Fostering Inclusion

Presented by Tina Alonzo (she/her), DEI Administrator
Office of Faculty and Staff Development
March 23, 2023

A little about me…

Certifications

- Certified Diversity Professional (CDP)
- Certified Human Resources Specialist (CHRS)
- Certified Manager (CM)
- Certified Intercultural Development Inventory (IDI) Administrator
- Intercultural Conflict Styles (ICS) Qualified Workshop Trainer
- Certified Lean Six Sigma Green Belt
- Certificates in Organizational Inclusion & Diversity, DEI in the Workplace, and Emerging Leaders

Activities

- B1G Academic Alliance Procurement Diversity
- Advisory Board Member – MI Diversity Council
- Council of Supplier Diversity Professionals

Awards

- 2021 DEI Champion award, National Diversity Council
- 2019 DiversityMBA Top 100 under 50 Executives and Emerging leaders award
- 2019 BCBSM Supplier Diversity Team Project award nominee

EVPA Office of DEI

evpa.dei@msu.edu

For all to engage in meaningful contributions that bridge across differences and demonstrate cultural competence.

Development → Stakeholder Experience → Outreach and Engagement

WORKFORCE

WORKPLACE

COMMUNITY

Communication	Appreciation	Respect	Empathy	Sensitivity

Provide valued consultation, learning solutions, and connections to create a culture and climate that prioritizes diversity, equity, and inclusion for our workforce, workplace, and community and furthers the MSU mission.

Learning Objectives

1. Define inclusion, what it looks like, the role of leadership, and how to apply

2. Differentiate equality vs. equity

3. Discuss change management as a process, elements needed to affect change

What is Diversity, Equity, Inclusion

Acronyms: DEI, D&I, DI, DEIJ, DEIA, JEDI, etc.

The terms Diversity, Equity and Inclusion (also known as DEI) are often incorrectly used together synonymously, but the words have different meanings.

Diversity: the full spectrum of human difference; the mix and representation of people, identities, and perspectives (includes workforce composition).
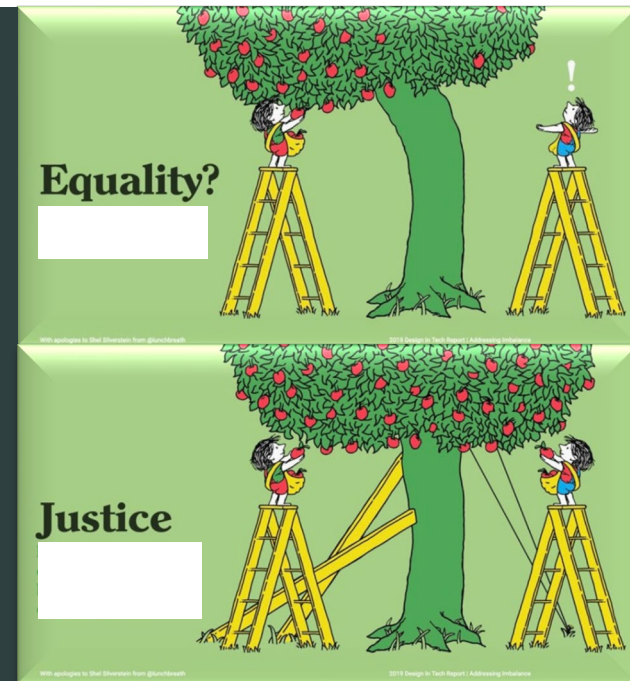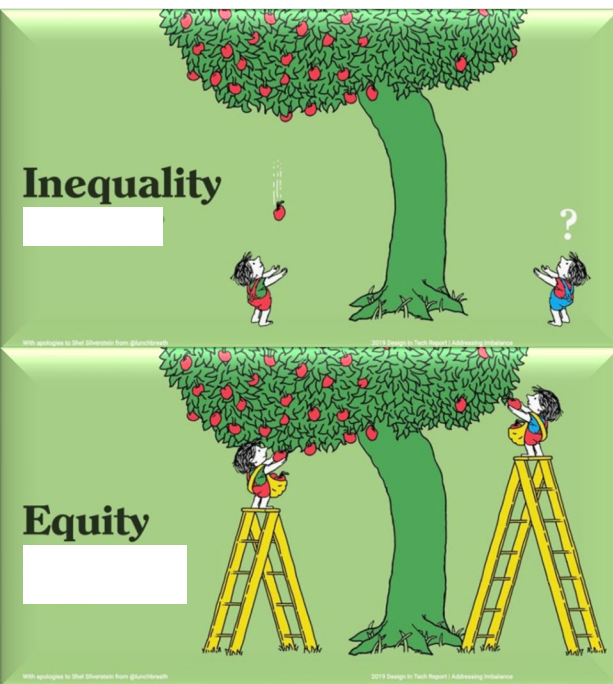
Equity: systems and structures that address historical and contemporary social inequities to promote fairness

Image credit: Tony Ruth for Design in Tech Report

What is Diversity, Equity, Inclusion

Acronyms: DEI, D&I, DI, DEIJ, DEIA, JEDI, etc.

The terms Diversity, Equity and Inclusion (also known as DEI) are often incorrectly used together synonymously, but the words have different meanings.

Diversity: the full spectrum of human difference; the mix and representation of people, identities, and perspectives (includes workforce composition).

Equity: systems and structures that address historical and contemporary social inequities to promote fairness

Inclusion: an outcome driven by a workplace environment that creates a stakeholder and employee experience where people _feel_ safe, welcomed, accepted, respected, appreciated, valued, supported, etc.

Inclusion

An Example

What is the perception?

- What feelings are displayed?
- If continued, how is the workplace (culture and climate) affected?

Inclusion Reminder! → The employee and stakeholder experience that influences how we *feel*.

Six layers of inclusion

1. Individual
2. Interpersonal
3. Team
4. Leadership
5. Organization
6. Society

The role of leadership

1. Holding others accountable for their (inclusive) behavior

2. Making appropriate connections between organizational goals and inclusion

3. Ensure inclusive practices and policies

Leadership self-reflection

1. How have I consistently led for X?

2. How do I shift to lead for Y?

3. What are the challenges and opportunities for each layer of inclusion?

Brief Poll Assessment - Individual
Global Diversity, Equity, and Inclusion Benchmarks Model (GDEIB)

Inactive
- ❑ There is little or no leadership involvement or accountability for DEI.
- ❑ I do not see differences as opportunities for enrichment, progress, and success.

Reactive
- ❑ I am generally unfamiliar or uncomfortable with DEI.
- ❑ Although I accept some responsibility for DEI, my focus is mainly on complying with regulations.
- ❑ I defer regularly to HR or Legal when concerns regarding DEI are observed or reported.

Proactive
- ❑ I believe DEI is an essential leadership competency and I am rated on it.
- ❑ I engage in DEI issues important to employees and prevalent in the societies in which they operate.
- ❑ To increase my knowledge and competence, I seek coaching in DEI and provide coaching, sponsoring, and mentoring to others.

Progressive
- ❑ I promote DEI initiatives, communicate the strategy, and provide recognition for DEI champions and advocates.
- ❑ My leadership team are diverse, engaged in DEI issues, and accountable for achieving the DEI strategy.
- ❑ I am competent in applying conflict resolution skills to resolve DEI-related grievances and challenges.
- ❑ I am rewarded for demonstrating high competency in DEI.

Best Practice
- ❑ I am a change agent and role model for DEI. I inspire others to take individual responsibility and become role models themselves.
- ❑ A large majority of employees across a wide array of diversity dimensions rate me as trustworthy, citing equitable and inclusive treatment.
- ❑ I publicly support DEI-related initiatives, even if they are perceived to be controversial or come with personal risk.
- ❑ I ensure that DEI is systemic, sustainable, and involves cross-functional collaboration.
- ❑ I take accountability for DEI, help create both a psychologically and physically safe workplace, and accept consequences for my actions.

Brief Poll Assessment - Organizational
## Global Diversity, Equity, and Inclusion Benchmarks Model (GDEIB)

GDEIB Five Levels of Progress:

❑ Best Practice – demonstrating current global best practices in DEI; exemplary.

❑ Progressive – implementing DEI systemically and showing improved results and outcomes beyond what is required or expected.

❑ Proactive – a clear awareness of the value of DEI; starting to implement DEI systemically. This is what is required and expected of all organizations.

❑ Reactive – a compliance-only mindset; actions are taken primarily to comply with relevant laws and social pressures. Doing the bare minimum.

❑ Inactive – no DEI work has begun; diversity, equity and inclusion are not organizational goals.

Office of the Executive
Vice President for Administration
MICHIGAN STATE UNIVERSITY

Systemic Change

"You do not rise to the level of your goals; you fall to the level of your systems. Your goal is your desired outcome. Your system is the _collection of daily habits_ that will get you there."
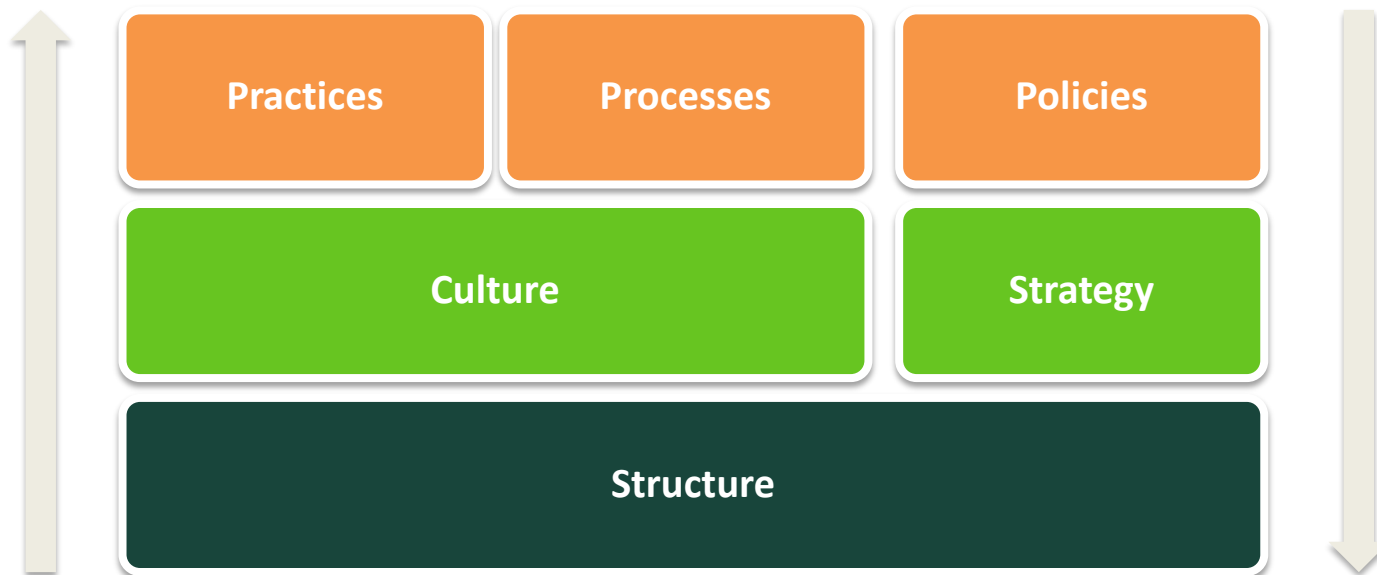
Change Management Process

Procsi Change Management:

Awareness of the need for change

Desire to participate and support the change

Knowledge on how to change

Ability to implement desired skills and behaviors

Reinforcement to sustain the change

Prepare Approach
- Define Success – what are we trying to achieve
- Define Impact – Who has to do their jobs differently and how?
- Define Approach – What will it take to achieve success?

Manage Change
- Plan and Act – What will we do to prepare, equip and support people?
- Track Performance – How are we doing?
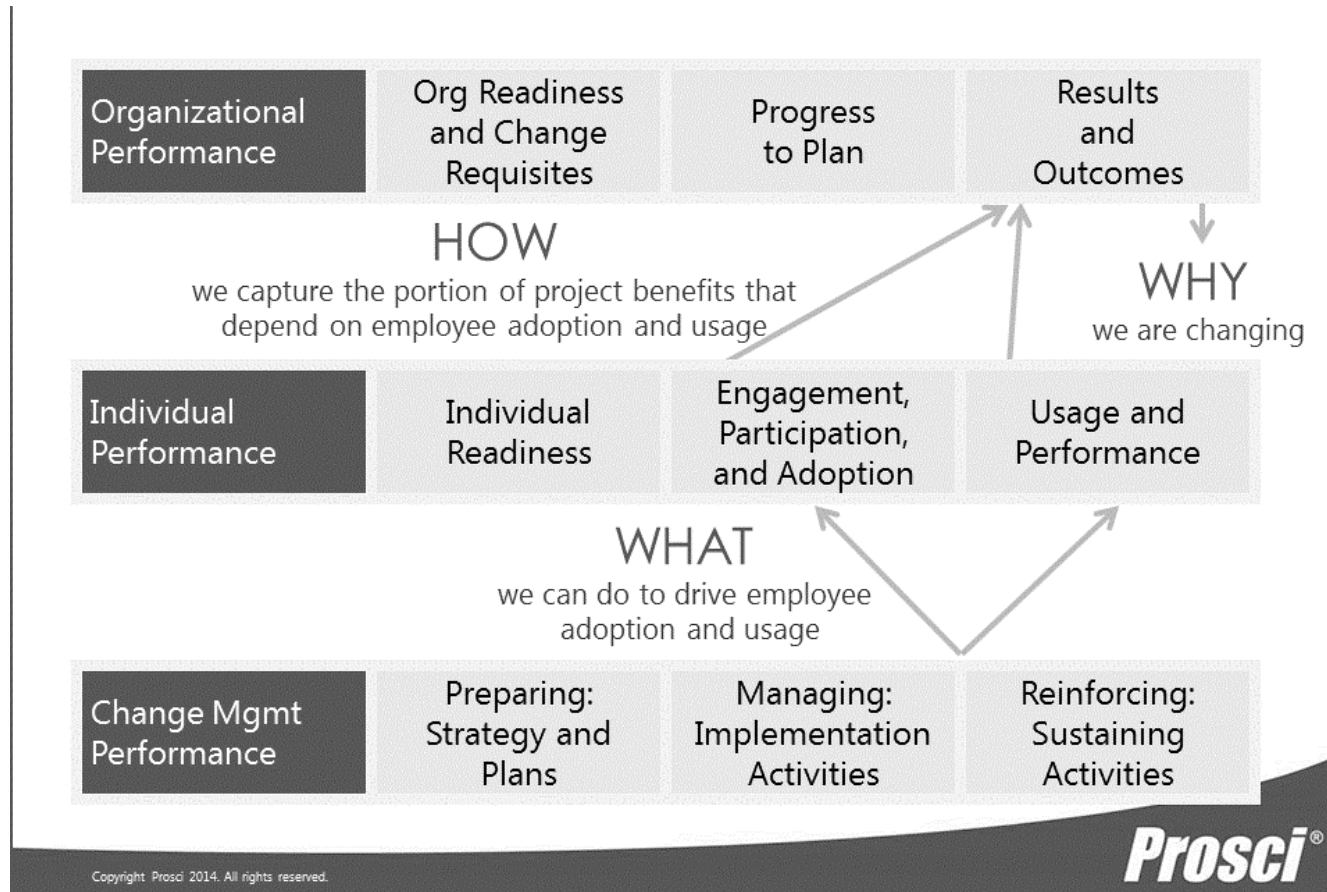- Adapt Actions – What adjustments do we need to make?

Sustain Outcomes
- Review Performance – Now, where are we? Are we done yet?
- Activate Sustainment – What is needed to ensure the change sticks?
- Transfer Ownership – Who will assume ownership and sustain outcomes?

Change Management Process

Q&A
Reach Out: EVPA Office of DEI

Significant Learning

What was the most significant learning that you experienced?

In Action

How can you make use of what you have learned?

Action Items

What are the action items you are leaving with that would have an impact on your employees? How will you ensure you enact them?

Where do we go from here?