

PURPOSE

In this assignment, students examine an innovative and courageous business leader in the area of Diversity, Equity, and Inclusion (DEI). Students analyze how the leader's communication about DEI is reinforced by their actions, policy, and initiatives on both organizational and personal levels. In essence, students examine how the leader empowers organizational members by creating a sense of belonging within the framework of DEI. Students may focus their analysis on the company's CEO and/or Chief Diversity Officer (CDO).

For the written assignment, students will (a) write a short essay including a few or all of the topics listed below; by focusing on these topics, students will create structure in their analysis thereby providing depth to their discussion; and (b) integrate material from at least two *Harvard Business Review* articles on DEI and leadership (see below for article citations) in addition to other research.

For the mini-presentation, there are two options: informal presentations in groups (conversational) or formal presentations (public speaking). Students form informal groups—each taking approximately five minutes—to discuss the leader's DEI rhetoric (see #3 below) and specific DEI initiatives the leader implements throughout the organization (see #4 to #8 below). This assignment is also effective as a formal public speaking assignment in which students develop slides/visuals, stand in the front of the classroom, and speak extemporaneously about their courageous DEI leader.

TOPICS

Here is a list of topics on which students may focus:

- 1| Name of diversity leader(s) and organization
- 2| High-level reason why the student views DEI leader as innovative and courageous
- 3| The ways in which the leader develops their DEI narrative; specifically, students may look at how the leader
 - a) communicates about DEI on/in the company web site, social media, interviews, public speeches, traditional media sources, marketing materials, commercials, etc.
 - b) articulates how diversity is an essential part of their organization's mission, vision, values
 - c) offers a clear definition of DEI and a statement of how diversity is viewed as a vehicle for the development of both a sense of belonging and competitive advantage
 - d) illustrates a clear voice and standpoint on DEI
 - e) reinforces their DEI rhetoric with action (on both organizational and personal levels)
- 4| Any interesting/significant personal or professional aspects of their background that relates to or enhances their passion for diversity

5| A discussion of a few diversity initiatives that are innovative/effective; for example:

- a) unique recruiting practices
- b) comprehensive diversity training
- c) mentoring programs (both formal and informal)
- d) supplier diversity programs
- e) Employee Resource Groups (ERGs)
- f) parental leave & childcare benefits
- g) on-ramps (to assist people who have taken time away from the workplace to re-enter careers)
- h) any DEI initiatives that empower specific groups such as LGBTQ+, women, employees with disabilities, older workers, Veterans, and so forth

6| Impressive diversity outcomes

7| The use of metrics to measure the efficacy of diversity initiatives

8| Ways in which they give back to their community/how they connect with their community (and how this relates to diversity)

SUMMARY OF SLIDES

Step One | Understand Context/Big Picture

Step Two | Choose Organization

Step Three | Research Leadership

Step Four | Analyze DEI Initiatives in Organization

Step Five | Organize and Create Presentation or Written Document

ARTICLES: *Harvard Business Review* (most recent listed first)

DEI Isn't Enough; Companies Need Anti-Racist Leadership, *Harvard Business Review* (March 2022; IdeaCast/Episode 845).

Tsedale Melaku & Christoph Winkler, "Are Your Organization's DEI Efforts Superficial or Structural?" *Harvard Business Review*, June 2022.

Corey Jones, Daina Middleton, & Rebecca Weaver, "Don't Let Layoffs Undermine Your DEI Efforts," *Harvard Business Review*, July 2022.

Elizabeth Campbell & Oliver Hahl, "Stop Undervaluing Exceptional Women," *Harvard Business Review*, July 2022.

Todd Corley, Vontrese Pamphile, & Katina Sawyer, "What Has (and Hasn't) Changed About Being a Chief Diversity Officer," *Harvard Business Review*, September 2022.

Alexandra Kalev & Frank Dobbin. "How Companies Should Set—and Report—DEI Goals," *Harvard Business Review*, September 2022.

Alexandra Samuel and Tara Robertson, "Don't Let Hybrid Work Set Back Your DEI Efforts," *Harvard Business Review*, October 2021.

Danielle King, Abdifatah Ali, Courtney McCluney, & Courtney Bryant, "Give Black Employees Time to Rest and Recover," *Harvard Business Review*, February 2021.

Shalene Gupta, "What Your Asian Employees Need Right Now," *Harvard Business Review*, April 2021.

Christian Thoroughgood, Katina Sawyer, & Jennica Webster, "Creating a Trans-Inclusive Workplace," *Harvard Business Review*, March 2020.

Robin Ely, Irene Padavic, "What's Really Holding Women Back?" *Harvard Business Review*, March 2020.

Juliet Bourke & Andrea Titus. "Why Inclusive Leaders are Good for Organizations, and How to Become One," *Harvard Business Review*, March 2019.

Laura Morgan Roberts, et. al. "Advancing Black Leadership," *Harvard Business Review*, November 2019.

Katherine Phillips, Tracy Dumas, & Nancy Rothbard. "Diversity and Authenticity," *Harvard Business Review*, March 2018.

Stephanie Johnson, "What 11 CEOs Have Learned About Championing Diversity," *Harvard Business Review*, August 2017.