

Diversity and Inclusion – Transcript

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Diversity and Inclusion

Turn on sound.

Turn on closed captioning.

Career Centre, University of Toronto Mississauga.

Navigating the module

Module content: Shown in tab to left under heading Module content & Transcripts. Cannot be used for navigation.

Video Transcript: Located to the left under the heading Module content & Transcripts. You will see the complete transcript while the video is playing.

Resources: To download additional documents and an annotated bibliography, go to the resources tab on the top left of your screen under the module title.

Print: Print tab located above on the right. Use to print or save everything that appears on the screen.

Exit: Use Exit tab, located above to the right of Print tab. You may exit the module at anytime. When you return to the module you may be prompted to resume the module. The resume prompt depends on whether you cleared your browser history. Clearing the browser history will restart the module from the beginning.

Keyboard users: Press the tab key to move to the selection and press the space bar.

Diversity and inclusion - overview

Video transcript:

Everyone's experience of life is different and there are many aspects of what constitutes a diverse environment. Certainly, your classes at UTM showcase some, but not all aspects of diversity. Your previous work experience and, growing up in a community also contribute to your understanding of diversity. In this module, you'll be asked to consider how diversity, which is access to a wide variety of thoughts and opinions, can be very helpful in the workplace. By working through the module, you will begin to understand how you can contribute and what you gain from a diverse and inclusive workplace.

What you'll get from this module

Diversity and inclusion are important concepts in today's workplace. Being able to assess your own bias and how to balance them, as well as appreciating how diversity strengthens the workplace, will help you be more successful in your career.

Select the topic by clicking on it or use the tab key to move to it and press the spacebar. At the end of each topic you will be returned to this page to make another selection.

When all the topics are completed, you will be taken to a summary page.

Diversity and Inclusion module content

Describing diversity: 6 characteristics you could use to describe bias.

Implicit bias: Everyone has unconscious biases.

Organizations & diversity: Why diversity is important to an organization.

Respecting diversity: 3 strategies for the workplace.

Inclusion: How respecting diversity is equity in practice.

Describing diversity

Diversity can be both visible and invisible. We often think of the visible ways we are different initially, but the invisible is also important. The analogy of an icebergⁱ is often used to describe diversity; like an iceberg, the visible is usually much smaller than the invisible. What we don't see is much larger and important for us to consider and understand.

What characteristics contribute to diversity

Below are characteristics often used when describing diversity. Review the list.

Mark each characteristic with a number 1-3 to place it on the iceberg. (e-module has a graphic of an showing iceberg - above and below the waterline.)

1 visible (above the water line), 2 could be either (at the water line), 3 invisible (below the waterline).

age,

beliefs,

culture,

family status,
gender,
learning styles,
life experience,
nationality,
physical ability,
race,
religion,
sexual orientation,
skills,
skin colour,
social status,
value systems.

Results

Your choices are shown below. A check mark indicates you have categorized the characteristic correctly.

Visible (emodule calculate number correct - out of 4 correct)

age
gender
skin colour
race

Either invisible or visible (emodule calculate number correct - out of 5 correct)

family status
nationality
physical ability,
religion
social status

Invisible (emodule calculate number correct - out of 7 correct)

beliefs

culture

learning styles

life experience

sexual orientation

skills

value systems

(Message pop up in e-module) Unfortunately you were not able to identify any of these characteristics as invisible. Take a moment now to review them.

What is implicit bias

Video transcript:

Approx time 4.75 minutes

In lesson 1 we learned that schemas apply to people. Without any conscious thought the instant we see someone we assign them to salient and chronically accessible social categories, such as age, gender, race or profession. Once we tagged someone as belonging to a particular group, our brain automatically activates a cloud of information that we've come to associate with that group. These associations then potentially influence how we think about and interact with that person. This cloud of associations includes what social psychologists call attitudes and stereotypes.

An attitude is an association between a category and evaluative valence, either positive or negative. Attitudes are like gut feelings, a general like versus dislike, hot versus cold, thumbs up or thumbs down. We hold attitudes about all sorts of things, for instance, you might have a negative attitude toward large rats, but a positive attitude toward plump hamsters.

A stereotype in contrast is a more specific association, between a category and a particular trait. When you think of the category snakes, you probably think of the trait venomous. We know that not all snakes inject toxins when they bite, but there's a strong association nevertheless. Stereotypes also apply to people. Some groups are considered athletic whereas others are assumed to be good at

math, some groups are seen as natural leaders, whereas other are seen as natural caregivers. Take me for example; when you see my face or read my last name your brain hashtags me as Asian. And the attitudes and stereotypes you associate with that category, are automatically activated. If you have a positive attitude toward Asians, you might smile at me just a little bit more when I approach you at a lunch table. If you think Asians are good at math, you might be a little more inclined to hire me as your accountant, but not your lawyer. If you think Asians aren't athletic you probably won't choose me for your pickup game of basketball. We call attitudes and stereotypes biases, because they represent information that diverges from some neutral point.

Explicit biases are attitudes and stereotypes that you know you have because you can just ask yourself what your feelings and thoughts are, and get an answer. By contrast, an implicit bias is an attitude or stereotype that you have no direct introspective access to. In other words, asking yourself for an honest answer, doesn't tell you what you need to know. Where do these biases come from? Why do we associate certain attitudes and stereotypes with some groups but not others? Well think about how you learned that snakes are venomous. Or think about why certain smells or foods give you a warm feeling of home. It's through exposure, in a particular context. Sometimes that exposure is through direct contact, other times it's through secondhand or vicarious contact, mediated through stories, books, movies, social media and popular culture. It's no different with people.

Pause for a moment and think about your attitude toward Native Americans*. Also what traits do you associate with them? How did you learn all this? Was it through direct interaction? If it was more vicarious, how accurate and representative do you think those exposures were? Because we are aware of explicit bias we're often mindful about checking them for accuracy, appropriateness and fairness. Most of us actually strive to revise our prior attitudes and stereotypes on the basis of better information. But this sort of self-correction doesn't go on with implicit bias because, we don't even know we have them. Unfortunately, there's increasing evidence that implicit biases, even though they operate invisibly, influence our actions and decision in small but consequential ways.

Still curious? Skeptical? Don't miss lesson three - real world consequences.

* Native Americans is the term used in the United States of America. In Canada Indigenous People is used.

Reflection – implicit bias

Having watched this video, you can understand that it can be difficult to recognize our own implicit biases. Think about the narrator's comments about how he would probably not be picked to be the lawyer or to play pick up basketball.

Now think about a time when you interacted with a group or individual whose ability, culture, gender, race, religion or sexual orientation was different from your own.

Were you were expecting one thing, but then your impressions or expectations changed after the interaction?

What stereotype(s) did you notice?

How did that stereotype affect your interaction?

Reflection – implicit bias

Think about that situation, in the box below respond to the following question.

Given what you now know about implicit bias, what would you do if you are in a similar situation again?

Interested in learning more about implicit bias?

The Career Centre has compiled an Implicit bias resource sheet. Use the download button.

Note: The Implicit bias resource sheet is available anytime from the Resource tab located in upper left under the module title. (Transcript: this resource sheet is located at the end of the document)

Organizations and diversity

Video transcript:

Organizations can greatly benefit from a diverse workforce. Diversity can bring many different perspectives and ideas, which help in problem solving, expanding markets and increasing productivity.

As you join an organization, some aspects of diversity are visible—others are not. It is up to you to learn about the diversity in your workplace; you need to be open, observant, willing to ask questions and be willing to change. You will then have a better appreciation for the diversity of your workplace and how it contributes to strong organization. It may take some time, however, it will enrich the workplace.

The workforce is changing

People entering the workforce now consider the unique identities and experiences of individuals as one essential part of a whole working team. A diverse workplace is seen as a sign of strength.ⁱⁱ

Organization benefit - what the research shows

15% of companies in the top gender diversity quartile financially outperform those in the bottom quartile.

35% of the most ethnically diverse companies financially outperform the least.ⁱⁱⁱ

Engaged workers

83% people aged 25-35 are more likely to actively engage with an organization they feel fosters an inclusive culture, compared to only 60% who perceive their culture as non-inclusive.^{iv}

Diversity is good for business^v

Mixed gender executive boards have outperformed all-male ones by 26% over the last six years according to research by Credit Suisse.

Global studies have shown that organizations with diverse and inclusive cultures are 45% more likely to have improved their market share in the last 12 months, and have employees who not only give greater discretionary effort but are also less likely to leave.

Experimental research suggests that higher market growth is driven by more innovation and better quality decision making within diverse and inclusive teams.

Reflection – Diversity and organizations

You've read what the research shows. Summarize how workplace diversity benefits the organization.

Respecting diversity

What does it mean, respecting diversity? This can happen on a number of different levels. At the organization level there may be initiatives in place that support and respect diversity. As a team member / co-worker there are things you can do that further the work of respecting diversity. At the individual level there are actions you can take in your personal and professional life that support and respect diversity.

Let's look at the different types of initiatives and activities at each level.

Organizational level

- Know your organization's diversity goals and how these connect to the business goals; consider how this impacts your role.
- Develop cultural competencies (motivation, knowledge, strategic thinking, appropriate behavior).
- Participate in employee engagement surveys.
- Rotate meeting chairs; ensure everyone has a chance to speak in meetings.

At the co-worker/team member level

- engage with others in ways that build their self-esteem, e.g.
 - Give credit to work done.
 - Give thanks to colleagues for their contributions.
- Try different communication methods that work better for that person e.g. email vs phone vs face to face.
- Ask for and welcome ideas different than your own; ask people you don't normally for feedback or help.
- Assist with diversity initiatives.

At the individual level

- Be respectful of others' beliefs and customs.
- Don't assume you know.
- Listen.
- Be aware of your own body language.
- Be curious.
- Allow yourself to be wrong.
- Use inclusive and respectful language.
- Seek ways to grow and change.
- Commit to continuous improvement.

Think about your own situation

Even within what is perceived as a group, there are a wide range in diversity of values, cultural practices, identity and thinking processes. Not everyone in the community is the same.

Think about working in a group, perhaps on a class project. How did respecting the diversity of the group help you achieve the group's goal?

Hint: use the Previous button to go back to review the levels for ideas.

Inclusion

Video transcript:

Inclusion is about respecting diversity and putting equity into action. Equity means ensuring that each person has what they need to be successful in the organization; it doesn't mean treating everyone exactly the same. For example, we all need shoes but we may need different types of shoes based on our needs. In the workplace this could mean we all need to attend a meeting, but some

people may need the materials in advance as they need more time for processing. This practice means everyone gets what they need to be successful.

Actions you can take to be inclusive

Here are some ways you can be inclusive so that you can respect the diversity within each of us. Select those ideas that are new to you.

- Take time to learn:** Learning about new things takes time. You don't just have one conversation and have a complete understanding. If you take some time regularly to learn about other perspectives, cultures, experiences of others, you will gain more insight and respect for others' lived experiences.
- Talk to someone with a different point of view:** We can shy away from talking to people who don't agree with us, but we lose an opportunity to learn. Find out more about their views without having to insert yours.
- Practice active listening:** Listen to understand and ask thoughtful questions about what you hear, e.g. Can you tell me more about
- Take a new a route:** to lunch, to the meeting room, for your lunchtime walk. You will see things differently, run into different people.
- Ask co-workers for recommendations:** for book/movie/blog recommendations. Reading or watching things you wouldn't have naturally gravitated to can show others' lives and experiences, which helps us understand each other more thoroughly.

Tips for being inclusive in the workplace

Inclusion can seem like a massive challenge, so focus on what you can do and build from there. In addition to the ideas already presented, consider the following tips to help you be inclusive in your workplace.

- Treat people with courtesy, politeness, and kindness.
- Encourage co-workers to express opinions and ideas.
- Look for opportunities to connect and support others.
- Show curiosity for the views of others.
- Accept that you may not be right all the time and allow yourself to learn from your co-workers' differences.

Summary

Final thoughts about diversity and inclusion

Diversity and inclusion help us to better understand ourselves and each other. The more we challenge our implicit biases and interact more positively with others, the more successful we and our organizations will be. This learning process can take some time and effort. The University can support you in this work; connect with the Equity and Diversity Office to learn more about the programming they offer.

Interested in reading more about diversity and inclusion?

Download the annotated bibliography for this module. (transcript: included at the end of this document)

Your key points to remember

Your response to would you do to identify your implicit biases next time you are in a situation that is different for you.

You identified the following as invisible characteristics that describe diversity. Transcript: if a 3 is beside the characteristic it means you selected it correctly.

beliefs

culture

learning styles

life experience

sexual orientation

skills

value systems

You noted that this is how workplace diversity benefits the organization

You have now completed the Diversity and Inclusion module.

If you are interested, check out the other modules available in this Experiential Learning series.

- Working in Teams
- Working Effectively with your Supervisor
- Disability and the Workplace
- Networking in the Workplace
- ✓ Diversity and Inclusion

Resources for Diversity and Inclusion

Need more information and ideas about diversity and inclusion at work? The following are resources the Career Centre looked at to support the information presented in this module.

UCLA Office of Equity, Diversity and Inclusion - Implicit Bias | Lesson 2: Attitudes and Stereotypes

Animated video with voiceover. Original source for the video in the module. Lesson 2 of the Implicit Bias video series created for the UCLA Office of Equity, Diversity and Inclusion.

<http://www.youtube.com/watch?v=7FggGAXvLB8&feature=youtu.be>

Other references for implicit bias are listed in the Implicit bias further study resource sheet.

Millennials understand the value of inclusivity in the workplace - do you?

Narinder Hammond, Launchpad

Highlights: Cognitive diversity and how to achieve inclusion. Also research that supports how diversity can strengthen the organization

<https://www.launchpadrecruits.com/insight-articles/millennials-understand-the-value-of-inclusivity-in-the-workplace-do-you>

10 Ways Employees can Support Diversity and Inclusion

Robin Pedrelli, Profiles in Diversity Journal

<http://www.diversityjournal.com/14154-10-ways-employees-can-support-diversity-inclusion/>

7 Simple Ways to be more inclusive in Work and Life

Courtney Seiter, buffer

<https://open.buffer.com/7-simple-ways-to-to-be-more-inclusive-in-work-and-life/>

Five Tips for Respectful Interaction in the Workplace

Melanie Sklarz, Legacy Business Cultures

<http://legacycultures.com/five-tips-for-respectful-interaction-in-the-workplace/>

Intercultural competencies

Co-Operative Education Program and Career Services, University of Victoria

Highlights: developing InterCultural competencies in a culturally diverse environment

https://www.uvic.ca/coopandcareer/assets/docs/student-docs/competencies/intercultural-competencies/intercultural_competencies.pdf

Implicit Bias – Resources for further study

Videos:

UCLA Office of Equity, Diversity and Inclusion - Implicit Bias | Lesson 2: Attitudes and Stereotypes

Animated video with voiceover. Original source for the video in the module. Lesson 2 of the Implicit Bias video series created for the UCLA Office of Equity, Diversity and Inclusion.

<http://www.youtube.com/watch?v=7FgqGAXvLB8&feature=youtu.be>

The Royal Society – Understanding Unconscious Bias

This animation introduces the key concepts of unconscious bias. It forms part of the Royal Society's efforts to ensure that all those who serve on Royal Society selection and appointment panels are aware of differences in how candidates may present themselves, how to recognise bias.

<https://www.youtube.com/watch?v=dVp9Z5k0dEE>

Tests

Understanding Prejudice - Implicit Association Test

Focus for this test is gender and career. Subsection of the UnderstandingPrejudice.org site

<http://www.understandingprejudice.org/iat/genframe.htm>

Harvard Implicit Project

A series of quizzes intended to make you aware of your own implicit bias.

<https://implicit.harvard.edu/implicit/>

ⁱ based on model for understanding culture developed by Edward T. Hall 1976

ⁱⁱ Source: Millennials understand the value of inclusivity in the workplace do you, Narinder Hammod

ⁱⁱⁱ Source: Why diversity matters, McKinssey.com

^{iv} Source: Deloitte/BJKLI study cited in Millennials understand the value of inclusivity in the workplace do you, Narinder Hammod

^v Source: Why Diversity Can Be Bad For Business (And Inclusion Is The Answer)
by Sebastian Baily, Forbes