Planned Parenthood®
Care. No matter what.

Bridging the gap between social justice values and workplace inclusion & equity in non-profits & healthcare organizations

Bernardo M. Ferdman, PhD, Ferdman Consulting
Becca Karpinski, VP Strategy and Organizational Effectiveness
Sharon Adams, Director Diversity, Equity and Inclusion

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Today’s Plan

- Who we are
- The challenge we faced
- What we learned

Our Vision

A world where sexual and reproductive rights are basic human rights, where access to health care doesn't depend on who you are or where you live, and where every person has the opportunity to choose their own path to a healthy and meaningful life.

Full range of sexual and reproductive health services through 300,000 patient visits

Comprehensive, age-appropriate sex education

Advocate for affordable access to all sexual and reproductive health services, including education

67% of our patients are **age 18-29.** Only 4% are under 18.

12% of our patients are **male**

3 most common services: STI tests, contraception, cancer screening and prevention

87% of our patients rely on state funding to pay for their services

$___ annual budget makes us the 2nd largest Planned Parenthood

The Challenge

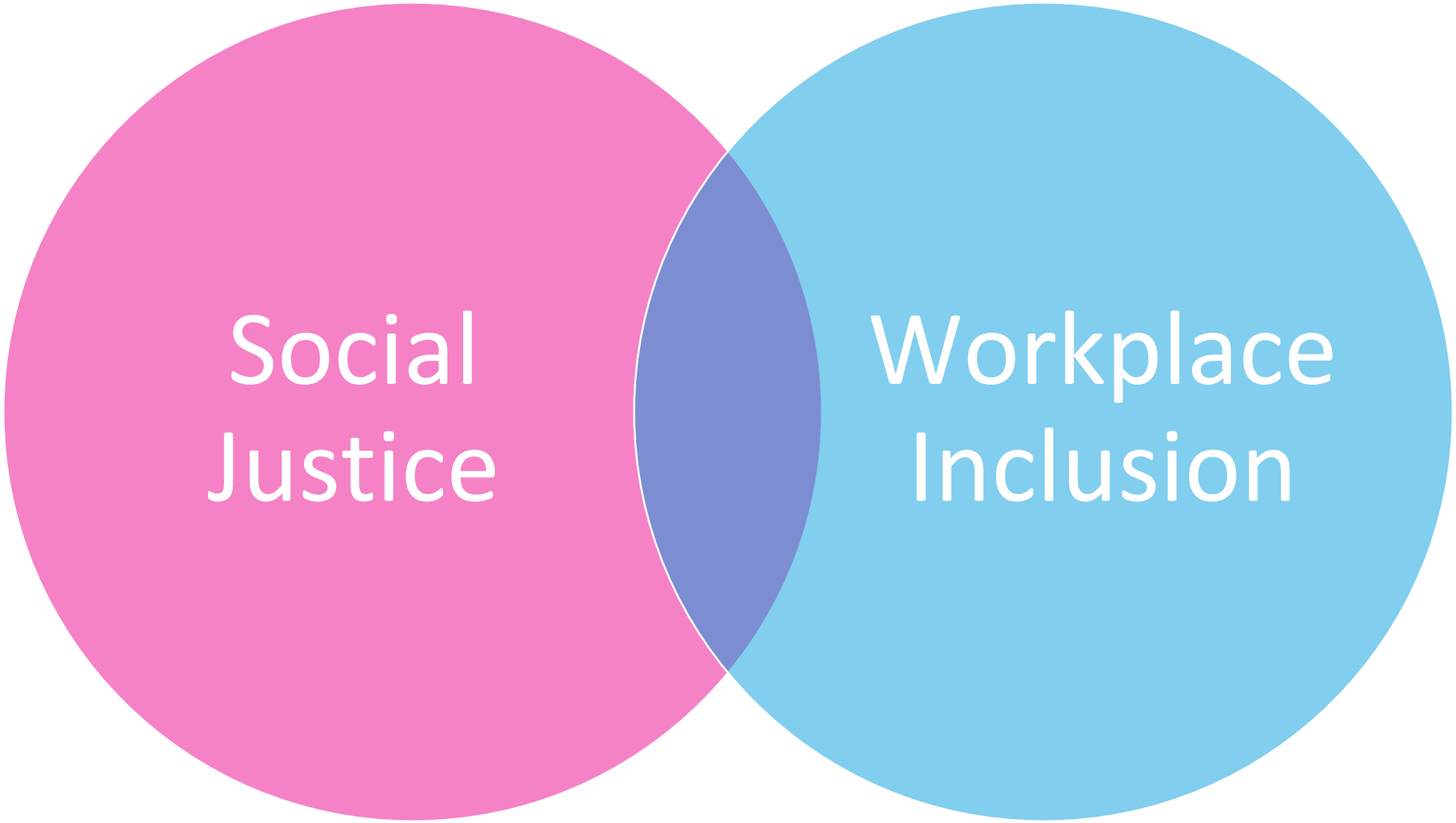
- Passionate – “Fix this now!”
- Progressive – “I’m woke!”
- Calling out, agitating, advocating

The Challenge

- Curiosity – “Tell me more”
- Humility – “I have a lot to learn”
- Patience
- Calling in, assuming positive intent, being open to difference

Workplace Inclusion

The Challenge



CHECK-IN QUESTION: Are you more comfortable in the “social justice” circle or the “inclusion” circle? Why?

Table round-robin, 60 seconds each

Why an Inclusion Frame?

- Positive focus (rather than shame or guilt)
- Learning orientation
- Engage everyone (across identities) – all have a role
- Focus on process (“how” – not only “what”)
- It’s never done …

What is *inclusion*?

Key Components of Inclusion

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Shifting individual, group, societal interactions to:

- Leverage & integrate human differences
- Disrupt patterns of social inequality
- Foster more equity, participation, belonging – while supporting individual & collective growth & self-determination
- Enhance mutual benefits

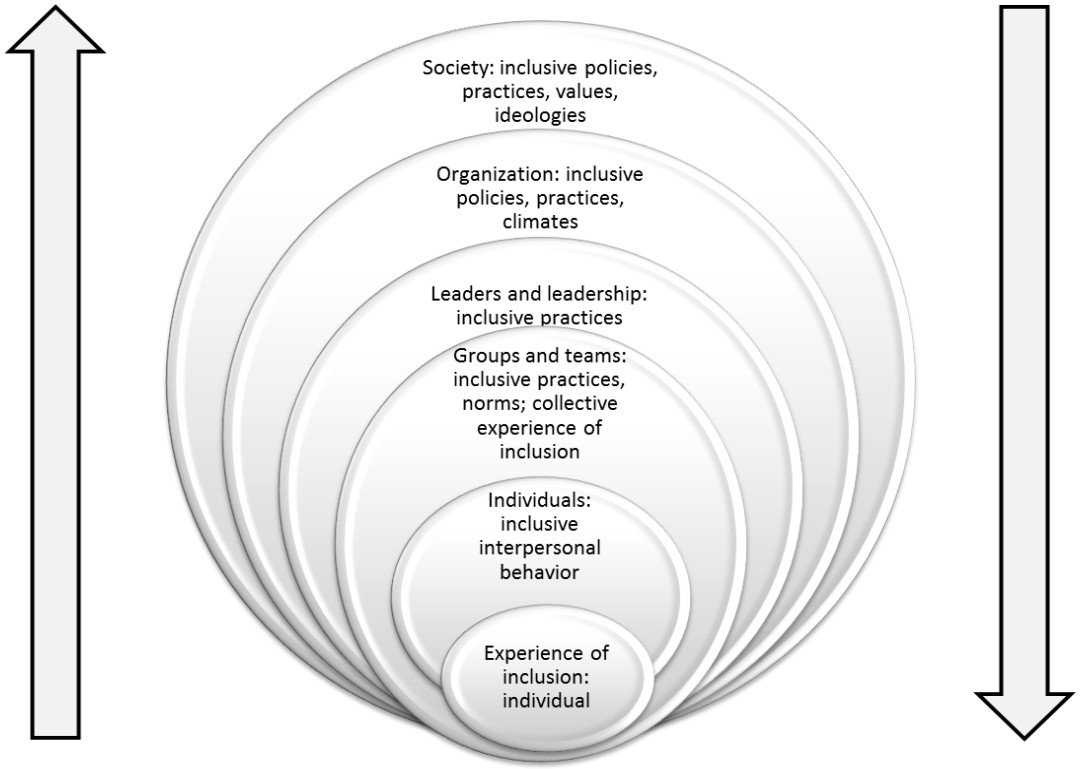
THE CHALLENGE OF INCLUSION

How much, in what ways, how well do organizations & their people fully CONNECT with, ENGAGE with, UTILIZE, BENEFIT from, and EMPOWER people across all types of differences?

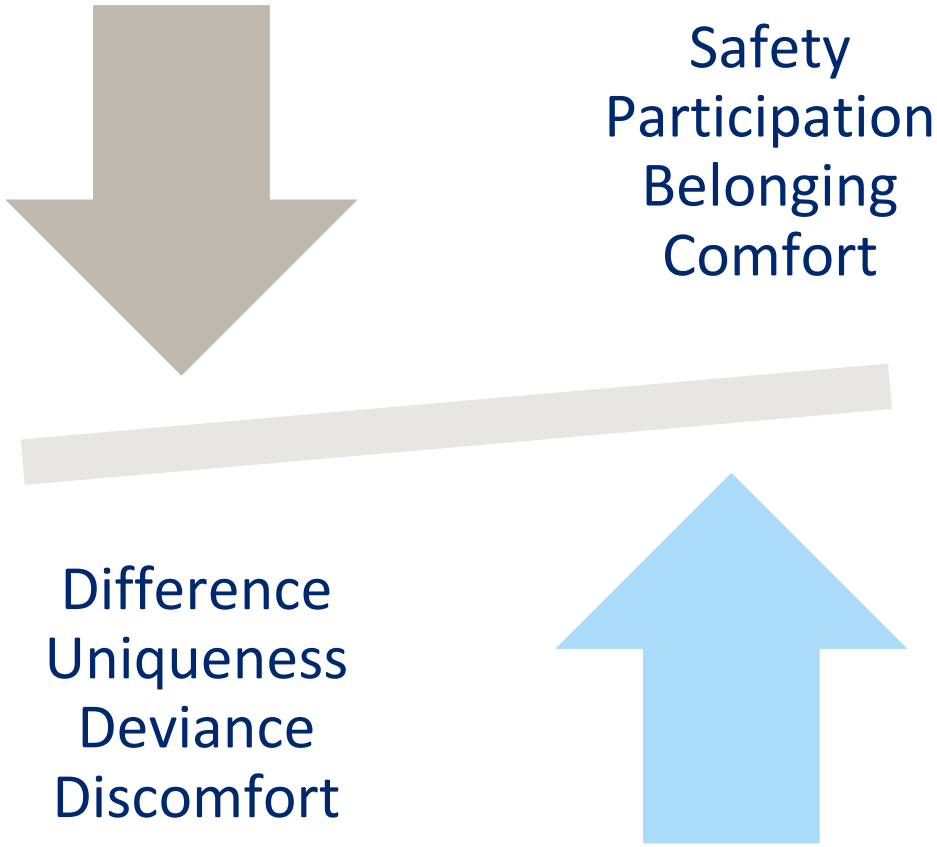
THE EXPERIENCE OF INCLUSION

Am I (are we) safe, trusted, accepted, respected, supported, valued, fulfilled, engaged, and able to be authentic in this group or organization?

Systems of Inclusion: A Multi-Level Framework



Source: Ferdman, 2014



Source: Ferdman, 2017; 2018

The Path We Traveled

Executive Team exploration

Launch advisors □ DEI Council

Board exploration

Awareness campaigns

Learnings, Part I

- Take your time. The process is the point.
- Focus on key people.
- Fit it in around “real” work.
- Make it tangible.

DEI COMMITMENT STATEMENT

Our commitment to "Respect and honor all people" means we intentionally create an inclusive environment where we all feel valued and supported and can contribute our best. We celebrate and encourage diversity in all forms and promote equity through our practices, policies, systems, and behaviors. We are "In This Together."

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DIVERSITY EQUITY INCLUSION

Diversity | The mix of differences

Equity | Ensuring each person gets what they need based on their individual circumstances

Inclusion | Making the mix work

Everyone	**Be self-aware.** Learn how your identities shape how you see the world. **Assume positive intent.** **Practice curiosity.** Seek out and learn from different perspectives and experiences. **Bring your best self to work.** Share your relevant experiences and identities to help shape decisions.	**Educate yourself.** Understand the difference between equity and equality; understand the disparities and their causes. **Point out inequity when you see it.** Ask tough questions and challenge models that aren't working for marginalized groups.	**Listen to others without judgment.** Be open to opinions and perspectives different from your own. Demonstrate generous listening and value the full spectrum of opinions. **Invite other voices.** Ask: "Who else needs to be included?" **Work through your discomfort while learning new things.** **Demonstrate an "In This Together" mindset.** "Call in" colleagues when you see non-inclusive behavior.
People and Program Managers	**Be self-aware of unconscious bias** during hiring and performance management. **Role model, coach, and reward self-awareness, curiosity, and learning** with your team. **Create spaces** that encourage others to share relevant knowledge and experiences before making decisions.	**Notice and name when you see bias in action** in individual behavior or systems. **Actively build equity into the processes you influence.** Ask: "How does this decision affect marginalized groups?"	**Hold yourself and others accountable** for creating an inclusive culture. **Role model, coach, and reward** inclusive behaviors –including during conflict. **Openly talk about how inclusion connects the mission and vision.** **Be transparent.** Model not having all the answers. Share as much information as possible. Proactively build with and not for the people impacted.
Senior Leaders	**Establish and support** policies that elevate and encourage diversity. **Create opportunities and encourage** DEI training and awareness for staff at all levels. **Consistently consider perspectives** across differences and identities.	**Establish policies** that support and encourage equity. **Mitigate workplace privilege at every level.** Address, challenge, and correct inequities.	**Establish policies** that support and encourage inclusion.

BE PREPARED AND FULLY PRESENT.

Know your role and purpose of meeting. Avoid distractions and multi-tasking.

RESPECT EACH OTHER'S TIME.

Start and end on time. Stay on topic. Move on when it's time.
Do what you said you'd do.

LISTEN TO UNDERSTAND.

Be curious. Have one conversation at a time.

WORK FOR THE WHOLE

while sharing your unique perspective.

BE BRAVE.

Say what needs to be said.

MAKE SPACE SAFER FOR OTHERS' VOICES.

USE DISAGREEMENT AS AN OPPORTUNITY

to learn, grow, and make better decisions. Assume positive intent.

OWN YOUR IMPACT.

Apologize when necessary.

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DIVERSITY EQUITY INCLUSION

Reflection Questions – Pick ONE

- **Take your time. The process is the point.** → ***How could you manage impatience (your own and others')?***
- **Focus on key people.** → ***Who are your gatekeepers and influencers for inclusion?***
- **Fit it in around "real" work.** → ***How could you make the work bite-sized?***
- **Make it tangible.** → ***What could you make more concrete?***

Learnings, Part 2

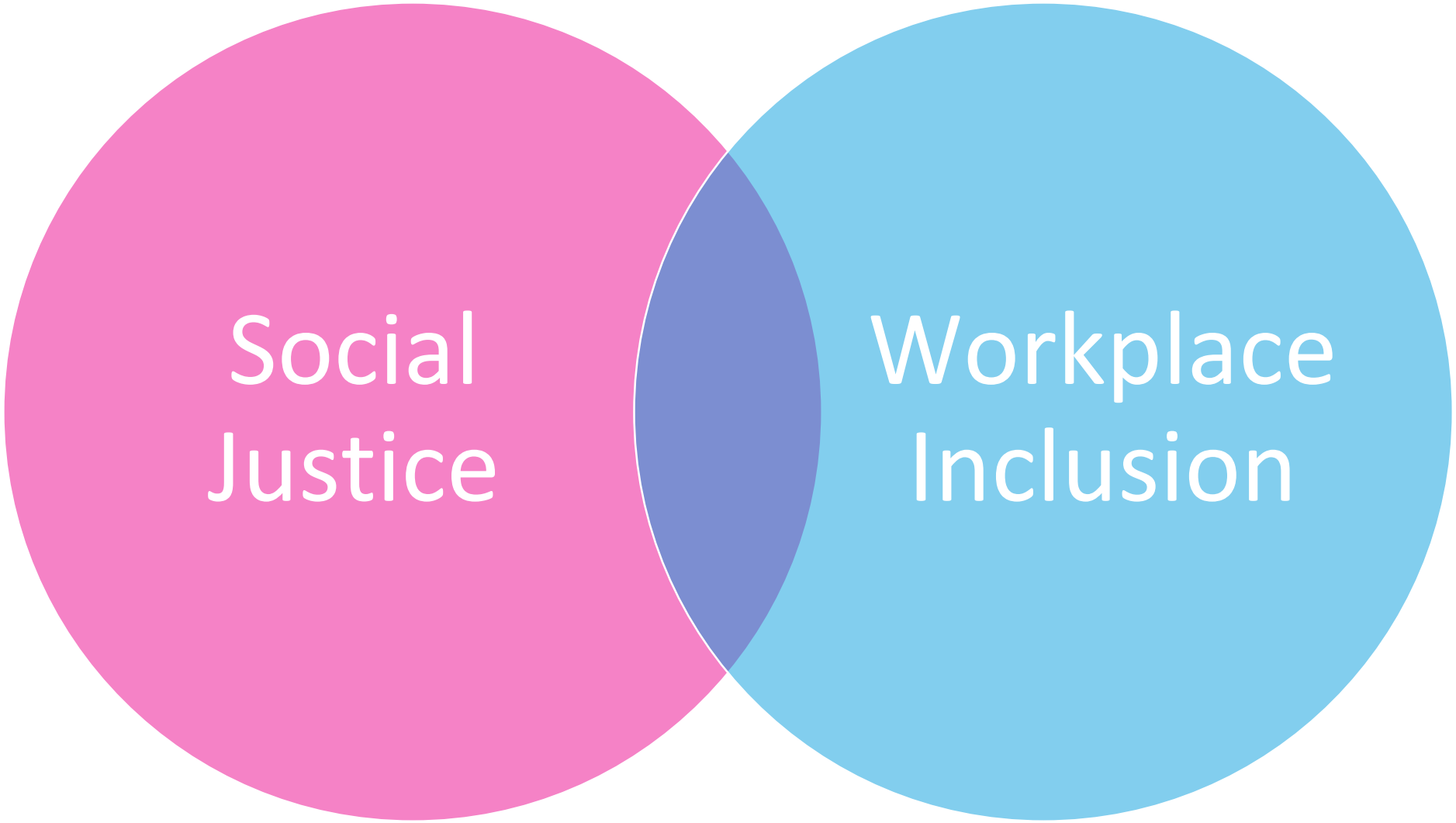
- Link tightly to mission and culture.
- Work on systems AND behaviors.
- Balance hearts and hands.

In This Together

Reflection Questions: Pick ONE

- **Link tightly to mission and culture.** → ***How could you better connect DEI to your organization's mission and culture?***
- **Work on systems AND behaviors.** → ***What systems changes could support culture/behavior change?***
- **Balance hearts and hands.** → ***Which side needs more attention at your organization: hearts or hands?***

The Challenge



Thank you!

Bernardo M. Ferdman, Ph.D.

https://ferdmanconsulting.com/

Specializing in the practice of inclusion in diverse groups and organizations, developing inclusive leadership, and *Bringing Your Whole Self to Work*™. Editor of *Diversity at Work: The Practice of Inclusion* (Wiley, 2014). Creator of *Inclusion@Work*®

Bernardo is passionate about helping to create an inclusive world in which more of us can be fully ourselves and accomplish our goals in ways that are effective, productive, and authentic. He is an accomplished leadership and organization development consultant and CCE Board Certified Coach with over three decades of experience working with diverse groups and organizations to increase individual and collective effectiveness and inclusion.

Representative Client List

Alcoa World Alumina; Alumina Española S.A.
AllianceBernstein L.P.
AmericaSpeaks, Inc.
Brown-Forman
CalEPA, Department of Toxic Substances Control
California State University San Marcos
Center for Creative Leadership
City of San Diego; County of San Diego
Democracy Fund
Eli Lilly and Company
Hilton Hotels Corporation
Ikea Group AB; Intel Corporation
Inter-American Development Bank
International Water Management Institute
Lumina Foundation & Santa Ana Partnership
National Association for Multiethnicity in Communications
National Institute for Civil Discourse
Planned Parenthood of the Pacific Southwest
San Diego Workforce Partnership
Sempra Energy; Solar Turbines
Swanson School of Engineering, Univ. of Pittsburgh
U.S. DOD: Air Force JAG Corps; Defense Security Service
Verizon Communications; Bell Atlantic
Wells Fargo & Company; Bank of America

Education and Affiliations

- *Ph.D., M.Phil., & M.S. in Psychology, Yale University*
- *A.B., Princeton University*
- *CCE Board Certified Coach (Executive/Corporate/Business/Leadership)*
- *Distinguished Professor Emeritus, California School of Professional Psychology, Alliant International University*
- *President, Diversity Collegium (2019); Past co-chair, Webinars Committee, Inclusion Allies Coalition; Expert Panelist,* Global Diversity & Inclusion Benchmarks
- *Faculty, UCLA Anderson School of Mgm't Executive Education; UCSD Rady School of Mgm't Center for Executive Development; UN System Staff College*
- *Site Coach, Latino Student Success Initiative, MDC Inc.*
- *Past Division Chair, Gender and Diversity in Organizations Division; Past Chair, Diversity & Inclusion Theme Committee, Academy of Management*
- *Past President, Interamerican Society of Psychology*
- *Charter Fellow, International Academy for Intercultural Research; Fellow, American Psychological Association (including five of its divisions: SIOP, SCP, SPSSI, SPSCER, & Int'l); Fellow, Society for Industrial and Organizational Psychology (former Editorial Board Member, Prof. Practice Book Series) & Society for Consulting Psychology*
- *Co-chair, San Diego Latino-Jewish Coalition*

Bernardo, principal of Ferdman Consulting, has focused his career on supporting organizations to use their diversity to achieve better business results. He works with organizational leaders and employees to foster inclusion, to develop and implement effective ways of using everyone's talents and contributions, and to build inclusive behavior and multicultural competencies on the part of individuals, teams, and the whole organization. A CCE Board Certified Coach and native Spanish speaker, Bernardo also has extensive international experience.

Bernardo works with organizations, groups, and individuals to improve performance and leadership and to foster inclusion, focusing on assessment, coaching, dialogue, facilitation, and learning in the context of diversity. He has consulted to a range of businesses, NGOs, non-profits, government agencies, and educational institutions in the United States, Europe, Latin America, and Asia, and has partnered with a range of organizations to develop and implement inclusion initiatives. He has served as a leadership coach for a range of clients in corporate, non-profit, and other settings, working to support them in achieving their goals while developing self-awareness, receptiveness to feedback, and practice in working effectively and productively with a range of co-workers, supervisors, and reports. He has also worked with UCLA, UCSD, Ascent-Leading Multicultural Women to the Top, and others to develop Latino/Latina and other multicultural leaders in both corporate and non-profit settings, and with the United Nations System Staff College and other organizations to support leaders in enhancing their inclusive leadership. A sought-after speaker, Bernardo has designed and delivered training and worked with managers and executives to support their professional and leadership development and with organizations to develop effective strategies for diversity and inclusion. A skilled facilitator, he has designed and conducted hundreds of workshops, meetings, and other events, both on inclusion and diversity and various other issues (for example serving as lead co-facilitator for CaliforniaSpeaks, a statewide conversation, on healthcare reform). Bernardo is president of the Diversity Collegium (a think tank of diversity practitioners), is a member of the Inclusion Allies Coalition and was a network associate with AmericaSpeaks. At Ferdman Consulting, he particularly focuses on building inclusive leadership practices to bring out the best in organizations and their members. Bernardo's workshops focus on the practice and challenges of inclusion, on working across differences, on authentically and effectively engaging in conflict, and on bringing one's whole self to work.

Bernardo was a university professor (1986 to 2017), served in administrative roles including Program Director, and has broad knowledge of theory, research, and practice in diversity and inclusion, organization development, cross-cultural management and leadership, and Latinos/as in the workplace, topics on which he has published extensively and makes presentations and conducts workshops for a range of audiences. His book, *Diversity at Work: The Practice of Inclusion* (Wiley, 2014), provides a state-of-the-art, research-based understanding of inclusion and how to systematically create it, foster it, and navigate its challenges. His numerous awards include Society of Consulting Psychology's Award for Excellence in Diversity and Inclusion Consulting, Janet Chusmir Distinguished Service Award (AOM Gender and Diversity in Organizations Division), Trailblazer Award (Ph.D. Project's Management Doctoral Students Association), and tGordon Allport Intergroup Relations Prize (SPSSI).

Inclusion means **everyone's** *voice matters.*

Dr. Sharon Adams

She/her/hers
Director of Diversity, Equity and Inclusion
Planned Parenthood of the Pacific Southwest
sadams@planned.org

Dr. Sharon Adams is responsible for setting, achieving, and advancing Diversity, Equity, and Inclusion goals throughout Planned Parenthood of the Pacific Southwest. She partners with the VP and HR teams to ensure business and staff challenges are dealt with in an open, effective and timely manner. She is also responsible for leading the efforts to ensure DEI processes are established and followed and that the organization is effective in tracking organizational priorities and identifying risk. Before joining Planned Parenthood, Sharon served for several years as a Dean for the California Community College System. In her spare time, she enjoys reading, traveling and spending time with friends and family.

Becca Karpinski

She/her/hers
Vice President of Strategy and Organizational Effectiveness
Planned Parenthood of the Pacific Southwest
rkarpinski@planned.org

Becca Karpinski's current duties include shepherding the agency's strategic plan, overseeing the Planned Parenthood Experience (an organization-wide focus on improving the experience of those we serve) and our In This Together culture, and guiding diversity, equity, and inclusion work. She also leads cross-departmental initiatives with no other home, such as supporter engagement, business transformation, and GoodbyeStigma, an initiative to change the conversation about abortion. Other major projects have included preparing the organization for the Affordable Care Act, guiding leadership development, planning for a capital campaign, and leading the Human Resources and Risk functions of the agency. Prior to joining Planned Parenthood 18 years ago, Becca worked as a management consultant to large, for-profit companies, focused primarily in pharmaceuticals and managed care. She has a BA from Brown University in political science, a Masters in Bioethics from University of Pennsylvania, and two teen children who are subjected to more conversations about sex and healthy relationships than they would like.