



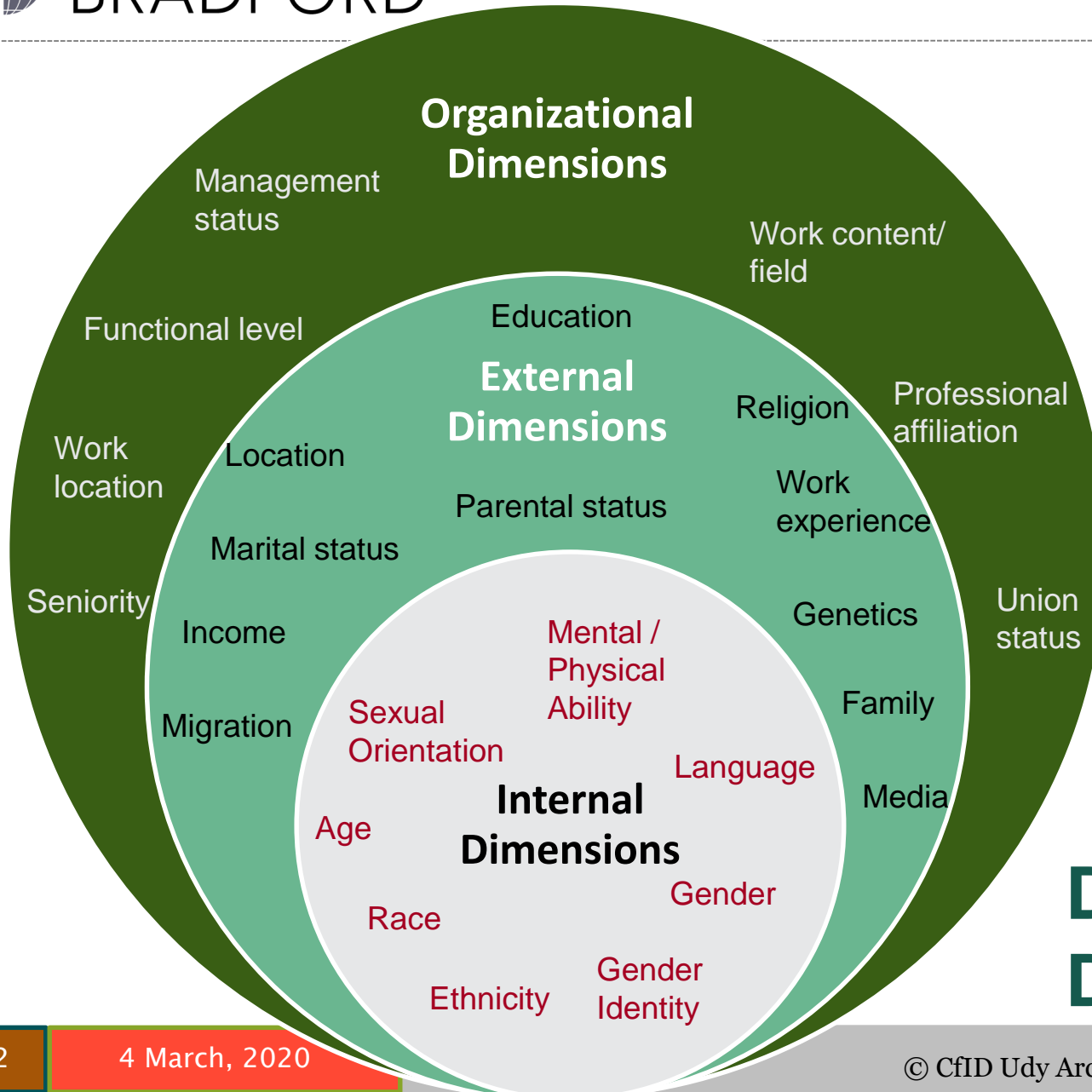
# Institutionalising Gender Equality in Universities

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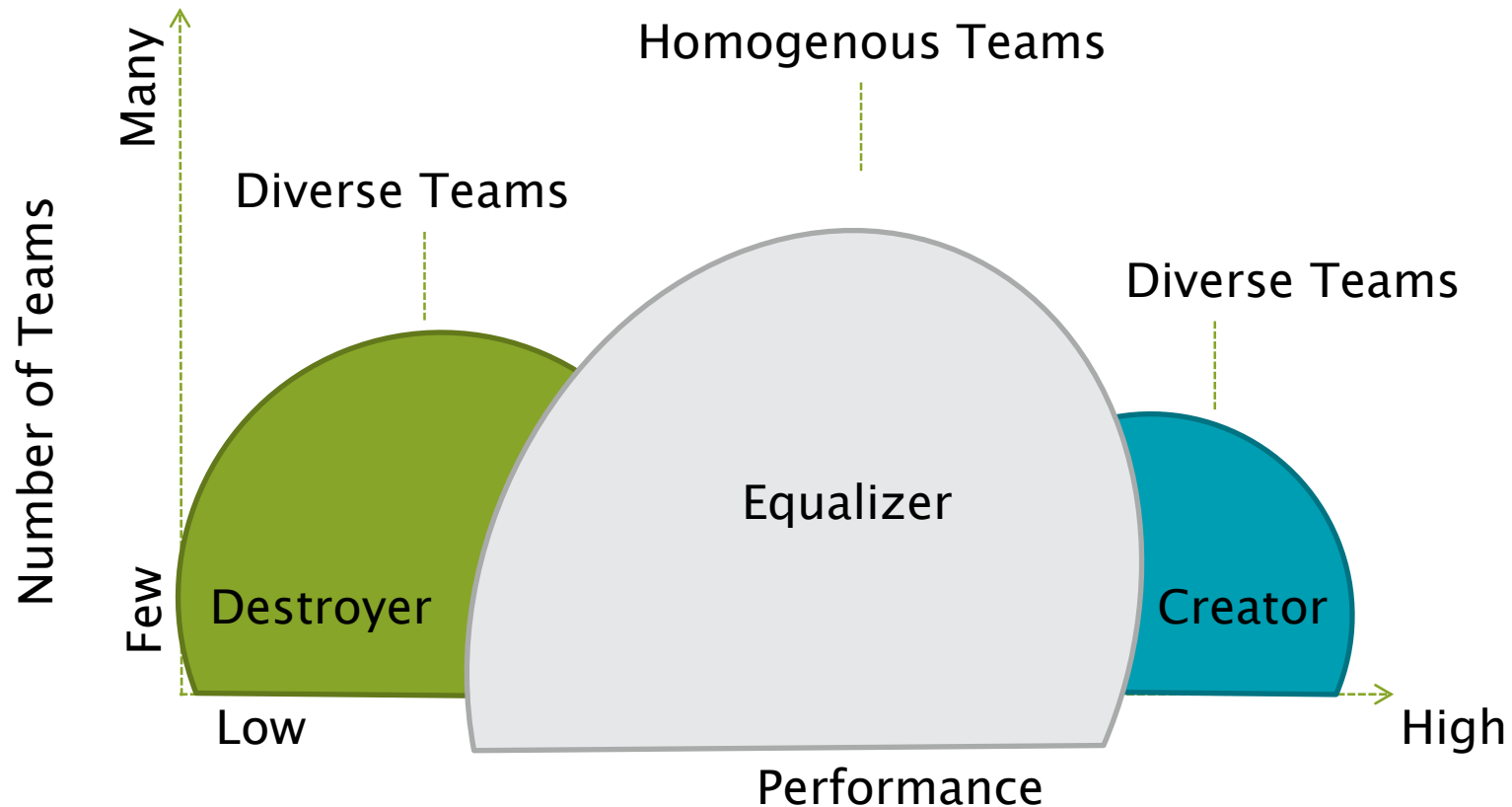


- We are all similar and different on a variety of dimensions, which make each of us unique.
- We have both **physical** and **cultural** points of difference
- We all have learned societal biases about others' dimensions that need to be acknowledged and transcended through learning, compassion, forgiveness, and healing.

## Dimensions of Diversity



# What does Diversity Create?



Source: DiStefano, J. J., & Maznevski, M. L. (2000). Creating value with diverse teams in global management. *Organizational Dynamics*, 29, 45-63.



# Institutionalising Gender Equality

Diversity as  
an initiative



Leveraging  
diversity





# Transformational Diversity





# Transformational Diversity

Breakthrough performance

Greater effectiveness

More than sum of it's parts

New levels of success

Beyond current limits

Requires higher levels of competence



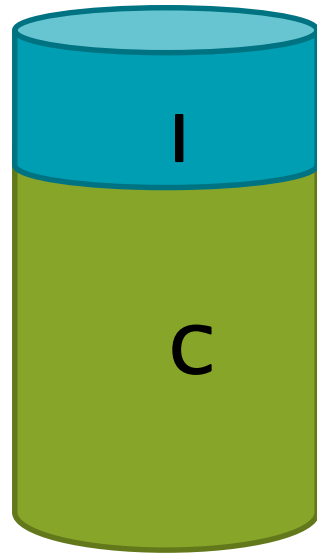
# Cultural competence

- **Individuals** – Being capable of functioning effectively in the context of cultural difference; the ability to think, behave **and deliver effective services** across cultural barriers such as age, ethnicity, beliefs, class, sex, citizenship and employment status.
- **Organisations** – A set of congruent practice skills, attitudes, politics, and structures, that come together in a system or agency or among professionals and enable that system or that agency or those professionals to work effectively in the context of cultural difference
- Is the responsibility of the total **system**



$$\text{Performance} = \text{Capability} - \text{Interference}$$

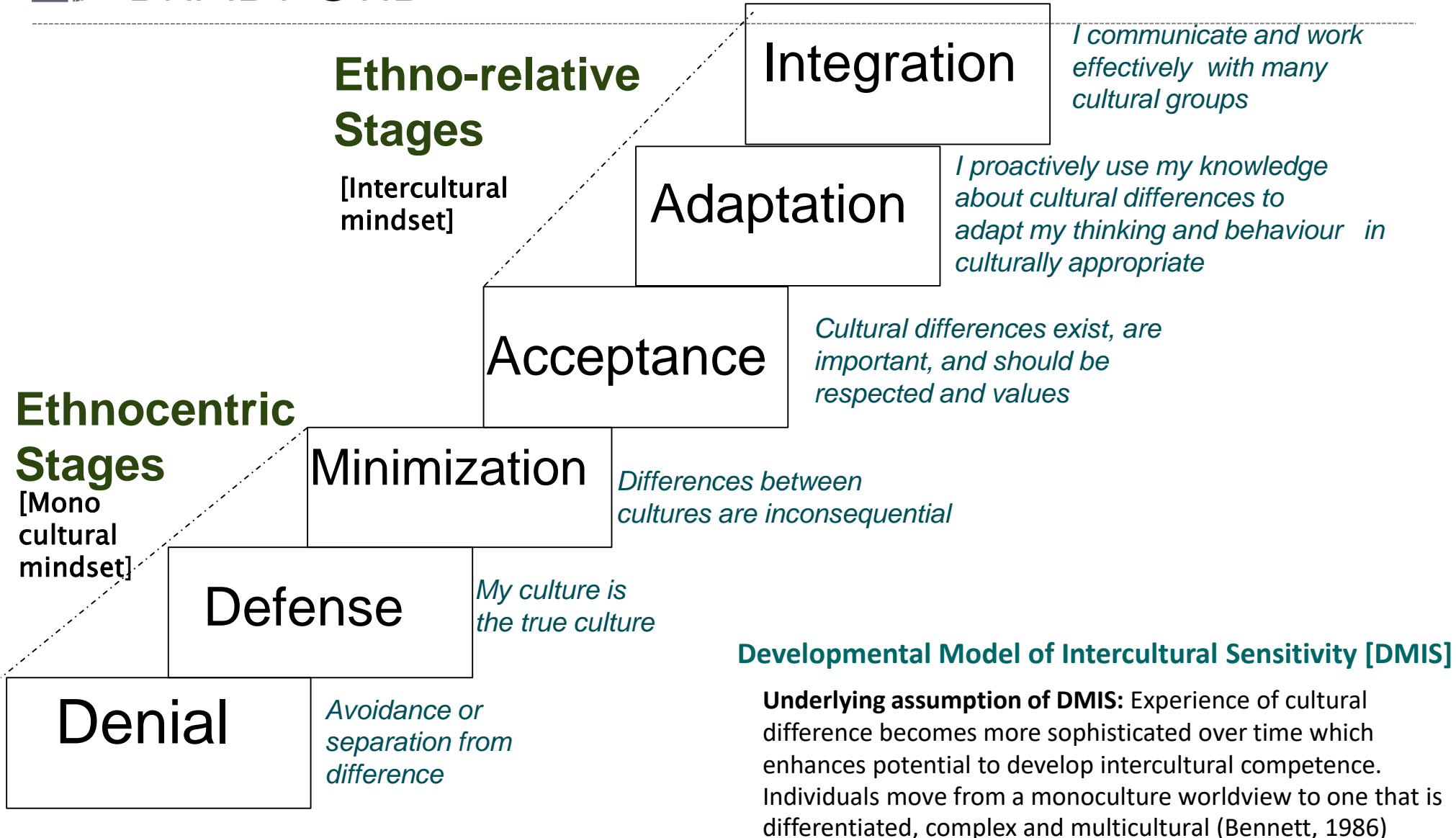
Lessen the  
interference of  
Unconscious Bias



Increase the ability of  
Cultural Competence *[Ability to  
Interact effectively across difference]*

Steven Kerr, USD CLO for GE







# Developing cultural competence is a process

- **Cultural competence is not acquired quickly or casually, rather it requires an intentional examination of one's thoughts and behaviours**
- **The first step toward becoming culturally competent is realising that you probably are not**
- Continued self-awareness and reflection of one's own cultural background and experiences,
- Supports increased awareness and appreciation of cultures of others,
- Recognizes the differences in cultural backgrounds and experience between self and clients and respects the client's cultural world in the work,
- Involves continuous attention to cultural awareness, knowledge acquisition, and skill development (Lum, 2007), and
- Includes awareness and attention to the relational nature of the interaction between social worker and client – cross cultural competence (Lee, 2010).

*Cultural competence does not rest solely with and in the individual.*



# Addressing biases

## Individual level

- Recognise that we all have biases
- Make eliminating bias a goal
- Don't be complacent
- Adopt the Platinum principle
- Reducing our levels of bias: turning theory into practice
  - Challenge stereotypes and counter stereotypical information
  - Use context to explain a situation
  - Change perception and relationship with out-group members
  - Be an active bystander
- Look at the strategies which have been used by psychologists and think about how to turn them into real life practice

## Organisational Level

- Ensure policies and processes are designed to mitigate the impact of bias wherever possible
- Recognition of implicit bias must not replace acknowledgement that explicit bias and discrimination exist and continues to be an issue
- Look for evidence – examine existing data and analyse where bias may be having an impact
- Create a culture of equality and ensure transparency
- Reduce stereotypes; present a positive image of all groups

*'No intervention is too small'*

# Inclusive Leadership: A tool for organizational change

Homogenous  
(One culture)



Heterogeneous  
(Multiple cultures)

- Demographics have changed
- Traditional leadership model is ‘non effective’
- Hierarchical (vertical) corporate structures are less effective and incompatible with multiple cultures
- Horizontal structures requires relationship building and shared responsibility



**Distributive / shared / inclusive leadership**

# Inclusive Leadership

A leadership style which embraces, encourages and taps into the creativity and ideas which come about in non homogeneous groups

*Opportunity Now – <http://diversity.bitc.org.uk/>*

A comprehensive management process that addresses the organisation's infrastructures to create an environment that enables **all** members of a workforce to be productive, without advantaging or disadvantaging *anyone*

Inclusive leadership has two components

- *As an individual* – setting a tone for diversity
- *As a power in the infrastructure* – eliminating structural inequality



## THE LINKAGE INCLUSIVE LEADERSHIP ASSESSMENT MODEL™



## Framework for change

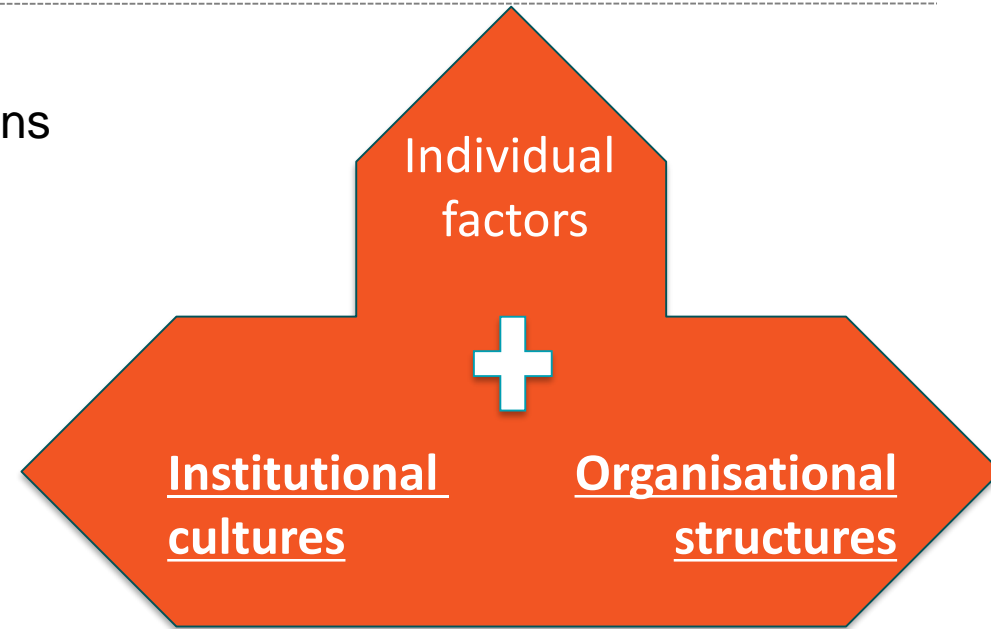
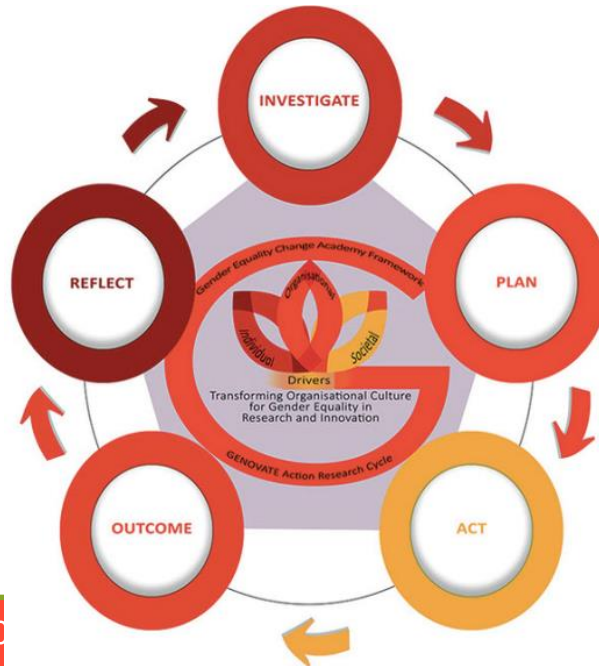
- **Vision** – set out why inclusive leadership matters to your business and set achievable targets
- **Lead** – build a group of sponsors from across the business
- **Develop** – put inclusive capabilities into the core of management and leadership
- **Embed** – make inclusive leadership sustainable by embedding in day-to-day process
- **Evaluate** – track impact and ensure accountability at the senior level

## Critical Success Factors

- Establish senior leaders and managers as sponsors and role models for inclusive leadership
- Build a group of change agents equipped to embed inclusive leadership
- Position inclusive leadership as part of an overall organisational programme of change
- Create structural equality and ‘de-bias’ organisational practices and procedures

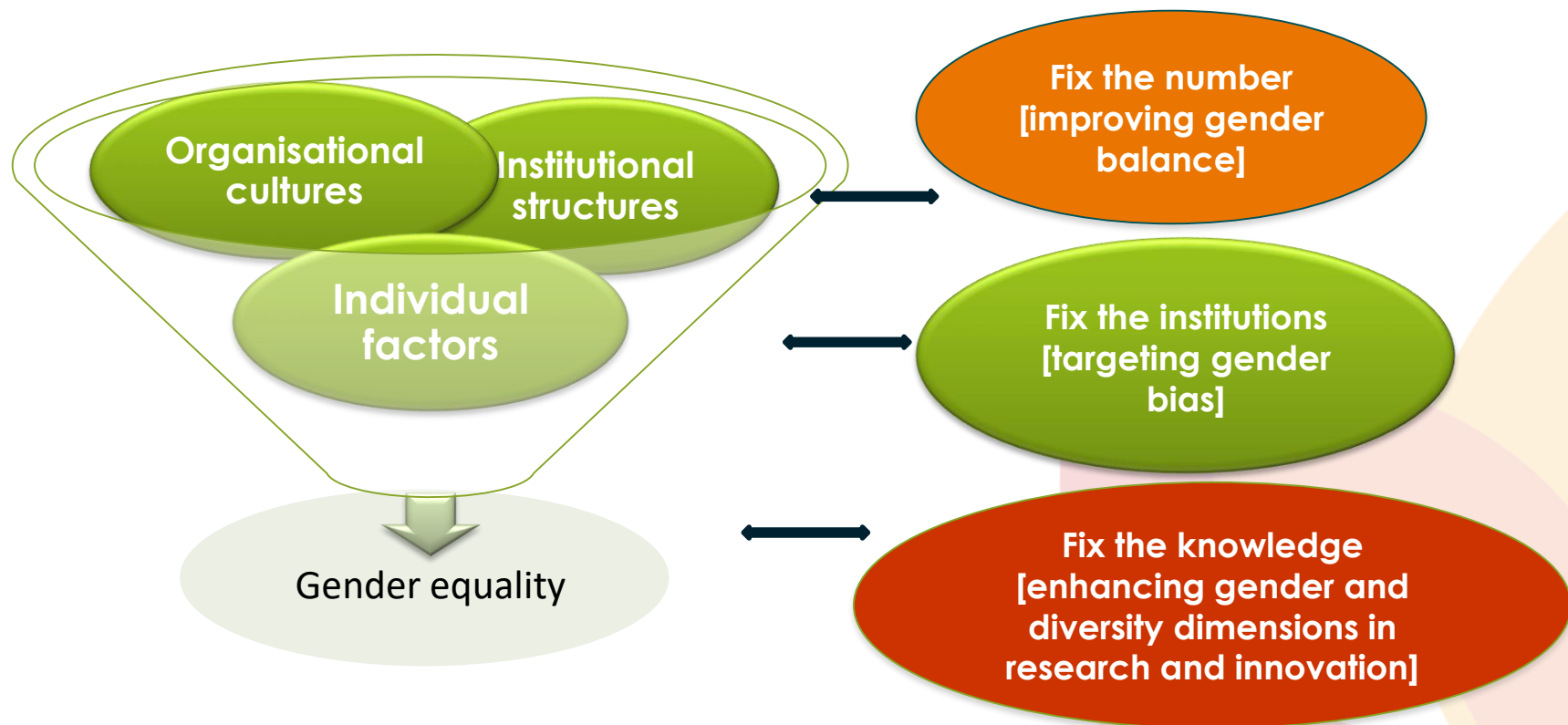


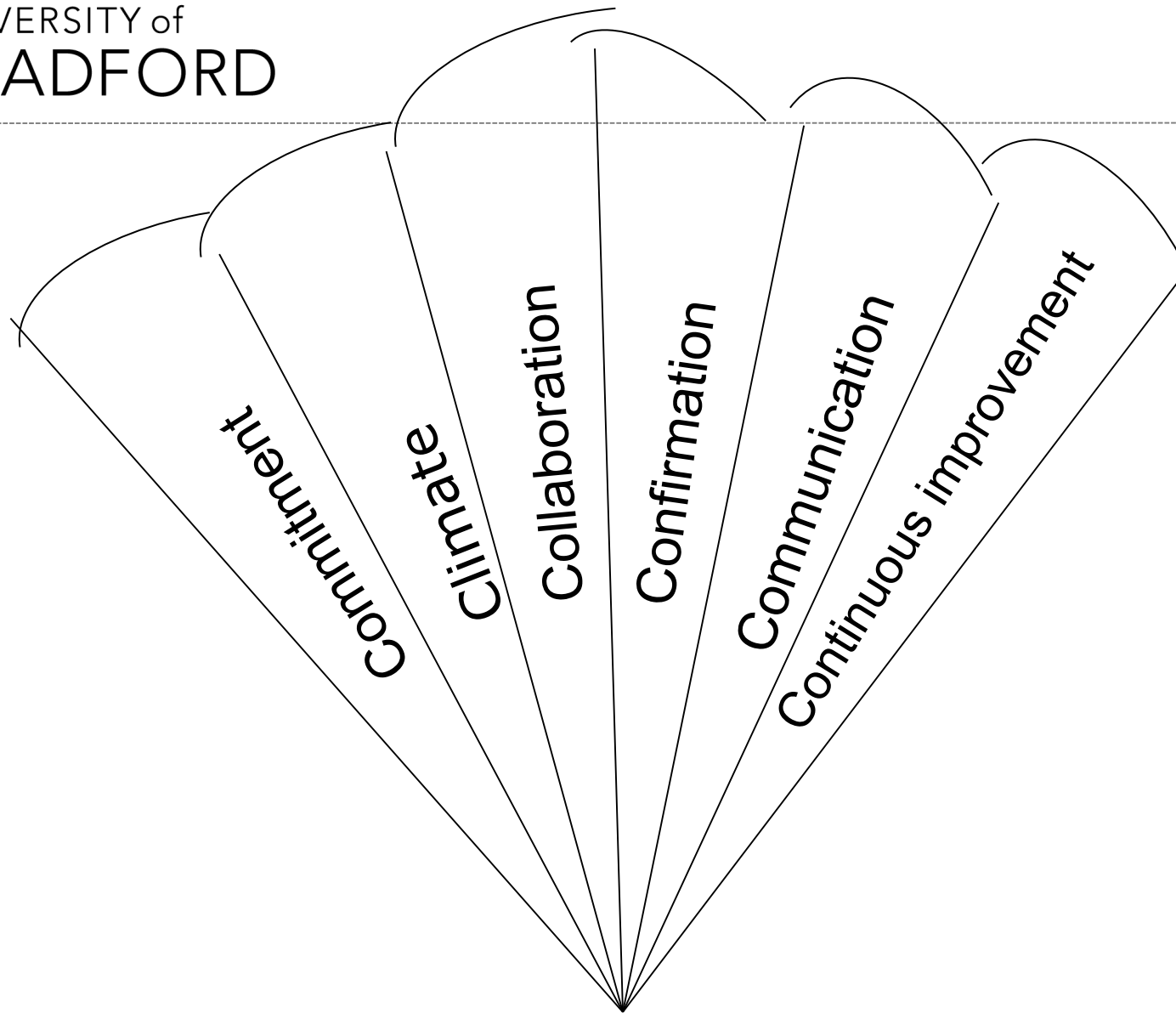
- Action research
- Implementation of Gender Equality Action Plans [GEAP] in 6 European Universities
- Contextualised approach
- Ongoing knowledge exchange
- Ongoing participatory evaluation
- GENOVATE model for Gender Equality in Transforming Research and Innovation



<http://www.genovate.eu/resources/>







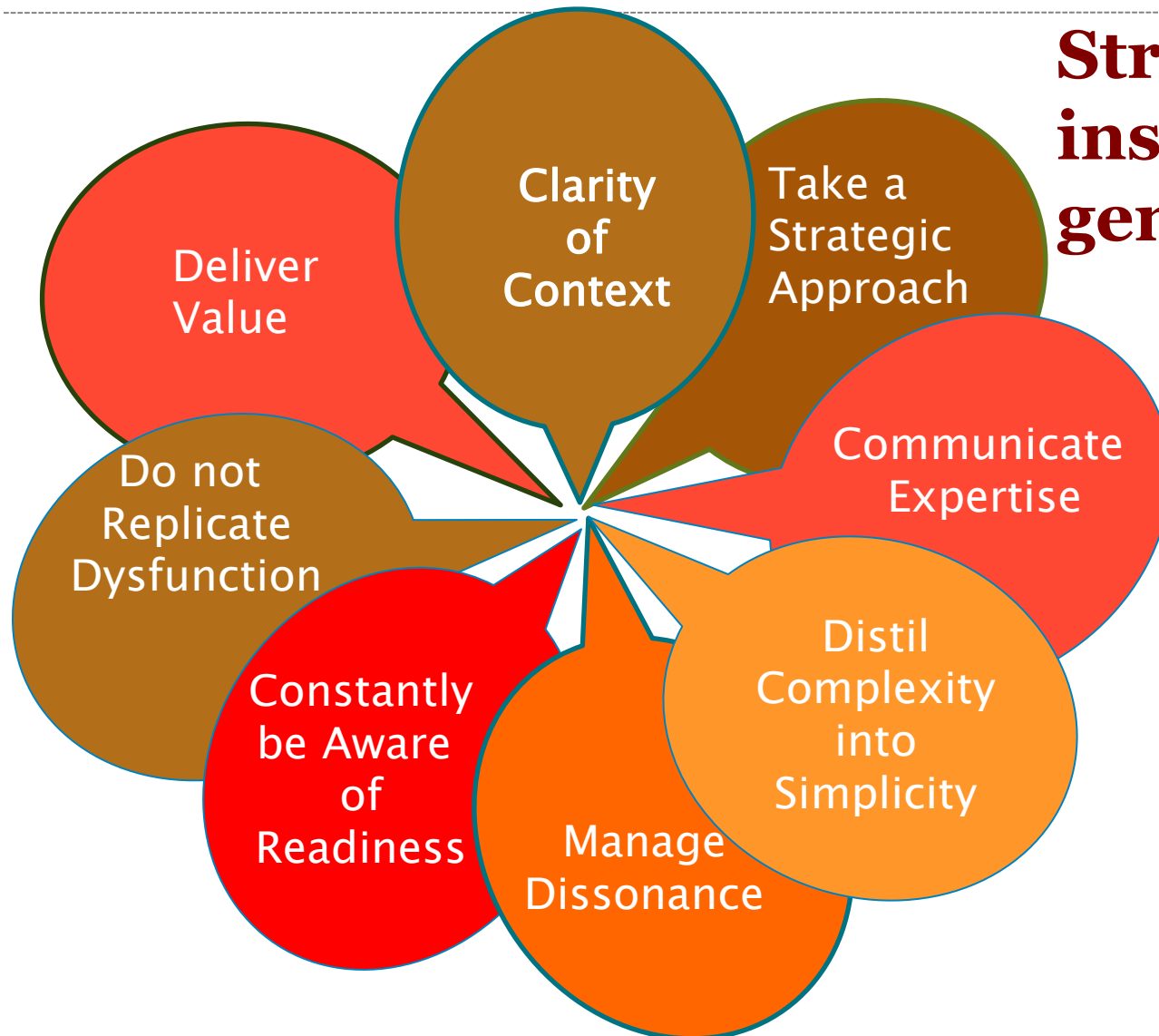
## Factors for successful and sustainable gender equality

## Strategies for success [Organisational level]

- Link to organisational objectives
- Senior management involvement and links to strong leadership + champions from all levels of the organisation with accountability
- Intersection of diversity and inclusion – synergies across all networks
- Appropriate resourcing – time, financial and others
- Delivering to raised expectations – particularly from those so long excluded and unheard
- Action beyond legislation to ensure more systemic change : root and branch
- Monitoring and measurement critical to success
- Raising individual and organisational competence
- Sustainability and mainstreaming – Moving diversity from a transactional issue to a business issue – Diversity not simply human resource but about business practices



## Strategies for institutionalising gender equality work





# Risks and pitfalls

- Risk of alienating staff, climate of scepticism and mistrust
- Backlash and negative reaction in the wider organisation
- Possibility of non compliance with equality law
- Poor knowledge (of what groups do), within the organisation
- The perceived credibility of E&D related initiatives
- Non-representation on influencing committees / forums
- Poor working relationships with mainstreaming agents (e.g. Human Resources, Personnel, Staff Development)
- Limited access to change makers
- Lack of advocates at a senior level
- An ineffective approach could:
  - Put back the organisation's efforts to gain the trust of staff from minority groups
  - Play into the hand of cynics – "...I told you these people couldn't organise themselves!"
  - Prove to doubters that there was no real need for it anyway
  - Create frustration and disillusionment amongst staff

# How to keep gender equality work relevant

- Periodically reflect on lived experiences of actors
- Survey members' experiences – invite constructive criticism and suggestions
- Invite feedback from the wider organisation
- Share challenges and best practices – bring in new ideas and perspectives
- Develop a system to help and support organisations with cultural insights
- Develop a new language for transformation
- Engage the emotional life of the organisation
- Diversity/Gender equality **education**! Diversity/Gender equality **confidence**!! Diversity/Gender equality **competence**!!!
- *Not about making a small group of people special but making the entire workforce engaged*

- Significance
- Appreciation
- Value
- Included

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