

**ExecOnline**  
Changing the Way Enterprises Learn

**STANFORD** GRADUATE  
**BUSINESS** SCHOOL OF

# Inclusive Leadership in Turbulent Times

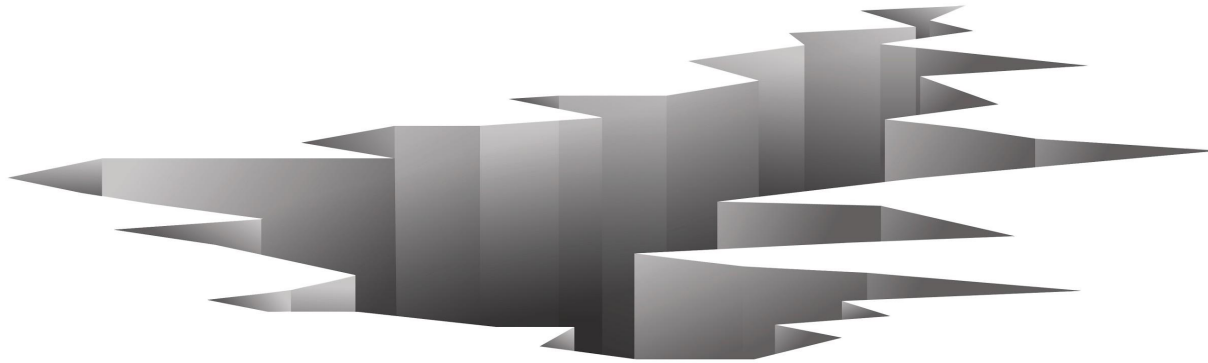
**Professor Sarah A. Soule**

July 9, 2020

Covid-19 has exacerbated and made visible existing inequalities.

---

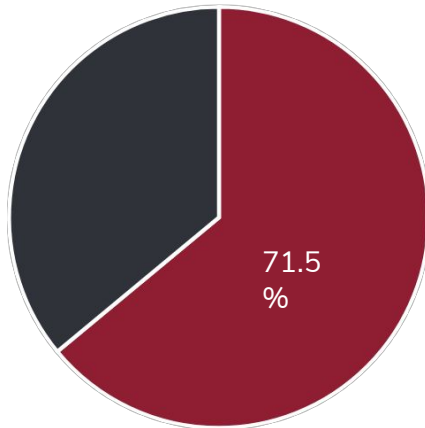
The gap has widened for many.



# Gender

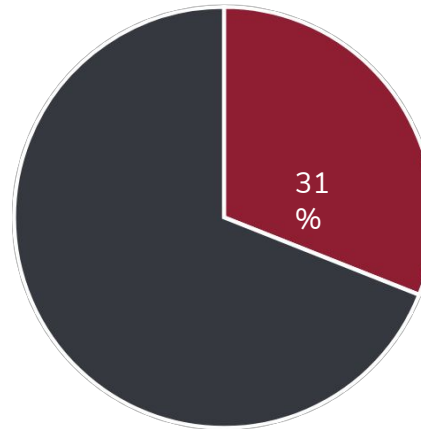
Some of the gendered effects of Covid-19

Working Mothers



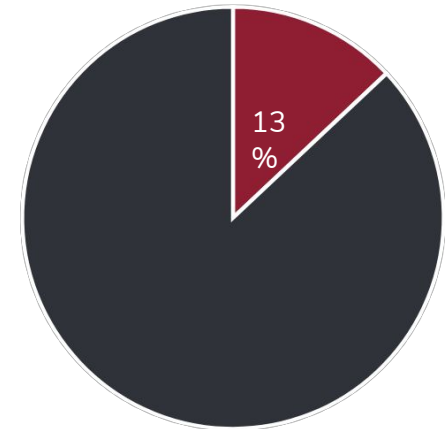
71.5% of mothers with children under age 18 are working (BLS, 2017-2018)

Women



A recent LeanIn.org survey found that among heterosexual couples, 31% of women with full-time jobs and families say they have more to do than they can possibly handle. Only 13% of working men with families say the same.

Men



# Gender

---

Some of the gendered effects of Covid-19

## Cognitive Labor

Anticipating the needs, identifying options for meeting them, deciding among options, monitoring the progress (Daminger 2019)

## Increases in Domestic Violence

## Economic Impact

Recession is hitting sectors with high proportions of women and care work (Kalev 2020)



# Race

---

Intensified racialized patterns of race and violence

## Xenophobia/Anti-Asian Incidents

Asian & Asian Americans are experiencing racist incidents, microaggressions, and violence  
(Shin Shin Tang 2020)

## Anti-Black Racism

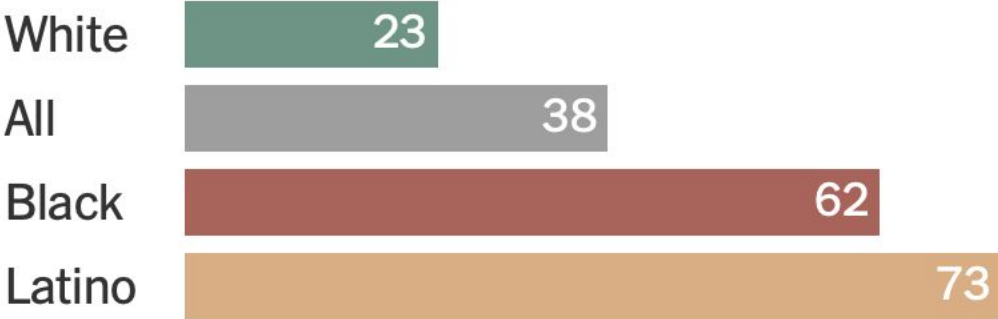
*"We are living in a racism pandemic."* (APA 2020)

Racist "Zoom-bombing" plagues schools, businesses and other organizations (NYT 2020)

# Race, ethnicity and Covid-19

---

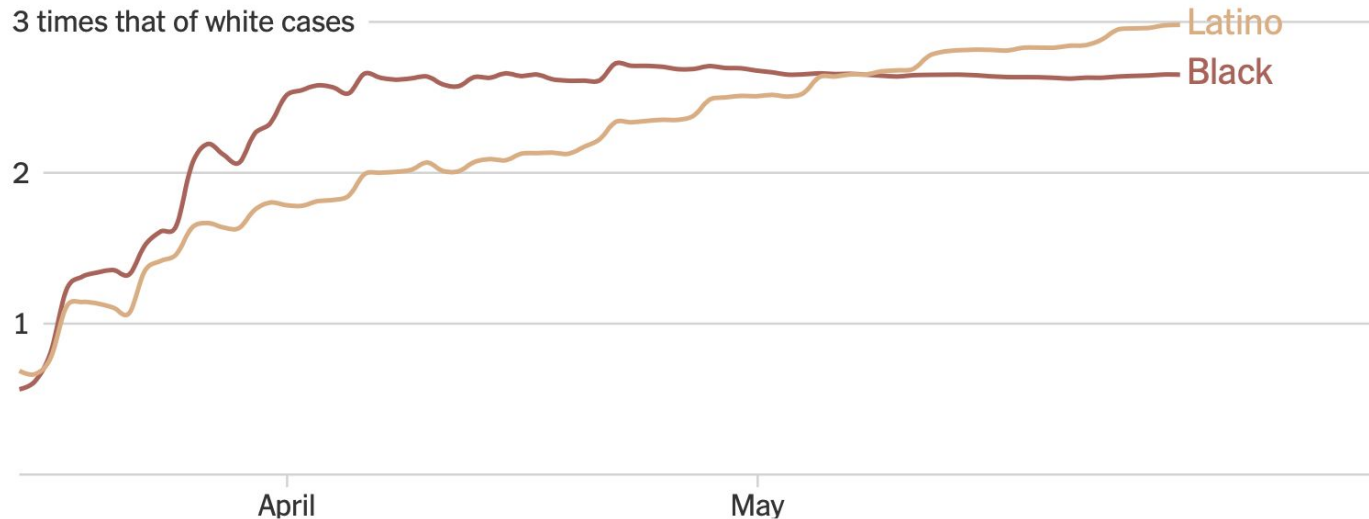
## Coronavirus cases per 10,000 people



Source: [The New York Times](#)

# Race, ethnicity and Covid-19

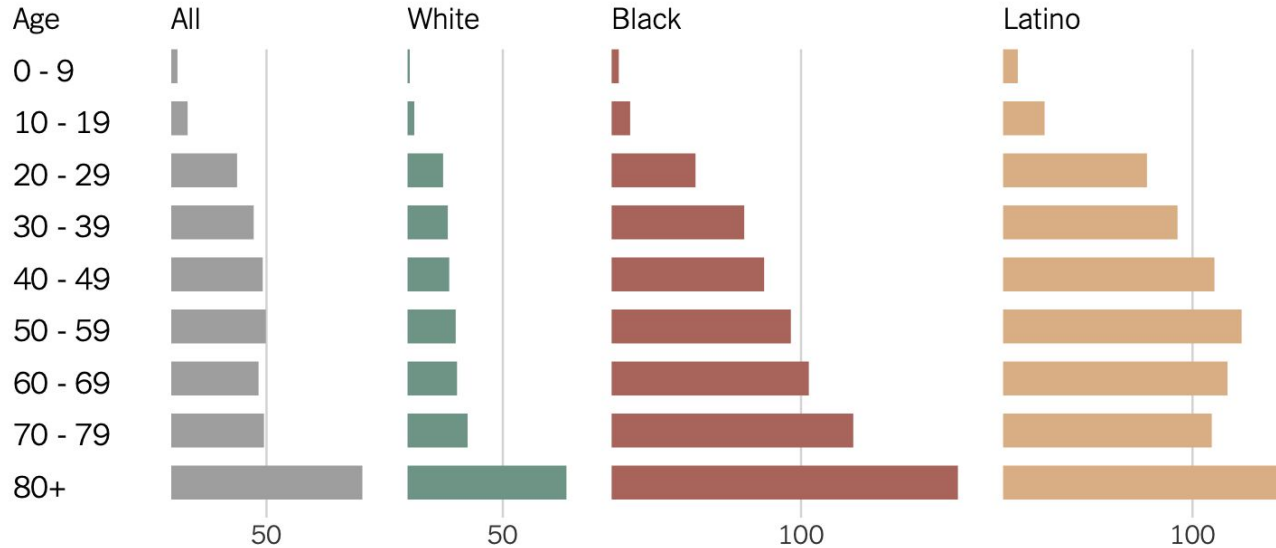
## Rate of Black and Latino coronavirus cases, compared with white cases



Source: Centers for Disease Control and Prevention | Note: Data is through May 28.

# Race, ethnicity, age and Covid-19

## Coronavirus cases per 10,000 people, by age and race



Source: Centers for Disease Control and Prevention | Note: Data is through May 28.



# Race

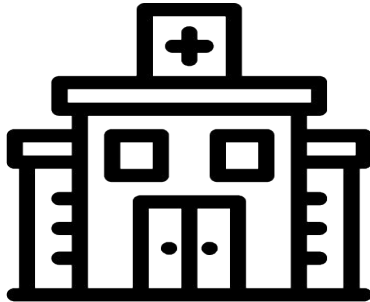
---

## Racialized patterns exacerbate risks



### Housing

Black and Latino families live in multigenerational homes at much higher rates (26% and 27%, respectively) than white families (16%) - Pew Research Center



### Healthcare

Black Americans are known to have lower access to healthcare due to being underinsured (11% uninsured vs 7% national rate)

People of color also live in areas that may have lower access to healthcare resources and testing facilities

# Jobs and Roles

---

## Racialized and socio-economic patterns exacerbate risks



**People of color** in the US hold a higher % of essential jobs and jobs that can't be done remotely and safely (e.g. nursing, home care, restaurant workers)

**Black Brazilians** make deliveries, work in pharmacies and supermarkets, drive buses, and clean apartments – exposing them to more risk.



More than 70% of **Peruvians** work for cash in the informal sector, with little job security and no possibility of sick pay.

In **India**, 100 million migrant workers were affected by the lockdown

# Education

---

## Differential access to quality education exacerbated

**Digital divide** (lower access to technology and Internet) in the home

A recent UN report found that over 40% of learners across the globe do not have Internet at home

**Public schools** in lower income neighborhoods are under-resourced and less likely to have support and tools for distance learning

Parents from certain racial groups are more likely to be **essential workers** and therefore not at home to provide the extra support or supplemental education that more affluent parents can do when working from home



# Crisis in Care Facilities

---

Risk and scarcity in care facilities exacerbate crisis conditions

## Childcare

1 in 3 jobs in childcare sector were lost in April alone in the US

More than 100,000 providers have closed. And if a provider is open, they are operating at 50% or less capacity in the US

## Elder Care

1 in 3 of all Covid-19 related deaths are Nursing Home related in the US

