

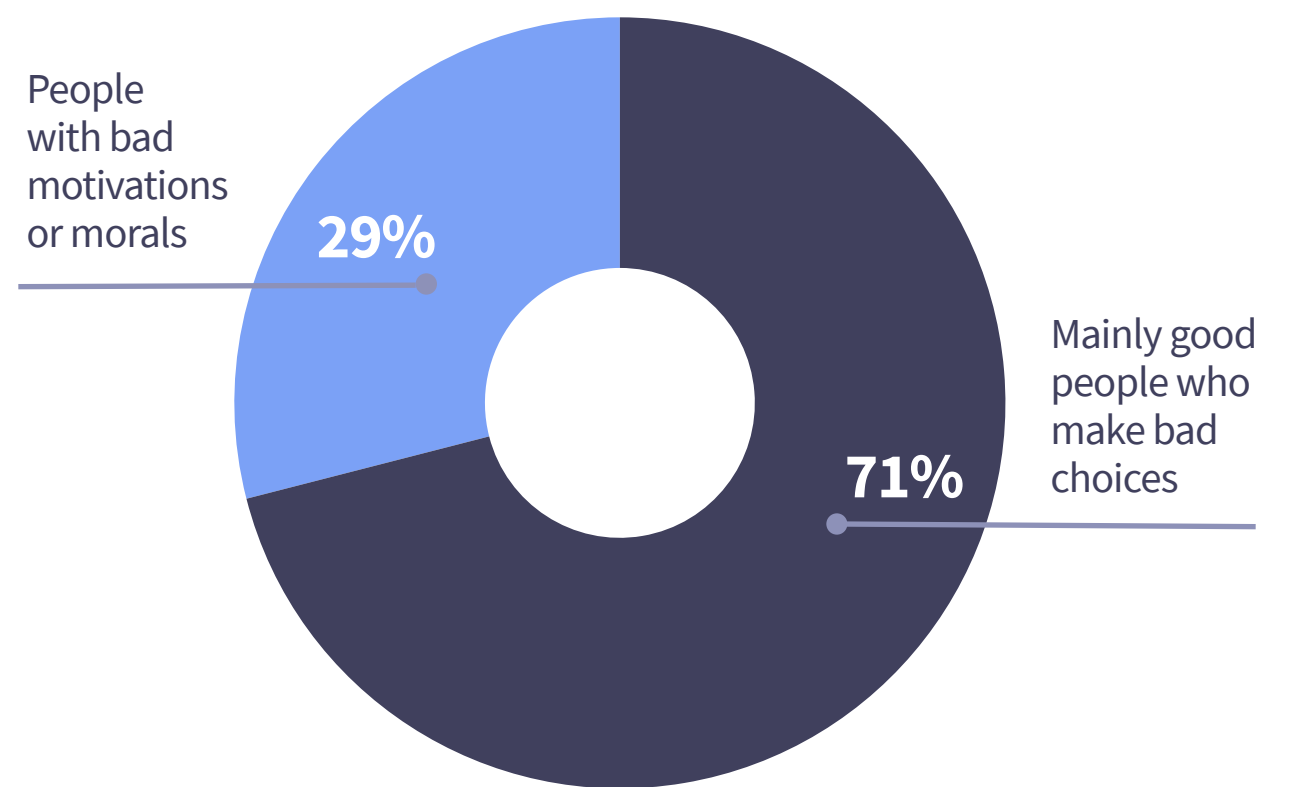
## Different assumptions about the causes of behavior

People’s varied backgrounds lead them to develop very different “theories of mind,” explanations for why people do the things they do. Perhaps one of the most fundamental is the question of whether people who do bad things are bad people, or are more likely to be good people making bad judgments. With regards to harassment, the majority of employees blame bad judgment, but nearly a third point to a more fundamental attribution of people being “bad.”

You can imagine that people who hold these different “theories of mind” might take very different actions based on their beliefs. For example, if I think you did what you did because you are a bad person, I’m less likely to give you feedback, but may be more likely to report it. If I think you just made a bad call, I’m more likely to let you know, but less likely to want to report a “good person.”

### Which of these do you think accounts for the greatest number of harassment situations?

% of employees



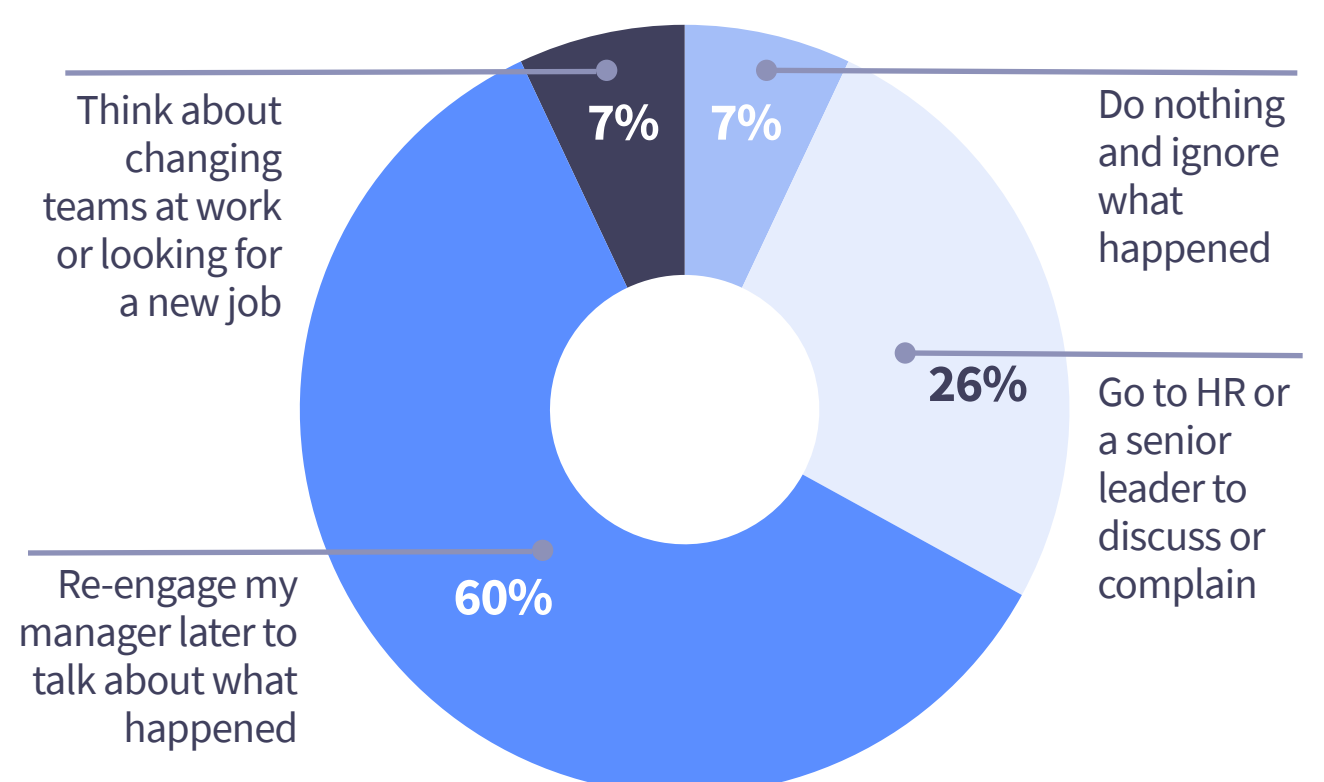
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## Different approaches to resolving conflict

People with different backgrounds also form different ideas about how to address conflict when it occurs. After a scenario showing a significant conflict between people with different life experiences, we ask people how they would resolve the conflict. The vast majority say they would take the issue head-on, but the rest choose different approaches, ranging from ignoring what happened to actually leaving the organization. Teaching healthy conflict resolution skills could make the difference between keeping and losing top talent.

### Different actions with different organizational outcomes

% of employees, "If this happened to me I would..."



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