

SIUE Project Management Symposium

SOUTHERN ILLINOIS UNIVERSITY
EDWARDSVILLE
SCHOOL OF BUSINESS



Diversity & Inclusion 2.0

In Project Management

4 Areas of Focus

1. Institutional Discrimination
2. Identifying & Overcoming Bias
3. Ethical Fairness & Social Responsibility
4. Company Culture

FACT:

Firms in top quartile for inclusion are 35% more likely to have financial returns above their national industry medians.

Call to Action–

"See Something, Say Something, Do Something."

Our Team....



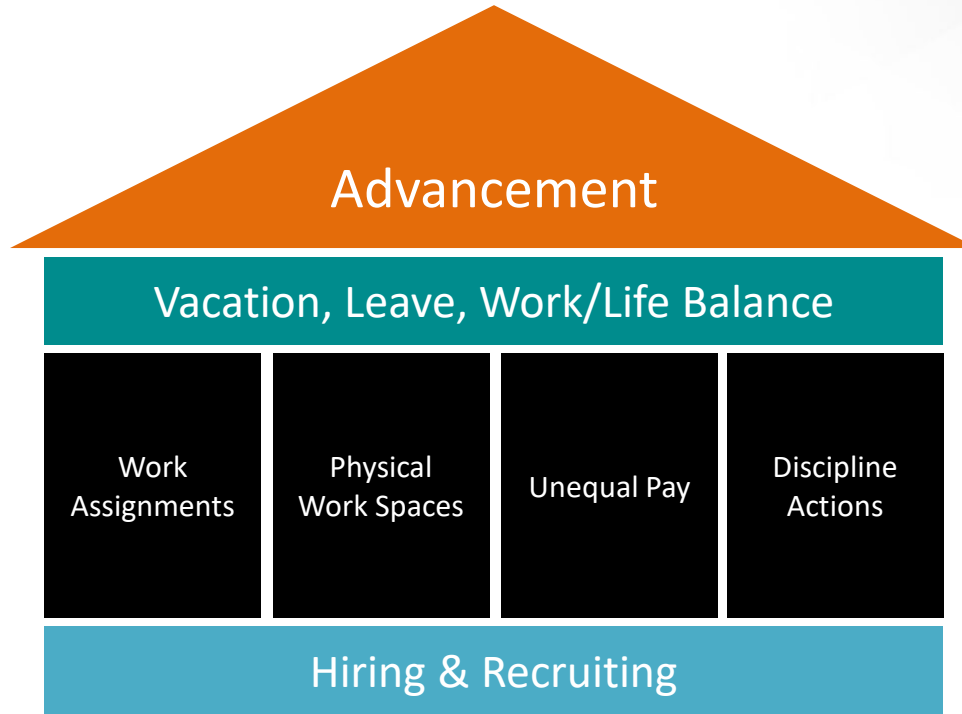
Institutional Discrimination

Tanya Callaway
Director, Information Technology, Centene

What is Institutional Discrimination?

DEFINITION

A denial of opportunities and / or rights to individuals or groups resulting from the **normal operations** through unequal intentional or unintentional bias or selection; as opposed to individuals making a conscious choice to discriminate.



Discrimination at Work against an *individual* can be easy to discover and identify.

However, what if discrimination is against a *group* within the workplace?

In particular, what if discrimination is occurring because of a *policy* or a company's tendencies?

Such actions may constitute institutional discrimination.

Can Institutional Discrimination Be Baked Into Projects?

Examples of Imbedded Discrimination in Product Development include:

- Facial Recognition Programs
- Voice Recognition Programs
- Voice of the Customer Programs
- Privacy Information Architecture
- Human Centered Design

Individual vs. Institutional

Although both individual and institutional discrimination involve an intention to harm, the level of behavior is quite different.

Individual discrimination involves the actions of an individual or small group of individuals.

The following are some examples:

- a lone employer who rejects all Black job applicants,
- a landlord who refuses to rent an apartment to a single woman,
- a police officer who beats a Mexican immigrant suspect,
- a group of teenagers who decide to paint a swastika on a Jewish temple

--These are all examples of individuals acting against other individuals because of their group membership.

With institutional discrimination, the discriminatory behavior is embedded in important social institutions.

The following are some examples:

- Jim Crow segregation in the South during the first half of the twentieth century. State laws mandated the separation of Blacks and Whites in all areas of life.
- Discriminatory use of eminent domain laws.
- Healthcare disparities between urban, suburban, and rural areas.
- Regional educational disparities due to differences in funding.

--The one-hour segments of the “Eyes on The Prize” documentary on the Civil Rights movement illustrate the historical nature of institutional discrimination.

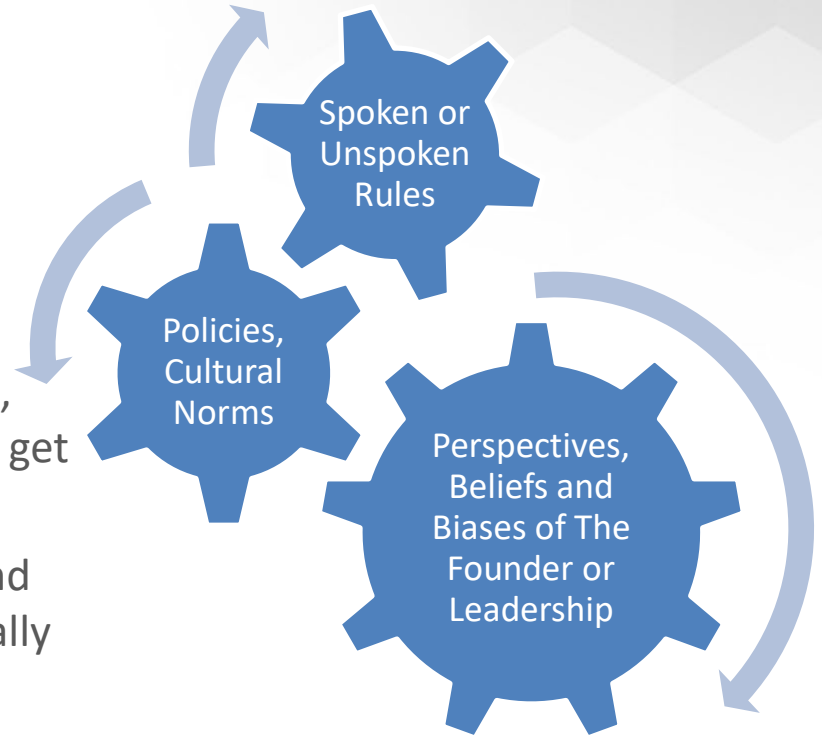
Patterns & Practices

- Elimination of people with felony records
 - Any kind of standardized tests and IQ tests
 - Various hiring practices
- Blanket elimination of people with felony records or past drug offenses may reduce employment opportunities for these applicants. (Job specific exceptions may apply.)
 - Standards for assessing credit risks work against African Americans and Hispanics because many lack conventional credit references.
 - Residents and businesses in low-income areas have much higher insurance costs.
 - These often require several years' experience at jobs only recently opened to members of subordinate groups.
 - IQ testing favors middle-class, and privileged students because of the types of questions included.

Where Is Institutional Discrimination?

It's part of our work cycle

- We bring our whole selves to work, including conscious and unconscious biases.
- Subordinates follow the spoken and unspoken lead of those in charge.
- People go along with the group to be accepted, not rock the boat, or to position themselves to get ahead.
- We leave our fingerprint on our interactions and embed our biases intentionally or unintentionally in our work.



Identifying & Overcoming Bias

LaShana Lewis
CEO/Founder, L.M. Lewis Consulting

What is bias?

DEFINITIONS

- **Conscious Bias**
 - Also known as “Explicit Bias”
 - Occurs due to perceived threat
 - Person or group is aware

- **Unconscious Bias**
 - Also known as “Implicit Bias”
 - Occurs due to aversion
 - Person or group is unaware



Source: <https://perception.org/research/explicit-bias/>; <https://perception.org/research/implicit-bias/>

Why Is It Important?

To see clearly.



Avoid Assumptions



ASSUMPTIONS ABOUT
ONE'S ABILITY.



ASSUMPTIONS ABOUT
ONE'S INTENTIONS.



ASSUMPTIONS ABOUT
WHAT IS NEEDED.

Where can it hide? Everywhere!

10 Project Management "Knowledge Areas"

- Integration
- Scope
- Time
- Cost
- Quality
- Resource
- Communications
- Risk
- Procurement
- Stakeholder

Consider The Following Questions

- ▶ Who are you choosing for this project and why? *(Did I choose/justify based on likability?)*
- ▶ Am I giving everyone enough time to complete their portion?
(Consider those with reasonable accommodations.)
- ▶ Did I vary the communication styles to suit each entity/person?
(Different people have different styles.)
- ▶ Were needed resources communicated clearly? *(Did I make sure everyone had what they needed?)*
- ▶ Have I given priority based on objectivity?
(Look at all the variables involved.)

How do I spot it?



Look!

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

Implicit Bias Test (implicit.harvard.edu)

Implicit Association Test

Next, you will use the 'E' and 'I' computer keys to categorize items into groups as fast as you can. These are the four groups and the items that belong to each:

Category	Items
Good	Magnificent, Enjoy, Cheer, Joyful, Pleasure, Celebrate, Spectacular, Beautiful
Bad	Tragic, Disgust, Awful, Hate, Hatred, Gross, Rotten, Detest
African Americans	
European Americans	

There are seven parts. The instructions change for each part. Pay attention!

Continue

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

Ethical Fairness

Vish Tripathi

Senior Director / Client Executive, Daugherty Business Solutions

Ethical Fairness

- Being ethical is more than just good practice
- Project management professionals are held to strict and high standards when they make decisions or act on stakeholders behalf to execute on projects



DEFINITIONS

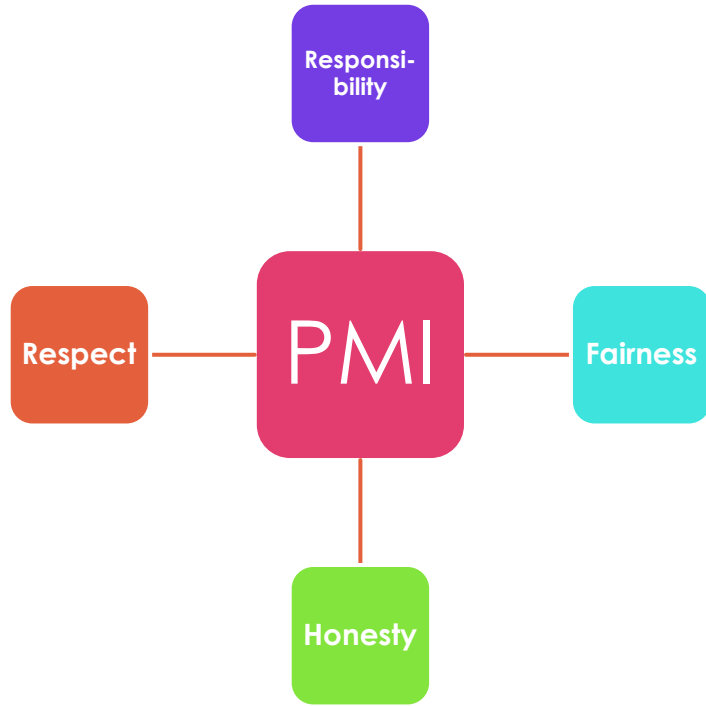
ETHICS

- The study of principles relating to right and wrong conduct
- Standards of **behavior between individuals**
- Interchangeably used as “morality” – ***describing any behavior***

FAIRNESS

- The property of being fair or equitable

Components of Ethical Fairness



Responsibility

- You'll make mistakes... But own them
- Learn from your experience

Fairness

- Need to assess information objectively
- Take nothing on its looks: take everything on the evidence.

Honesty

- It wasn't me :: I didn't do anything :: There's nothing I could have done
- Get over with primary school excuses

Respect

- Deep admiration for someone due to their abilities, qualities, or achievements
- Views of others are encouraged and valued

“I was raised to treat the janitor with the same...”

Management-by-fairness



Why is it important?

- **Reputation** / Brand Value / Good will
- Risk of getting involved in a **lawsuit**
- Open culture improves **morale** of the employees
- **Ethics Pays** - Ethical companies outperform their peers **financially** in the long term
- It reduces anxiety and stress and ultimately **turnover** in projects

What to do?

- **Awareness** – Provide training to upscale competencies & skills
- **Governance** – Zero-tolerance. Establish a formal code of ethics / form a committee.
- **Enforcement** – Hold professionals accountable to it
- **Culture** – Promote the culture of open, frank, and honest communication (transparency)

How to improve your ethical leadership skills?

You can improve your ethical leadership skills with time, attention and practice.

Potential “trigger” situations

- Identify situations such as hiring, firing, procuring, or promoting that seem to attract ethical dilemmas

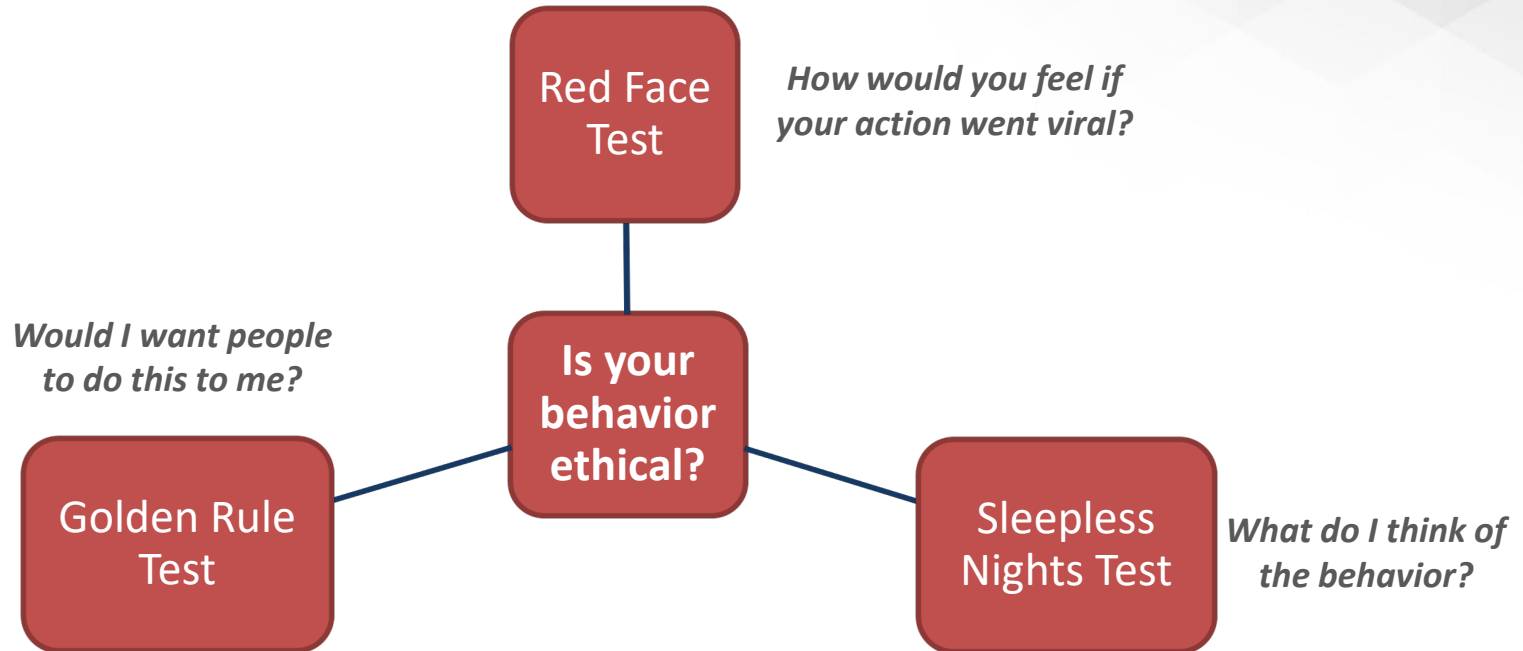
Deal “firmly” with it

- Prepare in advance
- Assess the evidence
- Get advice

Exhibit Courage

- Trust your instincts
- Release your anxiety and **assess each situation logically rather than emotionally**

How to determine if a behavior is ethical?



Conclusion

- When money, competition, power, and pride are at stake, both petty and serious unfairness are common at workplace.
- Under stress, individuals may react to situations in inappropriate ways.
- Motivate team members to respect, even when there are disagreements.
- Our values are a barometer that guide our thoughts, words, and behavior.
- **Professionals need to act...Period.**

“ *The truth of the matter is that you always know the right thing to do.
The hard part is doing it.*
US General, H Norman Schwarzkopf

**As Ralph Waldo Emerson said,
“one man’s justice is another’s
injustice.”**

Company Culture

Lisa Spahr

Director, IT Program Management, Maritz

What is Company Culture?



Why Is It Important?

- ✓ Hiring and retention of top talent
- ✓ Innovation that comes from new, different and divergent ideas and discussion
- ✓ Safety and acceptance allows people to focus on work
- ✓ Happy and healthy people produce better products



How can Company Culture be improved?

1. Individual Responsibility
2. Identify Ambassadors, groups, and individuals to champion D&I initiatives
3. Survey the people/identify gaps & needs
4. Assess and offer safety (to present novel ideas; be different)
5. Actively participate in simulations, activities and workshops
6. Highlight diversity

Call to Action

Ozzie Lomax
PMI-RMP, PMP

See Something, Say Something, Do Something



Call to Action for Project Efficacy

*“ALL THAT’S NEEDED FOR EVIL
TO TRIUMPH IS FOR GOOD
PEOPLE TO DO NOTHING”*

DO Something



Facial Recognition Is Everywhere. Here's What We Can Do About It.

PUBLISHED JULY 15, 2020

Generally speaking, the future of facial recognition can take any of three possible forms: no regulation at all, some regulation, and banning.

LET YOUR VOICE BE HEARD!

Call to Action

Key figures for a diverse team

- Ethnically-diverse companies are **35%** more likely to earn above-average revenue
- Gender-diverse companies are **15%** more likely to earn above-average revenue
- Teams with **50-50 gender diversity** outperform other teams in quality of work
- 2 out of 3 candidates** report that diversity is important in evaluating job offers

Source: <https://resources.workable.com/stories-and-insights/diverse-team>

**Unstoppable Tracy –
Quadruple Amputee**

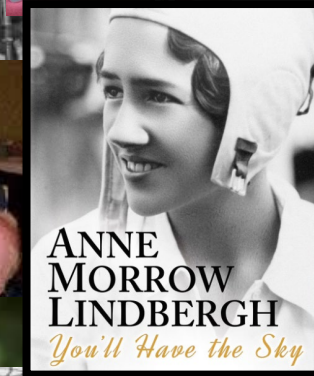
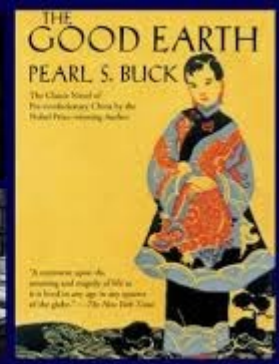
Video:

<https://www.youtube.com/watch?v=JdP6Hwx8GBk>

Unstoppable You



What can one person do? A LOT!



PM's can:

- Initiate conversations
- Build cohesion
- Establish team norms
- Identify assumptions
- Demand ethical behavior
- **Change NO to KNOW**

Diversity is being invited to the party, inclusion is being asked to dance.
Verna Myers

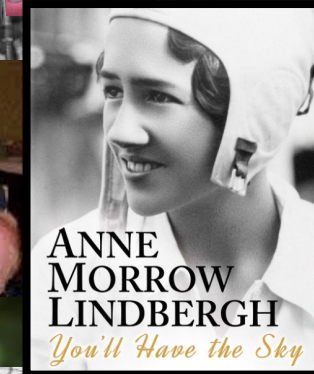
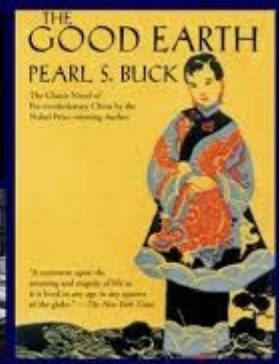
Summary....

1. Institutional Discrimination
2. Identifying & Overcoming Bias
3. Ethical Fairness & Social Responsibility
4. Company Culture

Call to Action–

"See Something, Say Something, Do Something."

What can one person do? A LOT!



Diversity is being invited to the party, inclusion is being asked to dance.

Verna Myers

PM's can:

- Initiate conversations
- Build cohesion
- Establish team norms
- Identify assumptions
- Demand ethical behavior
- **Change NO to KNOW**

Team Contact Info...

How to Contact Me

Email

Tanya.A.Callaway@CENTENE.COM

LinkedIn

<https://www.linkedin.com/in/tanyacallaway/>



About

Tanya Callaway

Director Of Information
Technology
- Web+Mobile+Contact Center -
Customer & User Experience at
Centene Corporation
St Louis, Missouri, United States

How to Contact Me

Website

www.lmlewisconsulting.com

@lmlewis517



LaShana Lewis

@lmlewis517

#Inventor. #Engineer. @Launch_Code -er.
#LGBTQIA. 1/2 of @ThatCouplePDCST.
@NASA fan. #StarTrek ingénue. #Diversity
advocate. #vegan. Now
lmlewisconsulting.com

LinkedIn

<https://www.linkedin.com/in/lashanalewis>



Download my guide: "[Diversity Training Is the First Step, Not the Finish Line](#)"

About

LaShana Lewis

Director, Saint Louis Equity in Entrepreneurship Collective



How to Contact Me

Email

olomax100@gmail.com

LinkedIn

<https://www.linkedin.com/in/ozzie-lomaz-8823b65/>



About

Ozzie Lomax

CEO Lomax
Consulting Group
Belleville, IL
PMI-RPM, PMP

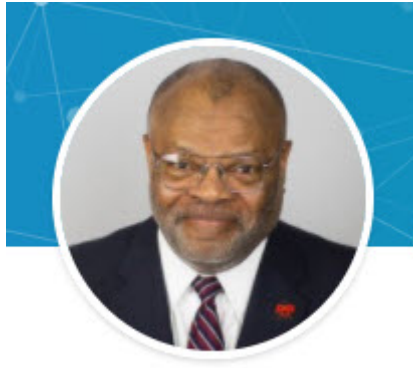
How to Contact Me

Email

pageja@msn.com
OR
james@saintlouisdna.org

LinkedIn

<https://www.linkedin.com/in/james-page-0016ba11/>



About

James Page

Executive Director
Saint Louis Downtown
Neighborhood Association
PMP

How to Contact Me

Email

lisa.spahr@maritz.com

LinkedIn

<https://www.linkedin.com/in/lisa-spahr/>



About

Lisa Spahr

PMP, PMI-ACP, MSc
Director, IT Program
Management
Maritz
St. Louis, MO

How to Contact Me

Email

Barb.Strang@sbcglobal.net

LinkedIn

<https://www.linkedin.com/in/barbarastrang/>



About

Barbara Strang

PMP, Lean Six Sigma Black Belt
Teacher, State of MO
Project Management and Process
Consulting

How to Contact Me

Email

vish.tripathi@daugherty.com

or

vish_tripathi@hotmail.com

LinkedIn

<https://www.linkedin.com/in/vishwakant/>



About

Vishwakant Tripathi

PfMP, ICP-ACC, ICP-ATF,
SAFe SA, PMP
Senior Director at Daugherty
Business Solutions
Ballwin, Missouri

How to Contact Me

Email

Lisa.Vermiglio@gmail.com
OR
Lvermiglio@Centene.com

LinkedIn

<https://www.linkedin.com/in/lisavermiglio/>



About

Lisa M Vermiglio

Director of Information Technology
IT Integrations
Centene Corporation
St Louis, Missouri, United States
MSA, PMP, SAFe

Additional Information

Where can I get more information?

- Understanding and Developing Organizational Culture, Society for Human Resource Management
<https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/understandinganddevelopingorganizationalculture.aspx>
- Diversity and Inclusion Efforts That Really Work, Harvard Business Review
<https://hbr.org/2020/05/diversity-and-inclusion-efforts-that-really-work>
- Diversity and inclusion: 10 questions for your business, The Business Journals
<https://www.bizjournals.com/bizjournals/news/2020/08/10/diversity-and-inclusion-10-questions-for-your-business.html>
- How to Attract and Hire Diverse Employees (and Why You Should), Business.com
<https://www.business.com/articles/attract-and-hire-diverse-employees/>
- What Does True Workplace Diversity and Inclusion Look Like? Emplify.com
<https://emplify.com/blog/true-workplace-diversity-inclusion/>
- Litmus Test: Is Your Company Culture Truly Diverse and Inclusive? Emplify.com
<https://emplify.com/blog/litmus-test-culture-diverse-inclusive/>
- 5 New Workplace Culture Insights You Must Know, OCTanner.com
<https://www.octanner.com/insights/white-papers/5-things-you-might-have-missed-about-workplace-culture.html>

Recommended Reading- D&I during COVID-19

- How to Be an Inclusive Leader Through a Crisis
<https://hbr.org/amp/2020/04/how-to-be-an-inclusive-leader-through-a-crisis>
- 5 Ways Diversity And Inclusion Help Companies Before, During And After The Pandemic
<https://www.forbes.com/sites/paologaudiano/2020/04/27/5-ways-diversity-and-inclusion-help-companies-before-during-and-after-the-pandemic/#24c3a46c2922>
- The Silver Lining: How the Covid-19 pandemic might lead to greater inclusion
<https://www.forbes.com/sites/paologaudiano/2020/03/19/how-the-covid-19-pandemic-might-lead-to-greater-inclusion/>
- Why Diversity and Inclusion Still Matters During Our COVID-19 Crisis
<https://michellesilverthorn.com/blog/why-diversity-and-inclusion-still-matters-during-our-covid-19-crisis>
- COVID-19 and the Workforce Intersections of Coronavirus, Employment and Disability Inclusion
https://disabilityin-bulk.s3.amazonaws.com/2020/COVID19+DisabilityIN+Guidance+508_3_.pdf
- The Lives and Livelihoods of Many in the LGBTQ Community are at Risk Amidst COVID-19 Crisis
<https://www.hrc.org/resources/the-lives-and-livelihoods-of-many-in-the-lgbtq-community-are-at-risk-amidst>
- How COVID-19 Is Uncovering Anti-Asian Racism
<https://www.forbes.com/sites/brucelee/2020/02/18/how-covid-19-coronavirus-is-uncovering-anti-asian-racism/#64e565d929a6>
- Implications of COVID-19 and Bias
https://www.diversitybestpractices.com/sites/diversitybestpractices.com/files/attachments/2020/04/dbp_hot_topic_covid-19_bias_final.pdf