

A Diversity & Inclusion Strategy With Results Workshop

Description: Develop a strategy based in data and reflecting strategic choices aligned to your ministry or church mission. Target meaningful results and progress. Outcomes: 1) Apply a framework for developing and articulating a Diversity & Inclusion strategy, 2) Learn how to mine existing organization data to inform focus and choices, and 3) Avoid pitfalls of Diversity & Inclusion organization work.

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Scripture Meditations: I Corinthians 12:6 (lifting all parts of the body of Christ), Colossians 1:15 (Understanding all that has been created), Galatians 6:9 (preparing to persevere in good works for good harvest)

Resources to further inform DEI strategy work:

- Building Sustainable D&I, Gartner Published 31 October 2019 - ID G00711783
- How to Measure Diversity, Equity and Inclusion, Gartner Published 20 January 2021 - ID G00739459

I. **Use a strategy framework to align and define a process for development**

- a. What strategy framework, template, steps or approach does your organization use for its overall strategy? DEI strategies that are developed and presented with clear alignment to the organization, and use similar language, demonstrate strong alignment and increase understanding
- b. Define alignment of DEI vision statement and target outcomes to organization strategy and mission. How does the DEI strategy support the mission, the workforce and culture outcomes, support organization stated values and clearly promote the kingdom of God and Biblical values?
- c. At World Vision US our strategy framework:

- i. Objectives – state the strategy objectives and scope of strategy, i.e. internal workforce objectives only or inclusive of donor or customer objectives as well
- ii. Goals – define three key or core goals of the strategy that will fulfill the objective(s)
- iii. Success – define Where to Play, How to Win and Capabilities needed to fulfill the strategy (three subsections of what is required for success)
- iv. Measures – define measures for each of the goal areas (some measurement data may already exist but it may also be necessary to create a tool or data capability to measure the goal progress); define also the frequency of the measures and where they will be reported, i.e. annual strategy scorecard, annual town hall, quarterly leadership calls, etc.
- v. Initiatives – it may be necessary to name specific initiatives that likely align to the How to Win definition; Ex. If a How to Win play is to accelerate the development of identified high potential diverse leaders in the pipeline for broader roles and initiative may be “create and track leader development plans for those at xxx level/grade across the organization”

II. Mine existing data – create a data book specific to the DEI strategy development and as basis for opportunity identification

- a. Begin with workforce data/demographics
- b. Identify and relevant policies that support DEI
- c. Add organization effectiveness, employee engagement or similar survey data the organization collects
 - i. Where do surveys need a demographics section added so an existing data collection tool can be further used for understanding diversity and inclusion
 - ii. Consider specific questions, statements or categories in existing tools/surveys that have relevance for diversity and inclusion
- d. Find strengths, gaps and opportunities then prioritize them – plan to leverage strengths, close highest priority gaps, pursue opportunities, Ex. A track record of diverse hiring at mid-management levels can be continued if the practices/methods to achieving the track record are understood and those practices sustained; Ex. If data on person with disabilities in the organization is unknown this could represent an opportunity to be further defined; gaps in representation, equitable

practices or workplace inclusion should be prioritized for short and longer term investment

- e. Doublecheck data analytics with any internal data analysis experts; even well-intended reviews of data can be skewed to fit narratives so objective data analysis by those outside DEI efforts can be helpful and validating
- f. Search for relevant external benchmarks to your sector, organization size and even if requires some qualifying commentary on elements of relevance

III. Avoid pitfalls

- a. Using language that is known to trigger reactions and rejections can be bypassed by using more accurate descriptive phrases or creating a shared language, Ex. Biblical diversity and inclusion fits for a Christian ministry because it declares the Bible as a source of understanding
- b. Know your organization's risk appetite
- c. Using language directly from your organization's values and mission creates better alignment, ensures fit
- d. Stress unity in Christ, over and over again, challenging participants and staff with the Biblical tenets most foundational to this effort in your organization
- e. Discern which best practices from corporate DEI are most suited to your environment
- f. Build internal capacity and capability to execute your strategy, employing external resources to launch, supplement or accelerate unless intentional choice to outsource this work
- g. Provide avenues for all voices to be heard, those excited for a DEI strategy and those uncertain of the need or those feeling it unnecessary – listening and dialog essential
- h. Foster relationships and space for cultural stories moving beyond training and requirements alone
- i. Assess the amount of change required in your strategy; find ways to imbed DEI in all people process and practices for sustainability
- j. Don't leave the DEI work to HR alone; involve your senior leaders at many points of the process to test ideas and foster commitment
- k. Build investment requests into strategy and budget planning cycles, salary administration cycles for pay equity actions