LEVERAGING INCLUSIVE INTELLIGENCE FOR ENGAGEMENT, INNOVATION AND COLLABORATION

Bruce Stewart

Office of Diversity and Inclusion, OPM
Cultural Hunt

Rule 1.

Get out of our Comfort Zone...
Rule 2.

Respect other Perspectives
Why are these people not more Famous?

Claudette Colvin
Rosa Parks

Alfred Russell Wallace
Charles Darwin

William Dawes
Paul Revere
We are Smarter like this...

An interactive networked organization

A stable, robust, high-performance system

A Positive-Sum Game
We are less Smart like this...
And even less Smart like this...

A hierarchical segregated organization

A fragile, unstable, low-performance system

A Zero-Sum Game
The “Real” Pain of Exclusion

Exhibit 1: Social and Physical Pain Produce Similar Brain Responses
Brain scans captured through functional magnetic resonance imaging (fMRI) show the same areas associated with distress, whether caused by social rejection or physical pain. The dorsal anterior cingulate cortex (highlighted at left) is associated with the degree of distress; the right ventral prefrontal cortex (highlighted at right) is associated with regulating the distress.

Illustration: Samuel Valasco
Social Biases that create silos and limit our potential...

“Like Me” Bias

“Confirmation Bias

“Broken Windows” Bias
Is she a bike thief?
THE NEW IQ: INCLUSION

Why we-smarts is better than me-smarts
Inclusion Defined

Inclusion is…
"the degree to which an employee perceives that he or she is an esteemed member of the work group through his or her needs for belongingness and uniqueness."
The New IQ = Inclusion Quotient

Inclusive Intelligence:

The intentional, deliberate, and proactive acts that increase work group intelligence by making people feel they “belong” and are “uniquely” valued.
In with the New and out with the Old...

Individual Smarts is less important

Group Smarts is most important
# New IQ Perception Scan

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The New IQ: 5 Inclusive Habits

- Empowerment
- Supportive
- Cooperative
- Open
- Fair
The 80/20 Rule
Trim Tab
Becoming a Trim Tab at Work

Discussion of FranklinCovey Trim Tab Video

- Identify common themes
- Using workbook write down examples from video

When thinking about “how can I possibly create change in my organization,” think of being a trim tab. Your small actions, your work in your circle of influence can create, over time, a big impact on your organization.
If you do not intentionally, deliberately and proactively include, you will unintentionally exclude.
“Progress depends as much on our collective differences as it does on our individual IQ scores”

Scott Page
The Diversity Trumps Ability Theorem

• The Difference

• Mathematical truth

“collective ability equals individual ability plus diversity” and that diversity trumps ability”
When all you have is hammers...
Everything looks like a nail...
We can do more with an assortment of tools...
A Class Divided
A Class Divided…

• Take 3 minutes and write your thoughts on why the kids performed at a lower level in their multiplication game.
• Have you ever been impacted by Stereotype Threat?
• Get in small groups and discuss your thoughts
Section 1: Inclusion and Leadership

**Objective:**
Within this section we will discuss what Inclusion really means to us, the two aspects of inclusion, and the basic building blocks to better understand the topic of Inclusion in your workplace.

- Inclusion Defined
- Two Aspects of Inclusion
- Inclusion Basics
Wrong mental maps lead to wrong solutions which lead to lost resources...
Two Important Aspects of Inclusion

Brewer's Optimal Distinctiveness Theory (ODT). This theory essentially explains the tension that people experience between the need to be a unique individual and the need to belong with others.

It is believed that this tension between belongingness and uniqueness is an underlying theme in diversity and inclusion literature.
**Brewer's Optimal Distinctiveness Framework**

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<th>High value in uniqueness</th>
<th>Low Belongingness</th>
<th>High belongingness</th>
</tr>
</thead>
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<td>Differentiation:</td>
<td></td>
<td>Inclusion:</td>
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<td>Individual is not treated as an organizational insider in the work group but their unique characteristics are seen as valuable and required for group/organization success.</td>
<td>Individual is treated as an insider and also allowed/encouraged to retain uniqueness within the work group.</td>
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<th>Low value in uniqueness</th>
<th>Exclusion:</th>
<th>Assimilation:</th>
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<td>Individual is not treated as an organizational insider with unique value in the work group but there are other employees or groups who are insiders.</td>
<td>Individual is treated as an insider in the work group when they conform to organizational/dominant culture norms and downplay uniqueness.</td>
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*Individuals experience feelings of inclusion when a high value is placed on uniqueness with a corresponding high value on belongingness.*
Inclusion and Leadership Exercise

Think about a time when you the leader of a successful team.

1. What were the characteristics that supported the team’s success?

2. How did people treat each other?

3. What was your role as a leader of the team and how did you enable team success?
Objective: In this section you will be introduced to the New IQ, the brain science behind inclusion, and the importance of the Inner Work Life System.

- The New IQ Defined
- The Neuroscience of Inclusion
- The SCARF Model of the Brain
- The Inner Work Life System
The logic of diversity and inclusion

• Diversity is not an imposition, it’s an advantage
• Inclusion is not a problem, but it’s a solution
• Working together is more than a good idea, it’s essential to individual and company success
Rule 3.
We are Smarter Together
Newspapers from the time estimated the size of the iceberg to be between 50-100 feet high and 200-400 feet long. Titanic was navigable for awhile and could have pulled aside the iceberg. Many people could have climbed aboard it to find flat places to stay out of the water for the four hours before help arrived. Fixated on the fact that icebergs sink ships, people overlooked the size and shape of the iceberg (plus the fact that it would not sink).
Remember...

**Diversity** + **Inclusion** = **Better Performance**

- Diversity
- Inclusion

Better Performance by accelerating the Inner Work Life
“A picture tells a thousand words: when employees think their organisation is highly committed to, and supportive of diversity, and they feel highly included, then they are 80% more likely to agree that they work in a high performing organisation…”

Figure 1
Q: ‘I work in a high performing organisation’

High performing organisation

- High
- Low

Diversity

- 1.49x
- 1x

Inclusion

- 1.27x
- 1.80x

The end goal

The uplift

Conducted by Deloitte Australia
Neuroscience of Inclusion

**FACT:**
Our brains are wired for efficiency and speed.

This basic wiring of the brain can work against us in communicating and working effectively across differences.

**FACT:**
Neuroscience research shows that our brain state directly impacts our perception.

Our brain states impacts how we perceive others, events and our ability to foster relationships across differences.

**FACT:**
The neocortex is the area of the brain where we can imagine a new reality, where compassion and empathy reside.

The competence of inclusion lies in our ability to intentionally access the neocortex. When we learn to recognize and manage our brain states, we increase our effectiveness in communicating and working together across differences and build new neuropathways.
Brain Tricks
The SCARF Model of the Brain

- Status
- Certainty
- Autonomy
- Relatedness
- Fairness

Model of Social Threats and Rewards
Perceptions

Emotions

Motivations
“People do better work when they are happy, have positive views of the organization and its people, and are motivated primarily by the work itself.” (p, 47)

“The Progress Principle”
Processing Work Events:
What Happens Inside

Every worker's performance is affected by the constant interplay of perceptions, emotions, and motivations triggered by workday events, including managerial action—yet inner work life remains mostly invisible to management.

INNER WORK LIFE SYSTEM

WORKDAY EVENTS

PERCEPTIONS
(Sensemaking about workday events)
- The Work
  - Meaning and value
  - What needs to be done
- The Self
  - Role in team, project, and organization
  - Capability/confidence
  - Value
- The Team
- The Organization

EMOTIONS
(Reactions to workday events)
- Happiness
- Pride, warmth, love
- Sadness
- Anger, frustration
- Fear

MOTIVATION FOR WORK
- What to do
- Whether to do it
- How to do it
- When to do it

WORK PERFORMANCE
Inner Work Life: Key Points

• Every worker’s performance is affected by the constant interplay of perceptions, emotions, and motivations triggered by workday events, including managerial action—yet inner work life remains mostly invisible to management

• Even seemingly mundane events – such as small wins and minor setbacks – can exert potent influence on inner work life

• *Negative events* are more powerful than positive events, all else being equal
Exclusion Exercise

Take a moment to reflect on a time when you were excluded or felt like an outsider. Most people can remember a time when they were kids and felt the pain of exclusion. Or, maybe there was a time at work when you were left out of the group. Not invited to lunch, or left out of an important project. See workbook for additional instructions.
Section 3: The 5 Habits of Inclusive Leadership

Objective:
In this section you will cover the 5 Habits of Inclusive Leadership

- The New IQ: 5 Inclusive Habits
The New IQ: 5 Inclusive Habits

- Empowerment
- Supportive
- Cooperative
- Open
- Fair
The New IQ Logic to change culture through behavior change

- 20 Behaviors
- 5 Habits
- Inclusive Environment
- Culture Change
New IQ Scores

Government Average

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Habits sustain performance culture…
Section 4: Making Habits Stick

Objective:
In this section you will identify target behaviors and create new pathways for positive habits

Identify Target Actions
Use 3 Step Method to New Habit
Shape Environment
Identify Measurement System
3 Small Steps to Creating Habits

1. Shrink the change
2. Find a spot
3. Train the cycle everyday

Shape your environment
But First, Your Story...

• **Who:** Who were your parents? Grandparents? History?

• **What:** What were the 3 events growing up that impacted you the most?

• **When:** When were you born? Generational memories

• **Where:** Where were you born? Spent most of your time growing up? Memories?

• **How:** How were you raised? Parents or Grandparents? Strict? Religious?

• **Why:** In your opinion why do good or bad things happen to people?
3 Steps to New Habits :-) 

Step 1  Make it tiny

To create a new habit, you must first simplify the behavior. Make it tiny, even ridiculous.

A good tiny behavior is easy to do – and fast.

Examples:

- Floss one tooth
- Walk for three minutes
- Do two pushups

BJ Fogg, Ph.D. 
Stanford University 
Persuasive Tech Lab
3 Steps to New Habits :-)

Step 2: Find a spot

Find a spot in your existing routine where this tiny new behavior could fit.

Put it *after* some act that is a solid habit for you, like brushing teeth or eating lunch.

One key to a new habit is this simple: You need to find what it comes *after*.

BJ Fogg, Ph.D.
Stanford University
Persuasive Tech Lab
3 Steps to New Habits :-)  

**Step 3** Train the cycle

Now focus on doing the tiny behavior as part of your routine – every day, on cycle.

At first, you’ll need reminders. But soon the tiny behavior will get more automatic.

Keep the behavior simple until it becomes a solid habit. That’s the secret to success.

BJ Fogg, Ph.D.  
Stanford University  
Persuasive Tech Lab
The New IQ Perception Scan

Complete the following New IQ Inclusive Intelligence Perception Scan using a scale of 1-5 (never, rarely, sometimes, often, always)

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