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Consulting LLC

Diversity, Equity, and Inclusion

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What are the Diversity, Equity and Inclusion challenges facing our clients and how can McBride help?

As Diversity, Equity, and Inclusion (DEI) executives and practitioners, we ask ourselves how we can position our organizations as employers of choice to attract and retain top talent and reap the benefits of DEI to enhance innovation and new business opportunities in the digital era.

Reinforcing robust DEI programs helps every employee show up to work each day without fear of being their true selves. This fosters higher degrees of engagement, productivity, and innovation that contribute to increased revenue and success of the organization.

Is DEI a compliance-based numbers game or a cultural change that engages and includes everyone to attain equality and justice? The reality is that many organizations have been pivoting on compliance-based diversity driven by historical context and government regulation.

Diversity without equity and inclusion will not attract and retain diverse talent, engage the talent, foster innovation, or lead to business growth. That is why we witness the "leaky bucket" problem concerning retaining talented women and people of color (POC). To solve this problem, we must focus on nurturing both an inclusive culture and inclusive leadership.

Compared to tracking and reporting diversity data, fostering an inclusive culture is much harder to accomplish. It calls for an unwavering commitment, strategic planning, intentional actions, and unyielding grit. It takes a whole village working collaboratively to achieve changes to mindset and behavior. This is where McBride Consulting can help with a strategy and implementation for correction. Our solution will include activities such as:

- Assess the current DEI efforts and uncover gaps and challenges;

- Identify a clear purpose for DEI that is upheld by definitive strategic pillars, carried out by specific DEI initiatives, and overseen by a governance model;

- Implement DEI across the entire organization with initiatives to support all employees; and

- Identify goals and metrics that will indicate progress.

What are the main challenges associated with Diversity, Equity, and Inclusion?

We live in a complex, interconnected world where diversity, shaped by globalization and technological advances, forms the fabric of modern society. Notwithstanding this interconnectedness, there is also growing polarization – both in the physical and digital worlds – fueled by identity politics and the resurgence of nationalist ideals. Not surprisingly, our workplaces tend to mirror the sociocultural dynamics at play in our lives outside work.

Diversity in the business environment is about more than gender, race, and ethnicity in this era of globalization. It now includes employees with diverse religious and political beliefs, education, socioeconomic backgrounds, sexual orientation, cultures, and disabilities. Companies are discovering that they gain benefits beyond optics by supporting and promoting a diverse and inclusive workplace.

While the push to integrate DEI initiatives is becoming more pervasive, the challenges associated with its implementation and adoption remain.

Diversity, Equity, and Inclusion Statistics

- Corporations identified as more diverse and inclusive are 35% more likely to outperform their competitors. (McKinsey)

- 6.6% of all Fortune 500 companies have women as their CEOs. (Fortune)

- 2 out of 3 job candidates seek companies that have diverse workforces. (Glassdoor)

Source: InStride.com 2/2021

Why do some implementations fail?

- *Failure of Vision*: A numbers Game vs. a Culture Change - Is DEI a compliance-based numbers game or a culture change that engages and includes everyone to attain equality and justice?

- *Failure of Strategy*: Margin Choice vs. Growth Choice - A margin choice focuses on short-term needs and aims for incremental change. To activate the growth choice, we must be crystal clear about our vision and create an action plan to achieve our goals.

- *Failure of the Usual Approach:* Poor returns on the usual diversity programs - Mandatory diversity training, job tests, and grievance systems.

- *Failure of practices*: Standalone program vs. Holistic Ecosystem - We know that standalone DEI programs and raising awareness do not change people's mindset and behavior. Most of these practices are designed to prevent lawsuits by policing managers' thoughts and actions.

What is McBride's DEI Approach?

McBride Consulting believes DEI is not an independent pursuit but an integral component of an organization's culture, principles, and direction. Our holistic approach starts from within the organization and extends to industry-wide practices.

Foundationally, McBride Consulting initiates any DEI prognosis with a thorough review of the organization's existing conditions. This reflection investigates the organization's existing DEI initiatives and seeks to understand the broader operational processes, organizational hierarchies, and leadership styles. McBride Consulting approaches this work by deeply considering our clients' unique baseline for awareness and willingness. We examine existing cultural norms, perceptions, and opportunities (leveraging survey insights and focus groups).

We look at the entire employee experience (attract, hire, onboarding, feedback, performance, growth, and opportunity and transition). McBride Consulting takes pride in our impactful pre-work and post-work to ensure transformation maintains momentum.

Our work includes presenting data models on equity, analyzing hiring, opportunity, and rewards/pay. The work plan includes strategies that an organization will use to accomplish goals, actions for each strategy, and progress indicators.

Leveraging our survey, we uncover a deeper understanding of an organization's unique starting point for challenges and opportunities when it comes to true diversity, equity, and inclusion.

McBride insists on supplementing our qualitative review with a quantitative assessment to develop a clear roadmap for best implementing DEI to ensure it will endure. Ultimately, the benefits of DEI and the persistent failures of actualizing those benefits make the decisions around DEI too essential to limit to mandatory training. We believe there is a better path ahead.

Organization Review

McBride Consulting facilitates an organization review using a DEI assessment, which involves collecting valid data and information about the organization's performance on crucial DEI factors. These actors include the level of established responsibility and accountability for DEI, the baseline for recruitment, representation, retention, and the metrics on productivity, morale, and turnover.

Other components of the assessment include an organizational survey, document review, interviews, and focus groups to ascertain the complete picture of the DEI pulse of the organization. The organizational survey will be tailored to assess employee opinion on the benefits of DEI practices for the organization and whether the organization demonstrates a commitment to DEI.
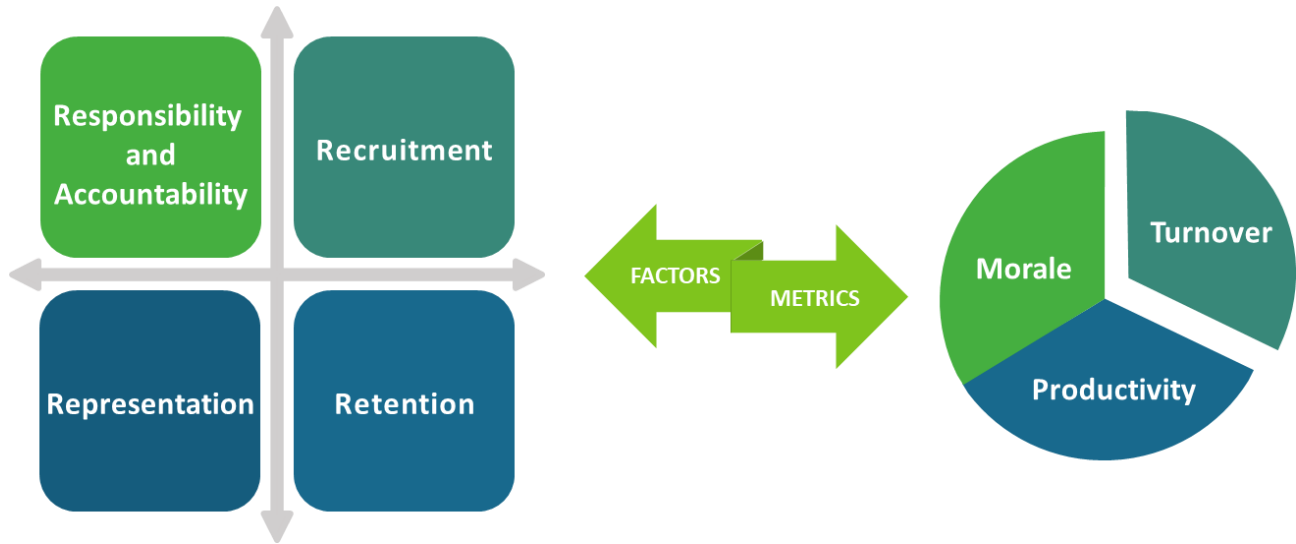
Figure 1 Organization Review Approach

Document reviews focuses on critical artifacts of the organization that speak to the vision, mission, and strategy of the organization. Policies and procedures focused on DEI, programs, and funding is reviewed to identify the presence or absence of DEI initiatives.

Interviews and focus groups provide an opportunity to gather the context behind survey results. Respondents are selected from all levels of the organization. Questions are tailored around the internal culture around DEI and the incorporation of DEI into decision-making across the organization.

The findings from these efforts will inform DEI goal setting and strategic planning.

The strategic plan looks at four forms of racism - structural, institutional, interpersonal, and individual.

- **Structural** - A history and current reality of institutional racism across all institutions combining to create a system that negatively impacts minorities.
- **Institutional** - Policies, practices, and procedures that work better for white people than for people of color, often unintentionally
- **Interpersonal** - Interpersonal racism occurs between individuals. Once we bring our private beliefs into our interaction with others, racism is now in the interpersonal realm.
- **Individual** - Pre-judgement, bias, discrimination based on race by an individual.

The elements of the strategic plan

- **Goals:** Statements in the strategic plan to advance racial Equity, Diversity, and Inclusion (Equity Plan) and Diversity Action Plan (Diversity Plan).
- **Vision:** A statement of what the organization wants to become in five years when the work is fully implemented.
- **Strategies:** Primary areas of work McBride will implement to accomplish the goals.
- **Indicators:** Metrics and quantitate data that will track the progress towards goals.
- **Actions:** The activities and tasks that an organization will complete in each strategy area

Implementing a DEI Framework

After analyzing data, receiving employee input, and developing DEI goals, it is vital to have a framework in place for a successful implementation. An effective strategy will be focused on DEI strategy, leadership commitment, recruitment and hiring of a diverse workforce, inclusive performance management, equitable and inclusive organizational culture, and marketplace and community impact.

McBride Consulting will ensure DEI is an integral part of every business and people decision, rather than an afterthought. We will ensure that an organization has the processes and procedures in place to make it real. The ultimate goal of this effort is to infuse DEI into the DNA of the business.

Marketplace and Community Impact
Define and Establish Partnership/Vendors, Shared Goals
Engage Diverse Suppliers & Vendors

Equitable and Inclusive Organizational Culture
Cultivate Introspection, Coaching, Chief Diversity Officers Structure with D&I Initiatives

Inclusive Performance Management
Establish Goals, Evaluation, Outcomes, Monitoring

Strategy
Before DEI Establish Purpose, Vision, Values, and Governance

Leadership Commitment
Define Role Expectations, Empower Leaders

Recruitment and Hiring of Diverse Workforce
Set Goals, Establish Sourcing Methods, Address Bias in the Interview Process

DEI Strategy - The DEI strategy is the foundation of the DEI framework. It includes defining the organization's DEI purpose, vision, and values, establishing a governance body and identifying metrics to evaluate outcomes and progress.

Leadership Commitment – Leadership commitment is an essential component to the success of any initiative. The leadership commitment includes defining leadership roles and expectations, empowering leaders as diversity champions and change agents.

Recruitment and Hiring of Diverse Talent – Studies have shown that recruiting and hiring diverse talent significantly improves organizations' performance. This component should include identifying DEI hiring goals, adopting inclusive candidate sourcing methods, and addressing bias and subjectivity in the sourcing and interview process.

Inclusive Performance Management – Inclusive performance management involves establishing clear and agreed-upon performance goals, employing multiple evaluation resources to avoid jobs, and monitoring, measuring, and evaluating outcomes of the performance management system.

Equitable and Inclusive Organizational Culture – The mission and values are only aspirational if the organization's culture does not match and support them. Building a fair and inclusive organizational culture includes identifying inclusive values, behaviors, and norms, fostering an environment of trust and transparency, and increasing educational opportunities. By using design thinking, McBride Consulting offers innovative and supportive platforms that attract, motivate, and

retain a large base of employees (top-down and bottom-up) rather than standalone start-stop pro-grams.

Marketplace and Community Impact – A genuine commitment to DEI extends outside the four walls of the organization. Supporting the marketplace and community ensures that the employee base, supplier base, and partnerships needed to realize the DEI goals are available. This requires establishing strategic alliances and partnerships, cultivating pipeline and education initiatives, and engaging diverse suppliers and vendors.

McBride Consulting's Holistic Approach to Distinctive Solutions

McBride will help obtain a firm commitment from the Senior Leadership. We will craft a narrative that helps explain why DEI is a cultural journey with shared interests with everyone's participation. Our unique approach establishes and nurtures an open environment that welcomes and seeks out different voices, opinions, and perspectives while creating a compelling group identity that leads to greater cooperation and collective intelligence. We conduct a pre-assessment of the or-ganization's readiness for change. We will engage the employees and build high-level buy-in and support from our evaluations and assessment.

We will not stop there; we will include qualitative measures in a DEI scorecard that tracks employ-ee's perception and experience of the inclusion index (measuring the sense of belonging, unique-ness, and fairness) and a cultural index (measuring the alignment between employee experience and the organizational values practiced in the workplace). This includes establishing a framework for equity initiatives.

McBride Consulting provides Organizational learning, customized onsite training, specific training workshops, and consultancy offerings that can be designed for the individual and for groups. We provide individual coaching with organizational leaders. We ensure that our programs are cultur-ally responsive, deal with resistance, and raise awareness of racism issues and address implicit bias.

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