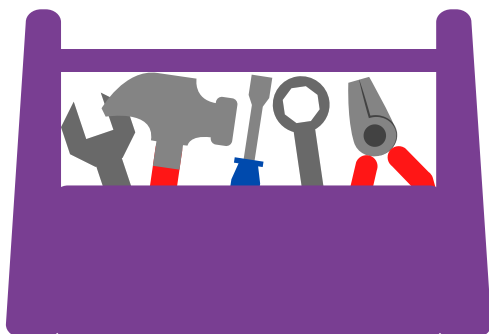




# **A Toolkit: Equity, diversity and inclusion in the workplace - a journey to cultural humility**



*"Do the best you can  
until you know better.  
Then when you know  
better, do better."*

Maya Angelou

# Foreword

This toolkit was developed by Family Service Ontario to support its members. Some items within the toolkit support strategies to raise awareness but the underlying goal is to create an organizational culture that is embedded with humility and open to different perspectives.

We hope this document will complement your collection of resources to support your journey of change towards a more equitable, diverse, and inclusive organization. With humility we understand that this is an ongoing and ever-changing journey, so this document is iterative. We hope to continue to collect resources and ideas to support your journey and that you will share your own, so that we can share it across the network.

Cultural humility is not something that can be achieved. Rather, it should be viewed as a life-long commitment to learning, growth, and self-reflection.

***"Deep transformational change is never transactional. It is always relational."***

**Aiko Bethea, Leader, Builder & Connector**

This toolkit would not be complete without the contribution of Family Service Ontario's students. The project began with a team from Wilfrid Laurier University's Master of Applied Politics program, Kaylee Mak (she/her), Kiersten Chomiak (she/her), and Noah Ricciardi (he/him). Genna Villella (she/her) from the Wilfrid Laurier University, Master of Social Work program continued the project, conducting the research and designing this tool kit in its current form, along with Susan Somogyi Wells (she/her), chief executive officer of Family Service Ontario.

We engaged leaders from diverse communities within our network to share their experience and expertise. Thanks to Ali Juma (he/him), chief executive officer of Algoma Family Services, Lisa Montroy (she/they), trainer and public education worker, Around the Rainbow of Family Services Ottawa, Nicola Memo (she/her) executive director of Family Services of Thames Valley, Nicole Perryman (she/her), executive director of Ifarada Centre of Excellence.

Special thanks to Adrian McKenzie (he/him), senior manager of equity, diversity, inclusion and honouring identity and senior manager of Family Counselling Centre, FSEAP Niagara, and Early Childhood Learning Program, FACS Niagara, for his support and time dedicated to the project.

Humbly,



Susan Somogyi Wells, MSW, RSW, MBA  
Chief Executive Officer

# Table of Contents

Consider the Big Picture	4
Know the Terms	5
Pillars for Promoting Change	10
1. Continuous Learning and Growth	12
2. Human Resources Policy and Practices	15
3. Role Models and Leadership Commitment	19
4. Communication	22
5. Physical Space	25
Decent Work	27
What is Culture?	28
Applying Models of Change Management	29
Kotter's 8-Step Change Model	
• Step 1: Create a Sense of Urgency	30
• Step 2: Create a Team of Champions	31
• Step 3: Create a Change Vision	32
• Step 4: Communicate the Vision	33
• Step 5: Enable Action	34
• Step 6: Generate Short-term Wins	35
• Step 7: Never Let Up	36
• Step 8: Anchor the Change	37
Lewin's Model for Change	38
10 Bold Actions to Boost Change	39
Help our Network Grow	40
References	41



# Consider The Big Picture



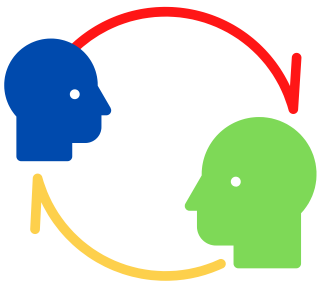
## Comprehend

Seek to identify and understand — through learning — how historical and current forms of systemic racism are embedded within an organization.



## Create

Create a space where people feel safe to express themselves, embracing differences and practice humility.



## Collaborate

Embrace collaboration with diverse individuals including culture, ethnicity, ability, orientation, age, etc.

# Know the Terms

Before we begin, let's review some important terms that will be mentioned in the toolkit. These, among others, are necessary to consider when working towards cultural humility in the workplace. Although there are many ways to describe different concepts, the definitions below are the ones that will be used in reference to the ideas in this toolkit.

**Cultural competency:** the ability to understand, appreciate, and interact with people from cultures that are different from one's own.

**Cultural humility:** examining one's beliefs, biases, and experiences through self-reflection and inquiry. Cultural humility requires being curious and open to learning about other's values and beliefs to gain mutual understanding and cultural safety.



**How are cultural humility and cultural competency different?**  
[Click here for a short video.](#) (3-minute video)

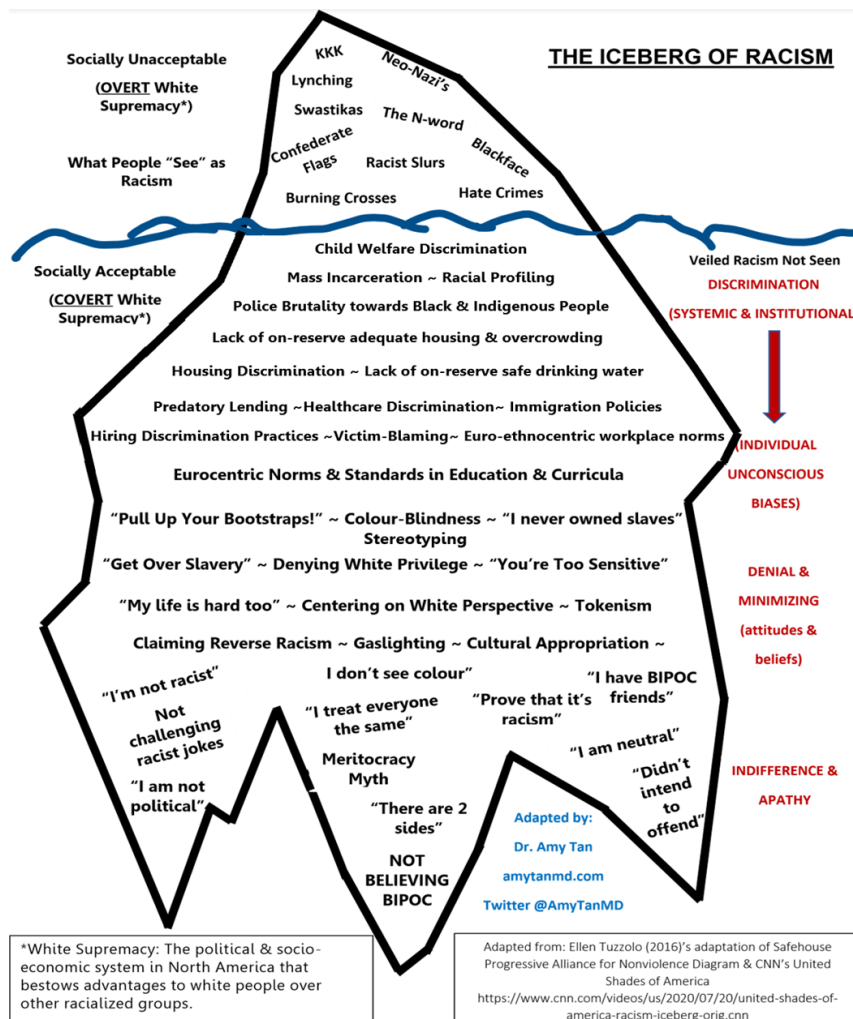
**Cultural intelligence:** the skill to relate and work effectively in culturally diverse situations. Culturally intelligent people are attuned to the values, beliefs, and communication systems of those from different cultures.

**EDI - Equity, Diversity, and Inclusion:** The Government of Canada defines equity as the removal of systemic barriers and biases, enabling all individuals to have equal opportunity to access and benefit from a program. Diversity is defined as differences in race, colour, place of origin, religion, immigrant and newcomer status, ethnic origin, ability, sex, sexual orientation, gender identity, gender expression, and age. Lastly, the Government of Canada defines inclusion as the practice of ensuring all individuals are valued and respected for their contributions and are equally supported.

**Microaggressions:** the everyday, subtle, intentional or unintentional interactions or behaviours that communicate a bias toward historically marginalized groups.

# Know the Terms

**Systemic racism:** a form of racism that is embedded in the laws and/or regulations of a society or organization. The *Iceberg of Racism* was adapted by Dr. Amy Tan, MD, as she reflects on anti-racism and health equity and justice.



*"What we see as racism is only the tip of the iceberg. Racism exists in many forms every day."*

Dr. Amy Tan

This photo provides examples of microaggressions that are present within society. It demonstrates how white supremacy and systemic racism are embedded in society and examples of what that looks like.



If you would like to read Dr. Tan's Op-Ed, please [click here](#).  
 (3-minute read)

# Know the Terms:

**White privilege:** the societal privilege or advantage that benefits white people versus non-white people.

University chancellor Susan E. Borrego, discusses her experience with white privilege, how she unpacked that privilege and moved from defensiveness to understanding. She shares different examples and personal experience from her life that have guided her to ensure others receive the opportunity for a successful education.



[Click here to view her TedTalk.](#) (13-minute video)

**White supremacy:** the belief and/or promotion of the belief that white individuals are superior to people of other ethnicities and races. White supremacy also refers to the political and/or socioeconomic repression of non-white people, by white people, based on the notion of racial supremacy.

Cultural humility must start with understanding the ideology of white supremacy as the driving factor for systemic racism, and the role it plays within individuals and organizations.



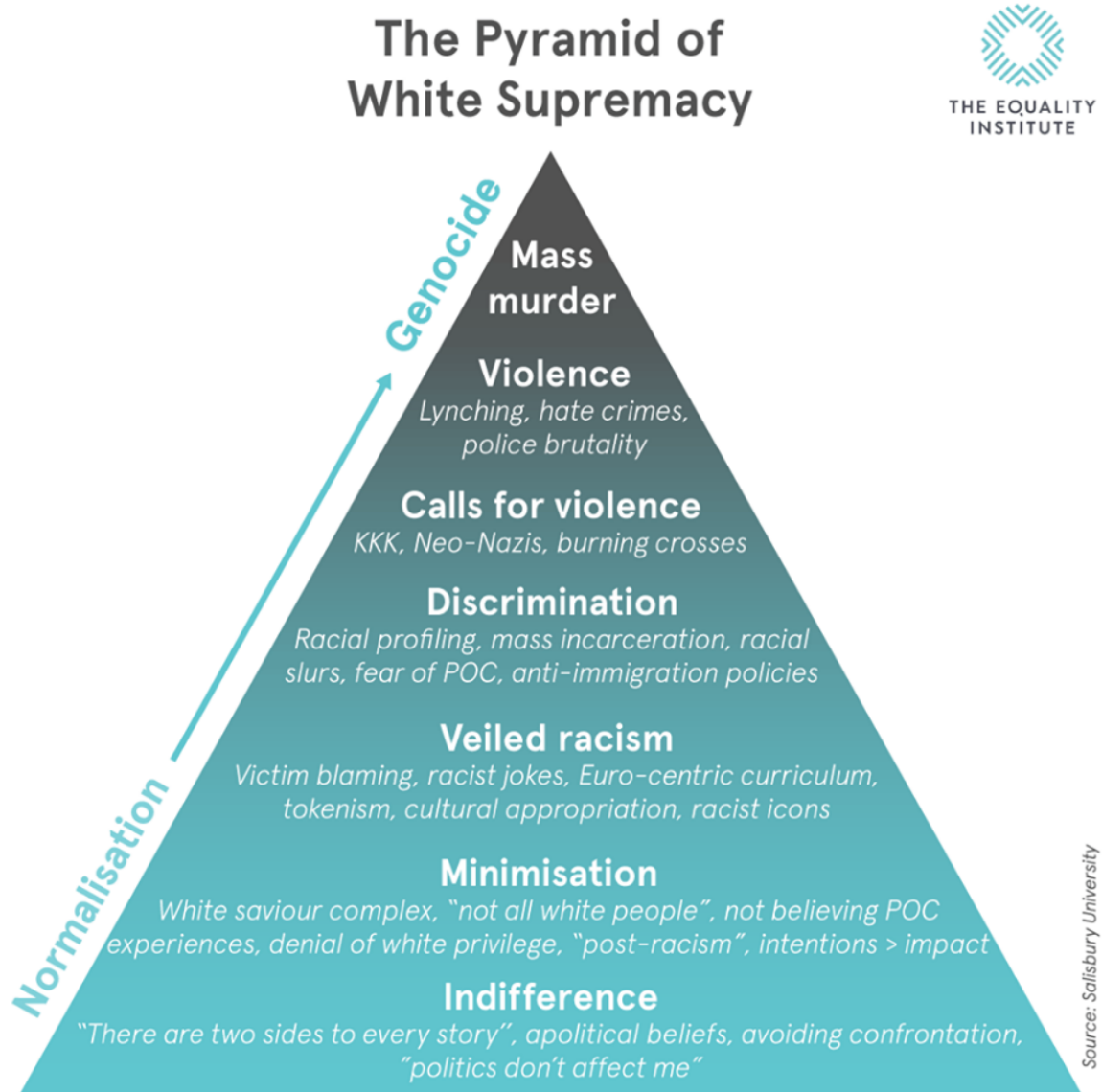
**Read, review, and reflect:** Layla Saad has created an anti-racism education workbook that promotes self-reflection and encourages people with white privilege to think about their racist thoughts and behaviours.



**For more information on Layla Saad and her book, *Me and White Supremacy*, [click here](#).** (5-minute video)

# Know the Terms

## More on white supremacy



Students at Salisbury University, Maryland, discuss *The Pyramid of White Supremacy* in a course focusing on Diversity and the Self. It is used to heighten students' sensitivity and awareness of diversity through the exploration of democracy, justice, equity, and human dignity. This graphic is a reminder of how racism is embedded in society.



# Know the Terms

## "But I'm not a racist"

### Understanding colonization and white supremacy culture characteristics

Cultural humility begins with understanding our own privilege and how our position in life has shaped our values, assumptions, biases, and beliefs.

This video invites Canadians to be self-aware and increase our understanding of our country's systemic racism. [Click here](#). (10-minute video)

Understanding our history includes colonization and how it persists in current times. Check out this video to learn about how you can contribute to an equitable future through addressing decolonization.

[Click here](#) to learn more (13-minute video)

Another foundational learning in this journey is in understanding the white supremacy culture characteristics. [Click here](#). (2-page handout)



[Click here](#) to check out this great resource for dismantling white supremacy culture in organizations, including definitions of characteristics and antidotes for each characteristic. (44-page book)

*"Silence is also violence."*  
Pam Palmater

# Pillars for Promoting Change

## It's a Starting Point

In the following section, we provide five pillars that can be used to support and promote change in your organization. These pillars require ongoing attention, commitment to change, and continuous learning. Promoting change requires a willingness to learn, curiosity, and an understanding of the values and beliefs which are important to the organization. It is important to note that success is dependent upon thoughtful effort in each of the pillars.

These pillars can be used as a starting point to implement and practice cultural humility in the workplace, as a commitment to creating positive change in the organization and beyond. Each pillar provides a way to integrate Equity, Diversity, and Inclusion practices in the organization, through evaluation, reflection, and openness. Implementing EDI practices requires being thoughtful, intentional, and comprehensive with our actions and words.



**Want to read more about taking "REAL" action on Equity, Diversity, and Inclusion? [Click here.](#)** (4-minute read)

The Centre for Creative Leadership has a four step framework to help shift mindsets and behaviours, and demonstrates five ways to take action in the workplace! Their goal is to work toward a more inclusive and equitable environment by understanding the dynamics of EDI and providing actions to help the desired outcome.



**Read, review, & reflect:** Take a look at this [short article](#) (2-minute read) on the importance of entering relationships with humility and acknowledging your role in the learning process. PhD candidates Amanda Waters, MA and Lisa Asbill, MA share their thoughts on understanding cultural humility as a process, rather than an end product.

# Pillars for Promoting Change



**Continuous Learning and Growth**



**Human Resources Policy and Practices**



**Role Models and Leadership Commitment**



**Communication**



**Physical Space**



# Continuous Learning and Growth

## Make it Count

Humans are constantly absorbing new information, and depending on what is learned, our opinions may or may not change along with them. Why shouldn't this be the case within the workforce as well?

Research highlights that one-off unconscious bias and diversity training does not embed legitimate change. These behaviours only stick for a short period of time with individuals reverting back to "normal" after mere days or even hours. While this may seem beneficial, a single training session or course will not promote the growth, curiosity, or openness to learning that is necessary. As a result, effective corporate training has to be long-lasting and encourage a change in behaviour, while being relevant to each and every team within the organization. Ongoing education and learning has the potential to increase skill sets, knowledge retention, boost ideas and creativity, and raise team morale.



**Read, review, and reflect:** Indigenous educators discuss what reconciliation is and how racial discrimination continues to play a role in Canada. Learning and growth in the organization goes beyond simply identifying discrimination, and should focus instead on addressing and seeking justice. This process requires continuous learning, critical self-reflection, and understanding. To watch the short video, [click here](#). (3-minute video)

*"Imperfections are not inadequacies; they are reminders that we are all in this together."*

**Brené Brown**



In addition, learning and growth require a mindset that allows for being open and flexible to new, ongoing information. Head of Equity and Inclusion at WarnerMedia International, Asif Sadiq, lists some strategies that encourage a journey of continuous EDI learning within the workplace. He suggests having a variety of learning formats, removing hierarchical learning, creating long-term behavioural change, extending the training time-period, and using a multitude of educational resources. Sadiq's suggestions continue below, or [click here](#) to read the full article. (5-minute read)

## 5 ideas to support learning

### 1. Use a variety of learning formats

Learning styles exist beyond the classroom - people understand things in many different ways. As a result, ensure training comes in different formats, allowing management to witness first-hand what the daily life of a diverse group looks like.



Not sure what your learning style is? Take this [5-minute quiz!](#) Participating in training and workshops might feel overwhelming and stressful. However, providing staff with resources in a variety of formats is the best way to promote inclusivity and equity, while ensuring everyone has a format that best suits their learning style.

### 2. Remove hierarchical learning

Ensure EDI training material is identical for all participants, from organization interns to directors. The goal is for everyone to feel responsible to promote conversation, rather than having one individual leading and everyone else listening. Not only does this emphasize group inclusion, but it also provides a space for curiosity and openness to learning about others.

### 3. Commit to the long-term

EDI training is often ineffective due to being a one-time seminar. Commitment to change requires ongoing attention and a sequence of training exercises that are provided often. This is crucial in creating an environment where everyone feels comfortable to share, learn, and discuss their thoughts, while allowing teams to openly address the challenges they face in their work with one another.

#### 4. Make learning a habit

In order to truly adopt long-term behavioural changes, it is important to span EDI learning over a period of time. The intention is to get people into the habit of learning; you don't want to start and stop at the basics of what diversity training means! This creates an environment for teams to understand that learning goes on beyond one session, highlighting that it should be a continuous process.

#### 5. Use a variety of sources

Although scholarly material is important, resources and training material can come from diverse viewpoints and sources. To gain mutual understanding and cultural safety, we have to be curious and open to learning about other's values and beliefs. As such, it is crucial we look at their perceptions and opinions, as they are directly involved. It is important to be mindful about how training and education sources reflect your organization's commitment to EDI, and the type of message that is being portrayed through them.



**Read, review, and reflect:** Take a moment to think about the resources and training materials currently in place for staff and volunteers in your organization. While doing so, reflect on these questions: When was this material last updated? What is the source? How is the material presented? Rethinking your education sources is an important consideration when presenting training materials to staff and volunteers in your workplace.



Consider the unique perspective of youth as Tamil students from York Region District School Board share their thoughts on the importance of Tamil heritage and learning about different cultures from the individuals directly involved. To learn more, please [click here](#). (4-minute video)

***"It's not just a general perspective, something you can find on Google. It gets to students themselves, how students and families connect to these things."***

**Kashmia  
Milliken Mills High School**



# Human Resources Policy and Practices

It is crucial that Human Resources (HR) practices relating to EDI are established to commit to fostering, cultivating, and preserving a culture of EDI, along with humility. This requires regular assessments and amendments to your policies, through collaboration with individuals from your team. While reviewing policy, it is important to consider whether it promotes a sense of belonging, openness, and a commitment to mutual understanding and cultural safety.



## 5 ideas for HR practices

### 1. Recruitment Guides and Orientations

- Using job-search engines will filter and limit your applicants although the process may save time and is a great marketing tool. Redirecting potential applicants to your organization's website and personally filtering through applications is a better way to review and target diverse candidates.
- Review your orientation materials to ensure they highlight the same commitment to EDI and humility that you strive for in the workplace.
- Elicit and humbly accept feedback about the application and hiring processes from staff and volunteers.



**"We need to focus on diversity. I want you to hire more people who look different, but think just like me."**

## 2. Selection and Hiring Process

- Have those involved in the hiring process complete training, including instruction on recognizing and taking action against unconscious, implicit, overt, prejudicial, and further bias.
- Critically review your application process and how it might impact confidentiality and immigration considerations, or use language that could deter individuals with differences to your organization.
- Reflect on how the role of unconscious bias might impact your search process and/or how your application documents might use non-inclusive language.
- Provide support and programming initiatives which are designed to remove barriers for employees with disabilities and facilitate disability-related accommodations.

## 3. Onboarding Resources and Considerations

- Provide hiring managers with an onboarding checklist to ensure all EDI processes and procedures are followed. In addition, it is important to share your EDI practices with staff, so they gain an understanding of what it looks like in your organization and how policies are implemented.
- Provide coaching, mentorship, and/or a community of practice for EDI, with a cultural humility framework, to maintain excellence in training and onboarding.
- Obtain organizational training to develop knowledge of systemic barriers faced by individuals from underrepresented groups.
- Clearly communicate EDI procedures to all team members, ensuring that staff act with humility, intentionality, and a welcoming attitude.



**Read, review, and reflect:** We know how intimidating it can feel to start a new job! So, why not encourage inclusivity from the get-go?



Sonja Gittens-Ottley, Head of Diversity, Inclusion and Belonging at Asana has written several articles about the importance of inclusivity in the workforce. Want to read her top 10 tips for building an inclusive onboarding experience? [Click here!](#) She shares easy ways to create a more inclusive environment, from the company level to the individual. (7-minute read)



*"Onboarding is a pivotal moment for making employees feel included."*

**Sonja Gittens-Ottley**

#### **4. Inclusion**

- Ensure team leaders are fostering a safe, respectful, and supportive work environment for all through their language and attitude. Critically reflect on your current environment and identify potential opportunities to enhance it.
- Hold regular meetings with members of the team to discuss workplace environment concerns and a plan to address them.
- Develop an understanding of micro-aggressions and address any occurrences within the team; make it clear how micro-aggressions can lead to individuals not feeling included.
- Participate in public lectures by members of underrepresented groups and on topics of concern to them. Inclusivity requires humility, curiosity and an openness to learn about the values and beliefs of other people.
- Create spaces where people who are not always seen and heard may feel comfortable participating in conversation. Similarly, it is important to create opportunities for vulnerability and discomfort.

#### **5. Exit Interviews**

- Be mindful about how questions are phrased and if they reflect preconceived notions about the employee. Conscious and unconscious biases may affect how the interviewer interprets the responses. As such, exit interviews that are done with a combination of an HR representative and an individual from the leadership team would mitigate this risk.
- Use the exit interview to gain insights from diverse perspectives about the organizational culture.
- Use responses from the exit interview as a way to humbly examine the employee's experience and gain an understanding of their thoughts on cultural safety. This would provide leaders a way forward in redesigning a more inclusive environment.





# Your HR To Do List

It is important to consider how Human Resources policies and practices impact on belonging and cultural safety in the organization. Fostering cultural humility in the workplace requires an openness to learning about other's values and beliefs to gain mutual understanding with those in the workplace. Reviewing and amending HR policies with cultural humility in mind is a great way to support staff during their time with your organization.



## Let's review your human resources 'To Do List'



### **Keep an open mind and be humble**

To ensure your recruitment practices create a space where all feel welcome.



### **Reflect on your practices**

To ensure they support accessibility and reduce biases.



### **Share your practices**

To demonstrate your commitment to equity, diversity, and inclusive practices to new staff.



### **Create a space**

For staff to share thoughts, be vulnerable, and ask difficult questions.



### **Be curious**

To gain knowledge about your organization through exit interviews.



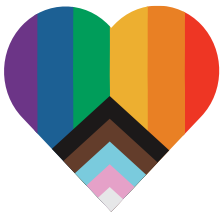
# Role Models and Leadership Commitment

When thinking about about EDI, a driving force for change starts with an organization's leaders. Here are several ways leaders can model the desired culture and foster change in the workplace.



## **Different is Good**

This includes embracing diverse points of view in meetings and decision-making. Modelling an organization's desired culture includes a commitment from leaders for self-reflection in order to identify and eliminate unconscious biases.



## **You Can Create**

Leaders need to contribute and constructively challenge assumptions and perspectives within the workplace. The goal is to create a safe and inclusive space, while confronting and challenging personal biases.



## **Set the Tone**

Leaders set the tone of the organization, and thus, will have a direct impact on the progress of EDI practices within the workplace. This may include keeping the topic on meeting agendas, asking appropriate questions, and monitoring relevant data. Creating space for tough discussions may feel uncomfortable at times, but it is important to address and welcome vulnerability.

While an entire workplace can come together on tone-setting and making EDI a strategic priority, it is ultimately up to organizational leaders to step up and commit to producing and delivering results.

### 3 actions you can take



1. Gathering data and setting targets to ensure diversity across the organization. This means diving deep into the data around hiring and promotion decisions at all levels, analyzing roadblocks, and being transparent about success and failure in meeting targets.
2. Putting structures and policies into place that encourage inclusive working environments and providing diverse talent with the support systems needed to be successful within the organization.
3. Coaching and mentoring leaders with the recognition that diverse teams require different management skills than homogenous ones do. As mentioned earlier, learning styles vary between individuals, and as such, it should be recognized that employees benefit from various management styles.

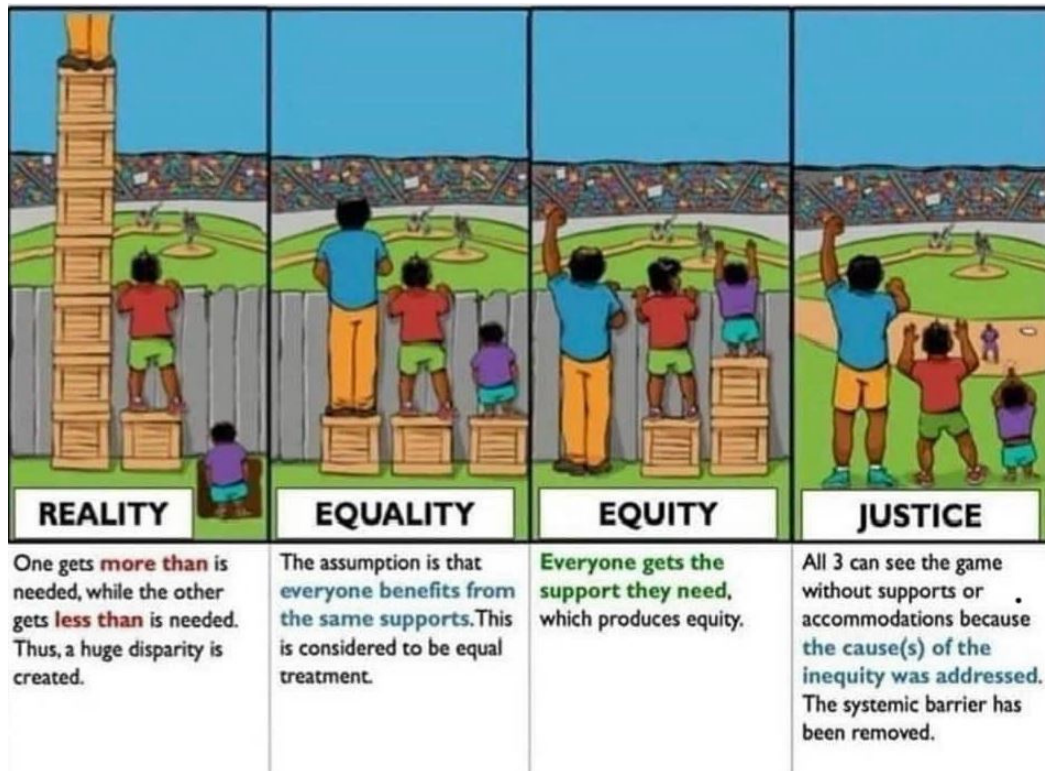
The obvious and often most uncomfortable starting point is to recognize the diversity of individuals on your board. To be effective, the leadership group has to attain a critical mass of diverse viewpoints rather than simply including one symbolic woman or one representative from groups of visible minorities.

Tone is hard to see and measure, yet it is a powerful tool with which leaders can play a crucial role in advancing diversity and inclusion practices in the organization. Through the chosen behaviours and priorities comes a significant ability to create change.

Senior leaders first need to acknowledge that societal inequities exist and recognize that, unintentionally, their organization is not a level playing field. People enter the world of work and advance through their careers with unevenness of advantage, opportunity, privilege, and power — so what is "fair opportunity" is not the same for everyone.



When organizational leaders express their motivation, as well as barriers, for countering inequity, set clear goals toward greater equity, and take action, they signal a commitment that becomes the foundation of the organization's diversity and inclusion efforts.



You may have seen a variation of this photo, which is a visual representation of equality, equity, and justice. In the workplace, leaders may assume that employees benefit from the same supports and resources. This is untrue! We know that individuals vary in learning, working, and management styles. For an organization to be equitable, a leader would provide resources that best suit their employees. While this is a step in the right direction, the overall goal is to seek justice. Removing barriers and addressing the cause of inequity in an organization is the best way to model and commit to change in your workplace.

Ultimately, inclusion requires active, intentional, and ongoing efforts to promote the full participation and belonging of each member of the organization. It involves policies and practices, and the ability to envision and enact new ways of leading. Having strong role models and leadership to guide and initiate this process will help create a culture and environment where the power of all forms of diversity can be fully realized. This will ultimately be one of the defining leadership attributes for the next generation.



# Communication



## Bring it to Life

Policies and procedures on EDI and what it means in the organization should be made clear to employees as a basic starting point. However, it is important to go further than that, bringing the policy to life through every stage of the employee lifecycle — from recruitment, talent management, and beyond. That means raising the profile of EDI through internal communications.



## Show it Matters

Organizations need to be clear about how they are delivering their EDI vision. This is not simply about creating and sharing an annual report or curating resources and hiding them away. Rather, they must engage with all employees across the organization on an ongoing basis demonstrating that EDI matters, while acting with and encouraging humility.



## Be True

Inclusive communication is necessary and may be used to influence and nurture a sense of belonging in the workplace. This way, employees feel empowered to bring their authentic selves to work, to be unapologetically themselves, and to show their talents and intrinsic knowledge with undeniable commitment.

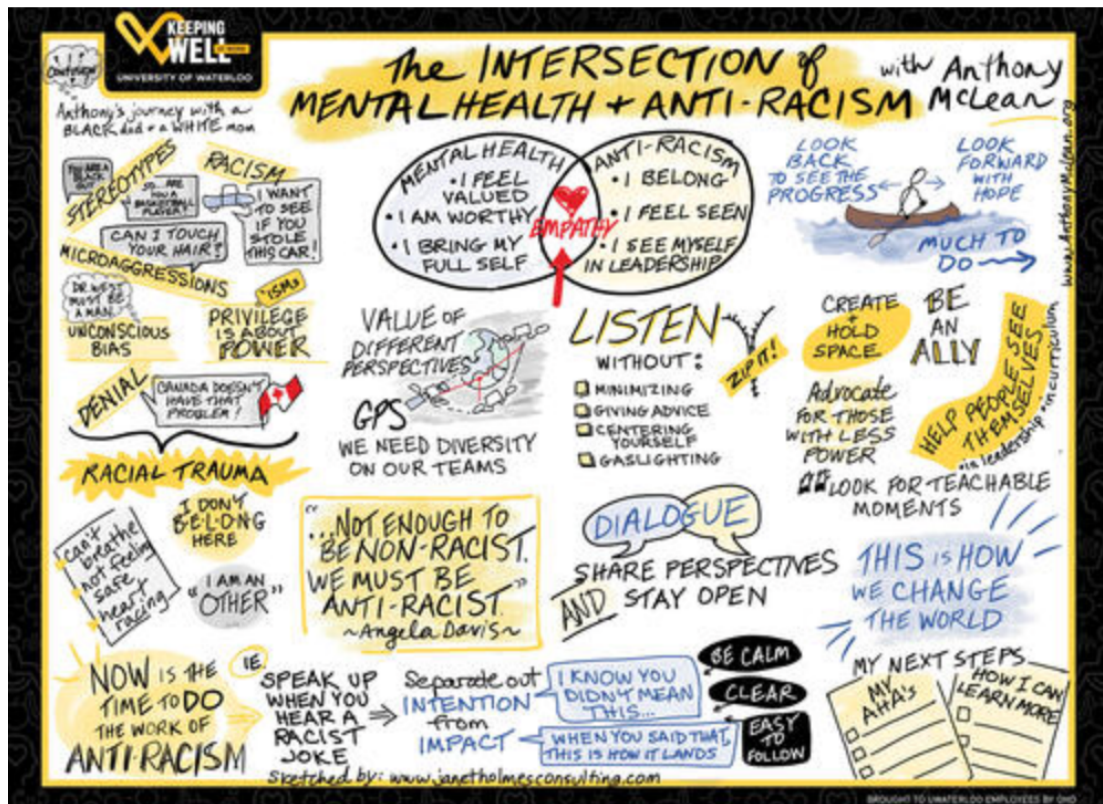


## Share

Sharing relevant resources to support diversity and inclusion, and communicating them effectively can help build engagement to an organization's EDI agenda. It can also help employees discuss topics that many may find difficult to talk about while building healthy cultures in which all employees can thrive.



Communication in the workplace goes beyond what you physically say and includes listening skills, non-verbal communication, and emotion control. Anthony McLean approaches mental health and EDI work through an empathetic lens, and describes what it means to be anti-racist. His experience with the intersection of mental health and anti-racism is expressed in a digital sketch below.



Inclusive communication helps to dismantle racial inequity, increase cooperation, and gives space to those who often feel unheard. Inclusive language avoids any biases, slangs, or expressions that discriminate against groups of people based on race, gender, socioeconomic status, or ability. In short, inclusive language allows a person to resonate with diverse audience groups by speaking and writing with impartiality.

***"Listen without minimizing, giving advice, centering yourself, or gaslighting."***  
**Anthony McLean**



Anthony has presented and held meaningful conversations on several topics including diversity and performance in the workplace. To watch his short talk, please [click here!](#) (4-minute video)

An important part of building a great organization is making everyone feel welcome, respected, safe, and instilling a sense of belonging. The way an organization communicates helps to shape the way it is perceived by current and prospective employees alike. Open communication, humility, and curiosity are essential to gain mutual understanding and cultural safety in the workplace.

## The language a company uses reflects

- **Its intent.**
- **How conscious or unconscious it is regarding diversity issues.**
- **The degree to which everyone is seen, heard, and valued.**
- **Whether everyone has a future in the organization.**
- **How accountable the organization is willing to hold itself and its employees for implementation and infringements.**

Ultimately, both perception and reality can be created, maintained, and altered by communication. Language is a powerful tool, and as communicators, we have the unique privilege of harnessing the power of words to set expectations, unite, and drive action regarding EDI and humility in the organization.



### 4 ideas to promote EDI

- Embed messages of humility and EDI into existing content, such as memos, newsletters, and onboarding information.
- Ensure employees can easily access resources about EDI including documents that outline the leaders' views and why they are important to the organization, through the intranet or a folder on a shared drive.
- Ensure the website highlights the organization's position on EDI and communicates a sense of humility. Remember this will be the first place potential future employees learn about your organization.
- Use your social media to highlight the organization's EDI efforts and successes, however, go beyond telling people, show them by the conviction and humility of your messages related to social justice and EDI.

The journey of incorporating cultural humility and EDI into an organization requires a multi-level communications plan that aligns with the change management strategy, demonstrating the how and the why for the change.





# Physical Space

Enhancing the workplace itself is one of the most visible ways to build inclusivity into your culture. When designing space, it is important to engage with diverse groups from the onset. Be open to criticism, feedback, and ideas about how to enhance your space, beyond AODA-compliance. The goal is to create a welcoming space for all users, as new staff might have a different reaction to our space. Regularly reflect on how to create a safer and more welcoming space for individuals.

Creating an inclusive physical space within the organization requires easily accessible and appropriate resources for team members. Be curious, open, and responsive to the diverse needs of staff. Consider the following:

- Gender-inclusive washroom(s) that anyone can use, regardless of gender identity or presentation.
- Multi-faith prayer and meditation rooms.
- Accommodations for faith-based rituals, obligations, and celebrations such as fasting, smudging, or non-statutory holidays.
- A method for the ongoing collection of feedback from individuals using the space.
- Ergonomic workstations and accessible building features that ensure staff with disabilities can easily interact with co-workers, access all the same facilities, and perform the same functions.



***"Doing things the way you've always done doesn't work because things have always been exclusive and inaccessible. So, how do you change it? It's time to get radical... it's time to do things differently."***

**The Horizontals**

If workplaces were more accessible, about 552,000 individuals with a physical disability impairing mobility, vision, or hearing would be able to work or work more hours per week. This would add 1.3 percent to the total annual Canadian work effort by 2030. Universal design encompasses four main aspects:

- **Adopting a human-centred approach:** Considers the full range of diverse characteristics among all users who will interact and engage in the space.
- **Going beyond safety to accessibility:** While building codes provide basic safety standards, most do not account for the full range of needs that arise from differences in human abilities and characteristics. Universal design goes beyond safety to consider design elements that will enable full participation based on a spectrum of human abilities and needs.
- **Maximizing user experience:** An approach to design that maximizes the experiences of all users. Any design features that enhance access or use by some people should not hinder or diminish the user experience for others.
- **Striving for inclusion:** Reflect on how to make tools, buildings, and facilities more socially inclusive and user-friendly.

Accessibility and inclusion should be part of your overall organizational strategy. Creating spaces that reflect different working styles helps individuals on your teams feel included and understood. When inclusive values are incorporated into strategy and policy, accessibility becomes more intentional.

*"Disable ableism... flip that switch off. We disable it in our thinking, we disable it in our actions, we disable it in our beliefs. This is the modern pathway to inclusion."*

**Alycia Anderson**



It is important to recognize and shift our perceptions regarding ableism. What is meant by disabling ableism? Alycia Anderson is inspiring and motivating as she discusses the power of diversity and inclusion, and how to create change in the workplace. To watch Alycia's TedTalk, Disabling Ableism, [click here](#). (16-minute video)

Ultimately, including elements of universal design requires investment over time and commitment from organizational leaders. Ensure accessibility and inclusion, through universal design, is part of the overall organizational strategy.

# Decent Work

Decent work is a set of work place practices to support agencies in meeting their mission and building a stronger, more resilient nonprofit sector. It includes a charter for organizations committing to support inclusive, healthy, and equitable communities. To see the Decent Work Charter, [click here](#).

There are numerous resources available to implement the principals of decent work into the workplace. Imagine Canada's HR Intervals toolkit has resources for non-profits, all free on its website, including resources related to Decent Work. To check out their resources related to Equity and Decent Work, [click here](#).

For Ontario Nonprofit Network's (ONN) Decent Work resources, [click here](#).

ONN is currently developing new Decent Work resources related specifically to racial justice. Take the time to check out its podcast, "[Digging in](#)" to hear topics related to EDI and how we can work together to reshape the nonprofit sector.



Share your vision for decent work - sign our virtual postcard



Explore our microsite to learn how to support decent work for women



Adopt the decent work charter for your organization

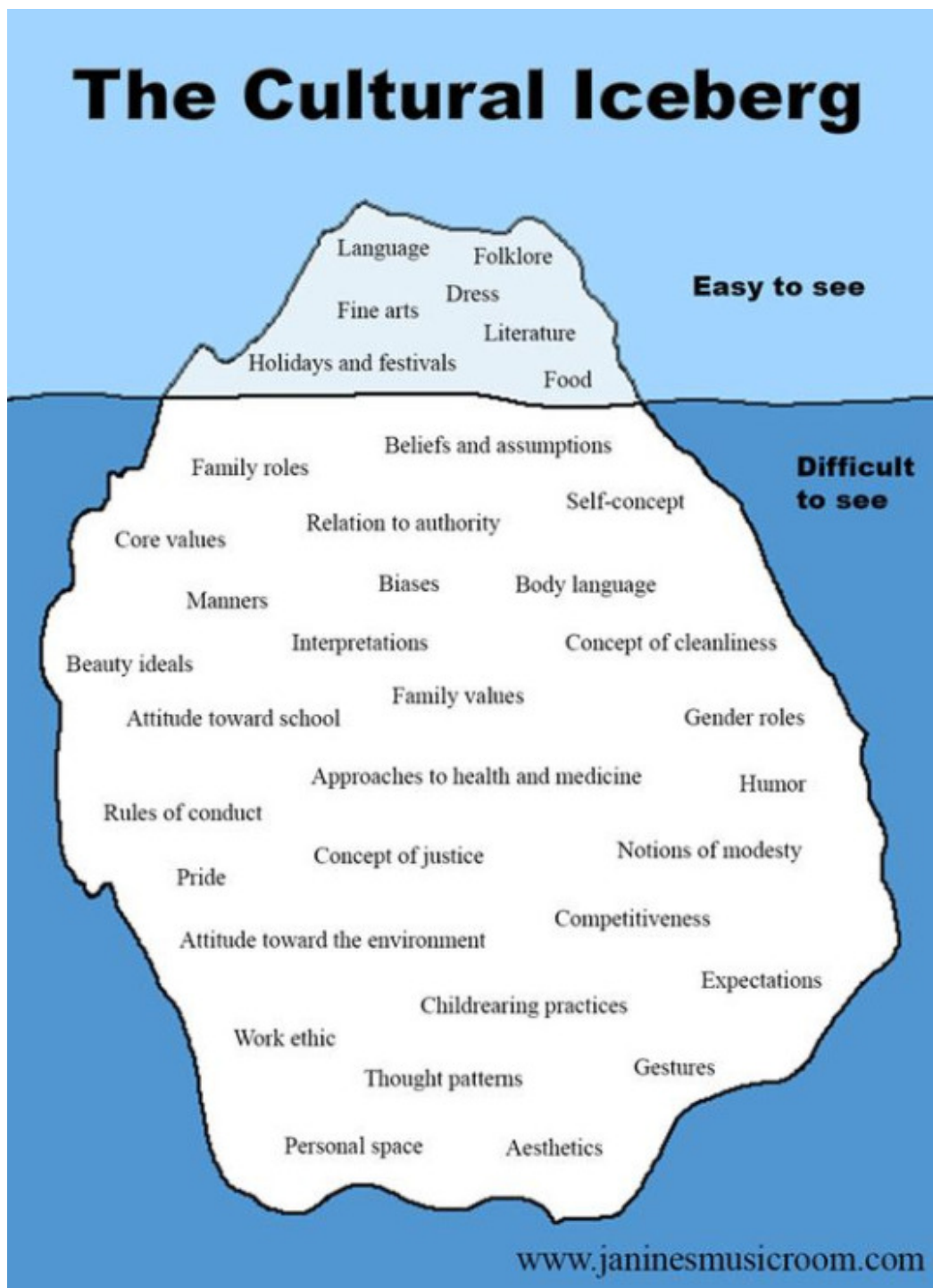


Read our decent work case studies to help start your journey

# What is Culture?

## Reflections using another iceberg

This common depiction of culture demonstrates elements, which together comprise a culture. Consider your own organization in relation to the relevant elements. For example, what does your organization's self-concept, roles, relation to authority, thought patterns, aesthetics, etc. say about your culture? Are there signs of humility, equity, diversity, and inclusion in the culture that is "difficult to see"?



# Applying Models of Change Management

## How to create a culture of humility

There are two dominant theories about how to implement organizational change. Dr. John Kotter is regarded as the authority on organizational change management. His international bestseller, *Leading Change*, is regarded as the pre-eminent guide to change management.



For an overview of Kotter's eight step change model [click here](#). (6-minute video)



**Read, review, and reflect:**  
Kotter's model has been updated with a deeper dive. Check out this article to learn more — [click here](#).

Kurt Lewin, regarded as the founder of social psychology, developed the earliest model of organizational change with three simple steps: unfreeze, change, and refreeze. A critical feature of this model is addressing the existing mind set of employees, before attempting to create change.



For a brief overview of Lewin's model of change watch this short video — [click here](#). (2-minute video)

With so many different plans and priorities, it can be difficult to commit resources to a change-management plan. Both Kotter and Lewin have simple steps to support a change-management plan. The following pages provides an overview of these models and resources to support your organizational change journey.

### A WORD OF CAUTION:

Critical thinking is encouraged in considering the steps identified to follow. Some of these steps, depending on how they are implemented, could be considered as a white supremacy characteristic.



# Kotter's 8-Step Change Model



## Step 1: Create a sense of urgency

Each employee will have different motivators for growth and change, which may be internal, external, or both.

Intrinsic motivators to embrace cultural humility may include a desire to contribute to the momentum of change related to world events, such as the murder of George Floyd, or a desire to be associated with an organization at the forefront of social justice. External motivators may include policies, government priorities, or the appraisal of performance. To engage all employees in organizational change, a thoughtful use of both internal and external motivators is ideal.



### 5 ideas to create a sense of urgency

- Communicate external pressures, opportunities, and threats.
- Use the momentum of local and world events to keep the sense of urgency alive.
- Add the employee's contribution to supporting the organization's EDI vision to the performance appraisal.
- Set clear boundaries for negative behaviours that don't fit with the vision and hold people accountable.
- Start with the leadership team, ensuring they demonstrate the vision.



To hear about the importance of creating a sense of urgency in a change-management plan, listen to this short video - [click here](#). (5-minute video)

# Kotter's 8-Step Change Model



## Step 2: Create a team of champions



### 5 ideas to create champions

- Identify those who can champion the change.
- Ensure champions exist at different levels of the organization.
- Give them authority to lead the change.
- Demonstrate commitment to diversity by ensuring diversity among the team leading the change, which means including those that are hesitant or lagging in the journey of this change.
- Provide additional job titles to people who are champions and/or designate someone to be the lead as a manager of EDI initiatives.



A lone dancer at an outdoor concert unknowingly demonstrates some of the principals of being a champion or

leader and starting a movement. To check out this short and humorous video, [click here!](#) (6-minute video)





# Kotter's 8-Step Change Model



## Step 3: Create a change vision

Remember that the vision is not to create an organization that has cultural competency, but one that has humility, where self-reflection is the norm and there is an openness to examine one's beliefs and biases in an effort to create cultural safety.

The vision must be simple and clear, articulated in a way that all can understand.



### 5 ideas to create a change vision

- Paint a picture with the words.
- Include simple graphics for visual learners.
- Use plain language, avoiding jargon.
- Speak in the first-person plural point of view "we".

*"Win over hearts and minds."*  
Dr. John Kotter



Dr. John Kotter discusses the elements of a great change vision. To listen to the creator himself in this brief video, [click here](#). (5-minute video)



# Kotter's 8-Step Change Model



## Step 4: Communicate the vision

A vision that has not been clearly and repeatedly communicated will not have value.



### 5 ideas to communicate the vision

- Create a bulletin board with messages and visual representation of the vision.
- Embed the desired behaviour in employee performance appraisals.
- Demonstrate your vision with bold actions (for bold action ideas see page 39).
- Create visual tools, like a report card.
- Create opportunities for open and vulnerable dialogue.



To listen to Dr. John Kotter discuss the common mistakes in communicating a change vision please, [click here](#). (4-minute video)

***"If you cannot communicate the vision to someone in 5 minutes or less and get a reaction that signifies both understanding and interest you are done."***

**Dr. John Kotter**



It is important for employees to understand the vision of a workplace with cultural humility. Ensure employees also understand why racial equity matters. This brief *Harvard Business Review* article provides some great points for reflection. [Click here](#). (4-minute read)

# Kotter's 8-Step Change Model



## Step 5. Enable action

There will be obstacles to any change process, so identify them as early as possible. Have your team of champions identify all the potential obstacles to embedding your new vision into the organization's culture, then brainstorm potential solutions to removing or circumventing the obstacles.



### 5 ideas to enable action

- Ensure the organization's structure matches the vision.
- Align employee incentives with the vision, such as appraisals and recognition.
- Thoroughly on-board all leaders.
- Review operations to ensure they align with the vision and remove any barriers.
- Be prepared to take risks, let go of conventional practices, and allow your teams to be bold!



Not sure how to address resistance? Dr. John Kotter discusses how to deal with resistance to change in this short video. Please, [click here](#) to watch! (4-minute video)

# Kotter's 8-Step Change Model



## Step 6: Generate short-term wins

Observe changes in your organizational culture and highlight them at every opportunity - intranet, team meetings, staff meetings, one to one interactions, or newsletters.

Remember that "win" in this context is referring to an enhanced sense of humility in the workplace. What will that look like?

- More self-reflective practices.
- Challenging biases, in self and others.
- Increased curiosity about personal and cultural experiences of others, rather than assuming cultural competency.
- Employees showing responsibility to their own learning about cultures, rather than relying on those with lived experience to educate them.
- An ability to express vulnerabilities and mistakes, without defense.

*"Without short-term wins, too many employees give up or actively join the resistance."*

**Dr. John Kotter**



Have you ever heard of the 1% rule for change and its impact on the British Cycling team? Watch this [5-minute video](#) to learn how small improvements can have a lasting and monumental impact on change! Embrace inspiration, and embrace change!

# Kotter's 8-Step Change Model



## Step 7: Never give up



### 5 ideas to refresh your organizational-change efforts

- Try new strategies.
- Update messages as the original ones may no longer apply.
- Shift key roles and/or enlist new champions for the team.
- Create a new inspirational event.
- Top up the efforts with financial resources.



Keeping momentum is perhaps the greatest challenge of any change journey. In this short video, Kotter outlines reasons that change efforts lose momentum. [Click here.](#) (2-minute video)



# Kotter's 8-Step Change Model



## Step 8: Anchor changes

In order to ensure your organization does not revert back to default mode, change must be anchored. Culture is a powerful force, both the old one and new, that can shape employee behaviour. So, how does one know when the desired change is anchored within an organization's culture? Culture is everywhere but often invisible. When there are signs that vision for the desired change has become the new normal for most employees, change is anchored.



### 5 ideas to anchor change

- Highlight the benefits of the change to employees.
- Identify and discuss the new norms that support the change.
- Recruit based on alignment with the new organizational culture.
- Adjust ongoing training to align with the new culture.
- Ensure that the organizational culture is represented in the symbols and environment of the organization. This does not mean hanging indigenous art. What are the symbols in your organization of cultural humility?

*"Recognize that unlearning is the highest form of learning."*

Rumi

# Lewin's Change Model

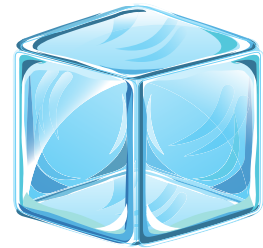
**Unfreeze**



**Change**



**Refreeze**



*"If you want truly to understand something, try to change it."*

**Kurt Lewin**

The models of Lewin and Kotter are similar in the implementation details. His three stages are helpful and simple reminders to change agents that the journey of change must first start with letting go of previous thoughts, beliefs, or ideas. Unfreezing is the most difficult part of the journey and must include a well communicated message of the reason for change and the benefits.

It also includes an opportunity for employees to discuss their concerns. This frequently missed step can be a barrier to successful change.



For insights into the development of Lewin's model and a comparison between the models watch this [short video](#).  
(7-minute video)



"I don't want to change. I want all of you to change!"

# 10 Bold Actions to Boost Change

1

Establish an anti-white supremacy committee.

2

Review and evaluate your organizational practices based on the characteristics of white-supremacy culture. [Click here](#) to learn more.

3

Start a book club in your organization to read and discuss books about culturally diverse experiences.

4

Partner with a grass roots organization with the intent to learn how to best work together for social justice.

5

Create a space in the workplace for vulnerable and uncomfortable conversations about diversity.

6

Update procurement policies to ensure they favour companies owned by under-represented populations.

7

Update communication, ensuring language is accessible, people first and includes acknowledgement of pronouns.

8

Commit time to staff de-briefing sessions for significant traumatic events of social injustice.

9

Allow employees to attend a rally or march as a professional development opportunity.

10

Commit to radical accountability for decent work and social justice. [Click here](#) to learn more.

# Help Our Network Continue to Grow

This toolkit is our first iteration. We know that EDI is a quickly changing and growing field of thought and action. If this toolkit is useful to the network, we will continue to update it and work together to enhance practices across Ontario. We know there are so many innovative and impactful initiatives across our membership, and we would be pleased if you would share your ideas with us, so we may share it with others.

We are committed to continuing to share and update resources to ensure we can create more equitable, diverse, and inclusive organizations together. Because we're stronger together.

*"We all have work to do. Our work is in the light. We have no perfect moral ground to stand on, shaped as we are by this toxic complex time. We may not have time, or emotional capacity, to walk each path together. We are all flailing into the unknown at the moment, terrified, stretched beyond ourselves, ashamed, realizing the future is in our hands. We must all do our work. Be accountable and go heal, simultaneously, continuously, it's never too late."*

**Adrienne Maree Brown**



If you have feedback about this toolkit or ideas you would like to share with the network, please complete this brief four question survey.

[Click here to access.](#)





# References

Asif Sadiq. 2021, March 28. "The Diversity and Inclusion Learning Journey". [www.linkedin.com/pulse/diversity-inclusion-learning-journey-asif-sadiq-mbe](https://www.linkedin.com/pulse/diversity-inclusion-learning-journey-asif-sadiq-mbe)

Beatrice Zano. 2019, August. "Understanding Equity, Diversity, and Inclusion (EDI) through Human Resources". [Understanding Equity, Diversity and Inclusion \(EDI\) through Human Resources \(ubc.ca\)](https://www.ubc.ca/understanding-equity-diversity-and-inclusion-edi-through-human-resources)

Bhavana Koliyot. 2021, April 12. "Can Internal Communications Inspire DEI (Diversity, Equity, Inclusion)?" <https://www.linkedin.com/pulse/can-internal-communications-inspire-dei-dr-bhavana-koliyot>

Center for Creative Leadership. 2020, November 10. "5 Powerful Ways to Take REAL Action on DEI (Diversity, Equity & Inclusion)". <https://www.ccl.org/articles/leading-effectively-articles/5-powerful-ways-to-take-real-action-on-dei-diversity-equity-inclusion/>

The Conference Board of Canada. 2018, February. "The Business Case to Build Physically Accessible Environments". <https://www.conferenceboard.ca>

David Mills, Rachel Middleton, Harsonal Sachar, and Russell Reynolds. 2019, April 3. "Driving Diversity and Inclusion—the Role for Chairs and CEOs". <https://corpgov.law.harvard.edu/2019/04/03/driving-diversity-and-inclusion-the-role-for-chairs-and-ceos/>

Government of Ontario. 2020a, March 20. "Ontario's Anti-Racism Strategic Plan". <https://www.ontario.ca/page/ontarios-anti-racism-strategic-plan>

# References (cont.)

Government of Ontario. 2020, June 5. "Ontario's Anti-Black Racism Strategy". <https://www.ontario.ca/page/ontarios-anti-black-racism-strategy#section-0>

Jill Provoe. (n.d.). "Equity, Diversity and Inclusion Minded Practices in Virtual Learning Communities". <https://www.nsc.ca/docs/about-nsc/applied-research/equity-report-english.pdf>

Kotter. The 8-Step Process for Leading Change | Dr. John. <https://www.kotterinc.com/8-steps-process-for-leading-change/>

Lynee Luque. 2020, January 27. "How To Put Diversity, Equity And Belonging Commitments Into Practice In The Workplace". <https://www.forbes.com/sites/forbeshumanresourcescouncil/2020/01/27/how-to-put-diversity-equity-and-belonging-commitments-into-practice-in-the-workplace/>

The Mind Tools. 2016. "The Four Principles of Change Management: How to Support Change in Your Organization". Mind Tools. [https://www.mindtools.com/pages/article/newPPM\\_87.htm](https://www.mindtools.com/pages/article/newPPM_87.htm)

Paula Caligiuri. 2013. "Develop Your Cultural Agility." T + D 67 (3): 70.

Wendy Berk. 2016, March 17. "Diversity and Inclusion: A Case for Communication". <https://www.linkedin.com/pulse/diversity-inclusion-case-communication-wendy-berk>

5App. 2021, February 22. "How to Create an Inclusive Culture: The Role of EDI Resources". <https://blog.5app.com/blog/how-create-inclusive-culture-with-edi-resources>



Produced by:  
**Family Service Ontario**

April 2022

Formal permission is not required to use this material, in whole or in part.

*"If people don't think they have the power to solve their problems,  
they won't even think about how to solve them."*

**Saul Alinsky**

*Rules for Radicals: A Pragmatic Primer for Realistic Radicals*

