HANDOUT

MAINTAINING INCLUSION IN THE VIRTUAL WORKPLACE

DO MORE.

EXUDE

PARTICIPANT QUESTIONS

1. How do you recommend as a leader I check to make sure that these inclusive practices and steps are being implemented effectively by supervisors/managers to support the different needs of their remote workers (especially as this is new to most of us)- pulse survey? Another way?

Accountability - make this a performance goal and make it a part of your regular 1:1 discussions with your manager. You can do a pulse survey to collect employee feedback on inclusive practices and then help you managers make necessary adjustments.

2. Employees are concerned that they are not adding value because their work at home is in the category of Non-Essential. This is a dynamic that has exacerbated as the lines seemed to be drawn between operations (i.e shop floor) and office (i.e. corporate functions).

Communicate differently to change perceptions and assuage concerns about who is, and is who is not essential to the business. Clarify employees value to the business regardless of role. Reinforce goal alignment; ensure that employees understand how their performance on individual goals is critical to the accomplishment of business objectives and the success of the business.

3. If colleagues or managers aren't aware of their bias, how do you begin the conversation from there?

Teachable moments communicated effectively enhances understanding and self-awareness. Take the time to share with someone in a 1:1 conversation the impact of words or situations. This opens the conversation and can lead to change. However, it's important that the approach and the language is not confrontational and is delivered for the benefit of the receiver and the organization. In each situation you have to make a judgment call. If the situation is emotionally charged or you are emotional, it's best to touch base with your HR professional for guidance before you attempt a teachable moment. Also, understand that if the receiver is not open to the teachable moment, don't continue. We all change at different paces. Change what you can now and be patient because some things changed over time.

EXUDE

PARTICIPANT QUESTIONS

4. What strategies do you recommend for virtual meetings so all are heard?

Planning and preparation are key. Clarify the objective of the meeting, send agenda and pre-meeting question(s) to help people prepare for the conversation and to engage those who tend to not speak up. Ask everyone to join via video and let them know that there will be conversation or brainstorming and that you'd like to hear everyone's suggestions/recommendations. During the meeting ask for input or updates from people who are not speaking, e.g. "Sam would you like to share?"

5. How do make everyone feel like equals when some employees are essential and need to go into the office and others do not.

See answer to question 2

6. Do you have any tips/insight for maintaining an inclusive workplace when half a team works remotely and the other half works in office?

Yes, utilize today's tips for maintaining inclusion; they work for employees who are in the office and those who are remote. Ensure everyone has *accessibility* to all necessary resources and information, be *flexible* to alternative ways of working. Be *identity conscious* and sensitive to each person multi-dimensional diversity and work needs. Practice *proactive leadership* setting clear goals and expectations and pay attention to warning signs that an employee may be struggling or need your support; don't wait for them to come to you. Be *relational and transparent*; build productive relationships with people, be as transparent as possible and build community and collaboration for the team. Make communication and connections a priority for everyone.

EXUDE

PARTICIPANT QUESTIONS

7. We're doing a lot more surveillence/monitoring of people's work, and that has racial implications as people in entry level/lower management positions are more likely to be people of color whereas senior management is very white.

Best not to take a heavy handed approach and over manage people as this will negatively impact performance, innovation, engagement and retention. It also sends the message "I don't trust you". Best practices (1) Enhance managers (at all levels) people management, communication, cultural humility and competence skills. (2) Managers should build partnership relationships with people to support their success. (3) Managers should set clear goals and expectations for each employee, ensure that employees have the resources and equipment needed to do the job, and have regular 1:1's to discuss progress against goals and provide coaching and support. Then afford them the autonomy to do the work in their own workstyle.

8. People are putting a voice to e-Mails based on the mood they are in. E-Mail is the devil! LOL

Yes, as we the workplace continues to evolve to perhaps, largely remote, communication excellence will be important. We need to enhance our e-mail communication skills to understand how to use this platform effectively to communicate in ways to that engage the receiver; communicating in the style the receiver needs to be engaged.

9. Would you identify in the previous screen which shade of blue percentage was represented what. The blues are not that distinguishable from each other.

I've included data slides in this doc. Please feel free to reach out to me with additional questions at tharris@exudeinc.com

PARTICIPANT QUESTIONS

10. How do you monitor people's work without making them feel targeted/surveiled?

See answer to question 7.

11. Do you have recommendations for bias or having touch conversation trainings?

Yes, we have three courses related to this. (1) Diversity, Equity & Inclusion, (2) Unconscious Bias, (3) Walking on Eggshells: How to have difficult DEI conversations

12. How do you get leadership buy-in to invest in DEI?

Communicate the critical value of DEI for business profitability -- see the two slides I added for you - Deloitte and McKinsey research.

13. People reporting too much communication, too many meetings, not allowing space for typical work day because of added communications.

Yes, managers need to find balance between communicating/meetings and work time. Best to ask employees what they need and what they recommend because this balance will be different by organization and industry.

PARTICIPANT QUESTIONS

14. What games would you suggest to help drive inclusion, through remote working

I would ensure that any activities would be interactive and have a learning and application to the workplace focus. Please contact me for more information at tharris@exudeinc.com.

EXUDE
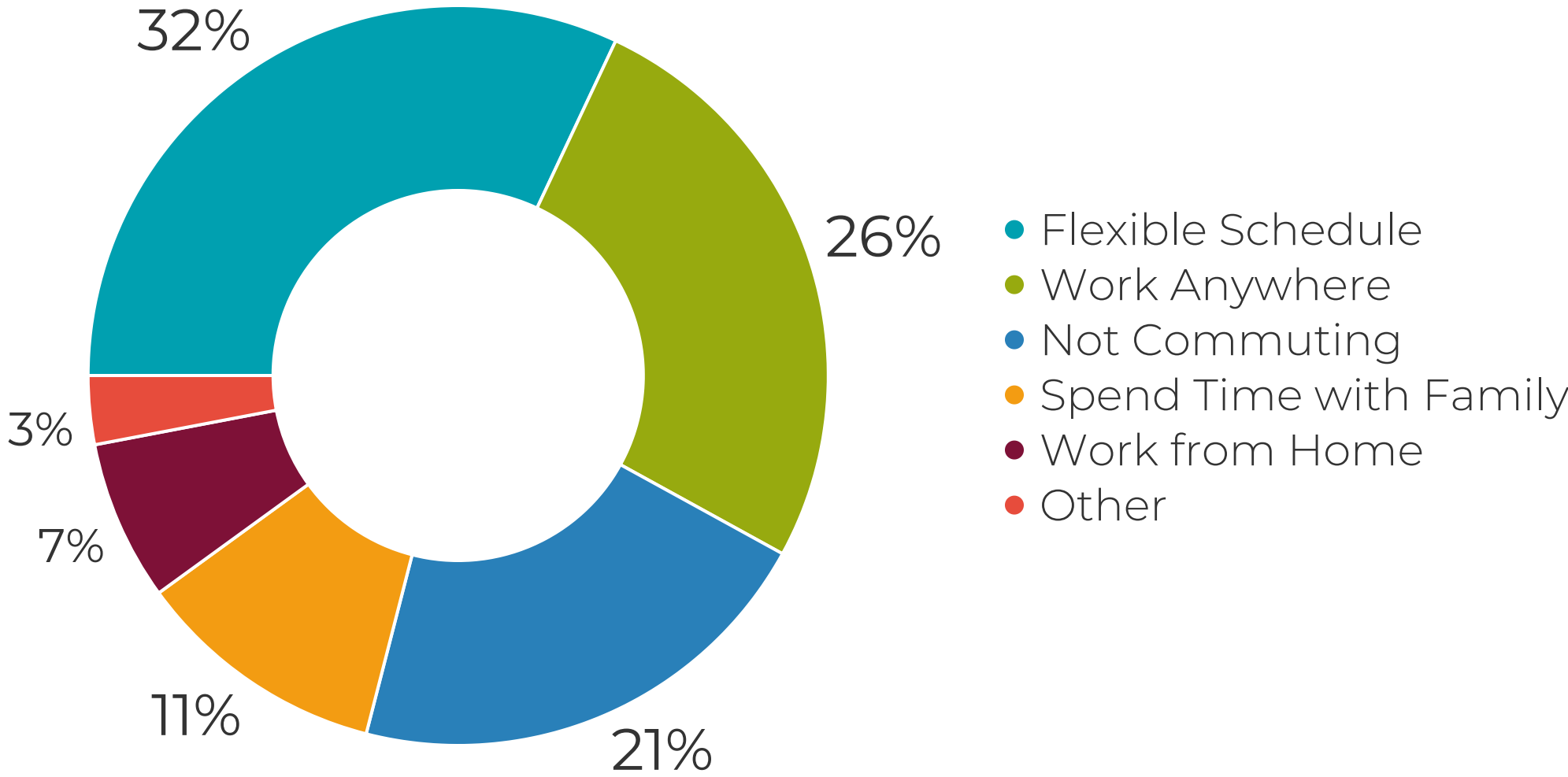
TIPS FOR MAINTAINING INCLUSION

Exhibiting Inclusion toward Remote Workers

1 Accessibility

2 Flexibility

3 Identity Conscious

4 Proactive Leadership

5 Relational and Transparent

EXUDE

CONSIDERATIONS - STATE OF INCLUSION

Organization are making progress advancing Inclusion, but nearly 1/3 said they ignore bias - BUT Employees share...

65% Witness Bias Frequently

61% Experience Bias Frequently

83% Bias as Subtle and Indirect

68% Negatively Impacted Their Productivity

84% Negative Effect on Happiness, Confidence and Well Being.

70% Bias Negatively Impacted Their Engagement

EXUDE

Deloitte State of Inclusion Survey 2019

Profitability

McKinsey & Company Research

- Linear relationship between racial and ethnic diversity and better financial performance
- For every 10 % increase in racial and ethnic diversity on the senior-executive team, earnings before interest and taxes (EBIT) rise 0.8 percent.

Companies with Above-Average Diversity Also Have Higher Innovation Revenues

SHARE OF INNOVATION REVENUES FROM PRODUCTS LESS THAN THREE YEARS OLD

TOTAL DIVERSITY INDEX* (0–1)

EXUDE