

Improving Social Health Through Viewpoint Diversity

July 2022



Total health.cat.com

Caterpillar: Confidential Green

Agenda

- Basics of diversity
- Viewpoint diversity
- 5 ways to help cultivate Viewpoint Diversity



The Fundamentals of Resilience



Healthy Behaviors

...like time management, work-life balance, hobbies, volunteering and taking on new challenges.



Healthy Body

Healthy diet, physical activity, good sleep habits, limiting substance use and regular wellness check-ups.



Stay Connected

Right-size social interactions: at least 1-2 people who offer regular support. Avoid isolation and withdrawal during stressful times.



Practice Mindfulness

Understand your motivation and purpose for work. Slow your body down by practicing relaxation and mindfulness.



Mindset

AKA: Positive Outlook

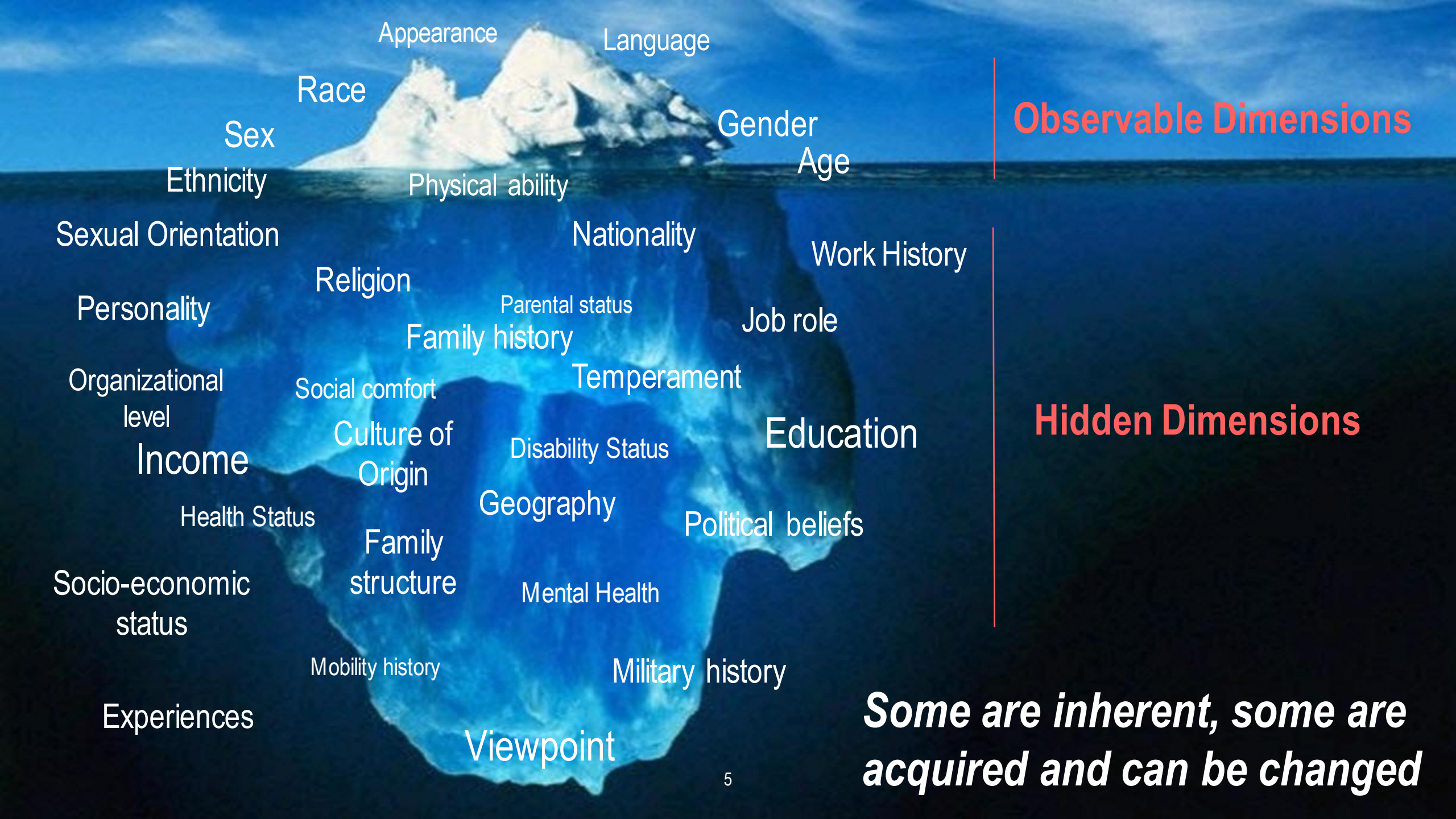
Healthy, rationale interpretations of the world around us. Avoid rigid, inflexible thinking. Embracing growth and change

For the purposes of our discussion...

Diversity

di·ver·si·ty | \ də- 'vər-sə-tē

1. : the condition of having or being composed of differing elements
2. : the sum total of all the things that make us unique



Observable Dimensions

Appearance
Language
Race
Sex
Gender
Age
Ethnicity
Physical ability

Hidden Dimensions

Sexual Orientation
Nationality
Work History
Personality
Religion
Job role
Parental status
Family history
Organizational level
Social comfort
Temperament
Income
Culture of Origin
Disability Status
Education
Health Status
Family structure
Geography
Political beliefs
Socio-economic status
Mental Health
Mobility history
Military history
Experiences
Viewpoint

Some are inherent, some are acquired and can be changed

We use our recognition of diversity to help us understand people



- Thoughts
- Feelings
- Beliefs
- Actions

But proceed with caution

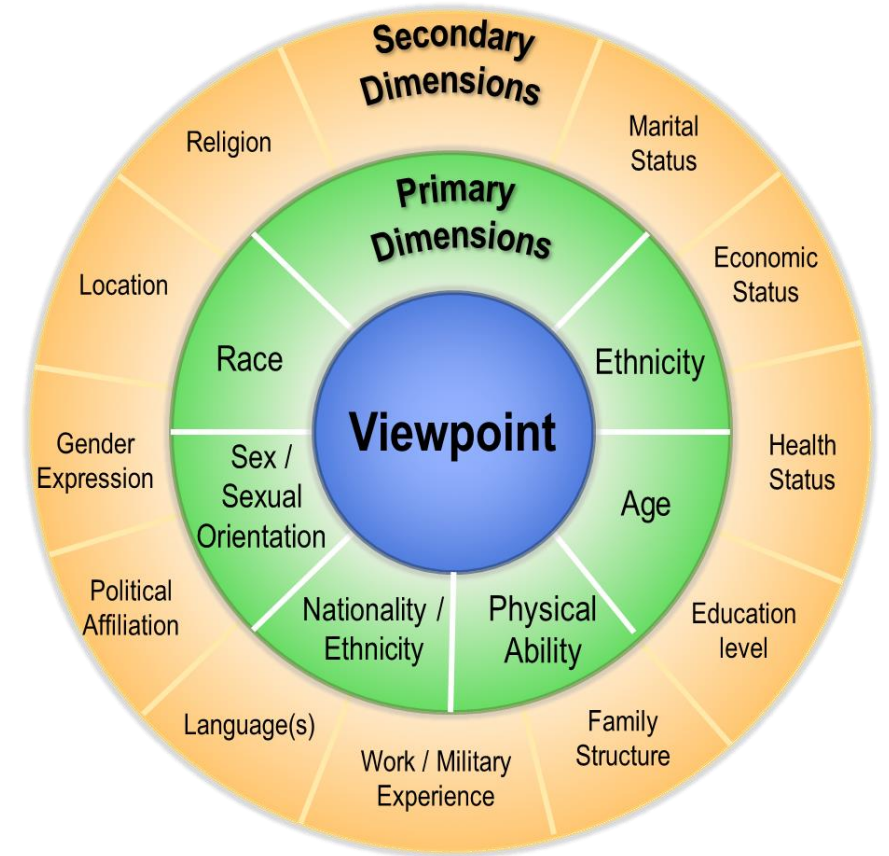


- We never know all the dimensions
- There is no direct correlation
- Variations in **A Single** dimension can completely change one's viewpoint.

Viewpoint Diversity

vyoō point di·ver·si·ty | \ də- 'vər-sə-tē

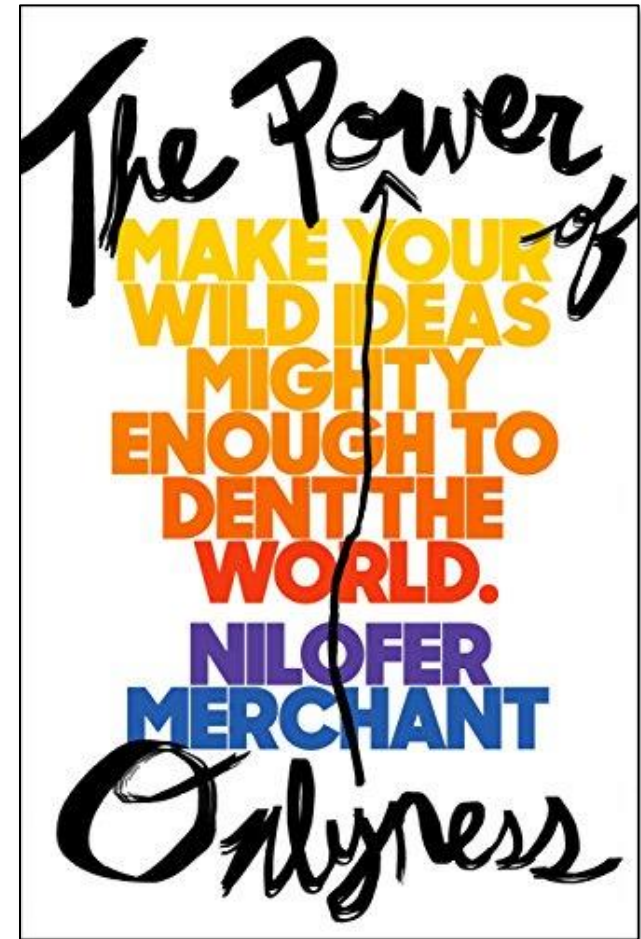
1. : how the dimensions of diversity influence how we perceive the world.
2. : the lenses through which we see, interpret and experience the world.

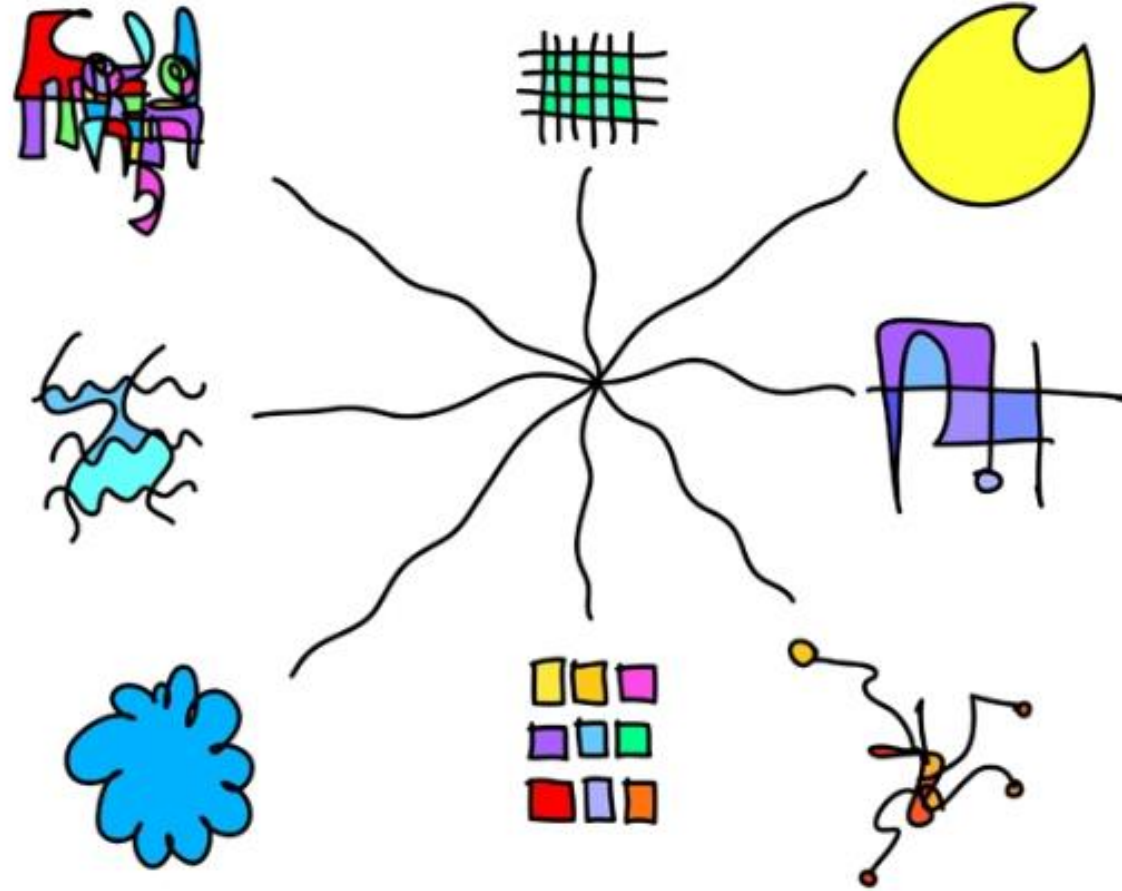


Onlyness

(noun) Source of Ideas. New ideas come from centering that distinct spot in the world where only one stands.

- Nilofer Merchant

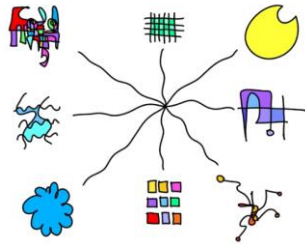




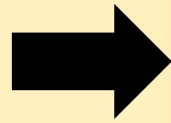
A NETWORK OF
UNIQUES.

Source: [Hugh McLeod](#)

@gapingvoid



Infinite dimensions
of diversity



Infinite
viewpoints



**Infinite opportunities
for conflict**

Conflicting viewpoints

We are in a period of heightened social, political and interpersonal conflict. **Why NOW?**

There are a lot of overt reasons:

- Politics
- Religion
- Social issues
- Pandemic policies

And some less obvious:

- Polarized, decentralized news.
- Social media: less reliable information, anonymity and confirmation bias.
- Tribalism. A loss of shared identity and sense of Team.
- Grievance and protest culture.
- **Low motivation and skills needed to resolve disagreements and conflicts-of-viewpoint.**

Let's level set:

1. All views are not created equal.
2. We can not say anything we want without consequence.
3. Actions > views

Goal: *live and work with others who hold dramatically different views.*

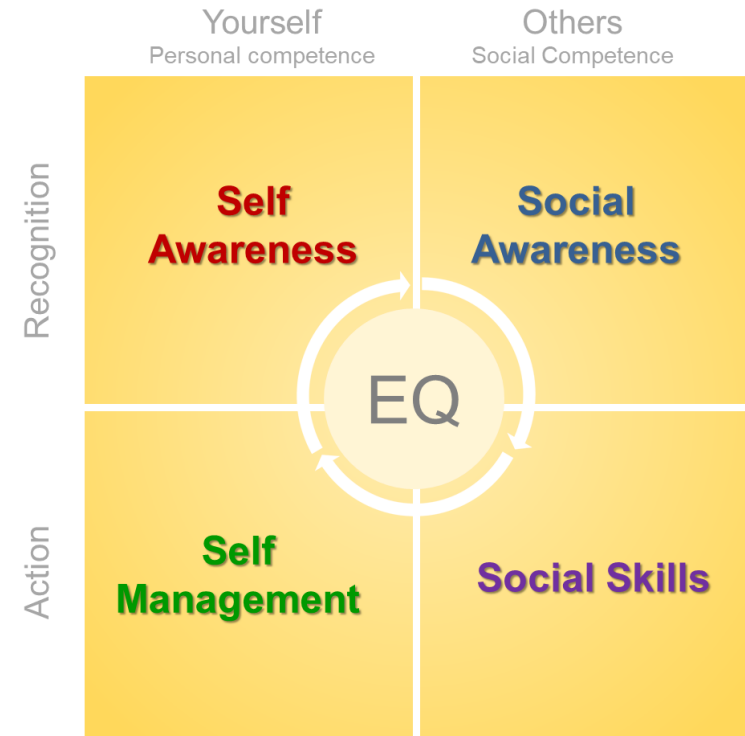
5 ways to help cultivate Viewpoint Diversity



1. Cultivate your EQ: Practice empathy and seek to understand

Develop your Emotional Intelligence (EQ)

1. **Increase awareness** of who/what triggers your emotions.
2. **Be Mindful:** Slow down. Put space between what happens and how you choose to respond.
3. **Manage difficult conversation:** Listen. Show empathy and understanding before debating.
4. Take responsibility for **sustaining the relationship first**. The disagreement can be addressed later.
5. **Facts don't change entrenched beliefs. Connect and find commonality** in order to have a useful discussion.



What I'm increasingly noticing in the internet age is that we have no basis to assume that something people had seen and felt together is actually a shared experience. You have to check in.

- Brett Weinstein, Ph.D., Evolutionary Biologist, host of *The Darkhorse Podcase*



2. Let your emotions work for you, not against you.

Automatic Thinking

Controlled Thinking



Fast



Unconscious



Automatic



Emotional



Slow



Conscious



Effortful



Logical



The role of emotions in disagreements

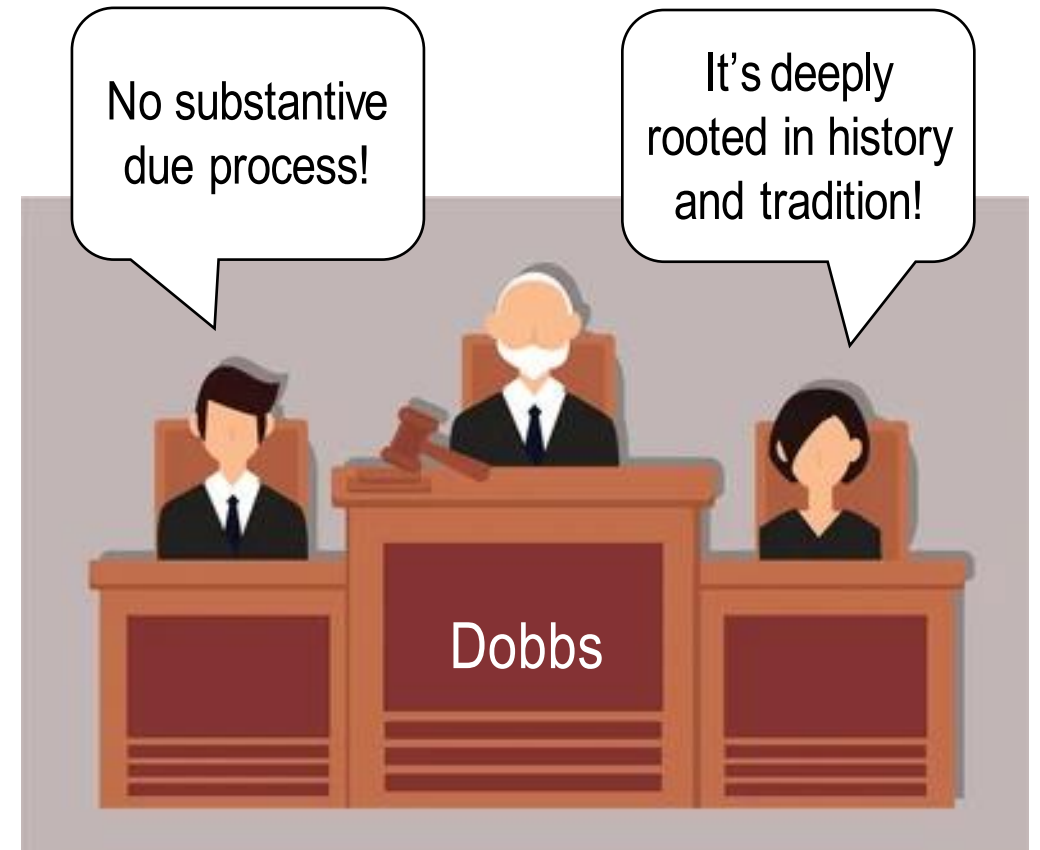
- We try to convince others through *arguments and logic*.
- The elephant is in control. Even if you are right, if you don't address the emotions, you won't change minds. **We will become more entrenched when feel unheard.**
- The result: We can look at the same set of facts and reach vastly different conclusions.



Recognize your emotional reaction.



Show empathy by acknowledging others' emotions.





*“I don’t have to agree
with you. I just have to
understand you”*

- Imam Adbulla Antepi , Duke University

3. Cultivate Intellectual Humility



Name a belief that you hold that is incorrect or wrong?



How does it feel to be wrong?



“Isn’t my view of the world perfect. It would be great if everyone saw it the same way.”

“The miracle of your mind isn’t that you can see the world as it is. It’s that you can see the world as it isn’t...We think something is going to happen, and something else happens instead.”

- Kathryn Schulz

4. Change your mindset



Mindset [mīn(d)-, set]

A set of attitudes, assumptions, inclinations or beliefs (**thoughts**) that influence behavior and govern how we feel about ourselves and our world.

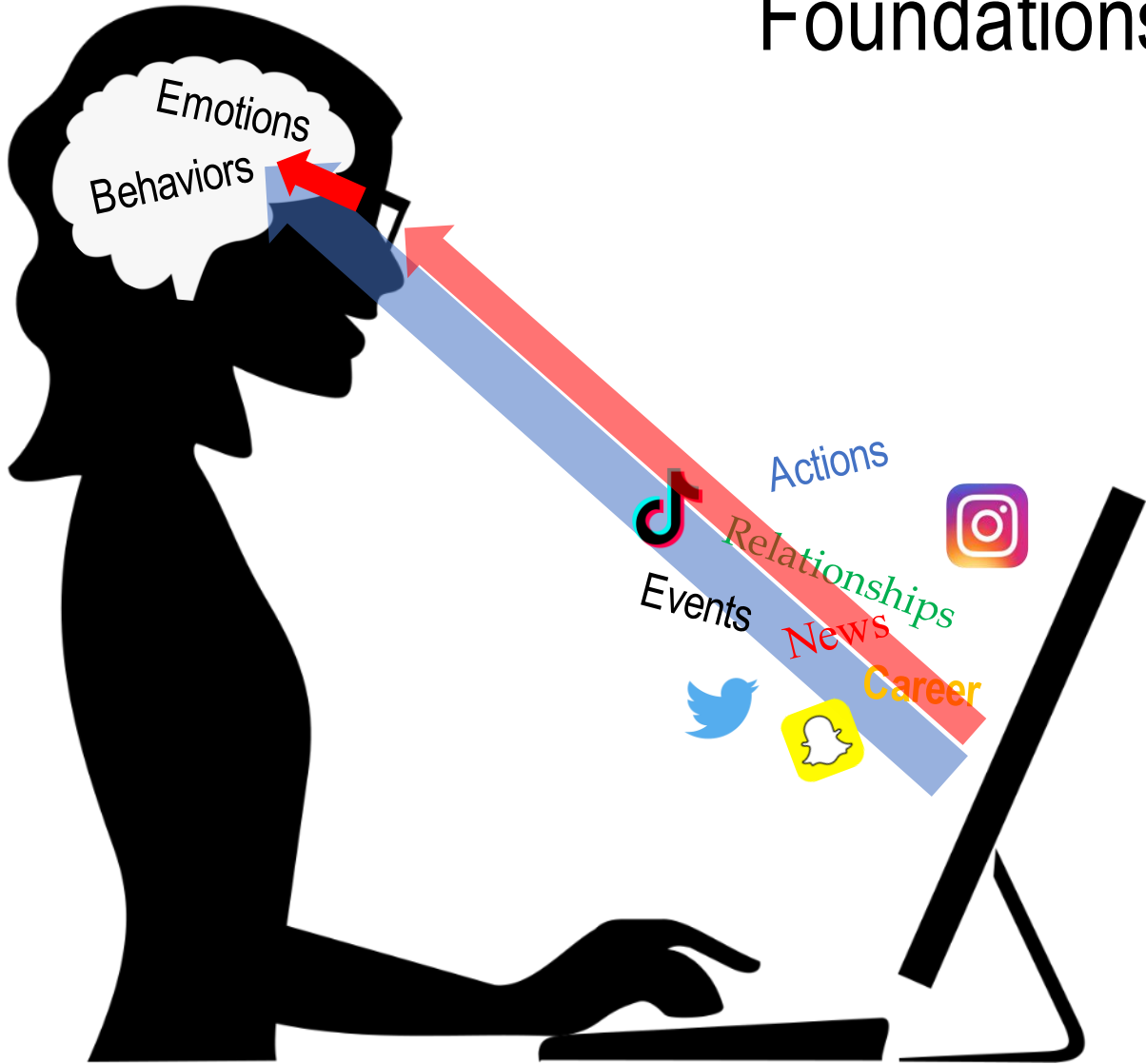
Our mindset governs, 1) emotional well-being, 2) how we related with others and 3) how we approach our work.

Mindset and D&I

- Our mindset includes the messages we tell ourselves about those who look, act or think differently than we do.
- As a result, our mindset can drive division, or it can help bridge divides.



Foundations of Mindset

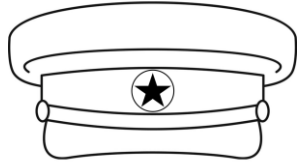


Mindsets that impede viewpoint diversity

- Over focus on things we can't control.
- Speculation and making assumptions.
- Black-and-white thinking.
- All-or-nothing thinking.
- Rigidity. Perfectionism. "Must, should, have to."

The more we practice using our filter, the more hard-wired our responses become.

Scout Mindset



Soldier Mindset

- Fueled by “motivated reasoning.”
- We interpret information to fit our beliefs leading to confirmation bias and groupthink.
- Our ideas win. Others’ lose.
- Tribalism and fear shape our actions.
- Driven by automatic thinking.



Scout Mindset

- Learn as much accurate information as possible. Not tied to being right/wrong.
- Want the truth even if it’s unpleasant or inconvenient.
- Curious. Looking for opportunities and obstacles. Intrigued by opposition.
- Driven by controlled thinking.

Source: [Julia Galef](#)

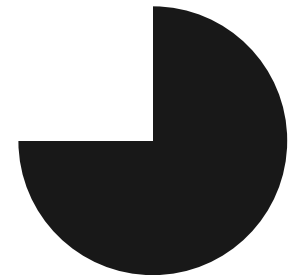
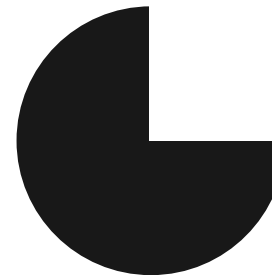
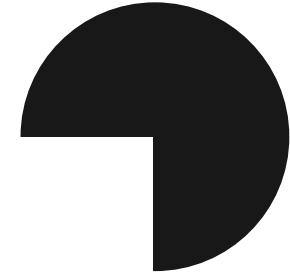
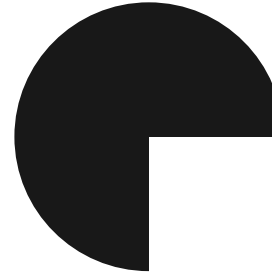
Thought Log

Event	Emotion / Behavior	Thought or "self-talk"	Identify the irrational thought	Counterstatement-new healthier thought
Received "constructive" feedback from my supervisor on a project I've been working on.	Disappointed. Sad. Anxious about job performance.	<i>"Nothing I do is right. I'm going to job fail. I am not qualified for a job at this level."</i>	Overgeneralization. Catastrophizing. All-or-nothing thinking.	<i>"I'm not perfect. I'm still learning. Coaching can be hard to hear, but it will help me improve. It's all part of the learning process."</i>

5. Welcome diverse perspectives.

To welcome diverse views, we must:

- Change the mindset that everyone must agree with us.
- Avoid confirmation bias and groupthink.
- Expose ourselves to alternate views.



Start with a self-examination

- Examine the makeup of your filter bubble
- Identify sources of confirmation bias.
- Remember: beliefs aren't the same as actions.
- Seek alternative viewpoints and experiences.
- Make tech work for you, not against you.

Filter Bubble

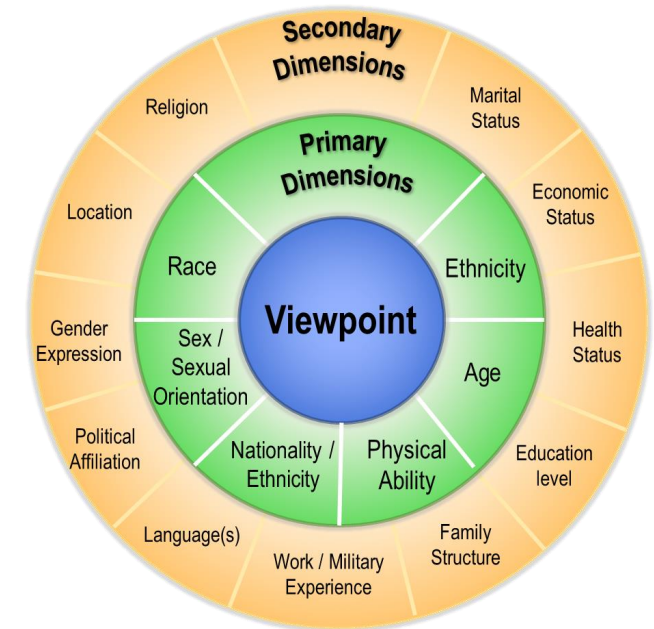
filter bəb(ə)l

noun

1. Your personal ecosystem of information.
2. May include Google results, chosen news outlets, social media feeds, online ads, Amazon recommendations, people with whom you choose to associate.

Summary

- Our viewpoint is the sum of our diversity. We are entrenched and prone to defend it.
- Disagreement is good. But mishandled, it can lead to groupthink and division.
- Appreciation of viewpoint diversity happens when we:
 1. Practice empathy: seek first to understand; think before we act.
 2. Practice intellectual humility.
 3. Develop a flexible, curious mindset that welcomes alternative views.
 4. Recognize commonality: common humanity, one team and shared goals.



*"Morality binds and blinds. We should be doing everything we can to turn down the tribalism and turn up the sense of **common humanity**."* - Jonathon Haidt, NYU

“

To disagree well you must first understand well. You have to read deeply, listen carefully, watch closely. You need to grant your adversary moral respect; give him the intellectual benefit of doubt; have sympathy for his motives and participate empathically with his line of reasoning. And you need to allow for the possibility that you might yet be persuaded of what he has to say.”

- [Bret Stevens, NYT](#)



Additional resources

Viewpoint Diversity Questionnaire

Section 1	Strongly Disagree	Disagree	Neutral	Strongly Disagree	Strongly Agree
1. People tell me I am a good listener.	1	2	3	4	5
2. I am good at "reading the room."	1	2	3	4	5
3. Sometimes I don't understand why others get offended.	5	4	3	2	1
4. I can usually understand others' viewpoints, even when I disagree.	1	2	3	4	5
5. When talking to people, I talk about their experiences more than my own.	1	2	3	4	5
Total Score					

Section 2	Strongly Disagree	Disagree	Neutral	Strongly Disagree
1. When I have the facts on my side, I don't give in.	5	4	3	2
2. I enjoy learning, even if new information challenges my views.	1	2	3	4
3. People who disagree with me might have information I do not.	1	2	3	4
4. I have a strong sense of right and wrong.	5	4	3	2
5. I appreciate getting feedback on my performance, even when it is critical.	1	2	3	4
Total Score				

Section 3	Strongly Disagree	Disagree	Neutral	Strongly Disagree
1. Even during disagreements, I can control my emotions.	1	2	3	4
2. I am easily offended during disagreements.	5	4	3	2
3. I have been told that I am opinionated or go too far to make my point.	5	4	3	2
4. If an issue doesn't impact me directly, I don't let it bother me.	1	2	3	4
5. I willingly admit when I'm wrong and apologize when appropriate.	1	2	3	4
Total Score				

Section 4	Strongly Disagree	Disagree	Neutral	Strongly Disagree
1. In social settings, people enjoy being asked questions about themselves.	1	2	3	4
2. I listen first and speak second.	1	2	3	4
3. I can tell I'm going to disagree with someone by looking at them.	5	4	3	2
4. Manners and politeness are very important.	1	2	3	4
5. Proving I am right is more important than making someone feel good.	5	4	3	2
Total Score				

Section 5	Strongly Disagree	Disagree	Neutral	Strongly Disagree
1. I socialize with people who have different political beliefs than mine.	1	2	3	4
2. I unfollow people on social media who post things I disagree with.	5	4	3	2
3. There are some opinions that should not be heard.	5	4	3	2
4. I enjoy traveling outside my community or country.	1	2	3	4
5. I get news and information from outlets that differ from my beliefs.	1	2	3	4
Total Score				

This questionnaire is not a validated assessment instrument. It is intended for educational purposes only.
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Growth Mindset Questionnaire

	Strongly Disagree	Disagree	Neutral	Strongly Disagree	Strongly Agree
1. We are born with intelligence and can do little to change it.	5	4	3	2	1
2. I do things just because they present a challenge.	1	2	3	4	5
3. I like work that challenges my thinking.	1	2	3	4	5
4. Leaders should be experts in the work their teams are doing.	5	4	3	2	1
5. I don't mind making errors if I learn from them.	1	2	3	4	5
6. I enjoy work the most when I have mastery and it comes easy.	5	4	3	2	1
7. I enjoy and learn from watching others succeed.	1	2	3	4	5
8. Effort does not matter unless it produces the desired outcome.	5	4	3	2	1
9. I enjoy receiving feedback during my performance review.	1	2	3	4	5
10. It is important that I am recognized as a subject matter expert.	5	4	3	2	1
11. Even when unexpected, I enjoy change and find it exciting.	1	2	3	4	5
12. We all have natural limitations to our skills and talents.	5	4	3	2	1
13. The outcomes I achieve are directly impacted by how much effort I put in.	1	2	3	4	5
14. I admire and thrive under leaders who are change agents.	1	2	3	4	5
15. I get easily bored when work becomes routine or repetitive.	1	2	3	4	5
16. I avoid failure, no matter how hard I must work.	5	4	3	2	1
17. I eagerly seek feedback from employees or customers who are unhappy.	1	2	3	4	5
18. Failure is a necessary part of learning.	1	2	3	4	5
19. Obstacles aren't discouraging; they are opportunities to find other paths.	1	2	3	4	5
20. I feel most accomplished when I complete a task perfectly.	5	4	3	2	1
Total Score (add columns, then total this row)					Total

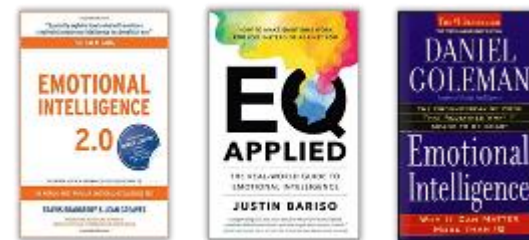
Scoring

Total score of all five sections	
80 - 100	Strong Growth Mindset
60 - 79	Growth Mindset with some fixed ideas.
40 - 59	Fixed Mindset with some growth ideas.
20 - 39	Strong Fixed Mindset

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Additional resources

- [Open Mind Platform Library](#)
- Book: [The Coddling of the American Mind](#), by Jonathon Haidt at Amazon
- Book: [The Righteous Mind](#), by Jonathon Haidt at Amazon
- Book: [EQ 2.0](#) at Amazon.com
- Book: [EQ Applied](#) at Amazon
- Book: [Emotional Intelligence](#) by Daniel Goleman at Amazon
- [LinkedIn Learning](#)
- [Free EQ self assessment](#) (note- link may not load on Caterpillar computers)
- [Additional free EQ self assessment tests](#) (midway down in the article)
- [Article at Inc.com](#) by Justin Bariso
- [EQ article at mindtools](#)
- [DanielGoleman.info](#): additional information, links, assessment resources and podcast
- [Daniel Goleman Ted Talk](#)
- [Short video by Daniel Goleman introducing Emotional Intelligence](#)
- [EQ information on TotalHealth.cat.com](#)
- [Leadership attributes two-pager](#) or visit [Leadership.cat.com](#)
- Develop a [Growth Mindset](#)
- Build skills: [conflict resolution](#), [active-listening](#), [de-scalation](#), [difficult conversations](#) and [a positive outlook](#)





Questions?

Dr. John Pompe
Global Manager, EAP and Employee Health Programs
pompejc@cat.com

Total health.cat.com



building a stronger
You