

Stepping into Brave Conversations on Equity and Inclusion at Work: Do's & Don'ts

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My Training Approach

Established in 2018, **Inclusive Solutions Consultancy, LLC** provides a variety of customized services, training education and professional development with the goal of creating and sustaining inclusive and equitable work and educational environments.

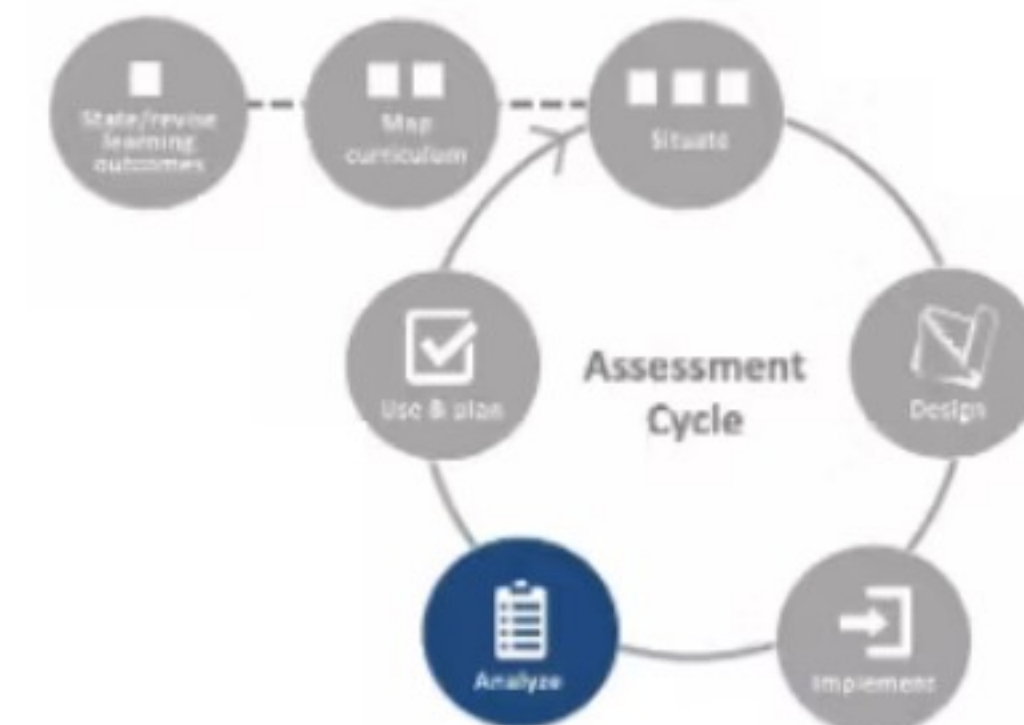
My training and pedagogical approach to diversity and inclusion work focuses on individual prejudice reduction, exploring and building awareness for unconscious biases, strengthening interpersonal and inter-group coalition building skills, and the development of a growth-mindset and increased skills in cultural competence and racial literacy.



Strategic Planning



Professional Development



Measurement & Assessment



Our DEI Work at SJU

OUR AREAS

Our diversity, equity and inclusion work is comprehensive and integrated with academic and co-curricular aspects. We actualize the Jesuit mission to care for the whole person, to facilitate critical thinking and engaged citizenship and to pursue justice through collaboration with academic and administrative partners on- and off-campus. Our DEI work includes the following areas:

ASSOCIATE PROVOST FOR DIVERSITY, EQUITY
AND INCLUSION >

CENTER FOR INCLUSION AND DIVERSITY (CID) >

INCLUSION AND DIVERSITY EDUCATIONAL
ACHIEVEMENT (IDEA) >

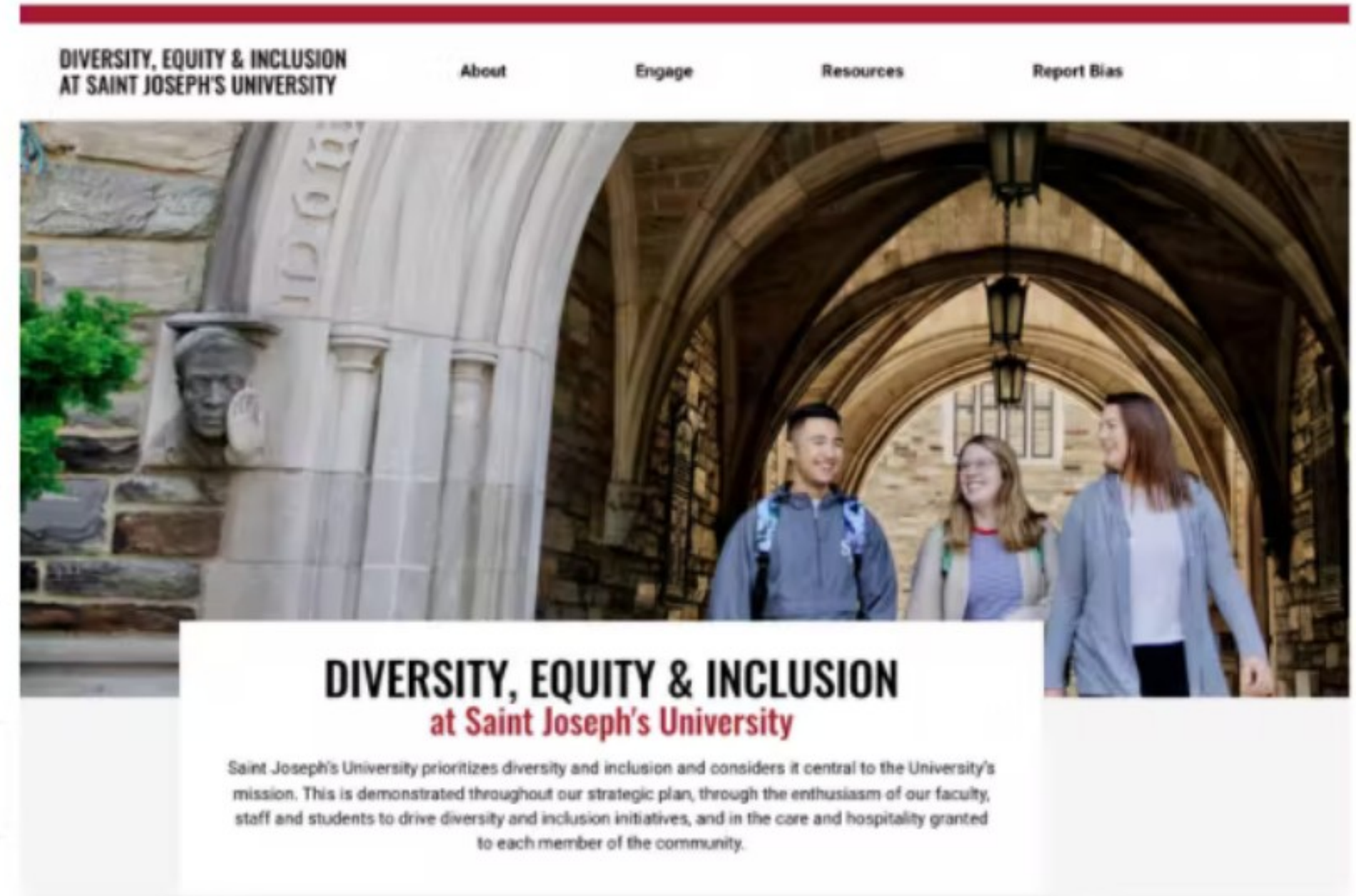
OFFICE OF INTERNATIONAL STUDENTS AND
SCHOLARS (ISS) >

WOMEN'S CENTER >

LGBTQIA+ SUPPORT AND RESOURCES >

AFFINITY-BASED STUDENT ORGANIZATIONS >

COUNCILS AND COMMITTEES >



www.sju.edu/dei



Sustaining a Campus Culture of Inclusion and Respect

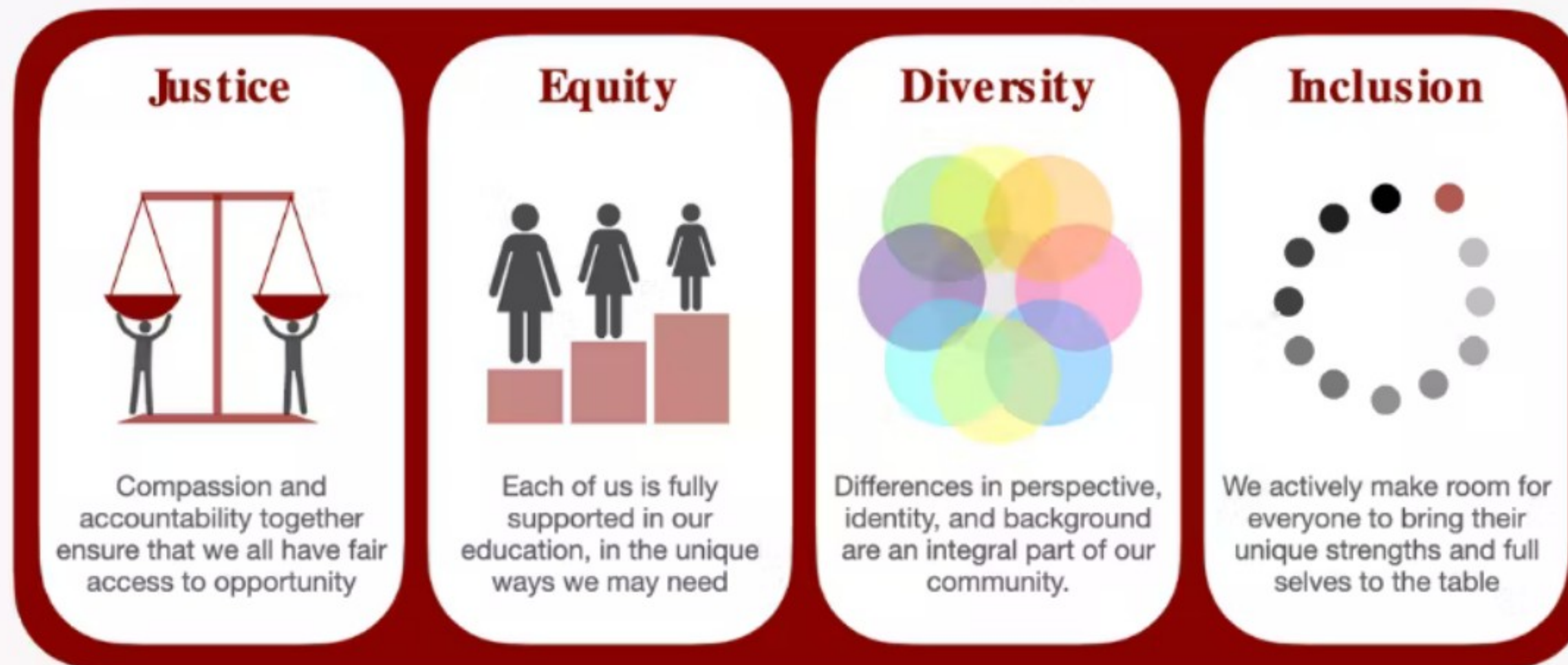
- Standardized and improved process for bias activity reporting and response protocols
- Completion of Climate Survey Data for all students, staff and faculty
- Standardized inclusive excellence /DEI training for all new employees and all faculty and staff searches.
 - Resulting in most diverse cohort of staff and faculty hiring from 2020-2022
- Increased Donor and Grant-based Support for DEI Programs and Initiatives



DEI Key Concepts

What is JEDI?

JEDI stands for Justice, Equity, Diversity and Inclusion—four important components of a truly inclusive community. These terms have many definitions, but we define them below in ways that highlight their role in this course.



Source: Anti-Bias Education Working Group, 2022



Varied Approaches to DEI Work



JEDI vs. DEI (or EDI)

DEI: Facilitating workshop on implicit bias and microaggressions — focused more on interpersonal interactions.

JEDI: Grounding implicit bias and microaggressions in a larger context of White supremacy, privilege and the urgency for individuals to engage in self-learning and questioning about these concepts



Prejudice Reduction and Allyship

This is a training approach that invites majority identities into the work of DEI through allyship. It helps participants identify stereotypes, prejudice, and discrimination, where they arise from and how to recognize and respond to these types of behaviors and comments in a constructive way



Intercultural Competence

This is a training approach that views DEI from a global viewpoint. Participants learn a set of cognitive, affective and behavioral skills and characteristics that support effective and appropriate interaction in a variety of cultural and global contexts.



Three Outcomes for DEI Training

- Building representational diversity (what we can see and count)
- Fostering interactional diversity (the capacity to engage diversity effectively)
- Committing to structural diversity (how an organization or institution enacts this commitment)



Provide consistent opportunities for education and awareness



“Trainings are useful, but they aren’t enough. Policies need to be set in place to address discriminatory behavior and enforce repercussions. Policies should also consider the unique needs of people with layered experiences - identities are not monolithic.”

- Cornell Verdeja-Woodson



Creating an internal culture of inclusion begins with leadership



"To create organizational change, top leadership must model taking an intersectional approach through investments and actions. This is how the organization shows that it is a priority."

- Anthony Fortenberry



Bridging the Gap Across Key Concepts



Cultural (Inter) Competence

"the ability to interact effectively with people of different cultures and with intentional attentiveness to diversity and inclusion."



Racial Literacy

Racial literacy refers to e having the knowledge, skills, awareness and dispositions to talk about race and racism. How do we think and talk about race? How do we discuss issues of race within our organizations?



Intersectionality

An analytical framework for understanding how aspects of a person's social and political identities combine to create different and simultaneous modes of discrimination and privilege. The term was coined by Dr. Kimberlé Crenshaw in 1989.



Allyship

A lifelong process of building relationships based on trust, consistency and accountability with diverse and/or marginalized individuals and/or groups.

It is NOT passive but rather an ACTION or SKILL to be PRACTICED





Business Case: The Why

Cultural Competence and Racial Literacy in the Workplace

Due to globalization and increasing technology, the workplace is becoming more diverse and more connected than ever before. In the U.S., groups once considered “minorities” will combine to comprise more than half of the population by 2050.

We now have greater ease with remote working, allowing colleagues to work from all over the world.

Cultural competence indicators permit organizations to measure and demonstrate respect for and understanding of different cultures,

Given the frequency of and interconnectedness with domestic and global events, racial literacy is more vital than ever before. Employers have discovered that a colorblind approach to workers and the company environment is no longer effective



4 THINGS TO REMEMBER ABOUT

SOCIAL IDENTITIES

Social Identities are...



1. DYNAMIC

May be chosen or born into, visible or invisible, stable, or shifting.



2. MULTIPLE

Everyone has multiple social identities, & different combinations impact individuals' lived experience.



3. SOCIOLOGICAL

Society determines which identities are flagged, & which differences matter.



4. SALIENT

Certain social identities feel more prominent in certain situations & contexts.



Center for Creative Leadership®



What Makes a Conversation “Difficult”?

- Emotional in nature
- Level of uncertainty (“what if” “what’s next”)
- Fear of how it will play out or how you will be perceived

Research suggests that managers spend up to a third of their time having difficult conversations with employees – but they’re regularly cited as one of the things they dislike the most about their job.



Navigating Difficult Conversations at Work



Case Study # 1- Don't Want to Be Here But Not Going Anywhere

Ann is an administrative assistant who delivers 'ok' work product, but doesn't seem to have her heart in it; she lacks warmth with colleagues and seems to put minimal effort into her work assignments. She was previously outstanding but sadly not anymore. She also hasn't made much progress on her performance objectives even though she is clearly capable of being promoted in the company.

The department supervisor, Pete, knew he needed to speak to Ann. While there were several areas that needed to improve, he had an overarching feeling that Ann didn't want to be at this job (in general) and perhaps even at the company.



Case Study # 2- I Don't Know What The Problem Is. It is Just Hair!

Linda is a mid-level manager who supervises a team of six workers. Two workers in her department have gone to Human Resources to complain that Linda, who has made it known to many in the company that she practices natural hair styles and prefers to wear African-centric patterned clothing to the office, is making them feel "uncomfortable" and creates an "intimidating" work environment for them.

The department supervisor, Jennifer has been asked by Human Resources to speak with Linda about the complaints and learn more. Jennifer anticipates this being a difficult conversation because Linda has been perceived as a bit "defensive" about her work appearance and hair styles in the past.

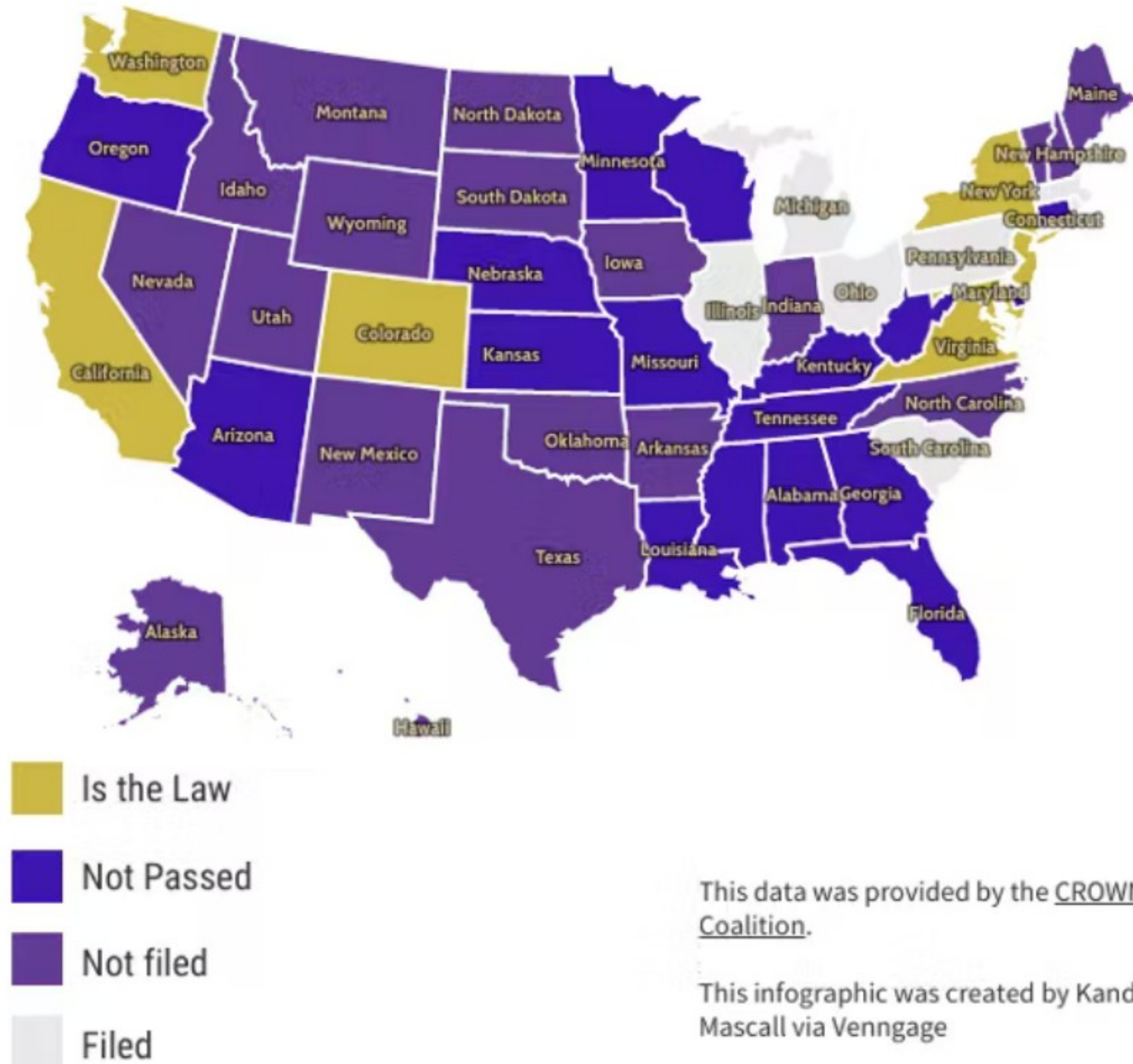


Workplace Cultural Norms: Legislation: The Crown Act

The C.R.O.W.N. Act stands for “Create a Respectful and Open World for Natural Hair,” is a law that was created in 2019 and prohibits race-based hair discrimination, which is the denial of employment and educational opportunities because of hair texture or protective hairstyles including braids, locs, twists or bantu knots.

<https://www.thecrownact.com/>

The CROWN Act at the State Level



Workplace Cultural Norms: The Bias of “Professional” Standards

Professionalism has become coded language for beauty standards and workplace practices that are often centered in Western and/or Caucasian cultures and can leave behind people of color or people from non-Western cultural backgrounds.

This plays out in several ways: in white and Western standards of dress and hairstyle (straightened hair, suits but not saris, and burqa and beard bans in some countries); in speech, accent, word choice, and communication (never show emotion, must sound “American,” and must speak white standard English); in scrutiny (black employees are monitored more closely and face more penalties as a result); and in attitudes toward timeliness and work style.

Source: Stanford Social Innovation Review (2021) https://ssir.org/articles/entry/the_bias_of_professionalism_standards



How to Manage Strong Emotions in Difficult Conversations:

Key Steps Forward

Step 1: Think about and strategize on healthy ways to bring emotions into conversations: Some people want to “just stick with the facts” but emotions are part of life and could be “the point” of the conversation.

Step 2: Know the Difference between emotions and judgements: Name emotions and separate that out from a conclusion or judgment

Step 3: Have Flexibility in Emotional Management/ Regulations: Are you someone who wants to talk it out or do you or the other person need time alone or away from the situation

<https://www.youtube.com/watch?v=c7iZjTQRQ2Q&t=25s>



Quick Guide to Difficult Conversations

Do	Don't
Provide context, the “why,” plan room for questions	Oversimplify the issue
Identify purpose of conversation and if needed, be solution based	Have a combat mentality
Respect the person and the problem	Lack respect
Practice to gain confidence and keep an open mind of where the conversation may go	Over rehearse
State how you feel and what you want • I feel [emotion] when [action] • When [action] I have to [reaction] and I feel [emotion]	Let emotions get the better of you



What Can I Do? I am just one person/ one organization!

Recognize/ Acknowledge Difference:

Do not shy away from recognizing that people experience the world differently based on their overlapping identity markers. Oftentimes, it is easier to believe and to explain to others that “all women feel” a certain way or that “LGBTQ+ people believe” some common understanding, but this does not reflect reality.

Avoid Oversimplified Language:

Move away from language that seeks to define people by a singular identity. By avoiding language that assumes our own experiences are baseline, we can open ourselves up to listening to others’ points of view.



What Can I Do? I am just one person/ one organization!

Be Critical and Analyze the Spaces You Occupy:

Becoming comfortable recognizing difference also involves recognizing when that difference is not represented in the spaces you occupy. Diversity of all kinds matter in your workplace, your activism, your community spaces, and more.

Seek Out Other Points of View (not just ones you like):

Explore the narratives different from your own. This includes surrounding yourself with others with differing interwoven identities, but keep in mind that oftentimes, even when you have a diverse group of people in an activist space, it falls on people to educate others about the oppressions they face. When these people share their experiences, take the opportunity to listen. However, do not expect people with identity markers other than your own to be there or to want to educate you and others.



What Can I Do? I am just one person/ one organization!

SHOW UP (Consistently, Often and Authentically):

Do not expect people who face different systems of oppression and othering from yours to show up and rally for causes you care about if you do not do the same for them.

As you hear about issues others face, learn about the work that is currently being done around these topics. Listen and defer to those who live with these intersectional identities each day. As you do, you will likely deepen your understanding of your own identity and the subjects you care about most.

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Discussion/ Questions

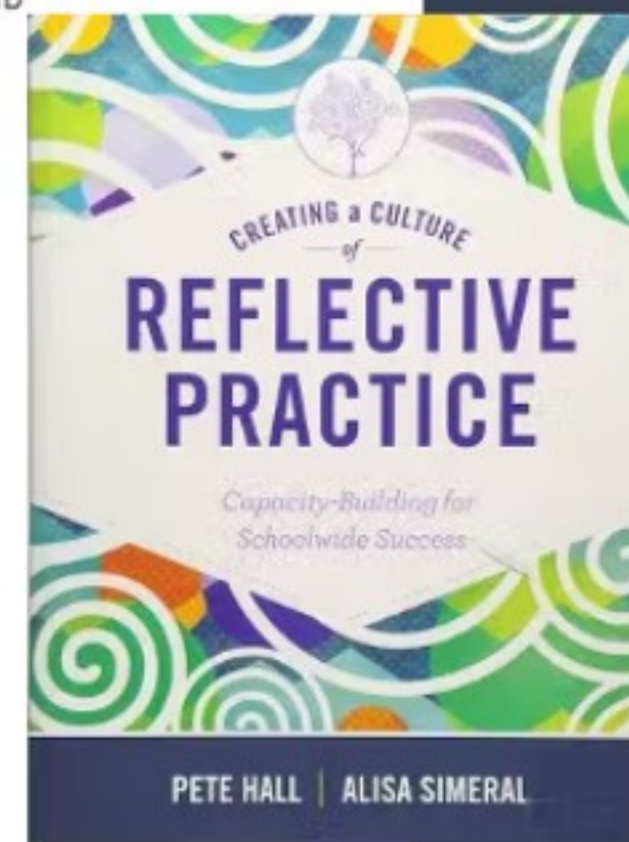
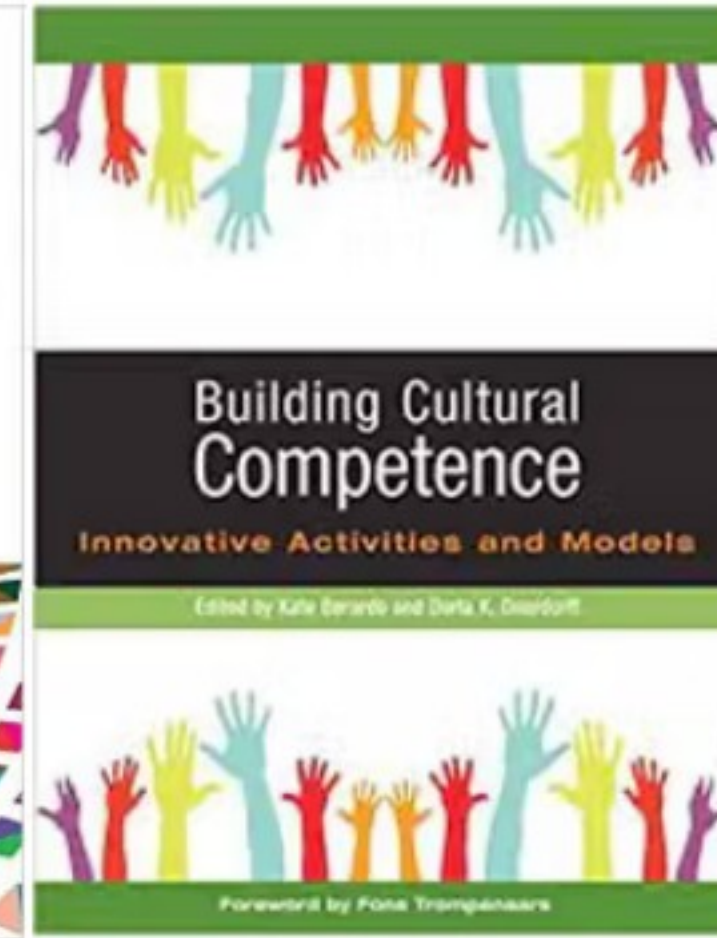
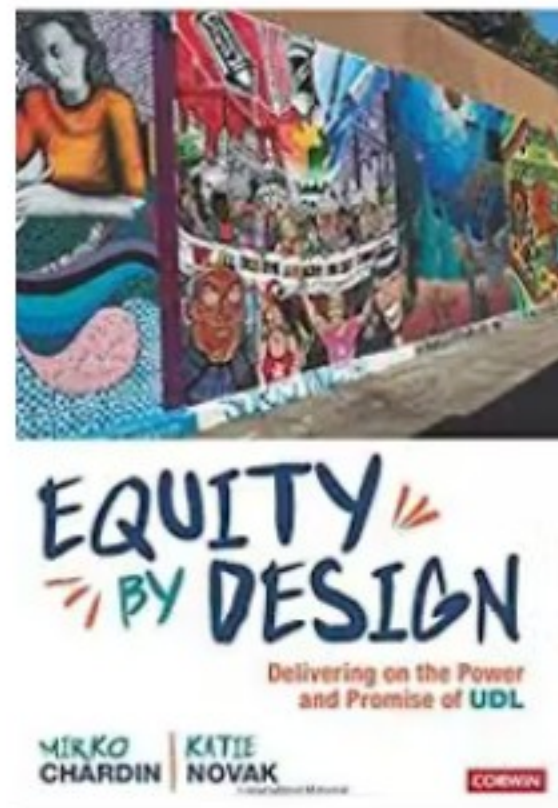


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Learn More/ Do More: Great Reads!



Better Allies
Everyday Actions to Create
Inclusive, Engaging
Workplaces



Karen Catlin

