

State of DEI

Diversity, Equity, & Inclusion

 **by Jobi Martinez**



Menti Poll

We've
reframed/restricted

This option indicates that the organization has modified or limited its approach to DEI initiatives.

We don't do DEI
anymore

Selecting this option means the organization has discontinued its DEI programs entirely.

I'm not sure

This choice reflects uncertainty about the current state of DEI initiatives in the organization.

What is DEI?

This option suggests a lack of familiarity with the concept of Diversity, Equity, and Inclusion (DEI).





How are you feeling about your DEI initiatives?

Great

Employees feeling positive about their company's DEI initiatives

So – so

Employees with mixed feelings about their organization's DEI efforts

Could be better

Workers indicating room for improvement in their company's DEI programs

Nothing to report

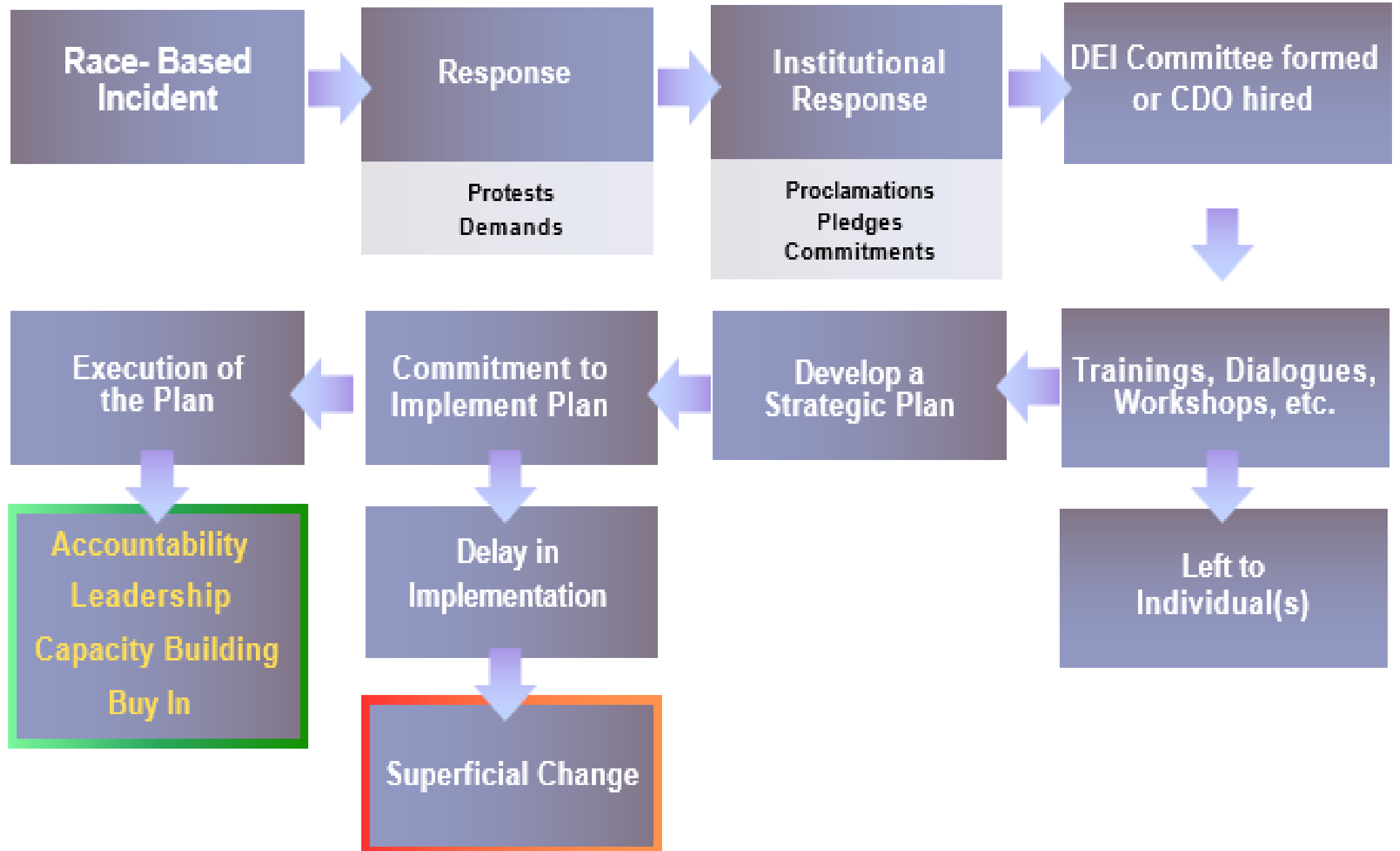
Lack of visible DEI initiatives or outcomes in the workplace

I don't know

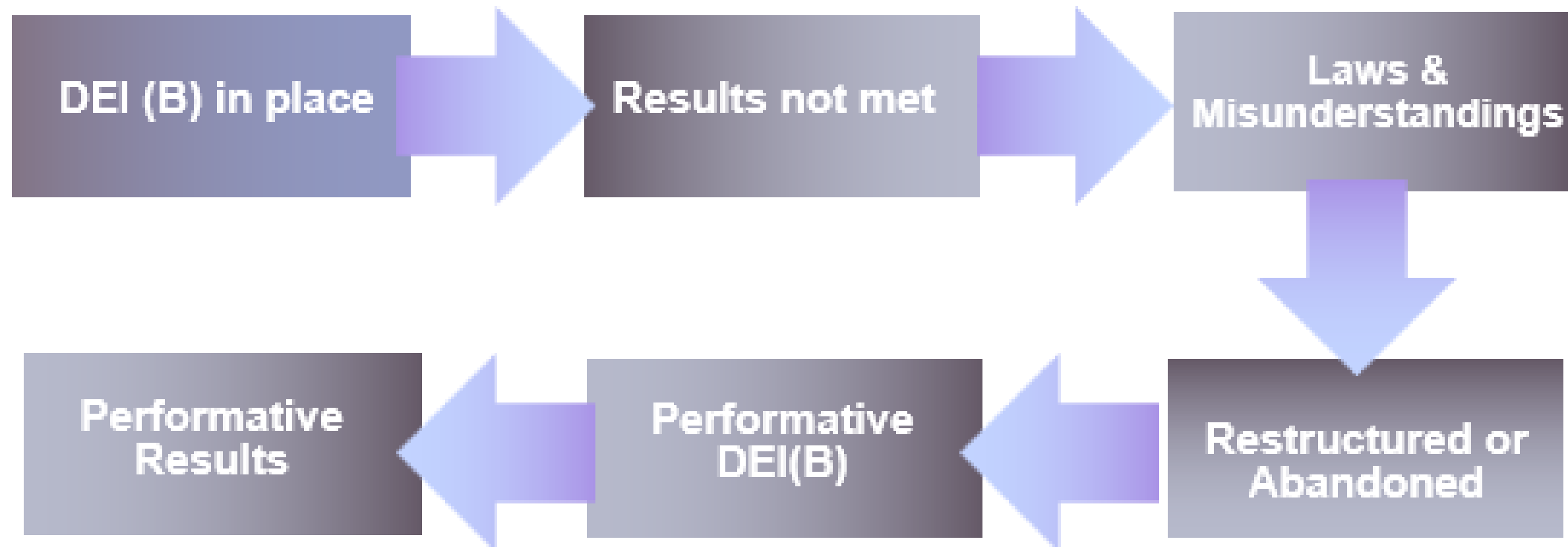
Employees unsure or unaware of their company's DEI initiatives



Diversity Planning Model



State of DEI



Poor Returns on the Usual Diversity Programs

The three most popular interventions make firms less diverse, not more, be resist strong-arming. For instance, testing job applicants hurts women and not because they perform poorly. Hiring managers don't always test everyo often get a pass) and don't interpret results consistently.

% change over five years in representation among managers

Type of program	White		Black		Hispanic	
	MEN	WOMEN	MEN	WOMEN	MEN	WOME
Mandatory diversity training				-9.2		
Job tests		-3.8	-10.2	-9.2	-6.7	-8.8
Grievance systems		-2.7	-7.3	-4.8		-4

Note: Gray indicates no statistical certainty of a program's effect.

Source: Authors' study of 829 midsize and large U.S. firms. The analysis isolated the effects of diversity programs from everything else going on in the companies and in the economy.

Diversity And Inclusion

The Failure of the DEI-Industrial Complex

How organizations can hold themselves — and the practitioners they work with — accountable for measurably improving outcomes for marginalized populations. by Lily Zheng

December 1, 2022

Behavioral Science

Why Diversity Programs Fail

And what works better by Frank Dobbin and Alexandra Kalev

From the Magazine (July–August 2016)

NR PLUS | POLITICS & POLICY

DEI Has Failed. It's Time for Something Better

HBR

DEI Prior to 2020

- **At the onset of the pandemic, DEI positions were cut by 35%**
 - **As pandemic progressed, companies cut DEI positions by 60%**
 - **At a time when COVID 19 impacted minority communities the most:**
 - **Virus**
 - **Jobs/Employment**
 - **This is when DEI is needed the most**
- **After the murder of George Floyd, DEI positions increased by 55% (SHRM)**
 - **Job postings for DEI positions increased by 123%**
 - **HR Policy Association cites 82% of CHRO's identified DEI as a strategic priority**
 - **70% of companies engaged in unconscious bias training**
 - **57% disaggregated workforce data**
- **July 2022, companies such as Amazon, Applebees, & Twitter laid off their DEI leaders (CDOs)**
 - **Beginning of 2023, DEI professionals experienced 40% layoffs**
 - **Lack of value proposition**
 - **Misguided training/consulting**
 - **Lack of experience**

The image features three overlapping speech bubbles. The leftmost bubble is red and contains the text 'LET'S'. The middle bubble is yellow and contains the text 'TALK'. The rightmost bubble is blue and contains the text 'ABOUT IT'. All text is in a bold, white, sans-serif font. The bubbles have a slight 3D effect with shadows.

LET'S

TALK

ABOUT IT





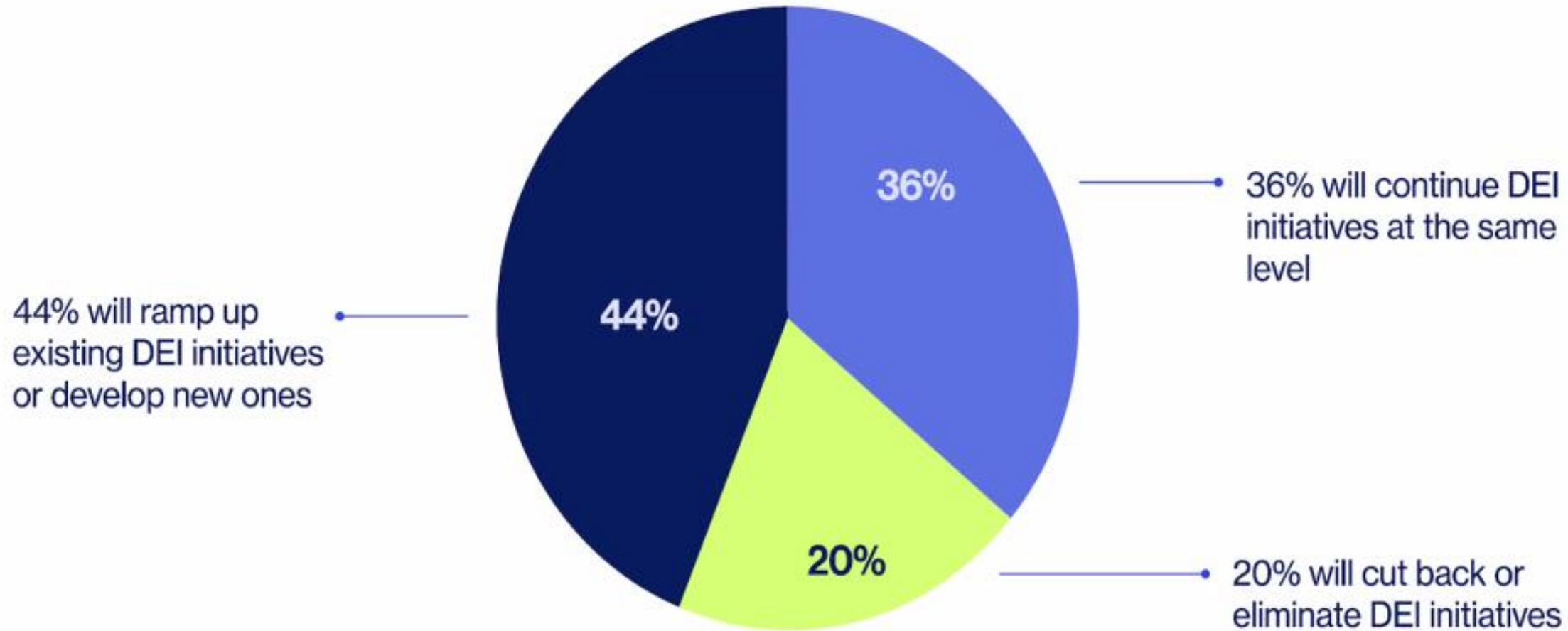
What we Don't Talk About: Is this Our Doing?

- There wasn't a unified framework?

- The unpaid labor of people of color
- Allies became strategists w/out knowledge
- People read a book
- Became binary and exclusionary (unintended consequences of inclusion)
- It was often binary
- Racial Justice to Repressive Tolerance



The reality: 80% of companies *remain committed* to DEI.



Relationship Status:
it's complicated

Complications of DEI

Resistance

Diversity, equity, and inclusion (DEI) can be complicated due to resistance from some individuals or groups.

Emotional Component

The emotional aspect of DEI initiatives can make implementation and discussions challenging.

Lack of Accountability

Insufficient accountability measures can hinder the progress and effectiveness of DEI efforts.

Focus on Events

Overemphasis on one-time events rather than ongoing processes can limit the impact of DEI initiatives.

Group Mindset

A tribal mentality can create barriers to inclusivity and hinder the goals of DEI programs.

Supreme Court Rulings

Recent Supreme Court decisions may affect the implementation and scope of certain DEI practices.

To Those Committed to DEI – To Doing the Work



Get to Know Your Organization

Really get to know your organization



Engage in Front-line Communication

- Talk to the "front-line"
- Prepare the "front – line"



Drive Team Inclusion

Talk to teams (inclusion)



Focus on Improvement

Ask, "how can we be better?"



Avoid Overreach

Stay away from "equity without permission"

To Those Committed to DEI – To Doing the Work



Hire for Diversity – Hire for Inclusion

Understand the barriers and biases

Communicate the why



Equity is about the Institution

- Policies, practices, etc.



Inclusion is Employee Engagement



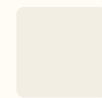
Belonging is a Long Journey



Justice is embedded in DEI

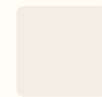


Questions



Open Discussion

Questions



Thank you

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