Cultivating people unlike ourselves: WSHU Case for Diversity & Inclusion

A. Rima Dael, WSHU Station Manager, September 2020

AGENDA

Why is Inclusion, Diversity, Equity & Access important?

How do we cultivate people unlike ourselves?

Best Practices

Best Practices to Reality

Q & A

U.S. Census Demographics

By 2045: From the Brookings Institute
(https://www.brookings.edu/blog/the-avenue/2018/03/14/the-us-will-become-minority-white-in-2045-census-projects/)

- White 48.7%

- Hispanic 24.6%

- African-American 13.1%

- Asian 7.9%

- Multiracial 3.8%

- **Majority of U.S. foreign-born residents are Hispanic origin, recent immigrants are most likely to arrive from Asia.**

- **By 2020:**

  - Children 18 or under already "majority minority."

Diversity, Inclusion & Equity Matters!

- The **moral or social justice case** asserts that each person has value to contribute, and that we <u>must address barriers and historical factors that have led to unfair conditions for marginalized populations.</u>

- The **economic case** is based on the idea that organizations and countries that tap into diverse talent pools are stronger and more efficient.

- The **market case** states that organizations will better serve their customers if they reflect the diversity of their market base.

- The **results case** is that diverse teams lead to better outputs.

WSHU Case for Diversity

- Diverse perspectives in decision-making will lead to better decisions.

- A diverse staff/ advisory board can help to legitimize the mandate of the organization.

- A diverse staff/ advisory board can help build social capital and cohesion among diverse populations.

- A diverse staff/ advisory board can help fundraise more effectively.

How Do We Cultivate People unlike ourselves?

How Do We Deal With Difference?
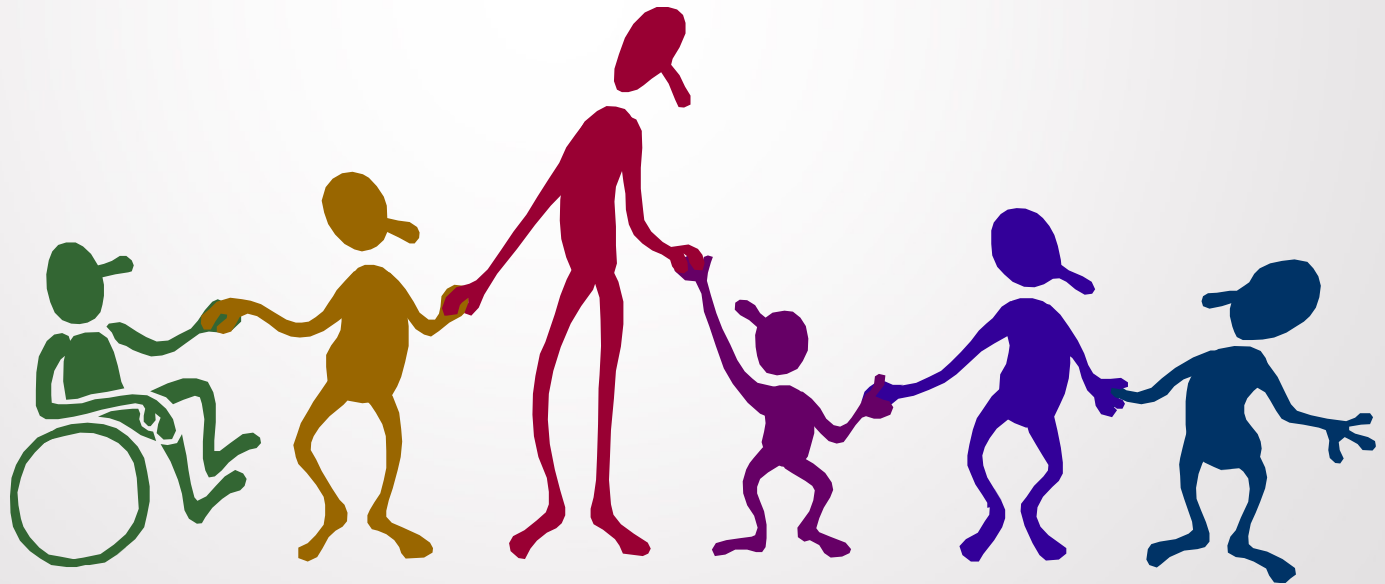
You create a culture that is inclusive and makes everyone feel comfortable.

Culture is the social behavior and norms found in human societies.

Culture is "learned, shared, and transmitted values, beliefs, norms, and lifeways of a group which are generally transmitted intergenerationally and influence one's thinking and action modes"

(Leininger, 1988, p. 9 as cited in Garcia-Hogan, 2003, p. 11).

Culture <u>outplays</u> best practices or policies/procedures!

(Culture eats strategy for breakfast!)

Cultural Reality Check !!!

What we know in organizational change management:
only <u>senior leaders</u> can modify/change their organization's culture to make it stick.

You create a culture that is inclusive and makes everyone feel comfortable.
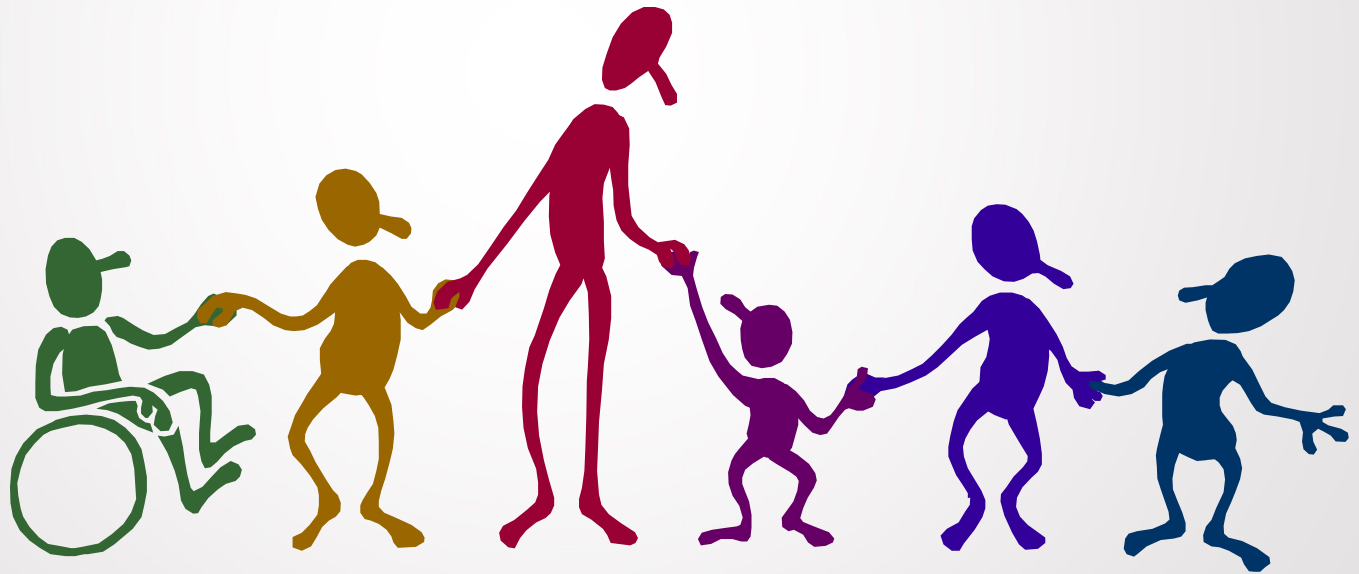
Creating inclusive community

- Is there organizational readiness?

- Pick one thing/area to start!

- Changing culture, which means changing minds = time & patience

Sustaining culture of your *new* community:

TRAINING
MENTORSHIP
COMMUNICATION

Being Culturally Competent

Learn how to be with people
who may think,
live,
move,
believe,
talk,
vote,
write,
dream,
and see differently than you.
Respect those differences and learn from them.
And also find common ground with those people.

Source: Tawara Goode, National Center for Cultural Competence

Cultural Humility

➡️ A humble and respectful attitude toward individuals of other cultures that pushes one to challenge their own cultural biases.

➡️ Realization one cannot possibly know everything about other cultures, and approach learning about other cultures as a lifelong goal and process.

https://study.com/academy/lesson/cultural-humility-definition-example.html

Being Inclusive & Equitable
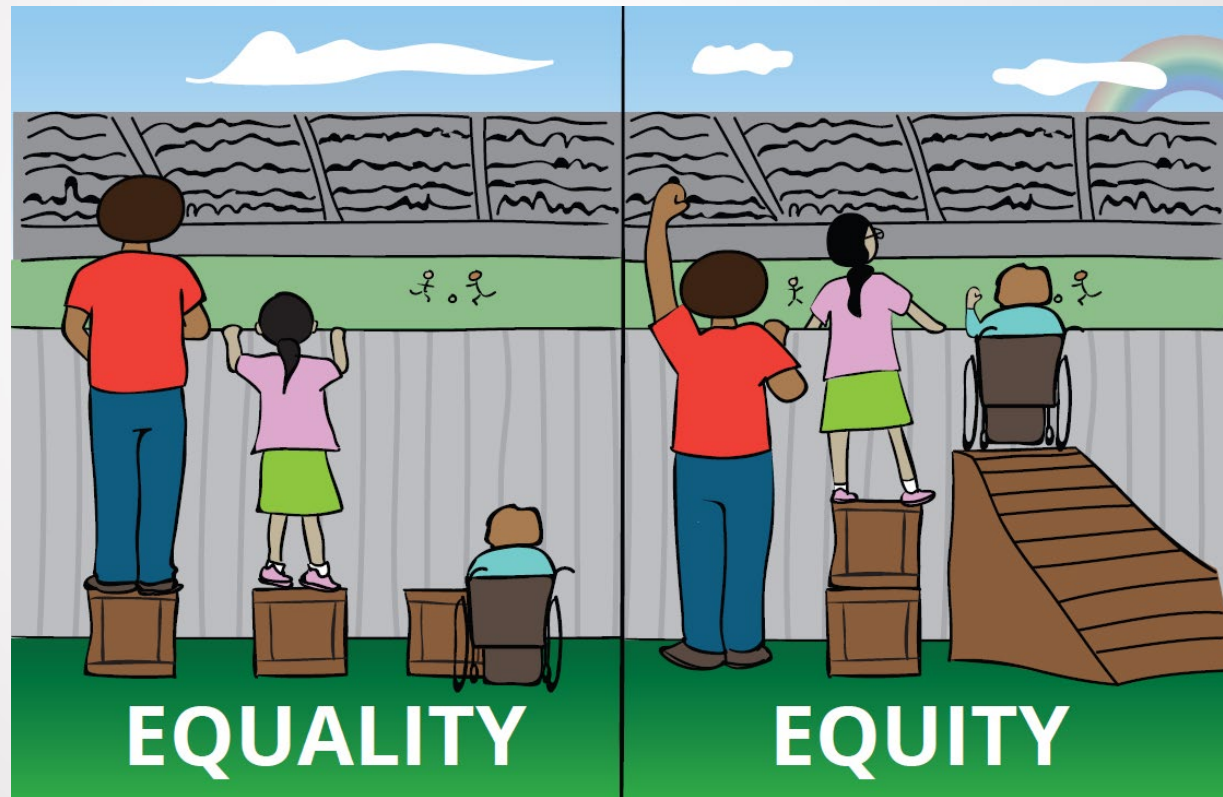
Being Inclusive & Equitable

Obstacles

- Nonprofit culture can be alienating and not inviting to the "other" or "others" not acculturated to the organization.

- Diversity means different things to different people – **WSHU will need to define this.**

- Diversity vs. Representation

- Tokenism

Obstacles

- How do you address unequal expectations for diversity, inclusion & access?

- How do you do this work equitably and by creating safe space within a hierarchical context?

- Day to day work needs to continue – how do you prioritize this work without the perception of adding more work?

Best Practice

- Be prepared to welcome people unlike yourself to the group/organization.

- Be prepared to deal with the change that brings.

- Define what diversity means to you, and recognize that it may be the same, or different from your organization.

- We will define diversity and representation for WSHU.

- Rule of three defeats tokenism.

- Set equal expectations for everyone.

More Best Practice

- Focus on what people *will* do, rather than on what they are, or on what their skills are.

- Recruit with some similarities. Don't make it all about difference!

- Create inclusive policies for everyone instead of dual policies.

- AGAIN - Rule of three – three people together.

Outreach

- Find candidates from staff and constituents to help reach out to different communities.

- Be clear of expectations.

- Don't go to usual suspects.

- Find a legitimate entree into the community.

- Who does the candidate really represent?

- Use a board matrix

Institutionalizing Best Practice

- Make staff/ advisory board/volunteer diversity your public policy for the organization

- Collect information to make decisions

- Set measurable goals

- Recruit for diversity

- Accommodate for diversity on your board and in your organizations

- Report on progress.

From Best Practice to REALITY !!!

REALITY – Share your thoughts

- Be prepared to welcome people unlike yourself to the staff, advisory board or volunteer group. **What would this look like for WSHU?**

- Be prepared to deal with the change that brings. **How do you deal with discomfort respectfully? Use the Ouch & Educate moment – see hand out.**

- Equal expectations for everyone. **How would you do this?**

What's next for you?

➤ What your aha moment?

➤ What will you take back to your work/your department?

➤ How will you make diversity, inclusion & equity a priority?

WSHU next steps

- WSHU will make this work part of all that we do and not a separate plan or strategy.

- Rima will work with department managers to identify ways Diversity & Inclusion will be part of our work.

- WSHU will focus on what people *will* do, rather than on what they are, or on what their skills are.

Resources

- Board Source
- Independent Sector
- Diversity Matters
- Foundation Center/Guide Star
- AFP
- Chronicle of Philanthropy