Driving Workplace Culture through Diversity, Equity, Inclusion & Belonging

RSM US LLP – CDI Session

Your Presenters

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Our objective: To understand how **difference makes the difference**

As **inclusion** becomes more important to all, this topic and our open discussion will help:

1. Understand the business case for commitment to Diversity, Equity, Inclusion & Belonging in the Workplace.

2. Understand key terms and concepts related to Diversity, Equity, Inclusion & Belonging strategy.

3. Increase awareness of how to build and practice psychological safety at work.

4. Identify the key characteristics of practicing allyship in the workplace.

5. Leverage inclusion to drive connections and business results

Agenda

Today's Discussion

Business Case and Terminology

Talent View: Inclusion Safety

Leader View: Inclusive Behavior

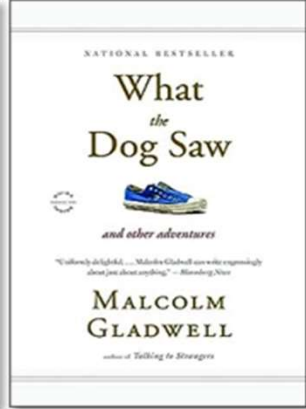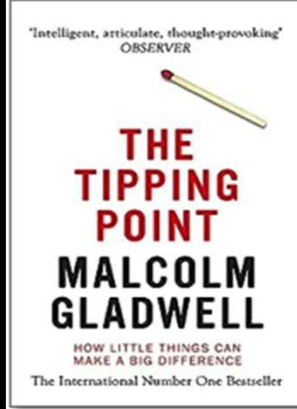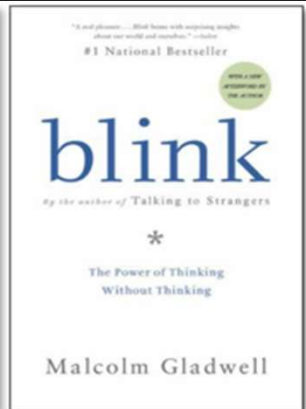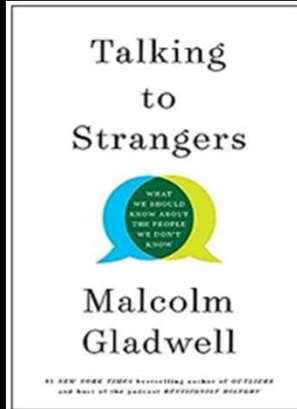The Future State: Working to Unconscious Inclusion

Next Steps & Resources

Business Case and Terminology

Workplace Terms and Compelling Times

Key DIEB Terms and Definitions

Perspective

Action

Fairness

Valued

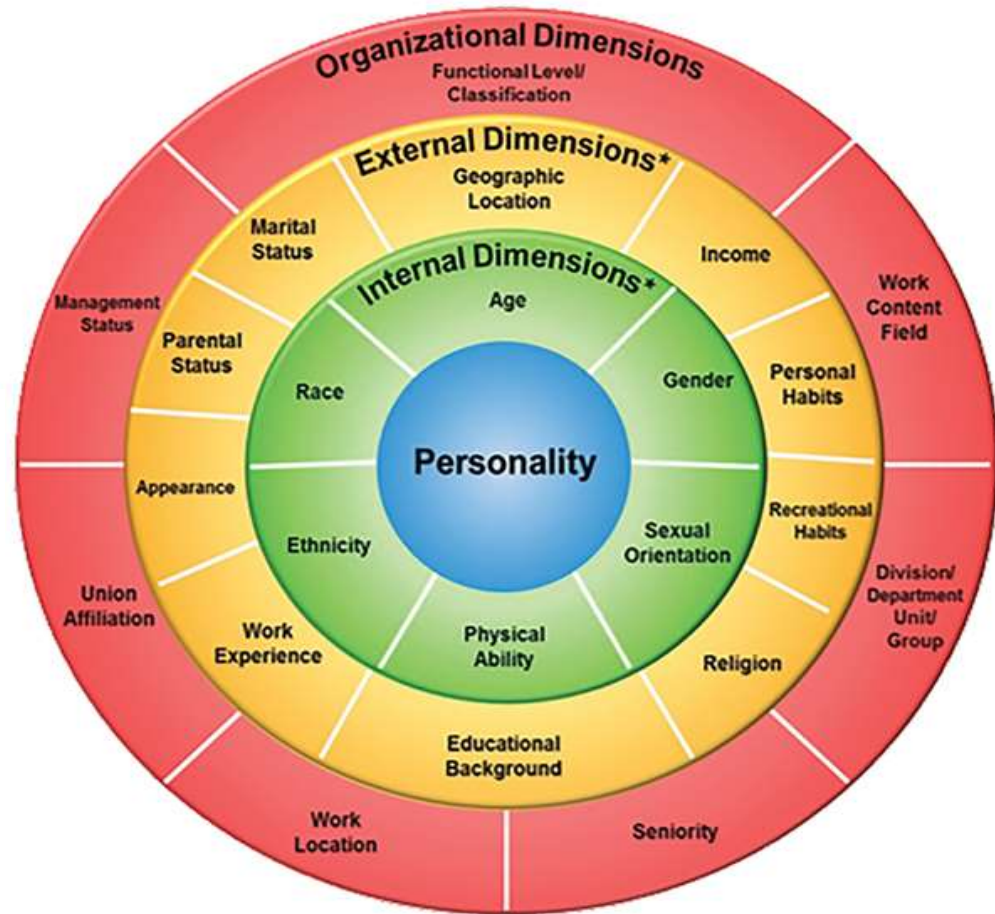| Diversity	Inclusion	Equity	Belonging
Expressed in myriad forms, race and ethnicity, gender and gender identity, sexual orientation, socioeconomic status, language, culture, national origin, religious commitments, age, (dis)ability status and perspective.	Deliberate efforts to ensure a place where differences are welcomed, perspectives are respectfully heard, and every individual feels a sense of belonging. To effectively leverage the resources of diversity and inclusive environments.	Policy of equal opportunity for all persons and working actively to challenge and eliminate bias and discrimination	A sense of fitting in or feeling like you are an important member of a group

Term: Cultural Dimensions+

Studies from the Harvard Business Review, Boston Consulting Group, McKinsey and Clear Company show **diversity has a strong correlation with organizational performance.**

Organizational Dimensions
- Functional Level/Classification

External Dimensions*
- Geographic Location
- Marital Status
- Income
- Management Status
- Work Content Field
- Parental Status
- Personal Habits
- Appearance
- Recreational Habits
- Union Affiliation
- Division/Department Unit/Group
- Work Experience
- Religion
- Educational Background
- Work Location
- Seniority

Internal Dimensions*
- Age
- Gender
- Race
- Sexual Orientation
- Ethnicity
- Physical Ability

Personality

Term: Micro-Aggression

The *subtle and often unintentional* form of prejudice or discrimination that targets a marginalized group of people, especially a racial minority.

Can be verbal or non-verbal, conscious or unconscious, and has a negative effect on the recipient.

Term: Allyship

The *actions, behaviors, and practices that leaders take to support, amplify, and advocate with others,* most especially with individuals who don't belong to the same social identities as themselves.

(Note that we say "advocate *with*..." rather than only "advocate *for*..." because advocacy should be done **in partnership** with those we intend to serve.)

4 COMMON MISCONCEPTIONS OF ALLYSHIP

1. PERFORMING: "Performative Allyship"

2. PLATITUDES: Empty Gestures

3. POSITION: Having a Title

4. PERFECTION: Getting it Right Every Time

Center for Creative Leadership

Key Terms:
Race, Ethnicity, Gender, and Intersectionality

RACE
Traits

Ethnicity is a set of **cultural** and **linguistic origins** that individuals belonging to a particular social group share, such as Native American, Hispanic American., etc.

GENDER
Behavior Associations

Intersectionality is the complex, cumulative intertwining of social identities, the many **facets** of our **identities**, and how those facets intersect. The compound nature of our personality.

Race is a set of **traits** that define an individual or group of individuals as belonging to a **particular social category** such as white, black, etc.
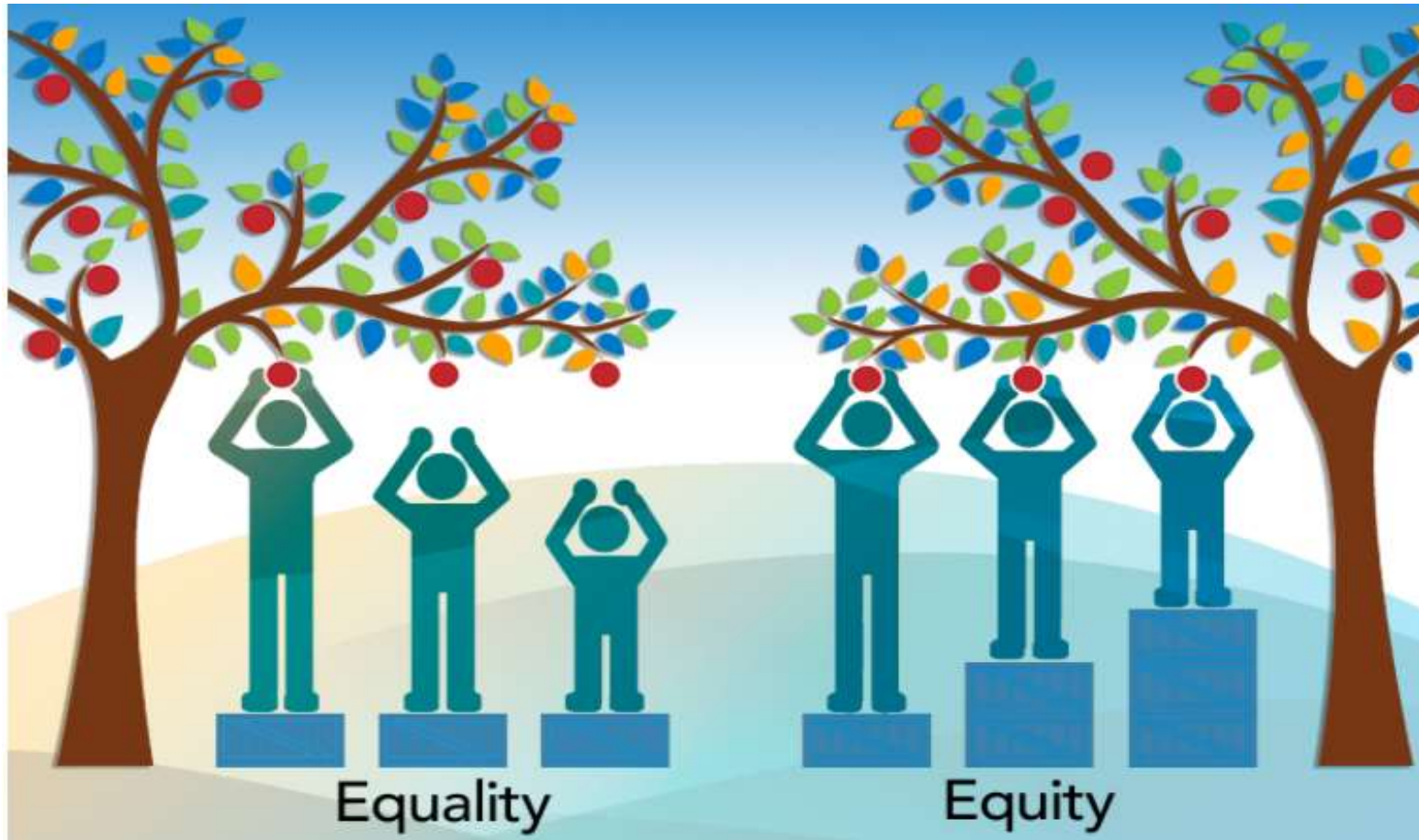
ETHNICITY
Origins

Gender is a set of socially constructed characteristics, such as **norms** and **behaviors**, typically associated with being masculine, feminine, androgynous, or other.
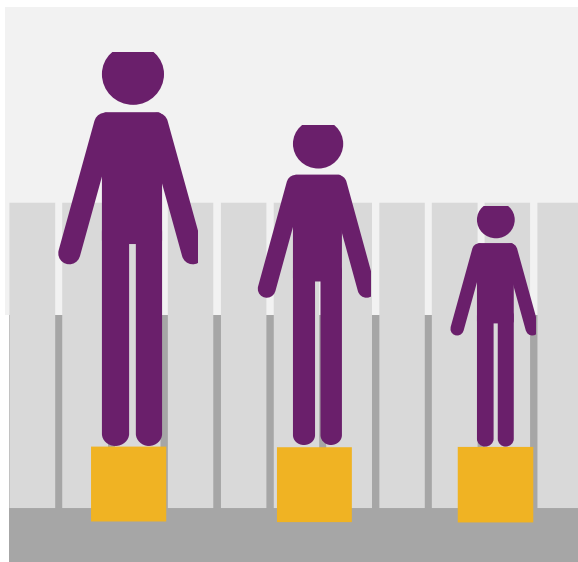
INTERSECTIONALITY
Facets intersecting
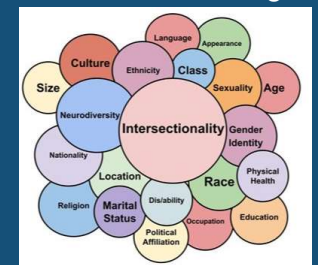
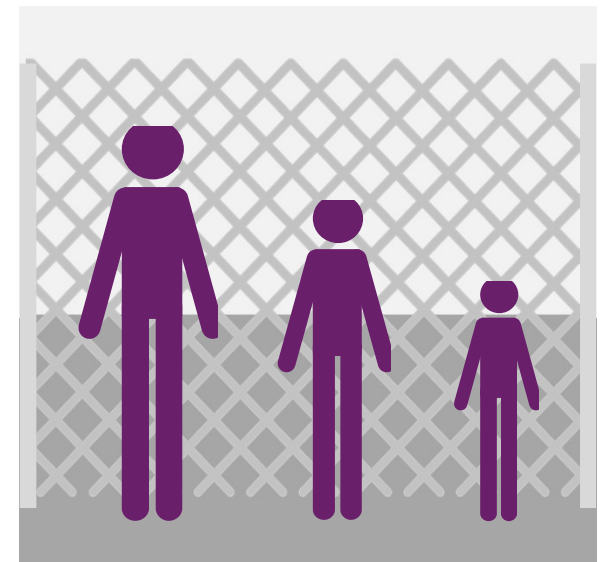# Key Terms: Equality vs. Equity – Master Equity

Equality

Equity

AICPA: Equity vs Equality

Equality

Equity

GOAL

Imperative considerations… What we have learned

Global

Global economic and demographic shifts demand intercultural competency and dexterity for people and growth and effectiveness.

Policy

New policy makes equity a focus, driving transparency and new regulatory compliance. Organizations "reflecting America" and ESG are priorities for the current administration.

Peers

Disparities in gender and ethnicity are unfortunately a real problem. Attracting, developing and retaining accounting talent is a profession-wide imperative.

Enterprise

Inclusion provides a competitive advantage by creating more connections to sources for identifying trends and opportunities.

Talent

The workforce of the future is challenging organizations to make progress in representation.

Key External Considerations

Profession Standards

Profiles in Improvement

- Diversity, Equity, Inclusion and Accessibility
- Effective Leadership: Empowerment
- Innovation
- Agency Performance

Workplace Culture Ranking
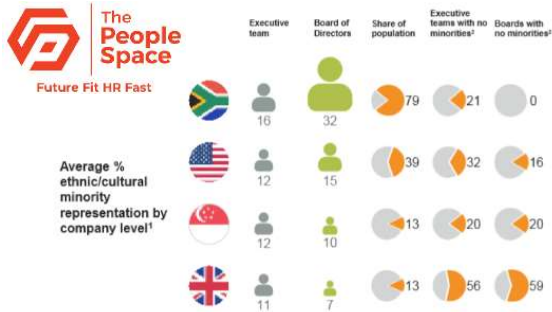
Integration Focus

Accountants are ready for a cultural shift

By Ranica Arrowsmith   May 15, 2019, 12:45 p.m. EDT   4 Min Read

Accountants are more ready than ever before to talk about cultural shift.

According to a survey commissioned by ERP and accounting software provider Sage, 90 percent of accountants believe there has been a cultural shift wherein professionals no longer see themselves as number crunchers. Survey data suggest that this shift is being partly driven by clients and the marketplace, which together are demanding much more than the traditional number crunching that has historically driven the accounting profession. Workforces are becoming ever more multigenerational — as baby boomers meet millennials, the profession is being influenced by new and different attitudes, expectations and skills.

15 ### Global Representation %

"S" = Social: Diversity and Inclusion Community commitment

Profession-wide "Culture" Focus

Changing World and Workplace: Require New Skills

Diversity is increasing and the "White" population is decreasing

    People who identify as white and non-Hispanic in the United States - largest U.S. racial population – **has declined from 63% to 57.8%**[1] and are **no longer projected** to account for the majority of Americans by **2045.**[2] One in 3 Americans will be non-white by 2060 according to the U.S Census Bureau.

Millennials are 19% more diverse than Baby Boomers

    U.S. Census data shows that around **56% of Millennials are white**, whereas **Baby Boomers are 75% white**. Additionally, there are now more Millennials than Baby Boomers in the U.S. population today, as 18 to 44-year-olds make up the largest age bracket in the United States.

48% of Gen Z identify as multiracial or belong to ethnic communities

    Generation Z is the **most racially diverse U.S. generation**, with approximately 48% identifying as non-white.

Unemployment rate is higher among Black, Hispanic or Latinx populations

    Based on U.S. Census data, average **U.S. unemployment rates are higher** for people who are **Black - 11.5% - and Hispanic or Latinx - 10.6%**[5] compared to the current unemployment rate of 3.5%.

Workplace Culture Matters…

Organizational culture is vital to the performance of any organization. It dictates employees' behavior, as well as how the organization is regarded by its stakeholders. They are unique and 100% driven by the leaders of the organization.

- **Inclusive teams are more likely to increase revenue and realize growth goals**

  Companies with higher racial and ethnic diversity are **36% more likely to outperform** companies with less diversity. Likelihood for outperformance also increases with inherent diverse members.

- **Ethnically-diverse executive teams tend to be more profitable**

  Executive teams with **high ethnic diversity** are found to be **33% more likely to perform above margins.**

- **75% of candidates and employees value diverse firms and coworkers**

  In a Glassdoor survey, **76% of job seekers and employees polled said a diverse workforce was an important factor** for them when evaluating job opportunities and companies.

- **80% of employees want inclusive employers**

  According to a CNBC survey, **80% of job seekers said they want to work for a company that values diversity, equity and inclusion** efforts.

- **44% of women will not work for a non-inclusive company**

  In a McKinsey survey, **44% of women decided against pursuing or accepting a job position due to the lack of DEI opportunities.**

- **Three in 4 companies believe diversity, equity and inclusion is a Priority**

  In a survey by Beamery, **3 out of 4 companies** rated every aspect **of DEI** listed as a **priority** within their organization.
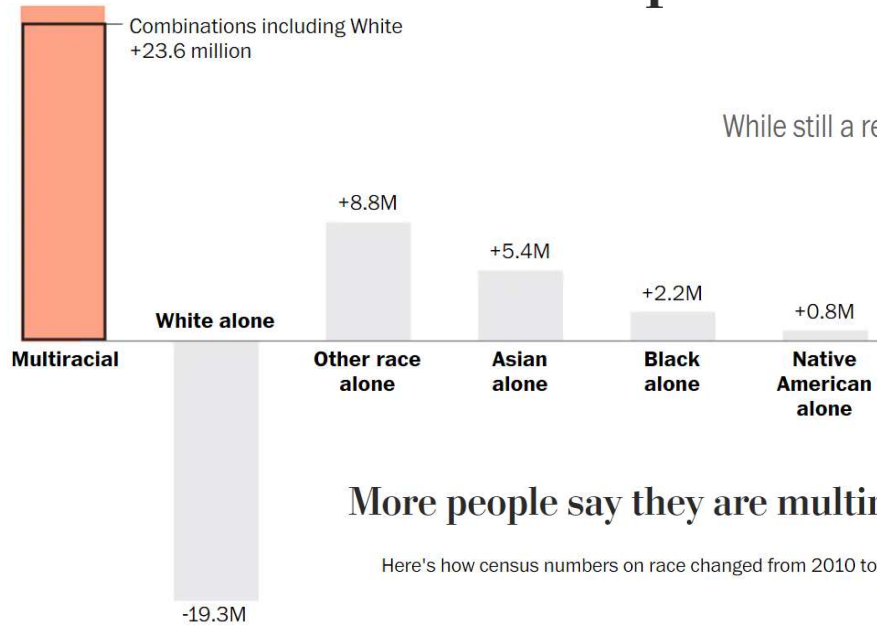
Stakeholders Seek Evidence of Our Commitment

This includes…

- ✓ **Environmental, Social Governance (ESG)**

- ✓ **Corporate Responsibility (CSR)**

- ✓ **Supplier Diversity/Tier 2 Spending**

- ✓ **DEI Commitment | Public Comms**

- ✓ **Organizational Demographics**

- ✓ **Engagement Team Demographics**

'We're talking about a big, powerful phenomenon': Multiracial Americans drive change

While still a relatively small part of the population, more Americans than ever identify as multiracial, according to the census

Combinations including White
+23.6 million

+8.8M

+5.4M

+2.2M

+0.8M

Multiracial

White alone

Other race alone

Asian alone

Black alone

Native American alone

-19.3M

More people say they are multiracial

Here's how census numbers on race changed from 2010 to 2020
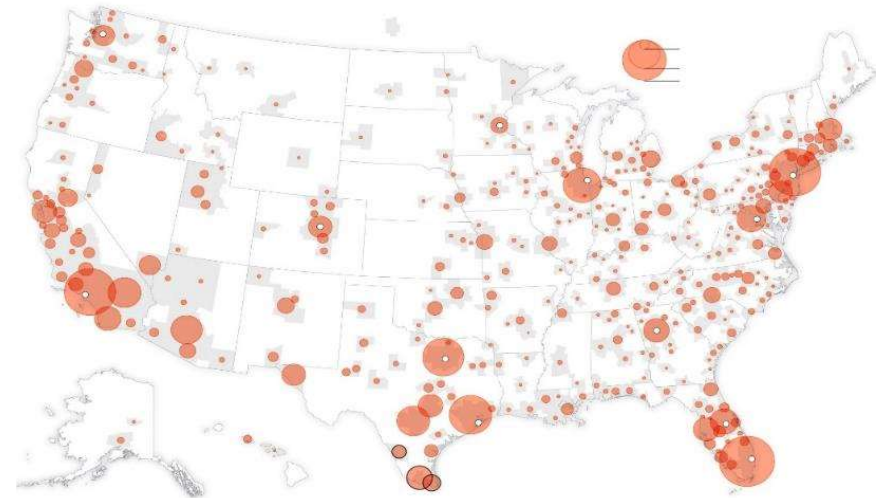
All races include people of Hispanic origin.
Asian includes Hawaiian and Pacific Islander.
Source: 2020 Census

Employee Business Case

Employees in Inclusive Workplaces Have More Positive Work Experiences than those in Non-inclusive organizations

COMPANIES WITH INCLUSIVE CULTURES HAVE:

22% LOWER TURNOVER RATES[6]

22% GREATER PRODUCTIVITY[6]

27% HIGHER PROFITABILITY[6]

39% HIGHER CUSTOMER SATISFACTION[6]

15X MORE REVENUE & SALES FOR COMPANIES WITH HIGH LEVELS OR RACIAL DIVERSITY[5]

3x more likely to be happy at work

1.8x more likely to have a good friend at work

2.2x more likely to have a positive work-life balance

Diversity in Public Service

"The 2022 Federal Employees Viewpoint Survey (FEVS) included, for the first time, an index to show how employees feel about the federal government's work to advance diversity. It found that 69 percent of respondents reported positive perceptions of their agency's DEIA-related practices. Employees were most impressed with inclusion efforts while equity showed the lowest positive perception. While showing positive momentum, it's clear there is still much to do to ensure the federal workforce more closely reflects the American population.."

-- March 30, 2023 Kerry Rea President of GovEvents

Business Impact Examples

= Latino-employee network creates new product ideas. Their insight led to new guacamole chip which generated **over $1.5 billion in U.S. sales annually**

= **more than $260 million in sales**

Friends & Neighbors Program

= Ideas from their African-American resource group **generated <u>three times</u> the original sales goals in its first year**

Realize Campaign

Business Impact Examples

Cummins

Looking for new business in Mexico. Partnered with Local Diversity Councils & the Hispanic ENG. Brainstorm produced an idea to **recondition control modules**.

= The collaborative effort generated an additional revenue stream of more than $2 million.

COLGATE-PALMOLIVE

Company relies on its Women's Network to recruit & retain female leaders as women represent 50% of global workers

= Female Leadership Pipeline. Built a global portal and launched 20 new Women's employee network chapters

The Business of Inclusion

Appreciation for diversity and the achievement of inclusive bias-free culture is a differentiator. The performance benefits are clear…

"Organizations that engrain diversity, equity, and inclusion within the fabric of their culture ensure staff feel like trusted contributors without minimizing core aspects of their identities. The Partnership's efforts to integrate these principles at all federal levels ensure workforces are best equipped to support the public."

Madeleine McCullough
Associate Manager, Federal Workforce

Compelling Competitive View

Rita Sampson, Chief of Equal Employment Opportunity and Diversity at the Office of the Director of National Intelligence

Inclusion is everyone's job; we can also lead inclusively from wherever we are.

"This whole notion of diversity, equity, and inclusion does not happen simply because there is a policy in place, but it happens because **individuals take it upon themselves to lead change** both internally within themselves and in relation to one another in organizations."

Source: Nicole Ogruysko, "How agencies are tackling Biden's new diversity and inclusion order." Federal News Network, July 14, 2021.

Compelling Competitive View

Charleon Jeffries, Assistant Vice President of Diversity, Equity & Inclusion for University Advancement, Virginia Tech

On embedding diversity and inclusion.

"Each of us has a personal responsibility…that's why some teams embed DEIB for hiring panels, making sure events are inclusin advancement staff evaluations—but also why institutions are increasingly enhancing trainings ive, or stewarding donors in culturally appropriate ways.

It embeds this in those key places where business happens, organically transitioning it into all our responsibilities. Can we think a little more intentionally about our processes, or inclusively about our event locations? Can we include closed captioning or consider lighting for neurodivergent individuals? It expands the way everyone comes to the table and asks questions like, 'What am I missing?'"

Source: Meredith Barnett, "Today's Campus Diversity and Inclusion Leaders," Case, May 1, 2022.

Compelling Competitive View

Max Stier, President & CEO, Partnership for Public Service

"We have an audacious and challenging mission, and the only way we will make real headway is if we have a culture that enables our people to perform at their very best. DEI is fundamental to a healthy culture and thus it is central to our ability to achieve our mission."

Compelling Competitive View

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Ret. Gen. Michael X. Garrett, United States Army

On having courageous conversations.

"A team experiencing healthy conflict—such as respectful, empathetic conversations about personal topics—is genuinely building inclusion and belonging. Alternatively, a team that ignores its unspoken differences may fail to build camaraderie and risks silently condoning racist or extremist behaviors."

New IQ: Public Administration

Appreciation for diversity and the achievement of inclusive, bias-free culture is a differentiator. The public sector benefits are clear…

In *The New Public Administration*, H. George Frederickson notes that the relationship between social equity and new public administration is **social equity promotes equality in government and government services by making government more responsible to the citizenry** for policy decisions, including the well-being of minorities in our society

Diversity in the Public Sector…

"Even though globalization and technology have increased our awareness of diversity, organizations still have problems incorporating diversity due to what sociologists refer to as the **cultural lag—where one part of our culture is not keeping up with the rest**. While public administration has made some progress, the progress has been slowed due in part to cultural lag. Before we are able to make further progress, we must grasp the sociological nature of diversity."

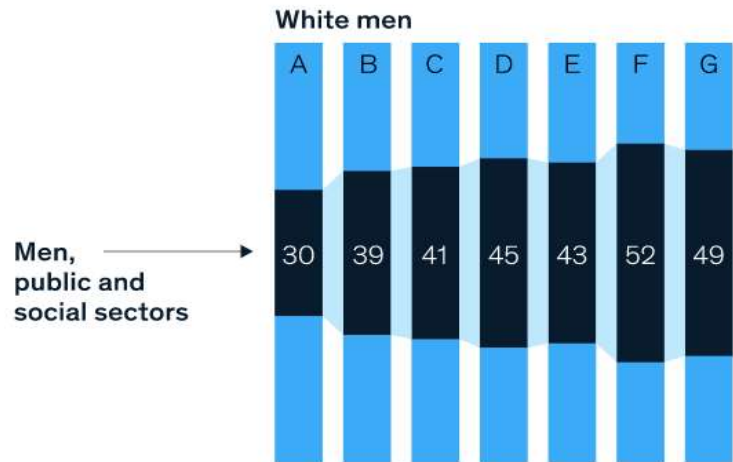*-- Richard D. Bucher, Diversity Consciousness: Opening Our Minds to People, Cultures, and Opportunities, 2010*

White women

	A	B	C	D	E	F	G
Women, public and social sectors	32	33	36	33	29	26	14

Women of color

	A	B	C	D	E	F	G
	19	11	10	12	7	8	6

White men

	A	B	C	D	E	F	G
Men, public and social sectors	30	39	41	45	43	52	49

Men of color

	A	B	C	D	E	F	G
	19	17	13	11	20	14	31

McKinsey & Company
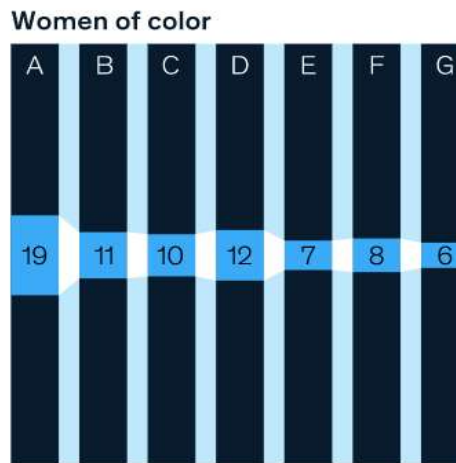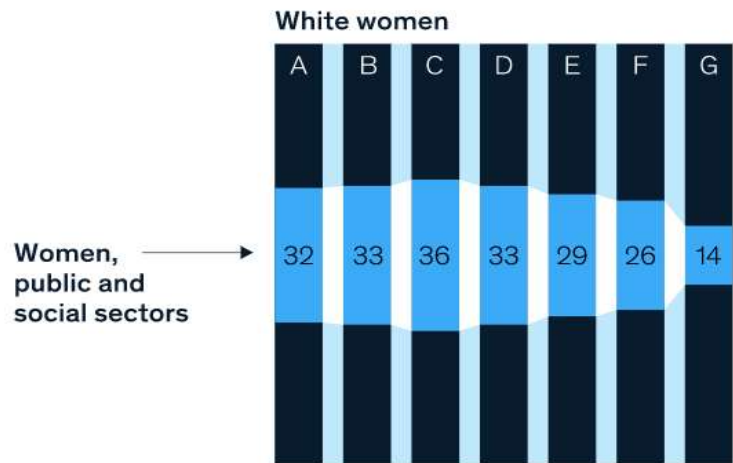
government leaders: Unlocking diversity and inclusion
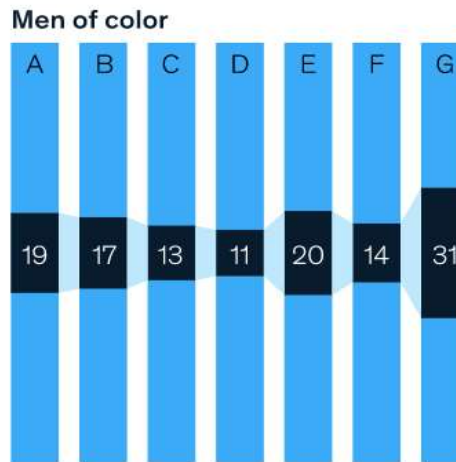
A = entry level
B = manager
C = senior manager/director
D = vice president
E = senior vice president
F = C-suite
G = board

¹Figures may not sum to shown totals, because of rounding. Overall figures for women in public and social sectors include employees who did not report race. Aggregate results from Canadian and US public- and social-sector companies (15 submitted pipeline data). All data collection occurred between May and August 2020. Talent-pipeline data reflect representation of men and women as of December 31, 2019).

Driving Workplace Culture

Outcome	Action
1. Changing world means a changing workplace	**Understand** perspectives as assets which allow for new connections and business opportunities in new ways. Increasing appreciation for unique attributes increases dexterity in new workplace culture.

Talent View: Inclusion Safety

Psychological Safety – Dr. Tim Clark

Creating the Talent Experience

YOU ARE A

Cultural

ARCHITECT

Creating the Talent Experience

Threat Detection

SAFE — UNSAFE

Engaged
Focused
High-Performing
Authentic

Performance Response

The greatest mistake a man can ever make is to be afraid of making one.

Elbert Hubbard

Survival Response

Disengaged
Unfocused
Under-performing
Hiding Concerns

Inclusion Safety

Safety to Belong
Can you be Authentic?

Safety to Learn
Okay to ask questions?

Safety to Contribute
Does my contribution matter?

Safety to Challenge
Can I dissent without expense?

Inclusion v. Exclusion
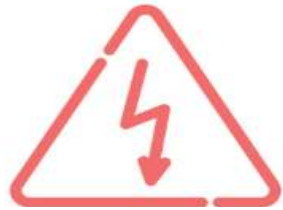
EXCLUSION =
Survival Mode

VS

INCLUSION =
Safety to Thrive Mode

Fear of admitting mistakes.

Allowing group dynamics to affect decision making.

Blaming others.

Team members are less likely to share different views.

Comfortable admitting mistakes.

Better innovation and decision making.

Learning from failure.

openly shares ideas.
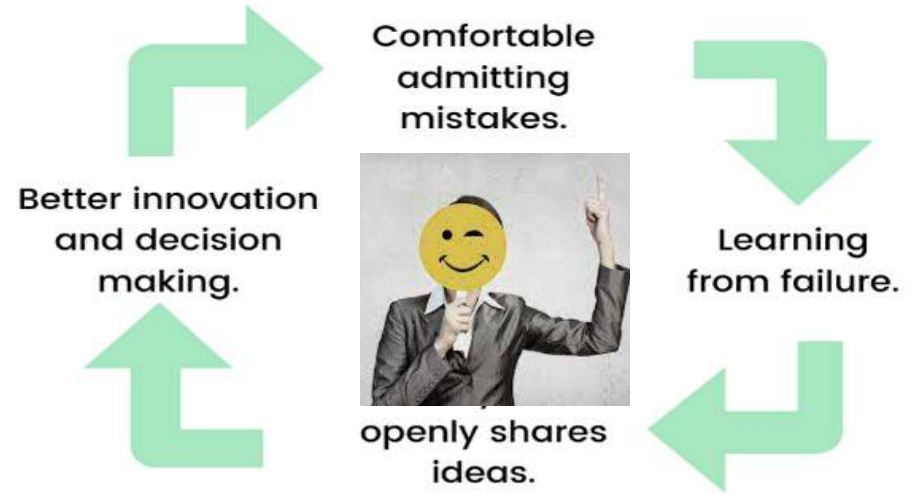
Inclusion Safety Framework

1. Belonging Safety
Employees feel safe, valued, treated fairly and believe their experiences and thoughts matter.

Satisfying the basic human need to connect and belong in the absence of harm

2. Learner Safety
Employees feel safe to learn and grow. They ask questions and give and receive feedback.

Encouragement to learn in exchange for engagement to learn

4. Challenger Safety
Employees feel safe to challenge the status quo and see positive change opportunities

Autonomy with guidance in exchange for results

3. Contributor Safety
Employees feel safe contributing their ideas. They feel they can use talents and abilities to make a difference.

Air cover in exchange for candor

Action: You - Inclusive Leaders - Create Inclusion Safety

Belonging: Science of Needs

Maslow's hierarchy of needs is a motivational theory in psychology comprising a five-tier model of human needs, often depicted as hierarchical levels within a pyramid..
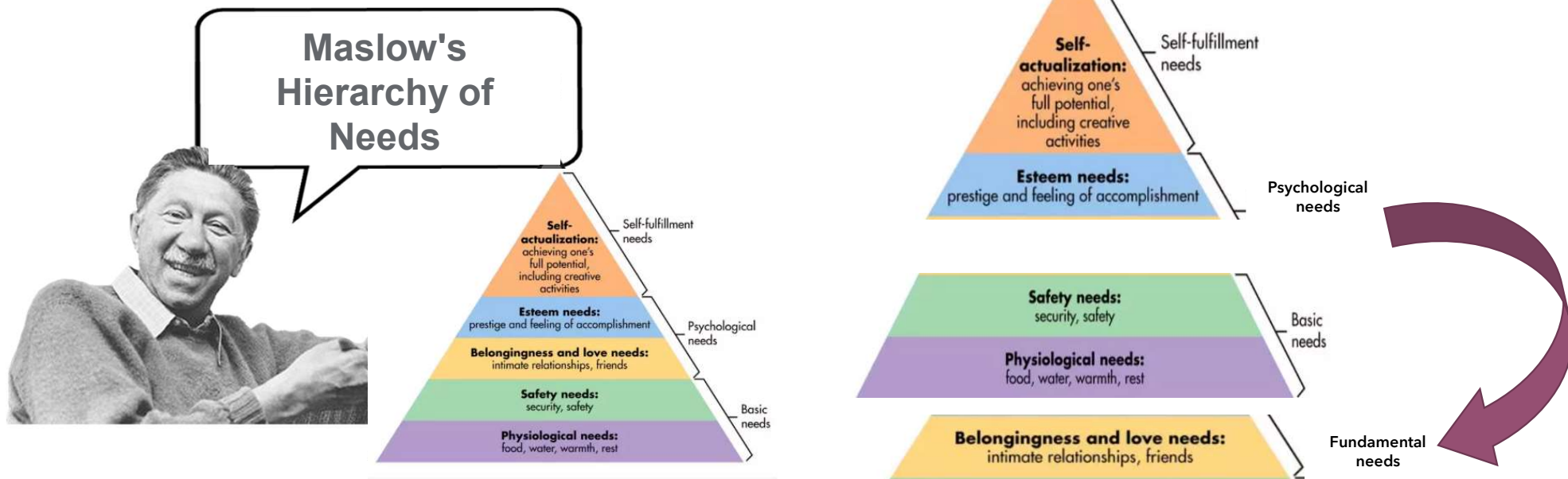
Original Hierarchy placed Physiological needs first. New studies indicates BELONGING as fundamental.

SUSPECTING Behavior

- Talk About the Person
- Evaluating
- Defensive
- Problem Finding
- Telling
- Closed Thinking
- Assuming
- No Benefit of the Doubt
- Avoiding
- Holding on to the Past
- Labeling
- Judging

Belonging: Science of Needs

Belonging: Science of Needs

RESPECTING **Behavior**
Talk With the Person About issues
Exploring
Curious
Problem Solving
Engaging
Open Minding
Information Seeking
Full Benefit of the Doubt
Advocating
Focused on the Future
Listening
Joining

Harvard Business Review

"The Value of Belonging at Work"

Belonging is good for people
Employees with higher workplace belonging also showed a **167%** increase in their **employer promoter score** (their willingness to recommend their company to others). They also received **double the raises, and 18 times more** promotions.

Belonging is good for business and mission
If workers feel like they belong, companies reap substantial bottom-line benefits. High belonging was linked to a whopping **56% increase in job performance**, a 50% drop in turnover risk, and a 75% reduction in sick days. For a 10,000-person company, this would result in annual savings of more than $52M.

Belonging: Derived from Trust and Vulnerability

What is it like to work with that person you trust? What is it like to communicate with this person? What are the results of your work?

- People want to be led and inspired
- Trust improves leadership - Energy and joy increase with trust (inspiring our people)
- Trust is learnable - (credibility and our behavior
- Trust is an economic driver – Trust always affects the speed and cost **(Trust will make us better)**
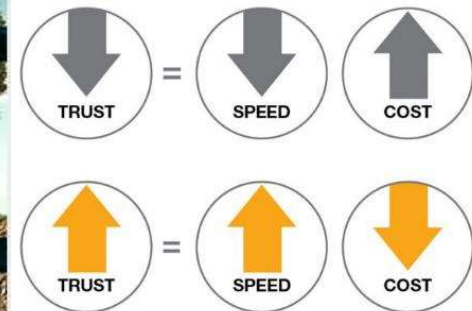
*"Without **trust** we don't truly collaborate, we merely coordinate or, at best, cooperate. It is **trust** that transforms a group of people into a team."*

Driving Workplace Culture

Outcome	Action
2. Talent experience is unique to all and requires equitable approaches to optimize.	**Be an architect of inclusive culture** by creating psychological inclusive safety for all. Focus on extending rust and vulnerability to optimize the sense of belonging for talent and reap cultural workplace dividends in retention and talent experience.

Leader View: Inclusive Behavior

How leaders drive business results through DEIB

Consider inclusive leadership questions: HOW DO I…

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How do I get my intentions across and get to **trust**?

How do I **relate** better to my team?

How do I build and **develop** our people equitably?

How do I invite belonging, contribution and innovation?

Inclusive Leadership Matters

When senior leadership champions D&I, employees are likely to feel ...[3]

- 25% More **ENGAGED**
- 47% More **CREATIVE**
- 41% More as if they **BELONG**
- 43% More likely to **STAY**
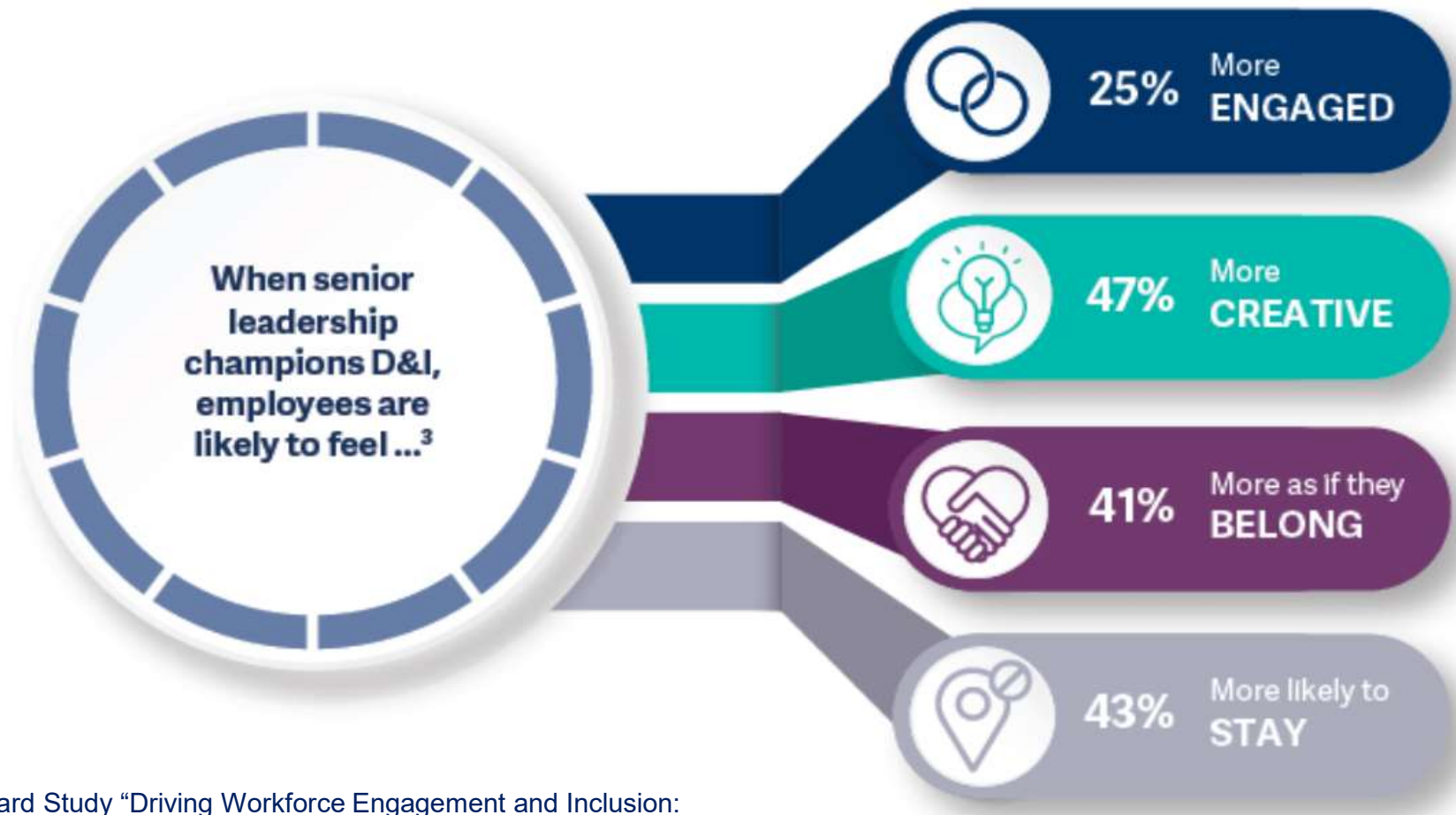
Harvard Study "Driving Workforce Engagement and Inclusion:
The Roles for CEOs"

Inclusion practices impact: 58% of turnover choices are influenced by YOU

Workplace Policies

Training

Mentorship

Manager Involvement

19%

33%

23%

25%

INCLUSIVE LEADERSHIP

ILEAD

CULTURE • DIVERSITY • INCLUSION
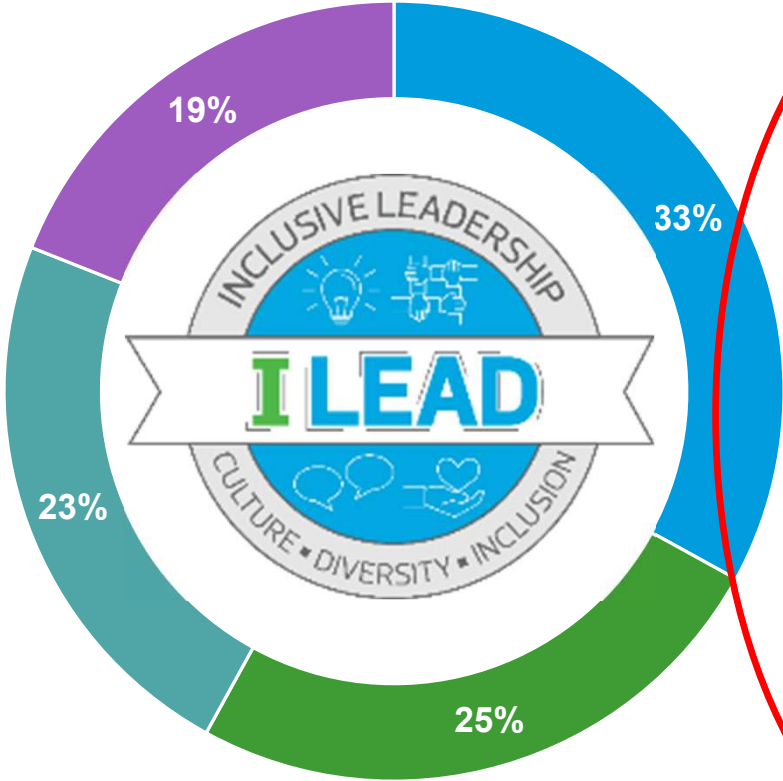
- Mentorship
- Manager involvement
- Training
- Workplace policies

Wharton
UNIVERSITY of PENNSYLVANIA

80/20 Rule becomes the Great 20/"Greater 100" Rule

80%

20%

100%

Getting the best from the least represented take teams and their leaders from good to GREAT.

High Performing leadership and population
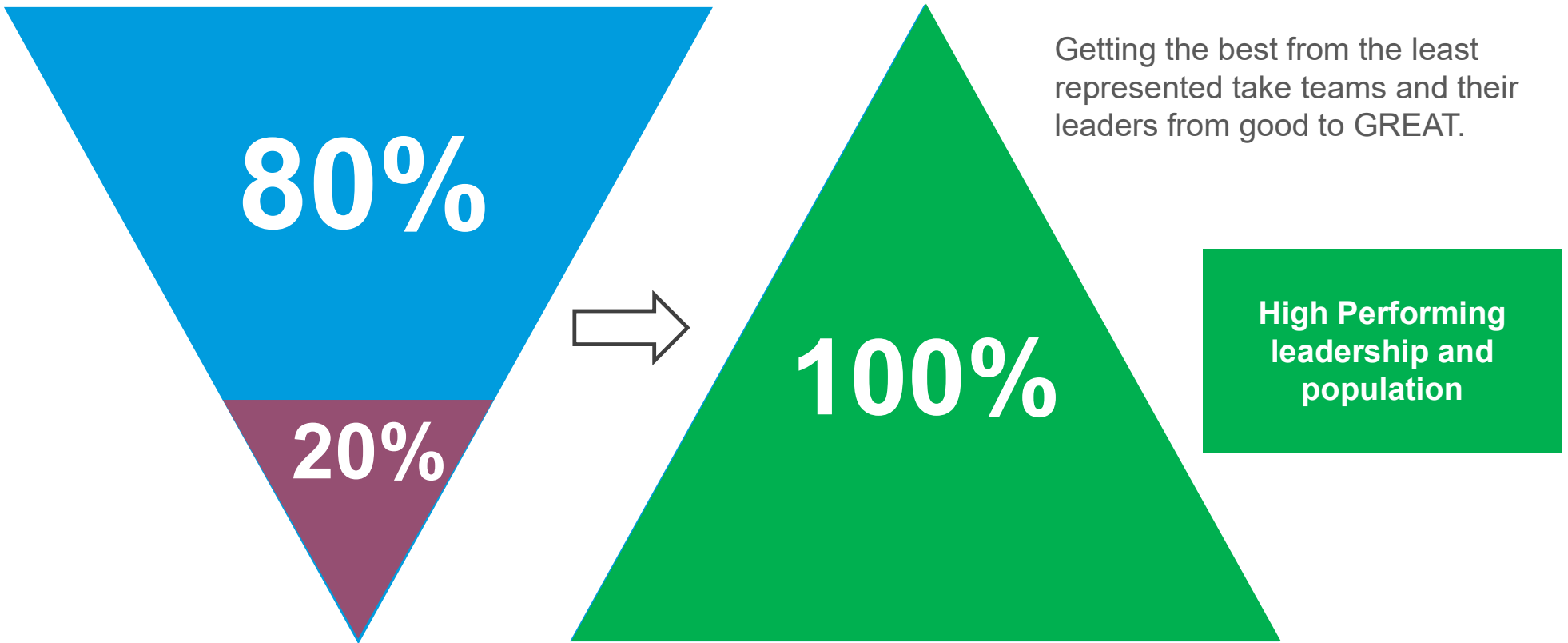
Do I belong…?

Does my team value me…?

"As a first generation professional, there are a number of things that are new to me. I am sometimes afraid to ask or acknowledge that authentically. Our culture helps me be authentic and grow…"

Opportunity: **Be an equitable and inclusive firm where diverse talent excels**

- Explore more unique and personalized ways to hear and invest in our people so belonging is clear
- Find your voice and be courageous in self-advocacy

Behavior:
- Work with individuals, their managers, partners and our talent teams to plan the right career paths, and when it makes sense -- creating entirely new roles that suit our peoples' passions, as well as the firm and/or client needs.

Take Action
- Create or join an affinity or social group and learn.
- Take Self-Advocacy training, Unconscious Bias training
- Participate in a Mentor program.

Leaders Invite Challenge as it Leads to Innovation

Intellectual bravery is a willingness to disagree, dissent, or challenge the status quo in a setting in which there is social, emotional, political, and economic risk.

- Dr. Timothy Clark

The absence of inclusive leadership

- Q: Isn't treating everyone the same enough to make me an inclusive leader?

- A: No, there is a difference between equality and equity. Inclusive leaders meet their team members where they are.

Example: Inclusion in Action…Start with Intent and Fear

Intent→ Fears → Specific Behavior or Need → Impact

Formulate

Practice

Deliver

Inquire

Coach

Rehearse

Anticipate Possible reactions

Test for understanding

Explore root causes
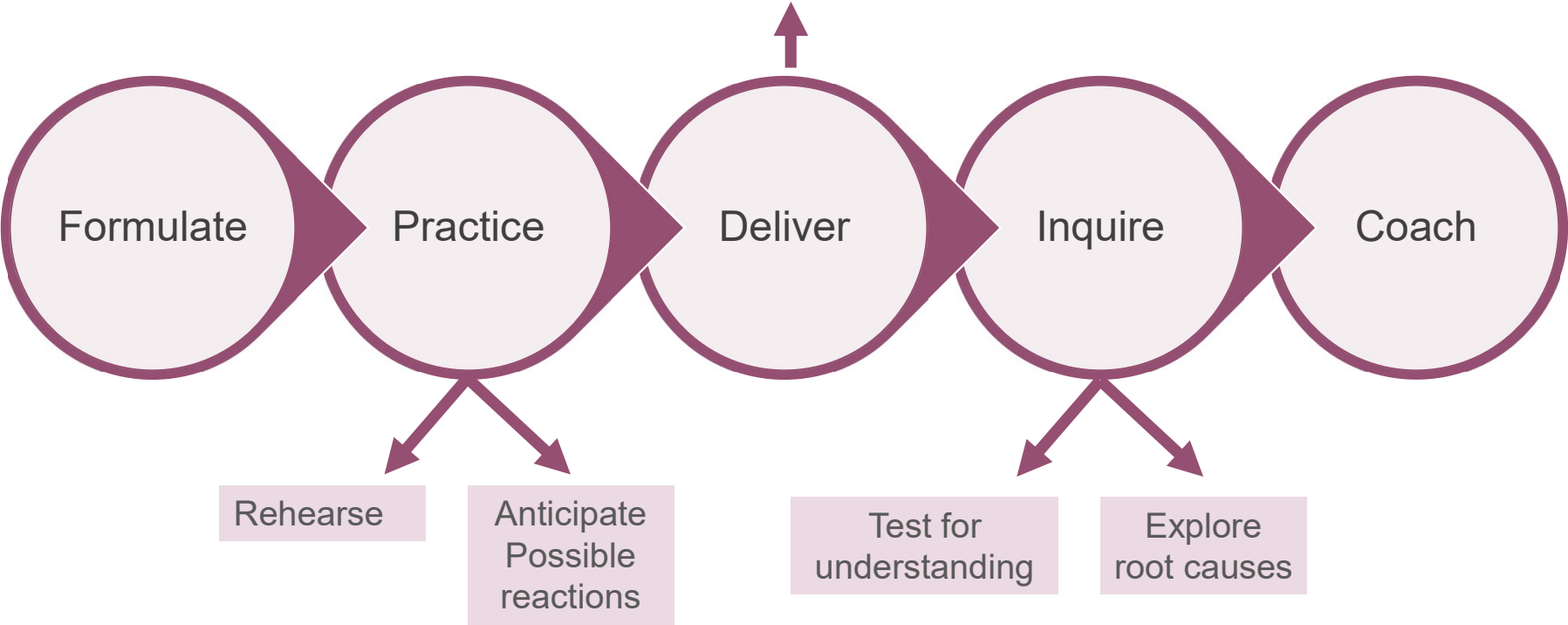
Achieving a Culture of Inclusion

A work environment that does not support diversity and inclusion can lead to negative outcomes, such as increased bias, intergroup conflict, and turnover.

To benefit, organizations must go beyond diversity in recruiting and hiring and invest resources to create an environment that supports a diverse workforce.

Managers who think they are good judges of talent may be surprised to learn they are not; even those who are committed to equality and promoting diversity fall prey to biases.

Driving Workplace Culture

Key Takeaway

Outcome	Action
3. Leaders' actions drive talent experience outcomes.	**Be an inclusive leader** and work to meet team members where they are. Strive to achieve equity in feedback and drive belonging through a focus on bringing in and valuing all perspectives.

The Future State: Working to Unconscious Inclusion

What would you do?

Personal Inclusion Scenario

- You are in a one-on-one Career Advisor meeting. Your responsibility is to get this diverse talent from "showing potential" to "doing great" – *Q: **what are the things you need to know and the skills you need to have to accomplish this action?***

A: Know Your audience through thoughtful questions and lead with intention to create safe space for feedback.

Oversight Scenario

You are in the final stages of being awarded a competitive partnership project and the oversight body surprises you and asks you about your organizations diversity data and inclusion strategies – and you are stunned and nervous – *how are you going to address these questions?*

A: Boy Scout Motto – **Be prepared**. Start today to plan and articulate your culture and commitment to inclusion.

Mission Scenario

You have been working in a specific mission-focused area for years and you are looking to bring new solutions and expand service offerings for your stakeholders.

Q: *how are you going to connect to them in new ways? What can inclusive thinking offer?*

A: Know Your audience better through thoughtful questions and build an account plan that includes research on all the DEI issues and actions.

Diverse Teams Scenario

You have been promoted and you now lead a team that is more diverse than you had worked with in the past. There are different personalities, people don't always work well together, and you are faced with the challenge of increasing their effectiveness. It is known that different perspectives leads to higher performance but – *Q: how do you address the barriers to get a diverse team to collaborate?*

A: Host a courageous conversation focused on perspective taking. Let the team see how you listen and value unique perspectives and help them collaborate to get to business excellence over consensus.

Different Can Be Uncomfortable…and Yet Drives Excellence

RSM

I-LEAD Skill:
Perspective Taking

I-LEAD Skill:
Courageous
Conversation

I-LEAD Skill:
Listening to Understand

McKinsey: *"Diverse organizations are better able to attract top talent; to improve their community engagement, employee satisfaction and decision-making; and, in the majority of cases, improve their performance."*

Inclusive actions leads to Highest Performance

RSM

DIVERSITY AND INCLUSION IMPACTS EMPLOYEE PERFORMANCE

High diversity low inclusion

High diversity high inclusion

1.4x

Teams with High diversity high inclusion scores outperform teams with low inclusion score by 1.4x
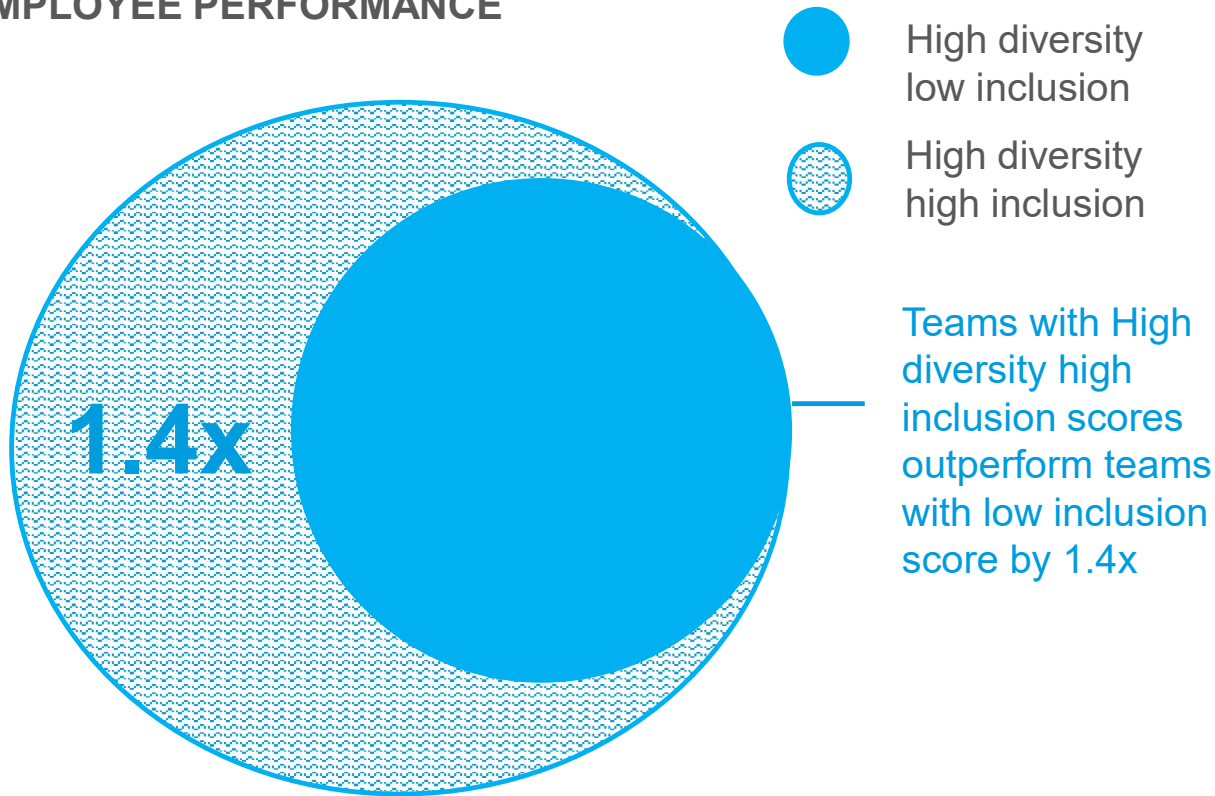
Inclusive teams – where all members are treated fairly – have equal access to opportunities and can contribute to their full potential at work…

12%

Harder and are…

57%

More collaborative

Culture Amp's research by, Senior Data Scientist, Priya Sundararajan

Bring others into inclusive workplace culture

Your leadership matters, enabling all to invest **more** in valuing our people and to live and lead inclusive strategies for success.
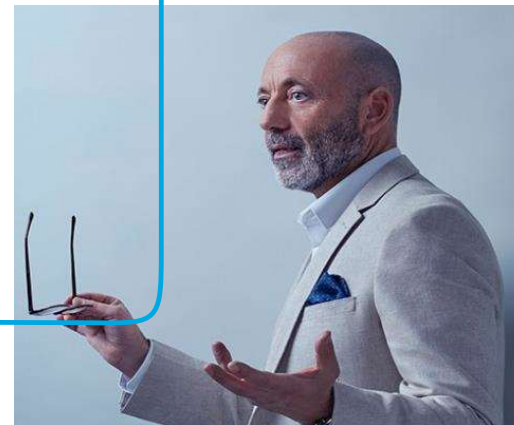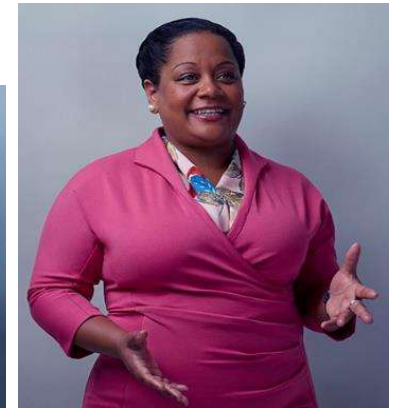
Curb-Cut Effect

__Curb-cut effect__ — One way to think about DEI efforts is with the example of installing curb-cuts on sidewalks to make it easier for people in wheelchairs to cross the street. Yet, it had unintended benefits for others, including people pushing strollers, cyclists, and people with temporary injuries

Driving Workplace Culture

Outcome	Action
4. Prepare for inclusion situations and opportunities to leverage inclusive skill to drive positive workplace culture.	**Recognize the changing environment** and potential impact of new perspectives to your mission and teams. Make inclusion the norm and course correct where needed to optimize the benefits of dexterity.

NEXT STEPS

Micro-Action and Macro-Impact
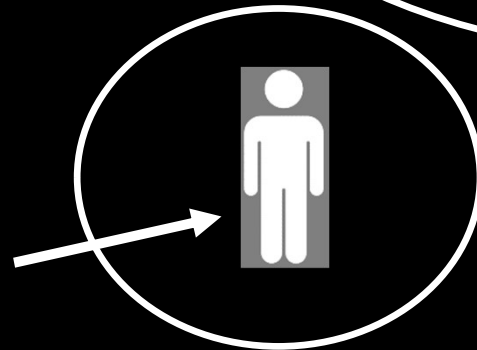
"The New Comfort Zone"

COMFORT ZONE
Feel safe and in control

FEAR ZONE
Lack of self-confidence
Find excuses
Be affected by others' opinions

LEARNING ZONE
Deal with challenges and problems
Extend your interest zone
Acquire new skills

GROWTH ZONE
Find Purpose
Lean In and Live dreams
Share mentor and sponsor
Set new goals
Conquer objectives
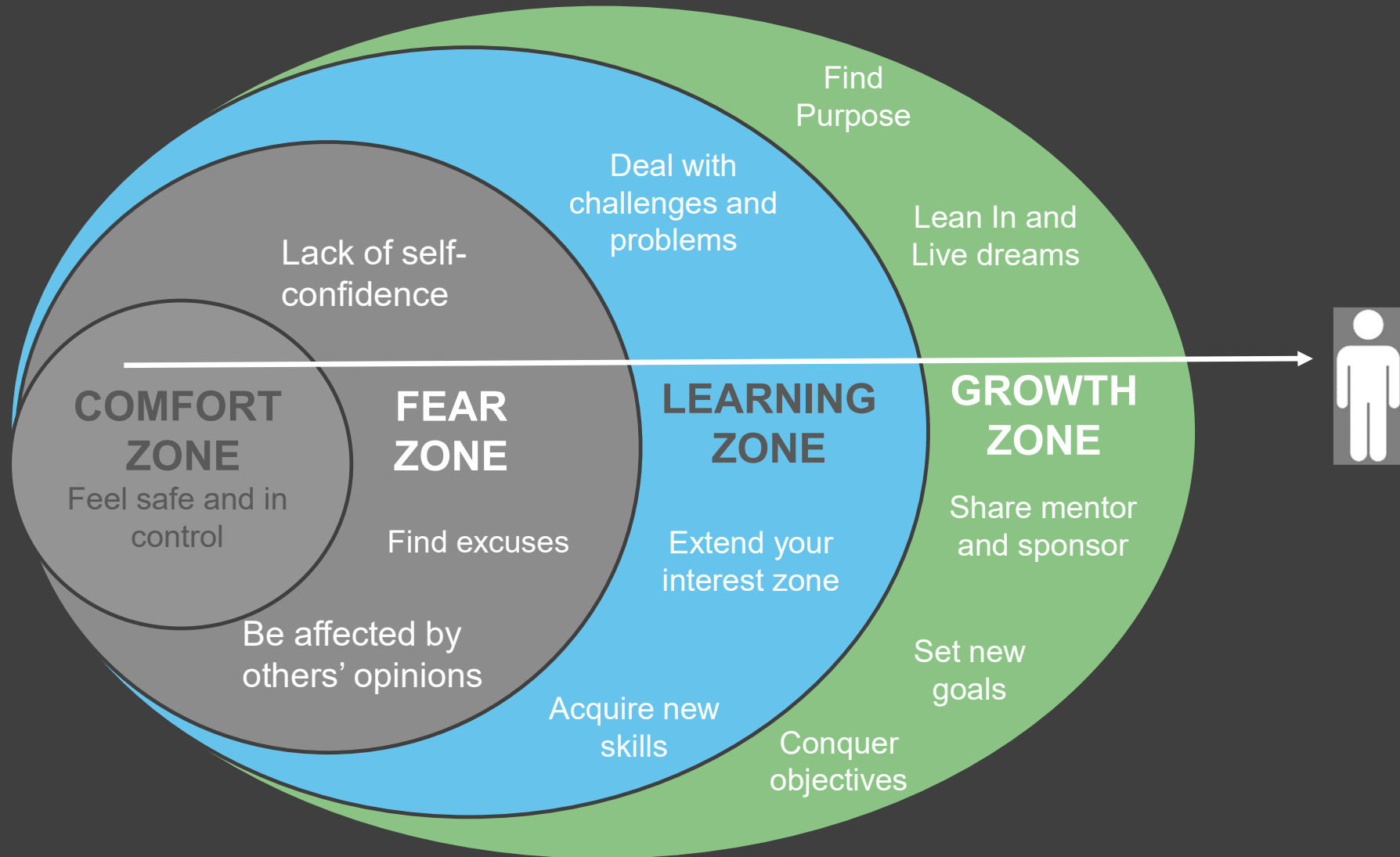
Build a **relationship** with your mentee through ongoing conversations	Provide **feedback** frequently	Help expand your mentee's **coaching network** by introducing them to others
Take a **personal interest** in your mentee's success and show your interest	Be **curious** and **cognizant** of personal and professional priorities	Expand your role and offer **mentorship**, **sponsorship**, and ally **support** where appropriate.

Becoming action-oriented Inclusive Leader

To be a true inclusive leader, consider:

- Lifting others up by inviting and advocating

- Share growth opportunities

- Not viewing challenge as a personal attack,

- Recognize systematic inequalities and realize the impact of micro-aggressions,

- Believe underrepresented people's experiences, and

- Most importantly – listen, support, self-reflect & welcome innovation and change

How we help inclusive leaders and allies

- Own your truth

- Give yourself permission to be imperfect

- Develop your technical skills, ask for help & feedback

- Acquire a personal board of directors

- Seek solid growth and high performance goals and accountability

- Quantify & convey expectations

- Learn, contribute and challenge courageously.

- Enjoy the journey!

If you do not intentionally, deliberately, and proactively include, you will unintentionally exclude.

Books: Inclusive Leadership Method
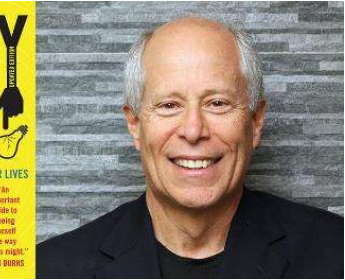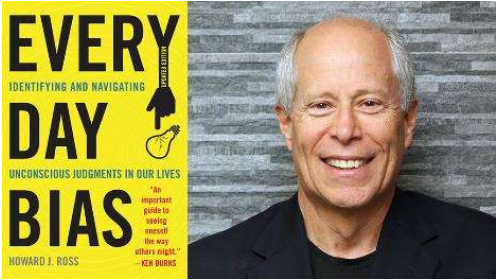
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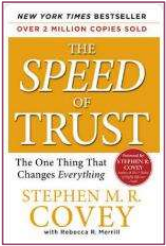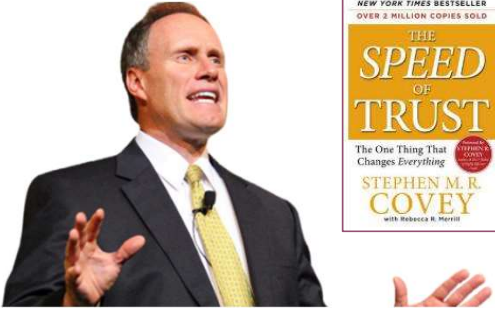
Stephen M. R. Covey
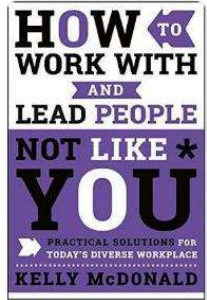
Kelly McDonald

Dr. Steve Robbins

Kimberly Ellison-Taylor
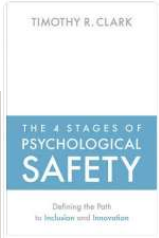
Dr. Tim Clark
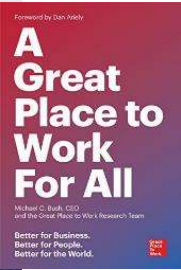
Michael Bush

Intercultural Development Continuum (IDC): Measuring Behavior

Set of knowledge/attitude/skills sets or orientations toward a cultural difference or commonality.

Monoculture mindsets:
- Denial
- Polarization
- Minimization

Intercultural Mindsets:
- Acceptance
- Adaptation

Misses difference

Judges Difference

De-emphasizes difference

Deeply comprehends difference

Bridges across difference

INTERCULTURAL MINDSET

Denial

Polarization

Minimization

Acceptance

Adaptation

MONOCULTURAL MINDSET
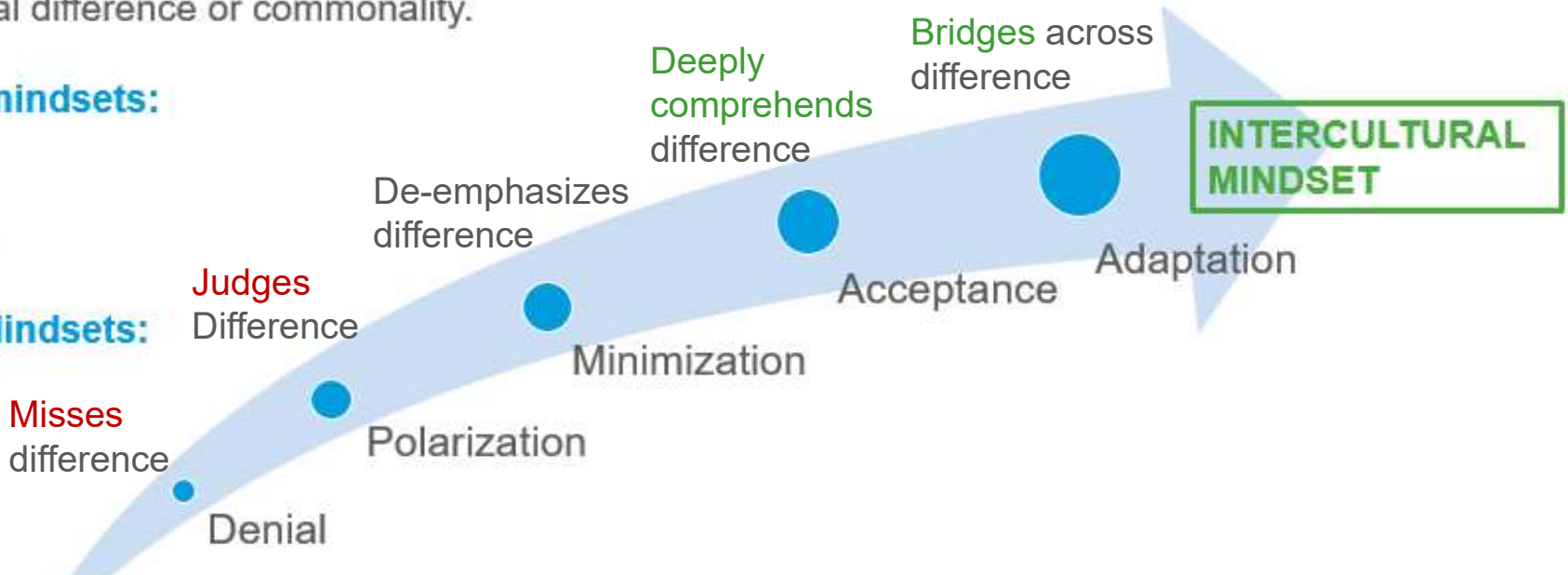
Harvard Implicit Association Test (IAT)
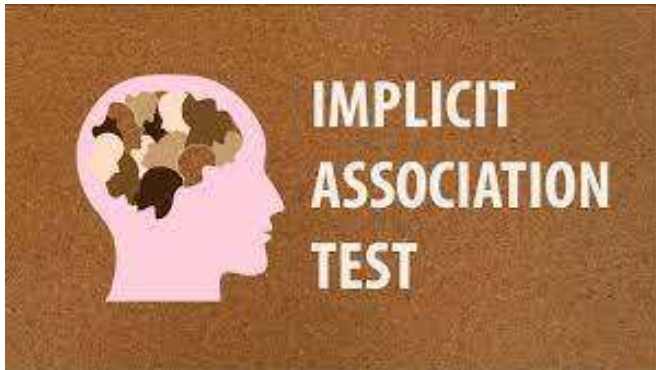
Native IAT — *Native American* ('Native - White American' IAT). This IAT requires the ability to recognize last names that are more likely to belong to Native Americans versus White Americans.

Jewish IAT — *Jewish* ('Jewish People – Christian People' IAT). This IAT requires the ability to recognize images culturally associated with Jewish people and Christian people, respectively.

Gender-Science IAT — *Gender - Science.* This IAT often reveals a relative link between liberal arts and females and between science and males.

Religion IAT — *Religion* ('Religions' IAT). This IAT requires some familiarity with religious terms from various world religions.

Gender-Career IAT — *Gender - Career.* This IAT often reveals a relative link between family and females and between career and males.

Presidents IAT — *Presidents* ('Presidential Popularity' IAT). This IAT requires the ability to recognize photos of Joseph Biden and one or more previous presidents.

Age IAT — *Age* ('Young - Old' IAT). This IAT requires the ability to distinguish old from young faces. This test often indicates that Americans have automatic preference for young over old.
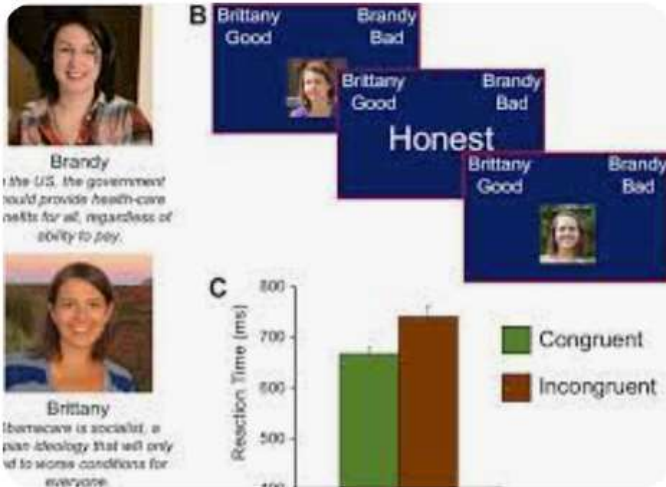
How to develop more inclusive leadership

Inclusive leadership is most urgent for improving the day-to-day experience for underrepresented employees. Luckily, with support, any leader or manager can improve their inclusive behaviors. The people they depend on need it, deserve it and may demand it if they are to effectively keep contributing to the goals and objectives of the organization.

1:1 coaching tailored to the unique needs of the organization and team can effectively drive sustained change in inclusive leadership behaviors.

On average, with 1:1 coaching, leaders experienced:

- 50% increase in relationship building

- 76% increase in recognition

- 39% increase in empathy

- 41% increase in encouraging participation

- 71% increase in alignment

- 87% increase in social connection

The ripple effect

The teams of these leaders benefited. When leaders' behaviors improved, team members reported more belonging, greater team innovation, lower turnover intention, and higher net promoter scores for their managers. Team members also showed improvement in their own inclusive behaviors — 45% growth in Relationship Building and Encouraging Participation.

Inclusion is not easy, but it's worth it

MIT STUDY

In a cognitive intelligence study done by MIT engineers and researchers observed that successful teams had four things in common:

- They know more about each other

- They give each person equal time to talk

- They are sensitive toward each other (even in awkward situations)

- They include more women—making them the most diverse

- The awkwardness that comes with not understanding those around you is what makes diverse teams work

- Having different types of people on the same team can help others look at problems more carefully and be more innovative, creative and inclusive about solutions

Creating the Talent Experience: Building a sense of belonging

Belonging: "the feeling of security and support when there is a sense of *acceptance, inclusion, and identity* for a member of a certain group or place, and as the basic fundamental drive to form and maintain *lasting, positive and significant relationships* with others."

Create social bonds	Foster trusting relationships
Practice empathy	Be intentional about inclusion integration

The Tape

- Bridge Over Troubled Water with his friend Art Garfunkel in 1970

- By the 1980s, things were not going well; he felt creativity had come to an end. His marriage had fallen apart, his relationship with Art Garfunkel had soured, he was depressed

- He goes to this country that he's never been to, works with musicians he's never met, experiences a musical tradition and culture of which he is not part, opening himself up to possibilities that would never ordinarily have occurred to him.

- 1987 Grammy for Album of the Year "Graceland."

- Diversity can be an engine of creativity.

Key Take-Away Summary

COMPETENCY MAKES THE DIFFERENCE

"What you do speaks so loud that I can't hear what you say."

– Ralph Waldo Emerson

The changing global world and workplace demands a new approach to collaboration and innovation.

Competency comes with practice and learning, living and leading with an inclusion mindset and intention.

Leaders (all) can courageously communicate, practice and model competencies that create inclusion safety for all.

Those who take micro-action will make macro-impact in the creation of inclusive culture for all.

Thank You

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