

Effective DEI Strategies

CUNY IOP Network

I-O Talk

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Introductions

Introduction: Rebecca

- Rebecca is a PhD student in Psychology (Industrial-Organizational Psychology) at the University of Georgia
- Research Interests:
 - Diversity, Equity and Inclusion
 - Intersectional microaggressions
 - Neurodiversity
 - Personnel Selection
 - Personality



Introduction: Lorena

- Lorena is a PhD Candidate in Psychology (Industrial-Organizational Psychology) at the University of Calgary
- Research Interests:
 - Diversity, Equity and Inclusion, Social Justice and Systemic Discrimination
 - Gender studies in Science, Technology, Engineering and Mathematic Fields



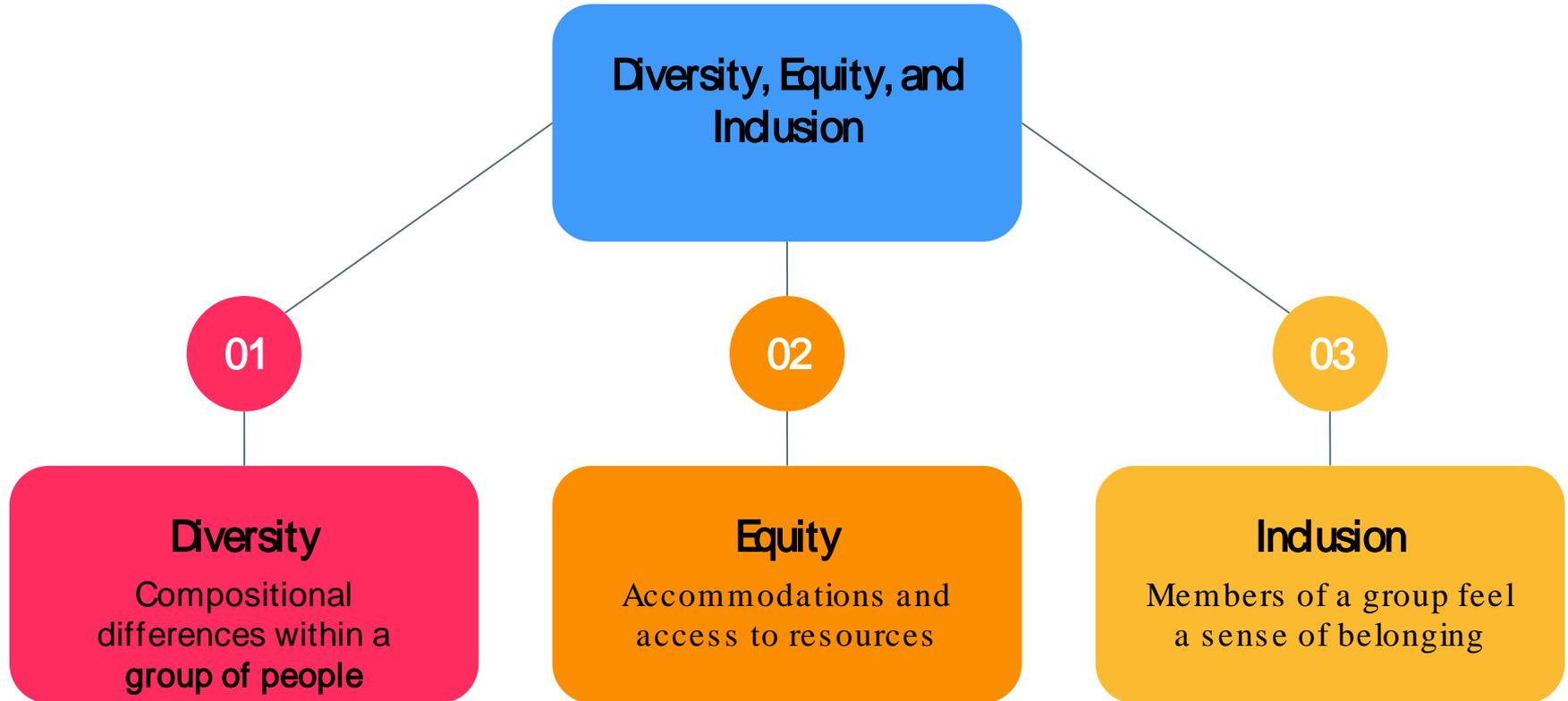
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Defining Diversity, Equity, and Inclusion

Establishing a Common Language

Breaking Down Key Terms



CUNY's Vision for Diversity through Mission

The University respects individuals while **acknowledging the differences** among them. These differences include, but are not limited to, **race, national-origin, ethnicity, religion, age, gender, sexual orientation, gender identity, disability, and socioeconomic status**. However in order to create a vibrant academic, intellectual, and cultural environment for all, the **University must move beyond representation to genuine participative membership**. Thus, the University seeks to develop a community that is **inclusive** of all individuals and groups.



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Create a Safe Environment

Creating a Safe Environment

- A safe environment prior to, during, and after DEI trainings is essential to successful, positive changes in attitude
 - Psychological Safety “Feeling Safe”
 - Work Group Involvement “Sense of Belonging”
 - Emphasize respect and value

Creating a Safe Environment

- **Psychological Safety “Feeling Safe”**
 - “For example, a woman who expresses views that are associated with her female identity (e.g., the need for equal pay for men and women) would feel safe in doing so”

Creating a Safe Environment

- **Work Group Involvement “Sense of Belonging”**
 - Feeling like an insider
 - Having access to critical information and resources
 - “For example, an academic department dominated by tenure track faculty that supports the full sharing of information to all junior faculty”

Creating a Safe Environment

- **Feeling respected and valued**
 - Being treated as an appreciated and esteemed member of the group
 - Creating accountability for any remarks that devalue or disrespect identity groups

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Aligning the Goals and the Design of Your Training

Three Fundamental Goals of DEI Trainings

01

Create Awareness

Use awareness to improve the environment

02

Acknowledge Biases and Prejudices

Learn skills to address biases

03

Recognize Diversity as an Asset

Leverage diversity to improve performance



Attitude Change

The ABCs of Attitudes



Targeting Affect

- **The Appeal**
 - Increase empathy and compassion
- **The Challenge**
 - Unintentional negative feelings towards out-groups
- **The Solution**
 - Use active learning strategies
 - Create longer trainings (> 4 hours) or multiple trainings



Active Learning Strategies

- Interaction is important no matter what modality the training is presented.
 - Interaction is especially important for affective outcomes
 - Active forms of instruction include individual and group exercises, scenario based learning, and role-playing
 - Lectures are still a prominent format, but should be as interactive as possible to facilitate discussion

Length of Training

- Research suggests that trainings of 4+ hours are more effective for affect-based outcomes
 - Allows for more interaction and discussion
 - Participants have time to process information and respond, versus react
 - Promotes a sense of importance

Targeting Behavior

- **The Appeal**
 - Typically, there is an immediate increase from pre- to post- training evaluations
 - Visible
- **The Challenge**
 - Behavioral change in a one time DEI training is not sustainable
- **The Solution**
 - Create incentive and reward structures
 - Focus on transfer of training
 - Change underlying attitudes



Transfer of Training

- The knowledge, skills and ability from the training can be generalized to different contexts (e.g., different settings, people, and situations) over time
 - People must be sufficiently motivated to carry knowledge, skills, and ability from training to “normal” environment
 - Higher levels of motivation will increase the effectiveness of the training
 - Creating resources as cognitive reminders
 - Highlights the importance of safe environments and error management

Participant Motivation

- **Mastery/ Goal-Orientation**
 - Be aware of the initial motivation of participants at the beginning of the training
 - Higher levels of motivation will increase the effectiveness of the training

Participant Motivation

- **Social Support**
 - People are more influenced by their peers than their supervisors

Targeting Cognition

- **The Appeal**
 - Knowledge acquisition
 - Research has shown large effects of DEI trainings on cognition
- **The Challenge**
 - Participants feel as if they are an “expert” in DEI topics, which decreases empathy, sensitivity, and openness to change.
- **The Solution**
 - DEI education vs training
 - Avoid reinforcing stereotypes



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Other Design Considerations

Instructor Characteristics

- **Affective Trainings**
 - Direct manager/ supervisor has a bigger impact
- **Cognitive Trainings**
 - Internal personnel (e.g., HR, DEI manager) are more effective

Training Format

- **No evidence that training choice (voluntary vs mandatory), training type (awareness and skill vs awareness only), compliance/legal content, or training focus (differences only vs similarities and differences) had an effect on outcomes**
 - It is more important to create environment in which discussion is encouraged and inclusion is emphasized
- **Specific DEI trainings targeting specific identities are more effective**
 - Define what diversity means to your organization
 - A specific DEI training done well is more effective than a broad DEI training done poorly

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Creating Sustainable Change

Organizational Strategy: Prevention Orientation

- **Organizational policies and compliance to laws**
 - Legal recourse
- **Management of discrimination**
 - Addressing subtle and overt discrimination at all levels
 - Macro: Hiring, retention and promotion
 - Micro: Interpersonal and micro-aggressions



Organizational Strategy: Promotion Orientation

- Having influence on decision-making
 - Employees feeling that their ideas and perspectives are influential and that they are listened to



Organizational Strategy: Promotion Orientation

- **Authenticity “Uniqueness”**

- Employees can share valued identities that may differ from dominant organizational culture or employee lifestyles without repercussion.
- For example, religious minorities are given the opportunity at work to wear clothing and engage in practices that reflect their affiliation.



Organizational Strategy: Promotion Orientation

- **Recognizing, honoring, and advancing of diversity**
 - Implementing on-going strategies that contribute to diversity at all levels.
 - Elimination of impediments to upward mobility, including equitable salary and advancement opportunities for members of historically marginalized identity groups at work



Systems Manifestation: Macro- Level Examples

- **Hiring Practices**
 - Tool used to hire employees should reflect job performance
 - Measure a range of competencies relevant to the job
 - Remove any form of stereotype threat
 - Remove any form of adverse impacts



Systems Manifestation: Macro- Level Examples

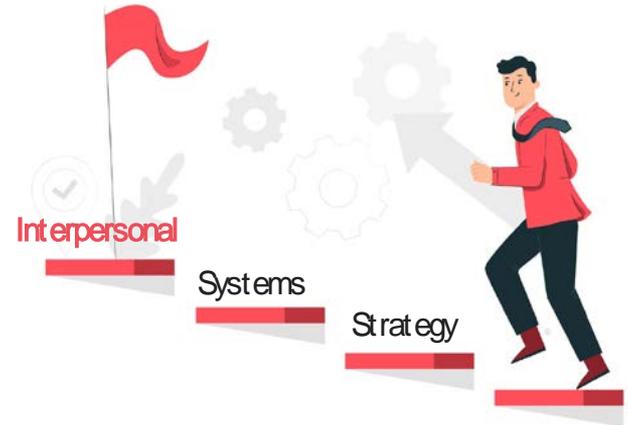
- **Performance Management**
 - Remove unconscious bias from performance reviews
 - Improve delivery of performance reviews
 - Reviews should focus on performance related information only



Interpersonal Manifestation: Micro-Level Examples

- **Role of Employees**
 - Provide support (listening)
 - Confront bias (intervene)

- **Role of Managers**
 - Be aware of own blind spots
 - Question assumption
 - Be role model of inclusion



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Key Takeaways

Key Takeaways

Create a Safe, Inclusive Environment

Establish a sense of belonging and psychological safety

Define Measurable Goals

Identify which of the ABCs you will target and design your training accordingly

Engage in Critical Evaluation

The evaluation of your training must be at multiple time points

Set Yourself up for Sustainable Change

DEI should be embedded within the policies and culture of the organization

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Discussion and Questions

Thanks!

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