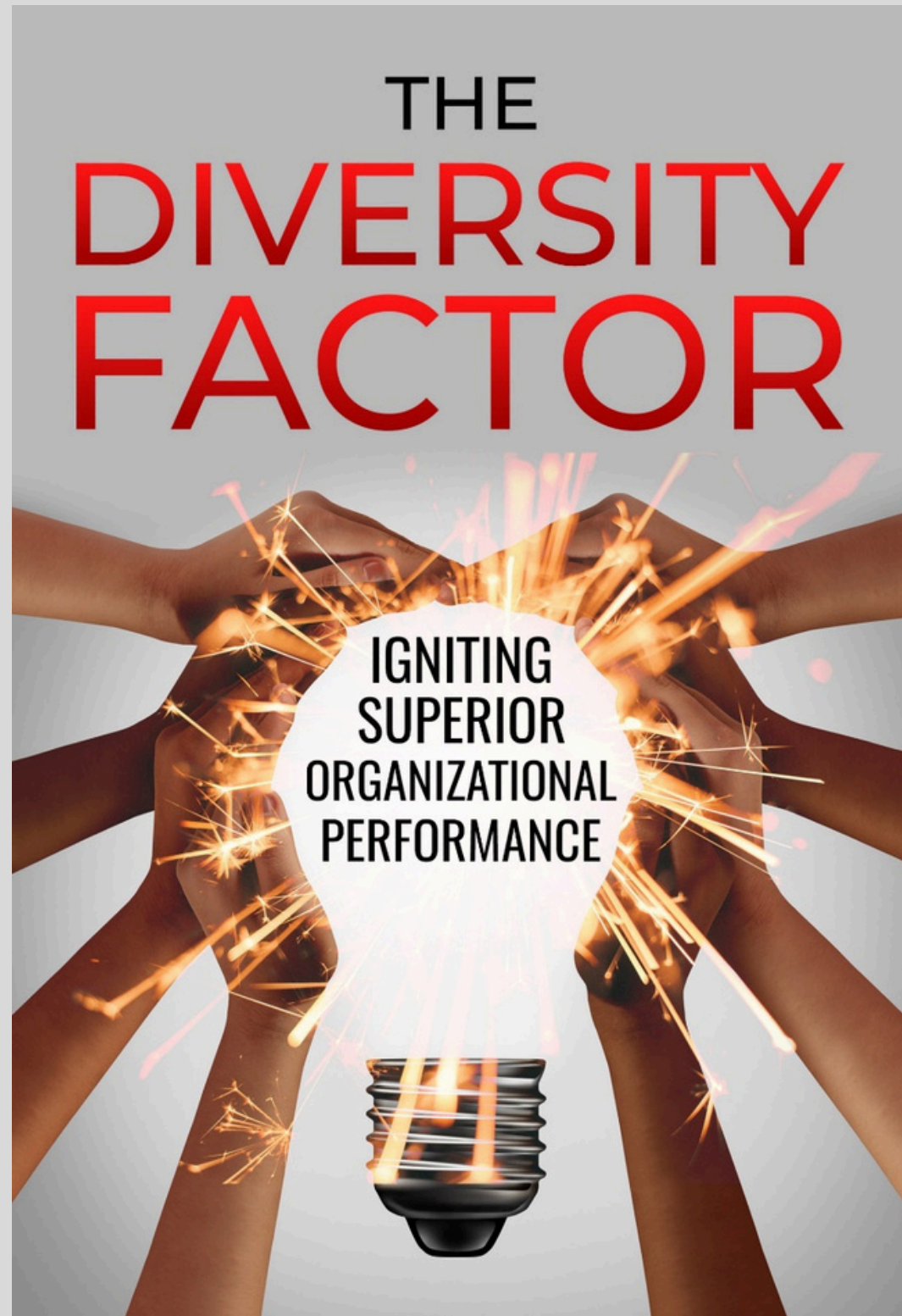# Making DEI Change Stick:
Organizational PerformanceFor the Long-Haul

James McKim, PMP, ITIL
James.Mckim@organizationalIgnition.com
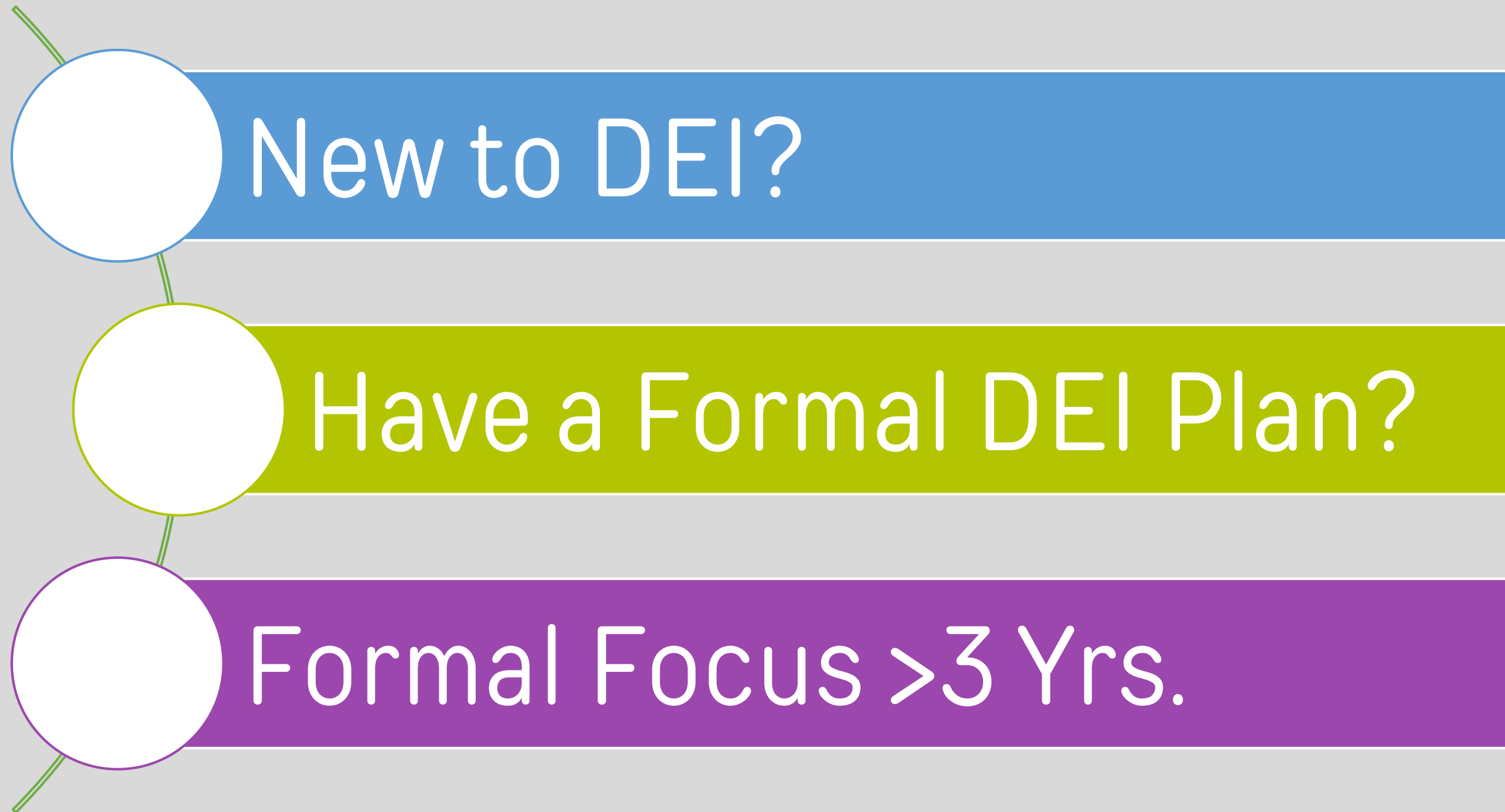

Organizational Ignition

James McKim, PMP, ITIL
Managing Partner

Who's In The Room?

New to DEI?

Have a Formal DEI Plan?

Formal Focus >3 Yrs.

Introduce Yourself

What question does your partner have?
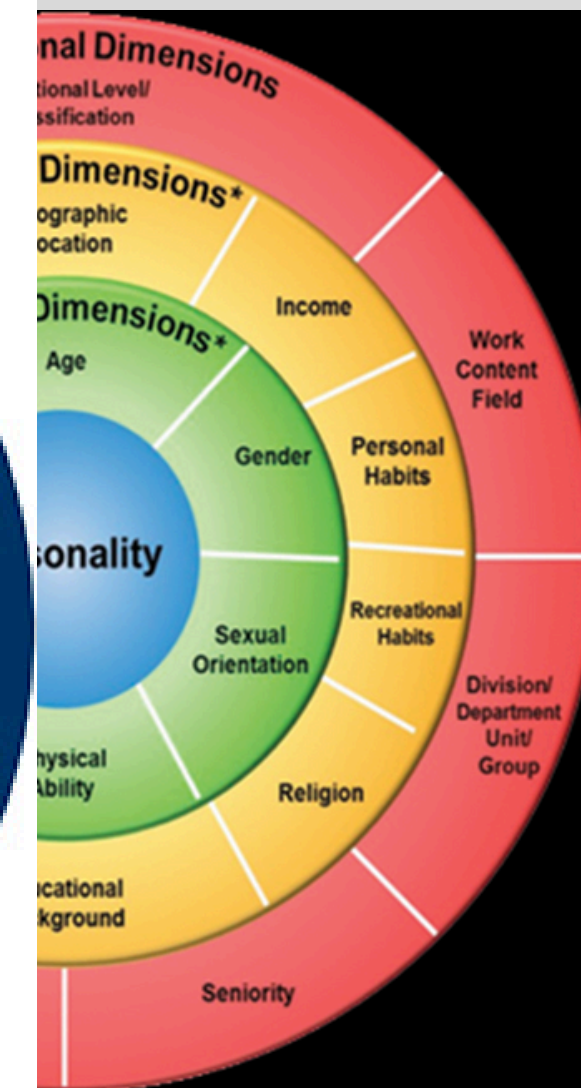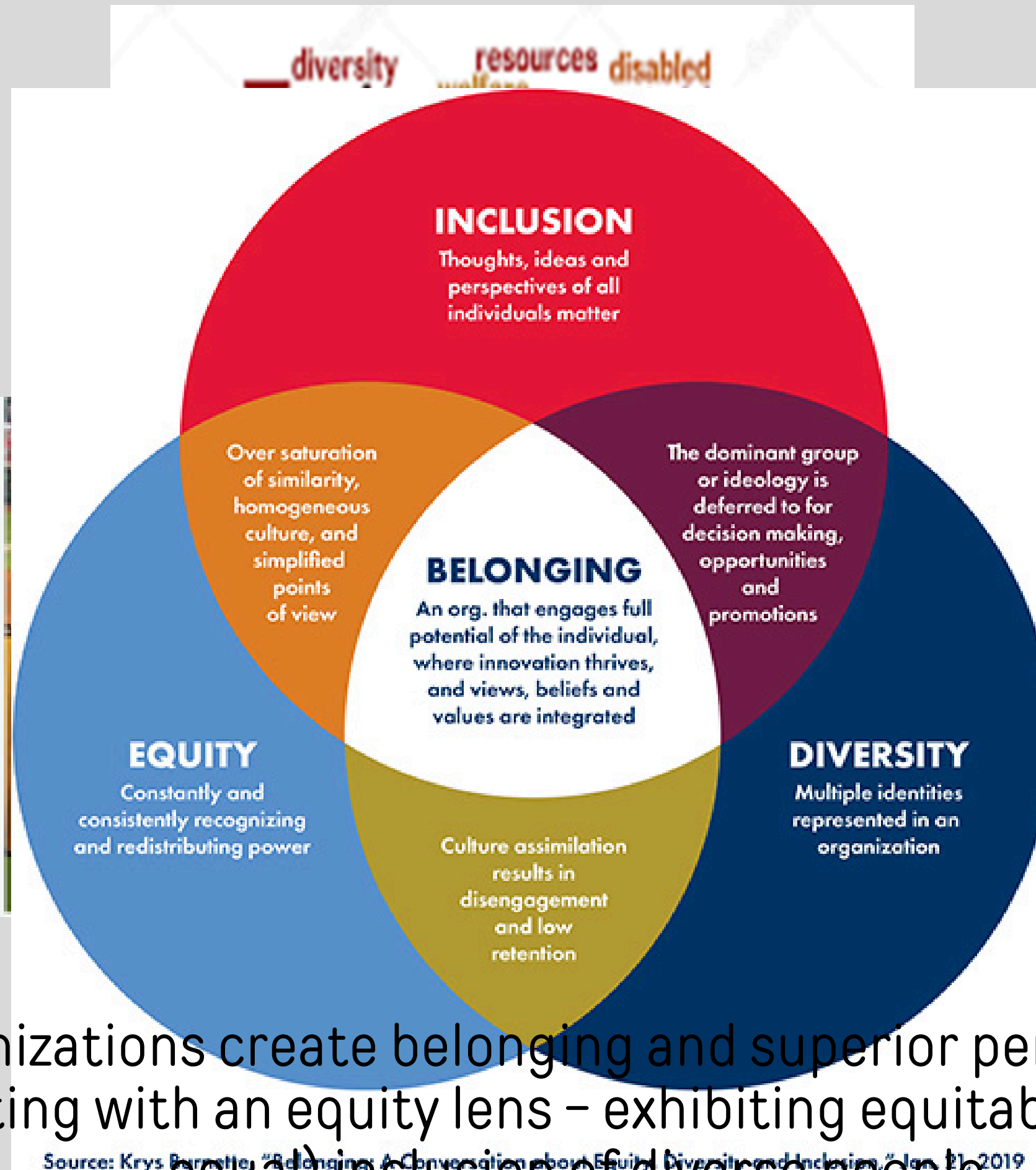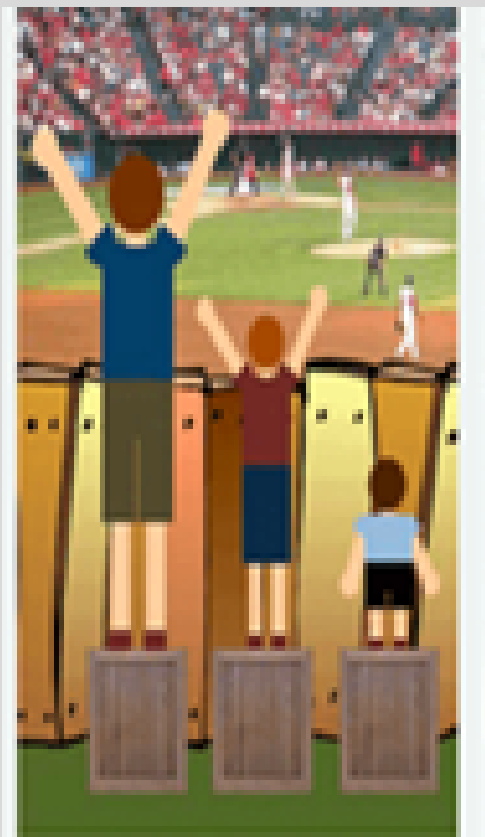
Session Objectives & Agenda

Objectives

- Understand how true change to DEI looks

- Have actionable ideas for improving your organization's performance

Agenda

- Definitions
- What is "Sticky" Change
- Barriers to DEI
- Why DEI Initiatives Fail
- Ensuring
- Wrap Up

Definitions

INCLUSION
Thoughts, ideas and perspectives of all individuals matter

Over saturation of similarity, homogeneous culture, and simplified points of view

The dominant group or ideology is deferred to for decision making, opportunities and promotions

BELONGING
An org. that engages full potential of the individual, where innovation thrives, and views, beliefs and values are integrated

EQUITY
Constantly and consistently recognizing and redistributing power

Culture assimilation results in disengagement and low retention

DIVERSITY
Multiple identities represented in an organization

Source: Krys Burnette, "Belonging: A Conversation about Equity, Diversity and Inclusion," Jan. 21, 2019

Organizations create belonging and superior performance operating with an equity lens – exhibiting equitable (not just equal) inclusion of diverse people

What is "Sticky" Change?

Organizational
- Performance improvements
- Adherence to project plan
- Business and change readine[ss]
- Project KPI measurements
- Benefit realization and ROI
- Adherence to timeline
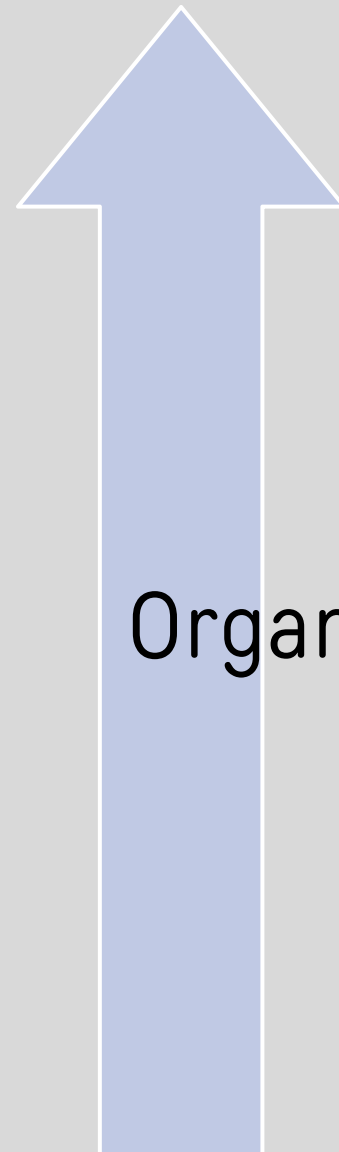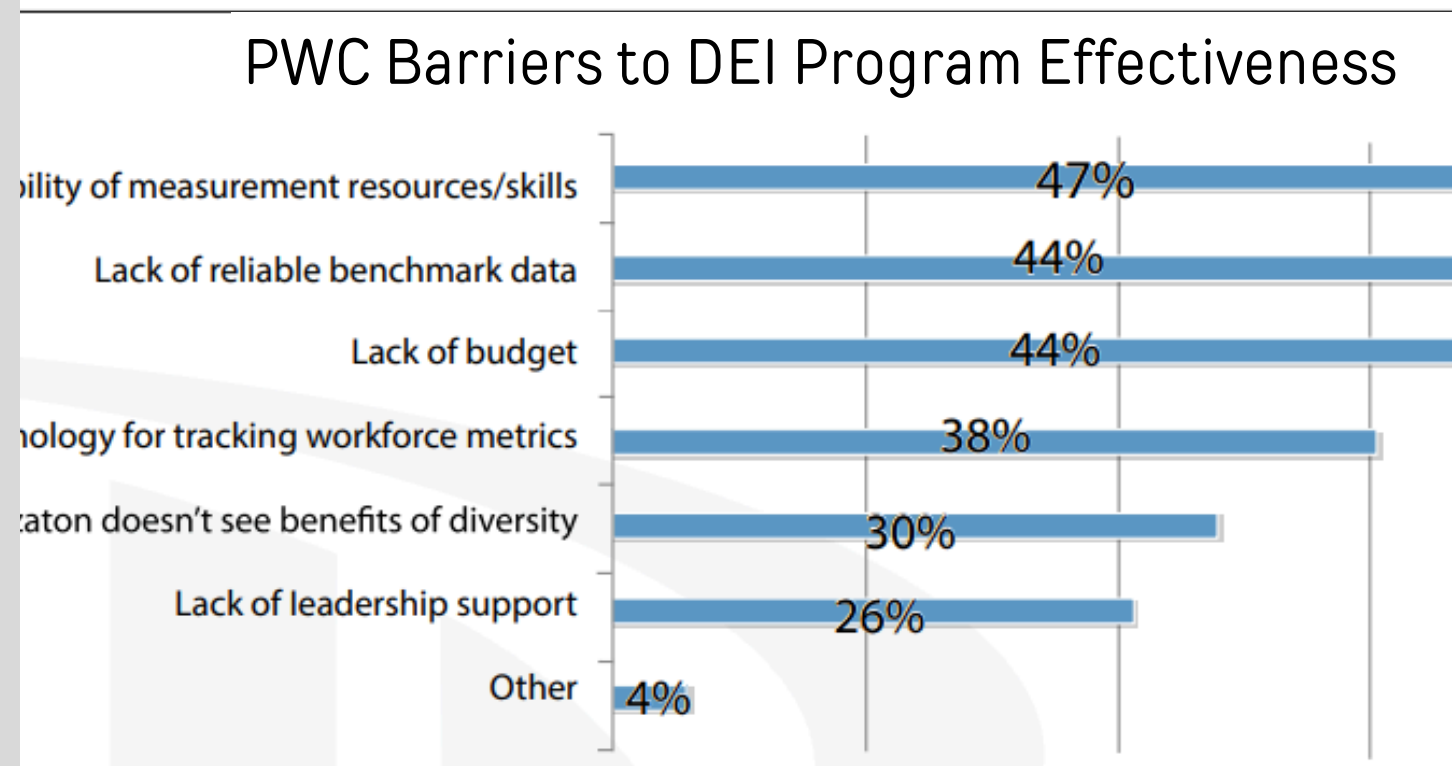- Speed of execution

Individual
- Adoption/Compliance metrics
- Proficiency measures
- Employee engagement
- Employee feedback/satisfaction
- Issue, compliance and error logs
- Awareness and understanding of the change
- Observations of behavioral change
- Employee readiness assessment
- ADKAR® Model surveys

Ensuring DEI

Interest	Percentage
Making programs and services welcoming and inclusive	72%
Board development on DEI	68%
Recruiting, hiring, and retaining	68%
professional development for	67%
Assessing and evaluating programs and services using DEI criteria	63%

Top 5 DEI Interests – NH Center for Nonprofits Research

DEI Barriers

PWC Barriers to DEI Program Effectiveness

Barrier	Percentage
...bility of measurement resources/skills	47%
Lack of reliable benchmark data	44%
Lack of budget	44%
...nology for tracking workforce metrics	38%
...ation doesn't see benefits of diversity	30%
Lack of leadership support	26%
Other	4%

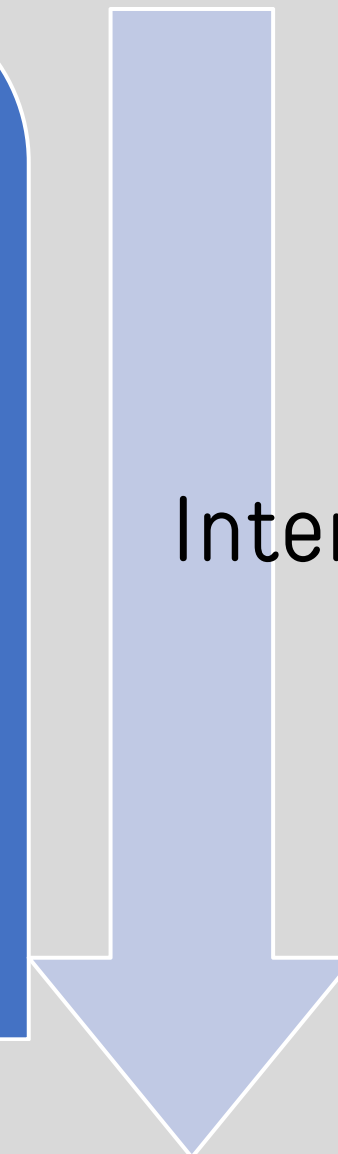**Organizational**

COVID-19
Remote work
Fear of mission drift
Lack of diversity in the staff and the organization
Don't know where to start and afraid of "doing it wrong"

Interpersonal

Unconscious Implicit Bias
Resistance to change
Inability to talk across difference
Discomfort

Why Do DEI Initiatives Fail?

1 **No Long Range Plan**

2 **Lack of Commitment To The Program**

3 **Poor Instructional Delivery Model**

4 **Lack Of Representation**
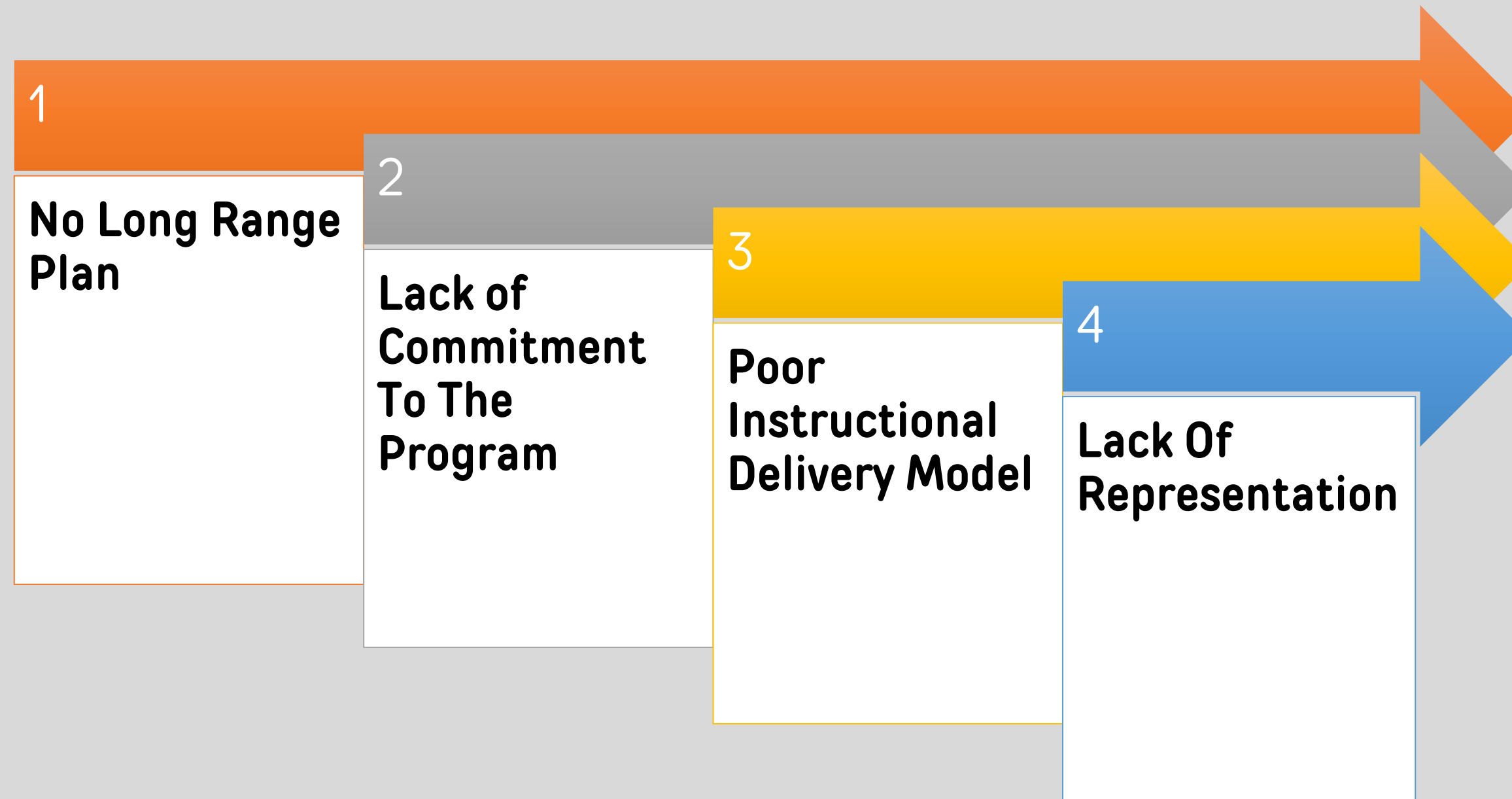
Forbes "Top 4 Reasons Diversity And Inclusion Programs Fail"

Long-Range Plan: Create the Vision
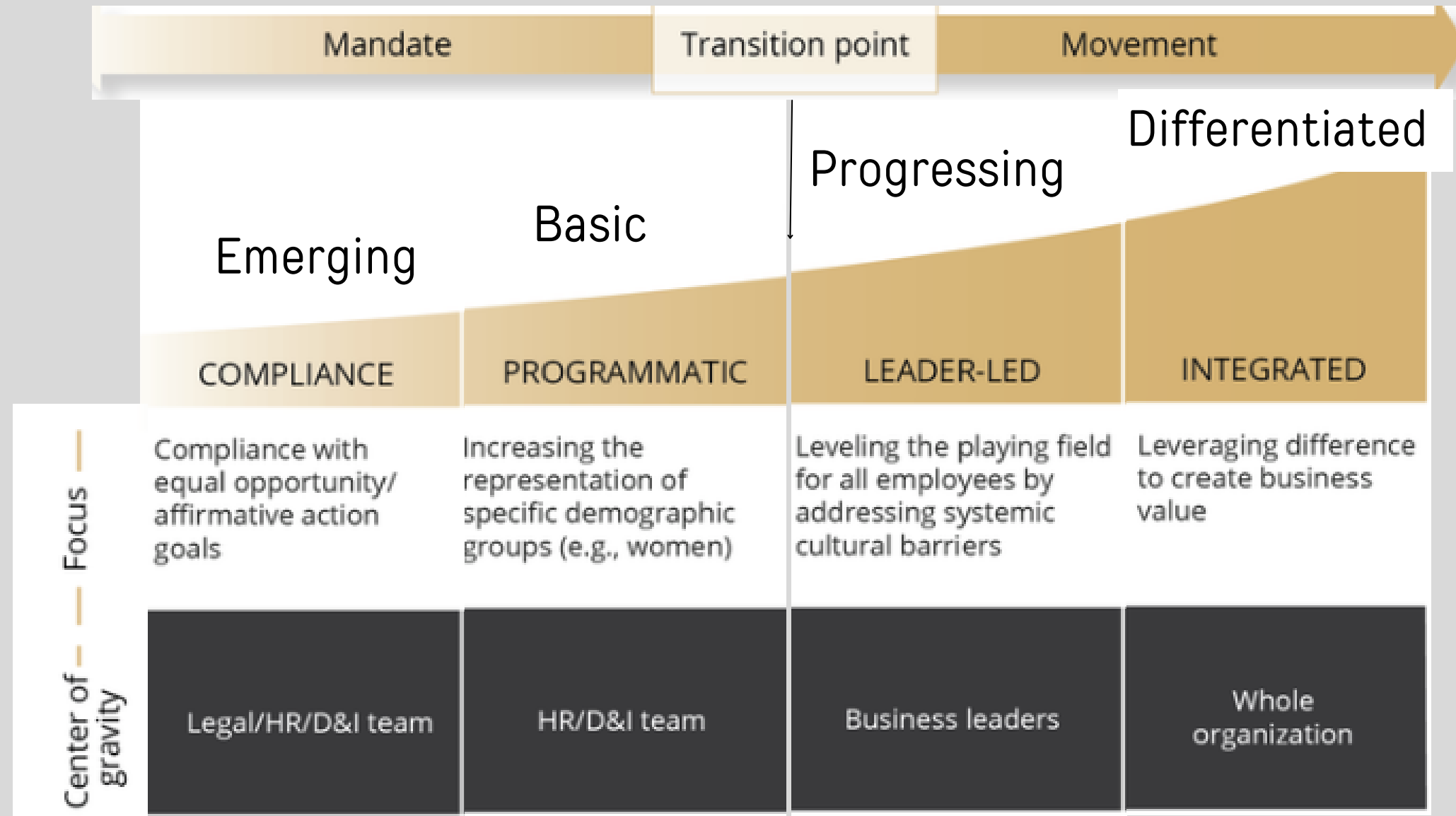
Deloitte D&I Inclusion Maturity Model

Long-Range Plan: Establish Principles

Match Strategy and Culture

Focus on a Few Critical Shifts in Behavior

Honor the Strengths of Your Existing Culture

Integrate Formal and Informal Interventions

Measure and Monitor Cultural Evolution

Source: Harvard Business Review Article "Cultural Change That Sticks"

Long-Range Plan: Performance Through DEI Roadmap

Set Tone
Identify Areas
Assess Gaps
Establish Goals & Governance
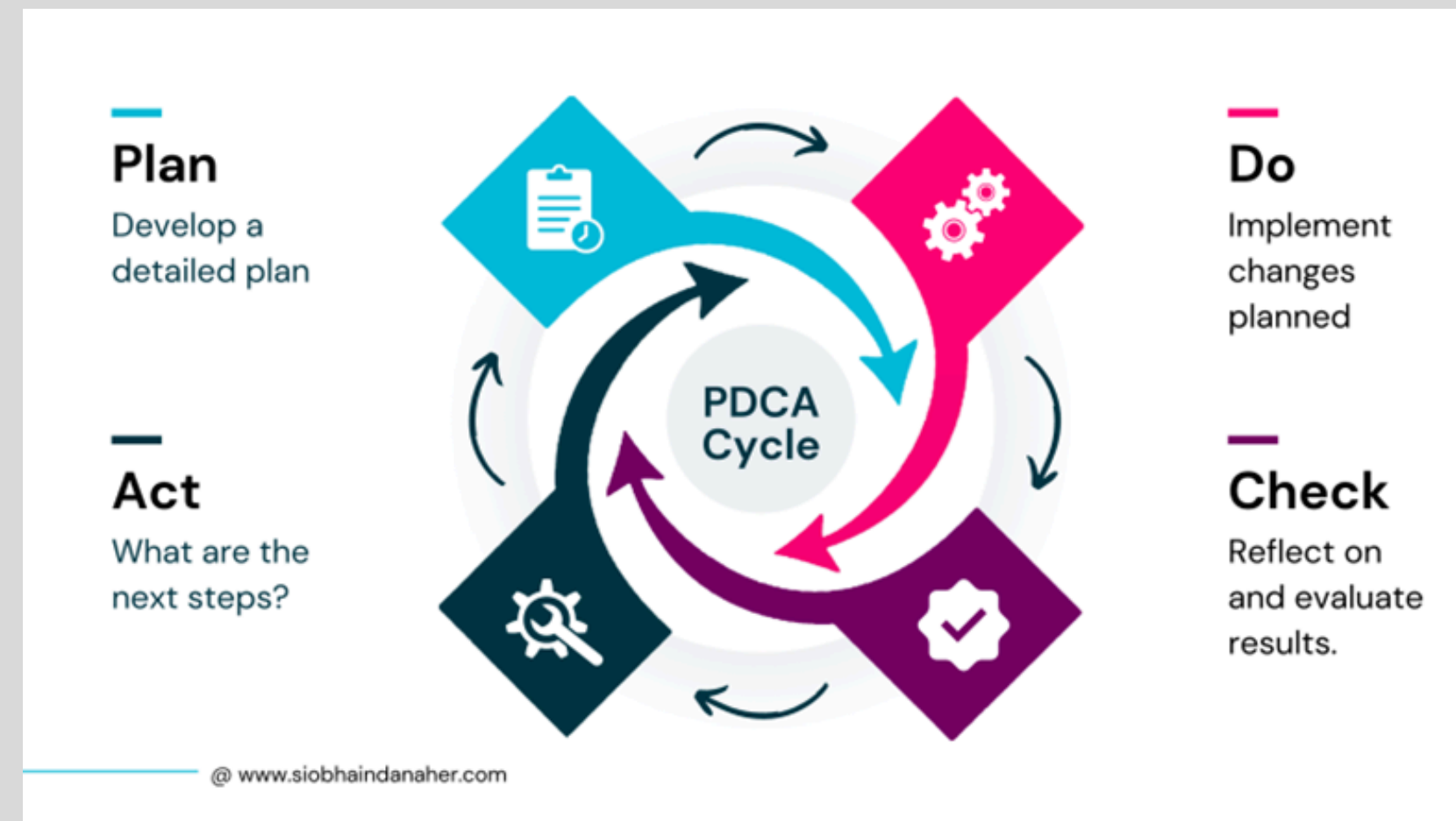Create Action Plan

Execute Action Plan
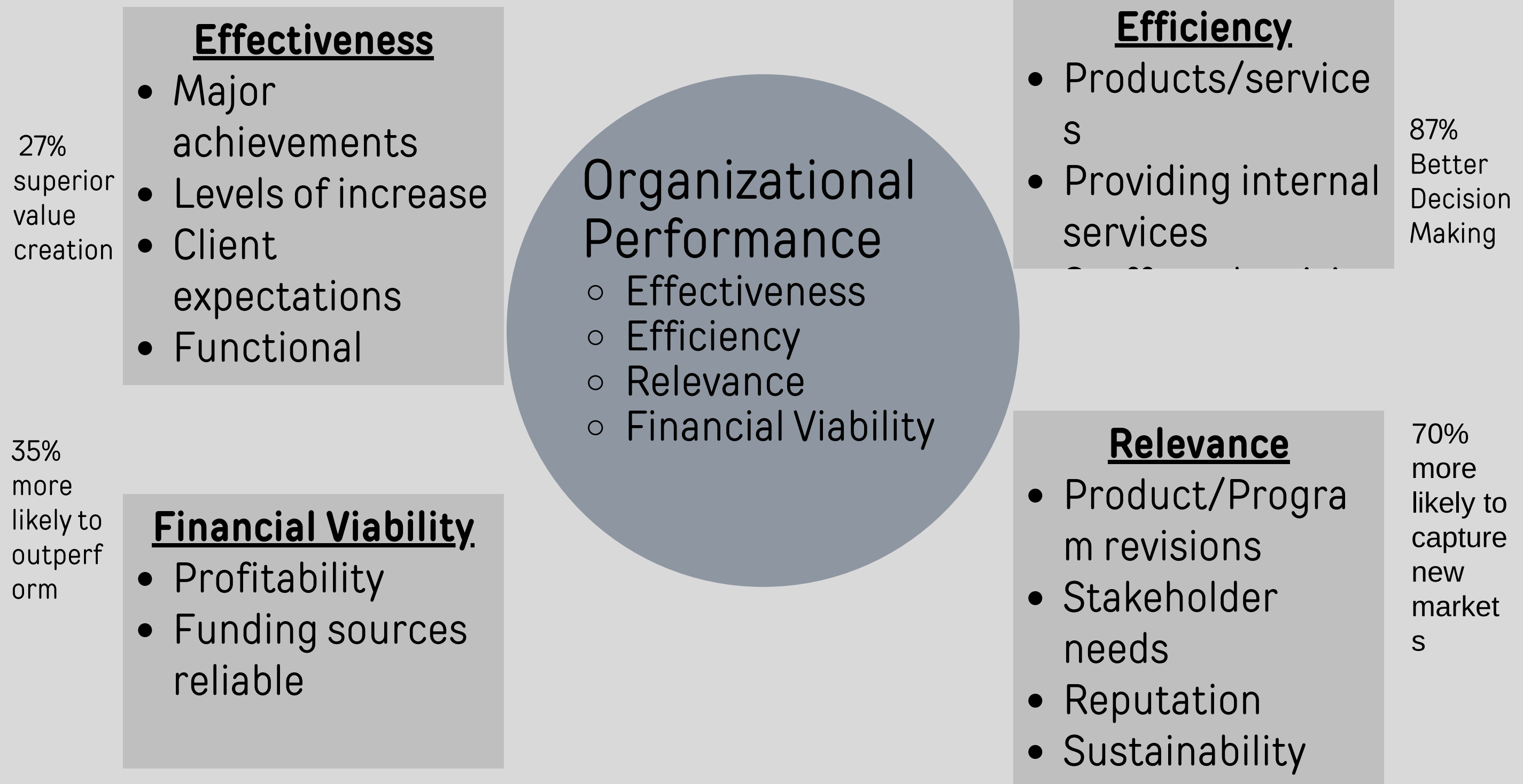Project Manage
Monitor & Control

Adjust Approach

Report to Board/Management
Review Lessons Learned

Discovering Performance Through Diversity Roadmap

Commitment: Establish The Why

Effectiveness
- Major achievements
- Levels of increase
- Client expectations
- Functional

27% superior value creation

Efficiency
- Products/services
- Providing internal services

87% Better Decision Making

Organizational Performance
- Effectiveness
- Efficiency
- Relevance
- Financial Viability

Financial Viability
- Profitability
- Funding sources reliable

35% more likely to outperform

Relevance
- Product/Program revisions
- Stakeholder needs
- Reputation
- Sustainability

70% more likely to capture new markets

Organizational Performance as defined in the Institutional and Organizational Assessment Model (IOA)
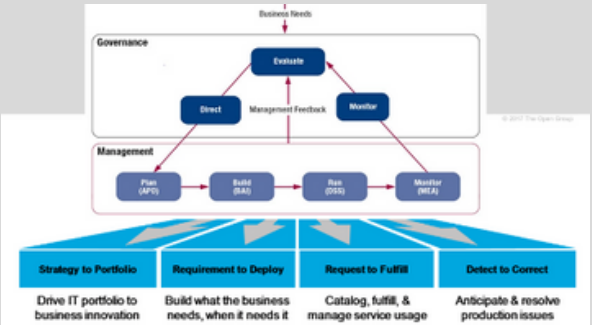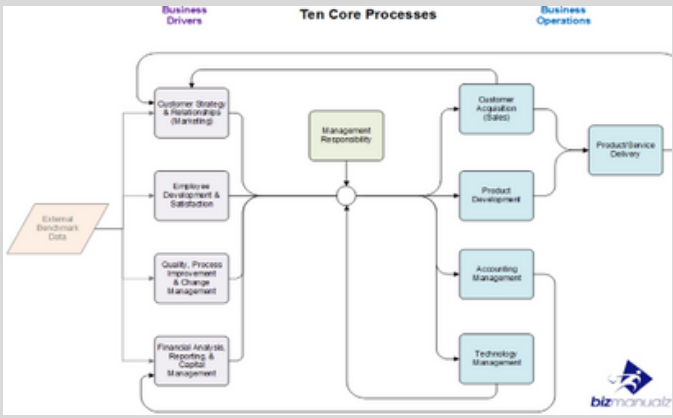
What Motivates You?

- Lack of workers
- Stiff competition
- Lawsuits

- More customers
- Happier customers
- Happier, more productive employees

Instructional Delivery: Areas to Address

Instructional Delivery: Establish Goals

Business

- Positive PR (vs. Negative PR)
- Legal
- Market Penetration/Share
- Customer Satisfaction

People

- Representation
- Recruitment
- Staffing/Placement
- Transaction
- Training Metrics
- Workplace Climate
- Retention
- Employee Satisfaction

Process

- Ideation/Innovation
- Supplier Diversity
- Decision-Making

Technology Facilities

- Environmental Impact
- Building Accessibility
- Computer Accessibility
- Diversity Data
- Tools

Instructional Delivery: Overcome Pushback

Framework to Categorize Pushback

Denial
"This isn't a problem."

Communicate

Raise awareness

Pushback to DEI Efforts

Disengagement
"This isn't my problem."

Derailing
"What about other problems?"

Invite participation
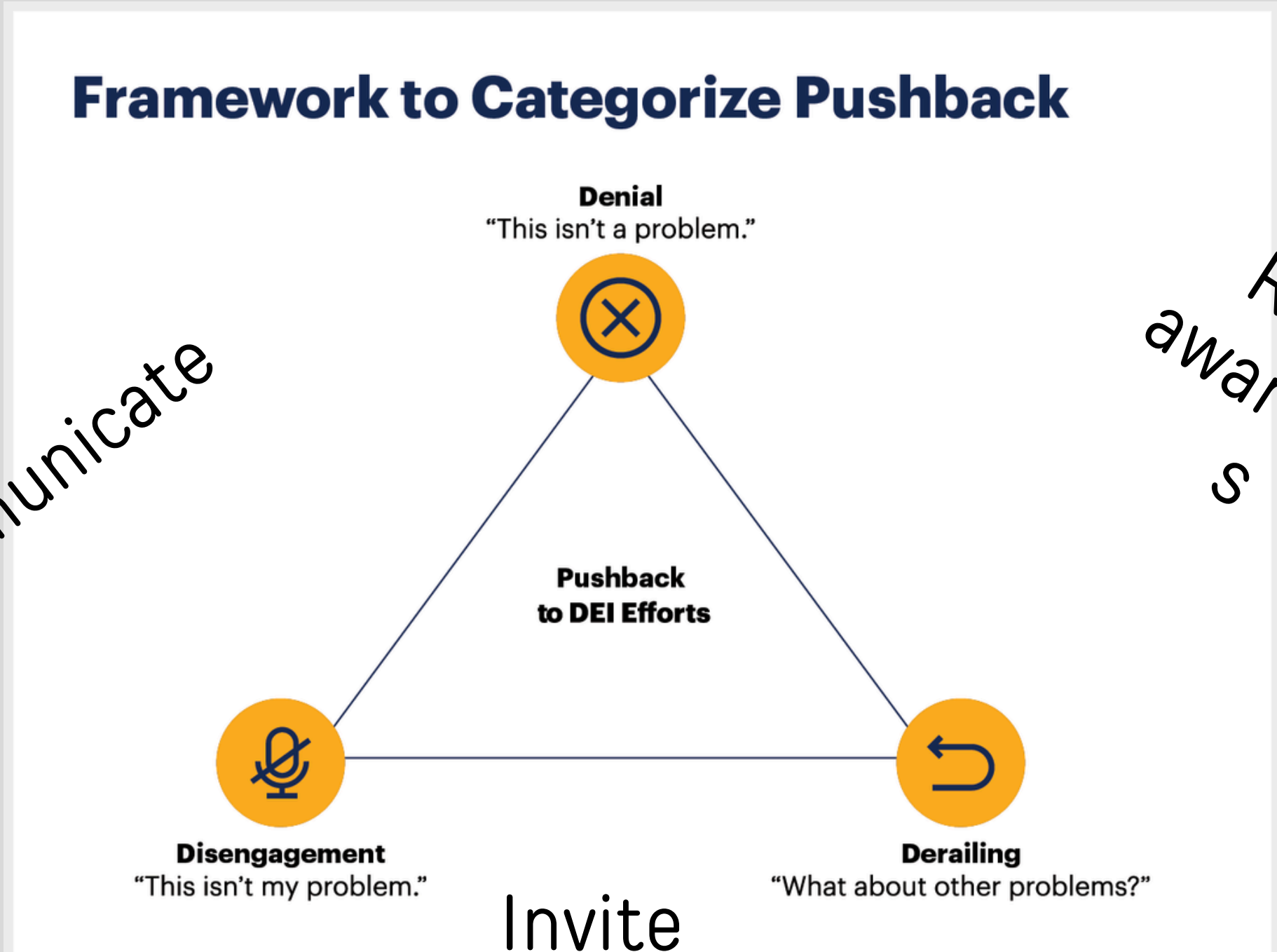
How to Navigate Pushback to Diversity, Equity and Inclusion Efforts

Lack of Representation: Management Styles

Thriving Workplaces
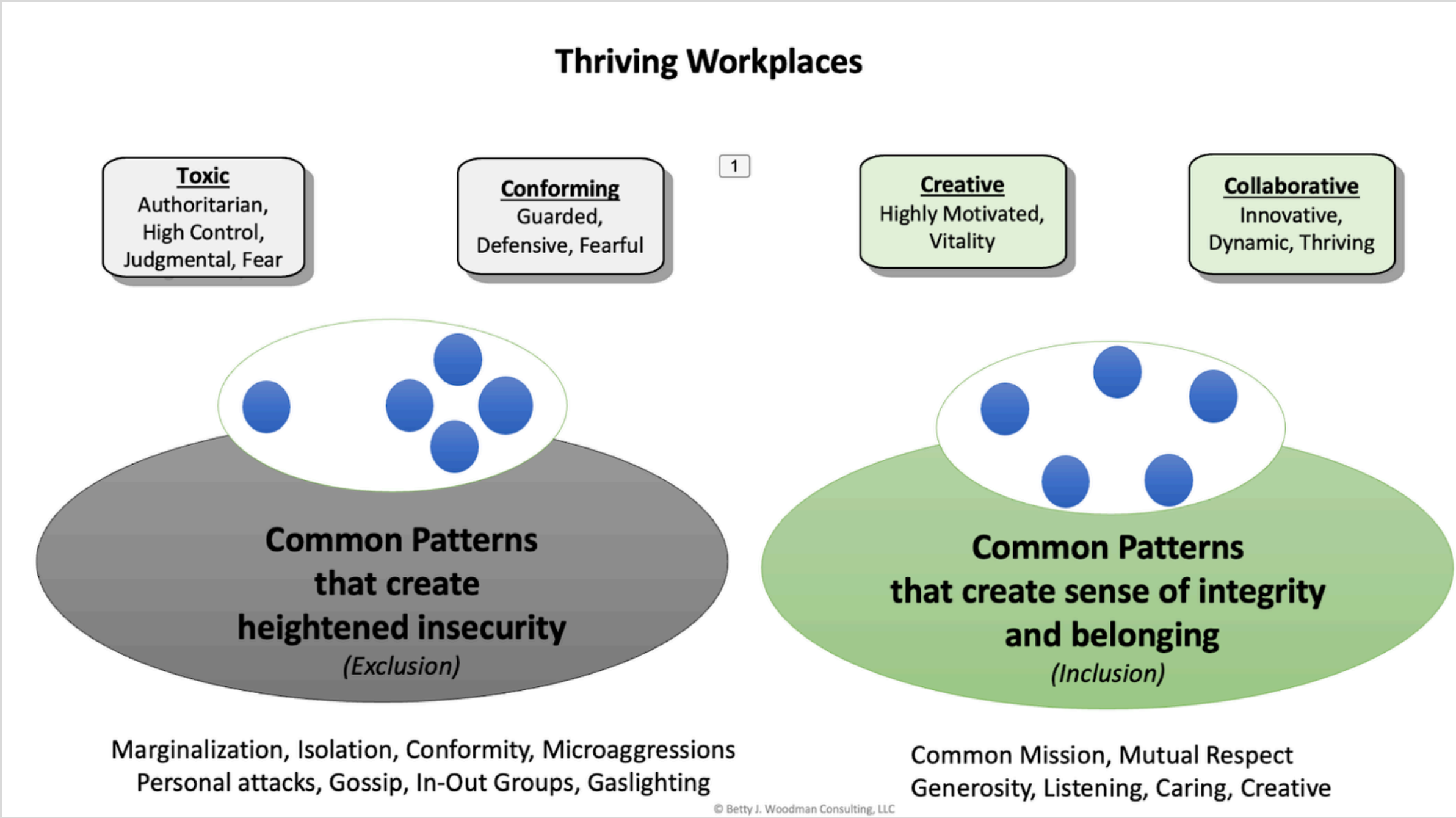
Toxic
Authoritarian, High Control, Judgmental, Fear

Conforming
Guarded, Defensive, Fearful

1

Creative
Highly Motivated, Vitality

Collaborative
Innovative, Dynamic, Thriving

Common Patterns that create heightened insecurity
(Exclusion)

Common Patterns that create sense of integrity and belonging
(Inclusion)

Marginalization, Isolation, Conformity, Microaggressions
Personal attacks, Gossip, In-Out Groups, Gaslighting

Common Mission, Mutual Respect
Generosity, Listening, Caring, Creative

© Betty J. Woodman Consulting, LLC

Beth Woodman's Growing and Sustaining Thriving Cultures

Where to start...

Make a Formal Statement

Incorporate DEI into overall strategic plans and business objectives

Have the broadest definition of diversity

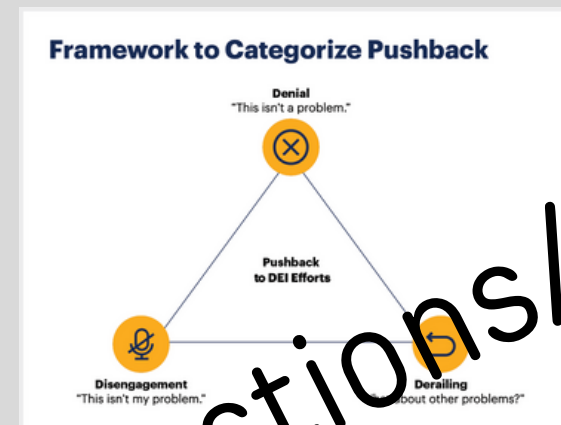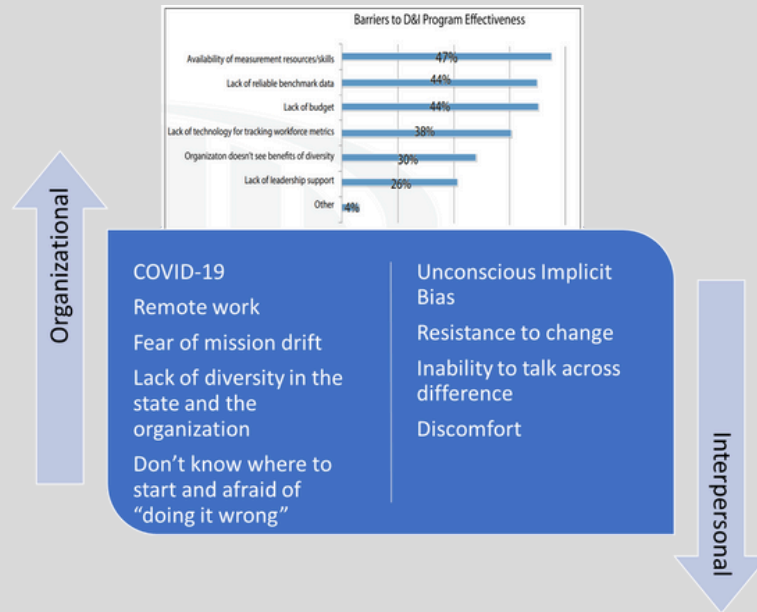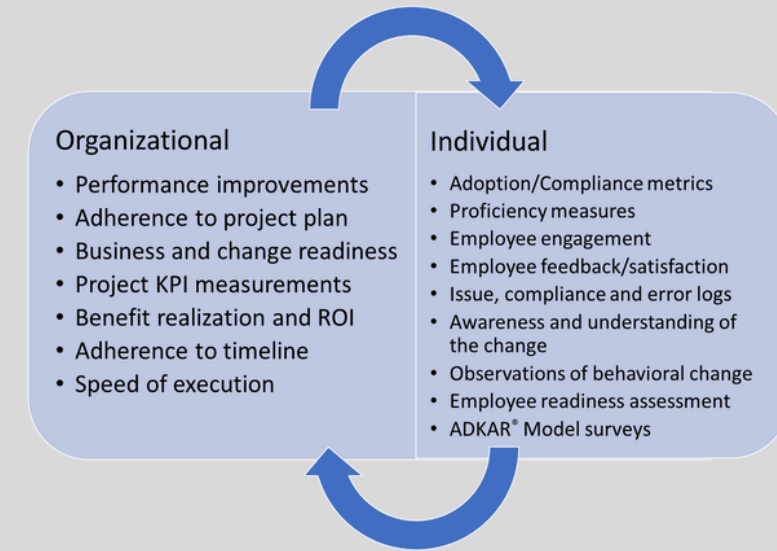Communicate the importance of diversity, equity and inclusion to their workforce as a whole

Employ a variety of training and communication initiatives among their workers

Utilize initiatives that improve DEI within leadership ranks

"6 Takeaways from HR Research Institute's Recent 'Future of DEI' Study" – DiversityInc
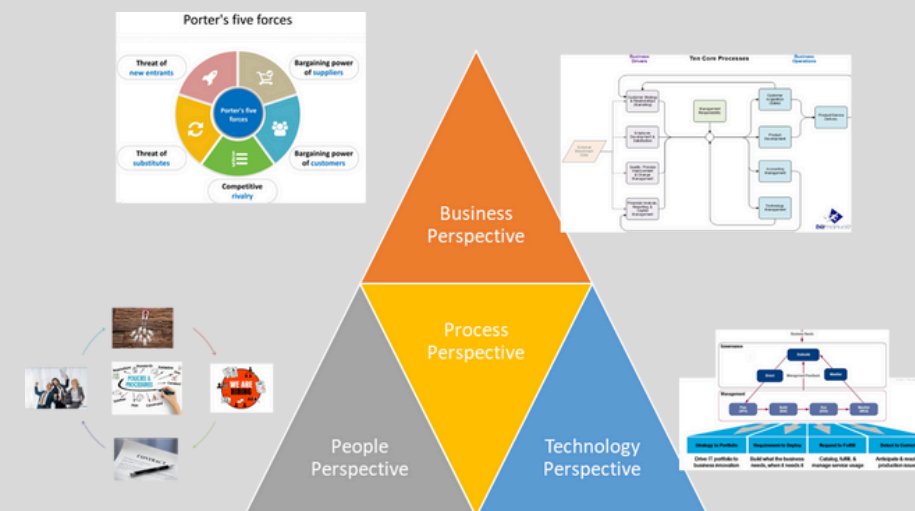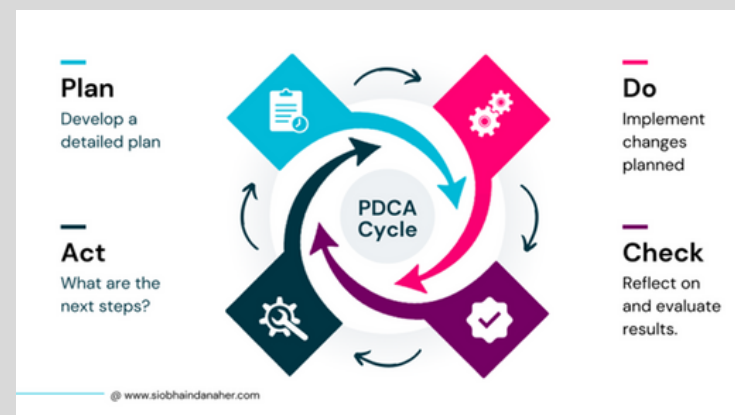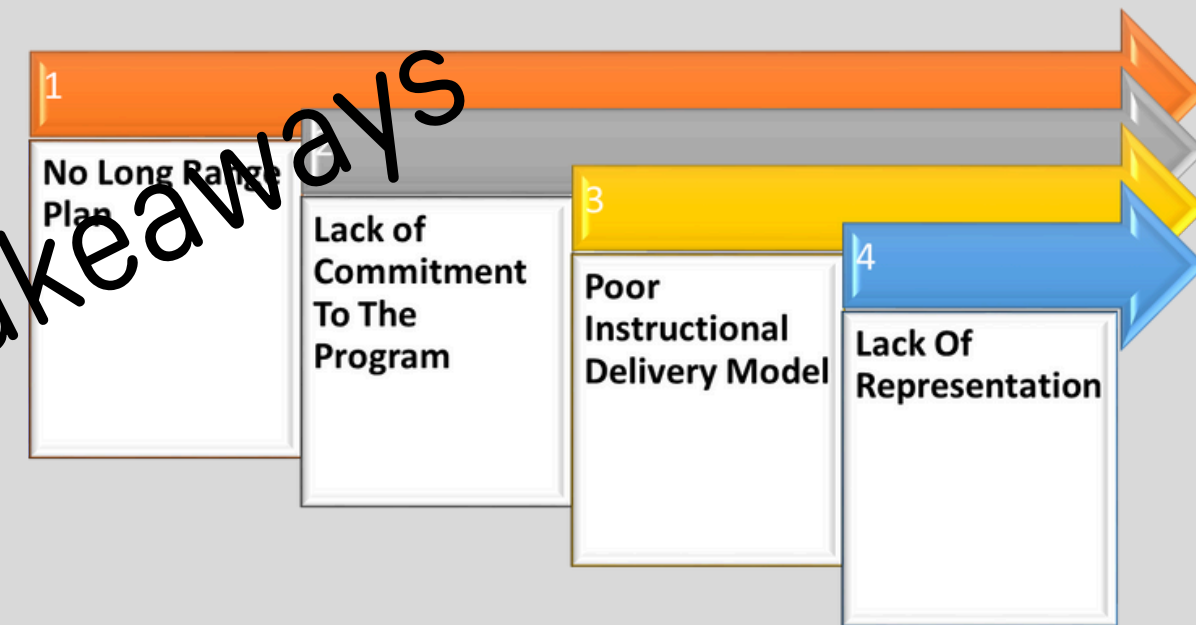
Wrap-up

Questions/Takeaways

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4 Lack Of Representation

Plan — Develop a detailed plan

Do — Implement changes planned

Act — What are the next steps?

Check — Reflect on and evaluate results.

PDCA Cycle

Consider This...

What obstacles has your organization faced in the past making DEI changes stick and what, if any, measures have you taken to successfully overcome those obstacles?

Of the ideas discussed about making DEI changes stick, which idea(s) do you anticipate would be most successful at your own organization and why?