# ABUNDANCE
## DEI CONSULTING

# Building a Sustained Diversity, Equity, & Inclusion (DEI) Effort

Designing a DEI effort that sustains over time is no easy feat. Whether your DEI efforts are just beginning or have been operating as a robust strategy, they hinge on key components as it evolves over different stages.

Note: This framework is designed to be used as a guide, not an exact path. As DEI is heavily informed by context, these stages and components will vary by organization.

## Stages of An Organizational DEI Effort

### Emerging

DEI efforts are just beginning with minimal structure or infrastructure to support progress. An organization in this stage may have some ad-hoc or growing initiatives, but at this stage, little is understood about the key priorities or the path to address them.

### Developing

DEI efforts are underway. Efforts are increasingly strategic, organized, and formalized. In this stage, an organization may have developed and begun implementing a DEI strategy, with early insights about progress, outcomes, and lessons learned.

### Performing

DEI efforts have robust systems to enable this work. DEI efforts are demonstrating outcomes and embedded in the organization, rather than being treated as a siloed function. An organization in this stage can identify impact, challenges, and needed adjustments.

## Components of Building a DEI Effort

### DEI Strategy Development

Contextualized plans to reach targeted goals

### DEI Strategy Implementation

Execution of DEI initiatives and programs

### DEI Governance

Guidance of DEI strategy and direction

### Performance Management

Process to assess progress and effectiveness

### Change Management

Designing and facilitating change

# Emerging to Performing: Growing Your Organizational DEI Efforts

| | Emerging | Developing | Performing |
|---|---|---|---|
| **DEI Strategy Development** | • DEI initiatives are mostly reactive as issues arise.<br>• DEI initiatives are piecemeal and do not funnel into a cohesive approach. | • Strategy is clearly-defined and led by most impacted communities.<br>• DEI initiatives are designed to address critical existing issues.<br>• DEI initiatives are cohesive and funnel into key priorities. | • DEI initiatives are both responsive and proactive, based on current issues and future needs.<br>• DEI initiatives are connected to overarching goals and objectives. |
| **DEI Strategy Implementation** | • DEI initiatives exist but are ambiguous in scope, often leading to undesired scope creep.<br>• DEI initiatives are executed but with infrequencies or significant delays that hinder effectiveness.<br>• Resources for execution are limited (e.g., budget, staffing). | • DEI initiatives are clearly-defined in scope to provide strong direction.<br>• DEI initiatives are executed with the appropriate speed, frequency, and timing to be effective.<br>• Adequate resources are available for executing major initiatives. | • DEI initiatives are scoped and sequenced for a cohesive effort.<br>• Infrastructure exists for funneling the appropriate resources to initiatives in a timely manner.<br>• Infrastructure exists to incorporate and adapt to changes in execution as needs arise. |
| **DEI Governance** | • Stakeholder roles are unclear or loosely defined.<br>• Leadership buy-in is minimal or resistant.<br>• Relevant stakeholders who are impacted by and involved in DEI strategy are engaged but without meaningful decision-making power. | • Stakeholder roles and responsibilities are clear.<br>• DEI strategy is reviewed for effectiveness, but frequency is too low to address issues in real time.<br>• Leadership expresses buy-in, but action is inconsistent.<br>• Relevant stakeholders who are impacted by and involved in DEI strategy are engaged with more decision-making power. | • Stakeholder roles are clear and connected to drive accountability.<br>• DEI strategy is reviewed regularly for effectiveness to support agility.<br>• Relevant stakeholders who are impacted by and involved in DEI strategy hold decision-making power, and infrastructure encourages governance as a collective body. |
| **Performance Management** | • DEI effort has limited or no success indicators.<br>• Data is too limited to inform understanding of DEI at the organization.<br>• Data is not shared or only shared sporadically with stakeholders.<br>• Data is primarily used as a compliance or marketing effort (e.g., annual report).<br>• Data is not currently collected or maintained. | • Success indicators primarily focus on activity milestones and outputs.<br>• Data supports basic insights (e.g., high-level demographic insight).<br>• Data is shared with stakeholders at long intervals (e.g., annually).<br>• Data is used to assess DEI strategy and not just as a compliance or marketing effort.<br>• Data is collected and maintained but still time-consuming and manual. | • Success indicators connect activities to outcomes.<br>• Data informs how to efficiently and effectively allocate resources.<br>• Data strategy is designed with an understanding of limitations when collecting and analyzing DEI data.<br>• DEI strategy is regularly refined by data insights.<br>• Data is regularly accessible to stakeholders to foster trust, transparency, and accountability.<br>• Data is collected and maintained to enable dynamic analysis. |
| **Change Management** | • Stakeholders are engaged after decisions are made, rather than being actively involved and having ownership in the change process.<br>• Stakeholder engagement does not center those most impacted by inequity and injustice.<br>• Change support is generalized, not differentiated across stakeholder. | • Stakeholders are engaged throughout the change process to inform what change happens and how.<br>• Change is facilitated with efforts more tailored to stakeholders, but minimal resources are provided to support change implementation. | • Infrastructure exists to meaningfully engage and distribute power to relevant stakeholders, especially those most impacted by inequities and injustice, in the change planning process.<br>• Training and necessary supports are provided to help stakeholders facilitate and adjust to the change. |