Using Innovation to Drive Equity Diversity and Inclusion

Women Connected 2016

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AGENDA

• About Ryerson
• Diversity – The Business Case
• Where are we?
• Innovation
• Barriers and Strategies
• Driving Change for Inclusion
• Lessons Learned
THE BUSINESS CASE

- Overcome the skills shortage and the war for talent
- Respond to increasingly diverse markets
- Promote innovation and creativity
- Increase employee satisfaction and reduce turnover
- Mitigate legal and reputational costs
Changing Markets - You’ve come a long way.....

- Mary Barra, CEO, General Motors, first female CEO of major automakers
- In 2014, 40% of new car registrants were female, and among young buyers women outpacing men (Edmunds.com)
- However, in 2013, still only 82% of new vehicles had dual vanity mirrors as standard (Chrome Data Solutions, 2013)

subtle differences women want what men want when buying a car, with
“I believe leadership diversity is a key success measure and the most visible evidence of an organization’s commitment to diversity and full inclusion. As a leader, one needs to strategically invest in the development of talent, objectively assess potential and take well-considered risks”

– Gordon Nixon, CEO, RBC

(November 5, 2012)
In Canada, women are underrepresented in leadership positions. In 2014, women represented only \textbf{19.0\%} of board members and \textbf{20.5\%} of senior managers in top companies headquartered in the GTA, despite representing \textbf{51.5\%} of the total population.
RESEARCH ON DIVERSITY
DiversityLeads, 2014

- Elected: 20.8% Women, 40.0% Visible Minorities
- Public: 11.8% Women, 39.2% Visible Minorities
- Corporate: 4.5% Women, 19.9% Visible Minorities
- Voluntary: 14.3% Women, 33.8% Visible Minorities
- Education: 19.6% Women, 41.4% Visible Minorities
- Government ABCs: 18.2% Women, 40.7% Visible Minorities

Overall: 12.8% Women, 32.5% Visible Minorities
Differences within sub-Sectors

• 40% of school trustees versus 25.7% of MPPs
• **Ontario ministries:** 44.4% have 40% in senior executives, 20.7% have none
• **Corporate Boards:** 4.3% had at least 40% women; 38.3% had none (Corporate Zeros)
• **Corporate executives:** 11.9% have at least 40% women, 25.4% have none
• **Voluntary sector:** 66.7% of foundations have at least 40% executives, 33.3% have none
<table>
<thead>
<tr>
<th>Survey Items</th>
<th>White/Caucasian Respondents % Somewhat/Strongly Agree</th>
<th>Visible Minority Respondents % Somewhat/Strongly Agree</th>
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<tbody>
<tr>
<td></td>
<td>Men</td>
<td>Women</td>
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<td>I believe “who you know” (or who knows you”) is more important than “what you know” when deciding who gets development opportunities in my organizations.</td>
<td></td>
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<tr>
<td></td>
<td>54%</td>
<td>60%</td>
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<td>I feel like I am held to a higher performance standard than peers in my organization.</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>33%</td>
<td>35%</td>
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<td>In my organization, people tend to recommend people of their own ethnicity for high-visibility assignments.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>9%</td>
<td>11%</td>
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The confidence gap starts as early as primary school. Grade 3 girls perform equally or better than boys in BOTH math and English, but boys are more likely to say that they are good at math.

Women tend to drop math in grade 10 and more so after grade 12 reducing career options
Fear of failure. “Smooth seas do not make a skillful sailor”. Trying and not succeeding does not make you a failure. Lessons from team sports.

“Women Don’t Ask.” Women are less likely to promote themselves and less likely to negotiate starting salary sacrificing over $500,000 in earnings over their career.
Some women face additional challenges to advancement.

Racialized women are outnumbered 7:1 in Toronto leadership roles even though they are equal in number.

Socio-economic status can also present a big barrier. Family networks help.

Disability, gender identity and sexual orientation, aboriginal status all compound the wage and leadership gaps.
In Canada, women still earn less than their male peers. In 2013, Canadian women working full-time earned 82.4% of men’s earnings. This number drops to 67.7% when combining full- and part-time workers.
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<th>DIVERSITY/INCLUSION</th>
<th>INNOVATION</th>
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[Diagram showing the relationship between Diversity/Inclusion and Innovation]
INNOVATION

• New products and services
• New initiatives or organizations
• New processes

“Creativity is thinking up new things. Innovation is doing new things.”

- Theodore Levitt

NOT JUST GADGETS, WIDGETS OR STEM!

Updated June 1, 2012
“Social” Innovation Serves Goals for Sustainable Development

1. No Poverty
2. No Hunger
3. Good Health
4. Quality Education
5. Gender Equality
6. Clean Water and Sanitation
7. Renewable Energy
8. Good Jobs and Economic Growth
9. Innovation and Infrastructure
10. Reduced Inequalities
11. Sustainable Cities and Communities
12. Responsible Consumption
13. Climate Action
14. Life Below Water
15. Life on Land
16. Peace and Justice
17. Partnerships for the Goals
Complex or “Wicked” Problems need Complex and Innovative Solutions

BARRIERS AND STRATEGIES

Individual → Organizational → Societal

Barriers/Drivers and Interventions at each level and between levels
Societal Level

- Organizations do not exist in a vacuum
- Cultural “carriers” reinforce values and stereotypes
- Legislative and regulatory barriers: e.g., definitions of spouse and marriage
- Policies: e.g. parental leave, universal daycare
- Socialization especially gender roles
- Media representation
Political blogs

Silver-Powers
One Liberal, one Tory, two perspectives on the latest in Canadian politics

Douglas Bell
Douglas Bell critiques the movers and shakers in Canadian politics

Spector Vision
Norman Spector blogs on politics, government and the mass media

Brian Topp
The NDP strategist takes a critical eye to Canadian politics

Andrew Steele
A look at the underlying trends and backroom strategies driving contemporary politics

Adam Radwanski
Out of Queen’s Park, what’s making news in federal and provincial politics

Bruce Anderson
Strategic consultant writes about contemporary politics and broader social trends

Blogolitics
A keen, visual take on the news
Dr. Condoleezza Rice, PhD
Former U.S. Secretary of State
Senior Fellow, Hoover Institution
Professor of Political Economy
Stanford University

Miss Representation Extended Trailer
Organizational Level

- “Hidden” job market and exclusion from informal networks
- Language and communication norms concerning “self-promotion”
- Lack of recognition of international credentials
- Catch 22: No Canadian experience
- Access to mentors and role models
Individual Level

- Cultural differences, e.g., communication and negotiation styles
- Some cultures value modesty, deference to authority, and economy of expression versus “self-promotion”
- Aspirations: Role models, media effects
- Socialization:
  - Grade three girls’ perception of their own performance
  - Women don’t ask
DRIVING CHANGE FOR INCLUSION

- Communicate **BUSINESS CASE**
- Promote real representation
- Advocate for diversity friendly policies
- Support knowledge building and sharing
- Align philanthropic practices and sponsorships
- Leverage procurement and purchasing power
Organizational Strategies and Practices

- Leadership and Governance
- Strong and Transparent Human Resource Practices
- Quality of Life and Organizational Culture
- Measure and Track Diversity
- Mainstream Diversity across the Value Chain
- Develop the Pipeline: Inspire the Next Generation of Diverse Leadership
# Culture eats strategy

<table>
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<tr>
<th><strong>ENTREPRENEUR</strong></th>
<th><strong>BUREAUCRAT</strong></th>
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<tbody>
<tr>
<td>Start with perception of an opportunity</td>
<td>Start with resources in hand (budget)</td>
</tr>
<tr>
<td>Bias toward action</td>
<td>Bias toward analysis</td>
</tr>
<tr>
<td>Make adjustment as they go</td>
<td>Formal structure</td>
</tr>
<tr>
<td>Build teams and informal networks</td>
<td>Work independently and autonomously</td>
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<tr>
<td>Focus on impact</td>
<td>Focus on traditional metrics</td>
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Assess Impact

“What gets measured gets done.”
– Peter Drucker

“Not everything that counts can be measured. Not everything that can be measured counts.”
– Albert Einstein
Develop Individual Capacity

- Help under-represented groups navigate the “unspoken rules”
- Networking, mentoring
- Affinity groups
- Soft skills development and cultural competency
- Shape aspirations
- “Lean in”
Be a changemaker

• Build your skills
• Use evidence (not the paralysis of analysis)
• Attitudes: be bold, be fearless, be optimistic, be resilient
• Make time to dream and think but focus on doing
• Build a coalition of the willing (not consensus)
• Self management: how to be effective
Use your sphere of influence to sponsor, mentor and advance inclusion.

- Executives
- Subordinates
- Peers
- Customers/Clients
- Vendors
- Home, School
- Consumption

You
LESSONS LEARNED

• Leadership: goals and strategy that responds to context
• Culture: say yes when you could say no. Intelligent risk taking.
• New processes and structures
• Collaborate to innovate: To go fast go alone. To go far build a team (but a fast team)
• Promote a bias towards action
• Leverage technology
• Assess and Evaluate
• Learn from successes and failures: Iterate. Pivot. Make it up as you go along.
“After years of analyzing what makes leaders most effective, and figuring out who’s got the Right Stuff, management gurus now know how to boost the odds of getting a great executive.... ....Hire a female.”

- Sharpe, Business Week, 2000
Because it's 2016
Of course, leaders need followers. Interpersonal skills ARE important.

But remember: http://youtu.be/6dynbzMIccw