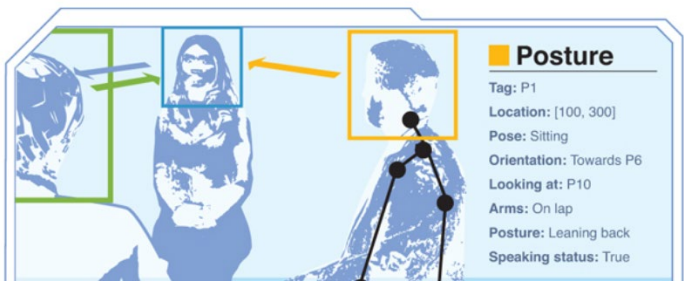# The Future of Meetings!

The pandemic upended long-held rhythms of collaboration and communication. Tech has the potential to make meetings more productive & inclusive! However, elements of tools under discussion do raise concerns about worker privacy and may face resistance as being too intrusive.


Who's Paying Attention?

*Posture and expressions are captured on video and analyzed to try to determine positivity and engagement levels through visual cues. Ability to better track participant expressions and body language could **give meeting facilitators a better sense of audience's engagement level**.*

A Seat at the Table

*Organizations are scrutinizing the demographic composition of their C-suites and employee base to institute greater levels of ethnic and gender diversity - **future meetings will also likely include more attention to who's sitting around the table**.*

Tech also setting the future for agenda setting, facilitation monitoring and coaching and tracking interpersonal interactions!
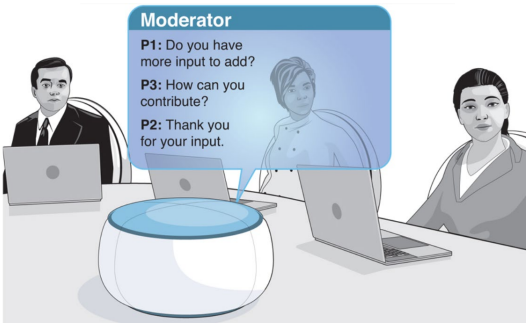

AI to Manage the Flow

*Meetings aided by the presence of an AI-powered moderator that could pipe up to give feedback or facilitate flow, for e.g., by noting who hasn't spoken up yet and inviting them to participate. Facilitators **draw on where energy is flagging & adjust agenda accordingly**!*

Immersive Presentations

*Participants view material that is being presented with the help of virtual-reality glasses. The 360-degree perspective allows **participants to view material simply by turning their head to look at charts** and tables, rather than flipping back and forth.*
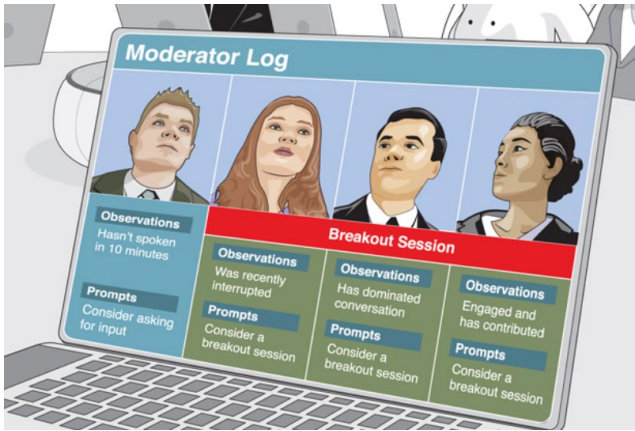
Promoting best practices as we immerse into Technology

In the modern era, all of us are immersed in technology and seek new and innovative approaches to advancing our ways of working using the best fit tools to help drive performance excellence. Technology is changing at a rapid pace, which requires rapid adoption and capability building, underpinned by trust & collaboration for scaling up!

It is more than possible to keep up and excel in this domain if you get the equation right!

We work with our clients to drive tech adoption, thereby empowering teams, building trust and capability to ensure truly successful implementations!

Tech intensity
= (Tech adoption x Tech capability)^(Trust)

Innovation Moment
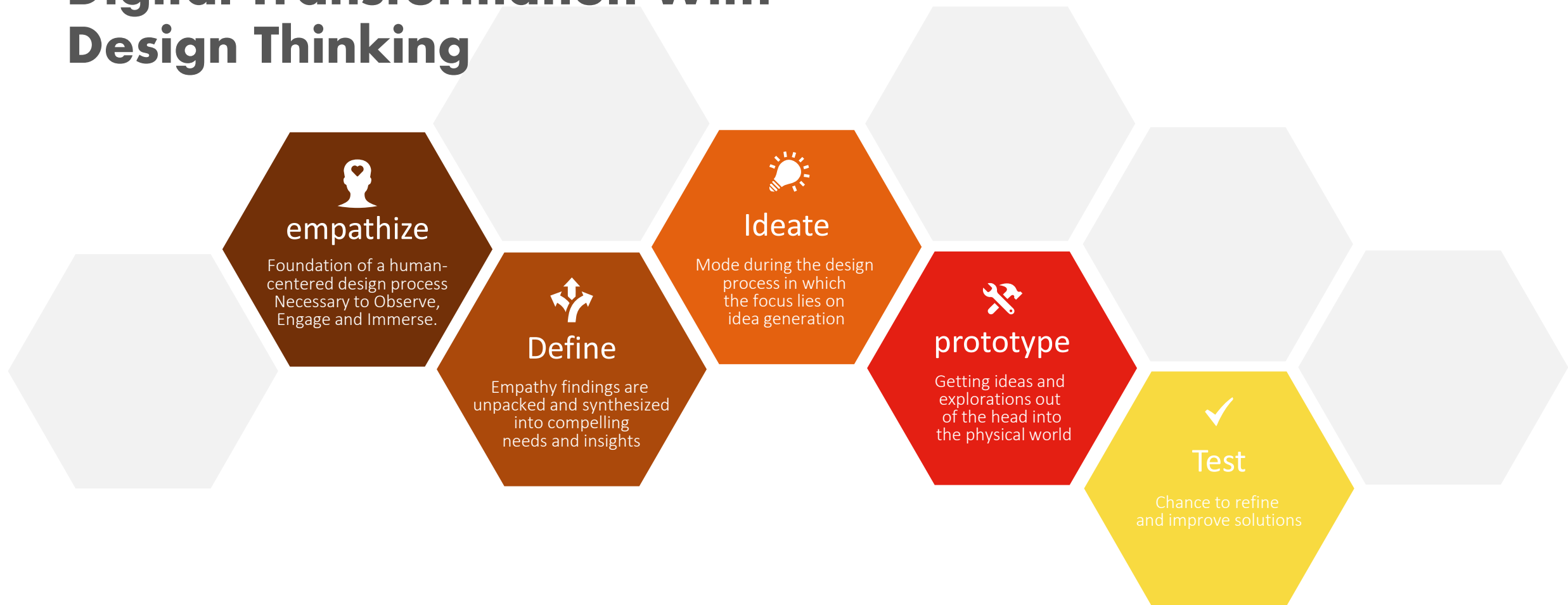
Design Thinking is

a human centered and collaborative approach to problem solving, using a design mindset to solve complex problems.

Design thinking processes counteract human biases that thwart creativity while addressing challenges typically faced in reaching superior solutions with lowered costs and risks, and higher employee buy-in.

Recognizing organizations as collections of human beings who are motivated by varying perspectives and emotions, design thinking emphasizes engagement, dialogue, and learning, while creating the right behaviors for digital transformation.

Five Steps To Accelerate Digital Transformation With Design Thinking

empathize
Foundation of a human-centered design process Necessary to Observe, Engage and Immerse.

Define
Empathy findings are unpacked and synthesized into compelling needs and insights

Ideate
Mode during the design process in which the focus lies on idea generation

prototype
Getting ideas and explorations out of the head into the physical world

Test
Chance to refine and improve solutions

Design Thinking Behaviors that we adopt everyday for transformational action!

EMPATHY
Seeing the world **through other people's eyes**. Putting aside our own preconceived ideas and choosing to understand the ideas, thoughts, and needs of others.

SIGNAL
Engaging people in the **right way** at the **right** moment without losing momentum.

EXPLORE
Being questioning and **asking why**; digging deeper and not accepting things as they first appear.

NURTURE
Protecting young ideas when they are at their most vulnerable so they grow to a stage when they can be properly judged. Saying and acting in a 'Yes and…' way, not 'Yes but…'

PLAY
Being productively playful. Letting your imagination discover new lines of enquiry. Remembering that insight and ideas are fuelled by **creativity**, not analysis.

COURAGE
Having the guts to **say it how you see it**; push yourself in to the unknown; stick your neck out.

MAKE
Bring things to life as you go so others can understand and help to build the thinking.

ACTION
Adding energy to projects so that they crackle with life and passion. Biasing towards trying things out rather than over-thinking.

Making the case for the office to be Fido Friendly!

New Survey Shows Being Pet-Friendly is a Smart Move for Workplaces

The pandemic has been a boon for pets, with 1 in 3 people—and nearly 1 in 2 in Generation Z—getting a new dog or cat during COVID-19. But as workers around the world plan to head back to the workplace, pet owners are also worrying about how their furry friends will adjust to the solitude after a year of quality time with their people.

Nearly 1 in 3 millennials say they will consider looking for another job post-pandemic if their workplace isn't pet friendly.

PETS WORK AT WORK™ Toolkit: Online

Pets make life better in many ways. At work, they can boost morale, build a sense of community and get us up for regular walking breaks – all things that are good for our health. That's why more employers are exploring pet-friendly workplace programs.

This pet-friendly workplace toolkit can help you start your pets-at-work program.

Tools to help you get started

- Benefits of pet-friendly workplaces
- Pet-friendly workplace Q&A
- Leadership considerations
- Legal considerations
- Facilities considerations
- Creating your pet policy

Better CiTiES for pets
A MARS PETCARE PROGRAM

50% of all C-suite executives surveyed said they're planning to allow pets in the workplace upon return to the office. **59% said** they'll allow more flexibility for workers who want to stay remote with their pets.

Many workplaces sweetened the deal for pet owners beyond prepping the office for Fido:

- 45% provide financial support for veterinary care;
- 37% offer pet bereavement leave;
- 41% offer "pet-ernity" leave for new pet owners;
- And 40% also offer paid time off to take a pet to the veterinarian.

Getting Creative with integrating Fitness & Work

Because sitting is the new… "smoking"

We spend more than **half of our waking hours sitting down,** either watching TV, driving, or sitting at a desk at work or home.

Exercise doesn't negate the damage done by extended periods of sitting.

We burn on average of **50 calories more per hour** by standing. If you stand for **3 hours per day, five days per week, it adds up to 750 calories burned**. In a year that adds up to 30,000 calories, which is almost 9 pounds. **This is the equivalent of around 10 marathons per year!**

In light of this – We are getting creative with integrating Fitness & Work!

May is Mental Health Month

Check on your mental wellbeing with our mental & behavioral health resources.

May is Mental Health Month, a great time to check in on your mental wellbeing.

If you feel stress, depression, anxiety or burnout, be sure to tap into the Arcadis mental and behavioral health resources presented here, which are just a sampling of benefits available to help you maintain resilience when facing today's life challenges.

Practicing Resilience with Attitudes & Mindsets

SPEAKER

NYADOL NYUON

Lawyer, Media Commentator & Human Rights Activist

"I got into the habit of rushing from one thing to another as a way of fulfilling promises I had made to myself when I was a refugee in Kakuma.

Now I'm a grown woman this habit has become a way of life, which was draining my days of joy and putting me on a path that included ticking "collapsing in a heap" off my list of achievements."

1. Resilient people know that tough times are part of every human experience (e.g., why not me?)

2. Resilient people select where they want to focus their attention (e.g., what can we control?)

3. Resilient people don't diminish the negative, but they also tune into the positive! (e.g., attitude of gratitude)

4. Resilient people ask themselves "Is this helping or harming me?" and make conscious choices

Shaping Mental Health as a Manager/Leader

Build supportive work environments that promote employee health and well-being

How can managers promote and demystify positive mental health; and take care of themselves?

Join **Natalie Cotton**, Global Transformation Communications Director, and colleagues **Angela Brooks**, Learning & Development Advisor (UK), and **Chelsea Campbell**, HR Business Partner & Analyst (North America), for insights and tips – 11 ET, Friday 5/14

Model healthy behaviors. Don't just say you support mental health. Model it so that your team members feel they can prioritize self-care and set boundaries

Build a culture of connection. Intentionally checking in with your team on a regular basis is more critical than ever. Offer meaningful connects, networking and mentoring opportunities for peer-to-peer and for mentor-protégé relationships

Offer flexibility and be inclusive. Expect that the situation, your team's needs, and your own needs will continue to change.

Communicate more than you think you need to. Remove stress where possible by setting expectations about workloads, prioritizing what must get done, and acknowledging what can slide if necessary.

Persuading the Unpersuadable

Lessons from Science & the people who were able to sway Steve Jobs

Ask a Know-It-All to Explain How Things Work

If you call out ignorance directly, they may get defensive. A better approach is to let them recognize the gaps in their own understanding.

**Let a Stubborn Person Seize the Reins**

Intractable people see consistency and certainty as virtues. Once made up, their minds seem to be set in stone. But their views become more pliable if you hand them a chisel.

Find the Right Way to Praise a Narcissist

By appealing to their desire to be admired, you can counteract their knee-jerk tendency to reject a difference of opinion as criticism.

Disagree with the Disagreeable

Because disagreeable people are energized by conflict, they don't always want you to bend to their will right away; they're eager to duke it out.
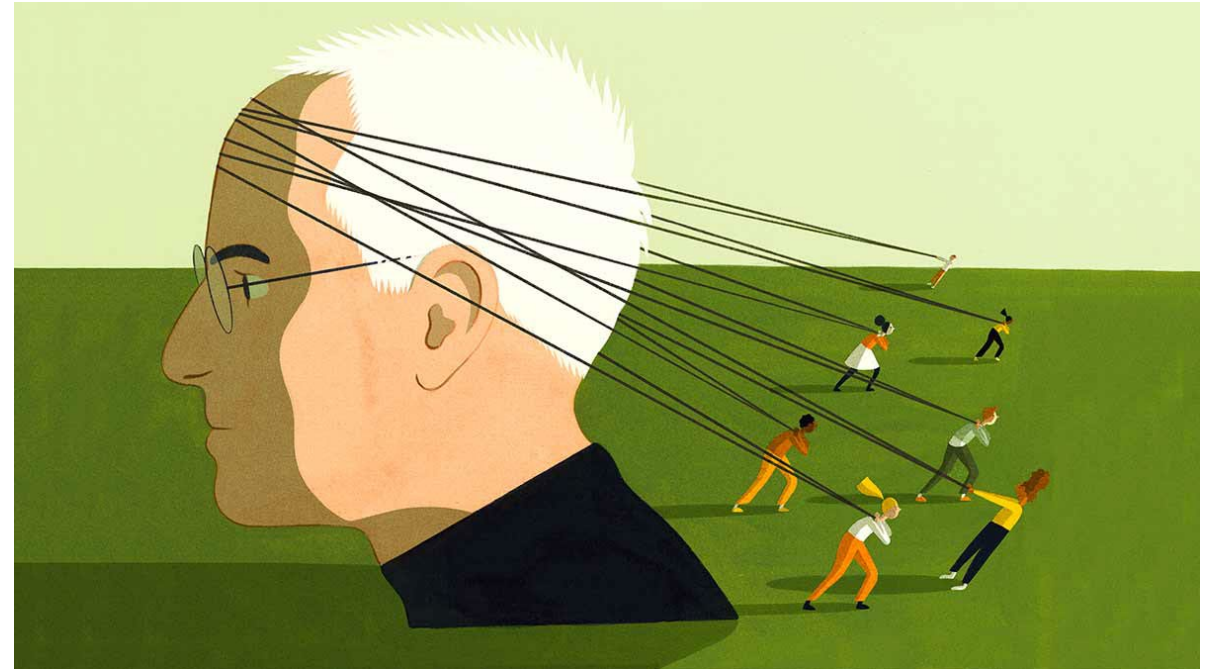
Approaches that can help you encourage a know-it-all to recognize when there's something to be learned, a stubborn colleague to make a U-turn, a narcissist to show humility, and a disagreeable boss to agree with you!

We are living in a VUCA world!

Volatility
Uncertainty
Complexity
Ambiguity

Vision
Understanding
Clarity
Agility
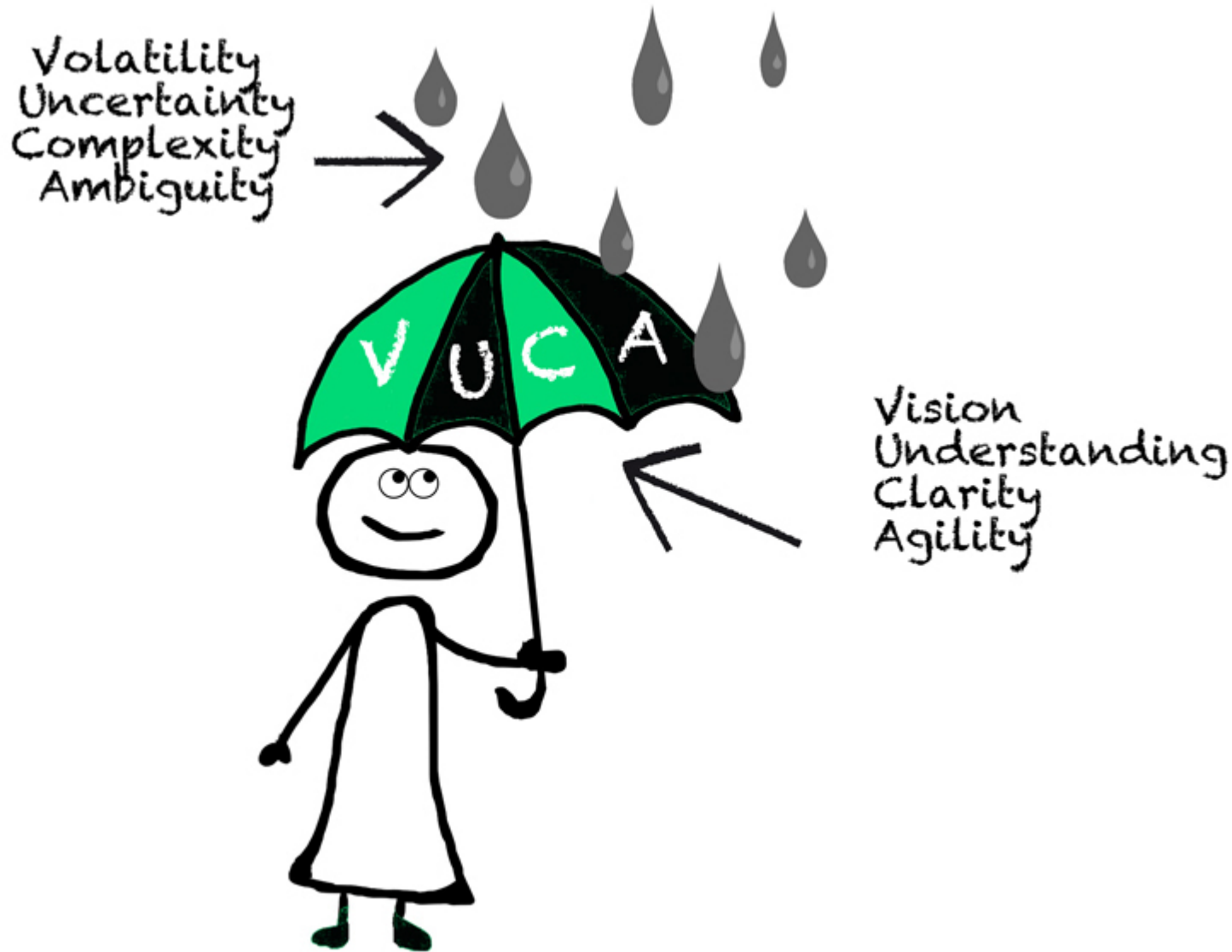
VUCA stands for **Volatile, Uncertain, Complex and Ambiguous**

1. Be reliable in **volatile** situations. Follow through on what is said and agreed to will accelerate positive momentum.

2. Be trustworthy in **uncertain** situations. Invest in people, keep teams engaged, involve partners, seek to understand, speak to be understood, act with respect always.

3. Be direct in **complex** situations. Transparency in information communicated and received will gain mutual trust and collaborative efforts.

4. Be understandable in **ambiguous** situations. Clarity in purpose, direction, and responsibilities will empower others.

Exercise Snacking

Exercise snacking refers to "fun-sized" portions of **exercise** that fit into a day instead of what you may have traditionally thought of as legit **exercise** — like a boot camp session or CrossFit class

Why we need it? We work in jobs that requires sitting at a desk all day. We're writing / answering emails, getting on Zoom calls, and the day is over, and we realize (and our body tells us) that we have barely moved all day.

What is it? Short bursts of vigorous Exercise Snacking are an **alternative to longer and continuous periods** of low intensity steady state (LISS) or moderate intensity steady state (MISS) exercise.

Typical Duration: 2-6 minutes per "snack"

Typical Frequency: Before large meals or 2-3 times per day, if used in place of long duration steady state cardio

EXERCISE SNACKING GET STARTED GUIDE

ALMOST ANYWHERE AND ANYTIME!

HOME   WORK   TRAVEL

5-10 MINUTES PER 'SNACK'!

WARM UP . . .
. . . 30-60 SECONDS INTENSE MOVEMENT
. . . 15-30 SECONDS RECOVERY

REPEAT 5-10 TIMES, DONE!

BODYWEIGHT ONLY EXERCISES!
OR USE WHAT YOU HAVE!

SPRINTS OR STAIR CLIMBS

SQUATS AND LUNGES

SKIPPING OR JUMPING

CHEST AND SHOULDER PRESSES

BURPEES GOTTA LUV EM!

DOORWAY ROWS OR PULLS

The Cardi B Effect

Be rewarded for being radically yourself

Ted Lasso: How A TV Show Can Help Transform Teams

And make us memorable, liked and respected

Emphasize the role of the team e.g., "biscuits with the boss"

Kindness supports great leadership and is an underrated "superpower"

Everyone has a perspective to share, and that includes the shy "kitman" who everyone picks on

Approach the unknown with humility and curiosity!

Cultivate hope. "Believe;"

7 Strategies to Break Down Silos in Big Meetings

Siloes have only gotten **more prominent since the pandemic began**, and especially noticeable in a cross-functional meeting, where each person **focuses on their own priorities**. And in response, the facilitator of the overall group tends to become the **hardest working person in a meeting, trying to create common ground!**

1 **Become comfortable being uncomfortable.** Allow yourself and others to feel some discomfort. Make a list of ways **you are over-participating and rescuing the conversation**. Team members realize that the only way out of the discomfort is to participate

2 **Set expectations in advance.** Inform participants in advance not only that you'd like their participation but also **what type of interaction you're expecting**. Provide pre-reading if you can.

3 **Ensure participation.** Let people know it will be important to hear from everyone on key topics. If they agree with someone else, they can say, **"plus one" rather than echoing the idea**. If they really don't have anything to contribute, **they can say, "pass."** .

4 **Ask the right questions to generate questions.** Instead of saying, "Do you have any questions?" consider asking, "Who has the first question?" If there's silence, follow up with a joke, **"OK, who has the second question?"** and then allow the silence to sit long enough to allow people to produce rich queries

5 **Introduce response data.** Notice who is speaking, how much, in what order, and what they're contributing

6 **Bridge intersections.** Avoid participants tuning out of topics not related to their specific departments by asking them to think **about ways their work connects**

7 **Mix it up.** Create a variety of ways to gather input. In addition to verbal comments, ask for **responses via chat, do a quick poll to calibrate opinions, or have everyone add text to a shared document**. Adding more avenues for people to interact draws out the best ideas from a **broader spectrum of personality types** and increases the novelty of interaction over the drone of daily meetings. It harvests ideas more efficiently than always requiring contributors to vocalize them

US   THEM

The Taxonomy of Business Meetings

Cadence Meetings	Team Cadence	Progress Check	One-on-One	Action Review	Governance
	Weekly Team Meeting Daily Huddle Working Session	Project Status Update Portfolio Review Stakeholder Update	Manager One-on-One Coaching Session Mentoring Session "Catching Up"	Retrospective Win/Loss Review Pre-Surgery Meetings	Board Meeting Quarterly Strategy Refresh Client QBR

Catalyst Meetings	Idea Generation	Planning	Workshops	Problem Solving	Decision Making
	Solution Brainstorm Ad Campaign Ideas Requirements Brainstorm	Project Planning Product Planning Campaign Planning Event Planning	Design Workshop Team Building Value Stream Mapping Kickoff Chartering	Root-Cause Resolution Incident Response Plan Reset	Strategic Opportunity Candidate Selection Final Approval

Learn and Influence Meetings		Sensemaking	Introductions	Issue Resolution
		Investigations Informational Interview Market Research User Testing Discovery	Sales Call First Interview New Hire Introduction Investor Pitch	Support Escalation Contract Negotiation Dispute Resolution
		Community of Practice	Training	Broadcasts
		Meetups Safety Committee Lunch-n-Learn	Skills Certification New Hire Training Client Training	All-Hands Webinars Press Briefing

Legend:
- Congenial Meetings
- Formal Meetings
- Intense Meetings

LUCID

Future of Work
The pandemic changed the way we work. 15 CEOs weigh in on what's next

Chobani | Citi | Dropbox | Drunk Elephant | Edelman | General Motors | LinkedIn | Mailchimp
Mastercard | New Balance | NRG Energy | Petco | Slack | Stanley Black & Decker | Zillow

Citi

Jane Fraser
CEO

"Most of us will be on a hybrid schedule that requires us to be in the office at least three days a week... Hopefully, this flexibility can keep the doors open to people who have traditionally found it difficult to maintain a career in our industry."

General Motors

Mary Barra
chair and CEO

"Achieving our all-electric future requires attracting and retaining the best talent, and we are excited to focus our employee engagement and hiring on the work we do, not where we do it. We're already adapting our recruitment efforts to include hiring positions that are designated specifically as remote."

Mastercard

Michael Miebach
CEO

"For a long time, we may have taken for granted the ability to see our coworkers daily... As we think about the future, there is an opportunity to strengthen the relationships we form with colleagues and teams, no matter where you are."

Chobani

Hamdi Ulukaya
founder, chairman and CEO

"The future of work must include fair and equitable compensation, part-time options...robust benefits packages, parental leave, extensive health and safety programs, and a positive and inclusive environment — these elements should no longer be revolutionary, but the norm"

Petco

Ron Coughlin
chairman and CEO

"Hopefully, the future of work will be a lot more pet-friendly, with a lot more furry love in it! That will go a long way toward making work more fun, healthy and productive at the same time."

Why Learning Someone's Name Is Essential To Inclusion

- **Misidentification is a microaggression**

- **True inclusion celebrates individuality**

- **Correcting is a form of self-advocacy**

Top Tips

1) Ask the person how to say their name and refrain from making comments that it's difficult or asking if they have considered a nickname to make it easier for people.

2) Don't ignore someone or ignore saying their name because you're not sure how to pronounce it.

3) Listen to how others say it – the people who are close to the individual will be more like to say it correctly.

4) Take a couple of seconds to pause, to *consciously* consider how to say someone's name before you say it (and especially if there's a risk you will get them mixed up with someone else).

5) Be an Ally - If you hear someone else mispronouncing a colleague's name when they're not around, step in and correct them gently

What Inclusion TRULY means
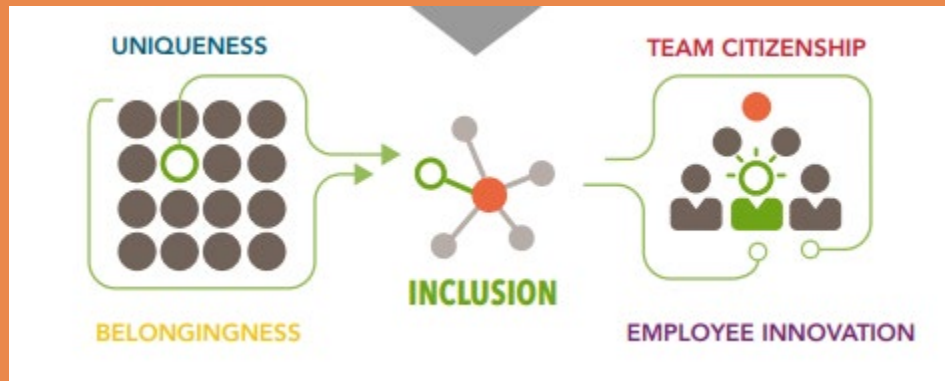
KEY LEADERSHIP BEHAVIORS

Four Leadership Attributions That Link to Inclusion

EMPOWERMENT
You enable direct reports to develop and excel.

ACCOUNTABILITY
You demonstrate confidence in direct reports by holding them responsible for performance they can control.

HUMILITY
You admit mistakes; you accept and learn from criticism and different points of view; you seek contributions of others to overcome limitations.

COURAGE
You put personal interests aside to achieve what needs to be done; you act on convictions and principles even when it requires personal risk-taking.

UNIQUENESS
The perception that you are distinct from others and that your distinctiveness is valued by others in the group.

TEAM CITIZENSHIP
Going beyond the call of duty to help co-workers.

BELONGINGNESS
The perception that you are part of a group, such as a work team, and that you are an essential part of the group.

INNOVATION
Introducing new and fresh ideas, concepts, processes, or products.

M&M characters redesigned for a "more dynamic, progressive world,"
Redesign is focused on creating a sense of belonging and community!

Each character's unique shape has been more defined, and their color palette refined — moving from a tan color on their arms and legs to a **more universal clearer hue**, slightly tinted for each to match their shell.

Notable changes are to the brown and green M&M's, the two female characters. Both have new footwear — br**own's pumps lowered to a more sensible height** and green's white heeled go-go boots changed out for what Mars calls "**cool, laid-back sneakers to reflect her effortless confidence**."

M&M's giving them "an **updated tone of voice** that is more inclusive, **welcoming, and unifying**, while remaining rooted in our signature jester wit and humor."

Brown and Green, who had been seen at odds with each other in previous advertisements, will now have a more friendly relationship, the duo "**together throwing shine and not shade**."

Orange, traditionally shown as anxious, will "emb**race his true self, worries and all**." And Red, often the bully of the bunch, will be **kinder moving forward**.

All of the characters will also have prefixes removed from their names in order to focus on "**their personalities, rather than their gender**."

CREDIT: M&MS

How to be a good Ally

- **An "Ally" is "a person who is a member of the dominant majority group who works to end oppression in their personal and professional life through support of, and as an advocate for, the oppressed population."**

- **In the LGBTQIA+ community, an ally is someone who does not identify as LGBTQIA+ and who publicly declares support for LGBTQIA+ rights.**

An Ally will strive to

1) Be a friend & listener
2) Be open-minded
3) Be willing to talk
4) Recognize their personal boundaries
5) Join others in a common purpose
6) Standup and callout homophobia/biphobia/transphobia happening in the workplace.
7) Confront their own prejudices
8) Truly believe that all people regardless of age, sex, race, religion, ethnicity, sexual orientation, gender identity and gender expression should be treated with dignity and respect
9) Recognize their mistakes, but not use them for an excuse for inaction
10) Be responsible for empowering their role in a community; particularly how it relates to responding to homophobia and transphobia
11) Recognize the legal power and privileges that cisgender straight people have and which LGBTQIA+ people are denied.
12) Commit themselves to personal growth despite the discomfort it may sometimes cause

Inclusive & Accessible Communication

	Permanent	Temporary	Situational
Touch	One arm	Arm injury	New parent
See	Blind	Cataract	Distracted driver
Hear	Deaf	Ear infection	Bartender
Speak	Non-verbal	Laryngitis	Heavy accent
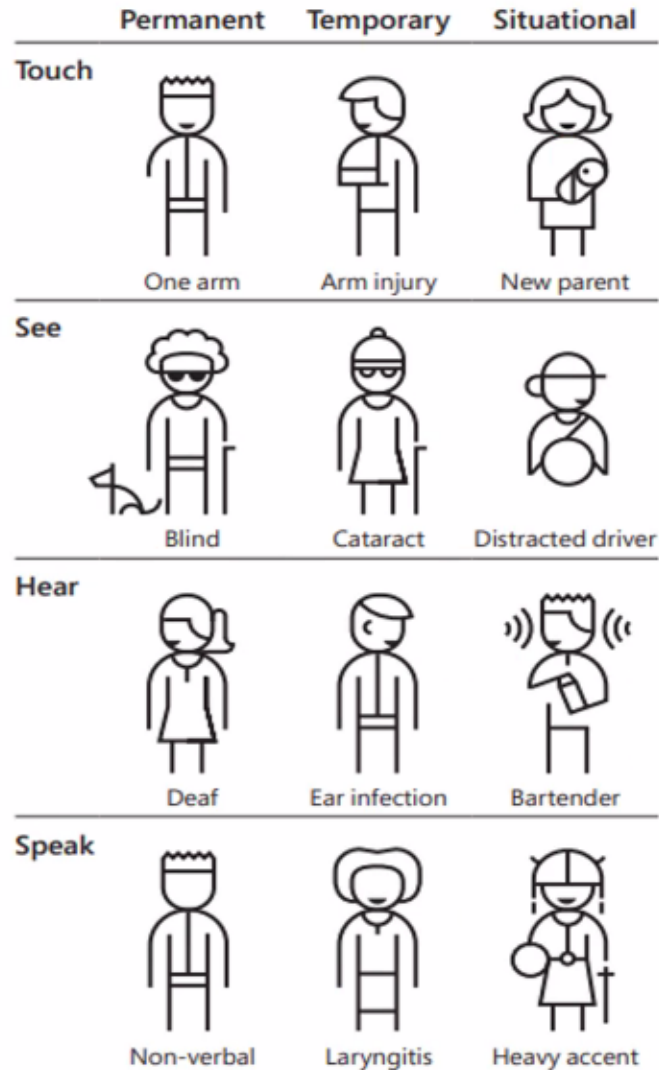
Accessibility is essential for people with disabilities and useful for everyone in a variety of situations (e.g., temporary or situational disabilities)

Accessible communication means that websites, tools, and technologies are designed and developed so that **people with disabilities** can use them i.e., **perceive, understand, navigate, and interact**.

This requires us to develop an **augmented consumer view** to be inclusive of disability. **Accessibility by Design** considers how design, factors, considerations change when designing products, services, solutions, collateral and communications to be more inclusive and accessible.

So, what can we do NOW to start being inclusive and accessible in our communications?

1. Do not use **ableist language** "don't turn a blind eye"… "let it not fall on deaf ears"…

2. Start checking for **accessibility in your comms**, e.g., Email, PowerPoint, Teams Meetings

3. Keep messages short and to-the-point with text that uses commonly-used words "**the simpler, the better**"

4. Use descriptive links like "**Click here to purchase your fishing license.**" for better accessibility by screen readers

5. Use **high contrast color combinations** and supportive text for better usability, e.g., Red, Amber, Green in dashboards may not be accessible to a person with color vision deficiencies

6. Make your **social media posts accessible and inclusive**

Social Media Checklist

- ✔ *Is it an Image? Alt Text It.*
- ✔ *Is it a video? Caption it.*
- ✔ *Is it a # Hashtag? CamelCase it.*
- ✔ *Is it a Hyperlink? Describe it.*
- ✔ *Is it a Gif? Don't use it.*
- ✔ *Is it an Emoji? Don't overuse it.*
- ✔ *Is it a paragraph? Bullet it.*
- ✔ *Is it a page? Can i tab thru it.*

Adobe Spark

🚫 Abbreviations & Slangs   🚫 Ableist language
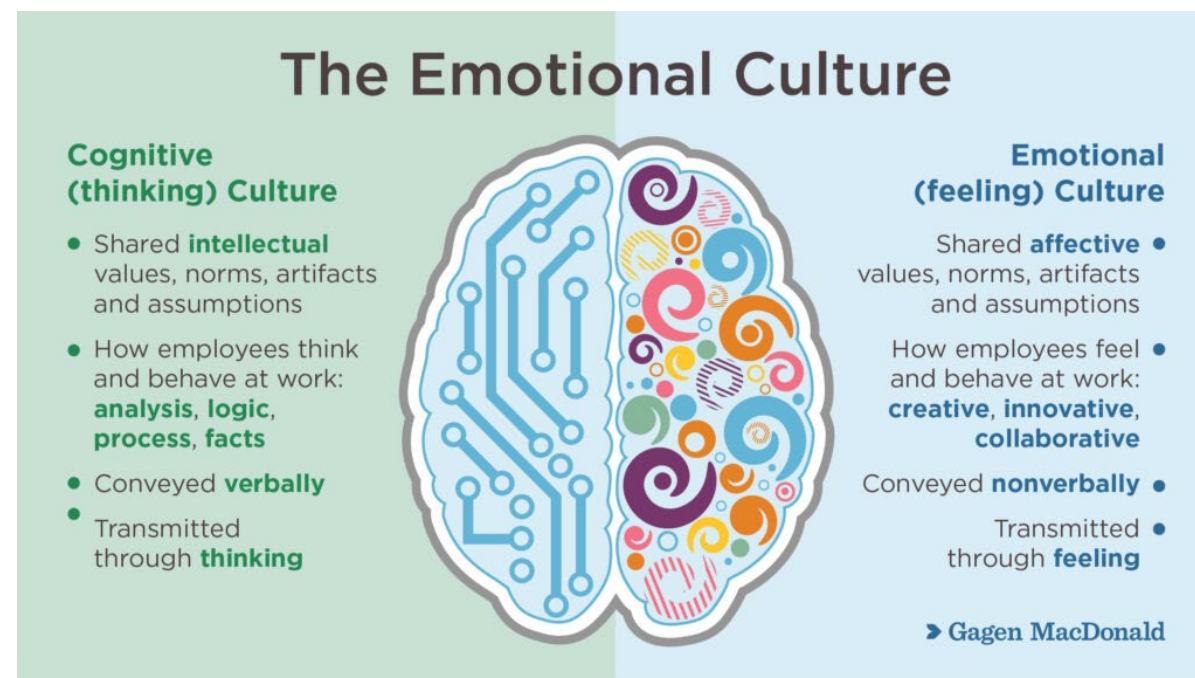
Managing Emotional Culture!

Every organization has an emotional culture, even if it's one of suppression..

To get a comprehensive read on an organization's emotional culture and then deliberately manage it, you must make sure that what is **codified in mission statements** and on corporate badges **is also enacted in the "micro-moments" of daily organizational life**.

Little acts of kindness and support can add up to an emotional culture characterized by caring and compassion.

Conversely - **"threat rigidity"** (the tendency to narrow one's focus under threat) and by findings on the impact of excessive stress on the prefrontal cortex: It impairs executive functions such as judgment, memory, and impulse control.

✓ **Harness what people already feel**

✓ **People in groups "catch" feelings from others**

✓ **Implementation Matters at All Levels**

✓ **Model the emotions you want to cultivate**

The Emotional Culture

Cognitive (thinking) Culture

- Shared **intellectual** values, norms, artifacts and assumptions
- How employees think and behave at work: **analysis, logic, process, facts**
- Conveyed **verbally**
- Transmitted through **thinking**

Emotional (feeling) Culture

- Shared **affective** values, norms, artifacts and assumptions
- How employees feel and behave at work: **creative, innovative, collaborative**
- Conveyed **nonverbally**
- Transmitted through **feeling**

➤ Gagen MacDonald

Accountability starts with you!

This ladder is a tool for assessing the current state of accountability in yourself and others

Just as ladders have 'rungs', accountability has levels. Individuals who cling to the bottom of the ladder tend to avoid accountability while those who climb the ladder embrace it.

For many, the decision to climb the ladder is a function of the degree to which they feel in control.

Which rung of the ladder are you on?

THE LADDER OF ACCOUNTABILITY

Implement Solutions
8 Accountable
People here are all on board whether or not they are the sole decision maker and are committed.

People here actively seek to implement solutions, even if they can't directly do it.
7
Find/Create Solutions

Own-it & Take a Position
6
People here own the problem and honour their commitments and responsibilities.

People here let go of magical thinking and are realistic of their circumstances.
5
Acknowledge Reality

Wait & Hope
4
People here know there is a problem that requires action and they chose not to act.

People here avoid responsibility by claiming confusion or incompetence.
3
Excuses

Blaming
2
People here are aware that the problem exists but deny responsibility and shift blame.

People here pretend that there is not a problem and willingly ignore it.
1 Unaccountable
Denial

Representation and inclusion in story telling!

Encanto pays homage to love, acceptance, and self-discovery

Increased diversity in visual images becomes more important as influential mediums like movies and streaming shows continue to dominate everyday lives.

Set in the mountains of Colombia, Encanto tells the tale of Maribel Madrigal, a young Colombian woman who is the only one in her magical family to not have powers. When she learns that their magic is in danger, she embarks on a journey to save her family and their home.

Increasing representation – Hair, Skin, Body Acceptance, Neurodivergence and "Othering".

Celebrating Immigrant Culture and Music – Respecting generational trauma and displacement, telling the story of a homeland lost and rebuilding the family in a new land.

The spellbinding soundtrack provided by Lin-Manuel Miranda, also pays tribute to Colombian roots. The songs combine salsa, bachata, and hip-hop played with traditional folk instruments from Colombia.

So, what's OUR gift to increase representation and inclusion instory telling?

Talking about Burn Out

We're sharing more at work these days, but it can be risky to confess to being overwhelmed.

What is Burn Out
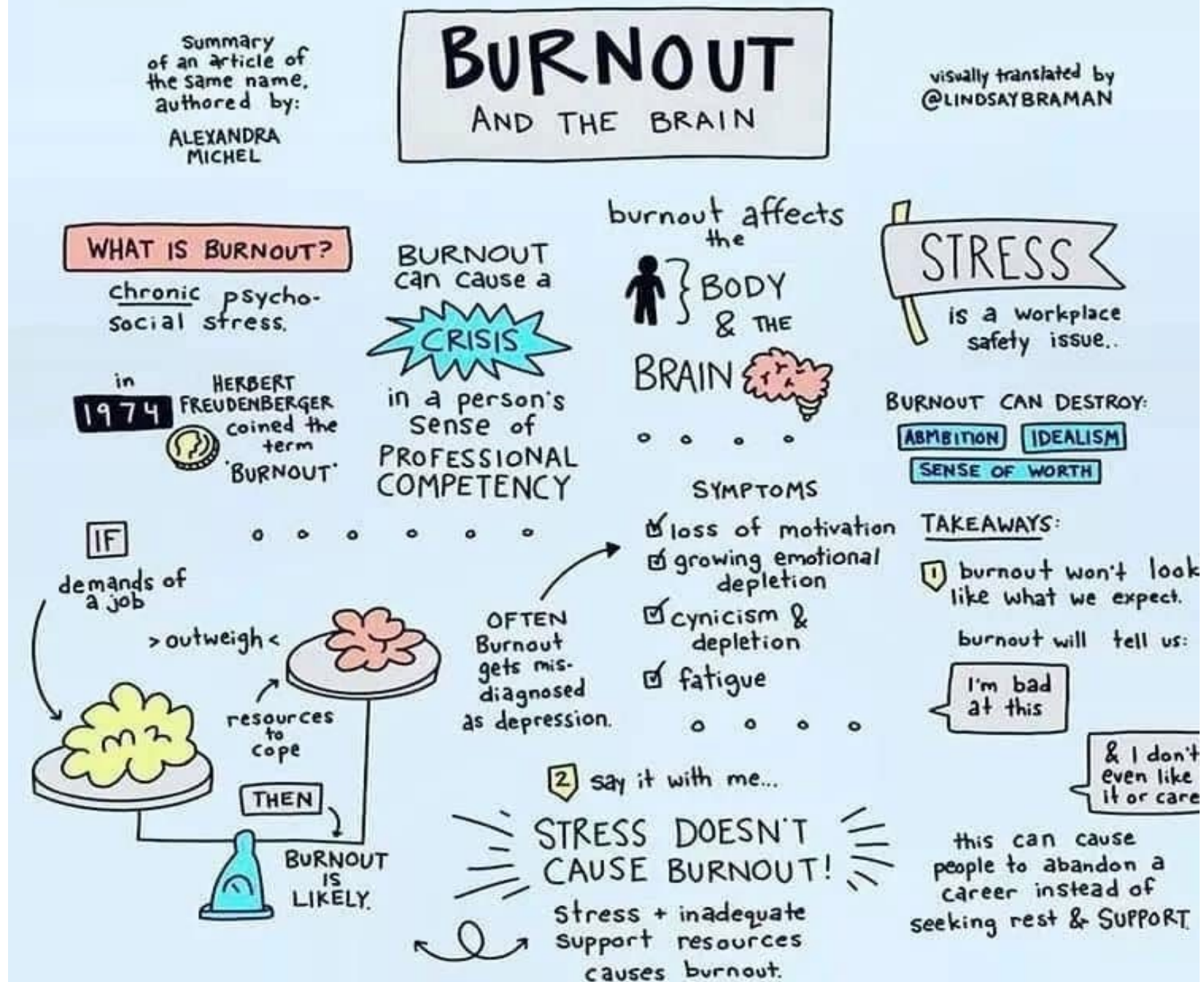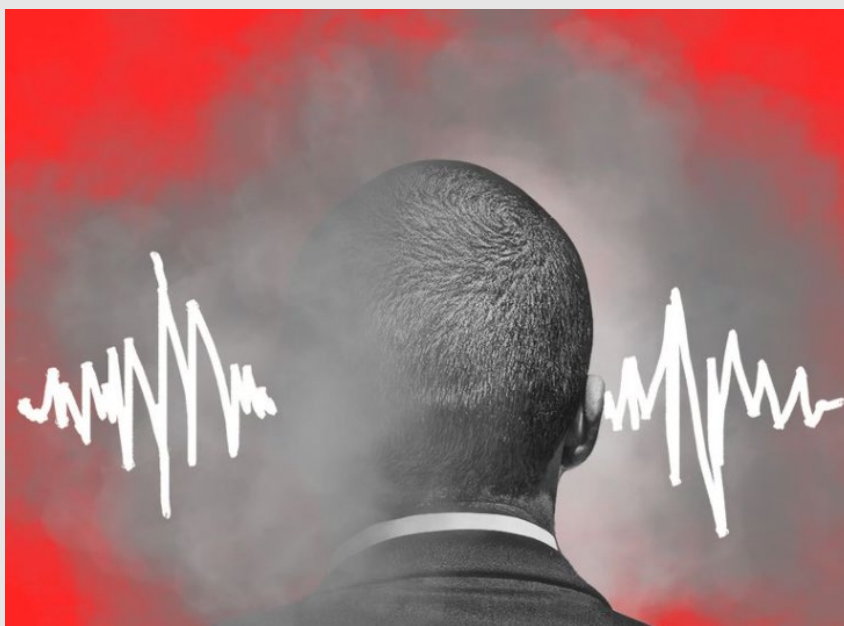
Talking about Burn Out

We're sharing more at work these days, but it can be risky to confess to being overwhelmed.

Here's how and when to speak up.

Mental health is degrading since the start of the pandemic, with rising workloads and blurred boundaries as top culprits. Companies have stayed lean after layoffs, and the recent flood of job quitters means workers who stay have more to do. Nearly two years of a global health crisis have left us feeling overwhelmed—and getting more comfortable admitting it.

Still, talking about burnout with a boss isn't the same as talking about it with a friend. Stigma around mental-health challenges is real. **How can you get some breathing room, and back to feeling like yourself, without jeopardizing your career?**

- **Determine the possible causes.** Sort out if your feelings are circumstantial and can be helped with better self-care routines, or whether they're telling you that it's time to consider the next chapter of your career
- **Confront your flawed "help narrative."** Admitting the need for help is a struggle for many professionals
- **Clarify what you're experiencing.** Make sure your approach sets the stage for a productive conversation and long-term changes, not just short-term fixes
- **Take responsibility for your effect on others.** Things like the quality or timeliness of your work, team or personal relationships, or flagging demeanor
- **Appeal, don't complain.** Preparing for your conversation can ensure it doesn't come across as venting — or worse, blaming
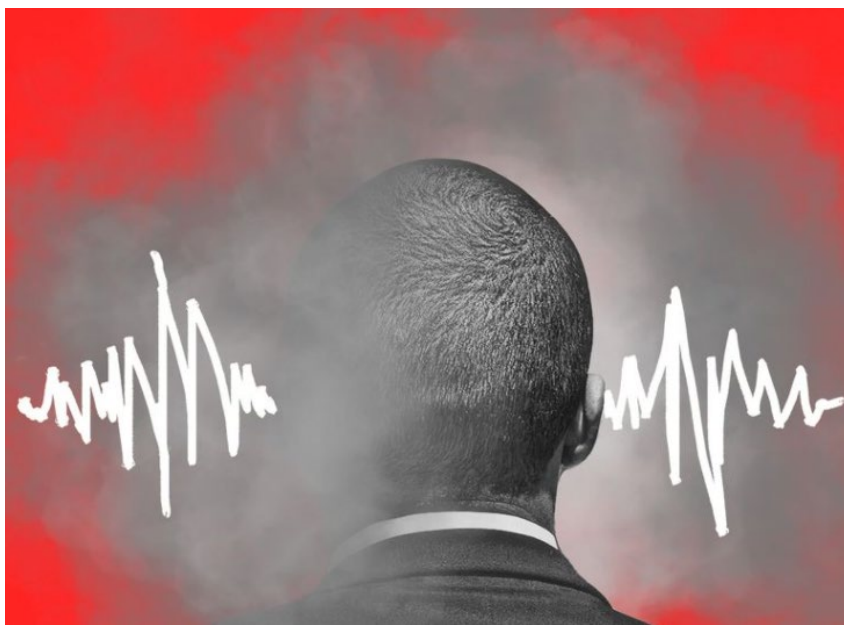
# Inclusion with Pronouns

Why focus on pronouns?
Make spaces more inclusive of transgender, gender nonconforming, and gender non-binary people. Including pronouns can help create a more welcoming space for people of all genders.

Where do I start?
Include pronouns on nametags and during introductions. Be cognizant of your audience; you may be asked to answer questions about why you are making pronouns visible.

Tips for Gender-Neutral Language
- Introduce yourself with pronouns as a model to others.
- Practice using gender-neutral pronouns such as "they" or "ze".
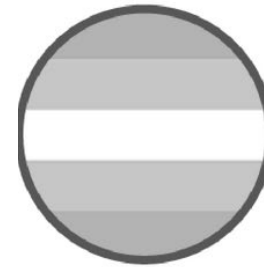- Use words such as "folks", "all", or "y'all" rather than "guys", "ladies", "ma'am", or "sir".
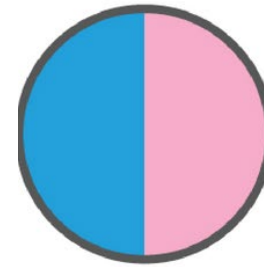
GENDER
The state of being male or female in typically regarding to social constructs rather than physical attributes.

TRANSGENDER
Refers to someone who does not identify with the gender they were assigned at birth.

CISGENDER
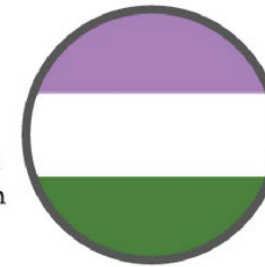Refers to someone who identifies with the gender they were assigned at birth.

NON-BINARY
Refers to someone who does not identify as exclusively male or female.

GENDER FLUID
Refers to someone whose gender identity changes over time from one end of the spectrum to the other.

GENDERQUEER
Refers to someone whose gender identify falls on the spectrum between male and female.

Resource: https://www.glsen.org/sites/default/files/GLSEN%20Pronouns%20Resource.pdf