

LGBTIQ+ Workplace Inclusion Symposium

15 September 2023

Leiden University



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Pride



- **The symposium is being recorded.** Avoid the front seats if you prefer not to be seen in the recording.
- Communicating about the symposium on Twitter/Insta? Please include @UniversiteitLeiden and @WorkplacePride

Welcome by Michiel Kolman

Workplace Pride Co-Chair and Senior VP at Elsevier



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THE INTERNATIONAL
PLATFORM FOR LGBTIQ+
INCLUSION AT WORK

Program

Welcome	Dr. Michiel Kolman & Prof.dr Jojanneke van der Toorn
Keynote	<i>“Inclusive” definitions of diversity: Ironic effects on the LGBTQ+ community</i> Dr. Teri Kirby
Keynote	<i>Heteroprofessionalism: Its implications and the importance of an LGBTIQ+ inclusive climate</i> Prof.dr Jojanneke van der Toorn
Panel	<i>Allyship: How to effectively engage the majority on behalf of the minority</i> Kshitij Mor, Jason Jie, Liesbeth van de Garde, Marijn Pijnenburg
Looking ahead	Dr. Michiel Kolman

Introduction by Jojanneke van der Toorn

Professor of LGBT+ workplace inclusion at Leiden University



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PLATFORM FOR LGBTIQ+
INCLUSION AT WORK

Meeting tips and rules

- The symposium is being recorded
- To ask questions and make comments, **raise your hand**
- Please use respectful and inclusive language at all times
- Communicating about the symposium on **Twitter/Instagram?**
Please include: @UniversiteitLeiden @WorkplacePride #lgbtiqinclusion

Keynote by Teri Kirby

*“Inclusive” definitions of diversity:
Ironic effects on the LGBTQ+ community*



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INCLUSION AT WORK

Overview

What are the implications of shifting our definition of diversity?

Why do people engage in these processes?

- Motivations for broadening
- Motivations for focusing on belonging/inclusion



First there was ‘diversity.’ Then ‘inclusion.’ Now HR wants everyone to feel like they ‘belong.’



Everyone is Diverse!

Published on July 27, 2019

Always remember that you are absolutely unique. Just like everyone else.

- Margaret Mead



Who Counts as Diverse?

Are definitions of diversity broadening? (Edelman et al., 2001; Tatli, 2011)

- Social category vs. informational/functional diversity (van Knippenberg et al., 2004)
- Surface-level vs deep-level diversity (Mohammed & Angell, 2004)
- Demographic vs viewpoint diversity (Howard, Cervone, & Motyl, 2021)

Demographic vs. Broad



Is Broadening More Inclusive?

By definition, yes?

Safer for minoritized groups (e.g., LGBTQ+ community)?

Group-level identities crucial for minoritized groups (Gerard & Hoyt, 1974)

Need for differentiation? (Leonardelli et al., 2010)



Is Broadening More Inclusive?

Downplays demographic identities

But also downplays role of power dynamics in constructions of diversity

Puts prejudice/discrimination concerns in same category as every other individual characteristic (also see Kteily & Richeson, 2016).



Is Broadening More Inclusive?

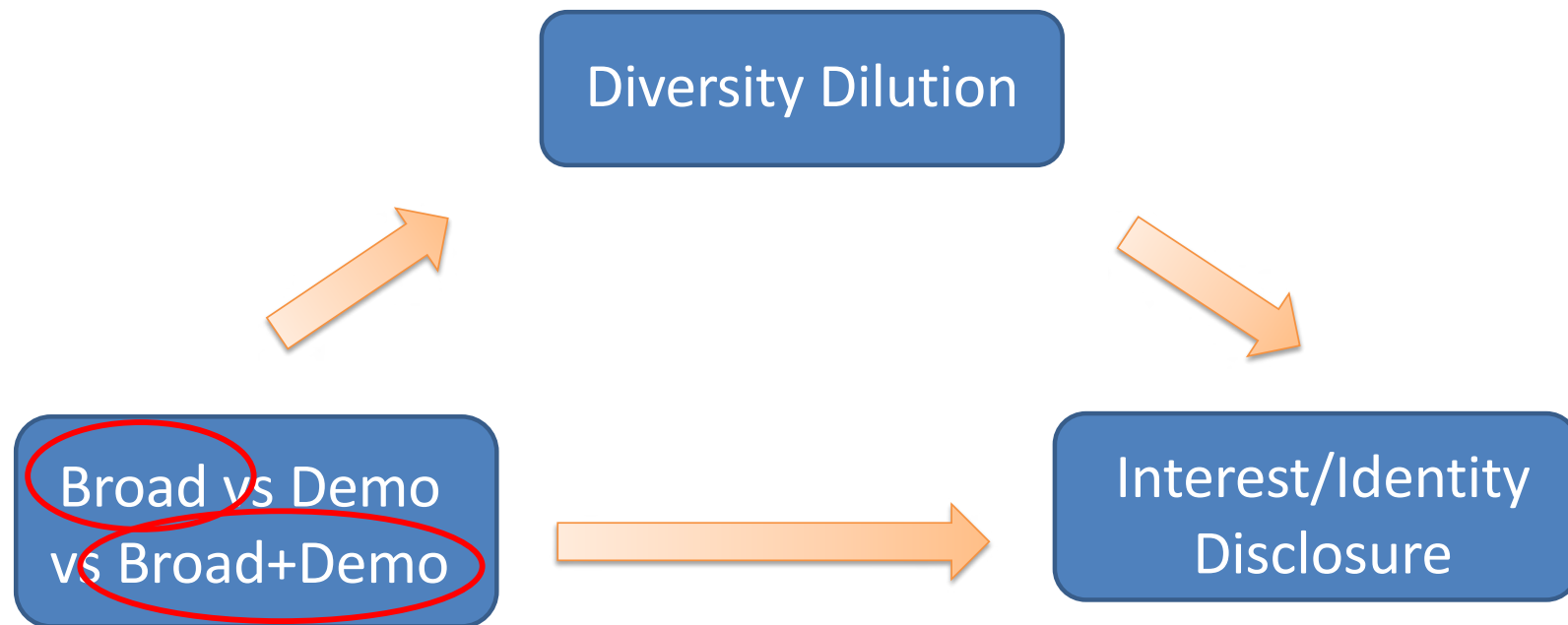
Or does it detract from the original intention of diversity initiatives:

To protect oppressed groups from discrimination and facilitate their inclusion (Kelly & Dobbin, 1998)

Does it **DILUTE** diversity?

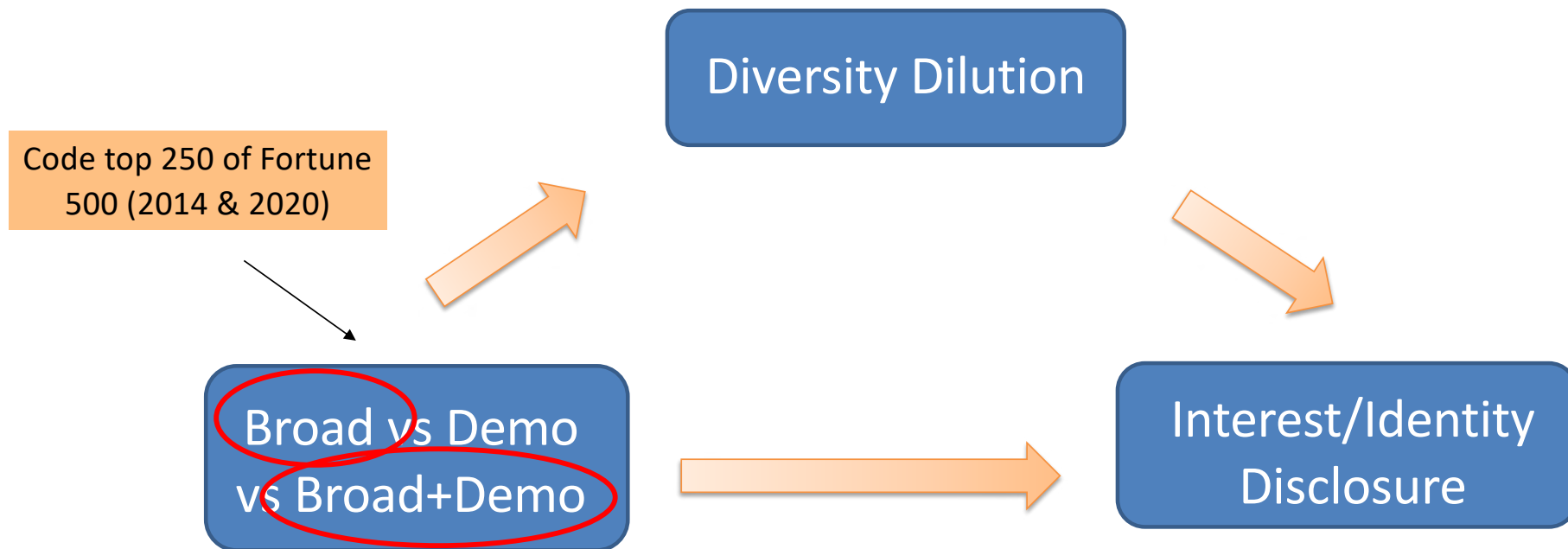


Is Broadening More Inclusive?



Kirby, T.A., Pascual, N.R., & Hildebrand, L. (2023). The dilution of diversity: Ironic effects of broadening diversity. *Personality and Social Psychology Bulletin*, Advance online publication, 1-16.

Study 1: Statement Coding



Kirby, T.A., Pascual, N.R., & Hildebrand, L. (2023). The dilution of diversity: Ironic effects of broadening diversity. *Personality and Social Psychology Bulletin*, Advance online publication, 1-16.

Study 1: Statement Coding

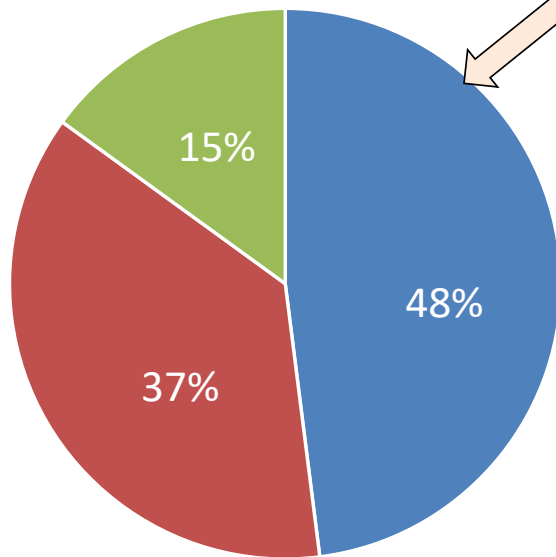
Demographic	Broad
Demographic groups, particularly ones protected from discrimination, such as ethnicity, race, gender, sex, sexual orientation, nationality, religion, disability status, age	Individual characteristics, such as personality, skills, abilities, talents, life experiences, background, working styles, expertise, perspectives, views

Broad+Demo = Both

Study 1 Results

Has increased
since 2014

Prevalence (2020)

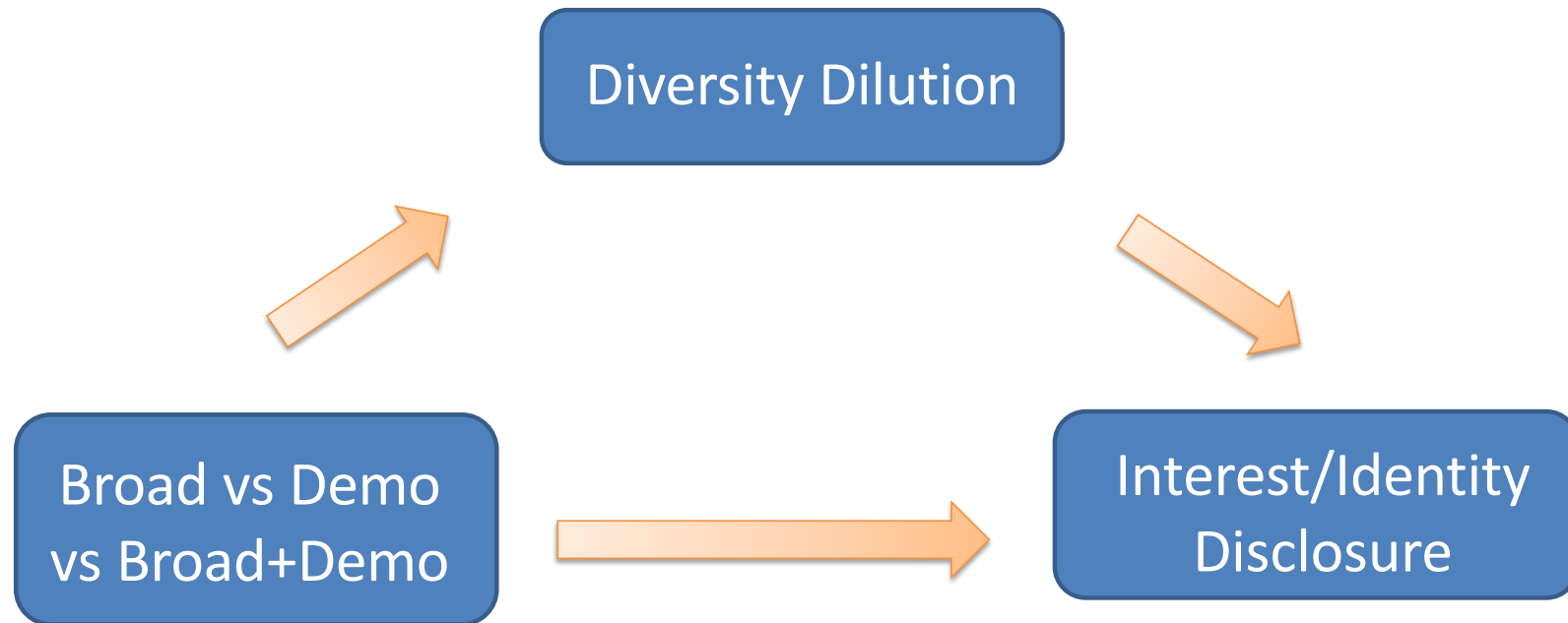


■ Broad ■ Broad-Demo ■ Demographic

Broad

Deeply rooted in our values and principles is the need to respect each colleague as an individual at Marsh. Colleagues are our most valued asset. Diversity of thought, opinions, and skills set Marsh apart and help enable us to improve the services we provide to our clients.

Studies 2-4



275 US sexual minority participants (42% bisexual, 31% lesbian, 15% gay, 7% queer, 4% pansexual, and 2% unspecified) from Prolific (77% white)

Diversity & Inclusion

We define diversity broadly, appreciating diversity of thought, style, technical capabilities, personality...



"Anyone can be diverse – inclusion is about everyone. Be it an introvert, be it a left-handed person, be it a libertarian, be it a visual learner, we ensure that every individual is comfortable in the EGD environment and we seek to build up diversity in our workforce. We consider these factors in our hiring and in our company diversity initiatives – we want everyone to be themselves and have initiatives geared towards their uniqueness and growth."

- Phillip Wilson, CEO, on diversity

EGD-Sponsored Communities



Free Spirits
Unite



Introvert Inclusion
Group



Mathematical
Thinkers



Night Owl Advocacy
Commission

Broad
Condition

[Click here for a full list of EGD-sponsored communities](#)



Diversity & Inclusion

We define diversity broadly, appreciating diversity on the basis of

& Broad+Demo Condition



...groups of people. ...n, we ensure that ...orkforce. We ...yone to be themselves and have initiatives geared towards their uniqueness and growth.

- Phillip Wilson, CEO, on diversity

EGD-Sponsored Communities



Asian American Pacific Islanders Coalition



Black Women Leaders



...eering



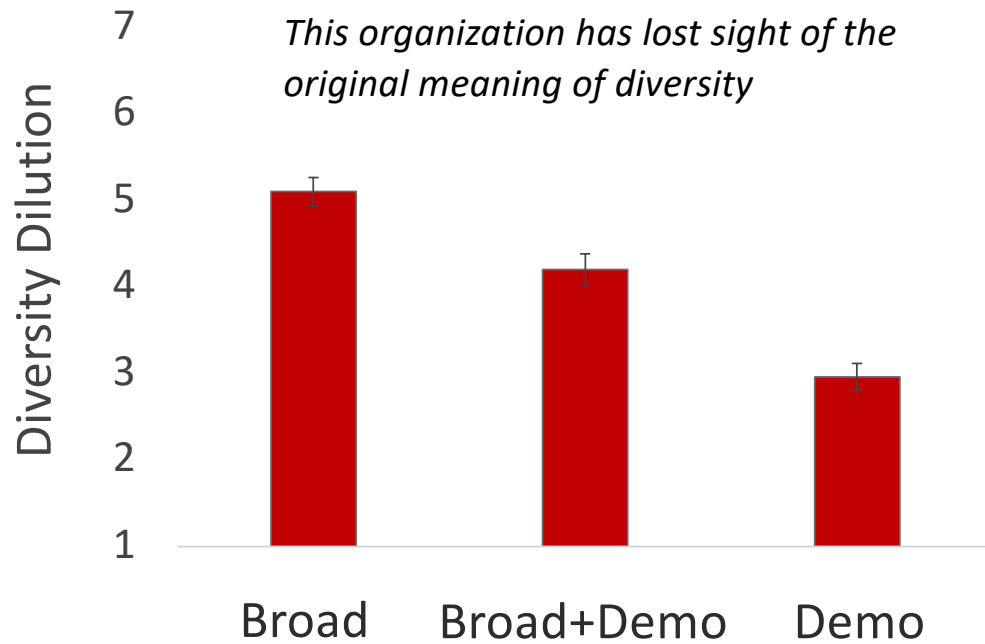
Accessible Workplace Alliance

[Click here for a full list of EGD-sponsored communities](#)



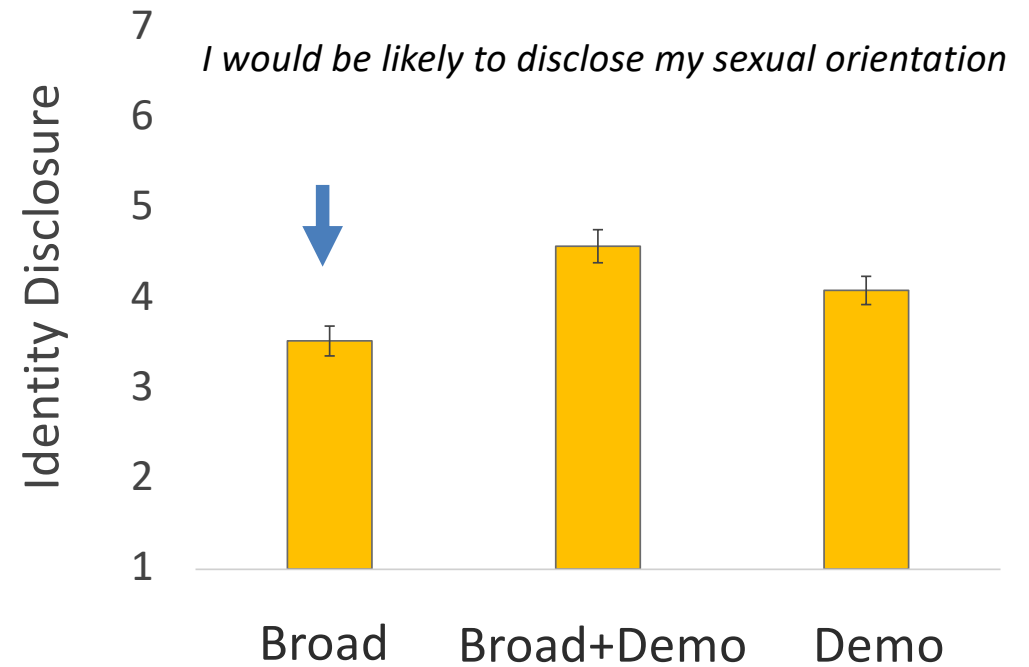
Demographic Condition

Study 2: Broadening Increases Dilution



$F(2, 268) = 39.99, p < .001$

Error bars = SE



$F(2, 267) = 9.57, p < .001$

Summary

Sexual minorities and people of color view broadened definitions of diversity as a *dilution* of its original purpose

- Only hurts interest and id disclosure if broadened without demographic
- Do they assume marginalized groups are still the priority?

In follow-up research, organizations with broad statements have lower representation of people of color (Hildebrand, Kirby, & Kung, in prep)

Yet, these are most common approaches





A Form of “Color”-blindness?

*Google is committed to bringing together people—in our workforce, our industry, and on the web—who have a broad range of **attributes, experiences, and points of view**. We believe our differences make us stronger, and produce better, more innovative work.*

Identity-blindness = minimizing diversity or difference to focus on similarities

Underlying Motivations



Identity-Blind Beliefs

We should treat citizens of this country as Americans and not as members of particular ethnic, religious, or sexual communities

498 straight, White undergraduates in U.S. psychology department (68% women)

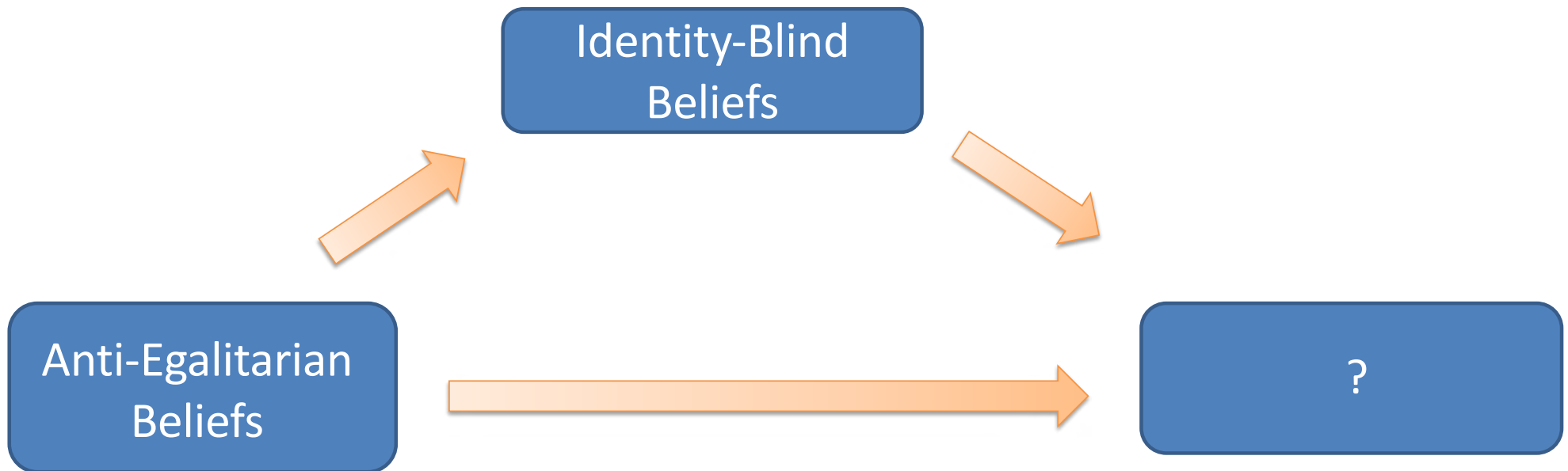
Anti-Egalitarian Beliefs

An ideal society requires some groups to be on top and others to be on the bottom

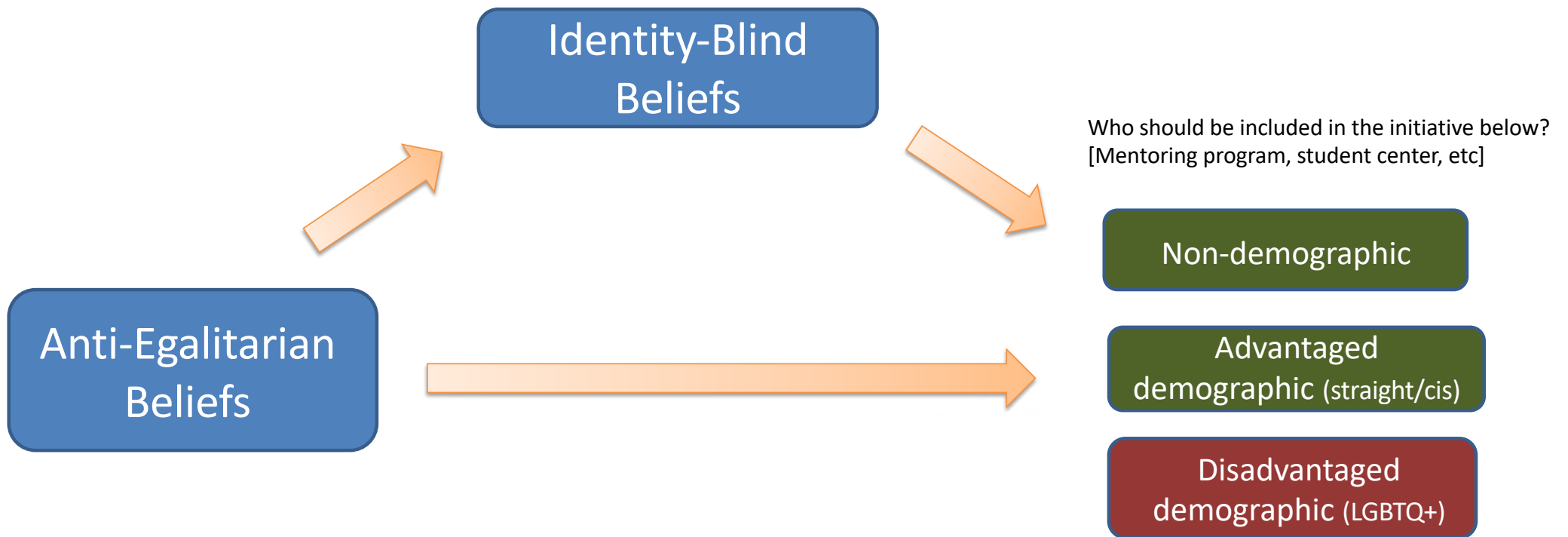
Broadening

Zhang, J., Kirby, T.A., & McMahon, C. (under review). *Colorblind motivations for broadening diversity*. Manuscript submitted for publication.

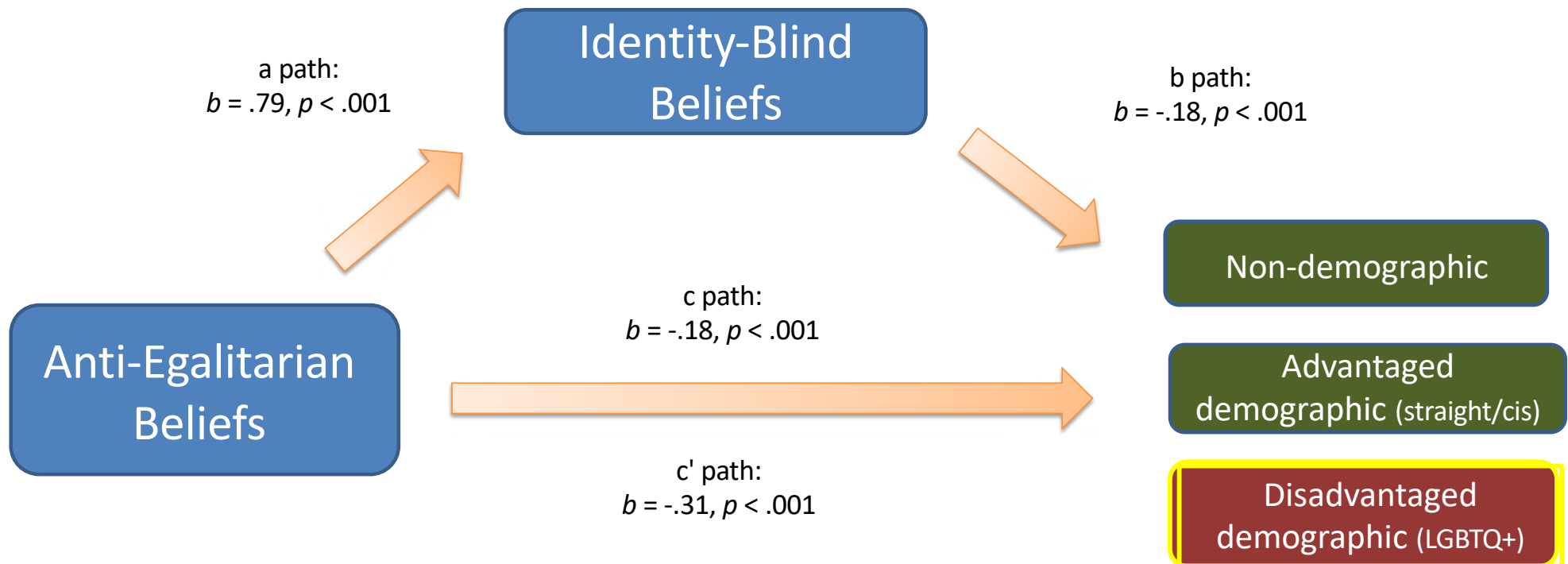
Underlying Motivations



Underlying Motivations



Underlying Motivations



Summary

Some preliminary evidence that identity-blind/anti-egalitarian motives might underlie shifts in diversity rhetoric

Dovetails with findings that dominant groups have lower threshold for labeling an organization as “diverse”

- Driven by a desire to maintain their standing in social hierarchy (Danbold & Unzueta, 2020; Unzueta et al., 2012)



Beyond Broadening: Why Rhetoric Shifts?

Sections 

The Washington Post
Democracy Dies in Darkness

Subscribe

First there was ‘diversity.’ Then ‘inclusion.’
Now HR wants everyone to feel like they
‘belong.’



Motivations for Belonging Initiatives

“Diversity is being invited to the party and inclusion is being asked to dance” (Gündemir et al, 2023)

Belonging/inclusion crucial for queer community (Kirby et al., in press)

But everyone has a strong need to belong (Baumeister & Leary, 1995)

Belonging initiatives may seem broadly appealing to everyone

- Even if original intention was LGBTQ+ or other minoritized groups

Dominant groups associate themselves more with belonging than diversity (Kirby & Zhang, in prep)

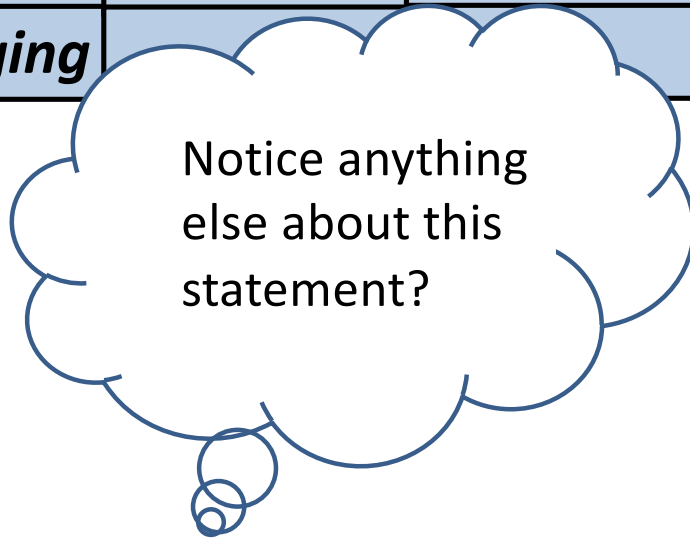


Belonging/Inclusion Prevalence

<u>Term</u>	<u>2014</u>	<u>2020</u>
<i>Inclusion</i>	136	193
<i>Belonging</i>		

42%

29%



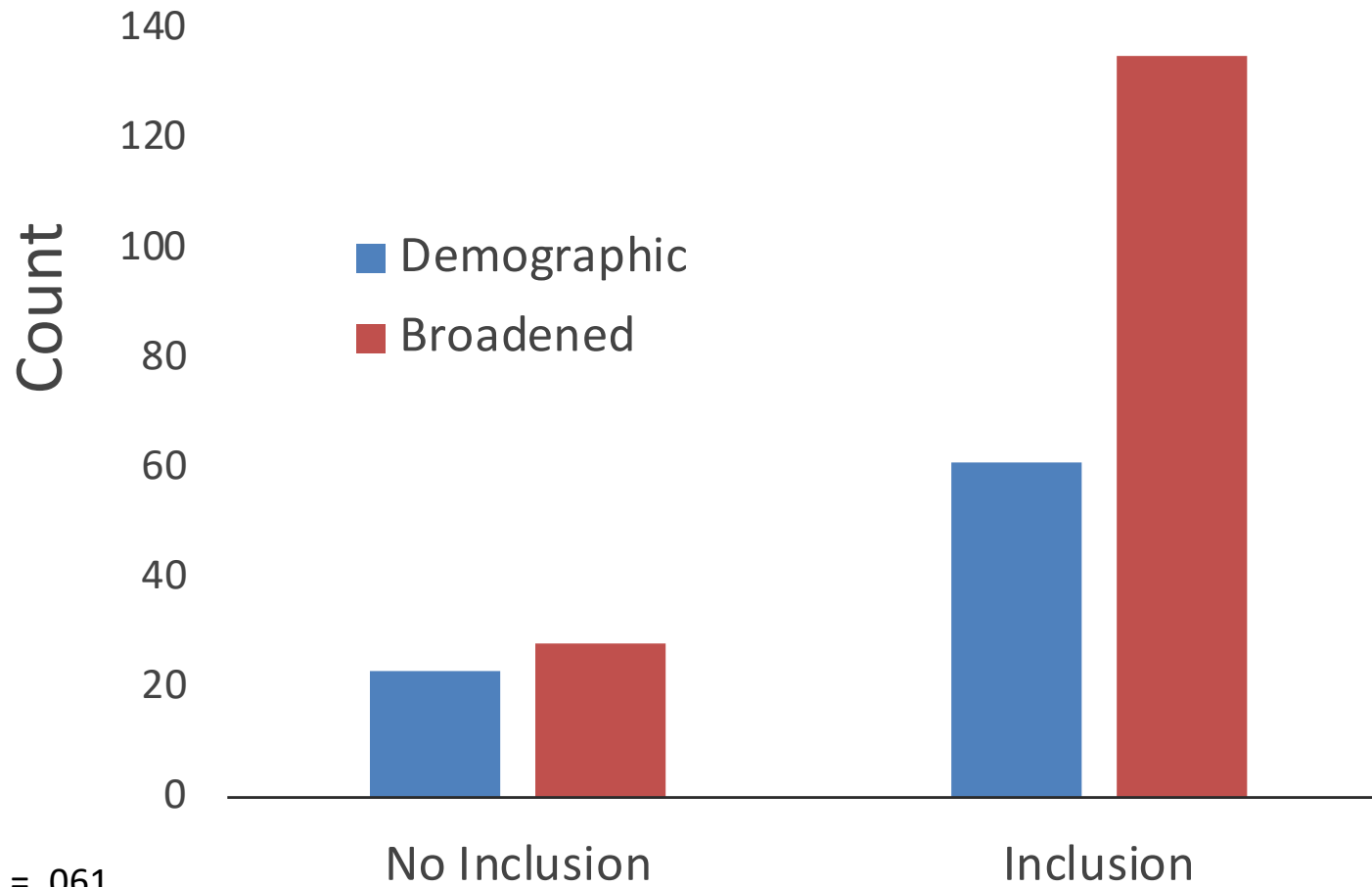
Example
Diversity comes in many forms, both visible and invisible. It's the <u>unique differences</u> we all have that you can see and/or describe. <u>Inclusion</u> is about having a culture that truly embraces and appreciates those differences. Where everyone experiences a sense of <u>belonging</u> and has the opportunity to be their best.

Motivations for Belonging Initiatives



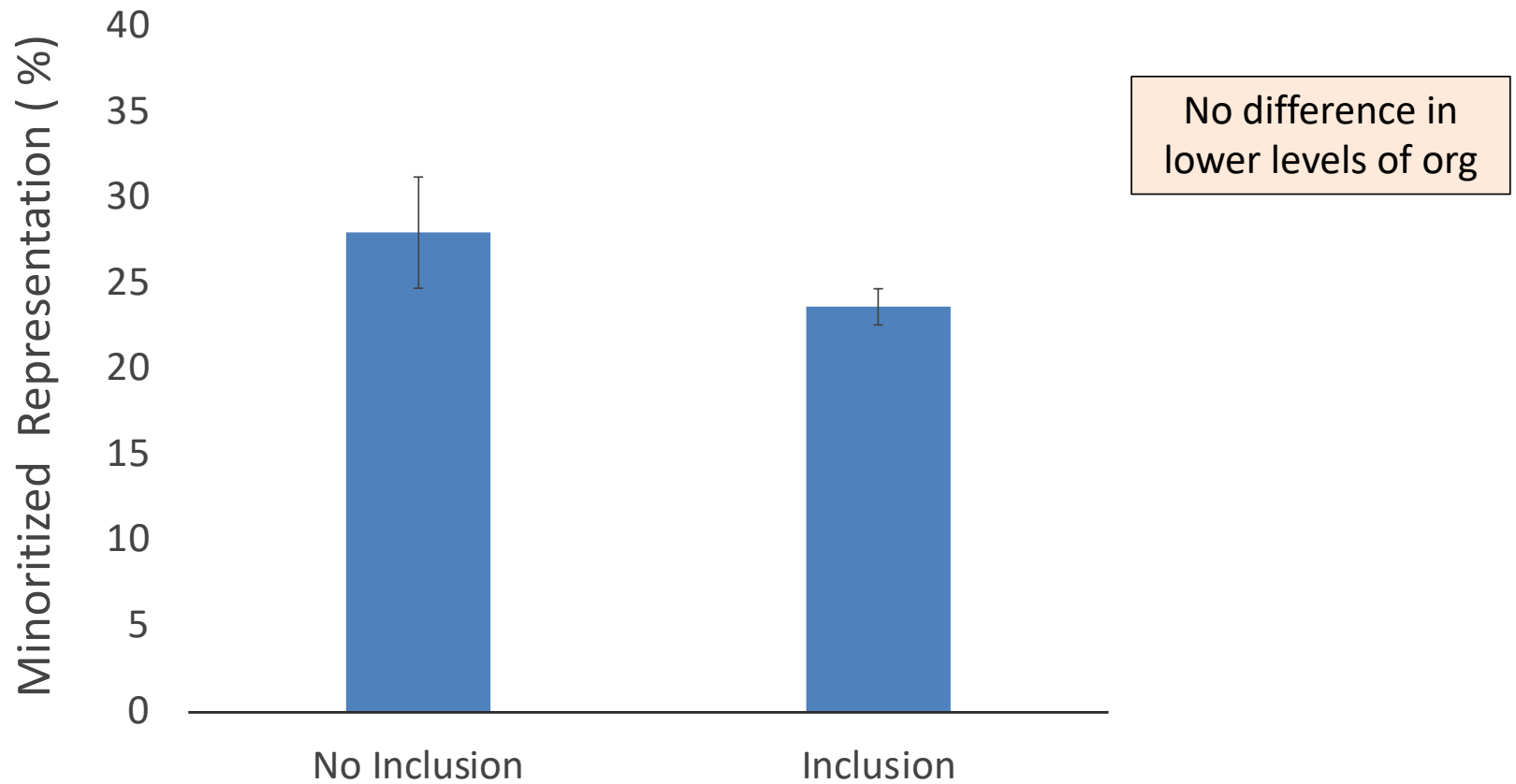
Kirby, T.A. & Zhang, J. (in prep). *Colorblindness motivates support for belonging initiatives among dominant groups*. Manuscript in preparation.

Identity-Blindness (via Broadening)



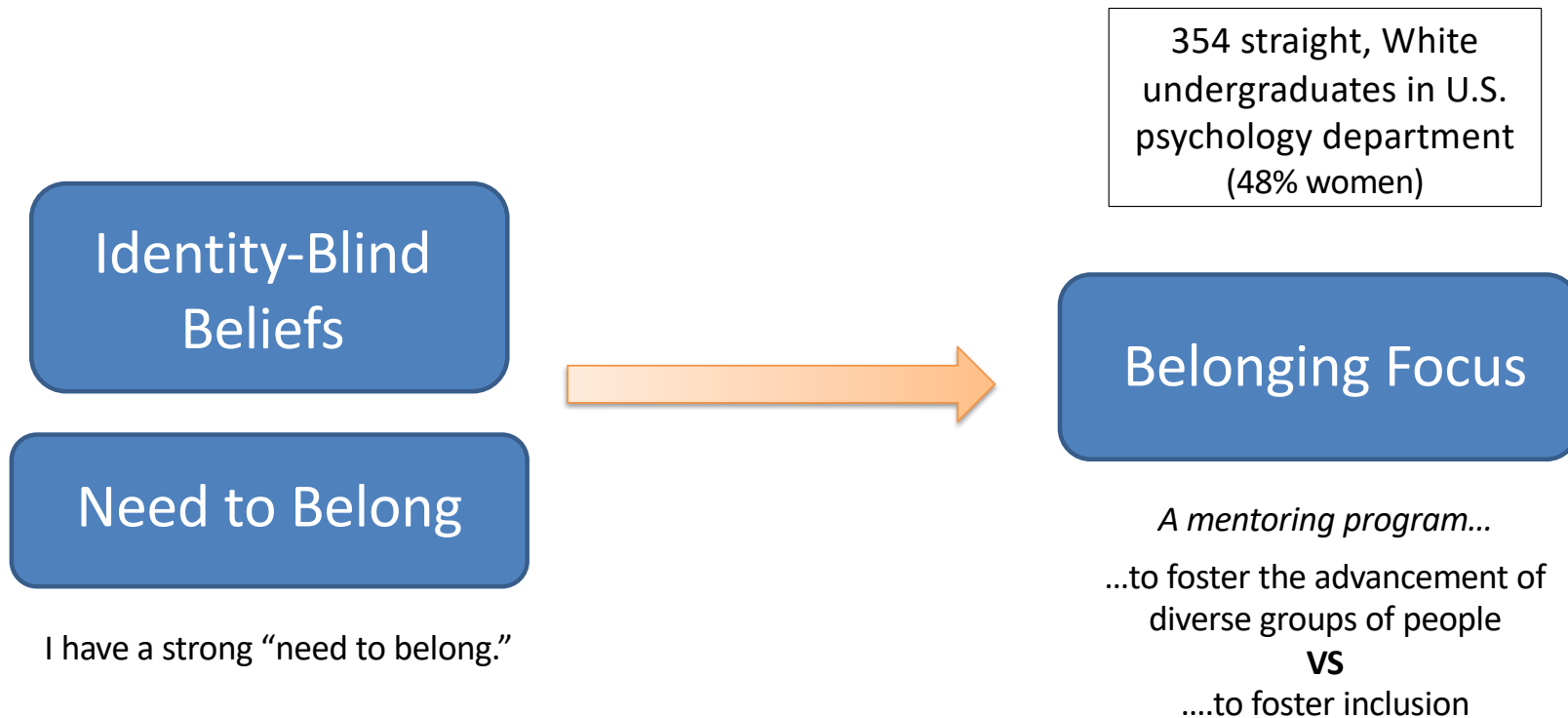
$\chi^2(N = 247) = 3.52, p = .061$

Representation in Leadership

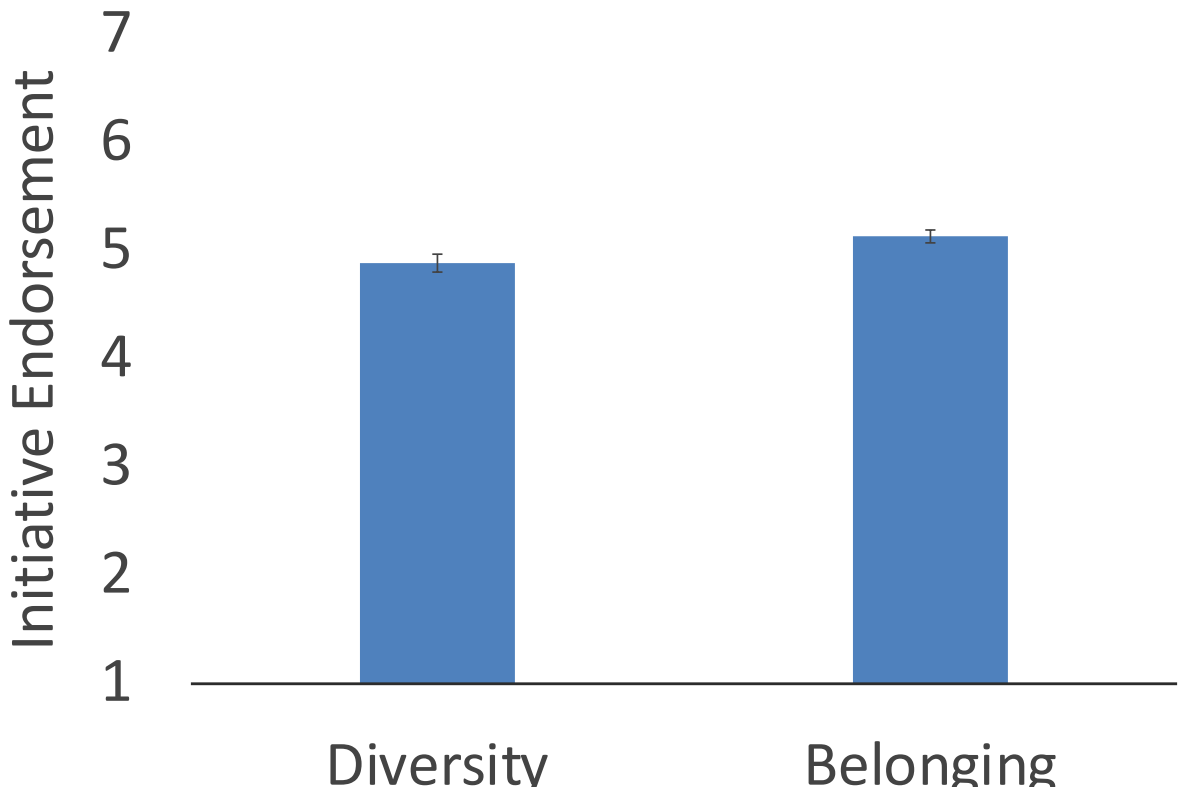


$t(1, 92) = 2.37, p = .010, d = 0.26$

Motivations for Belonging Initiatives



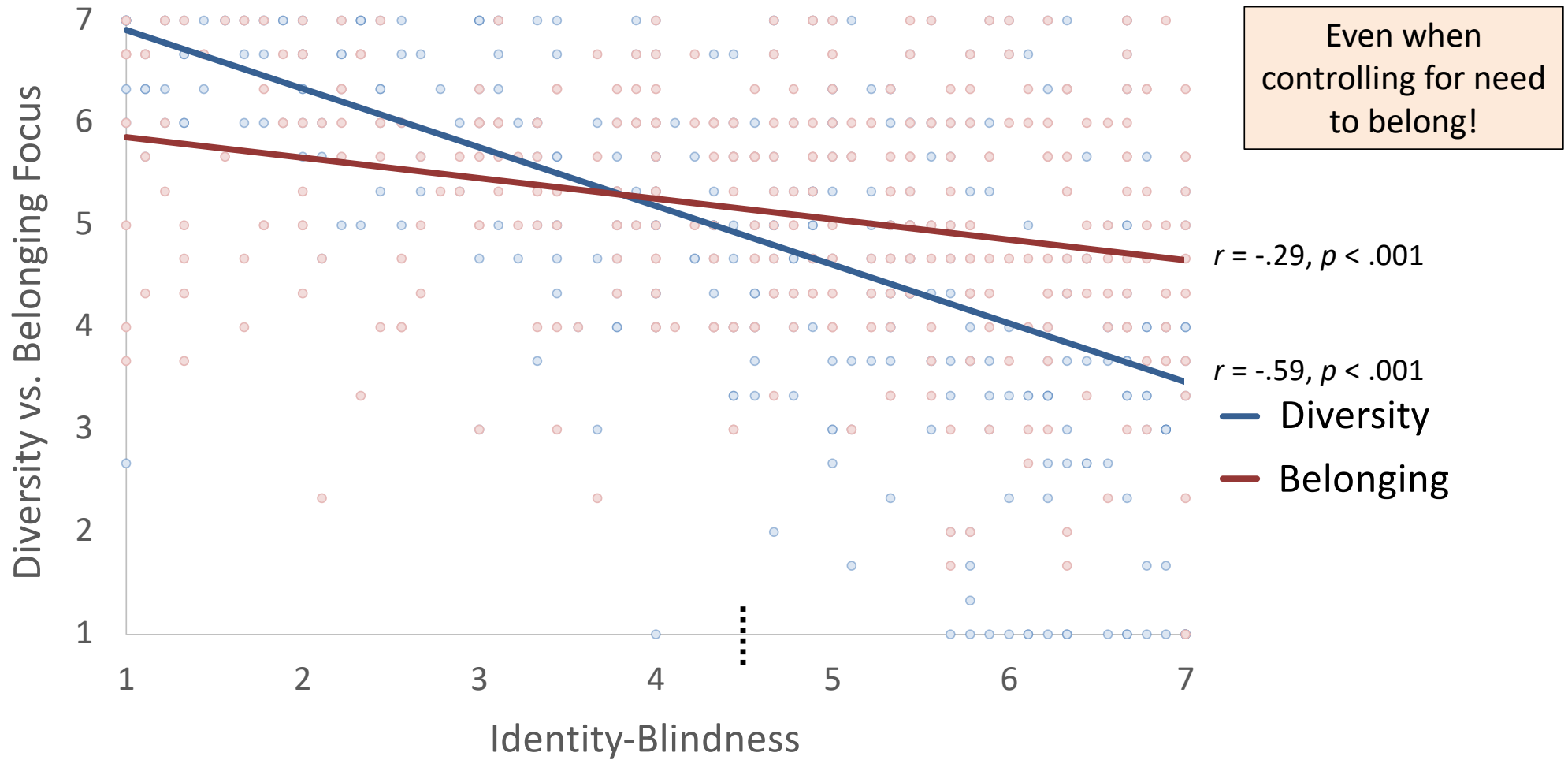
Initiative Endorsement



Error bars = SE

$F(1, 362) = 30.05, p < .001, d = 0.21$

Identity-Blind Motivations?



Summary

Dominant group members support belonging over diversity initiatives

Not clearly motivated by desire to help minoritized groups belong

Appears to be motivated by a self-focused orientation

- But not one's own belonging needs
- Instead, by desire to maintain the hierarchy

But belonging/inclusion is so crucial for the queer community!



Thank you!



Collaborators

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Casey McMahon

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Britney Ramos

Shannon Sturt

Trina Makalintal

Jacob Lo



DIP Lab (+ UNICORN & CHIP Labs)

Keynote by Jojanneke van der Toorn

*Heteroprofessionalism: Its implications and the
importance of an LGBTIQ+ inclusive climate*

What do these people have in common?



What do these people have in common?



German Marin / Wikimedia
Jordan Strauss / Invision / Associated Press
Featureflash/Shutterstock.com

What do these people have in common?

Women

Actresses

Blonde



What do these people have in common?

Black

Women

Famous



People are blind to the norm category

Journal of Experimental Psychology: General
2017, Vol. 146, No. 1, 41–52

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0096-3445/17/\$12.00 http://dx.doi.org/10.1037/xap0000343

On the Failure to Notice That White People Are White: Generating and Testing Hypotheses in the Celebrity Guessing Game

Peter Hegarty
University of Surrey

Drawing together social psychologists' concerns with equality and cognitive psychologists' concerns with scientific inference, 6 studies ($N = 841$) showed how implicit category norms make the generation and test of hypothesis about race highly asymmetric. Having shown that Whiteness is the default race of celebrity actors (Study 1), Study 2 used a variant of Wason's (1960) rule discovery task to demonstrate greater difficulty in discovering rules that require specifying that race is shared by White celebrity actors than by Black celebrity actors. Clues to the Whiteness of White actors from analogous problems had little effect on hypothesis formation or rule discovery (Studies 3 and 4). Rather, across Studies 2 and 4 feedback about negative cases—non-White celebrities—facilitated the discovery that White actors shared a race, whereas participants or experimenters generated the negative cases. These category norms were little affected by making White actors' Whiteness more informative (Study 5). Although participants understood that discovering that White actors are White would be harder than discovering that Black actors are Black, they showed limited insight into the information contained in negative cases (Study 6). Category norms render some identities as implicit defaults, making hypothesis formation and generalization about real social groups asymmetric in ways that have implications for scientific reasoning and social equality.

Keywords: hypothesis testing, categorization, defaults, social cognition, race

Consider two drugs, X and Y, used to treat the same illness. Both drugs are effective in the population at large, but drug X causes harmful side effects among men that outweighs its benefits, whereas drug Y causes similarly harmful side effects among women. Until the early 1990s, medical research practices in the United States would have allowed drug Y to go to market more quickly than drug X, as research trials tended to include men in far greater proportions than women. Consequently, men experienced health advantages, which these hypothetical drugs help to illustrate. Men who suffered from the relevant illness could have access to the effective drug Y, whereas sick women would have had no access to drug X. Men, but not women, were protected from side effects of commercially available drugs by clinical trials, and the side effects of X—but not Y—would have been detected during all male trials. Mindful of these inequalities, in 1993, the National Institutes of Health (NIH) Revitalization Act demanded that women and members of ethnic minorities be included in NIH-funded research unless there were compelling reasons, other than cost, to exclude members of these groups. These policy shifts were demanded by groups concerned with health inequalities for women, ethnic minorities, and people living with HIV/AIDS.

These groups argued that the ways that scientists construct normative samples to make inferences about populations can directly impact social equality (Epstein, 2007).

The shift in sampling demanded by the 1993 NIH Revitalization Act illustrates the mutual relevance of social psychologists' concerns with social equality and cognitive psychologists' concerns with scientific thinking. The present research draws these two areas of research closer by testing the hypothesis that people spontaneously generate and test hypotheses from observations of individuals in ways that are strongly affected by the extent to which those individuals' group identities are taken as defaults for larger social categories. Social psychologists have described how group interests can lead people to set general standards from their in-group more than from out-groups, with the result that those standards seem fair but still work to the in-group's advantage (Robbins & Krueger, 2005; Wenzel, Mummensyck, & Waldrus, 2003). More broadly, theories of social power emphasize that higher status groups can retain power even in climates that favor social equality by successfully representing their own traits and interests as applying equally to everyone (Simon & Oakes, 2006). However, the cognitive processes by which such subtle effects of defaulting operate when evaluating scientific evidence are not well researched. Here, I examine the process by which one common default social identity—Whiteness—affects the process by which people generate and test hypotheses about the common features that people share.

Kahneman and Miller's (1986) description of category norms grounds my understanding of how defaults are instantiated in working memory representations of social categories and affect scientific thinking. In the following text I review Kahneman and Miller's account of category norms and the evidence that category

I thank Andrew Barnes, Tadhg Bogan-Carey, Aurelio Castro, Claire Dymond, Natasa Marosch, Erin Milligan, Daniel Noone, and Marta Prandelli for help with the conduct of these studies and Aidan Feeney, Mary Hegarty, Tom Osmond, Felicia Pratto, Patricia Rusconi, and Paul Sowden for comments on earlier drafts and useful discussions.
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On the Failure to Notice That White People Are White: Generating and Testing Hypotheses in the Celebrity Guessing Game.
Hegarty, 2017

What is the norm?

MALE

WHITE

HETEROSEXUAL

CISGENDER

ABLE-BODIED

The workplace is heteronormative



@as.violetas

Van der Toorn (2019); Van der Toorn, Pliskin, & Morgenroth (2020)

Manifestations of heteronormativity at work

UK residents

18+

Self-identified heterosexual or LGB+

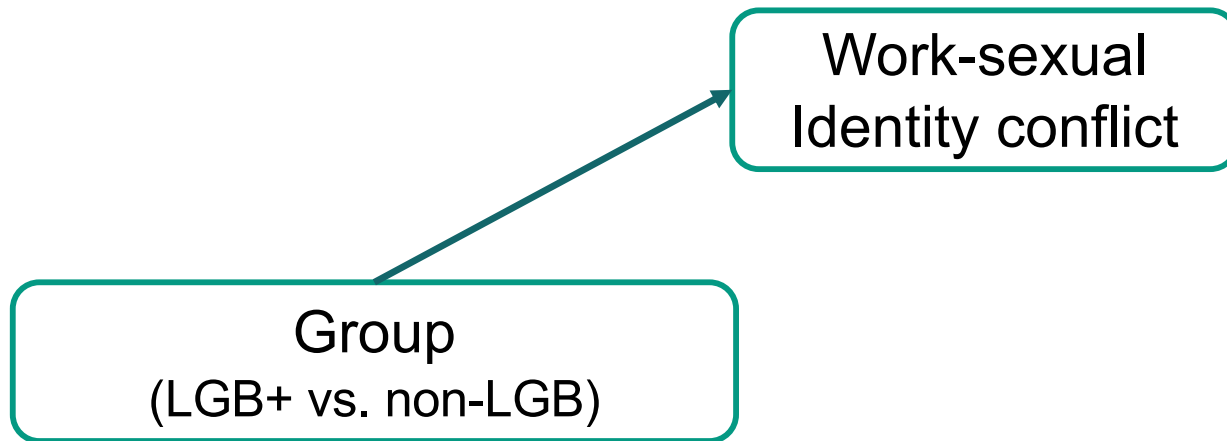
Working with > 3 colleagues

→ 99 LGB+ & 99 non-LGB+



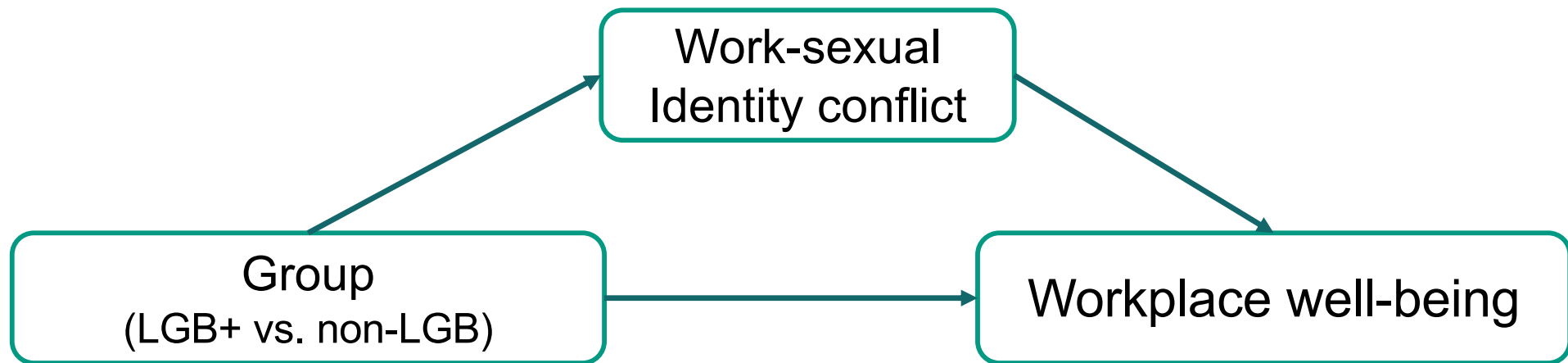
Zhou, Jaspers, & Van der Toorn, in prep

Manifestations of heteronormativity at work



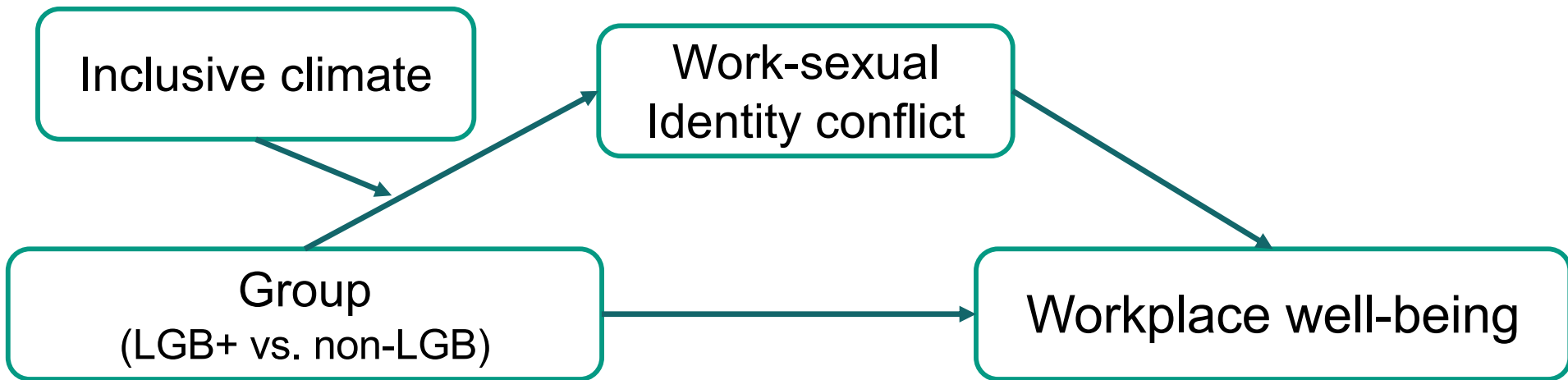
Zhou, Jaspers, & Van der Toorn, in prep

Manifestations of heteronormativity at work



Zhou, Jaspers, & Van der Toorn, in prep

The importance of an inclusive climate



Zhou, Jaspers, & Van der Toorn, in prep

How can an inclusive climate be achieved?

Diversity Approaches

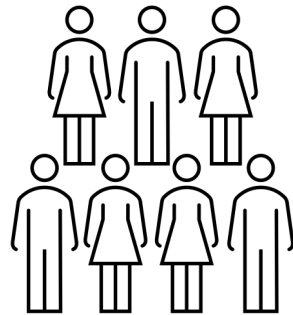
Identity-Blind Approach

Identity-Conscious Approach

Diversity Approaches

Identity-Blind Approach

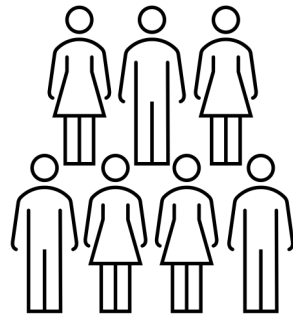
- Everyone is an individual first. We should focus on individual differences and/or similarities



Diversity Approaches

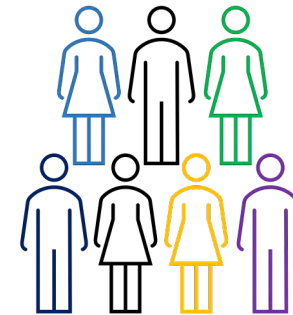
Identity-Blind Approach

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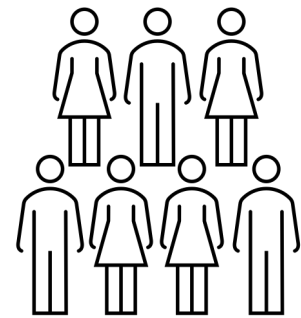
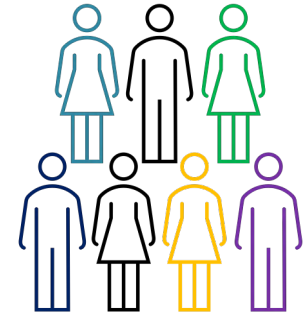
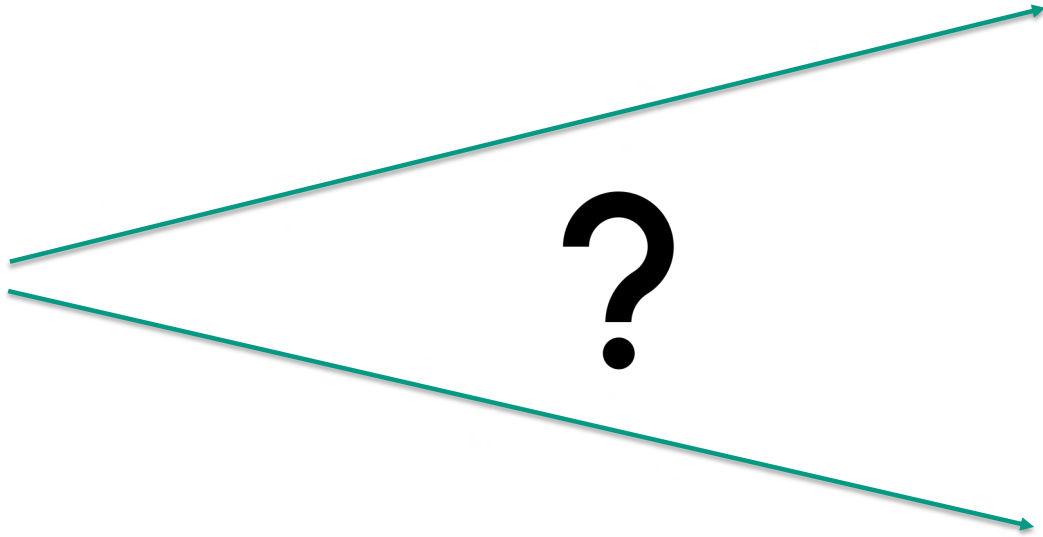
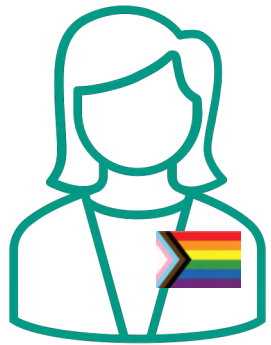
Identity-Conscious Approach

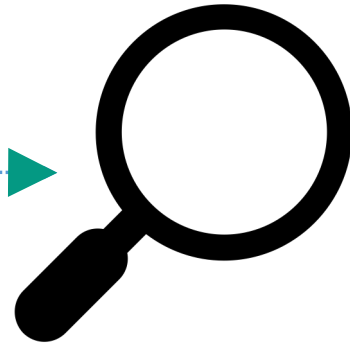
- Everyone has a different social identity, which is valuable and affects their lived experience



Mor et al., in prep



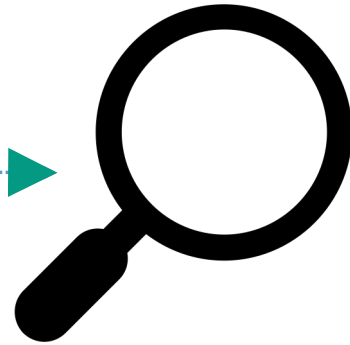


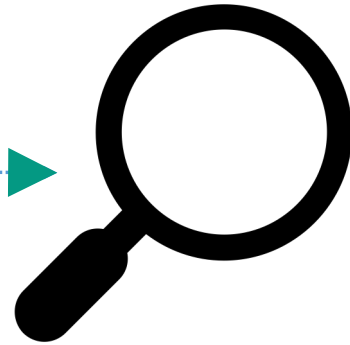


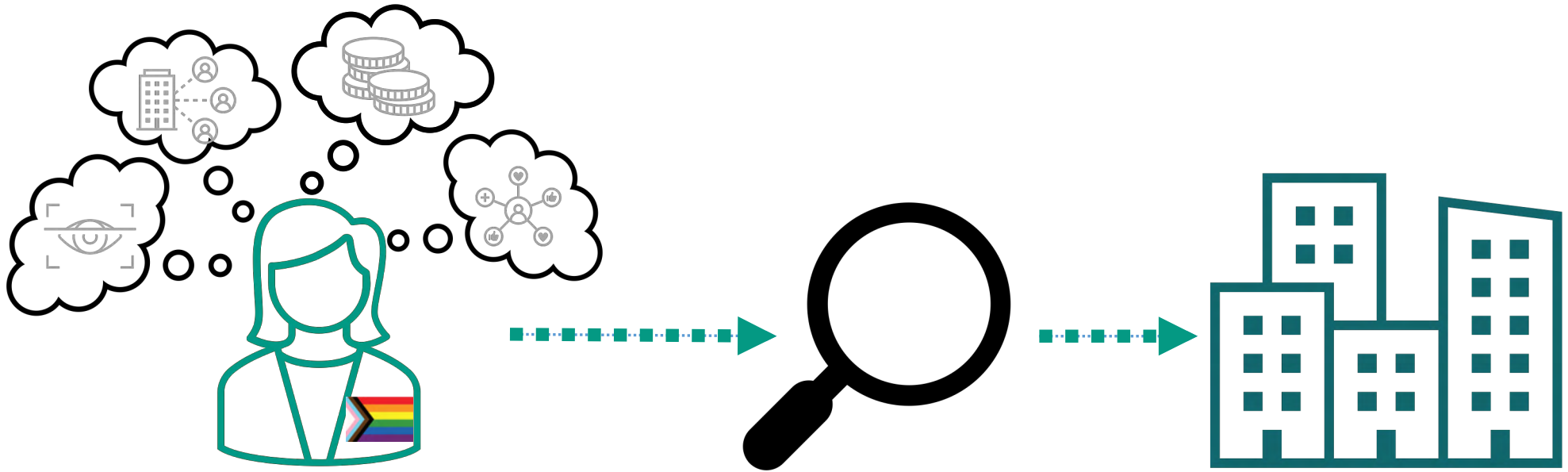
Social identity contingencies

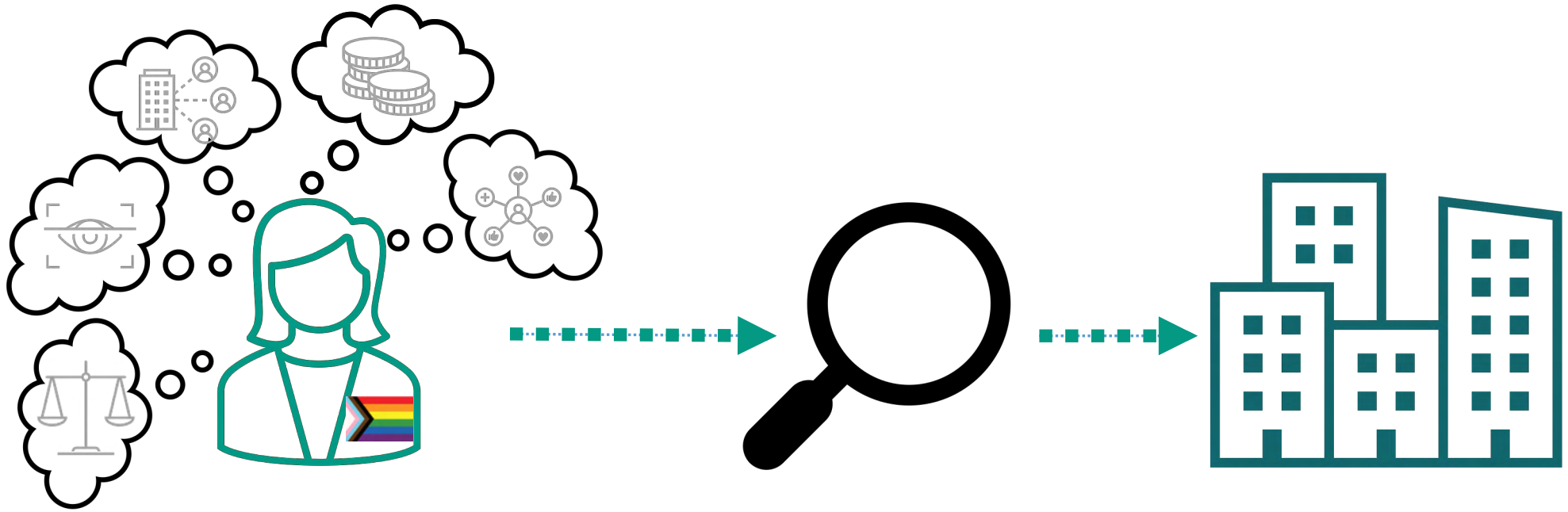
- The range of vulnerabilities and opportunities a person expects to face based on the settings' response to one or more of the person's social identities.
- May be physical, ideological, and social.

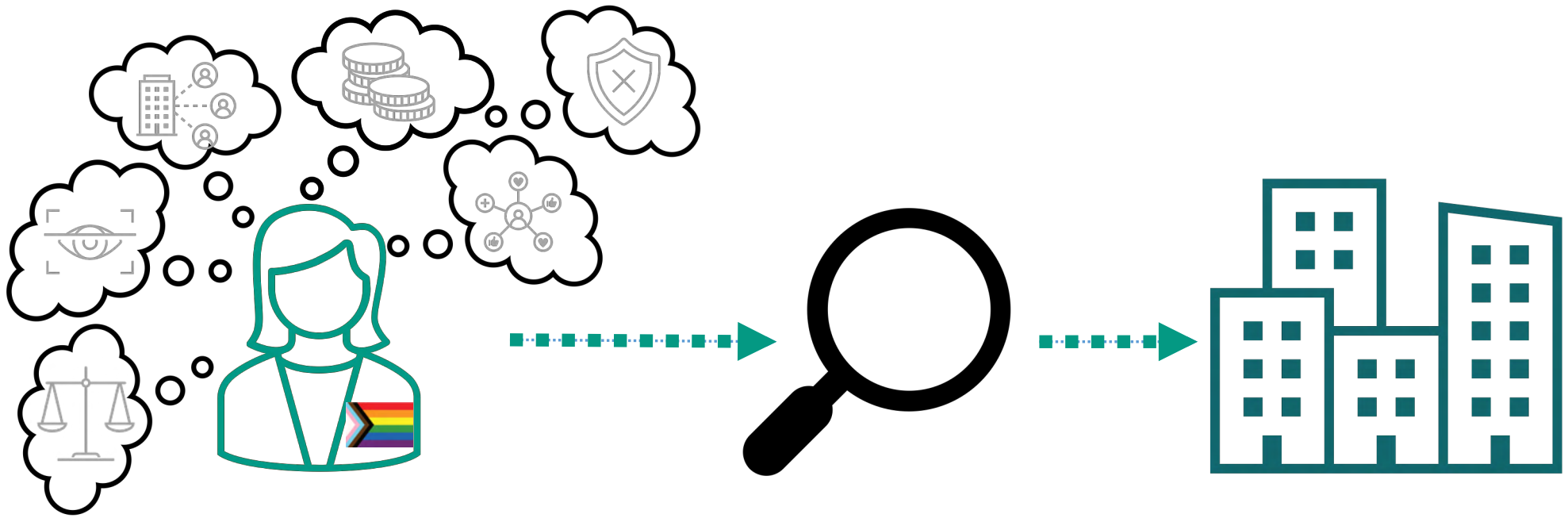
Purdie-Vaughn, Steele, Daies, Dittmann, & Crosby, 2018









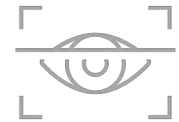


Identity Safety

Identity is Valued



Authenticity



Identity is Welcomed



Belonging



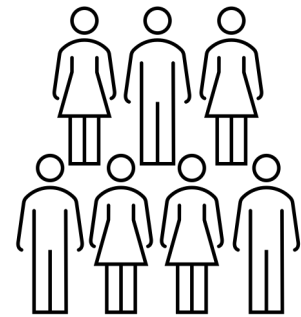
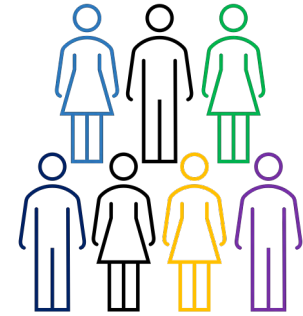
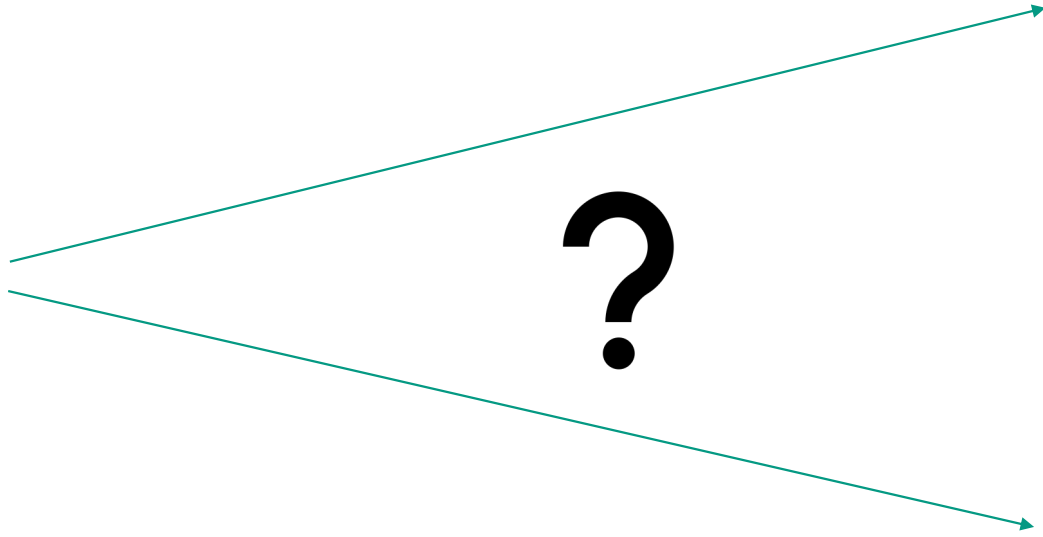
No de-evaluation/hinderances
as a result of identity

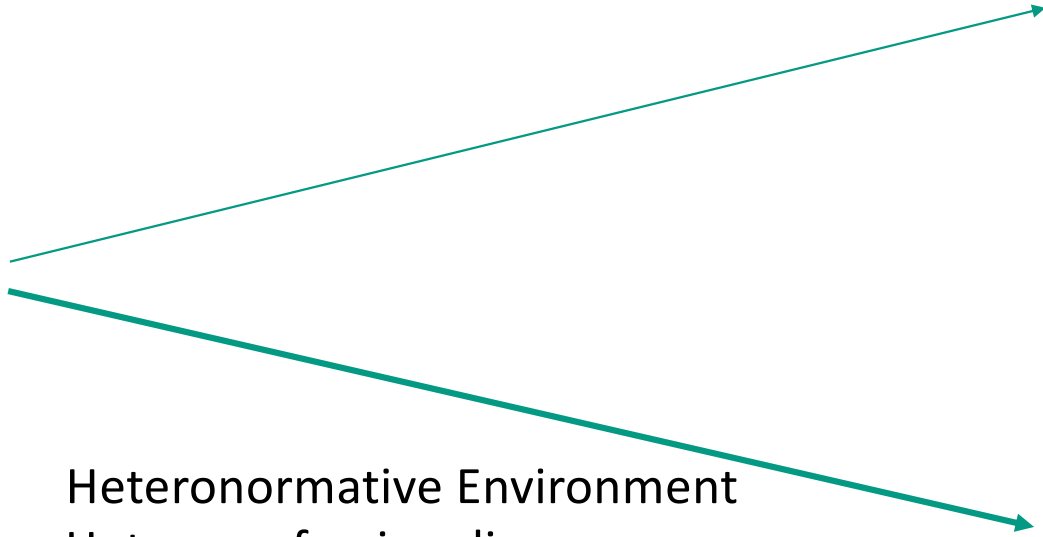
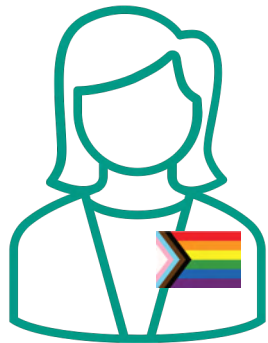


Justice

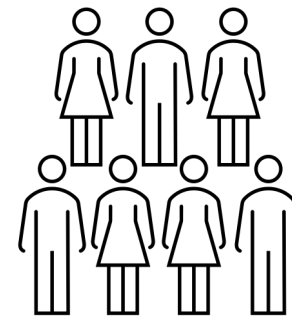
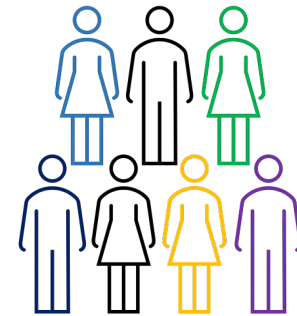


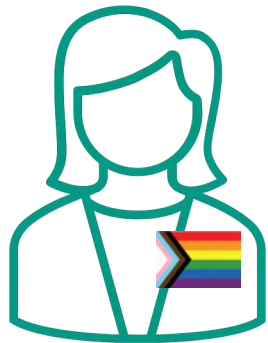




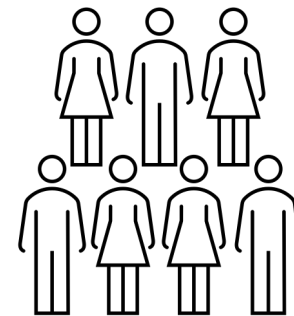
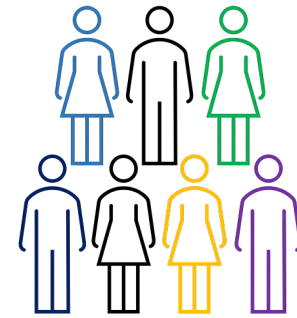
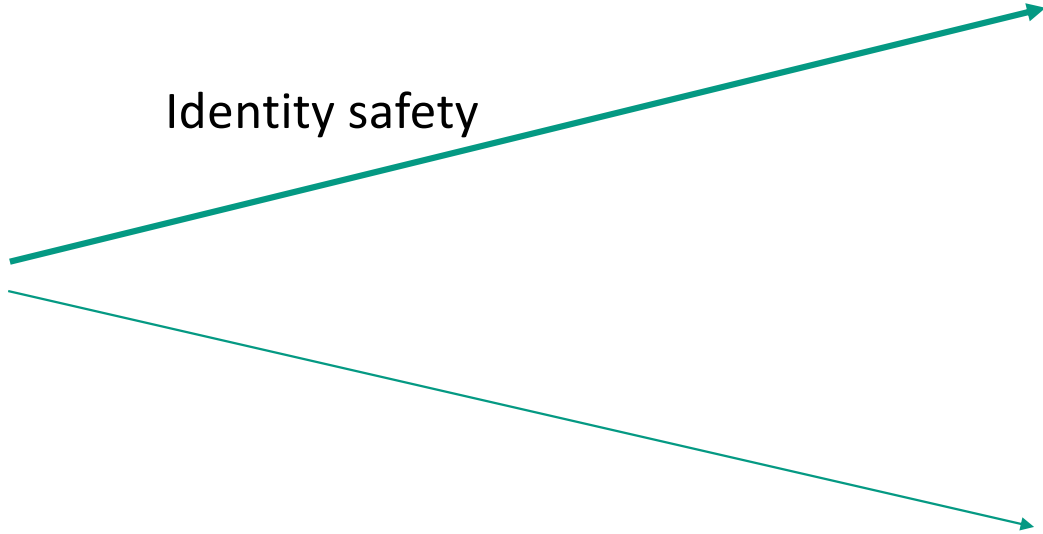


Heteronormative Environment
Heteroprofessionalism





Identity safety



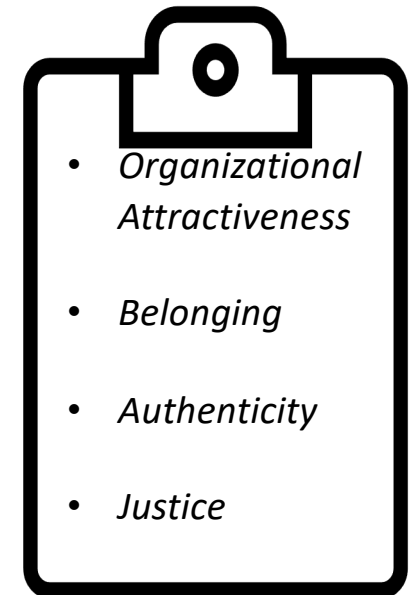
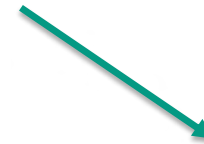
Methods

N=407;466

UK LGBTQ+ Participants – Prolific

Vignette Design:

- Diversity Statements
- Between-subject design

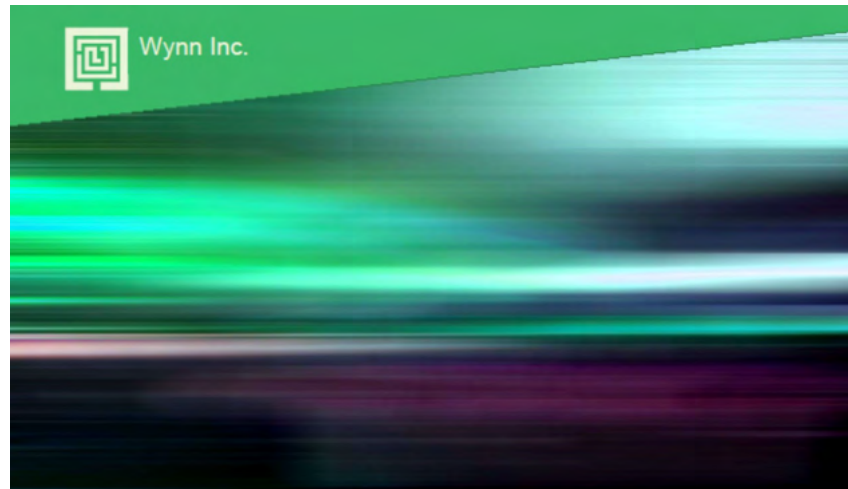


- *Organizational Attractiveness*
- *Belonging*
- *Authenticity*
- *Justice*

Organizational D&I statements

- On the next page, you will be presented with a statement from the webpage of an organization called Wynn Inc. Please carefully read the statement and answer some questions about this organization. We are interested in your first impressions.

Wynn Inc.



Our Mission

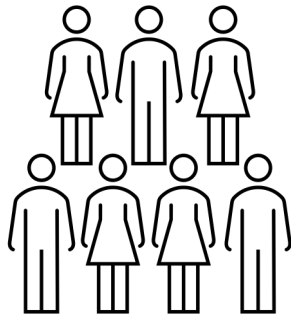
While other firms mistakenly try to shape their staff into a single mold, we at Wynn Inc. believe that embracing our differences enriches our culture. We feel that focusing on diversity fosters a more unified, exciting, and collaborative work environment.

The best work environment can be achieved if we better appreciate our differences and recognize and celebrate unique contributions that employees bring in based on their group memberships. Such an environment helps not only us but also our clients.

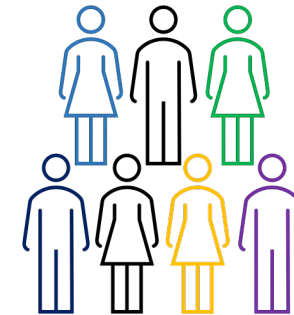
At Wynn Inc., as soon as you walk through our doors, you'll appreciate the strength that we derive from the diversity in race, ethnicity, gender, sexual orientation and religion of our employees.

Diversity Vignettes

- “recognize at the core we are all the same...”
- “you’ll appreciate the strength we derive from our similarities irrespective of race...”



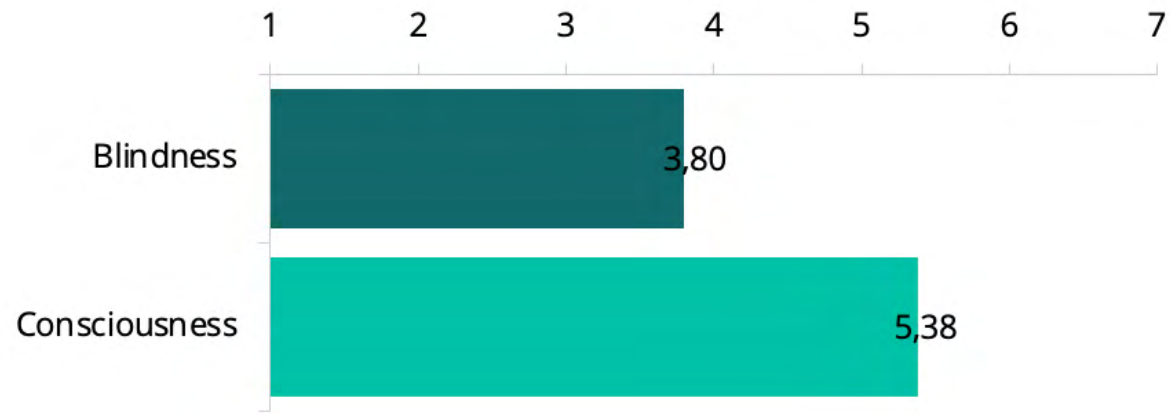
- “appreciate our differences and recognize and celebrate unique contributions...”
- “you’ll appreciate the strength we derive from the diversity in race...”



Organizational attractiveness

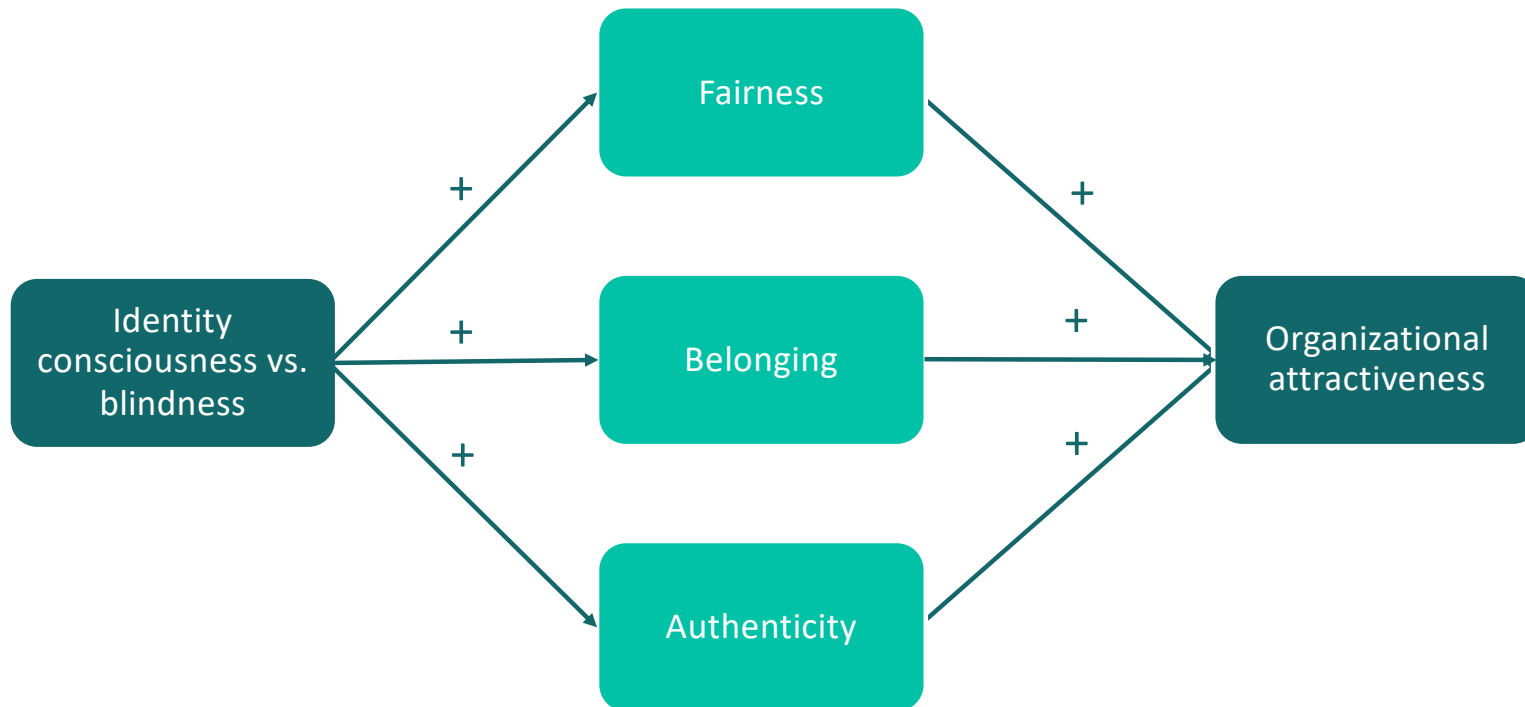
- For me, this company would be a good place to work.
- I would not be interested in this company except as a last resort. (R)
- This company is attractive to me as a place for employment.

LGBTQ+ participants



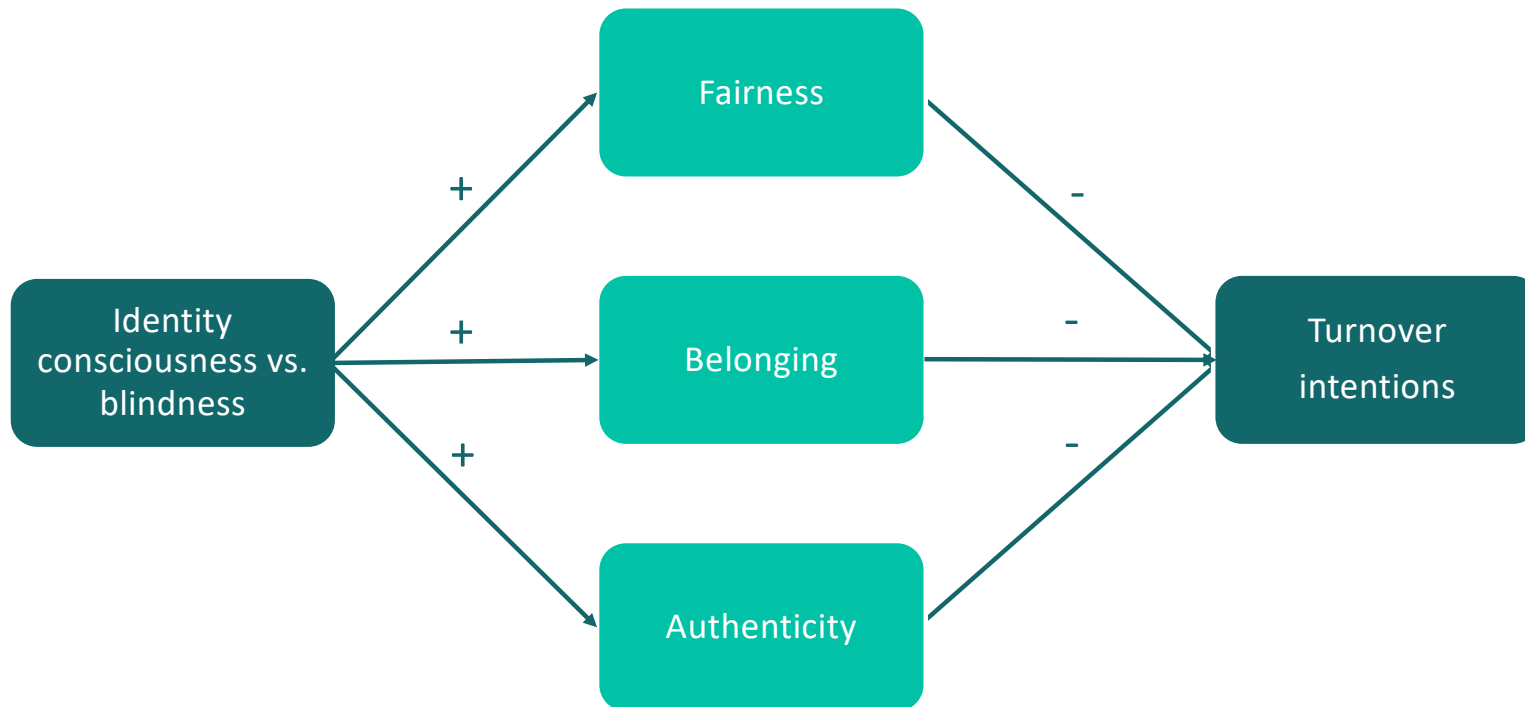
Mor, Gündemir, & Van der Toorn, in prep

Underlying mechanisms

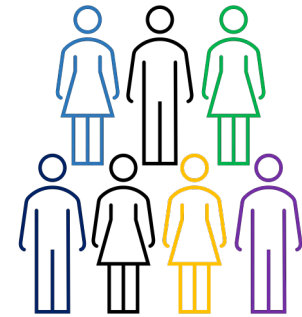


Mor, Gündemir, & Van der Toorn, in prep

Mor et al., in prep: Consequences



Mor, Gündemir, & Van der Toorn, in prep



Van Winden et al., in prep



Panel discussion moderated by Kshitij Mor

*Allyship: How to effectively engage
the majority on behalf of the minority*



Universiteit
Leiden
The Netherlands



Workplace
Pride

THE INTERNATIONAL
PLATFORM FOR LGBTIQ+
INCLUSION AT WORK

Panel members



Jason Jie
Deloitte /
U Tilburg



Liesbeth van de Garde
UWV



Marijn Pijnenburg
IBM



Kshitij Mor
Moderator

Opening of the Academia@WPP year by dr. Michiel Kolman

Academia@WPP Lead and Workplace Pride Co-Chair



Universiteit
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The Netherlands



Workplace
Pride

THE INTERNATIONAL
PLATFORM FOR LGBTIQ+
INCLUSION AT WORK



Academia



Academia @ Workplace Pride

Opening of the 2023/2024 Academia@WPP year at
Leiden University

- Michiel Kolman, PhD
- academia@WPP lead
- Co-chair Workplace Pride board

Mission/Vision of Academia@WPP

- To contribute to academic and research workplaces in which all staff, students and faculty members **belong and can be themselves**.
- To acknowledge that Academic and Research organisations work differently than other organisations. Leverage this **unique** starting point to bring us together.
- Academia@WPP contributes to the **knowledge** generation and dissemination, in coordination with the work of the WPP Chair, Jojanneke van der Toorn.

Activities 2023

Feb 15 – Company visit at The Green Village - TU Delft 15 February 2023
“Diversity in the Built Environment”

May 26 – Roundtable International conference:
“Creating Brave(r) and Safe(r) Spaces in Academia”

August 30 – Women@Academia event
“The power of women in the age of superdiversity”

Sept 15 – Symposium and opening Academia@WP year





Academia



Upcoming events for 2023

- **11 October** – Twente symposium on *Happiness & Pride* – on Coming Out Day
 - 12 hr -5 hr plus drinks; in Enschede
 - **3 November** - Workplace Pride *Impact Awards Gala* in scheepvaartsmuseum (maritime museum) in Amsterdam
- **8 December** – Purple Friday event together with Young@WPP and Tech@WPP

Possible topics for 2024:

Self-ID: Discussion of Self-ID at universities / research orgs: legal/org challenges to implement. Once available not that many employees participate as shown by some multinationals.

Pride Flag: Introduction of the new Progress Pride flag also representing intersex: how is this perceived in the academic rainbow community?

Rainbow Families: how are they supported in academia (HR support, parental leave for all parents, the pushback). See also the HR session below.

VR & gender identity: Research at TU Delft into VR experience of someone who is transgender or non-binary. Saxion has VR lab which could offer this – time for a ‘company visit’ to Saxion?

Politics & queer (academic) community: World and EU elections in 2023/2024 (50 key elections globally): impact on queer community in academia and beyond.

Dedicated HR session: parental, transition leave, HR systems and gender identity, etc. Idea to bring HR Director (possibly your HR ally) to this event.

Thank you!

LGBTIQ+ Workplace Inclusion Symposium

15 September 2023

Leiden University



Universiteit
Leiden



Workplace
Pride

