



Jennifer Tardy
FORGING #CAREERSUCCESS AND #HIRINGSUCCESS

Signs Your **WORKPLACE** Defensiveness is Hindering [Increasing] Diversity

DEFENSIVE ACTION	EXAMPLE	WHAT YOU SHOULD KNOW
Do you RATIONALIZE?	<i>"I'm sure you understand. We didn't have time to post the position. Everyone knew that Sam was next in line for the promotion. Executive's love working with her and they agreed."</i>	Making an exception to the hiring process for one person and then rationalizing it can have deep and long-lasting downstream implications, especially for those that were overlooked because of it.
Do you MINIMIZE?	<i>"Turnover isn't always a bad thing. I like to see people moving on to new opportunities."</i>	Monitored turnover can be healthy for an organization because it means that employees are moving on to better roles to support company growth. Unmonitored turnover can be risky especially if you do not look at trends in why people are leaving.
Do you JUSTIFY?	<i>"You don't feel included? All you have to do is X, Y, or Z. I did it and now we are all super close."</i>	Authentic belonging does not have a prerequisite. If an employee has to do something to feel included, it is a sign of exclusive networks that must be addressed immediately.
Do you DENY?	<i>"I know James and I'm sure he didn't mean it that way."</i>	Standing up for one employee, or trying to reshape the perspective of the event, can leave the other employee feeling gaslighted (i.e., like you are denying their experience).

