

Our Newest Offering!

CultureRoad™

[Learn More](#)

We talk to managers every day. They tell us:

65%

are afraid of being perceived as biased.

70%

report unwillingness to speak up in meetings.

80%

feel ill-equipped to initiate discussions about current world events for fear of saying something offensive.

We know that most professional development offerings are one-and-done, which results in participants feeling immediately amped about what they've learned but within a month any new knowledge is lost. The complicated and changing world that we live in is going to require more and different than what we've tried to date. You need a path forward, and that's exactly what we created.

Our approach is a new type of delivery method that incorporates relevant topics into an ongoing conversation and creates a community focused on staying current with industry best practices. As part of this community, you will have access to:

- Contemporary issues and strategies for managing the new world of work
- Leadership and managerial best practices for enhancing engagement, recruitment and retention, and maximizing marketplace impact.
- Practical guidance and tools for addressing some of your most daunting workplace challenges.



Want a snapshot in less than 3 minutes?

Watch this video: [Don't Wait, It's What You Do Now That Matters](#)

Welcome to the New World of Work

CultureRoad™ is a subscription-based, digital learning platform that empowers professionals at all levels to pursue continued development in the areas of equity, diversity, inclusion, leadership, and management.

About CultureRoad

CultureRoad™ is a live and on-demand learning and development solution, delivering knowledge in the context of today's most important events, offering tools and an ongoing basis, and within a community of peers and experts, all designed to ensure you thrive in the contemporary workplace.

“The world we live in is complicated and continually changing. Being current and maintaining relevance is going to require more than one-off training.”
-DeEtta Jones

We emphasize knowledge acquisition, retention and practical application. Our design maximizes what is scientifically known to be true of adult learners; we most efficiently absorb information that is:

- ✓ Applicable to your day-to-day realities
- ✓ Available in multiple formats to accommodate a variety of learning styles
- ✓ Focused on workplace needs and able to be immediately used
- ✓ Processed with others who share similar roles and responsibilities

What You Get

ON DEMAND VIDEOS

A continually growing library of videos on specific topics, from feedback to brave spaces, that equip you with just-in-time resources needed to help you through complicated real-time issues, and support your long-term leadership growth. See this [video on Brave Spaces](#) as an example.



TIMELY AND RELEVANT RESOURCES

New resources are added every month, reflecting contemporary issues that equip you to manage some of the knottiest workplace challenges including case studies, how-to guides, checklists, templates, white papers and more.

COACHING SESSIONS WITH EXPERTS

CultureRoad™ Live sessions are held multiple times every month as a space to gather, learn and practice with our cohort of experts with subject matter expertise in leadership, inclusion, diversity and team dynamics

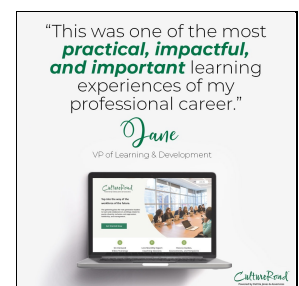
Results

When a head of HR puts our program in place for the leaders in the organization, immediately we see:

- Shared language that aligns thinking and understanding
- Use of common management resources and tools
- Familiarity with key current events and their impacts

As the program goes on, we see...

- Consistent and values-driven managerial practices
- Significantly increased comfort and skill associated with addressing cross-cultural and even often polarizing issues
- Employees and even customers giving feedback about the positive impact on organizational culture and performance

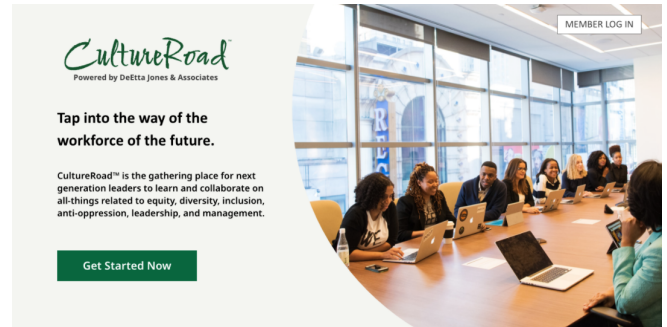


Why CultureRoad™ is Right for You

*The world we live in is complicated and continually changing.
Being current and maintaining relevance is going to require more
than one-off training.*

-DeEtta Jones

CultureRoad™ is not just another EDI training. It's a community of practice that celebrates new voices and fresh perspectives, equipping next generation leaders with the tools to thrive at work. Through CultureRoad™, you can regularly connect with DJA's expert faculty, learn on-demand with ongoing support, and gain access to a growing collection of resources available at your fingertips. You'll also have access to a global community who are all working to integrate best practices for leadership, management, and EDI as core principles in their work. CultureRoad™ is rooted in contemporary best practices based on our real-world experience working with leaders around the globe. With a CultureRoad™ subscription, you'll have access to principle-based teachings fused with global insights and cross-industry best practices.



Get Started Now



On-Demand
Videos



Live Monthly Expert
Coaching Sessions



How-to Guides,
Assessments, and Templates

NEXT STEPS

Ready to level up your leadership skills and enhance your personal brand? We're offering you a first look at CultureRoad™ and a time-sensitive bonus!

Get started at [CultureRoad.com](https://www.CultureRoad.com)



CultureRoad™

Powered by DeEtta Jones & Associates

Brave Spaces

Case Study



How to Create Brave Spaces

Description

Work culture has evolved over the years to be more inclusive of employees' personal and professional identities and experiences. Coupled with increased diversity among talent pools and hiring trends that factor in a multitude of cultures, the need for companies to create settings where employees can communicate and discuss controversial or emotional topics in a safe, authentic, and employer-supported environment has led to the Brave Spaces. These spaces are necessary to carve out in a company's culture to help employees bridge and adapt across differences, and to have an outlet where they can be seen and heard by their coworkers.



Quick Overview:

- What is a Brave space?
- What us a manager's role in creating a Brave space?
- How do I create a Brave Space?
- An Example: Case Study
- Key Takeaways

What is a brave space?

A Brave Space is an environment that allows people to engage with one another and have conversations with honesty, sensitivity, respect, and generosity. Brave spaces ask us to engage in uncomfortable conversations in order to learn to do better.

Accountability is essential to brave spaces, including accepting responsibility for one's actions and the repercussions, willingness to name and challenge oppressive ideas, and recognizing how one's identity (and privilege) impacts group dynamics.

Brave spaces are intentionally designed spaces created to surface topics that often go unspoken, and while they require that participants bring courage to the discussion, these spaces allow people to experience less anxiety about being attacked or dismissed when expressing themselves.

Brave Spaces: WHAT is Our Aspiration?



What is a manager's role in creating brave spaces?

Managers are responsible for increasing their employees' efficiency and effectiveness in whatever role they occupy in an organization. An essential part of being a good manager is to be a proactive and responsive communicator with employees: this is where familiarity with brave spaces need to be factored into a manager's toolbox because difficult conversations and conflict between employees are inevitable, and denying, avoiding, or minimizing these types of conversations only compounds the issue.

Managers have the opportunity to lead by example and display courage while entering a conversation that is uncomfortable or emotionally charged.

They understand that brave spaces should minimize the potential for harm as much as possible, but that brave spaces should not be conflated with 100% safe spaces.

This is particularly valuable to managers who have employees who identify with marginalized or target groups and communities and may need more explicit support from their manager to seek out brave spaces or initiate brave conversations with their coworkers. The goal of practice and repetition of engaging with brave spaces is to equip and empower managers with tools and skills that allow them to use challenging conversations as opportunities for growth and development.

Brave Spaces: Start with the WHY

Whole-Person Experiences

Employees come to work with their personal AND professional identities and cultures. These experiences shape their interpersonal interactions and perspectives.



Commitment to EDI

A commitment to living values which are Inclusive of employees' whole selves and support of practices which help employees to do their best work.



Brave Spaces

Dedicated environments and spaces where all employees can engage in an authentic, self-aware way that surfaces topics that often go unspoken.

Manager's Role & Responsibilities

Every manager is responsible for setting their employees up for success and that includes cultivating and proactively supporting spaces where employees can feel seen and heard. Fostering Brave Spaces requires intentionality and accountability from managers, and their willingness to model brave conversations is what builds an organizational culture of inclusion, psychological safety, and a growth mindset.

How can I create a brave space?

These steps are recommended for any person who is new to facilitation or wants to make sure that they are thorough in setting up a productive Brave Space.

The HOW: Brave Space and Our Collective Contribution

5. Extend and build trust

- Reinforce expectations for the space at the outset of the meeting.
- Solicit feedback about what worked well and what could be done differently in future meetings.
- Provide resources and respond to outstanding questions/comments.
- Acknowledge group's growth from discomfort.

4. Take time for reflection

- Plan for time to pause or take a break.
- Facilitate to maintain focused discussion and to allow for organic exchange.
- Ask group members to reflect on their experiences.



1. Identify the purpose

- Invite people those affected to the meeting.
- Set clear goals and roles.

2. Define the process

- Identify a facilitator.
- Share the agenda in advance, including pre-work or expectations for contribution.
- Confirm the purpose of agenda topics: discussion, information-sharing, or decision.

3. Practice inclusive facilitation skills

- Prepare introductions and questions to invite conversations.
- Establish inclusive group norms.
- Acknowledge power dynamics in the group.
- Look for cues to bring other perspectives into the discussion.
- Use open-ended questions to invite input.

Case Study

This case study is designed to help you consider an experience from multiple perspectives. The purpose is to underscore that the same experience can and often is perceived differently based on worldview, identities, and power dynamics (role in the organization and as compared with others). As you read through the case study, keep in mind our *Start with the WHY* model and reference this model when reflecting on the questions following each case study.

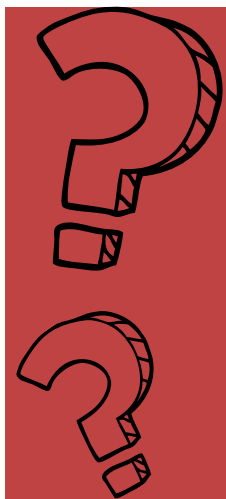


From the Manager's Perspective

Meena is an Account Director born and raised in India, and currently works in Mumbai. She has 15 years of experience in the industry and is considered a talented and effective communicator. She is fluent in multiple languages, including English, is known for giving dazzling presentations, and has received positive feedback on her unique sense of humor and colloquial expressions, many of which are rooted in South Asian culture.

Meena recently hired Brooke, a junior Account Executive, who is a US-raised, white woman based in New York.

Their relationship has been cordial; however, in the past month, Brooke has interrupted Meena in front of clients to correct her pronunciation and explain her jokes. Meena asked Brooke to discontinue doing this but Brooke was defiant in continuing the behavior because most of their clients are also US-based and she claims that she has a better sense of their understanding. Brooke feels that these acts of “translation” are only helping the agency and that she should not be penalized for doing her job. Meena has avoided having another conversation with Brooke, but she is anxious that Brooke will correct her in front of the senior clients and agency leadership team who will be at their next meeting.



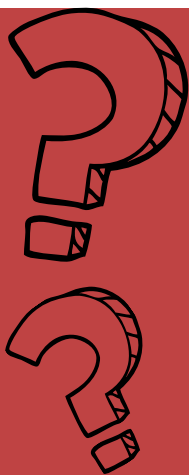
- How should Meena prepare for this brave conversation with Brooke?
- How do you interpret Brooke's response that she shouldn't be penalized for doing her job?
- In what ways do cultural differences impact this brave conversation?
- As a manager in this situation, what are Meena's responsibilities?

The Employee's Perspective

Brooke is a recently hired young white woman based in New York. She is new to the industry but has a degree in International Business with a minor in Communications, which she thinks will be helpful in her client-facing role with some international accounts and in her rapport building with Meena, her manager who lives and works in Mumbai. Brooke was told by her manager in her first weeks on the job that her skills and experience are assets to the team and that she should take initiative to improve processes and practices wherever she finds the opportunity.

Brooke has a habit of correcting people's grammar and pronunciation of words.

This is done out of her need to help build understanding across cultures, but she was recently reprimanded by Meena for doing just that. Brooke felt that the clients appreciated her interventions and because of that, Meena was threatened by her ability to communicate more effectively with US-based clients. Meena hasn't broached the topic since it happened over a month ago, so Brooke assumes that Meena has forgotten about this conversation and that her "translation" of Meena's words couldn't have been that problematic if it's been a non-issue for the past few weeks. Therefore, Brooke is caught off-guard when Meena puts a meeting invitation in her calendar with the title, Performance Improvement Discussion.



- How should Brooke prepare for this brave conversation with Meena?
- How do you interpret Meena's choice of meeting title?
- In what ways do power dynamics impact this brave conversation?
- What are Brooke's responsibilities in this situation?

An Inclusive Alternative

Meena and Brooke meet on a bi-weekly basis, and they use this time to discuss upcoming deliverables and what needs to be accomplished over the next two weeks. In preparation for these meetings, Meena often asks Brooke to co-create agenda items that will guide their conversation. Their conversations are mostly transactional, but Meena wants to use the next meeting to have a discussion about Brooke's habit of correcting her in front of clients.

Meena sends her typical message to Brooke to solicit agenda items, however, she also lets Brooke know that she'd like to discuss their disagreement over Brooke's behavior in front of clients.

After exchanging some small talk, Meena gets straight to the point and lets Brooke know that her behavior undermines her experience and expertise and that if she still wants to help the client, then Brooke can privately message Meena during meetings with her comments and feedback.

Brooke becomes emotional mid-way through their conversation; the volume of her voice grows louder and she crosses her arms. Meena recommends that they both pause, turn off their cameras, take some time to cool down, and then re-convene in 2 minutes. They both come back to the conversation and Brooke agrees to privately message Meena the next time she feels compelled to correct her. Meena thanks Brooke for having the conversation and extends the opportunity to have an open dialogue with her whenever there are any misunderstandings or points of tension between them.

Key Takeaways

The alternative scenario presented is more inclusive because of the following best practices:

- Have regularly scheduled one-on-ones with your direct reports to share project updates and establish regular feedback loops.
- Implement shared agendas for meetings - allowing team members to add agenda items ensures the entire team is included and heard.
- Reflect often; if conversations become charged, allow time and take time for participants to pause, reflect, and re-join the conversation with calmer emotions and clearly defined goals for the conversation. Reschedule meetings if necessary.
- Model listening and personal accountability; if you receive constructive feedback, be intentional about modifying your actions, and check-in to ensure the behavior change is meeting the intended goal (i.e. messaging someone privately instead of making a correction in front of others).
- Close conversations with a “Thank you for taking the time to talk today - let’s keep the dialogue open and check-in often”.

