Joining, Not Judging: Bridging divides to enhance interactions and create inclusive workplaces

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The Kaleel Jamison Consulting Group, Inc.
HELLOS
TWEETING AS YOU LEARN?

Use the conference hashtag: #ODN2017

And our Twitter handle: @kjcginc
Learning Objectives

- Apply strategies for moving an organization from a judging to joining culture.

- Recognize and reduce your own judging behaviors.

- Integrate joining behaviors into your practice.
Conditions for Speed

SPEED

TRUST

INTERACTION + COMMON LANGUAGE
What are your...

• thoughts
• feelings
• reactions

when you think someone is interacting with you from a **JUDGING** mode?
What are your...

• thoughts
• feelings
• reactions

when you think someone is interacting with you from a JOINING mode?
Counteracting Our Own Biases: Practice the Conscious Actions for Inclusion

When we feel **JUDGED**
We act small and contribute LESS

**Judging Behaviors**
- About the person
- Sizing up
- Evaluating
- I/Not We
- Win/Lose
- Defensive
- Problem Finding
- Closed Thinking
- Holding on to the Past
- Withholding Trust

When we feel **JOINED**
We can be BIG and contribute MORE

**Joining Behaviors**
- About the work
- Accepting
- Exploring
- WE/Not I
- Win/Win
- Curious
- Problem Solving
- Open Thinking
- Letting go of the Past
- Extending Trust

[@kjcginc #ODN2017](https://twitter.com/kjcginc)
1. To what extent are you **Judging** or **Joining** others?

<table>
<thead>
<tr>
<th>Judging</th>
<th>Joining</th>
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</thead>
<tbody>
<tr>
<td>Being cautious</td>
<td>Being open</td>
</tr>
<tr>
<td>Sizing up the person</td>
<td>Leaning in</td>
</tr>
<tr>
<td>Putting people in a box</td>
<td>Assuming you’ll connect</td>
</tr>
<tr>
<td>Don’t give benefit of doubt</td>
<td>Giving the benefit of doubt</td>
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</table>
2. To what extent do you **JUDGE** or **JOIN** others when they disagree with you?

**Judging**
- Being cautious
- Sizing up the person
- Putting people in a box
- Don’t give benefit of doubt

**Joining**
- Being open
- Leaning in
- Assuming you’ll connect
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3. To what extent does your organization/or client system have a **JUDGING** or **JOINING** culture?

**Judging**
- Being cautious
- Sizing up the person
- Putting people in a box
- Don’t give benefit of doubt

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**Joining**
- Being open
- Leaning in
- Assuming you’ll connect
- Giving the benefit of doubt
Why is judging so dominant?

- Makes me right
- Faster
- Reinforces our biases
- Self protection
- Moving fast
- It’s how I’ve been trained
- Dismissive
- Go on automatic
- Habit
- Comfort
- Takes less thinking
- Keeps people in a box
When Is Judging and our Biases Most Likely to Happen?

• When we are under stress, fearful, hungry, tired, or less focused we go into “auto-pilot.”
• In conflict or disagreement.
• When we need to move fast.
• When we take shortcuts with people especially those we don’t know.
When We Feel Uncertain

• Walking down unfamiliar street and seeing a crowd
• Driving a car, stopping at a light, seeing people unfamiliar to us
• Interviewing someone who is different
• Receiving or giving a performance review across differences
Types of Bias

- **Affinity Bias** – like people like us
- **Confirmation Bias** – select information that confirms our point of view
- **Decision Bias** – promotes group think
Baked Into Assumptions About Others-Coded language

- Privilege – internalized dominance – **MY SEAT**
- Qualified
- Competent
- Can be trusted
- Fit
- Leadership
- “Not strategic”
- “Doesn’t have presence”
Judging and Bias is baked into our systems—and now with AI our technology.
You can't "include" what you just don't see.

You have to make an effort to understand the world and yourself differently.

This is the essential challenge of creating an inclusive organization—
You have to break down barriers, develop new listening skills, see in new ways and reveal what was once overlooked.
Do you approach an interaction with a Joining Mindset?

• Ready to listen, engage, and learn
• Giving the other person the benefit of the doubt
• Assuming the other person has something of worth to contribute
• Being curious when someone has a different point of view or street corner
• Being collaborative and open to ideas of others
4 Keys that Change EVERYTHING

- Lean into Discomfort
  Be willing to challenge self and others. Speak up—bring your voice and street corner.

- Listen as an Ally
  Listen, listen, listen and engage. Be a partner.

- State Your Intent and Intensity
  Clarify intent at outset: State Notions, Stakes, Boulders, and Tombstones. Say what you mean and how much you mean it.

- Share Street Corners
  Accept others’ thoughts and experiences as true for them. Hear others differences as additive.
Celanese Inclusion and Engagement Strategy

Culture Assessment Process

Leverage ERG's and Change Leaders

Presence Consulting
  • Proof of Concept

Education for ELT and Feedback

Engage Top 350
  • Culture Assessment Briefings “WHY”
  • 4 Keys Education “HOW”
  • Monthly Engagement Groups • Learning Loop 1

Monthly GLT (Global Leadership Team) Check In Calls

GLM - May-June 2017
  • Dallas
  • Amsterdam
  • Shanghai

Learning Loop 2
  • Continue Engagement Groups
  • GLT Check Ins
  • Drive through Organization

PPM Steering Group

GLT Conference November 2017

ERG Summit

Actualizing PPM: Inclusion and Engagement as HOW We Work

Ongoing Learning
Integrate into HR Tools and Education

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