

This resource is an output from a Collaborative Enhancement Project supported and funded by QAA Membership. The project is led by The Careers Group of the University of London in partnership with City University of London, King's College London

Learning Outcomes

Inclusive teamworking can be challenging

Challenges:

Different backgrounds

Different views

Different personalities

Patience and effort required

To work, diversity requires:

Trust and psychological safety

Active work against discrimination

Acceptance of a wide range of styles and voices

Defining inclusive teamworking

How can you be inclusive and engage with others?

What behaviours and/ or attitudes may leave you feeling excluded?

What is the impact of feeling excluded?

(Consider sharing your own experiences or examples you have witnessed)

Non-Inclusive Behaviours – Summary of Key Examples...

What's the impact on the individual of non-inclusive teamworking?

Increased stress

Damaged mental and physical health

Decreased satisfaction

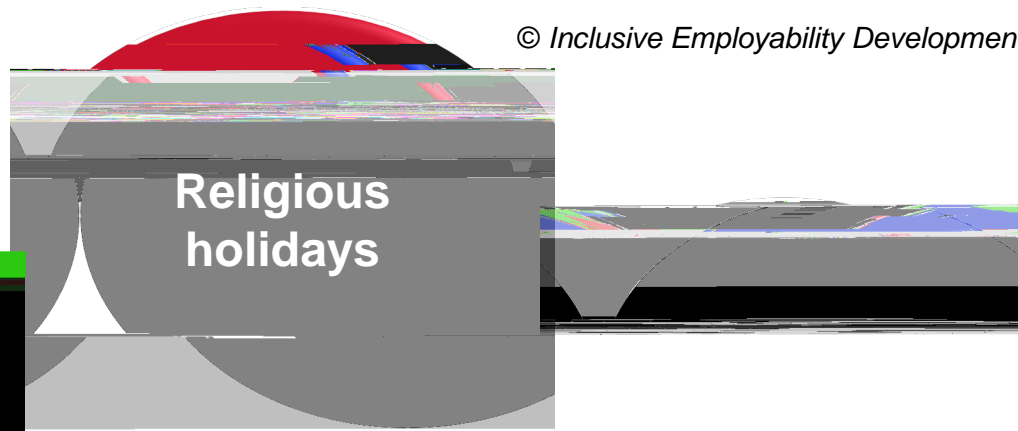
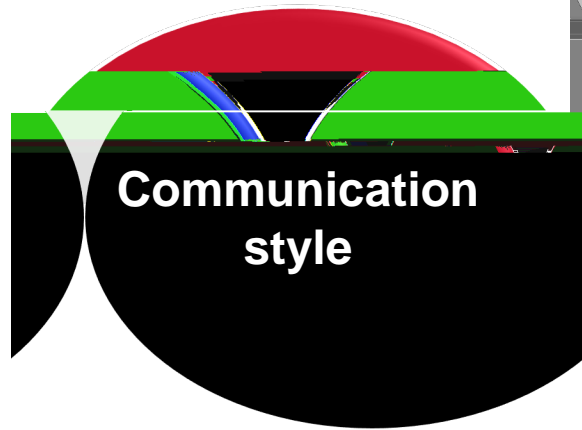
Poor performance

Inclusive practice

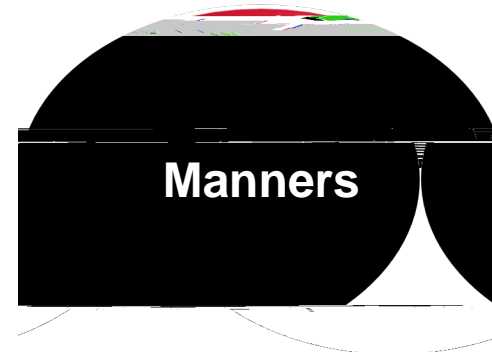
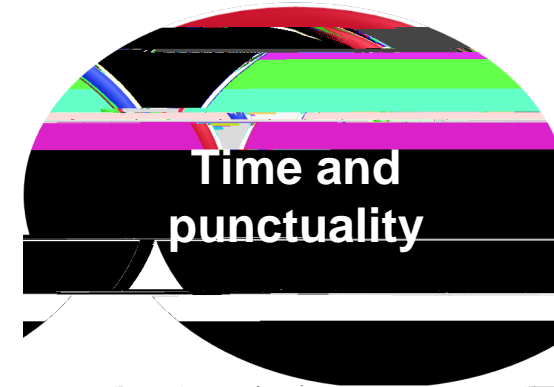
Listen to others' voices

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What factors do we need to consider when working and studying in a diverse group?



Cultural Considerations

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Team Charter Task

If you already have a team charter or working principles, take another look and consider any changes you can make to make it more inclusive. Are there any new points you need to add? Are there any that need to be revised or even removed?

If you don't have a team charter yet, work together to build a set of inclusive principles you are going to follow as a group

- Comfort with contributing orally, in written form (association with physical impediments)
- Comfort with insisting on contributing orally, providing rebuttals and managing conflict
- Ability to listen (to fast English)
- Perspective-taking (sympathy, empathy)
- Ability to hear direct negative feedback, to be challenged
- Knowledge around when to state views directly
- Ability to state views directly
- Ability & willingness to interpret statements from multiple perspectives (cognitive flexibility)
- Ability to understand non-verbal cues

Communication style

Ability, comfort, openness to, awareness of...

Religious holidays

- Expectation of availability on specific days (social days, family obligations, religious requirements, cultural expectations, time zone)
- Flexibility on deadlines(?)

- Comfort with challenging hierarchy
- Perception of power distance/perception of hierarchy (age, title, job)

- Association of gender to personal qualities/skills
- Association of gender to responsibilities
- Association of "male" and "female" brains/bodies
- Assumptions about courtship in different cultures (number of dates, courting practice, marriage, monogamy)

Gender roles/expectation

Cultural Considerations

- Culture nationalities
- Political/historical sensibilities inter- and intra-nationally: genocide, wars, colonialism/independence wars

- Importance of punctuality (when are you "late"? 5 minutes early, on time, within 15 minutes, not at all?)
- Assumptions around culture's "lack" of punctuality or "rigidity" around punctuality
- **Is it a real deadline?**
- therefore, make implicit expectations explicitly

- **Assumptions around feedback: personal/not personal, required to improve, that you are "not good"**
- US: Compliment sandwich
- United Kingdom: "no" is not explicitly said and must be sought (?), "let's just park this for the moment"
- What does "not bad" mean? What do hyperbolic words like "great" or "awesome" mean?
- Asking for feedback
 - "Do I understand correctly that...?"
 - "If I were to do x at y time, would that be acceptable?"

Giving feedback

Manners

- Which fingers/gestures are rude?
- Which parts of the body are sacred/private?
- Please/thank you expectations in formulation
- Ways to convey urgency
- Greetings (to men/women)
- Touching to show affection without crossing boundaries
- United Kingdom: more polite formulation, not interrupting, not raising your voice, "no" is not explicitly said