

metaclusive

YOU BELONG

**All Hands on Deck:
Charting a Metaclusive Course for
Workplace Culture**

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metaclusive [meh-tuh-kloo-siv]
(*adj.*)

1. a sense of belonging that transcends diversity and inclusion where all are represented, valued, and accepted; 2. the goal of enlightened entities worldwide; e.g., Metaclusive organizations are more profitable, happier places to be.

(*see also: equity*)

(but are you
metaclusive?)

Your Company is Woke:

- ✓ Policies protect the diverse and encourage inclusion
 - ✓ Forms all say “spouse”
- ✓ Signature lines include pronouns
- ✓ Gender neutral restroom, nursing lounge, prayer room
- ✓ Employee Networking Groups
 - ✓ Diverse Career Fairs



(agenda)

1. Belonging – Who cares?
2. Blind spots – You can't see what you can't see...
3. All hands on deck – Fix it.



1. Belonging – Who cares?

(the progression)

80's → Tolerance

90's → Diversity

00's → Inclusion

Today
Belonging

(why belonging?)

High sense of belonging = 75% fewer sick days

\$2.5M productivity gain a year/10K employees

Excluded employees = 50% higher turnover

\$10M a year/10K employees

Feel like belong = 56% increase in job performance

Gain of \$52M a year /10K employees.

Source: BetterUp, Belonging Report, 9/10/2019



2. Blind spots – You can't see what you can't see...

Blind Spots?

1. I'm not biased.
2. Gender is the least influential predictor of workplace experiences.*
3. The most influential demographic predictors of workplace experiences include generation, race/ethnicity and disability status.*
4. Even straight, white male employees are affected.

*Source: Great Places To Work <https://cloud.kapostcontent.net/pub/326f0eaa-0618-4f6e-9390-fd5699863651/best-workplaces-for-diversity-list-one-page-key-findings-report?kui=-6yshnuc3Q0MxanGObea2A>

Everyone is Biased. Everyone.

“I am not biased.”

Refusal to accept that you have unconscious bias is the roadblock to addressing bias.

“I treat all equally.”

Hooray! But that does nothing to address years of inequality. Only equity can do that.

“I do not see color.”

Only white people say this.



Privilege Creates Blind Spots

The people who see the least bias are the most privileged.

- white
- male
- Heterosexual
- Christian
- middle-class
- able-bodied
- English-speaking
- American citizen
- tall
- thin
- family support
- educated
- food/housing stable

It is not your fault!

You cannot give away privilege.

But you can acknowledge it.



Generation

Baby Boomers (born 1946 to 1964) are 223x more likely to plan to work a long time for the organization versus the Post-Millennial generation (1998 or later).

*Source: Great Places To Work <https://cloud.kapostcontent.net/pub/326f0eaa-0618-4f6e-9390-fd5699863651/best-workplaces-for-diversity-list-one-page-key-findings-report?kui=-6yshnuc3Q0MxanGObea2A>



Race / Ethnicity

Caucasians are 80x more likely than African-Americans to feel people are caring toward each other.

*Source: Great Places To Work <https://cloud.kapostcontent.net/pub/326f0eaa-0618-4f6e-9390-fd5699863651/best-workplaces-for-diversity-list-one-page-key-findings-report?kui=-6yshnuc3Q0MxanGObea2A>

Disability

People with disabilities are 58x less likely to feel they can be themselves at work.

*Source: Great Places To Work <https://cloud.kapostcontent.net/pub/326f0eaa-0618-4f6e-9390-fd5699863651/best-workplaces-for-diversity-list-one-page-key-findings-report?kui=-6yshnuc3Q0MxanGObea2A>

Gender

Women are 26x more likely to feel their work has meaning.

*Source: Great Places To Work <https://cloud.kapostcontent.net/pub/326f0eaa-0618-4f6e-9390-fd5699863651/best-workplaces-for-diversity-list-one-page-key-findings-report?kui=-6yshnuc3Q0MxanGObea2A>

Are Your Employees “Covering?”

Downplay aspects of identity based on race, gender, sexual orientation, religion, and disability to “fit in” and get ahead professionally and personally.

Four areas:

Appearance, Affiliation, Advocacy and Association.

*Source: Yoshino, K. (2006). *Covering: The hidden assault on our civil rights*.

Four Areas of Cover

1. **Appearance:** steering clear of grooming, mannerisms, or attire that could be identified with their group. *African-American woman chooses to straighten her hair to downplay her race.*
2. **Affiliation:** avoiding behaviors that might be identified with their group. *Woman with young kids downplays that she's a mother and does night/weekend work to show commitment.*
3. **Advocacy:** avoiding activities such as demonstrating or speaking out that could be seen as advocating for their group.
4. **Association:** avoiding spending too much time with individuals who are also members of their group. *Gay man chooses not to bring his partner to a function.*

Your Employees Are Covering

83% of LGBT

79% of African-American

67% of women of color

66% of women

63% of Hispanics

61% of all employees

*Source: Yoshino, K. (2006). *Covering: The hidden assault on our civil rights.*

Even Your Straight White Male Employees Are Covering

45%



*Source: Yoshino, K. (2006). *Covering: The hidden assault on our civil rights*.

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Prefer Not To Respond

1 in 8 employees actively decline to reveal one or more aspects of identity.

As % of employees who “PNTR” ↑, overall trust levels in organization ↓.

Every 10% of employees that chose not to respond = 6-point decrease in a company’s overall levels of trust, pride, and camaraderie.

- ↓ Faith in management
- ↓ Sense of safety in the work environment
- ↓ Signs of teamwork

*Source: Great Place To Work (2020), *Hidden Pieces of the D&I Puzzle*.



**Employees who cover or
PNTR are not bringing
their whole selves to work.**

What do we do?



3. *All hands on deck – Fix it.*

Create a metaclusive environment where all of your employees feel represented, valued, and accepted.

(do your
employees feel...)



Represented

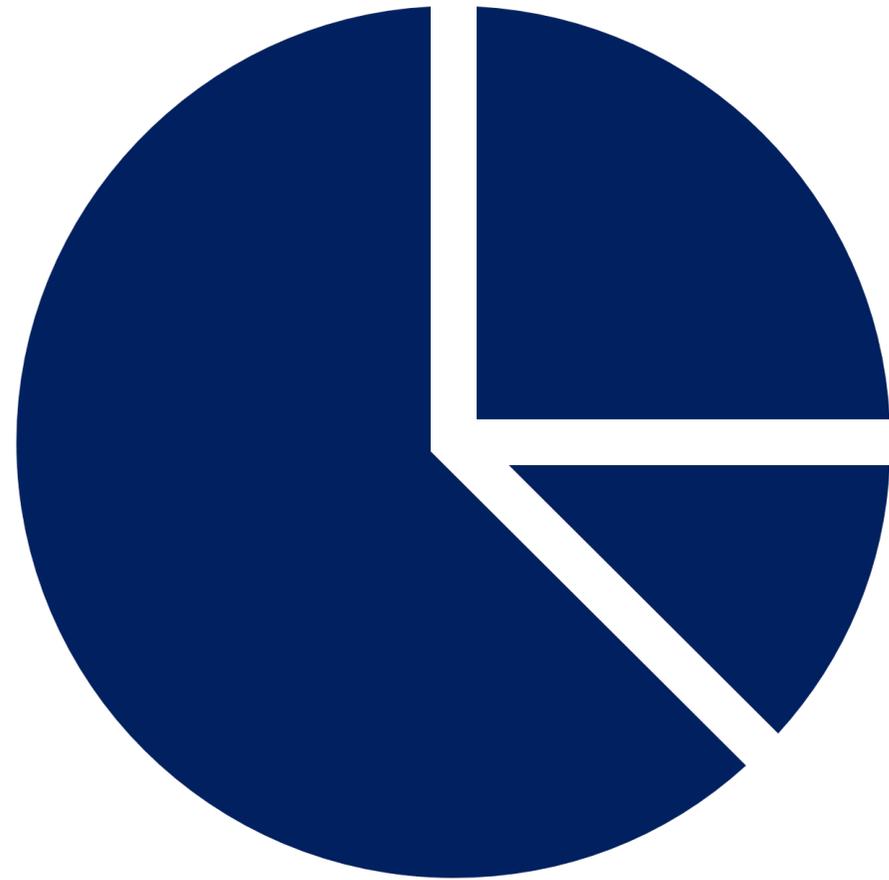


Valued



Accepted

(represented)



Represented

1. Percentages of employees, management, C-suite, and Board closely represent the population of the country you are in.
 - Race/Ethnicity
 - Gender/Gender Identity
 - Sexual Orientation
 - Disability/Ability
 - National Origin
 - Military Service
 - Age/Generation
 - Family Status
 - Religion/Spirituality
 - Communication Style
2. Audit these percentages yearly to come up with a diversity score.
3. Take specific hiring and retention actions to enhance diversity.
4. Tone of civility and respect in everything *at all times*.

Represented (cont.)

5. No single employee is the “only one.” There is no token.
6. If there is a perceived “pipeline problem,” take active measures to address.
7. Utilize practices like blind hiring, and do not ask about previous salary.
8. Job descriptions have been vetted to remove gender-biased language.
9. Practice bias-interruption in hiring, reviews, promotions, and compensation decisions.
10. Internships & rotations bring in new, diverse talent.

(valued)



Valued

1. Tone of civility and respect in everything *at all times*.
2. Employees feel involved and appreciated. You solicit input and ideas from all and take them seriously, especially those that are rejected.
3. Managers work hard to draw out participation from each employee in meetings and daily tasks.
4. Not a typical employee suggestion box. Ideas encouraged, evaluated, and accepted or declined respectfully.
5. Conduct Employee Idea Campaigns.
6. Your team is fairly compensated compared to your industry.

Valued (cont.)

6. Frequent use of non-monetary rewards to highlight performance.
7. Salary audits routinely done to ensure equal pay by role. There is no gender pay gap or minority pay gap. Share results with team.
8. Policies are in place to encourage parents to take leave equally, and bias interruption is done to address the “mommy track.”
9. Career progression is emphasized and promote from within.
10. Mentoring happens informally and formally.
11. You honor your team and your investment by focusing on retention.
12. Maintain high morale & create community (dogs, stamps, taxes...).

(accepted)



Accepted

1. Tone of civility and respect in everything *at all times*.
2. Executives lead by example and are not exempt.
3. No jerk exception for “star performers.”
4. Employees are free to express themselves in the workplace, and comfortable sharing their personal lives with coworkers.
5. Cubicles and desks feature personal items and photos.
6. Diverse holidays and months are celebrated equally.
7. Active employee networking groups with executive sponsor and a budget, supported by logistic and communication help.



Accepted (cont.)

8. Frequent networking events encourage employees to connect with new colleagues.
9. Employees are appreciated for their involvement in community events and causes important to them.
10. Donation matching, encourage volunteer hours, food and charity drives for causes employees select.
11. Company participation in community events that are important to employees.
12. Signature line includes pronouns.



Accepted (so important that cont. x 2)

13. Gender-neutral language is encouraged in communications and meetings.
14. Spouses and partners invited to events, not husbands and wives.
15. Learning sessions routinely conducted on various types of diversity.
16. Jokes are not made at the expense of any minority group.
17. Employee uniqueness and diversity are celebrated in videos, newsletters, intranet.
18. Quarterly Belonging Award given to employee who advances sense of belonging.



(brainstorm)



What Can You Do To Make Employees Feel...



Represented



Valued



Accepted



(what now?)



Easy as ABCs

- A. Analyze where you are right now.
- B. Be clear about where you would like to be in 1, 5, and 10 years.
- C. Create a taskforce, committee, consortium, etc.
- D. Distill goals and prioritize.
- E. Executive support? Budget?
- F. Finally, create implementation plan.
- G. Get started!
- H. Heave a sigh of relief – You are on your way.
- I. Inquire, evaluate, reassess, adjust.



(questions?)



PIN#
6158

ENTER HERE

The image shows a smartphone screen displaying the Fisher Phillips app. At the top, the status bar shows 73% battery and 1:44 PM. The app header includes the Fisher Phillips logo and a user profile icon. Below the header are three tabs: 'EVENT', 'COURSES', and 'ATTENDEES'. The main content area is titled 'Changing Tides: Sailing Beyond Diversity &'. Underneath, it says 'CHECK OUT TIME:' followed by three input fields containing '1', '15', and 'PM'. A text box below contains the statement: 'By selecting submit I represent that I have attended the course in its entirety to receive Continuing Education credit specified for this course.' Below this is a white input field labeled 'PIN' and a yellow 'SUBMIT' button. At the bottom of the screen, there is a link for 'Privacy & Terms'.

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