



Miguel Joey Avilés  
Chief of Diversity & Inclusion

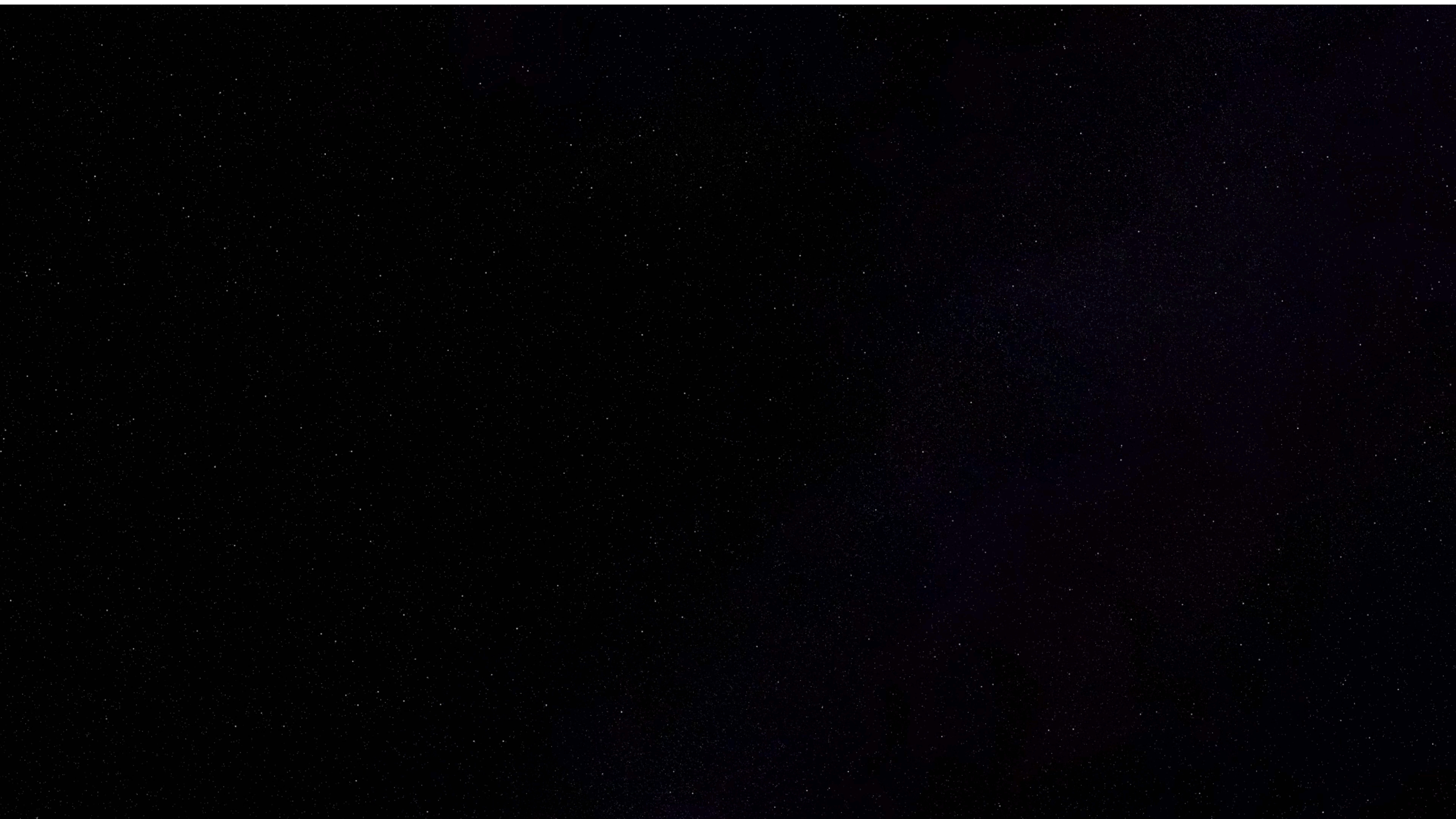
# BUILDING A CULTURE OF BELONGING:

A Toolkit for Driving Inclusive  
Conversations with Managers



**2020 Inclusive  
Diversity VIRTUAL  
Conference**







HAPPY TOGETHERNESS SUPPORT TEAM FRIENDSHIP  
 RELIEF FRIENDSHIP LIFE FRIENDSHIP  
**GIVE** LIFE MONEY FOOD  
 FRIENDSHIP HUMANITARIAN  
 LEISURE HAPPINESS UNITY SUCCESS TEAMW



# BELONGING



TEAMWORK COOPERATION SOCIAL PEOPLE  
 WORK FRIENDSHIP HUMANITARIAN  
 LOVE FRIENDSHIP RELIEF DIVERSITY  
 LOVE SUPPORT COMMUNITY  
**GIVING**  
 UNITY LIFE COMMUNITY  
 TEAMWORK TOGETHERNESS  
 GROWTH HOPE GROWTH LIFE  
 ASSISTANCE





HAPPY TOGETHERNESS SUPPORT TEAM FRIENDSHIP  
 RELIEF HOPE LIFE FRIENDSHIP  
**GIVE** LIFE MONEY FOOD  
 FRIENDSHIP HUMANITARIAN  
 LEISURE HAPPINESS UNITY SUCCESS TEAMW



# We Are Alive



SUCCESS TEAMWORK COOPERATION PEOPLE  
**WORK** HUMANITARIAN  
 LOVE LOVE SUPPORT COMMUNITY  
**GIVING** LIFE  
 UNITY LIFE COMMUNITY  
 TEAMWORK GROWTH HOPE TOGETHERNESS HOPE GROWTH LIFE ASSISTANCE



# PRESENTATION TIMELINE

## ICON LEGEND



Tools & Resources

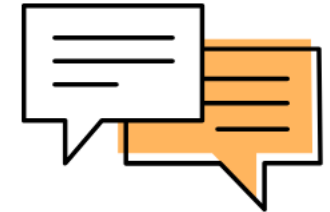


Important during  
COVID-19

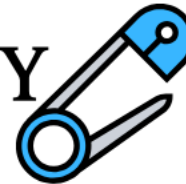
**PROBLEM**  
**TOXIC  
WORKPLACES**



**SOLUTION**  
**INCLUSIVE  
LEADERSHIP**



**RESULTS**  
**PSYCHOLOGICAL  
SAFETY**



**CULTURE OF  
BELONGING**



Miguel Joey Aviles



(787) 452-2955



Building a Culture of Belonging



**PROBLEM**  
**TOXIC**  
**WORKPLACES**



**SOLUTION**  
**INCLUSIVE**  
**LEADERSHIP**



**RESULTS**  
**PSYCHOLOGICAL**  
**SAFETY**





## Flash Survey

**Have you worked in a toxic workplace?**

**Yes**

**No**



# Toxic Workplaces

**96%**

of employees say they have been treated rudely at the office.

*Wall Street Journal*

**26%**

of survey respondents said they had quit a job because of the lack of civility.

*Georgetown University and the Thunderbird School of Global Management*

**37%**

of workers said they had been bullied at work and that the majority of those bullies were bosses (72%).

*Siegel, J. (2011). A multi-level model examining the effects of unit-level culture on abusive supervision.*

**80%**

of bullies in the workplace affect five or more people

*VitalSmarts*








**TOXIC WORKPLACES COST**

**\$23.8  
BILLION**

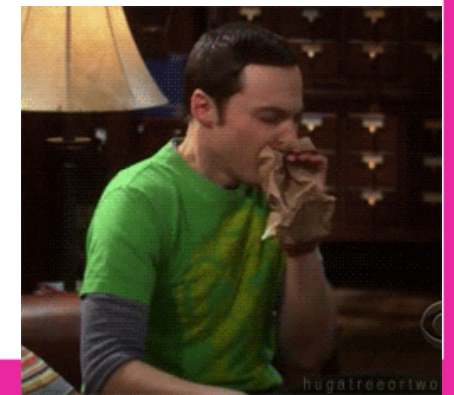
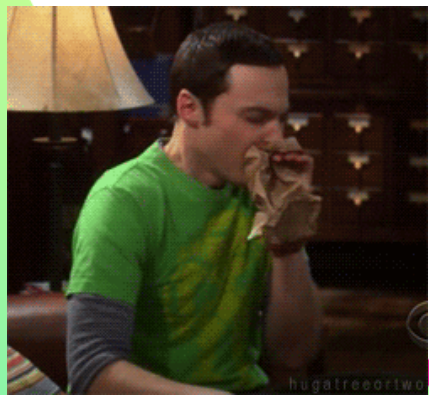
in the form of absenteeism,  
health care costs,  
lost productivity, and more.



*UNC Keenan-Flagler Business School*



# TOXIC WORKPLACES.....



Miguel Joey Aviles



(787) 452-2955



Building a Culture of Belonging

# 1

## WORKPLACE TENSION

---



Miguel Joey Aviles



(787) 452-2955



Building a Culture of Belonging

2

**LOW  
MORALE**



3

## LACK OF RECOGNITION



Miguel Joey Aviles



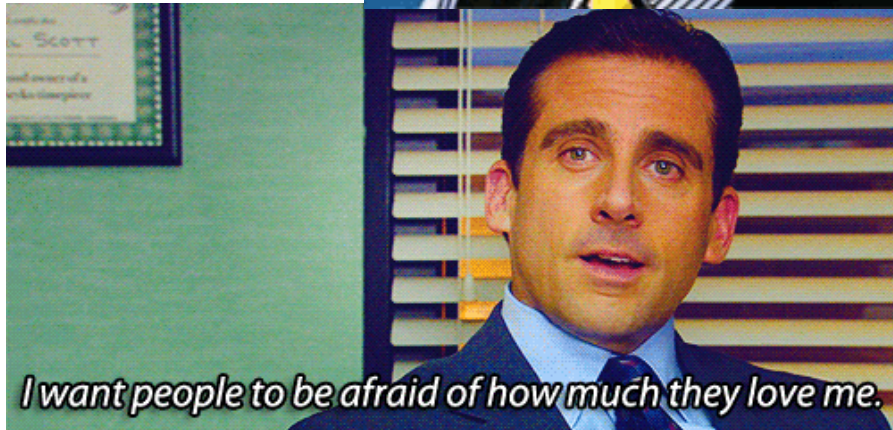
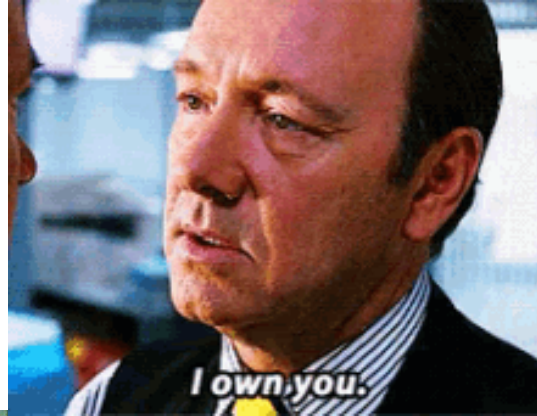
(787) 452-2955



Building a Culture of Belonging

# 4

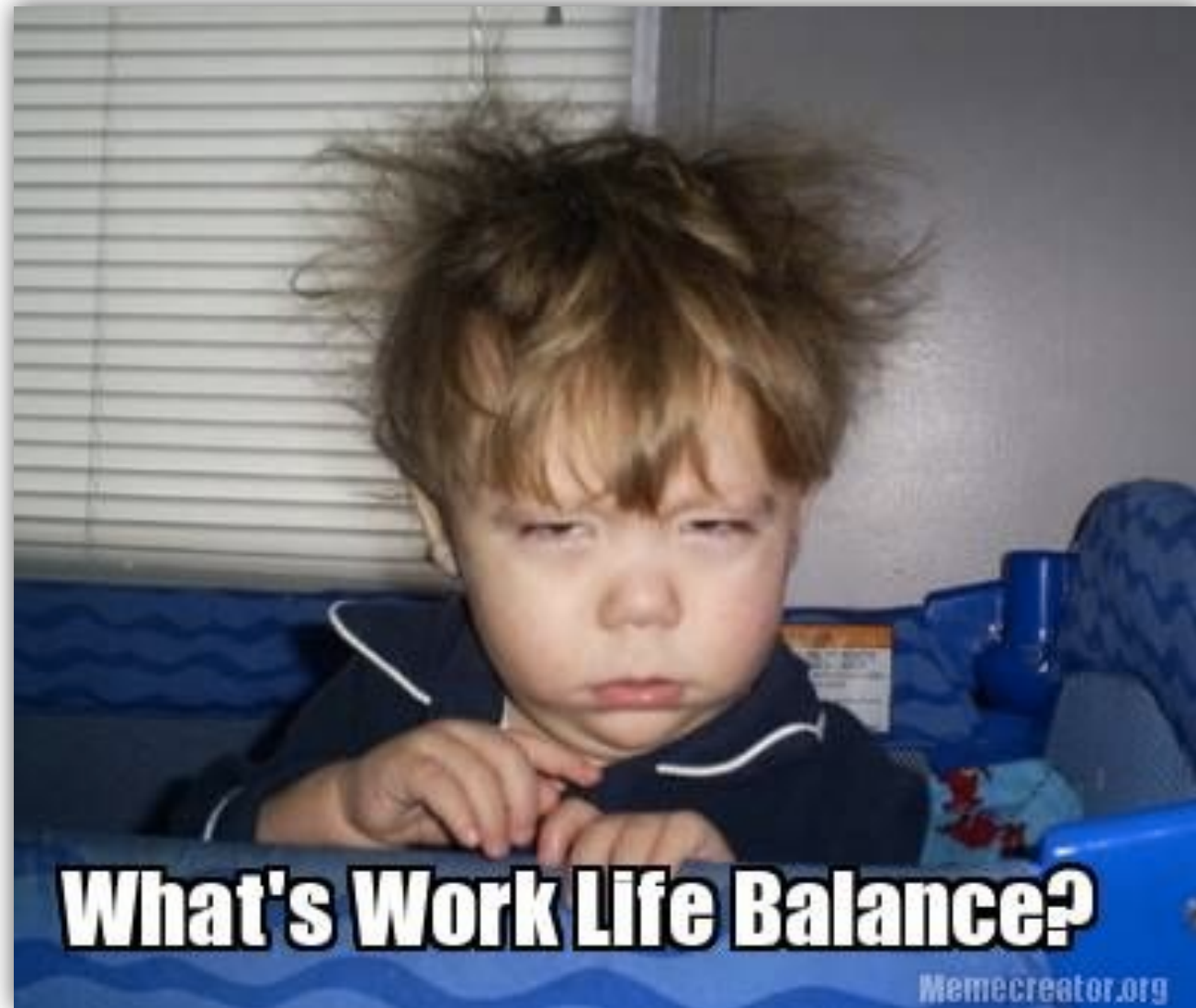
## TOXIC LEADERSHIP



5

LACK OF  
WORK/LIFE  
BALANCE

---







# Toxic Workplace Checklist

**Directions:** Check the box if the toxic workplace statement applies to your organization.


## Workplace Tension

- There is a sense of flight or fight mode (intimidating atmosphere)
- Team members often gang up on each other (i.e. backstabbing, gossip, unwelcomed remarks, insubordination, etc.)
-   There is a perception rules apply differently among team members



## Morale

- Team members don't do what they say they will do 
- There is a lack of ownership
- Resistance to change
- There is a focus on what's going wrong, lack of positive reinforcement


## Recognition

- Leaders or team members take credit for the work of others
- There is a lack of recognition, praise and rewards for a job well done 

## Toxic Leadership

- Lack of focus, discipline, clear expectations, structure and guidance 
- Perception of bullying, harassment, intimidation, and discrimination have been voiced by team members
- The leader is not engaged, lacks competence, and there is an absence of respect across the organization 
- Performance expectations are not clearly communicated, priorities are unclear, and goals are often unmet due to unrealistic performance measures
- Behaviors of grandiosity, unchecked ego, and a know-it-all approach to work are prevalent in the organization
- Hyper criticism is common in the workplace
- There are episodes of anger, unpredictable behavior and public shaming in the workplace

## Work/Life Balance

- Team members lose vacation time, availability at all times is expected and workweeks of more than 40 hours are the norm
- Team members do not have enough time to invest in learning & development (coaching, mentoring, personal development, etc.) 







PROBLEM  
**TOXIC  
WORKPLACES**



SOLUTION  
**INCLUSIVE  
LEADERSHIP**



RESULTS  
**PSYCHOLOGICAL  
SAFETY**



**SOLUTION**  
**INCLUSIVE  
LEADERSHIP**



**Commitment  
to D&I**

**Humility**

**Support to the  
D&I Business  
Case**

**Communication**

**Sense of  
Belonging**

**Courage**

**Personal  
Core Values  
are Connected  
to D&I**

**Fairness**

**Openness**

**Self-Awareness**

**Cultural  
Intelligence**

**Team Work**

**Empowerment**

**Responsibility**

**Agility**



**SOLUTION**  
**INCLUSIVE  
LEADERSHIP**



Commitment  
to D&I

**Humility**

Support to the  
D&I Business  
Case

Communication

Sense of  
Belonging

Courage

Personal  
Core Values  
are Connected  
to D&I

Fairness

**Openness**

Self-Awareness

Cultural  
Intelligence

Team Work

**Empowerment**

**Responsibility**

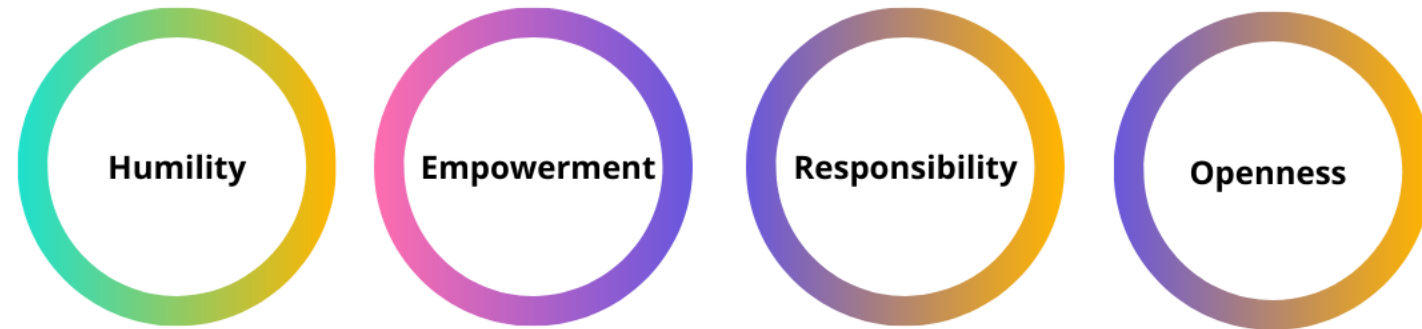
Agility



**SOLUTION**  
**INCLUSIVE  
LEADERSHIP**



# In Times of Crisis...



# The World Needs Inclusive Heroes



Miguel Joey Aviles



(787) 452-2955

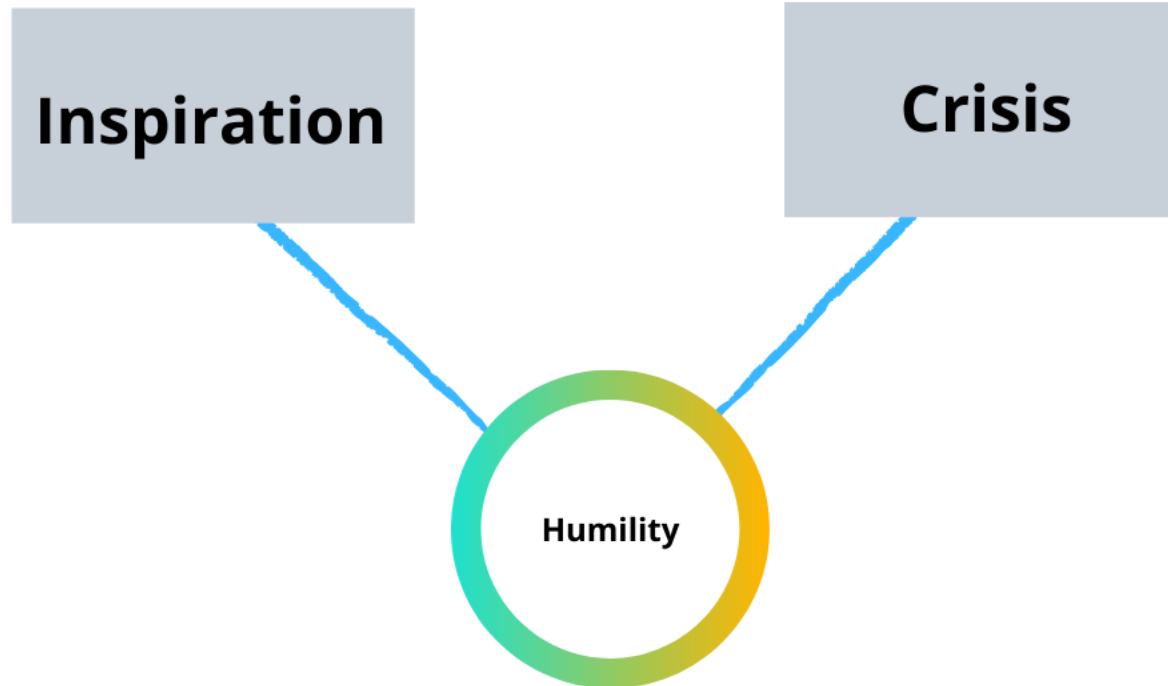


Building a Culture of Belonging

**SOLUTION**  
**INCLUSIVE  
LEADERSHIP**



# Inclusive Conversations





*Feedback is a*

---

**GIFT**



# ACTIONS & QUESTIONS TO IGNITE INCLUSIVE CONVERSATIONS





Use these actions & questions to guide managers to lead inclusive conversations in the workplace.

SOLUTION

## INCLUSIVE LEADERSHIP








### Actions

- Engage in a reverse mentoring experience with a focus on inclusive behaviors
-   Schedule meetings with the heads of Employee Resource Groups to discuss their employee experience in the organization
- Be prepared to authentically discuss your “diversity story”
- Demonstrate curiosity about team members experiences, perspectives and feelings
-   Be aware of the dynamics of intent vs impact during D&I conversations
-   Sharpen your listening skills by: 1) confirming what you understand as a listener; 2) let members speak without being interrupted; 3) keep emotions in check by not showing defensive behaviors
-   Be intentional about demonstrating inclusive language, images and symbols
- Complete a psychological safety assessment of your team/organization



### Questions

- Tell me about a time you felt included in the workplace and a time when you didn't
- What are some of the inclusive behaviors displayed by the best leaders you've had in your career?
-   How can I better demonstrate my commitment to diversity and inclusion?
-   How can I give you more autonomy in how you can best complete your work?
-   How can I be more inclusive in my decision making?
-   How can I ensure you feel respected and heard?
-   How can I better help you access support and resources within and outside of our team?







## **Action Planning**

**Individually select 3-5 specific actions/questions to ignite inclusive conversations you are willing to take to achieve greater inclusion in your organization**





PROBLEM  
**TOXIC  
WORKPLACES**



SOLUTION  
**INCLUSIVE  
LEADERSHIP**



RESULTS  
**PSYCHOLOGICAL  
SAFETY**



RESULTS

# PSYCHOLOGICAL SAFETY



Psychological safety is a shared belief that a team feels comfortable taking interpersonal risks.

Dr. Amy Edmondson



Expressing your beliefs, opinions, ideas, concerns, suggestions, values, etc.

## OUTCOMES INCLUDE:

Mistake-sharing

Learning and innovation

Teamwork

Employee authenticity

On-the-job effort

Performance

Intent to stay





# Checklist to Foster Psychological Safety Through Inclusion

Strive to Find Similarities/ Connections/ Common Ground

Demonstrate Authenticity

Ignite D&I Courageous Dialogues

- Be open about your leadership/work style and inspire people to do the same
- Be present, available and welcoming to colleagues and members of your team
- Seek feedback, dissenting opinions and overall input from your team
- Ask: How can we make you feel you can communicate openly?

- Be aware of the message you are sending through your body language
- Share insights about your life outside of the office settings
- Share past failures and lessons learned openly
- Ask: How can we make you feel welcomed to express your true self at work?

- Seek understanding from minoritized perspectives
- Reflect on gained knowledge
- Embrace the truth of who you are talking to
- Don't allow behaviors like interruptions, personal attacks, or placing blame
- Ask: Have you ever felt rejected for being different?





## Flash Survey

**Which Psychological Safety approach is needed in your organization?**

- Building Common Ground**
- Demonstrate Authenticity**
- D&I Courageous Dialogues**



# Anxiety Release Party



*Creating Psychological Safety by Embracing Vulnerability*



Miguel Joey Aviles



(787) 452-2955



Building a Culture of Belonging

# BUILDING A CULTURE OF BELONGING:

**PROBLEM**  
**TOXIC  
WORKPLACES**

A red circle with a white cursor icon pointing towards it, symbolizing a problem or target.

**SOLUTION**  
**INCLUSIVE  
LEADERSHIP**

Two overlapping speech bubbles, one white and one orange, representing communication and leadership.

**RESULTS**  
**PSYCHOLOGICAL  
SAFETY**

A blue paperclip icon, symbolizing safety and security.



Miguel Joey Aviles



(787) 452-2955



Building a Culture of Belonging







# BUILDING A CULTURE OF BELONGING:

## A Toolkit for Driving Inclusive Conversations with Managers

Miguel Joey Avilés

Chief of Diversity & Inclusion



<https://www.linkedin.com/in/migueljoeyaviles/>



[MJA@migueljoeyaviles.com](mailto:MJA@migueljoeyaviles.com)



[www.MiguelJoeyAviles.com](http://www.MiguelJoeyAviles.com)



787-452-2955