



## SYMPOSIUM ON INCLUSIVE DIVERSITY



Photo (left to right): Prof. Tessa West, Prof. Frank Dobbin, and Prof. Beatrix Dart, Executive Director, Initiative for Women in Business, during the facilitated discussion moderated by Prof. Beatrix Dart, Rotman School of Management.

Over 120 leaders in Diversity and Inclusion attended a Diversity & Inclusion Symposium on September 22<sup>nd</sup> at the Rotman School. The Initiative invited two leading experts to share how we now need to think about Diversity and Inclusion in order to build competitive organizations.

Prof. Frank Dobbin is a Professor of Sociology at Harvard University. He shared with us his evidence-based approach to diversity management. With years of data collected from companies after the implementation of diversity and inclusion programs, he has been able to determine what has been effective in diversity management, and what has not been effective. In summary, there are 3 broad conclusions:

- 1) Innovations that engage managers as part of the solution are more empowering and have helped promote diversity in firms. E.g. mentoring programs, diversity taskforces, special recruitment programs
- 2) Programs that “control” managers have not shown to promote diversity. E.g. diversity training
- 3) Companies need to change what an ideal worker is, and start sending signals that work-life integration is important

Prof. Tessa West is an Associate Professor of Psychology at New York University and is affiliated with the NeuroLeadership Institute. She shared her findings on the Science of Inclusion. Companies typically think of inclusion through the lens of exclusion and differences, which activates stereotypes. Inclusion is an issue for everyone and Prof West revealed a 3-part strategy to support diversity and drive inclusion:

1. Find common ground (by sending relatedness signals)
2. Lift people up (by sending status and fairness signals)
3. Help create clarity (by sending certainty & autonomy signals)

Some tweets from the day:

People w more job autonomy achieve goals more effectively #rotmanevents  
#Diversity #inclusion

A man blows a math test. "he's having a bad day"; a woman "she's not a rock star in math" #confirmationbias

#Diversity Training is more effective if it's voluntary. #rotmanevents

The importance of #CognitiveDissonance cannot be underestimated in  
#diversity and #inclusion work

Be open w fairness norms w @TessaWestNYU #diversitymatters

Don't forget the fun to increase engagement w @TessaWestNYU

The clearer the construct for evaluation system to help eliminate bias w  
@TessaWestNYU #inclusion #diversity #rotmanevents

If you're hiring for culture fit which is counter intuitive to engaging diversity  
you'll get it wrong. #diversity #inclusion

Focus College Recruitment works. #diversity & #inclusion @rotmanschool

## BUSINESS EDGE LAUNCHES ALUMNI NETWORK



Photo (left to right): Rotman Dean Tiff Macklem, Deputy Minister Alexander Bezzina, followed by the founding members of the Business Edge Alumni Network, at the official launch, Rotman School of Management.

On September 21, 2017 the Business Edge Program for Internationally Educated Professionals launched its Alumni Network. This isn't an ordinary alumni network. This group of graduates is driven, ambitious, highly educated and want to pay-it-forward.

Having left successful careers in their home countries, many internationally educated professionals work in underemployed positions and lead precarious lives to support a family in Canada. However, after completing the Business Edge program, which consists of weekly classes over a six month period, the graduates gain a better understanding of how to navigate their careers in the Canadian workplace. Graduates experience significant changes in their employment status, including promotions, salary raises, and lateral transfers to roles that are commensurate with their skills and experience.

In establishing the Alumni Network, the program graduates believe that it is a privilege to give back and support the dreams of others. This Alumni Network is an opportunity for graduates to connect across the cohorts, and build a diverse community of support that is inclusive and supportive.

## ROTMAN WOMEN & LEADERSHIP SPEAKER SERIES EVENT sponsored by BMO Financial Group

**Desautels Hall**  
NOVEMBER 30 2017  
12:00 PM - 01:00 PM

Rotman School of Management,  
105 St. George Street

**BMO - DIVERSITY AND INCLUSION RENEWAL FOR SUSTAINABLE CHANGE**

**SONYA KUNKEL**  
Chief Inclusion Officer,  
BMO Financial Group

**TIZIANA CASCIARO**  
Associate Professor  
of Organizational Behaviour



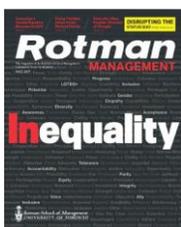
Rotman School of Management  
UNIVERSITY OF TORONTO

BMO Bank of Montreal

Women Business Leadership  
Rotman

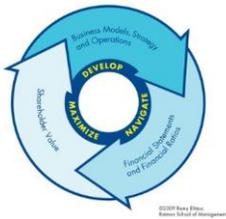
Join us for a candid conversation between Rotman Prof. Tiziana Casciaro and Sonya Kunkel, BMO's Chief Inclusion Officer, as they discuss BMO's 2017 Catalyst award winning initiative, ***Diversity and Inclusion Renewal for Sustainable Change (DIR)***. DIR a strategy to identify and remove barriers to advancing diversity and build an inclusive work environment that drives employee, customer and business goals across the organization. Learn how this initiative is helping to transform BMO's senior leadership ranks, talent pipeline, and organizational culture, and has helped BMO achieve increased women's representation in senior leadership ranks and BMO's Enterprise Board of Directors. This event is open to the public. To register, click [here](#).

## HAPPENINGS @ ROTMAN



### Rotman Management Magazine

The Fall 2017 issue is a must-have for HR professionals. The Rotman School looks at some of the key issues related to both inequality of outcome (as measured by income or wealth) and inequality of opportunity (as measured by circumstances beyond an individual's control, such as gender or sexual orientation), and show what today's leaders can do to address both. [Click here to order your issue.](#)



## Financial Literacy Program

Are you a senior leader looking to acquire skills to navigate between strategy and operations using financial statements and ratios? Learning to understand the language of finance will enhance your ability to ask the right questions and engage management in a more efficient way. This program runs October 27-29, 2017. More details are available [here](#).



## Get a taste of an MBA: MBA Essentials for Managers

Would you like to become an efficient manager, leader, and decision maker? MBA Essentials for Managers is geared for mid- to senior-level professionals and managers and will introduce you to the concepts at the heart of Rotman's Executive MBA Program. Offered over 9 evenings in November, it's a great fit for busy schedules. [Click here for more info](#).

## PROFESSIONAL DEVELOPMENT PROGRAMS

The Initiative offers a portfolio of programs for ambitious women. Invest in your own leadership development today.

- Sept 25, 2017 [Back to Work](#) – for women returning to the workforce **PROGRAM HAS STARTED**
- Oct 11-12, 2017 [Leadership in Administration](#) – for Executive Assistants and Program Coordinators **FEW SEATS LEFT**
- Nov 7-8, 2017 [Athena Program](#) – for early career professionals and managers **FEW SEATS LEFT**
- Nov 20-23, 2017 [Emerging Leaders](#) – for mid-to-senior level leaders **FULL**

We are now working on finalizing the dates of our 2018 programs. For more information, please visit our [website](#):

- Jan 2018 [Business Edge](#) – for internationally educated professionals (our only co-ed program)
- Feb/March 2018 [Leadership in Administration](#) – for Executive Assistants and Program Coordinators
- April 24-25, 2018 [Business Leadership for Women Lawyers](#) – for partners, associates and patent agents in law firms
- May 6-11, 2018 [Judy Project](#) – for executive-level leaders
- Sept 2018 [Back to Work](#) – for women returning to the workforce
- Nov 2018 [Athena Program](#) – for early career professionals and managers
- Nov 2018 [Emerging Leaders](#) – for mid-to-senior level leaders

Any questions? Email Donna at [women.initiatives@rotman.utoronto.ca](mailto:women.initiatives@rotman.utoronto.ca) or call 416.978.5036

## JOB OPPORTUNITIES

University of British Columbia, Vice President, Human Resources opportunity. Here is a brief [overview](#) of the role.



Fall 2017