# MOVING THE DIAL ON RACE

A Practical Guide on Workplace Inclusion

October 2020

**CMI** Chartered Management Institute

**RACE**

# CONTENTS

> This entire conversation has been an ongoing conversation throughout my lifetime. What matters to me now is when are we really going to move the dial?”
>
> **Delroy Beverley CMgr CCMI, managing director of York Teaching Hospital NHS Partnership, Chair CMI North East, Yorkshire and Humberside, and CMI Race committee member.**

# ABOUT THIS GUIDANCE

> **"**
>
> I have been overwhelmed by the support we have received from across the Chartered Management Institute to develop this guide. Our Managers Voice community shared their experiences of race at work with the CMI Research team who analysed the findings with lead advisor Dr Jummy Okoya FCMI to generate the evidence we partially present here. The new CMI Race advisory committee members have been invaluable as professional leaders and race champions willing to give their time to share their insights. It has been a community effort and I look forward to enlarging and enriching the CMI Race network as we lead the race at work conversation.
>
> **Pavita Cooper, CMgr CCMI, CMI Race Chair**
>
> **"**

The CMI Race network supports people to create more equal, diverse and inclusive organisations by driving change through professional leadership and management practices.

We understand that to truly move the dial on race will require significant efforts across society and that the conversation around race is passionate, emotional, political and often divisive. We recognise that this guidance alone will certainly not suffice but we are committed to the ongoing work required to dig deep into the conversation and support our members.

However, managers are crucial to institute **zero-tolerance to racism in an organisation** and there are practical ways they can make a real difference to people's everyday lived experiences. Managers are key to developing a culture that empowers people to build diverse interpersonal connections and feel safe to discuss their own experiences. At CMI, we aim to draw from our wide reach across different types of organisations in different parts of the economy to share best practice and convene an ongoing positive dialogue on race at work.

The **series of shocks and tragic events in 2020** has sparked conversations, heightened awareness and renewed a commitment by many organisations to make their workplace more equitable.
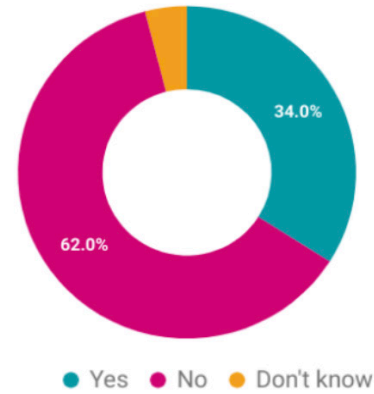


**Proportion of managers who have spoken to their team about their organisations response to the Black Lives Matter move**
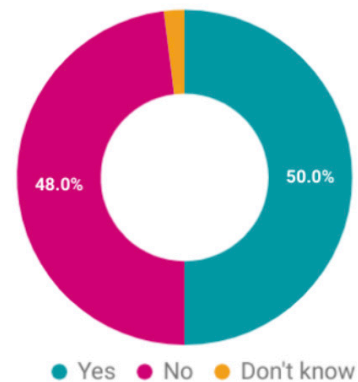


**Proportion of managers who had conversations with their team about racial justice and equality in society.**

At CMI we want to support leaders and managers in all organisations - large and small - as they endeavour to make real change happen, now.

# 1 Support people who face racism

- Encourage true identities at work
- Lead with empathy
- Create safe spaces
- Educate themselves
- Prioritise anti-racism

**Practical step: commit** a minimum of one hour per week to learn more about anti-racism.

# 2 Learn how to talk about race

- Keep up with evolving terminology
- Be specific and accurate
- Avoid acronyms
- Don't generalise
- Put people first

**Practical step: schedule** a conversation with colleagues who face racism and agree how the conversation might best continue.

# 3 End microaggressions at work

- Understand each type
- Respond every time
- Discern the nuances
- Disarm aggressors
- Define the problem to aid reflection

**Practical step: train** your team to understand microaggressions, ensure all staff are clear on zero tolerance to racism and how incidents will be addressed.

## 4 Build Support

- Facilitate small-group conversations
- Reassure people who share
- Praise people who actively listen
- Reassure there will be no ridicule
- Communicate how vital diversity is

**Practical step: create** or join a network to enable people to share, learn, make mistakes and deliver clear outcomes.

## 5 Raise awareness

- Become a race champion
- Be intentional on inclusion
- Promote curiosity in your team

**Practical step: ensure** recruitment and promotion processes are free from unconscious bias and that short lists are balanced.

## 6 Raise Skills

- Invest in the right training
- Make sure it is flexible
- Think digital, regular and often

**Practical step: ask** about training for you and your team and seek a long term solution, see how CMI could help.

# MANAGERS MUST BE BETTER ALLIES



| **STOP** | - Being a bystander to microaggressions and any acts of exclusion<br>- Being afraid to speak up because you fear using the wrong words<br>- Thinking that your actions will not make a difference |
|---|---|
| **START** | - Learning about racial inequality<br>- Using positive language<br>- Understanding and dealing with the emotions of privilege |
| **CONTINUE** | - Listening to your colleagues to embed inclusion and active anti-racism<br>- Championing racial equality beyond major events<br>- Reviewing progress with data and actively addressing issues |

# A DIFFERENT WAY OF THINKING

Simon Blake CMgr CCMI, Chief Executive, Mental Health First Aid
England and CMI Race committee member

**Simon Blake CMgr CCMI,** says the biggest issue he is faced with as a leader seeking to create an anti-racist organisation is that

**there isn't a single thing that we have to do that doesn't require us to rethink it**. This combines with the current context we are working in, which requires us to be rethinking everything too.

"**There are some things which just need doing and there are some things which are going to take a bit longer**. It's about finding that balance of pace to demonstrate momentum, but getting things done well and recognising that this is not something that we are going to fix in a very short amount of time."

Then there is the question of how to ensure that you adopt a zero tolerance stance. For Simon that "**includes a set of non-punitive learning opportunities**, which is true to your commitment...but also recognises that not everybody understands, because they have grown up in a structurally racist society.

**We've focused on privilege as much as on racism** so the other thing that we've talked a lot about is what should I be doing as the chief executive? *What should I be doing as a White senior leader?* We talk a lot."

Simon feels it is important that he, as chief executive, is the executive sponsor. "We talk in the team a lot about the positions of power we hold, but also the power on the basis of my Whiteness or of their racial identity. Having those conversations all of the time is quite powerful." Simon suggests that **leaders consciously consider their positional power** when making decisions and think carefully whether they can share or offer their platform to others. It's about "**ceding the power base, which is sometimes the more difficult case.**"

For Simon "it's all part of our public commitment both inside and outside the organisation, because **we've put ourselves into a position of accountability and scrutiny.**"

# SUPPORTING PEOPLE WHO FACE RACISM

> Lived experiences from colleagues who provide personal insights. Blogs and historical reporting has also raised awareness. Raising awareness of inclusion and openly talking about it has made a difference. Supported by consistent, visible leadership.
>
> **Managers Voice Respondant**

# 5 WAYS TO A MORE SUPPORTIVE ENVIRONMENT

In order to show unequivocal support for employees who encounter racism, leaders must educate themselves on the complexities of racism and prioritise anti-racist policies and behaviours.

**1 ENCOURAGE**
Employees to be themselves and to bring their 'whole self' to work

**2 CREATE**
Safe spaces for employees who encounter racism to talk about it

**3 LEAD**
With empathy

**4 PRIORITISE**
Anti-racism at work

**5 EDUCATE**
Yourself and others on racism and privilege

> "
> People of influence must set the example for others to follow, starting at the top. Fairness is a requirement of good leadership so any form of discrimination contradicts this and should see the leader removed.
>
> **Managers Voice respondent**
> "

> "
> I don't think they have worked well. My organisation is reliant on international staff, so I think it thinks it can escape race issues because of this.
>
> **Managers Voice Respondant**
> "

## RACIST

Viewing a racial group as culturally or socially inferior is racism.

Racism can be subtle - sometimes making it pervasive and difficult to measure.

Sometimes racism is sickeningly overt.

## NON-RACIST

Trying to assume neutrality as a 'non-racist' results in being a bystander to, or a denier of, racial inequities.

Saying "I'm not racist" does not prevent racism.

You may trust in processes and policies, but if you don't look for ways to root out racism within them, then you may be inadvertently supporting racism.

## ANTI-RACIST

To be anti-racist is to **proactively** uphold the idea of racial equality.

Anti-racism is a system that promotes the creation of policies, practices, and procedures for racial equity.

Being anti-racist requires active resistance to and dismantling of the system of racism.

**"**

To not stop this wave of discussion and communication. This is an underlying problem that has never been dealt with and will need a long term plan for years to come.

**Managers Voice Respondant**

**"**

# CONSTANT REINFORCEMENT

**Anti-racism at work is an ongoing duty that requires constant reinforcement.** It is a sad reality that public services such as transport and healthcare post caution signs reminding users that abuse or violence towards staff will not be tolerated. Managers and leaders should look at how their organisation reinforces health and safety at work and give equal importance to communicating zero-tolerance to racism and commitment to anti-racism.

> Do not stop this wave of discussion and communication. This is an underlying problem that has never been dealt with and will need a long term plan for years to come
>
> **Managers Voice Respondant**

## LEADERS

- Ensure that time is allocated so that communications can take place.

- Plan training or coaching to ensure that line managers have the skills needed to carry out face-to-face discussions at all levels within the organisation.

## EMPLOYEES

- Involve workers or their representatives in planning communications activities.
- Are workers able to give feedback and report their concerns?
- Have you considered groups of workers with potentially traumatic lived experiences or additional support needs in your communications plans?[1]

## MANAGERS

- Formulate plans for cascading information, considering how you will get messages across to all staff in all locations.
- Think about what needs to be communicated and to whom. How will your zero tolerance to racism policy and anti-racism commitments and initiatives be shared?
- Lay out clear communications procedures for reporting racism and consider extending this to microaggressions.
- Plan your communications with stakeholders. Who will coordinate this and how?
- Ensure that communication is included in change management procedures.
- Ensure that written communications are clear, consistent and up to date.
- Ensure that anti-racism messages have been given attention and are understood

[1] Adapted from **advice on communication by the Health and Safety Executive** (HSE)

> My organisation is reliant on international staff, so I think it thinks it can escape race issues because of this.
>
> **Managers Voice Respondant**

Donna Catley, Chief People Officer, Compass Group

## LISTEN

**Donna Catley, Chief People Officer, Compass Group** advises that organisations must listen to all staff and for the large food services business it is **critical to listen to front-line staff:**

- **Are their managers supportive?**

- **Do they know what it takes to 'get on' and where the opportunities are to develop?**

Compass Group uses employee surveys and listening forums (with a focus on the front line) and makes sure they are asking **the right open questions**. Responses then inform the actions and the process repeats as an iterative cycle.

Given the nature of the business, they have 40,000 new entrants each year so they are targeted and thoughtful in how they encourage people to join the business. To improve ethnic diversity they consider where to hire and study their selection choices and practices closely. In particular they focus efforts on training the approximately 6000 unit managers on equality, diversity and inclusion best practice, carefully equipping them with the right skills on managing diverse teams and fair recruitment practices. Leadership programmes, mentoring, actively managing career paths and checking personal development plans are up to date are also important actions, but in the end "it all comes back to listening."

# RAISE AWARENESS

Zaheer Ahmad MBE, Head of Strategic Delivery, Diversity & Inclusiveness, EY (UK&I) and CMI Race committee member

Zaheer Ahmad MBE, says "**the first and key point is raising awareness of the challenge that our workplaces and our society face on racism. So raising awareness is at the heart of any organisation who's aspiring or aiming to create that anti-racist culture.**"

"**Some people don't believe that racism exists in their organisation**. They believe that because of their code of conduct, because of their policies, because of their values, they are almost immune from being a racist organisation."

Part of raising awareness is to "challenge the perception that because recent events have taken place in the US, that it is a US issue and not a UK issue at all. Or if it is a UK issue, it's not on the scale as the Black community claims it to be - so it's a small matter not linked to their organisation.

"Once we raise awareness we can **shine a light on systemic racism** and bring it to life, to the individuals who have the power, the influence, the clout to change the systems."

Zaheer says that the lack of representation in senior ranks means work to raise awareness will continue for a period of time. "To put it very simply, **if we have more diverse leaders, the behaviours change, the culture changes.**"

# TERMINOLOGY

> 66
>
> Different businesses may settle on different terms. Whatever the language, we emphasise that the important thing is for businesses to have the conversation in the first place and to take action that delivers change.
>
> Delivering Diversity, Pg 11 - Learn More
>
> 99

# BE BRAVE.

Managers must be brave and start the conversation about race in the workplace, now. Acknowledging to yourself and your team that you will build your knowledge and confidence about what language and terminology to use as the process develops - and may well make mistakes along the way - is the most **important first step** you can take against inaction

# ASK.

If in doubt, treat people how they would like to be treated and **ask** how they prefer to describe their racial, ethnic or national identities.

# EVOLVE.

Terminology around race and ethnicity evolves continuously, so managers should learn about preferred terminology in their organisation and remain actively conscious of changes. **This commitment alone can be considered a powerful act of allyship.**

## UNDERSTANDING THE TERMS

### RACE

Race is **legally defined** in Section 9 of the Equality Act 2010.

It can mean a person's colour or nationality (including their citizenship).

It can also mean a person's ethnic or national origins, which may not be the same as their current nationality.

### ETHNICITY

The terminology used to describe ethnic groups has changed a lot over time and tends to evolve in the context of social and political attitudes or developments.

'Ethnic group' is also very diverse, encompassing common ancestry and elements of culture, identity, religion, language and physical appearance. (ONS)

### NATIONAL IDENTITY

The concepts of nationality and citizenship are complex. HM Government defines 6 different types of British nationality.

**National identity** is a measure of self-identity.

Asking about national identity allows a person to express a preference as to which country or countries, nation or nations they feel most affiliated to. (ONS)

**The use of collective terms and associated acronyms** is widespread and results from efforts to **collect complex data**. 'Black and Minority Ethnic' (BME) and 'Black, Asian and Minority Ethnic' (BAME) are commonly used in the UK.

These collective terms and associated acronyms are **considered problematic** because they:

- Put incredibly diverse racial, ethnic and cultural groups in one homogenous 'box'

- Reinforce racial inequality by maintaining the White identity as privileged

- Minoritise and subordinate groups, many of which are global majorities

- Are widely misunderstood

So, when thinking about what terms to use, managers might instead start by thinking of two collective groups:

**1. Those who experience racism**
**2. Those who do not experience racism**

You can then be more specific about the groups that can fall into each category, by learning from your conversations about race and racism with colleagues. Recognise that different groups and people will experience racism differently. To understand this properly requires close attention to numerical data alongside people's personal responses to surveys, forums, workshops or other methods of collecting feedback on lived experiences. Without analysing data, leaders and managers can be **oblivious** to problems in their organisations.

## TOP TIP

For managers, it is important to recognise that categorising race, ethnicity or national identity for data analysis and reporting is **important but imperfect**. Understanding the **specific** ways that people in your team identify will help you better understand your organisation's reports and shape the terminology you use in conversations.



gettyimages | 25 YEARS
Thomas Barwick

# 5 STEPS TO GETTING IT RIGHT

The language around race and ethnicity can be complex but it is important not to fall into a trap of looking for an easy solution. Even if well-intended, suggesting that a person's experience is no different from the experience of people of other races is considered a racial microaggression.

## 1 KEEP UP
Keeping up with evolving terminology

## 2 BE SPECIFIC
Be as specific as possible and fully understand the terms you use

## 3 AVOID ACRONYMS
Avoid acronyms, especially referring to someone's identity as an acronym

## 4 DON'T GENERALISE
Avoid referring to groups as generalisations or as colours ("blacks" or "whites")

## 5 PEOPLE FIRST
Put the person or people first, recognising their individuality and preferences

> "Some individuals report that they have difficulty completing questionnaires which ask for their ethnic identity because they do not associate themselves with any of the categories or because they associate themselves with more than one category.
>
> **BEIS consultation on ethnicity pay reporting (p20)** - Learn more about the consultation and CMI's response."

> "There has been a lack of data to evidence the issues. If you're uncomfortable talking about it and if there's no obvious data to tell you that there's a problem – you could actually believe there isn't one.
>
> **Chika Aghadiuno CMgr CCMI** - Learn more."

Cindy Rampersaud CMgr CCMI, Senior Vice President, BTEC and Apprenticeships, Pearson and CMI Race committee member

**Cindy Rampersaud CMgr CCMI,** says the key issue is for people, leaders and organisations to **honestly acknowledge that there is a problem**.

There has been a spotlight on other equality, diversity and inclusion issues, including sexuality, disability and gender, although there is still much more work to be done on these. **Race has taken so long to get to the table for discussion.**

In terms of culture it's about dignity, respect and inclusion - both on a human basis but also for the business benefits to be gained from diversity. It's about setting expectations about behaviours - what's acceptable what's not acceptable.

Data matters absolutely, but equally so does culture. You have to create a safe space, you have to **give people a reason to trust in the organisation**, that the organisation will act on all issues raised.

It's also about allowing people to fumble and have uncomfortable conversations. For example, in a recent meeting a leader raised an honest question and was clumsy with terminology, but it was clear they were trying to learn. They were demonstrating empathy and a sense of their own vulnerability by asking this question, however clumsy it may have been."

On a personal level Cindy has actively sought out and pulled up Talent, being conscious to look for people with potential from diverse ethnic groups. Cindy believes in and practices sponsorship, as well as mentoring. In fact this takes up a huge amount of her time but she sets aside 30-minute conversations to listen and understand, but also to help people to shine and have a voice.

Overall, "it is impactful to be both brave and civil in conversations". Cindy gave the example of discussing with other leaders a potential round-table for women, so she suggested they also hold one for young Black men, who were underrepresented.  It was about challenging appropriately, it was politely bringing the conversation back to race and representation. It is important to keep race in focus, bring people on board and on side, because

this is about accountability and working together - not blame, which would hold efforts back.

Fundamentally it is about encouraging the right culture; this is the most impactful action that leaders can take. Cindy is proud of John Fallon, CEO, Pearson, and his statement acknowledging systemic racism in his organisation. At Pearson there is underrepresentation of Black and Hispanic groups in the US, and Black groups in the UK. So they set up a task force comprising Cindy, four secondees and Amaechi Performance Systems.

They worked on four pillars; people, product, society, and data. They held global and local listening sessions, provided training for senior leaders, developed a new editorial policy and looked back on previous publications, developed a new code of conduct, and offered the US election day as a holiday (in order to increase representational vote turnout). They also introduced volunteering days, published representation data, and set targets. Employee Resource Groups (ERG) developed new programs, including the McKinsey Black Leadership Academy.

They developed a plan to reinforce and sustain this work, to be rolled out over the next 12 to 18 months, and are recruiting a chief diversity officer to ensure successful delivery.

Cindy offers some advice for how large and small organisations can collaborate. Large organisations can share resources and best practice, make available some of the tool kits and support they develop. Small and medium business leaders could get involved more on sponsorship of those from diverse ethnic groups. It's also important and relatively straightforward to create or update their code of conduct and the small business or organisation can use a simple set of criteria to help choose their partners and who they work with.

Another key area is apprenticeships, "it's important to hold organisations to account by publishing data focusing on representation. Crucially for small medium enterprises, they shouldn't hide behind being small and should certainly look at whether they are representative of their customers and society."

# MICROAGGRESSIONS

> **"**
>
> Making sure that inclusive means not just having a diverse team but actually making sure everyone is allowed to contribute and listened to
>
> **Managers Voice Respondant**
>
> **"**

# WHAT ARE MICRO AGGRESSIONS?

## MICROASSAULT

When a person behaves in a discriminatory manner without explicitly intending to be racist.

Examples include using racial descriptors, discouraging interracial interactions or telling a joke that is racist.

## MICROINSULT

When a person unintentionally and subtly communicates discriminatory racial messages.

These can be verbal or behavioural, and they are meant to come across as complimentary.

## MICROINVALIDATION

When a person undermines the realities of what members of racial groups experience.

Denying the reality of the discrimination that people who experience racism face is harmful.

Our recent research showed most managers are **confident** to call out racial microaggressions or offensive language used by their team members.

This is important because **when left unaddressed, these comments and behaviours become permissible and normalised in organisational culture.** Better managers make it a point to intervene by challenging underlying biases and assumptions

> "
> Inclusive means not just having a diverse team but actually making sure everyone is allowed to contribute and listened to
>
> **Managers Voice Respondant**
> "

# 1 in 10

managers are **not confident** to do this. Confidence comes from **listening** and **learning**, it is the responsibility of managers to take ownership of their own personal development, but organisations should support this too.

# 21%

of managers from a diverse racial group said they had experienced a situation in the physical or virtual workplace that they would consider to be a racial microaggression **within the last 6 months**, and a further **12%** didn't know if they had.

> When only **two in three** managers from diverse racial groups can categorically say they have not experienced a racial microaggression at work during this summer of shocks, it shows the enormity of the issue we must face up to, and end.
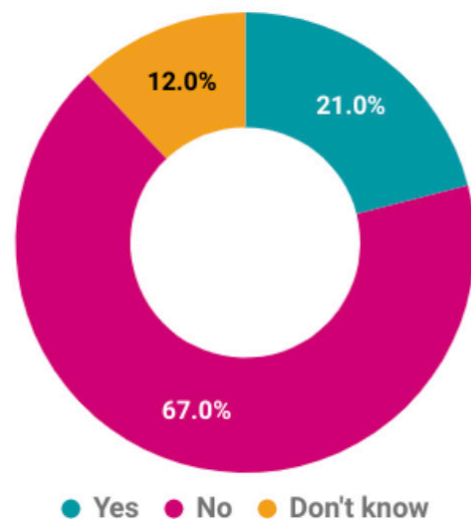>
> **Ann Francke OBE,
> Chief Executive, CMI**

> Signal your availability to talk about difference, and make it possible for all employees to do the same. Actively call out biased behavior with a focus on learning and development, and encourage your team to do so.
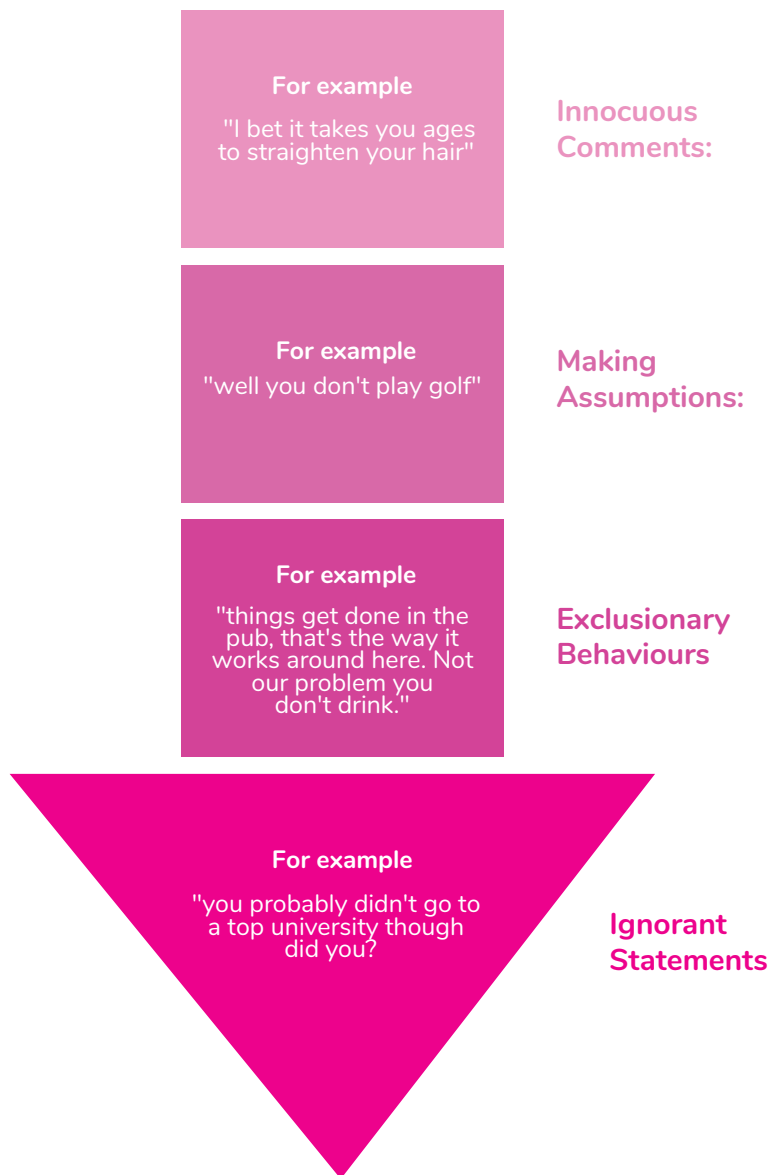>
> **Delivering Diversity (p9):**
> Learn more



● Yes ● No ● Don't know

**Reported microaggressions experienced by diverse racial group managers at the workplace in the last six months**

# STAY ALERT TO DIFFERENT TYPES OF MICRO AGGRESSION

**For example**

"I bet it takes you ages to straighten your hair"

**Innocuous Comments:**

**For example**

"well you don't play golf"

**Making Assumptions:**

**For example**

"things get done in the pub, that's the way it works around here. Not our problem you don't drink."

**Exclusionary Behaviours**

**For example**

"you probably didn't go to a top university though did you?

**Ignorant Statements**

> We were hoping to have a conversation about the different ways systemic racism impacts on colleagues from diverse ethnic groups. Very early in the meeting a White senior leader expressed that, as a woman, she had been well supported and had never encountered barriers to progression, so she thought the organisation was very fair. Needless to say, **this invalidated the experiences of people from different races** and as she was so senior, no-one wanted to open up and share their experiences after that. It ruined the whole thing but no-one really knew how to respond because of the position she held.
>
> **CMI Member**

## TIPS FOR MANAGERS ENCOUNTERING MICROAGGRESSIONS

**Dr Jummy Okoya FCMI**, Senior Lecturer and Wellbeing Psychologist, University of East London, CMI Women committee member and CMI Race advisor, **says:**

### RESPOND

Decide whether to respond immediately, or later, but **do not avoid it**. Responding immediately gives the advantage of addressing the issue and explaining the impact of the incident while it is still fresh. Immediacy is a key factor in correcting bad behaviour.

### DISCERN

Decide whether to respond immediately, or later, but do not avoid it. Responding immediately gives the advantage of addressing the issue and explaining the impact of the incident while it is still fresh. Immediacy is a key factor in correcting bad behaviour.

### DISARM

Be prepared to disarm the person who committed it, make them aware how what they said or did made you feel or could make others feel, and **be ready to have the conversation** even if they get defensive.

### DEFINE

Seek further clarification of their statement or action by challenging the aggressor and asking probing questions such as: *How do you mean that?* This allows individuals an opportunity to **reflect** on what has happened and gives you an opportunity to assess intent.

> " Policies don't create an inclusive culture, people do, so people of influence must set the example for others to follow, starting at the top. Fairness is a requirement of good leadership so any form of discrimination contradicts this and should see the leader removed.
>
> **Managers Voice Respondant**
> "

**LEARN MORE:** **CMI Insight:** Understanding and Overcoming Microaggressions
**CMI Insight:** Toxic Team Cultures and How to Improve Them

# BUILDING SUPPORT

> " As a manager we get encouraged to speak to our staff but we have not had any training/support on how best to do this.
>
> **Managers Voice respondent from a large private sector organisation.** "

# 1 in 10
## feel unsupported

CMI research shows that while the majority of managers feel they have enough support to talk to their teams about race at work.

## HOWEVER,

Managers from diverse racial groups are significantly more likely to say they do not have enough support to talk to their teams about race at work than White managers. Feeling unsupported and isolated is emotionally exhausting for people who experience racism.
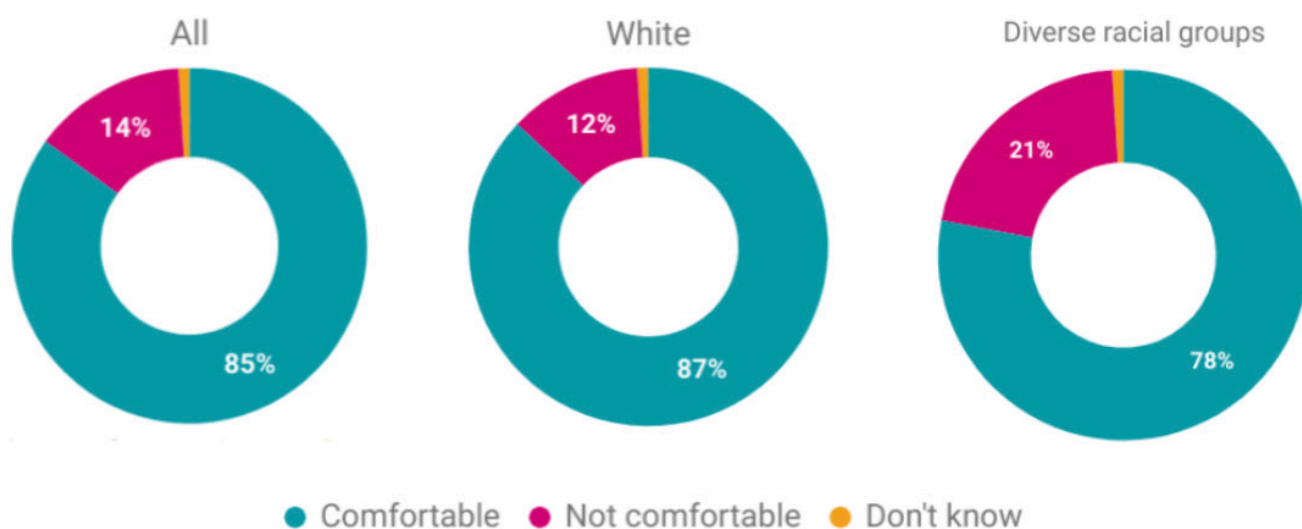


**Managers' attitudes on conversations about race with their team.**

> Don't just play lip service to inclusion by having a "working group". Have the difficult conversations, and ensure everyone can challenge unacceptable behaviours, in safety.
>
> **Managers Voice Respondant**

# CREATING SUPPORT

Better managers and leaders should create a safe space for people to talk about the issues they're facing and the support that might be needed. Demonstrate empathy by recognising that the subject of race may invoke trauma for people, including managers, who experience racism. This can be helped by:

## FACILITATING

the conversation in
small groups

## PRAISING

those who listen
non-judgmentally to others

## EXPLAINING

how diversity will help your
team and organisation be better
in every way

## REASSURING

those who share their own
authentic experiences
that no one should fear negative
perception, backlash or ridicule

## TOP TIP

**Remember to lead with a human face** **our core message** to those managing and leading their teams through the global pandemic crisis. Understand that your colleagues may encounter experiences in their everyday lives that might impact on their wellbeing, performance or engagement.

**CMI Insight:** Creating psychological safe spaces and an inclusive culture

# DEVELOPING NETWORKS

You can **team up** with managers in your own organisation by joining or starting a network. Build relationships with managers in other organisations by joining a network like CMI Race. As a manager you have the power to encourage relationships and facilitate bonding by developing systems; like scheduling regular inclusive social events in your own team and between teams. Try to talk beyond organisational issues and register your commitment to wider society to get a better understanding of what matters to your team.

> " The Army BAME network has been a really effective measure in closing some of the gaps in diversity and inclusion. "
>
> **Managers Voice Respondant**

"

**Professor Nic Beech, Vice Chancellor, Middlesex University,** said the most impactful action he had personally taken to promote race equity at work was **reverse mentoring.**

Having the willingness as a leader to listen and use reverse mentoring to see things from the eyes of the people who have really lived the experience. That really brings things to life.

To encourage race conversations, managers and leaders should create "magic moments in meetings where people feel safe to share their lived experience in a free-flowing and authentic manner, such that people don't mind deviating from the meeting agenda."

"

## JOIN THE CMI RACE COMMUNITY
There are a range of options to include everyone.

All our community will be kept updated with the **CMI Race** conversation and ways to get involved.

As a manager, you can proactively provide specific support for people to develop larger, more diverse networks. Having talked to your team about what matters to them, consider using this as a base for better internal and external engagement, for example:

- **Organising**
  team volunteering days or learning lunches

- **Arranging**
  talks by external speakers or organisations on themes identified

- **Engaging**
  with charities or community groups on specific issues

- **Seeking**
  opportunities to work on joint projects with different organisations

- **Providing**
  opportunities to attend interesting external or internal events

- **Encouraging**
  participation and representation in company communication content

- **Looking for ways**
  that people might **gain new perspectives** to share with the team, for example internal and external secondment opportunities - or job shadowing

❝ In a world where there are not as many potential opportunities to step up to the next level, the really smart organisations have been looking at lateral moves. Assignments that give people stretch, the ability to really shine and ability to acquire new skills. Looking at secondments out into diverse organisations where people can learn a new skillset. ❞

**Pavita Cooper CCMI, CMI Race Chair,** learn more.

❝ Secondments are a great way for people to gain new experiences between teams and organisations. I have completed secondments between teams in the same organisation and between organisations, learning a lot about different ways of working. Most importantly, I met and worked closely with a lot of new people, gaining fresh perspectives and new friends. ❞

**Matt Jayes, CMI Strategic Networks and Partnerships Manager,** learn more.

# WORKING TOGETHER

Our research showed that senior leaders in organisations can do more overall, with small and medium size enterprises (SME) behind large organisations, and the private sector behind the public sector. We want to support managers in organisations of all sizes and sectors to make their every action count. Our experts say this is best achieved by **sharing knowledge** to create a **collaborative advantage**.

## Case Study: Senior Leaders and Network Champions



**❝** D&I needs to be promoted from top down, with endorsement from the board, so that it can become embedded in the culture and not just something that is seen as a box ticking exercise. **❞**

### Natalie Bowkett, Senior Engineering Manager, Mace

**The Mace Ethnic Diversity Inclusion Network (EDIN)** was founded in early 2019 and is run by a Steering Committee of employees from different grades, locations and racial backgrounds. EDIN, like all our Networks, has a Group Board Sponsor. We have found that having visible endorsement at a senior level is hugely important in terms of promoting visibility of networks and creating a culture of inclusion.

In the past year, the network has amassed more than 220 members across the business. It has fostered continuous internal and external engagement, with networking sessions between colleagues to mark key awareness days, collaborating with our client base and on-going social media campaigns. We have found that it's not just important to celebrate key events,

but to continually promote ethnic inclusion and engage with staff and the external community via a range of media; intranet, social media, posters, toolbox talks, safety moments and more.

EDIN, along with all the Mace Networks, has worked closely with our Inclusion Manager and HR Director to drive the revision of the Mace Inclusion Strategy, review policies and improve recruitment and retention of staff.
Promotion and awareness formed the first step and we are now looking at lasting change through education and training for managers and teams, and support with career progression to close the ethnicity pay gap. Mace is an equal opportunities employer, which is embedded in our recruitment policy.

The new inclusion strategy looks at how to robustly capture data, monitor KPI's and examine progress. However, we want to ensure this is not just a box ticking activity but is translated into real changes to the lives of employees.

## Challenges faced when creating a racially and ethnically diverse organisation

Encouraging more **active** allies, particularly from senior management levels. Whilst most people support D&I, encouraging them to be a part of one or more of the employee networks, can be difficult. A select few 'get' the vision, but it's reaching the many who perhaps don't get involved because it does not personally affect them, so may not see the value.

Establishing a budget for network activities. We are fortunate in that we have internal resources in place i.e. D&I Manager, HR, Media Team, Talent and Development Team etc. so its about finding a way to utilise these as best we can.

It is also important to ensure that all protected characteristics (race, gender identity, sexual orientation, disability etc.) are given equal importance and support, despite the barriers and issues affecting individuals being different. Cross collaboration and intersectionality are areas we are looking to focus on.

All networks are run by passionate staff, on top of their day jobs, so finding the right balance can be difficult, particularly for staff with already large workloads. Mace does allow all staff one paid volunteer day per year, so this does assist with time commitments.

Establishing clear governance and remits of HR, employee networks and other key functions is important, to ensure areas

such as recruitment, retention, career progression etc. are continually improved upon. Having clear key performance indicators (KPI's) as outlined in the new Inclusion Strategy will facilitate this.

## RESULTS

- Fostered continuous engagement with staff through internal networking events and engaging with community through external events

- Developed a more inclusive culture through engaging all stakeholders and creating an inclusion strategy.

## KEY TAKEAWAYS

- Having active visible allies at all levels of the organisations helps to embed D&I

- Senior leaders sponsoring staff networks promotes visibility and development of inclusive culture. **Effective allyship is contingent on staff training which creates lasting change.**

# ALLYSHIP

An ally plays the role of a supportive advocate for a person or groups who may be discriminated against or treated unfairly. Allies are active and take actions to challenge themselves, their behaviours and the behaviours of people around them.

# RACE CHAMPION REETU KANSAL ON MAKING AN IMPACT

We asked race champion **Reetu Kansal CMgr FCMI, Senior Project Manager, University of London and CMI Race committee member** to share her insights.

## What are the main issues you are faced with as a leader seeking to create an anti-racist organisation?

Committing **time** and **resources** to the race agenda alongside business as usual when people are already working in a high pressure environment such as now.

To counter this, I continue to **reinforce the importance of being an anti-racist organisation**. To get everyone on board, the agenda needs to be developed with buy-in and input from senior leadership as well as other colleagues in the organisation.

## What are the most impactful actions you have personally taken to promote race equity at work?

I co-founded the University of London's first Race Equality Group. I also Chair the Race Equality Group Steering Committee, which worked with management and staff at the University to identify an action plan around recruitment, training and appraisals. I have engaged the staff in constructive dialogue through Town Hall type fora. All with an interest in race equity are welcome to attend. It has very healthy senior leadership representation and gives a voice to the changes staff would most like to see.

I think most significantly perhaps, I have written the Allyship Toolkit for the University. It is so simple and implementable, with three steps: stop, start and continue.

> 66
> **Understand what White privilege is to appreciate the unequal playing field.**
> 99

Reetu's simple toolkit to enable managers to build their own strategy and practice, and to embed allyship in their professional and personal environments.

# STOP - START - CONTINUE

## THREE THINGS TO STOP DOING:

1. Stop being a bystander when you hear a stereotype, inappropriate joke or derogatory term.

2. Stop thinking that your actions will not make a difference. Every effort and **every action matters,** even more so at individual levels.

3. Stop being afraid to speak up because you are afraid you might get the words wrong. It is important to be part of the conversation and rather be corrected. Be prepared to be uncomfortable and to **learn each time.**

## THREE THINGS TO START DOING:

1. **Learn** more about racial inequality, to be able to empathise with the issues. Use books, podcasts and mentoring (reciprocal and reverse) to gain authentic insights. The very act of **researching resources** will be a rewarding first step.

2. Understand what White privilege is to appreciate the unequal playing field. Embrace any discomfort, guilt and embarrassment that may initially rise.

3. Use **positive language** and be vocal about your intent as an ally. Be present with the person, and understand what inspires and motivates the people around you. Perceptions of the same scenario can vary from person to person, depending on their background, personal experiences and values.

## THREE THINGS TO CONTINUE DOING:

**"**Continue to reinforce the importance of being an anti-racist organisation**"**

1. **Listen** to your colleagues and team, and embed an appreciation of racial inequalities, intersectionality and White privilege.

2. Champion racial equality beyond major national and international events. Develop a long-term strategy to continue to build on initiatives in motion.

3. Review progress, by factoring in the composition of your team and measuring staff satisfaction. **Actively address issues.**

# RAISE AWARENESS, KNOWLEDGE AND SKILLS

"

It is our collective responsibility to listen, learn, educate, and take action. To be active allies, to never be bystanders against any act of exclusion

**Pavita Cooper, CMI Race Chair**

"

**In 2017 we said it was time to break the silence on race at work and that remains the case for those leaders and managers who have not. For those who have, it is time to move the dial from conversations to measurable actions.**

Better managers and leaders must turn up the dial for change even higher and use the shock of 2020 to truly unlock our organisations for all, for good.

Our research highlighted specific training on equality diversity and inclusion as a key requirement for managers:

- Nearly one in four managers said that diversity training was not yet in place.

- Managers working in **small or medium sized organisations** were significantly more likely to report this was yet not in place **(nearly half)** than managers in large organisations.

- Managers in the **private sector and third sector** were significantly more likely to report this was not in place than managers in the public sector.

&#8220; We must design and deliver awareness, education and continuous learning in a way that is **accessible to everybody that is scalable across the firm**, because most of the learning products that organisations create or deliver are not scalable and not accessible to the entire firm. Make a genuine commitment that continuous learning is part of the journey that individuals in the organisation need to go on to become an anti-racist individual, then **apply their skills or the knowledge they have gained to help the organisation move the dial on race.** &#8221;

**Zaheer Ahmad MBE, Head of Strategic Delivery, Diversity & Inclusiveness, EY (UK&I) and CMI Race committee member**

**1 in 4**
managers said that diversity training was not yet in place.

**Public sector more likely to have training in place**

**Less than 50%**
of managers working in small or medium organisations reported training was not yet in place

> 66 For me as a manager to be able to effectively champion the organisation as being an inclusive one… it needs to be seen that actual action will be taken to include staff from all backgrounds. Inclusion in **training, appointments and opportunities for further development**, including opportunities provided to **middle managers.** 99
>
> **ManagersVoice Respondant**

## CMI QUALIFICATIONS

Our mission is to increase the number and **standard** of professionally qualified managers. We champion professional development for people to drive change on equality, diversity and inclusion in their organisations.

### Find out more about our supporting qualifications

- Managing Equality, Diversity & Inclusion (Level 5)
- Strategic Approaches to Equality, Diversity & Inclusion (Level 7)

It was really useful to go through the steps to develop a EDI plan that could be used for the business. It encouraged me to think about unknown aspects and develop new ideas, for example creating a library of EDI resources for staff. The business has EDI policies on recruitment and discrimination, but these are things in the background. I have written to the MD to encourage her to create more opportunities for learning about this topic. I'm going to push for EDI training opportunities.

**Toby Townsend, Data analyst, British Beet Research Organisation**

## CMI BITESIZE

Our research revealed that the move to remote working is allowing more people to undertake diversity and inclusion training than before. To support employers and our partners meet this opportunity, we have launched a digital CMI Bitesize programme on Equality, Diversity & Inclusion covering:

- Legal and organisational approaches
- Roles and responsibilities of a manager
- How to develop and implement plans and reports

### Employers and partners can get in touch to discuss delivering CMI Bitesize programmes.

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The content in the Bitesize programme is engaging and in-depth, yet it's simple to follow, which is great.

**Logan Watt CMgr MCMI, Project Manager, Fraser Watt Enterprises**
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We hope this guide has helped and we welcome feedback. Please share the guide widely, we have produced it for the benefit of all managers, not just our members. If you would like to receive regular support and guidance on the big issues faced by managers and leaders please

## Join the CMI Race Community

There are a range of options to include everyone.

All our community will be kept updated with the **CMI Race** conversation and ways to get involved.

> Take a stand
> Be anti-racist
> Be vocal
>
> **Ann Francke OBE**
> **Chief Executive, CMI**

**Chartered Management Institute (CMI)**

The Chartered Management Institute (CMI) works with business and education to inspire people to unleash their potential and become skilled, confident and successful managers and leaders.

With a wealth of practical qualifications, events and networking opportunities on offer throughout the UK and Asia-Pacific, CMI helps people boost their career prospects and connect them with other ambitious professionals in any industry and sector.

In fact, CMI has more than 79,000 people training to be better managers right now.

Backed by a unique Royal Charter, CMI is the only organisation allowed to award Chartered Manager status – the ultimate management accolade.

practical insight on critical issues for a 132,000 plus membership community and anyone looking to improve their skills, nurture high-performing teams and help pave the way for the next generation of managers and leaders.

For more information, please visit www.managers.org.uk Chartered Management Institute on LinkedIn, Facebook, Twitter and Instagram.

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