

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 is the physical and virtual workspace and includes furniture, computers, design, and accommodations that exemplify group norms.



- Does your unit's environments signal that all community members will be respected and treated equitably?

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?

Expectations

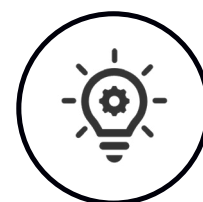
Expectations are words, actions, and cues used in a group to explicitly and implicitly define how group members will contribute to group goals.



- Does your unit communicate clear expectations for respect, equity, and inclusion to community members?

Opportunities

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



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

Interactions

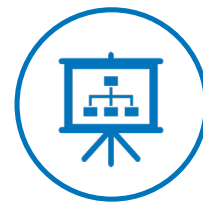
Interactions are about the relational dynamics that emerge when two or more people are working together either in-person or electronically.



- How would you characterize the interactions that occur in your department?

Routines & Structures

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



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

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 value people of all social and scholarly identities?

Time

Time reflects an organization's values by how team members are asked and rewarded for using their time.



- How can you use time to build community and cultivate a climate that is inclusive, civil and respectful?

This resource was inspired by Project Zero's *The 8 Forces that Shape Group Culture*: <https://pz.harvard.edu/resources/the-8-forces-that-shape-group-culture>. RISE has developed its own working definitions and applications for the higher education employment context.

Prepared by the U-M ADVANCE Program Respect in Striving for Excellence (RISE) Committee: <https://advance.umich.edu/RISE>, August 2022. We thank Sarah Moncada and Kelsey Arras for their editing and design assistance.

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