



LET'S TALK

*Bridging, Bonding, Belonging
in the Workplace*

INTRODUCTION

Cerner's Global Diversity and Inclusion Office benchmarked best practice models beginning in January 2020. They customized the training product utilizing various sources: CEO Action, Covey, Performance Paradigm and many more. Thus far, over 200 CEO Action signatory organizations have taken part in Let's Talk sessions by hosting one or more "tough" conversations at their respective organizations.

According to recent research, half of all diverse employees' experience bias as part of their day-to-day work experience. Therefore, the CEO-driven coalition is encouraging organizations to engage in conversations to educate people and support inclusive workplace cultures. Through regular, direct and honest dialogue, associates begin to trust their leadership and the culture of the organization grows as a result. This trust is fundamental to building understanding.

Brent Shafer (our CEO) and Andrea Hendricks (our Diversity and Inclusion Executive) discussed in the Q3 Town Hall, five diversity and inclusion commitments. One commitment centered on building new forums for understanding by launching new programs that foster a shared understanding of the importance of D&I. We recognize that many of our associates are eager for more opportunities to have open discussions regarding diversity and inclusion at Cerner. We are here today to launch our required Let's Talk Diversity half-day sessions. Titled: *Let's Talk: Bridging, Bonding, Belonging in the Workplace*.

In the Organizational Health Engagement Survey, 73% of associates stated that they feel a sense of connection and belonging at work, compared to 80% from organizations who are best in class. And 64% of associates believe an opportunity exists to promote and inclusive culture. We are far from satisfied with these results. Coupled with the state of civil and social unrest that has affected many of us on a personal level around the globe. Over 800 associates shared several opportunities for engagement. One of those opportunities included fostering ongoing diversity dialogue sessions. We are eager to launch a Let's Talk dialogue session with topics on key D&I issues, around race, gender, and identity, culture and heritage to help foster greater understanding and appreciation of differences. We know the best way to drive change and build a culture of inclusion starts with the people you work with every day. Therefore, we have developed these sessions in which we expect all US associates to participate this year. Again, thank you for being here.

Cerner's half-day *Let's Talk: Bridging, Bonding, Belonging in the Workplace* is intended to serve as a forum to explore how we can use dialogue to help build relationships, deepen understanding, and foster a culture of inclusion. This is an opportunity to come together and discuss diversity and inclusion in a safe space.

This guide is meant to capture your prework responses, provide space for you to reflect during the half-day session as well as give you a place to capture the thoughts of others.

PREWORK



Look for this clock icon to indicate what you should complete **prior** to attending your half- day session.



BRIDGING

Bridging means to connect. To acknowledge our shared humanity. When we bridge, we not only open up to others, we also open up to changes within ourselves.



Runtime: 1:55

[WHAT YOUR DIVERSE COLLEAGUES
WANT YOU TO KNOW](#)

CLICK TO WATCH



While watching, did you have any moments of, "I've done that?"

What surprised you?

Any other thoughts?



BONDING



Bonding means to connect to people like you in some important way.

Recognizing and acknowledging the common ground makes these bonds easier to build.

The “Only One”

Reflect on a recent situation where you’ve been the only one—whether race, gender, nationality, sexual orientation, age, or similar.



How did you feel?

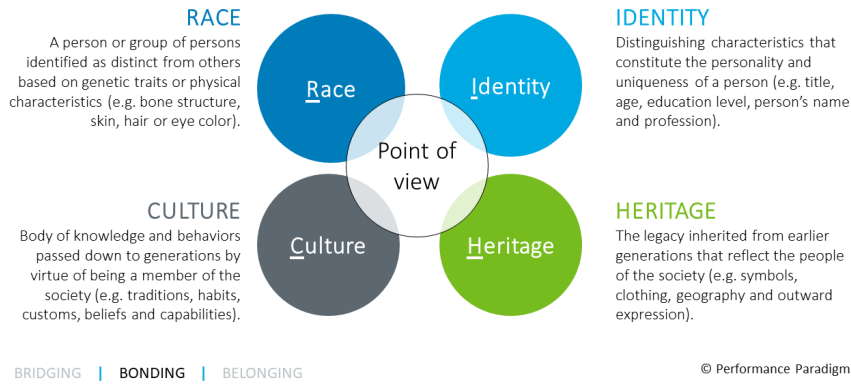
How did the situation impact your behavior?

What did you learn from it?

BUILDING TRUST IN THE WORKPLACE

R.I.C.H. Dialogue™

R.I.C.H. Definitions



Performance Paradigm developed a model called R.I.C.H. Dialogue™.

It is a type of communication that accelerates relationship management by acknowledging and exploring variations in points of view around Race, Identity, Culture and Heritage.

- Exploring the intersectionality of these four dimensions will help drive deeper levels of understanding and improve individual dexterity when managing multiple perspectives.
- Generating unique points of views
- Building up enough relationship with someone to establish a baseline.

The R.I.C.H. model builds comfort, confidence and credibility levels overtime.

How we articulate ‘who we are’ is a choice. Think about how you would identify and note it below. If you’re willing, be prepared to share.



My race is _____.

I prefer to be called _____.

I identify most with _____ culture.

The aspects of my heritage that are most important to me are _____.

Reflection / Thoughts From Others:



BELONGING



Belonging is the construction of society we are striving toward. A just and inclusive society will see all of its members as inside our circle of belonging.

TIME TO PRACTICE! - Instructions for breakout dialogue

“Ground Rules”

- Create a safe space where people can freely and respectfully share their thoughts and feelings.
- As others are sharing, make sure you’re listening with an open mind and assuming positive intent.
- As you listen and speak, challenge your own assumptions. Stay curious to learn about other people’s realities.
- The goal in these conversations is to become more comfortable sharing and listening to each other’s experiences so we can expand our perspectives and build a culture of understanding.

Race Breakout—Instructions

- Assign roles in your group
 - **Timekeeper**—20 min, read and discuss video, 20 min, discuss anything related
 - **Scribe**—Create OneNote/Word doc with answers to send to facilitator, share back during debrief
- Watch this [video](#)
- As you watch, think it as it pertains to what is happening in the world today. Reflect on headline news and current events.
- Answer these questions as a group
 - What resonated with you?
 - What surprised you?
 - How might ones ‘Point of View’ (race, identity, culture, heritage) impact how we react to current events?
 - Additional thoughts to share with larger group?
 - **Action:** As a team we agree to _____ in order to improve Cerner’s Diversity and Inclusion efforts.

TIME TO PRACTICE! - Instructions for breakout dialogue

Identity Breakout—Instructions

- Assign roles in your group
 - **Timekeeper**—20 min, read and discuss video, 20 min, discuss anything related
 - **Scribe**—Create OneNote/Word doc with answers to send to facilitator, share back during debrief
- Watch this [video](#)
- As you watch, think it as it pertains to what is happening in the world today. Reflect on headline news and current events.
- Answer these questions as a group
 - What resonated with you?
 - What surprised you?
 - How might ones 'Point of View' (race, identity, culture, heritage) impact how we react to current events?
 - Additional thoughts to share with larger group?
 - **Action:** As a team we agree to _____ in order to improve Cerner's Diversity and Inclusion efforts.

Culture Breakout—Instructions

- Assign roles in your group
 - **Timekeeper**—20 min, read and discuss video, 20 min, discuss anything related
 - **Scribe**—Create OneNote/Word doc with answers to send to facilitator, share back during debrief
- Watch this [video](#)
- As you watch, think it as it pertains to what is happening in the world today. Reflect on headline news and current events.
- Answer these questions as a group
 - What resonated with you?
 - What surprised you?
 - How might ones 'Point of View' (race, identity, culture, heritage) impact how we react to current events?
 - Additional thoughts to share with larger group?
 - **Action:** As a team we agree to _____ in order to improve Cerner's Diversity and Inclusion efforts.

TIME TO PRACTICE! - Instructions for breakout dialogue

Heritage Breakout—Instructions

- Assign roles in your group
 - **Timekeeper**—20 min, read and discuss video, 20 min, discuss anything related
 - **Scribe**—Create OneNote/Word doc with answers to send to facilitator, share back during debrief
- Watch this [video](#)
- As you watch, think it as it pertains to what is happening in the world today. Reflect on headline news and current events.
- Answer these questions as a group
 - What resonated with you?
 - What surprised you?
 - How might ones 'Point of View' (race, identity, culture, heritage) impact how we react to current events?
 - Additional thoughts to share with larger group?
 - **Action:** As a team we agree to _____ in order to improve Cerner's Diversity and Inclusion efforts.



FINAL THOUGHTS



What will you do differently?



Identify what actions you will take to help support a culture of understanding.

Reflection / Thoughts From Others:

RESOURCES

Learn More

- [To Speak Up for Inclusion, we need to speak about inclusion](#)
- [The US's cultural gap isn't growing](#)
- [Pledge Your Support for Diversity & Inclusion at Cerner](#)
- [Diversity and Inclusion SharePoint](#)
- [Diversity and Inclusion Resources and Tools](#)
- [Associate Business Resource Groups](#)
- [Diversion and Inclusion Book Club](#)
- [Global Code of Conduct](#)
- [Anti-Harassment Policy](#)

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Reflection / Thoughts from Others:

BUILDING TRUST IN THE WORKPLACE

R.I.C.H.TM Process—TEMPLATE

Template to prepare for future interactions. Doesn't need to be used during breakout.

Step 1 is to consider before having the dialogue:

	Notes / Thoughts
Your point of view: <i>What is the topic?</i>	
Your context: <i>What do you know about the topic?</i> <i>What is your point of view on the topic?</i>	
The environment: <i>What are the environmental considerations at the time of the R.I.C.H. Dialogue, and how might they influence the dialogue?</i>	

Step 2 is to engage:

	✓ Notes / Thoughts
Be aware of your presence: <i>Are you being genuine in representing your point of view and/or knowledge about the topic?</i> <i>Are you fully engaged and respectful in the R.I.C.H. Dialogue?</i>	
Be aware of your voice: <i>Are you sharing using your own voice?</i>	
Be sure to ask, listen, talk: <i>Did you start the R.I.C.H. Dialogue by starting with a genuine question that will enrich your understanding of the other person's point of view?</i> <i>Are you listening actively and encouraging both points of view to be represented?</i>	

BUILDING TRUST IN THE WORKPLACE

R.I.C.H.TM Process—TEMPLATE

Step 3 is to commit:

Articulate your intent to continue:

Have all parties agreed to continue to have future R.I.C.H. Dialogues or have you agreed to follow up on this R.I.C.H. Dialogue?

Ensure psychological safety:

Have you considered the other person's psychological safety net, and are all parties leaving the R.I.C.H. Dialogue in a safe emotional state?

What do you need to do so that the other party(ies) in the dialogue feel like they have been heard and understood?

Have you been respectful of the other person's point of view or need for information?



Notes / Thoughts

Step 4 is to calibrate:

How your point of view has changed:

What did you learn from the R.I.C.H. Dialogue?

Do you need to revise your point of view based on the dialogue?

What new behaviors are present:

What behaviors are associated with your point of view, and do you need to change/adjust those behaviors?

How will you hold yourself accountable for changing/adjusting your own point of view and behaviors?



Notes / Thoughts

BUILDING TRUST IN THE WORKPLACE

R.I.C.H.TM Process—TEMPLATE

Step 5 is to expand:

Your comfort zone:

What information do you need now to expand your comfort zone as a result of the R.I.C.H. Dialogue?

Quality of interactions:

How will you manage and expand future interactions of those you have had R.I.C.H. Dialogues with?

Frequency of dialogues:

How can you increase the frequency of R.I.C.H. Dialogues?

Notes / Thoughts
