



Leadership and Governance Toolkit

Tool 22: Resources

The following resources have been curated to help members of OLIP to expand and deepen their understanding of DEI in leadership and governance.

1. Diversity and Human Rights (DHR): Anti-Racism & Anti-Oppression Resources

- <https://www.uoguelph.ca/diversity-human-rights/educational-resources-training/anti-racism-anti-oppression-resources>

2. Project Implicit: Measuring your Implicit Bias

- <https://implicit.harvard.edu/implicit/>.

3. Impossible Burdens: White Institutions, Emotional Labor, and Micro-Resistance. Louwanda, Evans & Wendy, Leo Moore. Social Problems, 2015, 62, 439–454.

- This article explores the connections between white institutional spaces, emotional, labor, and resistance by illuminating the shared experiences of people of color in elite law schools and the commercial aviation industry. Based on in-depth qualitative data combined from two individual studies, we illustrate the processes by which white institutional spaces create a complex environment where people of color must navigate racial narratives, ideologies, and discourses, while simultaneously attempting to achieve institutional success to reap the material rewards of these elite institutional settings. In these distinct environments, people of color experience an unequal distribution of emotional labor as a result of negotiating both everyday racial micro-aggressions and dismissive dominant ideologies that deny the relevance of race and racism. As a result they must actively seek ways to engage in forms of resistance that promote counter narratives and protect themselves from denigration, while minimizing the risk of severe consequence. Our data suggest that a more nuanced conceptualization of resistance and the context in which resistance occurs is needed in, order to understand the everyday experiences of people of color.

4. Can Brief Video Trainings Reduce Bias and Improve Knowledge and Attitudes Toward Applicants with Disabilities? Ruggs, Enrica N. & McGonagle, Alyssa, K. Journal of Business and Psychology (2023) 38:305–326.



- We developed and examined the effectiveness of three types of video interventions to mitigate bias toward individuals with disabilities in the workplace. Based on theory and research, we developed (1) an education video that provided knowledge about disabilities in the workplace, (2) socialization videos that provided experiences of employees with disabilities, (3) a combined education and socialization video, and (4) a control video about workplace diversity broadly. We conducted two randomized controlled trial studies (study 1 N = 202; study 2 N = 286) with outcome measurements pre-intervention, immediately post-intervention, and one week post-intervention. Outcomes included knowledge and awareness about disabilities in the workplace, attitudes toward individuals with disabilities, and ratings of hypothetical applicants with mental health and physical disabilities. In study 1, compared to the control video, positive changes were observed in knowledge and awareness for the education and combined videos and cognitive attitudes for the socialization video. The education video also demonstrated improvement in a hiring scenario rating for a hypothetical job applicant with a mental health disability. In study 2, we observed evidence that the effectiveness of socialization videos' bias reduction may be contingent upon the type of disability portrayed in the video corresponding with the hypothetical applicant being rated. Our findings imply that it may be possible to reduce hiring bias against people with disabilities through the short video interventions if evaluations of job applicants are made very soon after an intervention is presented. Positive benefits decay over time; therefore, it is important for organizations to go beyond such measures.

5. **Studies show marginal improvements on DEI among nonprofit staff.** King, Nicholas. **Non-Profit Business Advisor.** March 2023.
6. **Boards must delve deeper to reap benefits of diversity.** Non-Profit Business Advisor. December 2012. Issue 279.
7. **Overcoming Bias in The Workplace.** Summer 2022. Williams, Joan C. & Boginsky, Mikayla.
8. **Antiracism and Community-Based Participatory Research: Synergies, Challenges, and Opportunities.** Paul J. Fleming, PhD, MPH, Lisa Cacari Stone, PhD, MA, MS, Melissa S. Creary, PhD, MPH, Ella Greene-Moton, Barbara A. Israel, DrPH, MPH, Kent D. Key, PhD, MPH, Angela G. Reyes, MPH, Nina Wallerstein, DrPH, MPH, and Amy J. Schulz, PhD, MPH, MSW. **American Journal of Public Health.** 2023;113(1):70–78.



- Structural racism causes stark health inequities and operates at every level of society, including the academic and governmental entities that support health research and practice. We argue that health research institutions must invest in research that actively disrupts racial hierarchies, with leadership from racially marginalized communities and scholars. We highlight synergies between antiracist principles and community-based participatory research (CBPR), examine the potential for CBPR to promote antiracist research and praxis, illustrate structural barriers to antiracist CBPR praxis, and offer examples of CBPR actions taken to disrupt structural racism. We make recommendations for the next generation of antiracist CBPR, including modify health research funding to center the priorities of racially marginalized communities, support sustained commitments and accountability to those communities by funders and research institutions, distribute research funds equitably across community and academic institutions, amplify antiracist praxis through translation of research to policy, and adopt institutional practices that support reflection and adaptation of CBPR to align with emergent community priorities and antiracist practices. A critical application of CBPR principles offers pathways to transforming institutional practices that reproduce and reinforce racial inequities

9. Diversity isn't a quota system; it's a value system. Graham, Larry. Editorial & Publisher. December 2022.

- www.editorandpublisher.com/diversity

10. Cultural Intelligence as a Core Competence of Inclusive Leadership. Paiuc, D. (2021). Cultural Intelligence as a Core Competence of Inclusive Leadership. Management

- We live and work in a fast-paced multicultural world where change is becoming a new constant. In this context, in which racially and ethnically diverse companies are 35% more likely to perform better, inclusive leadership's role becomes crucial. Knowing to handle and fructify diversity and inclusion (DI) is now crucial for any multicultural businesses' expansion and development. On the other hand, cultural intelligence (CQ) refers to relating and working effectively and efficiently in culturally diverse situations. The purpose of this paper is to study and present a systematic bibliometric literature review focusing on cultural intelligence as a core enabler of inclusive leadership (IL). Our findings, rooted in the Web of Science Core Collection database and powered by VOSviewer bibliometric software, demonstrate that cultural intelligence is not only a main competence for both multinational leadership and global management but also a primary facilitator of inclusive leadership. Concretely, this research visually indicates a comprehensive direct link of the fields relating to CQ on one side and the ones related to multicultural and inclusive leadership on the other side. The bibliometric analysis is



supposed to provide a solid reference for practitioners and researchers in multinational inclusive leadership's new needed competencies.

11. 13 Ways Leaders Are Addressing Imbalances Of Power In The Workplace. Compiled by Brett Farmiloe. Leadership Excellence by HR.com. February 2023.

12. Diversity Doesn't Stick Without Inclusion. Sherbin, Laura & Rashid, Ripa Rashid. Harvard Business Review. February 1, 2017.

13. How to Build an Anti-Racist Company: A playbook for fostering diversity, equity, and inclusion. Harvard Business Review. May-June 2022. White, James. D.

- **THE IMPETUS:** Following the murders of Breonna Taylor, George Floyd, and too many others, and the wave of protests that ensued, executives across America have an urgent mandate to combat systemic racism and bring full diversity and inclusion to the organizations they lead. **THE OPPORTUNITY:** As businesses rebound from pandemic-related disruptions, leaders have a brief window in which to reimagine how they approach the workforce. **THE STEPS TO TAKE:** Leaders should embark on a listening tour across their organizations. They can then seek the support of senior executives, audit the culture, document what's already happening to advance diversity and inclusion, and establish ways to measure progress. Finally, they should form "action learning teams" and develop and communicate an action plan.

14.5 Proven Ways To Shatter Implicit Bias In The Workplace. Wilson, Terron. Leadership Excellence by HR.com. October 2022.