

Building an Inclusive Organization





STRATEGY

- Organizational Design & Development
- Strategic Planning

CULTURE

- Diversity, Equity, and Inclusion
- Team Dynamics with Predictive Index
- Employee Engagement

LEADERSHIP

- Leadership Development & Coaching
- Executive Team Alignment
- Executive Search

- 20 years of experience in
 - Manufacturing
 - Healthcare
 - Technology
 - Financial services

- MBA Rice University

- BBA, University of Georgia



Goals for Today

To deeply understand what we mean when we say:

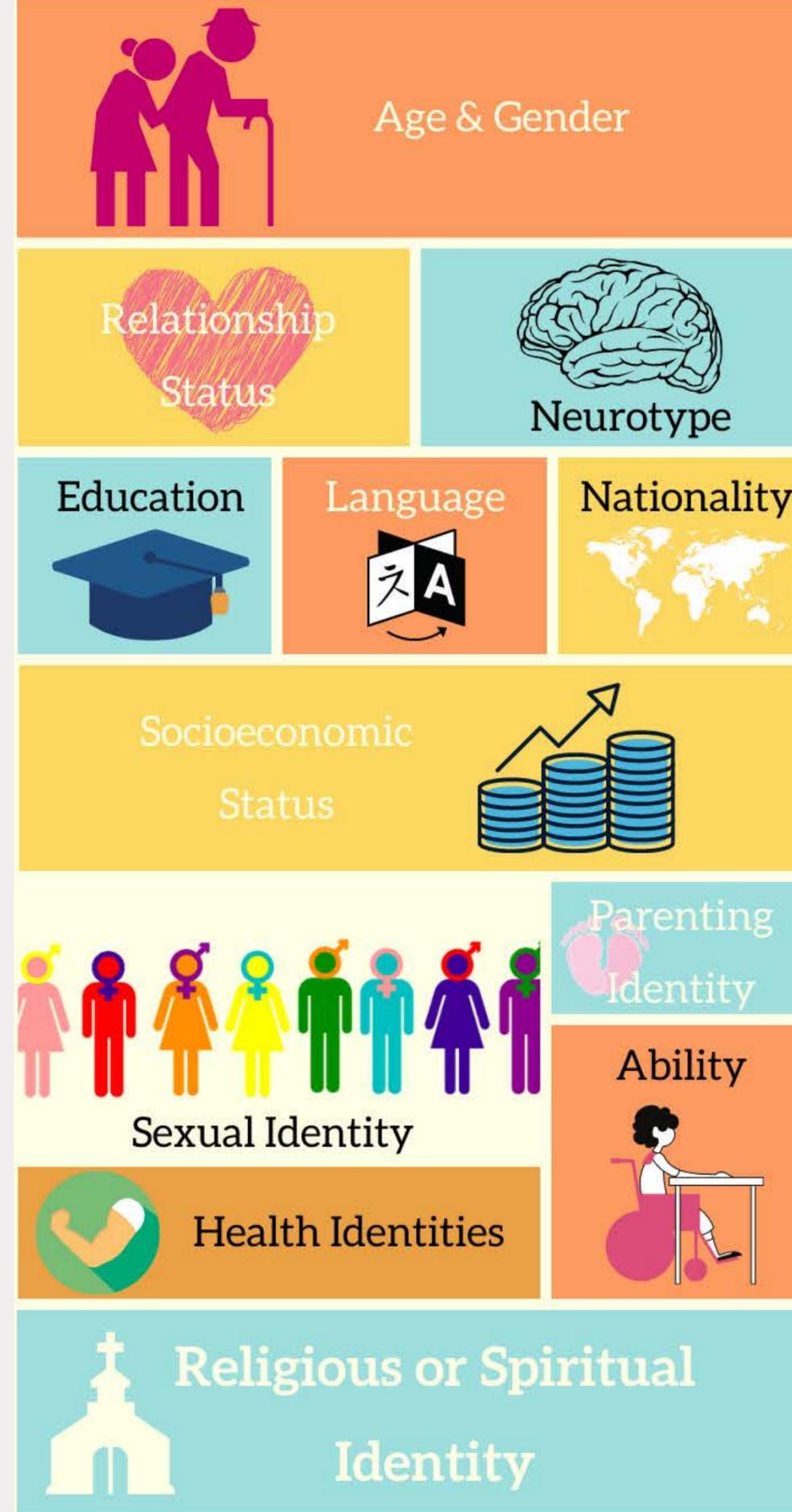
- Intersectionality
 - Diversity
 - Equity
 - Inclusion
-

Pinpoint your organization in the continuum of workplace racial equity

Understand what it means to have an inclusive organization

Share resources and answer questions

Intersectional Introduction



The business case for diversity in executive teams remains strong.

Likelihood of financial outperformance,¹ %

■ Bottom quartile ■ Top quartile

By gender diversity

Why diversity matters²

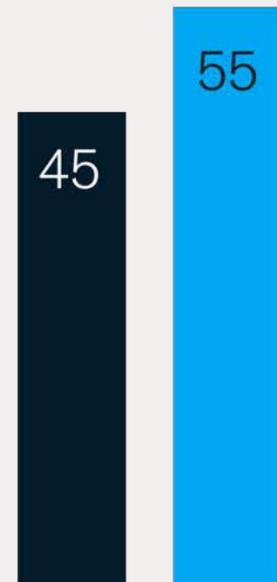
+15%



2014

Delivering through diversity³

+21%



2017

Diversity wins⁴

+25%

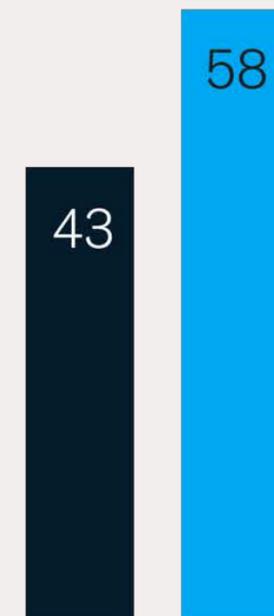


2019

By ethnic diversity

Why diversity matters⁵

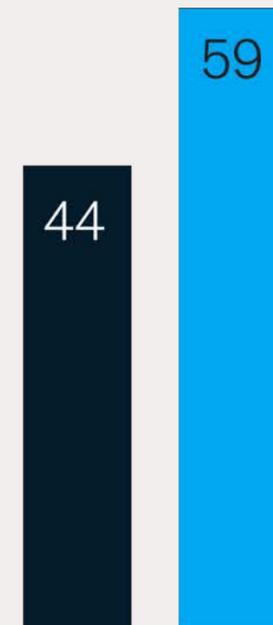
+35%



2014

Delivering through diversity⁶

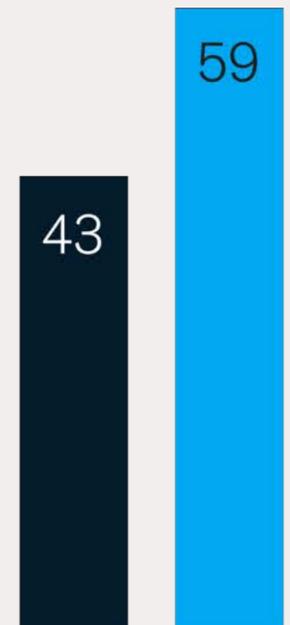
+33%



2017

Diversity wins⁷

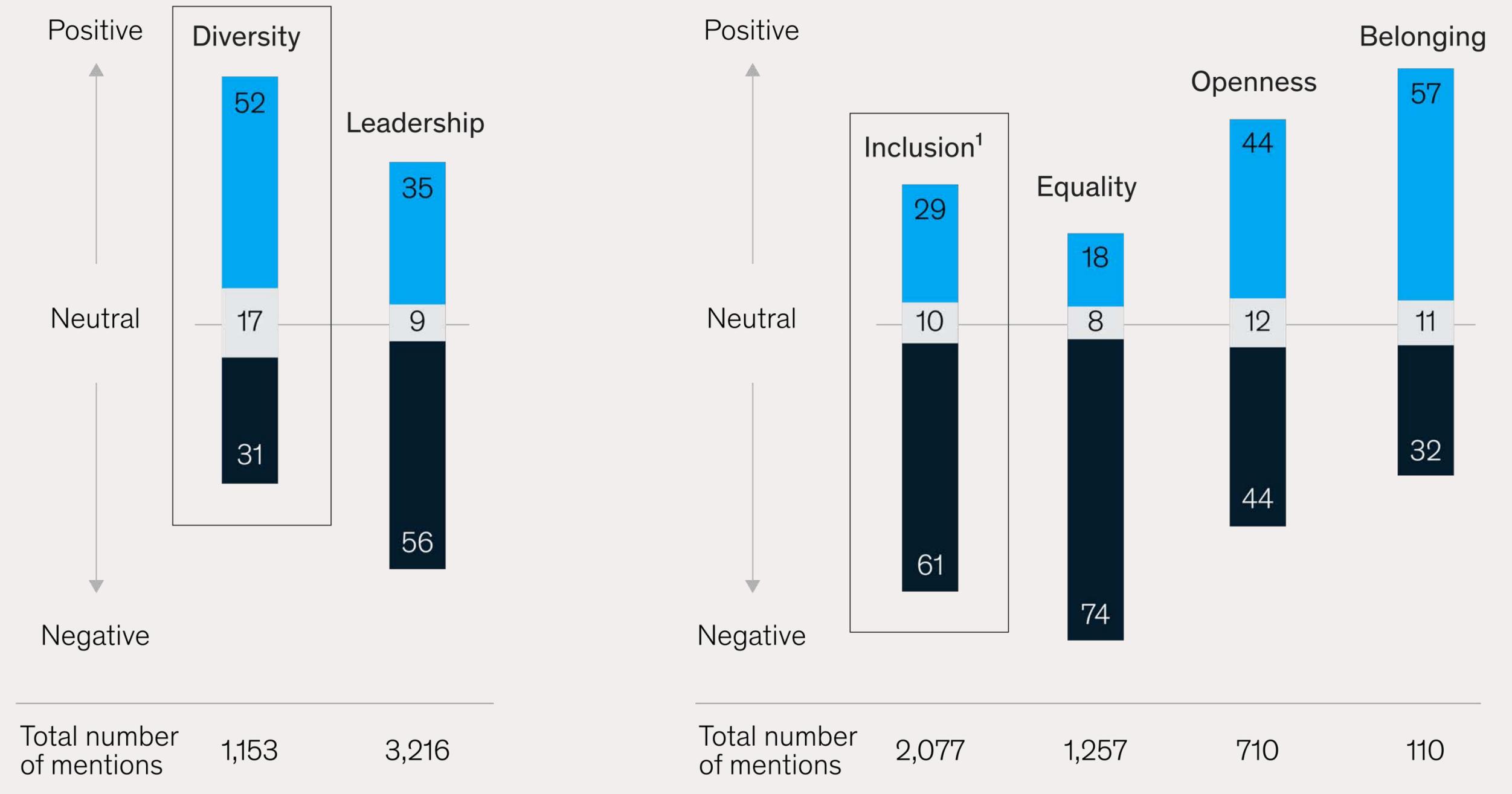
+36%



2019

Overall sentiment on diversity was more positive than negative, but sentiment on inclusion was markedly worse.

Sentiment on diversity and inclusion, %



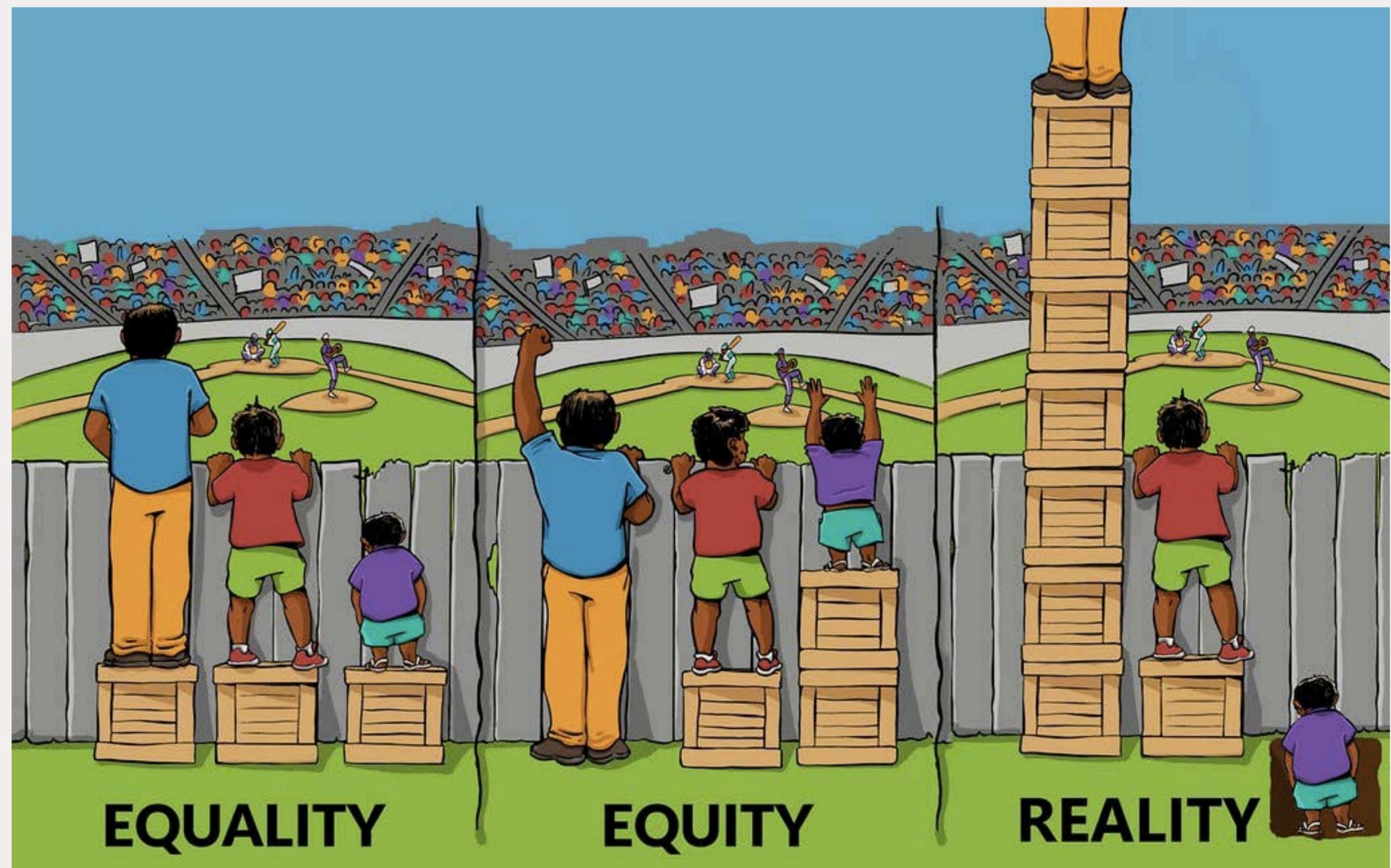
¹Weighted average of equality, openness, and belonging.
Source: Glassdoor and Indeed user-generated reviews

What Exactly Is Diversity, Equity and Inclusion?

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DIVERSITY
is inviting new people
to the party

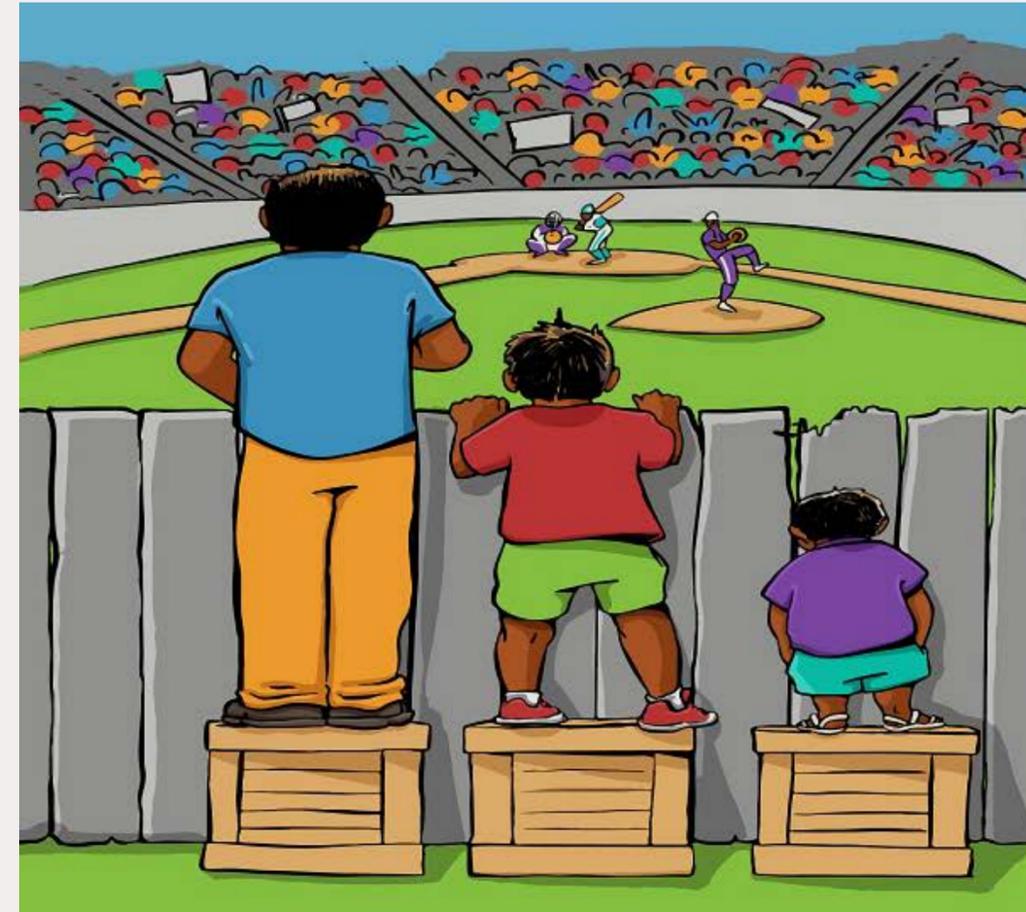
INCLUSION
is asking them to
DANCE



What Exactly Is Diversity, Equity and Inclusion?

Diversity includes all the ways in which people differ, encompassing the different characteristics that make one individual or group different from another.

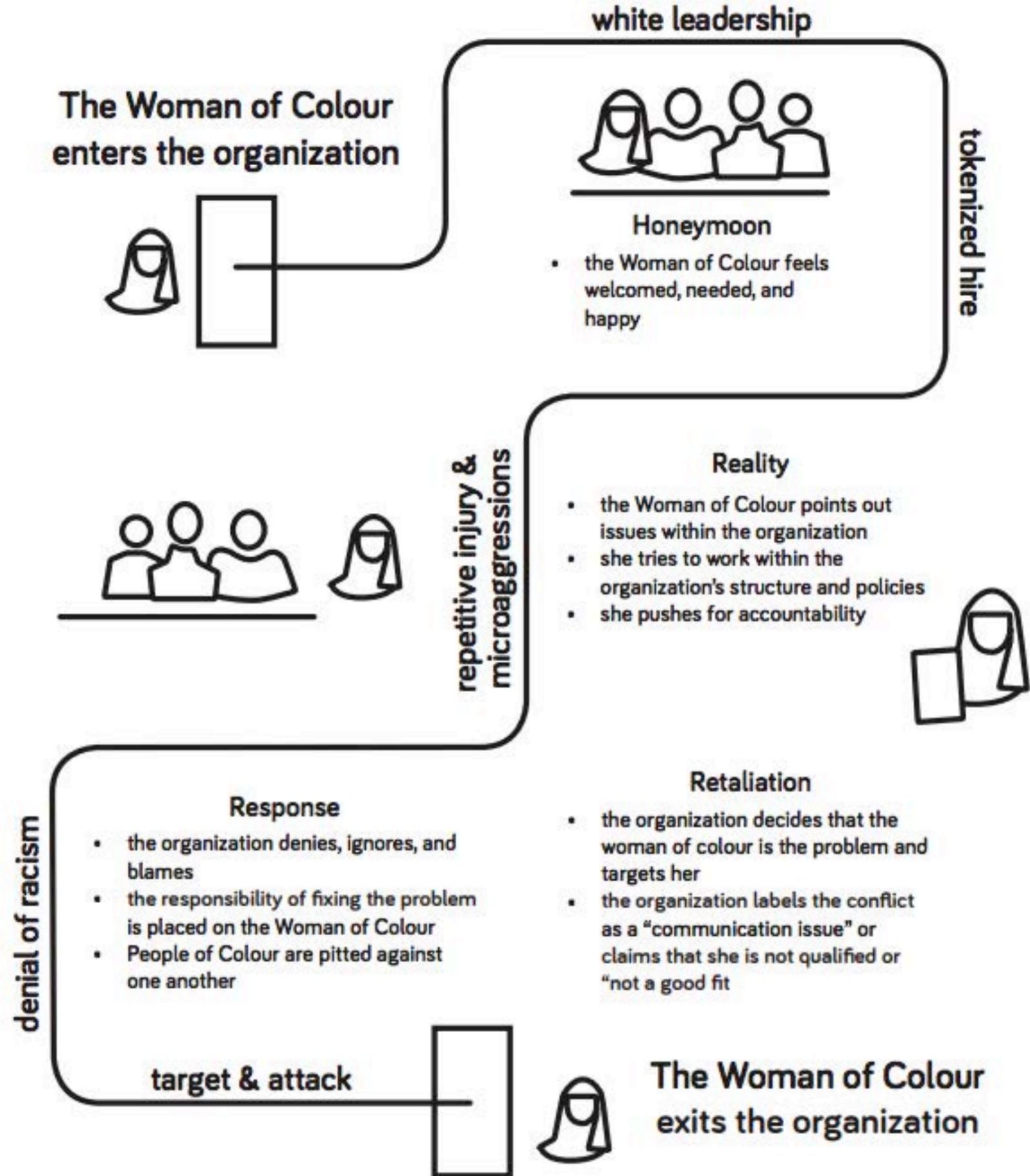
Race | Ethnicity | Gender
Age | National origin | Neurotype
Religion | Disability | Sexual orientation | Socioeconomic status | Education | Marital status
Language | Physical appearance
Ideas | Perspectives | Values



Diversity

- A person is not diverse. They can be underrepresented.
- Diversity is much tougher to manage than homogeneity.
- The presence of diversity without a culture of inclusion and psychological safety can actually create harm for underrepresented folks.

The “Problem” Woman of Color in the Workplace



What Exactly Is Diversity, **Equity** and Inclusion?

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Race | Ethnicity | Gender
Age | National origin | Neurotype
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Language | Physical appearance
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Equity is the fair treatment, access, opportunity, and advancement for all people, while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups.

Improving equity involves increasing justice and fairness within the procedures and processes of institutions or systems, as well as in their distribution of resources.



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Inclusion is the act of creating environments in which any individual or group can be and feel welcomed, respected, supported, and valued to fully participate.

An inclusive and welcoming climate embraces differences and offers respect in words and actions for all people.

PSYCHOLOGICAL SAFETY IS THE
WILLINGNESS TO EXPRESS A
DISSENTING OPINION.

“DIVERSITY IS HAVING A SEAT AT THE TABLE, INCLUSION IS HAVING A VOICE, AND BELONGING IS HAVING THAT VOICE BE HEARD.”

Inequality

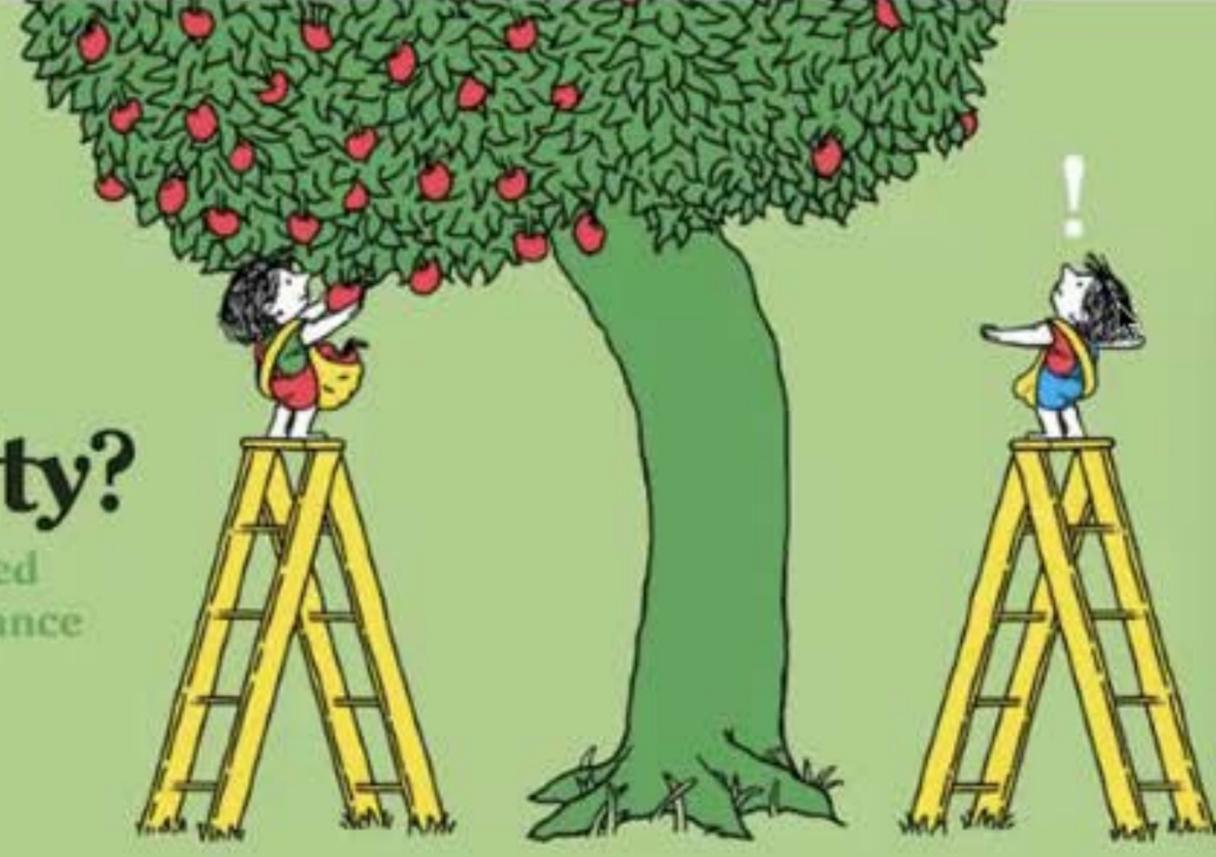
Unequal access to opportunities



©2018 Design by Tom Spertl | "Addressing Inequality" Illustration by @danielmiller

Equality?

Evenly distributed tools and assistance



©2018 Design by Tom Spertl | "Addressing Inequality" Illustration by @danielmiller

Equity

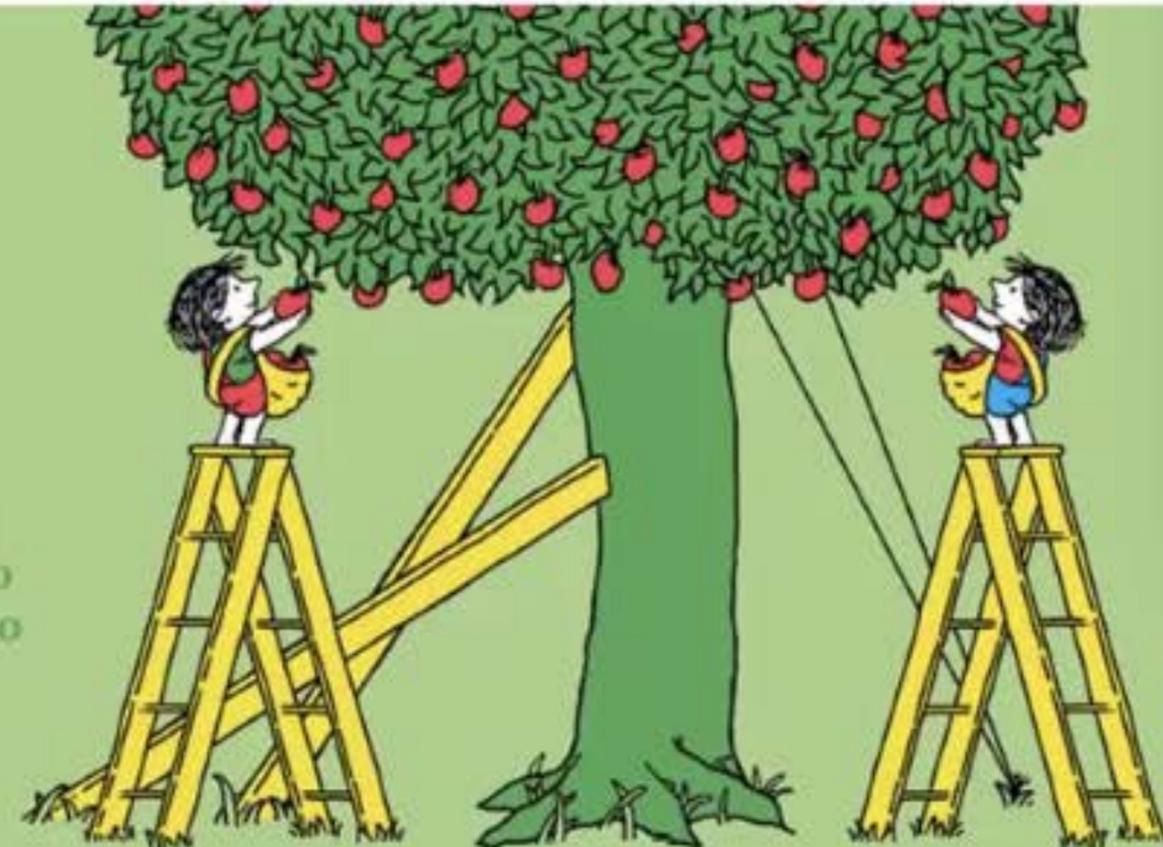
Custom tools that identify and address inequality



©2018 Design by Tom Spertl | "Addressing Inequality" Illustration by @danielmiller

Justice

Fixing the system to offer equal access to both tools and opportunities

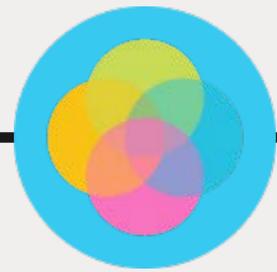


©2018 Design by Tom Spertl | "Addressing Inequality" Illustration by @danielmiller

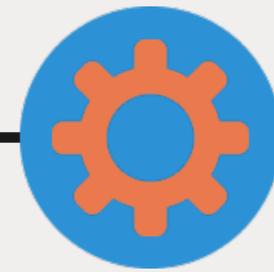
Where is your organization on the continuum?



COLOR-BLIND



DIVERSITY-ONLY



RACE-TENTATIVE



EQUITY-FOCUSED

Microaggression - The everyday slights, indignities, put downs and insults that people who are marginalized experiences in their day-to-day interactions with people.

You speak English very well.

Are you sure you were being followed in the store? I can't believe it.

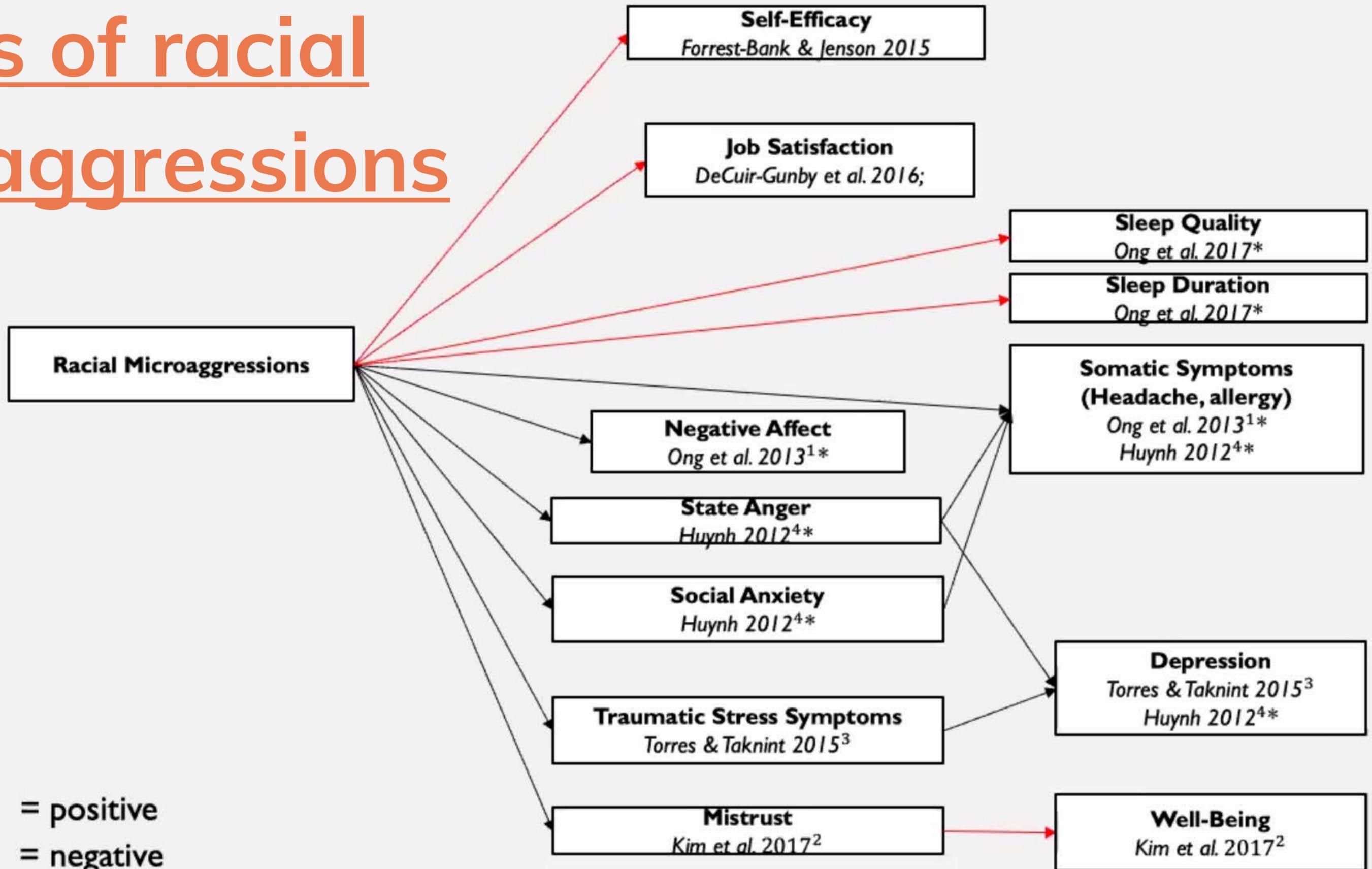
When I look at you, I don't see color.

Where are you from?
No, really, where are you from?
Where are your parents from?

Labeling an assertive female leader as a "b____," while describing a male counterpart as a "forceful leader."

You are so articulate!

Effects of racial microaggressions



→ = positive
→ = negative

What does success look like?



Representation and mobility throughout the organization (not promises, but numbers)

Transparent recruitment processes, removal of "fit" as a criteria, structured interviews, and blinded resumes

Mandatory diversity, bias, and ally training - a single session is not a panacea!

Promote openness and tackle microaggressions.

Constant communication. Employee resource groups, Diverse employees to listen and learn from



Remedies to inequity must include three aspects to be effective:

SYSTEMIC

Systemic solutions address root issues by transforming the way systems create and perpetuate racially inequitable outcomes.

RACE EXPLICIT

Being race-explicit allows change agents to be specific and strategic about the types of solutions they are deploying.

OUTCOME-ORIENTED

Equal opportunities are not the same as equitable outcomes. Though opportunities may seem equal, if the disparate outcomes persist, it is likely that some barriers or bias continue to exist.



Hardwiring for results

- Hiring and Promotion Practices
- Performance Evaluation Criteria
- Management Accountability Structure

Hiring and Promotions



Objective
recruitment process



Blinded resumes



Group interviews



Promotions using
objective variables

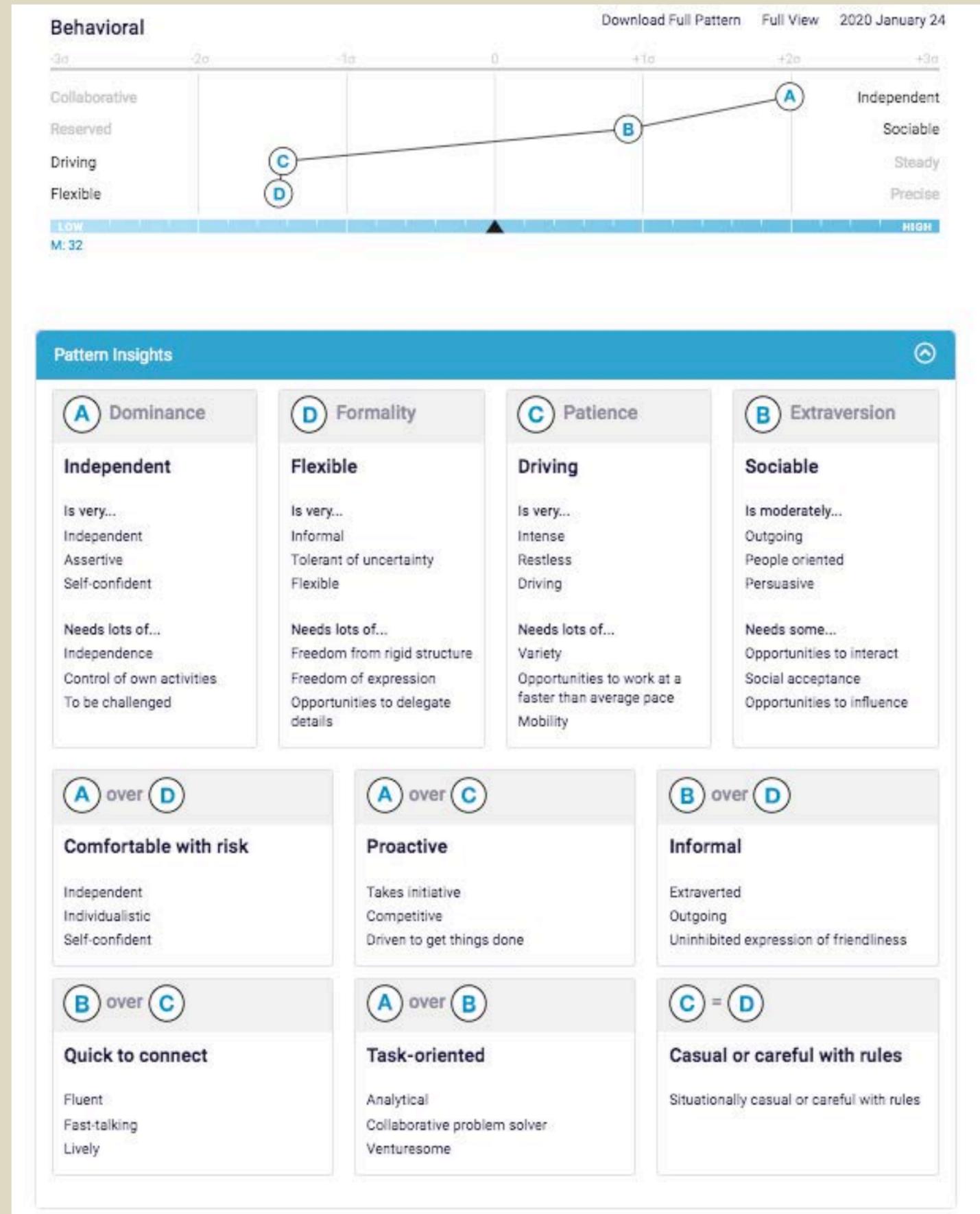
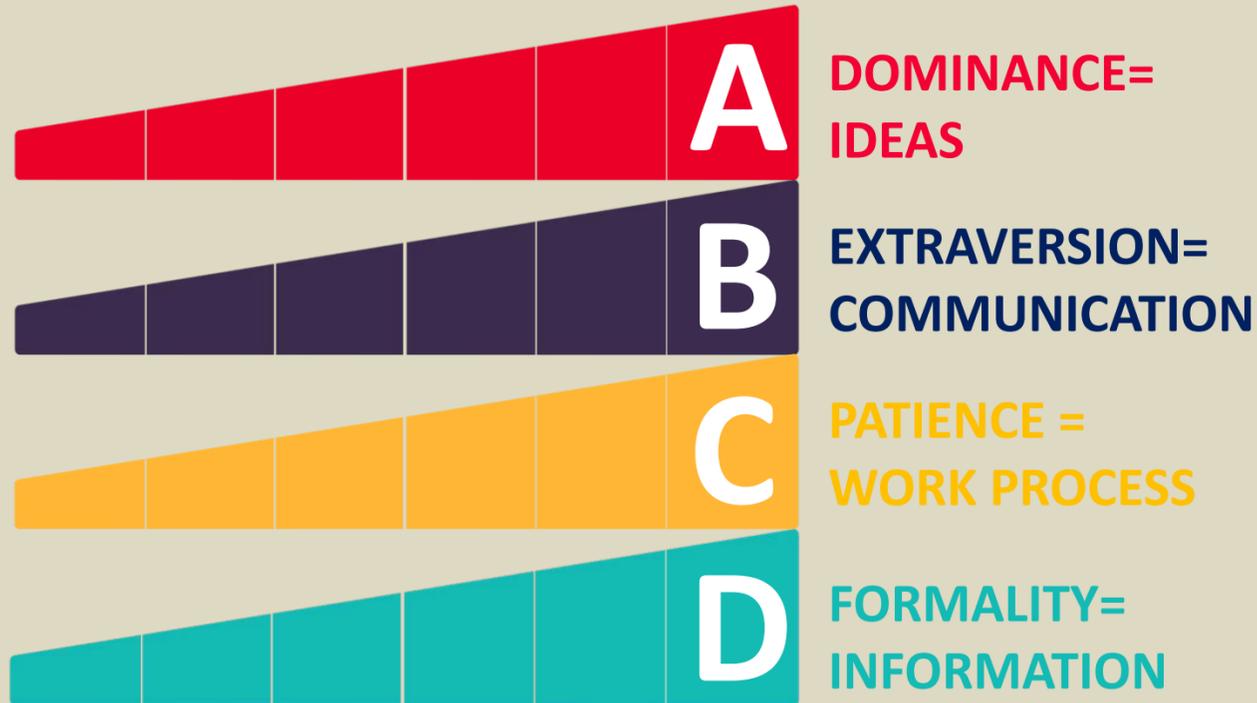


Predictive Index

Assessments

Behavioral: Understand the 4-core workplace drives and needs. A free choice, stimulus-response tool that measures an individual's motivating drives and needs.

Cognitive: Understand how fast a person can learn and adapt to new information.



PI Hire

Job Assessment Tool

- Diverse stakeholder input
- Rethink job descriptions so they're more inclusive
- Reduce or remove education and experience requirements
- Objective job target profile

Job Target Profile



Chief Financial Officer

JOB DESCRIPTION

CFO duties and responsibilities of the job As part of an executive management team, the CFO will have interaction with various members of a company, both senior and junior. A CFO job description should include:

- Providing leadership, direction and management of the finance and accounting team
- Providing strategic recommendations to the CEO/president and members of the executive management team
- Managing the processes for financial forecasting and budgets, and overseeing the preparation of all financial reporting
- Advising on long-term business and financial planning
- Establishing and developing relations with senior management and external partners and stakeholders
- Reviewing all formal finance, HR and IT related procedures

LOOKING FOR

 <p>Strategist A Strategist is results-oriented, innovative and analytical with a drive for change.</p> <p>Learn More</p>	 <p>Venturer A Venturer is a self-starting, self-motivating, and goal-oriented risk-taker.</p> <p>Learn More</p>	 <p>Analyzer An Analyzer is intense, with high standards and a disciplined and reserved personality.</p> <p>Learn More</p>
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THEY

Will be	Will need
Independent	Independence
Assertive	Control of own activities
Self-confident	To be challenged
Will Like Hearing	
Manage multiple priorities	
Take the Initiative	
Freedom to take charge of your own assignments	
See the results of your work	



PI Hire

Job Assessment Tool

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Application Process

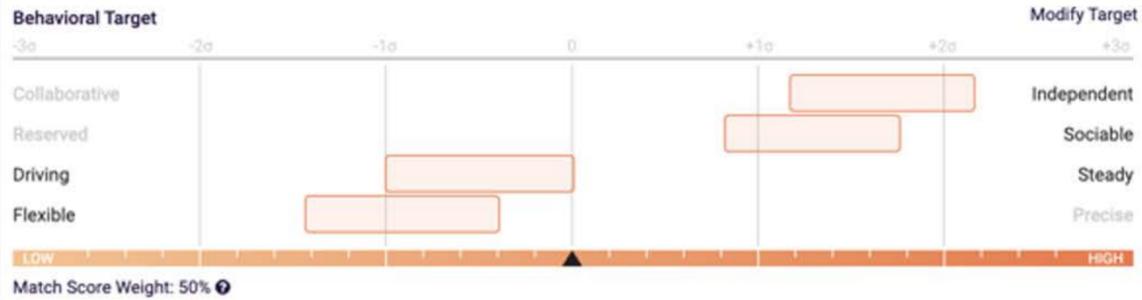
- Assess prior to human intervention
- Match score
- Interview Guide to highlight fit

Business Development Representative EDIT

Folder  Open Invitation URL 
 Positions <https://assess.predictiveindex.com/aEXm>

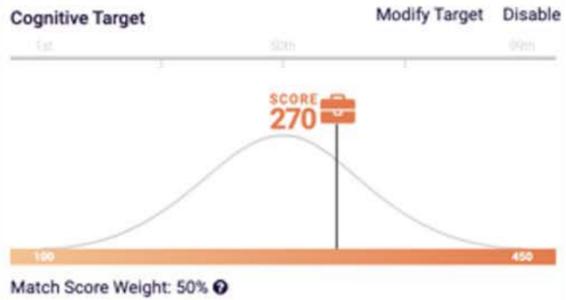
Overview | Job Report

Behavioral Target



Match Score Weight: 50%

Cognitive Target



Match Score Weight: 50%

Assessment Results List View | Chart View

Search For People To Add To This Job

FILTERS  Nothing selected

Candidates | Other Matches for This Job Columns  Admin  Actions 

<input type="checkbox"/>	Name	Email	Type	Favorite	Overall	Behavioral Assessment Status	Behavioral Match	Ref Profile	Cognitive	Cognitive Match	Behavioral Report	Last Modified
<input type="checkbox"/>	Morgan, Janet	JanetMorganpidemo@mailinator.com	Candidate				9	Maverick	Send New Asse			2018 January 17
<input type="checkbox"/>	Alexander, Elizabeth	ElizabethAlexanderpidemo@mailinator.com	Candidate		7.5		5	Scholar		10		2018 January 17
<input type="checkbox"/>	Ross, Lillian	LillianRosspidemo@mailinator.com	Candidate		7.5		7	Venturer		8		2018 January 17
<input type="checkbox"/>	Perry, Jeremy	JeremyPerrypidemo@mailinator.com	Candidate		5		10	Captain		0		2018 January 17
<input type="checkbox"/>	Anderson, Irene	IreneAndersonpidemo@mailinator.com	Candidate		9.5		9	Maverick		10		2018 January 17

PI Hire

Job Target Profile

- Diverse stakeholder input
- Rethink job descriptions so they're more inclusive
- Reduce or remove education and experience requirements

Recruitment Process

- Assess prior to human intervention
- Match score
- Interview guide
- Team alignment

Candidate Interview Guide

Alyson Mckinster
Alyson Mckinster Friends



INTERVIEWER'S GUIDE TO USING THIS KIT

The Interview Guide is meant to help interviewers by suggesting questions generated by comparing a candidate's behavioral pattern with the job target for a specific position. These questions are designed to confirm a candidate's behavioral fit with a job target and/or explore areas of difference between the candidate's behavioral pattern and the job target.

The following questions have been generated by The Predictive Index based on Alyson's behavioral drives and needs when compared to the behavioral needs of the job Alyson has applied for. To learn more about The Predictive Index behavioral interviewing, visit the Interview Playbook at playbook.predictiveindex.com

BEHAVIORAL COMPARISON - CANDIDATE VS JOB



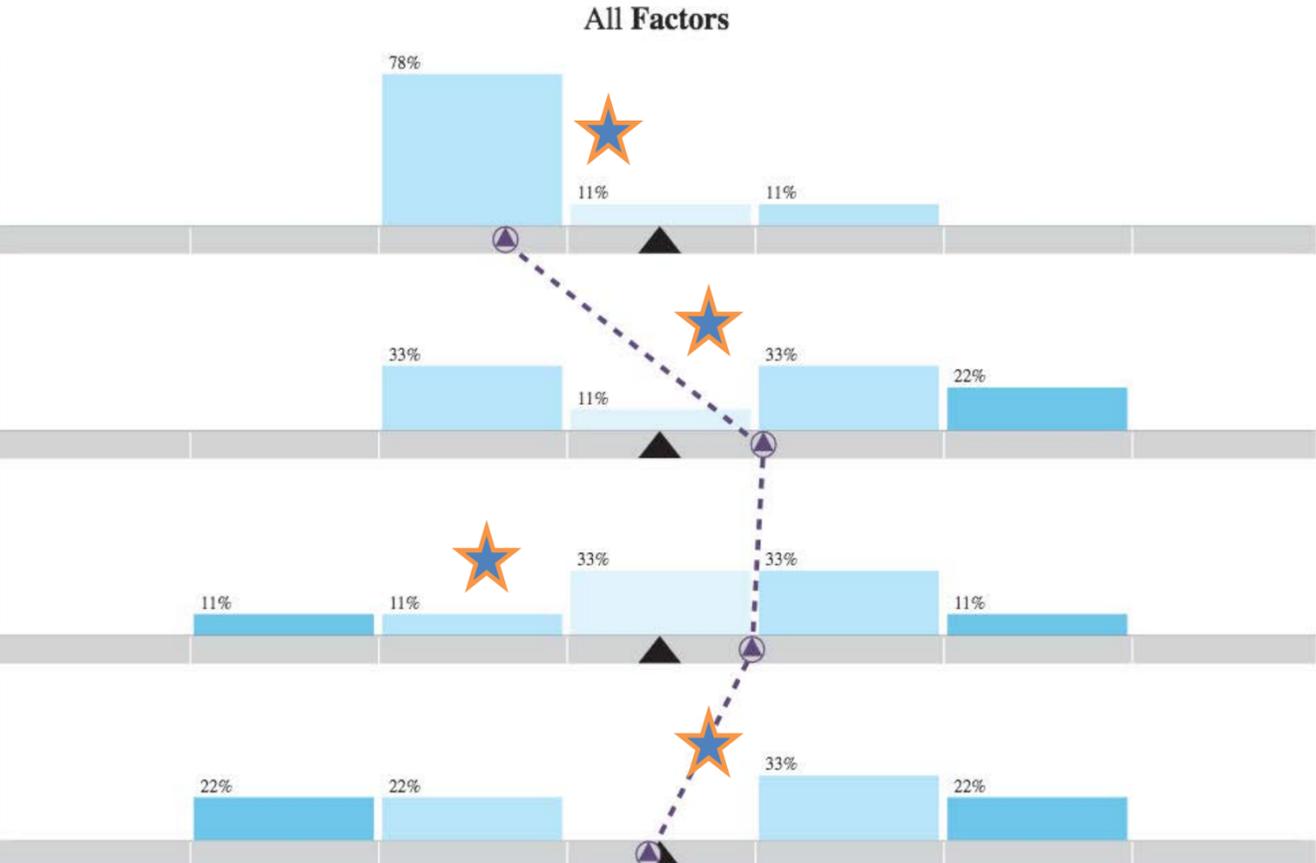


Alyson is a Adapter.
An Adapter is a bridge-builder, comfortable with changing situations.

Strengths:
Versatile style which d situation
Capable of taking char role

May push for independ
prefer collaboration or

All Factors



BEHAVIORAL INTERVIEW QUESTION

 Area(s) of potential behavioral mi can behaviorally adapt to the job.

Tell me about a time when you were requir

C

Describe a situation when you had to initia

D



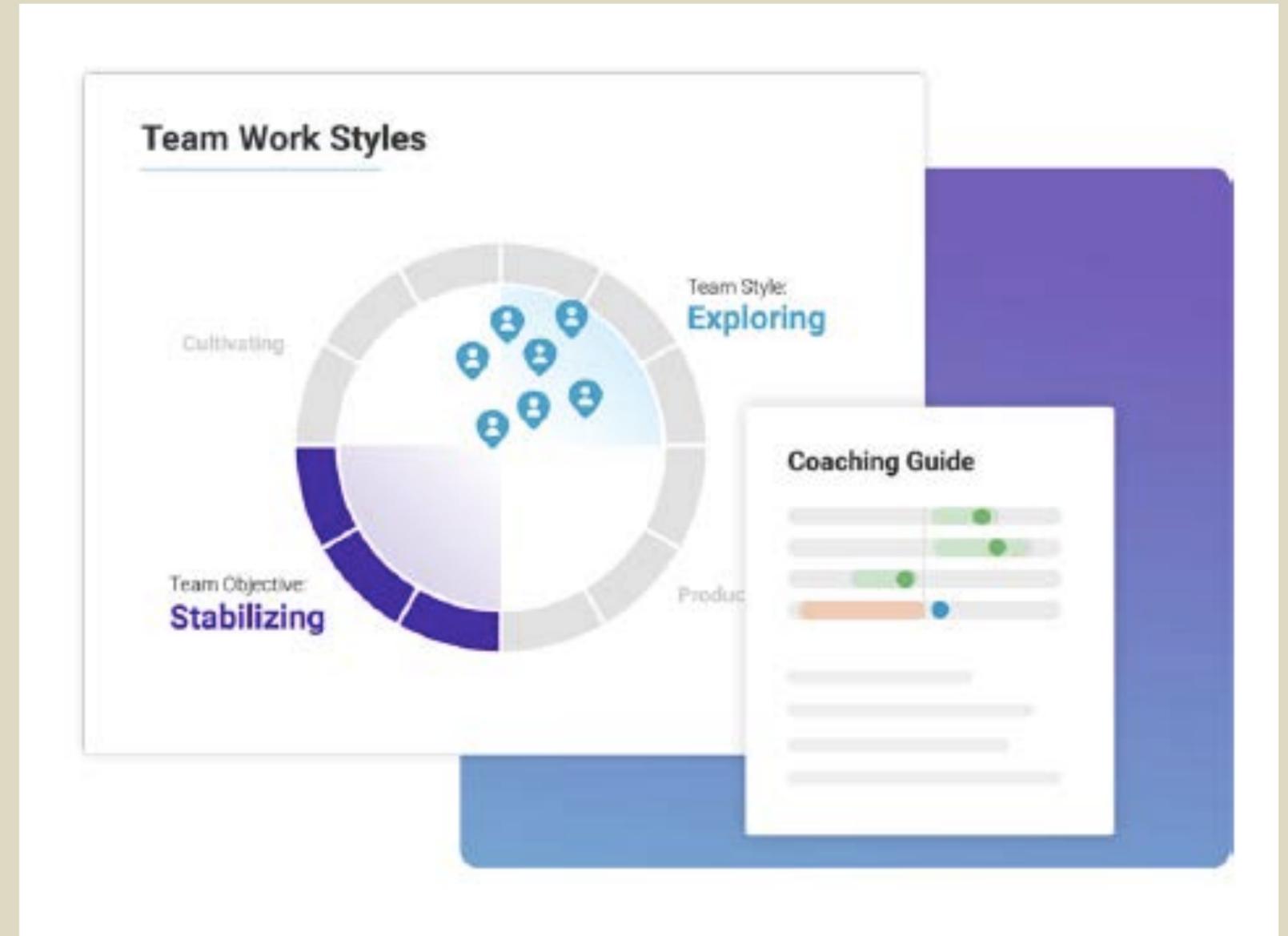
PI Inspire

Manager Strategy Guide and Team Work Styles

- Encourages empathy
- Improve internal communication
- Foster greater understanding

Coaching Guide

- Promotes employee growth
- Utilizes common language to foster inclusion





RECOGNIZING AND DISRUPTING UNCONSCIOUS BIAS

Book a virtual workshop for your
business or non-profit organization today!



BUILDING AN INCLUSIVE ORGANIZATION

Book a virtual or in-person workshop for your
business or non-profit organization today!



UNDERSTANDING RACE IN 2020

Book a virtual or in-person workshop for your
business or non-profit organization today!



Learning Resources

Read

- Why Are All the Black Kids Sitting Together in the Cafeteria by Beverly Tatum
- How To Be An Anti-Racist by Ibram X. Kendi
- The New Jim Crow by Michelle Alexander
- The Bluest Eye by Toni Morrison
- Waking Up White by Debby Irving

Instagram Accounts to Follow

Black Lives Matter - @blklivesmatter

ACLU Nationwide - @aclu_nationwide

Oh Happy Dani - @ohhappydani

Check Your Privilege - @ckyourprivilege

The Conscious Kid - @theconsciouskid

Rachel Cargle - @Rachel.cargle

Ibram X. Kendi - @ibramxk

Browse

Glossary of Terms - <https://www.racialequitytools.org/glossary>

Implicit Association Test -

<https://implicit.harvard.edu/implicit/featuredtask.html>

Privilege Quiz =

<https://www.racialequitytools.org/resourcefiles/mcintosh.pdf>

Watch

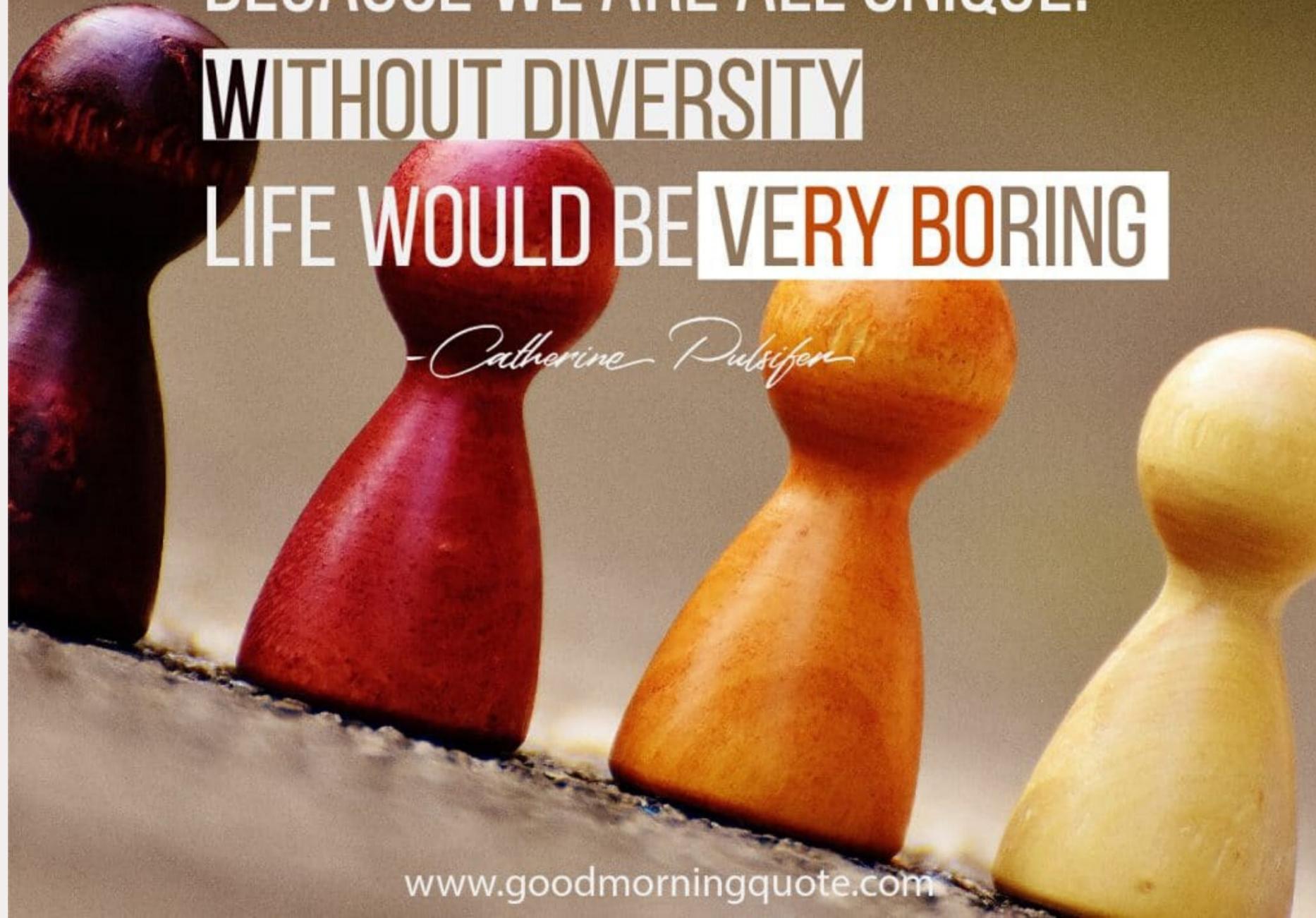
- 13th (Netflix)
- American Son (Netflix)
- When They See Us (Netflix)
- The Hate You Give (Cinemax)
- Just Mercy (Amazon Prime)
- The Central Park Five (Amazon Prime)
- The Untold Story of Emmett Till (Amazon Prime)
- Black, White & Us (Amazon Prime)

WE ARE **ALL DIFFERENT,**
WHICH IS GREAT
BECAUSE WE ARE ALL UNIQUE.

WITHOUT DIVERSITY

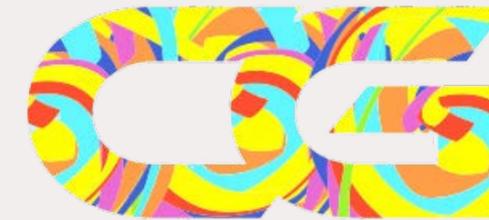
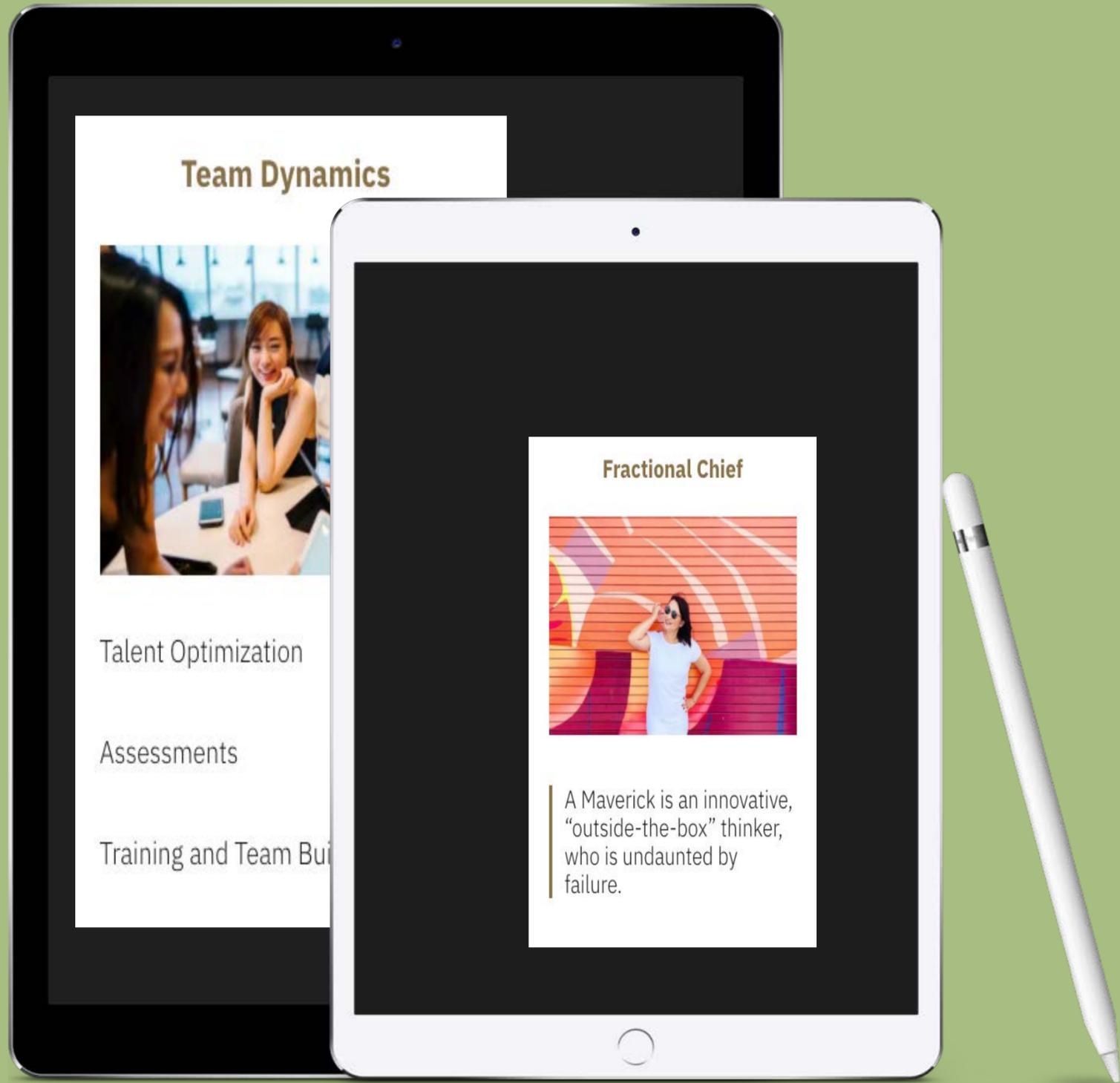
LIFE WOULD BE **VERY BORING**

-Catherine Pulsifer-



CHIEF GIGS

www.goodmorningquote.com



CHIEF GIGS

www.chiefgigs.com

wendy@chiefgigs.com

832-878-0886