



ARROWHEADCONSULTING

THE WHY OF DEI

Kuma Roberts, IOM | 2/21/23

KUMA ROBERTS, IOM



- Partner and Chief Diversity, Equity & Inclusion Officer | Arrowhead Consulting
- 12 years Organizational Development Leadership Strategist
- Corporate & Nonprofit Clients across the nation
- Focused on transformative shifts in policy & practice as well as personal growth to advance DEI



ARROWHEADCONSULTING

Who We Are

Project Management

Leadership Development

Organizational Effectiveness

Diversity, Equity, & Inclusion

www.arrowheadconsulting.com

Aimed for Success



OUR OBJECTIVES



A clear understanding of the words diversity, equity and inclusion



Raise awareness and sensitivity of workplace DEI issues impacting your organization



Recommend tools for building a business case for your organization.

EVOLUTION OF DIVERSITY, EQUITY AND INCLUSION



01.

The Compliance Case

DEI is something we are
forced to do...by law.

The Values Case

DEI is the *right thing* to
do...for our people

02.

03.

The Business Case

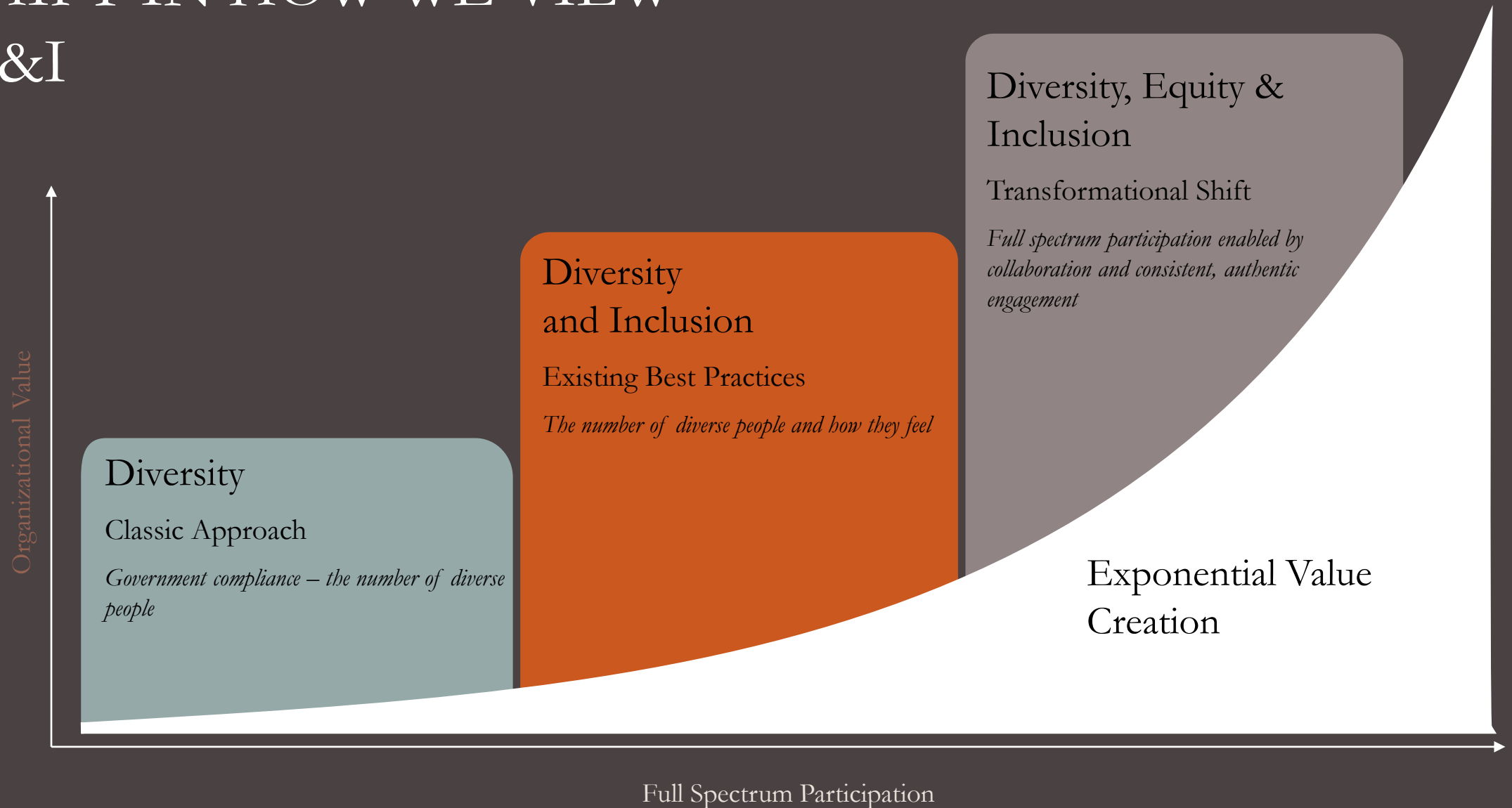
DEI is the *smart thing* to
do. . . for our business

The Equity Case

DEI is both the *RIGHT, SMART,
and PROFITABLE* thing to do
for people and business.

04.

TRANSFORMATIONAL SHIFT IN HOW WE VIEW D&I



The visible organisational culture - the way we 'say' we get things done.

SYSTEMIC

The systems that often embed discrimination

CULTURE

Behaviours that often enable discrimination

The invisible organisational culture - the way we 'really' we get things done.



A photograph of a winding asphalt road with yellow double lines, curving through a dry, hilly landscape with golden-brown grass. In the background, a large, flat-topped hill or mesa is visible under a clear sky. The quote is overlaid in large, white, bold, sans-serif capital letters.

**"LANGUAGE IS THE ROAD MAP OF
A CULTURE. IT TELLS YOU WHERE
ITS PEOPLE COME FROM AND
WHERE THEY ARE GOING."**

RITA MAE BROWN



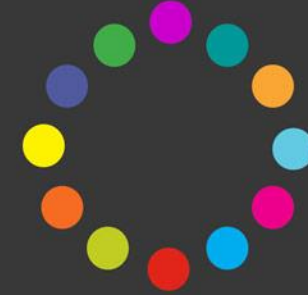
DI·VER·SI·TY

All the ways in which people differ.



EQ·UI·TY

Fair treatment, access, opportunity, and advancement for all people. One's identity cannot predict the outcome.



IN·CLU·SION

A variety of people have power, a voice, and decision-making authority.

WHAT IS DIVERSITY?

"Increasing diversity does not, by itself, increase effectiveness; what matters is how an organisation harnesses diversity, and whether it's willing to reshape its power structure."
Harvard Business Review

GENDER IDENTITY & REASSIGNMENT	RELIGION, FAITH, NO-FAITH	MENTAL HEALTH	PEOPLE WITH INVISIBLE DISABILITIES	COGNITIVE DIVERSITY	CULTURAL DIVERSITIES
SEX	LGBTQ+	PEOPLE FROM SOCIO- ECONOMICALLY DISADVANTAGED BACKGROUNDS	PRIMARY CARE GIVERS	REMOTE WORKERS	MILITARY VETERANS
RACE	GENERATIONAL DIVERSITY - AGE	PEOPLE WITH VISIBLE DISABILITIES	NEURODIVERSITY	ETHNICITY	NATIONALITIES
REFUGEE STATUS	MARITAL STATUS & CIVIL PARTNERSHIP	PREGNANCY & MATERNITY	FULL TIME VS PART-TIME	SIZE	OPPORTUNITY PRIVILEGE

Not enough to raise numbers, and not be discriminatory (i.e. legal) - diversity needs to be in positions of authority, and included



Dimensions of Diversity



Refugee & Immigrant

13.5% of the American population is foreign-born and beginning in 2030, migration will be the primary driver of growth.

Dimensions of Diversity

ABILITY

One in four or 26 %
of American adults
identify as having a
disability.





Dimensions of Diversity

LGBTQIA+

1 in 5 or 21% of GenZ adults identify as LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex and Asexual)

Dimensions of Diversity

VETERANS

In 2019,
roughly 18
million people
or 7% of
American
adults
identified as
veterans with
a variety of
transferrable
skills.



Dimensions of Diversity



AGE

Millennials currently represent 35% of the global workforce and have overtaken the Baby Boomers as the largest generation in the workplace.

**1 IN 5 AMERICANS HAS A
CRIMINAL RECORD.
(APROX. 68 MILLION PEOPLE)**





HOW WOULD YOU DEFINE DIVERSITY?

“

Diversity is a collection of minds and bodies from all walks of life, representing the breadth of the human experience. It means acknowledging our differences, not hiding from them. It represents an opportunity to use those differences to collectively better our understanding of the world, lived experiences, and how those facets of an individual come together to form a unique human with a place in the world and something to offer.

”

Equality



Equity





What is an Equity Lens?

A checkpoint for accountability used throughout any policy or decision-making effort.



Exclusion



Integration



Inclusion

1.COMMUNITY

This is social inclusion which can be physical, emotional, cultural, intellectual, or spiritual.

3. CONTRIBUTION

This is intellectual inclusion, where the individual is allowed to make a valued contribution.

2. CONNECTION

This is emotional inclusion, which results in meaningful relationships between majority and minority groups.

4. CONTEMPLATION

This is spiritual inclusion where the individual is able to pursue their meaning and purpose.

INCLUSION

- Different levels of inclusion
- Not only being invited to the party - but being invited to join in
- The identification and removal of barriers to take part.

5. COMPREHENSIVE

This happens when an individual has experienced 1-4 and benefits from a truly systematic inclusive environment.



WHY DEI?

The value of diversity, equity and inclusion

A diverse workforce and equitable & inclusive culture positively impact decision-making, innovation, and financial performance.

Inclusive teams make better business decisions up to **87%** of the time.

Source: Cloverpop, 2017

Companies with an inclusive culture are **6X** more likely to be innovative.

Source: Deloitte, 2018



75% of businesses with diverse frontline decision-making teams will exceed their financial targets through 2022.

Source: Gartner, 2019

Employee Engagement

Organisations with above-average gender diversity and levels of employee engagement outperform companies with below-average diversity and engagement by between

46% to 58%

Fast Company

70%



What leaders say and do makes 70% difference as to whether an individual reports feeling included.

Source: HBR, The Key to Inclusive Leadership

Commercial

Organisations in the top quartile for ethnic and racial diversity in management were **35% more likely to have financial returns** above their industry mean.

McKinsey

35%



The overwhelming case for Diversity and Inclusion

Innovation

Organisations with above-average diversity in their management teams reported innovation revenue that was 19% higher than that of organisations with below-average leadership diversity

BCG, Diversity and Innovation Survey

19%



33%

Profitability

Companies in the top-quartile for ethnic/cultural diversity on executive teams were 33% more likely to have industry-leading profitability.

McKinsey

Performance

When employees think their organisation is committed to, and supportive of diversity and inclusion, they report better business performance in terms of ability to innovate (83% uplift).

Employee Attraction

47% of employed millennials site a diverse and inclusive workplace as important in their consideration of new employment.

Deloitte millennial survey

47%

responsiveness to changing customer needs (31% uplift) and team collaboration (42% uplift).

Deloitte Australia and the Victorian Equal Opportunity and Human Rights Commission

BEYOND THE MELTING POT

The metaphor of the “melting pot” is unfortunate and misleading. A more accurate analogy would be a salad bowl.

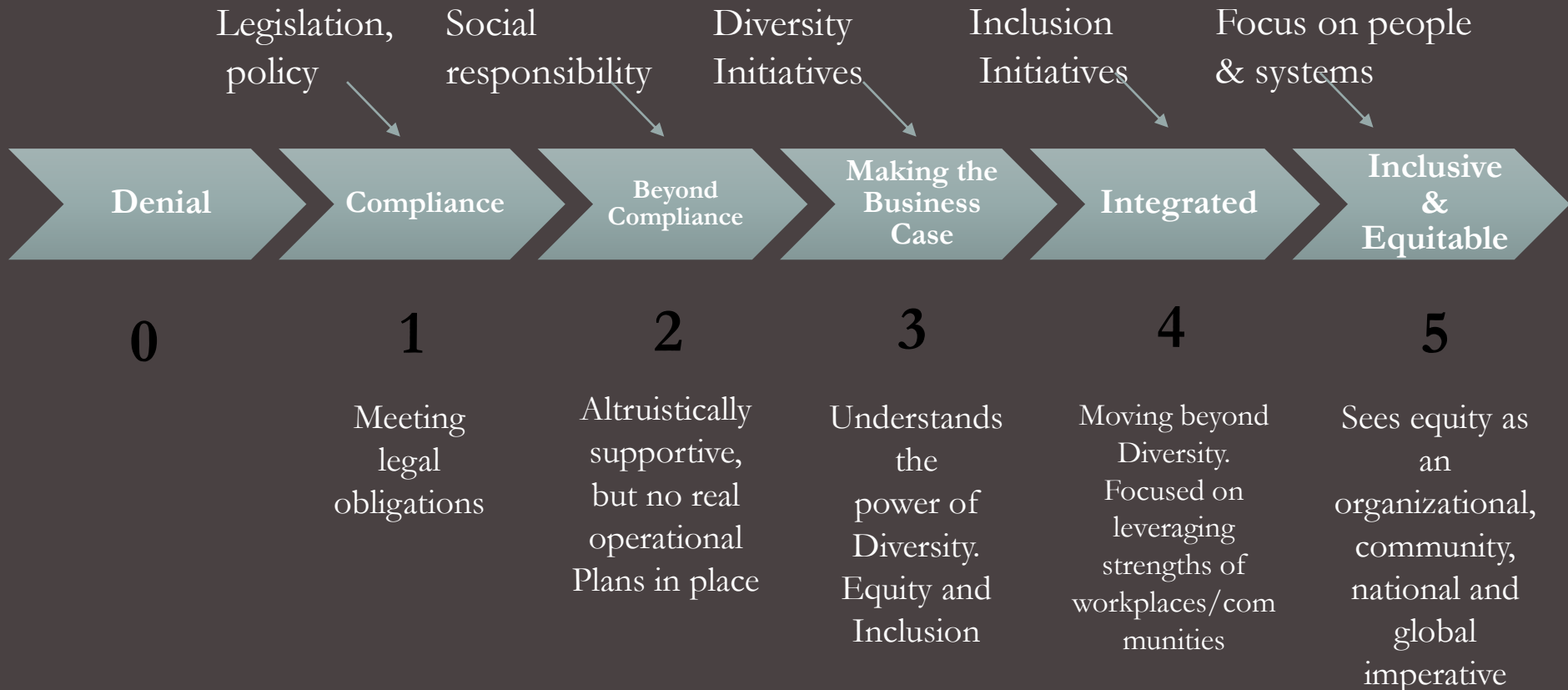
Though the salad is an entity, the lettuce can still be distinguished from the carrots, tomatoes and onions.





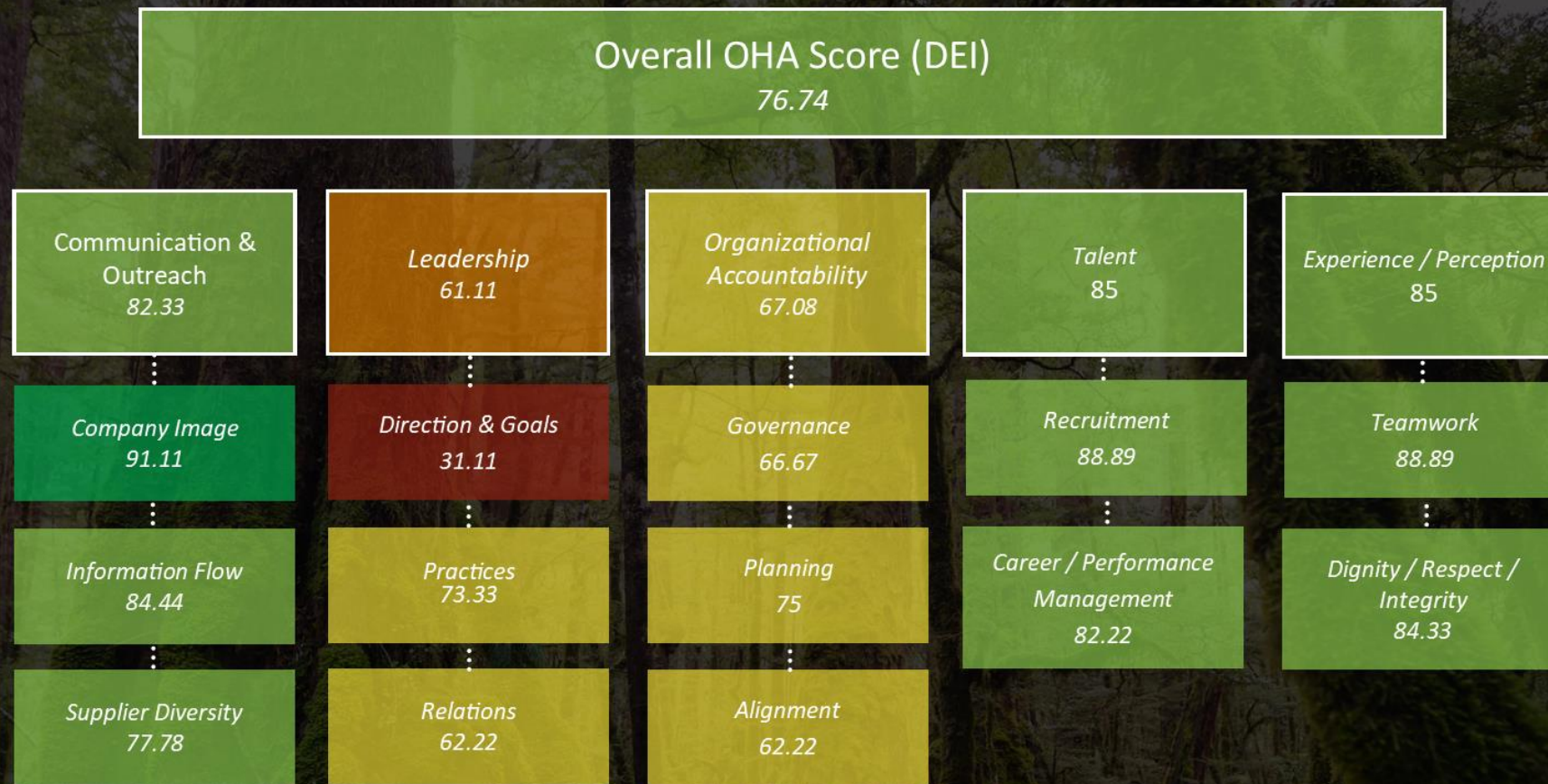
ASSESSMENT IS KEY

STRATEGY: UNDERSTANDING THE CONTINUUM OF DEI



DIVERSITY & INCLUSION MATURITY MATRIX



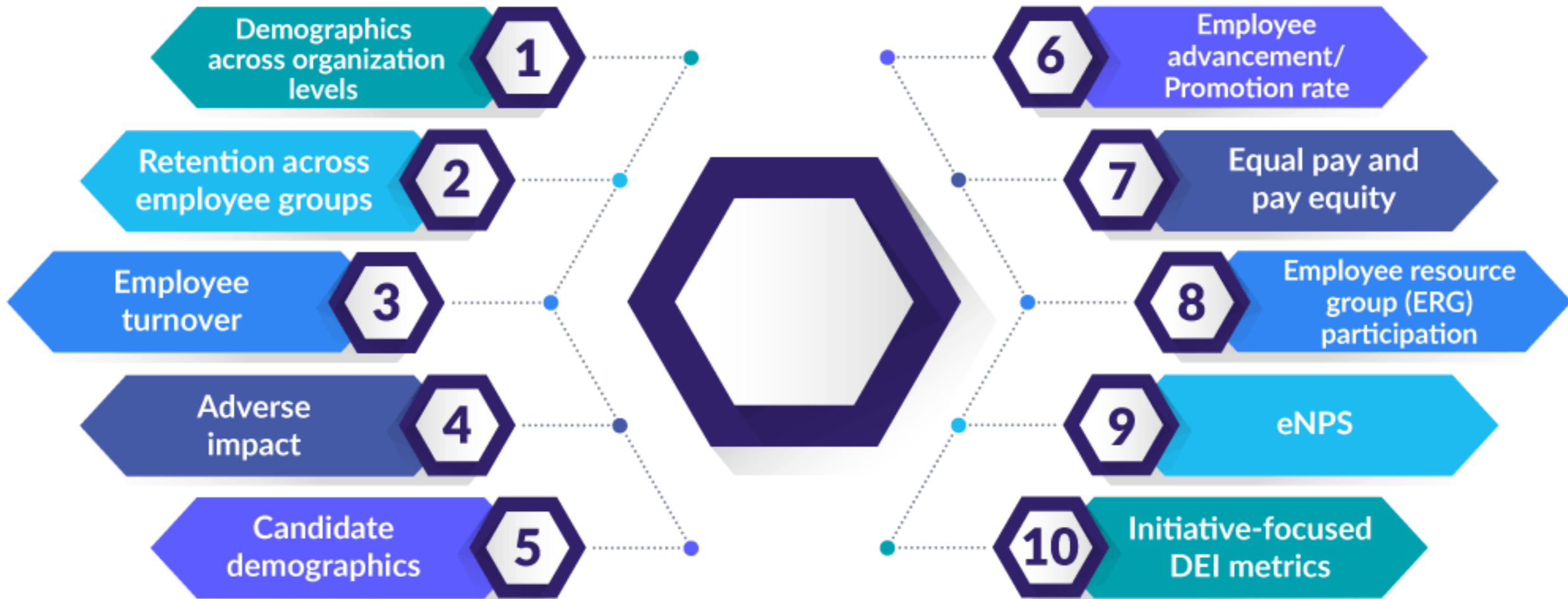


ARROWHEAD DEI FOCUSED ASSESSMENT

A man with a beard and glasses, wearing a light-colored shirt, is seated at a table and gesturing with his hands while speaking. A woman with long hair and glasses, wearing a dark blue cardigan over a light-colored shirt, is seated next to him, looking at him and smiling. They are in a meeting room with a whiteboard and a lamp in the background. A dark grey banner is at the bottom of the image.

EMBRACE MEASUREMENT

DEI Metrics



ADDITIONAL BUSINESS CASE METRICS:

How many
trainings
offered?

Participation
rates

Leadership in
Attendance

Visible
Purpose
Statement

Number of
Hours Spent
Toward DEI



BUILDING THE BUSINESS CASE

DEVELOP A DEI COMMITTEE OR GROUP

SET YOUR VISION AND THE BUSINESS CASE



LEVERAGE
LEADERSHIP
BUY-IN TO
EMBED
CHANGES

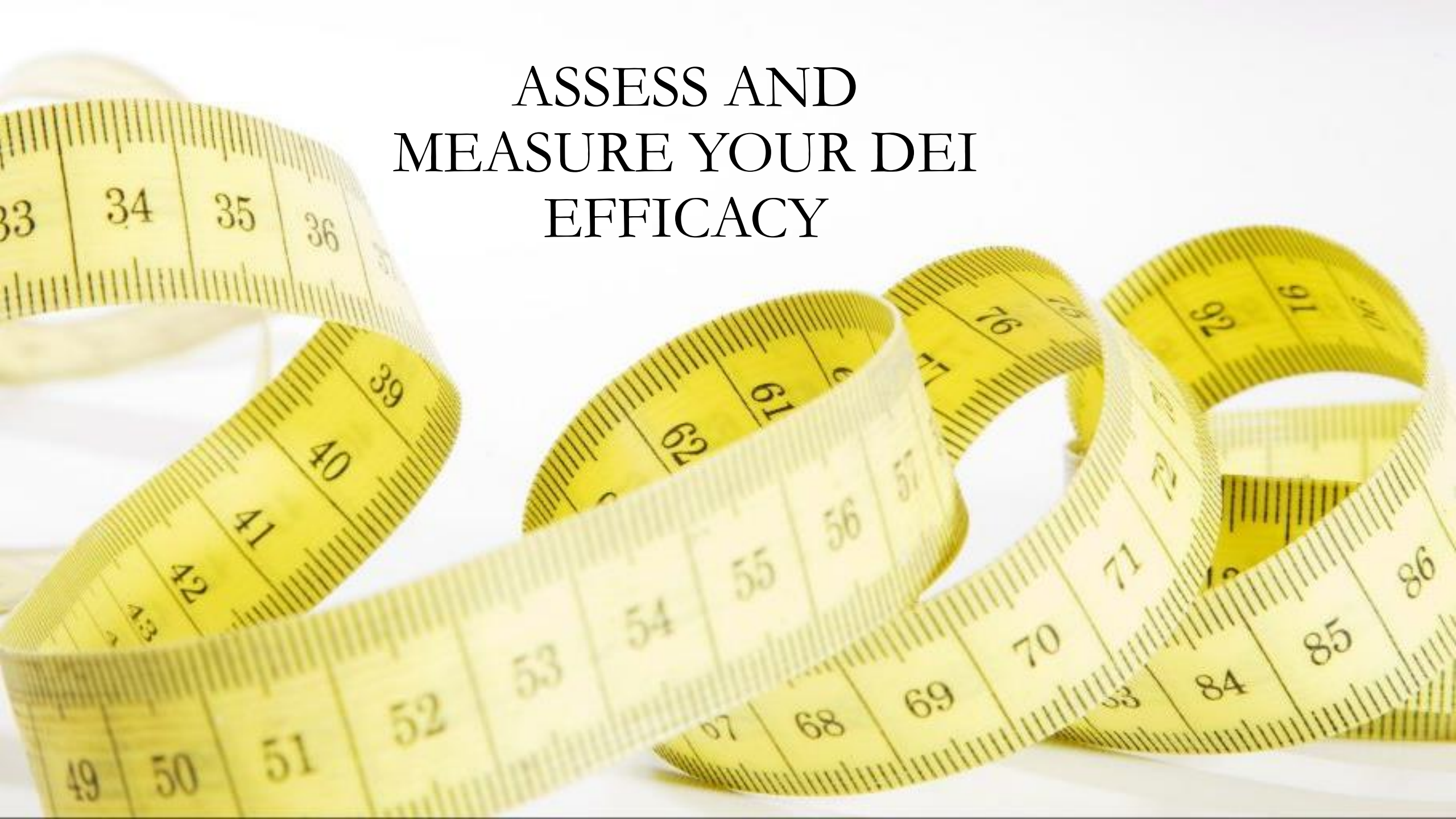


BE TRANSPARENT WITH
STAFF; CONSIDER THOSE
WHO ARE
UNDERREPRESENTED



A group of four diverse business professionals are seated at a conference table in a bright, modern office. From left to right: a man with a beard and long hair, a woman with dark curly hair, a man in a dark suit raising his right hand, and a woman with long brown hair. A fourth person, a woman with blonde hair, is partially visible on the far right. They are all looking towards the left side of the frame. A laptop and a coffee cup are on the table. In the background, there is a large window and a whiteboard with some faint writing.

OFFER CONSISTENT DEI TRAINING &
DEVELOPMENT

A yellow measuring tape is coiled in a loose, overlapping pattern across the frame. The tape features black numerical markings and fine vertical lines for measurement. The numbers are clearly legible, showing a sequence from 33 to 86. The background is a plain, bright white, which makes the yellow tape stand out. The lighting is even, highlighting the texture of the tape and the sharpness of the numbers.

ASSESS AND MEASURE YOUR DEI EFFICACY



REPORT,
COMMUNICATE AND
EDUCATE



I will do
one thing
today.

thing:



*“If you have come to help me, you
are wasting your time. If you have
come because your liberation is
bound up with mine, then let us
work together”*

- LILA WATSON

LET'S KEEP IN TOUCH



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