

Boulder, CO.

Leading Change Conference: “Staying the Course, Advancing Equity in Uncertain Times”

November 18, 2025

# Transforming Commitment to Capacity: Equity Value Creation Framework<sub>SM</sub>

The logo for Y Solve, featuring the text "y.solve" in a white, lowercase, sans-serif font. The "y" is slightly smaller and positioned to the left of "solve". A small blue dot is placed between the "y" and the "s".

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The Y Solve Ecosystem is an invention and innovation platform that builds companies to solve intractable societal problems.

The logo for Edison, featuring a lowercase "e" in a white, serif font, followed by a blue dot.

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Edyson Pioneering, a Y Solve Lab company, delivers the Equity Value Creation Framework<sub>SM</sub> – a system that institutionalizes Equity as a foundational element of organizational excellence.

# Workshop Agenda

## Topics

- 1 Context ..... 10 min.
- 2 Equity Value Creation Framework<sub>SM</sub> ..... 20 min.
- 3 Organization Readiness Assessment ..... 20 min.

## Attendees will leave with:

- A new lens for equity as a value creation driver – a shift from compliance and add-on programs to equity as a driver of organizational value creation.
- Practical integration points – understanding Equity Value Creation Framework<sub>SM</sub> domain activity to align and embed equity into strategy, planning, and operations.

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Show of hands

How many are exhausted by the  
number of problems at hand to  
make effective change?

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Talk to your neighbor

Do you feel resources are lacking to  
be effective in the rapid changing  
environment?

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In times of rapid change and uncertainty, organizations will underperform if they do not anchor equity as a foundation of organizational transformation. Why?

Because **transformation is about people.**

# 1 Context

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# Context

## From Commitment to Retrenchment: The Corporate Equity Reversal (2021 → 2025)



### 2021 Commitment (Post-George Floyd)

Pledged **\$2 billion in spend with Black-owned businesses** by 2025 and framed it as creating *more equitable experiences* and economic opportunity.

### 2025 Rollback (Post-Anti-DEI Climate)

Ended major DEI initiatives soon after federal anti-DEI orders; even **renamed “Supplier Diversity” to “Supplier Engagement.”** (*Reuters*)



### 2021 Commitment

Reaffirmed its goal of a **gender-balanced workforce by 2025** and public inclusion metrics in its annual report and corporate filings.

### 2025 Rollback

**Scrapped global DEI goals** and related programs following the shifting U.S. reg. environment under federal anti-DEI orders. (*Reuters*)



### 2021 Commitment

Published diversity report with goals to **increase women globally and double Black/Hispanic representation** in the U.S. by 2024; pledged a 30% rise in leaders of color.

### 2025 Rollback

**Disbanded its DEI teams** and programs, eliminating representation goals and the “diverse slate” hiring approach. (*The Verge*)

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# Why equity activities have fallen short of their anticipated impact?<sup>e.</sup>

External and Internal constraints have impacted equity activities.

## 1 External

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Commitment from organizations has been **wavering**, subject to:

- Federal administration **policy changes**
- Being **crowded out** by other initiatives deemed to be more urgent
- An environment characterized by **accelerating change and uncertainty**



**Increasing need of activities to make “the case”.**



## 2

## Internal

Many organizations have had equity operating approaches that have been **structurally insufficient**:

- **Process.** No integrated framework that connects equity to strategy, resource allocation, and organizational outcomes.
- No measurement model → cannot demonstrate contribution, progress, or value.
- **Resources.** Chronic underfunding.
- **People.** Insufficient support to enable employee success.

Low impact on organizational performance and low sustainability.



A new Equity “operating model”  
(structure and methods)  
is needed.

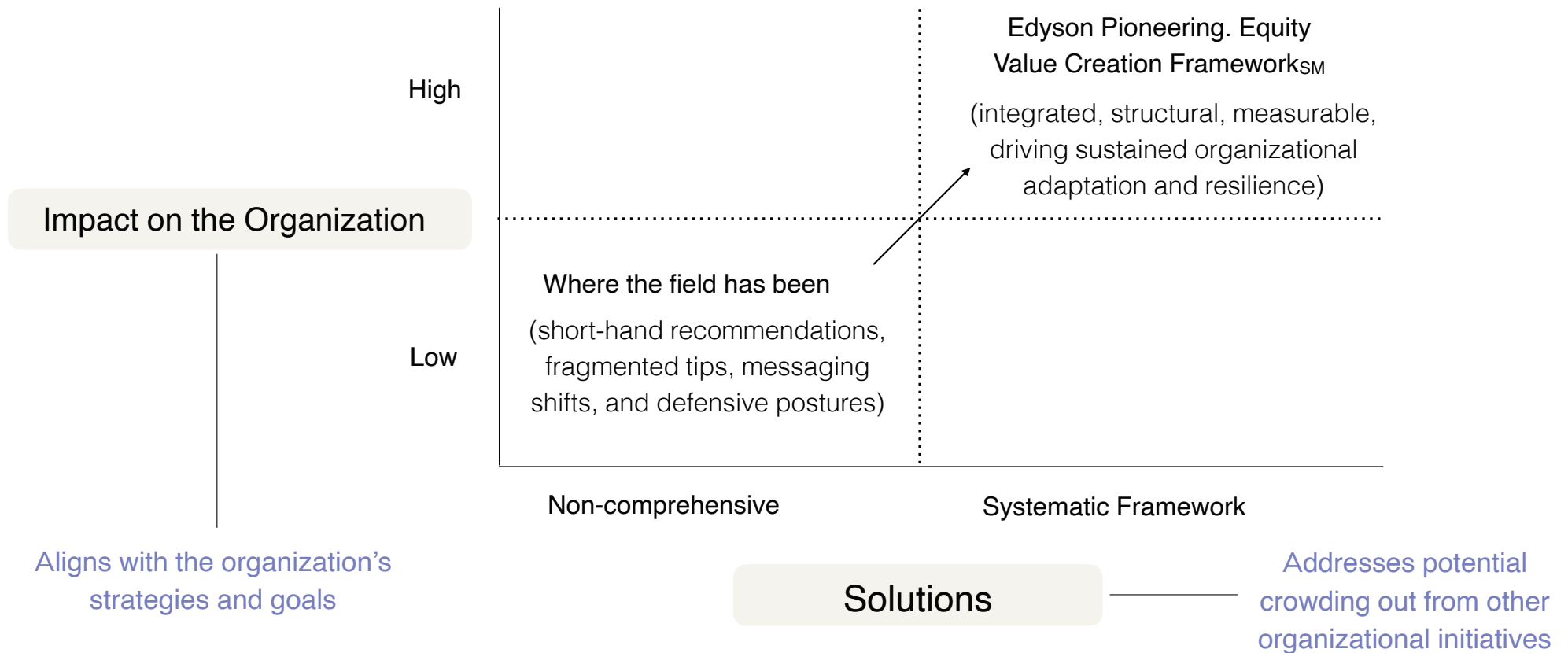
## ② Equity Value Creation Framework<sub>SM</sub>

# Equity Value Creation Framework<sub>SM</sub>

Equity meets systems thinking.

The **Equity Value Creation Framework**<sub>SM</sub> (EVCF) is a combination of methods and tools to help organizations integrate equity as a core operating system — **woven through organizational strategy, planning, activities, resource allocation, data, and measurement.**

# The Equity Value Creation Framework<sub>SM</sub> reinvigorates equity activities.

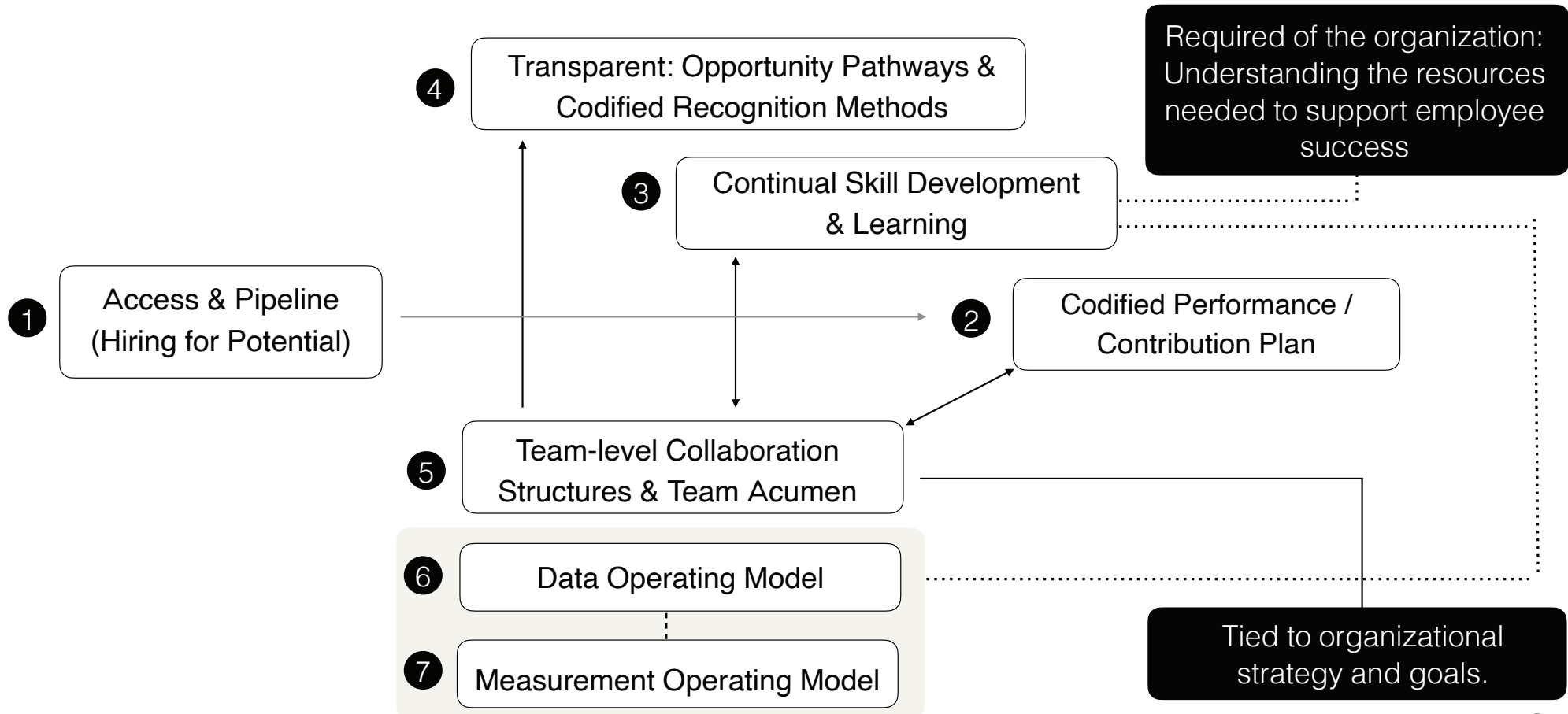


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The Equity Value Creation Framework is comprised of 7 domains.

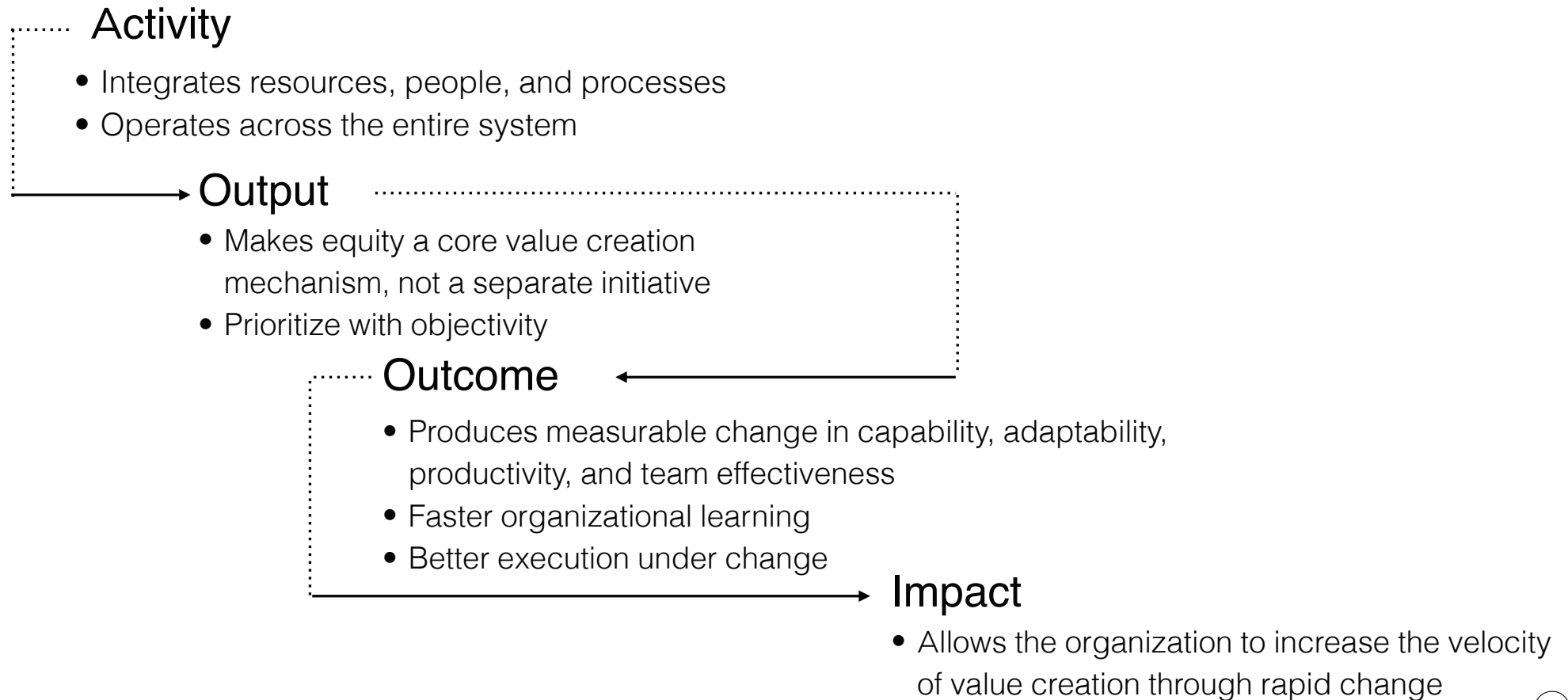
- 1 Access & Pipeline (Hiring for Potential)
- 2 Codified Performance / Contribution Plan
- 3 Continual Skill Development & Learning
- 4 Transparent: Opportunity Pathways & Codified Recognition Methods
- 5 Team-level Collaboration Structures & Team Acumen
- 6 Data Operating Model
- 7 Measurement Operating Model

# Equity as a foundational building block of organizational excellence.



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## Framework Logic Model (lite).



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The Equity Value Creation Framework<sub>SM</sub> can be imbedded in regular activities and large strategic initiatives.

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### Standard organization activities

- Strategy
- Hiring
- Product development
- Work planning
- Projects
- et cetera

2

### Large strategic questions

- How will the organization navigate the impact of AI on the organization?
- How will the organization utilize data to drive improved results?
- How will the organization deliver greater value to customers, impact customers, students, or community members?



# Framework Q & A

# ③ Organization Readiness Assessment

# 7 Domain Exercise – Group Discussion

## Purpose

We will consider the 7 Domains by participants sharing the experiences in their organizations: how people, processes, and resources are aligned with organizational performance, adaptation, and resilience.

## Instructions

- 1 Scan the QR Code**  
Use your phone to open the assessment link.
- 2 Answer as a Leader of Your Organization**  
Respond from the organization's perspective — not your personal perspective, and not an ideal future state.
- 3 Move Through Each Domain Prompt**  
As we move through each domain, please reflect on how your organization operates today.
- 4 Be Honest, Not Aspirational**  
This is not an evaluation of you — please share your organization's readiness and challenges.



# Conference Survey

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The Conference Survey gives participants a flavor of the full Diagnostic.

## 1 Access & Pipeline (Hiring for Potential)

Intent. Expand organizational adaptability by redesigning how potential is recognized, developed, and deployed — building a workforce that evolves faster than its environment.

- A. Does your organization's hiring criteria explicitly assess learning agility rather than only prior experience?
- B. Does your organization treat hiring for potential as a key lever for organizational adaptability?
- C. Does your organization's interviewers use structured evaluation tools (rubrics, scoring) to reduce inconsistency?

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## 2 Codified Performance / Contribution Plan

Intent. Cascade organizational, department, and team goals (with associated KPIs and metrics) to employees.

- A. Are your performance metrics directly tied to team and organizational goals?
- B. Do your employees receive timely and structured feedback on their contributions?
- C. Is your performance data used to inform resourcing, staffing, and talent decisions?

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### 3 Continual Skill Development & Learning

Intent. Continually expand organizational capacities and capabilities by first articulating the required resources needed for employee success and given organizational strategies. And then linking learning (capability and skill development) directly to performance and adaptability.

- A. Do you define the skills required to achieve current and emerging strategic goals?
- B. Do your employees have access to structured upskilling aligned with future roles?
- C. Are your learning priorities tied to real work and real projects?

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## 4 Transparent: Opportunity Pathways & Codified Recognition Methods

Intent. Ensure opportunities flow through systems (which capture large and small activities), not relationships — making advancement predictable, equitable, and tied to contribution and capabilities.

- A. Are your career pathways clearly documented and accessible to all employees?
- B. Do your employees understand what is required for advancement?
- C. Do you track internal mobility and analyze patterns for gaps or bottlenecks?



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## 5 Team-level Collaboration Structures & Team Acumen

Intent. Recognize that we hire individuals but work in teams and groups. Strengthen continual improvement of the team's ability to learn, decide, and deliver collectively in support of the organization's strategies, goals and need to be adaptive and resilient.

- A. Do your teams use shared language, data, and processes to execute work?
- B. Are your team productivity and collaboration metrics measured and reviewed?
- C. Do your team members engage in ongoing learning tied to collective work?

## Contact Information

**DeForrest Borders III**

Y Solve Lab, CEO

e: [dborders3@ysovelab.io](mailto:dborders3@ysovelab.io)

**Dr. Stuart Lord**

Y Solve Foundry, CEO

e: [stuartlord@ysolvefoundry.org](mailto:stuartlord@ysolvefoundry.org)