Exploring Multiple Realities: The Power of Courageous Conversations

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October 12, 2017

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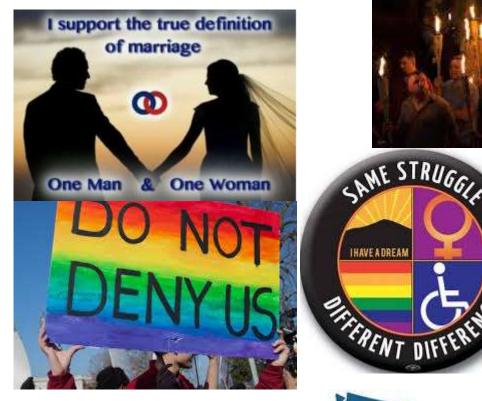




- Introduce Wells Fargo's Courageous Conversations tool
- Understand how the Courageous Conversation tool has and can be used to increase understanding across differences
- Practice leading a courageous conversation
- Explore how to have courageous conversations within your organization and beyond



Why this matters



Can race play a role in the admissions process?



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IHAVE A DREAM





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"To have an authentic dialogue, it is necessary ... to be in **a mind-set of discovery**, ...

however ... it is often easier... for people to get into a debate or an argument, either seeking a solution, the right answer or to prove a point...

(authentic dialogue) is an exchange in which people discover something new."

- George Kohlrieser



4 tools for courageous conversations

versations to

NET

Conversations to discover difference

Conversations to address noninclusion Conversations to support team members after traumatic incidents

EMPATHY/ Interacting across difference

- require us to step out of our comfort zone
- often difficult to have but necessary
- instrumental in building an inclusive workplace
- when done effectively, can have a dramatic impact on how we lead ourselves, the team or the business



Guidelines for conversations to discover difference





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Conversations to discover difference Do's and Don'ts



Do	Don't
Use affirmative listening statements	 Hijack the story; interrupt
"Can you tell me more"	Play one-upmanship
"How did this affect you?" "What I hear you saying	Minimize the difference
is"	Get defensive
 Manage your judgments 	Take it personally
Show you are truly interested	Discount, explain away
 Demonstrate caring, understanding, empathy and respect 	 Try to validate assumptions





Let's Practice Courageous Conversations



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Ground Rules



- Confidentiality
- Share what feels comfortable yet challenge self
- Seek to understand
- Give each other space/grace
- Be patient



Real conversation, live practice

- Identify 1-2 possible topics
- Find a conversation partner
- Decide who will share first, and who will explore
- 2 rounds





Group discussion: practice debrief



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Questions for reflection

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- What's the conversation I haven't had?
- What's happening in my community that I want to better understand?
- What aspect of diversity do I want to learn more about?
- What group/groups can I be a better ally for?
- When do I advocate versus inquire?
- How might I have courageous conversations in my workplace?



Multiple tools to support different kinds of courageous conversations

Diversity & Inclusion

Conversations to address non-inclusion

Purpose

Inclusion is one of our core values and our ability to build an inclusive culture depends on our ability to reconcile differences that are a result of differing perceptions, assumptions, biases, and stereotypes. This job aid provides guidance on conversations to address non-inclusion.

The steps for conversations to address non-inclusion are used to acknowledge, provide feedback, and open up dialogue when encountering a non-inclusive behavior or statement that will likely create an emotional response. Constructive resolution enables more (conversations across all of the organization and builds transfer workplace. The steps for conversations to support team members after

When to engage in conversations to address

- Perceived lack of progress, engagement, or intentional e workplace
- Different points of view need to be brought into the com
 - Failing to consider multiple perspectives when maki perspectives of those stakeholders with diversity din

D

traumatic incidents

Purpose

An important component of our diversity and inclusion strategy is building a culture of inclusion. Traumatic incidents and tragedies around the world, and even at home, increase the challenge of inclusion and make it difficult for team members to bring their best selves to work. As a result of these incidents team members may feel sad, angry, disengaged, isolated, fearful, and frustrated. These feelings are intensified when the incidents, and their impact on the individual or group, aren't acknowledged.

Team members and managers within Wells Fargo can demonstrate our culture of caring by creating safe spaces to talk about difficult issues that weigh on our team members. Demonstrating care, and regularly inviting people to talk at a time of their choosing, can go a long way in creating an open environment for dialogue and a more inclusive environment.

Prior to the meeting

Review the resources below to help prepare. Take time to pause and think about any personal reactions to the recent incident/tragedy, what it means to you personally, and note the feelings/reactions you experience without judging yourself.

Resources:

Diversity & Inclusion EMPATHY/Interacting across difference

Purpose

Effectively interacting across difference requires strong interpersonal skills and understanding and appreciation of each person's worldview. Each person's worldview is unique. It's made up of a combination of each person's diversity dimensions, goals, beliefs, assumptions, and biases.

Use the EMPATHY guidelines and interacting across difference questions in conversations to create a more inclusive environment.

eracting across difference

ith others to create a more inclusive environment.

sased on their goals, values, beliefs and life experiences. drives your behavior.

the needs of those who are different than you.

oblem solving.









Together we'll go far



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You never really understand a person until you consider things from their view. ??

– Harper Lee, novelist



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