Suggestions for Using
"Symptoms of Inclusivity"

Objectives:

- Assess the inclusiveness of your workgroup or organization
- Identify a starting point for creating more openness in climate and utilization of ideas and talent

Intended Audience:

- A CEO or vice president of human resources who wants to stimulate a discussion among executive staff about opening up the organization
- Trainers teaching managers to create a more open climate

Processing the Activity:

- Explain the directions as stated in the inventory. Ask each participant to check off those items that indicate inclusivity. This can also be done virtually by having people do it themselves then bring collective data to the discussion on a teleconference.
- Put people in pairs or small groups and ask them to discuss the symptoms they see. Suggest illustrating their perceptions with concrete examples.
- Tell participants to use all perceptions, no matter how similar or different, as data for group discussion.
- Bring all the small groups back to the big group to discuss as a whole.

Questions for Discussion:

- Where are your perceptions about symptoms of inclusivity the same as others'? Where are they different? How do you account for the differences?
- Think about the places where your workgroup or organization lacks openness. What does it cost you in individual and team performance?
- Think about times when you have felt excluded. What has been the impact on your performance? Where are others being left out and what does your team or organization lose by not hearing them?
- If you were to begin creating more openness by focusing on one of these symptoms, what one would you choose?
- What can you do to start the process?

Caveats, Considerations, and Variations:

- Remind participants that culture change is slow. Small starts, reinforced over time, can add up to bigger change, but it won't happen overnight.
- Openness and flexibility need to be modeled. Employees learn behavioral norms more from what you and other leaders do than from what you say.