

LEADERSHIP BEHAVIORS FOR INCLUSION & *psychological safety*

TEAM EXPERIENCES

what people experience when they feel included

"I feel like I matter to the people I work with."

"I can get help, support, coverage, or time off when I need it."

"I can take care of my personal needs and home life when I need to."

TEAM BEHAVIORS

how people behave when they feel included

People ask each other how they're doing, chat easily about their lives, show sympathy, and express empathy.

People step in for each other; swap hours, shifts, or responsibilities; and easily negotiate needs and priorities with each other.

People openly take time off or adjust their work schedules for things like health care, daycare, petcare, holidays, family events, etc.

LEADERSHIP BEHAVIORS

what you can do to strengthen your team's sense of inclusion

Model intentional questioning and listening. Trade idle small talk ("Did you have a good weekend?" for meaningful conversations ("Is your dog feeling better?" "How did your pickleball tournament go?") Model these behaviors in private and in public.

Promote problem-solving in group conversations. If the team is going to miss a group deadline, gather to brainstorm solutions. Normalize problem-solving together. Support all the reasons people might need help or flexibility by showing that you care about their health, wellness, family life, and personal responsibilities.

Be as flexible as you can with people's needs. Openly talk about taking time for life events. Model and discuss this in your own life, and give others the same options. Normalize conversations about integrating personal and work responsibilities. Celebrate and recognize all holidays and cultural events.

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TEAM EXPERIENCES

what people experience when they feel included

"I enjoy spending time with the people on my team."

"I can share problems, challenges, and failures with my coworkers."

"The people on my team all help each other."

TEAM BEHAVIORS

how people behave when they feel included

In groups, people talk comfortably and laugh easily. Coworkers gather for coffee, lunch breaks, walks, and casual conversations.

Coworkers have open conversations, engage in group problem-solving, and distribute solutions equitably (ie, everyone chips in as opposed to having one person be "the fixer").

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LEADERSHIP BEHAVIORS

what you can do to strengthen your team's sense of inclusion

Invite groups to coffee or lunch. Turn your 1:1s into walking meetings. Share brown-bag lunches, or host lunch yourself if the budget allows. Invite everyone, or if you work with smaller groups, invite different folks each time.

Problem-solve as a group in meetings. Let the team see you **not know** the answer to something and turn to them for solutions. Implement their ideas so they see their contributions matter. Make sure you give everyone a chance to contribute - don't always go to the same person for help.

Encourage the team to problem-solve without you, and be attentive and responsive when they share solutions. Model group problem-solving as a full team, in sub-teams, and even between pairs of people.

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TEAM EXPERIENCES

what people experience when they feel included

"Nobody on my team is singled out for special or preferential treatment."

"I regularly share my ideas, observations, and concerns."

"There are no small cliques on our team."

TEAM BEHAVIORS

how people behave when they feel included

Everyone is good to everyone; no one is favored; the team sees there are no "teacher's pets" or "boss's favorites."

Meetings are conversational and productive. Problems are raised early and often, and groups move comfortably into problem-solving mode without blaming people.

Groups ebb and flow and aren't fixed. Invitations are open to all, not a select few. When strong friendships emerge those pairs/groups remain open to and accepting of others on the team.

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In meetings, sit back and listen, take notes, ask follow-up questions, and praise solutions. Show people that when they share their ideas you'll listen and take them seriously. Expect the same behavior from everyone and gently redirect their behaviors when needed.

Model welcoming and inclusive behavior by spending time with everyone on the team and in different configurations. If you see that someone is regularly excluded address and resolve it early.