



Breaking the Glass Ceiling: Promoting Professional Development and Leadership for Underrepresented Providers in the Health Care Professions

Michele Allen, MD, MS

Veenod L. Chulani, MD, MSED, FAAP, FSAHM

Michele A. Kelly, ScD, MSW, MA

Maria Veronica Svetaz, MD, MPH, FSAHM, FAAFP



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Learning Objectives



- Describe strategies to prepare and support underrepresented professionals and allies to address workplace inequities.
- Discuss and apply inclusive leadership and traits.
- Describe approaches to address racism and structural biases in workplaces to promote systemic change.



Flow



- The Call for NDRE Professionals 10 min
- The Call for White Professionals 10 min
 - Ruth King Video 6 min
 - REFLECTIONS
- The Call for Leaders: Inclusive Leadership 20 min
 - Inclusive Leadership self-assessment 10 min
- Race Equity: Awake, Woke, Work 20 min
- Large Group Discussion 15 min



Audiences/Stakeholders

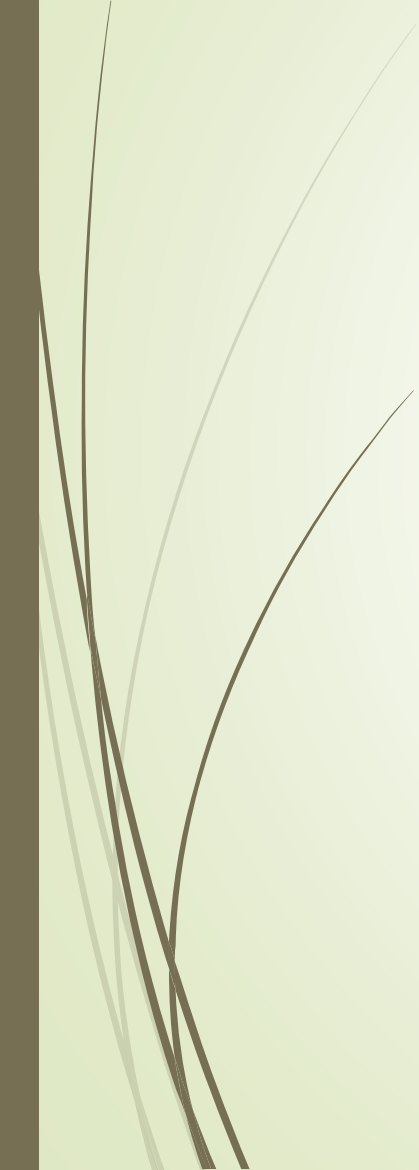
PEOPLE OF COLOR	WHITE
LEADER	NON LEADER

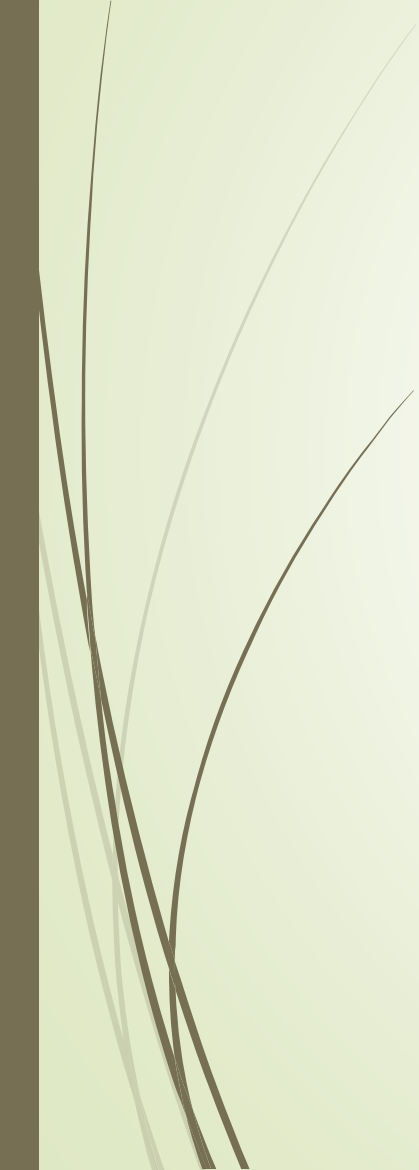


Current State Examined



What it means for POC (people of color)







Current State Examined

What it means for White Allies?





Diversity vs Inclusion

“Diversity is being invited to the party.
Inclusion is being asked to dance.”

Vernā Myers
Diversity advocate
& TED speaker

“We have to recognise that just because we have diversity doesn't mean we have inclusion. It's a challenge to get a seat at the table, but nothing really happens until you have a voice at the table. It's very important to help colleagues have a voice.”

Billie Jean King
Tennis professional and
feminist activist



Why Diversity and Inclusion in Leadership Matters



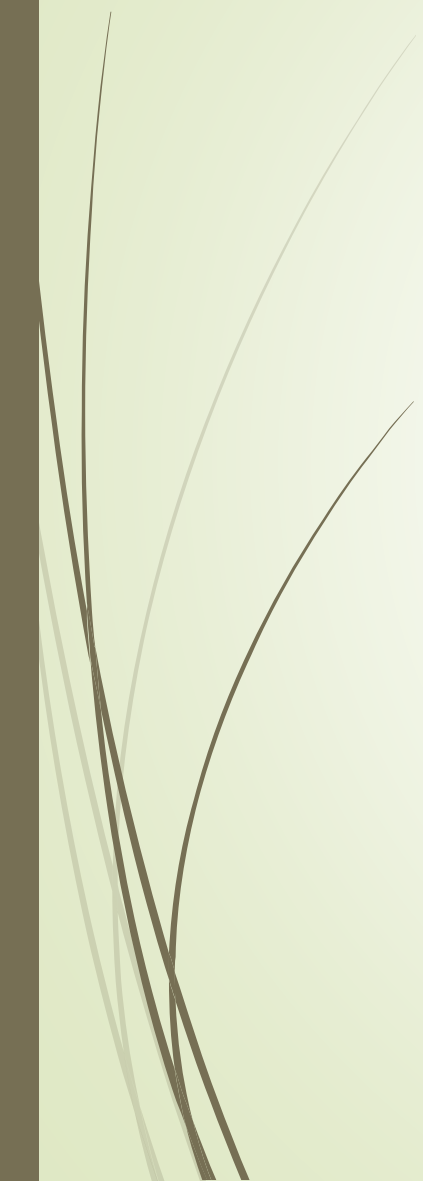


Changing the Leadership Paradigm: Inclusive Leadership



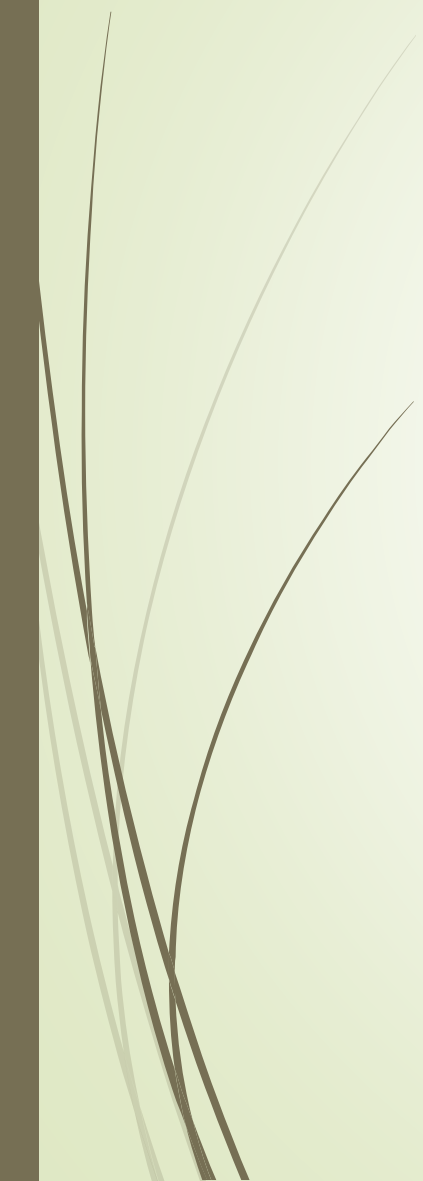


Inclusive Leadership

- ▶ Leaders who are aware of their own biases and preferences, actively seek out and consider different views and perspectives to inform better decision-making.
 - ▶ They see diverse talent as a source of competitive advantage and inspire diverse people to drive organizational and individual performance towards a shared vision.
- 



Inclusive Leadership

- ▶ Treating people and groups fairly based on their unique characteristics, rather than on stereotypes
 - ▶ Personalizing individuals: understanding and valuing the uniqueness of diverse others while also accepting them as members of the group
 - ▶ Leveraging the thinking of diverse groups for smarter ideation and decision-making that reduces the risk of being blindsided
- 



Inclusive Leadership

PUTTING ALL THIS INTO THE CONTEXT OF LEADERS,
INCLUSIVE LEADERSHIP IS ABOUT:

1

Treating people and groups fairly – that is, based on their unique characteristics, rather than on stereotypes.

2

Personalising individuals – that is, understanding and valuing the uniqueness of diverse others while also accepting them as members of the group.

3

Leveraging the thinking of diverse groups for smarter ideation and decision-making that reduces the risk of being blindsided.

SOURCE: DELOITTE™



Six Traits of an Inclusive Leader

Commitment

- “Why does this matter to me?”

Diverse and inclusive leaders align their personal beliefs to inclusion.

PERSONAL VALUES

This enables them to take steps to understand others' differences and ensure everyone is treated with fairness and respect.

Diverse and inclusive leaders understand the commercial value of their undertaking.

BUSINESS CASE BELIEF

This enables them to recognise diversity and inclusion as a business priority and take action accordingly.



Courage



BRAVERY

Diverse and inclusive leaders are agents for change.

This enables them to stand up for what they believe in, holding others to account when necessary.

HUMILITY

Diverse and inclusive leaders recognise their own strengths and weaknesses.

This enables them to admit their own mistakes and welcome challenge by others.



Cognisance of bias



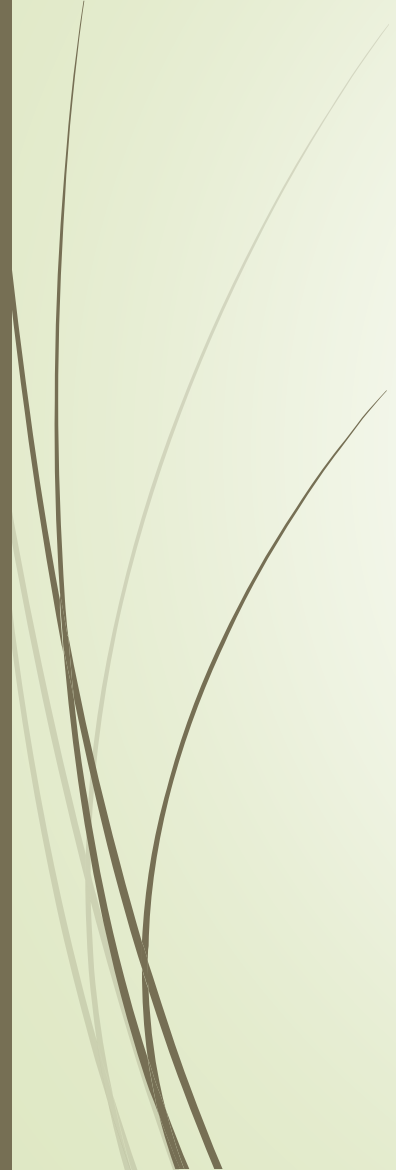


Curiosity





Cultural intelligence





Collaboration

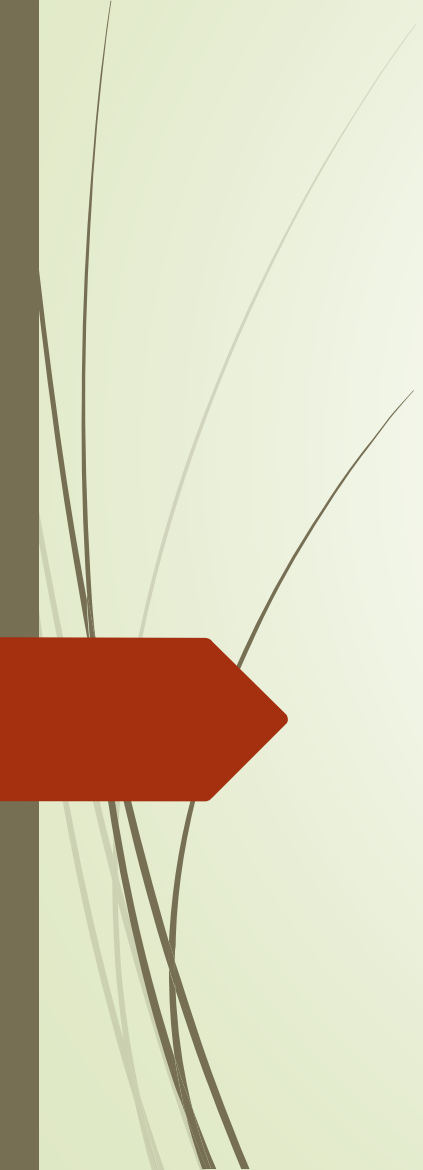






Inclusive Leadership Self-assessment Questions

Inclusive Leadership Personal Action Plan



Position paper

Racism and Its Harmful Effects on Nondominant Racial–Ethnic Youth and Youth-Serving Providers: A Call to Action for Organizational Change

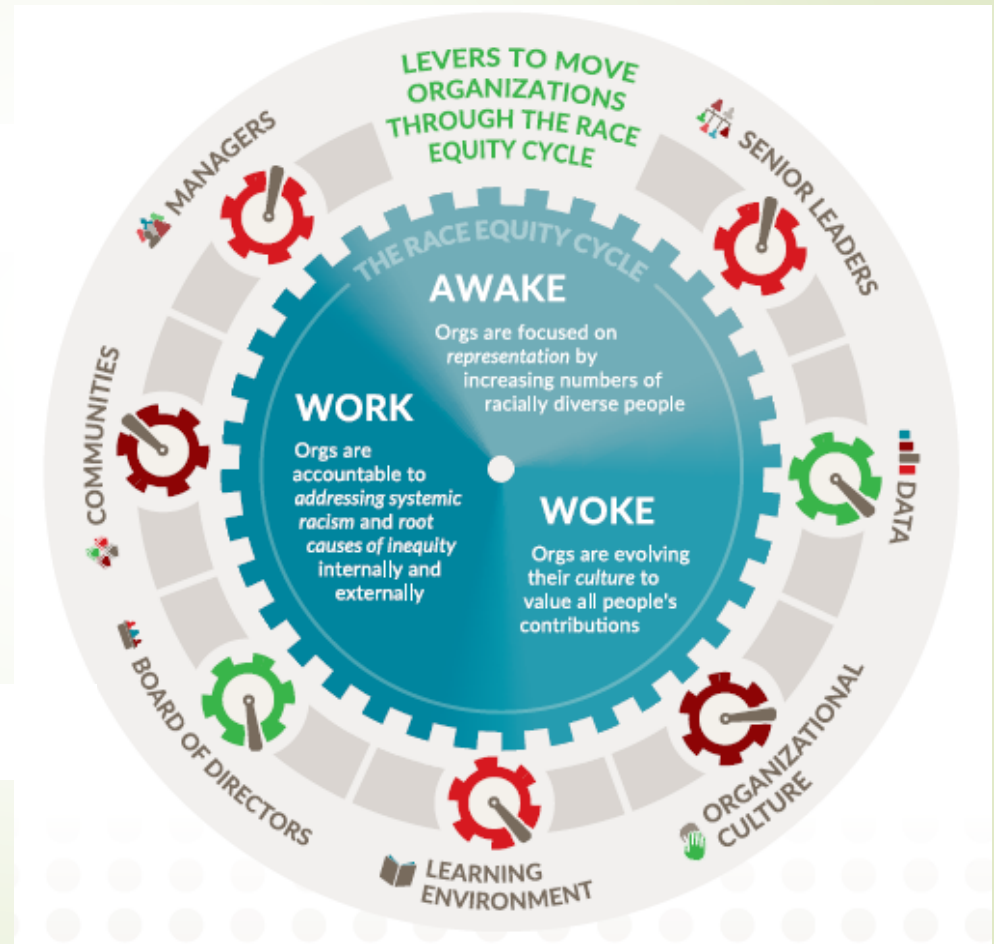
The Society for Adolescent Health and Medicine

- Organizations should reaffirm their commitment to justice and equity and actively develop, implement, and evaluate policies and processes to ensure that racism is not embedded systematically
 - Diversity policies and practices
 - Recruitment, admissions, retention, and professional development programs and initiatives that monitor for and avoid racism
 - Robust networks for support and mentorship
 - Representation in leadership positions
 - Promotion of an environment with inclusive speech and open, transparent discussion about power and race
 - Regular training on diversity and equity

Building a Race Equity Culture

Race Equity Culture (n):

One that is focused on proactively counteracting race inequities inside and outside of an organization





Race Equity Culture: How to Get Started

- *Establish a shared vocabulary*
- *Identify race equity champions at the board and senior leadership levels*
- *Name race equity work as a strategic imperative for your organization*
- *Open a continuous dialogue about race equity work*
- *Disaggregate data*

The Role of the 7 levers:



SENIOR LEADERSHIP

Individuals in a formal leadership role



MANAGEMENT

Individuals who oversee operations of teams



BOARD OF DIRECTORS

Governing body of an organization



COMMUNITY

Populations served by the organization



LEARNING ENVIRONMENT

Investment in staff capacity



DATA

Metrics to drive improvements and focus



ORGANIZATIONAL CULTURE

Shared values, assumptions, and beliefs



Key Issues

- ▶ Aspire for SYNCHRONICITY:
 - ▶ Although an organization may identify overall with one stage of the Race Equity Cycle, on any given lever it may be at a different stage.
- ▶ Defining Critical Mass:
 - ▶ representation of people of color within an organization or at a certain level of leadership should be dependent on ,and reflective of, the demographics of the communities in with an organization serves or operates.



Large Group Discussion

