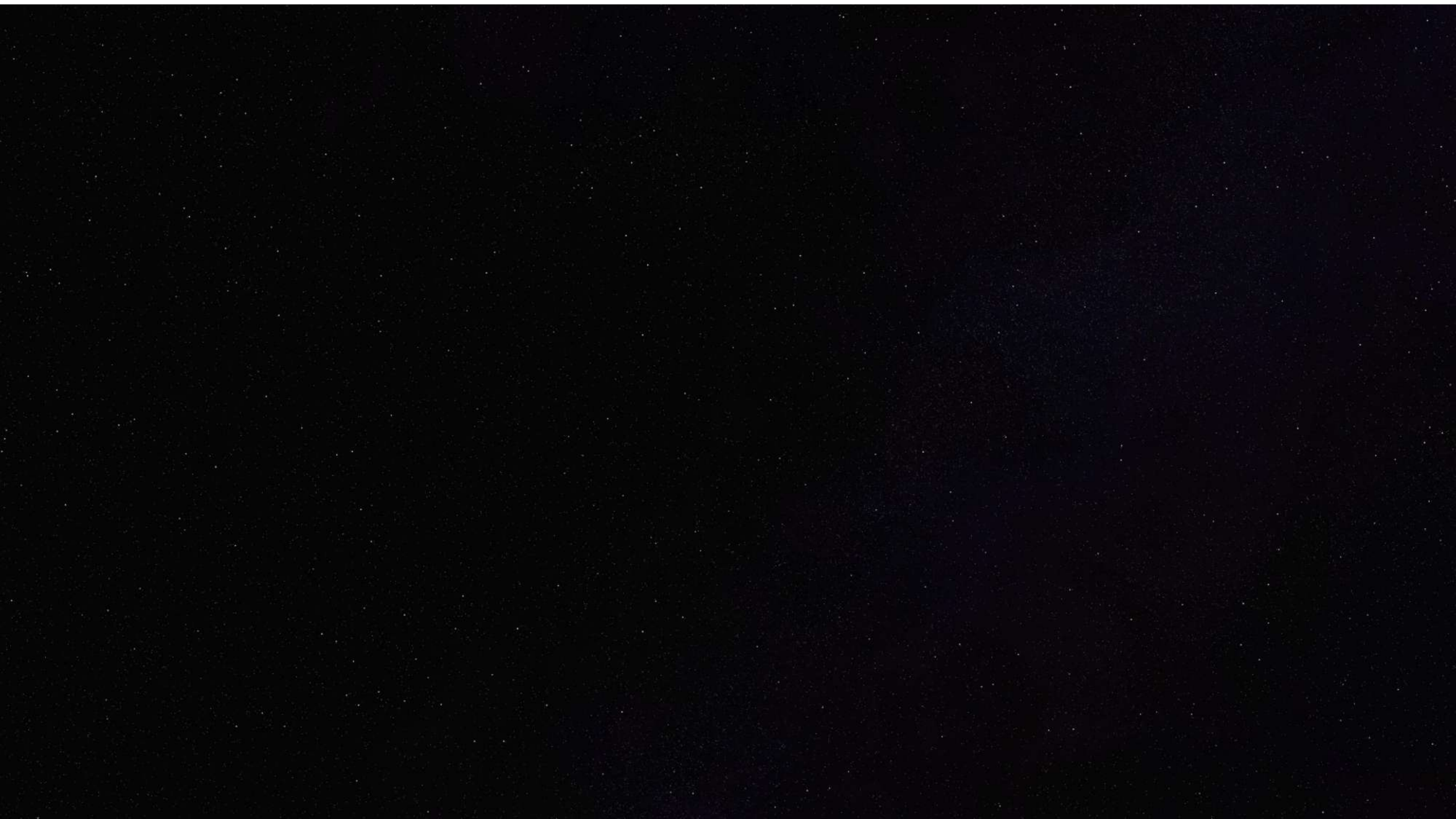


BUILDING A CULTURE OF BELONGING:

A Toolkit for Driving Inclusive Conversations with Managers

Miguel Joey Avilés
Chief of Diversity & Inclusion







GIVE MONEY FOOD
LIFE RELIEF FRIENDSHIP
HUMANITARIAN
LEISURE HAPPINESS UNITY SUCCESS TEAMW



BELONGING



WORK COOPERATION SOCIAL PEOPLE
WORK HUMAN
GIVING
LIFE COMMUNITY
UNITY TOGETHERNESS HOPE ASSISTANCE





SUPPORT TEAM FRIENDSHIP
TOGETHERNESS HAPPY HOPE RELIEF LIFE RELIEF FRIENDSHIP
GIVE LIFE MONEY FOOD
VOLUNTEERING TEAM
TEAMWORK DONATION SERVICE
FRIENDSHIP HUMANITARIAN
LEISURE HAPPINESS UNITY SUCCESS TEAMW



We Are Alive



SUCCESS TEAMWORK COOPERATION PEOPLE
WORK HUMANITARIAN
FRIENDSHIP RELIEF DIVERSITY
LOVE LOVE SUPPORT COMMUNITY
GIVING
UNITY LIFE COMMUNITY
TEAMWORK GROWTH HOPE TOGETHERNESS HOPE
ASSISTANCE



PRESENTATION TIMELINE

ICON LEGEND



Tools & Resources



Important during
COVID-19

PROBLEM
TOXIC
WORKPLACES



SOLUTION
INCLUSIVE
LEADERSHIP



RESULTS
PSYCHOLOGICAL
SAFETY



CULTURE OF
BELONGING



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Building a Culture of Belonging



PROBLEM
TOXIC
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TOXIC WORKPLACES.....



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Building a Culture of Belonging

1

WORKPLACE TENSION



2

LOW
MORALE



3

LACK OF RECOGNITION



Miguel Joey Aviles



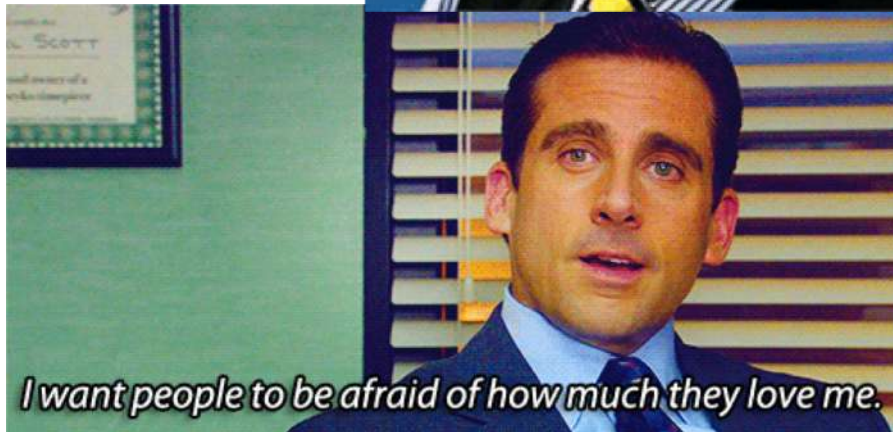
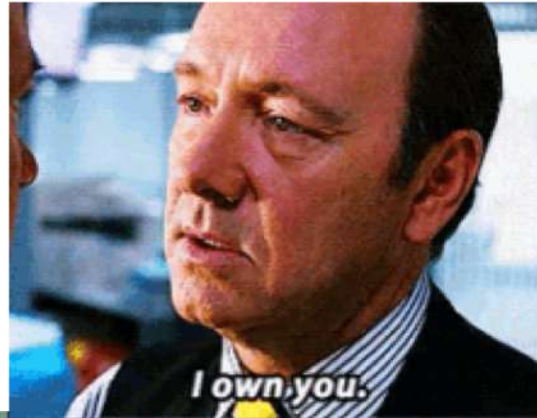
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Building a Culture of Belonging

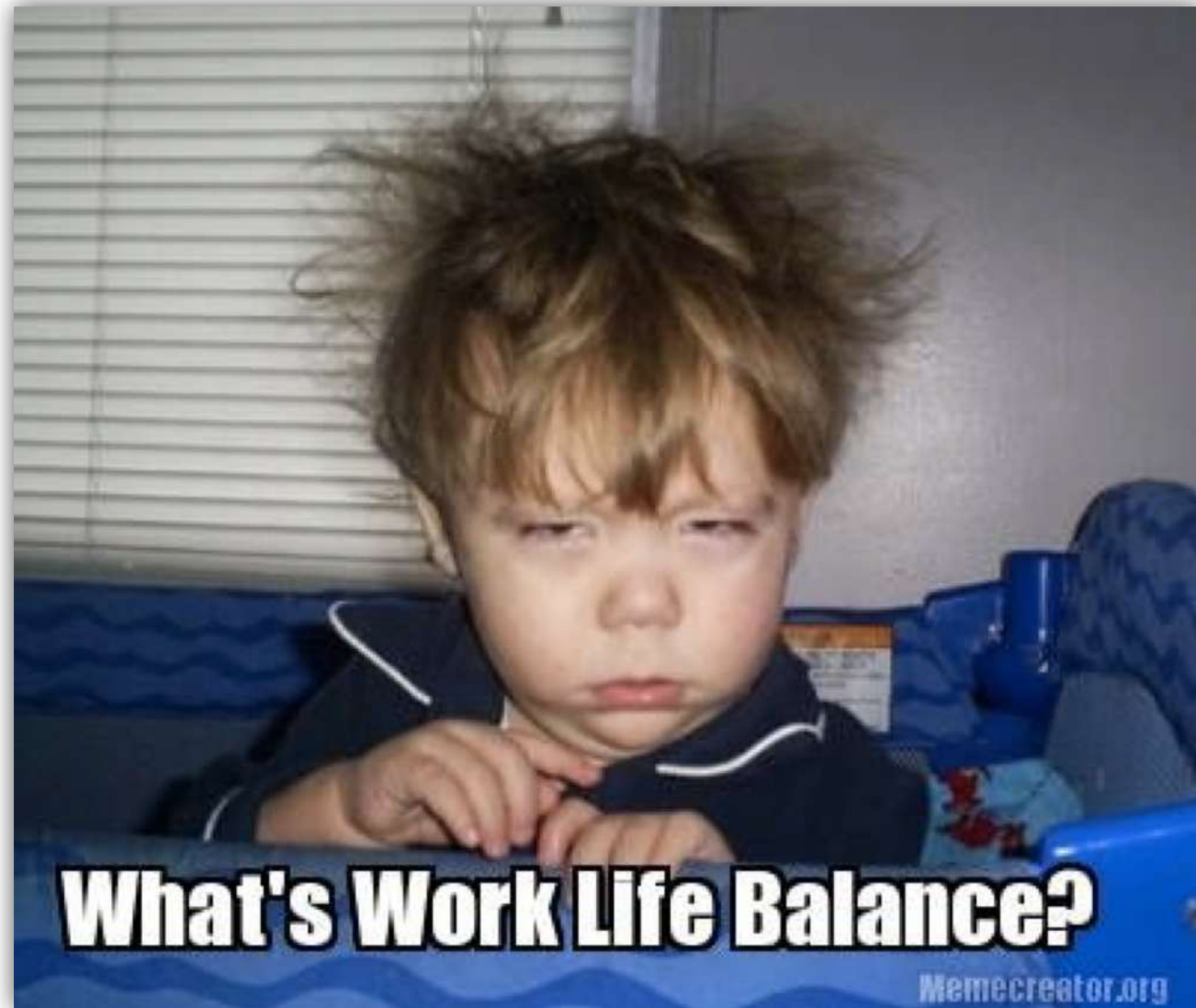
4

TOXIC LEADERSHIP



5

LACK OF
WORK/LIFE
BALANCE







Toxic Workplace Checklist

Directions: Check the box if the toxic workplace statement applies to your organization.


Workplace Tension

- There is a sense of flight or fight mode (intimidating atmosphere)
- Team members often gang up on each other (i.e. backstabbing, gossip, unwelcomed remarks, insubordination, etc.)
-  There is a perception rules apply differently among team members



Morale

- Team members don't do what they say they will do 
- There is a lack of ownership
- Resistance to change
- There is a focus on what's going wrong, lack of positive reinforcement


Recognition

- Leaders or team members take credit for the work of others
- There is a lack of recognition, praise and rewards for a job well done 

Toxic Leadership

- Lack of focus, discipline, clear expectations, structure and guidance 
- Perception of bullying, harassment, intimidation, and discrimination have been voiced by team members
- The leader is not engaged, lacks competence, and there is an absence of respect across the organization 
- Performance expectations are not clearly communicated, priorities are unclear, and goals are often unmet due to unrealistic performance measures
- Behaviors of grandiosity, unchecked ego, and a know-it-all approach to work are prevalent in the organization
- Hyper criticism is common in the workplace
- There are episodes of anger, unpredictable behavior and public shaming in the workplace

Work/Life Balance

- Team members lose vacation time, availability at all times is expected and workweeks of more than 40 hours are the norm
- Team members do not have enough time to invest in learning & development (coaching, mentoring, personal development, etc.) 





Flash Survey

Have you worked in a toxic workplace?

Yes

No



Toxic Workplaces

96%

of employees say they have been treated rudely at the office.

Wall Street Journal

26%

of survey respondents said they had quit a job because of the lack of civility.

Georgetown University and the Thunderbird School of Global Management

37%

of workers said they had been bullied at work and that the majority of those bullies were bosses (72%).

Siegel, J. (2011). A multi-level model examining the effects of unit-level culture on abusive supervision.

80%

of bullies in the workplace affect five or more people

VitalSmarts






TOXIC WORKPLACES COST

**\$23.8
BILLION**

in the form of absenteeism,
health care costs,
lost productivity, and more.



UNC Keenan-Flagler Business School



PROBLEM
**TOXIC
WORKPLACES**



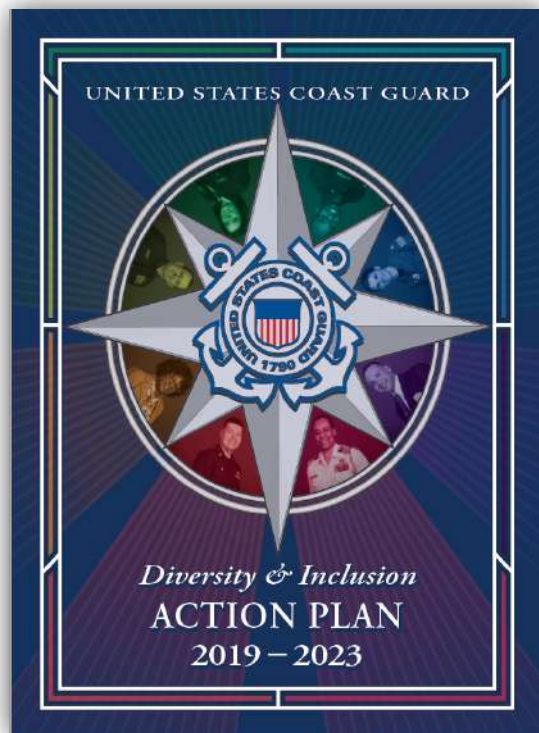
SOLUTION
**INCLUSIVE
LEADERSHIP**



RESULTS
**PSYCHOLOGICAL
SAFETY**



Progress Overview: 2019-2023 D&I Action Plan



“ This plan outlines our approach to further develop our Service’s diversity and inclusion initiatives by establishing D&I goals, strategies, and measures of success. ”



D&I Action Plan Tools & Resources

DIVERSITY & INCLUSION ACTION PLAN
TOTAL WORKFORCE

BUILDING AND MAINTAINING AN INCLUSIVE TOTAL WORKFORCE

The New Inclusion Quotient (IQ) is 5 demonstrated inclusive behaviors that when repeated over time, form the habits that create essential building blocks of an inclusive environment.

“Our own behaviors have a direct impact on our members and how well they execute the mission. When our workforce feels that they are a part of an inclusive environment and valued, they are a mission ready member – committed to our organization’s goals and an integral member of the team.”
—Jason Vanderhaden, MCPOCG

A HIGH INCLUSION IQ + CULTURAL FLUENCY = MISSION READINESS

INCLUSIVE BEHAVIORS	
Fair	Leaders treat all members equitably.
Open	Leaders support diversity and inclusion in all ways.
Cooperative	Leaders encourage communication and collaboration.
Supportive	Leaders value their workforce.
Empowering	Leaders ensure resources and support tools are available to excel.

These inclusive behaviors, known as FOCISE, can be learned, practiced, and developed into habits of inclusiveness and subsequently improve inclusion in the organization.

THE MISSION READY MEMBER IS				
FAIR	OPEN	COOPERATIVE	SUPPORTIVE	EMPOWERING
I am aware of systemic barriers and seek to correct imbalances so that everyone has the same opportunities.	I will develop local connections that embrace diversity and inclusion to maximize productivity and retention.	I am encouraged to have meaningful interactions with all levels of Coast Guard leadership.	I am committed to being inclusive and I value the diversity of my teammates, three and accelerate cultural fluency.	I can engage with demonstrated positive communication, three and accelerate cultural fluency.

Total Workforce Glossy

LEADERSHIP GUIDE FOR THE D&I ACTION PLAN ROLLOUT

UNITED STATES COAST GUARD 1790

D&I Leadership Guide

<https://www.dcms.uscg.mil/DIAP/>

DIVERSITY & INCLUSION ACTION PLAN
UNIT LEADER

BUILDING AND MAINTAINING AN INCLUSIVE TOTAL WORKFORCE

The New Inclusion Quotient (IQ) is 5 demonstrated inclusive behaviors that when repeated over time, form the habits that create essential building blocks of an inclusive environment. These inclusive behaviors, known as FOCISE, can be learned, practiced, and developed into habits of inclusiveness and subsequently improve inclusion in the organization.

A HIGH INCLUSION IQ + CULTURAL FLUENCY = MISSION READINESS

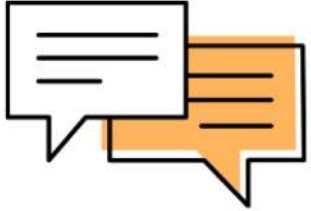
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Inclusive leaders build inclusive teams, and those teams outperform teams with low inclusion. While most leaders want to ensure their teams are inclusive, they often don't know where to start. Inclusion is an ACTION. When leaders practice the five inclusive behaviors, their members will feel that they are valued and that they are a mission ready member – committed to the unit's goals and an integral member of the team.

I SUPPORT THE MISSION READY MEMBER				
FAIR	OPEN	COOPERATIVE	SUPPORTIVE	EMPOWERING
I will identify systemic barriers and seek to correct imbalances so that everyone has the same opportunities.	I will develop local connections that embrace diversity and inclusion to maximize productivity and retention.	I will have meaningful interactions with all levels of leadership at my unit.	I am committed to being inclusive and I value the diversity of my unit members.	I will engage with demonstrated positive communication to three and accelerate cultural fluency.

Unit Leader Glossy

SOLUTION
**INCLUSIVE
LEADERSHIP**



**Commitment
to D&I**

Humility

**Support to the
D&I Business
Case**

Communication

**Sense of
Belonging**

Courage

**Personal
Core Values
are Connected
to D&I**

Fairness

Openness

Self-Awareness

**Cultural
Intelligence**

Team Work

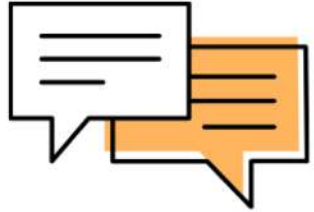
Empowerment

Responsibility

Agility



SOLUTION
**INCLUSIVE
LEADERSHIP**



Feedback is a

GIFT



Action Planning

**How can you implement inclusive leadership efforts
in your organization?**

***Individually select 3-5 specific actions/questions you are willing to take to
achieve greater inclusion in your organization***





ACTIONS & QUESTIONS TO IGNITE INCLUSIVE CONVERSATIONS





Use these actions & questions to guide managers to lead inclusive conversations in the workplace.

SOLUTION

INCLUSIVE LEADERSHIP








Actions

- Engage in a reverse mentoring experience with a focus on inclusive behaviors
-  Schedule meetings with the heads of Employee Resource Groups to discuss their employee experience in the organization
- Be prepared to authentically discuss your “diversity story”
- Demonstrate curiosity about team members experiences, perspectives and feelings
-  Be aware of the dynamics of intent vs impact during D&I conversations
-  Sharpen your listening skills by: 1) confirming what you understand as a listener; 2) let members speak without being interrupted; 3) keep emotions in check by not showing defensive behaviors
-  Be intentional about demonstrating inclusive language, images and symbols
- Complete a psychological safety assessment of your team/organization



Questions

- Tell me about a time you felt included in the workplace and a time when you didn't
- What are some of the inclusive behaviors displayed by the best leaders you've had in your career?
-  How can I better demonstrate my commitment to diversity and inclusion?
-  How can I give you more autonomy in how you can best complete your work?
-  How can I be more inclusive in my decision making?
-  How can I ensure you feel respected and heard?
-  How can I better help you access support and resources within and outside of our team?





PROBLEM
**TOXIC
WORKPLACES**



SOLUTION
**INCLUSIVE
LEADERSHIP**



RESULTS
**PSYCHOLOGICAL
SAFETY**



RESULTS

PSYCHOLOGICAL SAFETY



Psychological safety is a shared belief that a team feels comfortable taking interpersonal risks.

Dr. Amy Edmondson



Expressing your beliefs, opinions, ideas, concerns, suggestions, values, etc.

OUTCOMES INCLUDE:

Mistake-sharing

Learning and innovation

Teamwork

Employee authenticity

On-the-job effort

Performance

Intent to stay





Checklist to Foster Psychological Safety Through Inclusion

Strive to Find Similarities/ Connections/ Common Ground

Demonstrate Authenticity

Ignite D&I Courageous Dialogues

- Be open about your leadership/work style and inspire people to do the same
- Be present, available and welcoming to colleagues and members of your team
- Seek feedback, dissenting opinions and overall input from your team
- Ask: How can we make you feel you can communicate openly?

- Be aware of the message you are sending through your body language
- Share insights about your life outside of the office settings
- Share past failures and lessons learned openly
- Ask: How can we make you feel welcomed to express your true self at work?

- Seek understanding from minoritized perspectives
- Reflect on gained knowledge
- Embrace the truth of who you are talking to
- Don't allow behaviors like interruptions, personal attacks, or placing blame
- Ask: Have you ever felt rejected for being different?





Flash Survey

Which Psychological Safety approach is needed in your organization?

- Building Common Ground**
- Demonstrate Authenticity**
- D&I Courageous Dialogues**

BUILDING A CULTURE OF BELONGING:

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