The University of Kansas

Introduction to Belonging

Aspiring Leaders

Office of Civil Rights & Title IX
June 12, 2025

Please get any of your pre-work or reflection materials ready.

KU

Compliance

civilrights.ku.edu/collection-materials

KU | **Office of Civil Rights & Title IX**

HOME

This content is being reviewed in light of recent changes to federal guidance.

Collection of Materials

Office of Civil Rights & Title IX (n.d.). *Ensuring Compliance with HB 2105.*
Office of Civil Rights & Title IX (n.d.). *Collection of Materials.*
Policy Library. (2024). *Publication Requirements for Diversity, Non-Discrimination, and Related Training Materials.*

Connecting to KU

Mission   To educate leaders, build healthy communities, and make discoveries that change the world.

Vision   To be an exceptional learning community that lifts each member and advances society.

Values   Integrity
              Respect
              Innovation
              Stewardship
              Excellence

Learning Outcomes

By the end of the training, participants will be able to:

- Define the terms "belonging" and "psychological safety"

- Describe factors that inform sense of belonging and psychological safety

- Compare personal interpretation and institutional definitions of IRISE values

- Recognize and describe social identity categories.

- Describe the concept of bias, how biases manifest, and how biases affect belonging.

- Practice intrapersonal reflection regarding their role in belonging.

- Appraise their relationship with feedback.

- Practice disrupting their own and others biases to promote psychological safety and belonging.

Community Guidelines

- Be present and engaged
- Share airtime
- Don't freeze people in time
- Speak from your own experience
- Take the learning leave the stories
- Differentiate between intent and impact
- Ouch, accept, educate
- _____

Program on Intergroup Relations. (2020). *Developing Community Guidelines*. University of Michigan
Social Transformation Project. (2015). *Ouch and Educate Tool.*

Accessibility & Content Warnings

- Content Warnings
  - This content will encourage thoughtful reflection and explore topics of bias and identity
  - Altogether, this material and/or case studies we discuss may surface potentially painful or triggering previous experiences.
  - Remember we want to be in a learning space where you are challenging your comfort zone but not so much that you can no longer participate.
  - Take care of yourself – fidgets, water breaks, etc.

- Accessibility
  - Please indicate or raise hand if you have any questions.
  - Feel free to ask us to slow down or repeat ourselves.

Foundations for this Training

How do you feel when you are in a healthy, vibrant community?

Group participation

Supported

Respected

Appreciated

Accepted

Comfortable making mistakes

Happy

Like I belong

Belonging

Within the context of higher education, sense of belonging refers to an individual's (student, staff, or faculty) perceived social support on campus, a feeling of connectedness, and an experience of feeling accepted, respected, and valued both by one's peers and within the broader campus community.

Adapted from Terrell L. Strayhorn's book College Students' Sense of Belonging.
Andreatta, B. (2022). A culture of belonging starts with psychological safety. Chief Learning Officer - CLO Media.

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Psychological Safety

"A climate where individuals feel comfortable and confident in expressing their opinions, asking questions, taking risks, and admitting mistakes without fear of negative consequences."

A. Edmondson on Psychological Safety, 1999

Andreatta, B. (2022). A culture of belonging starts with psychological safety. Chief Learning Officer - CLO Media.
Wiseman, M. (2022, March 24). 7 keys to create psychological safety at work. Big Think.

Factors Affecting Community

- Perception of self compared to group
- One-on-one interactions
- Group interactions
- Observations of others' interactions

Experiences in & Impression of Community

It takes all of us to have healthy and vibrant communities.

Andreatta, B. (2022). A culture of belonging starts with psychological safety. Chief Learning Officer - CLO Media.
Cohen, G. (2022). Speaking of Psychology: How the need to belong drives human behavior.
Tyner, A. R. (2021). The inclusive leader: Taking intentional action for justice and equity. American Bar Association, Solo, Small Firm and General Practice Division.

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Tyner, A. R. (2021). The inclusive leader: Taking intentional action for justice and equity. American Bar Association, Solo, Small Firm and General Practice Division.
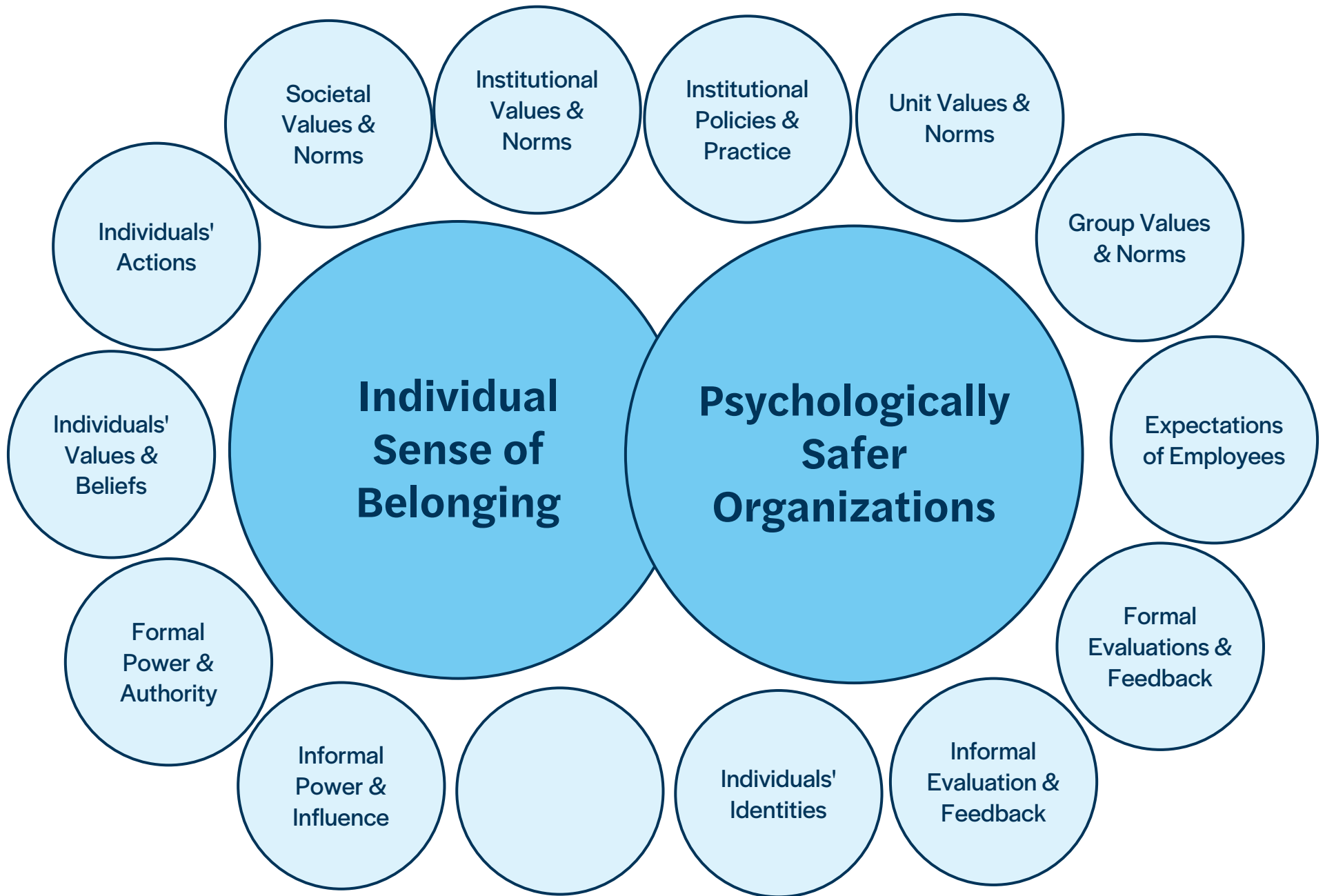
Intrapersonal & IRISE Values
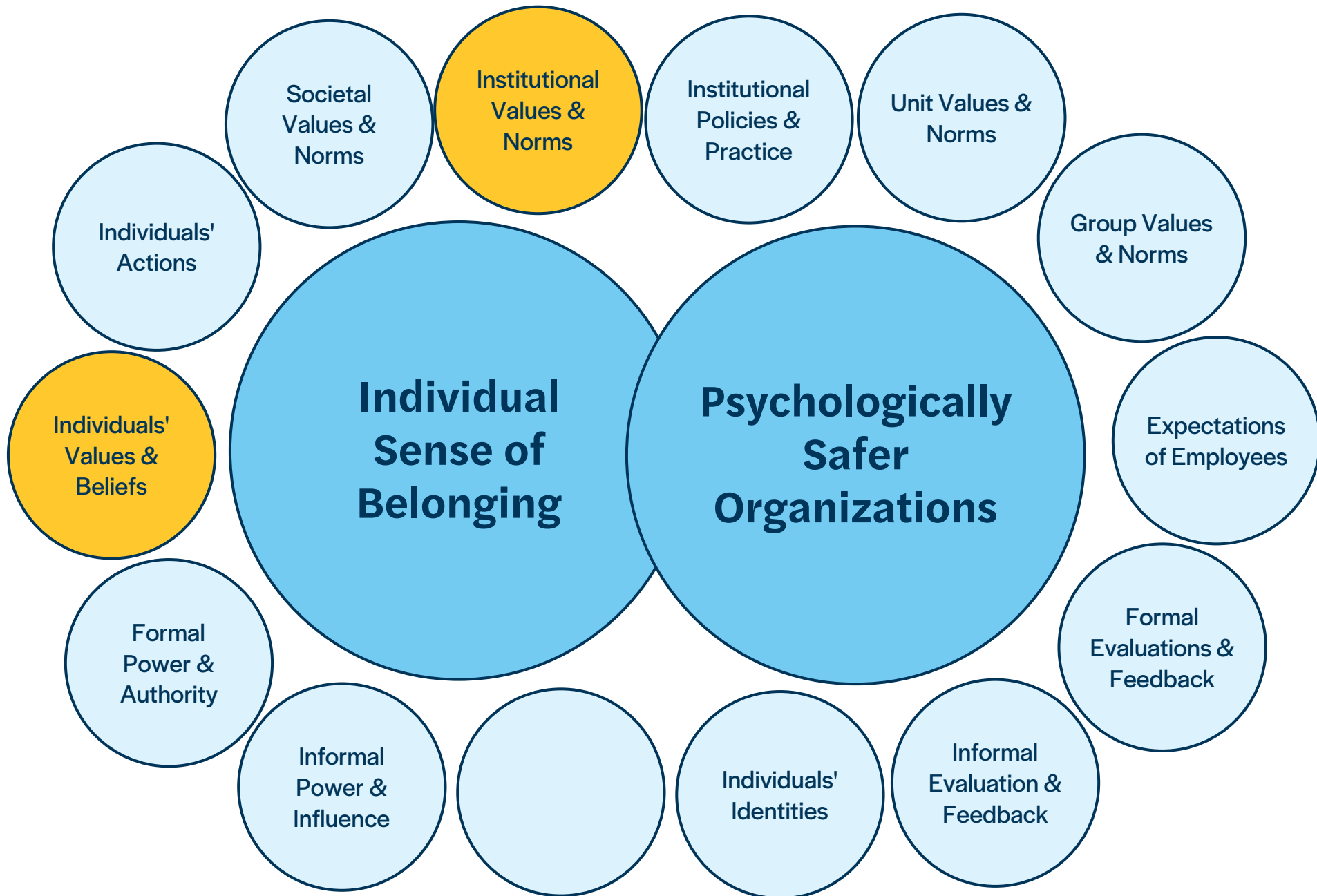
Integrity

- What does integrity mean to you?

- Within the IRISE Culture Charter, the value of integrity is described in the following ways:

  - We are clear about our roles and proactive in carrying out our responsibilities.

  - Because knowledge is empowering, we share knowledge and learn from each other.

  - We make decisions together – through collaborative, inclusive, transparent processes.

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Respect

- What does respect mean to you?

- Within the IRISE Culture Charter, the value of respect is described in the following ways:

  - We embody diversity of cultures, identities, abilities and experiences - and work collectively to advance the success of each Jayhawk.

  - We ensure equity for and among all students, staff, faculty, and members of our community.

  - Because we each bring our whole and unique selves to KU, we provide flexibility to meet classroom and work needs.

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Innovation

- What does innovation mean to you?

- Within the IRISE Culture Charter, the value of innovation is described in the following ways:

  - We value and exercise our rights to freedom of expression and academic freedom through discovery, education, advocacy, and leadership.

  - Our research and creative work inform learning and have broad impact on the common good.

  - We make education and learning widely accessible - locally, nationally, and globally.

Stewardship

- What does stewardship mean to you?

- Within the IRISE Culture Charter, the value of stewardship is described in the following ways:

  - We are collaborative and creative in service to our community and in stewardship of KU.

  - We engage regularly and respectfully with the communities and constituents we serve.

  - We embrace an institutional growth mindset and engage in continuous improvement.

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Excellence

- What does excellence mean to you?

- Within the IRISE Culture Charter, the value of excellence is described in the following ways:

  - We are driven by curiosity and seek growth through learning and development.

  - We celebrate the significant impact of our discoveries, contributions and achievements.

  - We are all leaders who engage in, advocate for, and support learning and the advancement of knowledge, skills, and society.

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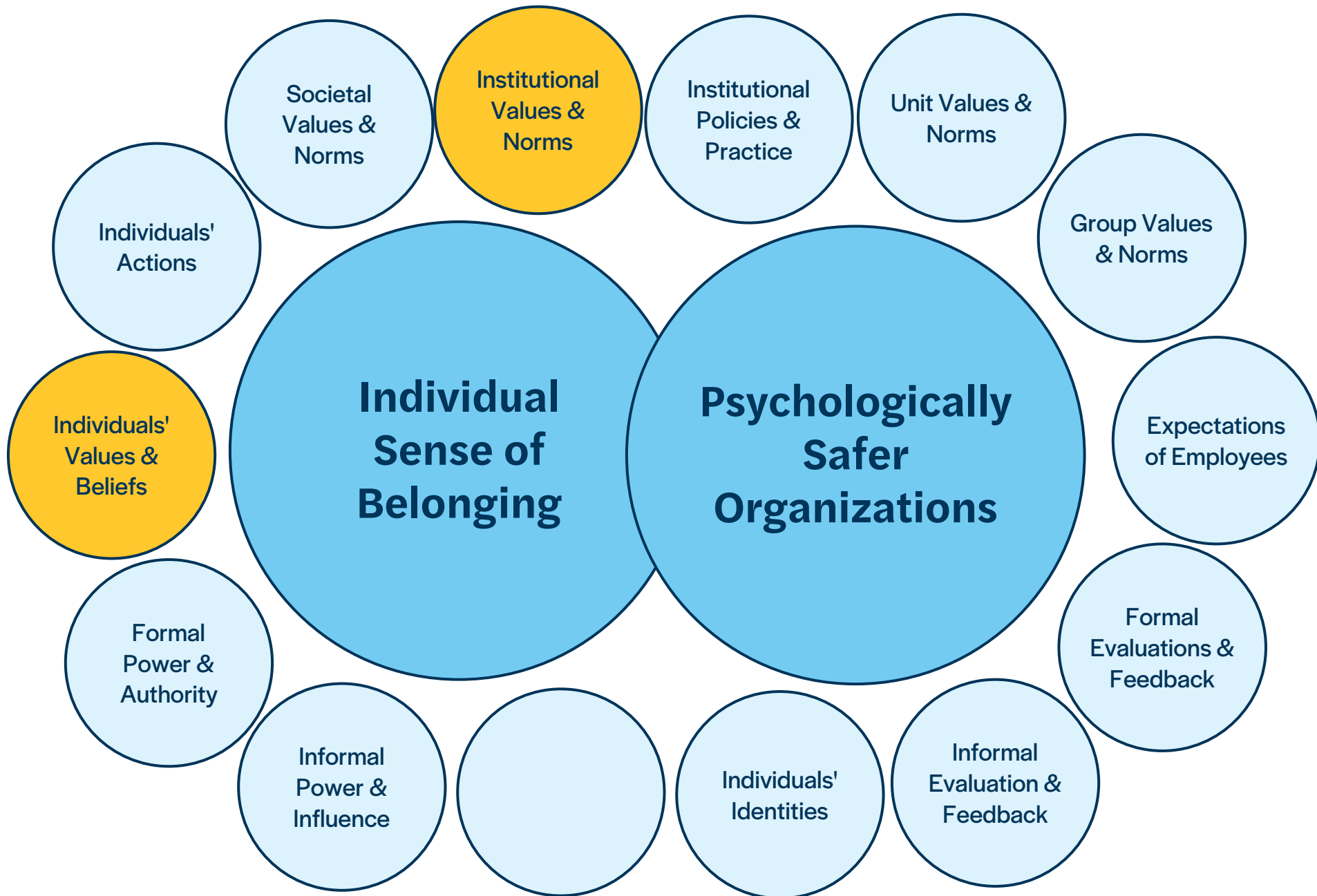
Values Influence on Belonging

- How might our values result in greater sense of belonging?

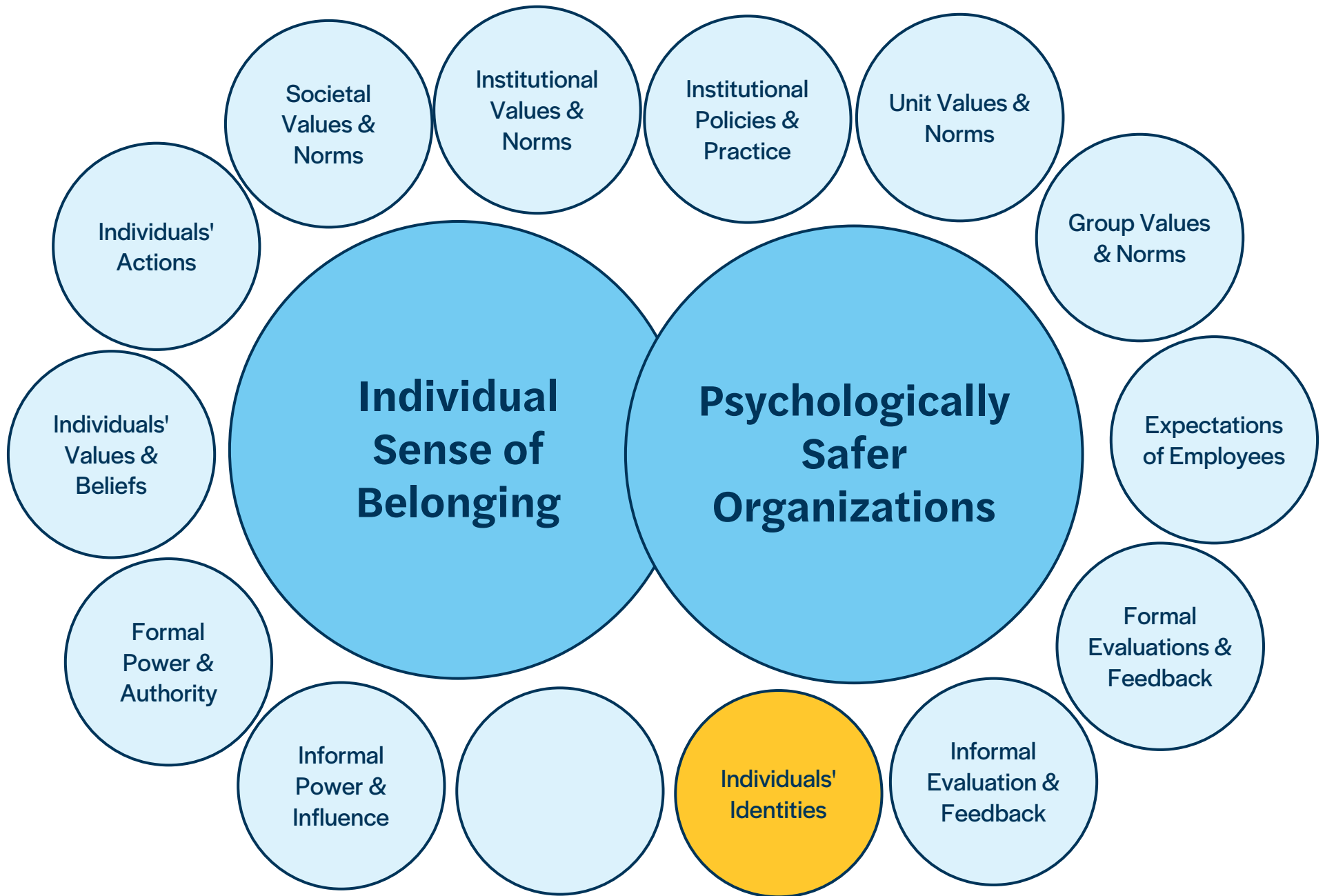- How might our values result in less sense of belonging?

If we were expanding out to the organizational or societal levels of engagement, we would think about how institutional values contribute to individuals belonging and the community's psychological safety.
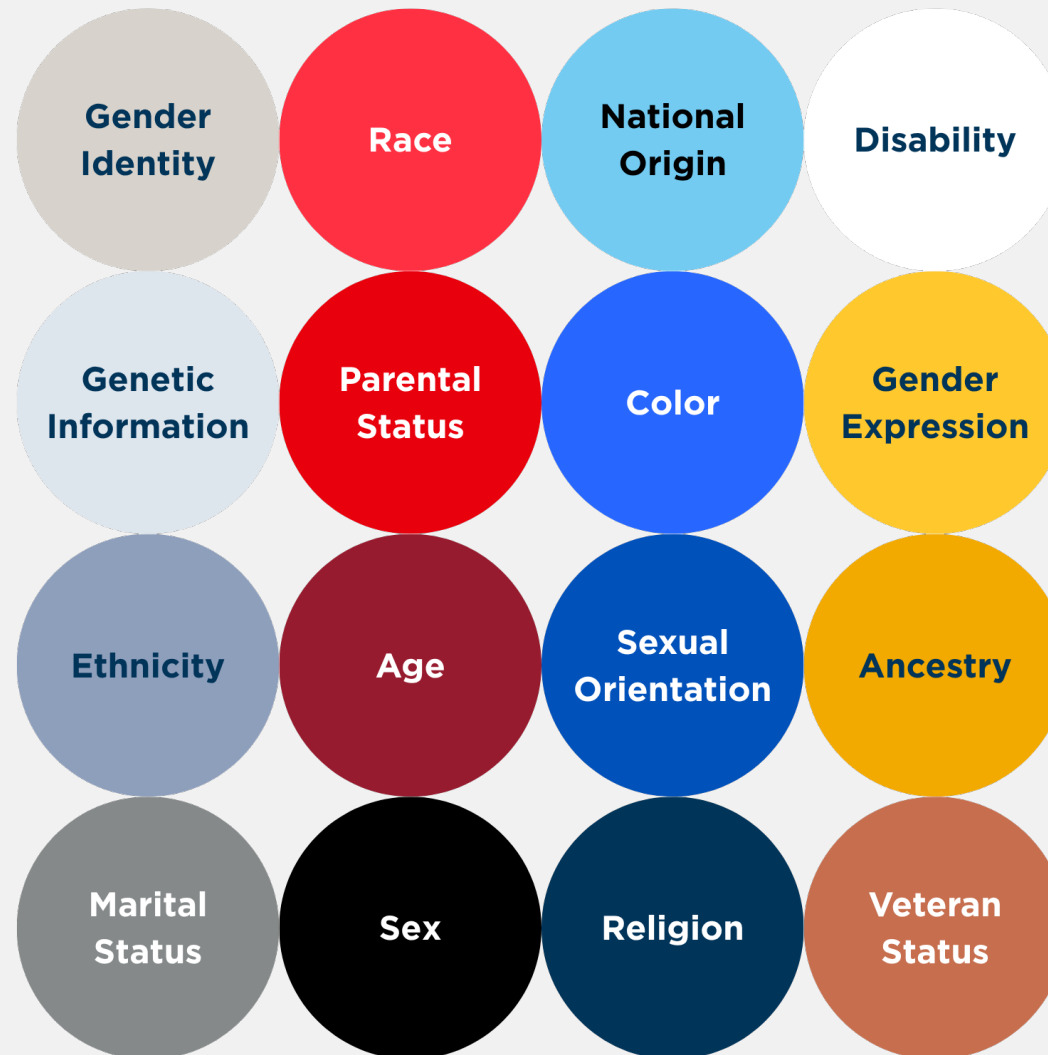
Break
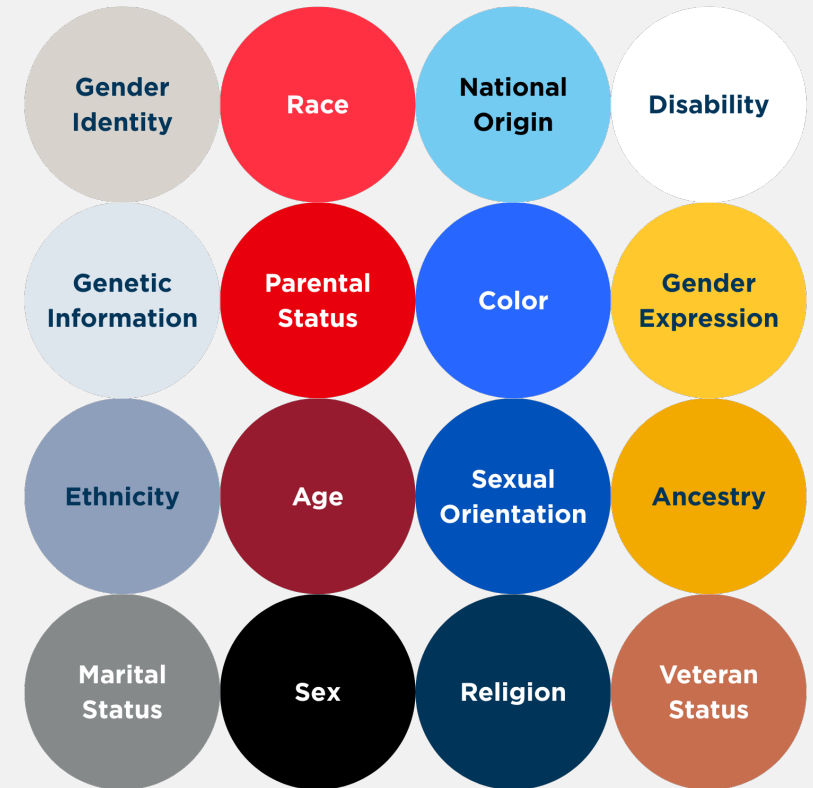# Return at 10am

Individual Identity & Experiences

16 Protected Classes – Identity Categories

Identity Categories

- Developed based on federal law, state law, and KU policy.

- Just one way to understand ourselves.

- Social identities influence the ways we see ourselves and how others perceive us with respect to categories.

Gender Identity · Race · National Origin · Disability · Genetic Information · Parental Status · Color · Gender Expression · Ethnicity · Age · Sexual Orientation · Ancestry · Marital Status · Sex · Religion · Veteran Status

McLeod, S. (2023, October 5). Social identity theory in psychology. Simply Psychology.
KU Office of Civil Rights & Title IX. (n.d). Discrimination Definitions. University of Kansas.

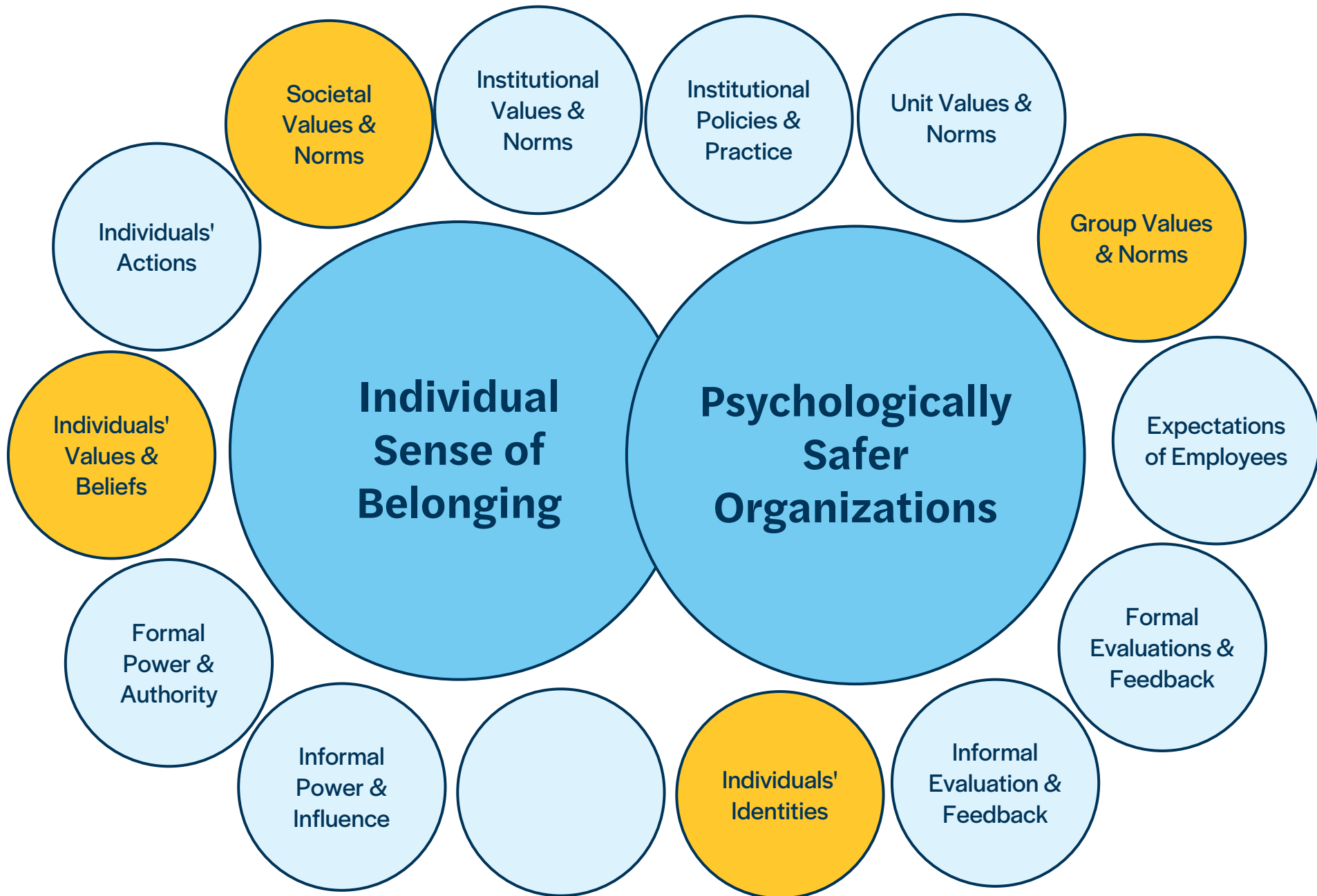The UNIVERSITY of KANSAS

Personal Reflection on Identity

- When you look at each of those protected categories, which feel the <u>most pertinent to you</u>?

  - How has the relevance of those identities changed over time?

- How does identity inform how you <u>see the world</u>?

- How does identity inform how you <u>show up at work</u>?

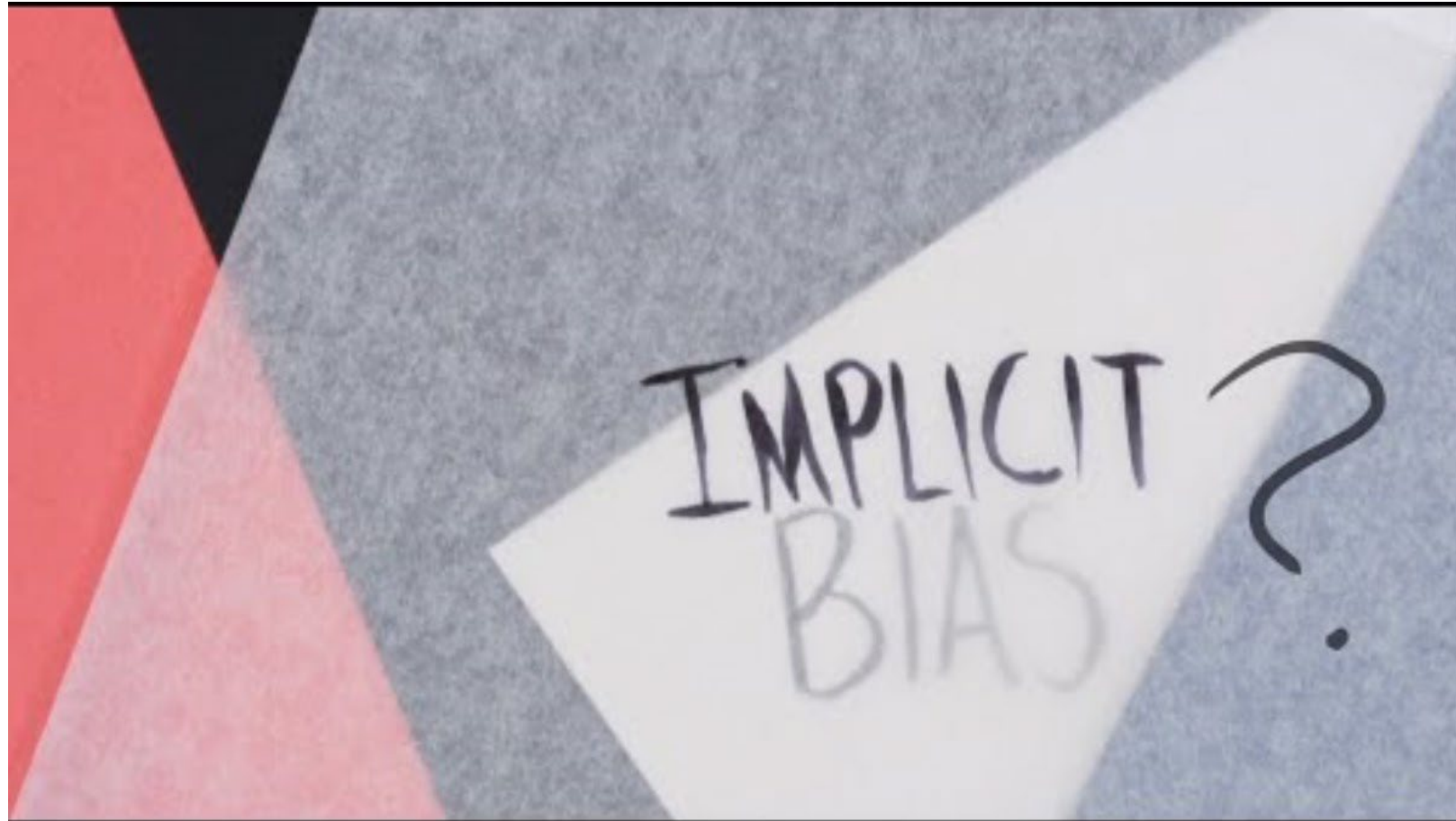# Reflection on Identity for Others & Relationships

- How might others' identities inform how they see the world?

- How might others' identity inform how they show up at work?

- How might identity affect colleagues' experiences of belonging or psychological safety?

- How might identity affect interpersonal work relationships?

Individual Sense of Belonging

Psychologically Safer Organizations

Societal Values & Norms

Institutional Values & Norms

Institutional Policies & Practice

Unit Values & Norms

Individuals' Actions

Group Values & Norms

Individuals' Values & Beliefs

Expectations of Employees

Formal Power & Authority

Formal Evaluations & Feedback

Informal Power & Influence

Individuals' Identities

Informal Evaluation & Feedback

Implicit Bias

Implicit Bias

Implicit Bias

- Social stereotypes about certain groups of people that individuals form outside their own conscious awareness.

- Implicit or unconscious bias is far more prevalent than conscious prejudice and often incompatible with one's conscious values.

- Certain scenarios can activate unconscious attitudes and beliefs.

Sue, D. W. (2010). Microaggressions in Everyday Life: Race, Gender, and Sexual Orientation. Wiley.

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Bias is Normal

- A natural function of the human mind, based on our lived experiences.

- An automatic response, shortcut to interact with our world.

- Not necessarily "good" or "bad"

- Something that we all have and experience, regardless of identity, lived experience, etc.

Ross, Howard J., R., Howard J. (2014). Everyday bias : identifying and navigating unconscious judgments in our daily lives.

Types of Bias

A non-comprehensive list:

- Affinity Bias

- Confirmation Bias

- Halo Bias

- Just-World Fallacy

- Recency Bias

Human Resources Certification Institute (HRCI)
Lerner, Melvin J., L., Melvin J. (1980). The belief in a just world : a fundamental delusion.

Reflecting and Uncovering Bias

- What assumptions have you made about others?

- How have you acted based on those assumptions?

→Take an Implicit Association Test (IAT), which is a free online assessment that measures attitudes and beliefs. The results may show that you have an implicit attitude that you did not know about.
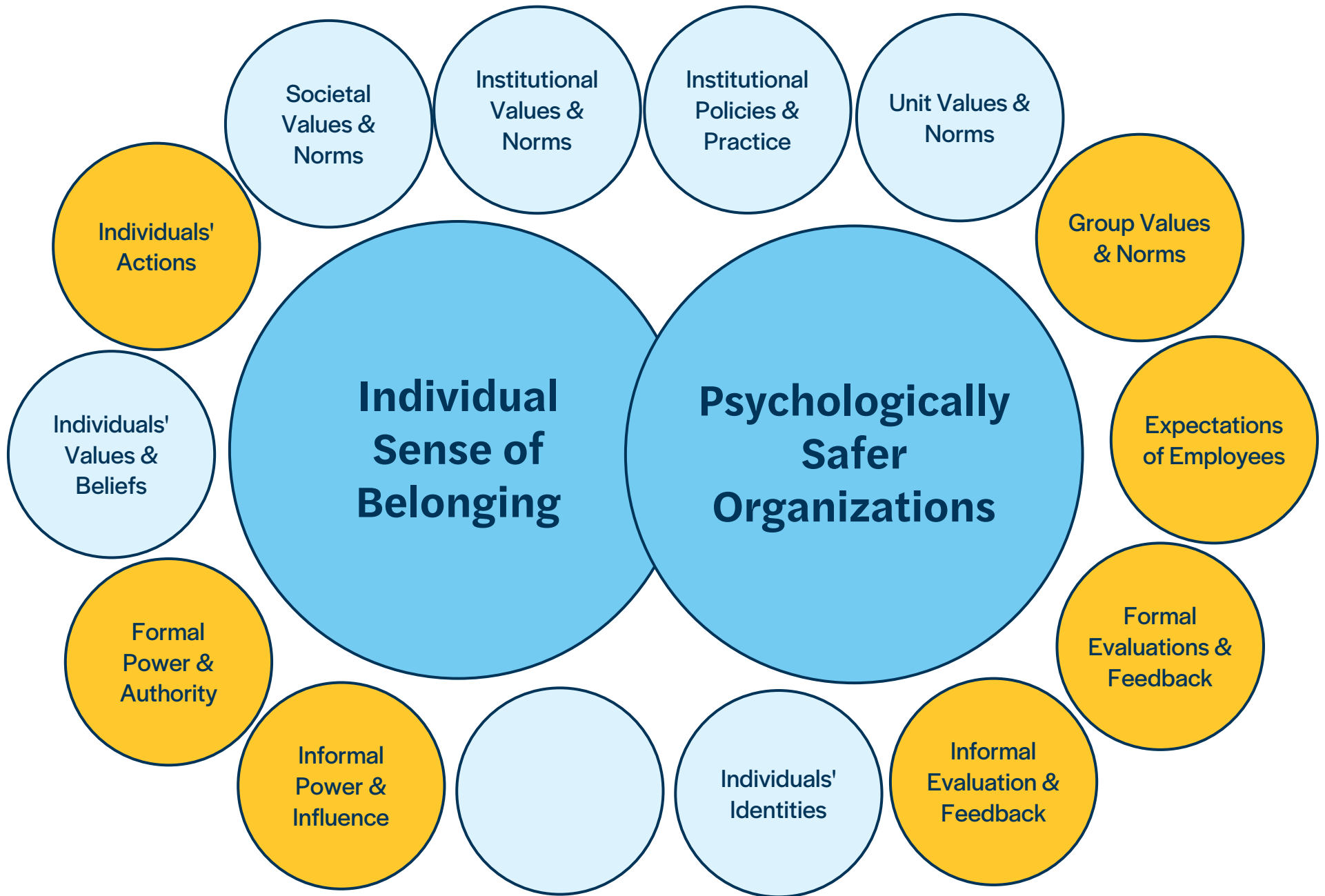
CASE STUDY
Professional Development Dilemma

You have a limited budget to provide professional development opportunities for yourself and your team of 2 full time employees.

- How might you make the decision?

- What may underpin your decision-making process?

- How could values, identities, or biases inform your decisions?

Interpersonal Action: Conflict & Feedback

Societal Values & Norms

Institutional Values & Norms

Institutional Policies & Practice

Unit Values & Norms

Individuals' Actions

Group Values & Norms

Individuals' Values & Beliefs

Individual Sense of Belonging

Psychologically Safer Organizations

Expectations of Employees

Formal Power & Authority

Formal Evaluations & Feedback

Informal Power & Influence

Individuals' Identities

Informal Evaluation & Feedback

Conflict

- "Conflict is a relationship between two or more parties (individuals or groups) who have, or think they have, incompatible goals"

- Conflict is
  - Normal
  - Inevitable
  - Learning opportunity
  - Can be constructive or deconstructive
  - Can be result of unmet needs

Mitchell, C.R. (1981). The structure of international conflict. St. Martin's Press.
Kansas City Center for Conflict Resolution. (n.d.)

What is feedback?

- "Helpful information or criticism that is given to someone to say what can be done to improve a performance, product, etc."

- By nature, the exchange of feedback is a learning process

- When done mindfully, it is an element of psychological safety

Encyclopedia Britannica, inc. (n.d.).
Columbia Center for Teaching and Learning. (2021). Feedback for Learning. Columbia University.

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Our Relationships with Feedback

Group participation

- What is your history and relationship with feedback?

- What are your preferences for <u>giving</u> feedback?

- What are your preferences for <u>receiving</u> feedback?

Considerations Around Feedback

- Various Types
  - Solicited versus unsolicited
  - Modalities: written/verbal, formal/informal, in person/virtual

- Perceived Risks & Opportunities
  - Relationship maintenance
  - Power and positionality
  - Allyship

Competencies to Consider

- Humility
  - Identified by one's ability to pursue learning and growth while respecting and honoring cultural differences. It is rooted in a practice of compassion and empathy

- Growth Mindset
  - The belief that one's talents can be developed (through hard work, good strategies, and input from others). Put more energy into learning rather than looking smart or being held in high regard

Human Resources Certification Institute (HRCI).
Dweck, C. (2016, January 13). What having a "growth mindset" actually means. Harvard Business Review.

Key Elements for Feedback Exchange

<u>Not</u> an exhaustive list

- Be present, take breaths

- Utilize "I" statements

- Active listening

- Validating and empathizing

- Differentiate between intent and impact

Kansas City Center for Conflict Resolution. (n.d.)
Feltman, C. (2021). The Thin Book of Trust: An Essential Primer for Building Trust at Work. United States: Thin Book.

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ACTIVITY: Practicing Feedback - Instructions

- Get in pairs

- Choose who is going to give feedback and who will be receiving feedback

- Read scenario

- Practice having a feedback conversation

CASE STUDY
BBQ Fridays

On Monday, Amir (he/him) seems upset. His supervisor, Tim (they/them) asks him what is wrong. Amir tells Tim he's been feeling left out of the team because he has never been invited to the team's BBQ outings on Fridays. Because Amir shared he was from India during his onboarding, Tim thought Amir did not eat pork or beef, so they never invited him to BBQ Fridays.
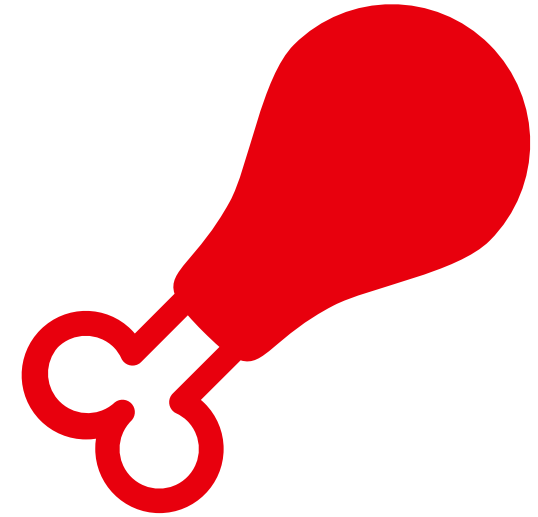
DEBRIEF: Practicing Feedback

- What values or biases informed Tim's thought process?
- What values or biases informed Amir's thought process?

For the process of giving feedback

- How did that *feel* (giving or receiving the feedback)?
- What were some positive strategies or phrases used?
- If you could have that conversation again, what would you say or do differently?

Feedback Suggestions – Sharing a Concern

Seek consent to share your opinion/experience.

[breathe] Hi,_____, I was impacted by something that happened the other day, specifically when you said/did _____.

From that interaction, I felt _____. I know that you did not intend to cause harm, but unfortunately, that was the impact. Would you tell me more about your experience so I can understand? [pause and listen]

Feltman, C. (2021). The Thin Book of Trust: An Essential Primer for Building Trust at Work. United States: Thin Book.
Kansas City Center for Conflict Resolution. (n.d.)
Washington, E. (2022,). Recognizing and Responding to Microaggressions at Work. Harvard Business Review.

Feedback Suggestions – what worked?

Seek consent to share your opinion/experience.

[breathe] Hi,_____, I was impacted by something that happened the other day, specifically when you said/did _____.

From that interaction, I felt _____. I know that you did not intend to cause harm, but unfortunately, that was the impact. Would you tell me more about your experience so I can understand? [pause and listen]

Feedback Suggestions – When a Concern is Shared with You

[breathe] Thank you for sharing this with me. I want to make sure I understand and am hearing you.

When I _____, it caused you to feel _____ - is that right? [pause and listen; paraphrase
paraphrase   paraphrase

again as needed] I am truly sorry that my actions negatively impacted you. I will do some personal

reflection and research on my own to make sure I act in ways that are more congruent with my

values in the future. This isn't your work to do, but I do want to ask: is there anything specific you

want me to consider or explore? [pause and listen] Thank you again for telling me.

Knight ,R. (2020, July 24). You've Been Called Out for a Microaggression. What Do You Do? Harvard Business Review.
Feltman, C. (2021). The Thin Book of Trust: An Essential Primer for Building Trust at Work. United States: Thin Book.

Feedback Suggestions – what worked

[breathe] Thank you for sharing this with me. I want to make sure I understand and am hearing you.

When I _____, it caused you to feel _____ - is that right? [pause and listen; paraphrase
paraphrase   _paraphrase_

again as needed] I am truly sorry that my actions negatively impacted you. I will do some personal

reflection and research on my own to make sure I act in ways that are more congruent with my

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DEBRIEF: Practicing Feedback

- What elements of the templates do you envision using?
- What elements of the template would you change?
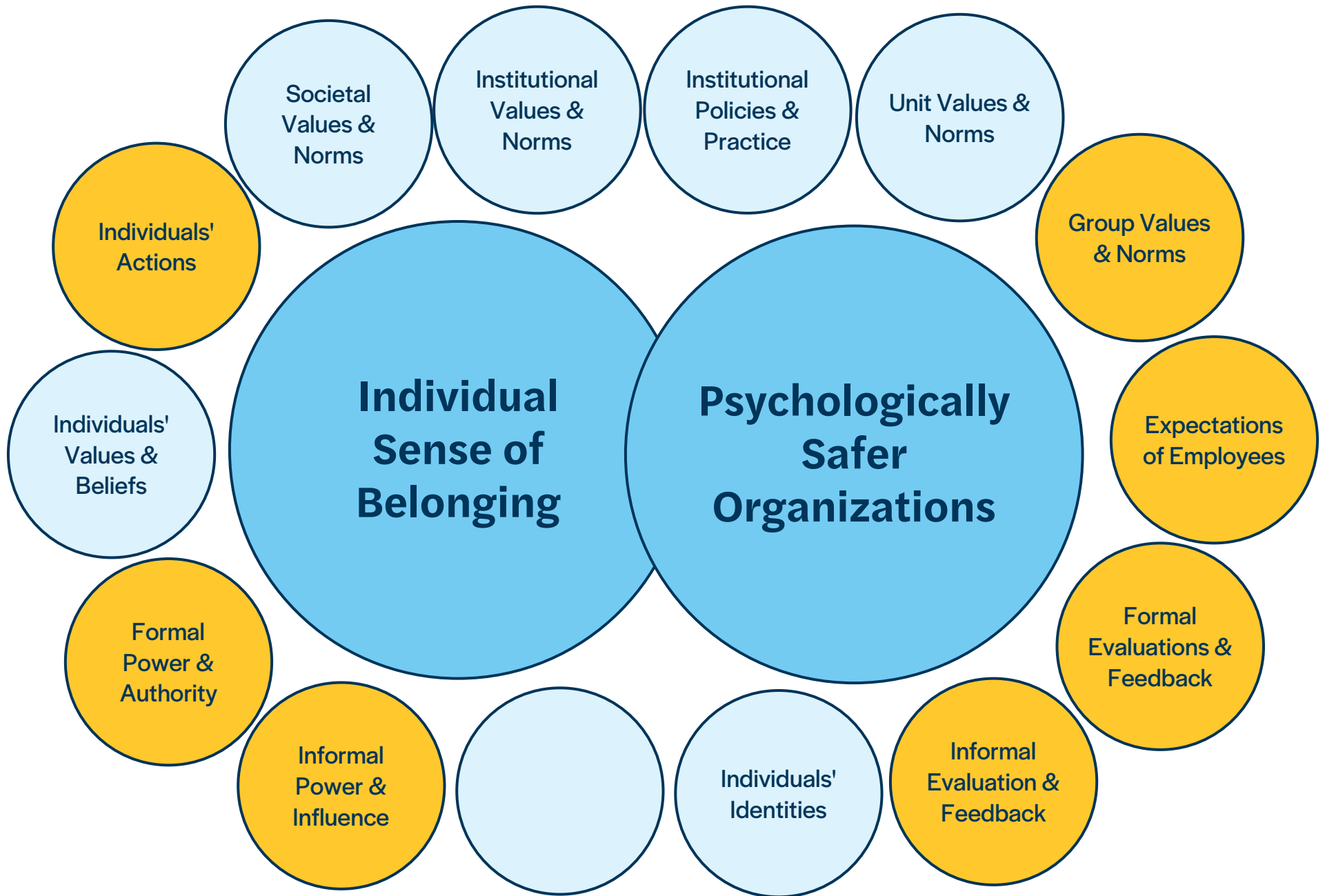
Questions for Future Consideration

How does this situation affect belonging and psychological safety in the workplace?

What action might you take to positively impact belonging and psychological safety?

Wrapping Up

Thinking Ahead & Making a Plan

Take a moment to reflect on the following questions.

- How will I continue my journey of self-understanding and growth?

- How will I exemplify the IRISE values in my work interactions?

- How will I, in my day-to-day actions, promote belonging?

References & Citations

Andreatta, B. (2022). A culture of belonging starts with psychological safety. Chief Learning Officer - CLO Media.

Bronfenbrenner Center for Translational Research. (2021).. The Detrimental Effects of Microaggressions. Psychology Today. June 26, 2023.

Cohen, G. (2022). Speaking of Psychology: How the need to belong drives human behavior, with Geoffrey L. Cohen, PhD. Apa.org.

Columbia Center for Teaching and Learning. (2021). Feedback for Learning. Ctl.

Dweck, C. (2016, January 13). What having a "growth mindset" actually means. Harvard Business Review.

Encyclopedia Britannica, inc. (n.d.). Feedback. Encyclopedia Britannica.

Human Resources Certification Institute (HRCI) Certificate in Diversity & Inclusion in Human Resources Management Content.

Implicit Association Test (IAT)

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Wiseman, M. (2022, March 24). 7 keys to create psychological safety at work. Big Think.

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Assessment

We sincerely appreciate your feedback.

Thank you!

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