



IMPACTFUL INCLUSION TOOLKIT

52 Activities to Help You
Learn and Practice Inclusion
Every Day in the Workplace

Yvette Steele, Founder, DEI Insider

WILEY

Praise for *Impactful Inclusion Toolkit*

“Yvette Steele has created one of the most practical, useful, and comprehensive guides to enable everyone—regardless of title, department, or status—to be powerful change agents for inclusion in their own organizations. Steele has gathered a wealth of resources, tools, and real-world examples to illustrate to readers what true inclusion looks like in action. Steele then takes this further by providing actionable, hands-on steps for readers, which helps to solidify and deepen the reader’s understanding of their learnings. This is an invaluable resource for leaders seeking to create safer and more inclusive work environments for all.”

Susanne Tedrick, author of
Women of Color in Tech

“*Impactful Inclusion Toolkit* by Yvette Steele is a powerful tool for starting some difficult and necessary conversations. Happily, there are 52 activities, so you can tackle one a week and not try to address all of these topics at once.

“This book is emerging at the perfect time. Events in politics, race relations, and the global society have converged in such a way that the world is ready to begin the hard work of addressing diversity and inclusion at a higher level than ever before. Yes, we’ve talked about these issues before but often from a watered-down perspective. Some people got a pass. Compromises have always been made. Yvette Steele’s work breaks through all that and proclaims that the time is now to stop giving passes and making compromises and to start addressing the reality of exclusion that permeates our institutions and society. *Impactful Inclusion Toolkit* is not a vague call for awareness or action. It is a thoughtful and powerful tool for starting the conversations that need to take place across the country and around the world. The last few years have been very

difficult when it comes to addressing matters of diversity, equity, and inclusion. But those tough times made it possible for a work this powerful to emerge and to help people get past the rhetoric and politics to work on the actual details of making the workplace a welcoming place for everyone.”

Karl W. Palachuk, author, coach, and community builder

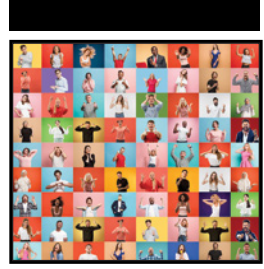
“I highly recommend every business leader pick up this book and use it as a guide. Yvette Steele has structured this resource to be highly actionable with ways to create an inclusive work environment and shift your workplace culture. It is not a one-and-done training guide but provides practical steps through prescribed activities that will help you self-assess as well as promote inclusion over time. I recommend you give one to every employee as part of their new-hire toolkit. It helps both individuals and leaders to find their own way and adjust their own habits and practices to behave with intentional inclusion. As a leader, I have read and participated in many trainings and guides. None was as practical and insightful as this one.”

Gavriella Schuster, former Microsoft corporate vice president and DEI advocate

“*Impactful Inclusion Toolkit* lives up to its promises of helping anyone at any level create a more inclusive workplace. Whether you are just starting your inclusion journey or have been on this road for a while, Yvette Steele lays out a roadmap of activities, follow-up actions, and resources to help us understand what inclusion looks like for people of color, members of the LGBTQ+ community, individuals with disabilities, and others, as well as provide practical steps we can take each day. I highly recommend this resource for all who want to create a more inclusive work environment and society.”

Kathryn Rose, founder and CEO of getWise

Impactful Inclusion Toolkit



Impactful Inclusion Toolkit

**52 Activities to Help You
Learn and Practice Inclusion
Every Day in the Workplace**

Yvette Steele, Founder,
DEI Insider

WILEY

Copyright © 2023 by Yvette Steele. All rights reserved.

Published by John Wiley & Sons, Inc., Hoboken, New Jersey.
Published simultaneously in Canada and the United Kingdom.

ISBN: 978-1-119-93020-4

ISBN: 978-1-119-93022-8 (ebk.)

ISBN: 978-1-119-93021-1 (ebk.)

No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning, or otherwise, except as permitted under Section 107 or 108 of the 1976 United States Copyright Act, without either the prior written permission of the Publisher, or authorization through payment of the appropriate per-copy fee to the Copyright Clearance Center, Inc., 222 Rosewood Drive, Danvers, MA 01923, (978) 750-8400, fax (978) 750-4470, or on the web at www.copyright.com. Requests to the Publisher for permission should be addressed to the Permissions Department, John Wiley & Sons, Inc., 111 River Street, Hoboken, NJ 07030, (201) 748-6011, fax (201) 748-6008, or online at www.wiley.com/go/permission.

Trademarks: WILEY and the Wiley logo are trademarks or registered trademarks of John Wiley & Sons, Inc. and/or its affiliates, in the United States and other countries, and may not be used without written permission. All other trademarks are the property of their respective owners. John Wiley & Sons, Inc. is not associated with any product or vendor mentioned in this book.

Limit of Liability/Disclaimer of Warranty: While the publisher and author have used their best efforts in preparing this book, they make no representations or warranties with respect to the accuracy or completeness of the contents of this book and specifically disclaim any implied warranties of merchantability or fitness for a particular purpose. No warranty may be created or extended by sales representatives or written sales materials. The advice and strategies contained herein may not be suitable for your situation. You should consult with a professional where appropriate. Further, readers should be aware that websites listed in this work may have changed or disappeared between when this work was written and when it is read. Neither the publisher nor authors shall be liable for any loss of profit or any other commercial damages, including but not limited to special, incidental, consequential, or other damages.

For general information on our other products and services or for technical support, please contact our Customer Care Department within the United States at (800) 762-2974, outside the United States at (317) 572-3993 or fax (317) 572-4002.

If you believe you've found a mistake in this book, please bring it to our attention by emailing our reader support team at wileysupport@wiley.com with the subject line "Possible Book Errata Submission."

Wiley also publishes its books in a variety of electronic formats. Some content that appears in print may not be available in electronic formats. For more information about Wiley products, visit our web site at www.wiley.com.

Library of Congress Control Number: 2022940152

Cover image: © master1305/Adobe Stock

Cover design: Wiley

This book is dedicated to all those who choose to blaze a trail to equity for all despite the cost. Together we can change the world one word, one behavior, one practice at a time. I am on this journey with you. I've made mistakes just like you have or will. I celebrate your wins and applaud you when you get up from setbacks. Stay the course. See the impact. The world needs role models like us. This is how we get change done.



About the Author

Yvette Steele is an equity accelerator and inclusion strategist who believes in the power of living authentically at all times. She draws on her decades of experience to help organizations realize the promise of a diverse workforce by implementing strategies that eradicate the barriers many face in maximizing their potential and empowering people to integrate inclusion into day-to-day interactions. She was recognized as a diversity thought leader on the inaugural Channel Futures DE&I 101 List for advancing diversity, equity, and inclusion through words, actions, and leadership, and she has served on the DEI Advisory Committee for YMCA-USA, Tech Advisory Board Steering Committee for the National Urban League, and the DEI Task Force for Chicagoland Chamber of Commerce. You'll find Yvette sharing her leadership and vision on many diversity- and workforce-focused podcasts, blogs, news articles, and panel discussions, including the *Wall Street Journal*, the Society for Human Resources Management (SHRM), and the ChannelPro Network. As founder of DEI Insider, she develops resources that help people practice inclusion every day and supports members of historically excluded groups to overcome adversity to thrive in the workplace by providing tips, tricks, and best practices. A native Chicagoan and graduate of Chicago State University, she lives in Chicago with her husband and children.



Acknowledgments

Thank you to my awesome husband who has always believed in and encouraged me through ups, downs, and in-betweens. He shows me real love each day and never takes a day off.

Thank you to my children who gave me the courage to awaken each day in the darkest of times. You have and always will be my inspiration.

Thank you to my brother and sister-in-love who have surrounded me with unconditional love.

. . . and finally to my mother, father, and sister who motivated me in unimaginable ways.



Contents at a Glance

Foreword		xxv
Introduction		xxix
Activity 1	Know Thyself	1
Activity 2	Connect with Your <i>Why</i>, Find Your <i>Why Now</i>	7
Activity 3	Create New Habits	13
Activity 4	Make the Connection	17
Activity 5	Experience Other Cultures	23
Activity 6	Remove the Labels	29
Activity 7	Widen Your Perspective	33
Activity 8	Slow Down Before You React	39
Activity 9	Respect the Beliefs of Others	47
Activity 10	Own Your Education	53
Activity 11	Focus on Ability	59
Activity 12	Strive to See the Whole Person	63
Activity 13	Aspire to Be an Ally	67
Activity 14	Create an Inclusive Experience	73
Activity 15	Disrupt Power	79

Activity 16	Build Equality into the Day-to-Day	85
Activity 17	Devote Yourself to Critical Thinking	93
Activity 18	Look Beyond Appearances	99
Activity 19	Invest in the Success of Others	105
Activity 20	Lead Change One Word at a Time	111
Activity 21	Practice Common Courtesy	117
Activity 22	Amplify Voices That Aren't Being Heard	123
Activity 23	Engage Remote Colleagues with Intention	129
Activity 24	Adopt Gender-Neutral Terminology	135
Activity 25	Foster an Environment of Trust	141
Activity 26	If You See Something, Say Something	145
Activity 27	Avoid Common Terms That Divide Us	153
Activity 28	Reframe Difficult Conversations on Polarizing Topics	159
Activity 29	Embrace Gender Identities	165
Activity 30	Make the Workplace Safe for Everyone to Be Themselves	171
Activity 31	Don't Believe Your Lying Eyes—Test Assumptions	177
Activity 32	Leverage Your Privilege	183
Activity 33	Support the Firsts, Fews, and Onlys	189
Activity 34	Cultivate Acceptance	195
Activity 35	Be the Calm in the Storm	203
Activity 36	Acquire an Education on Race and Racism	209
Activity 37	Go Beyond Performative Gestures	221
Activity 38	Reconsider the Golden Rule	229
Activity 39	Eliminate Double Standards	233
Activity 40	Remove the (Color) Blinders	239
Activity 41	Create a Community of Allies	247
Activity 42	Pick a Ship and Get on It	251
Activity 43	Say Their Name	259

Activity 44	Master Small Talk Across Cultures	267
Activity 45	Enable Uncovering	273
Activity 46	Diminish the Effects of Microaggressions	281
Activity 47	Affect Work-Life Balance for All	287
Activity 48	Value People <i>Because</i> of Difference—Not in Spite of	295
Activity 49	Evolve from “Not Racist” to Antiracist	303
Activity 50	Create the Future by Learning from the Past	311
Activity 51	Be Willing to Learn from and Be Influenced by Others Who Are Different from You	319
Activity 52	Honor Your Commitment to Inclusion	325
Index		331



Contents

Foreword		xxv
Introduction		xxix
Activity 1	Know Thyself	1
	Actions	3
	Create Mindful Interactions	3
	Consider the Dynamics of Interactions	4
	Enhance Your Social and Emotional Intelligence Skills	4
	Action Accelerators	4
	Sources Cited	5
Activity 2	Connect with Your <i>Why</i>, Find Your <i>Why</i> Now	7
	Actions	10
	Get Acquainted with Your <i>Why</i>	10
	Keep Your <i>Why</i> Top of Mind	10
	Go Beyond One-and-Done Training	11
	Stay Connected to Your <i>Why</i>	11
	Action Accelerators	11
	Sources Cited	11
Activity 3	Create New Habits	13
	Actions	15
	Understand How Beliefs Impact Actions	15
	Consider the Impact of Exclusion	15
	Plan to Act on Your Inclusion Commitment Daily	16
	Action Accelerators	16
	Sources Cited	16

Activity 4	Make the Connection	17
	Actions	19
	Expose Yourself to Difference	19
	Connect to the Issues	20
	Facilitate Connections	20
	Adjust Your Lens	20
	Action Accelerators	20
Activity 5	Experience Other Cultures	23
	Actions	26
	Put Yourself in Spaces to Experience Various Cultures	26
	Educate Yourself on the Cultures of Friends and Colleagues	26
	Make Curiosity the Default	26
	Action Accelerators	27
Activity 6	Remove the Labels	29
	Actions	31
	Expand Your View of People Beyond Race	31
	Test Your Assumptions	31
	Discern Whether Your Curiosity Comes from a Good Place	31
	Action Accelerators	32
	Sources Cited	32
Activity 7	Widen Your Perspective	33
	Actions	36
	Revisit Your Upbringing	36
	Learn from Mistakes	36
	Get Familiar with Thought Leaders of Difference	36
	Action Accelerators	36
Activity 8	Slow Down Before You React	39
	Actions	42
	Look for Ways to Identify Your Microaggressions	42
	Understand the Stereotypical Beliefs of Groups to Which You Belong and How They Make You Feel	42
	Raise Your Awareness of the Impact of Microaggressions	42
	Action Accelerators	43
	Sources Cited	43
Activity 9	Respect the Beliefs of Others	47
	Actions	50
	Find Common Ground	50
	Understand the <i>Why</i> of Holy Day Observances	50
	Break Bread Together	50
	Action Accelerators	51
	Sources Cited	51

Activity 10	Own Your Education	53
	Actions	56
	Embrace That Natural Is Natural	56
	Reflect When Your Personal Space Was Violated	57
	Create Your Black Hair Experience	57
	Action Accelerators	57
	Sources Cited	58
Activity 11	Focus on Ability	59
	Actions	61
	Acquire Disability Etiquette	61
	Create a Lived Experience	61
	Become an Advocate	61
	Welcome Feedback	61
	Action Accelerators	62
	Sources Cited	62
Activity 12	Strive to See the Whole Person	63
	Actions	65
	Meet Your Biases	65
	Stay Current on Inclusion Topics	66
	Action Accelerators	66
	Sources Cited	66
Activity 13	Aspire to Be an Ally	67
	Actions	69
	Educate Yourself on Allyship	69
	Become an Advocate for Organizational Change	70
	Create a Network of Aspiring Allies	70
	Support Others in Living Company Diversity Values	70
	Make an Ongoing Commitment	70
	Action Accelerators	71
	Sources Cited	71
Activity 14	Create an Inclusive Experience	73
	Actions	76
	Recognize Missed Opportunities	76
	Participate in the Planning Process	76
	Stop Chaos Before It Starts	76
	Strengthen the Connection	77
	Action Accelerators	77
Activity 15	Disrupt Power	79
	Actions	82
	Ensure That Everyone Can Be Heard	82
	Decrease the Visibility of Power Dynamics	82
	Encourage Sharing of Power	82

	Action Accelerators	82
	Sources Cited	83
Activity 16	Build Equality into the Day-to-Day	85
	Actions	88
	Create an Equitable System for Completing Menial Tasks	88
	Assess Team Norms for Bias	88
	Address Imbalanced Communications	89
	Elevate and Amplify the Work of Women	89
	Action Accelerators	89
	Sources Cited	90
Activity 17	Devote Yourself to Critical Thinking	93
	Actions	96
	Strike a Balance	96
	Collaborate with Other Inclusion Champions	96
	Lead by Example	96
	Develop a Framework for Critical Thinking	96
	Action Accelerators	97
	Sources Cited	97
Activity 18	Look Beyond Appearances	99
	Actions	102
	Resist the Temptation to Make a Visual Diagnosis	102
	Make Support Ongoing	103
	Consider a Day in the Life	103
	Action Accelerators	103
	Sources Cited	104
Activity 19	Invest in the Success of Others	105
	Actions	108
	Help Others Achieve Success	108
	Reach 'Em While They're Young	109
	Increase Exposure—Create Opportunity	109
	Action Accelerators	109
	Sources Cited	110
Activity 20	Lead Change One Word at a Time	111
	Actions	115
	Get to Know the Multigenerational Workforce	115
	Mind Your Words	115
	Action Accelerators	116
Activity 21	Practice Common Courtesy	117
	Actions	119
	Make Professionalism a Habit	119
	Think Before You Speak	119

	Express Gratitude	120
	Meet and Greet with Authenticity	120
	Self-Reflect	120
	Action Accelerators	120
Activity 22	Amplify Voices That Aren't Being Heard	123
	Actions	126
	Build Inclusive Meetings	126
	Empower Others to Amplify Their Own Voices	126
	Explore Reasons That People Remain Silent	127
	Seek Accomplices	127
	Action Accelerators	127
	Sources Cited	128
Activity 23	Engage Remote Colleagues with Intention	129
	Actions	132
	Develop Trust and Connection	132
	Be Aware of Your Online Etiquette	133
	Action Accelerators	133
Activity 24	Adopt Gender-Neutral Terminology	135
	Actions	137
	Increase Awareness of Masculine Terms	137
	Help Others Not to Forget	138
	Action Accelerators	139
	Sources Cited	139
Activity 25	Foster an Environment of Trust	141
	Actions	143
	Self-Assess	143
	Nurture Relationships	144
	Model Consistency	144
	Action Accelerators	144
Activity 26	If You See Something, Say Something	145
	Actions	149
	Translate Good Intent and Words into Meaningful Action	149
	Learn to Recognize Acts of Exclusion	149
	Action Accelerators	149
	Sources Cited	150
Activity 27	Avoid Common Terms That Divide Us	153
	Actions	156
	Develop an Anti-racist and Anti-sexist Vocabulary	156
	Resist the Temptation to Resist	156
	Anticipate Feelings of Awkwardness	156
	Action Accelerators	157
	Sources Cited	157

Activity 28	Reframe Difficult Conversations on Polarizing Topics	159
	Actions	163
	Become Skilled at Having Courageous Conversations	163
	Leverage Your Self-Awareness Developed in Activity 1 and Activity 2	163
	Say the Unsaid	163
	Create Space to Listen to One Another	164
	Action Accelerators	164
Activity 29	Embrace Gender Identities	165
	Actions	168
	Demonstrate Acceptance and Support	168
	Recognize Impact Over Intent	168
	Celebrate International Pronouns Day	169
	Be a Continuous Learner	169
	Action Accelerators	169
	Sources Cited	170
Activity 30	Make the Workplace Safe for Everyone to Be Themselves	171
	Actions	174
	Get to Know What You Don't Know	174
	Create Safe Havens to Connect	174
	Action Accelerators	175
Activity 31	Don't Believe Your Lying Eyes—Test Assumptions	177
	Actions	180
	Be Aware of Occupational Stereotypes	180
	Break Automatic Associations	180
	Don't Credential Check	180
	Action Accelerators	181
	Sources Cited	181
Activity 32	Leverage Your Privilege	183
	Actions	185
	Know Your Privilege	185
	Leverage Privilege Regularly	185
	Raise Awareness Through the "Privilege Walk"	186
	Action Accelerators	186
Activity 33	Support the Firsts, Fews, and Onlys	189
	Actions	191
	Be the Welcome Wagon	191
	Course Correct Where You Can	192
	Realize the Value of Being Inclusive	192
	Action Accelerators	193

Activity 34	Cultivate Acceptance	195
	Actions	198
	Go Beyond Allyship—Be a Friend	198
	Respect Identity	199
	Learn the Facts	199
	Observe Transgender Remembrance Day	199
	Action Accelerators	199
	Sources Cited	200
Activity 35	Be the Calm in the Storm	203
	Actions	206
	Acknowledge What’s Happening	206
	Remember to Check in Periodically	207
	Learn the <i>Why</i> Behind Triggers	207
	Action Accelerators	207
Activity 36	Acquire an Education on Race and Racism	209
	Actions	215
	Understand What CRT Is and What It Isn’t	215
	Observe How Race and Racism Are Reflected In Your Workplace	215
	Hold Yourself Accountable	216
	Action Accelerators	216
	Sources Cited	216
Activity 37	Go Beyond Performative Gestures	221
	Actions	225
	Be Real with Yourself	225
	Learn to Recognize Personal Biases and Racist Tendencies	225
	Move from a Place of Comfort to Growth	226
	Action Accelerators	227
	Sources Cited	227
Activity 38	Reconsider the Golden Rule	229
	Actions	231
	Create a Baseline	231
	Honor the Signals	231
	Re-evaluate an Encounter Gone Wrong	232
	Action Accelerators	232
	Sources Cited	232
Activity 39	Eliminate Double Standards	233
	Actions	237
	Hold the Privileged to the Same Standard That We Hold the Marginalized	237
	Become Part of the Solution	238

	Always Choose to Do the Right Thing	238
	Action Accelerators	238
Activity 40	Remove the (Color) Blinders	239
	Actions	243
	Peel Back the Blinders to Color	243
	Understand Racism Through the Lens of the Oppressed	243
	Seek Opportunities to Learn More	244
	Action Accelerators	244
	Sources Cited	244
Activity 41	Create a Community of Allies	247
	Actions	249
	Develop a Recruitment Plan	249
	Look for Gaps in Expertise	249
	Ensure Allyship Community Is Diverse	249
	Action Accelerators	249
Activity 42	Pick a Ship and Get on It	251
	Actions	257
	Don't Limit Yourself to One Ship	257
	Do Your Homework	257
	Understand Personal Preferences	257
	Action Accelerators	257
	Sources Cited	258
Activity 43	Say Their Name	259
	Actions	263
	Create a Cheat Sheet	264
	Double-Check Before Sending	264
	Prioritize the Preferred Name	264
	Action Accelerators	265
	Sources Cited	265
Activity 44	Master Small Talk Across Cultures	267
	Actions	269
	Get Curious	269
	Be Agile in Your Approach	270
	Create Space to Connect on a Personal Level	270
	Action Accelerators	270
	Sources Cited	271
Activity 45	Enable Uncovering	273
	Actions	276
	Develop Trust	276
	Check Yourself	277
	Let Vulnerability Show	277

	Action Accelerators	277
	Sources Cited	278
Activity 46	Diminish the Effects of Microaggressions	281
	Actions	284
	Facilitate Circles of Trust	284
	Understand the Real Consequences of Microaggressions	285
	Develop a Habit of Checking In	285
	Practice Microaffirmations	285
	Action Accelerators	286
	Sources Cited	286
Activity 47	Affect Work-Life Balance for All	287
	Actions	291
	Establish New Personal Norms	291
	Make a Collective Effort	292
	Look for Warning Signs	292
	Action Accelerators	292
	Sources Cited	293
Activity 48	Value People <i>Because</i> of Difference—Not in Spite of	295
	Actions	298
	Get to Know Co-workers and the Skills They Bring	298
	Be Mindful of Habits That Exclude	299
	Seek Similarities	300
	Action Accelerators	301
	Sources Cited	301
Activity 49	Evolve from “Not Racist” to Antiracist	303
	Actions	306
	Reflect and Decide	306
	Examine Your Beliefs About Race	307
	Action Accelerators	308
	Sources Cited	309
Activity 50	Create the Future by Learning from the Past	311
	Actions	315
	Launch a Truth Investigation	315
	Revisit Your <i>Why</i>	315
	Commit to the Process	316
	Action Accelerators	316
	Sources Cited	317
Activity 51	Be Willing to Learn from and Be Influenced by Others Who Are Different from You	319
	Actions	322
	Examine Equity and Inclusion from Multiple Perspectives	322

Understand Your Power as an Influencer	323
Evaluate Your Influencers	323
Action Accelerators	323
Sources Cited	324
Activity 52 Honor Your Commitment to Inclusion	325
Actions	327
Lead the Way	327
Endeavor to Improve Every Day	327
Plan to Succeed Together	328
Begin Again	328
Action Accelerators	328
Index	331



Foreword

The explosive growth in interest of the diversity, equity, and inclusion field over the years is unsurprising to many, particularly as we all have watched a number of events across the globe that highlight the continued oppression of marginalized groups. From the waves of anti-Black and anti-Asian violence to the promulgation of laws authored with the intent of excluding the LGBTQ+ community, examples of inequitable and exclusionary practices are many. It is this collective societal reckoning with diversity and our complicated history with various identities that has driven this wave of investment in new DEI programs and business functions.

Yet even with an abundance of new DEI certification programs and the like, we as practitioners still find ourselves faced with a familiar set of questions from those who are looking to apply these principles to their daily lives: What do I do? How do I make a difference? How do I demonstrate my commitment to DEI and to people who are different from me?

It's a persistent set of questions that practitioners like me in the corporate space face regularly. While these questions generally come from a place of genuine curiosity, I also acknowledge that they are often driven by fear. Many people do not want to mistreat those around them and certainly fear the perception of being any type of "ist" in a world where what has been labeled as "cancel culture" (also known as accountability) has found prominence. Still, these questions persist not because the tools we provide are impractical or even extremely difficult to apply.

Rather, it's usually because there is additional foundational, introspective work that the learner must do, and worse yet, there is little to no instant gratification. Transformational change at both the individual and corporate levels takes time and consistent investment. The flawed view that one can just call themselves an ally because they have that one gay friend or they stopped a woman from being interrupted in a meeting that one time is just not going to cut it. Learners and organizations alike must actually unlearn behaviors and practice new and inclusive behaviors to the point where they become habitual and normal.

Learning in the DEI space is plagued with cursory modules that focus only on anti-harassment and compliance, especially as it relates to the workplace. Don't misunderstand me here; the content of those modules is important and should be used to continue to address some of the ills of toxic and noninclusive corporate cultures. But that alone does not speak to the everyday needs of a learner or give them the opportunity to think about the ways that identity impacts how they navigate the world. More important, most corporate diversity training does not provide learners with the opportunity for ongoing practical application.

It is in this gap where the author finds her audience. Yvette Steele grounds her work in both authenticity and practicality for the reader. Her authenticity—and of course her ability to sell me an idea—is what sparked our connection years ago. She has been a great collaborator and partner as I have taken on more expansive roles building both the DEI and environmental, social, and governance business functions in global Silicon Valley tech organizations. I have been an excited supporter and observer—and hopefully somewhat helpful—as she has really turned her focus to diversity, equity, and inclusion work. Leveraging her own personal journey, multiplicity of identities, and investment in learning inclusive and equitable practices, she takes the reader on a journey that begins with self-awareness and leads them to behavioral changes.

As you move through the activities herein, you are not so subtly encouraged to pause, reflect, and even role-play—to really think about what you would do in any of these scenarios. And that is coupled with small yet impactful actions that individuals can take in the course of their daily lives to effect change. She encourages you to take this in small bites, focusing on a couple of activities at a time and doing the necessary reflective work to truly understand what you read and what it looks like in practice. If you are a seasoned practitioner in this space, this book is rightfully not written for you. This is for those who have found themselves looking for ways to get started on a personal journey of re-learning.

It is important to note for any work focused on DEI practices that things change over time. As people become more comfortable identifying themselves in various ways both in and out of the workplace, and societal norms change, so too will these scenarios and activities. That makes this a great, living piece that can be revisited and offers readers the chance to also examine the field's growth over time alongside your personal development. Stay the course, dear reader. The journey is a long and difficult one, and you are given a great guide to help you along the way.

Ulysses J. Smith
Global DEI strategist and executive

