



# BELONGING RESOURCE GUIDE





I BELIEVE WE GO TO WORK IN  
SEARCH OF BELONGING.



Here are a few of my favorite resources to watch, listen to, read, or try with your own teams.

You came because you knew that belonging was an important part of the work equation for yourself or your team. Are you willing to try something different?

Start with a beginner's mindset; the idea that you could learn something new or might be wrong in your current understanding.

Sending love, understanding and belonging,

*Chief Awesome Officer*

*Team Awesome*



# 1 LEADING YOURSELF

We can look at any action we take and group it into one of three buckets: Leading yourself, leading the team that you affect regularly, and leading the organization through policy decisions.

Leading yourself is examining and affecting how you show up in the world, how you live into your values, and the way you approach interactions with others.

**You are responsible for how you think, what you feel, and how you act.**

**Here are some questions for a self-check:**

- In what ways do I create belonging and safety for others?
- If I am honest with myself, in what ways do I hinder belonging?
- What do I believe is true about my role in creating belonging for myself and others?
- What will I do the next time I witness exclusion, or erode belonging myself?
- What strengths can I lean on to help create belonging for myself and others?

**Try this "Just Like Me" exercise to encourage personal empathy.**

Think of someone you don't understand very well, or maybe even like much. With this person in mind, repeat these phrases to yourself:

- This person wants to feel respected, appreciated, and competent, just like me.
- This person has hopes, anxieties, and vulnerabilities, just like me.
- This person has friends, family, and perhaps children who love them, just like me.
- This person wishes for peace, joy, and happiness, just like me.

## 2 LEADING YOUR TEAM

Leading others is examining and affecting the specific ways you create an environment that shows to your direct reports and co-workers that feels safe, supported and a place where people can show up as their whole and authentic selves.

Dr. Amy Edmonson from Harvard Business School has researched and coined the term **Psychological Safety**. She defines it as a shared belief that the team is safe for interpersonal risk taking.

### There are some clear behaviors that create safety.

First, teams demonstrate **candor**. They show that productive disagreement is encouraged, and model how to do it. Second, leaders see themselves as part of the group and **actively participate** in creating safety and transparency. Finally, team members have high enough **self-management** to respond thoughtfully rather than react.

### You can build safety by:

- Setting group agreements and honoring them
- Regularly asking for feedback, and responding well to it (e.g., taking action, non-defensive)
- Creating transparency by including others in information-sharing and decision-making
- Using people's names appropriately
- Building personal connections between team members (not just information-sharing), starting with onboarding & orientation

### Questions you can use to create a group agreement:

- What type of atmosphere do we want to co-create?
- What will help you thrive?
- How do we want to be when things get challenging?
- What do you expect from me as your leader?

## 3

## LEADING THE ORGANIZATION

Leading the organization is examining and changing processes to ensure the culture and procedures are equitable, inclusive, and create an environment to help people feel safe, loved and whole in the organization. Some processes may be “back-of-house” (e.g., is your pay equitable?) and some may be team-facing (e.g., onboarding processes).

Not all leaders have the authority to make decisions or changes at a “systems” level, but many of us do in at least our area of leadership. Acknowledging that you have more autonomy and authority to affect systems for positive change is the first step.

### Consider these strategies for leading the organization toward belonging:

Put the "**relationship test**" to work on your processes and policies. [click to watch the video!]

Hold gatherings based on **covarsity** – organizing over shared interest in topic, not just demographics or characteristics. Take an intersectional viewpoint when doing so.

Review **outcomes** of programs – do they stand up to equity and inclusion?

Recognize biases in individuals and in systems/processes. Do they unintentionally favor people you like or "get"?

**Bonus!**

*Find extra resources  
to watch, listen to, or  
read on the next few  
pages if you are looking  
for more ideas!*



# READ

The State of the American Manager Report | Gallup

Global Human Capital Trends Report | Deloitte

Why Psychological Safety Is Essential For Your Team's Success | Marc Vollebregt

High-Performing Teams Need Psychological Safety. Here's How to Create It |  
Laura Delizonna

I'm Exhausted From Trying To Be The 'Right' Kind Of Black Girl At Work | D. Shante

Moving Beyond Diversity and Inclusion to Belonging | Katie Rasoul

The Value of Belonging at Work: The Business Case for Investing in Workplace  
Inclusion | BetterUp



# WATCH/LISTEN

Building a psychologically safe workplace | Amy Edmondson | TEDxHGSE

The Relationship Test | Jason Lauritsen | SHRM

The Power of Belonging | Pat Wadors | Talent Connect 2016

Create Belonging or Get Out! | Katie Rasoul | DisruptHR Talks

Inclusion. You Keep Using That Word. I Don't Think It Means What You Think It Means. | Joe Gerstandt | DisruptHR Talks

Why Opening Up at Work Is Harder for Minorities | HBR Ideacast podcast



# ACTION

Time to test some new ideas and put them into action.

## **Actions I will take on self-leadership:**

Action:

Intended Outcome:

By When?

## **Actions I will take to lead the team around me:**

Action:

Intended Outcome:

By When?

## **Actions I will take to lead the team around me:**

Action:

Intended Outcome:

By When?



## THANK YOU FOR BEING HERE!

I appreciate your willingness to engage in the hard work that is leadership and culture. Here are some of the ways that I can help your leaders or organization be culture heroes:

### For Individuals

- Leadership Coaching
- Digital Leadership Guides



### For Groups of Leaders

- Human Leadership Master Class: Modern leadership topics mixed with coaching

### For BIG Groups

- Keynotes and workshops for conferences or corporate events



# BEST-SELLING BOOK

Hidden Brilliance: A High-Achieving Introvert's Guide to Self-Discovery, Leadership and Playing Big



# ABOUT KATIE

Katie is a leadership coach, keynote speaker and culture advisor helping leaders level up through her company, Team Awesome. She has led leadership, team culture, organizational development and HR best practices for more than 15 years. She is a TEDx speaker alumna and the best-selling author of *Hidden Brilliance: A High-Achieving Introvert's Guide to Self-Discovery, Leadership and Playing Big*.



A W E S O M E N E S S

"Katie has the qualities of a truly remarkable leader. She is confident, strategic and inspiring in the way she approaches her work, with the ability to build an engaged and motivated team around her to drive successful initiatives."