

MINERA  A

*the*

**FACE OF  LEADERSHIP™**

**INCLUSIVE  
LEADERSHIP  
FORUM**

**2021**

**21, 22, 23 SEPTEMBER**

**GENDER EQUALITY WEEK**

**VIRTUAL**

**EVENT SUMMARY &  
RESOURCE GUIDE**  
**#INCLUSIVELEADERSHIPFORUM**



# ABOUT MINERVA

Minerva BC is a charity that is dedicated to advancing the leadership of women and girls.

For two decades, we have helped women across British Columbia expand their capacities through education, mentorship, and leadership training. We envision a world where all women and girls have the skills, opportunity, and confidence to lead.

While never losing sight of the individuals we serve, we simultaneously push the industries women are working in to do better by them. Since 2015, we've been tracking the representation of women in leadership positions through our Face of Leadership™ BC Scorecard. Together with our Diversity Pledge and Inclusive Leadership Forum, we've become a trusted source of truth and partnership for the BC business community. In doing so, we're helping to raise the bar on leadership, making it stronger and more inclusive.

The Face of Leadership™ is changing, but it's not changing fast enough. To accelerate progress, we're inspiring more women to step into leadership while removing barriers to their success.

## ABOUT THE INCLUSIVE LEADERSHIP FORUM

Minerva's Inclusive Leadership Forum has grown from a small circle of business leaders to a public event with over 200 participants hosted during national Gender Equality Week. Our intention has always been to ignite conversations that matter.

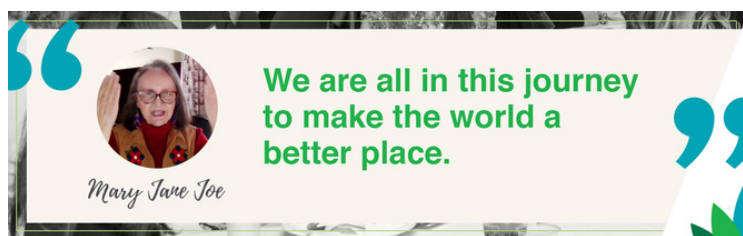
We are grateful to our amazing speakers and Forum sponsors: BCLC, Best Buy, PwC, BC Marine Employees Association (BCMEA), HRx and Odium Brown for making this event possible, and for the ongoing commitment to change the Face of Leadership™ in BC.

We hope this resource guide will allow a revisit of key takeaway points, exploration of ways to apply learnings in the workplace and life, and a deeper dive into the content through highlighted resources.

### Mary Jane Joe of the Ntle'kepmx Nation

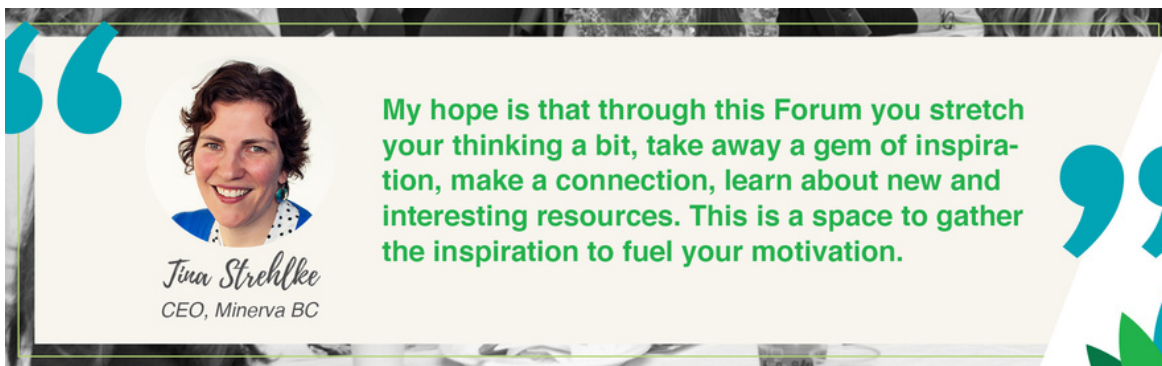
opened our Face of Leadership™ Forum with a welcome and land acknowledgement.

“In this era of reconciliation, we give land acknowledgments. Where did this land come from that we are sitting on? It is a very respectful practice. We acknowledge the peoples who have been living here for thousands of years before Europeans settled here. We honour the ancestors of the past. In this day and age, we no longer ignore them. We honour their legacy, their history, and their traditions.”



# PARTICIPATING COMPANIES

- 3EP Consulting
- Acres Enterprises LTD
- Advance Principle Consulting
- BC Association of Community Response Networks
- BC Financial Services Authority
- BC Maritime Employers Association (BCMEA)
- BCLC\*
- Best Buy Canada\*
- BroadbandTV
- Canada Life
- City of New Westminster
- City of Vancouver\*
- Clear Seas Centre for Responsible Marine Shipping
- Domain7 Solutions Inc.
- Eminence Organic Skin Care
- Erin Davis Co.
- Growing Chefs
- Hemmera Envirochem Inc.
- Herschel Supply Company
- Hillel BC
- HRx
- Industry Training Authority
- Instruments of Change
- JAK's Beer Wine & Spirits
- KidSafe Project Society
- Kim Christiansen Coaching
- Lafarge Canada
- League of Innovators
- Locelle
- Mark Anthony Group
- Maturm
- Metrie Canada Ltd.\*
- Midwives Assoc. of BC
- MOSAIC
- Mothers Matter Centre
- Nexii
- Nickerson HR Consulting
- NorLand Limited
- Northern Development Initiative Trust
- Odlum Brown Limited
- One Cadence Business Consulting Inc.
- Paladin Security
- Pan American Silver Corp.
- PH&N Institutional
- Preventable BC
- PwC\*
- Royal Roads University
- Roynat Capital
- SAP\*
- Scotiabank\*
- SCWIST - Society for Canadian Women in Science and Technology
- SES Consulting
- Shaw
- Shift HR Solutions
- STEMCELL Technologies
- Teck Resources Ltd\*
- The Discovery Group
- The KidSafe Project Society
- Tidal Equality, Inc.
- Tk'emlúps te Secwépemc
- TransLink
- Unbounce\*
- University of British Columbia
- Vancity\*
- Vantage Point
- VIRTUS Inc.
- Volleyball BC
- Women's Enterprise Centre
- YWCA Metro Vancouver



\*Companies that have signed [Minerva BC's Diversity Pledge](#)

# GLOSSARY

The following are some key terms used during Forum presentations.

## **Equity (1)**

Working toward fair outcomes for people or groups by treating them in ways that address their unique advantages or barriers.

## **Intersectionality (2)**

The intertwining of social identities such as gender, race, ethnicity, nationality, social class, ability, age, religion, sexual orientation, and/or gender identity, which can result in unique experiences, opportunities, and barriers.

## **Social Justice (3)**

Social Justice is the concept of fairness for all and the belief that everyone should be protected and treated fairly in terms of economic, political and social rights and opportunities. Examples of social justice issues include racial equality, gender equality and LGBTQ+ Rights.

## **Land Acknowledgement (4)**

Land acknowledgements (or territorial acknowledgement) are formal statements usually performed at the beginning of a gathering, event, or meeting which acknowledges the colonial context of the Indigenous territory/territories where a gathering is taking place. To learn more visit: <https://native-land.ca/resources/territory-acknowledgement/>

## **Meritocracy (5)**

The justification of inequalities in our society by attributing them to the skill and hard work of successful people and the incompetence and shortcomings of unsuccessful people. Example: idea that people get ahead based on their own accomplishments rather than family background, ethnicity, gender, social class.

## **Systemic Racism (6)**

Systemic racism consists of organizational culture, policies, directives, practices, or procedures that exclude, displace, or marginalize some racialized groups or create unfair barriers for them to access valuable benefits and opportunities.

## **Unconscious or Implicit Bias (7)**

Biases form the invisible lens through which we all subconsciously see the world. They are adaptive processes that allow our prior knowledge and experience to inform our present-day decisions and actions.

## **Underrepresented Groups (8)**

People that make up a smaller percentage than a larger or dominant subgroup within a population. Often refers to gender, race/ethnicity, physical or mental ability, and LGBTQ+ status.

---

1 <https://www.catalyst.org/2019/05/30/12-diversity-inclusion-terms-you-need-to-know/>

Original source: 12 Diversity + Inclusion Terms You Need to Know. New York. Catalyst. May 30, 2019

2 <https://www.catalyst.org/2019/05/30/12-diversity-inclusion-terms-you-need-to-know/>

Original source: 12 Diversity + Inclusion Terms You Need to Know. New York. Catalyst. May 30, 2019

3 <https://grounded.world/2021/08/19/what-social-justice-means/>

4 <https://guides.library.ubc.ca/distance-research-xwi7xwa/landacknowledgements>

5 <https://thesociologicalmail.com/2018/11/13/what-is-meritocracy-definition-examples/>

6 <https://www.ontario.ca/document/data-standards-identification-and-monitoring-systemic-racism/glossary>

7 Definition adapted from: <https://neuroleadership.com/your-brain-at-work/unconscious-bias-in-brain>

8 <https://www.igi-global.com/dictionary/innovation-through-diversity-and-inclusion/65051>



# WHAT WE LEARNED - DAY 1

## Gender Equality as an Innovation Challenge

Dr. Sarah Kaplan, Director, Institute for Gender and the Economy, Rotman School of Management  
Chantelle Krish, CEO, KidSafe Project Society + Minerva BC Board Member

### Session Overview:

Before COVID-19, many organizations made an economic argument for diversity, suggesting that hiring women is good for business. In this conversation with Chantelle Krish, Dr. Sarah Kaplan explained how this approach may be doing more harm than good. Dr. Kaplan covered the myth of meritocracy and explored the business case for gender equality.

### Session Highlights:

- Why do we have to make the case that underrepresented groups are better than the status quo? How can we make good business decisions when the people we serve, and their lived experience, are not represented?
- People often oppose the idea of hiring quotas because they believe it overrides meritocracy. In fact, these types of corrective actions bring in people that have typically been ignored and/or not considered for hiring opportunities.
- Executive leadership roles for EDI are important because there is ownership and accountability. On the other hand, it can reinforce the idea that EDI is one person or department's job instead of having it woven throughout an organization.
- A smart strategy is to expand EDI beyond HR and embed this expertise into services and product designs. By doing this, the leader responsible for EDI is seen as an expert source of knowledge rather than an enforcement officer.




### Ideas for Action:

- Consider how the myth of meritocracy prevents people from underrepresented groups from being hired and promoted.
- When recruiting, agree on specific criteria in advance to reduce bias and be intentional about shortlisting people from underrepresented groups.
- Instead of asking people to put their hand up for promotions, use the opt-out option instead, where everyone is considered for a promotion, unless they opt-out.

### Resources:

- Opinion: [When companies stop pretending 'meritocracy' explains all-male boards, women advance - The Globe and Mail](#)
- How we Doubled the Representation of Women in Engineering at Clio <https://labs.clio.com/how-we-doubled-the-representation-of-women-in-engineering-at-clio-2d9a4a1a0282>

### Stay Connected:

 @sarah\_kaplan @ChantelleKrish

# WHAT WE LEARNED - DAY 1

## Moving From Intention to Action: Allyship and your Role in Reconciliation, Equity and Inclusion

Courtney Daws, Vice President, Governance and Policy, Castlemain Group

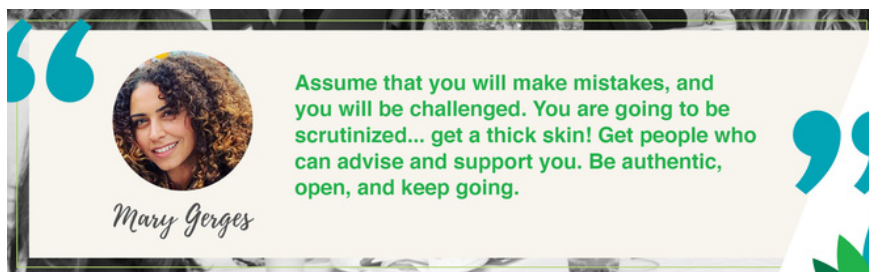
Mary Gerges, Lead, Strategic Engagement and Communications, Castlemain Group

### Session Overview:

Being an ally at work requires more than good intentions. Being an ally is an ongoing process of building relationships based on trust, consistency, and accountability. In this session, Courtney Daws and Mary Gerges shared their experience and learnings, and offered practical ways to move from intention to action in the workplace.

### Session Highlights:

- People are starting to use the term justice instead of reconciliation because justice speaks to action, whereas reconciliation has become associated with inaction.
- Reconciliation is a process not an end-goal. The road we travel is as important as what happens at the end.
- Common barriers for non-Indigenous people include perfectionism, taking up too much space, being defensive, wanting instant results, and not investing in relationships.
- 'Taking up too much space' happens when non-Indigenous people share too much about how they feel and are impacted by the issue, instead of centering the voices of those most affected.
- Do not rely on or expect those with lived experience to educate you. Seek out resources and learning opportunities and start the work yourself.



### Ideas for Action:

- Invest time, effort, and resources in this work
- Understand the importance of building authentic relationships
- Respect traditional knowledge and lived experience
- Ensure those who share knowledge are compensated appropriately
- Be accountable – establish benchmarks then measure and report on your progress

### Inclusion is...



- Asking for input from people who are not at the table
- A way to accomplish the mission, strategies and goals of the organization
- A way of hearing, valuing and leveraging people's differences to create breakthroughs

### Inclusion is not...



- Involving everyone in everything
- An end in itself, with no mission-related direction
- Working with people who are different for the sake of it – 'ticking a box'

### Resources:

- Bob Joseph Working Effectively with Indigenous People Blog <https://www.ictinc.ca/blog/author/bob-joseph>
- Nahane Creative <https://decolonizeeverything.org/>
- Personal Truth and Reconciliation Action Plan (created by Sarah Robinson) <http://rainwatch.ca/tr-personal-action-plan>

### Stay Connected:



@Castlemain @courtneydaws @Gergesm03



@CastlemainGroup



www.castlemain.com

# WHAT WE LEARNED - DAY 1

## Advancing Women Leaders: It Starts with Inclusion

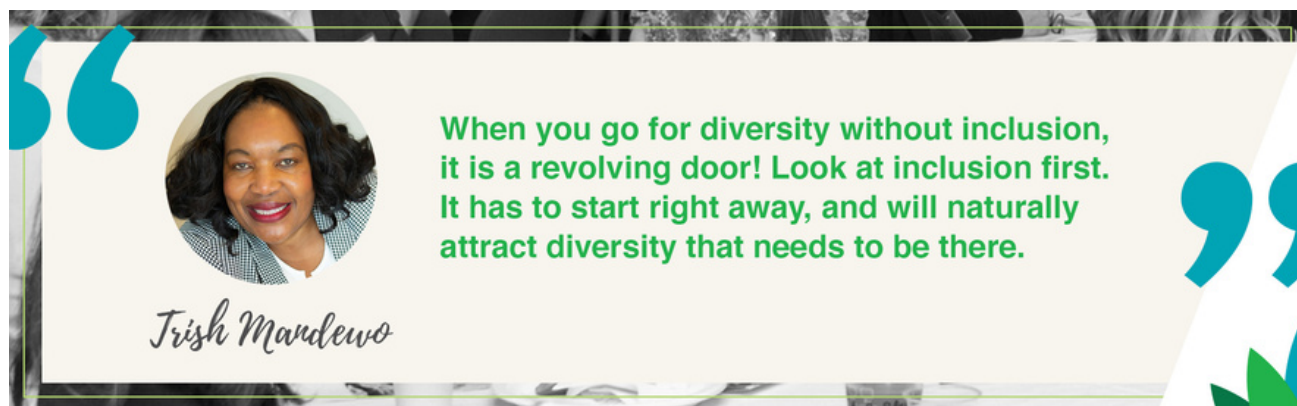
Trish Mandewo, Founder and CEO, Synergy on Boards

### Session Overview:

More and more organizations are prioritizing diversity and inclusion as strategic priorities. In this session, Trish Mandewo, Founder and CEO of Synergy on Boards, an Executive and Board Search Firm, shared practical strategies for supporting Indigenous, Black, and Visible Minority women on their board and C-suite journey.

### Session Highlights:

- 42% of TSX companies have no women on their boards.
- 28% of companies have just one woman – this is tokenism.
- 70% of DEI efforts of companies in North America end in failure.
- The best intended DEI initiatives often fail because they start with someone who has an interest in the topic. DEI initiatives need to be adopted by the board and senior leadership to be successful.
- Develop a plan with a feedback loop. Establish KPIs, goals and ongoing internal and external evaluations. Be accountable to the plan and develop culturally appropriate assessment tools.



### Ideas for Action:

- Ask yourself, who is sitting on your leadership team and board? Who is middle management? What do people at your organization look and sound like?
- Ask yourself what kind of culture you are creating. When someone says, “we have the best culture” ask yourself, “but, according to who?”
- Scrutinize and decolonize systems and policies. Ask why policies exist and who they serve. Who do they negatively impact?

### Resource:

- Synergy Executive and Boards Consulting Group:  
<https://synergyonboards.com/>

### Stay Connected:



@TrishMandewo @BoardsSynergy



Synergy on Boards

# WHAT WE LEARNED - DAY 2

## Leading Inclusive Cultures from the Inside Out

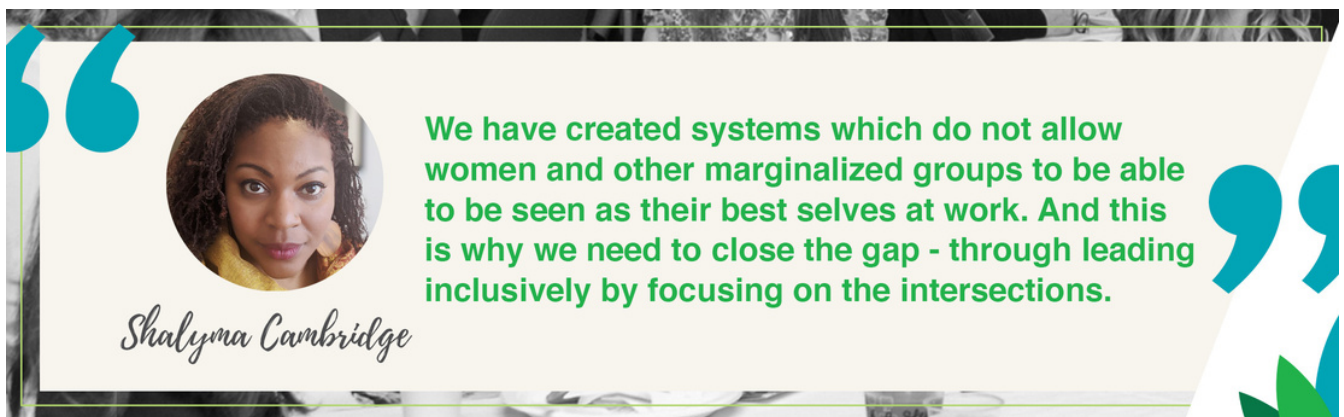
Shalyma Cambridge, Senior Facilitator and Leadership Coach, HRx

### Session Overview:

Creating an inclusive environment where all women feel safe to bring their best selves to work begins with personal awareness, continues with mindful learning and is reinforced through intentional action. During this session, Shalyma explored at what it means to draw on personal agency to lead inclusion from this perspective - regardless of role or title.

### Session Highlights:

- The intersections that we bring into the workplace are both visible and invisible.
- Leading inclusive cultures is an inside out process. This starts with our understanding of our own personal leadership to ensure the environments we inhabit are inclusive of everyone, which will lead to the inclusion of women and other intersections.
- Leveling the playing field and being fair is complicated due to bias and systemic issues.
- Inclusion means ensuring:
  - People have fair access to opportunity.
  - Differences are appreciated.
  - People are empowered to make decisions
- Change starts with acknowledgement of inequality, learning about our bias and privilege, and sharing power and opportunity with people who have been marginalized.
- We need to look at how we can we centre commitment, humility, courage or curiosity in our leadership and organizational process.



### Ideas for Action:

- Get comfortable acknowledging where you hold privilege, power or experience marginalization.
- Learn about yourself, others and systems.
- Take action - use your influence and power to make change. Share and relinquish power to people who experience marginalization.

### Resources:

- Getting Real about Inclusive Leadership:  
<https://www.catalyst.org/research/inclusive-leadership-report/>

### Stay Connected:



www.hrx.tech



HRx Technology



# WHAT WE LEARNED - DAY 2

## Why Unconscious Bias Training Doesn't Work

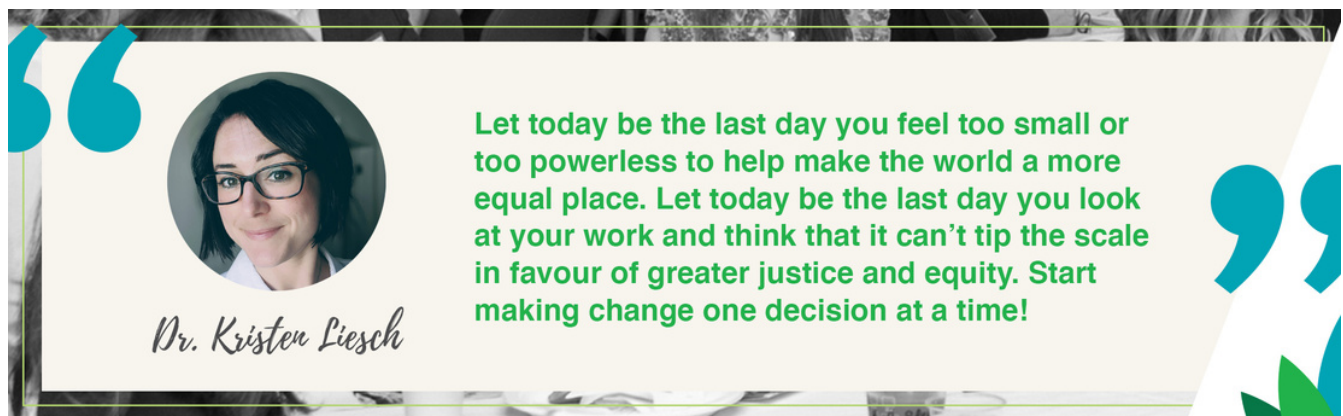
Dr. Kristen Liesch, Co-CEO + Co-Founder, Tidal Equality

### Session Overview:

Inequality exists and is rising all over the world. Even in organizations striving to lead their industries on diversity and inclusion, many “gold standard” interventions are not effectively reducing bias or inequality. Unconscious bias training (UBT), for example, has been the go-to approach in the diversity and inclusion world for decades. However, unconscious bias training does not lead individuals or organizations to become less biased and can even have harmful effects as an intervention that targets the individual rather than the system that maintains inequity.

### Session Highlights:

- Bias is a mental shortcut for our brains and can lead to discrimination.
- Social scientists have codified over 200 different ways that our brains link to bias. Negative outcomes are experienced disproportionately by people of colour and other intersections, and this discrimination leads to inequality in income, educational attainment, health outcomes etc.
- Inequality is the status quo, and we need the courage to explore this with radical curiosity. We need to dream of a new world where equality is the status quo.
- Bias and inequality are solvable problems. Our individual biases get baked into our systems, and we are all at risk of contributing to inequality based on our decision-making.



*Dr. Kristen Liesch*

**Let today be the last day you feel too small or too powerless to help make the world a more equal place. Let today be the last day you look at your work and think that it can't tip the scale in favour of greater justice and equity. Start making change one decision at a time!**

### Ideas for Action:

- Take the online Equity Sequence Course. Use the code MINERVA20 to receive a 20% discount off the course (Valid until Aug. 31/2022).

### Resources:

- Don't Do Unconscious Bias Training <https://www.tidalequality.com/blog/dont-do-unconscious-bias-training>
- Features of Effective Diversity Training <https://www.tidalequality.com/the-science-of-the-equity-sequence>

### Stay Connected:



@tidalequality



www.tidalequality.com

# WHAT WE LEARNED - DAY 2

## Embracing Transparency: Sharing your EDI Progress with the World

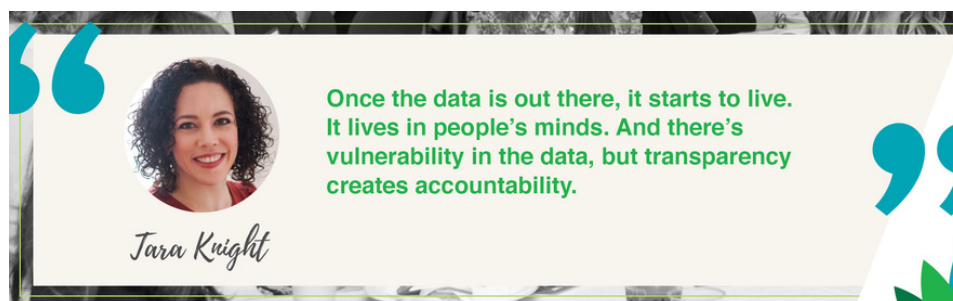
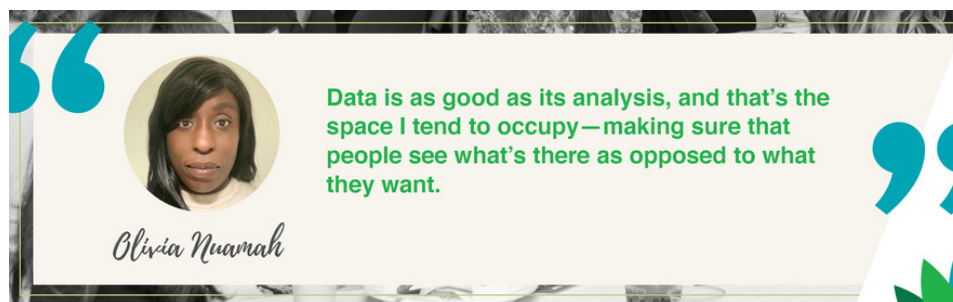
Olivia Nuamah, National Inclusion, Diversity and Belonging Leader, PwC  
Tara Knight, Senior Manager, Corporate Social Responsibility, Scotiabank  
Wyle Baoween, CEO + Senior Facilitator, HRx

### Session Overview:

Many companies are hesitant to share their EDI strategies and results publicly. In this panel discussion, we heard from leaders navigating the opportunities and challenges of collecting, sharing and reporting their diversity data.

### Session Highlights:

- Overall, data collection is not done well.
- Companies might explore data where their interest is, but not where their issues lie.
- Some challenges and considerations with data collection include:
  - The assumption that people are willing to part with personal data for the collective good
  - Lack of trust from employees that data will be of use or benefit to them
  - Lack of clarity in how the organization will address the issues uncovered by the data
- When organizations use data for something good, there is increased trust from those sharing data. If an organization uses data poorly, there is a loss of trust from those sharing data.





### Ideas for Action:

- Use data to highlight priorities for action
- Transparency drives accountability
- Start with equity then act and build

### Resources:

- Canadian Centre for Diversity and Inclusion: <https://ccdi.ca/consulting/diversity-meter/>
- Diversio: <https://diversio.com/>
- HRx: <https://hrx.tech/analytics>

### Stay Connected:

 @PwC\_Canada  [www.hrx.tech](http://www.hrx.tech)

# WHAT WE LEARNED - DAY 2

## The Power of Mentorship to Achieve Gender Equality

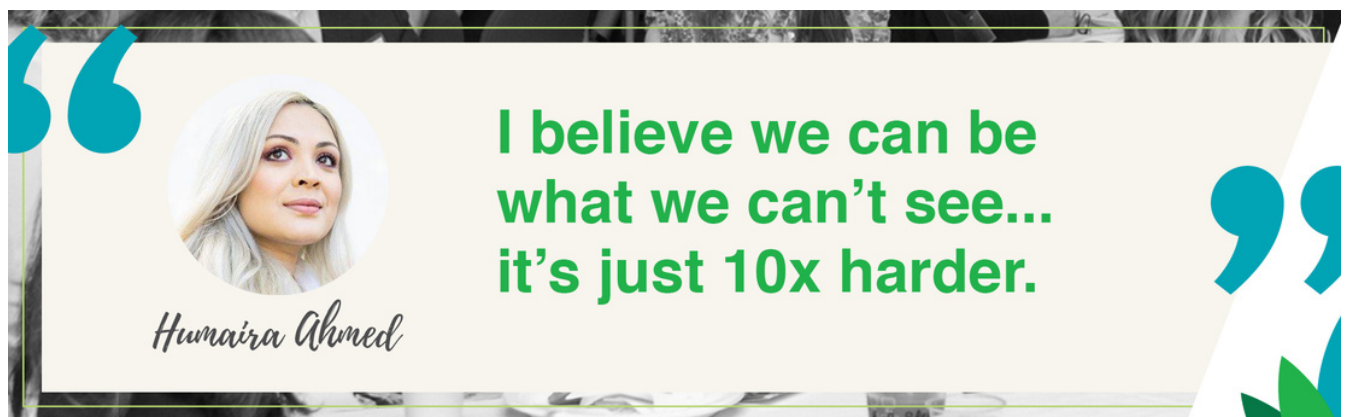
Humaira Ahmed, Founder + CEO, Locelle

### Session Overview:

As a Pakistani born Canadian entrepreneur, Humaira is passionate about diversity in traditionally male-dominated industries. Being a woman of colour, immigrant, and having a background in Software Engineering, Humaira is on a mission to inspire and influence women to pursue their ambitions and navigate barriers. During this session, Humaira outlined how Locelle, a private platform created for women, is creating meaningful connections and professional development through “mentor moments”.

### Session Highlights:

- It is important to democratize access to mentorship. This means looking beyond the high performers and rising stars to reach women who may not have the confidence or ability to reach out to achieve success/advancement.
- Organizations need to make sure that an internal mentorship program aligns with business goals.
- Effective mentorship requires setting clear expectations and goals between Mentor and Mentee. Providing guides to establish the relationship can help.
- It is critical to create supportive work environments to empower women to feel more confident and equipped in their roles and to make gender equality part of a company's fabric.
- Mentorship can help women who feel isolated in the workforce gain confidence to overcome barriers and develop leadership competencies.



### Ideas for Action:

- Offer access to mentorship early and often
- Measure and track progress and key metrics including engagement, leadership development opportunities, promotion and employment retention.

### Resources:

- Progress not Perfection: The Power of Mentorship for Gender Equality  
<https://locelle.com/progress-not-perfection-the-power-of-mentorship-for-gender-equality/>
- Stop Telling Women they have Imposter Syndrome  
<https://hbr.org/2021/02/stop-telling-women-they-have-imposter-syndrome>
- Locelle's Implementation Toolbox:  
<https://share.hsforms.com/1JAHgmSPVTSGTiLKUFKpXqQ2jwqi>



@locelleplatform



www.locelle.com



Humaira Ahmed

### Stay Connected:

# WHAT WE LEARNED - DAY 3

## Advancing Equity Through Hybrid Work

Carol Graziani, Director, Diversity + Inclusion, Best Buy Canada

Erin Davis, Founder + Lead Inclusion Strategist, Erin Davis Co.

Terry VanQuickenborne, Global Head of Learning + Organizational Development, Autodesk

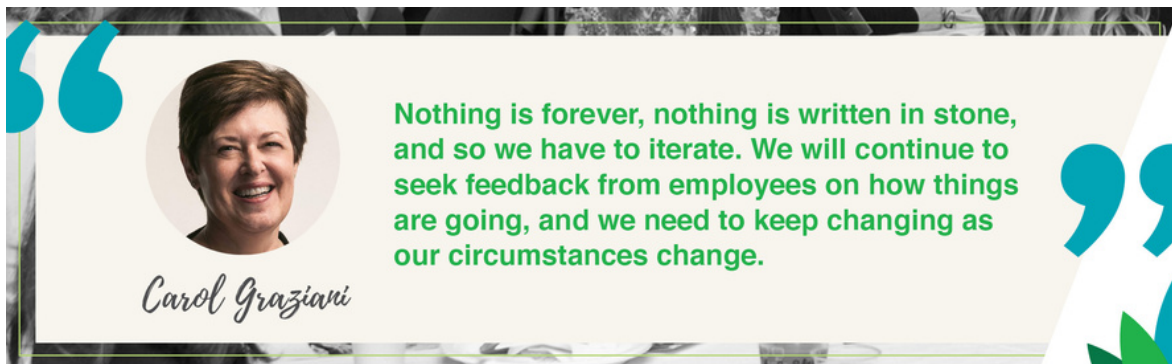
Shagun Bhanot, People Manager, Vantage Point

### Session Overview:

When the COVID pandemic hit, it led to organizations changing the way they work. For many people, working from home became the norm and now organizations are seeing the opportunities and benefits of remote and flexible work. Many organizations are now looking to a hybrid approach – combining the best of both worlds. During this session, panelists discussed how hybrid work can help advance equity and inclusion in the workplace.

### Session Highlights:

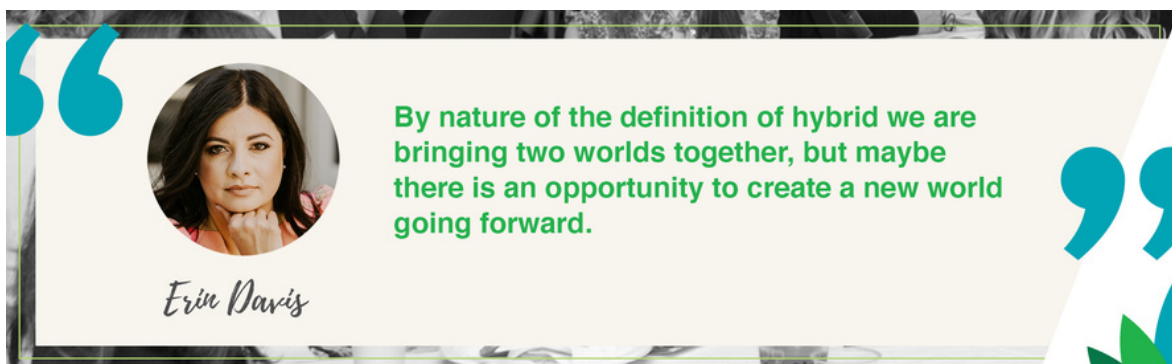
- Before COVID-19, the term 'hybrid work' meant a work-from-home policy. Hybrid work is now more of a lifestyle than a policy. It now means work where you need to work.
- Hybrid is about shifting expectations from where work gets done, to how work gets done. It enables flexibility for the global population and is rooted in understanding the needs of employees. It is about creating a philosophy that will work for everyone involved.
- Moving forward, we can create a new world by challenging the traditional idea of doing work in an office and redefining what it means to work.
- It is important to note that some people have been working outside of their homes throughout the pandemic, so there is a different meaning of 'hybrid' for everyone.



A quote card featuring a circular portrait of Carol Graziani on the left. To the right of the portrait is a quote in green text. The card is decorated with large blue quotation marks on the left and right sides, and a green leaf graphic at the bottom right.

*Carol Graziani*

Nothing is forever, nothing is written in stone, and so we have to iterate. We will continue to seek feedback from employees on how things are going, and we need to keep changing as our circumstances change.



A quote card featuring a circular portrait of Erin Davis on the left. To the right of the portrait is a quote in green text. The card is decorated with large blue quotation marks on the left and right sides, and a green leaf graphic at the bottom right.

*Erin Davis*

By nature of the definition of hybrid we are bringing two worlds together, but maybe there is an opportunity to create a new world going forward.



# WHAT WE LEARNED - DAY 3

## Advancing Equity Through Hybrid Work Cont.

Carol Graziani, Director, Diversity + Inclusion, Best Buy Canada

Erin Davis, Founder + Lead Inclusion Strategist, Erin Davis Co.

Terry VanQuickenborne, Global Head of Learning + Organizational Development, Autodesk

Shagun Bhanot, People Manager, Vantage Point

### HYBRID WORKPLACES

#### BENEFITS

- Increase in productivity.
- Increased recruitment reach for talent.
- Increased speed of interactions between immediate teams.
- Breakdown of silos and increased collaboration between divisions.

#### CHALLENGES

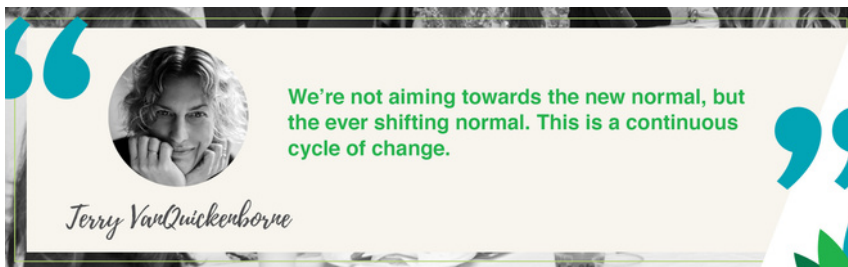
- Less direct access to leaders and opportunities within the organization.
- Burnout caused by the expansion or blurring of the workday, which results in a drop in productivity.

#### BENEFITS FROM A GENDER EQUALITY PERSPECTIVE

- 32% of women say if an organization does not offer flexible work, they will look for work elsewhere.
- The Great Resignation: As a result of COVID-19, employees have had time to think about what they really want to do, and as a result, employees are looking for a different and better way of doing things.
- Inclusive workplaces that provide flexibility are good for everyone, not just women.

#### HOW TO ADDRESS CHALLENGES

- Place a heightened importance on mentorship and sponsorship within the organization. Women are often over mentored and under sponsored.
- Leaders need to model healthy behaviors and ensure they take their time off.
- Organizations can use analytics to learn when people are scheduling meetings, what the time differences are, and where people are extending their days.



#### Stay Connected:



@BestBuy @erindavisco @autodesk



Carol Graziani

#### Resources:

- The Hybrid Work Model: A New challenge for Diversity, Equity and Inclusion  
<https://www.forbes.com/sites/forbeshumansresourcescouncil/2021/05/05/the-hybrid-work-model-a-new-challenge-for-diversity-equity-and-inclusion/?sh=41e3bafa7dc9>
- Hybrid Work Myths  
<https://fortune.com/2021/08/23/remote-work-collaboration-commitment-workers-company-culture-inclusive-leadership-hybrid-workplace-myths/>
- How to Embrace the New World of Hybrid Work  
<https://hrexecutive.com/how-to-embrace-the-new-world-of-hybrid-work/>

# WHAT WE LEARNED - DAY 3

## Driving Systemic Change in Organizations

Dr. Yabome Gilpin-Jackson, Chief People Officer at BCLC, Author, + Organizational Development Leader  
Tina Strehlke, CEO, Minerva BC

### Session Overview:

In this 1-1 conversation with Minerva CEO, Tina Strehlke, Dr. Yabome Gilpin-Jackson discussed systemic change in organizations. Drawing on her vast experience in leadership, organizational development, social change and transformation, Yabome shared strategies for building and sustaining organizational capacity for change.

### Session Highlights:

- Humans will automatically resist change if it is forced upon them. People need to process what they are going through and talk about it. If we set the conditions and the right boundaries, people will self-organize within it.
- It is not about rolling out a change program. It is about giving people the opportunity to experience things and how it could be different and the possibilities within.
- Our brains like certainty. We need to give people enough certainty that it mitigates fear. Strong communication and setting realistic expectations are key tools in reducing anxiety around change.
- Advancing EDI requires structural change. We need to think critically about how systems have been designed, and who they benefit most. Then re-design them with inclusive practices.
- Equity is the outcome and should be central to everything we do. Diversity and Inclusion are both mechanisms that can lead to equity.
- A caution around the term inclusion: to be included is to incite who is included and who is not. If we continue to use the term inclusion, then we must work at creating belonging for everyone.



**The hardest part of making change is to stop trying to change people. Our job is to set the conditions that allow emergent change to happen.**

*Dr. Yabome Gilpin-Jackson*

### Ideas for Action:

To create true inclusion or belonging, we need to critically work on:

- People – educate, re-educate, support, and training
- Systems, Policies, and Structures – re-design from end to end to create an environment of belonging
- Context – create options, one size does not fit all

### Resources:

- How to Get Past Disconnection to Social Change  
<https://www.youtube.com/watch?v=enIR7Y9I4Mw>
- It's all about Belonging  
<https://sldconsulting.org/its-all-about-belonging/>
- Quilting Global Futures  
<https://sldconsulting.org/quilting-global-futures/>

### Stay Connected:



@supportdevelop



www.sldconsulting.org

# WHAT WE LEARNED - DAY 3

## Closing Keynote: Lessons Learned

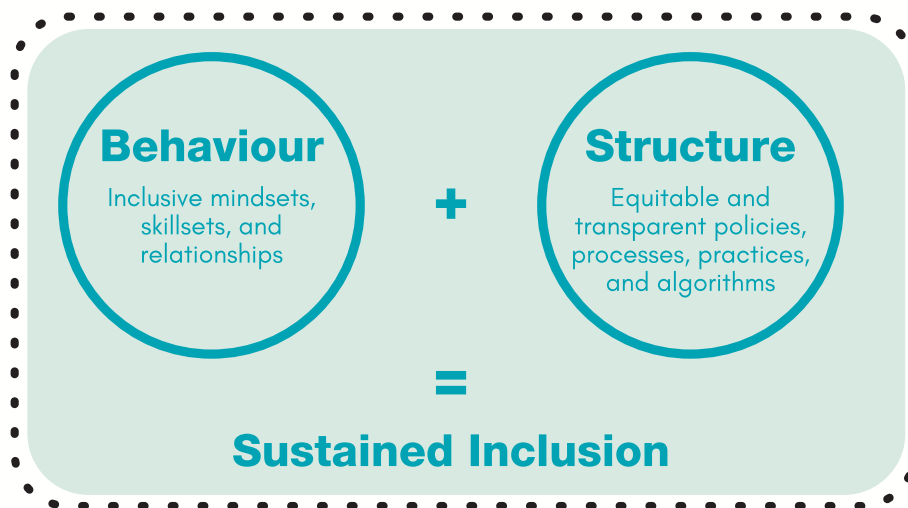
Tej Singh Hazra, Senior Client Partner, Global Diversity + Inclusion, North America, Korn Ferry

### Session Overview:

Tej knows how to build an EDI strategy that aligns to business goals and gets results. He helps organizations successfully attract and retain a diverse work force by creating inclusive and engaging environments that are culturally competent. In this session, Tej shared insights from his career as an EDI expert and consultant.

### Session Highlights:

- Diverse and inclusive teams make better decisions 87% of the time.
- Dimensions of diversity include cognitive, physical, relational, values, societal, and occupational. Often, we only focus on the physical.
- Areas where organizations often go wrong with Equity, Diversity, and Inclusion:
  - Not integrated with business and talent goals
  - Not linked to Board expectations
  - Starts and stops at awareness (i.e., unconscious bias training)
  - Lacks the courage to act
  - Satisfied with complacent leadership



### Stay Connected:



@sINGhCLUSION



www.kornferry.com

### Ideas for Action:

- Conduct a talent flow analysis to identify where employees are getting stuck. Can you identify any common issues or patterns?
- Conduct interviews with your executive and focus groups with key employees.
- Perform an audit of HR/talent management practices to ensure an equitable workplace and culture that serves everyone.
- Do a pay analysis to uncover any inequity in how your pay and rewards stack up by gender and other demographics.
- Keep going – it's a marathon not a sprint.

## STAY IN TOUCH

Thank you to everyone who participated in the Forum. We enjoyed learning alongside you.

Here are additional ways to stay involved with Minerva BC and continue the journey to achieve inclusive leadership and gender equality in BC:

### WOMEN LEADING THE WAY™

[www.minervabc.ca/women-leading-the-way/](http://www.minervabc.ca/women-leading-the-way/)

Designed for mid-level leaders, this four-month program generates exceptional outcomes for high-potential women who want to expand their impact, and for experienced leaders who want to advance towards senior or executive leadership.

### EMERGING LEADERS PROGRAM

[www.minervabc.ca/emerging-leaders/](http://www.minervabc.ca/emerging-leaders/)

This 7-week development program helps new managers make the transition from individual contributor to effective leader. The emphasis on applied learning ensures participants improve their leadership abilities as well as their confidence to manage people and teams, all while growing their professional networks and power base.

### FACE OF LEADERSHIP™ GENDER DIVERSITY PLEDGE

[www.faceofleadership.ca/face-of-leadership-pledge/](http://www.faceofleadership.ca/face-of-leadership-pledge/)

Our Diversity Pledge is a commitment to seven principles towards advancing women in leadership. They align with the UN Women's Empowerment Principles and with best practices around accelerating gender balance in organizations. Through the Pledge, CEOs, and top-level leaders, demonstrate a commitment to take action to advance women in the workplace.

Forum Sponsors:



Daily Sponsors:



Minerva BC works on the unceded territory of the Coast Salish Peoples, including the territories of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and sə́lilwətaʔ/Selilwitulh (Tsleil-Waututh) Nations.

Follow us on Social and sign up for our newsletter



@Minerva BC

