

This evening

- Concepts of inclusion
- Research update and plans
- Consulting application



B. Ferdman, SDIOP, 12/11/2008

Institute for Inclusion

- Vision: To create a new reality in which people, individually and collectively, across all backgrounds and identities and in all communities and organizations, live, work, and interact freely and authentically in ways that are mutually beneficial and unfettered by prejudice and systemic barriers.
 - www.instituteforinclusion.org
 - Inclusion Principles
 - Inclusive Behavior and Organizational Practices



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Our Images of Inclusion & Success

- Think about a *specific time* when you felt especially included and valued in a diverse organization or team, and others there did, too. **You felt effective, valuable, successful, engaged, authentic, complete, proud, and ALIVE at work** – you could be fully yourself AND contribute fully to your group and organization.
 - Share a brief story about that experience. What happened? What was it like? What did you feel?
 - Explore what it was that helped you to feel included. What did you do? What did others do? What did the organization and its leaders do?

If time:

- Imagine that you've waved a magic wand and now **everyone in the world behaves inclusively**, in a way that brings inclusion to life in every encounter with others. **What Inclusive Behaviors do you see around you?**
- Imagine the most inclusive organization in the world, one in which everyone's talents, beliefs, backgrounds, capabilities, and ways of living—their uniqueness—is engaged, valued, and leveraged. **What are one or two vital Inclusive Organizational Policies and Practices in that organization?**



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Reflections/Insights?

- What did you discover about the **energy** and **experience** of inclusion?
- How was inclusion **important** for your work? What difference did it make?
- What other **thoughts, reflections, insights** would you like to share?



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Diversity

“The varied perspectives and approaches to work that members of different identity groups bring.”

Thomas & Ely, 1996



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Diversity and Inclusion

- Inclusion is how we are with each other. It's what we do with our diversity.
- Inclusion is about people's experience and behavior.
- Inclusion allows us to reap the benefits of diversity.



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Multiculturalism and Inclusion

- the diversity of knowledge and perspectives that members of different groups bring to the organization has shaped its strategy, its work, its management and operating systems, and its core values and norms for success
- members of all groups are treated fairly, feel and are included, have equal opportunities, and are represented at all organizational levels and functions.

Holvino, Ferdman, & Merrill-Sands, 2003



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Inclusion

- A culture of inclusion recognizes, respects, values, and utilizes the talents and contributions of all the organization's people—current and potential—across multiple lines of difference.
- In organizations with cultures of inclusion, people of all social identity groups have the opportunity to be present, to have their voices heard and appreciated, and to engage in core activities on behalf of the collective.

Wasserman, Gallegos, & Ferdman, 2008

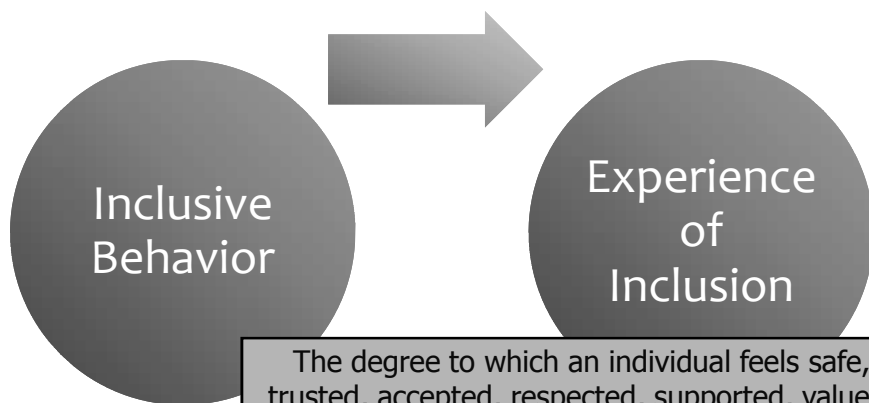


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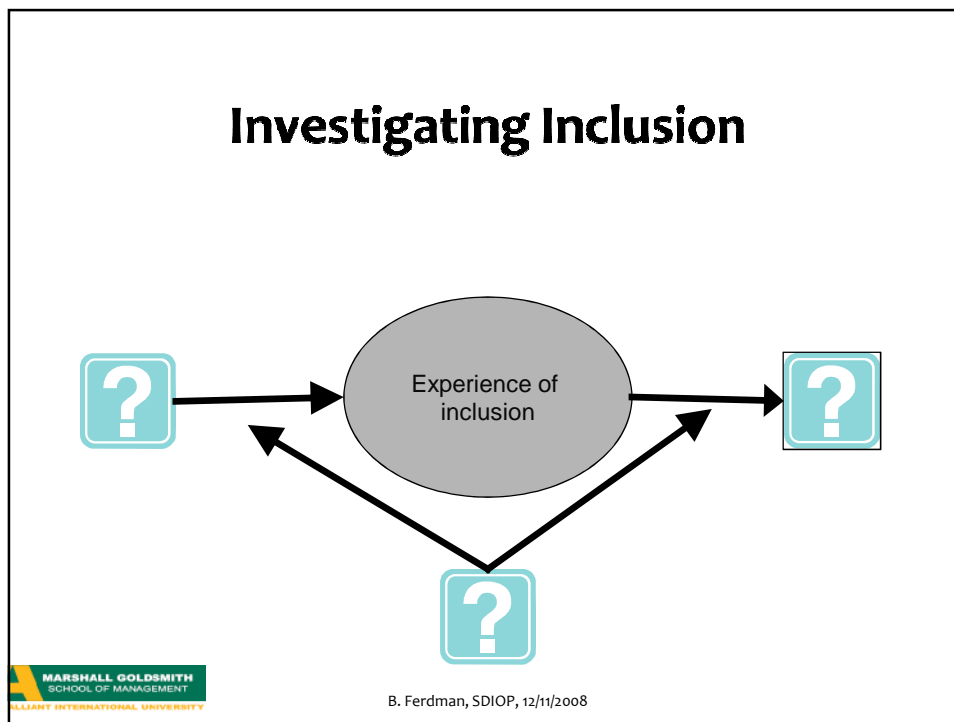
Components of Inclusion

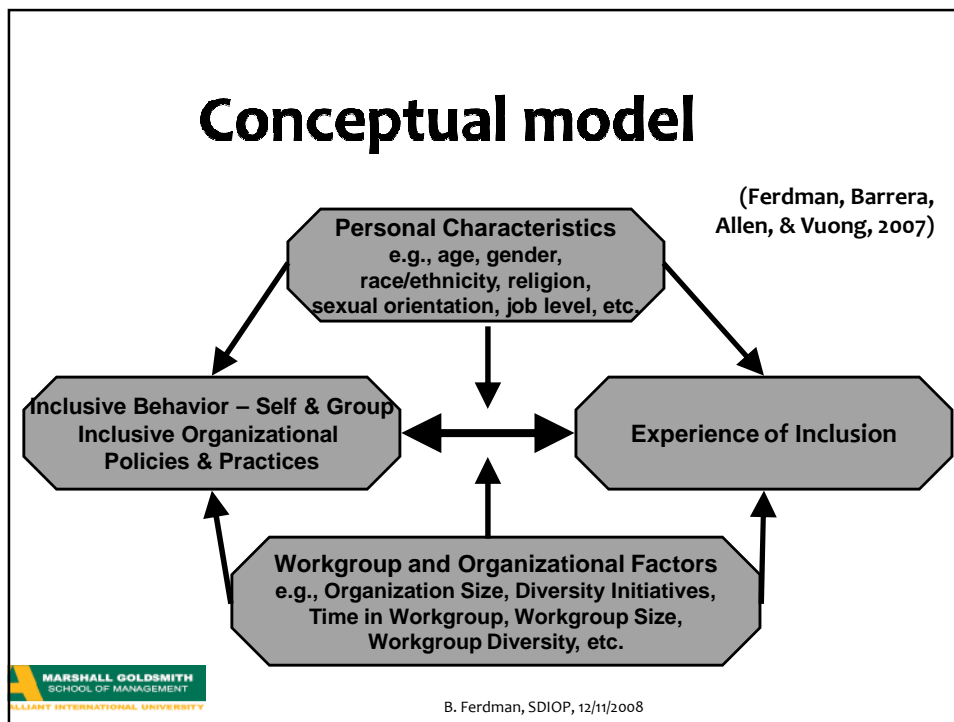
- Presence/visibility (individual & group)
- Safety (for self & group)
- Equity/equality
- Feeling of being valued – individually and as a group member
- Ability to express oneself authentically (“bringing the whole self to work”): social identities and cultural features
- Participation, voice, engagement, ownership
- Continuous learning & adaptation (individually & collectively)

Inclusion Process



The degree to which an individual feels safe, trusted, accepted, respected, supported, valued, fulfilled, engaged, and authentic in the working environment, both as an individual and as a member of multiple identity groups.





Workgroup Inclusion Scale

- Experience of inclusion (24 items)
- Inclusive behavior:
 - Self (12 items)
 - Group (17 items)
 - Organizational policies & procedures (4 items)



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Regression of Experience of Inclusion on Inclusive Behavior Variables

<i>Predictors</i>	<i>β</i>
Inclusive behavior-self	.25***
Workgroup inclusive behavior	.66***
Inclusive organizational policies/procedures	.02
R ²	.84***
F	740.93***

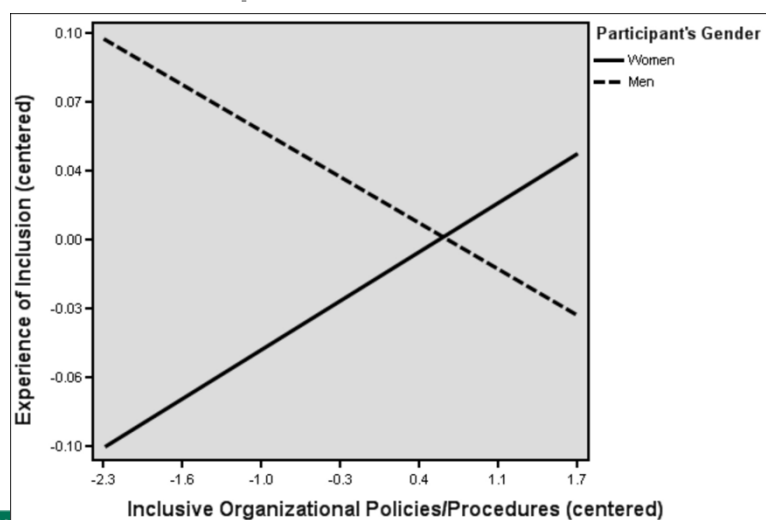


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Additional findings

- Strong relationships of Experience of Inclusion with scales of
 - workgroup effectiveness ($r=.72$)
 - affective commitment ($r=.62$)
 - job satisfaction ($r=.62$)
- Some -- though few and small -- demographic differences and effects
 - men felt slightly more included than women
 - Supervisors felt more included than peers

Interactive Effects of Gender and Inclusive Organizational Policies and Procedures on the Experience of Inclusion



Additional Studies

- Supervisor behavior and experience of inclusion (with Barat & Zan)
- Leader decision-making style and empathy, and experience of inclusion – as moderated by values (with Setnes, Sharon, Major, & Chen)
- Leader-member exchange (LMX), cooperative group norms, leader behavior, and experience of inclusion (Hirshberg)
- Application and validation of scale in Brazil (with Hanashiro & Torres)
- Collective experience of inclusion and performance (with Avigdor, Braun, Konkin, & Kuzmycz; + others)



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LMX, Cooperative Group Norms, and Inclusion (Hirshberg, 2008)

- Assessed LMX, cooperative group norms, inclusive behavior (self, supervisor, workgroup), experience of inclusion – individual level (N=450, Cronbach's alphas: .88-.96)

	LMX	CGN	Inc-Bx Self	IncBx-WG	IncBx-LD
CGN	.58**				
IncBx-Self	.39**	.43**			
IncBx-WG	.54**	.70**	.55**		
IncBx-LD	.80**	.62**	.42**	.66**	
ExpInc	.62**	.72**	.63**	.83**	.63**



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Hierarchical Regressions (Hirshberg, 2008)

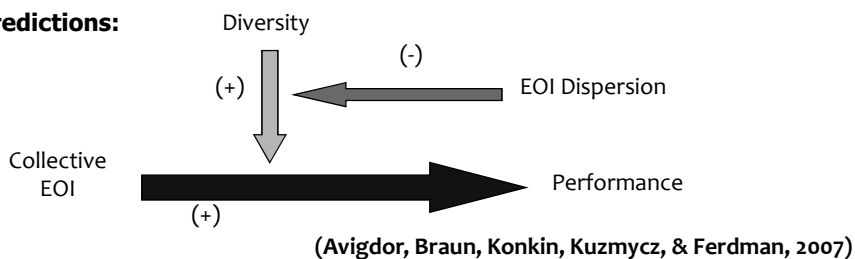
	Inclusive Behavior - Self			Inclusive Behavior - Workgroup			Inclusive Behavior - Leader			Experience of Inclusion		
	R ²	ΔR	β	R ²	ΔR ²	β	R ²	ΔR ²	β	R ²	ΔR ²	β
Step 1 CGN	.18		.43*	.49		.70*	.39		.62*	.51		.72*
Step 2 CGN LMX	.22	.03*	.31* .21*	.52	.03*	.58* .21*	.67	.28*	.25* .65*	.57	.06*	.54* .30*
Step 3 CGN LMX LMXxCGN	.23	.01*	.68* .28* .13*	.52	.00		.67	.00		.57	.00	

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Inclusion and Performance – at the Group Level

Collective Experience of Inclusion (EOI): the overall degree to which members of a group feel valued by, engaged with, and able to express themselves authentically within their workgroup, both as individuals and as members of multiple identity groups.

Predictions:



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Emerging Issues and Topics

- Identity – integration, fluidity, development (Who am I, really?)
- Interactions and dialogues with other persons – ¿focus on differences or similarities?
- Inclusion – comfort or discomfort?
- Need for conceptual clarity
- Others?



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Current Trends and Future Directions

- Collaborative approaches (e.g., corporate, academics/researchers, consortia)
- Beyond structure and representation: Emphasis on process and experience
- Focus on multiple levels – micro to macro – and their relationships, in a global *and* local context



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What questions or
comments do you have?

What else would you
like to talk about?



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Thank you!

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