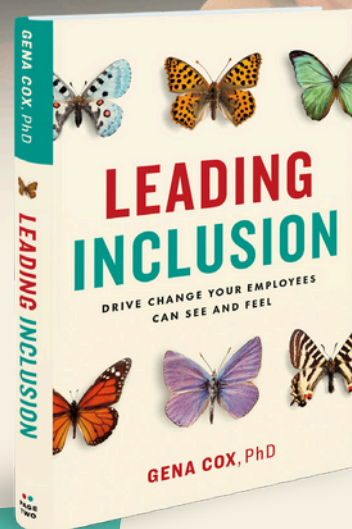




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THE **R.E.D.I.**

“Respect to Lead”™ Leader’s Guide



ORIGIN OF THE R.E.D.I. Framework



Created by **Gena Cox** in 2021.

The goal is to elevate "**RESPECT**" as the **first area of focus and the primary outcome measure** in "diversity and inclusion" work

RESPECT became a focus due to research Dr. Cox conducted in 2020, revealing an emotional gap between leaders and Black employees, especially Black women.

Black employees perceiving this emotional distance described it as DISRESPECT.

RESPECT is the outcome these Black employees wanted but said they seldom received.



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Gena believes RESPECT is a useful measure of the experience

of all employees, especially Black employees. RESPECT :



Measures an outcome these employees care about.



Is easily defined and understood



Allows for focusing on both positive (Respectful) behaviors and negative (Disrespectful) behaviors.



The R.E.D.I. Respect To Lead[®] Framework



An alternative to ...

"D.E.I." -

Diversity, Equity, and Inclusion

"D.E.I.B." -

Diversity, Equity, Inclusion, and Belonging

"J.E.D.I" -

Justice, Equity, Diversity, and Inclusion



Put **RESPECT** FIRST

Seeing, hearing, and valuing each human with whom you interact.



CAREER-DEFINING RESPECT (CDR)[®] is present when employees **feel Seen, heard & valued**



Noticed & acknowledged ... for simply being human.

SEEN



RESPECT

VALUED

Recognized & rewarded for contributions.

HEARD

Given space to express opinions, ideas, & needs that are acted upon.

Model based on content from the book "Leading Inclusion". Copyright (c) 2022-2023 by Gena Cox. All rights reserved.



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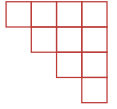
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R.E.D.I.

Definitions



01 RESPECT

Seeing, hearing, and valuing each human with whom you interact.

02 EQUITY

The extent to which all employees get what they need to succeed – access to opportunity, networks, resources, and support – based on where they are and where they want to go.

03 DIVERSITY

The degree to which your workforce reflects the demographic characteristics of the available labor force.

04 INCLUSION

All employees have positive and fair day-to-day experiences as they interact within the business ecosystem (colleagues, managers, customers, suppliers, etc.) to do their work.

The R.E.D.I. 2020

Research

Interviewed ~30 corporate leaders. Asked, "What is inhibiting your progress in leading inclusion?"

Surveyed 496 employed women (including 149 Black women). Asked, "What would you want your organization's leaders to know about your experiences regarding race, diversity, and inclusion where you work?"

LEADERS said they ...

Sometimes avoid diversity and inclusion work, because they:

- * Feared alienating colleagues and clients,
- * Were unsure these issues belonged on their "plates," and
- * Did not understand the experience of the employees who might benefit from these efforts.



Most employees, but Black women in particular said they ...

- * Noticed leaders' avoidance of these issues.
- * Viewed this avoidance negatively because it made them feel DISRESPECTED and alienated,
- * Distrusted leaders who avoided these issues.



Employees want more **RESPECT!**



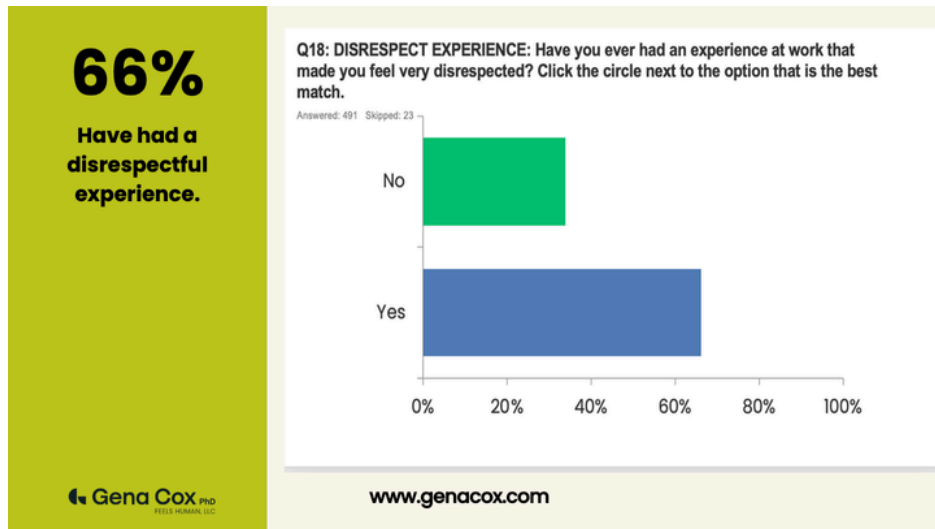
Why "RESPECT" and not "BELONGING"

"Respect" is a useful alternative to "Belonging" because:

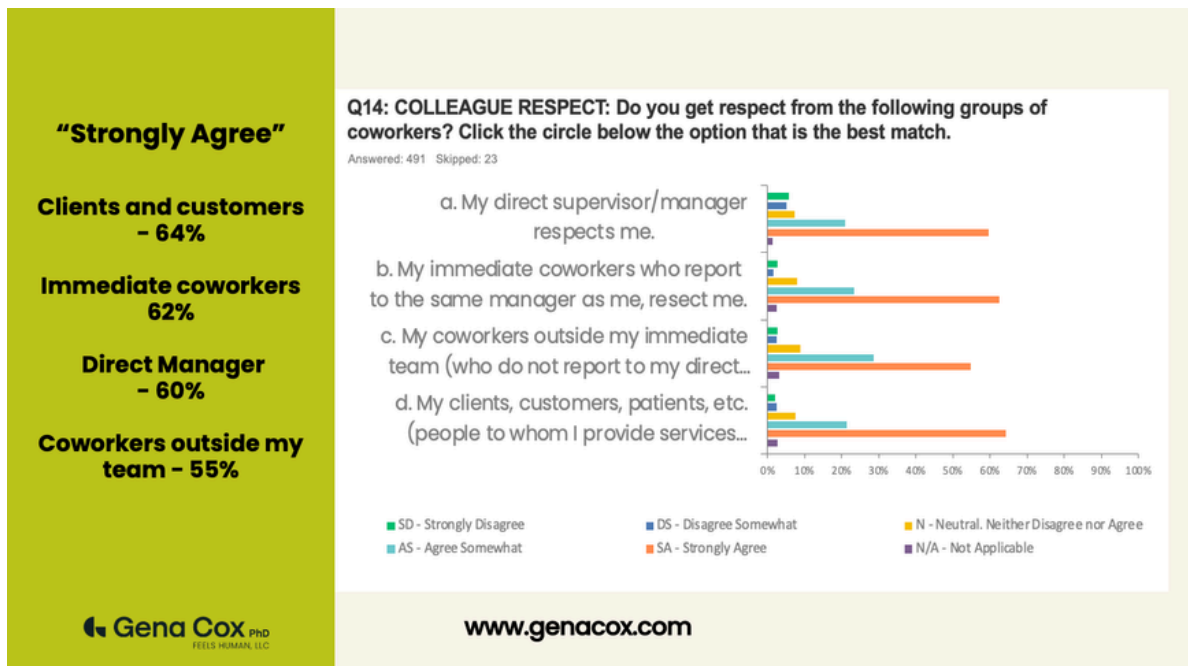
- > The RESPECT construct has high face validity; when asked questions about RESPECT, people understand what they mean. Belonging is difficult to explain, and the definition is highly variable.
- > Employees can articulate what RESPECT feels like.
- > Employees can easily say when they do or do not feel RESPECTED.
- > Unlike "Belonging," "RESPECT" clarifies that the organization is the Actor, while the historically marginalized employees are the Recipients of that action.
- > "Belonging" suggests employees must conform in order to fit in.
- > The word "Belonging" is problematic to people who have previously "belonged" (i.e., been enslaved).



But, Most Employees Experience Disrespect at Work



More positive Interactions with Coworkers and Clients Than With Colleagues & Managers!



Source: Feels Human, LLC. Global Respect Survey, 2024. n =514 . Conducted via Survey Monkey



**Are YOUR
employees
&
colleagues
FEELING
RESPECTED?**

Ask them!

How to Measure Respect

THE REDI Respect to Include SCALE™

Ask employees to answer in surveys, 1:1 meetings, focus groups, etc.

<p>Column A: Rate the degree to which you agree with the statements below using the 5-point scale in Column B</p>	<p>Column B: 1 = Strongly Agree 2 = Agree Somewhat 3 = Neutral 4 = Somewhat Disagree 5 = Disagree</p>	<p>Column C: What is it in your day-to-day experience at work that caused you to provide that rating?</p>
<p>1. I feel SEEN - noticed and acknowledged by my manager for simply being a human on the team.</p>		
<p>2. I feel HEARD - I have space to express my opinions and ideas and my manager listens to, uses, and acts upon my opinions, ideas, and needs.</p>		
<p>3. I feel VALUED - recognized by my manager for my contributions at work.</p>		
<p>4. I feel VALUED - rewarded by my manager for my contributions at work.</p>		
<p>What would need to change in your work environment to enhance your overall feeling of being respected at work?</p>		

Are you a

Respectful Leader / Colleague?

THE REDI Respect to Lead SCALE™

Answer these questions yourself.

<p>Column A: Rate the degree to which you agree with the statements below using the 5-point scale in Column B</p>	<p>Column B 1 = Strongly Agree 2 = Agree Somewhat 3 = Neutral 4 = Somewhat Disagree 5 - Disagree</p>	<p>Column C Leadership Opportunity Question What is it in your day-to-day experience at work that caused you to provide that rating?</p>
<p>1. I SEE all my team members/colleagues - notice and acknowledge them for simply being human at work.</p>		
<p>2. I HEAR all my team members/colleagues - make space for them to express their opinions and ideas and I listen to, use, and act upon those opinions ideas and needs.</p>		
<p>3. I VALUE my team members/colleagues - recognize them for their contributions at work.</p>		
<p>4. I REWARD my team members/colleagues - for their contributions at work.</p>		
<p>What would need to change in your work environment to enhance your team members'/colleagues feelings of being respected at work?</p>	<p>Write your comments in this space:</p>	

ABOUT THE AUTHOR

Gena Cox, PhD



Dr. Gena Cox's nuanced insights and straightforward yet relatable style are why leaders seek her counsel. She is an organizational psychologist, executive coach, and speaker who blends research and real-world insights to help leaders enhance their influence and impact.

Gena, a Thinkers50-recognized executive coach, is the author of ***Leading Inclusion***, an award-winning guidebook for building inclusive organizations from the top down. As a prominent voice on human-centered leadership, she guides leaders as they respond to evolving stakeholder expectations. Gena believes "diversity and inclusion" are nothing more than effective leadership and healthy work cultures. She often says: "Inclusion tops diversity" and "Respect First."

Before this, at IBM and Perceptyx, Gena advised leaders in the Fortune 500 and other large global companies to build psychologically healthy and engaging organizational cultures that drive business outcomes. And she held internal corporate leadership roles in organizational consulting and talent assessment, selection, and acquisition.

Gena is chair-elect of the American Psychological Association (APA) Committee for the Advancement of General Applied Psychology (CAGAP), and a member of the Professional Practice Series Editorial Board of the Society for Industrial and Organizational Psychology (SIOP).

Gena's work has been featured and quoted widely, including Harvard Business Review, Fortune, Fast Company, Forbes, Business Insider, Market Watch/Barrons, Business Journals, BBC Worklife, Readers Digest, and The Telegraph (UK).

Gena holds a Ph.D. in Industrial and Organizational (I/O) Psychology. She is a member of the American Psychological Association (APA), the Society for Industrial and Organizational Psychology (SIOP), and the Academy of Management.



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