

RECOMMENDATIONS FOR INDIVIDUALS

1 OUT OF SIGHT OUT OF MIND. Actively work against this very normal dynamic that everyone falls prey to, especially in times of crises when biologically we are hard-wired to narrow our focus. With remote work, your exposure to people is constrained by who invites you to meetings, and who their participants are. Be strategic in staying visible to other key people. Keep emails short, with links to interesting ideas and useful information. Send those emails, and updates of your work, to people who are making decisions, and who are critical to your career. Be strategic to remain 'visible'.

2 BE PRESENT AND VERBAL IN MEETINGS. So many decisions are being made quickly in meetings. Challenge yourself to get airtime so you can contribute (and be seen as a valued contributor). Literally wave in your photo tile if 'raising hands' with virtual icons is not working. If you can get the agenda and participant list ahead of time, have "meetings before the meetings" where you share your ideas and hear others' one on one where airtime isn't so tight. Email a follow up to participants with new ideas or things you didn't get airtime to share.

3 BE A CONTRIBUTOR TO BUILDING D&I INTO THE VIRTUAL SPACE. Ask people who are silent (or not called on) in meetings to share their ideas. Protect their airtime as others interrupt them. Look at the 'participant' list and invite someone left off to the meeting. When urged to make a decision in the moment, and you believe other perspectives are needed, don't fall prey to the pressure ---"let me get back to you" is as viable a strategy in the virtual world as it is in the physical world.

4 BE DILIGENT ABOUT THE POTENTIAL IMPACT OF STEREOTYPES OR UNCONSCIOUS BIAS. Be observant about how work is getting done, and who is being sidelined. Exclusion may be happening due to chaos, anxiety, and/or the need for expediency. It may also be due to unconscious bias. Be an active problem solver by identifying and proposing new ways of getting work done that is both expeditious and inclusive.