The Inclusion Competencies Inventory: A Skill-based Approach to Inclusion

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Allan Bird
Joyce S. Osland
### Shifts in Dealing with Diversity

<table>
<thead>
<tr>
<th>FROM</th>
<th>TO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diversity</td>
<td>Diversity, Equity &amp; Inclusion</td>
</tr>
<tr>
<td>Diversity defined as race or nationality</td>
<td>Broad definition of diversity including various types of difference</td>
</tr>
<tr>
<td>DEI research focused on systemic/institutional/organizational discrimination</td>
<td>Focus on inclusion and engagement of individuals</td>
</tr>
</tbody>
</table>
| Evidence that some DEI training is marginally effective; can generate resistance & backlash | We propose:  
  - an intercultural approach  
  - grounded in Positive Psychology and Cognitive Behavior Theory  
  - focused on competency development  
  - resulting in personal growth and organizational change |
Why Focus on Diversity, Equity and Inclusion (DEI)?

Our students, customers, clients, colleagues, workforce, families, neighbors, citizens, and society are diverse in all the ways shown in the puzzle – and then some! To succeed and thrive, we have to respect diversity, guarantee equality, and build inclusion.

**Diversity**
Everyone is individual and different

**Equity**
Equal access to opportunities and fair treatment

**Inclusion**
A sense of belonging: feeling respected, valued for who you are; feeling a level of supportive energy and commitment from others so that you can do your best work
The ICI Development Process

Conceptual Issues:

- Some overlap with intercultural competency factors and dimensions (with contextualized items), but also substantive differences – perspective-taking, emotional resilience, power sensitivity
- Not a mapping inventory, i.e., not a measure/map of bigotry
- Focus is on inclusion – diversity and equity are important, but inclusion competencies are central
- Intent is to acknowledge and aid personal development of inclusion competencies

Creators & Contributors:

- The Kozai Group: Allan Bird, Mark Mendenhall, Gary Oddou, Joyce Osland & Michael Stevens with Chris Cartwright
- Several key consultants and myriad beta-testers
ICI VALIDITY & RELIABILITY CHARACTERISTICS

- All ICI scales have coefficient alpha reliabilities ranging from .78 to .91 (see below).

<table>
<thead>
<tr>
<th>Scale</th>
<th>Reliability (coefficient alpha)</th>
</tr>
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<tbody>
<tr>
<td>Knowing Yourself (16 items)</td>
<td>.83</td>
</tr>
<tr>
<td>Self Awareness (9 items)</td>
<td>.82</td>
</tr>
<tr>
<td>Emotional Resilience (7 items)</td>
<td>.84</td>
</tr>
<tr>
<td>Knowing Others (13 items)</td>
<td>.85</td>
</tr>
<tr>
<td>Connecting with Others (7 items)</td>
<td>.83</td>
</tr>
<tr>
<td>Emotional Sensitivity (6 items)</td>
<td>.85</td>
</tr>
<tr>
<td>Bridging Differences (16 items)</td>
<td>.77</td>
</tr>
<tr>
<td>Valuing Different Perspectives (9 items)</td>
<td>.80</td>
</tr>
<tr>
<td>Power Sensitivity (7 items)</td>
<td>.78</td>
</tr>
<tr>
<td>ICI Total Composite (45 items)</td>
<td>.91</td>
</tr>
</tbody>
</table>

- The ICI also includes a five-item Social Desirability scale with a coefficient alpha reliability of .83
The ICI examines three main categories of inclusion competencies, which have two sub-dimensions.

An **Overall ICI** score is generated by combining the scores of all six sub-dimensions and comparing an individual profile to the database of all ICI respondents.
KNOWING YOURSELF

SELF-AWARENESS

- Awareness of your interpersonal style, behavioral tendencies, strengths and weaknesses and how they impact others.

- The amount of time and effort you devote to self-reflection, continuous self-learning, and personal development.

EMOTIONAL RESILIENCE

- Awareness of your level of emotional strength.

- Ability to cope with challenging emotional experiences.

- Capacity to recover quickly from difficult situations.
KNOWING OTHERS

CONNECTING WITH OTHERS

- Your comfort interacting with people outside your sociocultural network.
- How often you seek out and develop positive relationships with people different from you.
- Degree of effort made to understand the needs, values and behavior of people unlike you.

EMOTIONAL SENSITIVITY

- Your ability to notice verbal and nonverbal cues.
- Your degree of accuracy in correctly interpreting others’ feelings based on your observations.
- Capacity to identify disconnects between what others say and feel.
BRIDGING DIFFERENCES

VALUING DIFFERENT PERSPECTIVES

- Your interest in multiple perspectives.
- Your ability to perceive and understand the perspectives, and underlying logic, held by people who are different from you.

POWER SENSITIVITY

- Your degree of interest in power dynamics in both organizational structures and individual relationships.
- Your awareness of the impact of power and privilege on inclusion and equity.
Overall ICI = Low Moderate
Greatest strength: Emotional Resilience & Valuing Different Perspectives
Greatest weakness: Power Sensitivity
Factor rankings = 1) Knowing Yourself; 2) Knowing Others; 3) Bridging Differences
PERSONAL DEVELOPMENT PLAN

PROCESS

Based on Cognitive Behavior Therapy

Create an Action Plan

Submit Weekly/Bi-weekly Progress Reports

Write Final Report on Lessons Learned
PILOT GROUP RESULTS

Overall mean = 3.94 (Moderate)

Greatest strength: Emotional Sensitivity (4.57)

Greatest weaknesses: Power Sensitivity (2.82) & Valuing Different Perspectives (3.27)

Ranked factor means = 1) Knowing Others (4.49); 2) Knowing Yourself (4.12); 3) Bridging Differences (3.27)
Training Process and Metrics

**Change the Mental Maps**
- Set Stage for Success
- Emphasize Competency

**Review DEI & the Importance of DEI**
- Understand no blame in bias
- Cycle of Socialization
- Competencies are not inclusive to some

**Understanding Competency Versus Unconscious Bias**
- Review of Each Competency
- Importance of Self-Awareness
  - Why start with me?
  - DEEP DIVE

**Where Are You?**
- Review Group Results
- Review Individual Results
- Practical Applications
- Next Steps
TRAINING PROCESS AND METRICS

- One on One Coaching
  - Search Committee: 10/17
  - University: 14/15
  - Healthcare: 5/49 (still making appointments)

- Personal Development Plans
  - Search Committee: 7/17
  - University: 14/15
  - Healthcare: 5/49 (still making appointments)
    - All of the above review the PDPs with trainer/coach

- Top Three Areas for Development & Growth (as noted by participants)
  - Power Sensitivity
    - Equity and Equality
  - Self-Awareness
  - Connection with Others

- In process – regional health care system 35 participants
PRESIDENTIAL SEARCH COMMITTEE TRAINING OUTCOMES: WHAT WE ARE LEARNING

Before ICI Training

- Lack of self-awareness
  - Impaired how they viewed applicants
  - Impacted internal communications
  - Unable to understand emotional trigger

After ICI Training & One-on-One Sessions

- I hold things in during uncomfortable situations, then I react negatively
- Our level of self-awareness has impacted how receptive we are to the diversity of candidates
- I do have biases...
HEALTHCARE & UNIVERSITIES
TRAINING OUTCOMES:
WHAT WE ARE LEARNING

Bridging Differences

Equity vs Equality

Power Sensitivity
Equality

Equity

Equity and Equality
The Inclusion Competencies Inventory

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Note: Apparently research has found that asking questions makes one more likeable and successful, as long as questions are not insulting or self-promoting. 😊
<table>
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<tbody>
<tr>
<td><strong>ADAMANT OPPOSER</strong></td>
</tr>
<tr>
<td><strong>PRAGMATIC OPPOSER</strong></td>
</tr>
<tr>
<td><strong>MANIPULATOR</strong></td>
</tr>
<tr>
<td><strong>ESPOUSER</strong></td>
</tr>
<tr>
<td><strong>PRAGMATIC BELIEVER</strong></td>
</tr>
<tr>
<td><strong>ADAMANT SUPPORTER</strong></td>
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Role of Socialization in Fostering Bias & Discrimination

In the beginning...
Born into the world with no blame, no consciousness, no guilt, no choice

Observers & Recipients of
- No information
- Limited Information
- Misinformation

Regarding
- History
- Habit
- Tradition
- Biases
- Stereotypes
- Prejudices

Initial Socialization
Taught on a personal level by parents, relatives, teachers, people we love and trust who are: Shapers of expectations, norms, values, roles, rules, models of ways to be, sources of dreams

CORE
Fear, Ignorance
Confusion, Insecurity

Dissonance,
Silence, Anger,
Dehumanization, Guilt, Stress
Collusion, Ignorance, Self-hatred, Lack of reality,
Violence, Crime, Inconsistency,
Internalized power patterns,
Inequity, Reinforced biases

Secondary Institutional & Cultural Socialization
Reinforced/bombarded with messages from: institutions, churches, schools, the legal system, business, medicine, television, media, song lyrics, etc. & by cultural practices -- influencing our Patterns of Thought On Conscious and Unconscious levels

Maintained/Strengthened by
- Prescriptions
- Sanctions
- Stigmatization
- Rewards & Punishments
- Privilege
- Persecution
- Discrimination
- Empowerment

Results

Do nothing
Don’t make waves
Promote status quo

Inaction

Raise consciousness, Question, Reframe, Educate, Take a stand, Lead & promote change

Change Actions