

Toward Inclusive Excellence

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D I V E R S I T Y



D I V E R S I T Y



Inherent

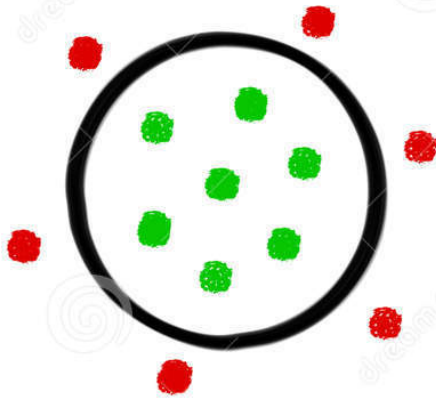
(Traits you were born with)

Acquired

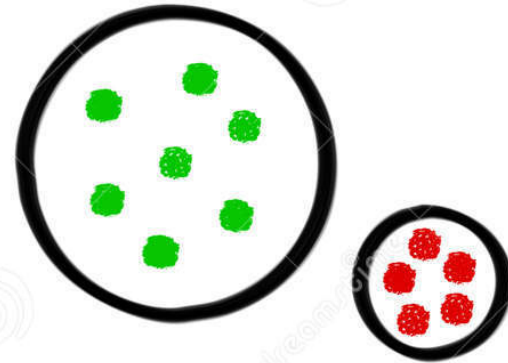
(Lived experiences)

Inclusion

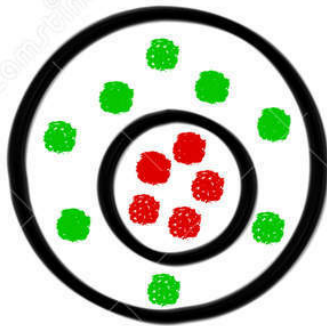
EXCLUSION



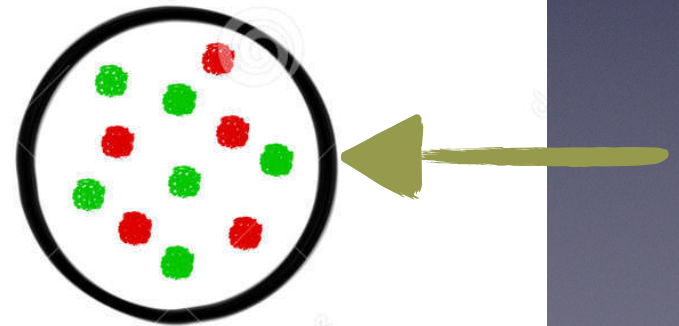
SEPARATION



INTEGRATION



INCLUSION



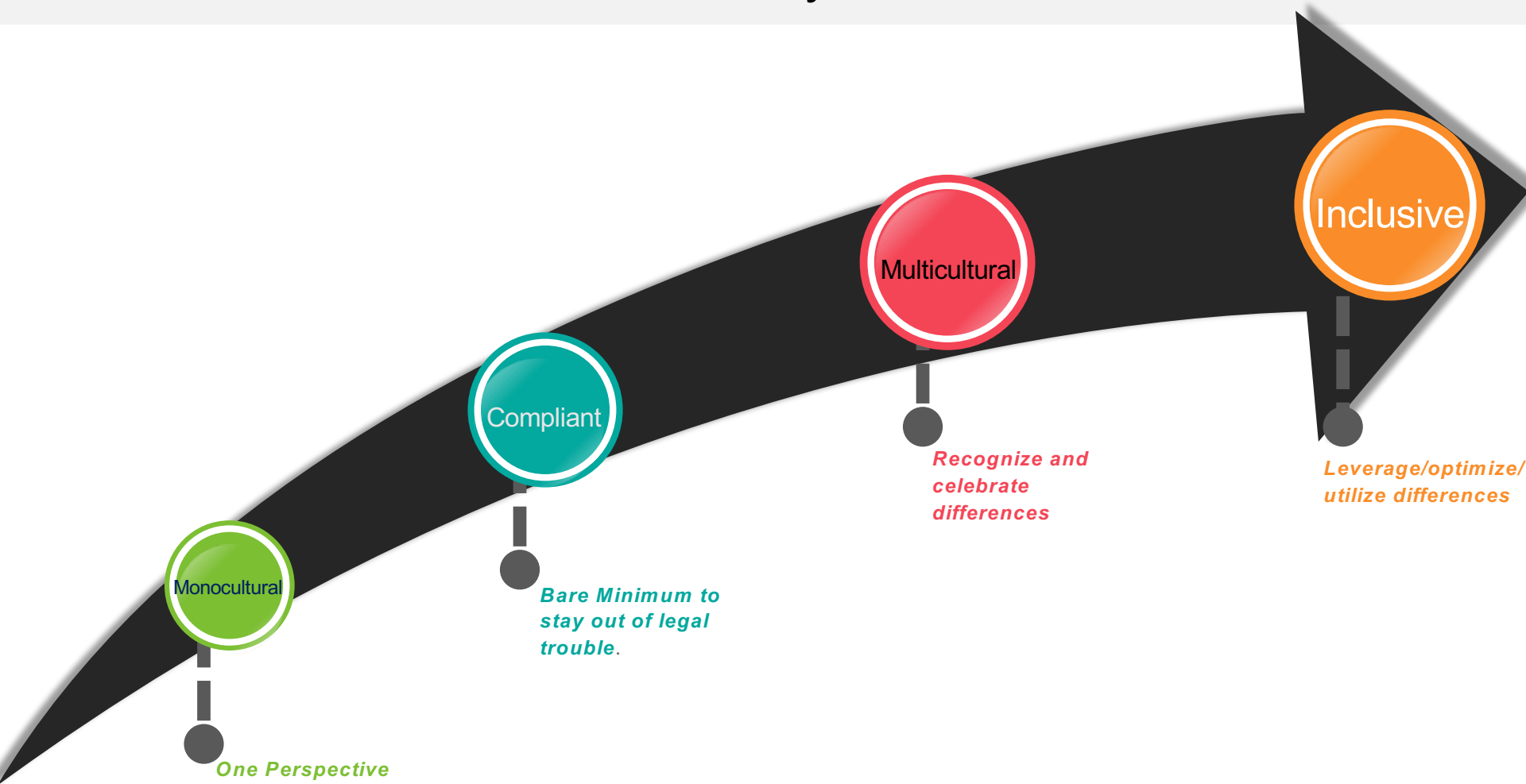
Diversity & Inclusion



**“Diversity is
the mix.
Inclusion is
making the mix
work,” Andrés
Tapia**

www.RedShoeMovement.com

Inclusive Journey Continuum



(Metzler, 2001)

DIVERSITY & INCLUSION MATURITY MATRIX

D&I enhances our competitive advantage

CULTURAL CHANGE
REGULATORY COMPLIANCE

LEVEL 1

BASIC

D&I is on the agenda for discussion but no concrete plans are in place to define or achieve desired outcomes beyond those required by regulation. The operating group or businesses will put additional measures in place to respond to any problems.

LEVEL 2

AWARENESS

Diversity is increasingly recognised as a business benefit and an inclusive culture is acknowledged as key to success. D&I initiatives are deployed at a local level and monitored to support continuous improvements.

LEVEL 3

UNDERSTANDING & APPLICATION

Management recognises the business benefits of diversity and can demonstrate that it is implementing D&I strategies designed to create an inclusive work environment.

LEVEL 4

INTEGRATED

D&I is fully integrated into day-to-day activities. Management is committed to creating an environment that supports D&I and encourages the right behaviours. D&I initiatives reflect local needs and support the success of the operating group or business.

LEVEL 5

SUSTAINABLE

D&I is 'how things are done' – it's part of business as usual and embedded in day-to-day activities. D&I drives strategy. The impact on business performance is clear and D&I enhances competitive advantage.

TIMELINE: 2010



Inclusion Is and Is Not

Inclusion is...

1 Asking for input from the people affected, and having the right people doing the right work at the right time.

2 A way to accomplish the mission, strategies, and goals of the organization.

3 A way of hearing, valuing, and leveraging people's differences to create breakthroughs.

4 Supporting all people to do their best work and to continuously improve on it.

5 Building partnerships focused on work outcomes.

6 A two-way street.

Inclusion is not...

Involving everyone in every thing.

An end in itself, with no mission-related direction.

Working with people who are different for the sake of it—
"diversity for diversity's sake."

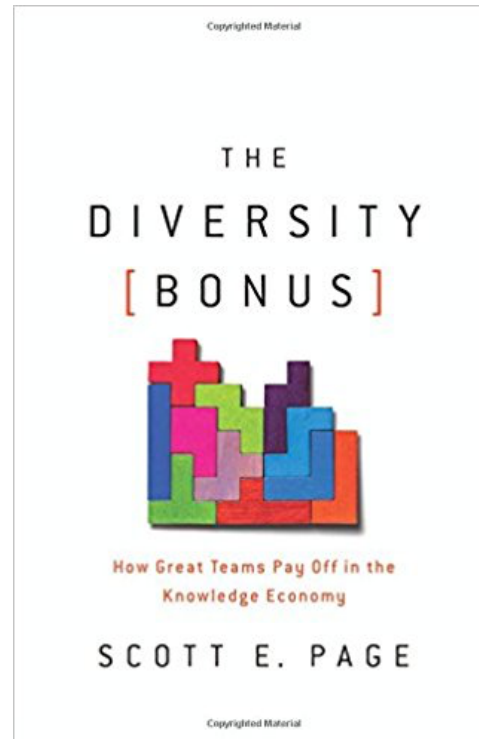
Sacrificing productivity or overlooking underperformance.

Focusing on the relationship at the expense of the task.

Individuals not taking accountability for including themselves.



“Innovation depends as much on collective difference as on aggregate ability. If people think alike then no matter how smart they are they most likely will get stuck at the same locally optimal peaks. Finding new and better solutions requires thinking differently. That’s why diversity powers innovation.”



Fundamental Question



- Are our diversity & inclusion efforts meaningfully connected to our organizational and professional interests?

**Meaningfully
connecting
diversity
& inclusion
efforts..**

+

**Organizational
& professional
pursuits of
excellence**

=

**Inclusive
Excellence**

A **GOAL**
WITHOUT A **PLAN**
IS JUST A
WISH

STRATEGY

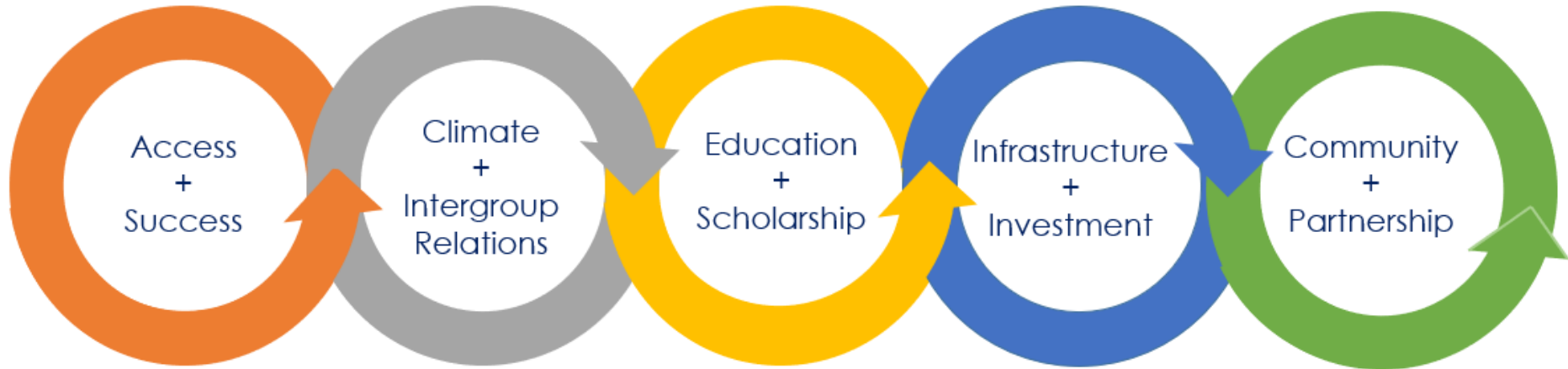


['strætɪdʒɪ]



1. A plan of action or policy designed to achieve a major or overall aim.

Inclusive Excellence Framework



...And That's Where This Journey Really Began...



Because...



Inform



Consult



Involve



Collaborate



Empower



Inform

Low level of
public engagement



Involve

Mid level of
public engagement



Empower

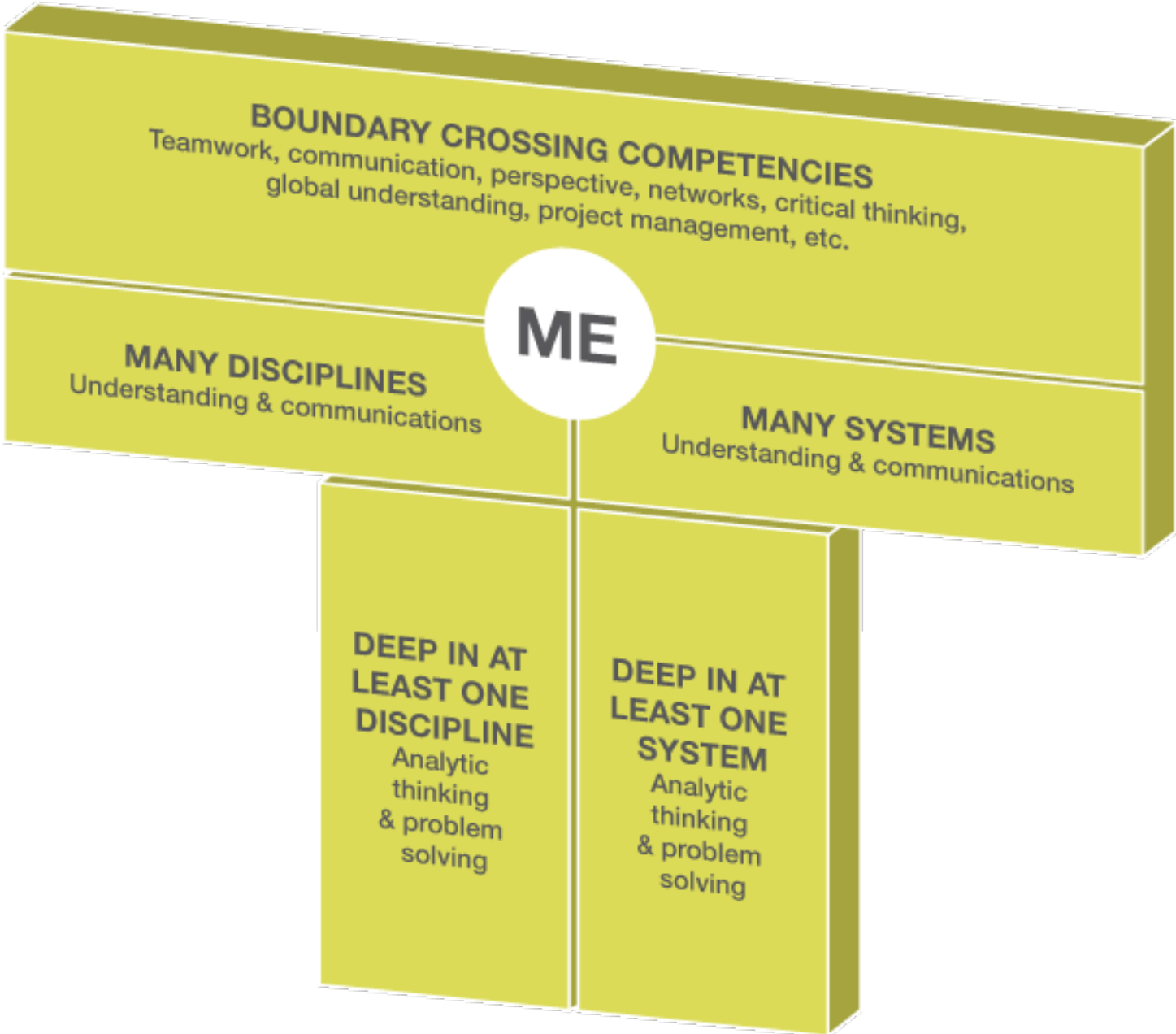
High level of
public engagement

Access & Success



Figure 1. The six signature traits of an inclusive leader





BOUNDARY CROSSING COMPETENCIES

Teamwork, communication, perspective, networks, critical thinking, global understanding, project management, etc.

ME

MANY DISCIPLINES
Understanding & communications

MANY SYSTEMS
Understanding & communications

DEEP IN AT LEAST ONE DISCIPLINE
Analytic thinking & problem solving

DEEP IN AT LEAST ONE SYSTEM
Analytic thinking & problem solving



career path

benefit

job security

Employee

status

working condition

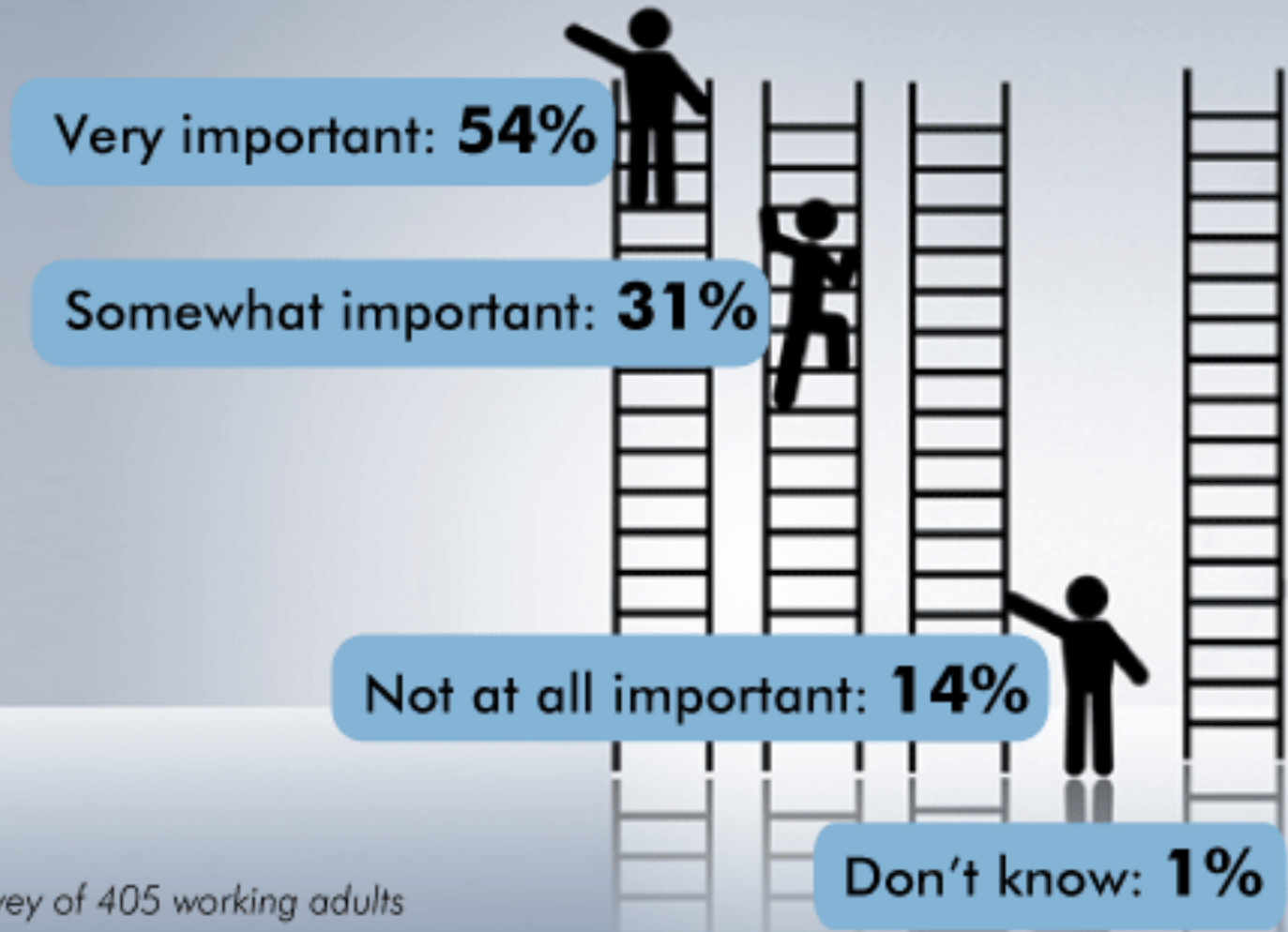
relationship

Career Path



Show Me the Way

How important is knowing your potential career path to your overall job satisfaction?



Source: Accountemps survey of 405 working adults

ORGANIZATIONAL CLIMATE





EN • GAGE

verb \in- 'gāj, en-\
en•gageden•gag•ing

A: to hold the attention of

B: to induce to participate

(Merriam-Webster Dictionary)

**To have a
sense of
belonging is
as important
to us humans
as food and
water.**





Social Justice Mediation Institute



Leah Wing

Training and Education





“

plu·ral·ism

involves moving beyond the acknowledgement of differences to understanding, action and respect to build a better world.

”

Partnerships in Pluralism

Bringing Diversity Together to Share Learn and Inspire

Organizational Infrastructure



Goals

1. _____
2. _____
3. _____



Objectives

STRATEGIES

❖ Choose the right strategy for the task.



KPI

Key Performance Indicators

Focus of Change Strategies

Personal:

→ Aim is to change thoughts and feelings; increase awareness & openness to learning.

Interpersonal:

→ Aim is to enhance skills, communication patterns; impact behavior and relationships.

Cultural:

→ Aim is to create environments representative of & welcoming to the organization's diversity; celebrate & utilize differences.

Institutional:

→ Aim is to identify structural barriers and create policies, practices, programs & processes that support equitable outcomes.



Community

M·O·C·H·A

MEN OF COLOR, HONOR AND AMBITION





M·O·C·H·A

MEN OF COLOR. HONOR AND AMBITION





M·O·C·H·A

MEN OF COLOR, HONOR AND AMBITION

W·O·C·H·A

WOMEN OF COLOR, HONOR AND AMBITION



A green rectangular street sign with rounded corners and a white border. The sign is tilted upwards and to the right. It features the words "High School" in a bold, white, sans-serif font. The sign is supported by two silver metal poles. The background is a clear blue sky with a few wispy white clouds and a bright sun in the upper right corner.

High School





GRADUATE
SCHOOL

WORKFORCE DEVELOPMENT



B

U

T



Status Quo

Diversity & Inclusion



DIVERSITY HAS ITS CHALLENGES



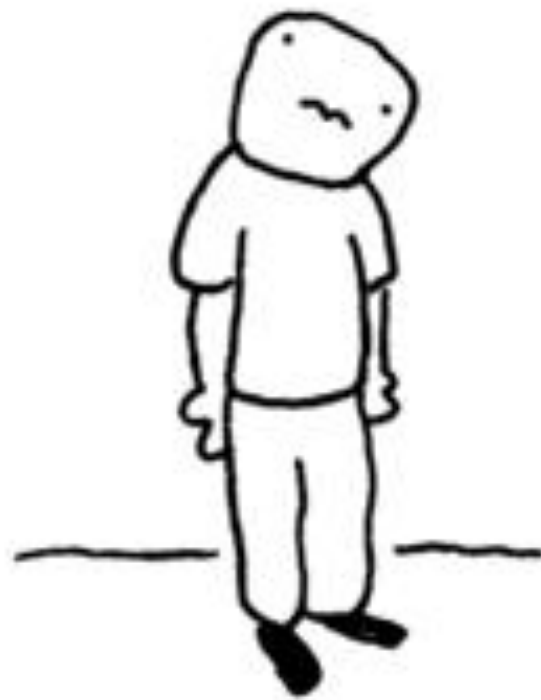
RESISTANCE TO CHANGE



“What if we don’t change at all ...
and something magical just happens?”



“I want you to find a bold and innovative way to do everything exactly the same way it’s been done for 25 years.”



When asked "would you rather work for change, or just complain?" 81% of the respondents replied, "Do i have to pick? This is hard."

CHANGED
PRIORITIES
AHEAD

RENEWAL OPERA

There is no such thing as a
lack of resources.



...only a lack of resourcefulness.

©FlamingPineapples.com

A small, stylized handwritten signature in the bottom right corner of the illustration.

Great intention

Great outcome



abyss of
stuckness



diversity *is* all of us!



DIVERSITY

The logo features the CBS eye symbol in gold, followed by the words "CBS NEWS" in gold. Below that, "ASSIGNMENT" is written in large blue letters with a white outline, and "AMERICA" is written in large red letters with a white outline. The background is a stylized American flag with stars and stripes, and a circular graphic element on the left side.

© CBS NEWS
ASSIGNMENT
AMERICA

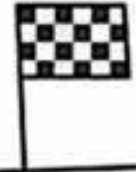
cbsnews.com

[MUSIC PLAYING]

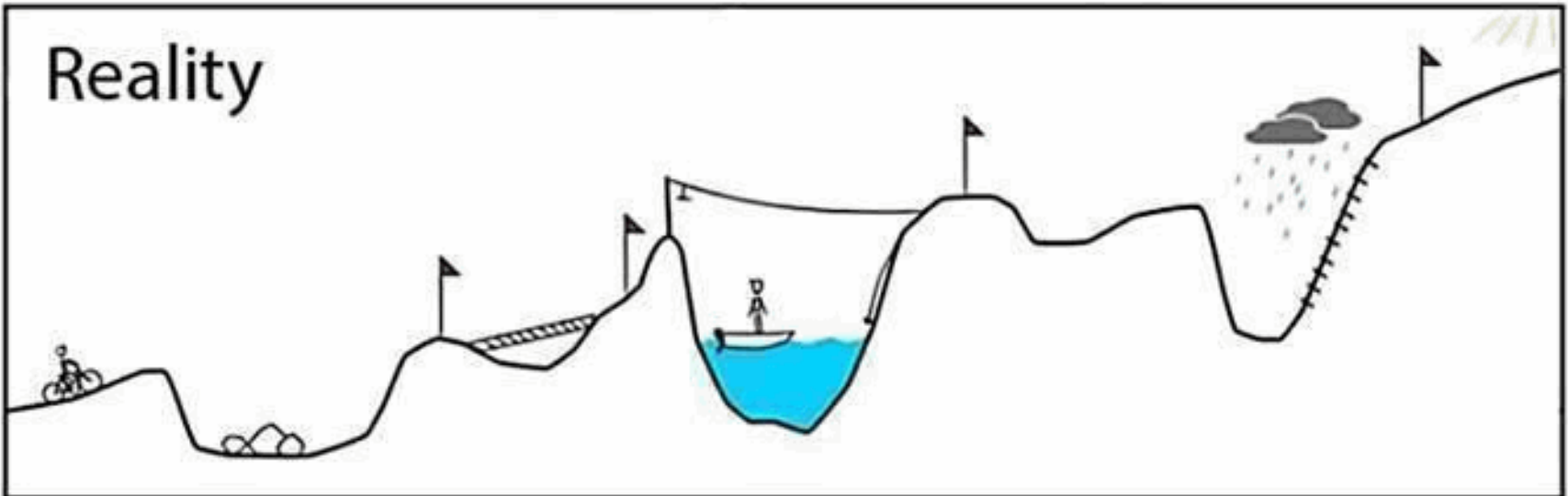
Taking steps out of your comfort zone is pivotal for your own evolution and growth. You cannot become a bigger and better version of yourself unless you are willing to stretch beyond what you already know.

www.Thoughtsnlife.com

Your plan for diversity, equity, and inclusion:



Reality



REMEMBER

IF PLAN

A

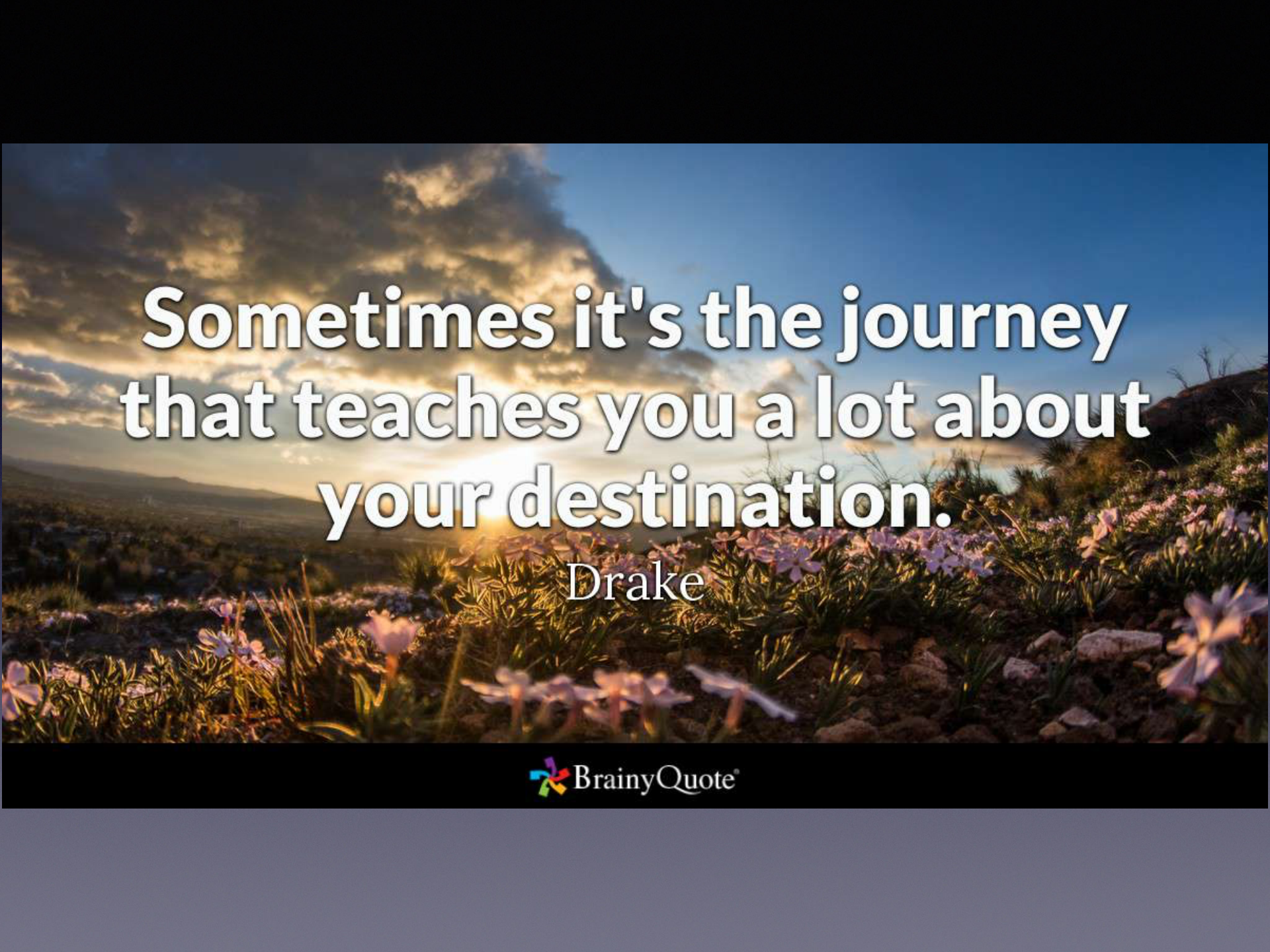
DOESN'T
WORK

— *the* —
ALPHABET

HAS ↓

25

MORE
LETTERS



**Sometimes it's the journey
that teaches you a lot about
your destination.**

Drake



