

Demanding More

Demanding More

*Why diversity and inclusion don't happen
and what you can do about it*

Sheree Atcheson



Publisher's note

Every possible effort has been made to ensure that the information contained in this book is accurate at the time of going to press, and the publisher and author cannot accept responsibility for any errors or omissions, however caused. No responsibility for loss or damage occasioned to any person acting, or refraining from action, as a result of the material in this publication can be accepted by the editor, the publisher or the author.

First published in Great Britain and the United States in 2021 by Kogan Page Limited

Apart from any fair dealing for the purposes of research or private study, or criticism or review, as permitted under the Copyright, Designs and Patents Act 1988, this publication may only be reproduced, stored or transmitted, in any form or by any means, with the prior permission in writing of the publishers, or in the case of reprographic reproduction in accordance with the terms and licences issued by the CLA. Enquiries concerning reproduction outside these terms should be sent to the publishers at the undermentioned addresses:

2nd Floor, 45 Gee Street
London
EC1V 3RS
United Kingdom

122 W 27th St, 10th Floor
New York, NY 10001
USA

4737/23 Ansari Road
Daryaganj
New Delhi 110002
India

www.koganpage.com

Kogan Page books are printed on paper from sustainable forests.

© Sheree Atcheson, 2021

The right of Sheree Atcheson to be identified as the author of this work has been asserted by her in accordance with the Copyright, Designs and Patents Act 1988.

ISBNs

Hardback 978 1 3986 0054 6
Paperback 978 1 3986 0044 7
eBook 978 1 3986 0053 9

British Library Cataloguing-in-Publication Data

A CIP record for this book is available from the British Library.

Library of Congress Cataloging-in-Publication Data

[to follow]

Typeset by Integra Software Services, Pondicherry

Print production managed by Jellyfish

Printed and bound by CPI Group (UK) Ltd, Croydon CR0 4YY

Contents

01 Sheree's story 1

Who I am 1

Why I do what I do 6

References 11

02 Why diversity and inclusion aren't there yet 13

What is diversity? 13

We have spoken about what diversity is, but what is inclusion? 16

What is the effect inclusion has on businesses and why hasn't this been prioritized? 21

References 45

03 Privilege: The haves and the have nots 49

What is privilege? 49

Why does it make people uncomfortable and how has privilege made things easier for some and harder for others? 51

What is intersectionality? 55

What can we do? 71

References 77

04 Intersectionality: Peeling the onion of differences 79

What is intersectionality and what are its origins? 79

How does intersectionality work in practice? 81

How do we need to recognize this in our daily lives in work? 91

Intersectionality on a more personal level... 95

References 107

- 05 Check yourself: Unchecked and unconscious biases 111
- What is unconscious bias? 112
 - What is unchecked bias and what's the difference between unconscious and unchecked bias? 113
 - What are the main biases we see in work and our daily lives? 114
 - The impact of these biases on society, workplaces and our daily lives 120
 - References 133
- 06 Stand up: Being an ally 137
- What is an ally? 138
 - What is allyship? 139
 - What is performative allyship vs actionable allyship? 139
 - Top tips on being a better ally 141
 - References 165
- 07 Demanding more from our leaders 167
- The role of leadership in successful DE&I strategies 168
 - The role of middle management in successful DE&I strategies 179
 - Scaling inclusion efforts as you grow 183
 - References 187
- 08 Planning for more 189
- Moving past 'being nice' 189
 - The different uses of quotas 191
 - Data, data and more data 193
 - Creating communities 196

CONTENTS

Moving forward 197

References 209

Conclusion 211

Index 215

To my amazing partner Sean – thank you for always having my back, never letting me give up even when I want to and being my best friend through everything that life has thrown at us. And of course, to Alfie for being the glue that holds our little family together.

To my brother David – thank you for always being the best little yet big brother I could ever have wanted, even if I do annoy you most of the time.

And finally, to my Dad – thank you for being my Dad, teaching me that I can do whatever I want to if I put my mind to it and that boundaries are simply there to be broken.

