Leading as an Intentional Inclusionist®
Ask yourself...

A film about RESPECT
Level Setting: Language is Important
“The political and social policy of encouraging tolerance for people of different backgrounds.”

“Fairness, equality, respect and inclusion for women and people of color or other minority groups.”
Defining Diversity

Diversity: point or respect in which things differ

American Heritage Dictionary
Attack the Optics

NIKA WHITE CONSULTING
Intentionality in bringing together and leveraging differences, in a way that is beneficial to a process or group in pursuit of organizational objectives.
What does inclusion look like to you?

Research conducted by: Kenji Yoshino and Christy Smith
Survey of 3000 employees in 20 large U.S. organizations across 10 industries
Inclusion

”…being at home…”
“…belonging…”
“…able to bring my whole self to _____…”
“…feeling that my unique contribution was valued…”
“Feeling that I have full opportunity for success.”
“Everyone counts and everyone knows they count”
Diversity is bringing people with different experiences to the table.

Inclusion is inviting them to speak and encouraging them to lead.
Diversity is being invited to the party. Inclusion is being asked to dance.

Verna Myers
The fair treatment, access, opportunity, and advancement for all people, while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups.
If equality is the hoped-for end, equity is the means.
If equality is the hoped-for end, equity is the means.
Authenticity and Belongingness
Why Fostering Difference Makes a Difference
The Fear of Being Different Stifles Talent

Self-censorship
Downplaying differences
Conforming
Playing into expectations
Survey of 3000 employees in 20 large U.S. organizations across 10 industries.

Each organization had a stated commitment to inclusion, yet 61% of the survey participants said they had faced overt or implicit pressure to cover in some way or to downplay their differences from the mainstream. 66% of these employees said that it significantly undermined their sense of self. 50% stated that it diminished their sense of commitment.
Study Results

- 29% altered their attire, grooming or mannerisms to make their identity less obvious
- 40% refrained from behavior commonly associated with a given identity
- 57% avoided sticking up for their identity group
- 18% limited contact with members of a group they belong to
Dysfunctional Agreement

Dysfunctional Disagreement
Dysfunctional Agreement

Always Agree
Lack of Honesty
Avoid Conflict
Meeting After the Meeting

Dysfunctional Disagreement

Always Disagree
Lack of Trust
Us vs. Them
Personal Conflict
We address this dysfunction by placing high emphasis on uniqueness and belongingness.
<table>
<thead>
<tr>
<th>Low Value in Uniqueness</th>
<th>Low Belongingness</th>
<th>High Belongingness</th>
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<tbody>
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<td><strong>Assimilation:</strong> Individual is treated as an insider in the work group when they conform to org. / dominant culture norms and downplay uniqueness.</td>
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<td><strong>Differentiation:</strong> Individual is not treated as an organizational insider in the work group but their unique characteristics are seen as valuable and required for group / organization success.</td>
<td><strong>Inclusion:</strong> ★ Individual is treated as an insider and also allowed/encourage to retain uniqueness within the work group.</td>
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Diversity ignites creativity, problem solving and innovation.
Growing as an Intentional Inclusionists®
Dr. Nika White

Author of “The Intentional Inclusionist” and “The Next Level Inclusionist”
Characteristics of an Intentional Inclusionists®
Consider inclusion a leadership competency with a growth capability.
Practice mindfulness and situational awareness
Responsible for their own cultural competence
Skills Training to Handle Oppressive Comments

• Underneath an oppressive slur or remark is a hurt

• A culturally competent leader can:
  ▪ Respond effectively to oppressive comments to increase likelihood for behavioral change
  ▪ Actively listen without, blaming, shaming, or judging
  ▪ Give and receive feedback non-defensively
Oppressive Behaviors

• Personal insults
• Inappropriate jokes or comments
• Rude interruptions
• Treating people as invisible
• Gender, generational and/or cultural stereotyping
• Insensitivity towards disabilities, and/or mental/physical conditions
• Disrespect
• Lack of empathy
Skills Training to Handle Oppressive Comments

- Tell me more
- Help me to understand your perspective
- What causes you to feel that way
- We don’t do that here; that’s not apart of our culture
- That could be taken wrong – can you explain what you meant
- That’s not okay with me and I respect you enough to let you know
Skills Training to Handle Oppressive Comments

- I hope you’ll reconsider your assumptions on this issue
- Have you considered the negative impact your words/behavior may have on others
- Can I ask that you not say that around me again please
- I’m telling you this because I believe when it comes to issues of bias, we can all learn
Classify diversity as difference and see it as strength
Treat inclusion as an opportunity and not an obligation
Shifting the Paradigm

Diversity, Equity and Inclusion

What we should do to advance DEI

Obligation

What DEI can do to advance our organization

Opportunity
Engage in respectful questioning and challenging of the status quo
Practice conscious inclusion minimizing both people bias and process bias
Recorded Misinformation

In order to grow, “unlearn” the misinformation/recordings about groups.

Records

Biases, Prejudices, and Stereotypes

Media

Individuals/Relationships

Institutions
Punitive

- **Questions**: focus on blame and punishment
- **Language**: dehumanizing and adversarial
- **Motivations**: controlling behavior using fear

Restorative

- **Questions**: focus on identifying impacts and needs
- **Language**: humanizing and collaborative
- **Motivations**: building and repairing relationships
Where do punitive approaches to harm caused by bias show up in your life?

Where do restorative approaches to harm caused by bias show up in your life?
Feelings When Bias Causes Harm

- Angry/Rage
- Annoyed/Frustrated
- Betrayed/Mistrust
- Confused/Shock
- Disappointed/Let down
- Drained/Exhausted
- Embarrassed/Shame
- Fear/Scared/Worry
- Guilty/Remorse/Regret
- Hopeless/Helpless
- Hurt/Pain
- Lonely/Isolated/Left out
- Numb
- Overwhelmed/Stressed
- Resentful
- Sad
- Unappreciated/Unseen
- Vulnerable/Fragile
- Withdrawn

Needs When Bias Causes Harm

- Empathy
- Forgiveness from self
- Harm stops
- Honesty
- Not defined by this
- No future harm
- Rebuild Trust
- Respect from others/self
- Safety (emotional/physical)
- Time/space to process/reflect
- Validation of feelings/needs/perspective
- Acceptance/Belonging/

- Inclusion
- Acknowledgement of harm
- Apology
- Autonomy/Choice
- Comfort/Reassurance/Support
- Communication/Explanation/Understanding
- Community/Connection
- Confidentiality/Privacy
Acknowledge their sources of power and privilege and use it honorably
Power:
The ability to control circumstances or access to resources and/or privileges.
Privilege:

The absence of barriers and the presence of unearned advantages. A special right, advantage, or immunity granted or available only to a particular person or group of people as given by society. Typically, this is the dominant group at the expense of members of target groups.
Failing to acknowledge privilege can lead to bias or oppressive behaviors because it often entails a distorted viewpoint of what’s necessary for success.

Belief that success was ALL earned and therefore others must earn theirs as well.
Identify Your Power and Privilege

Privilege is often invisible to people who have it.

Identifying your power and privilege helps you act as an ally more effectively.

Sometimes people assume you have a privilege that you don’t.
<table>
<thead>
<tr>
<th>Sources of Privilege</th>
<th>Sources of Power and/or Privilege</th>
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</thead>
<tbody>
<tr>
<td>Part of the dominant ethnic and/or racial group</td>
<td>Educated</td>
</tr>
<tr>
<td>Male</td>
<td>Technically experienced</td>
</tr>
<tr>
<td>Cisgender (your gender is the same as that assigned to you at birth)</td>
<td>Wealthy (compared to peers)</td>
</tr>
<tr>
<td>Straight</td>
<td>Management position</td>
</tr>
<tr>
<td>Not disabled</td>
<td>Professor/teacher, supervisor, etc.</td>
</tr>
<tr>
<td>Speak the dominant language</td>
<td>Parent or family leader</td>
</tr>
<tr>
<td>Neither “too young” or “too old”</td>
<td>Any position of hierarchy</td>
</tr>
<tr>
<td>Certain height/size/shape</td>
<td>Widely recognized as an expert</td>
</tr>
<tr>
<td>Not a mother</td>
<td>Large audience (social media following, fans, etc.)</td>
</tr>
<tr>
<td>Not a caregiver</td>
<td>Access to media (reporters, TV, editors, etc.)</td>
</tr>
<tr>
<td>From upper or middle-class family</td>
<td>Respected by powerful and influential people</td>
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Serve as an ally of marginalized groups
Any individual involved in the promotion and advancement of an inclusive culture through positive and intentional action to support and empower marginalized identities.

Acting as an ally is about action - it is not an identity, which is why we talk about "ally skills" or "allyship."
Basics of Ally Skills

- Examine and challenge one’s own prejudices, stereotypes and assumptions
- Act collaboratively with members of marginalized groups to dismantle oppression
- Learn and practice the skills of challenging oppressive remarks, behaviors, policies and institutional structures
- Create psychological safety
Leverage diversity in thinking for effective collaboration
Understand intent vs. impact
Choose courage over comfort
What if I make a mistake?

Apologize, correct yourself and move on.
Choose impact over activity
# Activity Does Not Equate To Impact

<table>
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<tr>
<th>Activity</th>
<th>Impact</th>
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<tr>
<td>Organizational cultural events throughout the year</td>
<td>Creating a formal DEI plan with regular interventions and evaluation criteria</td>
</tr>
<tr>
<td>Recruiting diverse candidates</td>
<td>Conducting an inclusive culture audit; implementing changes accordingly</td>
</tr>
<tr>
<td>Revising policies</td>
<td>Training supervisors in how the new policies affect operations and management</td>
</tr>
<tr>
<td>Mandatory DEI training for all</td>
<td>Link training to day-to-day responsibilities</td>
</tr>
<tr>
<td>Hiring a Diversity Coordinator</td>
<td>Creating a succession plan for the office of diversity, equity and inclusion</td>
</tr>
<tr>
<td>Participating in a Supplier Diversity Fair</td>
<td>Following up to ensure those disadvantaged businesses are added to vendor list and being considered for contracts</td>
</tr>
<tr>
<td>Attending DEI Conferences</td>
<td>Taking inventory on how you can apply what you learn</td>
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Maintain hope in an equitable and inclusive society