Journey to Inclusion

December 10, 2020

City's Journey from Diversity to Inclusion

2011
Diversity & Inclusion in the Workplace Framework
Focus on enabling Diversity

2011-2014
Strong focus on enabling diversity through awareness

2015-2020
Shift of focus to "Inclusion" supported by intentional awareness, education and consulting on unconscious bias and inclusive leadership

2015
Demographic Data collection

2019
Global Diversity & Inclusion Benchmarking Assessment

2016
Inclusion Index introduction

2020
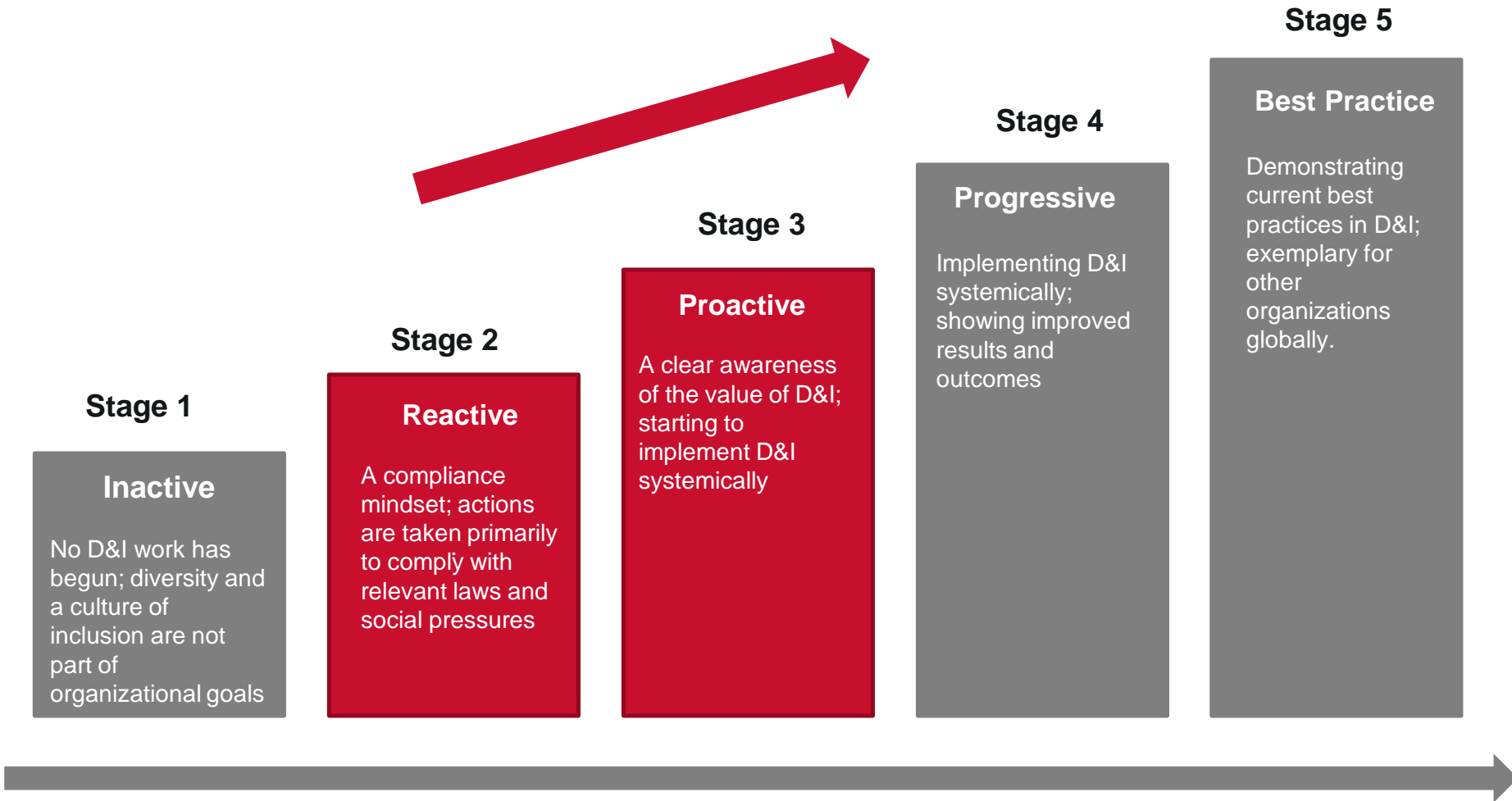Refresh of the "Inclusion in the Workplace Strategy"

Assess our policies, practices, systems, services with an inclusion and equity lens

To the future

The City of Calgary's Maturity Score

based on the Global Diversity & Inclusion Benchmarking Assessment (GDIB)

Stage 1

Inactive

No D&I work has begun; diversity and a culture of inclusion are not part of organizational goals

Stage 2

Reactive

A compliance mindset; actions are taken primarily to comply with relevant laws and social pressures

Stage 3

Proactive

A clear awareness of the value of D&I; starting to implement D&I systemically

Stage 4

Progressive

Implementing D&I systemically; showing improved results and outcomes

Stage 5

Best Practice

Demonstrating current best practices in D&I; exemplary for other organizations globally.

Drivers for Success

Calgary

Inclusive Design

Leadership commitment

Valued & Embedded

Driving Change

Fluid & Responsive

Measurement & Accountability

Growth mindset
Leaders and employees are open, adaptive and courageous. They challenge the status quo with a growth mindset, and value and reflect an inclusive workplace.

MINDSET

Behaviours
Leaders are seen as change agents and role models and inspire others to take individual responsibility to become role models themselves.

BEHAVIOURS
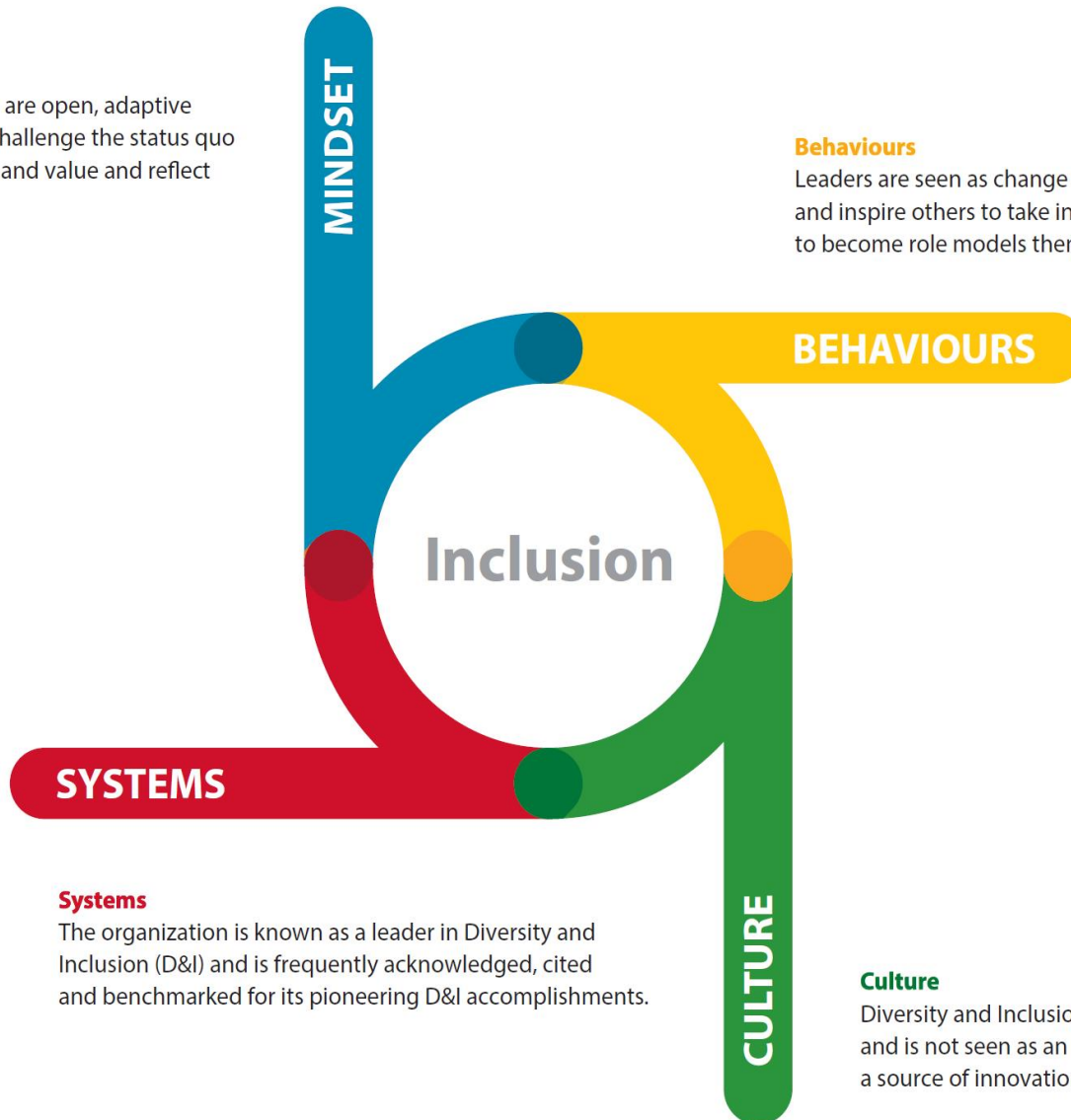
Inclusion
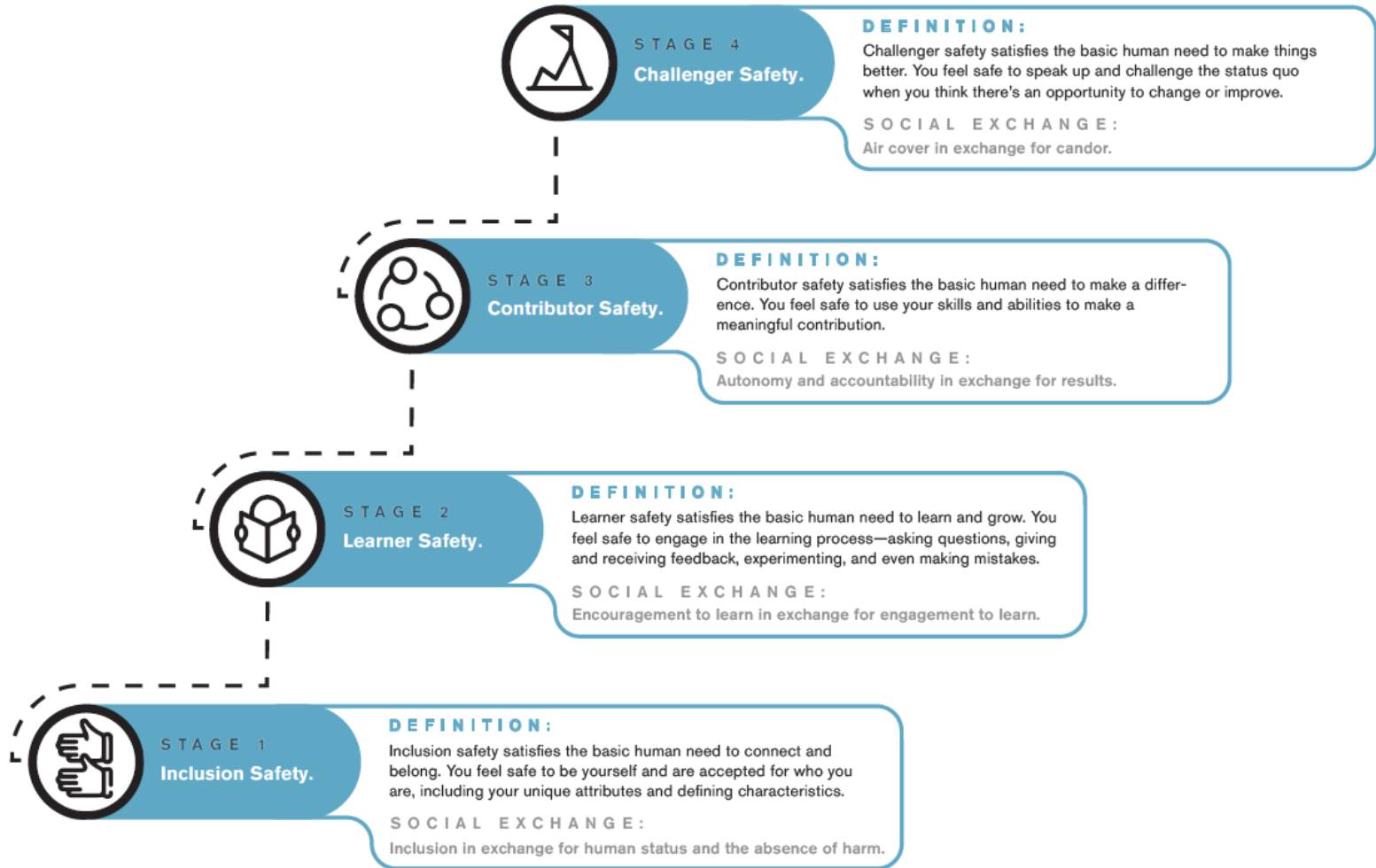
SYSTEMS

Systems
The organization is known as a leader in Diversity and Inclusion (D&I) and is frequently acknowledged, cited and benchmarked for its pioneering D&I accomplishments.

CULTURE

Culture
Diversity and Inclusion is embedded in organizational culture and is not seen as an isolated program, but rather a core value, a source of innovation, and a means to growth and success.

The 4 Stages of Psychological Safety

STAGE 4 — Challenger Safety.

DEFINITION: Challenger safety satisfies the basic human need to make things better. You feel safe to speak up and challenge the status quo when you think there's an opportunity to change or improve.

SOCIAL EXCHANGE: Air cover in exchange for candor.

STAGE 3 — Contributor Safety.

DEFINITION: Contributor safety satisfies the basic human need to make a difference. You feel safe to use your skills and abilities to make a meaningful contribution.

SOCIAL EXCHANGE: Autonomy and accountability in exchange for results.

STAGE 2 — Learner Safety.

DEFINITION: Learner safety satisfies the basic human need to learn and grow. You feel safe to engage in the learning process—asking questions, giving and receiving feedback, experimenting, and even making mistakes.

SOCIAL EXCHANGE: Encouragement to learn in exchange for engagement to learn.

STAGE 1 — Inclusion Safety.

DEFINITION: Inclusion safety satisfies the basic human need to connect and belong. You feel safe to be yourself and are accepted for who you are, including your unique attributes and defining characteristics.

SOCIAL EXCHANGE: Inclusion in exchange for human status and the absence of harm.

(Source: Timothy R. Clark, The 4 Stages of Psychological Safety: Defining the Path to Inclusion and Innovation (Berrett-Koehler 2020).

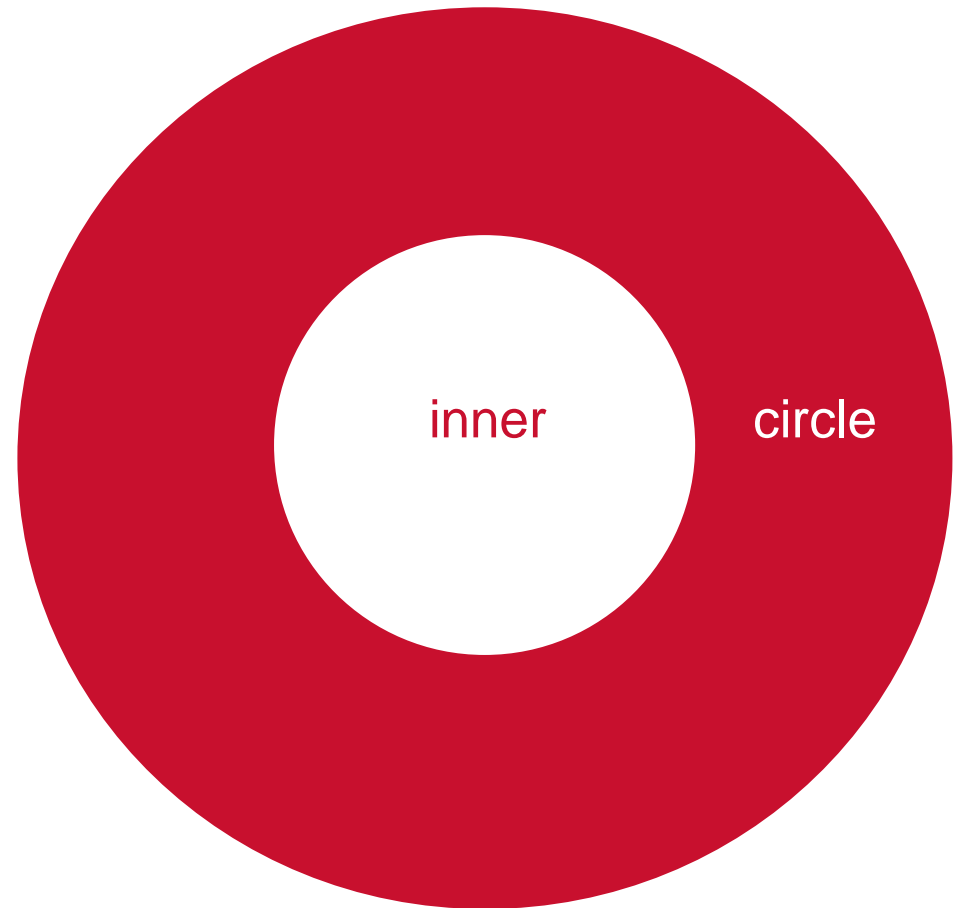Consider who is in your inner circle

Privilege: Un-earned *advantage* vs. un-earned *disadvantage*.

Privilege is *invisible* to people who have it.

Building trust

inner   circle

Recognizing 'insiders' and 'outsiders'

Simon Sinek on Building Trust Through Committed Leadership

Where do you want to be?

Be an ally

"It's a privilege to educate yourself about racism instead of experiencing it."

Becoming Anti-Racist. Fear, Learning, Growth. Dr. Andrew M. Ibrahim

Thank you!

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