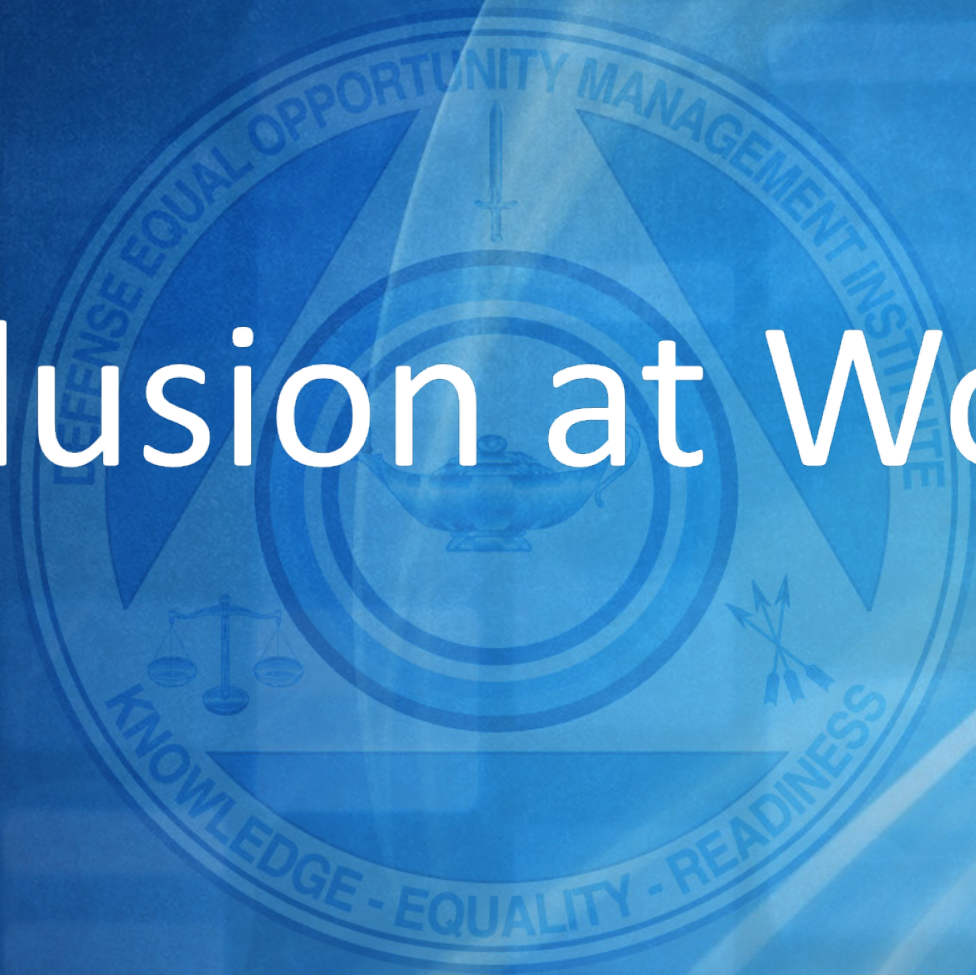


Inclusion at Work





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

Steven R. Covey

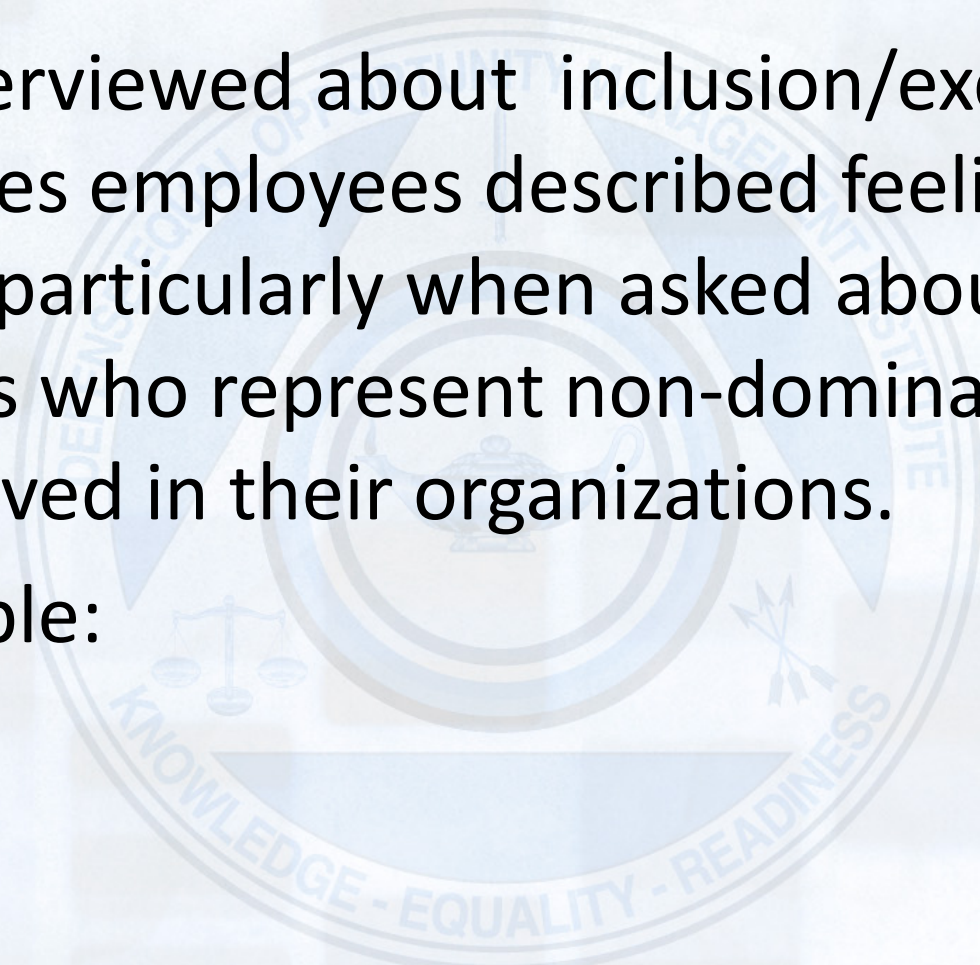
Introduction

Employee perception of inclusion/exclusion is conceptualized as a continuum of the degree to which individuals feel a part of critical organizational processes, including access to information and resources, connectedness to supervisor and co-workers, and ability to participate in and influence the decision-making process.

Introduction (Cont.)

When interviewed about inclusion/exclusion experiences employees described feelings of isolation, particularly when asked about how colleagues who represent non-dominant groups are perceived in their organizations.

For example:



Story of Inclusion – One Perspective

“People try to behave in a way that sometimes doesn’t feel natural. They try to be extremely happy or extremely friendly to Hispanics or extremely friendly to Black people....It feels that they are doing [this] because they are aware you are Hispanic, and they want to make sure that you don’t think they are racist or that they are discriminating [against] you because of that..... It makes me feel sometimes that I am part of a minority and not part of the whole [work] group....”

Story of Inclusion (Cont.)

.....What I would really like to feel inside is just to be seen as normal and not to be seen as an Hispanic every time I step into a room. People know [I'm] different. They talk about diversity, and they immediately say “Oh my God, this is such a diverse group.” That’s such a cliché, and I don’t want to be the one building diversity. I just want to be another person maybe with a diversity of thought, a person with different experiences that could bring something different, but not a person that is just diverse because I look different”.

—Woman, United States

Focus group member’s response on inclusion

Agenda

- Factor Description of Inclusion at Work
- Define Components of Inclusion at Work
- Identify Inclusion at Work DEOCS questions
- Identify Unfavorable Indicators and Outcomes
- Discuss Inclusion as a Systematic Process
- Understand the Systems of Inclusion
- Comprehend the 4 Stages of Inclusion
- Identify Strategies

Factor Description

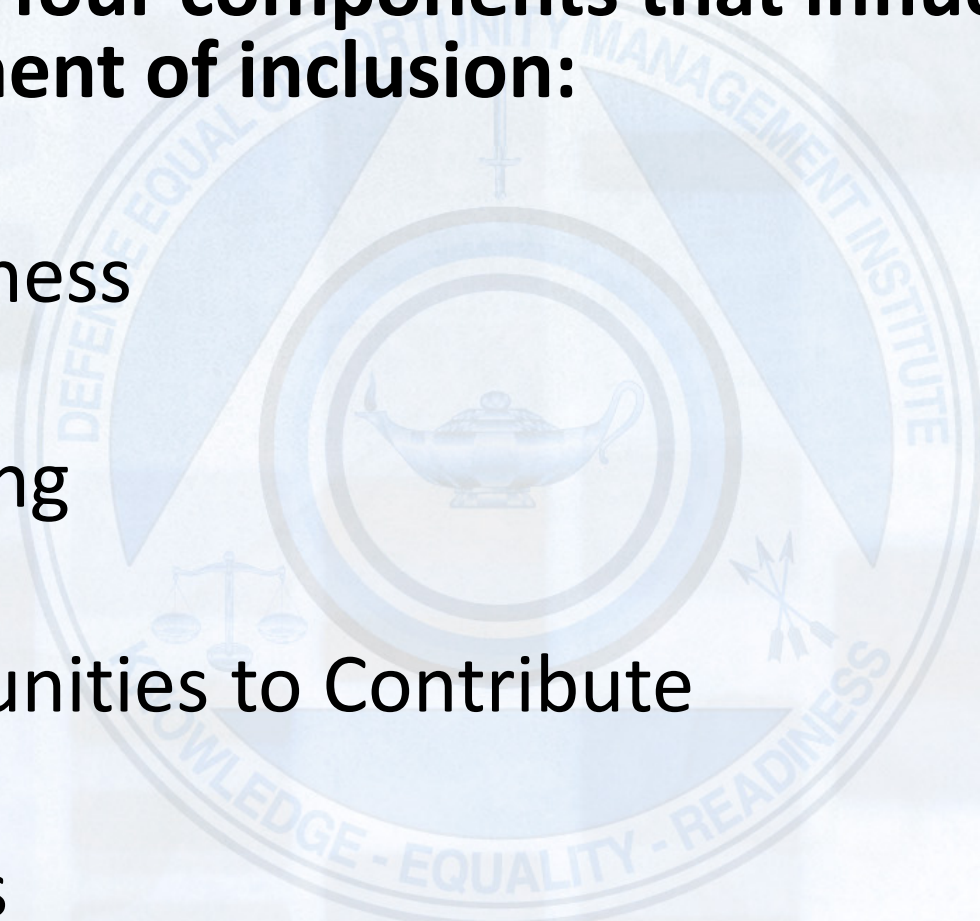
Inclusion at Work

Involves the ways in which organizations, groups, leaders, and military members or employees allow everyone (diverse in identities, cultures, and ways of thinking and acting) to participate, contribute, have a voice, and feel that they are connected and belong, all without losing individual uniqueness or having to give up valuable identifies or aspects of themselves.

Components of Inclusion

There are four components that influence the development of inclusion:

- Uniqueness
- Belonging
- Opportunities to Contribute
- Fairness



DEOCS Questions (1 of 2)

- Coworkers are treated as valued members of the team without losing their unique identities.
- I feel excluded by my workgroup because I am different.
- Within my workgroup, I am encouraged to offer ideas on how to improve operations.

DEOCS Questions (2 of 2)

- Military members/employees in my workgroup are empowered to make work-related decisions on their own.
- Outcomes (e.g., training opportunities, awards, and recognition) are fairly distributed among military members/employees of my workgroup.
- The decision-making processes that impact my workgroup are fair.

Inclusion Measured by DEOCS

DIMENSIONS

QUESTION ON THE DEOCS

Uniqueness/Belongingness
(Feeling Valued and Welcomed)

- Coworkers are treated as valued members of the team without losing their unique identities.
- I feel excluded by my workgroup because I am different.

Opportunity to Contribute
(Having a Voice)

- Within this workgroup, I am encouraged to offer ideas on how to improve operations.
- Employees in this workgroup are empowered to make work-related decisions on their own.

Fairness
(Feeling Respected and Valued)

- Outcomes (e.g., training opportunities, awards, and recognition) are fairly distributed among members of my workgroup.
- The decision-making processes that impact my workgroup are fair.

Favorable Indicators

- Individuals are allowed/encouraged to maintain a distinctive and differentiated sense of self.
- Members feel valued for their unique qualities.
- Individuals form and maintain strong, stable, and positive relationships with their working groups.
- Individuals perceive employment-related outcomes and processes are fair.
- Individual's perspectives are actively sought and integrated, even if expressed ideas might upset the status quo.

Favorable Outcomes

- Increased job performance
- Reduced perceptions of discrimination which can help prevent artificial hierarchies (in-groups and out-groups)
- Increased job satisfaction
- Increased organizational commitment
- Increased unit cohesion

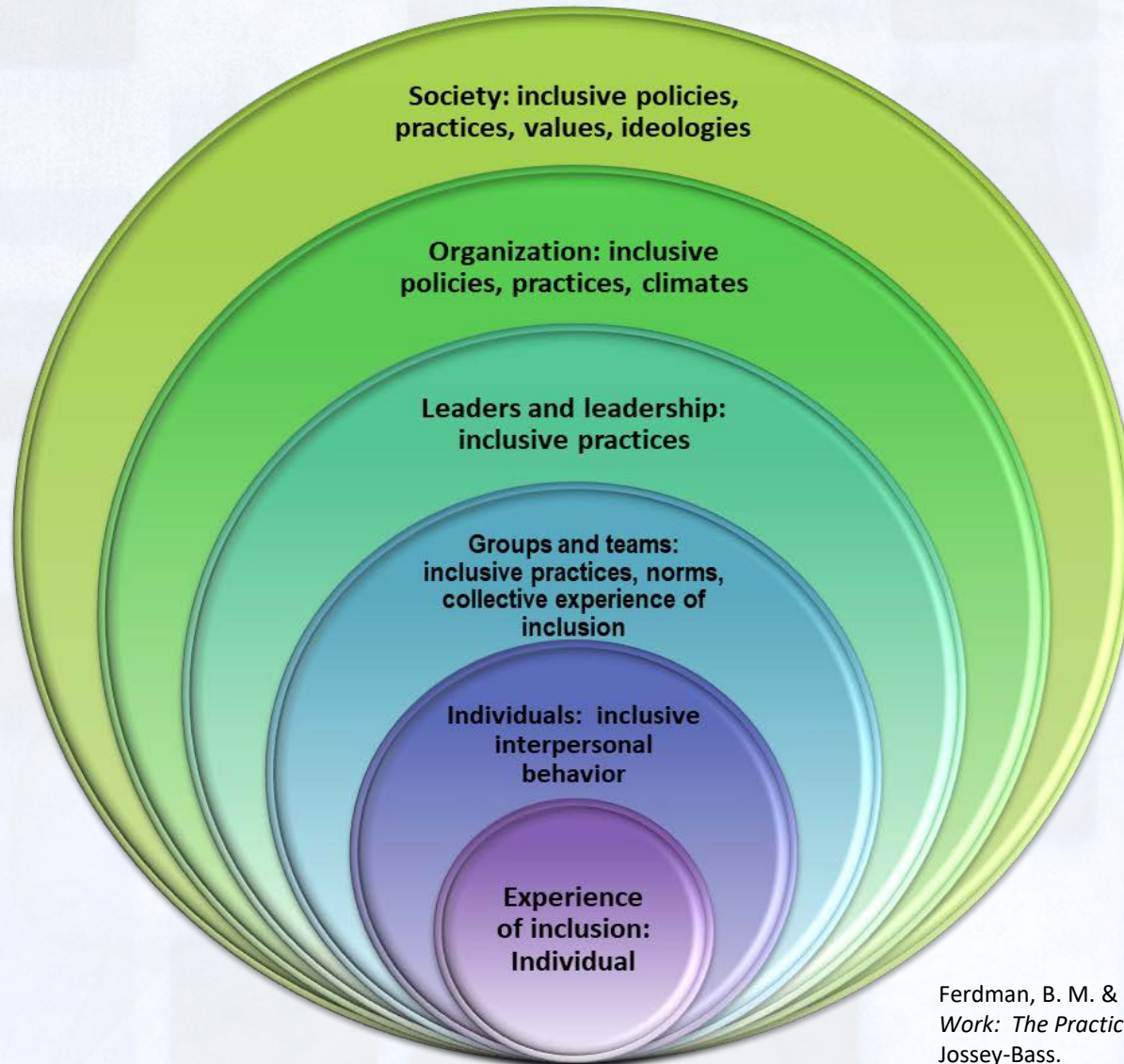
Unfavorable Indicators

- Individuals must assimilate to the majority group and do not express their unique self
- There are strong in-groups and out-groups and some individuals appear as if they have no group
- Decisions and outcomes are often perceived as unfair (in favor of specific groups of people).
- Individuals perceive their perspectives and opinions are not valued

Unfavorable Outcomes

- Increased turn over or intentions to leave
- Increased conflict among unit members
- Negative stereotypes and perceived intergroup competition are exacerbated
- Decreased information sharing leading to mission ineffectiveness

Systems of Inclusion



Ferdman, B. M. & Deane, B. R. (2014). *Diversity at Work: The Practice of Inclusion*. San Francisco, CA: Jossey-Bass.

Strategies (1 of 4)

Individual Level

- Be professional to everyone- every member within the organization must be treated with dignity and respect
- Display respect and empathy towards others perspectives
- Listen to others when they express difficulties or concerns
- Open your mind to learning about others' identities, cultures, and ways of thinking

Strategies (2 of 4)

Leader (Relationship) Level

- Create environments of respect, fairness, justice, and equity
- Implement and periodically assess organizational policies and practices
- Hold all members accountable for inappropriate behaviors
- Confront unfair practices
- **Be** genuine in resolving conflict
- **Foster** continual learning and growth
- **Foster** a feeling of safety

Strategies (3 of 4)

Organizational (Community) Level

- Assess and initiate organizational policies and practices
- Create an environment where unit members are comfortable discussing and sharing differences
- **Foster** transparency throughout the organization
- Create a diverse organization
- **Foster** continual learning and growth
- **Foster** a feeling of safety

Strategies (4 of 4)

Societal Level

- Encouraging a culture of inclusion, social support and understanding for the importance of embracing individual differences
- Organizations create policies that support inclusion
- Develop a cultural norm of inclusion focusing on the individual, rather than the community
- Organizations publish civilian community events that promote diversity and inclusion and promote military participation

Summary

To create an inclusive organization it is not enough to work at the individual level, if the organizational systems do not support inclusion.

And the reverse is also true: Organizational systems by themselves are insufficient, without behavior, thought, and feeling to match.

Essentially, the principal point is that developing inclusion is everyone's responsibility.

Inclusion at Work Resources

RAND National Defense Research Institute looks at different areas of diversity management.

http://www.rand.org/labor/projects/diversity_management.html

Inclusion and the Benefits of Diversity in the Workplace

<http://www.talentintelligence.com/blog/bid/377611/inclusion-and-the-benefits-of-diversity-in-the-workplace>

www.DEOCS.net & Ferdman and Deane (2014)p. 12., *Diversity at Work: The Practice of Inclusion*

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