

# Promoting Inclusive Excellence in Conversations

Adapted from the work of the Intercultural Development Inventory, Mary Francis-Winters and Jim Knight

**This conversation tool has been developed to support inclusive conversation during performance appraisals. This tool is aligned with the Climate and Relations Dimension of the Inclusive Excellence Framework.**

This dimension refers to what it feels like for individuals to be here, and the behavioral experiences and norms that are present. Effective and innovative cultures depend on individuals feeling comfortable to take interpersonal risks and to bring their whole selves to their work and learning.

WHY ARE WE HAVING THIS CONVERSATION?	WHO SHOULD BE A PART OF THE CONVERSATION?
<ul style="list-style-type: none"> <li>• What is the main reason for this conversation?</li> <li>• Why is this important to do?</li> <li>• Is there shared understanding of the purpose?</li> </ul>	<ul style="list-style-type: none"> <li>• Who will facilitate?</li> </ul>
WHAT IS THE DESIRED OUTCOME?	HOW SHOULD THE CONVERSATION BE CONDUCTED?
<ul style="list-style-type: none"> <li>• What do we want to achieve during the conversation?</li> </ul>	<ul style="list-style-type: none"> <li>• What are the pros and cons to virtual or face to face?</li> </ul>
WHERE SHOULD THE CONVERSATION BE HELD?	WHEN WILL THE CONVERSATION TAKE PLACE?
<ul style="list-style-type: none"> <li>• In or outside the office?</li> <li>• Room size?</li> <li>• Are there environmental concerns?</li> <li>• Virtual?</li> </ul>	<ul style="list-style-type: none"> <li>• Time?</li> </ul>

# Promoting Inclusive Excellence in Conversations

Adapted from the work of the Intercultural Development Inventory, Mary Francis-Winters and Jim Knight

<p><b>PLANNING for the Conversation</b></p> <p><i>Make sure you are prepared and reflect on lessons learned from previous conversations.</i></p>	<ul style="list-style-type: none"> <li>• What will be required to engage in this conversation?</li> <li>• Have I done anything like this in the past?</li> <li>• Have I discussed anything like this in the past?</li> <li>• What do I already know about this topic?</li> <li>• What do I want the outcome of the conversation to be?</li> <li>• Is this a debate or a dialogue?</li> <li>• Am I trying to win something or learn something?</li> </ul>
<p><b>MONITORING yourself while you are having the conversation</b></p>	<ul style="list-style-type: none"> <li>• Is this conversation leading toward the original goal?</li> <li>• How well am I practicing inclusion in this conversation?</li> <li>• Am I keeping an open mind, or I am judgmental?</li> <li>• Am I really listening to understand?</li> <li>• Should I be asking clarifying questions?</li> <li>• Are we still dialoguing, or are we moving toward debate?</li> <li>• Are there things being said that are triggers for me? Why?</li> </ul>
<p><b>EVALUATION</b></p> <p><i>After the conversation ask yourself these questions.</i></p>	<ul style="list-style-type: none"> <li>• How did I do?</li> <li>• Did I achieve the goal?</li> <li>• What could have been done differently?</li> <li>• What biases did I notice surfacing in my thinking?</li> <li>• What do I need to learn from these types of conversations to go better next time?</li> <li>• What made me say? How would I interpret the other person's response?</li> <li>• What in my life's experiences made that trigger for me?</li> <li>• Why did I interpret that situation so differently from the other person?</li> </ul>