



IN THE VILLAGE

**LEADER GUIDE**

# One Global Village. Many Local Neighborhoods. Everyone Belongs.



Content sourced from teammates across the Village by Team Mosaic. Have a question or want to get involved? Search our page on [VillageWeb](#) or email us at [TeamMosaic@davita.com](mailto:TeamMosaic@davita.com).

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# How to Use this Playbook

This book is meant to be used as a resource, not read cover to cover. Consider taking a look at one topic that interests you each month.

## SELF-REFLECTION EXERCISES

Belonging	#	Description	Page	Time
	1	Feeling Valued	<a href="#">11</a>	10 mins
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Blind Spots & Hiring	10	Coaching for Connection	<a href="#">26</a>	5 mins
	11	Brain Science	<a href="#">32</a>	10 mins
	12	Brain Science	<a href="#">33</a>	5 mins
	13	Blind Spots	<a href="#">35</a>	15 mins
	14	Like Me Preference	<a href="#">36</a>	5 mins
	15	Need to Be Right Tendency	<a href="#">39</a>	10 mins
	16	Halo/Horn Effect	<a href="#">40</a>	10 mins
	17	Stereotyping	<a href="#">42</a>	10 mins
	18	Recency Effect	<a href="#">44</a>	10 mins
	19	Hiring Best Practices	<a href="#">55</a>	15 mins

## TEAM ACTIVITIES

Belonging	#	Description	Page	Time
	1	Recognition	<a href="#">11</a>	5 mins
	2	Team Belonging Agreements	<a href="#">13</a>	10 mins
	3	Start/Stop/Continue	<a href="#">15</a>	10 mins
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	6	Teammate Motivation	<a href="#">23</a>	15 mins
	7	Coaching for Connection	<a href="#">27</a>	15 mins
	16	Creating Belonging	<a href="#">68</a>	20 mins
	17	How Belonging Impacts How You Show Up	<a href="#">68</a>	20 mins
Blind Spots & Hiring	18	Web of Commonality	<a href="#">69</a>	20 mins
	19	Values	<a href="#">70</a>	20 mins
	8	The Sticker Game	<a href="#">37</a>	20 mins
	9	The Halo Effect	<a href="#">41</a>	10 mins
	10	Stereotyping	<a href="#">43</a>	10 mins
	11	Recency Effect	<a href="#">45</a>	20 mins
	12	My Perspectives	<a href="#">46</a>	10 mins
	13	Assumptions	<a href="#">47</a>	5 mins
	14	Learning List	<a href="#">47</a>	10 mins
	15	Hiring Best Practices	<a href="#">55</a>	20 mins

# Welcome



We are excited to share the **Belonging Playbook – Leader Guide** with you. This guide is in response to your request to build upon the concepts shared in our first edition. In these pages, we share more detailed guidance on how you can model belonging behaviors with your team. Before diving into this guide, ensure you understand the foundational concepts shared in our first edition (green cover) playbook.

Since starting the conversation on belonging, we’ve learned a lot and want to provide you with more tools and resources to enable more meaningful conversations with your teammates. We’ve structured

this version of the playbook to include space for self-reflection so you can internalize these concepts before starting a dialogue with your team.

Thank you for continuing to keep belonging top of mind as you focus on creating a special place for your teammates, living The DaVita Way and sustaining a healthy Village. Consider starting a regular cadence of connecting on belonging with your team using the team activities included within these pages. The content of this playbook is by no means exhaustive and is meant to be a launching point for your curiosity. If a particular topic or activity resonates with you, please dive in deeper.

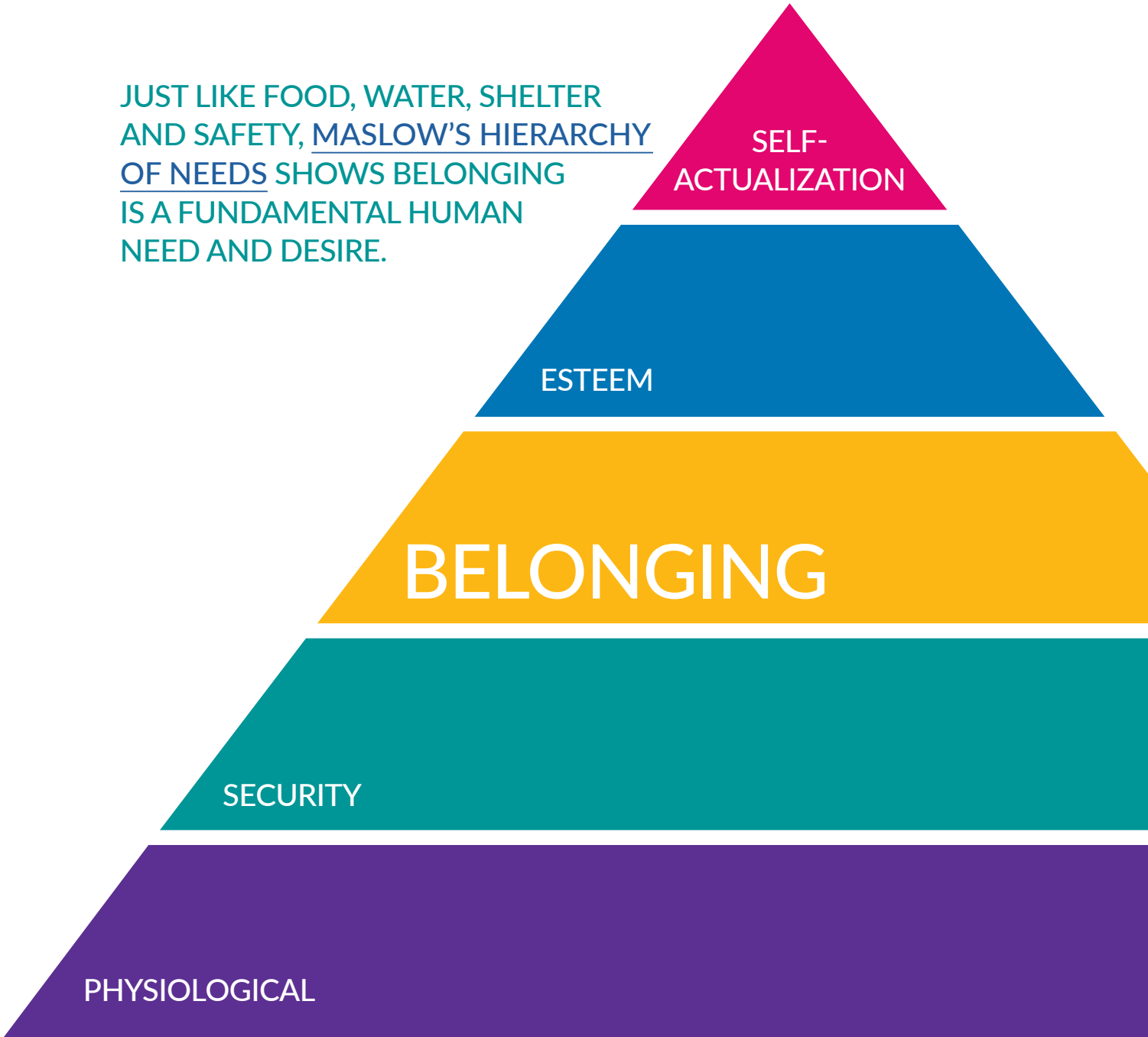
Thank you for your leadership and passion for bringing belonging to life.

One for All!  
Elise Duke and Kenny Gardner  
Executive Sponsors  
Diversity and Belonging

**WANT BELONGING AT YOUR NEXT REGIONAL, DIVISIONAL OR TEAM MEETING?**

Head to the Diversity & Belonging page on the [VillageWeb](#). We have resources, including PowerPoint decks with talking points and handouts, for you to leverage.

JUST LIKE FOOD, WATER, SHELTER AND SAFETY, MASLOW’S HIERARCHY OF NEEDS SHOWS BELONGING IS A FUNDAMENTAL HUMAN NEED AND DESIRE.



# Healthy Village

Our Vision is to Build the Greatest Health Care Community the World Has Ever Seen

A Community First...

Belonging

Breathe Life into  
Trilogy of Care

Role Model for  
Mission and Core Values

BRIDGE

THE DAVITA WAY

PERSONAL AND  
PROFESSIONAL GROWTH

Our Strategic Pillars

Create New Profit Streams

Transform Kidney Care

Win in Core Dialysis

One for All!



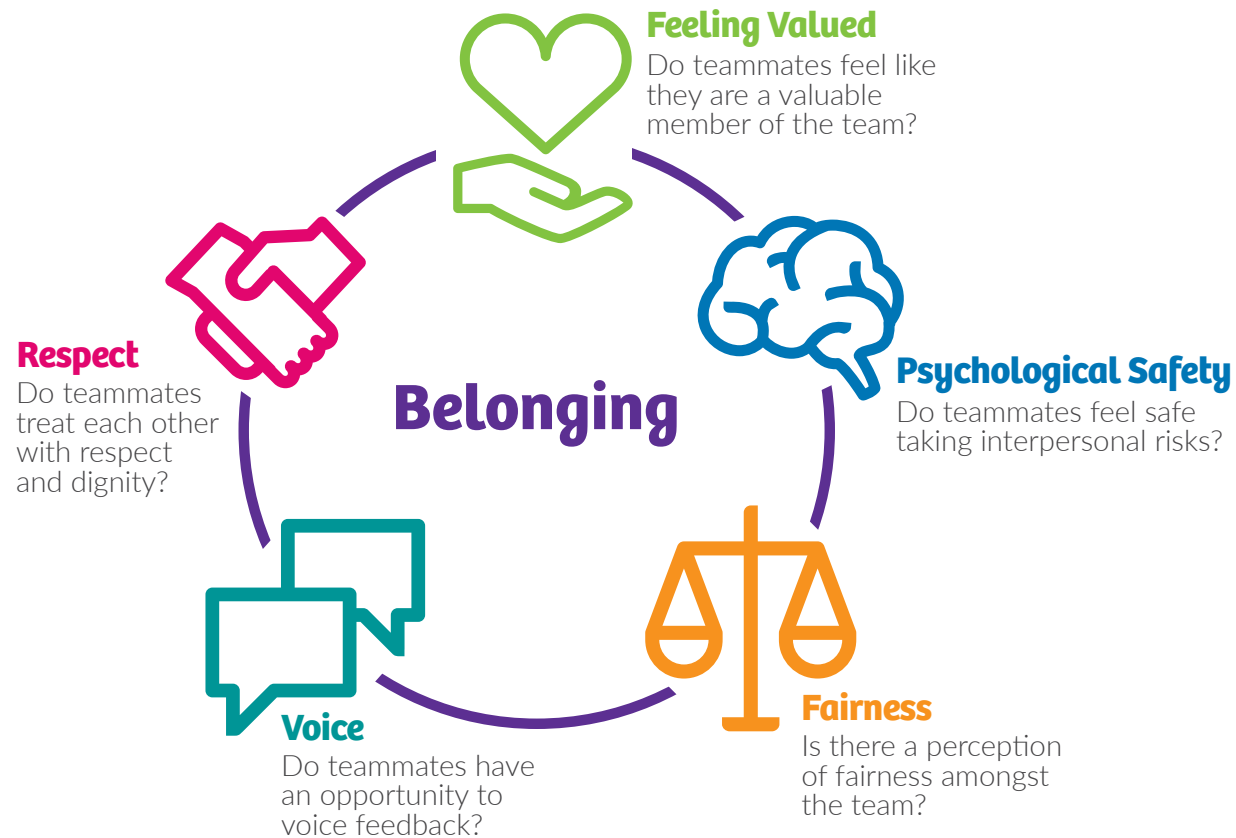


# Increasing Teammates' Sense of Belonging



# Breaking Down Belonging

We have all felt what it's like to belong and not belong, but what are the core elements that create belonging? See below for the individual components that enable an environment of belonging.



# Feeling Valued

Our own internal analysis of The DaVita Pulse Survey data confirmed that feeling valued and feeling a sense of belonging are highly correlated. Teammates said feeling valued and appreciated for the work they do is critical to their overall happiness and engagement.

## SHOW TEAMMATES THEY ARE VALUED

- Invest time and attention in their development.
- Give teammates autonomy and the ability to make meaningful decisions.
- Show trust.
- Be transparent.
- Share appreciation for a job well done.

## SELF-REFLECTION #1: FEELING VALUED

Show your teammates they are valued.

- Are you having regular check-ins with your teammates to discuss their development?
- What decisions are your teammates empowered to make on their own?
- How often do you trust teammates to run with an idea and learn from their mistakes?
- When was the last time you shared an update with your team about a major decision or important news and enabled your team to ask questions?

## TEAM ACTIVITY #1: RECOGNITION

Encourage a culture of recognition.

- Create a kudos wall in your clinic and have teammates add sticky notes to give teammates a shout-out for doing a great job.
- If your team is virtual, implement Kudos Friday where teammates can share kudos via email to the team.

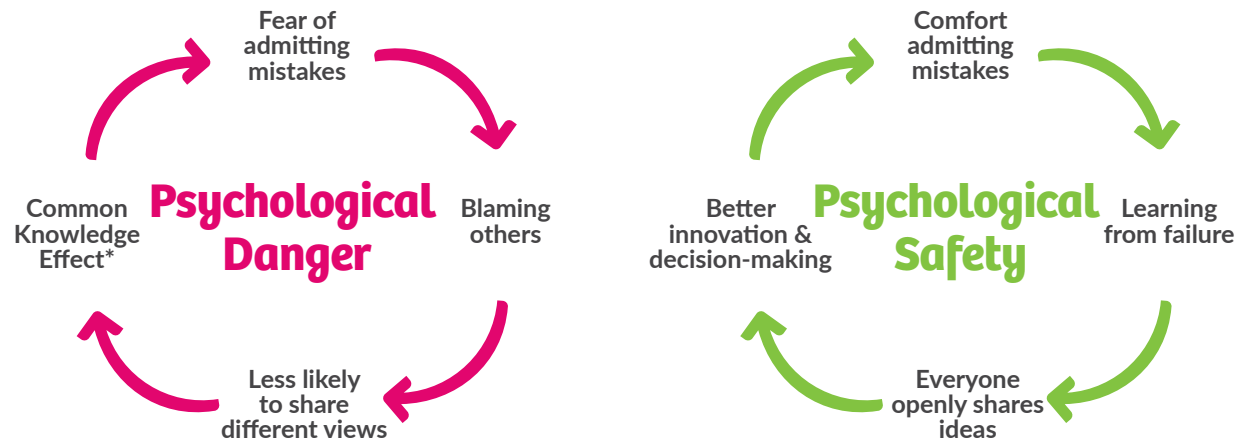






# Psychological Safety

To create an environment of belonging, teammates need to feel safe taking risks and being vulnerable with each other.



\*The **Common Knowledge Effect** shows that information that is known by all team members, prior to their discussion, has a more powerful influence on decisions than information that is not previously known by all.

Our brains process a negative comment, a competitive teammate, or a dismissive reaction as a life-or-death threat. In response, we go into fight-or-flight mode. In fight-or-flight, the parts of our brain that enable us to create human connection are shut off, redirecting all energy to respond to the threat. This prevents us from rational, analytical thinking, hindering our ability to create belonging.

[High Performing Teams Need Psychological Safety](#), Harvard Business Review (2017).

[Creating Psychological Safety in the Workplace](#), Harvard Business Review (2019).

[Is Your Team in 'Psychological Danger'?](#), World Economic Forum (2016).

## SELF-REFLECTION #2: PSYCHOLOGICAL SAFETY

Ask yourself these questions and brainstorm ideas within these areas to create psychological safety on your team. Pick one area that you want to focus on for your team and begin to implement it in the next four weeks.

### 1. LEAD BY EXAMPLE

- Do you ask your teammates for feedback?
- When did you last acknowledge a mistake you made?
- Are you approachable and do you encourage teammates to ask questions?

### 2. ENCOURAGE ACTIVE LISTENING

- Do you encourage people to share more by asking questions?
- When did you last actively encourage quieter teammates to share their opinion?

### 3. CREATE A SAFE ENVIRONMENT

- Do teammates feel safe voicing their opinions without fear of judgment?

### 4. HAVE AN OPEN MINDSET

- Do your teams feel comfortable sharing feedback with one another?
- How do they respond to input from others?
- Does your team see feedback as criticism or encouragement?

## TEAM ACTIVITY #2: TEAM BELONGING AGREEMENTS

Create an environment of psychological safety.

Ask teammates to propose agreements that would make them feel safe taking risks and being vulnerable with each other.



[What is Psychological Safety and Why is it the Key to Great Teamwork](#), Impraise (2019).





# Fairness

We are genetically wired to desire fairness. When we experience fairness, the reward response in our brain lights up releasing dopamine. Seeing an unfair exchange creates a strong threat response, activating our fight-or-flight mode, which releases the stress hormone cortisol.

## YOU CAN INCREASE FAIRNESS BY:

- Soliciting teammate feedback.
- Explaining the why behind decisions.
- Focusing on learning and growth opportunities for your teammates.
- Consistently modeling our Core Values and expecting others to do so as well.

## SELF-REFLECTION #3: FAIRNESS

Consider the perception of fairness.

- **Think of a situation when a teammate said something that felt unfair.** How did you respond? What went well and what could you have done differently?
- **Which of the above can you focus on to increase fairness?**
- **Are there opportunities for you to coach your team?**

*F is for Fairness – How to Increase Employee Engagement with SCARF, Happy Brain Science (2019).*

Gateway is a web-based, social platform designed to connect you to teammates across the Village. Gateway provides an easy way to recognize fellow teammates for their contributions to the Village by sending a virtual recognition eCard.

Log in at [mygateway.davita.com](https://mygateway.davita.com)



# Voice

Creating opportunities for teammates to have a voice and give their feedback is foundational to those teammates feeling valued and like they belong.

## OPPORTUNITIES TO GIVE VOICE

- One-on-one meetings
- Team meetings
- The DaVita Pulse Survey
- Town Halls

## SELF-REFLECTION #4: VOICE

Build a culture of feedback.

- **Think about each of your teammates.** Are there one or more teammates from whom you don't hear feedback regularly? What can you do to encourage it?
- **Change happens constantly.** With the most recent change on your team, did you seek out teammate feedback in multiple forums (team meetings, one-on-one meetings, etc.)?
- **How often do you wait to voice your opinion until others have had a chance to speak?**

## TEAM ACTIVITY #3: START/STOP/CONTINUE

Hearing teammate feedback is important. Ask your team:

- What should we start doing?
- What should we stop doing?
- What's going well that we should continue?

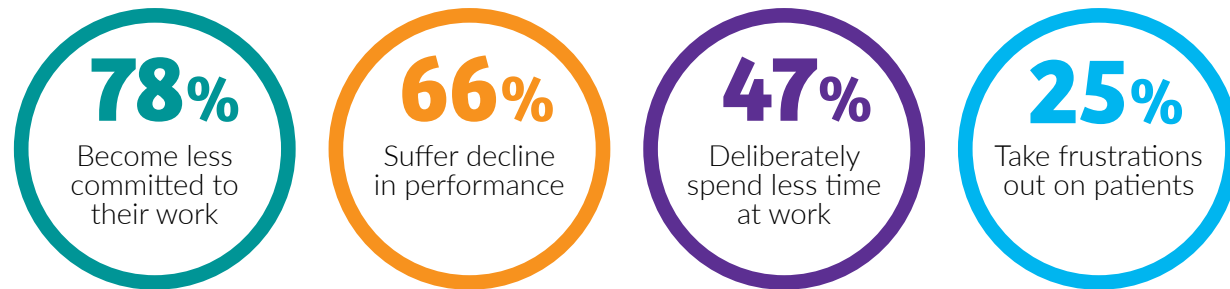


*Can Your Employees Really Speak Freely?, Harvard Business Review (2016).*



# Respect

Respect is another key component to belonging. Disrespectful behavior is a barrier to belonging and makes people far less motivated. Studies show that when people simply witness disrespectful behavior, their performance and creativity suffers. Of those who experienced disrespectful behavior:



## ENCOURAGE RESPECT ON YOUR TEAM

- Assume positive intent.
- Rely on facts, not assumptions.
- Lead by example.
- Coach others.
- Hold everyone accountable to the same standards.
- Ask how people would like to be treated and treat them in those ways (The Platinum Rule).

## SELF-REFLECTION #5: RESPECT

### Modeling respect.

- Have you ever felt disrespected at work?
- Have you witnessed others being disrespected?
- What expectations have you set with your team?
- What opportunities do you have to model respectful behavior?

*The Case for Civility at Work*, SHRM (2018).

*Four Steps Proven to Cultivate Workplace Civility*, Forbes (2017).



# Daily Belonging Habits

Consider incorporating these habits into your day-to-day interactions with teammates to cultivate respect and foster a sense of belonging with your team.

- **Connect on a personal level.** Take a few minutes to engage in a non-business conversation.
- **Ask others for their opinion.**
- **Make introductions.** Make sure everyone in a room or conversation has been introduced.
- **Attribute/credit ideas.** Acknowledge, by name, the “owner” of an idea during meetings.
- **Put your phone/computer away** while in meetings.
- **Ask questions.** When you have a negative reaction to a teammate’s statement or suggestion, lead your response with a question, not a statement.
- **Monitor facial expressions.** Be conscious of your facial expressions and center on the speaker.
- **Recognize the achievements of others.** Say thank you for a job well done.

## SELF-REFLECTION #6: DAILY BELONGING HABITS

### Demonstrating belonging habits.

- How many belonging habits do you consistently demonstrate?
- Which belonging habit could you start to implement?

## TEAM ACTIVITY #4: BELONGING HABITS

### Share the above belonging habits with your team.

- Which ones are we really intentional about? Why?
- Which ones do we want to be more mindful of? Why?



Have the team pick their top one or two to focus on for the next two weeks and then check in to see how you’re doing as a team.

*Micro-Affirmations Fight Bias*, Bravery (2019).

*Transforming Workplace Culture with Micro-Affirmations*, MIT Sloan (2016).



# Languages of Appreciation

When teammates feel valued and appreciated, their sense of belonging increases. Similar to having different love languages at home, we have different languages of appreciation at work.



Words of Affirmation



Quality Time



Acts of Service



Receiving Gifts



Physical Touch

One teammate may feel truly appreciated when you spend one-on-one time together. Another might feel truly appreciated when you offer to lend them a helping hand when they're struggling with a task. You may personally feel appreciated when your leader sends you a genuine "job well done" email. Get to know each of your teammates' language of appreciation. It might be different than yours.

*The 5 Languages of Appreciation in the Workplace: Empowering Organizations by Encouraging People*, Gary Chapman and Paul White, (2019).

## SELF-REFLECTION #7: LANGUAGES OF APPRECIATION

Observe a teammate and ask yourself:

- What does this teammate do when showing appreciation to others?
- What does this teammate ask for?
- What does this teammate complain about if they do not get it?

## TEAM ACTIVITY #5: LANGUAGES OF APPRECIATION

Turn the page to take the Languages of Appreciation Quiz. Go to the Diversity & Belonging page on VillageWeb to print more quizzes for your team. After taking the quiz, ask teammates:



- What is your primary language of appreciation?
- Describe a time when you remember feeling truly valued at work.
- Share a gesture of appreciation that connects with you the least.



## TEAMMATES SHOW APPRECIATION

We've seen countless examples of how teammates show appreciation for one another. See this example of sharing words of affirmation from Pacific Gold Region 3 ROD Damon Kinton.

## HOW TO MODEL IT

For a team meeting, print and frame an appreciation letter with a team photo for one or more of your teammates. At the event, share why you appreciate this teammate. Ask your team who else wants to share appreciation for this teammate.



Tracy Ecijan,  
Thank you for stepping up to lead Delano while competitors open all around us!!! When I talk to your Teammates, they tell me they appreciate you for:  
1) Walking a mile in their shoes and working the floor when needed  
2) Listening to their concerns and taking action  
3) Earning the loyalty of the Patients as they CHOOSE to stay with DaVita Delano.  
Your years of RN experience are a key reason Delano continues to be in the Top 25%!!  
Thank you for your leadership,





# What Makes You Feel Most Appreciated?

## TAKE THE QUIZ TO FIND YOUR LANGUAGE OF APPRECIATION

Rank the statements in each group from 1 to 5 where one is least appreciated and five is most appreciated.

### GROUP 1

- \_\_\_ A. A teammate says, "You did a really great job. I appreciate it."
- \_\_\_ B. A teammate unexpectedly does something that you appreciate.
- \_\_\_ C. A teammate brings you a surprise treat from the store.
- \_\_\_ D. A teammate invites you to go on a leisurely walk just to catch up.
- \_\_\_ E. A teammate gives you a high five when you come in to work in the morning.

### GROUP 2

- \_\_\_ A. A teammate tells you how much she appreciates you.
- \_\_\_ B. A teammate volunteers to do a job for you and encourages you to relax.
- \_\_\_ C. A teammate brings you flowers.
- \_\_\_ D. A teammate invites you to sit down and talk about your day.
- \_\_\_ E. A teammate gives you a pat on the back for a job well done.

### GROUP 3

- \_\_\_ A. At a team meeting, a teammate tells others about one of your recent successes.
- \_\_\_ B. A teammate cleans up a mess for you.
- \_\_\_ C. A teammate surprises you with an unexpected gift.
- \_\_\_ D. A teammate surprises you with a special outing for your birthday.
- \_\_\_ E. A teammate gives you a hug when you're having a tough day.

### GROUP 4

- \_\_\_ A. A teammate praises you for one of your special qualities or abilities.
- \_\_\_ B. A teammate brings you lunch.
- \_\_\_ C. A teammate surprises you with a membership to something you've always wanted.
- \_\_\_ D. A teammate plans a special outing for you.
- \_\_\_ E. A teammate congratulates you with a fist bump.

## SCORE YOUR RESULTS

Add up all the points for each of the different letters separately. E.g., A's scores of 4+2+3+1=10. Add up your scores in the below table.

	GROUP 1	GROUP 2	GROUP 3	GROUP 4	TOTALS
A	+	+	+	+	=
B	+	+	+	+	=
C	+	+	+	+	=
D	+	+	+	+	=
E	+	+	+	+	=

Now list your results from the HIGHEST to the lowest amount of each letter.

- 1 \_\_\_
- 2 \_\_\_
- 3 \_\_\_
- 4 \_\_\_
- 5 \_\_\_

Write the Appreciation Language group next to the letter, where:

- A = Words of Affirmation
- B = Acts of Service
- C = Tangible Gifts
- D = Quality Time
- E = Physical Touch\*

Now, compare your scores with your teammates. Wouldn't it be great to speak each other's appreciation language every day?

*\*Work appropriate touch can sometimes be OK depending on your relationship with the teammate and what you and they are comfortable with. If you're ever in doubt, simply ask or refrain from physical touch.*

[Learn About Your Appreciation Language for Colleagues, Family & Friends](#), Better Thinking (accessed 2019).





# Understanding Teammate Motivation

Show teammates you value them by investing time in their development. When teammates are learning and growing, their sense of belonging increases. The next several pages discuss three ways to invest in your teammate's development.

1. Understand what motivates teammates and connect them to positive motivators.
2. Learn how to foster growth mindset to help teammates reach their full potential.
3. Provide them with regular coaching and feedback so they can continue to grow.

## UNDERSTANDING TEAMMATE MOTIVATIONS

Why people work determines how well they work. There are three drivers of high performance:



### PLAY

Doing work because you love it



### PURPOSE

Making a positive difference in the world



### POTENTIAL

Opportunity for career advancement



On the flip side, there are three drivers of low performance, which can often be challenging to identify.

- **Emotional pressure.** Working to avoid disappointing yourself or others.
- **Economic pressure.** Need to make money to fulfill obligations.
- **Inertia.** Coming to work today because you did yesterday.

A high-performing culture maximizes the play, purpose, and potential felt by its people, and minimizes the emotional pressure, economic pressure, and inertia.

## SELF-REFLECTION #8: TEAMMATE MOTIVATION

Consider your team.

- Which of your teammates come to work every day because they absolutely love the work they do?
- What opportunities do you have to connect your team back to how they make a positive difference in the world?
- How do you share opportunities with your team to help them grow their careers?
- Is there anyone on your team who you suspect may suffer from one of the drivers of low performance? What can you do to support them?

## TEAM ACTIVITY #6: TEAMMATE MOTIVATION

On your own or with your teammates, consider the below questions.

- What do you love most about the work you do?
- How is your work making a positive difference in the world?
- What opportunities do you see for yourself in the future?

If you want to dive deeper, consider heading to [Vegafactor.com/survey](https://vegafactor.com/survey) to take the individual, leadership or team surveys. Discuss your results with your team.

*How Company Culture Shapes Employee Motivation*, Harvard Business Review (2015).

*The Science of Total Motivation*, Vega Factor (2019).





# Growth Mindset

Next, help your team develop the right mindset. Research has proven there is one thing more important than natural talent in determining the likelihood of achieving a goal: MINDSET. There are two types of mindsets: fixed and growth.

## FIXED MINDSET

Intelligence is static



## GROWTH MINDSET

Intelligence can be developed



Avoids challenges



Gives up easily



Effort is weakness



Ignores feedback



Feels threatened by the success of others

RESULT: Achieve less than their full potential



Embraces challenges



Persistent & resilient



Effort leads to mastery



Learns from feedback



Finds lessons and inspiration in the success of others

RESULT: Reach ever-higher levels of achievement

We have all experienced fixed and growth mindsets. The goal is to help yourself and your teammates get into a growth mindset as often as possible.

How we provide both positive and critical feedback is just as important as the feedback itself.

Judgment-based feedback, positive or negative, primes people to have a fixed mindset — e.g., “Jill, you’re so smart!”. Feedback that is focused on the effort or process a teammate took to get to the desired result — e.g., “Jill, I know you worked really hard on x. Great job!” — primes people to have a growth mindset.

## GROWTH MINDSET BEHAVIORS

Model these behaviors with your team to cultivate a growth mindset.

- Encourage teammates to take on new challenges.
- Acknowledge a teammate’s persistence and effort over perfection and brilliance.
- Encourage seeing feedback as a learning opportunity.
- Create a culture of learning from others’ success.

## SELF-REFLECTION #9: GROWTH MINDSET

What tasks or activities have you approached with a fixed mindset?

- How were you affected?
- How was your team affected?

Think about your team:

- Do you approach their development with a growth mindset?
- How can you help develop a growth mindset in your team?

*Two Mindsets*, Carol S. Dweck and Nigel Holmes (2006).

*Mindset: The New Psychology of Success*, Carol S. Dweck (2007).

*Importance of Having Growth Mindset*, Ohio State (2019).



# Coaching for Connection

Finally, set your teammates up for success with regular feedback and coaching, focused on creating connection and belonging. Balance the conversation between coaching (questions) and feedback (sharing examples).

Starting coaching conversations by focusing on the problem and how to solve it triggers our fight-or-flight response. In fight-or-flight, our brains shut off areas related to connection and creativity.

## SELF-REFLECTION #10: COACHING FOR CONNECTION

Think back to a great coaching conversation you’ve had.

- What made it so great?
- What was missing that you wish would have happened?

## LANGUAGE THAT CREATES CONNECTION

Consider shifting your approach when providing feedback to teammates.

INSTEAD OF	TRY
You should do x [in response to a request for advice].	What do you feel you’re struggling with? What have you done in the past that’s worked in a similar situation?
Can I give you some feedback?	I noticed x. [Share a factual observation without feeling or judgment.]
Good job!	You did x, y, and z really well. How do you think you did?
Here’s what you should do.	Here’s something to consider. What approach are you considering? Let’s talk it through.
Here’s where you need to improve.	What do you think went well? What could have gone better?
That was great!	When you did x, I felt y or the result was z.

## TEAM ACTIVITY #7: COACHING

At your next coaching session, consider the examples on the left and follow the tips below.



### CONNECTION

Demonstrate your authentic and genuine care for the teammate as a person.

How to model it:

- Share about yourself and get to know your teammate personally.
- Ask about your teammate’s credo, beliefs, values, motivations and what fulfills them.



### UNDERSTANDING

See the world from their point of view and create a shared understanding.

How to model it:

- Be curious. Ask questions, seek to understand their perspective and respect where they are.
- Share the impact of their actions using “I” language (e.g., “Here’s what I’m hearing…”).
- Practice your discussion using the examples on the left.
- Use their appreciation language ([page 20](#)).



### ACTIONS

Work collaboratively to align on next steps and agree on how to hold each other accountable.

How to model it:

- Share decision making on next steps.
- Build agreements.
- Hold each other accountable.

For more on effective coaching and feedback, refer to the Creating Connections Activity in the first edition of the playbook or partner with your People Services manager.

[The Feedback Fallacy](#), Harvard Business Review (2019).  
[Making Relationships Work](#), Harvard Business Review (2007).  
[Making Relationships Work](#), John Gottman and Julie Gottman (2014).





Davita

Blind Spots



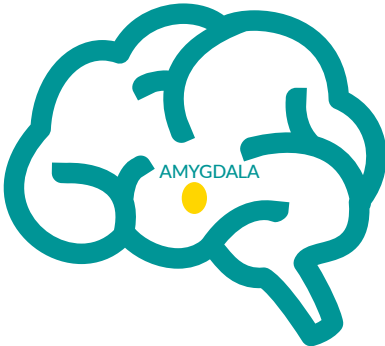
# Brain Science Behind Blind Spots

In order to create a healthy Village where everyone belongs, it's important to increase awareness of our blind spots. Blind spots are anything that impairs our decision making or influences the way we perceive people, places or situations. This can limit our ability to create connections and belonging with others.

We receive 11 million pieces of information every moment. We can only consciously process 40, which means 99.99% of thoughts are unconscious.

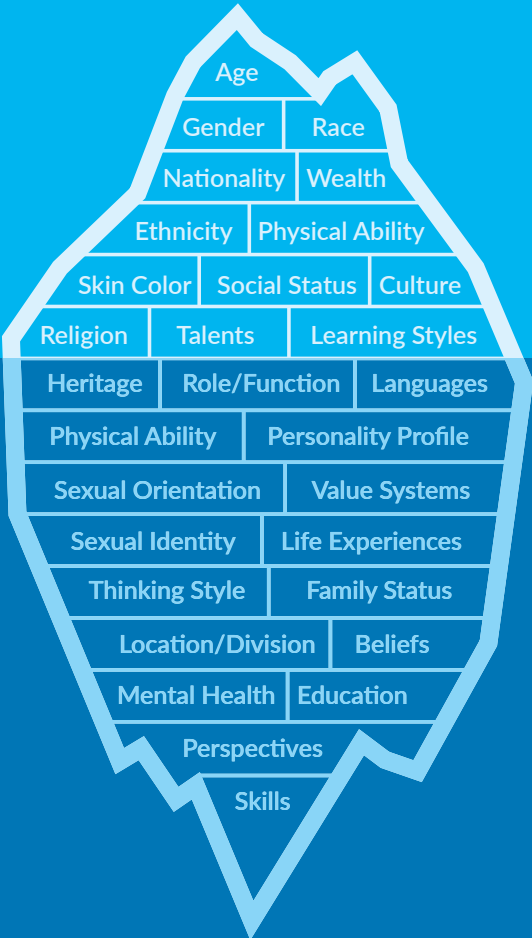
Due to information overload, our brains must quickly choose what to focus on. The amygdala is the part of the brain that operates unconsciously; it can categorize things and people faster than our conscious brain can. The result often includes thoughts we don't consciously "think."

**THIS CAN RESULT IN BLIND SPOTS THAT LIMIT OUR ABILITY TO OBJECTIVELY EVALUATE A SITUATION OR PEOPLE.**



As you go through the next several pages, flip back to this iceberg to help you think through the different perspectives that can shape your and others' world views. Consider what is above and below the waterline. How do unseen factors shape your perspective?

## Waterline of Visibility



# Even More Brain Science

There are a number of factors that can increase the likelihood we will fall victim to our blind spots. Even the simplest of things can have a huge impact on our ability to objectively evaluate a situation or person. This hinders effective decision making and makes it more difficult to create connection and belonging.

Fatigue



Mood



Time of day



Hunger



For example, one study found that the time of day when admissions officers read a high school applicant’s essay played an outsized role in how they scored it. Consider the implications of this in the hiring and performance review processes.

## SELF-REFLECTION #11: BRAIN SCIENCE

The next time you’re interviewing a candidate, discussing a teammate’s performance or addressing a challenging issue, check in with yourself.

- **Check your basic needs.** Are you hungry, thirsty or tired?
- **Take your emotional temperature.** What are you feeling? How could this impact the discussion you are having?
- **Take a moment to pause.** Consider big decisions in several sittings.
- **Pretend to be someone else.** We often reserve wise decision making for others’ problems that we don’t apply to our own. Think about the situation from a third-person perspective.
- **Travel forward in time.** How would you feel about this decision in 5, 10 or 15 years?

*The Science of Unconscious Bias: What Colors Our Lenses, Why it Changes Our Decisions, and How to Keep Clear*, Michael Miller (2016).

As leaders, each interaction with teammates has an impact on belonging. To understand how your brain can get in the way of belonging and fall victim to blind spots, consider the below.

Dopamine and serotonin, the two chemicals in our brain that make us happy, also have a big influence in our ability to be objective. Research shows these levels are highest in the morning.



When we can make objective, rational evaluations of situations and people, we lessen the likelihood of being influenced by our blind spots and increase the opportunity to create connection and belonging. According to research from Stanford, our stores of dopamine and serotonin are highest:

In the morning, before 11 a.m.

After exercising

After good quality, deep sleep

When we eat breakfast with protein

## SELF-REFLECTION #12: BRAIN SCIENCE

What small adjustment can you make in your day to enable you to create belonging and overcome your blind spots?

*How to Make Better Decisions*, Baba Shiv (2013).

# Identifying Blind Spots

Being aware of our blind spots is the first step in overcoming them. See below for some common blind spots.

## COMMON BLIND SPOTS

- LIKE ME PREFERENCE.** Tendency to prefer people like us.
- NEED TO BE RIGHT.** Tendency to seek out evidence that supports our beliefs and opinions while disregarding that which is contrary.
- HALO/HORN EFFECT.** Tendency to think everything good/bad about a person because we like/don't like them. Largely based on first impressions.
- STEREOTYPING.** Tendency to stereotype certain groups without being able to make objective decisions about them.
- RECENCY EFFECT.** Focusing on the most recent memories/outcomes that are easiest to recall.
- AVAILABILITY.** Making a decision based on the most accessible information rather than objective evidence.
- ANCHORING EFFECT.** Tendency to rely on the first piece of information you receive rather than continuing to evaluate by seeking multiple sources of information.
- BANDWAGON EFFECT.** Tendency to do or believe things because many other people do; often due to a desire for harmony or conformity in a group.

[Here is How Bias Can Affect Recruitment in Your Organization](#), Forbes (2018).

## SELF-REFLECTION #13: BLIND SPOTS

Before your next interview or performance evaluation, consider:

- Am I giving this teammate the benefit of the doubt because he/she reminds me of me?
- Am I overlooking facts or evidence that are contrary to my current perspective of this teammate?
- Am I giving this teammate too much credit or not enough credit based on whether I like them as a person or not?
- Am I overestimating or underestimating the capability of this teammate based on a stereotype?
- Am I recalling all relevant information, not just outcomes that most recently occurred?
- Am I basing my decision on all objective available evidence?
- Am I letting my first impressions or the first piece of information I've seen determine my opinion?
- Am I speaking up if my opinion differs from the group?

[Bias Interrupters – Tools for Organizations](#), The Center for Worklife Law (2018).

# Like Me Preference

As humans, we have a natural tendency to gravitate toward others who are similar to us. We seek out people who look and think like we do. In fact, research has shown that this tendency can impact hiring, promotions and decision-making.

## SELF-REFLECTION #14: LIKE ME PREFERENCE

Think about your team.

- How many teammates do you know on a personal level?
- How many do you engage in regular conversation?
- Who would you describe as your go-to people? Are they like you?
- Who do you ask for advice or feedback?

Be open to soliciting and receiving feedback from your teammates on this and other blind spots. Think deeply about which blind spots may influence your relationships with your team.

## BREAKING THE BLIND SPOT

- **Be aware of the blind spot.** During a normal day, how many people “like you” do you depend on?
- **Be intentional.** How might you diversify your go-to people?
- **Do a self-check before interviews or performance conversations.** Are you asking yourself the self-reflection questions on page [35](#)?



## TEAM ACTIVITY #8: THE STICKER GAME



### 1. SET UP

Have your team stick stickers in a variety of shapes, colors and sizes, somewhere between their waist and neck.

### 2. JOIN IN

Instruct your team to form groups without talking. Don't provide any instructions as to what criteria to use to form groups. Once formed, ask your team to break up and form into new groups. Repeat at least four times.

### 3. REFLECT

Teammates will normally form groups based on shapes, colors, or sizes. Rarely do teammates look beyond the stickers, and even less rarely do they intentionally form diverse groups in which many shapes, colors, and sizes are represented.

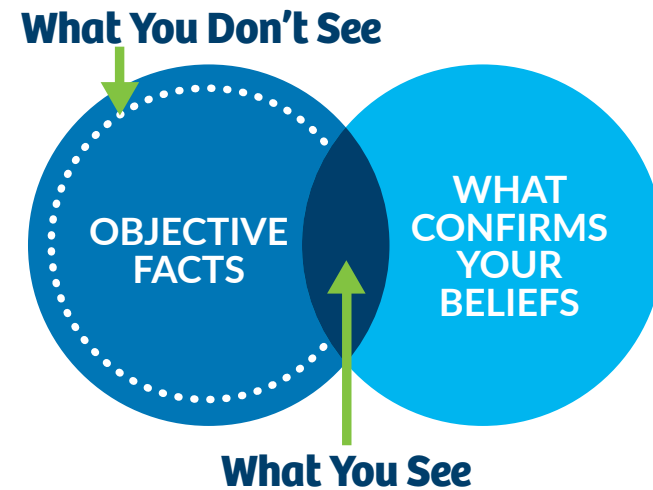
This activity leads well into a discussion about the automatic nature of “us vs. them”. It is also an excellent exercise for introducing the concept of diversity and the potential benefits of diverse workgroups.

Have a group discussion following the exercise prompting teammates to suggest ways to improve the recognition, support and value of diverse perspectives and experiences.



## Need to Be Right Tendency

We naturally seek out information and evidence that supports our beliefs and opinions about the world while disregarding those that are contrary. In fact, two people can view the same evidence and come away with different conclusions based on their pre-existing beliefs.



This can show up in several ways:

- **Searching for information** that confirms preexisting beliefs, and ignoring information that contradicts them.
- **Giving more weight** to information that supports beliefs, and less weight to information that contradicts them.
- **Interpreting information** in a way that confirms beliefs, even if the information could be interpreted in a way that contradicts them.
- **Remembering information** that supports beliefs and forgetting information that contradicts them.

[Confirmation Bias](#), Effectiviology.com (2019).

### SELF-REFLECTION #15: NEED TO BE RIGHT TENDENCY

Realizing that the Need to Be Right tendency exists, consider the below questions.

- When I hear different perspectives, am I listening or waiting to speak?
- Why do I feel so strongly about my opinion in some situations? Does my desire to be right override my ability to be open-minded?
- Am I open to accepting other truths or outcomes? Why or why not?
- What am I afraid of if I am wrong?
- How could I damage or strengthen this relationship with my actions?
- What would be possible for me if I let go of my belief that I am right?

### BREAKING THE BLIND SPOT

- **Decide that you want to mitigate this tendency, and have an open mind.** Engage in healthy conversation and debate with people who have differing opinions and life experiences than you.
- **Fully form an alternative understanding.** Hire and listen to people who are not like you.
- **Test assumptions.** Fact check information sources that you take in.



# Halo/Horn Effect

Another shortcut our brains make is to take one positive or negative trait about a person or thing, and use that to make an overall judgment.

For example, if we are exposed to a single positive trait of a person, we're likely to immediately form an overall positive impression of them, because that's the only piece of information we have.

Later, when we're exposed to additional information about this person, we want to confirm that initial belief, regardless of whether the new information is positive or negative (related to the Need to Be Right tendency).

## SELF-REFLECTION #16: HALO/HORN EFFECT

Think about someone you recently interviewed.

- What do I believe to be accurate about this person?
- What conclusions have I drawn about them?
- What assumptions have I made?
- What assumptions can I validate?
- What assumptions can I not support? What information did I use to arrive at these assumptions?
- Did I look at the complete picture? Is it possible that I may have missed something?

## BREAKING THE BLIND SPOT

Every action or idea should stand on its own merit.

- **Flip it to test it.** Would your opinion still stand if the person who proposed it was different?
- **Don't judge solely on first impressions.**
- **Remember you are also often prejudged.** Ask someone what their first impression was of you.
- **Don't make negative (or positive) over-generalizations.**

## TEAM ACTIVITY #9: THE HALO EFFECT



### 1. SET UP

Have your team watch this video on the halo effect: Brain Games — Halo Effect: [Youtu.be/biRZtmWZFrE](https://youtu.be/biRZtmWZFrE)

### 2. REFLECT

As a team, discuss what the impact of the halo effect may be on day-to-day interactions. For example, is there a team or a project you approach differently because of something you heard or “know” about it? What can each of you do individually, and together as a team, to combat this?

# Stereotyping

Research proves that we all use stereotypes, all the time, without even knowing it. A stereotype is a broad generalization of a category of people or places. It simplifies the world so we can make sense of it.

We are constantly being imprinted by what we see and hear, and that leads to stereotypes. Stereotypes, whether positive or negative, can influence our decision making and impact our relationships with others.

By its nature, a stereotype is generalizing versus individualizing and may not accurately represent an individual person or the group.

Often, our conscious beliefs about people and places can be incongruent with our unconscious stereotypes about those people and places.

## SELF-REFLECTION #17: STEREOTYPING

Understanding the impact of stereotypes.

- Am I aware of the stereotypes that may affect my behavior?
- Where do my generalizations about groups of people come from?
- Do I take the time to slow down and recognize this perception?
- Is it possible for me to have multiple perspectives on a situation? Do I take the time to think through these perspectives?
- Try imagining a person as a different gender, race, ethnicity or other factor to test whether you would still have the same judgment of that person. For example, if I could see a person as a future leader, would I still have the same opinion if I pictured this person differently?

*Long-term reduction in implicit race bias: A prejudice habit-breaking intervention*, Patricia Devine, et al. (2012).

## BREAKING THE BLIND SPOT

- **Flip it to test it.** Would your reaction to a person be different if they belonged to another group?
- **Stereotype replacement.** Learn to recognize your stereotypical responses to other people, and generate non-stereotypical alternatives to explain that person’s behavior.
- **Counter-stereotypic imaging.** Remember or imagine people from stereotyped groups who do not fit the stereotype.
- **Get to know your teammates.** Create a personal connection.
- **Perspective-taking.** Imagine the world from someone else’s shoes.
- **Contact.** Deliberately seek opportunities to get to know people, places and things unfamiliar to you.

## TEAM ACTIVITY #10: STEREOTYPING

Individually reflect on the first image that comes to mind (e.g., gender, ethnicity, age, etc.) when you think about each of the following professions.

1. Pilot
2. Flight attendant
3. Nurse
4. Doctor
5. Teacher
6. Professor
7. Construction worker
8. Hair stylist
9. Assistant
10. Sanitation worker
11. Spelling bee champion
12. Leader



As a team, discuss: What did you notice?

# Recency Effect

The recency effect occurs when more recent information is better remembered and receives greater weight in forming a judgment than information presented earlier.

This is particularly powerful when evaluating teammate performance. When entering into performance conversations, be thoughtful to consider the full length of a teammate's performance, and don't just rely on recent events.

## SELF-REFLECTION #18: RECENCY EFFECT

Understanding the impact of the recency effect.

- Do I rely on habit or memory to help me make decisions?
- Do I give myself time, or create processes, that allow me to consider longer-term trends?
- Think about the last team you worked with that wasn't your own. How much will your most recent experience influence how you expect future experiences to be?
- Consider the last development conversation you had with a direct report. Was your feedback based on what you could recall? Or, did you have notes from the months between reviews?

[Recency Effect](#), iResearchnet.com (2019).



## BREAKING THE BLIND SPOT

- **Consider all possibilities.** Don't assume that your most recent experience will determine your next experience.
- **Be objective.** This effect can often be influenced by the emotion created from your most recent experience. By being impartial, you create room to see the true picture, and can make a more objective decision.
- **Ask others for input.** It's unlikely that others will have the same recent experiences as you, so they won't be impacted in the same way. By checking with others, you are inherently checking your perspective.

## TEAM ACTIVITY #11: RECENCY EFFECT



### 1. SET UP

Create a list of 20 simple words, and note the order in which you list them. Keep this order consistent throughout the activity.

### 2. JOIN IN

Read the list of 20 words to one teammate. Once you read the words, have the teammate repeat as many back to you as they can. Repeat this process with a few teammates, and note how many words they were able to successfully recall. For the second round, complete the exercise in the same way, except, after reading the list to the teammate, have them count backwards from 25. Make a note if the number of words, and where the word was in the list, changes at all.

### 3. REFLECT

Most likely teammates were able to recall the first and the last words on the list. When you threw in the "distraction" of counting backwards, the number of recalled words was likely more limited to recent words, and there were likely fewer remembered. How can this apply to interview days? Or performance reviews?



# A Note About Blind Spots

Breaking blind spots and creating habits is challenging. If you're trying something new that you're uncomfortable with, share your intent with your teammates. Tell them you may not do this perfectly and ask for feedback on how it lands: "I'm trying something new, can you give me some feedback on how it is landing?"

## TEAM ACTIVITY #12: MY PERSPECTIVES

Expand perspectives beyond your world view.

One of the ways we can check our blind spots is by expanding the perspectives that form our world view.



We are most influenced by the people we trust at work and home. We are also influenced by what we read, hear, watch in our entertainment, news and daily activities.

Have you ever examined the lenses by which you experience the world? Here's an opportunity to reflect on some possible inputs to your world view from the perspectives of race/ethnicity and gender.

1. In the chart to the right, write down the names of people who form your perspective in the left-hand column (e.g., yourself, best friend, significant other, parent(s), work friend, favorite TV show character, role model, movie star, etc.).
2. Consider the age, gender, race, ethnicity, socio-economic status, education level, thinking style, etc. for each person and write these categories on the top row.
3. What do you notice? With larger groups, ask teammates to partner up and share.
4. Where might you have opportunity to broaden your perspectives?
5. What one thing could you do to learn more about groups that are less represented in your perspectives?


## TEAM ACTIVITY #13: ASSUMPTIONS

Share with your team.

- What is one thing others have assumed about you that you wish they hadn't?
- What impact did this have?



## TEAM ACTIVITY #14: LEARNING LIST

Create a personal learning list.

Spend time reading and learning about the experiences of people different than yourself. Gaining an understanding of people who are different than you can help you appreciate their perspective and even see similarities where you didn't before.





A large crowd of people is gathered at a celebratory event, possibly a product launch or conference. The scene is filled with a thick shower of yellow and blue confetti falling from the ceiling. People are standing in lines, some clapping and smiling. The lighting is warm and focused on the crowd. In the background, a large orange ribbon or banner is visible. The overall atmosphere is festive and energetic.





# Hiring Best Practices


OVERCOMING BLIND SPOTS



# Hiring Best Practices

Following a standard hiring process reduces the likelihood that our blind spots will get in the way of good decision making. Overcoming our blind spots ensures that we always hire and promote the most qualified candidate. Because the hiring process is critically important to finding the best possible teammates, it is a collaborative effort across many teams and we are all responsible. The following practices apply to all positions:

-  **Understand team skill gaps.** What skills or perspectives are currently on your team? What's missing? Align on what you are looking for before going into interviews.
-  **Standardize the process.** Each candidate should experience the same process, from phone screens to live interviews. This ensures a fair comparison when making a final hiring decision.
-  **Standardize the interviews.** Research shows that unstructured interviews are a poor predictor of success on the job. Standardized interviews enable us to focus on the capabilities that have a direct impact on performance.
-  **Create a positive candidate experience.** Make sure each candidate leaves the interview feeling valued and respected, whether they get the job or not.

 **Require a diverse candidate slate and interview panel.** A large body of research has proven that requiring a diverse slate of candidates to be interviewed increases the opportunity for diverse candidates to be considered. Similarly, having a diverse panel of interviewers broadens the perspective of the panel and sends a message to candidates that diversity is taken seriously in the Village.



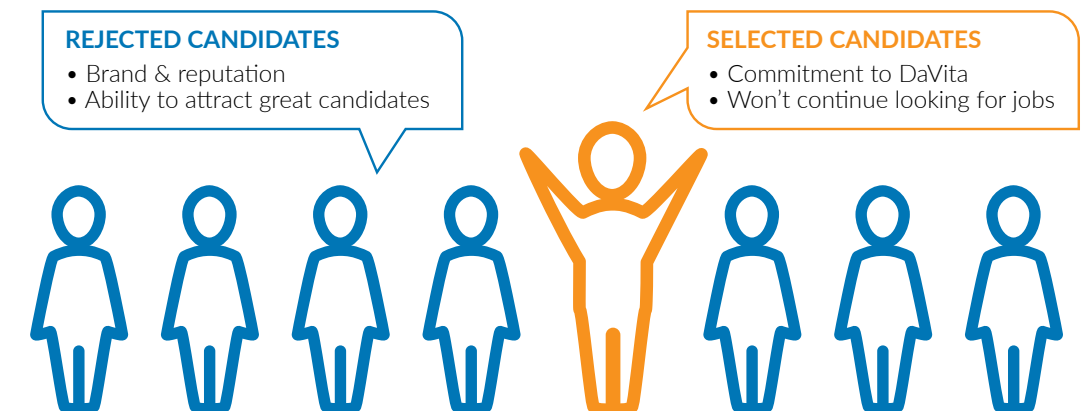
## 1. DETERMINE IF CANDIDATE CAN AND WILL DO THE JOB

We are strong at evaluating competencies and less adept at assessing motivational fit (candidate interest in performing the job and alignment with our Core Values). Motivational fit is the strongest predictor of performance and retention.



## 2. DELIVER EXCEPTIONAL CANDIDATE EXPERIENCE

Interviews are an opportunity to represent our Village and share our culture of belonging, ensuring all candidates feel valued and respected.



# Interview Best Practices

## BEHAVIORAL INTERVIEWING

Past behavior is the best predictor of future behavior. Behavioral questions allow interviewers to gather specific examples of a candidate's actual past behavior by asking structured, job-relevant questions. Once this information is collected, interviewers can accurately determine if the candidate has the competencies aligned with the role.

Tell the candidate you are going to be asking them a few behavioral questions.

1. Reassure the candidate that you are here to help them give a complete answer and will ask follow-up questions.
2. Tell the candidate you will be taking notes to make sure you can accurately recall their answers.
3. Ask your assigned behavioral interview questions.
4. Ask appropriate follow-ups when:
  - An answer is incomplete;
  - When the candidate provides a hypothetical example instead of a specific one; or
  - To dig deeper into the candidate's answer.
5. Take notes and ensure you collect all parts of STAR.

## BEHAVIORAL INTERVIEWS

2x

INCREASE THE PREDICTION OF FUTURE JOB PERFORMANCE

## S.T.A.R. FORMAT

### SITUATION

- Why action was needed

### TASK

- Plan of action

### ACTION

- What was done
- How it was done

### RESULT





- Outcome

## EXAMPLE BEHAVIORAL INTERVIEW QUESTIONS

The below questions are examples of good behavioral interview questions. To implement behavioral interviewing on your team, partner with your recruiter.

- **Tell me how you managed a direct report from being a low performer to being a high performer.** Follow-up: How did you help to improve his/her performance? How did you know where to focus?
- **Describe a situation in which you had to adapt your style to accommodate teammates or partners.** Follow-up: How did you know you had to adapt? What happened once you changed your style?
- **Describe a time when your team wasn't performing well. What did you do to address it?** Follow-up: How did you determine what to do? What were the major decisions you had to make?
- **Describe the biggest setback or disappointment you've experienced as a leader of a direct report or team.** Follow-up: How did you approach this challenge? What impact did it have on your team?

## KEEP IN MIND

-  **Be a better listener.** During the interview, you should be listening 80% and talking 20%.
-  **Four interviewers is enough.** According to a study by Google, four interviewers achieve the highest prediction of job success. Each additional interviewer only increases prediction by 1%.
-  **Be consistent.** Ask each candidate the same behavioral interviewing questions so you can compare responses.
-  **Check your blind spots.** Review the self-check questions on [page 35](#) before the interview.

*Work Rules!: Insights from Inside Google That Will Transform How You Live and Lead*, Laszlo Bock (2015).

# Interview Debrief

An interview debrief helps decide which candidates to hire, which candidates to keep warm, and which candidates to pass on.

## TIPS

- **Take the time!** Make your decision by leveraging all of the information gathered throughout the hiring process.
- **Rely on FACTS, NOT FEELINGS, in debrief conversations.** Discuss what the candidate said and did, not your interpretation of what the candidate said or did.
- **Have the most senior person speak last to avoid influencing the group or others' recommendations.**
- **Leave your title at the door in the debrief.** Everyone's opinions are important.



## HEARING STATEMENTS LIKE THIS?

See pages [56](#) to [57](#) for common pitfalls to avoid in the interview debrief and recommendations to guide your debrief conversation.

## SELF-REFLECTION #19: HIRING BEST PRACTICES

Consider the below questions and identify one best practice to focus on or implement for your next interview.

- Are you thoughtfully preparing for each interview?
- Do you use standard behavioral interview questions for each candidate?
- Are your teammates trained on the STAR method to evaluate a candidate's response?
- Are you considering motivational fit when evaluating candidates?
- Does your team conduct an interview debrief, to discuss candidates together?
- In the interview debrief, are you watching out for the common pitfalls and if blind spots are showing up?

## TEAM ACTIVITY #15: HIRING BEST PRACTICES

With your team, discuss:

- What is working well about our hiring process today?
- What is not working so well?
- Do we rely on facts, not feelings, in our debriefs?
  - Review the navigating debrief pitfalls guide on the next page. Do we encounter these common problems in our conversations?
  - Can we hold each other accountable to following debrief best practices?



Partner with your recruiter and/or your People Services manager for support implementing these best practices. For more information, visit the [Recruiting](#) page on VillageWeb and navigate to [Interview & Select](#).





# Navigating Debrief Pitfalls



## CULTURE/MISSION AND VALUES FIT



## PROFILE PERCEPTION



## TEAM FIT



## COACHABILITY



## FACTS VS. FEELING



## JOB INTEREST

Common Problem

“This person is just not a Mission and Values fit.”

“This candidate does not have the *right* background experience.”

“They are not a fit for *this* team.”

Consideration

- This tends to be a bucket for feelings; redirect to understand what the candidate actually said that suggests they are not a culture fit.
- Look for culture add instead of culture fit.

- Review the current team to see if they have the same experience as the candidate and are doing well.
- Review what the candidate can and will do.

- Do not hire for team fit, only assess if the candidate can and will do the job.

Thought Provoking Questions

- “What specifically did you hear the candidate say that concerned you?”
- “What Core Value was it?”
- “Could it be a product of how they were trained at their last employer, and what if we train them differently here?”

- “Is that something we could address in training?”
- “Could diversity bring a new perspective to the team?”
- “Do we have anyone on the team currently with a similar background performing well?”

- “Can and will the candidate do the job?”
- “If they are not a fit for this team, could they be a fit for another one?”
- “What exactly did the candidate say that indicated they wouldn’t be a good fit for this team?”

“This candidate doesn’t have *[insert preferred qualifications here]*.”

- Do not try to hire perfect candidates, just qualified candidates.
- If an assessment is done, scores should be considered in conjunction with interview notes.

- “Does this candidate need to have a high level of skill at time of hire, or can we train them once on the job?”
- “Are we comfortable leaving this position unfilled because of one low score?”

“I just don’t *feel* like this candidate is right for the position.”

- Interviews should be based on data, not feelings.
- Reframe the impact of passing on a candidate based on findings.

- “What specifically did you hear the candidate say that concerned you?”
- “Just to be clear, are we comfortable leaving this position unfilled because of this feeling?”

“The candidate did not seem excited enough in the interview.”

- Perceptions can be based on a wide variety of subjective things; redirect to understand what the candidate *actually said* that suggests they are not interested in the role.

- “What did the candidate say or not say in the interview that made you feel they weren’t interested in the job?”

Work Rules!: Insights from Inside Google That Will Transform How You Live and Lead, Laszlo Bock (2015).



## Resources



## Belonging in Our Leaders' Words



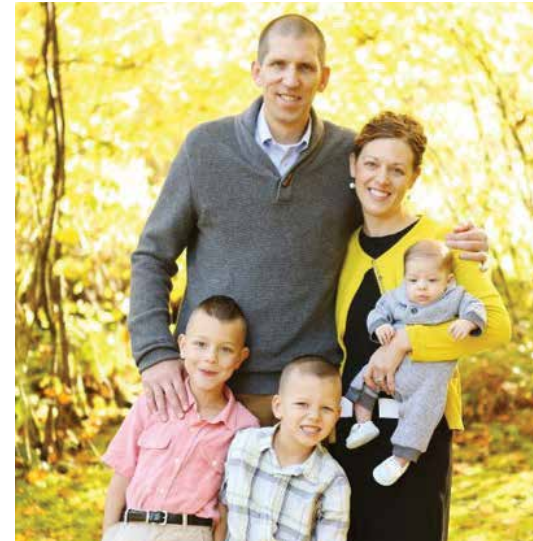
Belonging means that there is another teammate who cares about their growth, their development and their fulfillment. We are here for one another and care about the people we work with side-by-side. Patients can feel that. If our teammates know there is someone who cares about them, they are better equipped to give our patients the very best care.

- Brian Stern, GVP, Dream Team



When I think about belonging, I think about creating an environment where everyone feels comfortable sharing their honest thoughts and opinions. When someone new joins our team, I like to sit down with them and encourage them to be transparent and open with me, at all times. This means being prepared to share their opinions and stand by them—even if I don't agree with them. I also share with teammates that agreeing with them—or not—is not a measurement of their success. Rather, sharing their ideas and feeling comfortable doing so is the measure of success.

- Axel Lapica, GVP, Fusion



To me, belonging is about how we make teammates feel. In Polaris, we are committed to ensuring that all of our new teammates feel welcomed, valued and part of our team. I love hearing about when our RODs call new RNs to welcome them; when we spotlight a new teammate during a Homeroom Meeting; when we ask new teammates to speak up and listen to their fresh perspective; or have a relatable Town Hall for a STAR cohort. When we are intentional about welcoming our new teammates, and literally and figuratively put our arms around them to make them feel like they belong, the Village comes to life.

- Ray Follett, GVP, Polaris



I am fortunate to have worked in health care for the last 20 years. A lot has changed during this time in a positive way. Since joining the Village 13 years ago, I've been supported by the leadership team around me and have received feedback that the most important action I can take is to lead authentically and show up as my full-self. I aim to provide that same level of support to my team so each Trailblazers teammate knows they are supported, no matter where they are in their career.

- Cassie McLean, GVP, Trailblazers

## Belonging in Our Leaders' Words



Diversity and belonging boils down to two things: Asking “What does it truly feel like to belong?” and starting with the heart. It’s important that we create deep, meaningful connections with each other – kind of like a work family. Teammates across Galaxy are doing this by creating special traditions where they can celebrate life together, from service anniversaries to big life moments. Recently, I realized I wasn’t always practicing what I was preaching. When I walked into the group office, it didn’t feel like home. I’m excited to have our first group office heritage potluck in December to share our roots and our cultures in the form of the foods that mean the most to us.

- Chakilla Robinson, GVP, Galaxy



I am so proud of the work the Village is doing on Diversity & Belonging. Our monthly newsletters have given teammates a chance to highlight stories from across the Village, Palmer by Palmer, to show how we care for each other with the same intensity with which we care for our patients. I’m encouraged by the many conversations I’ve seen in regions across the Village to celebrate diversity and create a sense of belonging for all teammates.

- Elise Duke, GVP, Titan

## How Teammates Create Belonging – Avanti

In CATORI region 2, belonging is foundational to everything we do. There are three main things I try to focus on: Getting to know people, making time for one another and investing in teammates’ careers. Our business is about people. In order to be successful, I make an effort to get to know my FAs, teammates and patients.

When I walk into a clinic, I want everyone to know who I am, and I want to know who they are. I find so much Fulfillment when I walk into a clinic and I know what’s going on in a patient’s life. I love being able to check in on them and ask how they are doing after a recent surgery or ask about a new grandchild. Second, we make time for one another. I let my team know I’m available any time for a call, text or meeting. So much so that my husband has gotten used to sharing our dinner table with my team! Finally, investing in teammates’ careers. Of the 11 FAs in CATORI region 2, only one was an external hire.

As a region, we have created an environment where we identify opportunities for skill growth that will propel teammates into the next phase of their career. Belonging is about knowing there are people who care about you from your day-to-day, important conversations to your career growth.

-Margy Daniels, GROD, CATORI Region





## How Teammates Create Belonging – Endeavor

Throughout the year, we've heard countless stories from teammates on how they create a sense of belonging with their teams. These stories inspire us and we wanted to share a few with you.

Each quarter in every Sunsational Region, we award one patient-facing teammate with the Starfish Thrower Award. Based on the story of the child throwing starfish back into the sea, this award recognizes teammates who make a significant, positive difference for a single patient. In the past year, teammates have won the award who have:

- Convinced a patient (at the bus stop) to get treated at the clinic rather than going to the hospital;
- Sat with a new, frightened patient offering unconditional support until the patient was comfortable in the facility;
- Restored a bus bench at home so a patient would have a place to sit while waiting for transportation; and
- Made a patient, who was afraid of needles, comfortable enough to remove their CVC and have a fistula placed.



“This is how we, at DaVita, recognize a teammate's individual contribution to making a difference in the life of a patient.”

- Vicki Burrier, DVP, Sunsational

Endeavor

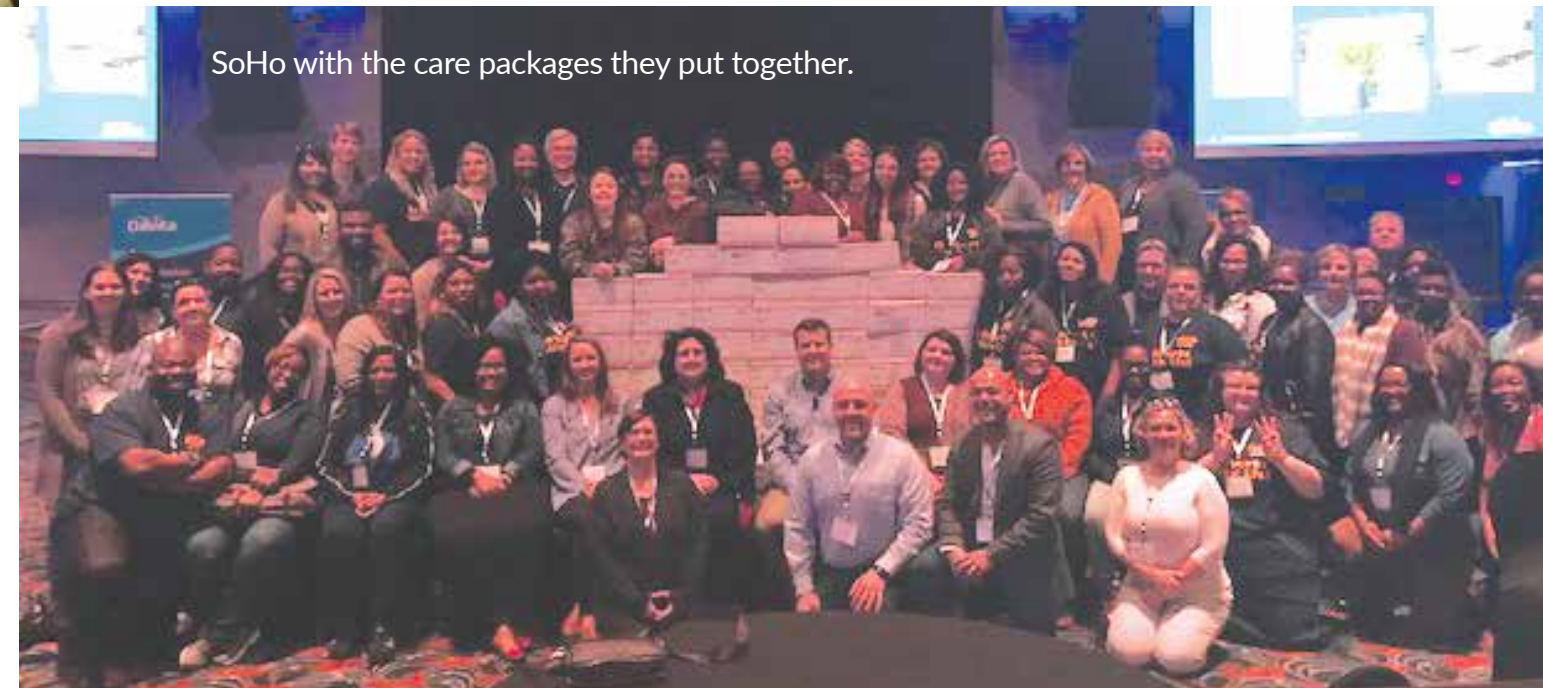
## How Teammates Create Belonging – Trailblazers

During a recent meeting, Trailblazers' Southern Horizons Division supported deployed service men and women. Through a partnership with Mississippi Project Package, an all-volunteer organization that sends monthly care packages to U.S. troops, the SoHo team sought to remind these brave citizens that they are supported and appreciated back home. We put together over 80 care packages! We also got a special opportunity to recognize veterans on our team and reflect with those who have family members actively serving.



Home Divisional Lead Amy Bennett coordinated the project and looks forward to welcoming her son, Jay, home in April. Jay, along with 4,000 fellow soldiers from the Mississippi National Guard's 155<sup>th</sup> Armored Brigade Combat Team, will complete their 13-month deployment in April!

- Chris Price, DVP, Southern Horizons



## How Teammates Create Belonging – Atlas

As a leader, it is really important to me to get to know my fellow teammates as individuals and whole people. This means getting to know what matters most to them, what their hobbies are and what their unique quirks and perspectives are. I have found this increases the sense of belonging as well as individual fulfillment. This includes pausing to recognize important moments for individual teammates. The Patient Concierge Team strives to celebrate any milestone including birthdays, anniversaries and when we accomplish a goal. We recognize the teammate in a way that is most preferable to them. For example, if the teammate isn't comfortable in large groups, we will put a card on their desk. We also take time to step away from work as a team. This year, we did a Village Service Project as a team. Not only were we able to create Ripples in our community, but we were also able to connect with each other. These strong relationships increase belonging, openness and trust on our team and make me so excited to come to work every day.

- Megan Fahrenholtz, Manager,  
DGS Patient Concierge

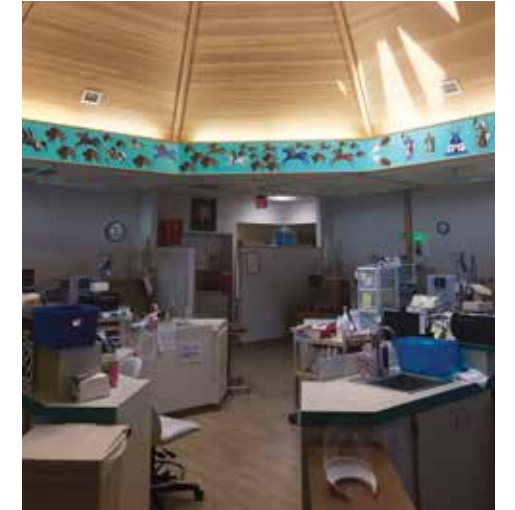


## How Teammates Create Belonging – Fusion

Rosebud Dialysis, on the Rosebud Indian Reservation in South Dakota, is a very special place. Almost all of the patients, and about half of the teammates, are Native American. When the facility was built, we wanted to make sure it was a place that patients felt comfortable, so we designed the clinic like a teepee and built a window at the peak so patients can see the sky. The clinic is very remote and serves as a pillar of community for the patients. The clinic's medical director and nurse practitioner come from Rapid City, nearly three hours away, and for 10 years brought treats for the clinic's adopted mascot, a stray dog named Patches.

Each year, the team has a kidney walk that coincides with the annual powwow (Wacipi). Before the walk started, an elder from the tribe held a smudging ceremony at the clinic. We then held the kidney walk around our clinic and hospital grounds and reconvened at the clinic where we grilled hot dogs as we waited for the powwow to start. Many tribes, and generations of Lakota, gather to celebrate their proud culture during the three day powwow (one of the oldest in the country). I'm so proud of our teammates for making our clinic into a pillar of the community on the Rosebud Reservation.

- Max Larson, DVP, Supernova





# Additional Team Activities

We're including these additional team activities that you can share and use with your teams. If you have an activity you've done that really resonates, share it with us at [TeamMosaic@davita.com](mailto:TeamMosaic@davita.com).

## TEAM ACTIVITY #16: CREATING BELONGING

**Write down all of the things we can do to not create a sense of belonging for each other** (examples: not ask about each other's weekends, not celebrate achieving milestones, not include the entire team in a team event, etc.).

- Circle (or star) the actions that are even a little bit true or happen even once in a while, even if unintentionally.
- Share the list of circled items. As a team, vote on the top two areas you would like to focus on solving.
- Brainstorm no cost (or very low cost) steps you can take to improve your team's sense of belonging by addressing the top two focus areas.
- As a team, vote on the top one or two actions you want to take as a team to address the two focus areas.



## TEAM ACTIVITY #17: HOW BELONGING IMPACTS HOW YOU SHOW UP

**Think about a time when you felt like you didn't belong at work.**

- How did this impact how you showed up to a team?
- In groups of three or four, take a few minutes to share your experience.
- Bring the whole group together and ask for two or three volunteers to share their observations.



## TEAM ACTIVITY #18: WEB OF COMMONALITY

**Sit in a circle and have one teammate share one fact about themselves.**

If anyone has that in common, pass a ball of yarn from the first person to the second.



Repeat the exercise with the second teammate sharing one fact about themselves and passing the ball of yarn to a different teammate. Eventually, the team will create a web of commonality, showing that we are all connected.

Even if on the surface it doesn't seem like you have anything in common with someone, if you take the time to get to know each other better as people, you'll see that we are all more alike than we are different. Commonality runs deeper than you may think.



TEAM ACTIVITY #19: VALUES

Understanding what your teammates value is important to knowing them as a human. From the list of values to the right, write down your top 10. Then narrow to your top five. Then narrow to your top two.

MY TOP 10

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

MY TOP 5

1.

2.

3.

4.

5.

MY TOP 2

1.

2.

Have each of your teammates complete this exercise, then have everyone share their top two values and why they chose those two. Discuss:

- Why are these values important to you?
- What does it look like when you're living into your values?
- What does it look like when you're not living into your values?

Sourced from Ambar Rivera, PSM Labs

Accountability	Ethics	Kindness	Self-respect
Achievement	Excellence	Knowledge	Serenity
Adaptability	Fairness	Leadership	Service
Adventure	Faith	Learning	Simplicity
Altruism	Family	Legacy	Spirituality
Ambition	Financial stability	Leisure	Sportsmanship
Authenticity	Forgiveness	Love	Stewardship
Balance	Freedom	Loyalty	Success
Beauty	Friendship	Making a difference	Teamwork
Being the best	Fun	Nature	Thrift
Belonging	Future generation	Openness	Time
Career	Generosity	Optimism	Tradition
Caring	Giving back	Order	Travel
Collaboration	Grace	Parenting	Trust
Commitment	Gratitude	Patience	Truth
Community	Growth	Patriotism	Understanding
Compassion	Harmony	Peace	Uniqueness
Confidence	Health	Perseverance	Usefulness
Connection	Home	Personal fulfillment	Vision
Contentment	Honesty	Power	Vulnerability
Contribution	Hope	Pride	Wealth
Cooperation	Humility	Recognition	Well-being
Courage	Humor	Reliability	Wholeheartedness
Creativity	Inclusiveness	Resourcefulness	Wisdom
Curiosity	Independence	Respect	
Dignity	Initiative	Responsibility	Write your own:
Diversity	Intuition	Risk taking	<input type="text"/>
Environment	Job security	Safety	<input type="text"/>
Efficiency	Joy	Security	<input type="text"/>
Equality	Justice	Self-discipline	<input type="text"/>
Ethnic	Kindness	Self-expression	



FAQs

SOURCED FROM TEAMMATES ACROSS THE VILLAGE

1. What can I do on my team to promote Diversity & Belonging (D&B) and what resources are available?

- Visit the [Diversity & Belonging VillageWeb](#) page or email [TeamMosaic@davita.com](mailto:TeamMosaic@davita.com) for belonging exercises you can do with your team, to share your passion about a specific topic, or for an opportunity to provide feedback on materials we are developing to share with the rest of the Village.
- Download the first edition of the playbook, [Belonging in the Village](#), to learn more about our strategy and approach to D&B, for exercises you can do with your team, and for tactical tips and tools to increase belonging and promote diversity on your team.
- Check out the CASP (Create a Special Place) section of the [DaVita Daily News](#) for our monthly [Team Spotlight](#) and other news.

2. How does D&B fit into our Village?

Our goal is to embed D&B into everything we do in our Village so that, like The DaVita Way, it becomes part of who we are. Diversity is embedded in our recruiting and talent development strategy and operations. This includes how we source candidates, who is on the interview panel, and how we cultivate and develop our future leaders. Belonging is embedded in how teammates experience their workplace and team. This includes day-to-day experiences for teammates in our clinics and offices, how we onboard and train new teammates, as well as how we develop those teammates in their first year and beyond.

3. Why isn't our leadership more diverse?

We are very diverse as a Village overall, with 77% women and 50% ethnically diverse teammates. Our FAs are 79% women and 34% ethnically diverse. We recognize that we still have opportunities to further promote diversity and are implementing diverse hiring practices including sourcing (where we source candidates from) and recruiting (including diverse interview panels and candidate slates) to sustain leadership diversity in our Village.

Additionally, our robust portfolio of career development programs promotes equal opportunity creation for our inherently diverse organization. Examples of programs that provide opportunities for teammates to thrive in their careers and thereby increase their earnings opportunity include:

- [Bridge to Your Dreams](#): Fully-funded tuition and support for patient care technicians to become DaVita nurses upon successful completion of the program
- [THRIVE](#): Development program to put nurses on trajectory to become field operators
- [Foresters](#): Continuous talent and career pipeline for facility administrators to become regional operations directors

We recognize that we cannot promote and sustain diversity without creating a sense of belonging for our teammates of all backgrounds. Consequently, we are embedding belonging practices into existing programs and providing tools and resources like our playbook, [Belonging in the Village](#), to positively impact our teammates.

Our D&B operating model ensures that our leadership team has visibility and alignment with our D&B objectives and outcomes in the same way that any other major effort is managed in the Village. Our D&B operating model includes:

1. **Executive Belonging Council (CEO, CLO, SVP Revenue Operations and two field Palmer leaders)**: Responsible for setting the overall vision and objectives for D&B.
2. **Executive Sponsors (two field Palmer leaders)**: Provide strategic guidance and leadership to the Steering Committee and Team Mosaic.
3. **Steering Committee (field and Atlas leaders) and Advisory Board (field and Atlas teammates)**: Strategy and execution for embedding D&B into existing processes and programs.
4. **Team Mosaic (cross-functional capability)**: Atlas team supporting Steering Committee, Advisory Board, Executive Sponsors and Executive Belonging Council.

## FAQs

### SOURCED FROM TEAMMATES ACROSS THE VILLAGE

**4. Why doesn't DaVita have Employee Resource Groups for women, LGBTQ, ethnic or other groups?**

We are committed to ensuring that everyone in our Village has an equal opportunity to participate in programs aimed to foster D&B. Traditional Employee Resource Groups (ERGs) can be very headquarters-focused and lack a way for teammates who aren't in the same geography to connect. Due to the nature of our geographically diverse teammate population, we are investigating ways for all teammates to connect across all geographies at scale, including virtual platforms, and aspire to find a Village-wide solution in the near future.

**5. What external commitments has DaVita made to champion D&B?**

In December 2018, Javier Rodriguez, our CEO, signed the [CEO Action Pledge for Diversity & Inclusion](#). As part of that pledge, we committed to four things:

1. We will continue to make our workplaces trusting places to have complex, and sometimes difficult, conversations about diversity and inclusion.
2. We will implement and expand unconscious bias education.
3. We will share best—and unsuccessful—practices.
4. We will create and share strategic inclusion and diversity plans with our board of directors.

**6. What are we trying to achieve with D&B?**

We have very specific goals around both diversity and belonging. For diversity, our focus is on implementing diverse candidate slates and interview panels for select roles at the leadership level, which is where we have the greatest opportunity. For belonging, our focus is on embedding belonging practices into key programs in partnership with teams such as Wisdom (for DaVita University content) and Clinical Education (for Preceptor Training). We are committed to sharing quarterly updates and tracking outcomes with our Executive Belonging Council (comprised of our CEO, CLO, SVP, and two field Palmer leaders). The Executive Belonging Council will hold leadership accountable to achieving our goals.





## Additional Resources, Videos and Activities – Visit Diversity and Belonging on VillageWeb

### ONLINE RESOURCES:

Additional FAQs

Common D&B Terms List

Team Activities

Links to Research and Publications on D&B

Teammate Videos on Belonging

Have a question or want to get involved?

Search our page on VillageWeb or email us at [TeamMosaic@davita.com](mailto:TeamMosaic@davita.com).



To order additional copies of this playbook, visit the [DaVita Store](#).

“People will forget what you said,  
people will forget what you did,  
but people will never forget  
how you made them feel.”

- Maya Angelou

