

Guide to Creating an Equitable Work Environment

Compiled by Marquette University Employee Resource Groups

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experiences of our team members more visibly, especially if those identities or experiences do not match the mainstream (Bailey, 2009).

Emotional Intelligence

What is it?

Psychologists Peter Salovey and John D. Mayer, two of the leading researchers on the topic, define emotional intelligence (EI) as the ability to recognize and understand emotions in oneself and others. This ability also involves using this emotional understanding to make decisions, solve problems, and communicate with others.

Why is it important?

Emotional intelligence is widely recognized as a valuable skill that helps improve communication, management, problem-solving, and relationships within the workplace. It is also a skill that researchers believe can be improved with training and practice (Cherry, 2020).

Five categories of EI

- Self-awareness
- Self-regulation
- Social skills

What does effective communication look like?

Communication theorists posit “7Cs” of effective communication:

- Concrete – messages must be supported by factual information
- Coherent – messages must be well planned, logical, and sequential
- Clarity – purpose of the message must be clearly articulated
- Commitment – sender of the message must be dedicated to a successful outcome
- Consistency – messages should have consistency in tone, voice, and content
- Completeness – messages should reach a logical conclusion
- Courteous – messages should be positively communicated

Effective communication skills in the workplace provide the opportunity to set clear rules and roles within the organization; encourage and model effective decision-making among employees; and allow work teams to increase morale, productivity, and cohesion.

What skills are required for effective communicators?

- Empathy
- Consistency
- Mindfulness
- Active listening
- Delegating and prioritizing
- Time management
- Humility
- Positivity
- Assertiveness
- Honesty

Resources

- [Employee Development](#)
- [The MIC – Diederich College of Communication](#)
- [The Norman Ott Writing Center – Raynor Libraries](#)

Cultural Intelligence

What is it?

Cultural Intelligence is the degree to which you can function effectively across a variety of cultural contexts including race and ethnicity.

Why is it important?

Employees who possess a high level of cultural intelligence play an important role in bridging divides and knowledge gaps in an organization: educating their peers about different cultures, transferring knowledge between otherwise disparate groups; helping to build interpersonal connections and smooth the interpersonal processes in a multicultural workforce.

Culturally intelligent employees also possess the potential to drive up innovation and creativity, due to their ability to integrate diverse resources and help the business make best use of the multiple perspectives that a multicultural workforce brings to the workplace (Livermore, 2010).

Resources

[MindTools](#)

[How to Develop Cultural Intelligence](#)

Conflict Management

What is it?

With a lack of cultural experience or understanding, colleagues and supervisors with differing identities can often times find themselves saying or doing things, unintentionally or intentionally, which can lead to increased stress in the workplace resulting in decreased morale, lower productivity, and hostile work environments.

Why is it important?

Once an issue has arisen in the workplace, one or both sides may find themselves emotionally compromised and either unwilling or unable to trust or to elicit trust from other persons involved in the situation, requiring outside assistance and mediation to help identify the underlying source of the conflict and to help facilitate a dialogue that can lead to an effective mediation of the issues.

It is often helpful to bring in a neutral third party into the situation who is not directly involved in the situation, cannot be viewed as possibly having a bias toward one side or other, and who has an awareness of institutional resources and processes that can be brought to bear to help deescalate the situation and to enable the parties to find an equitable and effective solution to the situation.

Campus Resources

Utilize the [Office of Institutional Diversity and Inclusion](#) to facilitate discussions and to advise on best practices to deescalate conflicts and create workplace and management policies that will enable a harmonious environment.

Contact Wendy Butler (Human Resources - Director of Organizational Development) and Kristen Kreple, J.D. (Title IX Coordinator) for additional support.

Part 2: Workplace Support

Foster an Inclusive, Anti-racist Climate

Build meaningful inclusion

Be honest, empathic and transparent. When employees are connected, businesses see an increase in productivity and overall success by 22% (Baltoni, 2013).

Acknowledge when changes need to occur and create needed policies.

Devote resources to create a positive environment that allows for every member of the team to experience a sense of belonging.

Align your actions with [Marquette University's mission, values](#) and the Ignatian pedagogy - "Nurture an inclusive, diverse community that fosters new opportunities, partnerships, collaboration and vigorous yet respectful debate".

Create social conscience sessions through [GROW](#), based on various faiths, cultural differences, genders and other themes to ensure that a strong effort is made to equally allow for opportunities to learn and engage.

Create an environment where each person is relevant and a part of the shared mission.

Open a dialogue about gender pay inequality.

Antiracist environment

[Envisioning Higher Education as Antiracist](#)

Three Tiers of Recommendations

Tier 1: ensuring responsibility and accountability

Tier 2: countering and redressing a legacy of racism

Tier 3: enacting an equitable antiracist society

Implicit Bias

Take Harvard's [Implicit Association Test](#) to help recognize implicit attitudes that you may not have been aware of.

Reference [Marquette's Diversity Recruitment Toolkit](#)

Strengthen Anti-Discriminatory Policies

In 2019, [Harvard Business Review](#) conducted a survey in which 75% of respondents observed policies were created with a language that suggested tokenization rather than actual change.

Be intentional about writing an [effective anti-bias policy](#).

Inclusive Spaces

The work of [intersectionality in the workplace](#) involves bringing to the fore those individuals and groups whose perspectives are often devalued; in male-dominated fields, for example, the experiences, talents, and leadership of the non-dominant group are often overlooked.

Within a cultural context of

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Tips for Pr