What do Employers Want?

A preliminary look at the impact of EDI related training in the workplace

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NORQUEST COLLEGE

The Colbourne institute for Inclusive Leadership

We provide research, training, professional development and education in the areas of equity, inclusion, diversity and accessibility.

Different approaches

Short training

- 1-to-2-day workshops
- Online asynchronous courses

Professional Development

- Individual and team coaching
- Leadership assessments

Long-term commitments

- Strategy development
- Inclusion Charters
- Short and long-term outcomes with commitments to measurement

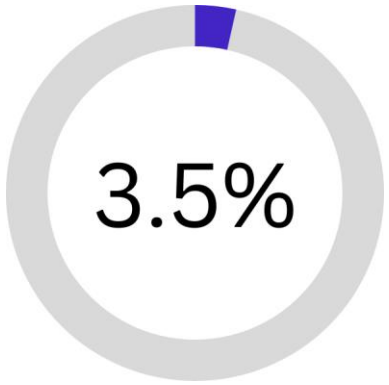
What the data shows so far

- A heavy focus on training (i.e. workshops, courses etc.)
- In the US, the majority of Fortune 500 businesses provide EDI training programming, spend billions of dollars on equity, diversity, and inclusion efforts, yet research dating from the 1930s regularly showcases that these efforts routinely miss the mark (Dobbin and Kalev 2018; Newkirk 2019)
- Diversity training is likely the most expensive, and least effective, diversity program around" (Dobbin and Kalev 2018: 48)
- traditional EDI training model may not actually serve EDI needs (Brandert et al. 2021; Dobbin and Kalev 2018; Travis et al., 2019)

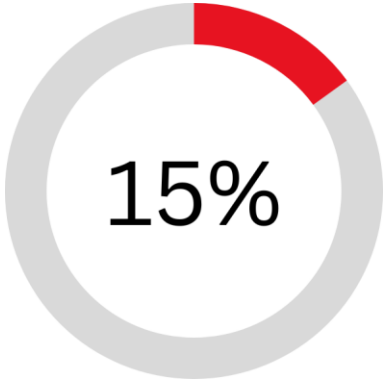
EDI intervention on newcomer settlement

Newcomer integration in the workplace continues to be the primary challenge in settlement, resulting from a lack of recognition of foreign training and/or ability to adapt to newcomer needs in the workplace.

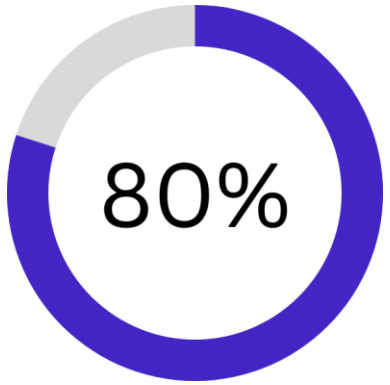
And yet, organizations that strive to be equitable, diverse and inclusive make a difference. How do they get there?



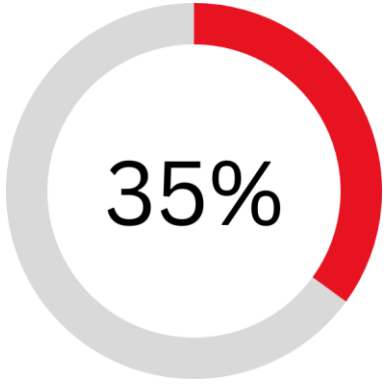
Gender & Growth
Companies with a gender diversity strategy have annual growth rates of 3.5% (Dawson et al, 2016)



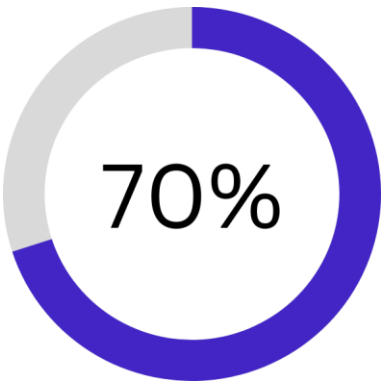
Gender & Returns
Companies with gender diversity are 15% more likely to have higher returns. (Hunt et al, 2015)



Immigrants & Growth
Newcomers will eventually account for 80% of the labour growth in Canada. (Statistics Canada, 2018)



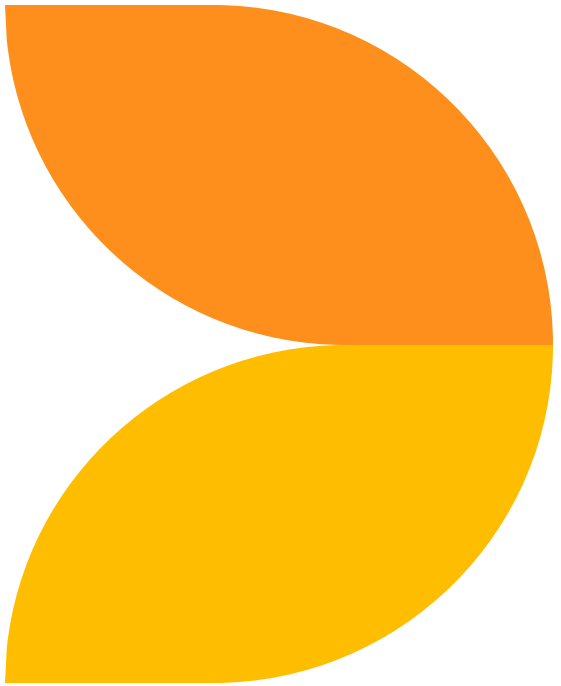
Ethnic Diversity
Companies with racial and ethnic diversity are 35% more likely to have higher returns. (Hunt et al, 2015)



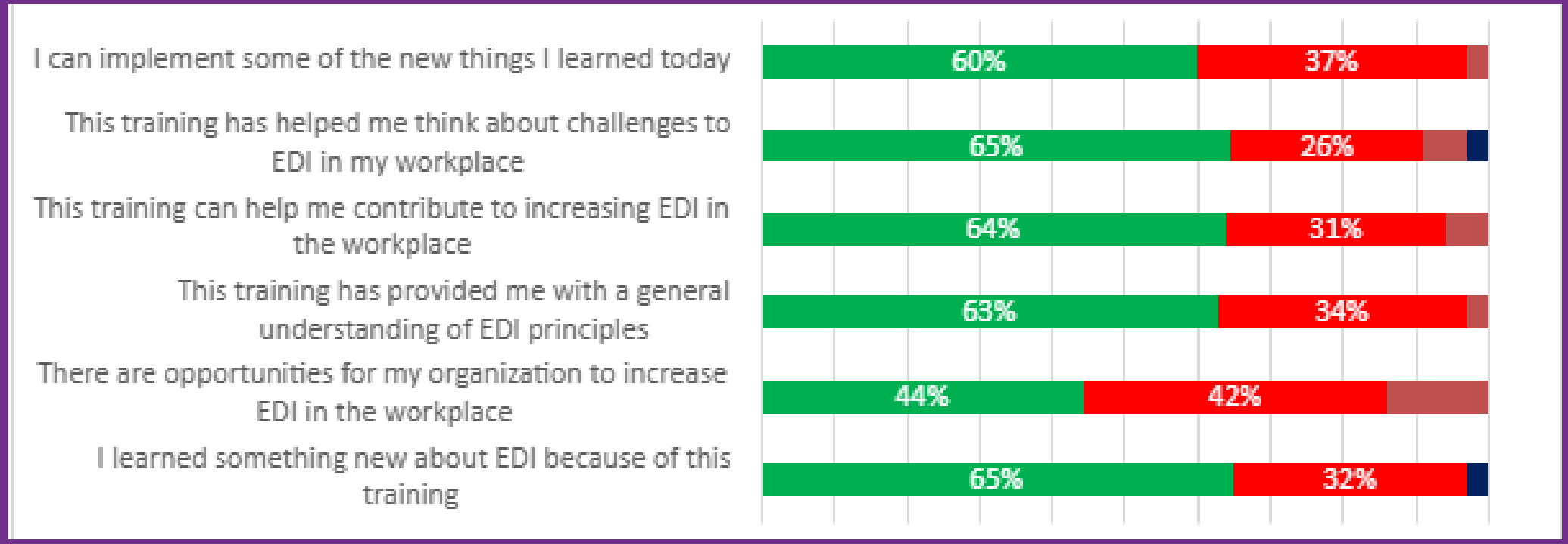
Diversity & Innovation
Diversity will lead to greater innovation. (Hewlett et al, 2013)

Preliminary findings from CIIL research

- Data collected from 52 people over 6 months and ongoing.
- All took part in workshop training (1-2)

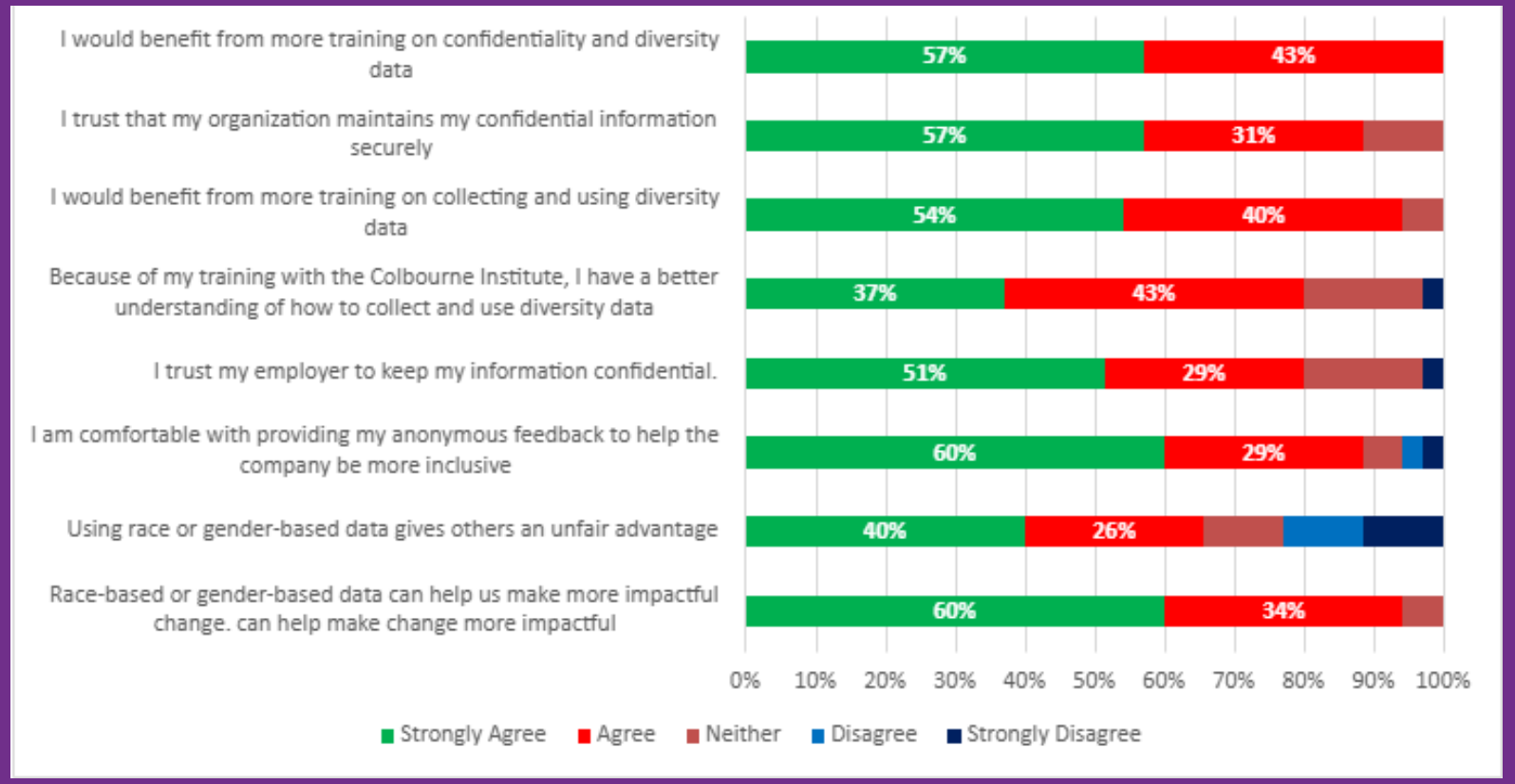


Post-Training Sentiments

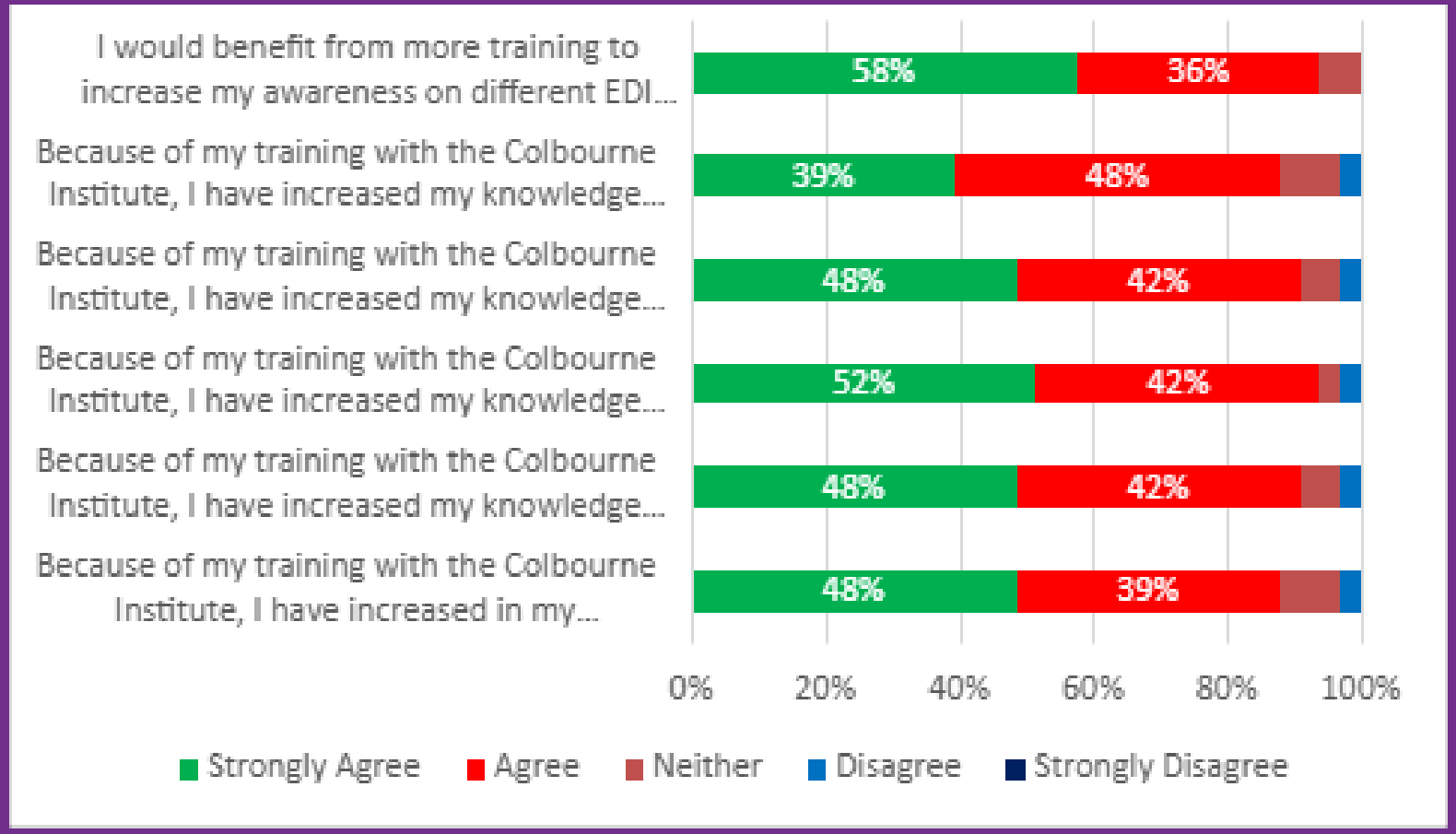


Current Workplace Supports

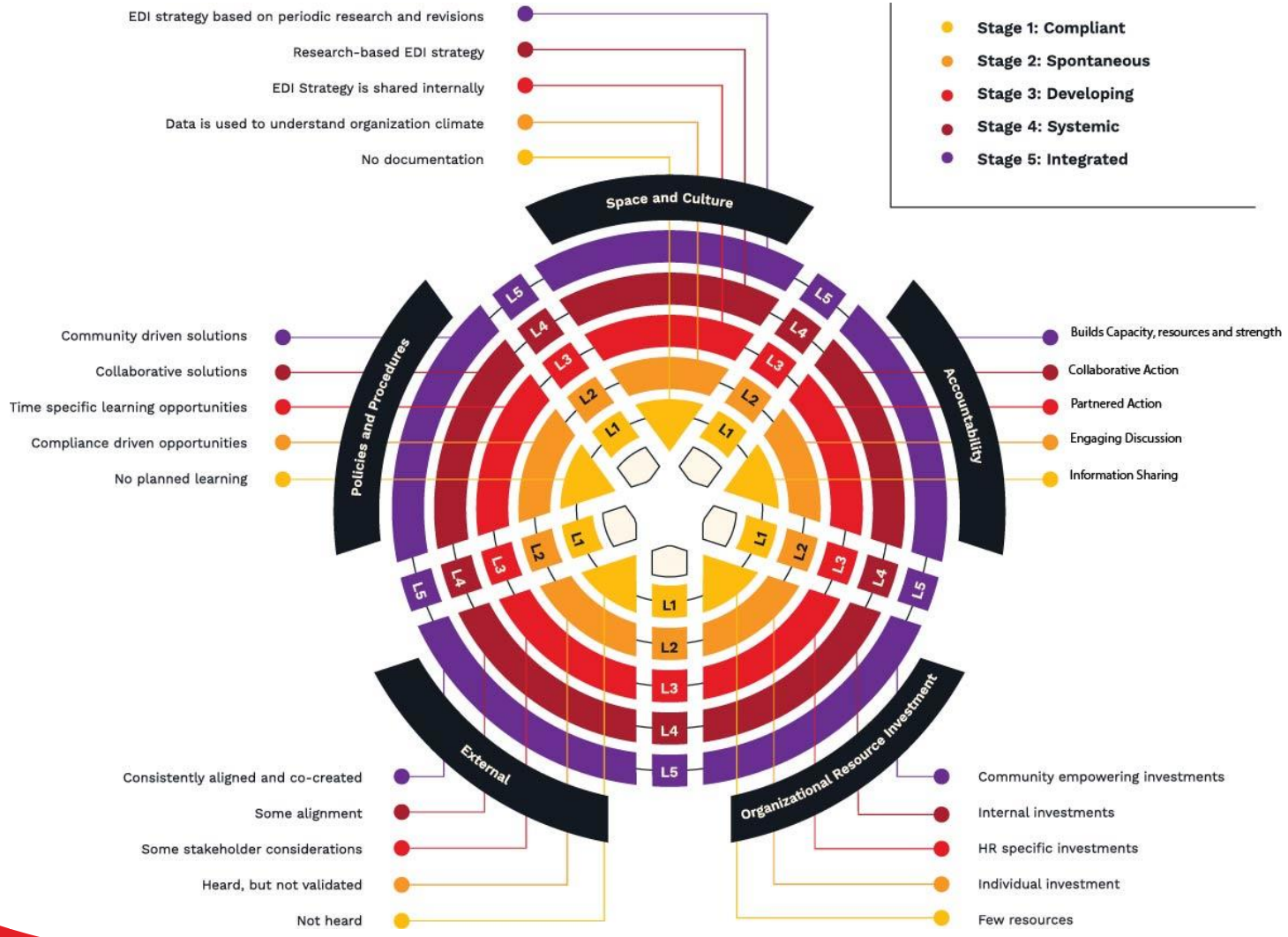
Perceptions of EDI work



Perceived impact of workshop training



Goals and Outcomes are significant marker of change



Inclusive Leadership Assessment

Developed by the Colbourne Institute

What do the results mean?

18-25: Your organization may have reached an optimal stage of adaptability, flexibility, and intentional responsiveness to internal and external EDI issues. Leadership not only models inclusive behaviour, but makes EDI a priority in all planning, policy and individual actions.

13-18: The organization may have created some EDI structures. Leadership may demonstrate commitment to EDI through their actions, including planning, policy, and inclusive behaviours. Working groups to support EDI work may exist but play little role in development or implementation of policy and procedure

0-13: Organization may respond reactively to EDI issues or has adopted few EDI initiatives. Leadership may express commitment to EDI, but no tangible actions are taken or recognized across the organization. EDI Strategy, if it exists, is inflexible and does not adapt to changing circumstances in the organization.