

Successful Leader's DEIB Handbook

A Leader's Guide to Advancing Diversity, Equity, Inclusion
& Belonging in the Workplace.

Turn your commitment to DEIB into action.



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Why We Created This

Whether you are a Mid-Level Leader or Frontline Manager, your role as a 'Boss' is to ensure the people in your organization can do their best work and reach their potential so the business also wins. By ensuring your team members feel psychologically safe, and embedding DEIB throughout the organization's strategy, policies, processes, programs, systems, and all touchpoints of the candidate and employee journey, you can provide an equitable experience and create access to the same opportunities for everyone.

DEIB is a business strategy, not just an HR strategy or compliance matter. It is essential to execute it as a business strategy aligned with your vision, mission, values, and business goals

In doing so, you will also have ensured your organization has a strategic advantage against the competition. You are the champion for diversity, equity, inclusion, and belonging in your workplace. Developing the DEIB lens is a growth journey, and for your workplace to achieve full DEIB transformation, it will take trust and buy-in from leaders across the organization. To do DEIB right, it is critical to include it as part of your Corporate Social Responsibility efforts, as well as your procurement efforts, by ensuring you have a strategy around supplier diversity. Talent and leadership development via DEIB and Inclusive Leadership training is required.

It can feel complex but understanding the different topic areas within DEIB will create an equitable experience for all. Don't be afraid to call in expertise and support when needed! External experts can provide employees with a safe space to share their voice, and to give a solid outside perspective. Tackling DEIB without expertise can do more harm than good.

This e-book is designed to help you understand the "why" behind DEIB, understand your organization's level of maturity, and provide you with specific actions you can take to promote diversity and inclusion throughout your organization

"Today when I think about diversity, I actually think about the word 'inclusion.' And I think this is a time of great inclusion. It's not men, it's not women alone. Whether it's geographic, it's approach, it's your style, it's your way of learning, the way you want to contribute, it's your age - it's really broad."

- Ginni Rometty,
Executive Chairman of IBM

Companies that embrace diversity, equity, and inclusion in all aspects of their business statistically outperform their peers.

- Josh Bersin,
Global Industry Analyst

"We believe our diversity makes us stronger, smarter, and more innovative, helping us better serve the needs of our clients, our people, and our communities."

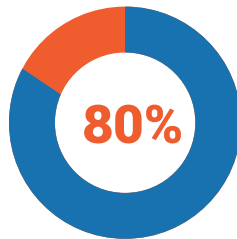
- Julie Sweet,
CEO of Accenture

Why DEIB Matters

Your Talent Pool Is Diverse

By The Year 2045, There Will Be No Racial Minority.

Source: Statistica CNBC, 2022



Your Employees & Customers Value DEIB

80% of employees say they want to work for a company that values DEIB.

Source: Statistica CNBC, 2022

\$172 BILLION

Employee turnover due to workplace bias and racial inequity in the workplace has cost U.S. organizations up to \$172 billion over the past five years, and one-third of Black employees faced unfair treatment at work based on race and ethnicity in the past.

Source: The Society for Human Resource Management's (SHRM's) report, The Cost of Racial Injustice, 2021

25%

1 in 4 in the U.S has a disability. That includes invisible disabilities as well as visible ones. It's likely that your workforce already includes many people with disabilities. Disability inclusion is also crucial to your hiring process. Companies that aren't initiative-taking about disability inclusion are losing out on qualified talent.

Source: Centers for Disease Control and Prevention (CDC)

16%

15.9% of Gen Z entering the workforce identify as LGBTQIA+.

By creating an LGBTQIA+ friendly workplace, companies can reduce stress and improve the health of LGBTQIA+ employees, increase job satisfaction, and create more positive relationships with co-workers and supervisors.

Source: McKinsey & Co. 2021



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DEIB Glossary

Diversity, equality, equity, and inclusion are terms we hear a lot about today, but what exactly do they mean?

-  **DIVERSITY** is about the different characteristics that make each of us unique. This includes age, gender, race, disability, ethnicity, religion, sexual orientation, marital status, parental status, height, weight, work style, and all the other dimensions that you will learn more about in the Dimensions of Diversity model below.
-  **EQUITY** means ensuring all individuals have what they need to succeed and participate fully, accounting for different access to opportunities, status, and rights.
-  **EQUALITY** denotes how people are treated and focuses on making sure everyone gets the same opportunities.
-  **INCLUSION** is creating an environment of belonging where employees feel welcomed, supported, respected, and valued, and provides an environment that encourages them to contribute their best work.
-  **ACCESSIBILITY** means a person with a disability is afforded the opportunity to acquire the same information, engage in the same interactions, and enjoy the same services as a person without a disability in an equally effective, and equally integrated manner, with equivalent ease of use.
-  **ALLYSHIP** is a lifelong process of building relationships based on trust, consistency, and accountability with marginalized individuals and/or groups of people. It is not self-defined—work and efforts must be recognized by those you are seeking to ally with. Allyship is an opportunity to grow and learn about ourselves and support others.
-  **BELONGING** is the feeling of security and support when there is a sense of acceptance, inclusion, and identity for a member of a certain group. It is when an individual can bring their authentic self to work. When employees feel like they don't belong at work, their performance and their personal lives suffer. Creating genuine feelings of belonging for all is a critical factor in improving engagement and performance. It also helps support business goals.




Diversity is Within Each of Us


When it comes to better understanding Diversity, Equity, Inclusion, and Belonging, a widened perspective starts with this simple truth: diversity lives in each of us. Each of us have unique factors that make up and influence our individuality. Creating a deep understanding of what constitutes diversity allows us to effectively engage, connect, and serve all members of our community.


The Dimensions of Diversity Wheel was developed in 1990 by Marilyn Loden and Judy Rosener. It is an evolving framework that illustrates some of the key dimensions of diversity and the importance of understanding the intersectionality across multiple dimensions that informs an individual's identity and experiences.

Inclusive Leaders Group applies it as a reflective tool to develop your own understanding of the impact of diversity on your life and the internal and external dimensions of each of us. Our dimensions and the depth of who we are as people is complex and are too often simplified into race and gender.

The Diversity Wheel gives an overview of the dimensions of diversity that are present and active in one's workplace or environment. It consists of four layers of diversity (personality, internal, external, and organizational levels) through which stimuli, information and experience are processed by all of us. By means of the model we can explore differences, but also similarities from multiple perspectives, get hold of our own assumptions and behavioral patterns.

-  **Personality** (1st layer) shows how a person interacts with others and what his/her characteristics are, whether s/he is an introvert, ambivert or extrovert, active or passive, a fast and dynamic doer, or a silent and reflective thinker etc., and how all these aspects together affect the way the person is treated by others.

-  **Internal dimensions** (2nd layer) are based on six aspects that an individual possibly cannot choose or control him/herself, i.e., they are given: age, gender, sexual orientation, physical ability, ethnicity, and race. These aspects influence how the person is treated when s/he is dealing with diversity in communication and interaction with others.

-  **External dimensions** (3rd layer) depict the outcomes of life experiences and decisions/choices taken. Altogether there are ten different areas (such as education, work experience, income, marital status, ...) through which people can be appreciated or degraded, connected, or disconnected depending on how exactly these aspects are seen and applied.


-  **Organizational dimensions** (4th layer) include elements that are integrated into work and social interaction in an organization/at a workplace. They contain a number of hierarchical as well as functional aspects of working life and how a person relates to them in the context of diversity.



Image: The original Diversity Wheel was introduced in Marilyn Loden and Judy Rosener's book entitled "Workforce America! Managing Employee Diversity as a Vital Resource" (1991).

Why is Diversity, Equity, Inclusion, and Belonging in the Workplace Important?

The events since 2020 have changed us all. The global racial equity and social justice movement post-George Floyd, the Covid-19 pandemic, and The Great Resignation have been disruptive. Employers have been challenged to rethink the world of work, and employees are rethinking how it fits into their lives. Millennials and Gen Z younger workers make up a larger composition of the talent pool with different workplace expectations.

One thing is for sure, the increased focus on diversity, equity, inclusion, and accessibility in our lives and at work is not going away. It's increasingly important to ensure that your workplace is not only diverse, but that you're fostering a culture of inclusion and belonging so that your employees feel a sense of psychological safety and comfortability at the place they spend the majority of their lives. In the U.S. in particular, anti-racism and racial equity is expected by employees, candidates, and customers. Read below our five reasons why diversity and inclusion in the workplace is important.



The Workforce Is Changing - Workplaces Must Change With it



The fact is that by the year 2045, there will be no racial majority in the U.S. The demographic makeup of the United States is changing rapidly, with the 2020 census showing that the white, non-Hispanic population decreased from 63.7% in 2010 to 57.8% in 2020. Racial and ethnic groups are responsible for generating overall growth; Latinx or Hispanic, Asian American, and Black grew by 20%, 29%, and 8.5%. The population of people who are two or more races is projected to be the fastest growing racial or ethnic group over the next several decades, followed by Asians and Hispanics. In addition to that, [61 million adults](#) in the United States live with a disability, and [15.9% of Gen Z](#) entering the workforce identify as LGBTQIA+. The point is, the world is changing, and if your organization is not keeping up, then you will fall behind. All this means that in the coming decades, businesses that have given lip service to promoting diversity and inclusion will have to widen their hiring pipelines, out of sheer necessity.



**61 million
adults in the
U.S. live with
a disability.**

Talent Is Looking To Align With Your Employer Brand And Values

Has The Great Resignation caused talent shortages like most other employers? If you're not prioritizing DEIB in your organization's culture, you're missing an incredible value-add that talent is currently looking for. In fact, 80% of employees say they want to work for a company that values Diversity, equity, inclusion, and belonging. Employees experience inclusion at work when they feel valued, trusted, authentic, and psychologically safe. [How you show up on your website, the words you include on your job descriptions, the pictures you use, and the organizations you support](#) all have influence on the talent you're looking for and the talent you're trying to keep. Take a look at how your talent is represented across your efforts and create transparency around your commitment and culture of inclusion.

There's a lot of evidence in favor of having a diverse and inclusive workforce, not only in terms of collaboration and innovation, but also in creating an attractive environment for jobseekers. By 2025, [estimates predict the workforce will be 75% millennials](#), which will continue to be another driving force for D&I. This segment of the workforce highly values diversity, with a 2016 survey reporting that 47% of millennials actively look for diversity in the workplace, meaning that diversity should also be a primary concern for organizations looking to attract the best and brightest employees.

80%

80% of employees say they want to work for a company that values Diversity, equity, inclusion, and belonging.

76%

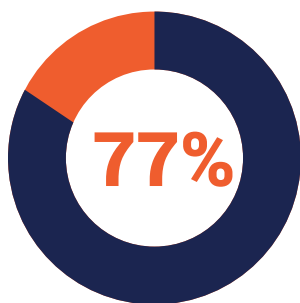
76% of Millennials and Gen Z workers prefer employers that take actions to address racial equity and social justice.



Consumers Want To Buy From Companies That Are Diverse and Inclusive

Social values are shaping purchase decisions more than ever—and businesses that act now stand to attract consumers' loyalty and spending. Responding to a McKinsey survey in October 2021, two out of three Americans told us their social values now shape their shopping choices. And 45 percent—representing well over a hundred million consumers —believe retailers should [actively support Black-owned businesses and brands](#). This 45 percent represents the **inclusive consumer**.

When pursuing DEIB efforts it's important to think about activity versus impact. What results or changes are your activities producing? While your intent may be to show you care, [consumers and employees want to see tangible changes](#) that come from your communicated commitments. In fact, consumers want to buy from brands that stand for something and that are [dedicated to making an impact](#). In fact, according to a survey from Aflac, 77% of consumers are motivated to buy from companies committed to making the world a better place. Think about how your brand shows up online. Do you have your DEIB commitment posted on your website? Are you donating your time or money to any non-profits or movements that serve an underrepresented group? And a big one: are your employees included in your commitment? If what you're sharing externally doesn't match what you're doing internally, your employees will lose trust. Make sure that you're transforming your organization from the inside out.




77% of consumers are motivated to purchase from companies committed to making the world a better place through diversity, equity, and inclusion.

Advancing Racial Equity in the Workplace is Good Business

Racial bias in the workplace is annually costing U.S. businesses \$54.1 billion in increased absenteeism, \$58.7 billion in lost productivity and \$171.9 billion in turnover, according to research from the Society for Human Resource Management (SHRM). **Black employees are most at risk** for experiencing bias, followed by Latino and Asian-American employees. However, even employees who don't directly experience bias are negatively impacted by observing others being treated unfairly.

The **SHRM research** found that supervisors, managers, and senior leaders often perpetrate racial inequity. "Anti-racism is a core leadership competency," said Tim Cynova, Co-CEO of Fractured Atlas, a New York City-based nonprofit arts organization committed to anti-racism and anti-oppression. "If you're a white leader and you're not personally engaged in learning and understanding racism and oppression, you're not doing your job."



“SHRM has consistently challenged leaders in the workplace to have open and honest conversations with their peers and teams about bias, discrimination, and racial inequity, and then turn those conversations into concrete action.” said SHRM President and CEO Johnny C. Taylor, Jr., SHRM-SCP. “The path to equity is shared, and it will take the collective efforts of HR professionals, C-suite executives, People Managers, and employees to create workplaces where inclusivity, empathy, and respect are the cornerstone of culture.”

 SHRM® BLUE RIBBON
COMMISSION
on Racial Equity SHRM
TOGETHER FORWARD
@Work



DEIB as a Business Strategy Can Be a Competitive Advantage

In today's marketplace, one of the most relevant factors in gaining a competitive advantage is probably not listed among the business-success factors you learned years ago. That key factor is diversity, and it's too-often overlooked. Leaders in the most competitive organizations today know that having a diverse workforce is critical to long-term success and profitability. Here's what the statistics show:

- Companies in the top quartile for ethnic and cultural diversity outperformed their competitors by 36% in profitability.
- Companies in the top quartile for gender diversity on executive teams were 25% more likely to have above-average profitability than their competition.
- For every 1% increase in gender diversity, company revenue increases by 3%.

Additionally, organizations that intentionally seek diversity, equity, and inclusion in their workplace, and provide DEI leadership and workforce DEI training also enjoy an improved reputation, employee inclusion, and a competitive hiring advantage. According to Glassdoor, 67% of active and passive job seekers say that when evaluating companies and job offers, it is important to them that the company has a diverse workforce and inclusive culture.



Companies in the top quartile for ethnic, cultural, and gender diversity significantly outperformed their competitors in profitability.

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SELF-ASSESSMENT: How Diverse and Inclusive is Your Organization?

What does the path to an inclusive culture look like?

Do you know where your organization falls on the DEIB Maturity Scale? Take a look at the four-level maturity model and see where you fit. It is not a one-size fits all approach and is meant to ebb and flow based on your company's goals and strategic initiatives.

Inclusive Leaders Group's DEIB maturity model describes the evolution of diversity and inclusion and what organizations should do to move from a compliance emphasis to a strategic focus in order to create a truly inclusive culture where all employees feel a sense of belonging

The research reveals that organizations with inclusive cultures are:

- Six times more likely to be innovative
- Six times more likely to anticipate change and respond effectively
- Twice as likely to meet or exceed financial targets

Despite the demonstrated benefits of embracing an inclusive culture, the research also indicates that only 12 percent of organizations around the world have reached full maturity.

To begin to achieve maturity, organizations should talk about DEIB as a critical component of the organization's business strategy through both formal communications and reporting relationships, according to the research.

This DEIB maturity model shows that the most effective way to achieve significant gains is through leadership ownership, strategic measurement, and a culture of accountability for inclusion that is driven from top to bottom.

DEIB Maturity Model Stages

STAGE 1: Risk Averse

Stage 1: Risk Averse

Definition: Compliance with EEO goals

Center of Gravity: HR/Legal Teams

Illustrative Characteristics:

- Mostly homogenous workforce
- Diversity seen as a problem to be managed (annual harassment training, etc.)
- Legacy cliques and other passive exclusions exist
- Actions are largely reactive, any additional focus is on the recruitment of diverse talent

STAGE 2:

E X P L O R A T O R Y

02

Stage 2: Exploratory

Definition: Introspective and awareness building. Gathering voices and inputs, identifying gaps and responsibility, as well as where they'd like to continue to develop. Identifies barriers to equity and inclusion in policies and systems.

Center of Gravity: HR and DEI teams

Illustrative Characteristics:

- Conducted listening sessions
- Shared general awareness learning (unconscious bias training, etc.)
- Identified the infrastructure and system needs
- Recognition and realization from leaders (at all levels) for why DEI matters for the organization
- Some discomforts start to emerge
- Equity analysis, formation of spaces for Diversity, equity, inclusion, and belonging conversations (e.g., ERGs, committees, etc.)
- Explicit leadership buy-in and commitment

STAGE 3:

L e a d e r - L e d

03

Stage 3: Leader-Led

Definition: Leveling the playing field for all employees by addressing systemic cultural barriers. Organization's decisions are systematically guided by inclusion and equity considerations. DEIB goals and strategies are defined. Leaders at all levels are in a continuous learning phase and have a clear commitment to DEIB execution.

Center of Gravity: Business Leaders

Illustrative Characteristics:

- More sophisticated understanding of DEIB and link to business strategy
- DEIB a personal priority for the CEO and executive team
- The organization has a DEI strategic plan with clear goals, objectives, and metrics of success
- Strategy for culture change created and growing resistance managed
- Leaders/managers are committed, role model inclusion and are held accountable for actions/outcomes

STAGE 4:

C u l t u r e E m b e d d e d

04

Stage 4: Culture Embedded

Definition: DEIB is transformative in an organization's strategy to create business value. A sustainable and strategic advantage for the business leads to better outcomes and a more inclusive culture for people inside and outside of the organization, which contributes to a better world.

Center of Gravity: Entire Organization

Illustrative Characteristics:

- Workforce is demographically and cognitively diverse
- Shared sense of purpose (i.e., diversity of thinking) and meaning
- Integration into all aspects of the organization-e.g., behaviors, structures, and systems
- Focus on high-performing, diverse-thinking teams, and inclusive leaders
- External brand matches internal one
- Staff and board are representative of the community they serve
- Effective retention strategies are implemented
- Formalized CSR and advocacy work with communities experiencing disparities
- Understanding workplace mental health and focus on wellbeing
- AI technology utilized to ensure bias is mitigated
- Transparent DEIB statement, data, initiatives, and communication internally and externally
- People within the organization have sense of purpose, connection, allyship, and belonging

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DEIB Transformational Model Explained

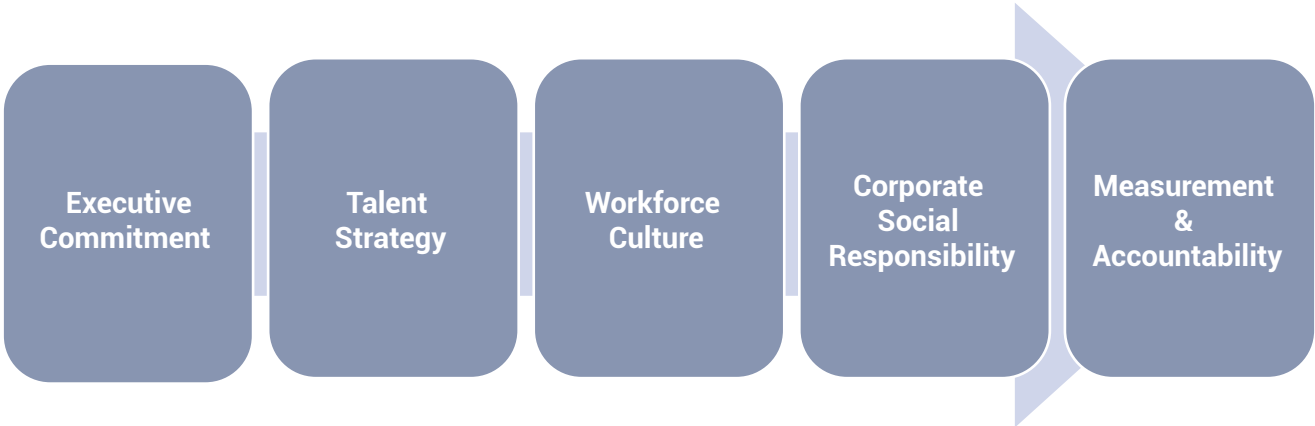
Inclusive Leaders Group's approach to organizational culture change is designed to help organizations yield sustainable performance results. We offer customized organizational development experiences at the individual, team, and organizational level that connect DEIB culture, strategy, and leadership to yield significant and sustainable results.



Inclusive Leaders Group's approach to organizational DEIB culture change is a cross-functional, stakeholder approach based on five pillars that, if addressed, are shown to drive equity and inclusion within an organization: **executive commitment, talent strategy, workplace culture, corporate social responsibility, and measurement & accountability.**

It requires the full commitment of senior executives, often including board members, and takes the responsibility of implementing change away from human resources alone, to all leaders and departments. Senior leadership approves the strategic plan and makes sure the resources are available before the plan moves forward.

Our Approach



These five pillars are the foundation for building a strategic diversity, equity, and inclusion (DEI) management plan that can help an organization make the most of its diversity by creating an inclusive, equitable, and belonging culture and work environment.

While diversity creates the potential for greater innovation and productivity, **inclusion is what enables organizations to realize the business benefits of this potential. Equity refers to fair treatment in access, opportunity, and advancement for individuals.** Work in this area includes identifying and working to eliminate barriers to fair treatment for underrepresented and marginalized groups.

Business Case for DEI at Your Organization

A successful DEI strategic plan is one that is relevant to an organization's mission, vision, and business objectives. Building the business case for DEI is different for each organization.

Business Case Self Assessment Questions to Consider

01. Who are your organization's key internal and external stakeholders whose needs and concerns must be considered in your DE&I business case?

02. What are your organization's key business objectives that the DE&I business case must directly support?

03. What changes are needed in your workforce to help ensure that your organization can meet its key business objectives?

04. What changes are needed in your workplace (e.g. how people work together) to help ensure that your organization can meet its key business objectives?

05. What changes are needed in your products and services, or in how they are produced, to help ensure that your organization can meet its key business objectives?



Business Case Action Steps

- Obtain agreement with your CEO and senior management team about the key stakeholders and business objectives.
- Define the changes needed in the areas considered by the self assessment questions. Focus specifically on changes needed to achieve the agreed upon key business goals.
- Assess the current situation versus the changes defined in the step above to identify the gap.
- Define initiatives to close the gap. Measure the extent to which the changes are put in place.
- If your organization is global in nature, do not be satisfied with input strictly from corporate headquarters; rather, seek the counsel of all key world geographies represented in your organization.

Source: The Society of Human Resources (SHRM)

Actions to Take Now to Gain Commitment From the Top

Those teams who will eventually manage and implement the DEI strategic plan and initiatives must have the backing and active involvement of the organization's leadership, including the CEO, board of directors, executive team, etc.

Commitment-Related Questions to Consider

- Who are your natural champions? Has your CEO or any senior leader been expressly supportive of DEI initiatives in the past?
- What initiatives or change efforts at your organization have been wildly successful?
- In what ways did senior leadership support those initiatives? What strategies were employed at the outset of those initiatives to garner executive commitment?
- Who can you reasonably expect to resist the DEI message? (Keep in mind that a certain amount of resistance is healthy and will eventually improve the quality of your DEI strategy.)



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Commitment-Related Action Steps

- Prior to meeting with the CEO or senior leader, research that individual's evidence of commitment to DEI via company articles, blogs, web presence, etc.
- Know your company's diversity and equity demographics as a percentage of the general population and senior levels of the company.
- Prepare a working "elevator speech" of the general business case for DEI.
- Describe the specific actions you would like your CEO/senior leaders to take in the first three months of your strategic DEI management plan. These actions should, at a minimum, include participating in the creation of your vision, mission and strategy, and a commitment to put his or her name to all company-wide communication about the new plan.
- Be prepared to speak about the business and values cases of DEI. The business case is essential if the work is to move forward, but certain individuals are naturally passionate about DEI and will want to know that their DEI leaders value and share that passion.

CEO **ACT!ON** FOR DIVERSITY & INCLUSION

CEO Action for Diversity & Inclusion™ is the largest CEO-driven business commitment to advance diversity and inclusion in the workplace.

About CEO Action

More than 2,200 CEOs and Presidents are pledging to ACT ON supporting a more inclusive workplace for employees, communities, and society at large.

[LEARN MORE](#)



Actions to Take Now to Understand Your Current State of DEI

The topic of diversity, equity, and inclusion (DEI) in the workplace has been an area of focus in HR for many years, but recent social and political events have created a renewed sense of urgency for savvy employers and HR professionals. Regardless of the programs and policies your organization has put in place, it is important to implement regular DEI assessments to get a pulse on how you are doing. A good DEI assessment will prioritize where to focus your efforts, provide benchmarking before implementing new initiatives, and offer valuable feedback about your programs' ongoing health over time.

DEI assessments and follow-through increase employee retention.

Employees do not want to work in a toxic environment or one that doesn't value and accept them for their differences. A toxic environment leads to increased turnover and higher recruiting and onboarding costs. Many companies struggle to find and retain good employees; maintaining a strong track record of valuing diversity, equity, and inclusion can be essential in a company's hiring and retention strategy.

Research has shown that when employers value and respond to employee feedback like that obtained from the employee survey included in a good DEI assessment, they reap significant rewards. Advancing your DEI efforts fosters a culture of respect that increases employee morale and leads to better innovation and improved financial performance.

The legal cases for EEO violations are costly.

A DEI assessment can uncover risks before they become a problem. On average, an employee lawsuit will take 318 days to be resolved, nearly an entire year—creating a costly distraction to your business. Additionally, courts are driving the point home with awards exceeding \$310 million, as displayed in a recent case against Google.

What is a DEI Assessment?

An effective diversity, equity, and inclusion audit is designed to assess the current state of an organization concerning a broad spectrum of DEI factors. The DEI assessment should include an employee survey or interviews that provide actionable feedback, a comprehensive evaluation of the organization's commitment to a respectful workplace, and a review of recruiting practices, workplace policies, training programs, reporting pathways, and investigation procedures.

Any gaps uncovered during the diversity, equity, and inclusion assessment should be prioritized and addressed promptly. Once an action plan is developed, it is essential to communicate the improvements you are making and why you are making them to your employees and follow through with any commitments you make. Keep in mind that DEI assessments are not a one-and-done endeavor. Conducting regular DEI assessments ensures the ongoing health of your programs and initiatives while enabling an organization to address vulnerabilities that may develop before they become a problem.



Actions to Take Now to Attract and Hire Diverse Talent

DEI recruitment means employers recruit individuals with a collective mixture of differences and similarities that include individual characteristics, values and beliefs, and experiences and backgrounds.

Attracting and Hiring Diverse Candidates Questions to Consider

- Does your organization have established goals on DE&I and recruiting? If so, are these goals internally driven or mandated by law?
- What organizations/agencies can the organization partner with to find a diverse pool of candidates?
- Have job descriptions for open positions been updated recently? Are they still accurate reflections of the skills needed to perform the job effectively?
- Have the hiring goals for this job group been communicated to the hiring manager, checked for understanding, and agreed upon to increase the likelihood of a good hire?
- Is there a current job description for this position and clear-cut performance standards that can fairly evaluate any new hire without bias?
- Where should the organization advertise to attract a diverse pool of well-qualified applicants for this position?
- What policies and benefits are in place in the organization that would attract diverse candidates (e.g., flexible hours, job-sharing, etc.)?
- What training has the organization provided to hiring managers to ensure that the best candidate is selected?
- Has the organization reviewed its onboarding process to make certain that new hires receive the right information and a welcome that will secure a partnership with the organization?
- How will human resources follow up with the hiring manager and the new employee to make sure the new partnership is working?



Attracting and Hiring Diverse Candidates Action Steps to Consider

- Assemble your DE&I champions (including senior leaders, upon whom you'll depend for support) and brainstorm the following questions:
- Obtain support from the CEO and executive team and include DE&I recruitment as a commitment in the company's business objectives. Assess the organization's needs and opportunities.
- Develop a policy related to DE&I that includes the organization's recruitment and retention plan to enhance DE&I.
- Provide training for management regarding the company's diversity initiative, including the business case for DE&I.
- Put the right tactics to work. Get everyone engaged, get involved in diverse communities and integrate with mainstream recruiting tactics. Attend career fairs and affinity receptions.
- Allocate the money needed for DE&I recruitment.

Source: The Society of Human Resources (SHRM)

Don't Operate Without a DEI Strategic Plan Created with the Help of Certified Experts.

The Importance of Diversity, Equity, and Inclusion Consultants

You have great team that is passionate about diversity, equity, and inclusion (DEI). They are committed to creating a sense of belonging at your organization. You may even have a Chief Diversity Officer, HR Director, or another staff member charged with conducting your DEI initiatives. So, what role do external consultants play in your DEI strategy?

DEI consultants can be deployed successfully in companies large and small, in organizations with sizable diversity functions or with none at all...

Employees Value DEI Strategic Planning

90% of survey respondents felt that having a written strategic plan to address diversity, equity, and inclusion at a company is important. Strategic planning establishes a shared direction for the organization's leadership and staff so that everyone can work together to build a more diverse and inclusive workforce. Strategic plans codify your company's commitments and include specific goals and metrics that can be measured and reevaluated over time.

External Consultants Allow Staff to be Candid

86% of respondents said they would be more honest with an external consultant than a staff member of their company. Fear of judgement, retaliation, worries about offending coworkers, and avoiding "burning bridges" were the most common reasons. Respondents felt a third party would be more objective and protect their anonymity.



What consultants provide

If you're not fully prepared to make an in-house hire but are committed to making changes to your inclusion practices, outside consultants can help you kickstart progress. Not only do they come with specific knowledge, but there are unique benefits to having a third party at the start.

Perspective: Outside consultants can take a bird's eye view of your organization, help you validate your assumptions, and give you an honest scope of what needs to be done to start making inclusive changes. They can help you with what you didn't know you didn't know.

Transparency: When someone's not on your payroll, they can be more direct and honest with you. Unfortunately, many in-house diversity leads may find themselves staying silent on particularly difficult issues because they fear retribution. Consultants are likely to get more honesty from employees as well since there's less fear that speaking up will cost them their jobs.

In-house preparation: DEI consultants can collaborate with you to set the stage for a successful DEI leader hire. Some DEI consultants even offer DEI leader recruitment services, which means they can help you source the right person to take over from the foundation they collaborated with you to build.

Inclusion infrastructure set up: Like any business initiative, you need project management structures, data collection, and feedback loops for DEI work to be successful. Consultants can help you build scalable infrastructure, so an in-house leader is set up for success.

Sources: SHRM, DiversityInc., National Diversity Council

Don't know where to start? We can help.

Interested in elevating your DEIB presence in your organization?

Whether you're just getting started or reinvigorating a stalled and ineffective DEI initiative, we can help. **Our approach** is about transformation, creating allyship, and a true sense of belonging for all.

We build on the current state of your organization to create a valid and reliable starting point for growth.

Helping you to gain your CEO's commitment and executive alignment for DEI, assessing the current state of DEI at your workplace, and developing your DEI strategic plan roadmap aligned with your specific business goals is our sweet spot.

Components of your DEI strategic roadmap can include your; Talent Strategy, Learning & Development, Corporate Social Responsibility, Supplier Diversity, and DEI Governance, and Employee Resource Groups (ERGs).

Send us a note ...

info@inclusiveleadersgroup.com

Or Schedule a Conversation 