

# Equity in Leadership

Using Your Power: Incorporating Diversity,  
Equity and Inclusion into Everyday Life

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Wonder Women!  
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# What I'm Seeing...

*Observations from across the country*

# Diversity Fatigue is a Thing

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- ✓ Term confusion
- ✓ Tackling the “word” that feels easiest
- ✓ Hesitancy / lack of finesse to discuss any of this due to our social-political climate
- ✓ Expectation that POC will lead this work and solve the inherent challenges related to leadership and D,E & I

# Learning Objectives

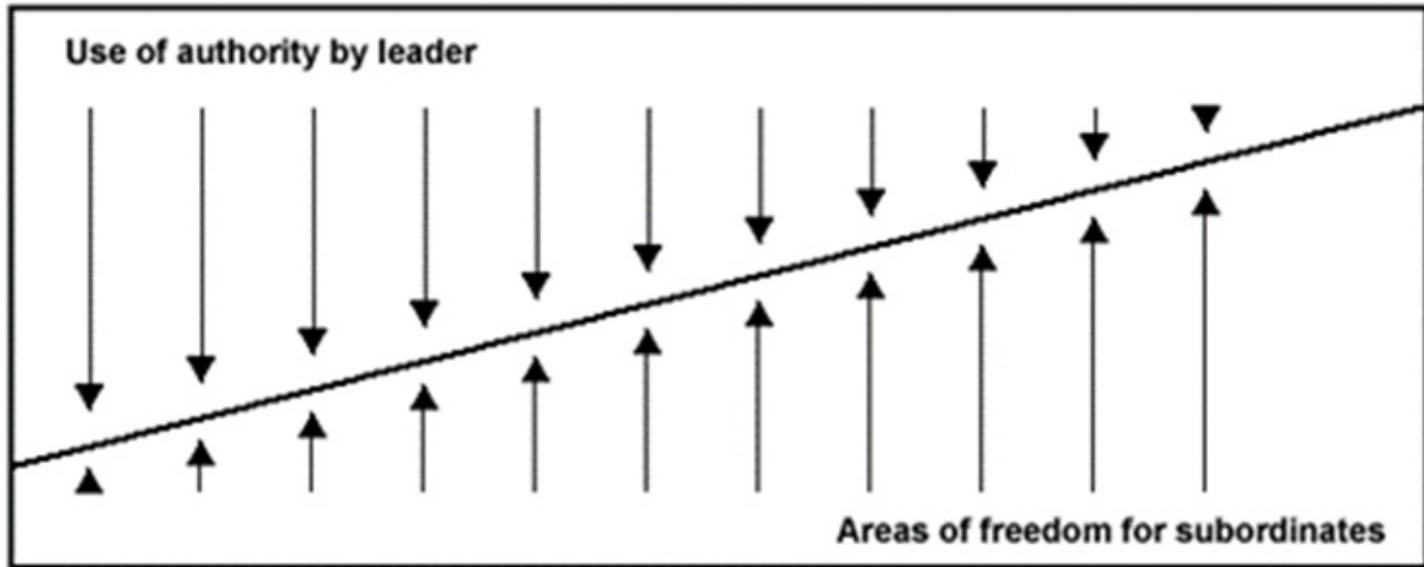
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- I understand concepts that lead us to a more inclusive leadership model
- I understand the distinctions among diversity, inclusion, equity and equality, and how they are related to my leadership journey.
- I understand the impact of bias on the advancement of equity.
- I have a better understanding of social power and how I can use mine to change the power systems in my environment.

# Leadership Continuum Theory

(Tannerbaum & Schmidt)



**Tells**

Makes decisions, announces



**Sells**

Makes decisions, explains



**Consults**

Gets suggestions and makes them, then decides



**Shares**

Defines limits, group decides



**Delegates**

Subordinates function within defined limits

# Honoring the “Power in the Pause”



- Discuss a time when **you have been successful** because the “power of the pause” occurred.
- Discuss a time when **you struggled** because the “power of the pause” was missing.

# Deconstructing Equity

Understanding the sometimes unspoken criteria for leadership



Diversity



Inclusion



Equality



Equity



# The Evolution Revolution

From

**Individualism:** You deserve your station in life



Everyone deserves the opportunity to thrive, but opportunities are not yet equal

**Tribalism:** Our differences define us, and we must rectify the unfair ways my group is treated



We are interdependent, and diversity is an asset for our shared success

**Fatalism:** The system is rigged



We can overcome our structural inequalities so we all succeed

**“The problem is, we hire for diversity  
but then have a culture that rewards  
and promotes conformity.”**

# Retraining the Unconscious Mind

- Develop and nurture “constructive uncertainty”
- Develop the capacity to use a “flashlight” on ourselves to help identify a bias; this in turn will help you appropriately act on it
- Understand and redirect beliefs, don’t try to suppress them.
- Understand your privilege.
- Explore awkwardness or discomfort by asking ourselves, “What is triggering me in any particular situation?”
- Create opportunities for positive exposure

# Start with Equity...

- Equity is systems-based
- It is all about developing systems where all of us can thrive
- Systems that are free from bias, favoritism or injustice



# Equity is about...

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- **Equity** is about environmental justice.
- **Equity** is about health.
- **Equity** is about education.
- **Equity** is about the justice system.
- **Equity** should be in the built environment, the institutions, our leadership and the structures of all systems.



# Delineating Diversity and Inclusion

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## Considerations in using a diversity lens

- Diversity is not always strategic; it can happen accidentally
- Does not describe how people function or work
- It is quite possible to “be diverse” and not be “included”
- Success and failure often tied to statistical performance (i.e., *we hired X% of people of color...or not*)

*“The description of your differences”*

## Considerations in using an inclusivity lens

- Intentional
- Goes beyond simply “becoming diverse” by truly leveraging the abilities, unique qualities and perspectives of individuals.
- Focuses more on the real experience of employees and clients feeling welcomed and valued regardless of their diversity.
- Success is more often measured through retention, employee / client engagement and natural acceleration of diversity.

*“What you DO with your diversity”*

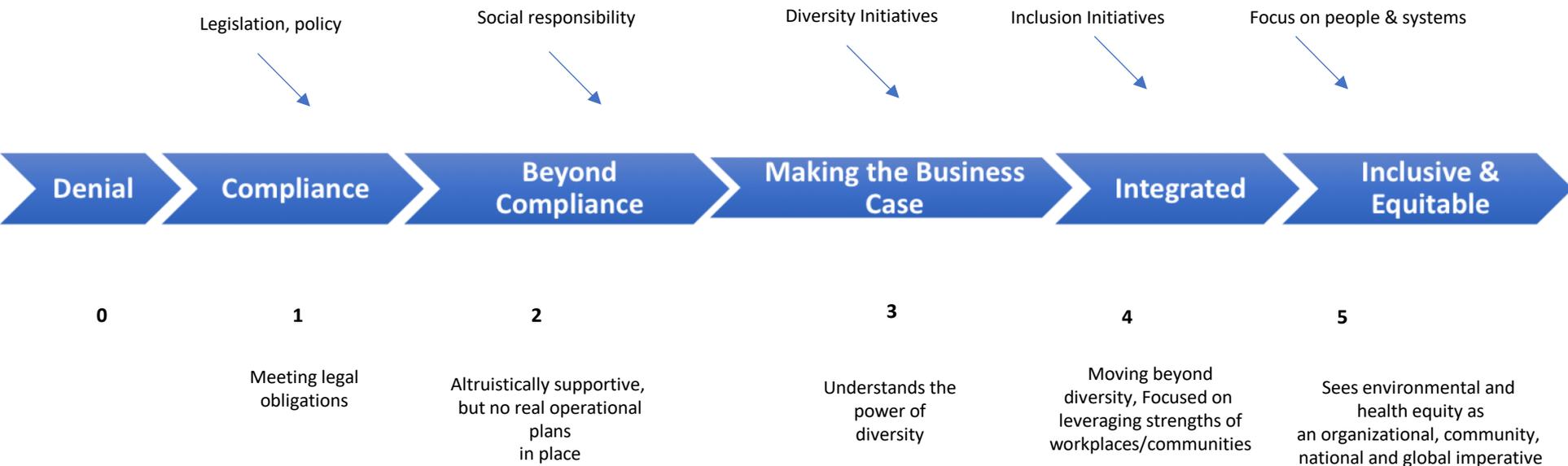
# Three Filters of Inclusivity

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Whatever diversity you leverage, must be:

- A win-win for the **individual**
- A win-win for the **organization**
- A win-win for the **community**

# Understanding our Leadership Role in the Continuum of Equity



# Real-life Barriers to Equity, Diversity and Inclusion

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There are two kinds of fear:

- **State** of Fear: What you feel when you encounter something you didn't expect, have already experienced or is potentially harmful.  
**Experience danger, feel fear**
- **Trait** of Fear: An enduring attitude of fear. Is not connected with any present danger; it is about an imagined danger. **Feel fear, avoid action altogether**

# Social Factors impact every “community”...

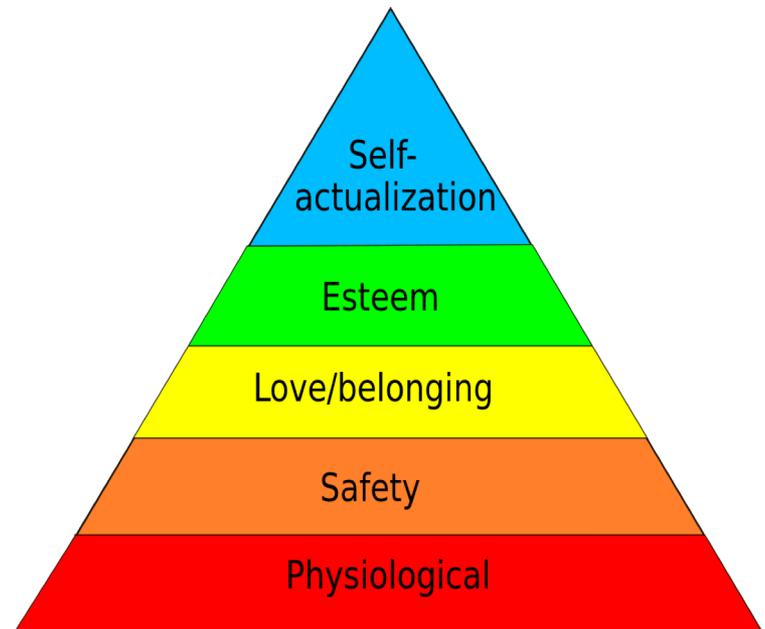
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- Conditions for early childhood development
- Education
- Employment
- Income and job security
- Food security

- Health services
- Access to services
- Housing
- **Social exclusion**
- Stigma

# Let's bring the power of Maslow back!

- In order to understand our power, increase leadership and to tackle socio-political issues in your “community,” there should be a general understanding of where people (including yourself) are in the hierarchy.
  - Based on where people are in the hierarchy (1) informs you about your “community,” (2) can provide indicators of exclusion sources and (3) determines how (or if) people can even hear your messages.
- ✓ **This is where the understanding of power begins.**



# The Five Bases of Social Power

(French & Raven)

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1

## **Legitimate Power**

power based on title or rank

2

## **Expert Power**

power based on skills and knowledge

3

## **Referent Power**

power based on reciprocity or mutual respect

4

## **Reward Power**

power based on the ability to give and take away rewards

5

## **Coercive Power**

power based on the ability to punish

# Say What?

- famous line from Rush Hour with Chris Tucker (1998)



*Do you understand  
the words that are coming  
out of my mouth?*

# How does the power of words impact our work and those we serve...and why?

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1

“One or two words or phrases that irritate you ...and why?”

2

African American or Black?

3

Queer?

4

Handicapped?

5

At-risk youth?

# Don't forget “The Leadership Power Equation” The 20-60-20 Rule

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- 20% - Love!
- 60% - Hhhhmmmm....
- 20% - Nope!



# 5 Tips to Advance DIVERSITY

1. Acknowledge Differences. What examples of diversity can you identify amongst your colleagues?
2. Convert all job descriptions to using gender-neutral language.
3. Take a fresh look at the visuals of your careers pages / collateral materials.
4. Value **All** Diversity and define what that means. *Understand that our differences are not our obstacles.*
5. Build diverse teams to address strategic business challenges.

# 5 Tips to Advance **INCLUSIVITY**

1. State your commitment to building a diverse and inclusive culture in your job descriptions and careers page.
2. Have coworkers take an Implicit Association Test to help them realize their own biases.
3. Start an Employee / Community Resource Group.
4. Hang a poster describing how every employee can contribute to an inclusive workplace.
5. Include D&I in performance conversations / evaluations.

“We can no longer rely on blanket practices just because they *appear* fair. Our actions actually have to elicit justice.”

# 5 Tips to Advance **EQUALITY**

1. Examine compensation structures / pay / gender parity opportunities.
2. Determine each person's values and goals. What does each individual need to attain their values and goals?
3. Understand that Equality focuses on access and sameness.
4. Use disparities data to unpack opportunities for equality.
5. Don't forget to think of intersectionality as you explore opportunities to increase equality.

# 5 Tips to Advance EQUITY

1. Create alignment between your local equity work and system-level equity work.
2. Look/Listen for signs of “fatalism” as your opportunity for advancing equity.
3. Formalize “experience sharing.”
4. Explore “differentiated instruction” in the way that we teach and share; *and we need it in the real world, too.*
5. Focus on fixing the systematic obstacles (rather than *fixing* individual differences).

Equity  
conversations  
are not that  
black & white...



# Recommended Reading/Experiences

**Implicit bias assessment -  
Project Implicit:** Harvard University

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

**Community** - by Peter Block

**The Color Of Law** - by Richard Rothstein

**The Social Animal** - by David Brooks

**Hillbilly Elegy** - by J.D. Vance

**White Working Class** - by Joan Williams

**Blindspot** - by Mahzahrin R. Banaji

**Color Blind** - by Tim Wise

**Dream With Me: Race, Love  
and the Struggle We Must Win**

- by John M. Perkins

**Thinking Fast and Slow**

- by Daniel Kahneman

**On Bullsh\*t** - by Harry Frankfurt

**The Cathedral Within** - by Bill Shore

**What Really Matters: Searching for  
Wisdom in America** - by Tony Schwartz



Thank you!  
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