



DIVERSITY AND
INCLUSION OFFICE

MATERIEL GROUP, NATIONAL DEFENCE

Consciously Creating a Diverse and Inclusive Workplace

Cascade Learning Library



February 2022

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Getting Started

The Diversity and Inclusion Cascades was an opportunity for all Leaders and Members of Materiel Group to learn, unlearn, reflect and share about diversity, inclusion and creating a psychologically safe workplace for everyone. The cascades included all members of our organization who courageously shared their knowledge, experience and thoughts. We wanted to highlight these key messages and calls to action from Cascade participants:

- A call for increased allyship from colleagues. Be kind and genuinely curious, look into yourself and discover your unconscious bias. Learn how to understand the implications, both positive and negative associated with your bias and work to bring down barriers.
- Understand the emotional burden women, LGBTQ2S+, Persons with Disabilities, Black people, other racialized groups, and Indigenous peoples in our communities carry and seek ways to lift their burden. Pay attention to intersectionality because people are made up of multiple layers and know that not anyone represents their community: all communities are rich and diverse.
- Actively listen to and believe the stories of day-to-day micro- and macro-aggressions that are experienced by women, LGBTQ2S+, Persons with Disabilities, Black people, other racialized groups, and Indigenous peoples. Seek to better understand the impact of generational discrimination and the ongoing impacts of living within a colonial system. Educate yourselves on these issues.
- Be thoughtful in the words and language you use; pay attention to those around you and consider how opportunities for inclusion can be advanced. Help establish communities and work environments where individuals can be their authentic selves and do not need to leave pieces of themselves at home. Understand that individuals are made of up many layers, and these layers make them who they are.

This section is meant to be an easy-to-access Cascade Learning Library. It is only meant as a starting point for additional research and ongoing education—it is not a complete definitive guide to everything you need to know. The Learning Library aligns with and supports the Material Group's 2022 Vision priorities to create **psychological safety**, confront **micro-aggressions**, and be **transparent** in our work.

We wish you success as you continue your self-education and please remember the messages that were echoed throughout the cascades session: genuine curiosity, kindness, and humility should guide you as you move forward and learn more.



“Alone we can do so little, together we
can do so much.”
- Helen Keller

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3 Vision Priorities Diversity and Inclusion Office, Materiel Group



1. Psychological Safety

Motivator:

Psychological safety is the most important factor in making people feel included in an organization. It's the driver for innovation and inclusion.

Support:

Encouraging courageous conversations.
Creating a workplace culture of mutual respect and acceptance.

Success:

Openly sharing layers and feeling a deeper sense of belonging.
Collaborating in the workplace.
Accomplishing group goals.



2. Micro-Behaviours

Motivator:

Micro-behaviours are unconscious gestures, facial expressions, postures, words and tone of voice which influence how included (or not included) those who experience the actions are left feeling.

Support:

Increasing self-awareness education opportunities.
Creating safer spaces to learn how to use peaceful communication techniques.

Success:

Adopting a growth mindset.
Aligning lived workplace experience with organizational values.



3. Transparency

Motivator:

Transparency is an attribute of corporate culture that gets revealed through the behaviors of an organization's leaders, employees, and stakeholders.

Support:

Using peaceful communication approaches which promotes honesty and empathy to exchange information.
Empowering managers to lead with a transformation mindset by providing resources to lead inclusive, innovative teams.

Success:

Retaining high performers.
Matching performance with rewards.



3

Continue on Your Path to Learning

Consider Your Layers

Reflect on your own layers, identities and life experiences and how these may intersect with social and organizational factors. Social and organizational factors influence how we interact with others, provide services, and design policies and programs.

Check Your Assumptions

- Learn to question your ideas.
- Consider looking at workplace situations from the perspective of those who risk exclusion (equity-seeking groups).
- Be curious and STAY curious.

Complete the Harvard Implicit Bias Test and learn more about yourself.

<https://implicit.harvard.edu/implicit/takeatest.html>

Ask About Inclusion

- Who is not included in the work you do?
- What could contribute to this exclusion?
- What can you do differently to ensure inclusion?

Be an Ally, Take Action

You are an ally when you:

- listen;
- learn;
- support;
- take action, and
- are aware of your own advantages and disadvantages and how you can use them to make a difference.

Understanding the Terminology

Expand your understanding of some of the common anti-racism terms and concepts that we hear in the diversity, equity, and inclusion space. Consult an anti-racism lexicon. National Defence's Anti-Racism Secretariat (will add this to our Materiel Group intranet page) is one example of an anti-racism lexicon that can be used in our everyday work.



**Inclusion is not tolerance; it is
unquestioned acceptance.**



4

Reflection Questions

Write down, in the blank spaces, 3 insights/key takeaways learned from the Cascade session.

1	
2	
3	

Disclaimer: An extensive list of resources has been collected and curated, however, it is not an exhaustive list. We recognize that not every resource will be valuable to every reader, however we hope that helpful and interesting resources can be found within our Library. While we've included both French and English resources some resources are unilingual.



“Do the best you can until you know better.
Then when you know better, do better.” -
Maya Angelou



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Defence Team: Website Resources

Anti-Racism Secretariat (ARSec)

<http://intranet.mil.ca/en/organizations/anti-racism-secretariat/anti-racism-secretariat.page>

Ethics Cascade

<http://materiel.mil.ca/en/corporate-services-people/ethics-program-detail.page>

How to Participate in Respectful Workplace Cascade

<http://materiel.mil.ca/en/corporate-services-safe-healthy-workplace/how-to-participate-in-respectful-workplace-cascade.page>

Respectful Workplace Cascade

<http://materiel.mil.ca/en/corporate-services-safe-healthy-workplace/respectful-workplace-cascade.page>



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know better. Then when you
know better, do better.”

- Maya Angelou



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"Do the best you can until you know better. Then when you know better, do better." - Maya Angelou



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Minister Daniel Quan-Watson." CSPS, / Gouvernement Du Canada, 16 Dec. 2021,

<https://www.csps-efpc.gc.ca/video/questions-on-racism-eng.aspx>.

Resources and Tools Regarding Racism & Anti-Blackness, including multiple links under each
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<https://www.canada.ca/en/canadian-heritage/campaigns/anti-racism-engagement/resources.html>

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Canada, 8 Dec. 2021,

<https://csps-efpc.gc.ca/events/anti-racism/index-eng.aspx>



People may hear your words, but they feel your attitude.



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Inclusion is not something we do naturally. Inclusion is a mindset. It is the way we treat others and the way they treat us. Inclusion is the opportunity to learn together from one another, we do it because it is the right thing to do.



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Websites, Tools and Training

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“Do you experience a sense of fear when engaging in bold conversations? If so, ask yourself ‘What am I afraid of?’ These questions are relevant whether you are a member of a dominant or non-dominant group.” - Mary-Frances Winters



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Bringing different perspectives together results in new ideas.



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When we embrace that inclusion is who we are and who we want to be,
we can always figure out how to make it happen.



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When we embrace that inclusion is who we are and who we want to be, we can always figure out how to make it happen.



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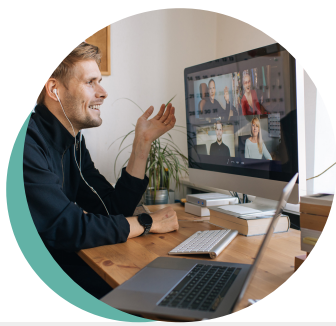
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"We thrive in environments that respect us and allow us to (1) feel included, (2) feel safe to learn, (3) feel safe to contribute, and (4) feel safe to challenge the status quo. If we can't do these things, if it's emotionally expensive, fear shuts us down." - Timothy R. Clark



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"We need to give each other the space to grow, to be ourselves, to exercise our diversity. We need to give each other space so that we may both give and receive such beautiful things as ideas, openness, dignity, joy, healing, and inclusion." - Max de Pree



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Diversity and Inclusion are about giving value to every human being, no matter our differences.



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Tan, Amy, and Pamela Roach. "Ways to Be an Ally, from Two Lifetimes of Learning." The Tyee, The Tyee, 9 June 2020, <https://thetyee.ca/Analysis/2020/06/09/Ways-To-Be-An-Ally/>.

Thompson, Debra. "Opinion: My Black Ancestors Fled America for Freedom. I Left Canada to Find a Home. Now Both Countries Must Fight for a Better World." The Globe and Mail, 10 June 2020, <https://www.theglobeandmail.com/opinion/article-my-black-ancestors-fled-america-for-freedom-i-left-canada-to-find-a/>.



We could learn a lot from crayons: some are sharp, some are pretty, some are dull, while others are bright, some have weird names, but they have all learned to live together in the same box.



12

Glossaries

“Canadian Centre for Diversity and Inclusion Glossary of Terms - A Reference Tool.” English, <https://ccdi.ca/media/3150/ccdi-glossary-of-terms-eng.pdf>.

“Georgetown University Library - Anti-Racism Toolkit: Glossary.” Guides, <https://guides.library.georgetown.edu/antiracism/glossary>.

“Ligues des droits et libertés - Mots Choisis Pour Réfléchir Au Racisme Et à L'anti-Racisme.” Ligue Des Droits Et Libertés, 22 Juillet 2019, <https://liguedesdroits.ca/mots-choisis-pour-reflechir-au-racisme-et-a-lanti-racisme/>.

“Racial Equity Tools Glossary.” Racial Equity Tools, <https://www.racialequitytools.org/glossary>.



We could learn a lot from crayons: some are sharp, some are pretty, some are dull, while others are bright, some have weird names, but they have all learned to live together in the same box.



13 Books

Kids Books

Byers, Grace, and Keturah A. Bobo. *I Am Enough*. Harper Collins, 2020.

- “This is a gorgeous, lyrical ode to loving who you are, respecting others, and being kind to one another—from Empire actor and activist Grace Byers and talented newcomer artist Keturah A. Bobo. This is the perfect gift for mothers and daughters, baby showers, and graduation. We are all here for a purpose. We are more than enough. We just need to believe it.”

Cherry, Matthew A., et al. *Hair Love*. Mentor Verlag, 2021.

- “A New York Times Bestseller and tie-in to Academy-Award Winning Short Film "Hair Love." Zuri's hair has a mind of its own. It kinks, coils, and curls every which way. Zuri knows it's beautiful. When Daddy steps in to style it for an extra special occasion, he has a lot to learn. But he LOVES his Zuri, and he'll do anything to make her -- and her hair -- happy.”

Harrison, Vashti. *Little Leaders: Bold Women in Black History*. CNIB, 2020.

- “This beautifully illustrated board book edition of instant bestseller *Little Leaders: Bold Women in Black History* showcases women who changed the world and is the perfect goodnight book to inspire big dreams. Featuring 18 trailblazing black women in American history, *Dream Big, Little One* is the irresistible board book adaptation of *Little Leaders: Bold Women in Black History*.”

Nyong'o, Lupita, et al. *Sulwe*. Scholastic, 2020.

- “From Academy Award-winning actress Lupita Nyong'o comes a powerful, moving picture book about colorism, self-esteem, and learning that true beauty comes from within. *Sulwe* has skin the color of midnight. She is darker than everyone in her family. She is darker than anyone in her school. *Sulwe* just wants to be beautiful and bright, like her mother and sister. Then a magical journey in the night sky opens her eyes and changes everything.”



Recognize that every interaction you have is an opportunity
to make a positive impact on others.



Perry, Latashia M., and Bea Jackson. *Skin like Mine*. G Publishing, LLC, 2016.

- "Skin Like Mine is a fun, easy-to-read for beginners as well as advanced readers. An entertaining yet creative way to address and celebrate diversity among young children. Guaranteed to make you smile and a bit hungry."

Political Theory

Cole, Desmond. *The Skin We're in: A Year of Black Resistance and Power*. Doubleday Canada, 2020.

- "National Bestseller Winner of the 2020 Toronto Book Award. A bracing, provocative, and perspective-shifting book from one of Canada's most celebrated and uncompromising writers, Desmond Cole. *The Skin We're In* will spark a national conversation, influence policy, and inspire activists."

Kendi, Ibram X. *How to Be an Antiracist*. Random House Large Print, 2020.

- "#1 New York Times Bestseller. Antiracism is a transformative concept that reorients and reenergizes the conversation about racism—and, even more fundamentally, points us toward liberating new ways of thinking about ourselves and each other. At its core, racism is a powerful system that creates false hierarchies of human value; its warped logic extends beyond race, from the way we regard people of different ethnicities or skin colors to the way we treat people of different sexes, gender identities, and body types."

Self-help

Banaji, Mahzarin R., and Anthony G. Greenwald. *Blindspot: Hidden Biases of Good People*. Bantam Books, 2016.

- "'Blindspot' is the authors' metaphor for the portion of the mind that houses hidden biases. Writing with simplicity and verve, Banaji and Greenwald question the extent to which our perceptions of social groups—without our awareness or conscious control—shape our likes and dislikes and our judgments about people's character, abilities, and potential."



Diversity is being invited to the party; inclusion is being asked to dance."

- Verna Myers



Brown, Jennifer. How to Be an Inclusive Leader: Your Role in Creating Cultures of Belonging Where Everyone Can Thrive. Berrett-Koehler Publishers, Inc., 2019.

- “We know why diversity is important, but how do we drive real change at work? Diversity and inclusion expert Jennifer Brown provides a step-by-step guide for the personal and emotional journey we must undertake to create an inclusive workplace where everyone can thrive.”

Klein, Naomi, and Rebecca Stefoff. How to Change Everything: The Young Human’s Guide to Protecting the Planet and Each Other. Puffin Canada, 2022.

- “How to Change Everything will provide readers with clear information about how our planet is changing, but also, more importantly, with inspiration, ideas, and tools for action. Because young people can help build a better future. Young people can help decide what happens next. Young people can help change everything.”

R., Covey Stephen M. The Speed of Trust. Free Press, 2006.

- “From Stephen R. Covey's eldest son comes a revolutionary new path towards productivity and satisfaction. Trust, says Stephen M.R. Covey is the very basis of the new global economy, and he shows how trust - and the speed at which it is established with clients, employees and constituents - is the essential ingredient for any high - performance, successful organization.”

Robbins, Steve L. What If?: Short Stories to Spark Inclusion and Diversity Dialogue - 10th Anniversary Edition. Nicholas Brealey, 2018.

- “This 10th anniversary edition of the beloved classic features 10 new stories written by Dr. Robbins that help readers gain deeper insight into the role our brains play in shaping our thoughts and actions, and what we can do to be more curious and open-minded in our diverse world.”



**Ask yourself if what you are doing today is getting you
closer to where you want to be tomorrow.**



Social Science

Chan, Claudia. *This Is How We Rise: Reach Your Highest Potential, Empower Women, Lead Change in the World*. Perseus Books Group, 2017.

- “From an inspiring voice in the movement for gender equality, a practical guide to achieving success through a new kind of leadership--rooted in purpose and activism for social change. We live in a time of unprecedented opportunity for women. Yet despite centuries of progress, true equality remains out of reach. What will it take to bring us to a tipping point?”

Coyle, Daniel. *The Culture Code: The Secrets of Highly Successful Groups*. Random House UK, 2019.

- “Named one of the best books of the year by Bloomberg and Library Journal. Where does great culture come from? How do you build and sustain it in your group, or strengthen a culture that needs fixing? In *The Culture Code*, Daniel Coyle goes inside some of the world’s most successful organizations—including the U.S. Navy’s SEAL Team Six, IDEO, and the San Antonio Spurs—and reveals what makes them tick.”

DiAngelo, Robin J. *White Fragility: Why It's So Hard for White People to Talk about Racism*. Beacon Press, 2020.

- “The New York Times best-selling book exploring the counterproductive reactions white people have when their assumptions about race are challenged and how these reactions maintain racial inequality.”

Delis, Leila McKenzie. *Diversity, Inclusion & Belonging*. LULU COM, 2019.

- “In *Diversity, Inclusion & Belonging*, Leila McKenzie-Delis explores how D&I today is about more than race, gender, age or sexuality, but extends to how people think via cognitive and neurodiversity, and, crucially, how we make people feel. Statistical research has long proven diverse teams equate to better business.”



You are personally responsible for becoming more ethical than the society you grew up in.



Donald, Heather Mac. *The Diversity Delusion: How Race and Gender Pandering Corrupt the University and Undermine Our Culture*. St. Martin's Press, 2020.

- “By the New York Times bestselling author: a provocative account of the attack on the humanities, the rise of intolerance, and the erosion of serious learning. America is in crisis, from the university to the workplace. Toxic ideas first spread by higher education have undermined humanistic values, fueled intolerance, and widened divisions in our larger culture”

Maynard, Robyn. *Policing Black Lives: State Violence in Canada from Slavery to the Present*. Fernwood Publishing, 2018.

- “Delving behind Canada’s veneer of multiculturalism and tolerance, *Policing Black Lives* traces the violent realities of anti-blackness from the slave ships to prisons, classrooms and beyond. Robyn Maynard provides readers with the first comprehensive account of nearly four hundred years of state-sanctioned surveillance, criminalization and punishment of Black lives in Canada.”

McRobbie, Angela. *The Aftermath of Feminism: Gender, Culture and Social Change*. SAGE, 2012.

- “In this trenchant inquiry into the state of feminism, Angela McRobbie breaks open the politics of sexual equality and 'affirmative feminism' and sets down a new theory of gender power. Challenging the most basic assumptions of the 'end' of feminism, this book argues that invidious forms of gender re-stabilisation are being re-established. Consumer and popular culture encroach on the terrain of so-called female freedom, appearing supportive of female success, yet tying women into new post-feminist neurotic dependencies.”

Oluo, Ijeoma. *So You Want to Talk about Race*. Basic Books, 2020.

- “In this #1 New York Times bestseller, Ijeoma Oluo offers a revelatory examination of race in America. Protests against racial injustice and white supremacy have galvanized millions around the world. The stakes for transformative conversations about race could not be higher.”



Diversity is about all of us and about us having to figure out how
to walk through this world together.

- Jacqueline Woodson



Plamondon, Gabrielle, et al. *Les Diversités En Milieux De Travail. Discrimination, Égalité Des Chances Et Inclusion*. Bibliothèque Numérique Canadienne, 2019.

- “ Les situations de la diversité en milieu de travail varient selon les pays et les régions. Nombre de facteurs expriment la variabilité de ces situations : faut-il désormais parler de diversités au pluriel? Des thèmes que l'on croyait enfouis, maintenant en résurgence (religion, esclavage), entraînent des clivages catégoriels insoupçonnés. Malgré cette hétérogénéité, surgit un intérêt convergent pour les personnes en périphérie du marché du travail – sans exclure l'apport central des gens qui l'occupent.”

Reynolds, Graham, and Wanda Robson. *Viola Desmond's Canada: A History of Blacks and Racial Segregation in the Promised Land*. CELA, 2018.

- “In 1946, Viola Desmond was wrongfully arrested for sitting in a whites-only section of a movie theatre in New Glasgow, Nova Scotia. In 2010, the Nova Scotia Government recognized this gross miscarriage of justice and posthumously granted her a free pardon.”

Saad, Layla F. *Me and White Supremacy: How to Recognise Your Privilege, Combat Racism and Change the World*. Quercus, 2022.

- “Based on the original workbook, *Me and White Supremacy* leads readers through a journey of understanding their white privilege and participation in white supremacy, so that they can stop (often unconsciously) inflicting damage on Black, Indigenous and People of Color, and in turn, help other white people do better, too. The book goes beyond the original workbook by adding more historical and cultural contexts, sharing moving stories and anecdotes, and includes expanded definitions, examples, and further resources.”

Saltz, Gail. *The Power of Different: The Link between Disorder and Genius*. Flatiron Books, 2018.

- “A powerful and inspiring examination of the connection between the potential for great talent and conditions commonly thought to be “disabilities,” revealing how the source of our struggles can be the origin of our greatest strengths.”



“What divides us pales in comparison to what unites us.”
- Edward Kennedy



Sarpong, June. *Diversify: Six Degrees of Integration: Because the World is Separate Enough*. Harper Collins UK, 2019.

- “Putting the spotlight on groups who are often marginalised in our society, including women, ethnic minorities, those living with disabilities, and the LGBTQ+ community, *Diversify* uncovers the hidden cost of exclusion and shows how a new approach to how we learn, live and do business can solve some of the most stubborn challenges we face.”

Wilkinson, Bethaney. *The Diversity Gap: Where Good Intentions Meet True Cultural Change*. HarperCollins Leadership, 2021.

- “A sweeping leadership framework to institute clear and intentional actions throughout your organization so that people of all racial backgrounds are empowered to lead, collaborate, and excel at work. *The Diversity Gap* is a fearless, groundbreaking guide to help leaders at every level shatter the barriers that are causing diversity efforts to fail.”

Winters, Mary-Frances. *Black Fatigue: How Racism Erodes the Mind, Body, and Spirit*. Berrett-Koehler, 2021.

- “This is the first book to define and explore Black fatigue, the intergenerational impact of systemic racism on the physical and psychological health of Black people—and explain why and how society needs to collectively do more to combat its pernicious effects.”

Workplace Culture / Business Management

Beaudry, Catherine, et Gagnon Mélanie. *Diversité En Milieu De Travail: De L'exclusion à L'inclusion*. Éditions JFD, 2022.

- “Nonobstant les avancées réalisées au cours des dernières années, certaines personnes appartenant à des groupes historiquement défavorisés demeurent sous-représentées et discriminées sur le marché du travail. Le milieu de travail s'inscrit dans un contexte socio-économique en perpétuelle mouvance.”



“Good leadership requires you to surround yourself with people of diverse perspectives who can disagree with you without fear of retaliation.” - Doris Kearns Goodwin



Brown, Jennifer. *Inclusion Diversity, the New Workplace & the Will to Change*. Publish Your Purpose Press, 2016.

- “In the rapidly changing business landscape, harnessing the power of diversity and inclusion is essential for the very viability and sustainability of every organization.”

Catlin, Karen. *Better Allies: Everyday Actions to Create Inclusive, Engaging Workplaces*. Better Allies Press, 2019.

- “One secret to creating this kind of vibrant and supportive workplace is practicing active allyship. With the Better Allies approach, it's something anyone can do.”

Catlin, Karen. *The Better Allies Approach to Hiring*. Better Allies Press, 2020.

- “Karen Catlin has created this helpful hiring guide filled with best practices to recruit and hire people from underrepresented ethnicities and genders, with non-traditional educational backgrounds, with gaps on their resumes, or from older generations.”

Chicha Marie-Thérèse, and Tania Saba. *Diversité En Milieu De Travail: Défis Et Pratiques De Gestion*. HEC Montréal, 2010.

- “Ce collectif devrait intéresser les dirigeants d'entreprise, les gestionnaires, les professionnels, les consultants et les étudiants en gestion ou en relations industrielles. Il regroupe 35 articles rédigés par 41 auteurs, experts dans les divers domaines relatifs à la gestions de la diversité.”

Clark, Timothy R. *The 4 Stages of Psychological Safety: Defining the Path to Inclusion and Innovation*. Berrett-Koehler Publishers, Incorporated, 2020.

- “This book is the first practical, hands-on guide that shows how leaders can build psychological safety in their organizations, creating an environment where employees feel included, fully engaged, and encouraged to contribute their best efforts and ideas.”



Diversity is about all of us and about us having to figure out how
to walk through this world together.

- Jacqueline Woodson



Collins, James C., and Agnes Prigent. *De La Performance à L'excellence: Devenir Une Entreprise Leader*. Pearson, 2013.

- “Pendant cinq ans, Jim Collins et son équipe de chercheurs se sont attelés à cette vaste question pour débusquer le secret de la conversion à l'excellence. Onze entreprises, retenues pour leurs performances boursières très supérieures à celles de leur secteur, ont été comparées à leurs concurrentes.”

Eberhardt, Jennifer L. *Biased: Uncovering the Hidden Prejudice That Shapes What We See, Think, and Do*. Penguin, 2020.

- “With a perspective that is at once scientific, investigative, and informed by personal experience, Dr. Jennifer Eberhardt offers us the language and courage we need to face one of the biggest and most troubling issues of our time.”

Edmondson, Amy C. *The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth*. John Wiley & Sons, Inc., 2019.

- “Conquer the most essential adaptation to the knowledge economy. The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth offers practical guidance for teams and organizations who are serious about success in the modern economy.”

Fanshawe, Simon. *The Power of Difference: Where the Complexities of Diversity and Inclusion Meet Practical Solutions*. Kogan Page, 2022.

- “Good intentions are not enough - real diversity is about change. This book explains why it's our differences and how we combine them that creates true diversity and generates innovation, fresh thinking and ultimately, success.”

Frost, Stephen, and Raafi-Karim Alidina. *Building an Inclusive Organization: Leveraging the Power of a Diverse Workforce*. Kogan Page, 2019.

- “Building an Inclusive Organization is a practical guide to creating an environment of real inclusion. It explains how to remove unconscious bias from company processes including recruitment and selection, how to make the case for diversity and inclusion to all stakeholders and how to embed inclusion into an organization's culture and overall business strategy.”



“Diversity: the art of thinking independently together.”
- Malcolm Forbes



Fulp, Carol. *Success through Diversity Why the Most Inclusive Companies Will Win*. Beacon Press, 2018.

- “Renowned business leader and visionary Carol Fulp explores staffing trends in the US and provides a blueprint for what businesses must do to maintain their competitiveness and customer base, including hiring in new ways, aligning managers around diversity, providing new kinds of leadership development, and engaging employees to embrace differences.”

Hall, David M. *Allies at Work: Creating a Lesbian, Gay, Bisexual and Transgender Inclusive Work Environment*. Out & Equal Workplace Advocates, 2009.

- “Through extensive research, this book offers a guide to create cultural change in the workplace, developing work environments that fully include everyone regardless of their sexual orientation or gender identity/expression.”

Harts, Minda. *The Memo: What Women of Color Need to Know to Secure a Seat at the Table*. Perseus Books Group, 2020.

- “From microaggressions to the wage gap, The Memo empowers women of color with actionable advice on challenges and offers a clear path to success.”

Honeybourne, Victoria. *The Neurodiverse Workplace: An Employer's Guide to Managing and Working with Neurodivergent Employees, Clients and Customers*. Jessica Kingsley Publishers, 2020.

- “Estimates suggest that up to 20% of employees, customers and clients might have a neurodivergent condition - such as dyslexia, autism, Asperger's, ADHD or dyspraxia - yet these individuals often struggle to gain and maintain employment, despite being very capable. This practical, authoritative business guide will help managers and employers support neurodiverse staff, and gives advice on how to ensure workplaces are neuro-friendly. The book demonstrates that neurodiversity is a natural aspect of human variation to be expected and accepted, rather than a deficit to be accommodated.”

Livermore, David A. *Driven by Difference: How Great Companies Fuel Innovation through Diversity*. AMACOM/American Management Association, 2016.

- “Diverse teams are far more creative than homogenous teams--but only when they are managed effectively. Driven by Difference identifies the management practices necessary to minimize conflict while maximizing the informational diversity found in varied values and experiences.”



“We are all different, which is great because we are all unique. Without diversity, life would be very boring.”

- Catherine Pulsifer



Livingston, Robert. *The Conversation How Seeking and Speaking the Truth about Racism Can Radically Transform Individuals and Organizations*. Currency, 2021.

- “A Financial Times Best Book of the Year. An essential tool for individuals, organizations, and communities of all sizes to jump-start dialogue on racism and bias and to transform well-intentioned statements on diversity into concrete actions—from a leading Harvard social psychologist.”

Newkirk, Pamela. *Diversity, Inc.: The Fight for Racial Equality in the Workplace*. Bold Type Books, 2020.

- “One of Time Magazine's Must-Read Books of 2019: An award-winning journalist shows how workplace diversity initiatives have turned into a profoundly misguided industry—and have done little to bring equality to America's major industries and institutions.”

Page, Scott E. *The Diversity Bonus: How Great Teams Pay off in the Knowledge Economy*. Princeton University Press, 2019

- “How businesses and other organizations can improve their performance by tapping the power of differences in how people think. What if workforce diversity is more than simply the right thing to do? What if it can also improve the bottom line? It can. The Diversity Bonus shows how and why. Scott Page, a leading thinker, writer, and speaker whose ideas and advice are sought after by corporations, nonprofits, universities, and governments, makes a clear and compelling practical case for diversity and inclusion.”

Perry, Rhodes. *Belonging at Work: Everyday Actions You Can Take to Cultivate an Inclusive Organization*. PYP Academy Press, 2018.

- “Belonging at Work empowers business leaders, change agents, visionaries, and those on their way to joining them with the knowledge, skills, and confidence to build inclusive organizations.”

Pinder-Amaker, Stephanie. *Did That Just Happen?!: Beyond Diversity Creating Sustainable and Inclusive Organizations*. BEACON, 2022.

- “Offering real-life accounts that illustrate common workplace occurrences around inclusivity and answers to questions like “How do I identify and handle diversity landmines at work?” and “What can I do when I've made a mistake?” This handbook breaks down ways that organizations (and all people) can improve their cultural awareness and become more equitable in their work and personal relationships.”



“Inclusivity means not ‘just we’re allowed to be there,’ but we are valued. I’ve always said: smart teams will do amazing things, but truly diverse teams will do impossible things.”

- Claudia Brind-Woody



Shapiro, Joseph P. *No Pity: People with Disabilities Forging a New Civil Rights Movement*. Times Books, 1994.

- “People with disabilities forging the newest and last human rights movement of the century.”

Silverthorn, Michelle. *Authentic Diversity: How to Change the Workplace for Good*. Routledge, 2021.

- “In *Authentic Diversity*, culture change expert and diversity speaker, Michelle Silverthorn, explains how to transform diversity and inclusion from mere lip service into the very heart of leadership. Following the journey of a Black woman in the workplace, leaders learn the old rules of diversity that keep failing her and millions like her again and again, and the new rules they must put in place to make success a reality for everyone. A millennial, immigrant, and Black woman in America, Michelle will show you how to lead a space centered on equity, allyship, and inclusion and how together we can build a new organization, and nation, centered on justice.”

Smith, Theo, and Amanda Kirby. *Neurodiversity at Work: Drive Innovation, Performance and Productivity with a Neurodiverse Workforce*. Kogan Page Limited, 2021.

- “*Neurodiversity at Work* is a practical guide that explains what neurodiversity is, why it's important and what the benefits are. It covers how to attract, recruit and engage neurodiverse talent and provides guidance on how to adapt HR policies, processes and workplaces to ensure that all employees, including the 2 in 10 employees in the UK who are neurodiverse, can reach their full potential.”

Thomas, R. Roosevelt, and Marjori I. Woodruff. *Building a House for Diversity: How A Fable about a Giraffe & an Elephant Offers New Strategies for Today's Workforce*. AMACOM, 1999.

- “*Building a House for Diversity*” begins with a short fable about how a friendship between the two animals is threatened when the house built for a tall, skinny giraffe cannot accommodate his invited guest, a broad, bulky elephant. Using this story as a vivid metaphor for the difficult issues inherent in diversity, the book goes on to demonstrate how managing diversity can be seen as a set of skills that anyone can learn and use.”



“It is time for parents to teach young people early on that in diversity, there is beauty, and there is strength.”

- Maya Angelou



Unerman, Sue. **Belonging: The Key to Transforming and Maintaining Diversity, Inclusion and Equality at Work.** BLOOMSBURY BUSINESS, 2022

- “Belonging is the call to action we need today - the tool to turn the men in power into allies as we battle discrimination, harassment, pay gaps, and structural racism and patriarchy at every level of the workplace. The lessons in this book will help us work together to build a better workplace where everyone feels they belong.”

Williams, Bärí A. **Diversity in the Workplace: Eye-Opening Interviews to Jumpstart Conversations about Identity, Privilege, and Bias.** Tantor Media, 2020.

- “In order to create an inclusive working environment, it is important for companies to understand the experiences that diverse employees face in the workplace. Diversity in the Workplace is a guided tour of what it means to be a minority in today’s labor force.”

Winters, Mary-Francis. **Inclusive Conversations: Fostering Equity, Empathy, and Belonging across Differences.** Berrett-Koehler Publishers, Inc, 2020.

- “Effective dialogue across different dimensions of diversity, such as race, gender, age, religion, or sexual orientation, fosters a sense of belonging and inclusion, which in turn leads to greater productivity, performance, and innovation. Whether in the workplace, faith communities, or educational settings, our differences can tear us apart rather than bring us together if we do not know how to communicate.”



An individual has not started living until he can rise above
the narrow confines of his individualistic concerns to the
broader concerns of all humanity.”

- Martin Luther King, Jr

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CONTACT US

For more information about the Diversity and Inclusion Cascade activity, contact the Materiel Group's Diversity and Inclusion office at National Defence:

DiversityandInclusion-Diversiteetinclusion@forces.gc.ca



**DIVERSITY AND
INCLUSION OFFICE**
MATERIEL GROUP, NATIONAL DEFENCE

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ACKNOWLEDGEMENTS

There's power in people coming together. Thank you to all of our collaborators who helped in the creation of this initiative:

- Aminata Ndiaye
- Bernadeth Betchi
- Ione Jayawardena
- Katherine Thompson
- Kelly Brewer-Balch
- Kurtis DePippo
- Lamare Robinson
- Laura Raine
- Liliya Ishkaeva
- Lyrique Richards
- Renee Dutchin
- Rowan Sewell
- Samantha Moonsammy
- Seema Chowdhury
- Terri Graham

And thank you to all of the members of the Defence Team, particularly the Materiel Group's Senior Leadership Team, L1 Diversity & Inclusion Working Group, HR-Civilian Defence Team Mentoring Group, the Anti-Racism Secretariat, and all contributors who helped inform program design.