Small Giants
COMMUNITY

Diversity, Equity, & Inclusion

A Small Giants ebook

Introduction

What does it mean to be a company that is diverse, equitable, and inclusive? How do all of these terms stand alone, and how do they interact? Diversity, Equity & Inclusion (DE&I) is a concept that most organizations are familiar with now, but few have historically implemented with long-term results. And now, it is a practice and a mindset that can no longer be ignored: people deserve to be treated fairly and welcomed to a company, and society is largely standing up for this right.

Unfortunately, DE&I has not been a front-burner topic for companies until recently. It's a good thing it is getting more attention now, but previously many leaders have (unknowingly) neglected to be consciously inclusive of groups that have often faced setbacks or discrimination.

Typically, our Small Giants ebooks are structured to include many stories from practitioners and organizations who can expertly detail their successful processes and insights on a topic. We look to members of the Small Giants Community who have devoted years of conscious effort regarding a particular area of business. This time, there are simply not yet enough companies who fit this bill in regards to DE&I. Instead, we are calling on consultants, academics, and professionals who have dedicated a great deal of their time to the awareness and improvement of DE&I practices. We hope that in a few years, we can revisit this topic and have some role model companies to look to as an emblem.

This ebook is meant to be educational and informational, but does not pretend to be an instructional guide. As mentioned, few (if any) companies have decades-long processes in place structured around DE&I. Even if there were, the nature of DE&I, a human-centric concept, does not cater to a one-size-fits-all approach. And so, this ebook seeks to provide information and insights from experts on the topics, and resources for you to use to be able to better navigate DE&I. We will dive deep into the definitions of diversity, equity, and inclusion, along with reasons why they are each important and how you can integrate these concepts into your organization's culture. At the end of the ebook is a glossary of terms, as well as organizations and individuals who can aid in any further education and awareness.

When we come from a place of understanding, compassion and education, empathy can grow.

We hope this guide will give you some new perspectives to consider as well as practical tools to implement in your company.

Chapter 1: What is DE&I?

While we refer to these terms as a steadfast trio, they are indeed three separate ideas that deserve their own individual attention. And to understand them each in full is to understand them as a comprehensive entity.

Diversity

Equity

Inclusion

"Creating an environment that people can unapologetically show up as who they are"

- Sommer Woods

"Diversity refers to a level of homo or heterogeneity in a population. Either people look a lot alike, think a lot alike, share similar backgrounds, or there are a wide representation of backgrounds, skin tones, financial privilege, and life experiences. So diversity refers to the degree to which that spectrum is represented."

- Daelynn Moyer, Engineering Manager, Fast Radius; Advisor, The Rise Journey

Diversity is perhaps the one "practice" that has been the most widely initiated by companies, in part because it is the easiest to track.

Diversity is most easily described as the presence of different demographics represented in a group.

However, the word can sometimes be too easily dismissed or wrongly used as all-encompassing. It can sometimes be looked at as a "box ticked" as opposed to being part of an overall DE&I strategy.

"We use the word diversity as a way to hide behind the things we don't want to talk about," says Sommer Woods, Chief Inclusion Officer at Woods & Watts Effect. "It's easy to say diversity, versus to say equity, or to talk about race, or to talk about justice."

Even though diversity may be a more straightforward term than equity and inclusion, it is still the first step in a more positive culture, and worthy of dissection. It's important to take a look at your team, look at who is represented, and why that might be. There are many demographics of people that are considered when thinking about diversity. This is because a part of their identity historically has been a root of discrimination, and thus means that their group has been marginalized. These different identifiers deserve our understanding, and include:

- **Ability/ Disability**
- **Age**
- **Ethnicity**
- **Gender/ Gender Identity**
- **Language(s) Spoken**
- **LGBTQ/ Sexual Orientation**
- **Military Status**

- **National Origin**
- **Neurodiversity**
- **Political Beliefs**
- **Race**
- **Religious Beliefs**
- **Social Class**
- **Socioeconomic Background**

Notice that not all of these qualifiers are visible upon first meeting a person. When Dr. Plummer mentions all people being "uniquely packaged," that doesn't just mean their skin tone or the clothing they wear. We are all uniquely packaged in the way that we think, communicate, learn, and experience the world. Naturally, that means we all show up differently to work, and should be respected and embraced for having different avenues of learning and communication.

It's also important to remember that there are always individuals who are part of more than one minority group. These individuals may face additional challenges, and this is called Intersectionality. As Lean In writes on its website, "compounded discrimination can be significantly greater than the sum of its parts."

> **"When I think of diversity, I think about it in a very human experience. We are all uniquely packaged."**
>
> *– Dr. LaNail Plummer, CEO, Onyx Therapy Group*

Building Blocks: What is Racial Exhaustion?

Racial Exhaustion can be twofold. First, it can stem from a majority group who is exhausted from talking about race, because of the confrontation of discomfort and a sense of shame. Second, it can stem from the minority group who is constantly driven to talk about race for the sake of advocacy, which in itself is draining because it is an outpouring of oneself for the sake of others' benefit.

Discomfort in itself is exhausting (think of exercise and the pain it may bring), but with discomfort can come growth. Racial exhaustion is important to know so that it can be recognized. If you feel you have employees or colleagues who are doing a lot of the heavy lifting when it comes to DE&I advocacy, check in to make sure they feel supported.

Equity is a little tougher to pin down than diversity, as it takes active effort to accomplish. *Equity is the recognition of systemic barriers, and a conscious effort to level out those (dis)advantages.* This takes the form of resources and support by ways of mentorship, education, conversations, and financial investment.

Even the construct of how we spend money can be attributed to equity and the distribution of wealth. For example, a business leader may have a supplier which is a white-owned company, and they may be cheaper than their Black-owned business counterpart, but that's because the white-owned company has benefited from more generational wealth, which then plays into more opportunities to increase their volume and revenue.

"The equity is in response to the historical deficits and the historical socializations. Equity is a response to what has already been constructed, so it's a matter of deconstruction through the allowance of resources. Not just financial or educational resources, but also having a seat at the table."

- Dr. LaNail Plummer

"Equity is often confused with equality but refers to structures that do or do not support those members of a diverse population that have historically not been on the benefiting end of historical structures."

- Daelynn Moyer

And so supporting a Black-owned supplier may not be as cheap for the business leader at the outset, but this intentional support will create long-term change and a more even playing field for future generations.

Solving for equity can take many forms, and we all have to ask ourselves how we can contribute to the construction of equity through the deconstruction of these biased barriers.

"Equity means that you are being intentional about creating space for people who have historically been marginalized. Often that means overcompensating for specific groups because if you try to treat everyone the same, the groups that are ahead will stay ahead."

- Toby Egbuna, Co-founder and CEO, Chezie

"Inclusivity refers to the degree to which a culture embraces or welcomes those of differing privilege levels or backgrounds."

- Daelynn Moyer

"Inclusion means including people with their diversity, not despite it… and allowing that diversity to be present in all senses."

- Dr. LaNail Plummer

Inclusion is the final, and arguably most important component of DE&I. *Simply put, inclusion means making people feel welcome.* In doing so, though, often discomfort has to take place, because the discomfort comes from those who have held the privilege yielding some of that to those who have historically been disadvantaged. And with that discomfort comes growth.

Inclusion is the culmination of DE&I efforts being executed successfully. Genuine inclusion means seeing diversity as a benefit, not a box checked for analytical purposes. An inclusive workplace is one where all employees feel that they can be their best, most creative and innovative selves. It is a space where everyone feels heard, feels that what they bring to the table is valued as equally as the person sitting next to them. Nobody likes to feel left out, and a wholly inclusive environment brings out the best in everyone.

"When we create a sense of belonging and inclusion, people are more likely to show up, and share. And they're more likely to stay at that company."

- Mona Eshaiker, Burnout Specialist and Mental Health Consultant

Building Blocks: What is a Stereotype Threat?

A stereotype threat is a societally-enforced threat that a person in a marginalized group may experience when they feel psychologically unsafe in an environment, and so to risk failure is to risk fulfilling a particular stereotype. "Whenever we feel we might be falling into a stereotype, we kind of shut down and it actually starts to disrupt our performance as well," says Mona Eshaiker.

Feeling the pressure of a stereotype threat may cause a person to hold back and go with the flow rather than be their most daring and innovative self.

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Chapter 2: Why is DE&I Important?

There are many reasons why DE&I practices should be just as integral to a company's cultural practices as establishing purpose, vision, and values. There's data-driven proof that more diverse, equitable and inclusive companies are more productive and successful. Deloitte has worked diligently on gathering information and data on this argument, such as this insightful graphic:

FIGURE 2 | The case for an inclusive culture

Organizations with inclusive cultures are:

2x	3x	6x	8x
as likely to meet or exceed financial targets	as likely to be high-performing	more likely to be innovative and agile	more likely to achieve better business outcomes

Source: Juliet Bourke, *Which Two Heads Are Better Than One? How Diverse Teams Create Breakthrough Ideas and Make Smarter Decisions* (Australian Institute of Company Directors, 2016).

Deloitte Insights | deloitte.com/insights

There's plenty of other sources to prove that the data really is there in support of more diverse, equitable and inclusive cultures. For example, a study led by Accenture, the American Association of People with Disabilities, and Disability:IN showed that companies that had a more inclusive working environment for employees with disabilities achieved an average of 28% higher revenue, 30% greater profit margins, and twice the net income of competitors in their industries. The study defined companies as being inclusive based on best practices and their score metric developed by Accenture (go to page 16 of the report for details).

Diversity matters from a product perspective as well. As Toby Egbuna puts it, "your employee base represents the customers you serve" when you practice DE&I. If you claim that you make a product for everybody, do you have representation from all of those different demographics amongst your team?

"The research is out there that says [disabled people] are incredibly, incredibly innovative," says Tiffany Yu, CEO of Diversability. "Innovative to the point where we can come up with ideas that are going to make our companies money."

Sometimes the inclusion or improvement of something for the sake of accommodating someone who's been marginalized can also benefit more than that intended demographic. As Tiffany Yu says, the "cut curb effect" is a well-known depiction of this. The cut curb at the corners of sidewalks was designed to improve accessibility for wheelchair users. But it has also benefited mothers with strollers, delivery people using dollies, cyclists, and more. Other innovations that were designed for people with disabilities include wheels on luggage, touchpads on laptops, and audiobooks. Remembering to include people who are often excluded can benefit everybody.

"The data tells you where you are and how you got there," says Michele Heyward, Founder of PositiveHire. "But it doesn't tell the whole story. You have to commit to making the change the data shows."

The most important reason it is worth investing in DE&I is the human element - because it's the right thing to do. If you're reading this ebook, there's a good chance you already align with the Small Giants philosophies of purpose-driven leadership, and much of that is rooted in improving human lives. It is only right to want to make sure every person on our teams or in our communities are treated with respect and kindness, and offered the opportunities to have a level playing field. We have to acknowledge as a collective that people in minority groups have had a tougher path than those who find themselves in the

Building Blocks: What is Imposter Syndrome?

Imposter Syndrome occurs when "people have been socialized to accept that others don't see them as worthy as they see themselves," says Dr. LaNail Plummer. Many marginalized people suffer from Imposter Syndrome at some point, because society has pushed them to second-guess their own value. These people may need leaders to be more consistent in their reassurances of why they were chosen for a particular position. As Dr. Plummer says, "The person who leans into their confidence is the person who overcomes the Imposter Syndrome."

white, heteronormative majority. As Small Giants Community members, we strive to care for people in the totality of their lives, and that means acknowledging differences and disadvantages, and allowing them to show up as their whole and true selves.

Many companies are putting more of an emphasis on DE&I practices in response to changes in the cultural climate. This is a positive (the fact that many business leaders are tuning in to the concerns of their communities), but it also has to come from a place of genuine care to be effective.

"From my experience," says Dr. LaNail Plummer, "a lot of the non-diagnostic mental health issues that people experience are because the essence of who they are aren't seen, heard, or valued."

To put it into Small Giants terms, there's no such thing as work/life balance anymore; it's all just life. And since work is such an integral part of most of our lives, it should be as positive of an environment for as many people as possible.

As Toby Egbuna puts it: "It just feels like we spend so much of our time at work. So much of peoples' identities now come from their jobs, it just makes sense that if you're spending 40, 50, 60 hours a week at a place, that you feel like you belong there, that your voice is heard."

Building Blocks: What is Burnout?

While burnout may be very common in our current vocabulary, often the term gets diluted to simply mean fatigue. But it is a much more significant psychological state than that. "Burnout does not happen overnight, it doesn't happen in a vacuum," Mona Eshaiker warns. "Burnout actually happens in stages." What may start as overextending ourselves can then lead to a stress cycle and eventually total burnout, which is a loss of purpose, as well as a feeling of being depleted emotionally, spiritually, and physically. "The human brain, the human body has natural limits," says Eshaiker. "It's unfortunate, because, culturally, we're rewarded when we don't slow down."

Burnout can affect anyone, but unfortunately, research shows that women and people of color experience it at a much higher rate. This could possibly be because of the stereotype threat. People who may feel judged for taking a break and showing weakness, tend to try to fight through the stress and fatigue to prove their value, and thus reaching burnout.

Eshaiker advises that leaders emphasize the importance of taking short but frequent breaks during the workday so employees can feel replenished and able to do their best work.

Chapter 3: How to Actively Engage

It's one thing to define diversity, equity, and inclusion, as well as to come up with good reasons for why to include them in business practices, but how to actively engage takes a bit more time.

"Calling oneself an ally is performative. Only those who benefit from your allyship can call you an ally. True allyship is actions."

- Daelynn Moyer

The most important thing to consider is that in dealing with such human-centric concepts as DE&I, there is no simple solution or quick fix. Instead, each organization, team, and person must consider the environment and people around them to determine what would most greatly benefit everyone. Being proactive about providing support (rather than reactive), is important in expressing genuine care. While this article from **Funding Circle** does a good job at listing a succinct step-by-step process on how to make an organization more inclusive, let's look at more in-depth ways to potentially navigate DE&I.

Look at your Company Objectively

Just like if you were to write an essay for school, or come up with a new business proposal, you have to put in time doing research. Collect data on the diversity of your company, whether you do that internally or hire out - **PositiveHire** is a great site that offers many inclusive hiring and onboarding services, but also has a people analytics platform from which to compile a company's data and decide on next steps from there. Sending out a survey to your employees to see how well they feel that they belong in the company culture can also offer a sense of the inclusivity in the office.

"You have to be open to being criticized and corrected," says Michele Heyward.

Self Reflect

A leader can't expect their employees to change unless they're willing to change as well. As Toby Egbuna says, "It's everyone's job to promote inclusion at your company." What have you done, good or bad, to include people with different backgrounds and appearances from yourself? This isn't always the most fun, but remember, with discomfort comes growth.

> **"Every single person here is part of a system, and if you're leading an organization, you have the ability to create your own system and systemic change within that."**
>
> *- Jes Osrow, Co-founder and COO, The Rise Journey*

> **"The number 1 way to mitigate unconscious bias is to get to know somebody who's different than you."**
>
> *- Mona Eshaiker*

> **"Ending discrimination starts with self-reflection."**
>
> *- Tiffany Yu*

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Be Open & Vulnerable with your Team about the Topic

Once you've done the work on yourself, you can come to your team to join you in an open and continuous conversation.

When vulnerability stems from leadership, more and more people in an organization are likely to be open and honest as well. Consider what would best serve your team to have a potentially tough conversation - a structure for everyone to speak, a presentation with metrics to ground the subject, or bringing in an outside facilitator are all possibilities.

> **"Some of the research does show that fear, and lack of knowing what disabled people can do, is what prevents hiring managers and HR folks from hiring more disabled people."**
>
> *- Tiffany Yu*

Commit to a Strategy

This strategy should look critically and thoughtfully to your vision and values, what is already being done to create a diverse, equitable, and inclusive culture, and what else needs to be done. Consider some of the resources included throughout this ebook to aid you, while also creating a plan that suits your team and the culture you're trying to foster. Make this as detailed as possible, but also be flexible if your team entrusts you with constructive feedback.

Building Blocks: Ask, Don't Tell

There is a fine line between having someone sit at the proverbial table, or giving them a voice, and to be the root of racial (or other kinds of) exhaustion. The simple solution to this conundrum is to ask employees if they would like to participate in a discussion, or offer their opinion, and never force it upon them.

Start with a Diversity Plan

Consider hiring and purchasing practices when increasing your scope of diversity.

Having a more diverse team starts with allowing everyone a fair chance at getting in the door. Consider stepping away from the term "culture fit" when looking for new hires, and instead shift towards a "culture add". Because the word "fit" denotes hiring for sameness, it can lead to an affinity bias. Like Daelynn Moyer says, "If it's only the same people continuing to have that conversation, then no matter how well-intentioned we are, we are going to come up with the same results over and over and over again." And so, by instead looking for a "culture add", we can expand that talent pool to those who may have otherwise been overlooked, but who could still add great value to the team.

Another thing to consider is recruitment resources. LinkedIn is one of the largest recruitment platforms in existence, but it is also largely white. Jes Osrow suggests looking towards Black colleges, resources for disabled and neurodiverse people (such as groups like RespectAbility, or Autistic Self Advocacy Network), as well as other community hubs for marginalized people to tap into talent that may not be in your initial circle.

There's power in providing others with a platform by sharing your own. Consider seeking out clients and suppliers that are operated by members of marginalized communities. In doing so, you'll not only be supporting other demographics with your spending power, but you'll also attract a broader pool of customers or clientele by supporting these communities.

> **"People end up hiring people that look like them, that act like them, that talk like them, that were raised like them…. What are your true measurement tools, what is your rubric for hiring?"**
>
> *– Dr. Michele Lewis Watts, Ph.D., Chief Equity Officer, Woods & Watts Effect*

> **"We're going to find increasingly that companies that do not engage with DEIBA work in a really … active way are going to be finding it increasingly difficult to compete, both in terms of hiring and attrition. And sustainability."**
>
> *– Daelynn Moyer*

Develop Methods for Providing Tools to the People Who Have Been Underrepresented

Now that you have begun creating a more diverse community for your company, it's time to make it more equitable.

Mentorship can be one of the most impactful ways for a leader to utilize their privilege -- i.e. the advantages they have been given simply for being part of a majority -- and pull somebody else up. Look to somebody who has potential and an interest in being mentored, and share with them your knowledge, resources, and contacts that they would likely not have access to otherwise. Sharing wisdom and tools can be a simple yet effective way to bridge the equity gap, and reiterate to someone their value within the team.

If you start by fostering a respectful and vulnerable work environment, then people are more likely to come forward and say what tools could help them to fulfill their potential. Still, don't assume people will offer these thoughts outright - one-on-one time with employees is a good opportunity to ask how you can fill that gap.

"Knowledge is meant to be shared."

- Mona Eshaiker

"It's something you have to be consistently doing. Just like you're always working on your products, you're always trying to find new clients to sell to, you're always looking for new marketing channels. It's the same thing here. You're always looking for new ways to make your company more inclusive."

- Toby Egbuna

Create a Platform for Conflict Resolution, Feedback, & Celebration

Allow everyone to feel included by continuing a culture of respect, vulnerability, and constructive conversations.

Within a mentorship, or any other type of leadership role, it's important to implement two-way feedback. Both giving and receiving feedback is a skill that takes practice, but by opening the conversation up to feedback when you are the person in a leadership role builds trust, which can then lead to improvement.

The most effective way to ensure long-lasting DE&I practices is to embed it in a company's culture. Toby Egbuna suggests incorporating these terms into feedback sessions and performance reviews. Just like an employee might be asked how they contributed to quarterly sales or the completion of a project, they can be asked how they contributed to the company's goals of an inclusive culture.

It can also be helpful to organize lunch and learn sessions, book clubs, panel discussions, or workshops. This workshop created by Lean In is particularly effective; it focuses on gender bias, but can lead towards a greater understanding of the disadvantages that different people may face in the workplace.

Employee Resource Groups are created for all different groups of people (women, veterans, people of color, etc) and are an effective way to provide different communities both a safe space to come together as well as gain further resources and support to gain equity. Because these people feel

> "Believe Black people, believe people of color, believe women, believe people when they tell you their experiences."
>
> *- Jes Osrow*

heard and supported, this may then lead to higher retention. ERGs can also prove helpful to a company by working with the product team to better serve that demographic.

ERGs can also build a company's relationship with a non-profit organization or outside party that works with these demographics. However, Toby Egbuna cautions that they may not work for smaller organizations, simply because there may not be enough people to form an effective group. For more information and possible assistance on setting up an ERG, head over to Chezie's website. Also consider Diversability, which founder Tiffany Yu describes as a sort of ERG that exists outside of a company and is aimed at celebrating disability pride.

A strong and positive culture has to have trust, and that plays into the genuine execution of equity and inclusion. It's quite simple, but incredibly important to be an active listener. Allow people on your team to have a voice and take the lead on discussions relating to their experiences and identity (but, of course, ask first).

"Nobody should expect leaders to have all the answers, or be able to answer all the questions, or know all of the things, but as leaders, you are expected to recognize when you have a blind spot, and bring in support."

- Jes Osrow

Measure & Monitor Progress

As we've made clear, studies prove the positive impact of having diverse workplaces where everybody feels respected and supported. So, make the case for your own company. Track metrics as well as feedback to make sure the practices you've put in place are effective for everyone, and continue to be so.

Sometimes, the best thing to do is to bring in support from somebody who is an expert on a topic. Nobody is a complete master of every single aspect of DE&I and can represent every marginalized group. Very rarely is there a company that can successfully and completely tackle DE&I from the inside out. The best thing we can do when we don't have the answers is to bring in somebody who does. It's also important to be willing to pay for expert services and resources. Consider these costs an investment in the company's infrastructure, just like you may pay for marketing, freelance writing or another consultant.

Consider therapists, consultants, and DE&I experts who could bring your whole team together and onto the same page with where you want your culture to be in regards to inclusion. Michele Heyward reminds us that committing to DE&I isn't a sprint - rather, it's slow and steady concerted effort to make a positive impact.

Most importantly, talk to each other. A good, open, genuine conversation can solve just about everything.

Conclusion

"Leaders need to be able to release themselves from their ego of knowing and they have to be able to welcome in their ignorance and the insecurity that comes with the ignorance. Because the acknowledgment of the insecurity and the acknowledgment of the ignorance creates the discomfort that subsequently creates the change."

- Dr. LaNail Plummer

"It doesn't have to be this big, complicated thing. It comes down to treating everybody as equally as possible and leading with curiosity."

- Mona Eshaiker

Throughout these pages, we've looked at the individual definitions of diversity, equity, and inclusion, as well as why they're important and ways to bring them to life. In almost any aspect of leadership, but particularly when it comes to DE&I, it's imperative that leaders be willing to learn, ask permission, and listen.

As Dr. LaNail Plummer says, "people don't know what they don't know." Nobody holds all of the knowledge, and it's important for us all to acknowledge when we don't have the experiences to understand a certain perspective, and then bring in others -- be it a team member or someone hired out -- to bridge that gap. This kind of work takes a community to bring positive practices to light and to create an inclusive environment, so continue to be gently and compassionately curious. Being confronted with our own ignorance can be uncomfortable, but with discomfort comes growth.

At this point in our current work culture, "Nobody's really doing this well," says Toby Egbuna. Even while big companies are touting pouring money into diversity programs, most companies are holding back when it comes to being vulnerable with their deficiencies in these practices. It is natural these days for companies to hesitate when it comes to trying anything that could result in big mistakes that cause burning news headlines. But, we're learning that people don't mind hearing about mistakes, as long as the party in question owns up to them and presents solutions to remedy them. Nobody's perfect, and people appreciate honesty in a world full of smoke screens. As Mona Eshaiker says, "The number one way to mitigate unconscious bias is to get to know somebody who's different than you."

We'll leave you with one final thought: that while working towards DE&I in the workplace will often have uncomfortable, self-confronting moments, it doesn't all have to be heavy duty. After all, at the root of DE&I is an understanding of others with different life experiences from ourselves. So don't forget to find joy in learning about another community. Share laughter, moments of success, and art alongside the difficult work. It'll make it all the more worthwhile for everyone involved.

Glossary:

Access Intimacy - a mode of relation between disabled people or between disabled and non-disabled people that results in one genuinely understanding and anticipating another's access needs

Allyship - the practice of emphasizing social justice, inclusion, and human rights by members of an in-group, to advance the interests of an oppressed or marginalized out-group

Heteronormative - denoting or relating to a world view that promotes heterosexuality as the normal or preferred sexual orientation

Intersectionality - the interconnected nature of social categories such as race, class, and gender as they apply to a given individual or group; it results in overlapping and interdependent systems of discrimination or disadvantage

Marginalized - people, a group, or a concept that is treated as insignificant or peripheral

Neurodiversity - variations in the human brain regarding sociability, learning, attention, mood and other mental functions in a non-pathological sense

Performative Activism - done to increase one's social capital or for self gratification rather than because of one's genuine devotion to a cause

Privilege - a special right, advantage, or immunity granted or available only to a particular person or group

Organizations to Look to:

- **Lean In** - Research and resources to promote gender equality and allyship
- **Chezie** - Sharing stories to embrace inclusivity and elevating the Employee Resource Group experience
- **The Rise Journey** - Human resources strategy & organizational culture consulting with a foundation of diversity, equity, inclusion, belonging, and accessibility
- **Woods & Watts Effect** - DE&I consultants with a variety of services
- **PositiveHire** - Helping women of color in STEM find employment, and employees to create more diverse and inclusive spaces through a variety of services
- **Diversability** - A community business that is focused on elevating disability pride and breaking the cycle of social isolation for disabled people.

People who are doing great things around DE&I:

Even by simply following some of these people in social media, you will be exposed to more of the messaging around DE&I in your feed which will help with comfortability around the language and awareness.

- **Hannah Rose Olson**
- **Tiffany A. Yu, MSc**
- **Joze Piranian**
- **Toby Egbuna**
- **Dumebi Egbuna**
- **Daelynn Moyer**
- **Aurora Higgs**
- **Fatima M. Smith, MSW**
- **Mona Eshaiker, LMFT**
- **Catarina Rivera, MSEd, MPH, CPACC**
- **Laura Welch Nevarez**
- **Dominique Mas, PCC**
- **Edmund Asiedu**
- **Michele Heyward**
- **Sheri Byrne-Haber**
- **Jes Osrow, SHRM-SCP, PAHR**