



THE FORCES SHAPING US





BIOLOGICAL/MEDICAL

- Age
- Sex
- Sexual orientation
- Skin color
- Physical and mental qualities
- Personality

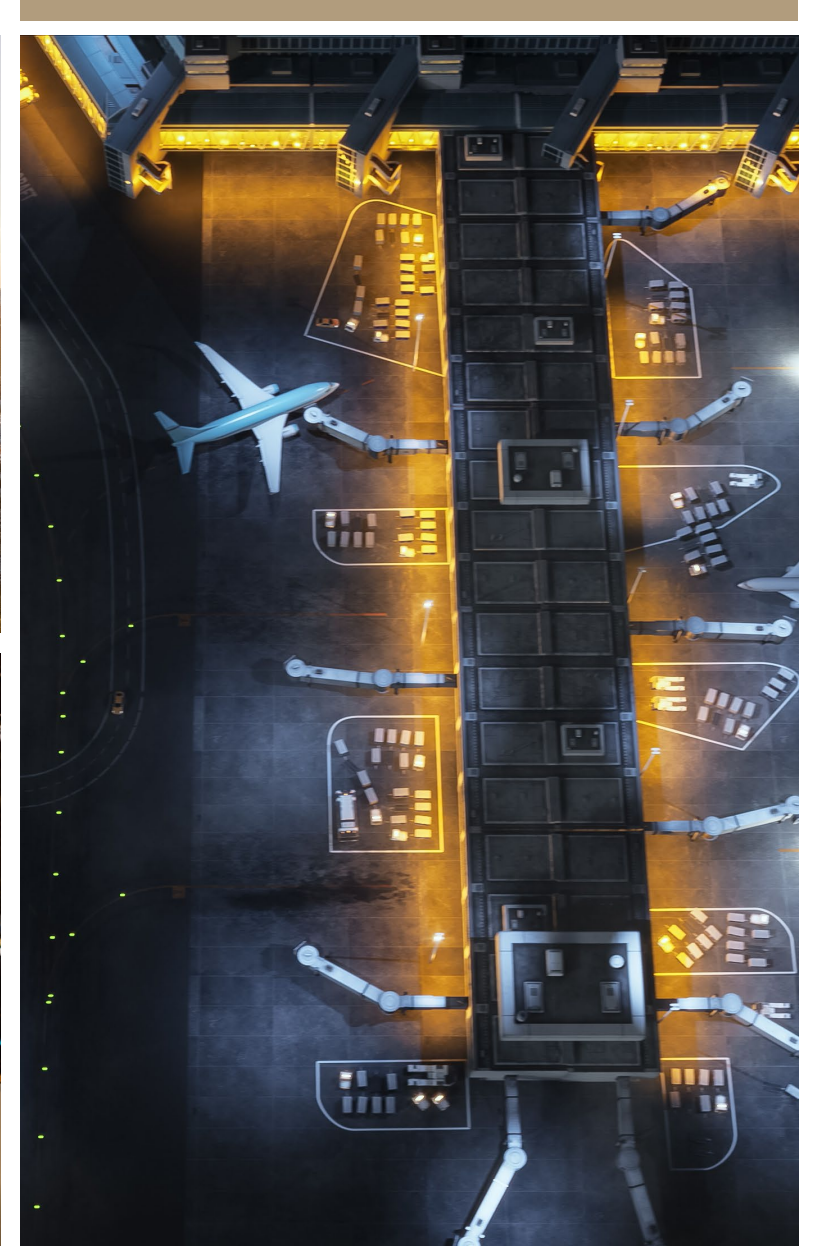
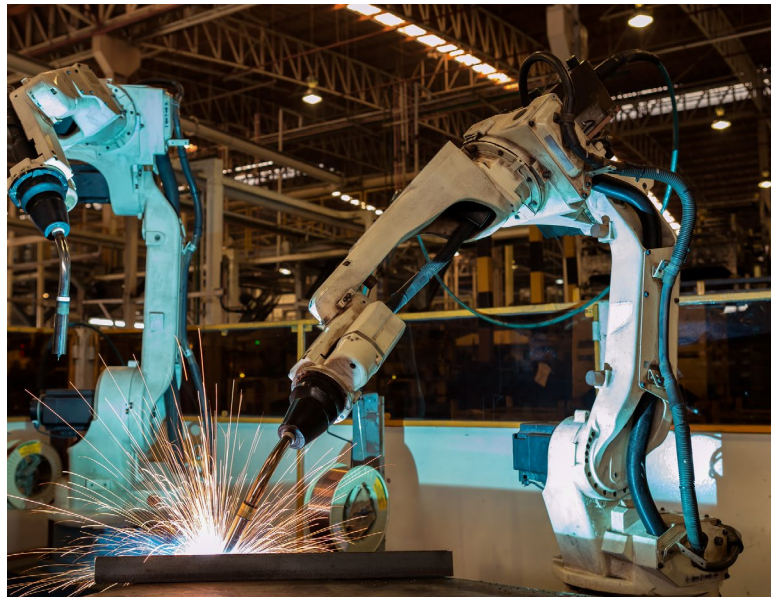
INDIVIDUAL

- Life experiences
- Family situation
- Education level
- Professional training
- Professional experience
- English language skills
- Lifestyle
- Marital status



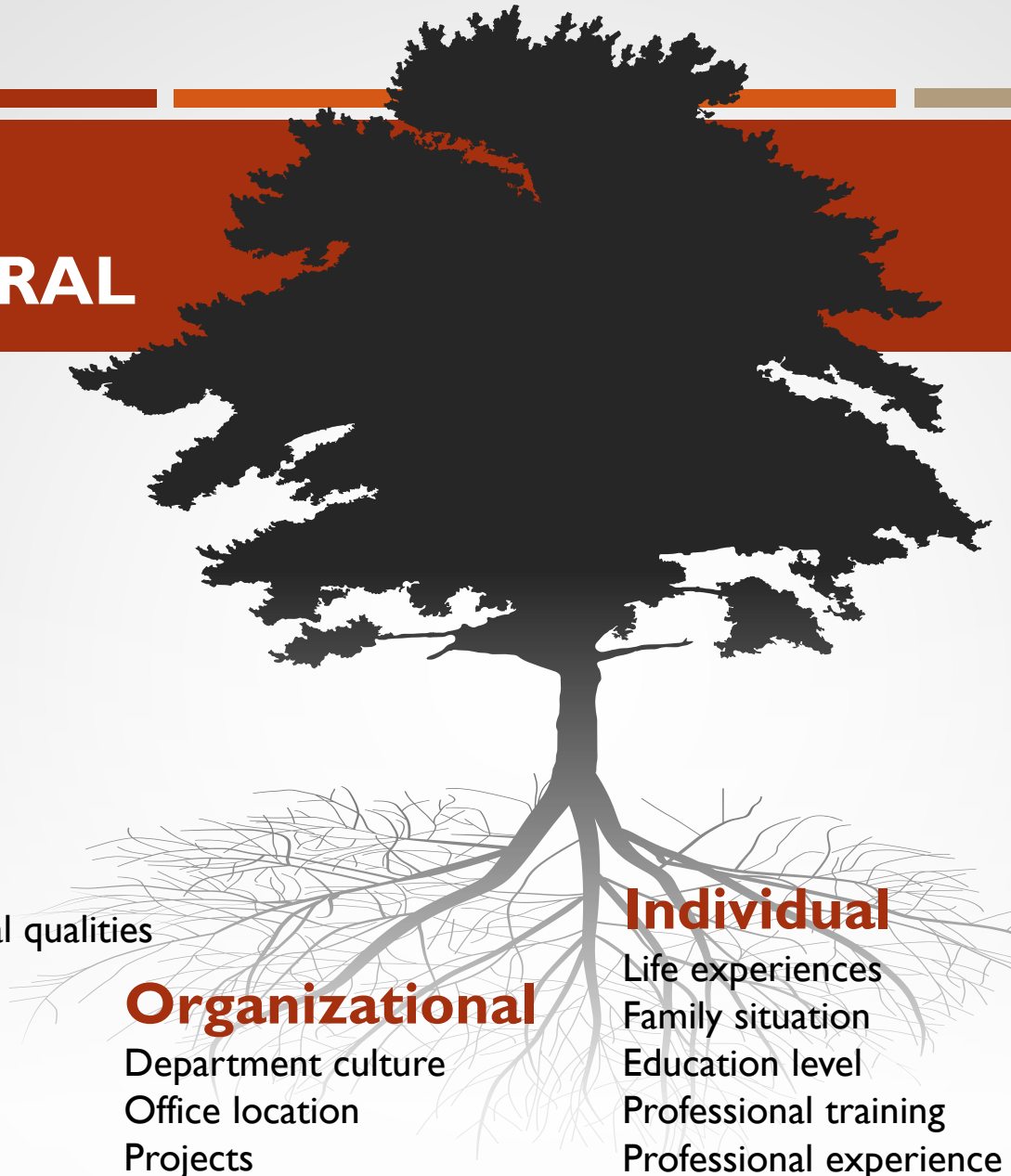
ORGANIZATIONAL

- Department
- Office location
- Business unit
- Projects





SOCIO-CULTURAL



Biological

- Age
- Sex
- Physical and mental qualities
- Sexual orientation
- Skin color
- Personality

Organizational

- Department culture
- Office location
- Projects

Individual

- Life experiences
- Family situation
- Education level
- Professional training
- Professional experience
- English language skills
- Lifestyle
- Marital status

Sociocultural

- Gender identity
- Ethnicity (“race”)
- Norms
- Disabilities
- Class/socioeconomic status
- Religious background
- Generation
- Language(s)



SCENARIO: WHY NOT JILL?

Your subordinate manager informs you that he has selected Jack to lead the big, new healthcare multi-year project.

When you ask him why Jack and not Jill was chosen, although she is somewhat better qualified, the manager replies that the work would involve a lot of complexity and needs a strong leader onsite for the full duration. This will involve a lot of travel.

Since Jill got married recently and may want to start a family soon, he did not think that this project would be what Jill would want.