AGBiP Inclusion Resident
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Sage Consulting Network, Inc.
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BoardSource
LICENSED CONSULTANT
Standards for Excellence
CLINICAL PSYCHOLOGIST
GREEN BELT
Lean Six Sigma Process Improvement

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WHY INCLUSIVITY?

A governance concept and practice
Creates high-performing governing bodies
Strengthens governing work and impact
Fills in understanding social determinants of health gaps at system level
Helps meet the complex challenges and changing expectations of public entities
INSTITUTE OBJECTIVES

1. Understand the concepts, sources, and practices of inclusivity.
2. Become more self-aware and better able to use your cognitive and demographic diversity.
3. Respect the benefits inclusion brings to leadership teams and organizations.
4. Explore governance strategies and tools that will support increased inclusion.
5. Create an inclusion plan that will address your organization's unique considerations.

What inclusion goals do you have for the next two days?

CELEBRATING INCLUSION
We are unique individuals with complex personalities, experiences, and beliefs. Despite our differences and uniqueness, we also have much in common. When we connect on a deeper level, we discover how much we share.

CELEBRATING INCLUSION

INTRODUCING ROBIN

Robin’s Top 5 CliftonStrengths:
- Positivity
- Relator
- Maximizer
- Achiever
- Arranger

Robin’s Demographics:
- African American
- Midwestern-Southern
- Urbanite
- Christian (Baptist)
- Female
- Late baby boomer (identify as both boomer and Generation X)

INTRODUCTIONS

“If you knew me at work, you would know that I…”
**GOVERNANCE INCLUSIVITY DEFINED**

**COGNITIVE DIVERSITY**

Cognitive diversity matters.

- Diversity of thought, experiences, and ways of working
- How individuals think about and engage with routine, new, uncertain, and complex situations

Effective teams need individuals who see the world differently.
COGNITIVE DIVERSITY

Cognitive diversity is internal.

- It’s challenging for us to know these unique details about others
- It’s important to have cognitive self-awareness

DEMOGRAPHIC DIVERSITY

Demographic diversity matters.

- The range of nationality, ethnic, racial, age, gender and gender identity, religious, socioeconomic status, sexual orientation, and other social characteristics of individuals

Demographic diversity is uniquely defined.

INCLUSIVITY SURVEY

- Recruitment Practices
- New Member Criteria
- Bylaws
- Terms and Term Limits
- Board Composition
What are success measures for your pool?
Cognitively and demographically diverse teams are more productive

Leaders who demonstrate inclusive behaviors enable increased team performance

Inclusive leadership expands the mindset and capabilities of teams

Inclusivity has a positive personal impact

Cognitively and demographically diverse teams are better able to solve complex problems

THE SCIENCE OF INCLUSIVITY

How would a team capable of these mental frames help your pool achieve your success measures?

Which of these frames do you have on your staff team today?

Which do you have on your governing body?

JULIET BOURKE

SIX MENTAL FRAMES
THE LEADERSHIP IMPERATIVE — IT STARTS WITH YOU

Inclusivity requires:
- A champion for this work at the uppermost leadership level
- Transformation of what’s important for your pool and why
- A process that supports authenticity, trust, commitment, awareness of bias, courage, curiosity, cultural intelligence, and collaboration

Inclusivity is not:
- Just an HR task or simply about meeting hiring objectives
- A trendy exercise or project
- Political correctness

“Centeredness is essential to effective leadership. It provides the space in which we choose how to respond, rather than automatically reacting to a situation. In this space we find the time and awareness to bring our inspirational leadership skills to bear.”

Strengths-based, inspirational leaders:
- Develop inner resources
- Set the tone
- Connect with others
- Lead the team
- Radical candor: Care personally, challenge directly

FOCUS ON STRENGTHS

Strengths-based leaders:
- Understand strengths and tendencies
- Act with intentionality
- Seek diverse viewpoints and cognitive diversity
- Set the tone through accountability
Negative feedback doesn’t lead to excellence
Highlight what’s working – “Yes, that!”

**Table Discussion**

- **Replay share**: Share an immediate reaction when you see something being done with excellence
- **High-priority interruption**: Interrupt to share details of excellent performance in real time
- **Dealing with a problem through strengths**: Identify prior strategies of successful problem-solving that might help solve a current challenge


**POSITIVE PSYCHOLOGY**

Strengths-based cognitive approaches are uniquely focused on helping individuals create their own change.
UNINTENTIONAL BIASES

- Attitudes, feelings and beliefs about subgroups of people or associated stereotypes held without conscious knowledge
- Activated involuntarily, without awareness or intentional control
- Pervasive – everyone has them, even people with avowed commitments to impartiality
- Do not necessarily align with our declared beliefs or even reflect stances we would explicitly endorse
- Generally favor our own ingroup, though research has shown we can hold implicit biases against our ingroup

UNCONSCIOUS OR IMPLICIT BIAS BLIND SPOTS

THE MIND IS AN AUTOMATIC ASSOCIATION-MAKING MACHINE

- When you encounter information (e.g., words, pictures, and even complex ideas), related information automatically comes to mind
- But there are errors – i.e., engrained biases of thought (mind bugs)
- These lead to errors in how you perceive, remember, reason, and make decisions
MIND BUGS

- **Unconscious Inference**: A visual mind bug that muddles important distinctions
- **False Memory (False Alarm)**: Shared themes or events causing mistaken memories of something that didn’t occur
- **Retroactive Interference**: Influence of later experiences on memory
- **Misinformation Effect**: Influence of newly acquired information on memory
- **Availability**: Placing more importance and validity on familiar information that comes easily to mind
- **False Associations (Anchoring)**: Tendency to use whatever information is immediately available as a reference point
- **Social Mind Bugs**: Confusing social concepts when applied to people in situations, triggering a perception that beliefs are accurate

EXAMPLES

- Do more people in the U.S. die each year from cause (a) or cause (b)?
  - (a) murder (b) diabetes
  - (a) murder (b) suicide
  - (a) car accidents (b) abdominal cancer
- Judging someone’s character
  - Looking at pictures of strangers and making assessments
  - Determining which job candidate seems to be more trustworthy or will be more competent

ISMS: ORGANIZED SYSTEMS THAT CATEGORIZE AND RANK SOCIAL GROUPS

- Devolve, disempower and differently allocate opportunities and resources to groups regarded as inferior
- Lead to negative attitudes and beliefs toward outgroups (prejudices and stereotypes), and differential treatment by individuals and social institutions (discrimination)
- Not pervasive and not the norm
- Not every bias is an ism
- Leaders have to manage for the line and identify when a line is crossed

David R. Williams, PhD, MPH (Harvard University)
INDIVIDUAL AND COLLECTIVE CHANGE IS POSSIBLE

- Unintentional implicit biases are malleable
- Implicit associations can be gradually unlearned through debiasing techniques
- We must challenge implicit bias associations daily
- Anti-biases can be unlearned through pro-bias efforts

STRATEGIES TO DIMINISH NATURAL BIAS

- Acknowledge that social differentiation exists – humans are amazing at quickly sorting people into highly specific categories
- Reevaluate words and images that might send a message your pool entity doesn’t support inclusivity
- Create systems, processes, and requirements to support inclusion
- Focus on recruiting, selection, and engagement practices that ensure a fair and unbiased process
- Invest in education and ongoing development for your staff and governing body
- Promote and reserve time for open discussion
- Openly discuss how we all have reflexive and automatic attitudes – there are attitudes we know we like/dislike, and we have implicit attitudes based on associative information

SMALL GROUP DEBRIEF

What are your reactions to the insights shared?

What was new or most compelling?

What impact do these constructs and strategies have for your pool, staff, governing body and members?
LUNCH BREAK

BACKGROUND: CLIFTON STRENGTHS

- Developed by psychologist Don Clifton in 1998
- Based on Gallup’s 40-year study of human strengths
- Moved away from a focus on weaknesses and shortcomings
- Concludes people have significantly more potential for growth when focusing energy on developing strengths instead of correcting deficiencies
FINDINGS

- Only a third of the 10 million surveyed strongly agree with this statement:
  “At work, I have the opportunity to do what I do best every day.”

- Those who can do what they are best at while at work are:
  - 4x more likely to be engaged in their work
  - 3x more likely to report having an excellent quality of life in general

- Impact of leaders who focus on strengths:
  - Leader ignores you → 40% actively disengaged
  - Leader focuses on weaknesses → 22% actively disengaged
  - Leader focuses on strengths → 1% actively disengaged

UNDERSTANDING YOUR SIGNATURE THEMES

Questions to consider:
- What was your first reaction to your top five strengths?
- Did anything surprise you?
- Who are you? [I am…]
- What do you do naturally? [I do…]
- What contributions do you bring to the team? [I bring…]
- What do you need from others? [I need…]
- What do you value and dislike? [I value and I dislike…]

“Most people think they know what they are good at. They are usually wrong. More often, people know what they’re not good at, and even then, more people are wrong than right.”
Peter Drucker

UNDERSTANDING YOUR TOP SIGNATURE THEMES

- Consider how your strengths help you gain the engagement of your stakeholders, including board members, governing bodies, and other key stakeholders.
- What do your strengths help you do best? Are there specific strengths that make you stand out?
- How do your strengths align with the mission and goals of your organization?
- What are your top three strengths, and how do they contribute to your effectiveness?
The subject of demographic diversity and inclusion can be touchy. Many have past painful experiences in groups attempting to process these issues.

Local, national, and international incidents impact our workplaces and boardrooms.
Demographic diversity is a unique determination for each pool. It must be based on each pool's mission, member or user dynamics, local geography, social constructs and more.

Building an environment that includes individuals with a range of nationality, ethnic, racial, age, gender, class, and other social characteristics.

Achieving this environment can be challenging and requires that pools understand their pool membership data.

To achieve demographic diversity, some of your pool's practices will likely have to change.

Considering the degree of demographic diversity on your pool's current governing body, do you wish it was more or less varied?

Does your pool have a governing body recruitment process that supports demographic diversity (such as seeking candidates from urban and rural member entities, gender balance, etc.)?

Does your pool have a process for ensuring diverse job candidates as part of its hiring process?
**POOL SURVEY DATA**

- 33% want more demographic diversity on their governing body
- 20% want more cognitive diversity on their governing body
- 0% want less diversity on their governing body

- 56% don’t have a governing body recruitment process to support demographic diversity
- 45% don’t have specific diversity conditions potential board members must meet
- May have enough flexibility in their board recruitment process to increase inclusivity
- Only 25% have pursued bylaws changes to create opportunities for increased diversity

**CULTURE IMPACTS DEMOGRAPHIC DIVERSITY**

- Values, beliefs, standards, language, thinking patterns, behavioral norms, communications styles, etc., shared by a group of people
- Guides decisions and actions of the group
Understanding diverse attitudes, beliefs, behaviors, practices, and communication patterns attributable to a variety of factors such as race, ethnicity, religion, historical and social context, physical or mental ability, age, gender, sexual orientation, and generation.

### CULTURAL COMPETENCE DEFINED

- Examining your own attitudes and values
- Acquiring knowledge, skills, and attributes that will allow you to work and function appropriately in cross-cultural situations

### INDIVIDUAL CULTURAL COMPETENCE

- Examining your own attitudes and values
- Acquiring knowledge, skills, and attributes that will allow you to work and function appropriately in cross-cultural situations

### STEPS TO BUILDING GREATER DEMOGRAPHIC DIVERSITY

- Examining your own attitudes and values
- Acquiring knowledge, skills, and attributes that will allow you to work and function appropriately in cross-cultural situations
Boards that assess themselves regularly perform better on core responsibilities.

By engaging all board members in discussions about collective performance and individual member strengths, a board can establish a holistic view of what it is doing well and what may need to change.

**MEASURE, ASSESS AND INFLUENCE**

**HOW TO BE:**

**STRENGTHS-BASED POSITIVE COGNITIVE**

Use these tools to help create individual change:

- Myers-Briggs Type Indicator
- DISC assessment
- Values in Action Inventory of Strengths
- CliftonStrengths (Gallup)
- Riso-Hudson Enneagram Type Indicator
- Board self-assessments

**IDENTIFY**

- Identify areas of cognitive and demographic diversity within your governing body and staff team you didn't know about or appreciate prior.
- Ask “What are our cognitive and demographic strengths?”
- Visualize an extraordinary outcome for your pool if you perform with excellence, using inclusivity strengths
- Commit to changes your pool will need to make to become more inclusive
WASHINGTON SCHOOLS RISK MANAGEMENT POOL
Deborah Callahan
Charles Upchurch

BOLD MOVES TO INSPIRE, OPERATIONALIZE AND EXPAND INCLUSIVITY
- Have an intentional conversation about inclusivity with my governing body chair within the next 30 days.
- Talk about cognitive and demographic inclusivity at my next governing body meeting.
- Use the toolkit to lead a discussion about inclusivity and my pool.
- Raise inclusivity discussion at our next staff meeting.

CLOSING COMMENTS AND QUESTIONS