10 inclusive behaviors – what can you do?

Microsoft

	Examine your assumptions **1**	Make a habit of asking questions **2**	Ensure all voices are heard **3**	Listen carefully to the person speaking until they feel understood **4**	Address misunderstandings and resolve disagreements **5**
Behaviors					
Why?	*Examining assumptions offers the opportunity to understand people and situations more fully and look beyond initial biases*	*Asking questions gives the opportunity to undermine incorrect assumptions—and shows people you value their input*	*When some voices aren't heard, ideas are excluded and the entire team suffers*	*Inclusion requires two-way communication acknowledging and making an effort to understand different perspectives*	*When people with different backgrounds and perspectives fully contribute, the potential for conflicts and disagreements increases*
Practical Examples	• Ask yourself what assumptions you have made • Do you know that they are true? • How could you find out?	• Ask people when you aren't sure what their thoughts, feelings, or motivations are • Ask people for feedback • Ask people how you can work together more effectively	• Listen fully • Intervene when someone is being discounted or ignored • If you have insights or concerns you didn't get a chance to share in a meeting, send a follow up email	• Acknowledge all contributions in a discussion • Before you respond, paraphrase what you heard • Recognize all ideas add value • Build on the thoughts and ideas of others	• Use disagreements as a catalyst for learning • Seek a third party to mediate • Develop team mechanisms to address disagreements

	If you have a strong reaction to someone, ask yourself why **6**	Include and seek input from people with a wide variety of backgrounds **7**	Take action to reduce stressful situations **8**	Understand each person's contribution **9**	Be brave **10**
Behaviors					
Why	*Strong reactions can point toward hidden biases that can be examined*	*Diverse input helps us innovate, serve customers better, and better anticipate potential issues*	*People are less likely to act or speak from a biased stance when in an environment that feels calm and safe*	*At its core, an inclusive organization creates an environment in which all people add value*	*To create an inclusive work culture, each person must deal with the discomfort of change and take the risk of challenging norms*
Practical Examples	• If you are angry or offended by someone, what assumptions have you made about their intent? • How would your experience be different if you assumed that person had positive intent or shared your goals?	• Ask yourself whether you have solicited diverse input; if not, whose input can you request? • Invite quiet members to speak and contribute • Vary processes for how ideas are shared	• Keep a calm demeanor • Don't speak loudly or interrupt • Pause before you speak • Eliminate distractions • Relieve time pressures when possible	• Ensure everyone on the team understands how each person's role is essential for the team • Align individual contributions, team goals, and your organizational mission	• Examine micro-behaviors as clues to hidden biases • Consciously adjust your micro-behaviors when appropriate to be more inclusive • Accept mistakes as a necessary part of the learning process

Adapted from Marjane Jensen, Kaleel Jamison Consulting Group, Inc.