



Ideas • Strategy • Insight • Results



BUILDING A DE&I FRAMEWORK FOR YOUR ORGANIZATION



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A little about me:

- Technology and Strategic Leadership for 25+ years
- Reside in the Dallas / Ft. Worth Area
- Grew up as a Black girl in STEM in suburbs of Chicago
- Mother/Bonus Mom of 7 and Grandmother of 3
- Passionate about DE&I



Agenda

- Defining DE&I
- Why DE&I Matters to your business
- Core Pillars
- DE&I Maturity Model
- How to customize your journey
- Q&A

GETTING TO KNOW YOU...

Do you have a formal DE&I function at your company?

Post in the chat or use the “Raise Your Hand” function to say “Yes!”

The Diversity Dimensions Wheel extends our thinking about our unique differences and our identities, beyond the “common” dimensions we typically think about

Diversity is majorly categorized across four layers:

Personality Dimension

- Includes individual's values, beliefs, likes and dislikes

Internal Dimension

- Their race, gender, and much more. This is an aspect of diversity which there is no control of

External Dimension

- This aspect of diversity involves issues we have control of. Elements of external dimension shape both the organization and individual

Organizational Dimension

- This fourth layer of diversity concerns culture found in a business environment. These characteristics can either be unchanging or evolving



DIVERSITY

- Diversity is the presence of difference within a given setting.
- Diversity isn't about a person; it is about the collective makeup of the organization. It's about the differences between people within your teams, company, and ecosystem.
- Diversity is a relational concept. It shows up in the composition of teams and organizations, and it is measured based on a collective whole.
- Diversity is about a collective or a group and can only exist in relationship to others.
- A candidate is not diverse, they are a unique, individual unit



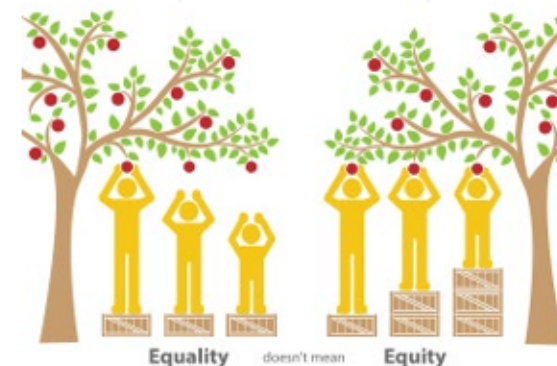
INCLUSION

- Inclusion is successfully fostering an environment where different identities feel valued, leveraged, and welcomed
- Inclusion involves two distinct sets of experiences or states: The first is experiencing belonging, the feeling that I'm a valued member of the in-group. The second is feeling that one's uniqueness is valued and integrated.
- Inclusion relates to the quality of the human experience.
- You can have a diverse team of talent, but that doesn't mean that everyone (particularly those with marginalized identities) feels welcome or valued, is given opportunities to grow, or gets career support from a mentor, etc.



EQUITY

- Equity ensures everyone has access to the same opportunities.
- Improving one group's equitable share makes the overall picture more equitable – having a more equitable playing field is best for everyone.
- Equity ensures that people with marginalized identities have the opportunity to grow, contribute, and develop — regardless of their identity.
- In a diverse workplace, differences exist, and people require support in different ways. Equity asks us to acknowledge that everyone has different needs, experiences, and opportunities.
- Equity is promoting justice, impartiality and fairness within the procedures, processes, and distribution of resources by institutions or systems.



GETTING TO KNOW YOU...

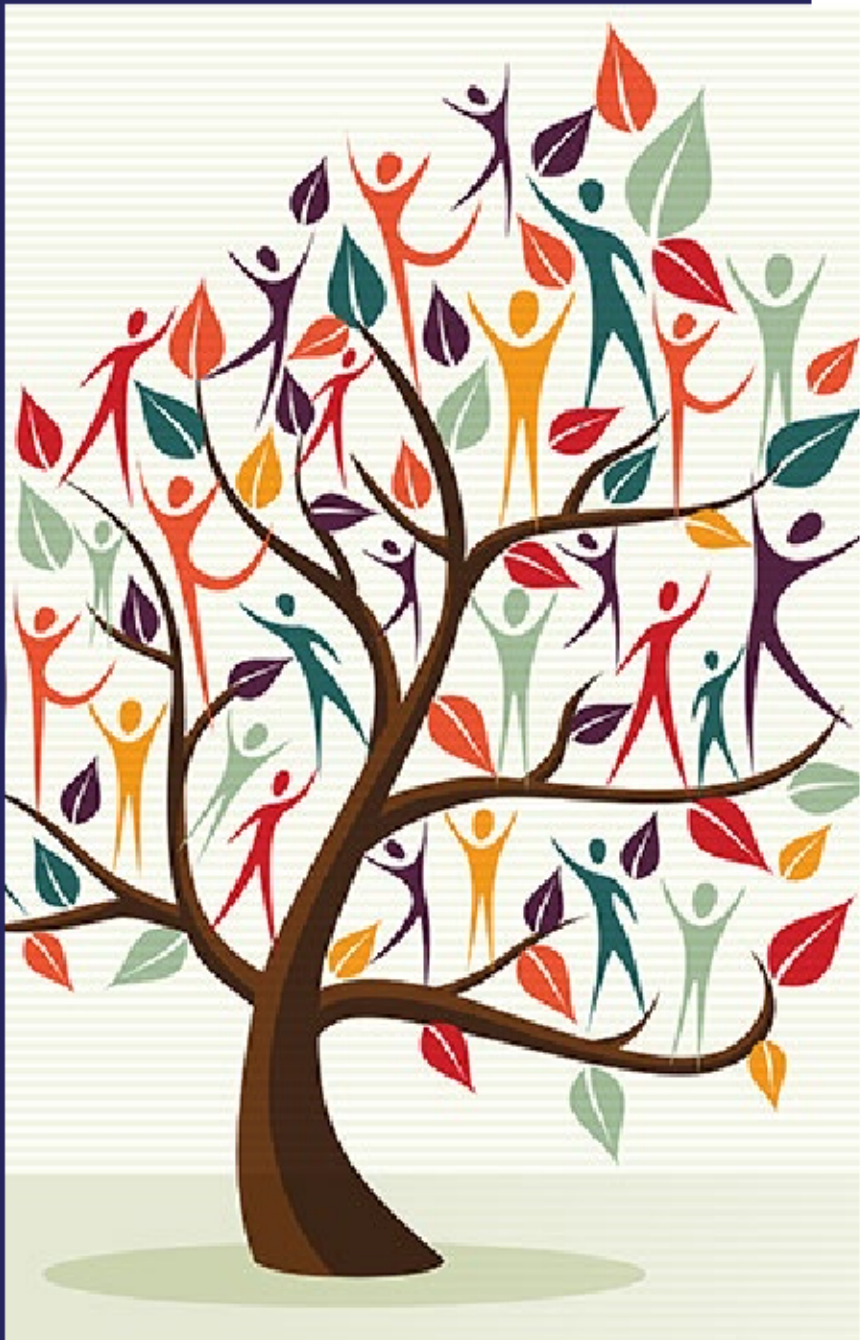
Where is your company's current focus: Diversity, Equity or Inclusion?

Post in the chat or use the "Raise Your Hand" function to share

ON THE VALUE OF DIVERSITY

“To me, diversity is about even more than skin color, sexual orientation or gender — it’s about **bringing in people with different points of view**. When you bring in people with different worldviews, whether that is work, life, or cultural experience, **they bring something to the table that we all collectively learn from**. That’s what makes us stronger.”

- Nishu Thukral, CEO at Pangea Money Transfer



DE&I Matters

Organizations with diverse, equitable and inclusive cultures experience the highest levels of employee engagement and retention, greater innovation and creativity, and outperform competitors.

8x

More likely to
have better
business
outcomes

2.3x

More cashflow
per employee
over 3 years

2x

More likely to hit
financial goals

6x

More likely to be
innovative

5.4x

Higher employee
retention

9.8x

More likely that
employees look
forward to going
to work

1.4x

More revenue

67%

Of candidates
intentionally seek
out diverse
companies

The “Great Resignation” is real... how do you retain your best talent in this “new normal”?

According to the U.S. Department of Labor, during the months of April, May, and June 2021, a total of 11.5 million workers quit their jobs

The majority of turnover is within the 30–45-year-old age group who felt burnout from being overworked (as a function of being under-staffed) and/or being micromanaged or disrespected

DE&I related factors

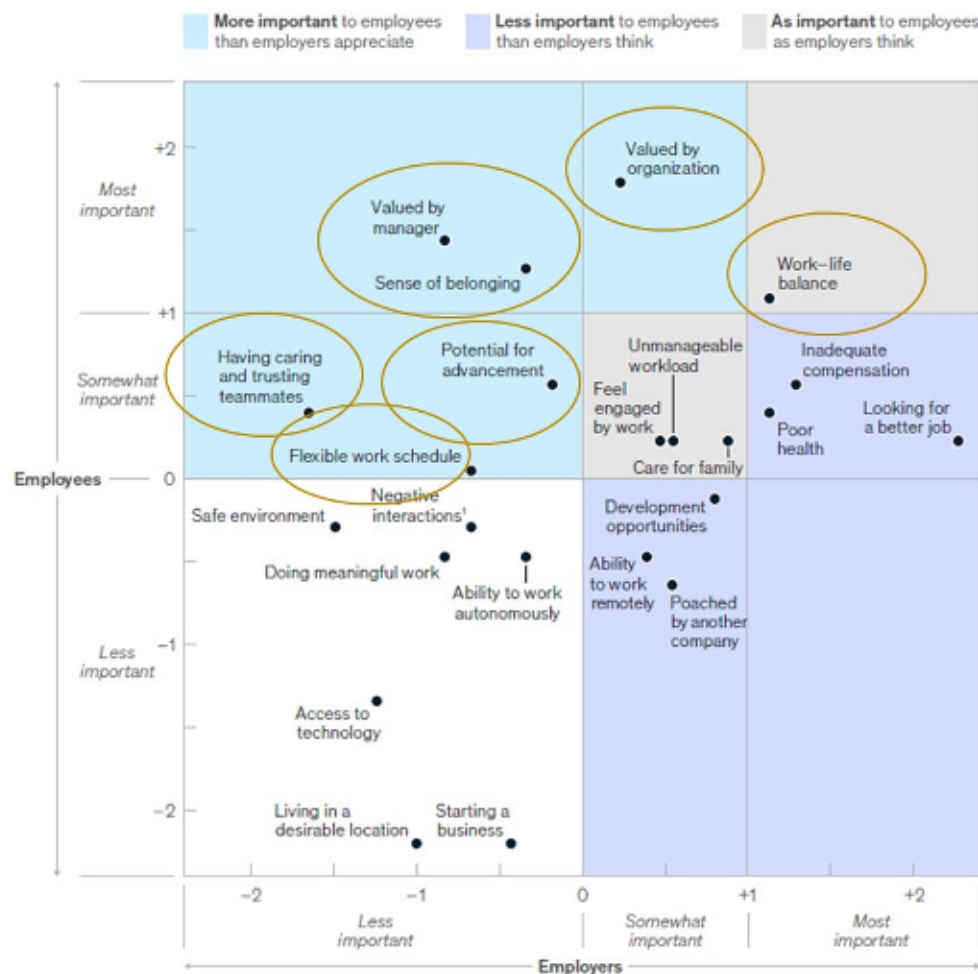
- 8% quit their jobs because they believed they were treated unfairly due to their race or ethnicity
- 7% quit because of inferior opportunities for advancement for people of their race or ethnicity
- 5% left due to an organizational culture that failed to value racial or ethnic diversity and inclusion

Employees have had enough of organizations that do not care

- Companies have to be involved in their communities and that take a stand for things that they believe matter
- Benefits that address mental health, flexible work schedules, and recognition are must haves to support today's modern workforce

Employers do not fully understand why employees are leaving.

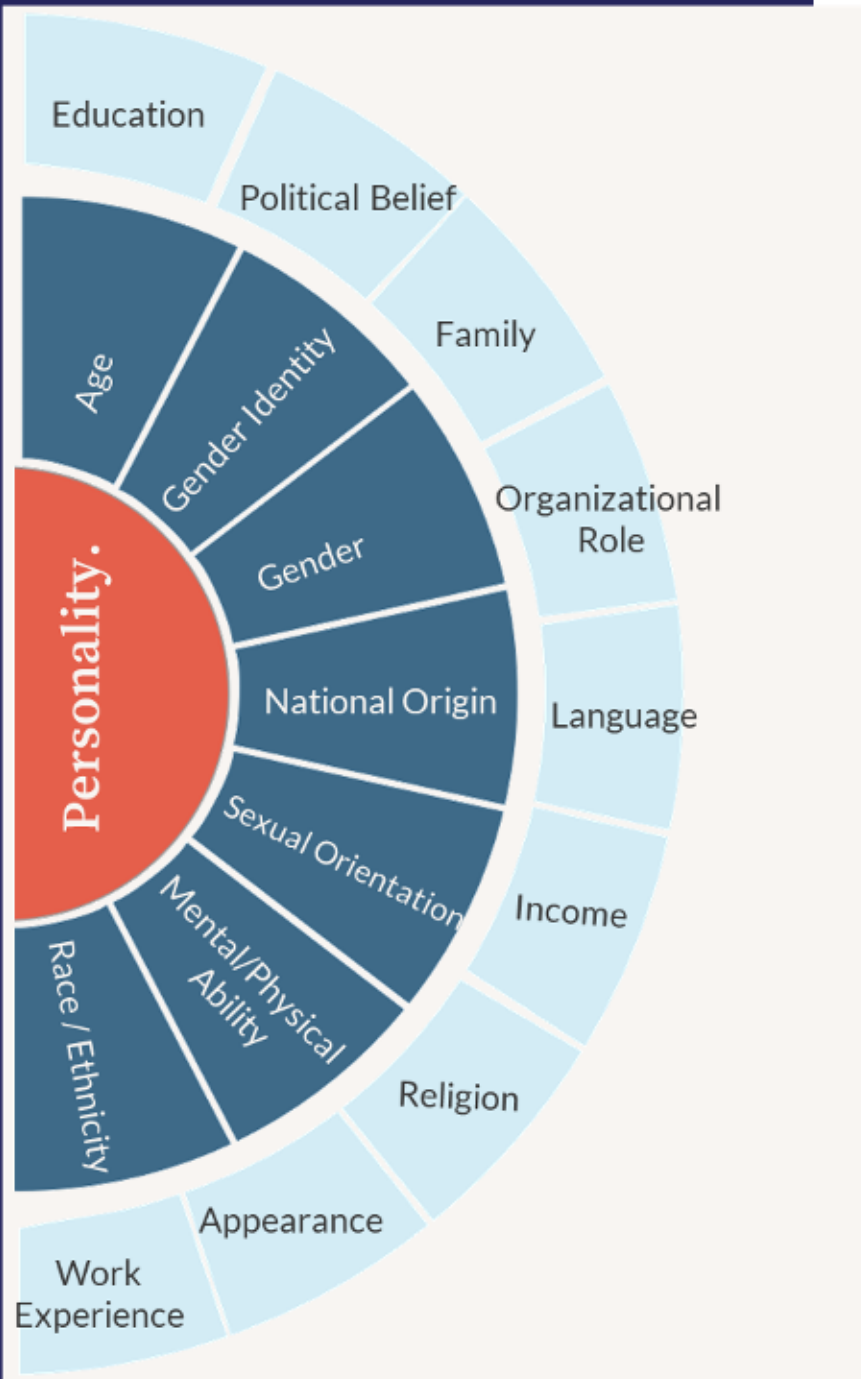
Factors that are important to employees versus what employers think is important



Note: Standardized scores are reported for both employee and employer perspectives. Employees were asked to respond to the following question: To what extent did the following factors impact your decision to leave your last job? (Not at all, slightly, moderately, very much, extremely); employers were asked to respond to the following question: Why do you think employees are choosing to leave your organization now? (select all that apply)

¹Includes clients, customers, patients, and students.

Creating a sense of belonging, value / recognition, high trust, and flexible work schedule are what employees desire



Authenticity belongs in the workplace.

When individuals bring their unique experiences and perspectives to the table, it allows companies to make better decisions, serve their clients more effectively, and support each other with empathy.

Building Blocks: Core Pillars

Where are you focused? What is important to your company? What areas should you funnel resources and funding to make an impact?

In order to align and focus DE&I efforts, these 5 pillars look across the full landscape of your company, working towards weaving DE&I into the fabric of everything your company does.

Recruiting

Companies must diversify their candidate pipeline. Organizations should re-imagine how we approach recruiting and interviewing to ensure fair and equitable outcomes.

- Campus Hires & Internships
- Experienced Hire
- Senior Leadership
- Alternative Recruiting strategies
- New Interviewing techniques

Retention

Ensure ALL employees feel that they belong, are valued, understood, can excel and make an impact. Organizations should provide opportunities for all to mentor, serve, and grow.

- ERGs / Networks / Affinity Groups
- Mentoring / Reverse Mentoring programs
- Leaders Circles
- Volunteerism
- Community Service

Strategy

DE&I must be woven into the fabric of the organization. They need to better measure and hold themselves accountable to our DE&I maturity and goals.

- Maturity Framework
- Data & Insights
- DE&I roadmap/goals
- Accountability (KPIs / OKRs)
- Supplier Diversity
- Business Development

Marketing

Internally and externally, organizations must focus on inclusion and representation. Their brand should represent their commitment to DE&I and intentionally reflect diverse voices, content, and imagery.

- Branding
- External Comms and Events
- Thought-leadership
- Leadership Engagement

Learning and Development

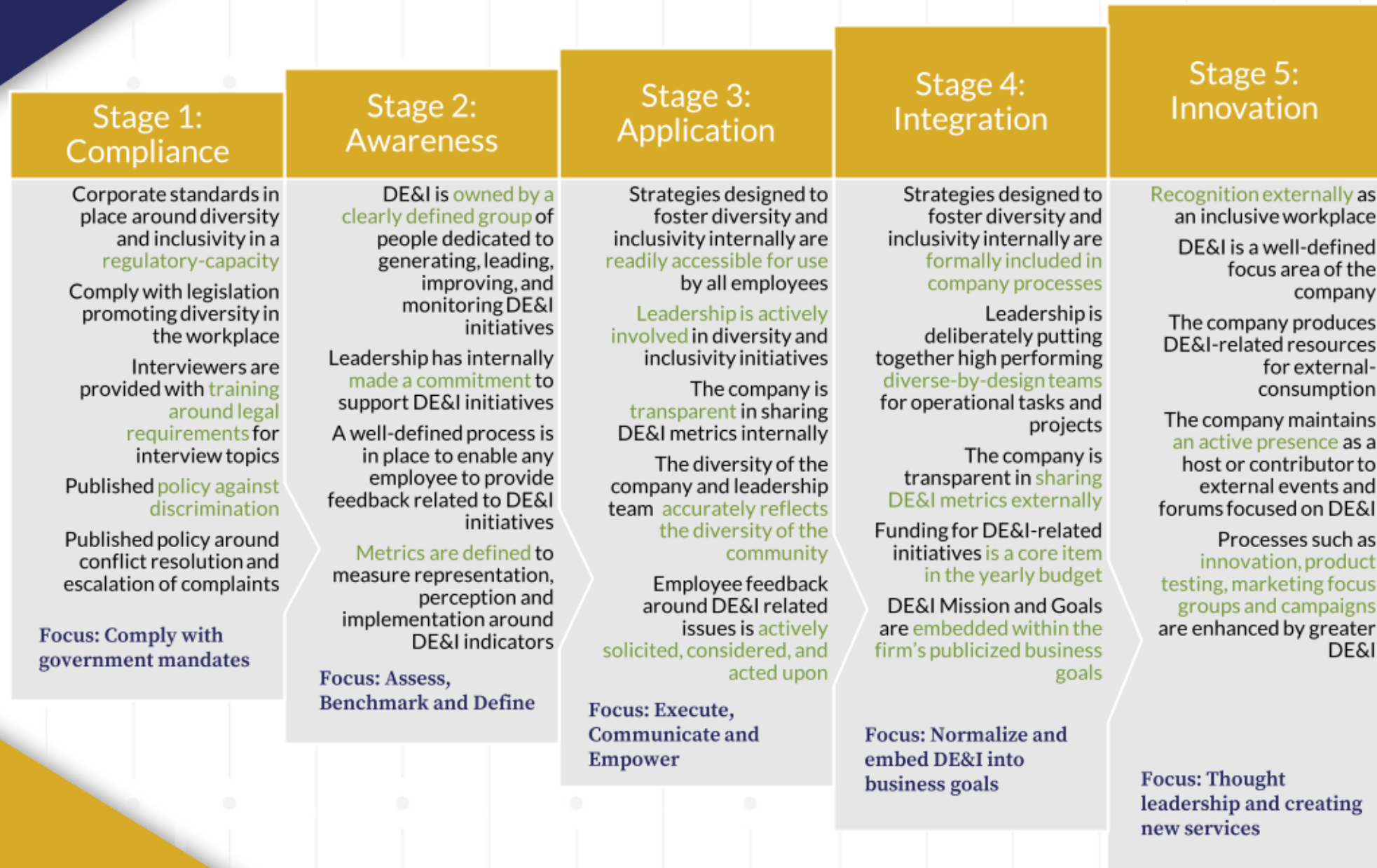
Companies must provide the right training and resources to promote inclusive behaviors, reduce bias and offer opportunities for personal growth within and across DE&I.

- Training
- Resources and Toolkits
- Certification Programs
- DE&I Partnerships



DE&I Maturity Model

Your company can utilize a DE&I maturity model to help be intentional about where we are on our journey and the path ahead of us. Companies can use frameworks like these to objectively determine current-state and end-state goal maturity level, providing the roadmap for change your company needs



Customizing Your DE&I Journey

Now that you understand the building blocks of DE&I, let's explore how to create the right strategy for your company and where to look to inform the change you are seeking to make.

THE DIMENSIONS OF DIVERSITY

**“Infinite diversity in infinite combinations...
symbolizing the elements that create truth and
beauty.”**

- Commander Spock, Star Trek

Your company is unique and your approach to DE&I should be as well!

- What is your data telling you?
- What are your people telling you?
- How do you govern or structure DE&I organizationally?
- How do you best meet people where they are?
- Are you looking to change hearts or minds (or both)?

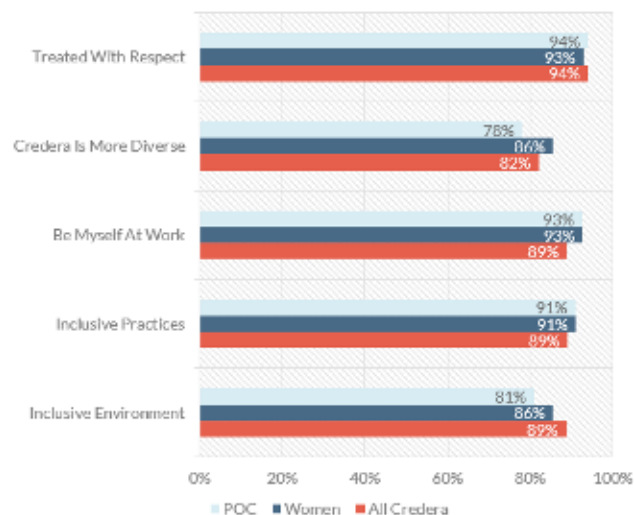


WHAT IS YOUR DATA TELLING YOU?

Category	Why	Source
Perception	Employee sentiments of belonging and perception of an organization's culture provide direct feedback on the effectiveness of DE&I practices and initiatives	Employee Engagement Survey
Representation	Representation across levels, practices, and comparison to community demographics allows the organization to identify both trends and gaps in hiring, retention, attrition, promotions, and opportunities for improvement	Core HR System, DEI Dashboards
Engagement	Engagement in DEI activities is an indicator of employee willingness to prioritize and voluntarily engage with DEI. Opportunities to engage should increase and match employee desire to engage – these could include attendance in round table events, participation in ERGs, donation matching programs, and more.	ERGs, Event Organizers, LMS
Campus Hiring	Representation and dropout between initial application and offer allows the organization to identify gaps and potential opportunities for improvement	Recruiting Platform
Experienced Hiring	Representation and dropout between initial application and offer allows the organization to identify gaps and potential opportunities for improvement	Recruiting Platform
Equity Opportunities	Understanding how opportunities and accolades are distributed across the company is how to ensure an effective meritocracy – this is monitored through regular promotion , review, and compensation analyses	Core HR System and Performance Management Tools
Client Value	More than ever, clients care about what steps an organization is taking to be an inclusive company – having a clear understanding of what clients are asking for can help us prioritize DEI internally and create a genuine narrative we can share with our clients	Supplier Diversity Tools, EEOC reporting, DE&I Awards / Rankings



DE&I EMPLOYEE ENGAGEMENT RESPONSES



Ethnicity Data

Ethnicity: American Indian/Alaskan Native, Asian, Black, Hawaiian/Other Pacific Islander, Hispanic, N/A, Not Applicable, Two or More Races, White

Gender Data

Gender: Female, Male, N/A



Data by Practice



Areas of Strength

95% reported personal values align with Credera's values

90% believe their judgment was respected; they feel respected and valued overall

80% believed they belong at Credera

70% felt connected to their managers

70% felt apart of informal discussions and interactions

65% felt compensations were fair and believed promotions were fair

60% felt connected to their peers

55% believe they can voice their opinion freely and without consequences

55% believes Credera actually strives for diversity

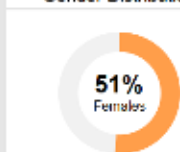
35% withholds parts of themselves in order to fit in

30% agreed with suppressing personal values because they differ from others

Areas of Growth

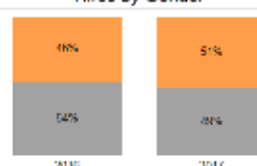
Diversity

Gender Distribution

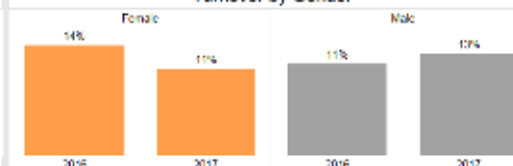


Female Male

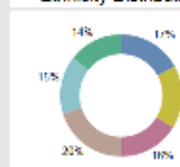
Hires by Gender



Turnover by Gender

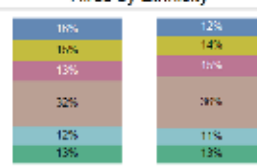


Ethnicity Distribution

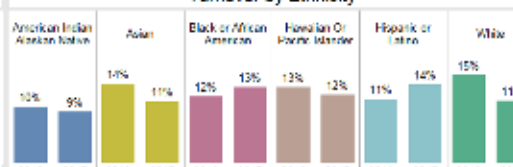


American Indian/Alaskan Native, Asian, Black or African American, Hawaiian or Pacific Islander, Hispanic or Latino, White

Hires by Ethnicity



Turnover by Ethnicity



American Indian/Alaskan Native, Asian, Black or African American, Hawaiian or Pacific Islander, Hispanic or Latino, White

What are your people telling you (and how do you hear them)?

- Engagement surveys
- Safe spaces and listening sessions
- DE&I surveys
- ERGs as a resource

**#1 is the need for belonging... and acceptance...
across all underrepresented groups and all humans**

GLOBAL DIVERSITY EMPLOYEE TRENDS

According to an HBR study, approximately 75% of diverse employees surveyed reported the presence of day-to-day **bias that contradicts the commitments expressed within their companies' diversity programs**. Due to experiences with daily bias, 50% expressed not believing that career progression and opportunities were bias-free.

Top ranked interventions, identified by underserved groups, included **anti-discrimination policies, cultural competency trainings, and removing bias from the promotion and evaluation process**.

Women

- See visible role models in leadership
- Benefits that help them progress regardless of family status
- Flexible work environment

People of Color

- Eliminate bias from team selection or meeting attendance
- Formal sponsorship programs
- Individual roadmaps for advancement

LBTGQ+

- Inclusive day-to-day experiences
- Accommodate broader gender Orientation via policies and benefits

[Survey: What Diversity and Inclusion Policies Do Employees Actually Want? \(hbr.org\)](https://hbr.org/survey/what-diversity-and-inclusion-policies-do-employees-actually-want)



ERG vs BRG vs Affinity Group

At its core, an ERG is “a voluntary, employee-led group that serves as a resource for members and organizations by fostering a diverse, inclusive workplace aligned with organizational mission, values, goals, practices, and objectives. Other benefits include the development of future leaders, increased employee engagement, and expanded marketplace reach.”

EMPLOYEE RESOURCE GROUP [ERG]

- Shared characteristics, background or experience
- May share a common workplace need
- Provides professional development and information to the company regarding their identities or experiences
- Participates in community outreach
- Supports recruiting efforts for others with their similar identity
- Contributes to overall DE&I business strategy

BUSINESS RESOURCE GROUP [BRG]

- Direct alignment with and contributes to the overall business strategy and business development outcomes
- Results in increased equity of the organization
- Provides recruiting and retention strategy
- Contributes to other diversity business development outcomes

AFFINITY GROUP

- Has an emphasis of a social component and more informal structure
- Group members share similar interests and goals



How do you govern or structure DE&I organizationally?

You may already have several pockets of DE&I efforts happening across the company:

- DE&I committee or advisory council
- ERG-specific initiatives and activities
- Talent acquisition diversity recruiting efforts
- HR DE&I policies and regulations

Need: Build connective tissue and synergy, unify strategy and vision, align goals and priorities, unlock resources

Does my company need a Chief Diversity Officer?



The Chief Diversity Officer:

- Senior Leader accountable to the organization on everything **equity, diversity, & inclusion**.
- Thought partner, strategist and implementer who will **connect the dots between diversity and inclusion efforts across the organization**.
- Exists **to amplify voices of underrepresented groups, to synergize DE&I efforts toward unified goals, and to ensure accessibility, visibility and focus**. The CDO is accountable for and measured against those factors

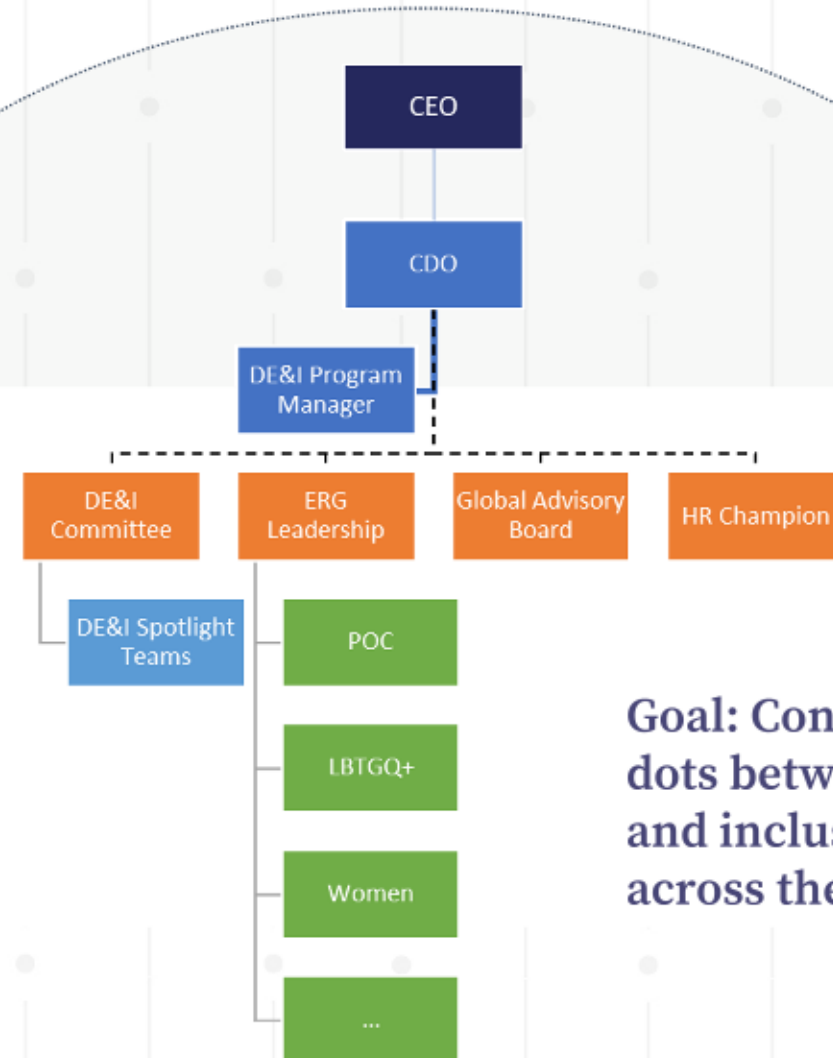
The Chief Diversity Officer will:

- Serve as the **strategic partner to the CEO and other executive leaders, cocreating vision and strategy**.
- **Design & implement metrics, monitoring & reporting systems** to effectively benchmark organizational progress, evaluate the impact and ROI of initiatives, and make recommendations for program enhancement and improvement.
- **Address issues facing specific demographic populations** and identify new programs or initiatives that can bolster diversity within the organization
- Engage in forums, networks, groups **with other DE&I executive leaders**
- **Partner with HR** to respond and investigate bias related incidents and make strategic and proactive recommendations based on outcomes.
- **Define and shape service offerings and consulting services** that can help our clients and agency partners improve the maturity of their DE&I efforts

An example of a DE&I organization

Must have:
DE&I leadership must
report into a C-level
executive and not be
buried within layers of
the organization

The DE&I “Umbrella”



**Goal: Connecting the
dots between diversity
and inclusion efforts
across the organization**

MEETING PEOPLE WHERE THEY ARE

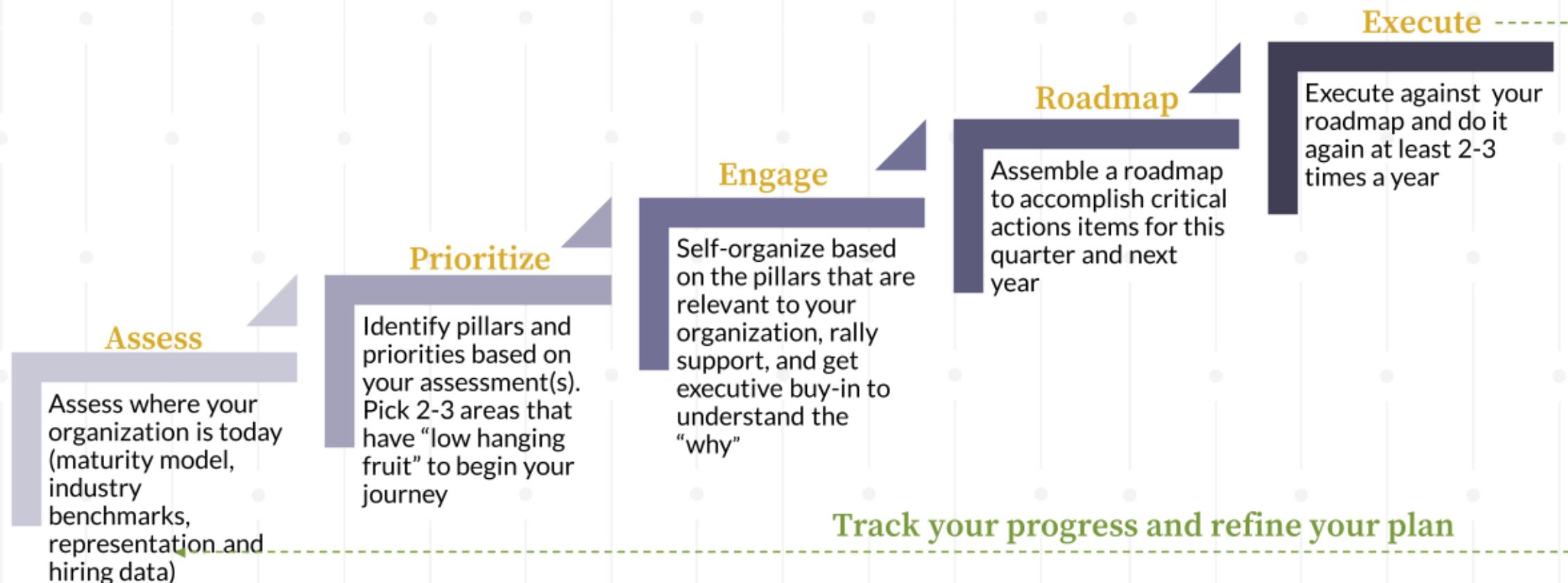
“Do the best you can until you know better.
Then when you know better, do better.”

- Maya Angelou

How do you best meet people where they are?

- Unconscious Bias training!
- Educational and awareness opportunities
- Mentoring programs
- Intentional connection
- Storytelling

How do we get started on our DE&I journey?



ANY QUESTIONS?

Q&A

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