



ALIDA  
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CULTURES *of*  
BELONGING

— Building —  
*Inclusive Organizations*  
That Last

A PDF COMPANION TO THE AUDIOBOOK

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# WHAT IT MEANS TO BELONG



FIGURE 1

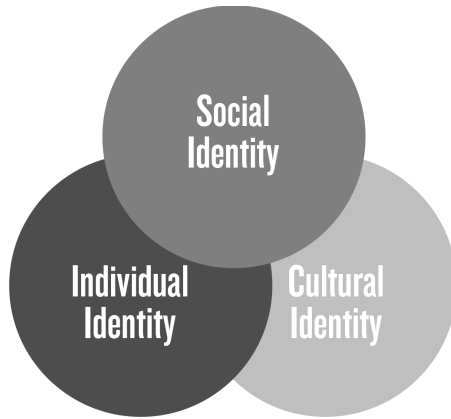
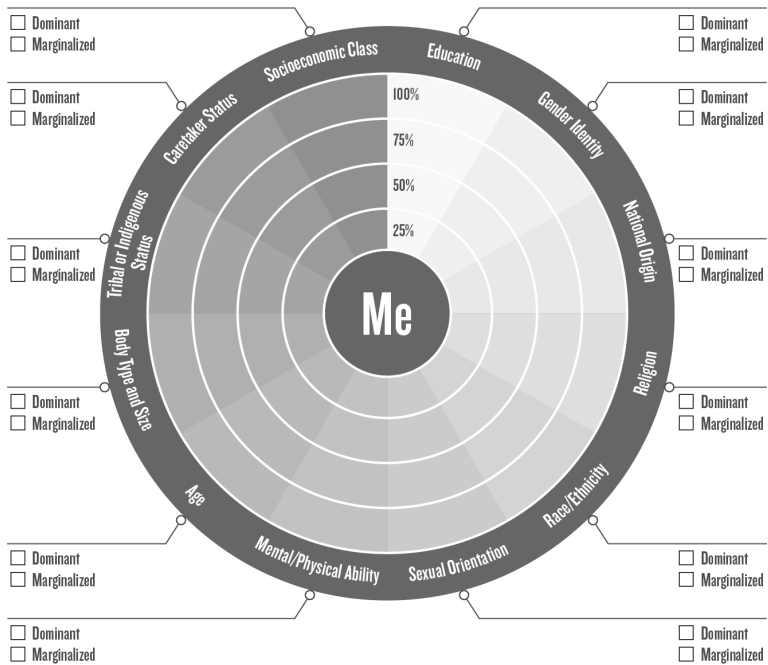


FIGURE 2



Based on the work of Amber Mayes and Sukari Pinnock Fitts

FIGURE 3

SOCIAL IDENTITY KEY	
Caretaker Status	Caretakers in our framework are people who take care of their dependents as a primary caregiver who is also unpaid. This may involve being a parent or a caregiver to an ill or disabled partner, family member, loved one, or other close person.
Socio-economic Status	Your socioeconomic status is sometimes also referred to as your class and directly relates to your household income. For reference, the median household income in 2019 was \$68,703 according to the US Census.
Education	This refers to the level of education you have completed. Answers include some high school, high school graduate, some college, college graduate, began postgraduate studies, or completed an advanced degree. Higher levels of education are associated with better health and well-being, higher social trust, and higher political interest.
Gender Identity	Gender identity is how you internally experience yourself and gender. You may identify as man, woman, genderqueer, gender nonconforming, or otherwise on the gender spectrum.
National Origin	National origin in this framework refers to immigration and citizenship, specifically whether you immigrated to the US and are a citizen. Holding citizenship provides benefits and privileges that not holding citizenship does not, including work authorization and the freedom to stay inside the country without fear of detention or deportation.
Religion	Religion refers to the system of faith or worship you practice and may include <i>not</i> practicing any system. For reference, the US is home to the largest number of Christians in the world, with 205 million in 2020.
Race/Ethnicity	Race and ethnicity are separate but related categories. Race refers to a group of people who are viewed as sharing the same physical traits. Ethnicity refers to a group sharing cultural traits, language, or customs.
Sexual Orientation	While gender identity refers to the gender an individual experiences as their own, sexual orientation relates to the gender or gender identity to which they are physically attracted.
Ability	Ability, under the Americans with Disabilities Act, refers to how you engage in activities such as walking, talking, seeing, hearing, or learning and whether you experience impairment in them.
Age	While age refers to how old you are, this category can be tricky to identify as dominant or marginalized. Some practitioners view the ages of twenty-five to forty-four to be dominant based on how advertisers cater to this group, while others look to government officials as a marker, where in the US, senators are an average of sixty-one years old.

SOCIAL IDENTITY KEY	
Body Type and Size	Body type and size refers to the physical characteristics of your body, including weight, height, and shape. One way to consider body type and size is to consider built environments and ask, "Was this space built for me?" As Roxane Gay notes in <i>Hunger</i> , most chairs are not built for her body size, creating significant challenges at work, on planes, and in public settings.
Tribal or Indigenous Status	Tribal or indigenous status refers to whether you are affiliated with and belong to a Native tribe or Indigenous group.

**TEMPLATE VERSION OF SURVEY  
TO MEASURE BELONGING:**

<https://www.surveymonkey.com/r/ethosdeib>

## 2

# UNDERSTANDING AND MEASURING YOUR ORGANIZATION'S INCLUSIVENESS

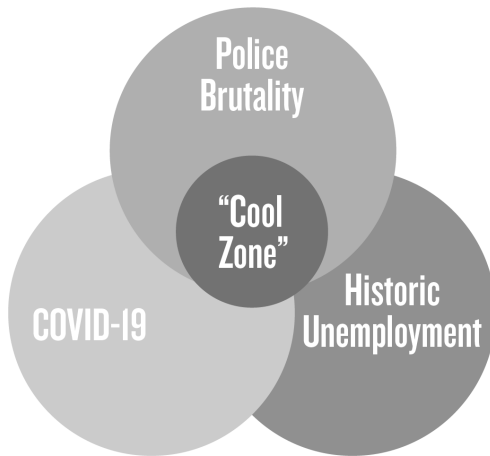


FIGURE 4

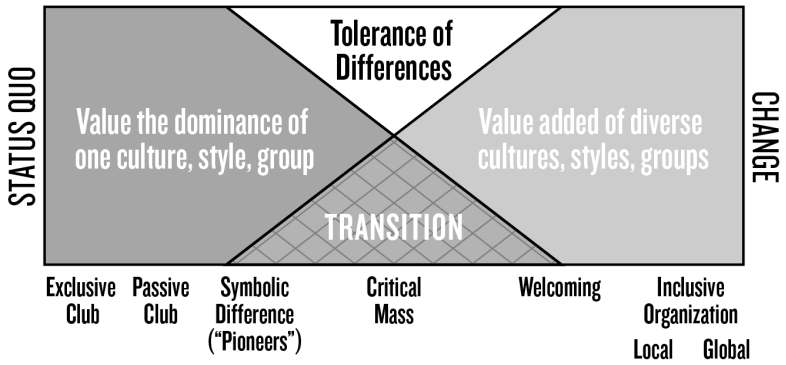


FIGURE 5

# 3

## BUILDING AN INCLUSIVE ORGANIZATION

### R2P2 MAPPING

R2P2	CURRENT STATE (WHAT'S WORKING TODAY)	FUTURE STATE (WHAT TO WORK ON IN THE FUTURE)
Recruiting		
Retention		
Promotion		
Protection		

# 4

## PREPARING FOR CHANGE

### RESISTANCE PHRASES

WHAT THEY SAY	WHAT THEY MEAN	TYPE OF RESISTANCE
“We don’t have enough information to make this decision.”	I haven’t thought of this before, and I don’t know what’s happening.	I don’t get it.
“What is the scope of this issue?”	What’s going on? Is this a problem?	
“Do we really have a problem?”	As far as I know, things are going well here.	
“Won’t this resolve itself organically?”	This is a minor issue that can be resolved on the individual level.	
“I don’t think this applies to us.”	I am not seeing evidence of this issue in my day-to-day.	
“It’s a shame so many other organizations struggle with this, but that doesn’t mean we do.”	I accept this is a problem for others, but I don’t think it is for us.	I don’t get it.
“If you share these results, won’t that make people needlessly worry?”	This information opens up a conversation I don’t want to have.	I don’t like it.
“I don’t think we are ready for this.”	I am not ready for this.	
“What’s wrong with being proud of our culture? Why can’t we celebrate who we are?”	I like the way things are, and I don’t want them to change.	
“We don’t have the time for this.”	This isn’t a priority for me or the organization.	
“We are already doing good work on this.”	Don’t invalidate our efforts or suggest we don’t care.	

WHAT THEY SAY	WHAT THEY MEAN	TYPE OF RESISTANCE
“What makes you the authority on this issue?”	You aren't qualified to lead this and don't know as much as you think.	I don't like you.
“My point of view hasn't been factored in.”	You don't have my best interests at heart.	
“Why aren't we hearing from other people about this?”	You have your own agenda you're trying to advance.	
“Give someone else the floor.”	You are monopolizing the issue, which makes you untrustworthy.	
“What do you have to gain from this?”	You only care about your own personal gain.	
“Maybe we should get an expert opinion.”	I don't trust your judgment.	

5

CREATING A CULTURE OF BELONGING

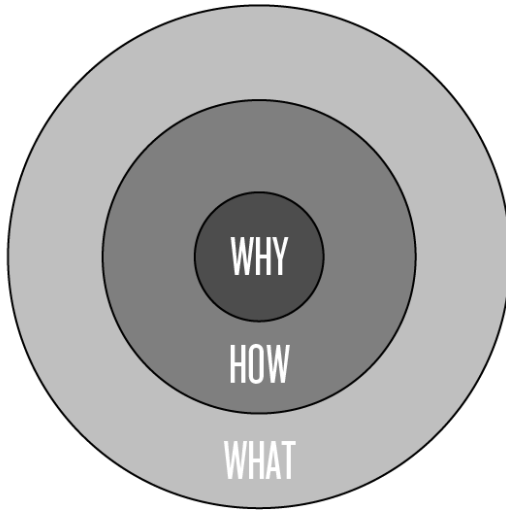


FIGURE 6

9

## PROMOTION

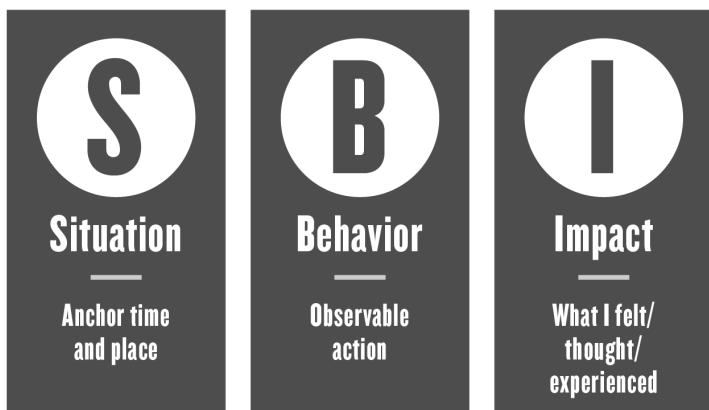


FIGURE 7

Words used to describe men

Analytical	
Competent	
Athletic	
Dependable	Arrogant
Confident	
Versatile	
Articulate	
Level-headed	
	Irresponsible
Logical	
Practical	

POSITIVE

NEGATIVE

IN DESCENDING ORDER  
OF RELATIVE FREQUENCY



Words used to describe women

Compassionate	
	Inept
Enthusiastic	Selfish
Energetic	Frivolous
	Passive
Organized	Scattered
	Opportunistic
	Gossip
	Excitable
	Vain
	Panicky
	Temperamental
	Indecisive

POSITIVE

NEGATIVE

FIGURE 8

## Staying “Above the Line”

Curious

Open

Committed to learning

(Love)



Defensive/Defended

Closed

Committed to being right

(Fear)

FIGURE 9