"To belong or not to belong"
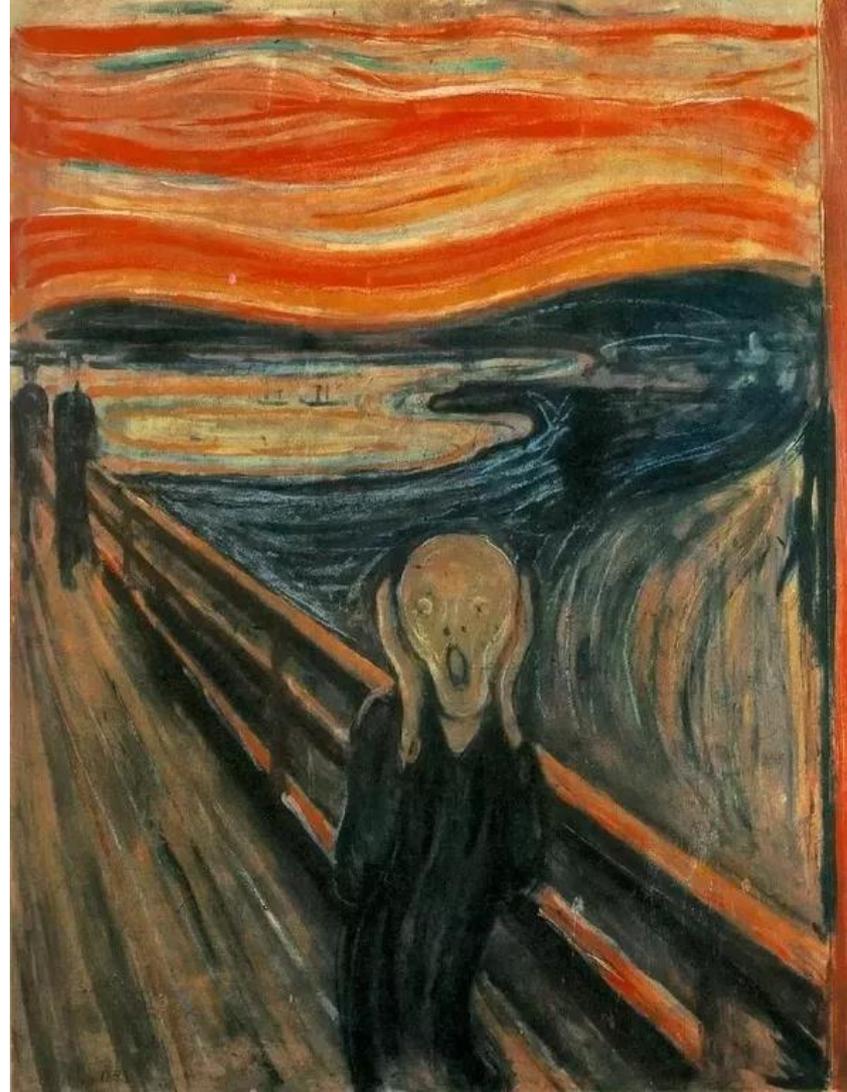
February 11th, 2019

Hélène Borgman

TALENT
NAAR
DE TOP

Choose:

1. Like very much

2. Dislike very much

3. Interesting but not my thing

4. Doesn't do much/neutral

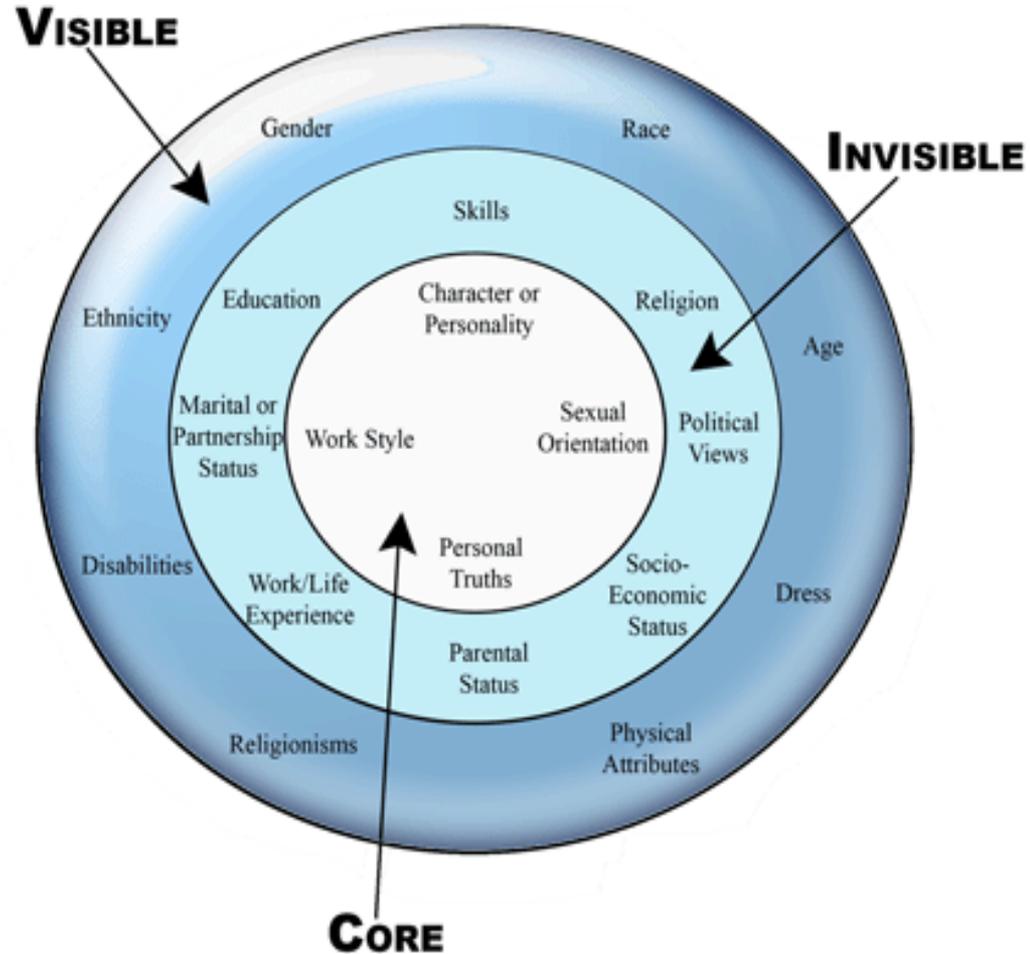# What is diversity?

Diversity
= What?

Inclusive Leadership
 = How?

Business case
= Why?

Diversity as a strategic theme

Organisational improvement
- Performance (Kochan et al 2003):
  - Better business/science
  - Better decision making
  - Innovation and creativity
- Results (Women Matter 1-5, McKinsey 2007 – 2012)
- Better understanding of client

Leadership
- Leadership: mix of styles, improved decision making
- Maximise team results

People
- Access all talent, including the international talent pools
- Employer of choice
- More retention, prevent regretted losses
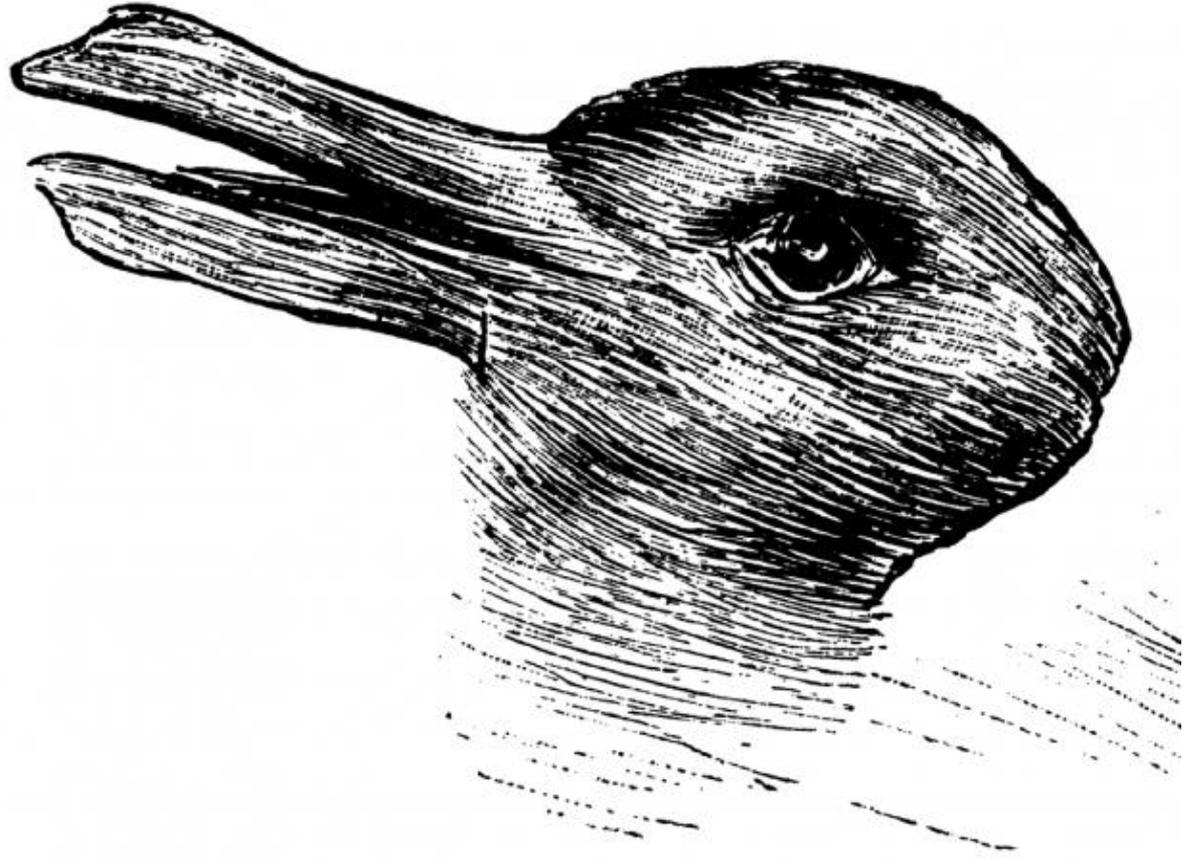- Maximised engagement through inclusion (Shore et al 2012)

Reputation and image
- Image in the corporate world
- Social responsibility

The First Impression

Expectations determine what we see

"My, my… on our way to the 7th floor?"

kjdlksfa
sdfkjldf
kjlkjdfkj
jdflkhdf
ijesdgd
qhkjhxc
kjdflkfa
dflkdfls
dfkjhkk
lkjfdkfh

green
red
yellow
blue
yellow
red
blue
yellow
green
red

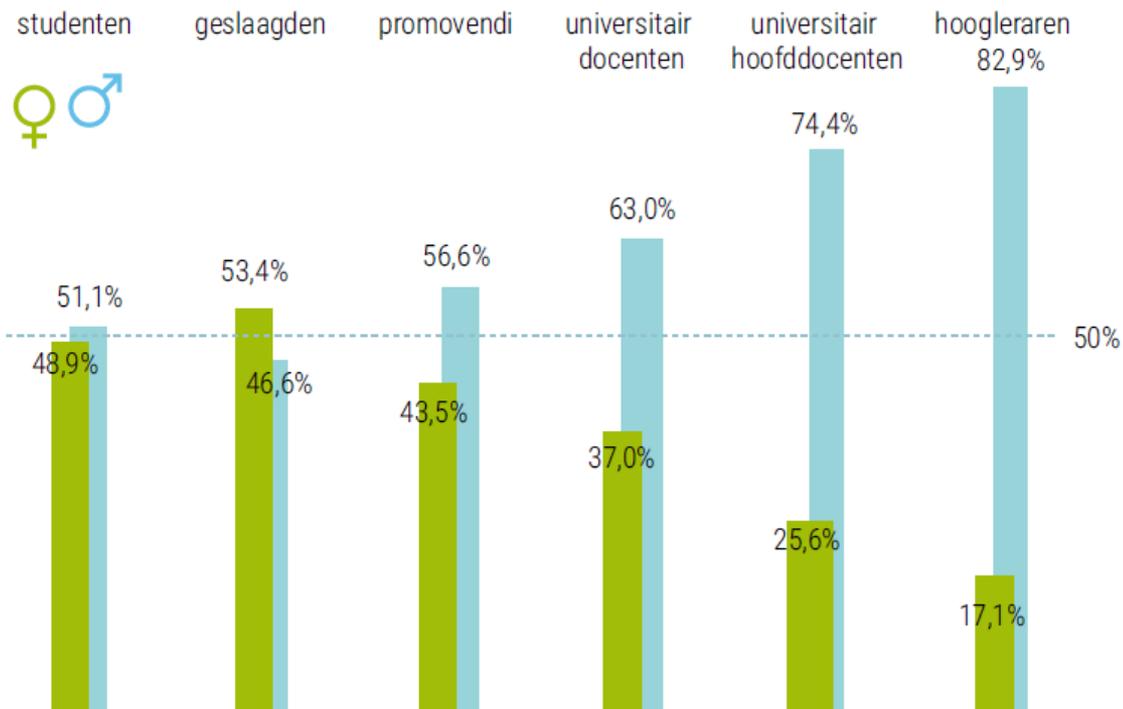| Masculine	Feminine
Task oriented	Process oriented
Commanding	Supportive
Competition	Collaboration
Stating ambitions clearly	Ambition shown through results
Vertical networking	Horizontal networking
Material rewards	Recognition, appreciation
Time input, presence	Work/life balance
Control and correct	Prevention
Short term, results	Long term, sustainable
Visionairy	Empathetic
Use knowledge	Share knowledge
Broadcaster	Listener
Tenacious	Flexible
One-dimensional, focussed	Multi-dimensional
Status, hierarchy	Values, teamwork
Career-focussed	Development-focussed
Risk taking	Risk avoidance

Mix of Leadership Styles

The figures

Grafiek 1.1 Percentage vrouwen van student tot hoogleraar (2014)

studenten — 51,1% / 48,9%
geslaagden — 53,4% / 46,6%
promovendi — 56,6% / 43,5%
universitair docenten — 63,0% / 37,0%
universitair hoofddocenten — 74,4% / 25,6%
hoogleraren — 82,9% / 17,1%

50%

Bron studenten en geslaagden: 1cHO 2014 , oktober 2014, in personen. Exclusief wetenschapsgebied Gezondheid. Bron personeel: VSNU, WOPI, ultimo 2014, in fte. Exclusief wetenschapsgebied Gezondheid.

Reflection

Inclusion: a definition

|	Belongingness Low	Belongingness high
Uniqueness low	exclusion	assimilation
Uniqueness high	differentiation	Inclusion Source: Shore e.a

Assimilation leads to

Employees that engage in covering strategies to fit into dominant organisational norms report:

- 16% less committed to the organization
- 14% lower sense of belonging to the organization
- 15% less likely to perceive having opportunities to advance
- 27% more likely to have considered leaving the organisation in the past twelve months
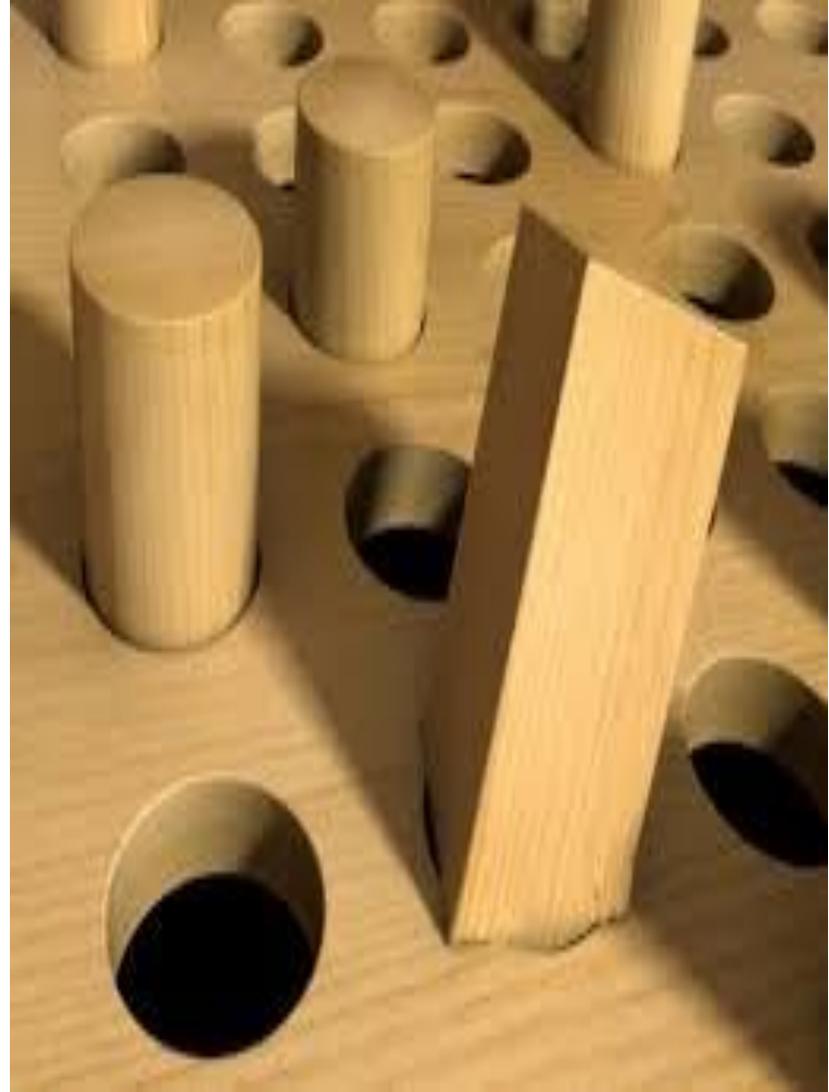
The real you matters

In- and outgroup

Group dynamics determine who has status and who doesn't

Ingroup	Outgroup
Higher score based on impression and prejudice	Lower score based on impression and prejudice
Less confirmation and proof	More confirmation and proof

The Power of Numbers (Valian)

- **< 10%**
  Behavior and performance of the members of the out-group is regarded as more negative than that of the in-group. Risk that out-group adapts to dominant behavior or pulls back

- **11-20%**
  Out-group assessed/experienced slightly less negative

- **Starting from 30%-up**
  Members of the out-group can make their influence felt without being excluded/punished
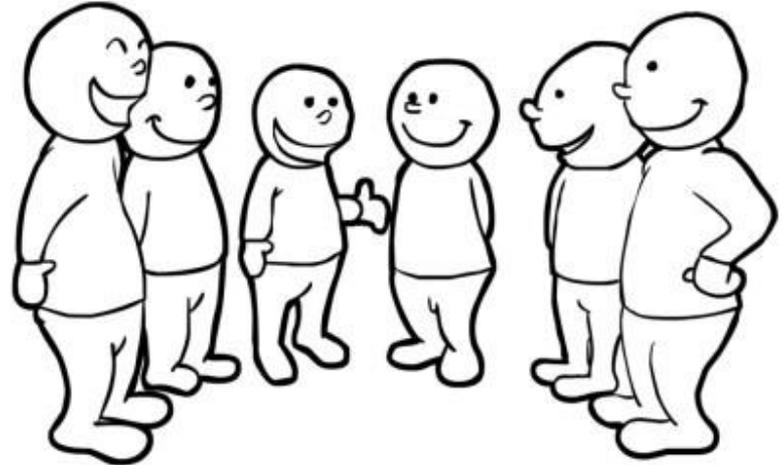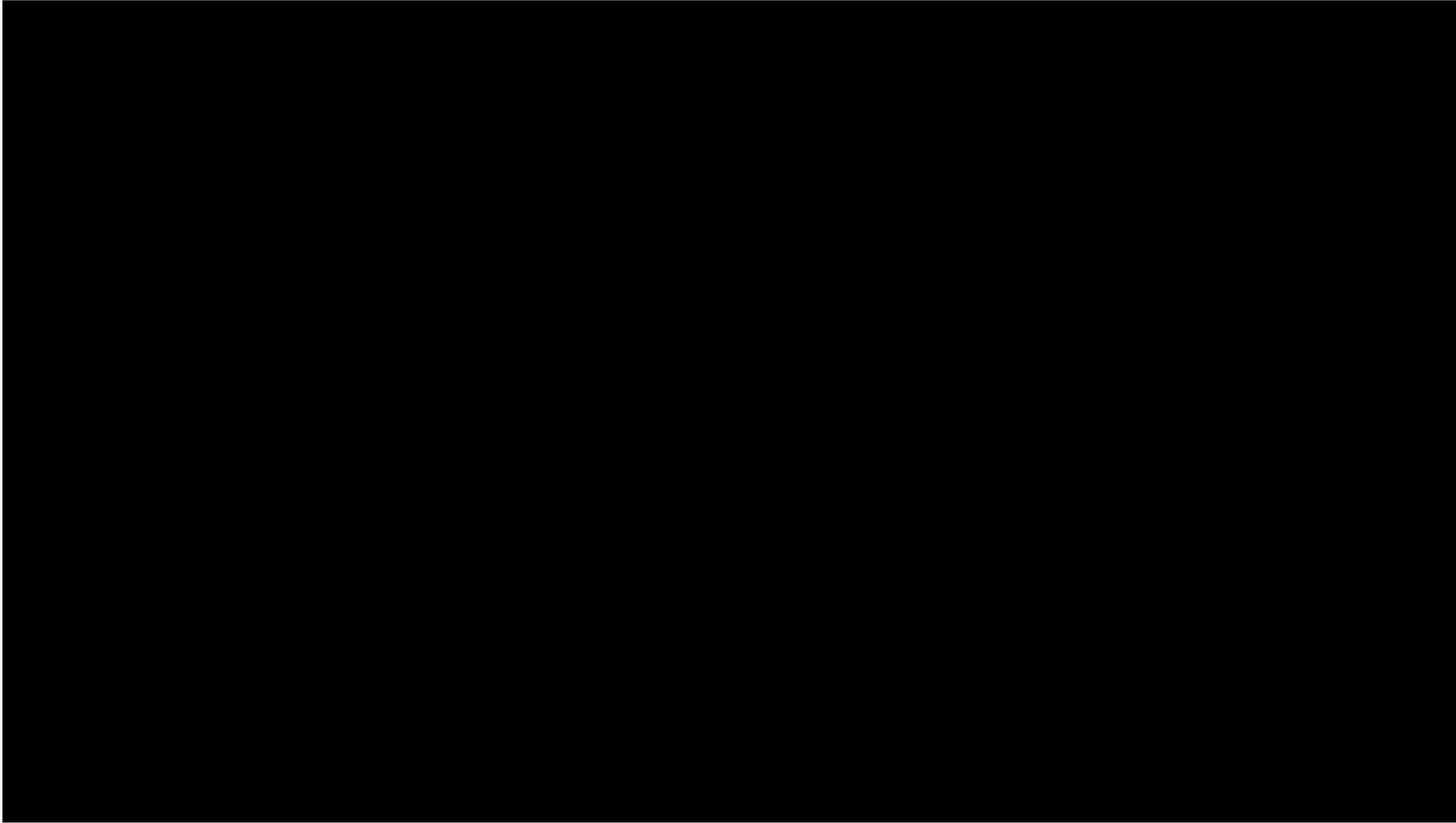
Why group think?

- 4 communication styles in groups (Kantor):
  – Mover
  – Opposer
  – Follower
  – Bystander

- People seek community through similarities

- Psychological safety **(**"shared belief held by members of a team that the team is safe for interpersonal risk-taking") is necessary to take the opposer role

Micro-biases

- Micro-inequities and micro-aggressions
- Often unintentional
- Over time can de-value, discourage and de-motivate
- Calling out makes you hyper-sensitive over overly politically correct
- Monitor your language and behaviour for a few days

Micro-inequities - examples

- ignoring contributions made by a team member during a meeting
- directing your conversation more to one person or group of people in the room compared with the others
- not including a colleague in an out-of-work social activity (even when well-intentioned)
- consistently mispronouncing a person's name
- confusing a person of a certain ethnicity with another person of the same ethnicity
- not making eye-contact with some individuals but with others
- actively soliciting and favouring the contributions of some team members over others
- failing to acknowledge the achievements and efforts of all members of the team
- raising your eyebrows, rolling your eyes, dismissive hand gestures or sighing loudly in response to someone's idea or presence
- ignoring emails from a person repeatedly
- asking a person to repeat themselves constantly because you have not listened in the first instance
- being repeatedly too busy to meet with an employee or colleague
- making assumptions about individual's sexual orientation, family arrangements, gender, religion, etc. for example, "Wives are welcome"
- providing unequal access to the information or other resources that empower individuals to perform their job tasks
- telling a woman to 'calm down' or to 'stop being so emotional'

Micro-aggressions - examples

- comments that compare an individual to a stereotype, even when the intention is to compliment such as, "you're very intelligent, for a woman" or "your English is good" to an individual of Asian descent
- making racist, sexist or homophobic jokes or remarks
- remarking on a women's body in a professional setting (whether or not the remark is intended to compliment or denigrate)
- questioning a woman's choice to return to work (or not to!)
- always asking the women to do the office housework (organise social events, tidy the kitchen, empty the bins, put away the coffee mugs, take the lunch order, take the minutes, answer the office phone).
- telling a male to "man-up"
- labeling someone or something as 'gay'

Inclusion

Diversity

Inclusion

What can leaders do?

- Foster a pro-diversity mindset and build diverse teams
- Foster a culture of respectful debate. For example by appointing a devil's advocate
- Develop shared norms that promote contribution from all team members
- Reward contributions from diverse members
- Share personal stories
- Be available
- Provide room to experiment and fail
- Avoid blame
- Model attention to outlaying information
- Model curiosity
- Model reasonable risk-taking and failure
- Model humility and courage
- Model openness to feedback and criticism
- Highlight competencies of individual members