



a Landrum HR company

# IDEAL



*"Elevate yourself & those around you."*

The events of the last year have brought the topic of racial and socioeconomic disparity to the forefront and an even greater focus on diversity, equity, and inclusion in the workplace.

## THE INSPIRATION

When it comes to DE&I, we believe that "Inclusion" should come first: Inclusion, Diversity, Equity, & Authentic Leadership (in that order).

In an effort to advance conversations around the DE&I work needed within businesses, we facilitated several hrQ IDEAL Roundtables with a panel of Chief DE&I officers from Fortune 500 companies.

We're sharing feedback from these senior-level thought leaders for DE&I best practices and the work that they're doing right now to help guide you in making an immediate impact with your own internal strategies.

## CONTRIBUTORS

- Allison Lyons, Vice President, HR Business Partner Team, JPMorgan Chase
- Ben Hasan, Chief Culture Diversity Equity & Inclusion Officer, Walmart
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- Dean Delpeache, Sr. Manager, Diversity, Inclusion, Belonging & Equity Strategy, Fiix Software
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- Kim Arnold, Diversity, Equity, Inclusion & Talent Development Leader, Consultant
- Monica Martin, Head of Human Resources, Ben E. Keith
- Nichelle Grant, Head of Diversity Equity & Inclusion, SiemensUSA
- Oris Stuart, EVP, Chief People & Inclusion Officer, NBA
- Randy Wilson, Vice President, Organization Development & Personal Growth, First United Bank
- Tina Bigalke, Global Chief Diversity Officer, PepsiCo
- Treasa Bowers, Vice President & Chief Diversity Officer, 7-Eleven
- Yvonne Wolf, Former Head of Human Resources, Bill & Melinda Gates Medical Research Institute

# IDEAL SHIFTS FOR YOUR ORGANIZATION

INCLUSION | DIVERSITY | EQUITY | AUTHENTIC LEADERSHIP

## COME TOGETHER: LISTEN, LEARN, & CONNECT

- Engage all employees in respectful, open dialogue and encourage questions
- Amplify diverse employee voices (BIPOC, Latinx, LGBTQ+, women, etc.) who want to share their experiences
- Gather input and feedback to understand the challenges and issues
- Exchange ideas and solutions with other DE&I leaders and organizations
- Set the expectation that everyone, regardless of level, should take ownership of DE&I work
- Ensure the message is coming directly from the CEO and that this is a Board-Level initiative

## EDUCATE: A HEARTSHIFT, NOT A MINDSHIFT

- Remind individuals not to make assumptions based on a person's color, gender, or diversity
- Find ways to bring awareness to racial issues (e.g., white privilege, black tax, systemic racism, unconscious bias, etc.)
- Consider creating employee resource groups to provide support and help create an inclusive business culture and provide growth opportunities to participating employees
- Invest in anti-racism and cultural competence training -- don't rely solely on volunteerism
- Establish programs or groups to provide DE&I education throughout hiring, mentoring, training, development, business projects, and community relations
- Share the difference between justice, equality, and equity





### TAKE ACTION: ASSESS, UNDERSTAND, & ADJUST

- Consider DE&I focus in three areas: workforce, workplace, and marketplace
- Develop strategy aligned with business goals and involve all levels of organization
- Ensure a consensus and unified stance on the action plan from all employees
- Consult with experts to create verified, measurable goals — what gets measured gets done
- Create paid DE&I positions within leadership for qualified individuals
- Increase inclusion in written policies, benefit coverage, and options on official company forms
- Incorporate DE&I within talent acquisition, succession planning, and pay equity plans



### JUSTICE

The proactive reinforcement of policies, practices, attitudes, and actions that produce equitable power, access, opportunities, treatment, impacts, and outcomes for all.

### EQUALITY

The belief that individuals are morally, politically, and legally equal, and should be treated as such.

### EQUITY

The condition that would be achieved if one's race, gender, sexual orientation, religion, or other protected class characteristics no longer predicted, in a statistical sense, how one fares.

### PROMOTE "EACH"

*Empathy  
Accountability  
Courage  
Humility*



### BE ACCOUNTABLE: NOT A MOMENT, BUT A MOVEMENT

- Ensure that leaders are aware of concerns and that they're committed to momentum and sustainability
- Set expectations with the businesses you work with and support
- Remind all employees to bring discrimination or harassment matters to their supervisor or HR manager. Be clear that there can be no retaliation against any employee who raises a complaint
- Share progress results for transparency and accountability

### COMMIT TO CHANGE: STAY THE COURSE

- Continuously communicate the importance of DE&I strategy across the company
- Publicly commit to unwavering DE&I strategy and social justice
- Engage peers of those resistant to change in sharing the benefits they experience
- Involve marketing in adjusting branding to highlight DE&I, representing all staff (BIPOC, Latinx, LGBTQ+, women, etc.)
- Provide messaging to managers, sales staff, and executives to include DE&I in their communications
- Listening is the new leadership skill that needs to be optimized — Invest in organized sessions revolving around cultivating the art of listening, as that will help the ELT formulate the right strategies



### BENEFITS OF DOING THE WORK

- More diverse thought leadership
- Greater innovation in products, technology, and services
- Building familiarity, comfort, and trust among employees
- Growth in entrepreneurship in different demographics
- Providing more opportunities for everyone
- Knowing that you're on the right side of history

Get the support you need for building your ID&E team, strategy and other HR resources with our expert thought-leaders. See our upcoming webinars and events about DE&I initiatives, and learn how you can continue to elevate yourself and those around you.

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**LET'S CONTINUE  
THE DIALOGUE.**