IDENTITY-AWARE MINDSET

Knowing
- How our own and others' different social and personal identities influence:
  - Motivations, behaviors, and interactions
  - Access to opportunities and resources
  - Ability to contribute and influence
  - Feeling part of or excluded
- Group dynamics, in-and out-groups and social identity's influence on these
- Identity-based bias, conscious and unconscious, when it can occur and actions to minimize it
- Historic and current barriers to diverse groups being included at work
- Which policies and practices include some diversity identities and exclude others

Doing
- Recruitment and selection skills (to create teams with diverse social and professional identities and perspectives)
- Group dynamic skills (to recognize and respond to inter-personal and group dynamics)
- Communication skills (to communicate effectively across different social and professional identities)
- Relationship management skills (to establish effective working relationships across different social and professional identities)

Behaving
- Effectively communicates why valuing diversity and inclusion is important for the hospital and patient care
- Uses 'prototypes' rather than stereotypes when interacting at work and recruiting, selecting, promoting, and developing
- Recognized diversity in and between different identities.
- Demonstrates respect for individual and identity differences
- Strives to become aware of and address their own and others' identity-based biases which adversely impact work and patient experience
- Seeks opportunities to work with a diversity of people
- Recognizes and responds to interpersonal and identity-based conflict or dynamics
- Takes actions to ensure that the workplace is inclusive of all employees and patients
- Promotes success stories of diverse employees across the hospital

Adapted from O’Leary, Graeme Russell & Jo Tilly (2015). Building Inclusion: An Evidence-Based Model of Inclusion Leadership
GROWTH-FOCUSED

Knowing
- Processes needed to integrate and synthesize different perspectives
- Organizational and personal change
- Actions which ensure that the workplace is inclusive of all employees and patients
- Contemporary issues in diversity and inclusion

Doing
- Ability to work with ambiguity and uncertainty
- Facilitation skills (to facilitate and enable people with disparate views to contribute)
- Information elaboration skills (to enable individuals to engage in constructive discussions by elaborating on other’s ideas and suggestions)
- Creative problem solving and synthesis skills (to imagine and devise new and innovative ways of addressing problems)

Behaving
- Enables individuals from all backgrounds/ experience/job levels/disciplines/functions to contribute
- Collects feedback from a diversity of people as part of the decision-making process
- Actively seeks to break down silos across different business areas and across different identity groups
- Ensures that a diversity of people contribute to better decisions
- Develops new and innovative ways of thinking
- Establishes open and curious environments

FLEXIBLE & AGILE

Knowing
- Understands the benefits of flexible and agile thinking and complex systems (systems thinking)
- Understands that diversity and inclusion are dynamic and you can’t ‘set and forget’

Doing
- Emotional intelligence (i.e. ability to understand own and other’s perspectives)
- Perspective taking (i.e. understanding, in a non-judgmental way, the thoughts motives and feelings of another person)
- Ability to work with ambiguity and uncertainty

Behaving
- Shows ability and willingness to learn and grow
- Examines familiar experiences in a new light
- Accepts and works with ambiguity and uncertainty
- Considers new and creative ways of approaching a problem or dilemma
- Ensures that teams explore different perspectives
- Acknowledges that each employee has individual interests, strengths, and preferences
- Seeks opportunities that have a diversity of people and perspectives represented
- Actively seeks new and different ideas, perspectives and experiences to contribute to decision-making
- Demonstrates and encourages divergent and creative thinking
- Demonstrates willingness to learn
- Demonstrates curiosity by making the effort to think more deeply about particular topics or possible explanations for identified problem
- Demonstrates curiosity by asking “how” and “why” questions
- Is consultative across differences in background, experience, job level/ function
- Demonstrates openness to different perspectives
- Recognizes and values different perspectives
- Facilitates information sharing within and across different groups, to promote understanding
- Creates a safe environment which ensures that everyone is included and heard
- Is approachable, open, responsive, attentive, and accessible
- Is non-judgmental about different views, practices, values and perspectives
- Is comfortable hearing messages which are welcome, as well as those that may be uncomfortable
- Is comfortable being vulnerable and making mistakes
- Invites disagreement and alternative views

BEHAVING

- The impact curiosity has on an individual, team and organizational outcomes, including patient experience
- Knows that everyone is only partially right

- Active listening skills
- Divergent and creative thinking skills
- Information seeking skills (being inquisitive and asking questions)
- Openness to/tolerance of ambiguity and uncertainty
- Consultation skills

Behaving
- Seeks opportunities to work with a diversity of people
- Creates opportunities that have a diversity of people and perspectives represented
- Actively seeks new and different ideas, perspectives and experiences to contribute to decision-making
- Demonstrates and encourages divergent and creative thinking
- Demonstrates willingness to learn
- Demonstrates curiosity by making the effort to think more deeply about particular topics or possible explanations for identified problem
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OPEN & CURIOUS

Knowing
- The evidence base about how different views contribute to better decisions
- Ability to contribute and influence
- Feeling part of or excluded

Doing
- Ability to make authentic connections (i.e. identify with, communicate and engage with a diversity of people, within and between disciplines and stakeholders)
- Ability to ‘put self at everyone else’s level’ in another person’s shoes or perspective.
- Group dynamic skills (to recognize and respond to interpersonal and group dynamics).
- Communication skills (to communicate effectively across different social and workplace identities)
- Relationship management skills (to establish effective working relationships across different social and professional identities)
- Conflict resolution skills (to effectively work through and learn from conflict)

Behaving
- Demonstrates empathy and care towards every person
- Demonstrates vulnerability and shows humility
- Is trusting and trustworthy
- Demonstrates active concern for others
- Creates environment in which people can reveal their ‘true selves’
- Creates opportunities that have a diversity of people
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RELATIONAL

Knowing
- Self-awareness (own limits and gaps i.e. that they do not know everything)
- How our own and others’ different social and personal identities influence:
  - Motivations, behaviors, and interactions
  - Access to opportunities and resources

Knowing
- What diversity and inclusion mean
- Stages of identity-awareness

- Identifies and differentiates individuals and how they relate to others
- Identifies and differentiates institutions and how they relate to others
- Identifies and differentiates organizations and how they relate to others
- Identifies and differentiates communities and how they relate to others

FLEXIBLE & AGILE

Is flexible and about responsive to a diversity of people and perspectives.

GROWTH-FOCUSED

Is flexible about and open to new and different perspectives from a diversity of people.

RELATIONAL

Creates conditions in which a diversity of people feel they belong, are valued, and respected.

IDENTITY-AWARE

Believes diversity can significantly improve performance and patient care, and so learns about their own and others’ identities (e.g., social, personal, and professional).

OPEN & CURIOUS

*An essential beginning point both for individual change and for developing a culture of organizational learning and good understanding of how that and who matters to you. For inclusive change leader, understanding your own personal, professional and social identity is critical for the development of the skills, and behaviors needed to understand, work with, and integrate the perspectives of staff and patients with a diversity of identities.

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