Rethinking DEI:
From '*nice to have*' to mission imperative

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NAMICon 2020

A Virtual Event • July 13-14

Together Toward Tomorrow

40 Years of NAMI

Rethinking DEI:
From '*nice to have*' to mission imperative

Purpose:

- Introduce myself

- Rethinking the approach to DEI

- Share selected definitions and emerging issues

- Best Practices

- What we are doing

- Your voice

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A bit about my story

❑ Immigrant

❑ Bilingual/ESL

❑ Pronouns: She/Her

❑ First girl to complete university

❑ Focus on cultural competence

❑ Worked in health care systems, not-for-profit, volunteer management and research

❑ AECF and NHLI Fellow

❑ Not just a job.

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Achieving Mission

NAMI VISION

NAMI envisions a world where <mark>all people</mark> affected by mental illness live healthy, fulfilling lives supported by a community that cares.

NAMI provides advocacy, education, support, and public awareness so that <mark>all individuals and families</mark> affected by mental illness can build better lives.

NAMI MISSION

Stated and Aspirational Values

NAMI VALUES

HOPE
We believe in the possibility of recovery, wellness and the potential in all of us.

INCLUSION
We embrace diverse backgrounds, cultures and perspectives.

EMPOWERMENT
We promote confidence, self-efficacy and service to our mission.

COMPASSION
We practice respect, kindness and empathy.

FAIRNESS
We fight for equity and justice.

Executing on Strategy

NAMI 2020-2025 Strategic Plan

ROLES
The Way We Work Together
- We Listen & Build Our Community
- We Educate & Support
- We Advocate
- We Lead the Conversation

ACCELERATORS
The Power Behind Our Progress
- Diversity & Inclusion
- Technology
- Partnerships
- Financial Strength

GOALS
The Change We Will Create
- People Get Help Early
- People Get the Best Possible Care
- People Get Diverted from Justice System Involvement
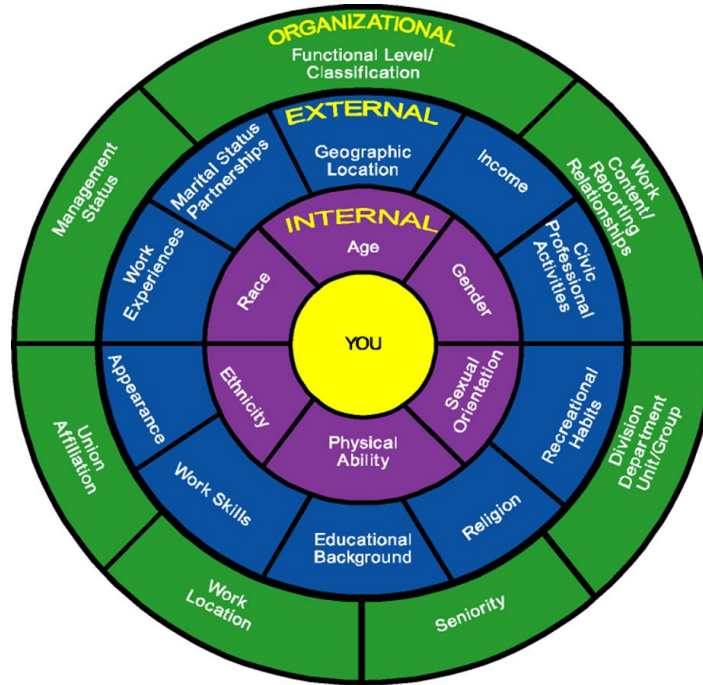
Rethinking DEI

Some Basic Definitions

Diversity

**Refers to all the similarities and differences
that define us as human beings**

Diversity Dimensions

Dimensions of Diversity

The variety of differences and similarities/ dimensions among people, such as:

Age
Belief system
Class/caste
Culture
Disability
Education
Ethnicity
Gender
Gender identity

Generation
Geography
Job role and function
Language
Marital status
Mental health
Nationality
Native or indigenous
    origins

Parental status
Personality type
Race
Religion
Sexual orientation
Thinking style
Work experience
Work style

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Definitions

Inclusion

The climate we create to help organizations and individuals benefit from diversity of ideas, knowledge and experience

Inclusion is:

- **A sense of belonging.**

- **Feeling respected, valued and seen for who we are as individuals.**

- **There is a level of supportive energy and commitment from leaders, colleagues and others so that we —individually and collectively—can do our best work.**
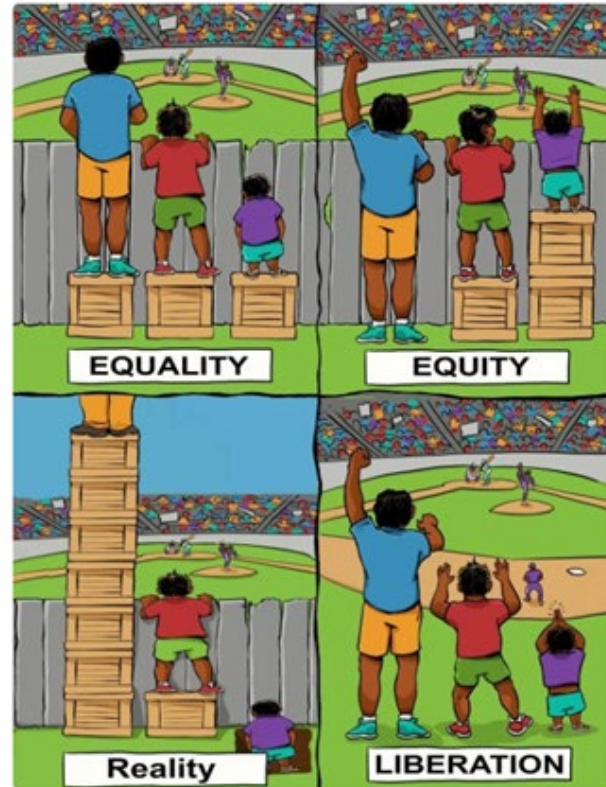
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Equity vs. Equality

- Diversity ≠ Inclusion
- Equity ≠ Equality

Culture
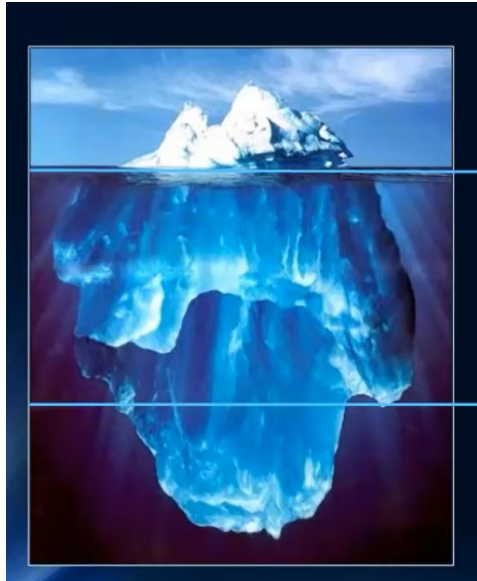
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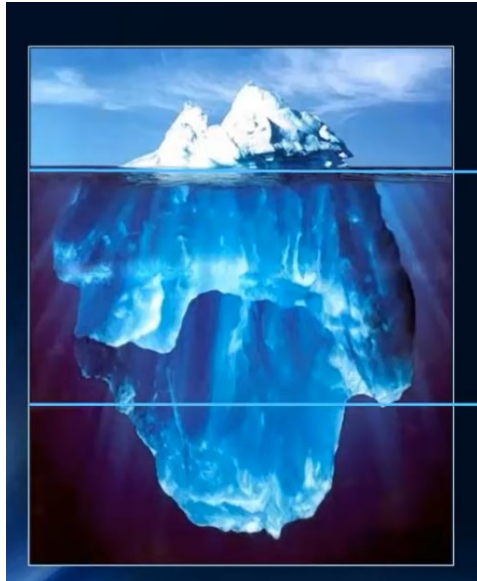
Culture

Culture

The set of beliefs, values, customs, actions, thoughts, communications, institutions, and ideas shared by social groups

Source: Video Organizational Culture by Kathy Milhauser. 2014)

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Culture

Where do we see Culture?

Artifacts
The way the people act, the things they say, the way they dress, behave, and the items that they surround themselves with

Values
The articulation of the basic assumptions
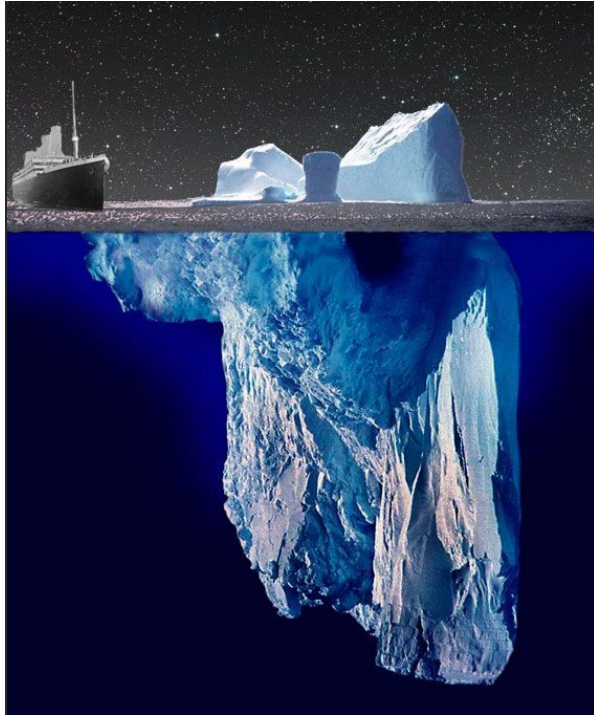
Underlying Assumptions
The deeply buried foundation for the values that the group has formed over time

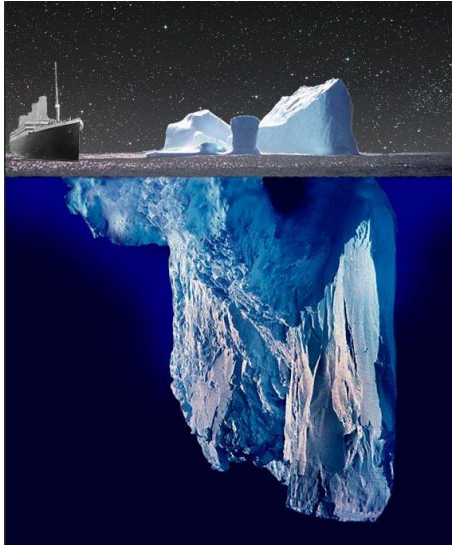Source: Video Organizational Culture by Kathy Milhauser. 2014)

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Culture Clash

Culture Clash

❑ Invisible History

❑ Different experiences

❑ Disparate treatment

❑ Disparities & Disproportionalities in investments and outcomes

❑ Injustice and unrest

"DEI are not *'nice to have'*.

They are imperative to achieve mission"

Monica Villalta

Rethinking the approach

Cultural Transformation

- Diversity is leveraged to create a **fair, healthy, and high performing alliance.**

- An inclusive environment ensures **equitable access to resources and opportunities for all.**

- *"When culture allows individuals and groups to feel <u>safe, respected, engaged, motivated, and valued for who they are and for their contributions</u> toward organizational or societal goals."*

CULTURAL COMPETENCE

The capacity (including skills, behaviors and attitudes) to effectively and equitably navigate and interact across cultures

NOT

≠ A fad
≠ Affirmative Action /Compliance Requirement
≠ Temporary Initiative
≠ Reactive

YES

✓ **A mindset**
✓ **The way we do our work** (Behaviors, skills, attitudes)
✓ **Long Term Investment**
✓ **A managed process**

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The right approach:
Woven into organizational fabric

Individual + Organizational
- Stronger competencies
- Increased capacities

Why?

Diversity has a positive impact on many key aspects of organisational performance

Diversity management helps to…	Rationale
…win the war for talent	- A strong focus on women and ethnic minorities increases the sourcing talent pool, a particular issue in Europe. In a 2012 survey, 40% of companies said skill shortages were the top reason for vacancies in entry-level jobs
…strengthen customer orientation	- Women and minority groups are key consumer decision makers: for example, women make 80% of consumer purchases in the UK - Gay men and women have average household incomes that are almost 80% higher than average
…increase employee satisfaction	- Diversity increases employee satisfaction and reduces conflicts between groups, improving collaboration and loyalty
…improve decision making	- Diversity fosters innovation and creativity through a greater variety of problem-solving approaches, perspectives, and ideas. Academic research has shown that diverse groups often outperform experts.
…enhance the company's image	- Social responsibility is becoming increasingly important - Many countries have legal requirements for diversity (e.g., UK Equality Act 2010)

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How?

Diversity

Aspire ① Where do we want to go?	**Define a clear value proposition**	• Create a **clear value proposition** for having a diverse and inclusive culture • Set a **few clear targets** (not quotas) that balance complexity with cohesiveness
Assess ② How ready are we to go there?	**Establish a fact base**	• Understand the **current situation** in terms of **statistics** and **mindsets** and learn from external best practices. Understand root causes and underlying mindsets
Architect ③ What do we need to do to get there?	**Create targeted initiatives**	• **Differentiate initiatives by diversity group,** for example, gender initiatives do not always resonate with other minorities. Lead from the top
Act ④ How do we manage the journey?	**Define the governance model**	• Define the **rollout strategy** for all initiatives. Launch 1-2 highly visible **flagship projects** at the beginning of the effort. **Monitor rigorously**
Advance ⑤ How do we keep moving forward?	**Build inclusion**	• Continuously **address potential mindset barriers** through systematic **change management**. Link diversity to other change management efforts

SOURCE: Scott Keller and Colin Price, Beyond Performance: How great organizations build ultimate competitive advantage, Wiley, 2011

Best Practices: GDIB

Global Diversity & Inclusion Benchmarks

The GDIB helps organizations

- **Realize the depth, breadth, and integrated scope of D&I practices**

- **Assess the current state of DEI**

- **Determine strategy and tactics**

- **Measure progress in fostering inclusion and managing diversity**

The Journey

INTERNAL
Attract & Retain People
- Recruitment & Development
- Benefits
- Compensation
- Learning

EXTERNAL
Listen to & Serve Society
- Social Responsibility
- Products & Services
- Marketing
- Supplier Diversity

BRIDGING
Align & Connect
- Assessment
- Communications
- Sustainability

FOUNDATION
Drive the Strategy
- Vision
- Leadership
- Structure

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Measuring Progress

BEST PRACTICE
Demonstrating current best practices in D&I; exemplary for other organizations globally.

5

PROGRESSIVE
Implementing D&I systemically; showing improved results and outcomes.

4

PROACTIVE
A clear awareness of the value of D&I; starting to implement D&I systemically.

3

REACTIVE
A compliance mindset; actions are only taken in compliance with relevant laws and social pressures.

2

INACTIVE
No D&I work has begun; diversity and a culture of inclusion are not part of organizational goals.

1

FIVE LEVELS of PROGRESS

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OUR APPROACH TO CREATING:
ONE INCLUSIVE NAMI

MANAGED CHANGE PROCESS

Board & DEI Advisory Committee

SYSTEMATIC APPROACH

CEO DEI Staff Council & Advisory Groups & Senior Leadership

ONE STRATEGY

SUSTAINED INVESTMENT

DEI Office/ Director of Inclusion

DEI Staff Council & Advisory Groups

COLLABORATIVE LEADERSHIP

CULTURAL TRANSFORMATION

BENCHMARKING

nami
National Alliance on Mental Illness
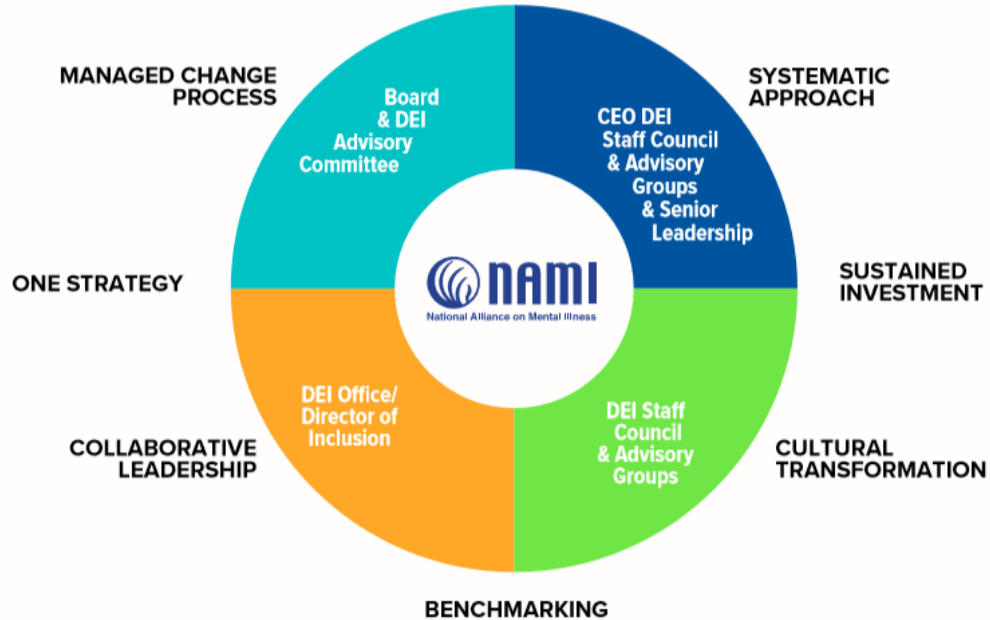
A STRONG ALLIANCE
That Can Deliver on Mission Through an Inclusive Culture and Strategy

NAMI's APPROACH

We are designing a strategic, comprehensive and systematic approach to cultural transformation. Efforts include:

• Building a solid foundation and an organizational structure that supports DEI.

• Defining diversity, equity and inclusion for our organization and using our shared language to advance our understanding.

• Assessing current status and planning for a desired future.

• Enabling training and development that enhances our capacity to interact effectively with colleagues and members of our surrounding communities.

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Leadership

WE ARE COMMITTED TO DIVERSITY, EQUITY AND INCLUSION

BOARD DEI WORK GROUP MEMBERS

Adrienne Kennedy
Board Chair & President

Charma Dudley
Chair – Board Work Group

NAMI BOARD OF DIRECTORS' STATEMENT

At NAMI, we believe a diverse, inclusive and equitable organization (or Alliance) is one where all employees, volunteers and members — regardless of gender, race, gender identity, ethnicity, national origin, age, sexual orientation, education, disability, veteran status or other dimension of diversity — feel valued and respected.

We are committed to providing informed, authentic leadership for cultural equity and to modeling diversity and inclusion for the entire NAMI alliance. We shall:

- See diversity, inclusion and equity as connected to our mission and critical to ensure the well-being of our staff and the NAMI alliance we serve.

- Identify and dismantle inequities within our policies, systems, programs, and services and continually update and report organization progress.

- Explore potential underlying, unquestioned assumptions that interfere with inclusiveness.

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Daniel H. Gillison Jr.
Chief Executive Officer &
DEI Executive Sponsor

CEO'S VISION

As an organization, we are making new investments and commitments to diversity, equity and inclusion. Through our work, we will:

- Model diversity and inclusion for the NAMI Alliance.

- Establish processes and policies that enable diversity, equity and inclusion.

- Create and maintain a positive work environment that reflects our commitment to equity and inclusion.

- Encourage participation by all staff and members so that all voices are heard and valued.

- Live up to our stated and aspirational organizational **values.**

- Leverage DEI to achieve our mission.

We will lead by example and help set goals and expectations that influence workplace interactions, everyday practice and long-term outcomes for the National Office and the entire Alliance.

A Framework for Operationalizing DEI

❑ Career and <u>People</u>

❑ Cultural Competence and how we <u>Work</u>

❑ Communications and our Brand or <u>Identity</u>

❑ Community/Clients and <u>Growth</u>

Stakeholder Voices

DEI STAFF COUNCIL

NAMI is in the process of establishing its first chartered DEI Staff Council. The group — comprised of voluntary staff members — is a core component of NAMI's strategic DEI leadership group.

Together with the Board DEI Work Group, the DEI Staff Council will provide thought leadership, guidance and recommendations to the DEI Executive Sponsor and the DEI Office. They will promote activities and model behaviors and share any lessons learned or resources to support the work of the Alliance.

Educational Resources on Racism and Inequality

Understanding the context of racism and recent events
•Video on understanding racism and the reactions to the death of George Floyd and many others
•Video on understanding the perspectives of your colleagues of color
•Article on "White Privilege: Unpacking the Invisible Knapsack"
•List of Anti-Racism resources
Understanding the context of racial inequality that impacts mental health
•APA Best Practices on working with Black patients
•APA Mental Health Facts for Black Americans (2017)

Ways to take action as an ally or champion for people of color
•Article on being a white ally through word, actions and power
•Article on being a white ally for racial justice
•Community based organizations to partner with: Color of Change, Black Lives Matter, Change Zero, The Innocent Project

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Thank You!