



MINERA  A

The

**FACE OF
LEADERSHIP™
INCLUSIVE
LEADERSHIP
FORUM 2023**

For leaders at all levels.

SEPTEMBER 26, 27, 28 2023

**EVENT
SUMMARY
AND
RESOURCE
GUIDE**

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ABOUT MINERVA BC

Minerva BC is a Vancouver-based charity that is dedicated to advancing the leadership of women and girls. For over two decades, we have helped women across British Columbia expand their capacities through education, mentorship, and leadership training. Recognizing the unique barriers self-identifying women face, we also work together with businesses and the wider community to break down visible and invisible barriers in the workplace and replace them with attitudes and systems that are supportive of women's achievement. We do this through our three levers for change:

Challenging bias

Minerva is dedicated to building knowledge that centres women's perspectives and challenges gender stereotypes, strengthening accountability by sharing knowledge and data, and increasing engagement in the spaces of gender equity and inclusion in the workplace.

Develop and support self-identified women and girls to be leaders

Minerva's programs enable women and girls to chart their own leadership journeys by defining their values, developing key skills, and building their power base - a network of influential and supportive peers and mentors.

Activate inclusion in organizations

Minerva is dedicated to equipping organizational leaders with the knowledge, skills, and practices to deliver on their commitments to gender equity.

ABOUT THE INCLUSIVE LEADERSHIP FORUM

Thank you for joining us for the 5th annual Face of Leadership™ Inclusive Leadership Forum!

The purpose of the Forum is simple: to connect people and organizations across BC who are committed to advancing women in leadership and who want to learn and share knowledge about how to create more inclusive workplace cultures.

As organizational leaders in the private, public and social sector, we all have a role to play in advancing gender equality in the workplace. The Forum aimed to blend practical strategies and case studies, along with presentations about how to take an intersectional approach to equity, diversity and inclusion. We hope this event left you with new ideas and strategies to try.

We are grateful to our amazing speakers and committed sponsors who make this event possible. Thank you to BCLC, PwC Canada, Best Buy, TransLink, Odlum Brown, the Real Estate Foundation of BC and The Inclusion Project for supporting our work. We are also grateful for you, our attendees. Thank you for your 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.

Tina Strehlke
CEO, Minerva BC

UNOBSTRUCTED JOURNEYS



Tina Strehlke,
CEO, Minerva BC

SESSION OVERVIEW

In this session, Tina shared findings from Minerva's recent research study, Unobstructed Journeys: Dismantling Barriers to Gender Equality in the Workplace, and provided a snapshot of current state of gender equality in BC.

SESSION HIGHLIGHTS

- This report explores what is still getting in the way for women in the BC workplace.
- In all categories related to career development and advancement, women experience more barriers and have fewer opportunities than their male peers.
- The study found that 70% of women and 76% of men in BC believe there is gender equality in the workplace. Not only are there gaps and obstacles that we need to overcome, but the fact that so many people think the problem has been solved is also an obstacle.
- Only 29% of women reported their workplace is actively engaged in awareness building on gender equity.

DATA

For those in leadership positions:

46% of women feel included by peers in leadership circles versus 62% of men.
55% of women versus 70% of men have equal access to peers to lead assignments.

Added pressure in majority male workplaces

37% of women have considered leaving the workplace in majority male workplaces opposed to 15% in gender balanced workplaces and 46% of women in majority male workplaces have had competence questioned due to gender opposed to 25% in gender balanced workplaces.

Women lose out because of the gender pay gap

37% of women and 53% of men believe that raises and promotions are based on fair criteria and only 29% of women and 50% of men feel confident asking for a promotion or salary increase.

Workplace barriers lead many to self-employment

Almost half of women in BC (45%) who left traditional employment reported that workplaces barriers such as workload, lack of advancement opportunities and poor leadership lead to self employment (versus 4% of men)

IDEAS FOR ACTION

- Read the Unobstructed Journeys report, share it with others and talk about the issues!
- Contact Minerva if you would like us to present the data to your organization.

RESOURCE

- [Unobstructed Journeys](#)

PATHS TO LEADERSHIP



*Gigi Chen-Kuo,
COO, TransLink*



*Marie-Noëlle Savoie,
Chief Compliance Officer
+ VP Legal, Compliance,
Security, BCLC*



*Olivia Nuamah,
Managing Director, National
Inclusion, Diversity and Belonging
Leader, PwC Canada*

SESSION OVERVIEW

Three accomplished senior leaders shared their leadership journey and discussed some of the visible and invisible barriers they experienced in their careers. The panel also gave actionable recommendations to foster inclusivity for all women in the workplace.

SESSION HIGHLIGHTS

- Gender bias can be subtle and therefore harder to address – you don't see it until you hit it. It is ingrained and needs to be continually worked at.
- Networks don't exist for women of colour – we need to actively build them.
- It is important to have and model different styles of leadership.
- Find a style of leadership where you can be your authentic self – it is brave to be your unique self.

“ You need to be open to changing your mind. If you walk in with one idea and out with another, that is a win. ”

IDEAS FOR ACTION

- Encourage early talent to put their hands up or give them a tap on the shoulder so they can see themselves in leadership roles. If you can, create temporary roles to give elevated opportunities.
- Understand where people want to go with their careers – ask questions!
- To look at equity in your organization, examine existing data – eg, for women that take multiple leaves, what happens to their career progress over time.

RESOURCE

- [Say Less Get More](#)

2-MINUTE TALKS: PAY TRANSPARENCY



*Annika Reinhardt,
Co-Founder,
Talent Collective*



*Claire Hume,
Senior Policy Analyst,
BC Office of the Human
Rights Commissioner*



*Jake Stika,
Executive Director
+ Co-Founder,
Next Gen Men*



*Jillian Climie,
Co-Founder + Executive
Compensation Specialist,
The Thoughtful Co.*



*Marc Deveau,
Senior Manager, HR,
Taking Root*

SESSION OVERVIEW

This fast-paced session featured five local experts who had 120 seconds and one slide to share practical strategies for adapting to and embracing the benefits of the new pay transparency legislation in BC.

SESSION HIGHLIGHTS

- Start by defining a compensation and rewards philosophy. Decide which organizations you are comparing yourself to and where in the market you want to position yourself.
- Beyond pay – how are you rewarding employees?
- When hiring, show and say what you will pay early and often including: in the job posting, during the phone screen and in follow up recruitment materials. Explain how placement within a pay band is decided.

“ For every dollar men have in net wealth, women have only 32 cents. ”

IDEAS FOR ACTION

- For Men: Help advance pay equity by exploring your own biases about gender roles, work, and compensation; be transparent about earnings and fees.
- As a leader: learn how to give fair and effective feedback; create and use structure; understand the importance of pay equity; be aware of your own biases and do the work to actively mitigate them; and advocate/sponsor others.

RESOURCES

- [Employment Equity Toolkit](#)
- [Pay Transparency](#)



HOW TO SUPPORT WOMEN'S CAREER SUCCESS



*Maria Abrams,
Facilitator + Coach,
Minerva BC*

SESSION OVERVIEW

In this session, Maria walked us through three distinct career stages that women experience and shared proactive strategies that leaders and organizations can take to support women's growth and success at each stage.

SESSION HIGHLIGHTS

- Career success has been traditionally defined by, and based on, the experience of men and traditional career paths are seen as being upward, linear and uninterrupted. Women's career patterns generally have **three stages**.
 - 1. Achievement (24-35):**
Belief that workplaces are gender neutral and that women have control over their career. Reality is that inequality is still baked into organizational systems and processes.
 - 2. Endurance (36-45):**
Women experience pressure to be the ideal worker and ideal carer (childcare, elder care, community). The reality is expectations to work as if you do not have carer responsibilities. Flexible hours, part time and hybrid work can often come at a hidden cost.
 - 3. Contribution (46+):**
Perception of the opportunity to contribute and make a difference to others. Reality is that women can experience a lack of access to quality leadership opportunities and isolation for senior women leaders. Can be in a double bind of following a male success prototype which can call authenticity into question.

“ To increase the leadership representation and career success of women, we need a different definition of what career success means. ”

IDEAS FOR ACTION

- Be transparent about how and why decisions are made regarding promotions, pay increases, exposure opportunities.
- Model behaviour – be open and honest about taking time off to care for others and limit early morning meetings and weekend work.
- Be a sponsor: recommend women for special projects; introduce them to other leaders and create meaningful opportunities to interact.

RESOURCES

- [Women's Career Trajectories can be a Model for an Aging Workforce](#)
- [Sponsoring Women to Success](#)

HOW TO FUTURE PROOF YOUR ORGANIZATION BY BUILDING BELONGING INTO YOUR WORKPLACE



*Samanta Krishnapillai,
Founder, Editor-In-Chief
+ Managing Director,
On Canada Project*



*Moderator:
Marjorie Van Roon,
Senior Manager Learning
+ Development, Best Buy*

SESSION OVERVIEW

In this session with Samanta Krishnapillai, co-founder of Good Trouble Studios and founder of the On Canada Project (OCP), we learned about how engaging the next generation of talent means creating a dynamic and socially appealing workplace - one that offers meaningful work and prioritizes inclusion.

SESSION HIGHLIGHTS

- OCP is Canada's largest social-first media organization that is grounded in social good with a focus on inviting more people into conversations about the future of Canada and the world. It grew from zero followers to 189,000 in three years.
- You can future proof your organization by cultivating a work environment that is safe and healthy, where all your employees feel valued, and part of the community.
- Belonging is Essential + Strategic
 - Employees who feel they belong are less likely to seek opportunities elsewhere. Their commitment to the organization deepens, leading to longer tenure and reduced turnover costs.
 - A sense of belonging directly correlates to heightened productivity. Employees are more likely to invest discretionary effort into their tasks when they feel connected and valued.
 - Diverse teams, when feeling a sense of belonging, bring a myriad of perspectives to the table which fosters innovation which can lead to breakthrough ideas and solutions.

“ Real solutions are intergenerational. ”

IDEAS FOR ACTION

- **Open Conversation:** Encourage spaces where employees can voice their aspirations, fears and ideas
- **Diverse Recruitment:** Go beyond the standard. Seek talent from varied backgrounds and experiences
- **Invest in Development:** Prioritize continual learning and opportunities for your teams to grow
- **Foster Inclusivity:** Create environments where every voice is heard, valued and acted upon
- **Collaborate with Experts:** Engage with external partners to guide your strategies and interventions

RESOURCE

- [Good Trouble Studios](#)



2-MINUTE TALKS: ENGAGING YOUNG TALENT



*Amandy Nagy,
Founder + People &
Culture Consultant,
We are People*



*Anjali Dhaliwal,
BC 30U30, Intern @Nasdaq,
YHY Founder*



*Cindy Shu,
Student at McMaster,
Intern at Gordian*



*Peter Roberts,
Senior Vice
President, SAP*



*Monica Jandu,
UBC Presidential Scholar,
Teacher Candidate, & Surrey 25U25*

SESSION OVERVIEW

This fast-paced session featured five experts who had 120 seconds and one slide to share practical strategies for attracting, developing, and retaining young talent to organizations. Attendees walked away with new ideas for how to engage the workforce of the future.

SESSION HIGHLIGHTS

- To create a culture that motivates employees – they need to feel challenged, appreciated and supported.
- Job hopping is real and necessary. Make introductions for younger workers to have conversations with senior managers for lunch or coffee. Give them the opportunity to learn about different projects and roles in the company and give the opportunity to network and learn.
- Give opportunities to take on projects with different teams even when their backgrounds don't align. This helps younger workers discover what they are interested in.
- Authentic relationships with supervisors and mentors help to open doors. It is essential to build genuine connections and get to know the employee's strengths and ambitions.
- Believe in young talent and push them to explore beyond their comfort zone – expand beyond the initial boundaries of their responsibilities – take on side projects – allow to show accomplishments to more senior leaders.

IDEAS FOR ACTION

- Form alliances with universities and develop internship programs.
- Rotate early talent through jobs and departments and give stretch assignments.
- Invest in their career aspirations – provide early opportunities for them to showcase their skills.
- Build a coaching culture: set goals instead of defining pathways for how to get things done.
- Create a psychologically safe environment including judgement free zones and blameless cultures that allow for taking risks and learning from mistakes.

RESOURCES

- [How Does Gen Z use LinkedIn?](#)
- [Best Employers for Young People in BC](#)

FIXING THE BROKEN RUNG



Amal Masri,
Founder,
#FixTheBrokenRung

SESSION OVERVIEW

In this session, we heard from Amal Masri, a purpose-driven executive and founder of [#FixTheBrokenRung](#), the only campaign that addresses the combined impact of racial and gender bias in the workplace by targeting the first promotion point from entry-level to manager. Amal shared data, resources, and strategies to ensure that immigrant and racialized women are not left behind in organizations.

SESSION HIGHLIGHTS

- Mission is to empower racialized immigrant women to level up into management, and support organizations in removing systemic barriers to their advancement.
- A big drop off in advancement for women overall happens between the entry level and manager level, but most of the drop off occurs because of the slow rate of promotion for racialized women.
- For every 100 white women promoted from every level to manager, only 63 racialized women advance. It is not a recruitment problem it is an internal promotion problem.
- For people with different social identities, with racial gender and cultural distance between them and the people in power, it is going to be much more difficult.
- There is a male-to-male advantage which contributes to the promotion gap. It's not just discrimination, but also inequitable socialization. A lot of organic mentorship happens from our day-to-day relationships and communities. Consider that men who switched from a female to male manager were 23% likelier to take breaks with their manager.

“ Sponsor one more. ”

IDEAS FOR ACTION

- Culturally competent sponsorship includes structured and intentional relationships rather than affinity-based connections.
- Sponsors need to contextualize understanding of career journeys and workplace experiences rather than comparing directly to peers.
- Start with strength and confidence building rather than focusing on development areas. Reframe deficits as “under mentored” or “under exposed” rather than deficits in aptitudes or being “too green”.

RESOURCES

- [Why It So Difficult for Racialized Immigrant Women to Get Promoted into Management? Report](#)
- [2023 The Zero Report](#)

INVISIBILITY AT WORK: UNDERSTANDING THE EXPERIENCE OF WOMEN OF COLOR IN THE WORKPLACE



*Dr. Barnini Bhattacharyya,
Assistant Professor of Organizational
Behaviour, Ivey Business School at
Western University*

SESSION OVERVIEW

In this session, Dr. Barnini Bhattacharyya shared findings from a landmark research study conducted with Dr. Jennifer Berdahl, that explores the experience of invisibility at work by women of color. We learned about four types of invisibility experienced, and three typical responses to invisibility. In addition, Dr. Bhattacharyya discussed practical steps to create more sophisticated EDI practices in the workplace.

SESSION HIGHLIGHTS + KEY POINTS

- **Invisibility at work shows up when people:**
 - Are ignored
 - Are mixed up with other employees or others get their names wrong
 - Receive comments such as 'you're basically one of us' or told things like 'you don't sound Asian'
 - Are called exotic
 - Are overlooked and their true self becomes invisible
- **Four types of invisibility:**
 - Erasure
 - Homogenization
 - Whitening and
 - Exoticization
- **Invisibility response pathways:**
 - **Withdrawal** - to protect oneself and alleviate negative emotions tactics are used such as staying quiet, not speaking up and making oneself small.
 - **Active Resistance** - tactics to signal that a transgression has occurred include speaking up, disagreeing and challenging transgressor.
 - **Pragmatic Action** - to resist invisibility and engage self-protective mechanisms which include shutting down, active resistance and radical honesty

IDEAS FOR ACTION

- Get used to being in a space of discomfort and approach conversations with humility and curiosity. Be willing to make mistakes – and openly admit when you have.
- Speak up in spaces where racialized women may not have access to social circles or work groups.

RESOURCE

- [Majority of racialized women feel invisible at work, Ivey Business School research shows](#)

2-MINUTE TALKS: HOW TO BE A MORE INCLUSIVE LEADER



*Diandra Forde,
Senior Associate,
Talent Management,
Wayfair*



*Erin Davis,
Founder + Principal,
Erin Davis Consulting*



*Eunice Kajoba,
Founder,
Monachopsis
Consulting*



*Robin de Pelham,
Chief People
Officer, Mavrck*



*Tara Robertson,
Principal, Tara Robertson Consulting*

SESSION OVERVIEW

This fast-paced session featured five experts who had 120 seconds and one slide to share practical skills and strategies for being a more inclusive leader.

SESSION HIGHLIGHTS + KEY POINTS

- The power that we have as individuals and in organizations doesn't just stem from titles or position. Types of individual power include coercive, reference, expert, reward, informational and legitimate.
- To increase psychological safety, 1-1's need to go beyond the tactical day to day initiatives to focus on building strong, trusting relationships.
- Prioritize team members topics to show how much you value their contributions.
- Share your successes and failures to allow members to feel safe both succeeding and failing.

“Spend more time listening than talking.”

IDEAS FOR ACTION

- **To raise up other voices in meetings:**
 - Ask people if they have anything to contribute, add or share.
 - Don't interrupt or let others interrupt – especially if it's someone who doesn't speak up often.
 - Check yourself – as a leader you are being watched and you need to lead by example.
- **Bridging the gap between good intentions and outcomes:**
 - Don't rely too much on pre-existing information.
 - Build time into your calendar with those you haven't yet gotten to know. It isn't always obvious to understand who someone is, or what their experiences have been.
 - Be patient, keeping in mind that you will sometimes cause harm with your words or actions. Invite feedback and grow from mistakes rather than being defensive.

RESOURCE

- [Psychological Safety](#)



INDIGENOUS INCLUSION



*Lauren Kelly,
Director Sector Transformation,
First Nations Technology Council*



*Christie Sparklingeyes,
Indigenous Recruiter, Vancity*

SESSION OVERVIEW

Indigenous inclusion is more than just representation. Attracting, engaging, and retaining Indigenous talent requires knowledge, and a commitment to create an inclusive space that is sensitive to the issues impacting Indigenous employees and their communities. In this session Lauren Kelly and Christie Sparklingeyes shared ideas, practices, and lessons learned from their work advancing economic and labour market opportunities for Indigenous people in BC.

SESSION HIGHLIGHTS

- When we are thinking about inclusion, we really need to unpack the values of the systems that we live within – whether that is the capitalist systems that drive the organizations we work in, or the health care system or the justice system.
- For belonging, we need to talk about how the system needs to change so that people don't need to come in and code switch or hide parts of who they are to fit in with the company culture and lose part of their culture.
- You can have the best policies in the world, but if you don't create the environment, or uphold them in a good way, it won't make a difference. If you have a group of people who are passionate about an issue but keep bumping up against a policy barrier and can't make progress, it's not going to have impact.
- There needs to be an empathy shift. The unmarked graves were a big shift for people, but Indigenous people had been talking about this for a long time.
- Most of this work is being done off the backs of the people that care the most about it, whether they're directly impacted or they're passionate – one thing companies can do is acknowledge and compensate and give people budget to do the work.
- Microaggressions have a cumulative effect of small little comments. They build over time and when heard repeatedly, have a negative impact and increase emotional labour.

IDEAS FOR ACTION

- As a starting place, educate yourself, and your team, on the history of the Indigenous people in your region and the impacts of colonization. Learn how the colonial policies lead and maintain the barriers that exist.
- Create the cultural awareness within you, your team, your organization and hear what Indigenous people are saying matters to them.
- When recruiting and looking at attracting Indigenous people to come and to work for you, what can you do to invite people in: Set context; help them feel prepared; educate and create a work environment that is welcoming and a good place to be.

RESOURCES

- [What is Orange Shirt Day and why is it significant](#)
- [Read the Truth & Reconciliation Commission's \(TRC\) 94 Calls to Action](#)
- [Enroll in University of Alberta's Indigenous Canada Free Course](#)



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™

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

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.

UNOBSTRUCTED JOURNEYS RESEARCH REPORT

We are excited to have released our new research report which explores barriers women in BC are still experiencing in the workplace. Over the next few months we will be digging deeper into the findings. If your workplace is interested in sponsoring a webinar or roundtable discussion, please connect with us to discuss.

YOUTH PROGRAMS

Do you know a young leader in high school? Let them know about Minerva's Learning to Lead™ program. This program is all about helping youth to identify the leadership potential already inside of them. During the four sessions of the program, students learn some of the fundamentals of the leadership mindset, how to identify and lead from their strengths and values, how connecting with a mentor can support their leadership journey, and how to take action with confidence. There are presentations, guest speakers, interactive activities, and lots of space for small group discussion.

SUPPORT OUR WORK

Donations and sponsorship allow us to deliver events and programs, and pilot and expand new initiatives. If you are interested in discussing ways to support Minerva's work, please contact:

Trina, Director of Partnerships + Engagement,
at trinap@minervabc.ca

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Minerva BC works on the unceded territory of the Coast Salish Peoples, including the territories of the xʷməθkʷəyəm (Musqueam), Skwxwú7mesh (Squamish), and səłílwətaʔt/Selilwítlh (Tseil-Waututh) Nations.



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