



TRAINING THAT CREATES AN INCLUSIVE AND EQUITABLE WORKPLACE



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INTRODUCTION

Your Role in Diversity, Equity and Inclusion

Diversity. Inclusion. Diversity and inclusion (D&I). Diversity, equity and inclusion (DEI).

The terms are in danger of becoming buzzwords — but their popularity indicates their importance. We know that [having a diverse workforce improves business results](#), and we know that attracting and retaining diverse talent requires inclusion and equity. We also know that treating employees like human beings with dignity is just the right thing to do. As a learning and development (L&D) leader, what's your role in this process?

It's a critical one. Effective DEI programs go beyond stale compliance training and help employees understand themselves and their colleagues; uncover unconscious (and conscious) biases in a safe environment; and work to ensure that everyone is treated fairly and respected for his or her unique background, strength and perspective. This e-book explores the role of training in diversity, equity and inclusion, sharing expert contributions on topics that include:

- Unconscious bias and diversity training that works.
- Strategies for including and training people with disabilities in the workforce.
- Eliminating the gender gap in leadership development.
- How training professionals can help fight racism in the workplace.

As always, we would love to hear your perspective on these resources. Feel free to email us at editor@trainingindustry.com to share your thoughts.



Taryn Oesch
Managing Editor, Digital, Training Industry, Inc.

Career Pathways In L&D: The Path To Chief Diversity And Inclusion Officer



Taryn Oesch is the award-winning managing editor for digital content at Training Industry, Inc. and co-host of [The Business of Learning](#), the award-winning Training Industry podcast.

The benefits of organizational diversity are, by now, well known. In fact, a recent study by findcourses.com discovered that 72% of companies that offered [diversity and inclusion \(D&I\) training](#) in 2018 saw an increase in profits. Good D&I training, [according to the report](#), “should no longer be considered an afterthought, but rather as a way to drive real change, ensuring a pipeline of diverse talent that will foster innovation at your organization.”

Realizing the real business impact diversity and inclusion can have, many organizations now have chief diversity and inclusion officers (CDOs) on their executive teams. The CDO's role, according to Louis Montgomery Jr., practice leader for human resources and diversity officers at Korn Ferry, “is to help their organization attract, develop, retain and fully realize the value of a diverse workforce.” CDOs report to either the chief human resources officer or directly to the chief executive officer, and they “work closely with their human resources counterparts on ... such items as recruitment strategies, [succession and development planning](#), [employee engagement](#), and culture.”

“The CDO should be a resilient leader with influence in the organization.”

“An organization's people are [its] most valuable asset,” says Sandy Cross, former senior director of diversity and inclusion and now chief people officer for PGA of America. “Having an individual [who] is solely focused on investing in talent, deeply understanding what matters most to that talent and then bringing that to life in a way that inures to the benefit of the business is extremely powerful.”

BECOMING A CHIEF DIVERSITY AND INCLUSION OFFICER

H. Wes Pratt, chief diversity officer of Missouri State University, says he joined the university in 2008 as a coordinator for diversity outreach and recruitment, then became the interim equal opportunity officer and then the permanent director of institutional equity and compliance. In 2016, he was appointed CDO.

“There are a lot of paths to get [to the CDO role],” says Montgomery. Many CDOs start out in human resources, but people have also become CDOs with backgrounds in law, engineering, social justice, corporate affairs or another area. “The key is that they have demonstrated interest in doing work that helps the organization toward a diverse and inclusive culture,” he says.

Cross says that the “high-value components” of the path to CDO are “working in any area that allows you to develop a deep understanding of your business holistically, build relationships with internal and external constituents, and develop as a trusted leader who is thoughtfully strategic.” She recommends that L&D professionals wanting to become CDOs “operate with a growth mindset.” This field is continuously changing with each new generation of talent, and “staying on top of and ahead of cultural shifts will be essential to your ability to be effective in the lead-up roles to CDO.”

The CDO should be a [resilient leader](#) with influence in the organization and “a strategic operator who understands the business and the social environment in which it operates,” says Layne Kertamus, founder of Asperian Nation, which works with organizations on their [neurodiversity and inclusion](#) programs. Experience in talent management and training “is an asset,” he adds.

Korn Ferry research has identified three important competencies for CDOs: courage and persuasion, conflict management and a strategic mindset. Montgomery adds that to be a CDO, “first and foremost, you have to be an organizational strategist. You need the ability to take business strategy and align it to talent strategy. Being able to be an effective persuader [is important].” It also takes courage, because you have to be able to tell executives when they’re not acting inclusively or “why the needle isn’t moving.” Managing conflict is important, because “you may need to change the status quo, and there will be resistance.”

A recent [Russell Reynolds Associates study](#) identified four areas of expertise, or “archetypes,” for the CDO: human resources (45% of CDOs), D&I (30%), business (17%), communications (13%) and legal (11%). The study also identified five key competencies, saying that successful CDOs are “strategic executors,” “data-savvy storytellers,” “influencer champions,” “savvy and authentic communicators,” and “pragmatic disruptors.”

CDOs must have strong communication skills, according to Pratt. “They must be persistent while developing and increasing relationships with various [stakeholders].”

The ability to train could be an asset; as Pratt says, promoting diversity in an organization “begins with awareness, knowledge and skills development in order to create the cultural consciousness/competencies that value what all stakeholders bring to the institution and/or organization.”

Kertamus recommends earning a graduate degree and adds that skills and [credentials in training](#), organizational design, cultural studies, social justice, human resources, employment law, strategic decision-making, project management and public relations are helpful. “Be willing to be creatively deviant on D&I issues and always curious,” he adds.

CAREER PROSPECTS

“This is probably the best time ever to work in diversity, equity and inclusion,” says Montgomery. D&I is in the public eye and on executives’ agendas. “More than ever, organizational leaders understand that talent matters. The only way they can differentiate their organizations is through talent, which is increasingly diverse.”

According to [data from Indeed.com](#), diversity and inclusion job postings increased 18% from 2017 to 2018 and 35% from 2015 to 2018. Furthermore, a February [report from RedThread Research and Mercer](#) found that the global market for D&I technology is valued at “approximately \$100 million and growing,” suggesting there may be job opportunities there as well.

Unfortunately, the Russell Reynolds Associates study found that 53% of companies on the S&P 500 index have a CDO or equivalent position, and at organizations that do have a CDO, those executives “often lack the necessary resources or organizational support to make lasting changes.” Developing the ability to advocate for yourself and your team and [make the case for diversity](#) to business leaders should, therefore, be a key competency for CDOs. It’s also one that training managers know well.

Montgomery believes that the CDO role can be a stepping stone to the chief human resources officer (CHRO) role, and, indeed, Cross is proof that serving in a D&I leadership role can help you make that leap into the head “people” role. Understanding [the competencies required](#) of each role on your journey is key. The next step? [Continuous learning](#) and confidence should do the trick.

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Creating The Case For Diversity That Drives Profitability



Marjorie Van Roon, CPTM, is a senior manager of learning and development at Best Buy Canada. With over 20 years in retail L&D, she has a passion for impacting employee engagement, customer experience and business outcomes.

[Creating a more diverse workforce](#) is a major initiative for many organizations. Training departments are working hard to bring awareness to this topic and train our leaders in what diversity is, how to overcome biases and stereotyping, and much more. For leaders who understand that being diverse is the right thing to do, the messaging is easy. Other leaders, though, might be afraid that creating more diverse teams is a change to successful business practices. Could these initiatives jeopardize their sales and profitability? Training for this audience requires a different approach to gain their buy-in. They are going to want assurance that diversity is more than the right thing to do as a person and that it's also the right thing to do for their business.

WHAT DOES THE RESEARCH SAY?

Customers Want Diversity

Your workforce should reflect the diversity of your community. Many customers don't feel comfortable shopping at a company whose employees look too similar, and it can make it difficult to connect with someone who you think doesn't understand your needs. [Studies](#) show that customers want to shop where the workforce is diverse. In fact, according to [research](#) by Accenture, "Twenty-nine percent of all shoppers, and still more diverse ones, are likely to switch to a retailer that reflects the importance they place on I&D [inclusion and diversity]." By increasing the diversity of your workforce, you'll increase your customer base.

Diversity Increases Revenue and Profits

It makes sense that if you increase your customer base with a more diverse team, it will translate into more sales and profitability. [Generational diversity](#), [gender diversity](#), and ethnic and racial diversity all improve business results:

- According to [research](#) by SAP, stores with more generational diversity can have 75% higher gross margin profits than less diverse stores.
- A Gallup [study](#) found that "gender-diverse business units in the retail company have 14% higher average comparable revenue than less-diverse business units."
- McKinsey [research](#) found that "companies in the top quartile for racial and ethnic diversity are 35 percent more likely to have financial returns above their respective national industry medians."

TRAINING LEADERS TO THINK DIFFERENTLY ON HIRING FOR DIVERSITY

When it comes to diversity, most leaders want to do the right thing but don't realize how some of their practices are harming their efforts. Here are some obstacles and solutions that you may want to consider.

Looking for Culture Fit Rather Than Culture Add

Many hiring managers talk about how they want new hires to be able to fit in with the team's current culture — to be people their colleagues are comfortable going out for coffee with. It's a change in mindset for them not to look for someone to fit in but for someone who is different. However, if they are serious about increasing diversity, they need to be comfortable hiring candidates who are diverse in how they look and/or [how they think](#).

Overreliance on Referrals

Referrals are great. They let the hiring manager know that there's someone out there who's already been vetted by other team members — someone who is liked. Unfortunately, people tend to refer people from their social or family groups, which tend to be homogenous. Over time, relying on referrals will create a similarly homogeneous workforce. Widening your search will result in more diverse applicants.

“By increasing the diversity of your workforce,
you'll increase your customer base.”

Misalignment Between Leaders and Recruiters

Who is doing the initial screening and interviewing for hiring at your organization? Do they understand the organization's strategy for increasing diversity? Sometimes, the organization's leaders are on board with hiring a diverse team, but the message hasn't made its way down to the people who are doing that initial screening. I spoke to a hiring coordinator who was surprised to learn that their organization was trying to hire a more diverse workforce: “I had no idea. I was just hiring people I liked.” By aligning the messaging to everyone involved in the hiring process, you'll see more diverse candidates.

Creating a diverse workforce has to be a concerted effort from the top down. Training can play a huge role in changing an organization's perspective on diversity

“Creating a diverse workforce has to be
a concerted effort from the top down.”

and training leaders to think differently. When your leaders have misgivings about what diversity might do to their business, you'll need to be prepared with more than just an awareness campaign. If you can align your diversity training with the needs of your leaders, you'll be able to make a significant impact.

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5 Myths About Employees With Disabilities — Busted



Taryn Oesch is the award-winning managing editor for digital content at Training Industry, Inc. and co-host of [The Business of Learning](#), the award-winning Training Industry podcast.

In 2019, 180 companies participated in the Disability Equality Index (DEI), an initiative that benchmarks organizations’ “disability inclusion efforts” and publishes a list of “Best Places to Work for Disability Inclusion.” Since its creation in 2014, “there has been a significant spike in participation and a growing need from corporations to utilize the DEI to advance disability inclusion across their businesses,” [according to the 2019 report](#).

Is your organization taking notice of the growing interest in ensuring equitable employment for people with disabilities? If so, you may be concerned about how your new “[Autism at Work](#)” or other inclusive hiring initiative will impact talent development and management. After all, there are a lot of myths about people with disabilities, particularly when it comes to the workplace.

“Training leaders on psychological safety and training employees on disability awareness is a good first step to take.”

Fortunately, these myths are just that — myths. Managing and training employees with disabilities can be not only doable but rewarding as well (you may already be doing it without knowing it). Here are five common myths about [disability inclusion in the workplace](#) — and the truths that will make your organization more welcoming, supportive and successful.

1. YOU DON'T HAVE ANY EMPLOYEES WITH DISABILITIES

A [survey by the Center for Talent Innovation](#) found that while one out of three professionals has a disability, only 13% have a “visible” (i.e., noticeable) disability. What’s more, 61% of employees with disabilities have not disclosed their disability to their manager, 76% have not disclosed it to their teams, 79% have not disclosed it to the human resources (HR) department and 96% do not disclose it to clients.

The 62% of employees with an “invisible disability” (e.g., autism, mental health conditions, chronic illnesses and ADHD) face a dilemma: disclose the disability

and potentially receive support and accommodations — but discrimination and prejudice as well — or keep it a secret, potentially losing out on critical support but staying protected from conscious or unconscious bias.

The costs of keeping a disability a secret at work are high: The Center for Talent Innovation survey found that employees with disabilities who do not regularly disclose them are more likely to feel unhappy, nervous, anxious and/or isolated at work. Of course, the costs of bias are also high, making some workplaces a lose-lose for workers with disabilities.

Your organization likely has a significant number of employees with disabilities. Do they feel safe to be fully themselves at work? If not, training leaders on [psychological safety](#) and training all employees on unconscious bias and disability awareness is probably a good first step to take.

2. ACCOMMODATIONS ARE TOO EXPENSIVE

The [Americans with Disabilities Act \(ADA\)](#) requires both private and public employers in the U.S. to make “reasonable accommodations” for employees with disabilities, provided those accommodations do not result “in undue hardship” to the employer. It’s a common misconception that such accommodations are costly in terms of money, time and effort. However, [according to the U.S. Department of Labor](#), “two-thirds of accommodations cost less than \$500, with nearly a quarter costing nothing at all” — but such accommodations can return an average of \$5,000 to the employer.

The type (and cost) of accommodation depends, of course, on the individual and his or her disability or disabilities. However, here are some common accommodations:

- [Accessible or assistive technology.](#)
- Accessible content, such as [eLearning](#).
- An [ergonomic](#) work station.
- [Flexible scheduling or remote work.](#)
- Job aids.
- [Job coaching.](#)
- Reserved parking.

3. AUTISTIC EMPLOYEES SHOULD WORK IN TECHNOLOGY

Major corporations have begun [autism hiring initiatives](#) to recruit and train autistic people for jobs, often in technical fields. HP Enterprise/DXC Technology's [Dandelion Program](#), for example, offers internships and jobs in cybersecurity, data analytics and software testing, while [Microsoft's Autism Hiring Program](#) recruits autistic employees for engineering, data science and program management jobs.

While it's true that many autistic people have skills that transfer well to these types of roles, such as [attention to detail and pattern recognition](#), it's also true that each autistic person is unique, just like each person without autism is unique. The trend toward personalized learning and customized employee experiences is true here, too. Managers should get to know their employees as individuals (regardless of whether they have a disability) and approach management and training accordingly.

“Hiring people with disabilities can help you reach that market.”

Organizations have found success with autistic employees [in a variety of fields](#), from finance and entertainment to retail and restaurants.

4. INCLUSION INITIATIVES ONLY BENEFIT THE EMPLOYEES WITH DISABILITIES

While the benefits of inclusive employment to the employees cannot be discounted, it's also important to realize that having colleagues with disabilities is beneficial to non-disabled employees and the organization as a whole. Inclusive organizations, on average, have 28% higher revenue, 200% higher net income and 30% higher economic profit margins, [according to an Accenture report](#). In addition, having a workforce that's representative of the general population (26% of whom, in the U.S., have a disability) improves your organization's ability to serve your customers. The discretionary income of working-age people with disabilities is \$21 billion, [according to the American Institutes for Research](#). Hiring people with disabilities can help you reach that market.

Co-workers without disabilities benefit from a diverse workforce in several ways, in addition to better organizational performance. Some workplace accommodations, such as [accessible learning](#) and flexible work options, are helpful to all employees, regardless of disability status. In addition, “working alongside employees with disabilities makes non-disabled individuals more aware of how to make the workplace

more inclusive and better for everyone,” according to the Accenture report. Finally, [inclusive marketing and advertising boost](#) a company’s reputation, making all of its employees feel more pride in working there.

5. EMPLOYEES WITH DISABILITIES WILL REQUIRE SIGNIFICANT ADDITIONAL TRAINING

Most of your employees with disabilities require no more or less training than the rest of your workforce. Employers are not expected or required to hire people who aren’t qualified for the position; your learners with disabilities went through the same screening as your learners without disabilities and are ready to perform.

Like any other employee, workers with disabilities need ongoing learning in order to grow and succeed. They may need some [accommodations to help them learn](#) (and they may not), but ensuring equitable access to high-quality training for a diverse workforce should be a given in the modern workplace. There are also many organizations you can partner with to hire and onboard prequalified employees with disabilities or to support your training efforts for current employees.

Improving the employment rate of people with disabilities is not a vague aspiration or a pie-in-the-sky dream. In the future of work, it’s a necessity for organizations to be both successful and ethical. By challenging these five myths when they pop up in your organization, you will be well on your way to creating a just, productive and engaging workplace.

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Inclusion: 6 Strategies To Move From Illusion To Reality



Ben Haack is a Special Olympics athlete from Australia, an accomplished football player, mentor and ambassador for Special Olympics Australia. He is a member of the Special Olympics International Board and is a leader both off and on the field.

There is a lot of appetite for inclusion in the workplace. Many companies and organizations employ diversity and inclusion specialists. There may be some signs of inclusion and certainly there is more diversity, but are people working in more inclusive workplaces? The reality is that these concepts have not yet achieved real systemic change.

People with [intellectual disabilities \(ID\)](#), representing roughly 3% of the total population, are still one of the least employable groups in the world. According to the [U.S. National Core Indicators report](#), only 19% of people with intellectual disabilities have a paid job.

Why is that? It has to do with a lack of understanding and a fundamental belief that people with ID are not employable, are too risky, and will require a massive amount of costly training and support. For people with intellectual disabilities — one of the most misunderstood minority groups in the world — this presents a great challenge.

Studies have shown that when companies employ a [diverse workforce](#), they achieve significant improvements in their business bottom line. It happens because diverse team members create much more objective and creative solutions, which result in better products and services. These results are the direct impact of diversity.

Meaningful inclusion is an important “friend” of diversity that is harder to achieve. It helps staff improve their understanding of difference and be better equipped to use this understanding to everyone’s advantage. Inclusion creates visible improvements in terms of staff happiness, positive culture and, ultimately, productivity. It helps organizations change, serve their customers better and open up new markets.

[People with intellectual disabilities](#) bring to a team not only unique perspectives but also multiple talents and gifts, including bravery, perseverance and empathy. When given a chance, they effectively share these gifts with others and create lasting attitude and behavior changes, thus improving the overall culture of teams and the organization. Take [Hannah Atkinson](#) as an example. A Special Olympics medal-winning alpine skier, she is hard at work changing others as a valuable team member of Olive Garden and a Denver7 news reporter.

How does this true inclusion happen? What does it take? We live in an era where there are mechanisms, tools, funding and ways to enable meaningful inclusive opportunities for everyone.

One such tool is Special Olympics' approach to leadership development, called Unified Leadership. It is rooted in two key elements. The first is to train and develop people with intellectual disabilities (the minority group) to increase confidence and skills and become leaders in their community. The second element is to educate people without intellectual disabilities on how to be more understanding, how to accept difference and how to develop a more inclusive way of thinking. The second approach is best achieved when people with and without disabilities come together to learn from each other. This is where the magic of opening up hearts and minds happens. Typical inclusion development initiatives miss one of these two elements.

“We live in an era where there are mechanisms, tools, funding and ways to enable meaningful inclusive opportunities for everyone.”

The practice of building a more inclusive business culture requires a change of thinking around the traditional workplace. The following six strategies can help drive this change:

1. MAINSTREAM

Ensure that creating an inclusive culture becomes everyone's business and responsibility. People at all levels carry on the organizational culture, after all. Bringing C-suite leadership on board with this necessary change and creating an urgency among the entire team is crucial.

2. EDUCATE

Provide training to people on verbal and nonverbal cues, and support and initiate adaptations that create an empowering environment for people with disabilities. It is also simply “letting go” so that people with disabilities can fulfill their potential.

3. ENGAGE

Create ongoing efforts for employees to interact with and learn from people with disabilities. This could open you up to new approaches, new products and all sorts of possibilities.

4. CHECK

Ensure solutions are making an impact by gathering feedback. For example, people with disabilities could review a recruitment process, because hiring processes typically use inflexible measurement tools that discourage [neurodiverse](#) applicants. Adjusting advertising, application and interview processes slightly could open your organization to rich neurodiversity, while maintaining a solid rigor.

5. ADAPT

Commit to and implement ideas of the truly adaptive workspace, including flexible hours and locations, noise levels, and other adjustments that would make your office a better place for everyone, not just workers with a disability.

6. DISCOVER

Tap into the diversity and talent of your staff members with disabilities. It could lead to all sorts of possibilities, including better products and a completely new way of looking at your business.

Just like companies invest in information technology (IT) or ramps and accessibility for people with physical disabilities, so, too, should they invest in the necessary mechanisms to be more inclusive of people of diverse cognitive abilities to help develop better cultures, mindsets and values.

If you look to hire people with disabilities and accept them as they are, your company will be better positioned to engage with an important segment of your customer community. You will also discover that being more inclusive will help everybody, because your organization will be much better at understanding people, which is such a key ingredient of business success.

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Beyond Diversity: The Science Of Inclusion And Belonging



[Dr. Britt Andreatta](#) is an internationally recognized thought leader who creates brain science-based solutions for today's challenges and has published several books on the brain science of success, including "Wired to Connect: The Brain Science of Teams and a New Model for Creating Collaboration and Inclusion." As the former chief learning officer for Lynda.com (now LinkedIn Learning), Britt is a seasoned professional with more than 25 years of experience.

We all know that diversity is important, but without inclusion and belonging, your organization won't maximize the benefits that diversity brings, including:

- Innovation and creative problem-solving.
- A focus on facts and the identification of potential problems, leading to error reduction.
- Conflict resolution.

When leaders value and support diversity, these benefits multiply, making diverse organizations more successful on several levels. A [McKinsey study](#) found that their financial returns are as much as 35% above their industry medians. They experience higher return on equity and higher income growth compared to their less diverse counterparts. And they have better employee engagement and reduced employee turnover.

It's important to remember that diversity is not just about race and gender. It includes age, ethnicity, spirituality and religion, sexual orientation, political views, work styles, and more. In fact, millennials (who now make up [around 50% of the global workforce](#)) view diversity much more broadly than their Gen X and baby boomer colleagues, considering things like the unique viewpoints and experiences that diverse people bring to the team or organization.

Millennials also care deeply about inclusion — which is smart, because inclusion plays a vital role in bringing out the best of members of diverse groups. In fact, both inclusion and belonging are critical for the success of your organization. If your leaders prioritize them, you will gain a significant competitive advantage. Here's why.

1. BIOLOGICALLY, EXCLUSION CAUSES PAIN

Neuroscience researchers at Harvard, Purdue, Duke and UCLA (just to name a few) have found that exclusion lights up the same regions of the brain as physical pain. "Being excluded is painful because it threatens fundamental human needs, such as belonging and self-esteem," [says Dr. Kipling Williams of Purdue University](#). "Again

and again research has found that strong, harmful reactions are possible even when ostracized by a stranger or for a short amount of time.”

In fact, one fMRI study showed that pain medication can reduce the impact of rejection (which is, perhaps, a contributing factor to the opioid epidemic).

2. EXCLUSION HARMS PERFORMANCE

People don’t just bounce back from exclusion, either. When they are first excluded, studies show, people tend to have one of two responses: Some try harder to be included, engaging in behaviors designed to help reintegrate them into the group, such as conforming, complying and cooperating. When people feel that there is little hope of inclusion, on the other hand, they are likely to seek it elsewhere, essentially rejecting the group that rejected them.

When exclusion or ostracism occurs over a long period of time, and people have to return every day to an environment where they feel they do not belong, they shift to resignation. The effects of long-term exclusion are devastating and include being less able to perform difficult tasks successfully, poor impulse control, poor sleep quality and immune systems that do not function as well as they should. Excluded people also experience sadness, anxiety, depression, helplessness and feelings of unworthiness. Some self-medicate with substance abuse to relieve the immediate pain; however, this short-term relief tends to lead to a downward spiral of guilt, shame and further rejection. Some sufferers become increasingly angry.

“Long-term rejection can fuel disengagement, apathy, aggression and even violence, whereas inclusion only brings benefits.”

Any form of exclusion is painful and damaging to individuals, their teams and their organizations. Long-term rejection can fuel disengagement, apathy, aggression and even violence, whereas inclusion only brings benefits. In her research, Dr. Christine Cox of New York University’s Langone School of Medicine has identified six areas that are enhanced by inclusion and worsened by exclusion: intelligent thought and reasoning, self-care and self-improvement, prosocial behavior, self-regulation, a sense of purpose, and well-being. Each of these items represents real financial gains or losses for teams and organizations.

3. BELONGING IS THE GOAL

Belonging is the feeling of being part of something and mattering to others. We create it through inclusion, which consists of intentional acts. Employees don't need to be popular or liked by everyone, but they do need to have a sense of belonging somewhere and with someone.

Employee engagement is not just a measure of work pride and productivity; it's also a valuable indicator of inclusion or exclusion. As a result, it's important that measures of engagement include questions like, "Someone at work cares about me as a person" or, "I have a friend at work." It's also why orientation or onboarding efforts are more effective when companies go beyond the basics of employment and help people integrate socially into their new community through programs like pairing new employees with a mentor or buddy. In fact, a study by the Aberdeen Group found that high-performing organizations are over twice as likely than lower-performing ones to assign a mentor or buddy during onboarding. The ability to find your tribe, even if it's just a tribe of one, can make all the difference.

It's worth noting again that belonging is not about being universally liked. In fact, we each have our own perception of how big our tribe needs to be. But research shows that, at work, what matters most to people is feeling they can make a meaningful contribution and that others value their work. From a tribal perspective, this feeling means that they're needed and, therefore, less likely to be ousted. Neurologically, that sense of security is enough to settle the amygdala and enable people to reach higher-order thinking skills like logical analysis and innovation. As we gain more confidence of our position in the group, we perform better. And, as we perform better, we gain more confidence.

4. INVEST IN TRAINING TO SHIFT YOUR CULTURE

Some of us find true, deep belonging at work, but not everyone will. At minimum, however, we all need psychological safety: the ability to make a valuable contribution without fear of being ridiculed or rejected. We also need our colleagues to be more aware of the subtle, and often unintentional, ways they create exclusion through their words and actions. If you want to create inclusion and belonging, you must also address unconscious bias, microaggressions and privilege, all of which impact our daily interactions with colleagues and either contribute to or harm their sense of inclusion and psychological safety.

Recognizing the importance of inclusion and psychological safety, more and more

companies are investing in [diversity and inclusion training programs](#) that help people have these difficult but important conversations and shift their focus to actions they can take to create inclusion. Companies like Amazon, Johnson & Johnson, AT&T, Kaiser Permanente, Ernst & Young, and eBay are all creating more inclusive workplaces through efforts like [employee resource groups \(ERGs\), networks](#), learning experiences, conferences and [leadership development programs](#). Importantly, they are making inclusion a performance marker for managers, who have clear diversity and inclusion goals that they are accountable for achieving.

“Belonging is the feeling of being
part of something and mattering to others.”

Diversity, inclusion, psychological safety and belonging are not just trendy training topics. They are the bedrock of an organizational culture that positively impacts all the metrics that matter. If you want to drive better engagement, retention, productivity and innovation, then make this investment your biggest priority in 2020.

Parts of this article were excerpted with permission from “[Wired to Connect: The Brain Science of Teams and a New Model for Creating Collaboration and Inclusion.](#)”

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Diversity Training: You're Doing It Wrong



Angela Rogers is a Ph.D. student in workforce education and development at Penn State, where she also works as a communications specialist, trainer and facilitator. She has a master's in workforce education and development from Penn State, and her areas of interest are onboarding, mentoring, career development, and diversity and inclusion.

Everyone you know would probably agree with this statement: Racism and discrimination are wrong, and diversity is important.

Then, why is it that even in 2020, there are still many inequities in the workplace when it comes to [race](#) and [gender](#)? Your organization probably has a statement about valuing diversity in your recruitment materials and loves to highlight the diverse faces who have made it to the upper levels. You are preaching and practicing diversity management, implementing [training on implicit bias](#), and on the lookout for [microaggressions](#) or microinequities.

DIVERSITY MANAGEMENT, IMPLICIT BIAS AND MICROAGGRESSIONS: THE PROBLEM

Here's why your well-intentioned efforts are not making a real difference: [Research demonstrates](#) that all three of those popular approaches to addressing workplace diversity are deeply flawed.

First, diversity management [sweeps away previous ideas](#) about fairness or equity that affirmative action and equal opportunity initiatives were based on to position diversity as a strategic business imperative. It is true that [diversity can have strategic benefits](#) if organizations are prepared to capitalize on it, but this approach defines "diversity" so broadly that it can ignore real inequalities. [Research shows](#) that this approach confuses employees about what diversity actually means, making some think that working from home or wearing flip flops to the office is "diversity."

[Implicit bias](#) is an unconscious and primarily negative response toward people we don't know well. It is a more palatable approach in diversity training, because instructors can claim that it's universal and innocent. It is true that everyone has implicit bias, but it always works in favor of the dominant group. Like diversity management, this approach erases the ideas of racism and sexism from diversity training. [Research shows](#) that the focus on individual implicit bias focuses on the symptom, camouflaging rather than illuminating the structural aspects of prejudice.

Microaggressions are everyday unfair and unkind treatment toward minorities.

Maybe you read about microaggressions and even facilitated a book discussion on the topic. It is true that [microaggressions are harmful and reflect interpersonal power differences](#), but [they do not occur in a vacuum](#). [Research shows](#) that microaggressions are a tactic for defending white privilege in organizations.

“Like diversity management, implicit bias erases the ideas of racism and sexism from diversity training.”

These approaches — diversity management, implicit bias awareness and microaggression discussions — focus on individual rather than structural racism and discrimination and both [deny and rely on white privilege and white ignorance](#). If these terms are unfamiliar or make you feel defensive, [Peggy McIntosh's well known 1989 essay](#) may be useful. Like your co-workers, you [probably didn't learn all the facts about colonialism, slavery, the Civil War, Reconstruction and racism](#) in school. You can do something about it now.

A BETTER APPROACH

[Experts suggest](#) that a more effective approach to fostering real diversity and plurality in the workplace has several steps:

1. Clarify the definition of diversity, making sure that it doesn't forget groups who have historically been marginalized and denied equal access to resources.
2. Ask each person to take responsibility for developing his or her own racial self-awareness, understanding the real harms of racism.
3. [Train leaders](#) to more effectively handle diversity tensions within their teams and to treat all co-workers with respect and kindness; after all, they set the example.
4. Promote an organizational approach that encourages accountability for impact rather than simply intentions.

Overall, what our organizations need is appreciation for heterogeneity, a more nuanced understanding of what discrimination and harm look like, and an organizational commitment to dismantling structural inequality.

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5 Ways To Use Mentoring To Create An Inclusive Workplace



Lisa Z. Fain is the CEO of the Center for Mentoring Excellence and co-author of “Bridging Differences for Better Mentoring.”

There is a growing consensus that [inclusive work environments](#) yield better results. When employees feel included, they are more engaged and perform better. Organizations that are moving the needle on inclusion know that it is important to create a shared understanding of inclusive behaviors, of the benefits of having a diverse workforce, and of the link between inclusion and their organization’s mission and vision.

Training programs and leaders who model inclusive behaviors are essential to creating inclusive work environments, but they alone are not sufficient. When employees have meaningful workplace relationships with people who are different from them, organizations will become more inclusive. These relationships are where mentoring comes in.

A MENTORING CULTURE DRIVES INCLUSION

[Diverse teams](#) outperform monocultural teams in the workplace when those individual differences are valued and leveraged. When differences are ignored, organizations miss the benefits of diversity.

A mentoring culture is a culture that nurtures deeper working relationships and values the development of all employees. When employees have a place where they can focus on their own development, take risks, explore possibilities, gain exposure to senior leaders who get to know them, and understand that differences are not just seen but also valued, they can feel understood and appreciated and know that they are an integral part of the organization.

AN EFFECTIVE MENTORING INITIATIVE CAN BUILD EQUITY

An inclusive workplace cannot exist without equity, which means that all individuals have equal access to opportunities. Why is this so important? In his book “Empowering Yourself: The Organizational Game Revealed,” Harvey Coleman notes that there are three factors that comprise success in the workplace: performance, image and exposure. In a perfect world, our job performance would account for all of our career success, but even for people whose performance is exceptional, their on-the-job performance accounts for only 10% of their career success. The other 90%

of success is attributed to image, or the impression an organization or individual has about their ability to succeed (30%), and exposure, or access to opportunities (60%).

Unlike supervisory relationships that focus on the employee's performance, mentoring relationships focus on that other 90% of success. While a mentor can provide some developmental guidance on a mentee's performance, the true benefits of mentoring come when mentoring pairs focus on image and exposure. Mentors can be a mirror to mentees by providing feedback on how the mentee is perceived and by exploring ways the mentee can show up authentically and favorably.

Mentors can increase exposure by presenting new possibilities, opening doors, and introducing mentees to people and opportunities. They can help mentees show up authentically and favorably, because they provide a safe space to provide feedback and a safety net.

“When differences are ignored,
organizations miss the benefits of diversity.”

Just knowing there is someone in the organization who understands and values them for who they are can help improve mentees' performance and create a willingness to contribute to their fullest.

MENTORING HELPS DEVELOP CULTURAL COMPETENCY

Cultural competency is the ability to understand, appreciate and interact with people from cultures or belief systems different from one's own. An organization cannot be inclusive without a culturally competent leadership team and workforce.

Cultural competency requires exposure to people who are different from us in a meaningful way. When we become culturally competent, we stop judging differences as good or bad or as better or worse. Instead, we learn about those differences and how they impact others' perspectives, motivations and worldviews.

Mentoring helps build cultural competency by creating familiarity and understanding, which may help bridge differences. For example, a mentor might be surprised to learn that her mentee has a different view of authority, is motivated by something entirely different than she is or has a different threshold of tolerance for ambiguity. If the mentor had learned about these differences in the absence of a personal

connection, she might be more likely to judge or dismiss them. Through her relationship with her mentee, she can begin to understand these differences and see how they might be significant for him and for others.

Cultural competency cannot be built in a classroom. It grows in trusting relationships where each person can show up authentically. It is developed by creating safe spaces like in a mentoring relationship, where both parties can share their insights and struggles. The skills and awareness that are built in these relationships transfer throughout the organization, helping mentors and mentees better deal with differences among their co-workers.

Here are five ways to make sure that your mentoring relationships produce these benefits:

1. TRAIN YOUR MENTORS

Mentoring is a skill and a leadership competency. Good leaders do not necessarily know how to mentor. If you want to make sure that your mentors create a safe space to explore and understand differences, you have to make sure they [learn and practice good mentoring skills](#).

2. PROTECT MENTORING TIME

Many mentoring initiatives go awry when mentees' supervisors schedule team meetings over mentoring meetings. Ensure that all managers understand the organization's commitments to mentoring, and create the expectation that mentoring time is protected.

“When done right, mentoring is an invaluable tool for creating more inclusive, equitable and culturally competent workplaces.”

3. CREATE ACCOUNTABILITY

Even the most successful mentoring pairs need support from their organizations. Check in regularly with mentors and mentees to make sure they are on track, and ask mentoring pairs to share their goals and their achievements along the way. Encourage mentoring pairs to set a structure for their relationship, including how often they will meet, where they will meet and over what period of time. To ensure that they are developing cultural competency, encourage mentoring partners to

discuss diversity and explore the differences between the two of them. Check in to see what they have learned.

4. FOCUS ON BUILDING TRUST

It takes time to build a trusting relationship. Encourage pairs to take the time to get to know one another and set up their relationship before diving into setting goals and creating action steps toward achieving them. Provide tools for trust-building exercises.

5. MEASURE RESULTS

Your mentoring investment has a return, and [you can measure it](#). To gauge results, measure improvements in promotion, retention and advancements statistics for women, people of color and members of other targeted underrepresented groups before and after a mentoring initiative. Don't forget to gather qualitative data, too. Gather testimonials from your mentoring pairs, and celebrate achievements. Consider sending a self-assessment about cultural competency at the beginning of the relationship and again at the end to measure progress.

When done right, mentoring is an invaluable tool for creating more inclusive, equitable and culturally competent workplaces. By using mentorships to build leaders who model inclusion through transparency, trust and tangible feedback, you can create a workplace that fosters growth, engagement and loyalty.

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How To Use Coaching To Support Diversity And Inclusion



LaTonya Wilkins, ACC, is an ICF-credentialed empowerment and executive coach, global culture leader, and keynote speaker. She helps people, organizations and entrepreneurs thrive and helps organizations better connect with their employees. Her coaching clients include C-suite executives, members of underrepresented groups, flourishing entrepreneurs, ambitious leaders and purpose-driven professionals.

[Unconscious bias training](#) is often the go-to solution for diversity, equity and inclusion (DEI). Companies in the U.S. spend an estimated [\\$8 billion](#) each year for leaders and [high-potential employees](#) to reveal unconscious biases and subtle discriminatory behaviors in the hopes of fostering a more inclusive environment. By and large, however, these types of initiatives have not led to long-term results.

The good news is that there's a better way. Organizations have other options for developing dedicated leaders who take meaningful actions to ensure that underrepresented employees can thrive, instead of simply survive. Too often, however, companies treat leadership training and [diversity and inclusion \(D&I\)](#) training as separate initiatives. Organizations cannot isolate the latter and treat it as a luxury that they can only implement when they have extra budget. An organization's attitude toward creating an inclusive culture and making all employees [feel psychologically safe](#) is an essential part of leadership. It's plain and simple: A lack of diversity and inclusion is a symptom of a leadership problem.

So, what's next? You may have tried everything to foster diversity, equity and inclusion in your workplace, but what actually works? One answer is investing in and nurturing a coaching culture.

CHANGING BEHAVIORS FOR THE LONG TERM

A 2017 meta-analysis of nearly 500 implicit bias studies found that attempts to correct underlying biases [rarely result in long-term behavioral changes](#). While leaders who are sent to implicit bias training sessions leave with a heightened understanding that biases exist, they often lack the tools to take sustained corrective action. Absent of any concrete action items, leaders revert to the status quo.

When combined with other DEI efforts, [coaching](#) is a powerful and effective method that helps leaders and managers arrive at their own solutions instead of being told the steps they should take. The International Coaching Federation (ICF) [defines coaching](#) as “partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.” With coaching,

the leader — or any coachee — sets his or her own agenda and desired outcomes, and the professional coach ensures accountability every step of the way.

“An organization’s attitude toward creating an inclusive and psychologically safe culture is an essential part of leadership.”

A coaching approach to [inclusive leadership development](#) frames the conversation differently than traditional training, because it is empowering and leader-focused. Leaders set their own individual goals around DEI and learn to build capacity instead of dependency when it comes to identifying their own solutions to common DEI and other workplace challenges. The awareness and desire to change is a powerful “Aha!” moment that occurs as the result of a coach’s [active listening](#) and probing questions.

COACHING UNDERREPRESENTED EMPLOYEES

The unique nature of coaching can also help elevate underrepresented employees, who often experience unique challenges in the workplace. Employees of color, women and LGBTQ employees can experience an “[emotional tax](#)” in the form of a heightened sense of guardedness against bias, in addition to managing everyday organizational stresses. Related to the emotional tax, underrepresented employees often face challenges related to trust, inclusion and job satisfaction that can have a negative effect on their emotional well-being. These issues also put them at risk for becoming disengaged or even deciding to leave the organization.

Coaching has proven to address and mitigate such challenges. Companies that strive for a high-performing coaching culture should also ensure that their roster of experienced coaches includes coaches who [understand the unique challenges and experiences](#) that underrepresented employees face. The coaching relationship allows employees to address these difficulties in a holistic fashion. Managers can also become aware of issues that have gone unaddressed from their perspective. It’s important to note that managers should allow employees to select their own coaches.

AN EXAMPLE IN PRACTICE

A woman of color is hired onto the senior leadership team. Let’s call her Tanisha. She is the “only one” on the team. Everyone is immediately enthused; the CEO has an opportunity to add a different perspective to the team, Tanisha’s colleagues are

relieved to have the role filled, and Tanisha herself is ready to hit the ground running and make an impact. Over time, the situation might go like this:

Month 1: Everyone is still excited, including Tanisha.

Month 3: Tanisha experiences some unexpected demands. She also observes that she is not invited to several informal outings that her mostly male peers host each month. She is starting to see that she does not have access to the information she needs to be successful.

Month 6: While Tanisha has the leadership skills to succeed, she realizes that she is still lacking the informal access she needs to work successfully. She reaches out to the chief executive officer. He tells her that she has to navigate and build relationships on her own. He assures her that is what has worked for the rest of the team.

Month 12: After one year, Tanisha is looking for another job. While she liked what she was doing at her current company, she felt like she was on an island and was not included in the critical spaces she needed to be in to succeed. The CEO is both disappointed and confused. So he doesn't have to risk another quick tenure, he goes back to hiring people in his network — people like him.

“Coaching can strengthen the muscles needed to create inclusive workplace cultures and boost engagement from all employees.”

This scenario is all too common. No amount of diversity training, by itself, would have reversed Tanisha's situation. However, an investment in both a team coach for the leadership team and an individual coach for Tanisha could have gone a long way. Instead of telling the leaders what to do, the coach would ask questions like these:

- What are some actions you can take to elevate key team members that may not be on your immediate radar?
- Knowing what you know about your own successes, what are a few critical steps you could take that will help Tanisha succeed in the first 90 days and beyond?
- Which actions are you committing to?

These questions are simply examples. An experienced coach would not be limited to these questions and would ask appropriate follow-up questions. Each person would commit to his or her own actions, and the coach would facilitate accountability. Over time, these actions would trickle down throughout the organization to create a coaching culture defined by inclusion, [curiosity](#) and trust.

COACHING TO CONFRONT BIAS

The traditional methods of diversity and inclusion training that companies invest in to cultivate leaders have proven to be a mixed bag. Leaders leave with awareness but not the skills to make changes. Pairing coaching programs with DEI programs will lead to more sustained results. Coaching, which high-performing organizations make available to managers and employees at all levels, can strengthen the muscles needed to create inclusive workplace cultures and boost engagement from all employees.

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Coaching As An Equalizer: Closing The Gender Gap In Leadership



Taryn Oesch is the award-winning managing editor for digital content at Training Industry, Inc. and co-host of [The Business of Learning](#), the award-winning Training Industry podcast.

At this point, just about everyone knows about the gender gap – the disparity between the number of women in leadership roles and the number of women who *should* be in leadership roles based on demographics, ability and interest.

[Coaching](#) may help. In 2008, for example, [researchers wrote](#) that coaching can be particularly beneficial by focusing “on the holistic nature of women’s development.” Additionally, [recent research](#) by Training Industry found that coaching, when implemented well, can act as an equalizer between men and women. Across genders, respondents said their learning transfer was higher when leadership training included coaching, and the discrepancy between men’s and women’s ratings of leadership training as “always effective” decreased when coaching was included. However, twice as many male respondents preferred coaching, begging the question: How can we make coaching a better experience for female leaders?

#COACHHERTOO

Until the genders are balanced at every leadership level, there will continue to be more men in a position to coach than there are women. And while the current increased awareness of sexual assault in the workplace is a good thing, a recent survey by LeanIn.org and Survey Monkey found that almost half of male managers are now uncomfortable mentoring or working alone with a woman. (As a result of this survey, Sheryl Sandberg and LeanIn.org launched the trending hashtag “#MentorHer.”)

“Coaching, when implemented well, can act as an equalizer.”

The solution? Kathy Caprino, a career and leadership development coach and founder of Ellia Communications, says to evaluate your culture “to assess if [it] is indeed favorable for women’s growth and ascension, or biased against women,” and hire an outside consultant for help if needed for neutrality. Establish policies that clearly lay out expectations regarding sexual discrimination and harassment in the workplace – as well as the consequences for violating those policies. Develop [anti-](#)

[harassment training](#) that actually works rather than the all-too-common superficial courses aimed at checking a box, not effecting real change.

Educate managers on the value of coaching, and teach men how to coach women. Research by Anna Marie Valerio, president of Executive Leadership Strategies, LLC, and Katina Sawyer, assistant professor of psychology at Villanova University, found several characteristics of men who effectively “champion” women in the workplace. These men use their positions to develop a more gender-equal culture, consider “gender inclusiveness as part of effective talent management,” provide “gender-aware” coaching and mentoring, and focus on others rather than themselves.

As with any type of training, we know that one size doesn't fit all, and personalizing learning based on the learner is the most effective way to teach. This is especially true of coaching. “Women are not men with skirts,” Caprino says. In her experience, women and men respond differently to different approaches. While women are more apt “to do the deep work of internal and external change,” men, due partly to how they are socialized in Western cultures (i.e., to avoid vulnerability and outward displays of emotion), tend to “prefer a more tactical approach ... focused on outward, linear steps to change rather than any internal exploration.” She believes that “to attempt to coach men and women in the exact same way toward leadership growth is a recipe for failure.”

“Personalizing learning is the most effective way
to teach. This is especially true of coaching.”

“Broad-based programs and changes,” agrees Michele McMahon, senior director of learning solutions at Harvard Business Publishing Corporate Learning, “just aren’t translating to success for women. For these reasons, coaches [and] sponsors need to be trained on the complexities of gender and leadership so that they can tailor their approach to an individual’s needs.”

COACH THE COACHES

Training Industry’s recent research found that interventions that promote manager support for leadership development benefit both genders but especially women. And according to Gallup’s 2016 “Women in America” report, a coach doesn’t have to be a manager: “A coach can be anyone who is a champion for employees. The most

important part of coaching is to help as many employees as possible feel that their manager or someone at work cares about them.” The key is to make sure anyone playing the role of coach, whether that person is a manager or not, understands the role and how best to support the women he or she is coaching.

“Perhaps coaching should focus on helping women express the confidence that they already have.”

As far as gender goes, Caprino says she’s found her female clients tend to respond better to her approach than they have to male coaches, because she’s a female former senior executive who “speaks their language” and “can speak and relate in a way that women feel validated, understood and respected, which is essential for a successful coaching relationship.” Other experts say that more important than gender is alignment of values, goals and experience. That alignment piece, says McMahon, “is the most important piece of the coaching puzzle to put together,” and it can come from a man or woman.

BRIDGE THE CONFIDENCE GAP

Research by leadership coach Suzette Skinner found that the key to effective coaching for women is focusing on helping them develop an identity as a leader. By believing themselves to be a leader, Skinner argues, women can begin to develop a path toward professional growth and gain the most benefit from coaching. Similarly, research by Lee Hecht Harrison and HR People + Strategy last year found that “career and coaching conversations that challenge negative self-perceptions” can help women advance in the workplace. The researchers also recommended that coaching and feedback should help women build their business acumen.

These findings align with other research, which has found a significant confidence gap between men and women. The 2015 Deloitte Millennial Survey, for example, found that while both genders rated themselves comparably in financial, economic and business knowledge – and women’s self-ratings of academic knowledge were higher than men’s self-ratings – significantly more men than women rated their leadership skills as strong. Rebecca Zucker, an executive coach and founding partner at Next Step Partners, says she’s seen this confidence gap in her own experience, so she coaches her female clients on confidence and executive presence “and being able to speak up so that they can be heard.”

However, Training Industry's research did not find confidence differences between genders, and another recent study [concluded](#), "Corporate leaders need to be careful about the behaviors that they see as indicative of confidence. Women are risk alert and loss averse but not lacking confidence. Confidence is a complex concept that manifests itself differently in men and women."

Perhaps coaching should focus on helping women express the confidence that they already have and develop a personal leadership brand once they already believe themselves to be leaders. "While personal brand and credibility is important for all leaders," McMahon says, "it's even more critical for distinguishing female leaders." A coach can play a valuable role in developing that brand.

DEVELOP A COACHING CULTURE

Zucker hypothesizes that some women may be "afraid of the stigma of asking for help" or of asking for the investment in time and money that coaching requires. Show women the impact coaching will make on their leadership skills and professional development, and create what researchers [have called](#) "a developmental coaching culture ... that focuses on leadership development as a separate process from performance evaluation."

Caprino believes it's essential to provide the option of external coaching, which may seem (or actually be) more neutral than using a coach affiliated with the woman's employer. That way, the coachee will feel more able to be authentic, truthful and open about her real experiences and perceptions, without fear of retaliation or backlash. Susan Otim-Neal, an associate certified coach with the International Coaching Federation and principal at Sincerity Speaks, agrees: "I have worked with women clients [who] actively sought out external coaching through a trusted, personal source following their participation in leadership development programs at work."

"For many women," McMahon says, "having a coaching experience, or being a coach, is a new experience." When a woman goes from having no mentor or manager who understands and encourages her potential to having a coach "who is thinking about [her] growth, it's even more impactful on the drive to become a better leader."

The gender gap is a complex problem with several possible causes and solutions. For organizations looking for a single approach that can have a big impact, though, providing coaching tailored to female leaders is a great place to start.

March was Women's Leadership Month at TrainingIndustry.com. Check out our research report "Women's Access to Leadership Development: A Tale of Two Experiences" by clicking [here](#); [watch our webinar recording](#); [listen to this podcast episode](#) or read the other great articles we published this month on developing women leaders:

- [Women Lead the Way in Learning and Development](#)
- [Cracking the Code For Inclusion: How the Power of One Can Make it Happen](#)
- [Developing Women Leaders in the Public Sector](#)
- [Coaching as an Equalizer: Closing the Gender Gap in Leadership](#)
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Lost And Forgotten: Supporting Ambitious Women Who Want To Lean “In Between”



Kathryn Sollmann, a speaker and career coach, is the author of “Ambition Redefined: Why the Corner Office Doesn’t Work for Every Woman & What to Do Instead.”

Diversity and inclusion is a hot topic on corporate agendas these days, but despite the best efforts of employers, a large group of women are feeling left out. The primary focus is on diversity of race and gender, and employers do well celebrating the fact that we are all equal and unique. But when it comes to leadership training, employers are still pressuring women to conform to one profile of an ambitious and successful woman that is outdated and contrary to the future of work.

In the last decade, I’ve coached thousands of women who feel like they’re letting down the “power sisterhood” if they don’t do their part to break the glass ceiling. These women in the “everyday sisterhood” are still smart, capable and ambitious—but they want alternate routes to “grow in place” while family pressures are high. For these women, up is not the only way forward. To prevent women from taking costly caregiving breaks, and to retain great talent, employers need a different kind of CEO — chief empowerment officers who make room for many brands of ambition and success.

WHAT WOMEN WANT

The reality is that women do not comprise a homogeneous group. It is inaccurate to say that all women are killing themselves to achieve top jobs. One woman, a Wharton alumna with a master of business administration, summed it up when she said, “My ideal is earning a good income in a flexible job, working with bright people and having the chance to do something interesting. I’ve never been shooting for the top jobs ... just responsibility that has strategic core importance. I’ve never needed to run the company.”

At a recent keynote presentation to 100 women at a major corporation, only one woman raised her hand when I asked them how many were aspiring to senior executive roles. In a survey of 200 women before another corporate presentation, only 17% said they had these aspirations, and 33% said they were seriously considering a work hiatus.

When women do leave the workforce (43% of women take a career break to care for

children or aging parents at some point, according to Sheryl Sandberg’s book “Lean In”), they forfeit up to four times their salaries each year they are out. Departures have big recruiting and training costs for employers as well, and they result in less diversity.

Women leave because they feel overwhelmed and unable to fit work into their family responsibilities. But they also leave because they feel on the fringes of the “in crowd” — the women who are visibly pushing for more and more responsibility, vocal about women’s responsibility to help each other reach the top, and willing to work long hours and travel the globe.

ALTERNATE MEASURES OF SUCCESS

Ironically, women are holding other women to monolithic standards of ambition and success. Many internal and external women’s organizations pride themselves on their programs, designed to hoist more women to the top. Few of these organizations give women substantial guidance on anything other than the traditional corporate path or help women find the [flexible work](#) they need to stay in the workforce during heavy caregiving periods. There are also few visible role models for alternative choices — women who want to forego the responsibilities of top corporate jobs for more personal, and less lofty, measures of success.

“Ironically, women are holding other women to monolithic standards of ambition and success.”

Organizations around the world [spend around \\$3.4 billion on leadership training each year](#), but they spend a small percentage of that money on helping women deal with real-life family issues that impact productive and sustainable work. Only half of employers even have [training that’s specifically directed to women](#). Funding for internal [women’s networking groups](#) (often a forum for valuable work and life discussions) is usually not a priority budget item. For instance, a major corporation asked me to speak and told me that the internal women’s group did not even have the budget to provide refreshments at the meeting. Another head of human resources (HR) told me that the average corporate budget for all [employee resource groups \(ERGs\)](#) is just \$29,000. From all vantage points, women receive few assurances that ambition and success can play out in many different ways.

THE SCARLET L

The fact is, though, that even many of the women who do drive toward and reach the pinnacles of success eventually reach a breaking point. Here’s a story I hear versions of over and over again: One of my [coaching](#) clients, a 41-year-old woman, has two degrees from an Ivy League school and is a managing director at a major financial services firm. She’s also the mother of two young children. On one of her frequent business trips abroad, she said to herself, “I don’t want this anymore. I never see my kids. I don’t need this job to validate my self-worth or prove to others I’m ambitious and successful.” Knowing that her employer offers only low-voltage flexible roles, she’s now thinking about creating her own consulting practice.

Here’s the kicker: Despite what she said to herself, she still fears leaving the fast track and becoming a “lightweight” in the eyes of her peers.

That lightweight judgment feels like a “scarlet L” that many women can’t shake. Sometimes, it’s easier to leave the workforce and say you’re taking a couple of years to catch up with your kids. Check out the credentials of the women at your local parent-teacher association; it probably reads like a “Who’s Who” of women with prestigious degrees and resumes with great job titles. These women say they’ll only leave the workforce for a couple of years, but in my experience, they stay out an average of 12. They don’t want to return to the inflexible grind they left behind — and they don’t want to have their ambition questioned by the hard-driving women who never left.

“Embracing diversity of ambition calls for personalized coaching as women move through caregiving stages.”

DIVERSITY OF AMBITION

Employers need to convey the message that not all women are expected to aim for the C-suite and give them guidance on alternate paths to success. Women can be respected professionals who contribute to a team’s success, enjoy a competitive salary, receive good benefits and have a reasonable schedule that blends with family. Any professional path that leads to financial security can be a good, worthy and fulfilling journey for both employers and employees.

Embracing diversity of ambition calls for [personalized coaching](#) as women move

through caregiving stages. The women who do want to rise to the highest levels should have the support and the path to do so, but there should also be guidance and empowerment for the women who want to work in a more flexible way — for a period or forever — and grow and prosper in place. Employers will lose far fewer women as valuable contributors when they make simple but powerful changes and give them opportunities to, for example:

Define leadership beyond titles, and recognize that leaders at any level lead project teams, set high standards for work quality, mentor others, challenge the status quo and find efficient ways to solve problems.

Broaden rigid and confining job descriptions, and focus instead on an expanding portfolio of skills and expertise — especially key “future of work” skills like quality control, management of financial resources and negotiation.

Collaborate with various departments through multi-disciplinary projects that cultivate new skills.

Take the lead on training and mentoring to help younger colleagues navigate work and life.

Gain exposure through networking or industry associations, speaking at conferences, writing articles or papers, and other opportunities.

Solidify global or community citizenship through participation in organizations that align with the company’s mission.

In the decades to come, when chief empowerment officers — managers of all functions — measure ambition and success beyond seniority of title, workplaces will be more welcoming and inclusive for women who are nurturing two huge jobs — family and career.

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Diversity And Inclusion: Learning Strategies That Actually Work



Claire Herring is a well-known writer and international speaker on topics related to the art of leveraging science to optimize employee performance. A former Deloitte executive in its national advisory practice, Claire has spent her career serving Fortune 500 companies and large organizations as a consultant, strategist and business advisor. As CEO of pioneering microlearning provider Blue Ocean Brain, Claire drives solution strategy, bringing 21st-century learning to companies of all sizes and industries in over 50 countries around the globe.

Executives aren't shying away from the white-hot topic of [diversity and inclusion \(D&I\)](#). They are eager to tout their understanding that diversity drives innovation, creates a better customer experience and aligns with their company's core values. But that's just step 1. While hiring a diverse workforce is critical, the key to lasting results is creating a culture where people of all backgrounds [feel included and psychologically safe](#) to bring their authentic selves to work.

As Josh Bersin wrote in a 2019 article, "Nobody has a simple solution in place. Yes, companies now measure gender pay equity and work very hard to hire in an unbiased way, but implicit bias and historic bias is everywhere." Getting diversity and inclusion right is clearly a daunting challenge from a training perspective.

DITCH TRAINING?

More than 1,000 studies have attempted [to address the simple question of whether diversity and inclusion training works](#). At the very least, experts are beginning to agree on what doesn't work when it comes to D&I training. It turns out that mandatory diversity [training aimed at reducing people's biases or eliminating discriminatory behavior](#) actually does more harm than good. Harvard Business Review laid out this challenge in its 2016 cover story "[Why Diversity Programs Fail](#)," revealing that after implementing mandatory diversity training, companies saw a decrease in the numbers of several demographic groups — African American women and Asian American women and men — and no change among white women and other minority groups.

With full recognition that there is a lot that we need to improve, let's move to what can work. What can begin to move the needle in terms of building a work culture of real inclusion?

Harvard University sociology professor Frank Dobbin's research examining the effects of workplace diversity training has found that voluntary training has a significant positive effect on diversity and inclusion efforts. Basic human motivation

science shows that people are more willing to get on board with a new idea when they feel they are in control of that decision — that they made a deliberate choice to examine their own biases and to consider new perspectives.

Language matters; even the word “training” has a ring of requirement attached to it. Consider reframing your company’s approach by creating diversity and inclusion learning offerings that people can see, hear, bump into and choose to attend. Here’s how.

LOCATION, LOCATION, LOCATION

It matters when buying a house, and it matters when it comes to learning. Emil Faber’s “Pie of Knowledge” slices up everything we know into segments: things we know, things we know we don’t know and the most fascinating piece of pie — things we don’t know we don’t know. This third, somewhat elusive, piece is where the majority of D&I learning falls.

Imagine receiving an executive mandate to help employees become more aware of unconscious biases and how they impact decisions related to hiring, promoting and working. The very fact that people are relatively unaware of their biased thinking means they will never go searching in the learning management system (LMS) for information on how to overcome them. They probably won’t even Google it.

“Language matters; even the word ‘training’
has a ring of requirement attached to it.”

Learners must bump into the things they don’t know they don’t know. D&I learning moments make an impact when they are delivered seamlessly and regularly, as front page news on the company intranet, dropped into team feeds and included along with other important company communications. This approach empowers learners to discover and opt in to learning opportunities while also communicating organizational significance and leadership buy-in.

OFFER MICROLEARNING MOMENTS

Serving up bite-sized learning aligns with how the human brain learns best. Done well, microlearning consists of short digestible moments that help spark reflection, conversation and connection with co-workers. Create your own, or look for content

providers that offer customizable learning to align with your organization's core values. Micro-topics like how to check your blind spots and the power of empathy help employees start thinking and talking about diversity and inclusion in way that mandatory D&I training never could.

ADD AUTHENTIC VOICES

The ultimate D&I achievement happens when all employees feel that they can bring their whole selves to work and are able to contribute fully to the organization. Start thinking of success as more of a journey than a destination. As a learning leader, you can speed up that journey by creating opportunities for members of underrepresented groups to share their unique perspectives with others. This informal human-to-human connection helps [foster empathy and understanding](#) organically. Create lunch-and-learns, and solicit volunteers to facilitate discussions on topics around inclusion, communication and cultural differences. Search for allies and upstanders — people who are not part of a minority group — to lend their voices to furthering inclusive conversations.

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Training That Improves Equity In The Workplace



Julie Palmer is the director of people and culture at Suffolk.

Backed by 20 years of studies, it is indisputable that workforce [diversity and inclusion \(D&I\)](#) have a positive bottom-line impact. Because of the proven benefits, industries that are known to be traditionally male-dominated, such as sports, technology, engineering and construction, must continue to close the [gender gap](#) and create more opportunities for minorities.

Despite the efforts and improvements organizations are making, there remains a significant lack of diversity and gender equality. In addition to vocal and visible C-suite-level support, it is critical that organizations implement learning and development (L&D) programs that focus on creating a culture that fosters inclusion at all levels. In construction, where women make up only [10%](#) of the workforce, it is especially important to put diversity initiatives in place.

UNDERSTANDING THE WORKFORCE

Training can take many different forms, and there is no quick-fix solution that will work for every industry. For that reason, before instituting any training, L&D leaders, in partnership with the executive team, must evaluate their workforce and understand the people who make up the organization. Considering that employees come from different backgrounds and experiences, understanding that not everyone will learn the same way is the first step in implementing an effective program. Whether the program is crafted in house or administered by a third party, leaders must understand how learners will receive it across the organization and ensure that it is tailored to meet specific learning needs.

“Using technology to reach more employees in more ways is also a form of practiced inclusivity.”

COMPLIANCE CONSIDERATIONS

Other important factors to consider are the program requirements and timing of delivery. For example, is the training mandatory or voluntary? The answer to this question does not have to be an all-or-nothing decision, and not all groups of

employees may have the same requirements. For instance, basic [anti-harassment training](#) may be mandatory for everyone, while only [leaders are required](#) to take additional courses that cover how to apply these policies to direct reports. The question of timing has to do with the frequency of training. In order to effect real change, consider implementing continuous learning rather than relying on one-off or annual training sessions to cover any given topic.

DELIVERY METHODS

An additional consideration in diversity and inclusion training is delivery. With ever-expanding uses for technology, it is no surprise that one increasingly important type of training is training that can be delivered on the go. Particularly for large organizations, where the workforce may be spread across a state, a country or even the globe, providing eLearning that is accessible on mobile devices is an excellent option for expanding training's reach. Using technology to reach more employees in more ways is also a form of practiced inclusivity.

Another option is [partnering with employee resource groups](#) (ERGs) — internal, employee-led collectives developed around shared interests and common goals. For example, groups may focus on supporting military veterans or LGBTQ community members. Employee resource groups also create opportunities for professional development, [networking](#) and enhanced employee engagement. One way to leverage these groups to support diversity and inclusion is to engage group leaders as teachers, [training them to train others](#) and act as an additional level of continuous education throughout the company.

Whether it's mobile eLearning led by an ERG head or anything in between, the main goal with any training resource is to offer something with which employees will actively and willingly engage. Effective training serves as a valuable educational resource that employees choose to turn to for information.

AN EQUAL-OPPORTUNITY CULTURE

With any learning and development initiative, it is critical that men and women of all backgrounds have equal access to the content and that leaders encourage participation. For example, in construction, there are [conferences focused specifically on helping women](#) in the industry network and grow. By encouraging female employees to attend these types of events, leaders demonstrate their support of all employees, ultimately benefiting the organization as a whole.

Finally, the glue that helps bring training into reality is company culture. When working to foster an organization where diversity and inclusion are valued, it's important to consider the details. For example, signs at construction sites should say, "Men and Women at Work" or "People at Work" rather than the traditional "Men at Work." Small efforts like this one can have a major impact on helping everyone feel included.

"When diversity and inclusivity training is accompanied by a culture that reinforces it, behavior change is more likely."

Leaders at the highest levels must buy into the D&I initiative — and participate in it. When the entire workforce sees that the leaders are not only talking the talk but walking the walk, it can inspire and encourage the same behavior and trust in the initiative. When diversity and inclusivity training is accompanied by a culture that reinforces that training, it is more likely to result in behavior change.

As industries continue to create opportunities for women and members of other underrepresented groups to enter and thrive in the workplace, it's critical to band together to make a larger impact. When industry professionals at every level unify, they can train employees to work toward a more equal and better tomorrow.

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How Pretraining Considerations Can Positively Impact D&I Efforts



As BKD's curriculum manager, Gennifer Ramsay provides training and learning development support and services to a variety of internal and external clients. She is certified in criterion referenced instruction and FranklinCovey Speed of Trust® facilitation.

Ellena Stotler serves as BKD's learning specialist in the national office learning and development department. She is the firm's Crucial Conversations® and Crucial Accountability® certified trainer and holds five FranklinCovey® trainer certifications.

Imagine attending a top-notch, two-day [instructor-led training \(ILT\)](#) program with impactful content at an amazing location with affordable room rates. Now, imagine having to order takeout, because the planners of the training failed to accommodate diet restrictions related to your religion. Imagine speaking English as a second language, and the materials are not available in your first, best language.

The best content in the world can't make up for those missteps, and you'd likely never attend a training sponsored by that organization again. Fortunately, you can avoid these types of issues by taking time on the front end to plan, consider and accommodate attendees' diverse needs.

THE IMPORTANCE OF DIVERSITY AND INCLUSION

Think about all the considerations that go into planning training programs, especially multiday programs, from who should attend, where the program should happen, which content it should cover and how much it will cost. With so many decisions to make, it's easy to forget to address [diversity and inclusion \(D&I\)](#).

These words are often used in concert, but they have different meanings. In their simplest terms, diversity is the "what" (gender, race, age, disability, religion, sexual orientation, etc.), and inclusion is the "how" (measure of culture that enables diversity to thrive). Many organizations are making increased efforts around these two areas, because companies with a focus on D&I are reported to experience increased productivity, improved creativity, increased profits, enhanced employee engagement, reduced turnover and many other benefits.

CONSIDERING D&I IN INSTRUCTOR-LED TRAINING

There are many pre-training considerations that can positively impact both diversity and inclusion. Here are some considerations to work through prior to your live event:

- Dietary needs based on health or religion.

- Nursing mothers' space.
- Rooming considerations (e.g., age, religion and gender identification).
- Training materials (i.e., diverse images, language).
- Instructor word choices (i.e., pronouns, multicultural scenarios, references and stories that consider audience experiences, and second languages).
- [Physical abilities](#) (i.e., room accessibility, including Americans with Disabilities Act compliance, and distance between meeting spaces and sleeping spaces; and activities that involve movement).

When deciding how your event will accommodate diverse needs, remember the importance of being able to apply accommodations universally in order to offer discretion. For example, if attendees require specific dietary needs, label all food instead of just the items related to their needs. If a new mom needs to take a break to pump, have the entire group break at that time.

“In their simplest terms, diversity is the ‘what,’ and inclusion is the ‘how.’”

COMMUNICATION IS KEY

Communication is key in successfully navigating this topic. Communicate before the event as much as possible, ask clarifying questions to help determine attendees' needs and provide deadlines for submitting requests. After you've made decisions, send communications to the applicable individuals letting them know the plan. The learners' minds will be much more at ease when they know their lunch will be as they need it, the bus taking them to the evening event is wheelchair-accessible or they will receive a copy of the materials in their native language.

Your pretraining D&I efforts will encourage representation and participation and enhance learning transfer. Diverse learners need to feel included, represented and encouraged to participate as appropriate, which will, in turn, improve how they absorb and apply their new knowledge. Taking the time to consider and implement these accommodations can make the event planning process more complicated; however, if it leads to better learning outcomes for the attendees, then it is well worth the effort.

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How To Conduct An Engaging And Effective Anti-Bias Training Online

Daffany Chan is the content manager at [Orange Grove Consulting](#). She was trained in multimedia journalism at the TIME Magazine headquarters in New York and served as an associate editor for TIME Asia, based in Hong Kong. Having lived in the United States, Europe and Asia, Daffany's curiosity for culture and human nature continually inspires her work.



Jodi Detjen's mission is to help realize gender equity in the workplace as soon as possible. In addition to being co-founder and managing partner of Orange Grove Consulting, Jodi is clinical professor of management and academic MBA program director at Suffolk University, Boston. She is co-author of the book "The Orange Line: A Woman's Guide to Integrating Career, Family, and Life," and her upcoming book on building inclusive workplaces will be published fall 2020. She is currently pursuing her doctorate in business administration at Temple University.

The ongoing social movement in the United States — following the deaths of George Floyd, Breonna Taylor and many others at the hands of police officers — has sparked a global conversation about systemic bias. The [corporate world](#) is uniting against racism, and businesses are waking up to the embedded biases within their own companies, reevaluating just how [diverse and inclusive](#) their teams really are. With everyone's mind on inequality, now is the time to take action to eradicate discrimination from the workplace.

Businesses know that they need to improve their company culture and leadership, but many do not know where to start. Starting is a [multilayered process](#). While training alone will not solve the problem, [unconscious bias training](#) can be an effective first next step. It's a way to begin the process by developing diversity competency and [helping leaders gain clarity](#) about how everyday human experiences impact company culture. But with the shift to telework due to the coronavirus pandemic, even this first step may feel difficult, and you may be wondering how to achieve the same results virtually.

The solution is to *design* for online learning. Instead of simply taking an in-person class and throwing it online, tailor remote education to maximize engagement and clarity. One way is to host your company's training on a teleconferencing platform, where you'll be able to share interactive content and split the class into breakout rooms to engage in deeper conversations. Breakout rooms are essential for learners to participate in effective, intimate conversations about bias.

Designing for online learning also means prioritizing engagement. To enhance the remote learning experience, you can use polls to gauge views, interactive

presentation platforms to receive instant feedback, and fillable PDFs to structure individual or small group work.

Another option is to [“flip” the classroom](#). There are [plenty of resources](#) available now so that people can engage in learning prior to class, saving the [synchronous sessions](#) for interactivity. For example, people could independently take the [Harvard Implicit Associations Test](#) to discover their own unconscious biases or watch an educational video, such as Stanford’s presentation on [How Women Can Overcome Bias at Work](#). Once the class meets, there are many facilitated discussion tools you can use to inspire meaningful conversation.

“While training alone will not solve the problem,
unconscious bias training can be an effective first next step.”

Your organization may even opt for an anti-bias training that’s hosted completely asynchronously using new technology tools. The asynchronous content and self-paced format give people more flexibility to navigate their learning experience. It also provides a safe space for people to explore sensitive topics, allowing learners who may normally fear saying or doing the wrong thing a chance to fully participate.

We know this approach works. We have been doing it for years. Learning online is fun, it’s more flexible and has [good outcomes](#). It’s all about designing for online.

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How To Develop A More Inclusive Mindset



Alissa Carpenter is a multigenerational workplace expert and owner of [Everything's Not OK and That's OK](#), where she provides training, consulting and speaking services to organizations all over the world. Her book “How to Listen and How to Be Heard: Inclusive Conversations at Work” is out May 1, 2020, from Career Press.

Have you ever just wanted to watch TV by yourself on a Saturday night? Catch up on shows you've fallen behind on while not being interrupted?

What if that were your only option for a Saturday night? What if your friend were hosting a party, or there was a neighborhood gathering, and you were not invited? It's one thing to want to take some time for yourself but another to be excluded altogether.

“To develop an inclusive mindset, consider whether you have the habit of leaving out a certain population.”

The same is true in the workplace. As humans, we want to be included in decisions that impact us, our teams and our organizations as a whole, but often, we leave out integral people. Intentional or not, this exclusion leads to disengagement, turnover, office gossip and avoidable errors.

The good news is that inclusive teams tend to outperform non-inclusive ones, and the time and effort it takes can pay off. According to [research by Cloverpop](#), inclusion can help organizations “make better decisions 87 percent of the time” and make decisions **twice as quickly** “with half of the meetings.” Plus, in a [Salesforce survey](#), employees who agreed with the statement “I feel my voice is heard at work” are 4.6 times more likely to also say that they “feel empowered to perform their best work.”

Whether we're an individual contributor, a [leader](#) or somewhere in between, we all have the power to develop a more inclusive mindset. But it can be difficult to have conversations with people who think, act and experience life differently than we do, and it can be even more difficult if we don't define our goals in doing so.

The first step to developing a more inclusive mindset is to recognize the importance of [bringing diverse perspectives together](#). Having a diverse organization or team is one thing, but it is much more powerful when people's ideas are heard and valued. It's moving beyond just having people from various races, ethnicities, genders and

generations in one space — it's actually giving them a seat at the table.

This type of [inclusion](#) involves calling attention to unconscious bias and acknowledging that having additional and alternatives ideas, concepts and experiences is an asset. To develop an inclusive mindset, consider whether you have the habit of leaving out a certain population. Do you tend to ask the same people for advice and rarely seek out others (intentionally or unintentionally)? Are you comfortable with how things are and don't want to rock the boat? Gauging your current mindset is essential before moving forward.

From there, ask yourself the following questions:

WHAT AM I MISSING?

Take a step back from the project, assignment, task or situation, and reflect on its goals. There may be certain areas that, if missing, would diminish the quality of the result. If this issue is something that you have not addressed in the past, reaching out to a colleague, mentor or someone else who can put the missing pieces together is a good strategy. Ask:

- What facts, data or other material am I missing to make an informed decision?
- What else can and should be included so we make the best decision possible?
- Is what we're doing easily accessible to everyone, or are we missing something?
- Is there something that I should be doing that I haven't done yet?

WHAT CAN I DO BETTER?

Whether the organization has existed for 40 years or 40 minutes, there is always something that it can do better. It's just a matter of acknowledging it and making an active effort to create an inclusive environment that affords others the opportunity to share their input.

- Is this project, assignment or task the best it can be, or is there something missing that can take it to the next level?
- Can I make a better effort to get to know my staff or employees working in departments that collaborate with mine?
- Can I be better at communicating my needs, my communication style and how to reach me so everyone is on the same page and doesn't feel left out?
- Can I be better at asking others how they like to be communicated with instead of using my own preferred communication method?

WHO'S NOT PART OF THE CONVERSATION AND SHOULD BE?

This mindset adjustment can be one of the hardest to make, as there is always a need to include the appropriate people, communicate why they're being included and recognize that bringing more people into the equation is not always better. Reflect on the goal, and strategically invite people who can bring a diverse perspective to the conversation. Then, give these individuals the space to share their voice, knowledge and experience. To determine whom to include, ask:

- Should I be reaching out to [employee resource or affinity groups](#) for alternative perspectives?
- Who has a different viewpoint that can challenge me and push the group forward?
- Who has a fresh take on the issue?
- Who has institutional knowledge that can enhance the project?
- Should I bring in a client to hear his or her point of view?
- Is there a different team or department member I can loop in?

Developing an inclusive mindset does not happen overnight but requires continuous effort. No one is perfect, and everyone has opportunities for improvement. The important part is to do some self-reflection and make the necessary adjustments to consciously include others.

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ADDITIONAL RESOURCES

More Resources on Diversity, Equity and Inclusion

- [Women's Access to Leadership Development](#)
This report examines leadership training perceptions among men and women, asks if differences in those perceptions may contribute to the gender gap, and makes several recommendations for learning and development professionals.
- [How Training Professionals Can Help Organizations Eliminate Racism](#)
This episode of "The Business of Learning," Training Industry's podcast, shares insights on the challenges Black employees and other racial minorities face in today's business environment and how L&D professionals can advance racial equity in the workplace.
- [Training Resources to Reduce Inequality and Bias in the Workplace](#)
Training Industry looks to its network for the best and most promising training programs to help us all create change within our organizations, and shares them on this page.
- [The Future of Work ... for All Workers](#)
This episode of "The Business of Learning" explores groups who are often left out of discussions about "the future of work," how learning leaders can help make workplaces more inclusive for people with disabilities, and how flexible work and training are helping make workplaces more woman- and veteran-friendly.
- [The Business of Learning: Inclusive Leadership](#)
This episode of "The Business of Learning" defines inclusive leadership and shares inclusive leadership frameworks, strategies for cultivating an inclusive culture and tips for developing inclusive leaders