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What is diversity?

Evolution of DEI

COMPLIANCE WITH LAW
1964 - 1988

BUSINESS CASE
1996 - 2019

INCLUSION
2025 & Beyond

SENSITIVITY & AWARENES
1989 - 1995

EQUITY vs EQUALITY
2020 - Future

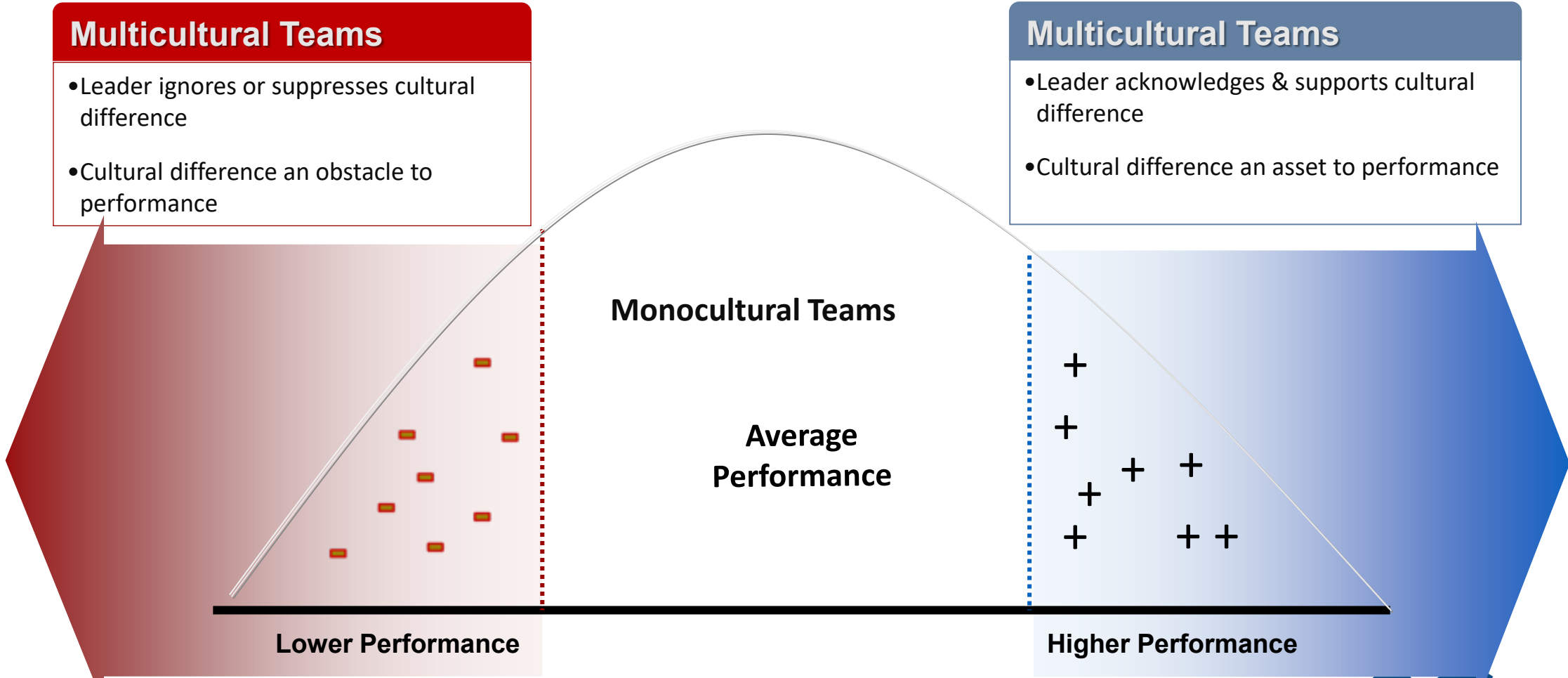
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CELEBRATING
75
YEARS

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Impact of Diversity and Inclusion on Team Performance



Reference: Adler, N. J. *International Dimensions of Organizational Behavior*. 4th ed. Cincinnati, OH: South-Western, 2002.
C, Milton J. Bennett 2008

Equality

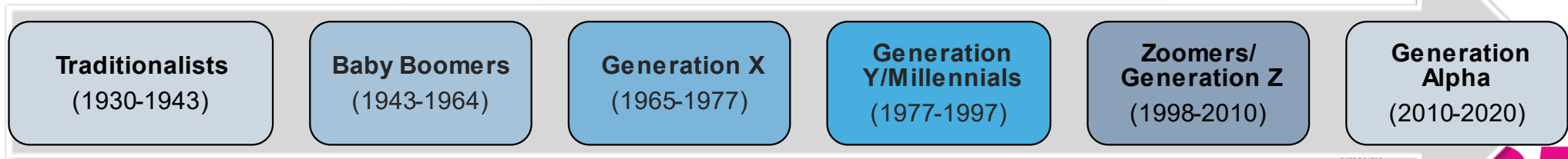


Equity



6 Generation in the Workforce

- The workforce will be more diverse than ever, with multiple generations, cultures and ethnicities working side by side.
- The workforce will be increasingly diverse in terms of people with disabilities, across country borders, and flexible work schedules.
- Across the globe, the working-age population (ages 20 to 64) will continue to diminish in numbers up through 2050.



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Market Business Case: The impact on Product & Services



\$100 million lawsuit

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Market Business Case: The Impact on Product & Services



Why were African & Japanese consumers horrified by Gerber's product packaging?

\$\$ Millions of Dollars in Advertising, Branding, and Shelf Restocking Costs

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Adapted from Harvard Business Review (1984)

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Market Business Case: The Impact on Product & Services



Chevy Nova (in Spanish, *no va* means “won’t go”), car renamed
\$\$ Millions of Dollars in Advertising and Branding

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Adapted from Harvard Business Review (1984)

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Definition of Cross-Cultural Competence

The ability to discern and take into account one's own and others' world views with care and empathy, to be able to seize opportunities, make decisions and resolve conflicts in ways that optimize cultural differences for better, longer lasting, and more creative solutions and to outperform the competition.



From
**Tolerance and
Sensitivity**

To
**Cross Cultural
Competence**

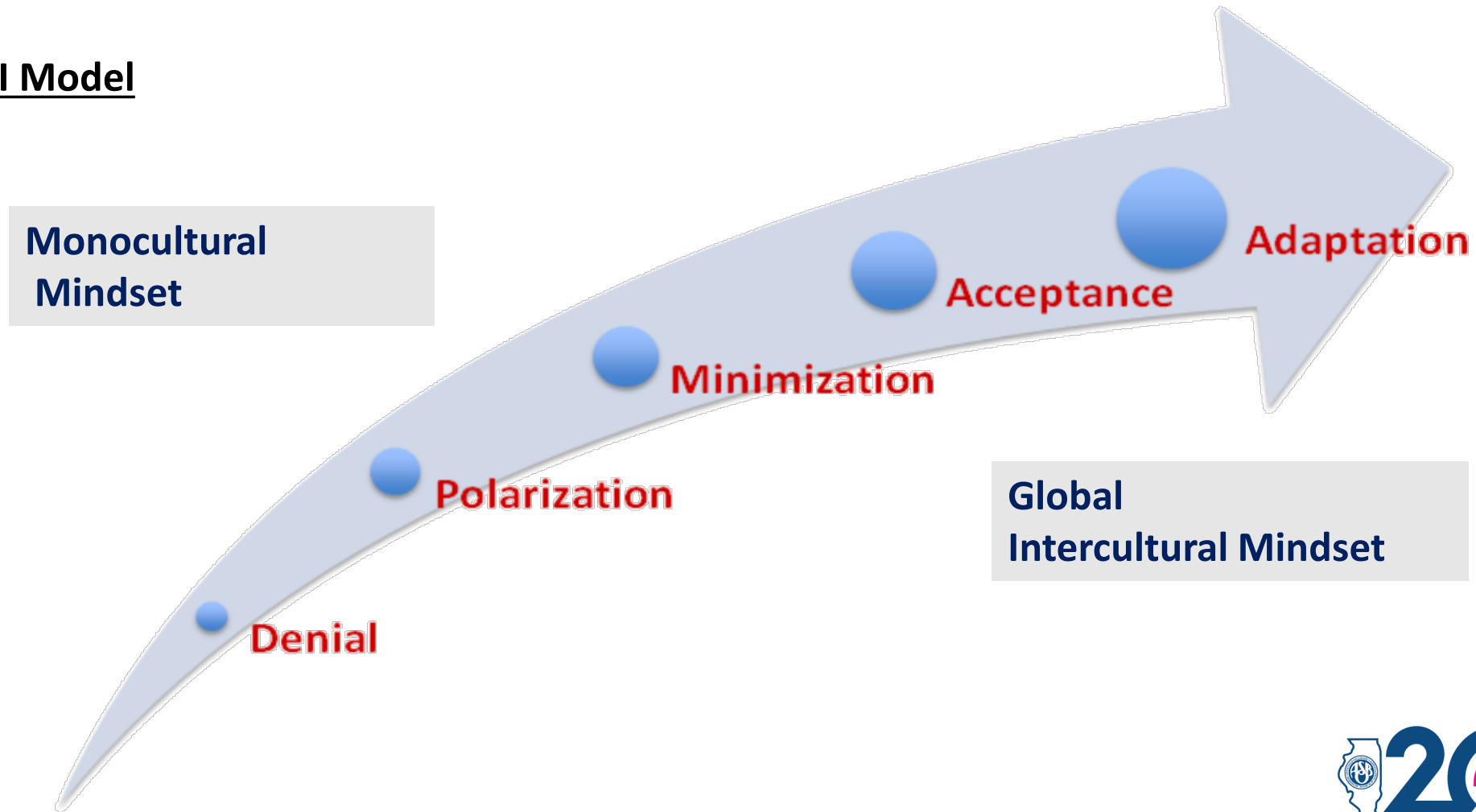
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Intercultural Development Inventory

The IDI Model



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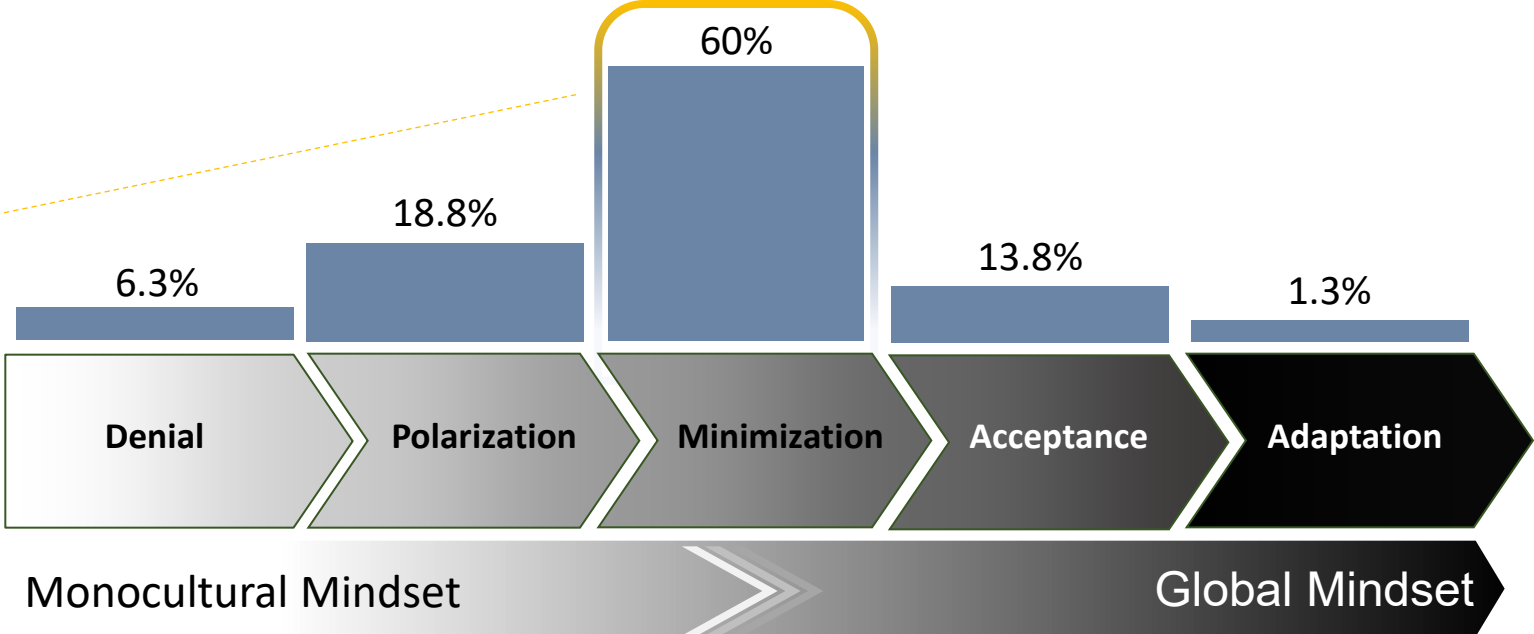
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IDI Group Results (80 participants)

Global Benchmark:
Approximately 70% in
Minimization



Organizational Implication of Minimization

- Overestimation of sensitivity to diversity (tolerance)
- Strong emphasis on conformity to organizational culture may discourage creativity based on cultural diversity; imposition of the “insider” style

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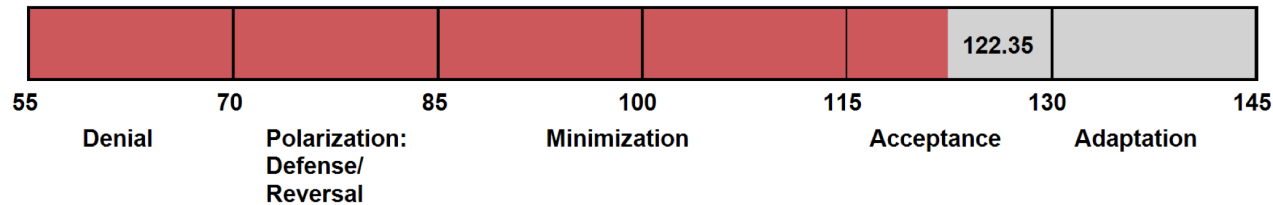


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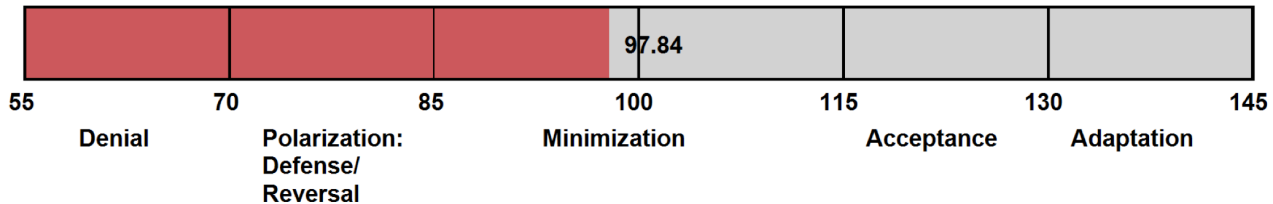
Group Profile Results

IDI Group Profile

Perceived Orientation (PO)



Developmental Orientation (DO)



The gap shows the perceived level of intercultural sensitivity is higher than the actual level.

(This is common).

The goal is to close that gap by increasing your cultural navigation skills.

The **Orientation Gap** between your Perceived Orientation score and Developmental Orientation score is **24.51** points. A gap score of 7 points or higher can be considered a meaningful difference between where you perceive “you are” on the developmental continuum and where the IDI places your level of intercultural competence.

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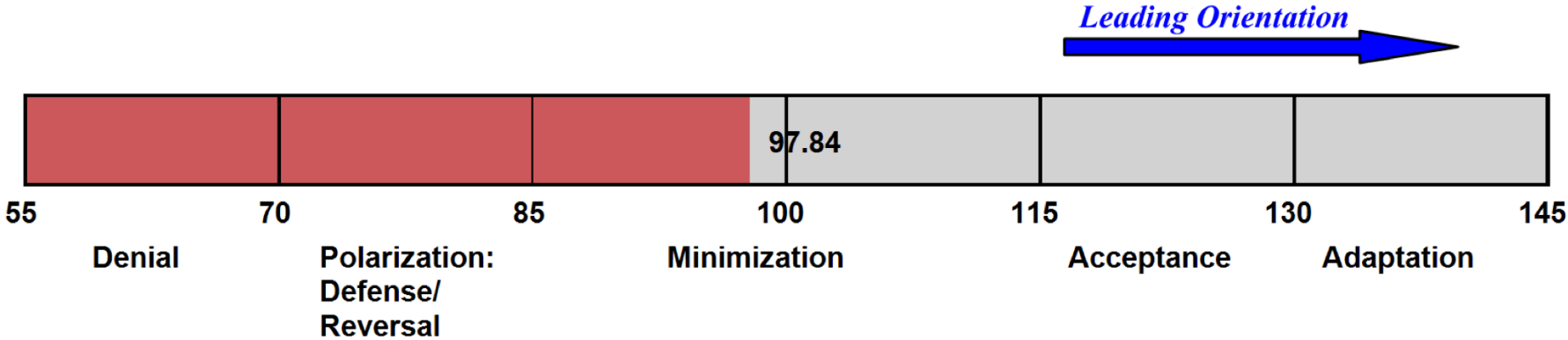
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Leading Orientation

Leading Orientations



Leading Orientations are the orientations immediately “in front” of the group’s primary (developmental) orientation.

The Leading Orientations for this group are **Acceptance through Adaptation**. As the group begins to more fully recognize and appreciate cultural differences, it is well positioned to look for ways to shift cultural perspective and adapt behavior around cultural differences.

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Executive Order



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February 13, 2025

**Multi-State Guidance Concerning
Diversity, Equity, Inclusion, and Accessibility Employment Initiatives**

The Attorneys General of Massachusetts, Illinois, Arizona, California, Connecticut, Delaware, Hawaii, Maine, Maryland, Minnesota, Nevada, New Jersey, New York, Oregon, Rhode Island, and Vermont are issuing this Guidance to help businesses, nonprofits, and other organizations operating in our respective states understand the continued viability and important role of diversity, equity, inclusion, and accessibility efforts (sometimes referred to as “DEI” or “DEIA” initiatives) in creating and maintaining legally compliant and thriving workplaces.

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Evolution of DEI Efforts in Companies

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Current Trends in DEI Initiatives

- Debate and Legal Challenges
 - Ongoing debate over DEI initiatives
 - Legal battles impacting DEI policies
- Company Responses
 - Rethinking DEI strategies
 - Rebranding DEI efforts
 - Rolling back DEI initiatives
- Acceleration Since 2023
 - Increased efforts to dismantle DEI initiatives



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Impact of Supreme Court Decision

Supreme Court's Decision

- Abolished affirmative action in university admissions

Reactions from Public Figures

- Robby Starbuck, Elon Musk, and President Trump
- Criticism of DEI initiatives

Central Argument

- DEI viewed as part of 'wokeism'
- Focus on workplace implications

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Changes in DEI Approaches

- Company Approaches to DEI
 - Some companies have eliminated their DEI teams
 - Others have evolved their terminology
- Reasons for Changes
 - Consulting firms with large government contracts cite Trump's executive orders
- Employee and Consumer Reactions
 - Many employees and consumers are unhappy about the changes
 - Target faced backlash and a boycott affecting foot traffic



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List of 37 Companies

- Accenture
- Amazon
- Amtrak
- AT&T
- Bank of America
- BJ's
- BlackRock
- Boeing
- Booz Allen
- Brown-Forman
- CitiGroup
- Deloitte
- Disney
- Ford
- Google
- Harley-Davidson
- Hyatt
- John Deere
- KPMG
- Lockheed Martin
- Lowe's
- McDonald's
- Meta
- Molson Coors
- Nissan
- Paramount
- PBS
- Pfizer
- Pepsi
- RTX
- Salesforce
- Target
- Toyota
- Tractor Supply
- Victoria's Secret
- Walmart
- Warner Bros. Discovery

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Key Changes in DEI across companies

- 19 companies ended participation in external benchmarking.
- Changed DEI language implemented by 13 companies.
- 13 companies have removed public DEI references.
- 8 companies altered their Employee Resource Groups.
- 9 companies dissolved their DEI teams.



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Source: [DEI tracker: How employers' diversity efforts are evolving](#)

Company	Changed DEI language	Dissolved DEI team	Changed ERGs	Ended participation in external benchmarking	Ended representation goals	Removed public DEI references
Accenture				X	X	
Amazon	X			X		
Amtrak		X			X	X
AT&T	X			X		
Bank of America					X	
BJ's						X
BlackRock		X				
Boeing		X		X		
Booz Allen		X		X	X	X
Brown-Forman				X	X	X
CitiGroup	X				X	
Deloitte		X			X	X
Disney	X		X			
Ford			X	X		
Google	X				X	
Harley-Davidson		X		X		
Hyatt	X				X	X

				Source: DEI tracker: How employers' diversity efforts are evolving		
Company	Changed DEI language	Dissolved DEI team	Changed ERGs	Ended participation in external benchmarking	Ended representation goals	Removed public DEI references
John Deere			X	X		
KPMG					X	X
Lockheed Martin					X	X
Lowe's			X	X		
McDonald's	X			X	X	
Meta		X		X	X	X
Molson Coors			X	X	X	
Nissan				X		
Paramount					X	X
PBS		X				
Pepsi	X		X		X	
Pfizer	X					
RTX						X
Salesforce					X	
Target	X		X	X	X	X
Toyota				X		

Company	Changed DEI language	Dissolved DEI team	Changed ERGs	Ended participation in external benchmarking	Ended representation goals	Removed public DEI references
Tractor Supply		X	X	X		
Victoria's Secret	X					X
Walmart	X			X	X	
Warner Bros. Discovery	X			X		

Source: [DEI tracker: How employers' diversity efforts are evolving](#)

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IN A WORLD WHERE YOU
CAN BE ANYTHING,

be kind.

Questions and Answers

We thank you for your time!

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