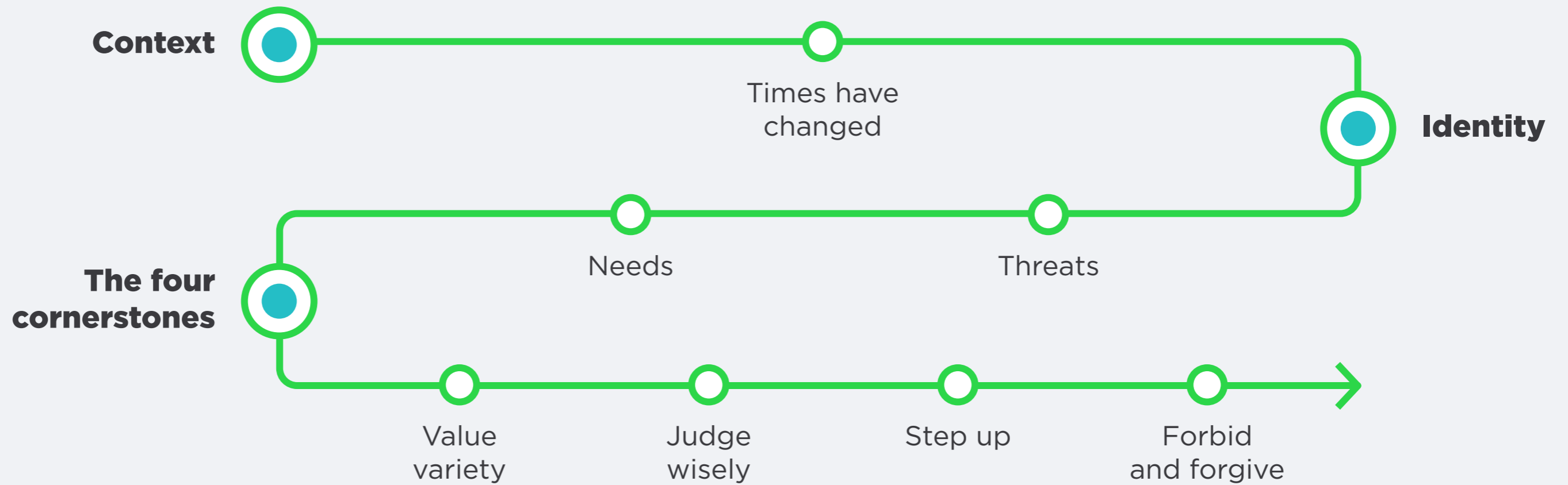


Different like me

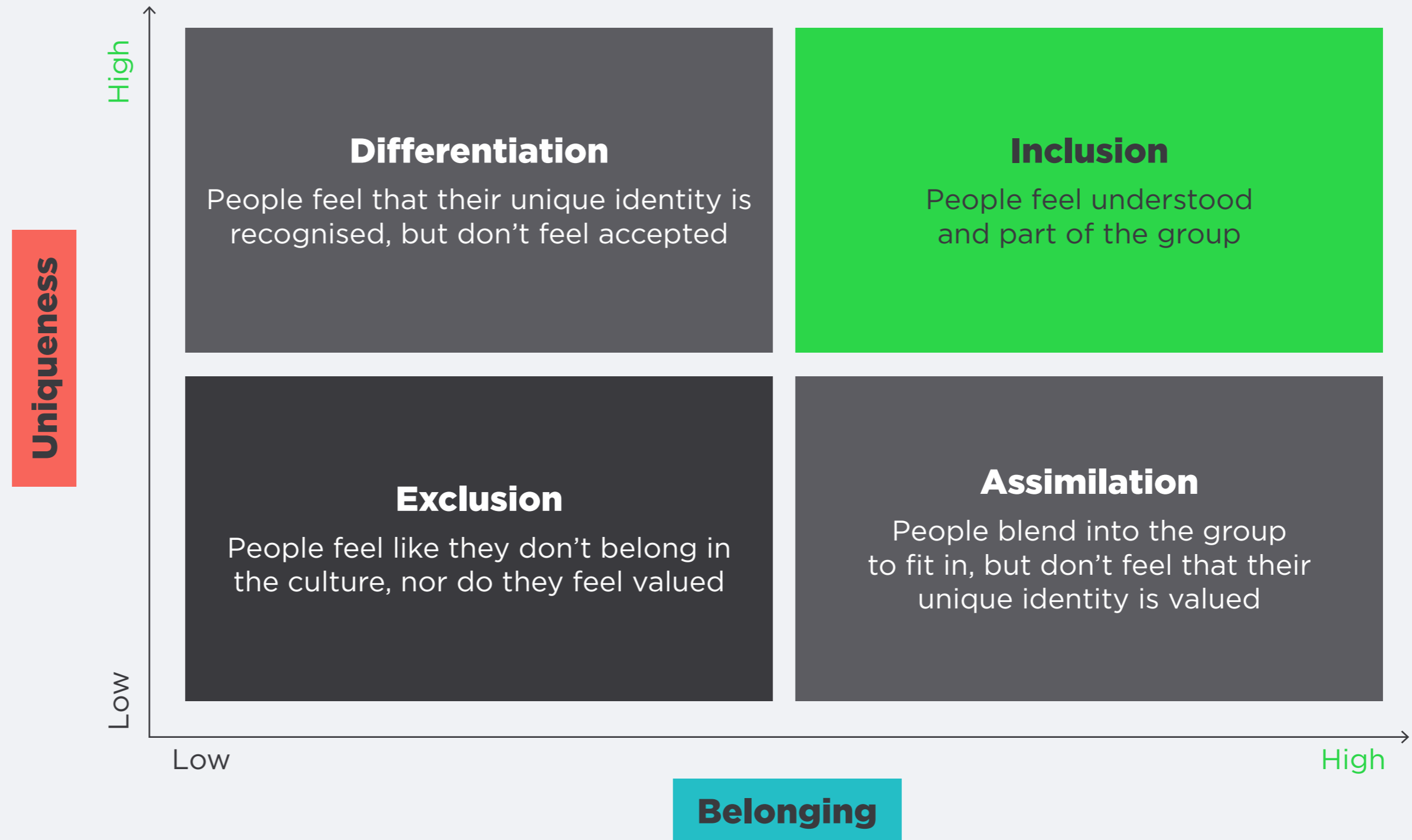
Virtual Handout



The next 60 minutes



Inclusion that protects identity



Source: Shore et al (2011). Inclusion and diversity in work groups: A review and model for future research. *Journal of Management*, 37(4), 1262-1289.

The four cornerstones

Uniqueness

Value variety

Difference is infinite, not all differences are equal.

Belonging

Forbid and forgive

Appreciate the difference between misbehave and misstep.

Identity

Judge wisely

Make fair decisions for each person in our organization.

Step up

There are no angels or villains. We are all responsible for building belonging.

Focus on equity

Uniqueness

Supporting the careers of all by having:

Freely available demographics reports

Measurable targets to increase diversity at all levels

Blind CV screening

A strategy to hire talent from diverse talent pools

Reverse-mentoring programs

Mentors/sponsors for those in underrepresented groups

Diverse role models in leadership roles

Senior leaders who promote and own DE&I initiatives

Flexibility around hours worked and ways of working

Time off for all religious and cultural holidays

Evidence-based training for all employees on DE&I

Judge wisely

Process and perception



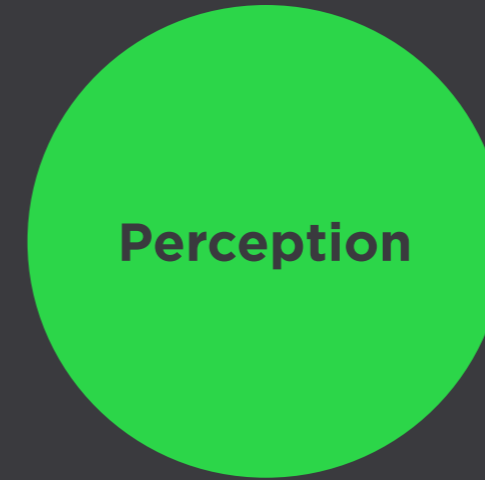
Where are we most at risk of systematic bias?

Have you sense-checked your process with others?

Have you collected evidence from a wide range of sources?

Have you considered how the process will impact different groups within the organisation?

Uniqueness



Where could team members perceive a lack of fairness?

Are you being transparent about the process before announcing the decision?

Are you providing an opportunity for people to be heard throughout the process?

Have you openly explained the rationale behind your decision?

Step up

Belonging

Building belonging

Unique traits
we value

Our goals

Our mission

Our values

Our purpose

Creating connection moments

Use nostalgia

'Remember when?'

Provide support

'I'm here for you'

Find common ground

'What do you like
doing outside
of work?'

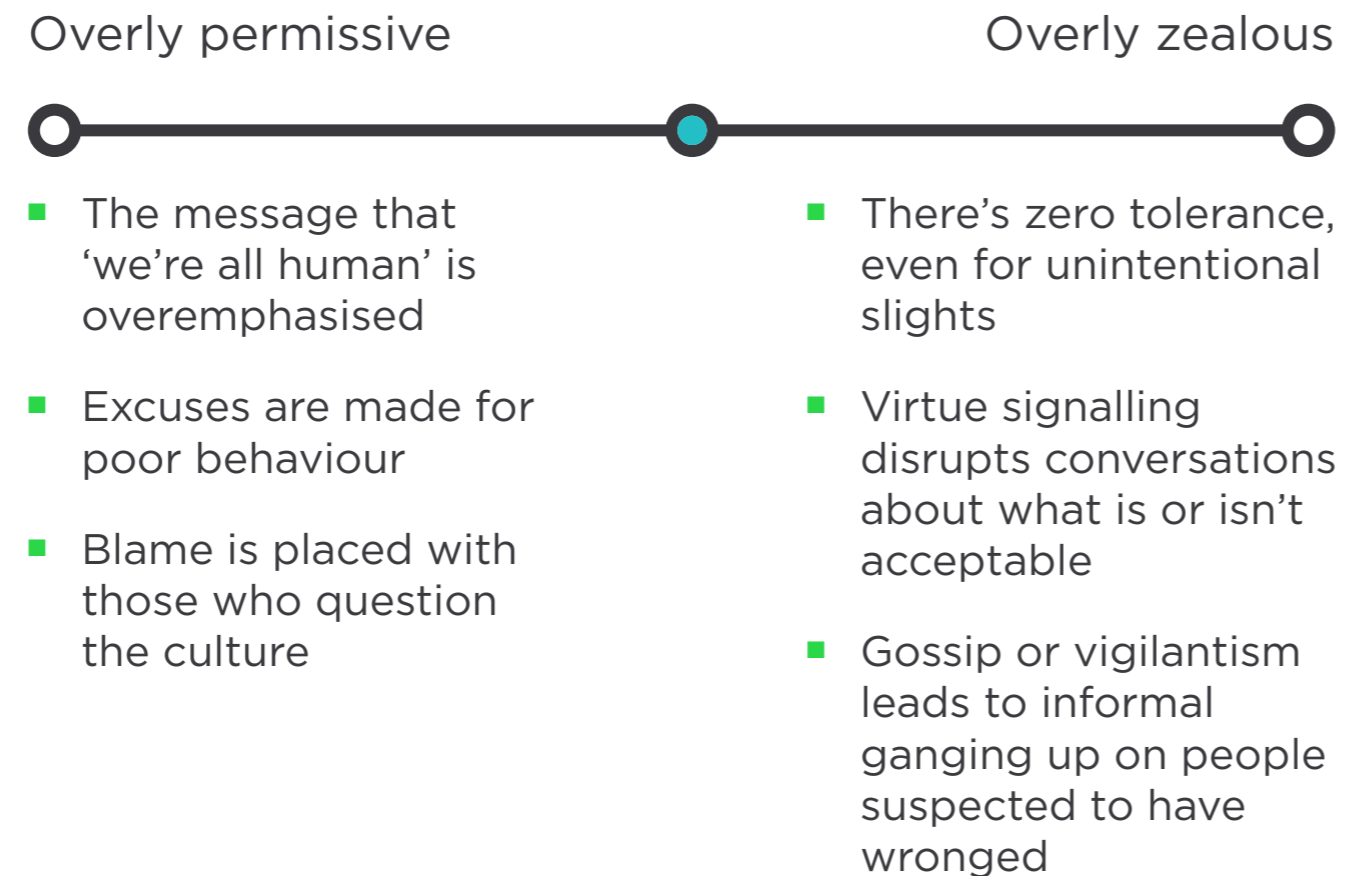
**Celebrate
achievements**

'I'd like to thank...'

Forbid and forgive

Belonging

Find the line between overly permissive and overly zealous to build belonging



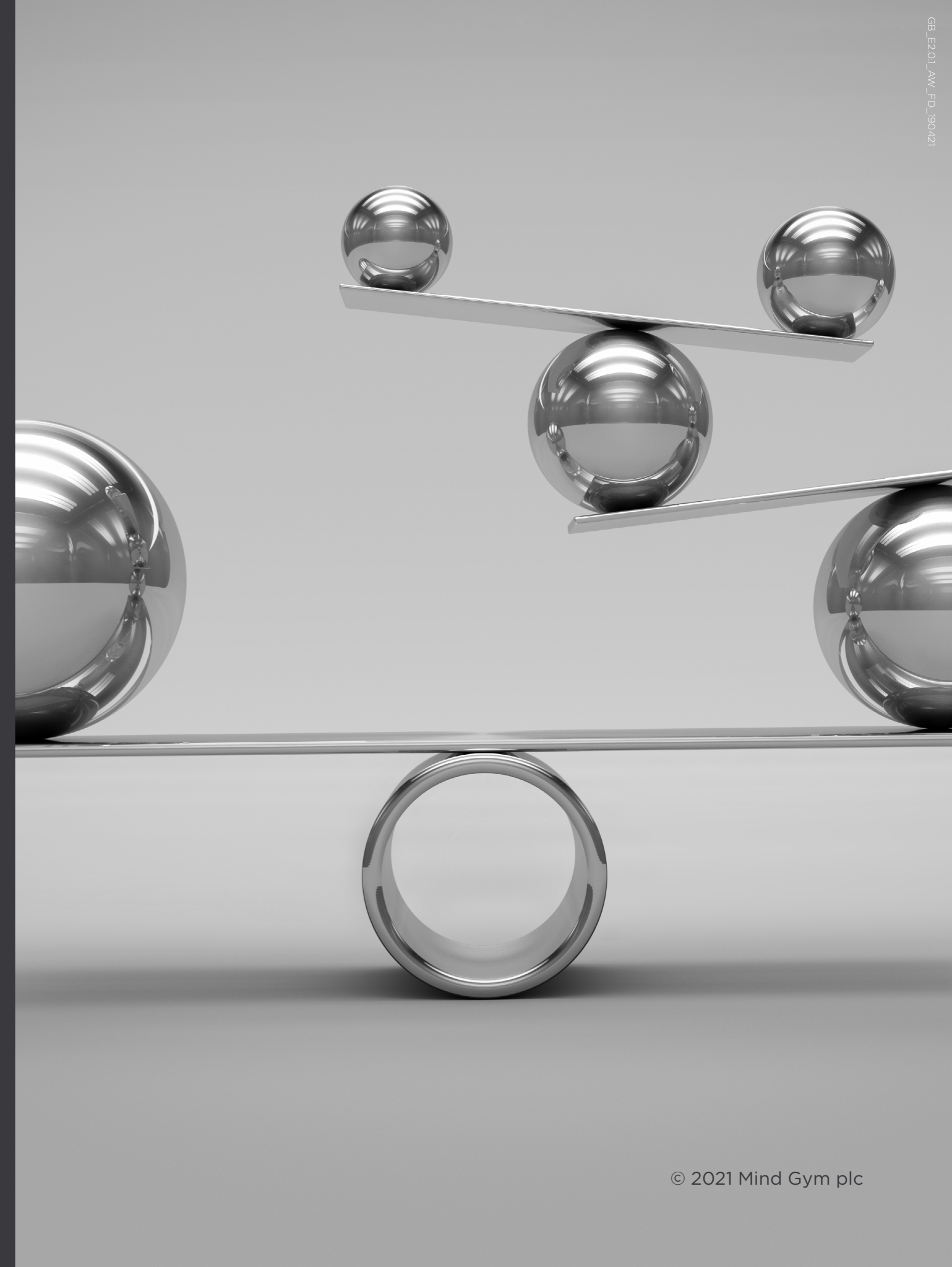
Be consistent

Take responsibility for communicating what went wrong

Be clear on what is expected in the future

3 tips for success

- 01** Encourage leaders to use their tailwinds to support their teams.
- 02** Make fair decisions that others respect, consider the process and perception.
- 03** Take responsibility for stepping in when others are excluded.



Find out more at themindgym.com