



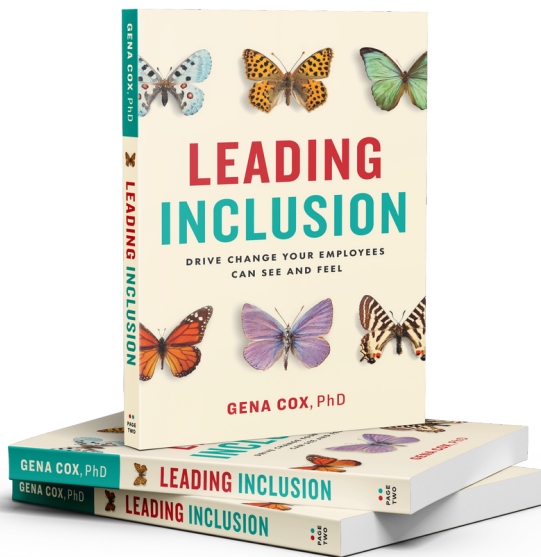
# LEADING INCLUSION

DRIVE CHANGE YOUR EMPLOYEES  
CAN SEE AND FEEL

GENA COX, PhD



## R.E.D.I. SKIN-IN-THE-GAME WARM-UP



*"A R.E.D.I. Mindset uses  
CURIOSITY,  
CONNECTION, and  
COMFORT to  
power understanding of people  
whose lived experiences  
vary from ones own."*

-Leading Inclusion, Page 75

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The following R.E.D.I. Skin-in-The-Game WarmUp Tool will help you explore conscious and unconscious beliefs about understanding, interacting with, and supporting people whose lived experiences vary from your own.

Inclusion is ...  
... the extent to which employees feel  
respected, seen, heard, and empowered  
as they do their jobs."

# REDI SKIN IN THE GAME WARM-UP

These questions explore your involvement in, and beliefs about, experiences and social and economic circumstances in which races and ethnicities tend to be segregated in the US. These questions are meant to encourage introspection, so there are no right or wrong answers. Answer “Yes” or “No” in the column to the right of the questions.

	CONSCIOUS BELIEFS & EXPERIENCES	YES or NO
	INTERACTIONS	
1	I regularly interacted with people of other races than mine in my <u>high school education</u> , other than when they provided services to my family or me.	
2	I regularly interacted with people of other races than mine in my <u>post-high school education</u> (college, etc.), other than when they provided services to my family or me.	
3	I regularly interacted with people of other races than mine in <u>jobs</u> I held before my current role.	
4	I regularly interact with people of other races or ethnicities than mine at work.	
5	I regularly interact with people of other races or ethnicities than mine outside work.	
	Total the number of "YES" responses	

Do your responses to these questions suggest that you are familiar and comfortable or unfamiliar and uncomfortable with the experiences of employees you lead who do not look like you? What thoughts come to mind as you review these prompts?  
 Make a few notes in this space.

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	CONSCIOUS BELIEFS & EXPERIENCES	YES or NO
	<b>PERCEPTIONS OF SOCIAL PATTERNS</b>	
1	I have a sense of what it feels like in the US to be a person whose race or ethnicity is other than mine.	
2	I understand there are often disparities in access to education, healthcare, and housing in the US based on race/ethnicity.	
3	I understand there are often disparities in access to employment opportunities in the US based on race/ ethnicity.	
	<b>PERCEPTIONS OF WORKPLACE EXPERIENCE</b>	
4	I know what it feels like to be an employee who works at this company where I am a leader.	
5	I know what it feels like to be an employee from a traditionally underrepresented group who works at this company where I am a leader.	
6	I believe that as an executive, board director, or another leader at this company, I have a responsibility for leading REDI issues here.	
7	I am ready to play my part in taking ownership of REDI issues at this company.	
	Total the number of "YES" responses	

Do your responses to these questions indicate that you understand the possible variation in the employees' experiences at your organization? **Make a few notes in this space.**

# REDI SKIN IN THE GAME WARM-UP

## UNCONSCIOUS BELIEFS - PART 1

### THE SITUATION

Now it's time to explore the unconscious aspects of your feelings and actions. Be candid with yourself. Again, there are no right or wrong answers, and your responses are just for your own use.

Recall a scenario in a business situation where you believe that your unconscious bias influenced your interpersonal actions.

- Perhaps you **avoided eye contact** with someone or turned your body to eliminate any potential connection between you and that person.
- Perhaps you **assumed facts about an employee's** cultural background, economic status, or education level based on their appearance without knowing the reality of it.
- Perhaps you **excluded someone** from a business event where their job and expertise should have been represented because you felt awkward in their presence due to their race, ethnicity, or another visible variation.

Remember, the action was unconscious, so you may have to dig deep to remember or identify it.

In the next section, you will be presented with prompt questions regarding this situation. You will also be encouraged to think about what you could do differently next time a similar situation arises. **Make a few notes in this space to help you recall the situation.**

# REDI SKIN IN THE GAME WARM-UP

## UNCONSCIOUS BELIEFS EXPLORATION - PART 2

### THE CHALLENGE

Parts 2 and 3 of the exercise are designed to help you identify your feelings about interacting with people who are different from you, to notice that you may be inadvertently telegraphing those feelings through your actions and body language, and to help you think about what you could do differently to get a more positive outcome for yourself and the person with whom you are interacting.

Make a few notes below in response to the prompt questions below.

- WHY did you do that?
- Do you think the person you now have in mind noticed what you did?
- If the person noticed, how do you think they felt?
- How do you think that experience influenced that person's feelings about you?

# REDI SKIN IN THE GAME WARM-UP

## UNCONSCIOUS BELIEFS EXPLORATION - PART 3

### THE LEADERSHIP OPPORTUNITY

Make a few notes below in response to the prompt questions below.

- How do you think that exclusion influenced that person's feelings about their job? Or their effectiveness in doing their job?
- How do you think that experience influenced that person's feelings about working at your company?
- What different outcome might you seek the next time you find yourself in a similar situation at work?
- What could you do differently to get a positive outcome for yourself and the other person next time you find yourself in a similar situation?

# REDI SKIN IN THE GAME WARM-UP

## UNCONSCIOUS BELIEFS EXPLORATION - PART 4

### YOU PERSONAL REDI ACTION PLAN

Make a few notes below in response to the prompt questions below.

**DESIRED PERSONAL INCLUSION GOAL(s):** What personal inclusion goal or goals would you like to achieve in the next six months or so?

**NECESSARY ACTIONS:** What actions would you need to take to accomplish that goal?

**SUCCESS MEASURE(S) & OUTCOMES:** How will you know when you successfully achieve the goal or goals you defined above?



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## GENA COX, Ph.D.



**DR. GENA COX** is an organizational psychologist, executive coach, and speaker. She coaches corporate leaders, start-up executives, and board directors to enhance their leadership impact in disrupted workplaces - - and build the inclusive organizations their employees deserve. Gena is active in leadership roles in the Society for Industrial and Organizational Psychology. National publications, including Harvard Business Review, Fortune, and Fast Company, have featured her ideas.

Gena holds a Ph.D. in industrial and organizational psychology and is a professional certified coach (International Coach Federation)



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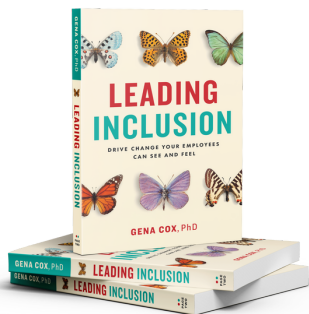
THE BUSINESS JOURNALS



## DISCUSSION TOPICS

- 3 reasons organizations are not making progress on D.E.I.
- Why there really is no such thing as "D.E.I."
- How the term "REDI" could take the place of D.E.I.
- 3 changes leaders can deliver that employees are waiting to see and feel.

## EARLY PRAISE FOR LEADING INCLUSION



"An outstanding source of information and advice for leaders who want to build inclusive work environments. Highly recommended."

-LIBRARY JOURNAL (Starred Review)

"... nuanced and personalized, reflecting deep understanding of the challenges implicit in addressing racial tensions in workplaces."

-FOREWORD CLARION REVIEWS (5 out of 5 stars)

"... an uncommon blend of storytelling, psychological science, and leadership insights to show how to lead inclusion for your company."

-DORIE CLARK, Wall Street Journal-bestselling author, *The Long Game*



LINK to BOOK



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