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May 28, 2020 Issue #46: Be Inclusive - Be Included? Beyond Beverage Bravery

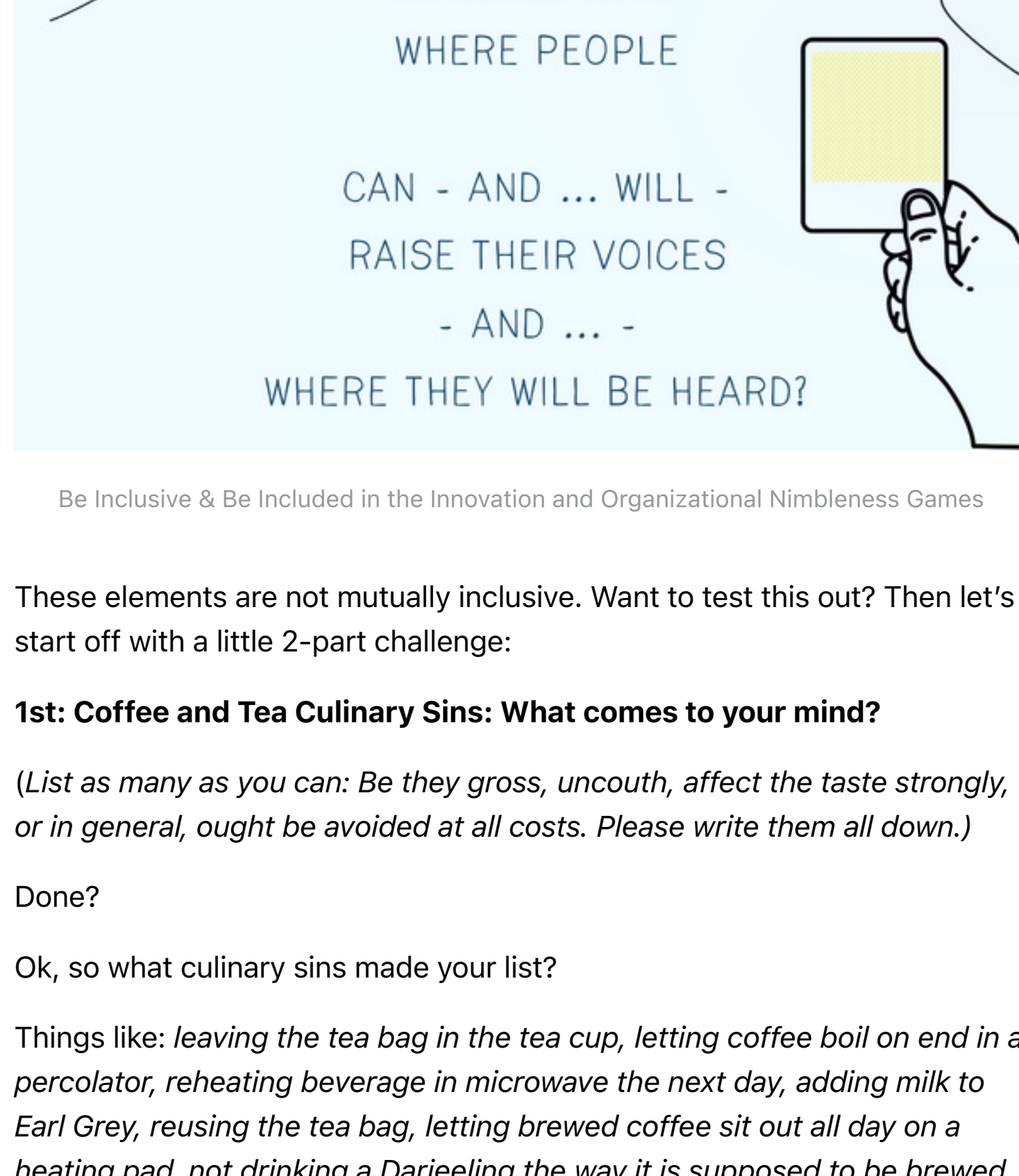
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Elizabeth M. Lembke - Chief Talent Navigator (HR Consultant) @elizabethlemcke

"Why oh why must it be this way? Before you can read me you gotta learn how to see me, I said Free your mind and the rest will follow. Be colour blind, don't be so shallow."

En Vogue sang it almost 30 years ago - but the lyrics are still timely on how we are actually freeing our mind to be inclusive. This leads us to the question:

- How are we creating brave spaces where
1. people's voices can be raised
2. will be raised, and
3. will be heard?



Be Inclusive & Be Included in the Innovation and Organizational Nimbleness Games

These elements are not mutually inclusive. Want to test this out? Then let's start off with a little 2-part challenge:

1st: Coffee and Tea Culinary Sins: What comes to your mind? (List as many as you can: Be they gross, uncouth, affect the taste strongly, or in general, ought be avoided at all costs. Please write them all down.)

Done? Ok, so what culinary sins made your list? Things like: leaving the tea bag in the tea cup, letting coffee boil on end in a percolator, reheating beverage in microwave the next day, adding milk to Earl Grey, reusing the tea bag, letting brewed coffee sit out all day on a heating pad, not drinking a Darjeeling the way it is supposed to be brewed, drinking less than piping hot coffee, dumping loads of sugar and cream to your coffee so that the coffee is almost a homeopathic remedy, mixing black tea with percolated coffee and drinking it like they do in parts of Finland?)

Did you just shiver in disgust? Or did you say, "ya, I do that, I know most don't and maybe I wouldn't do it in mixed company but for myself, that's fine."

Okay - moving on with the challenge. 2nd: Gauge Your Probable Reaction (rate: 1: meh or shrug to 5: would wig out):

- How would you react if someone committed one of those "sins" in front of you?
Would you react differently if your partner "sinned" as opposed to say a co-worker or customer?
How gross / or uncouth would the sin have to be before you spoke up?
How okay with your culinary "sin" would you have to be that you would flaunt it without care of what others may think?

It depends...? On how comfortable you are with the folks? How accepting you believe they would be? How tactless the "sin" may be perceived? How convicted in your choice of preparation methods, that you would deal with any blow-back?

Now transfer the coffee/tea analogy to how we engage on work teams: What happens on day 1 when you join a team? What happens if a boss voices their opinion before the team has a chance to discuss? What happens when you hear "we have always done it this way" What if you have a dissenting opinion? Is it welcome to build on one another's ideas?

Depending on your answers - you have indicators as to how brave one can be - and often times - is willing to be in your organization's/ team/ WhatsApp group's culture.

This is the mental hiccup I refer to when the topic of Diversity and Inclusion is being discussed mainly around KPIs of representation. Representation is undeniably important and is not to be under-acknowledged. Period. What I am saying, is that unfortunately there remains a large blindspot in regards to diversity in thinking and being able to show up with who you are as a person.

"By focusing only on the physical dimension of inclusion, namely gender, race and sexual orientation, we may miss the more profound and subtle dimension of thought. Winning, innovative companies are adopting a mindset of problem solving.

Plural thinking has less to do with IQ and more to do with orientation... Move away from lazy binary thinking. People are far more complex and their ideas are even more complex and dynamic." Anand Chandramouli, Cognizant.

An environment of being a psychologically safe place - where one can be brave enough to voice own input, and where differing opinions are integrated into better, more adaptive solutions - this is when Diversity and Inclusion really lead to innovation and organizational nimbleness.

"Now it's time for a breakdown" of the individual elements: "Be Inclusive" - speaks to the piece that the Funky Divas were singing to. Meaning, while aligning the structural, compliance, or governance aspects to foster an inclusive environment, one is overall very attentive around the mindset to truly welcome plurality, divergent and integrative thinking in.

For example, exploring different ways of approaching the same problem, seeking out a variety of expertise or experience backgrounds, using exploratory improv or innovation methodologies, and openly counteracting the fear of censure like group think.

By working to create an atmosphere of psychological safety so that folks can feel free to express their opinions, build on ideas, or offer up a completely different point of view.

"Be Included" - for me is the flip side of the coin. How are we actually taking advantage of proffered open space to voice one's own ideas?

For example, do we stay quiet until we are asked to share? Do we observe the group until we feel sure that the censure risked would not cause ostracization? Do we think of sentences like "my manager never told me?", "I have no idea why they want it that way - they just do."

This is what is behind "being included". If you are quiet, perhaps ask yourself: what is missing so that say, the confidence, to go into that proffered space is actually taken? Where might you perhaps be staying so solidly in your comfort zone - that you are not going into the magical zone of learning? A coaching statement of mine often is, "Don't assume, reach out and ask. At the end of the day, what is the worst that can happen? What is the best that can happen?"

We need to look at our own ability - and self-agency - to be part of the solution finding. "Be Included" means wading our own feet into the waters.

"Be heard" - this is the culture and environment aspect that embraces the "Be Inclusive" and "Be Included" elements. This is the environment where the data points are not only listened to, but are actively integrated into the adaptive solution finding.

An environment in which, when asked " why oh why must be this way", we can clearly say - "it doesn't".

Be Inclusive

Defining and Harnessing Plurality of Thought for the Digital Age Anand Chandramouli

"To win in the emerging digital economy, progressive companies worldwide must look beyond diversity of personal identity and tap the creative and sometimes contrarian views of individuals across the organization and beyond to spur innovation, differentiation and sustainable advantage." A whitepaper from Cognizant's Anand Chandramouli with some great food for plurality thoughts.

www.cognizant.com



RTRIBE Live Stream #3 - 13th May 2020 - Hosts Jim Berrisford, Elizabeth Lembke and Martin Dangerfield

An amazing day - 3 hosts, 16 speakers, over 6 hours - talking about recruitment, referrals, sourcing, diversity, inclusion, AgileTA and a lot more... But in regards to "Be Inclusive - Be

Included", I recommended focusing in on the discussion at timestamp 1h:32m with my BridgeCon Crew and TTI readers: Akin Omobitan, Mehdi Tounsi, as well as Michelle Fogarty .

Bonus: Martin pulls together awesome teasers: RTRIBE #3 summary RTRIBE #1 was an instant classic as well. ;) www.youtube.com

Be Included

NOW of Work: Heather McGowan The Adaptation Advantage and Jason Averbok I Digital Dose

This is a great discussion between Jason Averbok and Heather McGowan on why adaptation is one of the most important skills for anyone in the world today. Definitely worth a listen in - and her book is great. podcasts.apple.com



The Creative Value Of Open-Mindedness - Paul Taylor

"Innovation is, essentially, about being endlessly curious. Curious, and a little bit paranoid that the way you do things isn't the best way." Simple self-check's like: When was the last time I asked for feedback about my work? Has there been a time recently when I've changed my mind on an important issue? Do I solicit new ideas from my colleagues and customers? Do I show recognition and appreciation for the ideas suggested by others? When did I last express uncertainty about what to do next in front of my team? can help. paulitaylor.com

High-Performing Teams Need Psychological Safety. Here's How to Create It

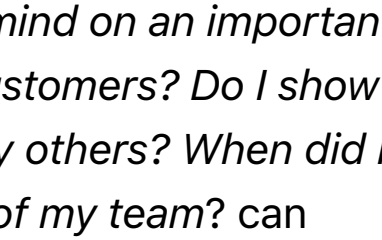
Five ways to build trust. A classic article and always worth a re-read. Based in Professor Amy Edmondson work. She is the leading authority on psychological safety after she studied its effect on learning in work teams: 1999 paper. hbr.org



Be Heard

Divergent Thinking - Tina Seelig Stanford eCorner

Wonderful, quick and insightful explanation of convergent and divergent thinking. "Zillion" is a technical term. This is a showcase on how one poses a question - can easily lead to different responses. www.youtube.com



Groupthink: The Role of Leadership in Enhancing and Mitigating the Pitfall in Team Decision-Making

"Belonging is not based on agreement" like my friend, Minola Jac, who works in Business Transformation says. "Sometimes teams can follow a flawed process, by not exchanging enough information and exploring inadequate alternatives, and make erroneous conclusions. Groupthink is one such pitfall of decision-making." The article explores the role leadership plays in enhancing as well as mitigating groupthink in team decision-making processes. www.sesp.northwestern.edu

The Psychology Behind Why We Strive for Consensus

A social psych deeper dive on groupthink. A very practical help on what to observe - and what you can do to override. Mindtools also put out a simple toolkit

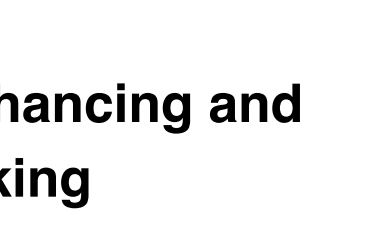


Nerding-out? Groupthink literature review www.verywellmind.com

Diversity and Inclusion: Where are we?

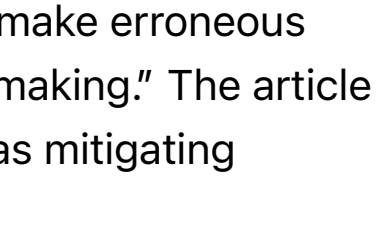
Diversity Confirmed To Boost Innovation And Financial Results

This Forbes article dives into studies from the WSJ, PwC, and BCG around diversity. In summary: "Diverse teams are better positioned to unlock innovation that drives market growth. Diversity further enables nonlinear novel thinking and adaptability that innovation requires." www.forbes.com



Diversity wins: How inclusion matters I McKinsey

Even though the business case for inclusion and diversity is stronger than ever, unfortunately many companies' progress seems to have stalled. This is the most recent report around the need for a systematic approach and bold action on inclusion from the folks at McKinsey. Definitely worth reading the quick overview or full report. www.mckinsey.com



Question: "Be Inclusive & Be Included": What signs do you see IRL?

Last week, I was honored to crowdsource opinions on "Be Inclusive - Be Included" at the D&I centered #TruInclusion, hosted by the wonderful Joanne Lockwood. The topic originally arose in a Working Group for Talent Management and Learning that I am co-chairing. The question raised was: Have we created the conditions in our organizations in which divergent thinking and listening are so welcomed that we can create a new future forward together?

As we look to the disruption we are all going through, it is also an opportunity to reflect on how we are as teams and organizations: being inclusive, being included and being heard. If this is a topic for you, that you want to discuss deeper, please reach out to me.

Be well - be healthy - be curious! All of my best regards, Liz Chief Talent Navigator at Transforming Talent

Did you enjoy this issue? Yes No

Elizabeth M. Lembke - Chief Talent Navigator (HR Consultant) @elizabethlemcke Feeding the Passion for Transformation: Be It Talent, Culture, Work or HR

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Elizabeth Lembke, Transforming Talent Consulting: www.transformingtalent.co and www.transformingtalent.de

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