

7 Strategies to Improve Diversity, Equity & Inclusion as a Business Driver



Unpacking the Diversity, Equity & Inclusion (DEI) Research to Enhance Your Organization

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Today's Agenda

- Introduction
- Laying The Foundation
- The 7 Strategies
- DEI Mindfulness with Luna
- Unpacking the Workbook
- Takeaways and Q&A



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Diversity, Equity & Inclusion

Unconscious Bias
Inclusive Leadership
Mental Health Awareness
Building Diverse Teams
Generational Diversity
Intercultural Competence



Wellness

Corporate Wellness
Stress Management
Mindfulness and Meditation
Exercise and Fitness
Resilience
Work/Life Management



Chat It Out:

Why are you here?

Use The

Chat



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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McKinsey&Company

PPD



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



The relationship between Diversity and Innovation is positive and statistically significant

The Current State of Diversity, Equity & Inclusion

- **89%** Ranked diversity, equity, and inclusion as **important drivers of business results.**
- **76%** Stated the importance of Diversity, Equity, and Inclusion increased due to the **social justice movement.**
- **46%** Stated the importance of Diversity, Equity, and Inclusion increased due to the **coronavirus pandemic.**

The Current State of Diversity, Equity & Inclusion

48%

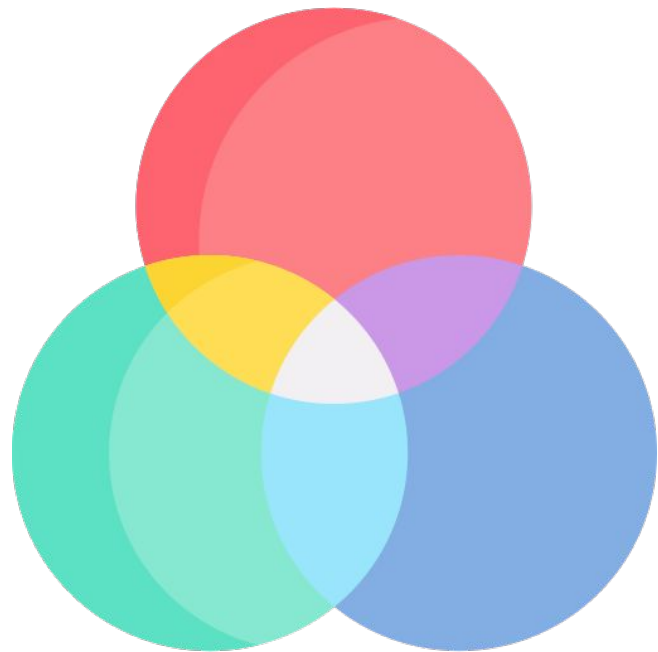
Organizations have no clear DEI leader or the DEI efforts are led by a non-manager.

There is a critical need for leadership buy in!

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



Poll:

Understanding where you are in your DEI journey.

Where are you at in your DEI Journey?

1. Arising: Just beginning to focus on DEI
2. 1-2 years and Reactive to some DEI Initiatives
3. 3-5 years and Proactive in DEI Initiatives
4. 5 years+ and Advanced DEI Progress



DEI Progress Index Survey

Instant insights into the state of diversity, equity, and inclusion at your organization



DEI Progress Framework



Level 1: Arising

Your organization is beginning to have awareness of DEI. At this level, organizations should prioritize determining if there are barriers impeding the employment, opportunity or inclusion of individuals from different demographic groups.



Level 2: Reactive

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

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.

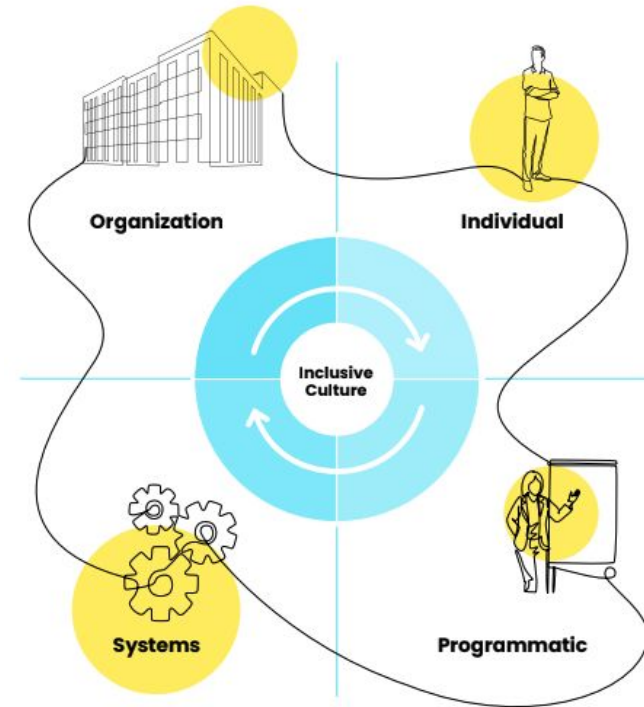


Level 4: Optimizing

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

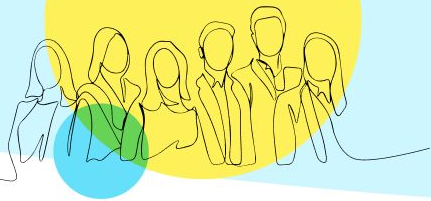
The Seven DEI Strategies for Success

1. Take a Holistic Approach
2. Establish and Demonstrate Strong Values
3. Prioritize DEI Efforts Based on Business Needs
4. Develop Continuous Learning Experiences
5. Measure, Evaluate, and Evolve
6. Leverage Technology
7. Celebrate Progress and Success



The Seven **DEI**
Strategies for
Success

Strategy 1: Take a Holistic Approach



Strategy 1:

Take a Holistic Approach

“A holistic approach looks at the whole system for opportunities, rather than only addressing symptoms.”

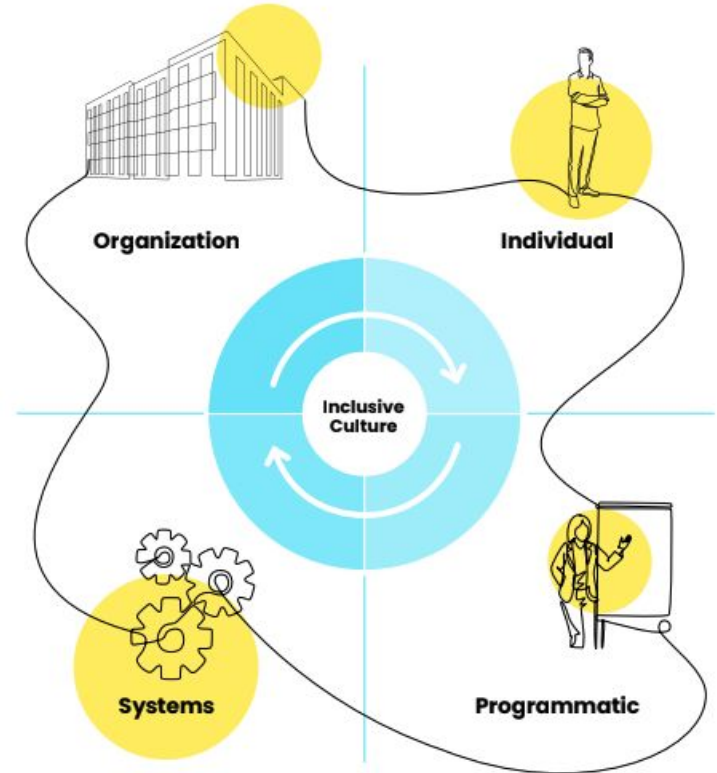
FRAN SUSSMAN



Strategy 1:

Take a Holistic Approach

- **Institutionalization**
 - Business Systems and Operations
 - Leadership Buy-In
 - Employee Buy-In
- **Embrace Systems to Facilitate DEI Initiatives**
 - Technology Integration
 - Diversity Councils
 - Measurement Tools
 - Culture of Change and Innovation



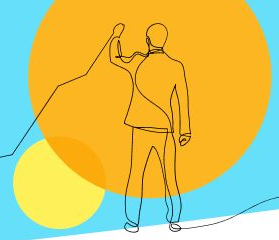
The Seven **DEI**
Strategies for
Success

Strategy 2:

Establish and
Demonstrate
Strong Values

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Establish and Demonstrate Strong Values

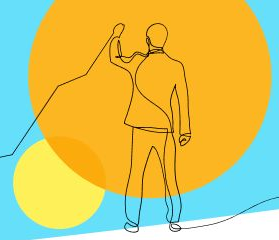


“Organizations need more than ever to have a clear understanding of their purpose in order to make work meaningful and thereby attract, motivate, and retain outstanding people.”

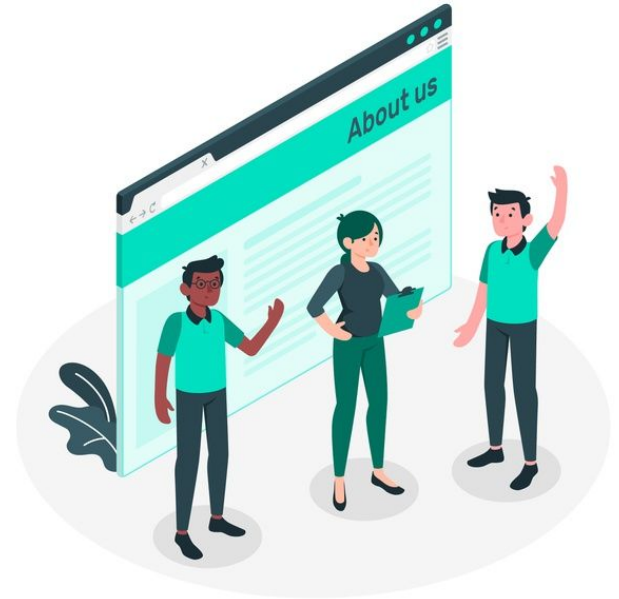
JIM COLLINS

Strategy 2:

Establish and Demonstrate Strong Values

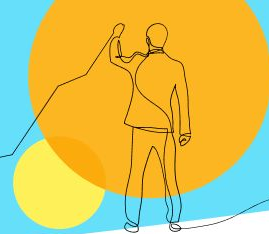


- DEI Vision, Mission, **Values**, Goals
- **Communication** across the organization
- **Brand Alignment**



Strategy 2:

Establish and Demonstrate Strong Values



TOP DEI VALUES

Trust

Transparency

Accountability

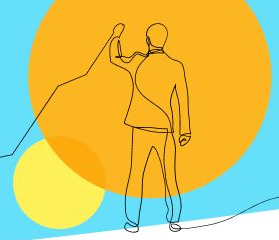
Others...

“Nothing is as fast as the speed of trust.”

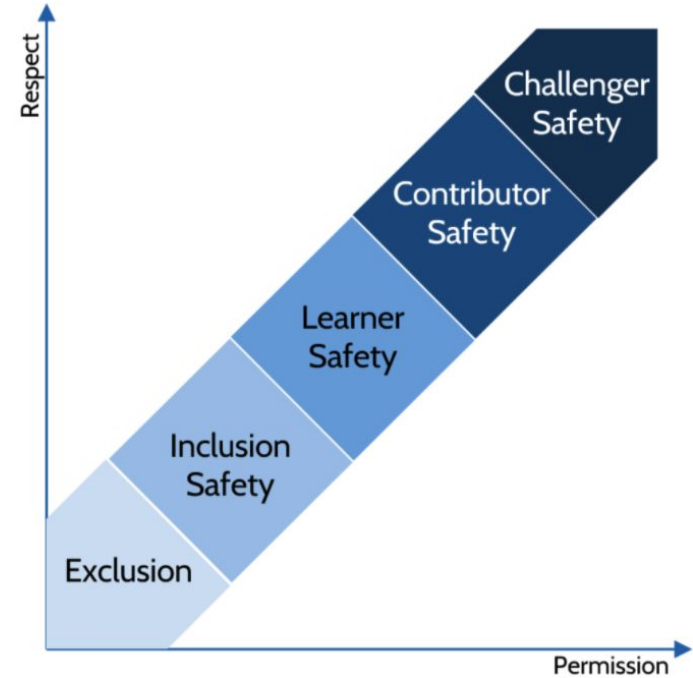
STEPHEN COVEY

Strategy 2:

Establish and Demonstrate Strong Values



- **44%** of organizations take steps to keep workers and customers physically safe.
- **Psychological Safety**
 - Inclusion Safety
 - Learner Safety
 - Contributor Safety
 - Challenger Safety



The Seven **DEI**
Strategies for
Success

Strategy 3:
Prioritize DEI
Efforts Based on
Business Needs



Strategy 3:

Prioritize DEI Efforts Based on Business Needs

**“Systems run the business and
people run the systems.”**

MICHAEL E. GERBER



Strategy 3:

Prioritize DEI Efforts Based on Business Needs

- Connect DEI efforts to real measurable business needs.
- Develop an inclusive and equitable process for planning and implementation.
- **Only 38%** of organizations build relationships to recruit from associations, groups, educational institutions and government entities associated with underserved talent communities.
- **Only 36%** of companies convey employer brand messaging based on values of a diverse workforce.

The Seven **DEI**
Strategies for
Success

Strategy 4:

Develop Continuous
Learning Experiences

Strategy 4:

Develop Continuous Learning Experiences



“An organization's ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage.”

JACK WELCH

Strategy 4:

Develop Continuous Learning Experiences



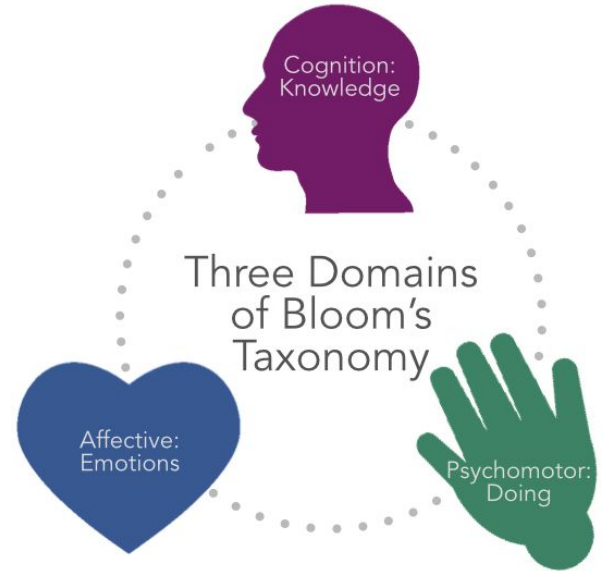
- **50%** of organizations train their employees on unconscious bias awareness.
- **Only 25%** of organizations offer executive sponsorship or mentorship programs for current and aspiring women leaders.
- **Only 29%** of organizations provide targeted development programs for diverse employees.
- **Only 21%** of employers train senior leaders on how to manage diverse populations.

Strategy 4:

Develop Continuous Learning Experiences



- Develop a **Learning Culture**
- Culture of **Improvement**
- Introduce **New Ideas**
- **Domains of Learning**
 - a. Cognitive - *Knowledge - Thinking*
 - b. Affective - *Motivation - Feeling*
 - c. Psychomotor - *Experiential - Action*



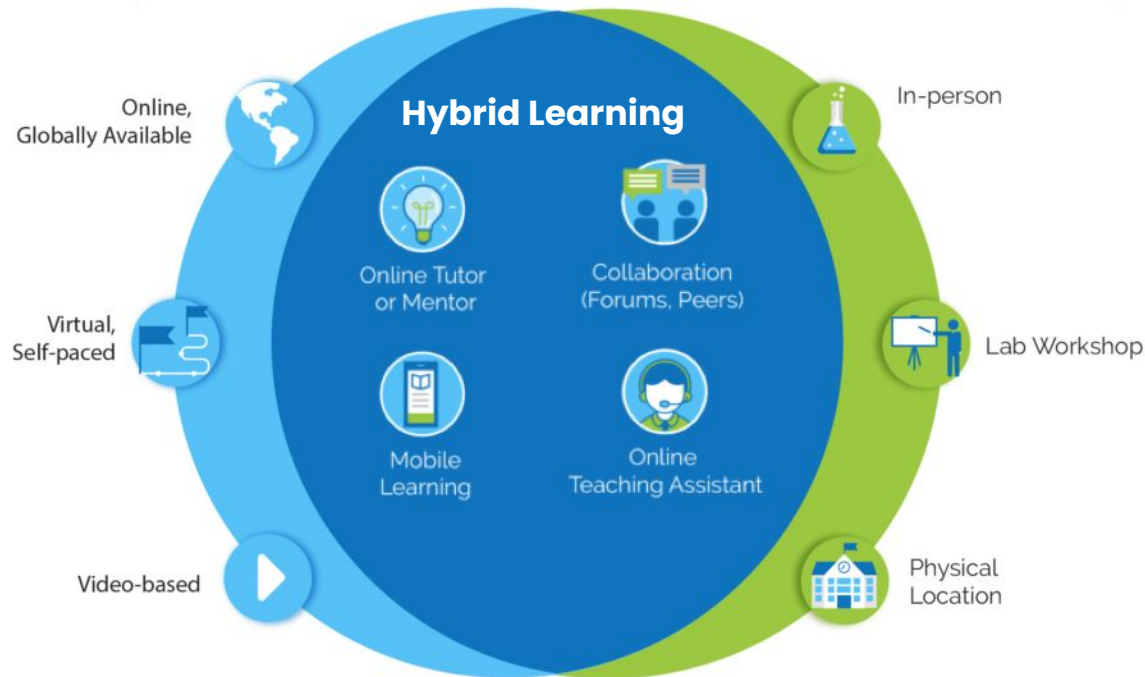
Strategy 4:

Develop Continuous Learning Experiences



Self-paced
Learning

Instructor-led
Learning



The Seven **DEI**
Strategies for
Success

Strategy 5:
Measure, Evaluate,
and Evolve



Strategy 5:

Measure, Evaluate and Evolve

“What's measured gets done.”

PETER DRUCKER



Strategy 5:

Measure, Evaluate and Evolve

- Metrics provide objective, fact-based information
- Take ambiguity and emotion out of DEI plans.
- Focus on results - which is evidence of learning and behaviour change.
- **40%** of organizations are not collecting inclusion data.
- Organizations are 2.4 times more likely to track diversity metrics versus inclusion metrics.



Strategy 5:

Measure, Evaluate and Evolve

Diversity Metrics for Representation

- Demographics
 - Recruitment
 - Selection
 - Promotion
 - Development
 - Pay and benefits
 - Retention

Inclusion Metrics for Belonging

- Belonging
- Fairness
- Opportunities and Resources
- Decision Making
- Activity in Employee Resource Groups (ERGs)
- Voice
- Contribution to a broader purpose

**The Seven DEI
Strategies for
Success**

**Strategy 6:
Leverage
Technology**

Strategy 6:

Leverage Technology



“The first rule of any technology used in a business is that automation applied to an efficient operation will magnify the efficiency.

The second rule is that automation applied to an inefficient operation will magnify the inefficiency.”

BILL GATES

Strategy 6: Leverage Technology



- **Only 23%** are using technology in DEI efforts
- **69%** have no plans to use technology
- **Only 8%** plan to engage in technology in the next 1-2 years
- **Only 30%** of organizations use technology to reduce unconscious bias in recruiting and hiring.
- **Advanced Analytics**
 - a. Talent Acquisition
 - b. Advancement
 - c. Well-Being
 - d. Retention
- **Tech-Taming Bias in Hiring**
 - a. Resume anonymization
 - b. Contextual analysis

The Seven **DEI**
Strategies for
Success

Strategy 7:
Celebrate Progress
and Success



Strategy 7: Celebrate Progress and Success



**“Remember to celebrate milestones as
you prepare for the road ahead.”**

NELSON MANDELA



Strategy 7: Celebrate Progress and Success



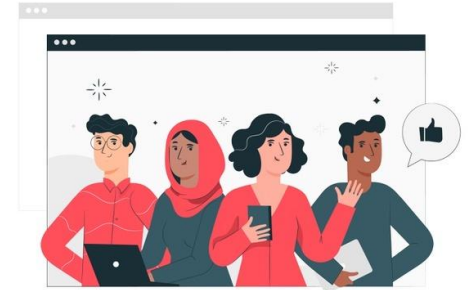
- Reinforce the meaning behind the hard work
- Tell Your DEI Story
- Frequency and Consistency
- Employees are **9.8% times** more likely to look forward to work when they know everyone will be treated fairly, regardless of race, gender, sexual orientation or age.
- Sharing and celebrating values brings people and goals closer.

The Seven **DEI Strategies** for Success

- 1. Take a Holistic Approach**
- 2. Establish and Demonstrate Strong Values**
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- 6. Leverage Technology**
- 7. Celebrate Progress and Success**

Critical Questions To Answer on an Executive Level

1. How can we do a better job leading, managing and funding DEI efforts to improve the impact?
2. How can we do a better job creating awareness of unconscious bias and building a culture of self-awareness that empowers “unconscious inclusion?”
3. How can we embed the values of Diversity, Equity, and Inclusion in all levels of the organization?
4. How can we develop a diverse pipeline of professional and leadership talent, internally and externally?
5. Any others??





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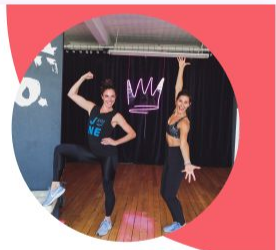
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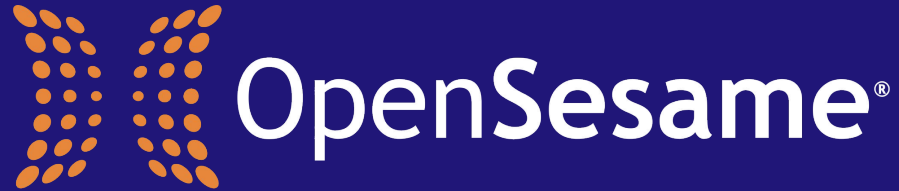


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