

# Can Mindfulness Reboot D&I?



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Presented by:

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# Webcast Leaders



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# Webcast Outcomes for Today / Learn About:

- Driving and restraining forces shaping D&I
- The challenge of Unconscious Bias
- Mindfulness and increasing
  - Awareness & Attention
  - Presence, Non-judgment, and Compassion
- Integrating mindful practices into D&I
- Making it real – business case tips



# Key Definitions



Diversity



Inclusion



Mindfulness

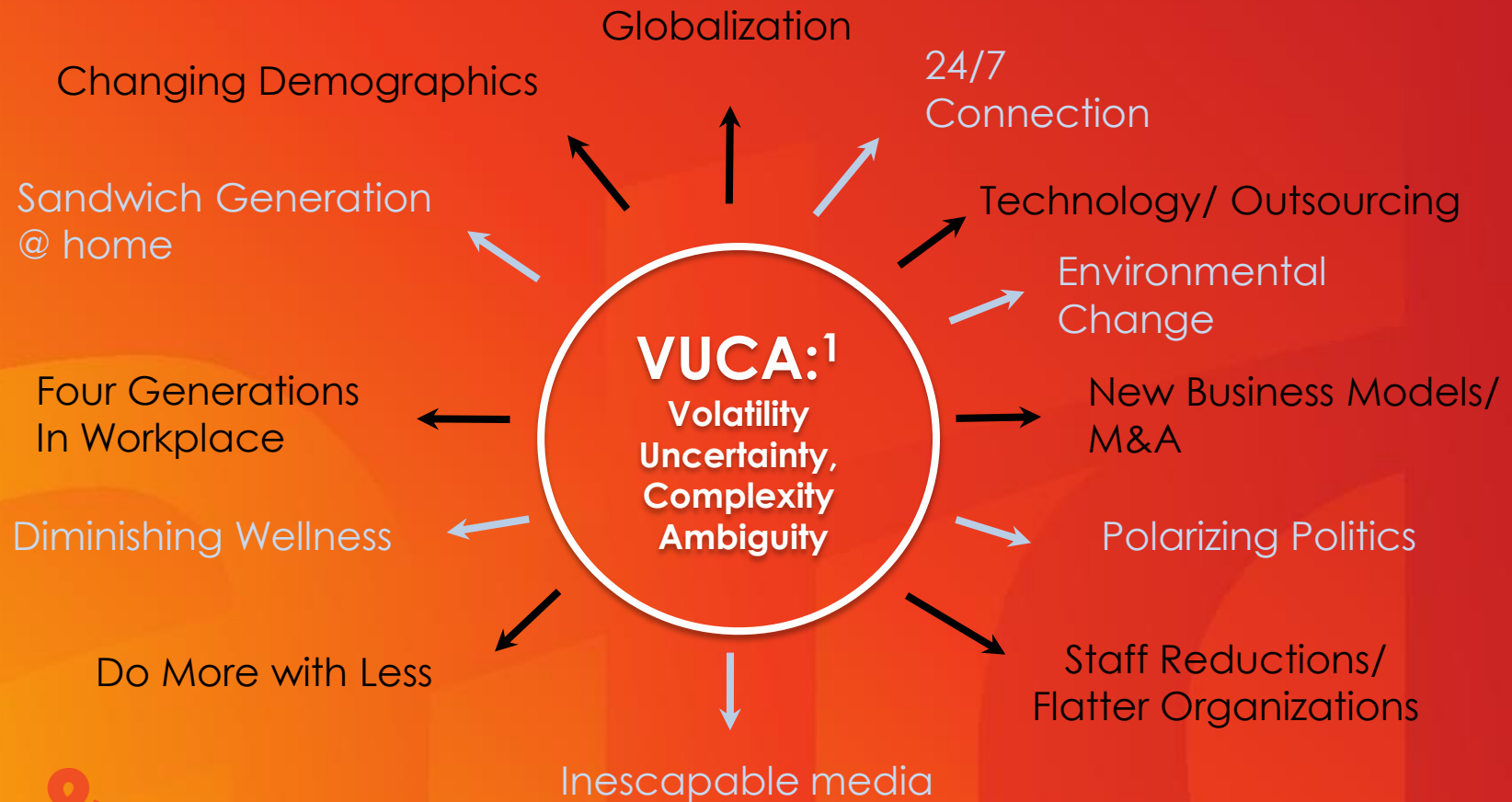
The mix of  
differences  
and similarities  
in talent

Making the  
most of a  
broad mix of  
talent

Paying attention

- On purpose
- In the present
- Balancing awareness and attention
- Non-judgmental  
*(Jon Kabat-Zinn)*

# Massive Changes – In and Beyond the Workplace



$\Sigma$  = Increasing Ambient Stress

# What Are You Seeing?

## POLL

What best describes your company's current approach to D&I?

**1**

No approach to D&I

**2**

Just beginning to invest in D&I

**3**

D&I approach defined, more to do

**4**

Robust D&I approach, integrated into talent planning and business practices

**5**

Other: Please explain

# Why D&I Initiatives Fall Short

- Not aligned with strategy
- No sponsorship
- Stand-alone effort
- Lack of resources
- Competing priorities
- Other? Chat Box
- Typical programs and metrics focus on what's external and conscious, but ignore what's internal and unconscious

~~Mindful~~

# Chat Box

When we say “mindfulness” what comes to mind?





# Mindfulness @ Work - 2017



## How Many?

20% of major companies have some form of “mindfulness” initiative



## What Practices?

Yoga, Meditations, Mindful Pauses, Intention Setting, Breathing



## For whom?

Voluntary enrollment, often site-based, benefits-function-driven



## Why?

Primarily wellness and stress reduction, leadership competence is emerging

# Mindfulness Improves...

- Immune system and physical health
- Positive emotions, reduces negative emotions, fights depression
- Ability to focus and tune out distractions
- Likelihood of helping someone in need
- Optimism in relationships



# Above / Below the Line



# Unconscious Bias

**Bias** – an unfair prejudice for/against person or group

- Conscious– explicit, fully aware
- Unconscious – implicit, un- or marginally aware

**Unconscious Biases** – unintentional stereotypes

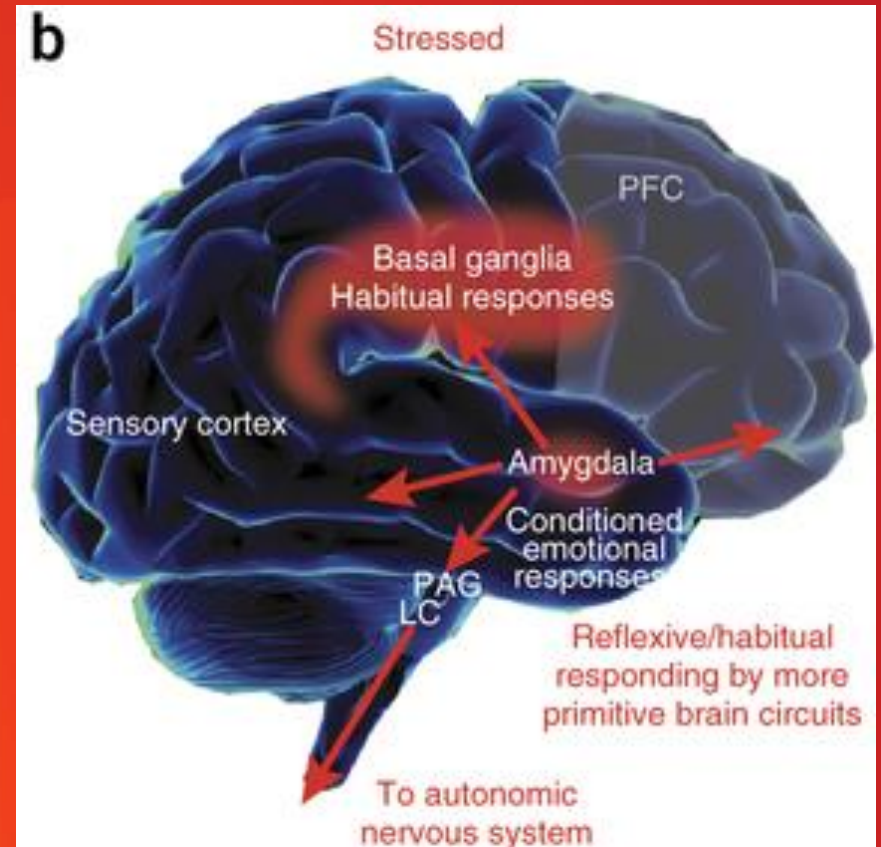
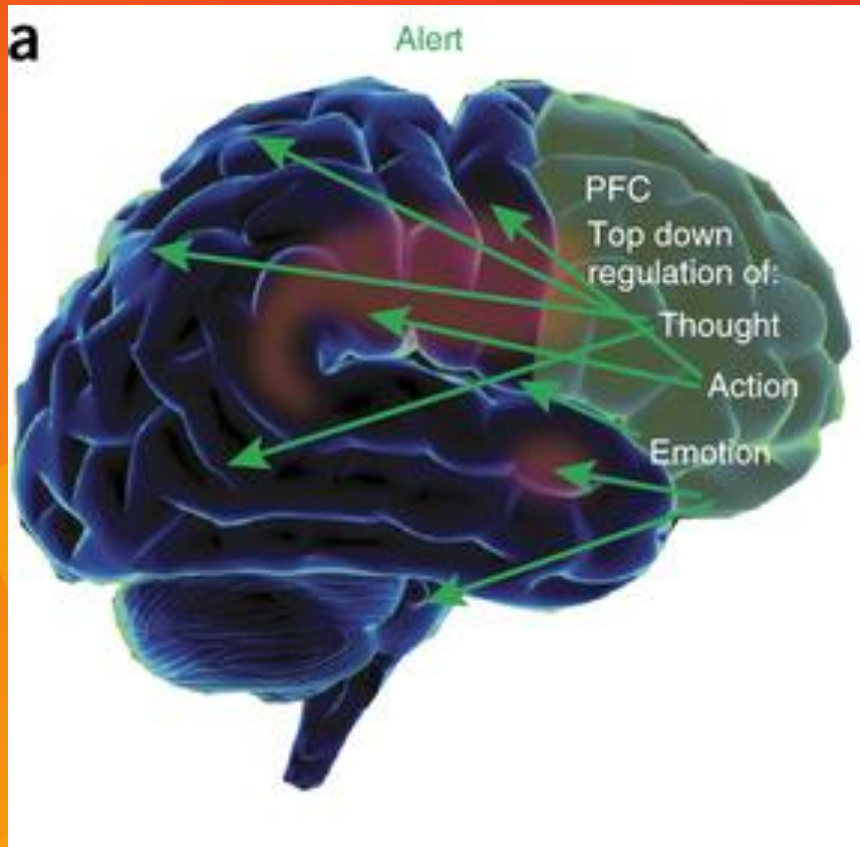
- Systemic thinking – everyone has them
- Often at odds with conscious values
- Activated by multi-tasking and stress

# Mindless Reaction

The problem with “(trait) blind” policy...

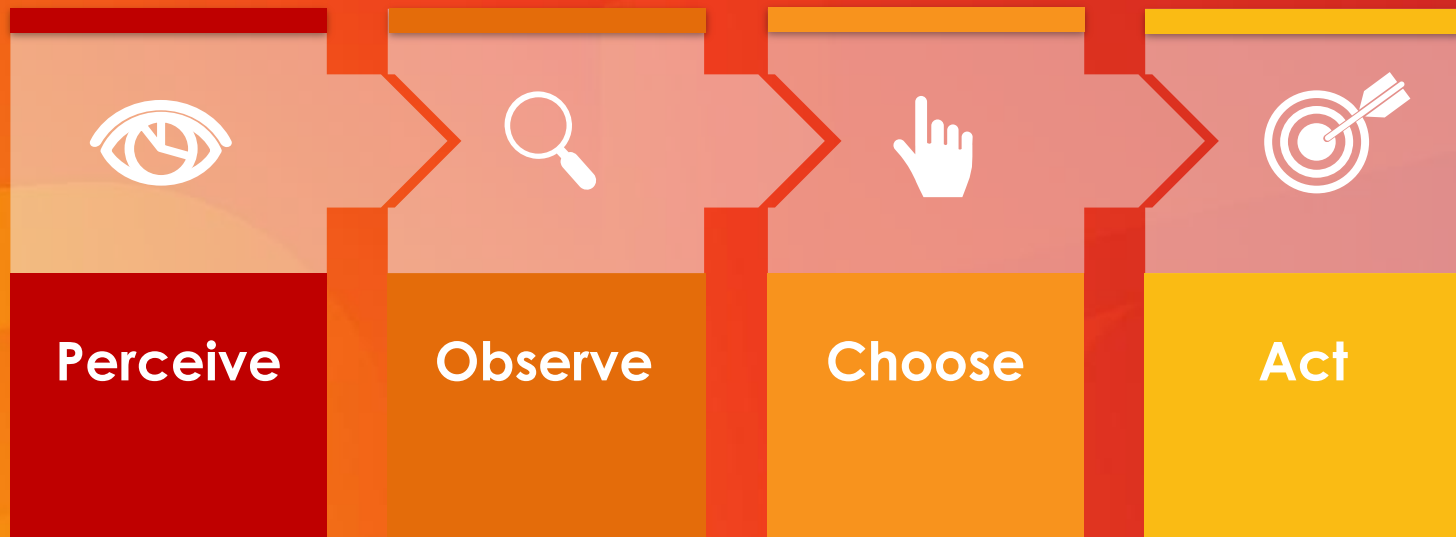


# Brain Response Under Stress

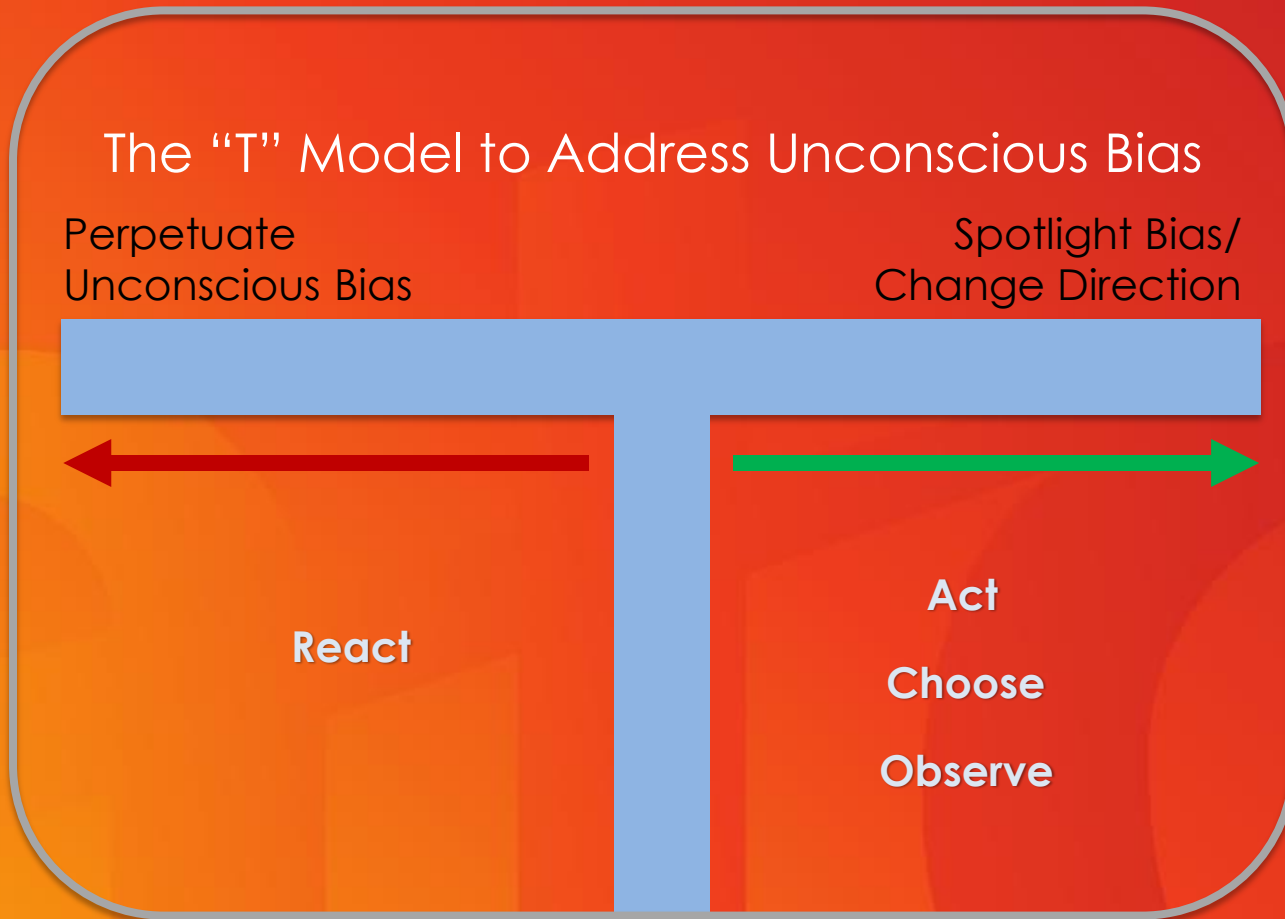




# Mindful Action



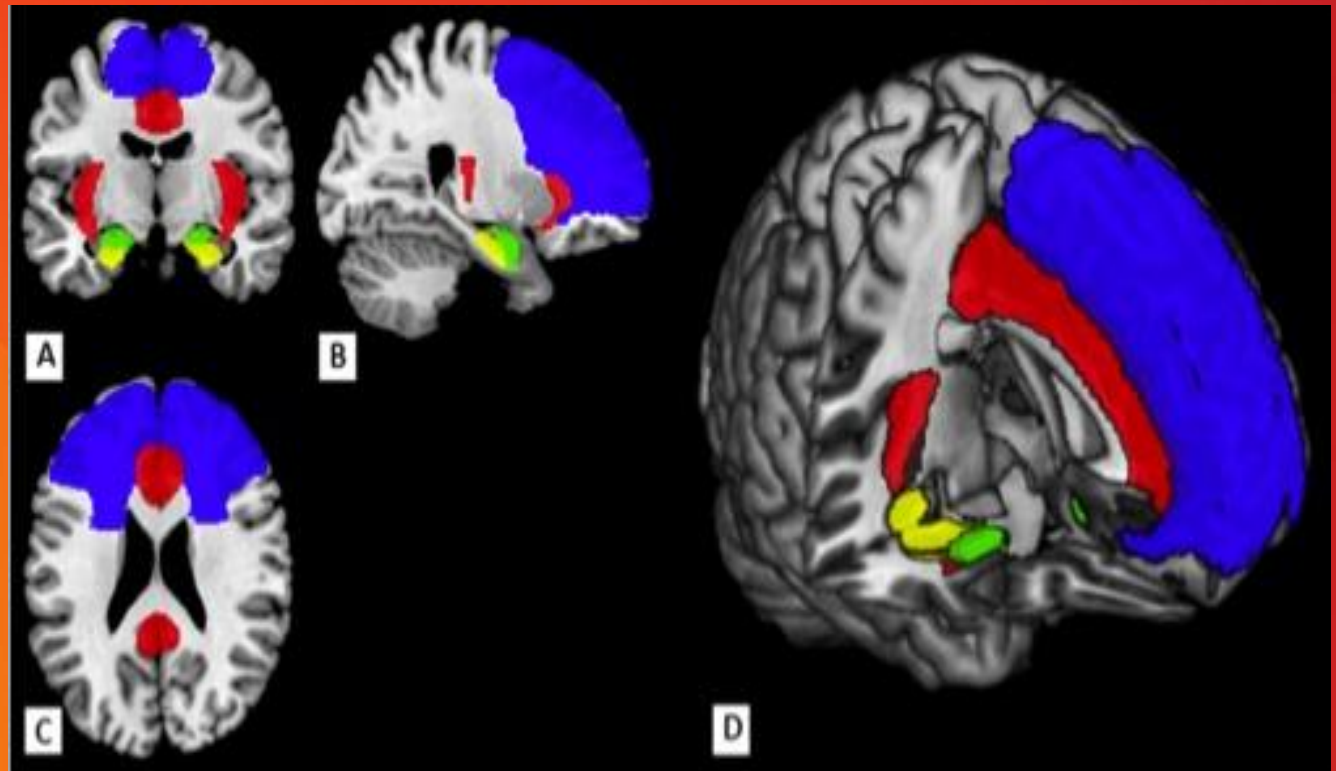
# Mindfully Managing Unconscious Bias





# Brain Response Under Mindfulness

Mindfulness  
can actually  
change your  
brain



How changed and for how long depends...

# Mindfulness is Not...

Accepting the unacceptable

Excusing accountability

Ignoring past or future

Surrendering , withdrawing

Indecision

Inaction



**MINDFULNESS**

# Mindful Listening



# Mindfulness and D&I



**Awareness**



**Attention**



**Non-  
judgment**



**Compassion**



**Presence**



# Awareness

Mindfulness increases an individual's range of awareness of

- Self – biases, stressors, habits
- Others – preferences, potential
- Self on Others – my effect on them

Awareness surfaces:

- Unconscious and near-surface biases
- Potential for unintended offense (“micro aggressions” )
- Differences of perspective and experience

Awareness increases ability to engage around corners  
...and the likelihood of negative response

# ! Attention

Mindfulness increases the potential for focused attention  
– the ability to be “in the moment”

Focused attention increases the ability to manage:

- external distractions
- internal distractions

Focused attention increases total available intelligence –  
EQ, IQ

Focused attention reduces costs due to errors, rework  
and waste, improves decision-quality and accountability  
...and ability to focus on the uncomfortable

# Non-Judgment

Mindfulness enables “non-judgment”

Non judgment – the ability to suspend one’s emotional reaction to stressful events

Non judgment promotes deeper understanding of unpleasant experiences, perceptions, beliefs

- our own and other’s, enabling insight
- reduces cycle-time of denial, stereotyping, and blame

Non judgment increases potential to:

- de-personalize, understand, accept and share positively and assertively engage where it happens



# Compassion

Mindfulness increases potential for “compassion” –  
“empathy with intent to act”

## Compassion

- For selves: “embrace the suck” of biases allowing dialogue and progress
- For others: move beyond sympathy or anger about headwinds and obstacles – to act
  - Seek to understand and be understood
  - Lending and accepting vocal and tangible support
- Becoming a more effective ally and advocate





# Presence

Mindfulness increases potential for “presence”

Aware + Attentive + Not Judging + Compassionate =  
Presence (being positively & completely available)

Being fully present:

- reduces cycle time, miscommunication, partial decisions
- enables faster connection, overcoming biases faster, and even appreciation of differences
- conveys respect, invites dialogue, embraces all of it
- applies to and works for leaders, peers, subordinates

## What Enables Mindfulness?

# Mindfulness Practices

Mindfulness, Diversity, and Inclusion are mindsets and outcomes

Mindfulness practices are trained, engaged, supported and modeled

Factors affecting acceptance:

- Cultural differences
- Personality differences
- Preference differences

Mindfulness practices can be integrated into a D&I curricula or introduced separately

# Some Mindful Practices

What	Who	Where
Yoga	Collective	Workstation, meeting, travel, home
Breathing	Collective and Individual	Workstation, meeting, travel, home
Mindful Meetings	Collective in teams	Meetings, training sessions
Intention Setting	Collective and individual	Daily, Discussions, Decisions, Missions
Meditations	Collective options, individual supports	<b>CHATBOX:</b> What others do you want to add?

# Mindfulness – Rebooting D&I?

## Guidelines

- Practices voluntary - be culturally aware
- Collect success stories
- Enabling D&I, with benefits
- Start where invited
- Executive sponsorship – a believer and willing KOL
- Do what works – address and adapt
- Get expert help – don't wing this

Chat Box



# Assess Readiness: Mindfulness and D&I

READINESS ASSESSMENT	NO	SOME DEGREE	YES
Is there a compelling business case?			
Have you communicated WIIFM?			
Do people understand how D&I affects them?			
Do people understand what mindfulness is (and is not)?			
Have you identified how you will launch the initiative? (Pilot, voluntary, program?)			
How will you know you have been successful?			
How will you sustain success?			

# Making the Business Case: Drivers & Barriers

## DRIVERS

**22%**

DiversityInc. Top 50 companies outperformed the Dow Jones Industrial Average  
(Source: Catalyst)

**53%**

Average ROE for companies in top quartile for executive board diversity in U.S., U.K., Germany, France  
(Source: McKinsey & Co.)

**41%**

of employees with authority to make purchasing decisions are women  
(Source: Harvard Business Review)

## BARRIERS

**Top 2**

1) Exclusion from information networks  
2) Lack of visibility to senior leaders  
(Source: ORC Worldwide, 2009)

**25%**

of African Americans are at or below the poverty line (\$22,000 annual income)  
(Source: Smithsonian.com)

**Top10%**

took home over half of U.S. income last year.  
(Source: The New York Times)

# Build your Business Case

Issue	Examples of Data
<b>INTERNAL DRIVERS</b> (Examples: Error rates, turnover, talent pool matching marketplace, leadership pipeline, etc.)	
<b>EXTERNAL DRIVERS</b> (Examples: branding, changing customer base, new markets, etc.)	
<b>ANTICIPATED CHANGES:</b> Marketplace/ Workplace	

Build your compelling business case

# For More Information

## **CONTACT MARJORIE AT [MDERVEN@HUDSONRC.COM](mailto:MDERVEN@HUDSONRC.COM)**

- Diversity & Inclusion and Innovation: A Virtuous Cycle," Industrial and Commercial Training Journal
- "The Competitive Advantage of Diverse Perspectives," T+D Article
- "Intentional Inclusion in the Workplace & Marketplace" Diversity Executive
- D & I Bibliography
- ATD D&I Blogs Topics include: Branding, Measurement, Spotlights on minority groups, Strategy and ERGs <https://www.linkedin.com/pulse/diversity-inclusion-what-does-branding-have-do-marjorie-derven/>

## **CONTACT CHRIS AT [CHRIS@APPPWI.COM](mailto:CHRIS@APPPWI.COM) for more references or information**

- [\*Mindfulness: Performance, Wellness, or Fad?\* by Chris Altizer, Strategic HR Review October 2016](#)
- [\*Mindfulness: Performance, Wellness, or Fad?\* by Chris Altizer, Strategic HR Review October 2016](#)
- [\*How Mindfulness Can Defeat Racial Bias\* by Rhonda Magee, JD, Greater Good Science Center May 2015](#)
- How Mindful is Your Diversity Strategy? 4 Part Series by Chris Altizer, Altizer Performance Partners
- [\*Free Just Breathe guide\*](#) to manage stress, focus, and energy
- [\*Email Chris\*](#) for recommended reading list on science-supported mindfulness practices
- [\*Follow Chris\*](#) on LinkedIn for articles and posts on leadership, performance, and D&I



# Questions...

Q & A