



# **Delivering on the Promise of DE&I: A Framework & Discussion of the Leader's Role**

Texas State Employees

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# How About You?

- Share a little information about yourself by responding to the poll.

# Shared Session Expectations

For the next 90  
(maybe) minutes  
will you...

Participate

Challenge  
your thoughts  
and  
perspectives

Maintain  
confidentiality

Minimize  
Interruption



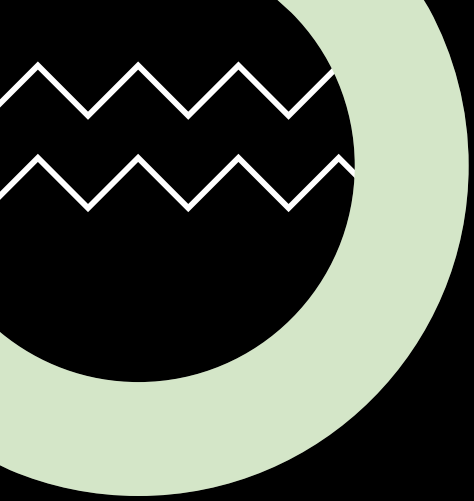
**What is the purpose of this conversation (DE&I) at a wellness conference?**



# Definition.

## Definition of Terms

- **Diversity:** The presence of difference, both seen and unseen.
- **Equity:** The use of systems that allow resources and opportunities to be distributed based on the needs of the individual.
- **Inclusion:** creating a collaborative and open-minded culture that uses unique and dissenting perspectives (diversity) to improve business outcomes
- **DE&I:** Using inclusion and equity to leverage diversity to improve business outcomes.



Diversity is the catalyst for innovation,  
inclusion is the enabler, and  
**leadership must bring it all together** in  
a culture for success.



# Personal Assessment

Which best describes your personal investment in DE&I activities in the workplace?

- I participate in heritage month celebrations and other activities when they are offered.
- I have an active plan to help identify my DE&I blind spots and clear strategies for improvement.
- I can articulate the organizational value of DE&I, and the organization's DE&I goals.
- I consider the organization's DE&I goals and apply the strategies in my daily work.

# Organizational Assessment

## Compliance



Compliance with legal expectations and rules, and mitigating risk

## Cosmetics



Looking good or not looking bad.

## Culture



Creating an inclusive culture that leverages the diversity of the workforce to get equitable outcomes.

## Business Goals



Leveraging diverse and inclusive teams to maximize the business benefit.



The background of the slide is a dense, overlapping pattern of US dollar bills, including \$1 and \$2 bills, scattered across the entire surface. The bills are slightly faded and oriented in various directions, creating a textured, financial-themed backdrop.

# Money Well Spent?

- Companies in the United States spend approximately \$8 billion annually on DE&I initiatives.
- Many companies have little to show for the money spent on DE&I projects.

# The Performative Approach

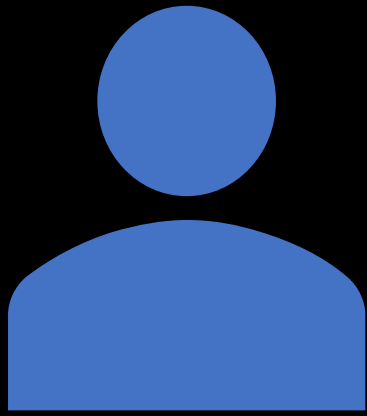
- A la carte “flavor” of the day projects that fade as voices get quiet.
- Poorly resourced initiatives.
- Failure to use data to inform decisions.
- **The Result: Many claim that DE&I doesn't work or isn't worth the investment.**

Performative inclusion		True inclusion
Diverse images on your website	➔	Diverse people in senior leadership
Inclusive language in your company values	➔	Inclusive practices in your culture such as focus groups and regular surveys
Putting the onus of belonging on those traditionally excluded	➔	Creating inclusive spaces where people have the opportunity to feel belonging
Considering only one traditionally underrepresented candidate when hiring	➔	Talent pipeline metrics with accountability
Aspirational goals	➔	Actionable policies
Asking the diverse person in the room for their opinion	➔	Filling the room with diverse perspectives and asking everyone in the room their opinion
Asking for diverse perspectives on diversity-centered topics	➔	Incorporating diverse perspectives into all topics
Treating diversity like a volunteer effort	➔	Creating a culture that rewards diversity

# The Reassuring Message

- We have the tools we need to meet the challenge.
  - Evidence
  - Metrics & Measurement
  - Courage & Discipline
  - Experiment & Evolve

# Framework for Inclusive Workspaces



**Leaders**



**Priorities**



**Behaviors**



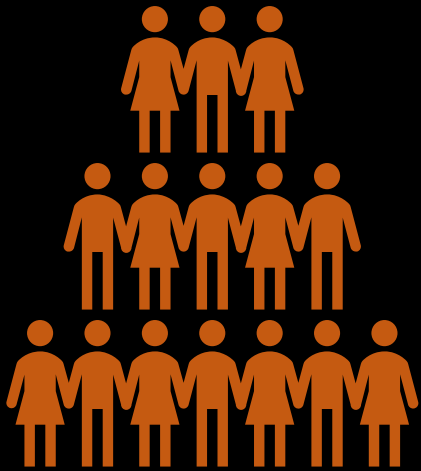
**Systems**

# Quick Poll

- What part of the framework do you think is most overlooked by organizations?
  - The role of leadership?
  - Communicating clear priorities?
  - Defining supporting behaviors?
  - Modifying systems to enable new behaviors?

WHAT  
DO YOU  
THINK?

# The Return on Investment (ROI) for Inclusion



**People Benefits**



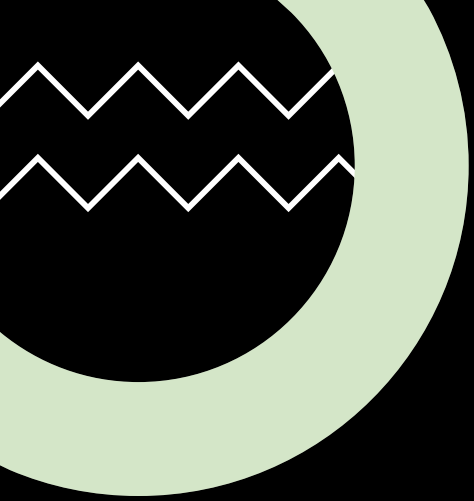
**Innovation  
Benefits**



**Implementation  
Benefits**



**Psychological  
Safety Benefit**



# 1. Know Yourself & Know Your Why!

*“People don’t buy what you do. They buy why you do it.” Simon Sinek*





**MINDSET**

**CHANGING...**

## **2. Develop a Growth Mindset**

**“If we want growth mindset to happen in real life, we have to create the conditions for it and modify them as we learn what works and what doesn’t.” Neuroleadership Institute**



# Fixed vs. Growth Mindset

## **Fixed Mindset** – *Being Good*

- Proving
- Demonstrating current skills
- Performing better than others
- Response to Difficulty – feel threatened

## **Growth Mindset** – *Getting Better*

- Improving
- Developing new skills
- Performing better than you did before
- Response to Difficulty – feel challenged / find opportunity

# A Growth Mindset Strategy

## Can't vs. Yet

“Can't is lazy thinking for "I don't want too", or "I don't know how". We haven't "yet" shifts us to problem solving.” David Taylor (Proctor & Gamble)



### **3. Make DE&I a Business Priority with Goals**

“The value of your “yes” is defined by your “no”.”

# When DEI is a Business Goal



**Collect**



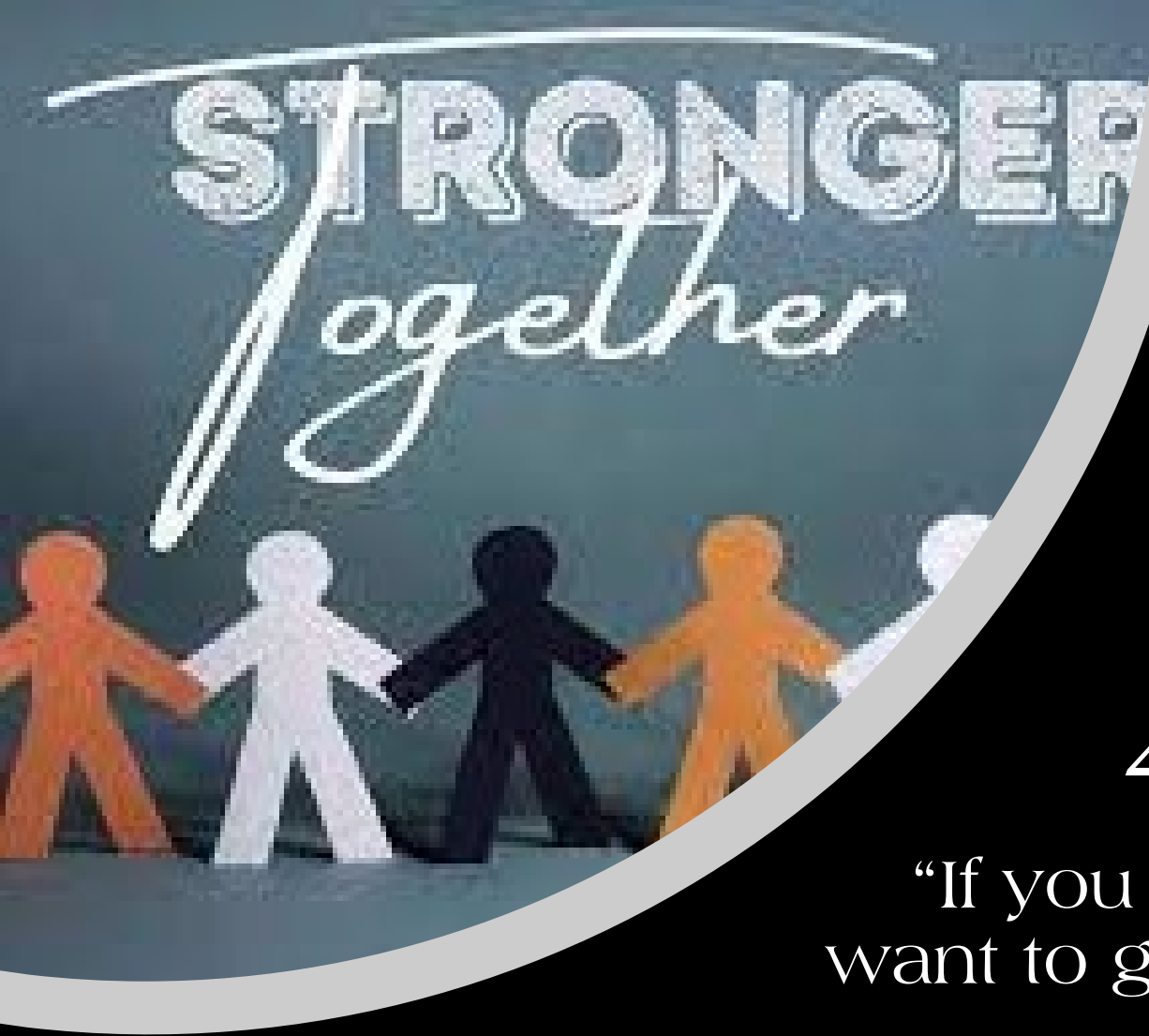
**Count**



**Communicate**



**Resource**



## 4. **Go Together**

“If you want to go fast, go alone. If you want to go far, go together.” African Proverb

A 3D rendered figure, possibly a mannequin or a stylized human, stands next to a target. The figure is positioned on the left side of the frame, with its right hand resting on the target. The target is a circular bullseye with concentric rings. Several arrows are shown hitting the center bullseye. The entire scene is set against a light, textured background and is framed by a large, curved, light-colored border that sweeps across the top and left sides of the image.

# From the Center

- **Individual** – This level is about YOU. Just you as an individual.
- **Relationships** – This level is about those that influence you and who you interact with as part of your work.
- **Organization** – This level is about organizational culture, policies, and practices.

# 5. Make Data Matter

*for staff and clients*

“A company that’s committed to solving its problems uses metrics to identify trouble spots, establishes baselines, and measures progress.”

Joan Williams

“If you are not measuring success, then it’s a hobby.” Miriam Lewis



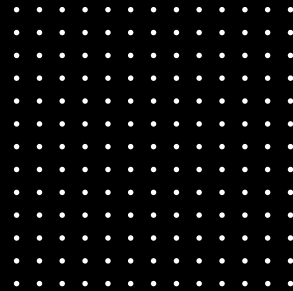
data



**Good leaders know that what gets measured gets managed. Leaders who want more inclusive workspaces use data and analytics to drive outcomes.**

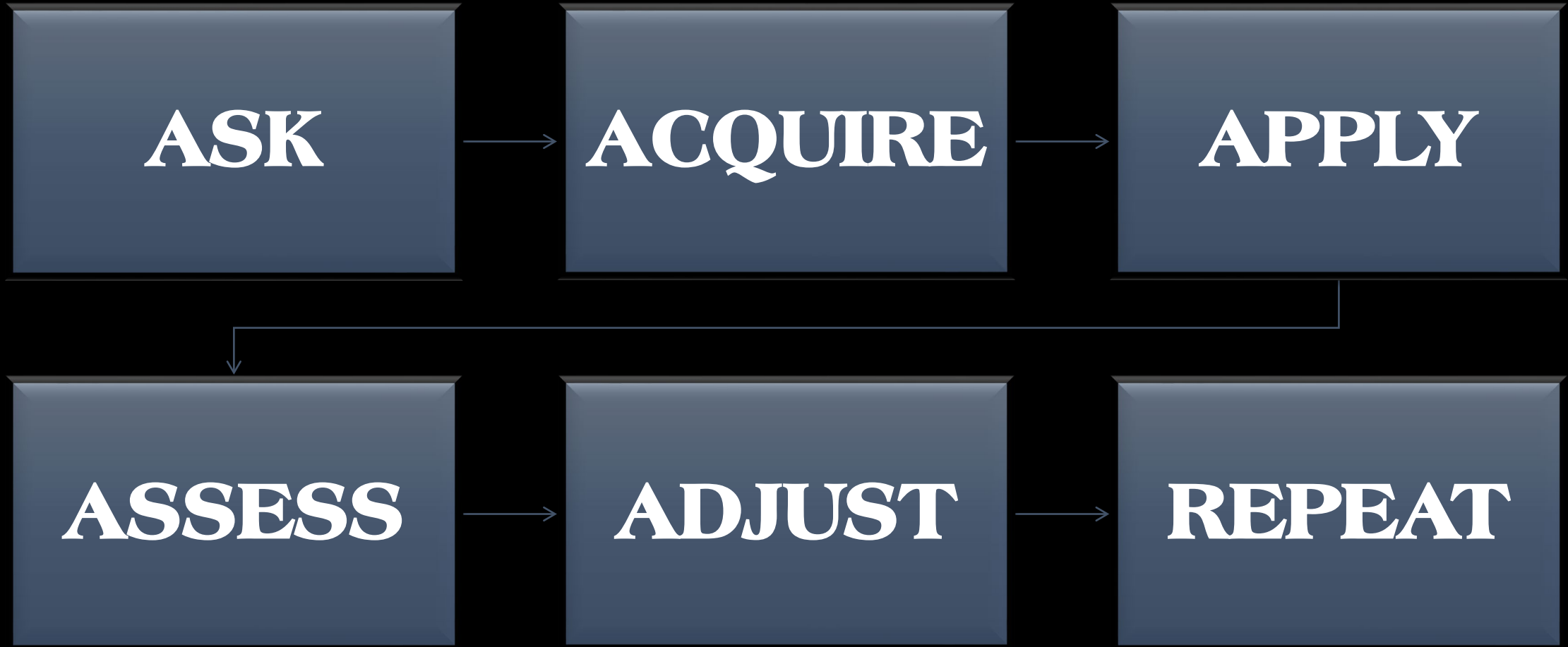
- **Establish a baseline and set goals for the future.**
- **Measure progress regularly. Communicate progress widely.**
- **Dig deep to identify areas for intervention.**
- **Hold the organization accountable.**

**Data Drives  
Outcomes**





# An Evidence-Based Process



# Action Plan: Find Your Focus

**Discover  
your why**

**Develop a  
growth  
mindset**

**Make The  
Business  
Case**

**Create a  
movement**

**Turn data  
into fuel**

“Average leaders raise the bar on themselves; good leaders raise the bar for others; great leaders **INSPIRE** others to raise their own bar.” Orrin Woodward



# Inclusion is for Everyone

**It starts with me; it grows with me!**

*The inclusive culture we want is created by each of us deliberately and consistently contributing to its development.*

*Charles Robinson 2021*

thank you!