

BUILDING AN INCLUSIVE TEAM & WORK CULTURE

Corbette Doyle, EdD

Senior Lecturer, Vanderbilt University

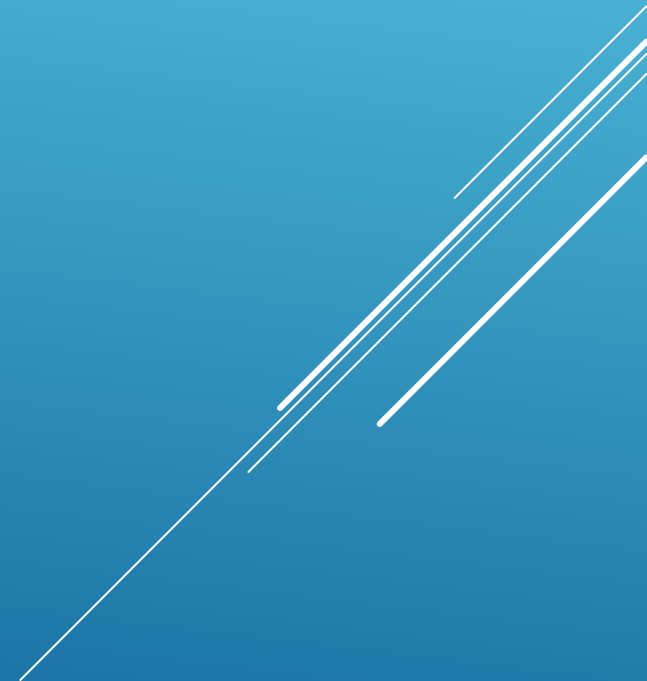
Corbette.Doyle@Vanderbilt.edu

<https://www.linkedin.com/in/corbettedoyle>

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Giving Back, Preparing the Future

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Poll 1 (before we start): How would you rate your skill at making colleagues feel included?

1. It's a major weakness
2. Not great
3. I don't really know
4. Pretty strong
5. I think it's one of my core competencies

Agenda

- What do we mean by *Inclusion*? By *Culture*?
- *So what? Why does it matter?*
- The importance of team culture and the impact of remote work
- What can you do to have an impact:
 - As a Leader?
 - Individual Contributor?
- Discussion

What is Culture?

“

Culture is a set of living relationships working toward a *shared goal*.

It's not something you are.

It's ***something you do***.

”

Coyle, D. (2018). *The culture code: The secrets of highly successful groups*

How do we know what our culture is?



1. What gets
rewarded around
here?



2. What's a story
about something
that happens here
that is *unique to us*?



3. Reality check:
Do our directives &
communications reflect
our priorities?

What is Inclusion?



Unique



Yet part of the group

“I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.” Maya Angelou

SO WHAT?

Highly innovative companies are more inclusive than those w/sporadic innovation

Sporadic Innovation
N=26



Continuous Innovation
N=60



0% 20% 40% 60% 80% 100%

Traditional focus

The Conference Board: <https://www.pageuptalentlab.com/wp-content/uploads/2016/08/The-Conference-Board-attachment.pdf>

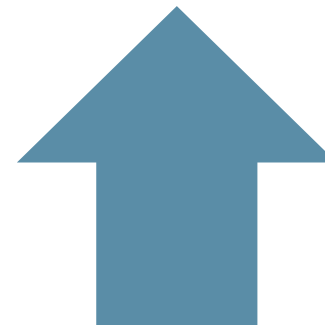
Diversity Efforts Often = “Onlyness”



“Onlies” not heard or hesitate to speak up



“Diversity improves innovation”

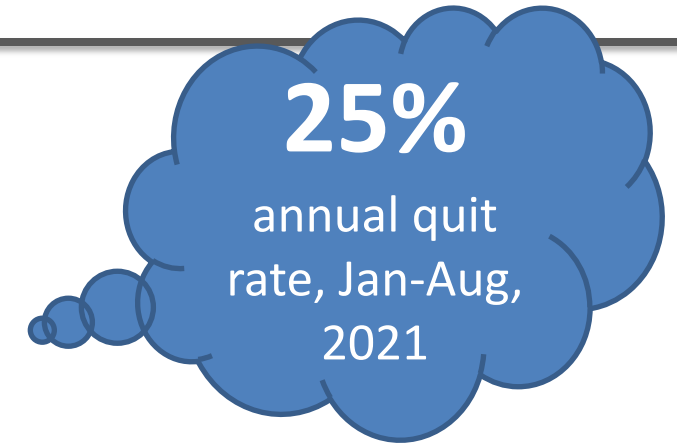


Why It matters now more than before

Who Is Driving the Great Resignation?

by Ian Cook

September 15, 2021



WORKLIFE

What is Worklife?

How We Work

How We Live

How We Think

BBC

By Kate Morgan 1st July 2021

The Great Resignation: How employers drove workers to quit

<https://bg.hbr.org/2021/09/who-is-driving-the-great-resignation> ; <https://www.bbc.com/worklife/article/20210629-the-great-resignation-how-employers-drove-workers-to-quit> <https://www.cnbc.com/2021/10/14/1-in-4-workers-quit-their-job-this-year-according-to-new-report.html>

WHO IS LEAVING & WHY?

1. Longtime employees:
5-15 years of tenure
2. Highest quit rate by age:
40-45 (*not* millennials)
3. **Women**

**Reason #3:
They're not feeling
connected to the
company culture**



Inclusive culture impacts retention



Unhappy
Employees



4.6x

Likely to plan to
quit w/in 6 months

VS.



Happy
Employees



1.5x

Likely to **always**
want to give their
best at work



3x

Likely to to say
they work in an
inclusive culture

Boston Consulting Group (2020) [Inclusive Cultures Have Healthier & Happier Workers](#)

Poll 2: What matters most to you in terms of feeling comfortable sharing ideas or concerns?

1. I've worked with the group a long time
2. I am not an "only": others in the group share my most salient identity (e.g. "look" like me)
3. No one in the group makes fun of my ideas or suggestions
4. The team leader apologizes when they make mistakes
5. I am confident that we all prioritize the group's goals

THE IMPORTANCE OF TEAM CULTURE

“ The team environment —
where most day-to-day
interactions at work occur—
can make or break progress
in inclusion efforts. ”

BCG: *Inclusive cultures have healthier and happier workers—*
Sept. 14, 2021

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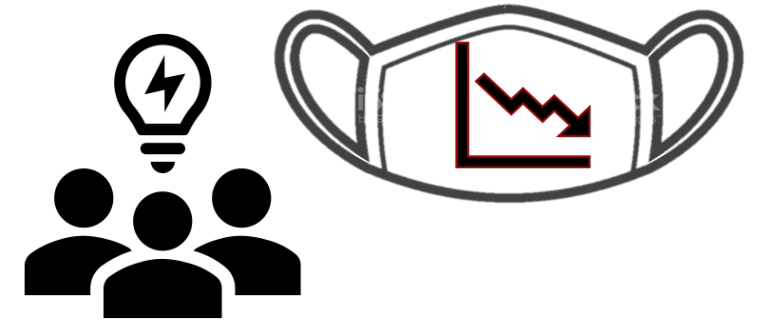
How do you build a strong, positive **team** culture?



Build **group**
psychological
safety



Shared
Vulnerability:
Starting with
team leader



Purpose:
shared goals &
values

Coyle, D. (2018). The culture code: The secrets of highly successful groups & Edmondson, A. C., & Lei, Z. (2014). Psychological safety: The history, renaissance, and future of an interpersonal construct.

Focus on Fairness & Equity

Simple strategies can shift the sense of fairness



Only **25%** feel treated fairly at work



Only **1/4** attributed most DEIA efforts to fairness (e.g. Hiring or promotions)

4 Questions You Can Use to Assess Fairness

1. Do employees feel informed?
2. Do they feel supported?
3. Do they feel considered?
4. Do they feel acknowledged?

Fastest & easiest strategy to improve sense of fairness?
Share information. Don't hoard it

Gartner Talent Angle (2021 Sept. 28). [Building a fairer employee experience with Brian Kropp](#)

DOES REMOTE WORK HELP OR HURT?



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Remote work helps – some employees

Remote work made life easier for many people with disabilities. They want the option to stay

By Neelam Bohra and [AJ Willingham](#), CNN

🕒 Updated 1721 GMT (0121 HKT) August 10, 2021

<https://edition.cnn.com/2021/08/10/health/remote-work-disabilities-pandemic-wellness-trnd/index.html>

Pre-Covid: **Only 24%** of Americans w/disabilities had jobs.
43% of those worked in industries most affected by the crisis

Cornel (2020) [Work and the Coronavirus: Impact on the workforce and people with disabilities](#)

WOMEN NOW
LESS LIKELY TO BE
HIRED FOR
LEADERSHIP
ROLES,
**REVERSING 2
YEARS OF
PROGRESS**

Equal Gender Pay Set Back a Generation by Pandemic, WEF Says

By [Lizzy Burden](#)

March 30, 2021, 11:51 PM CDT

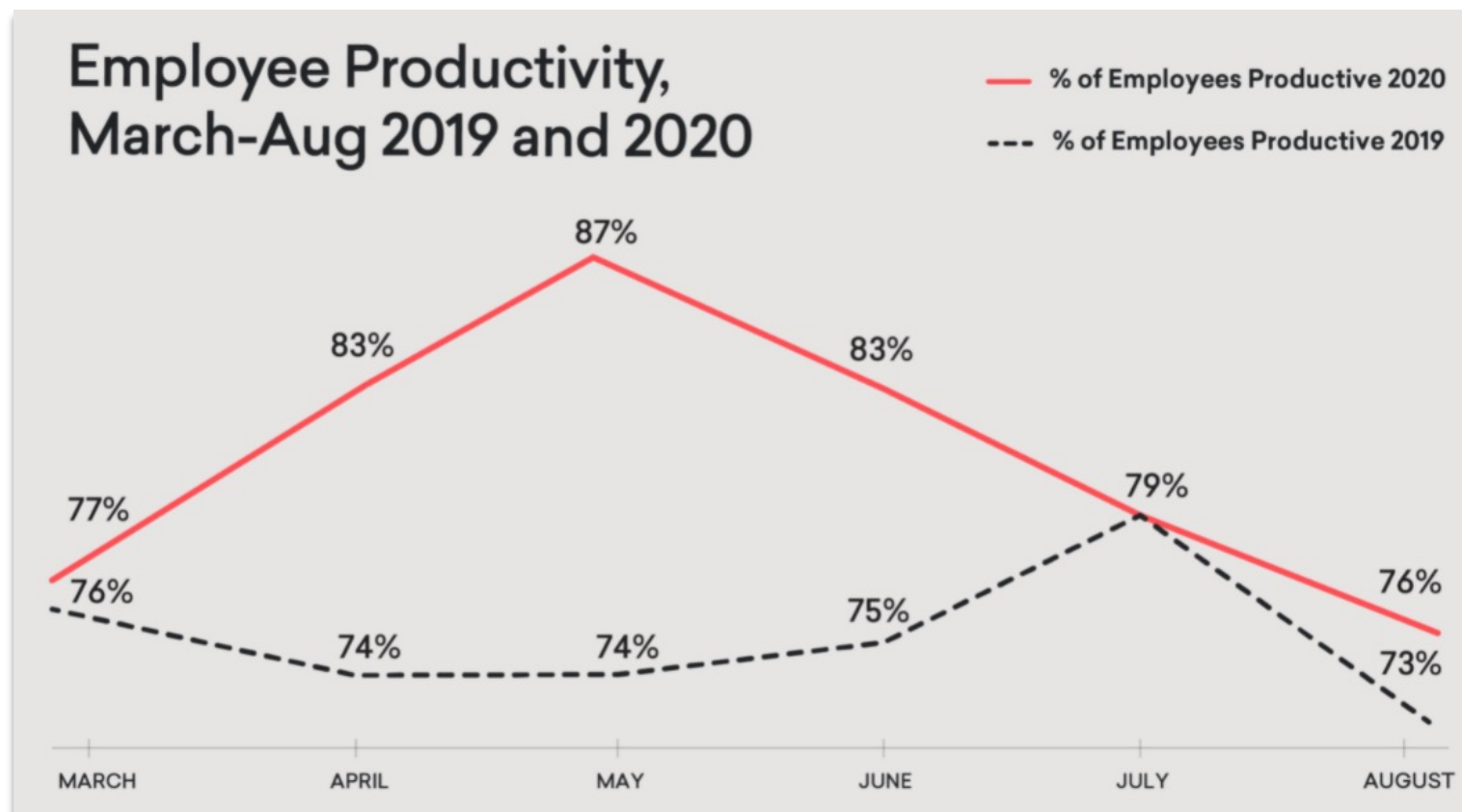
- ▶ Women lost jobs at a higher rate and took on more work at home
- ▶ Gender gaps in education and health have almost closed

"At the current pace, it will take 268 years to achieve equal pay for equal work."

[Bloomberg \(2021\)](#)

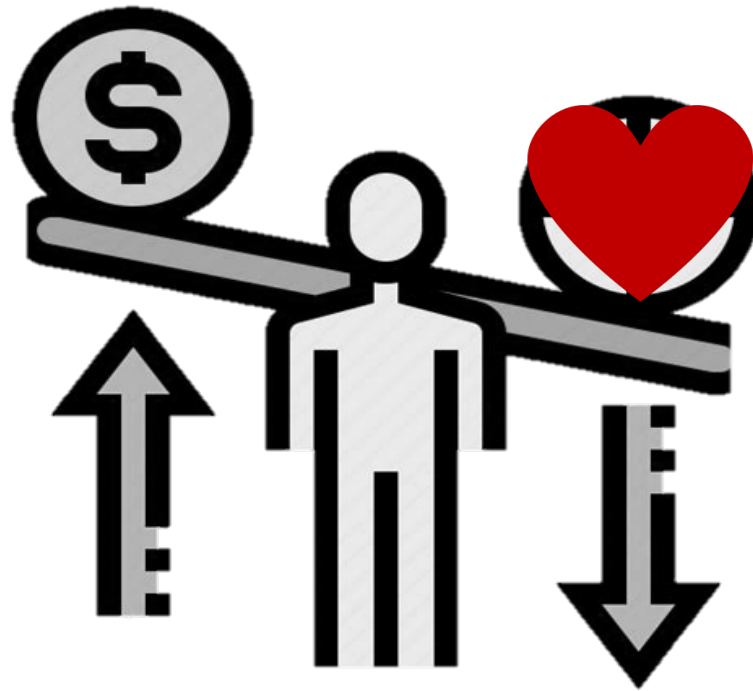
Managers think remote = less productive*

- Gartner: “Full-time remote workers are 5% more likely to be high performers”
- Great Places to Work: Productivity improved during remote work
- Problem: women & people w/disabilities most likely to want remote work



Gartner Talent Angle (2021 Sept. 28). [Building a fairer employee experience with Brian Kropp](#) and <https://www.gartner.com/smarterwithgartner/9-work-trends-that-hr-leaders-cant-ignore-in-2021> ; GreatPalcestoWork (2021, Feb) [Remote work productivity study finds surprising reality](#)

TEAM LEADERS WILL NEED TO LEARN TO BALANCE EQ & PRODUCTIVITY



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“

Managers and leaders will need to manage **the employee experience** and life experience, **not the job activities**.

And that requires different people. [Our data suggests] about **half** of the managers... **have the ability to do the work needed** going forward. ”

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How Team Leaders Can Build Psychological Safety in Hybrid Settings

1. *Set the scene*: Be transparent; share ownership w/team to find work solutions
2. *Lead the way*: *Expose* your own remote/hybrid challenges to build trust
3. *Share positive examples*: EG Work redesign success stories
4. Be vigilant- *push back against snarky comments or back-handed complements* (“We want to see more of you.”)

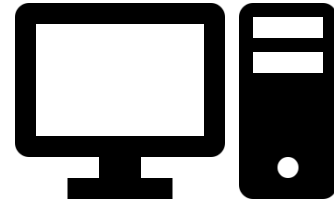
Edmondson, A.c., & Mortensen, M. (2021, April 19). [What psychological safety looks like in a hybrid workplace](#). *Harvard Business Review*.

Listen. Often. (EG Pulse Surveys)



Social Support
& Connections

E.G. To what extent can you count on your team to cooperate?



Resources & Support
(in & Outside of work)

E.G. To what extent do you have the time & tools to care for your family?



Confidence
& Clarity

E.G. To what extent do you feel safe speaking up?



Innovation
& Influence

E.G. To what extent does mgmt. ask for & listen to employee ideas?

Great Places to Work <https://bit.ly/3hFszPI>

The “need for connections is likely to shape what the office is going to represent.”

PWC's US Remote Work Survey—June 25,2020

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<https://www.pwc.com/us/en/library/covid-19/us-remote-work-survey.html>

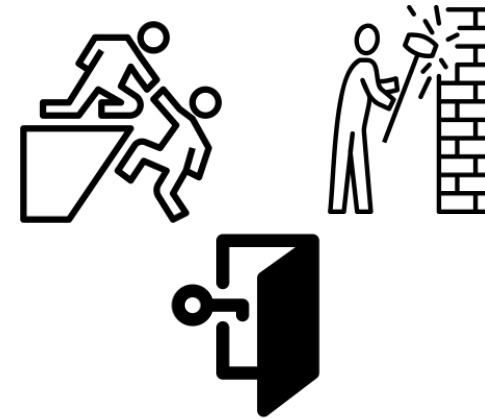
**BEYOND TEAM LEADERS: EVERYONE HAS A
ROLE IN BUILDING INCLUSIVE CULTURES**

“What is Ally? A verb, not an Identity”

An ally is about action. Rather than claiming to be one, show it through your actions or "ally skills"



Identities



Ally Actions

FrameShift Consulting: <https://frameshiftconsulting.com/ally-skills-workshop/>

E.G. of ally Action: Self-educate

Problem:

I used the wrong term and insulted a colleague. I swear it was the “right” term a year ago. Why can’t they understand that I meant no harm and start by assuming I have positive intent?

Tip:

It’s not about you. Think: How did the other person feel *and why*?

Understand: identity language is not fixed. Self-education is key*.

Focus on *cultural humility*: “a lifelong commitment to self-evaluation & self-critique.” (Waters & Asbill, 2013)

<https://www.apa.org/pi/families/resources/newsletter/2013/08/cultural-humility> ; <https://hbr.org/2021/02/are-your-diversity-efforts-othering-underrepresented-groups>; and * <https://frameshiftconsulting.com/ally-skills-workshop/>

Ally Skills: Things you can do to make a difference

- Self-educate
- Listen to understand
- Give credit (e.g. original source of an idea; a project lead)
- Ask target (of oppression) for consent to call attention to them
- Keep the focus on helping targets (vs. those w/more privilege)
- Speak up; draw “fire” your way so target/recipient doesn’t have to
- Use your social capital to benefit targets
- Sacrifice personal gain (e.g., Transfer PLUS speaking request to a target)
- Follow leaders from marginalized groups (“[Nothing about us without us](#)”)
- When you make a mistake you: Apologize. Make amends. Move on.

FrameShift Consulting: <https://frameshiftconsulting.com/ally-skills-workshop/> and <https://frameshiftconsulting.com/speaking/#focus>

Poll 3: What is one strategy you plan to use (or use more often) to help others feel included?

1. Self-educate
2. Give credit and amplify efforts of targets
3. Speak up; draw “fire” your way so target/recipient doesn’t have to
4. Use your social capital to benefit targets
5. Sacrifice personal gain (eg Transfer PLUS speaking request to a target)
6. Other
7. Nothing new – I am doing those things now

Resources & Reading List

- Brown, B. (2018). *Dare to Lead: Brave Work. Tough Conversations. Whole Hearts.* Random House.
- Coyle, D. (2018). *The culture code: The secrets of highly successful groups.* Bantam.
- Edmondson, A. C. (2018). *The fearless organization: Creating psychological safety in the workplace for learning, innovation, and growth.* John Wiley & Sons.
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- FrameShift Consulting. (n.d.). *Ally Skills Workshop.* <https://frameshiftconsulting.com/ally-skills-workshop/>.
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- Krentz, M., Dartnell, A., Khanna, D., & Locklair, S. (2021, Sept. 14). [Inclusive Cultures Have Healthier & Happier Workers.](#) *Boston Consulting Group.*
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- Waters, A., & Asbill, L. (2013). Reflections on cultural humility. American Psychological Association. <https://www.apa.org/pi/families/resources/newsletter/2013/08/cultural-humility>

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Terminology

Marginalized person:

A member of a group that is the primary “*target*” of a system of oppression. That group membership is **an** identity.

Ally:

A member of a social group that enjoys some privilege who **takes risks and action** on behalf of targets and seeks to ***understand*** the sources of oppression and their own privilege

FrameShift Consulting: <https://frameshiftconsulting.com/ally-skills-workshop/> and <https://frameshiftconsulting.com/speaking/#focus;>
<https://multicultural.utah.gov/poweroflanguage/>