

FULL DIVERSITY PARTNERS LAB



THANK YOU

for your inspirational work and valuable contribution

LAB NOTES are a reflection of your learning experience. Taken out of context, the notes and insights might be misleading; therefore, WMFDP recommends they be for the use of participants only.

OPERATING AGREEMENTS

as generated by participants

- Be open to the idea and person
- Shared fame – “everyone in the canoe” (even when up the creek)
- Love it for a minute
- We can disagree and not be disagreeable
- Set expectations of a collaborative environment at the start, and be continual and can flex
- Everyone deserves respect
- “Safe environment” – no stupid ideas, we can get crazy, creativity is prized to get the best idea
- Give grace...we are imperfect, and projects or activities won't go as planned
- When it's time to commit, you have to be all-in, occasionally letting go of your personal preferences
- When there is a failure, or you discover that you or someone else is going in the wrong direction, give grace and have the humility to change the course
- If you feel strong emotions, manage their impact on others
- Have fun!

HOPES & CONCERNS

as generated by participants

- Advance skills to better engage quieter colleagues/employees
- To learn things here that will help me question my assumptions
- Expand my mind and my heart
- Learn how we do things here – how hard to push/language
- Gain new skills to have difficult conversations and reduce anxiety
- Open to own blind spots and open to others' mentoring
- Continue to be challenged and change
- Practical way to apply learning. Better people/better organization.
- Hope to become a better leader
- Each person: How can we leverage what we've learned?
- How do we expand the learning? Scale up?
- How do I get myself all in the group – be fully present?
- Not sure what I am supposed to be getting out of this lab
- Diversity and inclusion gets wrapped around politics

- Focus on questions
- Intentional about who we ask to join the conversation
- Creating the right environment, e.g. Operating Agreements, etc.
- Demonstrate patience and seek to understand
- Fast brain/slow brain concept
- Let go of defending your intent and be accountable to your impact
- Give grace – suspend judgment
- Love it for a minute
- Intentionally bringing more about our personal experiences
- Intention-setting
- Rely on the wisdom and judgment of our peers
- Recap at the end of the night/session to clarify what's been covered
- “Teach yourselves” – activity-based learning
- Have you ever/All my neighbors
- Be vulnerable
- What is my intent?
- Be curious
- Write a letter
- My view/perspective is incomplete unless I get additional feedback
- Noticing our own impact versus focusing on intention
- Mindfulness – being aware of our body's reactions
- Experience is data
- Thoughtful discussion leads to more robust answers
- Be more open and aware of what you are feeling, which improves the outcome
- Invite people from any level
- Talk about what matters to us
- Seek allies and be an ally
- Lead with listening versus telling

9 Assumptions about W Men

- Visible Security Threat
- Move through the world w/ ^{physical} less risk
- Don't have rhythm
- They are dominated & in charge.
- Oblivious to their priv.
- Can/could not lead diversity
- Stronger affinity groups - Good Old Boy network.
- Entitled & born with resources

7 Assumptions about W Women

maternal, helping, support, safe, etc.
would feel as safe as a WM
in any environment
friendlier, more approachable
stronger affinity groups
compared to everybody else.
juggle more / more efficient
assumed to be entitled
@ Sandra: on the technical side
Understand the experiences of
men and women of color.

8 Assumptions about men + Women of Color

African Americans are connected to African ^{culture}

Race is an overriding factor for
M; W of color.

♂ more likely a physical security

Have a ^{threat} strong tie to their culture compared

Understood each other's ^{to Whites} experiences. can use the "N" word,
e.g.

Some can/cannot pass
much much better to succeed

Accent = credibility than average

Juggle more/more efficient

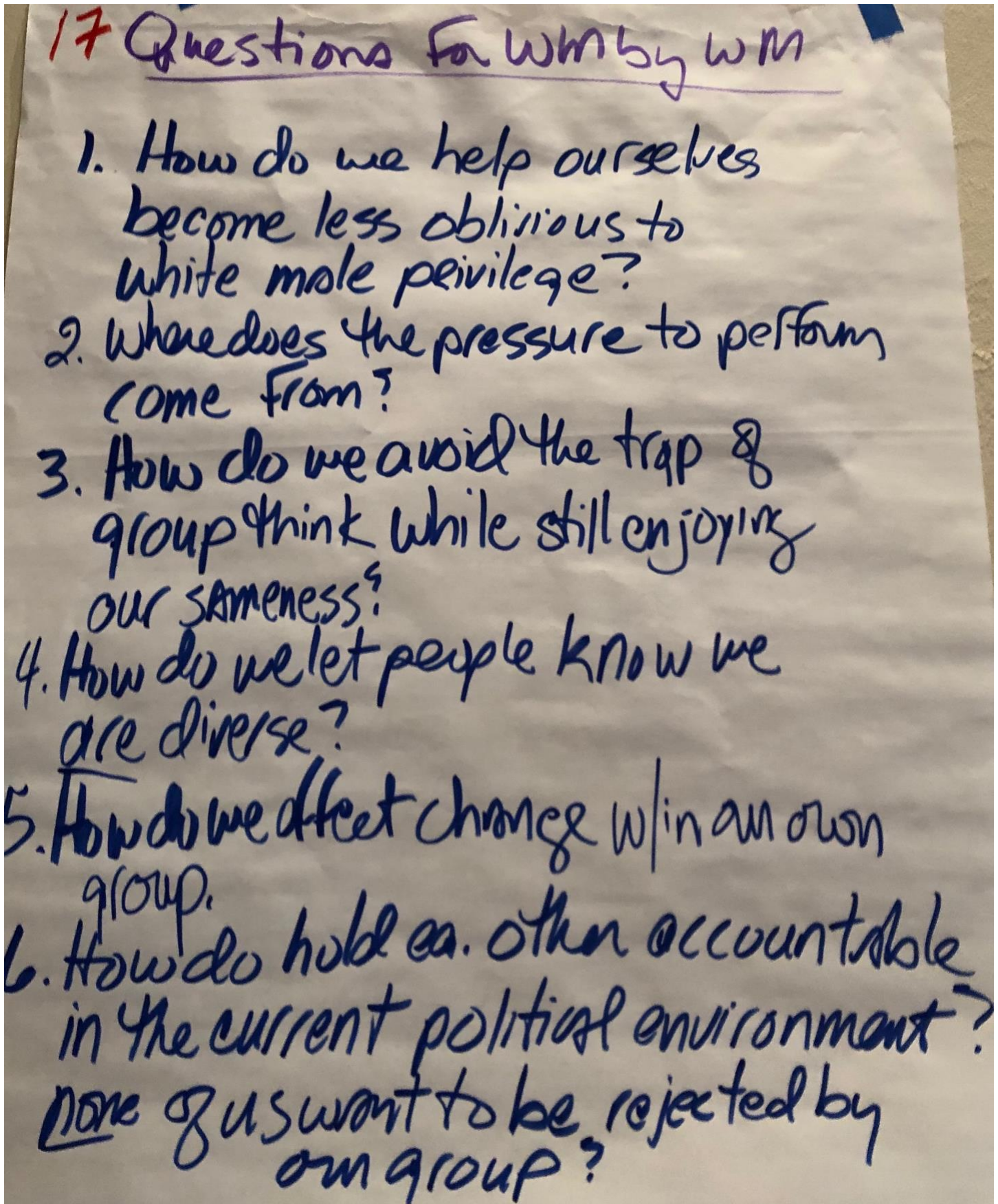
Not that technical

assumed to be
devoid of oppressive
behavior

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How might these assumptions impact my ability to effectively partner at work?

- men assumptions more negative
- WW's m/w of color are doing it right
- D;I is necessary because of WM
- ~~assumptions~~ hurts trust between ppl/orgs.
- Make others uncomfortable because of physical security assumption
- Bias from historical perspective, clouds judgment
- Diminished judgment leading to exclusion
- Allow Rank/hierarchy assumptions to take more seriously, overlooking other innovative ideas.

For White Men—as generated by White Men



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POC

Questions for WM/WW & POC's

- 1) * Do you mentor people of color? If no, why. If yes, is it done differently than for your white mentees?
- 2) * Would you be comfortable mentoring people of color?
- 3) * How do you select who you invest time in?
- 4) * Would you be comfortable being mentored by a person of color? And at a lower level?
- 5) * Do WM/WW view people of color as inferior?

18 Questions for WM (WW)

- ① What is their perspective on quotas? Do you assume I'm a quota hire?
- ② What is comfort level working with and reporting to women?
- ③ ^{from women} What differentiates emotion vs. passion in a man?
- ④ Have you ever, or would you, speak up if you see an inequity?
- ⑤ Does how the work gets done influence how you see the result?
- ⑥ Where do you see us playing the victim card?

19 ⑦ How do we prevent negative optics of us as women when we try to meet men where they are?
(e.g. golf course)

14 Questions for POC (WW)

- ① ~~what is~~ Give example of a cultural communication style that is not acceptable in WMC?
- ② How comfortable do you feel mentoring white men + women or being mentored by them?
- ③ Do you see white women as allies?
- ④ What would you to be different in our work environment?
- ⑤ What would help ~~at~~ us to attract ^{and} or retain people of color?

15 Questions - W/M for POC

1. What do you notice about how we don't carry our weight?
2. Would you like us to weigh every interaction and be an ally or one of these times when it's O.K. to support the norm?
3. Do you think things w/D;I will change for the better due to changing generations or are we permanently stuck? "self-perpetuating"
4. What is your role in Advancing D;I vs. Pointing out the problem or describing impact?

2 Questions for WW (WW)

- ① What would we want to be different in our work environment?
- ② What would help our attraction & retention of women?
- ③ How do we help others understand more context / holistic education?
- ④ Where do we play the victim card?

11 Questions for WW by WM

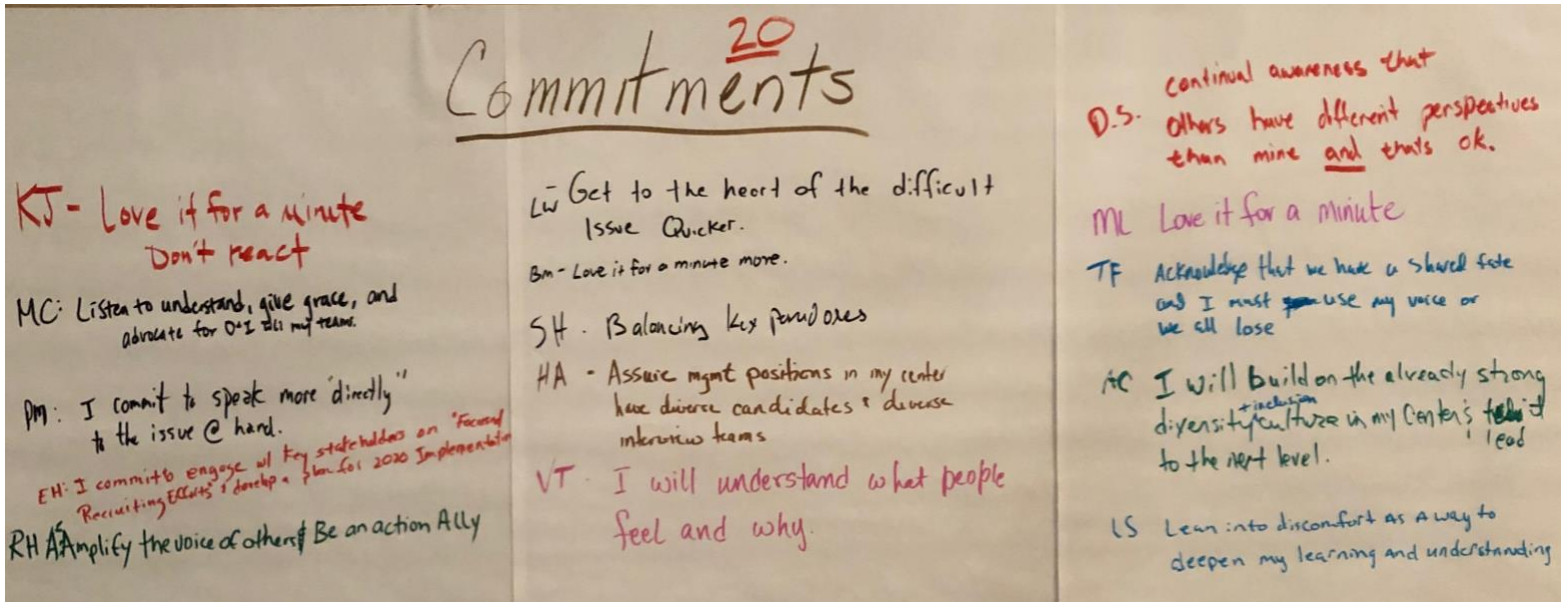
1. What is "neurologically atypical?"
2. What is your role advancing D:I vs. pointing out the problem ~~or~~ or describing impact?
3. What qualities do you think WM suppress that we shouldn't?
4. In light of #metoo how do we interact "normally" and develop good partnerships?
5. When we go back to work what are 1 or 2 things you hope we do differently?
6. Tell us how Sandra's culture restricts ~~is~~ your opportunities for advancement because you are a woman?

Questions for WW by WM

7. Do you feel you are held back by the culture of the lab and if so, how?

COMMITMENTS

as generated by participants



"I'M TIRED OF..." STATEMENTS

as generated by participants

- I'm tired of trying to convince people who are unwilling to change.
- I'm tired of hearing about the border wall.
- I'm tired of hearing that immigrants are in the U.S. to seek free stuff.
- I'm tired of talking about diversity and inclusion awareness...move to actions with impactful results.
- I'm tired of hearing the "first woman" fill-in-the-blank...really, it's 2019 and we still have so many 1st stories.
- I'm tired of politicians pretending that all race relations are fine, or worse yet, that white people are being persecuted.
- I'm tired of being tired...
- I'm tired of living in a "majority-minority" state and not seeing minorities in executive positions.
- I'm tired of hearing "I don't believe this actually happens at Sandia or in Albuquerque."
- I'm tired of being dismissed, and my recommendations not being implemented, at Sandia.

Sandia National Labs
Full Diversity Partners Learning Lab
Santa Fe, NM
Dates 7.29.19

KEY MESSAGES

My experience at the D&I Lab provided me a rich set of new lenses through which I can view experiences and understand the world.

While there were a lot of concepts and tools introduced at the lab that I will put into practice, certainly the greatest impact on me was the heartfelt, authentic stories and experiences that the others shared regarding D&I issues, and the impact that they've had on them.

The impact of the lab was the importance of connecting head and heart. I/we need to instill more love in my/our day-to-day life interactions with everyone, especially my staff.

As a white person, this class made the "It's not my fault and I am responsible" paradox more deeply real and actionable. Hearing others' stories gave me a better appreciation for the incredible people at Sandia, and the diverse perspectives that they bring that can help me be a stronger leader.

I think that the Labs – and most corporate environments – have evolved to the point that major violations of inclusion/exclusion or discrimination are rare. However, the idea of "death by a thousand paper cuts" resonates with me based on my learnings this week. These more minor incidents add up to major hurt and dysfunction. I want to be a part of the change that reduces these paper cuts and brings greater belonging to all groups of individuals.

The decision to lean into discomfort, without regard for what others may think or how uncomfortable I may feel. Expressing my heart in a workplace environment deepened my own learning and understanding of others in a meaningful way that has renewed my sense of purpose in both my leadership and D&I journey.

Learning, awareness, and reflection of indecision and diversity are foundational. Moving to action is imperative.

I have a new commitment to amplify voices that deserve to be heard, and adverse behaviors that I will not tolerate that lead to racism, sexism, or discrimination in any form.

I know now that as a white male, I have privilege and it's critical that I use this privilege to bring others up, thereby reducing the weight that they have been carrying.

D&I is not a popular bumper sticker; rather, it is an imperative to ensure that the entirety of YOU is recognized, valued, and that our respective differences are brought to bear in availing better solutions to complex issues.

Diversity and inclusion is much more than the differences that we "see." It is about being inclusive of other, more subtle differences – a big one for any U.S. communication style – and how two people of different styles can be so much more powerful and impactful by working together and leveraging their strengths versus trying to change the other person.

This D&I lab is hard work. It is a personal journey of introspection of one's head and heart. I explored, with the help of committed colleagues, what diversity and inclusion mean in both work life and personal life. Diversity is so much more than color, ethnicity, gender, faith, etc. It is that each person is the sum of unique experiences influenced by color, ethnicity, gender, etc. In dealing with people, consider the whole.

Through awareness, tolerance, and grace, I have a new understanding and appreciation of what being an inclusive leader truly means. Awareness of the appreciation of the different perspectives and environments that others may be in, and the impact of my actions on others.

Trust and partnership are so very vital, yet so delicate. Both require a deep understanding of other people. However, we cannot fully understand others until we understand ourselves and our strengths, or weaknesses, and how we are perceived through our words, actions, and even silence or inaction.

The deep sharing of experiences, perspectives, and insights has both broadened and deepened my understanding of D&I. I was humbled by the vulnerability and genuineness displayed, and it has motivated me to do more. Although it is not any one person's fault, we all need to be part of the solution. We are all humans and we need to create an environment where every single person can bring their whole selves to work.

Diversity and inclusion is very personal, as we are all on a personal journey. This lab was a good reminder that we should always remember the power of one, multiplied.

READINGS

We all live with the objective of being happy. Our lives are all different and yet the same.

—Anne Frank

The Paradox of our Age

We have bigger houses but smaller families; more conveniences, but less time; We have more degrees, but less sense; more knowledge, but less judgment; more experts, but more problems; more medicines, but less healthiness; we've been all the way to the moon and back, but have trouble crossing the street to meet the new neighbor. We built more computers to hold more information to produce more copies than ever, but have less communication; we have become long on quantity, but short on quality. These are times of fast foods but slow digestion; tall man but short character; steep profits but shallow relationships. It's a time when there is much in the window, but nothing in the room.

—H. H. The XIV Dalai Lama

The Difference Between Arrival and Entrance

Arrival is physical. You can arrive in a place and never really enter it; you get there, look around, take a few pictures, make a few notes, send postcards home. Entering takes longer. You cross over slowly, in bits and pieces. You begin to despair; will you ever get over? It is like awakening slowly over a period of weeks. And then one morning you open your eyes and you are finally here, really and truly here. You are just beginning to know where you are.

—Jamie Zeppa, *Beyond the Sky and the Earth, A Journey into Bhutan*

...Have patience with everything unresolved in your heart and to try to love the questions themselves... Don't search for the answers, which could not be given to you now, because you would not be able to live them. And the point is, to live everything. Live the questions now. Perhaps then, someday far in the future, you will gradually, without even noticing it, live your way into the answers.

—Rainer Maria Rilke

Ours is not the task of fixing the entire world all at once, but of stretching out to mend the part of the world that is within our reach. Any small, calm thing that one soul can do to help another soul, to assist some portion of this poor suffering world, will help immensely. It is not given to us to know which acts, or by whom, will cause the critical mass to tip toward an enduring good. What is needed for dramatic change is an accumulation of acts, adding, adding to, adding more, continuing.

—Clarissa Pinkola Estes, Ph.D., *Women Who Run with the Wolves*

To laugh is to risk appearing the fool,
To weep is to risk appearing sentimental
To reach out for another is to risk involvement
To expose feelings is to risk exposing my true self
To place my ideas and dreams before the crowd is to risk loss
To love is to risk not being loved in return
To live is to risk dying
To hope is to risk despair
To try at all is to risk failure

But risk we must, because the greatest hazard in life is to risk nothing. The man, the woman, who risks nothing, does nothing, has nothing, is nothing. They may avoid suffering and sorrow, but they cannot learn,

feel, change, grow, love, live. Chained by their attitudes, they are a slave, they have forfeited their freedom. Only a person who risks is free.

—Author Unknown

The Invitation

It doesn't interest me what you do for a living. I want to know what you ache for, and if you dare to dream of meeting your heart's longing. It doesn't interest me how old you are. I want to know if you will risk looking like a fool for love, for your dream, for the adventure of being alive. It doesn't interest me what planets are squaring your moon. I want to know if you have touched the center of your own sorrow, if you have been opened by life's betrayals or have become shriveled and closed from fear of further pain!

I want to know if you can sit with pain, mine or your own, without moving to hide it or fade it, or fix it. I want to know if you can be with joy, mine or your own, if you can dance with wildness and let the ecstasy fill you to the tips of your fingers and toes without cautioning us to be careful, to be realistic, to remember the limitations of being human.

It doesn't interest me if the story you are telling me is true. I want to know if you can disappoint another to be true to yourself, if you can bear the accusation of betrayal and not betray your own soul. I want to know if you can be faithless and therefore be trustworthy.

I want to know if you can see beauty even when it is not pretty every day, and if you can source your own life from its presence. I want to know if you can live with failure, yours and mine, and still stand at the edge of the lake and shout to the silver of the full moon, "Yes." It doesn't interest me to know where you live or how much money you have. I want to know if you can get up after a night of grief and despair, weary and bruised to the bone, and do what needs to be done to feed the children. It doesn't interest me who you know or how you came to be here. I want to know if you will stand in the center of the fire with me and not shrink back. It doesn't interest me where or what or with whom you have studied. I want to know what sustains you from the inside, when all else falls away. I want to know if you can be alone with yourself and if you truly like the company you keep in the empty moments.

—Oriah Mountain Dreamer

Do not be daunted by the enormity of the world's grief.

Do justly, now. Love mercy, now. Walk humbly, now.

You are not obligated to complete the work, nor are you free to abandon it.

—The Talmud

VIDEOS

[Cracking the Codes: Joy DeGruy "A Trip to the Grocery Store"](#)

[Guinness Rugby – Gareth Thomas' Story](#)

[P&G - The Talk](#)

[Ariel India - #ShareTheLoad](#)

[Donna and Bob - An Unlikely Friendship](#)

[White Men: Time to Discover Your Cultural Blind Spots](#)

THE JOURNEY CONTINUES...



The journey of a thousand miles starts with a single step.
Go slow to go far.