



Segal Webinar

Advancing Your DEI Impact

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What We'll Cover Today

As we talk about how to create/update a DEI strategy, we will discuss

How to move from activity to impact

How to use evidence to target your DEI efforts

The unintended consequences of good intentions

DEI Strategy Steps

Step 1	High-level assessment
Step 2	Establish DEI accountability/governance structure
Step 3	Determine questions
Step 4	Collect data
Step 5	Identify needs and concerns
Step 6	Create a plan aligned with organizational objectives
Step 7	Define accountabilities
Step 8	Implement the plan
Step 9	Measure results and report outcomes

Revise and repeat steps 3–8

Why Are Organizations Focused on DEI?

Compliance Imperative

We don't want to break the law



Stakeholder Imperative

Customers, students, and taxpayers demand diversity



Profitability Imperative

Diversity helps our bottom line



Quality Imperative

Diversity enhances our products and services



Fairness Imperative

This is the right thing to do

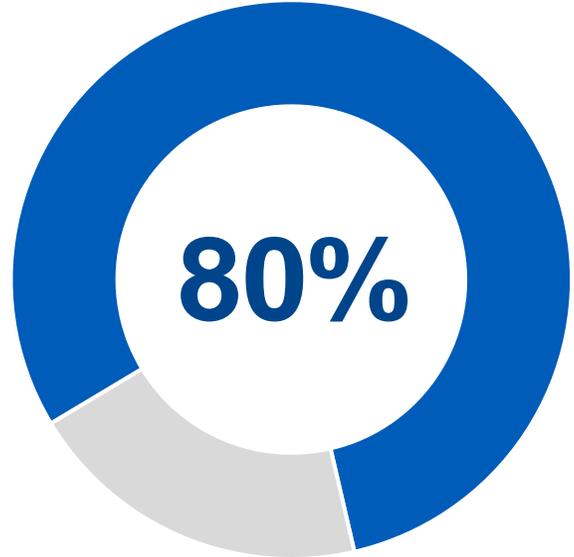


Poll Question:

What are the top challenges you are facing as you build/update your DEI strategy? (Choose all that apply)

- Knowing where to start
- Building a case for why DEI matters
- Ensuring that your culture actually supports diversity
- Moving DEI from an HR initiative to an organizational strategy
- Measuring the impact of your efforts

What are Fortune 500 Companies Saying about Diversity?



Business case
“Diversity helps our bottom line”



Fairness case
“Increasing diversity is the right thing to do”

Source: Georgeac, Oriane A. M., and Aneeta Rattan. 2022. “The Business Case for Diversity Backfires: Detrimental Effects of Organizations’ Instrumental Diversity Rhetoric for Underrepresented Group Members’ Sense of Belonging.” *Journal of Personality and Social Psychology*, June. <https://doi.org/10.1037/pspi0000394>.

Inclusion And Belonging

Stop Making the Business Case for Diversity

by Oriane Georgeac and Aneeta Rattan

June 15, 2022



SPmemory/Getty Images



You don't have to explain why you value innovation, resilience, or integrity. So why treat diversity any differently?

Just a Few Benefits of Diversity



Diverse medical teams give more accurate diagnoses



Boards with higher gender diversity are less likely to engage in excessive risk taking



Age diversity improves organizational performance



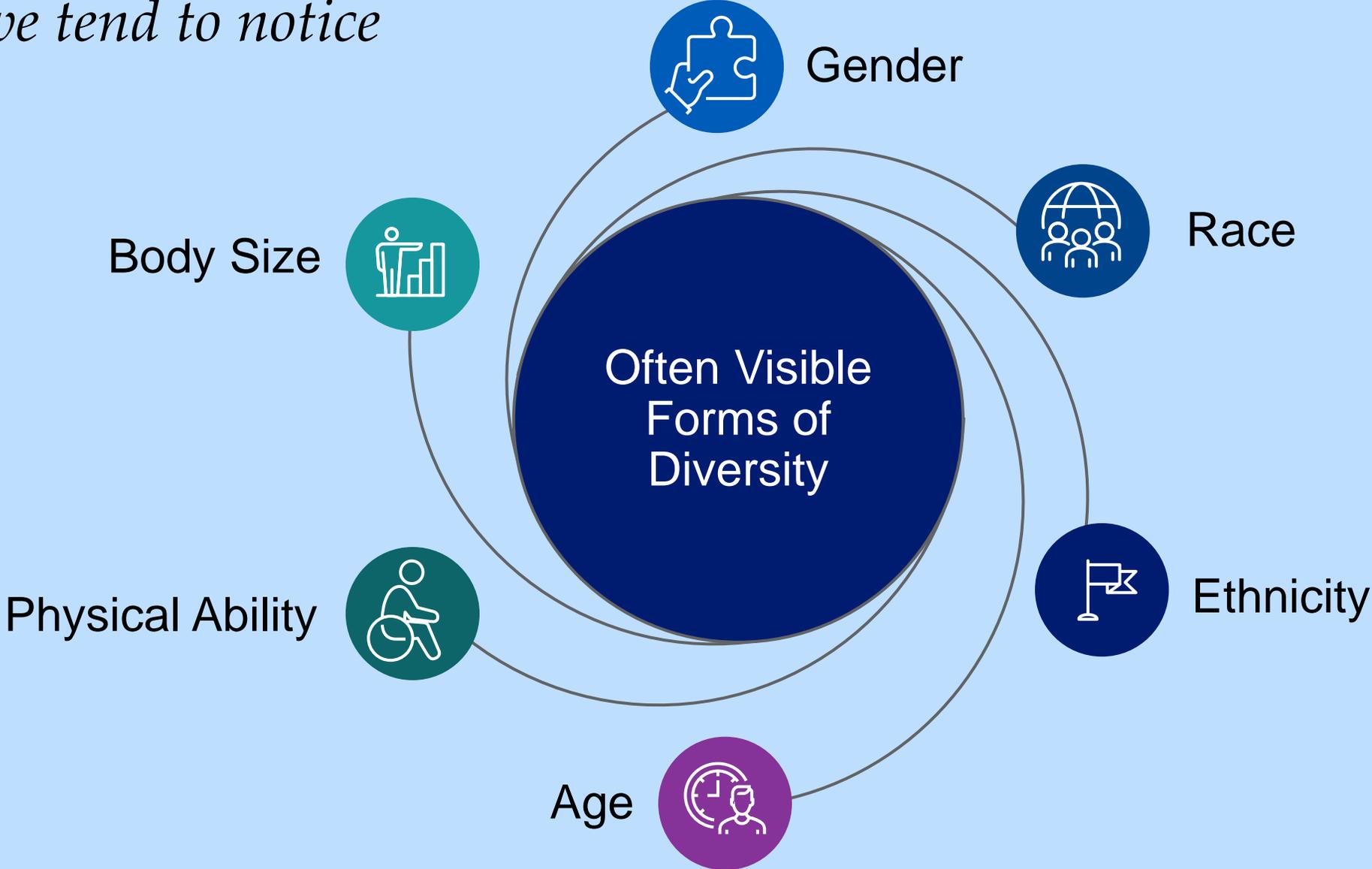
80% of employees want to work for an organization that values diversity, equity and inclusion



Racial and gender diversity increases revenue from new products and services

Diversity

What we tend to notice



Diversity

What we learn
by being
interested
in others

Thinking Style	Geographic Roots	Dietary Practices	Military Status
Caste	Political Beliefs	Socioeconomic Status	Learning Style
Caregiver Status	Appreciation Preferences	Sexual Identity and Orientation	Relationship Status
National Origin	Religious or Spiritual Beliefs	Educational Background	Introversion-Extraversion Tendency

Definitions We'll Use Today

Diversity: The presence of difference

Equality: Treating everyone the same

Equity: Striving for equal possible outcomes

Inclusion: Making people feel safe, valued and welcome



Equality

Treating everyone the same

Providing health insurance
to all employees



Equity

Striving for equal possible outcomes

Making sure providers are available in the evenings or via telemedicine



Inclusion

**Making people feel safe,
valued and welcome**

Honoring cultural practices
when providing health care



Poll Question:

Are your benefits aligned with your organization's DEI commitments?

- Yes, they are very aligned
- Somewhat
- No, this is an issue we need to address
- I'm not sure

Equality

Treating everyone the same

“Work starts at 8:00!”



Equity

Striving for equal possible outcomes

Start/end time flexibility for those with long commutes



Inclusion

**Making people feel safe,
valued and welcome**

Allowing remote work in the
afternoon so a parent can
meet the school bus



Developing Your DEI Strategy

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Areas to Investigate



Determine Your Questions



Sample Questions

Are your employee policies aligned with your stated DEI commitments?

Are your LGBTQIA+ employees satisfied with physicians in your provider network?

Do your employees feel safe to report concerns?

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Data Source Examples

Ombuds Office complaint trends

Regional labor market data

Social media reviews

Retirement plan hardship withdrawal requests

Employee health claims

Employee demographic data

Collect Data

Workforce Composition

Executive Leadership



Managers



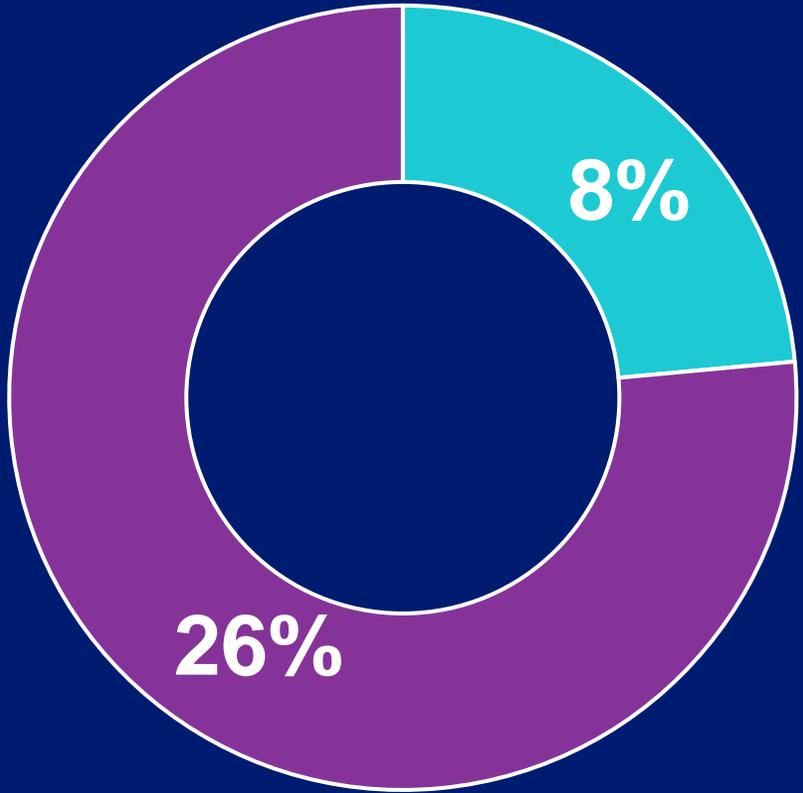
Individual Contributors



Collect Data

Turnover Data

Organization-
Wide Turnover
Rate: 14%



1 2

Sample Culture Assessment

Culture: “The way we do things here”

Policies & Procedures



Events & Awards



Traditions & Norms



Leader Behavior



Communication Practices



Accountability Mechanisms



Sample Climate Assessment

Climate: “How it feels” to work in the organization (e.g., supportive, unpredictable, chaotic)



Poll Question:

Is the current diversity of your workforce challenging your ability to attract new talent?

- Yes, very much
- To some degree
- No, this is not an issue for us
- I'm not sure

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Examples of What We Learn

1. Historical photos and artwork make many employees feel excluded
2. Employment policies seem harsh, and they are difficult to interpret
3. Employees are frustrated by the lack of diversity among physicians and therapists in the healthcare network

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Unintended Consequences of Good Intentions

Tactic	Unintended Consequences
Mandatory training programs	<ul style="list-style-type: none">• Entrenched positions• Resentment/animosity
Recognition days/months (e.g., Black History Month Pride Month)	Accusations that these activities are performative rather than substantive
DEI Councils	<ul style="list-style-type: none">• May create more uncompensated work• Can put burden on those who feel marginalized to solve a problem that someone else created
Climate & Culture Assessments	Can create unrealistic expectations for change
“Diversity Hiring” Requirements Advertising/outreach requirements Candidate pool certifications	Can increase turnover when the culture is not welcoming

Employee Benefit Programs Through a DEI Lens



Questions for Us?

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