



**Being an Ally to Create an Inclusive Workplace in Finance**

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**INDUSTRIES SERVED**

- Aerospace
- Construction
- Banking & finance
- Healthcare
- Higher education
- IT
- K-12 schools
- Legal
- Manufacturing
- Technology
- U.S. Military
- Water authorities
- City, county & federal government
- Family owned
- Nonprofits, both large and small
- Privately held
- Union environments

**CLIENTS INCLUDE**



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**AS SEEN IN**



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**75% of people who feel harassed never report it.**

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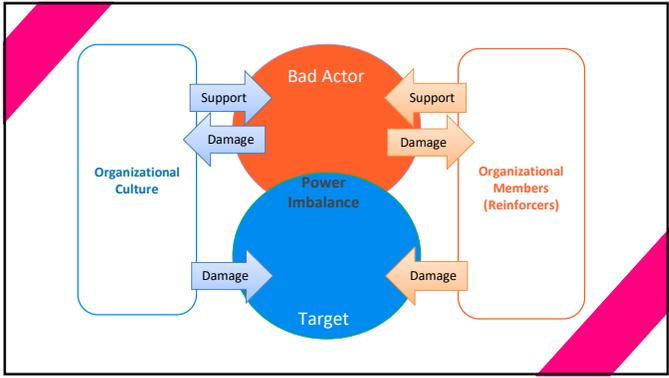
**Why don't people speak up?**

- Fear of retaliation
- Fear of looking weak by showing emotions
- Bystander effect (someone else will)
- Making waves has proven to be career ending
- Previous experience
- Your organizational norms and culture

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<h2 style="margin: 0;">Harassment</h2> <ol style="list-style-type: none"> <li>1. Young workforces</li> <li>2. Lack of diversity</li> <li>3. "High value" employees</li> <li>4. Isolated work spaces</li> <li>5. Monotonous work</li> <li>6. Managers not coaching employee behavior</li> </ol>	<h2 style="margin: 0;">Bullying</h2> <ol style="list-style-type: none"> <li>1. Long-time employees</li> <li>2. Highly intelligent staff</li> <li>3. Bureaucracy</li> <li>4. High stress environment</li> <li>5. Competition for resources</li> <li>6. Managers not coaching employee behavior</li> </ol>
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Did you see:

- Eyes? Or Narrow Eyes?
- Hair? Or Curly Hair?
- Skin? Or Brown Skin?

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Our brains are programmed to scan for race, gender and age within one second of encountering another person.

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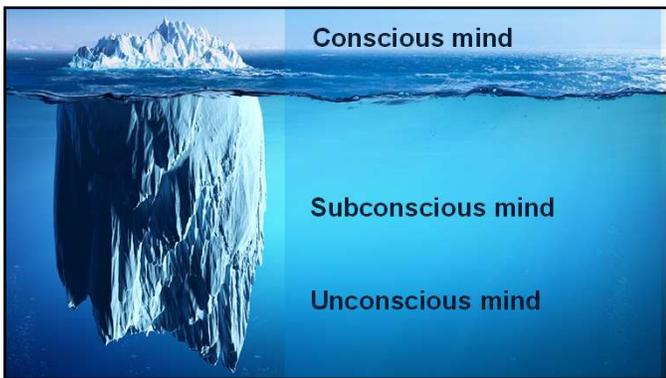
“The unconscious mind... always reaches a result, regardless of whether there is ‘enough’ or contradicting information. It is built to resolve ambiguity, and so it frequently jumps to conclusions.”

*Karow, (2015). Deciding.*

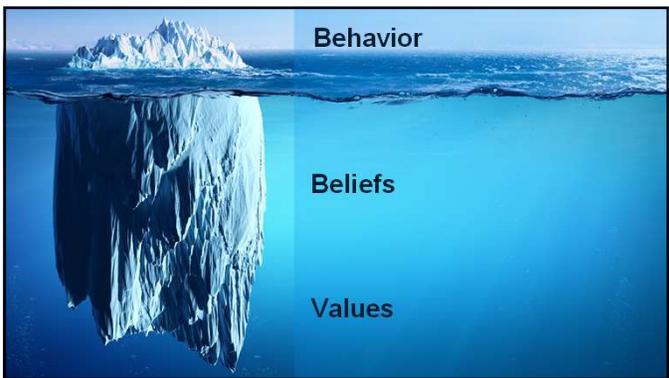
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YOUR MIND IS READING  
 THIS AUTOMATICALLY  
 WITHOUT EVEN THINKING  
 ABOUT IT.

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**Behavior:** More likely to act on an idea provided by a person similar to yourself.

**Belief:** People who look like me are similar to me in ways of thinking and doing things.

**Value:** Sameness.

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- Origins of Bias**
- Gender
  - Physical abilities
  - Mental abilities
  - Religion
  - Income
  - Age
  - Sexual orientation
  - Geography
  - Culture
  - Ethnicity
  - Seniority
  - Marital status
  - Appearance
  - Education
  - Upbringing
  - Experience

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### Confirmation Bias

We seek out information that confirms our beliefs. We interpret new evidence as confirmation of our existing beliefs.

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### Expectation Bias

Our expectations influence perceptions of our own and others' behavior.

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### Cognitive Dissonance

Inconsistency in thoughts and behavior. We strive for cognitive consistency.

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### Associative Reasoning

Filling the gaps by associating one thing with another, whether accurately or not.

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### "Whitened" resumes produce more job call-backs for African Americans

Group	Whitened Resumes (%)	Non-Whitened Resumes (%)
African American	25	10
Asian	21	11.5

Callbacks for "Whitened" Resumes

"Minorities who whiten job resumes get more interviews," *Harvard Business School*

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### White Thomas Meyer's Memo

- 4.1 out of 5 rating
- Praised for potential and analytical skills
- Found 2.9 out of 7 spelling/grammatical errors

### Black Thomas Meyer's Memo

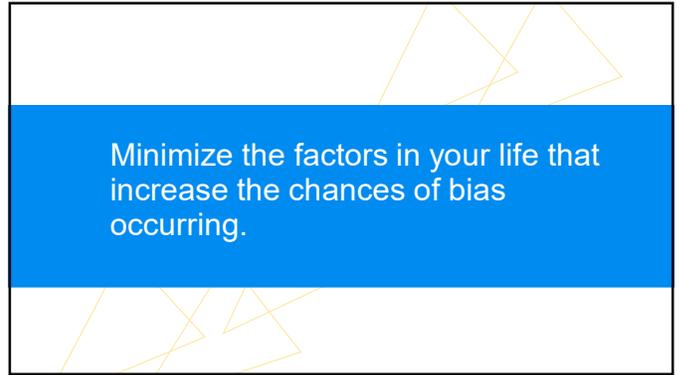
- 3.2 out of 5 rating
- Criticized as average at best and needing a lot of work
- Found 5.8 out of 7 errors

[https://www.abajournal.com/news/article/hypothetical\\_legal\\_memo\\_demonstrates\\_unconscious\\_bias](https://www.abajournal.com/news/article/hypothetical_legal_memo_demonstrates_unconscious_bias)

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**Risk Factors**

- Certain emotional states (anger, disgust, even if totally unrelated to the issue at hand)
- Ambiguity
- Salient social categories exist
- Low effort cognitive processing (fatigue, disinterested)
- Distracted or pressured decision-making circumstances
- Lack of feedback; little or no accountability

**The less energy you have, the more you rely on instinct or autopilot.**

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**How can you counter these risk factors?**

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**Reducing Risk Factors**

- Remove or reduce distractions
- Reduce ambiguity by asking questions
- Get an accountability-buddy
- Seek similarities in others
- Ensure processes are in place that could minimize bias

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**Some Workplace Processes**

- Attempt blind interviews for new candidates
- Check your performance process (e.g., self-evals)
- Implement a mentor/protégé program
- Create opportunities for hot seat programs

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**Microaggressions**

Subtle, verbal and nonverbal slights and insults directed toward an individual due to their group membership, often automatically and unconsciously.

Usually well-intentioned and meant to build rapport.



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**Microaggressions**

"I just don't see color at all. I treat everyone the same."

"You are so much nicer to work with than all the guys on your team."

"I hope you'll go home soon. I know you just had a baby."



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**Step In**

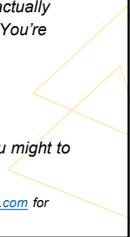
**Focus on the impact**

*"I know you don't realize it but by saying you don't see color, you're actually coming across as saying that you don't recognize the whole person. You're discounting Susan's experience in the world as a person of a color."*

**Ask a question**

*"I was just curious, did you know Roger has a newborn at home? You might to tell him to go home early too."*

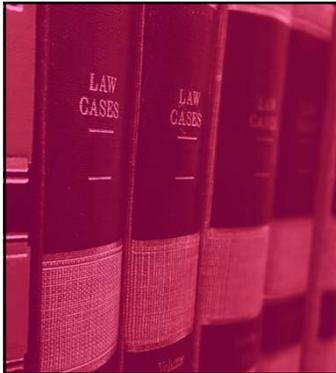
Email me at [Info@CivilityPartners.com](mailto:Info@CivilityPartners.com) for 16 Scripts for Stepping In



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In a study of US Supreme Court justices over 12 years, women justices were interrupted three times more often than men, and women initiated only 4% of interruptions overall.

Fortune, 2017



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**Step in when someone interrupts**

- Interrupt and say, "I'd like to hear what Susan has to say. I don't think she was finished."
- Pull aside repeated offenders

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**Amplify other's ideas**

- "Great idea. Thanks to Jennifer for surfacing it earlier."
- "Great idea, Jennifer. I've learned a lot from our conversations over these past few weeks."
- Give credit to people who aren't in the room.

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**Turn over misdirected questions**

- "I don't know the answer to that. Amelia is the expert on that issue. What do you think, Amelia?"

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**Advocate**

- Review meeting invites and event lists to ensure marginalized groups are included
- Invite marginalized group members to collaborate with you and attend meetings where they can be seen

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**Coach Those Who Engage in Exclusive Behavior**

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Incivility, bullying and negative behaviors are a performance problem. Period.

Early intervention prevents escalation to harassment, the creation of a negative culture, and other future damage.

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### Coaching a Gossip

**Manager** - First, I wanted to let you know that we hear from clients that you're doing a great job. Clients seem to really like you, so keep up the good work there.

**Employee** - Thanks! I'm happy to hear that.

**Manager** - There is something I need to discuss with you. As you know, we pride ourselves on treating our clients and each other respectfully, and I've heard some complaints that you are gossiping about other coworkers, so I wanted to hear your thoughts. Can you tell me a little more about what's going on?

**Employee** - Is that what Angela told you? She's always trying to get me in trouble.

**Manager** - It doesn't matter who I heard it from, what matters is that others are perceiving you as a gossip. Can you think of any instances where you may have gossiped? Or said something that was perceived as gossiping?

**Employee** - Well, I wouldn't consider it gossiping, but last week I saw on Facebook that Jim changed his status from "in a relationship" to "single". I mentioned it to Frank.

**Manager** - When you participate in conversations about your coworkers' personal lives, not only are you failing to respect their privacy, but you're perpetuating behavior that really just isn't part of creating a positive environment. Plus, you can lose your coworkers' trust.

**Employee** - I really didn't mean anything by it. People talk about stuff like that all the time.

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### Coaching a Gossip

**Manager** - Well, it's vital that everyone here be professional and respectful. Gossiping is not something I will tolerate, so let's work on that. Can you commit to being more aware of your communication, and avoid talking about others?

**Employee** - I guess.

**Manager** - And if you hear others doing it, let me know, okay? I just know gossip can get out of hand easily so we need to put a stop to it pretty quickly when it sparks up. Anything you can think of to help in that endeavor?

**Employee** - Yes, I can do that. I should probably not follow others on social media so I don't feel tempted to repeat information I see outside of work. Or at least just not talk about stuff I see on Facebook unless that person brings it up with me. I know I don't want to feel like people are talking about me either. I get it.

**Manager** - Those are some good ideas. I don't want this to deter you from collaborating with your coworkers or think that anyone is out to get you. Another one of our core values is teamwork and we are all working towards the same goals.

**Employee** - Yeah I know. I understand why someone may have come to you. I just wish they would've come to me but I get it.

**Manager** - Let's just touch base next week to see how things are going, but I know you got this.

**Employee** - Sounds good. Thanks.

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### What Went Well?

- Starts with a positive
- Asks a question - can you tell me what's going on?
- Keeps conversation focused on the behavior
- Explains the why
- Asks for commitment
- Asks for help in eliminating gossip from others
- Mentions core values
- Will follow up

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### The 3 steps of intervening in workplace bullying

1. Make them see
2. Make them care
3. Get them help

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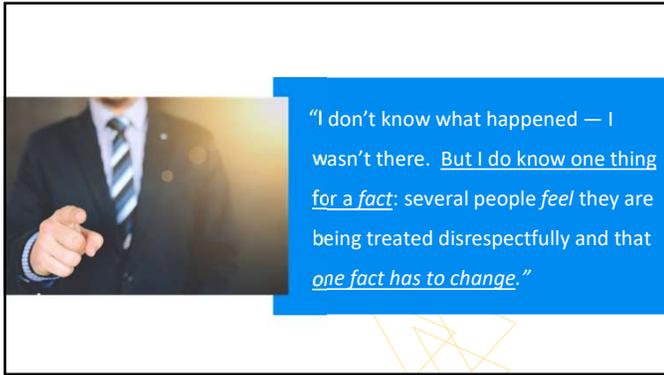
- Evaluate on technical performance and **interpersonal conduct**
- **Detect & document** chronic pattern of **negative perceptions**
- **Present pattern of negative perceptions** to abrasive leader as evidence of **unacceptable conduct**

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*"We've had a steady stream of complaints about perceptions of interactions with you – we don't see this with other managers. This is not acceptable and cannot continue."*

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"I don't know what happened — I wasn't there. But I do know one thing for a fact: several people *feel* they are being treated disrespectfully and that one fact has to change."

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## Conduct a Climate Assessment

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### Investigation

- Attempts to understand facts
- Focused on one person's story
- May result in resolution for one problem area

### Assessment

- Attempts to understand risk factors and cultural reality
- Focused on everybody's story
- May result in resolution for many

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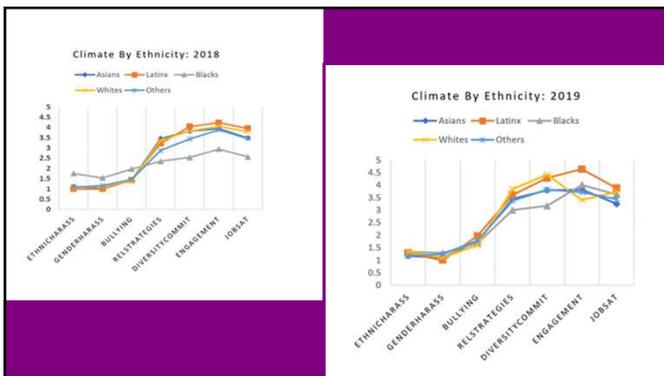
### Climate Assessment

In your current organization, have you ever been left out of opportunities for professional advancement based on your membership in a certain group (e.g., gender, ethnicity, sexual orientation, disability, etc)?

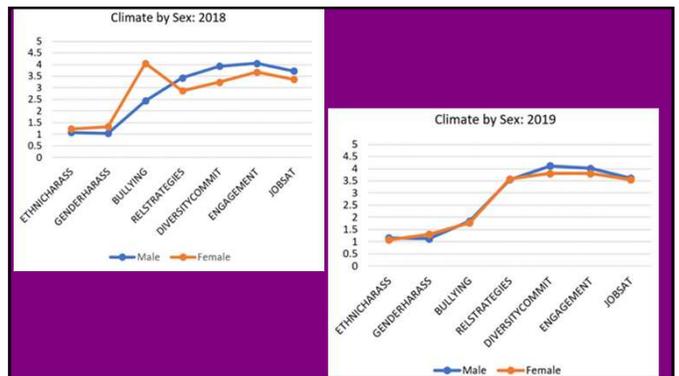
I trust my leadership team has my best interests at heart.

I have positive relationships with my team.

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**Implement a healthy workplace policy**

*And hold people accountable to it*

Email [Info@CivilityPartners.com](mailto:Info@CivilityPartners.com) for a template policy

*Respectful Workplace Corporate Policy*

**Company and Management Commitment**

It is the commitment of this company and its management to ensure this place of work is free from negative, aggressive, and inappropriate behaviors, and that the environment is aimed at providing high quality products and services in an atmosphere of respect, collaboration, openness, safety and equality, all employees have the right to be treated with dignity and respect.

All complaints of harassment or bullying behaviors will be taken seriously and followed through to resolution, and employees who file complaints will not be victimized for "whistle-blowing" or reporting.

**Scope**

Protection from harassment and bullying behaviors extends to management, fellow employees, individuals, clients, customers and other business contacts and extends beyond the place of work to off-site and work-related social events. All employees and managers have the right to dignity and respect in the workplace.

Nothing in this policy is meant to violate employees' right to organize. The purpose of this policy is to protect and promote a healthy workplace environment.

**Acceptable and Healthy Workplace Behaviors Defined**

In our workplace, we encourage behaviors that promote respect, positivity and civility. We provide this information to you, so that they may be used as a guide for your employees as well.

- Using respectful, supportive, and encouraging language in all interactions, no matter the subject or
- Offering your thoughts or observations on an issue positively
- Listening to your peers with an open mind
- Being open to constructive and creative ideas, even if they seem impossible to achieve at first
- Giving peers direct, constructive feedback that is solution-oriented
- Recognizing the hard work of your fellow employees, peers and managers
- Respecting each other as adults and having their decision-making abilities
- Communicating with respect and care about their emotions, abilities

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**Provide better training**

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That's a good question about respect, Elena, but I only talk about the law in this training.

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**Harassment Prevention Training is a Missed Opportunity!**

Repeat the legal definition of sexual harassment? **OR** Demonstrate respect, empathy, inclusivity, assertiveness?

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**A BETTER WORKPLACE AWAITS**

(619) 268-5055 [Info@CivilityPartners.com](mailto:Info@CivilityPartners.com) [www.CivilityPartners.com](http://www.CivilityPartners.com)

Email me for the 16 scripts for stepping in, and the template healthy workplace policy.

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