice:** Social justice constitutes a form of activism, based on principles of equity and inclusion that encompasses a vision of society in which the distribution of resources is equitable and all members are physically and psychologically safe and secure. Social justice involves social actors who have a sense of their own agency as well as a sense of social responsibility toward and with others and society as a whole.

**Stereotype:** A form of generalization rooted in blanket beliefs and false assumptions, a product of processes of categorization that can result in a prejudiced attitude, uncritical judgment, and intentional or unintentional discrimination. Stereotypes are typically negative, based on little information that does not recognize individualism and personal agency.

**Structural inequality:** Systemic disadvantage(s) of one social group compared to other groups, rooted and perpetuated through discriminatory practices (conscious or unconscious) that are reinforced through institutions, ideologies, representations, policies/laws, and practices. When this kind of inequalities is related to racial/ethnic discrimination is referred to as systemic or structural racism.

# WHAT IS DEI?

## *Other Key Terms: S - Z*

**System of Oppression:** Conscious and unconscious, non-random, and organized harassment, discrimination, exploitation, discrimination, prejudice and other forms of unequal treatment that impact different groups. Sometimes is used to refer to systemic racism.

T

**Tokenism:** Presence without meaningful participation. For example, a superficial invitation for the participation of members of a certain socially oppressed group, who are expected to speak for the whole group without giving this person a real opportunity to speak for her/himself.

W

**White Privilege:** Refers to the unquestioned and unearned set of advantages, entitlements, benefits and choices bestowed on people solely because they are white.  
**White Supremacy:** A power system structured and maintained by persons who classify themselves as white, whether consciously or subconsciously determined; and who feel superior to those of other racial/ethnic identities.

Click  
here

to view a broader list of terms  
University of Connecticut, Office for  
Diversity and Inclusion Glossary



# TIPS & TACTICS

to implementing DEI initiatives

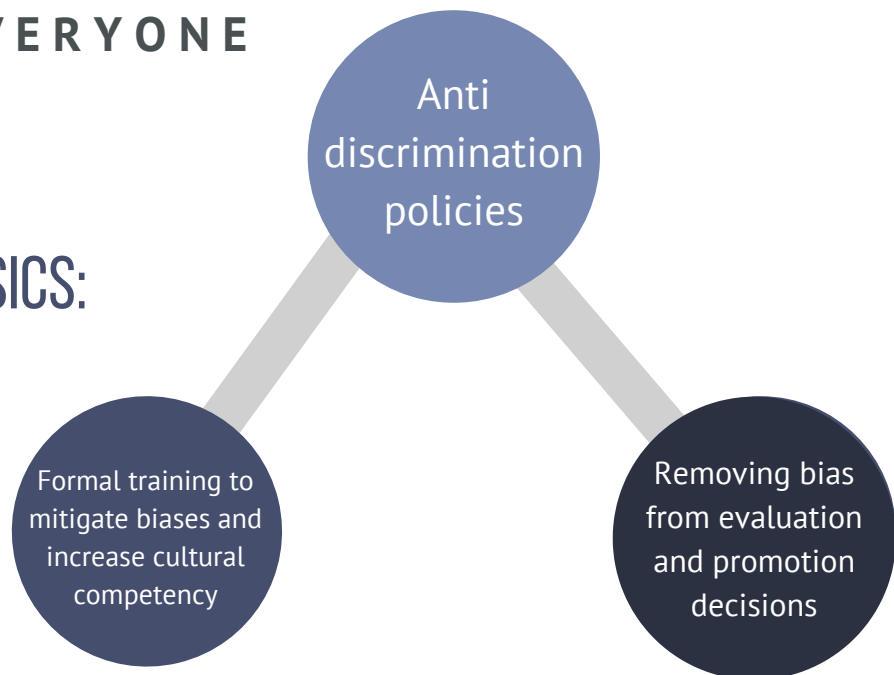
## THE MOST EFFECTIVE DIVERSITY INITIATIVES

*Source: BCG Global Diversity Study 2018*

### RANKED BY EVERYONE

#### BACK TO THE BASICS:

*Fundamentally reducing bias*



#### FOR FEMALE EMPLOYEES

##### *Showing a viable path forward*

- Visible role models

##### *Providing tools that help successfully balance career and family responsibilities*

- Flexible-work programs
- Parental leave
- Appropriate health care
- Childcare

#### FOR EMPLOYEES OF COLOR

##### *Recruiting a diverse workforce*

- Blind screening
- Diverse interview panels

##### *Advancing employees of color*

- Bias-free day-to-day experience
- Formal sponsorship of individuals; individual action plans

#### FOR LGBTQ EMPLOYEES

##### *Mainstreaming the LGBTQ experience*

- Participating in external events and rankings
- Appropriate health care

##### *Removing bias*

- Bias-free day-to-day experience
- Structural interventions

## TIPS & TACTICS TO IMPLEMENTING DEI INITIATIVES

“

*“Diversity and inclusion (D&I) has never been more of a priority in the workplace than it is today, but **the most successful D&I initiatives are sustainable**, meaning the strategy is supported by the entire organization, is measurable over time and is embedded into existing processes,”*

*–Lauren Romansky, Gartner Managing Vice President*

”

## MERIT FRAMEWORK

A framework for how companies can change DEI work from an unrewarded side hustle to a merit-worthy practice that is valued across the company.

M  
E  
R  
I  
T

*Make DEI goals and work actionable, measurable, and evidence-based.*

*Elevate DEI work internally and externally.*

*Require leaders and managers to participate in behavior-based DEI trainings.*

*Identify leaders and non-managerial employees willing to serve as DEI sponsors.*

*Treat DEI work as **core** rather than peripheral work.*

*Source: Unrewarded Side Hustle or Merit-Worthy Work? How to Value Diversity, Equity, and Inclusion Work by Dr. Stephanie Creary, 2020*

# ADVANTAGES

## *to implementing DEI initiatives*

When DEI is made a priority, every facet of your organization benefits, including the bottom line.

Initiatives can include the formation of Employee Resource Groups, following diversity recruiting best practices, focusing on creating equitable opportunities for employees from marginalized backgrounds, and generally trying to create more inclusive workplaces.

### **An organization or industry with a diverse workforce will benefit from:**

- having a variety of different ideas and perspectives,
- more creativity and innovation,
- different types of problem solving and decision making skills,
- increased levels of employee engagement,
- higher morale,
- the ability to attract and keep top talent in your industry,
- boosted productivity and higher profits.

# ADVANTAGES *to implementing DEI initiatives*

## ENHANCED CLIENT CONNECTIONS

*Reflect your target audience*

Agencies with multicultural employees have an advantage because their audiences are diverse, and varying viewpoints in the office help connect with those audiences. Having an inclusive team with employees of all different backgrounds will lead to organizations being able to better understand the nuances of the different audiences they are trying to reach. In addition, research indicates people prefer to hear news and information from individuals similar to themselves. Diverse clients will be more likely to work with a PR practice when they “see themselves” in their brand.

## INCREASED CREATIVITY + PRODUCTIVITY

*Boost employee morale and engagement*

*Fun fact: According a McKinsey study, U.S. public companies with diverse executive boards have a 95% higher return on equity than do those with homogeneous boards.*

Employees perform the best when they are comfortable and want to be at work, and inclusion is the best way to promote this. Building relationships is crucial in business both internally and externally, so diverse and inclusive work environments can help to foster these relationships.

Workplace diversity not only breeds creativity, but also productivity. And that’s because creativity actually leads to productivity. Research shows that diverse teams see a 60% improvement in decision-making and a 2013 report by Deloitte shows that when employees feel included, innovation increases by 83%.

## VARIETY OF PERSPECTIVES

*Create a melting pot of ideas*

“

*“A diverse mix of voices leads to better discussions, decisions, and outcomes for everyone.”*

*– Sundar Pichai*

”

By creating diversity in the workplace you are able to foster different opinions, ideas, and creativity in the industry. These different viewpoints from creating a diverse public relations industry will allow for cross-cultural communications to happen more often, smoothly, and effectively. Especially important in crises, taking a multifaceted approach to looking at one singular issue will benefit both your response and the client’s reputation. The more approaches on how to respond, causes of the crises, etc., brought to the table, the better the response to the issue will be.

## EXPANDED TALENT NETWORK

*Attract and retain talent*

A diverse workplace is essential for organizations that are looking to attract and retain talent. According to Deloitte, millennials tend to stay longer with companies that understand the needs of a diverse workforce.

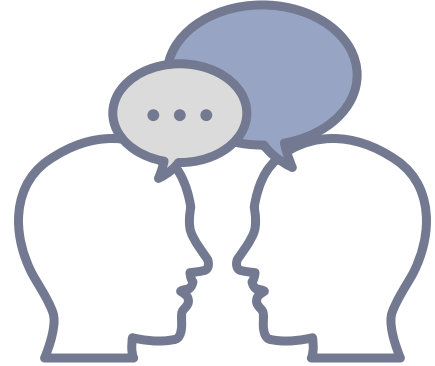
## IMPROVED REPUTATION

*Make better judgement calls*

Each of these advantages, when working in tandem with one another, can boost your brand’s reputation. Striving for a diverse workforce can make your company more appealing to job seekers and existing employees alike. Organizations that embrace this approach are seen as socially responsible and have a better reputation. In addition, having a variety of perspectives when handling a crisis can lead to stronger responses and in turn enhance reputation.

# ENCOURAGING OPEN DIALOGUE

## DISCUSSION RESOURCES FOR YOUR ORGANIZATION: STARTING THE CONVERSATION



## ACTIONABLE STEPS FOR CREATING SPACE FOR RACE-BASED DISCUSSIONS IN THE WORKPLACE

- Recognize that no feedback is still feedback
- Get comfortable being uncomfortable receiving feedback
- Get comfortable being uncomfortable giving feedback
- Use production processes that demonstrate authenticity, transparency, and vulnerability
- Be intentional about the what, when, and how of channels you use for feedback

*Source: The Conference Board, 2020*

### 5 QUESTIONS TO GET THE CONVERSATION STARTED

1. Why does our organization care about diversity and inclusion?
2. What would our organization look like if it were more diverse and inclusive?
3. What would we gain by being more diverse and inclusive?
4. What is holding us back from maximizing diverse groups of people?
5. What is one thing we can do to positively impact diversity and inclusion?

# ENCOURAGING OPEN DIALOGUE: DISCUSSION RESOURCES FOR YOUR ORGANIZATION

## RECOMMENDED BOOKS, FILMS, TV SHOWS, AND VIDEOS

### BOOKS

- *Diversity & Inclusion: The Big Six Formula for Success* by D.A. Abrams
- *Blindspot: Hidden Biases of Good People* by Mahzarin R. Banaji, Anthony G. Greenwald
- *Inclusion: Diversity, the New Workplace & the Will to Change* by Jennifer Brown
- *Network and Affinity Leadership Handbook* by Diversity Best Practices
- *The Inclusion Imperative: How Real Inclusion Creates Better Business and Builds Better Societies* by Stephen Frost
- *The Inclusion Dividend: Why Investing in Diversity & Inclusion Pays Off* by Mark Kaplan, Mason Donovan
- *Reinventing Diversity: Transforming Organizational Community to Strengthen People, Purpose, and Performance* by Howard J. Ross
- *Inclusive Leadership: The Definitive Guide to Developing and Executing an Impactful Diversity and Inclusion Strategy: Locally and Globally* by Charlotte Sweeney
- *The Inclusion Paradox: The Obama Era and the Transformation of Global Diversity* by Andrés T. Tapia
- *Demystifying Diversity: A Handbook to Navigate Equality, Diversity and Inclusion* by Gamiel Yafai and Jiten Patel
- *Public Relations Crisis Communication* by Lisa Anderson-Meli, Swapna Koshy
- *Power, Diversity and Public Relations* by Lee Edwards

### FILMS

- **Disability:** *I Am Sam* (2001), *Radio* (2003)
- **African American/Blacks:** *The Help*, *13th*
- **Multicultural:** *Crash*, *Loving*, *Remember the Titans*
- **LGBTQ:** *Moonlight*, *Boys Don't Cry*
- **Women:** *Hidden Figures*, *Queen of Katwe*
- **Asian American:** *Bend it Like Beckham*

### TV SHOWS

- *Blackish* (Episode to watch: "Lemons")
- *Master of None* (Episode to watch: "Thanksgiving")
- *Dear White People* (Episode to watch: "Chapter 2")
- *Modern Family* (Episode to watch: "Patriotic Games")

### VIDEOS

- [Get comfortable with being uncomfortable | Luvvie Ajayi](#)
- [Are you an intellectual? Dr. Ibram Kendi UF Commencement Speech](#)
- [An Argument Between Racist and Anti-Racist Ideas - Dr. Ibram X. Kendi](#)
- [Being nice is not going to end racism | Dr. Robin DiAngelo | Big Think](#)
- [A Conversation With My Black Son | Op-Docs | The New York Times](#)
- [Race & Ethnicity: Crash Course](#)
- [The myth of race, debunked in 3 minutes](#)
- [PBS Frontline: Jane Elliott: A Class Divided - Brown Eye Blue Eye Experiment](#)
- [PBS Frontline: Separate and Unequal - Exploring the Racial Divide in American Schools](#)
- [Radical Self-Care in the Face of Mounting Racial Stress: Michelle Obama](#)
- [4 steps for busting unconscious bias](#)
- [Intersectionality - Broad Comedy's Katie Goodman and Carlita Victoria](#)
- [5 Tips For Being An Ally](#)
- [How microaggressions are like mosquito bites | Same Difference](#)
- [The danger of a single story | Chimamanda Ngozi Adichie](#)
- [Gender Parity: Awareness, Analysis, Action | Saadia Zahidi | TEDxLausanneWomen](#)
- [Why Gender Equality Is Good for Everyone — Men Included | Michael Kimmel | TED Talks](#)

- [Poignant TV Ad Suggests There's 'More That Brings Us Together Than We Think'](#)
- [Microsoft Autism Hiring Program](#)
- [The power of privilege: Tiffany Jana at TEDxRVAWomen](#)
- ['Ask Me': What LGBTQ Students Want Their Professors to Know](#)
- [What it's like to be black in PR](#)

#### Links to full Ted Talks playlists:

- [A blueprint for diversity in the workplace \(8 videos\)](#)
- [Talks to help you understand racism in America \(25 videos\)](#)
- [Why tech needs diversity \(14 videos\)](#)
- [Talks on modern feminism \(10 videos\)](#)
- [Justice by \(re\)design \(23 videos\)](#)
- [Talks to help you understand social justice \(11 videos\)](#)
- [Misconceptions of Islam and Muslim life \(10 videos\)](#)
- [Designing for disability \(11 videos\)](#)

# ENCOURAGING OPEN DIALOGUE: DISCUSSION RESOURCES FOR YOUR ORGANIZATION

## SCRIPTS AND PROMPTS



[Link to Full Workbook: "Practicing Inclusion: Icebreakers and Teambuilders for Diversity" Office of Intercultural Affairs at Stonehill College](#)

**Activity:** "Just by Looking at Me" (Source: Stonehill College)

**Purpose:** This activity will allow participants to disclose some personal information that they may not have had the opportunity to share yet. The goal is to demonstrate that there is much more to a person than what comes out in face-to-face encounters. Goals: To begin to understand the importance of looking beyond appearances, encouraging self-reflection, and allowing for meaningful group dialogue. This also encourages participants to ask meaningful questions and find out more information about their peers.

**Estimated Time:** 2-3 minutes each participant + 15 minute debrief

**Introduction:** When we allow ourselves to judge someone based on their appearances, we miss out on getting to know the real person and important information about them. "Just By Looking At Me" allows us to disclose a piece of our identity that is not "obvious" to others. You will also be asked to share why certain parts of your identity are important for you to disclose.

### How to Play

1. Form a circle with chairs or sitting on the floor if participants are able.
2. Participants will be asked to say the following prompt: "My name is \_\_\_ and I am from \_\_\_. One thing you cannot tell just by looking at me is \_\_\_. This is important for me to tell you because \_\_\_."
3. For students with different learning and remembering capabilities, it will be useful to write this out on a sheet of paper to pass around as a "script."
4. Demonstrate the prompt by filling it in and reciting your own to model the exercise.
5. Allow participants to share their own after emphasizing listening skills and respect.

### Suggested Debriefing Questions

1. What are 1-2 words that describe what this activity was like for you?
2. How did you feel when you said your statement?
3. How did you decide what to share about yourself?
4. Did any of your peers' responses surprise you? Why?
5. How can you find out meaningful information about your peers in the future? What is the value in that?

### Things to Consider

- Participants can choose to disclose high or low risk responses. Be open to anything that participants may want to share, and encourage them to say what is important to them at the time of the activity.
- Depending on group size, you can have participants share 1-2-3 things, etc.

## SCRIPTS AND PROMPTS



[Link to Full University of Houston Diversity Activities Resource Guide](#)

### **Activity:** Target/Non-Target *(Source: University of Houston)*

Target/Non-Target is a program that addresses the many stereotypes that exist in our society in a manner that is powerful and personal. It is a program that requires those involved to participate by placing themselves in cultural or ethnic groups to which they feel they belong. A group will be announced by the facilitator, participants will self identify as a member of the Target group, cross a line and face the people who do not self identify as members of the target group (the Non Target group), and the facilitator will read a list of stereotyped attributes of the Target group. At the end, there will be conversations facilitated. This is a powerful program and all are encouraged to participate.

### **Outline**

- **Rules of the activity:**
  - No Talking. This is a silent activity.
  - No Laughing. I, as a facilitator will not be saying anything that is funny.
  - Laughing is a defense mechanism and laughing could offend somebody in the room and make them not identify with a Target Group. (You may want to allow the group the laugh now and get it out of their system).
  - The Room is divided into two halves by a line of tape on the middle of the floor.
  - One side of the room is the “Target Area” and the other side of the room is the “Non-Target Area.”
  - At the beginning, everyone should be standing in the Non Target Area.
  - When I read the name of a group, the people who self identify as members of that group are to leave the Non Target Area and enter the Target Area. The people who enter the Target Area should turn around and face the people in the NonTarget Area.
  - People must SELF IDENTIFY – please don’t tell people that they belong to a certain group. It is up to them!
  - Maintain eye contact with participants at all times
  - Once the group has self identified and walked to the Target Area, I will begin reading about this group.
  - I will then ask the Targets to look at the Non Targets, the Non Targets to look at the Targets, and I will have the Target cross back over into the Non Target Area.

### **Script EXAMPLE (for facilitator):**

“Could all “Vegetarians” please enter the Target Area?” After people who identify as being Vegetarian enter and face the Non-Targets you will read the words, putting them into sentences for a more powerful effect. “Vegetarians are hippies. Vegetarians are fakers and hypocrites. People who are Vegetarian are hyper-sensitive and over-sensitive. They think that everything should adjust to them. Targets look at your non-targets. Non-targets look at your targets.” Pause for a second so people can make eye contact. “You may cross back.” Then call your next group and do the same thing.

### **Group Discussion (after activity)**

- When the activity is complete, Facilitators facilitate discussion.
- Questions to ask:
  - How did it feel to stand in the Target Area?
  - How did it feel to stand in the Non-Target Area?
  - Out of all the times you entered the Target Area, which time did you feel the most uncomfortable?
  - Was there ever a time that you stayed in the Non-Target Area, even though you felt that you belonged in the Target Area?
  - Were there times when you were not sure whether or not you belonged?
  - When you looked over into the Target area and made eye contact with someone you know, and the narrator was reading all those stereotypes about your friend - How did that make you feel?
  - How can we recognize when our brain is giving us stereotypes?
  - Why is it important to recognize and understand that we are using stereotypes?



# ENCOURAGING OPEN DIALOGUE: DISCUSSION RESOURCES FOR YOUR ORGANIZATION

## LINKS TO OTHER DIALOGUE GUIDES & RESOURCES

- [YouTube: Guidelines for Facilitating Racial Dialogues Webinar \(2020\)](#)
- [Context of the 2020 Civic Unrest](#)
- [Town Hall Racial Discussion Template](#)
- [Support Resources for Black Individuals and Communities](#)
- [10 Steps to Non-Optical Allyship](#)
- [Tips for Managers in the Workplace](#)
- [Interrupting Bias: Calling Out vs. Calling In](#)
- [How to Host Discussions About Diversity & Inclusion at Work](#)
- [Community Dialogue Guide: Conducting a Discussion on Race - Department of Justice \(2003\)](#)
- [10 Top Diversity & Inclusion Questions Answered \(2018\)](#)
- [The Pink Elephant In The Workplace: How To Have Conversations About Race, Politics, And Religion At Work \(2019\)](#)
- [Lessons Learned About Facilitating Conversations About Race from Teaching Diversity, Equity, and Inclusion at Wharton \(2020\)](#)
- [Managers' Guide to Having Essential Conversations \(2020\)](#)
- [QUIZ Emerging Professional's Role in Workplace Diversity Equity and Inclusion](#)

# EVERYDAY TOOLS

## WAYS TO COMBAT MICROAGGRESSIONS BACKGROUND

***Reminder:** A microaggression is defined as the verbal, nonverbal, and environmental slights, snubs, insults, or belittlement, whether intentional or unintentional, which communicate hostile, derogatory, or negative messages to target persons based solely upon discriminatory belief systems.*

### **How do microaggressions manifest?**

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According to Professor of Psychology at Columbia University, Derald W. Sue, Ph.D., microaggressions rear their ugly head in three ways: **micro-assaults, micro-insults, and micro-invalidiation.** Microaggressions can be explicit or conscious derogatory verbal or nonverbal communication that dehumanizes or invalidates the experiences of women, people of color, members of the LGBTQA+ community etc.

### **The effects of microaggressions aren't just anecdotal:**

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According to research published in the *Journal of Counseling Psychology*, microaggressions can lead to traumatic stress symptoms and depression in some populations.

# EVERYDAY TOOLS

## WAYS TO COMBAT MICROAGGRESSIONS AS A BYSTANDER

**Consider the following questions when experiencing microaggressions as a bystander:**

- What is the probable impact if no one speaks up in this situation?
- What could be the positive outcomes if someone does intervene and speak up?

### A-D-D-R-E-S-S THE SITUATION

**A** = Acknowledge (that something occurred)

**D** = Dialogue (with the person in the moment, afterwards)

**D** = Document (tell someone; use the Bias Reporting System)

**R** = Redirect (the conversation)

**E** = Educate (the person)

**S** = Stop (the exclusionary behavior)

**S** = Support (the people impacted)

*Source: Developed by Naomi Sigg, Director of Office of Multicultural Affairs, Case Western University, 2015*

## OTHER TIPS FOR BYSTANDERS:

- **Be an ally**

Regardless of which course of action you take, be an ally for the target of microaggression

- **Speak for yourself**

Don't try to speak on behalf of the person who has experienced the microaggression since doing so can itself be a form of microaggression according to Kevin Nadal, PhD, associate professor of psychology at the City University of New York's John Jay College of Criminal Justice

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## WAYS TO COMBAT MICROAGGRESSIONS AS A TARGET

### CONSIDER THE CONTEXT

If the person committing the microaggression is someone you don't care about maintaining a relationship with, respond however you see fit if it seems safe to do so, says NiCole Buchanan, PhD, an associate professor of psychology who leads workshops on microaggressions at Michigan State University and beyond. ***Be sure to criticize the microaggression, not the microaggressor, suggests Nadal.***

### 3 PROVEN WAYS TO EFFECTIVELY DEAL WITH MICROAGGRESSIONS AT WORK

- 1 ***Calmly confront***  
Remain calm and assess the situation, be it intentional or simply misplaces, address the offender directly and ask “What did you mean by that?” Don't respond with anger, but instead try to relay why a particular microaggressive comment or action was hurtful/inappropriate.
- 2 ***Build a support team***  
It's important to have at least one colleague that you can trust. And while that option isn't always available in the workplace, if you can find a confidant at work, lean on that person for moral support when microaggressions happen, or when you need someone who will defend you if it ever becomes necessary.
- 3 ***Report the incident***  
Everyone has a right to work in an environment that is free from unnecessary emotional and mental distress. And if you don't trust that a direct supervisor or upper management will hear you out, find out who is the head of diversity initiatives within your organization.

*Source: Tiffany Lashai Curtis, 2018*

### TAKE CARE OF YOURSELF

Microaggressions can be shocking and make you think you don't belong, says psychologist Dorainne J. Levy, PhD, a postdoctoral fellow at Indiana University's Center for Research on Race and Ethnicity in Society. Fight those feelings by talking things over with peers and practice healthy sleep habits and other self-care strategies.

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## WAYS TO COMBAT MICROAGGRESSIONS

### SELF-REFLECTION

**Review the strategy checklist for allies and accomplices below and consider how often you effectively demonstrate these skills**

1. Consistently track interactions and group dynamics: work to create balance of engagement among all members; and speak up when you notice exclusionary comments and behaviors.
2. Cultivate relationships with other members of privileged groups who actively work to dismantle oppression and create inclusive organizations. Talk honestly about where you get stuck and ask for feedback and coaching.
3. Continue to deepen your awareness about privilege and dominant culture, and how these operate in you, others, and organizations/systems.
4. Recognize and change in the moment when you are operating out of stereotypes, privilege, and/or dominant cultural beliefs.
5. Track patterns of negative differential treatment on members of marginalized groups and intervene to stop inappropriate actions and educate others.
6. Support others when they question or challenge uninclusive or disrespectful behaviors or policies so they are not alone. Recognize that marginalized group members have a far greater risk if they challenge and speak up.
7. Recognize and intervene when unconscious bias and prejudice are impacting opinions and decisions.
8. Continually learn more about the experiences of members of marginalized groups and oppression.
9. Recognize when members of marginalized groups might be reacting out of cumulative impact, and offer space to talk about issues and their experiences.
10. Analyze policies, programs, services, and practices to assess any differential negative impact on members of marginalized groups and shift practices to create change.
11. Track current utilization of services and assess the degree of satisfaction and usage by members of marginalized groups.
12. Regularly assess the climate and culture of organizations and analyze the data for any differential experiences from members of marginalized groups.
13. Constantly track organizational activities to ensure fairness, respect, and inclusion for all people with respect to group dynamics, communication, task assignments, professional development opportunities, decision-making, conflict management, mentoring, networking, hiring and promotion, etc.
14. Ask questions to seek to understand BEFORE disagreeing or defending your position.
15. If your behavior has had an impact on a member of a marginalized group, avoid defensively talking about your intent. Instead, listen thoughtfully to their feelings and perspective; acknowledge the impact; make amends and change your behavior as needed.
16. In meetings and conversations, ask these questions, "How might this impact members of different marginalized groups?" "What perspectives and input might we be missing from different marginalized groups?"
17. Talk with members of privileged groups who seem to be colluding, "going along to get along" help them consider the consequences of their actions and shift their behaviors.

*Source: Kathy Obear, Ed.D., Center for Transformation & Change, 2020  
 "Checklist for Allies and Accomplices: Tools and Strategies to Increase Your Capacity and Effectiveness as Change Agents (A Place to Start)"*

# EVERYDAY TOOLS

## SALARY NEGOTIATION 101 BACKGROUND

Salary transparency and pay equity are a powerful tool in the fight against social injustice, unconscious bias and a lack of diversity in the workplace.

The issue of gender representation, male dominated industries, discrimination, unconscious bias and wage penalty for motherhood still unfortunately play a role in the workplace today. Pay disparity is further exacerbated by the fact that men are 23% more likely to negotiate a pay increase. Research indicates that confidence plays a part in this - twice as many women than men cite a lack of confidence as a barrier to progression.

When salaries are compared across industries, there is very clear evidence that the gap in pay between genders and races indicates systemic oppression, baked into organizations' compensation practices.

The gender pay gap is significant in most western countries – even when adjusting the calculations to compare equivalent positions, and taking into account specific factors like industry, company size and title. In the US, for example, the **gender pay gap is still a difference of 25%** for pilots, chefs and C-suite executives. According to a study from Glassdoor, the adjusted gender pay gaps in 2019 averaged across job categories, were 4.9% in the US, 3.7% in France, 4% in the UK and 6.4% in Germany.

*Sources: Robert Walters, 2019*

*"Driving Diversity & Inclusion in the Workplace: The Strive for Gender Parity"*

*Anne Charon, Jenic Mantashian & Suzanne Kirkendall, 2020*

*Diversity & Inclusion Series, Part 7: Reducing the Gender Pay Gap by Reducing Ambiguity around Negotiating Salary*

# EVERYDAY TOOLS

## SALARY NEGOTIATION 101

### 5 TIPS FOR NEGOTIATING SALARY

- 1** ***Research your market value***  
What is the salary range for employees with similar jobs at competitors? What are your colleagues who are doing similar work earning? Sites like LinkedIn, Salary.com and Glassdoor provide general compensation guidelines, and you may even find spreadsheets online that list specific salaries at a given company.
- 2** ***Document accomplishments***  
Help your manager or recruiter sell a salary increase to their superiors by building a strong justification behind your ask. That requires documenting accomplishments and impact. What's important is ensuring your request is firmly rooted in data so that a higher salary is mutually beneficial.
- 3** ***Avoid sharing salary history or expectations***  
During the interview process, you want the recruiter to share their salary number first to avoid undercutting yourself by mistake.
- 4** ***Take your time and compare comprehensively***  
Maybe one offer comes with equity in a fast-growing startup; the other with excellent benefits, a desirable work-life balance and the possibility of tuition reimbursement should you pursue a graduate degree. Whatever the case, make sure to value the entire package holistically and over the course of your employment, not just for year one.
- 5** ***Just ask!***  
The simplest yet hardest part, and one that a majority of people—especially women—never do. In fact, a 2018 survey of U.S. workers found that 66% of women and 54% of men didn't negotiate at all in their last job offer.

*Source: Malini Bhandaru, 2019*

*"Follow These 5 Steps for Effective Salary Negotiation"*

# EVERYDAY TOOLS

## INTEGRATING DEI ON SOCIAL MEDIA

### 5 STRATEGIES FOR LONG TERM DEI INTEGRATION

- 1** ***Recognize your brand's role***  
Determine what kind of role your brand should play in important conversations about DEI and what your audience expects from you. To determine your brand's place, ask yourself: How can we be there for those in our brand's community who are looking for support from us? Where are the gaps in our own education, and how can we further our education?
- 2** ***Prioritize representation***  
Amplifying diverse voices on your brand's social media platforms is an intentional, measurable step that companies can take toward fulfilling their commitment to DEI. Choose your models and images intentionally, give credit to BIPOC creators and creators from underrepresented groups for their work, and actively seek out and share work from those underrepresented groups.
- 3** ***Show, don't tell***  
Corporate statements *tell* your audience what you believe and plan to do about something, but long term social media strategies **SHOW** your audience **HOW** your brand is doing what you promised. Make a plan to highlight your employees' actions and brand's ongoing work. Transparency is key here.
- 4** ***Check yourself***  
Your approach should focus on how you bring the principles of diversity, equity, and inclusion into all of the work you do. DEI should be considered before publishing any content.
- 5** ***Understand your organization and its sphere of influence***  
Understand what your organization is doing internally in terms of DEI. To inform your social strategy, ask: What is your company's DEI strategy? What are the main areas your brand is focused on? How has your audience responded to communication about this topic in the past?

Source: Sprout Social, 2020.



DIVERSITY

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INCLUSION