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Inclusive Teamwork

Setting the Scene

- The discussions we are about to embark on can be challenging or upsetting

- Be aware of and support your group members as we work through the exercises

- Practice active listening and holding space as people share their experiences

- Consider how you communicate your views and the impact on others

Learning Outcomes

- Identify and understand behaviours and attitudes, which may lead team members to feel excluded and the impact this may have

- Address stereotypes and cultural biases, which can act as a barrier to inclusion, productivity and innovation

- Explore allyship approaches which can support inclusive teamworking and better communication in diverse teams

Inclusive teamworking can be challenging

Challenges:
- Different backgrounds
- Different views
- Different personalities
- Patience and effort required

To work, diversity requires:
- Trust and psychological safety
- Active work against discrimination
- Acceptance of a wide range of styles and voices

Defining inclusive teamworking

- How can you be inclusive and engage with others?

- What behaviours and/ or attitudes may leave you feeling excluded?

- What is the impact of feeling excluded?

(Consider sharing your own experiences or examples you have witnessed)

Non-Inclusive Behaviours – Summary of Key Examples…

- As a group, select examples of non-inclusive behaviours you have not yet discussed from the boxes below

- For each example you select :
  - Define it by explaining what it might look like in practice (share experiences if you are comfortable)
  - Identify the impact on the individual (s) affected by the behaviour

Organising social activities which exclude group members

Interrupting people in meetings/ talking over them

Commenting on people's food

Micromanaging those who are different to us

Making assumptions about someone's background, circumstances, views or beliefs

Withholding key information

Inconsiderate scheduling

Being a bystander

Making unfiltered remarks or jokes related to differences

Not acknowledging someone's pronoun when addressing them

Ignoring ideas and contributions/ not recognising achievements

Endorsing, suggesting or not challenging Inequitable workloads
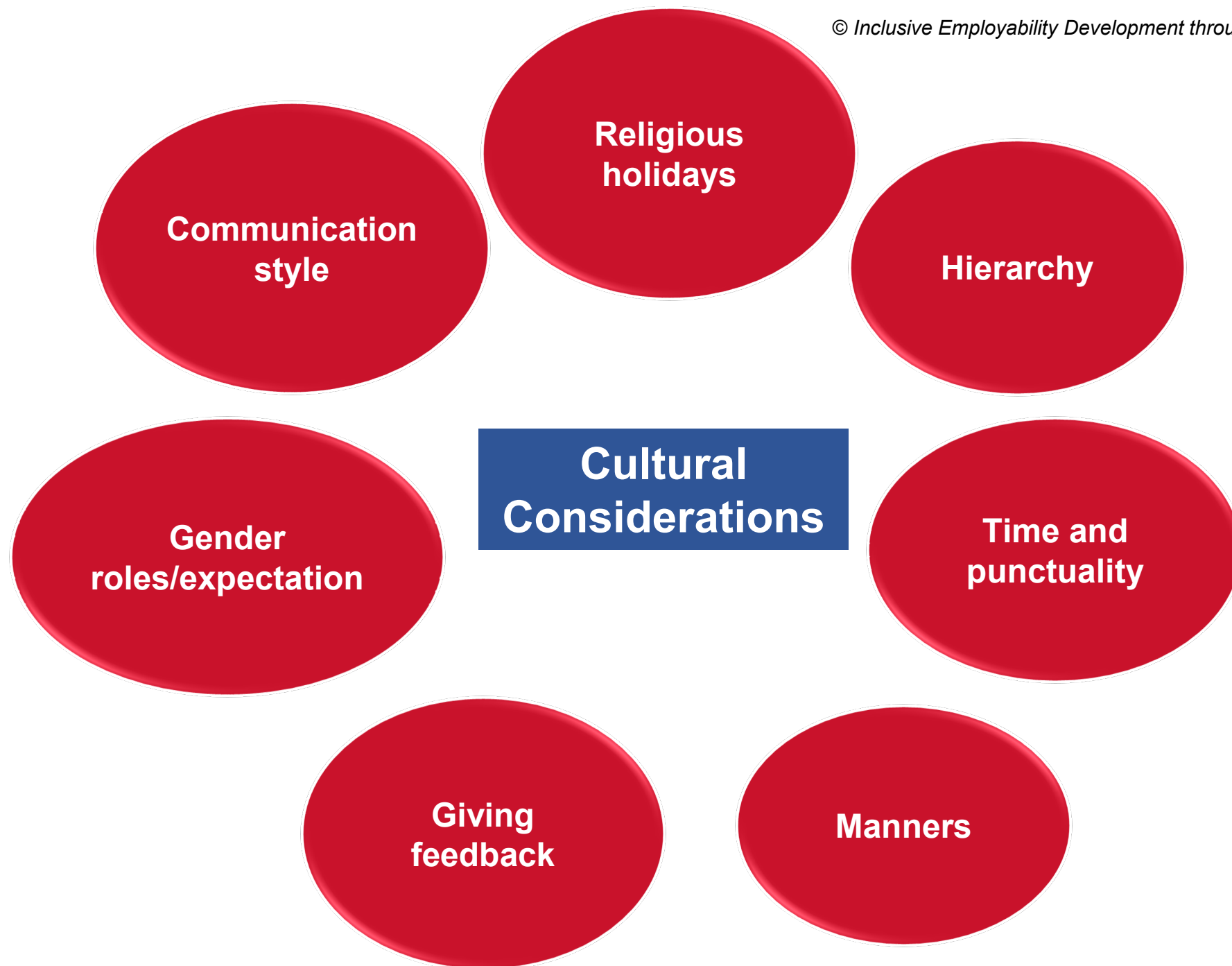
What's the impact on the individual of non-inclusive teamworking?

- Increased stress

- Damaged mental and physical health

- Decreased satisfaction

- Poor performance

Inclusive practice

- Listen to others' voices

- Acknowledge and highlight others' achievements

- Enquire and consider the needs of others

- Challenge inappropriate behaviour

- Think about how you communicate

What factors do we need to consider when working and studying in a diverse group?

Religious holidays

Communication style

Hierarchy

Cultural Considerations

Gender roles/expectation

Time and punctuality

Giving feedback

Manners

Summary

- Inclusive teamwork takes work from everyone in the team

- It is the responsibility of everyone in the team

- Key skills and behaviours:

  - Listen actively
  - Recognise others and their contributions
  - Ask about the needs of your team members
  - Challenge inappropriate behaviour
  - Seek support where needed
  - Communicate respectfully

Team Charter Task

- If you already have a team charter or working principles, take another look and consider any changes you can make to make it more inclusive. Are there any new points you need to add? Are there any that need to be revised or even removed?

- If you don't have a team charter yet, work together to build a set of inclusive principles you are going to follow as a group

Communication style

- Comfort with contributing orally, in written form (association with physical impediments)
- Comfort with insisting on contributing orally, providing rebuttals and managing conflict
- Ability to listen (to fast English)
- Perspective-taking (sympathy, empathy)
- Ability to hear direct negative feedback, to be challenged
- Knowledge around when to state views directly
- Ability to state views directly
- Ability & willingness to interpret statements from multiple perspectives (cognitive flexibility)
- Ability to understand non-verbal cues

Ability, comfort, openness to, awareness of…

Religious holidays

- Expectation of availability on specific days (social days, family obligations, religious requirements, cultural expectations, time zone)
- Flexibility on deadlines(?)

Hierarchy

- Comfort with challenging hierarchy
- Perception of power distance/perception of hierarchy (age, title, job)

Gender roles/expectation

- Association of gender to personal qualities/skills
- Association of gender to responsibilities
- Association of "male" and "female" brains/bodies
- Assumptions about courtship in different countries (number of partners, courting practices, marriage, monogamy)

Cultural Considerations

- Culture ≠ nationalities
- Political/historical sensibilities inter- and intra-nationally: genocides, wars, rivalries, colonisation/independence wars
- First meeting >> "let's have coffee" sincerity

Time and punctuality

- Importance of punctuality (when are you "late"? 5 minutes early, on time, within 15 minutes, not at all?)
- Assumptions around culture's "lack"of punctuality or "rigidity" around punctuality
- **Is it a real deadline?**
>> therefore, make implicit expectations explicit

Giving feedback

- **Assumptions around feedback: personal/not personal, required to improve, that you are "not good"**
- US: Compliment sandwich
- United Kingdom: "no" is not explicitly said and must be sought (?), "let's just park this for the moment"
- What does "not bad" mean? What do hyperbolic words like "great" or "awesome" mean?
- Asking for feedback
    - "Do I understand correctly that…?"
    - "If I were to do x at y time, would that be acceptable?"

Manners

- Which fingers/gestures are rude?
- Which parts of the body are sacred/private?
- Please/thank you expectations in formulation
- Ways to convey urgency
- Greetings (to men/women)
- Touching to show affection without crossing boundaries
- United Kingdom: more polite formulation, not interrupting, not raising your voice, "no" is not explicitly said