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Belonging in the Today's Diverse Workplace

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Initiatives



Agenda

- Welcome & Introduction (5 minutes)
- Belonging Introduction (10 minutes)
- Trapped - Activity (10 minutes)
- Reimagining Diversity and Inclusion (5 minutes)
- How to Create a Sense of Belonging (10 minutes)
- Q&A (10 minutes)

“House Rules”/Ground Rules

- Be Present or Be Absent – But Please Not Both
- “Vegas” Rules – What Happens Here Stays Here
- Suspend Your Right to Be Offended

Crossing the Line

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This exercise is difficult, yet increases a great deal of awareness into self and others; about your identity and others. I will make a statement to indicate or call out specific categories/labels/descriptions that may represent you. I will ask that all those that the description applies to step across the line, turn and face the rest of the group. I will pause for a few seconds and then you will return to the rest of the group.

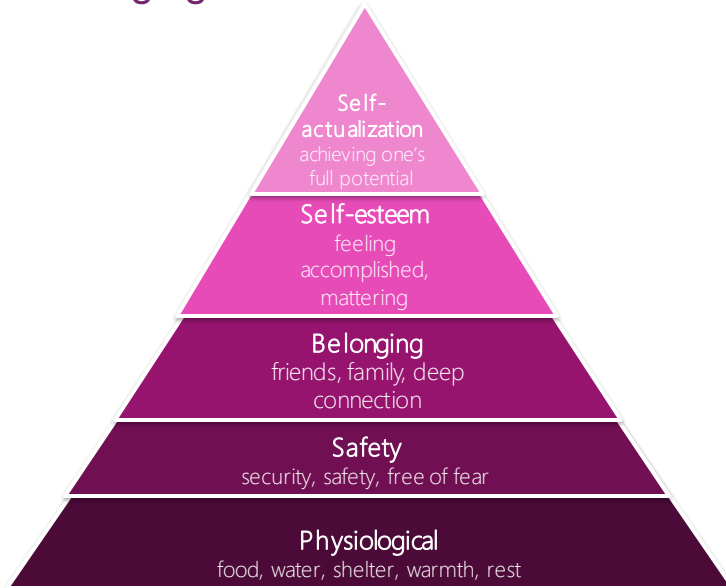
You will need to follow 2 critical rules in this exercise.

1. LISTENING: Let's have silence throughout the exercise – no giggling or talking. Silence will enable us to experience our personal thoughts and feelings more clearly.
2. RESPECT: It is imperative that we respect the dignity of everyone in the class. Everything shared should remain confidential. If you feel the need to talk about something that comes up in the workshop, talk to the person(s) it involves, not others.

Some guidelines are:

1. No pressure to respond
2. Each of the categories will have some "gray areas". Define the terms used as YOU understand them. If you have serious reservations about the clarity or meaningfulness of a word then the best thing to do is not cross to the other side of the room.
3. Once we begin, there can be NO talking, No interruptions and please do not ask questions. There will be plenty of time at the end to ask questions or make comments.
4. It is important that you be as honest as you can, yet do not risk more than you feel comfortable sharing. You decide what to share and expose. Risk as much as you can. Exercise the option to pass if you wish.
5. If you cross the line notice who is with you, notice who is across from you, note your feelings and please cross back.

Belonging is a Basic Human Need



Maslow proposes that motivation is the result of a person's attempt at fulfilling five basic needs and that until the most basic need is met, the others can not be achieved.

Abraham Maslow – “human needs arrange themselves in hierarchies of prepotency. That is to say, the appearance of one need usually rests on the prior satisfaction of another, more pre-potent need. Man is a perpetually wanting animal.”

Maslow's hierarchy of needs is a motivational theory in psychology comprising a five-tier model of human needs, often depicted as hierarchical levels within a pyramid. Needs lower down in the hierarchy must be satisfied before individuals can attend to needs higher up.

1. **Physiological needs** - these are biological requirements for human survival, e.g. air, food, drink, shelter, clothing, warmth, sex, sleep. If these needs are not satisfied the human body cannot function optimally. Maslow considered physiological needs the most important as all the other needs become secondary until these needs are met.
2. **Safety needs** - protection from elements, security, order, law, stability, freedom from fear.
3. **Love and belongingness needs** - after physiological and safety needs have been fulfilled, the third level of human needs is social and involves feelings of belongingness. The need for interpersonal relationships motivates behavior. Examples include friendship, intimacy, trust, and acceptance, receiving and giving affection and love. Affiliating, being part of a group (family, friends, work).
4. **Esteem needs** - which Maslow classified into two categories: (i) esteem for oneself (dignity, achievement, mastery, independence) and (ii) the desire for reputation or respect from others (e.g., status, prestige). Maslow indicated that the need for respect or reputation is most important for children and adolescents and precedes real self-esteem or dignity.
5. **Self-actualization needs** - realizing personal potential, self-fulfillment, seeking personal growth and peak experiences. A desire “to become everything one is capable of becoming”(Maslow, 1987, p. 64).

we are genetically wired to belong. Our brains are hardwired to motivate us toward connection and belonging — it's how we survive and thrive. In fact, [recent research](#) in neuroscience has indicated that social needs are managed by the same neural networks as primary survival needs such as food and water. And [findings](#) show that belonging and attachment to a group of coworkers is a better motivator for some employees than money.

be·long

- gerund or present participle: belonging
- Be a member or part of (a particular group, organization or class)
- (of a person) fit in a specified place or environment
- Have the right personal or social qualities to be a member of a particular group

SYNONYMS: be a member of, be affiliated to/with, be allied to, be linked to, fit in, be suited to, have a rightful place, have a home

Greg Walton, a psychologist at Stanford University. His research shows that mitigating threats to a sense of belonging helps minorities significantly reduce stress levels, consequently improving physical health, emotional well-being, and performance. Therefore, creating a wide sense of belonging can become the competitive advantage for any company.

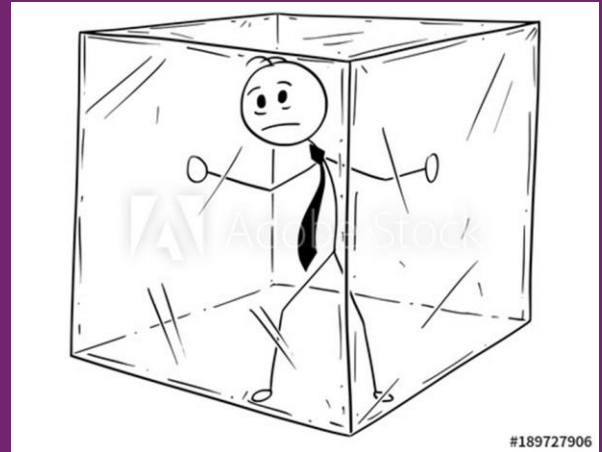
Belonging – Five Major Qualities

1. **A Sense of Shared Identity:** We see people in the groups we belong to as “us”
2. **A Shared Destiny:** The belief that what happens to you might also happen to me
3. **A Sense of Interdependence:** We rely on each other in some way, either directly or indirectly
4. **A General Sense of Shared Values:** We may not agree on everything but we generally share a set of overall values that connect us
5. **An ability for people to feel fully able to be themselves**

- The last probably most important of all because it distinguishes a true sense of belonging from those times when we feel like we have to go along with the crowd in order to be accepted. It requires permission for people to bring their full selves to the group (authentic self to work)
 - Takes an enormous amount of courage and vulnerability for most human beings (refer to crossing line exercise – would they have stepped forward; did they not because of “what others think/thought to fit in”)
- When we do not belong, it is significant, and the impact can be dramatic.
- **Objective** social isolation – physically cut off from social contact
- **Subjective** social isolation – experience ourselves as isolated, even while we are surrounded by people and opportunities to connect (firms/organizations tons of diversity and inclusion “programs” but not true sense of “belonging” for individuals and they leave....they “feel”/“experience” isolation)

Isolation

- 40% of Americans identify as lonely; up from 1 in 10 in the 1970s.
- One in four Americans have no trusted confidante; up from 1 in 10 in 1985.
- There's been a 40% decline in standard measures of empathy since the 1990s.
- There's been a 24% rise in suicides between 1999 and 2014.
- Only about half of Americans trust their neighbors, and even fewer younger and more urban people trust their neighbors.



- NIH – Loneliness is the number one public health crisis in the US
- 3.2 average number of friends to 1.8 friends
- Decline in worship communities
- Average family use to “host”/invite others into their home an average of 14 times now it is down to 8
 - But the average size of a home in America has gone from 700 square feet to 2400 square feet – building bigger to live further away – more distance between neighbors; garages – drive in and out;
- Subjective social isolation; simply feeling lonely leads to dramatic health deficits
- Its implications for our health are by no means limited to simply our mental health
- Loneliness also manifests in serious physical symptoms
- 89% of people used a cell phone during their last social interaction. 82% felt it degraded the conversation.

Loneliness = Social Isolation

- Impacts health at all levels
- Individuals with fewer social ties were at a significantly higher risk of dying from cancer and heart disease
- Subjects with the fewest social connections died at more than twice the rate of their well-connected peer
- Comparable in risk factors to illness and early death such as smoking, obesity, and high blood pressure

3rd year in a row of declining life expectancy – never has happen before in US history
Universities and colleges saying anxiety, depression, loneliness – highest cases seen

Loneliness = Social Isolation

- 37% less likely to exercise but significantly more likely to eat a diet high in fats
- Reduction in cognitive performance
- In US, 70% of workers are disengaged in their work (not involved, enthusiastic, or committed); 87% globally
- Social excluded individuals are less likely to stand up to challenges, respond to obstacles with pessimism, apathy, and avoidance



Technology

- Facebook
- Instagram

Can't substitute from real "neighbors" – 50, 100 likes does not lead to happiness; 1-2 friends/confidants research shows does

But also in the workplace – emails, conference calls -> video conference call, telecommuting = isolation, words up for interpretation

Tribalism

- Shared in communal resources
- Luxury of group protection
- “One of us”
- “One of them”
- Survival depending on our own tribe = safety and security
- Competing tribes = danger and uncertainty

Lapse of meaningful tribal – seeking political tribalism

"Diversity is being invited to the party, inclusion is being asked to dance, and belonging is dancing like no one's watching."

What makes us diverse?

Visible Diversity Traits

Age
Gender
Physical Traits
Behaviors
Body Size/Type
Physical Abilities
Race

Invisible Diversity Traits

Religion
Sexual Orientation
Military Experience
Level in Organization
Ethnicity
Geographic Location
Culture
Marital Status
Socio-economic Status
Personality
Thinking Styles
Work Background
Personal Habits
Beliefs
Communication Style
Education
Native born/non native
Functional Specialty
Values
Parental Status

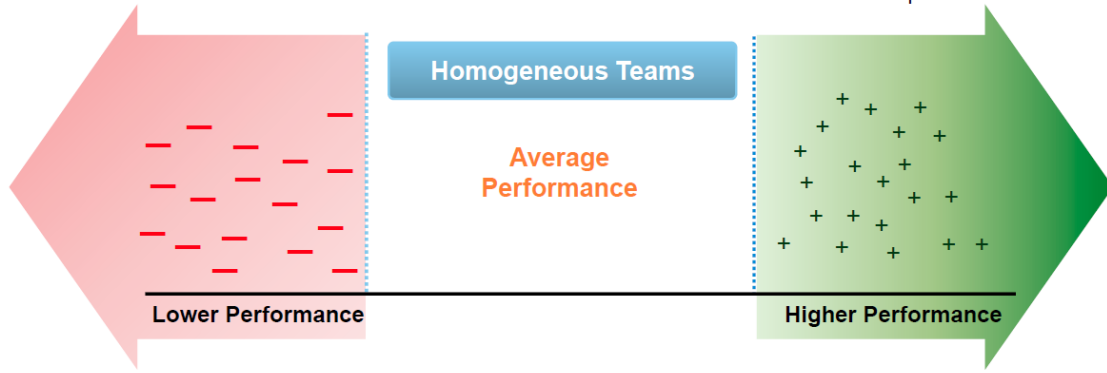
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Diversity but NO Inclusion

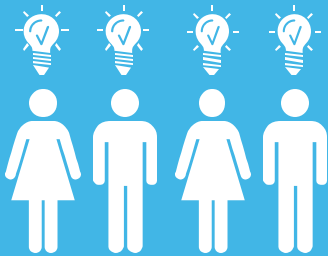
- Leader ignores or suppresses individual differences
- Individual differences are an obstacle to performance

Diversity AND Inclusion

- Leader acknowledges and supports individual differences
- Individual differences are an asset to performance



Reference: Adler, N. J. International Dimensions of Organizational Behavior.
4th ed. Cincinnati, OH: South-Western, 2002. C, Milton J. Bennett 2008



MAKES
US
SMARTER

DIVERSITY



MAKES
YOU
BRIGHTER

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What gets in the way of D&I progress?

bias|microinequities
various priorities|control
fear|obliviousness
history| stereotypes
old policies

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TRAPPED ON AN ELEVATOR

Imagine you are trapped in an elevator
for **3 hours**.

Which of the following individuals
would you select to be trapped on the
elevator with?

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WHO WOULD YOU CHOOSE?



ELEVATOR MATE 1



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ELEVATOR MATE 2



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ELEVATOR MATE 3



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ELEVATOR MATE 4



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ELEVATOR MATE 5



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ELEVATOR MATE - 6



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Who did you choose and why?



What were your first impressions of each?

Assumptions, Stereotypes and Biases

ASSUMPTIONS

Something that is accepted as true or as certain to happen, without proof

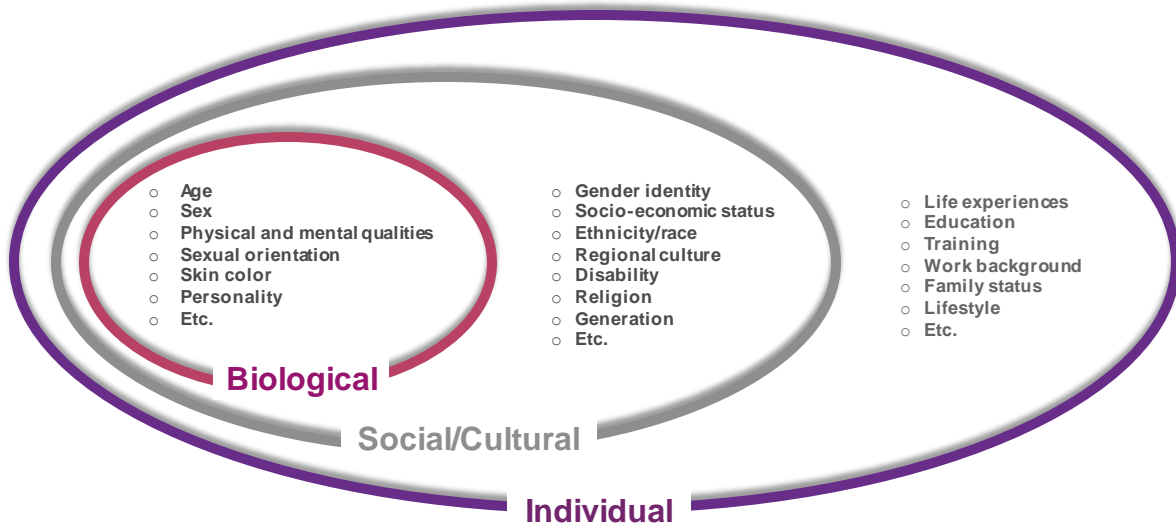
STEREOTYPES

A widely held but fixed and oversimplified image or idea of a particular type of person or thing

BIASES

A prejudice in favor of or against one thing, person, or group compared with another, usually in a way considered to be unfair.

Factors influencing our frames of reference:
A two-way street



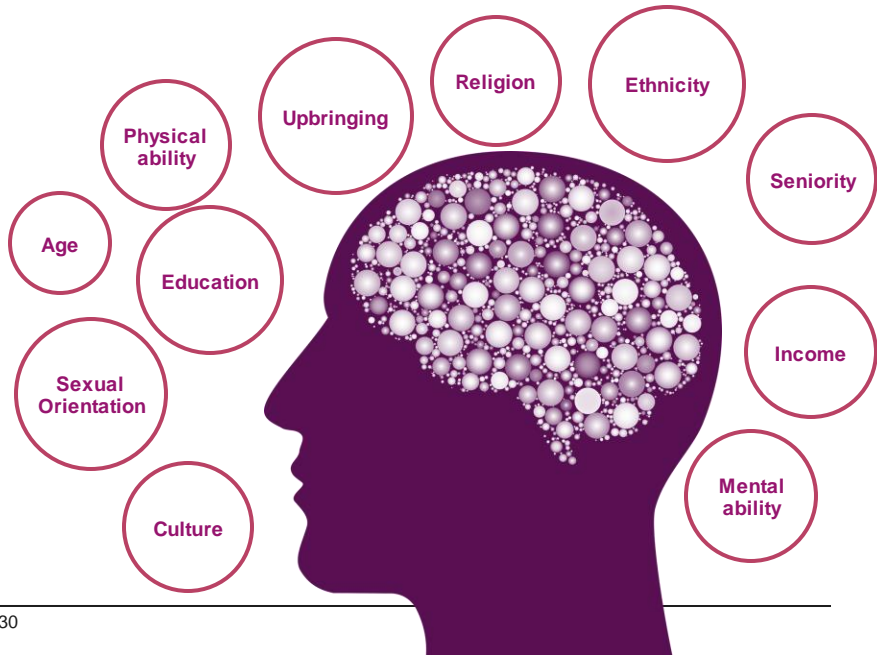
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Understanding our brain

- We see something enough our brain develops a mental model
- Brain conservation: 2% of body mass but requires 20% of our energy
- After 5th encounter, brain becomes lazy and writes a script for what it think it knows
- Leads to unconscious bias



Lazy Brain



What is Unconscious Bias?



Conscious:

overt and intentional



UnConscious:

hidden, unintentional,
automatic



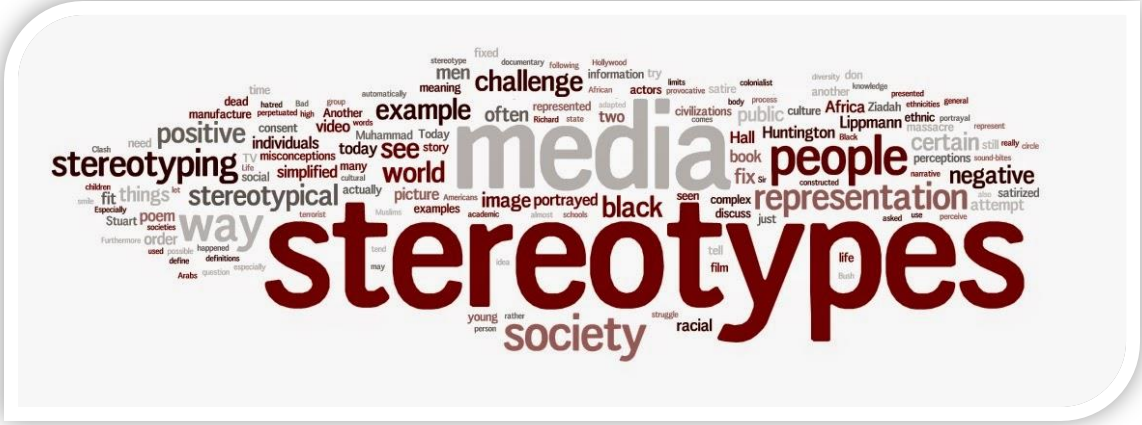
Bias is an inescapable human condition. No one is immune.



The **good news** is: We can learn to identify, and set up ways to navigate around, both as individuals & across our ecosystem.

Stereotype

A widely held but fixed and oversimplified image or idea of a particular type of person or thing.



When Are Stereotypes Useful?

In reducing our cognitive load. It takes significant energy to make determination for everything we encounter.

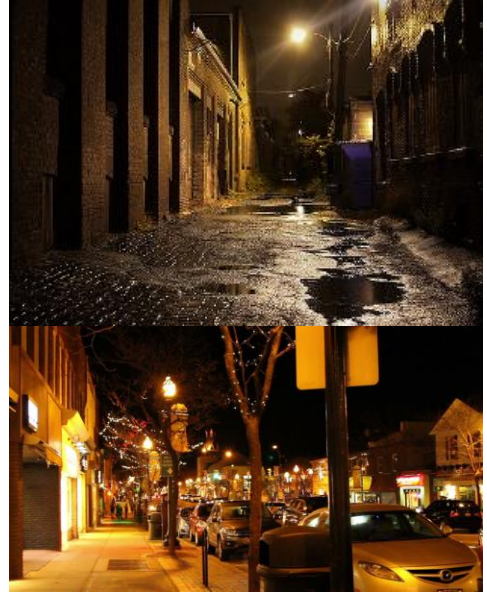
As a result we generalize as a means for facilitating problem solving and discovery.

- Snakes – It may not be a good idea to take the time to determine whether or not its poisonous.



When Are Stereotypes Useful?

- Dropping food on the floor in public – most will not eat it.
- Dark ally vs well lit sidewalk – most choose the well lit sidewalk.



Negative Impact of Stereotypes

- **Stereotype threat** is a situational predicament in which people are or feel themselves to be at risk of conforming to stereotypes about their social group.



- Internalized bias – when people live in a society that does not value them equally and that message is reinforced almost constantly, it is not unusual for those messages to become internalized.
 - Mamie Phipps Clark and Kenneth Clark doll study that became central in the Brown v. Board of Education case that legally desegregated American schools. Children were presented with two dolls that were virtually identical except skin color and asked to choose one. Virtually all the children, including the black ones, chose the white doll.
- Stereotype threat – awareness of the stereotypes about “people like me” can cause a person to perform at a lower level. “You have to work twice as hard to be able to be half as successful” – this mantra can yield to internalizing critical thoughts of one self that you are only half as good..

Negative Impact of Stereotypes

- **Pygmalion effect** people perform according to how they are treated.
- **Missed opportunities** to build relationships with certain types of people.
- **Produces negative feelings** associated with being discriminated against.
- **Inaccuracies** Stereotypes are not facts, therefore you may be wrong.



bias

noun

a tendency to believe that some people, ideas, etc., are better than others that usually results in treating some people unfairly

verb

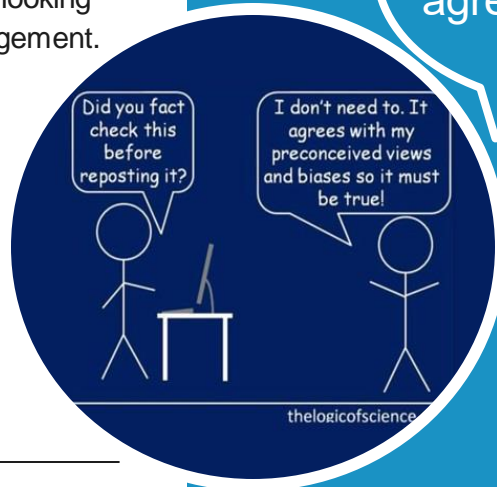
cause to feel or show inclination or prejudice for or against someone or something

Exploration of different bias

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Confirmation Bias

Having a preconceived judgement about a group of people or place, and looking for evidence to confirm your judgement.



Affinity Bias

Having a connection or preference for someone due to familiarity or personality similarities.



“My group (tribe) is the best tribe.”

Observation Bias

The tendency to see what we expect to see.



Example: When we buy a new car that we think is very unique but drive off dealership lot and notice everyone has the same car.

Conformity Bias

Behaving similarly to the others in a group, even if doing so goes against your own judgment.



“When in Rome
do as the
Romans do”

Halo Effect Bias

Seeing one great thing about a person and the “halo glow” affects our opinion of everything else about that person.



Horn Effect Bias

Seeing one bad thing about a person and we let it cloud our opinions of their other attributes.



How does bias show up in the workplace?

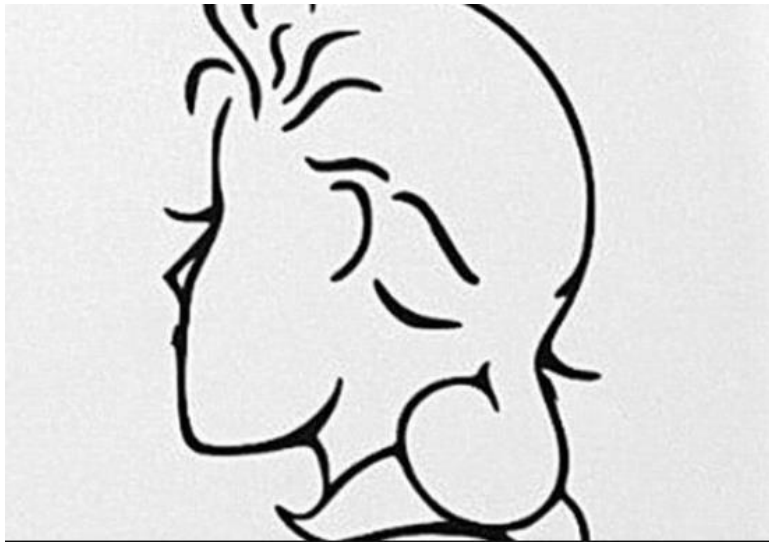


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Perception is reality

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Our mental models



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Our lives are a series of ink blots. How we determine what we see depends on our backgrounds, experiences, and perception of the world.





Project Implicit®

<https://implicit.harvard.edu/implicit/takeatest.html>

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“Everything you look for and all that you perceive has a way of proving whatever you believe.”

-Unknown

How Can We Reimagine Inclusion?

Diversity + Inclusion: bringing together people from different backgrounds in the workplace and making them feel welcomed.

Diversity + Inclusion + Belonging: bringing together people from different backgrounds in the workplace and creating a sense of belonging.

How to Create a Sense of Belonging – Institutions

Actively promote the core narrative of the organization and invite employees to share theirs

- Educate people and provide them with the tools to be successful
- Education
- Priming
- Structures and Systems
- Accountability

Source: Howard Ross with Jonrobert Tartaglione: Our Search for Belonging: How Our Need to Connect is Tearing Us Apart

- The narrative that we weave about who we are, why we are here, and what we stand for sets both our internal community and the external community on a path to understanding us.
- Narrative around belonging and the value of diversity and dissenting views, and frequently communicating and reinforcing that narrative, produces a story that employees can repeat, reflect on, and internalize.
- Decision making is overwhelmingly intuitive and deeply affected by how people are feeling. Creating an open environment to discuss how people are feeling is critical to leadership in an organizational community.
- Be sensitive to times when there is stress – in the organization and in society
- Education is critical to making sure that all employees have a common understanding and a consistent framework and skills for operating
- Training starts the process but without a commitment to a regular pattern of behavior nothing will fundamentally change. Priming critical part because it can be used to remind people to apply their learning at the appropriate time.
 - Say the world silk ten times...what do cows drink...most likely answer milk even though correct answer is water
- Focus on primary talent management systems: recruitment, sourcing, interviewing, hiring, onboarding, mentoring and sponsorship, performance reviews, calibration, recognizing talent, and developing and promoting talent
- Use carefully constructed analytics to track organization performance around diversity, inclusion and belonging.
 - Use batches of metrics instead of a single metric – measure how many they are

but also levels of engagement, inclusion, and belonging; work internally and identify the milestones that you will be watching, and then watch them and communicate how you are doing; feedback from employees to their leaders should always be welcomed

How to Create a Sense of Belonging – Institutions

Create opportunities for people to dialogue with each other on challenging topics

- Create a safe space for the conversation.
- Invite everybody to recognize their own biases.
- Encourage participants to be willing to be emotionally vulnerable as well as intellectually engaged.
- Consider having participants reflect what they are hearing.
- Distinguish between group perspective and personal perspective.
- Resist the temptation for perfectionism.
- Look for ways to move the conversation forward.

Source: Howard Ross with Jonrobert Tartaglione: Our Search for Belonging: How Our Need to Connect is Tearing Us Apart

- Be sure there is enough time and distractions are limited; ground rules for the conversation
- Just being able to listen to each other without being defensive can be a significant accomplishment.

How to Create a Sense of Belonging – Institutions

Engage in constant and regular communication

Recognize that breakdowns are a part of life

Source: Howard Ross with Jonrobert Tartaglione: Our Search for Belonging: How Our Need to Connect is Tearing Us Apart

- Where are we being successful? Where are we struggling? What are the challenges that we see coming down the road?
- No way for any organization to be perfect all the time – work cosmos of the world and each employees' life – and our lives are not perfect.
 - Maintain a healthy dose of reality about this to avoid feeling discouraged and resigned when we have to deal with “that issue again?”

How to Create a Sense of Belonging - Individually

1. Support and develop others
2. Be an active ally, even when nobody is looking
3. Challenge the normative patterns of behavior
4. Ask the courageous questions
5. Solicit feedback in meetings
6. Delegate
7. Leverage personal capital to advance others
8. Share stories

Source: HBR – Pat Wadors: Diversity falls short unless

Make introductions. Show appreciation for the whole person; go beyond their role and responsibilities. Add tidbits that are unique to the individual. Use the language of belonging: “This is Sara — she is part of our research team.” The word *our* really adds the feeling of being on a team.

Ask. Start with a simple, genuine question: “How do you feel? How are you today?” Then listen.

Solicit input in meetings. There are three ways to foster inclusiveness at meetings: Invite someone to the meeting. Ask their opinion, and follow up with questions so they truly felt heard. And when someone speaks, let them finish their thought — do not speak over them.

Delegate. When you as a manager “give” an agenda item to someone on your team, it conveys real ownership, trust, and an opportunity for impact.

Pay attention. Put away devices at meetings. Be fully “present” for conversations with colleagues. Show respect to everyone.

Share stories. An important part of creating a sense of belonging is sharing our stories. Storytelling means two things. First, you, as the storyteller, care enough about your audience’s career journeys to show your own vulnerability and share your mistakes and successes. We can learn from each other. Second, we can begin to see ourselves in someone else’s shoes. We begin to see possibilities. This is even more powerful if the storyteller “looks like you.”

- Storytelling is my favorite technique to generate belonging because we, as humans, are also wired to respond to stories. Paul Zak, a neuroeconomist, has [found](#) that hearing a story with a beginning, middle, and end causes our brains to release cortisol and

oxytocin. These chemicals trigger our human ability to connect, empathize, and make meaning. It is through our storytelling that we find our way to belong.
<https://hbr.org/2016/08/diversity-efforts-fall-short-unless-employees-feel-that-they-belong>

Proactive steps to address bias – TIMES UP – WAKE UP



- **W**ork on identifying your biases – implicit and explicit.
- **A**ddress the most prevalent ones.
- **K**eep challenging your assumptions and judgements.
- **E**xamine your network.
- **U**se different perspectives and input of data before making decisions.
- **P**roactively uncover bias.
- **Recognize. Reflect. Respond.**

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Belonging - Collectively & Individually



“People will forget what you said,
people will forget what you did,
but people will never forget what
you made them feel.”

- Maya Angelou

Questions?



The unified voice of AICPA and CIMA

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