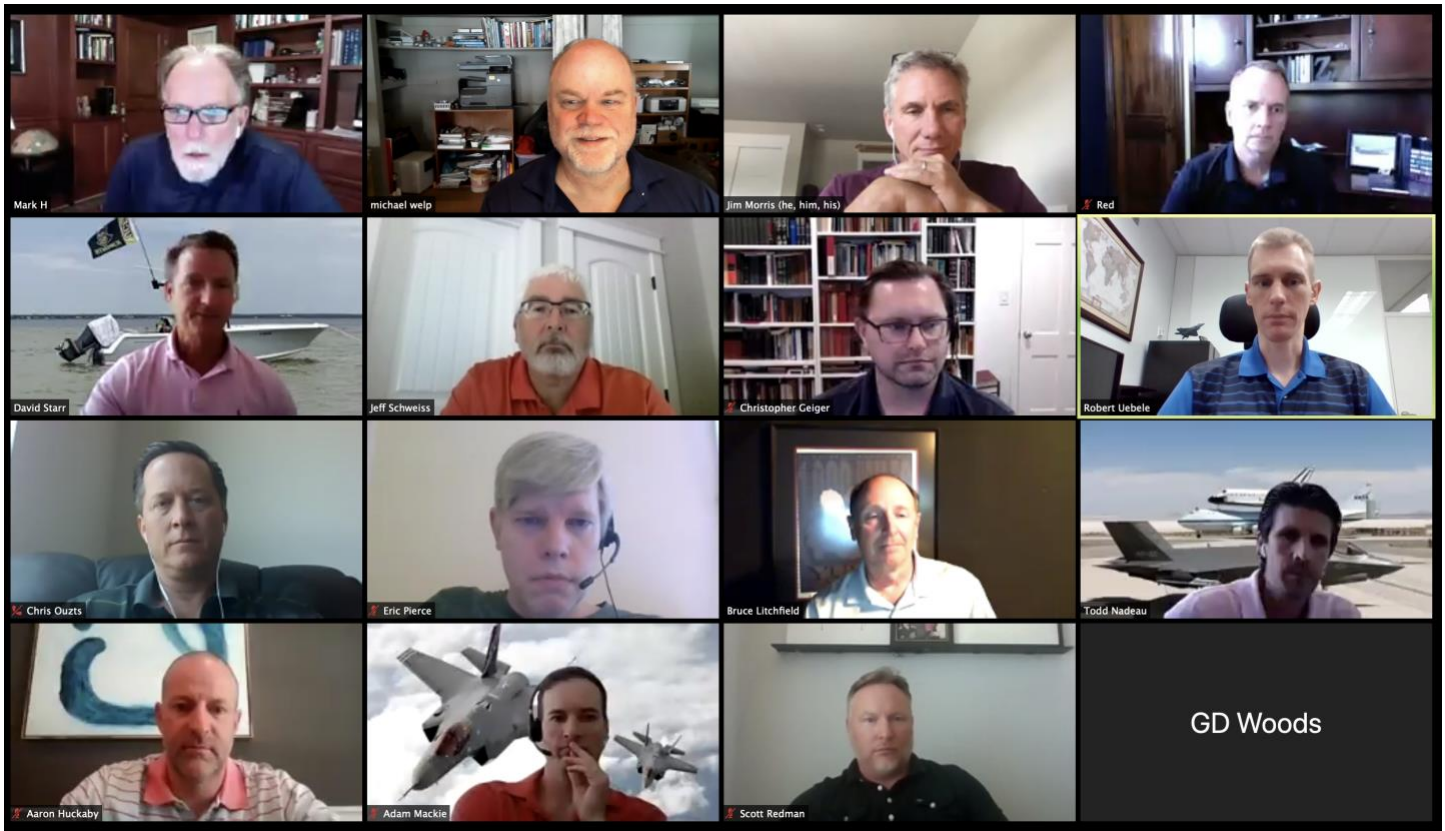


## WHITE MEN'S CAUCUS



**THANK YOU**

for your inspirational work and valuable contribution



## LOCKHEED MARTIN WHITE MEN'S CAUCUS

June 8-11, 2020

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

## EIGHT CRITICAL LEADERSHIP SKILLS

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- Courage
- Integrating Head & Heart
- Listening
- Balancing Key Paradoxes
- Leveraging Ambiguity and Turbulence
- Managing Difficult Conversations
- Seeing and Thinking Systemically
- Being an Agent of Change

## HOPES & CONCERNS

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*as generated by participants*

### HOPES

- Broaden my perspective, gain wisdom from other people's perspectives
- Get some tools to work with my staff when I get back.
- How do I show up authentically, gain credibility?
- Did not have a choice to be born WM. Hope to uncover some of those UB so I can be the best I can be across the board for all genders and races.
- Timely with all events going on. Appreciate having it as a virtual option. How to go back and start crucial conversations.
- Find out if I am not an inclusive leader, how to improve to make a noticeable difference.
- Empathy vs. sympathy... coming across right.
- I like that LM is investing in this training to advance the diversity agenda....I hope it works.
- Learn how to engage with other WM on diversity inclusion topics and how important that role is to engage my own group.

### CONCERNS

- 600 emails
- When I talk about it with my staff, how do I not come across as disingenuous?
- Work! Priorities and deadlines are going to stack-up.
- Virtual work makes us feel pulled in even more directions.
- I may have some pretty strong biases I am not aware of.
- Need empathy, not sympathy.
- Just going through the motions and not really learning from or using the session
- May not feel safe to talk about disagreement or confusion - wherever you are at.

## WHAT'S IN IT FOR WHITE MEN?

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*as generated by participants*

- I understand my colleagues life experience better
- Can more effectively communicate with my work colleagues
- Making your team better by them knowing you are compassionate and caring enough to see them as they are

- Better able to deal with the generations who are coming on board
- Make sure we are doing everything we can to attract the right talent and be the workplace of choice
- Being a better person
- I continue to challenge myself and grow
- I won't get replaced by someone who is a better full diversity partner
- As leaders, team takes on characteristics of leaders, so if we model respect etc others will take that on too
- I solidify listening skills that improve my significant relationship and family connection...better spouse, parent. Etc
- Improve the brand, image, reputation of white men or how we are viewed.
- Team members trust me more, I get better info, so better organizational decision making
- Evolving the WM culture so future generations are not stereotyped or locked-inn to one type of "white man". Both/And.
- I have less nagging sense of guilt that I am the problem
- I have more permission to be in my heart not just in my head. I will be more accessible in eyes of others
- I will live longer. I will be more able to ask for help, I have more of a support system, I feel more of a community. I balance my rugged individualism. I have more of a community.
- I have more permission to say "I don't know" or be confused. Not have to fake it till I make it.
- I leave a better world for my sons and daughters
- I see WM as another support group to help me with my D&I journey

## FREE ASSOCIATION – “WHITE MEN”

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*as generated by participants*

- Old
- Privileged
- Reactionary
- Racist
- Golf
- Conservative
- Majority
- Republicans
- Set in their ways
- Disconnected
- Angry
- Leadership
- Work ethic
- Good old boys network
- Provider
- Don't listen
- Executive
- Independent
- Aryan Nation
- Self reliant
- Guns

- NASCAR
- Religious
- Can't jump
- Chauvinist
- Anti-women
- Congress/ CEOs/Senate
- KKK
- Breadwinners
- Hard working
- Founding fathers
- Power centers
- Fathers
- Educated
- Rich
- Not perceived of positively
- Hard working
- President
- Guilty / Shame / Blamed

## ASSUMPTIONS ABOUT WHITE MEN & DIVERSITY

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*as generated by participants*

- WM don't care about diversity and are only doing it because we have to
- Just don't get it
- Don't care
- Lip service
- Lack of action
- We are the problem
- Don't want to get it
- If others win we lose
- Career will be dead-ended
- Harder to climb the ladder
- Arrogant
- All the same
- Unintentional bias
- Intentionally biased and don't care
- Have a classical perspective on history and colonialism
- We can't lead diversity
- We are a barrier
- We don't want to give away our power or lose power
- Seen as obstacles

## IMPACT OF ASSUMPTIONS ABOUT WHITE MEN & DIVERSITY

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*as generated by participants*

- Lack of dialogue
- Walking on eggshells
- Trust is low
- Breeds defensiveness
- Lower morale amongst folks, assuming we don't care
- People may not trust me or share information which impacts decision making
- Hard to be inclusive when people don't trust each other
- Creates a barrier to any kind of communication
- Could impact job performance/productivity reduces options
- Retention of people of color and women
- How do I get feedback?
- Harder to have conversations about these issues
- Keep my head down and don't do anything so I am not dragged into HR

## TOOLS & SKILLS

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*as generated by participants*

***What tools and skills have you seen or experienced in the Caucus that could be useful to you at work (mindsets, skills, insights)?***

1. Listening - and staying out of problem solving mode.
2. Show empathy for someone's perspective.
3. Ask questions vs. solve.
4. Use the dyad process - no interruption of colleagues.
5. Recognition that there is a WM culture.
6. Am I modeling what I want to people to do?
7. Open oneself up to vulnerability and being imperfect.
8. Use the Leadership Self-assessment.
9. Take "I'm not racist" off the table, go above and beyond.
10. My view of the world isn't wrong, but more likely just incomplete.
11. Learn to rely on people inside my group as resources for diversity issues.
12. Using the "both/and" framework. Being an individual and a member of the group.
13. Sameness difference - can I be both colorblind and color aware at the same time.
14. Learn to ask if you had an impact on others (different that intent).
15. Don't try to ignore or get around the conversation - have it!
16. Slow down.
17. Challenge the assumption that all of my value comes from doing.
18. I can't fix what I don't understand.
19. Film clips to spur conversation.
20. Quotes, readings.
21. Sitting with questions and continuing to explore answers vs. one answer.
22. Creating operating agreements to create safety.
23. Sharing feelings with a common (WM group).
24. Effective Coaching Practices:

- Repetition - practice to get better
- Story telling - sharing your experience so others can relate to what you are talking about
- *Asking questions - letting people learn to answer their own questions*
- *Allow failure and self-reflection to learn to do it better next time*
- *The coaches' job is not to solve the problem*
- Allow venting - free association, unfiltered Believing in people and that they have all the resources they need to try something.
- Role playing - having them practice dealing with the situation
- Writing down what they want to discuss Visualization - Visualize the outcome and work towards it

## READINGS

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The real voyage of discovery consists not in seeking new landscapes, but in having new eyes.  
—Marcel Proust

### **The Real Work**

It may be that when we no longer know what to do we have come to our real work and that when we no longer know which way to go we have come to our real journey. The mind that is not baffled is not employed. The impeded stream is the one that sings.  
—Wendell Berry

My teacher says, you've got to stink first.  
I tell her, I don't have time to stink—at 64 years old I go directly to perfection or I go nowhere. Perfection IS nowhere, she says, So stink. Stink like a beginner, Stink like a decaying flesh, old blood, cold sweat,  
She says, I know a woman who's eighty-six, last year she learned to dive.  
—Lisa Colt

### **Listen With Your Ears**

When I ask you to listen to me, and you start giving advice, you have not done what I asked. When I ask you to listen to me, and you begin to tell me why I shouldn't feel that way, you are trampling on my feelings. When I ask you to listen to me, and you feel you have to do something to solve my problem, you failed me, strange as that may seem.  
Listen! All I asked was that you listen, not talk or do – Just hear me.  
Advice is cheap.  
And I can do for myself. I am not helpless.  
Maybe discouraged and faltering, but not helpless.  
When you do something for me that I can and need to do for myself, you contribute to my fear and inadequacy.  
But, when you accept the simple fact that I do feel what I feel, then I can quit trying to convince you and get about the business of understanding what's behind the feeling. and when that's clear, the answers are obvious and I don't need advice. Irrational feelings make sense when we understand what's behind them.  
Perhaps that's why prayer works, sometimes, for some people – because God is mute, and he/she doesn't give



advice or try to fix things. “They” just listen and let you work it out yourself. So listen and just hear me. And, if you want to talk, wait a minute for your turn, and I’ll listen to you.

—Author Unknown

## PRIVILEGE STATEMENTS

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### White Privilege Statements

1. If I need to move, I can be pretty sure that I will be able to rent or purchase affordable housing where I want to live.
2. I can go shopping without being harassed, followed, or suspected of wanting to steal something.
3. When I am told about our national heritage or about "civilization", I am shown that people of my race made it what it is.
4. I don't question whether my children will be given curricular materials that testify to the existence and importance of their race.
5. My voice is usually heard in a group in which I am the only member of my race.
6. I can dismiss another's voice with little or no consequence when he or she is the only member of their group.
7. I can go into a hairdresser or barber shop and find someone who can cut my hair.
8. Whether I use checks, credit cards, or cash, I can count on my skin color to support my appearance of financial reliability.
9. I do not have to educate my children to be aware of systemic racism for their own daily physical safety.
10. My chief worries about my children do not concern others' attitudes towards their race.
11. I can express my views in public without creating damaging perceptions of my race.
12. I can do well in a challenging situation without being called “a credit to my race.”
13. I am never asked or expected to speak for all the people of my racial group.
14. I can remain oblivious of the language, customs, contributions and needs of persons of color who constitute the world's majority.
15. If the police pull me over, I can be pretty sure I haven't been singled out because of my race.
16. I can easily buy posters, picture books, greeting cards, dolls, and toys featuring people of my race.
17. I can go home from most meetings of organizations I belong to feeling somewhat connected . . . rather than isolated, out-of-place, outnumbered, unheard, held at a distance, or feared because of the color of my skin.
18. If I declare there is a racial issue at hand, or there isn't a racial issue at hand, my race will lend me more credibility for either position than a person of color will have.
19. I can express interest in employee resource groups or networks and be less likely to be labeled a “troublemaker”.
20. I can worry about racism without being seen as self-interested or self-seeking.
21. I do not need to ask if each negative episode or situation I experience has racial overtones.



22. My culture teaches me to minimize the perspectives and powers of people of other races.
23. My shape, bearing, or body odor are not taken as a reflection on my race.
24. I can take a job with an affirmative action employer without having my co-workers on the job suspect that I got it because of my race.
25. I can think over many options—social, political, or professional—without needing to analyze how difficult it would be for a person of my race to succeed in that endeavor.
26. I can be late to a meeting without having the lateness reflect on my race.
27. I can choose public accommodations without fearing that people of my race will be unwelcome or will be mistreated.
28. If I need legal or medical help my race will not work against me.
29. I can arrange my activities so that I will rarely, if ever, have to experience feelings of rejection due to my race.
30. If I have low credibility as a leader, I would not think that my race is the problem.
31. I can easily find academic courses and institutions, which give primary attention to people of my race.
32. I can expect imagery in all of the arts to testify to experiences of my race.
33. I can choose blemish cover or bandages in "flesh" color and have them more or less match my skin.
34. I can commit acts of terrorism, violence or crime and not have it attributed to my race.
35. I can be pretty sure I will never be asked, "Do you speak English?" or be told, "You speak English very well."
36. If I was born in the United States, I can be confident that my status as an American will not be questioned because of my race.
37. My earning potential is significantly greater than someone who is not of my race.
38. My race's contribution to history is not condensed into one chapter or only focused on for one month.
39. I can make mistakes, fail miserably on a project, or be fired from a job without anyone attributing this to my race.
40. Other people of my race can fail in positions they are ill-suited for and it does not impact how others view my qualifications for a similar position.
41. I do not spend much time or energy at work thinking about how my behaviors might impact the reputations or credibility of other people of my race in the organization.
42. I am generally part of the race majority in most higher-level work meetings I attend.
43. When offered a promotion, I do not have to consider whether it will be worth the extra effort required because I am the first, or one of a few people of my race to hold the position.
44. I can easily find mentors of my racial background at all levels in my organization.
45. I see people of my race at the higher management levels in my organization.
46. If stopped by the police I am less likely to experience physical harm, or in extreme cases, loss of life.
47. I can use the word "whom" without appearing pretentious.
48. When I move to a new position, I do not worry about having to prove my expertise over again. I take my past successes with me.
49. My competence is assumed until I prove otherwise.

50. My skin color does not, by itself, generate fear and/or suspicion.

### **Male Privilege Statements**

1. I can list my full name on the web and/or in social media and not be worried that I might receive harassing or obscene messages or emails.
2. I can expect to receive encouragement to make as much money as I can.
3. Men hold the clear majority of prominent position in government, business, or other public places of power.
4. I can expect to receive wide encouragement for getting as much education as possible.
5. I can freely pursue my career without being accused of, or feeling that, I am abandoning my family.
6. If I am heterosexual, my sexual partner is expected to take more responsibility for birth control.
7. I am judged less for the attractiveness of my appearance.
8. Whether divorced or single, I can be fairly certain that my gender will not play a role in determining whether or not I receive financial credit.
9. I can walk the streets without being gawked at, whistled at, cat called, harassed or attacked because of my gender.
10. In an argument with a woman, I have a better chance at being seen as "reasonable" in our culture.
11. I can take up more space, get more respect, and be listened to more often than a woman.
12. My weight, hairstyle, and fashion sense don't negatively impact how my competence or work is valued.
13. I am usually more supported to put my work and work schedule before family or other personal obligations.
14. I am not expected to be overly attentive or to wait on people.
15. More often than not, I can count on someone else taking care of my children and their needs.
16. I don't feel pressured to take care of other people's feelings.
17. I am given more permission to enjoy and be assertive about having sex.
18. My gender is rarely subject to sexual objectification by the media and popular culture.
19. I am rarely if ever judged on the cleanliness or neatness of my house.
20. I can talk about sexism without being seen as self-interested or self-seeking.
21. I can walk into a car repair shop, hardware or electronics store and usually expect someone to answer my questions without being condescended to or patronized.
22. If I have low credibility as a leader, my gender is not the problem.
23. I don't make sure that my house or car keys are in my hand before I unlock my house, apartment or car door at night.
24. I am often taken more seriously.
25. If I am in a bad mood, show emotion, or discipline someone, comments don't circulate about it "being that time of the month."
26. I don't have to deal with the debilitating effects or distractions caused by "hot flashes" during a critical business meeting or presentation.

27. I don't have to expend much time or energy to ensure my travel arrangements help me avoid the threat of rape or sexual violence due to my gender.
28. In general, my earning potential is 15-33% higher than a woman's.
29. Other men can fail in positions they are ill-suited for without it impacting how others view my qualifications for a similar position.
30. I do not spend much time or energy at work thinking about how my behaviors might impact the reputations or credibility of other men in the organization.
31. I am generally part of the gender majority in most higher-level workplace meetings I attend.
32. When offered a promotion, I do not have to consider whether it will be worth the extra effort required because I am the first person of my gender to hold that type of position.
33. I can easily find mentors of my gender at all levels in the organization.
34. HR, Legal, Finance, and Diversity are not the only functions where I have a chance to work towards an executive level position in the organization.
35. My career progress and accomplishments are not questioned or considered unique because of my gender.
36. My credibility is not questioned because of my gender.
37. My ability to function effectively during crisis is not questioned because of my gender.
38. I do not experience patronizing comments or facial expressions because of my gender.
39. It is rare that someone assumes that I am the office assistant at business meetings I attend.
40. Unlike a woman who decides to keep her name when she marries, I am not interrogated and shamed by friends and family for doing the same thing.
41. I am not expected to "put out" on a date because of my gender.
42. My body belongs to me. My reproductive organs are not seen as the property of other men, the government, and/or even strangers because of my gender.
43. The decision to hire me will never be influenced by the question of whether or not I might choose to have a family soon.
44. I am not a common target for sexual assault because of my gender.
45. If I am heterosexual, it's highly unlikely that I'll ever be beaten up by a spouse or lover.
46. I can be loud without fear of being called a shrew. I can be aggressive without fear of being called a bitch.
47. If I buy a new car, chances are I'll be offered a better price than a woman buying the same car.
48. Complete strangers generally do not walk up to me on the street and tell me to "smile".
49. On average, I am not interrupted by women as often as women are interrupted by men.
50. I am under much less pressure to be thin than my women colleagues are. If I am fat, I probably suffer fewer social and economic consequences for being fat than fat women experience.
51. My odds of being hired for a job, when competing against women applicants, are probably skewed in my favor. The more prestigious the job, the larger the odds are skewed.
52. If I do the same task as a woman and the measurement of it is at all subjective, chances are people will think I did a better job.
53. If I choose not to have children, my masculinity will not be called into question.

54. If I have children and provide primary care for them, I'll be praised for extraordinary parenting if I'm even marginally competent.
55. If I seek political office, my relationship with my children, or who I hire to take care of them, will probably not be scrutinized by the press.
56. Company sponsored social events and/or teambuilding usually caters to what are considered male activities (golf, hunting/fishing, drinking at the bar, sports spectating, etc.).
57. I am far less likely to face sexual harassment at work than my female co-workers.
58. If I'm careless with my financial affairs it won't be attributed to my gender.
59. I do not have to worry about the message my wardrobe sends about my sexual availability or my gender conformity.

### **Heterosexual Privilege Statements**

1. I can express affection with my partner in public without fear of physical violence, bashing or verbal intimidation.
2. I don't have to defend my heterosexuality.
3. I am not accused of having made a choice to become heterosexual.
4. I am never asked to speak for everyone who is heterosexual.
5. My masculinity/femininity is not challenged because of my sexual orientation.
6. I can raise children without threats of state intervention.
7. My children don't have to worry about which of their friends might reject them because of my sexual orientation.
8. I will never be sent to a country for work where my sexuality is punishable by death.
9. People don't ask why I made a choice to be public about my sexual orientation.
10. I don't have to think about being fired or demoted from my job based on my sexual orientation.
11. People of my gender do not try to convince me to change my sexual orientation.
12. I can easily find a religious community that will not exclude me for being heterosexual.
13. I can go out with my partner and not fear that I will be attacked because of my sexual orientation.
14. I can rent and purchase housing in any area which I can afford.
15. I can be fairly sure that my neighbors will not react negatively to me based on my sexual orientation.
16. I do not have to put up with a common question same-sex couples are asked, "Who's the woman/man of the couple?"
17. I can attend the church, synagogue, mosque or temple of my choice without fear of being treated like an abomination.
18. I can bring my partner home without fear of rejection from family members.
19. I can travel most anywhere in the world with my partner and not be concerned about being imprisoned, detained or jailed because of who I love.
20. I don't have to routinely worry about the fear of discovery regarding my sexuality.
21. I can have friendships with or work around children without being accused of recruiting or molesting them.

22. I can easily find articles in mainstream publications discussing my sexual orientation.
23. I have not been considered mentally ill because of my sexual orientation.
24. I don't have to be worried about being "saved, fixed or healed" because of my sexual orientation.
25. I don't have to be worried that my expression of love and caring for my partner will be considered blatant, outrageous, or offensive.
26. I don't have to worry about "coming out" to anyone.
27. I don't have to worry about having to inform anyone about my sexual orientation.
28. I can count on my sexual orientation not being a barrier in becoming a parent.
29. I don't have to agonize or worry about how to explain my sexual orientation to my children or their teachers.
30. I don't have to feel the hurt or fear rejection from my parents or family of origin because of my sexual orientation.
31. I can count on finding a therapist or doctor willing and able to talk about my sexuality.
32. I am guaranteed to find sex education literature for couples with my sexual orientation.
33. I do not have to adjust my career choices or how I visibly operate within them because of my sexual orientation.
34. I can easily see mainstream movies that reflect relationships like mine.
35. I can freely talk about what I did over the weekend without hiding or denying my family arrangement.
36. People assume my primary relationship includes love and caring. They don't just focus on the sexual aspects of my partnership.
37. I can bring my partner to company functions and offsite events to which spouses and significant others are invited, without the risk of it negatively affecting my career.
38. I can take and develop photos of my toddler at bath time without having my motivation questioned.
39. I can spend time in public with a same sex friend, without being concerned about generating strange and uncomfortable looks or gossip.
40. I can have a picture of my life partner on my desk at work without the risk of it negatively affecting my career or relationships with co-workers.
41. I can ask others if they are married, have kids or other conversational questions without considering that it may be difficult for them to respond because of their sexual orientation.
42. In everyday conversation, the language my friends and I use generally assumes my sexual orientation. For example, the word **sex** used to refer to only heterosexual sex, or the word **family** used to mean only heterosexual relationships with or without children.
43. I am not asked to think about why I am straight.
44. Nobody calls me "straight" with maliciousness.
45. I did not grow up with games that attack my sexual orientation (i.e. "fag tag" or "smear the queer").
46. I have no need to qualify my straight identity.
47. I am not accused of being abused, warped, or psychologically confused because of my sexual orientation.

## I'M TIRED OF... STATEMENTS

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### I'm Tired Statements - from People of Color

1. I'm tired of being told how "articulate" I am
2. I am tired of hearing you say that you cannot find qualified People Of Color
3. I am tired of the "analysis paralysis" on diversity and inclusion
4. I am tired of hearing "some of my best friends are black"
5. I am tired of having to defend that I am equally qualified as a leader
6. I am tired of lip service to diversity issues
7. I am tired of reverse discrimination claims
8. I am tired of store management/clerks watching me to make sure I don't shoplift
9. I am tired of people who assume I'm taking a White person's job, and that I should go back to Mexico
10. I am tired of people asking me what I would like to be called: "Black," etc. – just call me by my name
11. I am tired of people assuming I'm the lawn services guy when I'm working in my own yard
12. I am tired of hearing about the number of black women on welfare – when Whites utilize these services more than Blacks
13. I am tired of having my children get poor school guidance counseling because they are Hispanic (same thing I experienced in the '70's)
14. I am tired of people (sellers) worrying about my credit or loan eligibility
15. I am tired of people assuming I got promoted because I'm Black
16. I am tired of neighbors coming over to my house and asking to meet the new homeowners
17. I am tired of having to worry about whether people think I had my child out of wedlock because I am Black and am now a (post-divorce) single parent
18. I am tired of people assuming that I am a sports star because of my income
19. I am tired of the rudeness in retail and service settings – of not being treated the same
20. I'm tired of the desire or comment to remove race – the concept that we should be "colorblind"
21. I'm tired of people telling me I need to "get over" my history
22. I'm tired of being asked if I belong in a particularly nice neighborhood
23. I'm tired of being asked if I speak "Mexican"
24. I am tired of others questioning my credentials and education
25. I am tired of people assuming I am not the lead in a business meeting
26. I'm tired of People of Color going to jail for longer periods for the same crime
27. I'm tired of Black boys/girls being murdered
28. I'm tired of seeing People of Color being marginalized to service positions
29. I'm tired of you making more money than me
30. I'm tired of people disparaging our campaigns (like Black Lives Matter)
31. I'm tired of people thinking they're smarter and more qualified than me
32. I'm tired of hearing that Asian students over achieve, and Black, Latino and Native students under-achieve. Then who achieves at just the right level?
33. I'm tired of seeing you get offered opportunities that I don't get offered
34. I'm tired of being afraid for the safety of my husband and sons
35. I'm tired of the expression "illegal aliens"
36. I'm tired of people assuming I am incompetent
37. I'm sick of looks of surprise that I only speak one language
38. I'm tired of the assumption that I won't tip in restaurants
39. I'm sick of being told my English is so good or people's surprise that I don't have an accent
40. I'm tired of hearing about how we need a wall at the southern borders but not on the northern borders of the U.S.

41. I'm tired of being Black
42. I'm tired of being ignored in stores and the assumption that I cannot and will not buy something
43. I'm sick of being asked where I'm from, where my parents are from, how long I've been in this country
44. I'm tired of people saying everybody is the same and has the same opportunity
45. I'm tired of White women clutching their purse when my husband and I walk by
46. I'm tired that my son isn't going to be given the same opportunities as your son
47. I'm tired that you don't have to check the same boxes I have to check, for promotions
48. I'm tired of White people not understanding the value I bring because I'm different.

### **I'm Tired Statements - from Women**

1. I'm tired of worrying the progress women have made will be eroded
2. I'm tired of being asked to smile
3. I'm tired of men always trying to fix problems, versus listening to the situation
4. I'm tired of having to suppress my feelings to be seen as rational or logical
5. I'm tired of having to hunt down an ally within my peer group to be an advocate so someone will listen to my ideas
6. I'm tired of not being invited to the "outside-of work" meetings
7. I'm tired of never having a female boss
8. I'm tired of defending the need for diversity and inclusion
9. I'm tired of trying to absorb sports statistics on ESPN while I work out just so I can converse with men at work
10. I'm tired of needing to explain the bias against my gender
11. I'm tired of trying to be heard in a roomful of men
12. I'm tired of the "good old boy" network
13. I'm tired of having to work twice as hard to prove myself
14. I'm tired of downplaying my intellect or expertise to not show up a man
15. I'm tired of white male counterparts not holding their staff members accountable
16. I'm tired of men interrupting or talking over me in meetings
17. I'm tired of insensitive jokes
18. I'm tired of being forgotten or left out of meetings for which I have prepared critical information
19. I'm tired of having two jobs - after work doing childcare, cooking, housework, and laundry.
20. I'm tired of men assuming they're the only breadwinners of primary support for their families
21. I'm tired of being described as "having sharp edges" when exhibiting the same attributes that are revered in other men on my team
22. I'm tired of hearing that my appearance is relevant to my job performance
23. I'm tired of hearing that I'm too sensitive
24. I'm tired of not hearing about something important because it was discussed in the men's room or at the bar
25. I'm tired of working with an all-male peer group that has daily interaction (lunch, after-work discussion) but never with me
26. I'm tired of men prejudging me before they learn more about my experience and qualifications
27. I'm tired of men using sports analogies to explain everything
28. I'm tired of not wanting to play golf
29. I'm tired of having to coordinate off-sites
30. I'm tired of not being heard
31. I'm tired of having to prove and re-prove my abilities after many years of successful performance



## VIDEO RESOURCES

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[White Men: Time to Discover Your Cultural Blind Spots | Michael Welp | TEDx Bend](#)

[Donna and Bob – Unlikely Friendship](#)

[Pantene - A Man's a Boss, a Woman's Bossy](#)

[P&G - The Talk](#)

[48 Things Women Hear In A Lifetime \(That Men Just Don't\)](#)

[Always - #LikeAGirl](#)

[Daisy, age 8, questions why retailers think only boys want adventure](#)

[MullenLowe Group - Inspiring The Future - Redraw the Balance](#)

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

[Samsung - Hearing Hands \(sign language\)](#)

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

[AT&T CEO Randall Stephenson Addresses the Racial Tension in American Society](#)

[Unlikely Friendship](#)

[Coca-Cola - Remove labels this Ramadan](#)

[Dove - Real Beauty Sketches | You're more beautiful than you think](#)

[Dove - Average or Beautiful?](#)

[Additional video clips \(WMFDP website\)](#)

## THE 12 RADICAL HABITS (NEW MINDSETS)

*by Michael Welp, from FOUR DAYS TO CHANGE*

**MINDSET #1:** It no longer works to see everything in life as a problem to solve. Life is a journey in which new questions and perspectives arise. The journey itself will lead to more profound learning.

**MINDSET #2:** Incorporate multiple perspectives, even if they are contradictory. They give you a more intricate view of the world. Seeing the world from only one perspective gives an incomplete view.

**MINDSET #3:** Your strengths, overused, become weaknesses. Notice when your strengths don't serve you. Create the space to grow underutilized skills and attributes, even if you feel tentative at first.

**MINDSET #4:** Learn to accept ambiguity, emotion, and discomfort.

**MINDSET #5:** Inquire and seek the insights of others. Maximizing inquiry will expand learning and create new partnerships. Most of us spend an overwhelming majority of our time in advocacy, arguing our positions and proving that our views are right. There is another way.

**MINDSET #6:** Focus on the present to create immediate and deeper connection—with yourself and others. Our focus is often on creating the future or examining the past, while neglecting the present.

**MINDSET #7:** Recognize that we are all in this together. Discover our interdependence. Our interconnectedness is more critical to our ultimate survival as a species than any sense of independence that may resonate with you now.

**MINDSET #8:** Explore just being, and step out of doing. We often assume that our essential value comes from focusing on action and getting things done. But acting without reflection can derail success. New paths open when we take the time to just be.

**MINDSET #9:** Show up with vulnerability—it's a form of courage. You'll create more openness and deeper connections than ever before.

**MINDSET #10:** Be conscious of intent and impact. By tuning into both the intent and impact we have on each other, we build a foundation for full partnership.

**MINDSET #11:** Notice abundance rather than assume scarcity. When our worldview is one of scarcity, we succumb to fear and tend to struggle. Yes, some resources are finite, but others are infinite. Share the wealth.

**MINDSET #12:** Notice, appreciate, and acknowledge what is working well. Our strong problem-solving muscle has us often looking to address what's wrong in order to solve it. Put your attention on what you want to grow.

## THE JOURNEY CONTINUES...



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