INTREGRATING
DEI IN THE
WORKPLACE

THAT'S ME:

Susi Bauer (She/They)

- Head of Talent @ **Into Games**
- 3 years of DEI Network Leadership XP
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WE NEED DIVERSITY, EQUITY & INCLUSION EFFORTS TO...
• Counteract inequities in society
• Do better work
• Learn & grow

Impact of diverse executive leadership teams

National Industry Median

VS.

Gender Diversity

+25%

Ethnic Diversity

+36%

...increased likelihood of financial outperformance

McKinsey: Diversity wins: How inclusion matters

Problem Space

1 expert

Problem Space

7 experts with similar views & XP

Problem Space

7 experts with varied views & XP

Rebel Ideas by Matthew Syed (Book)

How to create equitable, diverse & inclusive workplaces?

There is no simple fix...
but a strategy will allow you to progress!

Approaching DEI challenges

1 Gather Data

- Surveys
- Employee Data
- Research...

2 Set Measurable Goals

- With stakeholders
- Measurable
- Define success

3 Implement & Support

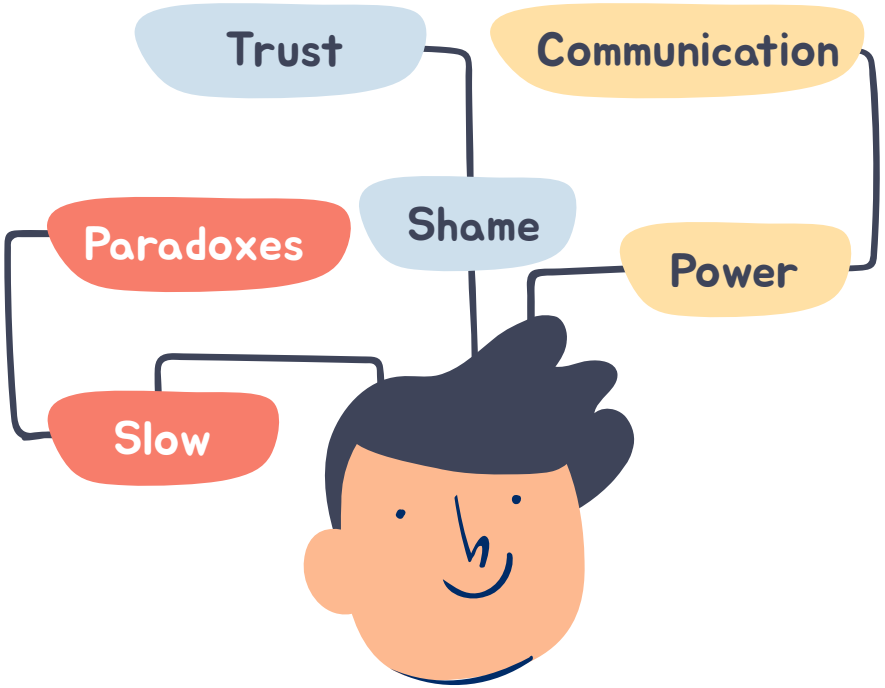
- Set expectations
- Offer support
- Encourage asking for help

4 Track & Check

- Check impact
- Course correct
- Celebrate wins

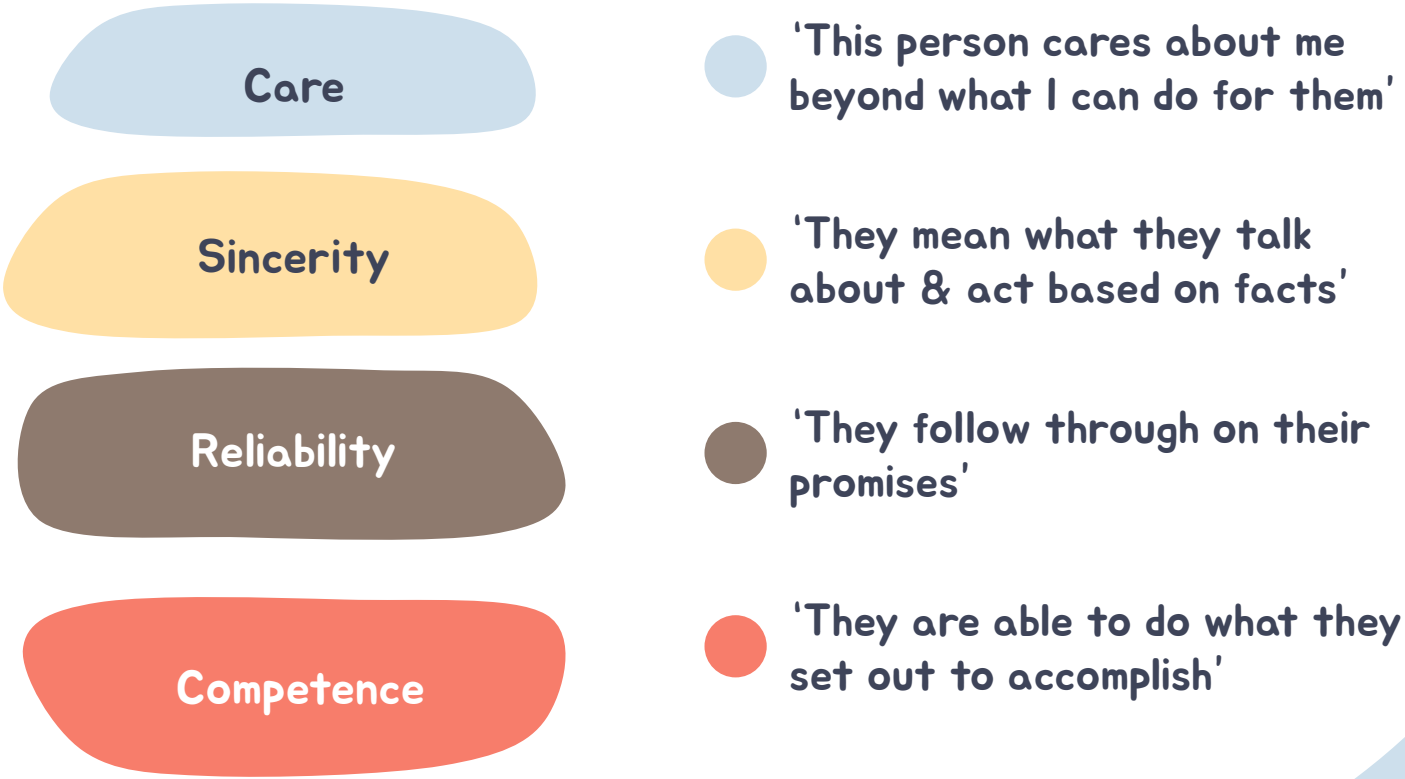
Lily Zheng - Post

Understanding Blockers & Challenges



'Trust is the currency of change'
- Lily Zheng
DEI Deconstructed by Lily Zheng (Book)

The building blocks of trust



The Thin Book of Trust by Charles Feltman (Book)

Shame is an ineffective tool

1

Corrodes the belief we can do better

2

Brain- Hijack: Fight, Fright, Freeze

3

Focus on self, as opposed to “guilt”

4

Empathy is an antidote to shame

Brené Brown - Shame & Accountability (Podcast)

You might need new communication tools

Non-Violent Communication

Mediation framework designed around non-judgement, emotions & basic human needs.

Or other frameworks

...to navigate difficult conversations can help (e.g. Talking about Race at work, SBI feedback etc.)

Learn to navigate the paradox

'Speak up!'

'Shut up'

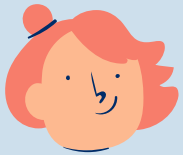
'Don't put me in a box'

'My identity impacts my life'

Learn how to deal with missteps & focus on your outcomes!

Everyone can be part of changes

“I can make decisions others have to adhere to”



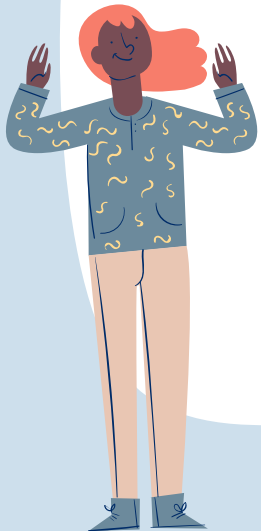
“I have perspectives & insights others miss”

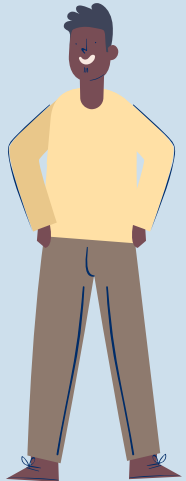
“I am well connected”

“I can explain & support these concepts”

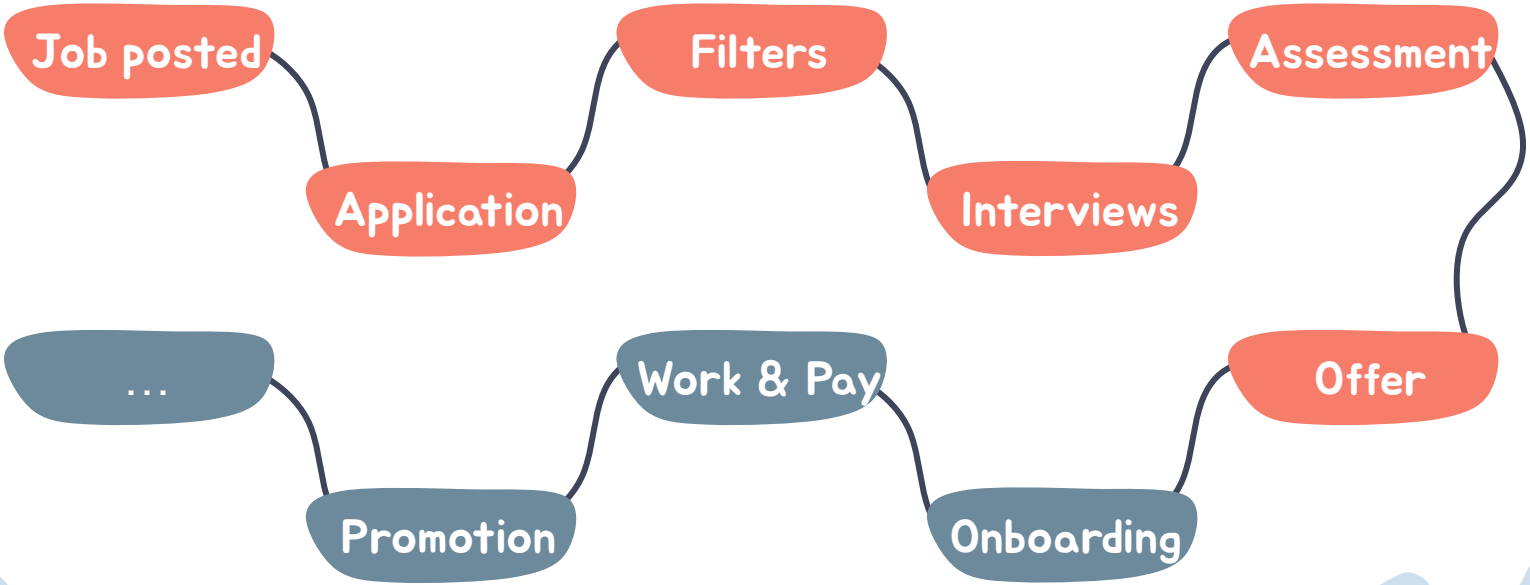
Phew!

Now let's finally look at hiring & retention!



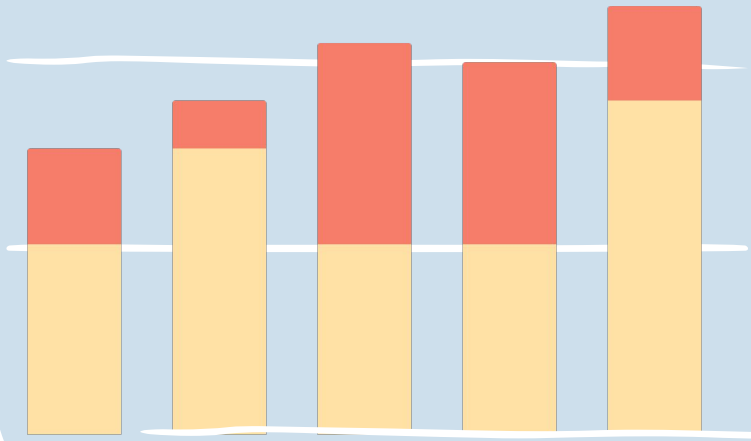


The Hiring & Retention Process



The Hiring & Retention Process

Job Postings - 1) Collecting Data



- Where is it shared?
- What userbase do we reach?
- How long are postings live?
- How accessible is the application process?
- Who is this being pushed to?
- ...

Example findings: “The users we reach with our tech roles are 80% [status-quo]” or “Statistics show we have a 50% viewing rate from [non status-quo], but low follow-through rate” ⏩Dig deeper

Job Postings - 2) Goals & Accountability

'Currently, x% of the viewers that see our job postings are from our new target group, by the end of the year, we want this to be increased to y%, with overall viewers increasing by z%'

- Roles of Senior Leadership, ERGs, other teams, such as "Hiring managers are responsible for wording" & "Talent Acquisition is responsible for recommending specialists"

Job Postings - 3) Share & Support

'To improve our job ad viewing rates, we will do (...); this ties into our wider mission of (...). To enable teams to do this work, we've put the following resources in place and we are open for feedback through this process...

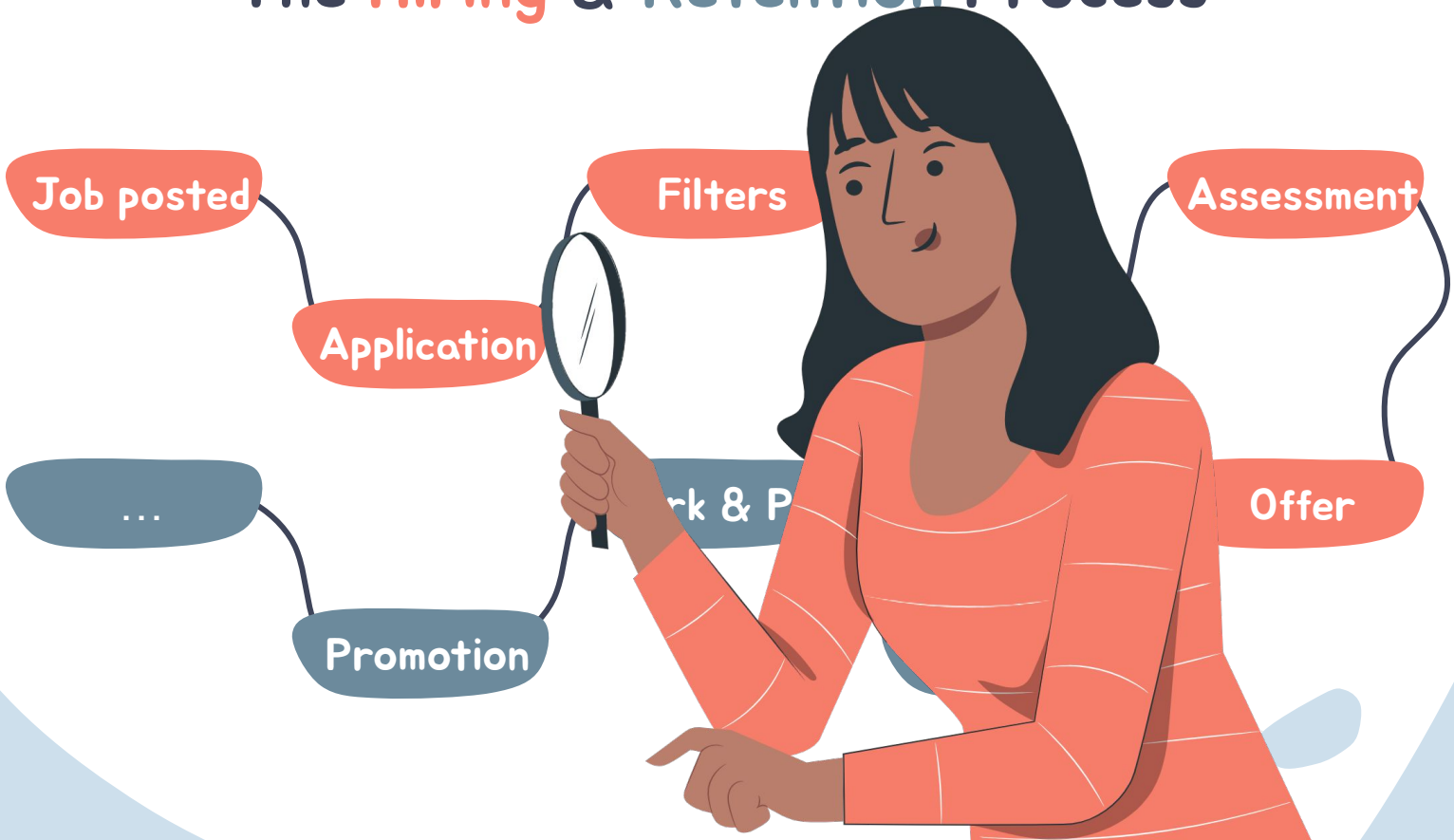
- Create transparency
- Share expectations & responsibility
- Offer support
- Remember elements of trust, shame, communication as you work on your strategy

Job Postings - 4) Track & Stay accountable

'Team X started strategic partnerships with Y organisations & managed to increase viewers from our target group by Z%!'

- Celebrate wins
- Stay accountable & transparent when things don't work out and share how you will address this

The Hiring & Retention Process



Application Stage - Example

1 Gather Data

e.g. **Study** “People of Colour tend to only apply to roles if they meet 100% of the criteria” + own research

2 Set Measurable Goals

e.g. “increase applicants from X background by Z% by Y”

3 Implement & Support

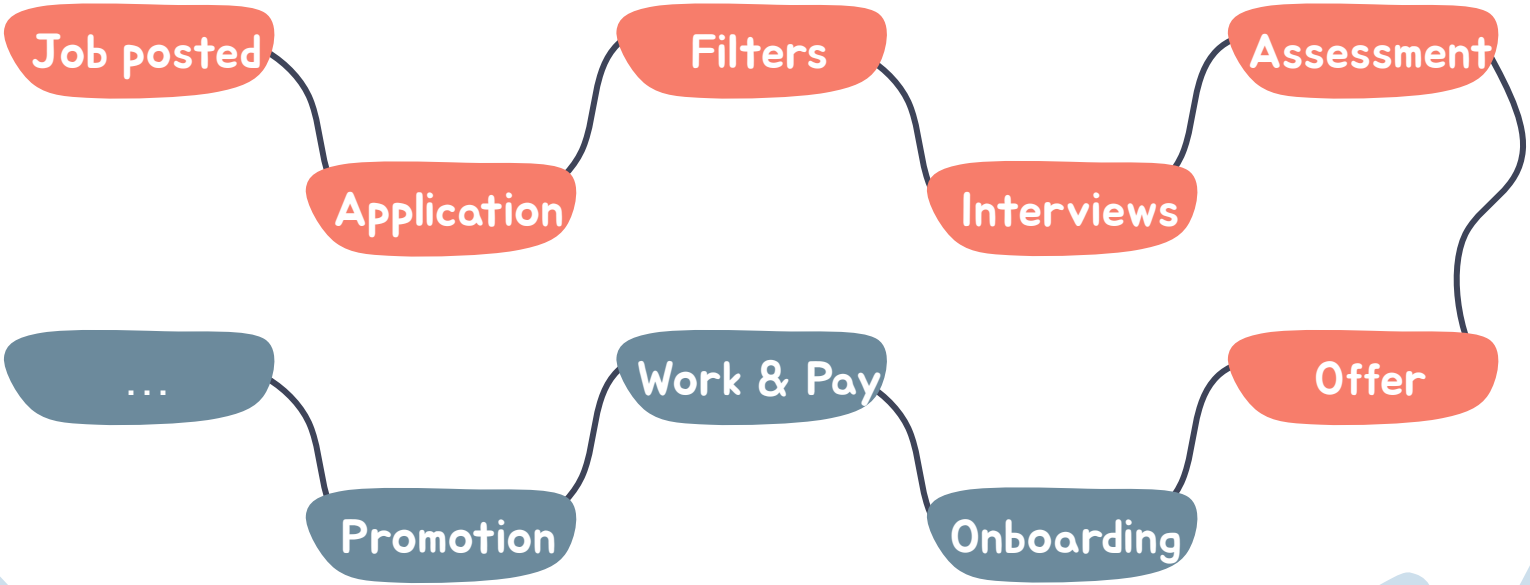
“We hired a specialist to help us analyse our postings” + “We replace degrees with relevant content in wording ”

4 Track & Check

e.g. “We have not met our targets; as agreed, here are the actions we will take now…"

Lily Zheng - Post

Think about your own processes & experience...



What do you feel you're weak & strong at?

Let's summarise it

- By orienting ourselves on **measurable data**, **goals** & outcomes, we can create **accountability** & change
- You'll be surrounded by paradoxes, listen humbly, and stay focussed on your results
- Changes can **improve your culture for everyone**
- **Everyone** can **influence** changes
- **Trust is necessary**, you might need to build it first
- **Shame** is **ineffective**
- Communication requires **intention** & can be **improved**
- Getting **help** is normal & important

You've got this!

Next steps?

Download this deck for resources

Thanks!

Do you have any questions?

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LinkedIn

Twitter

or talk to me at the conference

(Please, I barely know anyone here 😅)!

CREDITS: This presentation template was created by **Slidesgo**, including icons by **Flaticon** and infographics & images by **Freepik**

Book

Video/Course

Podcast

Article

Resources by theme

DEI Approaches & Frameworks

DEI Deconstructed by Lily Zheng (deep dive into a systemic approach & power)

Theory of Change by Lily Zheng (more about a systemic approach)

Leading DEI Certificate (6 week University Course)

Developing a Diversity, Inclusion and Belonging Program (30 min)

Book

Video/Course

Podcast

Article

Understanding Trust

The Thin Book of Trust by Charles Feltman (4 elements of trust)

Leadership Representation (Figureheads & Token Hire issues)

Level Up Communication

Non-Violent Communication Basics (3h workshop by founder)

Non-Violent Communication by Marshall Rosenberg (deep dive into NVC framework with exercises & more. Available as podcasts)

Difficult Conversations about Race at work (15 min workshop alternative framework by negotiation coach)

Book

Video/Course

Podcast

Article

Understanding Shame & Emotions

The Compassionate Mind by Paul Gilbert (chapters on guilt vs shame & empathy)

Podcast Episode in Shame & Accountability by **Brené Brown**

'Dare to Lead' & 'Atlas of the heart' by Brené Brown (Chapters on shame, empathy, trust & other emotions)

Permission to Feel by Marc Brackett (Understanding the influence our emotions have on our decisions)

The Wake Up by Michelle Mijung Kim (Chapters on accountability, Good apologies, centering the most marginalised people)

Book

Video/Course

Podcast

Article

Why do DEI?

Diversity wins: How inclusion matters (McKinsey article on business case)

Getting Serious About Diversity: Enough Already with the Business Case (McKinsey follow-up on why the business case alone is not enough)

Rebel Ideas by Matthew Syed (Understanding the positive impact of other perspectives)

The Con Job: Getting Ahead for Competence in a World Obsessed with Confidence by Suzanne Doyle-Morris (The myth of meritocracy & studies about the issues we might not understand where we're part of the status-quo)