PLAYBOOK

WHY DIVERSITY, EQUITY, & INCLUSION EFFORTS FAIL

What Leaders Can Do to Create Winning Workplaces!

Rudy Bailey, MBA, CCMP

RGPCONSULTING LLC
The Power of You!

THE MOOD ELEVATOR

grateful
wise, insightful
creative, innovative
resourceful
hopeful, optimistic
appreciative
patient, understanding
sense of humor
flexible, adaptive
curious, interested
impatient, frustrated
irritated, bothered
worried, anxious
defensive, insecure
judgmental, blaming
self-righteous
stressed, burned-out
angry, hostile
depressed

Diversity Awareness Factors

- Race and ethnicity
- Sexual orientation
- Socioeconomic status
- Gender identity
- Religion
- Language
- Age
- Marital status
- Veteran status
- Mental ability
- Physical ability
- People with disabilities

Leveraging the Power of Emotional Intelligence

	Recognition	Regulation
Personal Competence	**Self-Awareness** • Self-confidence • Awareness of your emotional state • Recognizing how your behavior impacts others • Paying attention to how others influence your emotional state	**Self-Management** • Keeping disruptive emotions and impulses in check • Acting in congruence with your values • Handling change flexibly • Pursuing goals and opportunities despite obstacles and setbacks
Social Competence	**Social Awareness** • Picking up on the mood in the room • Caring what others are going through • Hearing what the other person is "really" saying	**Relationship Management** • Getting along well with others • Handling conflict effectively • Clearly expressing ideas/information • Using sensitivity to another person's feeling (empathy) to manage interactions successfully

(Source: https://positivepsychology.com/emotional-intelligence-frameworks/)

Why DEI Efforts Fail

Programs versus Practices:

- Lack of sponsorship or leadership support.

- The wrong approach.

- Programs tend to be impersonal and are designed to fill a compliance checkbox.

- Programs last a lifecycle but practices last a lifetime.

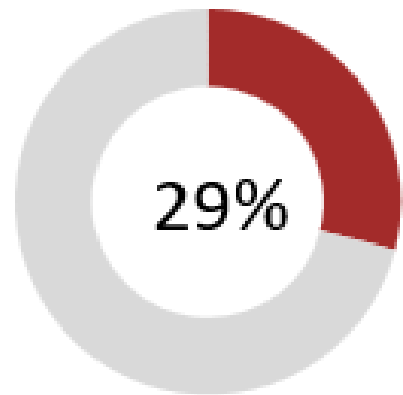# Leadership Sponsorship Is Critically Important in Driving DEI Success!

Industry studies point to

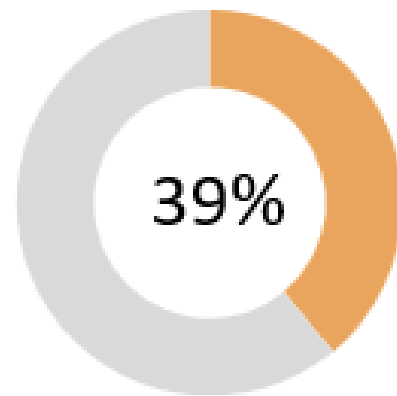**active and visible leadership**

As the

#1 contributor

to success.

Sponsorship correlates with DEI success!

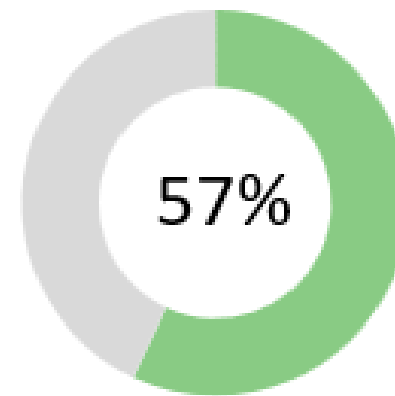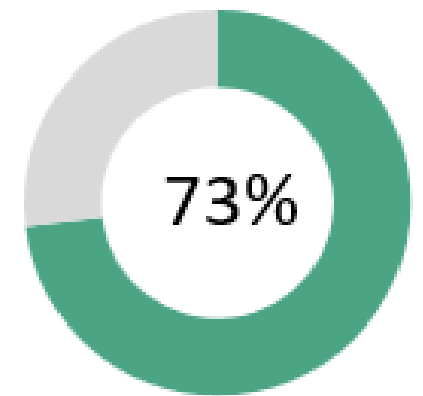Percent of projects that met or exceeded objectives based on sponsor effectiveness

29%

Very ineffective sponsors

39%

Ineffective sponsors

57%

Moderately effective sponsors
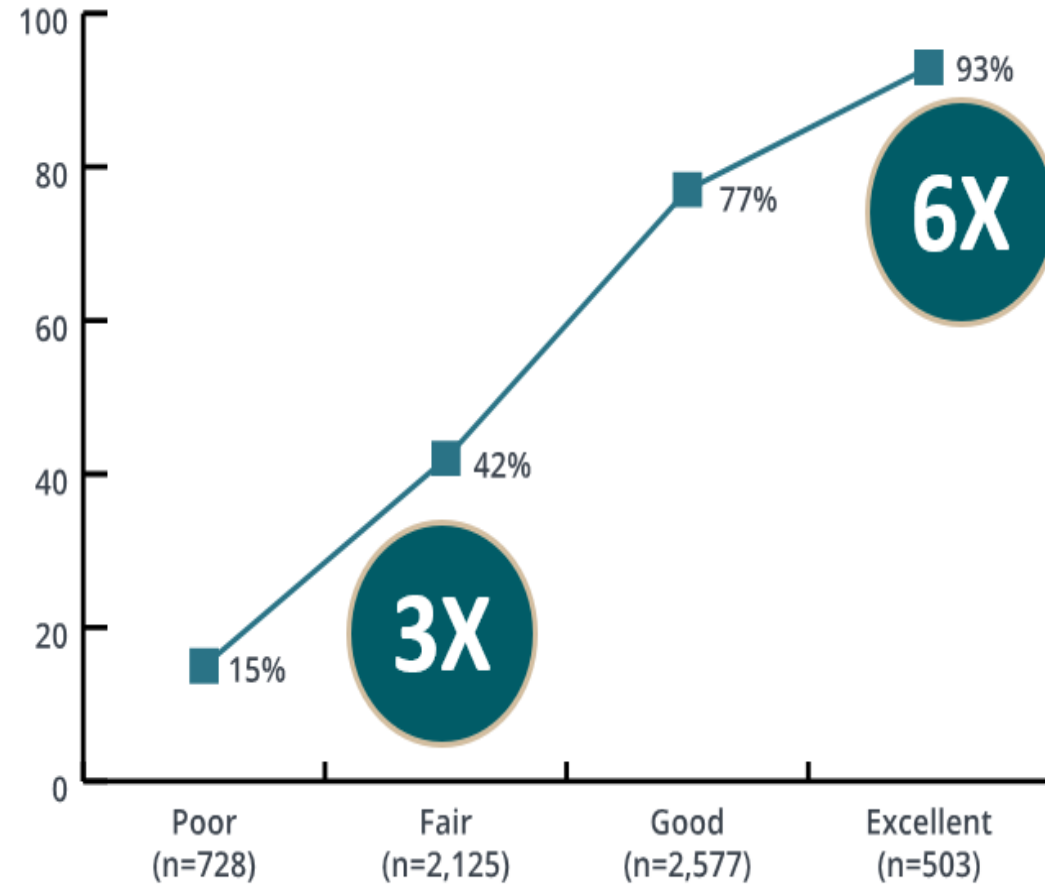
73%

Extremely effective sponsors

Success is 6X more likely with Leadership Sponsorship

Percent of respondents that met or exceeded project objectives
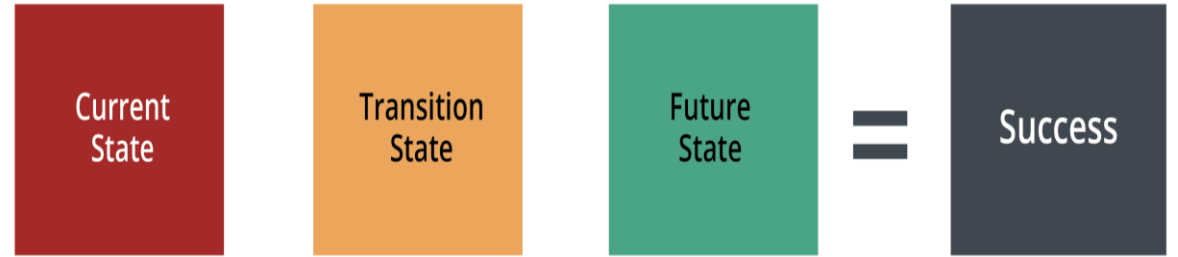
3X

6X

| | Poor (n=728) | Fair (n=2,125) | Good (n=2,577) | Excellent (n=503) |

15%
42%
77%
93%

Prosci 2020 Benchmarking Data from 2007, 2009, 2011, 2013, 2015, 2017, 2019

DEI and Change Management

Creating Winning Workplaces!

RESPECT	**DIGNITY**	**INCLUSION**
Esteem	Honor	Involvement
Regard	Grace	Incorporation
Approval	Importance	Embodiment
Appreciation	Privacy	Participation
Thoughtfulness	Merit	Embrace
Attentiveness	Worthiness	Reciprocation
Courtesy	Rank	Addition
Value	Stateliness	Consideration

Cultivate a Sense of Belonging

Values that connect to people are the values that connect to results!

Three Strategic Approaches to Strengthening Culture Connectedness

Through Work

- Make employees aware of the value their role provides the organization and the extent to which this value is (or is not) tied to a location.

- Equip employees to discover the personal value they gain from work and empower them to shape their experience to maximize it.

- Audit work processes against the values and belief systems of your culture to ensure they are reflective of them.

Through Emotional Proximity

- Create empathy, not just interest, for the mission of the organization by making its impact tangible.

- Identify the "moments that matter" when employees are most likely to feel seen by others in the organization, and create these more intentionally.

- Guide teams to identify which moments are enhanced when they are shared in person.

Through Micro-Based Experiences

- Adopt a minimalist approach to macro-culture to ensure it is more easily adaptable to diversified work contexts.

- Equip teams to create their own micro-cultures using macro-culture as a diagnostic to steer away from toxic behaviors.

- Recognize and reward individualized culture approaches rather than pure compliance.

43% Employee culture connectedness can increase by up to 43% when culture is diffused through work.

27% Employee culture connectedness can increase by up to 27% when employees experience emotional proximity.

19% Employee culture connectedness can increase by up to 19% when achieved through micro-based experiences.

Drive Culture Connectedness

⚡ **Immediate Action Steps**	📖 90-Day Action Steps	⬚ 12-Month Action Steps

Monday Morning: Initiate Change

Review and Reflect on Your Current Approach to Culture Connectedness

☐ Identify how your organization currently connects employees to culture.

☐ Review the modes of working in which employees feel most engaged with work and compare them to the modes on which your current culture strategy focuses.

Start the Conversation

☐ Share key take-aways with senior leaders to gauge readiness and generate support for diffusing culture through work, connecting through emotional proximity and optimizing for a micro-based experience.

☐ Identify leaders and managers who can help champion intentional efforts to drive culture connectedness.

Potential Partners

- HR leadership team

- Senior business leaders (e.g., CEO, CFO, CIO, COO)

- Representatives from HR, IT, legal, internal communications

Drive Culture Connectedness

Immediate Action Steps	**90-Day Action Steps**	12-Month Action Steps

Next 90 Days: Plan New Drivers for Culture Connectedness

Identify Opportunities to Diffuse Culture Through Work

☐ Gather employee feedback about work processes that conflict with the desired culture.

☐ Solicit suggestions for how to redesign work processes to increase their connection to values.

☐ Reexamine your flexible work approach to identify constraints on the ability of employees to adapt work to their values and goals.

Reexamine the Employee Life Cycle to Identify "Moments That Matter" for Connection

☐ Audit "moments that matter" (e.g., onboarding, coaching one-on-ones, recognition) to identify when employees feel seen.

☐ Gather feedback from new employees on whether your onboarding process builds emotional investment in the organization.

Develop Leader Buy-In for Micro-Cultures

☐ Gather input from leaders to understand potential pushback against micro-cultures.

☐ Discuss which micro-cultures (e.g., team level, function level) are most salient.

☐ Review your organization's cultural framework and look for opportunities to simplify it to make space for micro-culture.

Potential Partners

- Senior leadership
- Business unit leaders
- IT
- Internal communications
- Employees
- Managers
- HR business partners

Drive Culture Connectedness
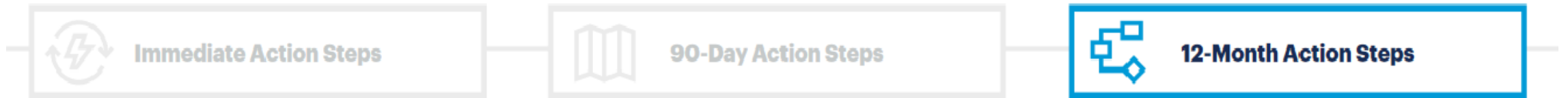
Next 12 Months: Implement Culture Connectedness by Intention

Redesign Work Processes to Reflect Your Desired Culture

- ☐ Establish a clear framework for work process redesign.
- ☐ Create an assessment that allows employees to identify personal and professional values and design workplace experiences around them.
- ☐ Provide resources for leaders and managers to work with teams to co-create flexibility patterns.

Embed Emotional Proximity in the Employee Experience

- ☐ Create empathy and emotional connection to your organizational mission through the stories of people positively impacted by it.
- ☐ Help employees and managers link goals to the organization's mission and values.

Rebalance Culture Ownership to Support Micro-Scale Experiences

- ☐ Create opportunities for employees and teams to share how they live the organization's culture.
- ☐ Use peer support to upskill managers on team culture, help connect to one another and socialize insights and learnings as each team evolves a set of norms, behaviors and rituals.

Potential Partners

- Cross-functional hybrid culture team
- Senior leaders
- Business unit leaders
- Managers
- Employees

THANK YOU!

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DIVERSITY, EQUITY AND INCLUSION IN THE WORKPLACE CERTIFICATE

UNIVERSITY OF SOUTH FLORIDA MUMA COLLEGE OF BUSINESS

Prosci ★ CERTIFIED ★ Change Practitioner

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The Power of You!

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Diversity, Equity, and Inclusion

Why DEI Efforts Fail….Lack of:

Mood Elevator

grateful
wise, insightful
creative, innovative
resourceful
hopeful, optimistic
appreciative
patient, understanding
sense of humor
flexible, adaptive
curious, interested
impatient, frustrated
irritated, bothered
worried, anxious
defensive, insecure
judgmental, blaming
self-righteous
stressed, burned-out
angry, hostile
depressed

Key Takeaways

3-Leadership Super-Powers!
1-
2-
3-

Emotional Intelligence Quadrants