

# Eight Levers to Shift Climate for Respect and Inclusion

The Respect in Striving for Excellence (RISE) Committee uses this framework to think about the ways in which more inclusive, respectful, and civil climates might be intentionally cultivated at the unit level. Individuals, in particular leaders, can engage the following levers to positively affect climate in their spaces.

## Environment



The **Environment** includes the physical workspace (i.e. furnishings, artwork, and office designs) and the way space is used or divided.

- Does your unit's environment communicate that all community members will be respected and treated equitably?
- Are there elements of your environment that contradict that message?

## Expectations



**Expectations** are words, actions, and cues used in a group to explicitly and implicitly define how group members will contribute to group goals.

- How does your unit communicate its expectations for respect, equity, and inclusion to community members?
- How could you develop clearer or more powerful expectations?

## Interactions



**Interactions** are about the relational dynamics that emerge when two or more people are working together either in-person or electronically.

- How would you characterize the interactions that occur in your department?
- How could you improve the quality of your interactions?

## Language



**Language** is the system of communication used by a community to negotiate shared meaning and build group understanding around ideas, behaviors, and actions.

- Does the language used in your environment—intentionally or unintentionally—devalue people based on their social and scholarly identities?

Adapted from:

<http://www.pz.harvard.edu/resources/the-8-forces-that-shape-group-culture>



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(continued)

## Modeling



**Modeling** is displaying oneself as an example to imitate. Leaders are typically understood as models of expected and acceptable behavior in their environments.

- What behaviors are modeled as the norm in your community?

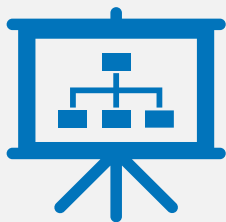
## Opportunities



**Opportunities** are the sets of conditions or circumstances that make it possible to do or achieve something.

- What opportunities are you creating (or capitalizing on) to reiterate your community's values or to reward prosocial interactions?

## Routines & Structures



**Routines** are practices that constitute a group's way of doing things. **Structures** are the formalized procedures and policies that are transparent to community members.

- What routines and structures are in place in your area to cultivate a positive climate?
- To address disrespectful behavior when it occurs?

## Time



The ways team members use their **Time** (and are asked to spend their time) reflect their organization's values.

- How can you use time to cultivate a climate that is inclusive, civil and respectful?
- Is faculty/staff time always focused on individual needs or is it also devoted to building a community?

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