



Managing in the Time of COVID-19 and Beyond Webinar Series

Session 3: Diversity, Equity, and Inclusion: Managing for a New Culture

Wednesday, June 30, 2021

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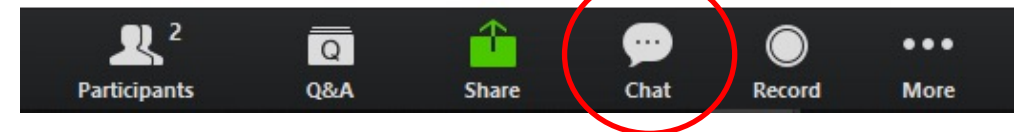
QUESTIONS & TECH HELP



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YOUR SPEAKER



APRIL LEWIS

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DEI: Managing for a New Culture



*with April Lewis, CEO
A Lewis Academy
June 30, 2021*

Goals for Today

Discuss the managers role
in DEI initiatives

Understand the
psychology of belonging

Provide tips to engage in
difficult conversations



T H A N K



Y O U

Disclaimer:

Creating a new culture that
is **diverse, equitable,**
inclusive, and **just** takes
commitment and time.

Disclaimer:

We don't know what we
don't know – but we must
be open to listen, learn,
and be better.

We don't *do* DEI we BEcome a
diverse, equitable, and inclusive
organization.

We don't *do* DEI we BEcome a
diverse, equitable, and inclusive
organization.

Your behavior is the
measurement of success.

Common Mistakes to Avoid

- **Awareness without action**
- **Creating plans without leadership buy-in and participation**
- **Expecting individuals to change without any organizational accountability and change**
- **Expecting minority staff to lead DEI efforts**
- **Completing DEI work through one lens**

To become an
organization that
prioritizes DEI everyone
must do their part.

Diversity

+

Equity

+

Inclusion

=

Belonging

Key Terms

Diversity

The many ways in which people differ, including:

Psychological

Physical

Social differences

Cognitive

Diversity

Which include all individuals regardless of:

Race

Socioeconomic status

Ethnicity

Age

Nationality

Religion

Economic class

Education

Sexual Orientation

Marital Status

Mental Ability

Physical Ability

Learning Styles

Military Status

Gender

Equity

The condition under which individuals are provided the resources **they need** to have access to the **same opportunities**, as everyone else or the majority.

This includes systematic equality, meaning the distribution of resources provides more for those who need it most.

Inclusion

People **feel** a sense of **belonging** in the
workplace

**To create a new
future, we must
acknowledge and
learn from the past.**



Our history includes discrimination, slavery, unfair treatment, racism, sexism and violence against minorities.



The present and future
should look different and
create a different
experience for everyone,
especially minority groups.

How do you
make changes to
systemic issues?

It begins with
the hiring
process

The Hiring Process

Who are you attracting?

Does your company summary express that
DEI is important?

Is there diverse representation during
panel interviews?

The Hiring Process

Are you intentional about seeking diverse candidate pools?

Are physical requirements listed on the job description?

The goal is to attract, hire and maintain diverse candidates.

Don't hire for "culture fit" – it
doesn't allow for diversity.

Awareness

Be honest about the state
of your organization.

Data (benchmark + goals)

Data drives decisions.

Measure the sentiment of your employee, that is, **how they feel**.

Questions to learn about employee demographics is part but not all. Diversity is achieved through numbers but not a feeling.

Possible questions to ask employees:

Do you feel that your perspective at work matters?

Do you feel that you can bring your whole self to work?

Become Aware about Diversity

Does your organization value diversity?

Does your organization understand that is important for successful growth?

Is your organization intentional about investing time in DEI efforts?

Is your leadership representative of your staff and the populations you serve?

Become Aware about Equity

Are opportunities for advancement and promotion transparent to all employees?

Does everyone regardless of their background and their identity have equitable advancement opportunities

Do your employees feel supported in their career growth?

Become Aware about Inclusion

Inclusion is harder to measure than diversity. Use a scale to get quantitative data, e.g., "on a scale of 1-10..."

Are different backgrounds and identities valued at your organization?

Do your employees have a sense of belonging?

Do your employees feel valued?

Do your employees feel safe when dealing with leadership?

The new culture
extends beyond
DEI

Racial injustices

Promote anti-racism efforts

Harassment

Adopt and enforce anti-harassment policies and procedures

Discrimination

Create a process to report and resolve acts of discrimination

The Role of the Manager

Managers Roles

Know your biases

Support and uphold organizational DEI strategies

Listen to feedback from staff and ensure their voice is heard - **be their advocate**

Report incidents of bias

Managers Roles

Be courageous to speak up when leadership is not being just, equitable or inclusive

Be open to criticism and don't gaslight or redirect focus

Difficult Conversations

Be in the right state of mind.

Remain curious. Ask questions to understand and learn.

Don't make assumptions or pass judgement.

Difficult Conversations

Leverage the data you have to remain
objective

Don't rush to respond, process the
information

Accept criticism and challenges to improve
conditions

**Humans thrive when there is
a sense of belonging.**

*Language, living and working
together, social and cultural
norms connect us*

Belonging is a Feeling

Questions to ask staff:

Do I feel connected to the people I work with?

Do I feel like I am contributing?

Do I feel like my insight is heard?

Do I feel respected and valued?

Ways Improve Belonging

Receive feedback

Storytelling about personal and shared experiences

Create space for staff to learn about different cultures and backgrounds experiences around DEI

Form affinity groups, councils, committees.
Remember belonging is unique to everyone

Ways Improve Belonging

Don't expect your team members to conform to a culture that's not theirs

Allow them to be the full expression of themselves

Takeaways

- **Be honest about where your organization is now and create action plans to respond to survey data and feedback.**
- **Receive quantitative and qualitative data from staff**
 - **Ask specific questions about what you are doing well and what can be improved on.**
 - **Don't be afraid to learn and grow.**
- **Review Action Plans and be transparent with the findings**
 - **Be accountable to implementation and regular monitoring.**

Takeaways

- **Provide regular, relevant training from diverse faculty**
 - **Behavior-based training is recommended.**
- **Allocate financial resources to improve DEI strategies.**
- **It isn't just up to the minorities to do the work – everyone's insight is needed and valuable.**
- **DEI work is actionable and measurable.**
- **Your employees see everything.**

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QUESTIONS



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