Inclusive Project Management: Suggestions for fostering diverse and inclusive projects

Elizabeth German
Assistant Professor
Service Design Librarian
PMP

February 27, 2018
Galveston, TX
Context
Examples

1. Deal with workforce stress
   by Olina, Olina
   Strategic HR Review, 06/2013, Volume 9, Issue 3
   Preview
   Stress, anxiety and depression are reaching almost epidemic proportions in the Western world and when people begin to suffer from a form of psychological difficulty, their productivity...
   Journal Article: Full Text Online

2. How to Deal with workforce stress
   by Morris Stil
   Strategic HR Review, 04/2013, Volume 9, Issue 3
   Preview
   ...How to Deal with workforce stress Article Type: How to ... From: Strategic HR Review, Volume 9, Issue 3 Practical advice for HR professionals: Stress, anxiety...
   Journal Article: Full Text Online

3. Levels of occupational stress in the remote area nursing workforce
   by Oona, Oona
   Preview
   Objective: To identify key workplace demands and resources for nurses working in very remote Australia and measure levels of occupational stress in this population. Methods...
   Journal Article: Full Text Online

4. Workforce Characteristics, Perceptions, Stress, and Satisfaction among Staff in Green House and Other Nursing Homes
   by Green, Patrick B, Nobile, Samantha L, Nobile, Samantha L, more...
   Health Services Research, 02/2016, Volume 51, Issue 1
   Preview
   Objective To compare workforce characteristics and staff perceptions of safety, satisfaction, and stress between Green House (GH)...

Women in the workforce
From Wikipedia, the free encyclopedia

Women in the workforce earning wages or a salary are part of a modern phenomenon, one that developed at the same time as the growth of paid employment for men; yet women have been challenged by inequality in the workforce. Until modern times, legal and cultural practices, combined with the inertia of longstanding religious and educational conventions, restricted women’s entry and participation in the workforce. Economic dependency upon men, and consequently the poor socio-economic status of women, have had the same impact, particularly as occupations have become professionalized over the 19th and 20th centuries.

Read more

Related Topics
Woman artist
Women in journalism and media professions
Motherhood penalty
Examples
Examples

Citizens for Accessible Neighbourhoods, [https://canbc.org/blog/accessibility-fails-ramps/](https://canbc.org/blog/accessibility-fails-ramps/)
Examples

Chukwuemeka Afigbo
@nika_isa

If you have ever had a problem grasping the importance of diversity in tech and its impact on society, watch this video.
Diversity is everywhere [and intersectional]. Diversity includes race, religion, culture, language, gender, sexual orientation, age, geographic location, occupation, education, [ability], etc.

Attitude is everything. Our attitude influences our behavior. Often our attitudes about diversity are not obvious even to us, yet they drive our behavior.

Responsibility belongs to everyone. Project managers, project teams, stakeholders, vendors – no one is exempt from the issues of diversity.

Bias

- Everyone has bias
- False consensus effect
- Confirmation bias
Bias in Project Management

An exploratory study of gender in project management
interrelationships with role, location, technology, and project cost

ARTICLE: Team-Building and WE Development (October 2012)
Project Management Journal
By Henderson, Linda S. & Stackman, Richard W.

ABSTRACT

This study explores whether gender differences are explored in the context of project management. Using logistic regression and risk assessment and management implications, the study examines the role, location, technology, and project cost of gender differences. The study findings suggest that gender differences are explored in the context of project management. The study also highlights the importance of risk assessment and management implications for the exploration of gender differences. The study also highlights the importance of risk assessment and management implications for the exploration of gender differences.

INTRODUCTION

Women are taking on more roles in project management. They are playing an increasingly important role in the development and implementation of projects. This study aims to explore the role of gender in project management. The study examines the role, location, technology, and project cost of gender differences in project management. The study also highlights the importance of risk assessment and management implications for the exploration of gender differences.

LITERATURE REVIEW

Gender

Gender plays a crucial role in project management. Gender differences have been explored in the context of project management. The study examines the role, location, technology, and project cost of gender differences in project management. The study also highlights the importance of risk assessment and management implications for the exploration of gender differences.

Women project managers: the exploration of their job challenges and issue selling behaviors

Linda S. Henderson, Richard W. Stackman, and Charles Y. Koh
University of San Francisco, San Francisco, California, USA

Abstract

Purpose - The purpose of this study is to explore gender differences in project management. The study examines the role, location, technology, and project cost of gender differences in project management. The study also highlights the importance of risk assessment and management implications for the exploration of gender differences.

Design/methodology/approach - The data were collected using quantitative and qualitative measurement items of 251 female project managers in North America.

Findings - The research results show significant associations among women project manager career, age, cost of their projects, and their professional certifications. In addition, their challenges as issue-sellers are more focused on selling technical solutions to their clients. Lastly, the study reveals the women’s self-defined advantages and disadvantages in the project management profession shown that women project managers do continue to experience marginalization from gender bias, the practice varying skill job challenges and issue selling circumstances to their advantage in more gender inclusive environments.

Research limitations/implications - The results of this study contribute to our knowledge: important real-world challenges and career development opportunities for women manage contemporary projects. Several implications for future research that build on women’s issue selling and project management are discussed. Suggestions for broadening the sample: future research are also included.

Practical implications - This paper highlights several important issues in which business organizations can strategize and optimize their women project managers, and offset second-gender positive professional development.

Originality/value - This is the second study to consider the real-world contractual factors: women’s projects, and the first study to explore their specific perspective in terms of their issues, challenges, selling advantages, and self-defined disadvantages and advantages in managing project management. The study highlights the importance of risk assessment and management implications for the exploration of gender differences in project management. The study also highlights the importance of risk assessment and management implications for the exploration of gender differences in project management.

Keywords Gender, Issue selling, Job challenges, Role of project manager

Paper type Research paper

1. Introduction and rationale

One of the most significant labor force trends for women over the past two decades has been the increase in their numbers within management positions in public, private, and government sector organizations. Catalyst, US Women in Business, 2012; Ely et al., 2013. The hope of many has been that this increase of women managers, typically in midlevel or similar roles, would propel women into senior and executive level positions. Yet instead of increased numbers horizontally translating into greater numbers vertically, the rise of women into upper management ranks...
Practice – Theory
“Practice without theory is blind, theory without practice is empty”
- Kant[ish]
Diversity Maturity
Diversity Staircase

01
Fight or flight

02
Tolerate

03
Accept <> Agree

04
Value

05
Celebrate
Diversity Maturity

DIVERSITY & INCLUSION MATURITY MATRIX

LEVEL 1
BASIC
D&I is on the agenda for discussion but no concrete plans are in place to define or achieve desired outcomes beyond those required by regulation. The operating group or businesses will put additional measures in place to respond to any problems.

LEVEL 2
AWARENESS
Diversity is increasingly recognised as a business benefit and an inclusive culture is acknowledged as key to success. D&I initiatives are deployed at a local level and monitored to support continuous improvements.

LEVEL 3
UNDERSTANDING & APPLICATION
Management recognises the business benefits of diversity and can demonstrate that it is implementing D&I strategies designed to create an inclusive work environment.

LEVEL 4
INTEGRATED
D&I is fully integrated into day-to-day activities. Management is committed to creating an environment that supports D&I and encourages the right behaviours. D&I initiatives reflect local needs and support the success of the operating group or business.

LEVEL 5
SUSTAINABLE
D&I is "how things are done" – it's part of business as usual and embedded in day-to-day activities. D&I drives strategy. The impact on business performance is clear and D&I enhances competitive advantage.

D&I enhances our competitive advantage

BAE Systems
## Diversity Maturity

**Korn Ferry D&I Maturity Model**

The road to best-in-class: what’s current state and your desired state?

### Characteristics

<table>
<thead>
<tr>
<th>Stage</th>
<th>Premise</th>
<th>Definition of Diversity/Diversity Focus</th>
<th>Responsibility</th>
<th>Leadership Involvement</th>
<th>Business Case</th>
<th>Measurement Strategy</th>
<th>Resources/Staffing</th>
<th>Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stage 1: Foundation Compliance Driven</td>
<td>Based on representation quotas/narrow target goals</td>
<td>Narrow definition</td>
<td>Compliance department</td>
<td>No or little leadership involvement or commitment</td>
<td>None</td>
<td>None or based solely on litigation avoidance.</td>
<td>No or few dedicated resources</td>
<td>Reactive approach</td>
</tr>
<tr>
<td>Stage 2: Awareness Values Driven</td>
<td>Based on moral imperative: “The right thing to do”</td>
<td>Broad definition</td>
<td>Human Resources</td>
<td>Leaders accept some responsibility for D&amp;I</td>
<td>Awareness that diverse talent may be a benefit to organization</td>
<td>Metrics based on corporate values indices or existing talent engagement processes</td>
<td>Dedicated staff and budget</td>
<td>Inspired approach</td>
</tr>
<tr>
<td>Stage 3: Talent Strategy Integration Talent Performance Driven</td>
<td>D&amp;I recognized for generating high performing work teams</td>
<td>Defined by intersectionality</td>
<td>CDO and HR</td>
<td>Leaders have D&amp;I goals and accountability</td>
<td>Business case for D&amp;I clearly articulated</td>
<td>Metrics capture talent growth and learning and key talent lifecycle processes</td>
<td>Additional resources distributed throughout HR</td>
<td>Visionary approach</td>
</tr>
<tr>
<td>Stage 4: Operational Strategy Integration Internal Operations Driven</td>
<td>D&amp;I seen as enabler to broad business strategy</td>
<td>Definition broadened to include operational disciplines</td>
<td>Executive and senior leaders</td>
<td>D&amp;I seen as an essential leadership competency</td>
<td>D&amp;I seen as asset and catalyst for innovation</td>
<td>Metrics focus on culture change and leadership impact</td>
<td>Additional resources distributed throughout operational functions</td>
<td>Operational approach</td>
</tr>
<tr>
<td>Stage 5: Market Strategy Integration Market Strategy Driven</td>
<td>D&amp;I seen as enhancing marketplace competitive advantage</td>
<td>Definition broadened to include concepts in marketing and sales disciplines</td>
<td>Executives and senior leaders</td>
<td>Line leaders are key D&amp;I change agents</td>
<td>D&amp;I enhances business growth and profitability</td>
<td>D&amp;I outcomes regularly evaluated for ROI impact across all business lines</td>
<td>Additional resources distributed throughout marketing, R&amp;D, and customer service functions</td>
<td>Sustainable approach</td>
</tr>
</tbody>
</table>

**www.nicsa.org**
Based upon representation: quotas/ narrow target goals

Based on moral imperative: “The right thing to do”

D&I recognized for generating high performing teams

D&I seen as enabled to broad business strategy

D&I enhances competitive advantage
Responsibility

01 Compliance department
02 Human Resources
03 Chief Development Officer and HR
04 Broadened to include operational processes owners
05 Executives and senior leaders
## Diversity Maturity

**Korn Ferry D&I Maturity Model**

The road to best-in-class: what’s current state and your desired state?

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Premise</td>
<td>Based on representation: quotas/narrow target goals</td>
<td>Based on moral imperative: “The right thing to do”</td>
<td>D&amp;I recognized for generating high performing work teams</td>
<td>D&amp;I seen as enabler to broad business strategy</td>
<td>D&amp;I seen as enhancing marketplace competitive advantage</td>
</tr>
<tr>
<td>Definition of Diversity/Diversity Focus</td>
<td>Narrow definition</td>
<td>Broad definition</td>
<td>Defined by intersectionality</td>
<td>Definition broadened to include operational disciplines</td>
<td>Definition broadened to include concepts in marketing and sales disciplines</td>
</tr>
<tr>
<td>Responsibility</td>
<td>Compliance department</td>
<td>Human Resources</td>
<td>CDO and HR</td>
<td>Broadened to include operational process owners</td>
<td>Executives and senior leaders</td>
</tr>
<tr>
<td>Leadership Involvement</td>
<td>No or little leadership involvement or commitment</td>
<td>Leaders accept some responsibility for D&amp;I</td>
<td>Leaders have D&amp;I goals and accountability</td>
<td>D&amp;I seen as an essential leadership competency</td>
<td>Line leaders are key D&amp;I change agents</td>
</tr>
<tr>
<td>Business Case</td>
<td>None</td>
<td>Awareness that diverse talent may be a benefit to organization</td>
<td>Business case for D&amp;I clearly articulated</td>
<td>D&amp;I seen as asset and catalyst for innovation</td>
<td>D&amp;I enhances business growth and profitability</td>
</tr>
<tr>
<td>Measurement Strategy</td>
<td>None or based solely on litigation avoidance</td>
<td>Metrics based on corporate values indices or existing talent engagement processes</td>
<td>Metrics capture talent growth and learning and key talent lifecycle processes</td>
<td>Metrics focus on culture change and leadership impact</td>
<td>D&amp;I outcomes regularly evaluated for ROI impact across all business lines</td>
</tr>
<tr>
<td>Resources/Staffing</td>
<td>No or few dedicated resources</td>
<td>Dedicated staff and budget</td>
<td>Additional resources distributed throughout HR</td>
<td>Additional resources distributed throughout operational functions</td>
<td>Additional resources distributed throughout marketing, R&amp;D, and customer service functions</td>
</tr>
<tr>
<td>Approach</td>
<td>Reactive approach</td>
<td>Inspired approach</td>
<td>Visionary approach</td>
<td>Operational approach</td>
<td>Sustainable approach</td>
</tr>
</tbody>
</table>

www.nicsa.org

Korn Ferry, NICSA, 2016
## Diversity Maturity for PM

<table>
<thead>
<tr>
<th></th>
<th>Foundational</th>
<th>Awareness</th>
<th>Integrated</th>
<th>Value</th>
<th>Sustained</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Premise</strong></td>
<td>Compliance driven</td>
<td>Talk the talk</td>
<td>Walk the walk</td>
<td>Attitude change</td>
<td>Attitude expectation</td>
</tr>
<tr>
<td><strong>Organization</strong></td>
<td>No action or plans beyond compliance with laws or rules</td>
<td>D&amp;I is a stated value but primarily an HR consideration</td>
<td>D&amp;I initiatives are integrated throughout the organization</td>
<td>All people are valued</td>
<td>D&amp;I is a competitive advantage and strategic priority</td>
</tr>
<tr>
<td><strong>Project manager</strong></td>
<td>Not considered</td>
<td>Project norms are developed</td>
<td>Diversity check points get integrated into different facets of projects</td>
<td>Nurtures inclusive project teams</td>
<td>Acts as change agent and ally</td>
</tr>
<tr>
<td><strong>Individual</strong></td>
<td>Unaware of bias</td>
<td>Aware of bias</td>
<td>Participates in diversity related activities/training</td>
<td>Proactively builds self-awareness</td>
<td>Acts as change agent and ally</td>
</tr>
<tr>
<td><strong>Project Scope</strong></td>
<td>Legal requirements are met</td>
<td>Diversity and Inclusion is discussed</td>
<td>Templates include considerations for inclusion</td>
<td>Scope includes participatory design</td>
<td>Prioritization is given to projects that challenge power dynamics</td>
</tr>
<tr>
<td><strong>Risk Assessment</strong></td>
<td>Not considered</td>
<td>Awareness of exclusion as an issue</td>
<td>Exclusion included as a risk factor</td>
<td>Exclusion weighted as a risk factor</td>
<td>Projects that exclude are not chosen to move forward</td>
</tr>
<tr>
<td><strong>Lessons learned</strong></td>
<td>Documentation practices doesn’t include diversity issues</td>
<td>D&amp;I might be mentioned in lessons learned</td>
<td>D&amp;I metrics are defined</td>
<td>Audit commitment and metrics for inclusion</td>
<td>Factors are regularly reviewed for progress and improvement</td>
</tr>
<tr>
<td><strong>Approach</strong></td>
<td>Reactive</td>
<td>Inspired</td>
<td>Visionary</td>
<td>Operational</td>
<td>Sustainable</td>
</tr>
</tbody>
</table>
# Diversity Maturity for PM

<table>
<thead>
<tr>
<th></th>
<th>Foundational</th>
<th>Awareness</th>
<th>Integrated</th>
<th>Value</th>
<th>Sustained</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Premise</strong></td>
<td>Compliance driven</td>
<td>Talk the talk</td>
<td>Walk the walk</td>
<td>Attitude change</td>
<td>Attitude expectation</td>
</tr>
<tr>
<td><strong>Project manager</strong></td>
<td>Not considered</td>
<td>Project norms are developed</td>
<td>Diversity check points</td>
<td>Nurtures inclusive project teams</td>
<td>Acts as change agent and ally</td>
</tr>
<tr>
<td><strong>Individual</strong></td>
<td>Unaware of bias</td>
<td>Aware of bias</td>
<td>Participates in diversity related activities/training</td>
<td>Proactively builds self-awareness</td>
<td>Acts as change agent and ally</td>
</tr>
</tbody>
</table>
## Diversity Maturity for PM

<table>
<thead>
<tr>
<th></th>
<th>Foundational</th>
<th>Awareness</th>
<th>Integrated</th>
<th>Value</th>
<th>Sustained</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Premise</strong></td>
<td>Compliance driven</td>
<td>Talk the talk</td>
<td>Walk the walk</td>
<td>Attitude change</td>
<td>Attitude expectation</td>
</tr>
<tr>
<td><strong>Project Scope</strong></td>
<td>Legal requirements are met</td>
<td>Diversity and Inclusion is discussed</td>
<td>Templates include considerations for inclusion</td>
<td>Scope includes participatory design</td>
<td>Prioritization is given to projects that challenge power dynamics</td>
</tr>
<tr>
<td><strong>Risk Assessment</strong></td>
<td>Not considered</td>
<td>Awareness of exclusion as an issue</td>
<td>Exclusion included as risk factor</td>
<td>Exclusion weighted as a risk factor</td>
<td>Projects that exclude are not chosen to move forward</td>
</tr>
<tr>
<td><strong>Lessons learned</strong></td>
<td>Documentation practices doesn’t include diversity issues</td>
<td>D&amp;I might be mentioned in lessons learned</td>
<td>D&amp;I metrics are defined</td>
<td>Audit commitment and metrics for inclusion</td>
<td>Factors are regularly reviewed for progress and improvement</td>
</tr>
</tbody>
</table>
Tips and Suggestions
Diversify and Include

- Discuss diversity with regards to your
  - projects,
  - teams,
  - units,
  - organization

- Include diversity and inclusion within:
  - project scope;
  - risk;
  - lessons learned
Potential metrics

**Organization**
- Salary
- Retention
- Climate survey
- Time to promotion
- Training participation

**Projects Management Office / Portfolio**
- Project assignments
- Project audience
- End product usage demographics

**Projects**
- Time talking
- Team engagement
Acknowledge Privilege

• Use any privilege you have to validate colleagues, stakeholders, users

• Use any privilege you have to address colleague, stakeholder, user behavior/attitude

• Don’t rely upon individuals who have historically been marginalized to mature you or organization’s D&I mindset
Value Diversity

Diversity is everywhere.

Attitude is everything.

Responsibility belongs to everyone.
Citations


Thank you
@eligerman
egerman@tamu.edu