Diversity, Equity, Inclusion & Belonging Toolkit for Managers

Diversity, Equity, Inclusion & Belonging-Through a Whole Brain Thinking Lens

Understanding Belonging

While it sounds simple, many of us don't really know how to create an environment, a culture where people feel they belong.

*At Herrmann, we know that **we behave based on what we think**, so understanding our thinking – **the cognition that shapes your personality and behavior** – is critical to understanding yourself and thinking about others.*

This toolkit can help you discover more about your thinking. The language of **Whole Brain**® **Thinking** can give you personal insights and help you understand your views on diversity, equity, inclusion & belonging. Your results can help you see the ways you are unique and diverse and how that impacts others.

Based on what you want to know more about related to belonging, choose a topic, go to that page in the toolkit, and follow the steps to understanding belonging better for yourself, with another person 1:1, belonging in teams and in your business overall.

Belonging is good for business.

*There are many articles and books that share if workers feel like they belong, companies reap substantial bottom-line benefits. High **belonging** was linked to many studies that highlighted increased job performance, drops in turnover rates, and significant reduction in sick days.*

As an example, for a 10,000-person company, this could result in annual savings of more than $52M.

HBR Article: The Value of Belonging at Work

GUIDE FOR CREATING GREATER UNDERSTANDING OF BELONGING

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"*Watch your thoughts*, they become your words; watch your words, they become your actions; watch your actions, they become your habits; watch your habits, they become your character; watch your character, it becomes your destiny."

Lao Tzu

1:1 Sharing: Creating Deeper Understanding

GUIDE TO SHARING

Use **Herrmann's Sharing** feature to gain greater insight into belonging and how the cognitive diversity that exists informs communication, collaboration and trust in 1:1 relationships.

1. Go to the 1. View My Profile feature on the Sharing Tile. 2. *Ensure the Understanding Others tabs are filled out* and reflect the views you want to share by editing the content and then clicking on **Add to Profile** or **Hide from Profile** for each of the tabs.
2. Next, select 3. **Share My Profile** and send a peer/direct report an invitation (or share the link) to your profile. *Indicate that for the 1:1 you would like them to review the tabs in advance and come with questions.*
3. Also, **have your peer/direct reports share their profiles with** you and review and look through each of their tabs. Identify areas where your profiles align and where they differ.
4. Set up a meeting with your peer/direct report to experience the Sharing activity. **Below are a few prompts for your sharing conversation:**
   - *What stood out for you as you reviewed my profile?*
   - *Do you have any specific questions or comments about me based on your review of my profile?*
   - *Did you have any surprises based on my data?*
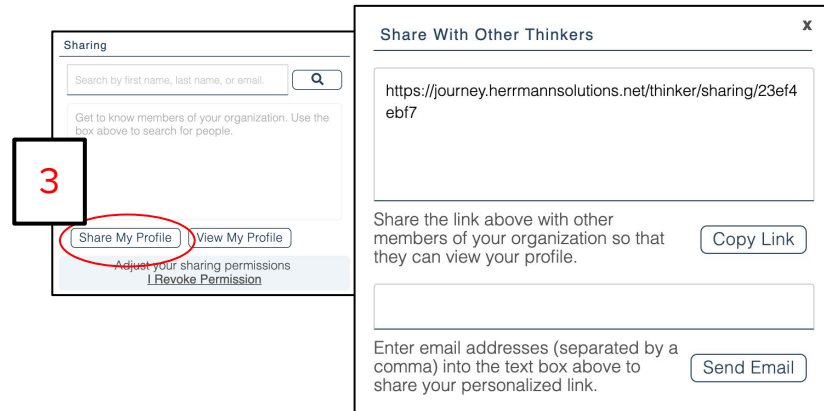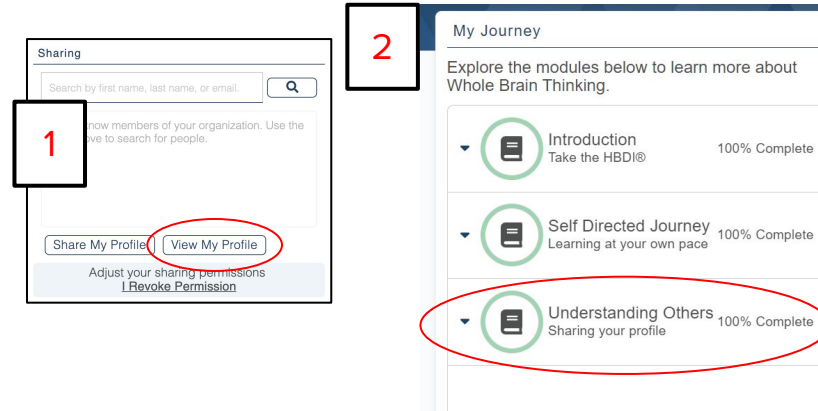
See Additional Resources for Using Whole Brain Thinking for sharing

Understanding Your Team

GUIDE TO TEAMS

1. Go to the 1. **Teams** tile on your dashboard and search for your team.
2. Open your 2. **Team Summary** and review the profile.
   a. Review the **Insights**: *Is the profile balanced or does it tilt in some way?*
   b. How can you **Interpret** the results: *What are the most and least areas of preference?*
   c. How do you **Function:** *how does the team demonstrate the average profile? Where are there areas that are more extreme?*
   d. Remember to **Use** your team profile often like when on-boarding someone new or when you start a new project
3. For deeper understanding go to the 3. **Understand My Team** tab. Use the dropdown menu to explore the team data. Analyze where you are as a team and where you need to improve. Create some concrete actions and steps for your team. Regularly review successes and use team data, *for example appoint a person on the team to be the "watchdog" or "internal consultant" for the quadrant that is least preferred.*
4. *Use and review team data often to have* conversations of *what we bring to the team? What we think is important about belonging and how to include all our teammates in all*
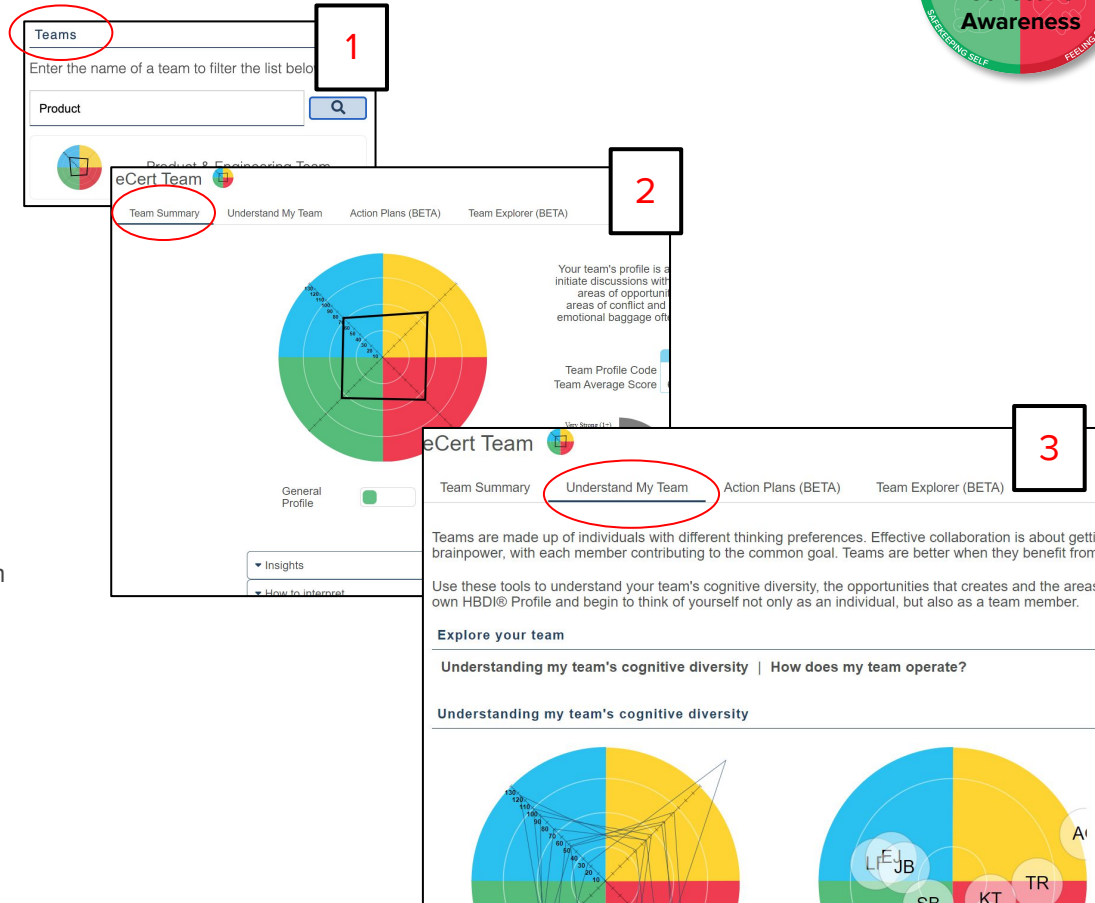
See Additional Resources for Using Whole Brain Thinking for understanding your team

BELONGING:
Collective Awareness

ANALYTICAL SELF · EXPERIMENTAL SELF · SAFEKEEPING SELF · FEELING SELF

Belonging: Self-Awareness Focus

GUIDE TO SELF-AWARENESS

On the Herrmann Platform:

1.   Reflect on your own thinking preferences. Go to the Thinker Portal and click on 1. 'Explore My Results'
   - **Select** 2. **'Profile Description' to view an explanation of your profile.** *How do my profile results inform my sense of belonging as a manager and employee in my organization?*
   - **Also look at your** 3. **Most and Least Preferred and ask yourself:** *How do my most and least preferred preferences affect where I feel a sense of belonging?*
      - Click on the Home icon to go back to the Dashboard and then and Go to the 4. **My Journey tile and complete the Understanding Others** modules to prepare for sharing in 1:1 conversations.

2.   To ensure content modules in Understanding Others is complete, go to 5. **'View My Profile'** on the Sharing tile on your dashboard: https://journey.herrmannsolutions.net/thinker/profile

NOTE: While in your profile you can go to each individual tab and make sure it is filled out, accurate and added to your profile before sharing with your team. You can select **Edit Content** to update or select **Hide from Profile** if you do not wish to share that specific module.

See Additional Resources for Using Whole Brain Thinking for Self-Awareness

Belonging Initiatives & Conversations Organization-Wide

BELONGING: Organizational Inclusion Impacts®

GUIDE TO ORGANIZATIONAL APPLICATION

*We at Herrmann believe that at the the best way of for an organization to create a **culture where all employees have a sense of belonging,** includes creating initiatives and activities where employees, at every level, feel safe and understood in every type of conversation.*

***The HBDI**® **and Whole Brain**® **Thinking** framework is a baseline to understand yourself, others and teams. Using the Whole Brain® methodology along with the individual results helps to **create a common language** that allows the organization to gain the benefit of greater understanding for every area of talent in the organization.*

This methodology, which provides a sticky, easy baseline of communication and greater understanding, can be applied for on-boarding, project management, navigating change, diversity, equity and inclusion, leadership development programs, coaching, mentoring, team building, employee relations issues, innovation and and tiger team initiatives. Organizational application can be integrated with any of your key initiatives and applied both from the top down and/or the bottom up.

"**We behave based on what we think about most**"

ORGANIZATIONAL RESOURCES

- [Meetings that Really Work Toolkit](#)
- [Bias in the Workplace](#)
- [Whole Brain Guide to Inclusion Impact Meetings](#)
- [Know Change or No Change will Happen](#)
- [Inclusive Leadership Playbook](#)
- [Additional Resources](#)
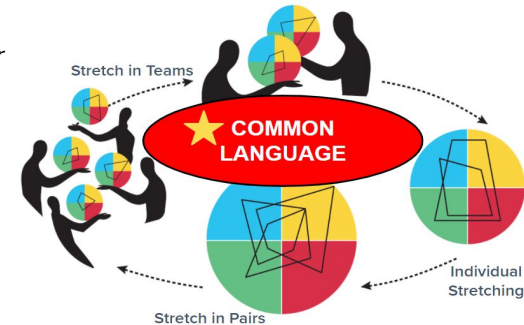
"A great many people think they are thinking when they are merely rearranging their prejudices"   William James

Continuing Practices

Why Practices?

Many of us have heard *practice makes perfect!* And while many of us may argue there is no such thing as "perfect", what we do know in the world of neuroscience is that ***practice makes permanent!!*** For creating new habits, we need to ***do continued learning and practice***. The following are simple suggestions for the many ways you can be mindful and practice things in all types of initiatives that support building better belonging in your organizations.

Self-Awareness	Sharing 1:1	Teams	Organization
Return to your **Digital HBDI** results often and reflect on the thoughts and associations you have about belonging. What are you thinking? Reflect on interactions you have with others, note your emotional response. Are you comfortable or uncomfortable? Download the HBDI APP and refer to your preference as you encounter situations that challenge your expectations. Share and discuss your results with your peers.	Share your profile via the HBDI APP. Make time to have a meeting with your associates and share your profile on the platform and make time to have a meeting to share your thinking. In your digital results make sure you complete the ***Understanding Others*** section in your thinker portal and share your results. Make time to meet with peers and associates and share your results via the platform.	**Review your team data on the platform:** WHAT What are our HBDI assessment results? HOW How do our results inform how we may work together? WHO What's the best way to use the talent we each bring to our relationship? WHY What are opportunities together that we would not have individually? Use the team report as a regular review of how to work together.	Implement Whole Brain® Thinking with the many initiatives you are driving for better efficiency and effectiveness: • *On-boarding* • *Project management,* • *Navigating change* • *Diversity, equity and inclusion* • *Leadership development* • *Employee relations issues* • *Innovation and* • *Team initiatives* Inclusion Impact Program Guide

Additional Resources

SELF-AWARENESS

- [The Belonging Walkaround](#)
- [How to Have Better Conversations About Bias](#)
- [Diversity and Inclusion Scorecard](#)

SHARING

- [How to Share and Compare on the Portal](#)
- [Article - Team thinking: Get More From Every Meeting of the Minds](#)

TEAMS

- [Meetings That Really Work - Teams](#)
- [Diversity and Inclusion Scorecard](#)
- [Whole Brain 1:1 Meeting Guide](#)
- [DE&I Resources on the Herrmann Website](#)

ORGANIZATIONAL

- [Whole Brain Stress Management](#)
- [Portal Communication Activity](#)
- [The Whole Brain Guide to Inclusion Impact Meetings](#)
- [Diversity and Inclusion Scorecard](#)

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