

Oregon Statewide Diversity, Equity & Inclusion Conference: Translating Your Diversity Efforts into Bottom Line ROI Impact

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INTERNATIONAL ORGANIZATION AND HUMAN PERFORMANCE CONSULTING
CORPORATION

PERFORMANCE – METRICS – ROI

Introduction

- ▶ Diversity leaders often focus on the tactical aspects of diversity and inclusion programming, ignoring the more important work of aligning these efforts to business objectives in a thoughtful, strategic way.
- ▶ This session will show participants how to use tools to create evidence-based strategies aligned with business objectives.
- ▶ This 'hands-on', simulation-based workshop will help increase participants business acumen and build competencies to enrich their skills at a strategic level.

Objectives

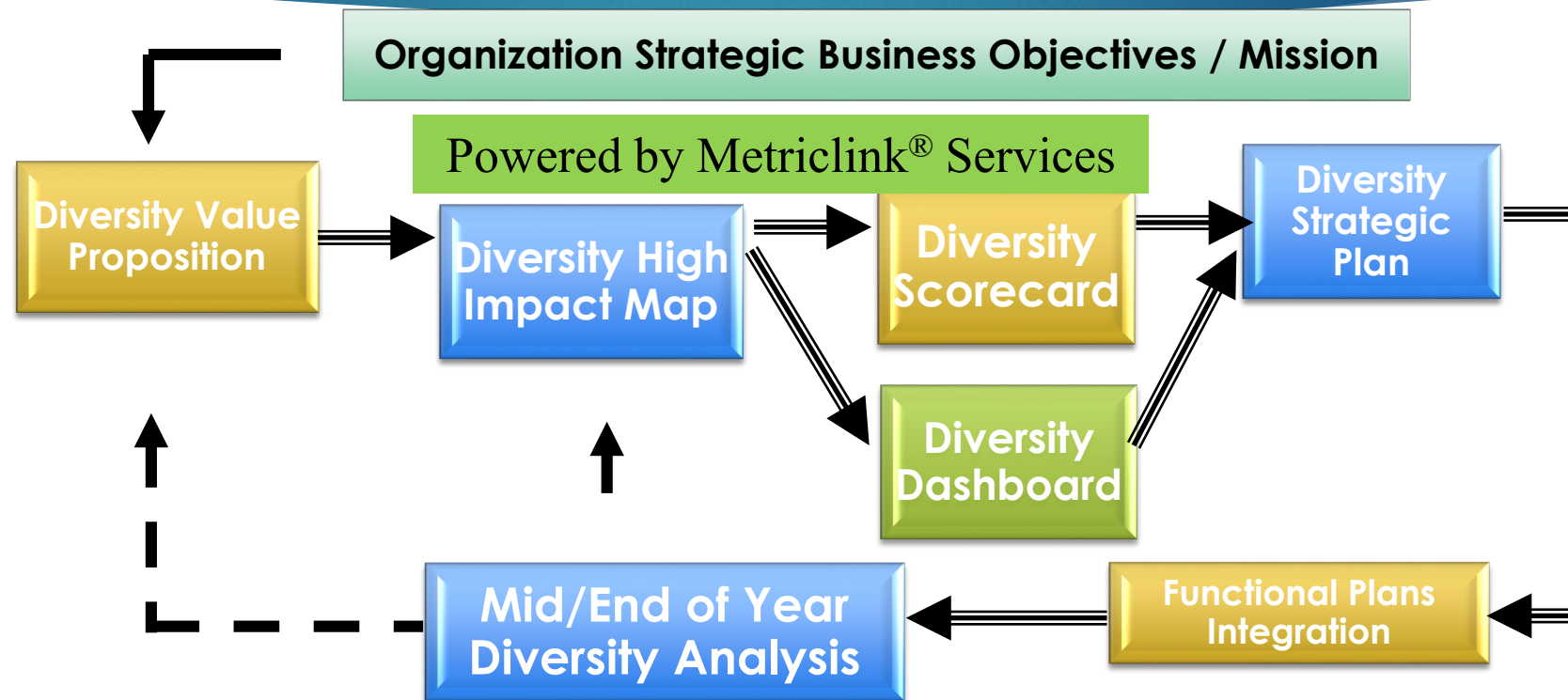
- ▶ Create strategies that are supported by a strong business case using advanced Diversity & Inclusion strategy tools.
- ▶ Utilize a Diversity High Impact Tool to solidify Diversity's line-of-sight to drive measurable business results and bottom-line impact.
- ▶ Learn five "Factors" that are key to business alignment and linkage
- ▶ Increase your business acumen and build competencies to enrich your skills at a strategic level.



Strategies that are
supported by a strong
business case

Hubbard Diversity Line of Sight Model™

Diversity Line-of-Sight Process™



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Hubbard SPIN-RO-VA Method



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- ▶ Situation
- ▶ Problem
- ▶ Impact
- ▶ Need
- ▶ Resolution/Outcome
- ▶ Value-Added

Impact and ROI vs. Activity Data

Hubbard Diversity ROI Investment Impact Chain

Hubbard Diversity ROI Investment Impact Chain				
Input	Process		Impact	
Resources	Activities	Outputs	Outcomes	Value-Added
<ul style="list-style-type: none"> • Time • Money • Technology • Human Capital 	<ul style="list-style-type: none"> • Training • Mentoring • Awareness Building • Skill Development 	<ul style="list-style-type: none"> • # Trained • # Sessions Held • # Attended • # Events Conducted 	<ul style="list-style-type: none"> • Increased Sales • Decreased Costs • Increased Retention • Increased Satisfaction • Improved Productivity • Increased Engagement • Increased Diversity & Inclusion • Competent Employees 	<ul style="list-style-type: none"> • Strategic Objectives Accomplished • Mission Objectives Achieved • Competitive Advantage Created • Enhanced Brand Image • New Market Segments Created • Extend/Expand Product Line • Diversity Friendly Environment • Great Place to Work • High Performing Workplace

Hubbard Diversity High Impact Map (Links)

Organizational Objectives	Diversity Objectives	Diversity Metrics	Diversity Initiatives	Value-Added
				

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Book: The Diversity Scorecard by Dr. Edward E. Hubbard, Ph.D.



Diverse Customer / Community Partnership				
To achieve our vision, how should we appear to our diverse customers and the community?	Objectives	Measure	Targets	Initiative

Financial Impact				
To succeed financially, how should we appear to our shareholders?	Objectives	Measure	Targets	Initiative

Workforce Profile				
To meet customer needs, what should our workforce reflect?	Objectives	Measure	Targets	Initiative

Workplace Climate / Culture				
To motivate our workforce, how will we sustain a productive work climate?	Objectives	Measure	Targets	Initiative

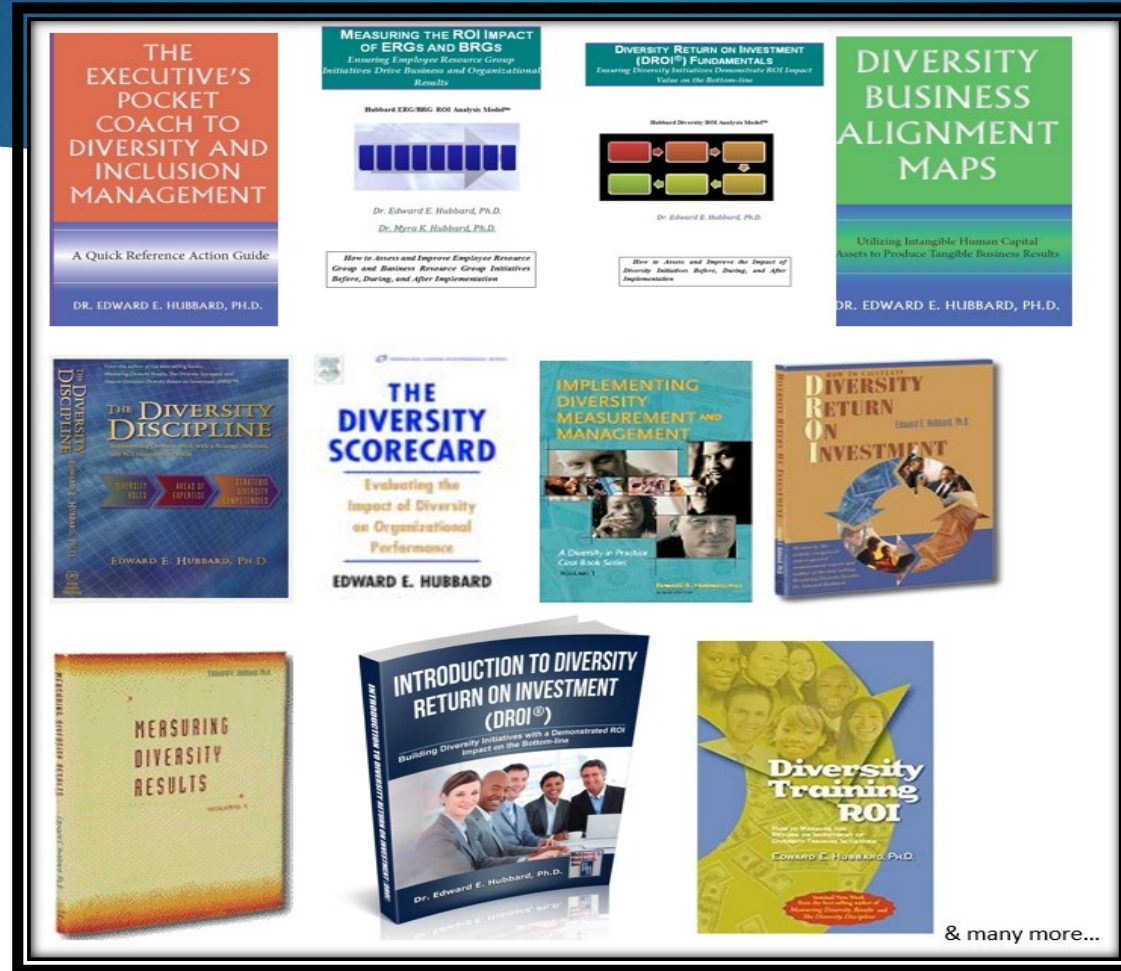
Vision and Strategy

Diversity Leadership Commitment				
To achieve our vision, how will we sustain leadership accountability?	Objectives	Measure	Targets	Initiative

Learning and Growth				
To achieve our vision, how will we sustain our ability to change and improve?	Objectives	Measure	Targets	Initiative

Sample Resources

Over **58**
Business
Related Books
and Hundreds
of Articles by
Dr. Edward E.
Hubbard, Ph.D.



**4-Day Diversity ROI
Certification Virtual
Training via Web**

<https://attendee.gototraining.com/5975q/catalog/8188167925517902080?tz=America/Denver>

Outcome-based Metrics for Non-Profit/Govt/Education

- ▶ Results
- ▶ Effectiveness
- ▶ Impact

Outcome Metrics Example for Non-Profit

United Way is investing your dollars in these 5 goal areas to achieve measurable results and community impact:

- Helping children & youth succeed
- Strengthening & supporting families
- Promoting self-sufficiency
- Building vital & safe neighborhoods
- Supporting vulnerable & aging populations

Outcome Metrics Example for Non-Profit

The Issue: People in Need:

Working parents need a safe, affordable place for their children. Children need quality care that helps them develop emotionally, mentally and physically.

United Way's Vision:

Enriching pre-school children's emotional, physical, mental and social development.

United Way's Response:

The centers of United Way-funded Child's Place provides full-day enriched child care and meals to 234 children ages 6 weeks to 6 years in safe, nurturing environments.

The Result:

83% of children showed age-appropriate development in self-help, speech & language, mental, fine- and gross-motor, and social skills.

Driving Business Performance

DIVERSITY STRATEGIC ALIGNMENT

Hubbard Strategic Execution and ROI Performance Framework



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Hubbard Model of Diversity Culture Transition™

•Awareness and Start-up

•Foundation and Strategy Building

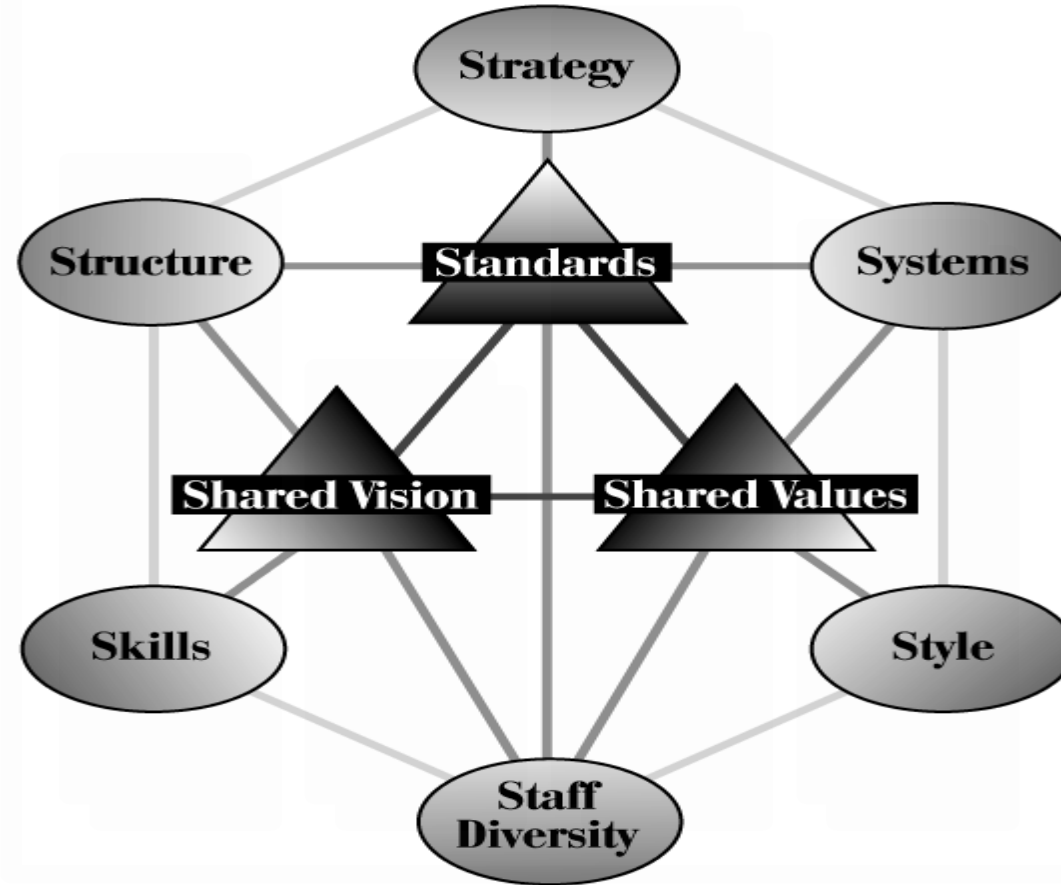
•Integrating Culture and Systems

•Building Strategic Capability

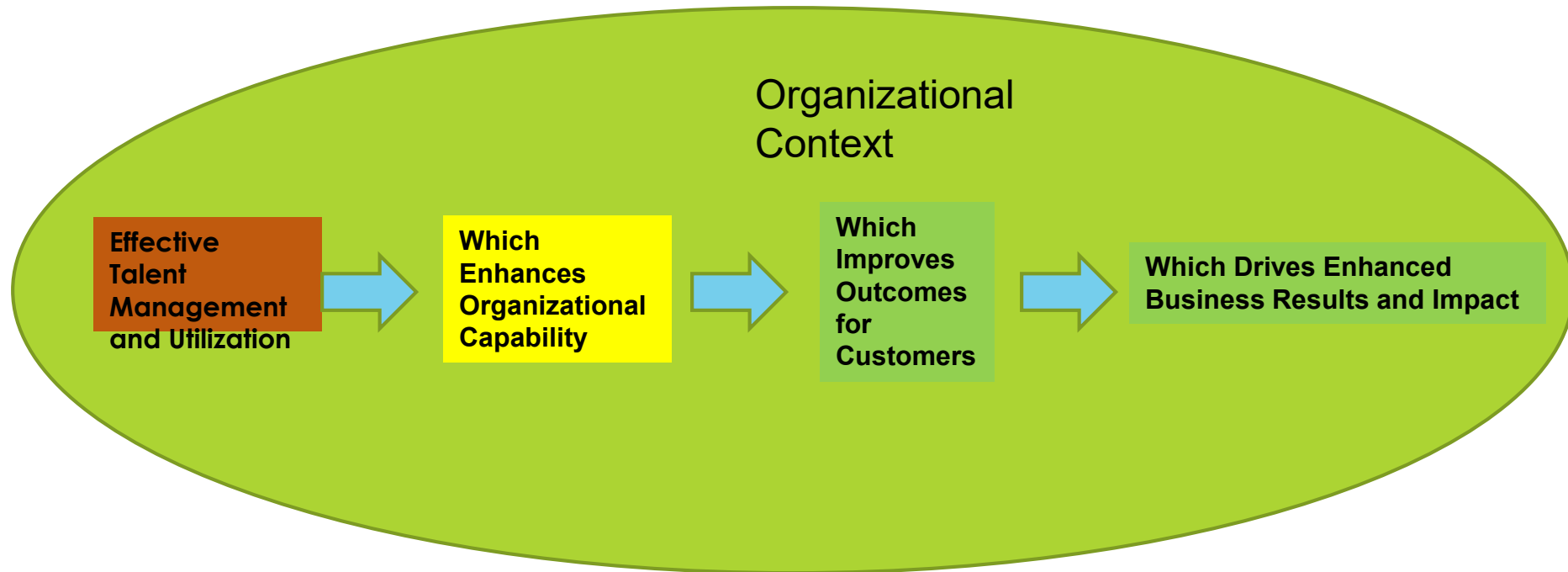
•Innovation and Breakthrough Performance

Hubbard Diversity 9-S Framework

Diversity 9-S Framework for Organizational Change



Driving Enhanced Revenue Growth Using Strategic Diversity Processes: Hubbard Performance Drivers Model - Abbrev

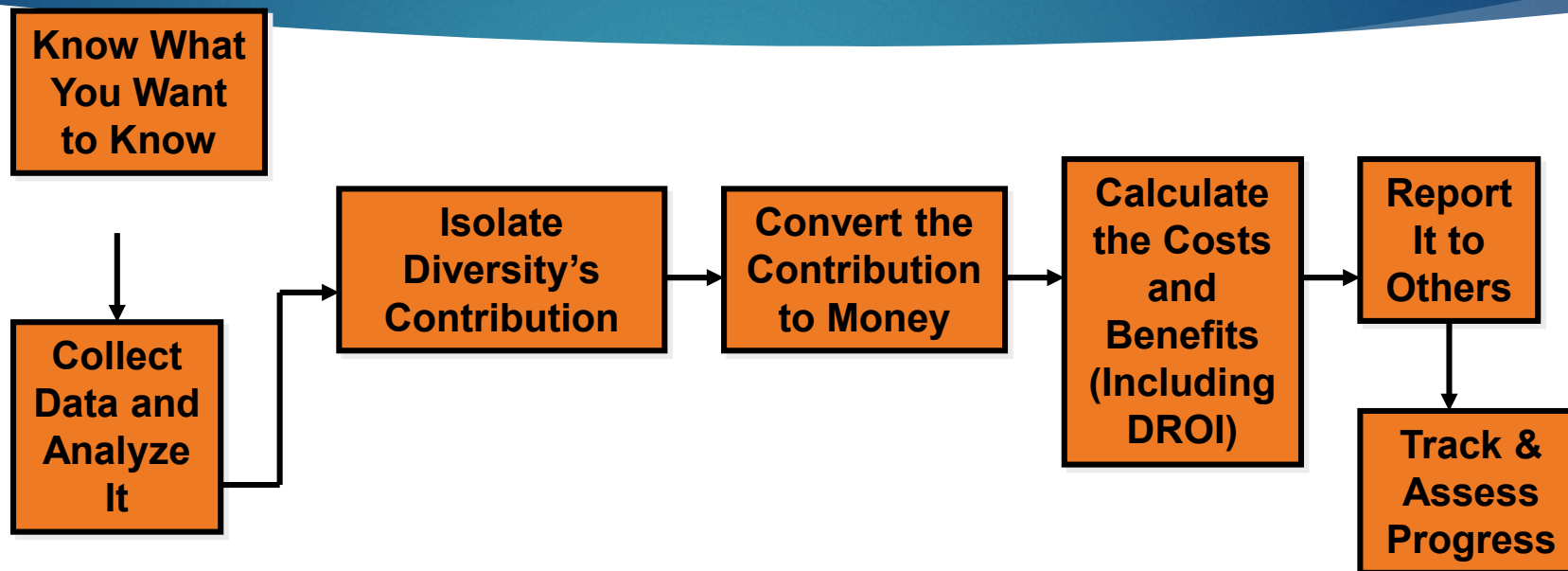


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Calculating Diversity ROI

DEMONSTRATING YOUR FINANCIAL IMPACT ON THE BOTTOM-LINE

Hubbard Diversity ROI Analysis Model



The ROI calculation is simple.

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

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

Potential Intangible Benefits

- ▶ Increased Job Satisfaction
- ▶ Increased Organizational Commitment
- ▶ Improved Teamwork
- ▶ Improved Customer Service
- ▶ Reduced Complaints
- ▶ Reduced Conflicts
- ▶ Reduced Stress
- ▶ Other_____

Sample H&H, Inc. D & I ROI Impact Cases

▶ Prudential

- ▶ Savings: \$840,000 / \$31.2 Million over 3 Years

▶ Pharmaceuticals: Sell-thru to Chinese Market

- ▶ \$ 1 Billion Annually

▶ Retail: ERG/BRG: Guacamole Chips

- ▶ \$ 200 Million Annually

▶ New York State Governor's Office of Employee Relations – Training ROI

- ▶ Net Gain: \$159,964
- ▶ ROI%: 258%

▶ Evaluating the Impact of a Graduate Program in a Federal Agency

- ▶ BCR: 2.53
- ▶ ROI%: 153%

▶ Absenteeism Reduction Program for Metro Transit Authority

- ▶ BCR: 9.82
- ▶ ROI%: 882%

Sample Inclusion Metrics/ROI Outcomes

- ▶ **Talents Used** #/%/Type of Successes Achieved
- ▶ **Inclusion** % Favorable Response Feeling Respected by Group
- ▶ **\$ Revenue Growth** by Demographic Group – 5 year comparison
- ▶ **\$ Market Share** by Demographic Group
- ▶ **\$ Profitability** by Demographic Group
- ▶ **% Increase in Customer Satisfaction Rates** by Demographic Group
- ▶ **# Innovation and Creativity** Metrics (i.e., # of diverse work team products generating \$ 50,000 or more, # patents generated by group, etc.)



Common Pitfalls

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

Tracking Progress

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



Questions and Answers / Thank You

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How to Reach Us:

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HH Online Store: www.Diversitysuperstore.com

Hubbard ERG and BRG Institute:

<http://www.ergandbrgoinstitute.com>

TAP-IN Women's Self-Empowerment Institute

<http://www.tapin2success.com/>

Personal Success Coaching Center:

<http://www.personalsuccesscoachingcenter.com/>



About the Presenter: Dr. Edward E. Hubbard, Ph.D.



- ▶ Dr. Edward E. Hubbard is President and CEO of Hubbard & Hubbard, Inc., Petaluma, CA, an international organization and human performance-consulting corporation that specializes in techniques for applied business performance improvement, Diversity Return on Investment (DROI®) measurement and analytics, instructional design and strategic organizational development. He is also Chairman, The Hubbard ERG and BRG ROI Institute.
- ▶ He is the author of more than **58** Business-related books including the ground-breaking books: "The Diversity Scorecard", "How to Calculate Diversity Return on Investment", "Diversity Training Return on Investment", "The Manager's Pocket Guide to Diversity Management", "The Diversity Discipline", and many others.
- ▶ Dr. Hubbard was an honoree at the Inaugural International Society of Diversity and Inclusion Professionals Living Legends of Diversity Award Ceremony in Rio Grande, Puerto Rico where he received the "Living Legends of Diversity Award" for creating the "Diversity ROI Analytics" and "Diversity Measurement Fields and the associated Disciplines". He is one of only 18 people in the world who have received this Award.
- ▶ A 1.5 Minute YouTube Introduction of Dr. Hubbard and His Diversity and Inclusion Return on Investment (DROI®) Measurement Work as a "Legend in the Diversity and Inclusion fields can be seen by Clicking the link below:
- ▶ <http://www.youtube.com/watch?v=ZoVqbM9wty8>
- ▶ Dr. Hubbard received the "Excellence in Global Leadership Award" from the World HRD Congress as Pioneer and Founder of the Diversity ROI Analytics and Measurement fields. The highest individual professional award given.

About the Presenter: Dr. Edward E. Hubbard, Ph.D.



- ▶ The American Society for Training and Development (ASTD, now ATD) inducted Dr. Ed Hubbard into the prestigious “ASTD New Guard for 2003”. The July/August 2007 Issue of Profiles in Diversity Journal featured Dr. Hubbard as the “Diversity Pioneer” in Diversity Measurement. Dr. Hubbard serves on the Harvard Business Review, Diversity Executive Magazine and Strategic Diversity & Inclusion Management (SDIM) magazine Editorial Advisory Boards.
- ▶ Dr. Hubbard served as Director, Developmental Education and Black Studies Instructor, The Ohio State University, Newark.
- ▶ Part of Dr. Hubbard's career was spent as a Lecturer at Dennison University. He also taught and worked with other Colleges and Universities here in the U.S. such as Missouri State University, Kent State University (where he serves as the Diversity Leadership and ROI Metrics Instructor of Kent's Institute for Excellence), in Canada at the University of Calgary, the U.K. at the University of Bradford in Leeds, England, the Pacific Rim, and elsewhere.
- ▶ A sample of Dr. Hubbard's corporate experience includes Programming Analyst and Manager, Battelle Memorial Institute, Systems Analyst, Informatics Corporation, Systems Engineer, Xerox Corporation, Organization Development and Education Specialist, Mead Corporation, Director of Compensation, Training, Organizational Development, and Communications for the 17 Billion Dollar McKesson Corporation in San Francisco, California.
- ▶ Dr. Hubbard is an expert in Organizational Behavior, Organizational Analysis, Applied Performance Improvement and ROI Measurement Strategies, Strategic Planning, Diversity Measurement and Analytics, and Strategic Organizational Change Methodologies. He holds a Practitioner Certification and Master Practitioner Certification in Neurolinguistic Programming (NLP), a Neuro-science discipline.
- ▶ Dr. Hubbard earned Bachelors, Masters Degrees from The Ohio State University and earned a Ph.D. with Honors in Business Administration.