

Goodman
School of Business

Goodman
Group

Brock University



@GSBGoodmanGroup



goodmangroup@brocku.ca



GSB Goodman Group

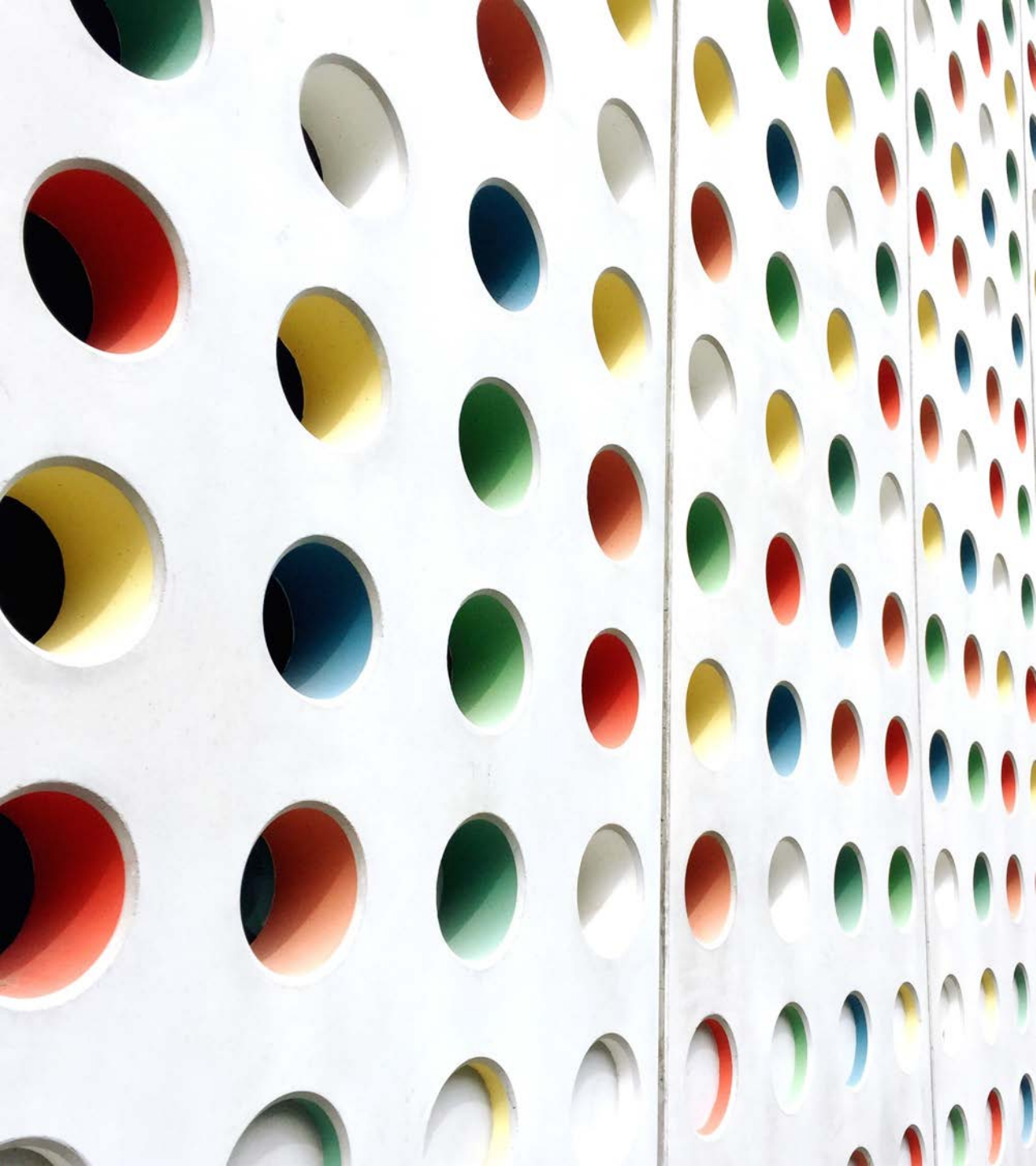
Welcome to Business Breathers

Diversity, Inclusion, Equity **What does it all mean for me?**

Leela MadhavaRau

Director, Human Rights & Equity, Brock University

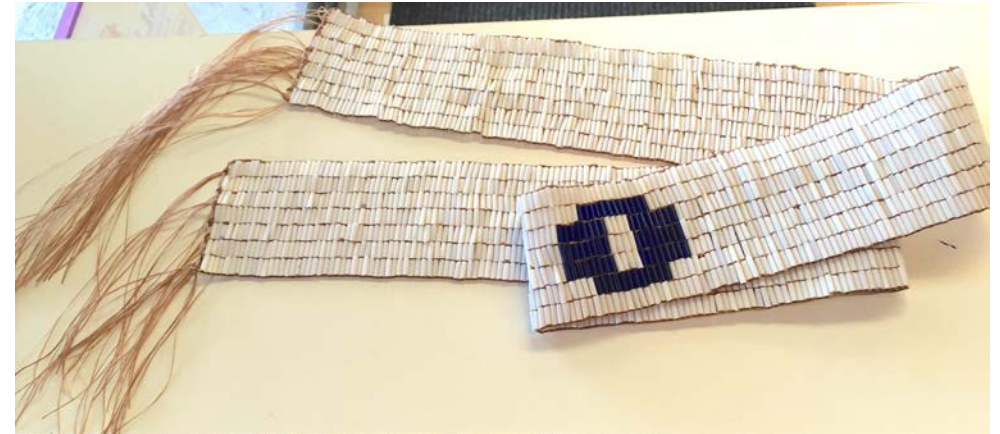
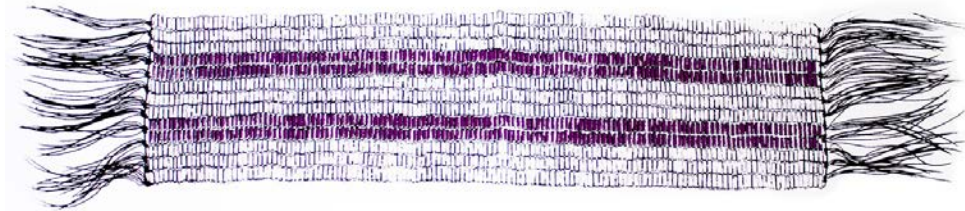
Taking businesses, careers and ideas to the next level



Diversity, Inclusion, Equity

WHAT DOES IT MEAN FOR ME?

LAND ACKNOWLEDGEMENT



LEARNINGS



LEARN, UNLEARN, RELEARN.



UNDERSTAND DIFFERENCES
BETWEEN DIVERSITY, INCLUSION
AND EQUITY



PRACTICAL ACTIONS TO MOVE TO
INCLUSION

Learn, Unlearn, Relearn

- ❖ In light of that new information, I have changed my mind.
- ❖ Oh, I didn't know that before. I will do some rethinking.
- ❖ You make a strong argument – I will seriously consider what you said.
- ❖ I never thought of it that way. Thank you. Now I will.

The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.

Alvin Toffler

Business Case for Diversity

SOME STATISTICS

In 2019, Statistics Canada reported less than one fifth of all leadership roles in Canada were held by women, and out of the 532 C-level executives among Canada's 100 largest publicly-traded corporations, only 10% are women.

A study by McKinsey and Company with the Women's Forum for the Economy and Society found that companies in the top 25% for gender diversity were 21% more likely to outperform on profitability, and more likely to have superior value creation. Additional research found that *Fortune* 500 companies with at least three female directors had higher profit margins, ROI, and ROE.



Working through the BlackNorth Initiative, we will increase our efforts to make our workplaces trusting places to have complex, and sometimes difficult conversations about anti-Black systemic racism and ensure that no barriers exist to prevent Black employees from advancing within the company.

Working through the BlackNorth Initiative, we will implement or expand unconscious bias and anti-racism education.

We will share best—and unsuccessful—practices.

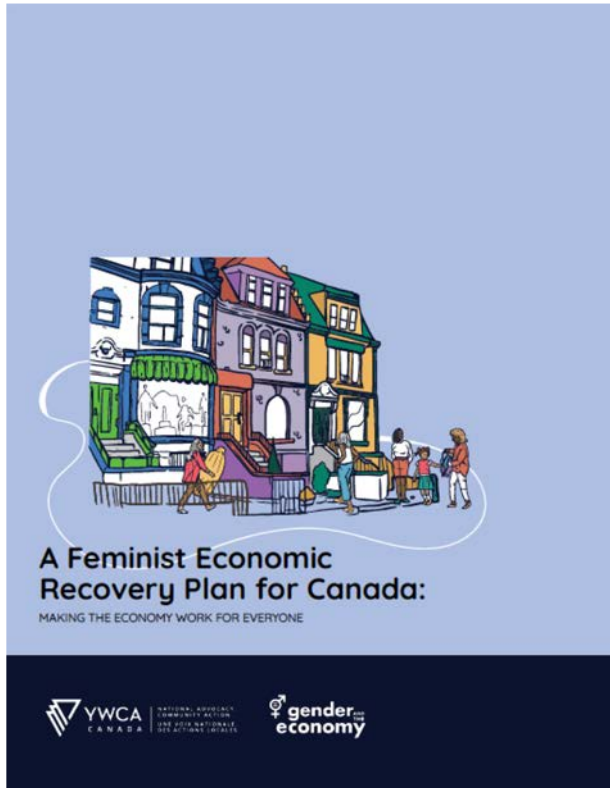
We will create and share strategic inclusion and diversity plans with our board of directors.

We will use our resources to work with members of the Black community through the BlackNorth Initiative.

We will engage Canada's corporate governance framework. We will engage Canada's corporate governance framework.

We will create the conditions for success.

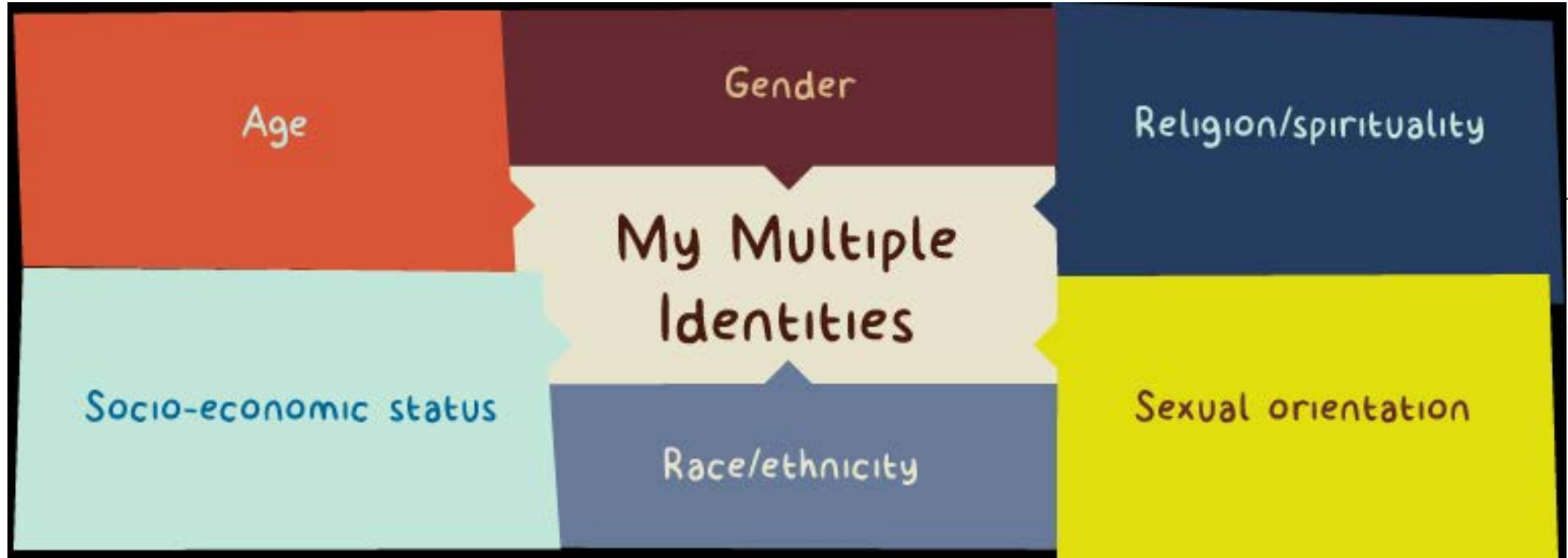
Canada's economy won't recover unless marginalized groups, women helped too



Canadians cannot expect the economy to fully recover from [COVID-19](#) without helping those most affected by the downturn — including women, people of colour, and the LGBTQ+ community, a new report says.

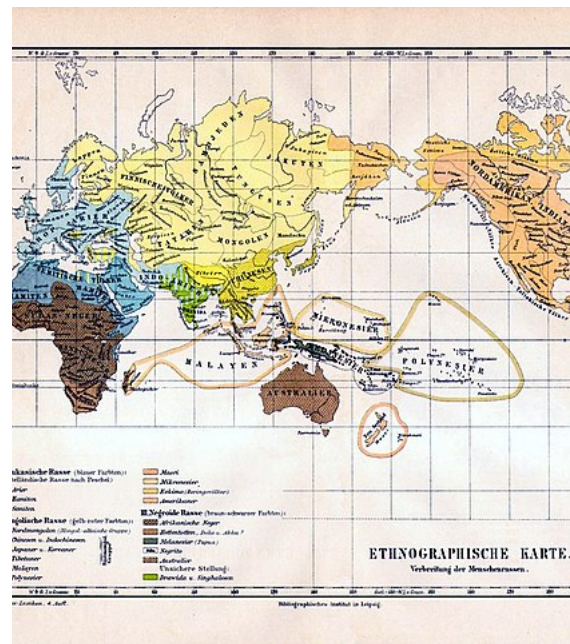
“If we look at the impact from a health and economic standpoint, it is disproportionately, on those with intersecting identities. You wouldn’t be able to have an economic recovery without paying attention to who is impacted and why,” said Sarah Kaplan, an executive lead on the report and professor of strategic management at Rotman.

Identity

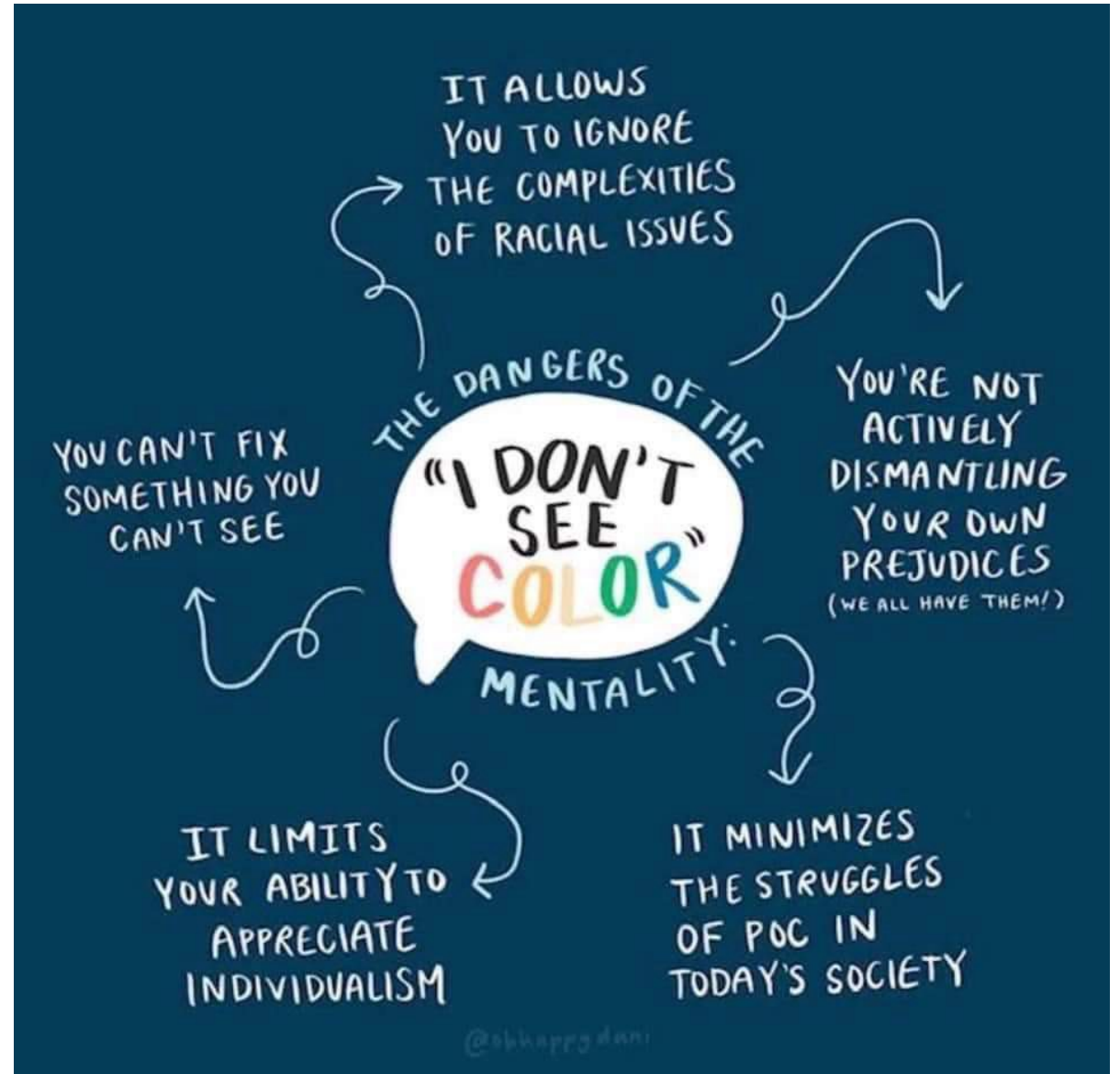


<https://msw.usc.edu/mswusc-blog/diversity-workshop-guide-to-discussing-identity-power-and-privilege/>

Race/Racism



THE DANGERS OF "I DON'T SEE COLOUR"

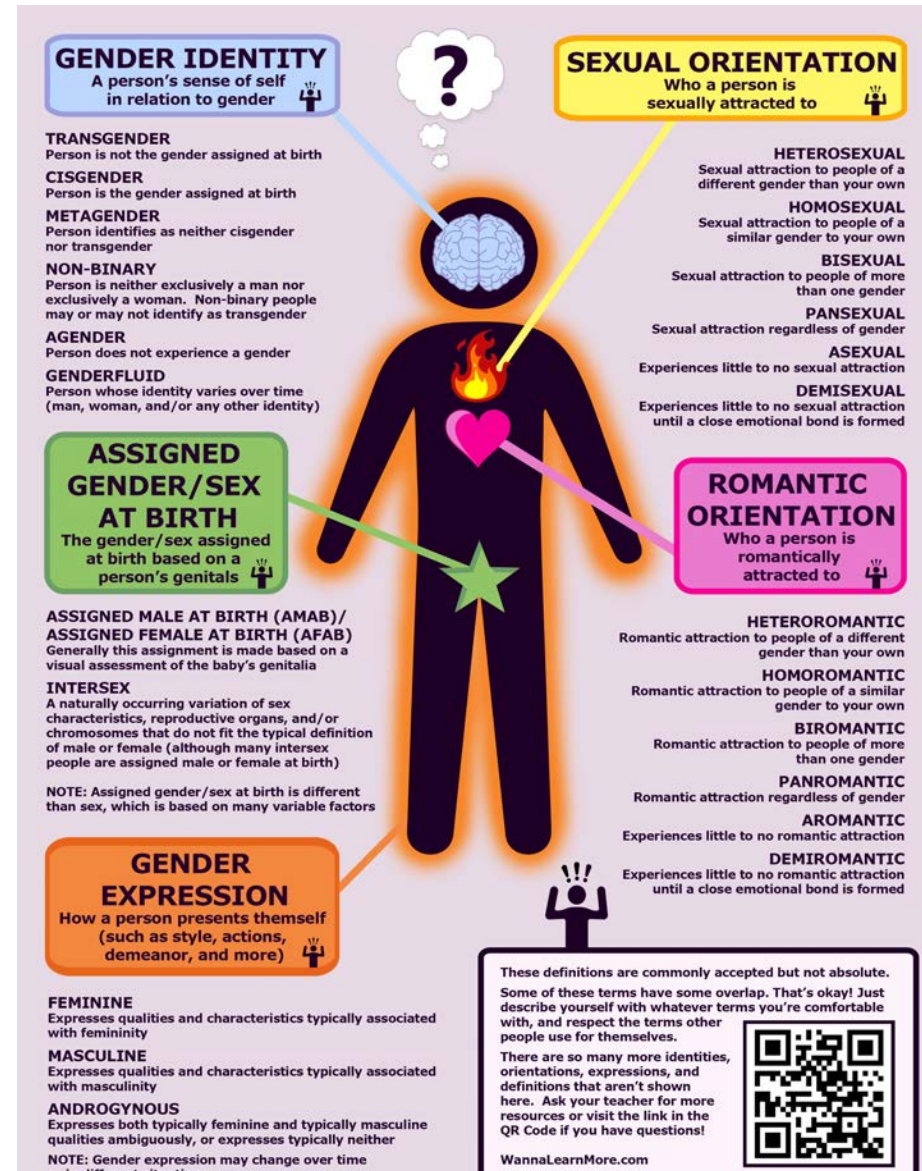


Ethnicity



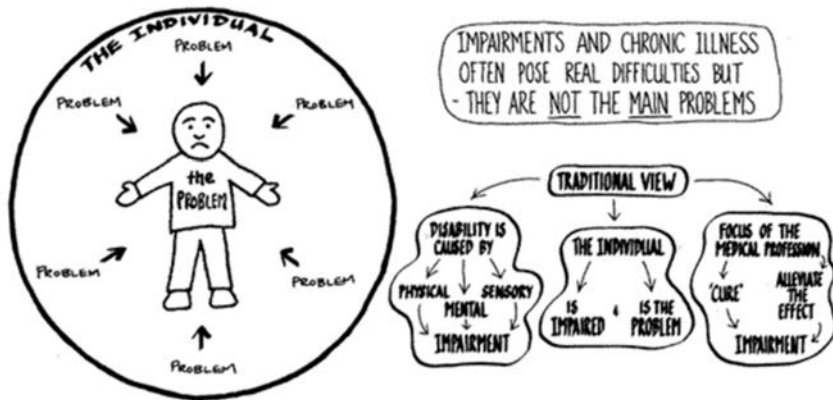
race
vs.
ethnicity

Sex, Gender, Gender Expression and Sexual Orientation

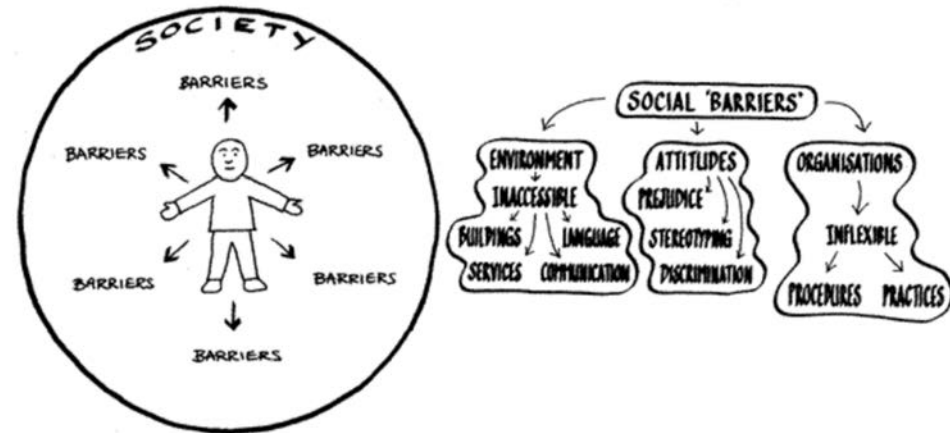


Disability

THE MEDICAL MODEL OF DISABILITY



THE SOCIAL MODEL OF DISABILITY



Impact of Cultural Differences



Iceberg Concept of Culture

The Iceberg Concept of Culture

Like an iceberg, nine-tenths of culture is below the surface.

Surface Culture

Above sea level

Emotional load: relatively low

food ▪ dress ▪ music ▪
visual arts ▪ drama ▪ crafts
dance ▪ literature ▪ language
celebrations ▪ games



Deep Culture

Unspoken Rules

Partially below sea level

Emotional load: very high

Unconscious Rules

Completely below sea level

Emotional load: intense

courtesy ▪ contextual conversational patterns ▪ concept of time
personal space ▪ rules of conduct ▪ facial expressions
nonverbal communication ▪ body language ▪ touching ▪ eye contact
patterns of handling emotions ▪ notions of modesty ▪ concept of beauty
courtship practices ▪ relationships to animals ▪ notions of leadership
tempo of work ▪ concepts of food ▪ ideals of childrearing
theory of disease ▪ social interaction rate ▪ nature of friendships
tone of voice ▪ attitudes toward elders ▪ concept of cleanliness
notions of adolescence ▪ patterns of group decision-making
definition of insanity ▪ preference for competition or cooperation
tolerance of physical pain ▪ concept of “self” ▪ concept of past and future
definition of obscenity ▪ attitudes toward dependents ▪ problem-solving
roles in relation to age, sex, class, occupation, kinship, and so forth



Moving Forward

SOME POINTS TO CONSIDER

Cultural Safety and Cultural Humility

CULTURAL SAFETY

Cultural safety is an outcome based on respectful engagement that recognizes and strives to address power imbalances inherent in the healthcare system. It results in an environment free of racism and discrimination, where people feel safe when receiving health care.

CULTURAL HUMILITY

Cultural humility is a process of self-reflection to understand personal and systemic biases and to develop and maintain respectful processes and relationships based on mutual trust. Cultural humility involves humbly acknowledging oneself as a learner when it comes to understanding another's experience.



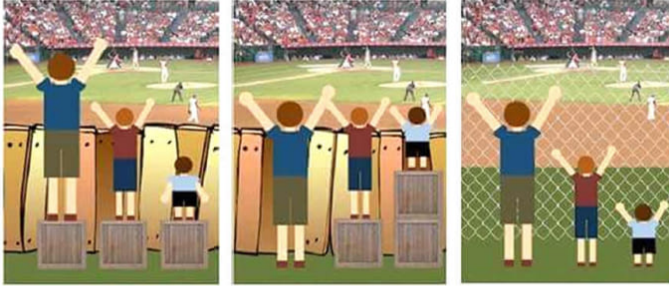
Diversity is about the individual. It is about the variety of unique dimensions, qualities and characteristics we all possess.

Inclusion is about the collective. It is about creating a culture that strives for equity and embraces, respects, accepts and values difference.



DIVERSITY is a fact
INCLUSION is an act

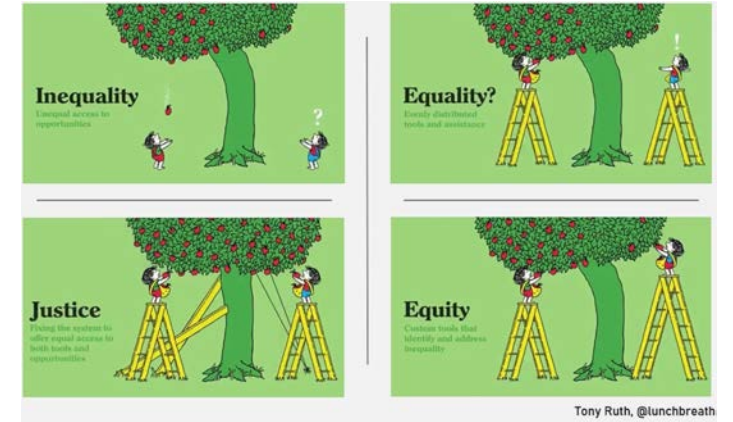
EQUALITY VERSUS EQUITY



In the first image, it is assumed that everyone will benefit from the same supports. They are being treated equally.

In the second image, individuals are given different supports to make it possible for them to have equal access to the game. They are being treated equitably.

In the third image, all three can see the game without any supports or accommodations because the cause of the inequity was addressed. The systemic barrier has been removed.



Equity – The Visual

Intent versus Impact

“But I didn’t mean it!”

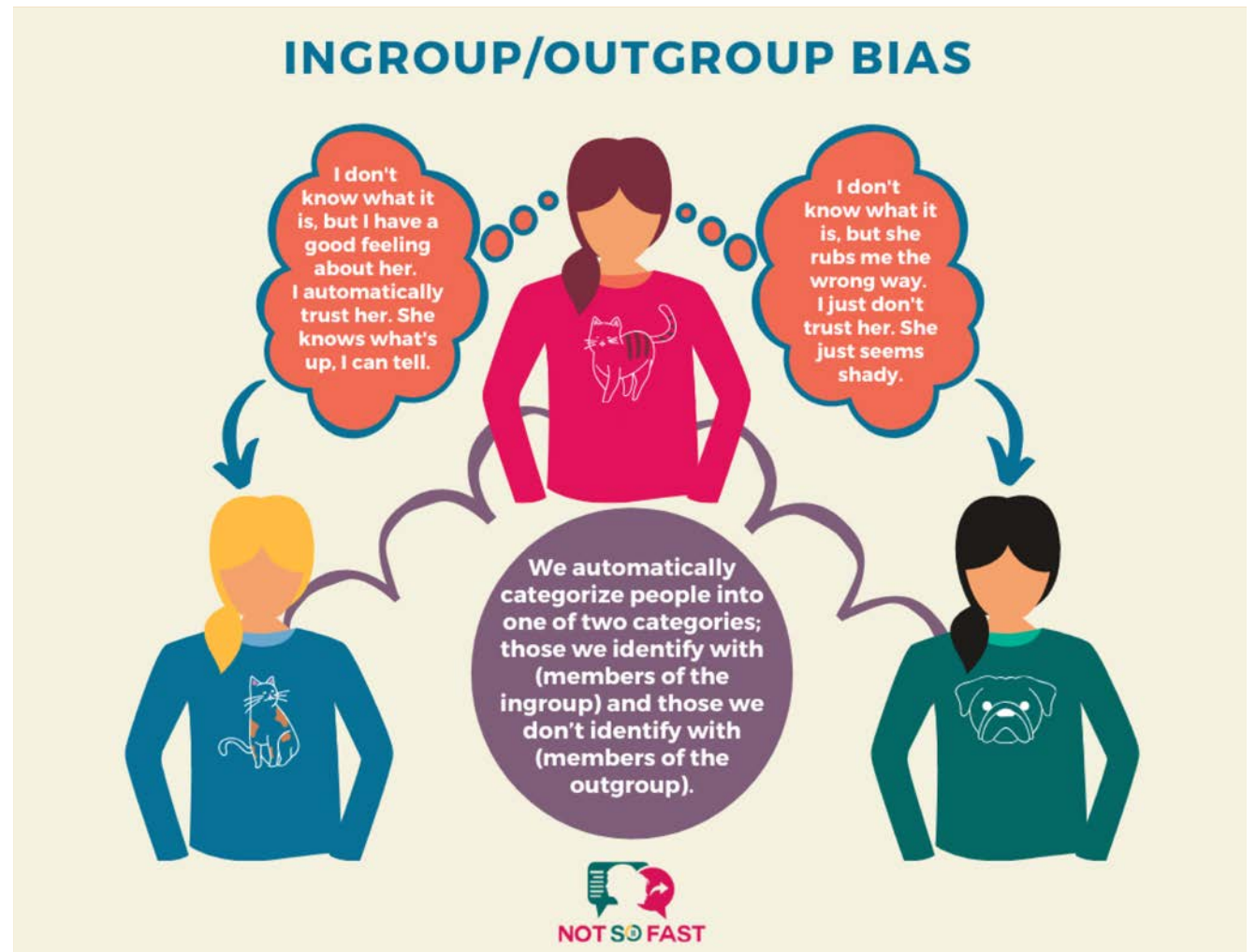
“
We judge
ourselves
by our
INTENTIONS;
others
judge us
by our
IMPACT.
”

I am not
biased.
I view things
objectively.

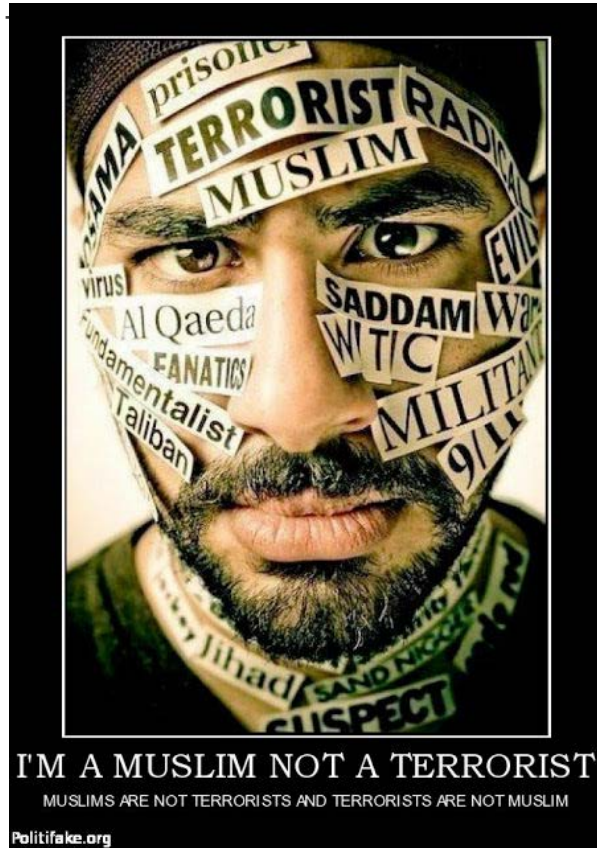
Bias exists in
everyone,
including me. I
actively think
about how bias is
at play in the
choices I make.

REFRAMING BIAS

Cognitive Biases – In-Group Bias



Cognitive biases - Stereotypes

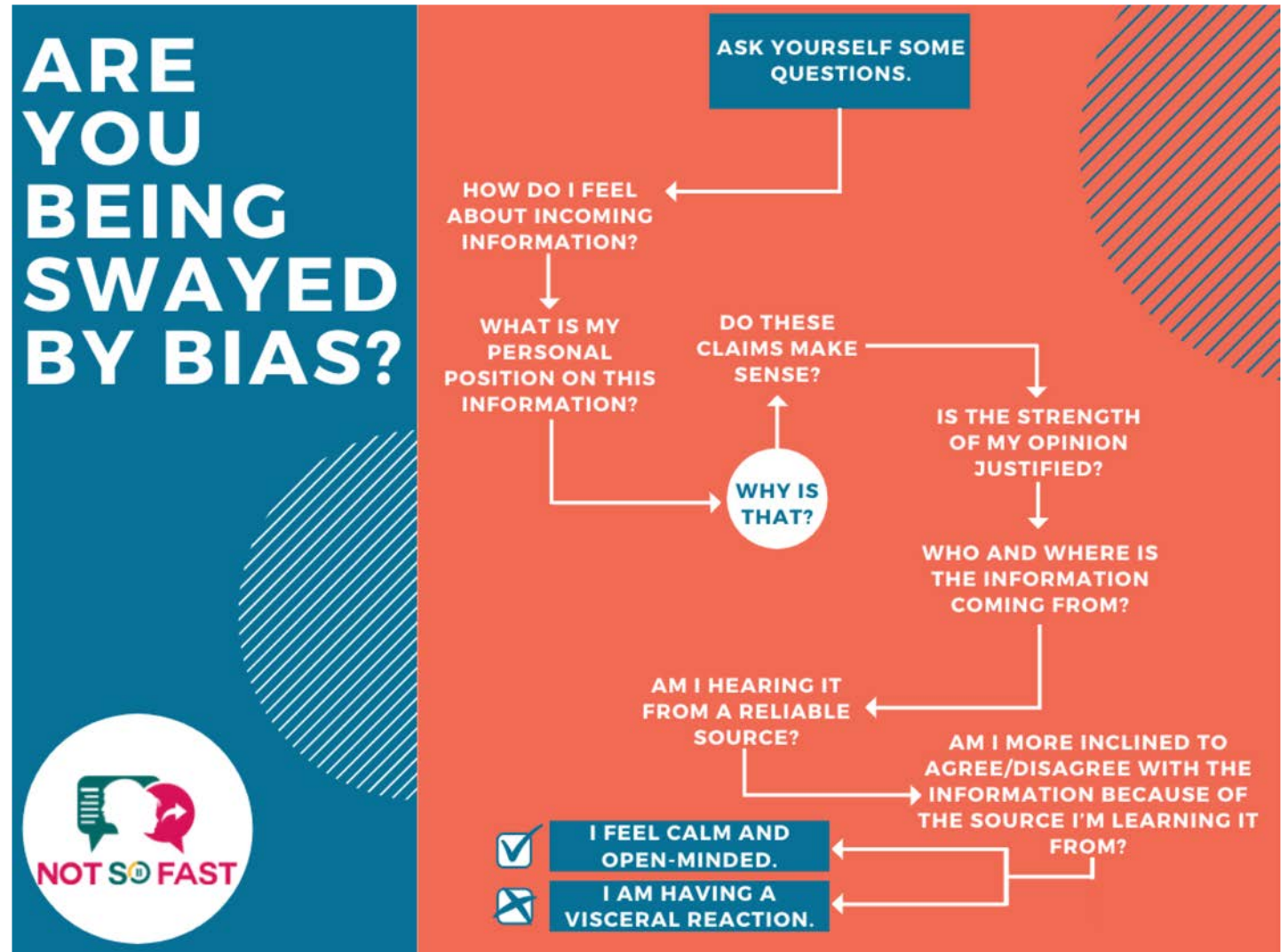


So What Do We Do?

SOME STRATEGIES FOR CHANGE

Not So Fast – Cognitive Biases

<https://notsofastcampaign.org/bias/>



REFRAMING CONFRONTING BIAS

If I confront bias,
it will just create
more division

When I effectively
confront bias, I
create a space where
we are all valued and
able to contribute
our best.

Combating Unconscious Bias as an Individual

Question
Your
Assumptions

Analyze

Take a Risk

Disrupt the
Default

Speak Out

Hold Yourself
and Others
Accountable

Platinum Rule

Treat others as
THEY want to be
treated

Recognize Something, Say Something

- “I want to make sure I heard you correctly. Did you say...”
- “I am glad I misunderstood you, because such comments can be...”
- “Can you help me understand what you meant by that?”
- “What impact do you think that comment might have on...”
- “When I hear your comment, I think/feel...”
- “Can we meet and talk about this further?”

Putting Cultural Safety Into Action

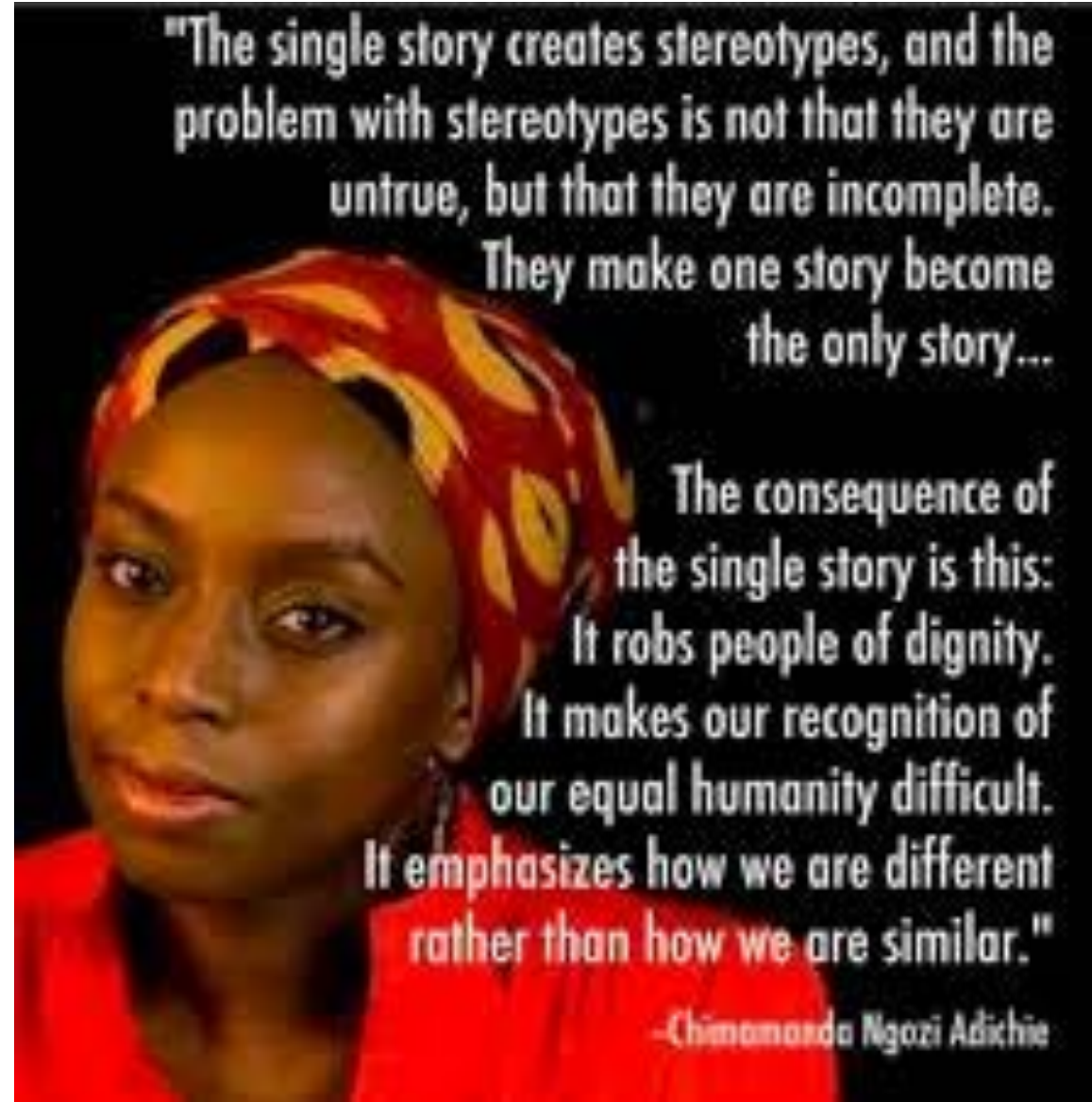
<https://www.heretohelp.bc.ca/>

1. **Do Something.** Having good intentions is not enough. Take action to make change.
2. **Take Responsibility For Your Own Learning.** Read, reflect and ask questions.
3. **Take Time For Self-Reflection.** Be aware of your own assumptions and biases. Question everything you have 'learned' and take steps to actively disrupt stereotypes.
4. **Commit to Lifelong Learning.** Be prepared to be uncomfortable.

The Danger of the Single Story

Challenge:

How do you move beyond the “single story”?





What Will
You Do
Differently
?



Goodman
School of Business

Goodman
Group

Brock University

REGISTRATION OPEN

Data-Driven Decision Making Series

Learn how business intuition can be complemented and enhanced by key aspects of data science

September
October
November 2021

Thank you for joining us.

Join us on Wednesday June 9 for
Employee Wellness & Corporate Social
Responsibility in the COVID-19 era with
Ken Chan, Vice-President, Administration
Brock University

Goodman
School of Business

Goodman
Group

Brock University



@GSBGoodmanGroup



goodmangroup@brocku.ca



GSB Goodman Group