

Center for Automotive Diversity, Inclusion & Advancement

Team 2 Capstone Project: A Roadmap to Developing a DEI Strategic Plan

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The Roadmap to a Strategic Plan



Organizational Context

What is your why?

What are your business capabilities?



Where are you on the Maturity Model?

Establish a guiding coalition

Collect and analyze data

Meet with key stakeholders to set goals/priorities



Establish a change management process

Active & viable sponsorship

Prioritized employee engagement & participation



Measure goals

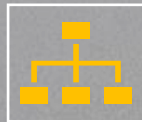
Make any necessary adjustments

Frequent and open communication



Strategic Plan

Step 1



ORGANIZATIONAL CONTEXT

What is Your Organization's Why?

- Is it to increase DEI awareness?
- Is it to increase the amount of diversity within your organization?
- Is it to become a stronger organization with regards to innovation, financial results, and increased insight into customer needs, all of which can come with a DEI strategy?



**Overall, what is it that your organization wants to improve when it comes to DEI?
Deciding on your “why” is the first step in this process.**

DEI Value Proposition

Decide on your organization's **approach** and combine when necessary. Is it an **individual approach** that draws on individual kindness and empathy to activate everyone's good intentions, or is it a **systemic approach** that makes workplace processes, systems, and policies equitable and inclusive by default?

Remember that there is **no "one size fits all"** when it comes to the right approach to take.

Engage and involve your team members.

Leaders must **whole heartedly believe** in the DEI approach and strategy.

Resist **performative** DEI actions.

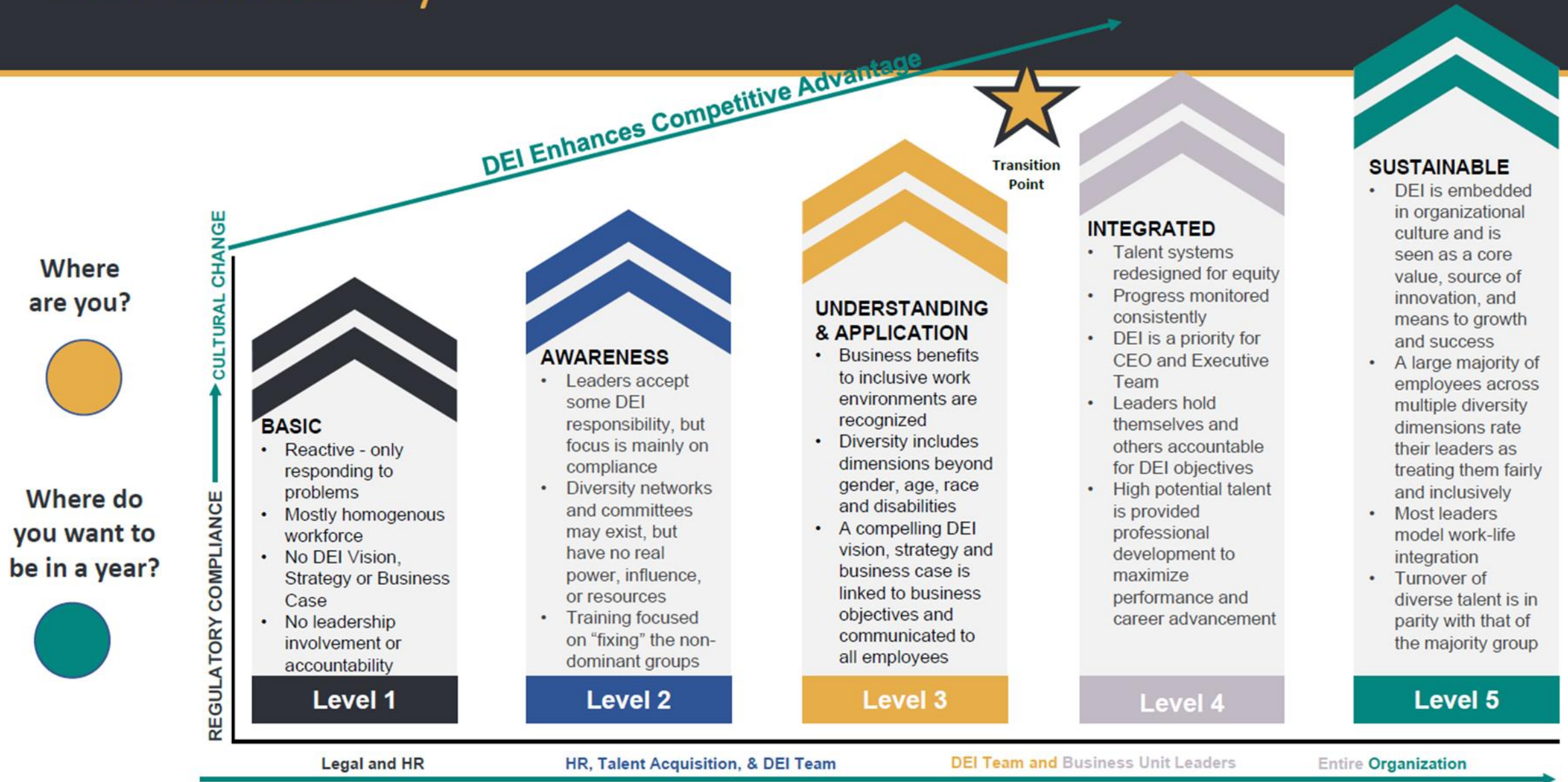
Know when to **cut your losses** and try something different.

Step 2



WHERE ARE YOU ON THE MATURITY MODEL?

DEI Maturity



Establish a Guiding Coalition

In his 1996 book, 'Leading Change', Professor John P Kotter defines this as creating a guiding coalition:

- It is the stage at which you assemble a group with enough power to lead the change and encourage them to work as a team.

Source: [Create the guiding coalition | BCS](#)



Collect and Analyze Data

Collect and analyze people data to assess the demographics of all levels within your organization

Analyze data to support the DEI goals you want to achieve

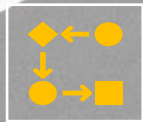


Meet with key stakeholders to set goals/priorities

- A dedicated person with DEI expertise on the executive management team and at the Board level
- Interaction with and access to other leaders and the rest of the board
- Teams, committees or networks within the organization that champion DEI initiatives
- Adequate budget and resources to implement strategy



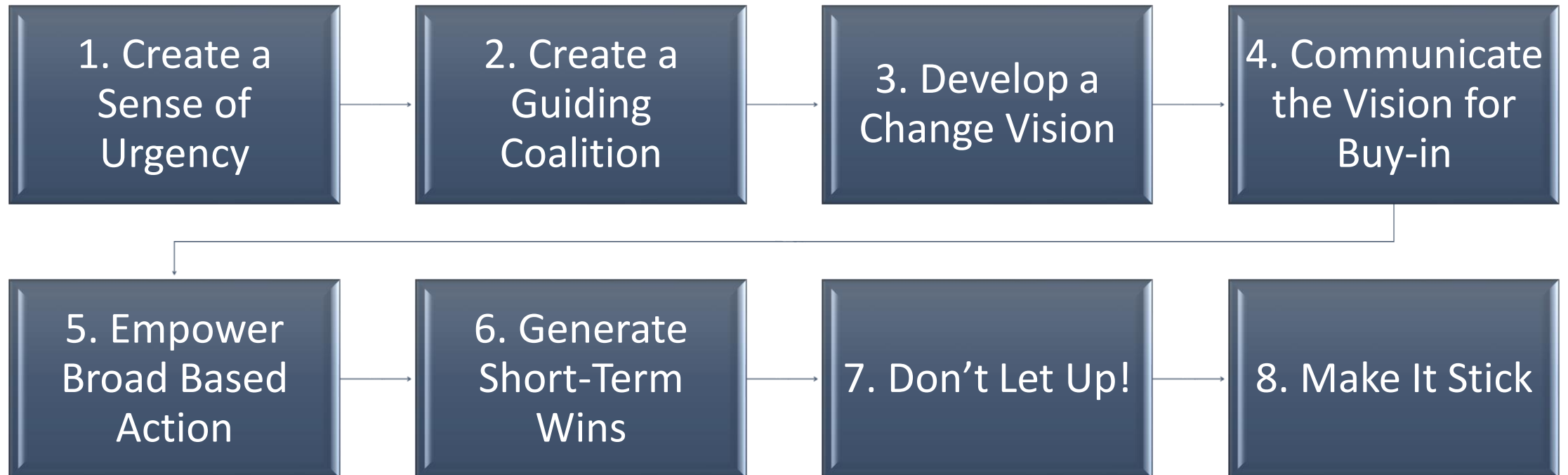
Step 3



ESTABLISH A CHANGE MANAGEMENT PROCESS

Establish change management process


Kotter's Change Model



Active and visible sponsorship

- Follow the Leader
- Sets the Tone
- Establishes Priorities
- Models Values and Expected Behaviors
- Guides and Influences
- Drives Accountability





Prioritize employee engagement & participation

“Studies have shown that employees who are satisfied with their organization’s commitment to diversity and inclusion (D&I) are twice as engaged as dissatisfied employees. Changeboard notes that diverse and inclusive organizations work 12% harder, are 19% more likely to stay longer with the organization, and collaborate 57% more effectively with peers.”

Source: [Improving the Employee Experience Through Diversity \(adp.com\)](https://adp.com/resources/articles/improving-the-employee-experience-through-diversity)

Step 4



MEASURE GOALS

Measurable Goals

Move from intention to *outcome*

- Create DEI Goals that:
 1. Link to your organization's "why"
 2. Are objective, measureable, specific and attainable
 3. Align to organizational-wide objectives and strategy, and align throughout all levels
*buy-in from all employees will ensure commitment to achieve;
empower every contributor to play their part in success*
 4. Start with your leadership team!



DEI Goal Example:

Implement inclusive product development through multicultural design teams and diverse stakeholder input to increase organization profit margins by xx% by 2025

Transparency

Once goals are set, it's equally as important to adjust, create accountability and communicate

1. As with any objective, it's important you have space to course-correct, if needed
2. Communicate expectations for accountability
3. Establish clear guidelines for evaluation and reflect to improve
4. Speak your wins, as well as opportunities

Check out this great SHRM article about transparency!

[Companies Try a New Approach to Diversity, Equity and Inclusion: Honest Conversations \(shrm.org\)](#) – Theresa Agovino (2020)



“Transparency is a good first step, though it has to be backed up with action. Programs don’t change unless there’s accountability.”

– Tracy Layney, Levi Strauss’ Senior Vice President and Chief Human Resource Officer, 2020

Step 5



STRATEGIC PLAN

Sample Strategic Plan

Develop & Retain Talent

Increased connection & transparency

Improve workplace flexibility

Invest in employee development

Benchmark compensation, benefits and wellness programs to ensure competitiveness

DE&I Education and Awareness

Provide ongoing DE&I training on various topics & listening sessions

Support PEER Group Initiatives and programs

Showcase organization's DE&I awareness & efforts via LinkedIn

Recruitment & Community Engagement

STEM focus in the regional school systems

Supporting local communities through various initiatives to create a sense of belonging

Recruit from historically black colleges & universities (HBCUs)

A scenic landscape featuring a two-lane asphalt road that curves gently through rolling hills. The road is marked with a dashed yellow center line and solid white edge lines. The surrounding fields are a mix of green and golden-yellow, suggesting a late summer or autumn setting. In the distance, there are clusters of trees with yellow and orange foliage. The sky is a pale blue with soft, white clouds. The overall atmosphere is peaceful and open.

Questions?