


# Leadership Profile: The Leader In You

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**Our leadership values are the guiding principles that shape our behavior and actions. Our values don't change, but can manifest differently in different work cultures.**





## Create a Sense of Belonging

**Intentionally promote an inclusive, equitable workplace that reflects the communities we serve, where everyone feels a sense of belonging, and our diverse backgrounds and experiences are valued and recognized as strengths.**

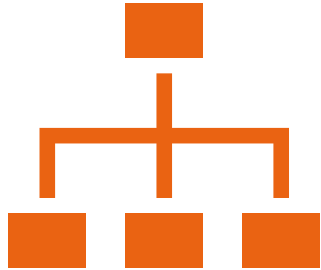
# Whole Person Care In The Workplace

Whole person care could be described as an environment where the whole person feels valued every day, all the time. A healthy organization strives for:

- Inclusiveness
- Connectedness
- Equity
- A Sense of “Belonging”



# What Is Workplace Culture and How is it Developed?



**Workplace Culture is the character and personality of your organization.**



**Workplace Culture is fluid and vulnerable and must be nurtured.**

**The character or personality of an organization is influenced by the perceptions of teammates**

# How Are Individual Perceptions Developed?



Disposition or personality.



Lived Experience

Everything that we have:

- Learned
- Been taught, or
- Been socialized to see.

**Disposition plus Life Experience helps us form our sense of community.**

**Family**

**Friends**

**Neighbors**

**Co-workers**

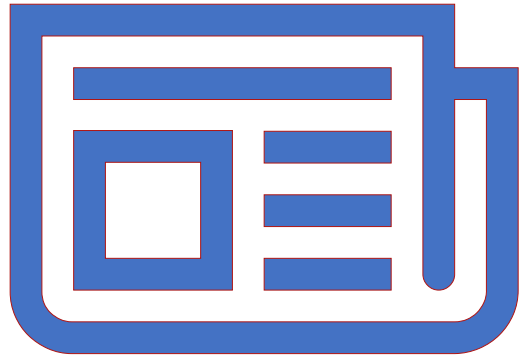
**Cultural &  
Ethnic  
Groups**



# The Challenge.....

Each and every person is complex and unique. Our needs; our moods can differ from day to day, moment to moment, and when we undergo societal, social, or political changes, it's more than the “off the clock” teammate that is impacted.





Your life; your identity is a story that is being written and rewritten daily. The changing tides of our lives can alter and shape our sense of community. Your story drives your perception.



# A Chance Encounter



# What If....

**You are basing your perception of me  
on your life experience, rather than  
mine?**



**Are you as a supervisor, manager, or  
teammate, finishing my story based  
on your perception?**

**Never  
Underestimate**

**THE POWER OF IDENTITY AND SENSE OF  
COMMUNITY, AND HOW IT IMPACTS THE WAY WE  
INTERACT WITH ONE ANOTHER....HOW IT IMPACTS  
“BELONGING”**



# Our Core Values Guide our Actions



In uncertain times, we seek sameness and familiarity, not diversity. We will make decisions based on what is familiar to us and what is embedded in us. That includes the way we interact in the workplace. We will always seek “belonging”.

# Our Identities Are Multifaceted and Dynamic

- Because identity is created in relationships with others, we are not just our job.
- I am:
  - A husband, a parent of Black boys, a Black man, a social worker.
- What if these differing roles (communities) create competing demands? What if my perception of the organization's values don't align with my personal values? My sense of belonging becomes disrupted.
  - ❑ Internal tension can lead to having to employ coping strategies to reduce the conflict;
    - Segmenting identities and creating strong boundaries or
    - Dis-identification with one of the identities (i.e. changing jobs)



# Remember

- How we show up affects how we perform, including how we interact with co-workers.
- As a leader, your team members need to feel that they are part of something.
  - Do you create an inclusive work space?
- The more organizational support people perceive, the higher job satisfaction they experience.
  - People want to know that their workplace cares about them AND their community.

## Consider Also

The COVID-19 pandemic, coupled with civil unrest, has raised awareness of health disparities, economic stressors, and structural racism, not just in society, but in the workplace.

We will be judged, not only for how we respond to the virus, but the culture and structure we build going forward.



**When You're Right You're Right**

**And I Am Right!**



**Simply  
put:**

- ▶ **What you can see and interpret is influenced by your experience and your perception.**





## Creating a sense of belonging in the workplace includes:

- Understanding and accepting the nuances of race, ethnicity, culture, and sexual identity, and the impact of these influencers on how we identify, both inside and outside of the work environment is key to building a workplace where people feel they belong.

# Blacks & Belonging

- Black people have historically been negatively affected by prejudice and discrimination in the US.
- Black adults are more likely than white adults to report persistent symptoms of emotional distress, such as sadness, hopelessness and feeling like everything is an effort.
- It can be especially challenging for Blacks to divulge feelings of discrimination in the workplace, due to concerns about how they may be perceived by others.
- Additional pressure of competition and fear of labeling in the workplace:
  - Angry or emotional Black female
  - Lazy or incompetent Black male (good dancer, good athlete, poor student)



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# Additional Challenges

- Many Black and ethnic minority employees feel they can't be their 'real' selves at work and may need more support to fully embrace a sense of belonging.
- Experiencing daily microaggressions and feeling like you have to 'code-switch' at work can be mentally draining for Blacks.



# Remember

Investing in well-being can lead to greater resilience, innovation and productivity for teammates.

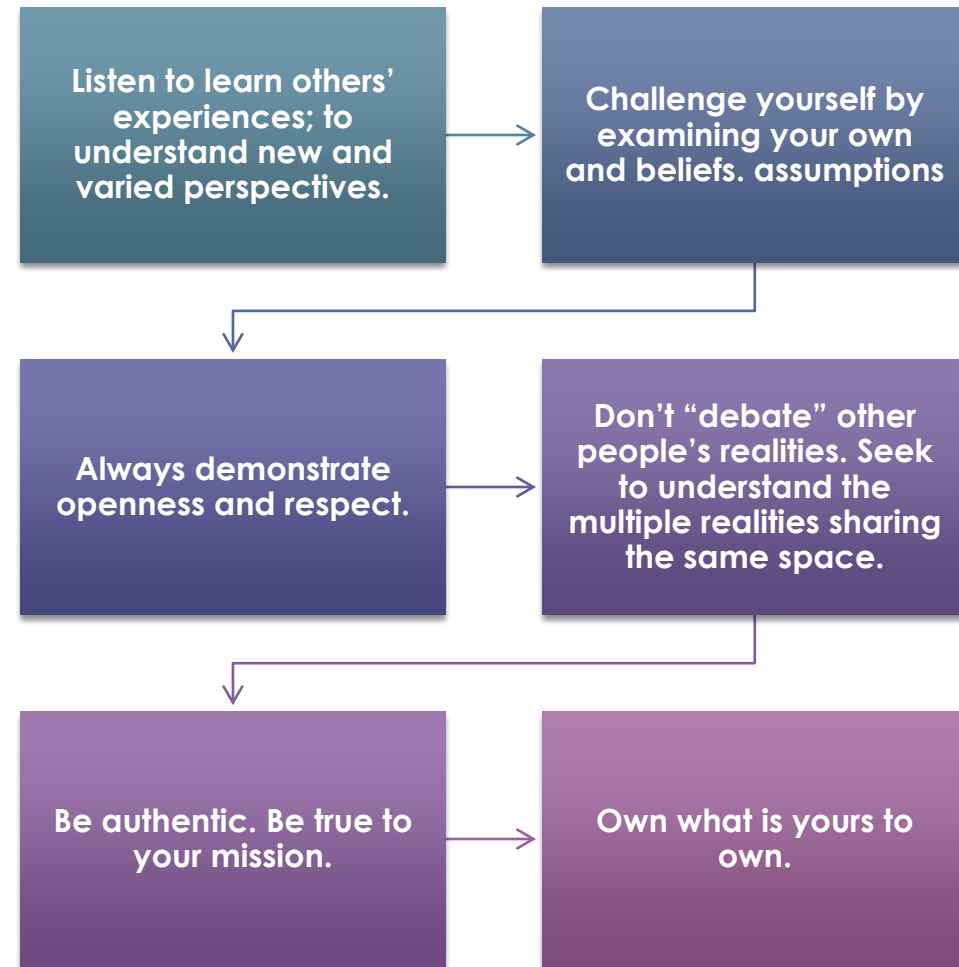
Good leadership recognizes and values diversity, and seeks ways to speak to the nuances of race, culture, and ethnicity.

Well-being strategies need to be tailored to the organization's unique needs and characteristics, and those of the people they serve.

If I don't believe that you care about my "community", it will be hard for me to believe that you care about me.



# As a Leader, What Can I Do to Enhance Belonging?



# As a Leader, I Need To Own and Overcome My Own Implicit Bias


Implicit bias is an unconscious attribution of particular qualities to a member of a certain social group. Implicit stereotypes are influenced by experience and, are based on learned associations between various qualities and social categories, including race or gender.



# Implicit Bias

....is woven into the fabric of the workplace.

Implicit bias influences a leader's ability to engage in truly employee-centered interaction. How can you engage in individual, employee-centered interaction with me when you don't acknowledge, understand, or accept my perception of my life as a Black man in America?



What drives you as a leader isn't what you do it's who you are. What determines your success as a leader isn't what you know, but what you understand.....about yourself.

I challenge you to know yourself.



# Dear Younger Me





# Dear Younger Me

Dear Younger Me,

You are fearfully and wonderfully made, strong in body and mind, fleet of foot and fleet of thought. You are my treasure; a brown skinned vessel in which I will pour all my hopes and dreams. One day you will grow to be a man. As a Black man, you will wear many hats; husband, father, son, brother. You will sometimes be loved, sometimes despised. But you will seek neither; only to be respected. You will be both feared and revered, for such is the life of a Black man.



# Dear Younger Me

You will often be tempted to make yourself small, even encouraged to do so, yet you will lift your head high, and be the light that the world needs to see. You will someday raise sons of your own, and you will rejoice in their growth yet fear for their safety, as I will with you, and my father did with me. You will teach them to be proud Black men. You will teach them, as you were taught, to respect themselves and to respect others; to love their country and their God.



# Dear Younger Me

**You will witness injustice, yet you will always speak your truth and be true to yourself, even when those around you encourage you to conform, and demand your silence. You will be a voice for the voiceless, even when others choose to be silent. You will love fiercely, fight gallantly, and sometimes hurt deeply. You will often question why?**

**You will witness inhumanity and injustice, yet you will find hope and peace in friendships formed with likeminded souls, Black, White, Brown, LGBTQ and straight. You will lose faith in humanity and have it restored time and again.**



# Dear Younger Me

At times, you will become weary and you'll want to give up, but you won't. You will persevere as your ancestors did, when the chains and whips of oppressors tore at their flesh, and when dogs and water hoses demanded their compliance. You will meet cruelty with compassion. You will meet intolerance with understanding. You will meet indifference and complacency with passion and determination.



# Dear Younger Me

You will often be tempted to hang your head in defeat. Instead, you will remember my words. You will lift your eyes to the hills and be reminded that you are more than enough. You have the blood of Kings in your veins. You are strong, smart, fierce and resilient. Let no one tell you otherwise.... ever.

Love,

Me



# Questions/Conversation

