Power and Inclusion

Authority
Position or role in an organization

Inclusion
- Placing the organization's goals ahead of self-interest.
- Distributing resources fairly.
- Holding yourself to the standards you set for others.
- Clarifying roles, tasks, and expectations.

Exclusion
- Using your role to further your self-interest.
- Making exceptions to rules to benefit your interests.
- Letting personal preferences direct your decision-making.
- Refusing blame or blaming others.

Knowledge
Expertise, information, skills, and knowledge

Inclusion
- Sharing information.
- Teaching and mentoring others.
- Contributing your expertise collaboratively.
- Using knowledge to onboard, include, and support others.

Exclusion
- Hoarding knowledge for your own gain.
- Having to always be right.
- Unable to ask questions, ask for help, or learn from others.
- Ignoring others' expertise when making a decision.

Status
Advantages granted or denied because of social identity — race, gender, class, religion, nationality, ethnicity, education, physical and mental ability, and sexual orientation.

Inclusion
- Being aware of your limiting beliefs, biases, and generalizations about those different from you.
- Understanding the challenges those with less social status face.
- Using your ease of access or advantages to benefit others.

Exclusion
- Acting with entitlement.
- Denying difference.
- Displaying intolerance and lack of empathy for others.
- Believing your advantages are earned solely on the basis of merit.
- Being unaware of your biases underlying your decisions.

Informal
Rank in a group based on degree of belonging, e.g., popularity, seniority, and alliances

Inclusion
- Opening doors for others.
- Using your network to help others advance.
- Welcoming newcomers, outsiders, and those with marginalized status and making it easier for them to participate.

Exclusion
- Creating ingroups, outgroups, and gossip to further your status.
- Leaving newcomers to flounder.
- Using your network to create alliances against those you dislike or are threatened by.

Personal
Innate and developed traits, skills, and abilities that help us succeed in life

Inclusion
- Collaborating with others.
- Having emotional self-regulation.
- Being able to influence without authority.
- Negotiating conflicts productively Coping with change and uncertainty.
- Being open to feedback Able to engage with others across differences.

Exclusion
- Using emotions to manipulate, deceive, or dominate others.
- Monopolizing meetings and discussions.
- Being overbearing, argumentative, righteous, bullying, or controlling.

diamond
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