

Building organisational competency in a diverse world

Anukool Sathu

Diversity & Inclusion Consultant



Overview

New Zealand & Australia's **ethnic diversity**

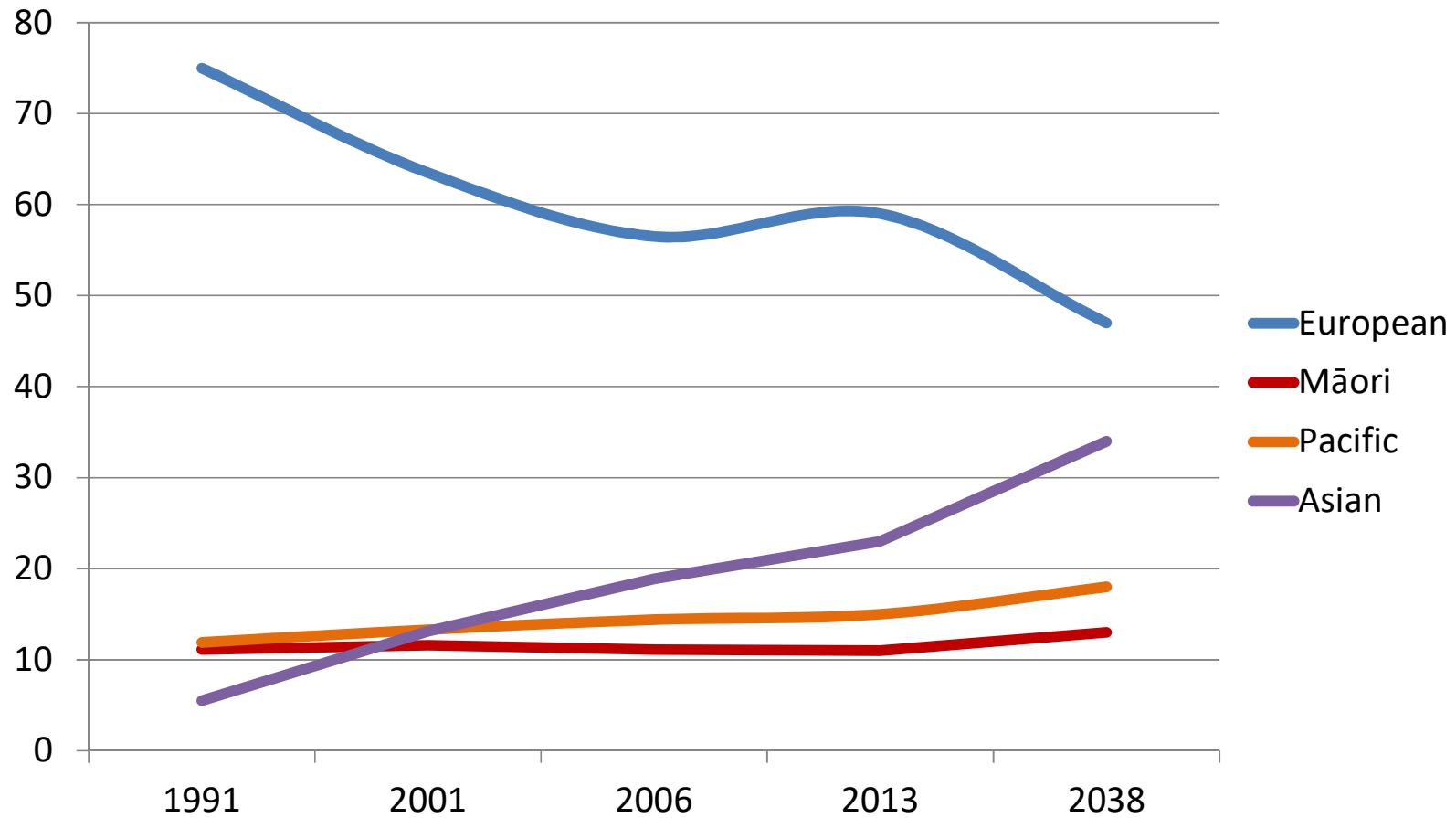
Cognitive illusions & bias

disputes **through a cultural lens**

Building **organisational competence**

Scenarios

Auckland's Changing Face



NZ Ethnic Diversity in 2038

NZ European 66%

20% Maori

Pacific 11%

22% Ethnic

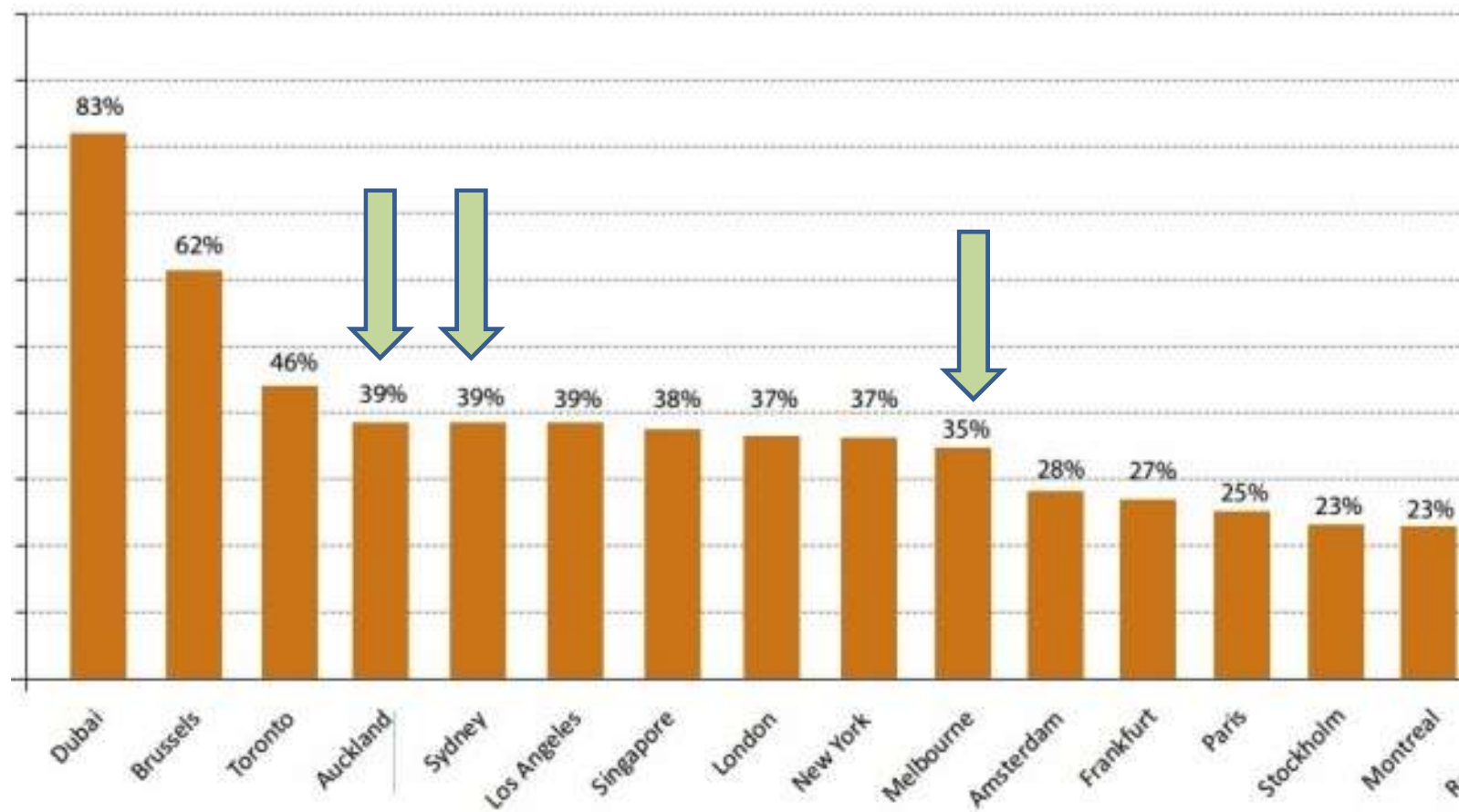
Australia Key facts

1 in 4 Australians are born overseas

42% of people in Sydney were born overseas

Over 30% households speak a language other than English in Melbourne and Sydney

World Cities with the largest foreign-born populations



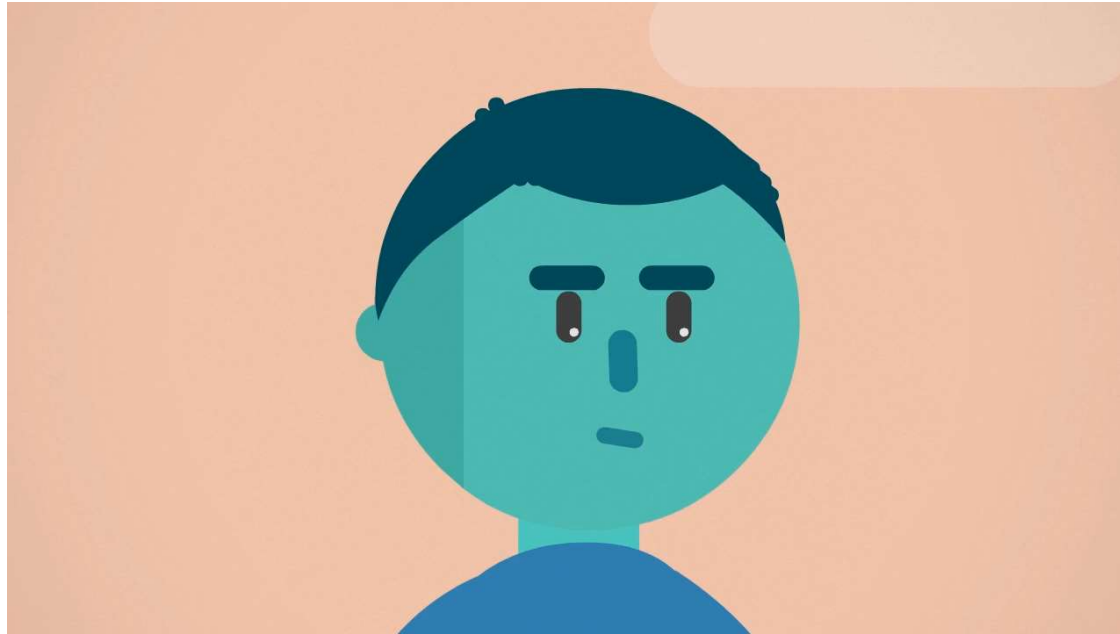
What Does this Mean?

real differences

New norms

biases

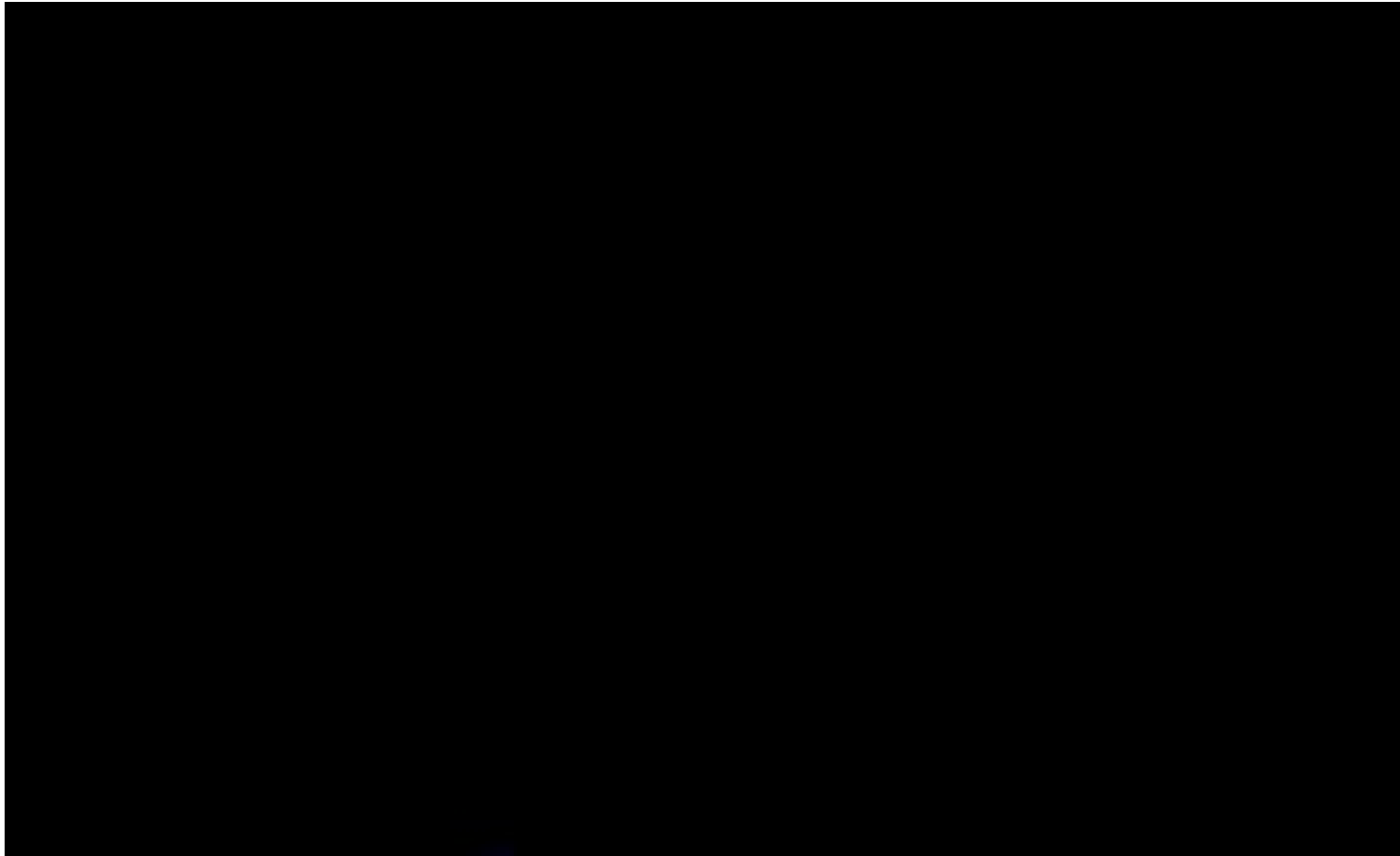
Video



Unconscious Bias

- 11 Million bits of information every moment
- Conscious mind can handle 40 bits of information
- **99.999996% is unconscious..**

Can you notice your bias? (Video)



Discussion

- Did you sense a shift in your perception of the person?
- How can this impact your area of work?

What are the impact of these biases?

Discriminatory attitudes in different regions

A snapshot of the views of non-indigenous

[NSW/ACT](#)

[Victoria](#)

[Queensland](#)

[South Australia/T](#)

61

“

We find clear prejudice against non-majority sounding names, who elicited 40% less call-backs with the same resumes

Some
bit lazy

behave more
like "other
Australians"

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Asians ditch identities in hunt for jobs

By Lincoln Tan

4:00 AM Saturday Apr 3, 2010

[Chinese in NZ](#)

[Cultures](#)

[Department of Internal Affairs](#)

...

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Desperate job-seeking Asians are not only taking on Anglicised first names but also officially ditching their traditional surnames for European-sounding ones in the hope that will help them find work in New Zealand.

One Chinese woman even changed her name to Brenda Jones in an attempt to get a job interview in the tough economic climate.



Terence King. Photo / Greg Bowker

Bias in judicial decisions in NZ

Maori conviction 1.6-1.8x

police contact 2.9x



3x arrested cannabis offences

In United States

12% longer
terms for black
defendants

25% higher bail
amounts for black
defendants

50% higher to experience
police force if black



Impact of Culture

VIDEO

‘Perceptions of the court room’

VIDEO

Impact of culture in a judicial setting

When you live don't go to court, when you die, don't go to hell

Chinese Proverb

The law in Japan is like an heirloom samurai sword, it is to be treasured but not used

Obuchi J, Role of courts in the Process of
Informal Dispute Resolution in Japan, 1987

Organisation Competency Spectrum

Not intentionally seeking to be culturally destructive. Rather, they lack the capacity to work with people of diverse racial, ethnic, religious and linguistic backgrounds.

An organization at this stage takes notice of the changing diversity in the community, and recognizes weaknesses in its current services, as well as potential strengths and contributions of diverse cultural groups.

*Cultural
Destructiveness*

*Cultural
Incapacity*

Cultural Blindness

*Cultural
Competence*

*Cultural
Proficiency*

Policies and systems that are destructive to cultures outside the majority,

In this stage, an organization prides itself on being unbiased and 'equal'. It functions with a belief that people are all basically alike, so what works with members of one culture works with all. Dominant culture wins here.

An organization at this level:

- demonstrates a clear capacity to integrate cultural diversity into all aspects of its structure and functions
- Committed to the principles of social justice, equality, equity and inclusion.
- Cultural competence is its core business, not an add-on function.

Figure adapted from Cross et al., 1989: University of Michigan Health System, 2003

What can you do? Your organisation do?

Build Individual competence

*(increase self awareness, notice cultural elements, ask questions,
minimise unconscious bias)*

Remove language/culture related barriers

(use professional interpreters, accommodate cultural needs, don't rely on non-verbal cues etc.)

Organisational competence

**(inclusive hiring practices, equitable
processes, provide cultural counsel)**

Dialogue **with Community**

Organisational shift example (Orchestra)

As late as 1970s the top 5 orchestras in US, women made up **fewer than 5%**

Blind Auditions

Impact of this one change, women **50%** more likely to advance

These days women make up around **30% of these orchestras**