

# CREATING A DIVERSE & INCLUSIVE WORKPLACE

MAR 12, 2020

AT THE NATIONAL MUSEUM OF  
AMERICAN JEWISH HISTORY

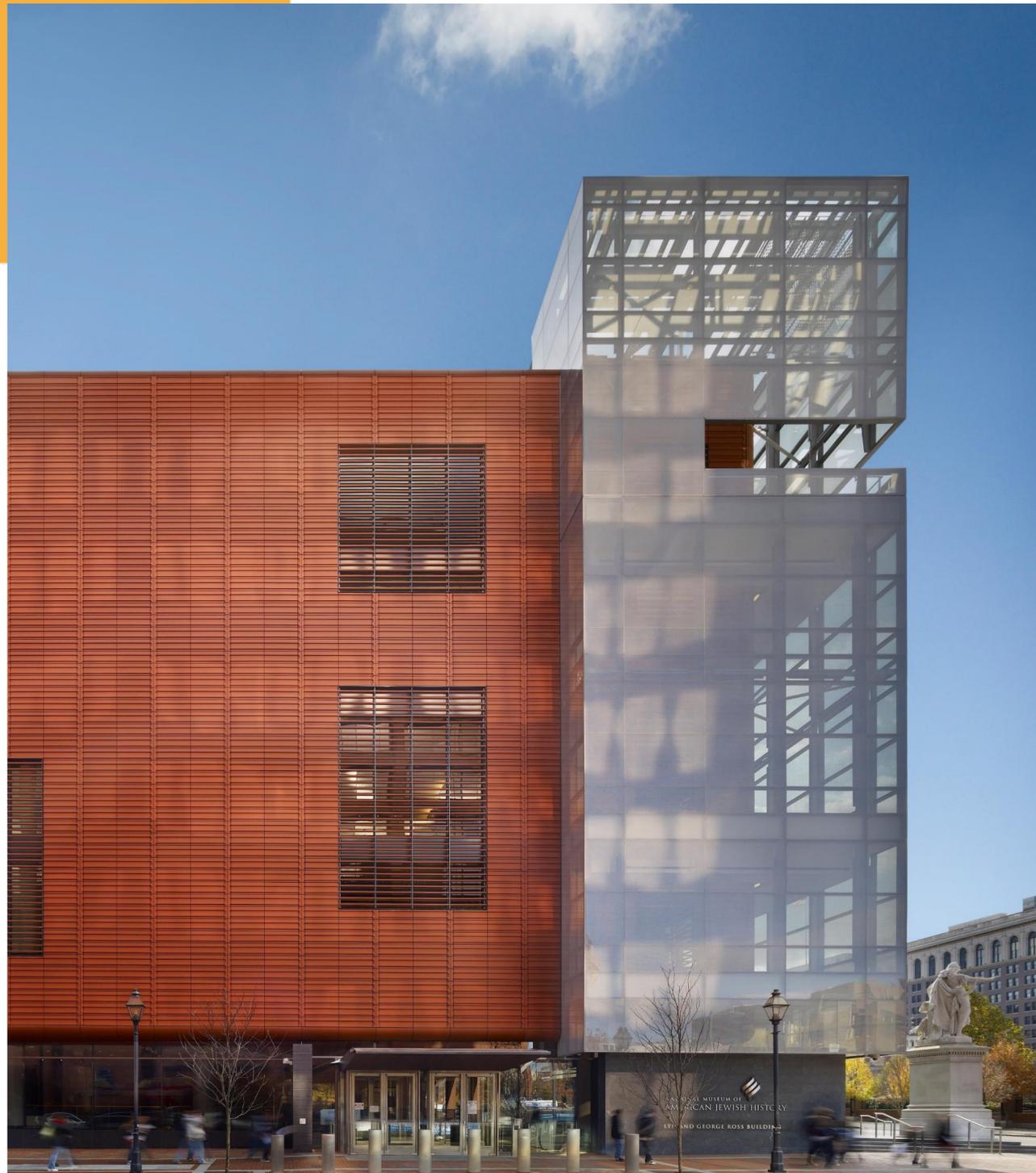
greater  
philadelphia cultural  
ALLIANCE

# JAMIE J. BRUNSON

**BOARD MEMBER, GREATER PHILADELPHIA CULTURAL ALLIANCE**  
**EXECUTIVE DIRECTOR, FIRST PERSON ARTS**

*First Person Arts* 





**COBI WEISSBACH**

**DIRECTOR OF DEVELOPMENT**

**NATIONAL MUSEUM OF AMERICAN  
JEWISH HISTORY**





**DR. TANYA O'NEILL**

**MAKING THE CASE FOR  
A DIVERSE WORKFORCE**



# SETTING THE TONE

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Have an open mind.

Engage with others > with *electronics*.

Listen to and learn from each other.

Pursue the possibilities.



“We are each other's harvest; we are each other's business; we are each other's magnitude and bond.”

— Gwendolyn Brooks



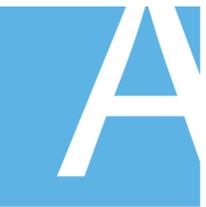
**NOT JUST BECAUSE  
IT'S THE RIGHT  
THING TO DO.**

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# THE IMPACT OF ARTS AND CULTURE

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- **\$4.1 billion**
- **55,000**
- **\$1.3 billion**
- **\$224.3 million**
  
- Philly is **twice the national average** on:
  - Total attendance
  - Participating arts and culture organizations
  - Total spending by our organizations
  - And visitors -- both overnight and day trippers -- who came to the area for our arts and culture offerings



## PHILADELPHIA DEMOGRAPHICS 2019

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Black or African American: 42.3%

White: 41.2%

Hispanic or Latino: 14.5%\*

Asian: 7.2%

Other race: 5.57%

Two or more races: 3.0%

Native American: 0.4%

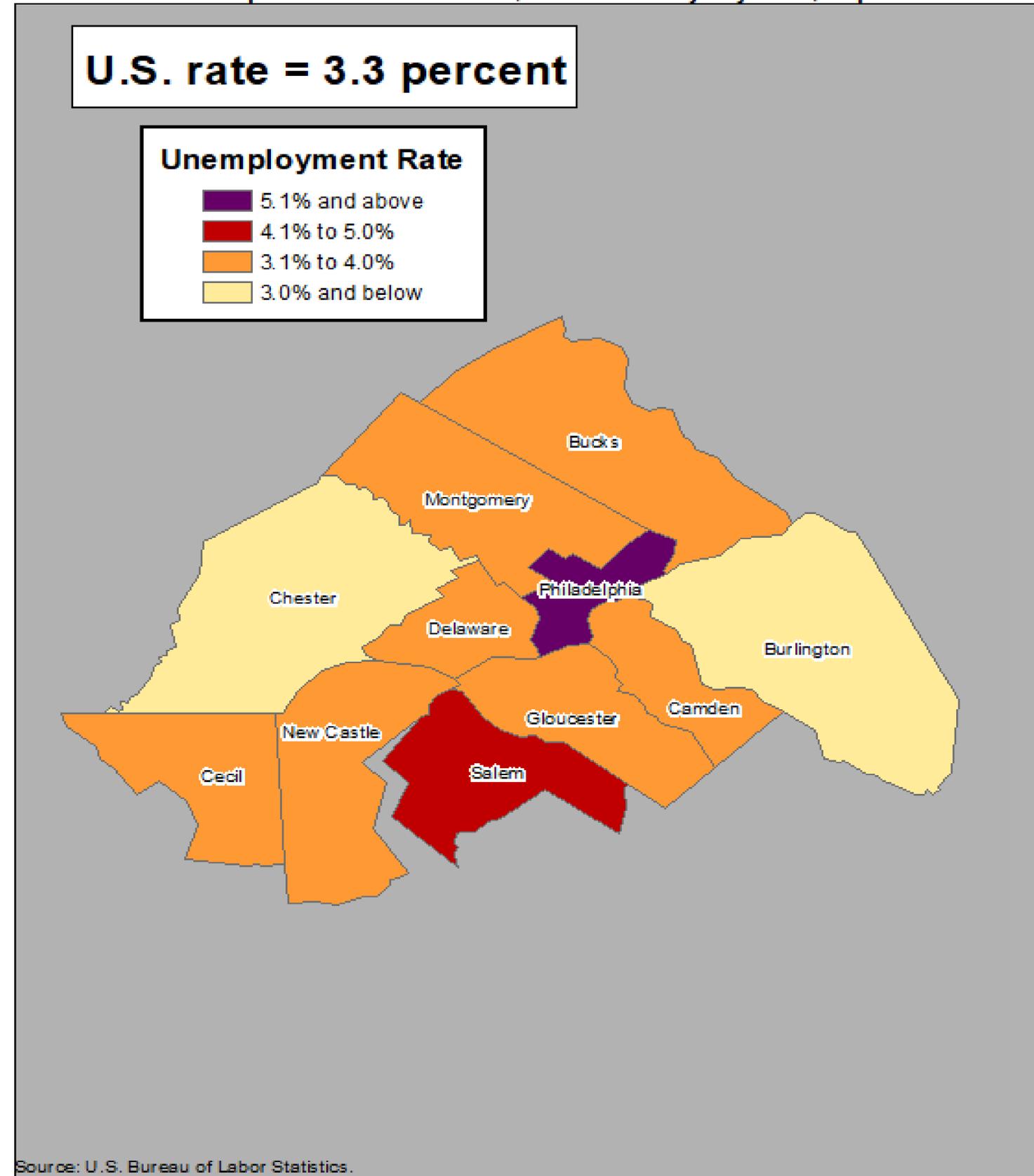
Native Hawaiian or Pacific Islander: 0.0%



**MIRROR, MIRROR ON THE WALL.**

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Chart 2. Unemployment rates for counties in the Philadelphia-Camden-Wilmington, PA-NJ-DE-MD Metropolitan Statistical Area, not seasonally adjusted, September 2019



# THE SEARCH

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**Diverse Pool\***

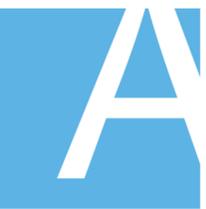
**Job Criteria (proven capabilities, not wish list)**

**Culture Fit**

**Accountability**

**Referral Hiring**

**Structured Interviews/Skills-Based Questions**



# THE COMPETITIVE ADVANTAGE

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- **New ideas**
- **Fresh perspectives on old ideas**
- **Decreased “group think”**
- **Smarter, more balanced decision making**
- **Quiet voices amplified**
- **Innovation**
- **Increased learning within the group**
- **Outreach, Exposure/New Connections**



**“We find comfort among those who agree with us - growth among those who don't.”**

**— Frank A. Clark**

**#BIASINTERRUPTER**



**WHAT WILL YOU DO TO  
PROMOTE AN INCLUSIVE AND  
DIVERSE WORKFORCE IN  
ARTS AND CULTURE?**





**SHAWN MOTT**

**BEST PRACTICES  
FOR EQUITABLE HIRING**



**Poll Question:**  
*What is your  
organizational impact  
level?*

Decision  
Maker

Influencer

**Decision Maker:** Operates in a role with authority to make budgetary decisions to implement policies, processes and procedures.

**Influencer:** Operates in a role as an organizational advocate for policies, processes and procedures that improve the overall organizations effectiveness.

# Exploring Diversity

# Definitions

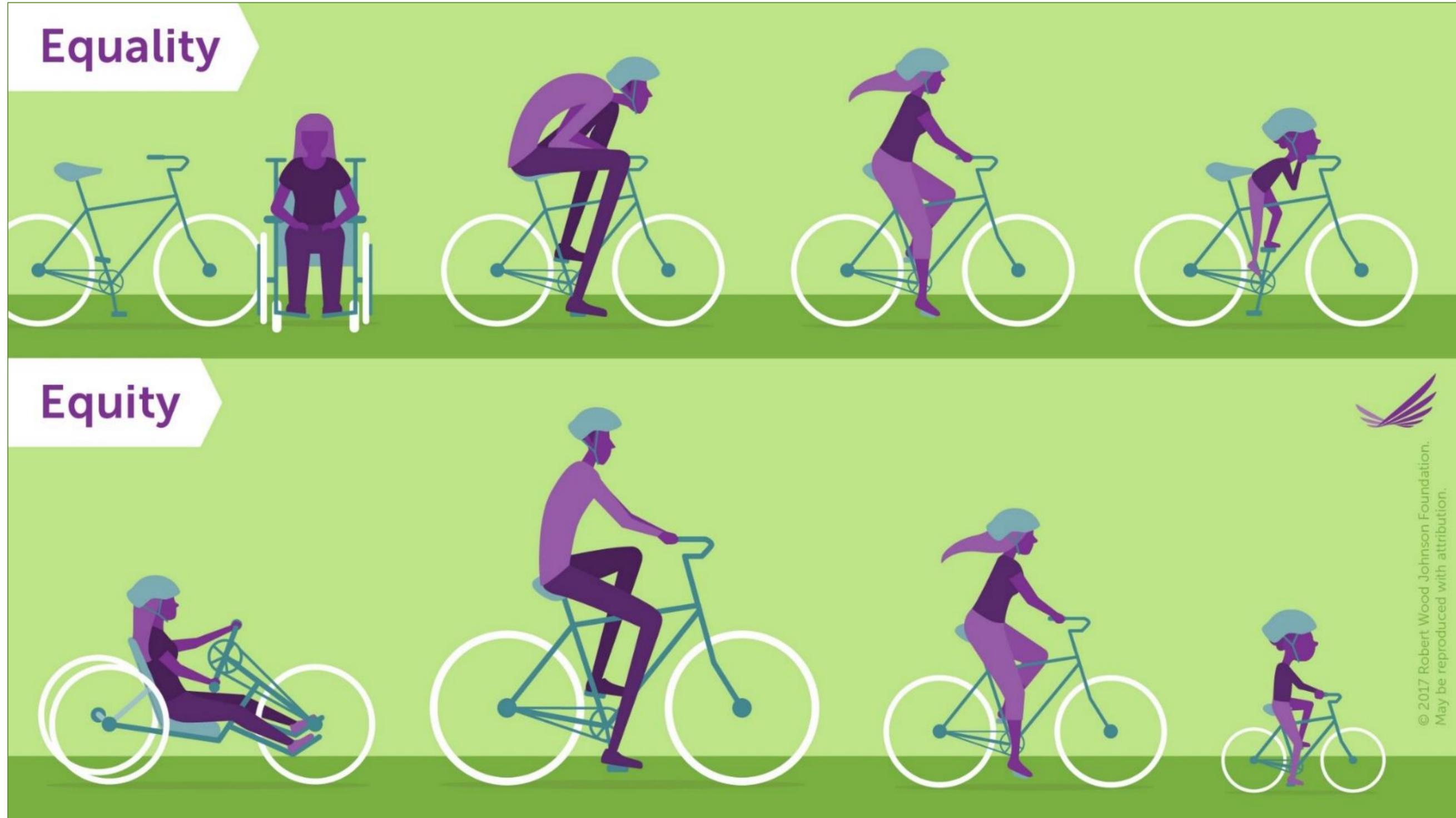
## di · ver · si · ty

Diversity includes all the ways that individuals and organizations are unique and different from each other. Diversity is recognizing and celebrating the rich dimensions of difference, whether these differences are inherent or acquired.

## e · qui · ty

Organization Equity means that throughout your organization everyone has a fair and just opportunity: hiring, promotions, development.

# Equality vs. Equity



# Definitions

## in · clu · sion

Acknowledge and engage differences in a deliberate and meaningful way. Actively involve everyone, including the under-represented, so that all employees are heard, valued and have an equal chance to contribute and grow.

## cul · ture

The values and norms of a group of people

# Improving Outcomes Through Diversity

1

Two Questions:

1. What's My Goal?
2. How Do I (We) Measure for Success?

2

Creating a Strategy

3

Implement, Monitor,  
Measure

# Creating a Strategy

# Why is a diversity recruiting strategy important?



**Diversity recruiting provides many tangible benefits for performance, innovation, and productivity.**

Some of the known perks include:

- A broader range of skills and experience on your team;
- Increased language and cultural awareness;
- Larger and more varied candidate pools

# Ways to recruit for a diverse workforce

1. Audit your job ads
2. Target sources where diverse candidates congregate
3. Encourage your diverse employees to refer their connections



# Ways to recruit for a diverse workforce

4. Offer **paid\*** internships to targeted groups

5. Develop an employer brand that showcases your diversity

6. Create company policies that appeal to diverse candidates



# Ways to recruit for a diverse workforce

7. Increasing diversity in candidate screening
8. Use anonymous resumes/anonymous interviews
9. Standardized Interview processes
10. Harness AI to review resumes



# Importance of Anonymous Resumes

# Unconscious Bias in the Workplace

## Hiring Emily or Lakisha

*4,890 identical resumes sent for sales and clerical positions*

- **Name perceived as Caucasian:**  
**9.7%** call back
- **Name perceived as African American:**  
**6.5%** call back





**JAMEEL RUSH**

**CREATING AN  
INCLUSIVE WORKFORCE**



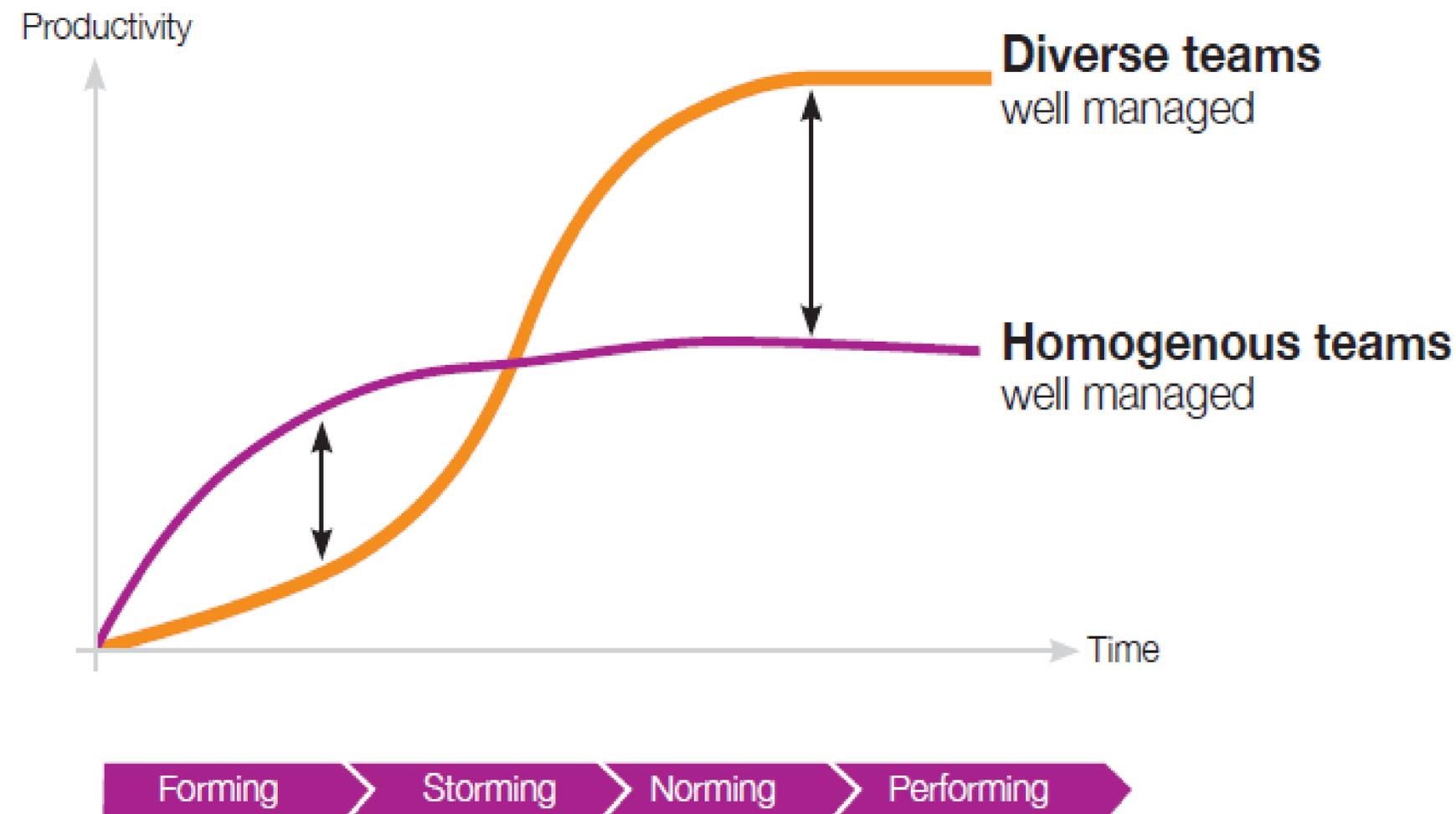
# ***INCLUSION IS A SENSE OF BELONGING***

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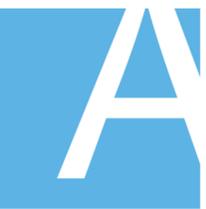
*Organizations and leaders that create an inclusive environment are able to **build cultures** where all team members feel they are treated with **fairness and respect**, feel **valued** and have a **sense of belonging** with the team/organization, and **inspire confidence** for all team members to do their best work.*

# ***DRIVING INCLUSION IS THE KEY TO SUCCESS***

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It's ***WELL MANAGED*** diverse teams that create better business outcomes.



# ***INCLUSIVE LEADERS DRIVE BETTER OUTCOMES***

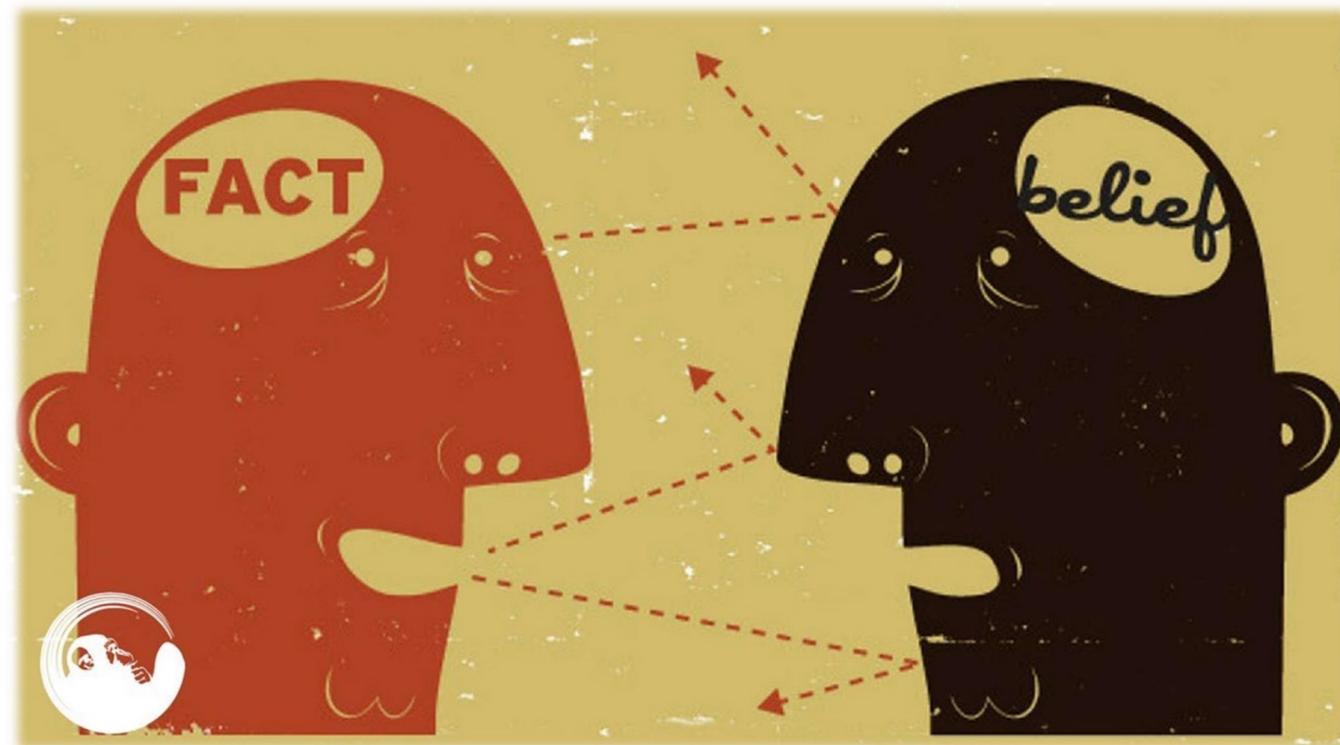
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- Deloitte Australia research shows that inclusive teams outperform their peers by **80%** in team-based assessments
- **2.3** times higher cash flow per employee over a three-year period
- **1.8** times more likely to be change-ready and **1.7** times more likely to be innovation leaders in their market
- **3.8** times more likely to be able to coach people for improved performance
- **3.6** times more able to deal with personnel performance problems
- **2.9** times more likely to identify and build leaders.
- Estimated **70%** of organizations and leaders are not exhibiting inclusive practices.

# ***IT STARTS WITH SELF...***

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Our personal biases heavily influence the way we treat and perceive others. Inclusive leaders are conscious of their own biases (negative and positive) and set up checks and balances to negate their effects on decisions.



# ***INTENT VS IMPACT***

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**WE JUDGE OURSELVES  
ON OUR INTENT  
AND  
WE JUDGE OTHERS ON  
THEIR IMPACT**



# 6 TRAITS OF AN INCLUSIVE LEADER

## Cognizance

Because bias is a leader's Achilles' heel



## Curiosity

Because different ideas and experiences enable growth



## Courage

Because talking about imperfections involves personal risk-taking



## Cultural intelligence

Because not everyone sees the world through the same cultural frame



## Commitment

Because staying the course is hard

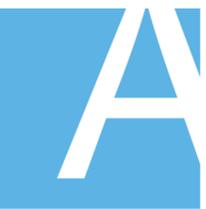


## Collaboration

Because a diverse-thinking team is greater than the sum of its parts



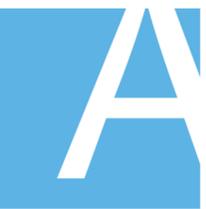
The six signature traits



# COMMITMENT

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*Highly inclusive leaders are committed to diversity and inclusion because these objectives align with their personal values and because they believe in the business case.*



# COURAGE

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*Highly inclusive leaders speak up and challenge the status quo, and they are humble about their strengths and weaknesses.*

# COGNIZANCE OF BIAS

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*Highly inclusive leaders are mindful of personal and organizational blind spots, and self-regulate to help ensure “fair play.”*



# CURIOSITY

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*Highly inclusive leaders have an open mindset, a desire to understand how others view and experience the world, and a tolerance for ambiguity.*

# CULTURALLY INTELLIGENT

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*Highly inclusive leaders are confident and effective in cross-cultural interactions.*



# COLLABORATIVE

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*Highly inclusive leaders empower individuals as well as create and leverage the thinking of diverse groups.*

# ***GOLDEN RULE***

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**“Treat others as you would like to  
be treated.”**



# ***PLATINUM RULE***

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**“Treat others as they would like to  
be treated.”**



# ACTION PLANNING EXERCISE

## Three Steps:

1. Consider **two actions** from today that you will take back to your organization and begin implementing within the next thirty days
2. Identify **an accountability partner** within this room and share your **two actions**
3. Schedule a date, time and location to meet 30 days from today to discuss progress against your **two actions**



## ACTION PLANNING DISCUSSION



### Key Questions:

- What is one DEI action that you are willing to share with the group?
- How will your accountability partner help you progress toward your DEI action step?
- What support might you need from the Cultural Alliance to achieve this action step?

# FINAL THOUGHTS

# WRAP-UP DISCUSSION

WHAT IS ONE **INSIGHT** YOU  
GAINED TODAY?

**THANK YOU!**

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**LAUREN GILMORE**

**GREATER PHILADELPHIA  
CULTURAL ALLIANCE**



# SAVE THE DATE

## Follow-up Conference Call

**June 18 | 10:00 a.m. - 11:00 a.m.**

**Facilitated by Shawn Mott**

***Invitation to follow***



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