

WHITE MEN'S CAUCUS



THANK YOU
for your inspirational work and valuable contribution



SANDIA NATIONAL LABS

La Posada | Santa Fe, NM | September 3-6, 2019

FACILITATORS

██████████	██████████@wmfdp.com	██████████
██████████	██████████@wmfdp.com	██████████

PARTICIPANTS

██████████	██████████@sandia.gov	██████████
██████████	██████████@sandia.gov	██████████
██████████	██████████@sandia.gov	██████████
██████████	██████████@sandia.gov	██████████
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██████████	██████████@sandia.gov	██████████
██████████	██████████@sandia.gov	██████████

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

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

ACT LIKE A GOOD LEADER

as generated by participants

- Fake it until –
- Don't let it slide
- Decide
- Relational
- Good story
- Results
- Hold your emotion
- Motivate
- Fix it
- Safe
- More with Less
- Tech competence
- Charismatic
- Data
- Don't cry
- Risk taking
- Anger as passion
- Bring in money
- Git 'r done
- Office space
- Prouder
- Get to the point
- Provider
- Full workload
- Rub dirt
- Action
- Take risk nurturing, but don't fail
- Give me solution

OPERATING AGREEMENTS

as generated by participants

- Choose your level of participation.
- Listen to understand – rather than respond.
- Say what is true for you – while being respectful of other.
- Give yourself and others permission to not make sense.
- Be on time – and be fully present.
- Honor confidentiality. Share learning without putting others at risk.
- Other....
- Hold intent to suspend hierarchy at door. Show up as co-learners. Permission to be human.

HOPES & WANTS

as generated by participants

- To get better at leadership skills.
- To be an effective advocate for those not in group I am in.
- Gaining a better understanding of a very complex issue.
- Learning more about diversity and inclusion and what's under the surface than just metrics.
- Be genuinely surprised here.
- To be able to better explain the learning from this program.
- Turn this into an opportunity to create change.
- End before 6:30 pm.
- Are there issues about how to be that (deeper level beyond what agreeable) are not in agreement?
- Be able to explain learning from here.

CONCERNS

as generated by participants

- Freaking long – missing 10-year-old's birthday.
- Are there tough issues we need to explore where we have real difference of opinion?
- Where is the discomfort point? Will we push too far?
- Politicization of race.
- I will be (am) stereotyped.
- Can I be myself here versus hide in the herd? Move from fear to love.

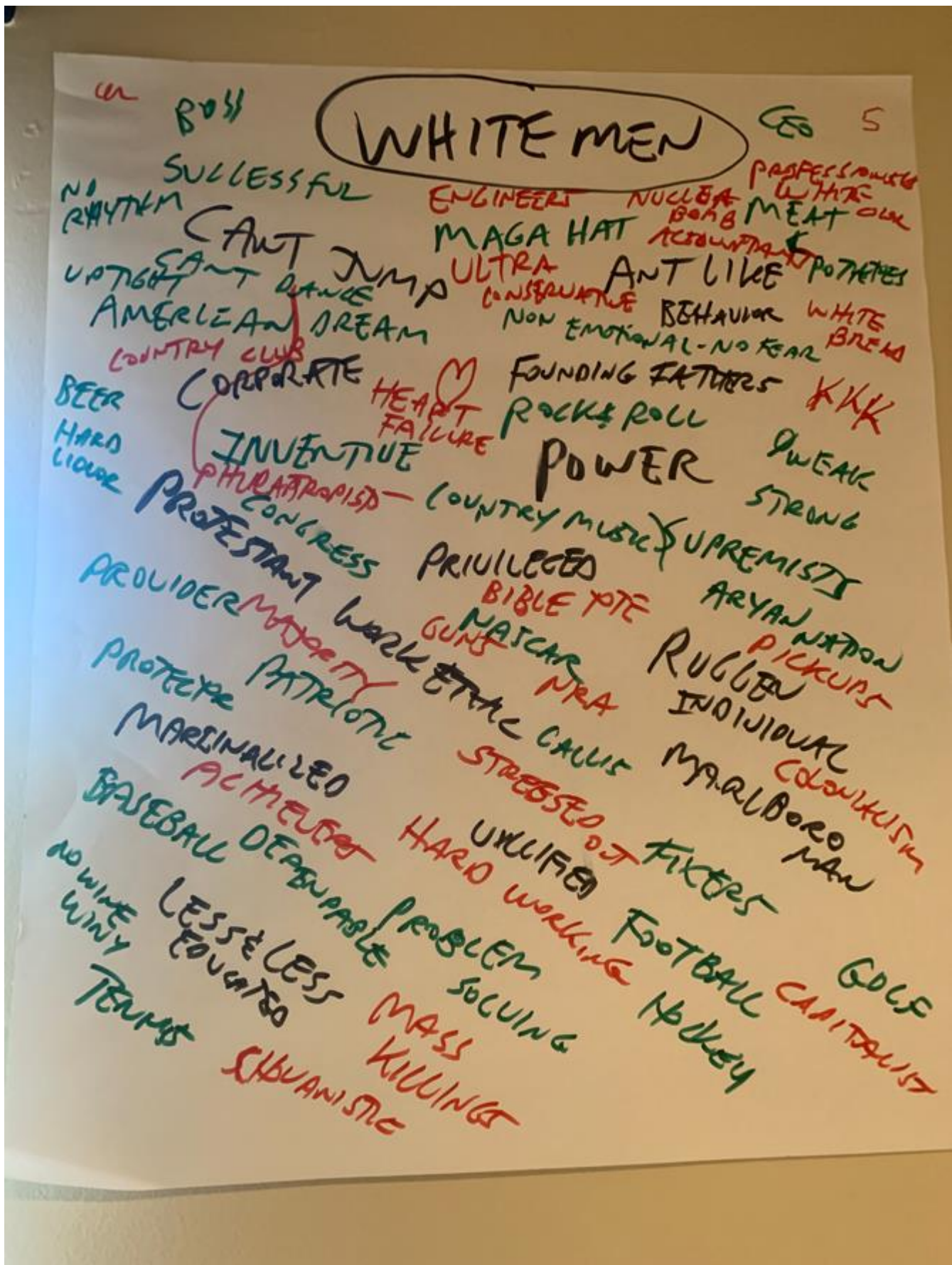
WHAT'S IN IT FOR WHITE MEN?

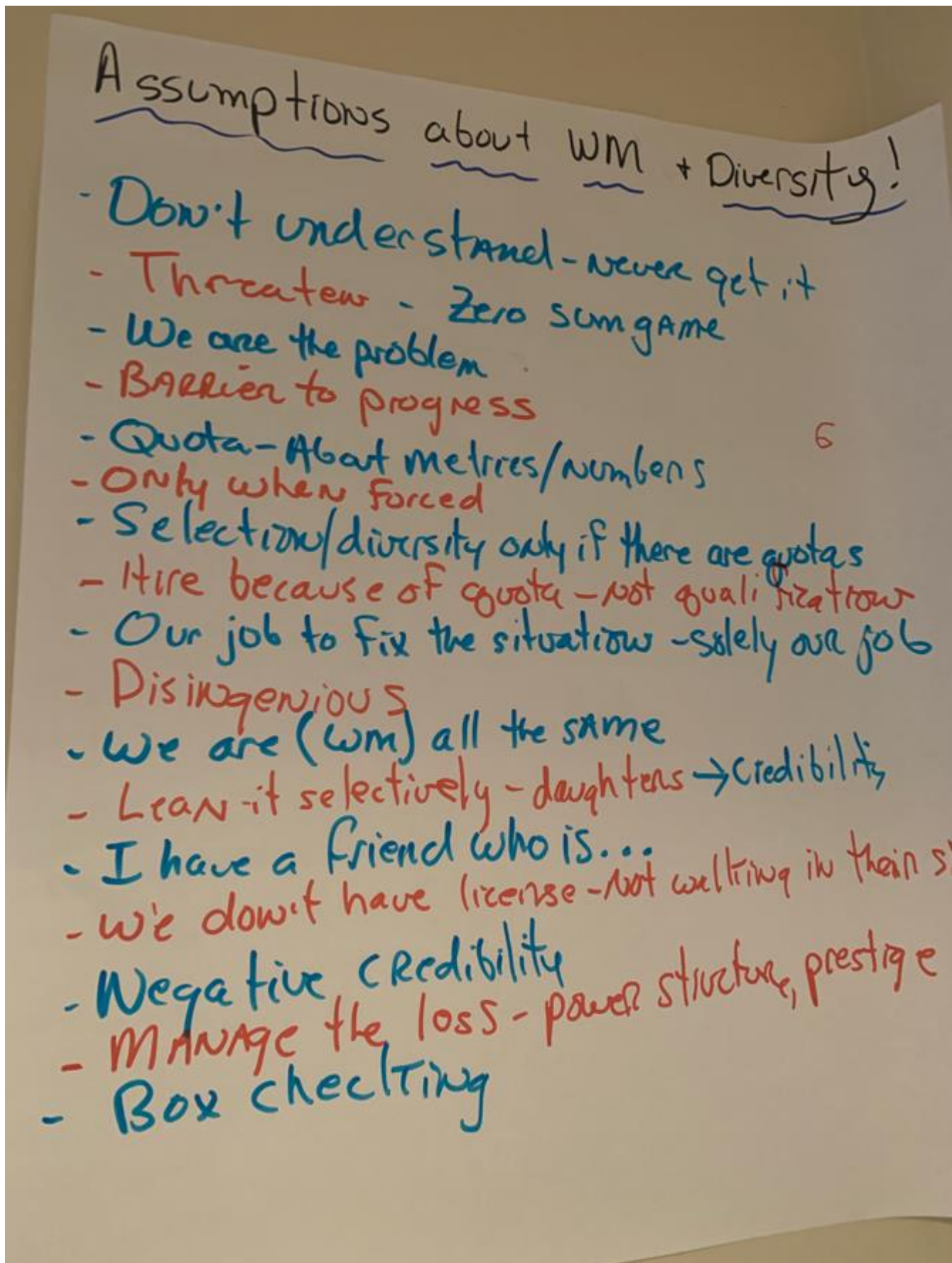
as generated by participants

- Knowing a group of white men as resources.
 - A higher performing workforce.
 - Greater inclusion culture, more innovation.
 - Be more able to be a compassionate person – with those different than me.
 - More ability to challenge my own assumptions.
 - Able to utilize white men's cultural strength and freedom to step outside cultural box at work and at home.
 - Have more deeper conversations with sons, daughters, understand their world.
 - Dyad/deeper listening with spouse, others.
 - More permission to be in my heart.
 - More permission to make mistakes, be in learning more, or be wrong.
 - Deeper connections with other white men.
 - More possible to have a good male friend.
 - New understanding.
 - Power of listening.
 - Community/sounding boards.
 - Connection with teammates.
 - Higher performing workforce.
 - More integrated with who I am (blind spots.)
 - Make a difference a better lab.
 - More diverse leading to more effective workforce.
 - More job/work enjoyment.
-

ASSUMPTIONS ABOUT WHITE MEN

as generated by participants





Impact of WM + Diversity Assumptions 7

- Not as strong a leadership position
- Keep your head low / its going to get ugly
- We don't know what its like to be a
- Headwind against change . . . I can't let the wind end if I am an Arms dealer
- Ambivalence about WM voices
- Solving may alienate
- Motives are questioned
- Exhaustive for others
- Walking on eggshell - careful what we say
- No room f/ mistake
- Don't want to even bring it up
- Afraid of making a mistake
- Using "commonality" to connect
- Color blind
- Not trust us to tell us the truth
- A token candidate

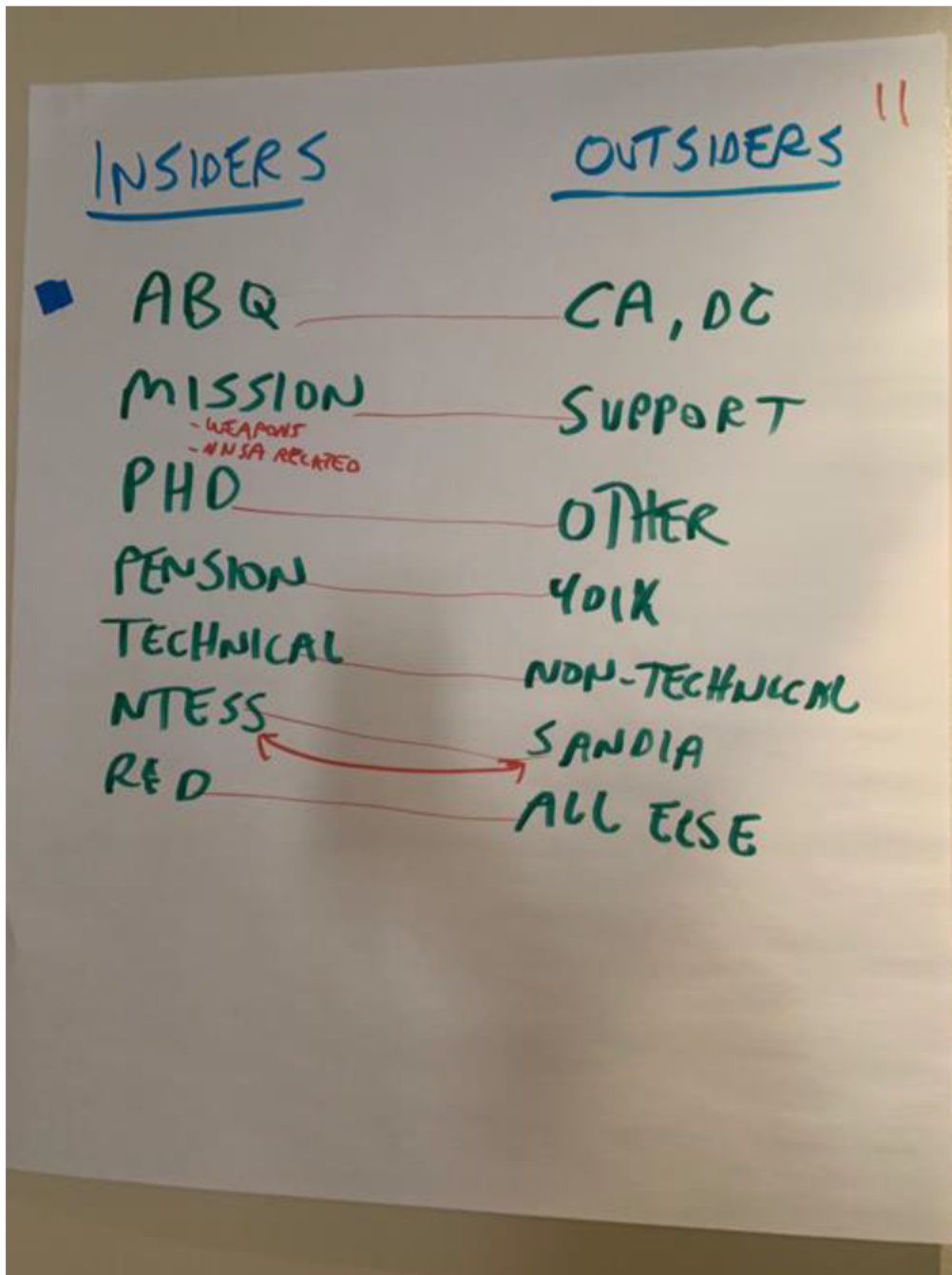
HISTORICAL PERSPECTIVE OF DIVERSITY

as generated by participants

Dimension	Focus	Unexamined
Race	People of Color	White
Gender	Women	Men
Sexual Orientation	LGBTQ	Heterosexual
	Outsiders	Insiders

OTHER INSIDER/OUTSIDER GROUPS

as generated by participants



TOOLS & SKILLS

as generated by participants

- Paradoxes as a tool either/or leading to both/and.
- My view is not wrong. It's more likely incomplete.
- Have the conversation – step towards – use inquiry.
- Balance advocacy with inquiry.
- Ask questions instead of making statements.
- State intention at front end of conversation.
- Learn to listen.
- Don't take bait of right/wrong.
- Film clips as a tool to stimulate dialogue.
- Be able to look the situation below the surface.
- Power of sharing personal story (AT&T Chief Executive Officer.)
- Use curiosity as a muscle.
- Share hope/concerns and successes.
- Operating agreements.
- Be upfront with vulnerabilities, confusions, permission to not be perfect.
- Not reacting to mistakes in there.
- The land of unfinished conversations – hang in there.
- Concept of insiders/outsideers.
- Not about a conclusion – conversations for understanding, not conclusion.
- Offer an olive branch.
- Stop defending. Listen.
- Out of advocacy, inquiry.
- Use questions.
- Journaling.
- Dyads.
- Common ground – agreement and sameness/difference.
- Intent versus impact – validate impact and intent.

INTERVENTION BRAINSTORM

as generated by participants

- Create a safe space
- Have a conversation
- Build understanding
- Create learning
- Create thinking
- Change behavior

I'M TIRED STATEMENTS

as generated by participants

- 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."
- I'm tired of believing if I fail it will affect other's possibilities for success.
- I am tired of being labeled a criminal, rapist, animal because of my ethnicity.
- I'm tired of being looked at 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.
- I am tired of people assuming people of color fathers are not good fathers.
- 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'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'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 shot in cold blood.
- I am tired of immigrants getting a bad rap and labeled inappropriately.
- I'm tired of having others assume my success was solely a result of affirmative action.
- 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'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.
- I'm tired of being the token minority.
- I'm tired of being thought of as hired help because of my skin color.
- I'm tired of being asked why I don't 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 hearing about the border wall.
- I'm tired of hearing that immigrants are in the U.S. to seek free stuff.
- I'm tired of hearing the "first woman" fill-in-the-blank...really, it's 2019 and we still have so many 1st stories.
- I'm tired of politicians pretending that all race relations are fine, or worse yet, that white people are being persecuted.
- I'm tired of being tired...
- I'm tired of living in a "majority-minority" state and not seeing minorities in executive positions.
- I'm tired of hearing "I don't believe this actually happens at Sandia or in Albuquerque."
- I'm tired of being dismissed, and my recommendations not being implemented, at Sandia.

PERSONAL REFLECTIONS

as generated by participants

Personal Reflections

1. Please write a short message directed to white women, people of color and other groups regarding the meaning of this Caucus experience for you.

This Experience ~~and~~ HELPED ME BETTER UNDERSTAND THE PERSPECTIVES THAT NON-WHITE MALES BRING TO VARIOUS ~~SITUATIONS~~ SITUATIONS. IT ALSO HELPED ME TO BETTER UNDERSTAND WHAT THEY HEAR FROM VARIOUS STATEMENTS MADE BY OTHERS, MEDIA, SITUATIONS, ETC.

2. Please write a short message directed to other white men regarding the meaning of this Caucus experience for you.

I FELT THIS CAUCUS WAS A TREMENDOUS OPPORTUNITY TO HAVE AN EMOTIONAL AND ~~TO~~ INTELLECTUAL UNDERSTANDING OF THE D:I AREA. THIS CAUCUS PROVIDES A LEARNING THAT AN INDIVIDUAL CAN TAKE WITH THEM THAT TRANSCENDS A SIMPLE UNDERSTANDING OF FACTS AND RESULTING TASKS.

Name: _____

Please note that your Personal reflections will be used in a compiled set of Lab NOTES that will be distributed only to your fellow Caucus participants. Please check the box if you wish for your comments in the NOTES to be listed as anonymous.

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Personal Reflections

1. Please write a short message directed to white women, people of color and other groups regarding the meaning of this Caucus experience for you.

As a result of this training, I now have a better understanding of the concept of white privilege and the cost in terms of extra effort or energy, for people without this privilege, necessary to just keep even in the activities at work or away from work in life. This increased understanding is a first step in increasing my level of empathy for others.

2. Please write a short message directed to other white men regarding the meaning of this Caucus experience for you.

The discussion of the fish and its awareness of water is a great analogy for the lack of awareness of white privilege. Once blind spots are seen we can work to lessen their impact in our lives and appreciate others. Everybody is better off as a result.

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Personal Reflections

1. Please write a short message directed to white women, people of color and other groups regarding the meaning of this Caucus experience for you.

I became more aware of the burdens that are outside the dominant social system about how difficult it is to navigate on a daily basis through these systems - requiring enormous energy to feel like they won't make mistakes. Through the numerous and simple, but courageous actions I can help relieve part of that burden so we can all make better contributions and enjoy ourselves more. See impact over what, communicate with heart, truly listen, be an agent of change.

2. Please write a short message directed to other white men regarding the meaning of this Caucus experience for you.

We are in a dominant position, even with our own struggles to get to our individual position by achievement, we are seen as a group even when we have pride in seeing our selves as individuals. Helping others by seeing their struggle and intervening to alleviate that in no way diminishes our individual achievements - in contrast adds to them. Talk to each other about this - help each other to achieve this - reward each other for achieving this.

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Personal Reflections

1. Please write a short message directed to white women, people of color and other groups regarding the meaning of this Caucus experience for you.

The meeting helped me see different perspectives on diversity and helped give me tools and leadership skills to help be a better ally, mentor, employee, friend.

It also helped me to better understand the dominate culture in US business and how that culture demands different levels of energy depending on the degree to which an individual is inside or outside that group.

2. Please write a short message directed to other white men regarding the meaning of this Caucus experience for you.

The experience is as much about better understanding your self as it is about understanding others. The caucus can make you a more effective partner with others, regardless of their background.

Name: [REDACTED]

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Personal Reflections

1. Please write a short message directed to white women, people of color and other groups regarding the meaning of this Caucus experience for you.

The meaning of the Caucus to me was to open my thinking and empathy around groups other than white males and how we interact with them from position of power, unwittingly sometimes. It was a huge learning about the impact we can have. It gave tools and some ideas on how to engage or deal with special, difficult situations. It motivated me to take action + move beyond the fears of such situations to improve both my work + individual actions.

2. Please write a short message directed to other white men regarding the meaning of this Caucus experience for you.

The meaning of the Caucus experience re white men for me was to have open discussion + bonding among similar people. To learn that even an apparently homogeneous group has many, many differences. And to provide a platform or structure to try to help each other navigate the complexity of diversity. Not just looking to the 'outsiders' to explain things to us.

Name: _____



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Personal Reflections

1. Please write a short message directed to white women, people of color and other groups regarding the meaning of this Caucus experience for you.

- I hope you understand that we are (I am) trying even when we get it "wrong!"
- Sandra, my job, and my life will be better if you succeed.
- We should have mutual agreement that it is OK if we disagree with each other.
- I will be more proactive in correcting myself - and others - when I see improper attitudes or conduct.
- I also hope you try to understand me.

2. Please write a short message directed to other white men regarding the meaning of this Caucus experience for you.

- Life is more interesting - and better! - if we understand those around us better
- You can still support our LGBTQ teammates with love and respect without defying your Christian convictions.
- We must proactively use our position to do - and encourage others to do - what is right.

Name: _____



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Personal Reflections

1. Please write a short message directed to white women, people of color and other groups regarding the meaning of this Caucus experience for you.

I'm here to listen and willing to help. Coming out of this session, I feel more enabled to support and have a stronger sense of responsibility to do so. Tolerance is not an adequate step - real advocacy takes real curiosity followed by real action at both in individual and organizational levels.
Come talk to me - it starts with a conversation.

2. Please write a short message directed to other white men regarding the meaning of this Caucus experience for you.

This was an important opportunity for me to stop, take a step back, and really consider my role as a human and contributor to the health and stability of others. It was clear that "~~being~~ being a good guy" is not enough. There needs to be real action following real authenticity - coupled with a desire to make your own world open to the influence of others.

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Personal Reflections

1. Please write a short message directed to white women, people of color and other groups regarding the meaning of this Caucus experience for you.

The caucus allowed me to see the privilege, although not previously realized, that I have as a white male in society and at Sandia. The caucus taught me there are both individual and group paradoxes. ~~and that~~ As I view these perspectives not from a lense of being right but from a lense and/both are right, I can have greater empathy and understanding, which creates a safe

2. Please write a short message directed to other white men regarding the meaning of this Caucus experience for you.

The caucus helps white men see and understand that we have privilege and a culture, whether we accept it or not. It helped me examine that ~~pe~~ culture and challenge my assumptions of how I looked at and treated individuals and groups as outsiders.. (those without that privilege) It created a safe learning space based on where I was at at that time and from my past.

Space
for
discussion
and
con-
nection

Name: _____

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DAVID

Personal Reflections

1. Please write a short message directed to white women, people of color and other groups regarding the meaning of this Caucus experience for you.

First and foremost, I am sorry. I'm ~~am~~ sorry for the times I have not stood up for you to create a safe place, I'm sorry for the time I've spent not thinking about you and all the privileges I've assumed because I have them, you have them. Second, I commit to taking a stand to ensure I make ~~with~~ the environment around me safe. And I commit to reflect, be aware, and advocate that my privilege be ~~as~~ yours too.

2. Please write a short message directed to other white men regarding the meaning of this Caucus experience for you.

First, ~~that~~ this is not win-lose. Your truths are your truths. But world, universe is wide and broad enough for there to be other truths, even if we don't understand how that's possible. ~~consider~~ develop empathy and compassion for those around you and lead w/ that first.

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Personal Reflections

1. Please write a short message directed to white women, people of color and other groups regarding the meaning of this Caucus experience for you.

Dear women, people of color, LGBTQ+ community and others, I had an eye-opening experience during this training this week. I learned ~~that~~ more about white privilege and how it could cause me to not see, hear or feel and understand the barriers that exist for you in ~~everyday~~ every day life. I don't experience those barriers in the same way, ~~and~~ perhaps not even at all. I feel like I'll be ~~of~~ better able to see these now and because of that, more able to ~~show~~ compassion, be more curious, and not omit ~~things~~ actions I can take to make things better.

2. Please write a short message directed to other white men regarding the meaning of this Caucus experience for you.

I was in a several day training that helped me learn more about what it's like not to be white men living in ^{the} dominantly white man culture. It was eye opening and actually helped me understand more about being a white man. What are your thoughts about this and would you be open to discussing this topic?

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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*

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

Risk

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

VIDEO RESOURCES

[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 \(WMFDP website\)](#)

[AboutMenFilm.com](#)

The Real Work (Film)

Mankind Project, Everyman

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.

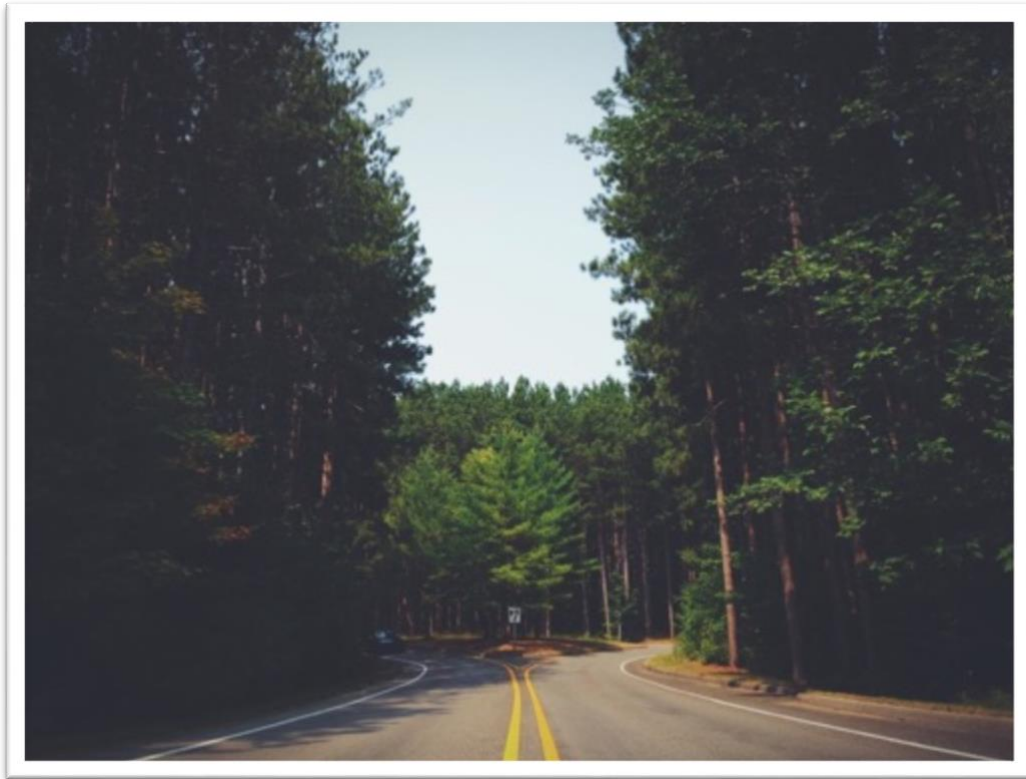
MINDSET #9: Show up with vulnerability—it's a form of courage. You'll create more openness and deeper connections than ever before.

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.