



# Initiating And Maintaining An Effective Diversity, Equity & Inclusion Program

MPERLA VIRTUAL TRAINING SESSION

PRESENTED BY:

TONYA C. BAILEY, PHD

OCTOBER 1, 2021

# Welcome & Wellness Check

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In the chat, tell us...

- How are you doing , really?
- Who are you? (Name, Role, Location You are Joining From)

*Tonya, I'm "Busy Good" joining from Flint*

**WELLNESS CHECK**



# Touchstones & Hashtags

- Be present as fully as possible  
#Staywoke
  - Always invitation, never invasion  
#invite
  - Speak your truth in a way that respects others' truths #respect
  - Learn to respond with honest, open questions #KnowThySelf
  - When the going gets difficult, turn to wonder #ThinkAboutIt
- Attend to your own inner teacher  
#SelfReflection
  - Trust and learn from silence  
#SilenceIsGolden
  - Observe deep confidentiality  
#Confidentiality
  - Be open to possibility #BeOpen
  - Know that it is possible to leave with whatever it is you needed when you came #LearnMore

*Adapted from the work of Parker Palmer*















**That conversation you've  
been avoiding is actually  
a leadership opportunity.**



## Our Session Today



Why DEI Matters in the Workplace

Tools to Start a DEI Initiative

Exploring Actionable steps to ensure DEI thrives in your organization

9 tools to initiate and maintain an effective DEI Program



## COLLECTIVE ATTENTION

- Black Lives Matter Movement
- Police Brutality
- Structural Racism
- Strategic Features
- Required Responses from Leaders

Anti-racist book clubs, litanies of social media posts, and historic levels of global protest elevated conversations about Diversity, Equity and Inclusion. the Black Lives Matter movement, police brutality and structural racism to our collective attention throughout the summer of 2020.





## COLLECTIVE ATTENTION

- In 2020, the company's efforts focused on supporting immediate community needs as a result of COVID-19, as outlined in both their sustainability and annual reports.

Subsequently, company leaders found themselves expected to commit and contribute publicly to social change. And while some companies shined and some struggled, this past summer illuminated the need to invest in and take action on issues of racial diversity, equity, and inclusion within the workplace.





### 3 MOST-COMMON ORGANIZATIONAL INVESTMENTS IN DEI

- **Employee Resource Groups (ERGs)** often served as the first responders to calls for increased inclusion and belonging. As affinity and networking spaces for members of underrepresented communities, ERGs represent both a safe space for employees processing the effects of tokenism and marginalization in the workplace and a curated group for leaders to engage about the needs of those specific employee populations.
- **Hiring for Chief Diversity Officers** and other DEI professionals has seen a sharp increase throughout the last five years. In its 2021 Workplace Trends Report, Glassdoor reported a 30% increase in hiring for DEI roles year over year, expecting this trend to continue in 2021 and beyond. While having a leader that is accountable for DEI is crucial, holding the responsibility of solving systemic issues of homogeneity, exclusion, and assimilation can be draining. The average tenure for a Chief Diversity Officer is three years based on “a lack of resources, unrealistic expectations, and inadequate support from senior executives.”
- **Similarly, diversity and anti-bias training** remained as a reliable response for organizations looking to advance change in DEI. Company leaders leverage external experts to define and address issues of power, privilege, and bias, helping employees to identify ways to create more affirming environments. Yet, these trainings come with their own challenges and mixed results for efficacy.

## Anchors

- Our success in advancing DEI starts with our ability to be introspective (individuals and organizations)
- Guilt is a generally dysfunctional emotion
- People's experiences of oppression take many forms
- Every villain is a hero in his or her own story

## Paradigm Shift – Intention Alone is Not Enough!

### Transactional Model

- ☐ Good people, politics, and processes vs. bad people, politics, and processes
- ☐ Diversity is a problem that needs to be solved
- ☐ Bias = Badness
- ☐ Addressed with diversity Training
- ☐ Limited leadership & participation



### Transformational Model

- ☐ Getting people to understand their own view of the world and to look outside their own view to see and understand the experiences and viewpoints of others
- ☐ Create dialogue
- ☐ Create cultures in which diversity, equity, and inclusion can be immersed

# Diversity, Equity & Inclusion

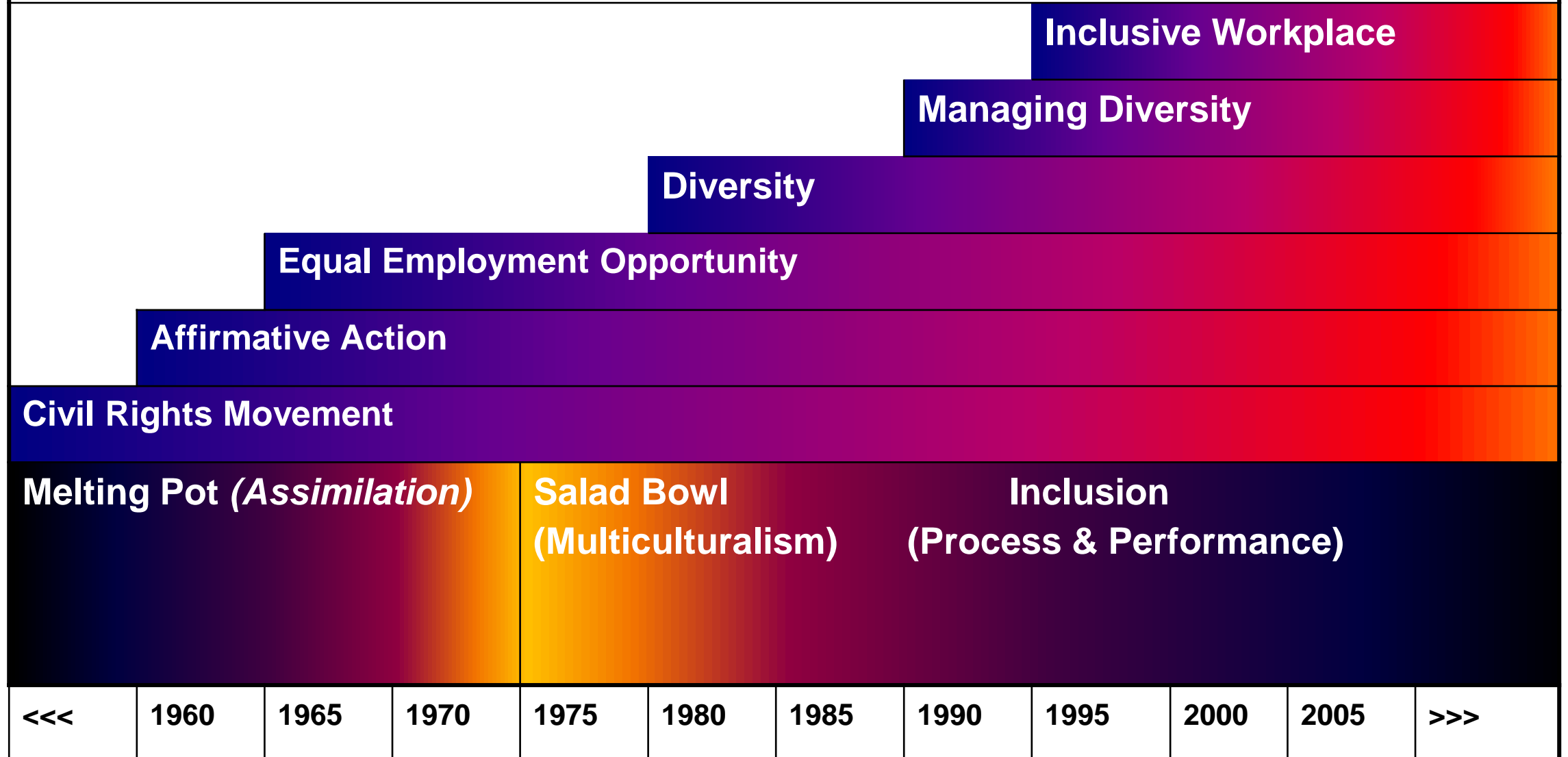
Are Not...

- Quick fixes
- Confrontational
- About changing you
- Problems
- Just fads

Are...

- A Beginning
- Introspective
- Thought Provoking
- An opportunity for short and long term success
- **A Journey and NOT a Destination**

# Civil Rights to Full Inclusion

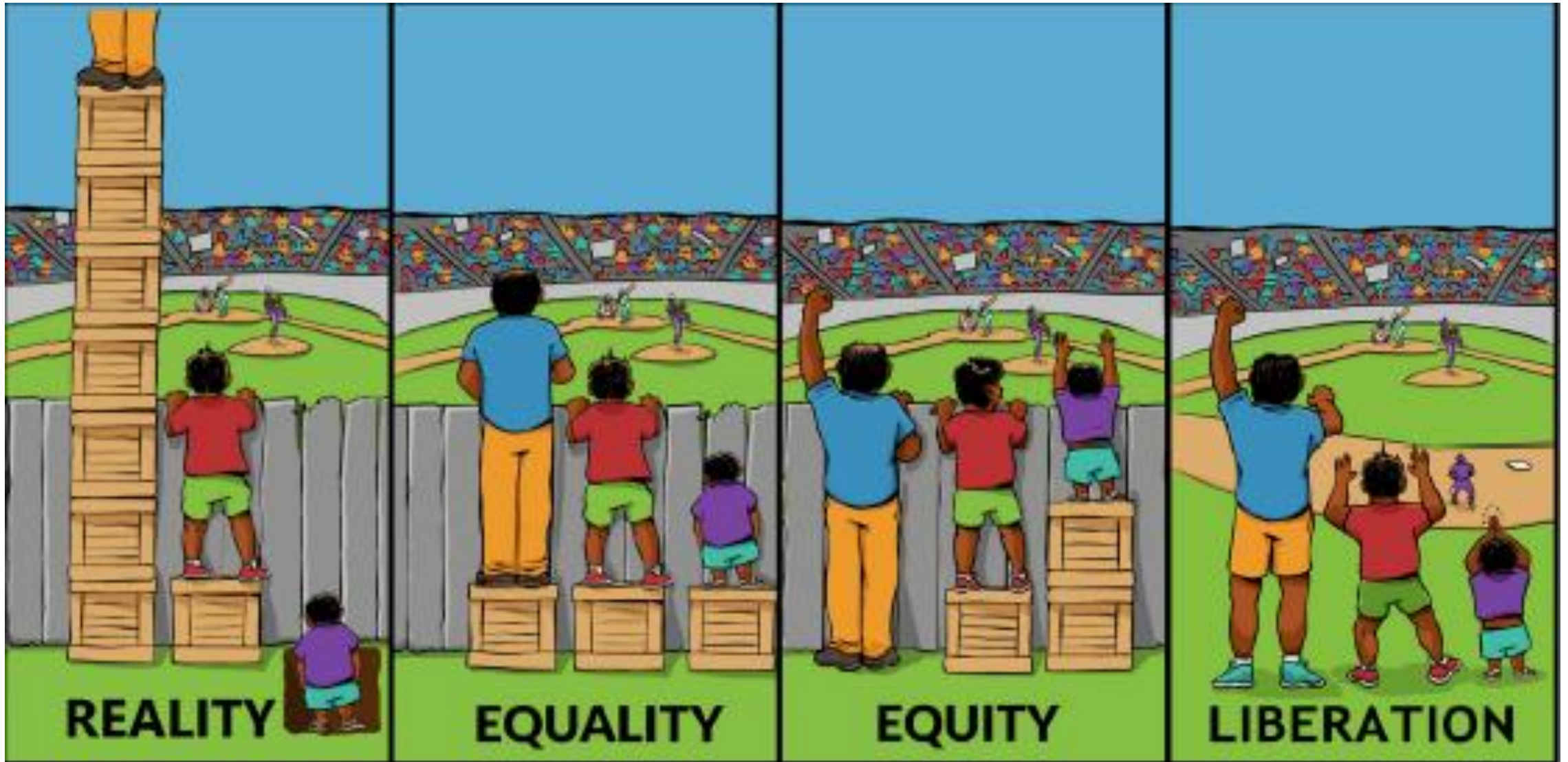


***"Diversity*** is being invited to the party. ***Equity*** is ensuring everyone has appropriate transportation to the dance, regardless of their starting location. ***Inclusion*** is being asked to dance once you get there."

*Inspired by Verna Meyers, Diversity Advocate  
author of Moving Diversity Forward*



Understanding the difference, makes the difference!



# What is Inclusion and why does it Matter?



*"Inclusion Matters, Because Everyone Wants to Belong."*

*-TCB*

## Why does DEI it matter in the workplace?





People who say inclusion is important when selecting an employer



People who'd leave their current organization for a more inclusive one



People who'd prefer inclusive behaviors and inconsistent inclusion programs to high-quality inclusion programs with less-inclusive behaviors



People who've left an organization for a more-inclusive company, including 30% of millennials

Source: "Unleashing the Power of Inclusion," Deloitte



## What a DEI initiative is NOT

A one and done solution/ Silver Bullet  
A checkbox  
Token initiative  
One team's responsibility



## What a DEI initiative is

Ongoing, cross-functional work  
Never finished  
Inclusive  
Accountable



## Why it is important

Our success depends on the prosperity of members and the communities we serve.

# KEY STEPS TO STARTING A DEI PROGRAM

**Assemble a team  
of committed  
members, and get  
started.**

**Set some goals,  
and figure out what  
you want to  
improve.**

**Carve out time  
and budget.**

**Get people talking  
about DEI, and  
encourage  
discussion.**

Establish an organizational **commitment** to get started.  
You just need to *listen, think, and take action.*



THINK

BIG

START

SMALL

LEARN

FAST



# THE WAY FORWARD: PARADIGM SHIFT

INITIATING A DEI PROGRAM

# Diversity and Inclusion Begins with You!



Without exclusion, we wouldn't have to talk about inclusion because it would simply exist.

AMANDA MORIN



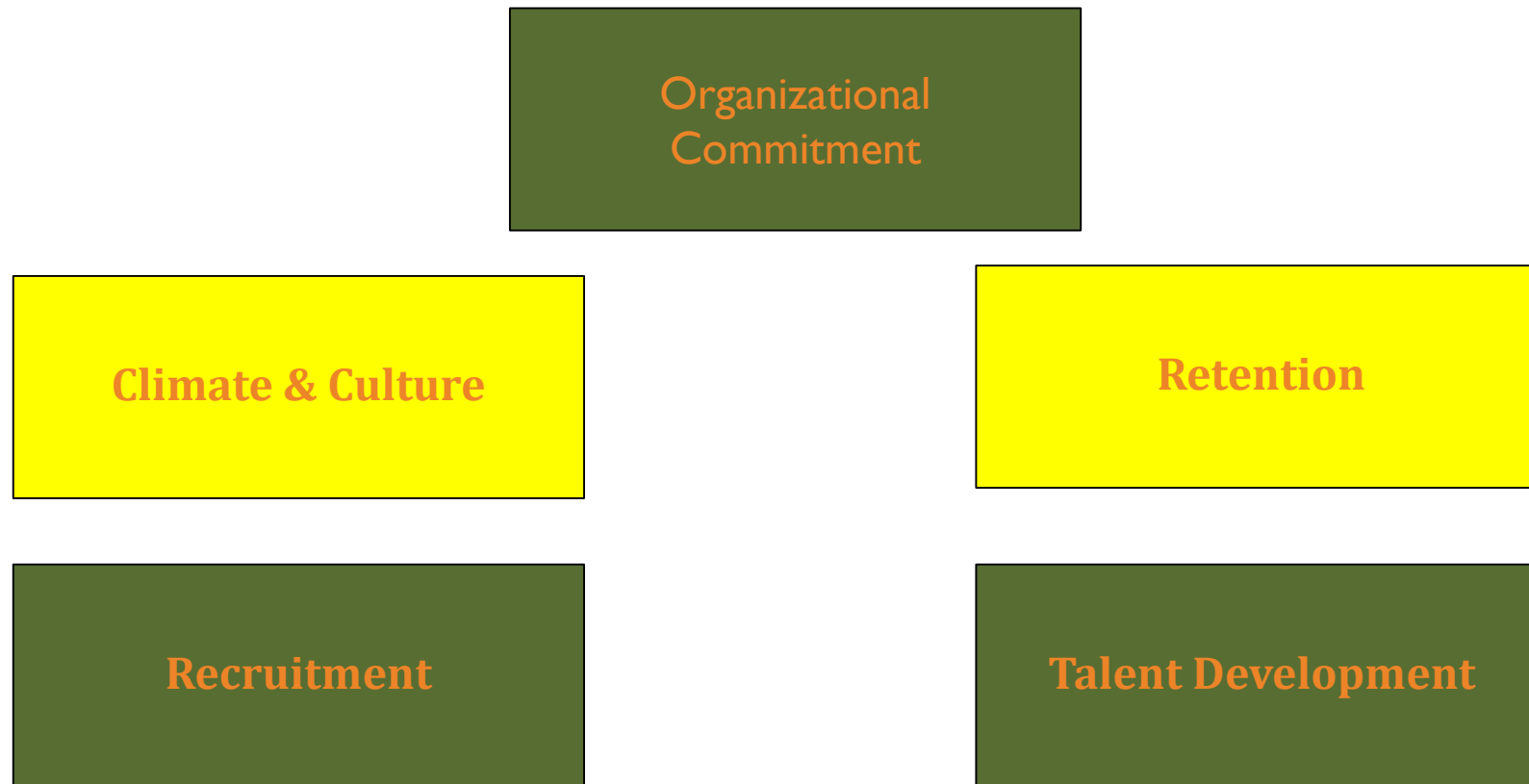
Think. Reflect. Share.

# PARADIGM SHIFTING FOR INITIATING A DEI PROGRAM

- ❑ ESTABLISH a business and mission case for Diversity, Equity, and Inclusion
- ❑ AVOID tokenism
- ❑ CHANGE the culture of the organization (from the board down)
- ❑ LISTEN and LEARN through powerful conversations
- ❑ BUILD new and diverse pipelines
- ❑ CHALLENGE our own systems of inequity
- ❑ PRACTICE our values
- ❑ BUILD an organizational community



## ACTIVITY: PARADIGM SHIFT #I



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# ORGANIZATIONAL COMMITMENT

- ❑ Establish a strong business case for diversity, and align your management and business practices accordingly
- ❑ Commit to long-range strategic planning, with clear goals and values reflecting a high-priority focus on diversity, equity, and inclusion, with meaningful targets regularly measured to determine if goals are being met
- ❑ Provide cultural competency training for all employees, from the executive board to entry-level hires

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## CLIMATE & CULTURE

- ❑ Develop relationships with diverse communities as a matter of standard practice
- ❑ Establish and empower a diversity resource group which acts as an advocate and a resource for cultural competence in the organization
- ❑ Foster a culture of open communication and transparency, and enables forums for discussion of diversity, equity, and inclusion

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## RECRUITMENT

- ❑ Assess policies and processes for potential bias in selection and removes barriers to diversity, equity and inclusion
- ❑ Reach out to diverse populations in your recruitment process through professional networks, online and social media, diversity websites and job boards
- ❑ Use diverse hiring committees, blind screening, and culturally sensitive language in job postings, interview questions, and evaluation criteria

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## RETENTION

- ❑ Sustain an onboarding and new employee orientation process that includes a briefing on the commitment to DEI
- ❑ Compensate employees in a way that is culturally sensitive and appeals to a diverse workforce
- ❑ Utilize reward and recognition programs to honor the achievements of all employees that support the mission, contribute to the community, and promote diversity, equity, and inclusion

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## TALENT DEVELOPMENT

- ❑ Reach into educational institutions to cultivate interest in minority communities and offers internships, apprenticeships, and other creative points of entry
- ❑ Regularly assesses training needs and provide training equitably to meet current and future workforce needs
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- ❑ Provide mentoring, scholarship, leadership training, and upward mobility programs that are offered equitably



# CULTURAL COMPETENCY

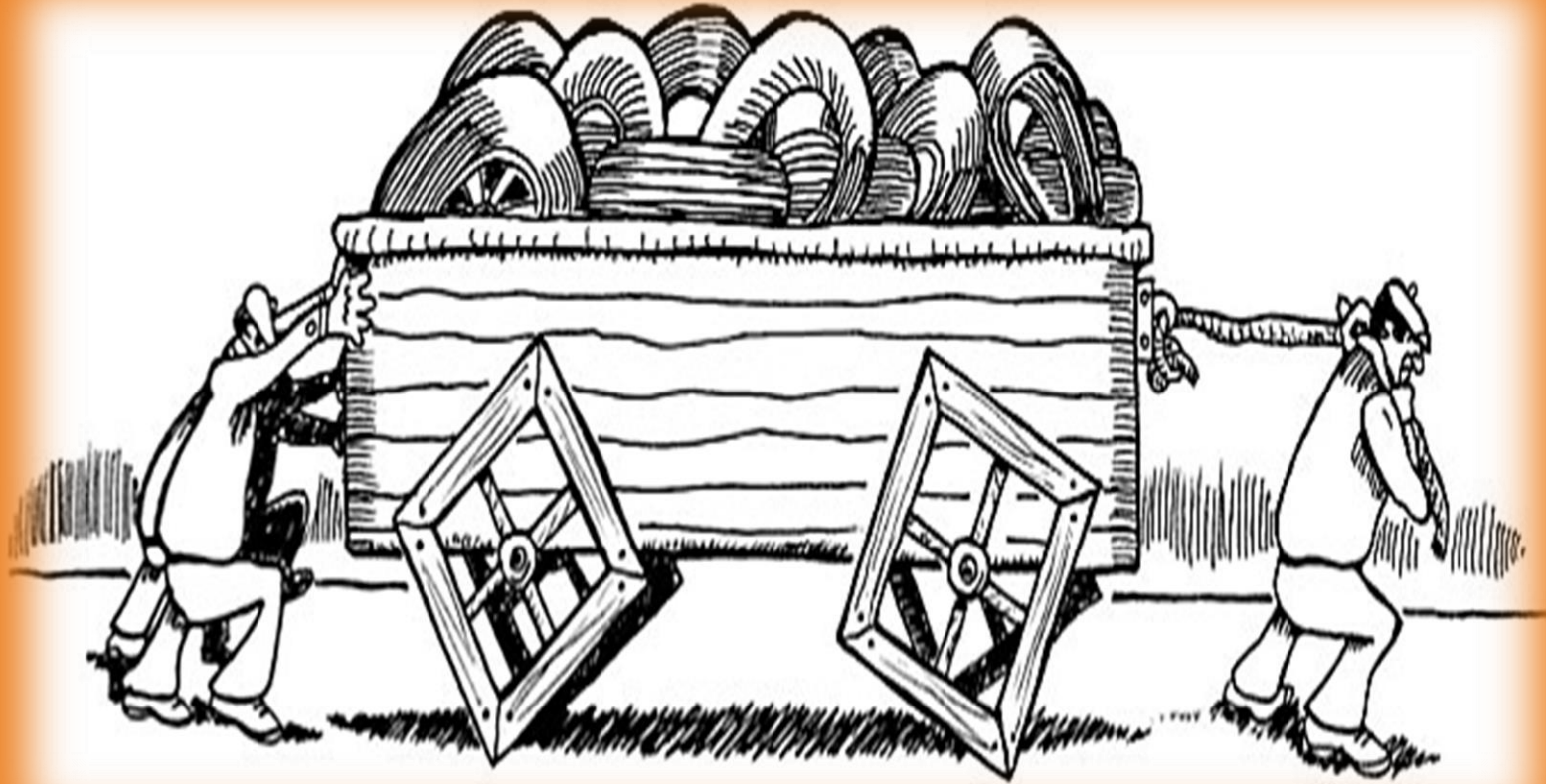
- Requires organizations to:
  - ❑ Have a defined set of values and principles
  - ❑ Demonstrate behaviors, attitudes, policies, and structures to enable cross-cultural effectiveness
  - ❑ Conduct self-assessments
  - ❑ Manage the dynamics of difference
  - ❑ Acquire and institutionalize cultural knowledge
  - ❑ Incorporate DEI into policy making, administration, practice, and service delivery

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## MEASURING DEI SUCCESS

- ❑ Demographic composition
- ❑ Diversity in the leadership team
- ❑ Organizational practices in place to support DEI
- ❑ Inclusivity in all levels of the organization
- ❑ Marketing and public relations
- ❑ Progress in specific areas of the paradigm shifting model

## PONDER THIS



When it comes to starting a DEI program or initiative, how does this picture reflect current ideologies, practices or thought patterns at your organization?

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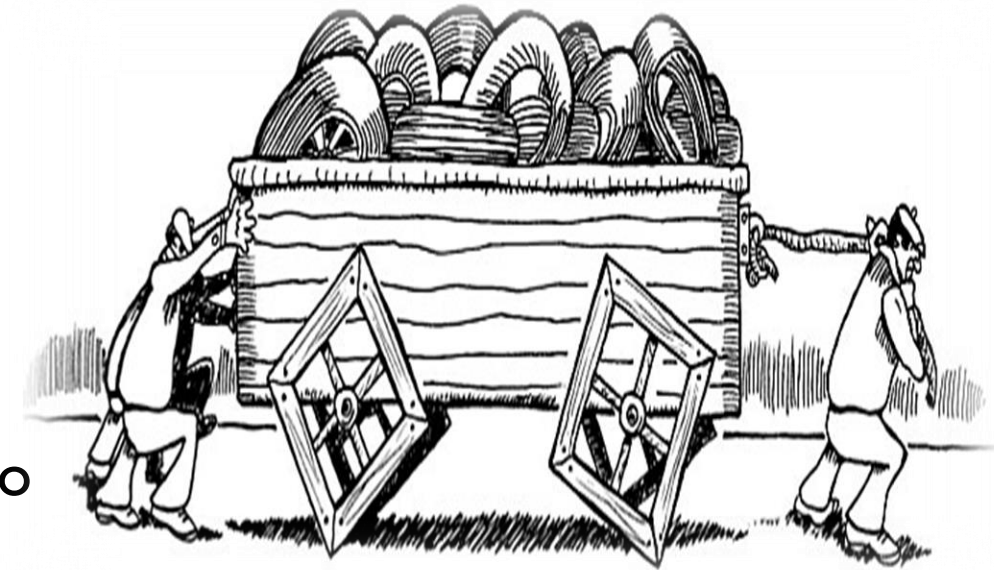
## Breakout Session :- Discuss the following:

What resources (time, effort, money) are you putting toward DEI now in your organization/unit/division?

How is your unit currently using data to specifically address inequities and promote DEI?

What improvements are needed and how are you promoting transparency and accountability as it relates to DEI?

What would your organization/unit/division look like if concrete actions and resources are committed to establish or improve DEI. How will you get there?



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Transformational initiatives related to diversity, equity and inclusion are fundamental, as they create the foundation for all organizational culture.



“We don’t rise  
to the level of  
our goals; we fall  
to the level of  
our systems.” –

James Clear, *Atomic Habits*.



# THE DEI JOURNEY

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ASSESS

EXPLORE

EXECUTE

MEASURE

SUSTAIN



Evaluate Your  
Current DEI State

Identify The  
Best CQ Solutions

Implement CQ  
Solutions

Measure Impact  
And Outcomes

Make The Work  
Sustainable

Cultural Intelligence (CQ) is the foundation and strategic link that ensures your DEI efforts lead to meaningful and sustainable results.

# SUSTAINABLE WAYS TO IMPROVE DEI



## Actionable Items

- Start by investing resources into sourcing and recruiting members of underrepresented communities within their companies.
- Diversity recruitment is most effective when preceded by an assessment on why these gaps for underrepresentation exist.
- Intentional relationship and community building. It's important for managers and team leaders to create opportunities to check in with employees and engage each other as whole people.
- Examining your organization's approach to performance appraisal and review.

## SUSTAINABLE WAYS TO IMPROVE DEI CONTINUED



**While reflecting on your team and their performance, think about the following questions:**

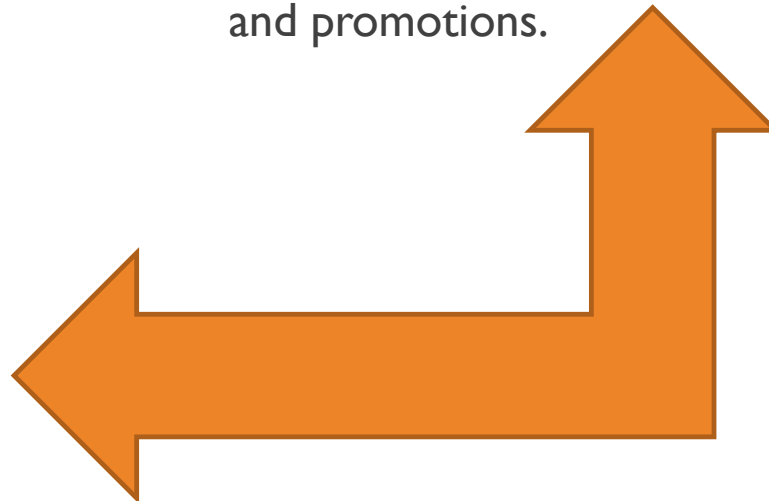
- How are new projects and tasks currently distributed?
- If there is ambiguity about where a specific project should land, how do you determine who should receive the project?
- When faced with a tight deadline, who is trusted to take on those responsibilities?
- When faced with a project that requires navigating organizational politics or is under heavy scrutiny, who is trusted to take on those responsibilities?

# SUSTAINABLE WAYS TO IMPROVE DEI



## Actionable Items

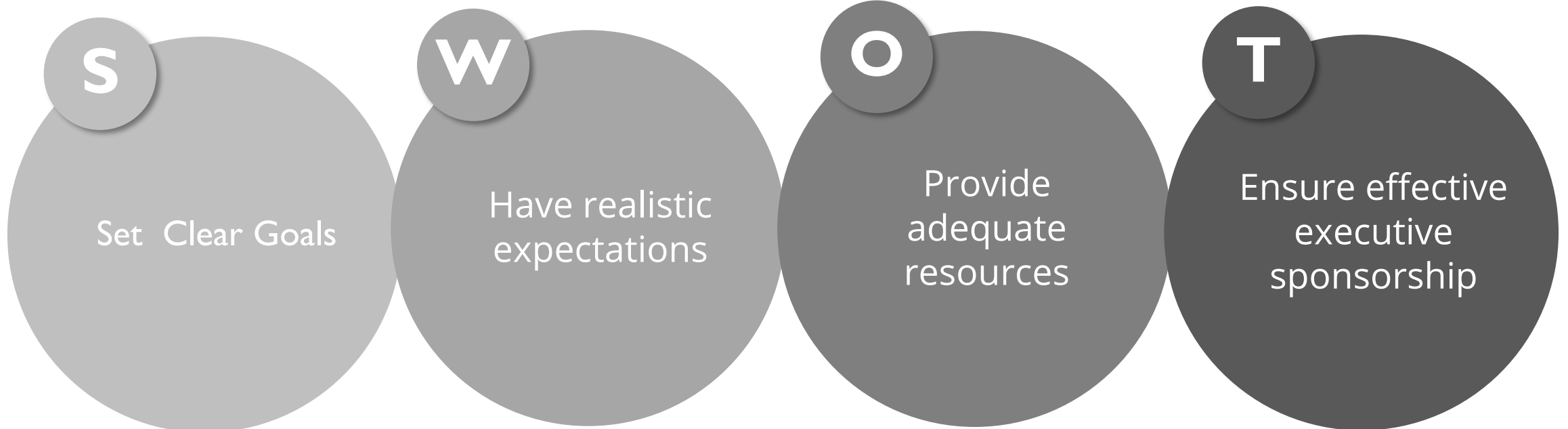
- Help employees build connections across their departments to make sure they feel welcomed into the space. Organize spaces for employees to share their stories about what they need to thrive within your organization.
- Create both transparency and targeted support for high-potential members of underrepresented communities to transition into leadership.
- Building mentorship and sponsorship programs, creating clear policies for internal mobility, and communicating proactively around internal roles and promotions.



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## WHAT CAN YOU DO NEXT?

Wherever you plan to start, know that efficacy is built on long-term investment and action. DEI thrives under the same conditions as most business priorities:



Creating these conditions—along with practicing perspective-taking, increased access to stretch and growth opportunities, and transparent opportunities for career advancement—will help sustain your efforts in 2021 and beyond.

**While early initiatives and programs helped build visibility and momentum in the short-term, fostering diversity, equity and inclusion within the workplace requires long-term investment.**

## **PRACTICES TO SUSTAIN YOUR DEI STRATEGY**



## 9 PRACTICAL STEPS YOU CAN TAKE TO INITIATE & MAINTAIN AN EFFECTIVE DIVERSITY, EQUITY & INCLUSION PROGRAM

### Listen

Many insights can be gained from listening to students from traditionally underrepresented groups. They are often at the forefront of equality matters and leaders in ideas for change.

### Participate

Commitment to becoming more knowledgeable about DEI practices. Move from rhetoric to action

### Learn

Explores all aspects of DEI . Create Common reading program; invest in DEI experts or consultants; take advantage of conferences, and professional development opportunities

### Join

Consider joining a organizations that focus on DEI to further your planning and practices at your institution.

### Be Accountable

Even the best-laid plans can go awry. It won't be possible to get everyone playing from the same DEI playbook, but individuals at institutions can practice accountability for decisions made, actions taken, and the outcomes of those decisions and actions. take the time to communicate about and celebrate the people and the processes that helped make a change for the better.

## 9 PRACTICAL STEPS YOU CAN TAKE TO INITIATE & MAINTAIN AN EFFECTIVE DIVERSITY, EQUITY & INCLUSION PROGRAM

### Aspire

Stay informed by seeking out information about what other organizations are doing to advance DEI. Share your institutional best practices on DEI. Reach out to your professional network when you need inspiration or when you need to set aspirational goals for your institution.

### Plan

Don't call it a dream, call it a plan. Initiating principles of a DEI will only happen with an inclusive, institution-wide planning process and a clear set of institutional actions, milestones, and metrics.

### Assess

The first step to solving a problem is to name it, understand the extent, and determine who it affects. Conducting regular organizational assessments to measure DEI on campus will help guide institutional planning and resource allocation.

### Speak Up

DEI is everyone's responsibility. If you are subject to, witness or are aware of individual or institutional practices that don't align with creating an inclusive and equitable workplace, consider finding a way to speak up if you feel safe doing so.

### Collaborate

It isn't enough to have a well written DEI statement or plan — everyone must know about it, be invested in it, and understand their role in DEI.

*“Actually, we’re just  
getting started.”*



The background of the slide features a repeating pattern of stylized, light-colored birds or swans. The main text is written in a cursive, hand-drawn style. The words "Brave Enough" and "to be" are in a dark purple color, while the word "First" is in a teal color.

Brave Enough  
to be First

Dream Operatives

# From Conversation to Action - Little Miss Flint



13-year-old activist, philanthropist, and “future president” Mari Copeny is on the front lines helping kids to embrace their power through equal opportunity. When the Flint Water Crisis began in Flint instead of feeling helpless Mari decided to use her voice to help out her community and to fight for the kids in Flint and she has not stopped since. Since then she has expanded her effort to help communities across the nation dealing with toxic water.

“My generation will fix this mess of a government. Watch us.”



*Brave Enough!*

DON'T BE COLOR BLIND...

**BE COLOR  
BRAVE**

BECOME  
COMFORTABLE  
WITH THE  
UNCOMFORTABLE



**BE THE ONE**  
TO START PROACTIVE  
CONVERSATIONS

CHANGE YOUR  
UNDERSTANDING OF  
**RACE AND  
CULTURE**

## WE'RE CLOSING EARLY ON MAY 29

At Starbucks we are proud to be a third place—a place between home and work where everyone is welcome. A place where everyone feels that they belong.

On May 29, our store will close at 2:30 pm so our team can reconnect with our mission and share ideas about how to make Starbucks even more welcoming.

We look forward to seeing you when we reopen at

Wednesday 5/30 @ 5:00 AM

# Dream Operatives

## “Get into Good, Necessary Trouble”

### Curious

- Examine my network to see who’s in it and who’s not
- Work to better understand my potential blind spots
- Ask questions to understand the experiences and background of others
- Participate in diversity events to learn about other races and cultures

### Bold

- Seek out diversity when assembling a team or assigning an opportunity
- Challenge the status quo if groups are not represented
- Solicit diverse points of view so all voices are heard Invite someone from a different background to an event

### Forgiving

Assume positive intent when others interact with me

Forgive someone who has made a mistake

Put myself in someone else’s shoes rather than passing judgment

Challenge myself to engage in conversations about race to advance my development

### **BRAVE ENOUGH to “DO”**

- Live by the motto: *I CAN, I WILL, I MUST*
- Involvement in civic engagement for social change
- Continue to learn and celebrate diversity, fight for equity and are inclusive-minded





**If real change is what your team is looking for, then be thoughtful in your efforts to draft and carry out your DEI strategy. Remember, this work is not about Me, its about the WE!**

**- TCB**

# FINAL POINTS TO CONSIDER

**Be  
intentional about  
your  
planning**

**Ensure  
Representation  
during  
planning  
matters**

**Craft your  
vision and  
make the  
day-to-day  
reflect it**

**Track your  
progress**

**Get  
Stakeholder  
support**

**Dedicate  
human  
and  
financial  
support**

**DEI at  
every stage  
of the  
employment  
lifecycle**

**Use your  
best  
resource –  
your  
employees**





Take a moment to reflect on the ways you are different now from when you started this conversation. What have you learned or notice about yourself and what actions will you take to initiate or sustain DEI in your workplace & beyond?

**TELL ME**  
AND I FORGET

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**TEACH ME**  
AND I REMEMBER

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**INVOLVE ME**  
AND I LEARN



Benjamin  
Franklin

# Questions & Responses

# THANK YOU

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