

Belonging-Builder

Creating Authentic Inclusion in Clinical Teams

Intensives Library · Team Culture & Retention

CONTENTS

- Part 1 · Overview
- Part 2 · Slides
- Part 3 · Mind Map
- Part 4 · Assessment
- Part 5 · Worksheet

Part 1 · Overview

Belonging-Builder

Belonging is the deepest form of psychological safety — the experience of being genuinely valued, not merely tolerated. In clinical settings where staff are caring for people in profound suffering, the team's own sense of belonging is directly connected to their capacity to serve. This intensive builds the specific practices that create authentic belonging in clinical environments.

Belonging Dimensions

Seen — being noticed and recognized

Heard — having voice that matters

Valued — contributions that count

Connected — genuine peer relationships

Safe — freedom from threat and shame

Contributing — meaningful role in team success

Part 2 · Slides

Introduction

The Belonging-Builder

Creating Belonging and Inclusion in Treatment Teams

Belonging and inclusion represent fundamental human needs that, when fulfilled, create environments characterized by authentic engagement, diverse perspective utilization, enhanced creativity, and sustained commitment.

- Inclusion involves being invited into spaces and conversations—access to participation
- Belonging is deeper: feeling genuinely valued, personally accepted, emotionally connected
- While inclusion can be mandated, belonging must be cultivated through authentic relationships
- When team members feel belonging, they bring full capabilities to patient care
- Diverse teams with genuine belonging demonstrate enhanced problem-solving and innovation

Awareness

Personal Belonging Needs

Understanding Your Inclusion Requirements

Recognizing your specific needs for feeling included and valued is the first step toward communicating those needs and supporting others' belonging.

- Recognize specific needs for feeling included and valued within teams
- Notice how your belonging needs may differ from colleagues with different backgrounds
- Understand what makes you feel genuinely accepted versus merely tolerated
- Identify patterns in what team dynamics support versus undermine your belonging
- Acknowledge both fulfilled and unmet aspects of your belonging needs

Awareness

Cultural Identity & Authenticity

Bringing Your Whole Self to Work

Cultural identity affects belonging needs, and feeling able to express authentic identity at work significantly impacts engagement and contribution.

- Recognize how cultural identity and unique experiences affect belonging needs
- Notice when you feel able to bring your authentic self versus pressure to conform
- Understand how cultural differences affect belonging for yourself and colleagues
- Identify what supports versus inhibits authentic self-expression at work
- Balance authentic cultural expression with professional standards and team cohesion

Awareness

Systemic Barrier Recognition

Seeing Organizational Obstacles to Belonging

Organizational practices, policies, and informal norms can inadvertently create barriers to belonging for some team members.

- Recognize organizational practices that may create barriers to belonging
- Notice how policies and procedures may inadvertently exclude certain voices
- Understand how power dynamics and hierarchies affect belonging experiences
- Identify systemic factors that support versus undermine inclusion
- Acknowledge both inclusive and exclusive aspects of organizational systems

Mastery

Inclusive Environment Creation

Building Welcoming Spaces for Others

Creating welcoming environments requires intentional action to recognize and include colleagues who may feel marginalized or overlooked.

- Create welcoming environments where diverse colleagues feel genuinely valued
- Develop skills for recognizing when others may feel excluded or marginalized
- Take concrete actions that enhance others' belonging experiences
- Create opportunities for colleagues to share perspectives and contributions
- Practice intentional inclusion that demonstrates genuine appreciation for diversity

Mastery

Cultural Competence Development

Understanding and Honoring Diversity

Cultural competence involves developing genuine understanding and appreciation of diverse backgrounds while recognizing and addressing personal biases.

- Develop understanding and appreciation of diverse cultural backgrounds
- Learn about and honor colleagues' cultural identities and experiences
- Recognize and address your own cultural biases affecting inclusion practices
- Create learning opportunities that enhance support for diverse team members
- Celebrate and leverage cultural diversity as a strength for team effectiveness

Mastery

Allyship & Advocacy

Supporting Marginalized Voices

Effective allyship involves advocating for colleagues facing inclusion challenges while supporting rather than speaking for marginalized voices.

- Serve as an ally for colleagues who may face belonging challenges
- Support marginalized voices without speaking for or over them
- Use privilege and position to create opportunities for others' inclusion
- Create advocacy approaches that respect others' autonomy and voice
- Stand up against exclusion, bias, or discrimination when you observe it

Mastery

Difficult Conversations

Addressing Bias and Exclusion Constructively

Navigating conversations about belonging, bias, and exclusion requires skill to address issues constructively while maintaining relationships.

- Address inclusion-related conflicts constructively rather than avoiding them
- Develop skills for facilitating conversations about belonging and bias
- Find resolution that honors diverse perspectives while maintaining cohesion
- Create conflict approaches that strengthen rather than damage relationships
- Address microaggressions and subtle exclusion directly but respectfully

Mastery

Leadership for Inclusion

Using Influence to Promote Belonging

Whatever your position, you can use your influence to model inclusive behavior and inspire others to create belonging for all colleagues.

- Use any leadership position to promote belonging for all team members
- Model inclusive behavior while inspiring others to create belonging
- Make decisions that consider impact on belonging for diverse members
- Demonstrate commitment to inclusion through action, not just words
- Inspire others to join inclusion efforts through positive modeling

Mastery

Team Culture Development

Building Inclusive Norms and Practices

Sustainable belonging requires developing team cultures and norms that support inclusion through both formal structures and informal relationships.

- Contribute to team cultures and norms that support belonging for all
- Influence informal practices that affect inclusion experiences
- Create traditions and rituals that honor diversity while building unity
- Balance individual belonging needs with collective team effectiveness
- Reinforce inclusive norms while gently redirecting undermining behaviors

Mastery

Patient Care Enhancement

Connecting Inclusion to Treatment Quality

Team belonging and inclusion directly enhance patient care through improved cultural responsiveness and diverse professional perspectives.

- Connect team belonging with enhanced patient care and cultural responsiveness
- Understand how diverse perspectives enhance treatment planning
- Leverage team diversity to better serve diverse patient populations
- Create patient care approaches that benefit from team member diversity
- Demonstrate how inclusion enhances rather than compromises clinical excellence

Application

Your Belonging-Builder Journey

Creating Teams Where Everyone Thrives

Belonging and inclusion mastery develops through continuous learning and commitment to creating environments where diversity is celebrated as strength.

- Seek ongoing learning about creating welcoming environments
- Develop commitment to continuous improvement in inclusion practices
- Adapt inclusion approaches to changing team composition and understanding
- Create learning approaches that enhance your belonging support capacity
- Reflect on experiences to identify successes and areas for growth

Part 3 · Mind Map

Belonging-Builder Mind Map

Map Your Inclusion & Cultural Competence Journey

Create a comprehensive map of your inclusion-building patterns to identify specific development priorities for creating belonging for all team members.

Remember: Belonging isn't about eliminating differences—it's about creating environments where diversity is celebrated as strength while shared values create genuine unity.

Personal Belonging Needs

Understanding your inclusion requirements

Needs Recognition

How do you recognize your specific needs for feeling included and valued within teams?

Examples: Self-reflection; Feedback analysis; Pattern recognition

Your specific patterns...

Needs Communication

What helps you communicate your belonging needs constructively to colleagues and supervisors?

Examples: Direct expression; Relationship building; Boundary setting

Your specific patterns...

Needs Advocacy

How do you advocate for your inclusion while respecting others' needs and team dynamics?

Examples: Balance seeking; Collaborative approach; Assertiveness

Your specific patterns...

Inclusive Environment Creation

Building welcoming spaces for others

Recognition Skills

How do you recognize when others may be feeling excluded or marginalized within teams?

Examples: Observation; Check-ins; Sensitivity

Your specific patterns...

Concrete Actions

What concrete actions do you take to enhance others' belonging experiences?

Examples: Invitation; Acknowledgment; Opportunity creation

Your specific patterns...

Perspective Sharing

How do you create opportunities for colleagues to share their perspectives and contributions?

Examples: Meeting facilitation; Question asking; Space holding

Your specific patterns...

Cultural Competence

Understanding and honoring diversity

Cultural Understanding

How do you develop understanding and appreciation of diverse cultural backgrounds?

Examples: Learning; Curiosity; Humility

Your specific patterns...

Bias Recognition

What helps you recognize and address your own cultural biases affecting inclusion?

Examples: Self-examination; Feedback seeking; Education

Your specific patterns...

Diversity Celebration

How do you celebrate and leverage cultural diversity as a strength for team effectiveness?

Examples: Acknowledgment; Integration; Appreciation

Your specific patterns...

Allyship & Advocacy

Supporting marginalized voices

Ally Role

How do you serve as an ally for colleagues facing belonging challenges?

Examples: Support; Listening; Action

Your specific patterns...

Voice Support

What helps you support marginalized voices without speaking for or over them?

Examples: Amplification; Space creation; Following lead

Your specific patterns...

Standing Up

How do you stand up against exclusion, bias, or discrimination when you observe it?

Examples: Courage; Timing; Approach

Your specific patterns...

Difficult Conversations

Addressing bias constructively

Engagement Approach

How do you address inclusion-related conflicts and tensions constructively?

Examples: Directness; Empathy; Solution focus

Your specific patterns...

Facilitation Skills

What helps you facilitate conversations about belonging, bias, and exclusion?

Examples: Safety creation; Structure; Follow-through

Your specific patterns...

Microaggression Response

How do you address microaggressions and subtle exclusion directly but respectfully?

Examples: Naming; Education; Boundary setting

Your specific patterns...

Leadership for Inclusion

Using influence to promote belonging

Position Use

How do you use any leadership position to promote belonging for all team members?

Examples: Modeling; Policy influence; Resource allocation

Your specific patterns...

Decision Impact

What helps you make decisions that consider impact on belonging for diverse members?

Examples: Consultation; Impact analysis; Inclusive process

Your specific patterns...

Inspiration

How do you inspire others to join inclusion efforts through positive modeling?

Examples: Authenticity; Consistency; Communication

Your specific patterns...

Patient Care Enhancement

Connecting inclusion to treatment quality

Care Connection

How do you connect team belonging with enhanced patient care and cultural responsiveness?

Examples: Diverse perspectives; Cultural matching; Comprehensive planning

Your specific patterns...

Diversity Leverage

What helps you leverage team diversity to better serve diverse patient populations?

Examples: Expertise utilization; Cultural knowledge; Perspective integration

Your specific patterns...

Excellence Demonstration

How do you demonstrate that inclusion enhances rather than compromises clinical excellence?

Examples: Outcome tracking; Case examples; Research sharing

Your specific patterns...

Action Planning for Belonging and Inclusion Development

Capacity 1: Define the specific inclusion capacity you want to develop

First priority capacity...

Capacity 2: Define your second belonging and inclusion priority

Second priority capacity...

Capacity 3: Define your third belonging and inclusion priority

Third priority capacity...

How do these goals support each other and enhance overall team inclusion and effectiveness?

Integration strategy...

Part 4 · Assessment

The Belonging-Builder Assessment

Creating Belonging and Inclusion in SUD Treatment Teams

Understanding Your Current Belonging and Inclusion Awareness

Personal Belonging Needs and Expectations

1. I recognize my specific needs and expectations for feeling included and valued within treatment teams.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

2. I notice how my belonging needs may differ from those of colleagues with different backgrounds or experiences.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

3. I understand what makes me feel genuinely accepted versus merely tolerated in professional environments.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

4. I see patterns in what team dynamics support versus undermine my sense of authentic belonging.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

5. I acknowledge both fulfilled and unmet aspects of my belonging needs in professional settings.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

Inclusion Experience Recognition

6. I recognize when I feel genuinely included versus when I feel marginalized or overlooked in team interactions.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

7. I notice how inclusion or exclusion affects my motivation, creativity, and professional engagement.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

8. I understand the difference between surface-level inclusion and deep belonging within teams.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

9. I see patterns in what team behaviors and practices enhance versus diminish my inclusion experience.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

10. I acknowledge both positive and negative inclusion experiences I have had in professional settings.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

Cultural Identity and Authenticity Integration

11. I recognize how my cultural identity, background, and unique experiences affect my belonging needs.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

12. I notice when I feel able to bring my authentic self to work versus when I feel pressure to conform or hide aspects of my identity.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

13. I understand how cultural differences may affect belonging experiences for myself and colleagues.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

14. I see patterns in what supports versus inhibits authentic self-expression in professional environments.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

15. I acknowledge both comfortable and uncomfortable aspects of my cultural identity expression at work.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

Inclusive Behavior Recognition and Practice

16. I recognize when my own behavior contributes to versus detracts from others' sense of belonging.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

17. I notice opportunities to actively include colleagues who may feel marginalized or overlooked.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

18. I understand how my words, actions, and decisions affect others' inclusion experiences.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

19. I see patterns in what inclusive behaviors feel natural versus challenging for me to practice.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

20. I acknowledge both inclusive and exclusive aspects of my professional behavior patterns.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

Systemic Barrier Awareness

21. I recognize organizational and team practices that may create barriers to belonging for some members.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

22. I notice how policies, procedures, and informal practices may inadvertently exclude certain voices or perspectives.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

23. I understand how power dynamics and professional hierarchies may affect belonging experiences.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

24. I see patterns in what systemic factors support versus undermine inclusion within my work environment.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

25. I acknowledge both inclusive and exclusive aspects of organizational systems I work within.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

Communication and Relationship Building

26. I recognize how different communication styles may affect belonging and inclusion experiences.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

27. I notice when my communication approach supports versus hinders others' sense of being heard and valued.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

28. I understand the importance of building authentic relationships for creating belonging experiences.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

29. I see patterns in what communication approaches enhance versus diminish inclusive team relationships.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

30. I acknowledge both connecting and alienating aspects of my communication patterns with diverse colleagues.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

Advocacy and Allyship Development

31. I recognize opportunities to advocate for colleagues who may face belonging or inclusion challenges.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

32. I notice when I am actively supporting versus passively allowing exclusion of team members.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

33. I understand my role in creating belonging for others regardless of my formal position or authority.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

34. I see patterns in what advocacy approaches feel effective versus ineffective for supporting colleague inclusion.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

35. I acknowledge both supportive and bystander aspects of my response to others' inclusion challenges.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

Developing Belonging and Inclusion Mastery

Personal Belonging Needs Clarification and Communication

36. I actively explore and clarify my specific needs and expectations for feeling genuinely included and valued in teams.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

37. I develop skills for communicating my belonging needs clearly and constructively to colleagues and supervisors.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

38. I build capacity for advocating for my inclusion while respecting others' needs and team dynamics.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

39. I create strategies for addressing unmet belonging needs through direct communication and relationship-building.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

40. I practice regular self-assessment of my belonging experiences and needs evolution over time.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

Inclusive Environment Creation for Others

41. I actively work to create welcoming, inclusive environments where diverse colleagues can feel genuinely valued.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

42. I develop skills for recognizing when others may be feeling excluded or marginalized within teams.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

43. I build capacity for taking concrete actions that enhance others' belonging experiences.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

44. I create opportunities for colleagues to share their perspectives, experiences, and unique contributions.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

45. I practice intentional inclusion behaviors that demonstrate genuine appreciation for colleague diversity.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

Cultural Competence and Appreciation Development

46. I actively develop understanding and appreciation of diverse cultural backgrounds, experiences, and perspectives.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

47. I develop skills for learning about and honoring colleagues' cultural identities and unique experiences.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

48. I build capacity for recognizing and addressing my own cultural biases that may affect inclusion practices.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

49. I create learning opportunities that enhance my ability to support belonging across diverse team members.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

50. I practice celebrating and leveraging cultural diversity as a strength that enhances team effectiveness.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

Authentic Communication and Relationship Building

51. I actively practice communication approaches that support rather than hinder others' sense of belonging.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

52. I develop skills for building authentic professional relationships across differences in background and experience.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

53. I build capacity for creating psychological safety that enables authentic self-expression for all team members.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

54. I create communication approaches that honor diverse styles while maintaining professional effectiveness.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

55. I practice empathetic listening and responding that demonstrates genuine interest in colleague perspectives and experiences.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

Systemic Barrier Recognition and Action

56. I actively identify and address organizational practices that may create barriers to belonging for some team members.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

57. I develop skills for advocating for policy and practice changes that support rather than hinder inclusion.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

58. I build capacity for working within existing systems while pushing for more inclusive approaches.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

59. I create initiatives that address both individual and systemic factors affecting belonging experiences.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

60. I practice using my influence and position to remove obstacles to authentic participation for all colleagues.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

Allyship and Advocacy Excellence

61. I actively serve as an ally and advocate for colleagues who may face belonging or inclusion challenges.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

62. I develop skills for supporting marginalized voices without speaking for or over them inappropriately.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

63. I build capacity for using my privilege and position to create opportunities for others' inclusion and advancement.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

64. I create advocacy approaches that are effective while maintaining respect for others' autonomy and voice.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

65. I practice standing up against exclusion, bias, or discrimination when I observe it occurring.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

Conflict Resolution and Difficult Conversation Navigation

66. I actively engage in addressing inclusion-related conflicts and tensions constructively rather than avoiding them.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

67. I develop skills for facilitating difficult conversations about belonging, bias, and exclusion.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

68. I build capacity for finding resolution that honors diverse perspectives while maintaining team cohesion.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

69. I create conflict engagement approaches that strengthen rather than damage relationships and inclusion.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

70. I practice addressing microaggressions and subtle exclusion behaviors directly but respectfully.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

Leadership and Influence for Inclusion

71. I actively use any leadership position or influence I have to promote belonging and inclusion for all team members.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

72. I develop leadership skills that model inclusive behavior while inspiring others to create belonging for colleagues.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

73. I build capacity for making decisions that consider impact on belonging and inclusion for diverse team members.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

74. I create leadership approaches that demonstrate commitment to diversity and inclusion through action rather than just words.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

75. I practice inspiring others to join inclusion efforts through positive modeling and clear communication about inclusion values.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

Team Culture and Norm Development

76. I actively contribute to developing team cultures and norms that support belonging for all members.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

77. I develop skills for influencing informal team practices that may affect inclusion experiences.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

78. I build capacity for creating traditions, practices, and rituals that honor diversity while building team unity.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

79. I create culture development approaches that balance individual belonging needs with collective team effectiveness.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

80. I practice reinforcing inclusive norms while gently redirecting behaviors that may undermine belonging.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

Professional Development and Growth Support

81. I actively support professional development and growth opportunities that enhance belonging for diverse colleagues.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

82. I develop skills for mentoring and sponsoring colleagues from different backgrounds and experiences.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

83. I build capacity for creating learning opportunities that serve diverse learning styles and cultural approaches.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

84. I create development approaches that honor different paths to professional excellence and contribution.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

85. I practice providing feedback and support that enhances rather than diminishes colleagues' sense of belonging and professional confidence.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

Innovation and Creative Collaboration

86. I actively leverage diverse perspectives and experiences to enhance team creativity and innovation.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

87. I develop skills for facilitating collaborative problem-solving that draws from all team members' unique contributions.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

88. I build capacity for creating innovation approaches that value rather than suppress diverse thinking styles.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

89. I create collaborative processes that ensure all voices contribute to creative solutions and improvements.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

90. I practice recognizing and celebrating innovative contributions from all team members regardless of their background or position.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

Patient Care Enhancement Through Inclusion

91. I actively connect team belonging and inclusion with enhanced patient care quality and cultural responsiveness.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

92. I develop understanding of how diverse team perspectives enhance treatment planning and patient relationships.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

93. I build capacity for leveraging team diversity to better serve diverse patient populations.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

94. I create patient care approaches that benefit from rather than ignore team member diversity and unique experiences.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

95. I practice demonstrating how inclusion enhances rather than compromises clinical excellence and patient outcomes.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

Continuous Learning and Inclusion Evolution

96. I actively seek ongoing learning about belonging, inclusion, and creating welcoming environments for diverse colleagues.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

97. I develop commitment to continuous improvement in my inclusion practices and belonging support skills.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

98. I build capacity for adapting inclusion approaches to changing team composition and evolving understanding.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

99. I create learning approaches that enhance my ability to support belonging while growing my own sense of authentic team membership.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

100. I practice reflecting on belonging and inclusion experiences to identify successes and areas for continued growth in relationship building and advocacy.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

Scoring guide

Exceptional Belonging and Inclusion Awareness

Score: 140 and above

You demonstrate outstanding understanding of belonging and inclusion needs. This awareness creates a powerful foundation for enhanced inclusion leadership.

Strong Belonging and Inclusion Awareness

Score: 105 and above

You recognize significant aspects of belonging and inclusion. Opportunities exist to deepen understanding in specific areas.

Developing Belonging and Inclusion Awareness

Score: 70 and above

You acknowledge some important aspects but have opportunities to develop deeper insight into team membership dynamics.

Limited Belonging and Inclusion Awareness

Score: below the band above

You may be underestimating the importance of belonging and inclusion. Consider developing more thorough understanding.

Outstanding Belonging and Inclusion Development

Score: 260 and above

You demonstrate exceptional engagement in practices that create and maintain belonging and inclusion. This provides excellent support for team effectiveness.

Strong Belonging and Inclusion Development

Score: 195 and above

You have established many important belonging and inclusion practices but have opportunities to strengthen others.

Beginning Belonging and Inclusion Development

Score: 130 and above

You show emerging capacity but need substantial development in several areas. Prioritize building these competencies.

Limited Belonging and Inclusion Development

Score: below the band above

Your current inclusion practices may be insufficient. Focus on developing stronger capacities across multiple dimensions.

Awareness Outweighs Development

Score: below 1.1

Your awareness outweighs your active development. Focus on translating awareness into concrete inclusion practices.

Balanced Awareness and Action

Score: 1.5 and below

You've developed relatively balanced awareness and action, suggesting healthy engagement with belonging and inclusion development.

Strong Development Focus

Score: below the band above

Your development activities substantially outweigh your awareness. Consider whether deepening understanding might help target efforts more effectively.

Belonging & Inclusion Awareness Score

Belonging & Inclusion Development Score

Part 5 · Worksheet

Belonging-Builder Worksheet

Inclusion & Cultural Competence

This worksheet helps you explore your belonging and inclusion patterns, develop cultural competence, and build sustainable inclusive team cultures.

Recognizing Your Inclusion and Cultural Patterns

Which aspect of belonging and inclusion (personal needs clarification, inclusive environment creation, cultural competence development, authentic communication, systemic barrier action, allyship excellence, conflict navigation) resonates most strongly with your experience, and why?

How has your understanding of 'belonging' evolved from simple team membership to the deeper experience of feeling genuinely valued for unique contributions?

In what ways do you notice periods when you feel authentic belonging versus marginalized affecting your motivation and effectiveness?

How does your experience with cultural identity expression versus conformity pressure influence your ability to contribute authentically?

What makes certain aspects of inclusion building feel natural versus threatening in your team relationships?

The Psychology of Authentic Professional Community

How does understanding belonging as both individual need and team effectiveness affect your approach to creating inclusive environments?

What helps you distinguish between surface-level inclusion and deep belonging in your professional relationships?

How has your perspective on 'professional authenticity' evolved in relation to balancing cultural identity with team cohesion?

What aspects of advocating for inclusion and addressing bias have been most challenging to navigate?

How might viewing diversity as essential strength rather than complication influence your approach to team building?

Developing Your Inclusion Facilitation Capacities

What specific practices help you create welcoming environments where diverse colleagues can feel genuinely valued?

How do you approach building cultural competence that enhances your ability to support belonging across different backgrounds?

What strategies help you serve as an effective ally and advocate for colleagues facing belonging challenges?

How do you build skills for facilitating difficult conversations about bias and exclusion that strengthen relationships?

What helps you use any leadership position or influence you have to promote inclusion through action?

Building Sustainable Inclusive Culture

What belonging and inclusion capacities have you already developed that you might be overlooking or undervaluing?

How might your experience with exclusion or marginalization eventually benefit your ability to create belonging for others?

What aspects of sustaining inclusive environments still feel most challenging to your team relationships?

How do you imagine your approach to belonging and inclusion evolving over your career?

What would healthy integration of individual authenticity and collective team effectiveness look like in your practice?

Belonging and Inclusion Development Map

Track your journey toward inclusive excellence

Needs Unclear to Belonging Needs Clarified

"I didn't understand my own belonging needs or how to communicate them constructively"

Where I was

Past patterns...

Where I am now

Current state...

Where I'm heading

Future goals...

Passive to Inclusive Environment Creating

"I focused on my own inclusion without actively creating welcoming environments for diverse colleagues"

Where I was

Past patterns...

Where I am now

Current state...

Where I'm heading

Future goals...

Cultural Blind to Culturally Competent

"I lacked awareness of diverse cultural backgrounds and how differences affect belonging experiences"

Where I was

Past patterns...

Where I am now

Current state...

Where I'm heading

Future goals...

Conflict-Avoidant to Constructively Engaging

"I avoided difficult conversations about bias and exclusion rather than addressing them constructively"

Where I was

Past patterns...

Where I am now

Current state...

Where I'm heading

Future goals...

Bystander to Active Advocacy

"I passively allowed exclusion rather than actively advocating for colleagues facing belonging challenges"

Where I was

Past patterns...

Where I am now

Current state...

Where I'm heading

Future goals...

Individual to Culture-Contributing Leadership

"I focused only on my own belonging without contributing to team cultures that support all members"

Where I was

Past patterns...

Where I am now

Current state...

Where I'm heading

Future goals...

Static to Continuously Learning

"I remained static in my inclusion practices without seeking ongoing learning about creating belonging"

Where I was

Past patterns...

Where I am now

Current state...

Where I'm heading

Future goals...
