From Diversity to Inclusion: Navigating Belonging and Uniqueness

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Your speaker today:
Kerstin Hämmerling
Diverse teams can be more productive, innovative and resilient.

Different people bring different approaches to problem-solving and reduce the risk of blind spots.

BUT: diversity is not enough.
DIVERSITY

EXCLUSION

INCLUSION

SEGREGATION
To sum it up:

“Diversity is the mix. Inclusion is making the mix work.”
Andres Tapía
THE VU MIXED CLASSROOM
EDUCATIONAL MODEL

Phase 1: Sensitizing

Interventions aimed at creating a safe learning environment

Goal: capitalizing on perspectives

Inclusive learning climate

Phase 2: Engaging

Interventions aimed at stimulating constructive interaction

Phase 3: Optimizing

Interventions aimed at using perspectives to enhance learning experience

S. Ramdas, M. Slootman, K. van Oudenhoven-van der Zee, (2020) The VU Mixed Classroom Educational Model
DIVERSITY

?

INCLUSION
I feel that when I’m here, I can be myself. I can be loud because it is too damn quiet. But when I voice my opinion, I expect the staff to push back, because I’m not always right. Then we sit down for lunch, and it feels like family dinner where we can all connect.

—Jane, manufacturing engineer

Quoted from ‘Inclusify: The Power of Uniqueness and Belonging to build innovative teams’ Stefanie K. Johnson, 2020
The 2x2 inclusion framework

Shore, L.M. et al “Inclusion and Diversity in Work Groups”
How about you?

Where do you stand with regards to feeling a sense of belonging and uniqueness in your professional environment?

Define for yourself your professional environment (research community, team, this conference?). Answer these questions with a number between 1 and 10 (1 being the lowest score and 10 the highest).

1. To what extent do you feel a sense of belonging in your professional environment?
2. To what extent do you feel seen and valued in your uniqueness in your professional environment?

Then talk to your neighbor. You may share your scores if you want to. Discuss the question: What would you need to reach your perfect high score of both belonging and uniqueness?
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What do you see?

- Professor
- Refugee
- Fundamentalist
- A grandfather
IMPLICIT BIAS

- cognitive bias is inherent in human nature;
- helps us to perceive the world, to memorize, judge and reason, and contributes to our decision-making process → serves as information-processing short cut;
- influenced by motivational and emotional factors, through personal experiences and social influences (Schwarz, 2000);
- social identity theory: in-group versus out-group;
- social categorization: a process whereby we routinely and rapidly sort people into groups rather than think of each one as unique (Tajfel and Turner, 1979).
GENIUS
STRATEGIES TO REDUCE AND MITIGATE IMPLICIT BIASES

As suggested in the literature review ‘Unconscious bias and higher education’ (2013)

➢ create awareness and foster reflection;
➢ encourage and motivate people to take responsibility for their implicit biases;
➢ use positive role models to discount commonly held stereotypes;
➢ reduce the perception of difference between in-group and out-group by emphasizing what you all share;
➢ recognize the individuality of each person by encouraging contact and interaction.

belonging

uniqueness
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What can YOU do to create a more inclusive community?
Discussion questions:

- Which inclusive leadership traits are your strongest points?
- How do you put them into practice?
- Which inclusive leadership traits offer most potential for development and growth?
- What can you do to develop those traits?
Thank you
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