

Staying the Course, Advancing Equity in Uncertain Times

Boulder Chamber of Commerce



Learning Objectives

Together, we will learn:

- **The data on what employees actually want when it comes to DEIB**
- **Why a sense of belonging is declining and how the data ties to a decrease in social wellness**
- **How to reimagine belonging and belonging-based approaches**
- **How to measure belonging inside and outside of different group environments**
- **How to address sensitive situations**

Your Guide for Today



Alida Miranda-Wolff

Speaker

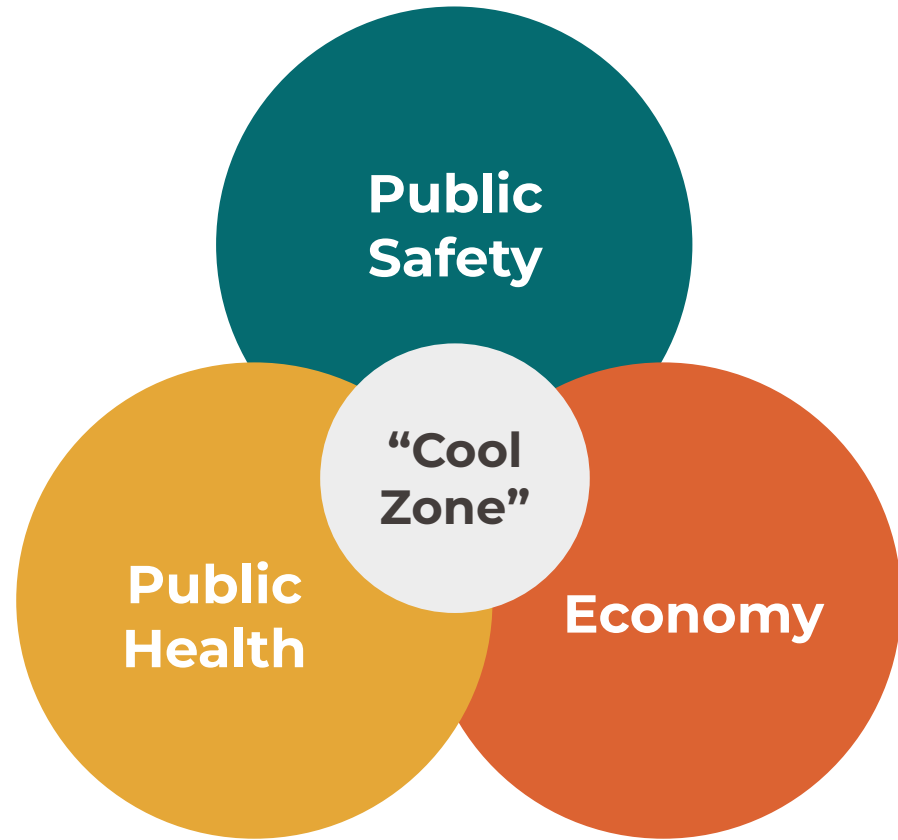


**Belonging is feeling part of something greater
than yourself that values and respects you and
that you value and respect back.**



Understanding Our Current Moment

Intersectional Issues



Loneliness, Belonging, and Remote Work

3 out of 5

Americans consider themselves lonely

90M

American workers are lonely, according to a study issued by health insurance provider Cigna

48%

Of worldwide workers are in remote (**9%**) or hybrid (**39%**) roles.

Remote employees with communicative leaders are **3x** less likely to experience burnout. They are also **5x** more productive.

61%

of all workers feel the need to “cover” at work

49%

more likely to receive an application if job description highlights well-being and culture

5%

Of executives believe it's possible to have a healthy culture and achieve belonging in remote settings.

Surgeon General Dr. Vivek Murthy issued a public health crisis plan around loneliness in 2023.

Impact on DEI Practices in Government

Restricted	Ambiguous	Allowed
Race-restricted access to mentoring programs	Having and tracking numerical goals for diversity purposes	Programs open to all that celebrate diversity or historical understandings
Diverse slate policies	Giving preferential treatment or “plus” factor status to certain demographic characteristics over others	Employee resource groups that are open to all
Compensation tied to certain demographic targets	Providing programming or support that is restricted to those with certain demographic characteristics	Mentorship programs that are open to all
Race-restricted diversity internship programs	Pairing performance reviews to achieving diversity targets	Programs and policies generally widening recruitment efforts

Kennedy Park, Jennifer; Kim, Joon H.; Mainoo, Abena; Yelovich, Matthew M. “Executive Orders & Memoranda Targeting Diversity, Equity, and Inclusion.” Clearly Gottlieb February 10, 2025.
<https://www.clearlygottlieb.com/news-and-insights/publication-listing/executive-orders-and-memoranda-targeting-diversity-equity-and-inclusion>.



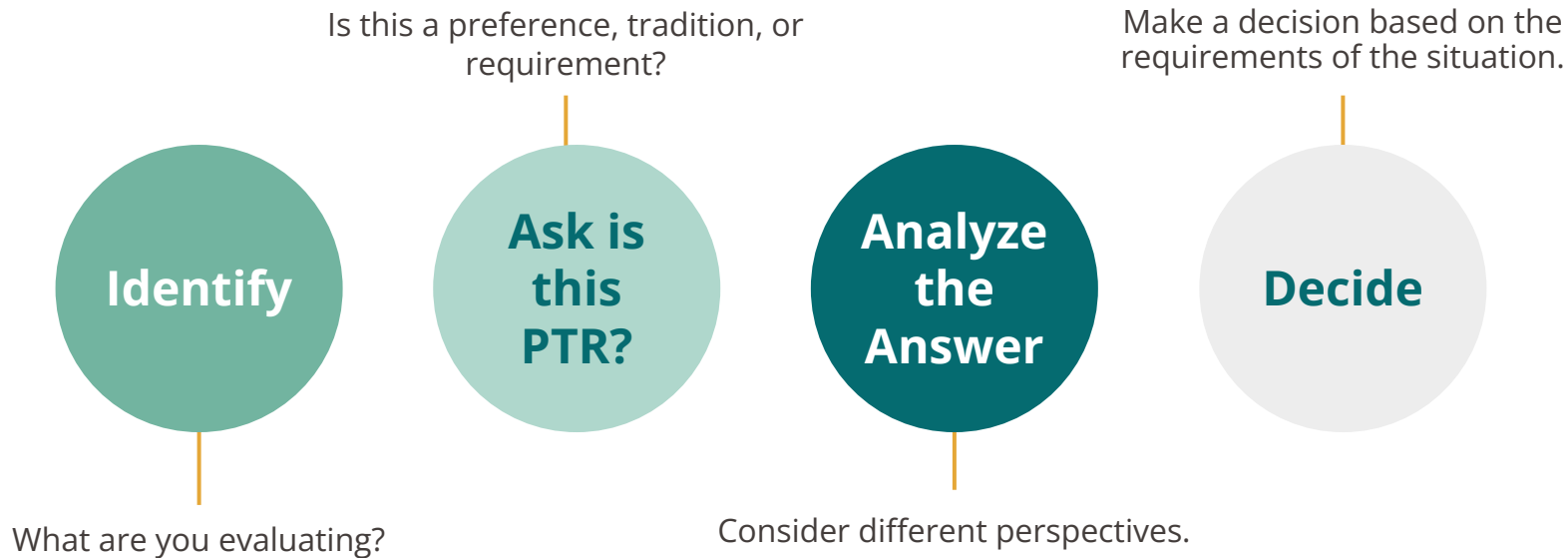
Reestablishing Best Practices

Preference, Tradition, or Requirement

	Criteria	Example of Thought Process
Preference	Choosing based on personal inclinations	"An extrovert will be a better fit for our team"
Tradition	Deciding based on previous practices and prior decision-making.	"Let's stick with the tool we already know how to use."
Requirement	Selecting based on fitting essential criteria.	"Let's hire them for the skills needed for this role."

Making decisions based on preferences or traditions may unintentionally limit options that meet requirements.

How to Use PTR



Questions When Applying PTR

Preference	<ul style="list-style-type: none">• Are personal likes or dislikes influencing the decision?• Do individual biases or comfort levels play a role?• How might these preferences affect objectivity?
Tradition	<ul style="list-style-type: none">• Are decisions made based on how things have always been done?• Do organizational culture or historical practices influence the outcome?• Can these traditions hinder innovation or inclusivity?
Requirement	<ul style="list-style-type: none">• What are the actual needs or objectives driving the decision?• Is the criteria based on evidence and aligned with organizational goals?• How are these requirements determined and validated?

Applying PTR

- Reflect on a project your are leading or supporting. Ask the following questions:
 - How have we addressed this initiative before now?
 - What are our ideas for addressing this initiative now?
 - Historically, what are our preferences, traditions, and requirements for improving member experiences?
 - How do we apply PTR to idea we want to do to move forward?
- Share an example.



Persuading Stakeholders

Best Practices



Language



**DEI Training:
Required vs.
Optional**



**Speaking
Publicly**

Language

Instead of this....	Say this...
<ul style="list-style-type: none">• DEIB	<ul style="list-style-type: none">• Inclusion & Belonging
<ul style="list-style-type: none">• Pay equity	<ul style="list-style-type: none">• Fair pay
<ul style="list-style-type: none">• Required DEI training	<ul style="list-style-type: none">• Optional inclusive workplace training
<ul style="list-style-type: none">• Voluntary DEI Efforts	<ul style="list-style-type: none">• Voluntary workplace inclusivity initiatives
<ul style="list-style-type: none">• Diversity Quotas	<ul style="list-style-type: none">• Outreach and Recruitment
<ul style="list-style-type: none">• Affirmative Action Programs	<ul style="list-style-type: none">• [Name of group] Veterans, Disability, Religion-Based Programs

When the principles of diversity, equity, and inclusion are described without using the acronym “DEI,” **8 in 10 Americans** either somewhat or strongly support them.

DEI Training

69%

Of Americans support DEI training for police officers, and similar percentages support training for the military, medical professionals, teachers, and public sector employees

31%

Of Americans believe mandatory DEI training is too heavy-handed

Americans overwhelmingly agree with having diverse workplaces, equitable sharing of power in community meetings, and including people of all backgrounds when discussing national issues.



Speaking Publicly

A significant portion of Americans, including a majority of Republicans, want CEOs to speak out on both climate change and DEI.

CEOs should speak out about the importance of addressing climate change

71

29

CEOs should speak out about the importance of making progress on DEI

67

33



American Views on CEO Advocacy for Climate and DEI:

<https://globescan.com/2025/05/07/insight-of-the-week-american-views-on-ceo-advocacy-for-climate-and-dei/>

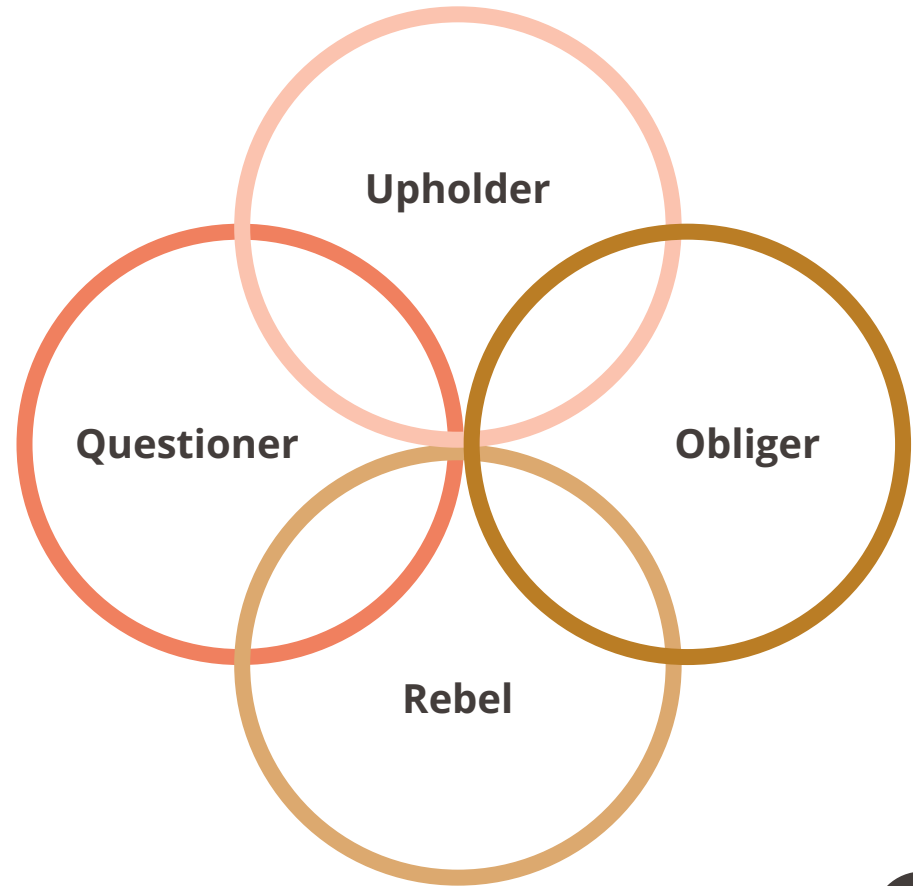


Persuasion & Communication Styles

The Four Tendencies

The Four Tendencies is a framework that helps us understand how we meet expectations, as well as how others do.

If we understand what others need, we can communicate more effectively.



Tendency Values and Needs

	Values	Needs in Communication
Upholders	<ul style="list-style-type: none">• Self-command• Performance	<ul style="list-style-type: none">• To know what needs to be done
Questioners	<ul style="list-style-type: none">• Justification• Purpose	<ul style="list-style-type: none">• Information• Data
Obligers	<ul style="list-style-type: none">• Teamwork• Duty	<ul style="list-style-type: none">• Accountability• Clear stakes
Rebels	<ul style="list-style-type: none">• Freedom• Self-identity	<ul style="list-style-type: none">• Freedom to do things their own way

Formula for Communicating Across Tendencies

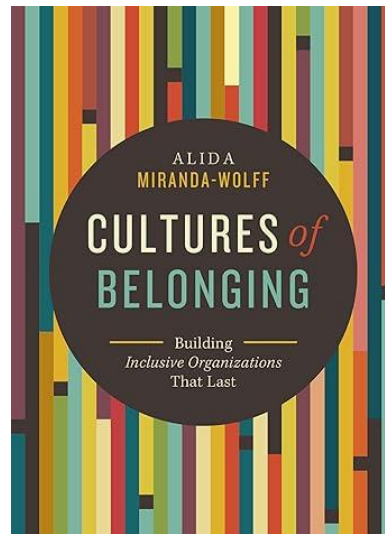
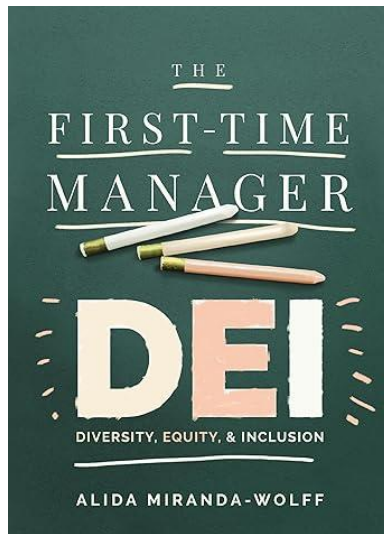


Start with your hardest audience first.
Over-communicate!



Thank You!

Stay Connected



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Thank You!



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Q&A
