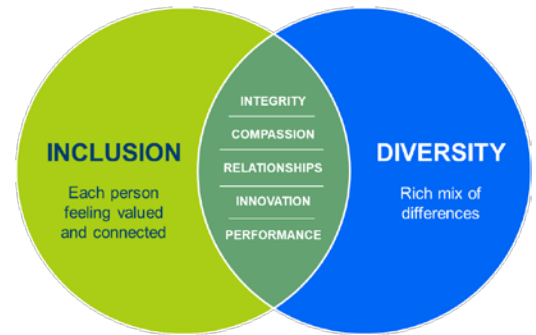# Welcome to the
BLIND SPOTS TEAM DISCUSSION GUIDE

INTRODUCTION

Inclusion is about each person feeling valued and connected. Diversity is about a rich mix of differences encompassing everything that makes you uniquely you. The extraordinary happens at their intersection when we value, include and learn from diverse people and perspectives. When we do that, we generate stronger commitment, more creative solutions and better results.

INCLUSION — Each person feeling valued and connected
INTEGRITY · COMPASSION · RELATIONSHIPS · INNOVATION · PERFORMANCE
DIVERSITY — Rich mix of differences

The extraordinary happens at their intersection

Inclusive leadership enables us to tap into UnitedHealth Group's diverse people and perspectives to solve some of our most complex challenges. One of the behaviors of Inclusive Leadership is to "Be Aware of Your Blind Spots and Your Impact". This team exercise is designed to allow you (the leader) to learn together with your team, building knowledge of unconscious bias and committing to reduce bias and create a more inclusive culture.

INSTRUCTIONS

• This document provides you with everything you need to lead a discussion on Blind Spots.

• You do not need to be a subject matter expert in this topic, nor do you need to be a seasoned facilitator. This is a discussion. Your role is to lead the conversation and ask questions.

• Everything you need is attached within this document and indicated with this icon. If not already open, make sure the Attachment panel is displayed on the left.

• Think about your participation in four areas:

PREPARING *(pre-work)*

DISCUSSING *(session)*

REFLECTING *(post-work)*

REINFORCING *(optional follow-up touchpoints)*

Click a button to go to the page

PREPARING

SET UP LOGISTICS
- Prepare for the meeting location
  - Secure room, if in person
  - Set up virtual meeting room (WebEx, Zoom, etc.) if meeting virtually
- Send meeting invitation or add to the agenda of an existing team meeting (prework can be copied and pasted into it or sent separately, below)
- NOTE: to create a more inclusive meeting environment strive to have everyone join the meeting by the same modality (virtual or in-person). See page 3 for more tips.

SEND PREWORK
- Open the *Action - Pre-Work for Blind Spots Discussion* message (found in the Attachments panel to the left). This will open an Outlook meeting invitations with a draft message.
- Customize the email (paying special attention to the text in red).
- Send it to the team.

SESSION PARTICULARS

Group size:
- 3-10 people.
- If more than 10, break into smaller discussion groups for portions of the conversation.

Timing:
- Minimum of 25 minutes.
- May take longer depending on number of participants and depth of discussion.

DISCUSSING

REVIEW LEADER SLIDES
- Open the *DiscussingVideo-BlindSpots* PowerPoint deck (found in the Attachments panel to the left).
- Save the PowerPoint to your own computer for easy access during the session.
- The notes in the PowerPoint deck will guide you through and provide you with what you need to guide the conversation.
- Make special note of the suggested timing in the hidden slide at the beginning and think through how you will manage the time or adjust, if necessary.

MAKE IT PERSONAL
- Storytelling is a powerful tool that encourages empathy and relationship building and makes learning memorable for all. Consider preparing a short (2-3 minute) story or two that could be told about how unconscious bias has affected you.
- See the *Discussion Leader Preparation* hidden slide at the beginning of the deck for websites with story ideas, if helpful.
- If you'd like to learn more about elements of storytelling, check out this resource.

CREATE A SAFE INCLUSIVE MEETING SPACE
It's important to create a meeting space that feels safe for everyone to contribute, especially on topics such as unconscious bias. Use these tips to help create such a space:
- Strive towards having **everyone enter the meeting in the same modality**. It's easier to be inclusive if everyone is virtual or everyone is in the room. Mixed virtual/in-person meetings are more challenging.
- When discussing "Reminders" on the *Our Time Today* slide, be sure to **ask "are there any other guidelines we want to identify as a group to encourage a more productive and open conversation?"**
- Occasionally **open up a space and invite those who haven't been speaking up to contribute**. Example: "I'd love to hear more…is there anyone who hasn't spoken up that has a thought to share?" or "Does anyone have an alternative view to share?"
- **Watch for people interrupting others**. Be sure to give the person interrupted a chance to voice their thoughts. "I'd like to hear more of what [X] has to say…" or "[X] I would like to hear what you were going to say, can you finish your thought?"
- For more tips see this article on How to Run Inclusive Meetings

REFLECTING & REINFORCING

SEND FOLLOW-UP EMAIL AFTER SESSION
- Open the *Follow-Up from Blind Spots Discussion* message (found in the Attachments panel to the left). This will open an Outlook meeting invitations with a draft message.
- Customize the email (paying special attention to the text in red).
- Send it to the team.

ANY ADDITIONAL FOLLOW-THROUGH NEEDED?
- Were there any actions or promises made (by you or others) during the discussion that require follow-through? Be sure to get answers, share information, or reach out to others to ensure that follow-through happens. It's an essential step in building trust and creating an inclusive environment.

REINFORCE (1 MONTH LATER)
You know how busy things get and how easily things can fall lower on our priority list, even with the best of intentions. For maximum benefit, continue to review, reflect and reinforce what was introduced during this discussion in team meetings, conversations, and even formal communication. A sample email is included here as one way to reinforce the learning and keep it top of mind.
- Open the *Reinforcing our Blind Spots Discussion* message (found in the Attachments panel to the left). This will open an Outlook meeting invitations with a draft message.
- Customize the email (paying special attention to the text in red).
- Send it to the team.