Diversity & Inclusion

Keys to Success
& Lessons Learned

DPC DIVERSITY & INCLUSION WORKING GROUP | MARCH 2020

"You don't have to *see* the **whole staircase,** just *take* the **first step.**"

- MARTIN LUTHER KING JR.

Contents

Defining Diversity and Inclusion

Diversity and inclusion. Bringing them together is where the value is. An **inclusive** environment with a **diverse** workforce.

DIVERSITY

Diversity looks at who we are, the differences in our people in a wide variety of ways, much of which can be measured.
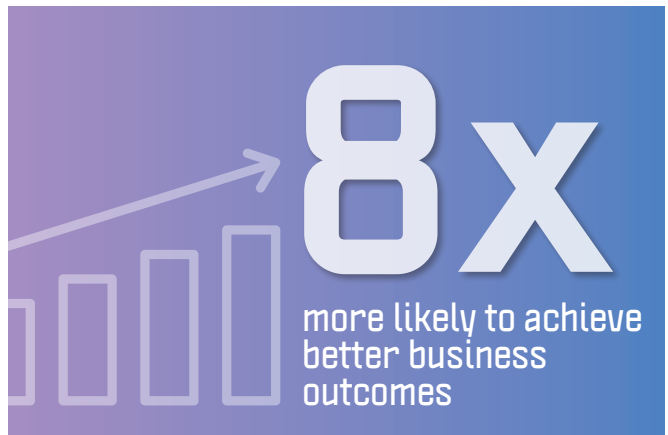
- Gender
- Race
- Ethnicity
- Sexual orientation
- Religion

- Education
- Political affiliation
- Communication style
- Socio–economic background
- Disabilities

INCLUSION

Inclusion is about creating an environment that provides opportunities for all employees to realize their full potential to bring their full self to work.

Organizations with Inclusive Cultures are:

2x as likely to meet or exceed financial targets

3x as likely to be high-performing

6x as likely to be innovative and agile

8x more likely to achieve better business outcomes
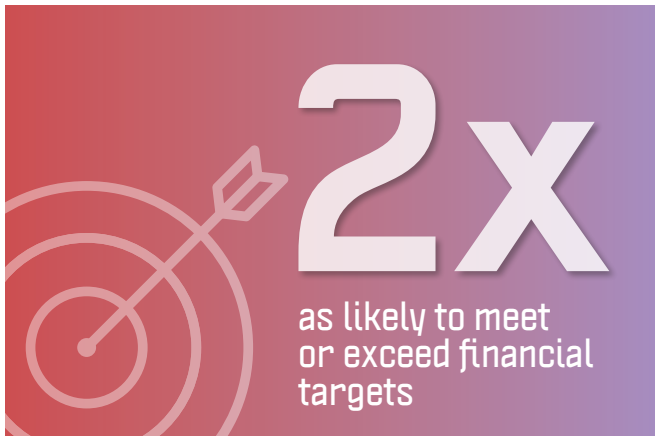
Source: Juliet Bourke, Which Two Heads are Better Than One? How Diverse Teams Create Breakthrough Ideas and Make Smarter Decisions (Australian Institute of Company Directors, 2016) Deloitte Insights, deloitte.com/insights

Purpose of the DPC Diversity & Inclusion Working Group

The purpose of the DPC Diversity & Inclusion Working Group (DIWG) is to provide information, resources, and support to our fellow DPC firms as we seek to ensure that our firms—*and our industry*—promote an inclusive environment with a diverse workforce.

DIWG GOALS INCLUDE

- Help advance diverse and inclusive environments throughout our industry, so that everyone is able to bring their whole, authentic self to work, every single day!

- Provide networking opportunities to dive deeper with peers/firms for further understanding and learning.

- Provide industry leadership panel members for future ACEC D&I efforts.

- Create an industry document by 2Q 2020 that provides D&I best practices and how to advance D&I efforts at an A/E firm.

- Improve the DPC D&I survey initially deployed in mid–2018 to provide valuable data to our leadership, and ultimately extended the survey to include all ACEC firms.

Attendees of the Chicago Workshop. Oct. 15–16, 2019. Top from left: Masai Lawson, Beverly Williams, Stephanie Price, Julianne Nevins, Sean Samsel, Carolyn Kitts, Keri Kocur, Lisa Robert, Mina Biggs, Deb Gordon, Lori Hall, Jennifer Palhete, Stephanie Rodriguez, Stephanie Bowers, Pamela Zapata Front from left: Doug McKeown, Jennifer Chatt, Erin McConahey, Mike Carragher Missing from photo: Meredith Clark, Tina Horn, Vanessa Ryder

FIRMS AND PARTICIPANTS OF THE DIWG

Alfred Benesch & Co., Tina Horn

ARUP, Erin McConahey

CHA, Jennifer Chatt

DPC, Debra Cohen Gordon

Gannett Fleming, Masai Lawson

Gresham Smith, Carolyn Kitts

Hanson Professional Services,
Mina Biggs

KCI, Stephanie Barrows, Nathan Beil

Kimley–Horn, Lori Hall

Langan, Beverly Williams

Larson Design Group,
Terry Krezmer

Mott MacDonald, Patrick Natale

Olsson, Stephanie Rodriguez

Psomas, Sean Samsel

RS&H, Jennifer Palhete, Lisa Robert

S&ME, Rosemary Thompson

Simpson Gumpertz & Heger,
Julianne Nevins

STV, Pamela Zapata

Terracon, Stephanie Price

Urban Engineers, Meredith Clark

VHB, Michael Carragher, Keri Kocur

Woodard & Curran, Doug McKeown

Diversity & Inclusion Maturity Model

COMPLIANCE

Compliance with equal opportunity/ affirmative action goals

PROGRAMMATIC

Increasing the representation of specific demographic groups (e.g. women)

LEADER-LED

Leveling the playing field for all employees by addressing systematic cultural barriers

INTEGRATED

Leveraging difference to create business value

LEVEL

1   2   3   4

◄— Mandate —►   Transition Point   Movement —►
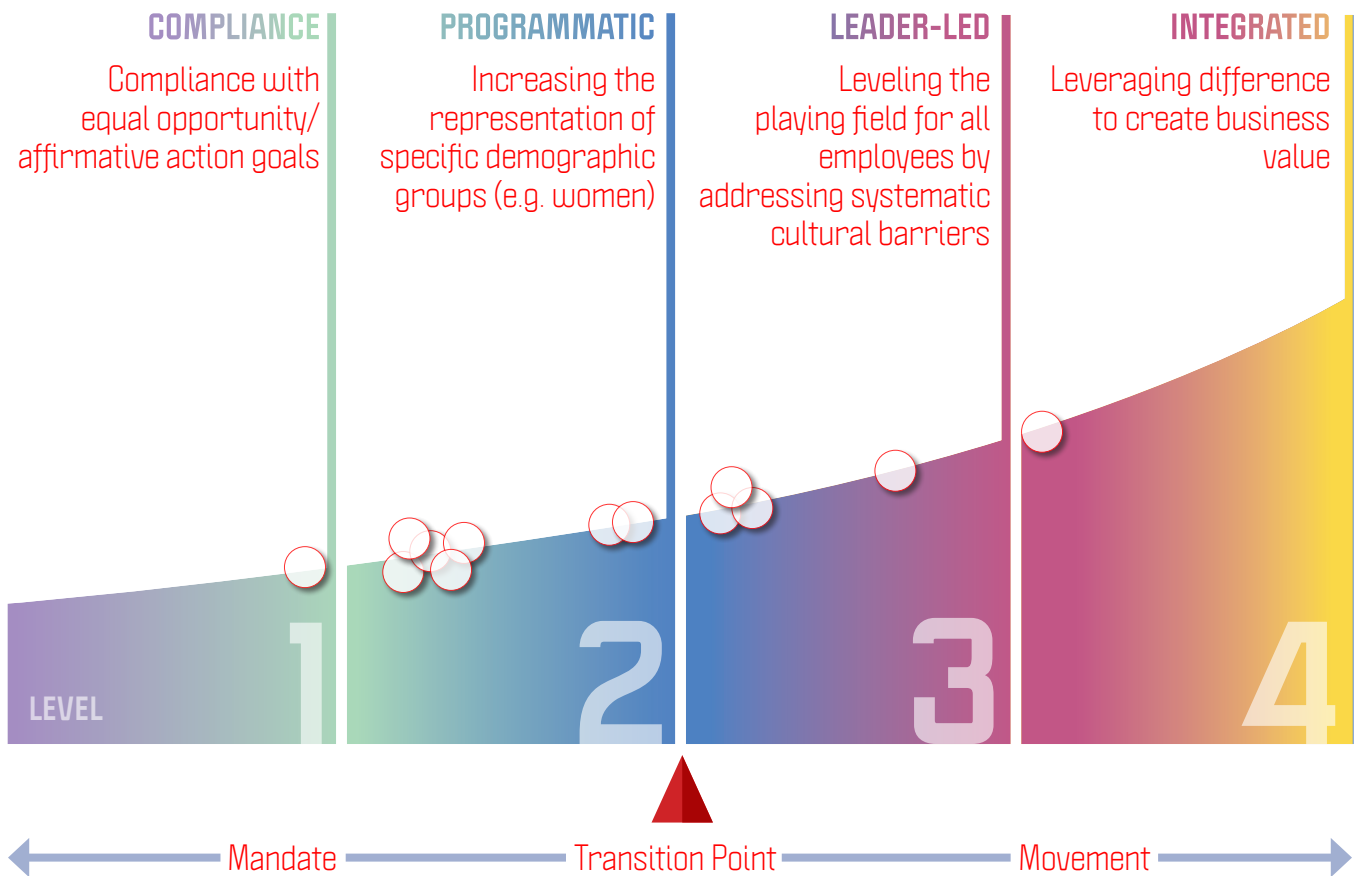
Deloitte Insights, deloitte.com/insights

D&I Efforts at Participating DIWG Firms (self-reported as of 2019)

◯ = DIWG Firm (sampling)

Executive Summary

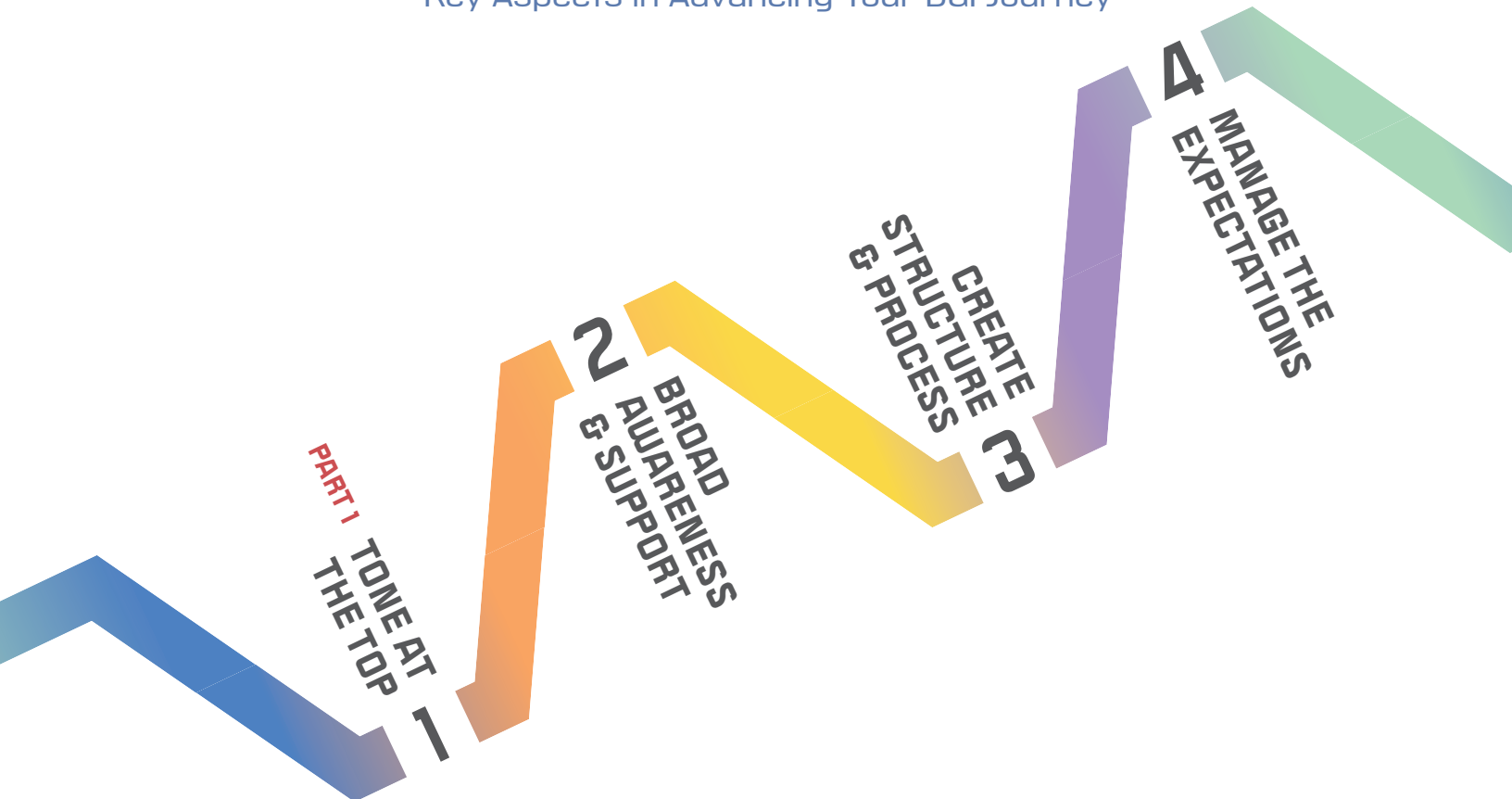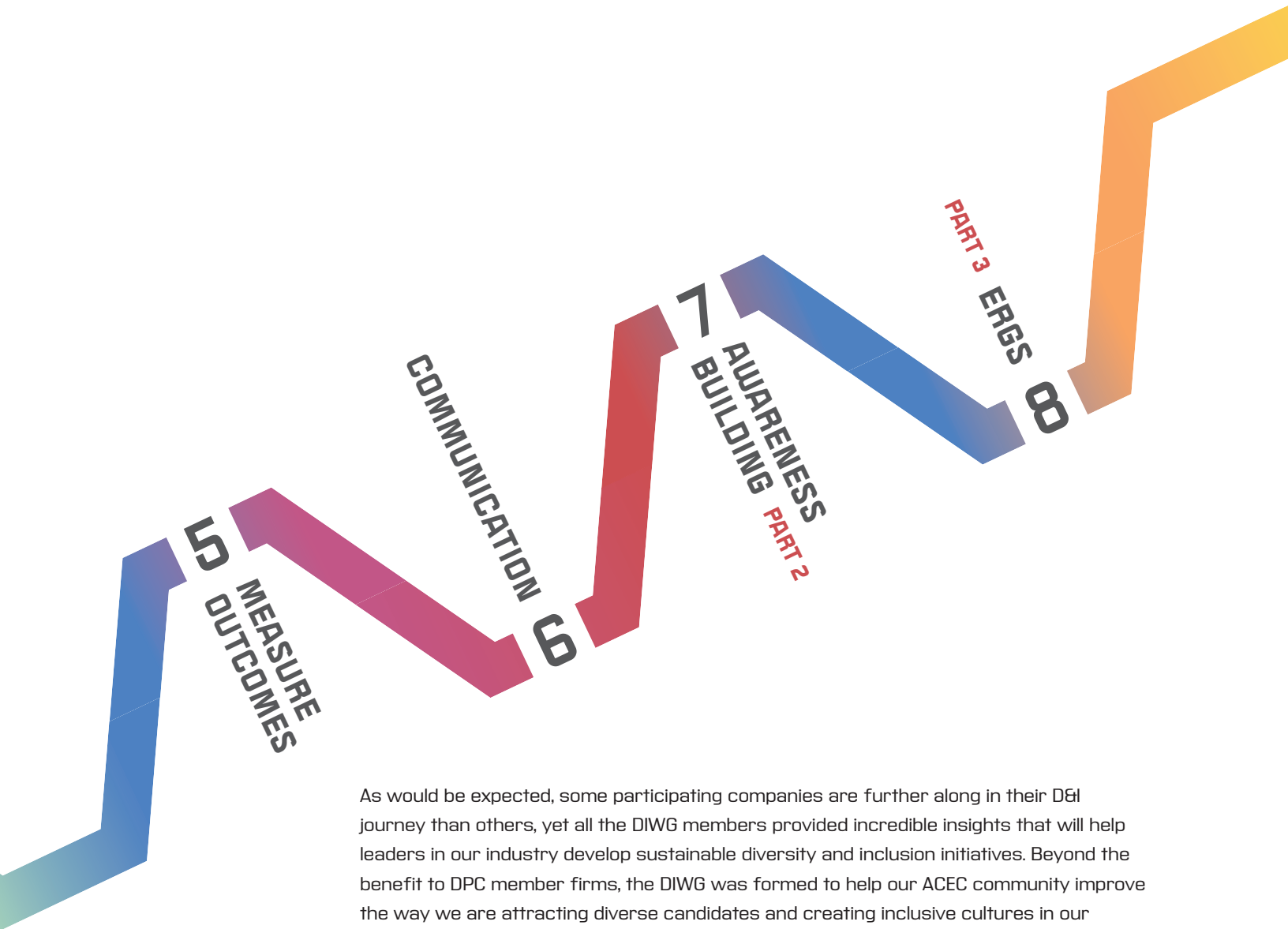In alignment with the DPC's strategic objective to make a long–term impact on our communities, industry, employees, and society, and with the support of the DPC Executive Committee, DPC member firms Woodard & Curran, RS&H, and VHB, led the formation of the DPC Diversity and Inclusion Working Group (DIWG) in early 2019. The DIWG, including D&I leaders representing 21 member firms, aims to create more inclusive environments throughout our industry so that everyone is able to bring their whole, authentic self to work.

The DIWG spent the year working together and sharing best practices and challenges around D&I program implementation, affinity groups/employee resource groups, and education and awareness. In October, hosted by DPC member Benesch, the DIWG gathered in person for a 1.5–day workshop with the goal of synthesizing the information, best practices, and lessons learned that we gathered during the year to develop reference material for our industry.

Key Aspects in Advancing Your D&I Journey

PART 1   TONE AT THE TOP **1**

2 BROAD AWARENESS & SUPPORT

CREATE STRUCTURE & PROCESS **3**

4 MANAGE THE EXPECTATIONS

5 MEASURE OUTCOMES

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As would be expected, some participating companies are further along in their D&I journey than others, yet all the DIWG members provided incredible insights that will help leaders in our industry develop sustainable diversity and inclusion initiatives. Beyond the benefit to DPC member firms, the DIWG was formed to help our ACEC community improve the way we are attracting diverse candidates and creating inclusive cultures in our industry so that we can compete with other industries to attract and retain the talent we need to drive our businesses forward in the future.

The DIWG's findings include real experiences and insights into the things that worked or didn't work at their firms and why. The DIWG is confident that this summary report provides helpful guidance in developing D&I programs. This report is organized around three primary aspects of D&I efforts. Additionally, we have included direct feedback from DIWG participants to CEOs, as well as a resource library to help advance their D&I journey.

SUMMARY REPORT | DPC DIVERSITY & INCLUSION WORKING GROUP

Keys to Successful D&I Initiatives

Advancing Diversity & Inclusion is a Journey

To successfully advance D&I in a company, the approach needs to go beyond developing a "program," and we need to be comfortable that there is no finish line. D&I needs to become a core value within the firm—one that influences how we do our jobs, how we communicate internally and externally, and how we support our employees in advancing their careers. A program can be written, put on a shelf and then come to an end, but core values shape the culture and are a key part of who you are as an organization.

Eight key components emerged as critical aspects to advancing D&I initiatives within companies. It starts with CEOs setting the tone at the top and includes building broader awareness from the leadership team on down so that the entire organization understands what the firm is doing, why the firm is doing it, and how success will be measured.

1. TONE AT THE TOP

Tone at the top is critical. Success starts with the tone we set as CEOs. A firm's commitment to advancing D&I should be authentic and consistent for employees to embrace this as a critical aspect of the firm's success. Support from the top goes far beyond saying you support the initiative—we have to walk the talk and lead by example. As CEOs, commitment can be demonstrated in employee communications, behaviors, the programs you prioritize and your support to employees working to build a more diverse employee base and inclusive culture. Some of this may be formal, for example, creating a vision or a set of goals. Commitment can also be demonstrated more informally—are you considering pronouns you use or the people you tap to participate in different activities? Some common characteristics of success regarding "tone at the top" identified by the DIWG include:

- **Set a vision**—Set a vision and communicate it. Don't just state that you're committed to D&I; take time to create a vision for what D&I will look like in your firm.
- **Board commitment**—The Board should fully endorse whatever plans you intend to deploy; D&I should be measured at the Board level.

- **Senior Leadership or Sponsorship**—All aspects of a D&I program need to include a senior level sponsor. If you form a task force or a committee, make sure that somebody from the senior leadership team is included. Don't hand off to junior team members or to the HR team to drive solely. Engage senior leader champions who are passionate, visible and active participants in driving initiatives forward and fully embracing D&I.

- **HR does not have to be the Champion**—Successfully advancing a culture of D&I needs to go beyond HR, with Champions in other departments and from other members of firm leadership. The HR team is critical and plays an important role in D&I initiatives, but don't stop there. Look to HR for insight about what is occurring in the industry and to keep a pulse on employee attitudes. HR can be a tremendous resource, particularly with turn over analysis and exit interviews to gain a better understanding for what's happening in the firm. Or, when changes to a policy or procedure are determined to be beneficial to advancing D&I efforts then corporate departments like HR play a key role.

- **Write a plan**—Like any important business initiative, you need to develop a plan from the beginning and a set of objectives to accomplish change. Start with a vision, create accountability for the plan, and incorporate it into annual company goals where appro–priate. Develop a multi–year and annual time frame for aspects of the plan. There is an abundance of information that supports D&I as a key to business success.

2. BROAD AWARENESS AND SUPPORT

Broad awareness and support across the firm is crucial to gaining traction with your D&I efforts. Employees throughout the firm, particularly in leadership roles, need to be part of the communication efforts and engaged in the aspects of the program for the broader employee base to see the company's commitment. Below is a summary of recommendations from the Working Group.

- Engage more stakeholders to use their sphere of influence. Begin with the executive team and then engage more stakeholders at all levels to support and promote the efforts. If you build a D&I topic into your meetings, make sure others are doing the same with their teams.

- Create awareness across the firm through channels your firm uses such as a company newsletter, or digital signage. Communicate consistently across multiple platforms to help reinforce your message.

- Consider forming a focus group that includes senior leadership to address the question, "what is D&I and where does it fit in our firm?" Start with a number of these 'discussions' to raise awareness and gain insights into what the firm is doing right and where you may have blind spots or opportunities to make changes.

- Unconscious bias awareness building can help you begin the discussion, starting at the top and moving down through the organization. Typically, participants come away from unconscious bias awareness building with a different appreciation for what the firm is trying to address, and acknowledgment of personal unconscious biases.

- Engage passionate employees to help advance efforts in your firm. Once awareness is there, employees will want to be involved. It is OK to reevaluate D&I committees or teams and make changes so that you have the most passionate people driving the effort.

- Develop and communicate the guiding behaviors of your firm that are inclusive and diverse and model these behaviors in as many places as early as you can.
These behaviors can be developed by leadership in combination with focus groups.

- Recent research (McKinsey 2019) shows that middle manager support and active involvement is key to creating an inclusive environment. Many firms have done well getting senior management to endorse inclusion efforts, but the next level, responsible for hiring, promoting, and work assignment decisions are not fully embracing.

- Clearly define all roles and responsibilities as they relate to D&I efforts.
Define expectations for senior leader/sponsor, HR, Champion(s), external consultant, affinity/employee resource groups, people managers and beyond. Engage all participants through meaningful assignments with clear expectations and outcomes.

3. CREATE STRUCTURE AND PROCESS

Any sustained organizational change requires adjustments to structure and process to guide changes. This is an area where outside assistance through D&I consultants is helpful. There are many best business practices such as how to conduct better interviews that can be implemented to modify current processes to produce a different outcome. Consultants are able to help with the development and deployment of these types of changes. This is also where various business units/departments need to be engaged so that they can carry out some of the deployment. Some suggestions to help identify the changes that should be considered are listed below and organized by structure and process.

Structure

- Create a committee or task force to take lead responsibility in development of the firm's D&I program. Ensure senior involvement in the committee and clearly establish the connection from that committee to the executive team (i.e. quarterly report on progress). Clearly define roles, expectations and resources available to help accomplish the goals of the committee/task force. Successful committees will have senior level involvement as well as mid–level and junior staff. Consider developing a charter and forming subcommittees to engage a broader number of people on defined topics. One DIWG firm has different sub–committees for measuring results, recruiting and development, and communication.

- Select the engaged to participate—don't assign. Tap folks who are passionate about D&I, engaged, and willing to put in the time.

- Include senior leadership to sponsor and resource as needed. Leadership from outside senior HR leader should be strongly considered.

- Embed in many locations. This shouldn't be a home office/headquarters initiative. You'll gain greater endorsement and visibility by including people across the organization.

- Tie committee goals to business goals and align where appropriate with Board level goals.

- Establish Affinity Groups or Employee Resource Groups (ERGs) as a source for inclusion (not exclusion). See Section 3 on Affinity/ERGs for more information about how to support effective resources groups.

Process

All the processes employed within the firm related to people aspects are opportunities to modify in order to produce a different outcome. Simple processes like assigning project teams, or more complex processes like selecting Board members, define the commitment of the firm to creating inclusive cultures. The committees or task forces noted above could be good resources to use for evaluating current processes. Below are areas that may have potential for process improvements.

Talent Management and Development

- Gather data from employee exit interviews to identify themes around departures.

- Use an HR information system/tool to analyze retention rates across ethnicity, age, and gender to spot trends.

- Conduct bias assessments on promotions, bonuses, salary setting, and ownership consideration.

- Who conducts interviews? Will a young African American engineering candidate be interviewed by others they can relate to?

- Cast a wider recruiting net to have a better starting pool of diverse candidates.

- Relationships can be a form of inequity. Do the same people always have the oppor–tunity to work/talk with senior leadership? This can create inequities with others who don't have the same opportunity. Review company behaviors, and identify ways to modify or change outcomes for assigning work, selecting teams, etc. For example, are team building events sports–related, offering certain folks more advantage in relationship building?

Conducting Business

- Consider meeting rules/norms. Behaviors and culture can often be determined by observing how a meeting is conducted. Who gets invited? How is the meeting facilitat–ed? Who is asked to take notes? Is interrupting allowed? Are all ideas expanded on or dismissed? Are some people given more airtime than others?

- Who is invited to client meetings? Who leads? What is the client make–up like?

- Who participates in Board meetings? Who participates in the project review meeting?

- When are meetings held and where? Are they equitable to all or more comfortable for some? Are they after hours or very early in the morning, held at a golf club, or at a sporting event?

Business Planning

- Review business practices to look for opportunities to change the outcome and embed changes. Listen to your employees about where these opportunities might exist.

- Find ways to create accountability for changes reflecting the D&I commitment at all levels.

- Tie D&I efforts to annual business plans and to strategic plans.

4. COMMUNICATION

Communicate early and often—even when you don't have all the answers yet. One compelling take away from the DIWG discussions is the need to communicate and not be fearful of not having everything figured out. The fear of saying the wrong thing, or not having enough to say, delays the firm's efforts to communicate what they are doing and gain employee awareness and support sooner.

- Start and maintain an ongoing dialog with employees to promote broad awareness. Don't begin something and then let it fade away. People will notice what you stopped doing sometimes more than what you start doing.

- Expect and learn how to diffuse negative reactions/opinions. There were many exam–ples of negative reactions to D&I efforts or communications. The advice is not to stop doing those things for fear of a bad reaction, but rather to expect it, and use it as a learning opportunity.

- Words matter and we may need to reset our vocabulary. This may be uncomfort–able and unnatural in the beginning, but a commitment to changing our vocabulary or changing the examples we use will help communications be more authentically inclusive. This is another area where a D&I consultant can offer guidance. Some key aspects to this include:

  - Use of pronouns in addressing someone; assuming gender preference.

  - Use of pronouns in the examples you give. Do you always refer to the project manager as a him, or do you use examples in your conversations that are stuck in old gender biases? Subtle changes in the way we talk about our business will be remarkable to folks in the beginning and eventually become standard.

  - Establish some general language the firm can use consistently.

  - Review documents to determine whether they include male or female pronouns or both.

- Focus on engaged people to expand communication.

- Be prepared to 'manage the squeaky wheels.'

- Be sure to include broad cross section of leadership in communication efforts.

- Build a D&I moment into meetings. Find ways to talk about it and learn other's perspectives.

  - ARUP created a wonderful tool that can open conversations around different aspects of D&I. They partnered with the Society of Women Professionals to produce a set of D&I conversation starter cards, available for purchase on Amazon.

  - A book by Steve Robbins, called *"What If..."* includes several short stories which can be used to have a brief dialog at each meeting.

5. MEASURE OUTCOMES

Any good business plan requires goals and measurements. Don't start with establishing quotas or hard goals but do not expect to execute a plan and produce a different outcome without any goal setting. You need to be able to measure progress towards your goals and to communicate that progress to your teams. Some of the DIWG's observations about goal setting and measuring are highlighted below:

- Include objective and subjective measurements. Measuring the number of minority and female technical professionals hired and those promoted is important. But so is mea–suring the beliefs that minorities and women have about being able to bring their whole self to the job.

- Use employee engagement surveys to set baselines. Embed questions around career advancement, opportunities to connect with senior leadership, and feelings of inclusion. Including questions in your annual survey versus conducting a specific D&I survey may provide more valuable feedback.

- Analyze employee and recruiting data and track this data over time. Look at data mea–surement around 'data bundles,' which measure the make–up of your interviews, and compares to candidates invited to come in, candidates offered positions, and eventually candidates who accept.

- Notice and be intentional about management demographics.

- Benchmark vs. industry. Include geographic baselines.

- Track employee mobility through all levels. Track the employee growth through the firm as defined by new titles or positions, and compare that to the results across employee demographics.

- Don't set artificial or engineered quotas.

- Devise ways to measure culture shifts. It will be different in each firm.

- Evaluate internal/external communications, marketing and outreach materials, tradeshow/conference attendees, interview teams, etc. Do they represent how you want your firm to be perceived?

- Be transparent about progress as well as short comings. Transparency aids in creating a sense of shared responsibility.

6. MANAGE EXPECTATIONS

Managing expectations is important. Don't let the fear of missteps prolong the deployment of actions. Many DIWG participants are on the front lines addressing the impact of various D&I communications or initiatives and witness a lot of the missteps firsthand. Some of the most significant delays in gaining results is the fear of doing something wrong. So, understanding the expectations is crucial. The DIWG's general observations are summarized below.

- Promote awareness and have a general plan to get started.
- Under promise and over deliver.
- Set reasonable expectations each year.
- It's hard, challenging, and time consuming and not everyone will agree.
- It's not just a metric but needs to be part of culture; this will take time.
- Perfect is the enemy of good—get started on some visible things.
- Not everything will work—don't get discouraged; try things anyway.
- Key decisions are sequential not parallel.
- Expect some missteps and use them as learning moments for everyone.

2

SUMMARY REPORT | DPC DIVERSITY & INCLUSION WORKING GROUP

Awareness Building

Making Your D&I Efforts and Commitment Highly Visible

One thing that becomes very clear as you embark on helping everyone in your organization understand and embrace the importance and value of creating an inclusive environment with a diverse workforce is that it is a delicate undertaking. This jumps out at you as you consider what to call this effort. If you use the term "training" or "education" you likely run the risk of implying that someone needs to be trained or educated about how to think and act at work. Neither of those terms sets the right tone. The term "awareness building" helps people recognize that advancing D&I into their firm's culture is actually a change management effort. The goal is to achieve awareness of unconscious ways that our minds lead us to jump to conclusions without recognizing it.

There are many great ideas regarding how to build awareness efforts at your firms. Below are some key takeaways from the DIWG as you embark on the effort of awareness building at your firm.

9 KEY TAKEAWAYS

1. Thoughtful Development

The importance of thoughtful development of a D&I awareness effort may not be under-stated; it is rife with opportunities for people to feel a sense of offense or being "spoken down to."

2. Change Management

Your firm's D&I Champion must be well-versed in building and leading change manage-ment efforts in order to be effective.

3. Engage Outside Consultants

Due to the delicate nature of building these programs, as well as the importance of the change management nature of them, engaging experienced outside consultants and facilitators are valuable and worth the investment. This is not an area where you want to learn on the job.

4. Train the Trainers

If you engage an outside expert, consider a longer-term strategy of building a "train the trainer" program. This will likely prove to be cost effective and builds internal competency.

- If you undertake a "train the trainer" program consider building a team of trainers that includes a cross-section of business leaders and managers, not only HR professionals. It is important to convey that it is not an HR program, rather a companywide imperative.

5. Development Programs

Ultimately, the desired outcomes for your awareness building program need to be woven into your firm's everyday processes and ongoing leadership development programs.

- Make D&I competency courses for self-progressing learning opportunities available.
- Include courses as a mandatory part of leadership development programs.
- Consider D&I class completion similar to health & safety and make it part of an employee's annual learning opportunities.

6. Set the Tone at the Top

As with every aspect of building a D&I program, greater success ensues when the program is visibly important and valuable to the Board and senior leadership team. This can be demonstrated by ensuring that the Board and senior leadership team participate in any broad learning programs first. Furthermore, it is imperative to build competency at this level to better equip Board and senior leadership to set the example for direct reports and middle management, as well as to navigate inevitable pushback and constructively address behaviors that are not aligned with your firm's core values and D&I goals.

Consider a day-long workshop (±30 top leaders) on cultural competencies, implicit bias, and microaggressions. Augment the day with training for direct conversations to confront challenges that may arise, and to provide access to eLearning courses available to leadership.

7. Actions Speak Louder than Words

After the Board and senior leadership experience the awareness building sessions, consistently reinforce that actions speak louder than words. It is important to authentically live and model the actions and behaviors that reinforce your mission and purpose. Actions are the best way to instigate and maintain change.

After "starting at the top," cascade awareness building throughout the organization, as well as into new employee onboarding programs. Recognize that front–line supervisors will require deeper training to help them impact behavioral changes in employees' lifecycle (for consistency across promotions, hiring, assignments, conversations, Q&A sessions, etc.). Consider broad–based awareness building efforts "highly encouraged" rather than required participation. Mandatory or required participation may instigate negative reactions.

8. Unconscious Bias vs. Conscious Inclusion

There is a growing discussion about the difference between unconscious bias and conscious inclusion. It stems from a growing school of thought that the unconscious brain is far too significant in impact that one will never be capable of "training" their brain to filter its bias, therefore it may be more reasonable to help foster a conscious inclusion mindset. Regardless of how this topic plays out, it is important to note that the outcomes of the unconscious mind need to be addressed as part of any D&I effort.

9. Awareness Building Programs are Not 'One Size Fits All'

Customize awareness activities to your firm's D&I effort and your people. It is important to build your awareness program from your own firm's mission, purpose, and people initiatives. Consider using focus groups and surveys to determine where the organization is on the spectrum of inclusion in order to develop customized awareness programs. Also be mindful that regional culture and context are important considerations in developing programs.

Connect your D&I Leader to a peer group to learn about awareness building efforts at other firms. A few awareness building ideas are highlighted below.

- Dialog and storytelling in safe places are highly effective.
- People sharing their own D&I stories—particularly leaders—is very powerful and a great way to start the conversation.
- Small team events (diversity trivia games) may be effective for the right groups of people.
- Small scale scenario–based discussions have proven to be valuable. Develop the scenarios internally so they are highly relevant to your team.
- A low hanging fruit opportunity is a multicultural calendar.

Consider beginning your efforts with several actions that will lead to and build positive outcomes over the long–term, valuing 'awareness' over short–term 'outcomes.'

3

Affinity/Employee Resource Groups

Creating a Sense of Belonging

ERGs or Affinity Groups can play an important role in your D&I program. Much of the current dialog around ERGs is about making sure that they are inclusive to all and add to the sense of inclusion within firms. Some key learnings from the DIWG around establishing effective ERGs within their firms is provided below.

Listening to and asking questions is part of your job as the leader of your company. Your employees may not come to you and specifically ask to form an ERG. What you may hear or see instead are things that indicate a need or desire may be evolving within your organization. Encourage those discussions and explore with individuals how you can help and support the idea of an ERG.

When the effort is grassroots versus a directive from leadership there is a greater opportunity for success. As you listen to the needs of your employees, consider who exudes passion for leading an ERG within your organization and provide them the support and resources needed to drive the efforts of the group.

Provide an executive liaison and HR liaison to support the ERG. Although the effort will be grassroots, make sure to assign an executive liaison and HR liaison to the group to demonstrate the company's support of the group to all employees, ensure alignment of the actions of the affinity group to company culture, and create a system of accountability.

Communication is key and initial establishment of an ERG should include an endorsement from you as the CEO to reinforce the need for and goals of the group and to demonstrate your support.

Establish a mission, charter and goals for the group. As with any project, a well–defined scope is the key to success. The ERG should develop a mission, charter, and goals to ensure that the intent and direction of the group stays on the right course long–term.

The opportunity to learn, network with others, and celebrate accomplishments are the primary goals of an ERG. These groups can also provide incredible feedback to the organization on policies of the company that impact the ERG. Use them as a stakeholder group, as appropriate, in your organization to receive feedback and learn about the issues that are important to them.

Encourage a succession planning effort for the group. Those involved in the initial startup of an ERG bring incredible passion and energy to the discussion. Ensure that the group thinks about succession planning. Doing so will allow others the opportunity to lead and ensures long–term sustainability of the group.

Establish and allow for an annual budget for the ERG. This is a key and critical element to long–term sustainability and demonstrates firm commitment and support.

Among the DIWG participating firms, roughly ½ had established Affinity or ERGs within their companies. The following are ERGs supported in their organizations:

- LGBTQ Groups
- Women's Groups
- Veteran's Groups
- Parent and Caregiver Groups
- Multicultural and Race Groups
- Disability Groups
- All–encompassing ERG, focused on promoting D&I awareness holistically

4

What I'd Like to Say to My CEO

At the end of our October Workshop, DIWG participants were each asked to respond to this question:

As you embark on implementing/leading your firm's D&I efforts, what is the one thing you'd like to be able to say to, or ask, your CEO?

Participants did not take this lightly—these individuals are serious and passionate professionals who care deeply and sincerely about their responsibility for leading their firm's D&I efforts. They also respect their CEOs and know how important it is that their CEOs become active leaders in a successful D&I effort. Participants were deeply thoughtful in their responses, and as we went around the room to hear from everyone, peers expressed agreement and support.

Following are the heartfelt responses we heard. Consider the gravity in their guidance to every CEO who is seeking to successfully lead their firm forward in a more diverse and inclusive manner.

As you embark on implementing/leading your firm's D&I efforts, what is the one thing you'd like to be able to say to, or ask, your CEO?

Please recognize that implementing a successful D&I initiative will not happen fast; it will not be easy; and it will not be a comfortable endeavor.

I'm sorry, but our D&I effort is not as good as you think it is.

Please be sure to make the business case for D&I as you talk to our leadership—do not just say "it's the right thing to do."

D&I is not another program to implement; it truly is a journey that will require a significant cultural shift.

D&I success is not something that can be tracked by only hard metrics. It will also need to have soft measurements and take into account feelings.

Implementing D&I will take COURAGE. Do you have that courage?

As we implement our D&I initiatives you need to put aside your fear of being disruptive. Advancing D&I will require a true cultural shift.

As I undertake implementing D&I at our firm, I am concerned of being left alone to drive these efforts; it needs to be a sincere effort by our entire leadership team.

Everyone on our leadership team has a role in our D&I effort and it's important that each of us is held accountable for our efforts.

I need to know that you are sincerely willing to listen objectively to the challenges that exist and arise in our company.

The work of undertaking D&I at our company and as part of DPC is exciting! We truly have an opportunity to change our industry.

I need to know that you are sincerely willing to explore what works best for our company—each of our firms are unique in many ways.

It is important for you to realize that there are many people in our company who this is incredibly important to.

As we embark on this D&I effort, be sure to leverage our people who support D&I intellectually but are hesitant, maybe even afraid, to take action.

It is important that you make our efforts and their outcomes tangible to our people.

You need to know that you cannot fake support/understanding D&I—you have to be all in! Believe me, our people will know.

As we embark on this D&I effort, I need you to over communicate. I need you to be proactive in engaging our people in your communications.

Be sure to be prepared to share your D&I moment or story.

Please do not let your perception of this topic being "touchy feely" keep you from seriously engaging in it.

I want you to consider two important questions because they will determine how successful we as a company will be with this effort.
1. Do you as CEO want this to be a part of your professional legacy?
2. Are you comfortable with D&I being part of your brand as CEO?

Members of the DIWG at the Chicago workshop

Diversity & Inclusion Resources

OVERALL DEVELOPMENT

NAME	CONTACT	URL	RECOMMENDED FOR
Pope Consulting	Patricia Pope, CEO	https://popeconsulting.com/	Program development consulting, training, organizational assessments and coaching
Kaleidoscope Diversity Group	Doug Harris, CEO	https://kgdiversity.com/	Strategy, metrics, training
McBride & Lucius	Gwendolyn Crider, Senior Consultant	http://www.mcbride−lucius.com/	Diversity strategy, program development, training and coaching
Creative Diversity Solutions		http://www.creativediversitysolutions.com/	Strategy, program development, training and assessment
Diversity Builder		https://diversitybuilder.com/workplace−training/	Full training suite
Free online modules		https://www.grovo.com/lessons/why−is−it−hard−to−talk−about−bias	Any group
Horizon Leadership	Cindy Larkin 770.552.5511	http://www.horizonleadership.com/	Create bespoke leadership programs
The Trampoline Group	646.247.5337	https://www.trampolinegroup.com/	Customized/specialized development programs (i.e. crucial conversations)

TRAINING

NAME	CONTACT	URL	RECOMMENDED FOR
Google	Online resource	https://rework.withgoogle.com/subjects/unbiasing/	Free online resource
Kathleen Nalty Consulting	Kathleen Nalty	http://kathleennaltyconsulting.com/	Strategy, program development
Interactive Diversity Solutions	Michael Baran	http://www.dontguessmyrace.com/	Online training, train the trainer, etc.
Affirmity		www.affirmity.com	D&I and unconscious bias training
OPG – Anthony Panos	203.288.6688	https://organizationalperformancegroup.com/	Training at levels of leadership development
ThomasLeland	Via website	https://www.thomasleland.com/	D&I training/Leadership training

SPEAKERS

NAME	CONTACT	URL	RECOMMENDED FOR
The Neuro–Inclusion Group	Kyle Young–Moncure 214.210.9970	www.neuro–inclusion.com	Leadership
Kimberly Davis – NHL	LinkedIn	https://colorofhockey.com/	D&I/women in leadership
Karen Rea	LinkedIn	https://www.linkedin.com/in/karen–rae–6a75782a/	Business development in the transit space

GUIDANCE DOCUMENTS

ARTICLES / URL	RECOMMENDED FOR	REASON FOR RECOMMENDATION
Leadership Must Make Diversity and Inclusion Work by Michael Carragher https://csengineermag.com/leadership–must–make–diversity–and–inclusion–work/	Research – citations of research supporting D&I key to future growth & sustainability of companies; underscores commitment from leadership	Highlighting D&I not only key to corporate culture, but also essential for company growth and long–term resilience. Advocating culture is essential from leadership, needs to be present in all programs, from recruiting to retention, training and beyond–even beyond companies within the AEC industry.
Building Stronger Companies Through Inclusion by Rachel Gilbert https://www.woodardcurran.com/blog/building–stronger–companies–through–inclusion	Diversity strategy, program development, training	Story of Woodard and Curran's D&I history; explanation of 'diversity' and 'inclusion' (tangible vs. intangible); integration of D&I business plan into existing programs.
With Diversity and Inclusion for All by Erin O'Donnell http://magazine.babson.edu/2018/02/15/with–diversity–and–inclusion–for–all/	Case studies from Babson graduates implementing D&I in their companies; examples of their research & data	Babson alumni providing case studies how D&I efforts were implemented, explanation of how D&I are not only worthy causes, but beneficial & good business for companies to offer competitive advantages.
Women in the Workplace 2018 by Alexis Krivokovich, Marie–Claude Nadeau, Kelsey Robinson, Nicole Robinson, Irina Starikova and Lareina Yee https://www.mckinsey.com/featured–insights/gender–equality/women–in–the–workplace–2018	Research, data, statistics on gender equality; 4–year look back	Article highlighting gender gap in corporate America with statistics from 4–year sampling; actions to promote progress.
Developing Emotional Intelligence on the Autism Spectrum Part 2 by Daniel Goleman https://www.linkedin.com/pulse/developing–emotional–intelligence–autism–spectrum–part–daniel–goleman–1f/	2nd part of blog on emotional intelligence	Explanation that emotional intelligence skills need to carry beyond race, gender and sexual orientation–inclusiveness expands to all levels of mental and learning abilities for stronger organizations.
Fixing the Flawed Approach to Diversity by Boston Consulting Group https://www.bcg.com/en–us/publications/2019/fixing–the–flawed–approach–to–diversity.aspx	Research from study on strategy, implementation, metrics and outcome	Boston Consulting Group's research and data from survey on companies interested in implementing D&I strategies to accelerate progress–key findings, methodologies and obstacles.
Does Diversity Training Work the Way It's Supposed To? Harvard Business Review by Edward Chang, Katherine L. Milkman, Laura J. Zarrow, Kassandra Brabow, Dana M. Gromet, Reb Rebele, Cade Massey, Angela L. Duckworth and Adam Grant https://hbr.org/2019/07/does–diversity–training–work–the–way–its–supposed–to	Diversity strategy, program development, training & coaching	Study on training programs' impact on behavioral changes and how to better leverage efforts into diversity training.

ARTICLES / URL	RECOMMENDED FOR	REASON FOR RECOMMENDATION
The Mistake Companies Make When They Use Data to Plan Diversity Efforts, Harvard Business Review by Katie Wullert, Shannon Gilmartin and Caroline Simard https://hbr.org/2019/04/the–mistake–companies–make–when–they–use–data–to–plan–diversity–efforts	Strategy and program development	Article highlights how organizations can better understand experiences & outcomes of employees represented in small groups, avoiding faulty logic of small numbers.
The Time is Now Zwieg Letter by Keri Kocur https://thezweigletter.com/the–time–is–now/	Diversity strategy, program development	Story of VHB's decision to include diversity and inclusion in the strategic business plan, steps and key areas found to actively and intentionally promote within the culture.
eBay's First Chief Diversity Officer on Humanizing Diversity and Inclusion, First Round Review, article & link to video https://firstround.com/review/ebays–first–chief–diversity–officer–on–humanizing–diversity–and–inclusion/	Strategy and program development	Impactful article and video sharing the concept of humanizing and not having D&I become an industry catch phrase—at the core of D&I are people and their experiences. Also offers key take–aways and exercises for organizations to aid in changing culture, help business and company longevity.
What Do You Do When Your Diversity Efforts Lead to Greater Conflict? Forbes by Janice Gassam https://www.forbes.com/sites/janicegassam/2020/01/17/what–do–you–do–when–your–diversity–efforts–lead–to–greater–conflict/	Diversity and inclusion	Article shares thoughts about D&I efforts not being a laissez–faire process, leadership provides a critical role and to expect conflict. 'Conflict is not a failure unless it's mismanaged or not dealt with properly.'
Allegis Report–Talent, business, and competition: A New World of Diversity & Inclusion https://www.allegisgroup.com/en/insights/diversity–inclusion–workplace	Leadership	Excellent guide to understanding D&I with statistics.
Harvard Business Journal, July/August 2016: Why Diversity Programs Fail by Frank Dobbin and Alexandra Kalev https://hbr.org/2016/07/why–diversity–programs–fail	Leadership	Thought provoking articles and statistics.

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Thank you!

2019 Diversity & Inclusion Working Group Participating Firms