

National Council of Structural Engineers Associations

Cultural Humility

and the

“You” in Unity

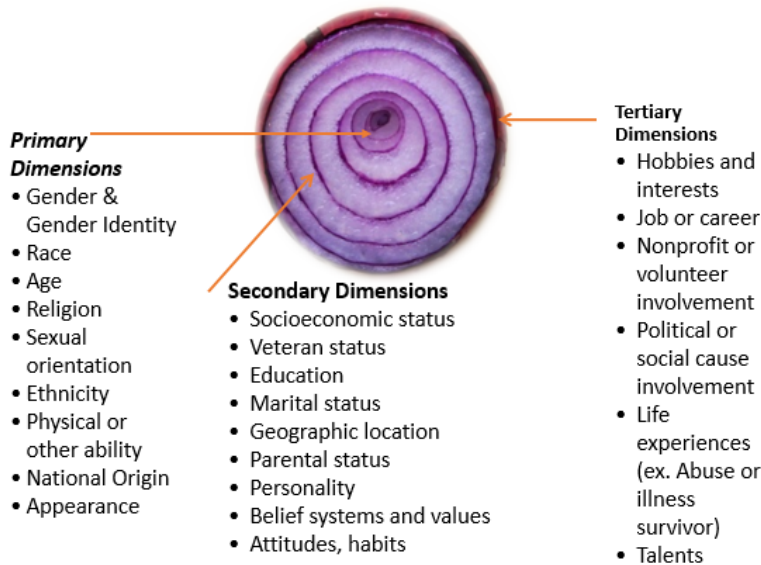
9/29/20



Activity: Knowing Ourselves To Know Others

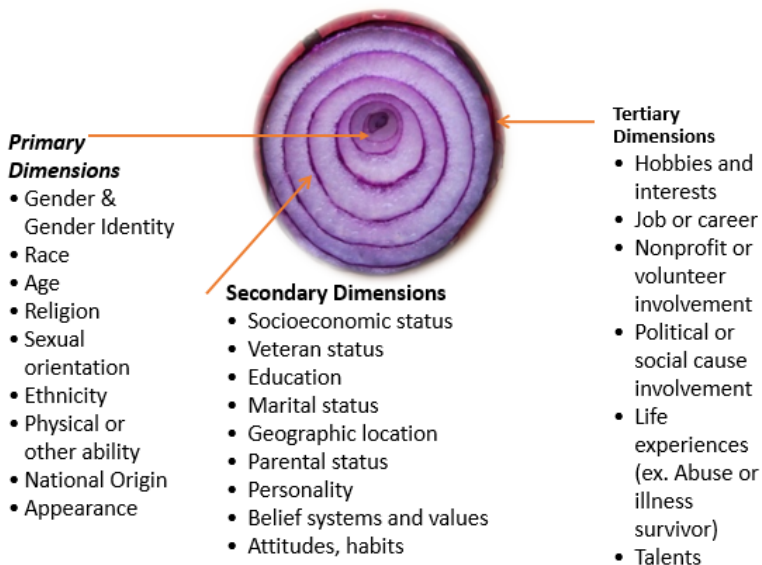
- Write the top three identities that have the most impact on your perspectives, experiences, and interactions.
 - Example: Age, Gender, Race/Ethnicity

Dimensions of Diversity



- For each identity, consider the following questions:
 - How do they **inform** or **impact** your perspectives when engaging with others, *particularly in a work setting*?
 - How might they **limit** your perspectives when interacting with *those who are different*?
- You have 5 minutes to complete this activity individually.
- Please note you will be sharing these with a partner afterwards.

Dimensions of Diversity



What are your top 3 identities that have the most impact on your perspectives, experiences, and interactions?

Your Identities	How do they inform or impact your perspectives when interacting with others?	How might they limit your perspectives when interacting with those who are different?

Gold Equality



The assumption is that everyone benefits from the same supports. This is equal treatment.



Platinum Equity



Everyone gets the supports they need (this is the concept of "affirmative action"), thus producing equity.



Justice



All 3 can see the game without supports or accommodations because the cause(s) of the inequity was addressed. The systemic barrier has been removed.

Can you think of an example of equality/equity using the golden/platinum rule?

Towards Justice: The 4 Ps & Equity

Policies

Include an organization’s key documents such as the mission statement, core principles, strategic plans, etc. **Ex. Strategic plan for Equity, Diversity, and Inclusion? Required training and accountability? Association with promotions and evaluations?**

Programs

Reflect diversity and inclusion goals, are embedded in the foundation of the organization. **Ex. recruitment programs, retention programs, bridge programs, succession planning**

Practices

Address organizational culture and way things are done, can be guided by values, beliefs, and norms. Often based upon **individual interpretation and can be most affected by biases, passive exclusion. Ex. who gets chosen for assignments?**

People

Includes the employees and administrative team, and senior administrators responsible for supporting diversity, equity, and inclusion goals. **How broadly diverse is your team? What impact does composition and perspective have on clients? On each other?**

How can YOU apply equity to the 4Ps?

What policies may limit access? How can they be addressed?

What programs could facilitate equity?

What practices may be influenced by bias or interpretation?

What people may be needed to achieve or practice equity?



Cultural Humility and the “You” in Unity

Resource: [American Institute of Architects Guides for Equitable Practice](#)

The guides make the moral, business, ethical, and societal cases for equitable practice and provide key insights to help individuals, firms, and other organizations build equity. Translating relevant research into actionable practices, each guide defines core topics before presenting information through several lenses:

- *Why is the topic important?*
- *What does it look like when a group works toward equity goals?*
- *What legal and regulatory issues should you account for?*
- *What questions can you use to appraise your progress?*
- *How can you act to make your firm and the profession more equitable?*

Intercultural Competence: Intercultural competence—the ability to function effectively across cultures—affects performance at all organizational levels. This guide outlines the importance of increasing intercultural competence and recommends how to boost it while reducing bias against people with non-dominant identities.

Workplace Culture: This guide describes components of a strong, healthy workplace culture, details the field’s dominant patterns, and outlines the concept of architecture’s cultural iceberg—made up of objective culture (above the surface) and subjective culture (usually below the surface).

Compensation: Compensation issues arise from inequitable opportunities, valuation of work, and pay practices. Removing compensation gaps supports talent recruitment, development, and retention—along with the growth of individuals, firms, and the profession. This guide discusses wage disparities in architecture, including their origins and impacts. It establishes how compensation equity spans four dimensions (transparency, alignment, compliance, and fairness) and provides questions to consider when assessing organizations’ compensation.

Recruitment and Retention: Attracting and retaining talent is vital for every firm and the profession as a whole. Given the importance of keeping quality employees, this guides outlines how to emphasize equitable practices during recruitment and retention. It covers how inequity affects employees, how to improve quality of life and address pinch points in the workplace, and ways to assess hiring and promotion bias and microaggressions.



Cultural Humility and the “You” in Unity

Negotiation: How can you ensure the negotiation process is collaborative, imbued with trust, and produces satisfying solutions for everyone involved, while maintaining equity? This guide outlines skills architects can develop to act inclusively and equitably during negotiations.

Mentorship and Sponsorship: Mentorship and sponsorship, when one uses personal capital to promote a protégé, can prove crucial to individuals’ careers, and can help make workplaces more diverse and inclusive. These relationships can help individuals achieve power, influence, promotions, and increased compensation. You'll assess the qualities of being a mentor, mentee, sponsor, or protégé and the structure and effectiveness of mentorship programs.

Advancing Careers: It’s critical that responsibility for career advancement extends beyond individuals and is addressed with systems, policies, and a workplace culture that serves everyone. This guide details the importance of approaching career advancement as a shared responsibility between employee and employer; and examines equity issues in the workplace. It covers how social, cultural, and economic forces may steer individuals toward or away from certain pathways and how race and gender influence career progression.

Engaging Community: An engineer’s work affects communities, respectfully engaging with them and adopting solutions created in partnership is imperative. Such engagement leads to a more equitable built environment that flourishes. This guide notes that engaging communities has challenges resulting from years of inequitable practices in architecture and beyond, largely due to structural racism. With greater equity, the profession improves its impact and increases its value to society.

Measuring Progress: True support of equity, diversity, and inclusion requires being able to measure progress. This guide outlines a number of measurable factors, including increased commitment to equitable practices from leaders, decrease in pay disparities, and less evidence of unconscious bias.



Cultural Humility

Allows **culturally competent individuals** to identify the **presence** and **importance** of differences between **their orientation and that of each person they interact with** and to explore ***compromises*** that would be **acceptable to both.**

A ***lifelong*** process of ***self-reflection*** and ***self-critique.***

Acknowledging differences without judgment, awareness of biases and assumptions, engaging in self-assessment

J. Murray-Garcia, MD & M. Tervalon, MD, 1998



What Will I Do Differently?

What Will I Do Differently?

I know there is something I can do as a member of the structural engineering community to practice intentional inclusion and the “platinum rule.”

That something is...

