



## 7 tips for measuring what matters with diversity, equity and inclusion

Don't repeat the same cyclical mistakes because you are measuring what doesn't really change a culture and company. Here are seven tips to ensure what you measure is creating a meaningful progress:

- 1. Moments of decisions:** Measure those moments where employees are making decisions to stay—or go. These moments are typically within team interactions and determined by manager communication such as: How often do employees talk with their manager about development opportunities? If something uncomfortable happens in a meeting, how does the manager establish psychological safety, and carry out consequences when if rules are broken?
- 2. Moments of inclusion:** Often, metrics focus on what's easily measurable with existing tools, such as hiring data. However, even with lots of diversity, if you don't have an inclusive culture, employees will hit the doors, and rightfully so. You have to get your house in order. Train and hold managers accountable for designing their teams to maximize inclusion and belonging. Ensure there is intentionally inclusive design in the new hire onboarding process and require demonstrated effort to be an inclusive leader prior to promoting someone to manage a team.
- 3. Moments of visibility:** Communicators have taken a back seat, mistakenly thinking DE&I work is HR work. It must be more.

Communicators drive visibility, which leads to accountability, which leads to progress. Measure and be accountable for DE&I and employee engagement progress in every townhall/all hands meeting, not just at the company level, but also division and team levels. This work has to break into the individual contributor's world, not just be a topic of conversation for top leaders.

- 4. Moments of representation:** We can let our unconscious bias influence our work product, and when that happens—especially among a homogeneous team—we often cause more harm through unintentional reinforcement of stereotypes and leaving faces and voices out of our channels and content.

Measure to ensure that images and diversity of experiences, voices, perspectives, cultures, languages, regions, abilities, ages, levels, etc., are represented. Flip the script on townhalls and include wider representation of employees who are bringing high value to the organization vs. determining the agenda based on titles and organizational

clout. People need to see themselves in the company to feel seen, heard and valued. We have the responsibility to be conscious communicators.

- 5. Moments of engagement:** Co-create key questions within your employee engagement surveys that are geared to DE&I work beyond the traditional, “Do you feel you can be yourself at work?” Ask employees to give a rating from 1-6, “What level do you trust our C-suite to make serious progress on diversity, equity and inclusion?”

This is a different question than the broader trust in leadership question. People can trust leaders to grow the company economically while having total distrust that leaders are knowledgeable and/or care enough about DE&I work beyond performative statements. Always include open comments to every question to allow someone to provide more detailed feedback. (This is where the gold is.)

- 6. Moments of belonging:** Measure what you have to offer within your culture that helps people feel like they belong. Are your employee resource groups effective in being a place of support? Are your inclusivity councils providing the C-suite with feedback and ideas to make the work/product/service more inclusive and is the C-suite listening and acting on the feedback? Are you prioritizing a wide variety of significant cultural moments during the year or just those important to the dominant culture? Are your storytelling and materials highlighting underrepresented experiences, family structures, etc.?
- 7. Moments of giving:** Increasingly, environment, social and governance (ESG) or corporate social responsibility (CSR) efforts are combining through external reports and even internal budgets. There’s a natural collaboration between giving campaigns, volunteering, sponsorships, and efforts to further the mission of the organization, and the work to ensure there’s consistency in how the company behaves and conducts itself.

The next level is to measure meaningful initiatives that demonstrate this combined work while also holding the organization accountable to ensure there is integrity. For example, if your organization is not paying livable wages to all employees, if there’s pay inequity between gender and/or race, while donating millions of dollars to food insecurity, the organization is complicit in the systemic problem of poverty and hunger. It’s far more important and effective for organizations to invest in paying appropriate living wages which allows people the dignity to put food on their own table.

Stats:

- [Fifty-seven percent of people quit because of their boss.](#)
- [Seventy-five percent of employees see diversity programs in place but feel no effect.](#)
- [Pay equity and access to livable wages is a big problem in the U.S.](#)

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