



ADOBE FOR ALL

ADOBE *FOR ALL* IN ACTION

When people feel appreciated and included, they are more creative, innovative, and successful.

Use this guide to get started!

Appreciate the Unique

Value the differences in others' stories and ideas

Amplify Others

Help everyone's voice be heard

Enhance the Team

Consider what a new addition will bring that's different

Rethink Routine

Look to equalize meetings, assignments and social events

Open Up

Speak up for what you need and encourage feedback

Appreciate the Unique

Value the differences in others' stories and ideas

5 WAYS TO GET STARTED

- Invite a team member you don't know well to lunch or coffee
- Ask about someone's personal interests outside of work, without talking about yourself
- Praise a team member's unique strengths in a meeting or email
- Hear out a new idea without interruption, and say that you appreciate the perspective
- Join an employee network meeting or event to learn more about its community or culture

IMPACT

You will help colleagues feel appreciated, valued and included at work while broadening your own understanding

Amplify Others

Help everyone's voice be heard

5 WAYS TO GET STARTED

- Help colleagues break into meeting discussion, especially if they're on phone/video
- Actively invite meeting participants to contribute if they have been silent
- Call out and prevent interruptions – “I don't think Chris had a chance to finish explaining her point”
- Send out meeting agendas and pre-reads to help everyone feel prepared
- Be aware of people re-stating another's contribution: “I agree, Chris said that a few minutes ago and it's a terrific idea”

IMPACT

You will help others fully contribute their ideas while helping them feel more valued

Enhance the Team

Consider what a new addition will bring that's different

5 WAYS TO GET STARTED

- Help recruit more diverse candidates through your personal network and community events
- Avoid “pedigree bias” when considering candidates – i.e. looking for only certain schools or past employers
- Ensure interview panels are diverse across personal traits (gender, race/ethnicity, LGBTQ+, age), seniority levels and backgrounds
- Focus interviews on complementing (vs. duplicating) existing dimensions on the team
- Experiment with new screening and interview practices to ensure the selection process is fair and welcoming

IMPACT

You will help your team benefit from a broader set of experiences and perspectives, driving innovation

Rethink Routine

Look to equalize meetings, assignments and social events

5 WAYS TO GET STARTED

- Consider time zones when planning meetings and strive to balance everyone's participation
- Examine team responsibilities to ensure a balanced load of "housekeeping" duties such as note-taking
- Distribute stretch assignments equally across team members to challenge everyone
- Be thoughtful in planning team outings to ensure everyone's interests and needs are considered
- Avoid social relationships and patterns (such as selective lunch and after-work outings) that could make others feel left out

IMPACT

You will break unconscious patterns that could be impacting full participation and success of the team

Open Up

Speak up for what you need and encourage feedback

5 WAYS TO GET STARTED

- Deliver both positive and constructive feedback regularly to your manager, peers and direct reports
- Be consistent in the quality of feedback you give to everyone (lack of direct feedback isn't "kind," it's harmful to long-term success)
- Be timely, transparent, and authentic in your observations of others and address conflict when it arises
- Regularly ask for feedback and appreciate those who offer it to you
- When receiving critical feedback, ask clarifying questions instead of reacting or getting defensive

IMPACT

You will help others and yourself continue to learn and improve, driving better performance