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Beyond the Letters: Optimize your Diversity, Equity, and Inclusion Potential

Beyond the Letters: Optimize Your DEI Potential

Liza Wisner
Senior Curator of DEI
OpenSesame
liza.wisner@opensesame.com

@LizaWisner

Today's Agenda

- Introduction

- Laying The Foundation

- Optimize Your DEI Potential

- Takeaways and Q&A

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Beyond the Letters: Optimize Your DEI Potential

Liza Wisner
Senior Curator of DEI
OpenSesame
liza.wisner@opensesame.com

@LizaWisner

Liza is….

- Inclusive Talent Development Expert

- Computer Science Bachelor's Degree

- Educational Technology Master's Degree

- Social Entrepreneur, #PowerUp.org

- Golfer + Spartan + #BuJoist + Optimist + …

- Wife + Mom of Boys + Fur Baby

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GDPR
Privacy
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Bribery & Corruption
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Inclusive Leadership
Mental Health Awareness
Building Diverse Teams
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Mindfulness and Meditation
Exercise and Fitness
Resilience
Work/Life Management

POLL: Why are you here?
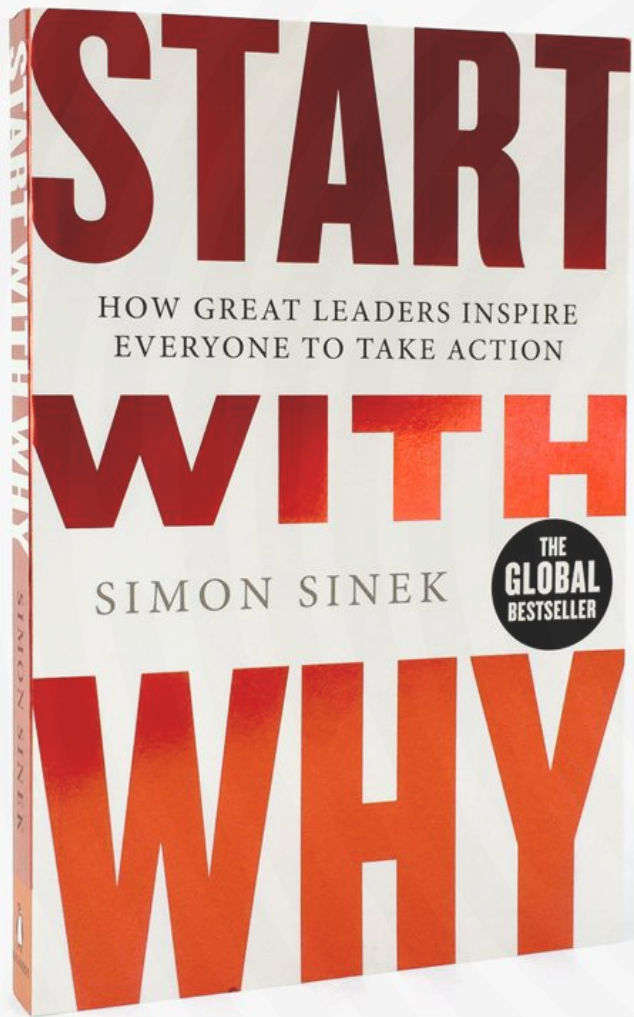Use The
Chat
OpenSesame

Simon Sinek's Golden Circle

How great leaders inspire action | Simon Sinek

From TED

★★★★★ (11)

Description

Simon Sinek has a simple but powerful model for inspirational leadership -- starting with a golden circle and the question: "Why?" His examples include Apple, Martin Luther King Jr. and the Wright brothers.

Details

⏱ Seat Time	19 minutes	
🌐 Language	American English	
💬 Subtitles	Greek, Esperanto, Vietnamese, Catalan, Italian, Arabic, ... 41 more	

TED
Ideas worth spreading

View All Courses

TED

What is TED? A nonprofit organization and popular global media platform devoted to spreading ideas. TED Talks challenge conventions, share solutions, and offer new perspectives. TED's signature blend of innovation, insight and storytelling enhance learning and development programs by sparking new ideas and

More

Core Competencies: Leadership, Emotional Intelligence, Innovation

A Business Case: The importance of Diversity, Equity, and Inclusion

Deloitte.

Inclusive leadership improves team performance by 17%, decision making quality by 20%, and team collaboration by 29%

McKinsey&Company

Companies in the top quartile for racial and ethnic diversity are 35% more likely to have financial returns above their respective national industry medians

BCG BOSTON CONSULTING GROUP

The relationship between Diversity and Innovation is positive and statistically significant

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Our Future of Work is Intersectional

The workforce is increasingly more diverse.

- **more women**

- **more people of color**

- **more than 2x the people in Gen Z identify as LGBTQ+ than in Gen X**

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Google's Project Aristotle

What makes a perfect team?

Google Project Aristotle

2 years | 180 teams | 37,000 employees

The answer? psychological safety

1 **Psychological Safety**
Team members feel safe to take risks and be vulnerable in front of each other.

2 **Dependability**
Team members get things done on time and meet Google's high bar for excellence.

3 **Structure & Clarity**
Team members have clear roles, plans, and goals.

4 **Meaning**
Work is personally important to team members.

5 **Impact**
Team members think their work matters and creates change.

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Why I am here.

Diversity is...

Demographic diversity	Experiential diversity	Cognitive diversity
• Gender • Age • Race • Ethnicity • Sexual Orientation • Etc.	• Skills • Expertise • Education • Affinities • Hobbies • Abilities	• Approach to thinking about and solving problems

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Equity is...

Equity is...

Inclusion is...

EQUALITY

EQUITY

Inclusion is...
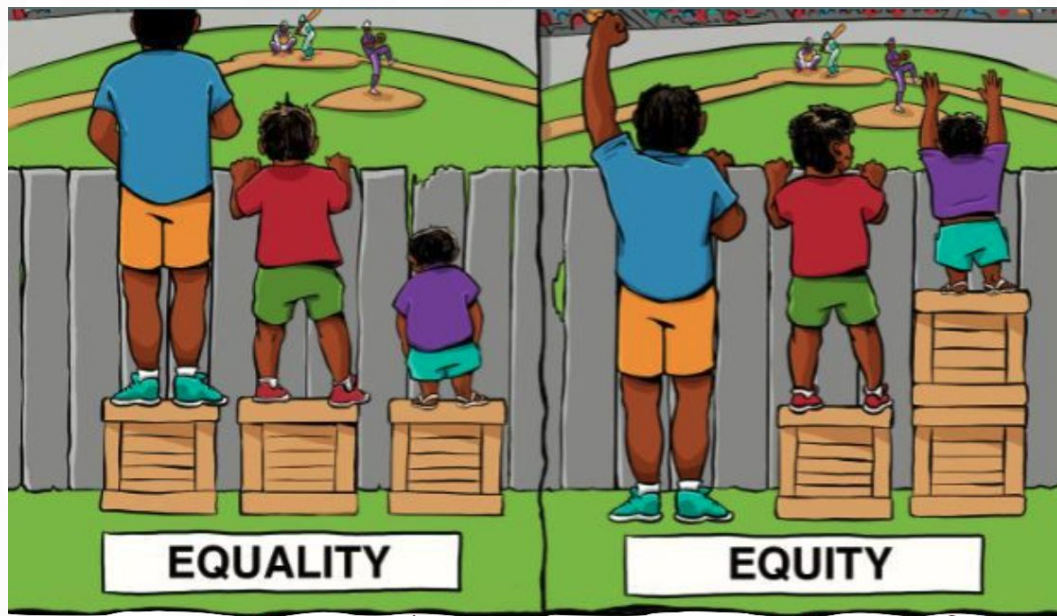
EQUALITY   EQUITY   INCLUSION
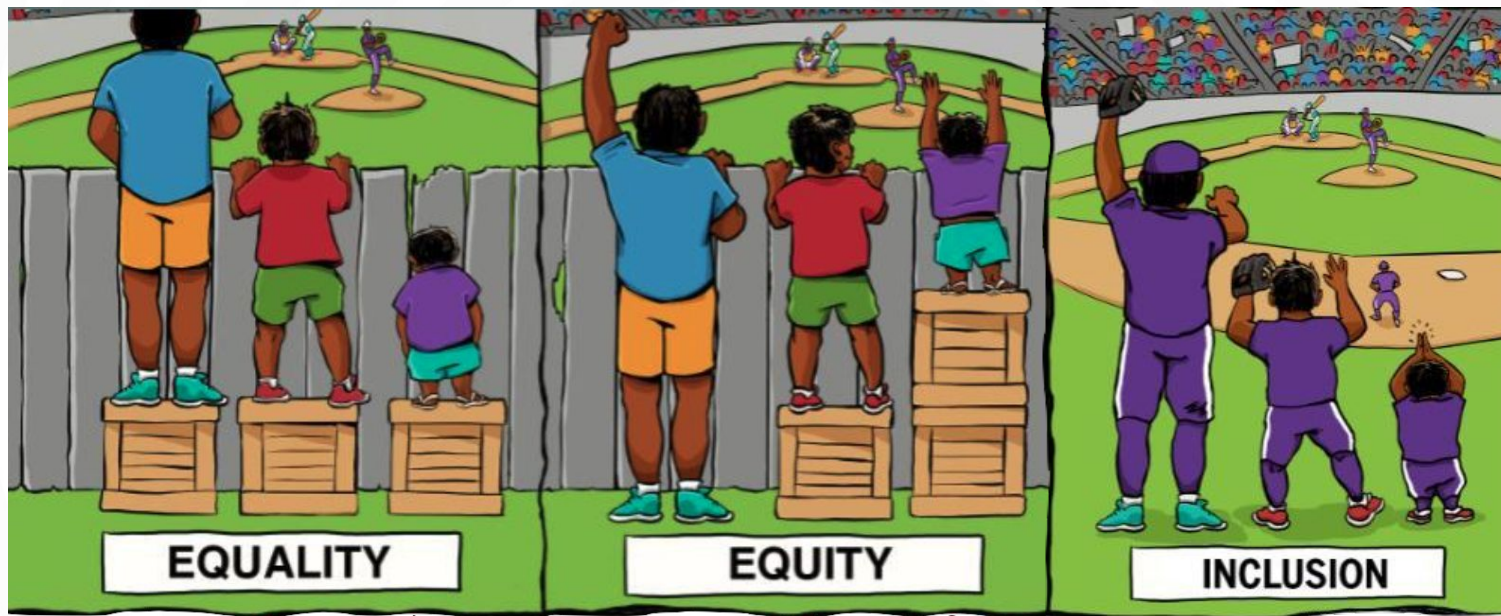
Diversity, Equity, and Inclusion (DEI) at Work Explained

DIVERSITY
The representation of various identities and differences

EQUITY
Ensuring that every individual has an equal opportunity to make the most of their lives and talents.

INCLUSION
Authentically bringing traditionally excluded individuals and/or groups into processes, activities, and decision/policy making in a way that shares power.

? **DIVERSITY ASKS**
Who is in the room?
~REPRESENTATION~

? **EQUITY ASKS**
Who is trying to get in the room but can't?
~WHO IS EMPOWERED~

? **INCLUSION ASKS**
Have everyone's ideas been heard and considered in decision making?
~ENGAGEMENT~

Source: Open Source Leadership Strategies

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Emotion vs. Logic

Emotion vs. Logic: Simon Sinek's "Golden Circle" in DEI

The **purpose, cause or belief that drives you**. Why you get up in the morning.

The **unique talents** that make you special.

The **actions you take** towards achieving your Why.

WHY

HOW

WHAT

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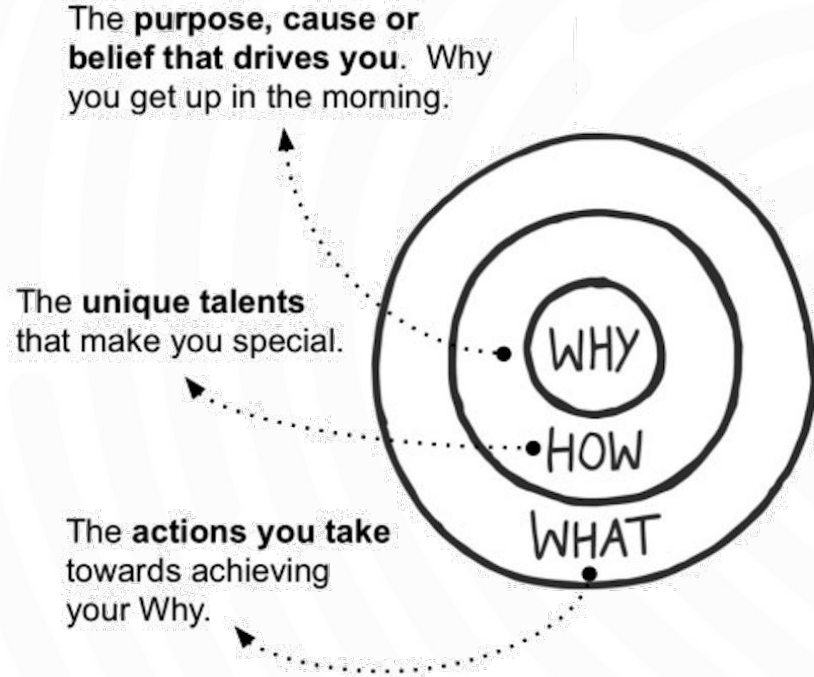
Emotion + Logic: Simon Sinek's "Golden Circle" in DEI

The **purpose, cause or belief that drives you**. Why you get up in the morning.

The **unique talents** that make you special.

The **actions you take** towards achieving your Why.

WHY

HOW

WHAT

The **Limbic Brain** is responsible for **all feelings, behavior and decision making**.

LIMBIC BRAIN

NEOCORTEX

The **Neocortex** is responsible for **rational and analytical thought** and language

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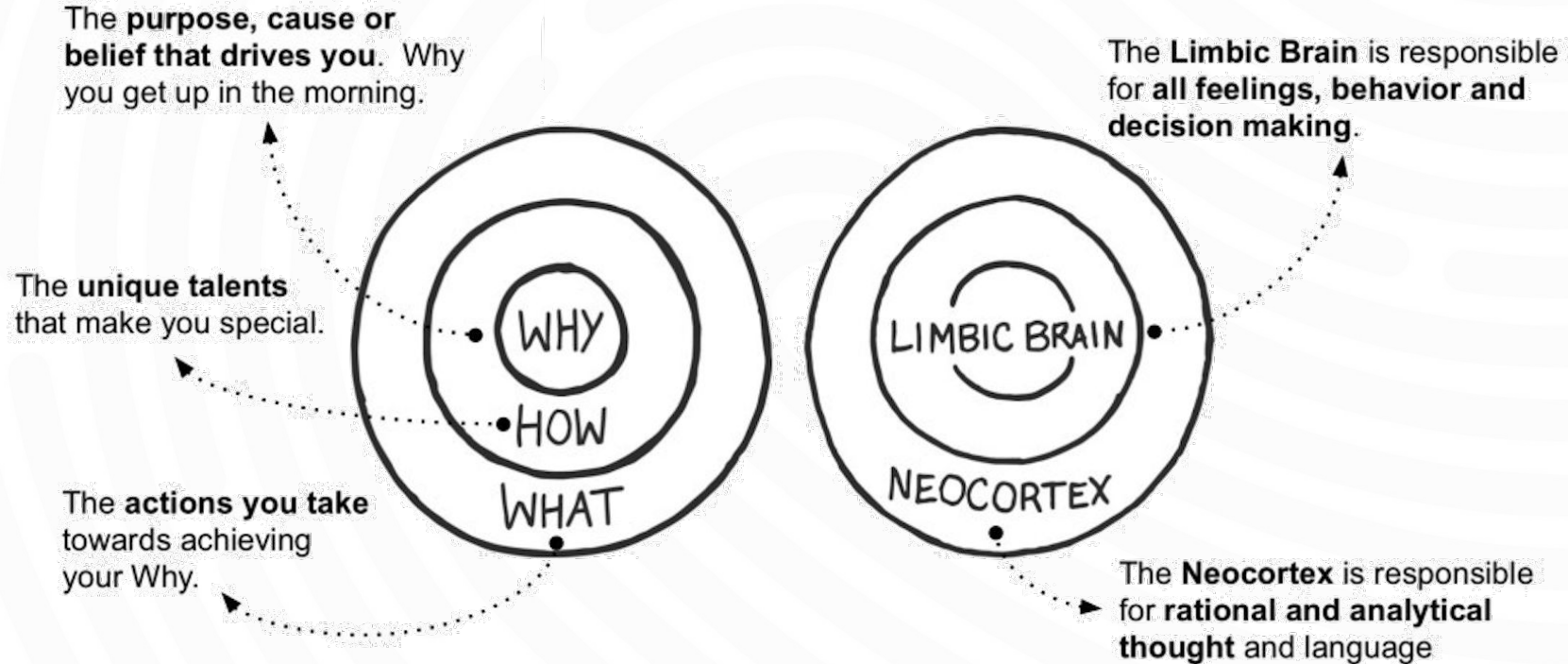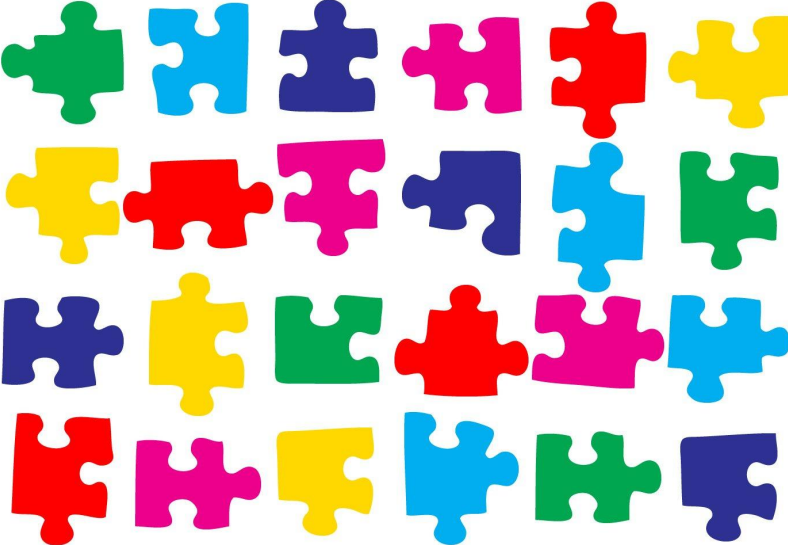
Emotion + Logic: <u>CLOSE</u> the Gap in Difficult Conversations

C
CHECK
Your Mindset and Possible Bias

L
LISTEN
Carefully and Actively

O
OFFER
Empathy and Compassion

S
SPEND
Time Reflecting on the conversation

E
EMPOWER
By Offering Input or a Solution

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Me   You

OpenSesame's Diversity, Equity, and Inclusion Progress Index

4

OPTIMIZING

Creating the Future: Investing in learning, community, respect, and accountability.

3

PROACTIVE

Predicting the Future: Plays offense and anticipates areas of improvement.

2

REACTIVE

Past Oriented: Plays defense and reacts with a compliance mindset.

1

INACTIVE

Unmindful: No awareness of diversity, equity, and inclusion.

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OpenSesame DEI Toolkit

A hub of resources and ideas to help you develop more diverse, equitable, and inclusive workplaces

Talk to a training expert

Level 1: Inactive / Unmindful

People think things "are as good as they're going to get" and are generally averse to change. To overcome this resistance, educate leaders on the value of diversity, equity, and inclusion.

Level 2: Reactive / Past-Oriented

Your organization plays defense, making changes only when made necessary by outside forces. To move beyond this compliance mindset, demonstrate how your DEI strategy can be a competitive advantage.

Level 3: Proactive / Predicting the Future

Leadership and employees alike are engaged and seek to take advantage of the change happening around them to make a real impact. To elevate your program, think about systematic strategies you can use to improve DEI.

Level 4: Optimizing / Creating the Future

Your organization is actively involved in designing a desired future and then investing in strategies to create that future DEI state. You likely already have a comprehensive DEI plan supporting internal and external goals and are committed to continuous improvement.

Live, authentic, and practical DEI conversations

Join OpenSesame every other Thursday in 2021 for a series of conversations with DEI thought leaders and practitioners for inspiration to help you develop a more welcoming workforce.
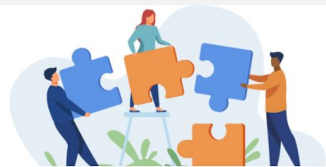
Talk to a training expert

Featured resources

Making the business case for DEI training

Read the article →

Six months of DEI training for employees

View training program →

Beyond the letters: The real impact of DEI

Watch the recording →

Six months of DEI training for leaders

View training program →

Deloitte Review

The diversity and inclusion revolution

Eight powerful truths

By Juliet Bourke and Bernadette Dillon

Deloitte.

THE EIGHT POWERFUL TRUTHS

1.
DIVERSITY OF THINKING
IS THE NEW FRONTIER

2.
DIVERSITY WITHOUT
INCLUSION IS NOT ENOUGH

3.
INCLUSIVE LEADERS
CAST A LONG SHADOW

4.
MIDDLE MANAGERS MATTER

5.
REWIRE THE SYSTEM
TO REWIRE BEHAVIORS

6.
TANGIBLE GOALS MAKE
AMBITIONS REAL

7.
MATCH THE INSIDE
AND THE OUTSIDE

8.
PERFORM A CULTURE RESET,
NOT A TICK-THE-BOX PROGRAM

1. Diversity of thinking is the new frontier

"The most innovative company must also [be the] most diverse," says Apple Inc.[14] "We take a [broad] view of diversity that looks beyond usual m[easure]ments. A view that includes the varied p[erspec]tives of our employees as well as app deve[lopers,] suppliers, and anyone who aspires to a fu[ture in] tech. Because we know new ideas come from [diverse] ways of seeing things."[15]

Apple's insight lines up with Joyce's. It's [about] looking beyond demographic parity to the u[ltimate] outcome—diversity of thinking.

This is not to say that demographic cha[racter]istics, such as gender and race, are not imp[ortant] areas of focus. Organizations still need to [ensure] that workplaces are free from discriminatio[n and] enable people to reach their full potential.

But there is a horizon beyond this.

Our view is that the goal is to create wor[kplaces] that leverage diversity of thinking. Why? B[ecause] research shows that diversity of thinking is [a well-] spring of creativity, enhancing innovation by [about] 20 percent. It also enables groups to spo[t risks,] reducing these by up to 30 percent. And it s[mooths] the implementation of decisions by creating [buy-in] and trust (figure 1).[16]

So how can leaders make this insight p[ractical] and not neglect demographic diversity?

The answer lies in keeping an eye on [two things.] Deloitte's research reveals that high-perf[orming] teams are both cognitively *and* demograph[ically] diverse. By cognitive diversity, we are re[ferring] to educational and functional diversity, as [well as] diversity in the mental frameworks that peo[ple use] to solve problems. A complex problem ty[pically] requires input from six different mental "[frame]works" or "approaches": evidence, options, ou[tcomes,] people, process, and risk. In reality, no one is [equally] good at all six; hence, the need for complem[entary] team members.[17] Demographic diversity, [for its] part, helps teams tap into knowledge and ne[tworks] specific to a particular demographic group[. More] broadly, it can help elicit cognitive diversity t[hrough...]
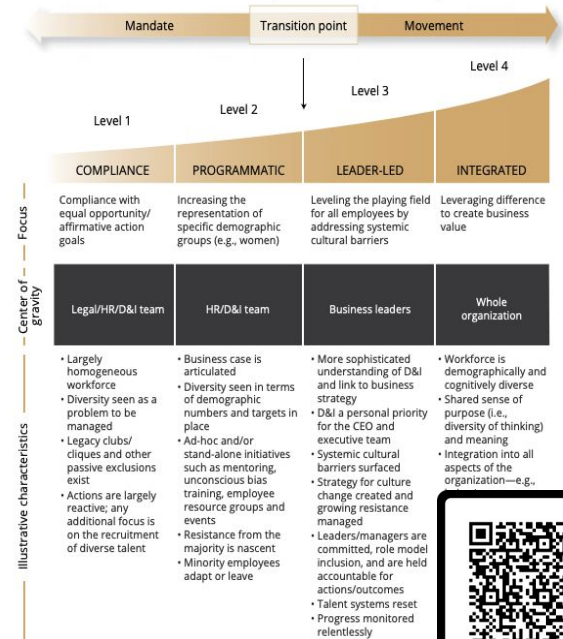
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need to transform their cultures to become fully inclusive. While an overwhelming majority of organizations (71 percent) aspire to have an "inclusive" culture in the future, survey results have found that actual maturity levels are very low.[48]

What prevents the translation of these intentions into meaningful progress? Our experience suggests that organizations frequently underestimate the depth of the change required, adopting a compliance-oriented or programmatic approach to diversity and inclusion.[49] For most organizations, change requires a culture reset.

This is no simple task. Cultural change is challenging irrespective of the objective, but it

FIGURE 8 | The Deloitte diversity and inclusion maturity model

	COMPLIANCE	PROGRAMMATIC	LEADER-LED	INTEGRATED
Focus	Compliance with equal opportunity/ affirmative action goals	Increasing the representation of specific demographic groups (e.g., women)	Leveling the playing field for all employees by addressing systemic cultural barriers	Leveraging difference to create business value
Center of gravity	Legal/HR/D&I team	HR/D&I team	Business leaders	Whole organization
Illustrative characteristics	• Largely homogeneous workforce • Diversity seen as a problem to be managed • Legacy clubs/cliques and other passive exclusions exist • Actions are largely reactive; any additional focus is on the recruitment of diverse talent	• Business case is articulated • Diversity seen in terms of demographic numbers and targets in place • Ad-hoc and/or stand-alone initiatives such as mentoring, unconscious bias training, employee resource groups and events • Resistance from the majority is nascent • Minority employees adapt or leave	• More sophisticated understanding of D&I and link to business strategy • D&I a personal priority for the CEO and executive team • Systemic cultural barriers surfaced • Strategy for culture change created and growing resistance managed • Leaders/managers are committed, role model inclusion, and are held accountable for actions/outcomes • Talent systems reset • Progress monitored relentlessly	• Workforce is demographically and cognitively diverse • Shared sense of purpose (i.e., diversity of thinking) and meaning • Integration into all aspects of the organization—e.g.,

Mandate — Transition point — Movement

Level 1 · Level 2 · Level 3 · Level 4

OpenSesame's Diversity, Equity, & Inclusion Progress Index Defined
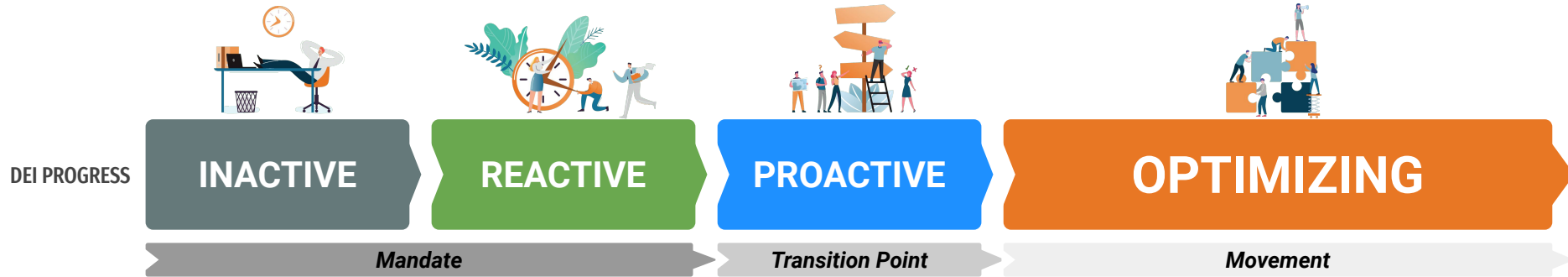
DEI PROGRESS

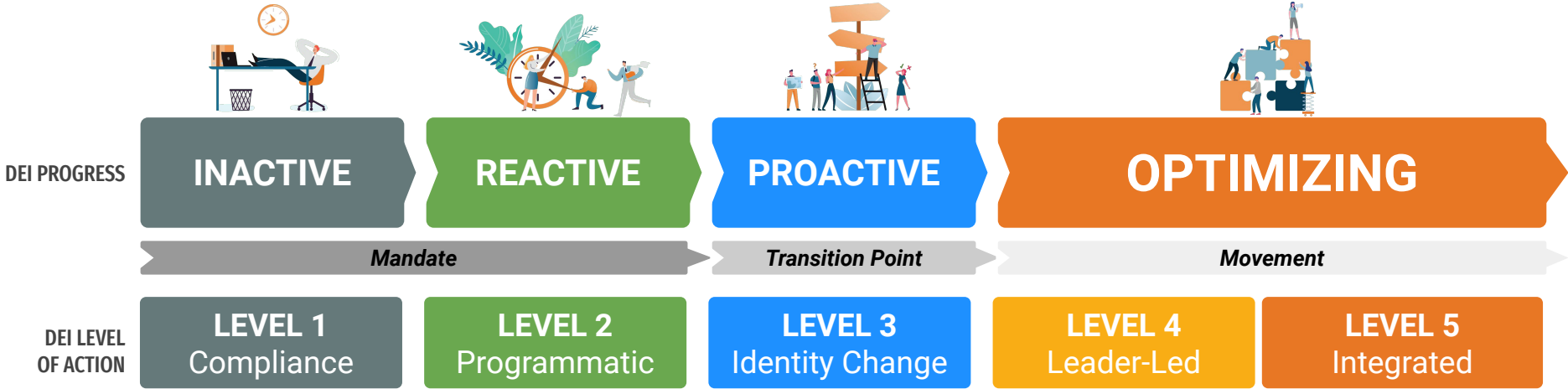**INACTIVE** → **REACTIVE** → **PROACTIVE** → **OPTIMIZING**

OpenSesame's Diversity, Equity, & Inclusion Progress Index Defined

OpenSesame's Diversity, Equity, & Inclusion Progress Index Defined

DEI PROGRESS

INACTIVE	REACTIVE	PROACTIVE	OPTIMIZING

Mandate	Transition Point	Movement

DEI LEVEL OF ACTION

LEVEL 1 Compliance	LEVEL 2 Programmatic	LEVEL 3 Identity Change	LEVEL 4 Leader-Led	LEVEL 5 Integrated

OpenSesame's Diversity, Equity, & Inclusion Progress Index Defined

DEI PROGRESS	INACTIVE	REACTIVE	PROACTIVE	OPTIMIZING	
	Mandate		*Transition Point*	*Movement*	
DEI LEVEL OF ACTION	**LEVEL 1** Compliance	**LEVEL 2** Programmatic	**LEVEL 3** Identity Change	**LEVEL 4** Leader-Led	**LEVEL 5** Integrated
DEI FOCUS	Compliance with equal opportunity laws and goals	Increasing representation of specific demographic groups (i.e. women; BIPoC)	Develops analysis of systemic racism and an intentional identity as an "anti racist" institution	Leveling the playing field for all employees by addressing systemic cultural barriers	Leveraging difference to create business value

OpenSesame's Diversity, Equity, & Inclusion Progress Index Defined

	INACTIVE	REACTIVE	PROACTIVE	OPTIMIZING	
DEI PROGRESS	INACTIVE	REACTIVE	PROACTIVE	OPTIMIZING	
	Mandate		*Transition Point*	*Movement*	
DEI LEVEL OF ACTION	**LEVEL 1** Compliance	**LEVEL 2** Programmatic	**LEVEL 3** Identity Change	**LEVEL 4** Leader-Led	**LEVEL 5** Integrated
DEI FOCUS	Compliance with equal opportunity laws and goals	Increasing representation of specific demographic groups (i.e. women; BIPoC)	Develops analysis of systemic racism and an intentional identity as an "anti racist" institution	Leveling the playing field for all employees by addressing systemic cultural barriers	Leveraging difference to create business value
STAKEHOLDERS	● **Legal** ● **People Team** ● **DEI Team**	● **People Team** ● **DEI Team**	● **Executive Leaders** ● **DEI Team**	● **Executive Leaders** ● **Managers** ● **DEI Team**	● **Entire Organization** *(People, Processes, Product, Goals, Metrics, etc...)*

How to Optimize Diversity, Equity & Inclusion (DEI)

A discovery of proven paths towards workplace diversity, equity, and inclusion optimization.

1. **Institutionalization**

2. **DEI Vision**

3. **DEI Strategy**

4. **Learning Culture**

5. **Collaboration Culture**

6. **Results Culture**

7. **Talent Management**

8. **Performance Management**

9. **Equitable & Inclusive Culture**
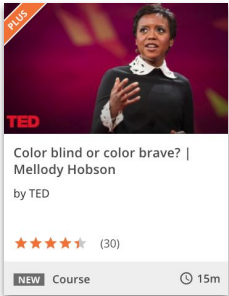
10. **Marketplace and Community Impact**

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How ❖ OpenSesame® can help

Hundreds of highly curated courses to drive every DEI training program.

Continuous course updates to keep pace with evolving training needs.

Curation services to help you choose courses to meet your DEI training goals.

PLUS

Color blind or color brave? | Mellody Hobson
by TED

★★★★½ (30)

NEW Course   🕐 15m
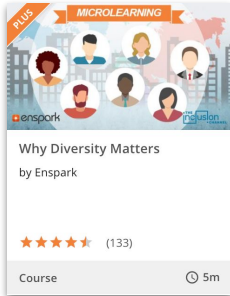
PLUS

Inclusive Leadership
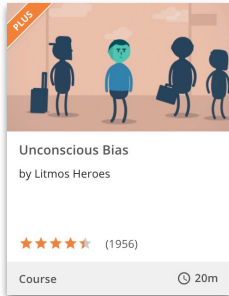by Skill Boosters

★★★★★ (4)

Course   🕐 1h

PLUS MICROLEARNING

Why Diversity Matters
by Enspark

★★★★½ (133)
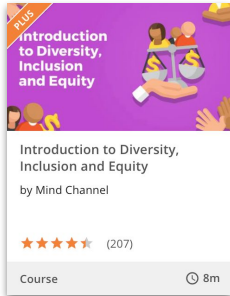
Course   🕐 5m

PLUS

Unconscious Bias
by Litmos Heroes

★★★★½ (1956)

Course   🕐 20m

PLUS

Introduction to Diversity, Inclusion and Equity
by Mind Channel

★★★★½ (207)

Course   🕐 8m

Symmetra

LGBTIQ Inclusion

by Symmetra

NEW — 🕐 15m

Customer Inclusion

by Symmetra

NEW — 🕐 10m

Building Psychological Safety

by Symmetra

NEW — 🕐 15m

Building a Diverse Organisation

by Symmetra

NEW — 🕐 15m

Everyday Sexism

by Symmetra

NEW — 🕐 15m

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Inclusion Habit Series

by Emberin

🕐 3h

D&I Challenge: Generational Style Difference

by Emberin

🕐 10m

D&I Challenge: Introvert vs Extrovert

by Emberin

🕐 10m

Career IGNITE for Mentees

by Emberin

🕐 3h

Career IGNITE for Mentors

by Emberin

🕐 3h

SunShower Learning

Within Our Power: Preventing and Addressing Sexual Harassment Together
by SunShower Learning
NEW   1h

Anyone Can Be An Ally: Speaking Up for an LGBTQ Inclusive Workplace. Enhanced
by SunShower Learning
16m

Ouch! Your Silence Hurts: Enhanced Streaming
by SunShower Learning
13m

Defeating Unconscious Bias: 5 Strategies
by SunShower Learning
★★★☆☆ (45)
30m

Inclusion in Action: 9 Skills for Communicating & Collaborating Across
by SunShower Learning
1h 15m

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HARVARD ManageMentor®

In-Depth Skill Building

By leveraging concise content and world-class experts, Harvard ManageMentor delivers prescriptive learning programs that ensure consistent performance.

Performance Support

Offering you just-in-time access to a wide variety of content, videos, podcasts, resources, and tools such as worksheets and step-by-step guides to solve problems and improve results.

Teaching And Mentoring

Harvard ManageMentor prepares leaders to lead development discussions with their teams and others, providing opportunities to cascade learning throughout the organization.

Collaborative Learning

Formalizing informal learning and facilitating to extend the reach of learning programs by enabling learning with and from others.

Diversity
by Harvard Business Publishing

★★★★★ (1)

UPDATED   🕐 2h

Global Collaboration
by Harvard Business Publishing

UPDATED   🕐 2h

Leveraging Your Networks
by Harvard Business Publishing

UPDATED   🕐 2h

Difficult Interactions
by Harvard Business Publishing

UPDATED   🕐 2h

Coaching
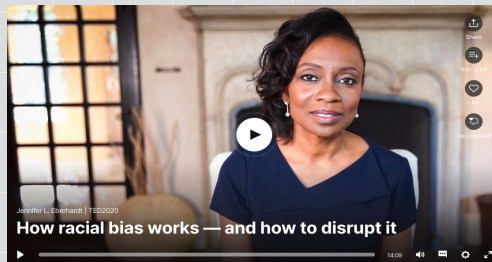by Harvard Business Publishing

★★★★★ (1)

UPDATED   🕐 2h

CATEGORIES INCLUDE:

Leading Yourself • Leading Others • Leading the Business

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TED@Work

Examples
Dimensions of human diversity

Race, Ethnicity & Inclusion

Jennifer L. Eberhardt | TED2020
How racial bias works — and how to disrupt it

Neurodiversity
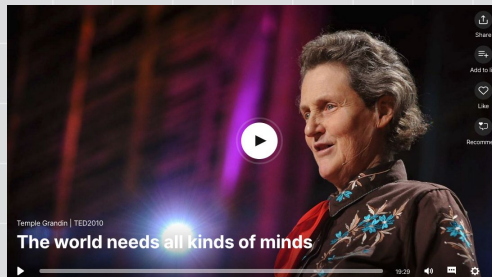
Temple Grandin | TED2010
The world needs all kinds of minds

Gender in the workplace

Sara Sanford | TEDxSeattle
How to design gender bias out of your workplace

Faith

Yassmin Abdel-Magied | TEDxSouthBank
What does my headscarf mean to you?

Physical Differences

Sinéad Burke | TEDNYC
Why design should include everyone

LGBTQ+

Jackson Bird | TED Residency
How to talk (and listen) to transgender people

Styles & experience

Susan Cain | TED2012
The power of introverts
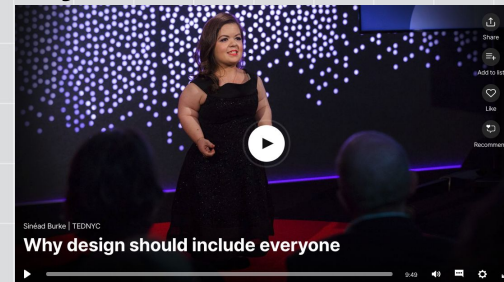
Curated Lists To Meet Your Immediate Needs
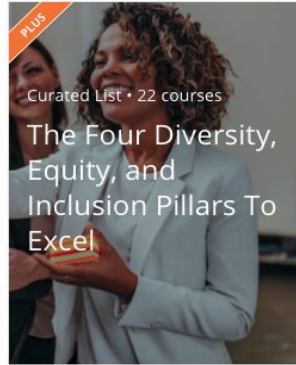
PLUS

Curated List • 21 courses

Unconscious Biases - Your Brain on Autopilot

PLUS

Curated List • 12 courses

Monthly Calendar of Diversity, Equity, and Inclusion Topics for Training Plans

PLUS

Curated List • 22 courses

The Four Diversity, Equity, and Inclusion Pillars To Excel

PLUS

Curated List • 27 courses

Six Month Diversity, Equity, & Inclusion Program for Frontline Employees

PLUS

Curated List • 24 courses

Book Insights - "Blindspot: Hidden Biases of Good People"

PLUS

Curated List • 12 courses

Monthly Calendar of Diversity, Equity, and Inclusion Topics for Training Plans

PLUS

Curated List • 28 courses

Equity-Mindedness in the Workplace

PLUS

Curated List • 24 courses

Six Month Diversity, Equity, & Inclusion Program for Leaders

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DEI Toolkit Additional Resources

- Monthly DEI Courses

- DEI Book Insights and Courses

- Workforce Diversity Calendar

- DEI Terminology / Glossary

- DEI Expert Webinar Series

- Employee Resource Group Support

- ...and more at your request

2021 Workforce Diversity Calendar

Widely recognized observances celebrated around the world

Creating an inclusive workplace means taking note of the cultural, religious, and secular holidays and events that are important to your team. While you can't be an expert on every observance, increasing your awareness of holidays beyond your personal traditions goes a long way to making employees of all backgrounds feel welcome.

MONTH	DATE	GROUP, CULTURE, OR CAUSE RECOGNIZED
January	All Month	Poverty in America Awareness Month (U.S.)
January	1	Global Family Day / World Peace Day
January	4	World Braille Day
January	18	Martin Luther King Jr. Day (U.S.)
January	19	World Religion Day

Curation Alignment Process with Machine Learning

Thank you!

We are here to help you
every step of the way

Liza Wisner
Senior Curator of Diversity, Equity, & Inclusion
OpenSesame
liza.wisner@opensesame.com

Additional Resources and Credits

LEARN: [Preview over 500 Diversity, Equity, and Inclusion Courses](#)

READ: [Why companies choose OpenSesame for Diversity, Equity, and Inclusion training](#)

WATCH: [Why the Most Common Diversity Programs Don't Work](#)

READ: [Diversity Training Isn't Working. Why Not?](#)

READ: [Coursica offers a flexible way to learn critical on-the-job-skills to students delaying higher education due to the pandemic](#)

WATCH: [DEI Panel: The real impact of DE&I](#)

READ: [The History of Diversity Training and It's Pioneers](#)

READ: [Google's Guide to Team Effectiveness: Code-named Project Aristotle](#)

READ: [DEI + EI: Why Diversity, Equity, and Inclusion Would Benefit from Emotional Intelligence](#)

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