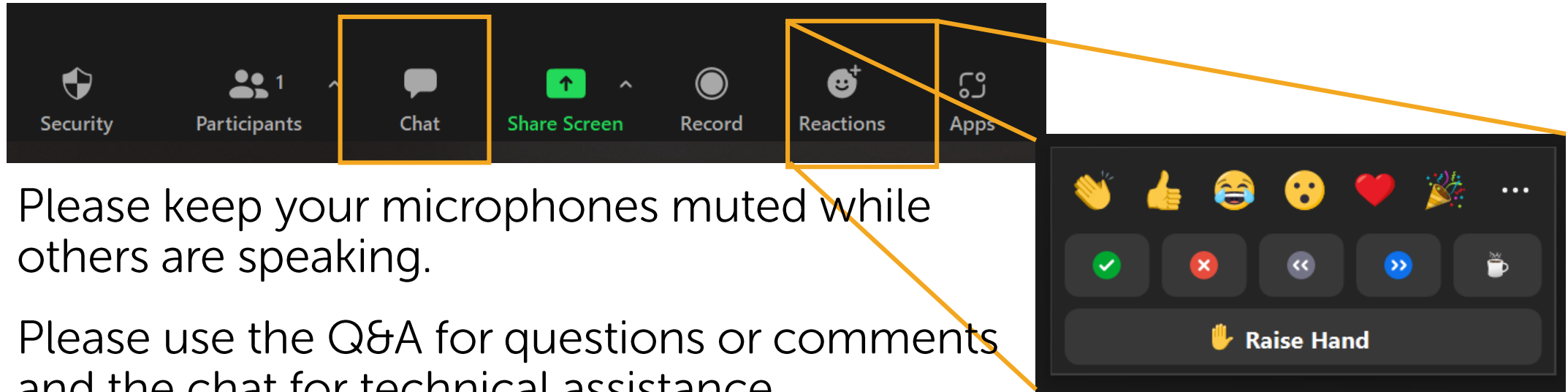# Welcome & Introduction

- Housekeeping

- Land Acknowledgement

- Speaker Introductions

- Reflections on Equity in Leadership | Cliff Ledwos

- Embedding Equity in Leadership & Teams | Nicole Kaniki

- Q&A / Discussion

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Improvement, and Change

Housekeeping

- Please keep your microphones muted while others are speaking.

- Please use the Q&A for questions or comments and the chat for technical assistance.

- Open the "reaction" button to access "raise hand" and other tools.

Acknowledgement of Traditional Indigenous Territories

We recognize that the work of the Alliance for Healthier Communities, our members, and the POPLAR Network takes place across what is now called Ontario, on traditional territories of Indigenous people. They have lived here since time immemorial and have deep connections to these lands. We further acknowledge that Ontario is covered by 46 treaties, agreements and land purchases, as well as unceded territories. We are grateful for the opportunity to live, meet and work on this territory.

Ontario continues to be home to vibrant, diverse Indigenous communities who have distinct and specific histories, needs, and assets as well as constitutionally protected and treaty rights. We honour this diversity and respect the knowledge, leadership and governance frameworks within Indigenous communities. In recognition of this, we commit to building allyship relationships with First Nation, Inuit and Métis peoples in order to enhance our knowledge and appreciation of the many histories and voices within Ontario. We also commit to sharing and upholding our responsibilities to all who now live on these lands, the land itself, and the resources that make our lives possible.

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Introductions

Dr. Nicole Kaniki (she/her)
Director of Diversity, Equity and Inclusion in
Research and Innovation, University of Toronto

Cliff Ledwos(he/him)
Clinical Lead and Associate Executive Director, Access Alliance
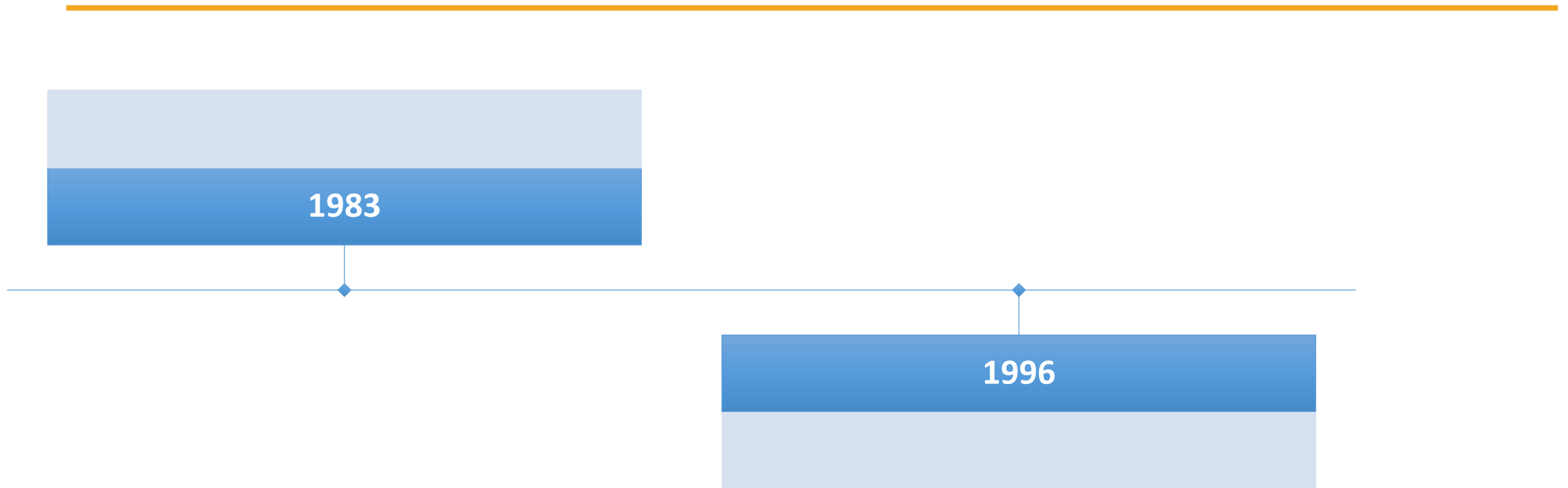Multicultural Health and Community Services

Equity, Diversity, and Inclusion in Teams and Leadership

Presented by:

Nicole Kaniki, PhD
Director EDI in Research and Innovation

July 25, 2022

UNIVERSITY OF TORONTO

DEFY GRAVITY

Where were you in...

1983

1996

Where were you in...

Segregated Black School

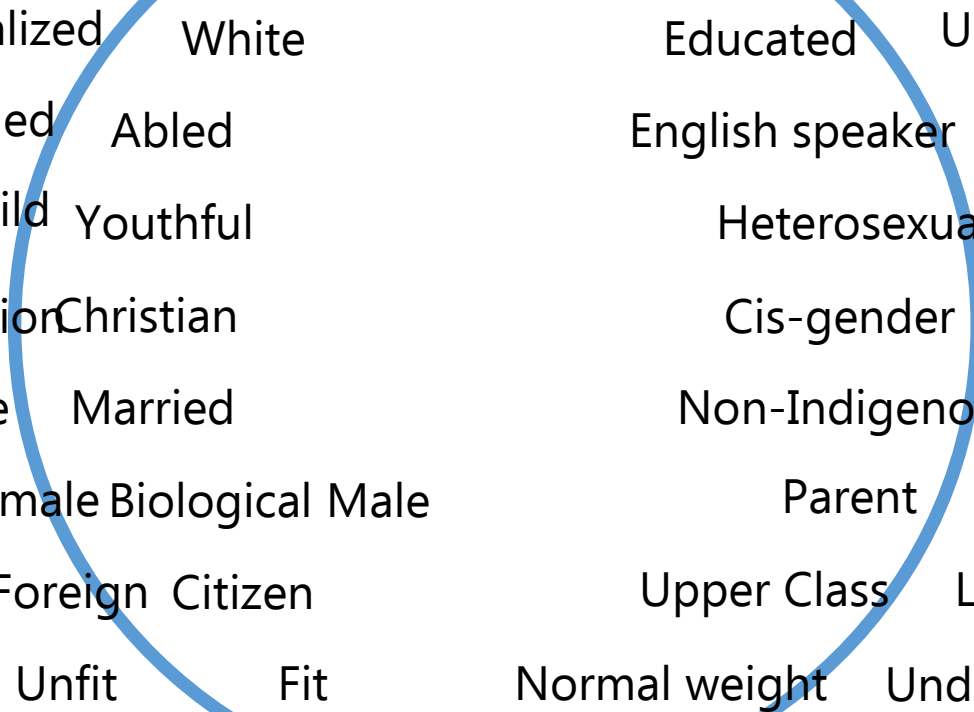**1983**

1996

Residential School

History of EDI: Where did it come from?

- Racism
  - Indigenous
  - Black
  - People of Color

- Sexism
- Homophobia
- Ableism

Power and privilege

Racialized   White   Educated   Uneducated

Disabled   Abled   English speaker   Foreign Language/Accent

Elder/Child   Youthful   Heterosexual   Gay/Lesbian/Bisexual/2 Spirit

Other religion   Christian   Cis-gender   Trans/Queer/2 Spirit

Single   Married   Non-Indigenous   Indigenous

Biological Female   Biological Male   Parent   Childless

Immigrant/Foreign   Citizen   Upper Class   Lower SE Class

Unfit   Fit   Normal weight   Under-/Overweight

Bias and schema

Bias - Prejudice in favor of or against one thing, person, or group compared with another, usually in a way considered to be unfair.

Unconscious bias - influence of implicit or unconscious assumptions in the assessment of individuals

Schema - Categorical assessment of individuals and relationships between individuals

Shape expectations and evaluations

Expectations and evaluations based on group identification lead to unconscious or implicit bias

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Unconscious bias

These biases are a by-product of environment and culture and are held even by people with strong commitments to fairness and diversity.

People may also hold biases against members of groups to which they belong (e.g., women may hold unconscious biases that affect their assessment of women candidates).

Types of biases

Stereotypes and Expectations

Affinity Bias

Confirmation Bias
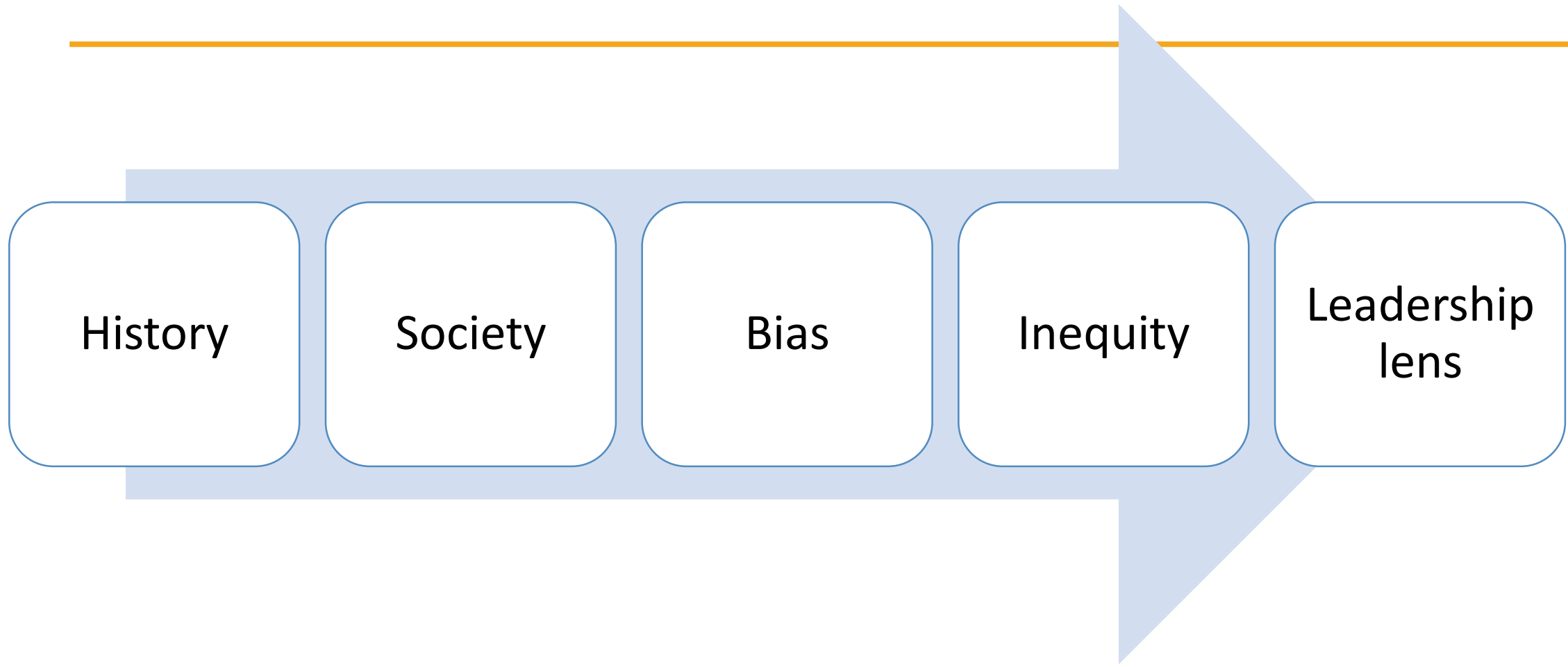
Benefit of the Doubt

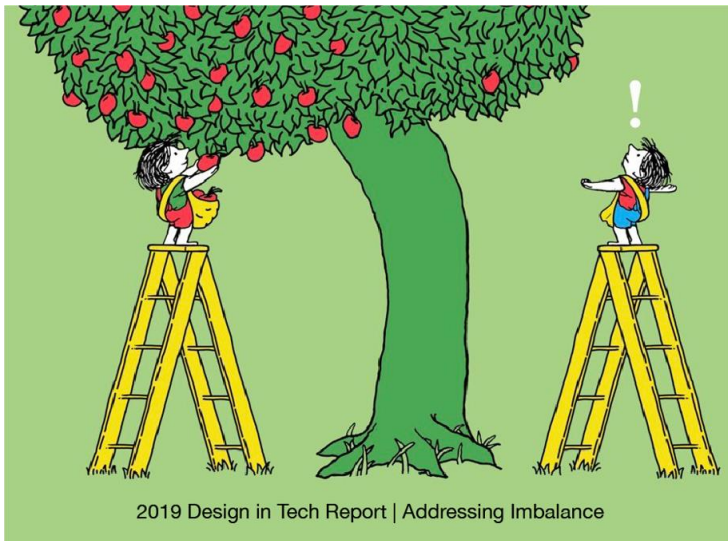Prove it Again

Understanding impacts of EDI in Leadership

History → Society → Bias → Inequity → Leadership lens

What is Equity, Diversity, and Inclusion?

Concepts: Equality vs. Equity vs. Justice


2019 Design in Tech Report | Addressing Imbalance

Equality

Equality means each individual or group of people are given the same resources or opportunities to succeed.

2019 Design in Tech Report | Addressing Imbalance

Equity

A promotion of fairness and justice for each individual by providing everyone with tailored necessary resources to overcome individual barriers that are a result of systemic forms of oppression.
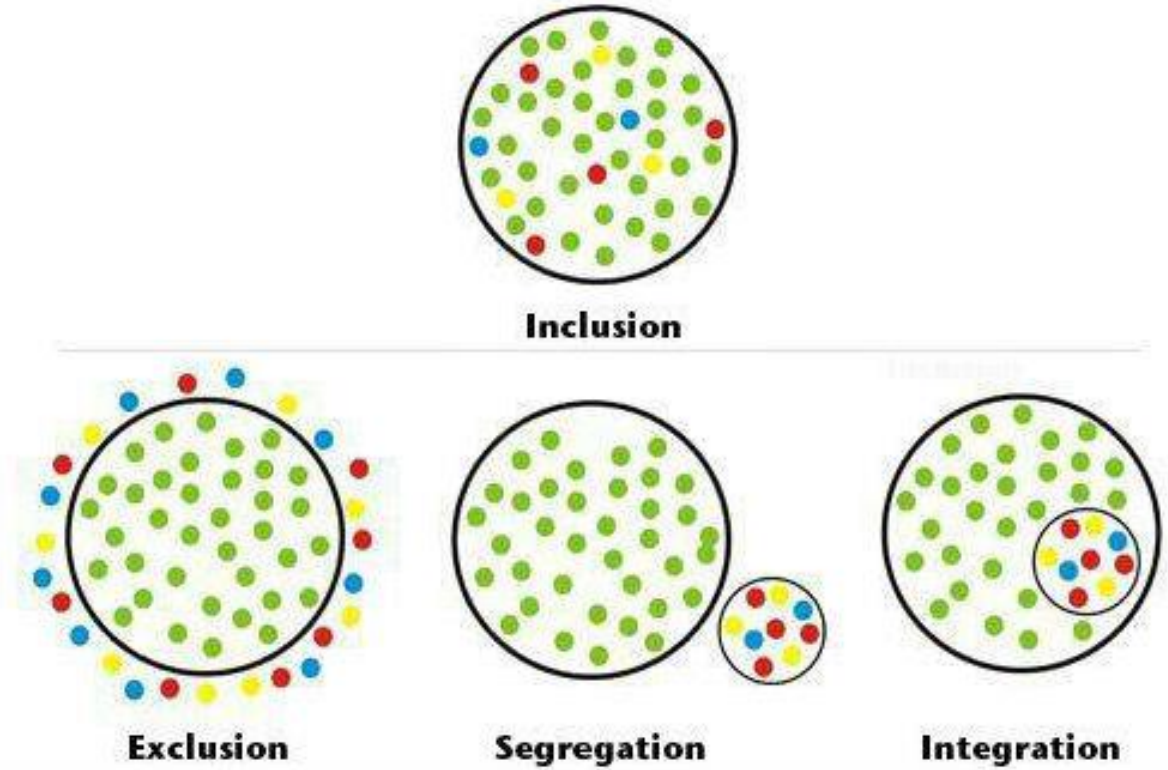

2019 Design in Tech Report | Addressing Imbalance
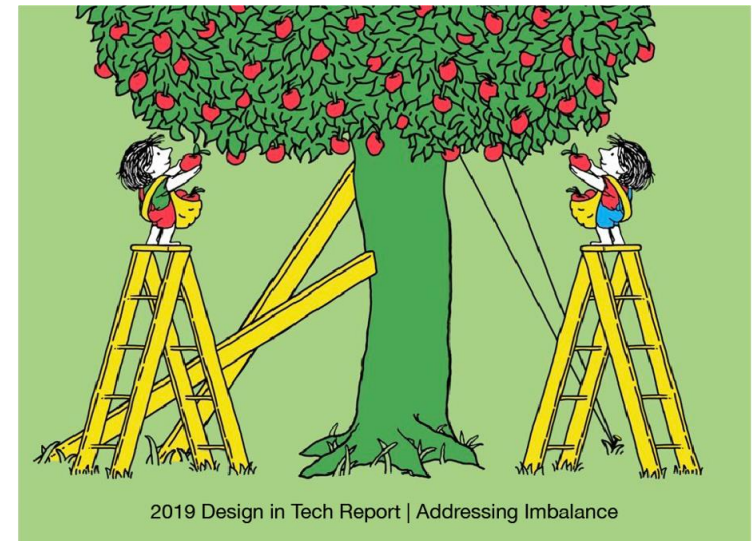
Justice

A collective responsibility to create a free and just society, to ensure that civil and human rights are preserved and protected for each individual.
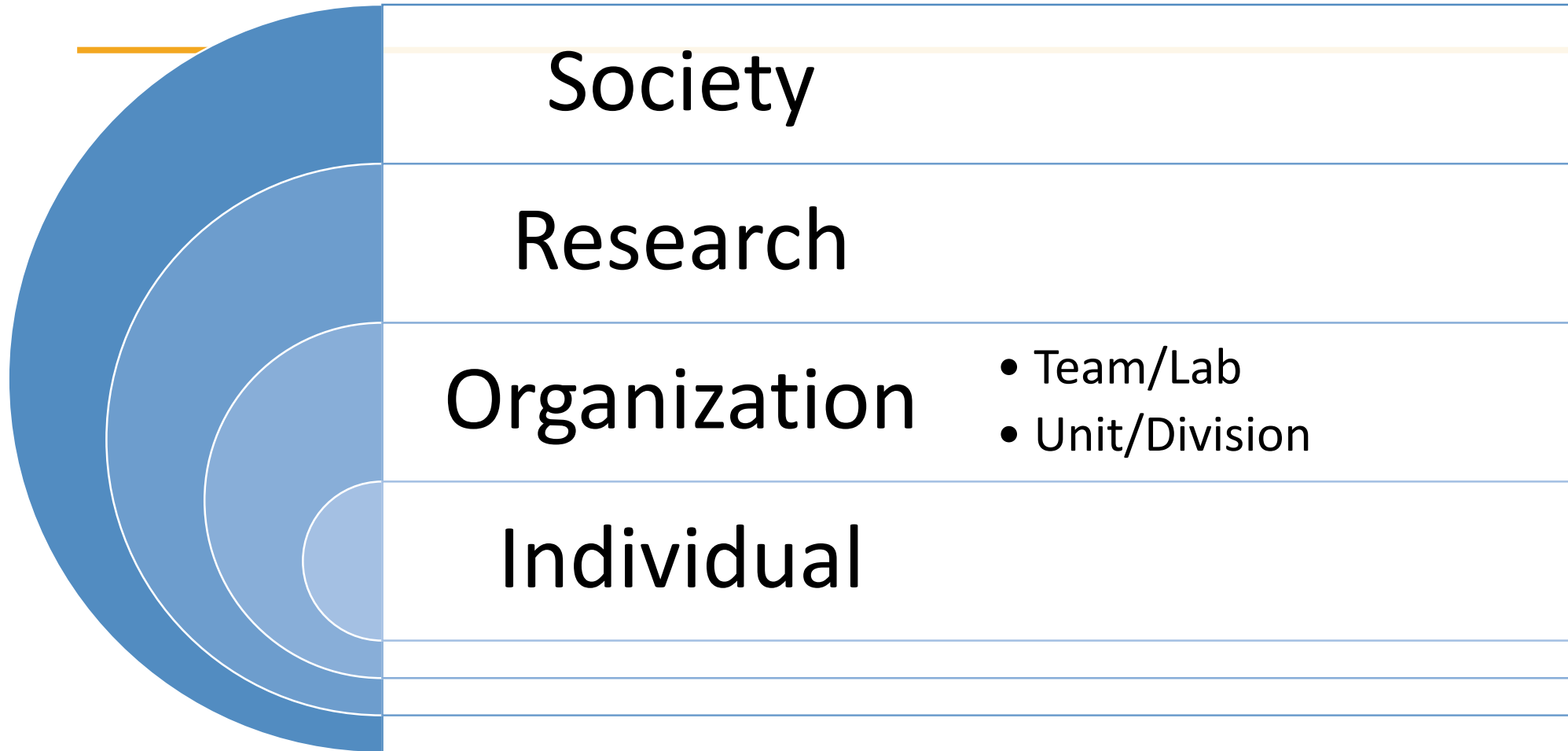
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Inclusion

Inclusion

Exclusion

Segregation

Integration

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Diversity

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Taking a structural approach to EDI in research

Society

Research

Organization
- Team/Lab
- Unit/Division

Individual

What is EDI in Research and Innovation

Research Environment

- Team composition
- Student/trainee recruitment & hiring
- Lab culture
- Mentorship/Sponsorship
- Community engagement & outreach

Research Process

- Research question
- Methods
- Data analysis
- Results & interpretation
- Knowledge mobilization
- Impact

Leaders and EDI

Knowledge

Courage

Tools

Questions to ask – Research Praxis

What assumptions am I making about underrepresented groups in my research question?

- How is the literature contributing to this?

How am I including underrepresented groups in my study population?

- Context matters
- Inclusion and representation matters

Does my data analysis approach make assumptions about underrepresented groups?

- Collection of demographic data
- Sub-group analyses

Does the reporting of my results perpetuate marginalization or inaccurate assumptions of underrepresented groups?

Will individuals from underrepresented groups be able to access my outcomes and are the results generalizable to a diverse population?

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EDI in Teams and Leadership: Best Practices

Creating an inclusive environment:

- Normalizing discussions on EDI issues
- Being intentional about making meetings, events, and initiatives diverse, accessible, and inclusive.
- The littles things make a big difference (e.g., Land acknowledgements, pronouns, team calendar with important holidays)

Intentional Diversity of Team

- Imperative to good governance and work – Visibly Invisible

Building EDI capacity

- Trainee recruitment, hiring, mentorship, and sponsorship

EDI Education and Training

EDI Metrics – What gets measured gets done!

Being A transformative leader

Knowing ourselves and reflecting on our complex and intersectional identities;

Being critically self-reflexive about power and privilege in ongoing ways

Challenging stereotypes and essentializing constructs of ourselves and others especially equity deserving groups;

Being willing to critically assess our biases, assumptions, expectations, intentions, and impacts of our choice and how they may unintentionally and negatively impact others (with special attention to marginalized groups);

Being conscious of our strengths and weaknesses, and seeking support when matters fall out of our expertise;

Knowing and expressing our agendas and our non-negotiables;

Supporting critical conversations including conversations around privilege, racism, colonialism and sexism;

Intervening when conversations become unsafe or assumptions need to be troubled.
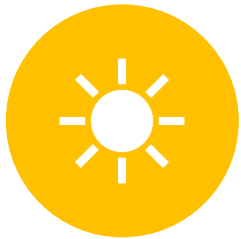
Leader responsibility

Bring the Out group In

Have a Vision

Create a Constructive Climate

Be able to build Cohesivness

Our Identities Matter

"Identity manifests in the way we lead, supervise, make decisions, persuade, form relationships, and negotiate the myriad of responsibilities faced each day. As individual leaders, we practice within norms, assumptions, values, beliefs, and behaviours originated in our multiple identities." (Sanlo & Chavez, 2013, p.3)

Thank you

Questions/Discussion

Please type questions into the Q&A panel and we will moderate them.

If you prefer, you may raise your hand and we'll call on you to ask your question aloud.

Thank you!

For follow-up questions:

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LHS@AllianceON.org

info@poplarnetwork.ca

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