

The in-crowd

Virtual Handout



We like to belong

What in/out-groups exist in your environment?

In-groups are healthy because they build a sense of belonging, but left unchecked those groups can cause exclusion.

The dark side of belonging

Feeling shut out at work has a worse impact on...

Wellbeing

Work-related attitudes

Employee turnover

Belongingness

...than being insulted or harassed.

What's happening on your team?

Yes

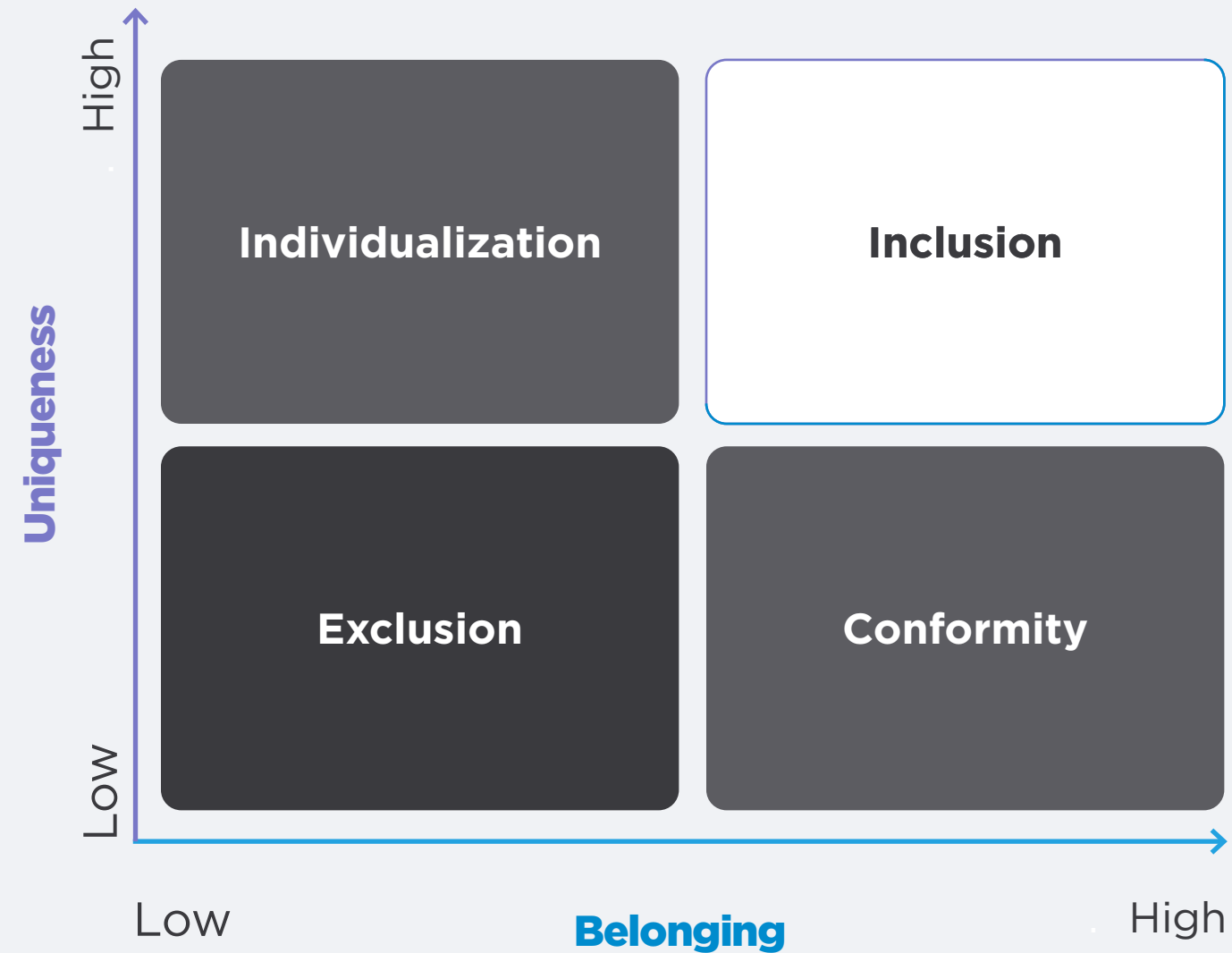
No

“Yes” answers are opportunities to improve how inclusive your team feels

Does your team prioritize work at the expense of camaraderie?	<input type="radio"/>	<input type="radio"/>	Building belonging
Do individuals tend to do their work solo?	<input type="radio"/>	<input type="radio"/>	
If you asked about shared team goals, would answers vary?	<input type="radio"/>	<input type="radio"/>	
Are there groups that specific team members don't feel part of?	<input type="radio"/>	<input type="radio"/>	
Do most team members share similar interests outside of work?	<input type="radio"/>	<input type="radio"/>	Valuing uniqueness
When there is disagreement, is it disruptive?	<input type="radio"/>	<input type="radio"/>	
Would you describe the culture as “nice”?	<input type="radio"/>	<input type="radio"/>	
Is there a particular “type” of person who thrives on your team?	<input type="radio"/>	<input type="radio"/>	



Belonging for all



Does your team have a balance of uniqueness and belonging?

Valuing uniqueness

Helping people feel able to share their unique perspective and identity.

Building belonging

Co-creating a team identity that everyone feels part of.

Build belonging by creating a shared team identity

Shared tasks

Find opportunities for constructive collaboration between team members:

- 1 Be clear**
Make sure desired outcomes are explicit and well communicated.
- 2 Design the task**
Put each team member in charge of something, but make sure they need to collaborate to do it well.
- 3 Get creative**
Look for new opportunities for your team to collaborate that you haven't used before.

Shared goals

Define a collective purpose that brings the team together:

- 1 Find out what matters to your team**
 - Start with your organization's mission, vision, and/or values.
 - Have a team conversation about what parts of the mission, vision, and values are meaningful for them.
- 2 Discuss similarities and differences**
 - Reflect back what you hear.
 - Highlight what team members have in common and discuss what differs between you.
- 3 Define a shared purpose**
 - Together, choose the similarities to highlight in your team purpose.
 - Define your shared team purpose using short, easy-to-remember language.
- 4 Revisit often**
 - When assigning tasks, tie them to your purpose.
 - When new members join, take the opportunity to realign with your team.

Conformity ≠ belonging

Identity covering in the workplace is the act of concealing something about one’s self to avoid making other people feel uncomfortable or to lessen attention to a given characteristic.

Types of covering:

Advocacy

“If I speak out when others disrespect *my identity*, will I be taken seriously?”
“If I advocate for _____ will people think I’m too sensitive?”

Appearance

“Does this make me look too _____?”
“Will I be judged for speaking like this because I’m _____?”

Affiliation

“Will others judge me if I express an interest in this because I’m _____?”
“Is this too stereotypically _____?”

Association

“If I hang out with other people who are _____, will I be stereotyped?”
“Will others take me seriously if most of my friends are _____?”

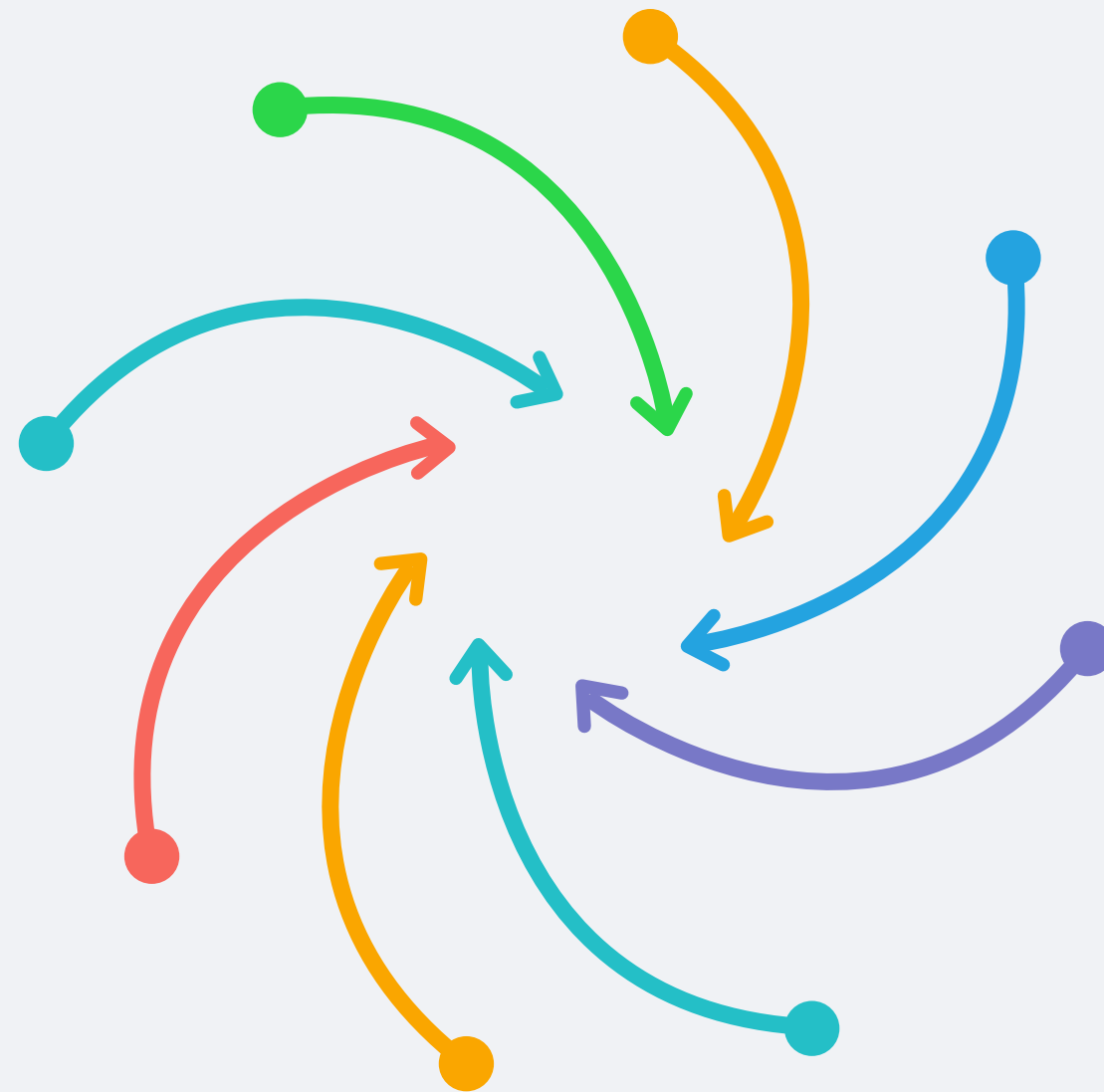
How have you covered?

What was the impact?

How will you help your team avoid the need to cover in order to belong?

“Me” within the “we”

Building belonging means valuing the diverse, unique individuals who already exist in our teams.



Some of the ways you can value uniqueness in all your team members:

- Support their specific needs
- Understand what motivates them
- Give them specific feedback
- Ask them for their specific feedback
- Recognize their unique contributions

Source: Chavez, Carolyn & Weisinger, Judith. (2008). Beyond Diversity Training: A Social Infusion for Cultural Inclusion

Send a message of inclusion

R

Role-model by
expressing your
own uniqueness

S

Collaborate
using **Shared
tasks**

V

Encourage your
team to share
their unique **Voice**
and perspective

P

Revisit the
team **Purpose**
often; highlight
how it ties to
your work

Moments that matter

- **Beginning a new project**
- **Welcoming new colleagues**
- **Socializing**
- **Giving feedback**
- **Seeking input**
- **Overhearing gossip**

What are your 'moments that matter' where you can create inclusion in your team?

How can you use RSVP to address them?

R

S

V

P

Tips for success

01

Share your own uniqueness generously with your team to set an example

02

Talk to your team about groups they do or don't feel part of

03

Find opportunities for collaboration between team members

04

Define a collective purpose that brings the team together

05

Be vocal about your wish to hear diverse perspectives