

# Leadership role in promoting diversity and non-discriminating workplaces

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KULTUURIMINISTEERIUM



NORWEGIAN EMBASSY



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TALLINN UNIVERSITY





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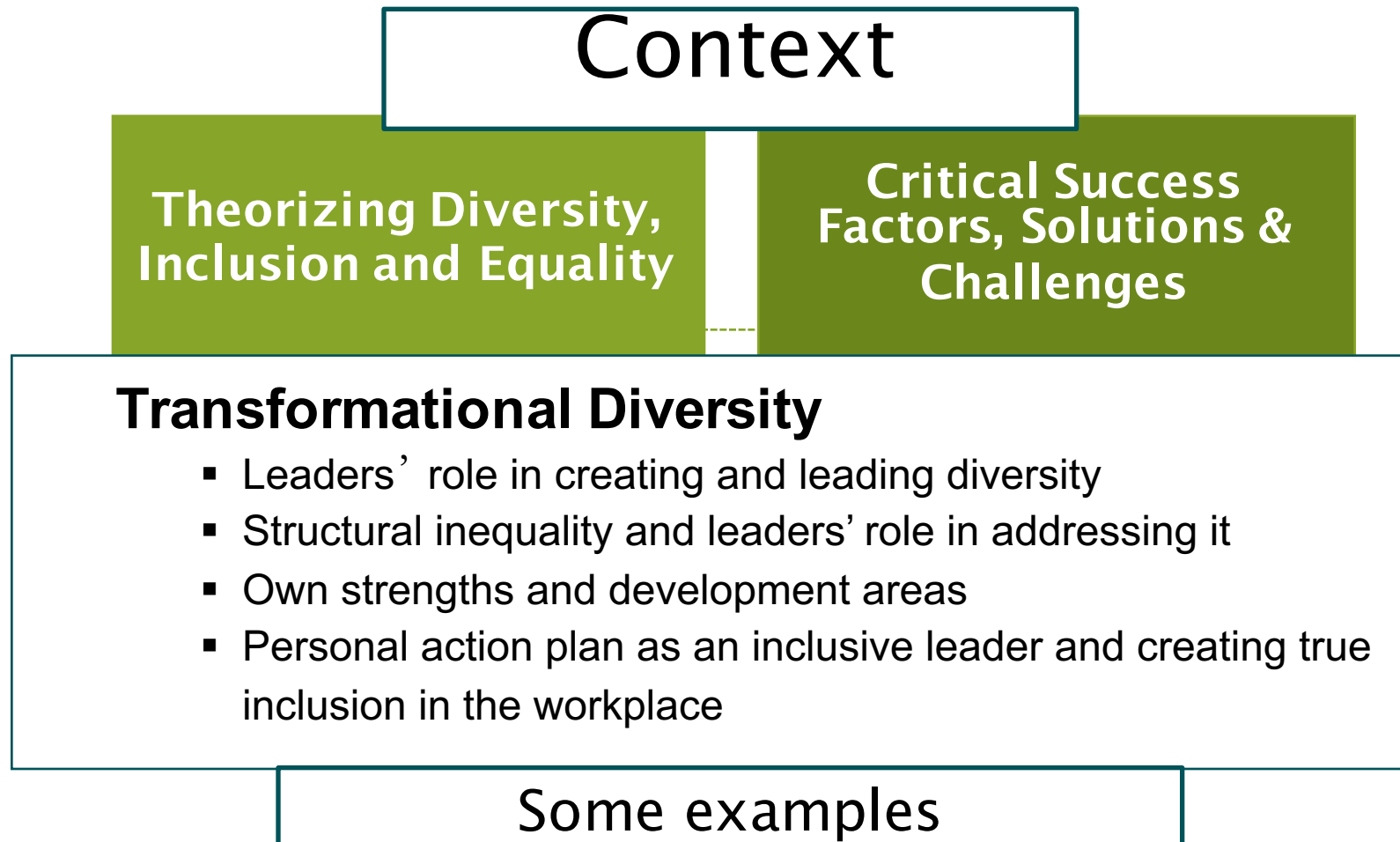
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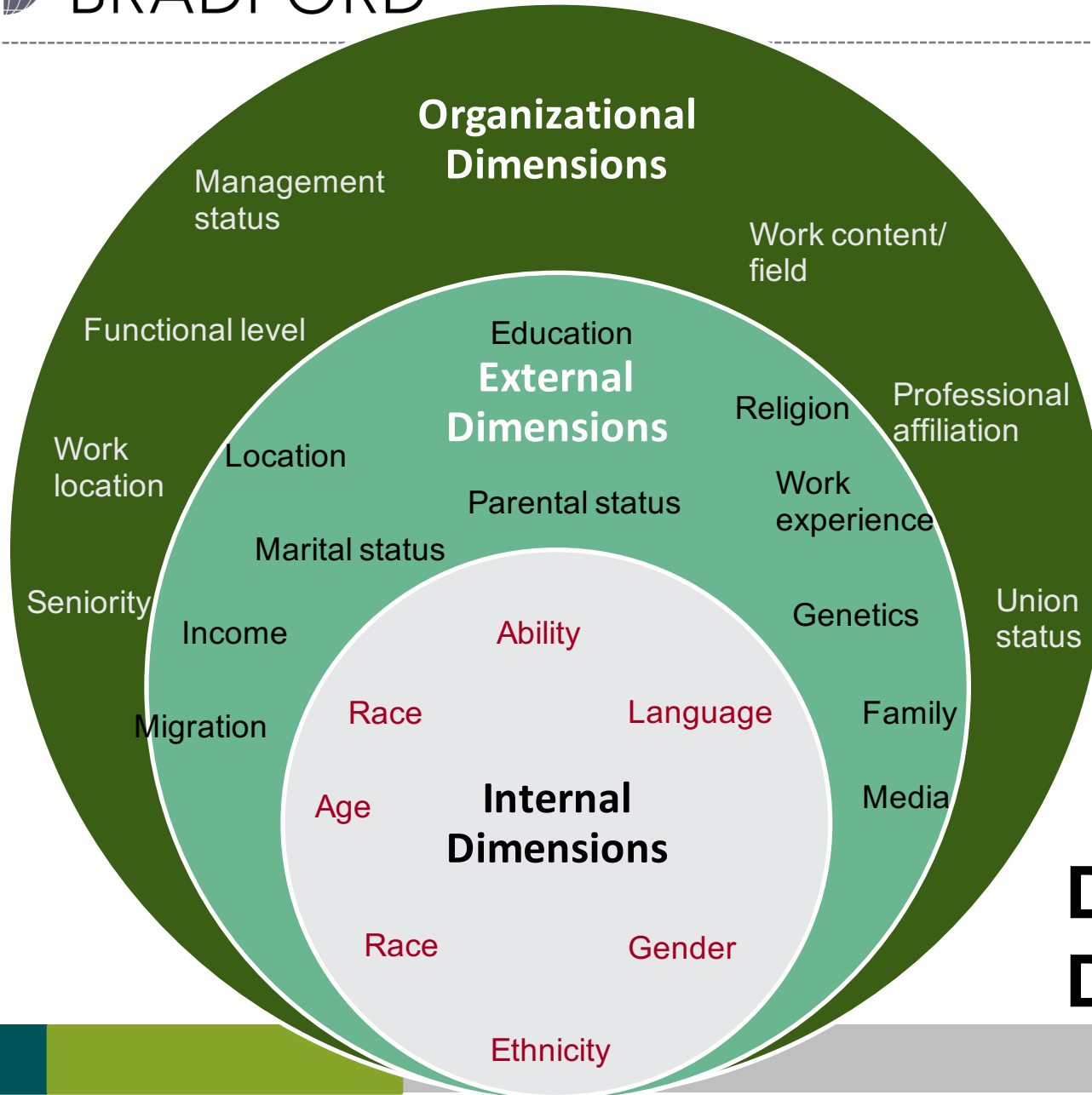
## Overview





- Significance
- Appreciation
- Value
- Included

© SAVI



- We are all similar and different on a variety of dimensions, which make each of us unique.
- We have both **physical** and **cultural** points of difference
- We all have learned societal biases about others' dimensions that need to be acknowledged and transcended through learning, compassion, forgiveness, and healing.

# Dimensions of Diversity



**Diversity** – A collective mixture characterised by differences and similarities that are applied in pursuit of organisational objectives

*Roosevelt Thomas 1999*

**Diversity Management** – A process of planning for, organising, directing, and supporting these collective mixtures in a way that adds a measurable difference to organisational performance

*Hubbard 1999*

- All the ways we differ
- The individuality or uniqueness of people, distinguished by visible and non-visible characteristics
- Sharing and valuing differences, acknowledging, respecting and accommodating differences

- **Diversity** is the mix
- **Inclusion** is getting the mix to work well together
- **Equality** – Systems and processes which ensure that mix can participate and has the opportunity to fulfil their potential; Backed by legislation
- **Structural equality** requires more than “Being Nice”
- **Cultural competence** – a set of competences and skills that individuals and organisations can use to create a truly inclusive environment that values diversity







# Transformational Diversity





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# Transformational Diversity

Breakthrough performance

Greater effectiveness

More than sum of it's parts

New levels of success

Beyond current limits

Requires higher levels of competence



**Ethno-relative  
Stages**

**Integration**

*I communicate and work effectively with many cultural groups*

**Adaptation**

*I proactively use my knowledge about cultural differences to adapt my thinking and behaviour in culturally appropriate*

**Acceptance**

*Cultural differences exist, are important, and should be respected and values*

**Ethnocentric  
Stages**

**Minimization**

*Differences between cultures are inconsequential*

**Defense**

*My culture is the true culture*

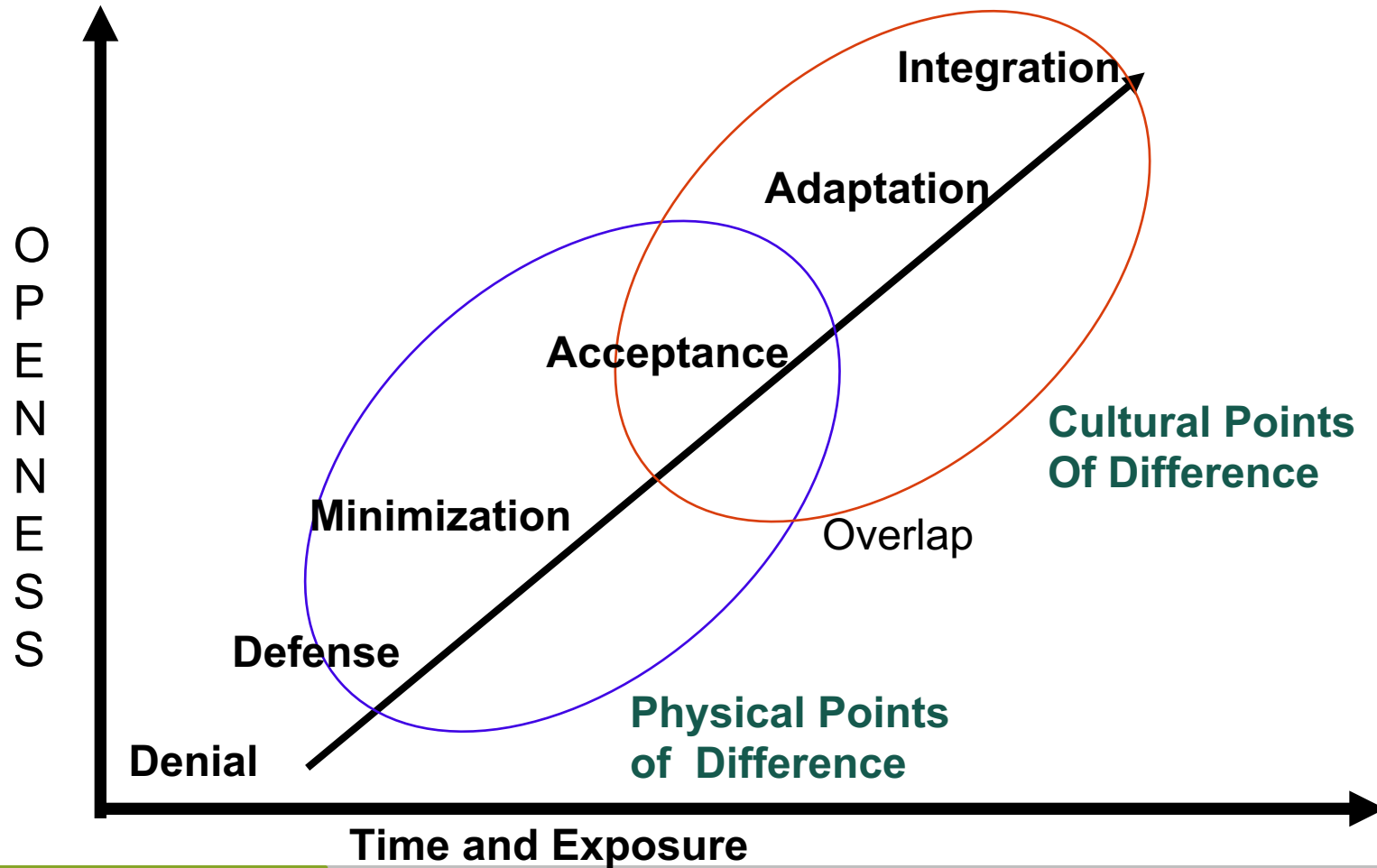
**Denial**

*Avoidance or separation from difference*

Bennett, M.J. (1993). Towards Ethnorelativism: A developmental model of intercultural sensitivity. In R.M. Paige (Ed.) Education for the intercultural experience. Yarmouth, ME: Intercultural Press



## The relationship between the levels of Intercultural development and the dimensions of difference





Homogenous  
(One culture)



Heterogeneous  
(Multiple cultures)

- Demographics have changed
- Traditional leadership model is ‘non effective’
- Hierarchical (vertical) corporate structures are less effective and incompatible with multiple cultures
- Horizontal structures requires relationship building and shared responsibility



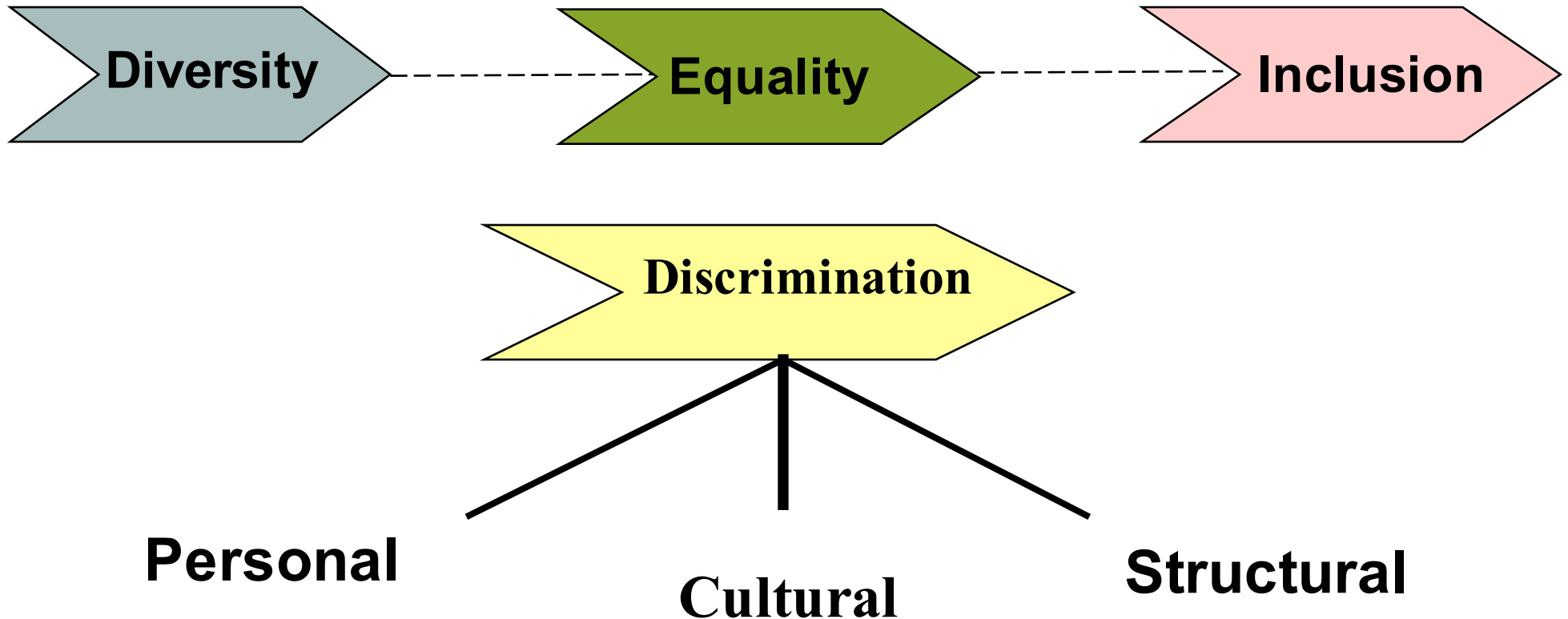
**Distributive / shared / inclusive leadership**



- Denoted by quality of the interaction between people
- Not restricted to a position but involves the entire organisation – LEADING FROM EVERY SEAT
- Not **Tolerance** but a broad sense of engaging with genuine diversity
- Must work at individual level to nurture the wider benefits for the organisation as a whole
- Diversity is not value-directed but values-driven



## When it goes wrong



<http://www.upworthy.com/2-monkeys-were-paid-unequally-see-what-happens-next-sc4-3a?g=2>





# When it goes wrong

## The Involvement of Black and Minority Ethnic Staff in Disciplinary Proceedings

- BME staff twice as likely to be disciplined
- Reasons
  - Management practices
  - Organisational culture
  - The role of line managers
  - Commitment to equality and diversity
  - Support networks
  - BME staff involvement
  - Learning from other public sector organisations

Archibong and Darr, 2010

44.1% of the midwives employed in London are from a BME background. Yet, 66.4% of midwives facing disciplinary proceedings are from a BME background.

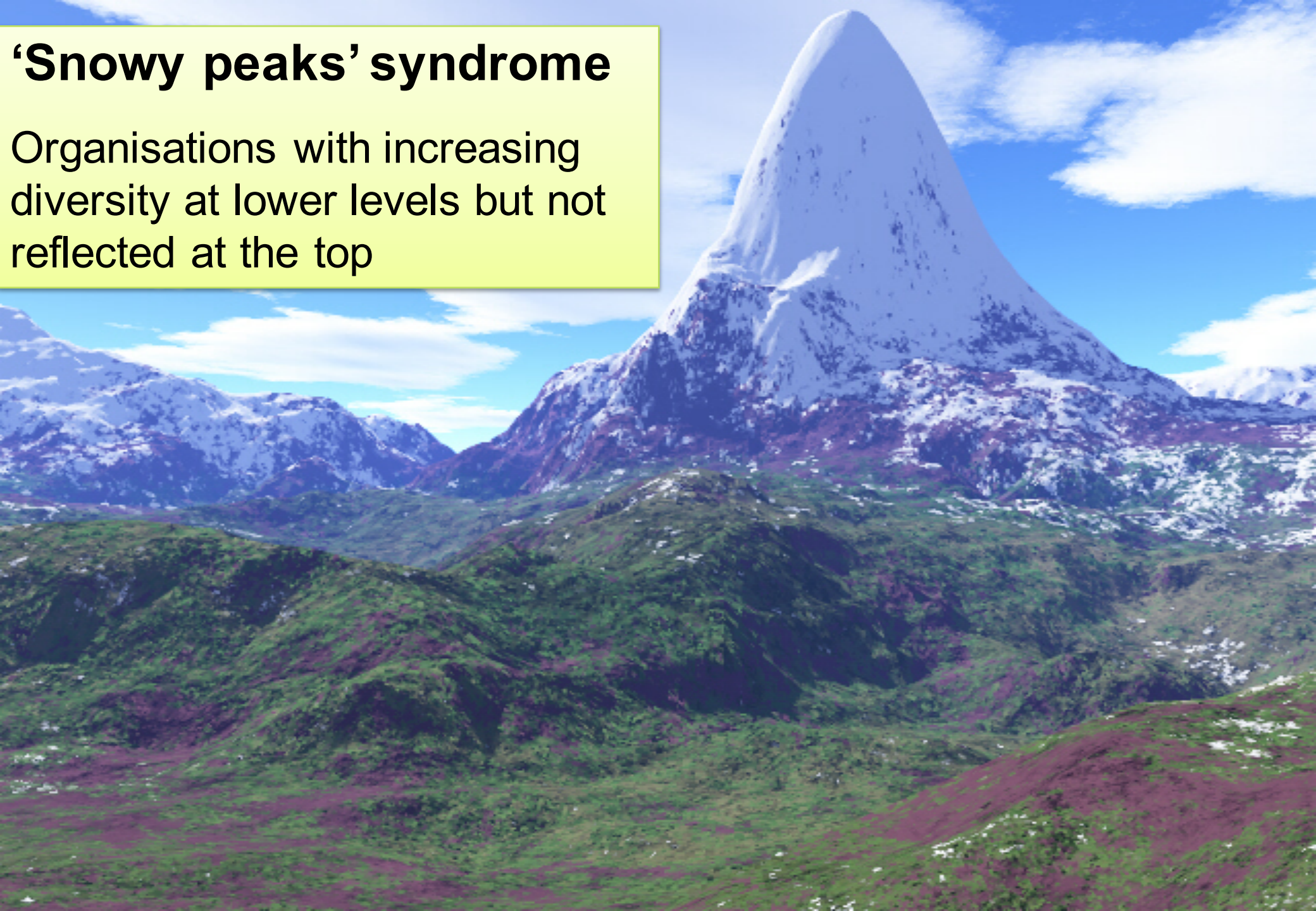
Over five years (2010 to 2015) 38 midwives were dismissed – 37 of whom were from a BME background. (RCM, 2016)

Higher percentage of BME staff \*(50% )report the experience of harassment, bullying or abuse from staff, than White staff \*(27%), regardless of trust type or geographical region. Ambulance trusts are more likely to report this pattern. (WRES 2016)



# **‘Snowy peaks’ syndrome**

Organisations with increasing diversity at lower levels but not reflected at the top





# Inclusive Leadership

A comprehensive management process that addresses the organisation's infrastructures to create an environment that enables **all** members of a workforce to be productive, without advantaging or disadvantaging *anyone*

Inclusive leadership has 2 components

- ***As an individual*** – setting a tone for diversity
- ***As a power in the infrastructure*** – eliminating structural inequality

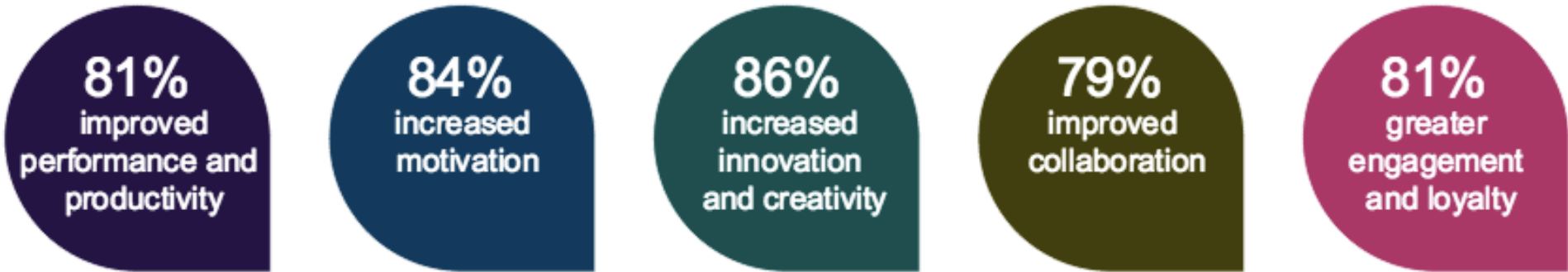


A leadership style which embraces, encourages and taps into the creativity and ideas which come about in non homogeneous groups

*Opportunity Now* - <http://diversity.bitc.org.uk/>

Inclusive leaders get the best out of **all** their people, helping their organisations to succeed in today's complex, diverse national and global environment. Through their skills in adaptability, building relationships and developing talent, inclusive leaders are able to increase performance and innovation.

**Employees that have worked with an inclusive leader<sup>1</sup>:**



**Organisations with inclusive leaders<sup>2</sup>:**



**Source**

- 1. Shapiro Consulting and Opportunity Now, 2011
- 2. Hewlett, Marshall and Sherbin, 2013



## Inclusive Leadership Gap

- Core competencies are rare in organisations
- 66% employees say there are less than 50% of leaders that are inclusive
- In the 21st century, inclusive capabilities must become synonymous with excellent management and leadership



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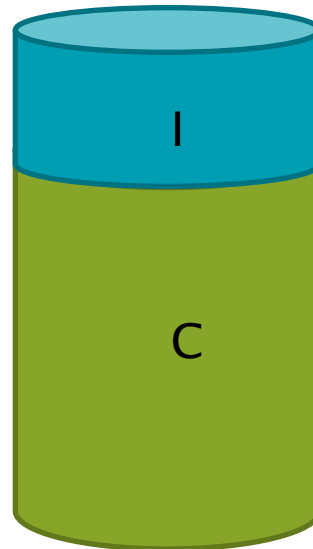


**THE LINKAGE  
INCLUSIVE  
LEADERSHIP  
ASSESSMENT  
MODEL™**





Lessen the  
interference of  
Unconscious Bias



Increase the ability of  
Cultural Competence

Steven Kerr, USD CLO for GE



# Framework for change

- **Vision** – set out why inclusive leadership matters to your organisation and set achievable targets
- **Lead** – build a group of sponsors from across the organisation
- **Develop** – put inclusive capabilities into the core of management and leadership
- **Embed** – make inclusive leadership sustainable by embedding in day-to-day process
- **Evaluate** – track impact and ensure accountability at the senior level



## Critical Success Factors

- Establish senior leaders and managers as sponsors and role models for inclusive leadership
- Build a group of change agents equipped to embed inclusive leadership
- Position inclusive leadership as part of an overall organisational programme of change
- Create structural equality and **'de-bias'** organisational practices and procedures

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# Diversity Competence Scorecard

## Workplace Culture

- How inclusive is our internal environment?

## Marketplace Reputation

- How inclusive do people outside our organisation perceive us to be?

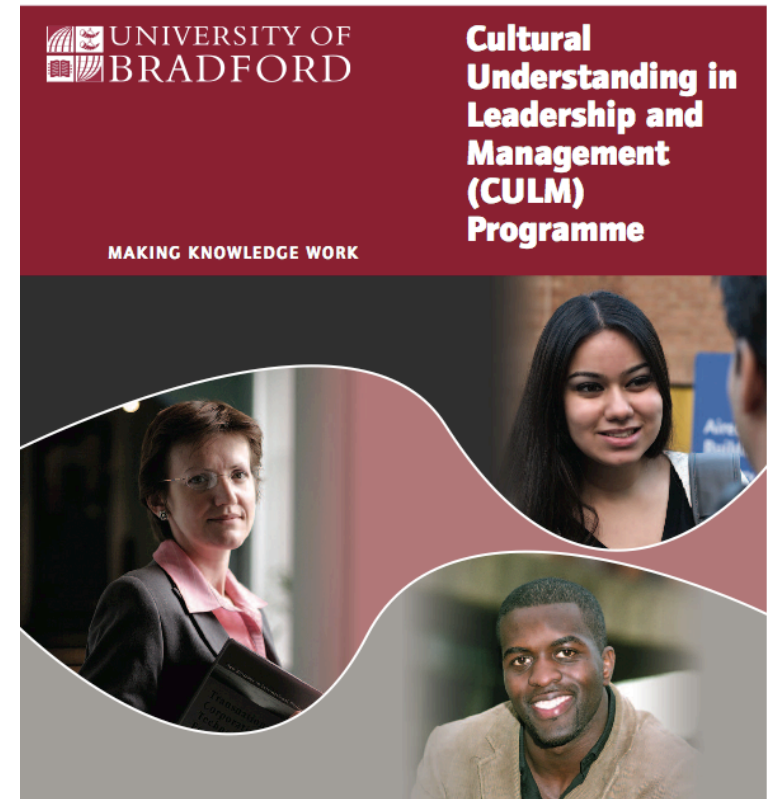
## Representation and participation

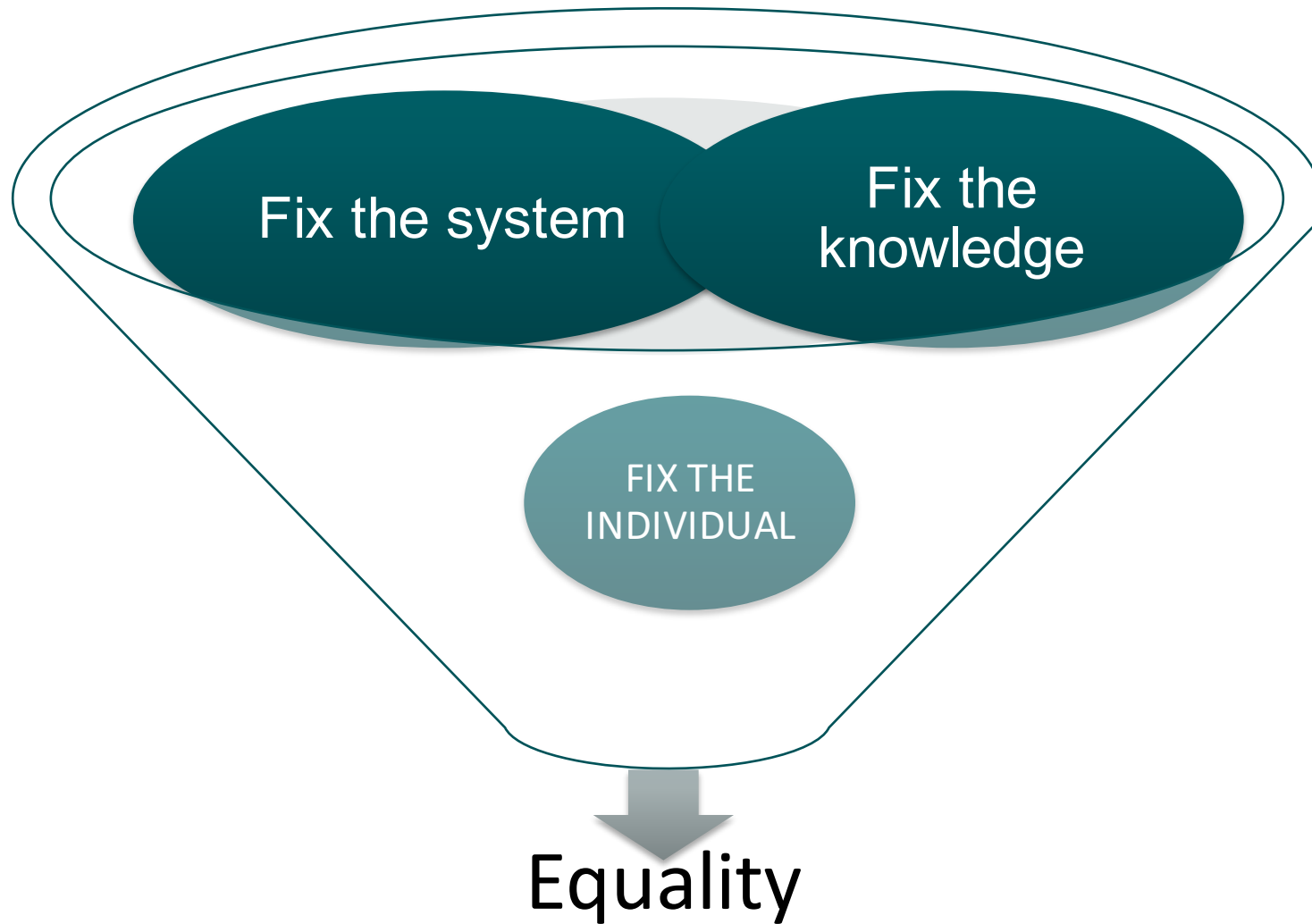
- To what extent do our people and our decisions reflect the communities we serve?

**Workplace Culture + Reputation → Representation and Participation**

# Case Study – Projects on Transforming Organizational Culture

Confronting Inequality: Celebrating Diversity





# We never said it would be easy!

“The usual business case states a set of benefits, and defines the tasks to realise the benefits. Diversity turns this model on its head. In order to bring the benefits of diversity to the enterprise, we must first examine and if necessary change the behaviours of our leaders.”

B Kandola 2010 (*The value of difference*)



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## And more...

- Intersection of diversity and inclusion - A shift from diverse to inclusive organisational practices
- Moving diversity from a transactional issue to a business issue - Diversity not simply human resource but about business practices
- Action beyond legislation
- Measurement critical to success
- Tapping into engagement
- Simple, clear message

*Not about making a small group of people special but making the entire workforce engaged*

Great leadership is at the heart of great business and great organisations. It is also at the heart of creating cultures which are not only diverse, but cultures which leverage that difference for competitive advantage

## Become an Inclusive Leader

- Develop people
  - Value individuals
    - Champion diversity
      - Promote strategic diversity focus



# Contact information

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# Presentation given at International conference **Integration Challenges in a Radicalising World**

*29 – 30 November 2016 in Tallinn, Estonia*

For more conference materials and presentations  
please visit [www.misakonverents.ee](http://www.misakonverents.ee)



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