GREATER PHOENIX
CHAMBER

DIVERSITY & INCLUSION

The Case for Diversity, Equity and Inclusion

Starting the conversation

GREATER PHOENIX CHAMBER
DIVERSITY & INCLUSION



Acknowledge the drivers of why DEI work is important to your organization

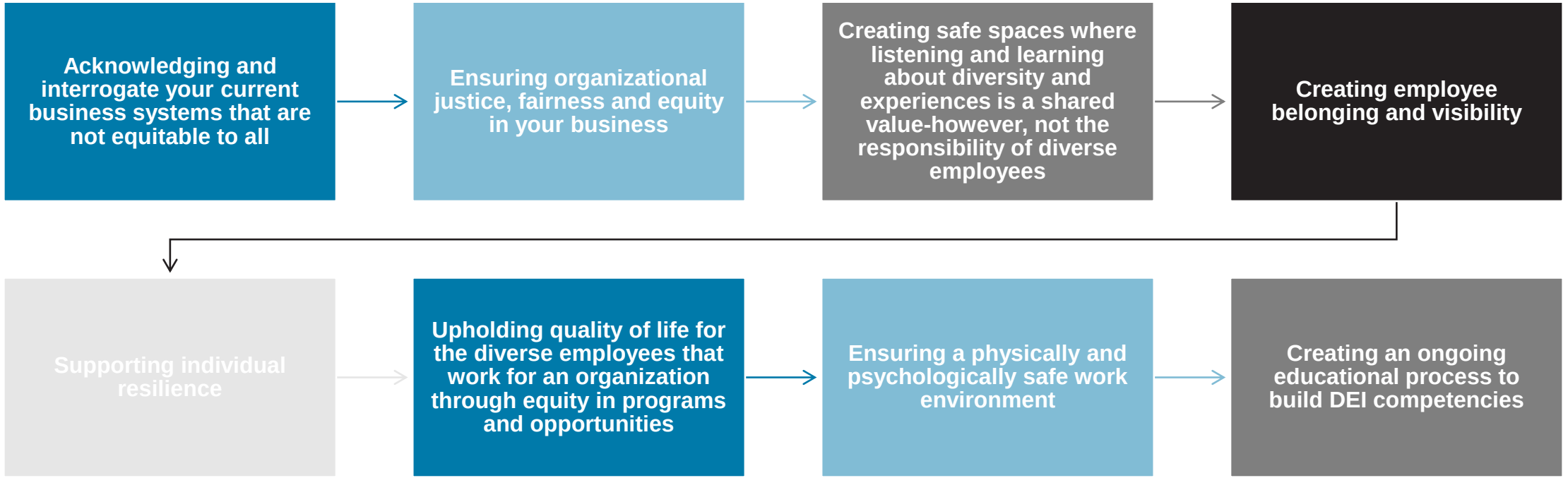


Understand DEI work has great impact to a business; but these are outcomes, not drivers.



Realize there is a lens that this work is unnecessary. Actively embrace and bring those resistors along.

The DEI Drivers to achieve Cultural Competency



Define Diversity for your Organization

GREATER PHOENIX CHAMBER
DIVERSITY & INCLUSION

Internal characteristics are powerful/sustaining characteristics, having a lifelong impact

External characteristics are other important characteristics acquired later, potentially less influential, mutable differences

Organizational characteristics are social interaction characteristics

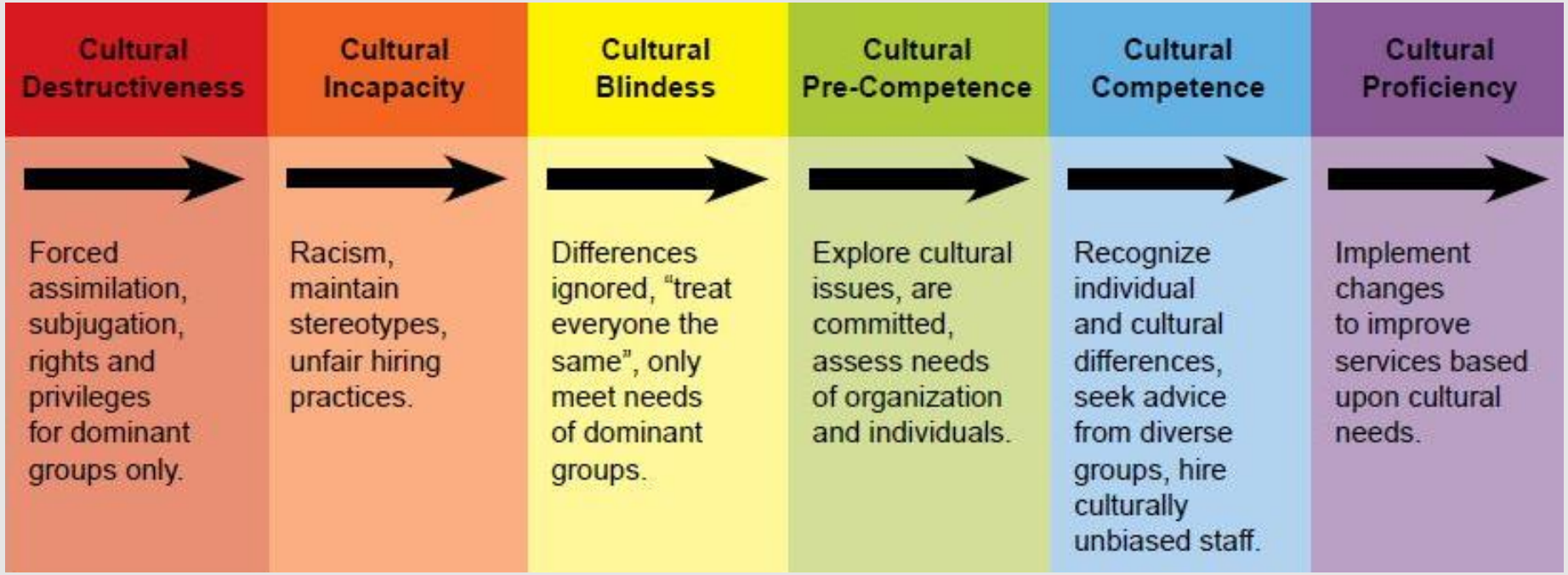
Diversity includes belief systems and ways of thinking and the lens with which we interact with the world.



The wheel was originally created in 1991 by Marilyn Loden at Johns Hopkins University. It was updated in 2009 by Gardenswartz and Rowe.

GREATER PHOENIX CHAMBER
DIVERSITY & INCLUSION

Continuum of Cultural Competency



Source: Cross, et al.,1989

Business Outcomes

GREATER PHOENIX CHAMBER
DIVERSITY & INCLUSION

Bolsters financial performance

- A study conducted by McKinsey found that:
  - Ethnically diverse companies are **35% more likely to have financial returns** above their respective national industry medians
  - Gender diverse companies are **15% more likely to outperform** their respective national industry medians

Highlights your organization as an employer of choice

- According to Glassdoor, **67% of job seekers view a diverse workforce as an important factor** when evaluating companies and considering job offers

Fosters innovation and growth

- Harvard Business Review found that:
  - Diverse companies are **70% likelier** to capture a new market
  - They're also **45% more likely** to report increased market share year-over-year

Increases employee engagement

- **83% of millennials report being actively engaged** when they believe their organization fosters an inclusive workplace culture

Supports powerful decision-making

- Teams that are inclusive **make better decisions up to 87% of the time**, according to a study conducted by Forbes

Source: Qualtrics.com

Examples of Cultural Business Outcomes

GREATER PHOENIX CHAMBER
DIVERSITY & INCLUSION

- Leadership ranks hold deep diversity, whose perspectives are shifting how the organization fulfills its mission and reinforcing the organization's commitment to DEI
- Internal change around DEI is embraced. Employees are supported in managing and integrating the changes, and the organization demonstrates courage to advance external outcomes.
- Employees are confident and skilled at talking about DEI, race and racism and its implications for the organization and for society.
- Cultural norms and practices exist that promote positive and culturally responsible interpersonal relationships among employees. Individuals are encouraged to share their perspectives and experiences.

Source: Equity in the Center; www.equityinthecenter.org

Examples of Cultural Business Outcomes

GREATER PHOENIX CHAMBER
DIVERSITY & INCLUSION

- Programs are culturally responsive to DEI.
- External communications reflect the culture of the communities served.
- Communities are treated not merely as recipients of the organization's services, but rather as stakeholders, leaders, and assets to the work.
- Expenditures on services, vendors, and consultants reflect organizational values and a commitment to DEI.
- Continuous improvement in DEI is prioritized by requesting feedback from employees and the community.
- Evaluation efforts incorporate the review of data in order to surface and understand how every program, service, or benefit impacts every beneficiary.

Source: Equity in the Center; www.equityinthecenter.org

Dealing with Resistance

GREATER PHOENIX CHAMBER
DIVERSITY & INCLUSION

- Use a broad, inclusive definition of diversity
- Listen to employees of all groups and hear their concerns, issues, and needs
- Include allies in all aspects of the initiative from all levels of the organization
- Make programs and development opportunities open to all employees
- Use values that appeal to all
- Be clear, fair and transparent
- Keep the focus on the organization's success and the individual's effectiveness
- Make the resistor an ally, not an enemy

Adapted from Source: Lee Gardenswartz and Anita Rowe, "Dealing With Resistance to Divers