



# Inclusive Leadership in Governance

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This guide adapted by:



## Table of Contents

What is Good Governance? .....	3
What is Diversity? .....	4
What is Inclusion? .....	5
Start the Conversation.....	6
Changing Demographics.....	7
Why do we need Diversity in Leadership? .....	8
Research Findings .....	10
Why Inclusive Governance?.....	12
Assessing Inclusivity .....	13
Levels of Inclusion .....	14
Developing an Inclusion Strategy .....	16
Allocation and Commitment of Resources.....	17
Putting it into Practice.....	18
Recruitment and Selection Practices .....	19
Strategies for Building a Culture of Learning .....	20
Establishing a Community of Learning.....	21
Going Beyond Representation .....	22
Persons with (Dis)abilities .....	24
Responding to the Truth and Reconciliation Commission .....	25
Learning to Use Inclusive Language: The LGBTQ2+ Community and Inclusion.....	26
Building Future Leaders: Engaging Youth in the Civic Process .....	27
Acknowledging Value from Different Spaces and Places.....	28
Embedding a Culture of Inclusion .....	29
Common Challenges .....	30
Best Practices in Building a Culture of Inclusion .....	32

# What is Good Governance?

- Responsibility for the oversight of the present and future needs of the organizations

- Exercises prudence in policy-setting and decision-making



- Strategic and intentional

- Ensures that the best interests of all stakeholders are taken into account

## What is Good Governance?

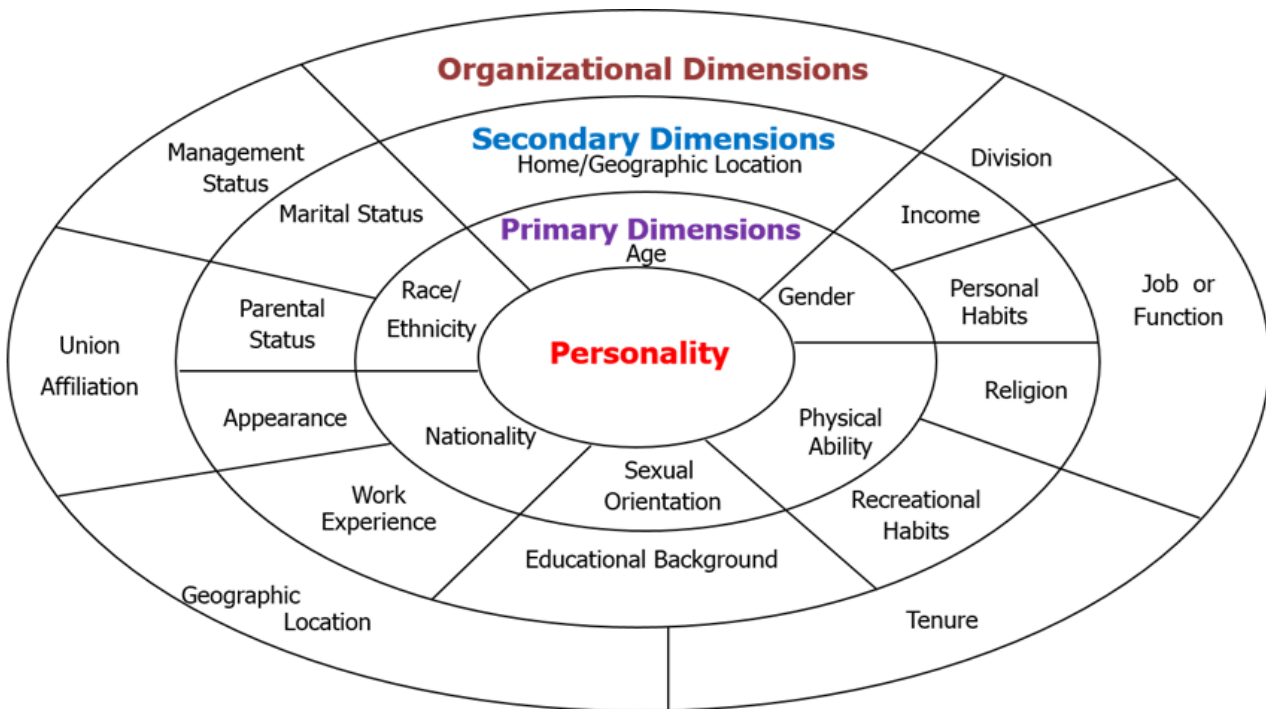
Good governance means responsibility for the oversight of the present and future needs of the organizations, it is strategic and intentional, exercises prudence in policy-setting and decision-making and ensures that the best interests of **all stakeholders** are taken into account.

# What is Diversity?



## What is Diversity?

In its simplest terms, it's about all of us - who we are, what makes us who we are - lived experiences, our race, ethnicity, religion, ability/disability, cultural background, place of origin, sexual orientation, which bathroom we use, all of which result in **different perspectives** that we bring to the table, etc.





## **What is Inclusion?**

*"Diversity is being invited to the party; inclusion is being asked to dance."*

Diversity and inclusion expert Verna Myers made the above statement after she told the story about Harvard Law School admitting their first female law students in 1953. The students quickly learned that although they had been admitted, there were no female washrooms in the building. They had finally been invited to attend the law school, an incredible achievement, but their presence, it appeared, was not wholly anticipated, or perhaps appreciated. Eventually a bathroom was constructed in the basement of the building in an old janitor's closet.

Myers told this story because she said that she strongly believes that it is not enough to want diversity, but that we need to be willing to embrace diverse perspectives and identities. She believes that overcoming prejudice starts with identifying our unconscious biases and trying to welcome differences and think more inclusively.



## Start the Conversation

### Start the Conversation

While many people providing leadership to organizations in the not-for-profit sector may agree with this statement, and want to build practices that lead to more inclusive governance and organizations, it isn't always easy to know where to start and how to assess, or how to implement practices that encourage the development of an inclusive culture.

In our [Diversity in Governance Toolkit](#) (which is available on line, in both French and English), we discuss both the importance and value of creating boards that represent our increasingly diverse communities and workplaces. Our new toolkit, *Building Inclusive Governance* takes that conversation one step further.

Once you have increased the diversity on your board and in the leadership of your organization, how do you begin to build a Culture of Inclusion?

There is no simple answer to this question, and congratulations for starting to address it. We'll discuss a place to begin the conversation with your board and senior leadership, some strategies and resources to support you on that journey. And remember, it is a journey. It is not a 'quick fix' or a 'checkbox'. It's a journey which takes leadership, courage, and intent. The work of the organization and board has to be intentional, strategic, and genuine/authentic.



## Changing Demographics

The 2016 Census provided the following information:

- Canada is more multicultural than ever before with 1 in 5 Canadians now identifying as being part of a visible minority.
- The visible minority population is made up of a larger proportion of younger age brackets when compared to the not visibly minority population.
- Almost 52% of the Greater Toronto Area now identify themselves as a visible minority
- 52% of Vancouverites are members of a visible minority group
- 33.7% of the Calgary population identify as visible minorities.
- Indigenous youth is the largest growing demographic
- There is an increase in the indigenous population from rural to urban centres
- Increasing numbers of individuals from the LGBTQ+ communities are self-identifying as being from that community

Furthermore, each year, Canada takes in 250,000 new immigrants, and with the new Syrian refugees, this number has increased to 270,000. Our domestic birth rate, stands today at 1.6 (2016). Immigration, therefore, is an important factor in stabilizing our population. By 2031 immigration is projected to account for more than 80% of Canada's population growth. Expressed differently, without a sustained level of immigration or a substantial increase in fertility, Canada's population growth could, within 20 years, be close to zero.

So we have a diverse society, but do we want a diverse society that is an inclusive or exclusive society?

- Are we preparing for the reality of our changed and changing demographics? How does this inform our campaigns, programs, budget, services and outreach?

# Why do we need Diversity in Leadership?

## STRATEGICALLY

- How does it advance our mission?
- How does it improve our demographics both in terms of audience, board and staff?
- How can we tap into it to grow our business? Fundraising? Expand our reach and market?

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# Why do we need Diversity in Leadership?

## ETHICALLY



- What kind of organization do you want to be with respect to diversity and inclusion?
  - One that is exclusionary and doesn't tap into the rich cultural mosaic of the city?
- How do we foster an environment where any individual group feels welcomed, respected supported and valued to participate?

## Why do we need Diversity in Leadership?

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  - One that is exclusionary and doesn't tap into the rich cultural mosaic of the city?
- How do we foster an environment where any individual group feels welcomed, respected supported and valued to participate?

### Furthermore:

- Does our mission, vision, and values reflect the organization's commitment to inclusion, equity and diversity?
- Do you want to be an exclusive organization in a diverse society, or an inclusive board and organization?
- Moreover, are the words, diversity and inclusion, reflected in our actions? How can we strengthen these statements to better reflect commitment to these goals?

# Research Findings



- Diverse perspectives in decision-making lead to better decisions
- Diverse organizations can be more responsive to the community and clients
- Diverse boards can lead to increased governance board sustainability
- Diverse boards can support fundraising and marketing/outreach more effectively
- Diverse boards can help build social capital and cohesion among diverse populations

## Research Findings

Numerous research studies have documented the positive impacts of diversity on boards and organizations.

### 1) Diverse perspectives in decision-making lead to better decisions

When a not-for-profit board is facing a major decision, diverse perspectives on the board are better qualified to identify the full range of opportunities and risks.

### 2) A diverse organization can be more responsive to the community and clients

When a not-for-profit's board reflects the diversity of the community served, the organization will be better able to access resources in the community through connections with potential donors and/or collaborative partners and policy makers.

### 3) A diverse board can lead to increased governance board sustainability

Boards that are not diverse risk becoming stagnant: if all the board members travel in the same social circle, identifying and cultivating new board members will be a constant challenge.

### 4) A diverse board can support fundraising and marketing/outreach more effectively

Each board member represents another potential social circle. If all of the board members travel in the same social circles, the potential for fundraising and marketing/outreach is limited. A diverse board opens up new possibilities to connect with resources and the potential for new ideas and perspectives.

*(continued on p.11)*

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### 5) A diverse board can help build social capital and cohesion among diverse populations

A diverse board will improve the not-for-profit's ability to respond to external influences that are changing the environment for those served and in which it is working. By providing opportunities to people from under-represented groups to serve on governance boards, it is also starting to build and develop new skills and opportunities within those diverse populations.

Although all of these things are true, increasing the diversity within the governance of a not-for-profit organization is not where it ends. Once your board and leadership start to become more diverse, your organization needs to begin to think about **building a culture of inclusion**.

Although this may look like a simple task, in practice, it both takes time and requires the participation of the entire governance of your organization. This is because not everyone may feel like they have a right to be at the table and once they are there, they don't necessarily feel like their voices hold the same value as others at the table (and in some cases, our **unconscious bias** privileges some identities over other identities).



### **Why Inclusive Governance?**

It isn't, however, a given that because you have people on your governance board that represent diverse identities, that creativity and innovation will emerge. Unless there is a culture of inclusion on your governance board where different experiences, ideas and perspectives are **welcomed**, this potential will not be realized.



### **Assessing Inclusivity**

Once you have had the initial conversation with your board about inclusion, the next step is to assess *the level* at which your board feels its current level of inclusion is.

# Levels of Inclusion



## Levels of Inclusion

### 1) Invisible

Diversity and difference are barely on the radar, or there is no recognition of the *value* that inclusion brings to the board or the organization. Individuals can feel that they don't belong, and that their perspectives are not welcomed. There is a very entrenched/simplistic sense of who is seen as 'normal' and who is seen as 'different'.

### 2) Awareness

There is *some* effort being made to welcome under-represented people to the board, based on a belief that all people are equal and so should be given equal opportunities for participation. Discrimination is seen as somewhat important to address, but actions taken to address it lack adequate resources, do not happen consistently and are ad hoc.

### 3) Intentional Inclusion

The board has made an official statement about the importance of inclusion and diversity, and a structural understanding of inclusion and inequity is being advanced in the formation of policies and procedures. Interventions are planned with the goal of incorporating more equitable practices and attitudes into the entire organization. People have made verbal commitments to inclusion work.

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# Levels of Inclusion



## 4) Strategic Inclusion

Long-term, broad-reaching strategic measures are taken to decrease barriers to participation for people who have long been marginalized, with the understanding that focusing energy on those with the most barriers is something that is important for everyone. ***Efforts are made to understand and address the root causes and systemic issues that lead to exclusion and marginalization.***

## 5) Culture of Inclusion

All layers of identity and difference are considered and supported, and systemic processes for maintaining inclusion are fully woven into your organization. The value of all people is a widely held value, and everyone is comfortable with and see the benefits of diversity, so exclusionary incidents rarely happen.

Continuous improvement around inclusion is embedded within the organization. Inclusion is a way of life and all members are supported to reach their full potential (and people can't wait to serve a term on the board!

A culture where exclusionary or discriminatory incidents rarely happen is not often a culture that forms organically. Instead, it requires deliberate discussion and action often over an extended period of time (but it is worth it!)

# Developing an Inclusion Strategy



- Equity and inclusion are valued
- Is it reflected in the way that decisions are made?
- Will not happen on it's own, it will take a deliberate effort

## Developing an Inclusion Strategy

Is your audio and video in sync?

Your board will begin to develop a culture of inclusion when it can not only articulate but also demonstrate that **diversity, equity and inclusion are valued**.

**Is it reflected in the way decisions are made?**

This is moving beyond just talking about categories and thinking about what it means for people to be able to bring their whole selves to the table in an authentic way.

Is your organization's commitment to diversity, inclusion, and equity part of the orientation message for new board members and incorporated into the onboarding process?

Whose voices are loudest when it comes to decision making processes? Are there any barriers that prevent full participation of some board members? If so, what are they? And what needs to be done to change that dynamic so that **all** board members are able to be engaged in decision-making processes.

This isn't something that **will happen on it's own, it will take a deliberate effort**. However, the work that you will need to invest will be worth it, because it will lead to more genuine and engaged relationships and better, more responsive decision-making.



# Allocation and Commitment of Resources

- Who is on your Governance Committee, your Finance Committee, your Human Resources Committee, and your Fundraising Committee?
- Who are the decision makers on those committees?
- How are discussions about allocation and commitment of resources held?

## Allocation and Commitment of Resources

Power and privilege are often connected to the allocation and commitment of resources. Decisions are often made based on how they've been made in the past (i.e. doing things the same old way without taking into consideration the present context, which may be different from the past). One way to continue to build a Culture of Inclusion that extends to these important decision-making functions of your Governance Board is to ask questions about the composition and structure of committees.

**Who is on your Governance Committee, your Finance Committee, your Human Resources Committee, and your Fundraising Committee?**

**Who are the decision makers on those committees?**

**How are discussions about allocation and commitment of resources held?**

Is there a culture on your board that invites questions about spending and allocation of resources? Is there transparency?

# Putting it into Practice



- Acknowledge that welcoming diverse identities to the table is just the beginning, and is an important first step
- They also need to tangibly impact both formal and informal policies and practices, and inform the core values of the board

## Putting it into Practice

An inclusive governance culture involves active inclusion of everyone who is on the Board of Directors. It doesn't just allow for difference but celebrates difference, and also recognizes that because of issues of power and privilege, not all people come to the table with the expectation that they have the right to be there or that once they are there, that their contributions will be valued. These barriers may be social, physical, or structural in nature but whatever their cause, in order to create an inclusive culture, they must be identified and strategies must be developed in order to ensure more equitable participation.

**Acknowledge that welcoming diverse identities to the table is just the beginning, and is an important first step.**

Inclusive cultures need to extend beyond the basic or token presence of participants who represent a particular race, ethnicity, gender, sexual orientation or dis/ability. They also need to **tangibly impact both formal and informal policies and practices, and inform the core values of the board.**

# Recruitment and Selection Practices

- Talk to newer board members and ask them about the process
- If there were potential board members who didn't end up joining your board, you could also reach out to them to see if the process played a role in their decision to disengage from the process



## Recruitment and Selection Practices

Talk to newer board members and ask them about the process. If there were potential board members who didn't end up joining your board, you could also reach out to them to see if the process played a role in their decision to disengage from the process.

Sometimes engaging in this type of evaluation process can be difficult but it can yield great results if you are willing to stay the course.

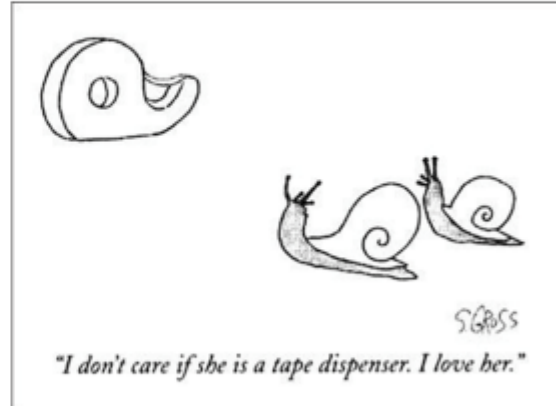


## Strategies for Building a Culture of Learning

One of the things that is important in building a community that is moving from representation of diversity towards a *culture of inclusion* is establishing ways to learn together. Inherent to our interactions with each other and our decision-making is our *unconscious bias*.

## Establishing a Community of Learning

- **Unconscious Bias** refers to the information, attitudes, and stereotypes that influences our subconscious
- Hosting a training and providing professional development for your board on the area of unconscious bias would be an excellent way to *start the conversation*



### Establishing a Community of Learning

**Unconscious Bias** refers to the information, attitudes, and stereotypes that influences our subconscious.

It is not a conscious bias *against*, but a bias *for* someone who looks like me, with whom I am familiar.

When some identities have been historically under-represented or discriminated against, we want to ensure that we create a culture and environment that is welcoming to people who represent those different identities.

# Going Beyond Representation

## Practices to Build Stronger and More Inclusive Community



- Get to know your board members beyond the board meetings
- Assign new board members a "board buddy"
- Host a special gathering that is purely social
- Ensure that all board members are given the information, the access and the encouragement that they need to be actively involved in critical

## Going Beyond Representation: Practices to Build Stronger and More Inclusive Community

**Get to know your board members beyond the board meetings.** If you are the Board Chair, make a deliberate effort to connect with board members personally at least once after they come on board to find out what interests them, and connect them to the work and life of the organization. This is a great start to community building.

**Assign new board members a "board buddy"** to serve as a mentor for the first few meetings: offering a ride to the meeting, greeting them at the door, and sitting next to the new board member can make a big difference in "first impressions."

**Host a special gathering that is purely social,** this will create opportunities for board members to forge personal connections and foster trust and respect.

**Ensure that all board members are given the information, the access and the encouragement that they need to be actively involved in critical decision-making processes.** For some board members, there may be barriers such as language or a disability that prevent them from active participation. It is important to ensure that each board member be supported in whichever way they need, whether it is information, support to access, or a form of encouragement, in order to ensure a culture of inclusion.

# Going Beyond Representation

## Practices that Impact Planning and Decision-Making



- Use accessible, inclusive language
- Don't assume a unilateral knowledge base from board members
- Plan meeting times with religious and cultural holidays in mind
- Recognize that there are different cultural and religious seasons when planning meetings
- If food is served at meetings, respect dietary restrictions
- Respect board members' family responsibilities as they may relate to the scheduling of board meetings

## Going Beyond Representation: Practices that Impact Planning and Decision-Making

**Use accessible, inclusive language** that acknowledges that not everyone has the same background.

**Don't assume a unilateral knowledge base from board members.** Remember that diverse knowledge and experiences is what is at the heart of diversity, so everyone will not have the same knowledge base. Assuming that everyone on the board has the same background, understands the same cultural references, has the educational background, grew up in the same neighbourhoods can have an isolating effect on those who don't share that knowledge base or that cultural memory. One of the impacts that this can have is to silence some voices around the table.

**Plan meeting times with religious and cultural holidays in mind.** Ensure meeting times don't conflict with religious and cultural holidays (from all religions and cultures represented on the board, not just one religion or culture).

**Recognize that there are different cultural and religious seasons when planning meetings** (some of these like the season of Ramadan in the Muslim calendar have significant impact on the participation on some members).

**If food is served at meetings, respect dietary restrictions** (for example: halal, kosher, vegan, vegetarian, dairy-free).

**Respect board members' family responsibilities** as they may relate to the scheduling of board and committee meetings.

# Persons with (Dis)abilities

## Universal Design

Examples of ways universal design practices may apply to your governance board include:

- Routinely providing manuals, materials, and forms to all members in a variety of digital formats
- Ensuring that the spaces where you are meeting are accessible
- Providing board members with a range of ways in which they can contribute



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There are many types of disabilities, some visible and others invisible. You could sit on a board with someone for years and never know that they could use a particular accommodation. People have different levels of comfort when it comes to asking for accommodation in order that they can fully participate. Establishing a culture that normalizes difference and provides opportunity for potential board members to discuss possible accommodation needs during the recruitment and selection process is important.



# Responding to the Truth and Reconciliation Commission



1. Learn what the traditional Indigenous territory is where your organization is located. Start board meetings by making a statement of acknowledgement of the people of the territory. Agency/Organizational events should also begin with this verbal acknowledgement.
1. Look for an event hosted by an Indigenous group in the community that your organization is situated in. Watch and learn and make a connection. Remember to approach them as someone who wants to learn and engage.

## Responding to the Truth and Reconciliation Commission

As settlers in Canada, we have a responsibility to respond to the Calls to Action that are a part of the Truth and Reconciliation Commission. There were 94 Calls to Action.

To what extent has your board engaged with these Calls to Action?

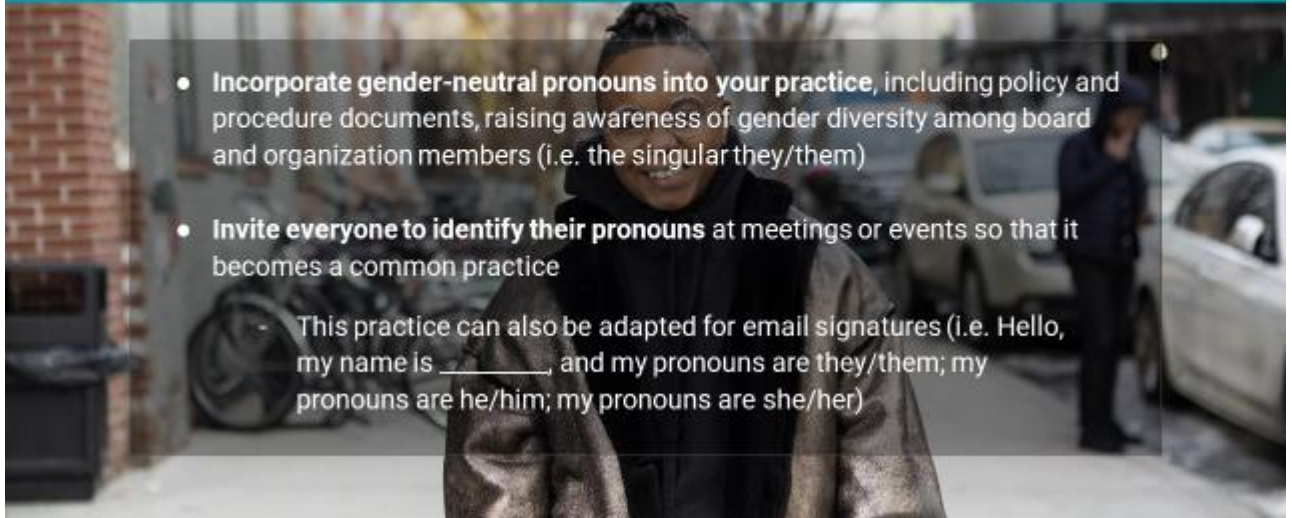
Has it been on your agenda?

Its absence from governance discussions has the potential to act as a barrier to a member from an Indigenous community considering potential board membership and will also impact Indigenous community members within the organization.

If you haven't started the conversation, and are wondering where to start:

1. Learn what the traditional Indigenous territory is where your organization is located. Start board meetings by making a statement of acknowledgement of the people of the territory. Agency/Organizational events should also begin with this verbal acknowledgement.
2. Look for an event hosted by an Indigenous group in the community that your organization is situated in. Watch and learn and make a connection. Remember to approach them as someone who wants to learn and engage.

## Learning to Use Inclusive Language: The LGBTQ2+ Community and Inclusion



### Learning to Use Inclusive Language: The LGBTQ2+ Community and Inclusion

A person's sexual orientation is not a visible characteristic and is most often disclosed in an atmosphere of trust. However, much of our language reflects a particular type of socialization. Assumptions about same gender relationship status are made through the use of this type of framework and may contribute to creating a culture that excludes rather than includes.

Some individuals do not subscribe to a binary idea of gender and may identify as both a man and a woman, neither or in another way entirely. Often the pronoun they prefer is the singular 'their'. It wouldn't be possible for you to know from person to person how someone identifies, so it is important to create a practice within your board that does not make assumptions about a person's sexual orientation or gender.

A simple way to put this into practice is:

- **Incorporate gender-neutral pronouns into your practice**, including policy and procedure documents, raising awareness of gender diversity among board and organization members (i.e. the singular they/them).
- **Invite everyone to identify their pronouns** at meetings or events so that it becomes a common practice.
  - This practice can also be adapted for email signatures (i.e. Hello, my name is \_\_\_\_\_, and my pronouns are they/them; my pronouns are he/him; my pronouns are she/her)

## Building Future Leaders: Engaging Youth in the Civic Process



- It promotes positive youth development
- It strengthens the ability of adults and organizations to work with young people
- It prepares the next generation of civic leaders
- It brings new perspectives to the decision-making process

### Building Future Leaders: Engaging Youth in the Civic Process

There are many reasons to think strategically about engaging youth participation on governance boards. Working with youth can sometimes take time and effort because they are developing and although they have a lot of potential to contribute, there are often many barriers that stand in their way of full participation.

Involving youth in governance initiatives supports our greater society in a number of ways:

- It promotes positive youth development
- It strengthens the ability of adults and organizations to work with young people
- It prepares the next generation of civic leaders
- It brings new perspectives to the decision-making process

They are your future market - engage them in the arts, in the opera, reach out to them.

# Acknowledging Value from Different Spaces and Places

## Strategies to Cultivate a Culture of Inclusion

- Highlight both skills and lived experience when recruiting for board positions
- Ensure that you are always talking about the populations that your governance is serving with respect
- Don't make expectations that board members make financial contributions
- Don't assume that board members can contribute to meals, food that is ordered in
- Be aware of different work schedules and that not all workplaces may be flexible
- When you are conducting activities that invite participation from all board members, ensure that questions and content is inclusive and doesn't make assumptions about income

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- Be aware of different work schedules and that not all workplaces may be flexible.
- When you are conducting activities that invite participation from all board members, ensure that questions and content is inclusive and doesn't make assumptions about income.

Acknowledge that value comes from much more than the income that someone earns.



## Embedding a Culture of Inclusion

### Embedding a Culture of Inclusion

Engaging in Diversity, Equity and Inclusion work can be challenging. It is possible that you will come up against a number of different barriers when you begin to do this work, from people whom you previously thought were quite reasonable. This is because creating a welcoming and inclusive culture means challenging the status quo and this means upsetting the balance of power that operates in your board. Whenever the status quo is challenged, people become uncomfortable. However, the end result is worth it.

As Wayne Gretzky is reported to have said: *"You miss 100% of the shots you don't take!"*

# Common Challenges

- Resistance
- Particular people feeling attacked in conversations about power, privilege, equity and inclusion
- Change takes time and energy
- Complacency



## Common Challenges

- Resistance
- Particular people feeling attacked in conversations about power, privilege, equity and inclusion
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- Complacency

People who are used to things operating a certain way may become uncomfortable when that balance of power shifts, especially those who benefit most from the way things are (remember the construction of power and privilege). You should probably expect resistance of some sort.

- What can you do about it? Anticipate who it might come from, and how you might deal with it using creativity, strategic thinking and compassion (it can be difficult to have your power shift). But keep in mind that you cannot plan for everything – people you expected to resist may end up your champions, and those you were sure would be allies might surprise you with their objections. Your own discomfort may surprise you. Shifting norms can take time, and the emergence of resistance can actually be a sign that your strategies are working.

*(continued on p.31)*

**Challenge:** Particular people feeling attacked in conversations about power, privilege, equity and inclusion

**Strategy:**

- This scenario can happen in conversations about inclusion. Although people didn't choose their identity, their lives have been shaped by that identity (whether that identity has granted them access to power and privilege or excluded them from access to power and privilege). In addressing this type of comment, it is important to emphasize that the whole process of creating a culture of inclusion is about ensuring that everyone has access and that the process is not about attacking any one person or identity.
- Another strategy would be to host a Board Training on unconscious bias, to look at how each of us is impacted unconsciously in our decision-making on a daily basis. This puts the focus on our unconscious bias and may shift the conversation to how can we all shift our unconscious bias when it excludes others

**Challenge:** Change takes time and energy

- *"Haven't we done enough of this diversity and inclusion work already? We've been at it for a year already! We never have time for anything else!"*

**Strategy:**

- Engaging in Diversity, Equity and Inclusion (DEI) work takes lots of time and energy (but the end result is worth it!). It is important, however, to maintain a healthy balance in the work that you are doing with your board. Set realistic goals for yourself about the DEI work. Celebrate small milestones and look back on how far you have come. Always keep moving forward but at a pace that allows time and space for your board to engage in all of the important work that they have set before them.

**Challenge:** Complacency

- *"We're good - we've got a good organization, lots of diversity, everyone likes each other. Why would we need to do work on building a culture of inclusion? We've arrived. We never have any issues."*

**Strategy:**

- Not everyone sees the need for building a Culture of Inclusion. If you are someone who has historically been included and held power and privilege, you may have a particular perspective. Equally, if you are a person from an under-represented group, you may also have learned not to question the status quo, and have learned to feel satisfied with the way things are because to question the status quo isn't something that you feel safe doing. This scenario is one of the most challenging ones because it requires disruption, clearly demonstrating to board members the different ways in which their actions or lack of actions are unintentionally excluding some board members. This needs to be done in a way that disrupts practice but doesn't destroy the existing community. In a case where no one on the board has identified a need, and the conversation hasn't been started, it may be helpful to invite an external consultant or facilitator in for an initial conversation. The starting off point should always be strengths-based and focused on what is the board already doing well. From there, the facilitated conversation should move to how can we be more inclusive.

# Best Practices in Building a Culture of Inclusion

- Develop a Clear Purpose Statement
- Cultivate a Community of Learning
- Create an Intentional Dialogue
- Acknowledge the Biases
- Embrace the Differences



## Best Practices in Building a Culture of Inclusion

### 1) Develop a Clear Purpose Statement

This could be incorporated into your mission statement and or could be graphically represented to show what an inclusive culture looks like for your board (within your organization).

### 2) Cultivate a Community of Learning

When people share their perspective, they often fail to share the facts or the experience that forms the basis of their thinking. Listen to their perspective and then ask for the facts or the experiences that have led them to believe as they do. People always have a reason for believing something, even if it's just a tradition, something their friends believe, or an experience that shaped their belief. Even if it's not "factual" there is some reasoning behind their belief. Understanding why they believe what they do will help you understand their perspective.

Keep an open mind.

### 3) Create an Intentional Dialogue

Creating a dialogue on building a culture of inclusion is a good way to ensure that progress continues.

Everyone on the governance board needs to take ownership of the discussion about diversity, equity and inclusion. Unless the whole board takes ownership of the conversation, the actions needed to create lasting change will be difficult.

*(continued on p.33)*



# Best Practices in Building a Culture of Inclusion

- Develop a Clear Purpose Statement
- Cultivate a Community of Learning
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- Acknowledge the Biases
- Embrace the Differences



## 4) Acknowledge the Biases

We all have biases, and it's important to acknowledge them so behavioral tendencies can be headed off at the pass. Talk about how recognizing one's own biases is an important first step; that everyone has them and can support each other in breaking them.

There is safety in doing things the same way, with the same people, the way it has always been done. In order to show value to difference, acknowledge and recognize great ideas, wherever they come from. Celebrate and communicate with your board how diversity and inclusion have impacted the important work of the board.

## 5) Embrace the Differences

We've talked about how disrupting the status quo can pose challenges. There is safety in doing things the same way, with the same people, the way it has always been done. In order to show value to difference, acknowledge and recognize great ideas, wherever they come from. Celebrate and communicate with your board how diversity and inclusion have impacted the important work of the board.



## Be Intentional



**Be Intentional.**

# Identify Champions



**Identify champions. Celebrate successes.**

# Incrementalism



**Relentless Incrementalism.  
Take it one step at a time, but keep doing it.**

## Choose Your Instrument



### Choose Your Instrument

Where will you start?

Conversation?

Assessment?

Policies?

Outreach?

Recruitment?

Term Limits?

## Measure



**Measure your progress. What gets measured gets done!**



**Thank you!**