

WHITE MEN & ALLIES LEARNING LAB



THANK YOU
for your inspirational work and valuable contribution

OPERATING AGREEMENTS

as generated by participants

- Actively listen
- Respectful candor, no hidden agendas, lean in
- Share openly, be all in
- Info shared will be used responsibly — share only with permission, not for attribution
- Create space for others to contribute
- Keep a sense of humor, have fun
- Suspend hierarchy, show up as co-learners
- Say what's true for you, while being respectful of others
- Be on time
- Expect understanding and tolerance for where each individual is on their journey
- No judgment — give grace when others say something with edges or doesn't make sense
- Everyone's input is valued
- Extend trust, bring an open mind and listen actively
- Feedback is a gift
- Bring solutions
- Listen to understand, not to respond
- Choose your level of self-disclosure

Questions

as generated by participants

- What conversations are we not having?
- Whose voice is not being heard?
- Who is defining the "truth"?
- What are we not seeing?
- What's missing?
- What is preventing us from speaking up?
- What is keeping us from seeing other perspectives?

HOPES & CONCERNS

as generated by participants

Hopes

- Determine where I have blind spots; areas where I have gaps. Being selfish — working on my own things.
- Develop relationships that we are comfortable that we are all working toward the same goals
- What is a current issue — diversity and inclusion — and how can we work together to move it forward?
- Developing relationships with others
- Create relationships — trusting — that allow these conversations to occur in the workplace
- Understand self and others more fully; form stronger relationships
- Hope senior leaders will continue to be open
- Continue to work on the subtleties of diversity and inclusion
- To address gaps in my diversity leadership, for example to pay attention to and address joking
- Identify institution issues; my leadership style might be getting in the way of my diversity and leadership


- That we will give each other grace and acceptance
- What diversity and inclusion means to me; hopefully what we do will help me with that
- Hope to have a better idea of how to survive
- No one feels like their time was wasted. We create partnerships that allow us to work on these issues

Concerns

- When we leave here, don't just "admire the problem"
- Can we create a safe enough space to be honest given we all work together
- As introverts, some of the "on demand" activities are challenging
- Resurrecting painful memories (happened in a summit)
- Some colleagues missing who intended to be here
- All the things in my work that are not getting done
- Senior leaders may not be as open in this group
- My deliverables due on Friday
- Balancing personal/family life
- Dominant extroversion style may hinder inclusion
- SAJOI community may not be as tolerant of me as I am of them; grace, tolerance
- No one feels time was wasted

Create & Champion a Vision

as generated by participants

- What are you afraid of?
- How do you integrate across the four quads of the "courage heart"? — 
- What is working for us today? What is not?
- Why does this matter, why is it important?
- What do you want it to look like?
- What are the barriers?
- What does success look like?
- Who are the stakeholders?
- How do we communicate and share the vision?
- How do we influence others to come along?
- The courage to create and champion a vision
- The courage to collaborate with and rely on others
- How does one open oneself up to the vulnerabilities required to collaborate or rely on others?
- Are there any hidden agendas?
- Are experiences and worldview impacting your ability to collaborate and rely on others?
- How do you establish that trust?
- How do you get the courage to let go?
- What do we lean on to overcome barriers/challenges to diversity and inclusion?
- What barriers are imposed at SNL to thwart the diversity and inclusion process?
- Do we understand that the diversity and inclusion journey has no end point but rather a series of milestones that are achieved?
- Definition of the course — what do we hold and how?
- The courage to persevere and hold the course

- Track how I am impacting others as a source of learning and partnership opportunities
- Help others learn to create an environment to thrive
 - Expectations are explicit
 - Find space to fit this in
 - Ask what would help others
- Skill of communicating
 - Feedback on impact
 - Listening
 - Ask questions
 - Directly confront and name an issue
 - Make a request
- Watch assuming negative intent
 - Clarify intent
- Pay attention to height and physical size
- Model behavior you want to see/grow
- Tell team what you are working on and invite feedback
- Encouragement and appreciation
 - "I'm so glad you're in my organization because ..."
 - Verbal or handwritten notes
- When told of your impact, respond openly
- Ask questions about what did you hear? Check for understanding
- Operating agreements
- Sharing hopes and concerns
- Making expectations clear
- Asking a question; seeking to understand
- Balancing assertion with inquiry
- Pay attention to hierarchy
- Courage to address things
- Learning to share our experiences with our team members
- Humor as appropriate
- Self disclosure
- Notice non-verbals; who sits next to who, pecking order
- Notice multiple impacts/interpretations
- Share fear, emotion and feelings of outsider-ness
- Helping others understand your intent
- Model the forms of courage
- Assume:
 - Coming from a value system
 - No malice
- Humility:
 - Approachable
 - Open
- Slow down interactions
 - Complete interactions or step forward
- Alternating one on one, small group and large group

- Curiosity interview (eight minutes)/Inquiry
- Ask if you feel heard; do you know impact you had?
- Injection of playful energizers
- Use of reflection
- Vulnerability — expose a little of ourselves that's uncomfortable
- Clarify intent
- Leading with the heart
- Share your story
- Check for understanding
- Listening respectfully:
 - Without interrupting
 - Respecting others perspective
 - Show you're heard them
 - Extending grace, not ignoring intent
- Ask about impact
- Redirect conversation
- Speaking your truth and room for others
- Ask what something looks like from their perspective
- Surrendering

ASSUMPTIONS ABOUT WHITE MEN

as generated by participants

- Financially driven, self-worth determined by economic status
- Success due to not having a hard journey; had stuff handed to them
- Guilt complex
- All the same except height
- Aggressive and dominant
- Better, smarter, their way is best
- Never feel excluded
- Don't show emotion
- Listen more to each other than other groups
- Don't care about diversity
- Their voice is heard more than others
- Expect others to follow them whether that's earned or not
- Smarter
- The leaders
- Have lots of friends
- Stand offish
- More interested in physical in relationships

ASSUMPTIONS ABOUT WHITE WOMEN

as generated by participants

- More intuitive and thoughtful in decision process
- Primary caregivers — children, parents
- Should sacrifice career aspirations to white men's needs
- Are better cooks

- Are more emotional
- Are facilitators of change, conversation
- More likely to go into finance and social sciences versus engineering
- Are mothers, or should be
- Develop deeper emotional relationships so are not as technical as men

ASSUMPTIONS ABOUT PEOPLE OF COLOR

as generated by participants

- Commonalities between women of color and white women: are more emotional, are mothers and primary caregivers
- Women of color are more dominant than men of color
- Our culture gets in the way of our contributions
- Have broken families
- Women of color develop deeper emotional relationships
- Women assumed not to be technically competent
- May have had a more challenging journey
- One person represents the entire group
- Path is harder with more road blocks
- Family oriented
- Shy, introverted and modest
- Feel victimized
- Buck authority
- Assumed to be uneducated

EXAMPLES of WHITE MALE CULTURE

as generated by participants

- Self confident
- Risk taking
- Brave
- Quick decisions
- Difficult to break into network
- Golf
- Meetings off hours

IMPACTS OF WHITE MALE CULTURE AT WORK

as generated by participants

Impacts on White Men—as generated by White Men

- Know the rules, used to culture and may not be conscious of it
- Cannot show vulnerability — limit emotion; don't say "I don't know"
- Traverse it with oblivion
- We're comfortable — same old, same old
- Walk into a room and it's normal
- Not preparing to deal with broader diverse world
- It's our business model, white male culture
- Protected culture — job is not at risk

- For white men who don't fit mold, forced to select out if they don't assimilate
- Family suffers — white male culture drives work, work, work
- Competition amongst white men
- Can blame diversity if we don't get the job
- Failure does not reflect our group
- May not have deep support from other white men
- No vulnerable

Impacts on White Men—as generated by People of Color

- White men know nothing about men and women of color cultures; people of color have to assimilate to white male culture
- White male culture is reinforced by the tech nature of this institution
- They set the rules, know they rules and how to play the game
- Blind spots — miss out on richness and opportunities of the world and miss the big picture
- Miss people aspect of decision making
- Difficult to separate out what is white male culture and what is culture based on education or profession
- Privilege
- Leadership
- Decision making authority
- Automatic entrance into the club
- Influence opportunities
- Financial gain
- Access to resources and funding

Impacts on White Men—as generated by White Women

- More opportunities open to them
- They are the deciders
- They get credit for the good ideas or contributions made by women
- Don't have to worry about how people are perceiving them
- Able to be oblivious of things outside execution
- Build less diverse teams
- Get to act the hero by fixing the problems they created to begin with by not planning carefully in the beginning
- Comfortable in their network — good old boys club and don't feel need to step outside it
- Their perception is that we're doing pretty good in hiring, even when data shows more women STEMs are graduating and available

Impacts on White Women—as generated by People of Color

- Don't have an equal voice
- Opinions aren't valued or heard
- Forced to assimilate in order to succeed
- Have to be granted access
- Women have care giving responsibilities and have to choose between work and home
- Work ethic is challenged
- Promotion and assignment opportunities are not offered to working mothers
- Harassment is tolerated

- Worked two times as hard
- Assumption that they are not as smart
- Assumed that they will take on “homemaking” secretarial responsibilities — assumption of service
- Holds back on sharing feelings because it makes her look weak
- When it’s a man it’s passion — when it’s a woman it’s emotion

Impacts on White Women—as generated by White Men

- Often feel marginalized, not heard
- If you get ahead you have to modify behavior
- May have to compromise values and beliefs
- Objectified
- Isolated
- A real anxiety about whether to have kids
- A lot more scrutiny
- Either a hero or a goat
- Mistaken for secretary — note taking
- Have to be twice as good to be seen as half as good
- Over time, increasing opportunities
- Seen more often as decision maker
- Positive conditioning to raise your game
- Can’t cry, show emotion
- If too assertive, seen as “b” word

Impacts on White Women—as generated by White Women

- We are not heard; not taken seriously as a technical person
- Adapt our behaviors and dress to fit in
- Limit ourselves
- Harder to compete and move up the ladder
- Number of women in reduced executive and director levels so we can’t see ourselves in leadership
- Sexist behavior
- Excluded by outsider status
- Financial impact because of all of the above
- Also applies to many men and women of color
- Impact of societal expectations at lab that we have husbands who are main breadwinners
- Caregiver status and expectations impacts how we are perceived at work while white men caregivers are perceived as heroes

Impacts on People of Color—as generated by White Women

- Feel like outsiders and may leave the lab
- Have a hard time being taken seriously and acknowledged for their technical expertise and contributions because of how they look and their presentation
- Expected to conform to white male culture modes of dress
- Their home culture isn’t appreciated
- Irony of being majority culture in New Mexico but different from dominant white male culture at work
- Difficulty because some of norms and expectations are counter to what is okay in own culture
- In some people of color’s cultures, women are dominant

- Are just uncomfortable much of the time because so much of white male culture is contrary to how you were brought up ... like us being in another country or culture

Impacts on People of Color—as generated by White Men

- Marginalized, isolated
- Really having to be competent
- Have had to step up
- So few African Americans
- Others assume you got your job because of race; for least present minority
- You feel mistrusted; example China, Russia, India, Pakistan
- Can't show too much emotion
- Be agreeable; go along to get along
- May not get tough performance feedback for fear of race card; benefit of doubt
- Opportunity for achievement; better if strong, stigma with it — got it by race; less opportunity in mission areas
- A real anxiety for women of color about whether to have kids

Impacts on People of Color—as generated by People of Color

- Have to prove self over and over
- Having to assimilate to succeed
- Have to be granted access
- Penalty of not knowing the rules is greater
- Have to carry the weight of my group; makes us less willing to take risks
- Have to live two lives
- Have opportunity to bring wider perspective to problem solving
- Lose sense of humor
- Getting a seat at the table and still don't have a voice
- Suppressing of culture, for example the way we banter is viewed differently
- Can people identify with leaders who don't look like them
- Opportunity for reverse mentoring

QUESTIONS

as generated by participants

For White Men—as generated by White Men

- What part of yourself do you leave at home?
- Do you have "two lives"?
- Do you like golf?
- What would you change about white male culture?
- Do you wish for more work/life flexibility? What would that look like?
- Do you feel like you can be vulnerable, say "I don't know" or ask for help?
- What is our role in changing the culture toward inclusion and in seeking out/sponsoring people of color and women?
- Why do you feel pressured to come in on the weekend?
- Do you have deep connections with other white men?
- Do you take risks in mentoring/coaching/sponsoring white women and people of color?

- What is the inclusion work you are doing?
- Have we really adjusted our practice of hiring now that we lowered GPA?

For White Men—as generated by People of Color

- What is the value proposition for fully engaging men and women of color and white women?
- Do you feel privileged?
- Do you feel victimized?
- What do you have to lose by fully including men and women of color and white women?
- Do you notice when men and women of color or women are not present in your group?
- Do you think you are getting full diversity of thinking when there are no men and women of color or women in groups?
- What role do you want to or believe you should or are playing in full diversity partnerships?
- What can men and women of color do to close the gaps? For example, how do you want us to engage you?
- Do you feel your values/perspectives about diversity have changed from childhood to adulthood?
- Can an organization reach its full potential if they don't include men and women of color and white women?

For White Men—as generated by White Women

- How much of concerns raised about white male culture do you accept as truth?
- Have you ever thought about what it would be like outside the dominant culture? Would you choose to be from a non-dominant culture?
- Are you willing to step out and change some of this? Are there things you can think of to change?
- Do you believe there is work more suited for men then for women, and vice versa?
- How have you perpetuated white male culture? What would you do to change it?
- Do you believe we can and should change the culture?

For People of Color—as generated by People of Color

- Are we as accepting of white male culture as we expect them to be of ours?
- Are we bashing or are we trying to be allies or partners?
- Have you just accepted that this is the norm? Resigned, tired?
- Do we believe we have made progress?
- What is the goal line? What does success look like?
- Why is diversity so important to us?
- Do we have a vested interest in maintaining the status quo?
- Do I want others to go through what I went through?
- What are we doing to prepare the next generation?

For People of Color—as generated by White Women

- What tools do you use to operate successfully in this environment?
- Is there anything white women can do to help you operate successfully? How can we partner with you?
- Do you believe, because we also have issues, that we are more open and accepting of your culture?
- How do we avoid competing with each other?
- Who is more dominant in hierarchy, men of color or white women? How do men and women of color see this? How do we all see this? What is its impact on partnering?

For People of Color—as generated by White Men

- Do you feel you get honest performance feedback?
- Is diversity and inclusion getting better, worse or staying the same for people of color?
- What needs to be done to make a place you can bring your full self?
- “Two lives” ... what’s the other life?
- What would you change about white male culture?
- Would you want your kids to work here?
- Do you really feel we are doing everything we can to bring in diverse folks racially? What more can we do?
- Do you hold back emotion? Which ones?
- What part of you gets left at home?
- Does your boss treat you differently?
- What are you tired of?
- Do you feel you got your role based on credentials or race?
- How do you feel about Black Lives Matter?
- What do you wish white men understood?
- How do you feel about kneeling during the national anthem?
- How much does national politics/polarization drain your energy at work?
- Do you wish you could talk about it?

For White Women—as generated by White Women

- Do you see yourself in competition with other white women?
- Why do you put other women down instead of being an ally?
- What could we do differently in general to help bring about change in the culture?
- What can we do to help white men see their own blind spots?
- How can we keep from getting discouraged? At this point I am so tired and think about giving up
- How can we extend grace where appropriate while still remaining firm about our expectations for progress?
- How can we handle ourselves more effectively in the face of men’s superior size and strength and in some cases role authority?
- How can we help new leadership understand our perspective because we’re not sure it’s getting through?

For White Women—as generated by People of Color

- Have they spoken up about issues in the workplace and what were the results?
- What was different, if anything, when Jill H. was the leader?
- Do you see you have any privilege that men and women of color do not and vice versa?
- If you have had to assimilate do you have any regrets?
- If you could change one issue, what would it be?
- How realistic would it be for them (you) to leave Sandia (if you feel like an outsider)?
- What did you mean about “home culture of people of color not appreciated”?
- What is Sandia missing by not getting/receiving your full contribution?

For White Women—as generated by White Men

- What is the harassment that is tolerated and why isn’t it addressed?
- How much energy does it take to keep track or score of the white mail aggressions, etcetera? Do you track?

- Is diversity and inclusion getting better, worse or staying the same for gender?
- What needs to be done to make environment better?
- What would good look like from white men? Role in that?
- What can we do to help you bring your full self to work?
- Would you want your daughter to work here?
- What would you change about white male culture?
- Do you feel safe at work? On business travel?
- Do you see the leadership team walking the walk?
- Do you feel comfortable talking to white male leaders about concerns you have?
- What's preventing you from coming to talk to white men about your diversity and inclusion issues?
- Say more about what emotions you can bring and can't bring
- Do you see differences between men and women?
- What can we do to better appreciate these differences?
- Is there still a perception of unequal pay?
- What practices and policies do you see unconscious bias baked in?

COMMITMENTS

as generated by participants

- I commit to practice expressing my heart/feelings through the rest of this year
- I commit to thoughtfully listen to each person before opening my mouth
- I commit to creating space to allow others to share
- I commit to giving grace and recognizing the courage of others
- I commit to understand other's perceptions (their reality) and to clarify my intentions
- I commit to creating safe places where others can show their truths
- I commit to being curious and asking questions
- I commit to being less judgmental and trying to understand different
- I commit to engage deeply with the goal to bring something back with me that will impact my center
- I commit to listen with good ears; see with an open mind and walk the journey to arrive and enter
- I commit to concisely and deliberately extending grace and to be careful to not infer intent
- I commit to suspending judgment when actions seem out of context with works
- I am committed to have the courage to engage in meaningful dialog
- I commit to listen and not judge
- I commit to pause and not assume intent; and continue to extend trust
- I commit to exercise tolerance (grace) in my pursuit of truth
- I commit to engaging with my teammates and offering and hopefully receiving grace
- I commit to have the courage to speak my truth and listen to the truth of others

PRIVILEGE STATEMENTS

as generated by participants

White Privilege

- Not worrying about being pulled over by police for no reason
- Easier to access the "system"
- White have the privilege of not being pulled over by cops just based on skin color, neighborhood they are in, or car they are driving
- Easier to get promoted
- Not being pulled over at border crossing for no reason
- Easier to fit into corporate America

- White people can loiter at Starbucks without having the police called
- Not being rejected for a loan
- Being deemed as not having enough money to buy a house, car, etcetera, before I fill out paperwork
- As a “majority” we often prevail in elections, which drive our society and economy
- Acceptance is often without a test or trial of capability
- White privilege is being able to buy a home in any neighborhood they want
- Wealth accumulation over generations or decades allows more options (like college)
- We expect things to be our “normal” since we are the majority
- I don’t wonder if people judge me on the color of my skin
- I am generally not fearful of being stopped by the police
- White privilege of not worrying about neighbors questioning their safety when they move into a neighborhood
- I can’t drive anywhere I want without being stopped for driving because of my race and color
- White privilege is not being asked if you can really afford something
- I don’t have to remove my family pictures from my house for quicker sale of my house
- Assume that my local schools are of good quality
- Don’t have to deal with “driving while black” responses from law enforcement
- Can shop in upscale store without being assumed to be either unable to afford or even a shoplifter
- No history (in the U.S.A.) of being legislated against, such as scalp bounties, ethnic extermination, slavery
- Whites generally have greater access to affluent areas (Native Americans can’t sell their house on the reservation and afford to move to the bay area)
- I can walk freely into almost any business without being scrutinized
- Don’t have negative assumptions made about intelligence or citizenship based on the color of your skin
- Having a co-signer for a loan
- White people are more wealthy
- The ability to dominate language
- No one is afraid to come to my garage sale
- Being accepted to country club
- White privilege is being first in line: first to be served; first to be noticed; first to be listened to, etcetera
- White privilege is viewing police officers as there to protect you
- White people have access to better education
- White privilege is fitting in as normal wherever you go
- Being able to judge or generalize minorities without challenge in their peer group (generalization)
- When you are stopped for a traffic violation, the police don’t ask you if you have a gun
- People don’t necessarily assume that you have a low level job when they see you at work
- People don’t ask you if you are American
- I don’t have to think about whether racial profiling is being applied to me
- I can move my family to almost any city in the U.S. and not worry about whether my children will be accepted
- I am almost always an “insider” (in the majority) in any business meeting or public social gathering
- My teenage grandson can wear a hoodie out at night without fear of being stopped or shot
- Being there first in numbers allows them to control and maintain privilege
- The ability to navigate the systems easily — legal, banking, education, etcetera
- Law enforcement may give me more grace

- Part of the “majority” management group
- Don’t carry the scars/pains of discrimination that people of color have had to carry over the years and today
- I can browse at my leisure through a store without being followed by store security or questioned about why I am there
- Don’t have to prove yourself and gain credibility over and over again
- White privilege is greater access to educational work opportunities as well as to doctors and healthcare
- Have no trouble finding stories of heroes of my race in history books
- White privilege is the people in the boardroom look like you
- I usually have the comfort of being in the majority at gatherings
- Is the majority of the population and the comfort that brings (language, culture, looks)
- Majority of social systems support dominant white culture — education, employment, healthcare options (and quality)
- Majority caucus provides privilege to other whites
- Can go on vacation and come back and physically demonstrate you were on vacation by having a tan
- I generally don’t worry about my success or failures speaking for the capabilities of my race
- I don’t have to carry my license around with me when I walk in my neighborhood for fear of someone calling the police and proving that I belong there
- White privilege is not having to work out of two mindsets — one for the outside work world and one in my private life
- I generally receive a better education, live in more affluent neighborhoods, and have more resources at my disposal to take advantage of
- White have the privilege of seeing people like them in leadership positions in most companies and at Sandia
- Acceptance into the mainstream of an enterprise
- White privilege is being able to go on a job interview without concern about will my skin color be a barrier
- Credibility is a given
- Ability to create systems to maintain and expend white privilege

Male Privilege

- Men can easily be physically dominant/intimidating
- Men can make a mistake and be praised for being a risk-taker, but if women make a mistake, they are labeled as incompetent
- Men can ogle women and get a pass from their colleagues
- Men can choose to ignore gender, racial and ethnic diversity with no consequence
- Men don’t get overlooked or judged when they are on maternity leave
- Men can have a reasonable chance of being able to defend themselves when faced with a physical threat
- Men don’t worry about what their colleagues at work think about their involvement with parenting, for example, “is she really serious about her job, she leaves early to take the kids to practice” versus “he is such a great dad, so involved with his kids”
- Men move up in the organization faster than women
- Men can walk past a scruffy character in the Wal-Mart parking lot without clutching their purse tighter
- Men can wear the same jacket three days in a row to a business meeting (blue blazer/khaki slacks)
- Men do not have to go through pregnancy to have children

- Men can be viewed as a stud, whereas women can be viewed as promiscuous or un-ladylike
- Men can stage at a different hotel from the conference and feel safe
- Men are physically stronger
- Men's loud or deep voices and/or physical presence can be intimidating
- Men can be viewed negatively when they are stay-at-home dads, house husbands, they can be viewed negatively for not being the household's provider or being weak
- Men can easily pee standing up without a lot of mess
- Men can use their physical strength and height to invade others space just to psychologically intimidate
- Men are assumed to be the primary breadwinners so they receive positive unconscious bias and receive a higher percentage pay increase or more stock options
- Men are assumed to be the financial providers and decision makers
- Men can dine along and be waited on immediately and be attended to regularly throughout their meal
- Men can go into a room and not feel different
- Men can assert leadership without being challenged
- Men can get more sports scholarships for college
- Men can walk around at night and feel safe
- Men can expect that they will be accepted into the "club" at work just by making good connections
- Men don't worry about safety when traveling
- Men sometimes get credit for ideas that women came up with
- Men can park anywhere at night at the mall without paying attention to where the well-lit areas are
- Men are rarely, if ever, asked to take notes, buy food, or set up the room
- Men can jog at night and feel safe
- Men can choose to ignore housework
- Men can easily dress up — put on a tie and jacket and there you are
- Men can walk across La Posada from our meeting area to their rooms without first making sure they have their room card in hand
- Men can go through life without dealing with "time of the month"
- Men can expect a seat at the table
- Men can be strong enough to open jar lids
- Men do not have to worry about being pinched or patted or stroked or grabbed on their body parts by women
- Men can beat women in most sports
- Men can be (are) regarded as leaders
- Men can role out of bed and be ready to go in 15 minutes
- Men can pee on the side of the road on a trip more easily than women
- Men have written much of our religion and history — men write our "truths"
- Men can move freely along around the world, including in parking structures at night, without fearing for their personal safety
- Men have a large network of executives (CEO, COO, CFO) to call upon when needed
- Men can assume control of a situation more easily than women, either verbally or physically
- Men don't get accused of having P.M.S.
- Men can be assertive and not be labeled as a B*#@*
- Men can go to the bar alone and not get hit on
- Men never have to worry about being paid fairly
- Men are less likely to be raped

- Men can be assertive and not be considered a bitch
- Men can kill bugs more easy than “most” women
- Men can move heavy things without getting help or finding a dolly
- Men can look up to myriad role models for professionalism inspiration
- Men can do things that require greater physical strength
- Men can open some jars that women can’t
- Men can fall asleep after a fight
- Men can travel alone and not worry about anything
- Men can wear the same outfit (khakis and a blue dress shirt) every day
- Men can expect strong attention/support from women
- Men can gain a little weight and not be judged as “letting themselves go”
- Men can deny that sexism is an issue in the workplace and there is no accountability for their denial
- Men don’t miss out in the decisions that get made around the urinal or golfing
- Men can grow gray hair and look distinguished
- Men don’t worry about the length of their skirt or the neckline of their blouse/shirt
- Men assume they are better drivers
- Salesmen/contractors assume men are more knowledgeable
- Can travel along comfortably
- Men can age without having to worry about physical appearance and how they are perceived
- Men typically can lose weight more easily than women
- Men can joke or objectify women and be seen as funny whereas a woman doing the same thing is viewed as disgruntled
- Men are less likely to be sexually harassed or denied employment opportunities because of their sex or gender
- Men are assumed to be smarter or more intelligent
- Men usually have a wife/ex-wife to take care of the kids when they travel. Single women rarely have no worries in this realm
- Men can express disagreement in a meeting without having to carefully choose their words to avoid appearing “b ... y”
- Men don’t worry about how giving birth will “distort” their bodies
- Men tend to talk over women and assume what they want to say in that moment is more important
- Men can walk around without a shirt on hot summer days and also be “skins” in sport activities
- Men can reach things that are higher (taller in general)
- Men don’t get called a “bitch” or “bastard” when they are assertive
- Men can walk into a car dealership and not worry about being taken advantage of
- Men can play golf from the mens’ tees together — so more time to bond or conduct business

“I’M TIRED OF...” STATEMENTS

as generated by people of color

- I’m tired of the assumption that I want to be promoted — not my definition of success
- I am tired of excuses for not having a diverse and inclusive workforce
- I’m tired of being thought of as hired help because of my skin color
- I’m tired of being asked why don’t I have an accent
- I’m tired of women (and men) crossing the street or clutching their purse when they see a group of us approaching

- I'm tired of seeing people assume minorities are uneducated or being told, "You obviously can't read" or "You should go back to your 'home' country"
- Believing if I fail it will affect others possibilities for success
- I am tired of being labeled a criminal, rapist, animal because of my ethnicity
- I'm tired of being looked t with the assumption that I don't work and most likely stay home and take care of the kids
- I'm tired of being looked at with a "sigh" whenever diversity and inclusion training is enforced: "Oh, sigh — we have to do this training because of people like you"
- I'm tired of the racial tension in our country and the worry and angst people of color experience. Are we going backwards and seeing less acceptance (losing our progress)?
- I'm tired of looking at the top levels of the hierarchy and not seeing anyone that looks like me
- I am tired of people assuming people of color fathers are not good fathers
- I am tired of feeling guilty for not fitting all my cultural norms (and not carrying some of them forward)
- I'm tired of seeing eyes roll when diversity and inclusion is brought up from people who don't think it's an issue
- I am tired of people assuming people of color are criminals
- I'm tired of not fitting in or being welcomed to the group
- I am tired of people assuming people of color are not U.S. citizens
- I am tired of the generalizations made regarding my race
- I'm tired of people assuming I'm of a particular political party based on my nationality
- I'm tired of not seeing people who look like me in positions of leadership at Sandia or in our country
- I am tired of seeing all white men in positions of power
- I am tired of watching the news and seeing another young black man shoot in cold blood
- I'm tired of not seeing people like me in leadership
- I am tired of immigrants getting a bad rap and labeled inappropriately
- Having others assume my success was solely a result of affirmative action
- I am tired of not fitting in or being welcomed to the group
- I am tired of immigrants getting a bad rap and labeled inappropriately
- I am tired of not seeing people like me in leadership
- I'm tired of being praised for my English (assuming that it is a second language)
- I'm tired of insensitive jokes like "Are you Mexi-can or Mexi-can't" or "I call your people 'manual' labor" (Manuel is a Hispanic name).
- I am tired of having to explain my culture
- I am tired of feeling discriminated of (for example, people assuming I'm not educated, intelligent or successful) when I have Sandia's boundaries
- I'm tired of being judged by my own group because my best friends are white
- I'm tired of sticking out in meetings because I'm the only minority in meetings at work
- I'm tired of carrying the weight of how my actions will reflect on my entire ethnic group
- I'm tired of women (and men) crossing the street or clutching their bags
- I'm tired of being asked what "my people" think about a given topic
- Being the token minority

PERSONAL REFLECTIONS

as generated by participants

What was the most significant learning from this lab experience?

The realizations that I have not been acknowledging and honoring the “truths” of many other populations in the workforce, and the realization that I need to work very hard to understand their truths. — [REDACTED]

Tools and skills to enable better connections and promote understanding and inclusion. Some specifics that challenge me: sharing impact on me; giving permission to people at work to really get to know me. — [REDACTED]

An expanded view of my privilege and the challenges that yet remain for all minority groups. — [REDACTED]

The insights that I gained on the various diversity and inclusion issues particularly related to input from participants. Truly impacted by other’s experiences. — [REDACTED]

No matter how knowledgeable I think I am, I still have so much I can learn. On all of these topics, it matters more what others feel than what I think. — Anonymous

I learned that we all have one thing in common and that is that we are human beings who matter. We all have had hardships; we all have strengths to help hold each other up. We need to dig deep to learn about our blindspots so that we can love each other regardless of our differences. — Anonymous

A reminder that when people know each other as individuals that it is much less difficult to have difficult conversations and easier to accept different perspectives as valid, even when they don’t match your own. — [REDACTED]

Grace — giving and receiving grace in difficult situations. The value in hearing all perspectives and how they came from the heart. The impact we have on each other. More than we will ever know. — [REDACTED]

Skills and tools designed to get to know people. The learning of the myriad of issues affecting people’s fears and behaviors. Extension of grace stops at our president. — Anonymous

It was so extremely valuable to learn about all the different challenges everyone faces — even those that might have more privileges are then challenged with unconscious unknowns. Grace is so important to grant in all directions. — [REDACTED]

I learned that I had a blind spot regarding my privilege as a white woman. I had previously viewed all white women as a cohort but now see that differently. I learned new tools and developed a stronger awareness of other groups’ perspectives. — Anonymous

The insights and relationships established with each participant were and will continue to be invaluable both for working together moving forward and for enhancing my understanding of diversity and inclusion issues and alternative worldviews. The degree of loyalty and respect we have for each other as Sandians impacted me at a fundamental level as a source of additional inspiration. — [REDACTED]

The greatest impact for me was the level of engagement of every participant and their willingness to open up and ask questions. To see leaders pause and ask “is this how women or people of color feel?” with such genuine interest and not trying to argue their view (as is common in debates outside of activities like this) gave me hope for similar future discussions ... and perhaps gave me “permission” to speak up with confidence. — [REDACTED]

That I still need to work on competencies in this space. In particular, I want to practice having dialogue and truly coming from a space of inquiry with less advocacy. Treating myself and others with grace so that I can have deep dialogue without biased assumptions playing into the conversation. — [REDACTED]

The power of trust, inquiry and active listening to arrive at deep understanding (and the reinforcement of my respect and appreciation of my Sandian colleagues). — [REDACTED]

Focus on the individual as the basis for assessment and inclusion. Individuals have all kinds of experiences and you don’t know about those until you get to know people. Generous assumptions and grace go a long way! — [REDACTED]

That what we see on the outside isn’t what is there on the inside. We had people who lead with heart, others with mind, and a few with both heart and mind in the start of the class. This class/lab work took the majority of people to a point (and possibly all) where they lead with heart and mind and looked past the outside of what we saw. This was powerful for me. — [REDACTED]

I learned the tools and skills to enable productive diversity discussions. I learned how oblivious I am to my white privilege and stunned at its impact on my colleagues here. I learned that this is an extraordinary group of individuals. I am humbled and honored to work with them. — Anonymous

What do you know now that you didn’t know before that is critical to your work partnerships (be they with white men, white women, people of color, GLBTQ)?

I realize now the burdens being carried by the men and women of color in our community. And I realize I need to work with them to share or help relieve them of the burdens. — [REDACTED]

I don’t really know they people I work with. Getting to know them better improves our partnerships and increases our impact. — [REDACTED]

It’s so critical to check and challenge assumptions and be self-aware of them. I need to increase my skill at doing that. Also to increase communication and inquiry to understand viewpoints and listen to others. — [REDACTED]

The intensity of feeling and emotion that individuals have to go through, in particular when having to deal with “real life” issues. The sexual orientation discussion was hugely impactful, as well as the people of color discussion and finally the discussion on the state of our government and what we should do. — [REDACTED]

There are deep-rooted scars that some carry that need to be appreciated and understood for me to be able to be a better leader, advocate and supporter. Far too often I live in the here and now. — Anonymous

I didn't know how unsafe the people of color felt in our world. I knew there were cases of violence, but thought it was more isolated than it really is. It hurts me to think about their fear and pain and that I didn't fully understand it before. — Anonymous

Even within the categories above, the privileges and/or concerns may be dramatically different, but there are also similarities among those groups and across the groups. The "walk" exercise was particularly powerful. — [REDACTED]

The strength, courage and endurance it takes to be different and how that flows into relationships. — [REDACTED]

How deeply, but well hidden, fears are in our workplace. — Anonymous

I was not aware of the level of fear and worry that some of my peers live through daily in their lives due to diversity and inclusion issues. I have become aware that I personally need to do more to help. — [REDACTED]

Having an awareness of white men's culture in my engagements with my white male colleagues will help to inform how I react/respond in different ways. The same is true for my engagements with people of color. I perceive all groups differently as a result of the conversations we have had. I am approaching interactions with a new level of empathy. — Anonymous

My eyes were opened wider to the challenges and burdens carried by people of color both at Sandia and outside the gates. I previously did not have an appreciation for the extent of cumulative effect of having to navigate a white male dominated environment on our people of color colleagues, especially in today's environment. — [REDACTED]

I knew but hadn't really thought about the many situations between women and people of color. It was enlightening to me to reflect and consider whether I, as a woman of color, have "assimilated" in the white man's culture and whether I'm guiding/mentoring others to also conform. This is causing me to consider whether I'm doing enough to promote diversity and inclusion. — [REDACTED]

The extent of fear shared by my colleagues around the state of our environment; along with some outstanding ideas of how to deal with that back at Sandia. — [REDACTED]

The responsibility of privilege. The real anguish that many of my colleagues feel and bring to work. The subtle complexities of diversity and inclusion and the journey I am still on. — [REDACTED]

Male privilege exists in a very, very big way at SNL. I need to acknowledge my privilege and make sure I offer to others support and don't abuse the privileges that exist. I need to model for others in my position and for my team. — [REDACTED]

The pain that is generated by the community on the LGB community. My heart and mind were opened up by understanding the walk/journey that LGB men and women are on and the fear and pain they live in, and that love of self, partner and family are what carry them through it. I am entering to see better. — [REDACTED]

All of my colleagues have compelling personal stories. I am honored that they were trusting enough to share. These stories will stay with me and change the way I lead my team: "I'm thinking about getting a gun."; "I'm ignored by the salesperson in a store"; "I am terrified for my children." I will also endeavor to learn the stories of those around me. It will enrich my life and inform my leadership. — Anonymous

What are some lingering questions related to issues of diversity at work that you want more dialogue about with your colleagues?

I would like to understand, first hand (from these men and women of color) how they need/want/expect me (and others with white privilege) to work with them. — [REDACTED]

My biggest question is around the "scalability" we discussed. There is great potential to be unleashed if we can remove barriers, release passion, engage all that each person has to offer through deeper understanding. I'm struggling with what we can do to make Sandia better along these lines. — [REDACTED]

How we take the positive energy and desire for change and capitalize on it holistically at the lab. We have sent many leaders to this session in the past but have not as yet shown visible change in the culture of the lab or our behaviors toward inclusion. — [REDACTED]

Questions related to sexual orientation and how we are dealing with this. Discussion on impact of our government in our personal lives and how they are impacting our work. Deeper discussions on multi-faceted aspects of diversity and inclusion. — [REDACTED]

Maybe not so much of a question, but would like more dialogue on their perspectives on male white privilege and their thoughts on the difference of white males versus "all white men are the same." — Anonymous

I believe that there is an issue around class, primarily around technical versus non-technical. Pay differential is understandable, but respect and value of contributions should be shared by all. — Anonymous

How do we have the values conversation (venue/frequency/tone/engagement) so that we are seen to be living the values and people feel safe and included in the conversations? — [REDACTED]

How do I take this learning back to the workplace and allow time to make a difference. — [REDACTED]

More dialogue is needed to be had as to where political and policy discussions are appropriate at the nation's premiere weapons lab. — Anonymous

What can we do next together? I live in a very non-diverse world at work and need help with ideas of how to make a difference. I know there are others struggling. I need to do more. — [REDACTED]

How to continuously improve our labs' employees' diversity and inclusion experience. How to share what we've learned/experienced here. How to give my employees/others the freedom/safe space to come to me with their diversity and inclusion concerns. — Anonymous

I need to better understand the genuine fear felt by women, people of color and GLBTQ associated with today's political environment and better appreciate their worldview and implications associated with recent events (for example immigration, second amendment rights, etcetera). — [REDACTED]

How can I help facilitate conversations in the busy work environment to promote discussion on the impact we have on others with our decisions. How can I be a better ally to others on issues of diversity? — [REDACTED]

A better understanding of how we keep the momentum of the diversity and inclusion labs going as a team back at the labs. — [REDACTED]

Can we have "true" diversity and inclusion at Sandia without a critical mass of the spectrum of groups that represent our society: race (for example black); religion (for example Jewish, agnostic, Muslim); political beliefs, etcetera. — [REDACTED]

What should I actively be doing in my day to day with my team? What should we all be doing to further this journey and at every level in all of our organizations? — [REDACTED]

I would like to understand the fear aspect of being a minority better and see/explore ways to make them more comfortable with diminished fear (wow, what a task). I would like more discussion around inclusion and the ways (tools) to do this respectfully with honesty and integrity. — [REDACTED]

Political polarization is difficult to discuss but we should be aware of the potential impacts in our work and on us personally. I would like to engage in dialogue on the pitfalls and what we can do because I don't have any answers. — Anonymous

READINGS

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*

Do or do not. There is no try.

—Yoda, "The Empire Strikes Back"

Empower me to be a bold participant, rather than a timid saint in waiting, in the difficult ordinariness of now; to exercise the authority of honesty, rather than to defer to power, or deceive to get it; to influence someone for justice, rather than impress anyone for gain; and, by grace, to find treasures of joy, of friendship, of peace hidden in the fields of the daily you give me to plow.

—Ted Loder, *A Grateful Heart*, edited by M. J. Ryan

It is the integration of gay and straight men in our male community that we are coming to know there is nothing more powerful than friendship, and no friendships are more powerful than those, which risk the experience of honesty and intimacy and love... The question is not whether we think the same, believe in the same God, respond erotically to the same sex, but whether we are willing to stand for one another.

—Kurt Kuhwald, *Friendship Chronicles: Letters Between a Gay and a Straight Man*, Chris Hassett and Tom Owen-Towle

"Who are you?" said the Caterpillar... "I — I hardly know, Sir, just at the present," Alice replied rather shyly, "at least I know who I was when I got up this morning, but I think I must have changed several times since then."

—Lewis Carroll, *Alice's Adventures in Wonderland*

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

When the white man came, we had the land and they had the Bibles. Now they have the land and we have the Bibles.

—Chief Dan George

We will give to the inhabitants of this island a portion of land for their own to be held in trust by the American Indian Affairs Bureau of Caucasian Affairs to hold in perpetuity — for as long as the sun will rise and the rivers go down to the sea.

We will further guide the inhabitants in the proper way of living. We will offer them our religion, our education, our life-ways, in order to help them achieve our level of civilization and thus rise them and all of their white brothers up from their savage and unhappy state. We offer this treaty in good faith and wish to be fair and honorable in our dealings with all white men.

—Wilma Mankiller, Proclamation from Alcatraz Indians to the United States, November 20, 1969 from *Mankiller: A Chief and Her People*

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

Not everything that is faced can be changed, but nothing can be changed until it is faced.

—James Baldwin

VIDEOS

[Apollo 13 Clip](#)

[Hidden Figures Clip](#)

THE JOURNEY CONTINUES...



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