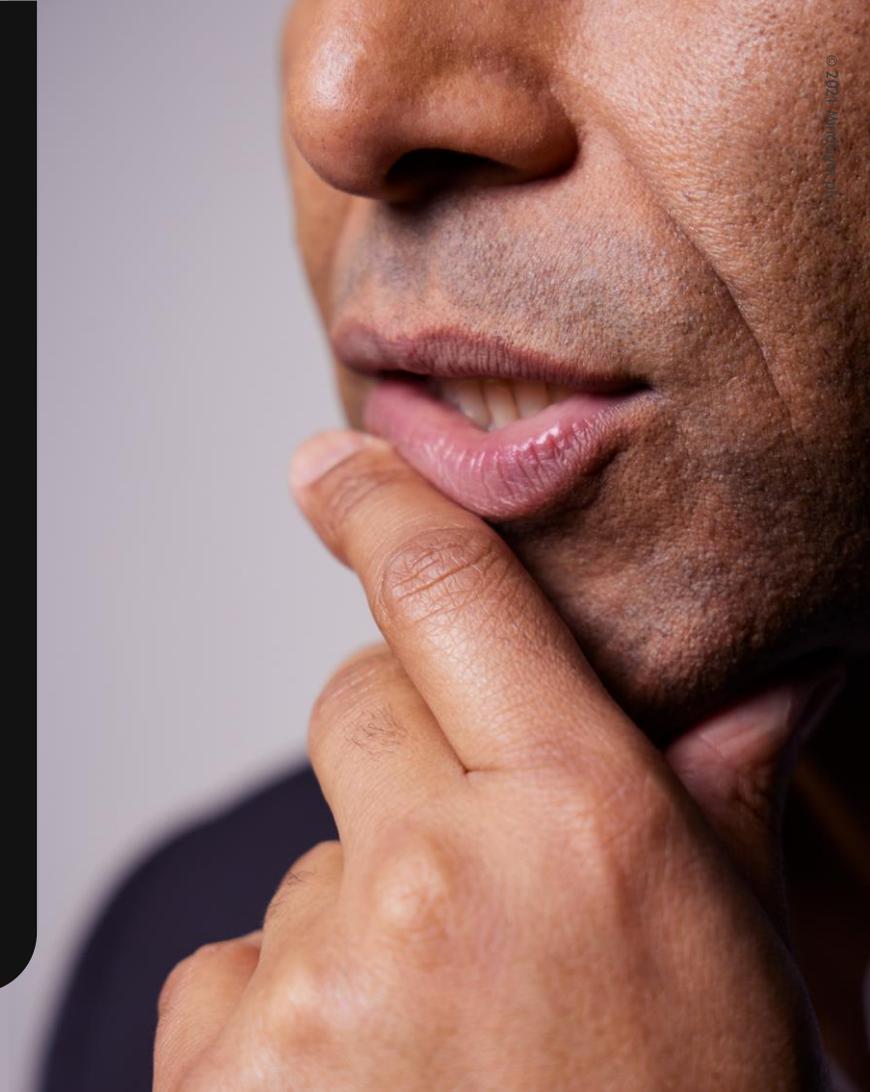


Building inclusive cultures

Translating good intentions into measurable behaviour change



What business wants



Reasonable return to office working because it will help with:

- Collaboration
- Culture
- Speed of change
- Learning
- Onboarding of new joiners
- Casual collisions



But recognise the benefits:

- Reducing office space
- Environmental impact and sustainability
- Some productivity gains

What individuals want



45% believe they are more productive at home and see significant benefits because of:

- Reduced commuting
- Increased flexibility
- Ability to focus
- Better work-home balance
- Fewer costs



However some also see the value of the office because:

- 67% of employees want more in-person work or collaboration post-pandemic
- Gets away from the distractions of home
- Gen-Z workers would feel more able to bring ideas to the table

With 42% of employees saying it would be “likely” to be a resigning matter if they were asked to return to the office full-time, and 22 per cent of them being “much more likely” to change jobs, getting hybrid working ‘right’ (i.e. increasing engagement and providing the flexibility that fits people’s needs) is critically important.

The ‘Great Resignation’ risk becomes reality

39% feel exhausted.¹

In 2020, only 40% of execs believed their company was innovative with products and services - down from 56% in 2019.³

46% are planning to make a major career pivot.¹

54% feel overworked.¹

Since the pandemic, 42% believe company culture has diminished and 46% feel less connected.²

42% of employees said they would “likely” resign if they were asked to return to the office full-time.

One-fifth of global respondents don’t believe their employer cares about their work-life balance.¹

24% say a return to full-time office working is precisely what their employers are requiring of them⁵

41% of the global workforce could leave their current employer within the next year.¹

Sources:

1 Microsoft 2021 Work Trend Index 2 Workforce Institute 2021 Engagement and Retention Report 3 Forbes (2020) Work From Home Fallout.4 Gartner’s 2021 Hybrid Work Employee Survey 5 Hosking, P., 2021. Staff ‘will quit if companies force them back to their desks full-time’. [online] Thetimes.co.uk.

Against this backdrop, the need to build inclusive cultures and create a sense of belonging is more critical than ever. However, DE&I can be a very challenging topic and spark very polarised reactions.

DE&I can be a challenging topic

When asked about the topic, most employees feel something between frustrated and angry because they think I&D...

Has gone too far

We're sacrificing performance for the sake of political correctness.

Quotas and targets mean I'm less likely to get promoted even though I'm more qualified.

No matter what I say or do, someone will be able to object. I feel like I'm walking on eggshells.

My views and beliefs are unfashionable, so I'd better keep them to myself.

People like me are out of time and on the way out. This organisation doesn't want or value me.

Frustrated with the pace of change

Mourning loss in what feels like a zero-sum game

Fear of judgement and retaliation

Feeling a need to cover or pretend at work

Pained by identifying as part of the out-group

Hasn't gone far enough

Representation at the top still isn't diverse. The pay gap has barely changed.

Now when I earn a promotion or pay rise, people don't think I deserved it.

If I call out discrimination or exclusion, I'll be seen as 'a snowflake', 'the fun police' or worse.

I have to hide parts of my identity and beliefs. This place was never meant for people like me.

People like me are still left out every day. I&D is just talk and tokenism.

So, what makes the difference?

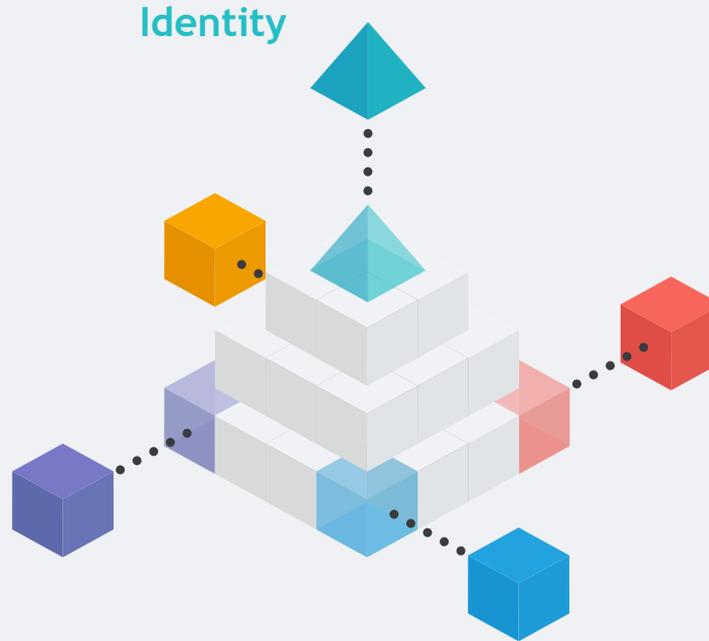
Our Academic Board, behavioural scientists and psychologists have reviewed the latest research and identified the **four cornerstones** of what is required to build an inclusive culture; value variety, forbid and forgive, step up and judge wisely. We've used this evidence-based framework to design and refine all DE&I interventions within our portfolio. [See appendix for details.](#)

Forbid and forgive

Appreciate the difference between misbehave and misstep. Be clear on boundaries and instil a growth mindset of apology, learning, adapting and forgiveness for everything else.

Judge wisely

We need to raise our awareness of the tricks our minds plays on us. Outwit it by exploring the moments that matter where biases can trip us up and put into place everyday tactics to think differently.



Value variety

Go beyond the 'big 6' to explore that difference is infinite, but not all differences are equal. Understand the concept of headwinds and tailwinds. Only when we understand this can we start to build psychological safety.

Step up

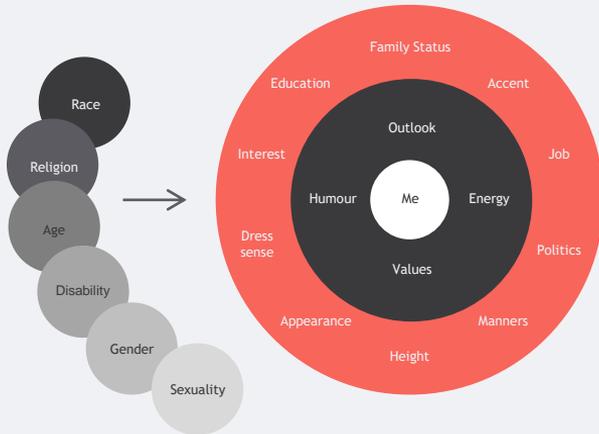
Exclusion hurts us all and we are all responsible for building belonging. Create team shared identity and pivot in the moment so that we can take an active step in building a truly inclusive culture.

APPENDIX

Value variety

Difference is infinite; not all differences are equal.

Difference is infinite



Not all differences are equal



Headwinds are challenges that negatively affect our life outcomes, e.g.

- Having a minority or female name⁵
- Less structured/supportive parenting⁶
- Being in a counter-stereotypical career⁷
- Having blue collar parents⁸

Tailwinds are advantages that positively affect our life outcomes, e.g.

- Good physical and mental health¹
- Being a white university graduate²
- Intergenerational homeownership³
- Strong social networks⁴

We tend to underestimate our own tailwinds and overestimate those of others

'I've had it tough; you've had it easy.'⁹

Step up

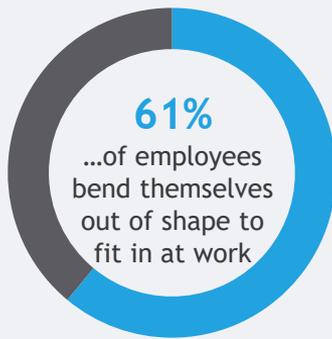
No angels or villains. We're all responsible for building belonging

Exclusion hurts



- Physical pain
- Psychological pain

We all feel excluded



- 79% of Black individuals
- 83% of LGB individuals
- 66% of women
- 63% of Hispanic individuals
- 45% of heterosexual white men

We're all guilty of excluding others

Examples of everyday exclusion

Always scheduling team building events after work or centring them around particular interests (golf, drinking, certain kinds of cuisine)

Assuming a person's nationality or ethnicity means they have certain personality traits or interests

Not engaging phone-based participants in meetings – interrupting, not sharing materials, running exercises they can't join

Using nicknames

Working in silos without sharing goals, ideas, insights or credit

1: Eisenberger, Lieberman, & Williams (2003)
2: Cikara & Fiske (2011)
3: Yoshino & Smith (2013)
4: Erez et al. (2013)
5: Jans, Postmes, & Van der Zee (2011, 2012), Rink & Ellemers, (2007)
6: Tajfel, H., & Turner, J. C. (1979)
7: Erez, Harpaz, & Nevo (2008), Newstone, Capozza, Giovannini, & Walker (2014)
8: McIntyre et al. (2016)

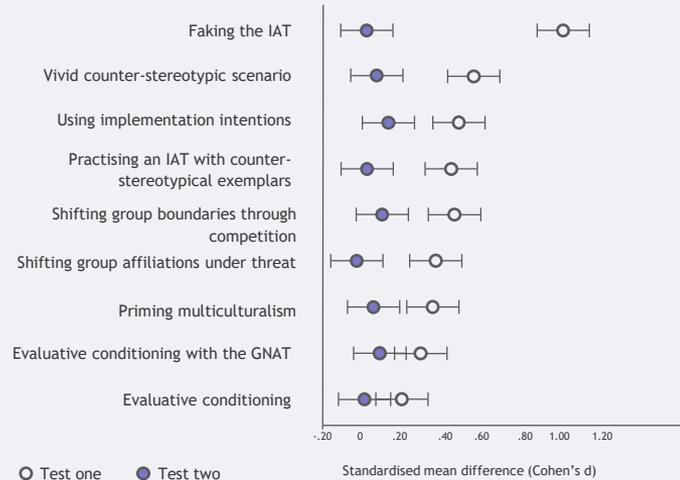
Judge wisely

Spot the tricks our minds play and outwit them.

We all have unconscious biases and all underestimate our biases.¹

-  Stereotyping
-  Similarity attraction bias
-  Anchoring
-  Recency bias
-  Halo effect
-  Status quo bias

UBT appears to have limited impact on behaviour.^{2, 3}
Awareness raising alone can make behaviour worse.⁶



Meta-analytic effectiveness of interventions on implicit racial preferences, organised from most to least effective at T1. Cohen's d = reduction in implicit preferences compare to control; White circle = Effect size at T1 (post test); Purple circles = Effect sizes at T2 (Follow-up); Lines = 95% confidence interval. IAT = Implicit Association Test; GNAT = Go/No-Go Association Task.

The best ways to mitigate bias are:

- Accountability habits e.g. implementation intentions, play devil's advocate⁴
- Shifting team decision norms^{5, 7} e.g. around project assignments
- Nudges⁸ e.g. simultaneous – not sequential – hiring, neutral language in job adverts

1: Scopelliti, I. et al (2015).
2: Axtewidgun, D. et al (2018).
3: Bai et al (2016)
4: Baumeister, R. F., & Vohs, K. D. (2007).
5: Carnes, M. et al (2015).
6: Duguid, M. & Thomas-Hunt, M. C. (2015).
7: Payne, B. B. & Vuletich, H. (2018).
8: Böhm, J. (2016).

Forbid and forgive

Appreciate the difference between misbehave and misstep

Both zero-tolerance and permissive cultures erode psychological safety



Permissive

- The message that 'we're all human' is over-emphasised
- Excuses are made for poor behaviour
- Blame is placed with those who question the culture

Clear on boundaries AND a growth mindset of apology, learning, adapting, and forgiveness

Zero tolerance

- There is no coming back from even unintentional slights
- Virtue signaling disrupts conversations about what is or isn't acceptable
- Gossip, vigilantism, and ganging up on people suspected to have wronged

What to do

- ✓ Be clear on the red lines and respond when they are crossed
- ✓ Seek new perspectives
- ✓ Own our mistakes, learn from them and change

- 1: Value variety
- 2: Step up
- 3: Judge wisely
- 4: Forbid and forgive

DE&I sessions



1	2	3	4	Name	Product type	Audience	Summary
■	■	■	■	Different like me	Go large	Leaders	Get Inclusion & Diversity right by focusing on identity, and the four cornerstones of I&D: Value variety, Step up, Judge wisely, and Forbid and forgive.
■	■	■	■	Ignite inclusion	Go Large	Everyone	To introduce all employees (managers and ICs) to the four cornerstones of I&D: Value variety, Step up, Judge wisely, and Forbid and forgive.
■	■	■	■	Minus the bias	Go large, eWorkout	Everyone	Make good decisions. Uncover techniques to make better judgements about and on behalf of others.
■	■	■	■	Leading inclusively	Workout pro	Leaders/ Managers	Leaders set the tone. Learn how to be a consciously inclusive leader: value variety in the perspectives and lived experiences of our teams; step up to create a climate of belonging; make better, fairer decisions; and foster everyday inclusion by creating dialogue and keeping each other accountable.
■	■	■	■	Cultural explorer	Go large	Everyone	Uncover how to navigate cultural challenges, including when curiosity goes rogue and navigating difficult cultural topics, like cultural appropriation.
■	■	■	■	Cultural connector	Workout	Managers	Create the conditions for team members with various cultural identities to flourish together. Set your teams up for success and prevent cross-cultural conflict.
■	■	■	■	Knowing me, knowing you	Workout, eWorkout	Everyone	Learn to spot surprising similarities, manage trigger differences and create psychological safety
■	■	■	■	Talking race	Workout	Leaders/ Managers	Learn how to create an open and authentic dialogue around inclusion challenges
■	■	■	■	The in crowd	Workout, eWorkout	Managers	Build a strong team identity. Explore how to dial up inclusion in everyday interactions like meetings, team-building, projects and work assignments, and co-create a team where everyone belongs.
■	■	■	■	Stand by me	Go Large, eWorkout*	Everyone	Discover what it means to be an ally and the key behaviors associated with allyship
■	■	■	■	One of us	Go large	Everyone	Discover ways to overcome our natural blocks to embracing diversity and harness the power of uniqueness and belongingness to build connections with and consciously include others.
■	■	■	■	Inclusion catalyst	Workout	Catalysts	Become catalyst and truly influence others while avoiding the 'ironic impact of activists'.
■	■	■	■	Building bridges	Workout, eWorkout*	Everyone	Learn how to pivot in the moment to deal with exclusion, whether intentional and unintentional.
■	■	■	■	Hi to hire	Workout,	Managers	Engage in inclusive hiring behaviors and challenge our common assumptions and faulty mental shortcuts. Understand how to build a candidate experience that lives up to your company values.
■	■	■	■	Shaping futures	Workout, eWorkout	Managers	Shape your team members' careers by working with them to uncover what's most important to them and helping them to consider their options for career progression.
■	■	■	■	Performance coaching	Workout, eWorkout	Managers	Increase your team's performance through light-touch yet effective coaching day in, day out. Build your team's success by ensuring that you're developing your team members equitably.
■	■	■	■	Rate success	Workout, eWorkout	Managers	Spot common performance assessment traps and make better decisions about your people and teams.
■	■	■	■	Respect me	Go Large	Everyone	Explore what inappropriate behavior looks like, as well as the roles they can play in helping contribute towards a more respectful culture.
■	■	■	■	Now we're talking	eWorkout*	Everyone	Learn how to have constructive, well-intentioned conversations about tough topics. Create dialogue and discussion rather than debate and conflict.
■	■	■	■	Call it out	Workout, eWorkout	Everyone	Identify what inappropriate behavior looks like and what to do if it is witnessed.
■	■	■	■	Fair warning	Workout, eWorkout	Manager	Learn how to create conditions where harassment or bullying can be prevented, along with the symptoms that it is taking place and how to respond effectively.
■	■	■	■	Power control	Workout, eWorkout	Leaders/ Managers	Leaders and managers focus on self-awareness to learn how power impacts their behavior and leadership style, and can lead to inappropriate situations.
■	■	■	■	Help at hand	eWorkout	Manager/HR	Managers and HR learn how to handle issues of bullying or harassment in ways that are sensitive as well as compliant and prevent a ripple effect disrupting their team or function.

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