

Tool: A Checklist of Behaviors

Professor Nishii offers the following ideas regarding the behaviors that you should actively reinforce within your team and those which you should actively discourage within your team. You can save this list and refer to it when reflecting on the norms that you want to model and the climate you're helping to foster.

Examples of inclusive behaviors that should be reinforced:

- Going out of the way to make others feel welcome.
- Showing genuine concern towards team members.
- Making an extra effort to understand problems faced by others.
- Working together to arrive at decisions that all can accept.
- Efforts to uncover opposing or alternative views in order to try to better understand and solve problems.
- Resolving conflicts effectively.
- Willingness to help each other.
- Standing up for each other.
- Giving team members the benefit of the doubt (for example about the potential value that they can contribute to the team).
- Being critical of underlying assumptions when drawing conclusions about each other.

Examples of behaviors that should be actively discouraged:

- Behaving in a way that could lead some to feel excluded or marginalized, for example by excluding some from professional camaraderie.
- Downplaying the value of others' contributions.
- Withholding information from others.
- Interrupting or cutting others off while speaking.
- Belittling someone's ideas in front of others.
- Failing to acknowledge, or showing little interest in, the ideas or opinions expressed by someone else.
- Dominance tactics (e.g. dominating the conversation during a team meeting).
- Being condescending or demeaning towards others.