

# INCLUSION & BELONGING GUIDEBOOK



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Expanding  
Equity™

# THE PURPOSE OF THE GUIDEBOOK



Increasingly, the W.K. Kellogg Foundation is seeing business leaders bring action-oriented mindsets to their internal and external transformation goals, especially when it comes to advancing diversity, equity and inclusion in their organizations.

In 2020, WKKF began working with a network of companies as part of our [Expanding Equity](#) program to advance diversity, equity and inclusion in the corporate sector. The program is helping companies become more equitable places of opportunity. This means that companies focus both on their internal transformation so that they can be corporate leaders for advancing equity with their employees and through their actions in communities.

There are four pillars to the Expanding Equity program: Attraction, Inclusion, Promotion and Influence. In fall 2021, WKKF offered a four-part learning series for program participants interested in diving deeper into the Inclusion pillar. The sessions focused on how companies can create a culture that embodies a **feeling of inclusion and a sense of belonging**, which will ultimately help attract, retain and promote talent of color. Each session centered on a specific topic (highlighted on p.5), started with pre-reads, and featured field experts presenting on research and findings. This guidebook emerged from those sessions and conversations.

As many leaders know, inclusion and belonging is vital to company health and success. It is why many diverse employees choose to work at companies and stay at companies. Creating work environments where employees can bring their whole selves to work leads to deeper levels of commitment and higher levels of innovation. There is a lot of focus on attracting diverse talent to organizations, but an equal emphasis needs to be placed on how to retain that talent. The key question is, **how can you as a leader and as a company create a culture that embodies a feeling of inclusion and a sense of belonging for all of your employees?** That is the aim of this guidebook: to help you start to answer that question and to support your organization on that journey.

## JOURNEY TO AN INCLUSIVE WORKPLACE

- The key to fostering an inclusive workplace that promotes employee belonging **starts with you**
- From there, it's enhanced by the conversations you have and the **changes you make in your organization**
- It's also advanced by **empowering allies and sponsors** in this work
- Finally, it's strengthened by **addressing resentment** from anyone who feels like they are being left behind
- Like “ripples of change,” real and sustainable **cultural change emanates from strong leaders** throughout the organization, like you, to your teammates, colleagues, and others in the organization, and ultimately, your community





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## Putting the “I” in DEI

Before moving to a conversation about what my company can do, it's important to reflect on what more you/I can do to create and reinforce a more diverse, inclusive, and equitable workplace.

## Talking about Identity in the Workplace

We all know that inclusion is good for business and building a culture of belonging really comes down to deeper relationships and better communication between staff of different backgrounds

## Moving beyond Allyship to Sponsorship

Identity can be contributing factors to whether you're able to lead and advance in a company, so it's imperative that companies take an intentional approach to implementing relationship-focused interventions (e.g., sponsorship and mentorship) and leveling the field for all workers.

## Developing Champions for DEI

There are employees at your company who are ready to lead, and others who are hesitant to engage, so it's key that you identify and develop allies and advocates that can create an organizational culture that feels open, welcoming, inclusive and supportive.



# INTENDED AUDIENCE AND OBJECTIVES OF THE I&B GUIDEBOOK



Human Resources (HR) and Diversity, Equity, & Inclusion (DEI) staff, middle managers, and senior leaders from multiple business units within an organization will benefit the most from the information and resources in this guidebook.

With the help of this guidebook, we hope leaders will be able to:

- **Strengthen equity leadership skills**, abilities, and practices that can be utilized to **transform the culture** of your company
- Raise awareness of **research-based evidence** and company-specific examples of **what's working and who's leading in the inclusion & belonging space** to inform and inspire you to implement similar initiatives
- Highlight **experts and leaders** who are developing innovative and effective models and approaches to advance inclusion in companies
- Receive **expanded support** from the Kellogg Foundation for your efforts to create more inclusive and equitable workplaces

# HOW TO USE THIS GUIDEBOOK

This guide breaks down key concepts, ideas, examples, and tactics to support you in advancing equity and in developing a culture of belonging in your organization. It contains:

## Page Chapter

9 [Equity: Key Terms & Definitions](#)

15 [Definitions and Examples of Inclusion & Belonging](#)

22 [Putting the 'I' in DEI](#)

- Uncover **underlying thoughts and beliefs (implicit biases)** that are unknowingly impacting how you are showing up in your leadership role
- **Move from unintentional microaggressions to intentional micro-actions**
- Utilize human-centered design approaches to **root out implicit bias** by promoting inclusive practices in the workplace

45 [Talking about Identity in the Workplace](#)

- Create a **safe and brave space** where all people can genuinely be themselves, and make full contributions to the company's work
- **Develop a common language** (and compelling stories) around DEI that resonates with staff; engage diverse colleagues on issues of identity without re-traumatizing/re-harming
- **Promote identity connection** between employees of different identities, and work to honor and affirm the cultural identity of all employees (identity mobilization)

61 [Moving Beyond Allyship to Sponsorship](#)

- **Challenge and dismantle** barriers to create equitable networking and development opportunities for all employees and lead to greater responsibility, influence and impact at the company
- Provide **more relationship-focused interventions** (e.g., mentorship and sponsorship) that support employees of diverse backgrounds in leading and advancing at companies
- Honor the distinction between **allies vs. sponsors**, who fight injustice and promote equity in the workplace through personal relationships and public sponsorship

74 [Developing Champions for DEI](#)

- **Foster unity and avoid employee "backlash"** when implementing a diversity, equity and inclusion strategy, particularly from employees who may feel changing culture is leaving them behind
- Get **buy-in and create incentives for middle managers** to lead on DEI, including by hiring, promoting, and retaining diverse talent

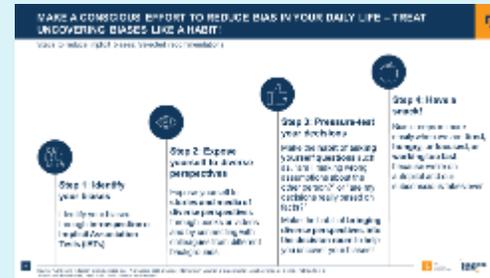
In most sections, you will find the following page types:



Topic Overview



Key Learnings



Tactical Deep-dives



Additional Resources



This guidebook synthesizes and summarizes information from a wide variety of publicly available sources. The W.K. Kellogg Foundation acknowledges the thought leadership of so many experts and leaders and would like to **thank the authors of these resources for their invaluable contributions to the field of advancing diversity, equity and inclusion in corporate America.**

In order to facilitate the experience for the reader, this guide summarizes key concepts, ideas, examples, and tactics to help the reader continue to develop a culture of belonging in their organization. We acknowledge that best practices are ever-evolving and have attempted to compile some of the best resources for the given moment. Moreover, every attempt has been made to properly credit the authors of the resources that were collected. We also acknowledge that there may be some inconsistencies in the terms and language throughout the guidebook in our attempt to honor the source material.

But this is only a start, and not all-inclusive; we know that there are other great resources out there, and **we welcome receiving your suggestions on what else and who else we should include in the resource sections to enhance the guidebook.**

***Legal Disclaimer:** WKKF is a nonprofit, private philanthropic organization with fewer than 250 employees. Our strategies and tools reflect this. Implementing initiatives related to your organization's strategy are context-specific to each organization and can raise various legal compliance considerations. The information and examples in this guidebook are for informational purposes only, and nothing in this guidebook should be construed as legal advice. Users should seek advice from legal counsel in their relevant jurisdictions before implementing any initiatives or otherwise acting based on the information in this guidebook.*

***Diversity, Equity, and Inclusion (DEI) Disclaimer:** For the purposes of the Kellogg Foundation's Expanding Equity Program, "DEI" refers to advancing opportunity and fairness for all people—of all identities, backgrounds, and experiences—to attract qualified talent and build an inclusive culture in organizations.*



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# Equity: Key Terms & Definitions



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# Equity

*/'ekwədē/ noun*

An aspirational pursuit insisting that all people will have an **equal opportunity to experience well-being in a just society**, regardless of their identity, background, experiences, or traits.



## WHAT DO WE MEAN BY EQUITY?



*At the individual level...*

An individual's identity **would not be predictive of their day-to-day experiences or life outcomes**



*At the organizational level...*

All **employees have equal opportunity** to join, to be developed, to belong, to succeed, to progress and to be respected in the workplace



*At the industry level...*

The workplace culture, systems and structures **enable people from all identity groups to thrive**

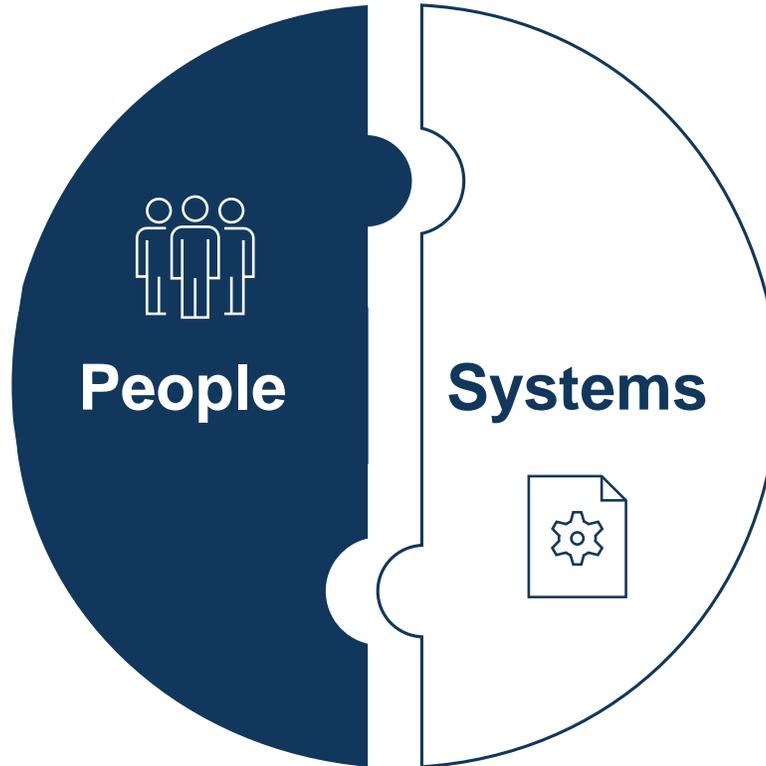
# EQUITY IS A TWO-STRAND APPROACH THAT FOCUSES ON PEOPLE & SYSTEM TRANSFORMATION



**Address and shift mindsets** that shape how people work and relate to one another day-to-day

**Understand how discrimination in society impacts your organization** and all people in it

**Understand actions needed** to sustain and strengthen organizational culture



Create a workplace where **colleagues' identities are not predictive** of experiences or outcomes

**Initiate tactical, measurable and goal-oriented steps to change policies and practices** to advance equity within your organization

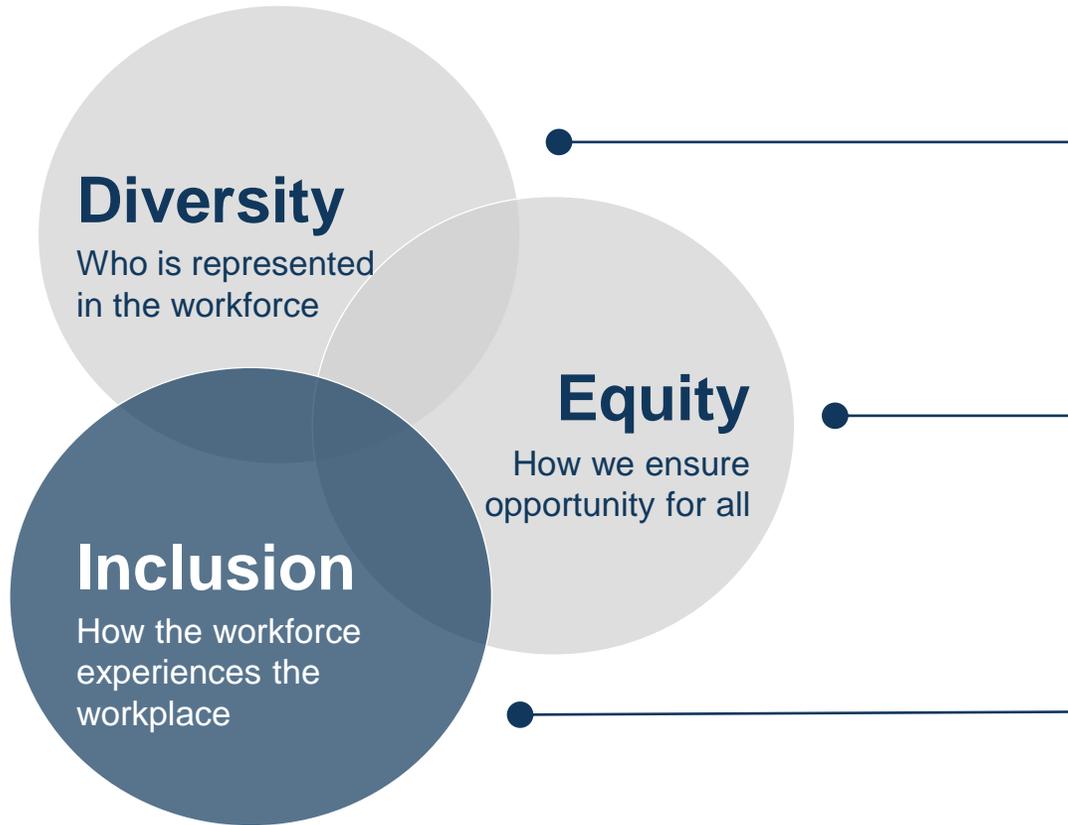
WKKF believes it is essential to initiate the **people work of shifting mindsets and behaviors before changing systems and structures.**

**Fostering a culture of inclusion and belonging** enables the execution of and the commitment to systems transformation.

# TO ACHIEVE LASTING PROGRESS IN THEIR DEI STRATEGY, COMPANIES MUST UNDERSTAND AND ADDRESS ALL THREE DIMENSIONS



Focus of guidebook



## What it is

The **composition of employees across various identities** (e.g., gender, race/ethnicity, age, sexual orientation, disability)

## How it's measured

Statistics and metrics on representation at all levels of the organization (e.g., the talent funnel)

The **norms, practices, & policies in place** that ensure identity is not predictive of opportunities or workplace outcomes

Analysis and documentation of the differences in opportunities, burdens and needs that occur based on identity

The degree to which organizations embrace all employees and create a **culture of belonging** where everyone can make meaningful contributions to the work

Perception of and experience at the organization broken down by employee identity and level within the organization

# INCLUSION & BELONGING ARE INTEGRAL TO EQUITY AND COMPANY SUCCESS



39%

Share of global job seekers who have turned down or decided not to pursue a job opportunity because of a perceived lack of inclusion

3x

Employees who perceived that their organization offers both opportunity and fairness are 3x more likely to stay and 3x more likely to recommend it

79%

Percent of employees who claim that a major reason for leaving their job was a lack of appreciation





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# Definitions and Examples of Inclusion & Belonging



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**The intervention for othering is not same-ing, but belonging. Belonging is based on the recognition of our full humanity without having to become something different or pretend we're all the same. We are always both the same (humanity) and different (human), and are also multiple and dynamic, constantly renegotiating who we are. Belonging requires both agency and power to cocreate. But true belonging means we are not just creating for our group(s), but for all.**

***- John A. Powell***

***Professor, UC-Berkeley Othering and Belonging Institute***



## Belonging is an outcome of your inclusive practices

"Diversity is a fact. Inclusion is a behavior. But belonging is the emotional outcome that people want in their organization."

- Christianne Garofalo<sup>1</sup>  
Diversity consultant,  
Heidrick Consulting



## Inclusion

Inclusion is a practice involving how well organizations connect with, engage and utilize employees across lines of difference

Inclusion is a behavior that creates opportunities for everyone in the light of diversity<sup>2</sup>

## Belonging

Belonging is the emotional outcome when an individual understands that his/her authentic self is welcomed and celebrated and perceives a strong bond with others

An employee's sense of belonging is one of the outcomes of your inclusion efforts and actions<sup>2</sup>

1. Source: Holly Althof, "[Viewpoint: Belonging Is the Missing Piece in the Fight for Inclusion](#)", SHRM, August 2020  
2. Source: "[The Basics: What is the difference between Diversity, Inclusion and Belonging?](#)", ModelExpand, 2019

# INCLUSION & BELONGING ARE ESSENTIAL TO ADVANCING EQUITY



## Inclusion matters

Diversity does not guarantee inclusion. Even when companies are more diverse, many appear unable to cultivate inclusive work environments

### Employee sentiment on diversity is positive<sup>1</sup>



### But sentiment on inclusion is the opposite<sup>1</sup>



## What it is

The degree to which organizations embrace all employees and create a **culture of belonging** where all can make meaningful contributions

## How it's measured

Perception of and experience at the organization broken down by employee identity and level within the organization

## A culture of belonging features....

- Relationship building
- Trust
- Belonging
- Authenticity
- Constructive Dialogue
- Repairing damage from the impact of discrimination

**In order for changes to systems and structures to be successful, you have to build the workplace culture to support them.**



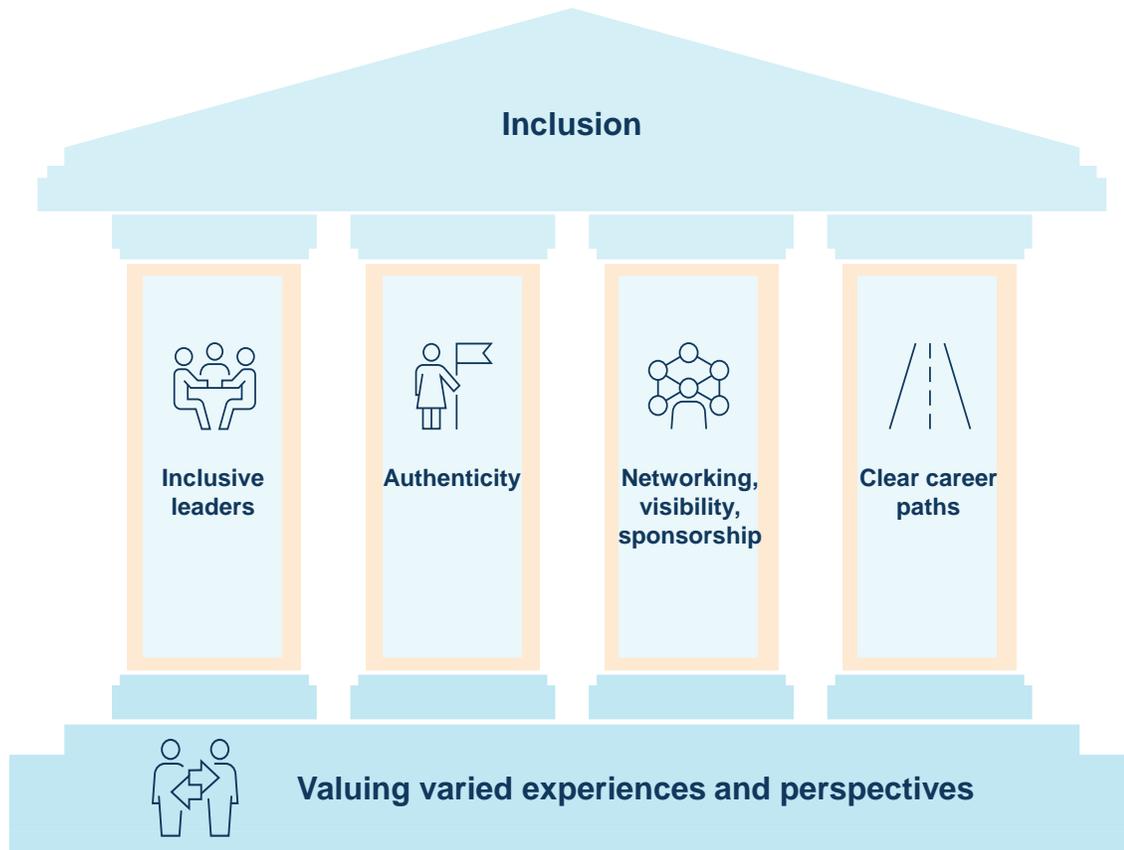
**The Expanding Equity program journey features opportunities and exercises designed to foster a culture of belonging within firms and companies.**

1. "Neutral" responses not included; sentiment analysis from employee reviews about the firms they work for made on online recruitment websites

# FOUR LEVERS THAT DRIVE INCLUSION



Diversity and inclusion are often lumped together and assumed to be one in the same. However, diversity alone doesn't drive inclusion, and without inclusion there's often backlash to diversity. (adapted from Diversity doesn't stick without inclusion by Laura Sherbin and Ripa Rashid)



Please [click here](#) to read the full article

## The Center for Talent Innovation developed the 4 levers that drive inclusion...



**Inclusive leaders** exhibit six key behaviors: ensuring that team members speak up and are heard; making it safe to propose novel ideas; empowering team members to make decisions; taking advice and implementing feedback; giving actionable feedback; and sharing credit for team success



**Authenticity** is often compromised when employees are pressured to conform to their company's standards of demeanor or style and repress parts of their persona



**Networking, visibility, and sponsorship** is the key for diverse employees to rise above the uneven playing field and increase satisfaction with rate of career advancement



**Clear career paths** are rarely defined for diverse employees, which leads to significant frustration, exclusion, and increased turnover

## ...which rest on the foundation



**Valuing varied experiences and perspectives** is the simple but fundamental starting point for companies to help identify the barriers holding employees back. Organizations can then formulate programs that help diverse employees find the path that's right for where they are in their lives and careers

# FOR EMPLOYEES, CREATING AN INCLUSIVE ENVIRONMENT GOES BEYOND SHIFTING COMPANY POLICIES





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# Putting the 'I' in DEI



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## PUTTING THE "I" IN DEI

Before moving to a conversation about what your company can do, it's important to reflect on what more you personally can do to create and reinforce a more diverse, equitable and inclusive workplace.

In this section, we will learn how to



Uncover **underlying thoughts and beliefs (implicit biases)** that are unknowingly impacting how you are showing up in your leadership role



Move from **unintentional micro-aggressions** to intentional micro-actions



**Root out bias** by promoting **Inclusive** practices in the workplace



# KEY LEARNINGS & TIPS

What leaders can do to develop and sustain an inclusive culture on your teams and in your organization.



## Address Explicit and Implicit Biases

Having biases is human; we have stereotypes about other people, often without our conscious knowledge. These biases are our brain's shortcut to making sense of the world, in order to keep us safe. But once we acknowledge that reality, we can begin to examine and address our biases. We can be more intentional about challenging our thoughts, and becoming more open and less judgmental to the people around us.



## Counter Microaggressions

Micro-aggressions are the verbal and visual manifestation of implicit bias in the workplace, negatively impacting the people around us. Sometimes we may not realize the real harm we've caused. It's essential for individuals to do the conscious and hard work of identifying the ways in which our biased thoughts ultimately fuel our actions and take steps to show up better with everyone in the workplace.

# HBS ASSESSMENT: HOW INCLUSIVE ARE YOU AS A LEADER?



Use this guide to assess where you are on your **personal journey as an inclusive leader** in various aspects of your work, including your network, decision-making process, personal life, mistakes, and reactions to others' behaviors

Once you know where you are in your inclusiveness, consider how you can implement actions from the "creating inclusive culture" column into your day-to-day life



Please [click here](#) to access this resource

<b>As a leader, I am...</b>			
	<b>...Developing awareness</b>	<b>...Embracing inclusive practices</b>	<b>...Creating inclusive culture</b>
<b>Network</b>	I tend to gravitate to the same people for projects	I reach out to people I haven't worked with when kicking off new projects	I prompt other leaders to consider different sources of talent for their projects
<b>Decisions</b>	I often move ahead and make decisions with input from my short list	I connect with several members of my core team before making key decisions	I invite input from a varied set of people on important decisions, including different points of view
<b>Personal life</b>	I tend to keep my work life and personal life separate	I share stories from my life outside the office with my colleagues	I listen carefully and am respectfully curious when people share their own stories
<b>Mistakes</b>	I shield my team from issues and mistakes	I am transparent about problems and admit when something goes wrong	I encourage my teams to take risks and support them through failures
<b>Reactions</b>	I get uncomfortable when someone says something marginalizing	I model inclusivity in my words and actions	I speak up to call out exclusionary language and behaviors

**CREATING AN INCLUSIVE ENVIRONMENT STARTS WITH EACH OF US AND OUR CIRCLES OF INFLUENCE**

**Advancing equity**



**Individual**

Mindset shifts that incorporate an equity lens into your day-to-day life



**Company**

Structures and culture in place that embed equity in companies

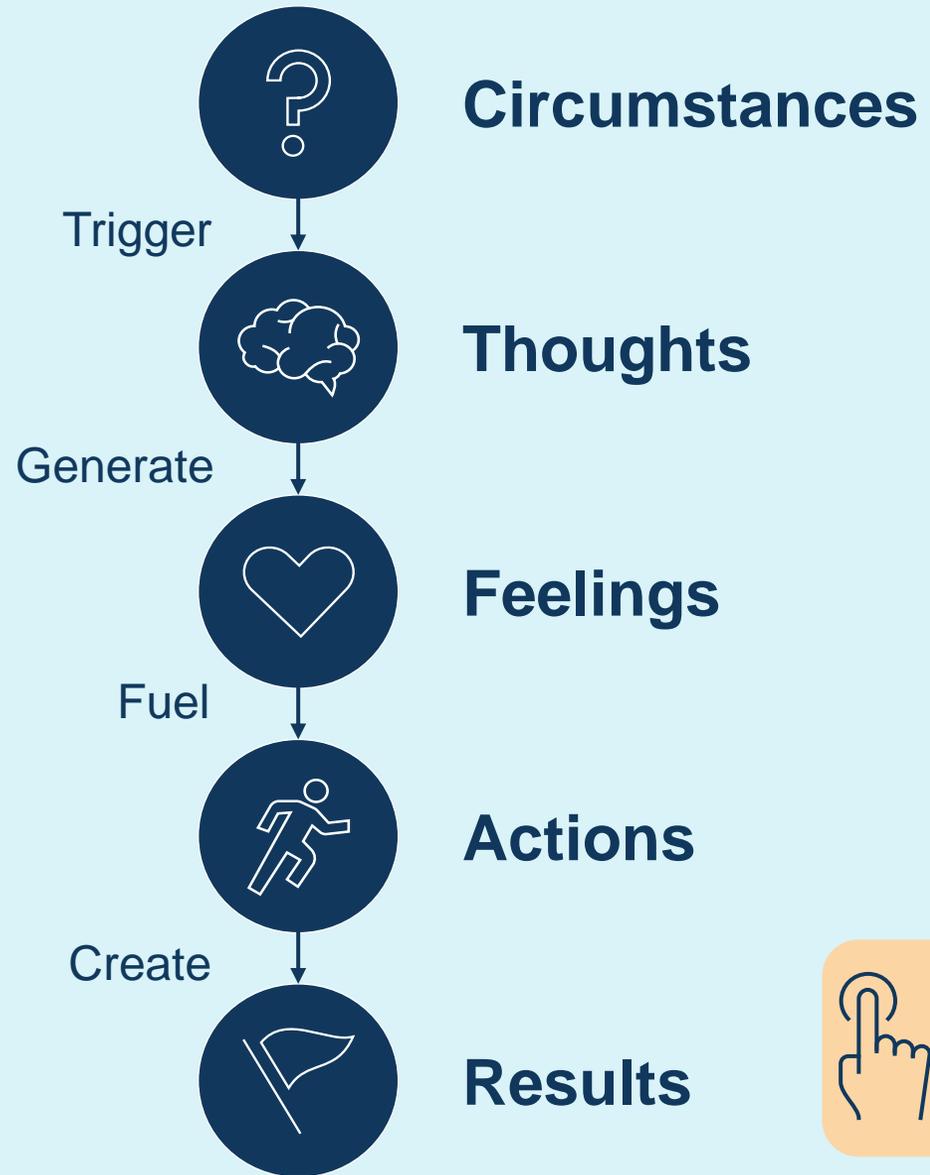


**Community**

Collective actions we can take to advance equity in our community

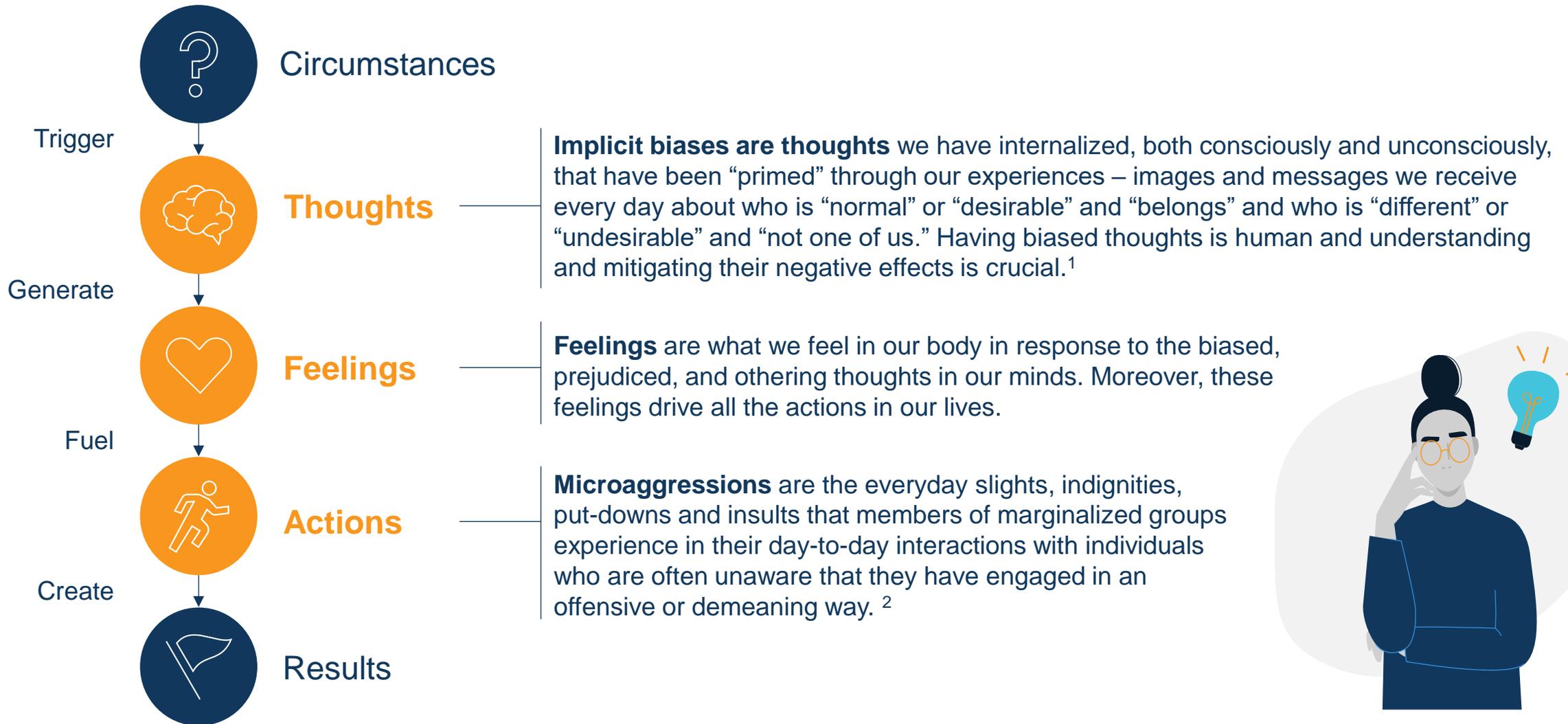
# THE SELF COACHING “THOUGHT MODEL”

This model will help you show up better at work with your colleagues, by understanding that it’s your unconscious thoughts that lead to your feelings about them, and your actions around them. If you are more conscious and aware of your implicit biases, you will be able to root out any unintentional microaggressions in your daily interactions.



Please [click here](#) to see the model on the Life Coach School’s website

# THE SELF COACHING “THOUGHT MODEL” DEFINITIONS



1. Source: Kathleen Osta and Hugh Vasquez, “Implicit Bias and Structural Inequity”, National Equity Project  
2. Source: Derald Wing Sue, Microaggressions in Everyday Life: Race, Gender, and Sexual Orientation, John Wiley & Sons, 2010

# WHAT ARE MICROAGGRESSIONS?



Derald Wing Sue and his collaborators are largely regarded as the researchers to bring the term ‘microaggression’ to the mainstream conversation on discrimination. The research details how to identify, address, and respond to different microaggressions in everyday life:

 Please [click here](#) to read the full paper

Type	Description	Examples
<b>Microassault</b>	A microassault is an explicit derogation meant to hurt victims by name-calling, avoiding, or discriminating. They are conscious actions but generally in “private” situations (micro) that allow the perpetrator a degree of anonymity.	Referring to someone as “colored” or “Oriental,” using racial, gendered, sexual orientation epithets, deliberately not serving individuals from marginalized communities ahead of those that are not, displaying a swastika, etc.
<b>Microinsult</b>	A microinsult is characterized by verbal and nonverbal communications that convey rudeness and insensitivity and demean a person’s heritage or identity. Microinsults represent subtle snubs, frequently unconscious/unknown to the perpetrator, but clearly convey an insulting message to the recipient of color.	White coworker telling a diverse colleague they only got the job because of their background and identity; supervisor asking a gay man when they are going to find a woman to marry; Underlying messages these actions send are that diverse people are not qualified/must have obtained positions because of some affirmative action/quota program, not because of ability, and that their contributions are unimportant.
<b>Microinvalidation</b>	Microinvalidations are characterized by communications that exclude, negate, or nullify the psychological thoughts, feelings, or experiential reality of a marginalized individual. They are often unconscious.	Asian Americans (born/raised in the United States) being complimented for speaking “good English” or asked where they were born negates their American heritage and conveys they will always be foreigners. Black people being told “I don’t see color” negates their identity experiences. Neurodivergent people being told they are “not normal” reinforces experiences of being othered. When a gay couple tells their straight friends about a time they got poor service in a restaurant, the friends saying “Don’t be so overly sensitive” or “Don’t be so petty” nullifies/trivializes the couple’s experience.

Microaggressions have an extremely detrimental effect on victims due to perpetrators and bystanders believing them to be overly sensitive, overreactive, or petty. Microaggressions are brushed aside as having minimal negative impact, and people of color are told not to overreact and to simply “let it go.” However, Sue believes that “this contemporary form of racism is many times over more problematic, damaging, and injurious to persons of color than overt racist acts”.

# HOW TO RESPOND TO MICROAGGRESSIONS (WITH MICROINTERVENTIONS)



In the article, “How to respond to microaggressions”: **Dr. Kevin Nadal**, a professor of psychology, shares questions to ask yourself when weighing the consequences of responding to a microaggression and **Dr. Diane Goodman**, a social justice and diversity consultant, shares three tactics on disarming microaggressions through intentional “microinterventions”

Please [click here](#) to read the full article

## Should I respond at all?

Here are 5 questions to ask yourself when weighing the consequences of responding to a microaggression:

1. If I respond, could my physical safety be in danger?
2. If I respond, will the person become defensive and will this lead to an argument?
3. If I respond, how will this affect my relationship with this person (e.g., colleague, family member, etc.)
4. If I don't respond, will I regret not saying something?
5. If I don't respond, does that convey that I accept the behavior or statement?

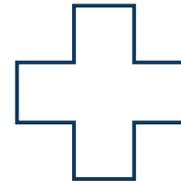
## To respond to a microaggression...



### Ask for more clarification

#### Example:

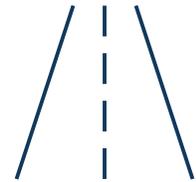
“Could you say more about what you mean by that?”  
“How have you come to think that?”



### Separate intent from impact

#### Example:

“I know you didn't realize this, but when you *(comment/behavior)*, it was hurtful/offensive because *(reasons)*. Instead you could *(different language or behavior)*.”



### Share your own process

#### Example:

“I noticed that you *(comment/behavior)*. I used to do/say that too, but then I learned *(new behavior/rephrasing)*”



## Implicit Bias



### Individual

- Utilize The Self Coaching “Thought Model” (see Slide 28)
- Expose yourself to diverse perspectives at work and outside work
- Pressure test your decisions (what’s your “why”?)



### Company

- 1:1 Coaching
- Offer and promote Belonging conversations
- Increase interactions between staff of different identities
- Debias hiring, performance & promotion processes and decisions
- Test and measure success



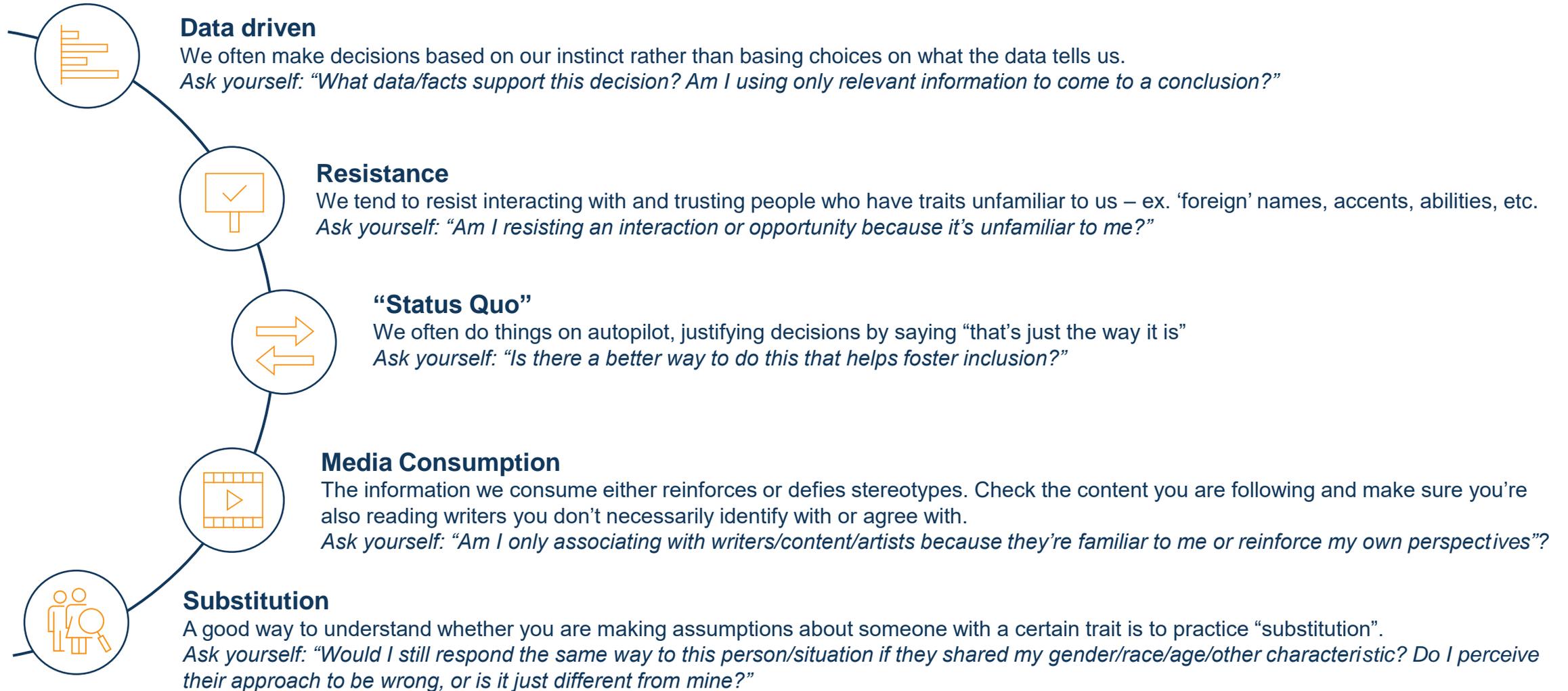
### Community

- Assess your company’s external messaging and branding to ensure you’re not perpetuating stereotypes
- Hold space for challenging conversations on how bias affects your community and industry

# QUESTIONS TO ASK YOURSELF TO UNCOVER AND ADDRESS IMPLICIT BIASES



Adapted from *How to recognize and conquer unconscious bias* by Amy Bergen



# HOW TO DISRUPT IMPLICIT BIAS ON YOUR TEAMS



Adapted from *How the best bosses interrupt bias on their team* by Joan C. Williams and Sky Mihaylo



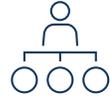
Please [click here](#) to read the full article



## Picking your Team

**Bias in hiring** is very common. Here are four simple actions that will yield the best candidates by eliminating artificial advantages:

1. Insist on a **diverse pool**
2. Establish **objective criteria**, define “culture fit,” and demand accountability from hiring decision-makers
3. **Closely examine referral-hiring** so as not to perpetuate “like-me” hiring
4. Structure interviews with **skills-based questions**



## Managing your Team

Here are some ways to change potentially **problematic team dynamics**:

1. Set up a **rotation for office administrative work**, and don’t ask for volunteers
2. Mindfully design and assign people to **high-value projects**
3. **Acknowledge the importance** of lower-profile contributions
4. **Respond** to double standards and stereotyping
5. **Ask** people to **weigh in**
6. Schedule **meetings inclusively**
7. **Equalize access** proactively



## Developing your Team

Take these steps to **avoid common pitfalls in evaluations and promotions**:

1. **Clarify evaluation criteria** and focus on performance, not potential
2. **Separate performance from potential** and personality from skill sets
3. **Level the playing field** with respect to self-promotion
4. **Explain how** training, promotion, and pay **decisions will be made**, and follow those rules

# HOW TO FIGHT IMPLICIT BIAS AT YOUR ORGANIZATIONS



DEI consultant Sharon E. Jones explains that, in order to manage all the information and stimuli it receives each day, the brain forms “schemas,” frameworks to help classify and organize information. In fact, **98% of the brain works without “express cognition” or conscious thought.** The only way to strike back against biases is by **disrupting your autopilot and taking more conscious action.** [Here are 5 rules to fight implicit bias in the workplace and in life:](#)

 Please [click here](#) to read the full article

Rule	Description	Conscious Actions
<b>Be intentional regarding hiring and outreach</b>	Our unconscious impulse is to seek a “mini me” with whom we’ll feel comfortable. In professional settings, this is often expressed as seeking someone who’s a good “fit.”	Two firms in London that use a blind resume process in which the interviewers do not see certain information, such as where the candidate went to school. Another idea is to ask all candidates the exact same set of questions.
<b>Be intentional regarding mentoring relationships</b>	Everyday life is still very segregated, so we don’t have the chance to disrupt our brain’s schemas, but ongoing, positive interactions with individuals of identities different from your own helps counteract unconscious biases toward that group.	If you have limited contact with people who are different from you in some way, look for opportunities to change that: at lunch or another event, talk with someone you might not ordinarily. When establishing formal or informal mentoring relationships, push to resist the natural tendency for people to gravitate toward others who are “just like us.”
<b>Hold yourself accountable to your goals</b>	Aspirations are good but ensure programs you deploy have metrics you can track to really get things done.	Obtain national numbers, state benchmarks, industry diagnostics and use those to help set concrete goals. For workplaces, “recognition and awards may be the best motivator.”
<b>Work to eliminate microinequities</b>	“Microinequities” are the countless ways that bias and discrimination slip into language, images, and daily habits even if we don’t intend them to.	Look for ways to challenge or raise issues of exclusion or inaccessibility. For example, if you have a wall or hallway with photos of families of employees, ensure there is diverse representation of types of families in order to send the kind of message you strive for today. Expand the idea of what the wall is for and what photos belong there.
<b>Intentionally diversify candidate pools and succession planning</b>	A study by the Harvard Business Review showed that when at least two minority candidates are in the finalist pool (regardless of the size of the pool) for a job, chances that a minority person will get the job increase by 193 times <sup>1</sup>	Follow best practice in debiasing hiring and promotion processes. Track progress as leaders carefully to avoid lapses in diversity. Continuity is key: diversity is not something that can be accomplished once to check the box.

1. Source: Stefanie K. Johnson, David R. Hekman, Elsa T. Chan, 'If There's Only One Woman in Your Candidate Pool, There's Statistically No Chance She'll Be Hired', HBR, April 26, 2016

Source: Marilyn Cavicchia and Sharon E. Jones, [“How to fight implicit bias? With conscious thought, diversity expert tells NABE”](#), American Bar Association, 2015

# ADDITIONAL RESOURCES ON **IMPLICIT BIAS**



☆ Indicates session pre-read

Type	Time	Resource name and link	Publisher/Author
	15 min	<a href="#">Implicit Bias and Structural Inequality</a>	National Equity Project; Kathleen Osta, Hugh Vasquez
	10 min	<a href="#">How to Reduce Unconscious Bias in the Workplace</a>	Lattice Team
	12 min	<a href="#">16 Unconscious Bias Examples and How to Avoid Them in the Workplace</a>	Built In; Bailey Reiners ☆
	15 min	<a href="#">The Value of Belonging at Work</a>	HBR; Evan Carr, et.al. ☆
	10 min	<a href="#">How the best bosses interrupt bias on their teams</a>	HBR; Joan C. Williams and Sky Mihaylo
	15 min	<a href="#">Research: Science &amp; Perception</a>	The Perception Institute
	30 min	<a href="#">Podcast: An Imperative of Healing and Transformation</a>	WKKF; Every Child Thrives ☆

# ADDITIONAL RESOURCES ON MICROAGGRESSIONS



☆ Indicates session pre-read

Type	Time	Resource name and link	Publisher/Author	
	10 min	<a href="#">Dismantling Microaggressions Through the Power of Connection</a>	TEDxRushU, Dr. Toya Webb	☆
	7 min	<a href="#">When and how to respond to microaggressions</a>	HBR; Ella F. Washington, Alison Hall Birch, and Laura Morgan Roberts	☆
	12 min	<a href="#">How to respond to microaggressions</a>	NY Times, Hahna Youn, Dr. Kevin Nadal	
	Varied	<a href="#">The Micropedia</a>	TheMicropedia.Org	



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# Talking about Identity in the Workplace



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# TALKING ABOUT IDENTITY IN THE WORKPLACE

We all know that inclusion is good for business and building a culture of belonging really comes down to deeper relationships and better communication among staff of different identities.

In this section, we will learn how to



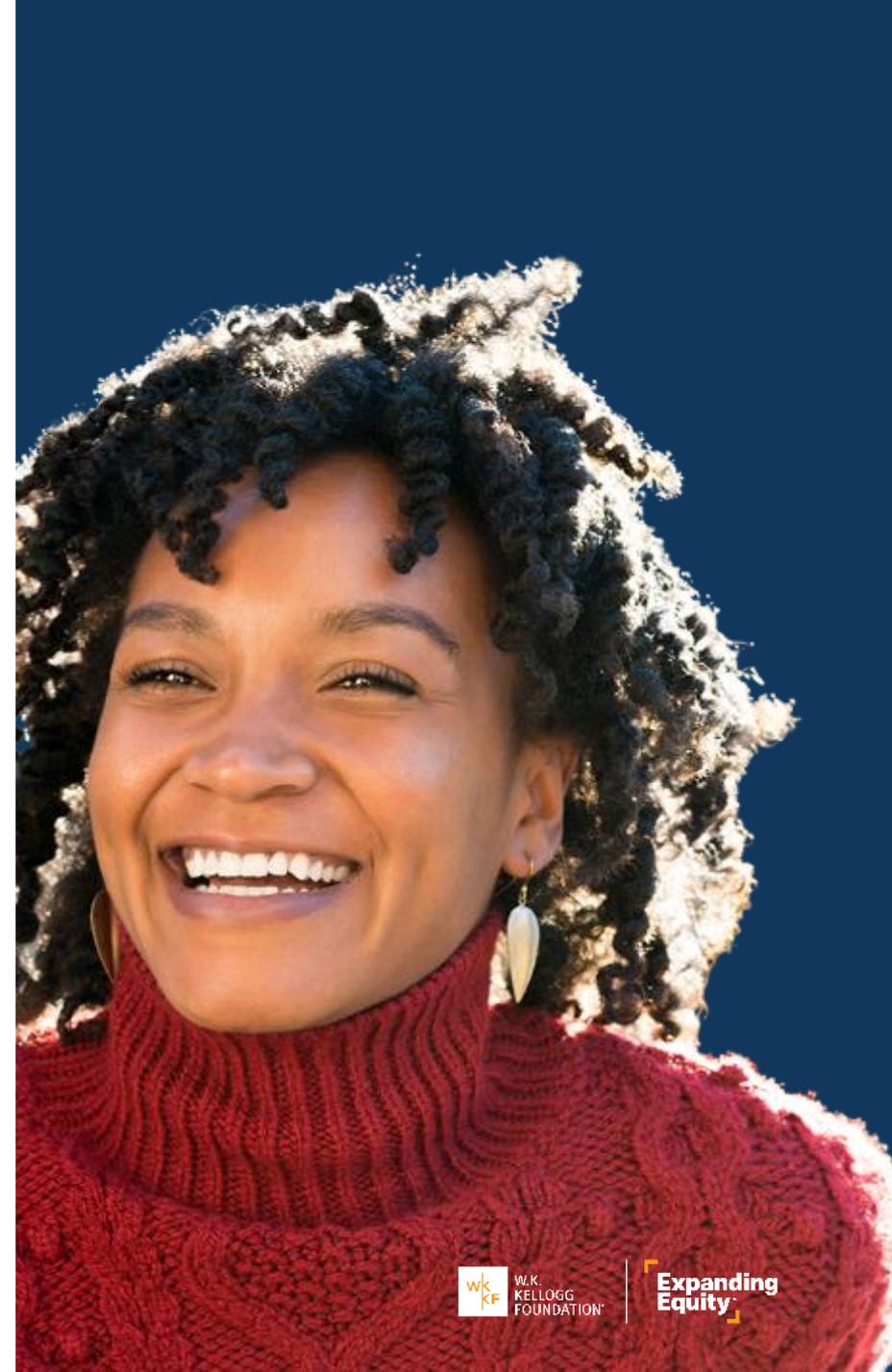
**Create a safe and brave space** where all people can genuinely be themselves, and make full contributions to the work of the organization



**Develop a common language** (and compelling stories) around DEI that resonates with all staff



**Promote identity connection** between employees of different identities, and work to honor and affirm the cultural identity of employees of diverse backgrounds



# KEY LEARNINGS & TIPS

What leaders can do to talk about identity in the workplace, an essential step in building teams, and addressing inequity in your organization.



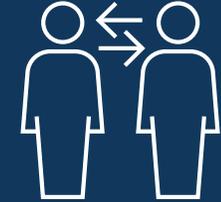
## Create safe and brave spaces for challenging conversations

Conversations on identity and discrimination require more than a “safe” space – they require participants to accept discomfort, engage authentically and disagree respectfully. Brave spaces allow for the growth and progress that stems from disagreements. Successful brave spaces are co-created by participants agreeing on common values and ways of working.



## Define shared purpose, values and language

In order to have a productive and respectful discussion on identity and equity, a group must define the purpose, values, and vocabulary that will guide the conversations. This helps ensure mutual respect and encourages participants to learn from one another’s experiences and perspectives. It also provides precision that helps to mitigate misunderstandings and semantic arguments.



## Promote identity connection and mobilization

Shared identity is a powerful connector and uniter across difference; “I am not this, but I am that, and you are too, which we can talk about and build on”. We need to embrace our commonality, while still respecting our individuality. When we really see what others bring to the work, we are more likely to appreciate their unique contributions to the work and leadership at the organization.

# HOW TO MODEL SAFE AND BRAVE SPACES FOR CONVERSATIONS ABOUT IDENTITY IN THE WORKPLACE



Creating a culture of psychological safety and open communication requires a **top-down directive modeled by leadership through informal and formal discussions** in which people are asked to **share ideas, ask questions, and address issues without fear of reprisal**, and managers down the line will need training in encouraging and guiding such exchanges



## Informal conversations between peers

Empower employees to take the lead on discussing and learning about identity amongst themselves in ways that resonate with them

*Actionable idea:* A consulting firm's allyship ERG employees starting a **book club focused on learning about diverse communities relevant in their local community**

## Formal conversations in teams

Train managers to **guide exchanges on identity in their teams**; help them invite diverse leaders to share their experiences and encourage employees to speak up and ask questions

*Actionable Idea:* PwC brought in Black American business leader Mellody Hobson to talk to managers and employees about being "color-brave" instead of "color-blind" at work

## Informal conversations with leadership

Senior leaders **must set the tone** and model open communication on identity and inclusion when engaging with all employees

*Actionable Idea:* A mostly male financial services firm instituted Know Us, a program of small-group, cross-level dialogues on topics of being inclusive leaders and learning about the backgrounds and experiences of others

## Formal conversations with leadership

Senior leadership should **formalize ways of engaging on identity** throughout the organization

*Actionable Idea:* Global head of D&I at Morgan Stanley promoted intimate conversations about identity in networking groups and an hour-long forum on identity, moderated by the company's vice chairman and various other executives, which was recorded and attended by 1,500 employees

 Please [click here](#) to read the full article

# HOW TO MANAGE CHALLENGING MOMENTS WHEN DISCUSSING SENSITIVE TOPICS



Summarized from Harvard Business School's "Strategies and Tactics for Managing Challenging Moments in the Classroom related to Sensitive Topics" and adapted for corporate environments



Please [click here](#) to read the full article

## Beginning of discussion

1. Raise issues **preemptively, encourage open and respectful exchange**  
Examples:
  - "I want to acknowledge upfront that today's discussion involves a [topic/industry/company/protagonist] that some of us may find [difficult/disturbing/offensive]."
  - "I would encourage us all to engage candidly and respectfully in a conversation about a topic that increasingly affects our environments."
  - "Although the primary purpose of today's discussion is [X], I want to make [Y] a discussion if anyone feels strongly about addressing it at some point in the conversation. I am also happy to continue discussion of these issues privately"
2. Keep **focus on ideas, content, arguments, and implications** — not the person delivering them. **Encourage patience** as participants work to describe their views and arguments
3. Refer back to the **norms set at the beginning of the discussions** and drawing on examples of previous successful discussions

## Middle of discussion

1. In the case of offensive/inappropriate language, from anyone, **rephrase the comment or invite the participant to do so**  
Examples:
  - (if a comment made on "low class" customers) "So you believe low-income customers are price sensitive?"
  - "You seem to be getting a [strong] reaction from your colleagues on that. Would you like to rephrase?"
  - "Whoa— let's [reset/start over]"
2. Help participants **explain, clarify, or course-correct**  
Examples:
  - "Could you say a bit more about that?"
  - "How did you come to that conclusion?"
  - "Can you help us understand why you assume [X]?"
3. Open discussions by **soliciting others' reactions**  
Examples:
  - "Let's get some [reactions/other perspectives] to that."
  - "Does anyone see it differently?"
4. Thank participants for sharing personal stories or perspectives and **acknowledge their comments** before transitioning back  
Examples:
  - "[Name] has just shared a significant personal challenge they experienced related to [X]. My guess is that they are not alone in this regard."
  - "How might we think about these concerns?"

## End of/after discussion

1. Have a plan for bringing challenging discussions/debates to a close by **synthesizing, thanking participants for their openness, encouraging continued discussions, and informing participants about additional opportunities**  
Examples:
  - "This is an important topic. Although we have not been able to discuss all of the issues in depth, we should recognize [core underlying tensions/key arguments]. I'd encourage you to continue discussing and reflecting upon these issues outside of this discussion."
  - "This is an important topic. We won't be able to talk about it more today, but I will carve out time at the beginning of our next discussion on this issue so we can discuss it further."
2. Reach out or encourage other team leaders to **reach out to individual participants via email or in person** to follow-up on challenging moments in the discussion

# HOW TO TALK WITH YOUR TEAMS ABOUT CURRENT EVENTS



Adapted from “How to talk with your team about the violence at the U.S Capitol” by Ella F. Washington, Allison Hall Birch, and Erika Hall



 Please [click here](#) to read the full article

# HOW TO CORRECT BLIND SPOTS AROUND IDENTITY IN GROUP DISCUSSIONS



Summarized from Harvard Business School's 'Potential 'Blind Spots' Concerning Student Identity in Discussion Leadership Implications for Teaching and Learning' and adapted for corporate environments

## 1 Generalizing based on group membership

**Example:** Making comments that suggest that employees with military experience are tough or those with engineering backgrounds only like numbers

**Suggestion:** Only draw on actual experiences shared by employees in the discussion to enrich the conversation; avoid making generalizations about other people based on the experiences of one

## 2 Asking someone to speak for a whole group

**Example:** Calling on a French employee for the French or European perspective, or a Black employee for the "diverse take" on an issue

**Suggestion:** Have an explicit understanding that no perspective is representative of an entire demographic group, don't always begin by calling on a member of that demography, call for perspectives from more than one person within and outside the group based on passion for a topic/willingness to share, not their identity

## 3 Unintentionally marginalizing people with invisible identities

**Example:** Using language that implicitly holds heterosexuality, Democratic Party affiliation, high socioeconomic status, or social drinking as the norm

**Suggestion:** Use neutral references (e.g., "partner," "spouse"), avoid in-group/out-group comments (e.g., "those people" or "people like us"), and avoid partisan political comments

## 4 Challenging individuals differentially based on demographic group

**Example:** Disproportionately calling on men to perform quantitative analyses or women to discuss work-life balance

**Suggestion:** Probe employee comments, engage employees in tough role plays, pose difficult questions to all employees, regardless of gender, race, or ESL status, to provide them with equal opportunity for development

## 5 Using U.S.-centric references

**Example:** Referencing US-centric media or TV that may not have been available to others growing up elsewhere, or referencing baseball or football to illustrate a point

**Suggestion:** Use analogies that are broadly accessible to make all employees feel included in the discussion. Include references to non-US contexts, ask someone outside your demographic to review your materials/references

## 6 Assuming people are comfortable revealing their invisible identities in discussions

**Example:** Publicly alluding to or "outing" someone's sexual orientation, disability, veteran status, political or religious affiliation when it was initially shared privately or to a small group

**Suggestion:** Be mindful of unintentionally disclosing private information about employees. Let employees volunteer to speak or share when they want to, but if they don't volunteer, do not put them on the spot in discussions related to relevant identities

## 7 Assuming someone belongs to a particular demographic group based on appearance

**Example:** Inferring someone grew up in Asia because the student looks Asian or assuming that an Asian employee is from China

**Suggestion:** Ask whether anyone with the experience in a particular area would like to share it in the discussion, don't assign people to groups/demographics unless they've specifically shared they identify with those groups

## 8 Mispronouncing or avoiding the use of someone's name

**Example:** Mispronouncing or avoiding the use of someone's name when calling on them to participate or referring to their comments

**Suggestion:** Carefully review pronunciations before discussions. Announce in the beginning of the discussion that you want to pronounce everyone's name correctly and encourage participants to let you know if you are mispronouncing names. Ask for guidance directly from individuals with names you find difficult to pronounce

## 9 Reserving discussions of diversity for female protagonists and/or protagonists of color

**Example:** Only using cases of female protagonists to discuss gender discrimination at work or work/life challenges, signaling that these are relevant only to certain groups and reducing protagonists to a single identity

**Suggestion:** Acknowledge intersectionality of identities, discuss issues related to identities regardless of the protagonist's demographic group (e.g., "Would the protagonist's actions be perceived differently if he were a woman or a person of color, or if he had another sexual orientation?" Allocate discussion time)



Please [click here](#) to read the full article

# HOW TO DEVELOP A COMMON LANGUAGE FOR DEI IN YOUR GROUP OR ORGANIZATION

When discussing any other challenging topic, it is essential to develop a common language, i.e. align with your group on 1) **the purpose** of your discussion, 2) **the values** of which you'll base your discussion, and 3) **the vocabulary** you'll use for your discussion

Precision of language is important in order to foster trust/respect and ensure your group is not unnecessarily misunderstanding a viewpoint or talking around an issue

To the right is a checklist you can utilize to ensure you're ready to have a discussion on identity or equity based on a common language

## COMMON LANGUAGE CHECKLIST



1. You have **asked yourself** the following questions:
  - *Why am I having/leading/participating in this conversation?*
  - *What do I hope to gain from this? How will I use what I learn?*
  - *Am I aware of what groups and people traditionally hold power, influence, and control?*
  - *What does DEI look like for me, for this organization, and for our society?*
  - *Am I willing to be vulnerable? To listen actively?*

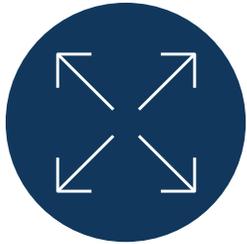


2. The group has formally or informally agreed on **common guidelines or values** to guide the conversation. At the minimum:
  - Respectful disagreements are welcomed
  - Authentic engagement and vulnerability is encouraged
  - Group members understand impact vs. intention and are prepared to be responsible for both



3. The group has formally agreed on **definitions for core concepts**, including but not limited to:
  - Equity vs. equality
  - Microaggressions
  - Explicit vs. implicit bias
  - Inclusion and belonging
  - Internalized vs. institutional, and structural vs. systemic racism

# WHEN DEVELOPING A COMMON LANGUAGE FOR DEI, REMEMBER TO...



Create space for reflection, expression, and learning



Be vulnerable, honest; share to the level you are comfortable



Build a path for all to engage



Be open to other points of view and ways of thinking and working



Assume the best intentions



Support silence



Honor confidentiality



Turn to wonder



Have fun!

# 4 GROUP EXERCISES TO KICK-START QUALITY CONVERSATIONS ON DEI



Group exercises aim to inspire conversations on the dynamics of DEI by creating insightful moments”, prompting participants to recognize, discuss, and improve their DEI understanding, behaviors and practices<sup>1</sup>

Ideas below adapted from *Developing quality conversations about diversity, equity, and inclusion* by the INSEAD team



1. Zoe Kinias, Modupe Akinola, Erin Kelly, and Michael Norton, [“Developing Quality Conversations About Diversity, Equity and Inclusion”](#), INSEAD, July 19, 2021  
2. [“The Privilege Walk”](#), EIU, adapted from Peggy McIntosh’s concept of White Privilege

# ADDITIONAL RESOURCES ON TALKING ABOUT IDENTITY IN THE WORKPLACE



☆ Indicates session pre/post-read

Type	Time	Resource name and link	Publisher/Author
	25 min	<a href="#">From safe to brave spaces: a new way to frame dialogue around diversity and social justice</a>	Stylus Publishing; Brian Arao & Kristi Clemens
	10 min	<a href="#">Why is it so hard to speak up at work?</a>	NYT; Ruchika Tulshyan
	8 min	<a href="#">To better understand the dynamics at play, learn these terms</a>	UC Davis HR compiled resources
	15 min	<a href="#">Developing quality conversations about diversity, equity, and inclusion</a>	INSEAD, Zoe Kinias, Modupe Akinola, Erin Kelly, Michael Norton
	10 min	<a href="#">The benefits of bringing your whole identity to work</a>	HBR; Sandra E. Cha and Laura Morgan Roberts ☆
	10 min	<a href="#">The costs of code-switching</a>	HBR; Courtney L. McCluney, Kathrina Robotham, Serenity Lee, Richard Smith, and Myles Durkee
	8 min	<a href="#">Success comes from affirming your potential</a>	HBR; Laura Morgan Roberts and Anthony J. Mayo



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# Moving Beyond Allyship to Sponsorship



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# MOVING BEYOND ALLYSHIP TO SPONSORSHIP

Identity and discrimination can be contributing factors to whether you're able to lead and advance in a company, so it's imperative that companies take an intentional approach to implementing relationship-focused interventions and leveling the field for diverse employees.

In this section, we will learn how to



**Challenge and dismantle oppressive structures and barriers** to create equitable networking and development opportunities for employees of diverse backgrounds that lead to greater responsibility, influence and impact at the company



**Provide more relationship-focused interventions** (e.g., mentorship and sponsorship) that support employees of diverse backgrounds in leading and advancing at companies



**Honor the distinction between allies vs. sponsors**, who fight injustice and promote equity in the workplace through personal relationships and public sponsorship



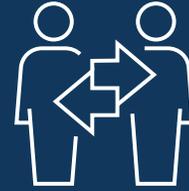
# KEY LEARNINGS & TIPS

What leaders can do to ensure employees of diverse backgrounds gain access to a wide network of mentors and sponsors who can support their professional development and career advancement



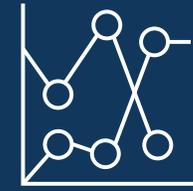
## Challenge and dismantle oppressive structures and barriers

Discrimination persists in the workplace in the form of barriers to “gateways” and “pathways” for employees of diverse backgrounds. As a result, they may have access to fewer leadership, development, or advancement opportunities. We must be intentional about dismantling the systems, structures and behaviors that perpetuate these barriers



## Adopt relationship-focused interventions

Relationship-focused interventions include managerial relationships, like mentorship and sponsorship, as well as peer-to-peer relationships, like allyship and Employee Resource Groups (ERGs) open to all. These interventions are critical to the personal support and professional success of employees of diverse backgrounds



## Promote Sponsorship vs. Allyship

There's a key difference between being an ally to an employee of diverse backgrounds and sponsoring them. While allies may use their privilege to advocate, sponsors actively promote their development, provide connections and opportunities for visibility and professional success

# HOW TO DISMANTLE DISCRIMINATION IN YOUR WORKPLACE



Two key areas to root out discrimination in your organization are at the “gateways” and “pathways” to opportunity and advancement. Gateways are evaluative opportunities where “yes or no” decisions are made in the employment process, e.g., regarding hiring and promotion, and pathways are processes that influence whether a person has knowledge of or access to gateways, e.g., through mentorship/feedback.

(Adapted from *Subtle discrimination in the workplace: Individual-level factors and processes* by A.S Rosette, Modupe Akinola, and Anyi MA)

## Gateways

---

### Hiring

**Example:** Black and Latino applicants with **no prison records and clean backgrounds fare no better** than White applicants recently released from prison

**Suggestion:** Invest in resume-cleaning software to remove information that could identify race, including names and colleges, professional affiliations, or work with external hiring agencies

### Promotion

**Example:** Disabled professionals and managers were rated lower in promotion evaluations than non-disabled individuals, controlling for age, education, tenure, salary grade, functional area, and career support/sponsorship

**Suggestion:** Develop framework for clear promotion criteria to minimize the impact of stereotypes, subtle prejudice, and implicit bias when considering employees of color for promotion

## Pathways

---

### Social Networks

**Example:** Individuals who are first-generation corporate employees may not have the same understanding of ways of working in a corporate setting than employees who come from a long line of ‘white collar’ jobs

**Suggestion:** These cross-socioeconomic status (SES) interactions can engender more anxiety or discomfort relative to same-SES interactions. Develop opportunities for employees newer to the corporate world to network and provide them guidance on how to be successful

### Mentorship and Coaching

**Example:** Faculty at top US universities ignored requests from women at higher rates than requests for males, particularly in high-paying disciplines

**Suggestion:** Develop your company’s mentorship and sponsorship program to intentionally create opportunities for employees of diverse backgrounds

### Feedback

**Example:** Non-Black leaders typically give more lenient feedback to Black recipients. This positivity bias stems from evaluators’ desire to appear unbiased/egalitarian, but this ironically hinders employees from learning and improving performance

**Suggestion:** Foster a culture of honest, impartial feedback as an opportunity for all employees to develop and grow. Also create spaces and processes in the event that feedback is withheld (in whole or in part) or is rooted in bias

# HOW TO DISMANTLE DISCRIMINATION IN YOUR WORKPLACE (CONT.)



Adapted from “Why do even well-intentioned leaders and organizations fall short in achieving their diversity goals” by Dr. Modupe Akinola

Most research on employment discrimination focuses on gateway opportunities (e.g., yes/no decisions in hiring and promotion), but **discrimination is also significant in “pathways”**, the knowledge and access employees of diverse backgrounds have to pathway opportunities (e.g., mentorship and feedback)



**For example**, research found that White men were granted access to meetings with faculty members in academia to discuss research opportunities **26% more often and more promptly** than were women and candidates of color, and this discrimination was more pronounced in higher-paying academic disciplines (e.g., business, education, human services)

However, this bias was only seen **for future requests and not same-day meetings**. Women and employees of color **experienced better outcomes when they violated social norms** by making last-minute requests rather than following conventional networking norms

**If you encounter this in your workplace, how would you interrupt the social norms and address access to this pathway?**



Please [click here](#) to read the full article

# WHAT ARE RELATIONSHIP-FOCUSED INTERVENTIONS?



Different kinds of relationship-focused interventions exist, and they're all important to advancing equity in the workplace

## Managerial relationships

## Peer-to-peer relationships



### Sponsorship

### Mentorship

### Allyship

### Employee Resource Groups

Sponsors use their social capital or influence to advocate for employees of diverse backgrounds and provide visibility, connections, and opportunities to grow in their role and advance at the company

Mentors provide direct guidance, feedback, and coaching to employees of diverse backgrounds to help with skills and leadership development

Allies use their inherent privilege in organizations to advocate for policies and practices, events and trainings, that support and benefit peers of diverse backgrounds

ERGs are safe spaces for employees of diverse backgrounds, providing an opportunity to connect, share, learn, and support colleagues with similar backgrounds and experiences

# HOW TO BE A BETTER ALLY TO COLLEAGUES FROM DIVERSE BACKGROUNDS

Adapted from Stephanie Creary's "How to be a better ally to your Black colleagues" HBR article



L

**Listen and learn from your colleagues;** about their experiences at work in particular; connect with one or more of your company's ERGs



E

**Engage with colleagues in diverse and more casual settings;** where they don't feel like they're being evaluated and have to overperform



A

**Ask your colleagues about their work and their goals;** what they're hoping to accomplish and how you can help them, not being overly invasive or personal



P

**Provide your colleagues with opportunities, suggestions, encouragement, and general support;** amplify their experiences, both the good and the bad; recommend them for highly visible opportunities



Please [click here](#) to read the full article

# HOW TO SPONSOR EMPLOYEES



Sponsorship is spending one's social capital or using one's influence to advocate for a colleague. This entails externally-facing support, such as visibility, promotion, and connections. Sponsorship is especially crucial for inclusion, belonging, and advancement of employees from diverse backgrounds, who are more likely to be denied access and opportunities due to unconscious/implicit bias

Sponsorship can be understood as a form of **intermediated impression management**, where sponsors act as brand managers and publicists for the employees who they're sponsoring. This work involves the management of others' views on the sponsored employee

## Become a sponsor for an employee (even if your organization does not have a formal sponsorship program):

1. If your sponsee has an achievement to celebrate, **amplify** it to people who might be interested in learning more about it and being connected to them
2. If an opportunity to **boost** your sponsee presents itself, recommend and advocate for them
3. Enhance your sponsee's exposure by inviting them to a meeting or **connect** them with important people
4. Finally, and most importantly, if others are inappropriately impugning your sponsee, stand up and **defend** them

Sponsorship tactic	Example behavior(s)	Intended goal
<b>1 Amplify</b>	Being aware of and talking up a <____> accomplishments	Create or increase perceivers' positive impressions of the <____>
<b>2 Boost</b>	Formally nominating a <____> for specific opportunities; writing letters of recommendation, attesting to the <____> future potential	Increase others' expectations of the <____> potential and readiness for advancement
<b>3 Connect</b>	Introducing a <____> to high-status individuals; inviting a <____> to exclusive events or meetings	Create or enhance perceivers' positive impressions of the <____>; increase the <____> visibility
<b>4 Defend</b>	Challenging others' negative perceptions of a <____>; providing an alternative explanation for perceived poor performance; protecting a <____> from harmful exposure	Reverse or neutralize others' uncertainty or negative perceptions of the <____>

 Please [click here](#) to read the full article

# HOW TO CREATE AND SUSTAIN SUCCESSFUL EMPLOYEE RESOURCE GROUPS



Employee Resource Groups (ERGs) are **voluntary, employee-led groups** that serve traditionally marginalized or underrepresented employees. ERGs should be **structured entities with a dedicated budget** - in some organizations, this can be an important differentiation between ERGs and affinity groups, which are often non-funded and more loosely structured around mutual interests. ERGs act as culture-builders that can provide members with a voice and more visibility, create a sense of community and drive change toward a more equitable workplace.

(Adapted from *How to build an effective Employee Resource Group (ERG) program* by Noelle Salerno)



# ADDITIONAL RESOURCES ON CHALLENGING DISCRIMINATION



☆ Indicates session pre-read

Type	Time	Resource name and link	Publisher/Author
	7 min	<a href="#">Are your diversity efforts othering underrepresented groups?</a>	HBR, Lori Nishiura Mackenzie and Melissa V. Abad
	12 min	<a href="#">Be a Better Ally</a>	HBR; Tsedale Melaku, Angie Beeman, David Smith, & W. Brad Johnson ☆
	5 min	<a href="#">Why do even well-intentioned leaders and organizations fall short in achieving their diversity goals?</a>	Modupe Akinola ☆
	12 min	<a href="#">Not all discrimination is obvious</a>	Columbia Business School; Stephen Chupaska, based on research by A.S Rosette, Modupe Akinola, and Anyi Ma

# ADDITIONAL RESOURCES ON **RELATIONSHIP-FOCUSED INTERVENTIONS**



☆ Indicates session pre-read

Type	Time	Resource name and link	Publisher/Author
	5 min	<a href="#">Understanding Employee Resource Groups: A guide for organizations</a>	Sarah Cordivano
	8 min	<a href="#">Starting your Employee Resource Group: A guide for employees</a>	Sarah Cordivano
	7 min	<a href="#">Recognizing and rewarding the work of Employee Resource Groups</a>	Sarah Cordivano
	10 min	<a href="#">Toolkit for establishing and maintaining successful Employee Resource Groups</a>	Viscardi Center, National Business & Disability Council and the National Employer Technical Assistance Center
	5 min	<a href="#">How to build an effective Employee Resource Group (ERG) program</a>	Indeed; Noelle Salerno

# ADDITIONAL RESOURCES ON SPONSORSHIP VS. ALLYSHIP



☆ Indicates session pre/post-read

Type	Time	Resource name and link	Publisher/Author
	6 min	<a href="#">Diverse talent isn't enough. It's time to get real about inclusion</a>	Inc.; Glenn Newman
	5 min	<a href="#">Personal experience of inclusion: Critical to win the war for talent</a>	McKinsey; Drew Goldstein, David Mendelson and Julia Sperling-Magro



<a href="#"><u>About this Guidebook</u></a> .....	pg. 4
<a href="#"><u>Equity: Key Terms &amp; Definitions</u></a> .....	pg. 9
<a href="#"><u>Definitions and Examples of Inclusion &amp; Belonging</u></a> .....	pg. 15
<a href="#"><u>Putting the 'I' in DEI</u></a> .....	pg. 22
<a href="#"><u>Talking about Identity in the Workplace</u></a> .....	pg. 38
<a href="#"><u>Moving beyond Allyship to Sponsorship</u></a> .....	pg. 50
<a href="#"><u>Developing Champions for DEI</u></a> .....	pg. 63



# Developing Champions for DEI



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# DEVELOPING CHAMPIONS FOR DEI

There are employees at your company who are ready to lead, so it's key that you identify and develop allies and advocates that can create an organizational culture that feels open, welcoming, inclusive and supportive.

In this section, we will learn how to



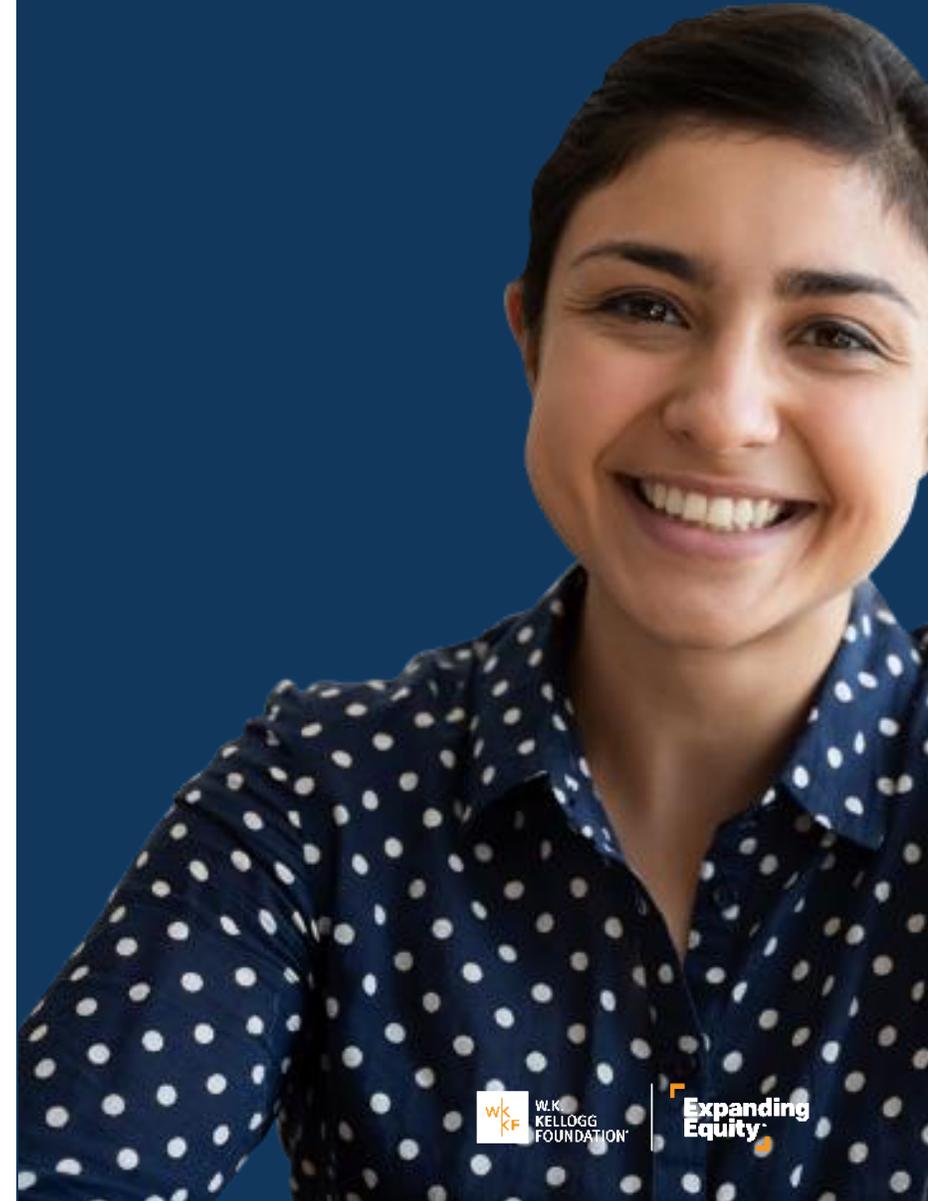
**Foster unity** and **avoid employee “backlash”** when implementing a DEI strategy from employees who might think it's a “zero sum” game or feel like the changing culture is leaving them behind



Get buy-in and **create incentives for middle managers** to lead on DEI, including hiring, promoting, and retaining diverse talent



**Engage allies** in DEI efforts and how to sustain momentum and engagement over time



# KEY LEARNINGS & TIPS

What leaders can do to enlist and develop DEI champions at your organization.



## Foster unity and address backlash

Some employees might think that implementing a DEI strategy is a "zero sum" game. They are more likely to participate if they understand the data and opportunities for growth, and are invited to play a clear role in the transformation.



## Incentivize middle managers

There are many reasons why middle managers may not be participating in DEI efforts, but there are also many actions you can take to incentivize participation. This can be through modeling desired actions, aligning around communication, providing resources and rewarding involvement.



## Engage allies

There are several actions leaders and colleagues can take that help allies see that advancing DEI for their team and at the company is everyone's fight. The key is being aware of what's not working or doesn't work and doubling down on what does work to engage allies in DEI work.

# CREATING DEI BUY-IN AND COMMITMENT FROM MIDDLE MANAGERS



Adapted from *How to get middle managers to commit to D&I, even when they don't want to* by Katie Clarey

## Possible reasons middle managers may resist DEI work:

- They may not see equity as an issue
- They don't see DEI work as part of or central to their roles (focus more on day-to-day company operations than long-term company vision)
- They may lack understanding for the business case for DEI
- They may have competing priorities or time pressures
- They may have questions about rewards for their time and efforts
- They may have concerns about measurability of progress
- They may feel they lack the authority to make a difference
- They may feel they're at the mercy of candidates that recruiters provide

## 3 strategies companies can adopt to create middle manager buy-in:

### Make the stakes clear

- Help managers understand how **their personal success** hinges on their ability to support DEI initiatives
- Help them **understand their stake in DEI** and why they should make an investment

### Lead with data

- Show middle managers reports revealing **how DEI improves innovation and boosts the bottom line**
- Find and share **internal analytics** that show how DEI or the lack thereof has impacted the workplace

### Design around the unwilling

- Even if you don't win their hearts, help middle managers to **reduce bias in the policies, practices, and procedures they adopt**, e.g., through blind resume screening, external performance evaluations, and Ombud programs

# 5 FACTORS THAT INCREASE MIDDLE MANAGER ENGAGEMENT IN DEI EFFORTS



Positioning DEI as key to “culture change” is too broad for middle managers, and it’s not always described in terms of specific, relevant actions. Instead, positioning inclusion as “making the mix work well” within a team has more relevance. Adapted from *Improving workplace culture through evidence-based Diversity, Equity, and Inclusion practices* by Stephanie Creary and her collaborators, **below are 5 factors that can help DEI efforts resonate with middle managers and thus increase their engagement:**



## Business-Relevant Strategies

Develop concrete DEI strategies and activities that **connect clearly to business goals**, e.g., bringing in great talent, tapping underutilized talent, etc.



## Measurements and Accountability Structures

Implement accountability structures that middle managers can use to **evaluate employees clearly and unambiguously**



## Performance Management and Reward Systems

Include **performance indicators that support DEI** in performance management systems

**Outline expectations** of middle managers regarding their role in DEI initiatives & identify the behaviors that demonstrate alignment. Require people leaders to **engage in conversations on mitigating bias**



## Inclusive Communication Mechanisms

Help middle management **take more ownership and accountability** for communicating diversity and inclusion efforts and their importance to business outcomes (not just HR)

**Model this in communications from senior executives and leaders**



## Senior Management Commitment

**Ensure senior leadership models expectations and participate in dialogues** on DEI topics (e.g., inclusive leadership, equity)

Provide a **statement of values, principles, and DEI goals** that must be adhered to

# ACTIONS LEADERSHIP CAN TAKE TO INVOLVE MIDDLE MANAGERS IN DEI EFFORTS



Adapted from *Improving workplace culture through evidence-based Diversity, Equity, and Inclusion practices* by Stephanie Creary, Nancy Rothbard, and Jared Scruggs



## Top-down modeling

Executives should model the behaviors they want from middle management, such as attending diversity training & mentoring diverse employees and speaking authentically about DEI topics



## Help managers hire

Invite middle managers seeking to fill open positions to attend diversity recruitment fairs and share the organization's commitment to DEI



## Sponsor ERGs

Employee Resource Groups should have executive sponsors who are middle managers, create opportunities for them to find groups they resonate with



## Reward champions

Reward champions: Give highly-respected DEI champion managers high-profile visibility for their culture commitments. Tie financial rewards to performance and development plans



## Employee feedback

Use employee satisfaction surveys to identify areas where diversity resources could be used to help address diversity-related cultural issues



## Provide resources

Provide middle managers with resources (maybe some included in this guidebook!) and tools like "[meetings in a box](#)" to help them deal with diversity-related issues & challenges



## Measure objectively

Help managers track measurable behavioral changes, such as employee satisfaction surveys, exit interviews, & representation changes such as attrition, promotion, succession, etc.



## Join ERGs

Companies should ask affinity groups to ground some efforts and events in business-relevant issues & invite managers to these events

# PRESENTATION RECAP: SPECIFIC ACTIONS FOR LEADERSHIP TO ALLIES IN DEI EFFORTS



Bill Proudman, co-founder of White Men as Full Diversity Partners, gave specific suggestions for how leadership can help engage allies in DEI efforts during his presentation at the fourth Inclusion & Belonging learning session

1

## Include a range of backgrounds in your DEI language

Talk often about **how your diversity effort is also about parents, frontline workers, etc..** Talk easily and effortlessly in public about the role ALL employees must take in **co-creating a more inclusive work environment.** Genuinely invite all employees back into the conversation. Challenge others to examine their assumptions about who benefits from DEI

2

## Expect their DEI leadership

Expand your circles of support so allies are **not entirely dependent on you** to lead or tell them what is next. Expect them to buy-in and support one another. Help them build their confidence to become DEI leaders.

3

## Acknowledge the gray areas

Look for and **embrace the complexity inherent in DEI efforts.** View things from an and/both lens rather than sorting it as either/or, yes/no, right/wrong. Learn to become **more comfortable being uncomfortable.** Support other inclusive leaders to practice these concepts at work.

4

## Clarify intent vs. impact

**Over-communicate intent of your actions** and efforts. Recognize that often a person's intention will not align with the impact on others. Learn to seek out and mitigate the disconnect between the two.

5

## Identify and embrace resistance

**Acknowledge emerging resistance either in yourself or others.** Noticing resistance helps one see reactions between people and ideas. Our reaction to others helps us better notice our own beliefs and values, which can be helpful in building stronger partnerships.



## What works when engaging allies in DEI efforts

1. Frame DEI efforts to **include the interests of employees from a variety of backgrounds so everyone can see themselves in DEI efforts.**
2. **Strengthen senior leader participation and ownership.** Senior leaders are generally influenced and impacted by the status and rank of other leaders. Help them to own the issue personally.
3. Provide **repeated opportunities for practice.** Engaging allies is a long-term, multi-faceted effort. It is not a “one-off program” to be implemented.
4. Help leadership **act from a place of shared responsibility, not guilt.** Allies need to see themselves as part of the solution—not part of the problem or feeling blamed for everything.
5. Communicate DEI efforts as a **stewardship approach to inclusion** rather than a finite destination or simple solution. Frame the overall effort as one that will be forever ongoing, much like the mindset on workplace safety. Help them adopt a journey mindset.
6. Consistently **link leadership engagement to leadership development.** Engaging leadership is first and foremost a developmental process. Focus on developing the skills and behaviors for leaders to be effective DEI champions linked to the business success.



## What doesn't work when engaging allies

1. **Exclusively focusing your DEI efforts on just marginalized groups** or a focus to “fix” employees from dominant groups.
2. **Teaching employees from marginalized groups to conform to the dominant group** (e.g., not including diverse professionals as sponsors in a sponsorship program).
3. **Equating inclusion with representation** (or not distinguishing between the two); making it sound like greater inclusion happens from simply adding greater numbers of diverse professionals.
4. **Over-relying on metrics** as the primary means to an end, rather than as one of many tools to assess progress. Over emphasis with numeric data (having to measure progress only through representation) will likely lead to future problems with morale and engagement.
5. **Using mandatory, large-scale, trainings as the “one-time” fix.**
6. Bypassing or **downplaying the importance of senior leadership buy-in.** Relegating the responsibility and ownership of DEI to solely one organization or group –for example, HR or a Diversity Council – rather than the business units and business leaders.

# RESISTANCE TO DEI EFFORTS: THOUGHTS FROM EXPERTS



“Leaders need to treat employees’ resistance to [DEI] with **the same determination with which they treat any opposition to a strategic organizational change.**

Identify and educate those who need more guidance and can be persuaded, and let go of those who are unwilling to participate in the vision.”

- *Rosalind M. Chow*

Associate Professor of Organizational Behavior and Theory, Carnegie Mellon University

“The key to effectively responding to resistance is leveraging that human need to **think of ourselves as good.**”

- *L. Taylor Phillips*

Assistant Professor of Management & Organizations, NYU Stern School of Business

# ADDITIONAL RESOURCES ON FOSTERING UNITY & ADDRESSING RESENTMENT



☆ Indicates session pre/post-read

Type	Time	Resource name and link	Publisher/Author
	10 min	<a href="#">Eight keys to bridging our differences</a>	Greater Good Magazine, UC Berkeley; Scott Shigeoka and Jason Marsh
	40 min	<a href="#">Bridging differences playbook</a>	Greater Good Science Center, UC Berkeley
	5 min	<a href="#">Managing resistance to diversity, equity and inclusion workplace initiatives</a>	Forbes; Sarah Rowell
	10 min	<a href="#">The day-to-day work of diversity and inclusion</a>	HBR; Paige Cohen and Gretchen Gavett
	20 min	<a href="#">Data-driven diversity</a>	HBR; Joan C. Williams and Jamie Dolkas

# ADDITIONAL RESOURCES ON INCENTIVIZING MIDDLE MANAGEMENT



☆ Indicates session pre/post-read

Type	Time	Resource name and link	Publisher/Author
	50 min	<a href="#">Improving workplace culture through evidence-based diversity, equity, and inclusion practices</a>	Wharton, Stephanie Creary, Nancy Rothbard, and Jared Scruggs
	5 min	<a href="#">Middle management may hinder diversity initiatives</a>	American Management Association
	10 min	<a href="#">Middle managers: Engaging and enrolling the biggest roadblock to diversity &amp; inclusion</a>	The Conference Board
	2 min	<a href="#">How one company worked to root out bias from performance reviews</a>	HBR; Joan C. Williams, Denise Lewin Loyd, Mikayla Boginsky, and Frances Armas-Edwards
	5 min	<a href="#">Using compensation to drive action on diversity, equity, and inclusion</a>	Mercer; Gregg Passin