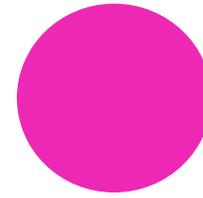




Connecting in Real Time

December 9, 2021

Connect To What Matters



Kendra Brim, Principal Consultant, K. Savannah Consulting

- Kendra Brim is a DEI and racial equity practitioner. She brings over 10 years' experience working in project management, healthcare, non-for-profit organizations, and education.
- With her background in project management, managing projects upward of \$10 million, Kendra has been a critical driver to success within organizations. Kendra focuses to increase and promote cultural competency by creating substantive learning and formal transparent opportunities. She prioritizes relationship-building, and ensures each process is tailored to each organization's brand, mission, values, and goals. Kendra has her Masters in Business Administration and a Diversity & Inclusion Certificate from Cornell's ILR School.



OBJECTIVES

- Develop a **shared language** around diversity, equity and inclusion
- Introduce **Culture and Values**
- How to create a **Culture of Inclusion**



GROUND RULES

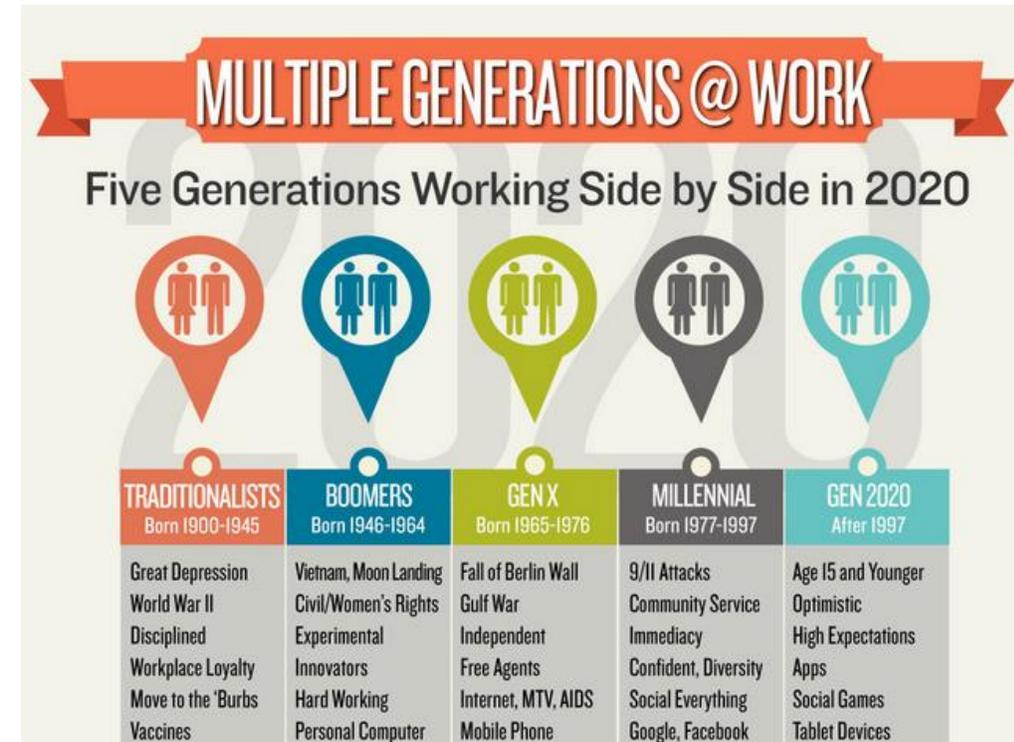
- Setting an agreement for participation



ICE BREAKER— Generational Exercise

Multiple Generations at Work

- In your breakout rooms, discuss the impact **generational differences** make within your organization:
- For each generation, talk about the following:
 - Societal events that shaped them
 - Orientation to work
 - Orientation to changing jobs
 - Career Paths
- Choose a reporter – and be prepared to share highlights of your discussion with the group.



SHARED LANGUAGE



DIVERSITY



DI·VER·SI·TY

All the ways in which people differ.



EQ·UI·TY

Fair treatment, access, opportunity, and advancement for all people. One's identity cannot predict the outcome.



IN·CLU·SION

A variety of people have power, a voice, and decision-making authority.



VISIBLE AND INVISIBLE DIVERSITY TRAITS

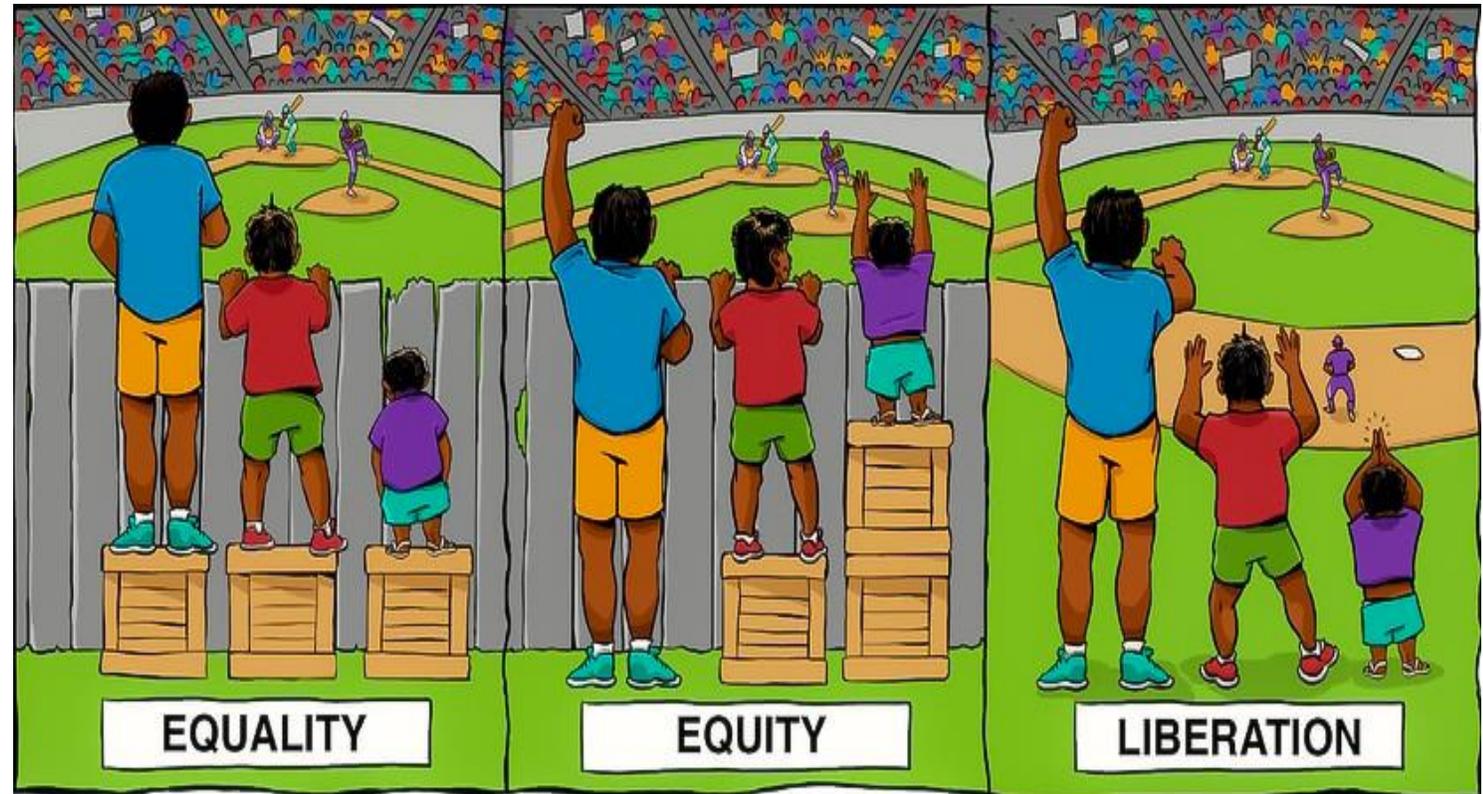


DIVERSITY



EQUALITY, EQUITY, LIBERATION

- Equality - **Equality** means each individual or group of people is given the same resources or opportunities
- Equity - **Equity** recognizes that each person has **different** circumstances and allocates the exact resources and opportunities needed to reach an **equal** outcome



BUSINESS CASE FOR DIVERSITY

“When people face barriers to achieving their full potential, the loss of talent, creativity, energy, and productivity is a burden for not only the disadvantaged, but for communities, businesses, governments, and the economy as a whole.”

- Ani Turner

Magnitude of this burden reveals impacts in the trillions of dollars, in loss earnings, avoidable public expenditures, and loss economic output.



DIVERSITY & INCLUSION: THE BUSINESS CASE

America's Changing Demographics

- By 2044, groups formally seen as “minorities” will reach majority status
- By 2065, the U.S. population will not have any single ethnic or racial majorities
- The “Millennial Generation” is the largest, most racially and ethnically diverse generation the U.S. has ever known
- The fastest growing racial groups are “Two or More Races” (expected to triple in size by 2060)
- More than half the growth of the population of the U.S. between 2000 and 2010 was due to in the increase in the Hispanic population



1 billion
expected increase
world's population

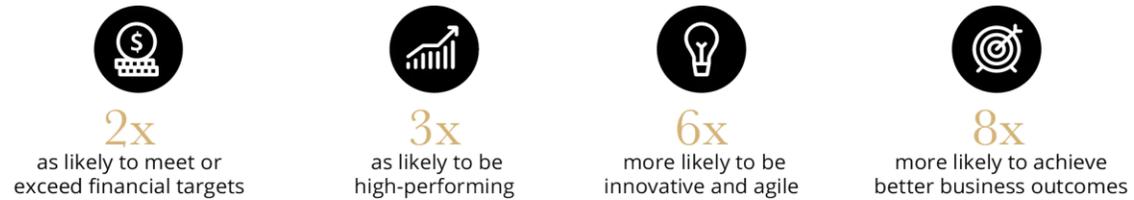
300 million
of that increase
predicted to come
those aged 65 or older



CONNECTING THE DOTS

FIGURE 2 | The case for an inclusive culture

Organizations with inclusive cultures are:



Source: Juliet Bourke, *Which Two Heads Are Better Than One? How Diverse Teams Create Breakthrough Ideas and Make Smarter Decisions* (Australian Institute of Company Directors, 2016).

Deloitte Insights | deloitte.com/insights

FIGURE 4 | Inclusive leadership and team performance



Source: Based on Deloitte Australia's analysis of 105 leaders as assessed by 600 raters against the six signature traits of inclusive leadership and perceived performance outcomes.

Deloitte Insights | deloitte.com/insights

CULTURE

- How would you define culture?
- What is a subculture?



CULTURE

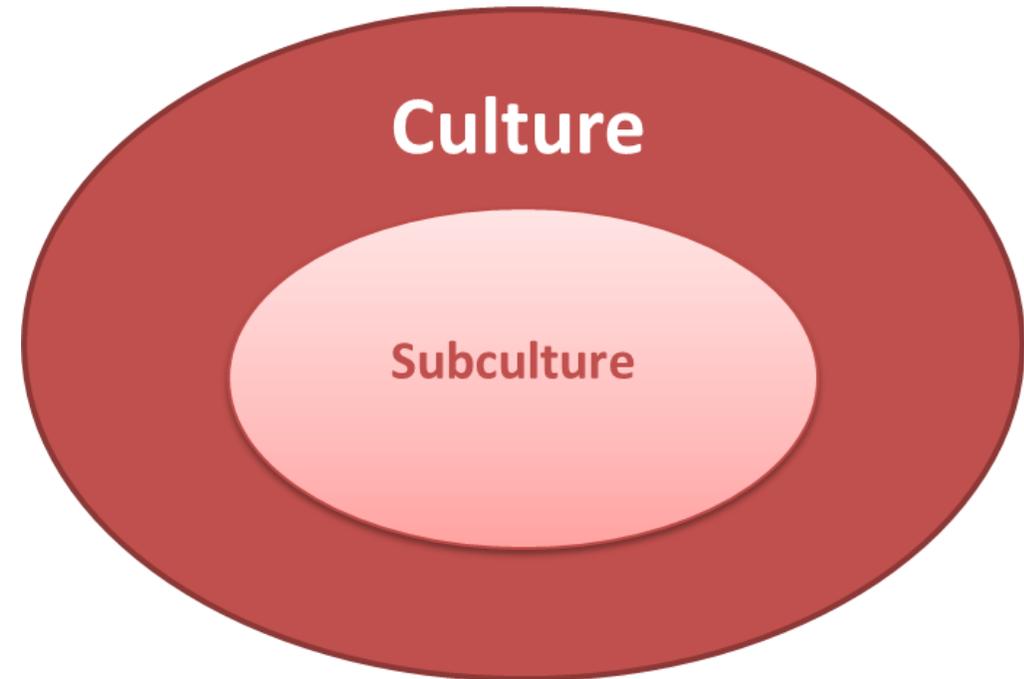
- A common history and heritage passed from one generation to the next
- Common values, beliefs, customs behaviors, traditions, institutions, arts, folklore, and lifestyle.
- Similar relationship and socialization patterns
- A common language
- Shared geographic location of residence (ex. Country)
- Similar patterns of dress and diet



SUBCULTURE

Subculture is a cultural group within a larger culture, often having beliefs or interests at variance with those of the majority larger culture.

- **In the United States, what are examples of subcultures?**



DOMINANT CULTURE

Dominant culture in a society comprised of multiple cultures is the culture that exercises the most power and influence. This dominance is typically expressed as economic power, political power and in the sociocultural norms, laws, institutions, values and traditions of society.

“A culture is dominant within a society when that culture establishes specific behaviors or a set of rituals, values and social customs that dictate that society”



DOMINANT CUSTOMS IN THE UNITED STATES

1. The Western Calendar
2. Religious Traditions
3. Secular Traditions
4. Sports and Leisure
5. Institutions
 - Schools
 - Churches
 - Government
 - Family
 - Civic Organizations



VALUES

Values are ideas about what is good, right, wise or beneficial. The values of a culture identify its ideals and are a general standard of what is good and bad or desirable or undesirable.



NORMS, MORES, CUSTOMS

Norms – Specific governing behavior. Norms define what behaviors are required, acceptable and/or prohibited in particular circumstance

Mores – Social norms that provide the moral standards of a group or society and that are strictly enforced

Customs – A practice from the past that people continue to observe (also known as traditions)



VISIBLE AND INVISIBLE DIMENSIONS OF ORGANIZATIONAL CULTURE

Visible –

- What people see, hear, touch, taste, smell
- Explicitly learned
- Conscious
- Easily changed
- Objective knowledge

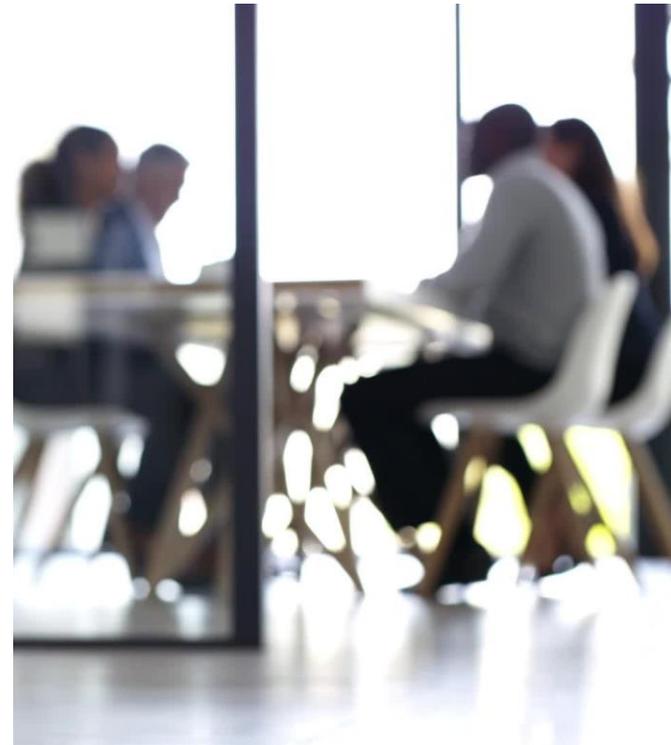
Invisible –

- What people believe, value, think, feel
- Implicitly learned
- Unconscious
- Difficult to change
- Subjective to knowledge



Connecting in Real Time

This can be particularly challenging in a remote environment for several reasons. As remote work blurs the lines between work and home life, employees are increasingly bringing their whole selves to work and engaging in personal conversations about identity.



Quick Facts

According to Gallup (12/7/21):

- There are 125 million full-time jobs in America. Of those, right at 50% -- or about 60 million -- report that their current job can be done remotely working from home
- Of those 60 million potential WFH employees:
 - 30% said they would prefer to "never" come into the office during the week.
 - 10% said they prefer working all five days in the office
 - 60% want a blend of one to four days per week
 - The most common preference was two to three days in the office per week.
- When asked the "nevers" and the "blends" why they want to be at home, they said it
 - Eliminates my commute
 - Improves my overall wellbeing
 - Offers flexibility to balance family needs or other obligations.
- Overall, Gallup predicted there will be at least a 37% reduction of in-person days worked per week for those 60 million employees who can work from home.

Celebrate Holidays in a Meaningful Way

- Team-building activity or note from a leader can go a long way in accomplishing this
- Some other ways to celebrate workplace diversity include supporting BIPOC-owned local businesses; setting up female-led panels to discuss gender in the workplace; and throwing an event for employees to bring their families.

Create Slack Channels for Affinity Groups in Remote Teams

- Create individual slack channels for affinity groups allows employees to subscribe to the channels that they deem relevant, whether or not they identify with that affinity, and can increase employee engagement.

Leverage & Promote Employee Resource Groups (ERGs)

While affinity-based slack channels are open to everyone, ERG's are typically, though not always, exclusive for the folks who fall under the umbrella of that identity. These could include groups based on:

- Race
- Religion
- Nationality
- Gender
- Sexual orientation
- Disabilities
- Social or economic causes
- Shared interests

Conduct a Survey to Ask Employees What They Want For Diversity Events For Remote Teams

- Soliciting feedback from your employees is critical in making sure the inclusion activities you're offering are truly supporting them in the workplace.
- Building an office of mutual collaboration will support your ongoing efforts to improve DEI and set you up for success in the future.

Practice Inclusive Meeting Behaviors

- Practice rotating the planned speakers for a meeting so that everyone gets a chance to contribute.
- Bring everyone into the conversation, not just those who tend to dominate the conversation. This can mean gently calling on people who have not been heard on a topic or simply showing vocal support for ideas that were not heard as loudly or as fully by the group.
- Minimize the amount of “cutting off” of speakers to allow participants to finish their full thoughts.

Connecting in Real Time



Virtual Meetings

- **Use Gender-Inclusive Language.** Avoiding phrases like "you guys" and adding your pronouns in your Zoom name are just two ways to shift your daily language into one that is more inclusive for every team member.
- **Avoid and Call Out Problematic Language.** Problematic language can arise in many forms. As an example, a comment on a coworker's hairstyle or clothing may seem innocuous but is often loaded with cultural implications that could make that person uncomfortable. It's important to call this language out and start a dialogue to address why that language is problematic.
- **Honor Diversity in Your Photography, Quotes, and Other Materials.** Present yourself as an inclusive workforce by making sure the representation of your company reflects your teams. Using different people in your materials and representing different backgrounds is a subtle yet important way to communicate to your team that they are welcome here.

Create a Virtual Seat

InHerSight asked women whether they've experienced indicators of exclusion since the pandemic began. The results were fairly split. Of the respondents working remotely:

- **37%** do not feel they have the same access to new projects and opportunities since working from home
- **44%** say they've experienced an increase in communication lapses
- **28%** have been excluded from projects or decisions they otherwise would have been a part of
- **16%** are unsure whether they've been excluded from projects or decisions they otherwise would have been a part of

Make Work Work For Parents

- Rethink family structure to include all types of families and roles
- **Support flexible work schedules**
 - Employers assume that women who work fewer hours or work from home won't produce the same results as men or women without children. But flexible work schedules and shorter work hours don't equate to lower quality.
- **Provide post-maternal care support**
 - Motherhood triggers assumptions that women are less competent and less committed to their careers. As a result, they are held to higher standards and presented with fewer opportunities. Studies show that the "maternal wall" women face when they have kids is the strongest gender bias (Lean In)
 - Establish more gender-neutral support for both parents
- **Encourage safe physical and psychological office space**
- Be mindful of language and assumptions
- Comfortable and effective breastfeeding rooms and flexibility
- Creating space and reinforcing gender specific and gender neutral bathroom options

Mentors

- Offer guidance, stories, and advice based on their lived experience
- Come from a similar industry, geography or career background
- Provide direct feedback, advice, and practical solutions to day-to-day challenges
- Derive benefits from the relationship by developing communication skills and growing their leadership equity

Mentoring is usually a two-sided relationship

Coaches

- Ask powerful questions to people so that they can come up with the answers themselves
- Take a more holistic by encompassing all areas of life and the person as a whole
- Provide less "advice" and more impartial, non judgmental feedback which should be taken as constructive criticism for achieving better results

Coaching tends to be a one sided relationship

Sponsors

- Are more senior stakeholders, willing to use their reputation and credibility in service of their protege
- Endorse proteges directly, using their influence, power and networking to help give them exposure to better career opportunities
- Are involved in long-term relationships as trust and credibility builds over time

Sponsorship is usually a two-sided relationship

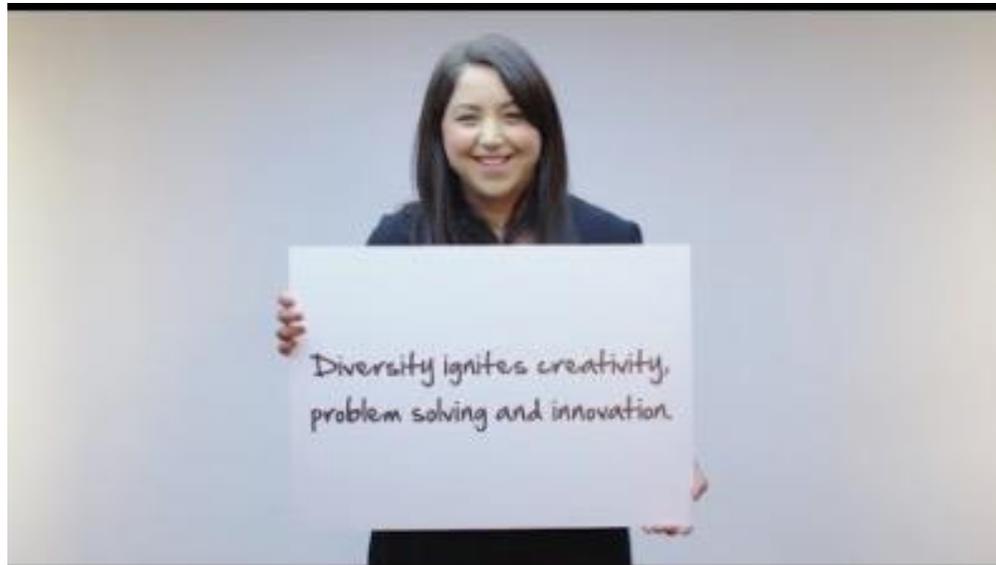
Mentors, Coaches, Sponsors

The Time Is Now

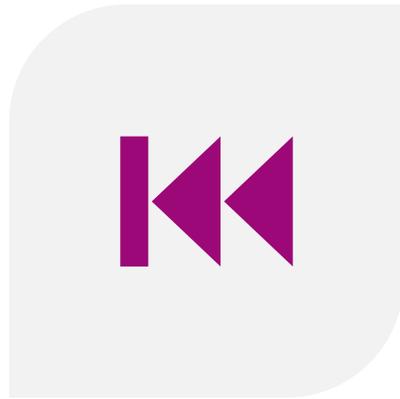
“Companies that provide an inclusive environment supporting work life balance and flexible work arrangements will eventually succeed in retaining a talented workforce and gain a competitive advantage in a business environment that has been significantly altered, possibly forever.”

Peter T. Grauer, Chairman, Bloomberg

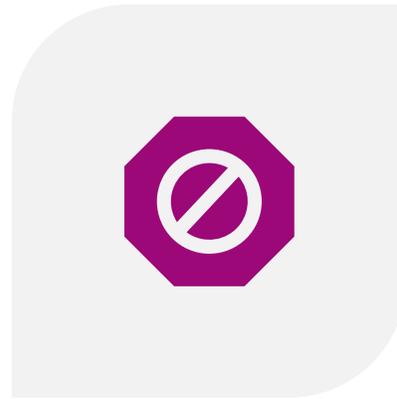
INCLUSION STARTS WITH “I”



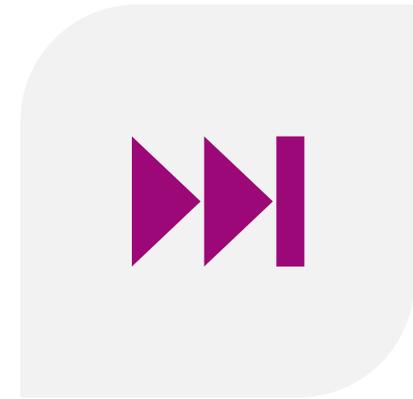
NEXT STEPS



START



STOP



CONTINUE



QUESTIONS

K. Savannah Consulting

kendra@ksavannahconsulting.com

www.ksavannahconsulting.com

