



Cultivating a Workplace of Equity, Justice and Belonging

Taking 5% responsibility	3
Diversity and Cultural Inclusion Calendar	5
Inclusive Communication	6
Engage Your Team through Feedback.....	7
Expressing Appreciation.....	9
Asking for Feedback	9
Microaggressions: Interpreting the Message	10
Allyship.....	11

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Taking 5% responsibility

This exercise demonstrates the concept that we are responsible for what we experience in life. It introduces the idea that other people don't "make us" feel things and demonstrates that we have control over how we feel and how we react to others.

Rather than placing blame on your staff, manager or co-workers on how they are behaving, take a step back and ask yourself how you could have created that situation? Let's also be honest. Taking no action, *is action*. Please write that down. When you are sitting back quietly, taking no action, you are still taking action. In other words, if you are not taking a stand for how your work relationships should evolve, then why would you expect different and more positive results from them? Your job is to set the stage, direct and delegate expectations so that your schedule and week run like a well-oiled machine and you can create the organizational outcomes you need.

Please complete the following statements about how you can take more responsibility for the outcomes in your life. This exercise is brief but will deliver exponential results if you commit to taking just 5% more responsibility in your career and life. Just 5%! Concrete real-life examples are shown below which will support you in this.

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

Examples:

- I would set aside an Open Office Hours block of time each week for them to come in to speak with me.
- I would create team building experiences for us to better understand one another's backgrounds and experiences.
- I would host a brown bag lunch to solicit their ideas and recommendations.
- I would perform regular individual check-ins

If I were to take 5% more responsibility for my life and well-being....

Examples:

- I would exercise 30 minutes a day.
- I would only eat fast food one time per week.
- I would meditate more often.
- I would get more sleep.

If I were to take 5% more responsibility for the attainment of my goals....

Examples:

- I would do five things a day to get me closer to my goal.
- I would spend an extra hour a day in action rather than watching TV.
- I would share my goals with family and friends and ask for accountability.
- I would do the one thing that I have been procrastinating on.

If I were to take 5% more responsibility for the success of my relationships....

Examples:

- I would plan quality time with my kids and put it in my calendar.
- I would have a date night every week with my spouse.
- I would talk less and listen more.
- I would keep my agreements and only say yes when I mean it.

If I were to take 5% more responsibility for the level of my self-esteem...

Examples:

- I would ask for what I want.
- I would take more trainings and seminars to stay positive.
- I would create a list of my successes and review them often.
- I would surround myself with positive people.

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

*I would*_____

*I would*_____

*I would*_____

If I were to take 5% more responsibility for my life and well-being. . .

*I would*_____

*I would*_____

*I would*_____

If I were to take 5% more responsibility for the attainment of my goals. . .

*I would*_____

*I would*_____

*I would*_____

If I take 5% more responsibility for the success of my relationships. . .

*I would*_____

*I would*_____

*I would*_____

Diversity and Cultural Inclusion Calendar

Use the space below to list important events, dates, and celebrations throughout the months. Invite your staff to propose ways to acknowledge these events in your office and community.

Month	Diversity, Cultural, Historical Celebration
January	World Braille Day Korean American Day
February	Black History Month International Stand up to Bullying
March	International Women's Day World Down Syndrome Day Zero Discrimination Day International Transgender Day
April	World Autism Awareness Day
May	International Day Against Homophobia World Day for Cultural Diversity
June	International Day of Countering Hate Speech International LGBT and Pride Day
July	International Non-Binary People's Day
August	Purple Heart Day South Asian Heritage Month ends
September	National Day of Service and Remembrance
October	International Pronouns Day National Work and Family Month
November	Transgender Awareness Week
December	Global Religious Celebrations

Inclusive Communication

Consider ways in which you can be more inclusive in your communication with your staff. In this exercise, share discrete ways you can take intention and move into action so that your team members feel that through their contribution, they are responsible for the positive results and success of your department.

Below are some conversations that were shared by your peers as being worth having on this topic.

If one were to do a surprise inspection one day to your office holding a video camera, what would they be seeing? What are the images and scenes that you intend to create so that when someone enters they would recognize and feel that you have cultivated an inclusive workplace?

Examples:

- Creating better and more frequent communication between directors and managers, including across centers.
- Allowing a culture of teamwork rather than decisions being made hastily or secretly without input.
- Approaching offensive and inappropriate behaviors.
- Asking your team directly: How do you feel that we can strengthen our core of values and work professionalism? Note: Be prepared for a conversation to be uncomfortable.
- Make certain all individuals feel safe and are allowed to maintain their personal beliefs without criticism.

[illegible]

Engage Your Team through Feedback

When you are holding regular meetings, often there's not always enough time for everyone to recap the week, the issues, and challenges faced. Yet this is critical feedback to keep your projects on time every time.

Your projects or day-to-day environment may move very quickly and so it's important that when you meet, you are all able to focus on areas that will deliver the most progress. When starting a new week, a best practice approach to stay on time and focused with your team is to ask the following three questions below.

1. What did we do well?
2. What can we do better?
3. What do we need to focus on this week?

Let's break down each of these questions:

What did we do well? This is a progress assessment which allows everyone to open up on what they have accomplished in the past week, giving them the floor for some authentic self-promotion time. Not everyone enjoys doing this, but under your watch if you encourage it, they will, which will raise their confidence and momentum when they hit roadblocks. They may, for example, discuss successful and productive meetings they had with people whom your group is dependent upon, or completion of projects, or approvals they attained or purchases completed, and what if any takeaways there are from the group as a result of this progress.

What can we do better? This gives everyone the opportunity to discuss things that didn't go well, people they couldn't reach, follow-ups that didn't happen, unexpected bottlenecks that occurred, deadlines that are slipping. Once again this should elicit a call to action where, for example, you recognize a need for an additional resource, additional training, a phone call or email which needs to happen.

What do we need to focus on this week? This is where accountability and commitment come into play. Now that we know what went well, what we could do better, what is most important for us to focus on? Everyone can verbally commit to what they will focus on in the current week. This should move quickly as you go around the group and take one to two minutes per person as everyone recaps their commitments.

A team will invest and contribute to this kind of conversation when they feel heard and are included in the co-creation process. People will always invest in what they co-create. Going roundtable can be motivating and inspiring to everyone to remain focused especially when facing project deadlines.

Ask for feedback to get to know a new team member

There are also times when you have a new team member. The following questions can be useful to ask them. Consider answering these questions and sharing your answers as well. This sets the tone for an open honest conversation that can put others at ease and foster a sense of trust when you're allowing them to get to know you better too.

If anything, these questions can simply prime the pump for you to discover and ask your own team questions! Have fun with this and as a gutsy reminder, people will feel that you care when you set an intention to better understand them.

About your work

- What work are you the proudest of? Why?
- What aspects of your job are a struggle? Why?
- What motivates you at work and makes you feel engaged?
- What deflates you and makes your contributions feel marginalized?
- What conditions and behaviors contribute to you feeling valued and supported?
- How often are you able to "do your best" every day?
- What can we – you and I – do to ensure you are able to "do your best" more often?

About you

- What are you good at doing?
- What do you enjoy doing?
- What are things other people often come to you for help with?
- What are some of the best compliments people have given you?
- What are some of the challenges you've overcome that you are proud of?
- What aspects of your personality do others appreciate?
- What does your ideal day at work look like?

When asking for feedback of your management or others, use the "What would have to happen?" technique.

What would have to happen for our team to be notified of this earlier so we can contribute our opinions?

What would have to happen for me to get a public facing opportunity?

There is also the "On a Scale of 1 to 10" strategy when eliciting useful feedback.

1. On a Scale of 1-10, what has been your experience of our team/service/culture over this past month/quarter?"
2. What positive thing did I do to get that rating? (Why so high?)
3. Anything less than a 10 gets this follow-up question: "What would have to happen to make it a 10?"

Avoid Yes or No questions when asking for feedback. Ask open-ended questions so you can gain strong feedback in both your business and personal relationships.

Expressing Appreciation

Real recognition is about valuing people for their positive contributions, actions, and who they are. Think about how you can express appreciation to your staff. If you are already doing this, consider a new way to have them feel valued.

Asking for Feedback

What feedback do you need to ask for of your management to support you in your role and/or your team to create even better results from your department?

Microaggressions: Interpreting the Message

Although microaggressions are small and subtle, they can have macro effects. There are times in which the individual committing the microaggression may not realize that they are insulting another individual. Read through the following microaggressions and determine the possible intent of the message, as well as how the message may impact the individual who has received the microaggression.

Share any microaggressions you have experienced in the empty spaces below.

	Aggressor	Receiver
	Possible Intent	Possible Interpretation/Impact
You speak English very well!		
What was your family's reaction when they found out that you were gay?		
What she is trying to say is...		
Should you be eating that?		
I figured this math problem would have been easy for you.		
I understand that you have lived here recently, but where are you really from?		
It is so inspiring how you have overcome your disability.		

To minimize microaggressions, there are some steps that each the receiver and offender can take.

For someone who has experienced a microaggression:

- Speak up and be direct: This will help the offender understand the impact of their behaviors, and can create a larger discussion on the subject.
- Use “I” statements to address the offender: “I” statements can clearly and directly help the offender to understand the effect of their message.
- Separate the intent of the message from the impact: This involves shifting the topic from their intent to the impact of their words.
- Remember self-care: Find healthy ways to process your experience, whether it is reaching out to a trusted friend or professional.

For someone who has communicated a microaggression:

- Listen and understand the individual's concerns: Allow the individual to express their feelings. Thank them for bringing the issue to your attention.
- Acknowledge and apologize: Since the impact of the message matters the most, it is important that this is addressed first.
- Don't make the situation about yourself: Avoid becoming defensive or attempting to explain yourself.
- Take responsibility: Be responsible when you have recognized that you have done or said something that has negatively impacted a marginalized group.
- Seek awareness and knowledge: Take proactive steps to prevent this from occurring again. Educate yourself to become better.

Allyship

Possible roles you can take as an Ally:

- **The Advocate** – advocates for someone when they are in a position of authority. When a manager turns to the team and says of a new hire: “What I learned from Karen is the following...” by doing this, he or she has just helped her build credibility with her new colleagues. They take action as an ally, using their position of privilege to sponsor someone. These shoutouts make a difference.
- **The Sponsor** - vocally supports the work of colleagues from underrepresented groups. They talk about the expertise they see in others, especially during performance and promotion discussions. They recommend people for stretch assignments and learning opportunities. They also share colleagues' career goals with influencers.

- **The Champion** - acts similarly to the Sponsor but does so in more public venues. Champions willingly defer to colleagues from underrepresented groups in meetings and in visible, industry-wide events and conferences, sending meaningful messages to large audiences.

They will: direct questions about specific or technical topics to employees with subject-matter expertise instead of answering them themselves. Advocate for more women, people of color, and members of other underrepresented groups as keynote speakers and panelists. If they're asked to keynote or serve in a similar public role and know someone from an underrepresented group who'd be an equally good fit (or better), they will recommend that person (first asking them if they'd like to be put forward).

- **The Multiplier** – similar to the Advocate, they will find ways to magnify someone in a larger group or venue. When someone proposes a good idea, repeat it and give them credit. They will invite members of underrepresented groups within their organization to speak at staff meetings, write for company-wide newsletters, or take on other highly visible roles.
- **The Upstander** - they act as the opposite of a bystander. When an upstander sees wrongdoing, they act to combat it. This person pushes back on offensive comments or jokes, even if no one within earshot might be offended or hurt.

They will also: Speak up if they witness behavior or speech that is degrading or offensive. Explain their stance so everyone is clear about why they are raising the issue. In meetings, shut down off-topic questions that are asked only to test the presenter. Take action if they see anyone in the organization being bullied or harassed. They will simply insert themselves into a conversation with a comment such as, "Hi! What are you folks discussing?" and then check in with the victim privately. Ask if they're okay and if they want them to say something.

What Allyship role most resonates with you? In what way(s) can you be an ally?
