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Dilemma Game:

Diversity and Inclusion

by

Nanophotonics

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Contributors

The game is based on a similar dilemma game developed by the Erasmus University, themed around professionalism and integrity in research. This game can be downloaded from: www.eur.nl/en/about-eur/strategy-and-policy/integrity/scientific-integrity/dilemma-game. Our version of the game themed around diversity and inclusion has been made possible by the following members of the Nanophotonics Section from the Debye Institute for Nanomaterials Science of Utrecht University:

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Foreword

The game lets its participants consider, choose and defend (and possibly reconsider) alternative courses of action regarding a realistic dilemma themed around diversity and inclusion on the work floor. Participants will also come to appreciate the dilemmas that others are faced with, how they resolve them and the reasoning behind their solutions. The game encourages participants to discuss issues relating to diversity and inclusion, and to help one another to find solutions for their own dilemmas.

The game can be used in a variety of settings. It can be used in a course setting, for instance with a group of Ph.D. candidates or the staff of a department/institute. Depending on the objectives, it may be used primarily to incite a fruitful discussion; as an exercise to let people exchange opinions and experiences, or also as a step towards defining more formally defined principles. Often, it may be effective to let participants come up with their own dilemmas, after playing a number of dilemmas from the game.

The dilemma game is available for download on www.uu.nl/en/research/nanophotonics/diversity.

Sincerely,
Sebastian Greveling

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Dilemma

Locker room banter #1

On the Monday morning, you discuss your weekend with several male colleagues. At some point the conversation is about women. This evolves into locker room banter. A female co-worker walks into the room. You wonder if the subject is inappropriate. What do you do?

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Dilemma

Locker room banter #2

On the Monday morning, you discuss your weekend with several female colleagues. At some point the conversation is about men. This evolves into locker room banter. A male co-worker walks into the room. You wonder if the subject is inappropriate. What do you do?

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Dilemma

Hiring policy

To increase diversity within your group/department, your group leader started preferentially hiring people based, for example, on their gender, nationality, marital status or their sexual orientation. How do you deal with this?

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Dilemma

Multiple candidates

You are a male/white group leader and you have an open position. You want to make your group more diverse. You have two good candidates; male/white and non-male/non-white. You feel the male/white candidate is more qualified. What do you do?

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Option

- A You stop talking and say hi to him.
- B You continue despite his presence.
- C You include him in the conversation.
- D You change topics even though you know your male co-worker knows what the previous topic was about.

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1

Option

- A You stop talking and say hi to her.
- B You continue despite her presence.
- C You include her in the conversation.
- D You change topics even though you know your female co-worker knows what the previous topic was about.

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Option

- A You flip a coin.
- B Fight your bias and select the other candidate.
- C If you feel the candidate is more qualified, hire him.
- D Ask input from someone else, without telling/showing your preference.

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Option

- A You do not say anything. Is there something wrong with this approach?
- B You confront your group leader to argue that people should only be hired based on their qualifications.
- C You are happy that your group becomes more diverse even though this means more qualified people do not get the job. They should easily be able to find a position elsewhere.
- D You propose to your group leader that the group should have a say in whether a candidate gets hired. After all, it is the group and the candidate that should be able to get along.

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Dilemma

An Italian job

You attend a conference where a professor gives a lecture to a mainly young audience. During his talk the professor states that physics was invented and built by men. It is no place for women. How do you react?

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Dilemma

Laughter with the Prof

After a long conference day you sit down, relaxed, with fellow students and your supervisor drinking some beers. During the conference day a female student from a competing group has given a talk, and in a subtle way criticized the recent results coming out of your own group. Your supervisor remarks "If the color of her lipstick matched the color of her hair better, she would have attracted more attention". What do you do?

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Dilemma

Dutch treat

You are sitting in the pantry eating lunch with Dutch colleagues discussing some idiosyncratic aspects of the Dutch language. A foreign student, who does not speak Dutch at all, comes in the pantry and greets all of you. He/she starts to eat their lunch at the table. After you greet them back, what do you do?

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Dilemma

Female housing

Your group has a low number of female co-workers. There are just enough for them to all be able to share an office. Without discussion, one day all the women on the floor are suddenly sharing an office. The group leader allows for this and does not seem to do anything. What do you do?

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Option

- A** You laugh, because all the other students are laughing. Hey, he is the professor.
- B** You explicitly keep quiet and say nothing. You think it is clear to everybody that he is an old, grumpy man.
- C** You explicitly confront your professor with his remark, despite the consequences it might have for obtaining your degree.
- D** You jokingly tell the professor that if he would be wearing lipstick matching his sweater, they would not have criticized his work.

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Option

- A** You disagree and walk away.
- B** You wait until the actual talk starts.
- C** You think this man is delusional and make this clear on social media.
- D** He has a point. Physics is now negatively biased against men as positions where men are more qualified are now occupied by women just because of their gender.

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Option

- A** Try to find the reason why the female co-workers decided to share an office.
- B** Nothing. Should this be bad? It is okay for the women to share an office. Right?
- C** All the females in one office, in a way, decreases the diversity in the group. You decide to talk to the group leader and argue they should be split a part.
- D** You propose the housing of personal should be randomized without restrictions. This has the possibility however that some female co-workers are grouped together while others are not.

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Option

- A** You switch the conversation to another topic.
- B** You keep having the same conversation as before in Dutch.
- C** You continue the conversation in English such that the student hears what you are talking about, but still does not understand the conversation.
- D** You shortly interrupt the conversation and tell the student that they will not understand anything you are talking about, and continue the conversation in Dutch.

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Dilemma

Male housing

Your group has a low number of male co-workers. There are just enough for them to all be able to share an office. Without discussion, one day all the men on the floor are suddenly sharing an office. The group leader allows for this and does not seem to do anything. What do you do?

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Dilemma

Bad breath

For a while you have noticed a co-worker has very bad breath. When you speak with him or her, you are distracted by this smell, making it hard to follow the story. What do you do about it?

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Dilemma

Air currents

A colleague has, due to medical reasons, issues with his bowel movements. Out of their control he or she farts often without them even noticing one is coming up. A number of your colleagues make jokes about this behind the colleagues back. They treat the colleague in question differently than they do their other colleagues. How do you deal with this?

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Dilemma

Battling the women

It appears to you that a group leader repeatedly criticizes a female co-worker. Male co-workers are not addressed while showing similar behavior. What do you do?

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Option

- A You avoid the co-worker in question.
- B Tell him or her right away directly.
- C Continue working with the person while pretending nothing is bothering you.
- D Confronting him or her directly is rude. Just drop hints until the message is received.

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9

Option

- A Try to find the reason why the male co-workers decided to share an office.
- B Nothing. Should this be bad? It is okay for the men to share an office. Right?
- C All the males in one office, in a way, decreases the diversity in the group. You decide to talk to the group leader and argue they should be split a part.
- D You propose the housing of personal should be randomized without restrictions. This has the possibility however that some male co-workers are grouped together while others are not.

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Option

- A You go to Human Resources or to a confidential advisor.
- B You talk to your co-worker to see how she feels about this and if she needs help.
- C You do nothing. This might be due to legitimate reasons unrelated to gender. It is none of your business.
- D You talk to the group leader in private and stress that their behavior is not professional and is inappropriate.

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Option

- A You address your colleagues on their behavior as it is highly inappropriate.
- B You comply with the rest and join in with the jokes behind your colleagues back.
- C You ignore it and do not treat the colleague in question any differently than you do the others.
- D You discuss this with your group leader. He or she should be the one addressing the other colleagues on their behavior.

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Dilemma

Battling the men

It appears to you that a group leader repeatedly criticizes a male co-worker. Female co-workers are not addressed while showing similar behavior. What do you do?

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Dilemma

Abstinence

You are not in a dining area but are extremely hungry. In the same room, a person is present who is fasting for religious reasons. What do you do?

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Dilemma

Alice and Bob

You have two students, Alice and Bob. Alice is foreign and Bob has a tendency to make a lot of sexist and racist "jokes". Alice takes offence and threatens to quit if this does not stop. As the group leader you talk to Bob who thinks this is his freedom of speech. He has no intention to change his behavior. What do you do?

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Dilemma

Alice and Bob, again

You are a junior tenure-track group leader. You have two students, Alice and Bob. Alice is foreign and Bob has a tendency to make a lot of sexist and racist "jokes". You have witnessed this behavior. However, Bob is a brilliant student giving you high impact papers every few months. Your career depends on his research output. What do you do?

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Option

- A You start eating.
- B You ask him or her if it is fine to eat.
- C You adjust and go to an appropriate area to eat.
- D Despite your hunger, you decide not to eat to avoid an awkward discussion.

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13

Option

- A You go to Human Resources or to a confidential advisor.
- B You talk to your co-worker to see how he feels about this and if he needs help.
- C You do nothing. This might be due to legitimate reasons unrelated to gender. It is none of your business.
- D You talk to the group leader in private and stress that their behavior is not professional and is inappropriate.

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Option

- A You go to Human Resources, which might lead to his dismissal.
- B You do nothing and let things run their course.
- C You tell Alice and Bob to solve their problems together.
- D Find a different project such that Alice will never have to see Bob again.

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15

Option

- A You go to Human Resources, which might lead to his dismissal.
- B You do nothing and let things run their course.
- C You tell Alice and Bob to solve their problems together.
- D Find a different project such that Alice will never have to see Bob again.

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Dilemma

The gender gap

A recent study in a journal found that men perform better in math and verbal tasks in rooms of lower temperature while women perform better in those tasks in warmer rooms. How should we deal with studies that would suggest to separate men and women?

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Dilemma

It is just a joke, dude!

A colleague jokingly addresses another colleague in public with a derogatory term referring to their ethnicity/body type/gender/etc. As a bystander, what do you do?

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Dilemma

It is just a joke, guys!

In the presence of a group, a colleague jokingly refers to another colleague, who is absent, with a derogatory term referring to their ethnicity/body type/sex/etc. What do you do?

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Dilemma

Shaking hands

You are in a meeting with a small group. During greetings a group member refuses to shake hands with you and states this is due to religious reasons. What do you do?

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Option

- A** You take it up with the supervisor of the offender.
- B** You immediately (and publicly) point out that you find this behavior offensive.
- C** You later ask the addressed person whether he/she was really okay with the joke.
- D** Nothing. The addressed person often refers to themselves the same way, so it is okay.

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Option

- A** We question the evidence.
- B** We segregate people over offices.
- C** We ask the people in question how to deal with the evidence.
- D** We ignore the scientific evidence because it is not in line with our policies.

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Option

- A** You get offended and show this with your facial expressions.
- B** You make a joke about people from her/his religious background.
- C** You ask what would be an accepted greeting way for that persons religion.
- D** You express understanding and say that in this country we respect all religions.

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Option

- A** Nothing. These jokes are made all the time.
- B** You immediately point out that this is not okay.
- C** You will talk to the offender in private that this behavior is inappropriate.
- D** You feel uncomfortable but you think complaining is not an accepted behavior, so you do nothing.

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Dilemma

Coming on strong #1

A female co-worker confides in you that she has had a sexual proposition from a group leader. She tells you she does not agree with it but can deal with the situation. What do you do?

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Dilemma

Coming on strong #2

A male co-worker confides in you that he has had a sexual proposition from a group leader. He tells you he does not agree with it but can deal with the situation. What do you do?

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Dilemma

Happily ever after? #1

A female co-worker confides in you that she has had a sexual proposition from a group leader. She tells you she agrees with it and does not mind. What do you do?

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Dilemma

Happily ever after? #2

A male co-worker confides in you that he has had a sexual proposition from a group leader. He tells you he agrees with it and does not mind. What do you do?

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Option

- A You ask him regularly about the situation.
- B You try to find/hear the other side of the story.
- C You report it yourself (or anonymously) to the confidential advisor.
- D You encourage him to report the situation to the confidential advisor.

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Option

- A You ask her regularly about the situation.
- B You try to find/hear the other side of the story.
- C You report it yourself (or anonymously) to the confidential advisor.
- D You encourage her to report the situation to the confidential advisor.

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Option

- A You do nothing. It is not your concern.
- B You discuss it with a confidential advisor.
- C You encourage a relation only after the power relation has ended.
- D You discuss with the co-worker in question whether their behavior is inappropriate.

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23

Option

- A You do nothing. It is not your concern.
- B You discuss it with a confidential advisor.
- C You encourage a relation only after the power relation has ended.
- D You discuss with the co-worker in question whether their behavior is inappropriate.

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