



What gets in the way of belonging?

Coaches are more likely to feel the lack of belonging when the following occur:

Being told that you don't belong directly or indirectly
Applying for positions and not getting them, not accessing professional opportunities, mentorship or sponsorship.

Being the only one with a particular lived experience or identity
Not being able to see people "like me" in leadership positions; being the only non-white woman in the room, coaching team, or entire talent pathway set up.

Being excluded and "othered" by people's stereotypes and biases
Conscious or unconscious bias and assumptions people make can get in the way. Doubts about ability to do the job and lack of support from colleagues makes exclusion worse.

What enables a sense of belonging?

Coaches are twice as likely to feel a strong sense of belonging when the following are present:

- 1. Diversity** – refraining from making assumptions, working in an environment where there is willingness to listen and learn about difference.
- 2. Respect** – feeling welcomed, accepted and respected for who you are, and for your skills and experiences, whatever your background.
- 3. Inclusion** – being treated fairly in terms of access to opportunities, promotion and progression.
- 4. Valuing genuine connections** – being supportive, developing kind and encouraging relationships with coaches and others.
- 5. Engaging in acts of belonging** - building relationships with people who share similar lived experiences as well as advocates and allies.
- 6. Reframing** - viewing the lack of belonging as a passing state and the building of connections as the best antidote to lapses of belonging at work

