

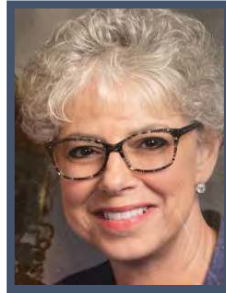
How to Reach People Who Don't Think DE&I is a Priority

Capstone Group #17
Spring 2023

Who are we?



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Program Manager
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The WHY?

DE&I Efforts are:

Deep
Complex
Evolving Continuously
Critically Important
To our **People**
To our **Business**



We know that educating individuals combined with effective communication are key to **DE&I Growth**

Our Process

- 2-3:
 - DE&I topics open discussion
- 2-10:
 - **Idea!** Selected a project scope where we can tackle many DE&I topics at once
- 2-16:
 - Review Idea with sponsor & gain agreement
- 2-24:
 - Select card topics & divide work
- 3-3 to 4-14:
 - Seek feedback, fine tune our final deliverable & prepare presentation materials



Keys to Success!

- Trust
- Open & Honest Discussion
- Equal Participation & Equal Effort
- Passion for DE&I

This project was inspired by the card deck created by Franklin Covey® for HR related conversations.

The goal is to provide a similar type of card deck to help guide difficult DE&I conversations with employees or colleagues.

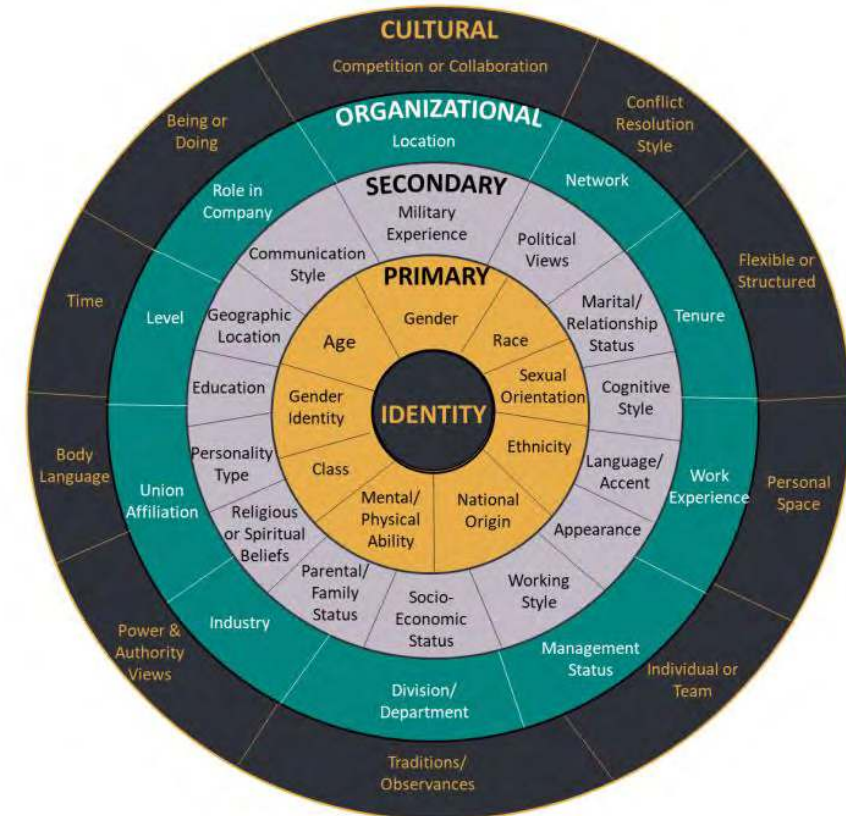
- A. *How does diversity apply to me?* Understanding the Diversity Wheel. **Lead: Jennifer McGrew**
- B. Addressing Resistance to DE&I Initiatives. **Lead: April Thomas**
- C. *DE&I can help to level the playing field so that everyone has a chance to do their best.* Equity vs. Equality. **Lead: April Banner**
- D. *Why should I care about DE&I?* Personality Types: How to use personality types for stakeholder buy-in. **Lead: Jennifer Davis**
- E. *Using mentoring to bring people together.* Boosting DE&I with mentoring. **Lead: Toria Turner**
- F. *How can I better communicate?* – Empathy. **Lead: Julie Williquette**
- G. *I'm not doing anything to discourage diversity.* How to identify and create awareness of "micro-aggressions". **Lead: Alethea Diaz**

A. The Diversity Wheel

Diversity is everything that makes you who you are and what makes you different from someone else, including but not limited to, race, ethnicity, gender, gender identity, sexual orientation, age, social class, physical ability or attributes, religious or ethical values system, national origin, and political beliefs.

The Diversity Wheel provides an overview of the different layers of diversity that are present and active in your workplace or environment.

The dimensions of diversity can be broken down into two categories – **primary dimensions**, which can't be changed, and **secondary dimensions**, which we have some control over.

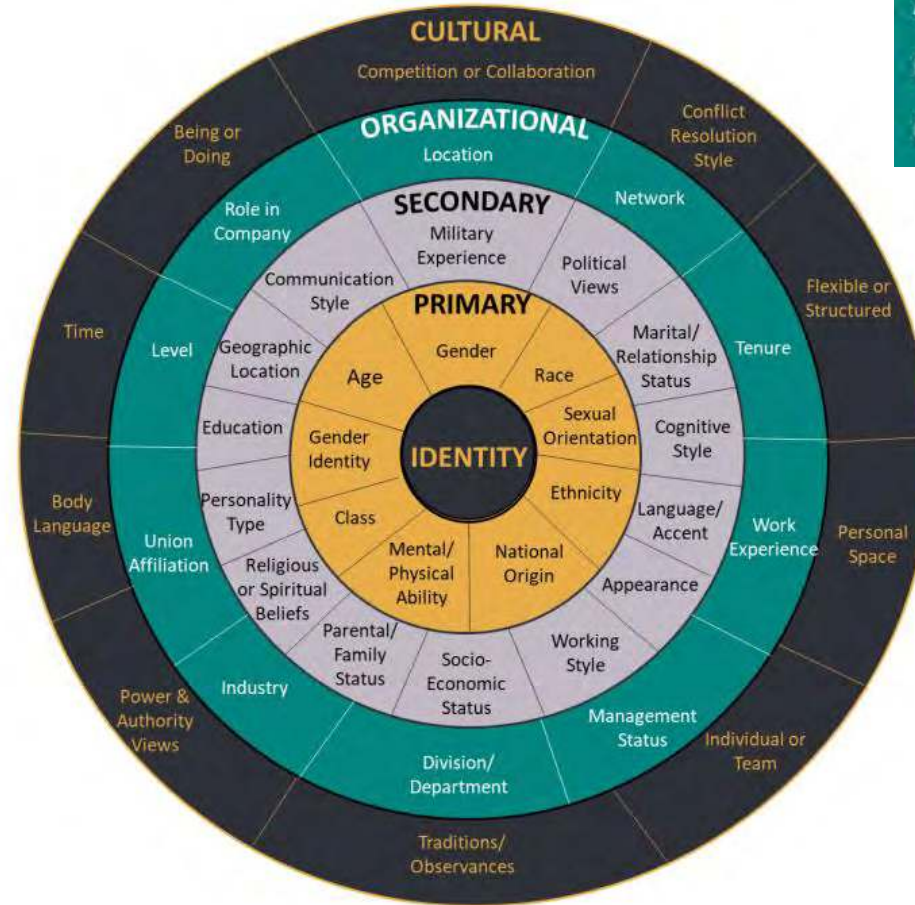


A. The Diversity Wheel

IDENTITY: Sense of self, how you see yourself, characteristics that define you, including personality. Shapes our self image and world view.

PRIMARY: Most powerful characteristics, inborn, inherent, have a significant impact on early socialization and future life.

SECONDARY: Acquired, can be modified or discarded.



ORGANIZATIONAL: Attributes that contribute to workplace experience.

CULTURAL: Traits, behaviors, preferences or values shaped by culture. Key elements in how we define ourselves as individuals or as a group identity.

A. The Diversity Wheel

How to use the Diversity Wheel

- Invite participants to locate their characteristics on the Diversity Wheel and then discuss how they identified themselves (i.e., their Diversity Story) and what they noticed when they put their characteristics into the areas of the wheel.
- **Example:** I identify as a (primary) female, white, straight, cis-gender, (secondary) married, English-speaking, American, non-practicing Christian, (organizational) defense industry, experienced, low-level, (cultural) structured, and introverted.

Education



Personality Type

Logistician (ISTJ-T) The Logistician is a very reliable personality type, often priding themselves on – and deriving their self-respect from – their practicality and integrity. But their strong work ethic and sense of duty means they too often find themselves shouldering responsibilities that should rightly fall onto others.



Industry - Defense



Cis-gender Female



U.S. Citizen

Married



B. Addressing Resistance to DE&I Initiatives

The “business case” for DEI:

- Benefits company’s bottom line
- Implies historically under-represented groups an interchangeable business asset
- Tokenization drives qualified talent out of organizations
- Creates disengagement from DEI efforts by majority groups
- Implies that valuing and promoting DEI is subject to change

The “fairness case” for DEI:

- Moral grounds of fairness and equal opportunity for all; it’s just the right thing to do
- Less harmful messaging to both historically under-represented groups and majority groups
- When DEI is woven into the fabric of the company’s values, it is not subject to changes in business conditions or economy and not up for debate

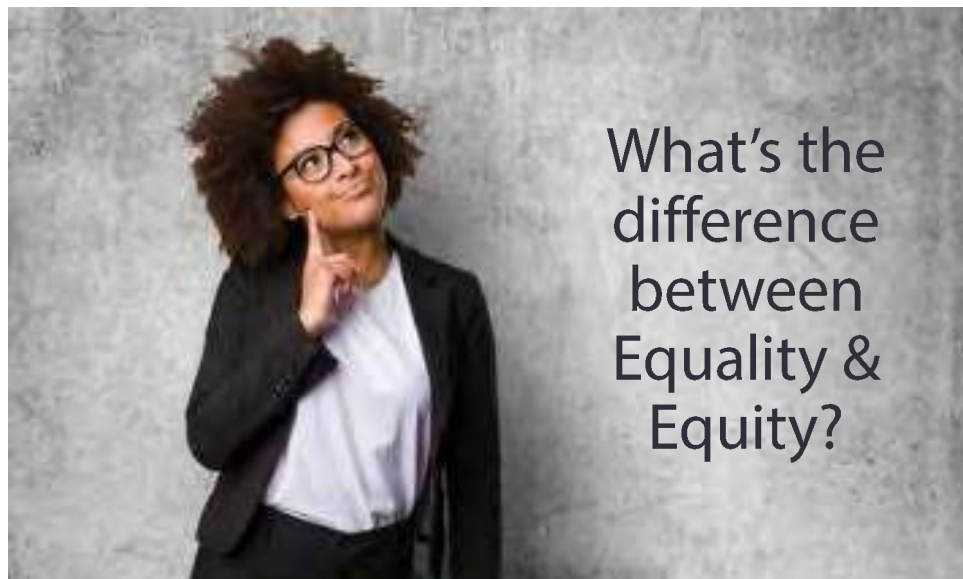
When compared to a fairness case for diversity, studies show making a business case may lead to under-represented groups feeling less sense of belonging and raises concerns that candidates may be stereotyped and viewed as interchangeable with other members of their identity group.

B. Addressing Resistance to DE&I Initiatives

For individuals who are in the majority and may want to engage but don't know how or are resistant to DEI efforts because they believe it is unfair and personally disadvantageous, you can:

- Ask questions to understand why DEI efforts are perceived as unfair
- Address uncomfortable feeling around conversations about DEI by offering education and training courses and invitations to events
- Describe “curb-cut effect” to address zero-sum game belief: DEI benefits everyone!
- Make it personal and highlight intersectionality: Majority group members are also part of under-represented/marginalized groups at times (e.g., neurodiverse individuals, veterans, disabilities, first-gen college students, LGBTQ+)
- Highlight career advancement: Leadership opportunities expand with DEI behaviors competency; fostering an inclusive culture strengthens candidacy for promotions
- Focus on relationship building: Provide mentoring and sponsorship opportunities
- Accept that there are individuals who will refuse to participate

C. Equality vs. Equity



When we think about some aspects of work, for example:

- Pay
- Benefits
- Opportunity for Advancement
- Training

We know it is **Equality** that ensures we all receive the same benefit in each of these categories. To not provide **Equality** in areas like these would be illegal.



Equality means that each individual or group of people, is given the same resources or opportunities.

Equality is applicable regardless of where people come from, what they believe or the way they were born.

C. Equality vs. Equity

When it comes to an individual's ability to participate fully in work, this is where Equality falls a little short.

For example, if our company paid us to ride bicycles, do you think all four of these people have the same opportunity to be successful in that work?

Equality



Of course not. Only one of these four individuals has been given the appropriate tool to do the job.

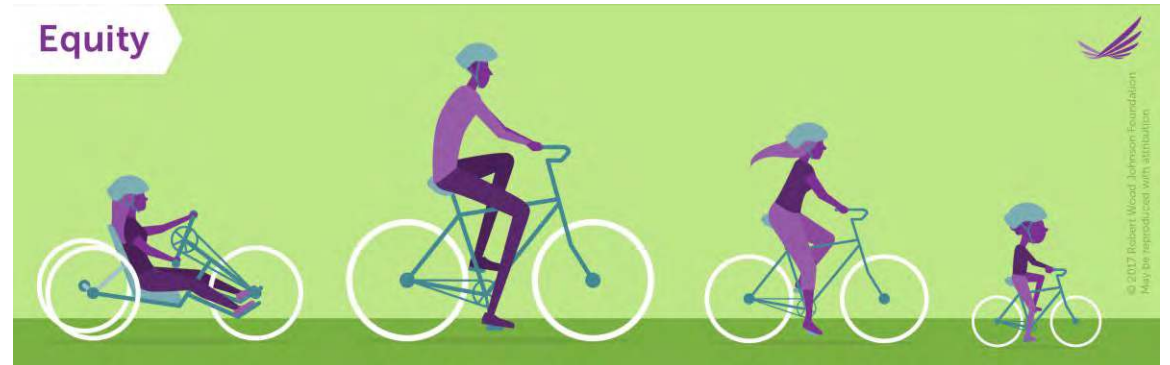
One of our employees can't ride the bicycle at all and two others are struggling to be successful.

Equity recognizes that each person has different circumstances and allocates the exact resources and opportunities needed to reach an equal outcome.

Here we see that each person has been provided with an appropriate resource. An appropriately sized bicycle or tricycle, and therefore each of them has an equal chance to participate and be successful.

That is the power of **Equity**!

Equity



C. Equality & Equity

Now that we understand a little bit more about both the differences and the benefits of **Equality & Equity**, let's work to ensure we offer both in our company.

Each of us has our own special mix of skills, talents and differences that we bring to work. By providing both **Equality & Equity** in our company, we can ensure that each of us are treated fairly, provided with the same pay and benefits, as well as the opportunity to make a positive impact at work.

Remember, we are stronger together.

Let's work to build **Equality & Equity** into everything we do!



Tips & Tricks for Difficult Conversations around Equality & Equity

- Do you have a peer who is struggling to see the value of equity?
 - ❖ **Individual** - Try sharing an impactful personal story with them
 - ❖ **Systematic** - Give examples of policy and how the workplace could be negatively impacted if Equality & Equity are not provided
- Do you have a direct report who's actively voicing negativity about a work accommodation provided to another employee?
 - ❖ **Individual** - Try explaining how that individual might feel or how their life may be affected if the accommodation was unavailable to them
 - ❖ **Systematic** - Reinforce the requirement to treat everyone fairly and your expectation of them as a direct report

D. STAKEHOLDERS BUY-IN

Introduction

Gaining buy-in when implementing Diversity, Equity and Inclusion

First, lead with Inclusion (Big “I” and little “d”). For this tip, use Meyers Briggs personality types as a tool to gain buy-in.

For example, the most prevalent personality types among engineers and scientists are ISTJ and ESTJ. Both types are results-oriented and are practical, good traits for these stakeholders.



D. STAKEHOLDERS BUY-IN

Within the engineer and scientist fields, the most prevalent personality types are Introverted, Sensing, Thinking and Judging (**ISTJ**) and Extroverted, Sensing, Thinking and Judging (**ESTJ**)

For this example, avoid appeals to emotion and personal arguments, and instead, lay out the facts logically. Encourage them to be a part of the change and use data to help them see the benefits to inclusion and diversity



ISTJ = Reserved, loyal, logical and strong willed.

Give strong, logical reasons for the change to take place. Be very clear about the order of the change (deadlines, expectations, goals). Use facts to back up your reasons for the change. Give them time to process the change privately before expecting a lot of discussion.

ESTJ = Dependable, Hard working, and self confident

Tend to accept it if the goal is pragmatic and logical. They want to have a certain amount of control when change occurs and will be irritated if they are expected to just sit around and “let things happen”.



For more information on personality types please visit Meyers Briggs Website: mbtionline.com

D. STAKEHOLDERS BUY-IN

How to implement

- Assess your workforce with Meyers Briggs
- Once you have a read on your audience, you can proceed with what information your workforce will need to embrace change.
- If the majority of your workforce needs data. Benchmark where you are and where you want to go.
 - Example: If you see only males in your populations make a clear goal on what you want to see and ensure all stakeholders have tools to help them realize your goals. Keep in mind, if you want to see more women represented make sure to review the positions that are vacant and be intentional on hiring younger associates that are the makeup of what you need in the future to be more diverse. This will help in shaping your future workforce (Forbes, <https://www.forbes.com/sites/sap/2016/11/02/diversity-and-inclusion-why-you-need-both-and-how-data-can-help-you-achieve-them/?sh=1dafc0a747f8>)
 - Solution is not quotas. If we know we need 50 more women in leadership roles, don't just hire women. Create an environment that enables a balanced number of women and men to rise to leadership positions
<https://www.forbes.com/sites/sap/2016/11/02/diversity-and-inclusion-why-you-need-both-and-how-data-can-help-you-achieve-them/?sh=1dafc0a747f8>
 - You might find you have a mixture in your workforce, as we know 20% accept change right away, 60% wait to see how others react and 20% may never get onboard with the change.
 - Personality profiles will give you an idea of how to speak their preferences, lead with that in mind.

E. Boosting DE&I with Mentoring

Reverse Mentoring

- Pairing seasoned/experienced employees with newer employees that have DEI certification. The newer employees will be the ones to provide information on latest findings, business technologies, and have input on the state of inclusion with in departments while offering fresh insight on employee experiences.

Career Mentoring

- Traditional 1-on-1 format focusing on career advancement as a apart of a robust DEI strategy showing organizational investment in employees and illuminate a path to advancement with in the organization. This helps to identify opportunity for promotions and increased pay.

Buddy Program

- New hires are paired with seasoned employees with DEI certification to informally share knowledge and stay informed. This can be a 6 month – 1 year program.

Mentoring Circles

- Peer-to-peer format which enables employees to find co-workers who have different backgrounds from themselves. This helps to create a learning environment and safe space where people from all walks of life can thrive. This also empowers employees through empathy and respect. This will take place after having DEI training, perhaps being woven into a DEI training series on the 4th or 5th class.

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Why reverse mentoring?

- Empower knowledge sharing between employees of different backgrounds
- Deepen the connections between employees and senior management
- Foster feedback across departments and roles

Why career mentoring?

- Constantly improving employee retention
- Support employees' development and achievements
- Deliver ascendable programs and make them cost effective

Why the buddy program?

- So that new hires feel safe and welcomed
- So that new hires are informed and know there is forward movement

Why mentoring circles?

- Build intra-organizational personal relationships
- Facilitate collaborative learning and knowledge sharing

F. How can I better communicate - Empathy

What is Empathy?

The dictionary definition is the ability to share someone else's feelings or experiences by imagining what it would be like to be in that person's situation

Empathy helps people better connect and communicate with each other

Empathy is understanding how others feel and being compassionate towards them



Empathy is not just something you are born with, it can be learned

Empathy can make you a better manager, worker, friend, it can even make you a better parent

F. How can I better communicate - Empathy

Put yourself in the right frame of mind

- Remember, Empathy applies to everyone, minority and majority
 - ☐ Try to imagine yourself belonging to the same dimensions of diversity as the person with whom you are communicating.
 - ☐ How would your life be different?
 - ☐ What types of situations might make you uncomfortable?
- Pay attention to the details.
 - ☐ When you are in a meeting, make sure everybody's voice is heard
 - ☐ Make sure everyone has the same opportunity to share ideas
 - ☐ Make sure that no one is being left out or made to feel not part of the group



F. How can I better communicate - Empathy

Thought Starters

- Ask Questions/have conversations/make small talk with people who are different from you
 - Share your hobbies and ask about theirs. Listen.
 - Share what you did this past weekend and ask if they did anything special/interesting, then follow up with appropriate questions.
 - Ask their opinion on something that may have changed recently at the office, a new process/procedure, change in the cafeteria, changes to the organization
 - Find similarities between you those from other dimensions of diversity. Do you like the same music, food, TV shows, etc.
- Try something new or go some place where you might be considered the minority
 - Join an ERG/BRG meeting where you would be the ally



How does it look like:

G. How to identify and create awareness of "micro-aggressions"



Ignoring what has been said instructed, and asking other people for clarity and confirmation.

You should smile more

Dismissing an individual's opinion perspective

I don't see color

Ignoring colleagues in the meetings and in the work place.

So, what are you?

Making assumptions about skills, abilities, temperament of the individual based on stereotypes

You don't act like other gay guys

Scheduling meetings or events that conflict with religious observances or obligations

A lack of awareness of personal space and personal boundaries which can lead to uncomfortableness.

Following someone around the store because you think they will steal

Eye rolling when someone mentions feeling invalidated

You speak English quite well

Definition: A statement, action, or incident regarded as an instance of indirect, subtle, or unintentional discrimination against members of a marginalized group such as a racial or ethnic minority.

G. How to identify and create awareness of "micro-aggressions"

3 ways to react when facing micro-aggressions:

1. Let it go - choose not to address offensive comments in the workplace because they are pervasive yet subtle,
2. Respond immediately - Immediacy is an important component of correcting bad behavior. But this approach can be risky. The perpetrator might get defensive.
3. Respond later - A more tempered response is to address the perpetrator privately at a later point to explain why the microaggression was offensive.

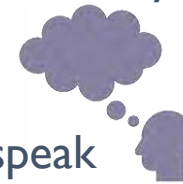


How to avoid!

1. Think before you speak
2. Be open to discuss and ask questions
3. Be an ally

What to do when you commit micro-aggressions:

1. Don't react defensively
2. Take it seriously
3. Acknowledge the impact and apologize
4. Show humility by asking questions
5. Consider where the micro-aggression came from
6. If you witness micro-aggression, be an active bystander.



Any Questions?

CHANGE
BEGINS WITH
YOU

APPENDIX



□ *“The way to get started is to quit talking and begin doing.”*

□ *Walt Disney*

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A Jennifer McGrew

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DE&I Card Deck



Whether you are an individual endeavoring to have a constructive conversation with a peer or you are a leader bringing your team along their DE&I journey, consult this card deck for key DE&I educational information as well as ideas focusing on the why behind DE&I work.

Lessons Learned

- Be curious, not judgmental
- Don't just talk the talk, ask what action can you take?
- Seek true understanding
- Keeping an open mind leads to positive progress
- Open & honest communication is key
- Diverse feedback creates a better outcome
- Mentorship is truly beneficial and should be sought out
- Be empathetic and give yourself & others grace