Better Together:
Creating Belonging and Community

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Utah Women & Leadership Project

The mission of the Utah Women & Leadership Project is to strengthen the impact of Utah girls and women.

We serve Utah and its residents by:

• Producing relevant, trustworthy, and applicable research
• Creating and gathering valuable resources
• Convening trainings and events that inform, inspire, and ignite growth and change for all Utahns.
GUIDING QUESTIONS

1. Why does this matter?
2. What are some definitions?
3. What is at the core of these challenges?
4. How do we create community?
1. WHY DOES THIS MATTER?

1. To Improve Financial Performance
2. To Strengthen Organizational Climate
3. To Leverage Talent
4. To Increase CSR & Reputation
5. To Enhance Innovation & Collective Intelligence

Madsen, S. R. (2015). Why Do We Need More Women Leaders in Utah?
1. To Improve Financial Performance

Better financial results
Increased profitability
Higher operating results
Better economic growth
Faster debt reduction
Lower risk of insolvency
Strike better deals

Make less risky bids
Better stock growth
Higher market-to-book value
Better corporate governance
Better corporate oversight
Improved corporate sustainability
2. Strengthen Organizational Climate

Decreased turnover intentions
Higher employee satisfaction
More women hired for pipeline
Smaller gender pay gap
Increased employee engagement
Increased productivity

Higher customer satisfaction
Lower corporate fraud
Reduced groupthink
Higher team performance
More considerate team members
More ethical choices & decisions
3. To Leverage Talent

Better holistic thinkers
Seek win-win solutions
More process-oriented
Ask different questions
Bring different experiences
Sensitive to nonverbal cues
Comfortable with ambiguity
Different leadership styles
Focus on inclusiveness

Focus on teams and cooperation
More nurturing to others
Focus on developing others
More ethical decisions
Higher integrity and honesty
Focus on self-development
4. To Increase CSR & Reputation

Increased CSR
Higher-quality CSR initiatives
Greater social responsiveness
Better engagement with society
Greater philanthropic responses
Improved corporate reputation
Better corporate social performance
Increased social performance indicators
5. To Enhance Innovation & Collective Intelligence

Improved creativity
Increased innovation
Higher social sensitivity
Better team decision making
Higher collective intelligence
Greater team problem-solving
Increased knowledge formation and patents
Better team performance on highly complex tasks
So, Who Benefits?

- Individuals
- Teams
- Organizations
- Communities
- Governments
- Economy
- Societies
How do we do... BETTER TOGETHER?
Learning, Growth, & Change

Find joy in change and growth.

This work is all about change: changing you, changing your companies, changing our communities.
The foundation is mindset.

Growth Mindset vs Fixed Mindset
FIXED MINDSET vs. GROWTH MINDSET

Avoids challenges vs. Embraces challenges

Talent is innate vs. Believes talent can be developed

Failure as a proof of unintelligence vs. Views failure as chance to grow

Gives up easily vs. Effort leads to success

Threatened by success of others vs. Inspired by success of others

"Why should I bother?" vs. "I want to keep improving"
ZERO SUM GAME
2. WHAT ARE SOME IMPORTANT DEFINITIONS?
Diversity
Equity
Equality
Inclusion
Belonging
Diversity is often defined as including or involving people from a range of various backgrounds, and can include different genders, races, ethnicities, sexual orientations, ages, social classes, physical ability, religions, political beliefs, marital status, and more.

“Diversity is being invited to the party.” (Verna Myers, Netflix)
Inclusion

Inclusion is related to diversity but focuses on efforts and practices that teams or organizations implement to help people — who have different backgrounds — feel equally treated, accepted and welcomed.

“Inclusion is being asked to dance.” (Verna Myers, Netflix)
Belonging refers to a feeling that you are connected and can relate to others around you. Some experts argue that a workplace can have diversity and inclusion, but people may still not feel or believe they belong.

Diversity is about representation, inclusion is about actions, and belonging is a feeling.
Equality

Equality refers to treating everyone the same, but there is an underlying assumption that every person is starting from the same place, which is rarely the case. Equality aims to ensure that everyone gets the same things in order to enjoy full, healthy lives. It aims to promote fairness and justice, but it can only work if everyone starts from the same place and needs the same things.
Equity

Equity refers more to fairness and justice and is often used when referring to systems. Equity is what happens when all members of a diverse population of employees have equal opportunities and support to succeed and grow. However, equity focuses more on giving individuals what they need and making sure everyone has access or opportunities, particularly those who have been historically underserved. It acknowledges that, because of practices and policies that have been normalized, we can thoughtfully work to close the opportunity gap for those who may need more assistance than others.
**EQUALITY VERSUS EQUITY**

In the first image, it is assumed that everyone will benefit from the same supports. They are being treated equally.

In the second image, individuals are given different supports to make it possible for them to have equal access to the game. They are being treated equitably.

In the third image, all three can see the game without any supports or accommodations because the cause of the inequity was addressed. The systemic barrier has been removed.
3. WHAT IS AT THE CORE OF THESE CHALLENGES?

**Unconscious**
Occurring below the level of conscious thought; not intended, planned, or realized.

**Bias**
A tendency, preference, opinion, or inclination that results in judgement without question (prejudice, stereotyping).

**Unconscious Bias**
Mental connections or associations without awareness, intention, or control.

Implicit Bias: a generally understood, implied, unconscious, and typically unspoken prejudice.
And we are only conscious of 5-7.

“Being comfortable with the uncomfortable” – comfort zone and growth
We all have biases & assumptions!

1. Gender

2. Race

3. Age

4. Other
Our political dialogue ignores nuance. Truth requires more than that

Susan Madsen

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In 2009, Nigerian novelist Chimamanda Adichie gave her now well-known Ted Talk titled, “The Danger of a Single Story.” In it she warns of the harm that happens when we “show a people as one thing, as only one thing, over and over again.” This is how stereotypes emerge, giving a narrow and incomplete story about people, places and ideas, creating the illusion that we already know everything we need to about others.

- When we dismiss the harm of the gender wage gap by asserting that it doesn’t matter if women make less because husbands are the breadwinners, that is a dangerous single story. That story makes all sorts of spurious assumptions, the two most obvious being all women are married, and all husbands make enough to support a household. And often our stories are only about white individuals and families as well.
- When we assume that families are composed of a father, mother and children, we ignore the many varied permutations of families.
- When we assume that wages are fair and correlate to merit, that ignores the many stories we know to be true about the history of the wage gap, gender and racial prejudice, and the uncomfortable truths about unconscious bias.
- When we say men are better suited to seek office and enter politics, we are ignoring thousands of counter stories that reveal the benefits that women bring to the table.
Sexism & Racism – “Wicked” Problems

“[S]ystemic in nature, complexly interrelated, and materialize at the interface between public–private and profit–nonprofit interests”; as a result, they cannot be handled with “old management or leadership mindsets, or with old organizational structures” (van Tulder, 2018: 34).
The Concept of Covering

Covering is a strategy through which an individual downplays a stigmatized identity.

**Appearance-based** covering concerns how individuals alter their self-presentation (grooming, attire, and mannerisms) to blend into the mainstream. A man may color his hair because he does not want to be perceived as too old and unable to “keep up.”

**Affiliation-based** covering concerns how individuals avoid behaviors widely associated with their identity, often to negate stereotypes about that identity. A woman might avoid talking about being a mother because she does not want her colleagues to think she is less committed to work.

**Advocacy-based** covering concerns how much individuals “stick up for” their group. A veteran might refrain from challenging a joke about the military lest she be seen as overly strident.

**Association-based** covering concerns how individuals avoid contact with other group members. A gay person might refrain from bringing his same-sex partner to a work function so as not to be seen as “too gay.”

Kenji Yoshino
Chief Justice Earl Warren Professor of Constitutional Law
NYU School of Law

Christie Smith
Managing Principal
Deloitte Leadership Center for Inclusion
At the Core of “Belonging”
4. HOW DO WE CREATE COMMUNITY?

1. Shift into the growth mindset on these issues and find joy in the journey.
2. Increase your own self-understanding, identities, and covering.
3. Participate in high quality unconscious bias workshops.
4. Engage in difficult conversations around these topics—to learn; get comfortable with being uncomfortable.
5. Disregarding the “zero-sum mentality” (not either/or—make it “and”).
6. Support efforts and initiatives in your organization, the profession, and society to change the culture.
7. Restructure your organizations and address systemic bias to make changes with individuals, teams, and institutions.
Learning, Growth, & Change

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5. FINAL THOUGHTS

- ATHENA RISING: How and Why Men Should Mentor Women
- Good Guys: How Men Can Be Better Allies for Women in the Workplace
- Invisible Women: Data Bias in a World Designed for Men

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“Silence becomes cowardice when occasion demands speaking out and acting accordingly.

~ Mahatma Gandhi
Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.

~ Margaret Mead
Contact Information

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