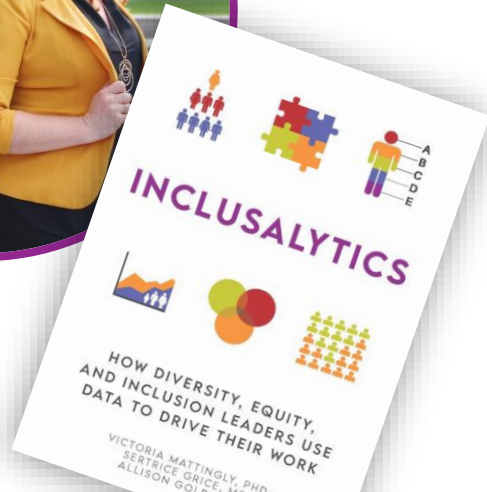# Inclusalytics:
Turning Workplace Inclusion into a Measurable Construct

Victoria Mattingly, PhD

Mattingly Solutions

Nice to meet you!

- Victoria Mattingly, PhD (Dr. V)
  - CEO & Founder
  - Based in Pittsburgh
- Sertrice Grice, MS
  - Chief Consulting Officer & Co-owner
  - Based in Raleigh, NC
- Karaoke enthusiasts
- Organizational psychologists
- DEI + Data experts
- Co-Authors of **Inclusalytics: How DEI Leaders Use Data to Drive their Work**
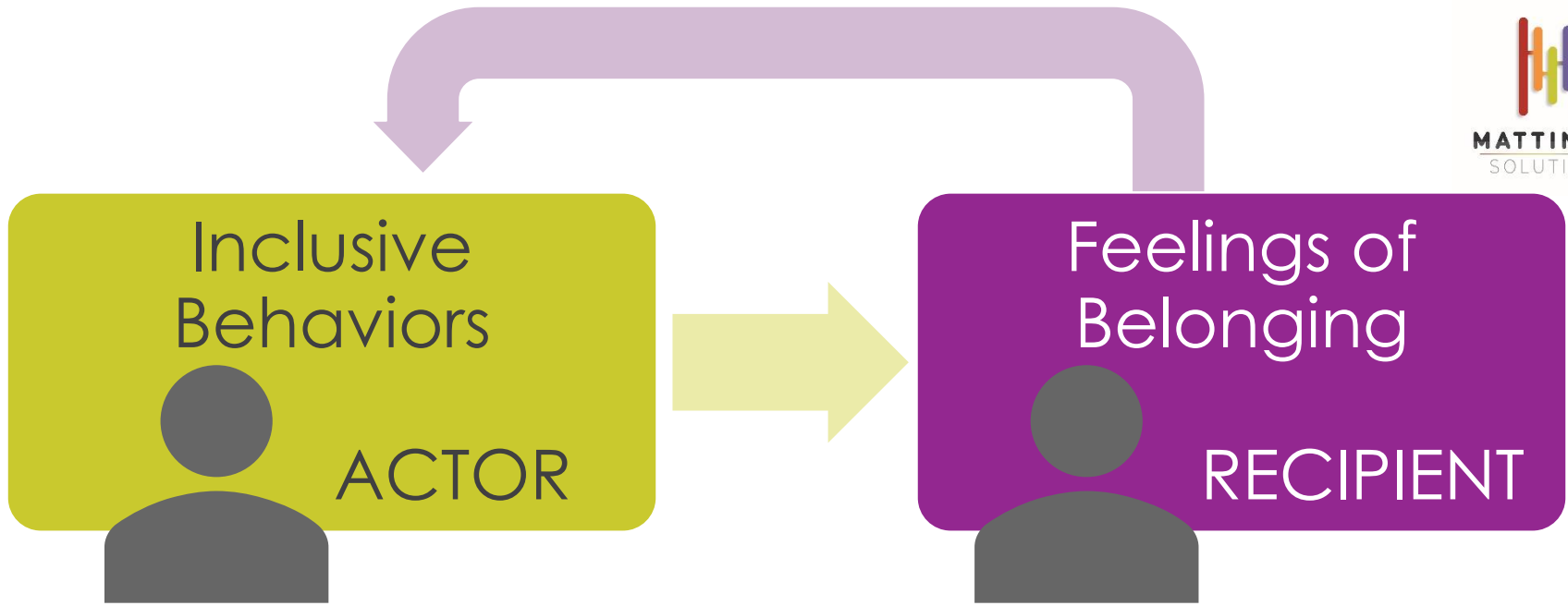
Diversity is how we **see** each other

Equity is how we **elevate** those who have been historically left behind

Inclusion is how we **treat** each other

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D + E + I = B Belonging

Feeling valued respected, seen and heard

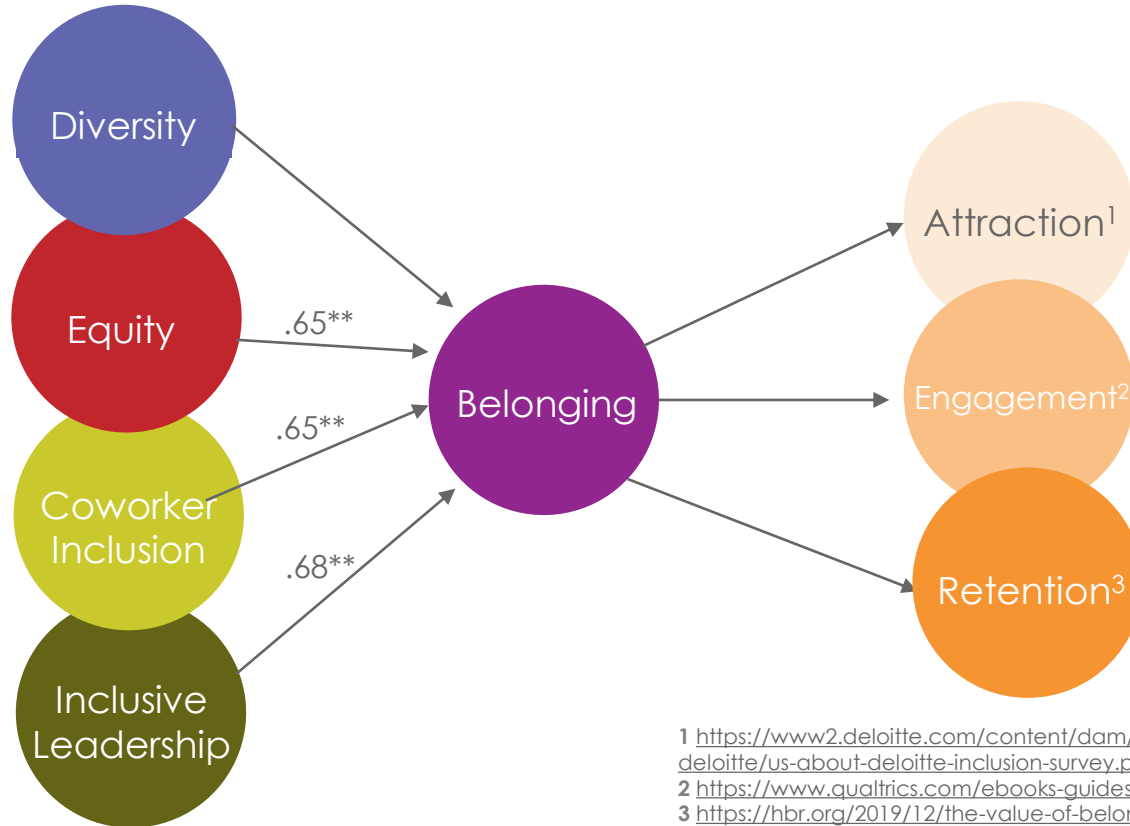Inclusive Behaviors

ACTOR

Feelings of Belonging

RECIPIENT

Sub-factors:

1. Between coworkers
2. Supervisors to subordinates
3. Senior leaders to workforce

Inclusion occurs when an actor's **behaviors** results in a recipient **feeling** valued, respected, seen and heard.

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Belonging is key

Diversity

Equity

.65**

Coworker Inclusion

.65**

.68**

Inclusive Leadership

Belonging

Attraction[1]

Engagement[2]

Retention[3]

N=344
** indicates $p < .01$.

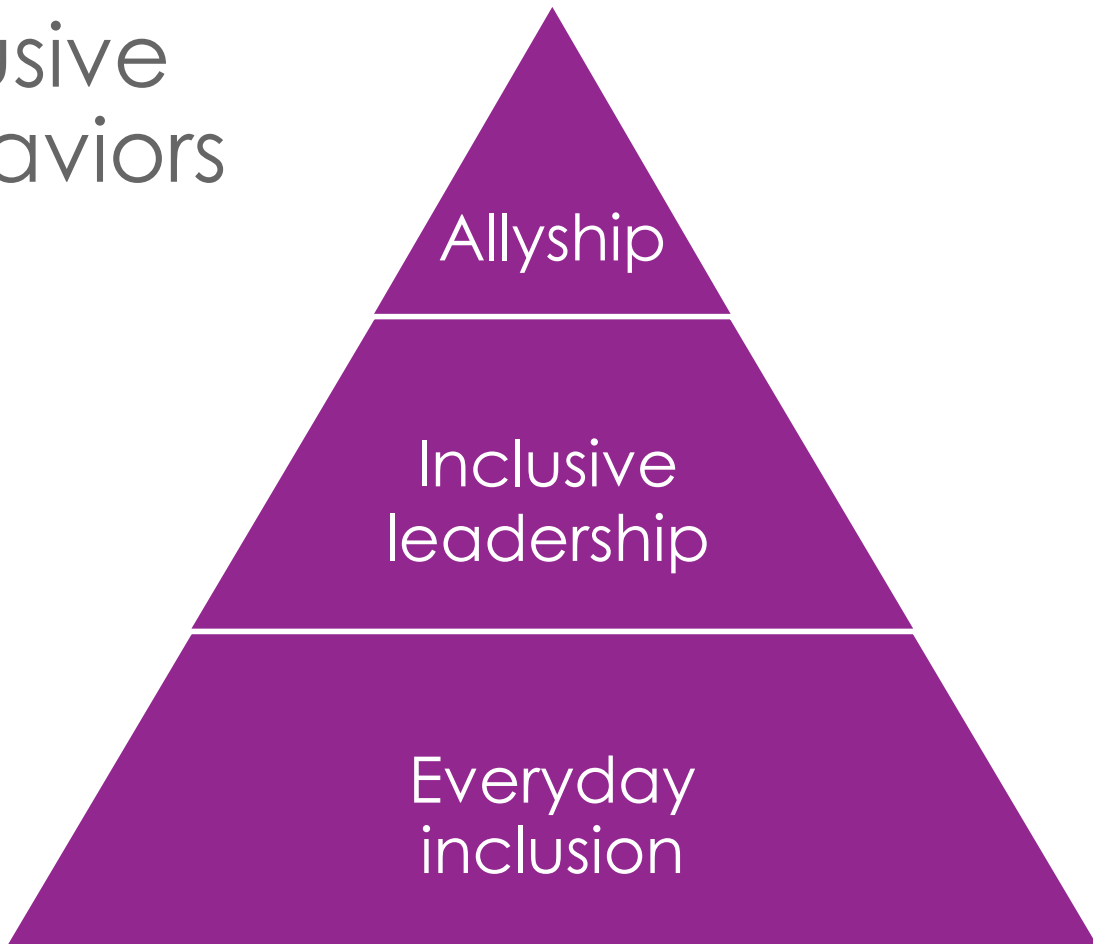1 https://www2.deloitte.com/content/dam/Deloitte/us/Documents/about-deloitte/us-about-deloitte-inclusion-survey.pdf
2 https://www.qualtrics.com/ebooks-guides/employee-experience-trends-2022/
3 https://hbr.org/2019/12/the-value-of-belonging-at-work

Inclusive behaviors

Inclusive behaviors

Allyship

Inclusive leadership

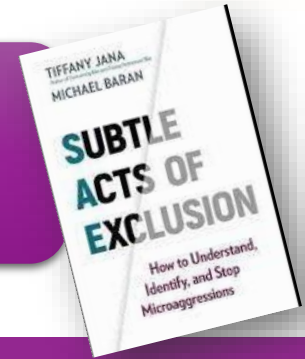Everyday inclusion

Microaffirmations

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What are microaggressions?

Subtle words/actions that cause harm toward those from under-represented groups

*Often unintentional, but impact over intention

Subtle Acts Exclusion

TIFFANY JANA
MICHAEL BARAN

SUBTLE
ACTS OF
EXCLUSION

How to Understand,
Identify, and Stop
Microaggressions

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What are micro**affirmations**?

Intentional Acts of Inclusion

Subtle words/actions that make others (esp. those from under-represented groups) feel valued, respected, seen, and heard

Inclusive behaviors

Allyship

Inclusive leadership

Everyday inclusion

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Inclusive Leadership in Action

1. Display visible commitment to DEI
2. Demonstrate self-awareness & humility
3. Express curiosity
4. Tell stories about DEI
5. Role model inclusive behaviors to others

Inclusive behaviors

Allyship

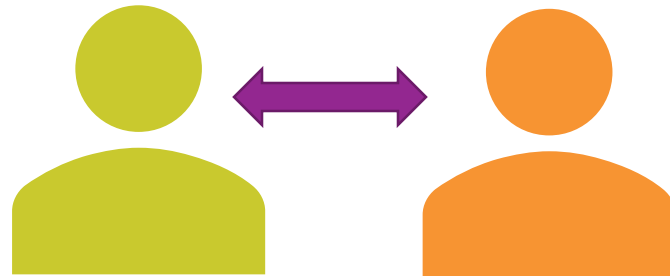Inclusive leadership

Everyday inclusion
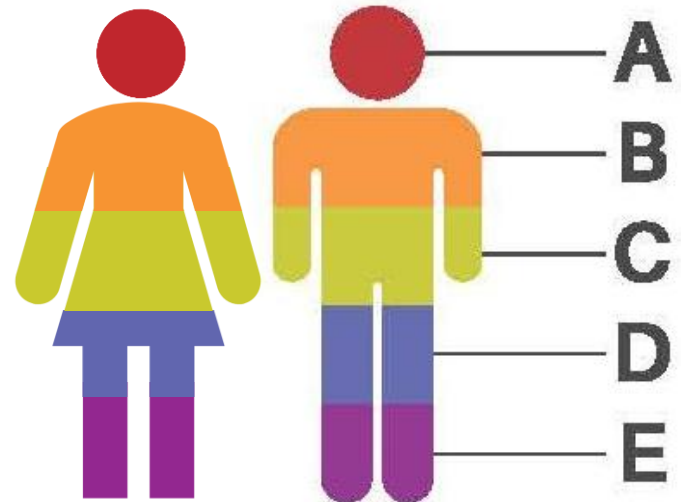
What is ALLYSHIP?

Allyship is an ongoing **relationship** between an ally and their partner, working together toward the shared goal of fairness, equity, and social justice.

Allies…
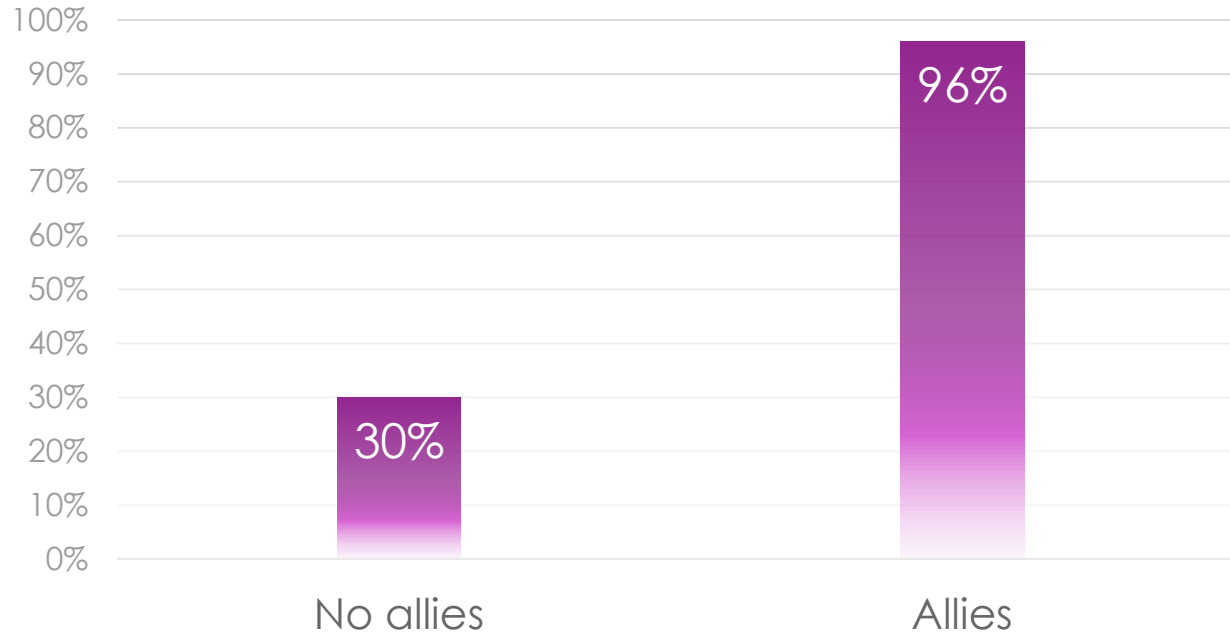1) Use their power and status
2) To support and advocate for
3) Someone who doesn't share a key part of their identity

Ally measurement should target the RECIPIENT of allyship

DEI Progress with Allies

Bar chart comparing DEI progress. "No allies": 30%. "Allies": 96%.

https://www.bcg.com/en-us/publications/2017/people-organization-behavior-culture-five-ways-men-improve-gender-diversity-work

Engaging allies across the organization

Top down: Senior leaders

Bottom up: Majority group members
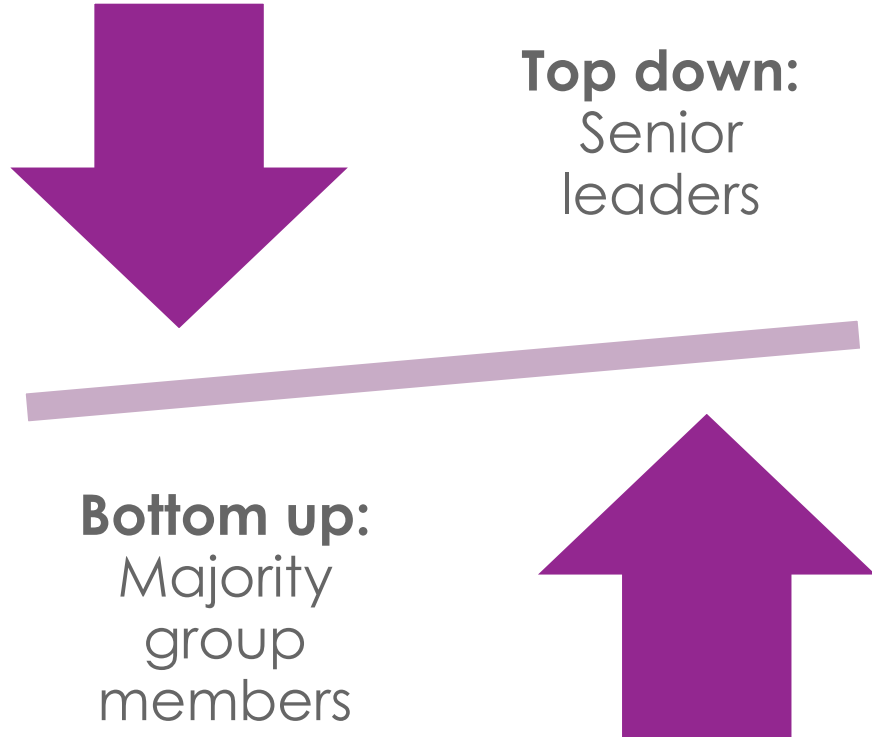
Ally Actions

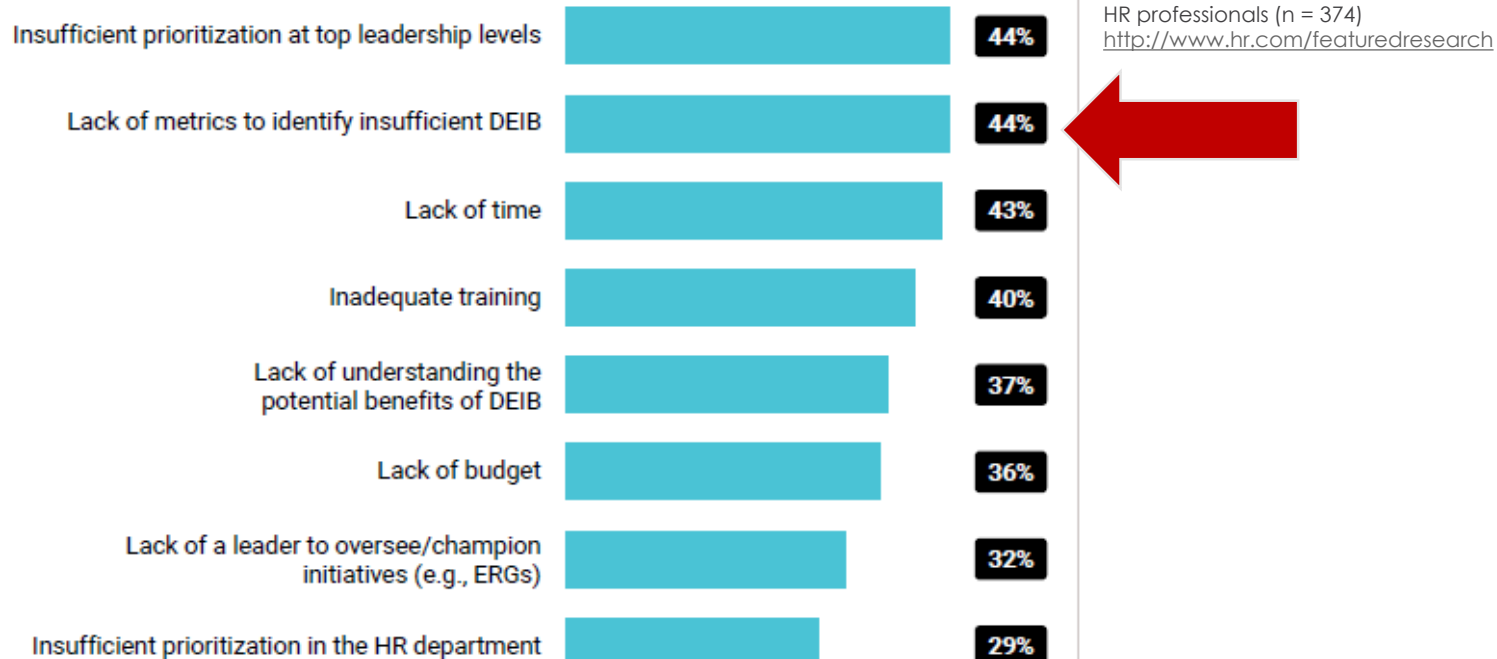|	Ongoing	In-the-moment
Provide 1:1 support	**Ongoing support** • Mentoring & Sponsoring	**In-the-moment support** • Amplification & Centering
Advocate for groups	**Ongoing activism** • Petitioning for better maternity leave policies	**In-the-moment activism** • Calling out biased hiring processes

Measuring Inclusion

Barriers in DEI Initiatives

What are the barriers to increasing the effectiveness of DEI initiatives in organizations?

HR professionals (n = 374)
http://www.hr.com/featuredresearch

Barrier	Percentage
Insufficient prioritization at top leadership levels	44%
Lack of metrics to identify insufficient DEIB	44%
Lack of time	43%
Inadequate training	40%
Lack of understanding the potential benefits of DEIB	37%
Lack of budget	36%
Lack of a leader to oversee/champion initiatives (e.g., ERGs)	32%
Insufficient prioritization in the HR department	29%

Typical Perceived Risks

Concerns

Solutions

Divisiveness among identity groups/backlash
- Designed to listen to <u>all</u> employees
- Not divisive, but giving voice to all

Legal repercussions
- Diversity isn't a secret
- Genuine effort

Can't capture enough data
- Transparency
- Communication

Identifying problems without solutions
- Connect data to <u>action</u>

Overlooked Risks

- Not collecting data
- Collecting only one type of data
- Only looking at high-level data
- Analysis paralysis
- No continuous measurement
- Not asking for help

Measuring DEI & Belonging

Diversity	Equity	Inclusion
Demographics •Workforce data •Identity metrics •By leader level, function, role…	Power & resources •Pay •Policies •Practices •Procedures	Behaviors •Leader, Ally, Peer, Client, HR, etc. •Objective measures (meeting invites, accommodations for certain populations)
HRIS data EEOC	Organizational audit	**Other**-report & Observational data

Inclusion Survey Item

"I believe"

Share Your Feedback

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I create an inclusive environment in our team	○	○	○	✓	○

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Inclusion Survey Item

Frequency

Share Your Feedback

	Never	Rarely	Sometimes	Usually	Always
I create an inclusive environment in our team	○	○	○	✓	○

Inclusion Survey Item

Share Your Feedback

	Never	Rarely	Sometimes	Usually	Always
My supervisor encourages me to speak up during meetings	○	○	○	●	○

Specific, observable & other-report

Measuring DEI & Belonging

Diversity	Equity	Inclusion	Belonging
Demographics • Workforce data • Identity metrics • By leader level, function, role…	Power & resources • Pay • Policies • Practices • Procedures	Behaviors • Leader, Ally, Peer, Client, HR, etc. • Objective measures (meeting invites, accommodations for certain populations)	Sentiment • Personal belief/feeling • The RESULT of feeling included
HRIS data EEOC	Organizational audit	**Other**-report & Observational data	**Self**-report

DEI Data: Numbers & Voices

Quantitative data:

- Demographics (HRIS)

- Use and access to resources and opportunities

- Frequency of inclusive behaviors

- Feelings of belonging

Full DEI picture:

- Double-click into survey/data analysis findings (*e.g., intersectionality*)

- Involvement and engagement of key groups (execs, underrepresented/ disadvantaged populations)

- Insights and ACTION

Qualitative data:

- Interviews

- Focus groups

- Listening programs

- Open-ended survey comments

DEIx® Framework
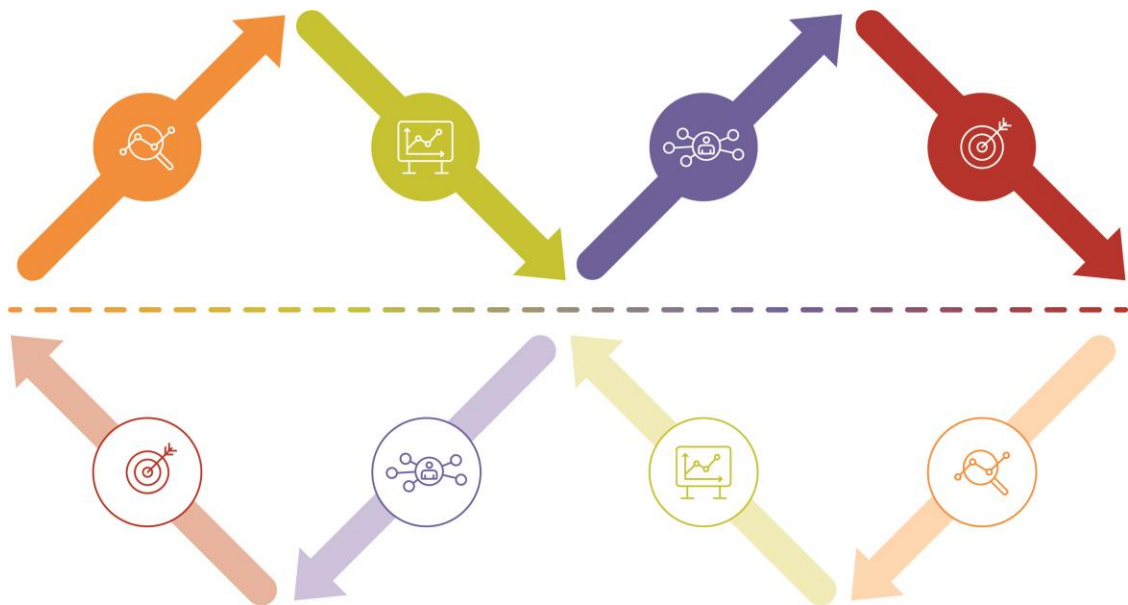
1) DEI Diagnostics

Discovery phase to understand your organization's current DEI landscape

2) Organizational Service Design

Strategic and collaborative project planning to ensure data-driven and sustainable implementation success

3) Behavior Change Intervention

DEI interventions built to advance DEI goals and outcomes through culture and behavior change

4) DEIx Program Evaluation

Formal program evaluation conducted at the end to provide data to assess the impact of the intervention.

Case Study: MIBA Process

Mattingly Inclusion & Belonging Assessment

Begin with executive interviews to gain buy in and alignment among key stakeholders

Engage workforce in a live kickoff session, garnering trust/higher survey response rate

Collect workforce demographic, behavioral, and sentiment data with our DEI pre-survey

Conduct targeted focus groups to explore identified group differences (the WHY)

Present the findings and provide our DEIx™ Roadmap, an action-focused report, sharing not just what we learned, but what the organization should DO

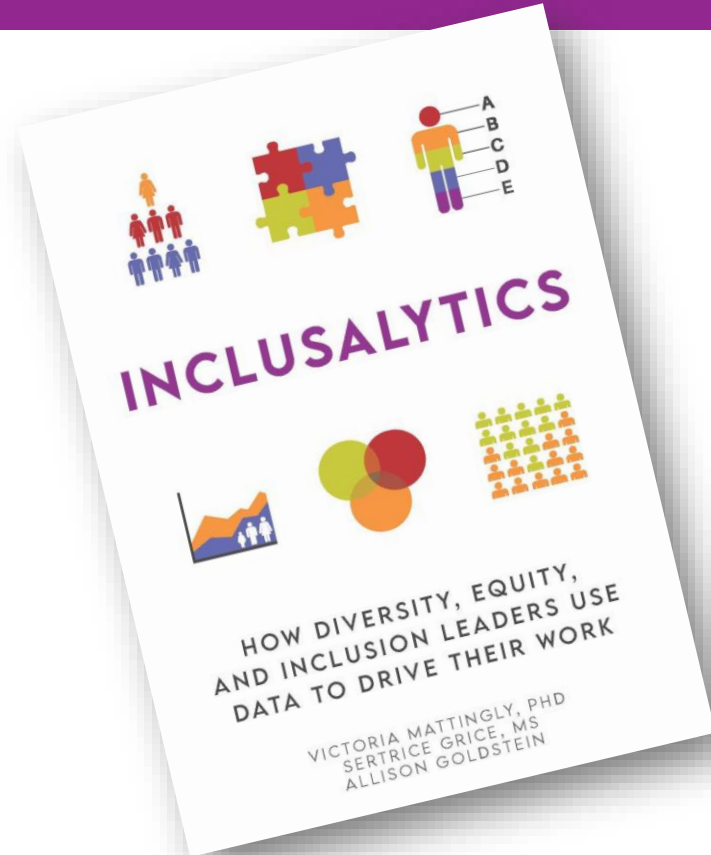Implement data-driven DEI interventions in order to maximize your ROI of your DEI programming

Administer the post-survey one year later to measure against year-over-year goals

Inclusalytics [in•CLU•sa•li•tics]

Part I. **THE WHY AND WHAT (AND A LITTLE HOW) OF INCLUSALYTICS**

Part 2. **GATHER DATA WORTH ANALYZING**

Part 3. **TURN INSIGHTS INTO ACTIONS**

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INCLUSALYTICS

HOW DIVERSITY, EQUITY, AND INCLUSION LEADERS USE DATA TO DRIVE THEIR WORK

VICTORIA MATTINGLY, PHD
SERTRICE GRICE, MS
ALLISON GOLDSTEIN

Summary

1. Inclusion is what we DO (the BEHAVIORS that make others feel valued, respected, seen, and heard)

2. Allyship can advance your DEI efforts by actively engaging majority group members
   a) Allyship should be measured according to the RECIPIENT

3. DEI measurement is crucial
   a) Inclusion = Behaviors
   b) Belonging = Feeling
   c) Slice data by demographic groups to detect sub-group differences (inequity)

Questions?

Reach out today →