

Coaching at Work annual conference – 5th July 2017, London

Coaching
at Work

Culture and Challenge

Coaching and mentoring to challenge,
shift and embrace cultures

Coaching at Work Annual Conference 5th July 2017 Holiday Inn, Bloomsbury, London

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Culture, Creativity & Complexity

Coaching At Work Conference

Jackee Holder July 5th 2017

Our Journey Today

- *My intention is to take you on a journey through one particular lens offering an inside view into one aspect of diversity as it impacts me as a coach and my work as a coach.*
- *I hope our conversation today will stir up some things in you that becomes an invitation to challenge and question who you are and where your edges might be around the topic of diversity and inclusion in the context of culture, creativity and complexity.*
- *This is not the whole story. It maybe not even be the truth. But it is some semblance of my truth and perspective into this area that is often silent in our coaching conversations.*

Culture



Who You Are Is How You Coach?



1960's Britain

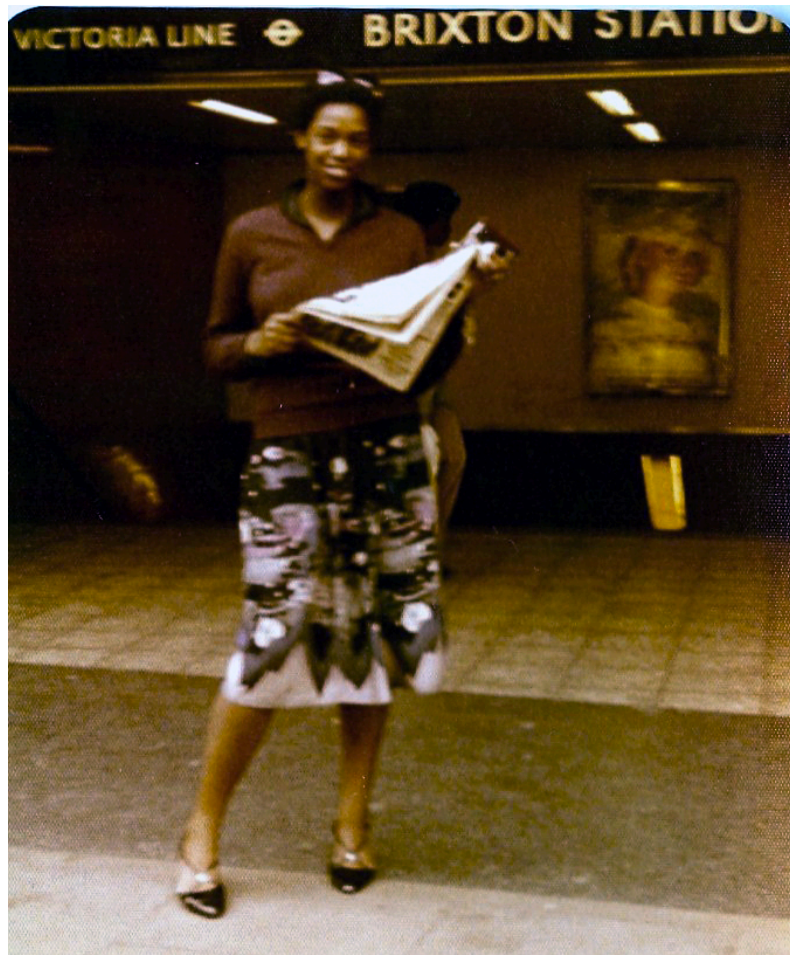


Brixton Market 1970's



© Ian Berry / Magnum Photos

Brixton 1980's



Brixton Market 1990's



Brixton 2017



Culture

- *“There is such a diversity in London from street style to tailoring to couture to big brands that no other city comes close. London is a great example of successful immigration and increasingly one feels as though the city couldn't do without it”*
– Dylon Jones, 9th May 2016
- 37% of Londoners were born outside of the UK

Visibility

Ethnic Minorities in the UK

- *Ethnic minorities make up 12% of the working-age population, yet their rate of employment is disproportionate:*
- *Only 1 in 16 of current FTSE 100 board members is from a Black, Asian and Minority Ethnic (BAME) background.*
- *1 in 8 employees in the UK are from Black, Asian and Minority Ethnic groups.*
- *Only 1 in 15 people from an ethnic minority background are in a management position. (RfO Race to the Top research)*

BAME groups and Governance

- *Only 0.8% of local councillors in England are Black, Asian and Minority Ethnic.*
- *Only 4.1% of MPs are Black, Asian and Minority Ethnic (as of 2010)*
- *Only 6.9% of public appointments are held by Black, Asian and Minority Ethnic individuals.*
- *- Diversity UK www.diversityuk.org*

Snowy White Peaks

Representation At Board Level

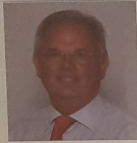
- *That the proportion of London NHS Trust Board members from a BME background is **8%**, an even lower number than was found in **2006 (9.6%)**;*
- *That the proportion of chief executives and chairs from a BME background has decreased from 5.3%; it currently stands at 2.5%.*
- *Two fifths of London's NHS Trust Boards had no BME members (executive or non executive) on them at all, whilst over half of London's Trust Boards either had no BME executive members or no BME non-executive member*

St George's Hospital Tooting

Welcome to St George's

St George's University Hospitals 
NHS Foundation Trust

Chair



Sir David Henshaw

Chief Executive



Professor
Simon Mackenzie

Non-Executive Directors



Ann Beasley



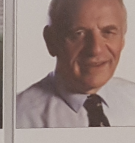
Stephen Collier



Professor Jenny Higham



Gillian Norton



Professor Sir Norman Williams



Sarah Wilton

Executive Directors



Avey Bhatia
Chief Nurse and Director
of Infection Prevention and
Control



Mark Gammage
HR Advisor to the Board



Mark Gordon
Chief Operating Officer



Richard Hancock
Director of Estates and Facilities



Iain Lynam
Chief Restructuring Officer



Paul Moore
Director of Quality Governance



Larry Murphy
Chief Information Officer



Margaret Pratt
Chief Financial Officer



Professor Andrew Rhodes
Medical Director

Lead Governor



Kathryn Harrison

Who we are:

The Board of Directors comprises the Chair, Non-Executive Directors and Executive Directors. As a Foundation Trust, we also have a Council of Governors. Governors represent the interests of the Trust members.

Please visit our website at www.stgeorges.nhs.uk for more information.

Hidden Figures



Oxford University



Diversifying Portraiture Oxford



Celebrating Diversity

The faces on the walls do not reflect the reality of today's staff and students. It will allow students to look up and see people who look like them. It's sending a signal to a wider range of students that they belong here.

*More than one in four of our current students, including those from overseas, are students of colour. Our staff come from over **150** countries. But when they have their first lecture or dine in their college hall for the first time, **they see images that do not speak to and reflect their own reality. That affects their sense of belonging here, their ambitions, and their academic achievements. Many speak of 'impostor syndrome' - the feeling of not having the right to be here because they do not see others like them.***

- Dr Rebecca Surender (Advocate & Pro-Vice Chancellor For Equality & Diversity at the University of Oxford)

Diversifying Portraiture

*Portraiture has tended to celebrate through traditional means (think gilt frames and heavy oils in sombre colours) a narrow range of achievement by a narrow range of individuals - scholars, clerics, philanthropists and leaders. And in an 800-year-old institution like Oxford, those recognised individuals have historically - save for the former women's colleges - **been white men, honoured over the centuries for their contributions and legacies.***

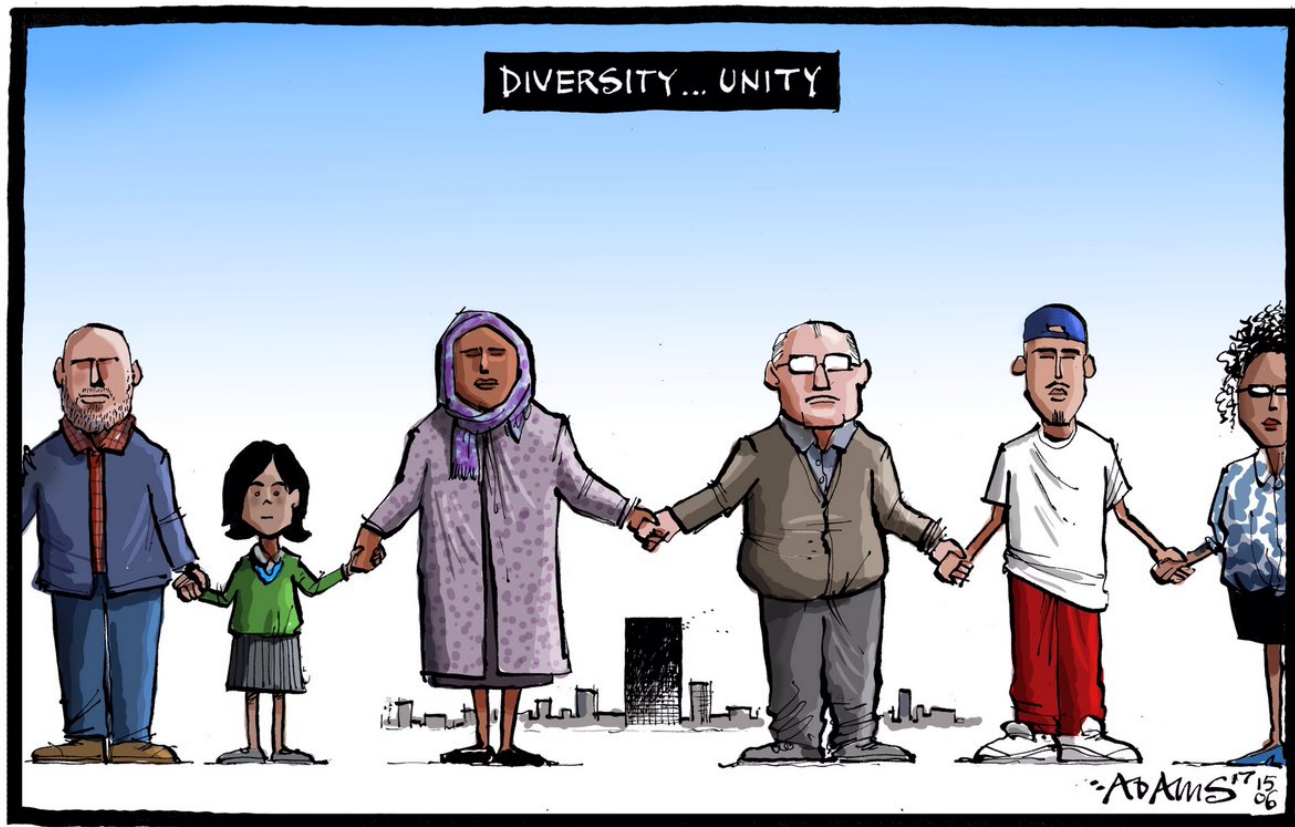
But, truth be told, Oxford has always been a diverse place - it's just that the traditional, oil-on-canvas way of recognising achievement did not allow individuals' multiple and complex identities to be recognised. Their histories and narratives were hidden, along with their complex identities and the invisible aspects of their difference. We make assumptions about those traditional old white men, but many wrestled with, for instance, mental ill health or aspects of their sexuality in an era of conformity.

*That's why we have, for the past year, been bringing to light Oxford's 'hidden histories' by cataloguing and displaying **over 250 diverse historical portraits from around the collegiate university.** Many of those individuals - women and men - challenged the stereotypes and exclusions of their time. And we are now building on their legacy by announcing a new initiative, called [Diversifying Portraiture](#), that celebrates the achievements of more than 20 living Oxonians.*

Grenfell Towers



Diversity ... Unity



Evening Standard June 2017

Look Beyond Borders Refuge Film



- <https://www.youtube.com/watch?v=f7XhrXUoD6U>

Chrishaunda Lee was 19 when a stranger shunned her because of her skin colour. Her course of action move in with the woman.



Illustration by Yvette Fedorova 2017


Black Lives Matter



Intersectionality

intersectionality

Syllabification: in·ter·sec·tion·al·i·ty

Pronunciation: /,ɪn(t)ərsɛkʃə'nælədē/ 

Definition of *intersectionality* in English:

noun

The **interconnected** nature of **social categorizations** such as race, **class**, and **gender** as they **apply** to a given **individual** or **group**, **regarded** as **creating overlapping** and **interdependent** systems of **discrimination** or **disadvantage**:

*'through an **awareness** of intersectionality, we can better **acknowledge** and ground the **differences** among us'*

Kimberlie Crenshaw

Intersectionality

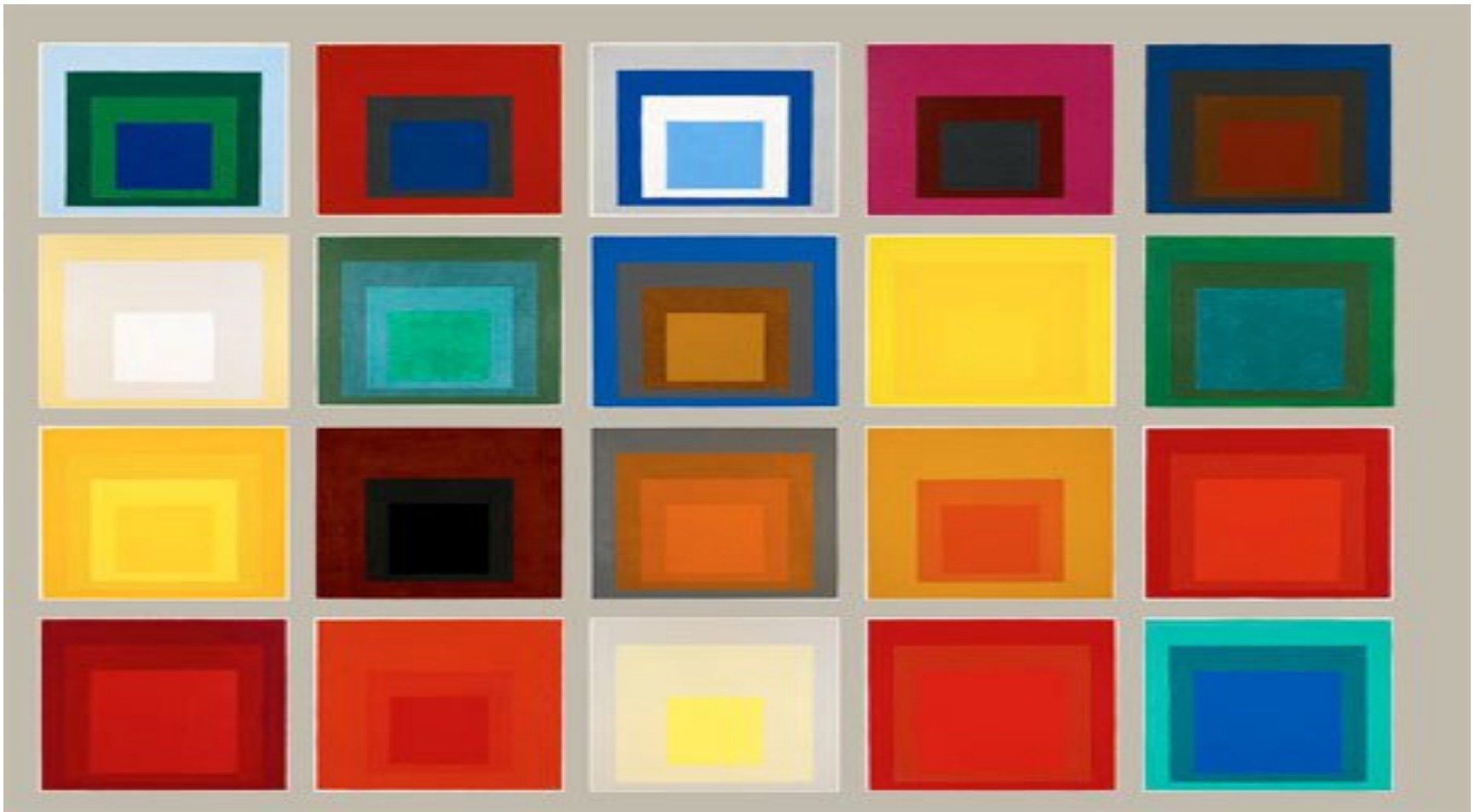
Introduced by legal scholar Kimberlé Crenshaw, intersectionality is a framework for understanding the ways that the multiple aspects of our identities intersect, influence one another, and compound to create unique experiences. The concept is regularly used to describe the ways that societal privilege and oppression is complicated by the different parts of our identity that are marginalized or privileged in society.



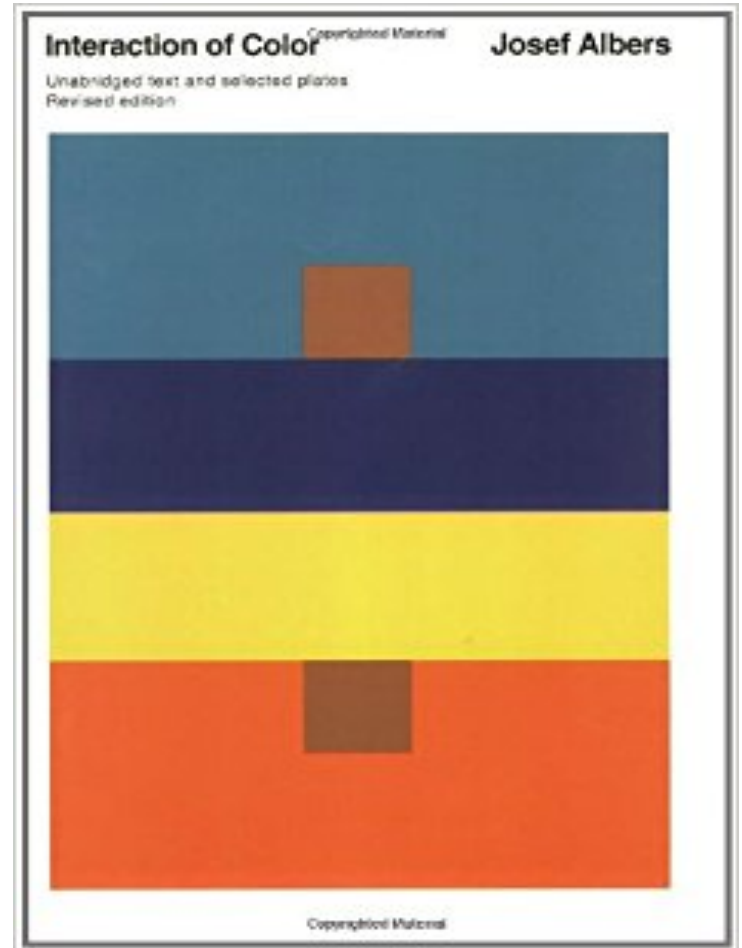
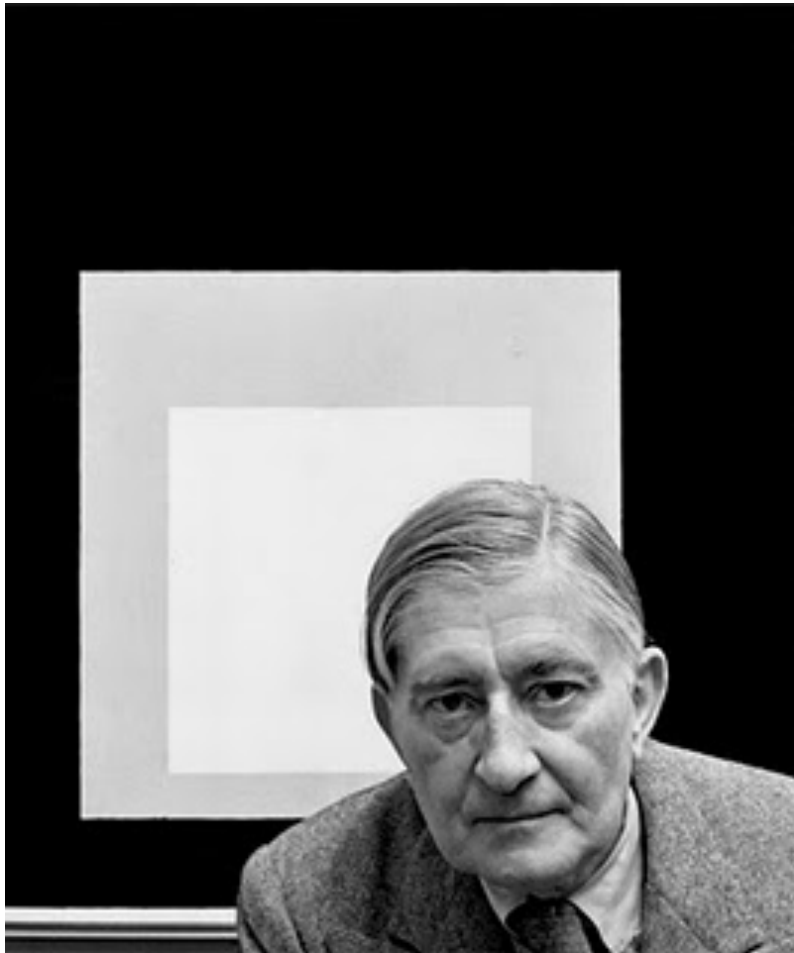
Creativity



Josef Alber



Josef Albers



Bauhaus

“Instead of art I have taught philosophy. Though technique for me is a big word, I have never taught how to paint. All my doing was to make people see.”

- Josef Albers

Lubaina Himid & Hurvin Anderson



Freedom To Express



Lubaina Himid shortlisted for the 2016 Turner prize



Hurvin Anderson Beautiful Barber Shop Series – Peters Sitter 3



The story being told or not told ...

Peter's Sitter's 3 imagines a home barbershop, a cottage industry taken up by many newly arrived Caribbean immigrants in the 1950s. Rendered in a reduced palette of blue, white, and red, the scene conveys the experience of freshly acquired British identity, its aspirations and hard realities. The brilliant tones and translucent veneers of the floor and ceiling hark to the open expanse of tropical seaside, while the opaque geometric walls and modest furnishings create a rigidly grounded environment, conveying a sense of disorientation and displacement.

Hurvin Anderson - Attic



Titus Kaphar



Titus Kaphar



Titus Kapar



Titus Kaphar Working In His Studio



“ The only way that I’ve found that works for me to really work through these issues is to get into the studio.”

Questions

- *How do we live forward together?*
- *What are our civic responsibilities?*
- *Where are you from and what is your story?*
- *What are some of the family stories and secrets that have shaped or influenced you?*
- *Where are the hidden and silent places in your work as a coach?*

Diversity In Visual Communication

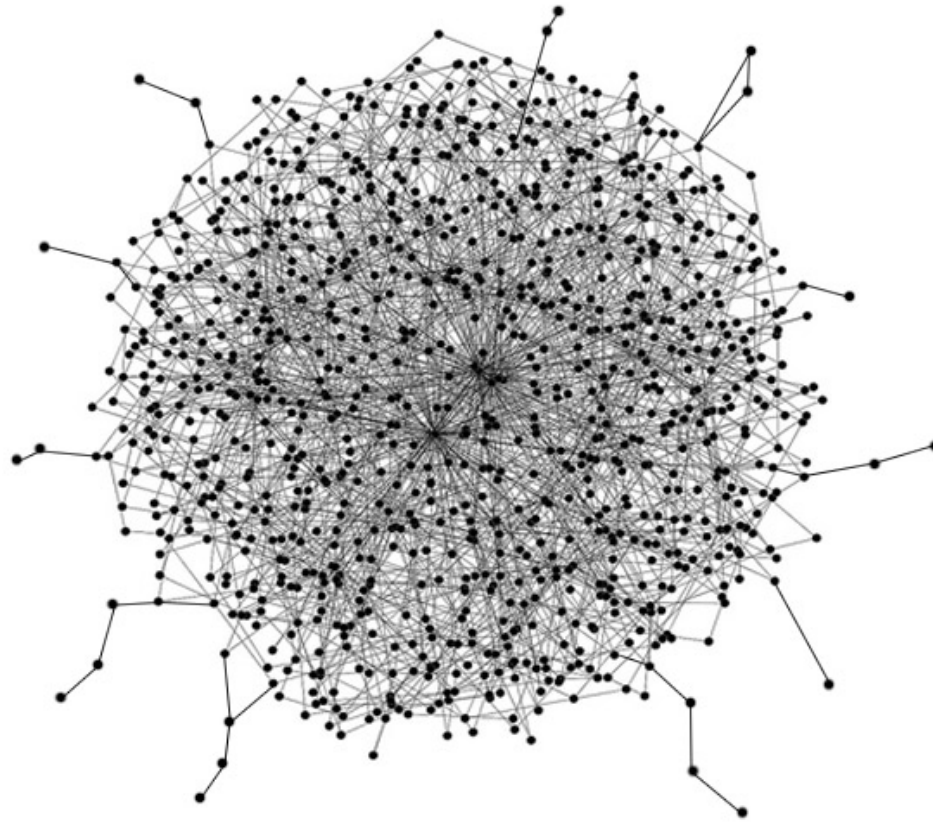
- *No one can deny the need for increased diversity in contemporary imagery, which raises the question of who should take responsibility for driving this change.*
- *The simple answer is that everyone who plays a part in creating, distributing or selecting commercial imagery should consider whether the images they are working with are truly reflective of the audience they serve.*
- *Through our everyday choices, we have the power to change visual language and contribute to the celebration and empowerment of our diverse global neighbourhood. - Andrew Saunders Getty Images*

Mental Health & Well-Being

- *They want to create genuine, lasting change in their companies. They understand that ultimately it is good for them and their profit margins to have happy, healthy and motivated workforces – and working environments where fragilities and problems can be admitted to early and dealt with intelligently, before they become a burden.*
- *The most valuable resource of any company, is not of course its technology or its IP. It is the minds of its people. We should look after them as carefully as we can.*
- *The reason we don't concentrate on optimal mental performance comes down to an ingrained shyness and reserve around issues of mental health. Most of us bosses and workers, politicians and the public, are victims of stigma and taboo in this area. That's why so much of my recent work has been focused on persuading companies to break down the walls of stigma and demolish the taboo's. Not just because it's the right thing to do, but also because it is good for companies' profits and competitiveness.*

- Alastair Campbell

Complexity



VUCA

V

VOLATILITY

Equity, bond and currency market volatility; the lack of stability and predictability.

U

UNCERTAINTY

The potential change in the inflation index calculation, the potential switch to "smoothing" for pension funds calculating their recovery plan; the lack of ability to foresee what major changes might come.

C

COMPLEXITY

In understanding these financial markets in the era of the "new normal". The proliferation and increasing complexity of new financial instruments and regulation to deal with increasingly complex markets, moving in ways experts have never seen before.

A

AMBIGUITY

The resulting feeling. Is this the great rotation from bonds to equities? Or will bond yields stay low for longer? What is the best course of action?



Complexity

Yet human systems display many of the properties of complex systems. In particular, coherent patterns of behaviour can arise from the apparently idiosyncratic interactions of random individuals. This property of complex systems is perhaps the most significant of all: the seeming inevitability of the appearance of new and unpredictable patterns or phenomenon known as emergence.

– Richard Seel Creativity in Organisations, April 2005

Implicit Association Test



Mahzarin Banaji – Social Psychologist



*Mahzarin Banaji is Richard Cabot professor of Social Ethics in the department of psychology at Harvard University. She is the co-author of *Blindspot: Hidden Biases of Good People*, and co-founder of the implicit bias research organization [Project Implicit](#).*

Try This

A father and his son were in a car accident the father dies at the scene. The boy is badly injured and is rushed to a local hospital. In the hospital the operating surgeon looks at the boy and says, "I can't operate on this boy." How can this be if the father has just died?

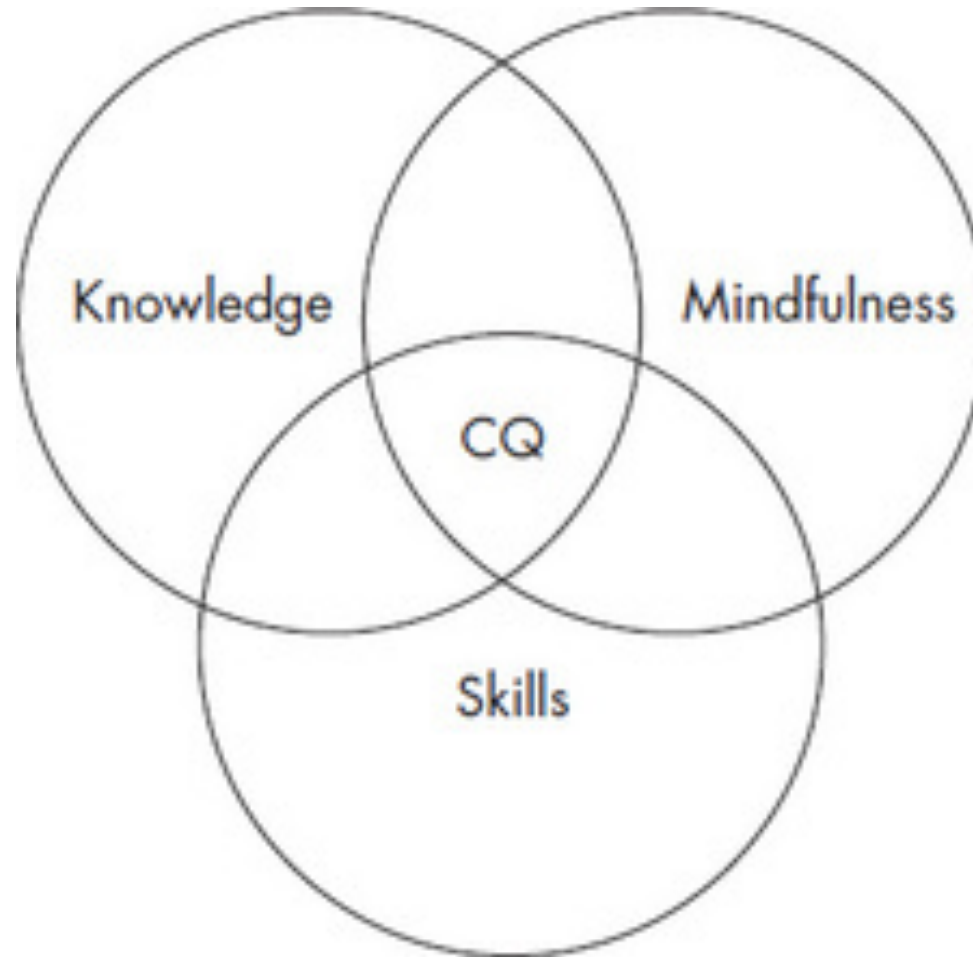
Blind Spots

"We fill in the blind spots with what we don't know with the limits of what we do know."

Race Bias in AirBnB

Breaking Bread

Cultural Change



David C. Thomas , Kerr C. Inkson. Cultural Intelligence, 2013

Vertical Development

This would require a different skill set for many learning and development specialists who must transfer from creating the programs for the executives to becoming the social facilitators of a construction process that involves all of the stakeholders in the system. Given this, the greatest challenge for the L&D community may be the ability to manage the network of social connections, so that the maximum number of perspectives can be brought together and integrated.

– Nick Petrie Center For Creative Leadership

Where's Your Influence?

- *Human resource people, O.D. theorists, consultants, and training companies don't have great influence over too many things that happen within organizations, but one area that they do have a strong influence over is how leadership is understood and how leadership capacity is developed.*
- *It seems to me that the art of practicing this area well is going to get much harder, as it, at the same time, becomes much more important.*

– Nick Petrie Center For Creative Leadership

So What Can Be Done?

- *Explore your personal outsider experiences. Name the skills you have drawn on as a result*
- *Challenge and be on the look out for inclusive leadership – Notice whose sitting at the table and whose voice is missing?*
- *Generate questions that highlight examples of resilience, risk taking and resourcefulness*
- *Support clients to move beyond the single story and author their lives*
- *Explore the value of community.*
- *Identify ways of which you or a client maybe covering*

Curious About . . .

- *What are the collective and individual responsibilities of the coaching communities when it comes to diversity and inclusion?*
- *What are the questions that would be useful to ask and be curious about as a coach with regard to self and others?*
- *What do you need to acknowledge, appreciate about your own culture, where it meets, is different or biased/blind/unconscious when it comes to experience, connections and behaviours of other culture groups?*

In Fine Feather – Luke Stephenson



Stanley Kunitz

The Layers

*I have walked through many lives,
some of them my own,
and I am not who I was,
though some principle of being
abides, from which I struggle
not to stray.
When I look behind,
as I am compelled to look
before I can gather strength
to proceed on my journey,
I see the milestones dwindling
toward the horizon
and the slow fires trailing
from the abandoned camp-sites,
over which scavenger angels
wheel on heavy wings.
Oh, I have made myself a tribe
out of my true affections,
and my tribe is scattered!
How shall the heart be reconciled
to its feast of losses?
In a rising wind
the manic dust of my friends,
those who fell along the way,
bitterly stings my face.*

*Yet I turn, I turn,
exulting somewhat,
with my will intact to go
wherever I need to go,
and every stone on the road
precious to me.
In my darkest night,
when the moon was covered
and I roamed through wreckage,
a nimbus-clouded voice
directed me:
"Live in the layers,
not on the litter."
Though I lack the art
to decipher it,
no doubt the next chapter
in my book of transformations
is already written.
I am not done with my changes.*

- Stanley Kunitz from **The Collected Poems of Stanley Kunitz**

Rumi

OUT BEYOND
IDEAS OF
wrong doing
+ RIGHT DOING
THERE IS A FIELD
I WILL MEET
YOU THERE RUMI

RAW ART LETTERPRESS



COMING TOGETHER IS A BEGINNING:
KEEPING TOGETHER IS PROGRESS:
WORKING TOGETHER IS SUCCESS

CONSCIOUS MAGAZINE

- HENRY FORD