

A decorative graphic in the top-left corner consisting of several thin, light-brown lines that intersect to form various geometric shapes, including triangles and polygons, creating a layered, abstract effect.

DRIVING DEI SUCCESS THROUGH LEARNING AND DEVELOPMENT

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Overview



How can L&D build inclusive mindsets and behaviours with employees?



How to create a culture of learning and growth that supports and empowers individuals from all backgrounds



Embedding DEI principles throughout the learning journey



Measuring the impact of DEI-focused L&D programs

How Can L&D Build Inclusive Mindsets and Behaviours With Employees?

- A **big** question!
- What this is really asking
 - “How do we create behaviour and perspective change through learning and development in pursuit of equity within organizational systems?”
- An even **bigger** (and *more complicated*) question!
 - To which there is no singular answer
 - What may be more useful...what do we need to consider in this pursuit?

How Can L&D Build Inclusive Mindsets and Behaviours With Employees?

Be very clear about what you are solving for

- Why do you want to build or change mindsets?
- What do you want this to lead to?
- What do you need or want people to do differently?

The problem and the solution are not the same thing

- Easy to conflate the two, especially in equity work!

Individual interventions are not solutions to systemic problems

- Both are important
- You could remove all individual perspectives, mindsets, attitudes, behaviours from a system and it will still cause disproportionate harm

Creating a Culture of Learning: Supporting and Empowering Individuals From All Backgrounds

- Stop thinking and acting like learning, development, culture, and equity are one person's (or one team) job
- Making the transition from viewing equity **as a personal issue**, where one might internally and/or externally absolve themselves of individual accountability, towards a **collective leadership responsibility**
 - Creating a culture where no one can claim “that’s not my job”
 - Creating a culture whereby people can speak up, show up, and participate in learning experiences

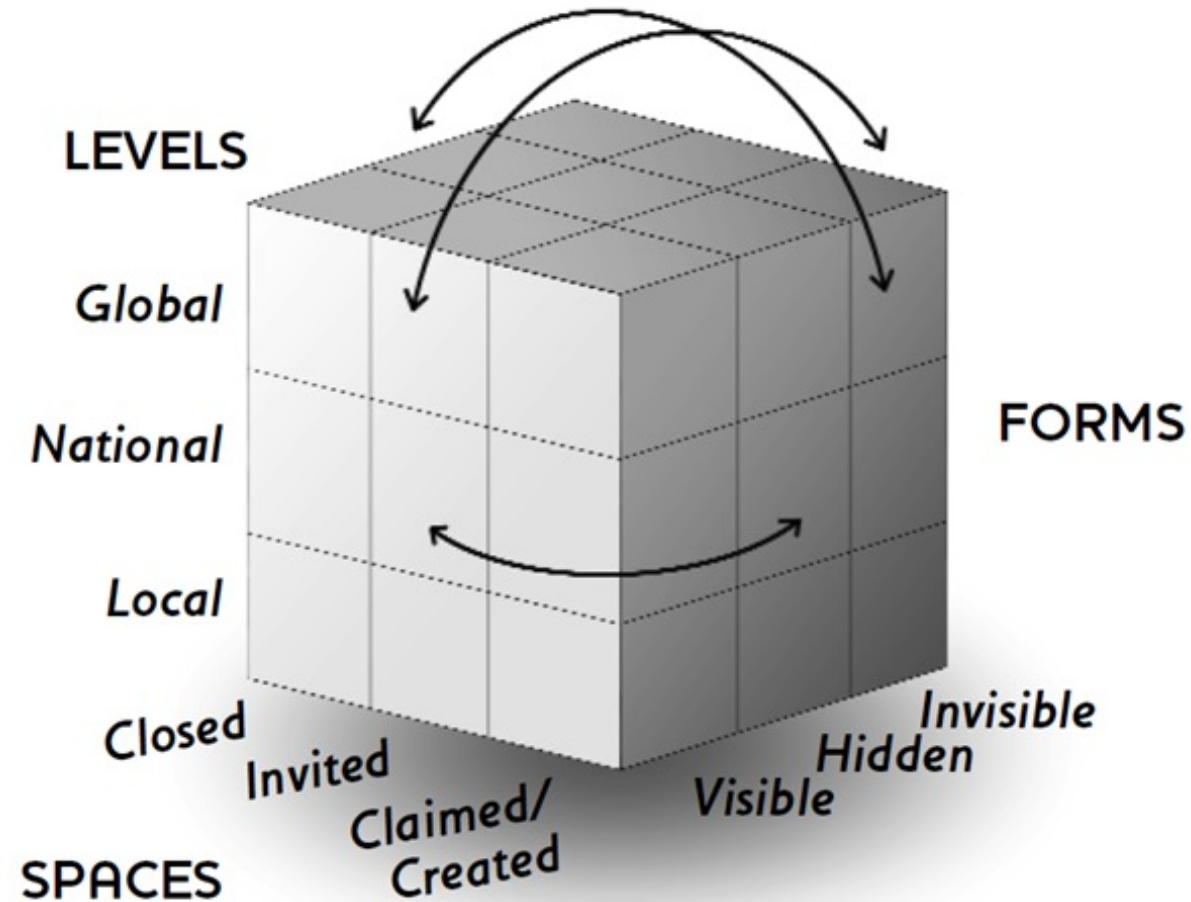
Creating a Culture of Learning: Supporting and Empowering Individuals From All Backgrounds

- Ideally, leading to the felt experience of:
 - asking questions,
 - disagreeing,
 - examining mistakes,
 - speaking up, or
 - participating in discussion and dialogue
- Without worrying, feeling, or knowing that you'll be reprimanded, ostracized, or thought of differently by your leader or colleagues

Embedding DEI Principles Throughout the Learning Journey

- May be helpful to start with a questioning of “what principles?” and “what learning journey?”...and for whom?
- Need to move away from the idea or assumption that we share the same institutional experiences; **the organization is not, and has never been, neutral** (Ray, 2019)
- Integrating DEI principles while maintaining organizational systems that create harm for some communities is an exercise in power and control; supporting DEI principles but only to the extent that they fit within the existing schema of the organization
 - This can be tricky to identify and evaluate!

Embedding DEI Principles Throughout the Learning Journey: The Power Cube



Gaventa, J. (2006). Find the spaces for change: A power analysis. *IDS Bulletin*, 31(6), 23 – 33.

Measuring the Impact of DEI-Focused Learning and Development Programs

- Measurement vs. evaluation
- Applying an equity lens to evaluation of L&D programs – what do we need to think about?
 - Who decided what success looks like?
 - Who was involved in defining desired impact? Who wasn't? Why?
 - How was the evaluation strategy or approach designed? What perspectives does this take into account?
 - What opportunities does this offer to create equity?

QUESTIONS?

