

OD Toolkit

(I + D)²

Thornton Tomasetti

Overview:

(I+D)² was launched in 2017 with a goal to embed inclusive practices and foster diversity in every aspect of our firm. By name, (I+D)² demonstrates the link between our commitment to inclusion and diversity and our impact on innovation and design.

The (I+D)² Committee wants to avoid development of another “program” or “initiative”. Instead, the Committee’s goal is to foster inclusion and diversity as essential to all of our activity; an intrinsic part of how we communicate, hire, onboard, train, team, develop, support and reward our talent. The (I+D)² plan that received Board approval this past May includes facilitated trainings for Board and Office Directors, re-tooled hiring approaches, and updated onboarding guidelines. We will implement this plan over several years; assess our firm’s practices, raise awareness, take action, and assess our outcomes in light of our goals.

With the support of TT’s Talent Team, the (I+D)² Committee will release a Toolkit a couple of times each year. Each toolkit will include a “Menu” so OD’s can champion inclusion and diversity in a way that is natural for their organization, communications and team. Activities may be lead by the OD or by others the OD designates in the office. Toolkit contents and support will be defined to assist each OD in finding the right balance for their team.

Toolkit # 1 October 2017:

The goal of (I+D)² is to create an inclusive and diverse culture where all of our people can achieve their full potential. This requires consistent and sustained focus, which starts with awareness.

This Toolkit has been assembled to:

- Ensure all of our people are aware of our firm’s commitment to inclusion and diversity
- Raise self-awareness of each of our people
- Engage our people in meaningful conversations about inclusion, diversity and unconscious bias

Office Directors are encouraged to tailor the menu to suit their style and office. Some OD’s may choose to host a “full meal”, combining all options into a single office-wide event, while others may “service in courses” by addressing each segment separately or designated other leaders to “serve up” as a component of practice, project or other team meetings.

OD’s are asked to champion all menu options by the end of March 2018.

SEGMENT 1: (I+D)² at Thornton Tomasetti

Groups of any size

20-40 minutes

Target Action by: December 15, 2017

Summary: Introduce inclusion and diversity at Thornton Tomasetti and discuss why it matters

Key messages:

- Firm wide commitment
- Matters for our business and our profession
- Unconscious bias is real
- Awareness makes a difference
- Resources, like the (I+D)² page on Spark

Tools: Slide deck; TT Videos of “What does Inclusion mean to me?”; Personal attestation

Session Type: Leader Presentation

Context: A version of these slides was shared with the Board of Directors and the Office Directors in May. Additionally, “What does I+D mean to me?” videos were recorded and posted on Spark by TT leaders and staff.

Preparation & Logistics:

- Review and tailor (if desired) the slide deck
- Reflect and prepare a personal attestation, “What does I+D mean to me”. If possible, videotape and post your personal attestation to the Spark page
- Test logistics (video links on Spark, etc.)
 - Meeting Invite (if standalone)
 - Projection and/or Screen sharing capability
 - Link to Spark page
- *Variation: invitees may be asked to complete Unconscious Bias tests (<https://implicit.harvard.edu/implicit/takeatest.html>) as prep for the session. See details of this variation in Segment 2.*

Playlist:

- 1. Welcome participants and share your personal story/commitment to inclusion and diversity**
 - *Variation: Playing your own or someone from your office’s or practice’s “What does inclusion and diversity at TT mean to you?” video from Spark*
 - *Variation: Play the “What is inclusion?” video from Spark*
- 2. Present the deck**
 - a. What we mean by “inclusion and diversity”
 - b. Why it matters to Thornton Tomasetti
 - c. Research shows...
 - d. Visit the (I+D)² Spark page and encourage attendees to return and complete Unconscious Bias Tests
 - *Variation: If participants were asked to complete tests in advance, ask for volunteers to share what they learned*
 - *Variation: Ask individuals if they are followers; what have they found of interest and what would they like to see added*
 - e. Show “What does I+D mean to me?” videos (PICK TWO TO SHOW) from Spark
 - f. Taking Action
 - g. Q&A
 - *Variation: Invite team to complete unconscious bias tests*
 - *Variation: Invite team to watch “What does my headscarf mean to you?”*

SEGMENT 2: Raising Personal Awareness

Groups up to 20/ breakouts up to 6

40-60 minutes, depending on pre-work

Target Action by: February 15, 2018

Summary: Raise personal awareness by exploring Unconscious Bias

Key Messages:

- Our unconscious bias can be surprising
- Awareness helps to counter unconscious bias

Tools: Spark page with links OR Links as below; Facilitator Guide

- https://www.ted.com/talks/yassmin_abdel_magied_what_does_my_headscarf_mean_to_you
- <https://implicit.harvard.edu/implicit/takeatest.html>

Context: Unconscious bias tests, completed in session or as pre-work, provide personal insight. A TED Talk entitled “What does my headscarf mean to you” provides a platform for small group discussion on how assumptions, conclusions and bias, whether conscious or unconscious, can drive exclusion.

Preparation & Logistics:

- Review the TED Talk and complete 3 or more Unconscious Bias Tests
- Review the Facilitator Guide below and prepare to drive inclusive and respectful discussion
- Test logistics (video links on Spark, etc)
 - Meeting Invite (if standalone)
 - Projection and/or Screen sharing capability
 - Link to Spark page
 - Individual devices are necessary if attendees will take the tests in session
- *Variation: invitees may be asked to complete Unconscious Bias tests as prep for the session*
- *Variation: invitees may be asked to preview the TED Talk in advance of the session*
- *Variation: If you have a larger group, and will breakout for discussions, assure that others have “prepped” to facilitate and share guide with selected facilitators*

Timeframe: Approximately 20 minutes for taking the two tests + 14 minutes to view the TED Talk + 25 minutes for group discussion

Playlist:

- 1. Welcome:** Unconscious bias is bias that we are unaware of, and which happens outside of our control. It is a bias that happens automatically and is triggered by our brain making quick judgments and assessments of people and situations, influenced by our background, cultural environment and personal experiences (*Source - ECU: 2013 Unconscious bias in higher education*). *Research demonstrates that simply being aware of our unconscious bias can dramatically affect our interactions and mitigate bias impact.*
- 2. Taking the Tests:** Please have staff complete at least two tests including the Gender–Science test.
 - *Variation: If attendees have been asked to take tests in advance, proceed to 3*
 - If taking the tests in session, demonstrate navigation using the link above or Spark page
 - Keep screen on the list of test titles while attendees complete at least 2
 - Check in after 10 minutes to encourage attendees to move on to the 2nd test
- 3. Launch the “What does my headscarf mean to you” tedTalk** as a segue to discussion

- *Variation: Skip the tedTalk now and proceed directly to **Step 4** discussion and conduct a separate session to watch and discuss the tedTalk at a later time*
- *Variation: Proceed directly to discussion and close the session with the TED Talk*

4. Facilitate Small Group Discussion

- *Variation: Break out into small groups of 5-6 with a designated and prepped facilitator, identified from TT employees. Advise attendees to note key learnings to share and assign time to return for de-brief*
- a. Open the discussion by asking what people learned from the Unconscious Bias Tests or the tedTalk (if applicable) then use some of the questions below to prompt discussion.
 - b. As facilitator, focus on allowing all to share.
 - c. If necessary, remind people to keep the conversation authentic, open and respectful. Keep track of time!
 - What did you learn from the tests? Were you surprised?
 - What about the headscarf talk was surprising to you? What resonated?
 - Do you think this impacts your interactions? At the office? In your community?
 - Do you think there are times when a man instead of a woman is chosen to go to a site because of the site conditions?
 - If you had tickets to a basketball game, is there a client or colleague you would ask to join you first? Is there a client or colleague you wouldn't think to ask? Why?
 - Think of a time you were looking for help on a project, or asked to help a co-worker, or maybe assembling a team. What questions did you ask yourself? What process did you go through? Were you careful to choose based on ability? Do you think you have ever chosen someone to work with or been chosen by someone because they felt comfortable rather than best qualified?
 - Have you been to an after-work gathering where the location/event was uncomfortable for you or someone on your team? Do you think there are people who don't attend events because of the location/event? When you have organized an after-work gathering, have you picked a location/event in terms of whether all the invitees will be comfortable? (sporting event, pub, other?)
 - During a review have you ever had an emotional response that has made your manager uncomfortable? Or been uncomfortable as a manager? How was the situation handled? Did that affect assignments or the next review?

5. Summarize the Discussion

- *Variation: Play the TED Talk video to close the session*
 - *Variation: Once the small groups return, ask a representative of each group to respond to one of the questions*
- a. Ask someone to share what he/she learned today.
 - b. Ask someone else to share what was a surprise.
 - c. Ask a volunteer to share how he/she might handle something differently in the future.
 - d. Remind participants that our objective is to create an inclusive culture where every person can achieve their full potential. Thank the group and ask participants to FOLLOW the (I+D)² page on Spark

Segment 3: Inclusion by Engagement

Groups of 4-6

20 minutes- 75 minutes

Target Action by: March 31, 2018

Summary: Three Scenarios support small group discussion of inclusion in situ. Scenarios can be discussed one-off, as a series, in parallel, or at once. Each scenario is supported by a discussion guide.

Key Messages:

- Inclusion and diversity are more than concepts or a program
- I+D is reflected in our culture and embedded in real work scenarios

Tool: Scenarios with facilitator handouts. The scenarios include:

- Project Assignment @ inflections
- Flexibility
- Non-verbal interaction

Session Type: Facilitated Discussion

Timeframe: 10-15 minutes (each scenario) + 5-10 minutes for welcome and 10-20 for summary and close

Context: These scenarios were developed to help our Board put inclusion and diversity in context. At the May 2017 OD meeting, Matrix leaders participated in these discussions in break-out groups, discussing all three scenarios. While you may choose a similar format for your office, you may also elect to embed these scenarios as bite-size events.

Preparation and Logistics:

- Review each scenario and the discussion guide associated
- Prepare handouts (all attendees)
- Prepare facilitator guides (only some)
- Assure room allows for discussion as required (small group break-outs/single session)
- Determine how many scenarios you will cover in the session
- If you are breaking out into small groups with multiple facilitators, identify people who are interested and meet with them before the event to share scenarios and facilitation notes

Playlist:

- 1. Welcome participants to discussion by sharing that inclusion and diversity are not just ideas or a program but integral to our day to day professional contact– 5 minutes**
- 2. Hand out Scenario**
- 3. Facilitate discussion using Guide - 10-15 minutes**
- 4. Summarize key points of discussion and note any follow-ups identified – 5 minutes**
 - *Variation: Larger groups can break-out and share insights in a de-brief. Add 15 minutes.*
 - *Variation: Breakouts can each be given the same scenario, can select 2 of the 3 (add 10 minutes) or can each be given a different scenario.*
 - *Variation: The scenarios can be leveraged for a lunch and learn series to take place over several days or weeks*