

GlobeSmart: Examples of Inclusive Actions



Independent	INCLUSIVE ACTIONS	Interdependent
<p><i>People who are Independent tend to:</i></p> <ul style="list-style-type: none"> • Place great importance on individual identity • Derive identity from personal choices and achievements • Prefer taking action on one's own • Openly express opinions or disagreement 	<p><i>To manage in an inclusive way, consider the following:</i></p> <ul style="list-style-type: none"> • <i>Be explicit about the decision-making process you expect to be used, while at the same time acknowledging that there is value in other decision-making approaches.</i> • <i>Clearly explain what you mean by initiative and collaboration in the context of the people with whom you are working.</i> • <i>Clarify when and how you expect team members to act on their own, and when you expect there to be consultation and/or input required from other colleagues.</i> 	<p><i>People who are Interdependent tend to:</i></p> <ul style="list-style-type: none"> • Place great importance on group harmony and cooperation • Derive identity from group affiliation • Feel a sense of duty, obligation, and loyalty to ascribed groups • Collaborate well with others
Egalitarian	INCLUSIVE ACTIONS	Status
<p><i>People who are Egalitarian tend to:</i></p> <ul style="list-style-type: none"> • Pay little attention to issues of status • Be comfortable challenging the views of superiors • Treat everyone much the same • Be flexible regarding roles • Assume power should be shared broadly among a group 	<p><i>To manage in an inclusive way, consider the following:</i></p> <ul style="list-style-type: none"> • <i>Clarify expectations about how much authority and autonomy team members have to take action and make decisions on their own.</i> • <i>Be explicit about what you want to be informed about - and what you feel you do not need to be informed about - regarding what's going on in the team.</i> • <i>Learn how you can "give face" to team members or other stakeholders for whom status is important.</i> • <i>Make clear your expectations about how you expect your team members to express disagreement with you and/or their colleagues.</i> 	<p><i>People who are Status-oriented tend to:</i></p> <ul style="list-style-type: none"> • Appreciate the importance of status and hierarchy • Prefer not to challenge those above them (at least not publicly) • Be deferential to superiors • Adapt their behavior depending on relative status • Assume power should be reserved for a few members of a group

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Risk	INCLUSIVE ACTIONS	Certainty
<p><i>People who are Risk-oriented tend to:</i></p> <ul style="list-style-type: none"> • Prefer rapid decision making and quick results • Place great importance on flexibility and initiative • Value speed over 	<p><i>To manage in an inclusive way, consider the following:</i></p> <ul style="list-style-type: none"> • <i>Explain what you think is an “appropriate” or tolerable level of risk in the context of your team’s operations.</i> • <i>Clarify with your team members which processes and procedures you think should be consistently applied, and which can be approached more flexibly.</i> • <i>Communicate ahead of time your expectations regarding what situations require a speedy response, and which should require further research and consultation.</i> 	<p><i>People who are Certainty-oriented tend to:</i></p> <ul style="list-style-type: none"> • Spend significant time on background research • Establish proper procedures before starting a project • Value thoroughness over speed
Direct	INCLUSIVE ACTIONS	Indirect
<p><i>People who are Direct tend to:</i></p> <ul style="list-style-type: none"> • Come to the point quickly • Be forthright in asking questions • Feel comfortable disagreeing with others and giving them feedback 	<p><i>To manage in an inclusive way, consider the following:</i></p> <ul style="list-style-type: none"> • <i>Be explicit about team norms regarding giving feedback.</i> • <i>Clarify expectations around what participation means in virtual and face- to-face interactions.</i> • <i>Manage turn-taking in meetings, and try to balance speaking time to get the widest input.</i> • <i>Ensure all team members understand the value of open-ended questions and the multiple meanings of “yes” (e.g. when does a “yes” mean agreement, and when might it simply signify that the person is listening?)</i> • <i>Be prepared, if necessary, to spend time after meetings to get one-on-one input from team members who may have expressed themselves indirectly in meetings</i> • <i>Establish a communication rhythm to provide a dependable pattern for exchanging information</i> 	<p><i>People who are Indirect tend to:</i></p> <ul style="list-style-type: none"> • Spend time explaining the context before coming to the point • Avoid giving feedback publicly • Express disagreement in subtle ways

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Task	INCLUSIVE ACTIONS	Relationship
<p>People who are Task-oriented tend to:</p> <ul style="list-style-type: none">• Move quickly to business topics in conversations• Value reaching goals and objectives on schedule• Express disagreement or criticism fairly directly	<p>To manage in an inclusive way, consider the following:</p> <ul style="list-style-type: none">• Clarify expectations around the amount of time that you feel should be spent for relationship-building in both face-to-face and virtual meetings.• Be clear about - and explain if necessary - the different approaches to establishing trust and working relationships. For example, task-oriented individuals tend to focus on results and meeting time commitments as the way to build trust, whereas relationship-oriented• Try to balance task and relationship-building activities to create a positive team atmosphere.	<p>People who are Relationship-oriented tend to:</p> <ul style="list-style-type: none">• Spend significant time on background research• Establish proper procedures before starting a project• Value thoroughness over speed