**DIVERSITY, EQUITY & INCLUSION PRACTICE** 

# Shifting Culture and Systems for Organizational Change

**DEIJ** Mini Series

NONPROFITHR.COM/DEIPRACTICE

#### Presenters



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Our Practices: Nonprofit HR's suite of solutions are centered around five core service areas

STRATEGY & ADVISORY	<ul> <li>HR Audits &amp; Assessment</li> <li>Workforce Planning</li> <li>Performance Management</li> <li>Workplace Culture &amp; Employee Engagement</li> <li>Learning &amp; Development</li> </ul>
OUTSOURCING	<ul> <li>Interim Outsourcing</li> <li>Comprehensive General Outsourcing</li> <li>Specialty Outsourcing (i.e. strategy, recruitment, benefits)</li> </ul>
DIVERSITY EQUITY & INCLUSION	<ul> <li>Equity Assessments &amp; Implementation Support</li> <li>DEI Training</li> <li>Cultural Transformation</li> <li>Leadership Development</li> <li>Interim Chief Equity Officer</li> </ul>
TOTAL REWARDS	<ul> <li>Compensation Benchmarking &amp; Program Design</li> <li>Pay Equity Analysis</li> <li>Benefits Assessments &amp; Administration</li> <li>Cost Containment Strategy Design</li> <li>HR Technology</li> </ul>
DIMPACT SEARCH ADVISORS by Nonprofit HR	<ul> <li>Executive Search</li> <li>Direct Hire</li> <li>Recruitment Outsourcing</li> <li>Temp-to-Hire</li> <li>Temporary on Demand</li> </ul>
SOCIAL by Nonprofit HR SOCIAL ENTERPRISE	We also partner with nonprofit and for-profit social enterprises to help strengthen their people management practices.

### About Nonprofit HR

#### Our vision:

We are the leading source of innovative talent management, talent acquisition services and knowledge for the social impact sector.

- Total lifecycle solutions for talent management.
- 20+ years serving the social sector as a trusted advisor and thought partner.
- Thousands of missions served.
- Woman and Minority-owned.
- National footprint.
- Award-winning and highly-credentialed staff.

"Nonprofit HR's experts listen, articulate people-centric solutions and understand the correlation between having high-performing, engaged staff and us being able to support our members' needs. Their team has elevated the importance of and visibility around innovative HR practices. Nonprofit HR is an invaluable strategic partner."

Cathy Gibney, CPA Chief Financial Officer National Hospice and Palliative Care Organization



#### Agenda

- Participants will understand what inequity is and how it shows up in organizations.
- Participants will learn about systems thinking and use it to address root causes.
- Participants will understand their role in addressing those inequities.



### What is Equity?



**Equity** is an approach that recognizes unique disparities and provides relevant support systems for overcoming barriers.

### **Defining Equity**



**Equity** is the guarantee of fair treatment, access, and opportunity for **all**, where individuals are not at a disadvantage because of their background, race or social position.



**Equity** requires eliminating the institutional, systemic, and societal barriers that have prevented the full participation of certain groups and developing solutions that are relevant.

## What gets in the way of you creating equity in your organization?



INEQUITIES ARE OFTEN INVISIBLE TO THOSE WHO DON'T EXPERIENCE THEM



INEQUITIES ARE OFTEN INVISIBLE TO THOSE WHO DON'T EXPERIENCE THEM

#### What are some inequities in your workplace?

#### Inequities in the workplace





Women and people of other genders still earn vastly less than men Mothers earn less than women without children

Age-based discrimination still exists



Workers with disabilities experience wider gaps despite higher education



The pay gap between Black and white workers is getting larger LGBTQ discrimination

still exists

# How do organizations start to illuminate these inequities?

# Nonprofit**HR**Systems Thinking is Foundational

- Systems thinking means seeing and understanding interrelationships in complex systems, knowing how systems work over time, and challenging assumptions about how change occurs.
- Use systems thinking to better understand root causes of organizational issues and how they connect to overall operations.



Systems Thinking **Components of System Thinking:** • Indirect Relationships • Behavior Change Is Required • Optimize the Whole by Improving **Relationships Among the Parts** • Small Changes Produce Large Results Identification of Unintended Consequences

Kania, J., Kramer, M., Senge, P. (2018) *The Water of Systems Change.* Retrieved from https://www.fsg.org/publications/water\_of\_systems\_change#download-area

#### APPLYING SYSTEMS THINKING

#### **Contextual - Reduce the risk of missing something important.**

- List the top 5 trends impacting the environment in which your organization operates. What do you think is behind the emergence of these trends?
- How might future political or regulatory changes influence your organization, or your constituents?

#### Collaborative - Make it easier for people to take concerted action.

- Who has dealt with this situation before and what could we learn from their experience?
- How might you change your current routines so that people feel more successful and satisfied when producing results?

#### Creative - Increase the novelty of your options.

- What could you test or prototype that would be a low-risk way to learn your way forward?
- What are the risks and benefits of doing nothing?

#### Critical - Avoid solving the wrong problem.

- What is keeping the current situation in place?
- Why does the current problem exist? And, why is that? ... And, why is that? (keep asking until you get to the root of the problem)

### Root Cause Analysis

#### FIVE WHYS

1. Assemble a diverse group of stakeholders.



2. Identify the specific equity-related problem. Writing the issue helps you formalize the problem and describe it completely. It also helps a team focus on the same problem.

**?** 3. Ask why the problem happens and write the answer down below the problem.



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5. Loop back to step 3 until the team agrees that the problem's root cause is identified. This may take fewer or more times than five whys.

#### SYSTEMS THINKING IN PRACTICE



Have the people most impacted by the problem and proposed solutions been fully engaged from day one? Whose voice is missing?



What conditions are keeping the current outcomes in place?





Who can help create/drive the change we need to see?



How do we know these are the right things on which to focus? (Root cause analysis, gap analysis, data validity, end user perspective, etc.).



What might be the unintended consequences of disrupting the systems associated with these targets?

#### Making your commitment to equity

- 1. Ground your organization in shared meaning around equity, structural racism and other terms related to this work.
- 2. Name DEI work as a strategic imperative for your organization.
- 3. Define and communicate how DEI connects to your mission, vision, organizational values and strategies.
- 4. Design a bold DEI statement that publicly expresses your commitment and intention.
- 5. Design an outcomes-based DEI strategy to make the commitment come to life in your organization.

## INTENTION is the seed that creates your future

## What is your commitment to creating equity within your organization?



#### How do we gather this information and measure it?

#### Diversity

- Who is here? Who is not here? Why?
- What historical challenges need to be acknowledged?

### Inclusion & Belonging

- What does it feel like to be part of our organization?
- What is our level of readiness?

#### Equity

- How well are our systems and processes working?
- Trends are certain demographics having a different experience?

# What can you do within your organization to build an inclusive culture?

### People & Culture

It's all about the human experience



Do you **know** what it currently feels like to be part of your organization? Do team members consistently treat each other with **respect** and engage in authentic discussions?





Can team members **see** others that look like them?

Do you have strong norms around **listening** to each other to understand rather than to judge?

#### **Business Case for Engagement**



colleagues by 20% +

(The Conference Board) Generate 40% more revenue

(Hay Group)

60% fewer sick days

(Gallup)

87% less likely to leave (CEB) ¥

Return on assets, net margin, customer satisfaction and company reputation increase as engagement increases

(Independent Experts)

Leadership behaviors that are essential for shaping inclusive climates Assessing or being perceptive of the inclusiveness of your team climate Articulating expectations about behaviors expected to promote inclusion

Role Modeling inclusive behaviors for others

**Reinforcing** desired inclusive behaviors

Focus on

Purpose

Be Intentional

About

Inclusion

Embed it Into

the

Organizational Culture

### Fostering Belonging and Engagement

#### Belonging

• Communicate the intersection of your organization's purpose with employee contributions.

• Deliberately and with calculated efforts to bring voices of the team to the table and seek to learn about them.

• Creating memorable experiences, personalized interactions, tailored motivators, fast feedback.

#### Engagement

• Burnout blocks the opportunity for engagement to occur, check in with staff to see how they are managing, identify ways to shift workloads.

Build Team Trust

Mitigate

Burnout

• Building trust takes time, providing informal opportunities for people to get to know each other can function as a foundation for trust.

Celebrate Contributions

• Create a culture that celebrates all employee contributions for advancing organizational goals.

## **Q&A Session**

#### Thank you!

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