

INTERSECTIONALITY WALK PACK



AN INTERSECTIONALITY WALK, with structural change.

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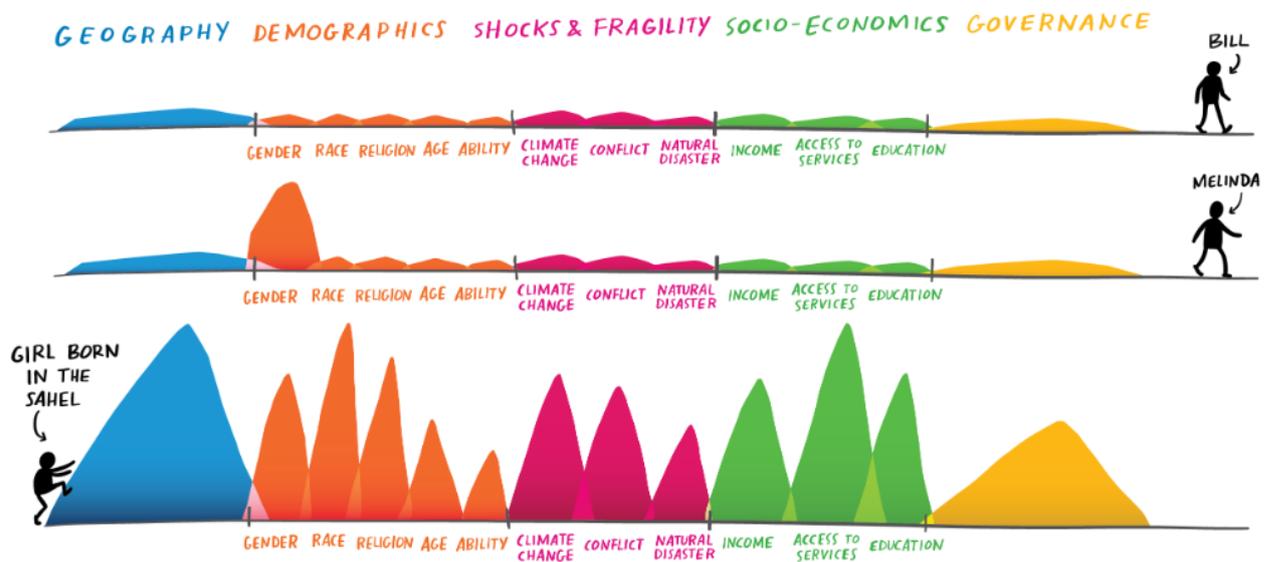
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CONTEXT: Walking in the shoes of others. Seeing and overcoming the complexities of intersectionality. Participants have the opportunity to actively contribute to understanding and educating others in why intersectionality is important for innovative organisations. Bring your feet and be ready to walk!



The graphic below, developed by the Gates foundation, demonstrates the compounding effect of multiple factors of identity that suffer disadvantage

STARTING OUT AHEAD



<https://www.gatesfoundation.org/goalkeepers/report/2019-report/#ExaminingInequality>



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PART ONE

OVERVIEW



OVERVIEW

Innovative and impactful organisations flourish when diverse talent does.

PURPOSE:

This exercise provides a practical demonstration of the compounding effect of multiple factors of identity that can disadvantage people in the workplace. Here is an action-based activity on how intersectionality affects an individual's engagement at work, and how identification and mitigation of structural barriers can change this.

BACKGROUND:

When an individual steps into someone else's shoes, they can view the workplace from a different perspective. Also, one can see how diverse talent may be lost from an organisation. Without experiencing a different perspective, a person's comprehension of the impact of work-place processes and cultures on different individuals may not be as rich as it could be.

THE WALK:

The walk is conducted in a circle of no more than ideally 15 people. Multiple circles can be accommodated provided there is sufficient room. Each circle is led by a facilitator, who will hand out personas, and read out scenarios which will determine the steps taken by participants. At the completion of the walk, feedback from participants is sought about the changes that could be made to the workplace scenarios to lessen the impacts on their personas. The facilitator will incorporate the suggested changes into the scenarios and re-run the walk to assess the effect of the changes. Each circle facilitator will need their own space and electronic polling presence.

REQUIREMENTS:

- A person to facilitate the circle (1 person can't both facilitate and participate successfully)
- Approximately 5m x 5m of clear floor space for each group of 15 participants
- Approximately 70 minutes to run the whole process
- Electronic survey tool (e.g. Poll Everywhere or similar) or other method for participants to record proposed changes to the scenarios; if an electronic tool is used, all participants must have internet enabled device to participate

MATERIALS:

- Printout of run-sheet, and the Intersectionality Walk including scenarios, for the facilitator
- Printed persona sheet for each participant; multiple participants having the same persona is not a problem and provides additional insight into stereotypes and opportunities for cultural humility (provided in printable tools)
- Accessories (if desired – for example, stickers identifying aspects of the persona, or props denoting aspects of the persona; suggestions provided later with personas)
- Instruction sheets on how to propose changes at the end of the first part of the walk (respond to the electronic poll or other method)
- Copy of the scenarios for each participant as an aide memoir to prompt for proposed changes (provided in printable tools)



PART TWO

FACILITATOR'S GUIDE



FACILITATOR'S GUIDE

INTERSECTIONALITY WALK, WITH STRUCTURAL CHANGE

Prepared in advance (for each circle); see Resources, Part Three.

- This guide for your use
- Per participant; provided at staged points during the workshop:
 - 1 persona sheet
 - 1 copy of scenarios
 - instructions for using electronic polling software / sheets to provide structural change
- Props (if using)
- Establish your electronic poll (e.g. Poll everywhere) and add the URL to the instructions in the printables (you can also make a QR code, which can be added to the printables)

1. INTRODUCTION [articulated by workshop-lead; required for multiple circles] (~5 - 10min)

- Set the scene for why your organisation is conducting this activity.
- Briefly describe the concept of intersectionality.
- This is an action-based activity - an 'intersectionality walk' – enabling you to step into someone else's shoes and experience the workplace from an alternative perspective. You will receive a persona, based on real-world attributes and characteristics, and will be asked to make decisions about scenarios based on your persona.
- You will form a circle. As your facilitator reads out workplace scenarios, consider your allocated persona, and the compounding factors that are likely to impact on you in that scenario. Take one step further OUT for each aspect of your persona where you would be negatively impacted in a scenario; there may be one or more ways you are affected, so you can take more than one step back. Otherwise, stay where you are. After the walk you will be asked to provide changes to the scenarios (as per your chosen method for this workshop either via a poll – so you will need a mobile phone / device connected to the web; or write your responses on the sheet which will be provided at the appropriate time.
- Then we will reflect a little more deeply on intersectionality and you will walk again with changed scenarios.



2. INSTRUCTIONS (ARTICULATED BY WALK-FACILITATOR)

- Break into circle groups (if multiple walks)
- *First ask participants if any reasonable adjustments need to be made to facilitate their participation (to accommodate, for example, hearing difficulties, or issues standing for a period of time) and make those adjustments if possible.*
- Please now open your persona kit, take 2 minutes to silently reflect on the details of who you are going to be, and put on any accessories belonging to your persona. You have 2 minutes to contemplate your persona to “get in to character”. *Encourage people to do this in silence – to consider what experiences a person with the characteristics of their persona may have had - to genuinely ‘get in character’*
- Each persona has the skills and talent to contribute fully to our organisation and to “make a difference”. All scenarios are set with in Athena SWAN Bronze Awardee institutions – STEM.

3. COMMENCE THE WALK

- Let’s stand in a small circle around this spot (on the floor)
- As each scenario is read out, consider your allocated persona, and the compounding factors that are likely to impact on you in that scenario. Take one standard-step further OUT for every aspect of your persona where you would be negatively impacted (there may be one or more ways you are affected). Otherwise, stay where you are.

Scenarios

Congratulations! You have just accepted a new role at an organization with a fantastic reputation, and you can’t wait to get started. Let’s go.

Day 1

It is your first day, and your team welcome you warmly. They seem like a great bunch of people. You go on a campus-wide tour and are shown the different buildings. The tour-guide walks quickly and takes you on the scenic route. He shouts to make the group hear him.



Do you find it easy to participate in the campus tour?

On the campus tour, you are shown the lecture theatre where an “All Staff Forum” is held once a month, on a Thursday at 3pm. You notice the building is not very accessible. You are told the forums are audio recorded, but that it is a good opportunity to ask questions, and it is best to attend in person.

Will you easily be able to attend and participate?

Most of your colleagues have photos of their partners and kids on their desks. At lunchtime, several of your colleagues are chatting in the breakout room, mostly about their spouses, and what they did with their kids on the weekend. Somebody asks you if you have kids or a partner, and what you did on the weekend.

Are you comfortable chatting about your weekend to your new colleagues? Do you put a photo of your partner on your desk?Day 2

Your new job is in a traditionally male-dominated field. It is becoming more gender-diverse but your colleagues are still mostly male. You have non-traditional qualifications but a lot of experience from other, similar, roles, so although there is a lot for you to learn on the job, you think you can “pull your weight”. You have noticed that some of the tasks are generally assigned to male team members.

Are you able to use all your talents and skills in your new role?

There is a task requiring after hours work, for at least a couple of weeks, over the next 6 months – the exact timing is not known. The team working on the task, are all “Aussie”, white and male. Your manager has asked for more volunteers and has offered a trip to a high-profile conference as an incentive. You have always wanted to have the opportunity to attend this event.

Do you volunteer for the after hours work? Do you feel your contributions are valued?Day 3

You are reading through some of the company policies, team procedures and guidelines, to familiarize yourself with them. You discover your supervisor has a policy of giving a 100% non-research load to workers while pregnant – rather than a research position.

Will this policy help your career?

You also discover your workplace agreement permits 12 weeks of paid maternity leave for birth mothers, but no other parental leave arrangements. You are able to use your 2 weeks personal leave for both family/caring responsibilities, as well as sick leave, but all absences must be covered formally under these leave arrangements.

Will these arrangements help you balance your work and family life?

Day 4

Your new manager holds weekly team meetings 9am Monday mornings on a rotating basis at different campus locations. At the meetings, the week's work is allocated and any issues are discussed. Your manager acknowledges not everyone might be able to attend all meetings so advance input is welcomed.

Are you able to attend the meetings in person to fully contribute?

There is an announcement at the weekly team meeting that your office is going to be renovated, and your team will be moved temporarily to an older building. The building's last re-vamp of fixtures, furniture and fittings were completed in the 70s, and it is located five kilometers away from your current place of work, and away from the teaching areas.

Will you be able to fully perform in your new role?

Day 5

Researchers in the team are being asked to self-nominate to attend a week-long (Monday to Friday) development program in a few weeks' time. It is a great opportunity to get some of your ideas heard at a high level, and includes important networking lunch meetings. Timing coincides with school holidays and Ramadan. The course has a great reputation and will give you skills that will let you advance your career. It will take you about an hour to get to the course location from your home.

Do you self-nominate to attend?



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Your team has arranged after work drinks at a nearby bar to welcome you, and to bond. It is a bar with \$25 cocktails on the menu, and all team members are encouraged to attend after work. On arrival the bar is crowded and noisy. You think you overhear someone making a “blonde” joke, and later a reference to someone else’s shirt as “gay”.

Are you able to attend this event easily, and do you feel comfortable in this environment?

4. DEBRIEF + POLL (~35 minutes total) (articulated by facilitator)

- Facilitator guides group reflection (5 min)
- walk-facilitator briefly notes - How many talented people progressed further out of the circle and weren’t able to contribute their talent and potential fully?
- How many talented people remained within the close bounds of the workplace?
- Input from a few participants i.e. (1) walk-facilitator ask someone who took many steps out of the circle, and (2) ask someone who took fewer steps: What is your ‘persona’?
- Who noticed a change in their emotions with the scenarios - invite input?
- What might be the consequences of talent loss from our organisations and science?
- You are now invited to provide ideas on structural changes to these scenarios that would make a difference for your persona.

Provide instructions based on your circumstances – electronic polling or manual collection

Hand out information sheets for polling or blanks for manual completion, and the scenario sheets

Either

- Do this via your device. Your instructions are on this sheet - it includes the URL to log your responses, an QR code to take you to the URL easily, or if your device is not working, you can provide written responses.

OR

- Use these sheets to provide your suggestions
- Please be seated. You will have about 20 minutes to provide your feedback.
- Following the break, you will rejoin me to walk again, but this time the scenarios will have some of the changes the group participants suggested included.



As facilitator you will need some time to collate the responses. At this time you can either break (5 – 10 min only) for a comfort break, short tea break or have another person run a short plenary to discuss the activity with the combined groups (if multiple circles). During this time, the Facilitator should add some suggestions to the scenarios (or some of the suggested ones provided on the next page)

5. REDO WALK (~ 10 min with walk-facilitator)

- Break back into groups (if multiple)
- Re-run walk with changed scenarios - to see if the structural changes make a difference to where people land (walk-facilitator selects changes to each Day's scenarios based on feedback from participants).

After the second walk ask participants to return to their seats for a plenary debrief.



Some scenario-changes that may be useful to have in your back-pocket, as a walk-facilitator

Day 1

- guide checks for accessibility issues and tailors tour accordingly
- virtual dial-in as an option
- scheduling during family-friendly hours
- tour guide checks regularly that participants can hear / see etc.
- tour/buildings should be wheelchair accessible
- encourage a culture where people of all genders and sexual orientation feel comfortable sharing stories and putting photos of same-sex partners on their desks
- all staff should understand the legal framework of discrimination

Day 2

- support (including financial) for carers to attend conferences
- routinely check for gender parity, ask “if not, why not”
- provide opportunities for contribution during core working hours

Day 3

- Access to equal parental (all genders, inclusive of same-sex couples), foster, carer’s, adoption, cultural leave, leave without pay
- Remove primary/secondary carer definitions

Day 4

- scheduling during family-friendly hours, including consideration of travel-time to work
- provide transport between work-locations
- virtual dial-in as an option
- offer flexible work

Day 5

- scheduling during family- cultural- friendly hours
- virtual dial-in as an option
- outline org code of conduct for work functions
- Ask new team members where they would like to go for their welcome event
- Use inclusive language/call out non-inclusive language
- inclusive venues (range of dietary options, consider no alcohol)



PERSONAS SUMMARY

Sam	Li	Adele	Fred	Elvis	Ricky	Alex
Accessories: Fingerless gloves, hard-hat	Accessories: Dummy, academic hat	Accessories: Aboriginal design scarf, gardening gloves	Accessories: Baby rattle, walking stick	Accessories: Tennis ball, Africa bracelet	Accessories: Rainbow badge, hearing loop receiver	Accessories: Drumsticks, Postdocs Rock bracelet
Single parent	Female research academic	Aboriginal Australian First Nations person	A male academic	Male	Mid-career education- focused	Early career post- doctoral fellow
Non-binary gender	Non-English- speaking background	Female academic researcher	Elderly father needs to be moved to a nursing home	From Sudan with refugee background	No co- dependants or spouse	Drummer in a band
Physical disability (wheelchair)	No family in the country	Travels to country for cultural reasons often	Two pre-school children and a working spouse	Muslim	LGBTIQ	No dependents
Engineering faculty	Married with a full time employed spouse	Approaching retirement age	Childcare hours 7 am – 6 pm, and pre-school hours 9am – 2.30pm	Plays representative elite sport with training on Mon, Wed and Fri at 6.30 am for two hours	Has a hearing- disability, difficulty with background noise and prefers hearing-loops	Band practice Tuesday nights and Saturday afternoons
Child with autism (often has to leave work early or start late)	In the late stages of pregnancy	Employed four days a week		No co-dependants or spouse		



PART THREE

RESOURCES



PRINTABLES:

- **PERSONA SHEETS** for individual persona kits
1 pp; can place in an envelope, with optional accessories
- **INSTRUCTIONS FOR PERSONA-DRIVEN CHANGES TO SCENARIOS**
1pp
- **SCENARIO SHEETS FOR PARTICIPANTS** to assist with suggestions
1pp



Please take a few minutes for silent reflection on who your persona is – your persona’s details are below. Perhaps imagine some individuals you know or who you have heard about who may have similar intersecting characteristics.

After your reflection about your persona, please put on your persona accessories located in this kit, and be ready to walk!

Your persona is: Sam

1. Single parent
2. Non-binary gender
3. Physical disability (wheelchair)
4. Engineering faculty
5. Child with autism (often has to leave work early or start late)



Please take a few minutes for silent reflection on who your persona is – your persona’s details are below. Perhaps imagine some individuals you know or who you have heard about who may have similar intersecting characteristics.

After your reflection about your persona, please put on your persona accessories located in this kit, and be ready to walk!

Your persona is: Li

1. Female research academic
2. Non-English speaking background
3. No family in the country
4. Married with a full time employed spouse
5. In the late stages of pregnancy



Please take a few minutes for silent reflection on who your persona is – your persona’s details are below. Perhaps imagine some individuals you know or who you have heard about who may have similar intersecting characteristics.

After your reflection about your persona, please put on your persona accessories located in this kit, and be ready to walk!

Your persona is: Adele

1. Aboriginal Australian First Nations Person
2. Female academic researcher
3. Travels to country for cultural reasons often
4. Approaching retirement age
5. Employed four days a week



Please take a few minutes for silent reflection on who your persona is – your persona’s details are below. Perhaps imagine some individuals you know or who you have heard about who may have similar intersecting characteristics.

After your reflection about your persona, please put on your persona accessories located in this kit, and be ready to walk!

Your persona is: Fred

1. A male academic
2. Elderly father needs to be moved to a nursing home
3. Two pre-school children and a working spouse
4. Childcare hours 7 am – 6 pm, and pre-school hours 9am – 2.30pm



Please take a few minutes for silent reflection on who your persona is – your persona’s details are below. Perhaps imagine some individuals you know or who you have heard about who may have similar intersecting characteristics.

After your reflection about your persona, please put on your persona accessories located in this kit, and be ready to walk!

Your persona is: Elvis

1. Male
2. From Sudan with refugee background
3. Muslim
4. Plays representative elite sport with training on Mon, Wed and Fri at 6.30 am for two hours
5. No co-dependants or spouse



Please take a few minutes for silent reflection on who your persona is – your persona’s details are below. Perhaps imagine some individuals you know or who you have heard about who may have similar intersecting characteristics.

After your reflection about your persona, please put on your persona accessories located in this kit, and be ready to walk!

Your persona is: Ricky

1. Mid-career education-focused
2. No co-dependants or spouse
3. LGBTIQ
4. Has a hearing-disability, difficulty with background noise and prefers hearing-loops



Please take a few minutes for silent reflection on who your persona is – your persona’s details are below. Perhaps imagine some individuals you know or who you have heard about who may have similar intersecting characteristics.

After your reflection about your persona, please put on your persona accessories located in this kit, and be ready to walk!

Your persona is: Alex

1. Early career post-doctoral fellow
2. Drummer in a band
3. No dependents or non-work obligations aside from,
4. Band practice Tuesday nights and Saturday afternoons



INSTRUCTIONS FOR PERSONA-DRIVEN CHANGES TO SCENARIOS

Instructions.

1. Access the poll with your device

URL: ...

Or use this QR (Quick Access) code: ...

If your device does not work, write your answers on the sheet provided then hand to your walk-facilitator.

2. Enter a name before you start the poll. Please use your persona's name.

3. Provide a suggested change to Day 1 - 5 scenarios, if any, based on your persona.

A summary of the scenarios is on the flipside of this page. Progress through the poll with (info)

Thank you.



Scenarios – summary

(as reference; for use in suggesting persona-driven changes to scenarios)

Day 1

- campus-wide tour, tour-guide walks quickly, takes the scenic route, shouts to be heard
- shown the lecture theatre where monthly “All Staff Forum” held Thursdays 3pm; building is not very accessible; forums are audio recorded, best to attend in person.
- most colleagues have photos of partners and kids on their desks, and lunchtime chats are mostly about spouses’ and kids’ weekend activities.

Day 2

- male-dominated field; you can “pull your weight” due to loads of experience; some of the tasks are generally assigned to male team members.
- After hours work task, volunteering = trip to a high-profile conference as an incentive. You have always wanted to have the opportunity to attend this event.

Day 3

- your supervisor has a policy of giving a 100% non-research load to workers while pregnant – rather than a research position.
- workplace agreement permits 12 weeks of paid maternity leave for birth mothers, no other parental leave arrangements; you are able to use 2 weeks personal leave for both family/caring responsibilities, as well as sick leave, all absences must be covered formally under arrangements.

Day 4

- weekly team meetings at 9am Monday mornings at different campus locations; input in advance is welcomed.
- office is to be renovated, team will be moved temporarily to an older building (last re-vamp of fixtures, furniture and fittings completed in 1970s), is 5 kms away from current work, and away from teaching areas.

Day 5

- researchers to self-nominate to attend a week-long (Mon to Fri) development program; timing coincides with school holidays and Ramadan; course has a great reputation, will give you skills that will let you advance your career; commute to course from home is ~ 1 hour
- team has arranged after work drinks at a nearby bar (\$25 cocktails on the menu) to welcome you, to bond and have a drink; bar is crowded and noisy; someone made a “blonde” joke, and later someone refers to someone else’s shirt as “gay”.



PERSONA NAME:

INSTRUCTIONS FOR PERSONA-DRIVEN CHANGES TO SCENARIOS

Please put your persona name above, and suggest changes to Day 1 - 5 scenarios, if any, based on your persona.

Day 1.

Day 2.

Day 3.

Day 4.

Day 5.

Thank you.

