

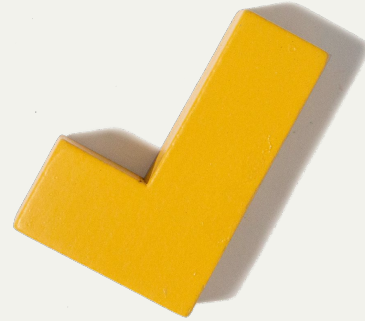
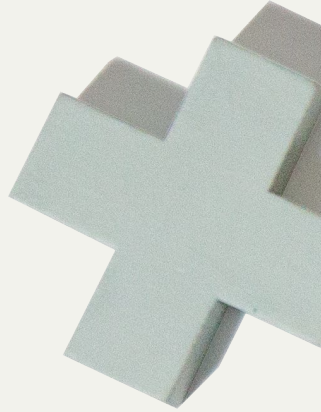
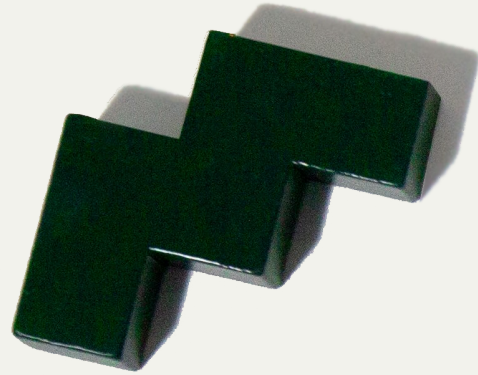
The Future of DEI in 2024

Jamie Ousterout, CDE®
Chief Experience Officer



**the
diversity
movement**

A Workplace Options Company





Business Macrotrends in 2024



Organizations are still adapting to **changing work environments** brought about by COVID-19.



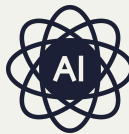
There is not just an increased awareness, but also a **commitment to employee mental health, well-being, and engagement.**



Layoffs and economic uncertainty remain an issue.



Workplace **demographics** continue to evolve.



Technology continues to develop rapidly, especially with **AI.**



Continued **political shifts**, especially in the United States, and **a year of elections ahead.**



Generation Z

Born 1997-2013

Grew up in the information age, experienced economic insecurity during Great Recession, and with school shootings

Most **ethnically diverse** generation and the generation that identifies more than others as members of the **LGBTQ+ community**

Newest members of the workforce, *and* will comprise **25%** of the workforce by 2025

Believes in the importance of **DEI**

Expects more from their workplace, especially in terms of **inclusive workplace culture**, work-life integration, and wellness

Gen Z will **change jobs 10 times or more** between the ages of 18 and 34



Employee Engagement Provides the Ingredients for a Thriving Organization

Highly-engaged employees generate **18% more in sales** and are **14% more productive** (one month additional work).

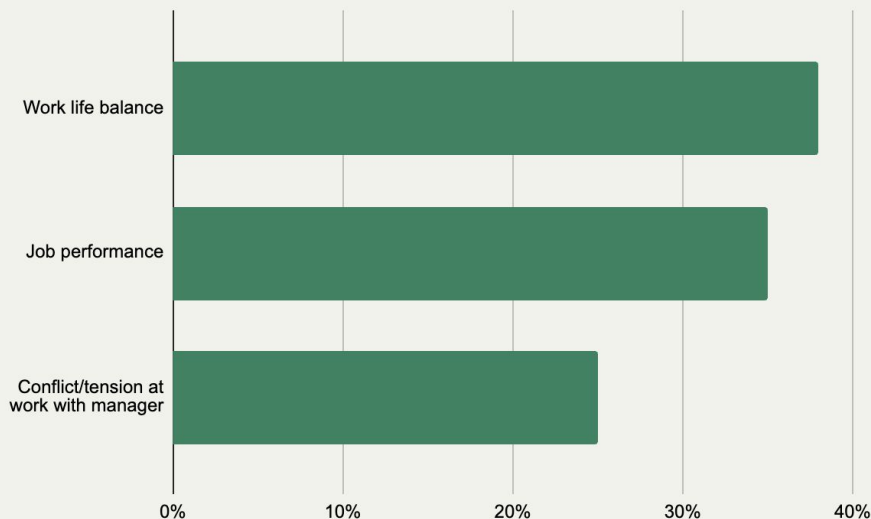
Employees who feel their voice is heard are **4.6 times more likely to** feel empowered to **perform their best work**.

Companies with high-trust cultures **rebound** from global interruptions, such as recessions and pandemics, the **fastest**.

Engaged employees **reduce absenteeism by 41%**.

Yet Most Organizations Are Struggling to Do This Well

Teams are having crisis of engagement.



Causes of Workplace Stress in the US

32%

Employees engaged at work in US
(23% globally)

70%

Managers with no formal training in how to
lead a hybrid team.

Source: Workplace Options, Gallup

Leaders and teams needs a new approach

Organizational Objectives

Employee Engagement

Team Outcomes

Collaboration

Productivity

Innovation

Retention

Individual Needs

Well-Being

Belonging

Trust

Leadership Strategies

DEI

Inclusive Leadership

Communication

Psychological & Physical Safety

Relationship-Building

Professional & Career Development



DEI needs a better communications strategy

- **(Re)define DEI and combat misinformation**
- **Connect DEI to employee engagement, well-being, and business strategy**
- **Find common ground**
- **Share success stories and tell personal stories**
- **Embrace ongoing learning**

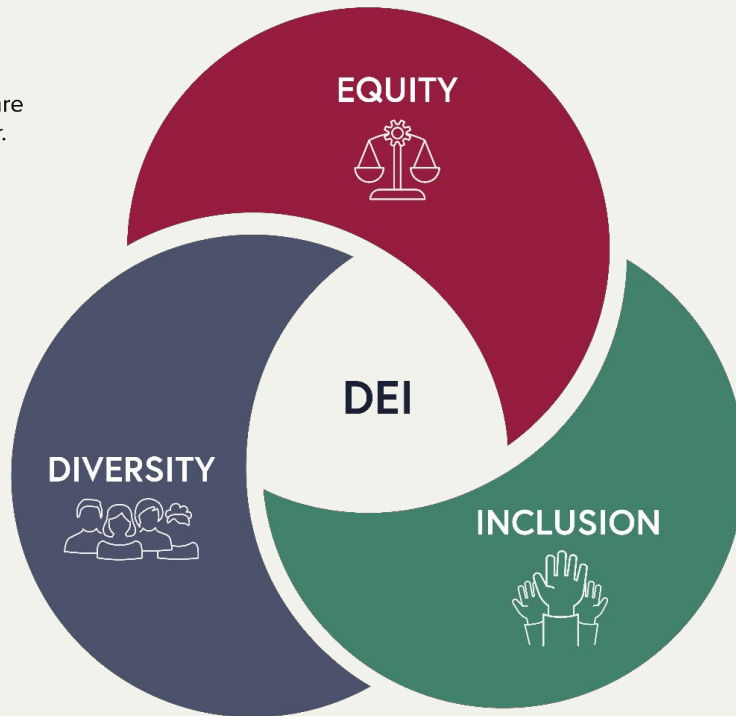


DIVERSITY

reflects the ways people are different from one another. This goes beyond the boundaries of race and gender to include culture, age, sexual orientation, ethnicity, socio-economic background, religion, neurodiversity, gender identity, experiences, disability, and invisible illness.



the
diversity
movement



EQUITY

creates fair treatment, access, opportunity and advancement for individuals by establishing systems and processes that counteract social inequities and prevent the formation of barriers.

INCLUSION

fosters an environment where individuals feel safe to engage and participate fully because they feel respected, free to express their ideas and valued for their unique voice, perspective and abilities.



DEI Misinformation

“DEI is an HR issue”



DEI is a business imperative that affects all areas of the organization.



“It’s just a focus on quotas”



DEI is a focus on creating a culture that values and embraces diversity.



“DEI is just race and gender”



DEI encompasses a wide range of identity factors including age and religion.



“It’s a political issue”



DEI is about using the right tools and mindset to attract and retain the best and brightest talent.





Why DEI Matters to the Business

- Happy workers are **13% more productive** which equates to almost an **additional full work day each week.** ([Forbes](#))
 - Teams make better decisions than individuals **66%** of the time, and diverse teams make **better decisions 87%** of the time. ([Cloverpop](#))
 - Diversity **increases innovation 20%, improves decision-making quality 20%, and reduces risk 30%.** ([Deloitte](#))
 - Gender diverse companies are 21% more likely to see **above-average profitability** and those who were ethnically diverse saw an additional 33% increase ([McKinsey](#))
 - 75% of companies with diverse frontline decision-makers **exceed financials goals** ([Gartner](#))
-



13%

of annual resignations are partly due to dissatisfaction with a company's DEI efforts

\$75,000

X

50-200%

=

**\$37,500-
150,000**

**Annual salary of
employee**

**Replacement cost
for an employee**

**Replacement cost
Cost of losing an
employee due to
dissatisfaction with DEI
efforts**



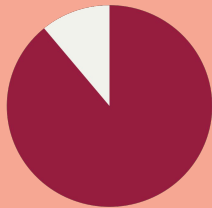
Potential Customers: Purchasing Power

Women

\$6.4 trillion buying power in the U.S.

\$31.8 trillion buying power globally

Make up to **89%** of household buying decisions worldwide.



LGBTQ+ Individuals

\$1 trillion buying power in the U.S.

\$3.6 trillion buying power globally

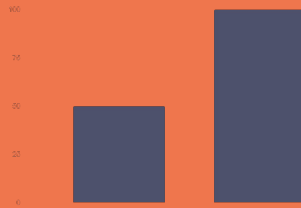
Fastest-growing market segment in the U.S.



Racially & Ethnically Diverse People

\$4.7 trillion buying power in the U.S.

Buying power has **increased over 100%** in last two decades.



People with Disabilities

Working age people with disabilities have a disposable income of **\$490 billion**.

1 in 4 people in the U.S. self-identify as having a disability.





Communication Best Practices: Finding Common Ground

“Help me understand.”

Replace the word “but” with the word “and.”

“What do you mean by that?
Can you explain?”

Focus on understanding... not “winning”.

“I’m curious.
What makes you say that?”

Be curious. Not confrontational.

“I’m not trying to change your mind...I’m trying to open your mind.”

Remember:
More bridges,
fewer barriers.

Inclusive Leadership: 7 Competencies



Inclusive Professional & Career Development is Critical

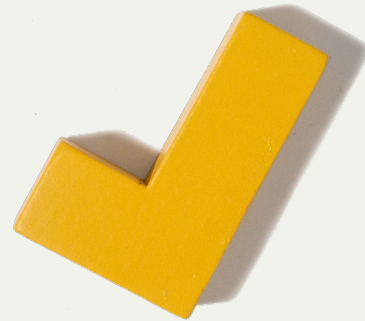
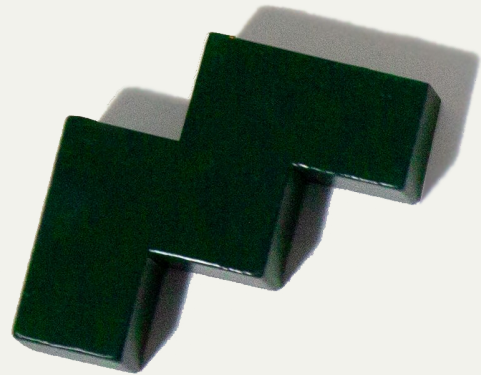
➤ **TDM Survey Says:**

Only 56% agree that compensation is fair relative to similar roles.

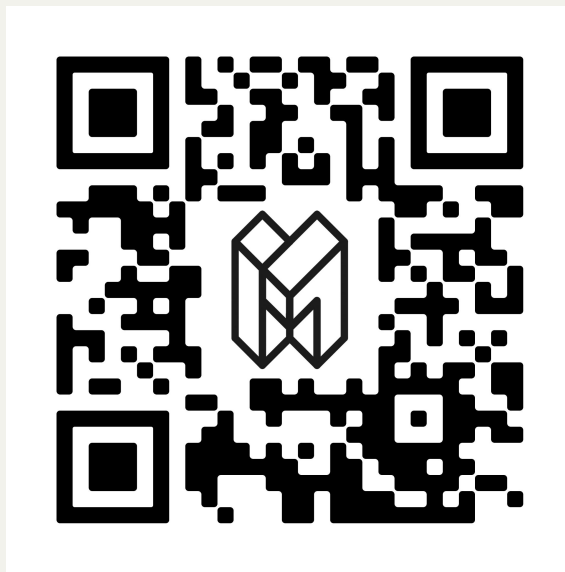
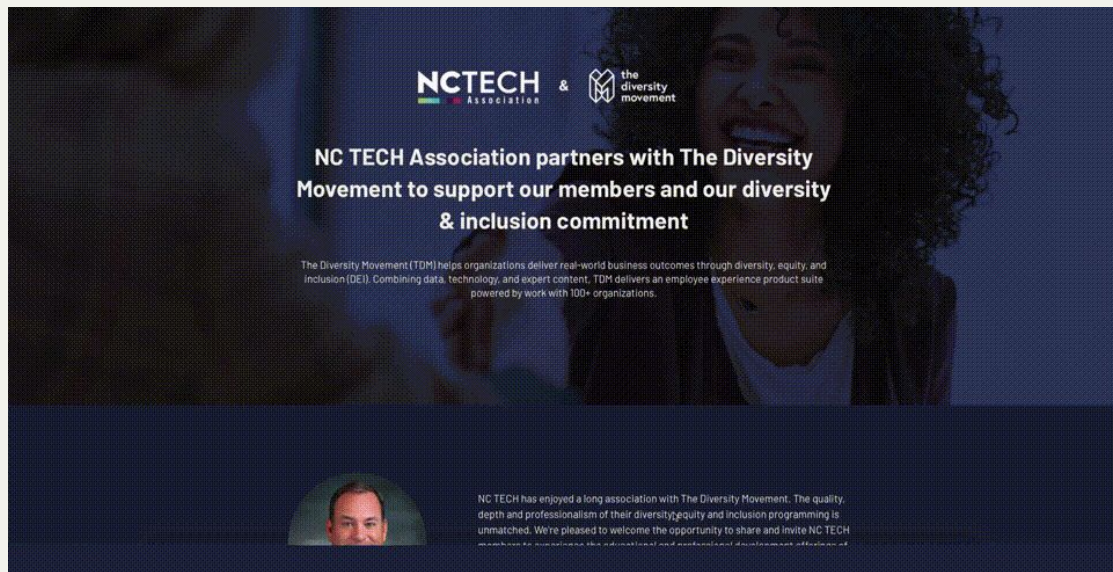
➤ **TDM Survey Says:**

Only 50% agree that promotion decisions are fair.

Q&A



Resource Page, including White Paper



<https://landing.thediversitymovement.com/nc-tech/>

Thank You | Let's Stay Connected!



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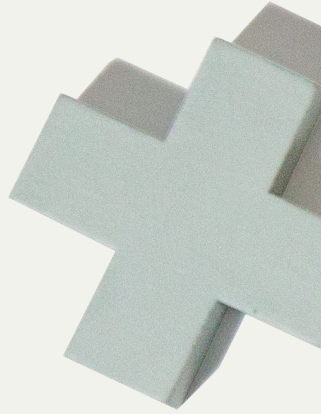
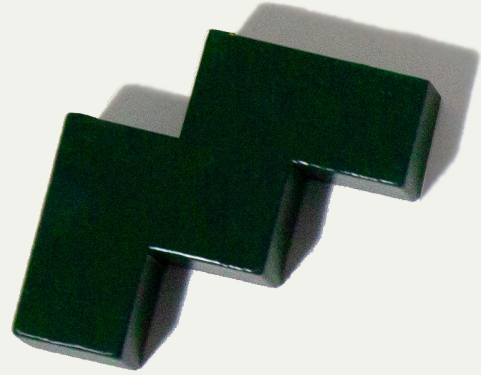


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[Jamie Ousterout](#)

Appendix





Communication Best Practices

Use inclusive
language

Be aware of bias

Listen

Understand
meeting goal(s)
and agenda

Consider how
others like to
communicate

Ask intentional and
thoughtful
questions

Demonstrate
empathy

Be willing to give
and receive
feedback

Admit mistakes



Psychological Safety Is Essential for Organizational Resilience and Success

Psychological Danger

- Fear of Mistakes
- Fear of Consequences
- Blaming Others
- Lack of Trust
- Competitiveness
- Unable to Share Ideas

Psychological Safety

- Comfort Owning Mistakes
- Openly Share Ideas
- Increased Innovation
- Learn from Failure
- Trust
- Unique Skills Valued

Workplace Concerns Impeding Psychological Safety



Bullying/Harassment



Job Performance



Conflict of Values



Work-Life Balance



**Conflict/Tension with
Manager**



Lack of Recognition



Daily Work Activities



Lack of Career Development

Workplace Options Psychological Safety Study Across 9 Countries



Relationship-Building: The Value of Recognition

84% of workers who receive regular recognition say they feel more fulfilled in their work

89% say they feel more motivated

78% of employees who receive recognition report feeling more committed to their organization

Source: [Workhuman](#)



Relationship-Building: Feedback

Asking teams to provide input and feedback/input in a variety of ways builds psychological safety and increases inclusive practices. Structure and clear expectations are also a key component of successful and inclusive feedback/input processes.

Group Settings

**1:1
Meetings/Review
/Stay Interview**

**Email/
Slack**

**Anonymous
Forms**

Career Development: Importance of Mentorship & Sponsorship

	Mentor <i>Talks with you</i>	Sponsor <i>Talks about you</i>
Definition	A mentor informally or formally helps you navigate your career, providing guidance for career choices and decisions.	A sponsor is a senior leader or other person who uses strong influence to help you obtain high-visibility assignments, promotions, or jobs.
Who Drives the Relationship?	You drive the relationship. Your mentor is reactive and responsive to your needs.	The sponsor drives the relationship, advocating for you in many settings, including behind closed doors.
Actions	Help you determine possible career paths to meet specific career goals.	Advocate for your advancement and champion your work and potential with other senior leaders.

Source: Addy Osmani, based on Catalyst.org guidance