# Leading as an Intentional Inclusionist®



Ask your self... 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."



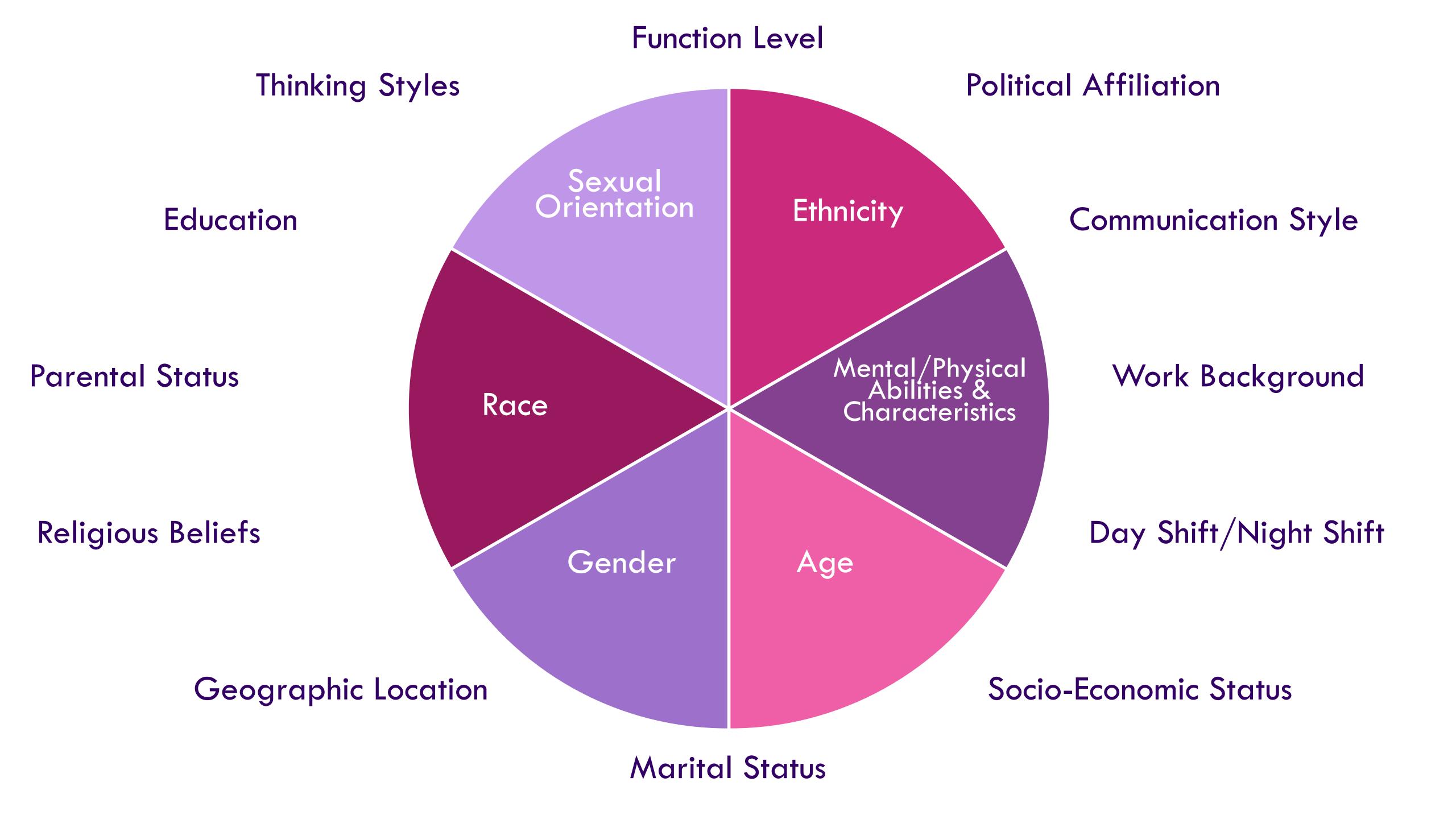


### Defining Diversity

Diversity: point or respect in which things differ

American Heritage Dictionary







## Defining Inclusion

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"
```



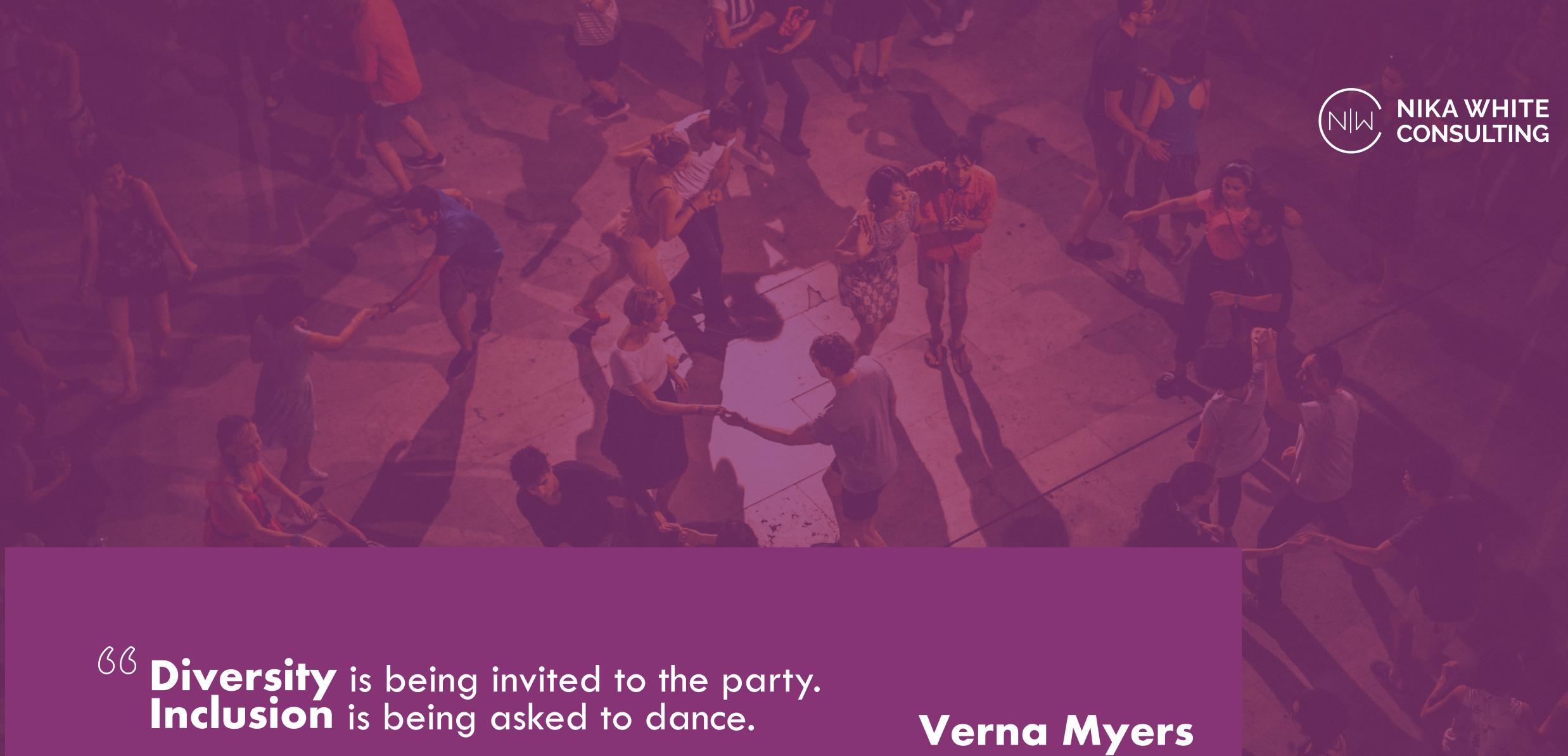
## Diversity

Diversity is bringing people with different experiences to the table.

## Inclusion

Inclusion is inviting them to speak and encouraging them to lead.





Verna Myers

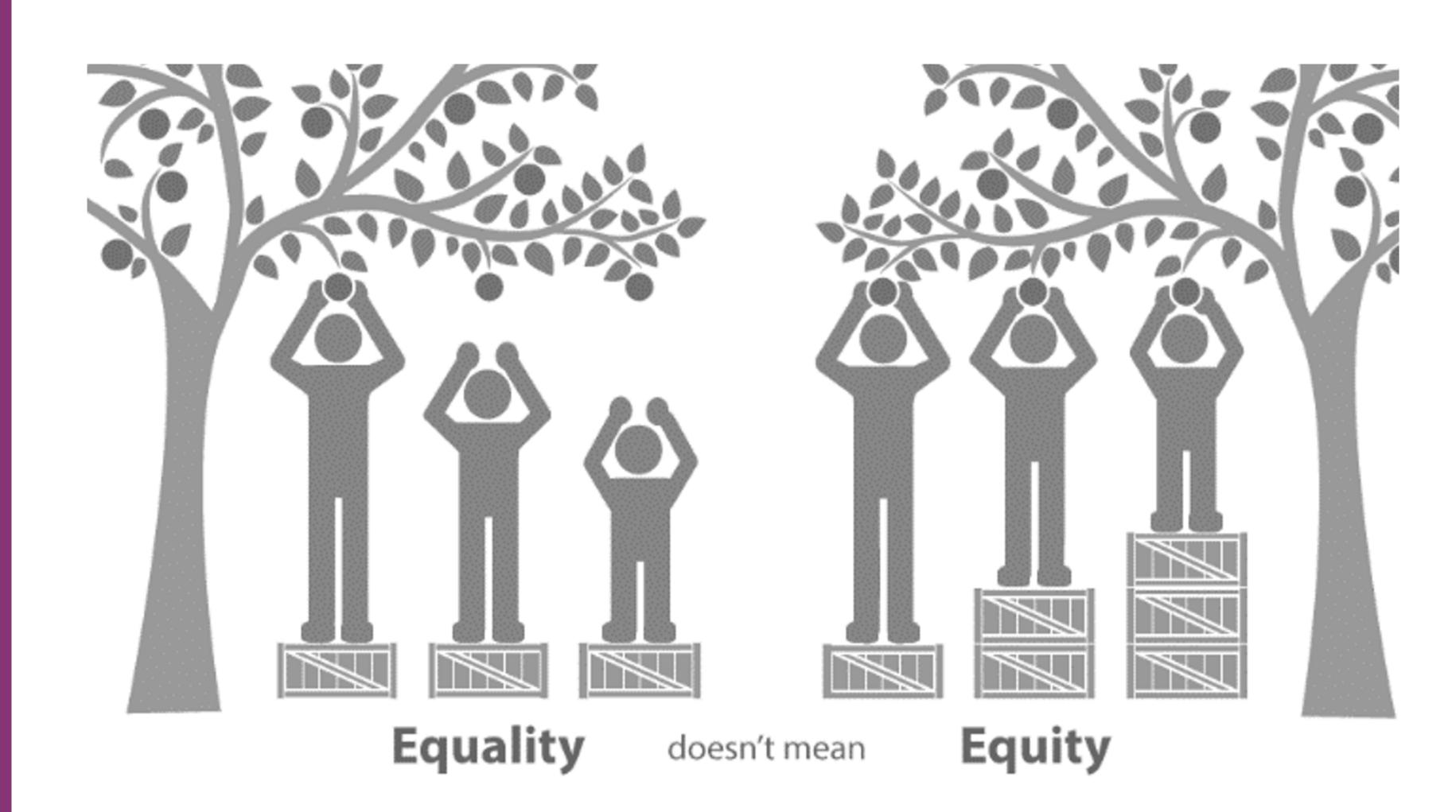
## Defining e Equity

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.



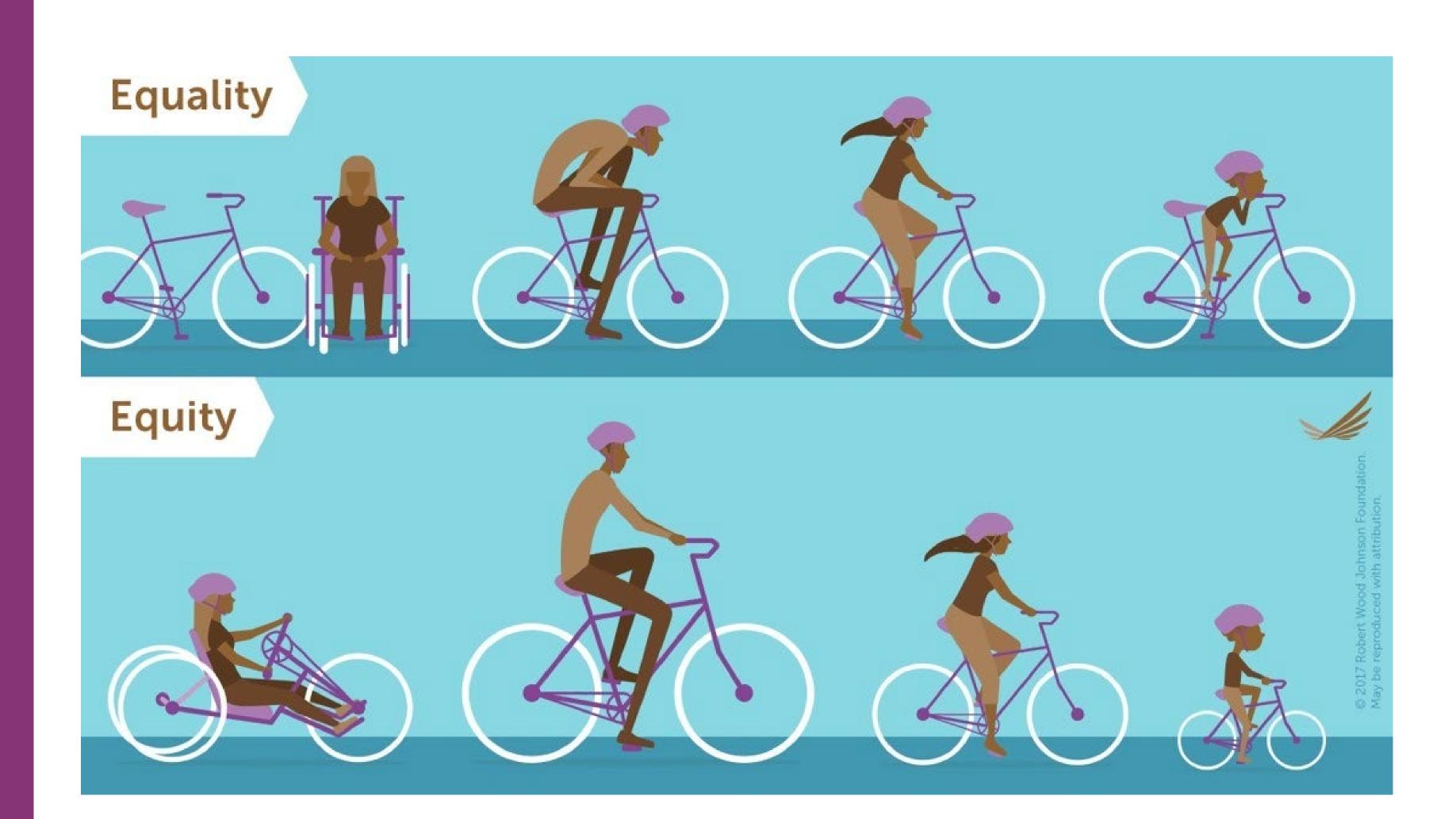
hoped-for end,
equity is the
means.





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



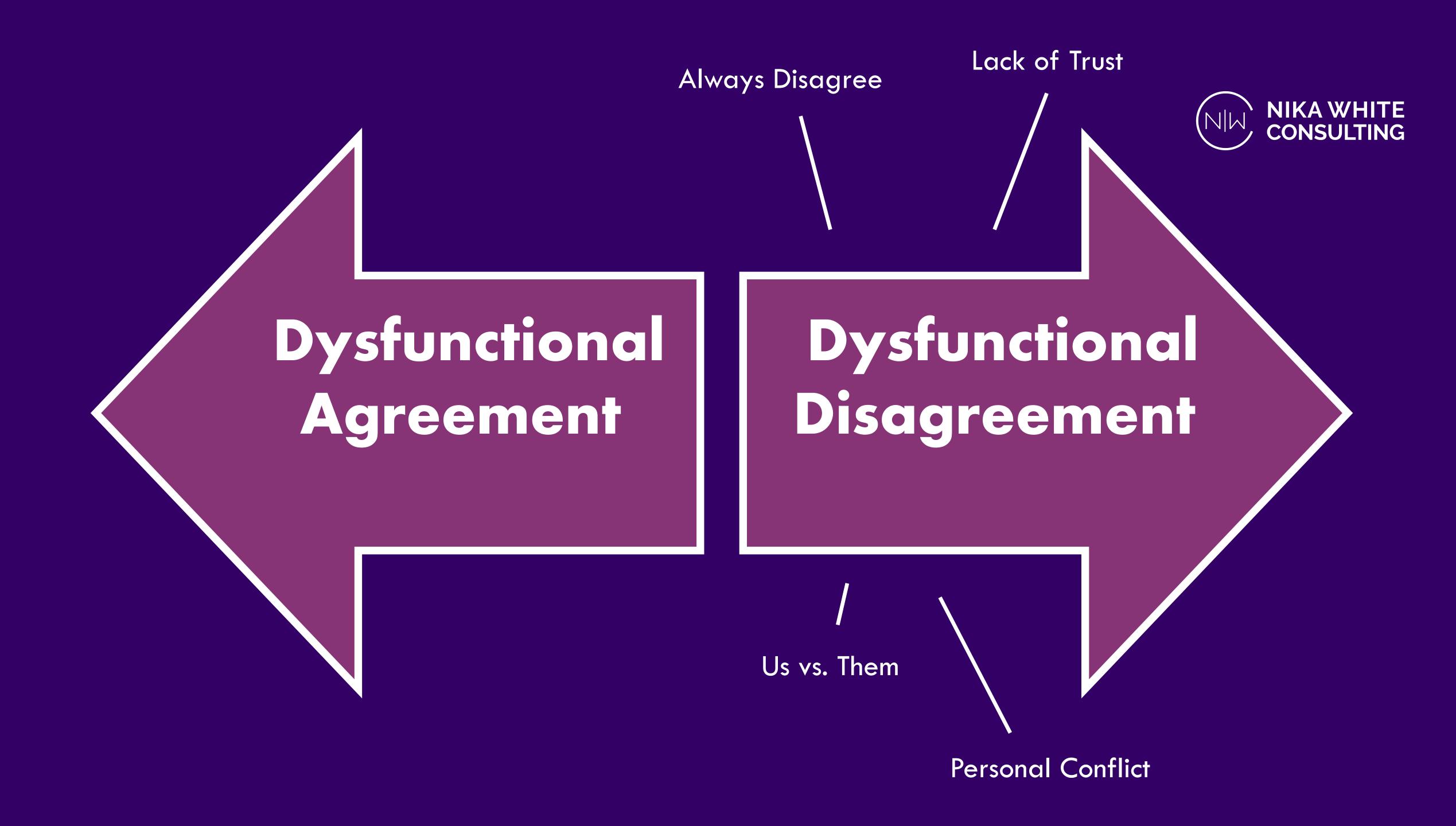
- 29% altered their attire, grooming or mannerisms to make their identity less obvious
- 40% refrained from behavior commonly associated with a given identity
- 57% avoided sticking up for their identity group
- 18% limited contact with members of a group they belong to

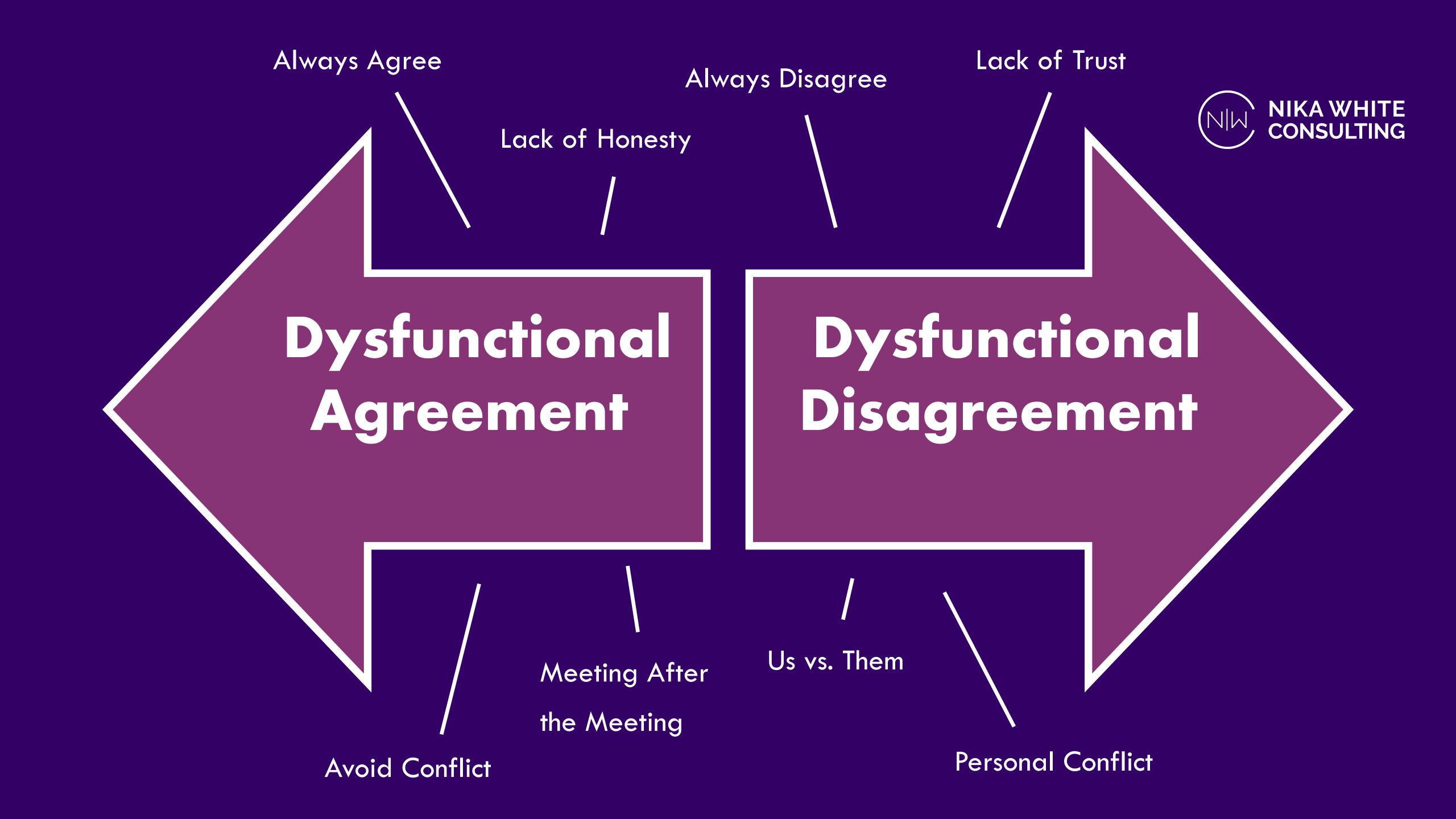




Dysfunctional Agreement

Dysfunctional Disagreement





## We address this dysfunction by placing high emphasis on uniqueness and belongingness.



### High Low Belongingness Belongingness Low Value in Uniqueness Inclusion: \* Individual is treated as an insider High Value and also allowed/encourage to in Uniqueness retain uniqueness within the work group.

## Low Belongingness

#### High Belongingness

Low Value in Uniqueness

#### Exclusion:

Individual is not treated as an organizational insider with unique value in the work group but there are other employees or groups who are insiders.

High Value in Uniqueness

#### Inclusion: \*

Individual is treated as an insider and also allowed/encourage to retain uniqueness within the work group.

#### Low Belongingness

#### High Belongingness

Low Value in Uniqueness

#### Exclusion:

Individual is not treated as an organizational insider with unique value in the work group but there are other employees or groups who are insiders.

#### Assimilation:

Individual is treated as an insider in the work group when they conform to org. / dominant culture norms and downplay uniqueness.

High Value in Uniqueness

#### Differentiation:

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.

#### Inclusion: \*

Individual is treated as an insider and also allowed/encourage to retain uniqueness within the work group.









### 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

What DEI can do to advance our organization

Obligation

**Opportunity** 



## Engage in respectful questioning and challenging of the status quo



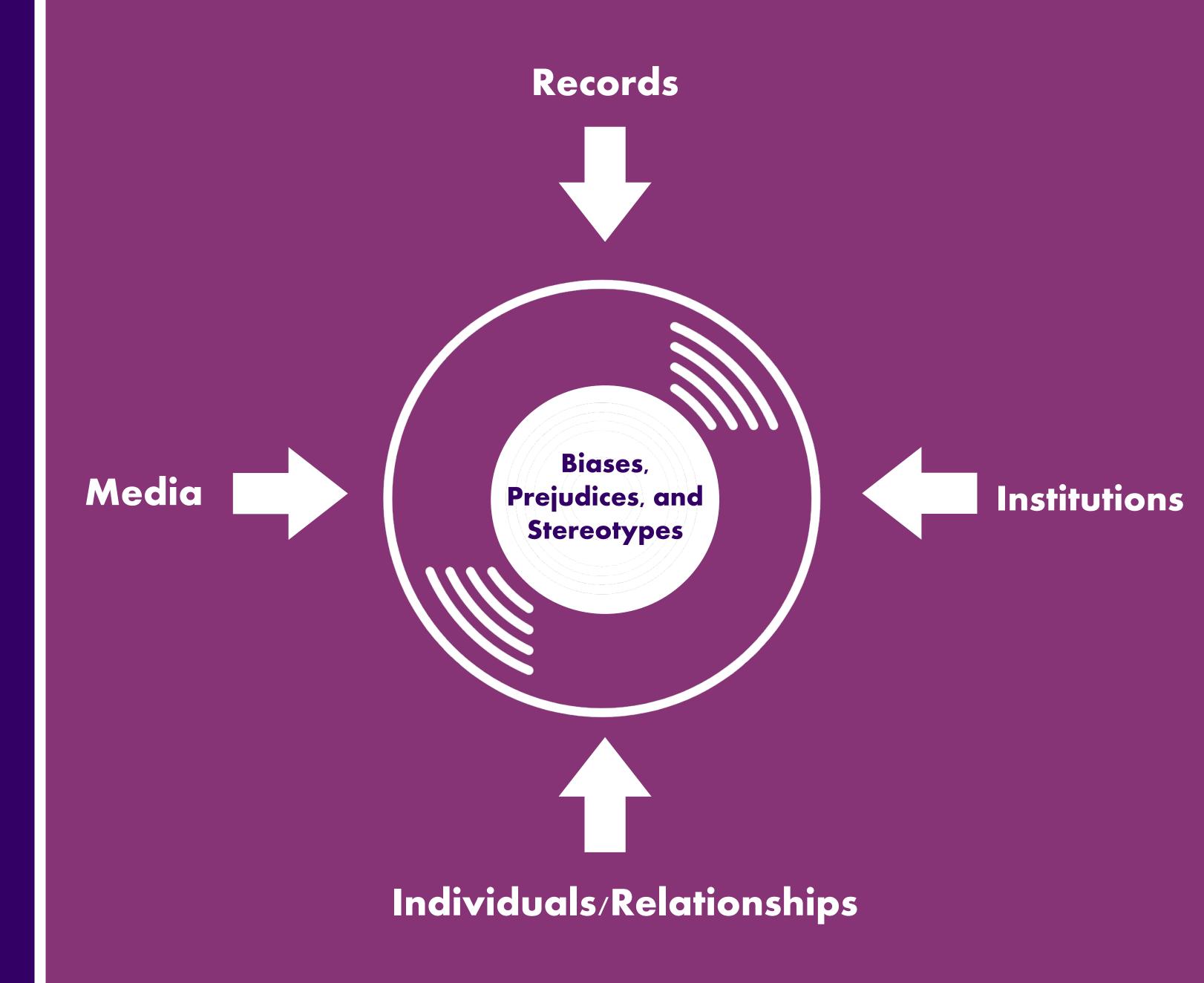
## Practice conscious inclusion minimizing both people bias <u>and</u> process bias



## Recorded Misinformation

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





#### Punitive

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

#### Restorative

- Questions: focus on identifying impacts and needs
- <u>Language:</u> humanizing and collaborative
- Motivations: building and repairing relationships



#### Punitive

Where do punitive approaches to harm caused by bias show up in your life?

#### Restorative

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/Under standing
- Community/
   Connection
- Confidentiality/Privacy



## Acknowledge their sources of power and privilege and use it honorably





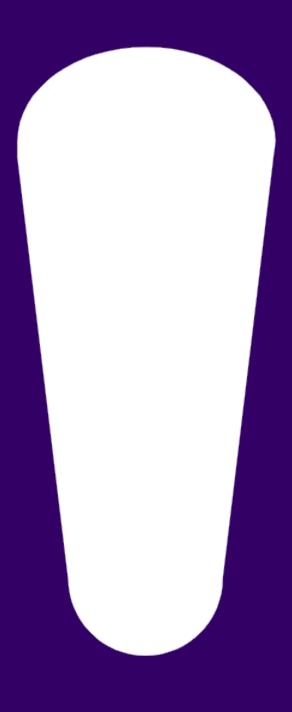
The ability to control circumstances or access to resources and/or privileges





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.





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.



#### Sources of Privilege

- ☐ Part of the dominant ethnic and/or racial group
- Male
- Cisgender (your gender is the same as that assigned to you at birth)
- Straight
- Not disabled
- ☐ Speak the dominant language
- Neither "too young" or "too old"
- Certain height/size/shape
- Not a mother
- Not a caregiver
- ☐ From upper or middle-class family

#### Sources of Power and/or Privilege

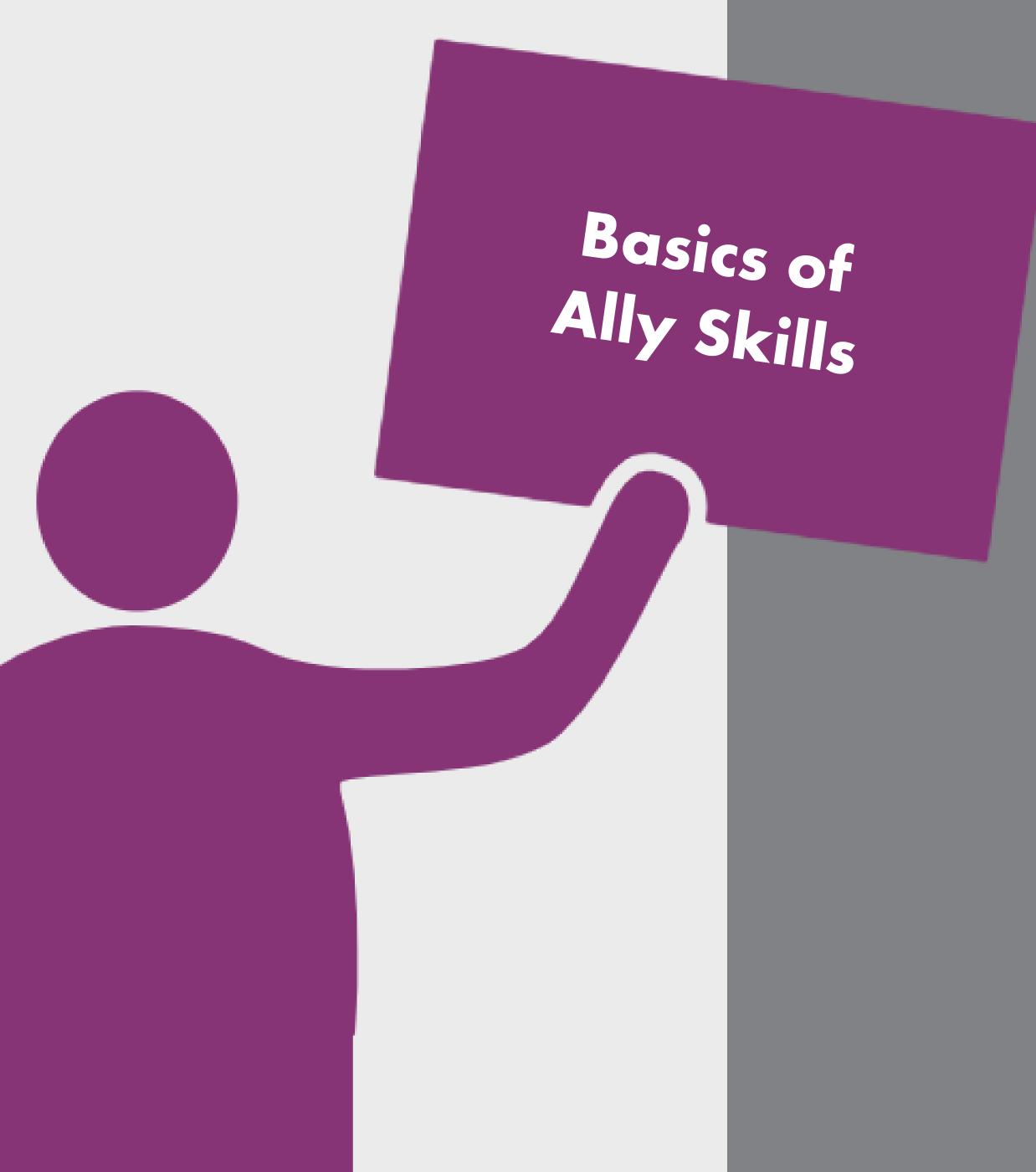
- Educated
- Technically experienced
- ☐ Wealthy (compared to peers)
- Management position
- ☐ Professor/teacher, supervisor, etc.
- Parent or family leader
- Any position of hierarchy
- Widely recognized as an expert
- ☐ Large audience (social media following, fans, etc.)
- ☐ Access to media (reporters, TV, editors, etc.)
- Respected by powerful and influential people



### Serve as an ally of marginalized groups







- 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

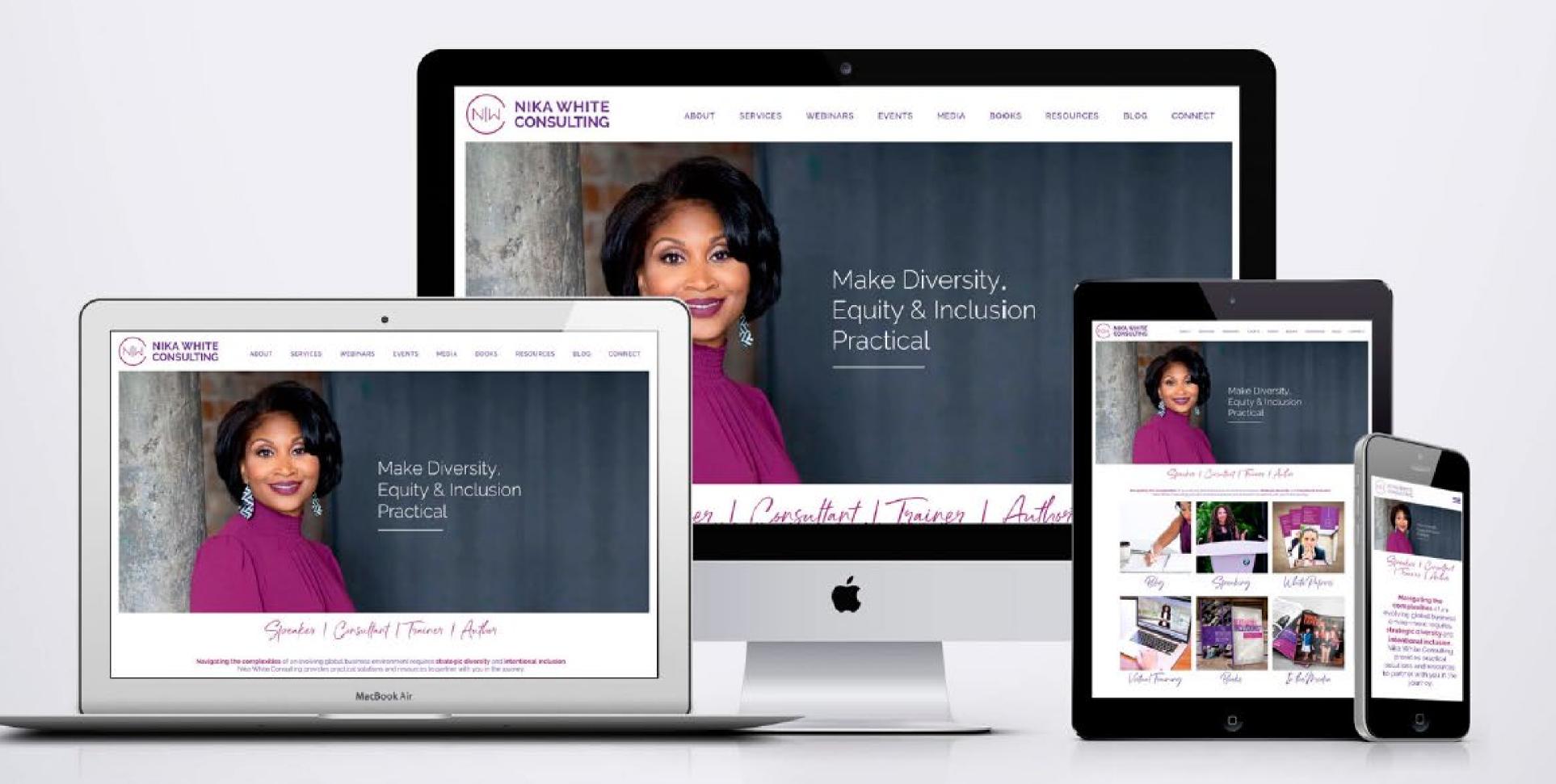
#### ACTIVITY IMPACT

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



# Maintain hope in an equitable and inclusive society





www.NikaWhite.com



#### NIKA WHITE CONSULTING