TANGIBLE
DEVELOPMENT

Leading with Intersectionality: Inclusive Strategies for Workforce Resilience in the I/DD Sector

Cerebral Palsy Associations of NY Inc. Annual Conference

Date:
Wednesday October 8th, 2025
Facilitator
Dr. LB Hannahs

Who We Are

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Founder & CEO

Dr. LB Hannahs
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Learning Objectives

In this session, workshop participants will:

- **Recognize** the impact of intersectional identities on employee experiences and organizational dynamics.
- **Implement** inclusive leadership practices that address the unique needs of a diverse workforce.
- **Develop** well-being initiatives that are responsive to the multifaceted identities of employees.
- **Align** DEI strategies with organizational missions to foster a cohesive and inclusive culture.
- **Enhance** retention by creating supportive environments that acknowledge and celebrate diversity.

Checking In

What is intersectionality?

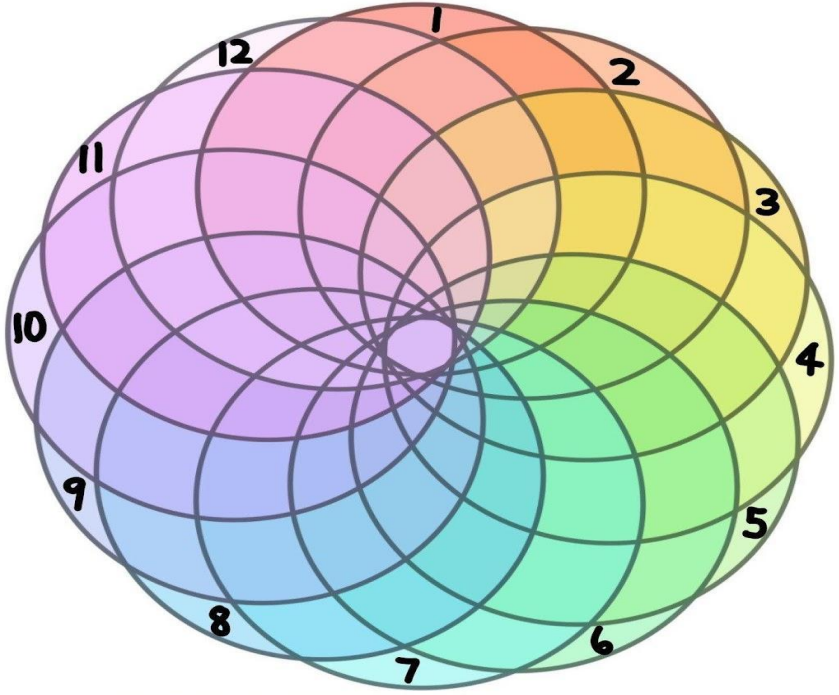
And

Why is it important?

Intersectionality

- Refers to the unique ways privilege and oppression play out for individuals, depending on their multiple identities.
- In the same way dimensions are not equal, neither is oppression.
- Originated by Law Professor Kimberlé Crenshaw in 1989.

INTERSECTIONALITY



1 Race
2 Ethnicity
3 Gender identity
4 Class
5 Language
6 Religion
7 Ability
8 Sexuality
9 Mental health
10 Age
11 Education
12 Body size
(...and many more...)

Intersectionality is a lens through which you can see where power comes and collides, where it locks and intersects. It is the acknowledgement that everyone has their own unique experiences of discrimination and privilege.

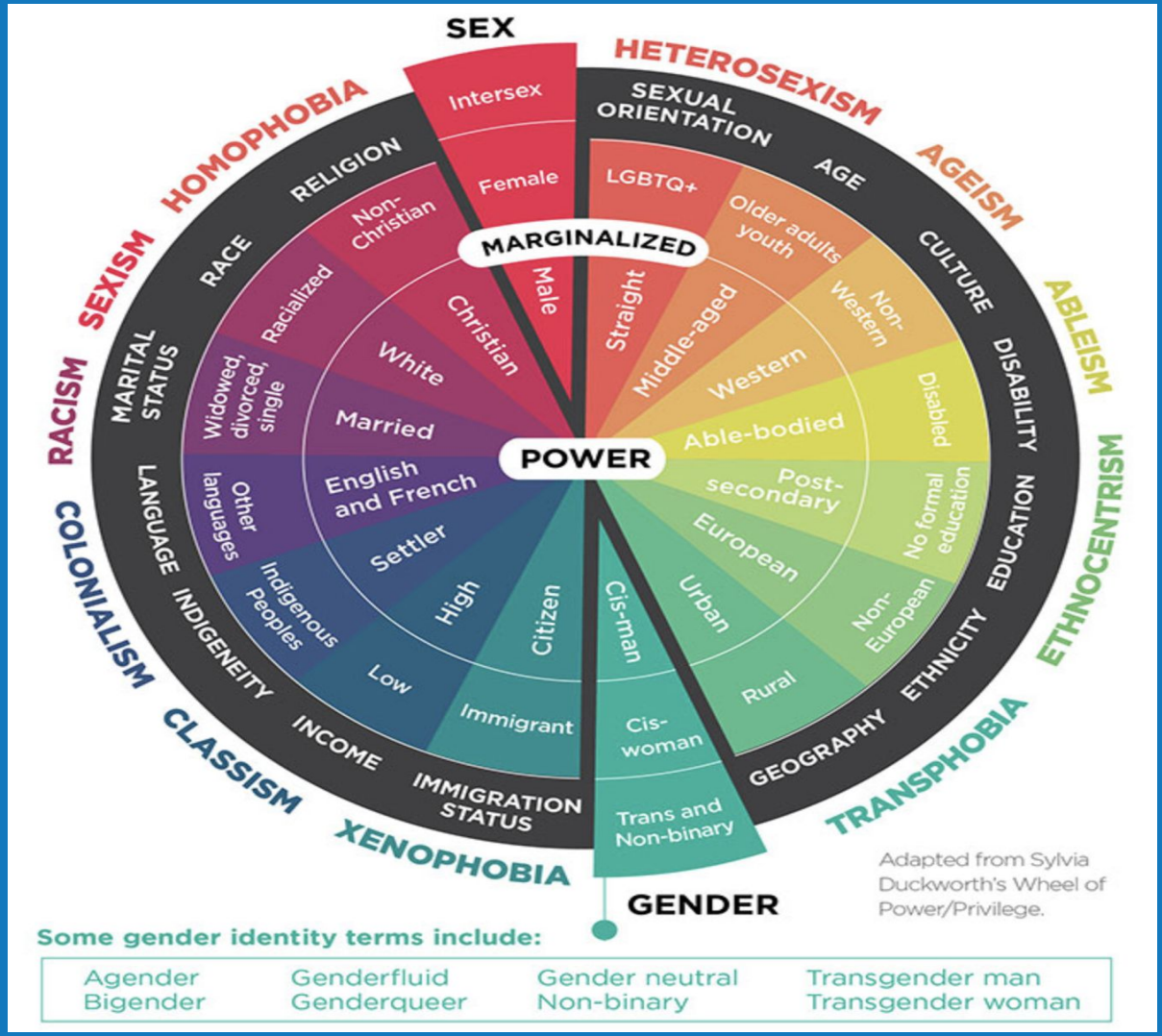
– Kimberlé Crenshaw –

@sylviaduckworth

Differentiating DEI between...

- Systemic (ism)
- (Protected) Class
- Identity Group

"If you're standing in the path of multiple forms of exclusion, you're likely to get hit by both." - Kimberle Crenshaw




WE'RE FIGHTING FOR ALL OF YOU, NOT JUST SOME OF YOU.
KERI GRAY

Disability & Intersectionality

Table 1: Marginal effects on the probability of employment (%) relative to White men without disabilities

Data Source: 2018-2022 American Community Survey. *Note:* To distinguish the interaction effect of disability status, gender, and race and ethnicity, our analysis computes these probabilities keeping the same level of other characteristics (education, age, marital status, citizenship, military service, foreign born status, and government benefits receipt) constant across groups.

EMPLOYMENT	Without disabilities		With disabilities	
	Men	Women	Men	Women
Race and Ethnicity				
White		-12.3	-29.4	-37.3
Black	-8.0	-6.4	-41.6	-33.3
AIAN	-10.1	-15.7	-42.6	-43.2
Asian	-3.1	-23.8	-23.1	-37.5
NHPI	-0.8	-14.9	-35.0	-45.8
Other/Two or more	-3.6	-11.2	-34.2	-34.8
Hispanic	5.6	-13.3	-25.0	-33.3

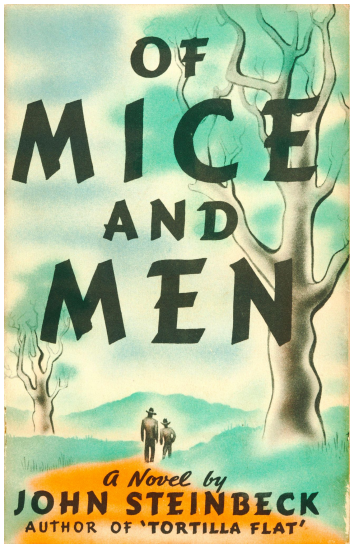
Disability + Incarceration

People with disabilities are **overrepresented at all stages of the criminal justice system**, from jail and prison to probation and parole. Compared to 15% of the United States general population, **40% of people in state prisons have a disability.**

Disability + LGBTQ+ Identities

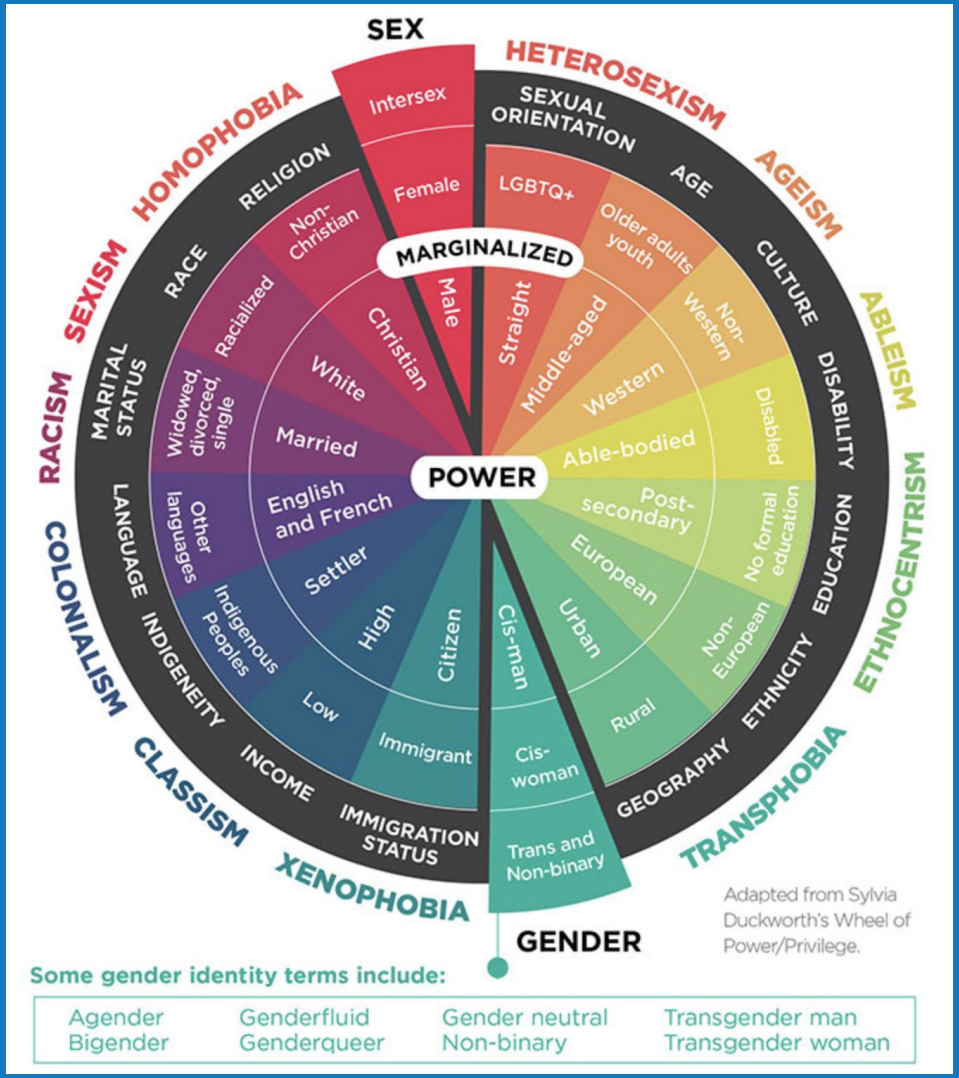
Ableism + Fatphobia

Decades of research have shown that **experiencing weight stigma** increases one's risk for diabetes, heart disease, discrimination, bullying, eating disorders, sedentariness, lifelong discomfort in one's body and even early death.



Reflection:
Take an inventory of your programs for employees and/or clients:

- **How many are single identity focused?**
- **Within those how often are intersecting identities focused on?**



Perceptions & Possibilities

Size and Scope

- Data Collection Window: October 25 - November 22, 2024

  (collected by Cint, a market research firm)

- 3,003 respondents/participants
- Respondents from all 50 states, plus DC

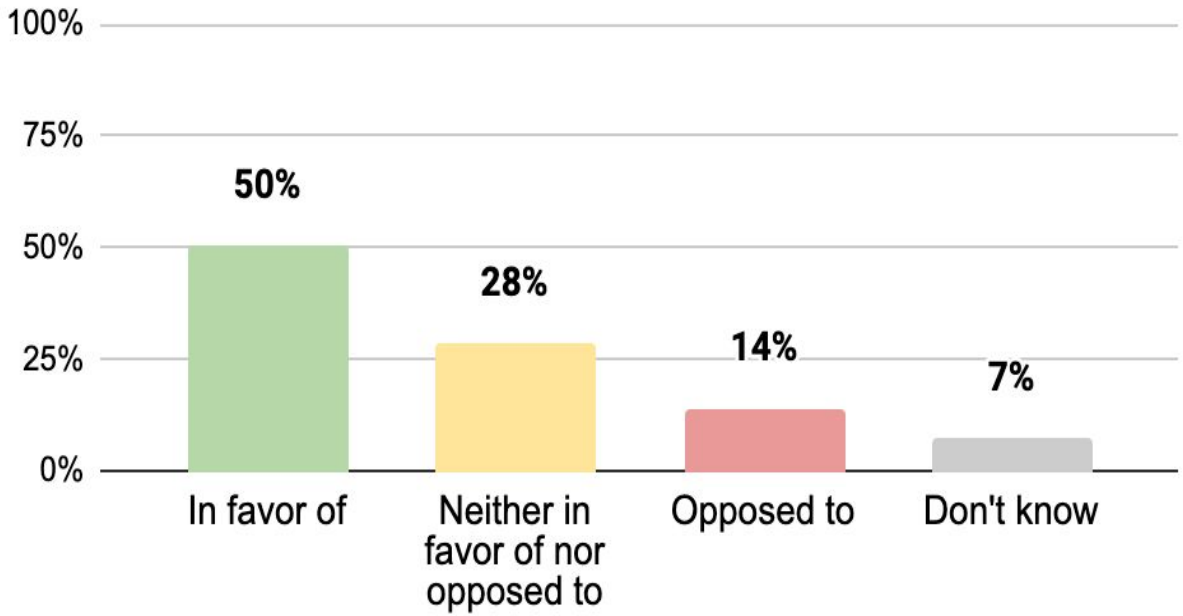
  (Combined and reported as US Regions)

Gender Identity	National DEI Survey	US Census (2024 population estimates)
Transgender and Beyond the Binary	1%	
(cisgender) Woman	51%	51%
(cisgender) Man	48%	50%

Racial/Ethnic Identity	National DEI Survey	US Census (2024 population estimates)
African American/Black	12%	14%
Caucasian/White	60%	58%
Hispanic/Latinx	16%	20%
Other	10%	11%
Refused	1%	

Source: TD/SURI 2025

In general, would you say that you are in favor of or opposed to efforts to promote DEI?



Source: TD/SURI 2025

Diversity Values/Goals

Diversity Questions	Sentiment			
	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree
(D) My immediate circle of friends and acquaintances includes people with different racial identities and from different income groups.	54%	34%	10%	3%
(D) My network of friends includes people that may live and love differently than I do.	52%	36%	8%	3%
(D) Our country's leadership should include people from all the groups represented in our nationwide population.	49%	37%	10%	4%
(D) It's important for emergency medical technicians (EMTs), police officers, and firefighters in my community to reflect all the different backgrounds and experiences of people living in my community, including sexual and religious identities.	46%	35%	13%	6%
(D) All public schools in my area need to make sure they have teachers and staff from all sorts of ethnic and racial groups in order to make sure every student has someone there that does and does not look like them.	40%	37%	15%	7%

Equity Values/Goals

Equity Questions	Sentiment			
	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree
(E) Local resources should be allocated so that all children receive the same quality of education in public schools in our area.	69%	26%	4%	1%
(E) Local businesses should only judge job applicants on their individual merits with no consideration of their race, ethnicity, gender, or other personal characteristic.	65%	26%	7%	3%
(E) No single group of people should overtake or control community forums or school board meetings to the exclusion of others when advocating for their opinion.	63%	31%	5%	1%
(E) It is perfectly acceptable for various groups, perhaps culturally different to enjoy public spaces like parks in their own unique ways so long as others have that opportunity as well.	59%	34%	6%	2%
(E) Workplaces in America function best when they have people from a variety of backgrounds and walks of life working together.	50%	38%	9%	3%
(E) I treat people in my casual interactions according to how they wish to be treated, even if it is different from how I would want to be treated.	36%	43%	15%	5%
(E) Because some groups of people have had less access to resources over the years, it is fair to give some preference to members of those groups in order to help them have more opportunities to succeed.	29%	39%	20%	11%
(E) If local businesses can't afford to add wheelchair accessible ramps or bathrooms then they shouldn't be in business	23%	32%	31%	14%

Inclusion Values/Goals

Inclusion Questions	Sentiment			
	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree
(I) In America, our laws must be enforced so that no person is treated better or worse simply because of the color of their skin, how much money they have in the bank, or the manner in which they choose to live.	70%	25%	4%	1%
(I) In local workplaces, we must provide all employees the opportunity to voice their opinions making sure that no one is excluded based on their identities.	61%	32%	5%	1%
(I) All institutions should review their policies and procedures as well as their informal ways of doing things to guarantee that all employees feel welcome.	59%	34%	5%	2%
(I) Whenever I'm in a group of people I make sure that everyone participating feels valued and respected.	56%	37%	6%	1%
(I) When we talk about America, it is essential that we have a true cross-section of all Americans in the conversation including those of different races, religions, sexual preferences, and levels of ability.	55%	34%	8%	2%
(I) I'm comfortable reaching out to people that are different from me in an effort to make them feel part of the group.	54%	37%	7%	1%
(I) Public schools should alter their curriculum and extra-curricular activities so that all students feel as though they belong regardless of their cultural heritage.	48%	34%	12%	5%
(I) I'm in favor of the government passing and enforcing legislation to give everyone access to opportunities based on need, rather than giving everyone the same amount of access to opportunities.	28%	39%	21%	11%

Diversity

Measures of Diversity Opinions, Values, Goals					
Our country's leadership should include people from all the groups represented in our nationwide population.			***All public schools in my area need to make sure they have teachers and staff from all sorts of ethnic and racial groups in order to make sure every student has someone there that does and does not look like them.***		
Political Ideology	**Strongly agree or Somewhat agree**	**Strongly disagree or Somewhat disagree**	**Political Ideology**	**Strongly agree or Somewhat agree**	**Strongly disagree or Somewhat disagree**
Liberal	95%	5%	Liberal	90%	10%
Moderate	88%	12%	Moderate	79%	21%
Conservative	75%	25%	Conservative	65%	35%

Source: TD/SURI 2025

Equity

Measures of Equity Opinions, Values, Goals					
No single group of people should overtake or control community forums or school board meetings to the exclusion of others when advocating for their opinion.			***Because some groups of people have had less access to resources over the years, it is fair to give some preference to members of those groups in order to help them have more opportunities to succeed.***		
Political Ideology	**Strongly agree or Somewhat agree**	**Strongly disagree or Somewhat disagree**	**Political Ideology**	**Strongly agree or Somewhat agree**	**Strongly disagree or Somewhat disagree**
Liberal	98%	2%	Liberal	85%	15%
Moderate	94%	6%	Moderate	70%	30%
Conservative	91%	9%	Conservative	54%	46%

Source: TD/SURI 2025

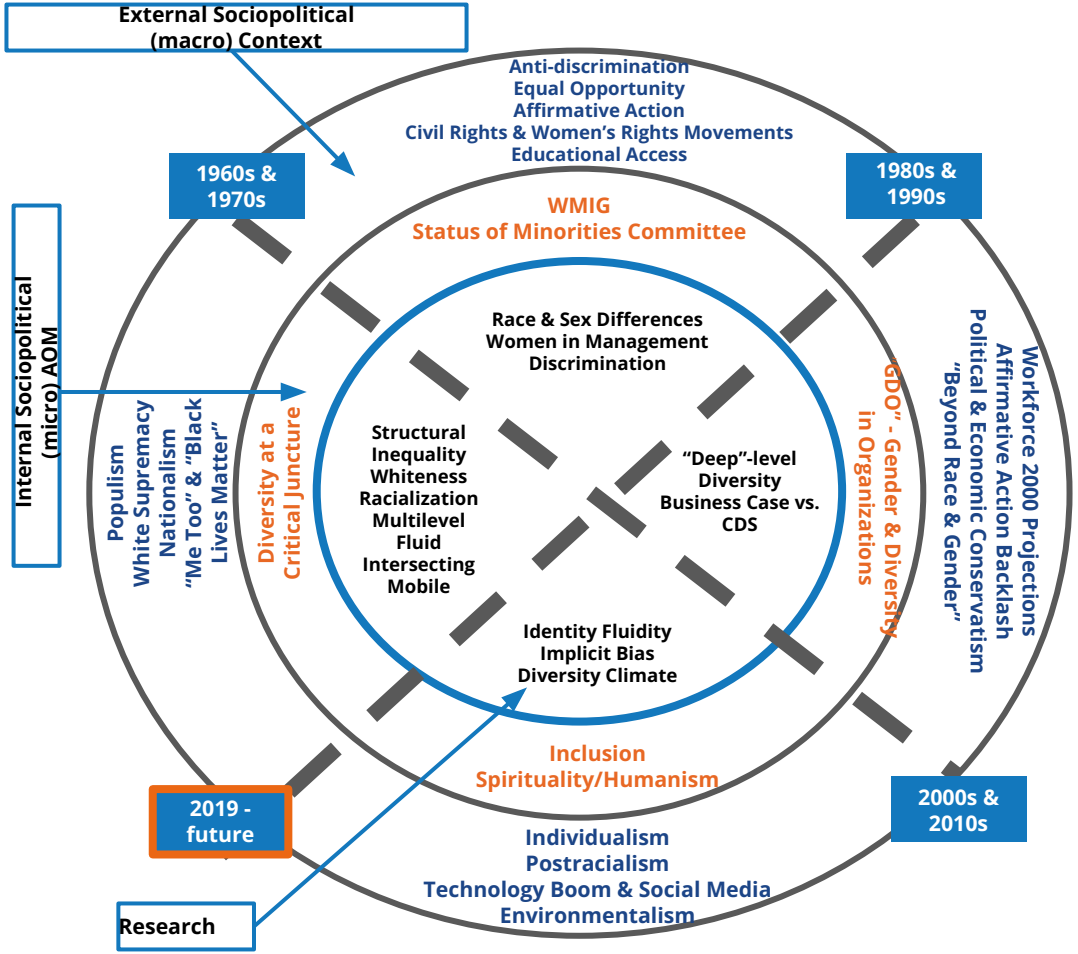
Inclusion

Measures of Inclusion Opinions, Values, Goals					
All institutions should review their policies and procedures as well as their informal ways of doing things to guarantee that all employees feel welcome.			***Public schools should alter their curriculum and extra-curricular activities so that all students feel as though they belong regardless of their cultural heritage.***		
Political Ideology	**Strongly agree or Somewhat agree**	**Strongly disagree or Somewhat disagree**	**Political Ideology**	**Strongly agree or Somewhat agree**	**Strongly disagree or Somewhat disagree**
Liberal	97%	3%	Liberal	92%	8%
Moderate	94%	6%	Moderate	85%	15%
Conservative	90%	10%	Conservative	71%	29%

Source: TD/SURI 2025

DEI: Then & Now

Trajectory of Diversity Field: A Fifty-Year View



Note
WMIG = Women in Management Interest Groups
CDS = Critical Diversity Studies

DEI: Then & Now

Equality Focused

- Focuses on every group getting the same thing

- Examples:
  - Jim Crow

Equity Focused

- Focuses on the need to respond to situatedness

- Encourages advocates to focus on what they want to end ***(disparities),*** rather than what they want to achieve ***(universal thriving)***

Source: john a. powell

Equity Focused Continued

- The goal for the less favored group is entirely defined by what the favored group has
    - Focuses on closing disparities, that requires identifying—and defining—a group that is doing better, and very often this group is composed of white people.

- Relies on binaries
    - **Race:** White vs. BIPOC
    - **Gender:** Men vs. Women (which almost always also leaves out Transgender people)
    - **Ability:** People with disabilities, neurodiverse people vs. able-bodied people, neurotypical people
    - **Immigration:** Citizens/documented vs. undocumented

- ***Unintentional outcome has been competition between groups for individual rights vs. an orientation towards collective liberation***

Targeted Universalism

Targeted Universalism

Applying Targeted Universalism

Targeted Universalism Application

- ERGs
- Chosen Name/Pronoun Practices
- Identity-specific Programs
  - BIPOC Mentorship Programs
  - Women in Leadership Programs
- Recruitment Practices
- Learning & Development

Identity-Based ERG's

ENABLED – Educate and Navigate Awareness Between Leaders and Employees about Disabilities — improves organizational awareness and removes stigmas about our customers and colleagues caring for or living with visible and invisible disabilities.

BELIEF — Black Employees Leading in Inclusion, Excellence, and Financial Empowerment — creates and emphasizes awareness, ally building, and action around interests and issues specific to the African American and African ancestry community. Our mission is to empower and maximize diverse talent while also leading change in our communities. We stand firm in the belief that investing in diverse talent through professional development, cultural and community engagement, and allyship is the key to building sustainable employee, market, and community success.

1. Are these mission statements written universally enough? If not, how might they be changed to be more universal?
2. What universal goal might they be supporting?
3. Who's might be missing?
4. What should be considered with the ERG program overall?

Targeted Universalism Application

- Identify a program or organizational goal and define the universal outcome you want to achieve.
- Then:
  - Define which populations are currently being served and which ones are not
  - What data are you using to define the targets?
  - Where do you need to fill the gaps of targets for the outcome?

Q & A