Content

**Diversity

Inclusion

Improves

Innovation**

Practices

1. Team Inclusive Collaboration Self-Check

2. Managers: Team Inclusive Hiring Practices

- The data on more diverse teams is absolutely irrefutable.

Maya
Microsoft

LinkedIn Talent Solutions, On Building Diverse Teams, 2018

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80%

Teams that operate in an inclusive environment outperform their peers by a staggering 80%.

41%

Organizations where men and women are equal in numbers and inclusion earn 41% more revenue.

35%

Racially & cognitively diverse Cultures outperform non-diverse ones by 35%.

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Diversity Benefits

Benefits to Teams

- They prevent group thinking
- They generate more unlikely ideas
- They prevent bad product decisions
- They develop product tailored to a diverse or global customer base
- Diversity challenges and benefit non-diverse teams
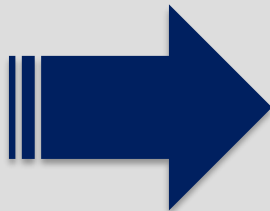
Benefits to Organizations

- Diverse workplaces attract high performers
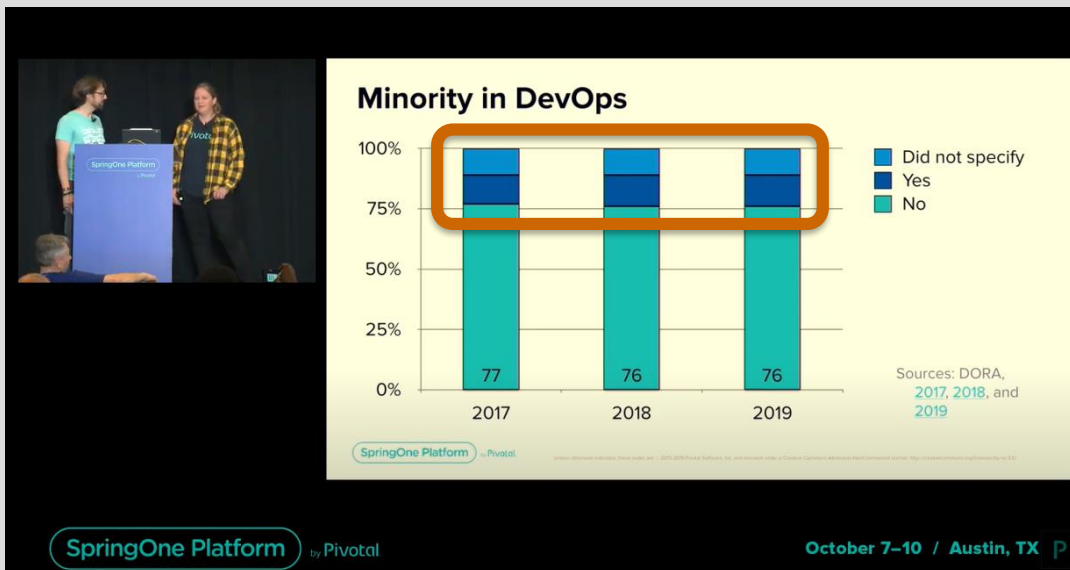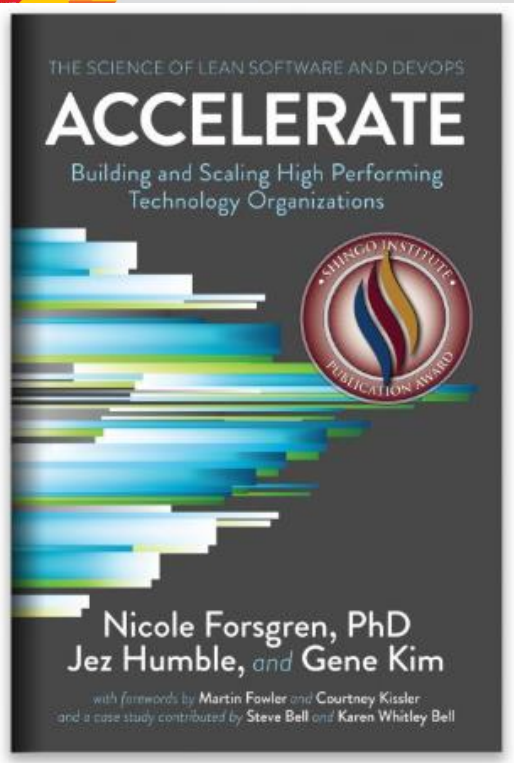- They foster greater engagement & retention
- They win new diverse markets

… yet we don't have to explain that tech is not diverse.

Diversity & Inclusion Crisis in DevOps

A Crisis of Diversity and Inclusion in DevOps,
Bridget Arthur & Clayton Hynfield, 2019

Now Opportunities

$2.5 Trillion

Skills Gap Cost US Economy $2.5 Trillion Over Next Decade.

2.4 Million

2.4 million jobs unfilled over the next decade.

Impact

| 51% Productivity | 47% Growth |
| 42% Customer Service | 43% Innovation |

The Race for DevOps Skills

37%

Hiring TODAY

14%

Hiring in the next 12 months

2019 Enterprise DevOps Skill Report, DevOps Institute

By the year 2025, Millennials will represent 75% of the global workforce

83%

83% of millennials are actively **engaged** when they believe their organization fosters an **inclusive culture.**

74%

74% of these individuals believe their organization is **more innovative** when it has a **culture of inclusion.**

47%

47% of millennials are actively **looking for diversity and inclusion** when sizing up potential employers.

Inclusion as a Talent Strategy

54%

45%

Research a company's diversity and inclusion policies before accepting an offer.

These numbers increase when surveying minorities.

61%

48%

Specifically investigate company's leadership team before accepting an offer.

PwC 2017

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Diversity Benefits Everybody

It makes Teams better

It makes organizations better, wealthier and more resilient

It Makes Leaders more trustworthy

It makes everyone smarter

It's the right human & societal things to do

2 Key Opportunities

Team
Inclusive Practices

- Team Inclusive Collaboration Self-Check
- Team Inclusion Agreement

Manager
Inclusive Practices

- Team Inclusive Hiring Process
- Inclusion Hiring Bar Raiser

Team Inclusive Practices

Team
Inclusive Collaboration
Self-Check

The Game

1 Gather Data

2 Generate Insights

3 Decide What To Do

Identify
Inclusive Collaboration
Criteria & Behaviors

Discuss & Vote on Top
Actionable Behaviors

Develop Team Personal
Inclusive Collaboration
Roadmap

1 Gather Data

- What does it mean to us as a team to be inclusive & collaborative?
- What are the inclusive behaviors & tactics we want to display everyday in our interactions?

IdeaBoardz

🔍 start typing to filter stickies

Team BDE

Identify Team Inclusive Behaviors ➕

Don't interrupt when someone is speaking during a meeting. Let them finish, ensure they are understood by validating what they say, and then share your opinion. +6	If you have strong reactions to someone, we check our assumptions +6	Share information timely and equality across the team. Include team members in critical information. +5	Have team HH or lunch to spend time together outside of work +5	We make it safe for everyone to speak up +5	Show active listening. Don't check your cell phone constantly. +4	Address any micro-aggressions timely. +4	Include everyone in knowledge sharing sessions +4
When someone speaks, be curious, ask questions, refrain from jumping in and judging. +3	Talk about our cultural background and share stories. +3	Everyone helps on late deployments or incidents managements. +3	Work as one team +2	Provide each other timely, candid and constructive feedback when appropriate and needed. +2	Support each other by asking questions. Don't assume that everyone is doing well. +2	Appreciate everyone's efforts and say it often +2	Take someone you know less out for coffee or lunch and get to know them more personally +2
Be respectful always. If stressed, recognized it and apologize. +2	Discuss workload challenges, ask for help and share the load +1	Be open to listening to different ideas and opinions, even if they are different from mine. +0	Be open to receiving feedback and having constructive feedback conversations. +0	Resolve 1:1 conflict before it gets worse and impedes the entire team. +0	Have each other's back. +0	Set up a weekly knowledge sharing brownbag and include the entire team +0	Use the Sprint Retrospective to check-in on how we're doing on inclusion. +0
Lookout for each others. If you can anticipate a risk that doesn't impact you directly, help your team members. +0							

2

Generate Insights

- Discuss, analyze and clarify the identified behaviors as a team
- Group behaviors by theme
- Turn behaviors into actionable actions & tactics
- Vote on them using Dot Voting

IdeaBoardz

🔍 start typing to filter stickies

Team BDE

Identify Team Inclusive Behaviors ⊕

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Decide What To Do

3

- Develop the Team's personal inclusive collaboration Roadmap
- Design an experiment to implement the top behaviors & tactics
- **Practice Everyday**
- **Hold each other accountable**
- Survey the team to check how we've progressed

Inclusive Collaboration	Sprint 27	Sprint 28	Sprint 29	Sprint 30	Sprint 31	Sprint 32	Sprint 33
We listen & ensure that everyone is heard & understood	👎 red	👎 red	👊 yellow	👊 yellow	👊 yellow	👍 green	👍 green
When we have strong reactions to someone, we check our assumptions	👎 red	👎 red	👊 yellow	👊 yellow	👍 green	👍 green	👍 green
We make it safe to propose novel ideas	👊 yellow	👊 yellow	👊 yellow	👍 green	👊 yellow	👊 yellow	👍 green
We appreciation everyone's value & contribution and give credit for accomplishments	👎 red	👎 red	👎 red	👊 yellow	👊 yellow	👍 green	👍 green
We give actionable feedback kindly and we implement the team's feedback	👎 red	👎 red	👊 yellow	👊 yellow	👊 yellow	👍 green	👍 green

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Decide What To Do

On Confluence Page

3

- Develop the Team's personal inclusive collaboration Roadmap
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Inclusive Collaboration	Sprint 27	Sprint 28	Sprint 29	Sprint 30	Sprint 31	Sprint 32	Sprint 33
We listen & ensure that everyone is heard & understood	👎 (red)	👎 (red)	👎 (yellow)	👎 (yellow)	👎 (yellow)	👍 (green)	👍 (green)
When we have strong reactions to someone, we check our assumptions	👎 (red)	👎 (red)	👎 (yellow)	👎 (yellow)	👍 (green)	👍 (green)	👍 (green)
We make it safe to propose novel ideas	👎 (yellow)	👎 (yellow)	👎 (yellow)	👍 (green)	👎 (yellow)	👎 (yellow)	👍 (green)
We appreciation everyone's value & contribution and give credit for accomplishments	👎 (red)	👎 (red)	👎 (red)	👎 (yellow)	👎 (yellow)	👍 (green)	👍 (green)
We give actionable feedback kindly and we implement the team's feedback	👎 (red)	👎 (red)	👎 (yellow)	👎 (yellow)	👎 (yellow)	👍 (green)	👍 (green)

Decide What To Do

- Develop clear actions to apply and actualize the top identified behaviors

When we have strong reactions to someone, we check our assumptions

How?

Ask the following questions:

1. Could I be wrong in my perception of the situation?
2. What do I know about myself that may have triggered this reaction?
3. In what other ways could I respond to this person or situation?

Team Inclusion Agreement

- ➢ We matter to the team & our work is appreciated by the team
- ➢ We all belong and we all share our team values
- ➢ We enable & support everyone on the team
- ➢ We speak up & we seek everyone's opinion
- ➢ We examine your assumptions

Best Practices

➢ Allow teams to define the inclusive values and behaviors that best fit them based on their team experience
➢ Move away from values or traits. Focus on actionable tactics
➢ Inclusive Collaboration happens everyday, during every interaction
➢ Share inclusion organizational challenges with Managers
➢ Managers support the team's work and dedicate time for it
➢ Customize the game for different audience: Manager to foster greater inclusiveness

Outcomes

Teams in a "speak up" culture are 3.5 times more likely to contribute their full innovative potential.

➢ Shared understanding of what inclusion, belonging & collaboration meant to everyone on the team
➢ Created the understanding that actualizing Inclusion and Belonging is the responsibility of everybody on the team
➢ Improved team's relationships
➢ Improved trust & reliability
➢ Quicker and better decisions
➢ Improved awareness of attitudes
➢ The activity was shared across multiple Teams

Managers' Inclusive Practices

**Include the Team
in the Recruitment Process**

The Situation

2 Candidates
Scrum Master for a DevOps Team
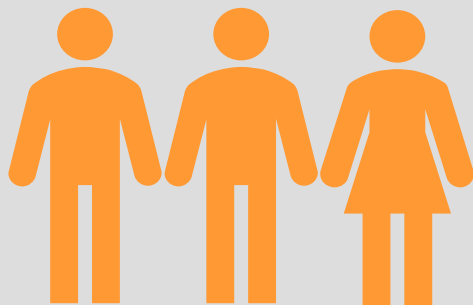
Interviewed by:
2 Directors + 1 Sr Manager
All Caucasian

= David 65%

≠ Sangeeta 35%

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Solution:
Include & Empower the Team in the Recruitment Process

➢ The team interviewed the candidates through a real life work situation
➢ The Team designed a Backlog Refinement event & identified the Features & User Stories they wanted refined
➢ They run the event with 2 candidates
➢ They made decision with everyone's input

Outcome

➢ Unanimous consensus in favor of the same candidate

➢ Hired a woman from a diverse background

➢ Shared understanding of expectations for the new teammate

➢ Everyone on the Team felt **valued, trusted & empowered** to make a critical decision that impacted them directly

➢ Everyone bought into the hiring decision

➢ Everyone contributed to onboarding the new hire through knowledge sharing

Other Inclusive Recruiting Practices

➢ Include your team in resume review & feedback
➢ Include your team in job description review & feedback
➢ Source for your top talents yourself through LinkedIn & Twitter:
  ➢ don't leave this important task to HR only
➢ **Develop an Inclusion & Belonging Bar Raiser**
  ➢ Inclusion & Belonging Bar Raiser ensures that **we hire for culture-add & Innovation – not culture-fit**
  ➢ Neutral third-party that helps keep assumption and unconscious bias in check

Key Takeaways

➤ **It's real and it's not going away** : Diversity Inclusion improves teams' innovation and organizations' culture & revenue

➤ It's no longer an HR or top-down initiative: just like Agile and DevOps it needs to be fully owned by Teams & supported by their Managers

➤ Inclusion practices need to be embedded in everyday work processes & Interactions

➤ **Managers:** Model the Behaviors:
  ➤ Include, empower your team to make decisions that impact them
  ➤ Know each person on your team equality
  ➤ Check you assumptions & practice equity
  ➤ Invest harder in people that are different from you

How You Can Help

DevOps needs
Inclusive Managers
More Than Ever

➢ Test these practices with your Teams
➢ Teams & managers: Together design and implement Everyday Inclusive Practices
➢ Make Safe & Inclusive Collaboration THE priority on your Teams
➢ Prioritize & embed Inclusion in your hiring plans: 2020-2025
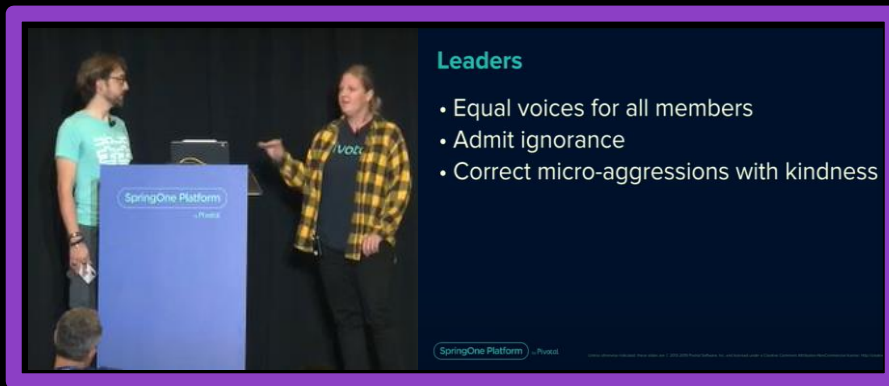➢ **Spread the Word: Talk about Inclusion & Belonging at work**

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TED

On Diversity & Inclusion

A Crisis of Diversity and Inclusion in DevOps, Bridget Arthur & Clayton Hynfield, 2019

Are You One of Us? Octavius Black, 2016

John Skeet, 2019

**Listen,
Amplify,
Make Space,
Learn,
& Act In
Collaboration**