



LET'S GET STRATEGIC

A Step~by~Step Process to
Develop Your D&I Strategy

SHRM D&I Conference
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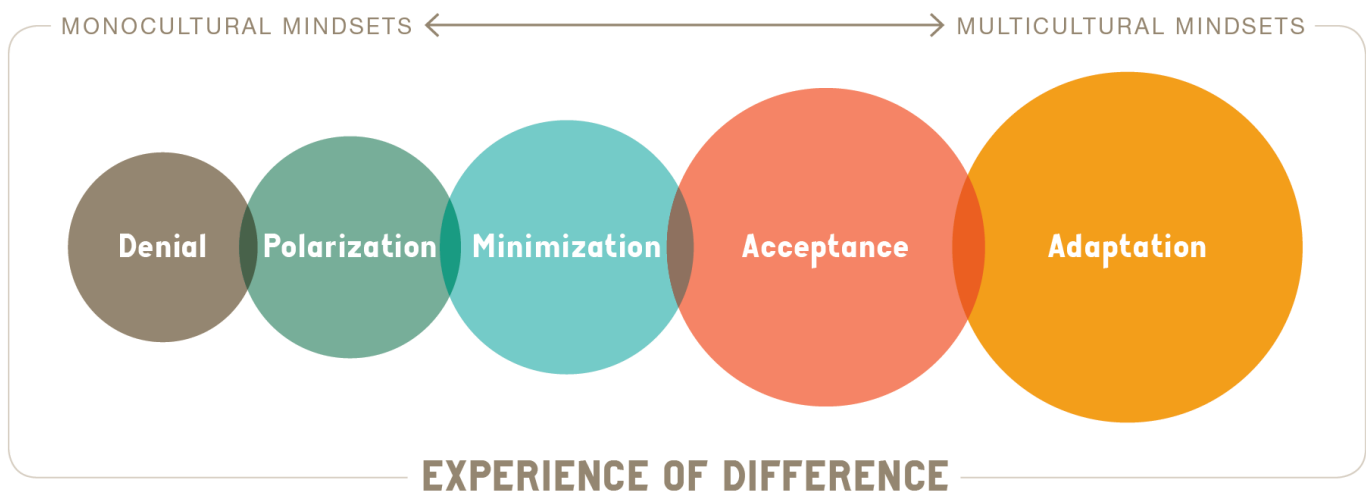
deep
SEE
Consulting



Intercultural Development Continuum (IDC)

The IDC provides a structure for understanding how people experience difference. Five stages of development describe how a person sees, thinks about, and interprets events happening around them from an intercultural perspective.

Since the IDC indicates what a person sees and thinks, it also suggests what they do not see or think—the differences in their workplace that they typically miss. The IDC, therefore, highlights how a person’s stage of development both guides and limits their experience of difference. This is a powerful tool because it allows us to pinpoint where a person is in their development—no guessing involved. We can then identify “intervention strategies” needed to move them from one developmental stage to another.



Denial: Doesn’t see difference.

Polarization: Begins to see difference and typically doesn’t like it, putting one group above another.

Minimization: Assumes similarity and minimizes difference.

Acceptance: Clearly sees the differences without judgment.

Adaptation: Shifts or adapts behavior to match the cultural behavior of others.

Needs Assessment

Systems: Organizational Data

✓	DATA
	Strategic Plan
	Policy Manuals
	Current D&I information
	<ul style="list-style-type: none"> ○ Organizational definitions
	<ul style="list-style-type: none"> ○ Relevant policies/practices
	<ul style="list-style-type: none"> ○ Any D&I Council or committee group information such as charter, history, strategy, etc.
	Organizational demographics such as gender, disability, veterans and race data (ideally, data by level or roles if you have it)
	Talent Management data (hiring, promotions, separations, etc.)
	Past survey data (disaggregated by race, gender, etc.) such as engagement surveys or other D&I surveys
	Survey data
	Complaints and/or investigations data
	Exit interviews
	Contractor data: If you use a lot of contractors, we'd like to also look at data for supplier diversity as well

Environment: Survey

- Organizational Environment and Commitment
- Direct Manager/Supervisor Ability and Support
- Individual Experience and Commitment
- Demographics

Environment: Focus Groups

Strengths and Weaknesses of the Organization as a whole and specifically for Diversity and Inclusion as well as recommendations for the strategy.

Readiness: Leadership and Organizational Readiness

A measure of **leadership and organizational readiness** informs us of the level of preparedness, need and willingness to approach and fully engage in DE&I work. This, in turn, determines the appropriate intensity and type of DE&I work that would be most effective for the organization moving forward.

Business Opportunity: Industry Scan

This stage of the assessment allows us to better understand the business drivers for D&I work for the organization. We begin with the organizational mission and overall business strategy, then research within **the industry, similar organizations and competitors** to better understand business opportunity as well as industry best practice for DE&I work.

Competence: Intercultural Development Inventory (IDI)



IDI

IDI Assessment

The gold-standard assessment for measuring cultural competence is the Intercultural Development Inventory (IDI). The 50-item, online assessment is a statistically sound, cross-culturally valid assessment that measures an individual's or group's specific level of cultural competence. Because it measures both a skillset and mindset related to how we see and respond to difference, it is foundational to the work of reducing bias and developing organizational Diversity and Inclusion programs. The IDI provides a structure for understanding how people experience difference. **Five stages of mindsets and skillsets** describe the levels of effectiveness as we interact across difference both individually and organizationally. Not only does the IDI identify the stage we are in, it also guides us with strategies to develop and increase our competence.

Strategy Development Steps



Define DE&I

Review best practice organizations, your industry & region
Set Approach: Diversity, Inclusion, or Transformation

Create Vision

Describe your ideal organization
What would it look like, feel like and how would you know?

Prioritize Program Areas

Review 13 areas of D&I best practice
Prioritize program areas best for your organization

Set Action Steps

Brainstorm action steps within program areas
They need to address the needs and help reach the vision

Fill in Template

High-level goals and outcomes; Metrics, Timelines and Accountabilities
Do a reality check: estimate the number of hours for each task

Best Practice Programming



Source: The American Worker Speaks, National Urban League

Strategy Template

Our Organization

Our Mission/Strategy

What: Your overall organizational mission and/or key strategic goals

Why: Any DE&I Strategy needs to stem from and support the overall business strategy

Our Vision

What: Your overall organizational vision or strategic direction

Why: Once again, the DE&I Strategy exists to support the overall business and its vision

Our Diversity, Equity and Inclusion

What: A statement that clarifies how you as an organization define these areas

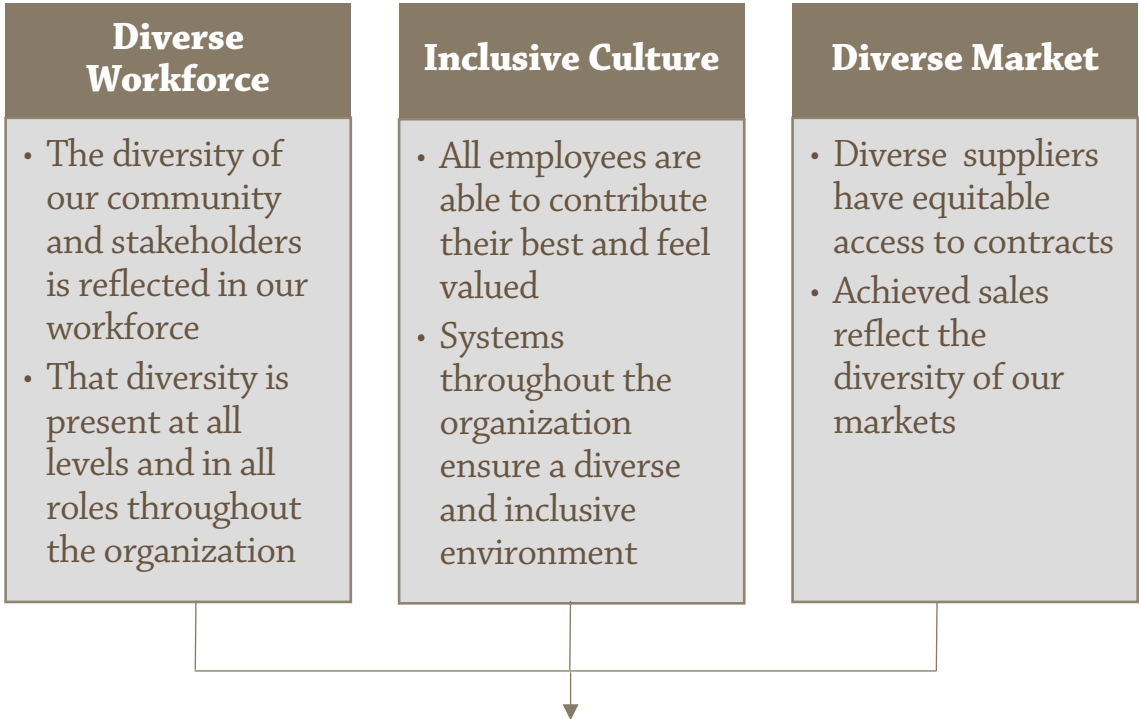
Why: Any DE&I Strategy needs to stem from and support the overall business strategy

Our Vision for Diversity, Equity and Inclusion

What: Your vision for the organization specifically as it relates to DE&I

Why: This statement sets the goalposts for your strategy

High-Level Goals and Outcomes



Detailed Plan

Employee Involvement					
Objective	Action Steps	Responsible Party	Collaborating Partners	Timeline	Metrics
Formalize Inclusion and Diversity Group	Finalize membership	Inclusion and Diversity Group	NA	Q1, 2019	Roster of 15-20 members
	Develop Charter	Inclusion and Diversity Group	NA	Q1, 2019	Approved Charter
	Develop Cultural Competence of group	Inclusion and Diversity Group	Outside Consultant	Q3, 2019	Group Profile in Adaptation
Develop Employee Resource Groups	Define missions, roles, responsibilities, and working agreements,	D&I OD Coordinator	ERGs	Q4, 2019	Missions, roles, responsibilities, & working agreements, Approved
	Develop and implement needed infrastructure/ policy support for ERG's	D&I OD Coordinator	D&I Manager	Q2&3 FY 2020	
	Increase coordination among ERGs through quarterly meetings w/ERG chairs	D&I OD Coordinator	ERGs Chairs	Q4 2019 and ongoing	2 meetings completed
	Develop Cultural Competence of ERG members	D&I OD Coordinator	Outside Consultant	Q3, 2020	Group Profile in Adaptation