

HOW WHY

TO CREATE AN EMPOWERING WORKPLACE

WHERE EMPLOYEES HAVE THE AUTONOMY, RESOURCES, AND SUPPORT THEY NEED TO SUCCEED.¹

TALK TO ME



WHAT EMPLOYEES SAY

Encourage me and your other direct reports and colleagues to have open discussions of our unique experiences.³

TAKE ACTION

- Inquire across differences: Explore the experiences of others through genuine curiosity.
- Suspend judgment: Actively refrain from adding your own editorial comments or lens to someone else's experiences.
- Demonstrate vulnerability and self-disclose: Acknowledge your shortcomings and share elements of your experience that may feel uncomfortable or risky.

TRUST ME



WHAT EMPLOYEES SAY

Trust me to do my work. Give me the autonomy to do my work where and when works best for me.⁴ Be confident in my ability to achieve results.

TAKE ACTION

- Recognize the talents of employees and create opportunities for ongoing development.
- Ensure flexible working arrangements are equally available and accessible to all employees.⁵
- Do not penalize employees who use flexible working arrangements or treat them differently than those who choose not to use them.⁶

HOW²

STAND BY ME



WHAT EMPLOYEES SAY

When issues occur, back me up and give me air cover.⁷ Focus on solutions rather than blame.

TAKE ACTION

- Treat missteps and challenges as learning moments.
- Assume positive intent.
- Approach difficulties with a growth mindset, helping employees to develop and improve.

EQUIP ME



WHAT EMPLOYEES SAY

Enable me to do my job to the best of my ability. Provide me with the tools and support I need to thrive.

TAKE ACTION

- Make sure employees have sufficient access to the information and resources necessary to do their job well.⁸
- Ensure employees are kept in the know about all issues that are critical to their job performance.

WHY

BLACK, EAST ASIAN, AND SOUTH ASIAN PROFESSIONALS IN CANADA⁹

ASIAN, BLACK, LATINX, AND MULTIRACIAL PROFESSIONALS IN THE UNITED STATES¹⁰

86%

Of those highly on guard to bias aspire to leadership positions at work.

89%

82%

Of those highly on guard to bias want to remain in the same company.

91%

AND YET

39%

Report being highly on guard to protect against racial and ethnic bias.

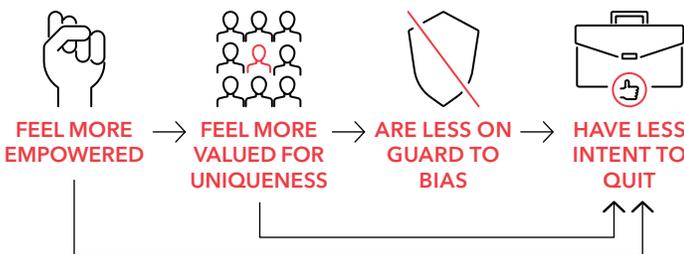
41%

68% 59% 53%
BLACK EAST ASIAN SOUTH ASIAN

Who experience high levels of Emotional Tax are thinking about quitting their jobs.

29% 37% 43%
ASIAN BLACK LATINX

AN EMPOWERING WORKPLACE CAN COMBAT EMOTIONAL TAX AND ATTRITION¹¹



EMOTIONAL TAX

The combination of feeling different from peers at work because of gender, race, and/or ethnicity, being on guard to experiences of bias, and the associated effects on health, well-being, and ability to thrive at work.

¹ Jennifer Thorpe-Moscon, Alexandra Pollack, and Olufemi Olu-Lafe, *Empowering Workplaces Combat Emotional Tax for People of Colour in Canada* (Catalyst, 2019);

Dnika J. Travis and Jennifer Thorpe-Moscon, *Day-to-Day Experiences of Emotional Tax Among Women and Men of Color in the Workplace* (Catalyst, 2018); Jeanine Prime and Elizabeth R. Salib, *Inclusive Leadership: The View From Six Countries* (Catalyst, 2014).

² Jennifer Thorpe-Moscon, Alexandra Pollack, and Olufemi Olu-Lafe, *Empowering Workplaces Combat Emotional Tax for People of Colour in Canada* (Catalyst, 2019).

³ Catalyst, *Engaging in Conversations About Gender, Race, and Ethnicity in the Workplace* (2016).

⁴ Jeanine Prime and Elizabeth R. Salib, *Inclusive Leadership: The View From Six Countries* (Catalyst, 2014); Anna Beninger and Nancy M. Carter, *The Great Debate: Flexibility vs. Face Time—Busting the Myths Behind Flexible Work Arrangements* (Catalyst 2013); Nicholas Bloom, James Liang, John Roberts, and Zhichun Jenny Ying, "Does Working from Home Work? Evidence From a Chinese Experiment," *The Quarterly Journal of Economics*, vol. 130, no. 1 (February 2015): p. 165-218.

⁵ Emily Cohen, Liz Mulligan-Ferry, and Jan Combopiano, "Flex Works," (Catalyst, 2013); Nicholas Bloom, James Liang, John Roberts, and Zhichun Jenny Ying, "Does Working from Home Work? Evidence From a Chinese Experiment," *The Quarterly Journal of Economics*, vol. 130, no. 1 (February 2015): p. 165-218.

⁶ Anna Beninger and Nancy M. Carter, *The Great Debate: Flexibility vs. Face Time—Busting the Myths Behind Flexible Work Arrangements* (Catalyst, 2013)

⁷ Jeanine Prime and Elizabeth R. Salib, *The Secret to Inclusion in Australian Workplaces: Psychological Safety* (Catalyst, 2015).

⁸ Anna Beninger, *Managing Flex 2: Successfully Managing Employees Working Flexibly* (Catalyst, 2014).

⁹ Jennifer Thorpe-Moscon, Alexandra Pollack, and Olufemi Olu-Lafe, *Empowering Workplaces Combat Emotional Tax for People of Colour in Canada* (Catalyst, 2019).

¹⁰ Dnika J. Travis and Jennifer Thorpe-Moscon, *Day-to-Day Experiences of Emotional Tax Among Women and Men of Color in the Workplace* (Catalyst, 2018).

¹¹ Jennifer Thorpe-Moscon, Alexandra Pollack, and Olufemi Olu-Lafe, *Empowering Workplaces Combat Emotional Tax for People of Colour in Canada* (Catalyst, 2019).



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CATALYST