





Making the Workplace Sizzle with Inclusion

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Vannee Cao-Nguyen, Ed.D.
University of West Florida
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HR staff are burned out, too.

The Unsung Heros.

Perfect Storm = Paradigm Shift

What lead to the perfect storm?

1. Pandemic
2. Remote work
3. Racial reckoning



Key Learning Objectives

- Explore the benefits of an inclusive workplace culture.
- Understand how psychological safety is essential to inclusion.
- Identify barriers and learn strategies to foster psychological safety.

Who Am I?

1. What kind of car did I drive for majority of my life?
2. Was I born in the U.S. or abroad?
3. Am I married?
4. Do I have children? If so, how old are they?
5. What's my favorite genre of music?

Inclusion work begins with me.

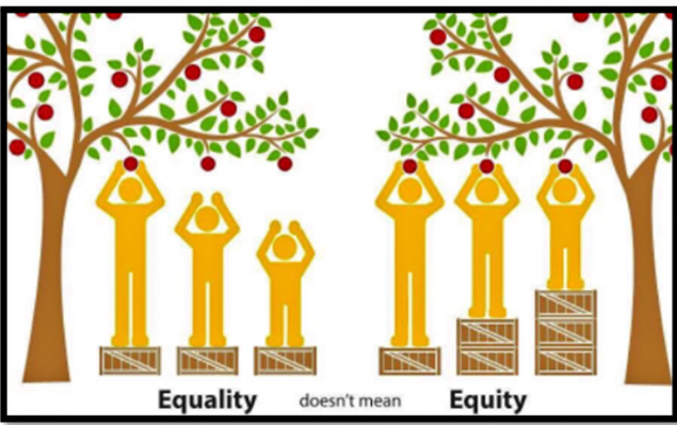
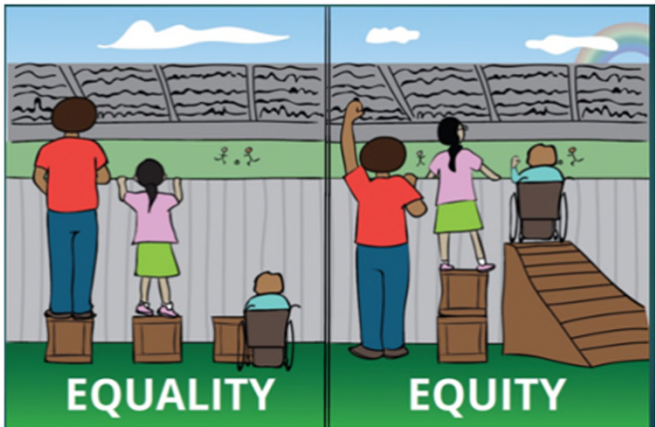
- Self-awareness
- Frames of reference
- Lens through which I see the world
- Acknowledge my position in the world
- Be open

What is Diversity, Equity, and Inclusion?

- Diversity
 - Existence of variations of different attributes that people possess based on **characteristics from birth**, their **lived experiences**, and their **worldviews** that are different from our own
- Equity
 - Promote fairness and impartiality within the process we take part in
 - To ensure access to everyone who would like to and are eligible to participate in what we offer
 - Equity vs Equality

Equality vs Equity

- Equality is the same access and resources for everyone regardless of pre-existing barriers they face
- Equity is individualized resources based on individual's position or circumstance (those with less access may require additional support)



Inclusion

- By **acknowledging** that equity is a choice, we recognize that one size does not fit all
- **Actionable efforts** that ensure individuals with different conditions, experiences, backgrounds, and worldviews are able to participate fully in the goods and services we provide
- Takes into account **equitable** outreach and opportunities

Why DEI is important.

Diversity is a fact.

Equity is a choice.

Inclusion is an action.

BELONGING is the outcome.

Belonging

- Humans have a fundamental **need** to belong.
- Core human need that **drives** our behaviors and desires.
- **Enhances** meaning of life and fuels our emotions.
- To be **wholly accepted** and included one must be.
 - Respected
 - Seen
 - Valued
 - Protected

Barriers to belonging

- [Harvard Study](#) - **Fear** of being different stifles talent
 - 61% of employees *“feel pressure to cover some facet of their identity at work”*
 - Hiding/covering was higher for LGBTQ employees (83%); Black/African Americans (79%); women (66%); Hispanic/Latinx (63%); Asian/Pacific Islander (61%) and even heterosexual, white men (45%) who often felt need to cover their age, disabilities or mental health
- [Purdue & UCLA Study](#) - Feelings of **exclusion** limits engagement
 - Connected with areas of the brain that regulates physical pain
 - Emotional injury is just as threatening to our survival as physical
 - Rejection and exclusion hurts and affects creativity and innovation

Benefits of an inclusive culture

- Establishes sense of belonging
- Employees
 - feel more connected,
 - tend to work harder and smarter,
 - produce higher quality of work
- Cultivates learning and development
- Leverage diverse talent by drawing out and capitalizing on different perspectives, talents, skills

An inclusive culture starts with Psychological Safety

- Dr. Amy Edmondson, Harvard Business Professor
 - Identified concept in 1999 studying work teams
 - Studied whether high-performing medical teams made more or fewer mistakes
 - Compared data of high or low performance teams to number of reported mistakes
 - Who made the most mistakes?

Psychological Safety

- Is not just about being nice, or the warm and fuzzy.
 - Co-workers may be nice but you still struggle to speak/share in meetings
- Defined as
 - Shared belief that the team is safe for interpersonal risk-taking where trust and mutual respect allow people to be themselves

Successful Companies Foster Psychological Safety

- **Google** (2012) Project Aristotle -
 - Longitudinal self study to determine why some teams did remarkably better than others
 - Found that psychological safety was the common thread in successful teams
- **Pixar** -
 - Fosters a culture of “candor where people don’t feel silenced”
 - Braintrust process where team provides candid feedback
 - Rules for feedback
- **Wells Fargo** -
 - Cross-selling strategy
 - Employee fear of underperformance

How people feel and behave in a psychologically safe space

With Psychological Safety

- See mistakes as opp for learning
- Willing to take a risk and fail
- Openly share opinions and ideas
- Trust their teammates
- Take responsible risks and go above and beyond

Without Psychological Safety

- See mistakes as threats to progress or career
- Unwilling to rock the boat and take risks
- Keep opinions and ideas to self
- Only tout their own strengths
- Fear their teammates and/or supervisor
- Feel insecure in their job

How to foster psychological safety

1. Demonstrate inclusive leadership
2. Create a learning culture
3. Humanize feedback
4. Challenge power structures

Demonstrate inclusive leadership & set the stage

- Demonstrate a genuine and visible commitment to diversity
- Demonstrate humility and vulnerability
- Show an awareness of bias
- Show empathy and curiosity about others
- Frame the work
- Emphasize the purpose

Create a learning culture

- Invite participation
- Acknowledge gaps
- Solicit feedback and constructive criticism
- Practice inquiry
- Encourage questions and reflective thinking
- Set up structures and processes

Humanize feedback & respond productively

- Express appreciation often
- Don't spend too much time on fault, focus on the resolution
- Destigmatize failure
- Replace criticism with curiosity
- Engage in frequent feedback **conversations**
- Leaders should also ask for feedback on themselves
- Sanction clear violations

Challenge power structures

- Challenge group think
- Encourage healthy conversations over opposite ideas while avoiding conflict
- Reduce perceived power differential and encourage dissent
- Provide real-time information about processes and outcomes, and encourage push back with data, findings

In Summary

- Employees need RSVP to have a sense of belonging
- Belonging is a core human need
- Belonging enhances the rhythm of team and collaboration
- Fear of being different and exclusion prevent belonging
- Key to inclusion is psychological safety
- Steps to fostering psychological safety
 - Demonstrate inclusive culture by setting the stage
 - Create a learning culture
 - Humanize Feedback
 - Challenge power structures
- Diversity is a fact. Equity is a choice. Inclusion is an action.
And, Belonging is the outcome.

References

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Thank You

Vannee Cao-Nguyen

vcao@uwf.edu