

An aerial photograph of a parking lot with several cars parked in numbered spaces. The numbers are visible on the ground, such as 622, 621, 620, 619, 618, 617, 616, 615, 614, 613, 612, 611, 610, 609, 608, 607, 606, 605, 604, 603, 602, 601, 600, 599, 598, 597, 596, 595, 594, 593, 592, 591, 590, 589, 588, 587, 586, 585, 584, 583, 582, 581, 580, 579, 578, 577, 576, 575, 574, 573, 572, 571, 570, 569, 568, 567, 566, 565, 564, 563, 562, 561, 560, 559, 558, 557, 556, 555, 554, 553, 552, 551, 550, 549, 548, 547, 546, 545, 544, 543, 542, 541, 540, 539, 538, 537, 536, 535, 534, 533, 532, 531, 530, 529, 528, 527, 526, 525, 524, 523, 522, 521, 520, 519, 518, 517, 516, 515, 514, 513, 512, 511, 510, 509, 508, 507, 506, 505, 504, 503, 502, 501, 500, 499, 498, 497, 496, 495, 494, 493, 492, 491, 490, 489, 488, 487, 486, 485, 484, 483, 482, 481, 480, 479, 478, 477, 476, 475, 474, 473, 472, 471, 470, 469, 468, 467, 466, 465, 464, 463, 462, 461, 460, 459, 458, 457, 456, 455, 454, 453, 452, 451, 450, 449, 448, 447, 446, 445, 444, 443, 442, 441, 440, 439, 438, 437, 436, 435, 434, 433, 432, 431, 430, 429, 428, 427, 426, 425, 424, 423, 422, 421, 420, 419, 418, 417, 416, 415, 414, 413, 412, 411, 410, 409, 408, 407, 406, 405, 404, 403, 402, 401, 400, 399, 398, 397, 396, 395, 394, 393, 392, 391, 390, 389, 388, 387, 386, 385, 384, 383, 382, 381, 380, 379, 378, 377, 376, 375, 374, 373, 372, 371, 370, 369, 368, 367, 366, 365, 364, 363, 362, 361, 360, 359, 358, 357, 356, 355, 354, 353, 352, 351, 350, 349, 348, 347, 346, 345, 344, 343, 342, 341, 340, 339, 338, 337, 336, 335, 334, 333, 332, 331, 330, 329, 328, 327, 326, 325, 324, 323, 322, 321, 320, 319, 318, 317, 316, 315, 314, 313, 312, 311, 310, 309, 308, 307, 306, 305, 304, 303, 302, 301, 300, 299, 298, 297, 296, 295, 294, 293, 292, 291, 290, 289, 288, 287, 286, 285, 284, 283, 282, 281, 280, 279, 278, 277, 276, 275, 274, 273, 272, 271, 270, 269, 268, 267, 266, 265, 264, 263, 262, 261, 260, 259, 258, 257, 256, 255, 254, 253, 252, 251, 250, 249, 248, 247, 246, 245, 244, 243, 242, 241, 240, 239, 238, 237, 236, 235, 234, 233, 232, 231, 230, 229, 228, 227, 226, 225, 224, 223, 222, 221, 220, 219, 218, 217, 216, 215, 214, 213, 212, 211, 210, 209, 208, 207, 206, 205, 204, 203, 202, 201, 200, 199, 198, 197, 196, 195, 194, 193, 192, 191, 190, 189, 188, 187, 186, 185, 184, 183, 182, 181, 180, 179, 178, 177, 176, 175, 174, 173, 172, 171, 170, 169, 168, 167, 166, 165, 164, 163, 162, 161, 160, 159, 158, 157, 156, 155, 154, 153, 152, 151, 150, 149, 148, 147, 146, 145, 144, 143, 142, 141, 140, 139, 138, 137, 136, 135, 134, 133, 132, 131, 130, 129, 128, 127, 126, 125, 124, 123, 122, 121, 120, 119, 118, 117, 116, 115, 114, 113, 112, 111, 110, 109, 108, 107, 106, 105, 104, 103, 102, 101, 100, 99, 98, 97, 96, 95, 94, 93, 92, 91, 90, 89, 88, 87, 86, 85, 84, 83, 82, 81, 80, 79, 78, 77, 76, 75, 74, 73, 72, 71, 70, 69, 68, 67, 66, 65, 64, 63, 62, 61, 60, 59, 58, 57, 56, 55, 54, 53, 52, 51, 50, 49, 48, 47, 46, 45, 44, 43, 42, 41, 40, 39, 38, 37, 36, 35, 34, 33, 32, 31, 30, 29, 28, 27, 26, 25, 24, 23, 22, 21, 20, 19, 18, 17, 16, 15, 14, 13, 12, 11, 10, 9, 8, 7, 6, 5, 4, 3, 2, 1. The image is partially obscured by a dark grey circular overlay on the right side.

OOP 2019, Munich

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.”

Tolerance

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

What do teams do to
deal with diversity?

Team Values!

Respect, Trust, Openness,
Commitment, Reliability, Focus,
Responsibility, Passion, Be Visionary,
Challenge yourself, ...

An aerial photograph of a parking lot with cars parked in numbered spaces. The text "And in reality!?" is overlaid in the center. The parking spaces are numbered from 600 to 664. The cars are parked in a way that suggests a specific arrangement or pattern. The text is in a large, white, sans-serif font.

And in reality!?

(Picture by John Matychuk on Unsplash)

The Model

Acceptance Area

**(Most)
Team Values
aim here...**

Tolerance Area

Intolerance Area

The Model

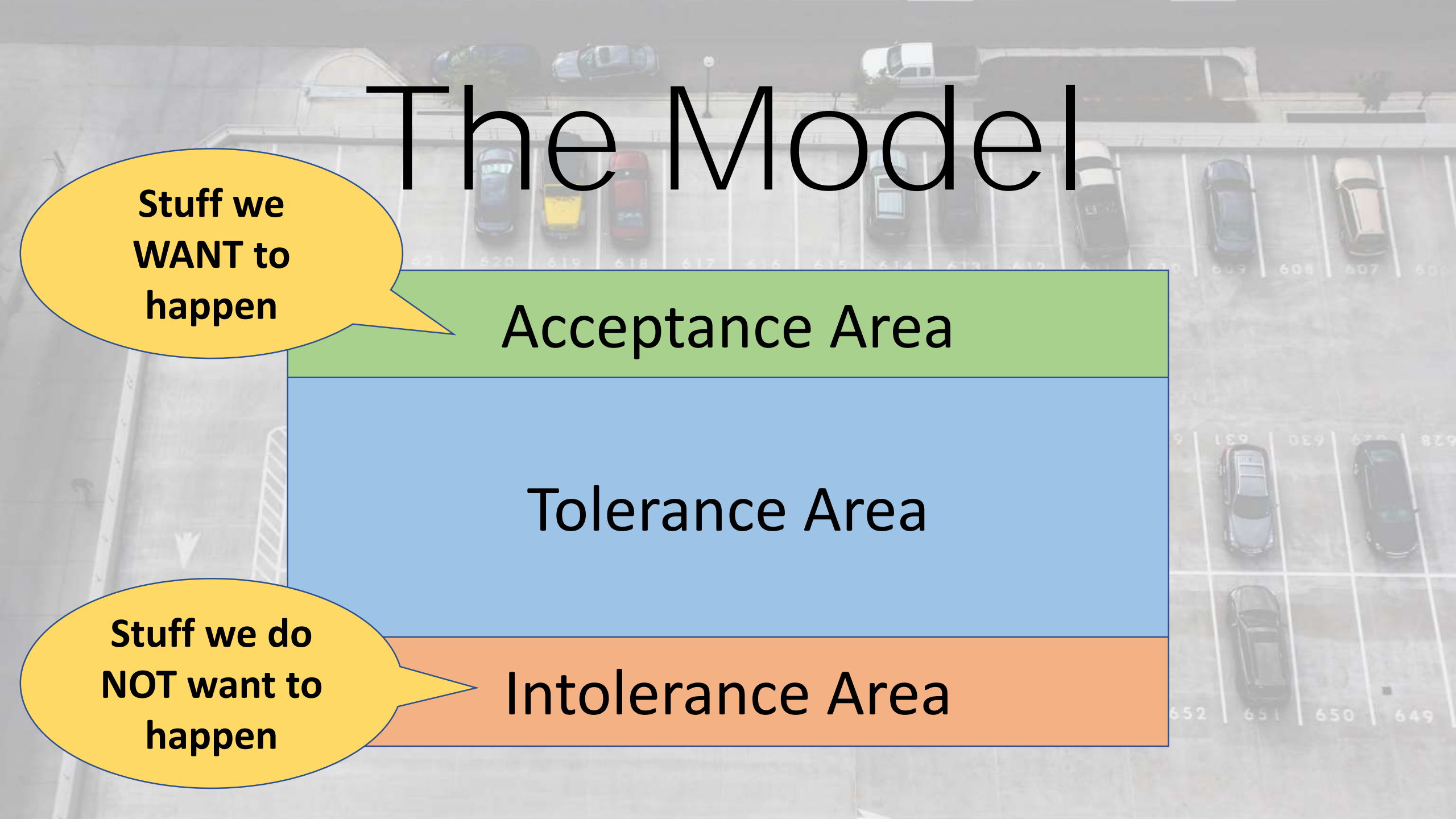
Stuff we
WANT to
happen

Acceptance Area

Tolerance Area

Stuff we do
NOT want to
happen

Intolerance Area



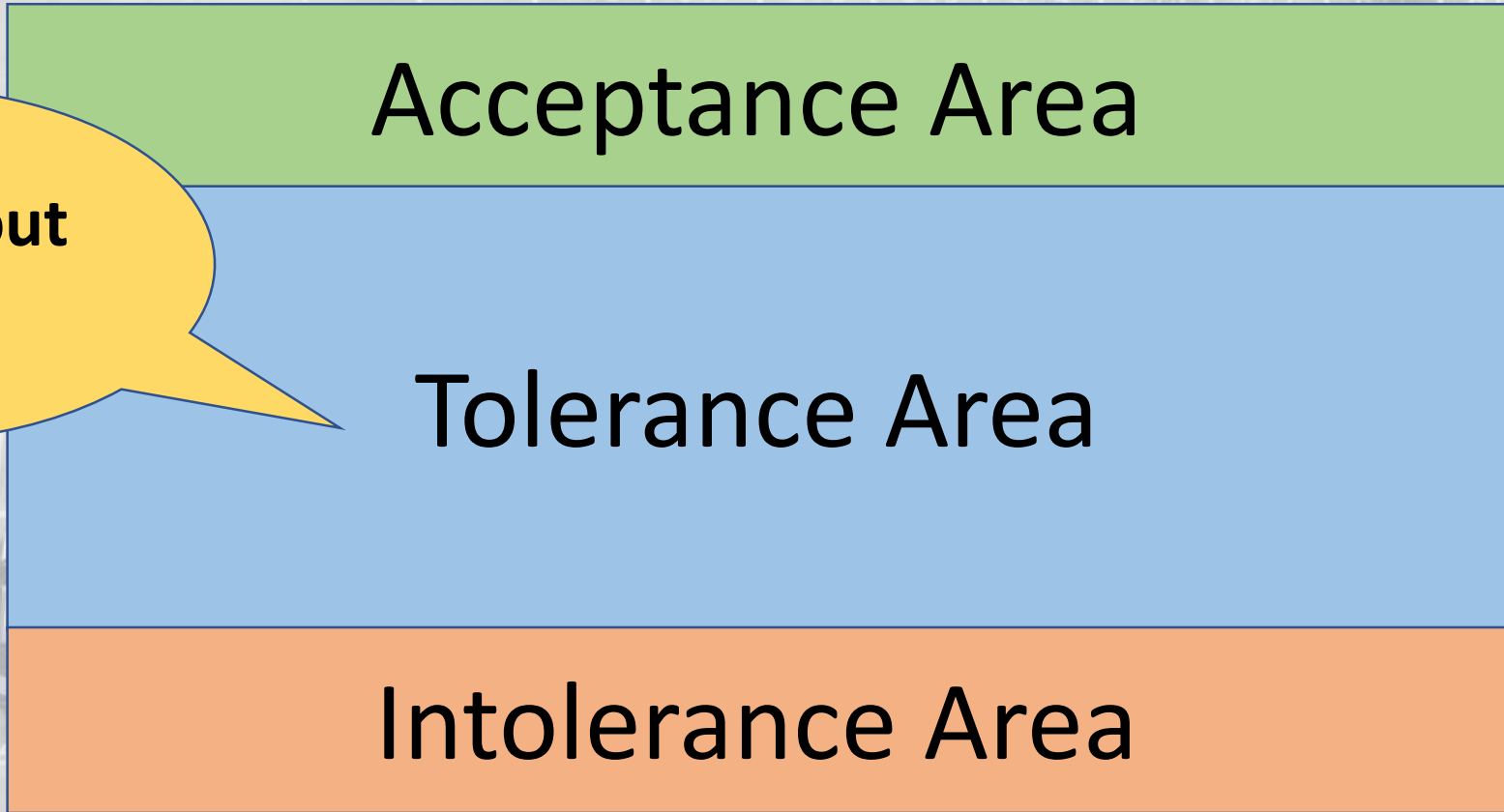
The Model

Acceptance Area

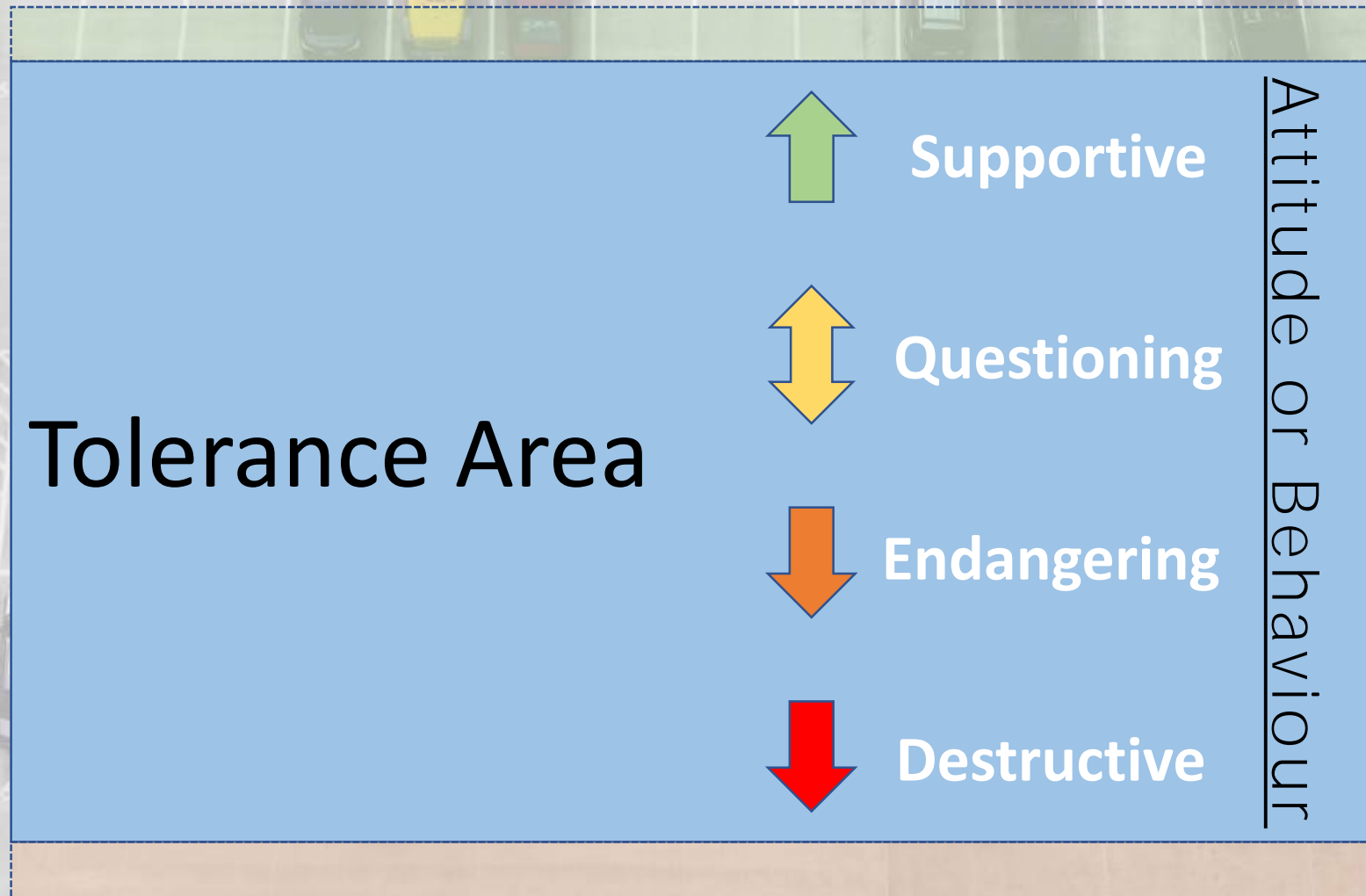
Tolerance Area

Intolerance Area

What about here?



The Model



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



Is received as...

- **Disrespectful**
- **Problematic**
- **Cynical**

Leaves people...

- **Angry**
- **Annoyed**

Endangering

A photograph of a white car with a person standing on the hood, overlaid with text. The image is semi-transparent, showing a person in a striped shirt standing on the hood of a white car. Another white car is visible in the background. The text is overlaid on the image.

Is received as...

- **Aggressive**
- **Violent**

Leaves people...

- **Desperate**
- **Hopeless**
- **Defending**

Destructive

The Model

Acceptance Area

Tolerance Area

Intolerance Area

Is received as...

- **Harmful**
- **Illegal**

Leaves people...

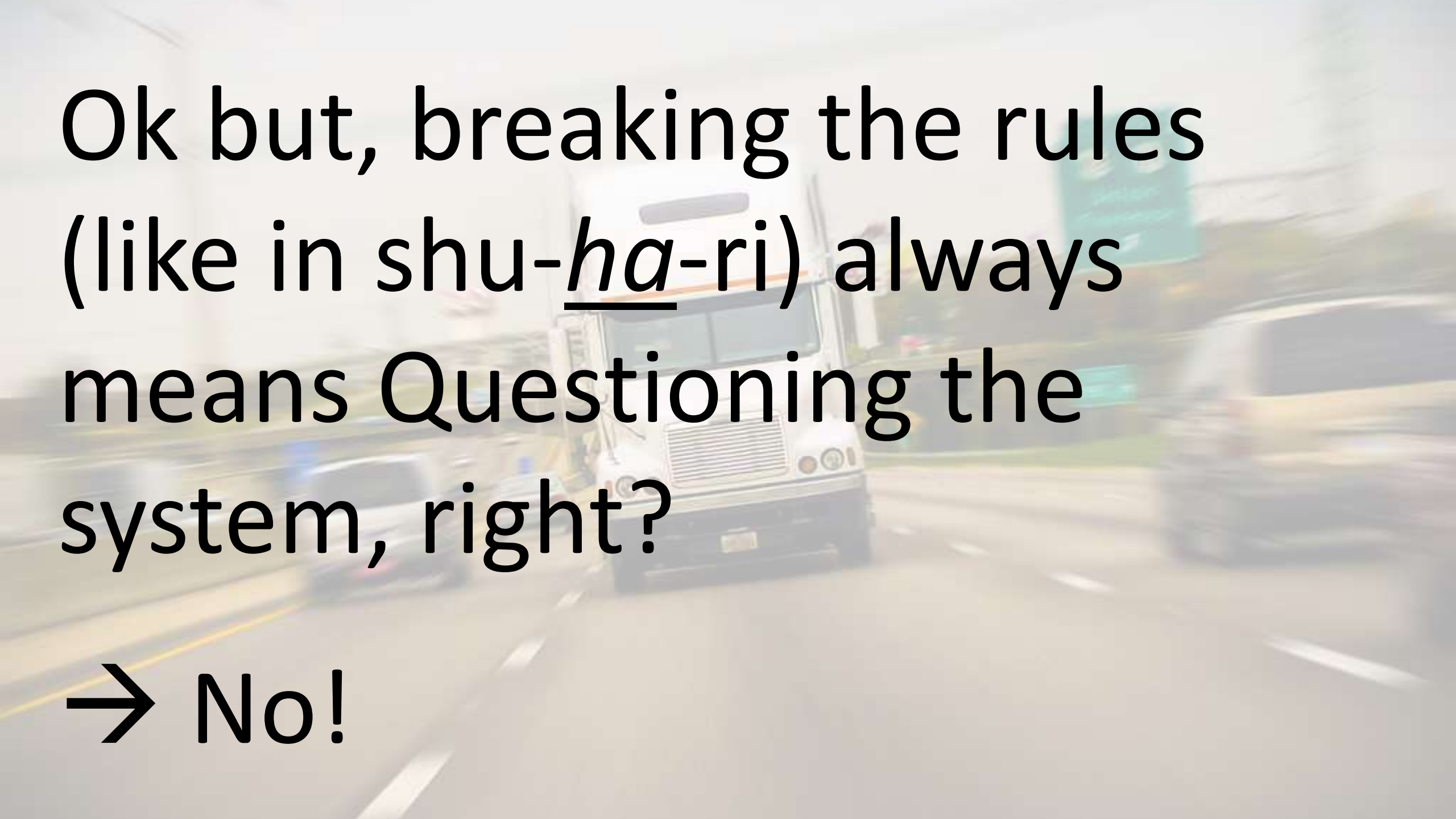
- **Violated**
- **Hurt**
- **Frightened**

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



(Picture by Rawpixel on Unsplash)



Acceptance	Acceptance	Acceptance	Acceptance
Supportive	Acceptance	Supportive	Acceptance
Questioning	Supportive	Questioning	Acceptance
Endangering	Questioning	Endangering	Questioning
Destructive	Endangering	Destructive	Endangering
Intolerance	Destructive	Intolerance	Intolerance
Intolerance	Intolerance	Intolerance	Intolerance

A group of four diverse business professionals (two women and two men) are smiling and holding up large, colorful speech bubble cutouts. The background is a bright, modern office interior with large windows. The text 'People ARE different' is overlaid on the image, with 'ARE' in all caps.

People ARE
different

You need to talk!

OOP 2019, Munich

Thank
You!

Acceptance- Tolerance- Model

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<http://acceptance-tolerance-model.net>