

A Conversation on the ROI of DIVERSITY, EQUITY, & INCLUSION IN ADVANCEMENT

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Diversity is being invited to the party; inclusion is being asked to dance.” Verna Myers, Diversity and Inclusion Expert

- Cultivating a diverse environment at work is not only the smart business decision-it is the right thing to do. Diversity drives better business results, creates a more welcoming culture, and delivers more innovative products to customers.
- Matthew Grosshans Global Business Exec/VP of Operations FDS Avionics Corporation

AFP I.D.E.A.

AFP now has an opportunity—and a responsibility to not only invest in the areas of equity and access, but also to be leading the charge for all fundraisers; men and women alike to ensure AFP and the sector stay relevant not only to fundraisers but to donors as well. We must take a comprehensive look at the barriers to professional equity and create resources to help tackle these issues.

Challenges

- What are some of the inherent challenges in Diversity, Equity, and Inclusion in:
 - Hiring
 - Retention
 - Fundraising
 - Board Member Recruitment and Engagement

Good for Business

- Companies in the top quartile for racial and ethnic diversity are 35% more likely to outperform their industry medians. (D5 Coalition)
- Companies in the top quartile for gender diversity are 15% more likely to outperform their industry medians. (D5)
- When companies commit to diverse leadership, they are more successful. (McKinsey)
- Diversity contributes to stronger performance, better retention, higher employee satisfaction and engagement, and better problem-solving and creativity. (Catalyst Information Center)

Essential to Advancement

- Giving is being shaped by a diverse donor universe. (U.S. Trust Study of HNW Philanthropy)
- Women are at the forefront of philanthropic engagement and impact. (U.S. Trust)
- Diverse audiences engage differently and give differently – are our nonprofit organizations prepared and ready to meet them as they prefer?

False Assumptions: Talent

- There aren't enough qualified diverse advancement professionals
 - Implicit bias – HBS case study
 - Threshold requirements
 - Part of solution, or checking a box?
- Diverse professionals don't have skills for the top jobs
 - The gap in leadership “isn't about education, ambition, or qualifications.” (Race to Lead)
 - Potential leaders are thwarted by assumptions about race, the idea of “cultural fit,” and preconceived, often unconscious notions of what a leader looks like. (Race to Lead)

False Assumptions: Donors

- False: Diverse donors are “new and emerging.” (*Donors of Color Aren’t New or Emerging. We’ve Been Giving All Along*, Tyrone McKinley Freeman)
- Motivations vary by gender, race, and ethnicity.
- Donors of color may be an untapped market for a particular organization, but “that says more about the organization than the donors.” (Freeman)
- False: Established approaches will work for all volunteers and donors.
- “Fundraising may be too pale, male, and stale...” (Kathleen Loehr, in *Gender Matters*, CASE 2018)
- Donor priorities, values, and habits differ by ethnicity and race...in a few cases these differences are significant. (Diversity in Giving)

Knowledge is Critical, But it's Not Enough

- Boards and CEOs
 - 62% of CEOs say board diversity is important; 10% report that demographics are a high priority in board recruitment. (Leading with Intent, Board Source)
 - 90% of nonprofit CEOs and board chairs are white. Only 65% of CEOs are dissatisfied, and only 41% of board chairs.
- 68% of nonprofits value diversity; only 22% have done a diversity audit of any kind. (Public Allies)
- 81% view D&I as part of core values; 45% say they have no D&I action plan. (2017 report from the associations sector)
- 73% have D&I policies but 70% believe they lack benchmarks or measures to evaluate progress.
- 84% say D&I focus is the right thing to do; only 19% say it's helpful to profitability.

Courageous Conversation

“Seeing themselves as doing good work in the world sometimes makes it difficult to admit that they’re not doing good work in this part of the world [referring to workplace diversity]...The organization can get defensive.” Martin Davidson, University of Virginia

Why is D&I Important to Your Organization?

- Move beyond “it’s the right thing to do.”
- Understand untapped potential.
- Engage in open, honest, and courageous conversation.

Implicit/Unconscious Bias

- We ALL have it!
- Take a test
- Train search committees, and all staff
- Talk about it! Change in behavior first requires understanding, and understanding first requires awareness.

Leading Change: Strategies for Success

- Hold yourself accountable – establish metrics, first for yourself

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Sample Definition – A Starting Point

- Diversity: a value that brings unique perspective or life experience to the decision-making table, with a focus on ensuring the inclusion of racial and ethnic groups, LGBTQ populations, people with disabilities, and women.
- Equity: promoting justice, impartiality, and fairness within the procedures and processes of institutions or systems, as well as in their distribution of resources.
- Inclusion: refers to the degree to which individuals with diverse perspectives and backgrounds are able to participate fully in the decision-making processes of an organization or group. While a truly inclusive group is necessarily diverse, a diverse group may or may not be “inclusive.”

From the D5 Coalition

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- **Don't just tell – show; be credible**

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- **Sponsor and mentor**

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- Sponsor and mentor
- **Measure**

Questions to Ask Yourself

- What am I doing personally to champion a diverse and inclusive environment?
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- If I am leading a meeting do I solicit input from everyone on the team?
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- Do I work to seek out candidates who have different backgrounds and experiences when hiring?
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- Do I work to identify diverse candidates to be considered for openings on my organization's Board?
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- Do I take the time to engage in sometimes uncomfortable conversations with people who have different opinions to better understand their perspectives?
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- Do I have a process to drive out unconscious bias when assigning tasks or selecting team members for new roles?
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- Is every person in the organization from the top down accountable to foster a diverse and inclusive?
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