The Diversity, Equity, & Inclusion TOOLKIT
The Dimensions of Diversity
There are many dimensions of diversity. We can be many things.
Companies are made up of many different people, each of whom is multi-dimensional.
Each of these dimensions can intersect or combine with other dimensions to shape our identity.

Not all dimensions are visible to everyone or everywhere all at once.

Sometimes what we see is just the tip of the iceberg.
The Iceberg Effect refers to the things we can readily see about a person, without any effort or attempt to discover anything about them. It also refers to the things we can see if we spend a brief amount of time with them. These things are just a fraction of what’s true about the person, and like an actual iceberg, may be only about 10% of the entire person.

Below the surface, we find many more aspects of the person, many of which are far more important to their value as colleagues, leaders, and friends.
The Iceberg Effect

These attributes are similarly found only on the surface – the product of cursory observation or interaction with an individual.
The Iceberg Effect

- Sexual Orientation/Identity
- Skills
- Values
- Life Experiences
- Family Status
- Education
- Talents
- Perspectives
- Beliefs
- Languages
- Learning & Thinking Styles
- Work Ethic
What if we defined someone just by what we can see?

What if they were reluctant to reveal all of their dimensions?
Or, to the contrary, what if they felt comfortable to share more of their full selves, particularly the dimensions that could be extremely valuable to your organization?
How could you create a culture that would make everyone feel included and valued?

How might that benefit your team and company performance?
Creating an Inclusive Culture

Culture is how work gets done.

Ever heard the saying “culture eats strategy for breakfast”? The best strategy will unravel without a culture that supports it.

Likewise, an inclusive culture makes diversity work.
Creating an Inclusive Culture

Without an inclusive culture – where people feel included and encouraged to bring their full, professional selves to work each day – many of the dimensions that would benefit their teams and their company will remain hidden.
Individuals who are not comfortable to share their full, professional selves and experiences, may not contribute their full potential. The team – no matter how diverse – will not benefit from that diversity.
Creating an Inclusive Culture

On the contrary, in an inclusive culture, people feel a sense of belonging and are encouraged to be their full, professional selves. They are more likely to become active contributors, sharing more of the dimensions – skills, perspectives, and experiences – that could boost team and company performance, creativity, and innovation.
Inclusion makes diversity work.
Barriers to Inclusion

UNCONSCIOUS BIAS

The most difficult barriers to creating an inclusive culture in the workplace are overcoming the biases we all have.

We are often unaware of how they affect our perception of and interactions with colleagues.

This behavioral change must happen to create a more inclusive and welcoming culture.

Our unconscious biases are real. Everyone has them.
Unconscious Bias Is...

The subliminal tendency to favor certain people or groups of people based upon learned stereotypes.

- **It refers to social stereotypes** about certain groups of people that individuals form outside of their own conscious awareness.
- **Everyone holds unconscious beliefs** about various social and identity groups, and these biases stem from one’s tendency to organize social worlds by categorizing.

(Source: UCSF, Office of Diversity & Outreach)
Creating Positive Change

CONSCIOUS INCLUSION

Strategically executing a practical approach to value our differences and leverage our diversity creates an inclusive culture.

We can overcome our biases by acknowledging they exist and being intentional to counteract them.
Conscious Inclusion Is…

- The result of deciding to **purposefully and strategically change** our thoughts, beliefs, and behaviors.

- This is done through developing a **culture of inclusion**.

- The result? It allows us to **value and leverage differences** to the benefit of ourselves, our workforce, and our business.
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