



Overview of 4L[®] Diversity, Equity and Inclusion Framework

March 9, 2022

Purpose of Overview

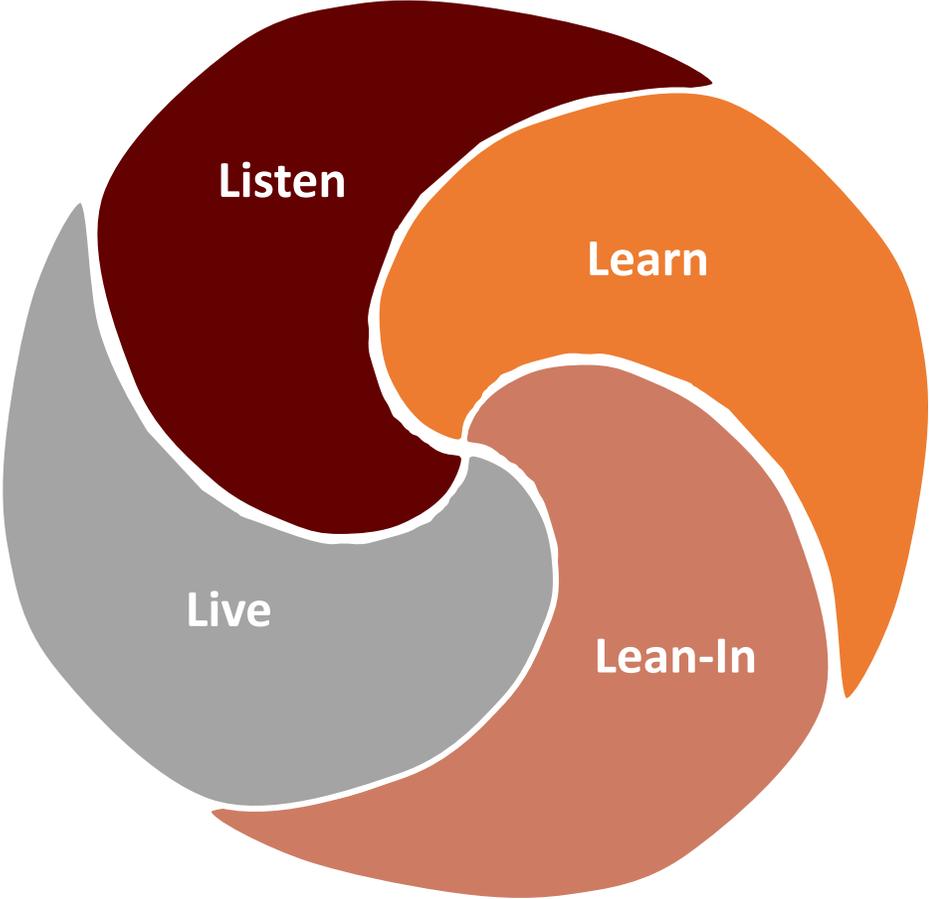
- Provide an overview of our 4L[©] Diversity, Equity and Inclusion Module
- The Goal
- Leading Change
- The Path Forward & Timeline
- Program Success Criteria

Now that you Know Better...



**“Do the best your can
until you know better.
Then when you know
better, do better.”
– Dr. Maya Angelou**

Diversity, Equity and Inclusion – 4L© Framework





Listen – Assess the current state of DE&I in all companies



Learn – Learn, History, Language & Business Case



Lean-in – Train & Practice



Live – Walk the Talk

Our Three Guiding Principles



A Marathon...Not a Sprint...

***“If you want to go fast, go alone,
if you want to go far, go together.” – African Proverb***





Listen – Assess the Current State

- Conduct a document review – understand where DE&I capabilities exist
- Collect information through a customized survey, interviews and/or focus group sessions
- Compile the information to determine readiness level: **Exploring, Emerging, or Evolving** ©
- Develop customized action plan

In our experience, most organizations are at the Exploring stage—many *get stuck* between Exploring and Emerging. Very few are Evolving.

Listen in Practice...

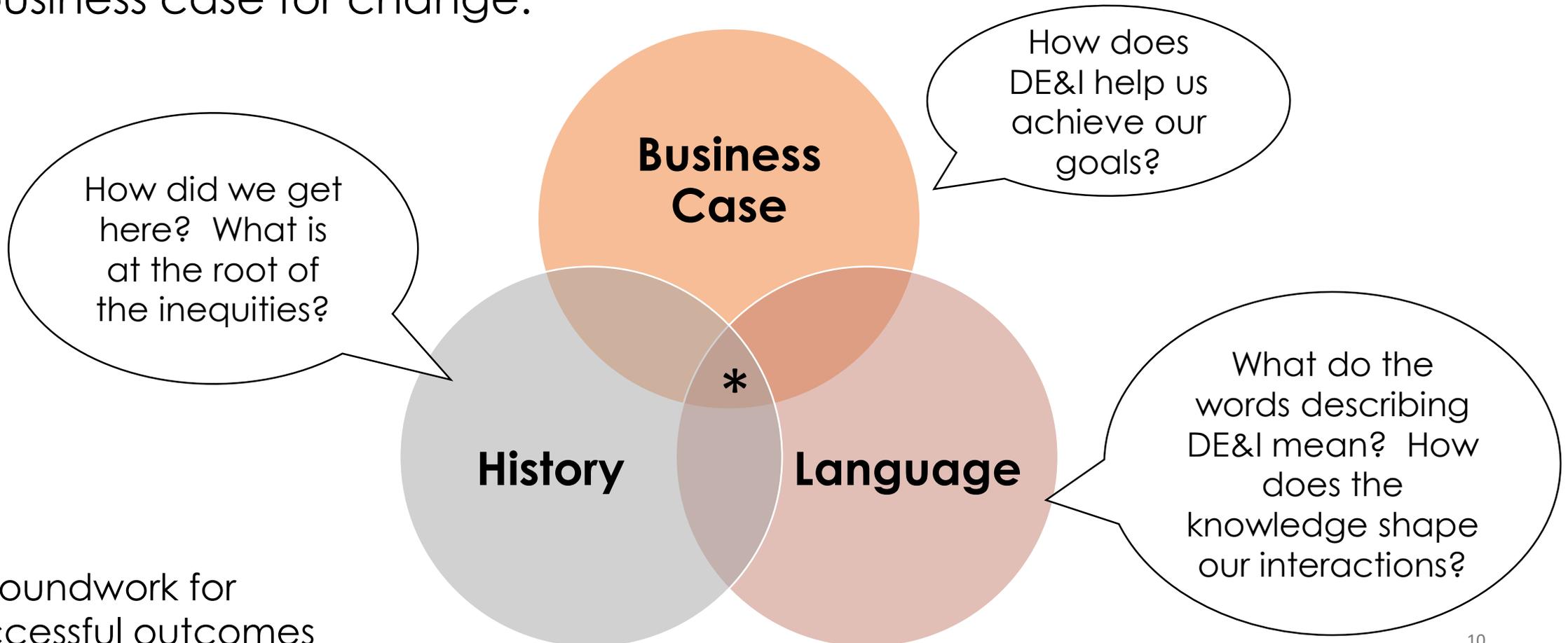
- In what ways are you “listening” to what is working and not working in your organization?
- What are you doing with the information?
- What changes have you implemented in support of DE&I?





Learn – History, Language, Business Case

Providing leaders with DE&I context and language will help to increase confidence to drive productive discussions. Understand the business case for change.

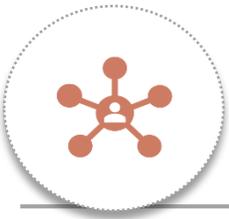


*Groundwork for Successful outcomes

Learn in Practice...

- What does diversity mean to you?
- What does inclusion look like in practice?
- What is the difference between equity and equality?





Lean-in – Train and Practice

Once the history and language is understood, you can begin training to deepen awareness and begin to embed into **high impact business processes**.

Possible Initial Focus Areas:

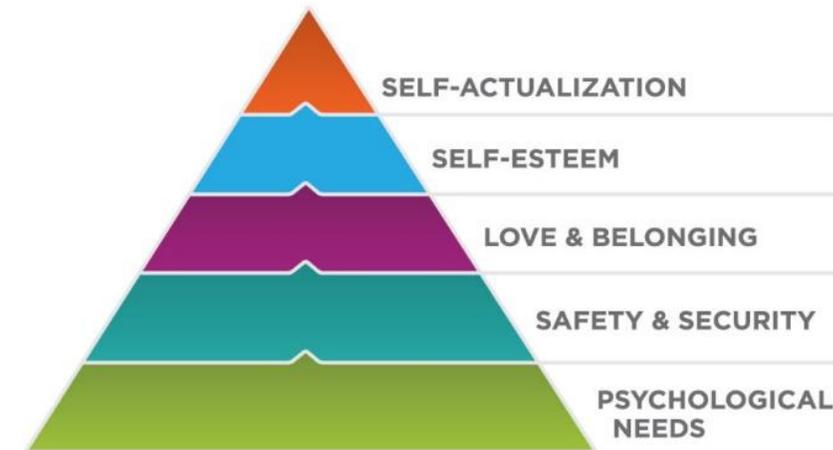
- Implicit Bias Training
- Value Chain Analysis
- Begin to make changes in Talent Management practices (e.g. hiring practices)

Robust Communication is needed during this phase.



Lean-In and Practice in Action...

- What steps are you taking to continue to explore your bias?
- Are there areas/processes within your workplaces to explore more equity and/or inclusion?
- What is needed to increase psychological safety within your organization?



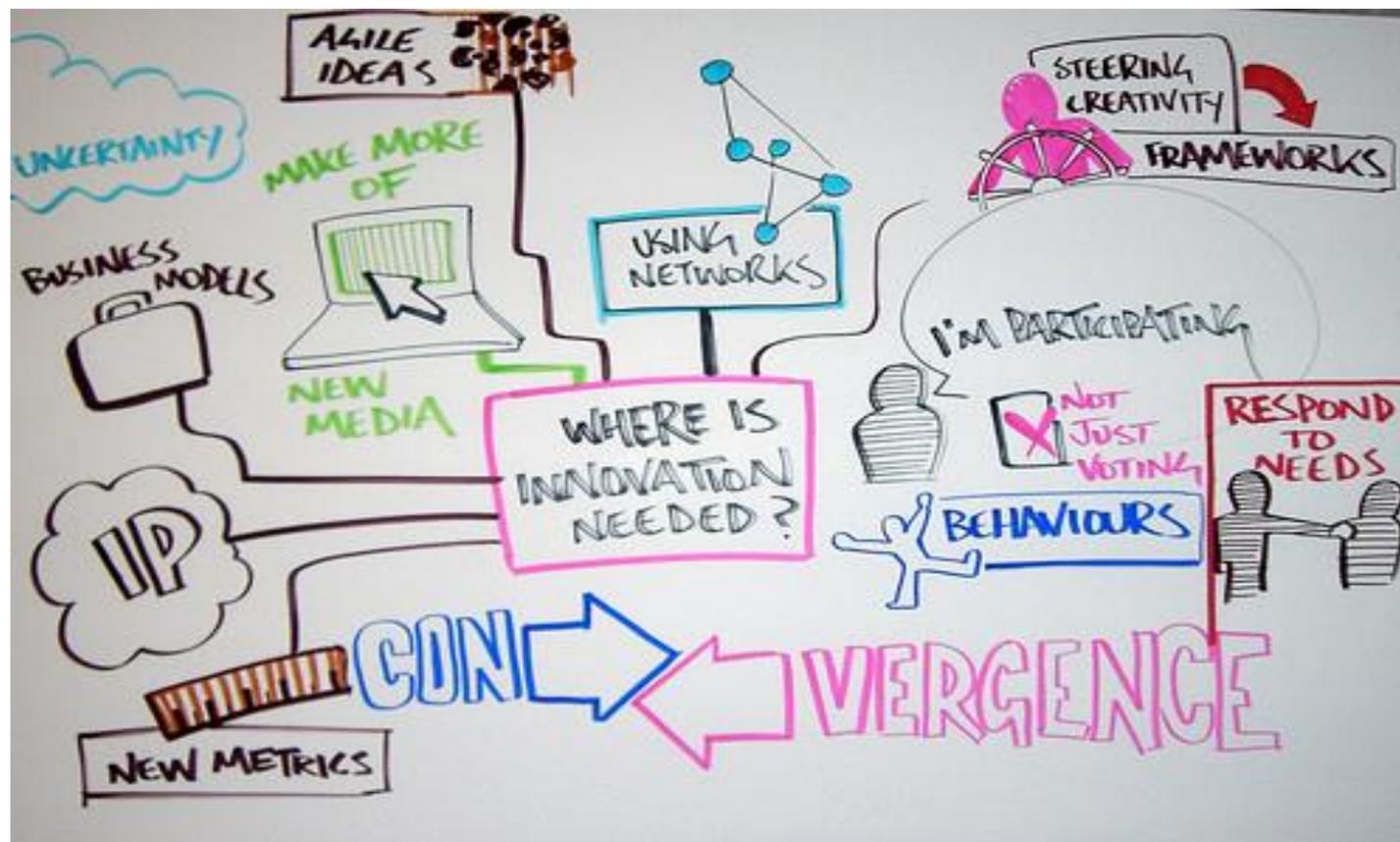
MASLOW'S HIERARCHY OF NEEDS



Live – Walk the Talk

With history, and language proficiency and some experience within targeted business practices, the stage is set to expand globally into Mission, Vision, Values, Strategy and Competencies.

- Mission/Purpose
- Vision
- Values
- Strategy
- Competencies
- Metrics



Live in Practice...

- What resources have you dedicated specifically to support DE&I changes?
- What could you change to imbed DE&I into your Mission, Vision and Values?
- What metrics have you identified to measure your DE&I progress?



Leading Change...

We use a ADKAR/Kotter combined change methodology used by many firms to drive transformational change. The combination of these methods ensure change at the individual and organizational level:

ACTIVITY	TARGET
Create Awareness of the Need for Change	Individual
Create a sense of urgency	Organizational
Build a guiding coalition (Stakeholders)	Organizational
Create desire to support the change	Individual
Form a Strategic Vision and Initiatives	Organizational
Enlist a Volunteer Army (Change Agents)	Organizational
Provide Knowledge of how to change	Individual
Enable Action by Removing Barriers	Organizational
Create Ability to demonstrate the change (training)	Individual
Generate Short-Term Wins	Organizational
Sustain Accelerations	Organizational
Institute Change	Organizational
Implement reinforcements to sustain change	Individual

Client – Roadmap – Year 1 – A Marathon – Not Sprint



YEAR 1 2020-2021	Aug-Sep	Oct-Nov	Dec-Jan	Feb-Mar	Apr-May	Jun-Jul
Listen 	Listen – Conduct DE&I - Current State Analysis	Analyze Data – Develop Year 1 Workplan	Establish Communication Feedback Loop	Ongoing: Monitor Feedback & Adjust		
Learn 		Begin Level 1 Training	Develop and Socialize Level 2 Training Plan	Begin Level 2 Training		
Lean-In 					Assess Value Chain	Identify Business Area Opportunities
Live 	ONGOING: COMMUNICATION, MARKETING & BRANDING					

Roadmap: Listen, Learn, Lean-In, Live



Program Success Criteria

- Championing by CEO/ED, Board and Senior Executive Teams
- Access to, and involvement from DE&I Council
- Access to and support from Client Project Management Office and resources as needed
- Support from Internal and External Communications, Marketing and Branding teams
- Engagement of Middle & Front-Line Managers and all Staff
- Timely response of requesting information to advance the work
- Administration Support who can help with coordination within Client organization

Now that you Know Better...



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– Dr. Maya Angelou

- Slow down
- Further investigate your biases
 - How does it impact your teams?
 - How does it impact your decision making?
- Flip it to test it
- Identify support to help catch your blind spots
- Be responsible for your own education
- Hold yourself accountable!

Questions?

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