Acceptance-Tolerance-Model

How much diversity can your team stand?

by Alexander Kylburg (@alexkylburg)
Acceptance

“The process or fact of being received as adequate, valid, or suitable.”

oxforddictionaries.com
Tolerance

“The ability or willingness to tolerate the existence of opinions or behaviour that one dislikes or disagrees with”

oxforddictionaries.com
What do teams do to deal with diversity?
Team Values!

Respect, Trust, Openness, Commitment, Reliability, Focus, Responsibility, Passion, Be Visionary, Challenge yourself, ...
And in reality!?
The Model

Acceptance Area

Tolerance Area

Intolerance Area

(Most) Team Values aim here...
The Model

Acceptance Area

Tolerance Area

Intolerance Area

Stuff we WANT to happen

Stuff we do NOT want to happen
The Model

Acceptance Area

What about here?

Tolerance Area

Intolerance Area
The Model

Tolerance Area

Supportive
Questioning
Endangering
Destructive

Attitude or Behaviour
Is received as...
• Unusual
• Thinking outside-the-box
• New

Leaves people...
• Interested
• Curious
• Surprised

Supportive
Is received as...

- Suspicious
- Questionable
- Strange

Leaves people...

- Confused
- Irritated
- Puzzled

Questioning

(Picture by Thad-Zajdowicz on Flickr)
Endangering

Is received as...
• Disrespectful
• Problematic
• Cynical

Leaves people...
• Angry
• Annoyed
Is received as...
- Aggressive
- Violent

Leaves people...
- Desperate
- Hopeless
- Defending

Destructive

(Picture by Joao Pimentel Ferreira on Wikimedia)
# The Model

<table>
<thead>
<tr>
<th>Acceptance Area</th>
<th>Tolerance Area</th>
<th>Intolerance Area</th>
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</thead>
</table>

- Acceptance Area
- Tolerance Area
- Intolerance Area
Is received as...

- Harmful
- Illegal

Leaves people...

- Violated
- Hurt
- Frightened

Intolerance
So, everything that’s against the rules does belong in the Area Of Intolerance?

→ No!
Ok but, breaking the rules (like in shu-*ha*-ri) always means Questioning the system, right?

→ No!
Where do the problems come from?
Different People
<table>
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<tr>
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<tbody>
<tr>
<td>Questioning</td>
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- **Acceptance**
- **Supportive**
- **Questioning**
- **Endangering**
- **Destructive**
- **Intolerance**
People ARE different
You need to talk!
Thank You!

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http://acceptance-tolerance-model.net