



Proactively ask about all team members' personal priorities or commitments that are important to honor as the team plans its work stream and deliverables; seek to respect those requests.

Instead of just saying, "People matter," take the time to set-up one-on-one meetings not only with your direct reports but also with employees two to three levels down to get to know them.

Validate employees' experiences—both the good and the bad—by transparently acknowledging barriers and setbacks faced by the organization. Share plans that illustrate an awareness of both challenges left to face and the continued progress that is possible.



Over the course of several meetings, keep track of whose ideas are acknowledged, built on, or adopted vs. ignored or appropriated. Do you see any patterns based on gender, race, and/or ethnicity?



Regarding talent identification and inclusion: Look up. Look down. Look deep. And look often.



Don't assume that people who work differently (or even less) are less committed; they may be working smart.



Intentionally seek out ideas/insights from people who may not look like you.



Engage with people of different levels and backgrounds at the water cooler (either virtually or in person).

Acknowledge people you don't know in the hallways with a culturally appropriate greeting. A small friendly signal goes a long way toward breaking down hierarchies, siloes, and aggressive cultures, and it opens the door to further dialogue.

Be Inclusive Every Day

Start with these easy, practical, intentional actions that **organizations**, **leaders**, and **teams** can take today for a more inclusive workplace.

Support diversity by accommodating the way people process and react to information. Send material in advance so that introverts may prepare and communicate their thoughts.

?? Ask and then listen—you'll be amazed what you can learn from everyone around you.



Next time you ask someone for advice on a project (your go-to folks), stop and ask yourself—who did you miss/not ask? Why?



Review and revamp existing practices to uncover potentially exclusionary norms.



Avoid making "jokes" at the expense of an individual or group. And when you hear others using this kind of harmful "humor," speak up to let them know its not okay.



If you plan on sending emails to colleagues at off hours, add a line to your signature that lets people know you are working at that time because it is most convenient for you, but it does not mean you expect people to respond when they otherwise would not be working.



Help bust the myth that senior women have it all together by inviting a group of high-potential women home for dinner. Leave from the office and let them observe your real life—kids, dogs, etc.



Challenge assumptions—don't assume anything, ask questions. A place of curiosity is the zen zone.

Implement a "no-interruption" rule at brainstorming and staff meetings to ensure that everyone is being heard.



Don't just gather metrics—go behind the numbers to explore what's really going on. Ask employees (through surveys, focus groups, and interviews) how programs and policies really affect how they feel about their daily work lives.



When discussing possible presenters for a meeting, panel, or other event, make sure the group of people under consideration is diverse. Seize these opportunities to showcase somebody who isn't heard from much, if at all.



Ban the word "fit" from hiring discussions—recognizing that what is intended to refer to an alignment of values can be translated into comfort with someone who looks, thinks, and acts like the majority.

Think about your interactions with your direct reports over the past week. Whom did you offer to connect with a more senior colleague? To whom did you mention a plum opportunity? To whom did you offer insight on workplace politics? How, if at all, did these interactions vary by gender, race, ethnicity?



Put a Pride flag, "I am an ally" sign, or some other signal of your allyship on your office door or at your desk. A little bit of visibility can go a long way.



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