

# ➤ NO EQUITY = NO AGILITY



**Ilana J. Sprongl**

*Managing Director - Delivery,  
Ontario Teachers' Pension Plan*



# **Can You Have Agility Without Equity?**

**Ilana Sprongl; April 26, 2023**

# How Do YOU Support Equity?

As a leader and team member within your organization, do you “model” equity?

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Do some of your behaviours or actions actually impede equity within your teams, groups and firms?

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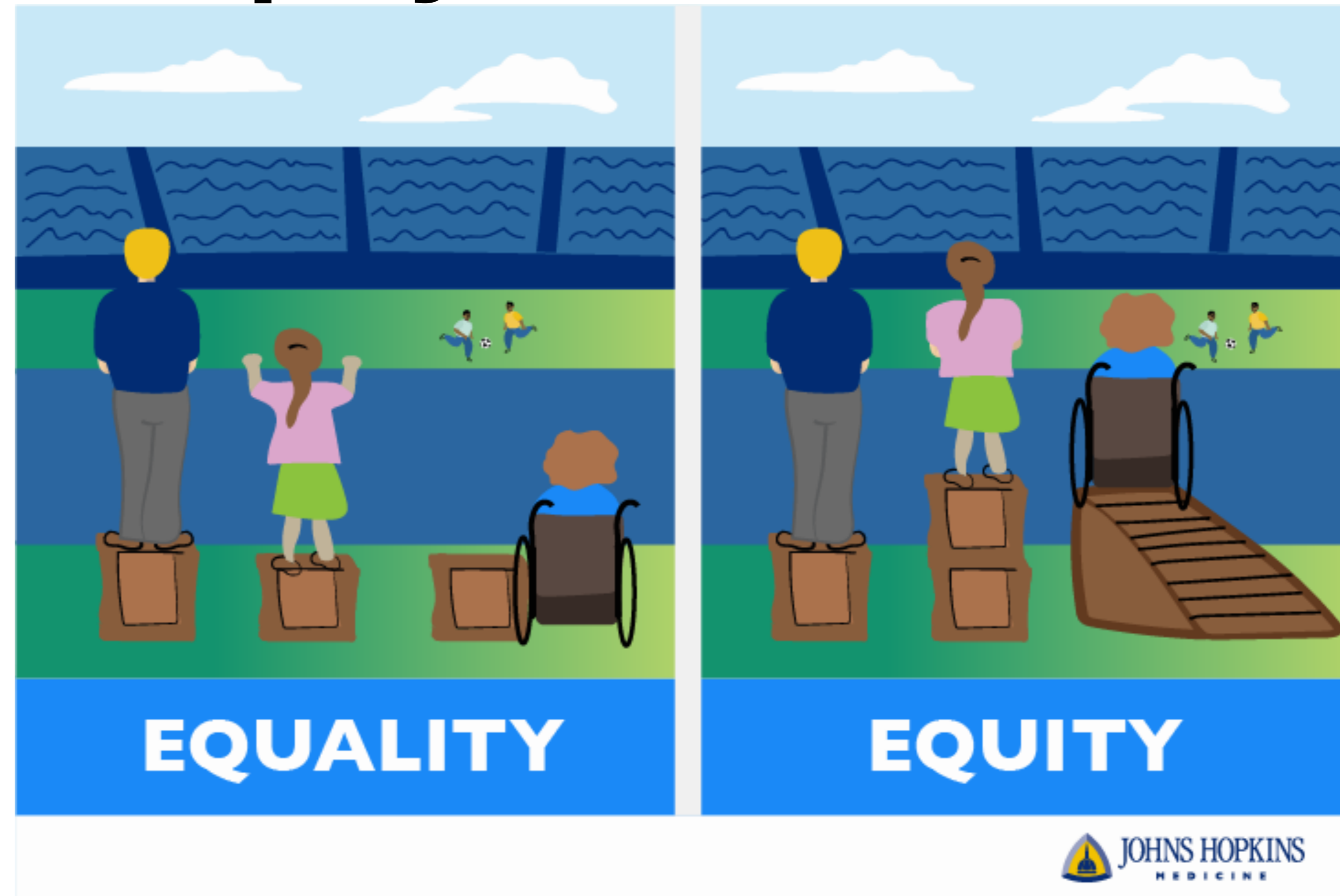
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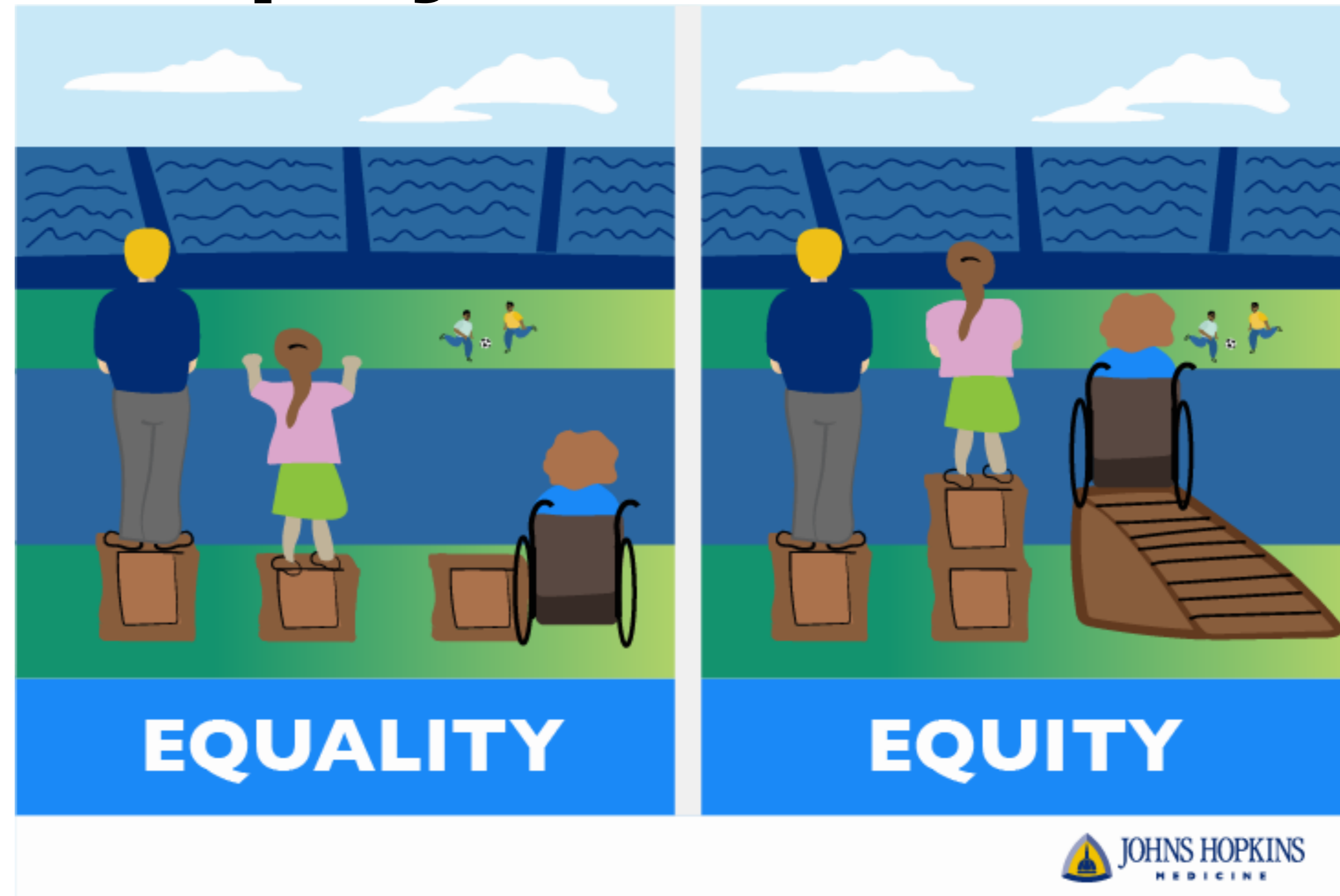
# Equality vs. Equity



*“Equity ensures that all people have equal access to opportunities and fair treatment and eliminates discriminatory practices, systems, laws, policies, social norms, and cultural traditions...(it) requires resources and support structures to be tailored to the individual, providing everyone in the diversity mix an equality of opportunity and outcome.”*

— “Reimagining Agility with DE&I”, Business Agility Institute, 2020, p.4.

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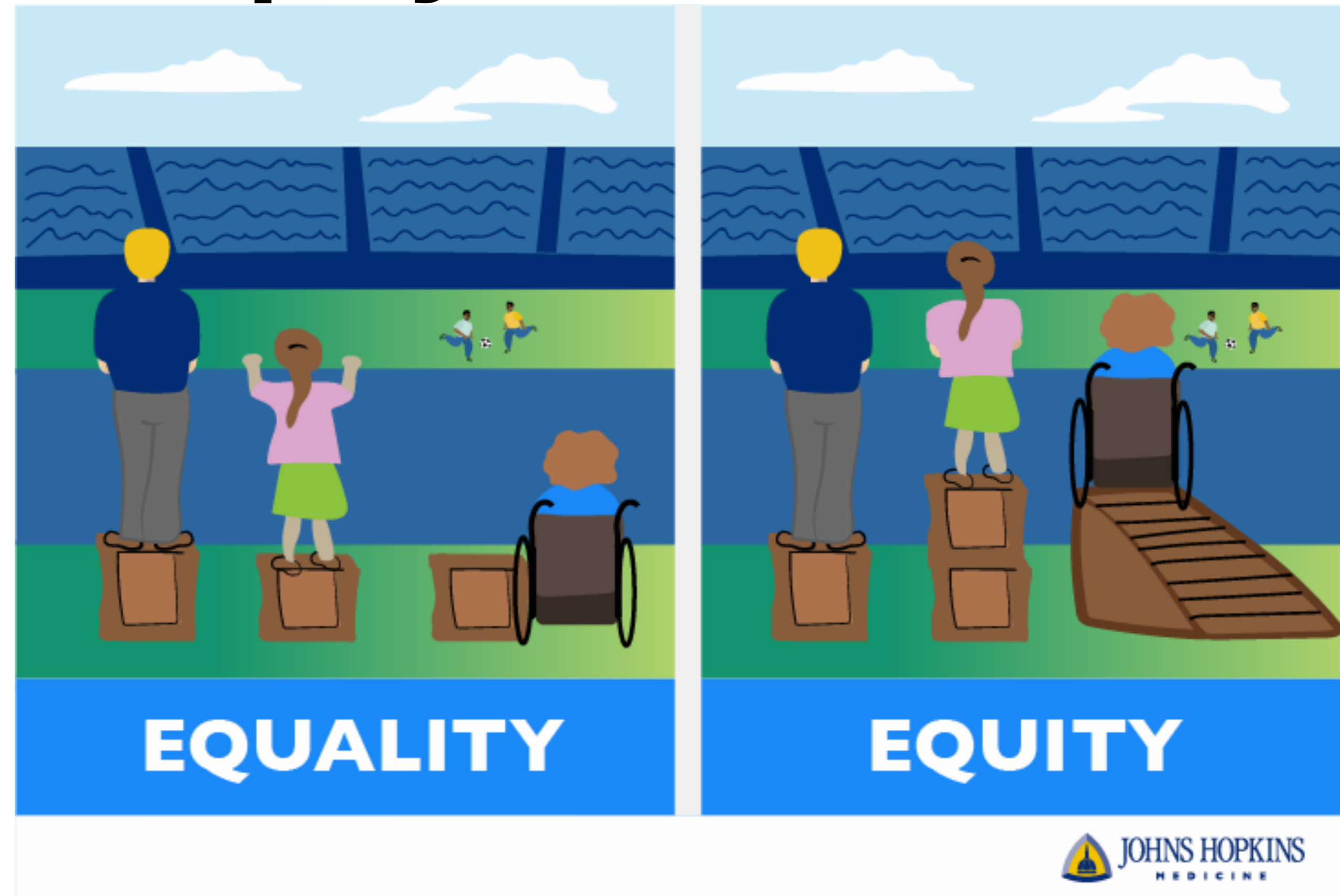


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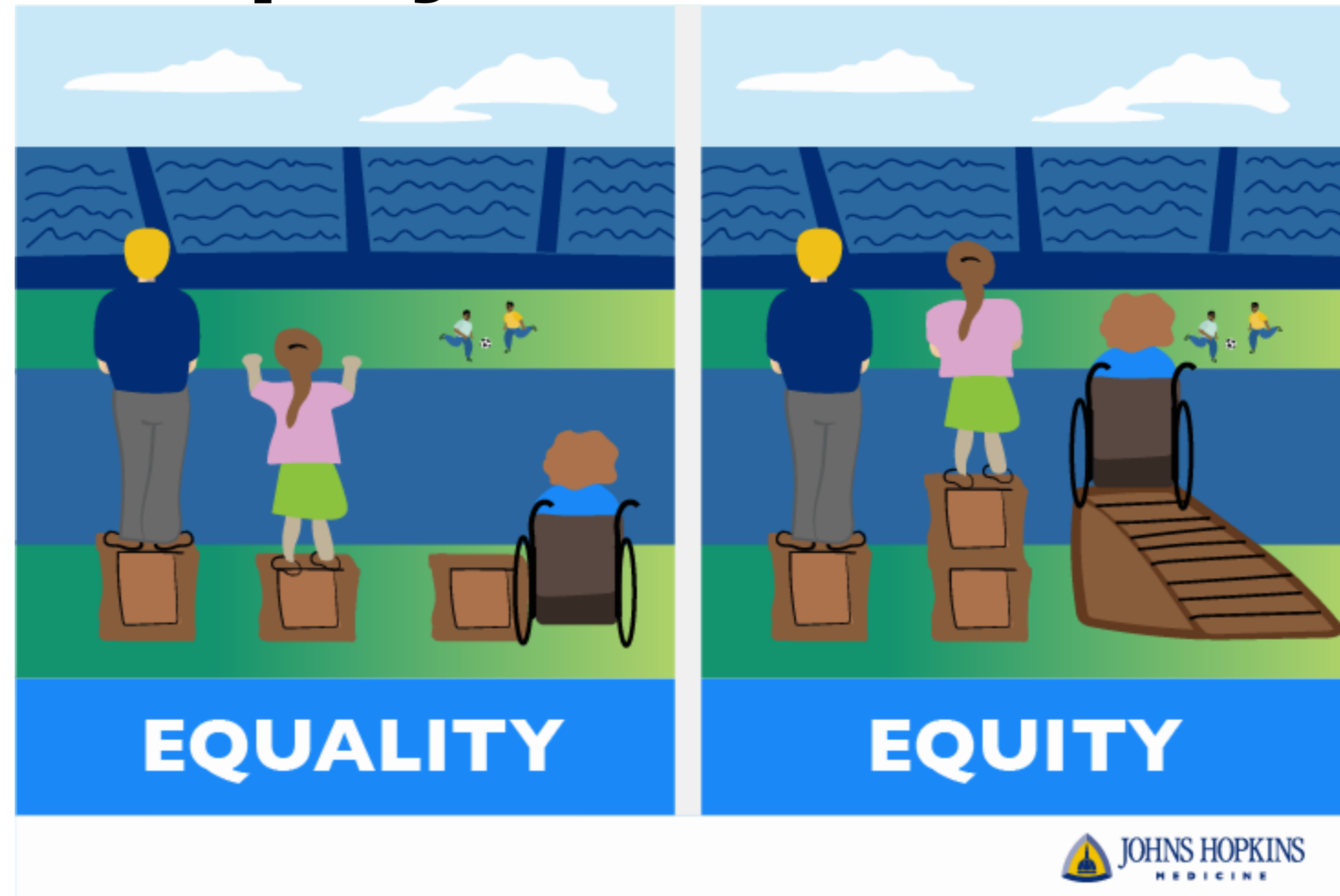
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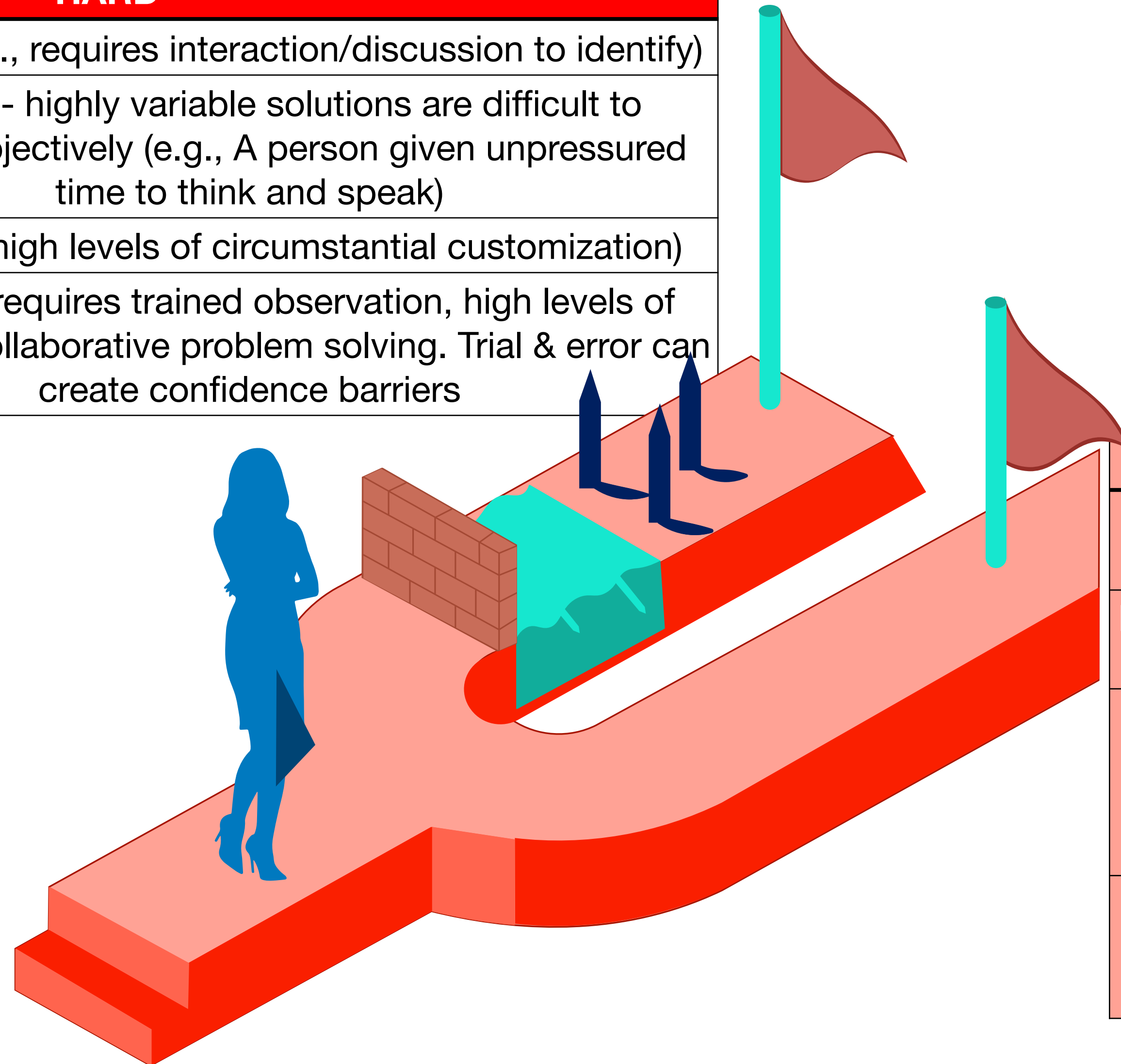


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# Addressing Equity

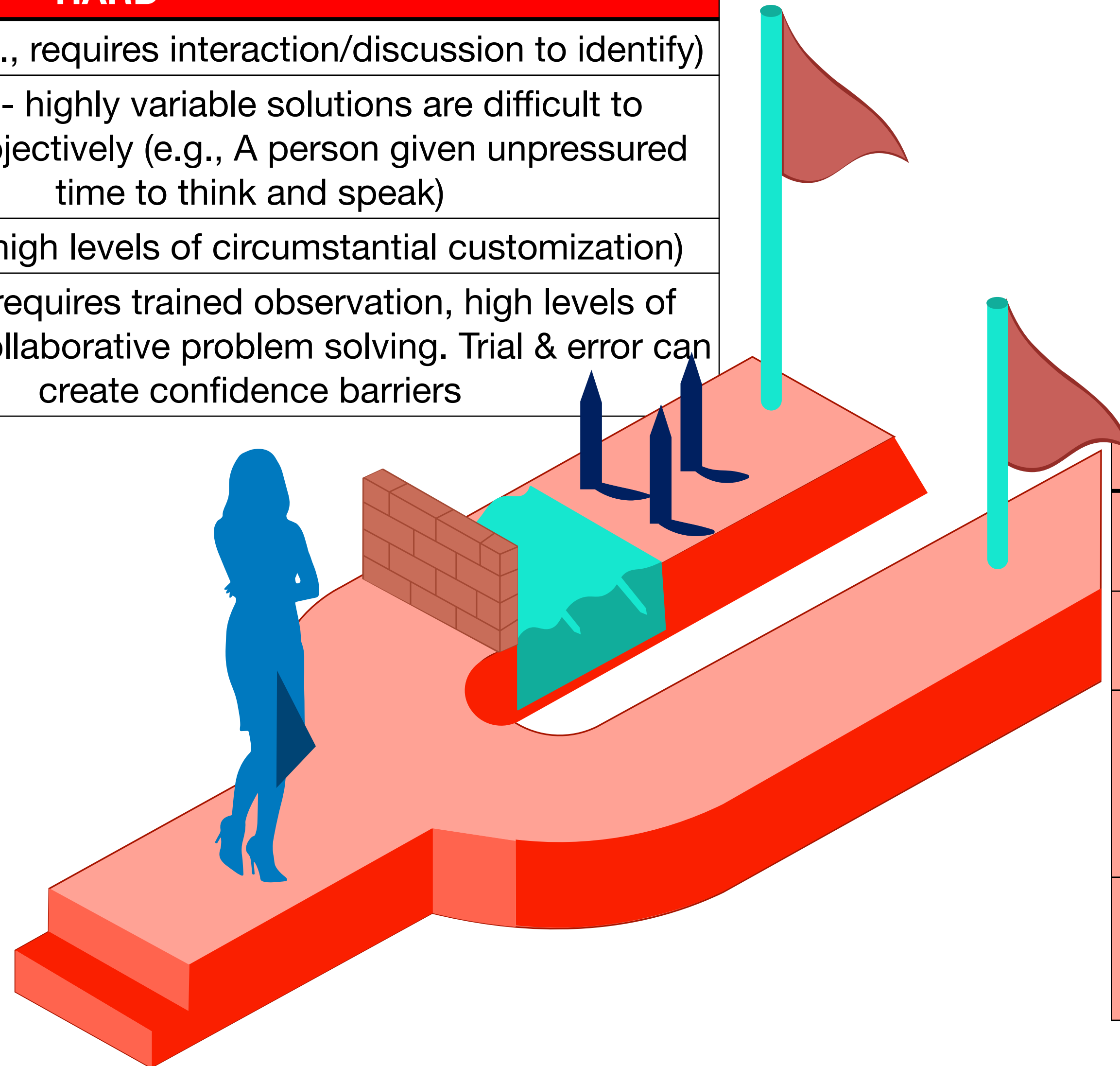
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<b>Observability</b>	<b>Difficult</b> (e.g., requires interaction/discussion to identify)
<b>Measurability / Reportability</b>	<b>Difficult</b> - highly variable solutions are difficult to measure objectively (e.g., A person given unpressured time to think and speak)
<b>Repeatability</b>	<b>Low</b> (e.g., high levels of circumstantial customization)
<b>Mastery</b>	<b>Difficult</b> - requires trained observation, high levels of tact, trust, collaborative problem solving. Trial & error can create confidence barriers



LESS HARD	
<b>Observability</b>	<b>Moderate</b> (e.g., auditory challenges) to <b>easy</b> (e.g., mobility)
<b>Measurability / Reportability</b>	<b>Easy</b> (e.g., hardware installed, software purchased & installed)
<b>Repeatability</b>	<b>Moderate</b> (e.g., preselected/prequalified options for furniture; follow existing approval & ordering processes)
<b>Mastery</b>	<b>Easy</b> - may be supported by awareness coaching, checklists, department partnerships

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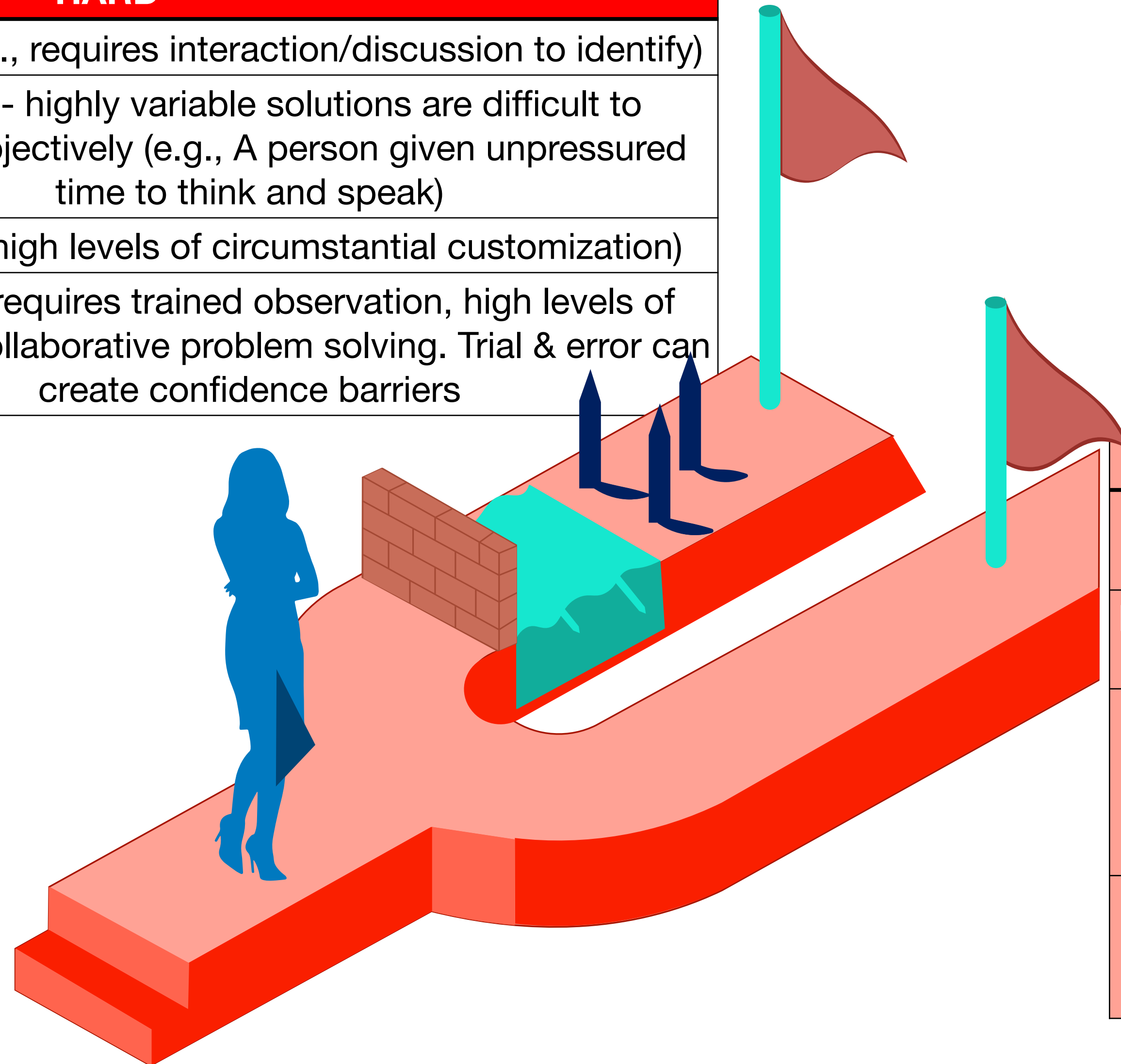
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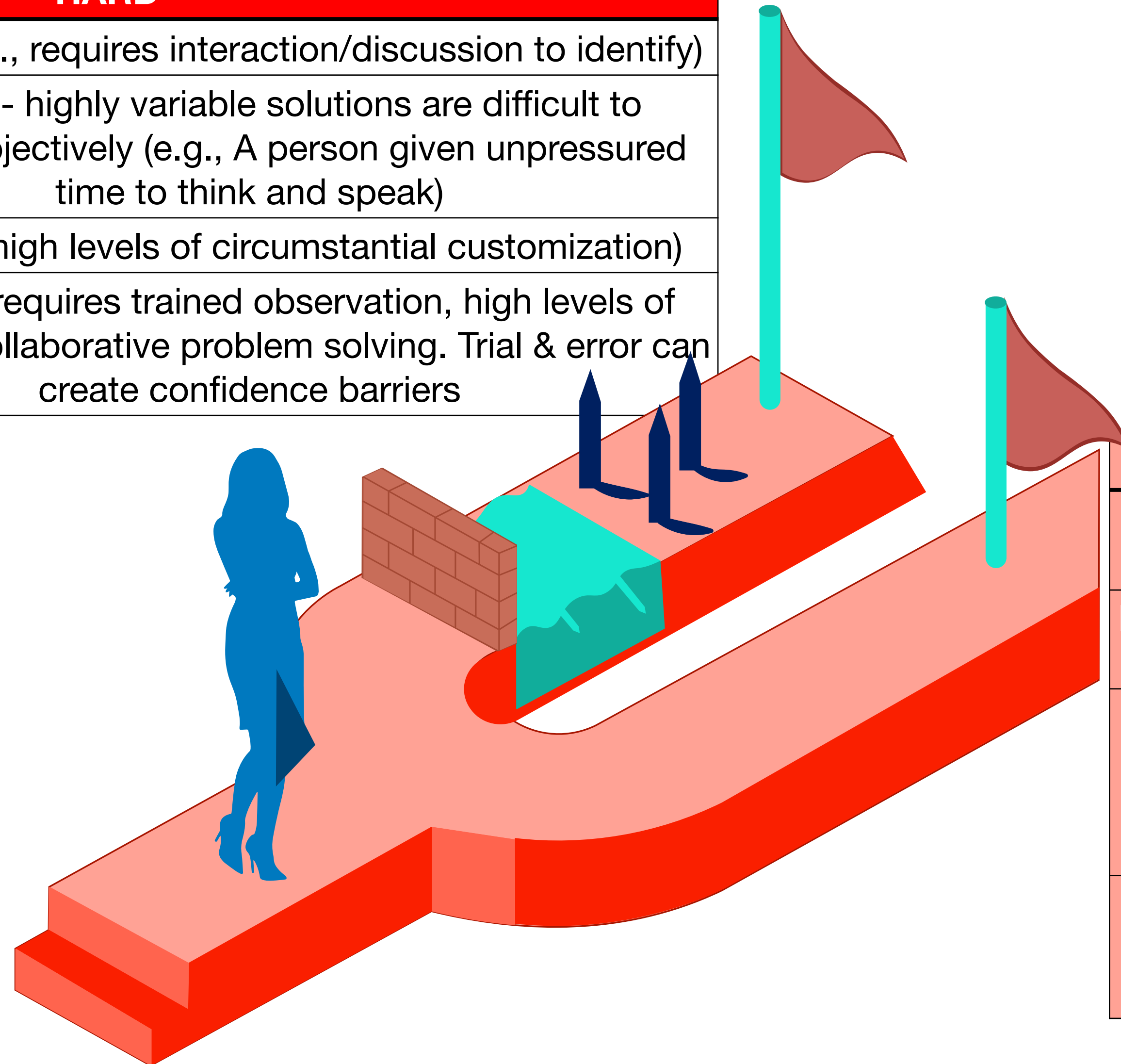
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# The New Person



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# The New Person



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# Why Does This Matter?

Ultimately, allowing equity to be treated superficially leads to erosion of value

- Loss of perspectives (silence, exit) impacts intelligent innovation
- Loss of skill (exit) impacts velocity, quality
- Loss of institutional knowledge (exit) impacts velocity, quality
- Employee attraction decline (reputation, morale) impacts intelligent innovation, competitive advantage





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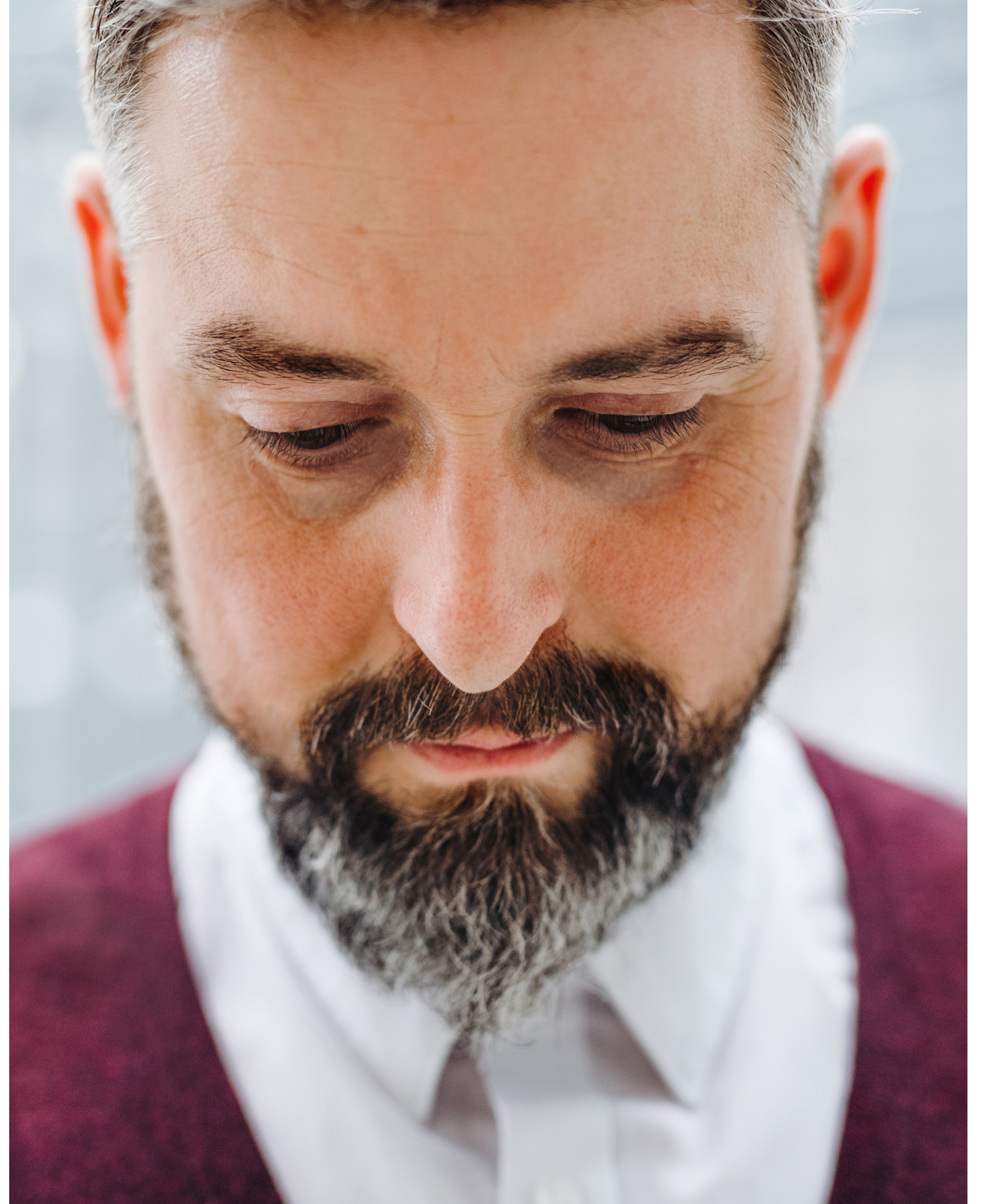


# Subtle Acts of Exclusion

- “Subtle acts of exclusion” (SAEs) are words or actions that spring from conscious or unconscious bias

“When we just passively think of ourselves as good people but don’t do anything to actively include others, that creates passive exclusion.”

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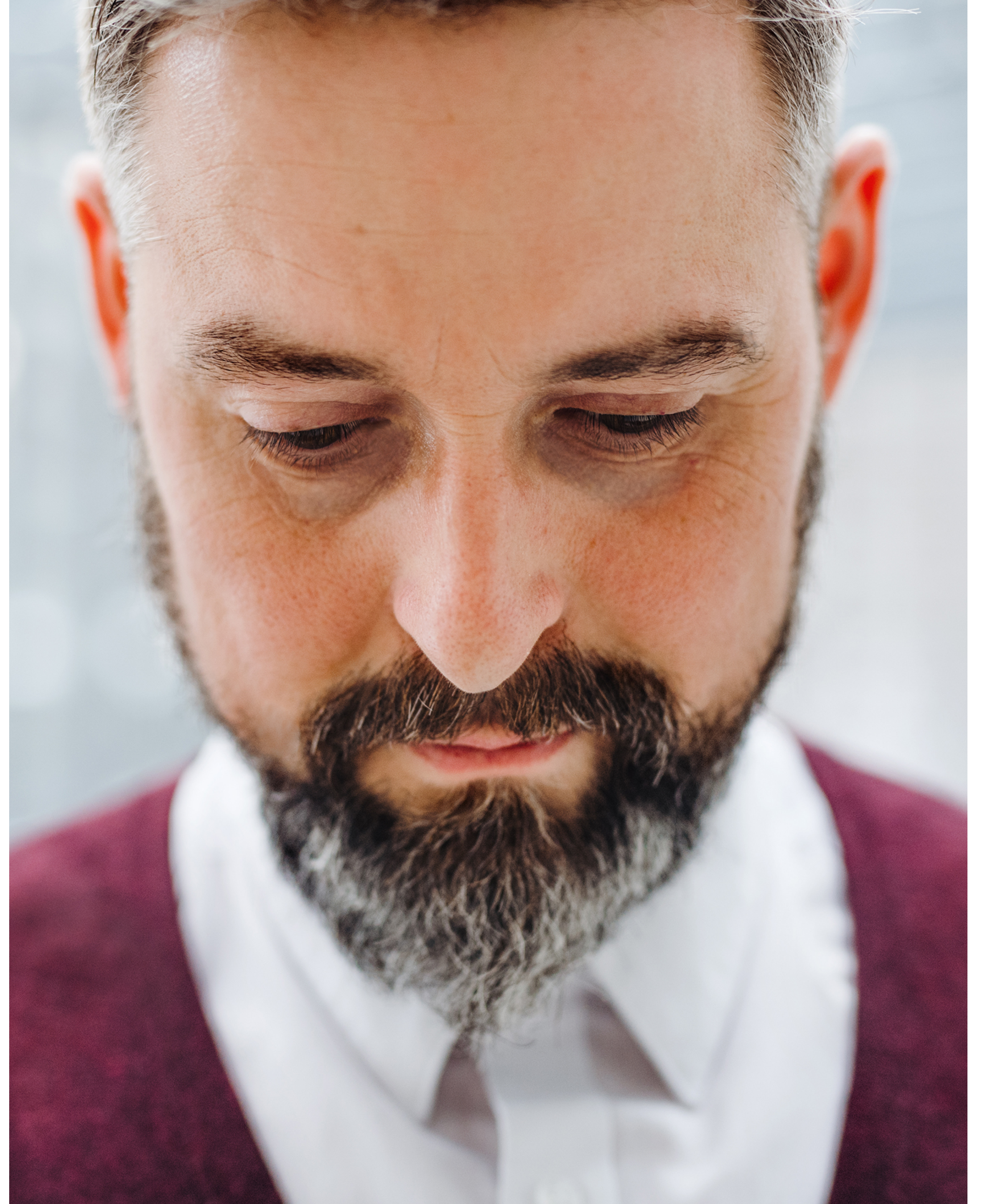


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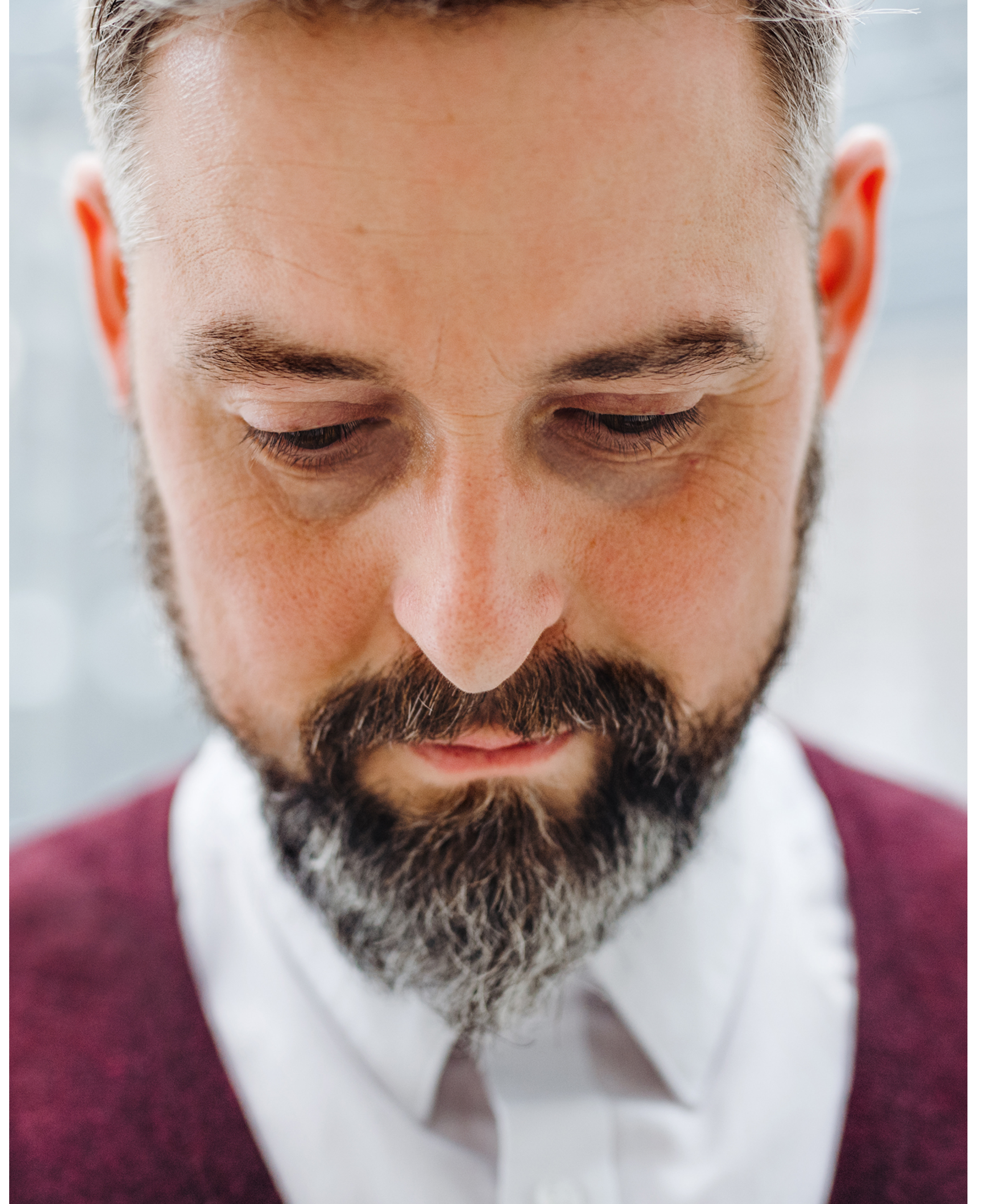


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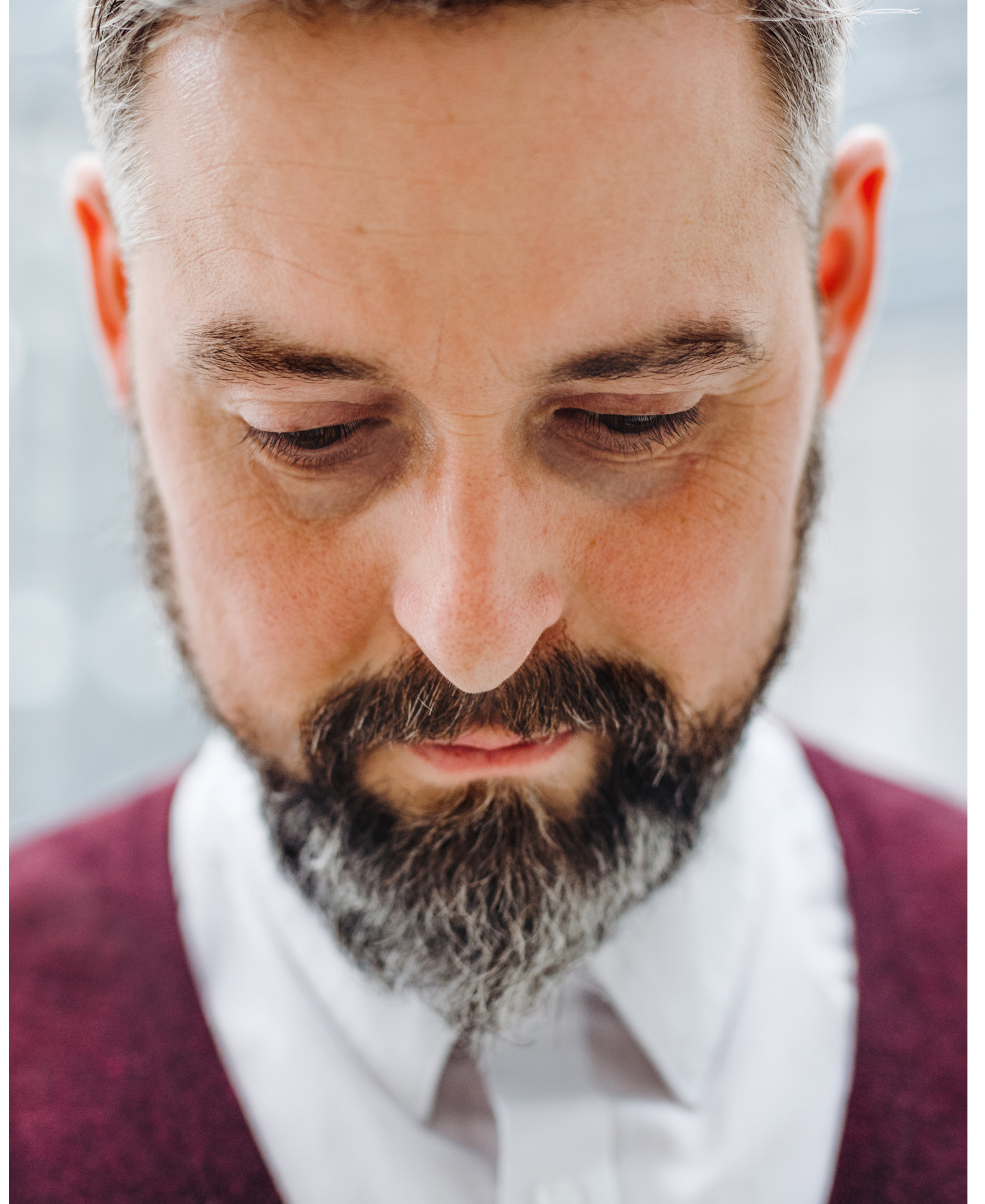



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A photograph of two hikers on a rocky mountain peak. One hiker, wearing a yellow jacket and a white helmet, is standing and reaching out to assist another hiker who is sitting on the ground. The second hiker is wearing a red jacket and a red beanie. The background shows a cloudy sky and the rugged terrain of the mountain.


“The first job of a leader—at work or at home—is to inspire trust. It’s to bring out the best in people by entrusting them with meaningful stewardships, and to create an environment in which high-trust interaction inspires creativity and possibility.”

— Stephen M.R. Covey, [The Speed of Trust: The One Thing that Changes Everything](#)

“Strong relationships are the foundation of high-performing teams. And all high-performing teams start with trust.”

— Simon Sinek, [The Infinite Game](#)



A photograph of two hikers on a rocky mountain peak. One hiker, wearing a yellow jacket and a white helmet, is standing on a ledge and reaching out to help another hiker, who is wearing a red jacket and a red beanie, climb up. The background shows a cloudy sky and more rocky terrain.

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# How You Can Be Part of the Solution

- Where might your own enthusiasm be mistaken for inflexibility or pushiness?
- Where have there been “hiccups” or issues around communication with one or more person? Go deep to determine if there may be a need to change style, format, timing, or if there is an opportunity to be more clear and intentional
- Create widespread psychological safety
- Ensure rituals are tailored to each team’s needs
- Train all levels in DE&I, and empower coaches to tailor ways of working to ensure equity



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