

Two identity traits that may have contributed to Sarah's hiring recommendation include her age and gender, being a thirty-five-year-old female in the tech industry. Sarah's age informs her hiring recommendation by demonstrating professional experience with over fifteen years of experience in the tech industry and seven years at TechTym. Sarah's identity as a female informs her hiring recommendation by advocating for gender diversity and inclusion. She considers each candidate's unique background and perspective when making final decisions.

Two identity traits contributing to Steve's hiring recommendation include his gender and race, identifying as a white male. Steve's gender informs his hiring recommendation by possibly favoring candidates who resemble him or reflect the dominant culture in the workplace. Steve's race informs his hiring recommendation by focusing more on the candidate's technical expertise than creating a diverse team with different perspectives.

The company's vision statement can serve as a foundation to influence Sarah and Steve's hiring recommendation by reminding them to co-create a multicultural environment through diversity, a collaborative partnership, and an inclusive mindset. Hiring a candidate who aligns with TechTym's vision can reflect their goal of becoming a more diverse and inclusive workplace.

Sarah and Steve can work together to create a plan using empathic listening, allowing for increased collaboration within the hiring process. First, they can agree to understand and respect each other's perspectives before deciding. Next, Sarah and Steve could present initial impressions and take turns sharing their thoughts on each candidate without interrupting. While listening to each other speak, they can practice empathic listening by reflecting what they heard. Afterward, they can ask clarifying questions to understand each other's perspectives better. Together, they can list the strengths they value in the candidates and acknowledge where their views differ without judgment. Finally, agree on the next steps, document the decision, and then reflect on the process.

This empathic listening technique can foster better collaboration between Sarah and Steve's diverse perspectives during the hiring process. Focusing on empathic listening can build a mutual understanding of why the other values a particular candidate's qualities. This practice can reduce quick judgments and assumptions and gives each other space to express what influences their perspective.

Sarah and Steve could use an inclusive mindset practice to foster a collaborative and inclusive decision-making process by taking responsibility for their education and leaning into the discomfort they get when confronting their bias and challenging their assumptions. They can take corrective action by acknowledging and taking responsibility for the work they have to do to continue growing. The inclusive mindset practice of educating themselves contributes to a more collaborative and inclusive decision process by demonstrating humility and building empathy, this practice also encourages self-awareness and reduces the influence of unconscious biases.