



**TYPE WORK IS
DIVERSITY WORK**

Type in the Digital age
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Not everything that is faced can be changed,
but nothing can be changed until it is faced.

James Baldwin, quoted by Barack Obama
in a commencement speech at
Howard University

What is diversity and inclusion work?

Working toward a diverse and inclusive organisation involves an awareness that different styles exist and an appreciation that different approaches can be equally valid and effective.

What is diversity and inclusion work?

Awareness and appreciation are not enough. In a diverse and inclusive organisation, people take an active role in shaping an environment that offers the space for the diverse talents of all to flourish.

The good news

Type can help with the awareness and appreciation piece and with the action piece

More good news

“Our research found that in defining diversity, Millennials move well beyond the integration of demographic differences. They more commonly cite diversity as the blending of unique perspectives within a team, known as cognitive diversity. The millennial definition of diversity also encompasses the ability to combine different ideas and approaches to better overcome challenges and achieve business goals. Overwhelmingly, millennial definitions of diversity have a tone of possibility – with differences in background, experiences, and style, a team is more likely to create innovative and groundbreaking products and services.”

Smith & Turner, *The Radical Transformation of Diversity and Inclusion: The Millennial Influence*

... and the more challenging news

Awareness on its own can make diversity and inclusion seem like someone else's problem. When we then take action, it is to affect or influence others.

We need to get curious about our personal diversities and how we are privileging or marginalizing aspects of our multi-faceted selves.

In other words, we can't just look out, we need to look in.

When we do our work well, type has a dual effect

As type helps people to look in, it can change the way they look out

"What people have in common is that they are unique; everyone is a minority of one."

Harris Sussman, speech to United Auto Workers,
Detroit, April 20th, 1999

One of a kind

- Think about a time when a part of your identity suddenly became salient because you were one of a kind.
- What three words come to mind as you reflect on how you felt in this situation?
- Find a partner and discuss this one of a kind experience.

Identity and diversity

- Diversity is about identity
- Most often these identities were always part of us, however:
 - We are not always conscious of own way of being
 - We are not always conscious of other possible ways of being

"[I]t may be that what you saw was not all that there was to see. It may be that you are confusing honesty and integrity with accuracy and completeness."

Brad Hirschfield, *You Don't Have to Be Wrong for Me to Be Right*

What might be behind the lack of conscious awareness of identity and diversity?

- “Invisible” identities
- Dominant identities

The benefit of surfacing invisible diversities

Making people aware of type and other invisible diversities helps in two ways:

- Individuals from the dominant group(s) learn how they are diverse, and
 - Individuals may come to recognize that diversity is more than skin deep
- When diversity is invisible, the awareness, appreciation and action required for inclusion are all pretty difficult

TYPE MAKES DIVERSITY “VISIBLE” IN SPECIFIC POSITIVE WAYS

Approaches to diversity

Looking out is typically about the visible diversities and focuses on groups or demographics

- Gender
- Age
- Ethnicity

Looking in is typically about the invisible diversities and focuses individuals

- Life history
- Psychological type

How do we determine who we are?

- Looking out is about counting who’s there
- Looking in is about becoming aware of who you are
- Looking out, we typically tick boxes
- Looking in with type, we ideally go through a self-discovery process

The benefits of *self-discovery*

- Having to uncover who you are for yourself, rather than a test, clinician or other professional telling you your type, supports the natural drive to grow and develop and ownership of the results

The benefits of *self*-discovery

- Utilizing a self-discovery process allows individuals to work in their own way to find their psychological type

The benefits of *self*-discovery

- Asking individuals to make the choice as to what they prefer, puts them in control, not the assessment or self-discovery tool, nor its administrator

Point or arc

- Looking out suggests that identity is static
- Looking in with type suggests that identity is dynamic

In type terms, self-identification is a journey; there is no perfect type, nor a perfect realization of a particular preference, function or attitude

The both/and of type polarities

- The existence of preference opposites (e.g., E and I) and function-attitude opposites (e.g., Ne and Si) in dynamic tension reminds us to think in terms of balance, we can overdo our strengths

The both/and of type polarities

- Getting to know our full selves, we have some ideas about how we can adapt our style to reach those who don't share it more effectively

The both/and of type polarities

- Polarities remind that our style is not the only style

You may assume that the dominant culture will not want to hear from you on those things that they do not typically value, but failing to share your point of view sells both parties short.

Assuming they won't care is like assuming that someone who prefers INFP won't care about the impact on the bottom line or that someone who prefers ESTJ won't want to consider the impact on people.

Digital Identities - 0/1

- Looking out typically implies that there is one right way to be and that is to be like the majority
- Looking in with type highlights the variety of *equally* valuable ways of being that exist

Context is key: A zoological analogy

Just like the different beak types Darwin identified among the finch species of the Galapagos, most of our personal characteristics can't be said to be better or worse in the absence of information about the context in which they are being used

Speed and stability – agility

An approach in which asserts that there is no one right beak type nor one right psychological type allows us to exploit the environments in which we find ourselves and helps us to adapt to the ever-changing circumstances that make up modern life

*McKinsey Agility and Organization Design

Recognizing it's not one size fits all

When there is no one right way to be, it helps to free people from the pressures to be like the boss, like one's parents, like public figures, whether it comes naturally or not

A gateway to personal responsibility

When there is no one best type or preference, and thus no dominant or majority group, we *all* have the opportunity *and* the responsibility to recognize our diversities

Working toward inclusion

Scenario 1

- Our workplace doesn't support the needs of women

Scenario 2

- Our workplace doesn't support the needs of people who prefer Introversion

How easily can you demonstrate this?

How easily can you figure out what to do to increase the support?

Do the processes you put in place benefit everyone?

Are we ready to help foster diversity and inclusion?

Yes!

Because we have type in our toolkit:

- We wield tools that can help to steer conflict and conversations in productive directions
- We embrace "both/and" thinking, can sit with ambiguity and endeavor to see the glass as half full
- We celebrate growth and seek to validate multiple routes to personal development
- We recognize that awareness that diversity exists is a crucial first step to making progress toward embracing that diversity

"We will figure out that the challenge is never how to get us all into a single room, but how to build a structure with enough rooms for everyone, rooms in which to live out our lives safely and pursue the happiness to which we all aspire, with the awareness that standing in each of them comes with both challenges and gifts."

Brad Hirschfield, *You Don't Have to Be Wrong for Me to Be Right*

THANK YOU!

Let's continue the conversation:
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