

Fostering Workgroup Inclusion in Remote Environments

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Remote Employees Don't Feel Included

Remote work has introduced barriers to how people feel included, connected, and derive meaning from their work

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Remote Workers Are Losing Out on Promotions, New Data Shows

New data shows that people who log on from home five days a week get fewer promotions and less mentoring than people in the office



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Remote workers less likely to get raises, promotion at work

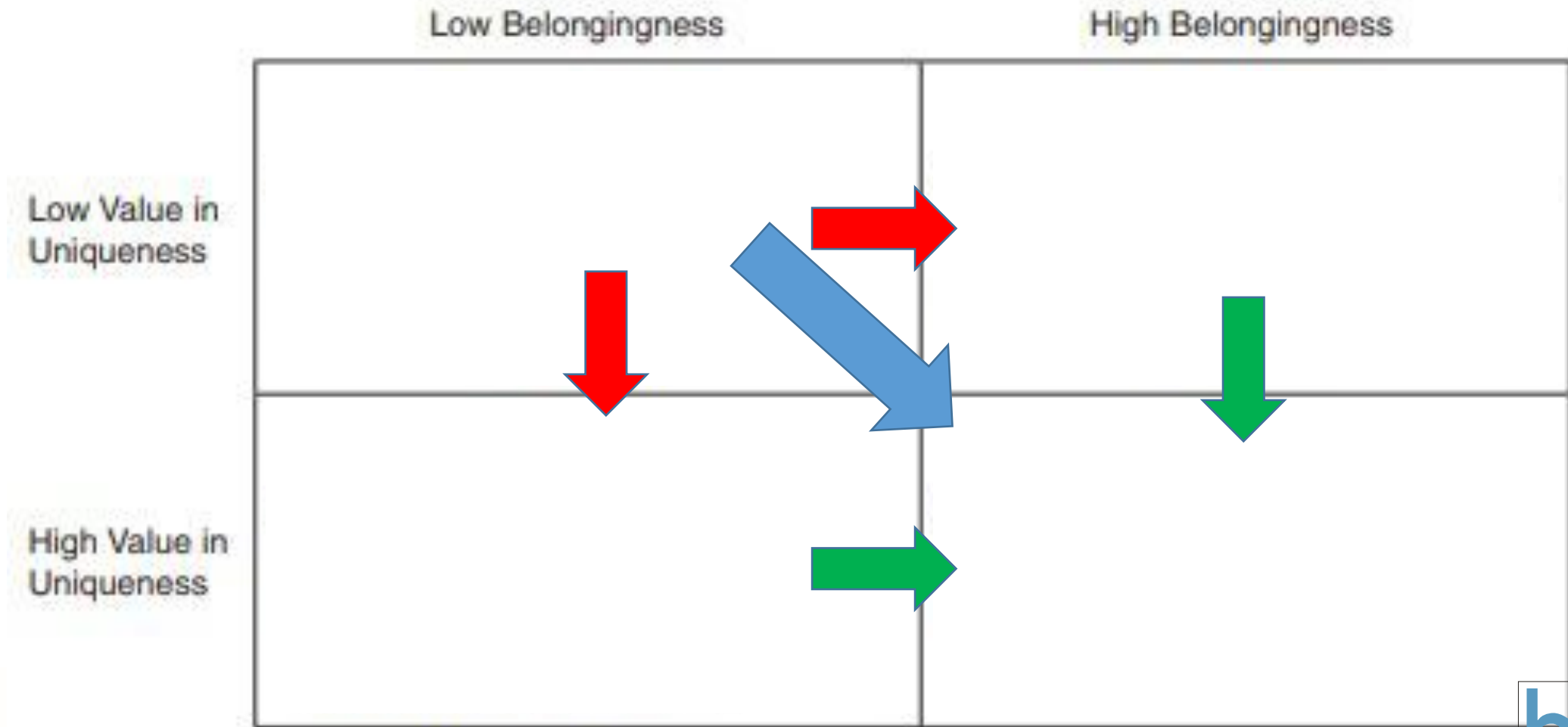
Workgroup Inclusion

“Inclusion is the degree to which an employee perceives that he or she is an esteemed member of the work group through experiencing treatment that satisfies his or her needs for belongingness and uniqueness.”

Workgroup Inclusion

*“Inclusion is the degree to which an employee perceives that he or she is an esteemed member of the work group through experiencing treatment that satisfies his or her needs for **belongingness** and **uniqueness**.”*

Workgroup Inclusion



Fostering Workgroup Inclusion

- Inclusiveness climate
- Inclusive leadership
- Inclusiveness practices

Inclusiveness climate

- Fairness systems
 - the broader organizational context in which procedures are embedded— including, for example, aspects of the authority system, or how information is generated, processed, and received
- Diversity climate
 - the inclusion or exclusion of people from diverse, and to the justice-related events pertinent to the balance of power and relations across social groups

Inclusive leadership

- Management philosophy/values
 - Showing appreciation for others' contributions and inviting group members to provide input are other leader behaviors that convey inclusion
 - Unfair treatment, by contrast, communicates to group members that they and/or their group are disrespected, which has been found to result in psychological withdrawal and low identification with the group or organization
- Strategies and decisions

Inclusiveness practices

- Information access and participation in decision making
- Conflict resolution procedures
- Communication facilitation

Inclusiveness practices: Belongingness



Giving groups difficult tasks and greater autonomy enhances cohesiveness



Smaller group size and greater group interdependence lead to stronger associations between cohesion and performance

Inclusiveness practices: Uniqueness



Environments with high job complexity



Supportive supervisors and coworkers

Fostering Inclusion in Remote Environments

- In remote environments, how can you...
 - Promote someone's perceptions that they feel they belong?
 - Promote someone's perceptions that they feel unique?

Thank you

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SELF-REFLECTION

What 'norms' have you created or would like to introduce around workgroup inclusion in a remote work environment?

Instructions:

Take a couple minutes to reflect on the above question.

What am I choosing to retain from this breakout session?