

# DATA-DRIVEN **DEI**

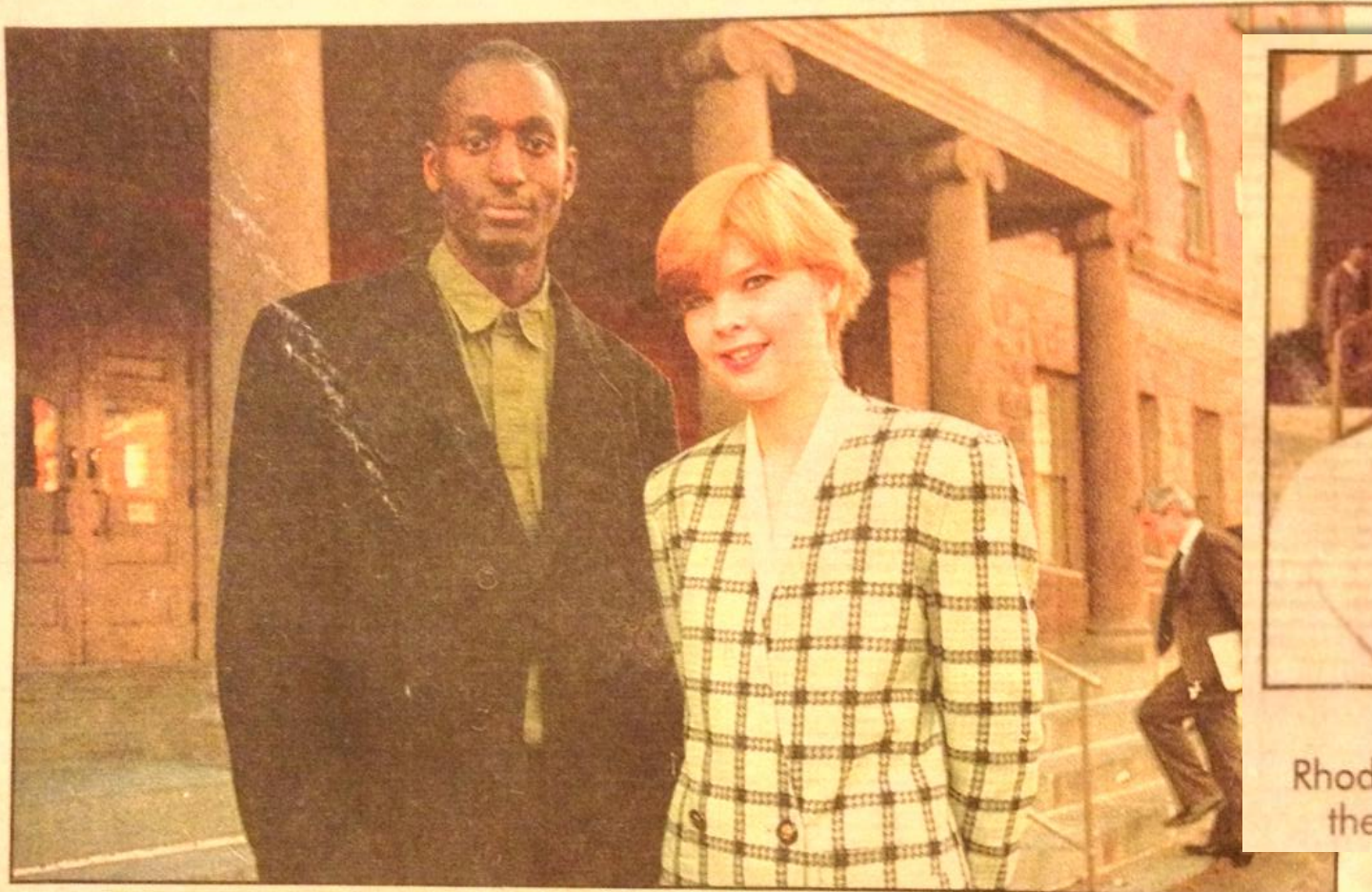
Make DEI Part of Your DNA





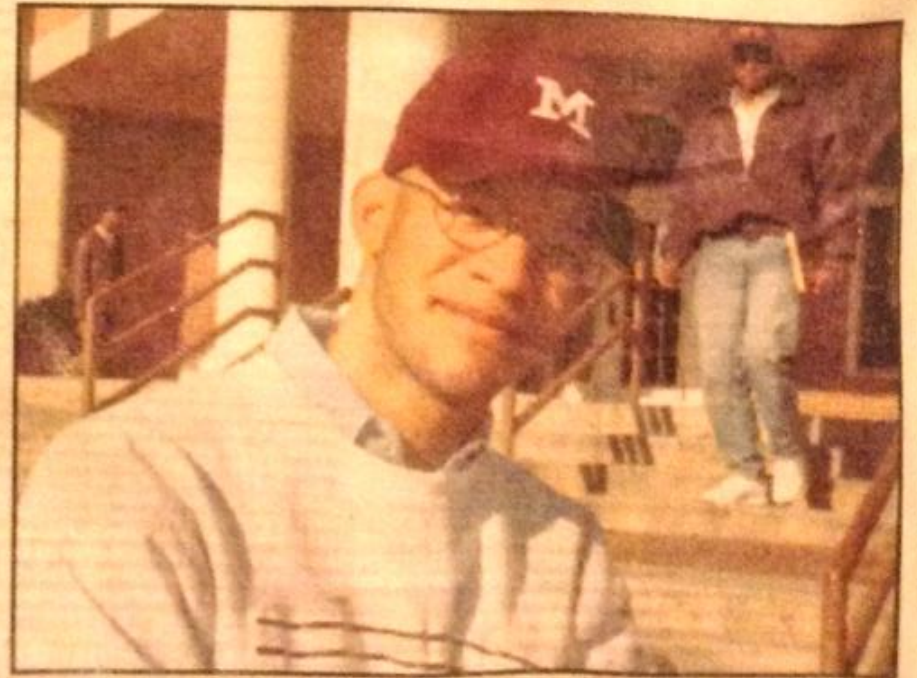
# A DIVERSE TRIO

Jersey students cited as Rhodes scholars



Randal Pinkett of East Windsor and Dana Brown of Maple Shade outside Winants Hall at Rutgers New Brunswick after their scholarships were announced

Photo by Vic Yepello



Associated Press

Rhodes Scholar Nima Warfield of Plainfield on the Morehouse College campus in Atlanta





















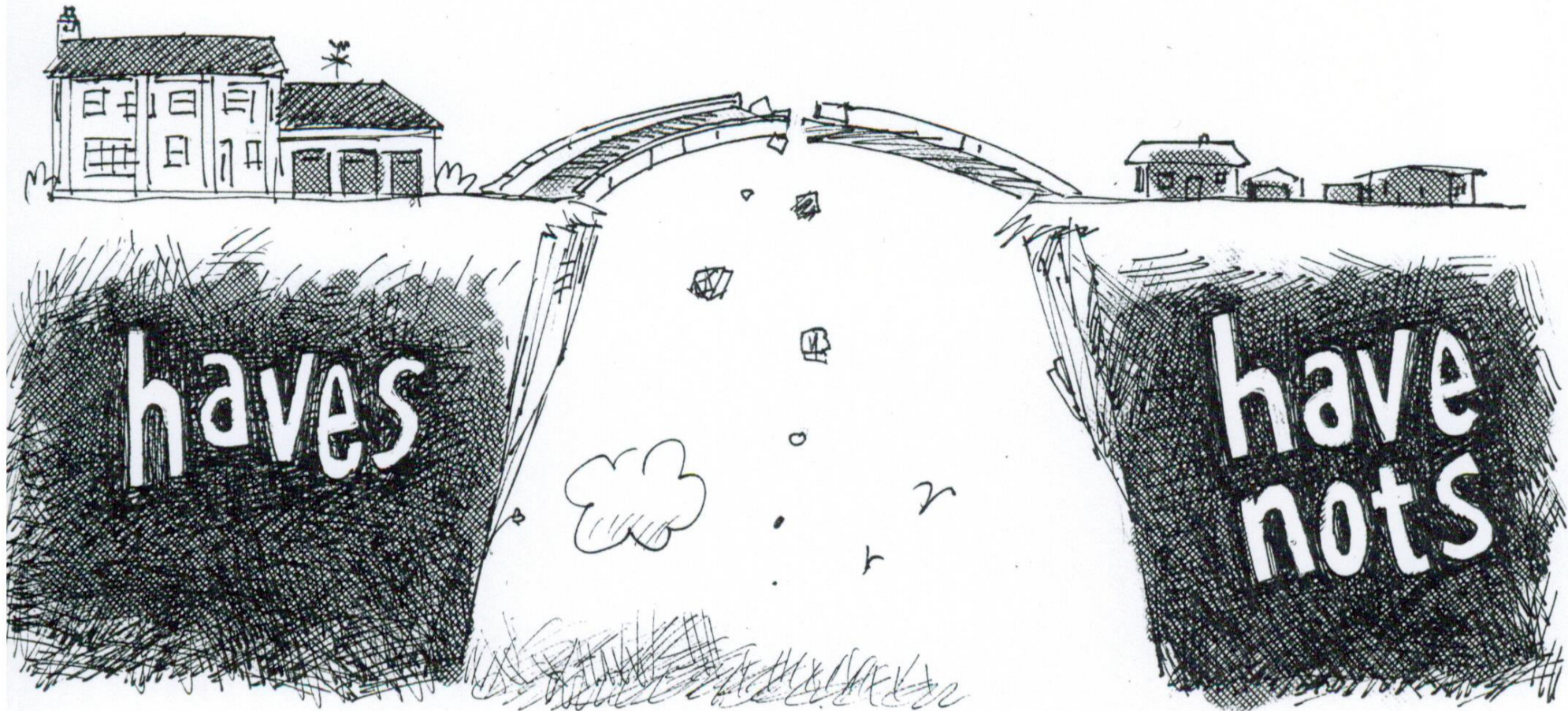








Another deteriorating bridge,...







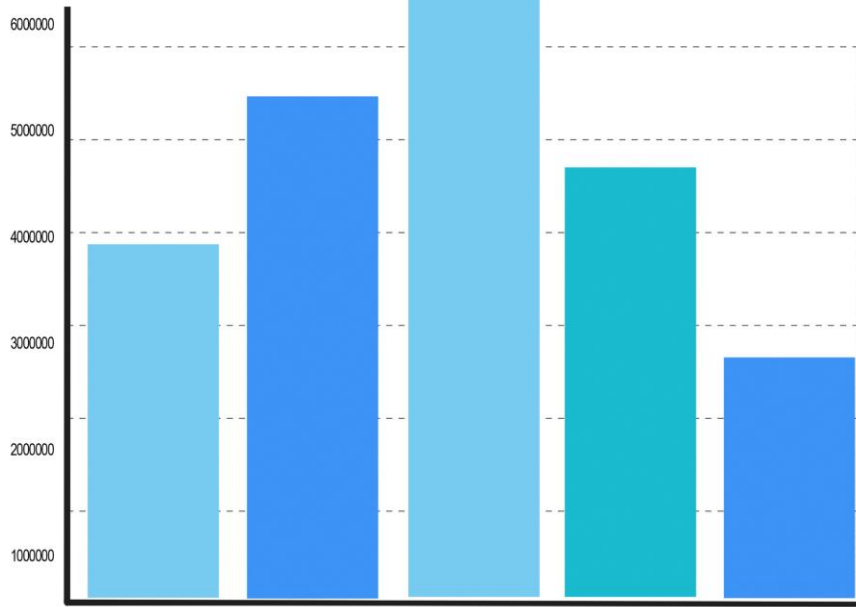












JANUARY



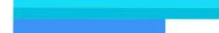
FEBRUARY



MARCH



APRIL



MAY



1 2 3 4 5 6

7 8 9 10 11 12



1 2 3 4 5 6

7 8 9 10 11 12



LSM/VK	EJ+EO	IDGH	EJ+EO	IDGH	EJ+EO	IDGH	EJ+EO
▲ 24.7050	▲ 86.560	0.650	86.560	▲ 0.650	57.030	▲ 0.650	57.030
47.0540	▲ 57.030	807.5	57.030		5.7540		5.7540
▲ 6760.70	▲ 5.7540	0.607	5.7540	▲ 807.5	0.7540	▲ 807.5	0.7540
▲ 34.7080	▲ 0.7540	540.5	0.7540	▲ 540.5	86.560	▲ 540.5	86.560







## What we stand for.

We believe creating an inclusive culture internally will make an impact externally. We are committed to ensuring that the diverse experiences, needs, and perspectives of people are recognized and incorporated in impactful ways. We at SPM Group know that in order to make work we can stand behind, we must thoughtfully and purposefully commit to equity and inclusion within our agencies' walls and in our interactions with clients, prospects, vendors, our community, and each other.



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## What we stand for.

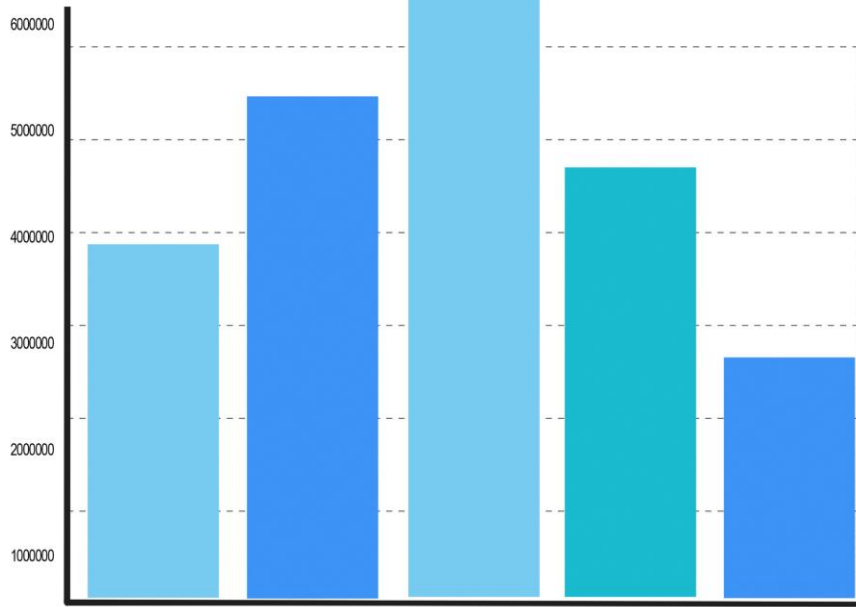
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spm:group





*Improve the Financial Bottom Line*



JANUARY



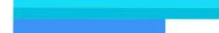
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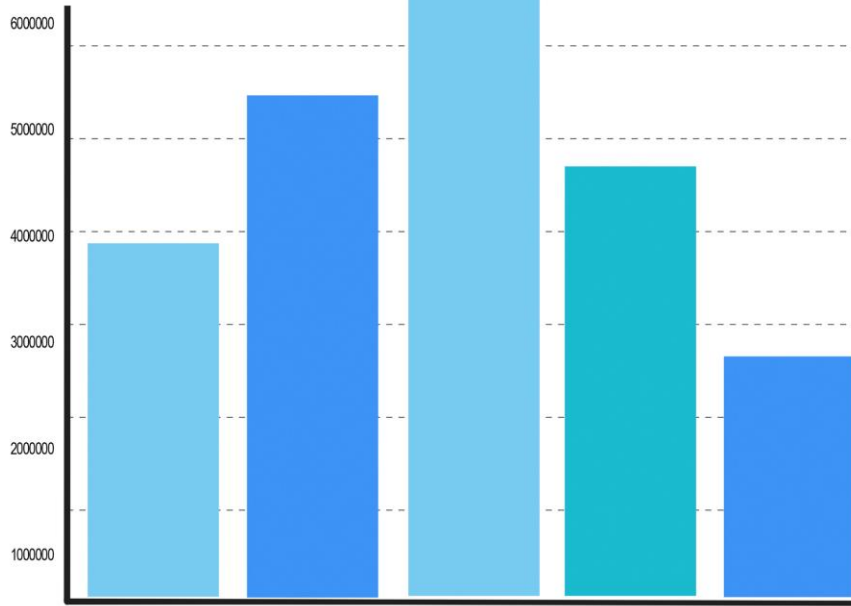
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LSM/VK	EJ+EO	IDGH	EJ+EO	IDGH	EJ+EO	IDGH	EJ+EO
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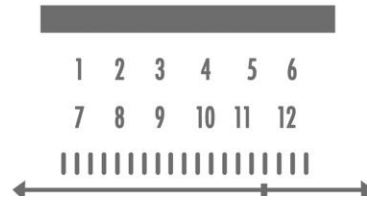
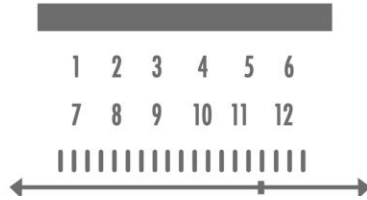
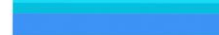
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WIFM?







*More Positive Evaluations, Earlier Promotions, and Higher Compensation*

**Organizations do not change.**



**People change!**

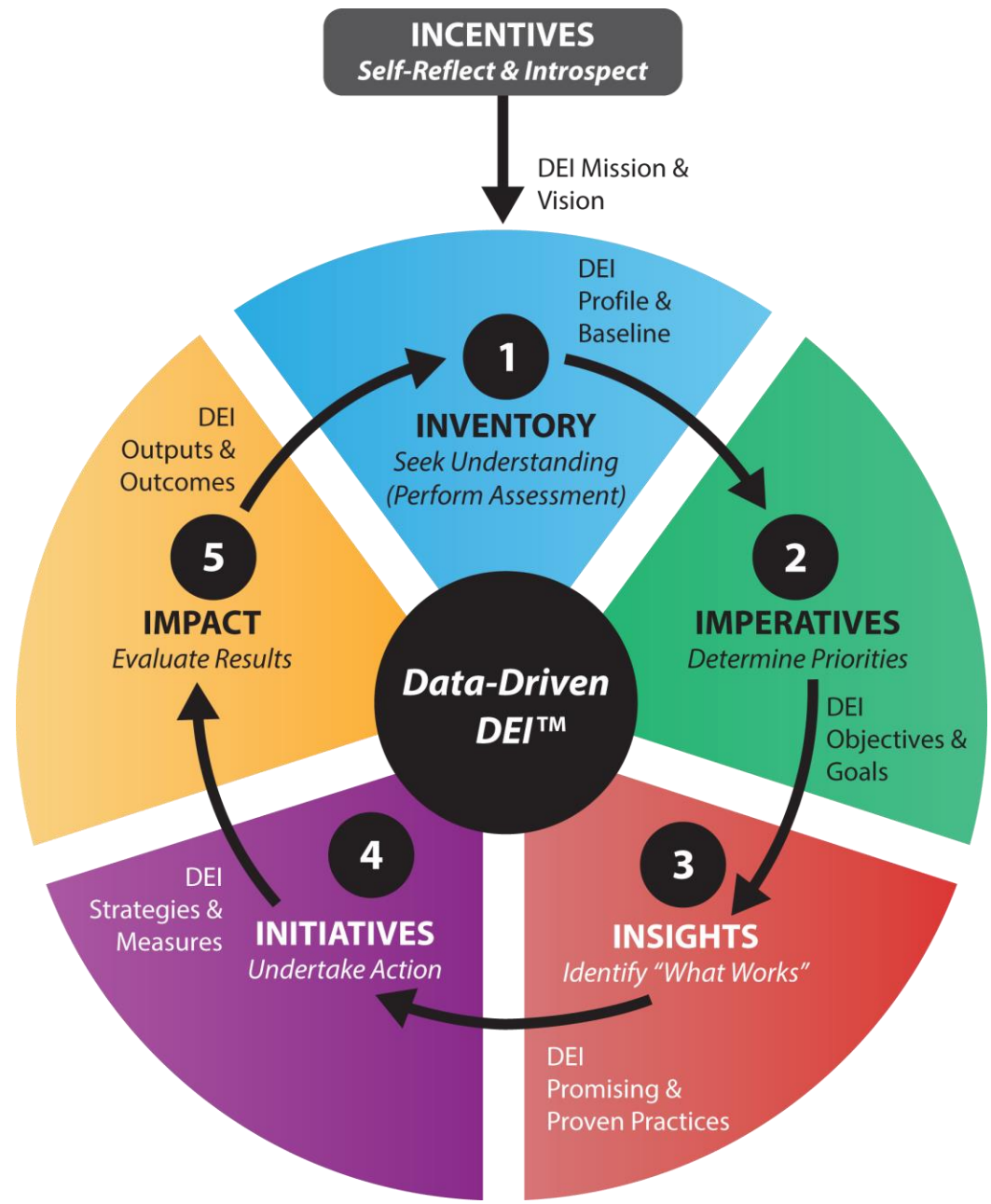


**Any DEI journey begins within you!**



# DATA-DRIVEN DEI

Six-Step Cycle







# DATA-DRIVEN DEI

Six Core Questions

0. ?

1. ?

2. ?

3. ?

4. ?

5. ?



# DATA-DRIVEN DEI

Six Core Questions

**0. DEI INCENTIVES:** Do you know your “why”?

**1. ?**

**2. ?**

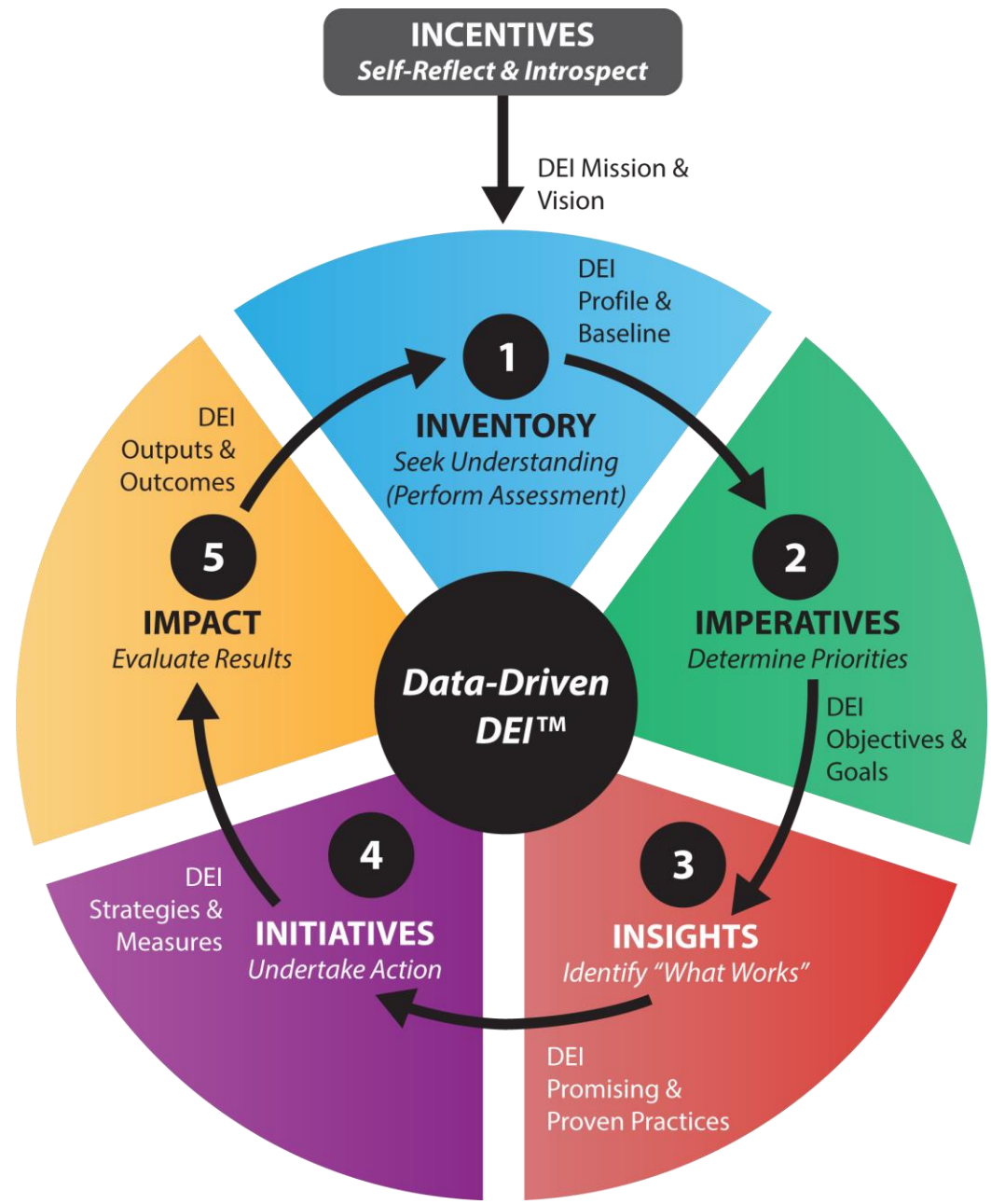
**3. ?**

**4. ?**

**5. ?**

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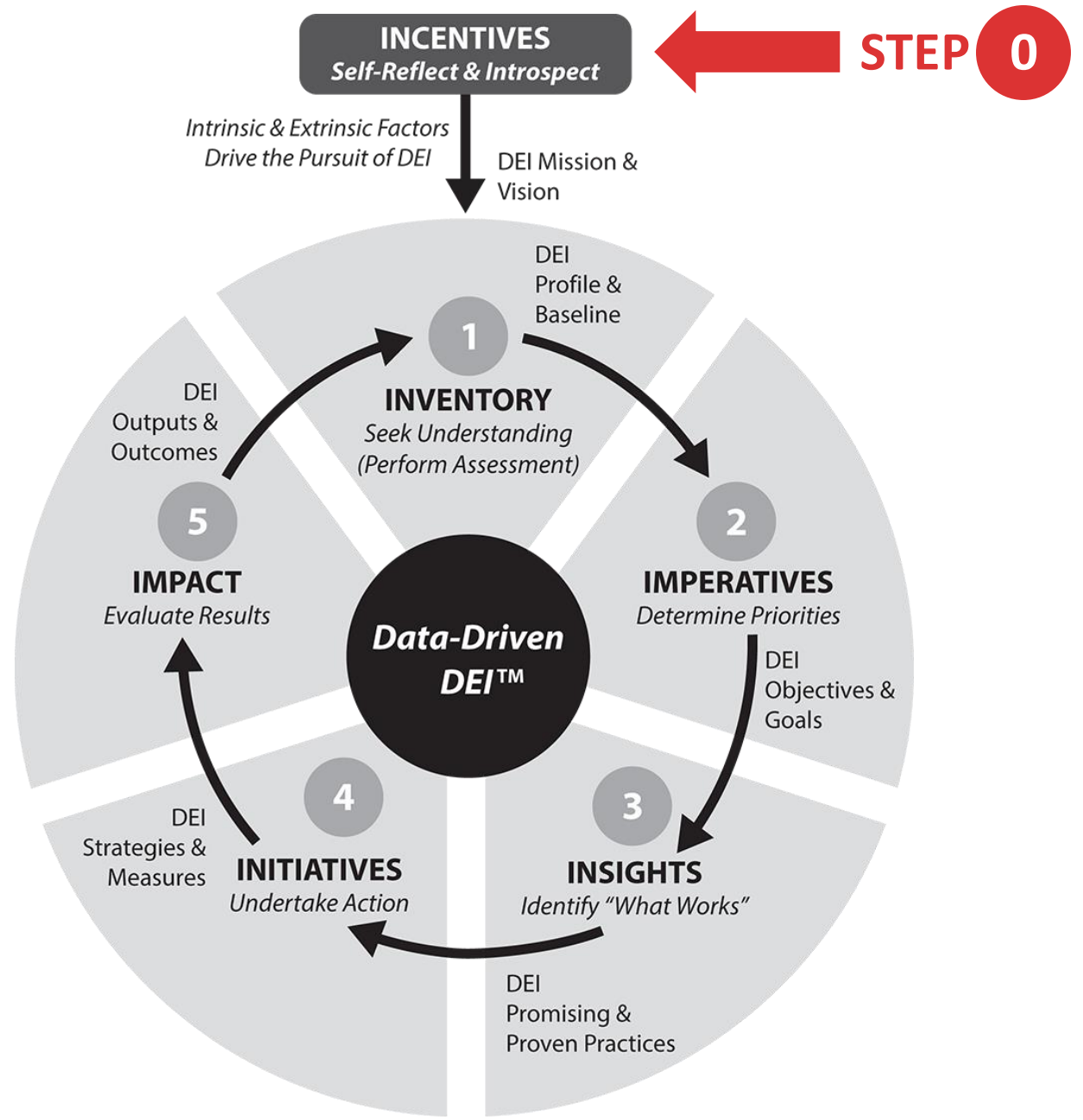
Six-Step Cycle





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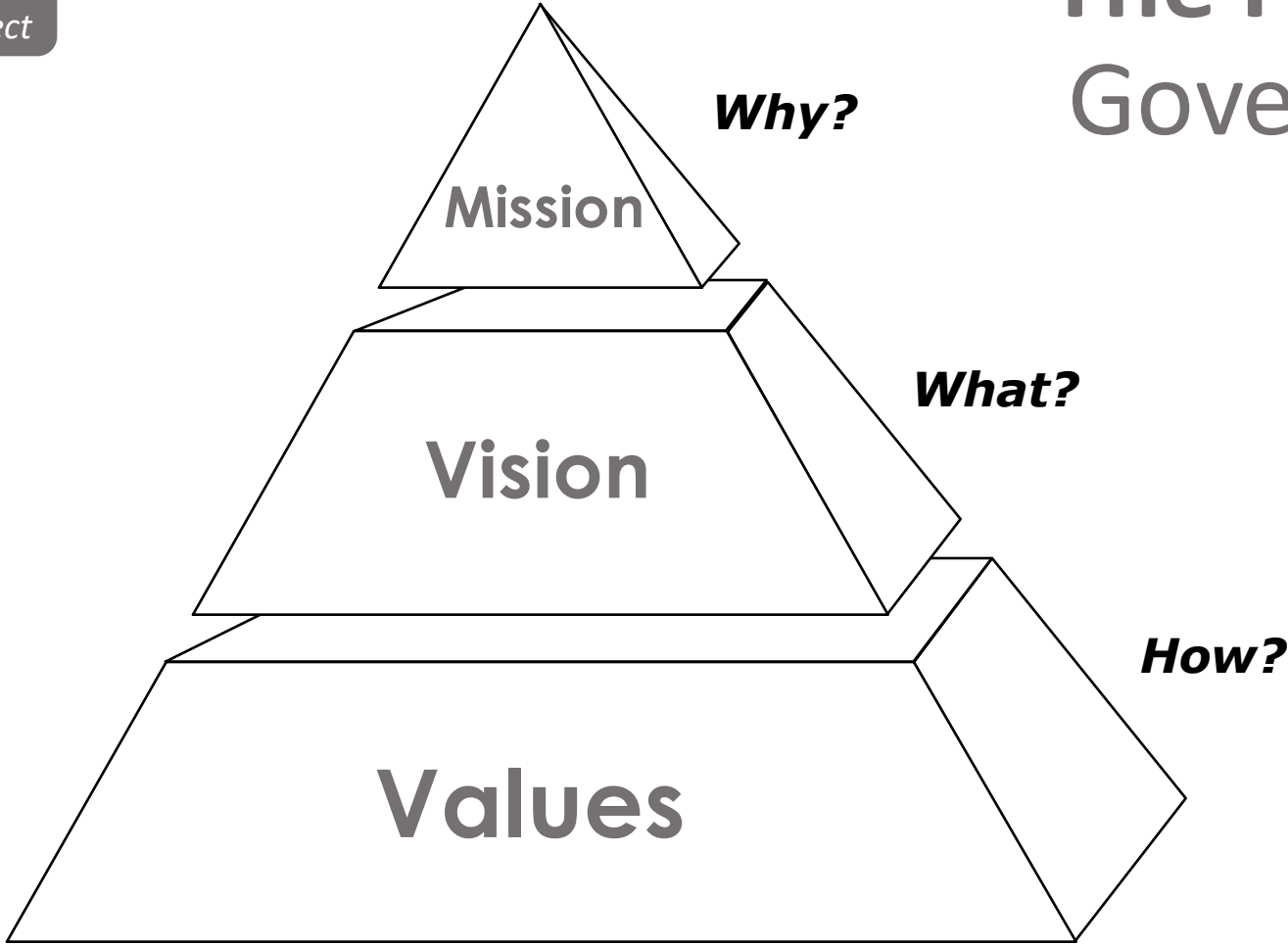
Six-Step Cycle



## STEP 0: DEI INCENTIVES – Self-Reflect & Introspect

**INCENTIVES**  
*Self-reflect & Introspect*

# The Foundation: Governing Ideas



*The results from Step 0: Incentives are: DEI Mission and Vision.*

## INCENTIVES

*Self-reflect & Introspect*

# Personal DEI Mission & Vision

- **Randal's DEI Mission:** To deeply understand the experiences of people who are different than me and to treat people the way they want to be treated.
- **Randal's DEI Vision:** I will have authentic, culturally diverse and global relationships and be a bridge between communities of the like-minded that might otherwise be disconnected.



*The results from Step 0: Incentives are: DEI Mission and Vision.*



## INCENTIVES

*Self-reflect & Introspect*

# Organizational DEI Mission & Vision

- **Virtua's DEI Mission**

*("What We Will Do")*: Make inclusion, diversity and equity part of everything we do, so we can be stronger together.

- **Virtua's DEI Vision**

*("What We Strive to Be")*: An inclusive, diverse and equitable leader in understanding everyone's unique needs to deliver personalized care.



*The results from Step 0: Incentives are: DEI Mission and Vision.*



# DATA-DRIVEN DEI

Six Core Questions

**0. DEI INCENTIVES:** Do you know your “why”?

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**2. ?**

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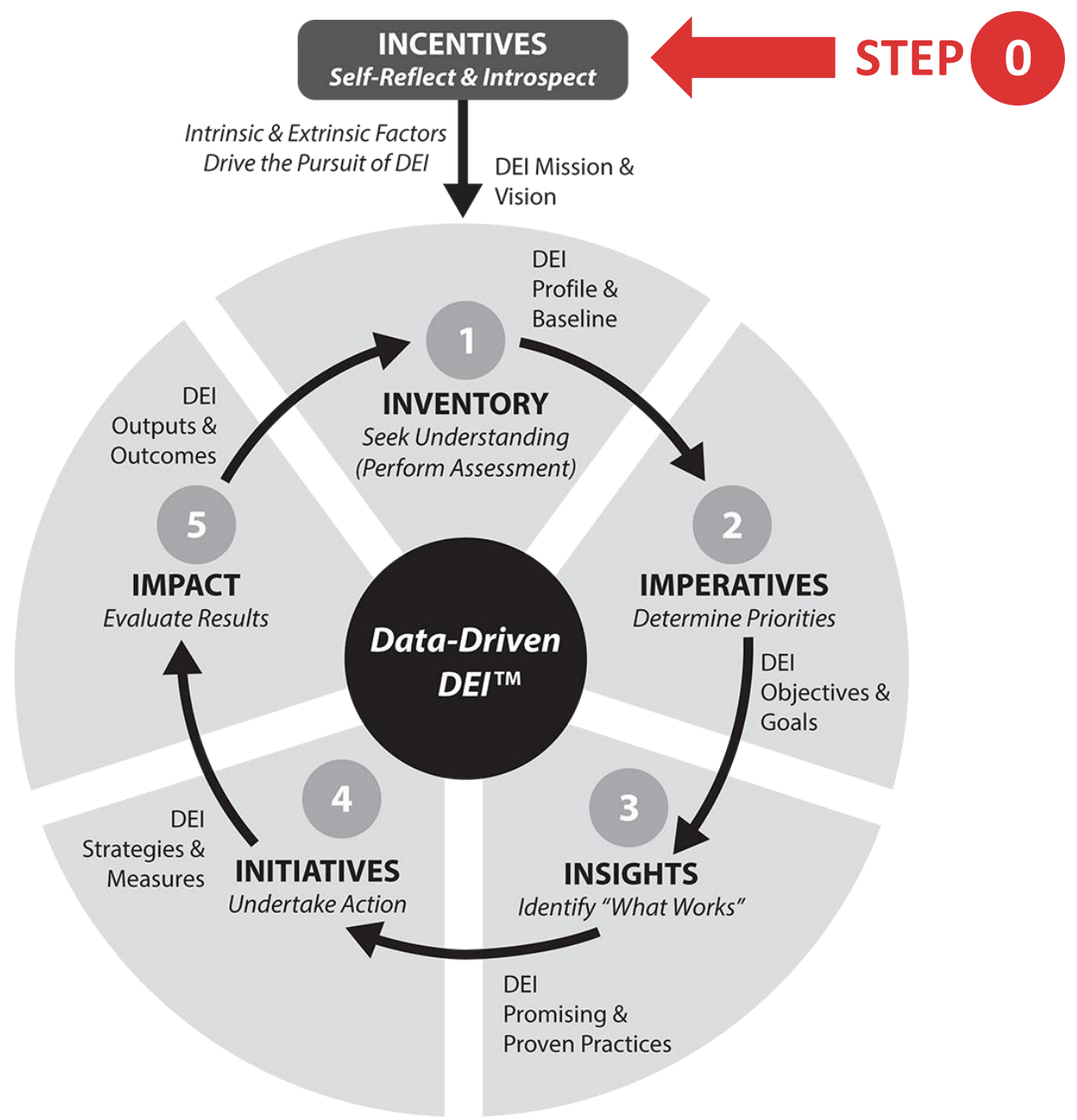
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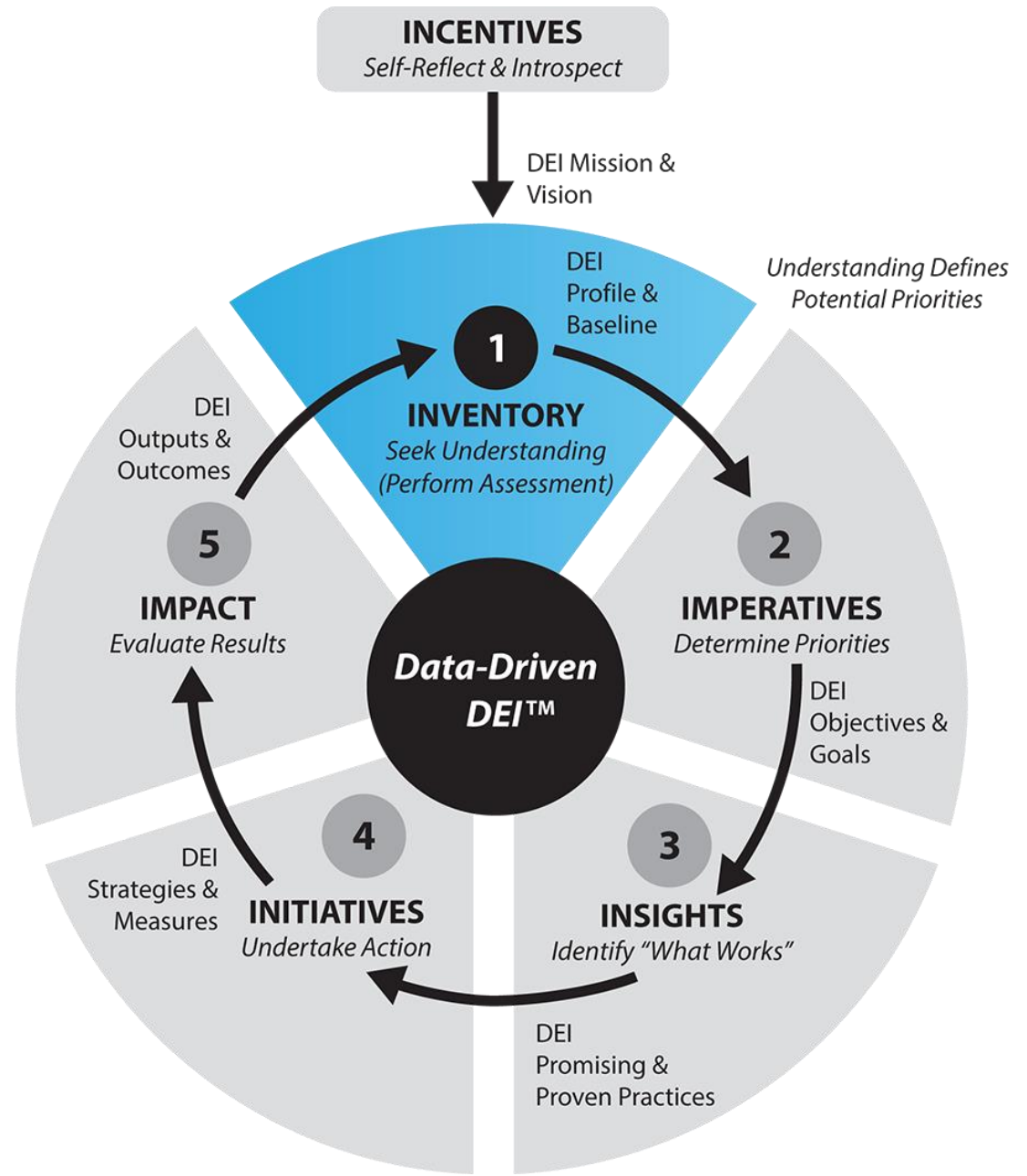
Six-Step Cycle



## STEP 0: DEI INCENTIVES – Self-Reflect & Introspect

# DATA-DRIVEN DEI

Six-Step Cycle



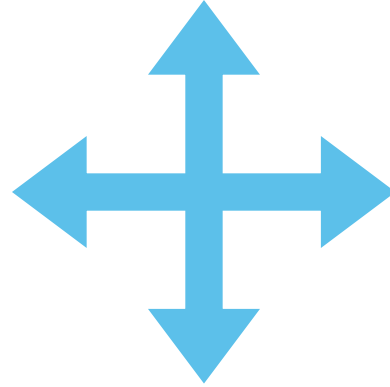
## STEP 1: DEI INVENTORY – Seek Understanding (Perform Assessment)

1

## INVENTORY

*Seek Understanding  
(Perform Assessment)*

# Personal Assessment



## EXPAND PREFERENCES

*The things you tend to  
think, feel and do.*

**Why?**

*To mitigate blind spots.*



## BUILD COMPETENCES

*The ability to do something  
properly and successfully.*

**Why?**

*To increase competence.*

*The results from Step 1: Inventory are: DEI Profile & Baseline.*

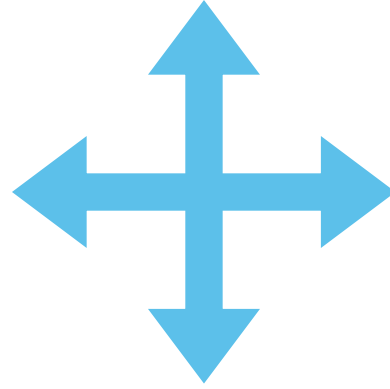


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## BUILD COMPETENCES

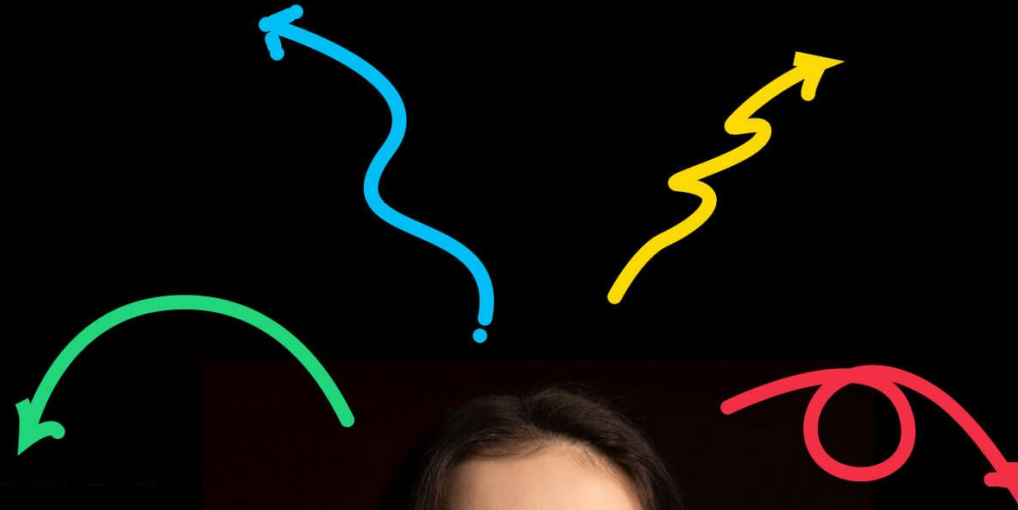
*The ability to do something  
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**Why?**

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*The results from Step 1: Inventory are: DEI Profile & Baseline.*

# What are your thinking preferences?



# What is your most preferred leadership approach?

Analyze it.

Problem-solve it.

Measure it.

Conceptualize it.

Strategize it.

Experience it.

Organize it.

Act on it.

Implement it.

Sense it.

Become involved in it.

Build teams to do it.





# What is your thinking preference?

Analyze it.  
Problem-solve it.  
Measure it.

Conceptualize it.  
Strategize it.  
Experience it.

Organize it.  
Act on it.  
Implement it.

Sense it.  
Become involved in it.  
Build teams to do it.



# What is your thinking preference?

**FACTS**  
"Analytical"



Conceptualize it.  
Strategize it.  
Experience it.

Organize it.  
Act on it.  
Implement it.

Sense it.  
Become involved in it.  
Build teams to do it.





“All things considered,  
I think our marriage has been very cost-effective.”

# What is your thinking preference?

Analyze it.

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Measure it.

Conceptualize it.

Strategize it.

Experience it.

Organize it.

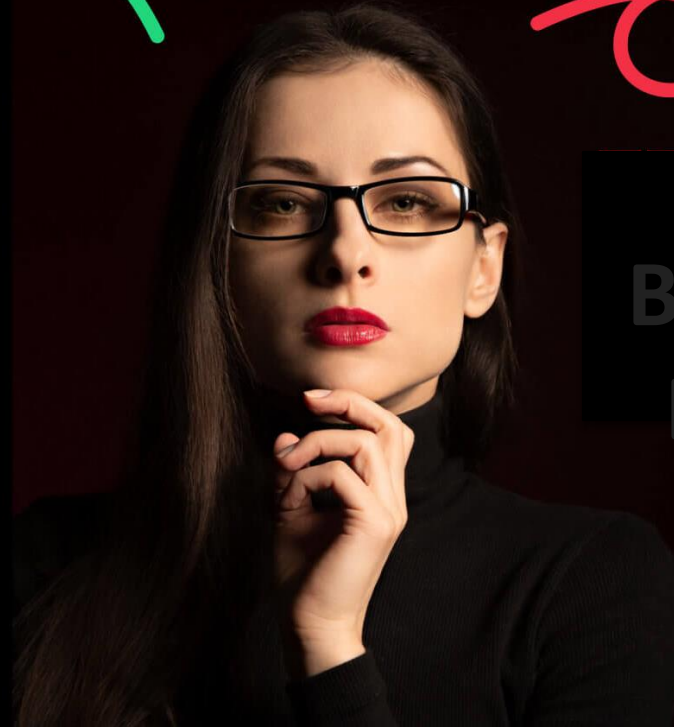
Act on it.

Implement it.

Sense it.

Become involved in it.

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# What is your thinking preference?

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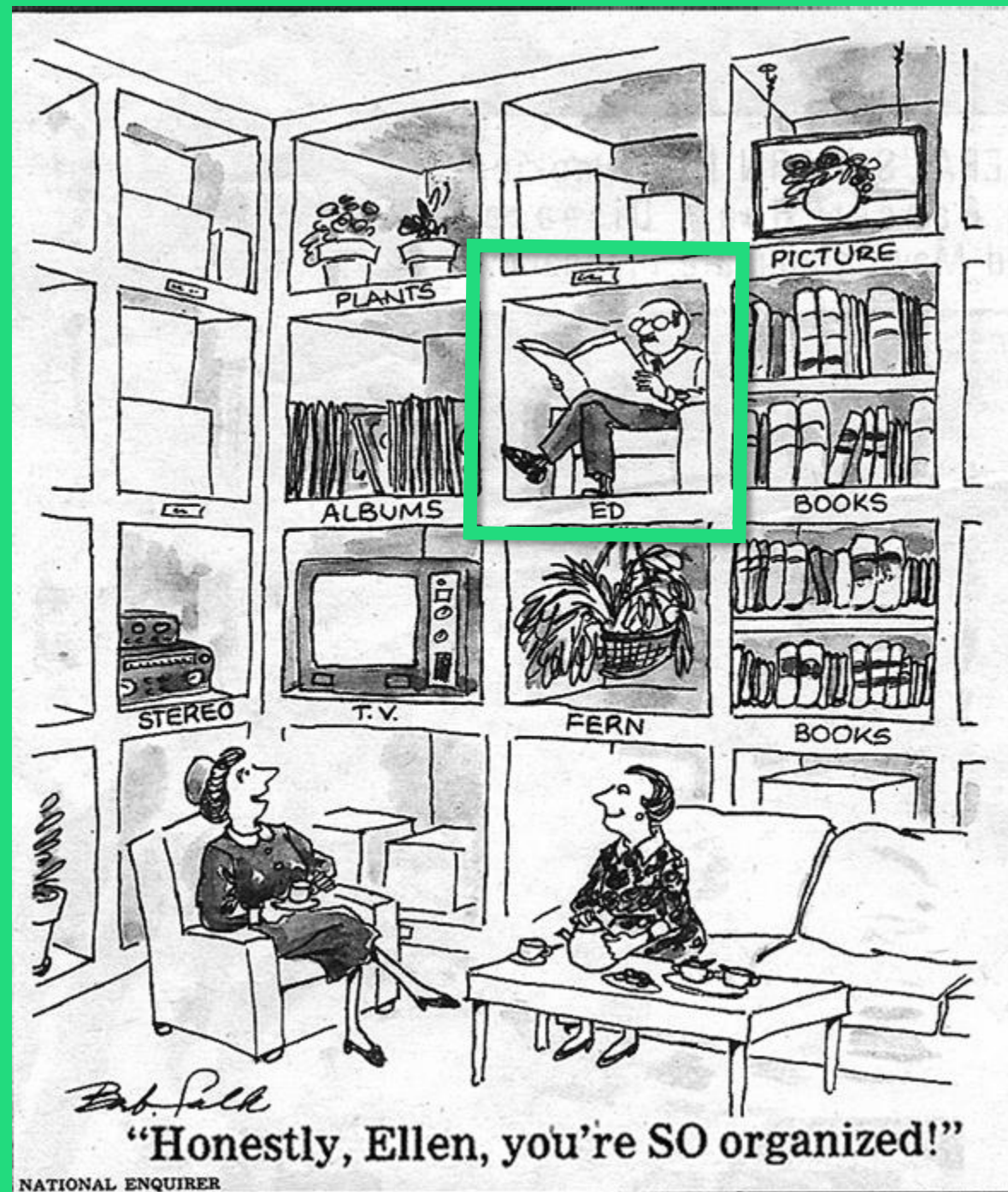
Conceptualize it.  
Strategize it.  
Experience it.



**FORM**  
"Practical"



Sense it.  
Become involved in it.  
Build teams to do it.



Bob Falk

"Honestly, Ellen, you're SO organized!"

# What is your thinking preference?

Analyze it.

Problem-solve it.

Measure it.

Conceptualize it.

Strategize it.

Experience it.

Organize it.

Act on it.

Implement it.

**Sense it.**

**Become involved in it.**

**Build teams to do it.**



# What is your thinking preference?

Analyze it.

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Measure it.

Conceptualize it.

Strategize it.

Experience it.

Organize it.

Act on it.

Implement it.

**FEELINGS**  
**“Relational”**





WHY DON'T  
YOU THINK  
THE REPORT  
HAS ANY  
DETAILED  
ANALYSIS?



XOX

# What is your thinking preference?

Analyze it.

Problem-solve it.

Measure it.

**Conceptualize it.**

**Strategize it.**

**Experience it.**

Organize it.

Act on it.

Implement it.

Sense it.

Become involved in it.

Build teams to do it.



# What is your thinking preference?

Analyze it.  
Problem-solve it.  
Measure it.

Organize it.  
Act on it.  
Implement it.

**FUTURE**  
**"Experimental"**



Sense it.  
Become involved in it.  
Build teams to do it.





“Can you explain the process a little more clearly?”



# What is your thinking preference?

**FACTS**  
"Analytical"



**FUTURE**  
"Experimental"



**FORM**  
"Practical"



**FEELINGS**  
"Relational"



Lowest Preference

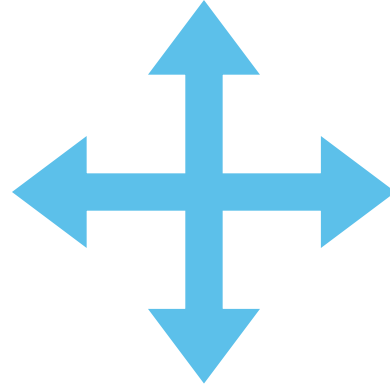


1

## INVENTORY

*Seek Understanding  
(Perform Assessment)*

# Personal Assessment



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*The results from Step 1: Inventory are: DEI Profile & Baseline.*

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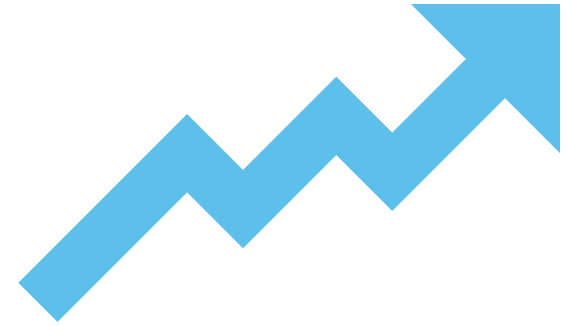


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**Level 4**

**MENTORING** others as an inclusive leader.

**Level 3**

**MASTERING** being an inclusive leader.

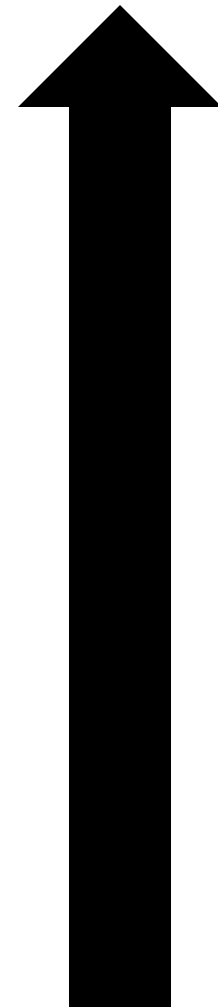
**Level 2**

**GROWING** into an inclusive leader.

**Level 1**

**STARTING** as an inclusive leader.

**INTRINSIC  
INCLUSION™**





**Level 4**

**MENTORING** others as an inclusive leader.

**Level 3**

**MASTERING** being an inclusive leader.

**Level 2**

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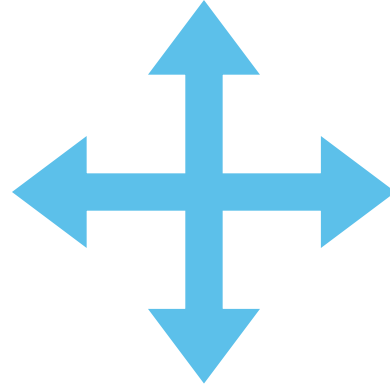
**Competence Level**

1

## INVENTORY

*Seek Understanding  
(Perform Assessment)*

# Personal Assessment Results



**LOWEST  
PREFERENCE**

**Relational Thinking**  
*(i.e., communication and  
authenticity)*



**HIGHEST  
COMPETENCE**

**Level 3: Mastering**  
*(i.e., mastering being an  
inclusive leader)*



*The results from Step 1: Inventory are: DEI Profile & Baseline.*

1

## INVENTORY

*Seek Understanding  
(Perform Assessment)*

## PREFERENCE ASSESSMENTS



## COMPETENCE ASSESSMENTS



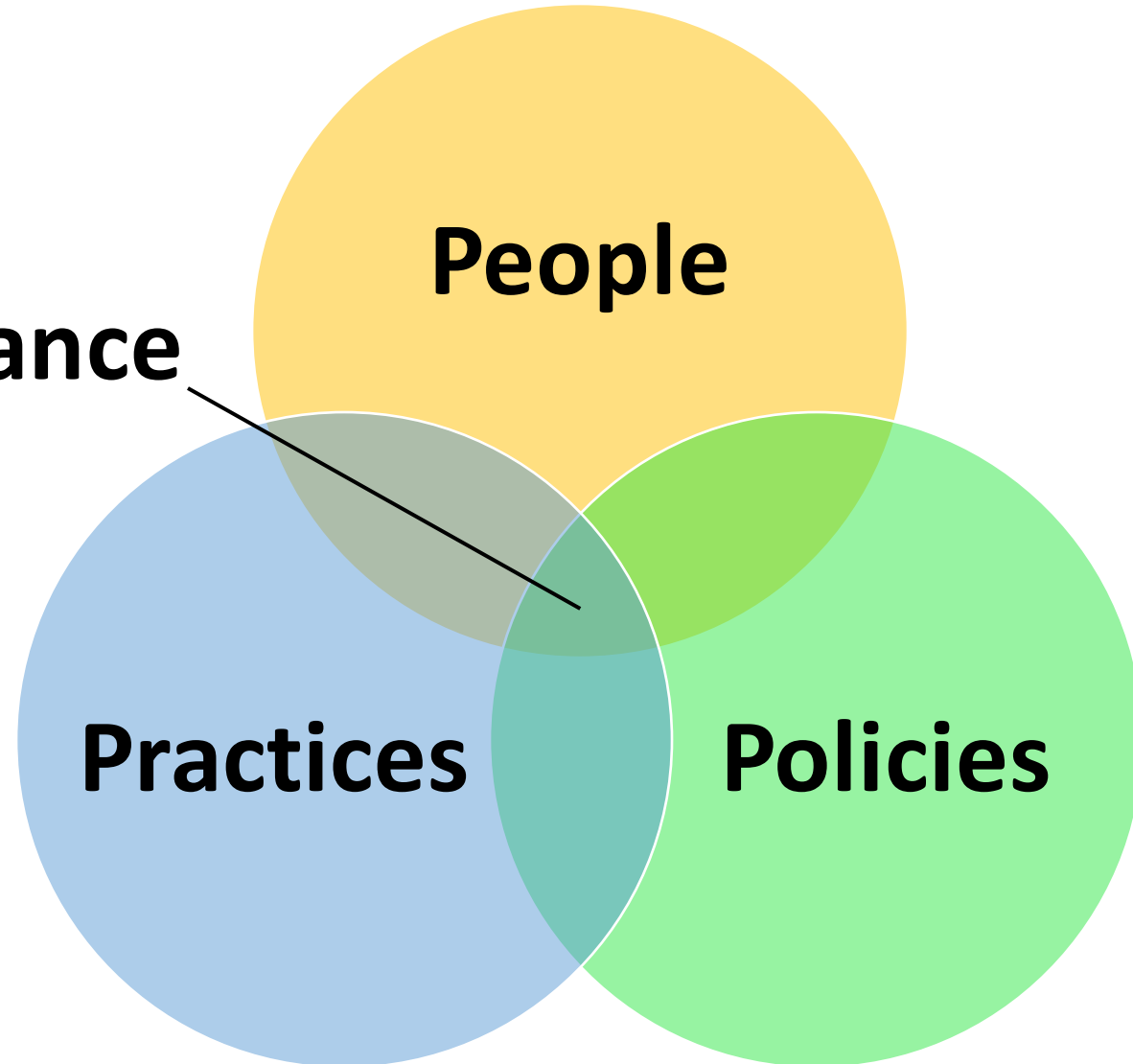
# Organizational Assessment: 4 P's

1

## INVENTORY

*Seek Understanding  
(Perform Assessment)*

**Performance**



*The results from Step 1: Inventory are: Profile & Baseline.*



# Organizational Assessment

1

## INVENTORY

*Seek Understanding  
(Perform Assessment)*

## Performance



## People



## Practices



## Policies



*The results from Step 1: Inventory are: Profile & Baseline.*



# DATA-DRIVEN DEI

Six Core Questions

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1. **DEI INVENTORY:** Do you perform ongoing [assessment](#)?
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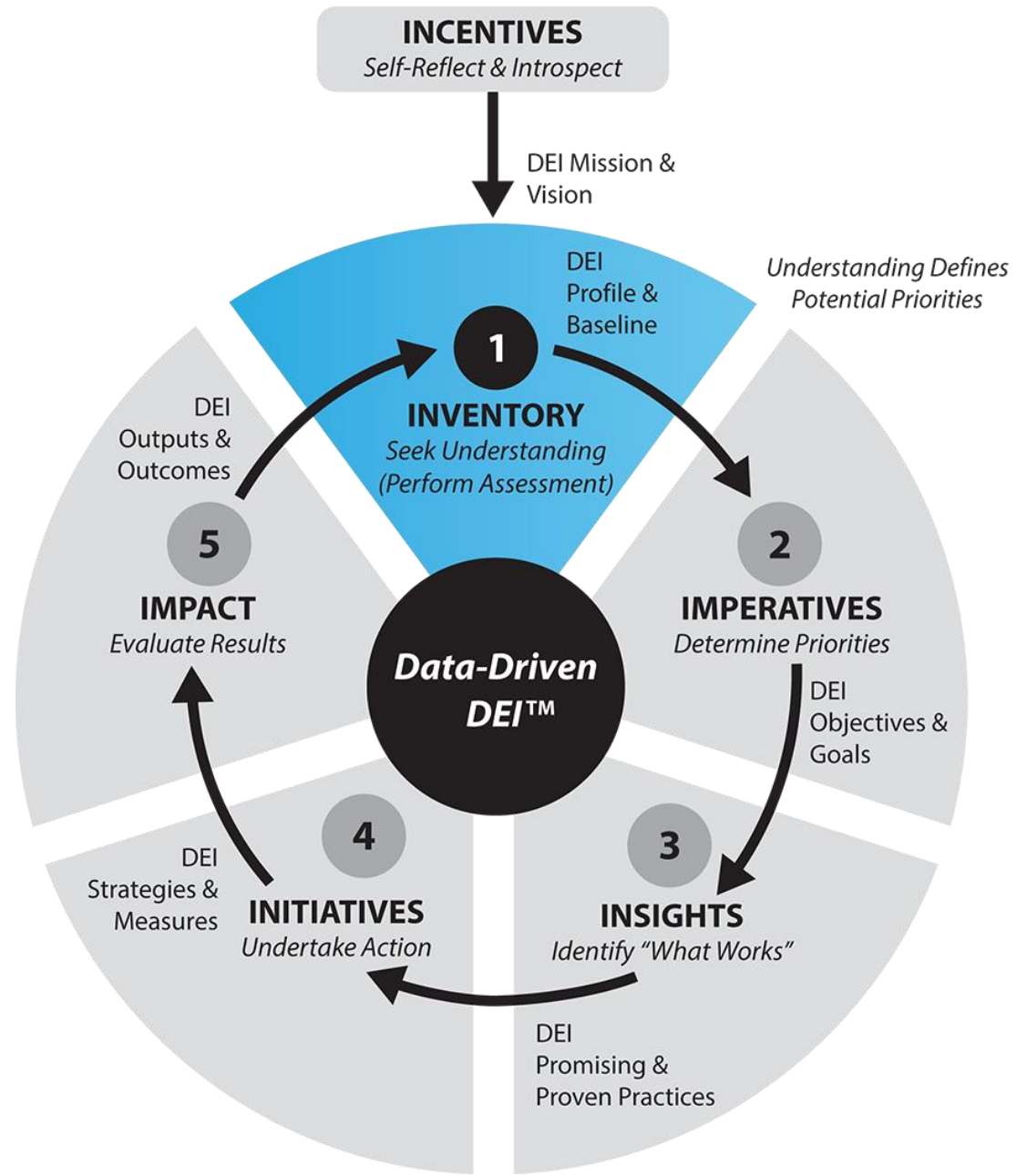
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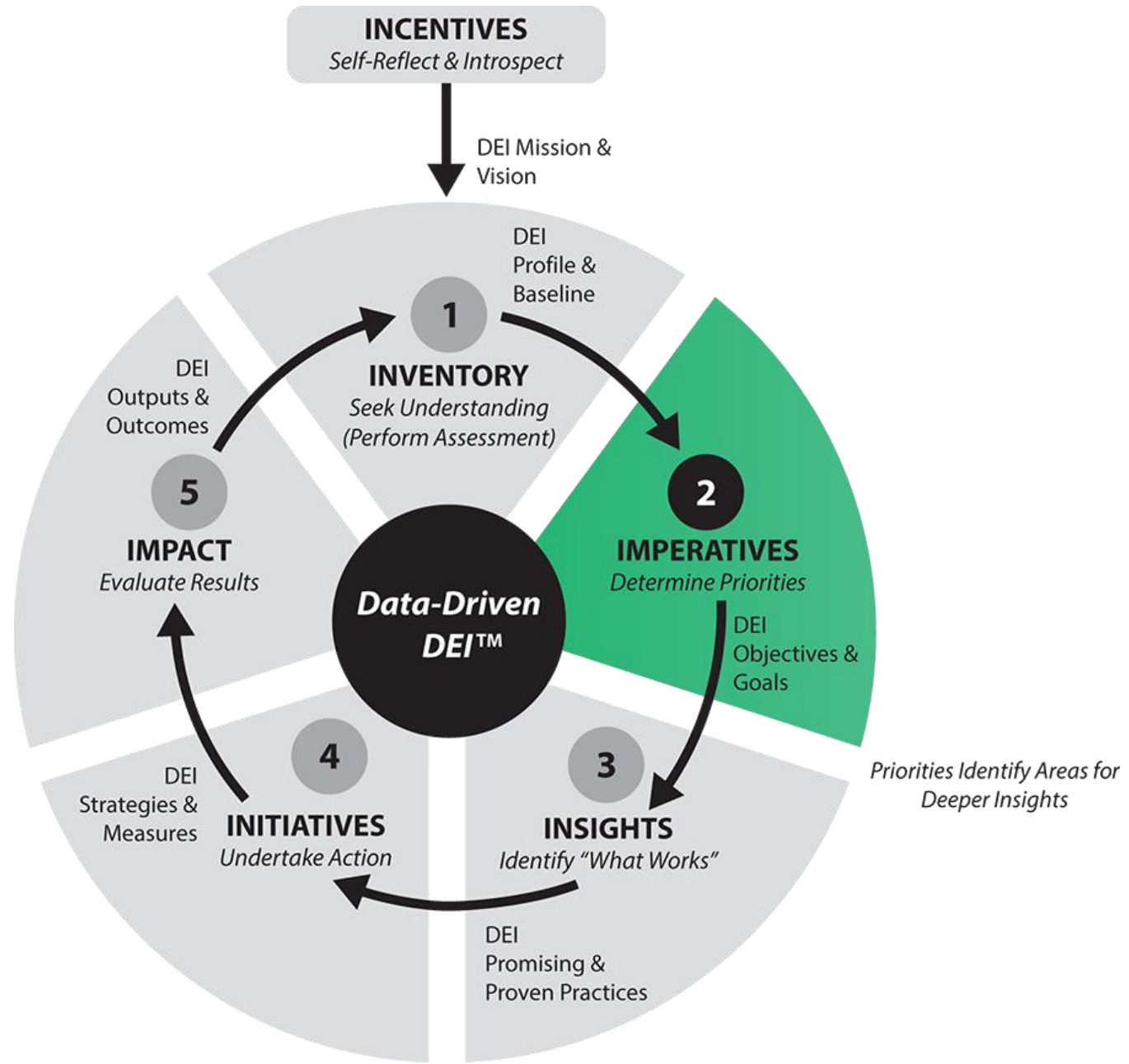
Six-Step Cycle



## STEP 1: DEI INVENTORY – Seek Understanding (Perform Assessment)

# DATA-DRIVEN DEI

Six-Step Cycle



## STEP 2: DEI IMPERATIVES – Determine Priorities



# OGSM Framework



## Objectives

What do you want to accomplish? (*Qualitative*)

## Goals

What are the specific, quantifiable metrics and KPIs for each objective? (*Quantitative*)

## Strategies

What steps will be taken to fulfill the objectives and achieve the goals? (*Qualitative*)

## Measures

What are the specific, quantifiable measures to gauge progress for each strategy? (*Quantitative*)

# OGSM Framework



## Objectives

What do you want to accomplish? (*Qualitative*)



## Goals

What are the specific, quantifiable metrics and KPIs for each objective? (*Quantitative*)



## Strategies

What steps will be taken to fulfill the objectives and achieve the goals? (*Qualitative*)



## Measures

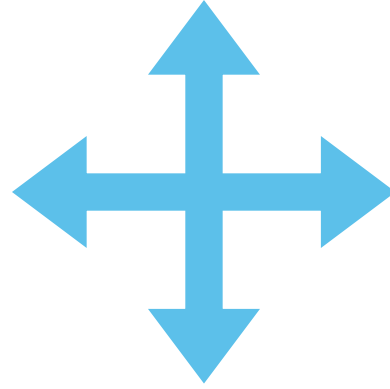
What are the specific, quantifiable measures to gauge progress for each strategy? (*Quantitative*)

1

## INVENTORY

*Seek Understanding  
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# Personal Assessment Results



**LOWEST  
PREFERENCE**

**Relational Thinking**  
*(i.e., communication and  
authenticity)*



**HIGHEST  
COMPETENCE**

**Level 3: Mastering**  
*(i.e., mastering being an  
inclusive leader)*



*The results from Step 1: Inventory are: DEI Profile & Baseline.*



2

**IMPERATIVES**

*Determine Priorities*

## Personal DEI Objectives and Goals

**Objective:** Be an inclusive leader that personalizes individuals, treats people and groups fairly, and effectively bridges across differences.

**Goals:**

- **Preferences:** Improve colleague feedback on communication and authenticity via diverse 360° assessment in one year.
- **Competences:** Increase Intrinsic Inclusion™ Inventory results from Level 3 (“Mastering”) to Level 4 (“Mentoring”).

*The results from Step 2: Imperatives are: DEI Objectives and Goals.*



2

**IMPERATIVES**

*Determine Priorities*

## Organizational DEI Objectives and Goals

**Objective:** Cultivate an inclusive workplace culture that fully leverages unique perspectives and empowers all voices.

**Goals:**

- **People:** Increase culture and climate index scores for all employees by 10% by the end of the next fiscal year.
- **Policies:** Eliminate pay inequity between people with disabilities and all employees by December 31.
- **Practices:** Improve Global DEI Benchmark (GDEIB) from Level 2 ("Reactive") to Level 3 ("Proactive") within three (3) years.

*The results from Step 2: Imperatives are: DEI Objectives and Goals.*





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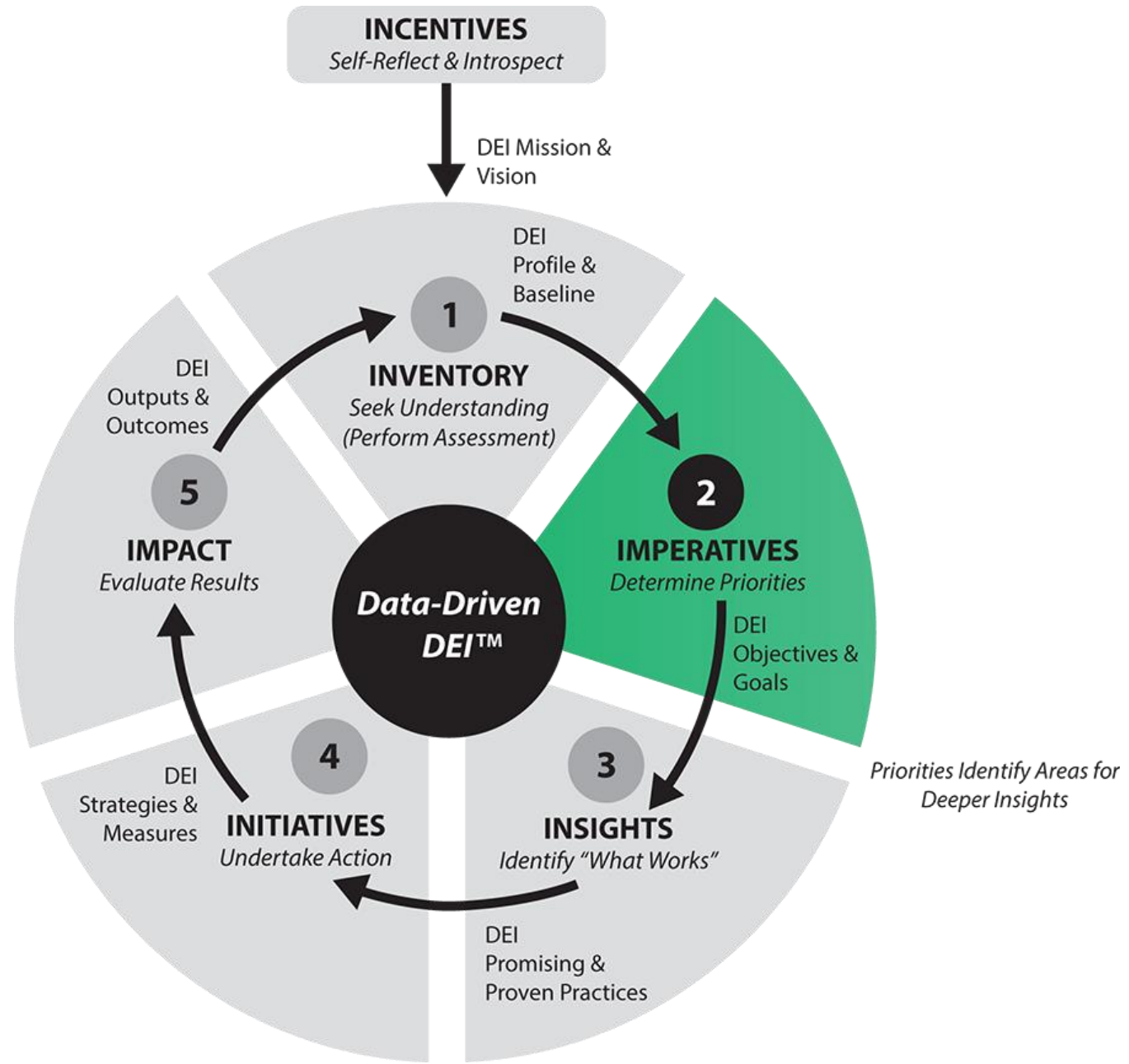
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3. **DEI INSIGHTS:** Do you leverage **promising and proven practices**?
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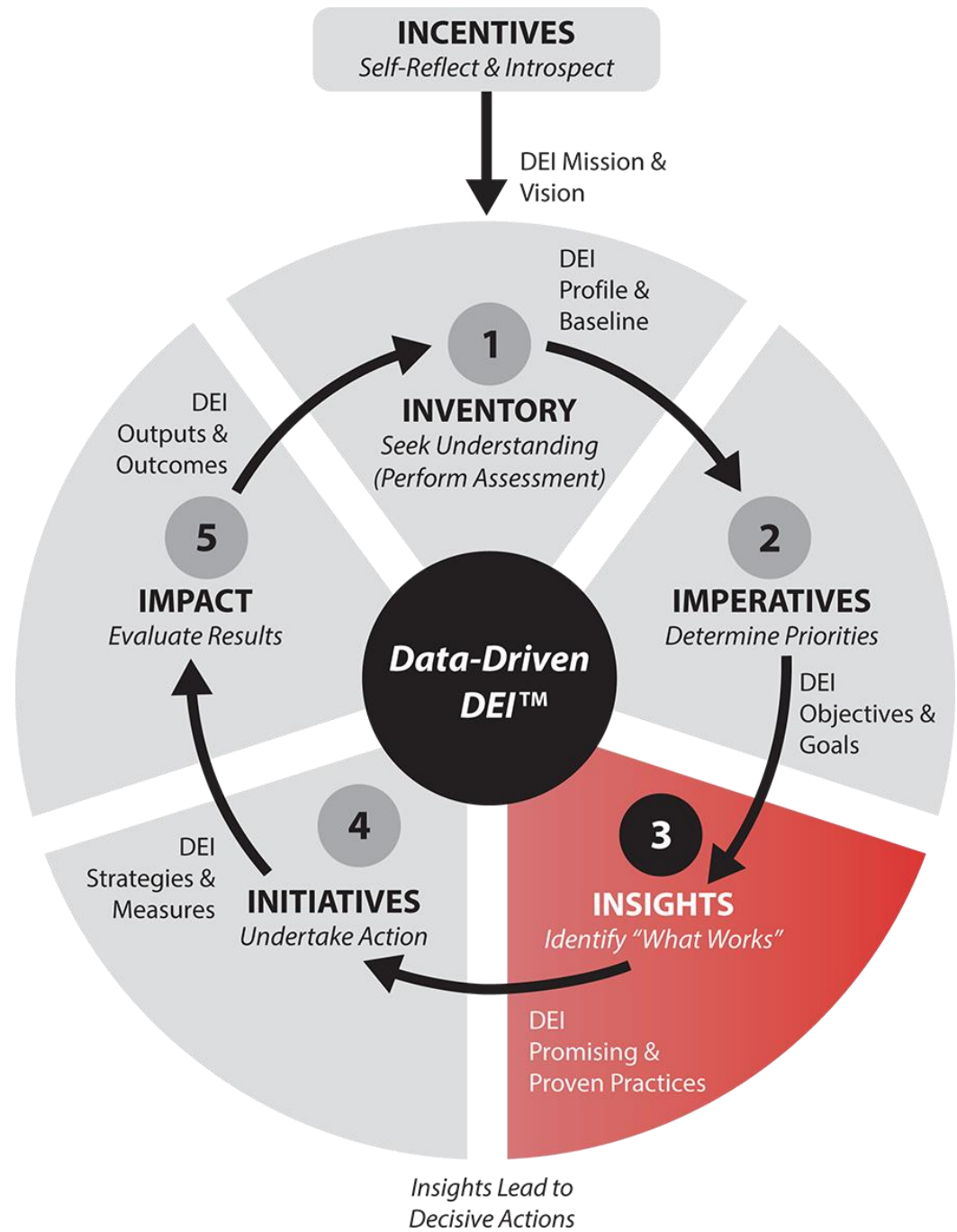
Six-Step Cycle



## STEP 2: DEI IMPERATIVES – Determine Priorities

# DATA-DRIVEN DEI

Six-Step Cycle



## STEP 3: DEI INSIGHTS – Identify “What Works”

3

### INSIGHTS

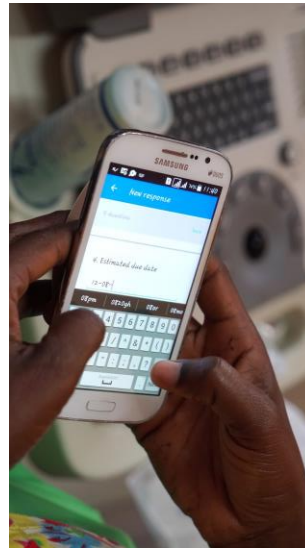
Determine "What Works"

## What Works for People



Through My Eyes  
Virtual Reality (VR)

### Are You Ready to Talk? Toolkit



THE INCLUSION HABIT

## What Works for Organizations



Global Diversity, Equity & Inclusion Benchmarks



EQUITABLE ANALYTICS

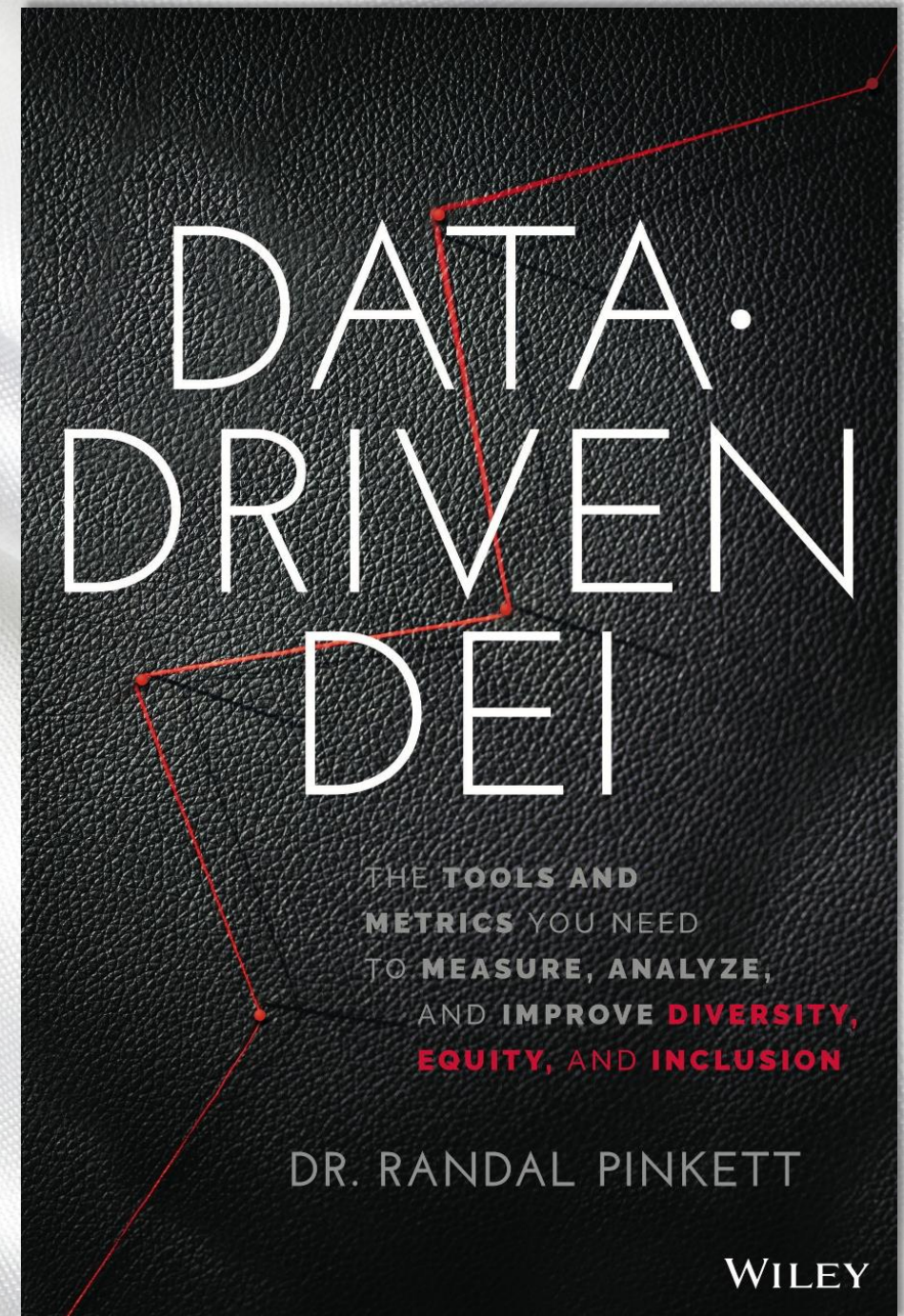




Please visit:

[www.datadrivendei.com](http://www.datadrivendei.com)

to access FREE tools, templates,  
metrics, resources, best practices  
and case studies.







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4. ?
5. ?



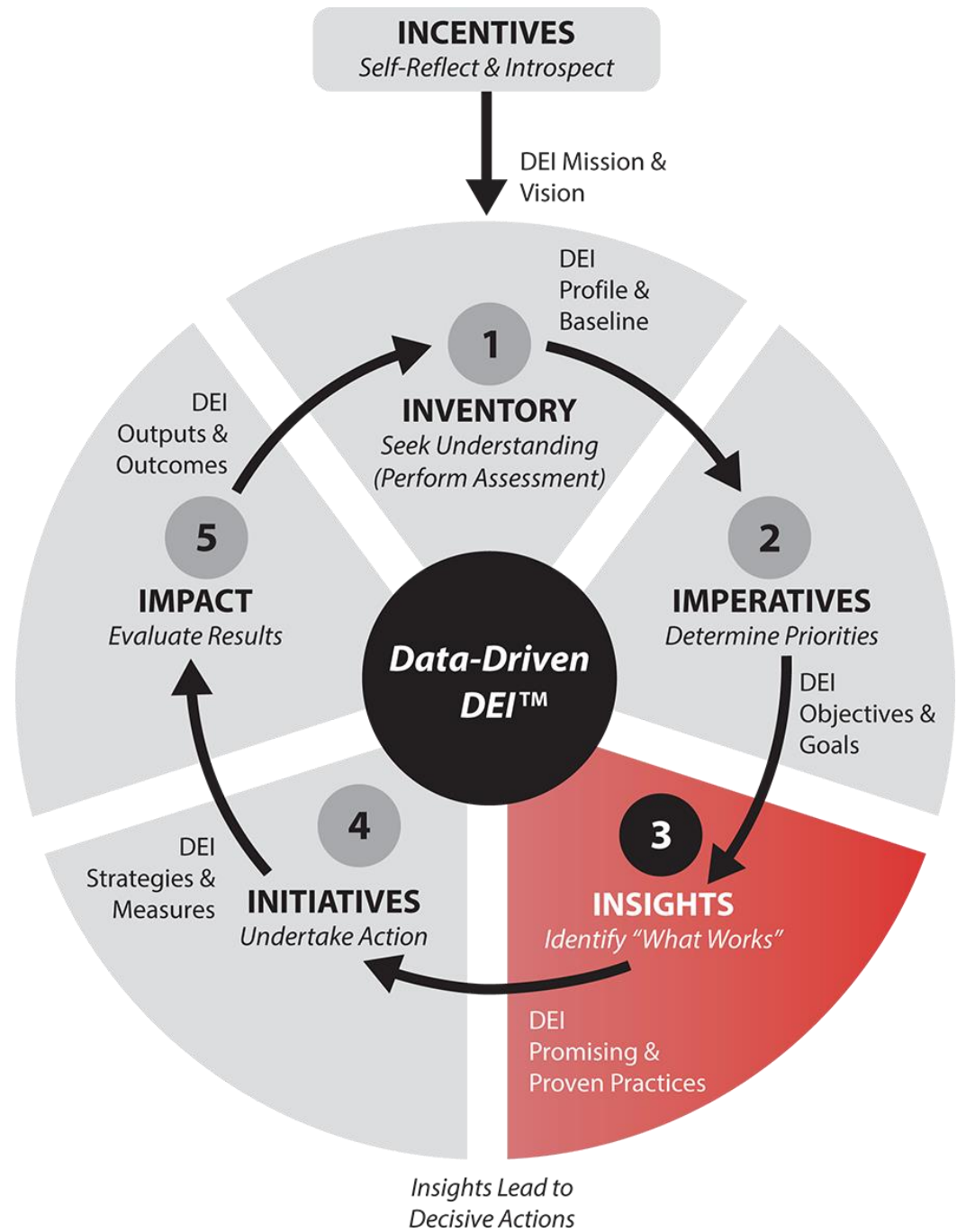
# DATA-DRIVEN DEI

Six Core Questions

0. **DEI INCENTIVES:** Do you know your “why”?
1. **DEI INVENTORY:** Do you perform ongoing **assessment**?
2. **DEI IMPERATIVES:** Do you have clearly established **objectives with goals**?
3. **DEI INSIGHTS:** Do you leverage **promising and proven practices**?
4. **DEI INITIATIVES:** Do you have clearly defined **strategies with measures**?
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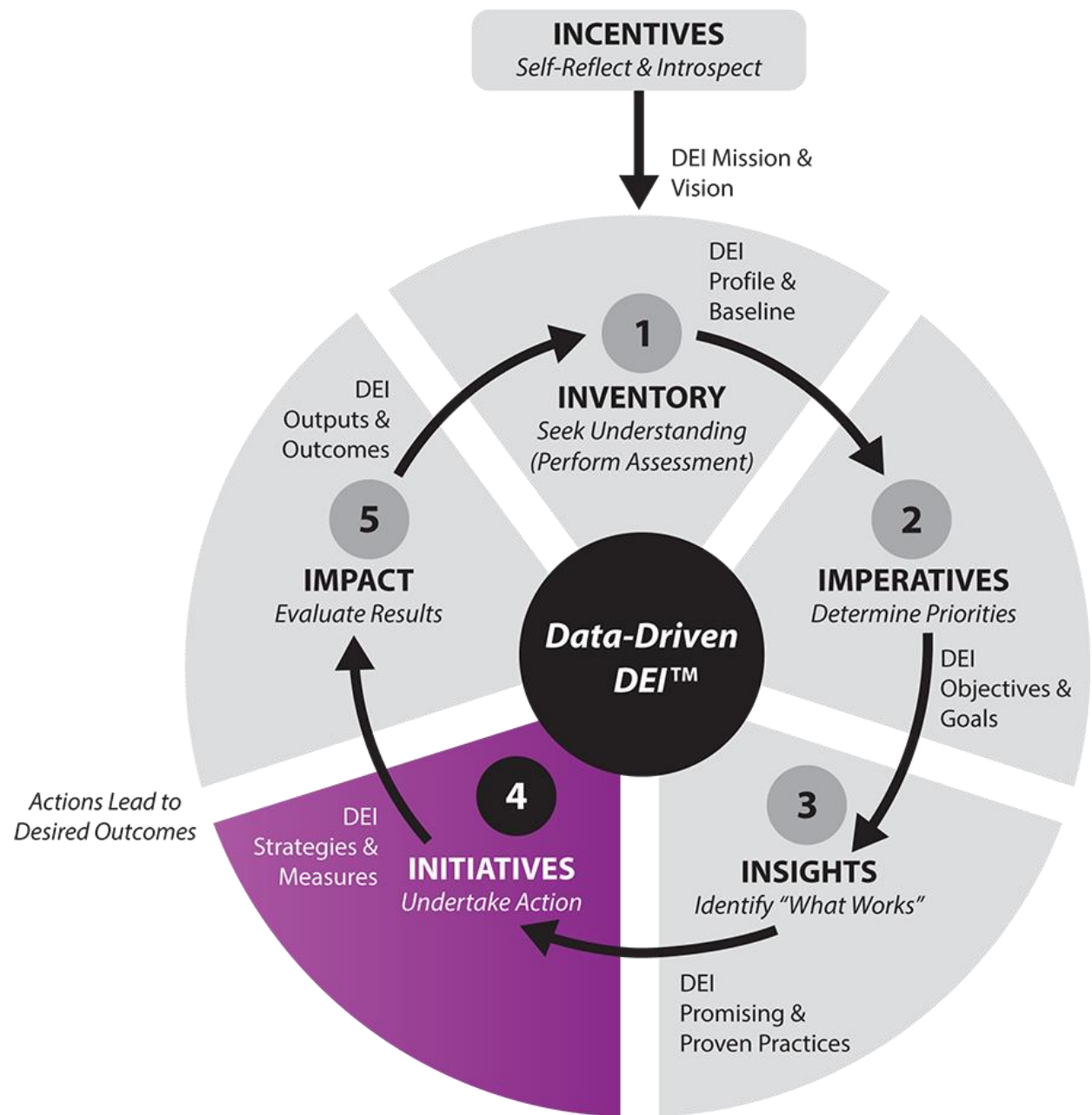
Six-Step Cycle



## STEP 3: DEI INSIGHTS – Identify “What Works”

# DATA-DRIVEN DEI

Six-Step Cycle



## STEP 4: DEI INITIATIVES – Undertake Action



# OGSM Framework



## Objectives

What do you want to accomplish? (*Qualitative*)



## Goals

What are the specific, quantifiable metrics and KPIs for each objective? (*Quantitative*)



## Strategies

What steps will be taken to fulfill the objectives and achieve the goals? (*Qualitative*)



## Measures

What are the specific, quantifiable measures to gauge progress for each strategy? (*Quantitative*)

# OGSM Framework



## Objectives

What do you want to accomplish? (*Qualitative*)



## Goals

What are the specific, quantifiable metrics and KPIs for each objective? (*Quantitative*)



## Strategies

What steps will be taken to fulfill the objectives and achieve the goals? (*Qualitative*)



## Measures

What are the specific, quantifiable measures to gauge progress for each strategy? (*Quantitative*)



2

**IMPERATIVES**

*Determine Priorities*

## Personal DEI Objectives and Goals

**Objective:** Be an inclusive leader that personalizes individuals, treats people and groups fairly, and effectively bridges across differences.

**Goals:**

- **Preferences:** Improve colleague feedback on communication and authenticity via diverse 360° assessment in one year.
- **Competences:** Increase Intrinsic Inclusion™ Inventory results from Level 3 (“Mastering”) to Level 4 (“Mentoring”).

*The results from Step 2: Imperatives are: DEI Objectives and Goals.*

4

INITIATIVES  
*Undertake Action*

## Personal DEI Strategies and Measures

- **Strategy:** Watch the TED Talk “Danger of a Single Story” by Chimamanda Ngozi Adichie and discuss lessons learned with a colleague.
- **Measure:** One (1) video and one (1) discussion within the next two months.
  
- **Strategy:** Join a book club to read and dialogue about *Intrinsic Inclusion™: Rebooting Your Biased Brain* by Janet B. Reid, Ph.D., and Vincent Brown.
- **Measure:** One (1) book and four (4) meetings.

*The results from Step 4: Initiatives are: DEI Strategies and Measures.*



2

**IMPERATIVES**

*Determine Priorities*

## Organizational DEI Objectives and Goals

**Objective:** Cultivate an inclusive workplace culture that fully leverages unique perspectives and empowers all voices.

**Goals:**

- **People:** Increase culture and climate index scores for all employees by 10% by the end of the next fiscal year.
- **Policies:** Eliminate pay inequity between people with disabilities and all employees by December 31.
- **Practices:** Improve Global DEI Benchmark (GDEIB) from Level 2 ("Reactive") to Level 3 ("Proactive") within three (3) years.

*The results from Step 2: Imperatives are: DEI Objectives and Goals.*





4

INITIATIVES  
*Undertake Action*

## Organizational DEI Strategies and Measures

- **Strategy:** Deliver scenario-based learning journeys for all employees focused Intrinsic Inclusion™.
- **Measure:** 15,000 employees with an evaluation rating of 4.5 out of 5.0.
  
- **Strategy:** Launch an inclusive leadership program for all managers and leaders that leverages *Through My Eyes*™ Virtual Reality (VR) by June 30.
- **Measure:** Implement the inclusive leadership program for 3,000 managers and executives by November 30.

*The results from Step 4: Initiatives are: DEI Strategies and Measures.*



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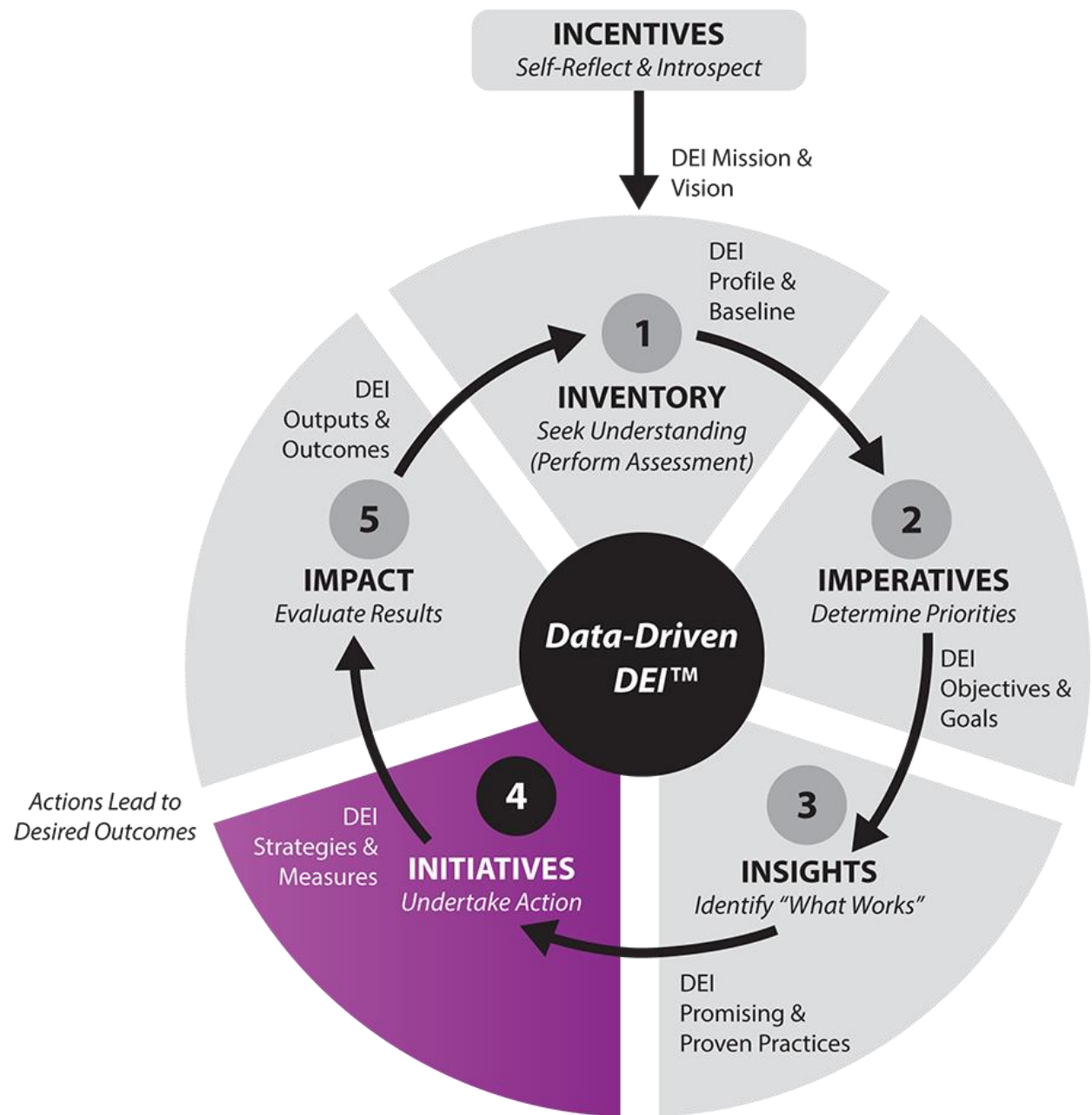
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5. **DEI IMPACT:** Do you **hold people accountable** for results?

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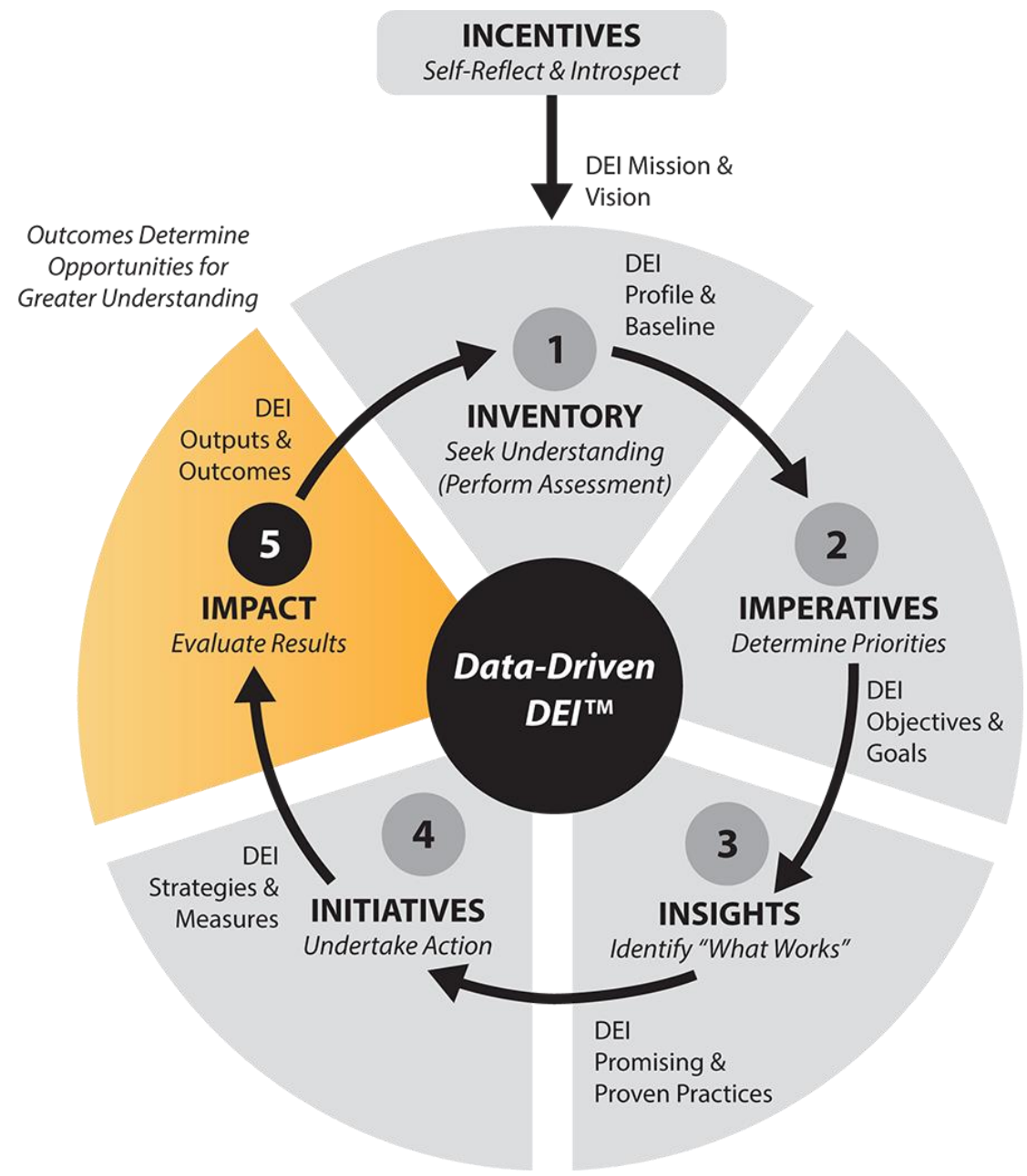
Six-Step Cycle



## STEP 4: DEI INITIATIVES – Undertake Action

# DATA-DRIVEN DEI

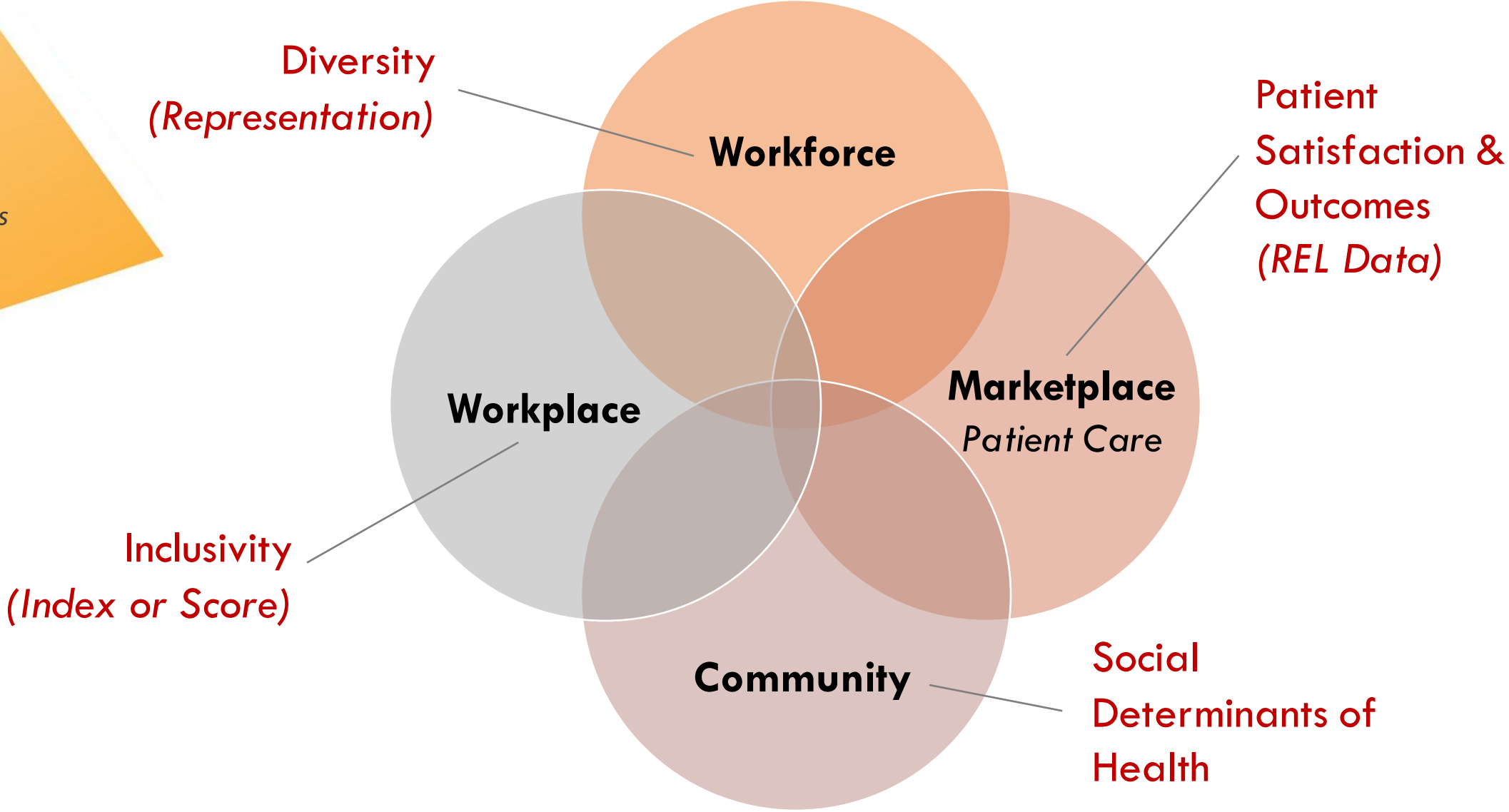
Six-Step Cycle



## STEP 4: DEI IMPACT – Evaluate Results



# Minimum Viable Metrics (MVMs)



*The results from Step 5: Impact are: DEI Outputs and Outcomes.*



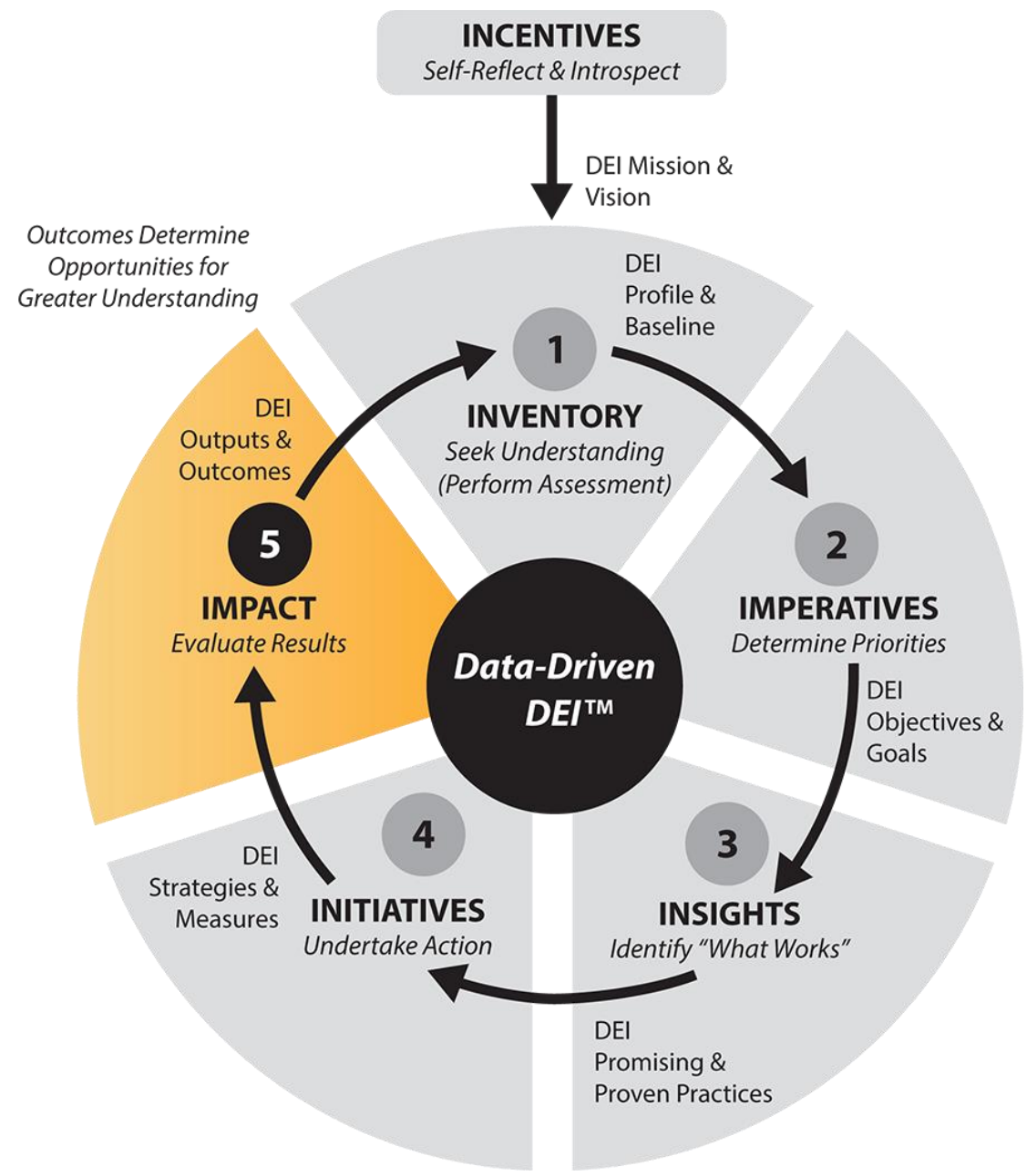
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# DATA-DRIVEN DEI

Six-Step Cycle



## STEP 4: DEI IMPACT – Evaluate Results

# DATA-DRIVEN DEI

Six-Step Cycle

**INCENTIVES**  
*Self-Reflect & Introspect*



DEI Mission &  
Vision























# DATA-DRIVEN DEI

Make DEI Part of Your DNA

