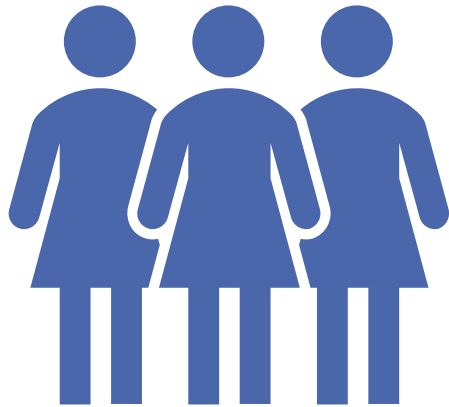


NORMS & NORMATIVITY

Organizing for diversity, equity & inclusion



Social norms – what are they?



Is a norm what most people, the majority, do?



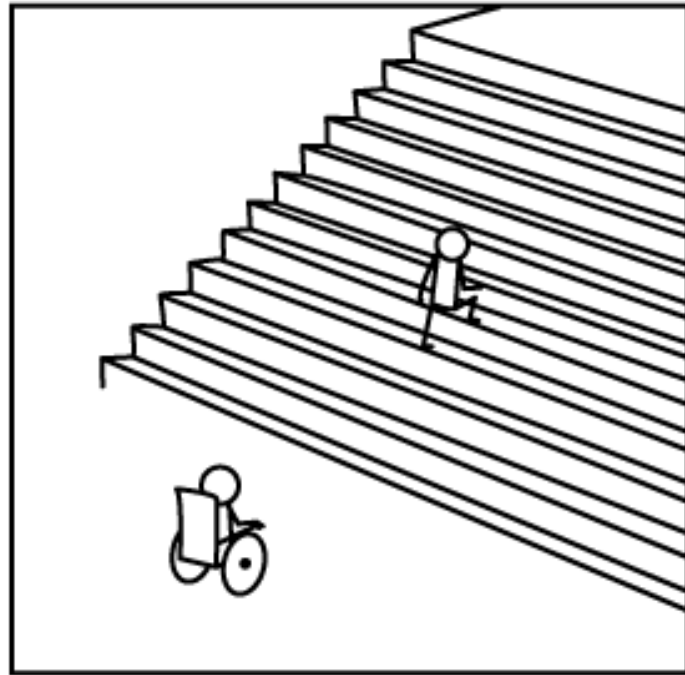
Or does the norm express an ideal?

Norms in a nutshell

...or a table

	EFFECTS	CAUSES
INDIVIDUAL	Norms influence behaviour and expectations	Norms are enforced by the threat of repercussions for those who deviate
COLLECTIVE	Norms become salient in interactions where they regulate belonging and exclusion	Norms achieve stability over time by being repeated, formally and informally, between people

Why norms matter to diversity, equity & inclusion



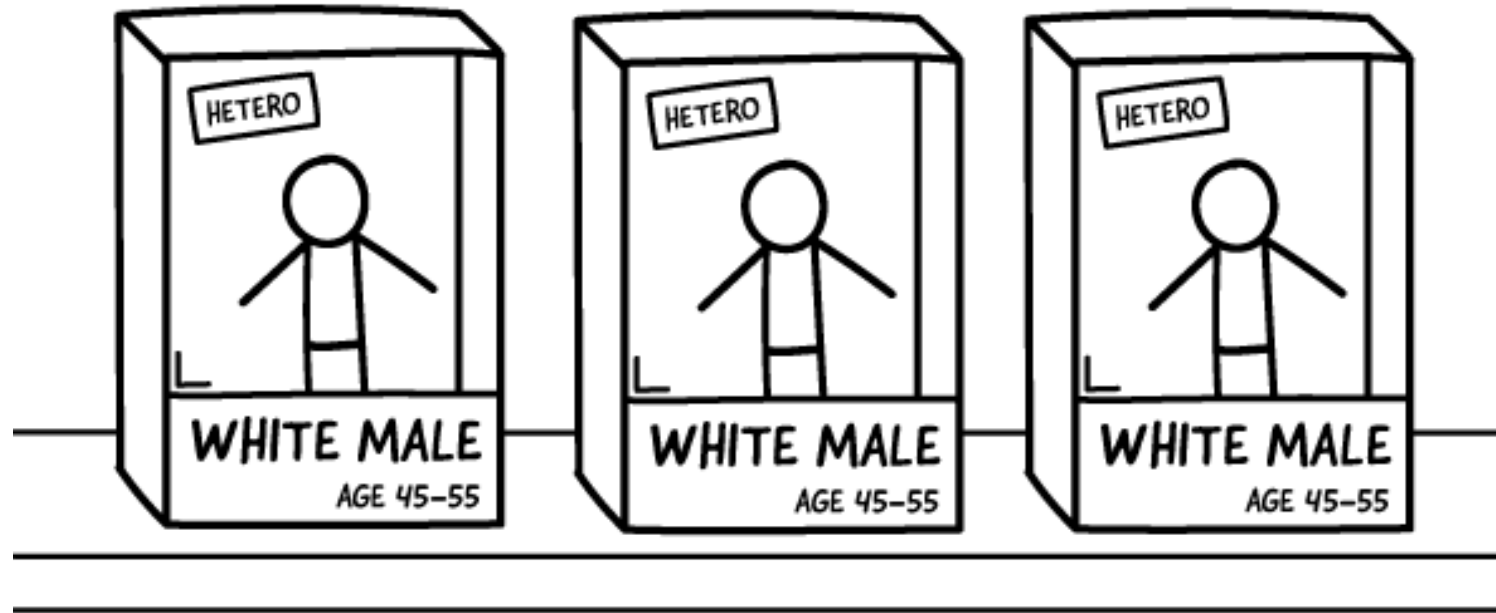
Organizing for a specific norm vs. organizing for diversity and difference as the norm

Intervention beyond aid and compliance

Wherein lies the 'misfit'?

	Individual	Organizational
Wheelchair user	VISIBLE	invisible
Person walking	invisible	VISIBLE

Diversity is what a given norm fails to include



Norms become the term of reference against which difference is measured

Implications for how we can change norms

- 1) Norms exist in all social spaces → No group, no norms (no individual norms)
- 2) (Un)written rules and expectations → Require no formalization
- 3) Guidelines for behaviour → With a moral imperative
- 4) Invisible or intangible → Until exposed to deviation
- 5) Norms are contingent but obtain normality → Taken for granted, yet could be different
- 6) We can't escape norms and need them → We can expand or establish new norms
- 7) Norms are not good or bad per se → Their consequences vary based on 'fit'
- 8) Deviation can lead to social sanctions → If internalized norms become values
- 9) Produced through repetitions → Calls for a 'majority-inclusive' approach

Call to action

- How can we create an inclusive society?
- With which concept of **normality** do you design, organize, lead - operate?
- What **normative** assumptions and expectations go into your research questions and solutions; who is included and who is excluded?
- How can you become more aware **norms** in your work?

