

Inclusion Insights

Conversation Cards

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Video #1: Introduction – Be More Curious

Overview:

We just viewed the introduction episode of Dr. Robbins' Inclusion Insights video series. In the video he discussed Limited Information Error (LIE) and encouraged us to “be less certain and be more curious.” Let’s take a closer look at how LIEs impact us, and how the “Be More Curious” mindset and approach could be helpful with respect to issues of inclusion and diversity, and many other issues.

- Q1** What initial thoughts did the video activate in your mind? What did it make you think of and/or about?
- Q2** Share an example of how you drew an inaccurate conclusion about someone or something based on limited information. Under what conditions do such errors tend to take place?
- Q3** How does Limited Information Error impact the organization as it addresses issues of inclusion and diversity? How can the idea of “Be More Curious” be helpful?

PRACTICE: *What helpful idea or concept did you learn today and what can you practice when you leave?*

Video #2: Diversity – A Short History Lesson

Overview:

We just viewed an episode of the Inclusion Insights video series entitled, “Diversity – A Short History Lesson.” The video examines how modern day “diversity work” got its start in the United States, suggesting it flowed from two significant social justice movements. Let’s see what we can learn from the insights the video provides.

- Q1** What initial thoughts did the video activate in your mind?
What did it make you think of and/or about?
- Q2** What thoughts get triggered in your mind when you think of “diversity work?”
Are they negative/positive, and why?
- Q3** What does “diversity work” look and feel like in our organization?

PRACTICE: *What helpful idea or concept did you learn today and what can you practice when you leave?*

Video #3: Defining Diversity

Overview:

We just viewed an episode of the Inclusion Insights video series entitled, “Defining Diversity.” The video looks at different definitions of diversity and how these different definitions influence how people think about and approach the work of diversity. Let’s explore a little further.

Q1

What initial thoughts did the video activate in your mind?
What did it make you think of and/or about?

Q2

Before you saw this video, how did you define diversity? Think about your “mindless” definition and your more “mindful” definition. Are they the same? Different?

Q3

How could people’s definition and understanding of “diversity” impact diversity efforts in the organization? How do we talk and how should we talk about “diversity” in our organization?

PRACTICE: *What helpful idea or concept did you learn today and what can you practice when you leave?*

Video #4: A Tale of Two Brains

Overview:

We just viewed an episode of the Inclusion Insights video series entitled, “A Tale of Two Brains.” The video looks at the “two brains” in our head, what Dr. Robbins calls the modern brain and the ancient brain. Let’s explore a little further.

- Q1** What initial thoughts did the video activate in your mind? What did it make you think of and/or about?
- Q2** What type of impact do mindless (ancient brain) and mindful (modern brain) operations have on your day? Can you give examples of both positive and negative consequences of each?
- Q3** Imagine our organization having an ancient brain and a modern brain. How do mindless and mindful processes help and hurt the work of inclusion and diversity in our organization?

PRACTICE: *What helpful idea or concept did you learn today and what can you practice when you leave?*

Video #5: You Cannot Not Communicate

Overview:

We just viewed an episode of the Inclusion Insights video series entitled, “You Cannot Not Communicate.” The video looks at the idea that we’re always sending messages to others and the power of role-modeling. Let’s explore a little further.

- Q1** What initial thoughts did the video activate in your mind? What did it make you think of and/or about?
- Q2** If it is indeed true that the brain values visual data more than auditory data when the two types of data clash, what should that make us more mindful of?
- Q3** What types of messages do we tend to see and hear in our organization when it comes to issues of inclusion and diversity? Do the verbal and non-verbal messages align?

PRACTICE: *What helpful idea or concept did you learn today and what can you practice when you leave?*

Video #6: Ad Hominem Attacks

Overview:

We just viewed Dr. Robbins' Inclusion Insights video, "Ad Hominem Attacks." In the video we gained some insight into why we sometimes attack people and aspects about them instead of debating ideas. Let's delve a little deeper into the concepts and ideas we saw and heard in the video.

- Q1** Now that you know what an ad hominem attack is, please recall and share an instance when you observed such an "attack."
- Q2** What are some things that can trigger ad hominem attacks, in general and maybe more specifically in our workplace?
- Q3** What can we do to minimize ad hominem attacks in our workplace?
What are some things we can more mindful of and practice?

PRACTICE: *What can you become more mindful of and practice as a result of the video and our discussion?*

Video #7: Attitude and Behavior

Overview:

We just viewed Dr. Robbins' Inclusion Insights video that discussed the link between attitude and behavior. We learned a little bit about why we and others may not act in accordance with our attitudes. Let's delve a little deeper into the concepts and ideas we saw and heard in the video.

- Q1** What do you think of the idea that our attitudes and behaviors don't often align?
- Q2** Please provide examples of when your behavior has not aligned with your attitudes and what "barriers" may have stood in the way.
- Q3** Share your thoughts on the link between attitudes and behaviors in our organization with respect to issues of diversity and inclusion.

PRACTICE: *What can you become more mindful of and practice as a result of the video and our discussion?*

Video #8: Be Aware of Being Unfair

Overview:

We just viewed Dr. Robbins' Inclusion Insights video, "Be Aware of Being Unfair." In the video we observed what happens when monkeys are treated unfairly. Research suggests that human beings respond to unfairness in a similar manner. Let's delve a little deeper into the concepts and ideas we saw and heard in the video.

Q1

What's your initial reaction to what you saw in the video with the monkeys? Share your thoughts about how the one monkey responded to being treated in an unfair manner. In what ways do humans act like the monkeys in response to unfairness?

Q2

Think of a time when you were being treated unfairly and discuss how that made you feel. What did it make you think about doing?

Q3

Talk about how you've seen unfairness play out in our organization. What happened? How did people respond? How did it impact the relationships, team, and organization?
(Please do not use any names)

PRACTICE: *What can you become more mindful of and practice as a result of the video and our discussion?*

Video #9: The Neutrality of Bias

Overview:

We just viewed Dr. Robbins' Inclusion Insights video, "The Neutrality of Bias." In the video we learned about how neuroscientists understand bias differently than how we may understand it. Let's delve a little deeper into the concepts and ideas we learned about in the video.

Q1

Before seeing this video, what did you think of when you heard the word bias? What thoughts were/are triggered in you as you think of bias the way Dr. Robbins presented it, as a "cognitive shortcut the brain takes to conserve energy?"

Q2

What are some biases that we have in our organization that are helpful when it comes to inclusion and diversity? What are some biases that create hurdles and prevent us from achieving desired goals?

Q3

Dr. Robbins suggests that having a bias for strangers and strange ideas can be helpful for our organization. In what ways can such a bias help, and in what ways might it hurt us?

PRACTICE: *What helpful idea or concept did you learn today and what can you practice when you leave?*

Video #10: Cognitive Ease

Overview:

We just viewed an episode of the Inclusion Insights video series entitled, “Cognitive Ease.” The video examines this idea that your brain likes “easy” – that it doesn’t want to work very hard if it doesn’t have to. Let’s explore a little further your brain’s love for easy and how that impacts us.

Q1

So, who got the bat and ball problem right/wrong? Whether you got it right or wrong, what does it make you think about, especially when it comes to making judgments and drawing conclusions?

Q2

Under what conditions does your brain’s love for “easy” lead to good vs. bad outcomes?

Q3

Dr. Robbins suggests that your brain’s love of easy can impact/influence hiring and promotion among other things. How so?

PRACTICE: *What helpful idea or concept did you learn today and what can you practice when you leave?*

Video #11: Comfort Zones

Overview:

We just viewed Dr. Robbins' Inclusion Insights video, "Comfort Zones." In the video we learned about one of the reasons we love and seek our comfort zones. Let's delve a little deeper into the concepts and ideas we saw and heard in the video.

- Q1** What are some interesting things you learned about the brain and comfort zones?
What's one big factor that leads us to seek comfort zones?
- Q2** What represents comfort zones for you?
How about others as you observe people in the organization?
- Q3** What are some organizational comfort zones we have that impact issues of diversity and inclusion? How do they help us and hurt us?

PRACTICE: *What helpful idea or concept did you learn today and what can you practice when you leave?*

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Video #12: Confirmation Bias

Overview:

We just viewed an episode of the Inclusion Insights video series entitled, “Confirmation Bias.” In this video Dr. Robbins discusses a very common tendency we all have to confirm our beliefs. Let’s explore this thing called confirmation bias and see what we can learn.

- Q1** Can you give examples of confirmation bias in others? How about in yourself?
- Q2** Why do you think we have this tendency to confirm our beliefs and attack anything that challenges our beliefs?
- Q3** How does confirmation bias impact our decision-making and judgments?
Talk about how confirmation bias influences the work we do with inclusion and diversity.

PRACTICE: *What helpful idea or concept did you learn today and what can you practice when you leave?*

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Video #13: The Diversity of Star Trek?

Overview:

We just viewed an episode of the Inclusion Insights video series entitled, “The Diversity of Star Trek?” In this video Dr. Robbins looks at how different people can draw different conclusions and perspectives even as they observe the same thing. Let’s explore a little more.

- Q1** Dr. Robbins used the show Star Trek to talk about different perspectives. What leads people to see the same thing but have different perspectives and interpretations of that thing?
- Q2** What’s the good and bad of having different perspectives in the room?
- Q3** When it comes to inclusion and diversity, how have different definitions and perspectives helped or hurt us?

PRACTICE: *What helpful idea or concept did you learn today and what can you practice when you leave?*

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Video #14: Decision Fatigue

Overview:

We just viewed an episode of the Inclusion Insights video series entitled, “Decision Fatigue.” The video explores the finding that decision-making requires energy. Let’s explore a little more about how that might affect how we go about making decisions in the future.

- Q1** What are your initial thoughts on the idea that things like thinking and decision-making require energy?
- Q2** Can you give some examples of how your decision-making, whether at work or elsewhere, has been influenced by your energy level? What are some things that could raise the probability of good decisions even when we’re tired?
- Q3** How might “decision fatigue” impact some of the issues we are trying to address with respect to inclusion and diversity?

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Video #15: Doctor–Son Riddle

Overview:

We just viewed an episode of the Inclusion Insights video series entitled, “Doctor–Son Riddle.” The video explores how there are mental models about people that can impact the conclusions others make about them. Let’s explore a little more.

- Q1** How many of you were at least temporarily stumped by the Doctor–Son Riddle? What are some of your initial thoughts about what you learned?
- Q2** From where do we get our mental models? Under what conditions do our mental models serve us well and not so well?
- Q3** What types of mental models hurt and help us when it comes to issues of diversity and inclusion?

PRACTICE: *What helpful idea or concept did you learn today and what can you practice when you leave?*

Video #16: Halo Effect

Overview:

We just viewed an episode of the Inclusion Insights video series entitled, “Halo Effect.” The video explores how an overall feeling, whether positive or negative, about someone influences how we rate more specific attributes about that person. Let’s explore a little further.

- Q1** What does, or should, the halo effect make you think about as you consider people and their ideas?
- Q2** How does the halo effect impact how you think about and use first impressions? What does Dr. Robbins mean when he suggests we can overcome the adverse effects of the halo effect if we have time and motivation?
- Q3** How does the halo effect impact how insiders and outsiders are evaluated and treated in our organization?

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Video #17: Major League Decision Making

Overview:

We just viewed Dr. Robbins' Inclusion Insights video, "Major League Decision Making." In the video we learned about how our unconscious mind operates outside of our awareness, making decisions and evaluations. Let's delve a little deeper into the concepts and ideas we saw and heard in the video.

Q1 What are some interesting things you learned about how the unconscious mind operates? Can you think of other examples of the unconscious mind operating other than the baseball example Dr. Robbins offered?

Q2 In what situations/conditions do you think your unconscious mind operates well for you? In what situations/conditions does it not do so well for you?

Q3 We've been discussing the unconscious mind of the individual. In a sense, one can argue our organization has a mind of its own. Talk about how our "organizational mind" operates with respect to issues of diversity and inclusion. Is anyone or any group in charge of that mind?

PRACTICE: *What helpful idea or concept did you learn today and what can you practice when you leave?*

Video #18: Mere Exposure

Overview:

We just viewed an episode in the Inclusion Insights video series called “Mere Exposure.” In the video we learned about the impact of encountering something over and over again. Let’s take a closer look at how “mere exposure” influences how we think about people and ideas.

Q1

What initial thoughts did the video activate in your mind? What did it make you think of and/or about?

Q2

If it is true that mere exposure to something, absent negative information, can raise positive ratings of that thing, what could happen if we aren’t exposed to something very often?

Q3

What can we learn from the “Mere Exposure Effect” and how it might impact hiring and promotion? Or how we hear new and old ideas? Or how we introduce new people and new ideas?

PRACTICE: *What helpful idea or concept did you learn today and what can you practice when you leave?*

Video #19: Noise

Overview:

We just viewed Dr. Robbins' Inclusion Insights video, "Noise." In the video Dr. Robbins examines the idea of noise and how it might hinder us from seeing people the way they want to be seen. Let's examine "noise" a little more to see how it might improve the way we engage and interact with others.

Q1 What do you think of the idea of "noise" as presented by Dr. Robbins?
How might a better understanding of noise help us individually and organizationally?

Q2 Dr. Robbins named a few examples of noise, like political party affiliation, religion, skin color, etc.
Can you name some things that might operate as noise for us and our organization?

Q3 In the video we heard noise can hide talent and it can also hide lack of talent.
What talent might we be missing out on because of noise?
How does changing demographics impact us in terms of noise?

PRACTICE: *What helpful idea or concept did you learn today and what can you practice when you leave?*

Video #20: Open-Mindedness is Key

Overview:

We just viewed an episode of the Inclusion Insights video series entitled, “Open-Mindedness is Key.” The video explores the idea of open-mindedness, what it means to be open-minded, and how it helps with inclusion and diversity, as well as other things. Let’s take a closer look at the power of open-mindedness.

- Q1** Do you consider yourself to be more open-minded or closed-minded? What’s your evidence? Under what conditions are you open or closed?
- Q2** How would you know if someone is being open-minded? What behaviors would you see in them? What words would you hear from them?
- Q3** How can we become better at “entertaining” different perspectives? What effects might open-mindedness and curiosity have on diversity and inclusion in our organization?

PRACTICE: *What helpful idea or concept did you learn today and what can you practice when you leave?*

Video #21: Pain and Performance

Overview:

We just viewed an episode of the Inclusion Insights video series entitled, “Pain and Performance.” The video explores the concept of “social pain” and its adverse effects. Let’s talk a little more about how we might minimize social pain in the organization.

- Q1** What are your initial thoughts as you learn that those who feel like outsiders experience a phenomenon known as “social pain?” How does it make you think about the phrase many of us have heard, “sticks and stones may break my bones but names will never hurt me?”
- Q2** Dr. Robbins talked a little about how social pain impacts cognitive and task performance. Can you give examples of that from your own experience?
- Q3** What can each of us do to minimize “outsider-ness” and social pain? What are some actual costs we bear if we don’t minimize social pain?

PRACTICE: *What helpful idea or concept did you learn today and what can you practice when you leave?*

Video #22: Practice Makes Myelin

Overview:

We just viewed an episode of the Inclusion Insights video series entitled, “Practice Makes Myelin.” In this video, we looked at what happens when we practice something. Let’s talk a little more about practice and how a better understanding of it can help us with change processes.

Q1 What did you find interesting about what you learned about the process of practice?

Q2 Based on what we learned about practice, why is change often very hard?
How could we make it easier?

Q3 What are some things that we practice here, both individually and organizationally, that hurt our efforts with inclusion and diversity? How do we go about changing the bad practices?

PRACTICE: *What helpful idea or concept did you learn today and what can you practice when you leave?*

Video #23: Reciprocity

Overview:

We just viewed an episode of the Inclusion Insights video series entitled, “Reciprocity.” In this video, we looked at this idea called reciprocity. Let’s take a closer look at what some psychologists call a universal human norm and see how it can benefit us.

- Q1** How does the idea of reciprocity resonate with you? Comment on examples you’ve observed.
- Q2** If we feel an obligation to “return in kind” a favor or an attack, why do we sometimes not do it?
- Q3** How could the norm of reciprocity help us better address our relationships with others?
How about with issues of inclusion and diversity?

PRACTICE: *What helpful idea or concept did you learn today and what can you practice when you leave?*

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Video #24: Question Substitution

Overview:

We just viewed an episode of the Inclusion Insights video series entitled, “Question Substitution.” In this video, Dr. Robbins taught us a little about why our brain tries to replace hard questions with easy ones. Let’s talk a little more about how “question substitution” can impact us and see what we can do about it.

- Q1** Can you come up with your own examples of question substitution?
- Q2** When are we more likely to answer the real question and not substitute in an easier one?
- Q3** What are the many ways this tendency to replace difficult questions with easy ones influences our efforts with diversity and inclusion?

PRACTICE: *What helpful idea or concept did you learn today and what can you practice when you leave?*

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Video #25: The Uh-Oh Syndrome

Overview:

We just viewed an episode of the Inclusion Insights video series entitled, “The Uh-Oh Syndrome.” The video discusses how putting forth effort aids in understanding others, especially those who are different than us. Let’s talk about how expending a little more effort in various areas can be very beneficial.

- Q1** Can you give examples of “Uh-Oh” moments you have had, similar to the students and their reaction to professors with accents?
- Q2** What are your thoughts on why we might want to “give ourselves a chance,” as Dr. Robbins suggested, in our encounters with difference?
- Q3** When are we likely to put effort into understanding others and when are we not?
What type of effort do we need to engage in at both individual and organizational levels to better address issues of diversity and inclusion?

PRACTICE: *What helpful idea or concept did you learn today and what can you practice when you leave?*