

Kritot 6b	כריתות ו עמוד ב
Any communal fast that does not have unrighteous people participating is not really considered a proper communal fast day, as we find in the ketores they included even unpleasant smelling spices (such as the "chelbonah" )	א"ר חנא בר בזנא א"ר שמעון חסידא כל תענית שאין בה ממושעי ישראל אינה תענית שהרי חלבנה ריחה רע ומנאה הכתוב עם סממני קטרת

## Harvard Business Review: Who's Being Left Out on Your Team?

### What the Experts Say

Creating a workplace where employees feel included is directly connected to worker retention and growth, says Jeanine Prime, leader of the Catalyst Research Center for Advancing Leader Effectiveness. Yet many corporate diversity programs focus more on creating a diverse workforce, and too little on the harder job of fostering inclusion. Prime's organization recently completed a survey of 1,500 workers in six countries that showed people feel included when they "simultaneously feel that they both belong, but also that they are unique," Prime says. When managers can achieve that balance, the business benefits are profound. Employees who feel included are "much more productive, their performance is higher, they are more loyal, they are more trustworthy, and they work harder," says Christine Riordan, provost and professor of management at the University of Kentucky. Here's how to foster more inclusion on your team.

### Don't diminish differences

Helping people feel that they belong isn't the same as making them feel interchangeable. Employees want their managers to recognize and value their uniqueness, says Prime, and that means acknowledging "the distinct talents and perspectives they bring to the table." Leaders might want to say that they are blind to race or gender or sexual orientation, but that attitude can prevent them from seeing instances of ostracism, as well as the unique perspectives that employees can bring to problem-solving and innovation. "If you say you don't see gender, then you might not recognize when woman scientists don't get mentored or aren't invited onto research projects," says Riordan. Don't assume that people want their differences erased in order to be part of the group.

### Share the spotlight

According to Catalyst's survey, leaders who support their employees' development are more likely to foster a sense of inclusion. For instance, suggesting that employees rotate as meeting leaders might help an untested employee showcase her value to others. Handing some management responsibilities for a new project to a more introverted worker might help build his confidence and give him facetime with others. "Anything a manager can do to create a positive message that every person is valued and has equal access in that group is a good thing," says Riordan.

### Seek input

One simple way to make employees feel more included, particularly if they are more introverted, is to ask for their input and opinions in front of others. Listening to employees not only signals to them that you value their contributions, but also demonstrates to other employees that everyone has value. Plus, you get the added benefit of a diverse set of opinions. "Inclusive leaders do a good job of drawing out the unique perspectives of different followers and engaging with those different points of view," says Prime. If an individual still has trouble speaking up or gets interrupted or talked over, keep offering her the floor, and don't be stingy with deserved praise.

### Keep at it

Fostering inclusion is an ongoing process. "Being inclusive is not a 'check the box' activity," says Prime. "It's a way of being, and you never stop working at it." Changing practices to incorporate inclusive policies and behaviors can be difficult, but creating an environment where everyone feels they can speak up will only result in better business outcomes. Managers "have to be proactive," says Riordan, because when they are, employees will work more effectively, and your business will reap the rewards.

# Role Play

**Object:** To recognize that everyone is different, however we are all Jews and must always be united by having each group play out a skit of how they would portray different types of people living in Israel, based on how they think those Jews present themselves

## Materials:

- Note cards with descriptions of each type of person
- List of mock scenarios

## Rules:

- Break up into groups of 8 people.
- Distribute the note cards to each participant
- Give the group 2 minutes to read their note card
- After everyone reads their personality description, an advisor should read a scenario aloud, and have the group members play out the scenario, based on their knowledge of the stereotypes and personal descriptions. Examples of scenarios are: A Chassidic man, A soldier, and an 'Arab' are waiting at a street corner for the light to change. Or an American olah, an Arab, A soldier and the Jock are all in a study group together for a middle east political science class at Hebrew University.

## Processing Points:

- What do you think would be an appropriate way to solve the problem of disrespect that the two groups have towards one another?
- How would you be able to show each of them the need to put aside their differences for the greater good of peace between Jews?

