

“Calling it Out”

A road map for staff and employers of how to help shift the dial on discrimination via the empowerment of employees to call out the wrong culture on discrimination of all types.

October 2020

What's wrong with the current culture?

Maybe Nothing?

Maybe **Something**?

Maybe **Lots**?

How do we know?

Three arrows originate from the right side of the three 'Maybe' questions and point towards the text 'How do we know?'. The top arrow starts from 'Maybe Nothing?', the middle from 'Maybe Something?', and the bottom from 'Maybe Lots?'.

Who is willing to say anything?

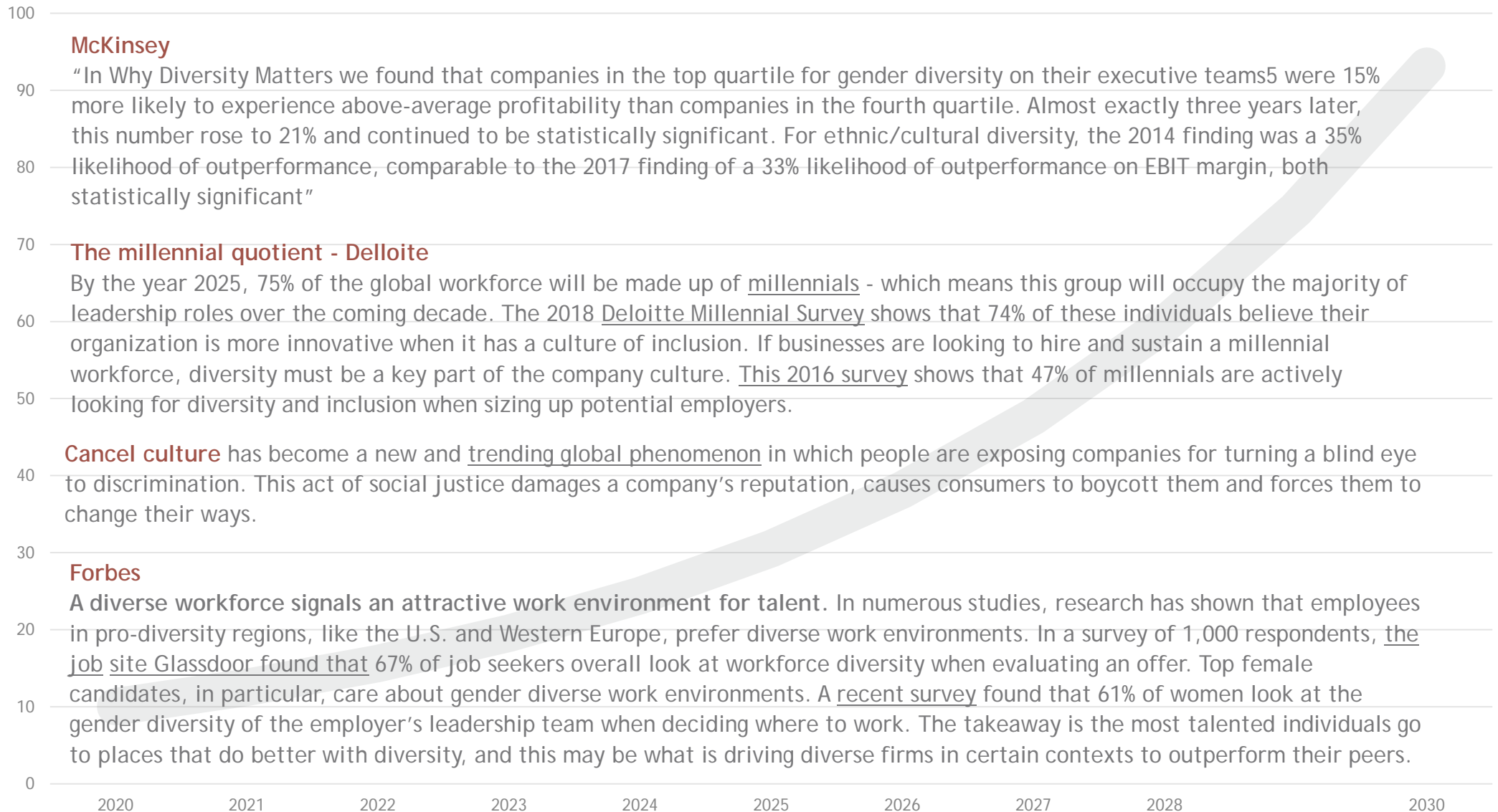
“Do we have a culture that empowers employees to call out anti-culture behaviours”?

So what should we do?

We need to build a Culture that aligns with

Peoples Values

Q: Why should we bother?



The Overarching Theme

DIVERSITY = PROFIT

DIVERSITY = ENGAGEMENT OF STAFF

DIVERSITY = INNOVATION OF IDEAS

DIVERSITY = RETENTION OF STAFF

DIVERSITY = ATTRACTIVENESS TO CANDIDATES

DIVERSITY = SOCIAL RESPONSIBILITY

DIVERSITY = FORMES A CULTURE THAT CAN GROW

Internal Culture

There are many initiatives that can and need to be done to support the business and targets for diversity.

However, the rest of this paper will focus on assisting the staff to “**call out**” deficiencies in our culture by teams or individuals. The individual needs to feel that by “**reporting**” these deficiencies, there will not be any adverse effect on them and any potential career opportunities.

To do this we need to take three main steps:

Steps to take.....

Before you are able to initiate a “call it out” campaign the following need to be actioned and tough targets met, measured and shared.

Safety

The office should feel like a place of security, it should be a place where you are not discriminated against or feel that you are not able to be the best version of yourself. The employer needs to give consideration to the internal culture in teams, grades, genders and locations. HR and team leads needs to look at discrimination and pro-actively seek out areas of discrimination.

The investigation of non conformity is itself one of the best ways to show commitment to the cause of discrimination.

Pay Gaps

Be honest about pay gaps. The pay gaps identified should be understood and where necessary rectified. Data needs to be shared with your employees and tough long term targets shared to rectify any gaps.

Showing that pay gaps are being monitored and results shared will demonstrate to staff the steps that the business is making to address this and get employees on board - developing your D&I culture.

Positive recruitment

Look to use ethical recruitment firms only, understand that for any role you need diverse candidates, ensure any advertising is not gender or ethnicity biased, support community projects to show that we want to attract diverse applications, stray from the norm to increase the network of applicants and go out your way to get the right candidate.

(We need to act sensibly and not to go down the “quota route” we will be doing a disservice to recruit staff weighted upon gender or ethnicity and is not respectful to the candidate, their culture and can be counter productive to the business. However, we can go out of our way to identify suitable candidates of differing gender and ethnicity by looking in different places for our candidates.)

ONCE WE START TO DO THESE ACTIONS WE CAN IMPLEMENT A “CALL IT OUT” CULTURE

“Call it Out”



Is an internal anonymous Whistle Blowing system manned by trained professionals that allows employees to report non cultural behaviours or seek advice.



Line should be open 24hrs a day.



Posters displayed in prominent and private places to show commitment and to make it easy for employees to read.



Internal whistleblowing line detailed on ALL internal communications to demonstrate commitment.



Statistics collated for management and reviewed.



How do we train all employees and partners on the “Correct Cultural Behaviours” .

The reality is that many employees will not come forward about discrimination because they're not always knowledgeable of what it looks or sounds like. To remedy this, employers can create open communication to share their own stories with discrimination and invite employees to do the same. Storytelling is a powerful way to help others understand how detrimental discrimination is to ones mental health. Furthermore, it provides clear examples of how it occurs for others to act upon.

With all initiatives the training and the monitoring is the easy part. The difficult part is the “call to action” to rectify behaviours. In far to many organisations key individuals are given “carte blanche” to do what they want a they are high fee earners or introducers. No employee regardless of grade, gender, race or ability should be treated differently and boards need to sometimes make counter intuitive decisions that may cause pain in the short term but be a proponent for long term gains



We should have annual unconscious bias training and bystander intervention training. The combination of these two will empower workers with the skills and resources to report any bias they witness or experience. In addition, they'll be more aware of where unconscious bias exists as well as what discrimination looks like. A majority of employees never confront discrimination or wrongdoing in the workplace because they're unsure of how to do so. Thus, they become a bystander and never do anything to call out discriminations which exacerbates the situation. Employers who take the time to teach their employees how to appropriately handle situations where wrongdoing occurs will ultimately empower them to call it out immediately.

The need to have anonymous reporting is essential as if your line manager puts you in a compromising spot you may want to call them out. However, as they have authority over you it makes the situation more challenging. The employee will feel apprehensive and face the challenge that it will be a career limiting move. Its an entirely different situation when dealing with a colleague. For this reason, having an anonymous reporting system gives victims the courage to come forward. The essential part is that Employers must emphasize the anonymity of the system to make employees feel more comfortable utilizing it.

Next Steps

To make this work we need:

- Buy in from senior management and people management
- Budget
- A project sponsor
- Implementation team
- Design team
- Trained line operators
- Commitment to transparency

Points to consider-For future work.

The uncomfortable truth is that in many businesses there will be pockets of discrimination at all levels. Whether this is gender, racial or disability. These pockets may be biased based upon conscious or unconscious beliefs and as an organisation it is easier to stand back and ignore this then to tackle the problem head on.

As you continue to become more focused on performance, you need to understand that today's solutions may be the cause of long term cultural problems. We have to have our eyes open to the right and wrong behaviors and be willing to stand up for long term cultural change without exception.

Millennials, a generation that expects more equality and is more likely to look for D&I values, will be in 75% of our senior roles shortly and therefore it is us that will ultimately benefit from what these employees will bring. By being the best organisation today and everyday we will attract the greatest talent which will give us the opportunity for the greatest future returns.

Therefore we need to get the best of the best of the next generation and cast our net wide to attract them. We are starting to now understand what the millennial generation want from their employer and statistics show that it is not just about money or bean bags. They use social media to do their research and the views of those that work within the firm or have left. They actively seek good and bad reviews to form a picture of what the internal culture is. The main thing is that they look to the organisation to demonstrate and not just communicate their culture to see if it is aligned to theirs.

Our next generation want employers who are bold in their beliefs and not to stay silent in fear of repercussions. Now more than ever it is important for a business to show and share its values, to recognise life away from the employee's desk and to share their culture visibly. This will attract the right employees for your business, the best clients to work with and ultimately deliver a happier workforce which will lead to happier clients and more profit!

Resources

<https://www.forbes.com/sites/heidilynnekurter/2020/07/28/4-ways-you-can-empower-your-workers-to-call-out-discrimination-at-work/#517940c61df8>

<https://time.com/5735403/cancel-culture-is-not-real/>

<https://hbr.org/2020/04/build-a-culture-that-aligns-with-peoples-values>

https://www.mckinsey.com/~media/mckinsey/business%20functions/organization/our%20insights/delivering%20through%20diversity/delivering-through-diversity_full-report.ashx <https://www.weforum.org/agenda/2019/04/business-case-for-diversity-in-the-workplace/>

www.weforum.org/agenda/2019/04/business-case-for-diversity-in-the-workplace/

<https://www.entrepreneur.com/article/346229>

<https://www.sodexo.com/inspired-thinking/gender-diversity-in-profits.html>