



Coming Together Conversation Guide for Leaders

COMMON ROADBLOCKS TO CONVERSATIONS ABOUT RACE

Fear of saying something insensitive or hurtful

Worry that conversation about social issues and events will do more harm than good

Struggling to fully grasp your employees' or colleagues' experiences



Look out for [click thru](#) sources in this document for additional content.



PREPARING FOR THE CONVERSATION

- Inform and educate yourself. Review Background and Context Avoid Missteps and Consider Meaningful Actions
- Explore your underlying assumptions, attitudes and experiences.
- Be authentic. Perfection is not required.
- It's ok to be uncomfortable, but keep going.



HAVING THE CONVERSATION

- [Set Conversation Ground Rules.](#)
- Ask prompting questions of your team, such as:
 - How are you doing?
 - What's on your mind right now?
 - What support can we offer each other?
- Invite everyone to share as they feel comfortable doing so.
- Listen to understand. Allow respectful dialogue, not debate.
- Demonstrate humility and suspend judgment.



AFTER THE CONVERSATION

- Check in periodically with your team.
- Visit the [Global Diversity & Inclusion site.](#)
- Be an active ELOIT Alumni.
- Consider engaging with [AAACE leadership](#) for continued guidance.



LEADER CONVERSATION STARTERS



We are at a moment where our country is experiencing division. At this moment, we can work toward ensuring that the Lockheed Martin environment is not divided, through having compassionate dialogue and respecting various opinions and experiences.



Creating a safe space to share what's on our minds is important to building an inclusive work environment so that each team member feels acknowledged, appreciated, and can be the most productive employees.



Many of us are having hard and painful conversations with ourselves and with others, sometimes for the first time and sometimes for the hundredth time. Sometimes those conversations are with our children, our friends and family, and our colleagues.



As we come together as One Lockheed Martin during this difficult time, we reflect on the importance of two of our core values: do what's right and respect others. These values provide clear, unambiguous and uncompromising standards for how we treat each other with understanding and compassion, and they ensure we provide an inclusive and safe work environment.



It's important that we all remember to exemplify our corporate values: Do What's Right, Respect Others, Perform with Excellence. How we treat each other right now is so important and will serve as a reflection of our character and shared humanity.



Lockheed Martin Values

Do What's Right

Respect Others

Perform with Excellence



RESOURCES FOR THE CONVERSATION

Leader Specific Resources / Tools

- [ELOIT Continuing the Conversation](#)
- [Leading Diverse Teams](#)
- [Lens at LM](#)



OK to Share

Awareness

- [Bold, Inclusive Conversations: Addressing Race](#)
- [Being Black in Corporate America](#)
- [Flip the Script | Catalyst](#)
- [White Fragility: Why It's So Hard for White People to Talk about Racism](#)

Podcast/Quick Video

- [Color Blind or Color Brave](#)
- [Talking about Race at Work | HBR](#)
- [Brené Brown on Empathy](#)
- [3 Ways to Be a Better Ally in the Workplace](#)
- [How To Harness The Power Of Emotions In The Workplace](#)

EAP (Employee Assistance Program)

If you feel overwhelmed, and continue to experience stress and anxiety, you can contact your Employee Assistance Program for free and confidential emotional support, 24 hours/ 7 days a week! Some Lockheed Martin sites have on-site EAP Counselors.

- Phone: 844-880-6914 for U.S. and 312-595-0074 for international
- Email: memberservices@compsych.com
- Online: <https://guidanceresources.com>
- Username: LockheedMartin
- Password: Employee1

Global Diversity & Inclusion

The [Global Diversity & Inclusion \(GD&I\)](#) site has additional tools and resources.



Access the [Coming Together Guide](#) (Scroll to "Resources") | Explore [BRGs](#) |  [GD&I Team](#)

Conversation roadblocks—assumptions, attitudes, or experiences that keep us from talking about our differences—can prevent us from connecting, collaborating, and countering stereotypes and exclusionary practices.

Acknowledging and then **addressing** these roadblocks can help you better understand deep-rooted issues and overcome challenges that would otherwise remain unresolved, buried, or unspoken.

Set small goals each day to hold yourself accountable and start a conversation. You may be uncomfortable or make missteps but keep going. You are human and don't need to have all the answers to make an impact.

REMEMBER: DIALOGUE IS ACTION.