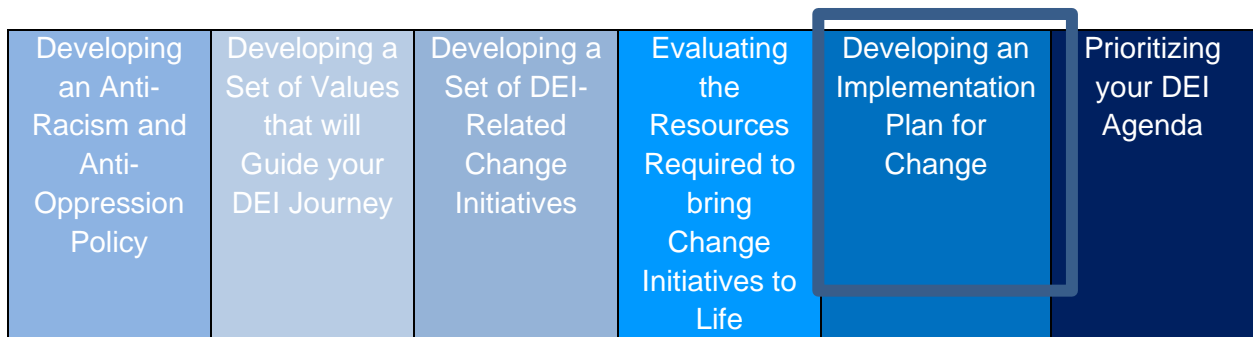


Leadership and Governance Toolkit

Tool 16: Implementing your DEI change initiatives

DEVELOPING AN IMPLEMENTATION PLAN FOR CHANGE

FIGURE 17: A ROADMAP FOR YOUR DEI JOURNEY – IMPLEMENTING DEI CHANGE INITIATIVES



Leaders are responsible for developing and resourcing change plans and overseeing and guiding their implementation. In fact, implementation is where the rubber hits the road, i.e., a well-thought-out implementation plan can drive strong DEI-related changes. Alternatively, a haphazard implementation plan can prevent organizations from reaching their ultimate goals, no matter how well-resourced. Tool 16 helps leaders think through implementation challenges related to DEI.

DEI is prone to a knowing-doing gap: leaders know what is required but struggle to bring those changes to life.

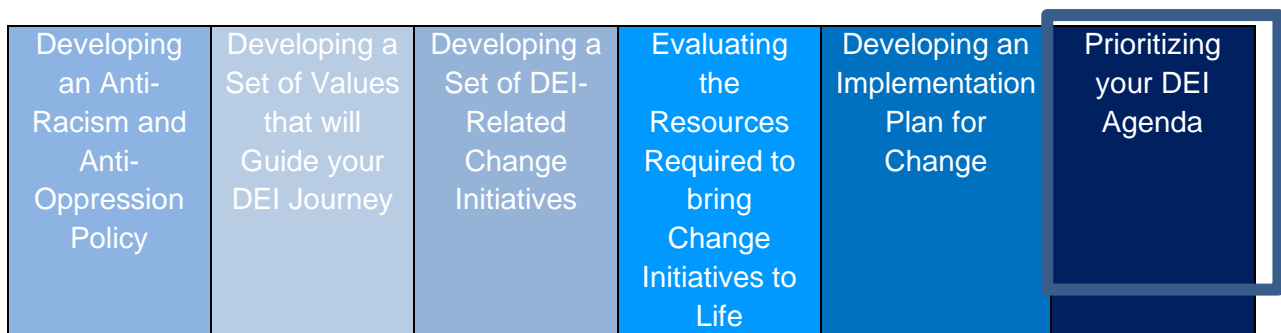
questions leaders must consider when building a strong implementation plan include the following:

Cross organizational DEI change is only successful if it occurs at the individual and systemic levels. Key

1. How do you envision rolling out your various DEI-related change initiatives? DEI change does not occur in a year or two; the recommendation is to have a 3 to 5-year rollout plan.
2. Is this rollout balanced? Are you front-loading all the individual-related change initiatives, followed by your structural and systemic ones, and then focusing on leadership-related changes? This phased approach lacks balance.
3. Do you have someone to lead the DEI implementation plan?
4. Does this DEI champion and change agent have representatives to help bring the changes to life in the various teams and departments that make up your organization?
5. Is there a commitment from senior leaders to find and bring the required resources to the table?
6. Have you thought about fish bowling? Fish bowling means having some key initiatives implemented every year in a very public way. These initiatives are very likely to succeed, and making them public allows stakeholders to see that the DEI strategy is moving forward. These fishbowl initiatives are key to preserving the momentum of DEI change.
7. What are the risks associated with implementing DEI initiatives? Leaders must be aware of the sources of DEI resistance that can be present in many organizations including funding gaps, cultural realities, staffing resistance, and/or an ambivalent board. Counteracting sources of resistance is key to DEI implementation.

PRIORITIZING YOUR DEI AGENDA

FIGURE 18: A ROADMAP FOR YOUR DEI JOURNEY – PRIORITIZING DEI



The challenge most organizational leaders face when attempting to change their DEI contexts is not having an Anti-Racism / Anti-Oppression Policy or a DEI strategy. With internal and external support, these imperatives are achievable.

The challenge faced by most organizational leaders lies in prioritizing DEI change initiatives in a resource-constrained environment.

Resources include funding, people, and political buy-in to support and move forward the organization's DEI agenda (See Figure 19). How to leverage those resources is explained below in Tools 17, 18 and 19.

FIGURE 19: THE KEY TOOLS TO PRIORITIZING A DEI AGENDA

