# Applying the key success factors to your DEI initiatives

Leaders have the opportunity to drive significant impact on DEI within their organizations and across the ecosystems in which they operate. Below you will find a series of questions that can help identify where to refocus efforts to increase effectiveness, based on the five key success factors common across successful DEI initiatives. Please refer to the Diversity, Equity and Inclusion Lighthouses 2023 report for more detail on each of the key success factors and real case examples.

**If your organization is early on in its DEI journey, or does not have a data-driven rationale for its DEI focus area, consider:**

## 1. Do we have a fact-based and nuanced understanding of the root causes?

☐ **Opportunity areas:**
What are the DEI challenges faced by different segments of the employee population (e.g., level, department, demographics and identities)?
How does this differ by office or location?

☐ **Root causes:**
What are the internal and external root causes of these challenges? How do the policies, processes and ways of working contribute to the challenges? How are different segments of the employee population impacted?

☐ **Input from impacted employees:**
How have we engaged impacted employees? What input have we received to better understand their experiences and needs first hand?

☐ **Opportunity prioritization:**
Which opportunity area do we need to address first and why? How will we sequence efforts?

**If your organization has clearly defined and deeply understood opportunity area(s) for its DEI work, and has initiatives under way, pressure test each initiative by asking:**

## 2. Do we have a meaningful definition of success for the initiative?

☐ **Quantifiable goal:**
What do we want to achieve by when? How do these goals compare to where we are today? What is both feasible and bold?

☐ **Case for change:**
Who needs to be engaged in this initiative to make it successful? What matters to them? How can we articulate the case for change to each relevant group of stakeholders to move them to action?

## 3. Does the initiative have accountable and invested business leaders?

☐ **Core business priority:**
How does this initiative rank alongside other business priorities?

☐ **Accountability for outcomes:**
How are senior business leaders held accountable for the outcomes of the initiative?

☐ **Role modeling and leading change:**
How are senior business leaders role modeling desired changes in behaviors and ways of working? How are senior business leaders involved in leading the initiative?

☐ **Resourcing for longevity:**
What resources (i.e., budget, time and expertise) does the initiative need to be successful? Has the initiative been resourced to achieve the desired objectives?

## 4. Are the initiative solutions designed for context?

**Addressing root causes:**
How do the solutions address the most critical root causes?

**Integrating change:**
How are existing processes, policies and ways of working being revised to address the most critical root causes?

**Equipping and encouraging employees:**
How are employees being equipped and encouraged to contribute to the initiative? How do employees need to be upskilled to meet new expectations or engage in new ways of working? How could reward mechanisms (e.g., performance management) be used to encourage the desired engagement and change?

## 5. Is the initiative set up for rigorous tracking and course correction?

**KPI tracking:**
Which KPIs will be indicative of initiative success? How and when will data and feedback be collected to evaluate progress against goals?

**Course correction:**
How and when will the team pause to evaluate the initiative, to allow for potential issues to be identified early, and course correct along the way?