



# Intercultural Boards

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brap

[www.brap.org.uk](http://www.brap.org.uk)

# About brap

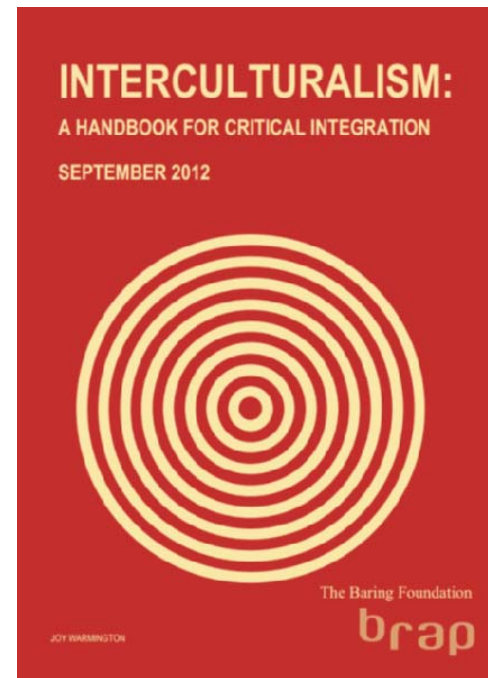
- Charity – established 15 years
- Purpose – to help to create a fairer society and one that is more confident in its diversity
- Activity – supporting people and organisations, through research, training and development, evaluation and projects.

## Limits of diversity

- UK; like many countries attempting to get better at reflecting diversity
- Diversity stagnation at the upper levels of organisations
- Lack of progression reinforces the belief in 'differentiated citizenship'

# Diversifying boards

- Ambitions often result in activity outside of the boardroom
- Boards rarely look at how they become more inclusive in their own right
- brap's work asserting new ideas about citizenship and diversity - results in the *Intercultural Handbook 2012*
- brap's work is premised on Interculturalism: a model for thinking about and engaging in equality and human rights



# About this session

Opportunity for participants to try out some of the activities from the Board tool kit - Square Peg, Round Holes



# Purpose

For boards to engage in reflection  
about their own culture  
( behaviour, norms and values )

# Thinking behind the board tool kit

TRADITIONAL BOARDS	INTERCULTURAL BOARDS
believe that culture can be 'represented' by individuals	recognise the dynamics of culture
can be 'fixed' in their views about how boards operate and make decisions	are more fluid about the role of boards and how they maintain their effectiveness
tend to recruit in their own 'image'	recruit 'out of the box'
internally focused – mainly concerned with the acumen of its membership	externally focused – concerned with the outcomes they produce

DON'T CARE 25%	CONTEXTUALLY MOTIVATED 7%
MULTI- CONTEXTUALLY MOTIVATED 34%	FEELING GUILTY + PRIMARILY INTERNALLY MOTIVATED 34%

Patricia Devine (2013) Long-term  
reduction in implicit race bias

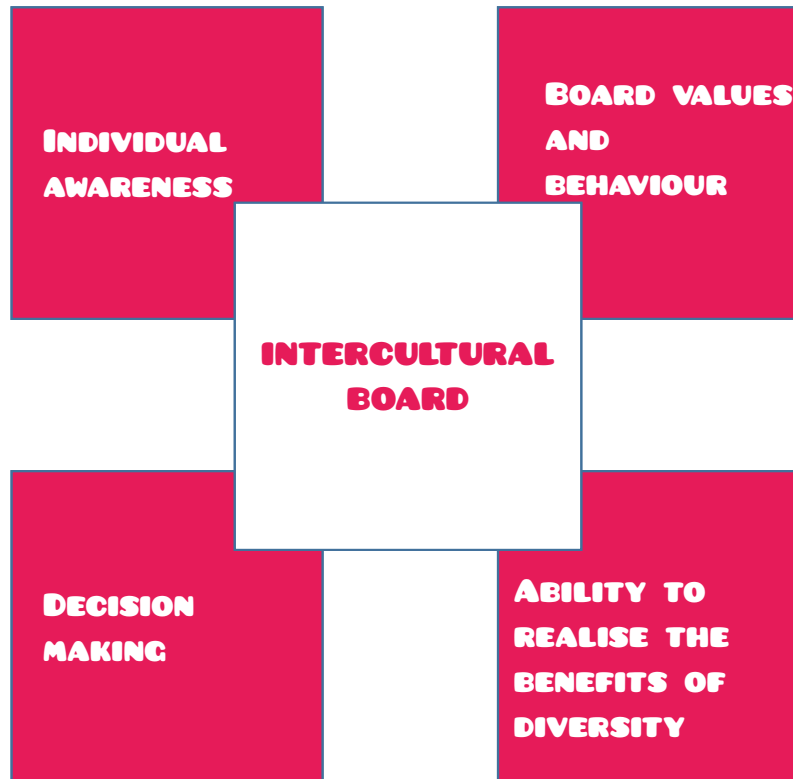


# Defining intercultural boards

*Intercultural boards recognise that human beings are multi-dimensional, and come with different talents and skills. The intercultural board challenges its membership to move beyond their traditional value sets in order to be responsive to the dynamic societies in which boards operate. It holds all responsible for upholding the principles of human rights and for ensuring that these are used to shape decisions and entitlements (brap, 2012)*

# Intercultural board model

## INTERCULTURAL BOARD MODEL



# 1<sup>st</sup> Exercise – an experience of being excluded

- What was it ?
- What did others do?
- How did you feel?
- Were there any consequences? How did you behave? How did others behave?

# Exploring some of the factors that influence our world view

FACTOR	PART OF THE 'IN-GROUP'	PART OF THE 'OUT GROUP'
GENDER		
DISABILITY		
ETHNICITY/NATIONALITY		
CULTURE		
SKIN COLOUR		
QUALIFICATIONS		
EDUCATIONAL INSTITUTION		
ACCENT		
SOCIAL CLASS		
AGE		
SEXUAL ORIENTATION		
WHERE YOU LIVE		
EXPERIENCE		

# Discussion

## **When you are part of the 'in group'**

- You believe that things are obvious and that everyone understands what's going on
- From your perspective, things often are fair and just
- You see yourself and others like you as 'normal'
- You believe that the status quo works and works well for everyone
- You often don't understand why anyone would want change
- You believe what is here is worth preserving

## **When you are part of the 'out-group'**

- You see what is happening in the 'in -group' as exclusive - its members only
- The "in-group" doesn't include you and others like you – despite what they might say
- The 'in-group' often do not work in your interest
- You can't be part of the 'in-group' unless you become like the in-group

## 2<sup>nd</sup> Exercise - Decision making

- Read the sheet you have 5 minutes to choose your **four** most important items.
- After everyone has chosen form smaller groups (5-6 people) . You then have 10 minutes to decide upon the **four** items that you would **collectively** save.
- Next, each group choses a spokesperson, who with other spokespeople stands in the middle of the room and to reach a consensus on behalf of the whole room. Our aim: to have 4 choices on behalf of the whole room.
- Each spokesperson can communicate with their 'team' in order to try to agree which items will be relinquished in order to create a whole group consensus.

You arrive home from a holiday and discover that it's been raining for 3 days and that there is imminent danger of a river flooding its banks. The police are going down the road telling everyone to evacuate. You plead with the policewoman to let you go into your house and remove a few precious things. She finally agrees, but gives you only 5 minutes to grab anything that you value. Anything you don't take will be destroyed. You can only take 4 or 5 things before having to leave. If you have time number these in order of priority.

ITEM	PRIORITY
A long article that you have been working on for several months, which is nearly ready to submit	
Old family pictures	
A really expensive camera	
Your diary that you've been keeping for the last year	
A valuable book, that you borrowed from a friend	
Your passport	
Your mobile phone	
Your grandmothers ring	
Your old school reports and exam certificates	
Your first painting or sculpture	
Your father's record collection	
Love letters from your partner	
A bottle of Krug Brut vintage champagne that you were saving for your special birthday	

# Discussion

**What kind of things influence decision making ???**

Authority /power

Creditability

Charisma

Likeability

Persuasiveness

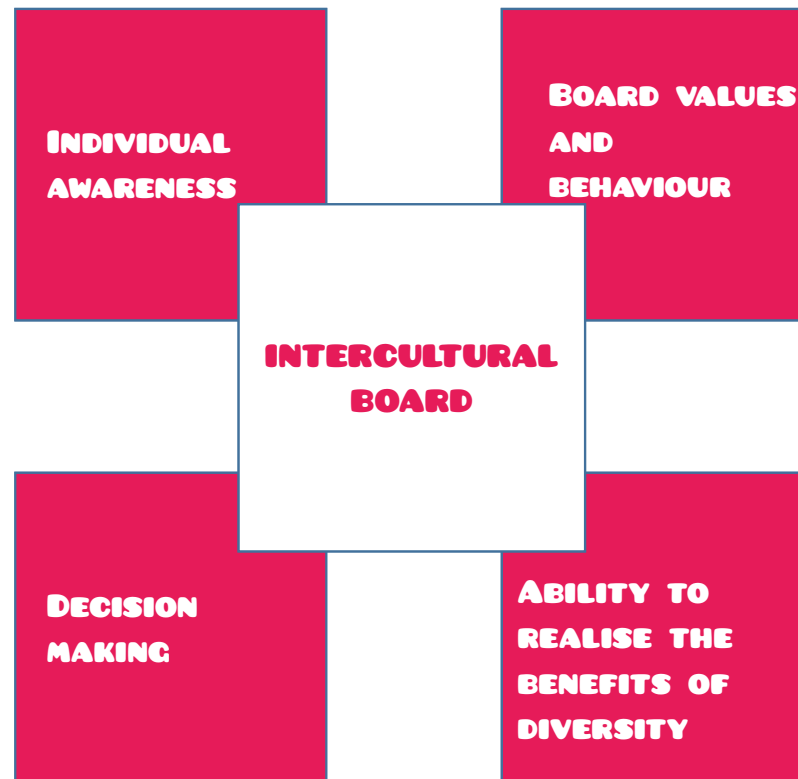
Fit with own values/habits of thinking

??????



# Intercultural board model

## INTERCULTURAL BOARD MODEL



## Closing comments

*Diversifying board representation is not the start of a board's journey – it is the end point. Diversity is only effective, if boards do not value 'sameness'. Boards must develop their intercultural competence in order to realise the benefits of diversity – and they can do this now. In the complexity of the modern world, diversity of contemplation and decision making, diversity of practice and diversity of membership is a good thing.*

However, no matter how hard boards appear to seek diversity, they will never find it until they **are truly able** appreciate its benefits.