Building organisational competency in a diverse world

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Overview

New Zealand & Australia’s *ethnic diversity*

Cognitive illusions & *bias*

*Disputes through a cultural lens*

Building *organisational competence*

*Scenarios*
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 locations
A snapshot of the views of non-indigenous Australians

1 in 5 Australians would move if an aboriginal person sat next to them on a bus.

Asians ditch identities in hunt for jobs

By Lincoln Tan
4:00 AM Saturday Apr 3, 2010

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

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
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.

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.

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

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 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