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ESSENTIALS  
COURSE

# BELONGING-FIRST

EQUITY, DIVERSITY & INCLUSION

## Creating Belonging At Your Workplace

With Andrea Carter



# Hi! I'm Andrea Carter



- 1 Diversity & Human Capital & Hiring Predictors
  - 2 Assumption Based Decisions vs. Data Driven Decisions
  - 3 Belonging-First Zones
-

# Top Challenges of Diversity In The Workplace

1. Communication, Context, Language & Training
2. Hostility & Defensive Patterning
3. Strategy & Implementation
4. Governance & Reporting
5. Sustainability (Long & Short Term Goals)



# Human Capital

"The stock of skills that the labour force possesses"

Predictors For Employee Selection  
& Assessments:

- KSAOs
- Personality

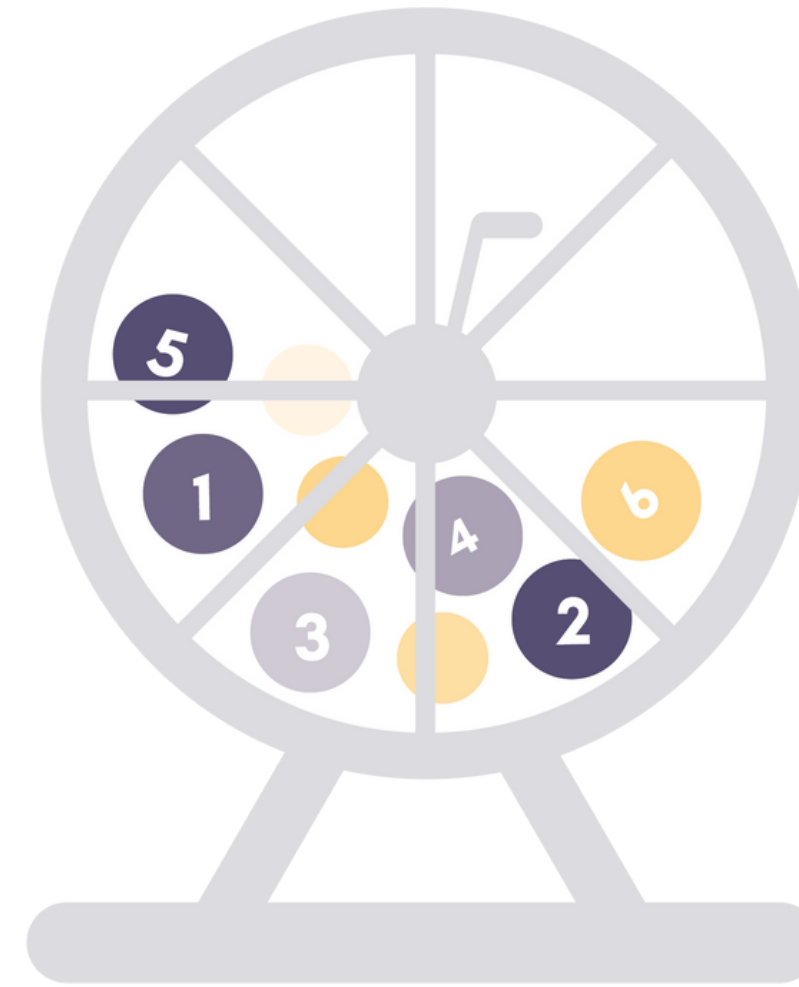
Goldin (2014)



# Collective Intentions & Context

## THINGS YOU DO NOT HAVE CONTROL OVER

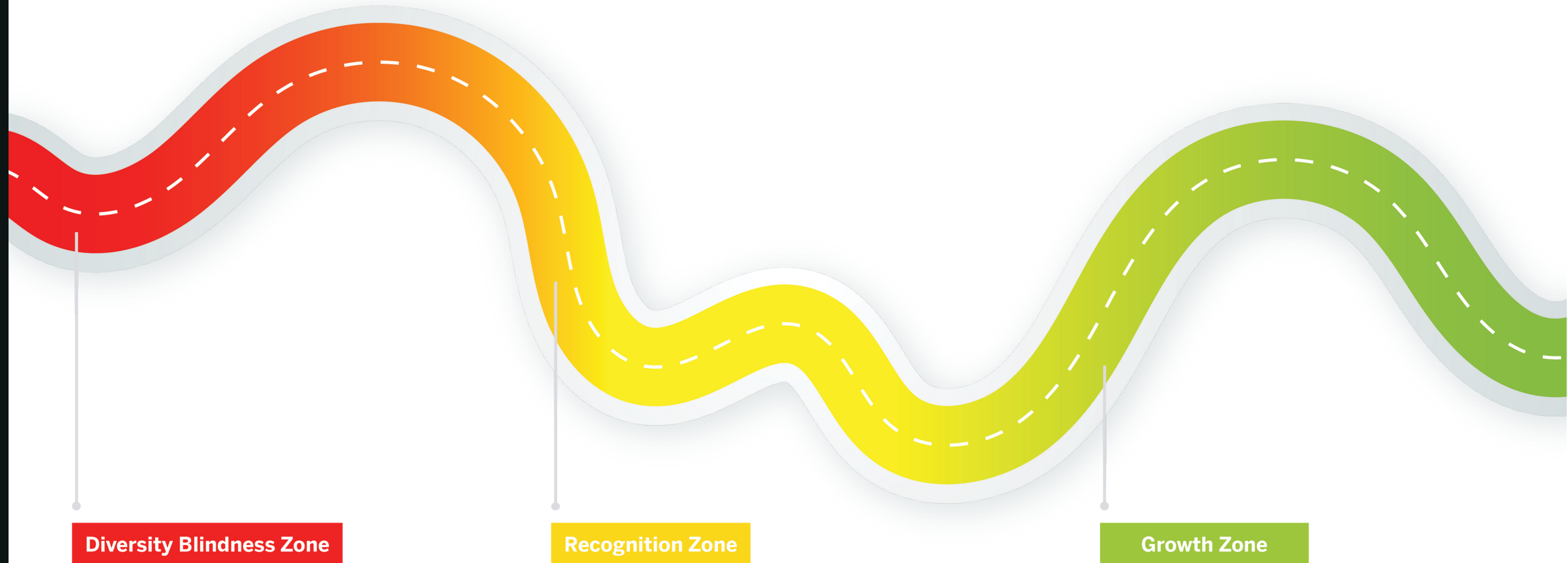
1. Race/Ethnicity
2. Gender Identity
3. Sexual Orientation

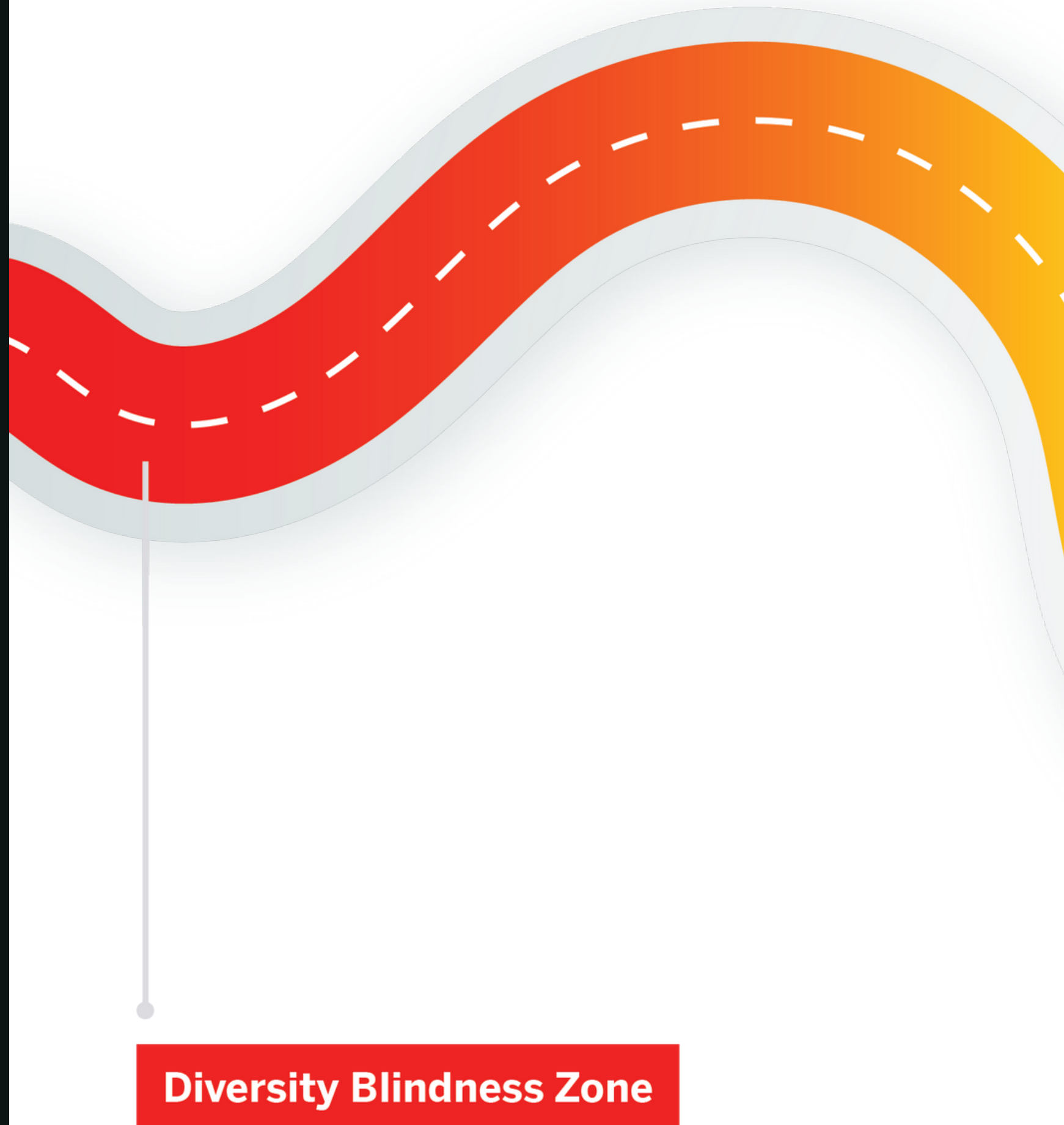


4. Mental Illness
5. Physical Appearance
6. Visible and Invisible Disabilities

**THINGS YOU DO HAVE CONTROL OVER:**  
How you treat people who are different from you.

# Belonging-First Zones





## Diversity Blindness Zone

- Homogeneity
- Tokenism
- Lack of EDI programs, policies, metrics, and data
- Assumption-based decisions
- EDI ownership with HR or Committee of untrained but interested employees
- Compliance focused EDI communications and PR
- EDI Terminology is complex, lacks context, and is unactioned
- Nonparticipation, groupthink, employee silence, defensive-based climate

# 3 Belonging-First Based Data Tools

## 1 Comprehensive EDI assessment that measures

- HR strategy and operations
- Organizational Culture
- Sourcing, Recruitment & Talent Selection Practices
- Performance Metrics
- Learning & Development Practices
- Offboarding & Alumni Data

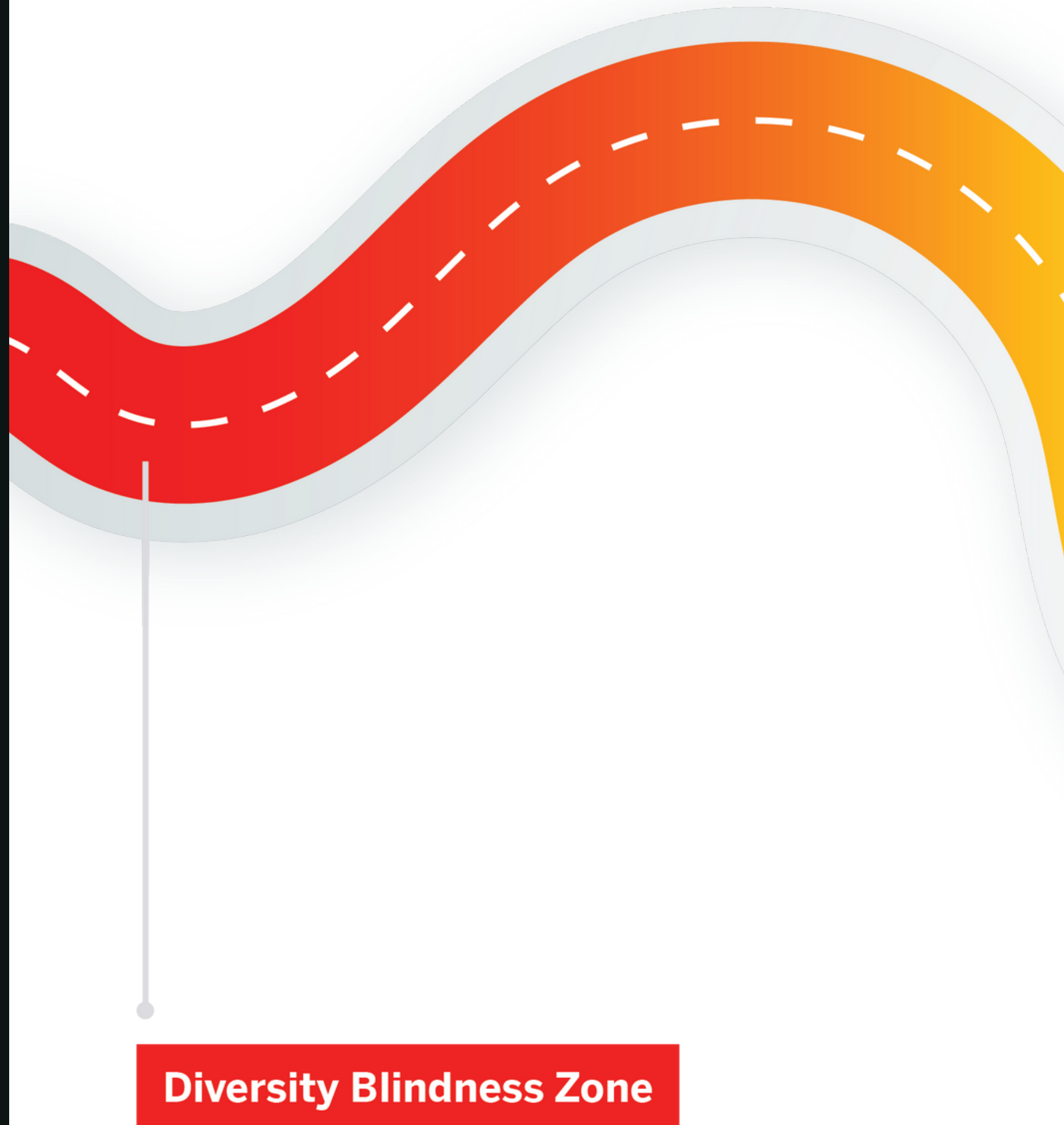
## 2 Validated Belonging Survey that measures

- Demographic Data
- Workplace Comfort
- Workplace Contribution
- Workplace Connection
- Workplace Psychological Safety & Trust
- Workplace Wellbeing
- Workplace Perception & Engagement with EDI

## 3 Governance models, Committees and Defined Context For EDI

- Vision, Mission, Purpose
- Defined context, language, meaning & terms
- Clear collective intentions
- Defined policies, procedures & strategies with dates and deadlines
- Integration with Business Strategy, ESG, CSR, & HR





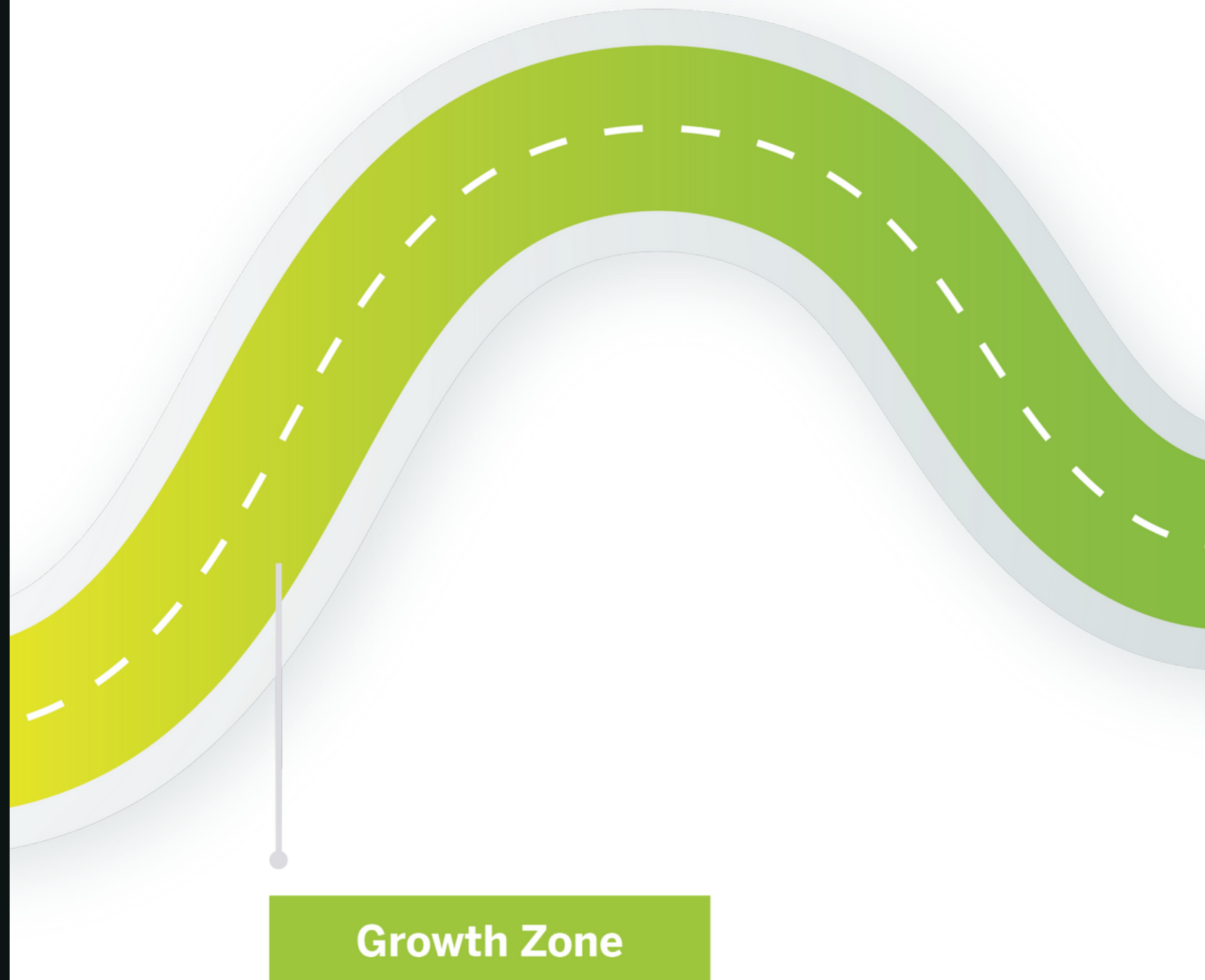
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## Recognition Zone

- Homogeneity & Tokenism awareness
- Commitment to understanding systemic barriers
- Gap analysis and data-acquiring actions (ie. EDI leadership assessments, organization-wide surveys, focus groups, hiring experienced EDI and social justice trained I/O psychology experts/consultants)
- Short-term EDI mission, programs, policies, metrics, and data begin being defined
- Long-term EDI vision, policies, procedures, and governance are strategized based on data and needs
- EDI Ownership with Board, Leaders, HR
- Forming of EDI Committees and governance models
- Organization-wide meaningful considerations and communication begins



## Growth Zone

- Heterogeneity begins to appear
- Commitment to removing systemic barriers
- Employee-centered models, strategies, initiatives, and governance are generated from data-driven metrics
- EDI gaps have short and long-term prioritized goals that are monitored and assessed
- EDI Ownership is organization-wide
- EDI committees and governance models are established with clear pillars, initiatives, metrics, roles, policies & procedures
- Belonging-first behaviour is modeled with Board, Leaders, People Managers & Employees
- Organization-wide collective belonging-first EDI intentions, meaningful actions, communications, and governance are known, felt, and celebrated