

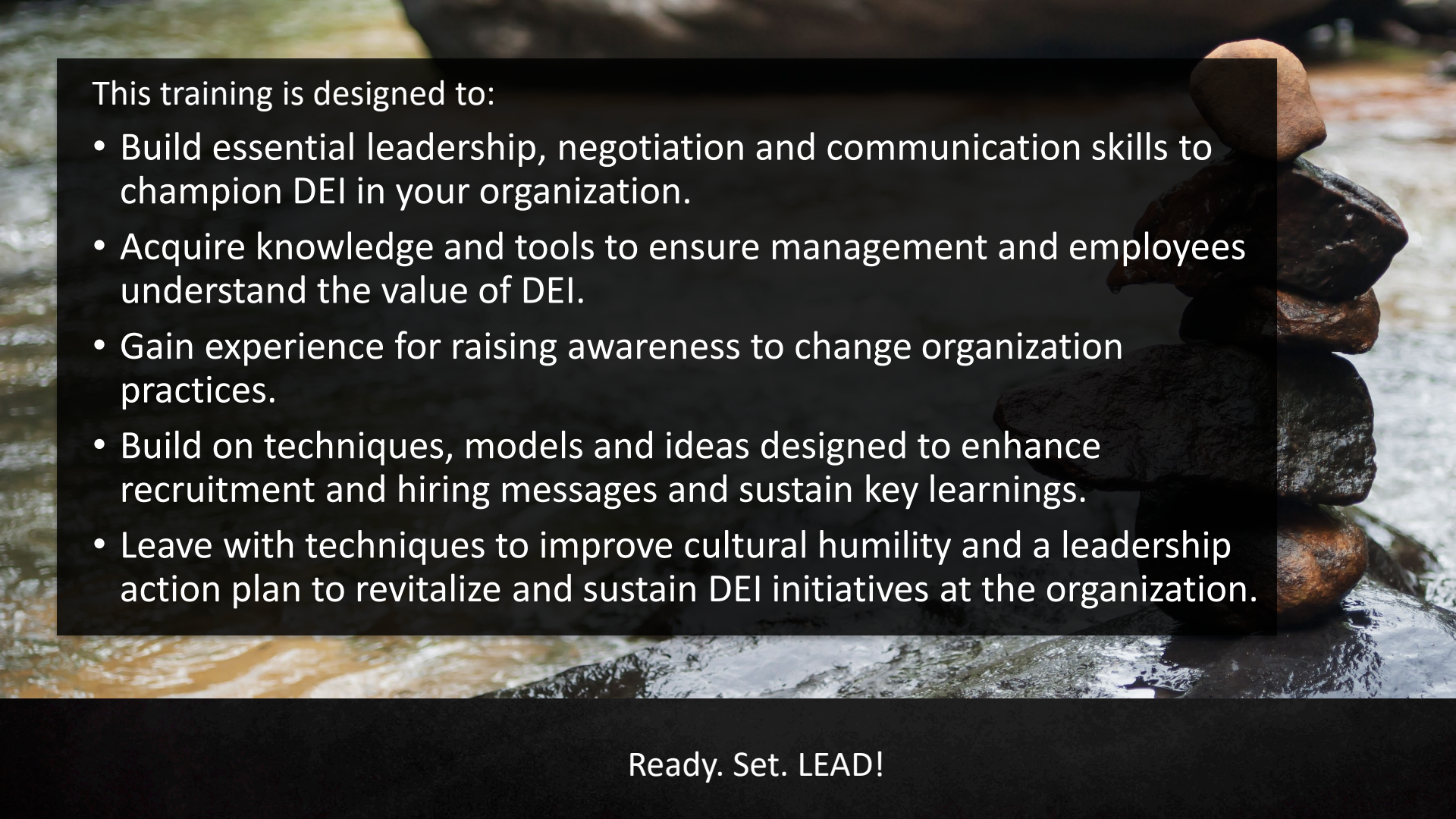


Ready. Set. LEAD!

Labor Leadership through the lens of Diversity, Equity, and Inclusion



Sponsored by Michigan Public Employers Labor Relations Association (MPELRA)
Free virtual training programs.

A stack of smooth, dark stones is balanced on a rocky surface near flowing water. The stones are of various sizes and shapes, some dark and some lighter, creating a sense of balance and stability. The background shows a blurred view of water and rocks, suggesting a natural setting.

This training is designed to:

- Build essential leadership, negotiation and communication skills to champion DEI in your organization.
- Acquire knowledge and tools to ensure management and employees understand the value of DEI.
- Gain experience for raising awareness to change organization practices.
- Build on techniques, models and ideas designed to enhance recruitment and hiring messages and sustain key learnings.
- Leave with techniques to improve cultural humility and a leadership action plan to revitalize and sustain DEI initiatives at the organization.

Ready. Set. LEAD!

Presenter's Background

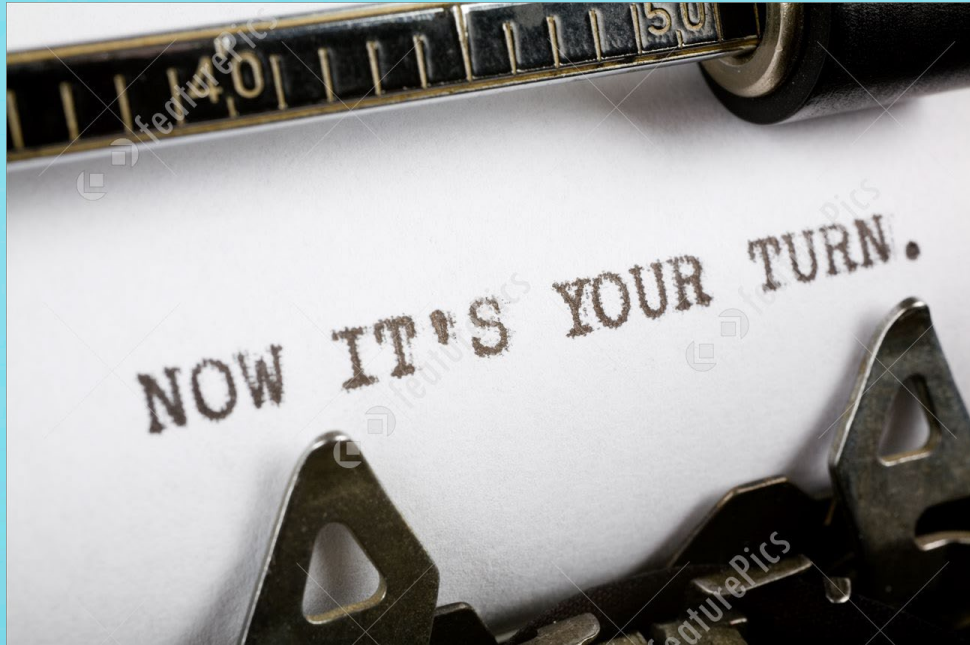


- **Tonya C. Bailey**
- **Pronouns:** *She/Her/Hers*
- Chief Diversity Officer
- 25+ in Higher Ed
- Completed Ph.D. studies in Educational Leadership
- Native of Flint, MI
- Happily Married & Mother of 8
- Founder & CEO Non-profit
- TCB Consulting, LLC
- Recording Artist

Sponsored by Michigan Public Employers Labor Relations Association (MPELRA)
Free virtual training programs.



Participant's Background



- In the Chat section, type your city and profession
- Ready. Set. LEAD!

Sponsored by Michigan Public Employers Labor Relations Association (MPELRA)
Free virtual training programs.

Consider the following statements
and select the one that describes
how you feel about this session.

As a leader I would rather not deal with
Diversity Equity and Inclusion Issues?

Yes or No



Consider the following statements
and select the one that describes
how you feel about this session.

As a leader I am very uncomfortable
managing issues of Diversity Equity and
Inclusion? Yes or No



Consider the following statements
and select the one that describes
how you feel about this session.

As a leader I feel comfortable that I have been
trained to manage Diversity and Inclusion Issues.

Yes or No?



Consider the following statements
and select the one that describes
how you feel about this session.

As a leader I am very comfortable managing
Diversity and Inclusion issues
Yes or No?



**Consider the following statements
and select the one that describes
how you feel about this session.**

As a leader I have received no formal training
managing Diversity and Inclusion issues.

Yes or No?





Touchstones & Hastags

- Be present as fully as possible
#Staywoke
- Always invitation, never invasion
#Invite
- Speak your truth in a way that respects others' truths #Respect
- Learn to respond with honest, open questions #KnowThySelf
- When the going gets difficult, turn to wonder #ThinkAboutIt
- Attend to your own inner teacher
#SelfReflection
- Trust and learn from silence
#SilencelsGolden
- Observe deep confidentiality
#Confidentiality
- Be open to possibility #BeOpen
- Know that it is possible to leave with whatever it is you needed when you came #YouMatter

Adapted from the work of Parker Palmer

Ready. Set. LEAD! Labor Leadership Skills through lens of DEI



People in this Room:

- Are Good People
- Have Good Intentions
- May not always be sure what D&I really is
- Care about developing others and yourself
- Are all starting our journey from different places and experiences
- Are willing to step outside of our comfort zones

















URBAN DICTIONARY

“Three-fer”

Meaning:

Getting three things for the value of one

Example: Those shirts are three-fer

#three #for #one #twofer #onefer







Diversity, Equity & Inclusion

Are Not...

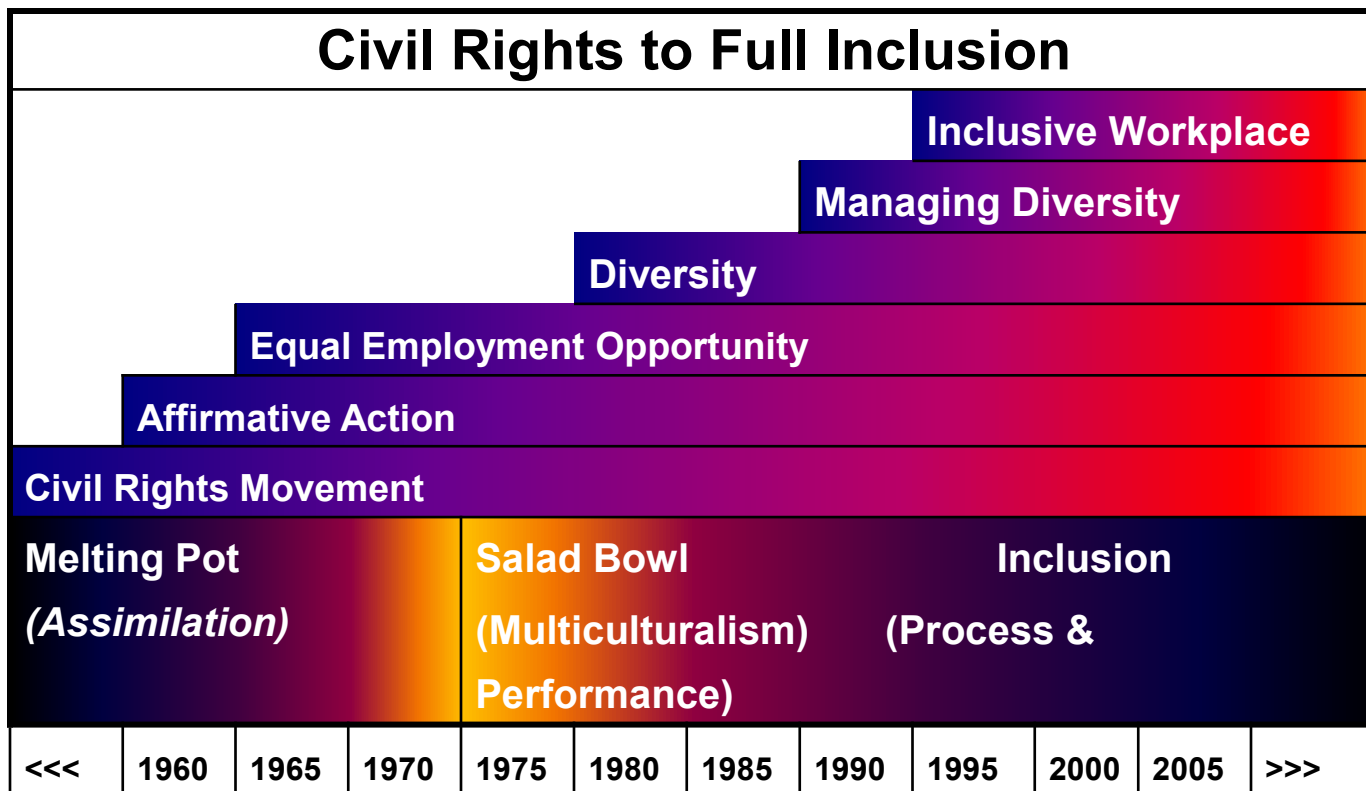
- Quick fixes
- Confrontational
- About changing you
- Problems
- Just fads

Are...

- A Beginning
- Introspective
- Thought Provoking
- An opportunity for short and long term success
- A Journey and NOT a Destination



Historical Perspective





Core Understanding

EEO refers to the laws, regulations, and policies that guarantee our rights to equal opportunity in terms, conditions, and privileges of employment.

Diversity is "...all the ways in which we are similar and all the ways in which we differ."

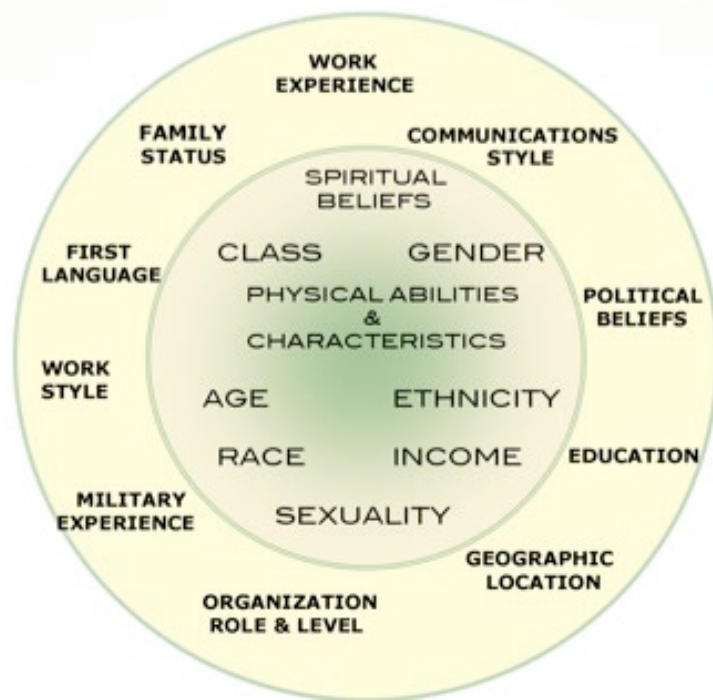
-- Dr R. Roosevelt Thomas, Jr.

Inclusion is leveraging the diversity in our workforce to achieve full participation and optimum performance; it empowers differences rather than suppressing them.



Defining Diversity

The full spectrum of human differences and similarities, including immutable and mutable characteristics yielding unique perspectives.



Defining Inclusion

Inclusion is the process of valuing all individuals and leveraging their diverse talent, not *in spite* of their differences, but *because* of them.

Inclusion requires a conscious effort to involve all human resources in the fabric and mission of the organizations as a critical *value add*.



Let's Get Personal – Let's Humanize it!

Diversity is more like being invited to the party.
Inclusion is being invited to dance once you get there!



In recent weeks, demonstrations against police brutality have brought much-needed attention to the unfair, unwarranted and heartbreaking loss of life and injuries to people of color at the hands of police. The opportunity to come together to address systemic racism has perhaps never been so great, or so top-of-mind.





Silence

IS VIOLENCE



#WECANTBREATHE

Why is diversity in the workforce so important?

One reason is that diversity correlates with improved organizational performance.

- A McKinsey & Company analysis of 366 companies demonstrated that those companies in the top quartile of racial/ethnic diversity were 30 percent more likely to have financial returns above their national industry median. Those in the top quartile for gender diversity were 15 percent more likely. Companies in the bottom quartile for both gender and ethnicity/race lagged behind companies in the other three quartiles. Further, this research suggests that diversity beyond gender and ethnicity/race is likely to bring some level of competitive advantage for organizations that can retain diverse talent.

Why does DEI matter in the workplace?

28%

MORE ENGAGED

51%

MORE LIKELY TO
RECOMMEND their
company to others

43%

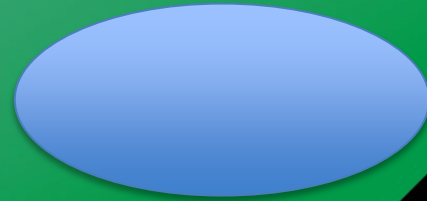
MORE COMMITTED
to their organization

INTEND
TO STAY **3^x**

LONGER at their
current organization

19%

GREATER WELL-BEING
in their lives



Ready. Set. LEAD!

- A study done by the Peterson Institute for International Economics involving nearly 22,000 global, publicly traded companies in 91 countries demonstrated that companies having at least 30 percent women in leadership or C-level positions add 6 percent to their net profit.
- A 2015 study from Bersin by Deloitte found that diversity and inclusion correlated with the highest positive impact on business performance in its Talent Management Maturity Model. High-performing businesses were demonstrated to have 2.3 times higher cash flow per employee, were 1.8 times more likely to be change-ready, and were 1.7 times more likely to be innovation leaders in their market.
- A study carried out at Ford Motor Company demonstrated a clear positive relationship between the diversity of team composition and performance of complex tasks.



Let's Get Personal – Let's Humanize it!

**Take a moment and think about organizational work barriers.
How might the workplace be promoting exclusion?**



Second Polling Exercise: Yes or No Responses

Have you ever experienced discrimination?

Has there ever been a time when you felt you didn't
"fit in" at work?"

Have you witnessed discrimination?

Have you ever felt excluded?

What's Changing in the World...

2050

1 in 5 people living in the US will be Hispanic or Asian.

438 Million

US population will increase in **2050** which will be due to immigrants arriving from 2005 to 2050 and their U.S.-born descendants. Hispanics are currently the largest group.

2045

There will be **no** racial or ethnic **majority** in 2045 the U.S.

Muslims

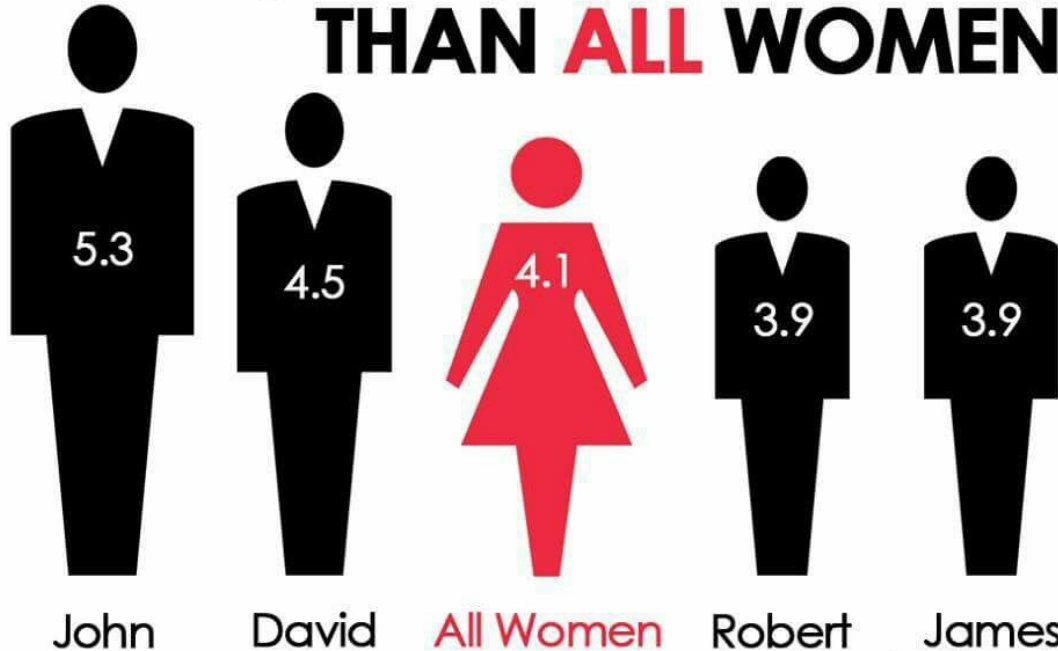
Number will nearly **equal the number of Christians** around the world. This is the world's fastest growing religious group.

1 in 5

Americans (19%) will be classified as an immigrant.



MORE MEN NAMED JOHN RUN BIG COMPANIES THAN **ALL** WOMEN



Source: Execucomp

WHICH GROUPS ARE AFFECTED BY RACE AND STRUCTURAL RACISM?



BLACK
PEOPLE

LATINIX
PEOPLE

ASIAN &
PACIFIC ISLAND
PEOPLE

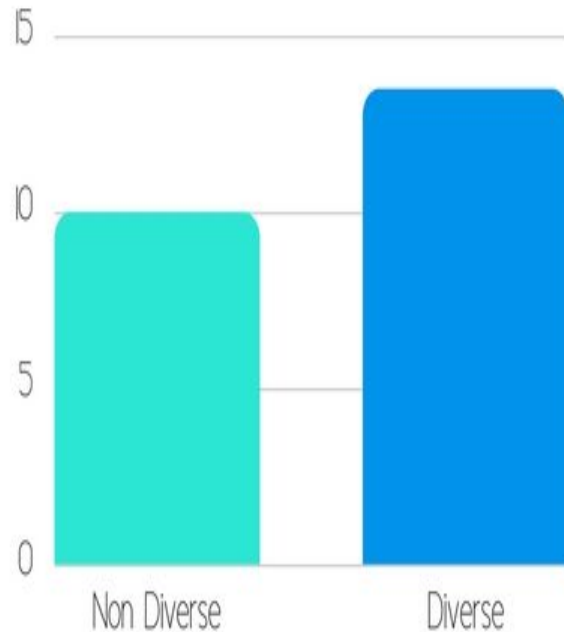
NATIVE OR
INDIGENOUS
PEOPLE

WHITE
PEOPLE

MULTI-RACIAL/
MULTI-ETHNIC
PEOPLE

Although groups have significantly different experiences in the United States, **all groups** viewed as being non-white have been subordinated, excluded, and marginalized, at one time or another, by institutional practices, popular beliefs, and habits that implicitly or explicitly support white privilege.

RACIALLY DIVERSE TEAMS OUTPERFORM
NON-DIVERSE TEAMS BY 35%



TEAMS WHERE MEN & WOMEN ARE
EQUAL EARN 41% MORE REVENUE

Inclusion Begins with You!



What would Inclusive Excellence Look Like at your workplace? Your Hiring Policies? Your Negotiations?

Where we are





New
Kid
???

Invite
those
you DON'T
KNOW



Sit
WITH THEM

BREAK BARRIERS

LESS
CONFLICTS,
MORE
inclusion!

IT'S A
LIFE RAFT

STUDY WITH THEM

The TORAH
is for
Everyone

EVERYONE
HAS
SOMETHING
TO OFFER!

MY NORMAL \neq YOUR NORMAL

FINANCE NOT AN OBSTACLE

MAKE IT
YOUR
JOB!

TAKE A RISK

SMILES
ARE
CONTAGIOUS!

MAKE ME A
BETTER
egg place!

Get Involved

Love
your
Neighbour

JUST
DO IT!



LIFT UP THE VEIL

DON'T SHUT ANYONE DOWN!

Differences

ARE NATURAL!

EMBRACE THEM

COMMUNITY of UNIQUENESS

INTERACT

DON'T
JUST
INCLUDE!

DIVERSITY
is
BEAUTIFUL

ACCEPTANCE

IMAGETHINK
HEATHER KLABER
SEPTEMBER
2015

IMAGETHINK
HEATHER KLAR
September 9
2015

Leadership Through a DEI Lens... Takes Vision and Support

- To create a successful unit action plan, the UO leadership must endorse, integrate, and support an inclusive culture by leading, setting the vision, and providing support.
- Each leader must ensure his/her plan is designed to make change in the identified priorities (i.e., adapt/develop/ implement policies, practices, services, and activities etc.,)
- Cultural transformation requires leadership, commitment, human and fiscal resources, sustainability, and patience.
- Diversity, Equity, and Inclusion support should permeate throughout the University with your guidance.

Definition of labour leader in English:

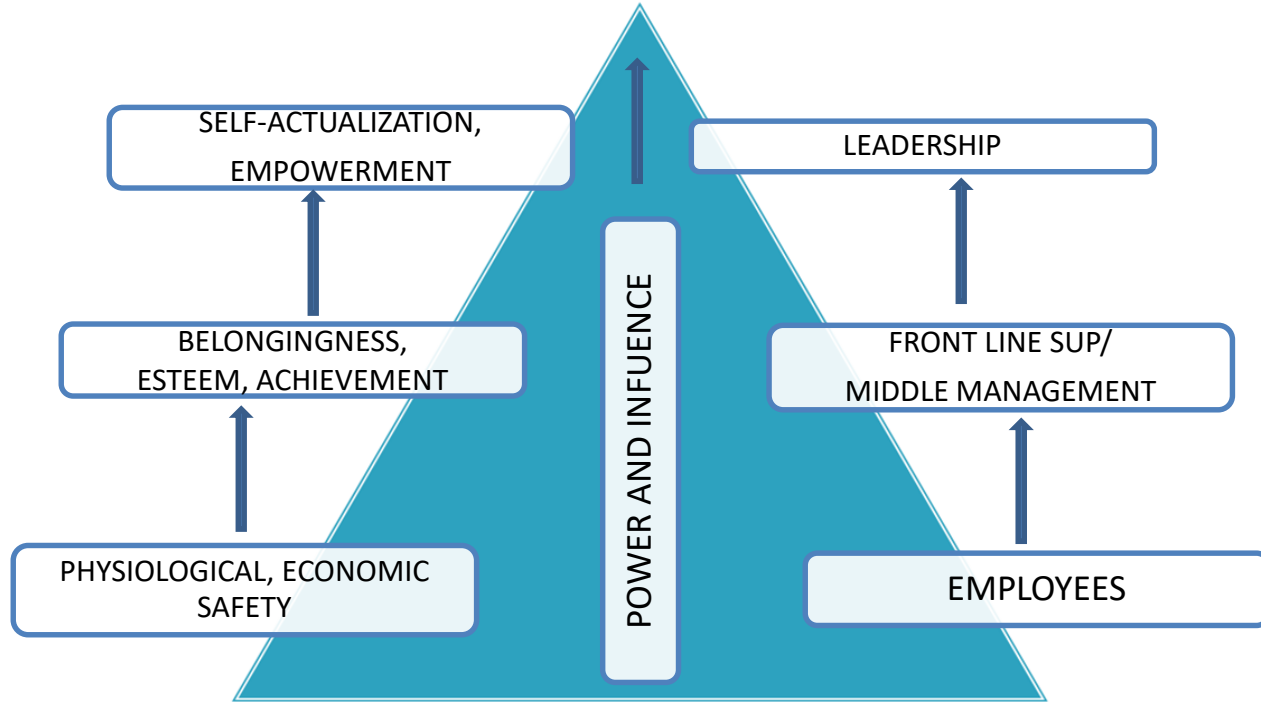
labour leader

(US labor leader)

NOUN

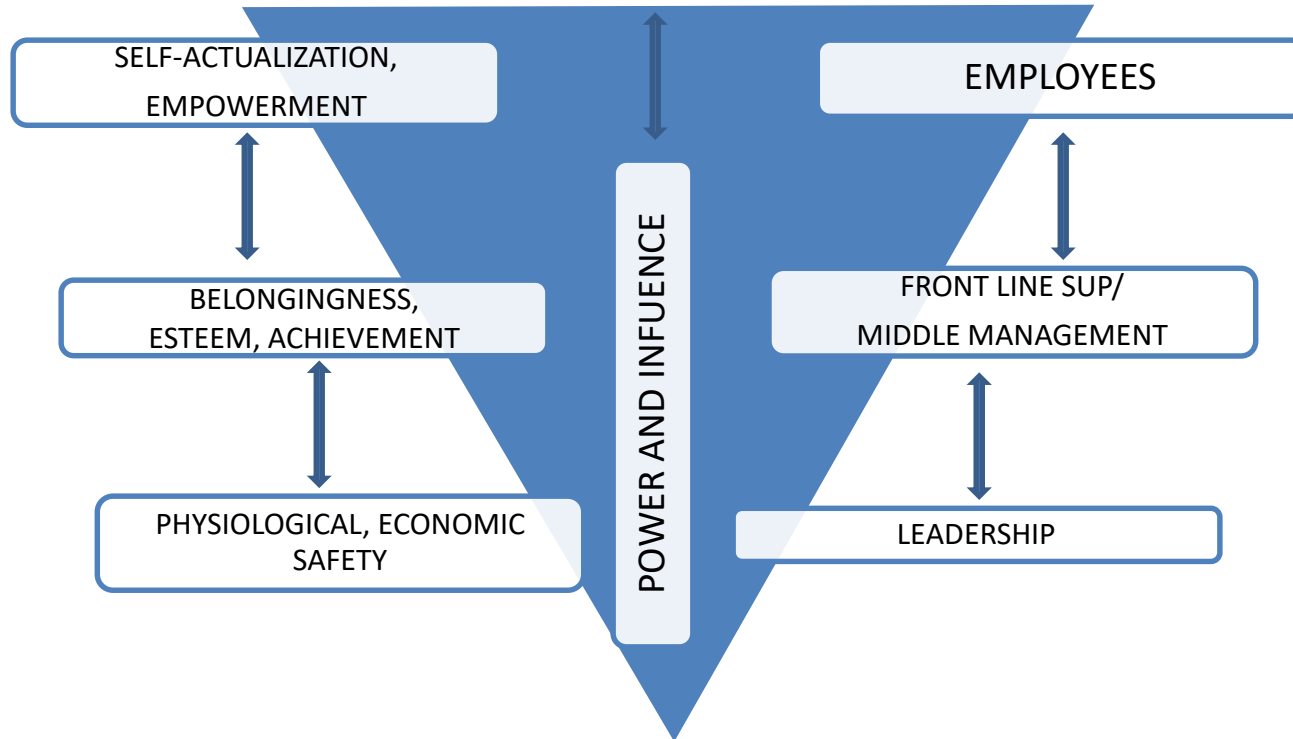
- **1** The leader of a labour group or movement; a representative of workers or employees.
- **2** The leader of a political Labour Party; a high ranking Labour Party official.

MASLOW'S HIERARCHY - HEROIC LEADERSHIP MODEL

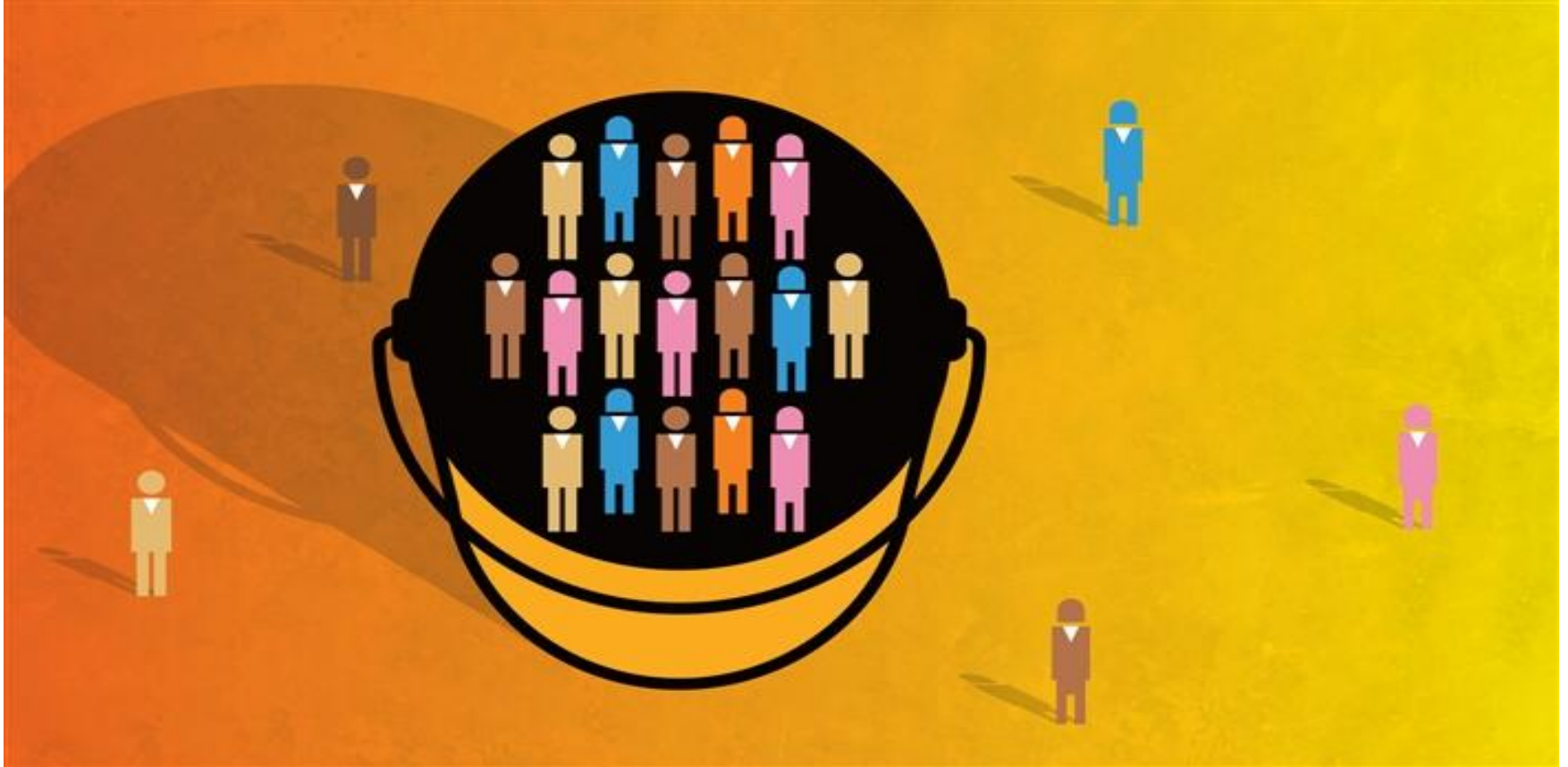


FLIP THE PYRAMID!

INCLUSIVE/SHARED LEADERSHIP MODEL



Labor Leadership through the Lens of Diversity, Equity & Inclusion

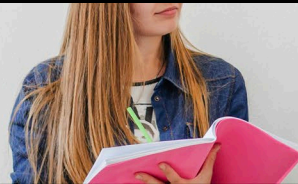


“A leader is someone who helps people get where they want to go...by seeing the opportunity for getting there.” –Otis White





Labor Leadership “Seeing” our Blind Spots



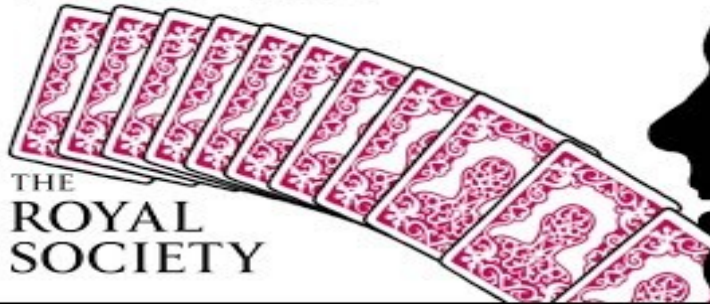
Vision Test

How Can we as Labor Leaders
remove our blind spots?
How can we improve or
create workplaces that
nurture diversity, equity and
inclusion (DEI)?





UNCONSCIOUS BIAS



THE
ROYAL
SOCIETY





“Seeing” our Blind Spots

“Hidden biases are capable of guiding our leadership in negotiations, hiring practices and personal behavior without our being aware of their role.” - Mahzarin & Greenwald



Vision Test

Cultural Humility as an Invitation



Cultural humility is the “ability to maintain an interpersonal stance that is other-oriented (or open to the other) in relation to aspects of cultural identity that are most important to the [person].” Cultural humility is different from other culturally-based training ideals because it focuses on self-humility rather than achieving a state of knowledge or awareness. Cultural humility was formed in the physical healthcare field and adapted for [therapists](#), [social workers](#), and [medical librarians](#), to learn more about experiences and cultural identities of others and increase the quality of their interactions with clients and community members.

To understand cultural humility, it is important to think about how [culture](#) is central in these interactions



Cultural Competence Context

- **Title VI of the Civil Rights Act - 1964** protects people from discrimination based on race/ethnicity
- **Native American Health Act - 1976** established Indian Health Service for Am Indians & Alaska Natives
- **Americans with Disabilities Act - 1990** prohibits discrimination based on disability.
- **CLAS standards - 2000**: Office of Minority Health Standards for culturally & linguistically appropriate services to improve health care.



Homework: Cultural Inventory Handout



- How does privilege and power relate to various dimensions of our cultural identity?
- How are these cultural dimensions an asset to our work with your colleagues and community members?
- What are some obstacles associated with these cultural dimensions that you have experienced?

Diversity and Inclusion Begins with You!



Without exclusion, we wouldn't have to
talk about inclusion because it would
simply exist.

AMANDA MORIN

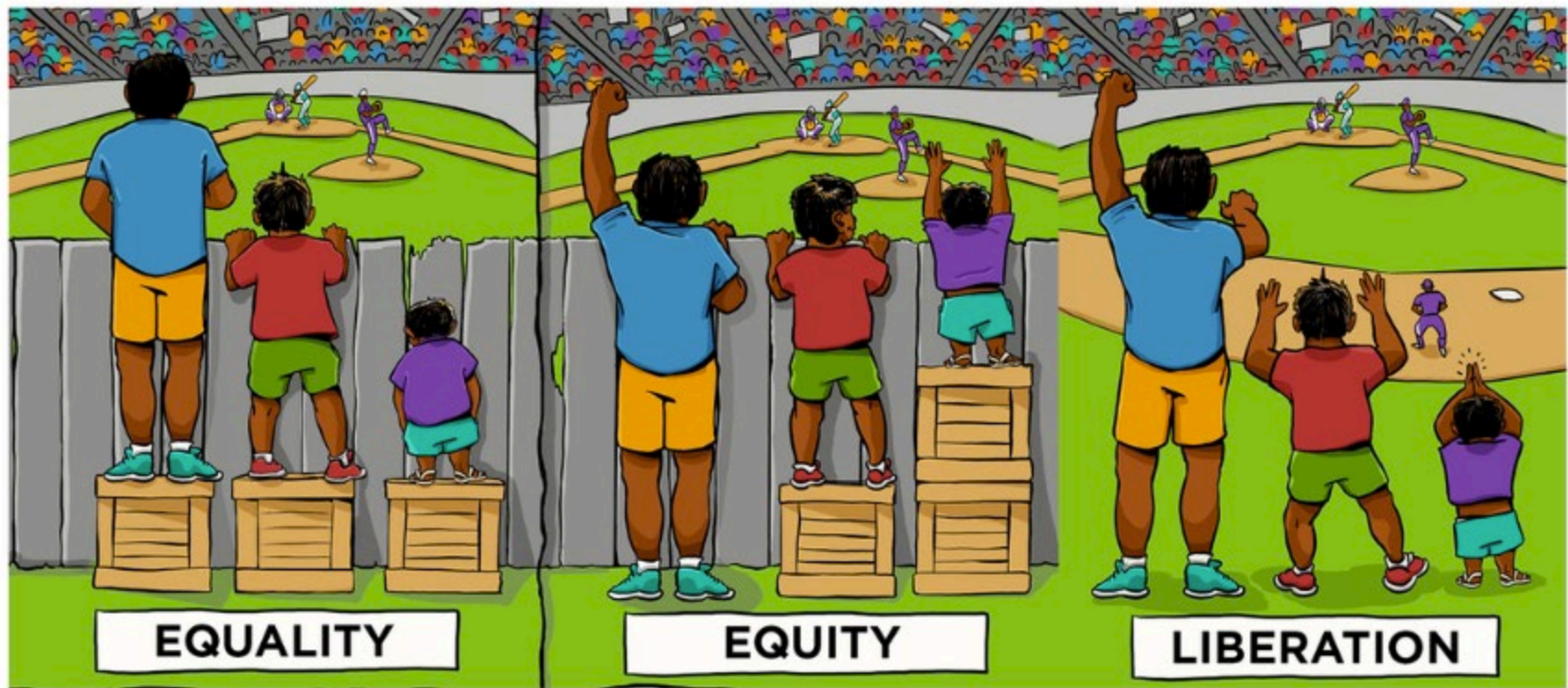



Think. Pare. Share.

Third Polling Exercise:

Weigh in on this quote (Agree, Disagree, Neutral, Unsure how to respond)

“As labor leaders, we have a responsibility to stand up to discrimination and make equity part of the fabric of our companies. We are better people, companies and communities when we commit to equal pay, equal opportunity, equal education and equal rights.”



A person wearing a blue t-shirt is holding a black rectangular sign with both hands. The sign features text in white and orange. The background is slightly blurred, showing an outdoor setting.

RACIAL EQUITY IS
NOT JUST THE ABSENCE OF
DISCRIMINATION BUT ALSO
THE PRESENCE OF VALUES
AND SYSTEMS THAT ENSURE
FAIRNESS AND JUSTICE.

#YWCAEQUITYCHALLENGE

YWCASPOKANE.ORG/CHALLENGE



Hiring Biases To Watch Out For



In an ideal world, the decision to hire a candidate would be based solely on their ability to do the job well. The hire would be approached in an objective, pragmatic way, free from subjectivity and unconscious bias. But we don't live in an ideal world, and as hard as we try, sometimes we let outside factors cloud our judgement.

The way we think is largely shaped by various unconscious biases which ultimately influence the way we perceive reality.

A row of white doors on a wall with patterned wallpaper.

1 every 2.5 seconds

That's how many decisions humans
make on average.



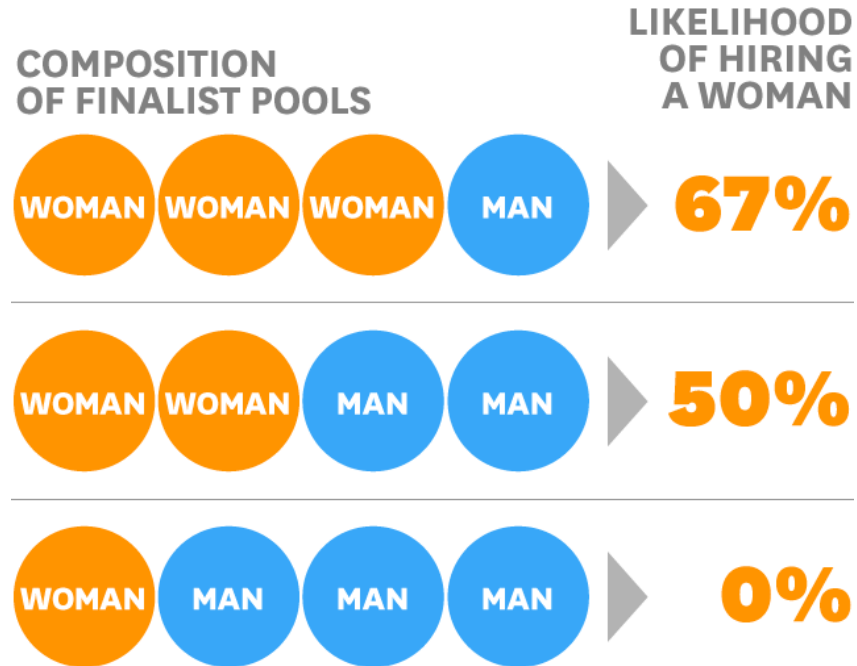
75%

employers said they have hired
the wrong person for a position.

Source: Careerbuilder.com

The Relationship Between Finalist Pools and Actual Hiring Decisions

According to one study of 598 finalists for university teaching positions.

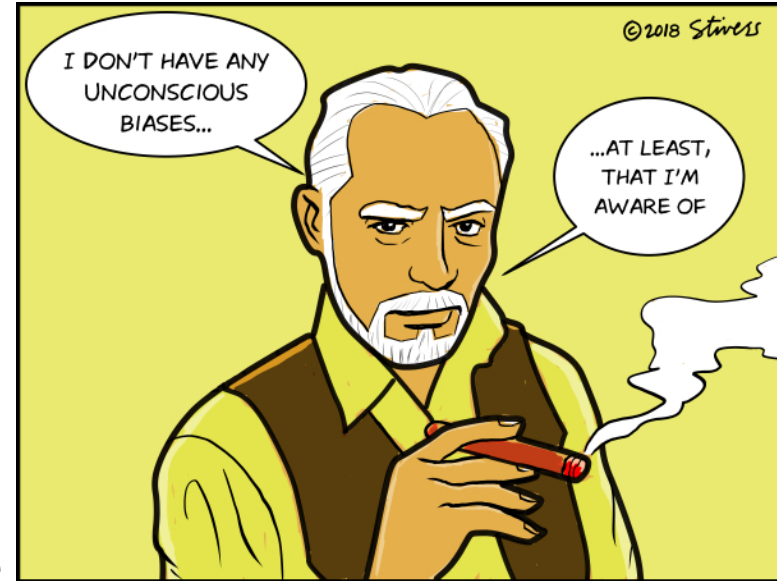


A study by Harvard Business Review showed that when there is one female applicant among four candidates, she has 0% chance of landing the job.

So what can you do about hiring bias?

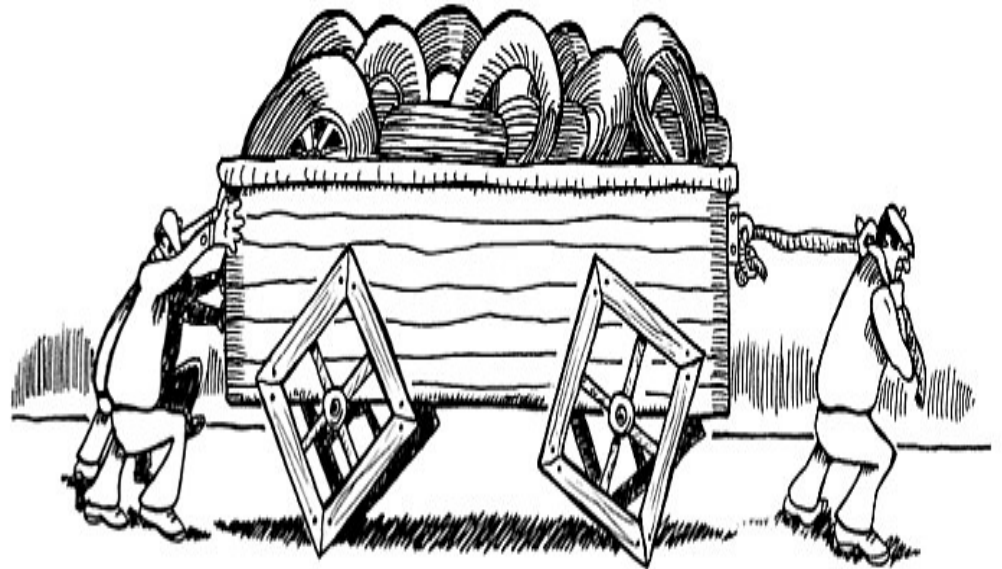
We have to remember not to rely solely on them when making a hiring decision and instead force ourselves to make the decision-making process more structured and objective:

- **Do be aware of unconscious hiring biases** that your team might have, and look out for them.
- Do ensure your hiring managers have received suitable **interview training** that covers common hiring biases.
- **Do make hiring decisions based on evidence** rather than on subjective assumptions.
- **Do be consistent** and transparent in your hiring process.
- **Do create** a standardized interview guide and ensure you ask every candidate the same questions.
- *Place a Inclusion Advocate to serve on the search committee*



Everyone has unconscious biases. That's why it is crucial to do your best to acknowledge them and look for ways to overcome them. ([Image source](#))

Think Pair Share





Retention Theme	Retention Activity	Employee Benefit
<ul style="list-style-type: none">• Create learning and development opportunities within and outside the team and organization	<ul style="list-style-type: none">• Place staff member on a cross-functional team• Encourage staff member to attend learning and developmental opportunities off-campus	<ul style="list-style-type: none">• Gains visibility• Is able to network across other functional areas• Gains insight into other units and organizations• Gains broader knowledge of the college/university• Learns best-practice techniques• Is encouraged to innovate
<ul style="list-style-type: none">• Create leadership opportunities	<ul style="list-style-type: none">• Have staff member lead or co-lead a meeting or project• Have staff member conduct a teach-back session	<ul style="list-style-type: none">• Moves from being an individual contributor to being experienced as a leader• Sees a shift in power dynamics• Is able to practice leadership skills• Learns planning and organizational skills
<ul style="list-style-type: none">• Create shadowing opportunities	<ul style="list-style-type: none">• Support/encourage staff to explore alternative roles and/or careers	<ul style="list-style-type: none">• Gains a deeper understanding of other fields• Builds knowledge about other roles• Develops linkages between body of work and career
<ul style="list-style-type: none">• Create safe spaces by modeling behavior	<ul style="list-style-type: none">• Demonstrate, encourage, and practice open and honest discussions	<ul style="list-style-type: none">• Becomes part of an environment that welcomes honesty• Observes honesty practiced by the leader and other team members, which encourages engagement• Shares observations assuming good intent and focuses on improving the workplace culture and climate• Shares analysis and solution(s)
<ul style="list-style-type: none">• Promote work/life balance	<ul style="list-style-type: none">• Discuss work/life balance techniques, strategies, supports, and policies• Demonstrate work/life balance techniques• Offer/encourage work/life balance	<ul style="list-style-type: none">• Is able to bring his/her best self to the workplace• Is made to feel like a valued and respected member of the team• Is seen as a whole person by other colleagues



Community, Awareness, and Training





DEI Stages of Development

Step 1: Get Started

- Diversity seen as gender and race
- Case for change and vision established
- Building leader awareness and commitment
- Initial data/statistics gathering and needs assessment
- Emerging infrastructure
- Targeted recruitment
- Homogeneous (visible differences) leadership teams

Step 2: Build Momentum

- Diversity viewed more broadly
- Case for change refined
- Diversity linked to college/university goals
- Goals set; broader measures emerge
- Leader education
- Infrastructure in place
- Early alignment of key HR systems
- Emerging accountability systems
- Internal communications
- Visibly diverse leadership teams
- Need/opportunity assessment of diverse customers and clients

Step 3: Establish Practice

- Leaders viewed as champions and role models
- Integrated, routine planning and monitoring of progress
- Accountability systems in place
- Leaders understand, apply, and articulate the organizational value and connections
- Systemic integration of HR processes
- Full implementation of plans
- Internal and external communication strategies
- Effective utilization of resources

Step 4: Expand the Leading Edge

- Diversity and inclusion connected to employment brand
- Full integration into operations and culture
- Breakthrough, world-class systems
- External and internal recognition as a best-practice organization
- Diversity owned by all
- Inclusive environment and equitable systems
- Recognized as best-in-class by all stakeholders



DEI Action Steps

Get Started	Build Momentum	Establish Practice
<ol style="list-style-type: none">1. List current staff sorted by gender, race, and managerial classification.2. List open managerial positions.3. Compile turnover metrics.4. Compile talent-planning documentation, and list high-potential minorities.	<ol style="list-style-type: none">1. As the baseline data is beginning to be compared to the progress of goals, ask the following questions:<ul style="list-style-type: none">• Are we progressing toward the goal?• Are there internal/external obstacles that may slow down progress?• Are there opportunities we are missing, and/or are there stakeholders who can help accelerate the goal?• How frequently are communications shared with senior leadership?• Do we have the right set of data?	<ol style="list-style-type: none">1. Communicate progress to each department represented.2. Communicate progress university-wide.3. Expand the list of stakeholders to include the unit leaders for the areas of interdependency.4. Create messages promoting interdependency of outcomes and shared data.



Listed below are additional, expanded goals:

- Increase minority and gender representation by 6% within the managerial ranks of the organization.
- Increase minority representation at the senior-most level of the organization by 4%.
- Ensure that 100% of high-potential staff have an individual-development plan.
- Ensure that 100% of senior leaders have a fully vetted succession plan.
- Increase by 3% the cultural assessment scores for questions that are key drivers to retention.

Breakout Questions for Labor Leadership



- What DE&I goals are already in place? What progress has been made?
- Can you provide specific examples of how you plan to promote transparency and accountability as it relates to DE&I?
- Will there be transparent and routine releases of internal data to track progress?
- What efforts are being made to benchmark and evaluate managers, particularly those who have high turnover rates on their teams or who have been reported to HR?

Breakout Questions for Labor Leadership



- Will you consider 360-degree evaluations for managers and ask questions about DE&I, microaggressions etc? This may be hard for smaller teams, but this should be considered.
- What resources (time, effort, money) are you putting toward DE&I now?
- What concrete actions have you committed to taking that will improve DE&I, and what's the timeline for implementation.

Eight steps are necessary for developing a strong DEI communications plan:

- 1.Create the message outlining the strategic plan and its goals, the business case for DEI, and the opportunities and challenges.
- 2.Communicate the commitment to the strategic plan and its goals by the most senior leader at the institution, ideally the president, chancellor, or campus CEO.
- 3.Utilize many different communications channels to communicate the strategic plan, its goals, and its value.
- 4.Set clear expectations of how members of the organization will be involved in the strategic plan.
- 5.Provide several communications channels for questions and comments.
- 6.Repeat the message on a planned, regular basis.
- 7.Measure and communicate progress on the strategic plan, incorporating stories of successful groups and people as part of the message.
- 8.Incorporate the DEI message as a foundational element into all functions as relevant (e.g., embed DEI into existing HR benefits information and student-facing information; utilize social media to share DEI successes, using hashtags strategically; and/or ensure that the campus main web page highlights DEI successes).

Leadership Mapped to Dimensions of Inclusion

Fairness of Employment Practices (Rules and Procedures)

- Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.
- Prohibited Personnel Practices are not tolerated.

Fairness of Employee Practices (Performance Evaluation)

- In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.
- In my work unit, differences in performance are recognized in a meaningful way. Awards in my work unit depend on how well employees perform their jobs.

Inclusion/Participation in Decision Making

- I have enough information to do my job well.
- I feel encouraged to come up with new and better ways of doing things.
- My talents are used well in the workplace.
- Employees have a feeling of personal empowerment with respect to work processes.



Systems that Influence Organizational Inclusion

Changing an organizational culture requires re-engineering business processes and deconstructing silos.

True inclusion will drive organizational performance



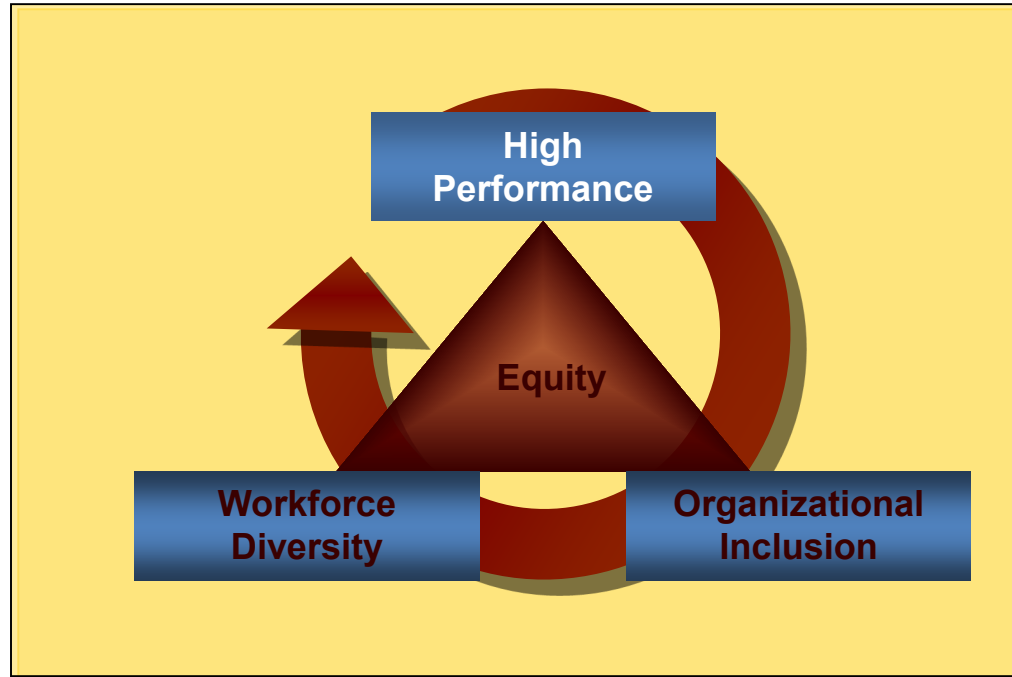
Source: "From Diversity to Inclusion." Katharine Esty, PhD.
Northeast Human Resources Association. April 30, 2007

What does this mean for Labor Leaders?

- ✦ Diversity, Equity & Inclusion enhance performance and productivity; they are *business, economic, and social* imperatives.
- ✦ **DEI should be *broadly* defined**, including but not limited to legally protected groups; diversity of *thought* is rooted in our race, gender, and ethnicity.
- ✦ **Cultivate diversity of thought** and constructive dissent; encourage dissent, not suppress it
- ✦ **Move away from insisting on consensus**; move toward open debate and more diverse views
- ✦ **Align Diversity & Inclusion strategies** with business goals and processes; inclusion is critical.
- ✦ Intolerance to diversity breeds disastrous and costly results; agencies must first guarantee equity in the workplace before diversity and inclusion can thrive.

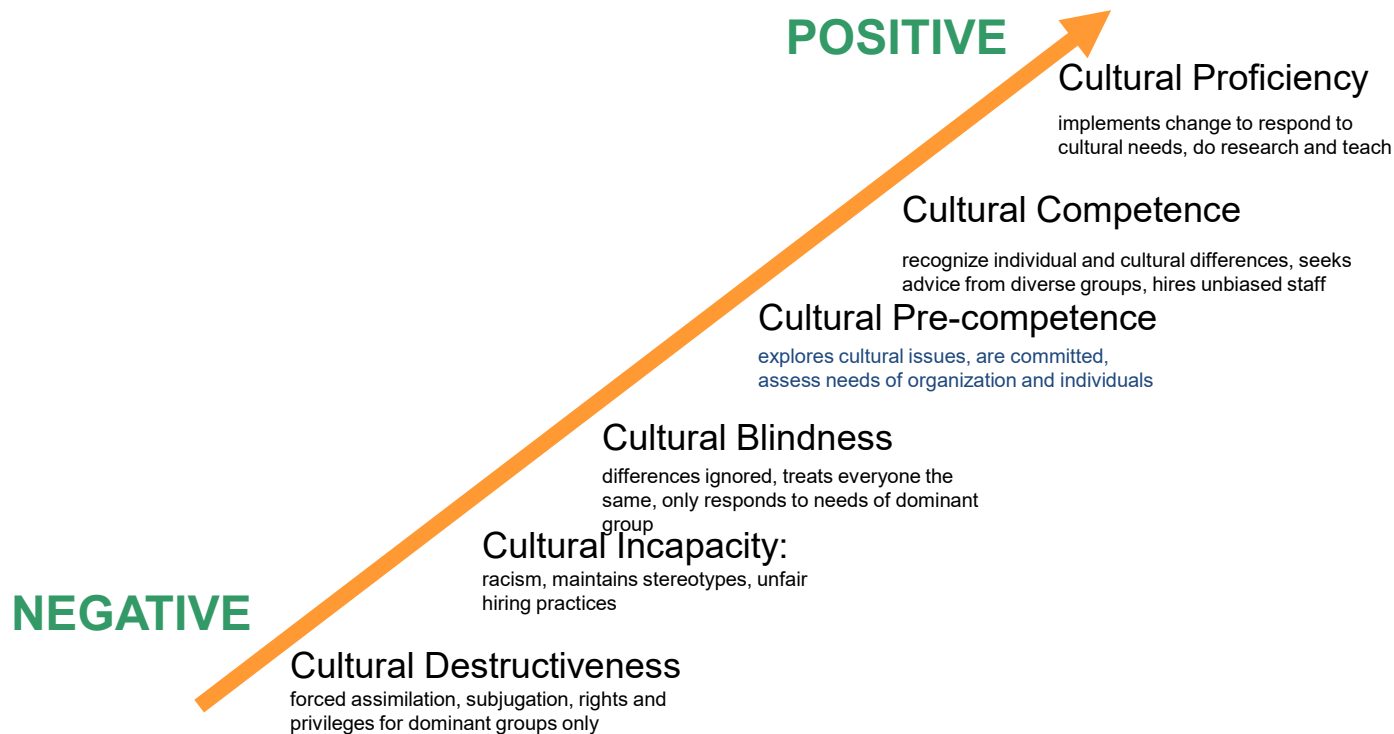


SYNERGY FOR A HIGH-PERFORMING ORGANIZATION



How do we get there?

Begin with Cultural Competence – Where are you on the continuum?



How do we get there?

Business Process Reengineering

Leadership Mindset:

- ▶ Recognize your bias; Harvard Bias Impact Analysis Test
- ▶ Challenge assumptions; reduce “confirmation bias”
- ▶ Open mind to new, untested notions; consider alternative
- ▶ Power and accountability must flow down; *“flip the pyramid”*
- ▶ Sharing power does not= abdicating responsibility

Business Processes:

- ▶ Design processes to yield more than one solution
- ▶ Use interdisciplinary teams; encourage divergent thought
- ▶ De-construct silos; employ matrix management
- ▶ Don't fear creative tension; all constructive conflict
- ▶ Align personnel rewards systems accordingly



One Last Thing...



Diversity, Equity & Inclusion is three separate entities. But DEI it is not the job of one; it's everyone's responsibility to ensure all 3 are embedded for workplace to succeed.

Retention is difficult. One part is lack of inclusion.

Language is key.

Advocating for Marginalized voices is essential.

Create **Brace Spaces** with your power!

DEI Training does not change behaviors.

Training enhances awareness, techniques and skills.

Create a system to have skills reinforced when employees participate in DEI

What did you learn? How can I support you?

Here's is how I applied what I learned

DEI can't be mandatory; but developmental commitment

Must be a part of the fabric of the organization



One Final Note: All that We Share!



Ready. Set. LEAD!

THANK YOU!

Labor Leadership through the lens of Diversity, Equity, and Inclusion



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Being Real...



I am the first to admit, I'm not perfect! I know that my experiences and convictions in life often limit me and in many ways have defined who I am. Why do I share this? Because it's true! I'm human, and because I am human I am subject to the unavoidable human frailties wherein I may do things, or say things that may, from your perspective, be inappropriate or insensitive. As such, I am asking that you refrain from judging me but rather give me the benefit of the doubt and accept the real possibility that I might be just simply unaware. However, I give you permission to "pull my coattail," to "call me in" verses "calling me out" and give me feedback constructively... judge me after I know better! Working together, I will learn, we will grow and our relationship will become richer as a result.

—Tonya C. Bailey