



# Columinate

## Why Some Diversity Teams Perform at a High Level and Others Do Not



Darin Short, Columinate

2022 Thought Leadership Conference | May 19, 2022

# **Columinate**

**To work together to light the way forward.**



# **Columinate**

**To work together to light the way forward.**





Columinate

---

# Catalysts for common good

Strategies, tools, and skills to help organizations build  
and empower community

# Introduction

My Approach

What to Expect

My Hopes for you

Access files at:

[Columinate.coop/events/dei-teams](https://Columinate.coop/events/dei-teams)





Special thanks to

*Dalila  
Huerta*

Cultural Educator and  
Restorative Justice  
Consultant



# The Belief, The Reality, The Need

**The Belief** – DEI\* will just happen because everyone on the new DEI team thinks it is important.

**The Reality** – DEI teams will fail if team members do not feel psychologically safe, if they are not motivated and/or if they do not represent a diverse group of stakeholders.

**The Need** – Leaders and teams must fully understand and appreciate the diverse individual and collective perspectives of the team members and subsequently & fully incorporate a full range of their diverse ideas, actions and plans.

\* DEI = DEIB = Diversity, Equity, Inclusion and Belonging **and/or** DEI = JEDI = Justice, Equity, Diversity, Inclusion

# The Reality

*“DEI teams will fail if team members do not feel safe, if they are not motivated and/or if they do not represent a diverse group of stakeholders.”*

What questions does this statement evoke for you? What questions do you have about this statement?



## Conditions necessary for setting your DEI team up for success...

- Psychological safety(\*)
- Openness
- Motivated team members(\*)
- Diverse participation(\*) that is representative of your stakeholders
- Willingness to learn
- Willingness to ask and address tough questions
- Support from the Board and CEO, Top Dog

(\*) = Our focus for today



## ...so that they can establish their foundation...

- Statement of Philosophy (i.e., why the team and DEI matter)
- Statement of Purpose
- Principles for Engagement
- Statement of Commitment
- Strategy, Initiatives, Outcomes



## The resources they need...

- Ongoing support from the board and CEO
- Short-term and long-term funding
- Training, professional development
- Champions of DEI at all levels of the organization
- Dedicated DEI staffing
- Educational materials
- For Public Organizations: Be ready for and plan how you will respond to push back



# Psychological Safety, Motivation, Diversity

**What is  
psychological safety?**

**What conditions are  
necessary for creating  
a safe space?**

**What is  
motivation?**

**What conditions  
nurture motivation?**

**Diversity of....?**

# Psychological Safety (aka safety)



- ⦿ How would you describe psychological safety?  
Psychological safety is....
- ⦿ What are the conditions necessary for creating a space that is safe?
- ⦿ What is the evidence that a team and its members feel safe?

# Psychological Safety (aka safety)

- ◎ **Definition:** a shared or individual belief that team members will not be rejected or embarrassed because of their identity or for speaking up with their ideas, questions or concerns
- ◎ Conditions necessary: see “*Forming your team and creating a safe environment*” document using the shared documents link



# Psychological Safety (aka safety)

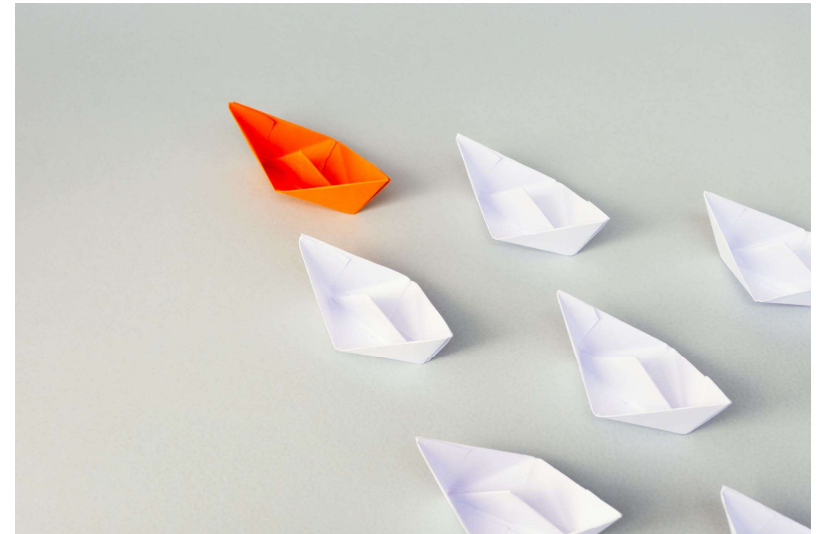
## 🕒 Evidence of safety

- Mistakes not held against a team member
- Team members feel safe taking a risk
- Team members bring up tough issues
- Team members are not rejected
- Team members are comfortable asking for help
- Team members don't undermine others' efforts
- Individual team members' skills and talents are valued



# Participant Motivation

- ⦿ How would you define motivation or motivated?  
Motivation is....
- ⦿ What are the conditions that nurture participant motivation?
- ⦿ What is the evidence that a team and its members are motivated?





# Participant motivation

- ◎ **Definition of motivation**: whether it is a goal or a need (i.e., a push or a pull), motivation is something inside the individual that desires a change in one's self or in the environment; it is energized and goal-directed behavior (adapted from Positive Psychology)
- ◎ Conditions necessary: see "***Forming your team and creating a safe environment***" document using the shared documents link



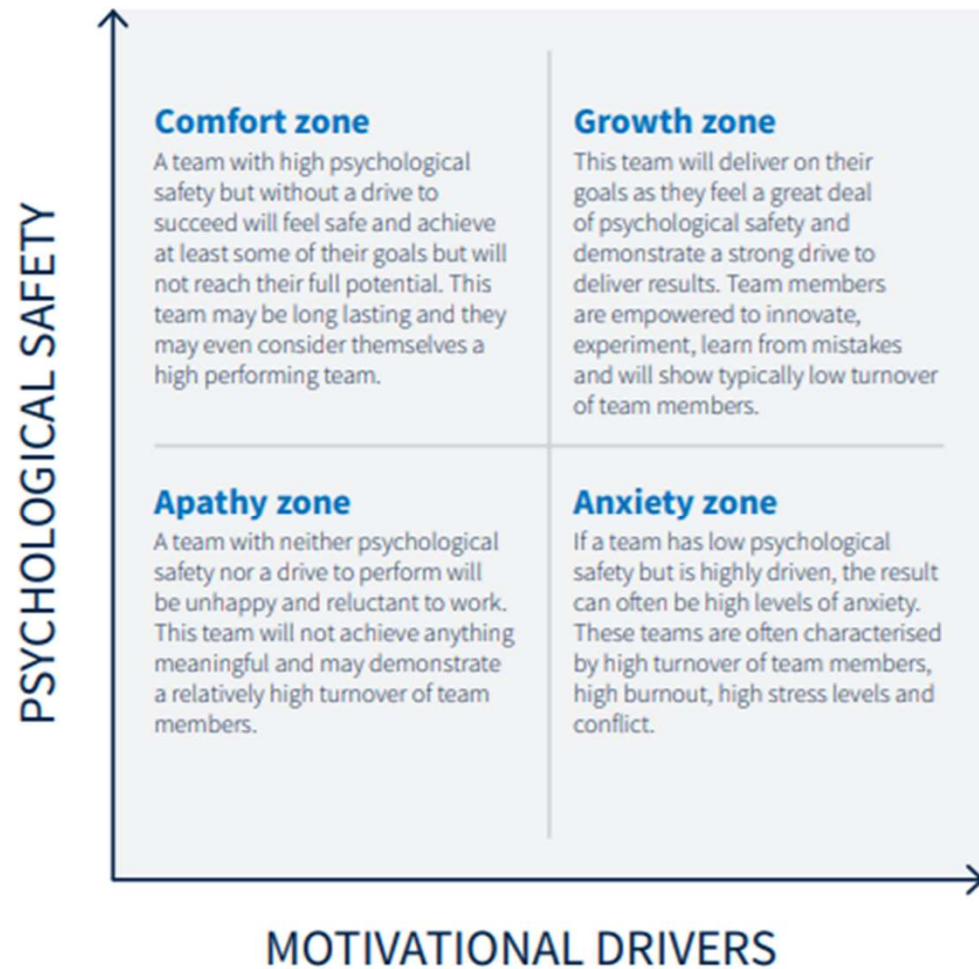
# Participant motivation

## 🕒 Evidence of Motivation

- Team members hold themselves accountable
- Team members respectfully hold each other accountable
- Team members have at least some control over when, how and whom they work with
- Team members have the flexibility to do the work when it does not impact other aspects of their personal lives
- Team members work individually and collectively at getting better at what they do
- Individuals and the team often experience a state of optimal performance
- The team's purpose aligns with individuals' goals and values



# The Growth Zone 1.0



# Diversity



- ① In a small group, come up with a list of every form of diversity that you can think of.
- ① Which forms of diversity, if any, on a team are the most important to include or to give attention to regarding DEI planning and initiatives?
- ① Which forms of diversity, if any, are overlooked?

# Cognitive Diversity

- ◎ **Definition:** how we approach problems and think about things; it is our identity of aspirations – how we attempt to accomplish something,



# Cognitive Diversity



- ⦿ Direction-oriented
- ⦿ Inspirational-oriented
- ⦿ Service-oriented
- ⦿ Competence/Process-oriented

## Conditions necessary for setting your DEI team up for success...

- Psychological safety(\*)
- Openness
- Motivated team members(\*)
- Diverse participation(\*) that is representative of your stakeholders
- Willingness to learn
- Willingness to ask and address tough questions
- Support from the Board and CEO, Top Dog

(\*) = See Growth Zone Assessment



# Growth Zone 2.0

- High motivation
- Low psychological safety
- Low cognitive diversity (Global DISC)

**Growth 1.0 -69%**

**Cognitive diversity – 27%**

**GROWTH 2.0 – 48%**





# Case Study – Newly Formed DEI Committee

Context: The group was invited to create an Equity & Inclusion team that would be a sub-committee of the student chapter of a global “society”. The parent organization is a global organization made up of mostly academics.

Goal: increase visibility of diverse students and create a safe environment for them within the broader global “society” setting

# Case Study 1 – Newly Formed DEI Committee

## Some of the facts

6 females

1 non-binary individual

All volunteers

Enrolled full time in graduate school

Ages 23-27

4 U.S. Americans (African American,  
Polynesian American, Asian  
American, White)

1 British

1 Mexican

1 Filipina

Committee meets using virtual format  
Connecting from 4 different time zones

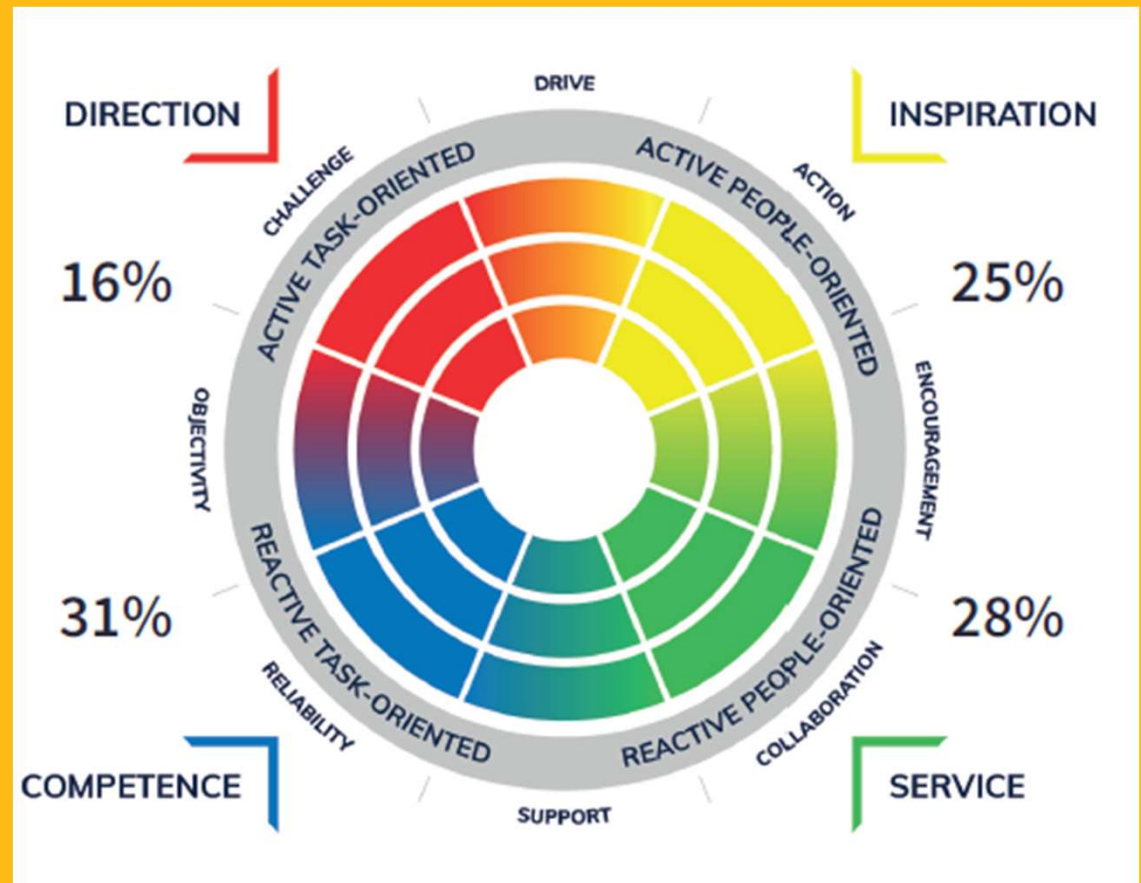
Only 2 knew each other

# Case Study 1

## Global DISC™

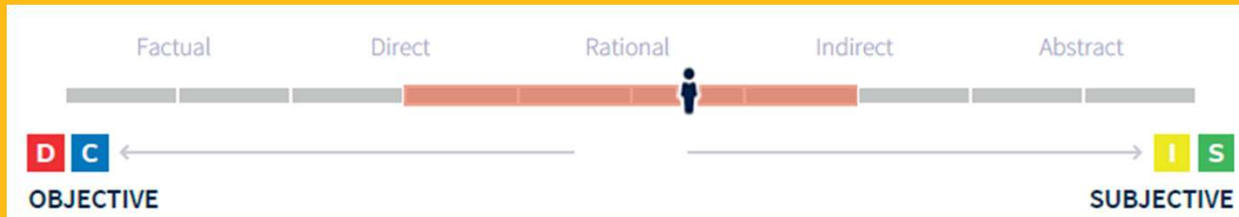
### Group Results Their “What”

Columinate



# Case Study 1

## Group Results – Their “How”



Columinate

Legend for diversity levels and team average:

- Low Diversity 0 - 40%
- Medium Diversity 41 - 70%
- High Diversity 71 - 100%

Person icon: Team Average

# Case Study 1 Reflection

**What are their strengths as a group?**

**What do you think their challenges are going to be?**



# Case Study 2 – Goshen Community Schools

## Some of the facts

Newly formed E&I Council

Initiated by the superintendent after  
public requests

No prior staff designated to DEI

17 participants

- Teachers
- Board members
- Administrators
- Parents

5 Hispanic Latinx

2 African American Black

9 White

1 Asian American

1 Grew up in poverty, now middle class

4 Single, not married

4 Interracial marriages

Ages 20's – 50's



Columinate

# Case Study 2 Reflection

**What are their strengths as a group?**

**What do you think their challenges are going to be?**

**What is the first step they should take as a group? What is the first thing they should do?**



# Case Study 2 – Goshen Community Schools

## Laying the Foundation – First and Necessary Discussions

What is one thing you are looking forward to accomplishing through this work?

Think of a time when someone went out of their way to make you feel included. What did this person do to show you that you belonged?

Think of a time when you felt that you did not belong or were being excluded. What contributed to that situation and to your feelings? How did you react in that situation?

Which values helped you to feel included? What do you wish you would have experienced when you felt excluded?





# Wrap Up

Thoughts?

Comments?

Questions?

Dialogue / Discussion

# Resources

Use the link and QR code on the next slide to access:

1. Forming your team and creating a safe environment
2. Foundations for your team
3. What are the components of “the system”?
4. Growth Zone Group Assessment
5. Strategic planning visual
6. Power Point Presentation
7. Columinate DEI & Intercultural Services Brochure



# Thank You!

---

Darin Short

[DarinShort@Columinate.Coop](mailto:DarinShort@Columinate.Coop)

1-574-238-5514

All documents can be accessed at the following link or by scanning the QR code

[columinate.coop/events/dei-teams/](https://columinate.coop/events/dei-teams/)

