



# Equity, Diversity & Inclusion in Leadership: creating a culture of inclusion

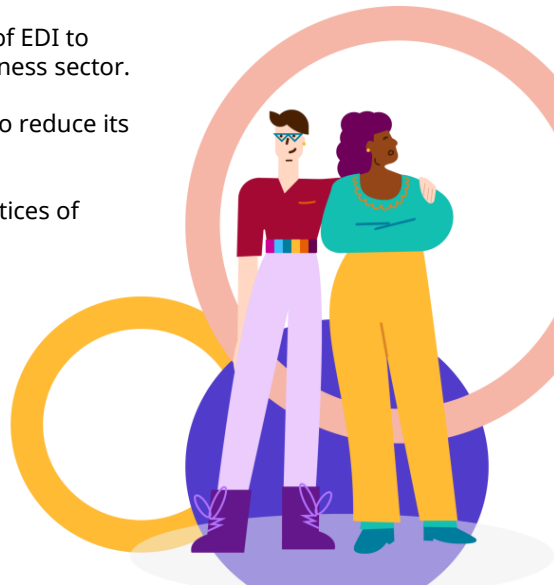
1 February 2023

1

## Webinar objectives



1. Understand the relevance of EDI to leadership in the homelessness sector.
2. Understand bias and how to reduce its impact in self and others.
3. Develop the traits and practices of inclusive leaders.



2

## Respectful curiosity and care for self and others



- Curiosity
- Sensitivity
- Mistakes
- Debate

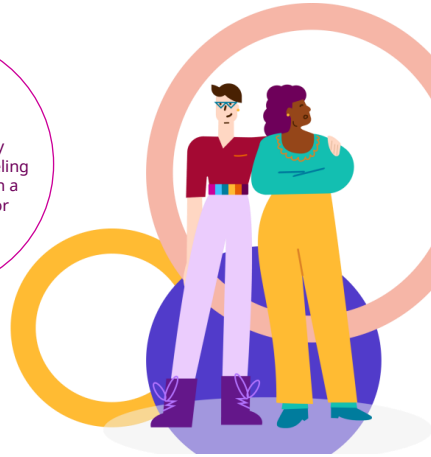
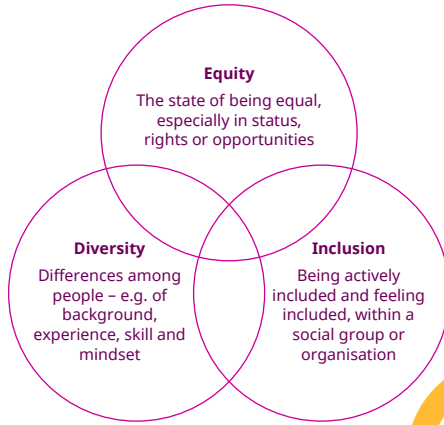
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## Understanding the relevance of EDI to leadership in the homelessness sector



4

# The Basics – some definitions



5

# Equity



6

## Inequity and homelessness



- There are different levels of risk, type and experience of homelessness when considered through the lens of age, disability, gender identity, race, sex, and sexual orientation.
- Experience of domestic abuse, discrimination and harassment are associated with higher risk of homelessness.



7

## Breakout discussion



- What do you see as the most urgent EDI issues facing your organisation and the sector?
- What can leaders in the homelessness sector do to promote equity, diversity and inclusion?
- How do you ensure that diverse lived experiences of homelessness are part of planning, delivery and evaluation?



8

# Understanding bias and how to reduce its impact in self and others



9

## What?

Aoccdrnig to rsereach at Cmabrigde Uinervtisy, it deosn't mtttaer in waht oredr the ltteers in a wrod are, the olny iprmoetnt tihng is taht the frist and lsat ltteer be in the rghit pclae. The rset can be a toatl mses and you can sitll raed it wouthit porbelm. Tihs is bcuseae the huamn mnid deos not raed ervey lteter by istlef, but the wrod as a wlohe.



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## What?

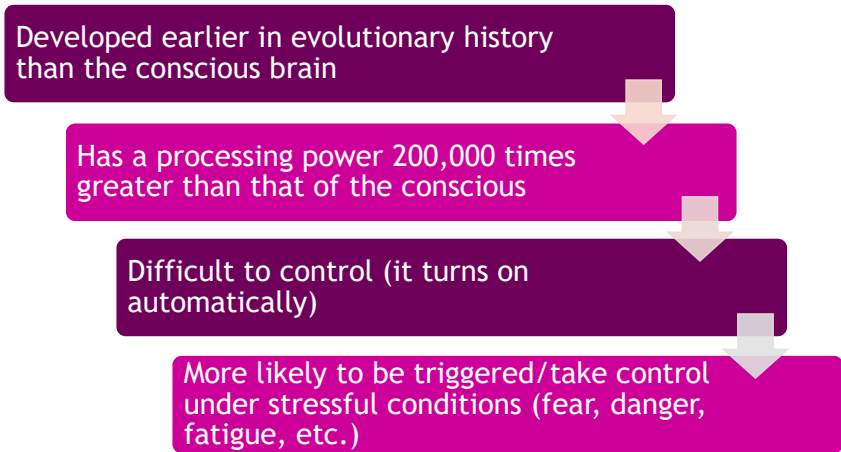


A bat and ball cost £1.10.  
The bat costs £1 more than the ball.  
How much does the ball cost?



11

## The unconscious brain



12

## Two 'thinking systems'



### The unconscious (system 1)

- automatic / autopilot
- fast
- effortless
- basic / 'gut'

### The conscious/logical (system 2)

- logical, objective, fair
- slow
- effortful
- nuanced

D. Kahneman (2011)  
*Thinking fast and slow*

13

## Types of bias



More than 150 types of biases have been defined.  
Here are just a few:

- Affinity - in & out groups
- Perception [stereotypes]
- Confirmation
- Attribution bias
- Halo/horns effect
- Group think



14

## Impact of bias – decisions



- People with Middle-Eastern and North African backgrounds send 90% more job applications than white Britons to get a job.
- Identical CVs for masculine coded jobs rated higher if they have a male-associated name.
- Survey of legal professionals - 95% said racial bias plays some role in processes or outcomes of the justice system; 29% said it plays 'fundamental role'. Majority had witnessed one or more judges acting in a racially biased way towards a defendant and in their decision-making.



15

## Impact of bias – products and services



16



## Impact of bias – products and services



17

## Impact of bias – performance



- Stereotype threat – and lift

18

## Impact of bias – behaviour



19

## Impact of bias – health and well-being



- Everyday micro-aggressions and systemic inequities have a tangible impact on health and well-being.
- Often subtle, unconscious and denied by those exhibiting them, micro-aggressions and their denial through 'gaslighting' can create confusion, anxiety and a 'fight or flight' response.
- This can undermine people's capacity to perform at their best; their confidence and aspirations.
- In the long-term mental and physical health implications.

[Microaggressions – how and why do they impact health?](#)



20

## Types of people bias



What traits or characteristics of us as humans might trigger bias?

1. Age
  2. Disability
  3. Gender non-conformity/trans
  4. Marriage or civil partnership
  5. Pregnancy and maternity
  6. Race
  7. Religion or belief
  8. Sex
  9. Sexual orientation
- Name – associations of sex, race, class, age . . .

- Perceived social/economic **Class**
- **Appearance** – clothing, hair type, weight, height, gender conformity
- **Voice** – accent; pitch
- **Education**



21

## Breakout discussion

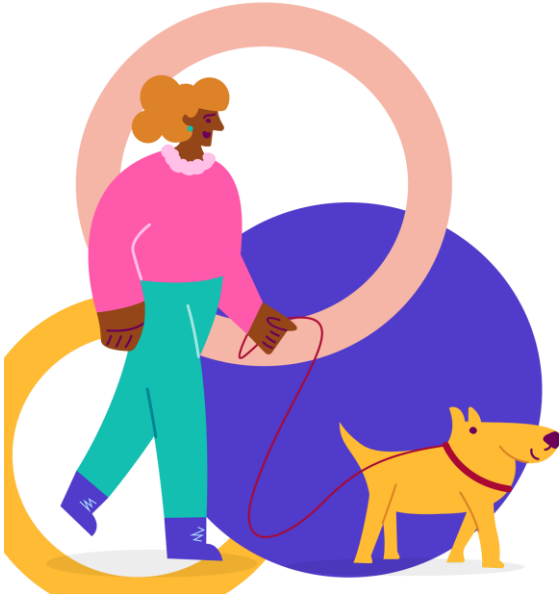


1. How could bias affect outcomes in the homelessness sector?
2. Have you been on the receiving end of bias, for example because of your appearance, accent, background, heritage or education?
3. Could you be at risk of being biased in favour or against someone?



22

# Break



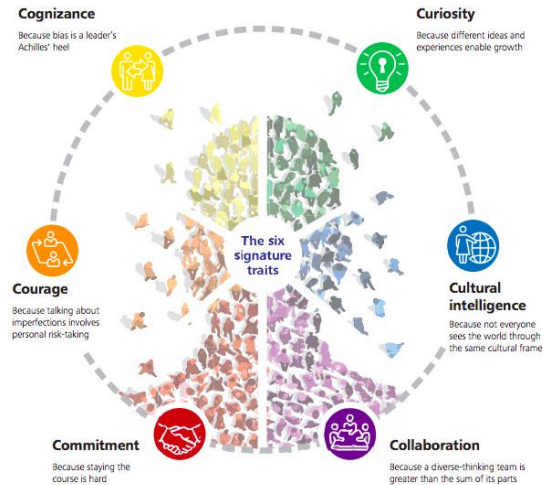
23

# Developing the traits and practices of inclusive leaders



24

## Six traits of highly inclusive leaders



Graphic: Deloitte University Press | DUPress.com

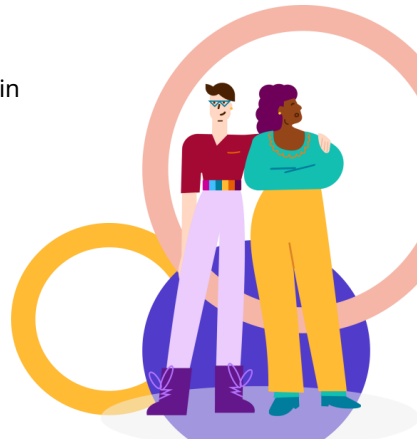
25

## Inclusive 6 + 1



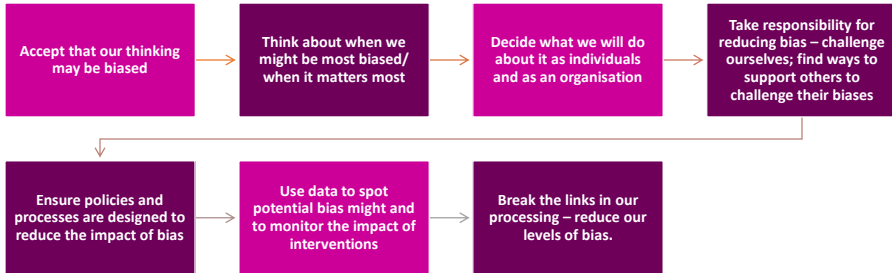
**Context** - understanding systemic and institutional discrimination and its impacts

- Undertake learning and reflection to understand the experiences of others
- Know the EDI evidence base within your organisation and/or the sector
- Actively include contextual commentary in discussions about EDI-related issues



26

# Inclusive leaders challenge bias



27

# Inclusive leaders take responsibility



Using data to regularly review systems, policy and culture – for users of services, volunteers and staff



Defining and modelling everyday inclusive behaviours and managing their impact



Considering opportunities for positive action to address under-representation, including of lived experience of homelessness



Inviting constructive challenge and acting to address excluding behaviours in others

28

## Inclusive leaders role model inclusion



### Case Studies



29

## Final thoughts



1. What are your inclusion strengths as a leader?
2. What do you find most challenging about EDI?
3. Make a note of one thing you will do as a result of this webinar.

30

## What's next?



### Next EDI & Leadership webinar

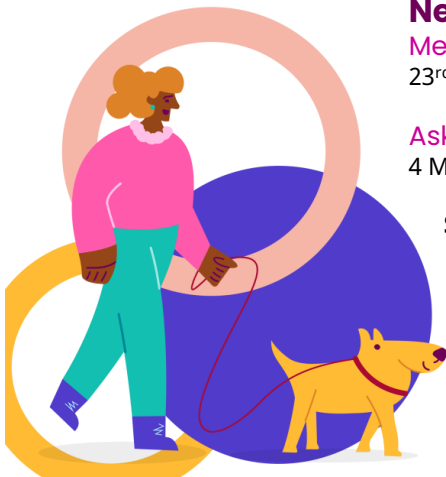
Equity, Diversity & Inclusion within  
Organisational Practices

20th September | 10am

**We'll be in touch nearer the date!**

31

## What's next?



### Next leadership webinars

Meaningful co-production

23<sup>rd</sup> March 10am

Ask a CEO: Seyi Obakin, Centrepont

4 May 10am

**Sign up after this session**

32



# Leadership Programme

For Established CEOs, Senior Leaders and Emerging Leaders



Our leadership support offer is designed to help established and emerging leaders affect change, understand their impact and achieve financial sustainability and organisational responsiveness.

*"Really valuable, stimulating and informative session - enjoyed it a lot and the Facilitator was great. Course content (pre-reading and activities) were brilliant, and beautifully presented. Great to see the others from my cohort. Discussion/activities were great."*

*- Established Leaders participant*



Homeless Link's fully funded Leadership programme; **find out more by visiting our website TODAY!**

33

## Thank You!



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34

# Homeless Link

## What we do

Homeless Link is the national membership charity for frontline homelessness services. We work to improve services through research, guidance and learning, and campaign for policy change that will ensure everyone has a place to call home and the support they need to keep it.

[homeless.org.uk](https://homeless.org.uk)

[@HomelessLink](https://twitter.com/HomelessLink)