



# THE DEIB ATLAS



## DIVERSITY, EQUITY, INCLUSION, AND BELONGING'S CONTINUOUS JOURNEY TO IGNITE CULTURE CHANGE

Diversity, equity, inclusion, and belonging (DEIB) are critical for the success of any organization. Taking bold actions to promote inclusive workplaces has proven to be a winning strategy.

An effective way to consider and implement the concepts of DEIB throughout an organization is to embrace a “DEIB Atlas” approach. The objective of the DEIB Atlas is to map a comprehensive course of a continuous learning journey. As such, the DEIB Atlas is a collection of the various maps that employees may follow on their individual journeys to becoming more evolved colleagues. Maps often intersect along an employee’s journey and the goal is to ultimately have most employees complete their DEIB learning journey at the same place.

Recent [social justice issues](#) have moved DEIB from a “nice to have” to an area that organizations cannot ignore. It is no longer enough to **say** that an organization is diverse or inclusive. Organizations must show they are taking action. More than ever before, people are expressing their desire to work for organizations with shared values, and where they feel a sense of belonging. A [survey](#) by McKinsey found that one of the top three reasons people gave for leaving their jobs during The Great Resignation was that they “didn’t feel a sense of belonging at work.”

Thriving organizations see DEIB as an investment and not a cost — an investment in their people, their greatest asset. When done right, not only do organizations win, but every team member also wins. The workplace becomes a place where employees are seen, heard, and feel valued, and ideas are shared, there are opportunities for innovation, and achieving common goals is celebrated. Research has shown that improvements in workplace culture have a positive effect on productivity, retention, and profitability.

Keep in mind that DEIB is not a destination, but a journey. It’s not a one-off training, but a continuous learning journey that builds and deepens over time. This journey is made up of various maps to meet the diverse learning needs of employees across all departments. Ideally, employees across all levels will have access to a DEIB Atlas so they can map their own course to growth.



## THE DEIB ATLAS: KEY MAP CONCEPTS

- What is DEIB?
- Learning at All Levels
- The Map to Learning
- Cultivating Belonging
- Getting Started

follow the map to belonging



# WHAT IS DEIB?

## DIVERSITY

refers to the different characteristics among a group of people. This includes race, ethnicity, gender, gender identity, sexual orientation, age and socioeconomics. It can also refer to many other factors, including differences in physical ability, veteran status, or whether or not someone has kids.

## BELONGING

is the emotional outcome that people want. It is the **feeling** of security and support one has resulting from a belief in being accepted and valued for being their 'authentic self.'

## EQUITY

is about treating everyone fairly and ensuring opportunities across the board.

DEIB

## INCLUSION

refers to the acts of valuing, respecting, and supporting individuals and perspectives, and enabling their full participation in a community. Inclusion is a matter of behaviors — the actions that help ensure the equitable and fair distribution of resources, and requires us to constantly assess who is left out and who is not represented.

# UNDERSTANDING INCLUSION



**EQUALITY** is that everyone gets the same book.



**DIVERSITY** is that everyone gets different types of books.



**EQUITY** is that everyone gets the book that is right for them.



**ACCEPTANCE** is understanding that everyone reads different types of books.



**BELONGING** is reading any book you want without fear of being judged.

# LEARNING AT ALL LEVELS



## CULTIVATING CULTURE: WORKING WITH HUMILITY

It is unquestionably important for DEIB efforts to start from the top. Successful DEIB programs need support and real leadership from the C-Suite. Employees see through empty talking points and are not fooled by words without action.

To create strong, positive workplace cultures, all employees need to be nurtured, encouraged, and provided opportunities for growth. A good first step is for leadership to set an example of working with humility. This means acknowledging that everyone has blind spots and that everyone should be open to growth.

Leaders who are open to taking an honest look into their workplace culture, listening to feedback from their under-represented populations, and acknowledging where there is room for improvement have the best chance for cultivating strong, positive workplaces for all employees.

To be truly successful in creating The DEIB Atlas, employees across all levels need to be involved. This allows every person to bring their diverse perspectives and ideas to the table. These may include:

- DEIB Task Force or Council that meets monthly to voice concerns and implement initiatives
- Mentorship Programs for employees from different backgrounds and with different skill sets
- Crisis Strategy to guide employees through traumatic and tense social justice and political issues



## CASE STUDY: RECOGNIZING AND ADDRESSING BLINDSPOTS

A large financial organization with proactive DEIB and HR teams recognized that they did not have a Company-wide Diversity and Inclusion program designed to address the specific needs of their employees with disabilities. Their first step to address this gap was to reach out to their **Employee Resource Group (ERG)** for employees with disabilities to listen to their needs and learn about their experiences. The HR and DEIB teams agreed that the entire organization could benefit from disability etiquette training and sought to find a solution that was scalable to the entire organization and addressed the issues facing their employees in a positive and constructive way. As a second step, they included members of the ERG in their search and development of a training program and launched a company-wide initiative to train everyone on Disability Etiquette. With the input of their employees, they created a program that goes above and beyond just compliance with disability laws and focuses on how to include and embrace their colleagues with disabilities. The training proved to be a great success. The employees with disabilities who had shared their needs and experiences felt heard and supported and employees throughout the organization appreciated the opportunity to learn so that once they knew better they could do better.

# LEARNING AT ALL LEVELS (CONT)



## ADDRESSING UNCONSCIOUS BIAS

It's also important to address [Unconscious Bias](#) (UB) when building a successful DEIB Atlas. It is essential to address UB education on an ongoing basis, with periodic check-ins, as it is often the root of deeper issues and problems within an organization. Research has shown that it is easy to spot bias in others. It's much more difficult to recognize our own. Ensuring that everyone has an awareness of how bias manifests in the workplace, and how to prevent unconscious bias from impacting daily business decisions, creates a work atmosphere that is open to accepting new DEIB initiatives.



## EMBEDDING EMPATHY & ALLYSHIP

It is essential for leaders at all levels to lead with emotional intelligence and empathy to create a team that feels valued and heard.

According to a recent study conducted by Ernst & Young LLP, 90% of workers in the United States reported that emotionally intelligent and empathetic leadership — the kind that emphasizes “transparency, fairness, and follow-through” — led to higher job satisfaction; 79% of workers said it decreased turnover. With these staggering results, HR leaders and organizations must ensure they are prioritizing the development and execution of these essential skills amongst their leaders.

Additionally, according to a **Change Catalyst** study, 50% of women and 53% of LGBTQ+ professionals report they are more likely to stay at their current job when they have allies at work. Allies encourage inclusion by listening to, advocating for, and amplifying the voices of historically under-represented and marginalized employees.

The good news is that empathy, emotional intelligence (EQ), and allyship can be learned when powerful cultures encourage and reward appropriate behavior. Evolved organizations have the following:

- Strong core values and commitment from the top
- Emphasis on civility, respect and empathy; not merely compliance with law/policy
- Communication that fosters collective purpose and builds trust
- Authentic leadership
- Emotionally intelligent and empathetic communication and feedback



# THE MAP TO LEARNING

The DEIB Atlas should include both required learning and encouraged learning, so that each employee feels some control over their own map to belonging.



## REQUIRED LEARNING MAP FOR ALL EMPLOYEES:

### eLearning

DEIB eLearning courses should lead with curated course content that goes deep on the challenges that matter most, and be designed to teach the learner how to incorporate empathy into their interactions with colleagues and supervisors. eLearning should:

- Educate, build empathy, and teach strategies to neutralize bias
- Present dynamic exercises
- Provide relevant, real life scenarios and interactions

### Instructor Led Training

Instructor Led Training complements eLearning by utilizing highly knowledgeable and experienced subject matter experts as facilitators, so employees will benefit from decades of experience from professionals who can answer any question and will encourage discussion in an engaging and participatory way.



## ENCOURAGED LEARNING MAP FOR ALL EMPLOYEES:

Providing encouraged learning resources will help foster long-lasting change by giving all employees control over their own map to support the continuous learning journey to DEIB. These additional resources will provide employees with the ability to take a deeper dive on topics that they find most meaningful.

- [Glossaries and Handouts](#)
- [Podcasts](#)
- [Webinars](#)
- [Social Media Forums](#)
- [News Articles](#)
- [eBooks](#)



## MICROLEARNING

Whether learning is **Required** or **Encouraged**, it should include microlearning, which is typically fast and short, maximizing learning in a minimum amount of time. Research shows that micro actions are sustainable over the long term. Integrating micro actions into daily workflows will help generate momentum so employees change behavior over time as they follow the map of their DEIB journey. Types of [microlearning](#) include:

- Short Animated Videos (Microbursts)
- Podcasts/Webcasts
- Expert Videos and Webinars
- Infographics

# CULTIVATING BELONGING



Some leaders hope that as their organizations focus on DEIB, a sense of belonging will naturally follow. But experience has shown that for something like this to grow, it needs to be addressed head-on. This starts with clear communication — and repeating the message often in onboarding, staff meetings, corporate communication and town halls demonstrates the company’s commitment. The more you talk about belonging, the more aware your employees will be that you’re committed to helping them feel it.



**DIVERSITY IS A FACT, BUT INCLUSION IS A CHOICE WE MAKE EVERY DAY. AS LEADERS, WE HAVE TO PUT OUT THE MESSAGE THAT WE EMBRACE AND NOT JUST TOLERATE DIVERSITY.”**

- Nellie Borrero, *Managing Director, Senior Strategic Advisor - Global Inclusion & Diversity at Accenture*

# GETTING STARTED

Research shows that organizations that want to grow and thrive need to embrace DEIB and take an active role in fostering such a workplace culture.

Successful DEIB programs are promoted and nurtured every day, and are maintained, updated and managed on a continuous basis as employee needs change, as business needs change, as the world around us changes. Training, when meaningful, can make a great difference for employee success, work productivity, and happiness in the workplace.



For help becoming the organization that reinforces diversity, [email](#) our **Culture and Organizational Development Team** to help create your DEIB Atlas. The more DEIB catches on — in a real, sustained way — the more employees and organizations stand to gain.



## Make the SHIFT today

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