

# **A Path to Inclusive Excellence: Fostering Personal Growth and Organizational Impact**

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# Today's Discussion

- **Sense of Belonging**
- **Types of Biases**
- **Leading Inward**
  - **Self-Assessments**
- **Leading Outward**
  - **Organizational Initiatives**

## Creating a Culture of Inclusiveness



A Safe Space  
For Open  
Conversation

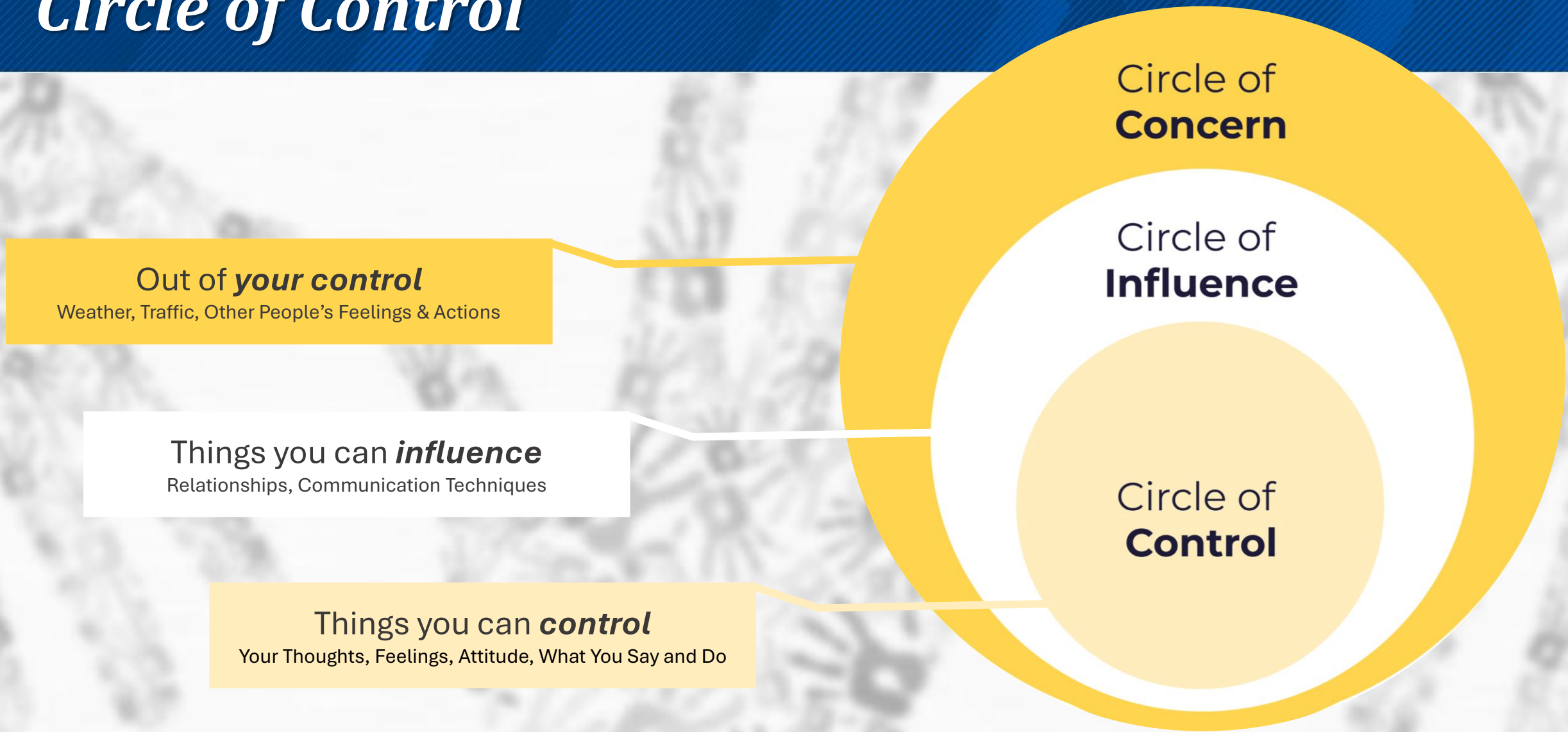


Hearing  
All  
Voices



Intentional  
Relationship  
Building

# Circle of Control



*Consider this...*

*What would you do?*



The background features a pattern of faint, overlapping handprints in shades of blue and teal. A dark blue horizontal band is positioned at the top, and a teal band is at the bottom. A semi-transparent blue horizontal band across the center contains the title text.

# A Sense of Belonging

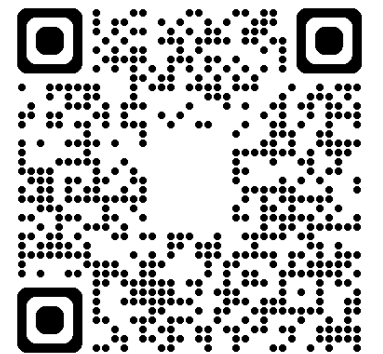
# *Belonging*

## **Belonging Defined:**

***The belief that we are connected, supported, and respected***

## **Employees with a powerful sense of belonging are:**

- **2x more engaged**
- **2x more productive**
- **2x more resilient**
- **2x more satisfied with their jobs**
- **2x more committed to their organization**



# A New Hire's Sense of Belonging



- **Begins during the interview**
- **Solidified within the first 14 days of hire**
- **Find ways to maximize these touchpoints**

## Retention Strategy Bundle

- Create a **sense of belonging** for new staff
- Ensure that **supportive leaders** are promoting a safe environment
- Highlight professional **growth opportunities**
- **Recognize** great work

# *What We've Done*

## **Implemented New Strategies**

- Pre-hire welcome letter with “Getting to Know You” survey**
- Personalized onboarding by unit leaders**
- Personalized welcome gift on day one**
- Orientation survey to identify professional development goals**
- New hire meet and greet with Director of Nursing**

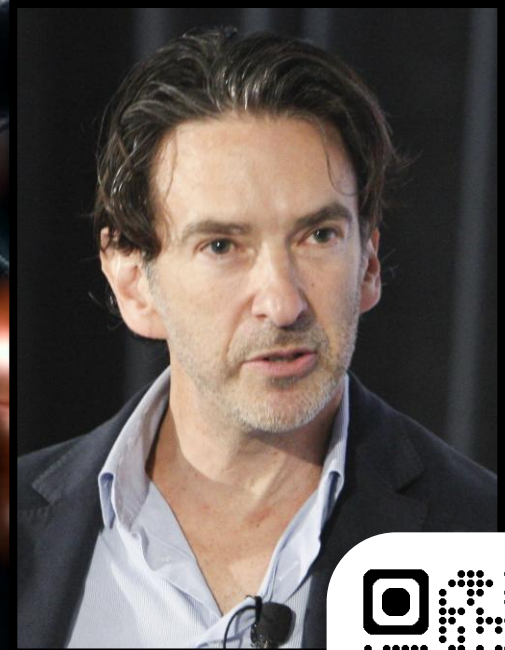


# *Belonging Uncertainty*

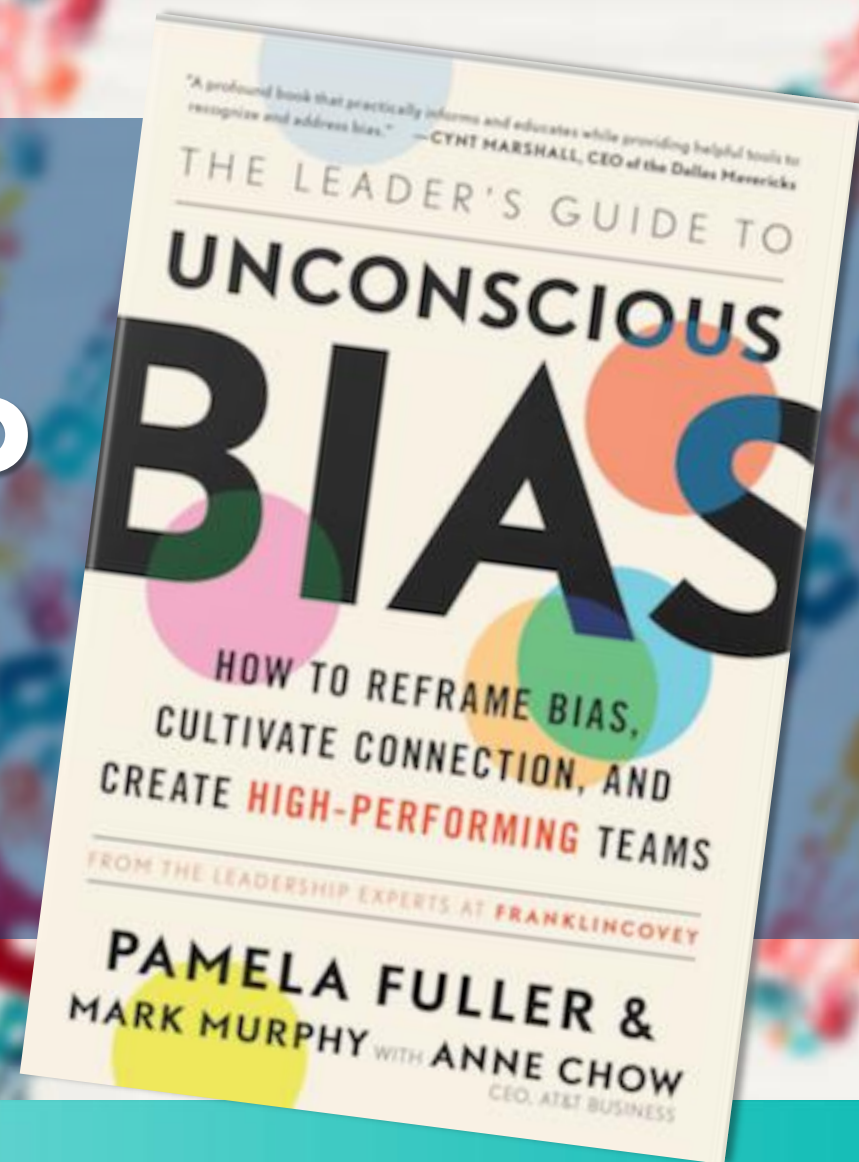
**Experienced by people  
that aren't consistently  
sure whether they fit in  
at work**



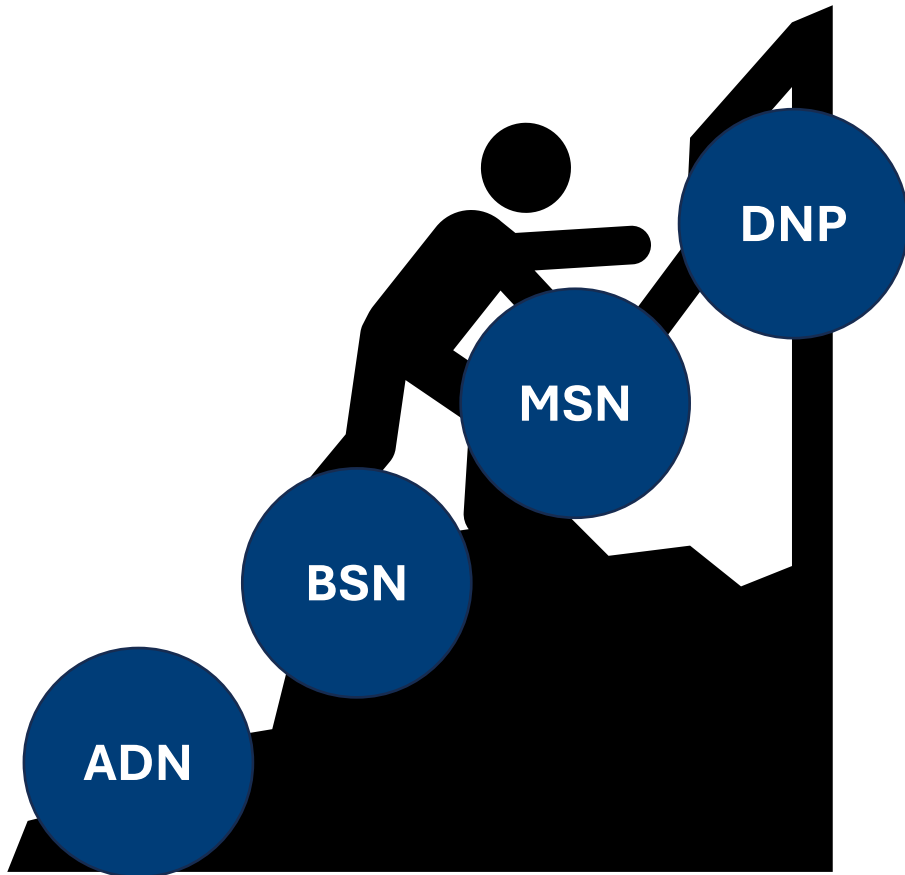
# *Belonging: The Science of Creating Connection*



# A Leader's Guide to Unconscious Bias



# Unconscious Bias



Brown University



Columbia University



Cornell University



Harvard University



Princeton University



University of Pennsylvania



Yale University



Dartmouth College

# *Affinity Bias*





# Leading Inward

**Your ability to act courageously, learn, and self-reflect**

# *Cultural Humility*

**A lifelong process of self-reflection where an individual learns about the culture of others and examines their own beliefs and cultural identities**



# Self-Assessment Example #1



## How Can I Improve Inclusion in My Team?

### Manager Inclusion Self-Assessment

Check the box that corresponds with how often you believe you demonstrate the following inclusive characteristics.

1 2 3 4 5

- Supporting Team Growth**  
 I give team members autonomy to determine how they best complete their work.
- Fostering Team Accountability**  
 I hold team members accountable for the quality of their work.
- Leveraging Your Network**  
 I help team members access the resources and support they need from other areas of the organization.
- Demonstrating Personal Integrity**  
 I approach decision making and interpersonal interactions consistently.
- Mediating Productive Conflict**  
 I resolve conflicts about team roles and responsibilities.
- I leverage disagreements to pursue optimal work output and enhance team performance.
- I ensure task conflicts are resolved such that all team members feel respected and heard.

Source: DEI analysis.

Integrate these key behaviors into your leadership style by seeking the following 5 opportunities:

### 1. Support team growth by establishing how inclusive behaviors already fit into your leadership style.

- Support product and individual development through fair and flexible approaches to team members' contributions and workstyle. For example, try:
  - Actively inviting quieter team members to contribute during meetings to ensure their perspectives are heard
  - Considering flexible work arrangements when and where possible.
- Use 1:1s and team meetings to create opportunities for employees to share their perspectives.
  - Gather project members together to discuss their perspectives.
  - Holding decision-making discussions with team members.

### 2. Foster accountability for inclusion in your team.

- Connect the dots between inclusive behaviors to positive project outcomes for team members. For example, try:
  - Including inclusive behaviors in team members' performance reviews.
  - Gathering feedback on your performance with respect to inclusive behaviors and the overall team inclusion environment. Ask employees directly for their perceptions of inclusion to help you identify any obstacles to team inclusion and how to overcome them, or
  - Using 1:1s with team members who are experiencing challenges to discuss their perspectives and how you can support them.
- Track employee feedback on team inclusion.
  - Attitude surveys.
  - Behavioral observations.
  - Outcomes.

### 3. Know where to go to get support.

- Assess the landscape of leaders that can help you create a more inclusive experience for your team.
  - The Diversity and Inclusion (D&I) function can help you measure and assess the current inclusion environment.
  - Employee resource group (ERG) leaders can help you find new opportunities for your employees to get involved with D&I at the organization and feel included in different groups throughout the organization.
  - Executive sponsors can provide their perspectives on what is working well and what needs more attention.
  - External inclusion champions can provide their perspectives on what is working well and what needs more attention.
- Assess your own leadership style.
  - Discuss your leadership style with a trusted colleague or mentor.
  - Seek feedback from team members on your leadership style.
  - Identify areas for improvement and create a plan to address them.

### 4. Mediate productive conflict and demonstrate interpersonal integrity through inclusive conversations.

- Create a psychologically safe environment where team members feel free and encouraged to voice concerns. For example, try:
  - Accepting and appreciating, where appropriate, when your views are challenged on a project or decision, or
  - Allowing employees to be vulnerable by acknowledging your own past vulnerabilities or failures.
- Embed inclusive dialogues within regularly scheduled meetings to make it safe for employees to have conversations around D&I related topics. For example, try:
  - Encourage employees to participate in ERG-facilitated discussions around difficult D&I topics and current events.
- Acknowledging external events (e.g., disruptions to diverse communities, violence, or acts of terror; polemic political climates) that affect your employees, and reserving space in 1:1s to discuss how these events have affected your team members, or
- Proactively discussing how the organization is currently involved in D&I efforts (e.g., volunteering opportunities, ERG events, policy changes that affect diverse communities) and bring up opportunities for team involvement.

### 5. Compare with other leaders.

- Check in with other leaders in your network—what's hard about promoting inclusion? What has worked for them? What hasn't?
 

Source: DEI analysis. Rita Gardner McInnis, "How a Leader Can Build Psychological Safety," *Harvard Business Review*, May 2021. <https://hbr.org/insights/2021/05/how-a-leader-can-build-psychological-safety>.
- Recognize fellow leaders who demonstrate inclusive practices or behaviors.
- Challenge yourself and others to demonstrate inclusive behaviors.

### Inclusive Behavior Checklist

Take this short checklist with you into meetings to help gauge whether you are promoting an inclusive team environment.

<input type="checkbox"/> Ensure team members speak up and are heard.	<input type="checkbox"/> Empower team members to make decisions.	<input type="checkbox"/> Give actionable feedback.
<input type="checkbox"/> Make it safe to express your ideas.	<input type="checkbox"/> Take action and implement feedback.	<input type="checkbox"/> Share credit for team success.

# Self-Assessment Example #2



**Psychological Safety:** *Highly inclusive leaders create a work environment where team members feel (1) included, (2) safe to learn, (3) safe to contribute, and (4) safe to challenge the status quo—all without fear of being embarrassed, marginalized, or punished in some way.*

- I encourage team members to bring their whole self to work and express aspects of themselves that may be different from their peers.
- I ensure team members can engage in the discovery process of learning, asking questions, experimenting, and even making mistakes—not if but when they will make them.
- I encourage a workplace environment where individuals feel secure and confident enough to engage in constructive risk-taking behaviors without fear of being undermined or shamed.
- I advocate innovative thinking by supporting individuals to step outside of the status quo by sharing their different thoughts or ideas without retribution, reprisal, or viewing them as troublemakers.
- I facilitate dialogue and productive debate and work to manage conflicts productively.

1 Totally off my radar screen	2 A definite area for leadership development	3 Inconsistent demonstration as a leadership strength	4 Developing as a leadership strength	5 A core leadership strength and impactful
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Strength	Opportunity for Change	What may get in my way?

# Self-Assessment Example #3



## Cultural Intelligence (CQ): Flex Your CQ Muscle Through a Human-Centered Leadership Workout!



Lucy Leclerc, PhD, RN, NPD-BC, Kay Kennedy, DNP, RN, NEA-BC, CPHQ, and Susan Campis, MSN, RN, NE-BC, NBC-HWC

The world of healthcare reflects the beauty and global diversity of humans across the planet. Cultural intelligence (CQ) is no longer a nice-to-have skillset. Strengthening CQ is central to the global village nurse leaders and team members experience every day with patients, families, colleagues, and communities. When CQ is strengthened in individuals and in teams, the downstream effect is apparent in outcomes related to quality, safety, patient experience, and job satisfaction. Using Human-Centered Leadership in Healthcare as a lens, leaders and teams can take the first step in moving from knowledge to action by completing the health care CQ Self-Assessment.

## Cognitive and Metacognitive CQ

Rate the extent to which you agree with each statement, using the scale:  
1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree

	If I know I'm going to be interacting with patients or colleagues of different cultures, I do some research to find out at least the basics about the culture.
	I take what I learn from cultural interactions with patients and colleagues and integrate it into how I'll approach people of other cultures in the future.
	I put intentional thought into what I want to achieve from interactions with patients and colleagues of other cultures.
	I mindfully pause before interacting with patients or colleagues of other cultures to check my own assumptions and biases.
	If I'm encountering patients and colleagues of other cultures without time to prepare or pause, I lead with curiosity to learn cultural similarities and differences from the person or family.

## Motivational CQ

Rate the extent to which you agree with each statement, using the scale:  
1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree

	I am naturally curious and interested in learning about unfamiliar cultures of colleagues and patients.
	I feel confident when interacting with patients and colleagues from a culture new to me.
	I actively seek experiences in which I can immerse myself in interactions and dialogue with patients and colleagues who have different cultures.
	I am persistent in interacting with patients and colleagues of different cultures even if I'm struggling to communicate.
	I seek resources to facilitate successful and positive interactions with patients and colleagues of cultures new to me.

## Behavioral CQ

Rate the extent to which you agree with each statement, using the scale:  
1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree

	I easily adapt my body language to align with expected norms of patients' and colleagues' cultures, i.e., eye contact, physical distance.
	I easily modify my speech style to align with expected norms of patients' and colleagues' cultures, i.e., tone, speed of speech.
	I readily negotiate with patients or colleagues to honor cultural practices within the health care setting, i.e., prayer times, artifacts for cultural practices.
	I am self-aware in harmonizing and honoring the cultural practices of patients and colleagues while doing the same for my own cultural practices.

The background of the slide features a faint, grayscale image of several hands reaching out to hold a globe. The hands are positioned around the globe, with some fingers pointing towards it. The overall tone is professional and collaborative. The top of the slide has a dark blue header, and the bottom has a teal footer.

# Leading Outward

**Your ability to bolster team members' capacity to be empowered, treated fairly, and flourish at work**

# *Organizational Initiatives to Consider*

- **Inclusive Excellence Committees**
- **Cultural bulletin boards**
- **Inclusive newsletters**
- **Educational Videos**
- **International potlucks**
- **Regular leader rounding**
- **Case Study Reviews**
- **Nursing Salons**

## **Creating a Culture of Inclusiveness**



# What is a Nursing Salon?

- A term coined by an accomplished nurse, Marie Manthey
- A **safe space** for nurses to **share conversations** and **support one another**, where each participant forms and informs the conversation
- Staff bring **thoughts, opportunities, struggles, and successes** that focus on promoting inclusiveness in our department and community
- In person only

**CRITICAL CARE NURSING SALON**

*What is a Nursing Salon?*

An informal way for staff to engage in thoughtful conversations about the care we provide to our patients.

By listening to the voices of our staff, we aim to foster a culture of belonging to better care for our patients and each other.

**April 25**  
**730-830AM**  
**HUNTINGTON BOARD ROOM**  
**ROSS**

**HOSTED BY**

*Nechelle Marlowe*  
MIS Nurse Manager

*Tracy Boggs*  
LCE Consultant

*Jamie Corral*  
Director of Nursing

**SCAN OR CLICK**

*Our goal is to promote inclusive excellence within the Critical Care Nursing Department.*

**Open to All Frontline Staff**

Registration preferred but not required

# Nursing Salons

## CRITICAL CARE NURSING SALON

WED, OCTOBER 18TH  
8AM-9AM | JAMES B040

Please consider joining Jamie and Tracey in thoughtful conversation about nursing and nursing leadership.

**The aim of this nursing salon is to promote diversity, equity, inclusion, and belonging** in the Critical Care Nursing Department by listening to the voices of those underrepresented within the department.

This event is open to all frontline Critical Care Department Staff, and we strongly encourage those underrepresented in nursing to attend.

Coffee and Donuts!

**HOSTED BY**



Jamie Corral  
Director of Nursing

Tracey Boggs  
DEL Consultant

## CRITICAL CARE NURSING SALON

*after dark*

Please consider joining Jamie, Nechelle, and Tracey in our 4th thoughtful conversation about inclusiveness within our department.

**This nursing salon aims to promote inclusive excellence** within the Critical Care Nursing Department.

By listening to the voices of our staff, we aim to foster a culture of belonging to better care for our patients and each other.

**HOSTED BY**



Nechelle Maulone  
Nurse Educator

Tracey Boggs  
DEL Consultant

Jamie Corral  
Director of Nursing

**Feb 20**  
6PM - 7PM  
11MICU  
CONFERENCE ROOM A1136

SCAN OR CLICK

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**April 25**  
730-830AM  
HUNTINGTON BOARD ROOM ROSS

**HOSTED BY**



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Nurse Educator

Tracey Boggs  
DEL Consultant

Jamie Corral  
Director of Nursing

SCAN OR CLICK

**Our goal is to promote inclusive excellence within the Critical Care Nursing Department.**

**Open to All Frontline Staff**

## CRITICAL CARE NURSING SALON

Please consider joining Jamie, Nechelle, and Tracey in a thoughtful conversation about inclusiveness within our department.

**This nursing salon aims to promote inclusive excellence** within the Critical Care Nursing Department. By listening to the voices of our staff, we aim to foster a culture of belonging to better care for our patients and each other.

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**HOSTED BY**



Nechelle Maulone  
Nurse Educator

## CRITICAL CARE NURSING SALON

We have received feedback from many of you regarding the cancellation of the Microaggression workshop.

Based on your feedback, we are excited to offer a Nursing Salon in its place.

By listening to the voices of our staff, we aim to foster a culture of belonging to better care for our patients and each other.

**March 12**  
8AM-9AM  
HUNTINGTON BOARD ROOM ROSS AUDITORIUM

**July 16**  
8AM-9AM  
11MICU CONFERENCE ROOM A1136

SCAN OR CLICK

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This event is open to all frontline Critical Care Department Staff.

**HOSTED BY**



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Nurse Educator

Tracey Boggs  
DEL Consultant

Jamie Corral  
Director of Nursing

An aerial photograph of a river with turbulent rapids. The water is dark and churning, with large areas of white foam and spray. The river flows from the top center towards the bottom right. The background is a dark, hazy landscape. The text "Key Takeaways" is overlaid in the center in a white, italicized serif font.

*Key Takeaways*

# *Thank You!*

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