



The Power of Equity

Diversity, Equity, and Inclusion: Managing
the Opportunities, and Risk Associated
with Positive Culture Change






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Creating Diversity in Executive and C-Suite
Leadership.

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A hand holding a magnifying glass over a landscape, with text overlaid. The background is a soft-focus landscape with mountains and a body of water. The magnifying glass is held by a hand, and the lens is focused on the text. The text is white and centered within a dark circular area.


Diversity is the Law
Inclusion is the Mission
Equality is the Goal
Equity is the Investment

WHERE WE ARE TODAY...Pandemic and Social Change

"History does not move forward, it only repeats itself."

- 1 Polarization
- 2 Demagoguery
- 3 Social Change



A hand holding a magnifying glass over a globe of the Earth, symbolizing scrutiny and progress. The background is a soft-focus landscape with mountains and a sky transitioning from blue to orange, suggesting a sunset or sunrise.

THE SIXTY YEAR WHY
Why haven't we made greater
progress? Why are we still
struggling to advance diversity?
Why does it feel like we're
standing still?

UNDERSTANDING HISTORY? WHAT WE'VE ASKED OF MINORITIES...

Academy of Management Learning & Education, 2008, Vol.7. No. 3, 356-372
A Retrospective View of Corporate Diversity Training From 1964 to the Present

Phase 1: Precursor to Diversity Focus on Compliance

1960-1970: Civil Rights Act of 1964
Focus on Title VII Compliance –
EEOC Probable Cause Litigation.
Forced Compliance

Phase 2: Focus on Assimilation

Early 1980's
Affirmative Action vs. Equal Employment. Less
focus on the numbers, more focus on latitude. Theory
of Self-efficacy was born: minority groups lacked the
capability to perform in unwelcoming environments.

Phase 3: The Diversity Field is Born

Late 1980's
Introduced "Workforce Diversity" Shifted
the focus from how to comply with Federal
Laws to how do we get folks to conform to
the dominant groups way of thinking.

Phase 4: A Decade of Fostering Sensitivity

Early 1990's to Late 1990's
Shift to include all voices – simultaneously focus
on white men, while incorporating women and
minorities. **Concept of "Reverse
Discrimination" emerged.**

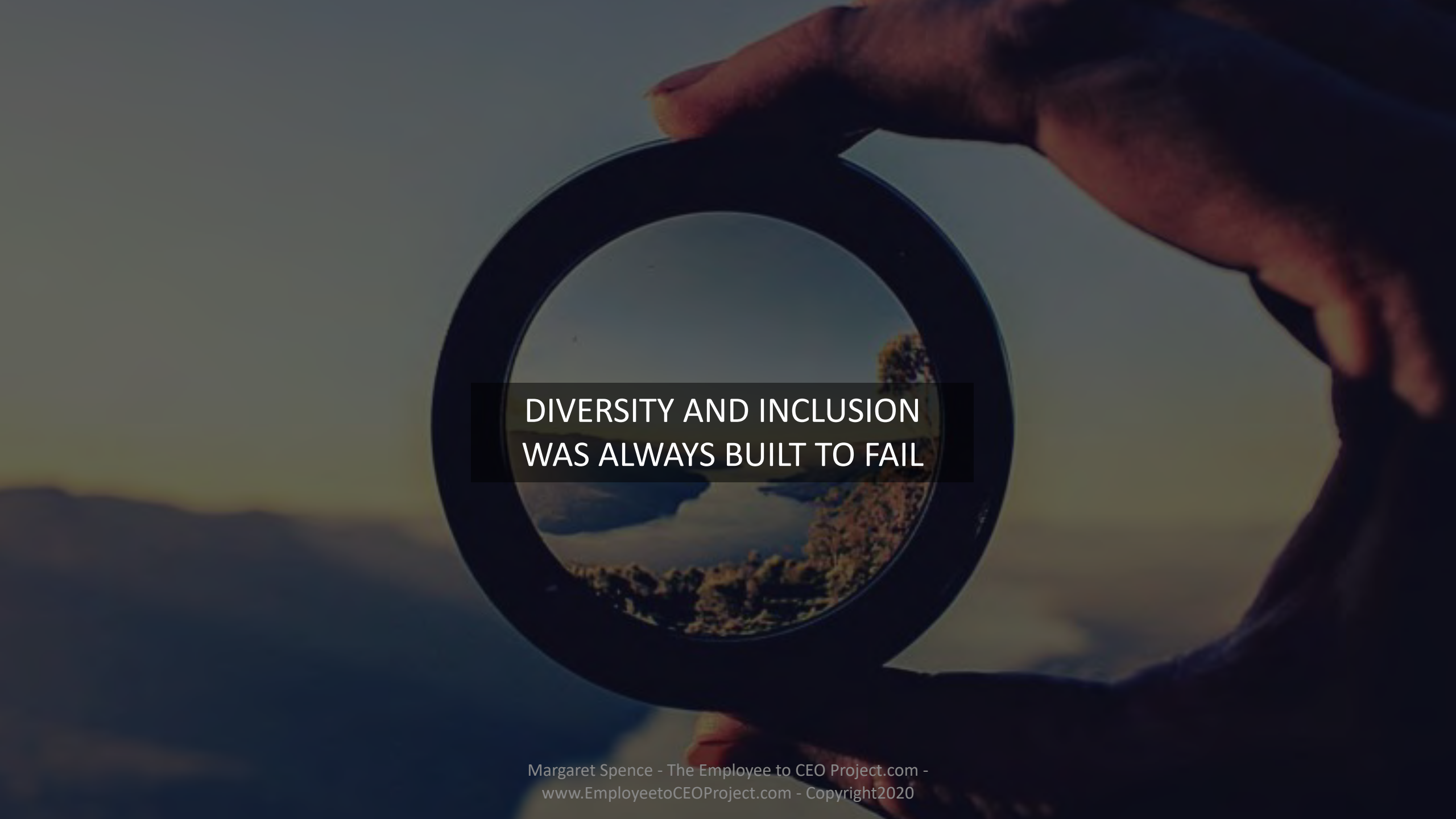
Phase 5: New Millennium Paradigms

2000's and Beyond:
**Diversity and Inclusion for
Business Success.**
Globalization and workforce
changes forced corporations
to think of diversity as a
business imperative. Along
came the term "Inclusion"
creating an organization that
works for everyone.


2020 & BEYOND

- DIVERSITY
- INCLUSION
- EQUALITY
- EQUITY
- BELONGING

- DIEEB – DEIEB – IDEEB – BDIEE – DEBIE

A hand holding a magnifying glass over a landscape, with text overlaid. The magnifying glass is held by a hand from the right side of the frame, focusing on a circular area of a landscape that includes a body of water and trees. The background is a blurred landscape under a blue sky.

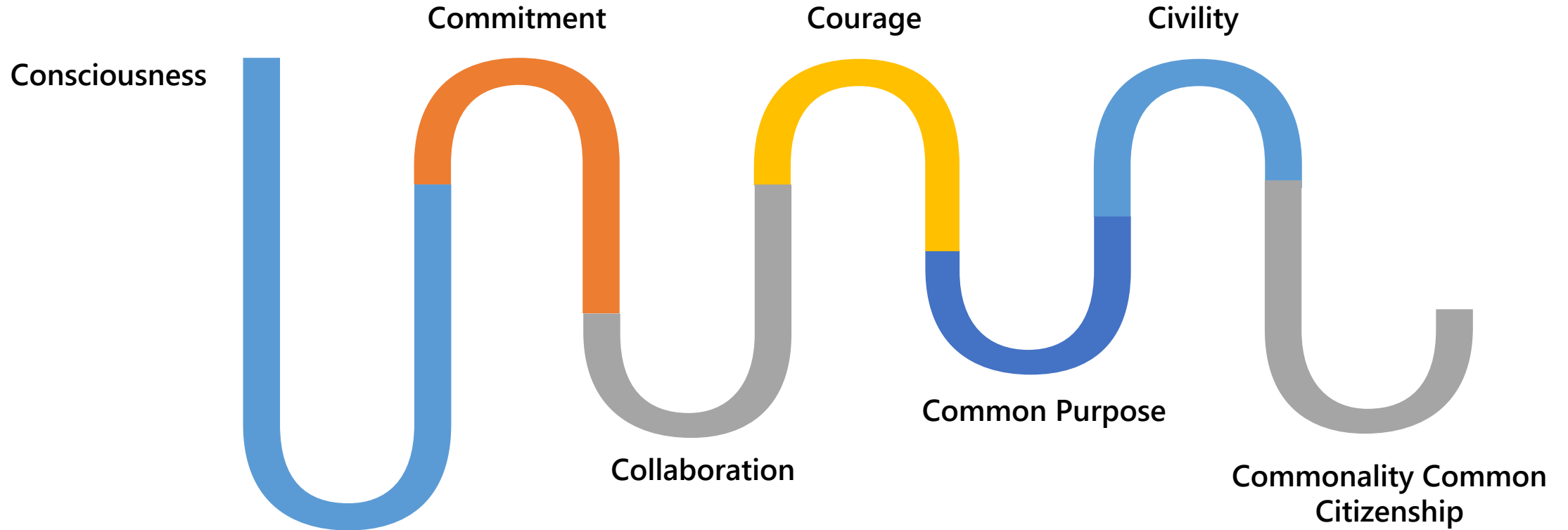
**DIVERSITY AND INCLUSION
WAS ALWAYS BUILT TO FAIL**

A glowing lightbulb is centered within a large, hand-drawn thought bubble made of white chalk on a dark grey chalkboard. The lightbulb is lit, with a bright white glow emanating from its filament. The thought bubble is composed of several overlapping, irregular loops. In the bottom left corner, there are three smaller, separate chalk-drawn circles of varying sizes. The overall background is a dark, textured grey, typical of a chalkboard.


Diversity has been built on the numbers, not on success or addressing the underlying symptoms of disenfranchisement.

THE SEVEN C'S OF SOCIAL CHANGE

Understanding and Dismantling the Status Quo...



**THE DIVERSITY
MAESTRO**

A hand holding a magnifying glass over a globe, symbolizing focus and attention. The globe is centered in the frame, and the magnifying glass is held over it, highlighting the text. The background is a soft, out-of-focus landscape with mountains and a sky transitioning from blue to yellow.

THE REALITY
Diversity Cannot Stand Alone –
Inclusion is Only Access to the
Island – Equity and Equality are
Essential Quotients to Create
Belonging

Diversity Asks Us
How Granular Are Your Exclusions?

Inclusion Answers
What Can We Do to Give Everyone
a Voice?

Bias Asks Us
What Are My Assumptions About You?

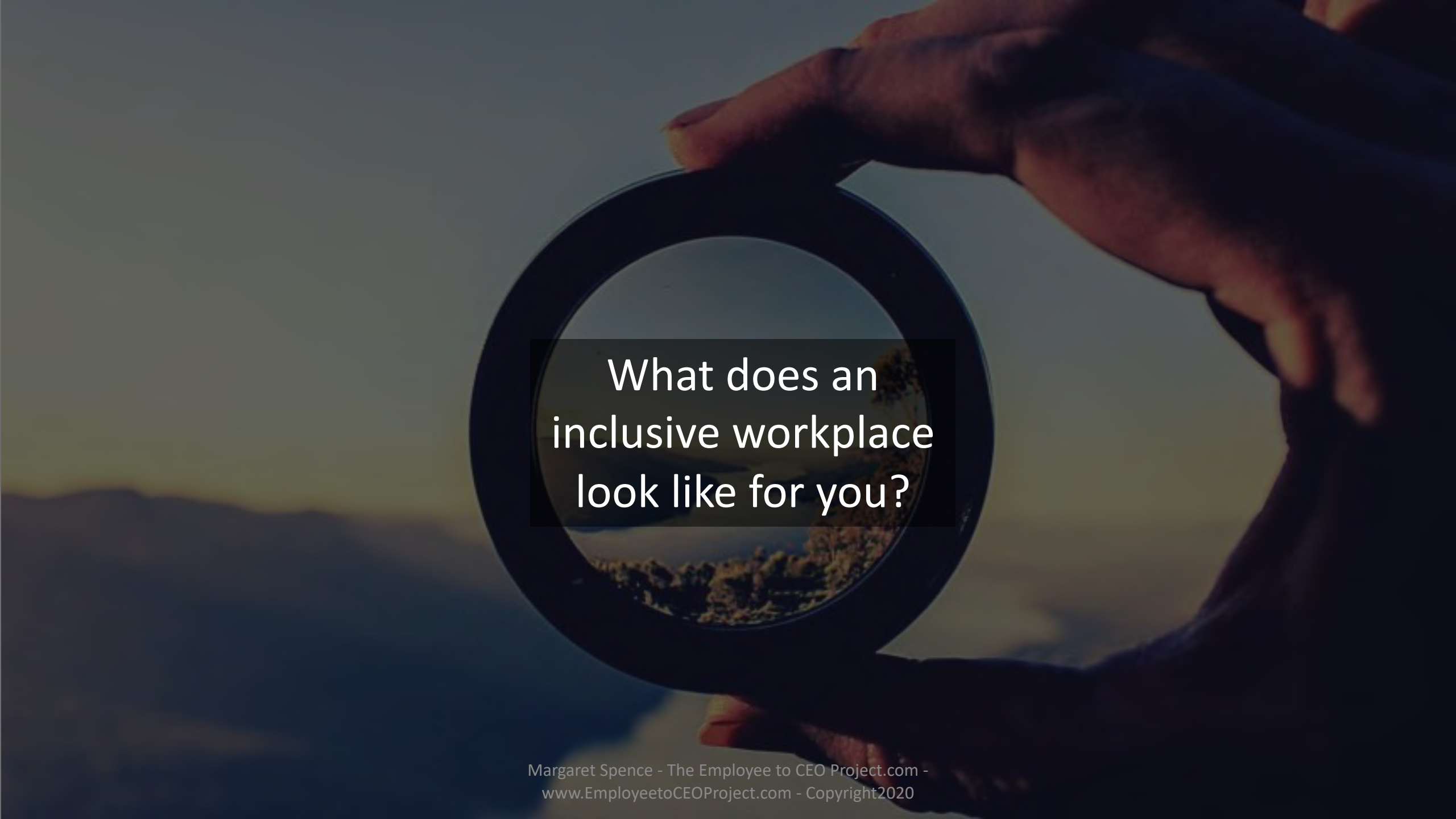
Equality Answers
**What are the possibilities I'm offering
this individual or community?**

The Inclusion Lens Asks Disenfranchised
Groups

"I've given you a seat at the table,
What more do you want?"

Equity Answers


What will you do to make sure we all have
access to the same resources and
opportunities?

A hand holding a magnifying glass over a landscape, with text overlaid. The background is a blurred landscape with mountains and trees under a blue sky. The magnifying glass is held by a hand, and the lens is focused on a specific area of the landscape. The text is centered within the lens.


What does an
inclusive workplace
look like for you?

**Belonging
Asks and Answers
What Environment Will We Create?**

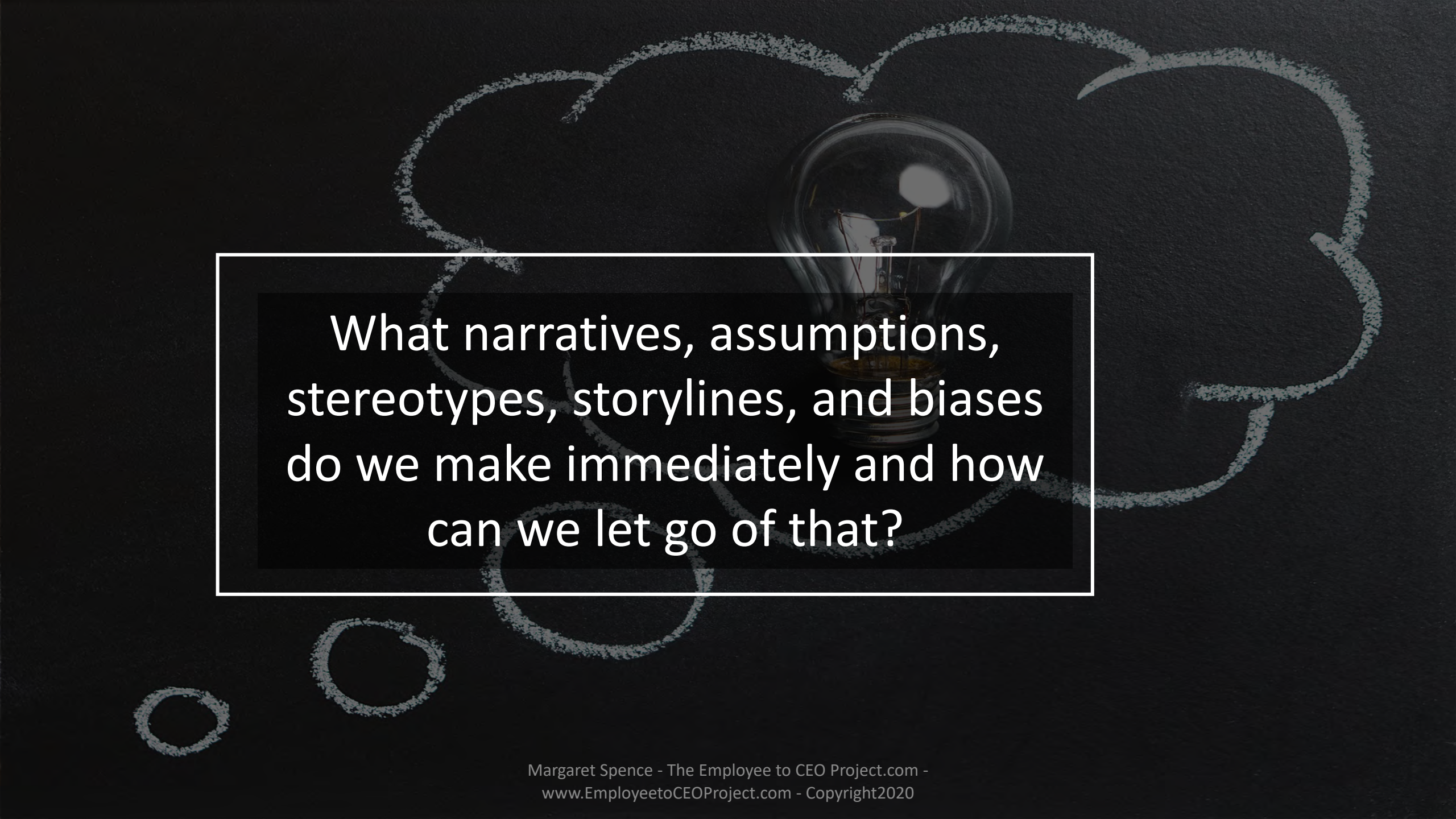
**Belonging Answers
Can Everyone Show
Up As Their Authentic Self?**



FEAR
Stops Us From Finding
Our Voice and
Courageously Building
An Inclusive Platform

A glowing lightbulb is centered within a large, hand-drawn chalk thought bubble on a dark chalkboard background. The lightbulb is lit, with a bright white glow emanating from its filament. The thought bubble is drawn with thick, white chalk lines, and several smaller, similar circles are scattered around the base of the main bubble. The overall scene is set against a dark, textured background that resembles a chalkboard.


Leaders Have to Be Comfortable
Advocating for Diversity, Inclusion,
Equality, and Equity... Even if It
Makes Others Uncomfortable

A glowing lightbulb is centered within a large, hand-drawn thought bubble made of white chalk on a black background. The thought bubble has several smaller circles leading to it from the bottom left. The lightbulb is lit, with a bright white glow inside and a yellowish-orange glow at the base.

What narratives, assumptions,
stereotypes, storylines, and biases
do we make immediately and how
can we let go of that?

Post Answers In Chat Box

WHAT ARE THE TOP 5 FEARS YOU
HAVE WHEN DISCUSSION OR
CHAMPIONING DIVERSITY
INITIATIVES?

A hand holding a magnifying glass over a landscape, symbolizing investigation or focus. The magnifying glass is held in the foreground, and the landscape is visible through the lens. The text is centered over the magnifying glass.

WHAT CAUSES DEIB PROGRAMS TO FAIL?

The Structure of Diversity and Inclusion Programs



Organizations Lay The Foundation

Build your Diversity, Equity, and
Inclusion Mission Statement
Define Goals and Enforce
Consequences for Misbehavior



Senior Leaders Set The Tone

From HR to Team Leaders to VP's
Create a Valued Driven DEIB Program



Managers Carry Out The Culture

Create an Understanding of DEIB at the
Middle Level of the Organization

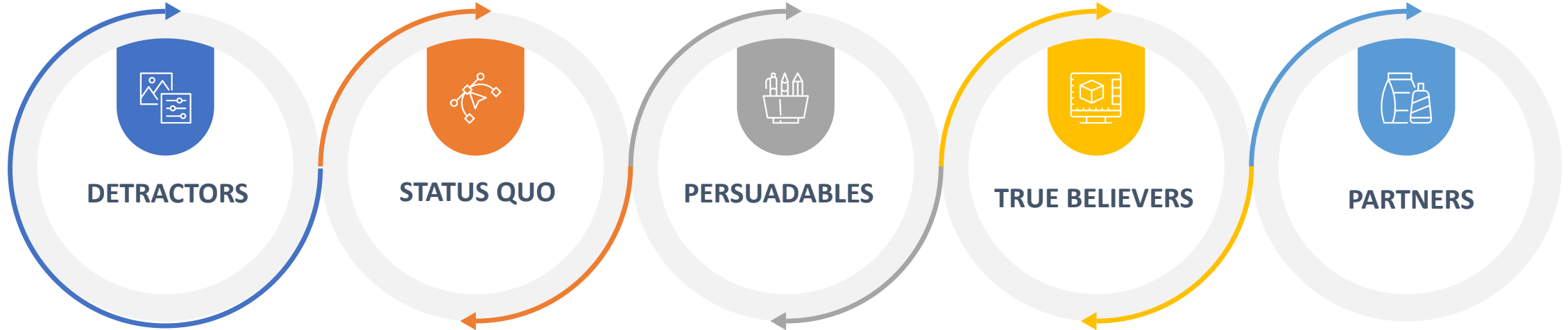


Peers Drive Belonging

Create a Supportive Culture based on
Inclusive Leadership, Open
Communication, and Effective Feedback
Loop

ORGANIZATIONAL DEMOGRAPHICS

THE FIVE ARCHETYPE OF ORGANIZATIONS, LEADERS,
AND INDIVIDUALS WITHIN DEI

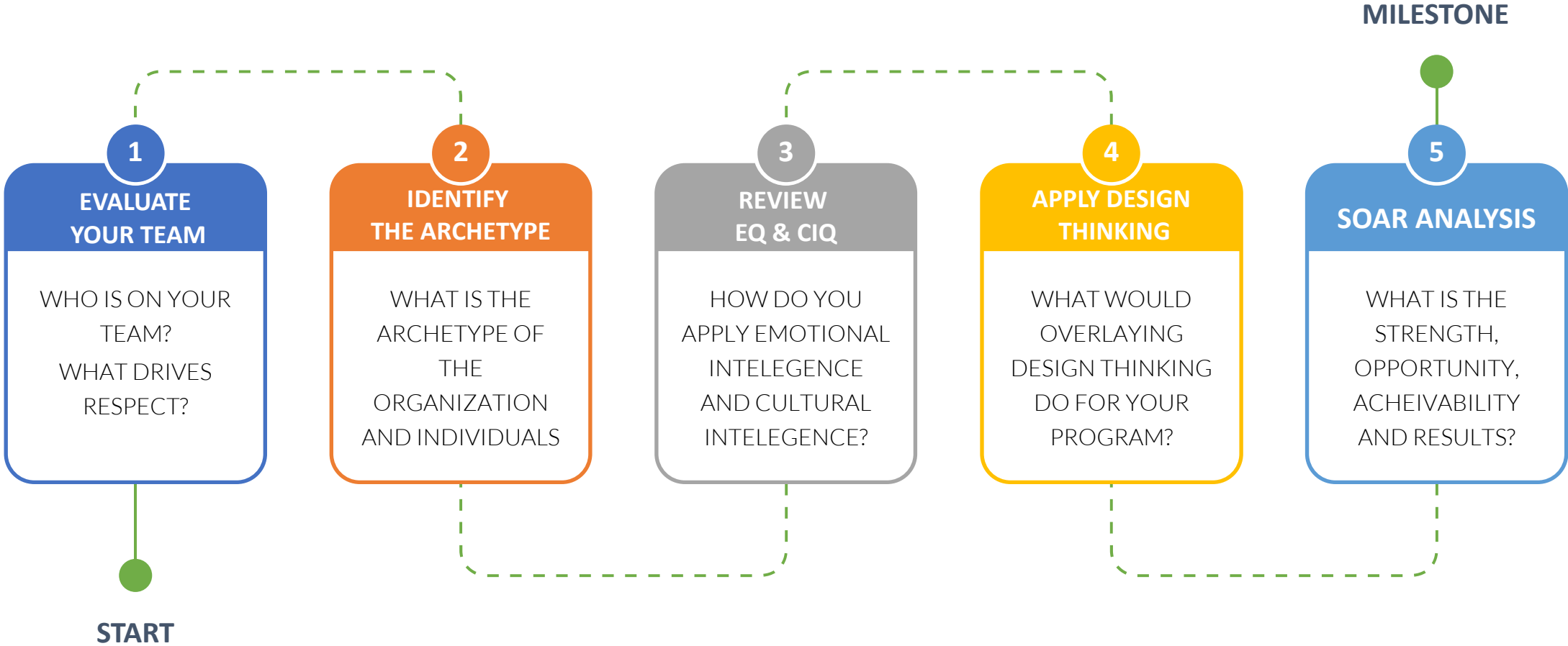


PUT YOUR ANSWERS IN THE CHAT

**WHEN YOU ENCOUNTER CHALLENGES TO
INCLUSION OR YOU IDENTIFY EXCLUSION –
HOW WILL YOU HANDLE THAT?**

THE FIRST STEPS

HOW DO YOU MOVE TO EQUITY AND EQUALITY?



A hand holding a magnifying glass over a landscape, with text overlaid. The magnifying glass is held by a hand from the right side of the frame, focusing on a landscape of hills and trees. The text is centered within the magnifying glass's lens.

**DIEEB
IS ONE WORD
RESPECT**



RESPECT


For others, (your coworkers, your organization, your talent, your recruits, your neighbors) is the essence of humanism, and humanism is both central to and fundamental to enhancing diversity.

A hand holding a magnifying glass over a landscape, with text overlaid. The magnifying glass is held by a hand from the right side of the frame, focusing on a circular area of a landscape. The landscape shows a body of water, trees, and hills under a clear sky. The text is centered within the magnifying glass's lens.


**RESPECT
THE CATALYST FOR
INCLUSION**

A hand holding a magnifying glass over a landscape, with text overlaid. The magnifying glass is held by a hand from the right side of the frame, focusing on a small area of a landscape that includes trees and a body of water. The background is a blurred landscape under a clear sky. The text is centered within a dark, semi-transparent rectangular box.

**DISRESPECT
IS THE CATALYST FOR
INJUSTICE**

A hand is shown holding a small globe of the Earth. The globe is centered in the frame, and the hand is positioned around it, with fingers visible. The background is a soft, out-of-focus landscape with a blue and yellow sky, suggesting a sunset or sunrise. The overall tone is professional and thoughtful.

**DISRESPECT
ALLOWS YOU TO
QUESTION THE
SPACE I OCCUPY AND
THE POTENTIAL I
BRING TO THE TABLE**


A hand is shown holding a small, dark-colored globe of the Earth. The globe is centered in the frame, and the hand is positioned around it, with fingers visible. The background is a soft, out-of-focus sunset or sunrise sky with warm tones of orange, yellow, and blue. The overall mood is contemplative and serene.

**WE'VE BEEN TAUGHT THAT
IN ORDER TO HAVE
RESPECT YOU MUST EARN
IT...BUT RESPECT MUST BE
UNCONDITIONAL**



The Elements of Belonging Starts With Respect

- **R – Recognize me...Being Seen** – Respect, Recognition, Reward, Appreciated for similarities and for my uniqueness.
- **E – Empowering Me to Feel Connected** – Having authentic social interactions with Peers, Managers, and Senior Leaders
- **S – Support Me** – Being able to show up as my real self – without judgement, from Peers to Senior Leaders
- **P – Protect Me Help Me Feel Proud to Work For and With You** – Feeling aligned with the work and the people we work with. Common Purpose, Vision and Values.
- **E – Feeling Heard** – Feeling that everyone in the organization hears my voice. Acknowledgement
- **C - Empowering Authenticity** – the ability to show up as yourself without any judgement.
- **T – Transform Your Lens of Equity on a Foundation of RESPECT**

A hand holding a magnifying glass over a landscape, with a quote overlaid. The background is a soft-focus landscape with mountains and a sky transitioning from blue to yellow. The magnifying glass is held by a hand from the right, focusing on a small area of the landscape. The quote is centered in a dark rectangular box.


**EQUITY AND EQUALITY
CANNOT EXIST UNTIL
WE LEARN HOW TO
RESPECT EACH OTHER**

Enter Your Answers in the Chat Box


HOW DO YOU WANT TO FEEL WHEN
ADVOCATING OR ADDING YOUR VOICE TO
THE INCLUSION DISCUSSION?
WHAT ARE YOU FEELING RIGHT NOW?

A hand holding a magnifying glass over a landscape, with text overlaid. The background is a soft-focus landscape of hills and trees under a hazy sky. The magnifying glass is held by a hand from the right, and its lens is focused on the text. The text is white and bold, set against a dark rectangular background.


**WHEN WERE YOU
TAUGHT TO BE
INCLUSIVE?**

A hand holding a magnifying glass over a landscape, with text overlaid. The magnifying glass is held by a hand from the right side of the frame, focusing on a circular area of a landscape that includes a body of water and trees. The background is a blurred landscape under a soft sky.

WHAT IS THE DEFINITION OF INCLUSION?

A hand holding a magnifying glass over a landscape, with the text "HOW DO YOU TEACH INCLUSION?" overlaid on the lens. The background is a soft-focus landscape with a body of water and trees under a hazy sky.

HOW DO YOU TEACH INCLUSION?

A hand holding a magnifying glass over a globe, symbolizing focus and vision. The background is a soft-focus landscape with mountains and a sky transitioning from blue to orange, suggesting a sunrise or sunset. The magnifying glass is held in the foreground, with the globe centered within its lens. The text is overlaid on a dark rectangular area in the center of the globe.

**HOW DO YOU
UNLEARN EXCLUSIVE
TO EMBRACE AN
INCLUSIVE
BEHAVIORAL LENS**

Enter Your Answers in the Chat Box

HOW DO YOU IDENTIFY WHEN YOU ARE
FOSTERING EXCLUSION AND
CREATING INCUSION?

What is the Lens of Equity and Equality?

Evaluating structural exclusions and inequities within any organization, program, access point or off-ramp within your organization.

DEFINING EQUITY

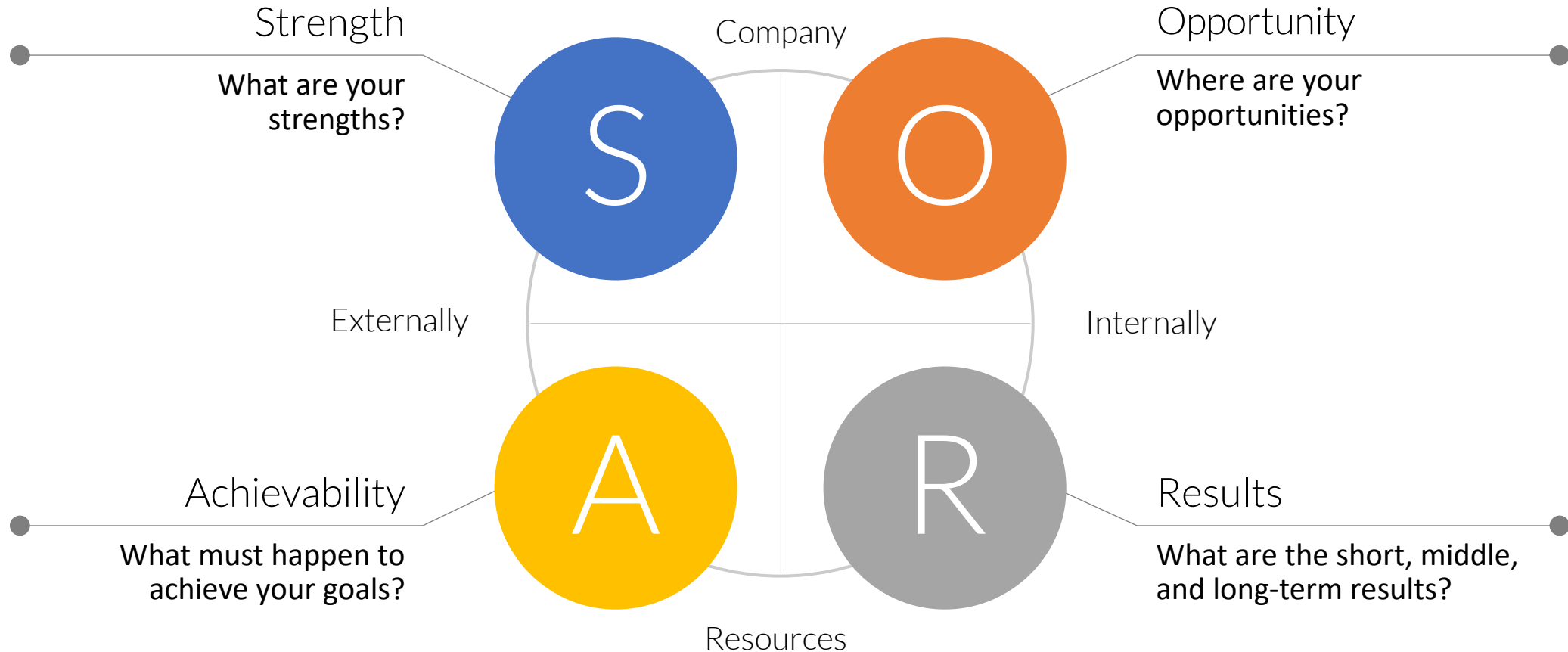
A lightbulb is positioned in the center of the slide, surrounded by a large, hand-drawn thought bubble outline. The background is dark with several smaller, faint thought bubble outlines scattered around.

Equity is the fair treatment, access, opportunity, and advancement for all people, while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups.

Improving equity involves increasing justice and fairness within the procedures and processes of institutions or systems, as well as in their distribution of resources.

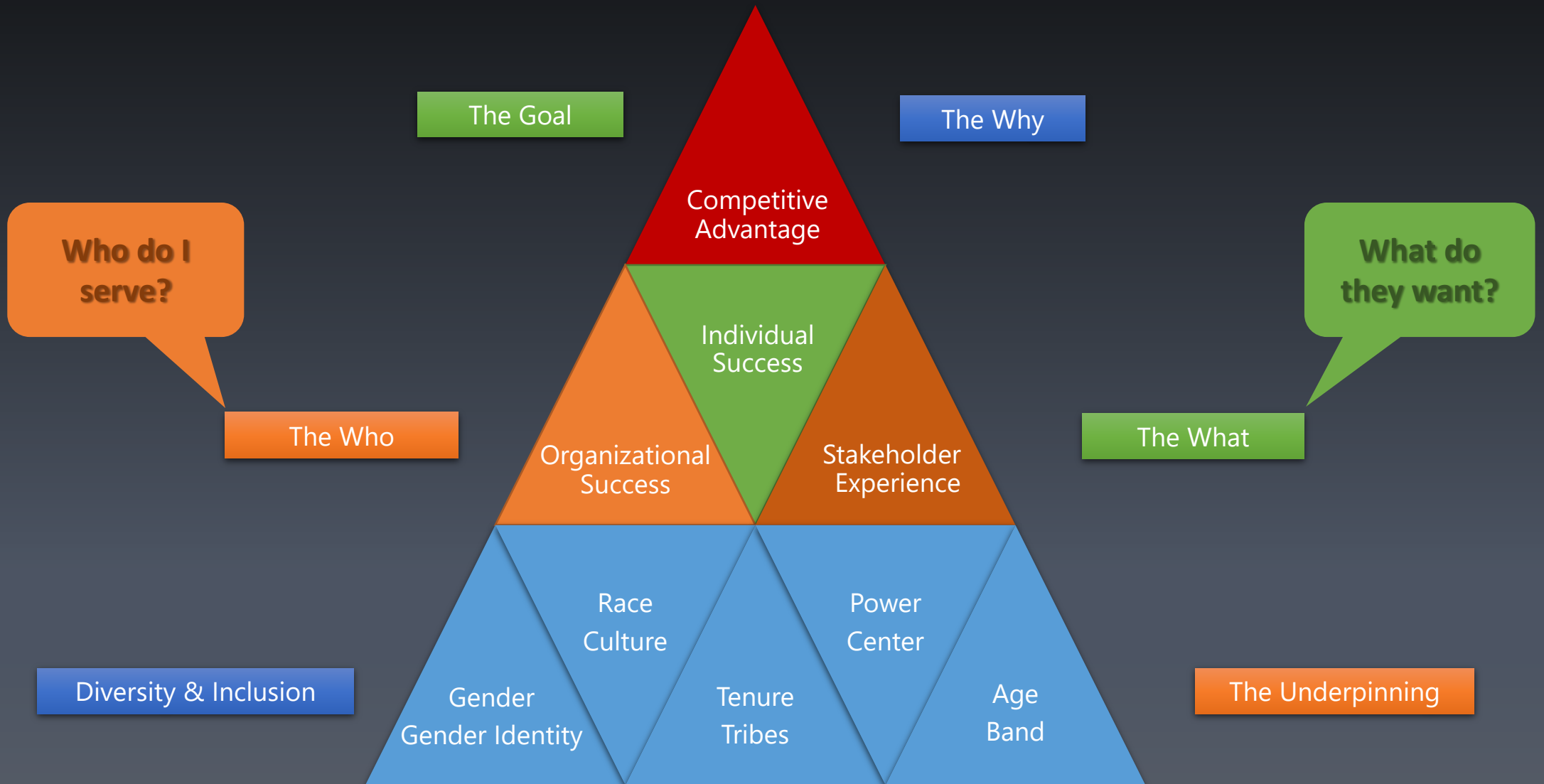
Applying the Lens of Equity and Equality

S. O. A. R. Diversity and Inclusion Analysis



The Thin Book of SOAR

THE LENS OF STAKEHOLDERS



CONGRUENCE OF THOUGHT: (E+C+D) ART OF ASKING POWERFUL QUESTIONS – THE LENS OF EQUITY

Cultural IQ

What would it mean to our organization if we developed our Cultural IQ at a granular level?

What does Cultural Inclusion Mean for Us?

Emotional Intelligence (EI)
What would it mean to our brand if we stopped underestimating emotions and sentiments?
What would happen if we view Everything Through the Lens of Equity?



Design Thinking
What would it mean if I changed the way I view my role?
What would it mean to our brand if Equity and Equality was at its core?

The Congruence – The Game Changer

What Explains the Yo-Yo Effect of Achieving Meaningful DEI Success?

Emotional Intelligence in DEI

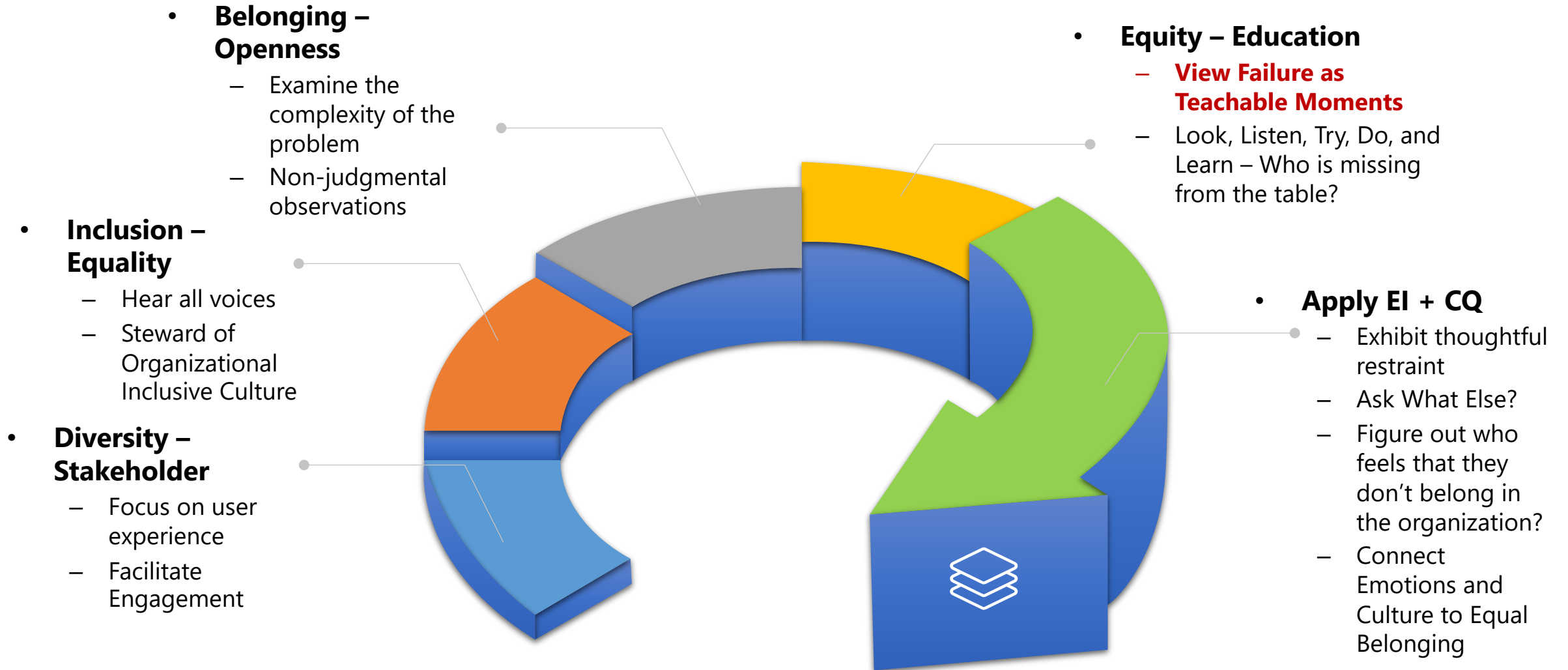
- What is the Lens of Equity?
- What do you take for granted?
- What bias have you discovered about yourself that you didn't know you had?

Cultural Intelligence – CQ

- How well do you relate to people who are different from you?
- What courageous conversations do you have around different cultures?



DESIGN THINKING: CONNECTING STAKEHOLDERS TO EVERY OUTCOME



Questions the Lens of Equity Answers


- How is an equity lens incorporated within the policy?
- Does the policy explicitly account for potential disparate outcomes? If so, how? If not, how can it be incorporated?
- How is an equity lens incorporated in tracking policy outcomes?
- Will the policy increase access and opportunity for at risk or marginalized individuals? How?
- Will the policy have a positive impact on equity, inclusion and full participation of all people (in the process, in implementation, in breadth of outreach and participation, in decision-making and culture of decision-making, etc.)?
- Will the policy protect against discrimination? How?
- What are the mechanisms in place to ensure accountability (such as equity-focused benchmarks or indicators)?
- Do the lens and tools for accountability incorporate an equity framework? How?
- Are there changes that could be made to make the policy more equitable and inclusive?
- What are the economic and social benefits of incorporating an equity lens in this policy?

Add Your Answer to the Chat Box


HOW DO YOU CURRENTLY IDENTIFY WHEN
YOU ARE FOSTERING EXCLUSION AND
CREATING INCUSION?




What Else?

A person's hands are shown holding a globe of the Earth. The globe is centered in the frame, and the person's fingers are visible at the top and bottom, gripping the globe. The background is a soft, out-of-focus sunset or sunrise over a body of water, with a warm orange and yellow glow. The text is overlaid on a semi-transparent dark circle in the center of the globe.


Reminder,
Safety, Trust, Respect,
& Belonging Are The
Core Elements of
Equity Initiatives

A hand is shown holding a small globe of the Earth. The globe is centered in the frame, and the hand is positioned around it, with fingers visible. The background is a soft, out-of-focus sunset or sunrise over a landscape with mountains. The overall tone is warm and contemplative.


Diversity Is
The Heartbeat and
The Oxygen that
Fuels Your Echo
System

A hand holding a magnifying glass over a globe, symbolizing vision and focus. The background is a soft-focus landscape with mountains and a sky transitioning from blue to orange, suggesting a sunrise or sunset. The magnifying glass is held in the foreground, focusing on the globe in the center. The text is overlaid on a semi-transparent dark circle that matches the magnifying glass's lens.


What will we do
to let go of the
storyline and build
a new vision?

A hand holding a magnifying glass over a landscape, with text overlaid. The background is a soft-focus landscape of mountains and trees under a hazy sky. The magnifying glass is held in the foreground, and the text is centered within its lens.


Authenticity
Can I show up as my
true self?

A hand is holding a circular lens or magnifying glass over a landscape. The lens shows a reflection of a landscape with trees and a body of water. The background is a blurred landscape with mountains and a body of water under a soft sky. The text is overlaid on the lens.


Acceptance
Will you be okay
with all of me?

A hand is shown holding a magnifying glass over a landscape. The magnifying glass is positioned in the center of the frame, and the landscape is visible through its lens. The text is overlaid on the magnifying glass lens.


Respect
Do you respect the
space I occupy in the
universe?

A hand is shown holding a magnifying glass over a landscape. The magnifying glass is positioned over a small, dark, circular area of the landscape, which appears to be a field or a small body of water. The background is a blurred landscape with hills and a sky that is a mix of blue and yellow, suggesting a sunset or sunrise. The text is overlaid on the magnifying glass area.


Equality
Will you see me the
same way you see
others?

A hand holding a magnifying glass over a landscape, with text overlaid. The background is a blurred landscape with mountains and trees under a soft sky. The magnifying glass is held in the foreground, focusing on the text.

Equity
Can I build my stake
in your process?

A hand holding a magnifying glass over a landscape, symbolizing focus and advocacy. The magnifying glass is held by a hand from the right side of the frame, and it is focused on a small area of a landscape that includes trees and a body of water. The background is a blurred landscape with mountains and a sky that transitions from blue to orange, suggesting a sunset or sunrise. The text is centered within a dark, semi-transparent rectangular box that is positioned over the magnifying glass.

Your Voice,
What Will You Advocate
For and Who Will You
Advocate On Behalf Of?

A person's hands are shown holding a small globe of the Earth. The background is a soft, hazy sunset or sunrise over a landscape. The text is centered over the globe.

Success
What will you do
every day to create
greater respect for
everyone?

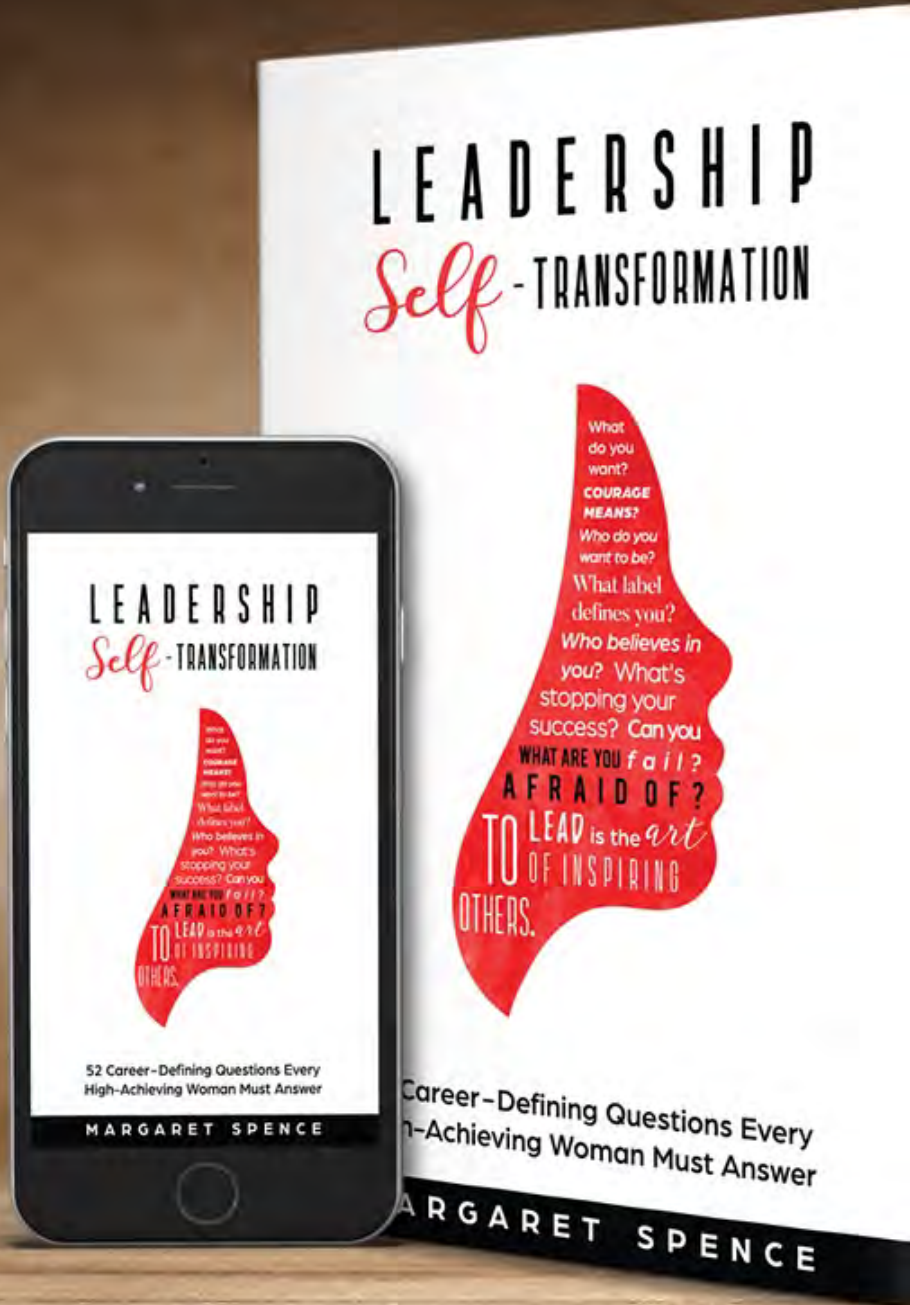
Want to Know Your Organizations Inclusion Archetype?

Take the Inclusion Archetype Survey

www.MargaretSpence.com/diversity-survey



www.InclusionLearningLab.com



Let's Stay In Touch...

- Website: www.MargaretSpence.com

LinkedIn: /in/Margaret Spence

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Facebook: @MargaretSpenceCEO

Instagram: @MargaretSpenceCEO

- **Women's Leadership Development Leadership Development Training**
- **Equity & Inclusion Training**
- **Diversity Practitioner Coaching**
- Email:
 - Margaret@margaretspace.com
- **Book: Leadership Self-Transformation**
 - Online at Amazon.com



What would it mean if everyone arrive at the table together?