



Beyond Measurement

Using Analytics to Foster Diversity and Inclusion

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Context

What's next

Beyond Measuring Diversity

Why Analytics for D&I



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Mind the gap

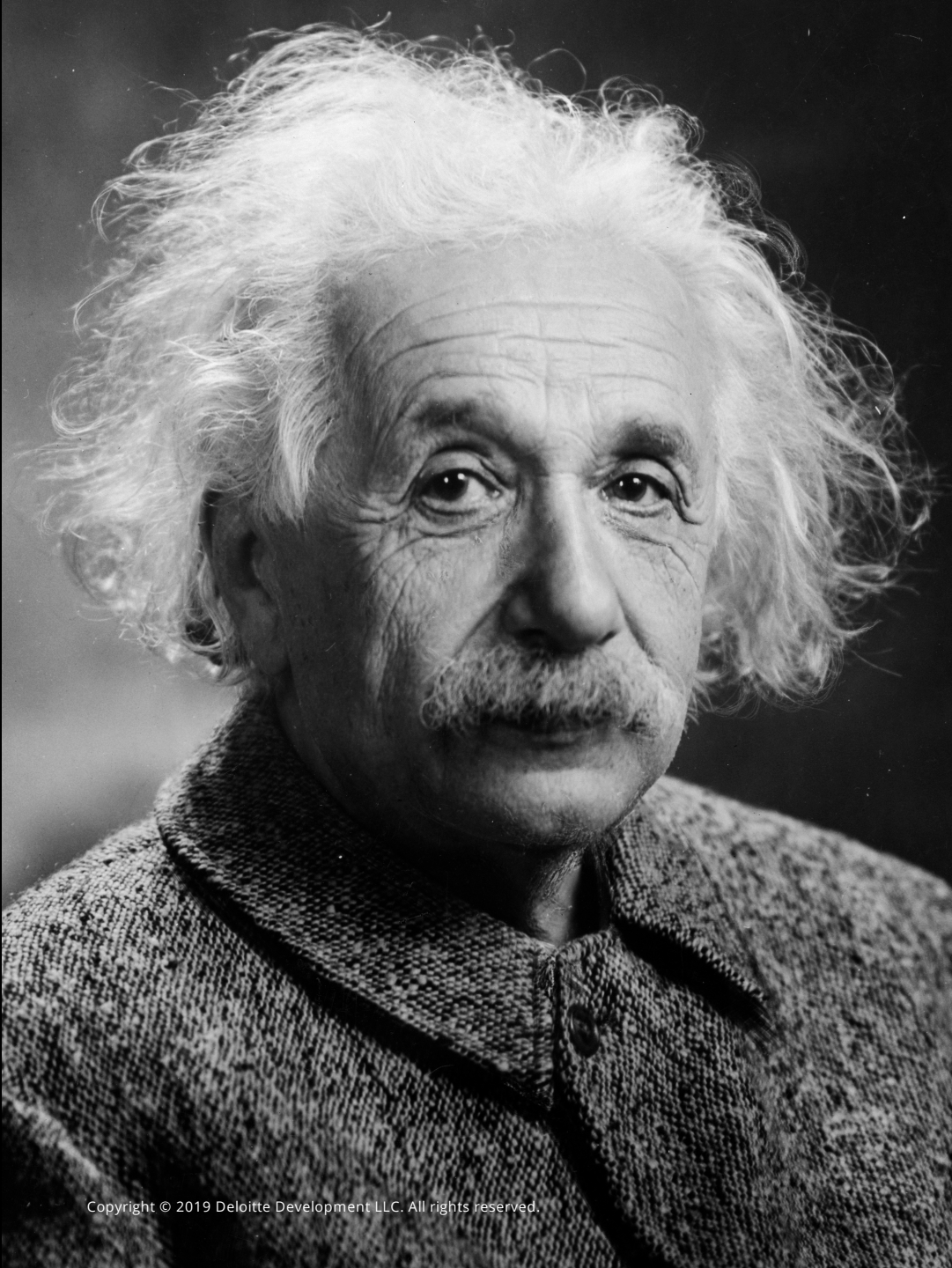
78% **Think** diversity and inclusion is a competitive advantage

12% Have an **inclusive culture**

6% Tie **executive compensation** to diversity and inclusion outcomes

Source: Bersin High-Impact Diversity & Inclusion study 2017, Deloitte Global Human Capital Trends 2017.





Not everything that can
be counted counts, and
not everything that
counts can be counted.

Albert Einstein



Point-in-Time
Current speed

Lagging
Tank empty

Continuous
Speed against limits

Leading
Gas mileage

Building a listening architecture for diversity and inclusion



Purpose

What are you listening for and why?



Channels

How will you listen (collect information)?



Muscle

How will insights be gained and actioned?



Governance

How will listening be managed and operationalized?

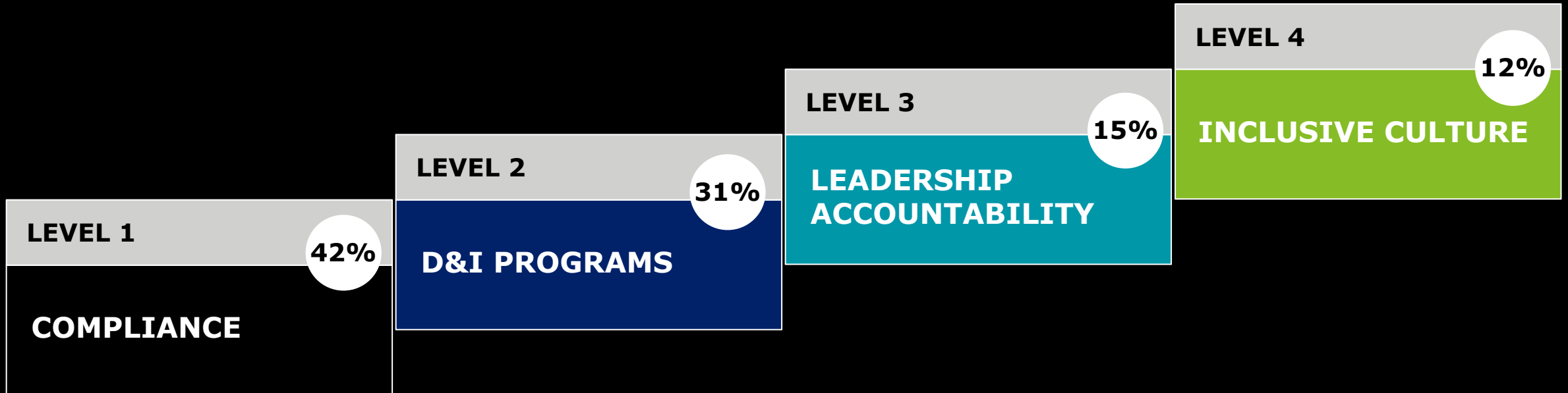
Poll:

What's the primary purpose for your D&I measures?

- Compliance
- Managing D&I programs
- Holding leaders accountable for D&I
- Fostering an inclusive culture



What's the purpose of your diversity and inclusion measures?



Source: Bersin High-Impact Diversity & Inclusion study 2017.

Example of measures for D&I



Purpose: Increased diversity and inclusion

Lagging | Passive | Point

Percentage of
Female / Minorities by Leadership
Level (Annually)

Leading | Passive | Point

Percentage of
Female / Minorities within Interview
Slates (Monthly)

Leading | Passive | Continuous

Percentage of
Female / Minorities in Leadership
Development Programs
(real-time participation rates)

Lagging | Active | Point

Survey on Worker's Feeling
the Work Group is Inclusive
(Annually)

Lagging | Active | Continuous

Anonymous Feedback / Posting
Channels – Stories & Practices to
Encourage (live)

Leading | Active | Continuous

Participation and design feedback
from inclusion programs / initiatives
(Pulse & Life-Cycle)

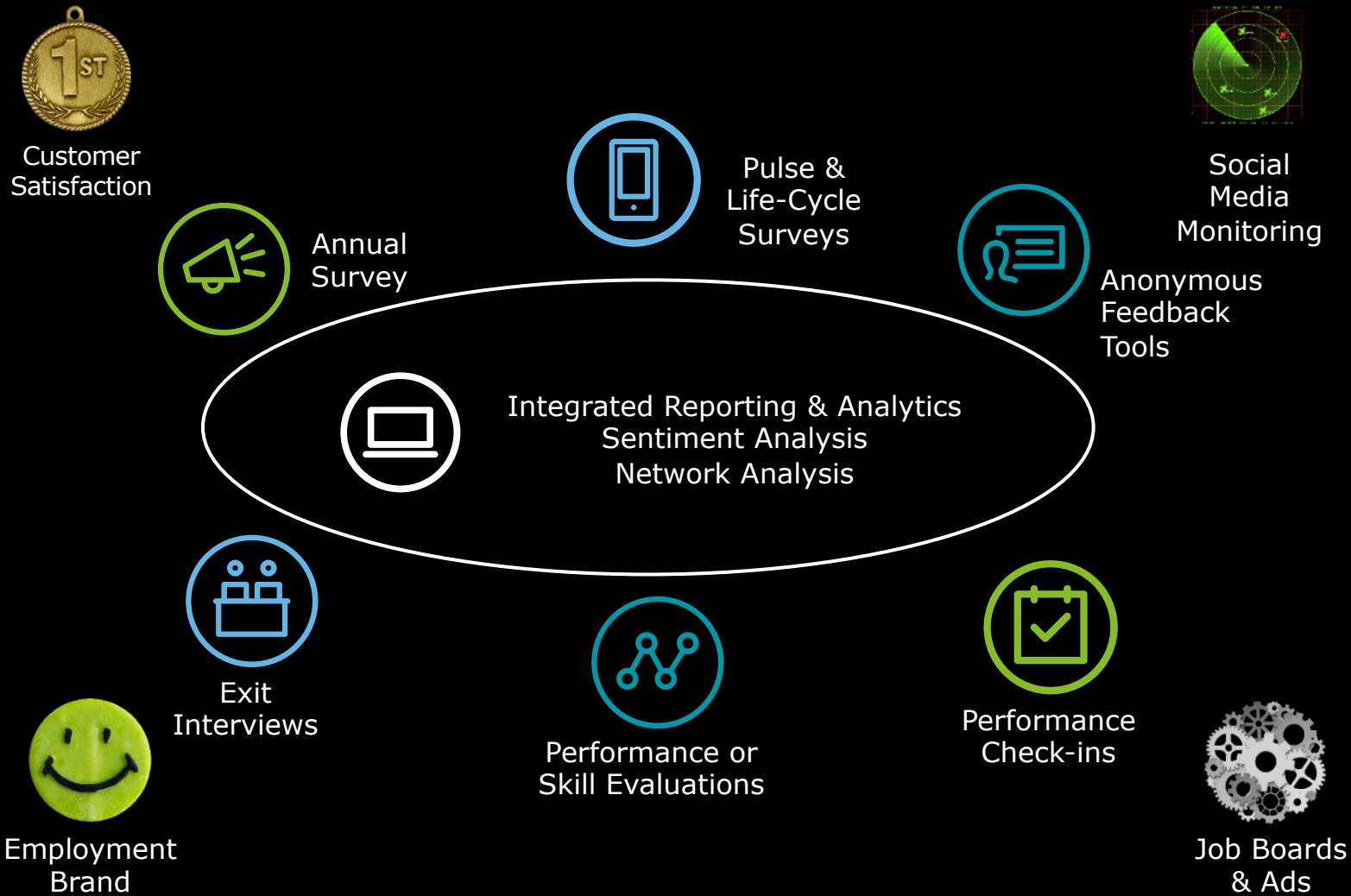
Lagging | Passive | Continuous

Talent brand reputation on diversity
and inclusion on job sites /
Sentiment analyses

Leading | Passive | Continuous

Organizational network analyses on
diversity information flows

Listen to the workforce to identify barriers to inclusion



Average number of listening channels used



3

Low Maturity



7

High Maturity

Source: Bersin High-Impact People Analytics study, 2017.

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Democratize data to empower inclusive behaviors



High-performing organizations are

10x MORE LIKELY

to see **individuals** as people analytics customers

Examples

- **Relationship nudges** - who should I meet with?
- **Collaboration suggestions** – who works on the same things?
- **Feedback coaching** – how do I give inclusive feedback?



Source: Bersin analysis 2019

Poll:

We use behavioral nudging to create an impact with diversity and inclusion analytics.

- To a very large extent
- To a large extent
- To a moderate extent
- To a small extent
- Not at all



Behavioral nudges for diversity and inclusion

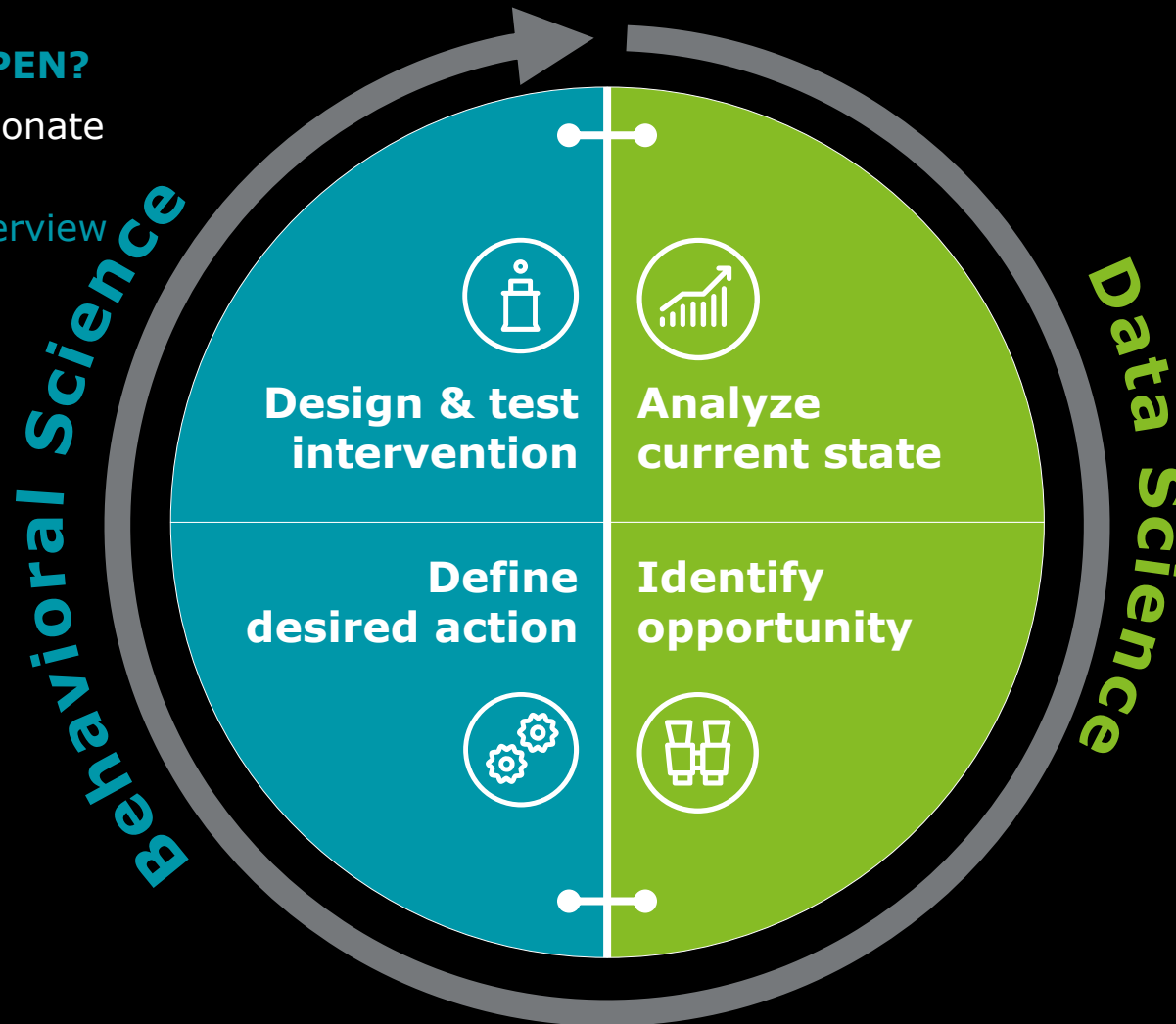


HOW CAN WE MAKE IT HAPPEN?

- Redesign **job postings** to resonate across genders
- Increase the **diversity of interview panels**
- Proactively inform women about **childcare** options

WHAT SHOULD HAPPEN?

- More **female candidates** apply
- Interview panel selects based on **fit**, not gender
- Female candidates **understand** childcare options



WHAT'S THE PROBLEM?

- Lack of **women in leadership** roles
- Analyze **end-to-end recruitment** process

WHY DOES IT HAPPEN?

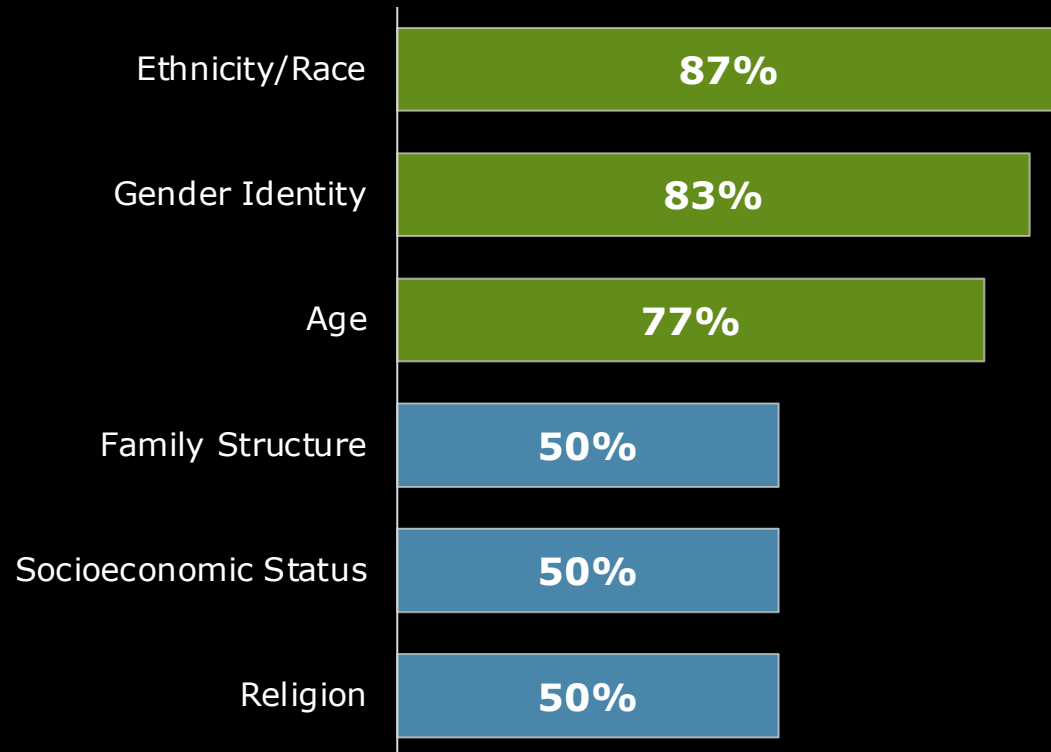
- **Job posting language** deter women
- **Less diverse interview panels** selected less diverse hires
- Female candidates need **additional information** on childcare

Source: Bersin analysis 2019.

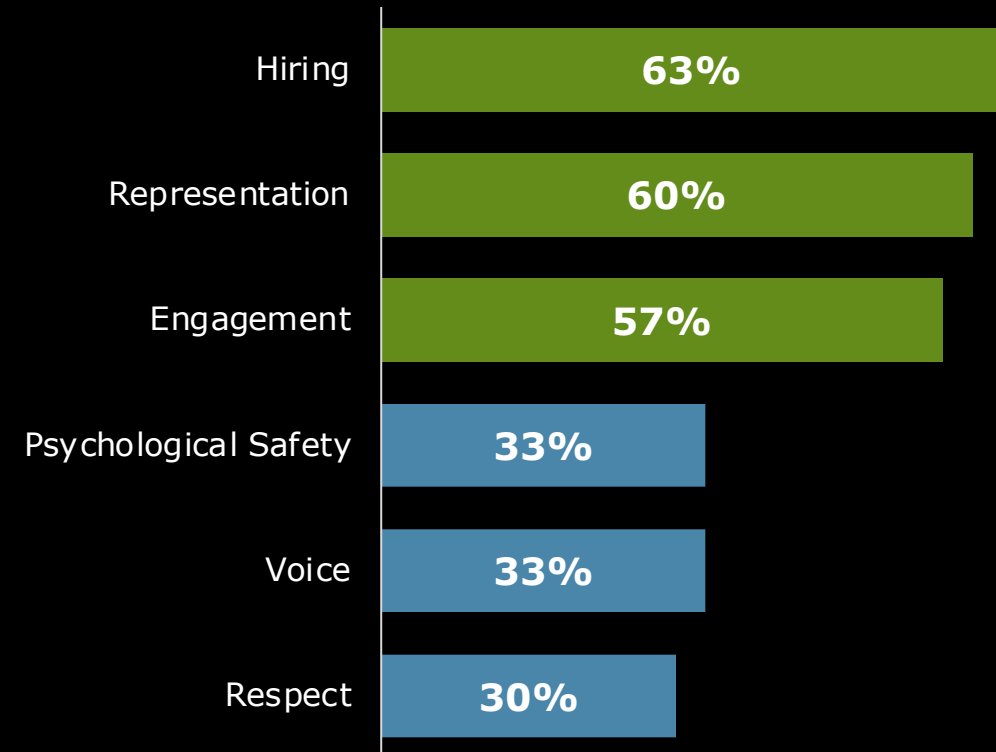
Leverage technology to operationalize and scale analytics



Availability of Identity Traits

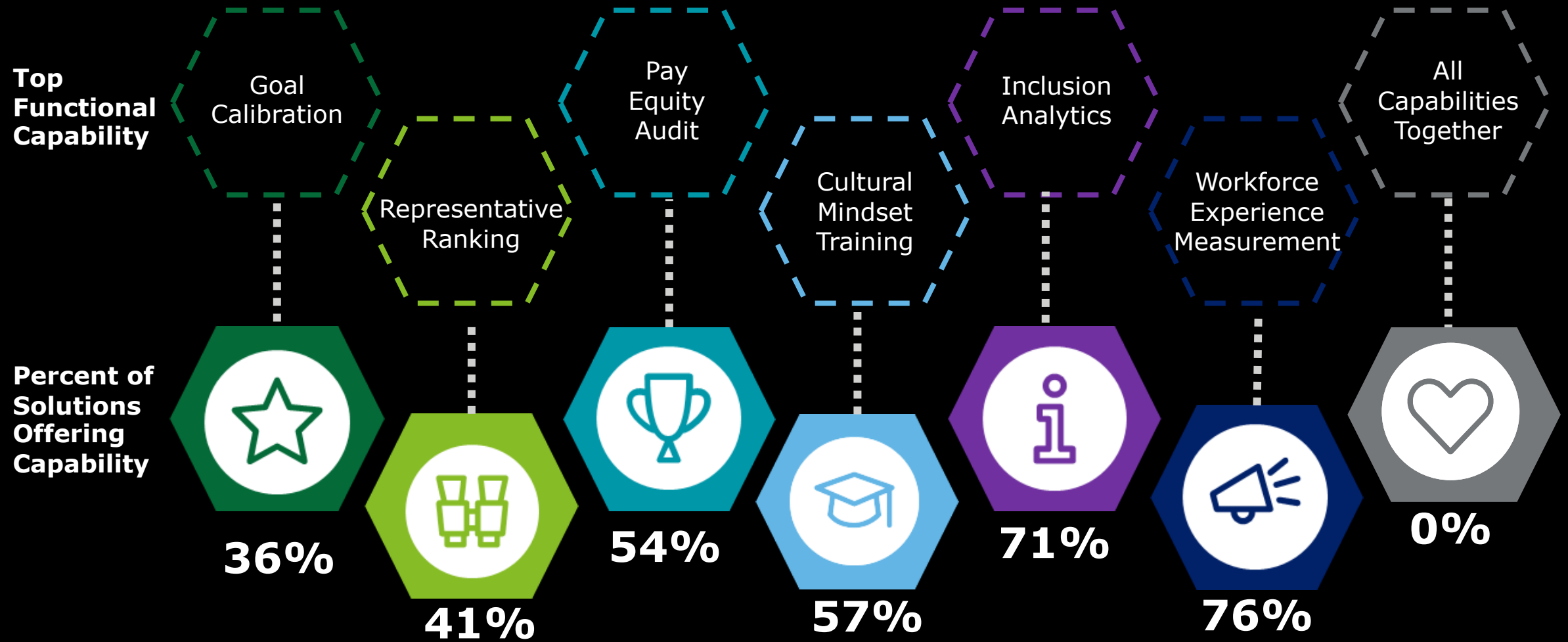


Availability of Inclusion Metrics



Source: Bersin diversity & inclusion technology provider landscape 2020.

Create an ecosystem to support diversity and inclusion strategy



Source: Bersin diversity & inclusion technology provider landscape 2020.



One voice can change
a room.

—*Barack Obama*

Source: <https://addicted2success.com/quotes/16-powerful-barack-obama-quotes-that-will-inspire-you-to-live-a-great-life/>

Poll:

What's the one thing you can do differently in measuring diversity and inclusion?





DEFINE THE PURPOSE

BEYOND DIVERSITY COMPLIANCE



MORE IS MORE

CHANNELS, FREQUENCY, INPUT



FOCUS ON ACTION

NUDGE, EMPOWER, ENGAGE



Questions





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