

The How To's of Good Diversity and Inclusion Work

Forum for Workplace Inclusion, April 2019

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Agenda & Goals for Time Together

- Introduce you to Global Diversity & Inclusion Benchmarks – authored by Julie O'Mara & Alan Richter; with input of 95 global expert panelists
- Examples of good D&I work – how to's and case studies
- Good D&I work using the lens of the Global Diversity & Inclusion Benchmarks
- Opportunities to talk, learn, with colleagues



GDIB is a Means of - Helping Organizations

- Realize the depth, breadth, and integrated scope of D&I practices;
- Assess the current state of D&I;
- Determine strategy, and;
- Measure progress in managing diversity and fostering inclusion.

Helping to ensure that diversity and inclusion work is done at the highest quality level possible



***If you want a quick fix, the GDIB
is not for you.***

Diversity Definition

*The variety of differences and similarities/
dimensions among people, such as:*

Age

Generation

Parental status

Belief system

Geography

Personality type

Class/caste

Job role and function

Race

Culture

Language

Religion

Disability

Marital status

Sexual orientation

Education

Mental health

Thinking style

Ethnicity

Nationality

Work experience

Gender

Native or indigenous origins

Work style

Gender identity

Inclusion Definition

A dynamic state of operating in which diversity is leveraged to create a

- fair,
- healthy, and
- high performing organization or community.

An inclusive environment ensures equitable access to resources and opportunities for all.

It also enables individuals and groups to feel safe, respected, engaged, motivated, and valued for who they are and for their contributions toward organizational societal goals.

Global Definition and Scope

These Benchmarks apply to all organizations around the world.

They are not limited to multinational organizations that work internationally.

They are not specific to a country, culture, D&I approach, sector, industry, or size of organization.



Ultimate Goals of Diversity & Inclusion

Create a Better World

Improve Organizational Performance

Creating A Better World

- Contribute to the greater good of society
- Create a world which is fair and just and respectful of individuals and their similarities and differences
- Create a world where everyone is able to sustain a high quality of life and enjoy peace and prosperity
- Globally, social justice underpins much of the D&I work being done in public policy and development initiatives. As well, there are many organizations firmly committed to doing what is right and ethical for all stakeholders.

Improving Organizational Performance

- *A more immediate (and some would suggest more direct) outcome of D&I is to help improve organizational performance. This is commonly referred to as the business case or rationale. Each organization should develop its own business case or rationale for D&I.*

Improving Organizational Performance

A well-designed and well-executed D&I strategy can help an organization:

- Achieve its organizational vision, mission, strategy and annual goals/objectives
- Attract and retain diverse talent
- Build strong and high-performing teams
- Cultivate leaders who inspire inclusion and champion diversity

Improving Organizational Performance (continued)

- Leverage an extensive range of backgrounds and skills to enhance creativity, innovation and problem solving
- Increase engagement, motivation, and productivity
- Improve the quality of work/life integration
- Enhance the organization's reputation/brand as an employer or provider of choice
- Minimize risk/exposure and ensure compliance with legal requirements
- Sustain an environment that treats people fairly



Approaches to Diversity & Inclusion

Research / Expert Panelists

- GDIB represents the collective viewpoints of the Expert Panelists.
- Selected by the authors from recommendations based on criteria of breadth and depth in D&I.
- Practitioners, scholars, authors from a variety of diversity dimensions, backgrounds, and areas of expertise.
- Research process involved several rounds of review and analysis.

A benchmark is:

- An organizational standard of performance, usually stated as an end result or outcome.

Benchmarking helps people in organizations achieve high-quality results or aspirations.

14 Categories in Four Groups

Foundation *Drive the Strategy*

- 1: D&I Vision, Strategy, and Business Case
- 2: Leadership and Accountability
- 3: D&I Structure and Implementation

Internal *Attract & Retain People*

- 4: Recruitment, Retention, Development, and Advancement
- 5: Benefits, Work-Life Integration, and Flexibility
- 6: Job Design, Classification, and Compensation
- 7: D&I Learning and Education

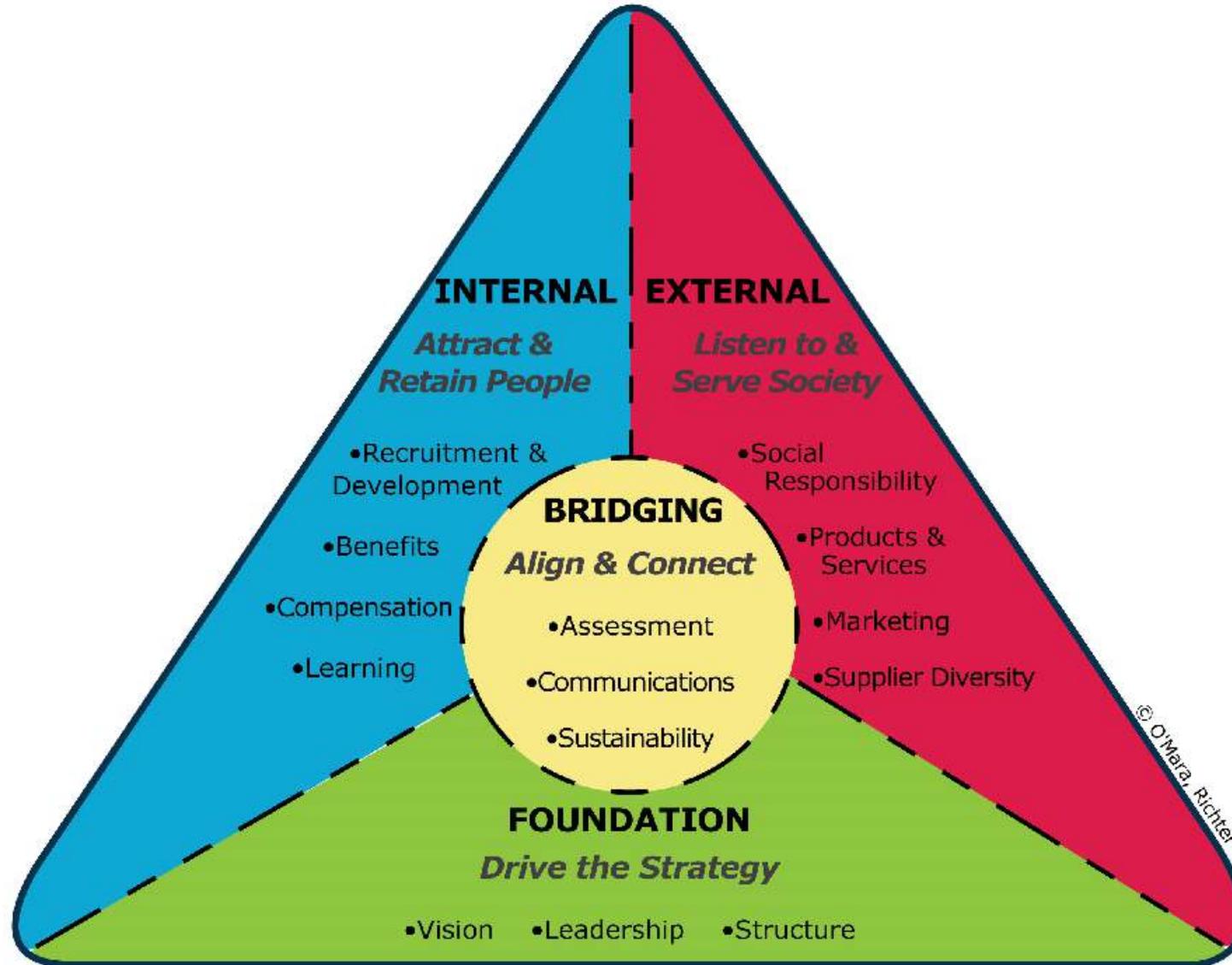
Bridging *Align & Connect*

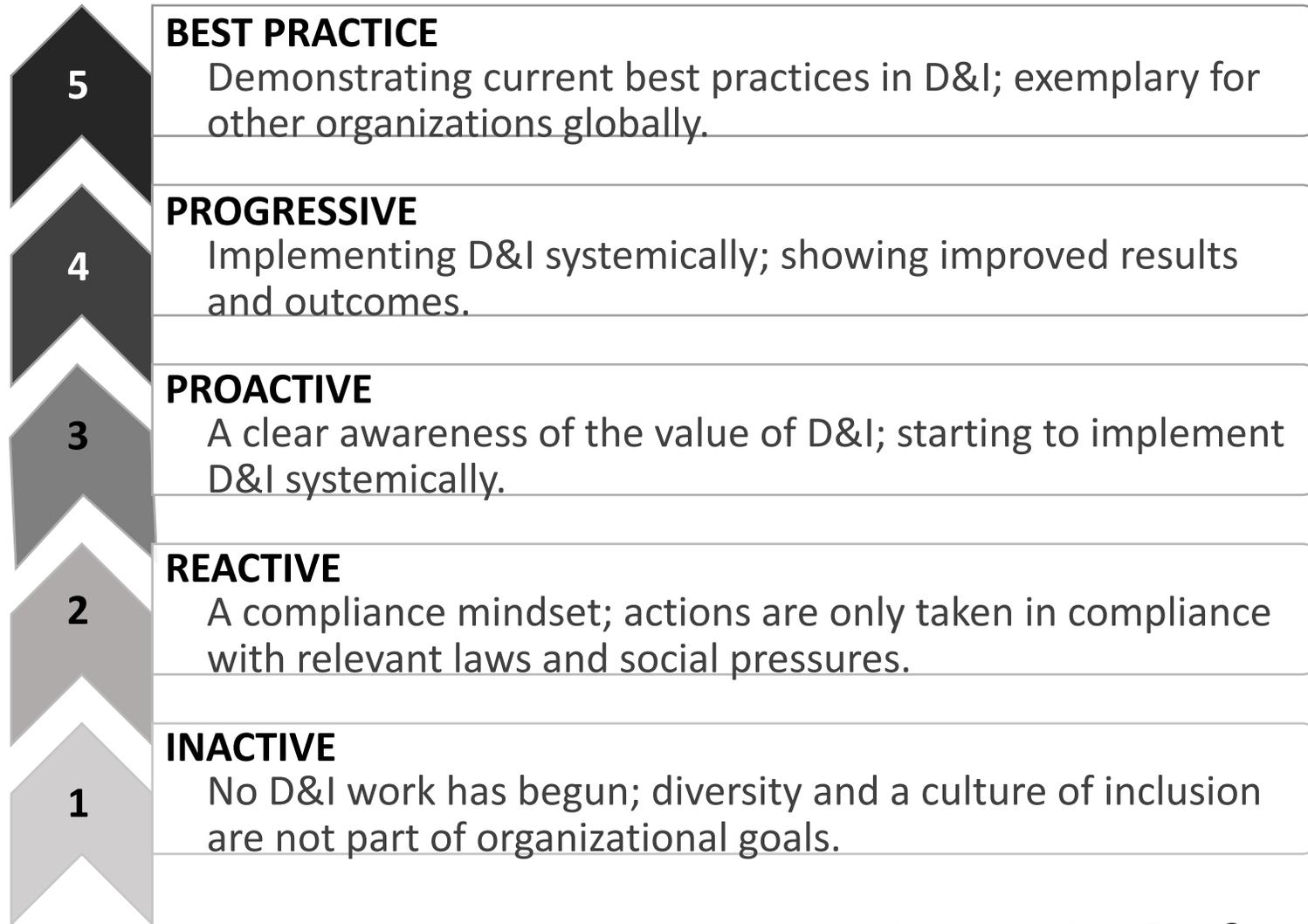
- 8: Assessment, Measure, and Research
- 9: D&I Communications
- 10: Connecting D&I and Sustainability

External *Listen to & Serve Society*

- 11: Community, Government Relations, and Social Responsibility
- 12: Products and Services Development
- 13: Marketing and Customer Service
- 14: Supplier Diversity

The GDIB Model





FIVE LEVELS of PROGRESS

Why Consider a D&I Intervention/ Change Effort?

- Seeking a comprehensive approach/initiative
- Change Systems/Practices – what is working; What is not
- Business Case – workforce, marketplace, structures of org
- Evidence of need – internal questions, concerns
- Media Reporting & awareness
- Legal Requirements
- Societal pressure
- Best Practices Benchmarking – internal & external
- Address the myths & reality of workplace equity

Undertaking a Cultural Audit; Needs Assessment; Employment Systems Review

- Cultural Audit: study & examination of an organization's cultural characteristics (such as its assumptions, norm, philosophies & values) to determine whether they hinder or support its vision & mission www.businessdictionary.com
- Employment Systems Review: a review of employment systems (policies, practices, procedures) to determine whether there are barriers to the representation of the designated group members, plans required to remove barriers & enhance representation where under represented South Africa & Canada
- Needs Assessment: is a systemic process for determining & addressing needs, or 'gaps' between current conditions & desired conditions or 'wants'. The discrepancy between the current condition & wanted condition must be measured to appropriately identify the need. Need can be desire to improve current or correct deficiency www.Wikipedia.org

Action Research Model – Foundation of Most Organization Development Interventions

- It is the process of systematically:
 - Collecting research data about an ongoing system relative to some objective, goal, or need of that system
 - Feeding these data back into the system
 - Taking actions by altering selected variables within the system based both on the data and on hypotheses
 - Evaluating the results of action by collecting more data (French & Bell 1990)

Action Research Model cont'd

- **Eight Steps** – while length & depth of each step may vary across interventions, steps are usually present in one form or another
 - **Entry** – need for change in an organization becomes apparent
 - **Start-Up** – change agent enters, working to clarify issues surrounding problem & gain commitment to change efforts
 - **Assessment & Feedback** – change agent gathers info about the problem & gives decision makers & those having a stake in the change process feedback about the information
 - **Action Planning** – change agent works with decision makers & stakeholders to develop a corrective action plan
 - **Intervention** – action plan is implemented. Change process carried out

Action Research cont'd

- **Evaluation** – change agent helps decision makers & stakeholders assess the change effort's progress
- **Adoption** – members of org accept ownership for change, and change is implemented throughout the org
- **Separation** – change agent prepares to leave the change effort, disengage, while ensuring that improvement will continue after departure. This step is possible because the knowledge & skills of the change agent have been transferred to the organization

D&I Change Process using Action Research

D&I Change Process – Data Collection

• **Data Collection**

- **Interviews** with employees based on Questions – examples
- What are your org's strengths with respect to each of equity groups – e.g. women, people of color, people with disabilities, indigenous people, LGBTQ2S? Areas for improvement?
- How would you rate on 1 – 5 scale (High to Low) – your organization in terms of fairness of employment policies & practices & the work environment for – e.g. training & development, promotion
- Have you experienced or observed discrimination or harassment in the past two years?
- 25 – 40 interviews depending on org size – cross level, cross functions, cross businesses/regions; strength in external interviewers; high confidentiality required - no individual info shared – only summary data

D&I Change Process – Data Collection

- **Focus Groups** – similar questions to interviews
- Number of focus groups varies by size of org
- Town Hall meetings
- Same parameters as interviews – confidentiality, cross level/function, etc. (Town Hall Mtgs not as confidential)
- Determine if workforce and/or marketplace (client interviews)
- Example of one org – 27 focus groups in 6 wks by external consultants, half with employees, half with clients

D&I Change Process – Data Collection

- **Surveys** – online capability such as Survey Monkey – get scaled data & qualitative data
 - Same parameters as previous – goes directly upon completion to consultant (internal or external for confidentiality guarantees)
 - Suggest best case – it is complemented by a minimum number of interviews/focus groups

D&I Change Process – Data Collection

- **Internal Conference/Meeting/Planned Intervention** – 2 day tog., same parameters as previous
 - Participants bring at least 10 cards, pieces of info from their own experience or sought out from others, prior to attending
 - ensure confidentiality, Posted in meeting space for all to see
 - sorted by themes by group of participants
- **Additional Data** – representation, complaints/grievances, Opinion Surveys, knowledge of current initiatives, what competitors are doing, etc.; best practices

D&I Change Process – Data Sort

- **Workforce** and/or **Marketplace** (clients & society)
- Identification of **Policies & People Mgmt Processes** – what is missing, & potential adverse impact for equity group(s)
- **Info from Data Collection Processes sorted by Themes** – actual quotes/phrases/words are sorted into Baskets – e.g. recruitment, promotion, training, development, work life balance, representation, etc.

D&I Change Process – Data Sort

- **Sorting Techniques** – Examples

- **Interviews** – one person or small team who guard individual confidentiality review data, all interviews – sort data by themes – external consultant; D&I team; Council put in place to guide the entire change process – reviews & sorts. Conference/Meeting participants make meaning of data – e.g. 35 interviews sorted by Consultant; Conference/Meeting participants sort several hundred quotes, and data points

D&I Change Process – Data Sort

- **Focus Groups** – as above, e.g. 4,000 pieces of data posted & sorted by D&I Team & then reviewed by Council
- **Survey Data** – as above. Additional sorting challenge the systemic nature of the work – need people who understand systems so that if a response in survey question more appropriate in another Theme/Basket – is transferred
- **Numerical/Representation Data/Policy Data** added to above processes

Exercise in Small Groups

- At your table with colleagues:
 - What do you think might be some of the “quotes” you would hear? Relating to gender as an e.g. – both women & men. Capture at least one per person & post
 - What do you think would be the best method of data collection in the environment you are most familiar with, why?
 - What do you think would be the best way to sort data and why?
 - 15 minutes & responses to be shared – pop up

D&I Change Process - Vision & Objectives & Recommendations

- Vision & Objectives created for the entire organization & possibly also by business or region – by Council(s), or Working Groups, D&I Team, or Consultant supporting
- National recommendations are presented to Senior executive of the org with rec's prioritized – high, medium, low – quick & easy, medium, difficult; Regional or Business Specific rec's presented to executive of that area/responsibility
- Recommendations made by those who reviewed data – Overall Objectives & Actions/Activities to support; assigning priority – Conference/Mtg participants; Councils; Consultant

D&I Change Process - Vision Statements

- Examples of Vision Statements
 - Our mission is to make D&I our way of doing business. We will advance our culture of belonging where open hearts & minds combine to unleash the potential of the brilliant mix of people in every corner of Johnson & Johnson - USA
 - Diversity is our heritage & our future. Be part of it – Schneider Electric
 - To be among the most inclusive successful companies, putting diversity into action to help employees, clients, & communities thrive – RBC Financial – Canada
 - Enabling IT – BPM organizations to build a work environment that embraces diversity & where employees, customers, & other stakeholders thrive & succeed – Nasscom - India

D&I Change Process - Objectives

- Examples of Objectives
 - To attract & retain women & men who best meet our business requirements
 - To have more equitable representation of women & men in all positions
 - To be an organization others wish to emulate with regard to diversity & inclusion
 - To eliminate gender related biases & assumptions so that systems, policies & practices are equitable & fair
 - To provide an environment where employees can manage their work family life needs

D&I Change Process –Objectives

- Examples cont'd
 - Demonstrate visible, caring, & passionate leadership that values employee, client & community diversity
 - Recognize changing demographics, values & customer preferences to leverage the diversity of our markets & increase market share
 - Provide & sustain a learning environment which promotes awareness, competence, understanding of leveraging diversity
 - Remove barriers experienced by our employees & clients due to internal politics & workplace biases & prejudices so that systems, policies & practices are equitable & fair
 - Be recognized as an industry/world class leader in D&I

D&I Change Process - Recommendations

- Examples of Recommendations
 - Integrate closing the gender gap/leveraging diversity into the strategic & leadership priorities of the org
 - Devote 25% of expectations of senior people mgrs. to Human Resource management; define key competencies of mgrs. & provide feedback mechanisms for mgr.'s direct reports through surveys
 - Set executive level goals for women, entry level goals for men
 - Communicate statistics, initiatives, accomplishment of gender & diversity goals frequently, ongoing – internally & externally, dispel myths

D&I Change Process - Recommendations

- Examples cont'd
 - Set up formal mentoring programs; provide visibility (such as inclusion on key task forces) & networking opportunities
 - Ensure succession planning includes equity groups & development plans are in place
 - Link community involvement & diversity initiatives
 - Provide continuous learning on leveraging diversity

D&I Change Process - Implementation

- Examples – Structures & Supports
 - National Team or Council to guide the process & advise nationally – cross level, cross functional, diverse, a potential development opportunity, good knowledge of business; obtain additional info required & carry forward recs to action (Cat. 3 D&I Structure & Implementation)
 - Regional/Business Teams if appropriate set up to obtain any additional information required & carry forward recs to action in their environment (Cat. 3 D&I Structure & Implementation)

D&I Change Process - Implementation

- Examples – Structures & Supports cont'd
 - Implementation guide/support – with recommendations, actions, ideas for implementation to be used, customized as appropriate for each business (Cat. 3 D&I Structure & Implementation)
 - Highlight linkages of one action to another & how actions work together systemically – one strategy/action implemented may benefit various areas of the undertaking, maximizing results & outcomes (Cat. 1 D&I Vision, Strategy, Business Case)
 - Learning sessions for senior executives to support leadership & learning, ensuring they are champions (Cat. 2 Leadership & Accountability; Cat. 7 D&I Learning & Education)

D&I Change Process - Implementation

- Examples – Structure & Supports cont'd
 - Learning for people mgrs. & continuous ongoing learning on diversity for all in the organization (Cat. 7 Learning & Educ.)
 - Tools to support – booklets – hard copy/online around gender/diversity sensitive behaviours; leader lead learning guides/training supports; guides for accommodation for disabilities; diversity learning online; 101 Actions individuals can take to leverage diversity – online support (Cat. 1 D&I Vision, Strategy & Business Case; Cat 7 Learning & Educ)
 - Hold everyone accountable for leveraging diversity – individuals, team, business (Cat. 2 – Leadership & Accountability)
 - Reward & Recognize diversity achievements

D&I Change Process – Ongoing Assessment, Monitoring, Review

- Examples – Actions & Outcomes; Representation; Measurement Tools to Support
 - Data
 - Representation of gender/equity groups at all levels & based on their availability in the skilled labor pool – external comparators
 - Flows/hires/promotions of people in the org based on their presence in the feeder populations/terminations
 - Grievances/complaints
 - Employee opinion survey results & progress (above 4 Cat. 1 Leadership & Accountability; Cat 4 Recruitment, Retention, Development, Advancement)
 - Pay equity – are men women payed the same for same/equal work (Cat. 6 Job Design, Classification & Compensation)

D&I Change Process – Ongoing Monitoring, Assessment, Review

- Examples cont'd
 - Integration of Diversity Objectives to business plans – objectives & strategies to achieve with accountabilities, updated frequently (Cat 2 D&I Vision, Strat, Bus Case; Cat 2 Leadership & Accountability; Cat 8 Assmt, Msmt, Research)
 - Competency models used in the organization all have diversity requirements integrated (Cat 6 Job Design, Classif, Comp)
 - Learning has taken place (number of participants) & people have participated have changed behaviors as this is evidenced in employee opinion surveys & sensing mechanisms (Cat 8 Assmt, Msmt, Research)

D&I Change Process – Ongoing Assessment, Monitoring, Review

- Examples cont'd
 - Flexible work arrangements – tracking & measurement systems – policies to support, participants, surveys – productivity levels, retention strategy – increased commitment to the org.; child care supports, etc. (Cat 5 Benefits, Work Life Integration & Flexibility)
 - Tools have been created to support all in the organization with diversity goals – online supports for learning, desired behaviors, how to become involved & external & internal means of learning & building awareness; actions to leverage diversity at individual, team & business level (Cat 3 D&I Structure & Implementation; Cat 7 D&I Learning & Educ)

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Siddiq Patel, Inclusion Rider



THERE IS NO GREATER AGONY THAN
BEARING AN UNTOLD STORY INSIDE YOU.

MAYA ANGELOU

AUTHOR/POET/ACTRESS/SINGER (DECEASED 2014)



“Yours is a story that needs to be told”



Case Study UK Public Sector

*The Environment Agency's stated purpose is, "to **protect** or enhance the environment, taken as a whole" so as to promote "the objective of achieving **sustainable** development".*

(Section 4, Environment Act 1995)



Cumbria And Lancashire Diversity & Inclusion Strategy



The Challenge

10,048 Staff Members

20+ Staff Networks

3.8% Black and Ethnic
Minority (Target to reach
14%)



How do we bridge the divide?

Decorative wavy lines in purple, blue, green, and orange at the bottom of the slide.

Brave, Difficult & Courageous Conversations

Religion

Politics

Current
Affairs

Comedy

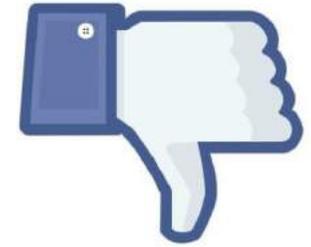
~~Diversity &
Inclusion~~

Sport

Category 7: D&I Learning and Education



D & I Communications



(Mail Online, 2014)

Why did floods agency spend hundreds on 'equali-tea' gay awareness mugs... and £30,000 on gay pride marches? As Britain counts cost of shoddy defences, we reveal bizarre spending by quango bosses



Tea break slogan: The EA (chairman Lord Smith pictured right) spent £639 on these mugs, handed out to staff

Environment Agency staff told not to visit flood-hit Berkshire village after suffering abuse from locals



D & I Communications



Pupils learn about reducing flood risk

By Sheena Ramchurn - 6th December 2016

1774



LANCASHIRE Telegraph

6th December 2016

Flood of learning for field-trip kids



How can we translate these conversations so they are part of the solution?

Working in SILO's



Undervalued workforce



How D&I is viewed

RISK

Working Collaboratively



Valued workforce



Core Value





Newsflash

We are proud to have been officially rated as **OUTSTANDING** by Ofsted. [Click here for details >](#)



NO
4x4

Student Alia Haider said, "I had fun measuring the river near the source and listening to the Environment Agency at Garstang. I didn't know there were things like the flood gate that existed to protect people from flooding."

Case Study: Company in South Africa

- ❖ Brief (Problem) : High turnover of senior Black employees and middle to senior Female employees
- ❖ Concern about organizational culture – exclusionary
- ❖ Transformation Fatigue

THIS CASE STUDY

Used only 7 of the 14 Categories

Foundation Drive the Strategy

- 1: D&I Vision, Strategy, and Business Case
- 2: Leadership and Accountability

Internal Attract & Retain People

- 4: Recruitment, Retention, Development and Advancement
- 7: D&I Learning and Education

Bridging Align & Connect

- 8: Assessment, Measure, and Research
- 9: D&I Communications

External Listen to & Serve Society

- 14: Supplier Diversity

Lessons for Success : A Systemic Approach

- Clear and visible **sponsorship**
- Establish **allies and custodians** of the journey & set up **structures** for true partnerships
- Develop a **Communication** strategy and conduct **stakeholder mapping**
- Use the **Benchmarks** to agree on a baseline
- Show **understanding** for the organization's challenges and acknowledge their achievements
- Talk the **language of business** and help them see what needs to change
- Develop a **Vision** for D&I : Why are they doing this and what will it look like?
- Educate and sensitize through **dialogue sessions** or workshops
- **Performance** measurement & eliminate **systemic barriers**
- Conduct post survey to identify **positive shifts and impact**
- **Communicate, Communicate, Communicate**

What process did we follow ?

**Helped the Leadership Team to
identify and name
the
WHY ?
and develop a Vision for D&I**

PREAMBLE OF THE SA CONSTITUTION

We, the people of South Africa,

Recognise the **injustices of our past**;

Honour those who suffered **for justice and freedom in our land**;

Respect those who have worked **to build and develop** our country; and

Believe that South Africa belongs to **all who live in it, united in our diversity**.

We therefore, through our freely elected representatives, adopt this Constitution as the supreme law of the Republic so as to -

- **Heal** the divisions of the past and establish a society based on democratic values, social justice and fundamental human rights;
- Lay the foundations for **a democratic and open society** in which government is based on the will of the people and every citizen is equally protected by law;
- **Improve the quality of life of all citizens** and free the potential of each person; and

DEVELOPED A DIVERSITY & INCLUSION VISION

Towards a diverse, equitable inclusive and successful
company

**A need to hold difficult
conversations even before
developing a Vision**

HEAD, HEART & HANDS

**Intellectual
buy –in What?**

**Emotional
buy - In
Why?**

**Behavioral
Effort - How?**



Diversity & Inclusion in a High Performance Culture

GDIB MODEL	Survey & Focus Groups (Bridging)	Visioning Process (Foundation)	Developed Five Strategic areas of focus (Internal)	Our role in Societal Development (External)
GDIB Benchmark elements customised for client	<ul style="list-style-type: none"> • Sense of Belonging • Micro Inequities • Racial & Gender issues • Selective development • Recruitment and Promotions • Supplier diversity concerns 	<ul style="list-style-type: none"> • Why are we doing this? • What will it look like when it is ideal? • When are we aiming to get there? & how? 	<ul style="list-style-type: none"> • Recruitment • Promotion • Development • Retention • Inclusive Culture (difficult conversations) 	<ul style="list-style-type: none"> • Supplier Diversity and • Enterprise Development

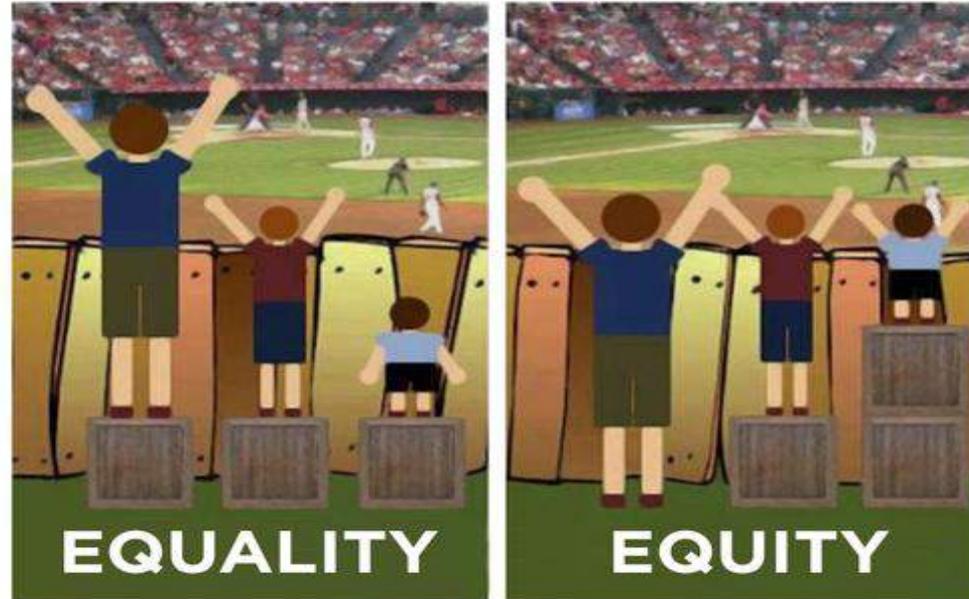


Mandates, Narratives & Guidelines

- ❖ **RECRUITMENT** : Calculator linked to bonus
- ❖ **PROMOTIONS** : Clear , strict criteria for all to adhere to
- ❖ **DEVELOPMENT** : Close monitoring of the profile and percentage spent- short term or long term
- ❖ **RETENTION** : Who gets retained and who leaves and comes back?, under what circumstances?
- ❖ **INCLUSIVE CULTURE**: Confront damaging narratives :All leaders to commit to D&I training and follow up on systemic impact beyond just workshop attendance

All EXCO members were coached on how to become champions

EXAMPLE: EQUITY VS EQUALITY



You are a parent of three children - a son and two daughters. Your Son went through a traumatic experience in life.

Your daughters perform well – average 85% plus in their exams .

Your son averages at 55 - 65 %

You spend around R3000 more on your son for extra lessons.

One of your daughters complains that you are spending far too much money on your son and she feels you must treat all of them equally.

Is your daughter correct?

- A. Yes, their brother is being given an unfair advantage over them
- B. No, the fact that the brother is struggling and went through trauma that others did not experience should be a consideration - your goal as a parent is to give all your kids the best life for the future
- C. Yes, everybody should just work hard and give their best . They go to the same school, have the same teachers, he must just 'pull himself up' .

Successes and Lessons Learned

- Commitment of top leadership
- Create a high dream early enough (Vision)
- No quick fix and 'false starts'
- Coach leaders to demonstrate accountability , commitment & resilience
- Create authentic and safe space to surface the pain and work through it
- Ensure everyone participates and incorporate modalities of dialogue
 - Verbal expression
 - Visual expression
 - Drawing
 - Movement
- Create new symbols and visuals to embed the new culture
- Document successes and show impact on the bottom line beyond the usual definition of 'bottom line'
- Use your Rank, Power & Privilege to make a difference in your sphere of influence
- Reward and recognize those living the Vision and Values

IMPACT

- Transformation and Diversity Vision visible throughout the company
- 50/50 gender representation at EXCO level (from 10%)
- 40/60 racial representation
- All leaders went through Unconscious Bias training and systemic discrimination awareness – new language adopted
- Appointments were biased towards Black people and Women-linked to significant bonus
- Champions became more visible within the organization

When there is a VISION and Leaders are leading from the front and accountable, the results show .

**THE GDIB demonstrates this
THIS IS ONGOING WORK**

FOREWORD BY
JUSTICE EDWIN CAMERON

A JOURNEY OF
**DIVERSITY &
INCLUSION**
IN SOUTH AFRICA
GUIDELINES FOR LEADING INCLUSIVELY



MassMutual TV Ad Series Surfaces Stories of People Who Looked Out for Each Other in 2017

Category 13: Marketing and Customer Service / Level 5 -- Benchmark 13.2 – The organization is keenly aware of the needs, motivations, and perspectives of diverse customer & stakeholder groups & successfully adapts marketing, sales, & distribution strategies to meet these needs.



DXC Technology Australia Leads the Way

Category 4: Recruitment, Retention, Development, and Advancement / Level 5 – Benchmark 4.1 – The organization’s talent development processes have resulted in equitable and accessible recruitment, retention and advancement and a pervasive feeling of inclusion.



GDIB Training for DI Champions in Pakistan Proves Helpful – Can be Replicated in Any Organization

Category 7: D&I Learning and Education / Level 4 Progressive – Benchmark 7.5 – D&I professionals, experts in learning methods and cross-cultural education and organization leaders are involved in the development, delivery, and reinforcement of D&I learning & education.



NBA D&I Playbook Based on the GDIB

Category 9: D&I Communications – Benchmark 9.11 – The organization integrates D&I into many aspects of communication by aligning D&I with organizational goals and issues.



Make It Personal: UCLA

Category 2: Leadership and Accountability / Level 5 – Benchmark 2.3 – Leaders are seen as change agents and role models and inspire others to take individual responsibility and before role models themselves.



Resources

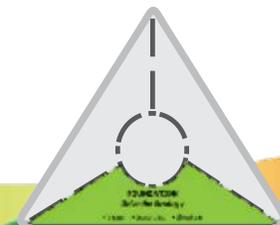
- [Global Diversity & Inclusion Benchmarks](http://www.centreforglobalinclusion.org)
www.centreforglobalinclusion.org
Use & Permission at no cost.
 - Practicing Organization Development – A Guide for Consultants – William Rothwell, Roland Sullivan, Gary McLean; pub Pfeiffer & Company, 1995; ISBN: 0-88390-379-2
 - Nene Molefi, Mandate Molefi Consultants
email: nene@mandatemolefi.co.za
 - Lynda White, McLeod White & Assoc email: lynmcwhite@aol.com
 - Naseem Yasin, email: naseemyasin01@gmail.com
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ADDITIONAL SLIDES FOR BACKGROUND INFORMATION

Category 1: D&I Vision, Strategy, and Business Case

Action: Develop a Strong Rationale for D&I Vision and Strategy and Align it to Organizational Goals

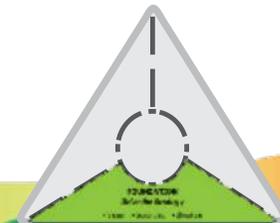
- **1.1** D&I is embedded in organizational culture and is not seen as an isolated program but rather as a core value, a source of innovation, and a means to growth and success.
- **1.2** All the major components of D&I work, including vision, strategy, business case or rationale, goals, policies, principles, and competencies, are regularly reviewed.



Category 2: Leadership and Accountability

Action: Hold leaders accountable for implementing the organization's D&I vision, setting goals, achieving results, and being role models.

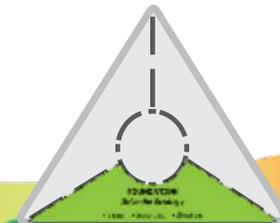
- **2.3** Leaders are seen as change agents and role models and inspire others to take individual responsibility and become role models themselves.
- **2.1** A large majority of employees across an array of diversity dimensions rate their leaders as treating them fairly and inclusively.



Category 3: D&I Structure and Implementation

Action: Provide dedicated support and structure with authority and budget to effectively implement D&I.

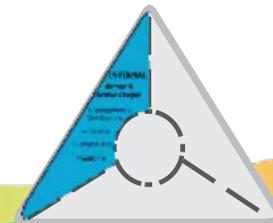
- 3.1** The most senior D&I professional is an equal and influential partner on the senior leadership team.
- 3.4** D&I is well integrated into core organizational systems and practices.



Category 4: Recruitment, Retention, Development and Advancement

Action: Ensure that D&I is integrated into recruitment, talent development, advancement, and retention.

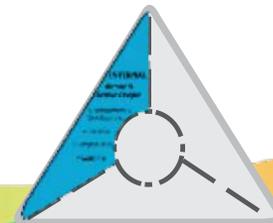
- **4.1** The organization's talent development processes have resulted in equitable and accessible recruitment, retention, and advancement and a pervasive feeling of inclusion.
- **4.3** The organization's reputation for quality D&I efforts enhances its ability to attract and retain employees who contribute to outstanding organizational results.



Category 5: Benefits, Work-Life Integration, and Flexibility

Action: Achieve work-life integration and flexibility.

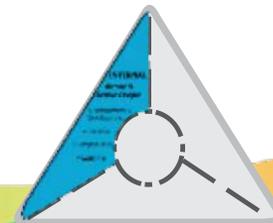
- 5.5** Based on research and assessment, benefits and services are regularly adapted to changing conditions, technology, and innovative ideas.
- 5.4** A comprehensive range of flexible benefits and services, including education, health, and counseling, is provided.



Category 6: Job Design, Classification and Compensation

Action: Ensure that job design and classification are unbiased and compensation is equitable.

- 6.3** Inequitable previous compensation systems have been addressed and individuals compensated.
- 6.2** Innovative job design results in employees being paid for performance rather than “putting in time,” and enables flexible work options.

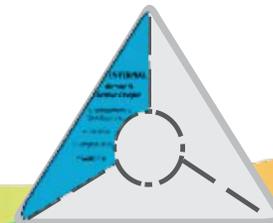


Category 7: D&I Learning and Education

Action: Educate leaders and employees so they have a high level of D&I competence.

- **7.1** D&I is integrated into all learning and advances the organization's strategy.

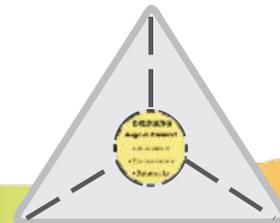
- **7.4** Challenging and sometimes controversial issues such as racism, sexism, ageism, classism, heterosexism, religious bias, stereotype threat, and unconscious bias are effectively addressed with sensitivity, fairness, conviction, and compassion.



Category 8: Assessment, Measurement, and Research

Action: Ensure that assessment, measurement, and research guide D&I decisions.

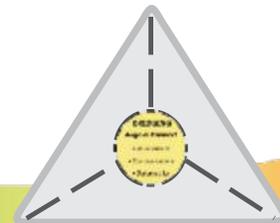
- **8.1** In-depth D&I assessments covering behavior, attitude, and perception are regularly conducted for the overall organization and within organizational units and feed into strategy and implementation.
- **8.2** D&I measurements are included as part of the organization's overall performance, linked to the organizational strategy, and tied to compensation, and publically shared.



Category 9: D&I Communications

Action: Make communication a crucial force in achieving the organization's D&I goals.

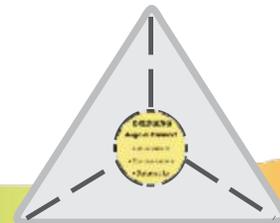
- **9.3** D&I communication is frequent, ongoing, innovative, and contributes to an enhanced reputation for the organization.
- **9.2** D&I topics are easily and quickly located on the organization's internal and external websites. Information is thorough, fully accessible, and regularly updated.



Category 10: Connecting D&I and Sustainability

Action: Connect the D&I and Sustainability initiatives to increase the effectiveness of both.

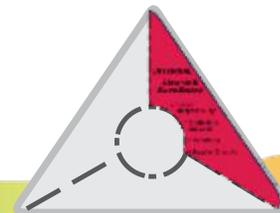
- **10.4** The organization has evidence that its sustainability and D&I initiatives benefit from their alignment with each other and show more meaningful impact than if they were separate and unconnected initiatives.
- **10.5** D&I results reflect actions in at least three of the following aspects of sustainability as defined by the United Nations—People, Planet, Prosperity, Peace, or Partnership.



Category 11: Community, Government Relations and Social Responsibility

Action: Advocate for D&I progress within local communities and society at large.

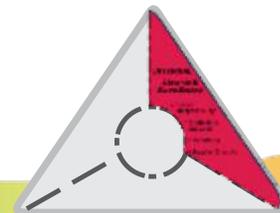
- **11.3** The organization leads in supporting and advocating for diversity-related interests in government and societal affairs.
- **11.5** The organization's D&I initiatives in the community are treated as more than philanthropy. They are perceived as a core function mainstreamed into organizational strategy.



Category 12: Products and Services Development

Action: Embed D&I in products and services development to serve diverse customers and clients.

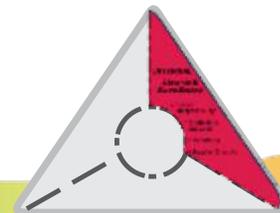
- **12.1** The product, service, and policy development cycle recognizes diversity and accessibility from the outset. It doesn't merely adapt products first developed for the dominant group or culture.
- **12.3** The organization shows the link between diversity and innovation, consistently leveraging D&I to increase product and service innovation.



Category 13: Marketing and Customer Service

Action: Integrate D&I into marketing and customer service.

- **13.2** The organization is keenly aware of the needs, motivations, and perspectives of diverse customer and stakeholder groups and successfully adapts marketing, sales, and distribution strategies to meet these needs.
- **13.1** The organization uses sophisticated analysis techniques on an ongoing basis to understand and respond to its diverse customer base.



Category 14: Supplier Diversity

Action: Promote and nurture a diverse supplier base and encourage suppliers to advocate for D&I.

- **14.2** The organization's suppliers reflect the community's composition across a broad array of diversity dimensions.
- **14.1** The organization's suppliers are required to have a significant percentage of their business with diverse suppliers and to provide evidence that they are committed to achieving their own D&I goals.

