

Engaging Middle Managers in DEI

Recommendations to strengthen middle manager's ability to advance diversity, equity, and inclusion.

White Paper

September 2022

Table of Contents

Executive Summary	3
Findings	3
Recommendations	4
About the Authors	5
Introduction	6
Background	6
Problem Statement	6
Key Definitions	6
Methodology	7
Findings	8
Enablers	8
Barriers	8
Opportunities	9
Findings by Level	9
Other Findings	10
Conclusions	10
Key Takeaway One: Support from Senior Leadership is Critical	10
Key Takeaway Two: Treat DEI Like Safety	10
Recommendations	12
Appendices	18
Appendix A: Additional DEI Resources	18
Appendix B: Surveys	18

Executive Summary

Middle managers serve as an important bridge between individual contributors and senior leaders. Knowing how vital middle managers are to successful organizational change efforts, our team sought to identify and understand challenges middle managers face when trying to support corporate-wide diversity, equity, and inclusion (DEI) initiatives.

To explore how best to engage middle managers in DEI, our team surveyed hundreds of professionals using three different surveys in April and May 2022. This White Paper details the findings of our analysis of survey responses and recommendations for what staff at any level of the organization can do to advance DEI.

Findings

Enablers

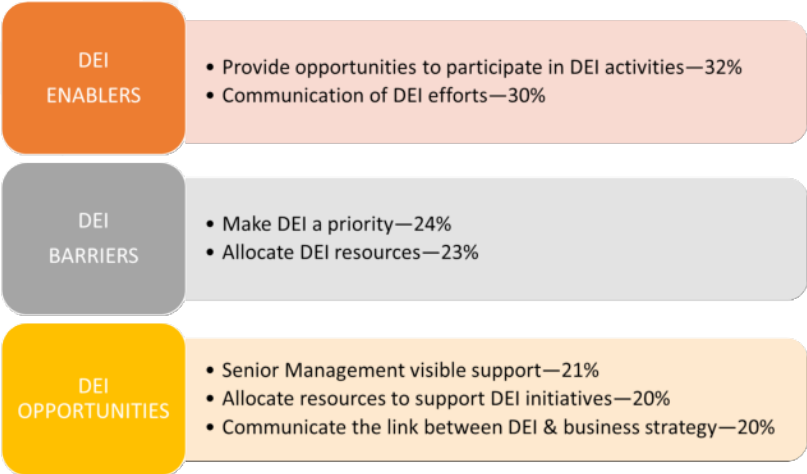
Survey responses indicate that companies are already doing some things well to engage employees in DEI. These efforts could be considered best practices and should continue to be invested in as a company priority. Survey respondents reported the greatest enablers to advancing DEI are opportunities to participate in DEI activities (32%) and communication around DEI efforts (30%).

Barriers

Survey respondents shared the two greatest challenges that companies face engaging middle management in DEI are prioritization of DEI (24%) and a lack of resource availability (23%) for DEI efforts. These two components compliment one another in that companies typically provide resources for what they prioritize and vice versa.

Opportunities

Survey respondents reported the three greatest opportunities to engage middle managers in DEI are senior management providing visible support to DEI efforts (24%), allocating resources to fund DEI initiatives (20%) and communicating the link between DEI and business goals and strategy (20%). Generally these opportunities are the responsibility of senior leadership. This suggests that engaging middle management has as much to do with senior management as it does middle management.



Recommendations

While our original focus was on how to engage middle managers, our findings revealed best practices that any one at any level of the organization (e.g., individual contributor, middle manager, senior leader) can do to advance DEI and create a more engaged, productive, and healthier work environment.

At the end of this paper, our team offers detailed recommendations, *with clear observable behaviors*, to help employees with different levels of authority create DEI change. Here are our top five recommendations to advance DEI:

Recommendations	Observable Behaviors
Scale up your own DEI knowledge and awareness	<ul style="list-style-type: none"> <input type="checkbox"/> Educate yourself on what DEI is and what it means for the sustainability of your company <input type="checkbox"/> Participate in United Way's 21 Day Equity Challenge <input type="checkbox"/> Leverage DEI LinkedIn Learning courses <input type="checkbox"/> Read Crucial Conversations: Tools for Talking When Stakes are High
Hold yourself accountable for DEI to your manager, your peers, and your team	<ul style="list-style-type: none"> <input type="checkbox"/> Proactively share your efforts to advance diversity, equity, and inclusion with your manager <input type="checkbox"/> Proactively check-in on your team members during times of political trauma (or other external traumatic events) <input type="checkbox"/> "Respect check" before responding by thinking before you respond to mitigate bias and ensure your response is respectful and inclusive <input type="checkbox"/> Speak up and speak out when you witness non-inclusive behavior
Be transparent, while maintaining boundaries	<ul style="list-style-type: none"> <input type="checkbox"/> Maintain confidentiality of all staff members <input type="checkbox"/> Admit mistakes when they are made <input type="checkbox"/> Deliver difficult news with kindness and compassion <input type="checkbox"/> Be open to course-correcting as new information is gained
Hold leaders accountable to lead inclusively	<ul style="list-style-type: none"> <input type="checkbox"/> Collect data that asks employees to rate how equitable, inclusive, and trustworthy their direct managers are <input type="checkbox"/> Ask employees about how included they felt and how fair they were treated during exit interviews <input type="checkbox"/> DEI is an essential leadership competency and leaders are rated on it in their performance reviews
Treat DEI as a part of the job function related to the goals of your company or department	<ul style="list-style-type: none"> <input type="checkbox"/> Include company DEI goals in the onboarding process as a part of the company's mission and vision <input type="checkbox"/> Allocate time and budget for DEI training and inclusive team building activities <input type="checkbox"/> Promote prioritization of DEI initiatives by providing resources that are useful for practical application in day to day job functions

About the Authors



Lisa D'Amore
AM General

Lisa is a staunch believer in continuous improvement both personally and professionally. She brings that belief to the DEI arena and works tirelessly to help others adopt the mindset of:

"No matter where you are on the journey there is another step forward available for you to make a difference. The CADIA Accelerator program is a great way to find that next step."



Marilyn
McGrone-
Conley
Honda

Marilyn believes that DEI is simply respecting individuals for who they are, and by acknowledging everyone's individuality, in an inclusive environment, embracing DEI will strengthen organizations.

"The CADIA DEI Accelerator Program and Capstone Project with this amazing cohort reinforced my passion for this work and provided a strong foundation, which I can build upon to support my company's inclusion, diversity, and sustainability efforts."



Jenn Mitchell
Padgett
General
Motors

Jenn is an inclusion and accessibility advocate driven by teamwork, relationship building, and embracing the unique perspective of every individual. She believes finding common goals unites teams and leads to broader success.

"Being a part of this CADIA course reinforced that while we all have unique lived experiences it is our differences that need to be embraced in order to drive greater advancement & innovation."



Mark Pickett
SAE ITC

Mark's passion is driving innovative solutions in a collaborative and inclusive environment to address industry challenges whether it's enhancing Warfighter capability or supporting a sustainable future:

"I believe dramatic, positive change is possible with diverse and inclusive teams. The experience with CADIA's Accelerator Program and this Capstone project reinforced this belief."



Kayce
Shepard
Naci Mai

As an advocate for underserved communities, Kayce recognizes the importance of preparing clients for advancement opportunities.

"DEI involvement is a personal responsibility and requires efforts by all to create a diverse, equitable and inclusive culture. The CADIA Accelerator program helped tremendously in seeing the need for a balanced approach to DEI efforts in order to achieve outcomes that are effective and sustainable."



Paige
Robnett
CADIA

Paige finds joy in helping leaders leverage their strengths to turn DEI ideas into action.

"Advancing, and sustaining, DEI change cannot happen without a dedicated, open-minded, and resilient community of practice. CADIA's Accelerator program offers that, and so much more."

Introduction

The authors of this white paper are part of a cohort of professionals engaged in the [Center for Automotive Diversity, Inclusion, and Advancement \(CADIA\) DEI Accelerator Program](#). At the beginning of our learning experience, we were challenged to identify a DEI obstacle in the manufacturing environment that we wanted to solve.

Our team felt strongly that *without engagement from middle managers, organizational change efforts will not succeed. DEI initiatives are no different*. After much deliberation, our team decided we wanted to explore what is working, what is getting in the way, and what it will take to better engage middle managers in DEI efforts.

Background

While advancing DEI is everyone's job, middle managers in any organization play a particularly important role in implementing DEI efforts. With an ever-changing and increasingly competitive global economy, companies that choose not to engage this core stakeholder group in DEI are likely [to fall significantly behind](#) their competitors when it comes to innovation and the ability to attract top talent. Leaders must find a way to ensure middle managers are at the forefront of this change effort.

Problem Statement

Understanding how important middle managers are to leading and sustaining long-term organizational change, *our team sought to identify and understand the challenges middle managers face when they attempt to advance DEI in their teams and across their organizations*. The purpose of this white paper is to provide specific best practices and recommendations to mobilize middle managers to prioritize and champion DEI efforts.

Key Definitions

Given the complexity of DEI, it was important for our team to establish shared definitions. When we reference DEI throughout the white paper, we mean:

- Diversity: differences - both visible and invisible - among a group of individuals
- Equity: fairness through differential access to ensure equitable access
- Inclusion: enables individuals to feel safe, respected, and valued for their contributions

Methodology

To explore our problem statement, our team designed and disseminated three distinct surveys to our networks. We received and analyzed survey responses from over 290 total respondents.

Survey #1

The first survey (Appendix A) was written and sent in April 2022. The purpose of survey #1 was to identify key themes we could use for future data collection. We wanted to source feedback on the appropriate questions to ask in order to adequately address DEI implementation specific to middle management.

Survey #1 was sent to approximately 60 individuals, of whom, 39 responded. The recipients were selected by each team member based on knowledge of their involvement in and awareness of DEI.

Survey #2

Information from the first survey was then used to draft a second, more in-depth survey (Appendix B). The second survey was designed to use additional data to focus on key themes identified initially in order to develop recommendations for DEI engagement across the enterprise.

Survey #3

The third and final survey (Appendix C) was similar to the second, and included open-ended questions to allow for respondents to provide additional feedback. The purpose of survey #3 was to confirm key themes, as well as allow respondents to provide feedback which may not have been included in the multiple choice questions.

It was distributed through as many channels as possible (e.g., the CADIA network, our individual professional networks, LinkedIn, etc.). We set a goal of receiving 200-300 responses and ultimately received 257 responses.

Data Analysis

We analyzed the survey data to provide the final findings and recommendations. Responses to the open-ended questions were reviewed and added to defined categories in order to include them in the quantitative analysis. Pivot tables were used to analyze responses across both the level of involvement with DEI and the management level of the respondents. Finally, statistical rules were applied to narrow the focus to the top two or three responses for each question.

Findings

Survey findings were broken down into the following categories:

- Enablers: What are organizations doing well to engage middle managers (i.e., success factors)?
- Barriers: What challenges exist to engaging middle managers in DEI?
- Opportunities: What should organizations do right now to engage their middle managers in DEI and set them up to lead this change effort?

Enablers

What did survey respondents think their company does well to engage middle management in DEI efforts? Regardless of their role within the company or level of involvement with DEI initiatives, 32% of survey respondents indicated that their companies do a good job of providing "opportunities to participate in DEI efforts and activities." Whether the opportunity is a Lunch and Learn, an ERG meeting, a Town Hall conversation or a community volunteer event, companies are creating opportunities for employees to engage.

The second highest rated successful element of DEI efforts, at 30% of responses, was "the communication of DEI efforts and activities." When considering the first response of creating opportunities, it is clear that companies who provide opportunities and make sure their employees are aware of those opportunities get better engagement.

The third conclusive outcome was that "mandatory" and "voluntary training" both rated at the bottom of the results for what companies do well. We know that [poor DEI training can do more harm than good](#), so we recommend organizations pay special attention to the quality of the training deployed.

Barriers

Taken as a whole, 47% of the responses to this question are "prioritization" and "resource availability". This made sense as the two are inextricably linked - we make resources available for things we prioritize and vice versa.

There were two interesting exceptions to these results. First, full-time DEI employees at the senior manager level or individual contributors listed "prioritization" and "accountability" as the top two challenges to engaging middle managers in DEI. The inclusion of accountability at this level appears to support the frustration full-time DEI practitioners have with employees who do not engage with DEI programs or initiatives.

The other exception to the top barriers being prioritization and resource availability came from individual contributors who "support but do not dedicate time to DEI at work". In this subgroup, the top two challenges to engaging middle management in DEI efforts were "awareness of what DEI is and why it is important", and "fear / comfort level". These responses take us back to the question of why training is something companies do not do well, and suggest that training can be improved by providing very clear information on these two topics.

Opportunities

Survey respondents highlighted three key areas that need to be addressed immediately. According to the data, the actions / improvements needed right now are:

- Senior management visibility, support and behavior (21% of responses)
- Communication of business goals and strategic priority for DEI (20% of responses)
- Allocate resources to support DEI initiatives (20% of responses)

What is particularly interesting related to this section of our surveys is that the lowest response (at just 12% of responses) highlighted that “improved communication about the benefits of DEI” was needed. While this makes sense in terms of communication being one of the things companies do well (albeit about a different aspect of DEI efforts), it points out a difference between the [widely disseminated “benefits” of DEI](#) and the “business goals and strategic priority” for DEI.

Typical benefits of DEI efforts including business case information about DEI, improved team performance, innovation, profits, it’s the right thing to do, etc. are far less important than how an organization aligns their DEI efforts with their overall business goals and strategy. The need for employees to understand the direct benefit of DEI to their company, and therefore their employment, is second only to having their senior leadership’s support for DEI initiatives.

Also, keeping in mind that the engagement of middle management was the basis for the question, it is worth noting that respondents did not ask middle managers to actually do anything. The request came from all levels and was directed at senior managers to help middle managers engage.

Findings by Level

Senior Leaders

When we segmented the data for senior leaders, we discovered that over 50% of senior leader respondents were volunteer DEI leaders at work. It is encouraging to find that over half of senior leaders who participated in the survey are actively working to advance DEI efforts as volunteers and do this in addition to the jobs they were hired to do.

The other key finding that senior leader responses made known was that 22% of them believe their personal lack of visibility, support, and behavior promoting DEI is something that needs to be addressed. This is a great example of self-reflection and honesty.

Middle Managers

Middle managers were also well-represented with DEI engagement at their companies, with nearly 40% identifying as volunteer DEI leaders at work. Our findings show that respondents are well above the 25% tipping point of engagement required to enact meaningful social change, as research shows in a recent study published in [Tomorrow in Science](#).

Results indicate that the focus should be on the *perception* that middle management is not engaged in DEI initiatives. Perhaps they do the best they can and want to do more. Our study shows that they need the authority to prioritize the work and the resources to accomplish it.

Individual Contributors

Survey data showed that approximately 35% of individual contributors do not formally volunteer their time to advance DEI, but try to attend DEI events when they can. Implementing performance goals / metrics was not in the top three opportunities to improve engagement with DEI initiatives, but did consistently garner between 15-20% of responses.

If more individuals do not make an effort to engage in DEI events, we predict more organizations will integrate DEI in performance evaluations since studies have shown that including DEI engagement as part of an employee's goals and objectives increases participation. Learn more about [setting DEI and inclusion goals here](#).

Other Findings

Accountability did not finish in the top results for barriers when all responses were combined; however, it is worth noting that it was the highest rated barrier for subgroups who were full-time DEI employees. The writing is on the proverbial wall -- it would be wise to prepare for the day when a lack of accountability is what companies face as the greatest barrier to engaging middle management in DEI.

Conclusions

Key Takeaway One: Support from Senior Leadership is Critical

The biggest takeaway our research provided is that *middle managers do not have the positional power to make sustainable DEI change without the direct support from senior leaders*. We found that it is actually up to an organization's most senior leaders to:

1. Continue to communicate about and provide opportunities for employees to participate in DEI activities
2. Include and prioritize DEI in business planning for the company by creating goals that support DEI and align with the overall business strategy
3. Allocate sufficient resources to DEI efforts
4. Become visible examples of inclusive leaders through their actions and behavior
5. While leading by example, hold middle managers accountable for creating an inclusive environment within their teams

Key Takeaway Two: Treat DEI Like Safety

As we reflected on what we've learned through this project, our team kept coming back to how different things would be if *organizations thought about DEI the same way they think about safety*.

Having a safe organization is non-negotiable, right? Especially in the automotive space. After major product recalls, we see companies scramble to do root cause analysis and improve to kick their safety policies and protocols into high gear. Just like DEI, safe organizations are not only the right thing to do (it literally saves lives), it also saves the organizations money, preventing them from expensive lawsuits and losing customer trust.

Just like advancing DEI, ensuring employees follow safety protocols is a *massive organizational change effort*. Companies have dropped everything to get laser focused on safety. The outcome? [They've seen great results](#). It turns out that focusing time, energy and resources into large-scale organizational change efforts actually works.

Could you imagine if after a safety recall, an organization's response was to offer a one-time online training and create a volunteer Committee, with no support from leadership?

If organizations thought about DEI the same way they thought about safety, we would see:

- A vocal and visible commitment to DEI from every leader in the organization. If leaders weren't on board, they would be held accountable and asked to leave.
- DEI as a recurring meeting agenda item, encouraging or asking team members to share why this work is personally important to them and asking team members to research and report on emerging DEI best practices.
- Resources allocated (time, staff, equipment, etc.) to proactive efforts to weave DEI into the culture of the organization.
- New policies emerge that hold leaders and staff accountable to creating a diverse, inclusive and equitable work environment.
- Innovative, and frequent, internal communication around DEI that repeats the same message through different and creative channels.
- Proactive and frequent audits and process improvements to ensure behavior change.
- Realistic, yet ambitious, targets set with incentives to motivate people to reach those goals.

[Click this link to learn what General Motors has done](#) to ensure DEI is considered part of the company's overall business strategy

Recommendations

While the focus of this study was on engaging middle managers, our findings revealed that there are things that anyone, at any level, can do to advance DEI and create a more engaged, productive, and healthier work environment. The recommendations below are informed by both the survey findings and our combined DEI experience. They are organized by recommendations and observable behaviors that will allow leaders to develop a roadmap for individuals, people managers, and senior leads to advance diversity, equity, and inclusion efforts. We encourage people at any level to review and incorporate these suggestions into their daily work routine.

"A courageous culture connects its values to specific behaviors so people know what is expected, encouraged, and rewarded within their team and organization." - Brene Brown

INDIVIDUAL <i>Recommendations for anyone (individual contributors, people managers, and senior leaders)</i>	
Recommendations	Observable Behaviors
Scale up your own DEI knowledge and awareness	<ul style="list-style-type: none"> <input type="checkbox"/> Educate yourself on what DEI is and what it means for the sustainability of your company <input type="checkbox"/> Read SHRM's Managing Organizational Change Toolkit <input type="checkbox"/> Participate in the Winters Group's 21-Day Challenge for Diversity, Equity, Inclusion and Justice <input type="checkbox"/> Participate in United Way's 21 Day Equity Challenge <input type="checkbox"/> Leverage DEI LinkedIn Learning courses (e.g., Empathy at Work, Unconscious Bias) <input type="checkbox"/> Read Crucial Conversations: Tools for Talking When Stakes are High
Be a vocal DEI champion	<ul style="list-style-type: none"> <input type="checkbox"/> Be able to authentically and courageously explain why you, personally, are invested in DEI <input type="checkbox"/> Study and understand the company's DEI goals and communicate them to your team <input type="checkbox"/> Post company DEI events on your personal and professional communication channels <input type="checkbox"/> Promote internal and external DEI events to your team, encouraging them to attend
Support your organization's DEI initiatives	<ul style="list-style-type: none"> <input type="checkbox"/> Attend your organization's DEI events (e.g., ERG events, keynote speakers) so people see your support. If you do not identify with the dimension of diversity the ERG is centered on, practice active listening <input type="checkbox"/> Ask to sponsor or even host DEI events (e.g., roundtables) <input type="checkbox"/> Support participation of community activities promoting DEI during work hours

<p>Plan inclusive team meetings</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Plan meetings with enough notice <input type="checkbox"/> Share an agenda and pre-work ahead of time <input type="checkbox"/> Ask for (and honor) scheduling preferences whenever possible <input type="checkbox"/> Be aware of who isn't invited to the meeting, ask why not, and how to bring them in <input type="checkbox"/> Learn to pronounce everyone's name as well as their pronouns <input type="checkbox"/> Invite DEI Leaders to speak at team meetings to share DEI company strategy and targets
<p>Facilitate inclusive team meetings</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Start meetings with non-work check-ins or by asking everyone to answer the same question <input type="checkbox"/> Incorporate DEI-related ice breakers at the beginning of your team meetings (e.g., Diversity Bingo) <input type="checkbox"/> Create and continue to use a team agreement to align on team norms <input type="checkbox"/> Create opportunities for people with different processing styles to contribute (silent reflection time, hear from everyone, post-it notes, zoom chat, etc.) <input type="checkbox"/> Amplify ideas and give credit where it's due <input type="checkbox"/> Pay attention to who is not speaking <input type="checkbox"/> Thank people and show gratitude <input type="checkbox"/> Mitigate interruptions <input type="checkbox"/> Share a personal story of inclusion (or exclusion) and invite your team to do the same
<p>Hold yourself accountable for DEI to your manager, your peers, <i>and</i> your team</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Proactively share your efforts to advance DEI with your manager <input type="checkbox"/> Share DEI best practices and lessons learned with your peers <input type="checkbox"/> Hold 1:1 conversations about inclusive behaviors <input type="checkbox"/> If your organization or leaders have inflicted harm, apologize authentically and with humility to make amends <input type="checkbox"/> Proactively check-in on your team members during times of political trauma (or other external traumatic events) <input type="checkbox"/> Create a habit of writing your staff on a regular cadence, instead of writing your staff after every single traumatic event <input type="checkbox"/> "Respect check" before responding by thinking before you respond to mitigate bias and ensure your response is respectful and inclusive <input type="checkbox"/> Speak up and speak out when you witness non-inclusive behavior
<p>Be transparent, while maintaining boundaries</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Say exactly what you mean, even if it's difficult to share <input type="checkbox"/> Maintain the confidentiality of all staff members <input type="checkbox"/> Admit mistakes when they are made

	<ul style="list-style-type: none"> <input type="checkbox"/> Encourage everyone to speak their mind while clearly explaining how decisions will be made <input type="checkbox"/> Deliver difficult news with kindness and compassion <input type="checkbox"/> Be open to course-correcting as new information is gained
Be open-minded and practice vulnerability	<ul style="list-style-type: none"> <input type="checkbox"/> Don't make assumptions about what DEI is <input type="checkbox"/> Remain curious and ask open-ended questions to learn more <input type="checkbox"/> Be willing to have uncomfortable conversations. It is in times of discomfort that you experience the most growth <input type="checkbox"/> Share more about yourself <input type="checkbox"/> Share your personal circumstances and unexpected needs as they arise <input type="checkbox"/> Acknowledge and take accountability for past mistakes and emphasize your desire to learn <input type="checkbox"/> Admit when you don't know the answer and ask for help
Build meaningful relationships with your team members	<ul style="list-style-type: none"> <input type="checkbox"/> Schedule regular one-on-one check-ins with team members <input type="checkbox"/> Ask how your team members are "really doing" <input type="checkbox"/> Respect what your direct reports choose to share, and what they choose not to share, about their personal lives <input type="checkbox"/> Ask about their long-term professional goals and how you can support them in reaching those goals

TEAM	
<i>Recommendations for anyone that leads a team (middle managers and senior leaders)</i>	
Recommendations	Observable Behaviors
Build a strong foundation for DEI on your team	<ul style="list-style-type: none"> <input type="checkbox"/> All leaders on the team can explain why they personally care about DEI <input type="checkbox"/> Ensure there are not only well-understood values for your team, but there are clear, observable behaviors that explain each value <input type="checkbox"/> Create a team-specific DEI Action Plan and begin tracking DEI interventions and progress <input type="checkbox"/> Recognize DEI champions and advocates
Initiate interactions with employees who are not a part of your network	<ul style="list-style-type: none"> <input type="checkbox"/> Do a "network check": Is there diversity in your network? <input type="checkbox"/> Expand your network by participating in activities with others outside of your network <input type="checkbox"/> Avoid applying biases to groups of people outside of your network
Make project assignments equitably	<ul style="list-style-type: none"> <input type="checkbox"/> Give others that you would normally not consider an opportunity to perform and execute team projects <input type="checkbox"/> Ask (rather than assume) if a team member would or would

	<ul style="list-style-type: none"> not want an opportunity <input type="checkbox"/> Increase transparency of opportunities by asking the whole team for volunteers <input type="checkbox"/> Create greater access to opportunities <input type="checkbox"/> Create clear and reasonable role clarity, expectations, and timelines for projects <input type="checkbox"/> Implement reasonable workloads and timelines <input type="checkbox"/> Take something off the plates of their direct reports before adding something new
Develop your team through a DEI lens	<ul style="list-style-type: none"> <input type="checkbox"/> Provide training to all team members to develop skills necessary for areas of opportunity <input type="checkbox"/> Create formal mentorship or sponsorship opportunities for employees who have been historically excluded <input type="checkbox"/> Make it a point to mentor and sponsor someone with a different background <input type="checkbox"/> Keep a running list of your people and their goals. <input type="checkbox"/> Promotion and hiring criteria are shared far in advance of an opening so that people may work towards their goals
Treat DEI as a part of the job function related to the goals of your company or department.	<ul style="list-style-type: none"> <input type="checkbox"/> Include company DEI goals in the onboarding process as a part of the company's mission and vision. <input type="checkbox"/> Allocate time and budget for DEI training and inclusive team building activities <input type="checkbox"/> Promote prioritization of DEI initiatives by providing resources that are useful and purposeful for practical application in day to day job functions
Revise your team's processes and systems through a DEI lens	<ul style="list-style-type: none"> <input type="checkbox"/> Identify areas in your processes that would benefit from a diverse perspective or diversity of thought <input type="checkbox"/> Improve work products by slowing down the processes to create them in order to allow differing opinions, especially prior to key milestones <input type="checkbox"/> Integrate DEI into core organizational structures, policies, systems, and practices <input type="checkbox"/> Review current documented processes for inclusive language <input type="checkbox"/> Cultural norms are explained to new hires during orientation, such as when and how different communications channels are used, strictness around time and deadlines, indirect v. direct communication styles, expectations around off-hours work or social events, etc. <input type="checkbox"/> There are clear roles and responsibilities
Work towards greater diversity on your team through hiring efforts	<ul style="list-style-type: none"> <input type="checkbox"/> Job descriptions are accurate, relevant, and list non-negotiable salaries <input type="checkbox"/> HR regularly reviews salaries for pay equity <input type="checkbox"/> Demand diversity in talent pools (e.g., Challenge Talent

	<p>Acquisition when your talent pool is not diverse)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Expand selection criteria by considering traditional and non-traditional educational and cultural experiences <input type="checkbox"/> Ensure diverse slates of candidates and interview panels
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ORGANIZATION
Recommendations for those with the greatest positional power and decision making authority in an organization (senior leaders, executive team)

Recommendations	Observable Behaviors
Build a strong foundation for DEI at your organization	<ul style="list-style-type: none"> <input type="checkbox"/> Understand your organization’s DEI maturity by benchmarking your progress using the Global DEI Benchmarking Tool <input type="checkbox"/> Ensure key terms (e.g., diversity, equity, and inclusion) are defined and understood by all team members <input type="checkbox"/> Co-create a collective vision for diversity, equity, and inclusion for your organization through a participatory and inclusive process <input type="checkbox"/> Proactively consult DEI volunteers and staff to ask for their input and expertise <input type="checkbox"/> Provide volunteer DEI structures (e.g., Council/Committee, ERGs) formal power, influence, and resources
Re-communicate the value DEI will bring the organization	<ul style="list-style-type: none"> <input type="checkbox"/> A clear DEI value proposition exists that is unique to the organization and is not just tied to the business case for DEI <input type="checkbox"/> Be transparent about where we are vs. where we need to be, <i>and why</i> <input type="checkbox"/> Ensure internal communication is in alignment with the company’s DEI strategy
Allocate DEI resources	<ul style="list-style-type: none"> <input type="checkbox"/> A full-time DEI leader is given decision-making power and authority and sits on the Executive Team <input type="checkbox"/> Hire full-time dedicated DEI staff to plan and implement DEI strategy <input type="checkbox"/> A budget has been allocated to implement DEI initiatives, ranging from Employee Resource Groups, training opportunities, to salaries for full-time staff <input type="checkbox"/> Compensate leaders of volunteer Employee Resource Groups and/or DEI Councils/Committees
Create, implement, and track SMART DEI goals for the organization	<p>Use the organization’s maturity level and the DEI vision to set SMART organization-wide DEI goals beyond diversity metrics:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Specific: Goals are not vague and lofty (e.g., “Our team will be more diverse”) <input type="checkbox"/> Measurable: There are numerical goals in place to measure

	<p>both progress and long-term success of DEI initiatives (e.g., targets for participation in DEI team activities)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Achievable: Every goal is realistic and considers the resources and bandwidth the organization has available <input type="checkbox"/> Relevant: Goals are appropriate for the specific DEI maturity of the organization or team (e.g., It wouldn't be appropriate to set specific hiring goals if the organization doesn't have a tracking system in place to measure dimensions of diversity) <input type="checkbox"/> Time-Bound: Attach a specific deadline to every goal
<p>Revise your organization's processes and systems through a DEI lens</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Allocate a percentage of the leader's pay to DEI goals <input type="checkbox"/> Conduct pay equity audits frequently, with any inequities resolved within a quarter <input type="checkbox"/> Implement multiple mechanisms for feedback across the organization
<p>Hold leaders accountable to leading inclusively</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Collect data that asks employees to rate how equitable, inclusive, and trustworthy their direct managers are <input type="checkbox"/> Ask employees about how included they felt and how fair they were treated during exit interviews <input type="checkbox"/> DEI is an essential leadership competency and leaders are rated on it in their performance reviews
<p>Create external community focused opportunities through a DEI lens</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Allocate paid time off for team members to volunteer with organizations that advance diversity, equity, or inclusion <input type="checkbox"/> Volunteer as a team for a day to foster conversation and social engagement between team members

Appendices

Appendix A: Additional DEI Resources

General Resources

- [Global DEI Benchmarks](#) (The Centre for Global Inclusion)
- [21-Day Challenge for Diversity, Equity, Inclusion and Justice](#) (The Winters Group)
- [How to Hire a DEI Consultant](#) (Brevity & Wit)

Articles

- [Want a successful diversity and inclusion strategy? Get middle management buy-in](#) (ChartHop)
- [What Transparency and Accountability Look Like in Organizations](#) (Greater Public)
- [How to Reach Middle Managers](#) (DiversityInc)
- [Four Ways to Drive Accountability for DEI in Your Organization - Seramount](#) (Seramount)
- [The Toyota Way: How the automotive giant manages health and safety](#) (Manufacturing Digital)

Books

- [Leading Global Diversity, Equity and Inclusion: A Guide for Systemic Change in Multinational Organizations](#) (Rohini Anand)
- [The Wake Up: Closing the Gap Between Good Intentions and Real Change](#) (Michelle Mijun Kim)
- [Equity: How to Design Organizations Where Everyone Thrives](#) (Minal Bopaiah)

Podcasts

- [The Will To Change: Uncovering True Stories of Diversity & Inclusion](#)
- [hoose Inclusion Podcast](#)
- [Inclusion Works](#)

Ted Talks

- [How to Get Serious about Diversity and Inclusion in The Workplace](#)
- [Competition Breeds Excellence](#)
- [How Diversity Makes Teams More Innovative](#)
- [Inclusion, Not Just Diversity](#)

Appendix B: Surveys

[Link to survey one](#)

[Link to survey two](#)

[Link to survey three](#)