

Cultivating a Workplace of Equity, Justice and Belonging



MARISA SANTORO

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“The world is not status quo.

That's what makes our field of work different and special.

We help those from all walks of life.”

Agenda

- Defining Diversity, Equity and Inclusion
- Respect and Belonging
- Cultural Intelligence
- Inclusive Communication and Microaggressions
- Unconscious Bias
- Allyship
- DiSC

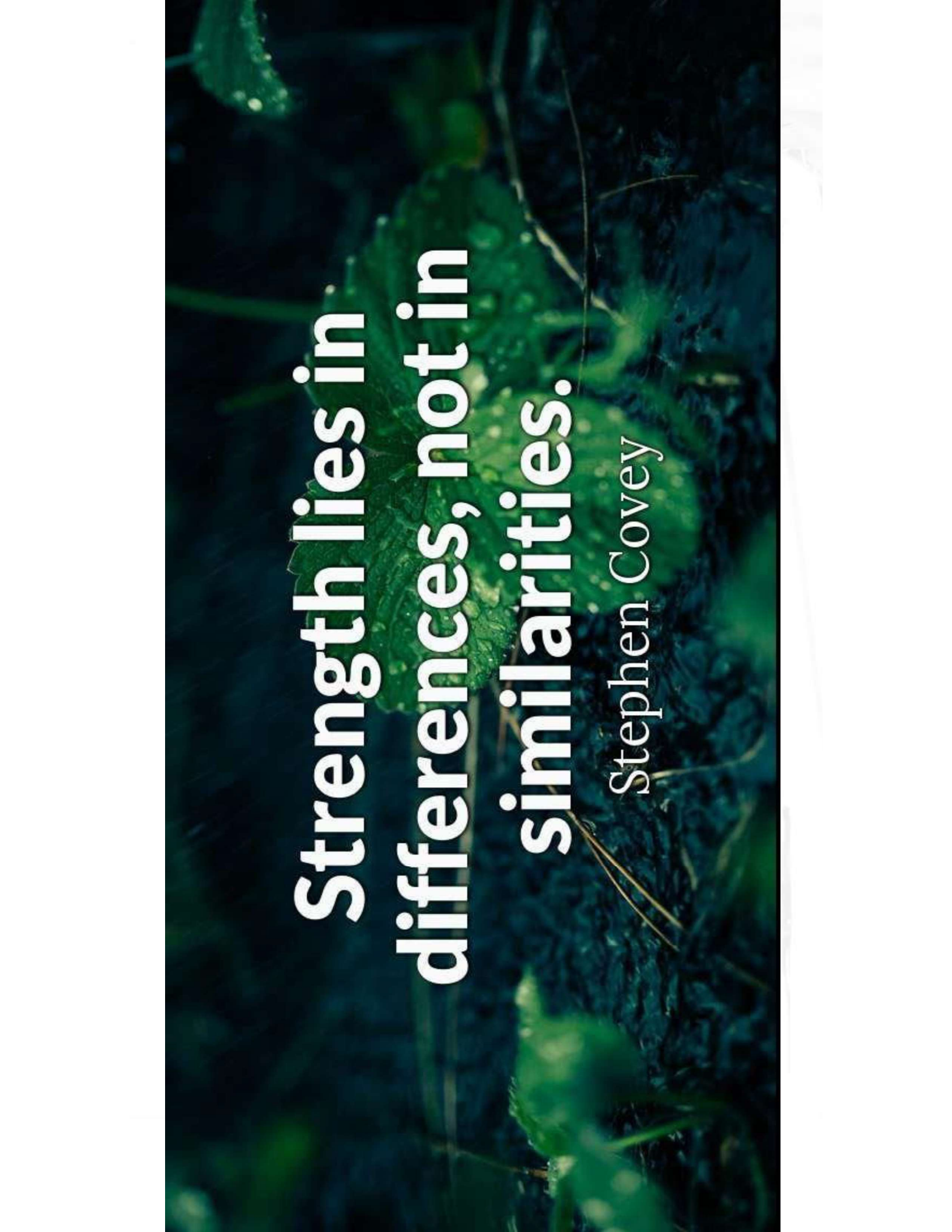


Identify anti-racism, unconscious bias and inclusion as priority areas

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**Strength lies in
differences, not in
similarities.**

Stephen Covey



Why it Matters Economically

- Organizations & countries which tap into diverse talent pools are stronger. Leveraging diverse talent makes sense.
- \$64 Billion annually spent on workplace discrimination cases. Employees report race, gender or sexual discrimination. *Center For American Progress
- There's a cost to losing and replacing workers who leave from unfair treatment.

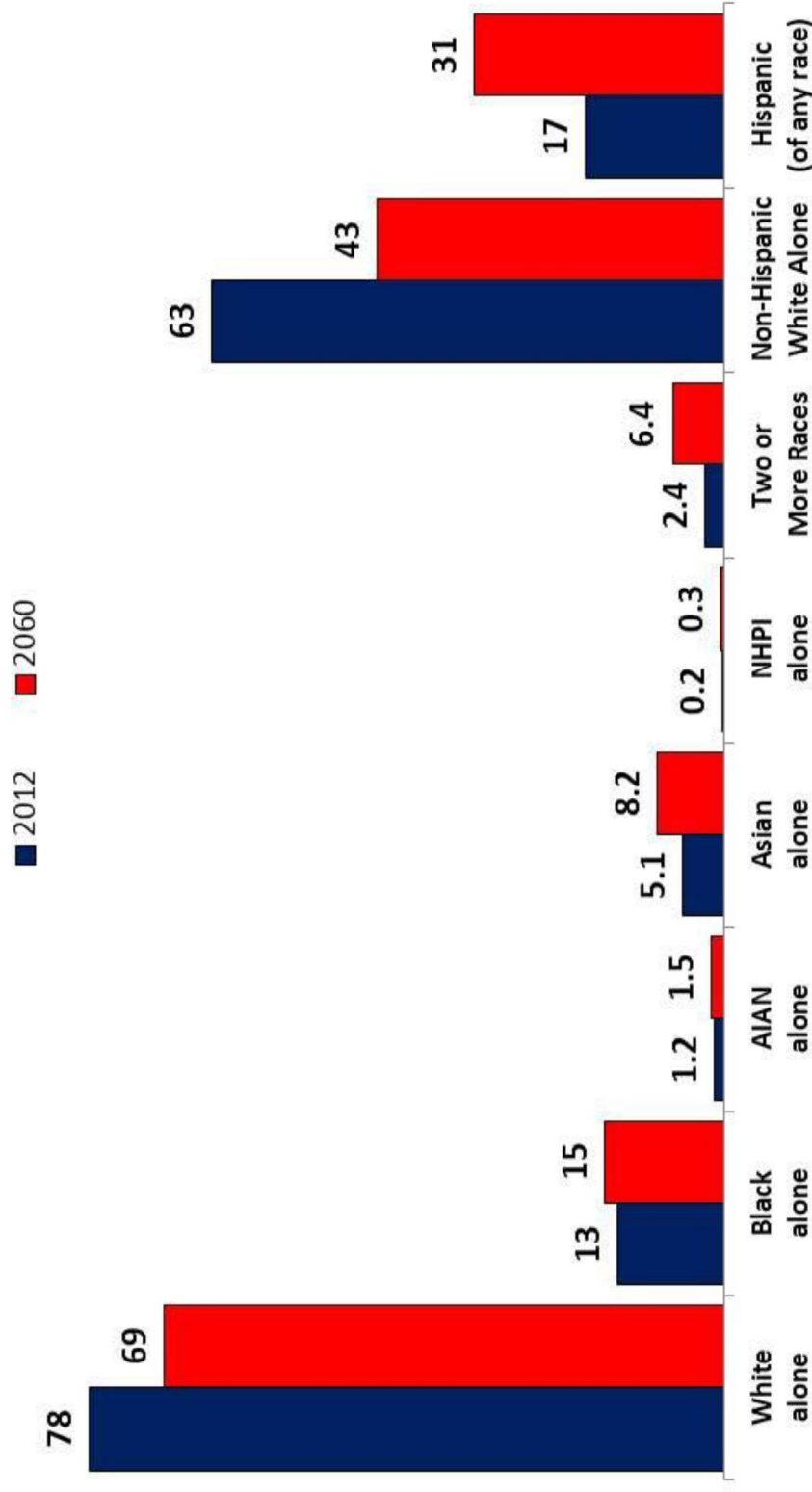


Why it Matters to Client Markets

- As a non-profit you're there to serve your constituents and your community. What is their diversity? They want to know how represented they are.
- What about your donors and volunteers?
- By 2043 demographically, the US will have a majority non-white population. *Census Bureau

Population by Race and Hispanic Origin: 2012 and 2060

(Percent of total population)



AIAN=American Indian and Alaska Native; NHPI=Native Hawaiian and Other Pacific Islander

Diverse Non-Profits = Diverse Perspectives



Better solutions for social problems.



- ✓ Schools
- ✓ Societies
- ✓ Organizations

Di

Bias for
action

SC

Takes a
methodical
approach



Inclusion

Creates an environment in which people **feel** welcomed, respected, and valued to fully participate in spite of their differences.

Inclusive = Diverse
~~Diverse~~ = Inclusive



Diversity is being invited to the party.

Inclusion is being asked to dance.

Recognize and Celebrate Diversity



HISTORY MONTH

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Juneteenth

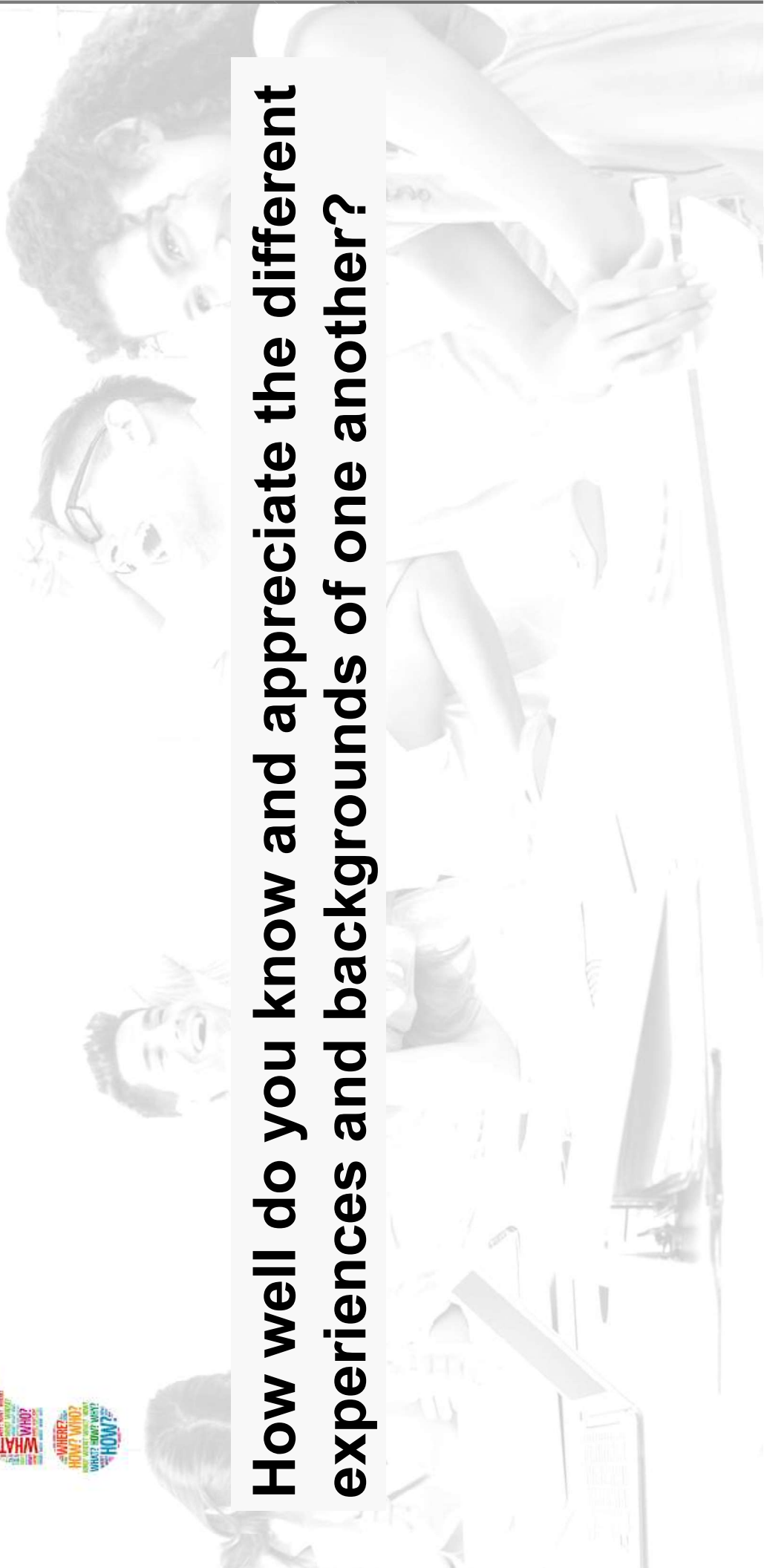
Freedom and Emancipation Day

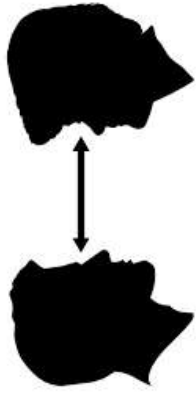
- Celebrating the emancipation of African-American slaves in the U.S.
- Commemorated on June 19, 1865 when it was announced by Union Army general Gordon Granger.



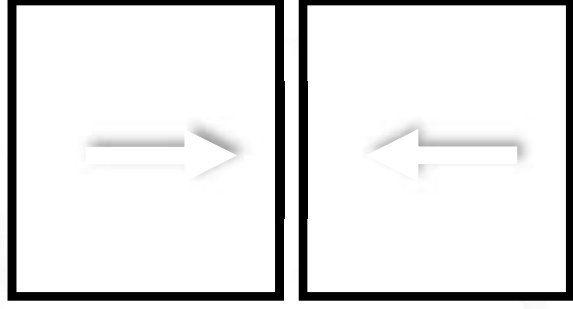


How well do you know and appreciate the different experiences and backgrounds of one another?

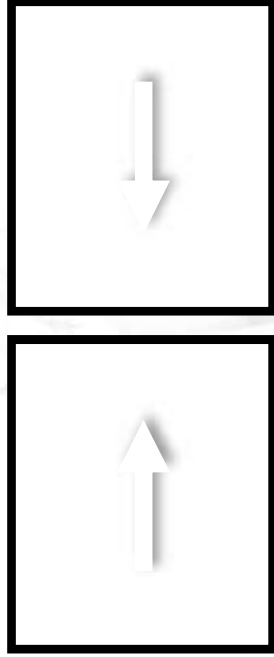




Find a partner and sit facing them.



or



Create Safe Spaces of Belonging



A major publisher calls saying that they want to write a book on your life story.

What is the title of that book that would capture the essence of your life until now?

Speak to your WHY.



Racial Equity

The more you connect your WHY to your MISSION and VALUES,
the more it will be felt.

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Equity

Everyone is treated fair and equal:

- Equal Access
- Equal Opportunity
- Equal Advancement
- Increase fairness through systems, processes & procedures



- A need for diversity in public facing positions.
- We need to make things easier. It's difficult for those with disabilities, pregnancy or lactation to get help in receiving the benefits and services they need.

Systemic Racism



Emmett Louis Till
14 yo
Died August 28, 1955

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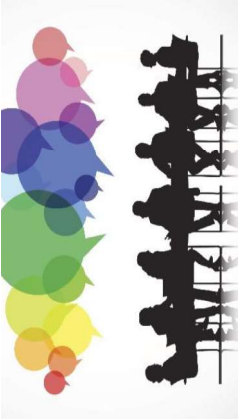
Anti-Asian Racism

Discrimination and violence against China and Chinese people. →
Sinophobia



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How do we create a culture of respect and belonging?

- Addressing offensive topics.
- Willingness to be uncomfortable
- Building relationships of trust

Examine Workplace Scenarios

Is Everyone Valued Equally?

Offense Barometer



How do you Create a Workplace where Everyone Feels Like an Equal?

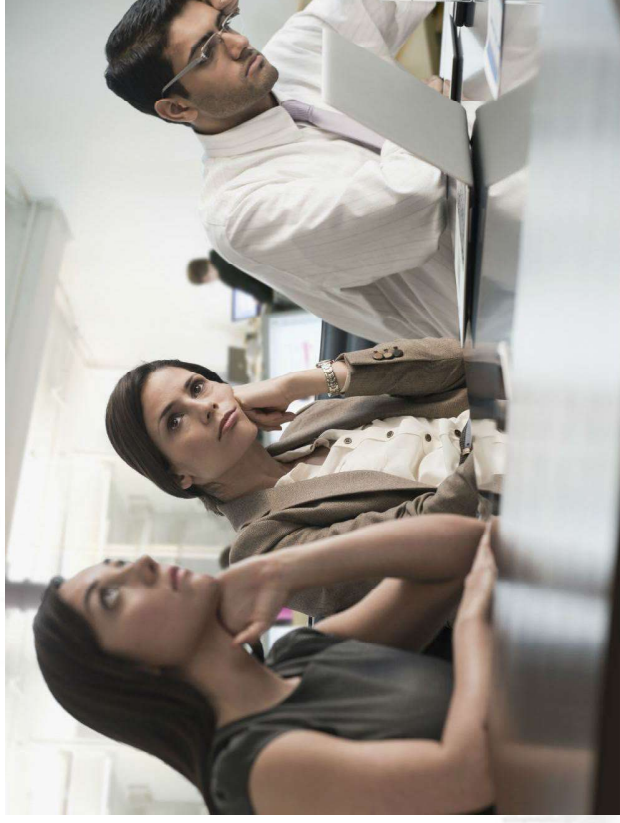
- ✓ Seated
- ✓ Speaking
- ✓ Listening



-Invited Guests aren't sure of the protocol.

-They spend their time fitting in.

-They nod their head.



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More Ownership

More Contribution

More Confidence

More Risks

More Decisions

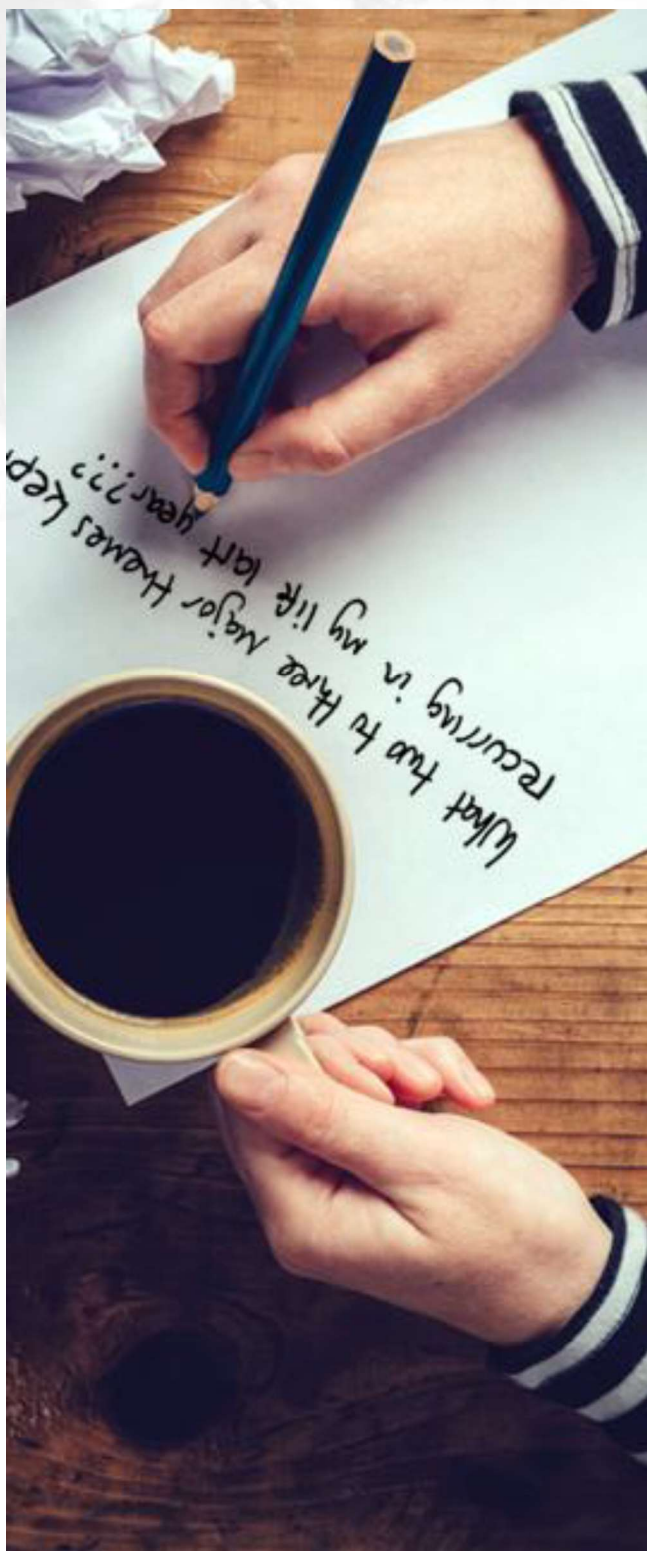


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Take 100% Responsibility for Your Results







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BLAME THE EVENT!



E + R = O

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YOUR POINT OF POWER



$$E + R = O$$

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DESIRED NEW OUTCOME



$$E + R = 0$$

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Product Solution

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There are only 3 responses you have any control over:

E+R=O

Thoughts

Imagery

Behavior

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**Take 5% responsibility for creating a
culture of respect and belonging...**

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Host a Brown Bag Lunch



Efforts

Progress

Education

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Maintain frequent transparent and consistent communication

- Perform Regular Individual and Team Check-Ins
- Show Vulnerability. Show Compassion.
- Set and Clarify Priorities

Great Job!

I'm grateful you moved to my team.

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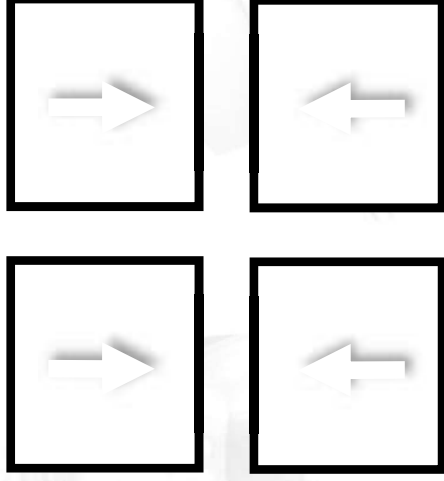
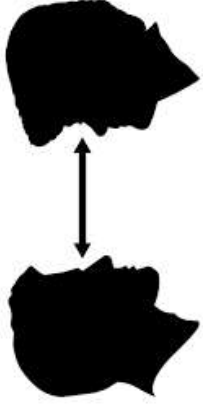
- Commit to at least 1 specific action

If I were to **take 5% more responsibility** for ensuring my staff feels valued, respected and empowered to contribute their perspectives...

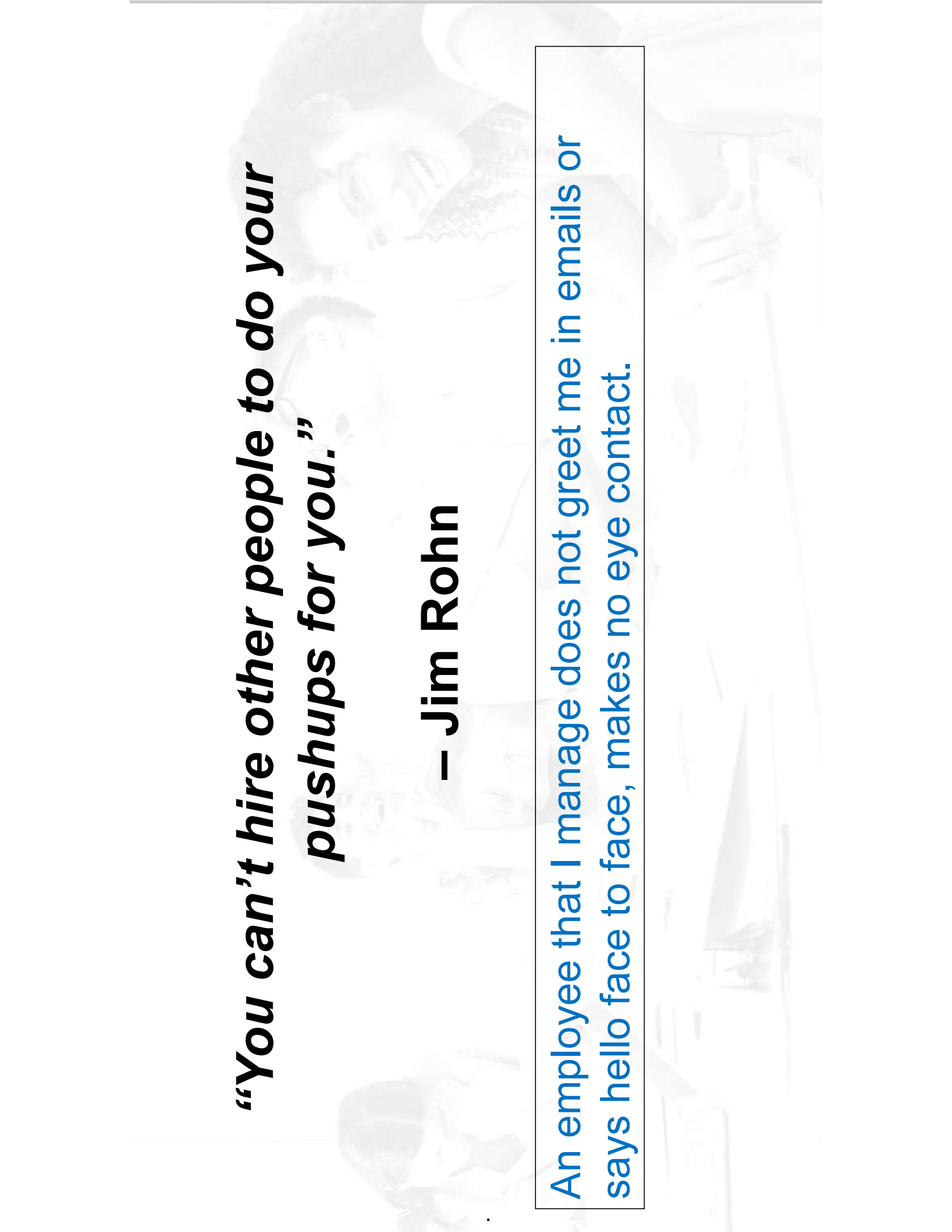


Form a Huddle

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***“You can’t hire other people to do your
pushups for you.”***

– Jim Rohn

An employee that I manage does not greet me in emails or says hello face to face, makes no eye contact.

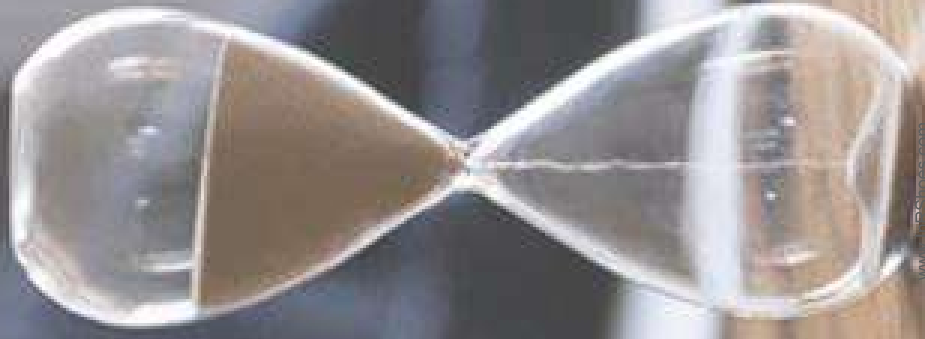
Act AS IF

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**Leave the last 10 minutes of a meeting
for relationship-building**



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Micro Manager vs. Laissez Faire

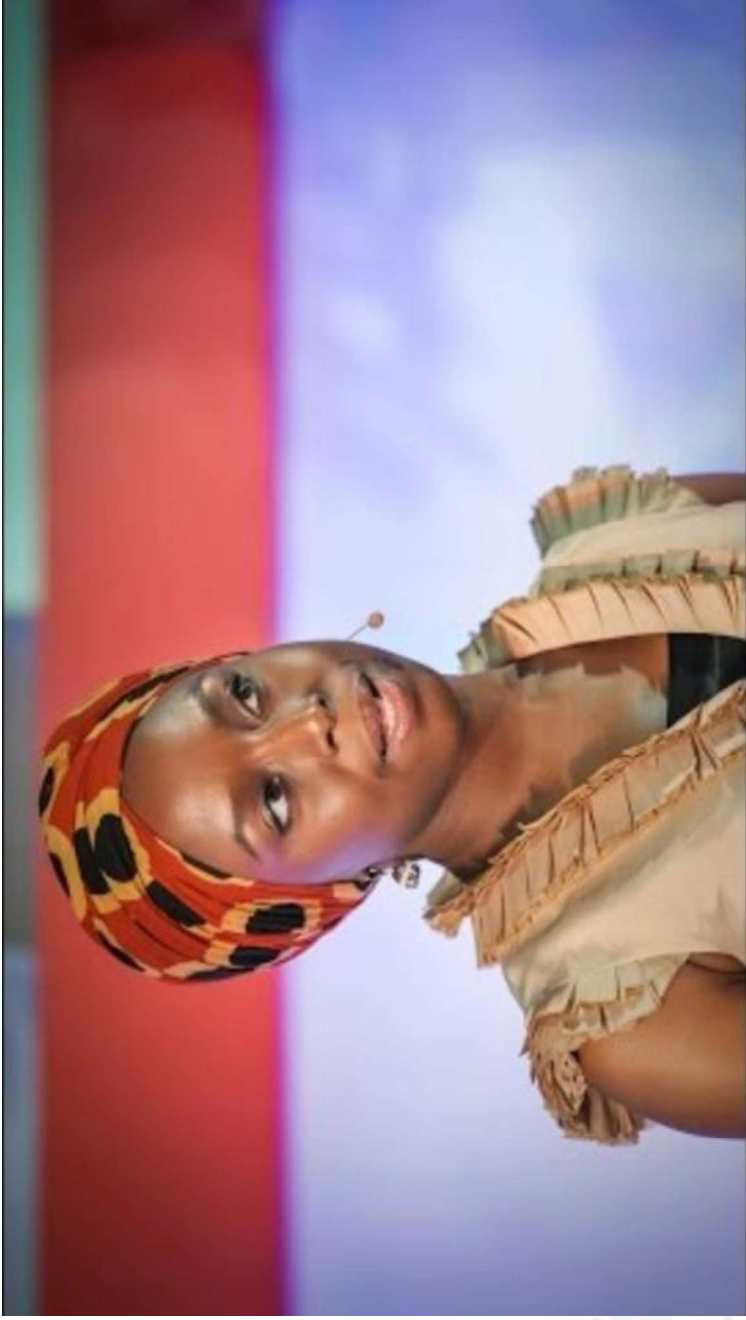




Cultural Intelligence

An inclusive leader successfully interacts with their team members from various backgrounds.

The Danger of a Single Story



If we hear only a single story about another person or country, we risk a critical misunderstanding.



Understanding our Differences

We can face challenges communicating with someone who is different from us in some way.

For example, a cross-cultural difference. If you're communicating with someone who lives in another part of the world.

How can this type of interaction lead to inclusion?

- Differences can be a tool for inclusive communication.
- Pushing past discomfort or defensiveness to engage with others different from us gives us opportunities to learn from each other.
- It takes courage to step outside of what we know or think to create a space where people feel included.



“If I hear racial, ethnic and gender-based jokes. I will do my best to address it and put an end to it.

A lot of the time when you call someone out or approach them about a behavior, they will have a change of heart once you explain the impact of their jokes.

You will find out that they really did not mean harm or truly understand the impact of what their statement has done or can do.”

“I am selective with whom I share my background with.

Nothing is a secret, but I feel it can take away from hearing other folks.”

“I continuously aim to develop my cultural humility.

I am comfortable discussing my own background and cultural experiences, and reflecting on how these may differ from that of my coworkers.”

Courage in the Face of Discomfort

“We had very different assumptions about how you get to know someone...

It broke open the barriers that we had about sharing information.”



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HAVE YOU EVER...

Inquired about a holiday that is not part of your faith or tradition.

If you are heterosexual, asked an LGBT colleague how they and their partner spent the weekend.

Spoke up or took action to resolve a conflict and made sure that everyone's perspective was heard.



Diversity Calendar

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Page 5

Celebrating Diversity, Equity, and Inclusion

Use the space below to list important events, dates, and celebrations throughout the months.



Month	Diversity & Cultural Celebration
January	
February	
March	
April	
May	
June	

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Inclusive Communication

- You define the nature of your world and the kind of change that you want to make in it.
- You make that possible through communication.

Speaking without Apology

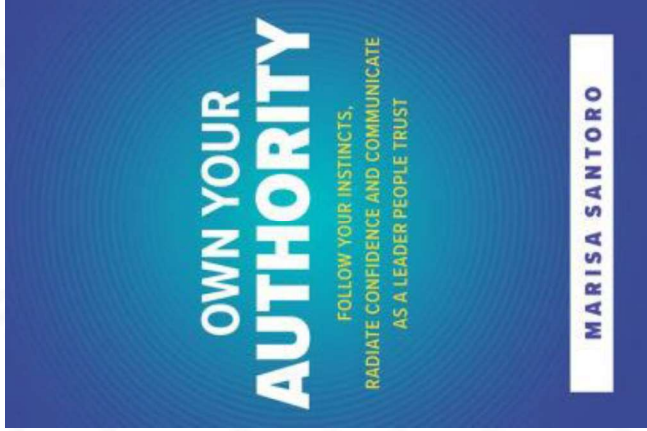


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I can really use your expertise.



Inclusive Communication

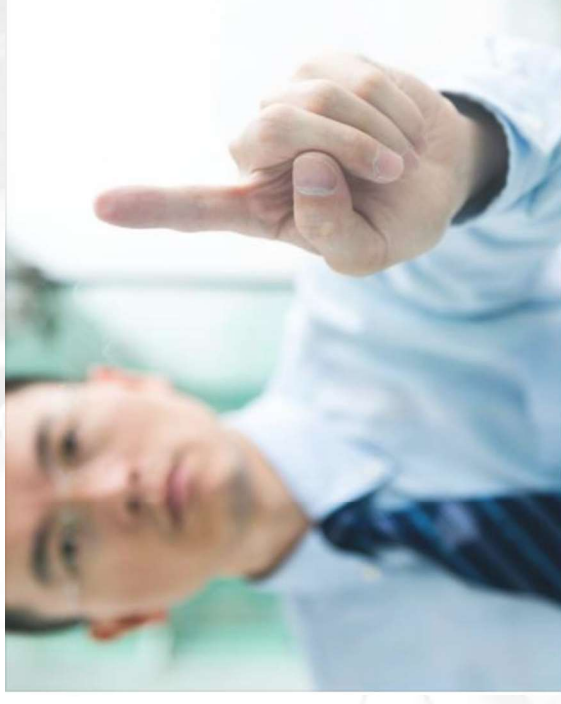
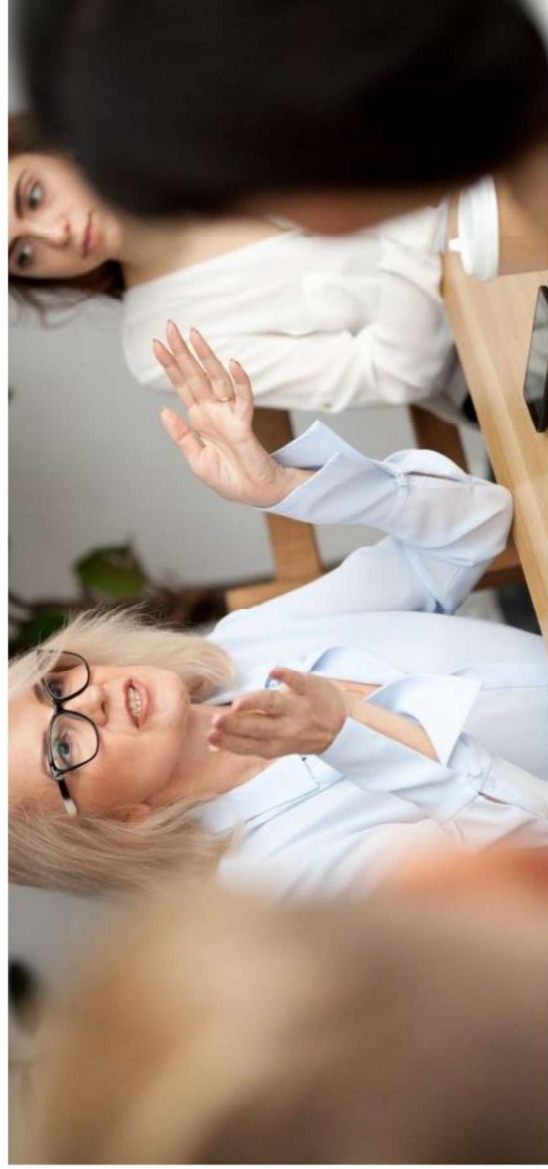
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Inclusive Communication can be...

- Honoring other viewpoints
- Open to those who disagree with you
- Speak up and take thoughtful action to make a difference.

Girl Interrupted





Intention to Action

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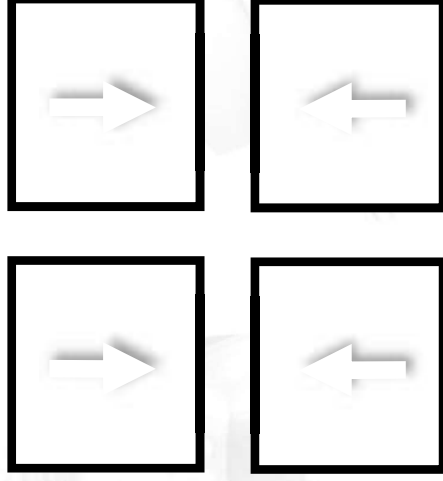
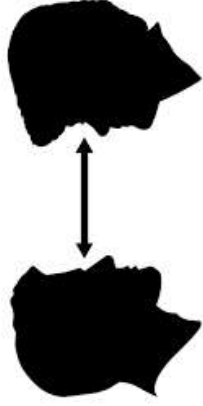
How can you be more inclusive in your communication with staff?

- More frequent communication between directors and managers across centers
- More teamwork rather than decisions being made hastily or secretly
- Approaching offensive and inappropriate behaviors
- Asking my team: How can we strengthen our core of values and work professionalism?
- Ensure all individuals feel safe and are allowed to maintain their personal beliefs without criticism



Form a Huddle

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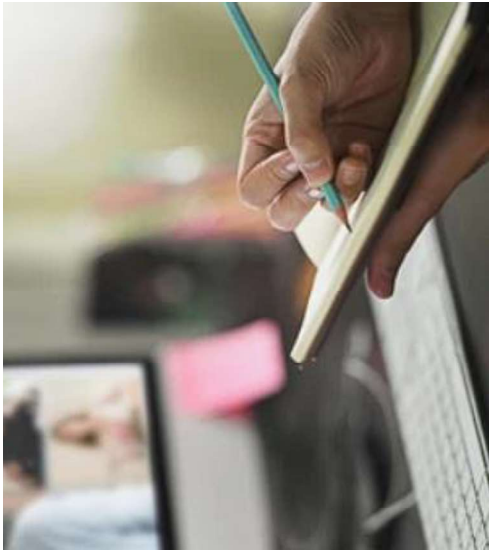


Group of 4

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Meeting Recap Responsibility

- Supports the team's focus and 'whose doing what?'
- Inspire Productivity and Accountability
- Informs those unable to attend

Ask for and Welcome Feedback



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What would have to happen?

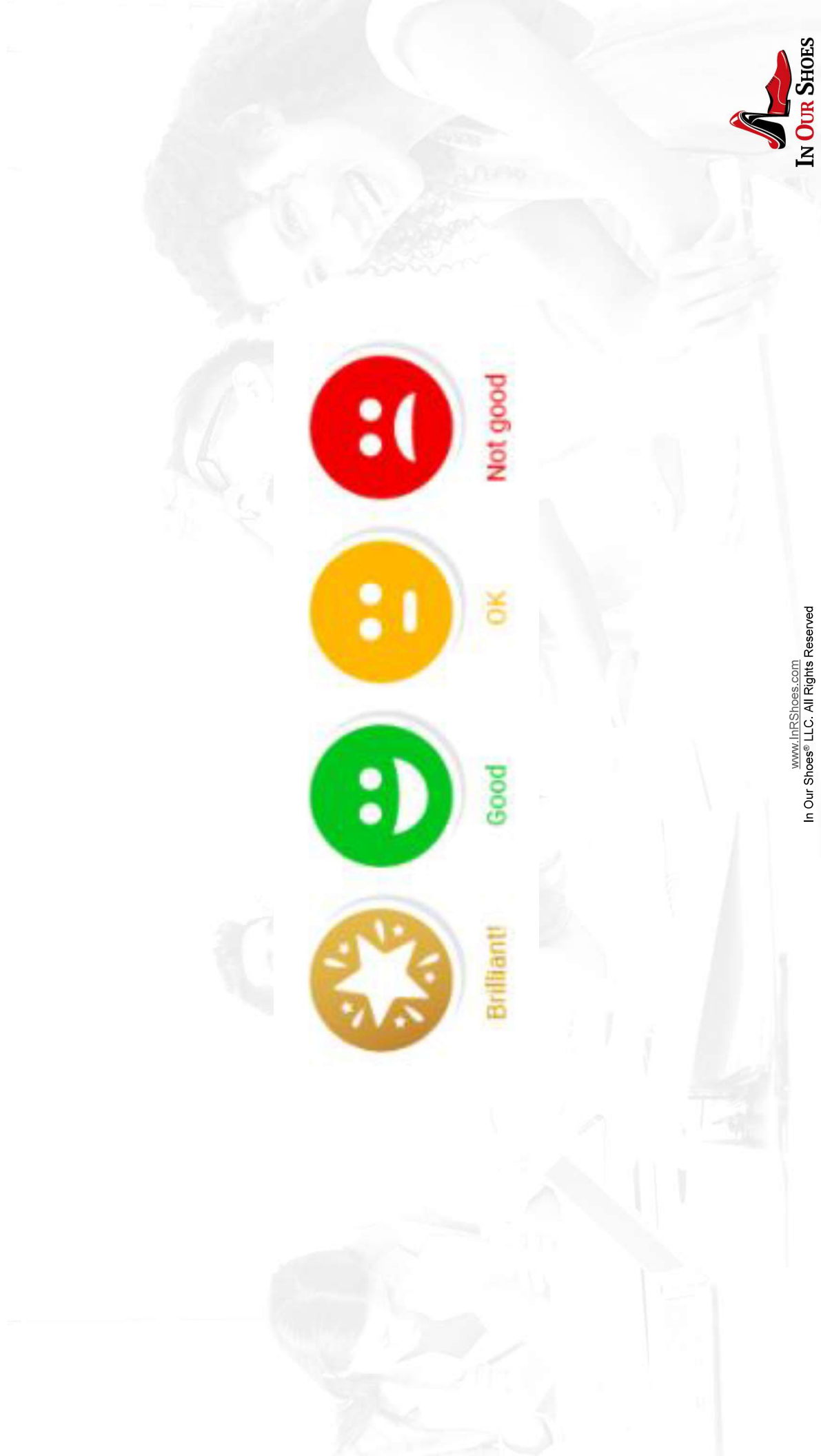
*How do you feel about taking this task on
while I'm out?*

On a scale of 1 to 10....

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Brilliant!



Good



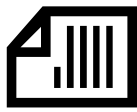
OK



Not good

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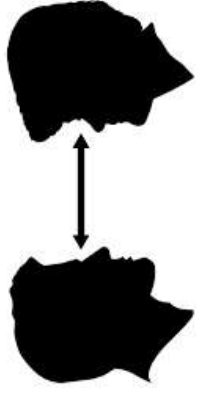
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To develop a high performing team:

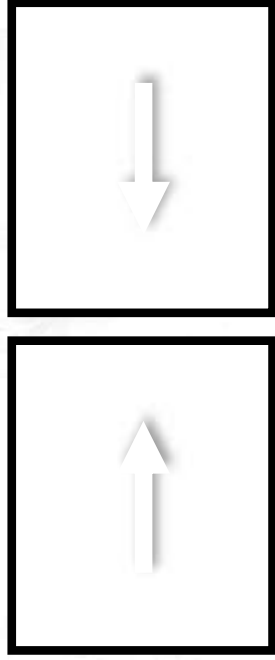
1. *WHAT DID WE DO WELL?*
2. *WHAT CAN WE DO BETTER?*
3. *WHAT'S OUR FOCUS THIS WEEK?*



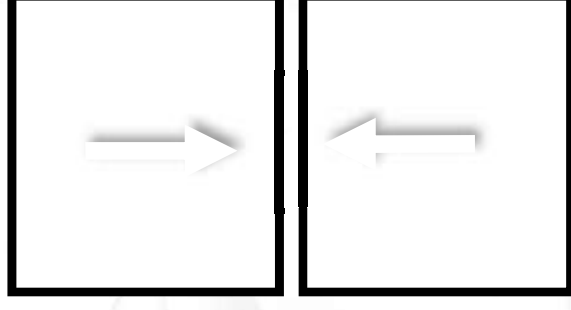


How can you express feedback through appreciation?

Find a partner and sit facing them.



or

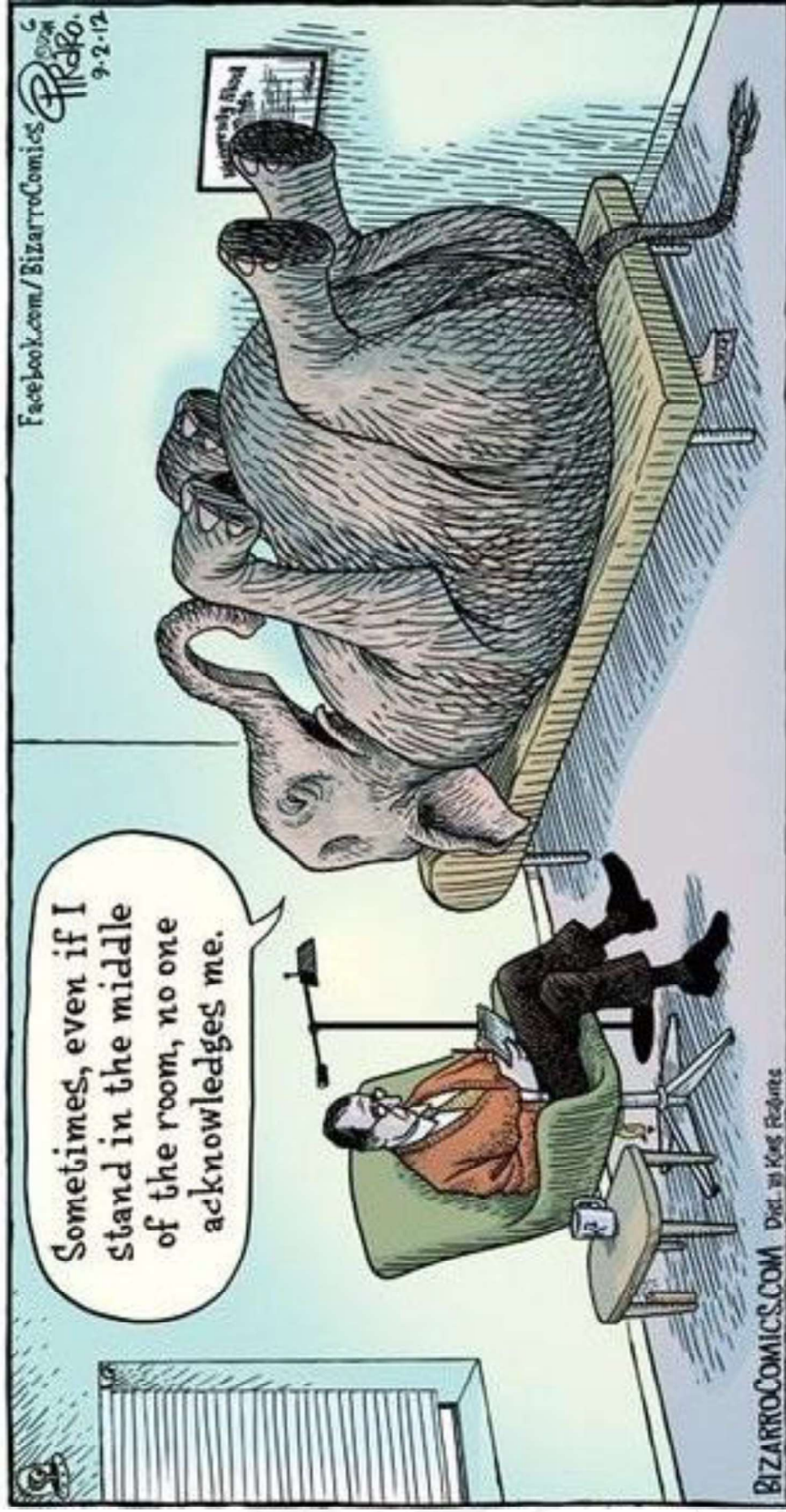


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Show your support for others' ideas and work

- Acknowledge the contributions of those on your team.
- Invite them to participate.
- Clearly point out good ideas. Ask for their opinions.
- Recommend someone for an opportunity or new task (delegate!)



BIZARROCOMICS.COM Don't let King Regime

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Microaggressions

“Where are you actually from?”

“Can I touch your hair?”

“Your name is too difficult to say.”

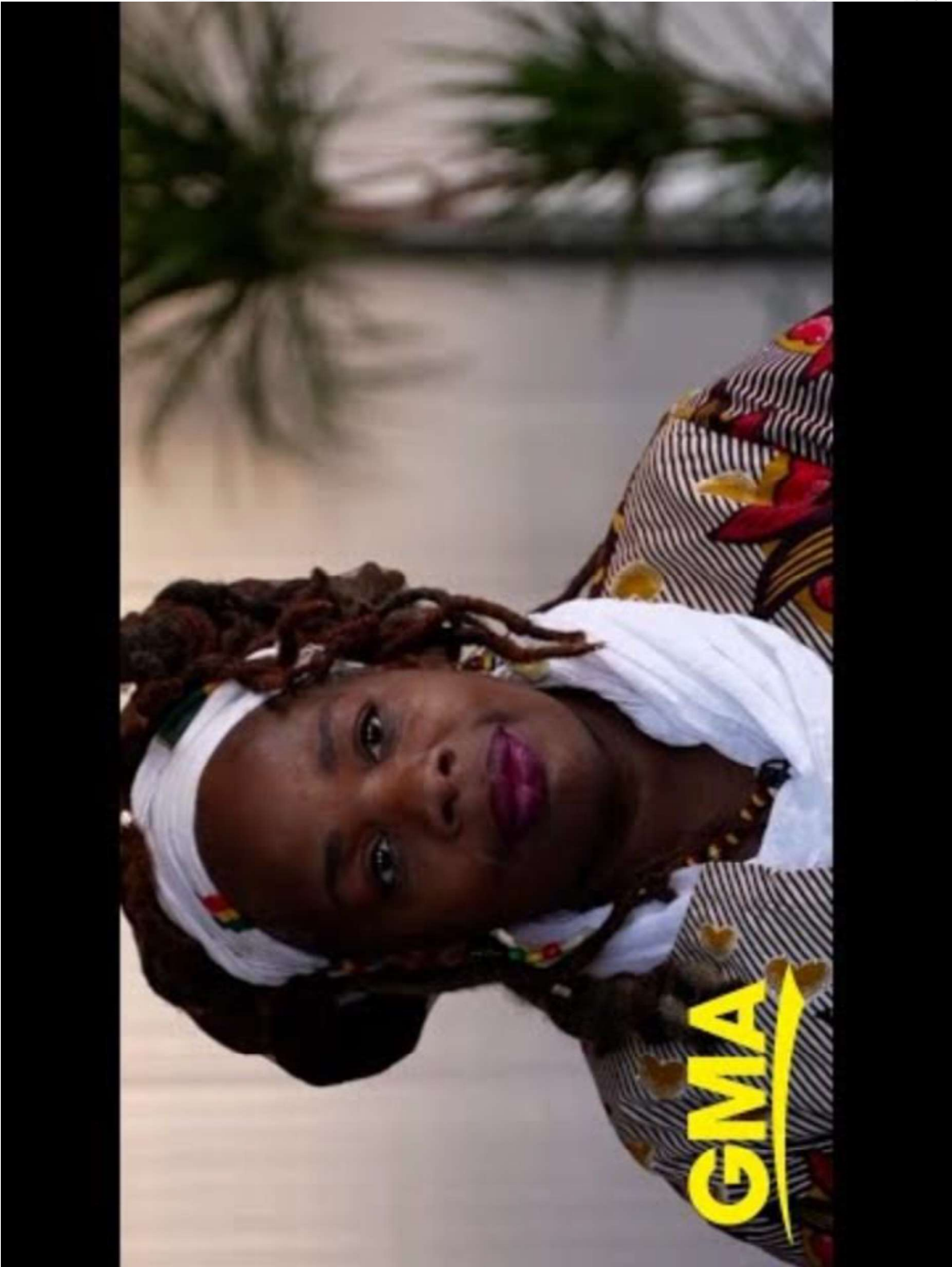
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The Harmful Effects

Microaggressions can affect any marginalized group, creating harm and stress to the targeted individual.





Exclusive Communication

- Shaming employees for taking a mental health day
- Division by units. I do not think it is purposely done, but an example of that is, "I am on the MH, Tasc or Veteran team", even though we are all under one EAC umbrella.
- Misuse of preferred pronouns which can be challenging to adopt.
- Speaking in a language to each other when others who are not fluent in that language are present.

Exclusive Communication

- Emphasis on employment or educational status (Ex: Being referred to as, "People with degrees," or "The EAC people.")
- "He's probably feeling grumpy because he's old."
- Ignoring or dismissing ideas or contributions.
- Facial expression and the tone of your voice.
- When employees voice their non-inclusive opinions on things like social media or politics.

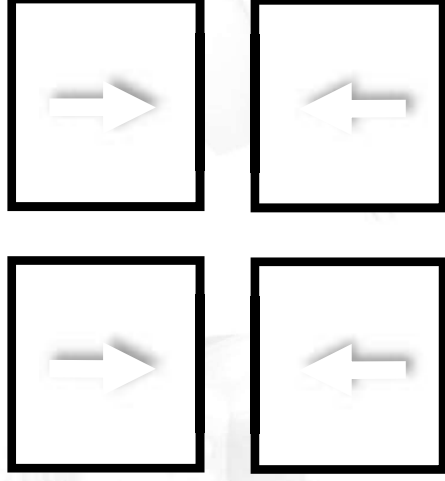
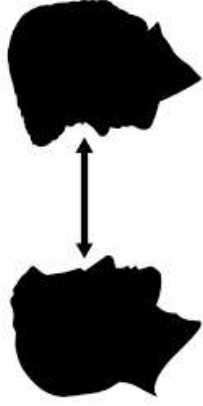


Examine Microaggressions



Form a Huddle

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DISTRACT

DIFFUSE

CHECK-IN

- Speak up if you witness behavior that is offensive. Explain why you're raising the issue.
- Shut down off-topic questions that are asked only to test someone.
- Insert yourself into a conversation: *"Hi, what are you folks discussing?"*
- Check in with the person privately. Ask if they're okay and if they want you to say something.

How to Act as Counsel

- Believe others' experiences. Don't assume something couldn't happen just because you haven't personally experienced it.
- Listen and ask questions when someone describes an experience you haven't had.
- Don't jump in with your own personal stories that overshadow the person.

Communicating with Courage

Requires a Mental Shift

Defensiveness → Finding Common Ground

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EXERCISE

The power of your thoughts

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You have the power within you to create whatever reality you want with the power of your intention.

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Thoughts Become Things



- Being mindful of your thoughts and perceptions.
- Assuming positive outcomes, you improve the dynamic without saying a word.
- The conversation is immediately transformed.

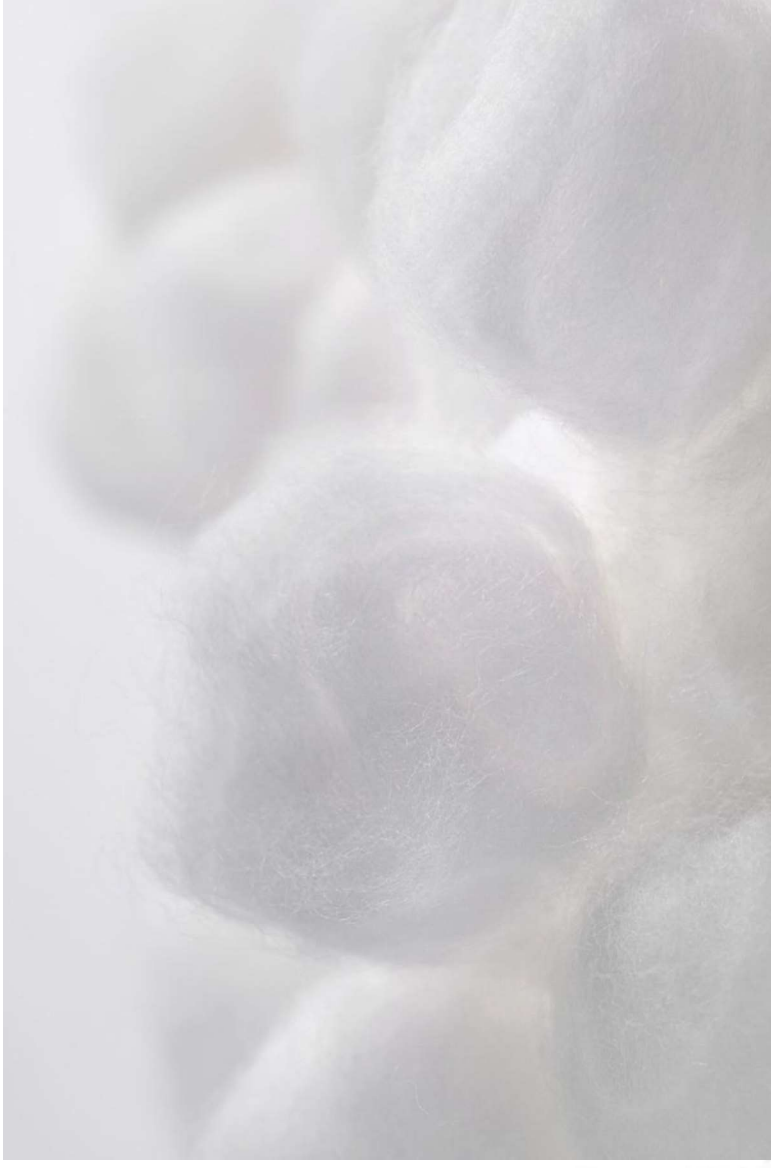


#1 Take a Breath

- Think before speaking. What is your intention?
- When confronted with a challenging situation, we may feel triggered to respond immediately, which can lead to misunderstandings.

“The Fluff Formula”

- Pause in the moment
- Take a deep breath
- Buy yourself time to reflect
- Seek a different perspective



#2 Ask Clarifying Questions

Try to understand where another person is coming from.

- *"Can you explain what you meant by..."*
- *"I think I heard you say ..., is that accurate?" Paraphrase.*
- *"I'd like to understand better—can you tell me more about that?"*

#3 Agree to Disagree

The goal is to move toward understanding, even if it means not agreeing. Try to find common ground.

"I appreciate your perspective on this, even though I don't hold the same view."

"I understand we have differing opinions on how to get there, but it's clear we have the same end goal in mind."

#4 Follow Up

Sometimes the most courageous conversations happen afterwards.

It's a unique opportunity to follow up, learn from missteps, or take a new course of action.

#5 Active Listening



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What prevents us from listening effectively:

- An “I already know this” thought pattern. You tune out.
- I’m thinking about my answer. “How will I respond?”
- Go one further. “Here’s what I know or have done....”



Nonverbal Encouragers

- Listen open-eared and in a spirit of generosity
- Nod, encourage someone to “go on” .
- Make good eye contact, ask questions.

Clarify understanding.

- *"It sounds like..., "*
- *"If I am hearing you correctly..., "*
- *"I'm hearing you say... "*
- *Ask if you got it right: "Is that correct?"*

Creates an opportunity to gain deeper insight.



How do we have courageous conversations at work?

- There's no need to wait for the "best" opportunity.
- There are daily opportunities and simple ways that may be overlooked.
- It could be just setting an intention: "I'm going to be a really effective listener."

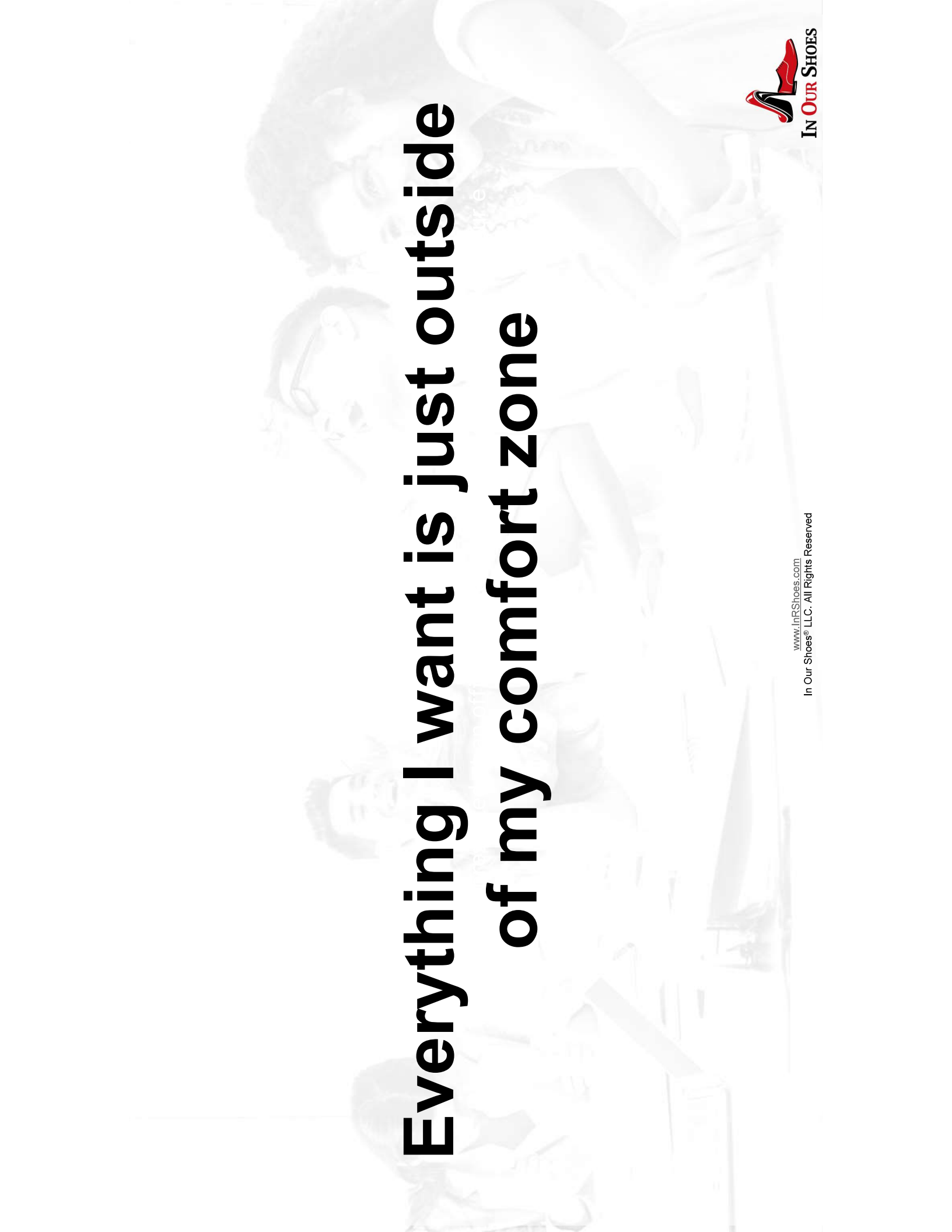
“It wasn’t so much that she was being courageous, it was the reaction of everyone in the room. Everyone was taken in.”



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Everything I want is just outside of my comfort zone

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Gender

- Our society tends to recognize two genders:
 - Gender Binary
 - Non-Binary
- Some people don't identify with any gender.
- Some people's gender changes over time.

- Use the name a person asks you to use or ask.
- Try not to make assumptions about someone's gender.
- If you're not sure what pronoun someone uses, ask: "they", "he", "she"
- For non-binary people, choosing which bathroom to use, can be challenging.
- Learn more about who they are and what it's like to be non-binary.



Unconscious Bias

Learned stereotypes are automatic, unintentional, deeply ingrained, and able to influence behavior.



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Everyone Is Biased

Out of 11 million pieces of information per second, our brains take in, how many do you think we are consciously aware of?

A. 40

B. 400

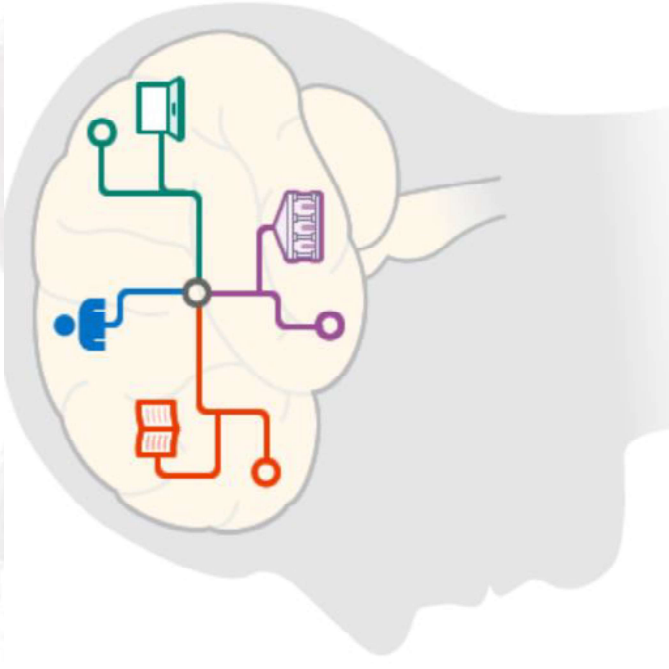
C. 4,000

D. 4 million

How Biases Are Formed

Our Brain forms shortcuts based on “mental maps”:

- Our own experiences
- Things others tell us
- Media portrayals
- Institutional influences



Diverse Work Habits



Responsive
Accessible
Being of Service



- Clear cut communication
- Sticks to formal schedules
- Separates personal space from meeting space

- Gregarious personality. Talks a lot.
- No schedule. Invites colleagues into his office any time.
- Open door policy.

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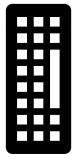


Affinity Bias

- Favor people who are like you in some way.
- Soliciting input from those who are most like you

Affinity Bias

“At a past job, I noticed that the boss was favoring certain staff members, often giving them easy jobs, making more accommodation and making schedules unfair. “



Written Communication

- Punctuation, grammar and word choice are more scrutinized
- “People Read” someone’s work style based on how they write



!!!

OMGs

WRITING IN CAPS

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Are you a person of privilege in your workplace?

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Behind every privilege is an imbalance of power.
It's invisible to those who possess it and present
for those who don't.



Privilege can be defined by your race, gender, or favoritism extended your way.

Those who have it, can use their voice to support marginalized people around them.

Allyship

Someone who is not a member of a marginalized group and who supports inclusion through stated values and positive action for everyone's benefit.

**What kind of actions signal
you're an ally?**

Am I showing, not just saying, I'm an ally?

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The Upstander

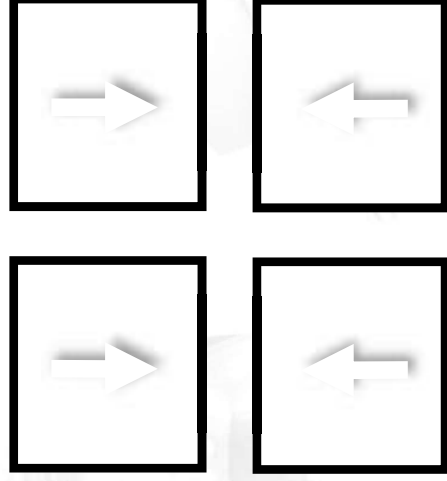
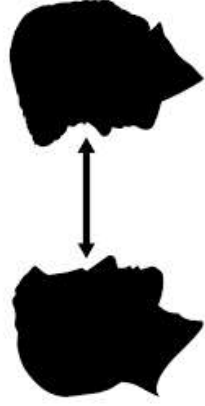
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Form a huddle

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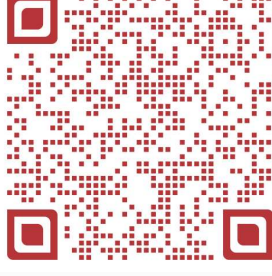
Group of 4

**“Train people well enough
so they can leave, but treat
them well enough so they
don’t want to.”**

Richard Branson



- 101 Ways to Communicate with Ease
- Confidence Call Replay



The Confidence Formula: 101

*** PLEASE TO TURN-CHARGE ANY ONE OF THESE CONFIDENCE
BAGGAGE INSTRUCTS YOU TO DO OR SHARE THEM WITH SOMEONE
AND SHARING POSITIVELY ABOUT THE RESULTS YOU INTEND TO

1	Be intentional about what you want to do by writing it down (which is more powerful)
2	Mentally list 3 things you like about yourself. Observe how they are the next time.
3	Pull out a photo of a happy moment that this upcoming situation is tied to.
4	Memorize the open and closing of a letter.
5	Write down 3 points you will make with.
6	If you expect push back, map out compromises you will make.
7	Organize a small group lunch where they feel you should do.
8	Create a vision board or poster these list for free stock photos.
9	Keep a folder of encouragements.
10	Write 3 things you were grateful for.
11	Let go, release restraint.
12	Pretend that you call parts.
13	Write down exactly what you want to create and then go create.
14	Ask for 3 incredible situations. Observe.
15	On a scale of 1 to 10, rate how you feel about them in 10 minutes.
16	Call up someone you haven't talked to in a while and consult.
17	Pick one you and consult.
18	Share your success.
19	Suggest.

The Confidence Formula: 101 Ways to Communicate at Work with Ease!



Thank you!

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