



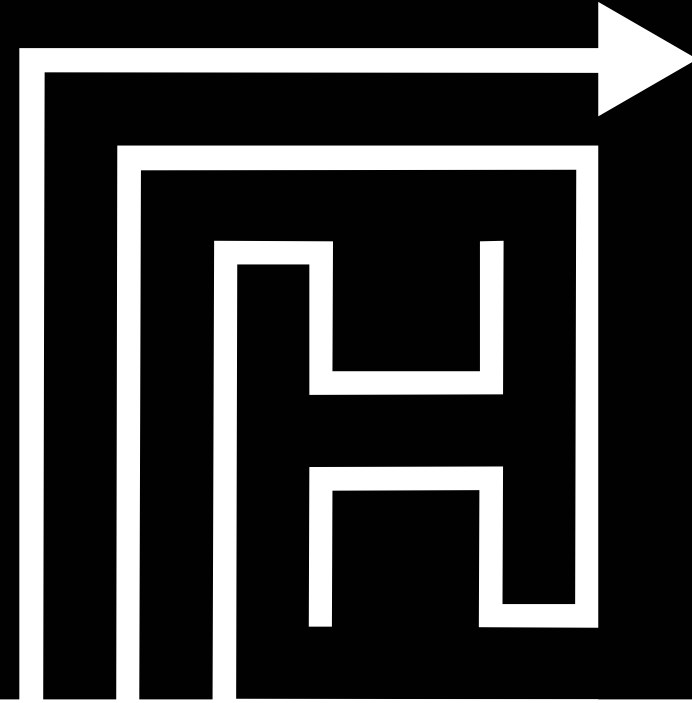
YOUR GUIDE TO Another lens



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**TO BUILD INCLUSIVE GLOBAL
ORGANISATIONS YOU NEED TO
ASK THE RIGHT QUESTIONS**



In an ever-evolving world our need to understand ourselves in relation to others will only increase. Here CHOs play an important role as facilitators of and meeting places for different cultural needs and perspectives. In this regard CHOs have to stay aware of their own biases and limitations. To do this we are borrowing the “Another lens” research tool from Airbnb Design.

THREE GUIDING PRINCIPLES

Another Lens poses a set of questions to help address skewed perspectives in order to create thoughtful, inclusive work.

The questions are divided into the following three guiding principles:

- Balance your bias
- Consider the opposite
- Embrace a growth mindset

It's recommended picking two or three questions at a time to reframe your work.



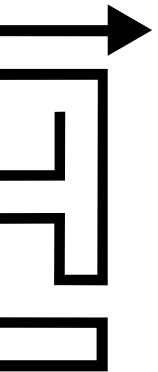
Balance your Bias.

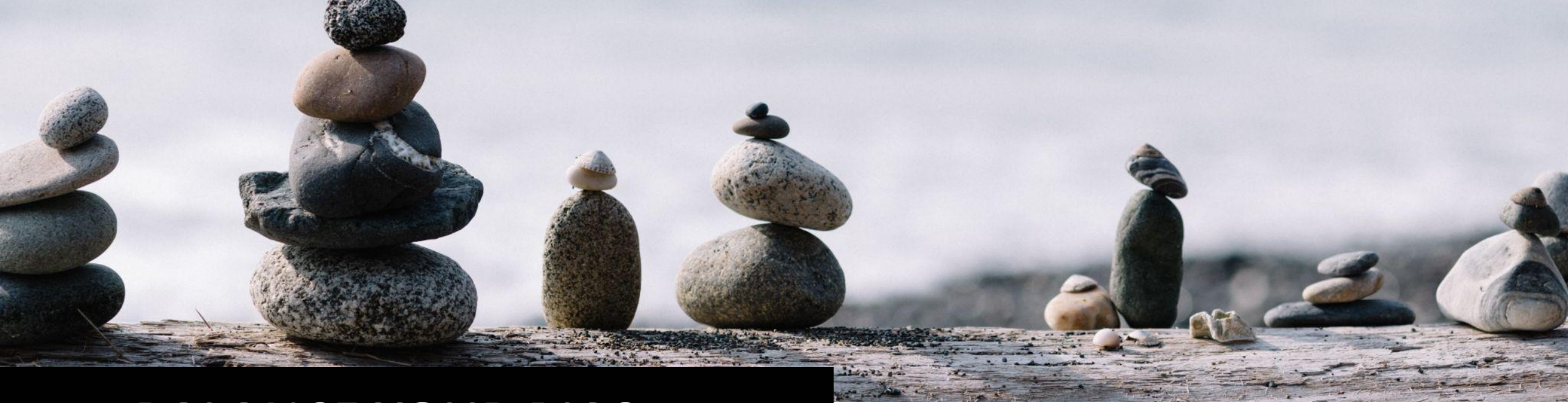


Consider the opposite.



Embrace a growth mindset.





BALANCE YOUR BIAS

The lenses through which you view the world are ever-present and have a significant impact on your perception. These lenses can either be innate, such as race, gender, or nationality, acquired through personal growth, such as political or religious beliefs, or shaped by your behavior, such as problem-solving approach, choice of advisors, or information sources. Be aware and explicit about the lenses you apply to any given decision or project.

BALANCE YOUR BIAS

What are my lenses?

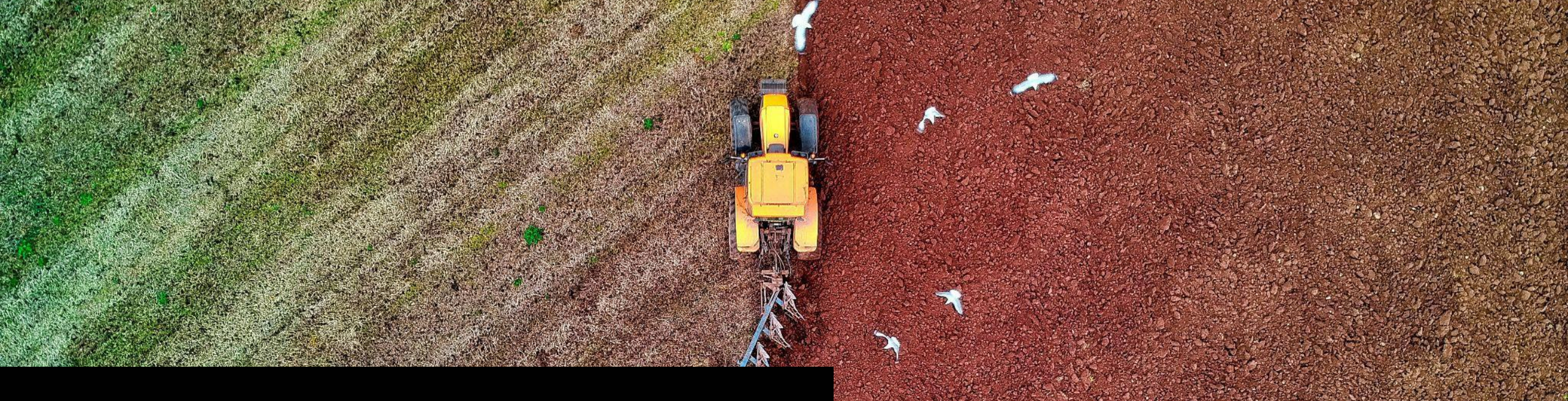
Am I just confirming my assumptions, or am I challenging them?

**What details here are unfair?
Unverified? Unused?**

Am I holding onto something that I need to let go of?

**What's here that I designed for me?
What's here that I designed for other people?**





CONSIDER THE OPPOSITE

Our minds have a tendency to deceive us by emphasizing information that aligns with our pre-existing beliefs while disregarding information that contradicts them. Acknowledging this cognitive bias can assist us in modifying our behavior and seeking alternative viewpoints. Typically, we gravitate towards individuals who share our characteristics. Therefore, it is crucial to seek feedback not just from those who are like us.

CONSIDER THE OPPOSITE

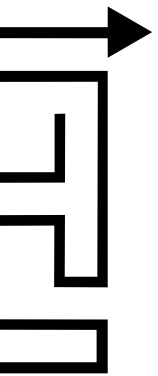
What would the world look like if my assumptions were wrong?

Who might disagree with what I'm designing?

Who might be impacted by what I'm designing?

What do I believe?

Who's someone I'm nervous to talk to about this?





EMBRACE A GROWTH MINDSET

Individuals who possess a fixed mindset hold the belief that their qualities and characteristics are predetermined and unchangeable, with their life experiences serving to reinforce these beliefs. Conversely, individuals with a growth mindset believe that their traits and capabilities can be developed and enhanced, with life experiences serving as opportunities for personal growth and increased resilience.

EMBRACE A GROWTH MINDSET

Is my audience open to change?

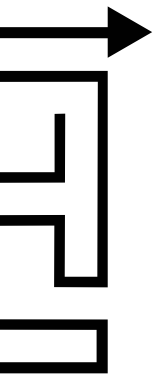
What am I challenging as I create this?

How can I reframe a mistake in a way that helps me learn?

Do I need to slow down?

How does my approach to this problem compare to how I might have approached this a year ago?

If I could learn one thing to help me on this project, what would that one thing be?





Source: Airbnb Design & News
Deeply

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