

Power and Diversity in the Boardroom: Creating More Representative Boards

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Workshop Goals

At the end of this session participants will be able to:

- Identify and name racialized interaction in the boardroom
- Understand the power dynamics that inform these interactions
- Have a set of strategies for changing the composition of their board to become more representative
- Feel personally empowered to implement changes that will increase boardroom diversity

Agenda

- 10:30 – 10:45 Introductions, Norms, Agenda
- 10:45 – 11:15 Case and Discussion of Racialized Dynamics in the Boardroom
- 11:15 – 11:35 Discussion of Inclusive Board Practices
- 11:35 – 12:00 Theoretical Perspectives and Key Take Aways

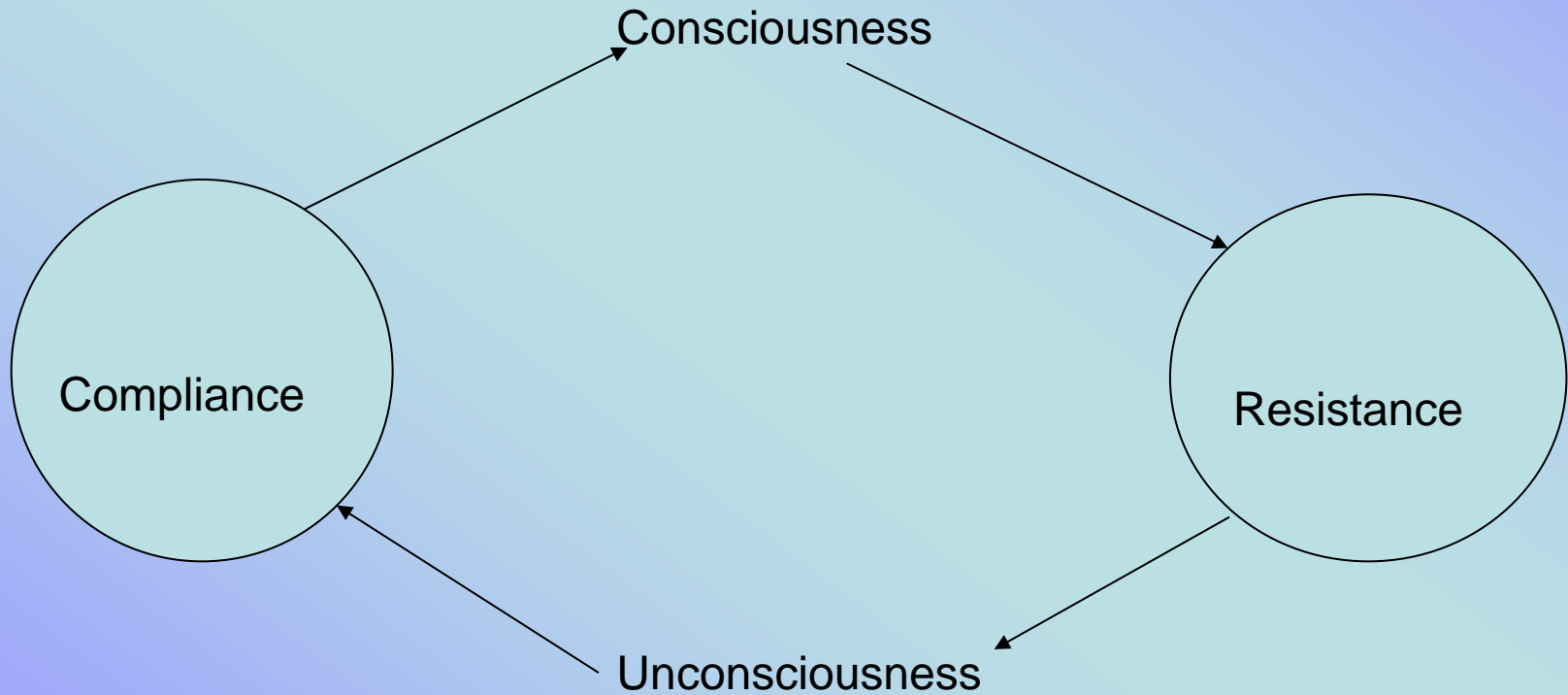
Case Study: Part One

- Please read the case of Jamilah and be prepared to share your interpretations of what is going on in the boardroom.

Case Study: Part Two

- If you were the ED or on the Executive Committee of the Board of the Winona Neighbourhood Community Center what could you do to create a more inclusive Board?
- Please be prepared to share specific steps you think could be made to improve the Board's culture, practices and policies

Compliance and Resistance



Compliance

- “Going along” or not “rocking the boat”
- Can be because of loyalty and belief in the system (a liberal world view and a belief in the existence of a meritocracy)
- Can be because of an individual’s “zone of indifference”
- Can be because of lack of awareness of what is going on

Pressure Forcing Us Back into Compliance

- Fear or being marginalized, stereotyped, seen as a token
- Peer pressure
- Financial need
- Inadequate sense of payoff
- Benefits of joining the “in-group” and being one of the “good minority” or “one of us”
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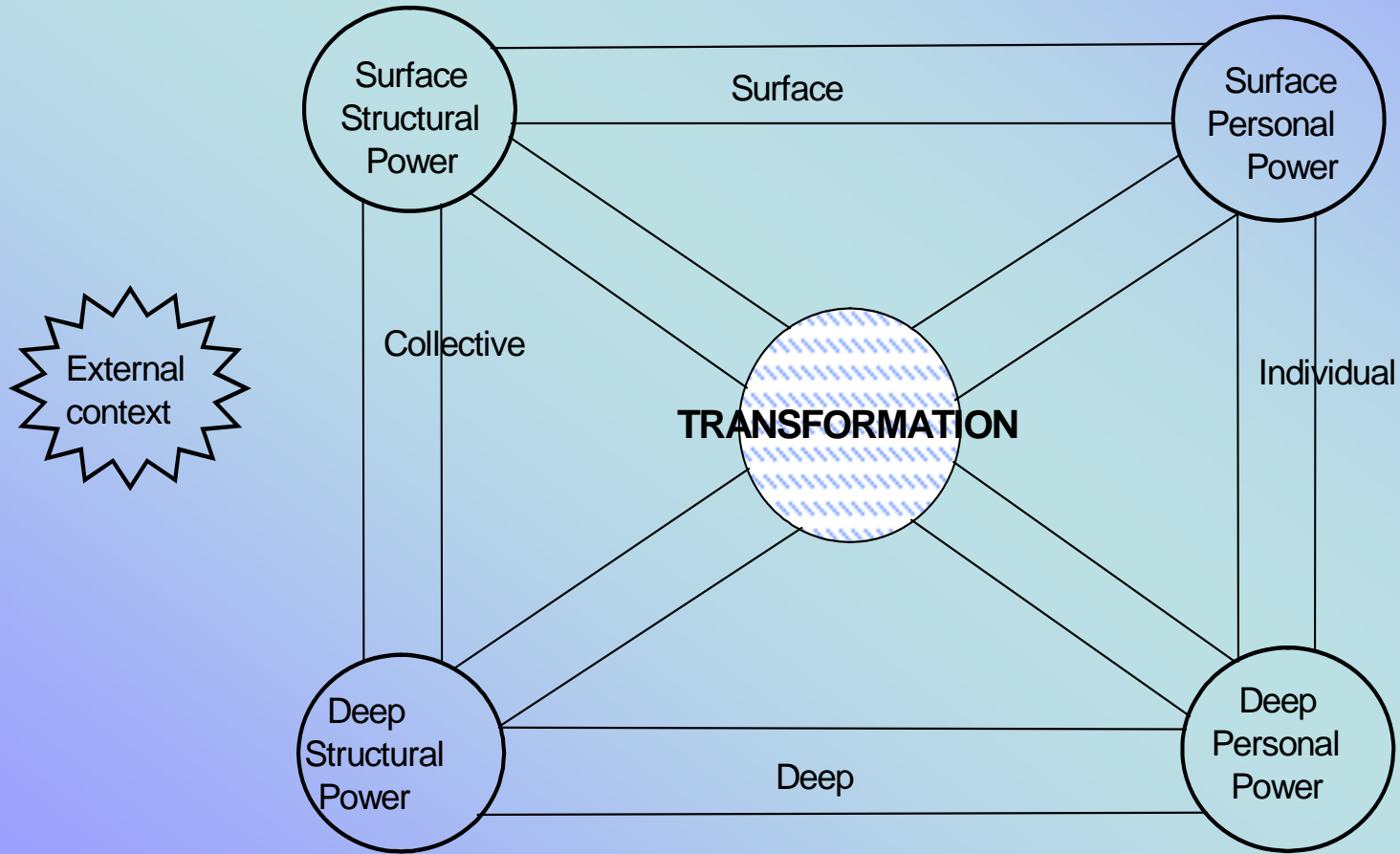
Resistance

- Personal actions taken to challenge the status quo
- “Bad behaviour” or “bad attitude”
- Confrontation of the way things are done and efforts to engage change in the power relations at both the surface and deeper levels
- In this model you must be aware or conscious in order to resist

Types of Resistance – A Continuum

- **Subtle Subversion** (e.g. undermining the dress code, pictures of your partner, challenging racist jokes, expressing minority views, raising questions of exclusion, getting diversity into the strategic plan)
- **Defiance and Use of Legitimacy** (heading up a Task Force on diversity, rewriting policies to address exclusion or speaking up in public forums)
- **Whistle Blowing and Public Censuring** (going to the press, complaints to the Human Right Commission, going over the head of your boss)
- **Dropping out and Distancing** (quitting and expressing logic for this decision)

Sources of Power



Surface Personal Power

<u>Sources</u>	<u>Definitions</u>	<u>Strategies</u>
Expertise	Knowledge and skills which others see as relevant to the task accomplishment and that the individual is seen as possessing.	Obtaining credentials or ongoing experiences which others respect.
Legitimate Authority	Formal position and roles which define responsibilities and appropriate scope of activity.	Ensuring roles and role expectations are clear and recognized as legitimate.
Referent	Power which comes from trust and commitment given to the individual because of their personal traits and characteristics.	Build respect and trust through personal integrity, charisma and group affiliation.
Rewards/Coercion	Behaviours which reward or hurt others but which ensure compliance and buy-in.	Accumulating things of value to others or punishments which can harm others.
Association	Influence which comes from knowing powerful people.	Networking and developing connections and associations.

Surface Structural Power

<u>Sources</u>	<u>Definitions</u>	<u>Strategies</u>
Control of Scarce Resources	Ability to allocate resources (information, uncertainty, money, people etc.) amongst groups with competing interests.	Obtain positions which are responsible for distribution and allocation of resources.
Criticality/Relevance	Tasks which are essential in the work-flow process and which can cause the total system to break down.	Obtain positions responsible for the most critical tasks or those essential to key organizational goals.
Centrality	Tasks or positions which are in the middle of a communication network.	Obtain central positions where others are dependent on you.
Visibility	Positions which are seen by those of power and influence in the organization.	Seek out tasks which have high profile.
Coalitions	Power which comes from building support from groups with similar interests.	Systematically seek support from others based on an analysis of their interests.
Flexibility/Autonomy	Positions which are characterized by discretion in decision making, work assignment etc.	Seek out tasks which are not routine and which contain autonomy and room for independent decision making.

Deep Structural Power

<u>Sources</u>	<u>Definitions</u>	<u>Strategies</u>
Control of the Agenda	Power which comes from being able to define the issues which are important and will be acted on.	Direct attention and energy toward own issues which align with own group's interests; will alternatively suppress or generate conflict.
Management of Meaning	Control of the language, symbols, rituals and values which are culturally embedded and which unconsciously determine behaviours.	Use organizational procedures and events to symbolically signal which issues are important and how decisions will be made.
Taken-For-Granted Rules and Routines	Everyday and historically established processes and tasks which benefit certain groups over others but which are not questioned.	Reveal (or establish) repeated processes for resource and task allocation which leave certain assumptions unexplored and unquestioned.

Deep Personal Power

<u>Sources</u>	<u>Definition</u>	<u>Strategies</u>
Authenticity	Being able to work in ways which reflect one's own truth and experience and which take into account both power/privilege and powerlessness/oppression . Ethics and values as critical self-awareness.	Become more self aware through reflective practice and personal growth. Acknowledge taken-for-granted advantages based on race, class, sex, sexual orientation etc. Own both personal power and powerlessness.
Critical Consciousness	Perception of social, political and economic contradictions and inequities. Replaces panoptic consciousness and the traps of frames that create psychic prisons.	Engage in a deep learning process which facilitate a search for political awareness.
Scepticism and Critical Detachment	An ability to stand apart from the dominant discourses, and disciplinary mechanisms and see how they are perpetuated and carried unconsciously within our selves.	Unlearn habitualized ways of being; question the conventional; overcome deference to power.
Defiance	Use our capacity to refuse; make choices to take action against oppressive elements of reality as it is constructed.	Say 'no', demonstrate agency and assert equality, refuse cooperation and compliance, veto, disobey.

Privilege: The Invisible Knapsack

- A right, advantage, favor or immunity granted to some people or groups, not enjoyed by others and sometimes detrimental to them
- Invisible package of unearned assets, a weightless knapsack of special provisions