The result of managers employing a system of mindsets, guard rails, tools and practices to ensure fair outcomes for all they manage, accounting for differences in identity and power on their teams.

It means that someone's success or failure on your team has more to do with their results and values-alignment with the org and less to do with identity or power-related factors like race, gender, class/income or sexual orientation.

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- Make the case for three mindset shifts required to manage equitably

- Share tools to "hack" your management to mitigate the impact of bias

- Give you moves to start asap to begin having even more equitable impact in your management

First Shift:

Managing equitably never just happens.
We make it happen.

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Because of the pickle juice, auto-pilot in management means inequity, bias, and disparate impact on BIPOC staff, LGBTQIA+ staff, differently abled staff and others at the margins of our organization.

THE BRAIN AND SOCIETY
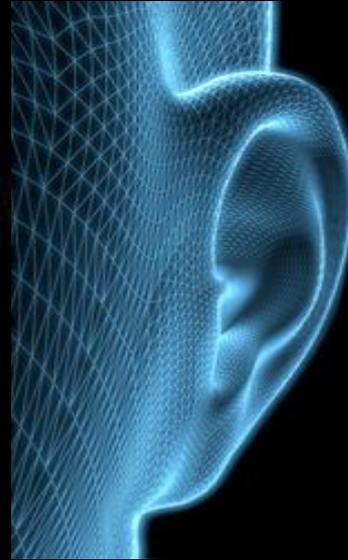
- Faster than our conscious awareness

- Beliefs get hardwired into this cognitive process

- Instead of gathering new data, we skip processing to quickly categorize

OBSERVATION → ACTIONS

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"Like-me" Filter
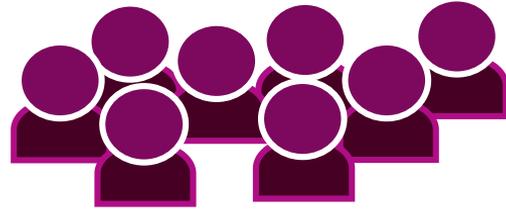
"I like you" Filter
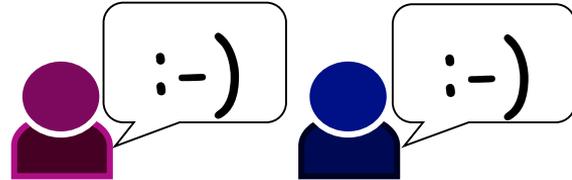
Dominant culture Filter

The more a person conforms to dominant culture (able-bodied, cisgender, white, light-skinned, middle-class, well-educated. etc.) **the more we assume the best about their skills.**

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"Like-me"	vs.	*I'm less comfortable with them*
"I like you"	vs.	*We don't naturally "click"*
Dominant culture fit	vs.	*People who are marginalized*

Based on the above categories, we're more likely to:

• Trust them more	• Trust them less
• Assume the best	• Assume the worst
• Hear them more	• Make them prove/qualify
• Expect them to succeed	• Have lower expectations
• Be invested in them	• Be less invested in them

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- **The tight-rope:** People at the margins, and esp. women of color, are often boxed into a very narrow window of acceptable behaviors.

- **Whose ideas are heard/stolen:** Ideas from those with least power go unheard, or are repeated by others and credited to them.

- **Stereotype threat and tokenism:** Orgs/teams rush to hire 1-2 people from underrepresented groups to "be the voice" and check the box.

Awareness brings choice points.

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Management Move:
Do Routine Bias Checks

- *Look for patterns on your team re: who is succeeding and who is failing*
- *Chart, then compare by the numbers over 30 days who is getting more of your time, praise, and high-quality mgt*
- *In meetings, pay attention to who speaks, who doesn't and who gets talked over/interrupted and take action*

Second Shift:

Strong working relationships aren't linear; they ARC.

Are we accounting for the human needs of people on our team (and esp. across lines of difference)?

- Autonomy
- Mastery
- Purpose

@Daniel Pink - *DRIVE*

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Think of someone you've managed (or worked with) that failed at their job, or is failing right now.

Maybe they were a bad hire or skills fit, maybe their values didn't fit with the team… Maybe they're defensive with feedback, or they haven't been able to build strong relationships on the team.

The question to ask is *is there anything I'm doing (or not doing) that's contributing to their failure? Am I telling myself a convenient story here?*

Activities

Clarity on what we're doing; Outcomes/MOS, check-ins, etc.

Context

Co-created shared picture of the context of our work, tradeoffs and the why

Relationships

Trust in the other person's commitment to me and the work

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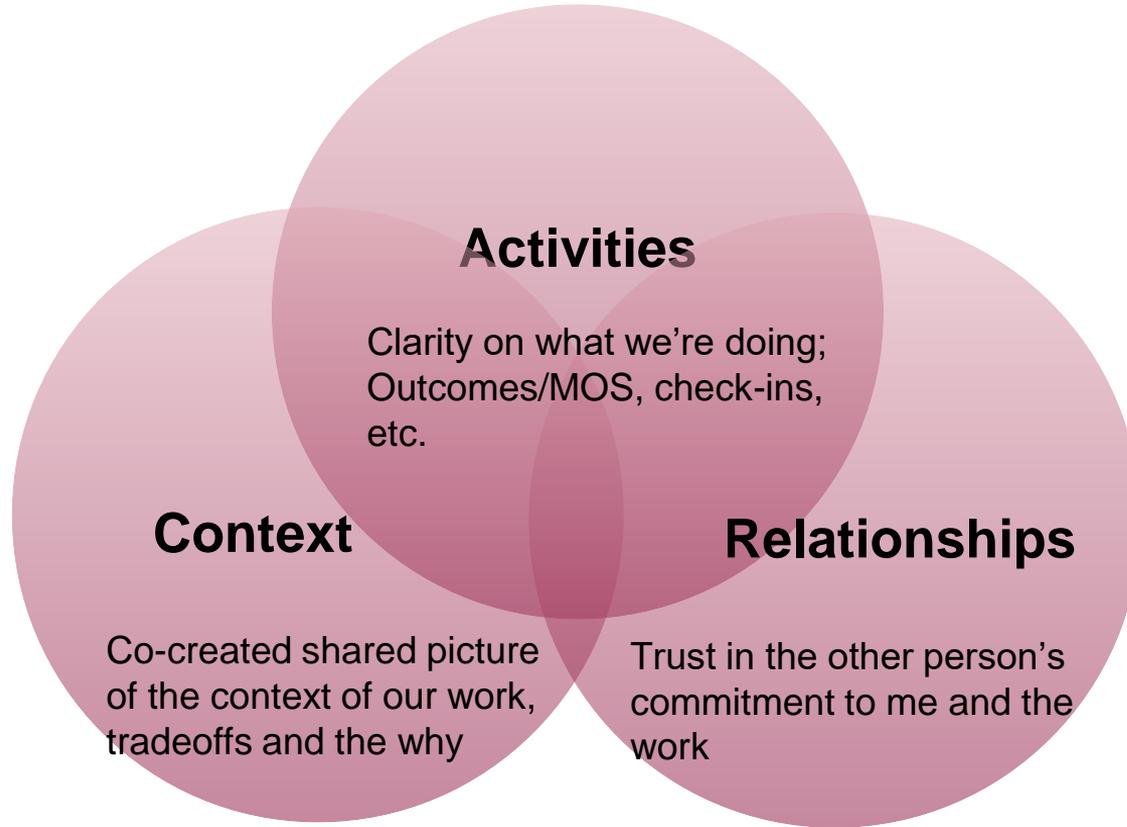
Management Move:
Make the Implicit Explicit: Activities

- *Delegate clearly (they can't read your mind)*
- *No "common sense" or invisible score cards*
- *Clear deadlines, examples, clarity on roles and decision-making power*

Management Move:
Make the Implicit Explicit: Relationship

- *Build trust by listening with curiosity, not jumping in*
- *Keep commitments and show up consistently*
- *Provide support, investment, praise, advocacy*
- *Give feedback honestly but frame carefully – esp. across lines of difference*
- *Be explicit about how you each both best receive feedback, invite it, and act on it*

Make the Implicit Explicit: Context

- *Don't assume: talk explicitly about context of the work and why it matters*
- *Ask explicitly about values as they pertain to work*
- *Ask about their experience in the org and what factors help/hinder their success*
- *Name and elicit intention/the why when possible*

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Places Where Choice Points Show Up

YOU

- How We Prioritize Our Time
- Managing Up and Sideways
- How We Use our Power

PEOPLE

- Who We Hire
- Feedback & Investment
- Who We Retain and Let Go

WORK

- Delegation
- Role Clarity
- Check-Ins

Management Move:
Pause for Choice Points

- *Begin to notice the moments when your power directly impacts someone's ability to succeed (hiring, termination, etc.)*
- *When possible, create structured processes to check your bias (hiring, bias checks, etc)*
- *Look for patterns that let you know more structures are needed*

Noticing Mainstreams and Margins

Mainstream
has power to set the norms
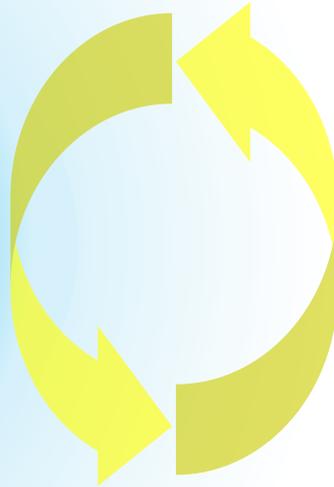
Margins
has power to see beyond the norms

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Management Move: Amplifying Voices at the Margins

- *Use your power/influence to underscore ideas from those with less power/influence in your organization*
- *Watch for silencing voices at the margins, and speak up when others claim their ideas or credit*
- *Check in to gather input and amplify that input*

Ask yourself:

- Who does this decision build power for?

- Will this decision ensure all people on my team have the ability to be successful?

- Are there impacts I might be overlooking as someone in the mainstream?

Management Move:
Teach your team to wear the glasses

- *Talk about bias with managers that work for you*
- *Insist on structured check-ins, clear roles, clear expectations (no "common sense") for all employees in your division*
- *Talk about the equity implications of decisions*
- *Teach about mainstreams & margins*

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Start somewhere. Choose one tool or technique from today to try, and build from there!

More help is available. There are lots of free resources to help you get started at ManagementCenter.org.

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