



ROI INSTITUTE®



How to Align and Design DEI Solutions to Deliver Results

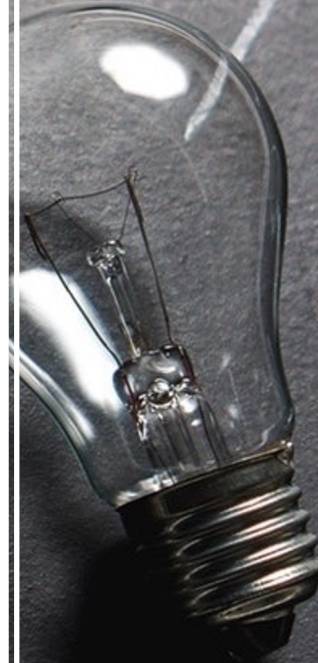
Ed Hubbard, Ph.D., CEO, Hubbard & Hubbard, Inc.

Patti P. Phillips, Ph.D., CEO, ROI Institute, Inc.

Session Objectives

After attending this session, participants should be able to:

- Align DEI solutions with the needs of the business.
- Design DEI solutions to deliver application, impact, and ROI.
- Plan next steps to ensure DEI solutions deliver value.



Resources



APPLICATION GUIDE

The ROI Methodology® in 12 Easy Steps

A step-by-step guide for developing Impact for programs, projects, and solutions in the workplace

- Human Resources/Human Capital
- Training/Learning/Development
- Leadership/Coaching/Mentoring
- Knowledge Management/Transfer
- Recognition/Incentives/Engagement
- Work Arrangement/Systems
- Change Management/Culture
- Talent Management/Retention
- Policies/Procedures/Processes
- Technology/Systems/IT
- Meetings/Events/Conferences
- Marketing/Advertisement/Promotion
- Compliance/Risk Management
- Organizational Design
- Project Management
- Quality/Service
- Communications
- Public Policy
- Creativity
- Ethics/Integrity
- Safety/Health
- Environment
- Healthcare
- Schools/Education
- Public Safety
- Faith-Based

The ROI Methodology® is a balanced approach that generates six types of data:

- Reaction and Planned Action
- Learning
- Application and Implementation
- Impact
- Return on Investment
- Intangibles

The process includes a step to isolate the effect of the program, or solution.

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ROI INSTITUTE®
BENCHMARK REPORT

Measuring ROI in Employee Relations and Compliance:

Case Studies in Diversity and Inclusion, Engagement, Compliance, and Flexible Working Arrangements

Patricia Pulliam Phillips, Ph.D.
Jack J. Phillips, Ph.D.

ROI INSTITUTE® THE CONFERENCE BOARD

The ROI of Inclusion Tool Kit

Designing Diversity, Equity, and Inclusion (DEI) Initiatives for Business Results

Hubbard & Hubbard, Inc.

ROI INSTITUTE®

How to Align and Design DEI Solutions to Deliver Results

Ed Hubbard, Ph.D., CEO, Hubbard & Hubbard, Inc.
Patti P. Phillips, Ph.D., CEO, ROI Institute, Inc.



In which activities does your company invest?

- A. Company-recognized employee groups (e.g., ERGs, BRGs)
- B. External partnerships focused on DEI activities (e.g., suppliers)
- C. Unconscious bias training, specifically
- D. Leadership training with a focus on inclusive leadership skills
- E. Other

Which activities take on the highest proportion of your organization's yearly DEI budgets in the current fiscal year? (Select top 3)

DEI Program	Percentage of Respondents
Company-recognized employee groups (e.g., ERGs, BRGs)	42%
External partnerships focused on DEI activities	38%
Any diversity and inclusion training, no including unconscious bias training	28%
Unconscious bias training	28%
Diversity recruitment and hiring programs	23%
Leadership training with a specific focus on inclusive leadership skills	17%
High-potential leadership development programs	13%
Networking events and activities with a focus on DEI	8%
External recognition activities focused on DEI	8%

Source: The Conference Board The ROI of Inclusion: How to Align Diversity, Equity, and Inclusion with Business Results (2021)

The Need to Deliver Impact & ROI

- Workforce Management estimates that companies spend a combined **\$8 billion on diversity and inclusion training annually**, while Human Resource Management Journal reports that diversity and inclusion consultants earn a combined **\$400 million to \$600 million annually in consulting fees** alone.¹
- While survey data indicate that **high performing organizations** are **four times more likely** to provide development education to senior leaders for conscious/unconscious bias than low-performance organizations, research studies have also shown **these types of trainings to be ineffective** in increasing numbers of the underrepresented, much less driving business value.²
- Even the tried-and-true **employee groups** (also known as employee resource groups, affinity groups, business resource groups) **struggle to survive** the oscillating interest.³
- Add to this issue the struggles **DE&I executives face** when asked to drive efforts. If they go too slow in making change, **they are criticized**. If they go too fast, **they may be fired**.⁴
- “It’s time to move from saying, **“We need to do this.”** to asking **“What are we doing with this?”**”⁵

¹ 2020 Working Mother Diversity Best Practices.

² D&I Metrics Survey Analysis. (2019). Institute for Corporate Productivity. Retrieved from <https://www.i4cp.com/file/1985>

³ Sabattini, L., Ye, Amy, Popiela, A. and Horan, J. (2020) What’s Next for Employee Groups? The Conference Board, Research Report 1712-20.

⁴ Cutter, C., and Weber, L. (2020, July 14). Diversity Role is Hot, But Turnover is High, *The Wall Street Journal*, p.A1, A4.

⁵ Stoll, John D. (2020, June 27-28). Pressure is on to Pivot from Say to Do, *The Wall Street Journal*, p.B2.

Evaluation Framework

Levels of Evaluation	Measurement Focus	Typical Measures
0. Inputs	The input into the project in terms of scope, volume, efficiencies, costs	Participants, Hours, Costs, Timing
1. Reaction & Planned Action	Measures participant satisfaction and captures planned actions, if appropriate	Relevance, Importance, Usefulness, Appropriateness, Intent to use, Motivation to act, Net Promoter Score
2. Learning	Measures changes in knowledge, skills, and attitudes	Skills, Knowledge, Capacity, Competencies, Confidence, Mindset, Contacts
3. Application & Implementation	Measures changes in behavior or actions	Extent of use, Task completion, Frequency of use, Actions completed, Behavior change, Success with use, Barriers to use, Enablers to use, Utility, Scrap
4. Impact	Measures changes in impact variables	Productivity, Revenue, Quality, Time, Efficiency, Customer Satisfaction, Patient Satisfaction, Employee Engagement, Talent Mobility, Innovation
5. Return on Investment	Compares project benefits to the costs	Benefit-Cost Ratio (BCR), ROI%, Payback Period

Katzell developed four steps of training evaluation; Kirkpatrick wrote about four steps of training evaluation; Phillips added economic theory and operationalized the framework by adding process and standards and applying it in practice.

Three Categories of Impact

Representation Measures	Preventive Measures	Value-Add Measures
<ul style="list-style-type: none">• Gender• Race/color• Age/generational• Disabilities• Military veterans• National origin• Sexual orientation• Skills• Experience• Religious affiliation	<ul style="list-style-type: none">• Complaints• Charges• Lawsuits• Conflicts• Inclusion• Job satisfaction• Engagement• Absenteeism• Turnover• Transfers	<ul style="list-style-type: none">• Revenue• Productivity• Quality• Cost• Time• Efficiencies• Innovation• Brand• Societal contribution• Environmental impact

ROI Calculation

$$\text{BCR} = \frac{\text{Program Benefits}}{\text{Program Costs}} =$$

$$\text{ROI} = \frac{\text{Benefits} - \text{Costs}}{\text{Costs}} \times 100 =$$



ROI Calculation

$$\text{BCR} = \frac{\$756,000}{\$339,400} =$$

$$\text{ROI} = \frac{\$756,000 - \$339,400}{\$339,400} \times 100 =$$



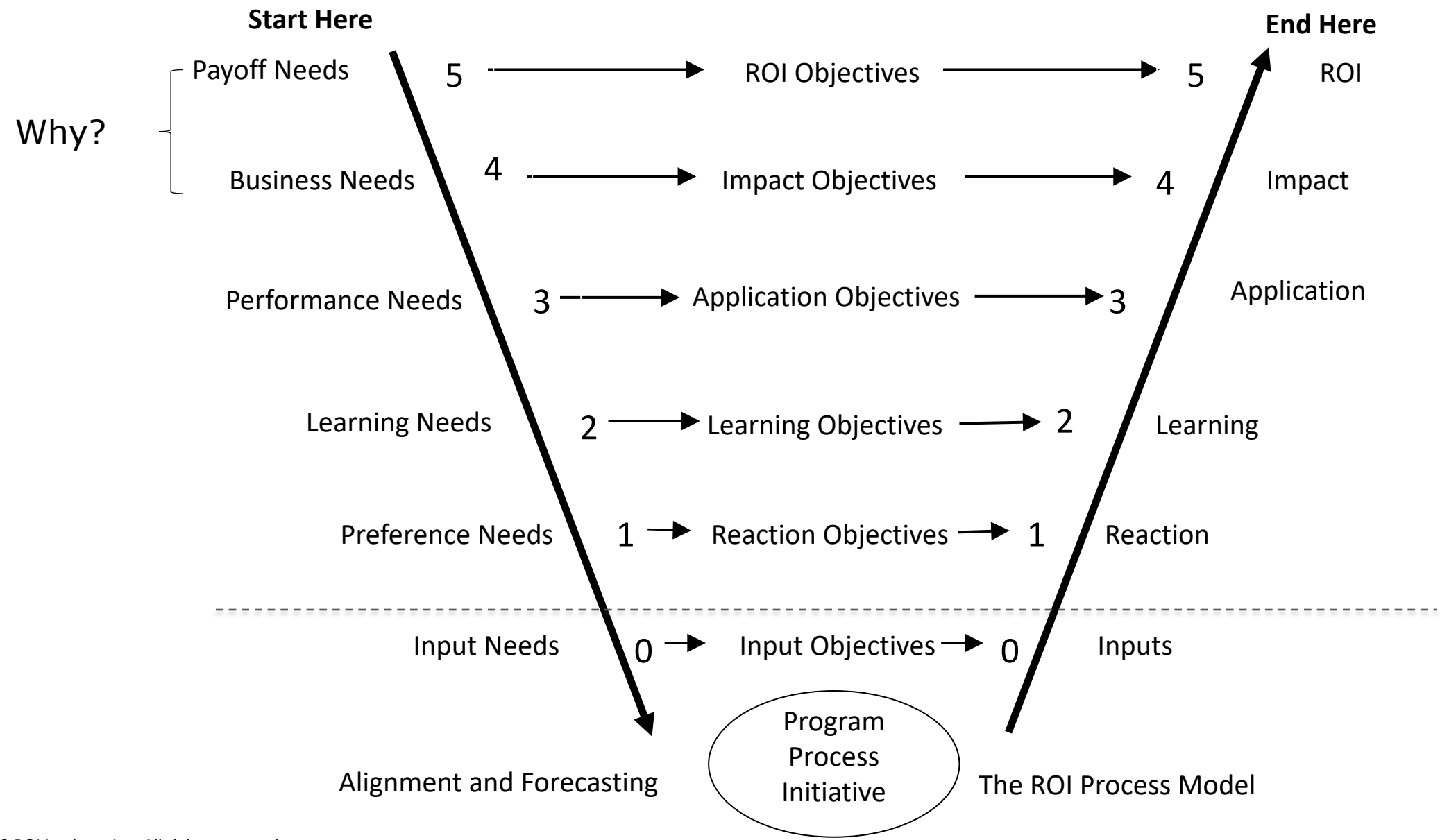
ROI Calculation

$$\text{BCR} = \frac{\$756,000}{\$339,400} = 2.23:1$$

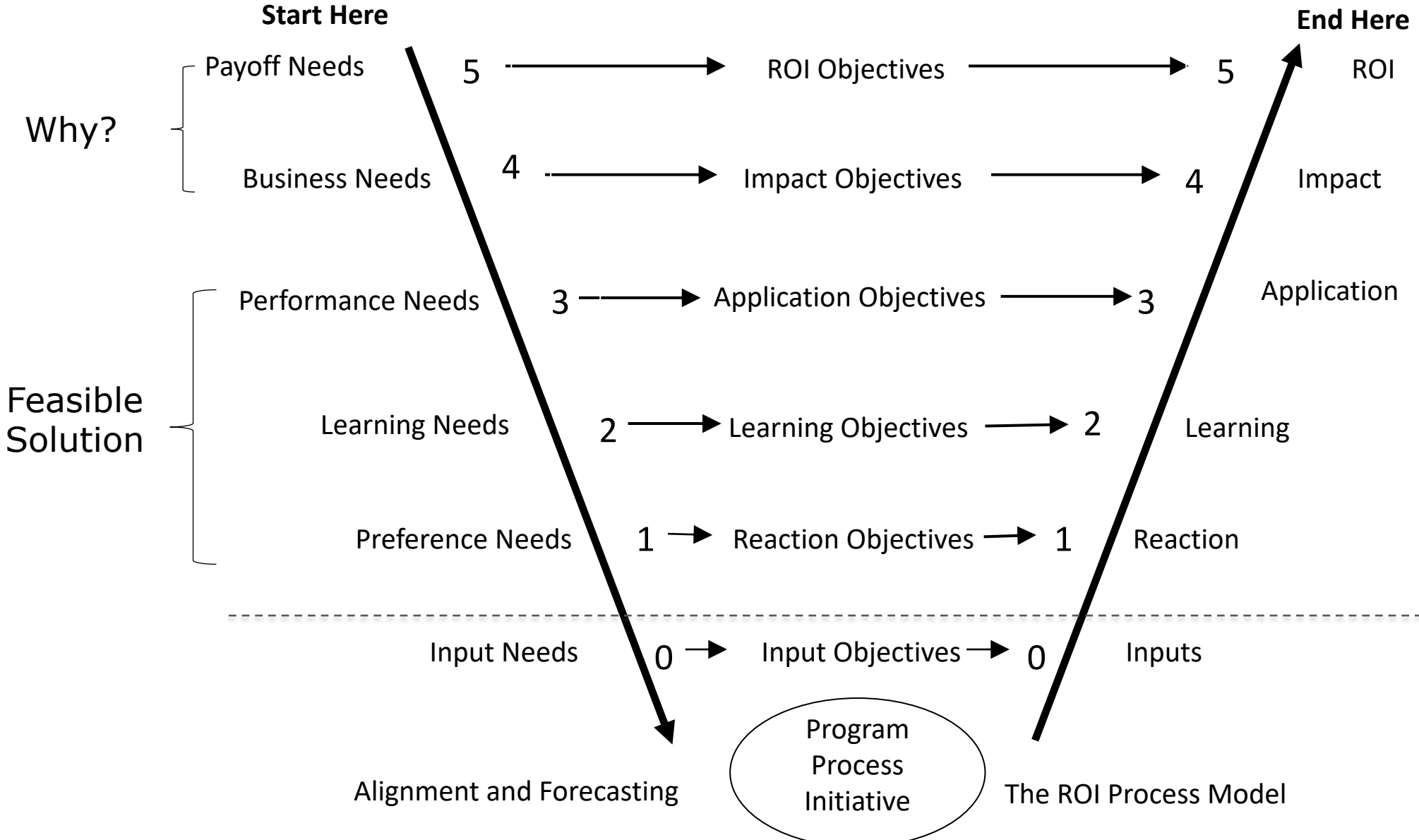
$$\text{ROI} = \frac{\$756,000 - \$339,400}{\$339,400} \times 100 = 123\%$$



Alignment Model

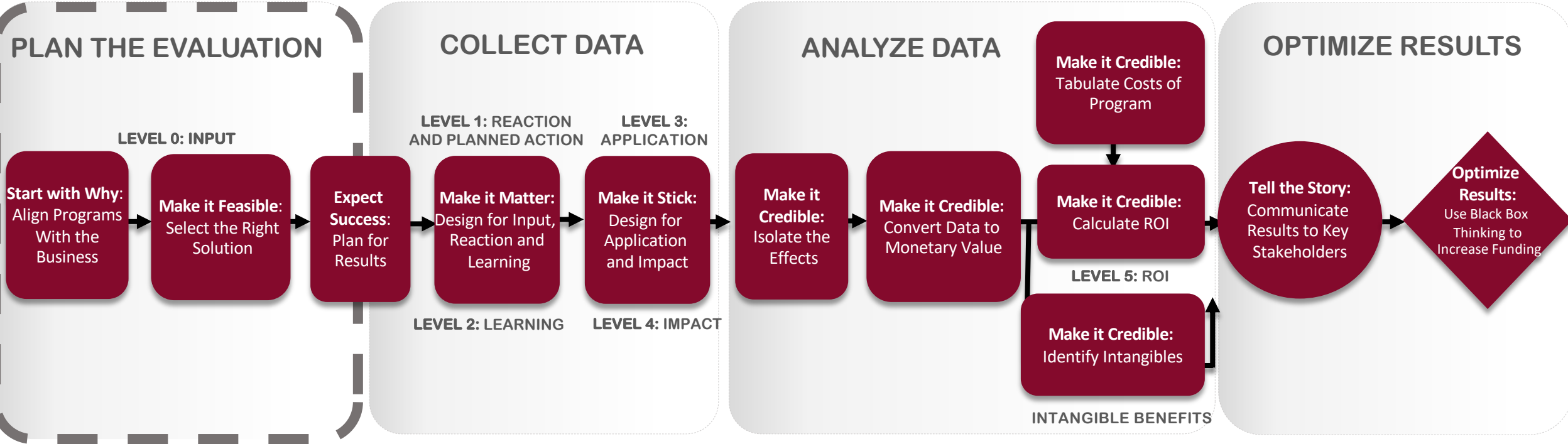


Alignment Model



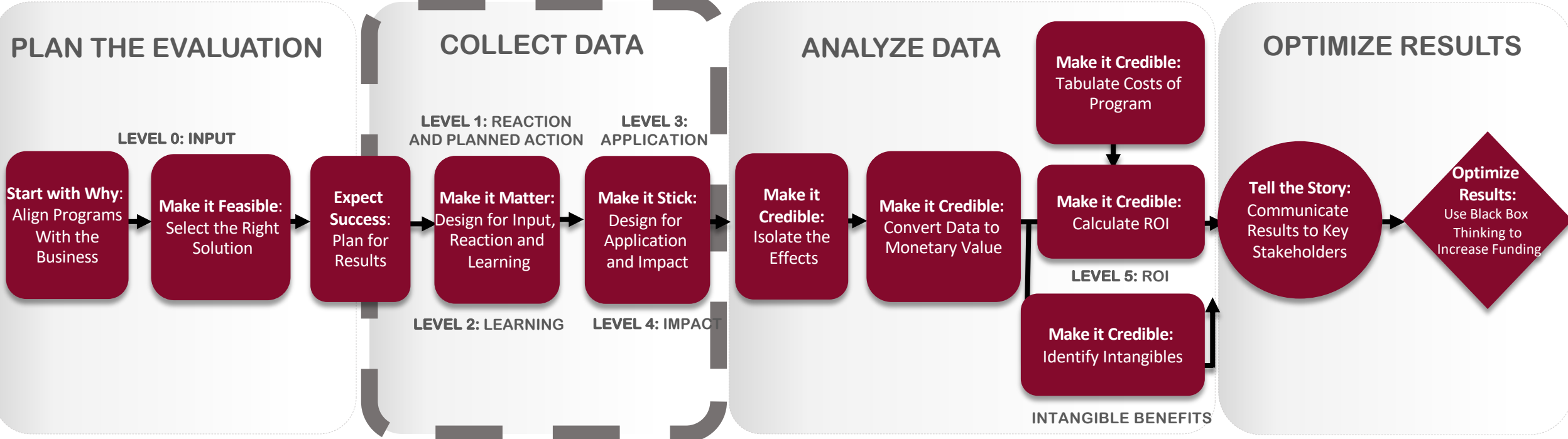
The ROI Methodology Process Model

Designing for the Delivery of Business Results



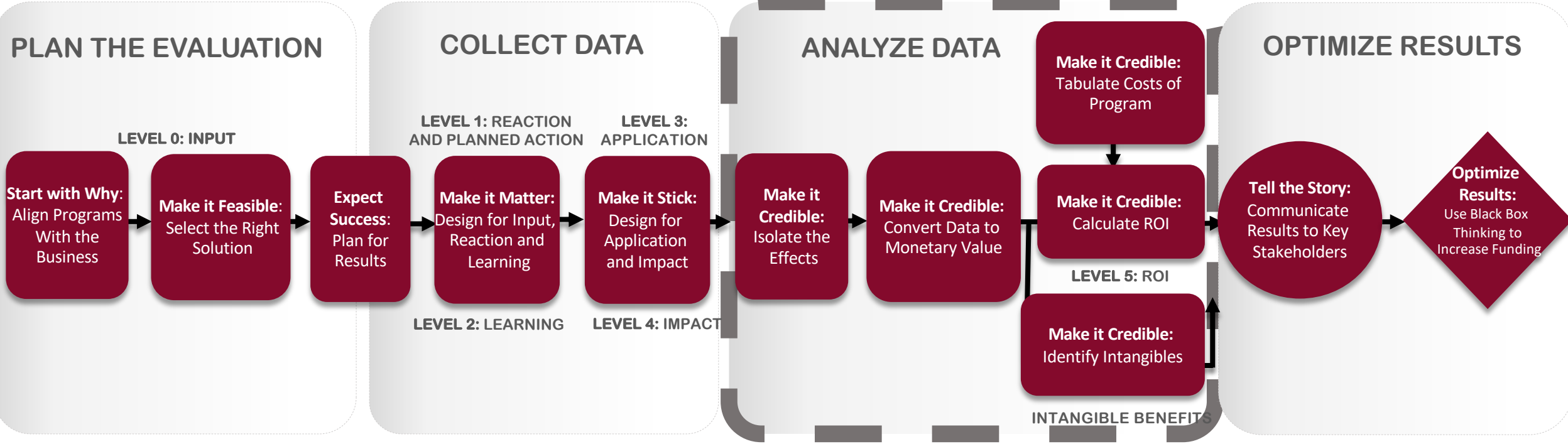
The ROI Methodology Process Model

Designing for the Delivery of Business Results



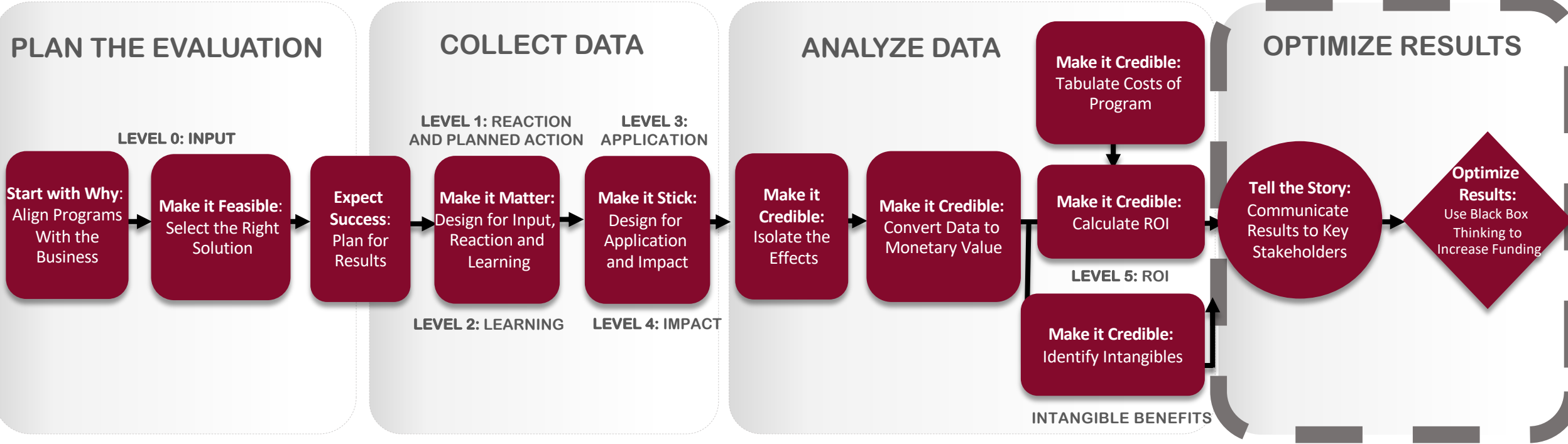
The ROI Methodology Process Model

Designing for the Delivery of Business Results

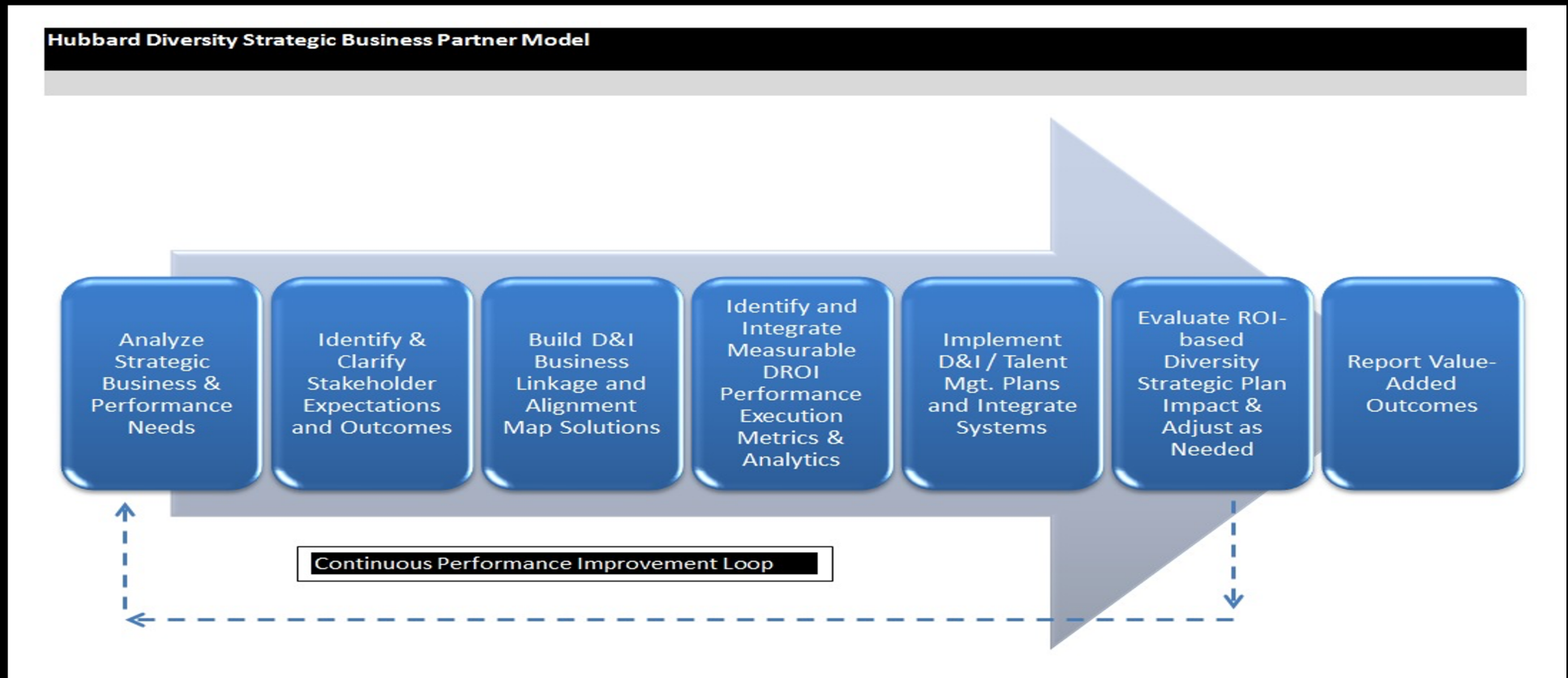
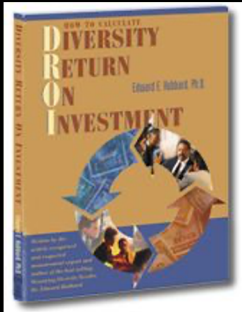


The ROI Methodology Process Model

Designing for the Delivery of Business Results



HUBBARD & HUBBARD, INC. DIVERSITY ROI EXECUTION FRAMEWORK



H&H, INC. RESEARCH-DRIVEN METHODOLOGIES AND RESOURCES TO HELP YOU DELIVER DEIB RESULTS

The OSU 2017 Distinguished Alumni of the Year Award



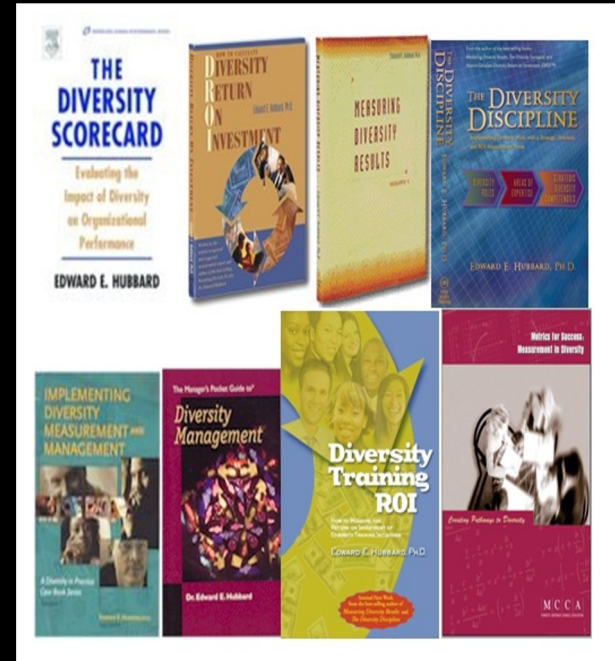
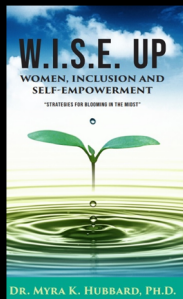
Dr. Hubbard created the Diversity ROI Metrics / Analytics fields and is Author of More than **59 Books** and Hundreds of Articles, Automated Software Systems, Calculator Tools, and more...



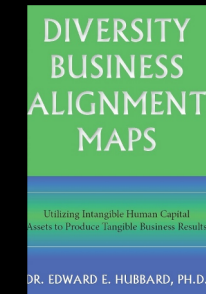
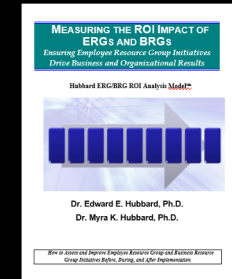
Dr. Hubbard received the “2012 Legends of Diversity Award“ (ISDIP)



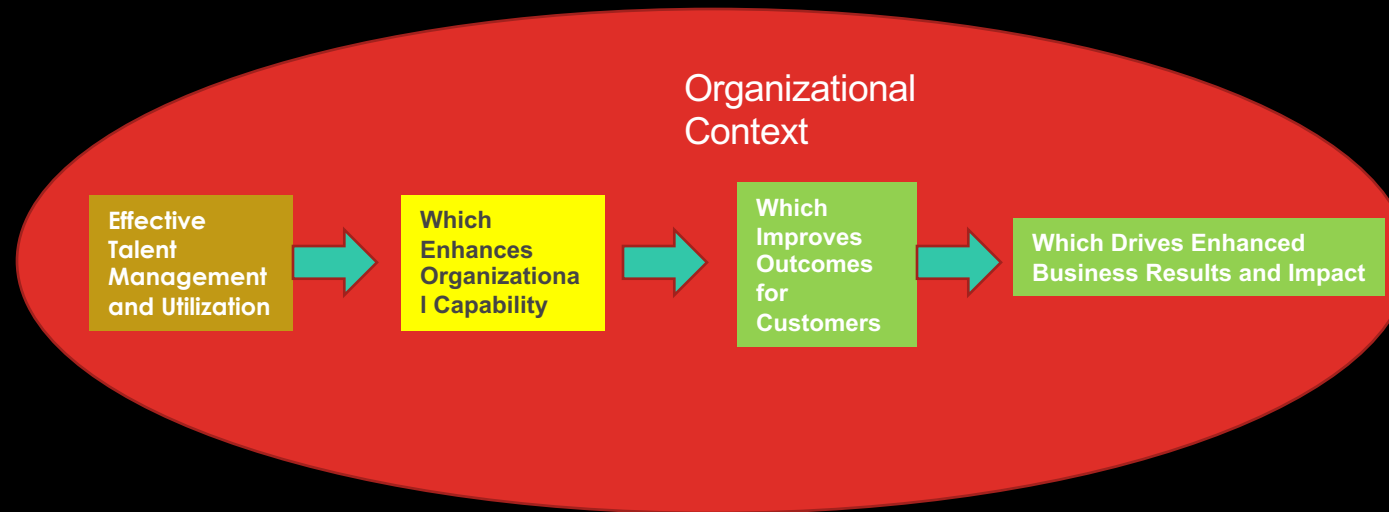
He Received the “Excellence in Global Leadership Award” in 2015 - The World HRD Congress



And many others...



DRIVING ENHANCED REVENUE GROWTH USING STRATEGIC DIVERSITY PROCESSES

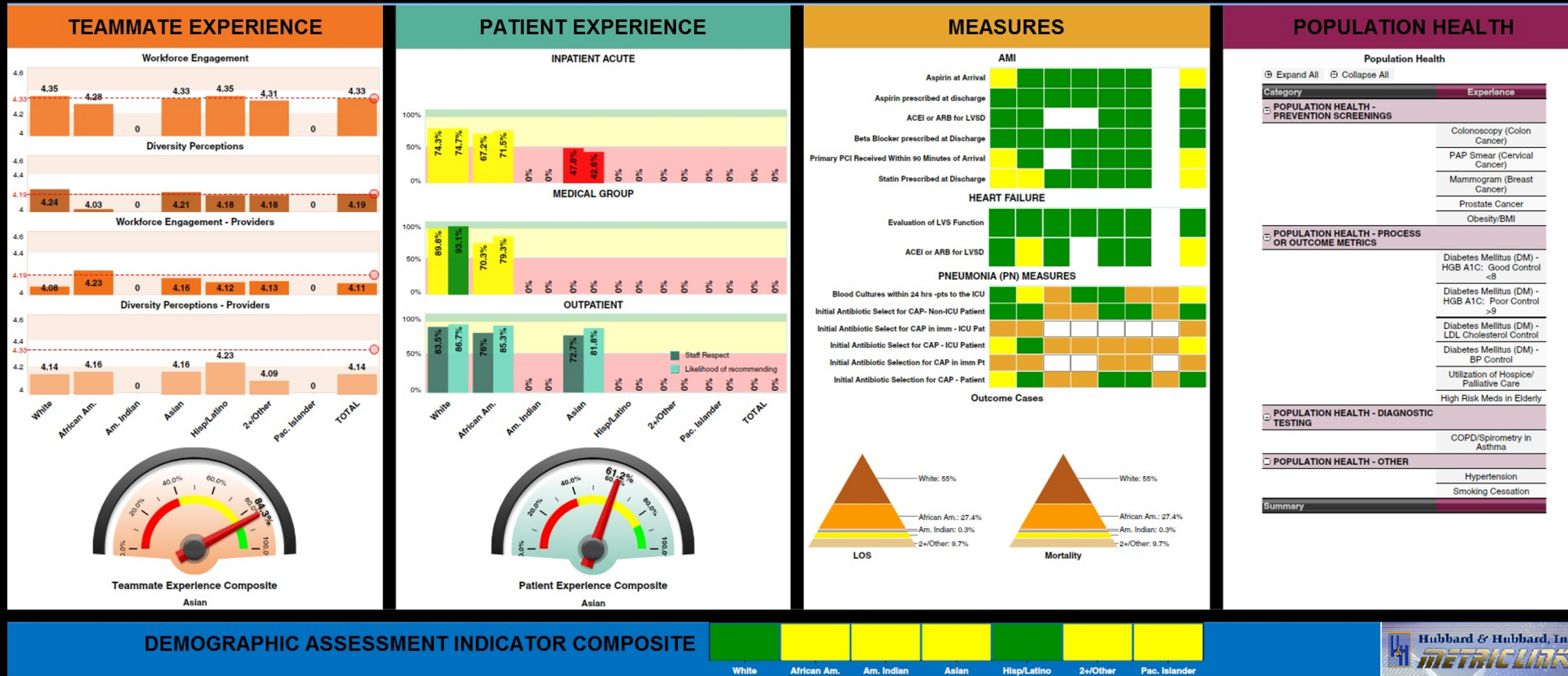


SAMPLE H&H, INC. METRICLINK® DASHBOARD TRACKING PROGRESS

Use	ROI-based D&I Analytics
Use	Dashboards
Use	Scorecards
Use	S.O.S.



Sample of a Hubbard Strategic DROI® Impact Analysis Dashboard



HUBBARD DROI® INCLUSION ROI CALCULATOR

MDR Stat Pak8: Hubbard Lack of Inclusion ROI Impact Calculation
"Forecasting and Isolating Diversity's Contribution"
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Available as part of the Hubbard & Hubbard, Inc. MDR Stat Pak Family of Products

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 832 Garfield Drive, Petaluma, CA 94954, Tel. 707-763-8380
www.hubbardnhubbardinc.com [Products Web: www.DiversitySuperStore.com](http://Products.Web:www.DiversitySuperStore.com)

Inputs:

% of Performance Capability NOT Being Used on the Job:

Average Annual Salary of Employees: Confidence Factor %:

Number of Employees: Forecasted Saving %:

Cost of Inclusion ROI Impact Due to Lack of Inclusion

\$ ROI Impact Due to Lack of Inclusion:

Confidence Level Adjustment:

Forecasted Dollars Saved:

Hubbard Inclusion ROI Impact Analysis

Category	Dollar Impact
\$ ROI Impact Due to Lack of Inclusion	\$27,000,000.00
Confidence Level Adjustment	\$10,800,000.00
Forecasted Dollars Saved	\$2,160,000.00

Confidence Level Factor

Category	Percentage
Confidence Level Factor	40%
Statistical Estimate of Error	60%

COMMON PITFALLS



- Lack of Strategic Business Alignment
 - D-BAM
- Lack of Needs Analysis
- Lack of Behaviorally-specific Actions and Accountability Metrics

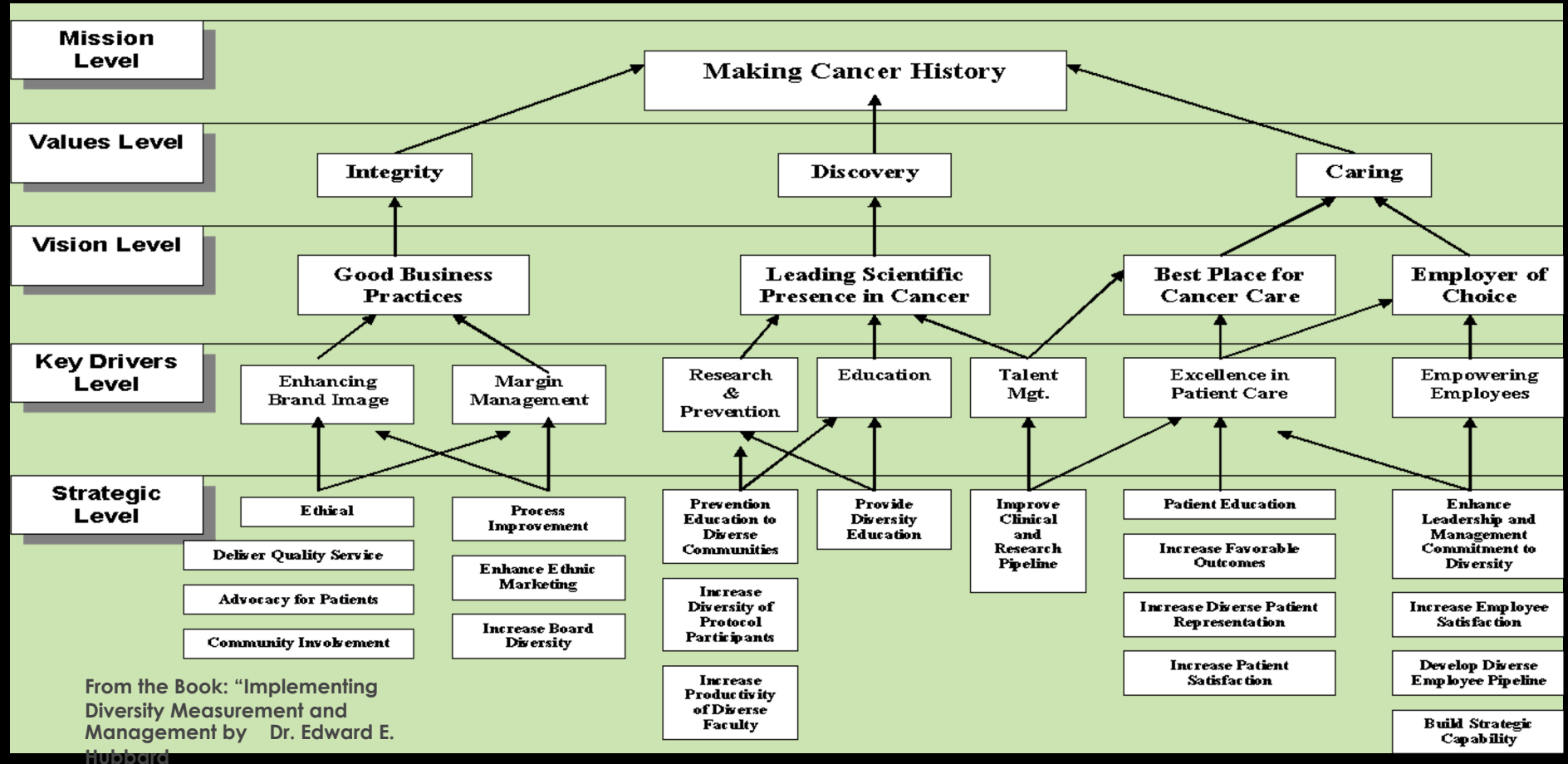
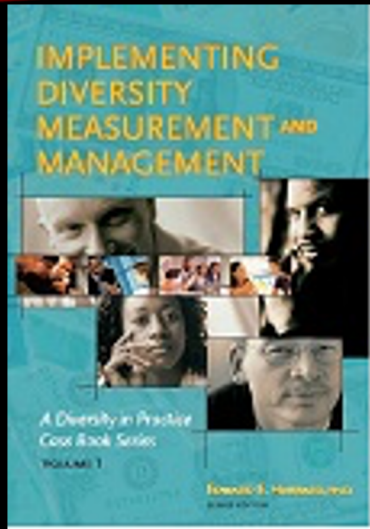
DIVERSITY BUSINESS ALIGNMENT MAPS

Utilizing Intangible Human Capital
Assets to Produce Tangible Business Results

DR. EDWARD E. HUBBARD, PH.D.

CREATING A D-BAM

Hubbard D-BAM™ for M.D. Anderson Cancer Center



WHY WE MUST VERIFY NEEDS ??

No-Need, No-Benefit

Impact on Initiative or Intervention Design

Impact On Employees

Impact on Organization

- Cost
- Credibility, Accuracy, Trust, and Sustainability

WHAT TO DO TO BUILD DEI ROI SKILLS

- **Build DROI® Skills and Measurement Orientation**
- **Attend Hubbard Multi-Day DEIB ROI Certification Training Programs**
- **Learn the Detailed Steps to Conduct a Comprehensive Needs Assessment**
- **Overcome FEAR by Taking Action**
- **Build DROI® Discipline and Planning Focus**
- **Eliminate Any False Assumptions to Overcome Barriers**



H&H, INC. DIVERSITY NEEDS ANALYSIS WORKSHEET

Hubbard & Hubbard, Inc. Diversity Needs Analysis Worksheet

Diversity Needs Analysis

Business Situation Analysis				Performance Gap Type				Solution Needed
Ideal	Actual	Performance Gap	Cause(s)	Skill Y/N?	Knowledge Y/N?	Attitudes Y/N?	Environment Y/N?	Training, Other Solution Needed?

HUBBARD DIVERSITY NEEDS ANALYSIS

EXAMPLE: WE CAN'T FIND ANY "X" ...

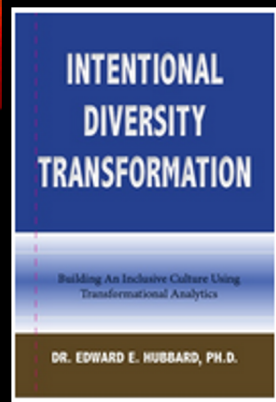
Hubbard & Hubbard, Inc. Diversity Needs Analysis Worksheet

Diversity Needs Analysis

Business Situation Analysis				Performance Gap Type				Solution Needed
Ideal	Actual	Performance Gap	Cause(s)	Skill Y/N?	Knowledge Y/N?	Attitudes Y/N?	Environment Y/N?	Training, Other Solution Needed?
Candidate Slates for Engineering Positions should be at least 75% Diverse (i.e., at least 1-woman, 1-POC)	Actual Candidate Slates for Engineering Positions are currently only 35% Diverse (i.e., 1-woman, 1-POC)	40% Gap in Diversity of Engineering Candidate Slates for Open Positions	<p>Mgrs. Say they can't find qualified <u>Candidates</u></p> <p>Mgrs. Say women and POC Candidates <u>don't have req'd Skills</u></p>	Y	Y	YY	Y	<ul style="list-style-type: none"> Field Trip to the Black & Hispanic Engineer of the Year Awards Conf. POC Engineering Associations URM Engineering Internship Initiative

A woman with her hair in a bun, wearing a brown leather jacket, is reaching up to a high shelf in a library filled with books. The scene is overlaid with abstract, semi-transparent shapes in red, orange, and teal. The text 'SAMPLE DEI ROI CASE STUDIES' is centered in large white letters.

SAMPLE DEI ROI CASE STUDIES



IDENTIFY ERG/BRG OBJECTIVES LINKED TO DIVERSITY STRATEGY

- Evidence-based DEI Analytics
- Access to Chinese Physicians
 - Asian Culture Group “Ride-a-Long” Initiative with Sales Reps
- Chinese Patient Knowledge of XYZ product
 - Asian Culture Group “Patient Literacy Initiative” – Product Literature Translation

EVIDENCE-BASED OUTCOME



- Added over \$1 Billion Dollars to the bottom-line once Replicated and Implemented by Other BRG Culture Clubs in the organization.
- Improved Customer Satisfaction and Trust
- Demonstrated the value and enhanced the credibility of ERG/BRG Groups beyond a “nice to have”
- Served as a “Best” and “Next” Practice for other groups

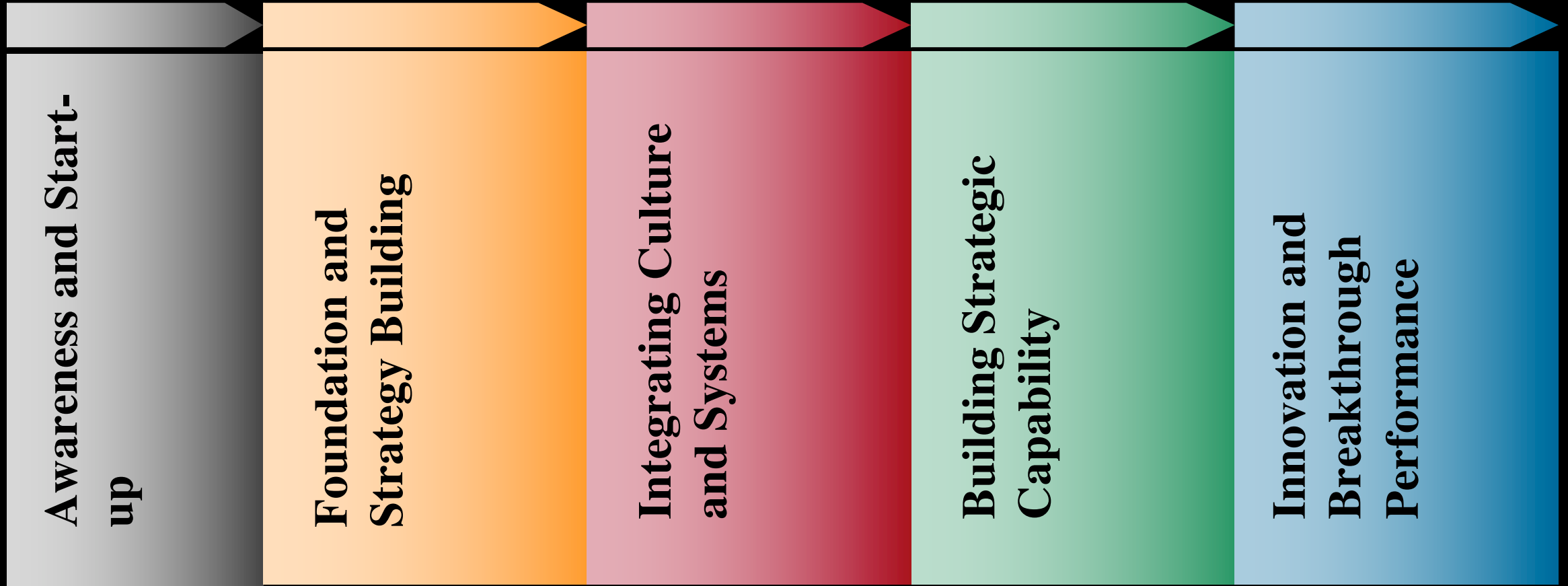
SAMPLE H&H, INC. D & I ROI IMPACT CASES



DEI
Casebook

- **Prudential:** First year Saving: \$840,000, Replication of Best Practice Savings over 3 years: **\$Savings Over Three Years: \$50,918,332** (each year calculated separately and aggregated from all Business Unit applications of the process.)
- **Pharmaceuticals:** Sell-thru to Chinese Market...Added Revenue over \$Billion
- **Rotterdam, Netherlands:** Filled 600 Jobs Filled in one day
- **Healthcare:** Reduced Healthcare Disparities by Demographic Group – Childhood Asthma...Reduced Morbidity/Mortality/Healthcare Costs
- **LGBTQ+:** 5 Suicides Prevented
- **Retail:** ERG/BRG: Guacamole Chips...New Markets – \$200 Million Added/Yr
- **Business Case for Gender Diversity:** Companies with highest representation of women on top management team experienced better financial performance than companies with the lowest representation. Return on Equity (**ROE**) was 35.1% Higher, Total Return to Shareholders (**TRS**) was 34 % Higher (Source: Catalyst, 2004)

HUBBARD ERG/BRG TRANSITIONAL STAGES®





HUBBARD SBU SPECIFIC INITIATIVE PLAN WORKSHEET

SBU/Portfolio Group: Write the SBU/Portfolio's Name:

Initiative	
Goal(s) / Objectives	
Strategies & Tactics	
Measures & Targets	
Action Plans	
Systems/Process Integration Actions	
Expected Outcomes	
Benefits / Value-Added	

Hubbard ERG/BRG Toolkit

Jammed-packed with Books, Tools, Templates, Worksheets, Calculators, and much more...



HUBBARD & HUBBARD, INC. UPCOMING 2022 VIRTUAL DROI TRAINING

•Feb 9, D-BAM: Effectively Aligning Your 2022 DEI Initiatives to the Business for ROI Impact

•<https://attendee.gotowebinar.com/register/1314841504903752203>

•Feb 23-24 [ERG/BRG Leader/Member Certification Virtual Program](#)(Meets 2 Times)

•Feb 28-Mar 3 [Hubbard Diversity ROI Certification - 4 Day Online Skill-building Training](#)

•Mar 08 [W.I.S.E.-U.P. Women Inclusion & Self-Empowerment Strategies for Ultimate Performance](#)

•Mar 15-16 [ERG/BRG Leader/Member Certification Virtual Program](#)(Meets 2 Times)

•Mar 22-23 [Hubbard IDT Certification - Intentional Diversity Transformation - 2 Days](#)(Meets 2 Times)

•Apr 4-5 [How to Measure Diversity Training ROI](#)(Meets 2 Times)

•Apr 12 [Advance Problem-Solving Skills for DEI Professionals](#)(Meets 2 Times)

•Apr 26 [Supplier Diversity ROI: Strategies to Demonstrate Value and Impact](#)

•May 12 [DEI Entrepreneurship Masterclass: How to Build and Market Your Consulting or Professional Services Business](#)

•May 17-18 [DROI-Focused Strategic Plan Workshop](#)

•May 24 [GOING DEEP: Strategies to Address Racial & Systemic Issues for High Performance Culture Change - 1/2 Day Virtual Workshop](#)



CONTACT
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PRESIDENT & CEO
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Or Email:
drmetrics@hubbardNhubbardinc.com

Tel. 707-481-2268

Remember, when it comes to delivering results:

- Hope is not a strategy.
- Luck is not a factor.
- Doing nothing is not an option.

Change is inevitable.

Progress is optional.





Click the link below or scan the QR code to access the resources from today's session:

<https://roiinstitute.net/tmn-dei-deliver-results/>

The ROI Methodology[®] in 12 Easy Steps
A step-by-step guide for developing Impact for programs, projects, and solutions in the workplace.

- Human Resources/Workforce Capital
- Strategic Planning/Development
- Learning/Training/Development
- Knowledge Management/Transfer
- Organizational Structure/Organization
- Work Management/Process
- Change Management/Culture
- Client Management/Relationships
- Public Perception/Reputation
- Marketing/Communications
- Building Management/Operations
- Compliance/Risk Management
- Operations
- Quality
- Customer
- Finance
- Information
- Environment
- Health and Safety
- Community
- Government
- Technology
- Public Policy

The ROI Methodology[®] is a balanced approach that generates six types of data:

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The process includes a step to isolate the ROI program, or solution.

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Measuring ROI in Employee Relations and Compliance:
Case Studies in Diversity and Inclusion, Engagement, Compliance, and Flexible Working Arrangements
Patricia Pulliam Phillips, Jack J. Phillips, Ph.D.

The ROI of Inclusion Tool Kit
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ROI Learning Center

Hosted by Training Magazine Network
Created by ROI Institute, Inc.



ROI INSTITUTE*

Level 1 Reaction

Level 2 Learning

Level 3 Application

Level 4 Impact

Level 5 ROI

ROI Calculator

Four realities occur in today's learning and development environment, globally.

1. Most top executives want learning and development to be aligned with the business.
2. The concept of ROI is familiar to most people.
3. Connecting learning and development to the business is not that difficult.
4. Thousands of L&D professionals are routinely doing this.

The ROI Learning Center provides tools, templates, and case studies to help prepare you for success in today's environment. Our goal is to take the mystery out of the ROI process.

Start at Level 1 and explore each level at your own pace. Each of the five levels will bring you closer to calculating the ROI of your program or project. There is also a calculator to help you calculate ROI when you have the appropriate data.

<https://www.trainingmagnetwork.com/roilearningcenter>



Patti Phillips, Ph.D.
Chief Executive
Officer
ROI Institute

Jack Phillips, Ph.D.
Chairman
ROI Institute

ROI CERTIFICATION®

SCHEDULED EVENTS

February 28-March 4, 2022 – Orlando, FL

April 11-15, 2022 – New Orleans, LA

April 18-29, 2022 – Live Virtual

April 25-29, 2022 – Nashville, TN

May 2-9, 2022 – Live Virtual

(Delivered in Spanish)

May 9-13, 2022 – Orlando, FL

May 23-June 3, 2022 – Live Virtual

June 13-17, 2022 – Salt Lake City, Utah

June 20-July 1, 2022 – Live Virtual

July 11-15, 2022 – Williamsburg, VA

July 11-22, 2022 – Live Virtual

July 25-29, 2022 – Denver, CO

August 15-19, 2022 – San Diego, CA

August 22-September 2, 2022 – Live Virtual

September 12-16, 2022 – Boston, MA

September 19-September 30 – Live Virtual

October 10-14, 2022 – Seattle, WA

November 14-18, 2022 – Atlanta, GA

December 5-9, 2022 – Charlotte, NC


WHAT IS ROI CERTIFICATION?

ROI Certification is a globally renowned process focused on measuring the true value of tough-to-measure initiatives using the ROI Methodology®. Participating in ROI Certification is the most comprehensive way to gain the skills needed to evaluate major programs and to report the most credible results that drive organizational improvement.

Email: info@roiinstitute.net

Enroll: <http://bit.ly/ROICertification>

Call: +1 205.678.8101



**Let's have a conversation.
Schedule a time that works for you.**

**<https://calendly.com/pattiphillips/connect>
patti@roiinstitute.net**

Patti P. Phillips, Ph.D.

- CEO, ROI Institute, Inc.
- Chair, i4cp People Analytics Board
- Chair, Center for Talent Reporting Board
- Principal Research Fellow, The Conference Board
- Member, UN Institute for Training and Research Board of Trustees
- Member, International Federation of Training and Development Board
- Fellow, ATD Certified Professional in Talent Development
- Author, Educator, Consultant, Coach



Edward E. Hubbard, Ph.D.

- CEO, Hubbard & Hubbard, Inc.
- Chair, Hubbard Diversity ROI Institute
- Chair, International Association of Diversity and Inclusion ROI Professionals
- Co-Chair, Hubbard ERG and BRG ROI Institute
- Member, The Ohio State University Black Alumni Society Board
- The President's Military Diversity Leadership Committee
- Awarded the International Society of Diversity and Inclusion Professionals **"Living Legends of Diversity" Award**
- Awarded the Profiles in Diversity Journal **"Pioneers in Diversity" Award**
- Awarded the **"Excellence in Global Leadership Award"** from the World HRD Congress
- Author of the **ground-breaking DEI books**: "Measuring Diversity Results", "The Diversity Scorecard", "How to Calculate DROI" "Diversity Business Alignment Maps", **"Intentional Diversity Transformation"**, **"Measuring the ROI of ERGs and BRGs"**, "Diversity Training ROI", "Executives Pocket Coach to DEI", and many others
- Author, Educator, Consultant, Coach

