

# Beyond Recruitment: Inclusion, Equity, and Belonging in Externships

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INCLUSION DESIGN GROUP

DR. ERIN CONNER



# Inclusive Mindset

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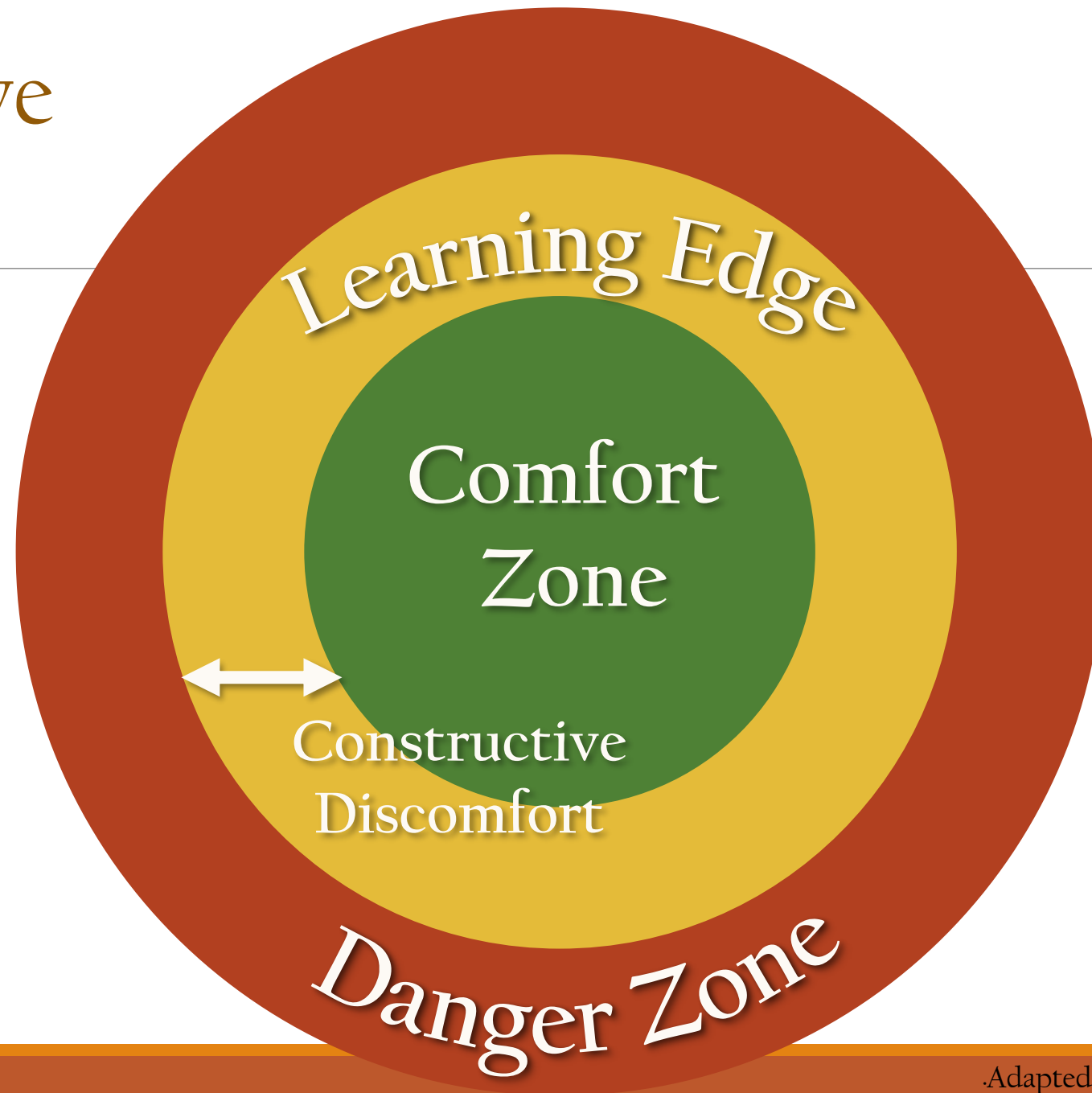
Be Brave.

Be Humble.

Be Dedicated.



# Safe and Brave Space





Diversity

Inclusion

Belonging

Equity

Diversity

- Representation

Inclusion

- Opportunity & Access

Belonging

- Authenticity & Culture

Equity

- Internal & External Systems
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DIBE

# SUPERVISORS MATTER MOST





# Diversity

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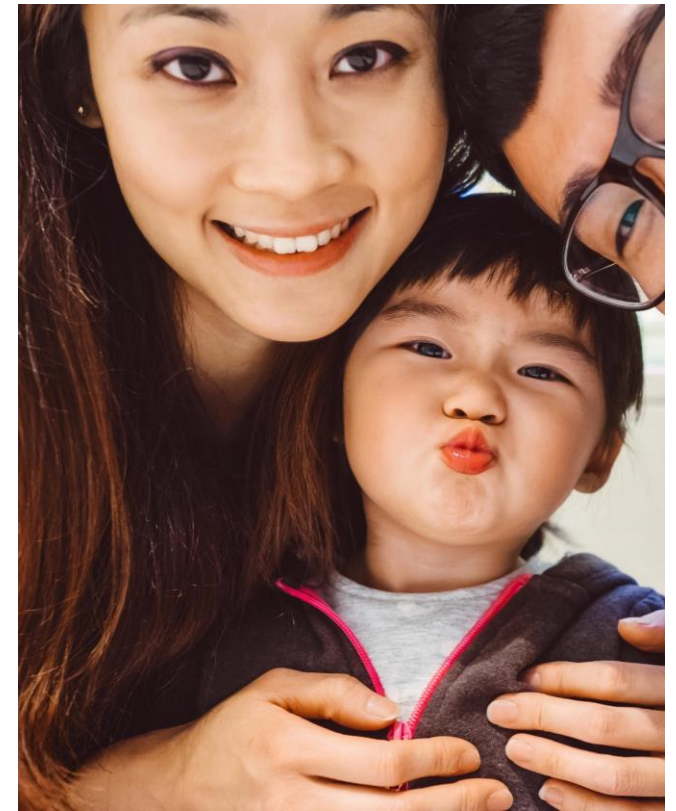


## Social Identity

A person's sense of who they are based on their group membership.



Which three words best describe your social identity?



# Social Identity Groups

Gender

Age

Physical  
Ability

Race

Religious  
Beliefs

Nationality

Ethnicity

Marital/  
Parenting  
Status

Body Type

Sexual  
Orientation

Citizenship

Education

Class



# Privilege

Understand your position in relationship to others' experiences

Identify opportunities to leverage your privilege on behalf of others

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# Intersectionality

Intersectionality is a framework for thinking about power and identity.

-- Kimberle Crenshaw



Bias

Prejudice

Discrimination

Oppression



Bias

Prejudice



Discrimination







Oppression

Consciousness

Bias

Prejudice

Power

Discrimination

Oppression

*Stereotype  
Threat*

*Internalized  
Oppression*

**STRESS!!**

*Imposter Syndrome*

*Microaggressions*





# Inclusion

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## Low Quality Feedback

Passive,  
indirect

Unrelated to  
business  
outcomes

Focused on  
style over  
substance

Delayed

Unactionable

Absent

# High Quality Feedback

Specific,  
concrete

Tied to  
business  
outcomes

Tied to career  
aspirations

Timely

Actionable

Not about  
personality

# Disproportionate Feedback

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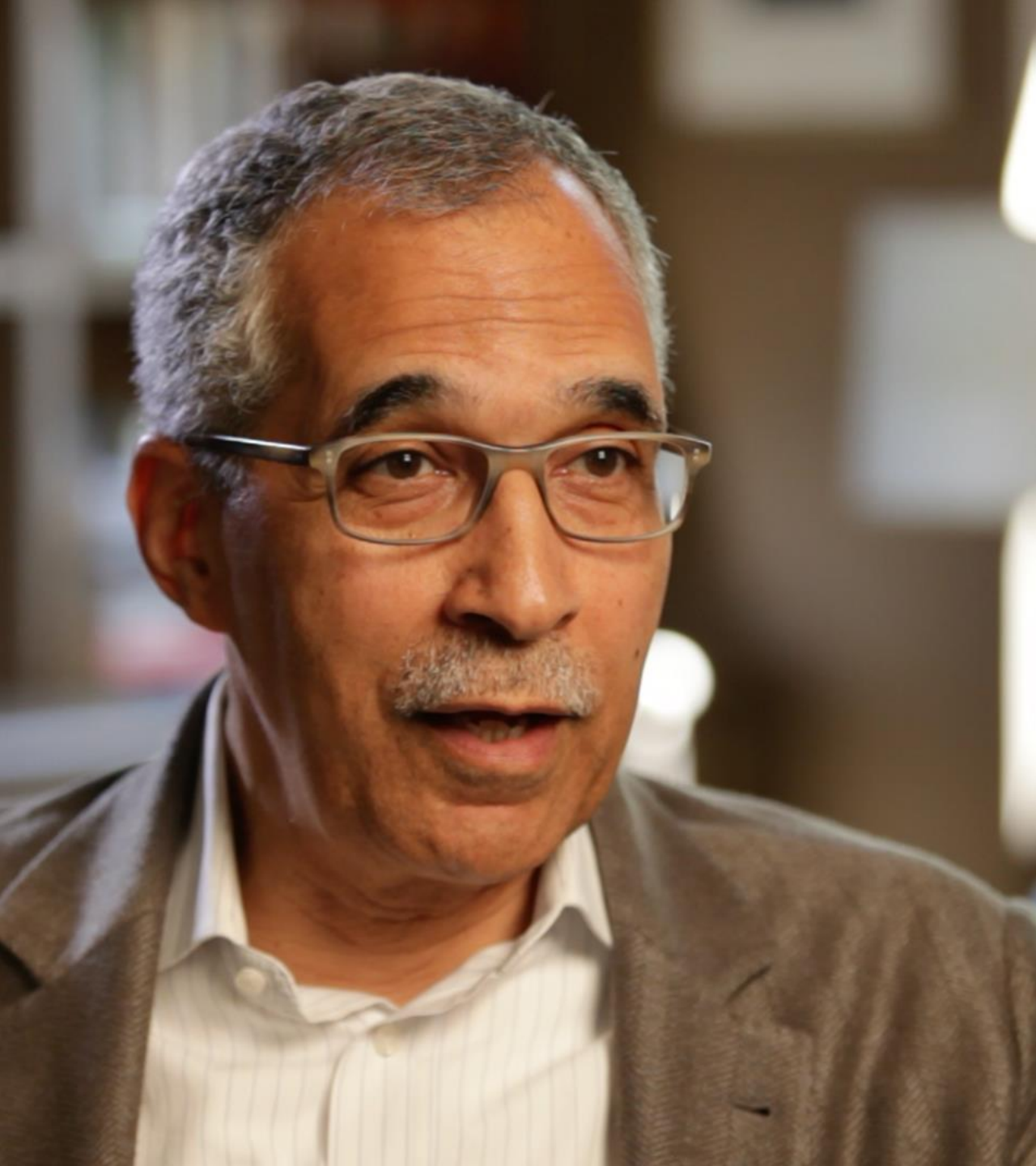
- Women have been found less likely to receive specific feedback tied to outcomes
- Only 12% of women report being satisfied with the quality of the feedback they receive.
- Professionals of color are much less likely to receive feedback than their Caucasian counterparts—and even when they do, they're unclear as to how to act on it, particularly if they were born outside the U.S.

Mismatched ideas

about supervisor feedback

<i>Placement Supervision, etc.</i>	<u>Percent of <i>Students</i> Agree or Strongly Agree</u>	<u>Percent of <i>Supervisors</i> Agree or Strongly Agree</u>
My placement provided an orientation.	74%	79%
I received effective training and clear instructions from my supervisor(s) before most assignments.	77%	91%
My supervisor(s) provided detailed feedback on most of my assignments.	65%	80%
My supervisor(s) has been accessible to give guidance and answer questions.	83%	94%
My supervisor discussed my goals w/ me and planned assignments w/ them in mind	69%	78%
My externship has included opportunities for professional development.	68%	68%





## Claude Steele, PhD

- Author, *Whistling Vivaldi: How stereotypes affect us and what we can do*

Stereotype threat is defined as a situational predicament in which individuals fear confirming negative stereotypes about their group.



Claude Steele

Am I responsible for  
creating harm by  
omission?

# Harm by omission

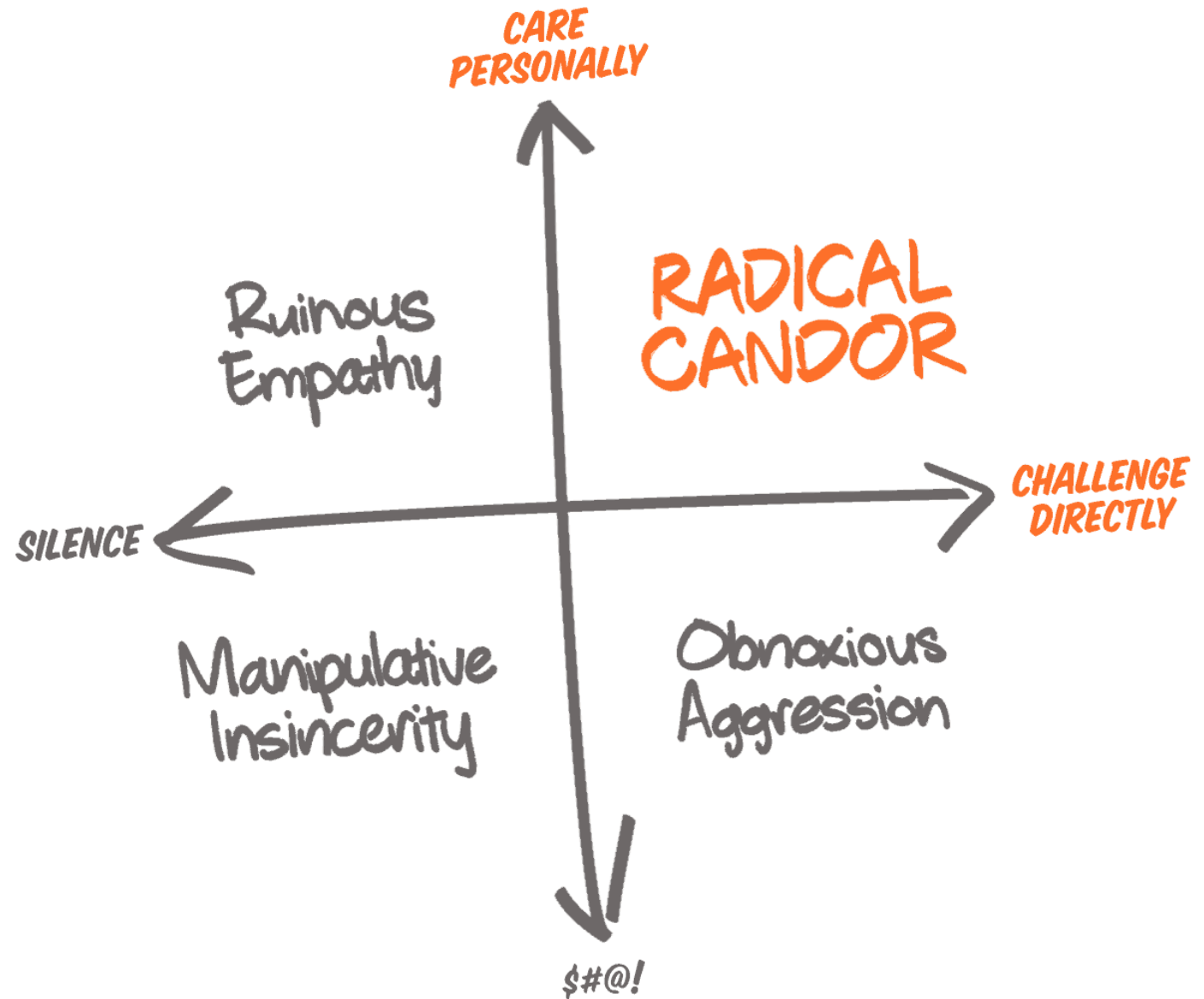
What is the best way  
offer critical feedback  
across social identity  
differences?

“I know this could sound  
sexist but...”

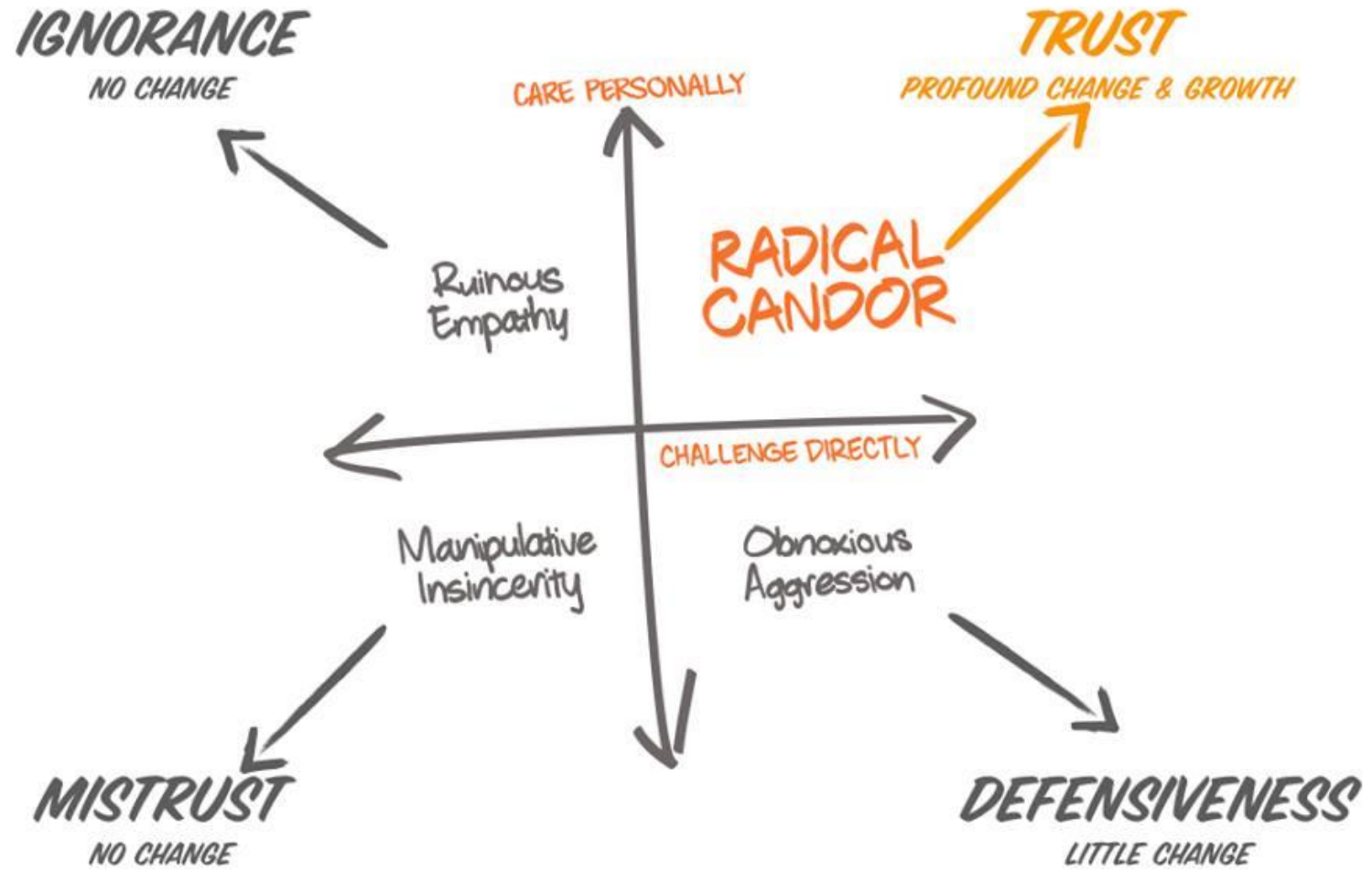
“I don’t think it’s a big  
deal or anything but...”

“I am invested in your  
growth and need to offer  
this feedback”

“If you were in my  
position, you would see  
that...”

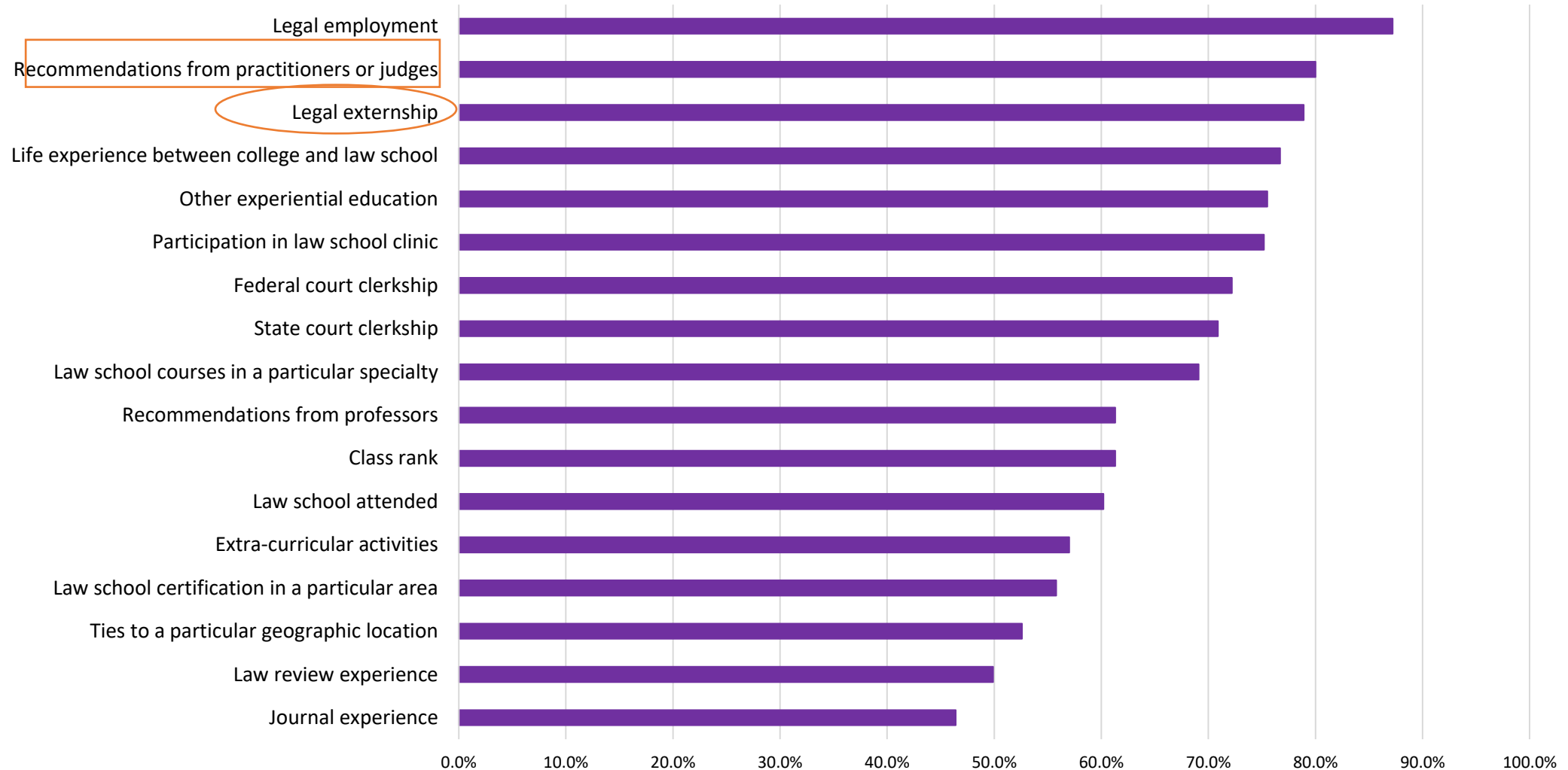


--From Kim M. Scott *Radical Candor*



--From Kim M. Scott *Radical Candor*

# Hiring Criteria – IAALS Foundations for Practice Study



# Mentors talk *to* their mentees...

RASHIM MOGHA







...and sponsors  
talk *about* their  
protégés.

# SPONSORS vs. MENTORS

## *What's the Difference?*

### SPONSORS ACT

#### Sponsors...

- connect protégé's to career opportunities.
- advocate for protégé's advancement.
- support risk-taking
- publicly endorse protégés.
- expect high performance in return.
- help protégés confront and interpret bias.

### MENTORS ADVISE

#### Mentors...

- reduce isolation and stress
- navigate unwritten rules.
- build confidence.
- provide tips and strategies.
- promote inclusion to company.

# Belonging

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# Move beyond “Culture Fit”

*“Culture fit” is a place  
where bias can hide*





## Embrace “Culture Add”

The likelihood that someone will not only reflect the company’s values and professional ethics, but also bring an aspect of diverse opinions, experiences, and specialized skill which enhances not just the team, but the overall company culture.

-- Openview Partners

# Building Authentic Relationships

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## Just what is a microaggression?

Subtle, verbal and nonverbal slights or insults directed toward an individual due to their group identity, often unconsciously. Usually committed by well-intentioned folks who are unaware of the hidden messages being communicated.

A photograph of a busy indoor market stall, likely a fish market, with wooden counters and people. The scene is dimly lit with warm, yellowish light from overhead pendant lamps. In the foreground, a wooden counter is visible. Behind it, several people are working or interacting. A man in a grey hoodie is on the left, and a man in a green jacket is in the center. In the background, there are more people and a sign that says "Copy Machine". The overall atmosphere is busy and somewhat cluttered.

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# Separation of Intent from Impact

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WE MEAN MICROAGGRESSIONS.

“The only race is the  
human race.”

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“No, where are you  
*really* from?”

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[A colleague asks a student during a meeting]

“What do Black people think about this?”

“You are so articulate!”

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“I’m totally OCD about...”

## How do microaggressions cause harm?

There is a well-documented relationship between microaggressions and intense psychological distress.

The more racial microaggressions that people of color experience, the more likely they are to also report depressive symptoms and a negative view of the world. (Nadal, Wong, Issa, 2014)

LGBT participants reported that when they experienced microaggressions, they felt depressed, anxious, and even traumatized. (Meterko, Leon, Wideman, 2011)

Inclusive Mindset:  
Be Humble

LEARN MODEL

L Lean into discomfort

E Engaged listening

A Appreciate feedback

R Recognize responsibility

N Next steps



L-E-A-R-N  
Inclusively

# Lean into discomfort

- Check-in with yourself and your own assumptions/biases
- Don't shut down just because it is awkward or uncomfortable

L-E-A-R-N  
Inclusively

# Engaged listener

- Remain present – don't withdraw as you learn a different perspective
- Ask open-ended, non-leading questions, if needed, to gain understanding

L-E-A-R-N  
Inclusively

# Appreciate feedback

- Feedback is a gift
- Remember the risk they are taking
- Validate their perceptions/experiences

L-E-A-R-N  
Inclusively

# Recognize responsibility

- Take responsibility where appropriate, not necessarily for your intentions but for the impact on the person
- Lead with expression of care, not your intent
- Avoid guilt-based and defensive reactions

# L-E-A-R-N Inclusively

## Next steps

- Invite, but don't insist on, the input/leadership of the impacted person
- Continue your own education
- Ask to circle back if you need to seek support from other resources

# Cultural Humility

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Commitment and engagement in a lifelong learning process of staying humble and curious about cultural differences.

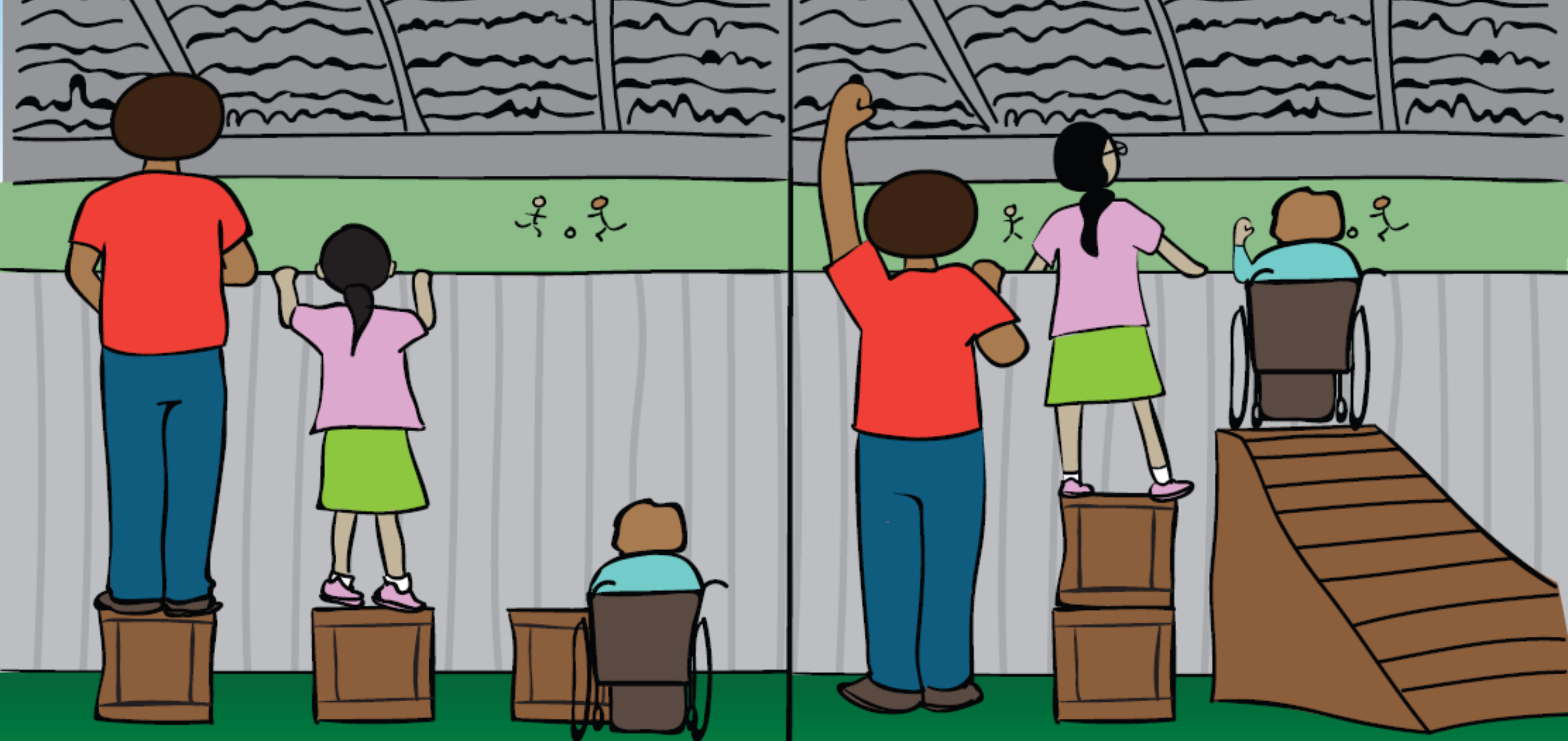
-- **Dr. Melanie Tervalon**

*Cultural Humility versus Cultural Competence (1998)*



# Equity

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**EQUALITY**

**EQUITY**



Centering  
Marginalized Voices

Power  
Balancing



Acknowledging  
Institutional  
Oppression



# SUPERVISORS MATTER MOST



Give high quality feedback

Sponsorship and mentorship

Develop authentic relationships

Respond with cultural humility

Be pro-actively inclusive

Best  
Practices

# Inclusive Mindset

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Be Brave.

Be Humble.

Be Dedicated.



Close

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