

# DRIVING STRATEGIC, SYSTEMIC CHANGE USING AN INCLUSION VALUE STREAM METHODOLOGY

1

Presented By

Dr. Edward E. Hubbard, Ph.D.

Hubbard & Hubbard, Inc.

International Organization and Human Performance Consulting  
Corporation

Performance -- Measurement -- ROI

Copyright © 2018 by Hubbard & Hubbard, Inc., All Rights Reserved. Tel.  
707-481-2268

# OBJECTIVES


- Using a case study approach, participant teams will apply Value Stream Analysis and Mapping to a current Inclusion initiative
- Calculate three Value Stream Analysis and Mapping-based Analytics that reflect Inclusion ROI impact
- Learn how Diversity and Inclusion Value Stream Analysis and Mapping demonstrate tangible value that meets stakeholder financial and other expectations.
- Learn a strategic alignment method that ties your Diversity and Inclusion Strategy to “Budget Requests” for enhanced influence and acceptance.

# *POWER THE FUTURE! EXPAND BOUNDARIES. VENTURE BOLDLY.*

- Taking Your Skill and Competency to the Next Level
- Pushing and Expanding the Boundaries of Service Delivery to Your Stakeholders
- Enhancing Your Credibility and Trust with Evidence-based Outcomes of Inclusion Success and Tangible Results
- Making Bold Predictive Forecasts of Inclusion Impact on the Bottom-line.
- Creating an Inclusion Culture that is Measurable and Sustainable for the Future.

# INCLUSION CASE STUDY

Copyright © 2018 by Hubbard & Hubbard, Inc., All Rights Reserved. Tel.  
707-481-2268

An abstract graphic at the bottom of the page features flowing, ribbon-like shapes in vibrant red and cyan colors against a dark background. The shapes appear to be layered and have a slight transparency, creating a sense of depth and movement.

# Hubbard Driving Inclusion Case Study: What Would You Recommend?...



Chris was recently hired as Senior Executive in charge of Diversity and Inclusion (D&I), and needed to prepare strategic Inclusion solutions for the organization. As part of his strategic plan approach, he needed to create a **ROI-focused Inclusion Strategy** to analyze key challenges and establish a set of baseline measures to analyze the organization's current and future effectiveness as well as its current level of operation. He asked around the organization, trying to find out how the organization conducted this type of analysis in the past, and discovered the organization had no set analysis and measurement system for enhancing Inclusion impact. Selecting measurable solutions and approaches for D&I in the

past had been erratic depending on the manager in charge. Chris decided to invest a little time in setting up an analysis and mapping system to measure track, analyze, and report the work to be done in a ROI performance impact format.

Chris's organization is organized **exactly** like your organization, with the same vision mission, values, target markets, customer base, emphasis on business performance indicators, and metrics. Describe the following at your company:

- Vision: \_\_\_\_\_
- Mission: \_\_\_\_\_
- Values: \_\_\_\_\_
- Target markets: \_\_\_\_\_
- Customer Base: \_\_\_\_\_
- Key Performance Indicators: \_\_\_\_\_
- Metrics: \_\_\_\_\_

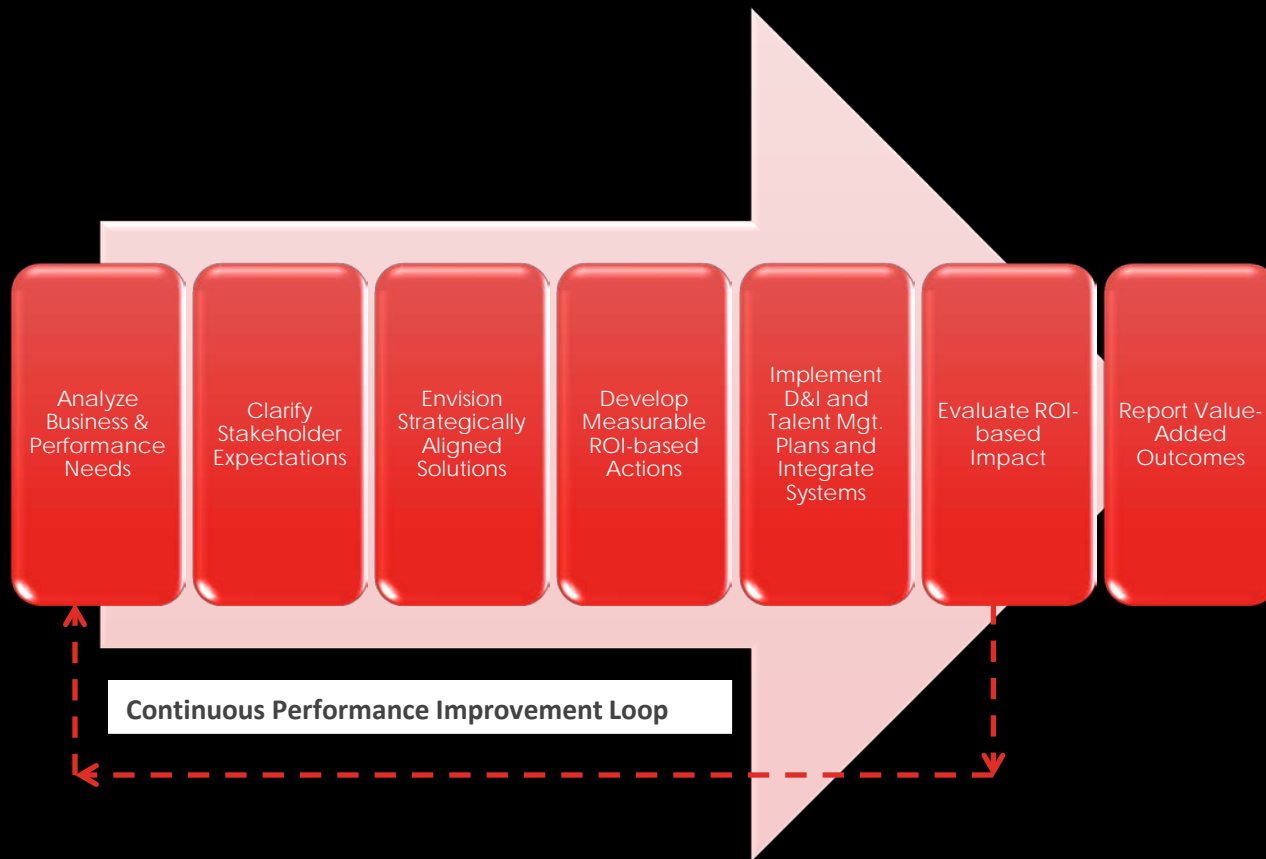
1. What **approach(es)** would you use to map and implement strategies to help solve key organizational challenges of Inclusion?

2. What key strategic diversity and inclusion metrics, and analytics will you use to demonstrate the results and impact your Diversity and Inclusion initiatives are having on the bottom-line of the organization?

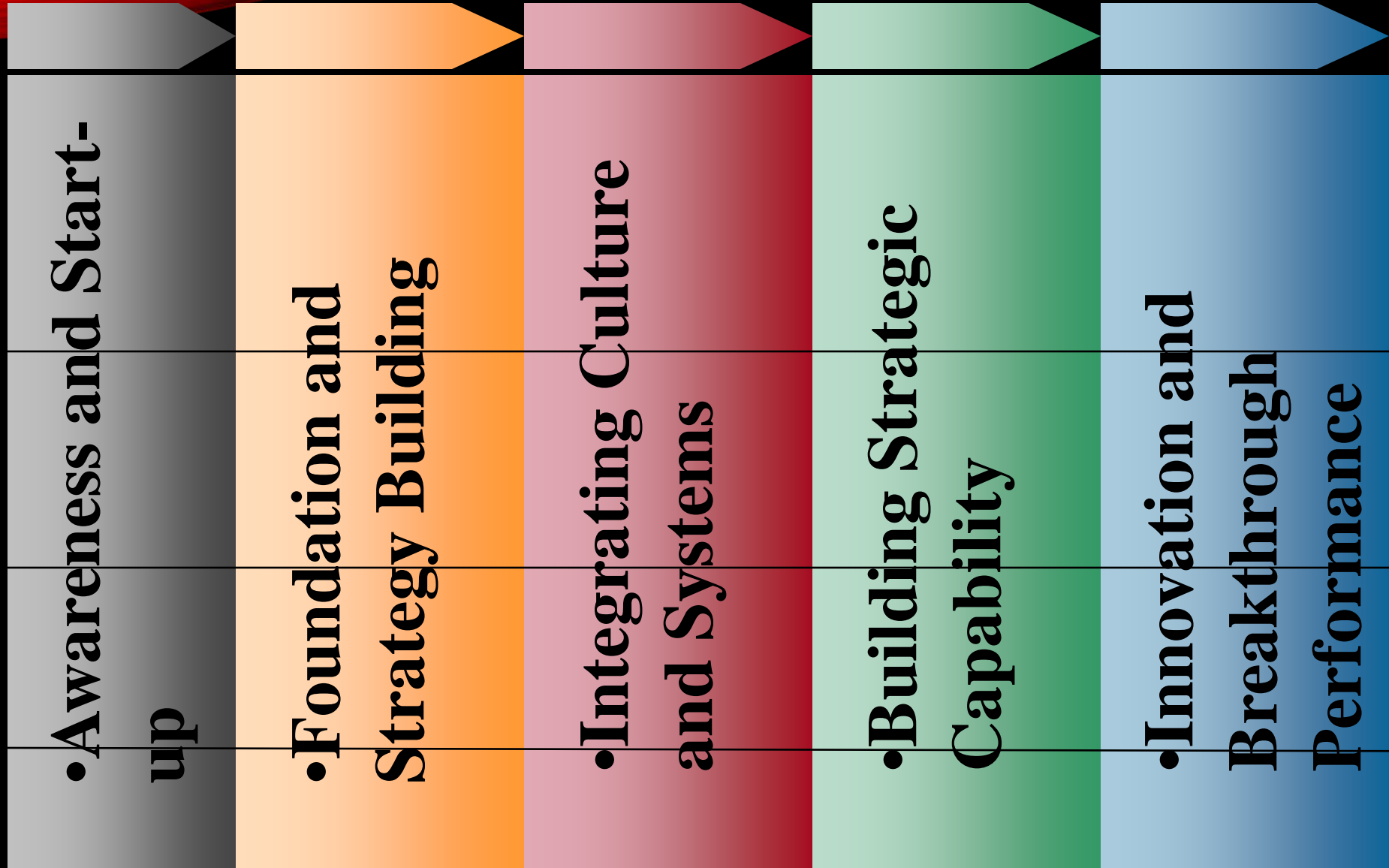
# CASE STUDY



# VALUE STREAM ANALYSIS MODEL



# HUBBARD MODEL OF DIVERSITY CULTURE TRANSITION™



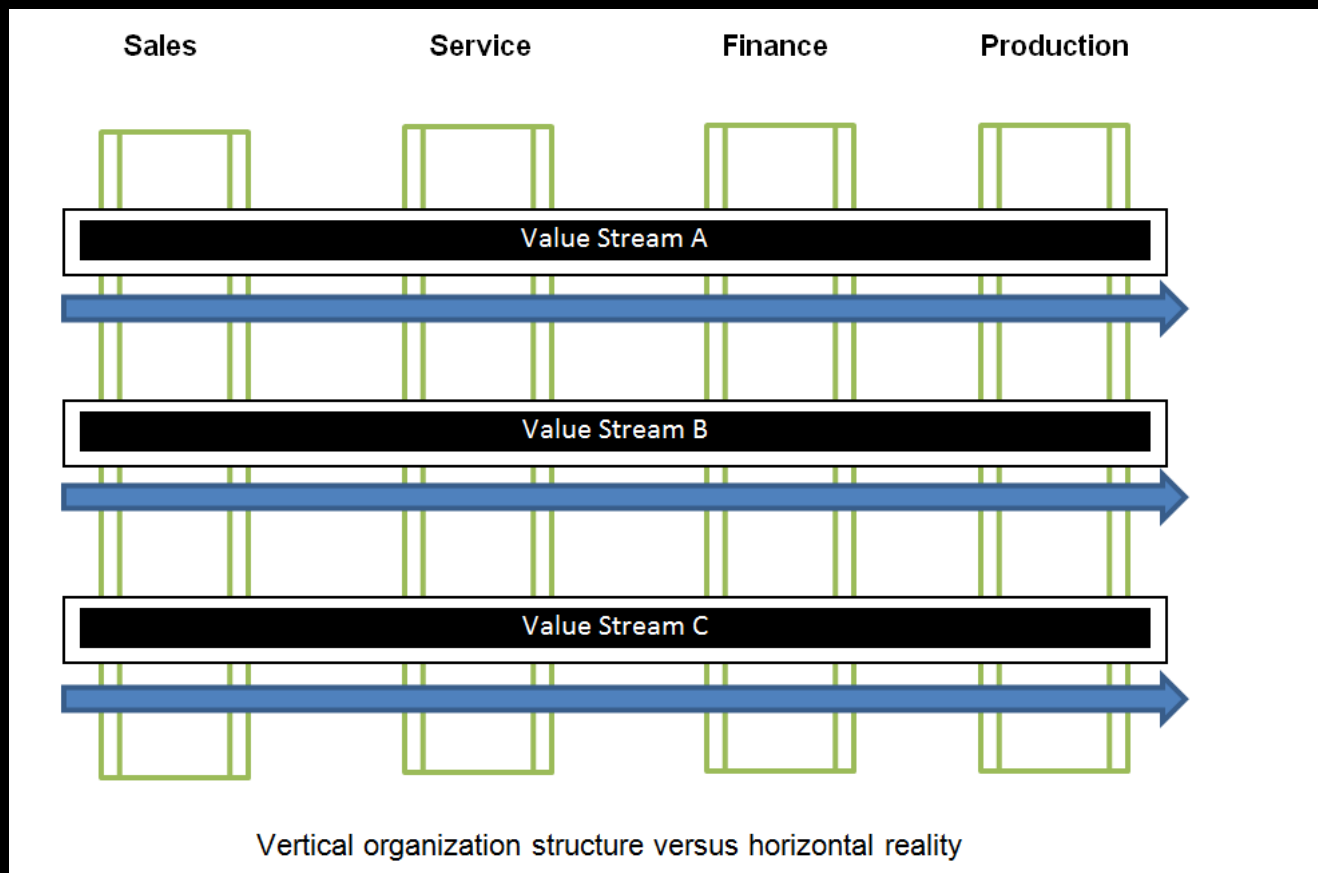


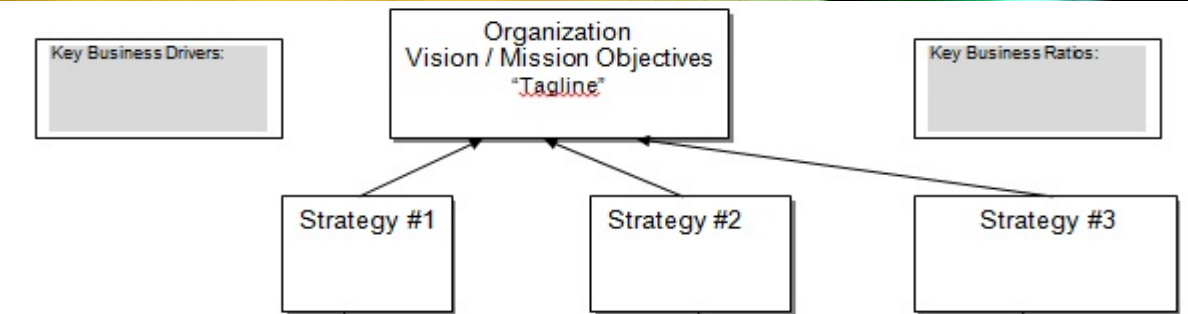
# WHAT IS DIVERSITY VALUE STREAM THINKING??

- Hubbard Diversity and Inclusion Value Stream thinking as a fundamental mindset for Diversity & Inclusion (D&I) professionals who aspire to drive ROI-based business success utilizing their D&I initiatives.
- It utilizes a Measurable, “Systems-Based” Methodology that Strategically integrates the Hubbard Diversity & Inclusion Sciences® into a High Performance Impact Process that drives results!



# APPLYING CROSS-FUNCTIONAL WORK SYSTEMS VS. SILOS





	Strategy 1 Focus		Strategy 2 Focus		Strategy 3 Focus	
	Organizational Goals	Diversity Strategies	Organizational Goals	Diversity Strategies	Organizational Goals	Diversity Strategies
Desired Performance						
Gap						
Current Performance (Baseline)						
As Measured By.... (Metrics Scorecard) <ul style="list-style-type: none"> <li>▪ Sales</li> <li>▪ Financial</li> <li>▪ Customer</li> <li>▪ Performance</li> <li>▪ Productivity</li> <li>▪ Climate</li> <li>▪ Retention</li> </ul>						
Driven by What Processes / System Behaviors..... (9-S Framework)						
Comments						

# STRATEGIC LINKAGE MAP

# A FEW UNIVERSAL TRUTHS

The customer, not the Diversity Practitioner, determines and defines the quality and value of the Diversity initiative delivered.

Because the customer determines and defines quality and value, these definitions are relative, not absolute.

Customer evaluations of quality and value are based on what was delivered as opposed to merely what was expected in terms of results, the implementation process quality, and the cost of initiatives.



# A FEW UNIVERSAL TRUTHS

It is critically important to manage Customer expectations using full stakeholder engagement techniques and processes.

Effective service delivery entails an intentional strategic alignment with the mission, vision, values, strategies and systems of the organization as well as the individual preferences of key stakeholders.

Any decisions concerning quality and value that fail to take into account customer expectations are immediately suspect and very often produce ineffective outcomes.



# KEY DIVERSITY RETURN ON EXPECTATIONS (DROE<sup>®</sup>) QUESTIONS

13

- 1. What are your expectations for this Diversity initiative or intervention?
- 2. What behavior changes would you like to see as a result of the Diversity initiative or intervention?
- 3. Are you aware of any financial benefits that are expected as a result of the Diversity initiative or intervention? If so, would you explain what they are and an estimate of the dollar amount?
- 4. (After the Initiative is conducted) To what degree (0% to 100%) were your expectations met?
- 5. Of those rated below 80% in question number 4, do you know what the problems were?
- 6. Would you come to our organization for similar program needs in the future?

# *SUMMARY: POWER THE FUTURE! EXPAND BOUNDARIES. VENTURE BOLDLY.*

- Take Your Skill and Competency to the Next Level
- Push and Expand the Boundaries of Service Delivery to Your Stakeholders
- Enhance Your Credibility and Trust with Evidence-based Outcomes of Inclusion Success and Tangible Results
- Make Bold Predictive Forecasts of Inclusion Impact on the Bottom-line.
- Create an Inclusion Culture that is Measurable and Sustainable for the Future.
- Address DROE<sup>®</sup> Questions with Concrete Strategic Actions



# ABOUT THE PRESENTER: DR. EDWARD E. HUBBARD

- Dr. Edward E. Hubbard is President and CEO of Hubbard & Hubbard, Inc., (for 32 years) Petaluma, CA, an international organization and human performance consulting corporation that specializes in techniques for applied business performance improvement, Diversity Return on Investment (DROI®) measurement and analytics, instructional design and strategic organizational development.
- He is the author of more than **40** Business-related books including the ground-breaking books: "The Diversity Scorecard", "How to Calculate Diversity Return on Investment", "Diversity Training Return on Investment", "The Manager's Pocket Guide to Diversity Management", "The Diversity Discipline", and many others.
- Dr. Hubbard was an honoree at the Inaugural International Society of Diversity and Inclusion Professionals Living Legends of Diversity Award Ceremony in Rio Grande, Puerto Rico where he received the "Living Legends of Diversity Award" for creating the "Diversity ROI Analytics" and "Diversity Measurement Fields and the associated Disciplines". He is one of only 18 people in the world who have received this Award.
- A 1.5 Minute YouTube Introduction of Dr. Hubbard and His Diversity and Inclusion Return on Investment (DROI®) Measurement Work as a "Legend in the Diversity and Inclusion fields can be seen by Clicking the link below:
- <http://www.youtube.com/watch?v=ZoVqbM9wty8>
- Dr. Hubbard received the "Excellence in Global Leadership Award" from the World HRD Congress as Pioneer and Founder of the Diversity ROI Analytics and Measurement fields. The highest individual professional award given.





# ABOUT THE PRESENTER: DR. EDWARD E. HUBBARD

- The American Society for Training and Development (ASTD, now ATD) inducted Dr. Ed Hubbard into the prestigious "ASTD New Guard for 2003". The July/August 2007 Issue of Profiles in Diversity Journal featured Dr. Hubbard as the "Diversity Pioneer" in Diversity Measurement. Dr. Hubbard serves on the Harvard Business Review, Diversity Executive Magazine and Strategic Diversity & Inclusion Management (SDIM) magazine Editorial Advisory Boards.
- Dr. Hubbard served as Director, Developmental Education and Black Studies Instructor, The Ohio State University, Newark.
- Part of Dr. Hubbard's career was spent as a Lecturer at Dennison University. He also taught and worked with other Colleges and Universities here in the U.S. such as Missouri State University, Kent State University (where he serves as the Diversity Leadership and ROI Metrics Instructor of Kent's Institute for Excellence), in Canada at the University of Calgary, the U.K. at the University of Bradford in Leeds, England, the Pacific Rim, and elsewhere.
- A sample of Dr. Hubbard's corporate experience includes Programming Analyst and Manager, Battelle Memorial Institute, Systems Analyst, Informatics Corporation, Systems Engineer, Xerox Corporation, Organization Development and Education Specialist, Mead Corporation, Director of Compensation, Training, Organizational Development, and Communications for the 17 Billion Dollar McKesson Corporation in San Francisco, California.
- Dr. Hubbard is an expert in Organizational Behavior, Organizational Analysis, Applied Performance Improvement and ROI Measurement Strategies, Strategic Planning, Diversity Measurement and Analytics, and Strategic Organizational Change Methodologies. He holds a Practitioner Certification and Master Practitioner Certification in Neurolinguistic Programming (NLP), a Neuro-science discipline.
- Dr. Hubbard earned Bachelors, Masters Degrees from The Ohio State University and earned a Ph.D. with Honors in Business Administration from Century University.



# QUESTIONS AND ANSWERS



## How to Reach Us:

### Corporate Site:

Web: [www.HubbardNhubbardInc.com](http://www.HubbardNhubbardInc.com)

Tel. 707-763-8380

Email: [hubahuba99@aol.com](mailto:hubahuba99@aol.com)

HH Online Store: [www.Diversitysuperstore.com](http://www.Diversitysuperstore.com)

### Hubbard ERG and BRG Institute:

<http://www.ergandbrgoinstitute.net/>

### HR Comprehensive:

<http://hrcomprehensive.com/>

### Personal Success Coaching Center:

<http://www.personalsuccesscoachingcenter.com/>