

Leadership Training 10


diversity, equality and inclusion (DEI)

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A right to Meaningful Lives

- * There are approximately 1 billion disabled people in the world.
- * There are approximately 11.6 million disabled people in the UK (20% of the population)
- * 43% of people in the UK don't know a disabled person, and 66% would feel uncomfortable talking to a disabled person. (Scope, 2014)



<https://www.un.org/development/desa/disabilities/resources/factsheet-on-persons-with-disabilities.html>

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Disability in History

- * Medieval times: Disabled people were commonly seen, and regarded as either punished by God, or closer to God. Support was in the community and church
- * 16th Century: Monasteries closing, so disabled people were looked after in the community.
- * 18th Century: Disabled people were seen to have suffered a misfortune, and were looked after in hospitals and community
- * 19th Century: Disabled seen as 'different' and put in workhouses and hospitals

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Disability in History

- * Early 20th Century: Disabled people initially seen as a burden - at the extreme end there were calls of sterilisation and isolation.
- * After WWI, 2 million soldiers came home disabled, so there was an upsurge in treatment and housing.
- * After WWII disability acts starting coming in to protect disabled people.
- * 1948 saw the first Paralympic Games and disabled people started being integrated back into society.
- * Surveys from 2014 indicate that 40% of people still see disabled people as a burden on society...

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Breakout1

- * What does dis-ABILITY mean to you? Not able to do what? Be what?
- * Is our job to help them accept that 1 in 8 are dis-ABLE?
- * Can dis-ABILITY be overcome? Are we not all dis-ABLE?
- * Are people disabled or are we making them?
- * Can we find a place for everybody or is it a political illusion?
- * How about cultural and national differences (ref the SCEI course)?
- * **Do you have (brief) xamples from your life and practice?**

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Imagine disability (1)

Physical Disabilities: physiological, functional and/or mobility impairments. Can be fluctuating or intermittent, chronic, progressive or stable, **visible or invisible**.

Visual Disabilities: 'legally blind' means having 10% or less of normal vision. 10% of people with a visual disability are **blind**, the rest have a 'visual **impairment**'

Hearing Disabilities:

- * "Deaf" describes an individual who has severe to **profound** hearing loss.
- * "Deafened" describes an individual who has **acquired** a hearing loss in adulthood.
- * "DeafBlind" describes an individual who has both a **sight and hearing** loss.
- * "Hard of Hearing" describes an individual who uses their **residual** hearing and speech to communicate.

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Imagine disability (2)

Intellectual Disabilities:

- *Characterised by intellectual development and capacity that is **significantly below average**.
- *Involves a permanent limitation in a person's ability to learn
- *Can be from birth, developmental, genetic, illness, acquired etc.

Learning Disabilities:

- *A learning disability is essentially a specific and persistent disorder ~~of a person's central nervous system~~ affecting the learning process. This impacts a person's ability to either interpret what they see and hear, or to link information from different parts of the brain.
- ***Discrepancy from 'normal' development**
- ***Not incapable** of learning; rather that they learn more slowly or in a different way.
- *Many people with a learning disability develop **successful strategies** to compensate for or to circumvent their difficulties.

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Imagine disability (3)

Mental Health Disabilities/Impairment:

- *Schizophrenia – **NB criteria now much narrower than in the 1950ies**
- *Mood Disorders (Depression and Bi-Polar Disorder) – These illnesses affect about 10% of the population. Depression is the most common mood disorder.
- *Anxiety Disorders - They include phobias and panic disorder as well as obsessive-compulsive disorder.
- *Eating Disorders
- *Personality Disorders
- *Organic Brain Disorders – These disorders affect about 1% of people. They are the result of physical disease or injury to the brain (i.e., Alzheimer's, Stroke, Dementia).

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Towards Inclusive Leadership

* ~~What is disability?~~ → When is it a (total) lack of ability?

- * Example: trisomy life expectation increased and they could work
- * You're disabled under the Equality Act 2010 if you have a physical or mental impairment that has a 'substantial' and 'long-term' negative effect on your ability to do normal daily activities
- * 'substantial' is more than minor or trivial, e.g. it takes much longer than it usually would to complete a daily task like getting dressed
- * 'long-term' means 12 months or more, e.g. a breathing condition that develops as a result of a lung infection

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Have a disability or Becoming disabled?

- * 23.0% of disabled people aged 21 to 64 years in the UK had a degree compared with 39.7% of non-disabled people; 15.1% of disabled people had no qualifications compared with 5.4% of non-disabled people (year ending June 2020).
- * Around half of disabled people aged 16 to 64 years (52.1%) in the UK were in employment compared with around 8 in 10 (81.3%) for non-disabled people (July to September 2020); disabled people with autism were among those disabled people with the lowest employment rate
- * Disabled people in work were significantly less likely to be employed as managers, directors or senior officials, or to be employed in professional occupations (27.2% for these two occupation groups combined) than non-disabled people (34.5%).
- * Disabled people in work were significantly more likely to hold elementary occupations, 12.1% compared with 9.6% of working non-disabled people. Disabled people in work were also significantly more likely to be employed in caring, leisure or other service occupations (12.3%), or sales or customer service occupations (9.1%) than non-disabled people (8.7% and 6.8% respectively).
- * Over one-third (34.6%) of disabled people in work (16 to 64 years), worked part-time compared with under one-quarter (22.9%) of non-disabled people.

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Laws and standards @ work

- * **UN SDG, human rights**
- * **Laws: Diversity, Equality and Integration**
- * **ISO ESG Environment, Social responsibility and Governance:**
<https://www.iso.org/obp/ui/#iso:std:iso:30415:dis:ed-1:v1:en>

Figure 1 — Diversity & Inclusion Guidance and Methods



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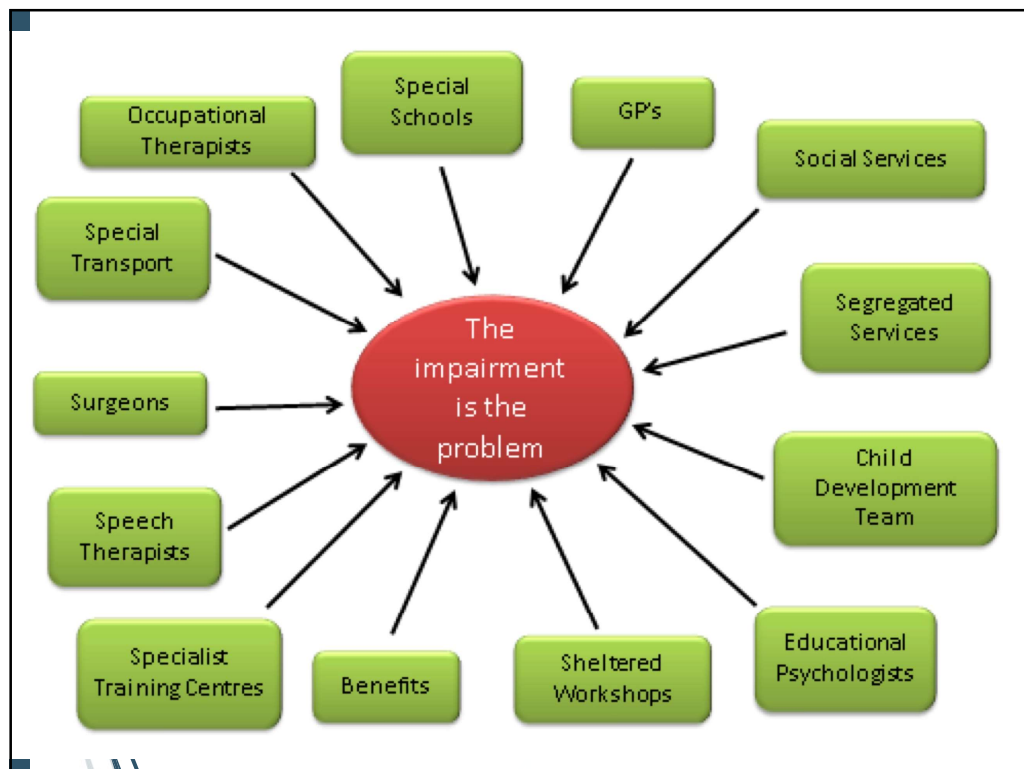


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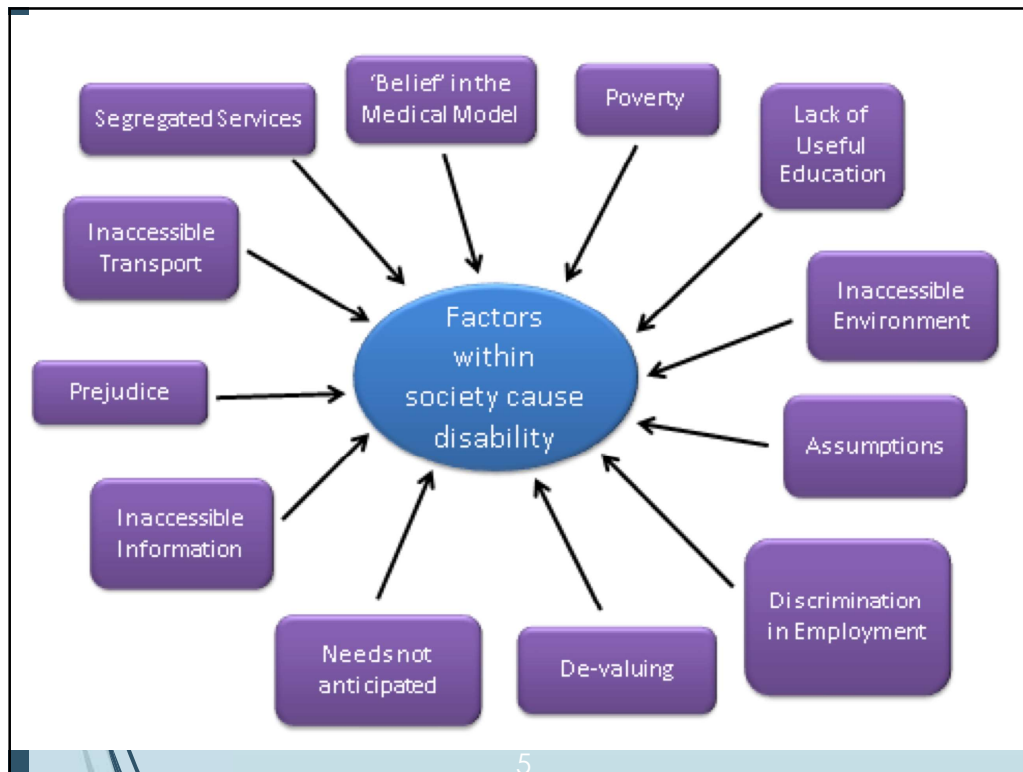
The Medical Model

- * The person is disabled by their impairment or difference.
- * Impairments should be fixed or changed with a medical intervention.
- * The focus is on what is wrong with the person, and not necessarily what the person needs.

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The Social Model

- Impairment is not necessarily dis-ability
- A long-term characteristic or trait that limits a person's mental, physical or sensory function
- The disability is something that a person experiences when interacting with society / individuals that does not take into account their impairments and associated needs
- This can result in a person being excluded from much of mainstream society as it becomes inaccessible to them.

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The Social Model

- * The social model also focusses on attitudes towards disabled people which can be as disabling as physical environments. This can be in the form of stereotyping, prejudice, fear, pitying etc., all of which can be a barrier to a disabled person.
- * In the worst case this can manifest in hate crimes with an estimated 62,000 disability related hate crimes occurring each year in the UK.

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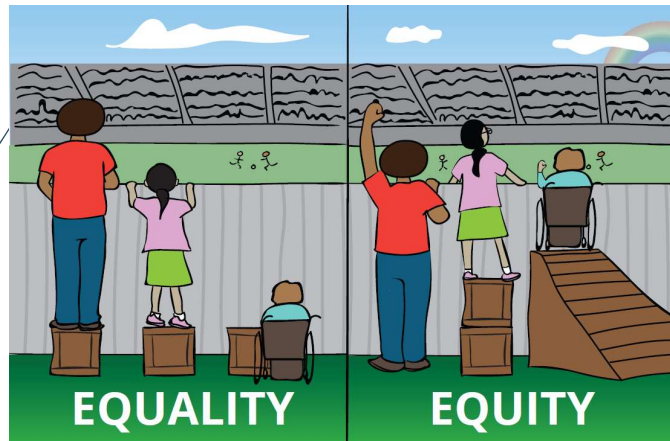
What is the social model of disability?

Disabled people tell Scope what it is and what it means to them

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Equity in Leadership everybody can participate

* Equality vs Equity



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Breakout 2

- * When is a person no longer able to participate
 - * Physically, socially, work-life, psychologically
- * & how does the decision affect your clinical work?

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Discrimination

- ***Direct discrimination:** This is when someone is treated less favourably than someone else because they are disabled. For example, a visually impaired candidate attends a job interview and is a very strong candidate because of their skills and abilities. However, they are not given the job because the employer **incorrectly thinks that a visually impaired person would not be able to use the computer infrastructure in the organisation.**
- ***Discrimination by perception:** This is when a person is mistakenly perceived to be disabled and then discriminated against for this reason. For example, a student is interviewed for a place on a university course and meets all the criteria. However, in the interview the panel are not happy with some of the prospective student's responses and decide that they must have a mental health condition. **The panel decide that the student would not be able to complete the course with a mental health condition and do not offer the place.**
- ***Discrimination by association:** Non-disabled people are also protected from discrimination by association to a disabled person. This might be a friend, partner, fellow students or relative. For example, a woman applies for a senior manager position in a large organisation. At the interview she mentions that she has a disabled husband and spends her time away from work caring for him. **The panel considers that she would not be able to cope with the demands of the senior position due to her caring responsibilities and therefore do not offer her the position.**

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Discrimination

- ***Indirect discrimination:** When there is a practice, policy or rule which applies to everyone in the same way but has a worse effect on some people than others. For example, all employees in an organisation are expected to fill out an annual performance review using an online system. This system does not work with assistive technology. This could be seen as **indirect discrimination to visually impaired employees** within the organisation.
- ***Discrimination arising from a disability:** This is when a disabled person experiences discrimination because of something connected with their disability. For example, an employee with **a medical condition needs to take more time off for appointments with the consultant.** The employer must not treat the person unfavourable (for example triggering sickness absence policies that can lead to dismissal) because they are having to take more time off work due to disability related appointments.

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Reasonable Adjustments

- * Without making our environment more **accessible**, disabled people in effect become second-class citizens who are often in a context where they are dependent on others, and the designed environment is only accessible with the help of another, or is just completely unsuitable
- * The United Nations considers that accessibility is a fundamental human right and states that accessibility is:
- * "To enable persons with disabilities to live independently and participate fully in all aspects of life, Parties shall take appropriate measures to ensure persons with disabilities access, on an equal basis with others, to the physical environment, to transportation, to information and communications, including information and communications technologies and systems, and to other facilities and services open or provided to the public, both in urban and in rural areas."

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Reasonable Adjustments

- * **Reasonable adjustments**
 - * Therefore, we need to make reasonable adjustments to allow disabled people **access** to the workplace.
 - * "Reasonable adjustment" means necessary and appropriate modification and adjustments *not imposing a disproportionate or undue burden*, where needed in a particular case, **to ensure to persons with disabilities the enjoyment or exercise on an equal basis with others of all human rights and fundamental freedoms**

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Reasonable Adjustments examples

1. changing the recruitment **process** so a candidate can be considered for a job
2. doing things **another way**, such as allowing someone with social anxiety disorder to have their own desk instead of hot-desking
3. making **physical changes** to the workplace, like installing a ramp for a wheelchair user or an audio-visual fire alarm for a deaf person
4. letting a disabled person **work somewhere else**, such as on the ground floor for a wheelchair user
5. changing their **equipment**, for instance providing a special keyboard if they have arthritis
6. allowing employees who become disabled to make a **phased return to work**, including flexible hours or part-time working
7. **offering** employees training opportunities, recreation and refreshment facilities

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In Leadership Positions

- * **Social Model of Leadership** (Danny West)
- * Living with a disability gives people distinct empowerment and leadership **advantage**
- * Disabled people are likely to have developed many core leadership skills due to having to **overcome** barriers, such as: empathy, emotional intelligence, communication, planning and strategising
- * Requires society to **acknowledge and value** people with disabilities by examining viewpoints and attitudes towards people with disabilities.

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Changing UK Demographics

Table 1: Age distribution of the UK population, 1976 to 2046 (projected)

	0 to 15 years (%)	16 to 64 years (%)	Aged 65 and over (%)	UK population
1976	24.5	61.2	14.2	56,216,121
1986	20.5	64.1	15.4	56,683,835
1996	20.7	63.5	15.9	58,164,374
2006	19.2	64.9	15.9	60,827,067
2016	18.9	63.1	18.0	65,648,054
2026	18.8	60.7	20.5	69,843,515
2036	18.0	58.2	23.9	73,360,907
2046	17.7	57.7	24.7	76,342,235

Source: Office for National Statistics

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Age and Impairment

- * We are living longer, reproducing less
- * Work longer as activity is a protective factor
- * Age can result in disability as we are likely to have more impairments the older we get.
- * Age is a protected factor in the Equality Act and we cannot discriminate against age.

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Discrimination

Negative stereotypes such as:

- *Eccentrics
- *Curmudgeons
- *Objects of ridicule or brunt of jokes
- *Unattractive
- *Overly affectionate or sentimental
- *Out of touch with current/modern society
- *Overly conservative
- *Physically or mentally deficient

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Religion

- * **Religious beliefs might be ridiculed**
- * Religion and belief is a protected characteristic under the Equality act.
- * Religious beliefs are important to many people, and yet are often not talked about.
- * This includes belief in the major religions as well as philosophical beliefs

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Religion

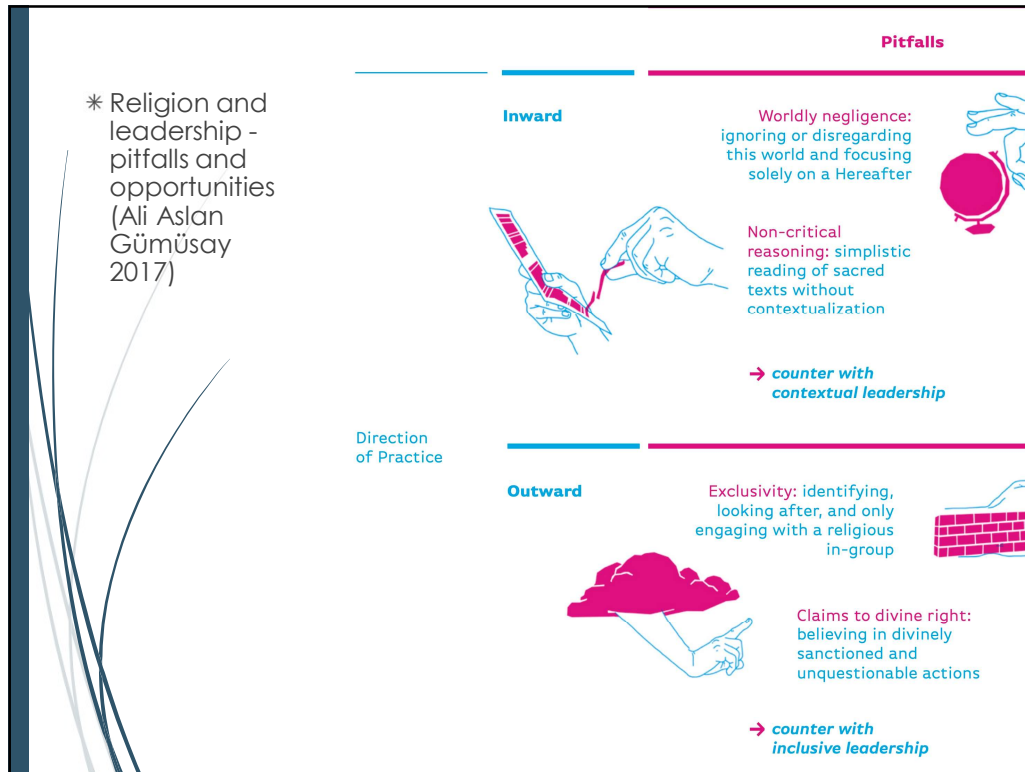
- * Religion is often seen as a taboo subject in leadership.
- * Leaders can talk about meditation, yoga etc, but rarely about their faith.
- * Leaders may or not be religious, but many of their teams may be.
- * Religion needs to be openly talked about and acknowledged.

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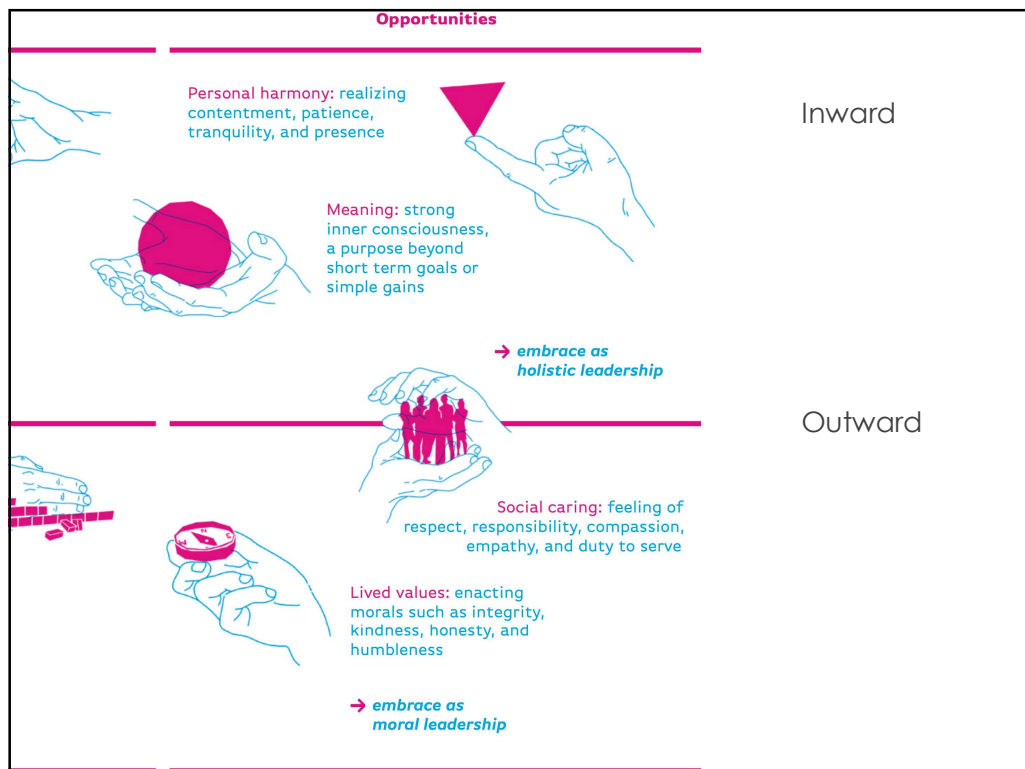
Religion

- * In 30 different countries, the head of state for that **nation must belong** to a certain religious faith.
- * In 2009 alone, 50% of the world saw an **increase** in the amount religious discrimination being practiced within their borders.
- * **Christians** are the most-discriminated against religious group, experiencing harassment by the government and society in 168 countries in a study conducted from 2006-2010.
- * **Islam** is the second largest religious group and second most discriminated against group in the world, with harassment experienced in 121 countries.
- * Although **Judaism** only makes up 1% of the total population, they are the third most discriminated against religious group in the world.
- * Harassment of women over religious dress occurred in nearly 1/3 of countries in 2012. 33% of the world's countries actively harass **women** over their style of religious dress.

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