

Dana-Farber's Inclusive Behaviors

Our mission and our values are woven into everything we do. We are committed to building and sustaining a community where human differences are valued and celebrated, and where everyone feels welcome. When we practice these inclusive behaviors as individuals, teams, and an institute, we contribute to better results – for our patients, our people, and our community.

Inclusion is embedded in our values:

Impact

Excellence

Compassion and Respect

Discovery



Cambridge artist William Schaefer used DFCI ID Badge photos to create the cover image to reflect our faculty and staff's commitment to our mission.

How To Use This Guide

DFCI staff, faculty, and leadership developed this guide to define what it means to be inclusive at Dana-Farber and how to use these behaviors. This guide creates a common language and expectations for all of us to practice. As we integrate these behaviors into how we work, let's keep in mind the following:

Show kindness and gratitude.

Assume good intent and show compassion for others by listening to their perspective. Be mindful in your interactions and acknowledge individuals and situations that demonstrate these behaviors.

Create a safe place to learn.

Step out of your comfort zone and empower others to do the same in practicing these behaviors. Learning and growth happen when we acknowledge both accomplishments and mistakes.

Step out of the norm.

Have the conversations that matter at the right time. Show courage and respect in providing constructive observations and feedback to others that builds up, rather than tears down.

Be all in together.

We are building one community together. Just as we all contribute to our mission, we each play a part in creating an environment of belonging.

Highly inclusive people demonstrate these behaviors in their thoughts and actions.

Consciousness

Awareness of one's own strengths, blind spots, and impact on others improves results



Curiosity

Different ideas and experiences enable growth



Courage

Talking about imperfections involves personal risk-taking



Cultural Intelligence

Not everyone sees the world through the same cultural frame



Commitment

Demonstrating and staying the course takes consistent practice



Collaboration

A diverse-thinking team is greater than the sum of its parts





Commitment

Highly inclusive people are committed to diversity and inclusion because the objectives align with their personal values and enable us all to do our work better.

When to use:

- In meetings, project kick-offs, interviews, and daily conversations
- When reflecting on where you and your team spend time and adjusting priorities, as needed
- In performance conversations or when it's time to reinvigorate individual or team goals
- When you celebrate success, a learning, or recognize progress
- When identifying potential inclusion challenges on a team or in a situation

“We created time in our monthly team meeting to talk about diversity & inclusion.”

How to use:

- Reinforce the message that diversity & inclusion is an organizational priority and take personal responsibility for affecting outcomes
- Clearly and consistently articulate the value of diversity & inclusion by discussing the topic and investing the time in people and situations
- Be vulnerable in sharing your diversity & inclusion story and your own experiences, including lessons learned
- Appreciate the diversity of individuals and ideas across the Dana-Farber community – faculty, staff, clinical, research, partners, suppliers, patients, and families
- Support progress when you see it and learn about how others are practicing these behaviors
- Recognize colleagues who are trying – be mindful that all people do not value the same type of recognition (public vs. private)
- Treat everyone (colleagues and patients) with fairness and respect, understanding and valuing individual uniqueness



Courage

Highly inclusive people are humble, vulnerable and brave about admitting their strengths and weaknesses, and challenging the status quo.

When to use:

- When you self-reflect on your own biases and areas for improvement
- When you ask for feedback on your own goals and progress or are giving feedback to someone else
- When you perceive that potential bias may be happening or when you identify a possible inclusion-related issue
- When you revert to having the “safe conversation” because it is easier

How to use:

- Be willing to have difficult conversations with colleagues
- Encourage others to speak up and voice their opinion
- Visibly support and celebrate those who demonstrate courage
- Acknowledge and be self-aware of personal limitations and weaknesses, recognizing mistakes
- Ask for and be open to feedback on how to become more inclusive from various points of view
- Address improvement opportunities and issues in a straightforward, open, and transparent manner
- Hold others accountable for possible non-inclusive behaviors – remember to pick your moments thoughtfully so that individuals are receptive, not defensive (preferably in a one-on-one setting)
- Acknowledge personal growth areas and do not act above others

“I’m working on having the hard conversations in the moment—resisting the sidebar conversations.”



Consciousness

Highly inclusive people recognize their daily actions influence our culture, remain mindful of personal and organizational blind spots, and self-regulate to help facilitate fair play.

When to use:

- When you want to discuss a topic with your colleagues but are unsure of how to
- When you engage in day-to-day conversations or meetings (about inclusion or not)
- When making an assumption or decision regarding another person
- When you realize your teams are not diverse
- When interacting with individuals different from yourself

“When talking to a patient or family member, I’ve started to pause to remind myself of the situation they’re in before responding.”

How to use:

- Suspend self-interest and listen to understand, not just respond
- Reflect on how another person or group felt after a discussion or decision
- Look beyond your ‘in-group’ or ‘trusted advisors’ for help and feedback
- Acknowledge your own strengths and development areas – create moments to reflect on a situation from a different lens
- Consider a scenario from another’s perspective before passing judgement. Why might they have acted like they did? Is my bias influencing how I interpreted the situation?
- Stretch yourself and others to ask the “why” for a decision or assumption and look for merit and facts
- Participate in unconscious bias training and reflect regularly on your own personal bias
- Practice transparent, consistent and informed decision-making processes and share the why behind decisions



Curiosity

Highly inclusive people have an open mind and passion for discovery that expands beyond science to people, communities and ideas.

When to use:

- When someone expresses a perspective or opinion different from your own
- When you feel uncomfortable with something you do not know
- When you don't understand someone's behavior or perspective
- When suggesting an issue or perspective or making a decision
- When meeting someone new or having a daily conversation (e.g. interviewing)

"When someone expresses an opposing point of view, I am working on understanding their thinking before challenging the idea."

How to use:

- Express genuine interest in someone – learn their name, what they care about, and their own perspective on a topic
- Withhold fast judgement when engaging with others and ask why something is important to them
- Listen attentively when another person is voicing a point of view, paying attention to their and your own body language
- Demonstrate understanding by paraphrasing their main points and asking if you understood them correctly
- Engage in respectful and curious questioning to better understand others' viewpoints – challenge the idea, not the person or group
- Actively seek the perspectives of diverse individuals and opposing points of view in idea generation, brainstorming and decision making
- Encourage diversity of ideas and thinking, explore opposing points of view and opportunities to connect with a range of people



Cultural Intelligence

Highly inclusive people are socially aware, intentional, and effective in cross-cultural interactions.

When to use:

- When connecting to people (colleague, mentee, patient, families, etc.) – especially international patients or partners
- When you kick-off a new team or meeting, or are introduced to someone for the first time
- When collaborating with individuals from diverse backgrounds
- When you want to encourage others to be more inclusive

“When I have a patient from a culture I don’t know much about, I am working on doing additional research to better understand them.”

How to use:

- Acknowledge and welcome new individuals into a group, team, or meeting with something as simple as saying hello
- Take an active interest to learn about other cultures and seek information on cultures different from your own – for example, participate in ERG events
- Seek out opportunities to experience culturally diverse environments like having coffee/lunch with someone different from yourself or volunteering in an area of the community that is unfamiliar to you
- Be proactive about building relationships with people who are different from you (from different backgrounds, cultures, etc.)
- Avoid assumptions based on appearance, age, accent or other visible factors
- Use appropriate verbal and nonverbal behavior in encounters with colleagues or patients from another culture
- Proactively adapt your work style to the needs of colleagues and patients



Collaboration

Highly inclusive people empower individuals, as well as create and leverage the thinking of diverse groups.

When to use:

- When taking on a new project, role, or problem
- When you identify a potential inclusion-related issue on your team
- When you have accomplished a team milestone or deadline
- When you are contributing to a team (especially cross-functionally or have not worked with them before)

“As part of our team debrief, we capture lessons learned on how we can get better at working together.”

How to use:

- Create a safe environment where people feel comfortable to speak up – amplify voices or perspectives that are not often heard by reinforcing their points and giving them credit
- Identify ways to better work together by breaking down physical or social barriers
- Provide opportunities to colleagues with whom you have not worked, rather than going to the same “go-to” people
- Support colleagues in navigating and addressing difficult situations – empower decision making on issues that impact peoples work
- Build teams rich in diversity in background, thought, and experience
- Anticipate and take appropriate action to address team conflict when it occurs
- Model behaviors that will drive collaboration (e.g., respecting one another, working interdependently, listening)
- Acknowledge other’s contributions (even if it’s as simple as saying “thank you”)

12 Everyday Acts of Inclusion



Commitment

1. Be Seen, Be Heard

Attend diversity & inclusion events/workshops, especially those outside your comfort zone. Share what you learned and why inclusion is important to you. Include diversity & inclusion as a key message whenever possible.

2. Hold Yourself Accountable

Make a public commitment: dedicate time and energy to set individual diversity and inclusion goals and communicate them to your peers and teams.



Courage

3. Speak Up

If you see or hear behavior that is exclusionary or has the potential for bias, be brave to speak up in a thoughtful manner when it happens. Remember the mantra: 'the standard I walk past is the standard I accept.'

4. Design for Inclusion

Apply a diversity & inclusion lens to everything you do (e.g., presentations, interviews, meetings, decisions). Think about who is talking, the images presented, the language used, and the metrics applied. Be prepared to ask: does this promote an inclusive environment?



Consciousness

5. Check Yourself

Know your potential biases – self regulate your behavior and schedule meetings or moments for when you can devote time and are most energized. Consciousness takes concentration.

6. Check Assumptions

Suspend judgment and hold constructive conversations. Avoid the temptation to ‘wing it’, especially in interviews. Know why you have the point of view that you do and why you are proposing the decision or recommendation that you are.



Curiosity

7. Seek To Understand

Discover other’s perspective. Keep an open mind, listen actively, suspend judgment, and invite and respect all perspectives.

8. Rewind... Playback

Re-affirm that you understand by using paraphrasing: “is this what you’re saying...?”



Cultural Intelligence

9. Immerse Yourself

Intentionally and deeply explore and experience other cultures. Notice and appreciate differences in norms and habits.

10. Increase Understanding

Talk to people, listen to their stories and broaden your horizons and knowledge. Adapt to suit the culture you're in. Support building cultural intelligence on your team by encouraging colleagues to share each other's experiences.



Collaboration

11. Create the Space

Give everyone a voice by hearing what each person has to say – then speak last and synthesize what has been said by others to confirm mutual understanding. Are you still talking after 40 seconds? Conversations are two way – being long winded can cut off other perspectives.

12. Break Barriers, Build Bridges

Actively include others. Remove barriers – physical (furniture, where teams sit, walls), psychosocial or otherwise (dissonance between colleagues, language barriers). Build an 'us' mentality by articulating a common goal.

Putting Diversity & Inclusion into Action

Why does diversity and inclusion matter to me?

Why is diversity and inclusion important to Dana-Farber?

What are three actions I can take to be more inclusive?

1.

2.

3.



Dana-Farber's Commitment to Diversity & Inclusion

At Dana-Farber we are committed to an inclusive community where human differences are valued and celebrated, and where all are welcome.

We work every day to create an innovative, caring, and inclusive environment where each patient, family, and staff member feels valued and respected. Only through this focus on inclusion of thought and human experience can we foster discovery and care for those we serve.

We understand Diversity & Inclusion to mean the following:



Diversity

Valuing the seen and unseen characteristics, experiences, and ideas that make us all unique.



Inclusion

Embracing the differences that make us all contributors and creating an environment where all have a voice.

Our Truths

Fairness & Respect
Value & Belonging
Confidence to Speak Up & Inspire

For more information, visit DFCOnline.org/diversity