

Empowering Inclusive Leadership

WASHINGTON STATE

2020 DIVERSITY, EQUITY, AND INCLUSION SUMMIT

JANUARY 22, 2020

EDWARD GAMACHE

FOURTH AIM ADVISERS

Why am I here today?



The Unexpected Journey



Michelle Obama in recent presentations discusses the impact of white flight from the communities she lived as a child in Chicago.

I relate to this story because my family was part of that white flight phenomenon moving from South St. Louis, MO in the early '60s to a suburban community.

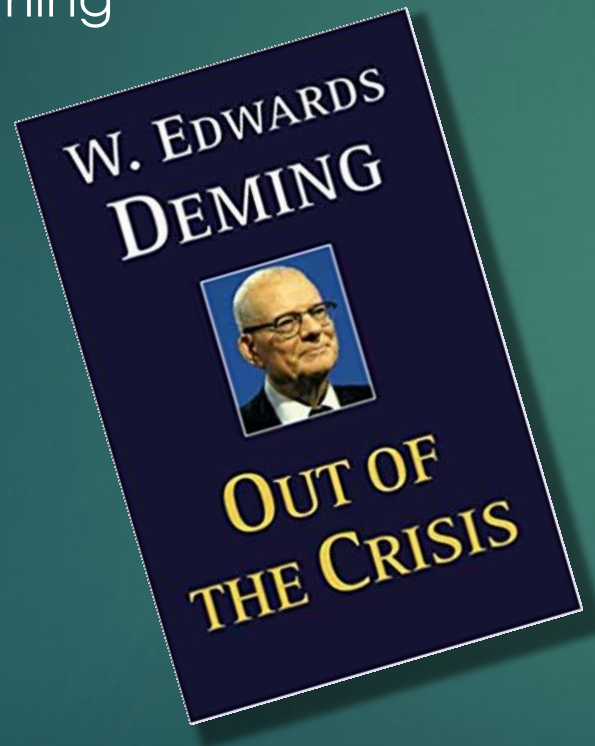
“I was born color blind, my experiences were not.”

“Where we come from, where we are, where are we going. You do not need to let your personal history dominate who you are today or who you will become.”

Why are we here?

"We are here to make another world."

W Edwards Deming



W Edwards Deming Institute: <https://deming.org/>



Deming Project Take Away

Taking away the complexities of System Development there are four things we really seek:

- ▶ Purpose
- ▶ Understanding of what needs to change
- ▶ How does it need to change
- ▶ How to make it happen

My Story

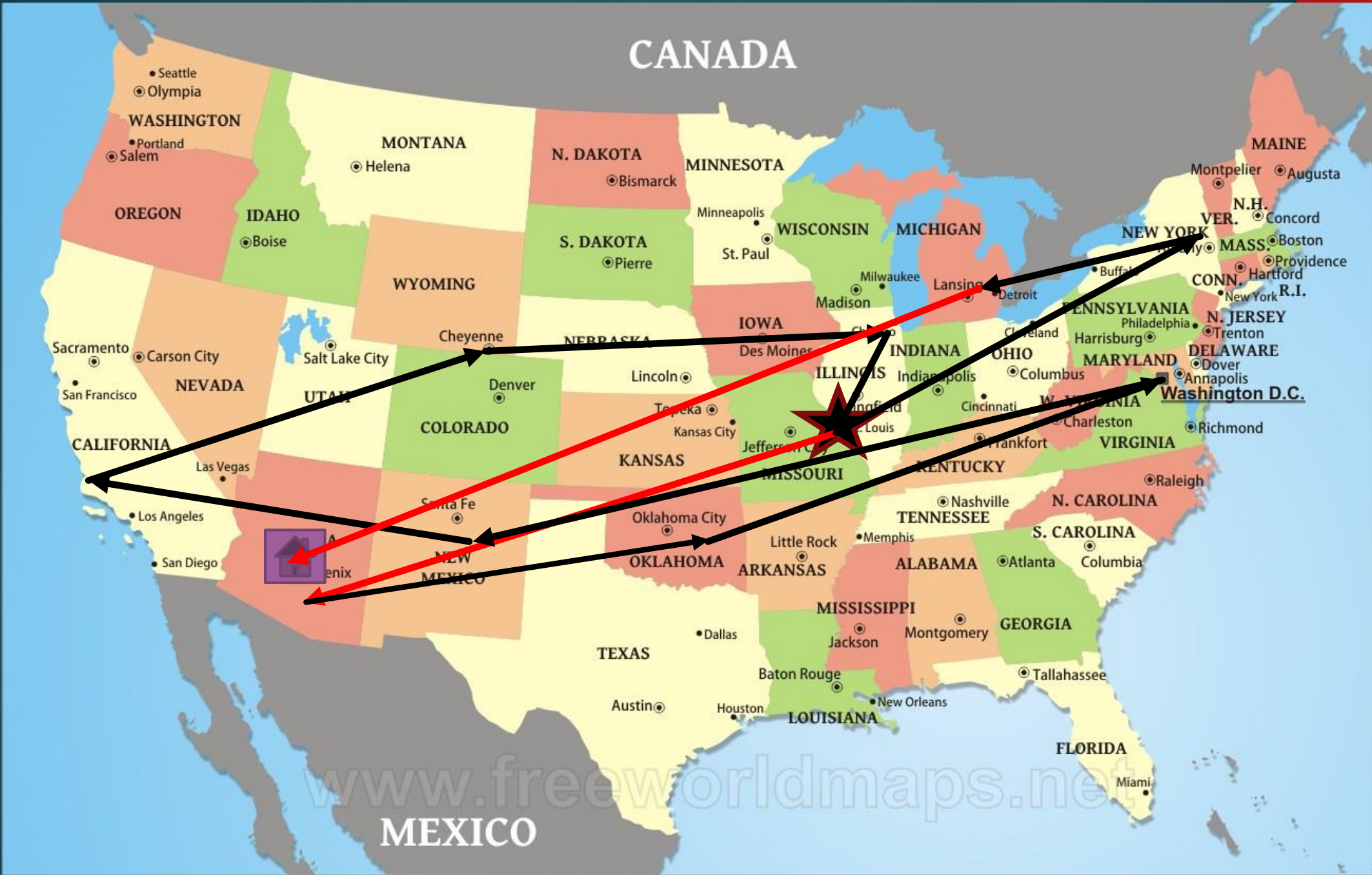


30 years of leadership roles and responsibilities

Government and private sector

Reinvented myself several times, engineer-trainee-manager-executive-consultant-specialist-engineer

CANADA



www.freeworldmaps.net

MEXICO

My Diverse Experience



As a senior executive in NY I was given the assignment as the chair of the regional advisory affirmative action group.

Mentorship with Dr. Karen Johnson, Diversity Officer person of color

Health Current Role

Social Policy Changes Experienced in my Career

Removal of segregated restrooms VA Experience

Civil rights 1965

School desegregation

Smoking

Family Medical Leave

Technology

- ▶ Computer (Apple/Desktop)
- ▶ Computing power and analytics
- ▶ Internet
- ▶ iPhone



Social Policy Influence

“If you think moving forward is difficult, try walking around backwards for a day”

Influenced by social policy

Environments established to increase awareness, expectations, acceptable norms, and compliance.

Behavior over time can change attitudes.

Create expectations

We are advancing

“Imagination will often carry us to worlds that never were. But without it we go nowhere.” Carl Sagan

Impact of Social Policy



Advances significant shift in desired cultural norms

Sets expectations of behaviors, impact on individual

Structured policies and processes

Need early adopters

Added complexity

Golden Rule

“Do unto others as you would have them do unto you.”

- ▶ Reflects our values and beliefs, our bias
- ▶ Provides a means to judge changes we are experiencing and expectations being made of us
- ▶ Is not effective in supporting acceptance of social policy changes

The Unspeakable Challenge



Past version “Do not discuss race, religion, or politics at a cocktail party”

Today's version, Do not discuss race, religion, or politics

In our efforts to achieve tolerance we can appear intolerant

Glossary of terms for today's presentation

Leadership requires we find balance between sensitivities and openness by understanding intent and demonstrating good intent. “ Mistakes are accepted, apologies are required.”

Discussion Break

- ▶ What did I miss?
- ▶ Thoughts or reactions you wish to share?
- ▶ Is there any application to the Washington State diversity, equity and inclusion (DEI) efforts?

Organizational Culture

“I have come up with five elements that are essential to building and sustaining great organizational cultures. Those elements are: **purpose**, ownership, community, effective communication, and good leadership.”

▶ Andy Cabistan, Co-Founders of Watson Works

Organizational Environment

“Every organization has its **own distinct culture, shaped by** its **values, priorities, the people** who work there, and much, much more. These **factors mix together** to naturally form the makeup of a company’s **everyday environment**—its work culture.”

Survey Monkey

Focus

1. Increase employee engagement
2. Increase employee retention
3. Allow for workday flexibility
4. Improve communication with employees
5. Build a strong employer brand

Workforce Culture

“Culture kills strategy every time” *One of many consultants I worked with and cannot remember.*

- ▶ Elements of culture
 - ▶ Social determinants
 - ▶ Community Norms
 - ▶ Family Traditions
 - ▶ Generational diversity
 - ▶ Political
 - ▶ Educational
 - ▶ Religion
 - ▶ Technology

“if you want to be more inclusive, invite them to the meeting” LinkedIn Post

Generational Diversity

Workforce Age Distribution

Generations X, Y, millennials

1927 -1945	Silent Generation	>75 years old
1944-1964	Baby Boomer	55 – 75 years old
1965-1979	Gen X	40 – 54 years old
1980 –1994	Millennials	25 – 39 years old
1995 - 2015	Gen Z	<25 years old

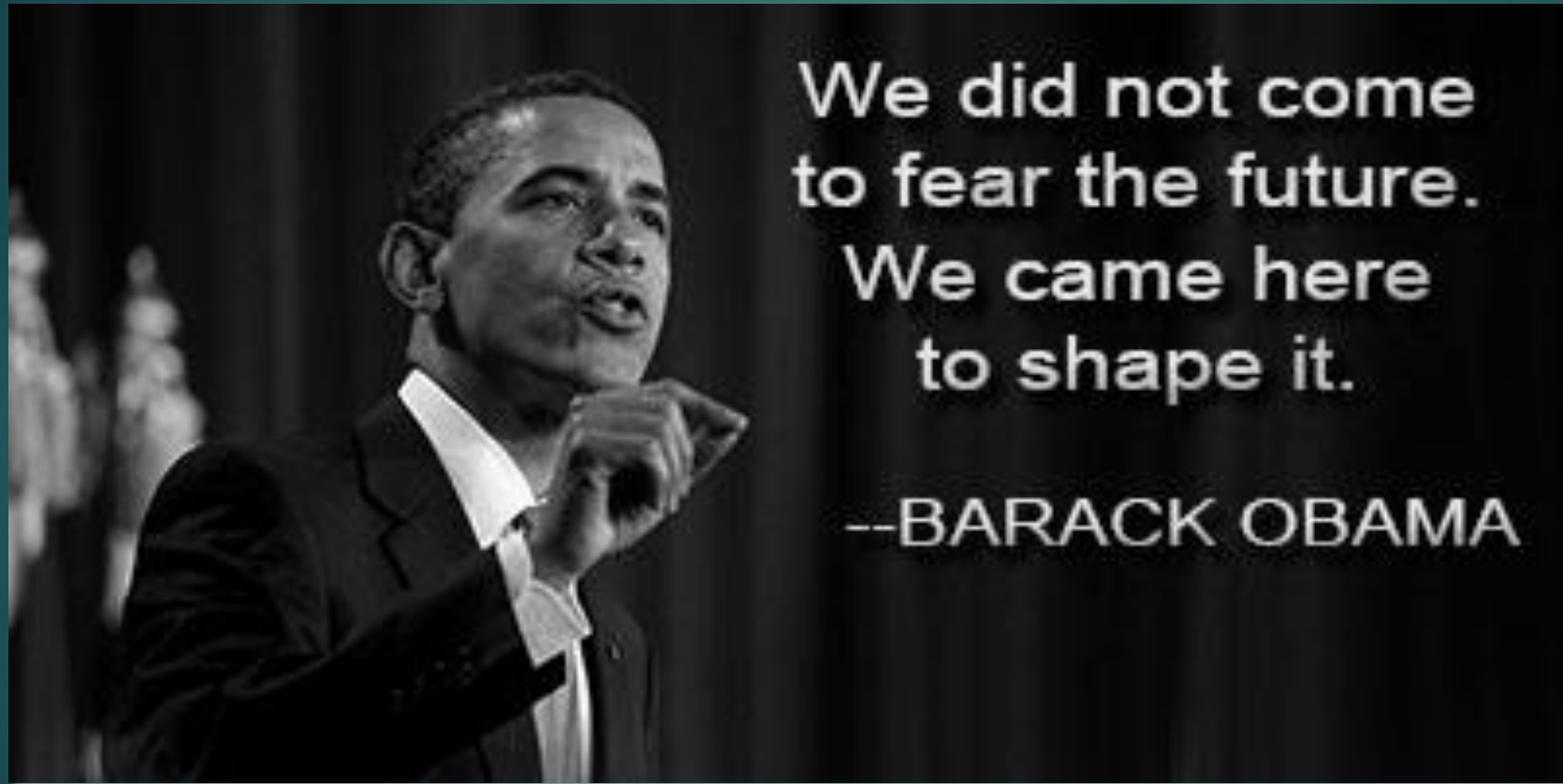
Source: Center for Generational Kinetics

Discussion Break



- ▶ What did I miss?
- ▶ Thoughts or reactions you wish to share?
- ▶ Is there a culture that exists within Washington State that will impact implementation of supportive efforts to achieve higher levels of diversity, equity and inclusion (DEI)?

Leadership



Leadership

“A leader is a person you will follow to a place you wouldn't go by yourself”

Joel Barker

Are you a leader?

Do you want to lead?

Do you remember your first leadership responsibility/ not position?

Parker principle, “With great power comes great responsibility”

The ability to lead is power with great responsibility

The Vision - 2012

June 2012 Christine O. Gregorian Governor

“Washington State is **committed** to developing and maintaining a **high performing public workforce that provides access, meaningful services, and improved outcomes** for all citizens.”

“proactively **build a diverse, inclusive, and culturally competent workforce** by eliminating barriers to growth and opportunity, allowing each employee to contribute his or her full measure of talent”

The Vision - 2018

April 19, 2018 Governor Jay Inslee,

“I asked each of you to recommit to ***building work environments that are respectful, supportive, and inclusive to everyone.***”

September 2019 Scott Nicholson, Deputy Assistant Director State Human Resources

Draft Model Policies and Considerations for a Diverse, Equitable, Inclusive, and Respectful Work Environment

The Vision 2020

- ▶ One of the hardest things in any organization is to **institutionalize a culture**. That's what we're engaged in here: Embracing a culture of inclusion and diversity and equity that becomes embedded in our organizational DNA."

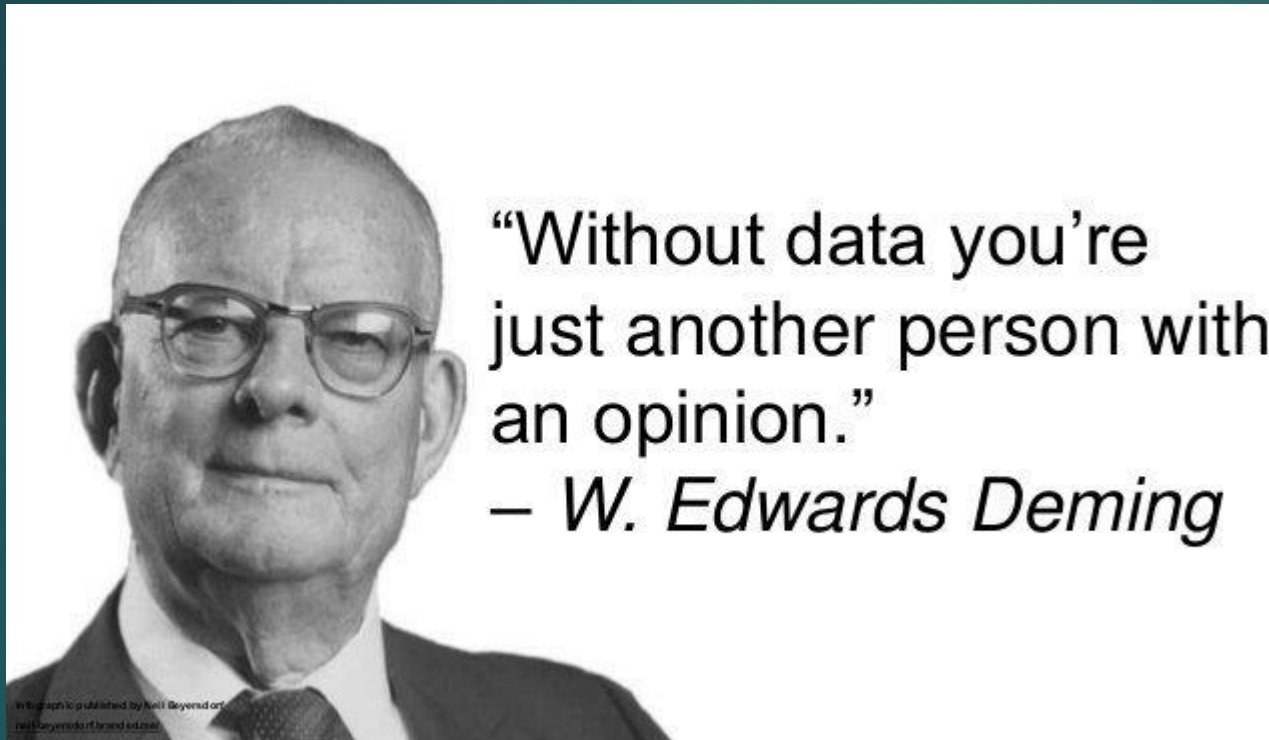
Governor Jay Inslee

Diversity, Equity, Inclusion and Performance

“Everything and everyone can improve”

- ▶ Employee Engagement Problem Solving
 - ▶ Performance Improvement – A3
 - ▶ Deming performance improvement
 - ▶ Plan, Do, Check, Act
- ▶ Employee Survey
 - ▶ Changes reflection policy
 - ▶ Results

Opinion or Fact



2018
**Washington State
Employee Engagement
Survey**



State Human Resources
Office of Financial Management
April 2019

Question		Apr	Nov	Oct	Nov	Nov	Nov	Nov	Oct	Oct	Oct	Oct
		2006	2007	2009	2011	2013	2014	2015	2016	2017	2018	2019
1)	I have the opportunity to give input on decisions affecting my work.	54	58	59	55	57	59	59	61	62	61	62
2)	I receive the information I need to do my job effectively.	69	69	73	72	72	72	71	72	72	72	72
3)	I know how my work contributes to the goals of my agency.	78	80	83	80	82	81	81	80	82	81	81
4)	I know what is expected of me at work.	84	85	88	87	88	87	87	87	87	87	86
5)	I have opportunities at work to learn and grow.	57	61	59	53	57	58	60	61	64	62	64
6)	I have the tools and resources I need to do my job effectively.	67	67	71	69	70	71	70	71	71	71	71
7)	My supervisor treats me with dignity and respect.	81	82	84	83	85	85	86	86	87	87	86
8)	My supervisor gives me ongoing feedback that helps me improve my performance.	62	64	66	64	66	66	68	68	69	68	69
9)	I receive recognition for a job well done.	48	52	54	51	52	53	54	55	57	56	57
10)	We are making improvements to make things better for our customers.	--	--	--	--	64	65	64	65	66	66	66
11)	A spirit of cooperation and teamwork exists in my work group.	--	--	--	--	69	70	70	72	72	73	72
12)	I know how my agency measures its success.	52	54	57	54	55	56	56	56	57	55	56
13)	My agency consistently demonstrates support for a diverse workforce.	--	67	71	68	72	72	72	74	73	75	74
14)	I receive clear information about changes being made within the agency.	--	--	--	47	47	47	47	48	50	49	50
15)	I am encouraged to come up with better ways of doing things.	--	--	--	51	53	56	55	57	58	57	57
16)	We use customer feedback to improve our work processes.	--	--	--	--	44	45	45	46	48	47	48
17)	People are treated fairly in my work group.	--	--	--	--	--	--	--	73	72	73	71
18)	At my job, I have the opportunity to make good use of my skills.	--	--	--	--	--	--	--	72	72	72	72
19)	At my workplace, I feel valued for who I am as a person.	--	--	--	--	--	--	--	--	--	66	66
20)	My supervisor trusts me to make decisions or recommendations that affect my work.	--	--	--	--	--	--	--	--	--	--	78
21)	In general, I'm satisfied with my job.	--	--	--	--	--	--	--	71	73	71	72
22)	I would recommend my agency as a great place to work.	--	--	--	--	--	--	--	63	64	64	64
23)	Flexibility: the ability to adjust your scheduled hours as needed	--	--	--	--	--	--	--	--	72	72	70
24)	Mobility: the ability to work remotely from a variety of locations, such as your home or alternate work sites	--	--	--	--	--	--	--	--	47	50	56

Give Input



	Apr	Nov	Oct	Nov	Nov	Nov	Nov	Oct	Oct	Oct	Oct
	2006	2007	2009	2011	2013	2014	2015	2016	2017	2018	2019
My supervisor treats me with dignity and respect.	81	82	84	83	85	85	86	86	87	87	86
I know what is expected of me at work.	84	85	88	87	88	87	87	87	87	87	86
I have the opportunity to give input on decisions affecting my work.	54	58	59	55	57	59	59	61	62	61	62

Teamwork



	Apr	Nov	Oct	Nov	Nov	Nov	Nov	Oct	Oct	Oct	Oct
	2006	2007	2009	2011	2013	2014	2015	2016	2017	2018	2019
My supervisor treats me with dignity and respect.	81	82	84	83	85	85	86	86	87	87	86
I know what is expected of me at work.	84	85	88	87	88	87	87	87	87	87	86
A spirit of cooperation and teamwork exists in my work group.	--	--	--	--	69	70	70	72	72	73	72

Support for Diversity



	Apr	Nov	Oct	Nov	Nov	Nov	Nov	Oct	Oct	Oct	Oct
	2006	2007	2009	2011	2013	2014	2015	2016	2017	2018	2019
My supervisor treats me with dignity and respect.	81	82	84	83	85	85	86	86	87	87	86
I know what is expected of me at work.	84	85	88	87	88	87	87	87	87	87	86
My agency consistently demonstrates support for a diverse workforce.	--	67	71	68	72	72	72	74	73	75	74

Receive Job Information



	Apr	Nov	Oct	Nov	Nov	Nov	Nov	Oct	Oct	Oct	Oct
	2006	2007	2009	2011	2013	2014	2015	2016	2017	2018	2019
My supervisor treats me with dignity and respect.	81	82	84	83	85	85	86	86	87	87	86
I know what is expected of me at work.	84	85	88	87	88	87	87	87	87	87	86
I receive the information I need to do my job effectively.	69	69	73	72	72	72	71	72	72	72	72

Receiving Agency Information

	Apr	Nov	Oct	Nov	Nov	Nov	Nov	Oct	Oct	Oct	Oct
	2006	2007	2009	2011	2013	2014	2015	2016	2017	2018	2019
My supervisor treats me with dignity and respect.	81	82	84	83	85	85	86	86	87	87	86
I know what is expected of me at work.	84	85	88	87	88	87	87	87	87	87	86
I receive clear information about changes being made within the agency.	--	--	--	47	47	47	47	48	50	49	50

Treated Fairly



	Apr	Nov	Oct	Nov	Nov	Nov	Nov	Oct	Oct	Oct	Oct
	2006	2007	2009	2011	2013	2014	2015	2016	2017	2018	2019
My supervisor treats me with dignity and respect.	81	82	84	83	85	85	86	86	87	87	86
I know what is expected of me at work.	84	85	88	87	88	87	87	87	87	87	86
People are treated fairly in my work group.	--	--	--	--	--	--	--	73	72	73	71

Ability to Work Remotely



	Apr	Nov	Oct	Nov	Nov	Nov	Nov	Oct	Oct	Oct	Oct
	2006	2007	2009	2011	2013	2014	2015	2016	2017	2018	2019
My supervisor treats me with dignity and respect.	81	82	84	83	85	85	86	86	87	87	86
I know what is expected of me at work.	84	85	88	87	88	87	87	87	87	87	86
Mobility: the ability to work remotely from a variety of locations, such as your home or alternate work sites	--	--	--	--	--	--	--	--	47	50	56

The Ask: Identify concepts for adoption?

Identify activities to support or accelerate implementation of DEI policies to achieve improved work environment

How to make changes happen

Cognitive Diversity – gathering information across a diverse group of thinkers

Brain Writing

Observe the four brainstorming rules:

1. Criticism is ruled out. Adverse judgment of ideas must be withheld.
2. Freewheeling is welcome. The wilder the idea, the better. It is easier to tame down than to think up. Do not be afraid to say anything that comes to mind. This will stimulate more and better ideas.
3. Quantity is wanted. The greater the number of ideas, the greater the likelihood of producing one which is innovative. Come up with as many as you can.
4. Combination and improvement are sought. You can use ideas previously suggested to build upon or join together into still better ideas.

Brain Writing

During this idea generation technique participants do not talk to each other. They write their ideas.

Each person has a Brainwriting form and an extra form is in the middle of the table. When told to begin, write three ideas across row one (11, 12, & 13).

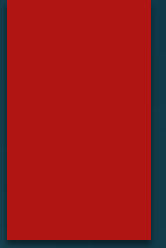
When you have written down three ideas, place the form in the middle of the table. ***The first person to place the form in the middle of the table should pick up and use the extra form.***

The second person picks the form left by the first. Each successive person picks up a form someone else has discarded. Do not continue on the form you just used. Wait for one whose last three ideas are not your own.

Three more ideas are now written down across row two (21, 22, & 23). These can be three new ideas or ideas stimulated by those already written down. These ideas can also be additions to or combinations of previous ideas.

Proceed as in steps above three steps until you are told to stop.

Share Results and Discuss



Contact Information

Ed Gamache

Fourth Aim Advisers

edward@fourthaim.com

Web page: fourthaim.com