



OFFICE OF THE DIRECTOR OF NATIONAL INTELLIGENCE

Every Journey Begins With One SMALL **STEP**



Bottom Line Up Front

Purpose: To spark and drive a community-wide effort to foster an inclusive, welcoming environment for all of our officers to advance mission success.

Coordination: IC EEOD, IC elements' EEO offices

Background: “Organizational Culture/Work Environment” was among the 6 major areas targeted for an integrated approach to reduce or eliminate workplace challenges to hiring, developing, and retaining a more diverse workforce. The Small Steps Campaign helps foster inclusivity in the workplace and reiterates the importance of D&I to the IC's shared mission.

Resources Required: Varies by element depending upon level of adoption and workforce needs.

Impact: Facilitates cooperation and collaboration through common themes and messaging that promotes equitable management and workplace practices.

Unconscious Bias



- **The brain thinks automatically** using information at hand.
- **Everyone** has biases.
- **A bias is neither good nor bad;** it is just the way the brain functions.
- **The result of biases can have a negative impact,** such as stereotyping or discriminating.
- **Deliberative or mindful thinking is the most effective means** to ensure that a decision is not influenced by unconscious biases.

Workforce Concerns Report

- The IC can take an integrated approach to reduce or eliminate workplace challenges in hiring, developing, and retaining a more diverse workforce.
- Effective change requires a parallel, long-term effort that often favors a series of smaller steps.
- Treat the process as an enterprise change initiative linked to other critical mission priorities.

Research Behind Small Steps (1 of 2)

- Lack of significant change in D&I programs over the past 12 years
 - Many programs aren't research-based
- Diversity practices such as bias training and inclusion/mentoring programs have little to no lasting effect when offered alone
 - Training and programs are most effective when part of comprehensive approaches
- Diversity initiatives seem to do little to actually convince minorities that organizations will treat them more fairly
- The brain may be subject to more than 100 unconscious biases
 - Unconscious bias can contribute to discriminatory behavior – even in people who are open-minded and believe themselves non-discriminatory

Research Behind Small Steps (2 of 2)

- Deliberative or mindful thinking is the most effective means to ensure a decision is not influenced by unconscious biases
 - Deliberative and mindful thinking is difficult to maintain over time
- Despite being competent, intelligent, skilled and able, individuals of different genders, colors and cultures can experience a “stereotype threat”
 - Stereotype threats result in increased stress when an individual engages in unconscious attempts to prevent confirmation of the stereotype
 - Unconscious attempts to prevent confirmation

Research Summary

Deliberative or mindful thinking is the most effective means to ensure a decision is not influenced by unconscious biases

Lack of significant change in diversity and inclusion programs for 12 years

Despite being equally skilled, able, competent, and intelligent, individuals of different genders, colors & cultures can experience a “stereotype threat” - expending energy to avoid the categorization, which can impact performance

Diversity initiatives seem to do little to convince minorities that an organization will treat them more fairly

Unconscious bias can contribute to discriminatory behavior – even in people who are open minded & believe themselves non-discriminatory

Training & programs are most effective when part of comprehensive approaches

Impact of Inclusion: Research Summary

Columbia Business School

- Leads to better preparation and anticipation of alternative viewpoints
- Expectation that consensus will take effort

Stanford Graduate School of Business

- Enhances the team's ability to handle conflict because they are not surprised
- Group conflict causes "razor's edge" functioning

Harvard Business Review

- Reduced employee turnover, greater team engagement
- More information sharing, increased participation in decision-making

A Solution to Diversity & Inclusion Education

Bias is an Automatic Reaction — a Habit

How do we change automatic thoughts without having to stop and deliberate decisions all the time?

We take small, deliberate steps.



What is the Small Steps Campaign?

A systematic and deliberate approach, over time, to identify and implement small, achievable actions that foster long-lasting change, and positively expand views regarding women, minorities and individuals with disabilities.



Small Steps Overview



Awareness

Participate in training and self-directed research to help you understand why biases exist, their impact, and ways to mitigate them.



Exposure

Place yourself in opportunities that allow for repeated interaction with members of diverse groups to help diminish stereotypes created or reinforced by popular media, community, friends, and family.



Action

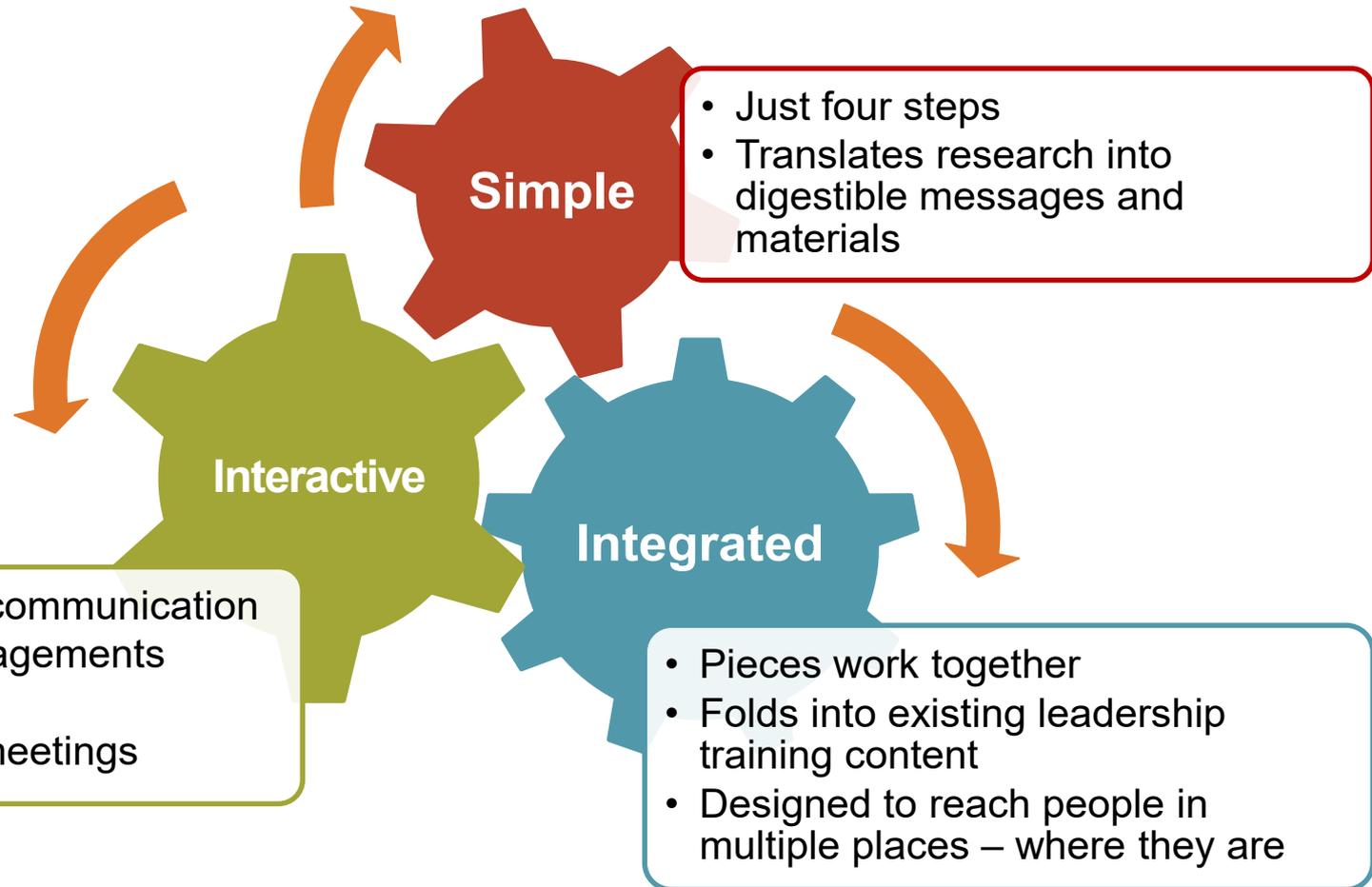
Put what you've been thinking and learning into motion. Proactive efforts are more powerful in increasing awareness and exposure to help mitigate biases.



Social Accountability

Talk to friends and colleagues about improving your diversity and inclusion habits, and ask for social accountability to increase your commitment and follow-through.

Small Steps Features



Mitigate Bias and Affect Change with Small Steps



Mitigate Bias and Affect Change with Small Steps

My Small Steps

MAKE A
BIG
IMPACT

What steps will you take to improve your diversity and inclusion habits this year?

EXPOSURE

I will take these steps to engage in opportunities to interact with diverse groups of people:

1. *IC Pride Summit*
2. *DHH All Hands*
3. _____

SOCIAL ACCOUNTABILITY

I will take these steps to increase my commitment to build a more diverse and inclusive workplace:

1. *Small Steps Meetup*
2. *Talk with mentor*
3. _____

ACTION

I will take these steps to become involved in activities that increase awareness and exposure to biases for myself and others:

1. *Holocaust Museum*
2. *Invite Taylor to shadow*
3. _____

AWARENESS

I will take these steps to research and better understand bias:

1. *Unconscious bias training*
2. *Read "The Bluest Eye"*
3. _____

Getting Started With Small Steps



- Attend a briefing about Small Steps or learn more on our website
- Set Small Steps goals on the back of your Pathway Card
- Begin increasing your understanding of biases and their impact through training and reading
- Attend a Small Steps Meetup
- Take the Implicit Association Test
- Invite someone new to coffee

7 Ways to Lead Using Small Steps



1. Invite your Small Steps representative or EEO and Diversity officer to brief your team on Small Steps
2. Structure teams with diversity in mind as part of your framework
3. Invite team members to shadow you or set aside time for 1-on-1 mentoring
4. Incorporate diversity and inclusion measures into performance evaluation
5. Regularly share information on cultural observance opportunities and events
6. Sponsor high-performers of different backgrounds
7. Include Small Steps progress reporting in management meetings

Mentoring with Small Steps

SMALL STEPS



1. Invite protégés or other professionals interested in your work to shadow you, or set aside time for 1-on-1 mentoring
2. Incorporate diversity and inclusion into the goals you set with your protégé
3. Regularly share information on cultural observance opportunities and events
4. Sponsor high-performers of different backgrounds
5. Invite 2 – 4 colleagues at similar stages in their careers to join you in an informal peer mentoring group, where you can discuss Small Steps and professional goals and topics

Small Steps Resources

- Small Steps Master Slide Deck
- Logos, images and banners for print, digital and the web
- Zivelo images (for closed circuit information screens)
- Ghost messages for leadership and quarterly check-ins
- Print-ready posters and table tents
- Leadership and workforce briefings
- Meetup Guide and Agenda
- Small Steps Pathway Card
- Tip Sheets
- IC EEOD Placemat
- IC EEOD Small Steps website content
- Event sign-in sheets

Small Steps Tools



Pathway Card – Offers tips on taking Small Steps and provides guidance on mapping out your own unique path.



Getting Started Tip Sheet – A list quick-start ideas to begin taking Small Steps.

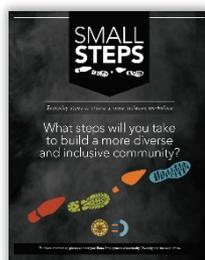


Connection Opportunities – Look for opportunities to participate in Small Steps Meetups, join our distribution list, or take part in other activities at your agency.

Small Steps Leadership Resources



Pathway Card – Use these tips on taking Small Steps and provides guidance on mapping out your own unique path.



Materials – Incorporate quick-start ideas lists, posters, table tents and other materials to help create an atmosphere of open communication and proactive engagement in your organization.



Connection Opportunities – Look for opportunities to participate in Small Steps Meetups, join our distribution list, or take part in other activities at your agency.

How to Use the Small Steps Toolkit

- **Ready-to-Use.** Each piece can be used “as is” and comes with recommended guidelines. Where possible, tools are developed in common Microsoft Office applications.
- **Make It Your Own.** Each piece of the toolkit is designed to serve as a finished product or as a springboard. Tailor the tools for the needs of your agency.
- **Focus on Your Campaign.** Because materials are already developed, you can focus on executing the campaign instead of developing pieces.
- **Foster Engagement.** The materials support efforts to host quarterly meetups; conduct briefings for audiences ranging from employees to senior leaders; and encourage self-directed interaction.

Small Steps Foundations: Bibliography

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Back-Up

