Do We Have Inclusion All Wrong?

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THE NLI SUITE OF SOLUTIONS

CONNECT

IMPROVE

DIFFERENTIATE

DEVELOP

DECIDE

INCLUDE

SELECT

ADAPT

Coming soon
Do We Have Inclusion All Wrong?
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WHO ARE WE?
A research-driven leadership institute with IP in development since 1998 & operations in 24 countries
Building a new language for leadership

NLI'S VISION
Transform Leadership Through Neuroscience

THREE PRACTICES
Culture & Leadership
Clear Direction
Diversity & Inclusion
Smarter Teams
Performance
Better Conversations
DO WE HAVE INCLUSION ALL WRONG?

DIVERSITY REQUIRES INCLUSION

- The benefits of diversity require inclusion.
- Diversity and inclusion are related - but separate - challenges.

WE MAY HAVE INCLUSION ALL WRONG

Exhaustive lists of things to do or not do make change difficult

EXAMPLES OF MICROAGGRESSIONS
Inclusion is actually an issue for everyone

Unintended consequences of difference-focus

- Excluded may feel called out
- People may be confused or anxious
- Can increase resentment or backlash
- All three increase feelings of out-group, rather than creating an in-group
THE 6 EFFECTS OF EXCLUSION

1. Reduced intelligent thought and reasoning
   • Worse performance on IQ and standardized tests

   Performance on General Mental Abilities Test
   - You will end up alone
   - You will be unfortunate
   - In the future
   - You will have rewarding relationships throughout life

   Baumeister et al. (2002)

2. Increased self-defeating behavior
   • More irrational, foolish, and risky behavior

   OR

   OR

   Twenge et al. (2002)

3. Reduced pro-social behavior
   • Less likely to help or cooperate with others

   Exclusion reduces prosocial behavior

   Excluded vs. Included

   Twenge et al. (2007)
THE 6 EFFECTS OF EXCLUSION

4. Impaired self-regulation
   • Less self-control, more easily frustrated

   Healthy but gross drink  Cookies eaten  Persist on frustrating task

   Baumeister et al. (2005)

5. Reduces meaning and purpose
   • Sense of meaninglessness, lack of emotion, avoidance of self-awareness, lethargy, and altered time perception

   Agree that "life is meaningless"

   Twenge et al. (2003)

6. Decreased well-being
   • Increased social anxiety, jealousy, loneliness, and depression; and reduced self-esteem

   Leary (1990)
THE HEART OF THE CHALLENGE

Ambiguity

It’s easy to accidentally do or say something that others experience as rejecting or excluding, because brains are biased towards detecting potential threats.

If you aren’t actively including, you’re probably accidentally excluding.
CERTAINTY
Am I in the loop?

AUTONOMY
Am I given choices and control?

RELATEDNESS
Do I belong?

FAIRNESS
Do I get the credit and opportunities that others do?
THREE HABITS TO FOSTER INCLUSION

1. Find common ground
   - Send Relatedness signals

2. Lift people up
   - Send Status & Fairness Signals

3. Help create clarity
   - Send Certainty & Autonomy Signals

BUILDING THE INITIATIVE

- Choose a target audience
- Choose a target month
- Get everyone to care

DIRECT REPORT VIDEO

- 5-minute video for direct reports of participants
- Watched in Week 4
- Positions the initiative
- Content
  - What to expect from your manager
  - How to get the most out of this
  - A bit about the research
- 1-page Activity Guide to embed the research
MEASUREMENT AND EMBEDDING

• Measurement of participants and their direct reports observations
• 4 follow up embedding messages
• Campaign can be run once or twice each year for further embedding
• Content lives in your LMS, can be used many ways

PROGRAM SUCCESS

SCALABLE LEARNING SOLUTIONS
Thank you.