Measuring Diversity & Inclusion in 10 Minutes... or Less

Spectra Diversity
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Open Minds ~ Transform Organizations
Key Topics for Today’s Session

- Importance of Measurement
- Diversity and Inclusion Challenges
- Organizational Approaches and Tools
- The Role of Assessment
Whitewater Journey to Full Inclusion

- Growing focus on diversity
- Awareness building
- Diversity councils and compliance goals
- Focus on inclusion
- You are here – seeking data
- D&I as part of strategic business goals
- Identification of tools and plans
Diversity and Inclusion Matters

Research shows that organizations that are inclusive and which honor diversity benefit in many ways.

Financial benefits
- A McKinsey study looked at the top executive teams of 180 public firms and found that those with more diverse teams outperformed their peers in ROE and EBIT margins.

Problem solving
- A study of 28 teams found those that were heterogeneous solved complex tasks better than the homogeneous teams. They noted the diverse teams exhibited a higher level of creativity and a broader thought process.

Innovation
- Companies that drive innovation by leveraging employee ideas and knowledge meet product revenue targets 46% more often and product launch dates 47% more often than industry peers.
Enhances reputation as a diverse and inclusive organization
Improves employee satisfaction and reduces turnover
Improves morale
Diminishes legal ramifications
Increase financial growth and business success
How Do We Develop a Diverse and Inclusive Organization?

- Align D&I goals to organization’s strategic goals
- Invest in an assessment process and training that will give you a quick and measurable impact
- Create training timeframes that works for your organization
- Inspire behavior change in participants, by engaging them in learning with experiential learning
Common Elements of a D&I Effort

- Strategic Planning and Consulting (Business Case)
- Communication Strategy and Execution
- Cultural Assessment and “3P” Audit
- Strategic Council Formation, Training and Support
- Education and Competency Building
  - Executive/Senior Level
  - Mid-Level Management
  - All Employees
  - Internal Trainers: Train-the-Trainer
How do we know where we are as an organization?
Are we making a difference?
How do we identify gaps?
What is working? What isn’t working?
How do we evaluate our current programs?
How do we measure the ROI contribution of diversity and inclusion?
“Every line is the perfect length if you don't measure it.”

~ Marty Rubin
Lack of Benchmarks

In the 2015 Strategic Diversity Measurement survey, PeopleFluent Research Institute and Human Capital Media Advisory Group cite a major obstacle to D&I goal achievement is lack of accepted benchmarks.
Top Challenges to Accomplishing D&I Goals

- Lack of Accepted Benchmarks: 42%
- Lack of Budget: 41%
- Difficulty Working Cross Functionally: 40%
- Lack of Resources: 39%
- Difficulty Demonstrating Impact of Previous Efforts: 39%
What’s Being Done

- **Diversity Goals Related to Succession Plan**: Undeveloped (6), Beginning (26)
- **Work Environment**: Undeveloped (13), Beginning (41)
- **Diversity Program Efficiency/Effectiveness**: Undeveloped (0), Beginning (16)
- **Legal/Compliance Costs**: Undeveloped (3), Beginning (29)
- **Recruiting Outcomes**: Undeveloped (22), Beginning (50)

Measuring Diversity for Success A PeopleFluent White Paper 2015
Other Measurement Approaches

- Self-developed surveys; i.e. Survey Monkey (not validated)
- Add questions to All Employee Survey or Employee Engagement Survey
- Diversity Council input
- Focus Groups/Interviews
- 3P Audit
- Add a paper/pencil survey as an activity in a D&I Training Session
Current Metrics Used

- Minority representation at all levels
- Job satisfaction as reported in surveys
- Open communication between diverse employees
- Diverse hiring and retention
- Career development opportunities for underrepresented group members
- Team productivity
- Customer service scores
- Positive responses in exit interviews
- Organization’s ranking in best places to work
- Acknowledgement (awards) from advocacy groups

- Discrimination grievances and complaints
- Findings of discrimination by government agencies
- Graffiti / hate incidents
- Pay disparities
- Legal fees

Adapted from Workforce Diversity Metrics
http://workforcediversitynetwork.com/res_articles_diversitymetricsmeasurementevaluation.aspx
What’s Needed – An Integrated Approach

- Integrated validated assessment
  - Organization
  - Individual

- Secondary Data

- Focus Groups and Interviews

- Targeted recommendations based on assessment data
A Real World Example

**Goal:** University sets goal to attract more diverse students and faculty

- Determine research questions
- Review secondary data
- Conduct 1:1 interviews and focus groups
- Administer Spectra Diversity and Inclusion Profile™
- Present findings, themes, and recommendations
- Create D&I strategy with annual actions
- Progress Report (administer Profile again and compare results 1 yr later)
Assessment as a Metric

Self-assessments are evaluations of oneself or one’s actions, attitudes, skills and beliefs.

Benefits:
- Identification of personal areas of weakness
- Understanding of where one needs to improve
- Increased self-awareness and commitment

Organizational assessments provide a baseline and allow progress reports if compared year-to-year.
The 10-Minute Assessment...

What is the purpose of the Spectra Diversity and Inclusion Profile™?
Purpose

After administering the Spectra Diversity and Inclusion Profile™ consultants will be able to:

- Review the organization’s perceived commitment to diversity and inclusion
- Discuss action items that those heading the effort internally would like to address as a result of the organization’s results
- Review individual development opportunities and focus training efforts based on the findings
- Review individual results with training participants to increase awareness of their personal cultural lens and how that lens impacts others around diversity issues
Target Audience

- Diversity & Inclusion Councils
- Employees at any level
- Corporate leadership
- Union employees
- Educators (Universities, Colleges)
- Non-Profit Institutions
Complete Diversity & Inclusion Package for Partners

Diversity and Inclusion Profile
- Add your branding
- Craft two open-ended questions
- Delivery online by Spectra Diversity
- Individual Report (to individuals)
- Organization Report (consultant)

Facilitation Kit
- Facilitation Guide
- Participant Guide
- PowerPoint
- Video Support
- Reproducible Job Aid (pocket card)
Focus and Design

- U.S. centric
- Statistically validated profile

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Spectra Diversity Validation Process

- **Item Development**
  - Conceptual Framework
  - Development of the Item Pool
  - Face and Content Validity Assessment

- **Scale Development/Instrument Design**

- **Analysis**
  - Pilot Procedure
  - Demographic Analysis
  - Reliability Analysis

(Spectra Research Report available upon request.)
# Profile Fee Schedule

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*Through Sept 30, 2017
**Through May 31, 2018
***Facilitator kit for consultant partners $1500
- Delivered electronically
- Unlimited use
- Includes consultant education (two 90-min sessions)
Let’s take a peek

Spectra Diversity & Inclusion Maturity Model
Each individual and each organization lies somewhere on this continuum.

Avoid  Comply  Adopt  Integrate  Transform

Your Organization’s Diversity & Inclusion Maturity Level

As one might expect, there are few individuals and organizations on either end of the spectrum, with the majority clustered in the center, as in a traditional bell curve. The actions and beliefs of the five stages include, but are not limited to, the following.
Let’s take a peek

Diverse and Inclusive Management

Management shows that diversity is important through their actions:

<table>
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<th>Agree</th>
<th>Strongly Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Average</th>
<th>Number of Responses</th>
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Consequences of movements can no longer be successful if managers don’t recognize, appreciate, and value employee differences. Management must lead the way or there will be minimal buy-in from employees.

Moving Forward

Diversity and inclusion have come a long way due to current research and identified best practices. The advantages of organizational diversity and inclusion efforts extend beyond improved teamwork, creativity, and productivity into impacting the profitability of any organization, ultimately making or breaking a business. Ignoring the impact of diversity and the power of inclusion in this global marketplace will not only hold organizations back, but will greatly limit their talent pool and customer base, challenging the core of existence.

Responses to Your Organization’s Open-Ended Question

Question #1: Some organizations will request an open-ended question for an additional fee. If that happens, the question and the responses are inserted here.

(insert comments here)
Benefits to your Organization

- Valid instrument to assess both organization and individual development
- Easily adaptable training program, for any business or education organization
- Blended learning approach to maximize impact
- Provides direction for efforts in D&I initiative
- Cost-effective
- Increase financial growth and organizational success