

UNWAVERING

Companion
Workbook





Nellie Borrero

**Global Inclusion &
Diversity Senior
Strategic Advisor
at Accenture**

As I was writing UNWAVERING, I enjoyed the reflective process, the ability to recall experiences and their impact and most importantly the opportunity to focus on present and future actions. This Companion Workbook enhances and deepens your reflective practices, providing a roadmap for self-discovery and professional growth.

Whether you're seeking ways to claim your space, or simply looking to obtain clarity on your next career move, this guide offers a supportive framework for your introspective journey. You may leverage this collection of insightful reflections, quotes, and thought-provoking activities that encourage you to explore key concepts of UNWAVERING.

**With a simple framework structure:
Key Concepts, Self-Reflection and Challenge**

**I hope you will empower your own journey as you leverage this
Companion Workbook!**

Table of Contents

Introduction

Ch. 1

Ch. 2

Ch. 3

Ch. 4

Ch. 5

Ch. 6

Ch. 7

Ch. 8

Ch. 9

The Power of One Question

The Complexities of Finding Belonging

The Constant Work Against Marginalization

Understand Your Power; Claim Your Worth

Choosing to Lead with an Inclusive Mindset

The Push/Pull of Personal and Professional Demands

Asserting Yourself Through Your Brand

Solving for Self and Clients: Assessing Diversity, Equity, and Inclusion

Network Like it's Your Own Dance Floor

I Am Where I Earned to Be

Introduction: Key Concepts

[Return to table of contents >](#)

The Power of One Question



- My Early Days
- Recognizing the Limits to Reaching My Full Potential
- Answering the Uncomfortable Question

Self-imposed questions rescued me from remaining captive in the 'limited belief' cycle: why not me? Why not for me?

Introduction: Reflection

Our lived experiences are personal and unique to each of us. As our journey evolves, we must choose how we honor and celebrate the impact of our foundation while also recognizing the opportunities to reframe seeded beliefs that hinder us.

Reflect on each question and write your answers

1. How have your early days impacted and shaped your journey?
2. In what ways has the narrative changed?
3. How have your collective experiences defined how you show up in your professional environment today?
4. What are some trigger points that raise uncomfortable feelings and responses?

Introduction: The Challenge

Goal

Disrupt Trigger Points at Work

Instructions

Use the chart to create a plan for addressing the trigger points most affecting the experiences and narrative that surround you.

Share triggers, outcomes, and actions to inspire others, use the hashtag **#UNWAVERING**.

List Trigger Point 1

How might addressing this trigger change the experiences and narrative surrounding you? What is the expected outcome of taking these actions?

List Trigger Point 2

How might addressing this trigger change the experiences and narrative surrounding you? What is the expected outcome of taking these actions?

List Trigger Point 3

How might addressing this trigger change the experiences and narrative surrounding you? What is the expected outcome of taking these actions?

Chapter 1: Key Concepts

[Return to table of contents >](#)

The Complexities of Finding Belonging



- Cultural Collisions
- Belonging
- Prejudice and Racism in the Workplace
- Defining Moments
- Speak Up for Yourself
- Waiting for Permission
- What It's Like to Experience Belonging

So, what does a sense of belonging look and feel like to me? It's a space where I feel safe and I interpret others in the room to be welcoming of me, where I can let my guard down and feel ease.

Chapter 1: Self-Reflection

We all have an innate desire to belong. It's our experiences that shape and transform us in the way we feel connected and embraced.

Reflect on each question and write your answers

1. What have been your cultural collisions in your professional life?
2. How have cultural collisions worked to your disadvantage or advantage?
3. What incidents or experiences are weighing you down that you need to let go of?
4. How are you courageously leveraging your voice to advocate for yourself and to amplify the voices of others?

Chapter 1: The Challenge

Goal

Breakthrough self limiting cultural beliefs

Instructions

Think about cultural beliefs that adversely impact you at work and hold you back.

Choose one that has become a defining moment. Use the space to capture contrary evidence and reframe the belief.

Lift your voice to advocate for yourself and others by sharing your empowering belief statement, use the hashtag **#UNWAVERING**.

Limiting Cultural Belief

List 1-3 pieces of evidence contrary to the belief

Reframe the core belief into an empowering belief statement

Chapter 2: Key Concepts

[Return to table of contents >](#)

The Constant Work Against Marginalization



- Marginalization in Action
- Comfort Zone for Whom?
- The Marginalization Effect
- Taking Back Your Power
- The Senior Level is Not a Shield

Having to navigate through micro aggressions and microinequities is a distraction too real and impossible to ignore.

Chapter 2: Self-Reflection

Workplace marginalization, while not frequently discussed, is a significant barrier that can profoundly hinder career progression.

Reflect on each question and write your answers.

1. What are the signs that indicate you might be experiencing marginalization at work?
2. How could you be unintentionally contributing to the marginalization of others in the workplace?
3. What are the effective strategies for addressing and challenging marginalization in the workplace?

Chapter 2: The Challenge

Goal

Empower yourself and others

Instructions

Recall a moment at work when you felt left out. Now, think of a time where you may have excluded someone. Remember how you felt in those situations. Let those emotions motivate your commitment to do something about marginalization in your workplace for yourself and others.

Fill in the table, determine specific steps you can take to actively combat marginalization for yourself and others.

Share your reflections and commitments with your network. Use the hashtag **#UNWAVERING** to join the wider conversation and learn from others.

Action Against
Marginalization

Start Date

Indicator of Success

Chapter 3: Key Concepts

[Return to table of contents >](#)

Understand Your Power; Claim Your Worth



- Control the Narrative
- Choose Yourself
- Bet on Your Value
- Boosting Your Power
- Know Your Worth

When you fail to claim your space and allow others to minimize you, you must ask yourself some hard questions.

Chapter 3: Self-Reflection

Understanding and acknowledging our own value is not just beneficial—it's essential. When we comprehend the full extent of our contributions, we empower ourselves to confidently claim our worth. This self-recognition does more than boost our own confidence; it also allows us to demonstrate our impact to others, thereby affirming our place and function within our professional environments.

1. In what ways are you actively identifying your unique contributions at work? How do you effectively communicate and celebrate your professional achievements and the value you add to your organization?
2. What strategies can you employ to enhance your own sense of agency and empowerment in your career? How might you create opportunities or act as a catalyst/ally for empowerment among other professionals, especially those from underrepresented groups?
3. What are some ways you can challenge the status quo and show up for yourself authentically?

Chapter 3: The Challenge

Goal

Fully claim your earned space!

Instructions

Think of a situation where you do not feel you claimed your space. Follow the prompts to reframe the narrative around that situation and develop actions to fully claim your earned space.

Consider how these actions might challenge your comfort zone.

Share your journey of self-empowerment with others. Use the hashtag **#UNWAVERING** to connect with and inspire others on similar paths.

Situation

List a behavior that is hindering you from fully claiming your earned space.

Current Narrative

Recall an instance where negative self-talk based on this behavior showed up

New Narrative

Craft a positive and empowering statement to counteract and transform this self-talk

List actions to assert your value more boldly

Chapter 4: Key Concepts

[Return to table of contents >](#)

Choosing to Lead With an Inclusive Mindset



- Access Granted, But Not Ready
- Mentoring: An Investment and a Reward
- Become the Best Ally You Can Be
- A Culture of Belonging

When you are the only diverse one, or part of a very few represented in that room, your inner voice begins to point out and highlight your differences.

Chapter 4: Self-Reflection

Committing to continuous learning, stepping out of your comfort zone, evolving your thinking, and checking your biases are all essential steps towards creating a culture of inclusion.

1. How are you openly embracing opportunities to be mentored?
2. What type of Ally are you: Awkward, Courageous, Informed, Outspoken, or Passive?
3. How can your mentoring role be expanded to share your network, position your mentee for opportunities, and recognize unique diversity-related challenges?

Chapter 4: The Challenge

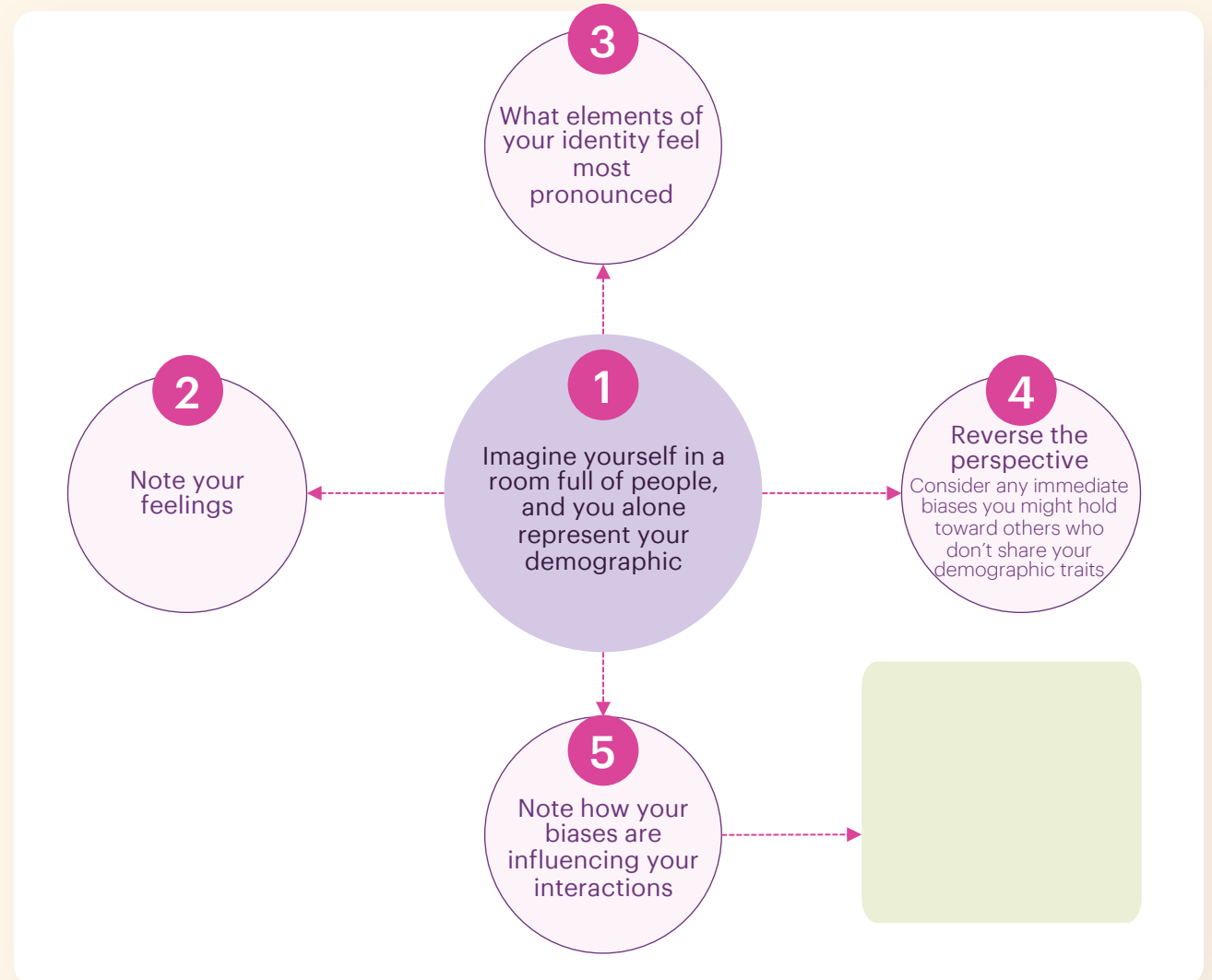
Goal

Choose to lead with an inclusive mindset

Instructions

Follow the prompts in the diagram to map how bias affects you and make your interactions with others more inclusive.

Encourage others to break the cycle of bias by sharing your action step, use the hashtag **#UNWAVERING**.



Chapter 5: Key Concepts

[Return to table of contents >](#)

The Push/Pull of Personal and Professional Demands



- My New, Negatively Perceived Label: Divorced, Single Working Mom
- Tapping Into the Village
- Beautiful and Challenging Surprises
- Choices
- Adapt to the Unplanned
- Integrate Mindfully

I was grounded on the principle that I earned the trust and support of my leaders, but it was up to me to leverage that and confidently ask for what I needed, no matter how uncomfortable it may have felt.

Chapter 5: Self-Reflection

Our personal and professional lives unfold in tandem, yet they are not always nor will they be perfectly aligned without occasional conflict. This reality requires each of us to pause and embrace the fact that we are not designed to operate in super-human mode.

1. In what ways do you hesitate to ask for and accept help at work?
2. How are you actively adjusting your priorities to accommodate unforeseen personal events without compromising your work obligations?
3. How can you help build a more mindful and supporting environment for yourself and your colleagues a work?

Chapter 5: The Challenge

Goal

Be intentional about work/life integration

Instructions

Follow the prompts to generate a plan for being more intentional about how your work and life simultaneously occur.

After completing the first three columns, pause and rate yourself: how is your work/life integration (1 poor to 5 excellent)? Use the third column to adjust as needed.

Share your reflections with a wider audience. Use the hashtag **#UNWAVERING** to contribute to the community dialogue.

Current Priorities	# Hours Spent Last Week	Impact on Work/Life Integration (+, -)	Adjustments for improvement
Family			
Friends			
Self Care			
Community			
Work			

Chapter 6: Key Concepts

[Return to table of contents >](#)

Asserting Yourself Through Your Brand



- My Brand of Courage
- Integrating Your Brand with Your Power
- Different Setting, Same Brand
- Setting Boundaries by Recognizing Your Brand
- Bring Everyone In. Lift Everyone Up

When you fail to craft your individual brand, you deprive yourself of the opportunity to show up in the way you want to be seen.

Chapter 6: Self-Reflection

Establishing a professional brand is key to your career journey. It is the first step in formulating how you want to be experienced within the workforce. When you effectively execute against your brand, it becomes a key contributor to the narrative that surrounds you.

1. What is your brand?
2. In what ways are you consistently executing against your brand?
3. How does your personal brand impact your career?

Chapter 6: The Challenge

Goal

Show up in the way you want to be seen, valued, and embraced

Instructions

Use this template to draft a brand strategy.

Choose 3-5 people you trust to speak truth with you. Ask them how your expression of your brand compares with how they would describe your brand.

Share your brand strategy to encourage others to own their brand, use the hashtag **#UNWAVERING**.

Enter a career vision or life ambition here and/or list your goals:

Describe your personal brand here. What are you known for?

List steps and actions you will take to build and nurture your brand so that it is helping you achieve your goals. This can include eliminating or changing aspects of your brand that are hindering you from achieving your goals.

Chapter 7: Key Concepts

[Return to table of contents >](#)

Solving for Self and Clients: Assessing Diversity, Equity, and Inclusion

- The Four Pillars of the DE&I Maturity Model Framework
- The Maturity Framework in Action
- We Can't Afford "Diversity Fatigue"
- Voices Amplified for Social Justice and Human Rights
- Building a More Inclusive Environment One Relationship at a Time

Engaged leadership helps speed up outcomes that would otherwise stall by leveraging their decision-making power to effect change.

Chapter 7: Self-Reflection

Everyone plays a role in creating a culture where all our people can feel a sense of belonging, are respected, and are empowered to do their best work. Whether you are a full time DE&I practitioner, Ally, C-level leader, Board member, senior or mid-level executive, or junior level; everyone has a responsibility to create opportunities for all to thrive and unlock their full potential.

1. Where do you believe your organization is in relation to the DE&I Maturity Framework?
2. How are you contributing and engaging in the evolution of an inclusive culture?
3. How is your role as a DE&I practitioner being valued within your organization? How are you supporting DE&I practitioners?

Chapter 7: The Challenge

Goal

Contribute to the evolution of an inclusive culture

Instructions

Use the template to visualize how you will contribute to the evolution of an inclusive culture on your team, in your department, or company.

Equip other allies by sharing what you do to contribute to a culture of inclusion, use the hashtag **#UNWAVERING**.

What motivates you to be an ally?

What actions do you take now to engage and create a culture of inclusion?

How might you get more involved and even better at demonstrating advocacy?

What actions will you pursue to advocate for others?

Chapter 8: Key Concepts

[Return to table of contents >](#)

Network Like it's Your Own Dance Floor



- Relationship Building
- Opportunity Squandered
- Help Me Understand
- The Power of Elevating External Organizational Relationships

If we are to seek out the essential connections and guidance we deserve, we can't keep rationalizing the limitations we place on our ourselves.

Chapter 8: Self-Reflection

Our ability to expand our network, strategically position ourselves, and intentionally nurture relationships plays a significant role in the success of our career.

1. What priority are you placing on networking?
2. How is your external presence and engagement increasing your visibility and solving for your community?
3. How are you pausing to reflect on the current stage of your professional journey and how are you encouraging others to do the same?

Chapter 8: The Challenge

Goal

Nurture and expand your network with intention

Instructions

Use this template to map your network and generate action steps for adding value to your network.

Consider what internal obstacles such as internal narratives, beliefs, past experiences, might keep you from taking the action steps you plan.

Help others by opening access and sharing opportunities, use the hashtag **#UNWAVERING.**

Who Is In My Network

List the people you know and trust and who know and trust you

A Sponsor uses their influence to actively champion you

List Sponsor names here. If you don't have a Sponsor, name someone who might be a Sponsor for you?

A Board of Directors is a sub-set of allies you go to for advice, encouragement and truth

List members of your Board of Directors here.

Who Needs to be in my Network

List people you want to get to know, people you can learn from, people who can learn from you.

Action Steps

Chapter 9: Key Concepts

[Return to table of contents >](#)

I Am Where I Earned to Be



- Own It!
- Now What?
- Compete is Not a Dirty Word
- Are You Really Empowered?

No matter how junior or senior we are in our profession, being eagerly curious about the next opportunity provides an advantage.

Chapter 9: Self-Reflection

Creating and allowing space for self-empowerment should be part of everyone's professional goals. It requires intentionality and continuous self-assessment.

1. In what ways are you confidently and intentionally asserting yourself? How are you pausing to courageously self-assess your journey?
2. How are you choosing to holistically show up?
3. How are you constructively conditioning yourself to be effectively aware of the environment you are immersed in?

Chapter 9: The Challenge

Goal

Elevate your power and value

Instructions

As part of achieving your goals, create space for self-empowerment. Complete each statement.

Then, revisit these statements periodically. Update them as needed.

Motivate and inspire yourself and others by sharing the ways you are unwavering, use the hashtag **#UNWAVERING**.

Reflect on each statement.

“I confidently ”

“I continue to ”

“I choose to ”

“I commit to ”

“I condition myself to ”