

# Exploring Multiple Realities: The Power of Courageous Conversations

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Felicia Byrd, D&I Consulting Leader

June Carter, Executive Coach

Peter Kouzmov, D&I Learning Strategist

Jay Norvell, Senior D&I Consultant

OUT & EQUAL  
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# Objectives

- 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

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# Why this matters

WELLS FARGO



Can race play a role in the admissions process?



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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

Conversations to  
discover difference

Conversations to  
address non-  
inclusion

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

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# Guidelines for conversations to discover difference

Create a safe space for open and honest dialogue.

Ask permission to have the conversation.

Use the art of questioning and listening.

Share openly and honestly.

Use what you learn to determine how you will change and grow to be more inclusive.

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# Conversations to discover difference

## Do's and Don'ts

Do	Don't
<ul style="list-style-type: none"><li>• Use affirmative listening statements<ul style="list-style-type: none"><li><i>"Can you tell me more.."</i></li><li><i>"How did this affect you?"</i></li><li><i>"What I hear you saying is.."</i></li></ul></li><li>• Manage your judgments</li><li>• Show you are truly interested</li><li>• Demonstrate caring, understanding, empathy and respect</li></ul>	<ul style="list-style-type: none"><li>• Hijack the story; interrupt</li><li>• Play one-upmanship</li><li>• Minimize the difference</li><li>• Get defensive</li><li>• Take it personally</li><li>• Discount, explain away</li><li>• Try to validate assumptions</li></ul>

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# 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

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# Real conversation, live practice

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

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# Group discussion: practice debrief

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# Questions for reflection

- 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?

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# 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 trust in the workplace.

### When to engage in conversations to address non-inclusion

- Perceived lack of progress, engagement, or intentional exclusion in the workplace
- Different points of view need to be brought into the conversation
  - Failing to consider multiple perspectives when making decisions
  - Failing to consider the perspectives of those stakeholders with diverse backgrounds

*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.

*Diversity & Inclusion*

## Conversations to support team members after 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:

### Interacting across difference

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

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“ *You never really understand a person until you consider things from their view.* ”

– *Harper Lee, novelist*

