BEYOND INCLUSION: Workplace interconnectedness, energy, and resilience

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Overview

- Welcome
- Why Inclusion Matters
- Ubuntu - an African Philosophy
- Research Drivers
- Construct Clarity
  - What Inclusion is not
  - What Inclusion is
  - How Inclusion is experienced
- Our Inclusion Model
- Q&A
Reflection

- Think of a time at work when you felt that you really belonged, when you felt highly included.
  - Think of the details of this incident. What was said? By whom? What was done? By whom?
  - What made this incident stand out as a peak moment of inclusion?
Why Inclusion Matters

Inclusive Culture, Practices, Leadership

Perceptions of Inclusion

Organizational Commitment

Job Satisfaction

Employee Skills - teamwork, conflict

Inclusive Feedback Processes

Workforce Diversity

Individual Well-being

Individual Effectiveness

Team Effectiveness

Organizational Effectiveness

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Unpacking Ubuntu

Ubuntu means people are people through other people - “Umntu ngumntu ngabantu.” Ubuntu acknowledges both the right and the responsibilities of every citizen in promoting individual and societal well-being.

Nelson Mandela
Research Drivers

• Questions
  • What, specifically makes people feel a high sense of belonging and worth in their work lives?
  • What do they and others do to cause and sustain this phenomena?

• Goal
  • Fundamentally improve the workplace by making it more inclusive
Research Methodology

- **Sample:** Approximately 7000 organizational stakeholders in 3 multinational organizations
  - Big School
  - Big Store
  - Big Bank

- **Demographics:** Various nationalities, racioethnicities, genders, sexes, ages, orientations, ability levels, veteran statuses, functions, hierarchical levels represented, et cetera.
Research Methodology

- Data collection
  - 1:1 Face to Face interviews
  - Focus Groups
  - Online Survey

- Data collected
  - Quantitative (existing measure of inclusion)
  - Qualitative (Individual and group CIIs)
    - Peak moments (actual and aspirational)

- Inquiry frame
  - Primarily appreciative
  - Traditional responses also accepted

- Analysis method: Thematic Analysis
What Inclusion is...

- A feeling of deep mutual interconnectedness with others in one’s community which results in being appreciated and valued for what one brings to the table
- A set of organizational conditions in which all individuals are energized to bring their best to serve the interests of the group
- The “soil” in which organizational stakeholders are nurtured and sustained
- Created and sustained by behavior of ALL organizational leaders and individual contributors
What Inclusion is not...

• NOT...“Affirmative Action”...That’s the law
• NOT...“Compliance”...That’s the enforcement of the law
• NOT...“Diversity”...That’s the variety of people
• NOT...Focused on identity groups
• NOT...The responsibility of any single group
Model of Inclusion

EXTERNAL STAKEHOLDERS

Connection

Care

Communication

Mentoring & Coaching

Visibility & Reward

Intrapersonal Inclusion

Fairness & Trust

EXTERNAL STAKEHOLDERS

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Tips for Leaders

- **Intrapersonal**…*tell* employees that they belong to the team when it is both relevant and appropriate.

- **Connection**…Ask your employees their thoughts…and listen. Furthermore, if you do something with an idea that an employee shared, close the loop and let the employee know what you did.

- **Care**…Memorize the names of your employees along with one or two special facts about each of them and their work contribution. For those that are current or former service members, thank them for their service.
Tips for Leaders

• **Fairness and Trust**... Ensure clarity of performance review criteria. Make sure employees know how their day-to-day work translates into performance metrics and the departmental vision and goals.

• **Communication**... Explore ways to reward employees for learning the languages spoken by customers and suppliers.

• **Visibility and Reward**... Identify opportunities for your employees to showcase their talent at internal and external events.

• **Mentoring and Coaching**... Create a personalized learning contract with employees.
Q&A


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