



# Viewpoint

## Have we reached the peak? Guess not!

Diversity in the context of condo management has multiple dimensions. From condo organizations to condo boards, from managers to residents and all stakeholders in between, each has their own sensitivities and challenges regarding embracing diversity. I believe organizational leadership is a vital force that could drive change.



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In recent years, the industry has attracted and sourced diverse talent. Representation of minority groups (specifically, people of colour and ethnic backgrounds) has increased on the front lines, and to some extent, in middle management. This is very encouraging. Companies seem to be more aware of the importance of having a diversified workforce to reflect the communities they serve. Does that mean we have achieved our goal? Not quite.

Diversity by headcount doesn't necessarily change the culture of the organization, or ensure that these underrepresented groups feel fully included and valued. Companies should revisit their policies and align them to ensure these employees are valued, accepted and encouraged to participate in the organization wholeheartedly, thus creating a sense of belonging and inclusiveness in the company.

A Harvard Business Review article concludes, "In the context of the workplace, diversity equals representation. Without inclusion, however, the crucial connections that attract diverse

talent, encourage their participation, foster innovation, and lead to business growth won't happen."<sup>1</sup>

Much has been written about the lack of diversity in leadership positions in organizations across the globe. The leadership profiles of large organizations are vastly dominated by the majority – white males. While it can be argued that time is required for development and maturity within the structure, it is also important to set the stage now.

It is high time the industry leadership facilitate a commitment to welcoming and training underrepresented groups to leadership roles and work to identify and remove the range of barriers holding these individuals back. Every individual should have an equal opportunity to explore their full potential and move up the ladder.

In closing, I would like to echo what Joni Davis, Chief Diversity Officer for Duke Energy, rightly said, "Diversity speaks to who is on the team, but inclusion focuses on who is really in the game."

Are we there yet?

1. <https://hbr.org/2017/02/diversity-doesnt-stick-without-inclusion>

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