

Creating Inclusive Work Environments from the Top Down

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What is Inclusivity?

- ▶ Not the same as diversity
- ▶ Creating a respectful environment in which everyone is able to bring their authentic selves to work
- ▶ Numbers don't help unless the environment is supportive



Why create inclusive work environments?

- ▶ Increased creativity
- ▶ Enhanced perspective taking
- ▶ Greater capacity for problem solving
- ▶ Better customer service ratings
- ▶ Higher performance/sales
- ▶ Improved bottom line
- ▶ Achieves justice



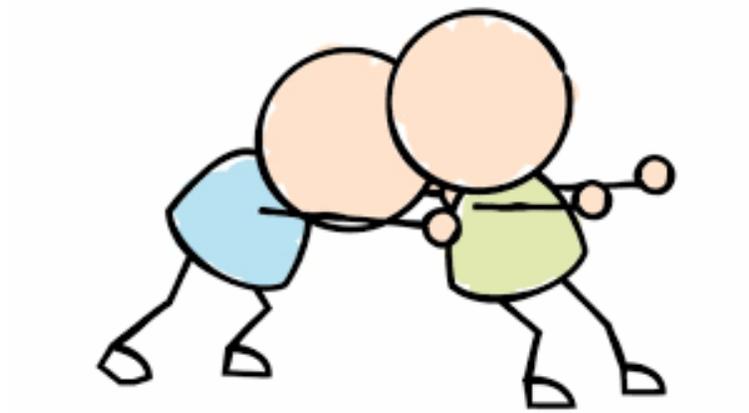
What are the opportunities in building inclusivity?

- ▶ Focus on “bright spots” is better than a focus on negative actions overall
- ▶ Can help to highlight hidden pockets of potential
- ▶ Recruitment and retention returns
- ▶ May provide relief for employees who felt previously constrained by or disappointed with culture
- ▶ Awards/recognition within the D+I space
- ▶ Positive brand recognition



What are the challenges in building inclusivity?

- ▶ Resistance to change
- ▶ Win-lose mentality
- ▶ Laissez-faire leadership
- ▶ Stereotypes/bias



What do leaders have to do with inclusivity?

- ▶ Culture is driven by leadership
- ▶ Leaders have to role model behaviors
- ▶ Leaders demonstrate clarity and consistency
- ▶ Leaders make it “ok”
- ▶ Avoids “check the box” mentality
- ▶ The best leaders “walk the walk” inspire others, listen to followers, and challenge everyone around them to be better



Where have leaders been missing the mark in creating inclusive environments?

- ▶ Only avoiding the negative
- ▶ Being neutral or passive
- ▶ Lacking courage
- ▶ Creating D+I “limits”
- ▶ Tunnel vision
- ▶ No real accountability
- ▶ “Ivory tower” syndrome



What can leaders do to drive inclusivity?

- ▶ Listen
- ▶ Learn from employees and thought leaders
- ▶ Work “with” instead of “for”
- ▶ Own up to mistakes
- ▶ Be authentic
- ▶ Remove bias
- ▶ Recognize opportunities to “boost” employees who need it most
- ▶ Share the spotlight



Making Inclusivity Contagious

- ▶ Internal inclusivity
- ▶ Local inclusivity
- ▶ National inclusivity
- ▶ Global inclusivity



Action Steps for Driving Inclusivity at Work

- ▶ Ask questions!
- ▶ Be prepared for the answers
- ▶ Take time to solve problems with others
- ▶ Get feedback on solutions
- ▶ Implement swiftly and evaluate often
- ▶ Tell your story
- ▶ Use power for good
- ▶ Create consistency in processes
- ▶ Let company history guide your initiatives

What's Next?

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Roadmap to Inclusivity

- ▶ Create a roadmap for building your inclusive leadership style
 - ▶ Why do you think inclusivity is important?
 - ▶ When have you benefitted from being included?
 - ▶ When have you felt excluded?
 - ▶ Who needs to hear your story the most?
 - ▶ Where can you tell it?
 - ▶ What would success look like?
 - ▶ What do you need to do differently to get there?
 - ▶ What do others need to do differently to get there?
 - ▶ What metrics should change as a result?



Helpful References

- ▶ Mor-Barak, 2016. *Managing Diversity: Toward a Globally Inclusive Workplace*. Sage Publications.
- ▶ Valerio & Sawyer, 2016. *The Men Who Mentor Women*. Harvard Business Review.
- ▶ Cameron, 2012. *Positive Leadership: Strategies for Extraordinary Performance*. Berrett-Koehler.