



MINNESOTA COUNCIL
ON FOUNDATIONS

Leveraging Diversity & Inclusion As Assets for Innovation

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Leveraging Diversity & Inclusion As Assets for Innovation

- Success Factors~ Diversity, Inclusion & Innovation
 - ◆ Strategy
 - ◆ Commitment
 - ◆ Intentionality
 - ◆ Evaluation

Innovation Minute

- Divide the table into 2 teams
 - ◆ Culture Team
 - ◆ Strategy Team
- Read the Innovation Minute on your table
- Take 5 minutes to answer the questions
- Share your answers with the opposite team at your table and explore additional possibilities for combining strategy with culture

Innovation Minute Sharing

- Over-Board
- Partners in Peril
- CRASH! When Cultures Collide

Culture vs. Strategy

“I really like the statement, “Culture will eat strategy for lunch every day”, because I’ve found it to be so true. Everything else comes after culture and is a reflection of it. If you organization has goals, objectives, and rules about anything, including diversity and inclusiveness, but it operates with a lousy culture, guess what? Culture will win. It really doesn’t matter what the strategic plan and goals are. with a culture of accountability and service, your plans and goals are more likely to be accomplished successfully. If the foundation does not operate with a culture of respect and inclusion, it will not matter that your strategy prioritizes diversity and inclusion because your strategy will not be implemented successfully.”

Jim Hoolihan, CEO Blandin Foundation in Ten Ways for Independent Foundations to Consider Diversity and Inclusive Practices



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Diversity & Inclusion in Action

An Interview with Vernetta Walker, Director of Consulting & Senior Governance Consultant, BoardSource



Vital Voices: Lessons Learned from Board Members of Color

Vernetta L. Walker, J.D.
Director of Consulting
BoardSource

Hypothesis

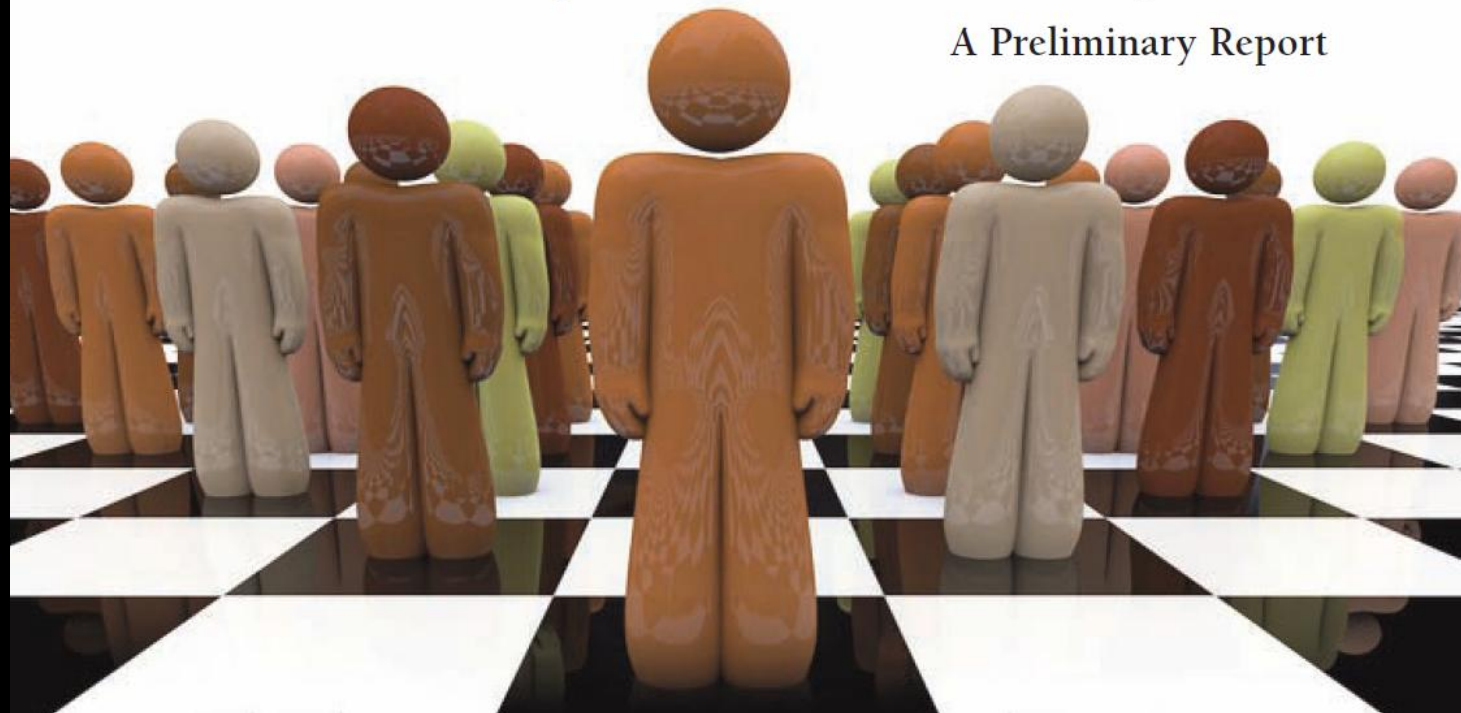
In order to function at the highest level, nonprofit boards need to ensure that their members represent diverse points of view. It is not enough, however, to “diversify” a board; boards must be inclusive in their policies and practices, thereby creating a culture that encourages and nurtures diverse expression.

BoardSource Governance Index	2010	1993
Caucasian	84.0%	86.0%
African American/Black	08.0%	09.0%
Hispanic, Latino, or Spanish (includes Mexican, Mexican American, Chicano, Puerto Rican, Cuban, or other Hispanic, Latin, or Spanish origins)	04.0%	03.0%
Asian (includes Asian Indian, Chinese, Filipino, Japanese, Korean, Vietnamese, or other Asian origins)	03.0%	01.0%
Two or more races	00.7%	01.0%
American Indian or Alaska Native	01.0%	
Native Hawaiian or Pacific Islander	00.2%	

VITAL VOICES

Lessons Learned from Board Members of Color

A Preliminary Report



Motivation for Serving

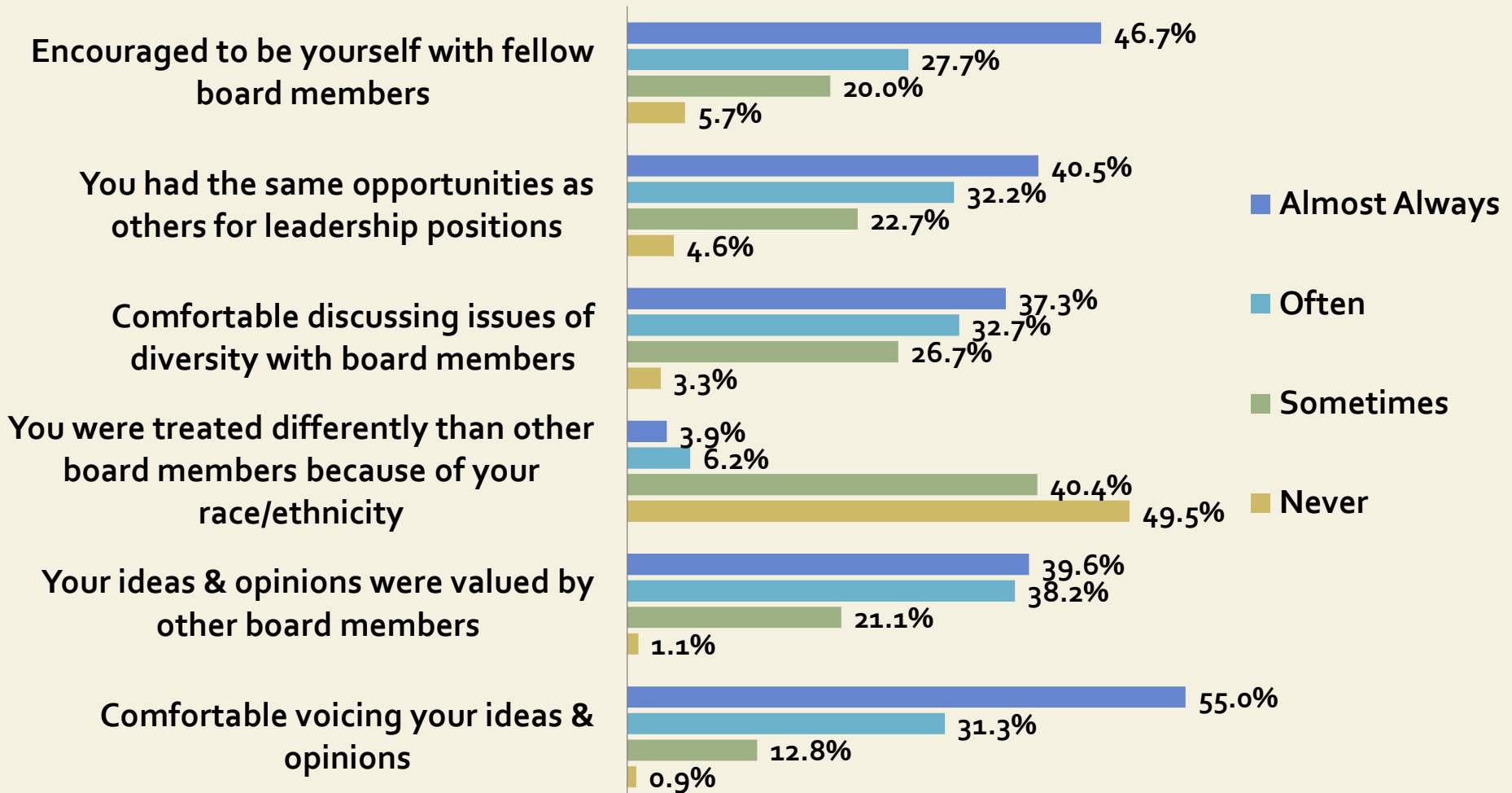
Which of the following factors influenced your decision to serve on the board?

■ Very Important ■ Important ■ Somewhat Important ■ Not at all Important



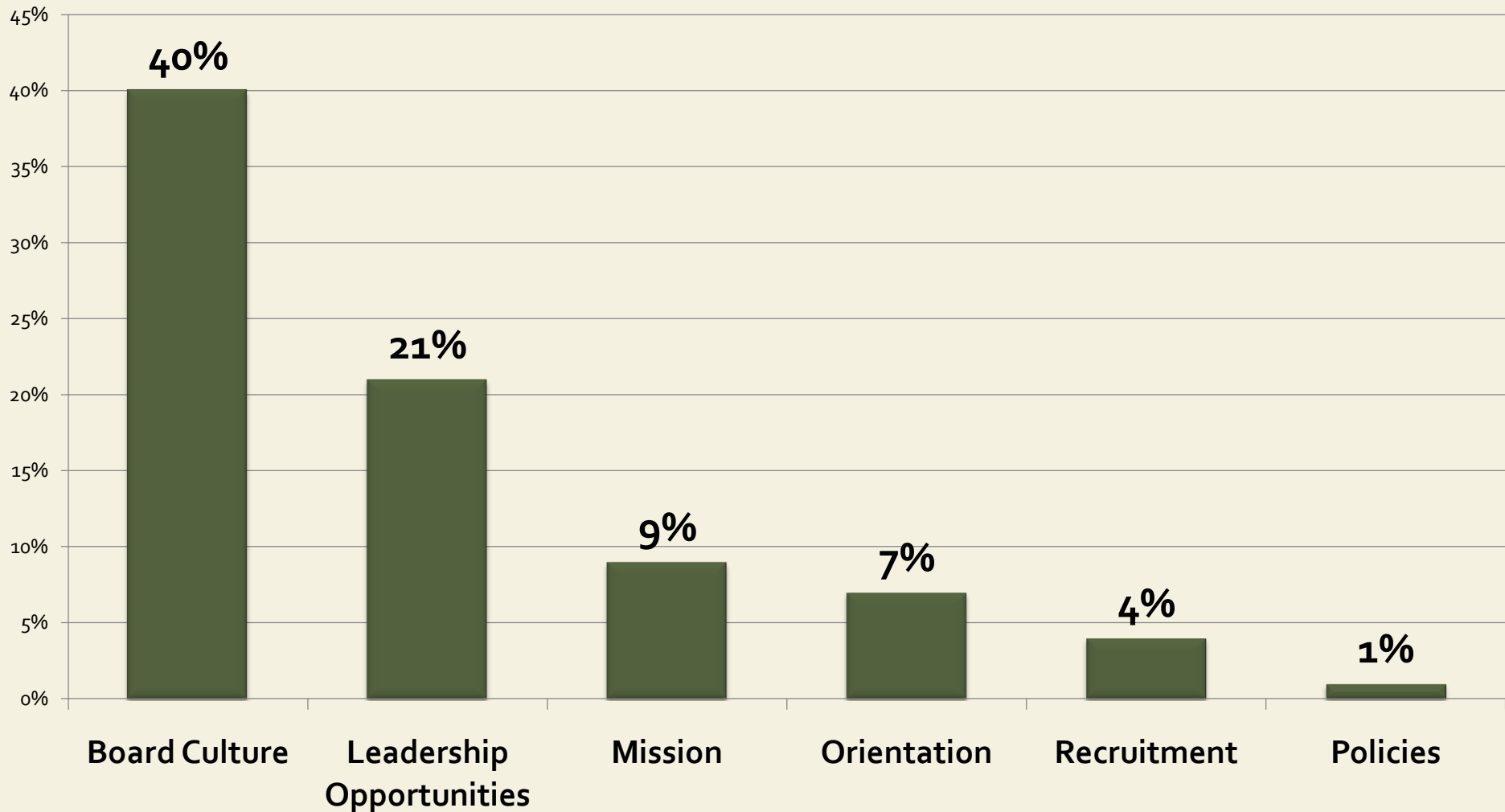
Perception of Acceptance

To what extent did you feel:



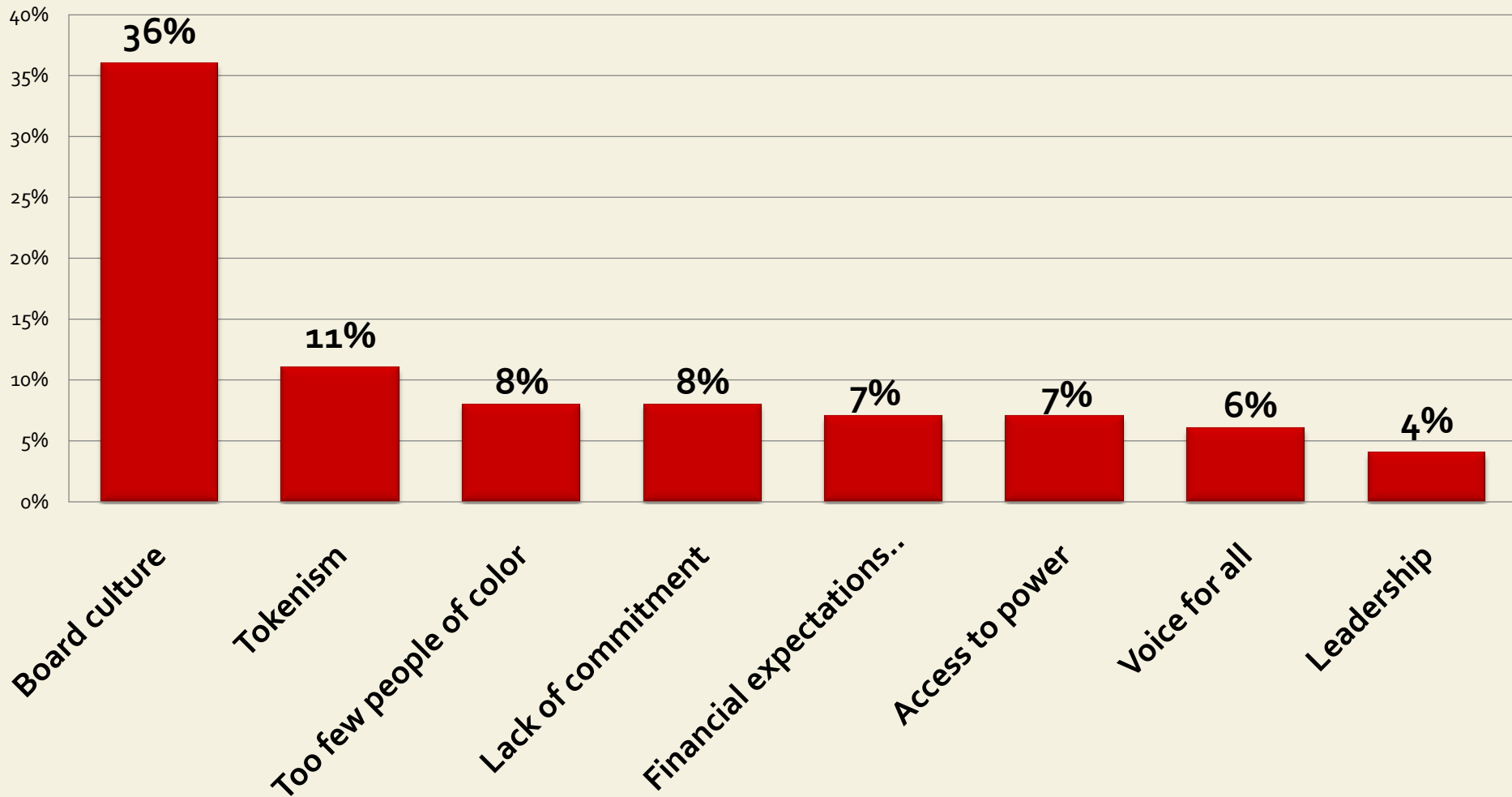
Positive Influences

Positive Influences



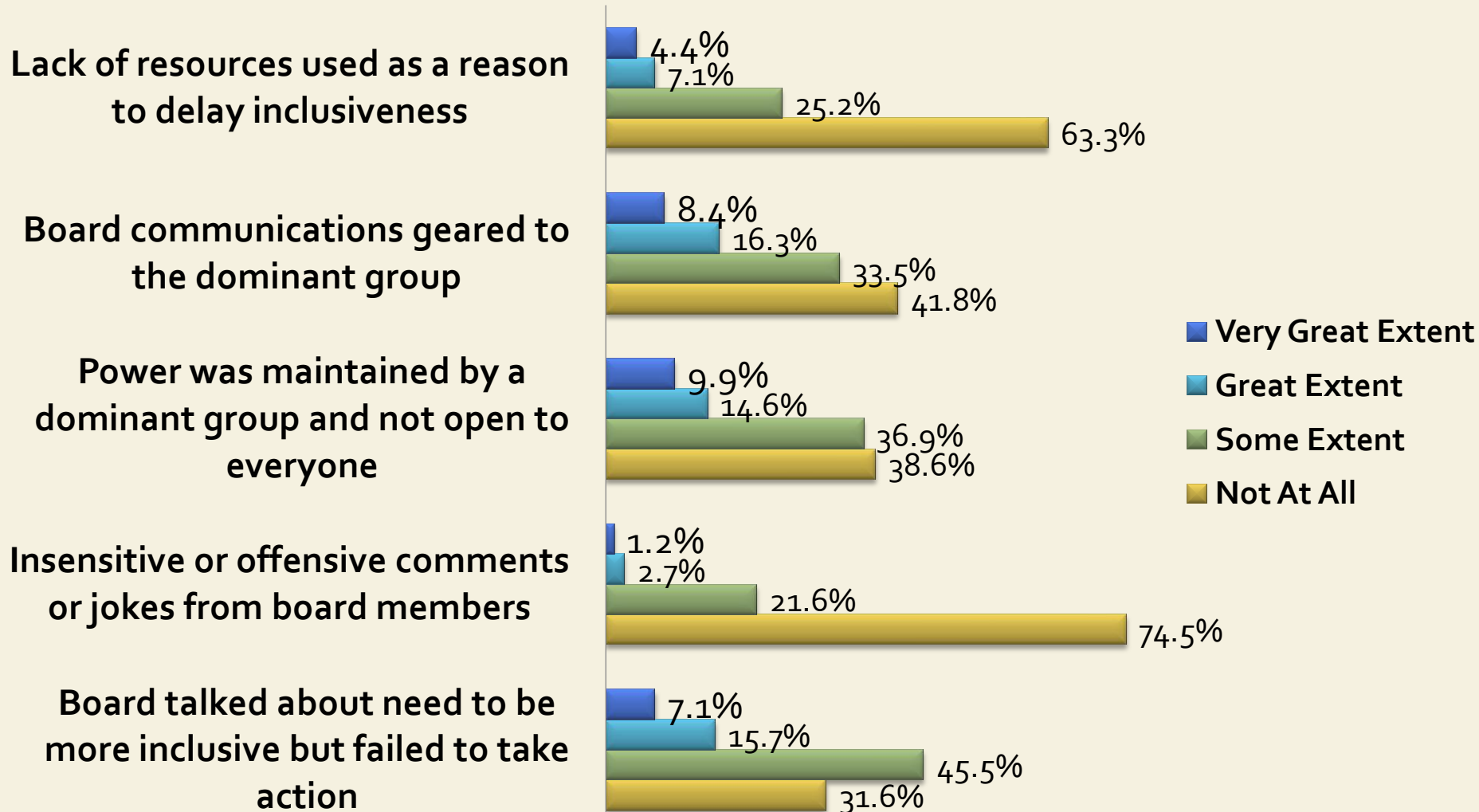
Negative Influences

Negative Influences



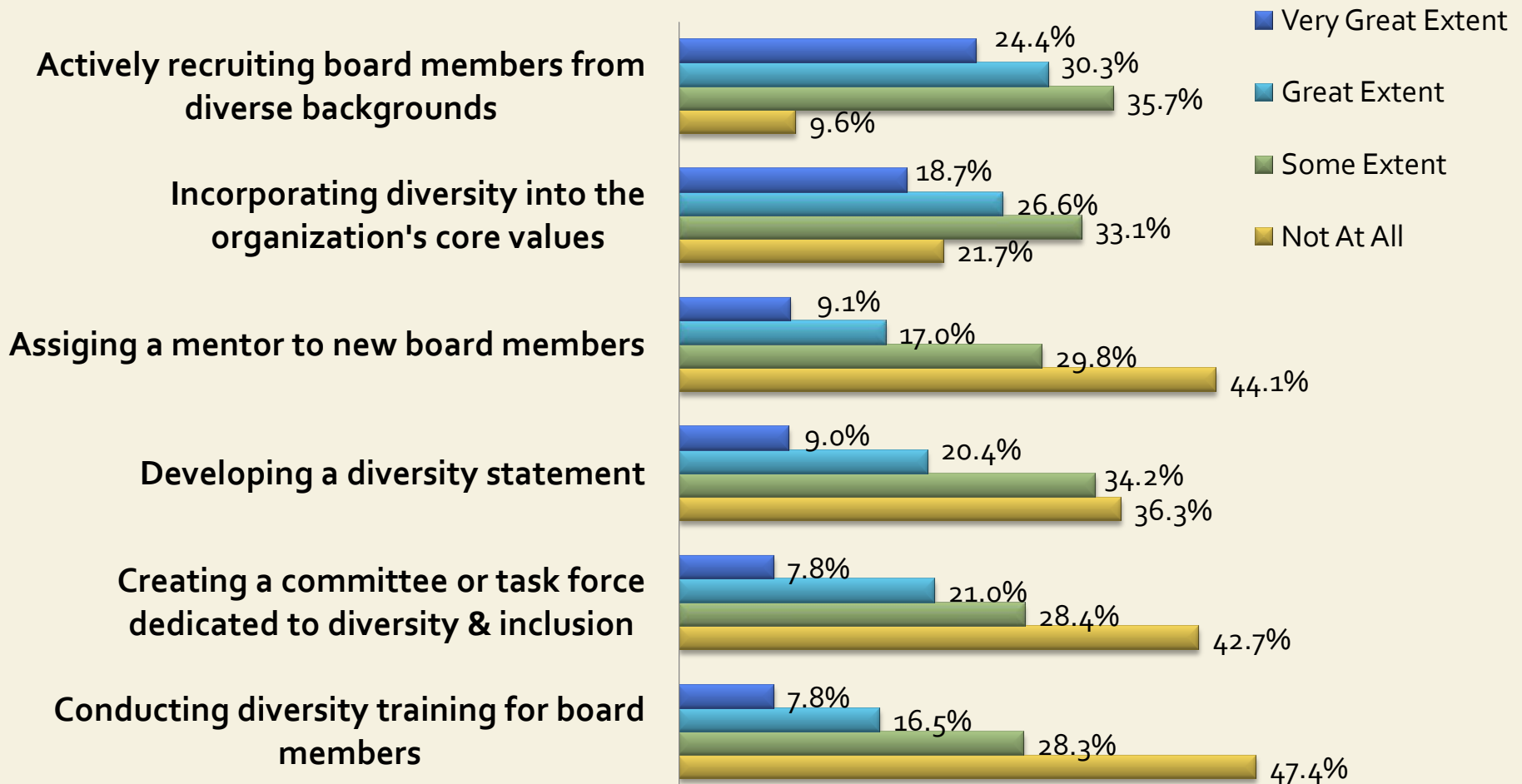
Board Culture and Dynamics

To what extent did you encounter:



Creating Change

To what extent are these activities effective in helping incorporate inclusive practices?



2010 Governance Index

Has your organization or board done the following?	Yes	No
Incorporated diversity into the organization's core values	62.9%	37.1%
Modified organizational policies and procedures to be more inclusive	55.8%	44.2%
Conducted diversity training for board members	12.1%	87.9%
Developed a detailed plan of action for the board to become inclusive	14.8%	85.2%

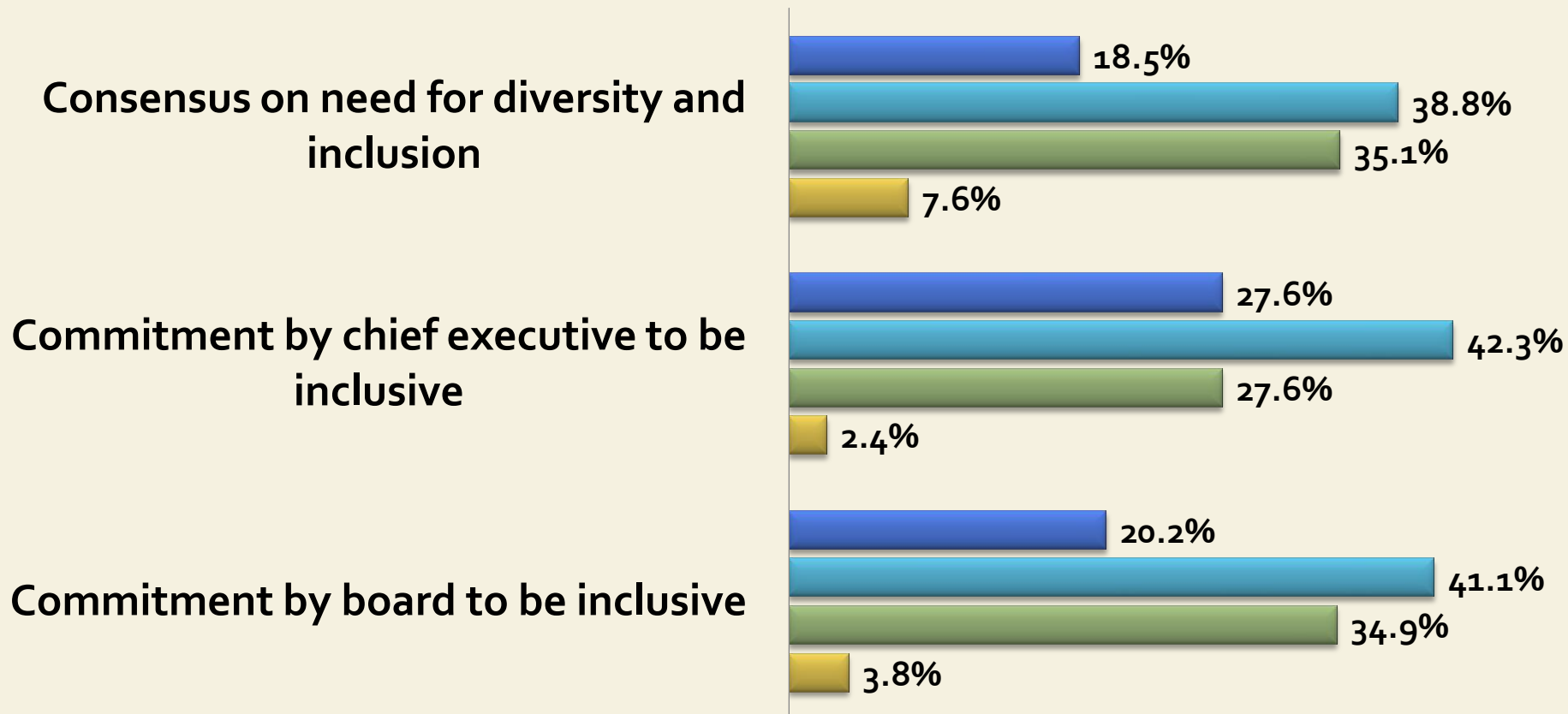
2010 Governance Index

Relative to diversity on the board, to what extent has the board done the following?	Not done	Small extent	Some extent	Great extent
Evaluated and modified its recruitment efforts specifically to reach members with more diverse backgrounds	24.6%	25.5%	37.8%	12.1%
Actively recruited board members from diverse backgrounds	18.7%	25.0%	37.3%	19.1%
Reached consensus about the value and benefits of expanding diversity of the board	26.3%	21.0%	32.2%	20.4%
Discussed ways to identify and address discriminatory or non-inclusive behaviors	51.9%	25.6%	17.3%	5.2%
Developed an inclusive culture and inclusive board dynamics	26.1%	24.5%	34.3%	15.0%

Consensus and Commitment

To what extent did you encounter:

- Very Great Extent
- Great Extent
- Some Extent
- Not At All



Minneapolis Focus Groups

What We Heard



Why They Participated

- The data in the index is shocking. This is an issue of great importance. Most, if not all, organizations want to make progress, but few are willing to actually make it a priority it seems.
- We recruit people of all backgrounds, but I've found it's easier to get people that are not of color to stay. Hopefully I can hear some ideas to keep individuals on our board.

Valuing Diversity and Inclusion

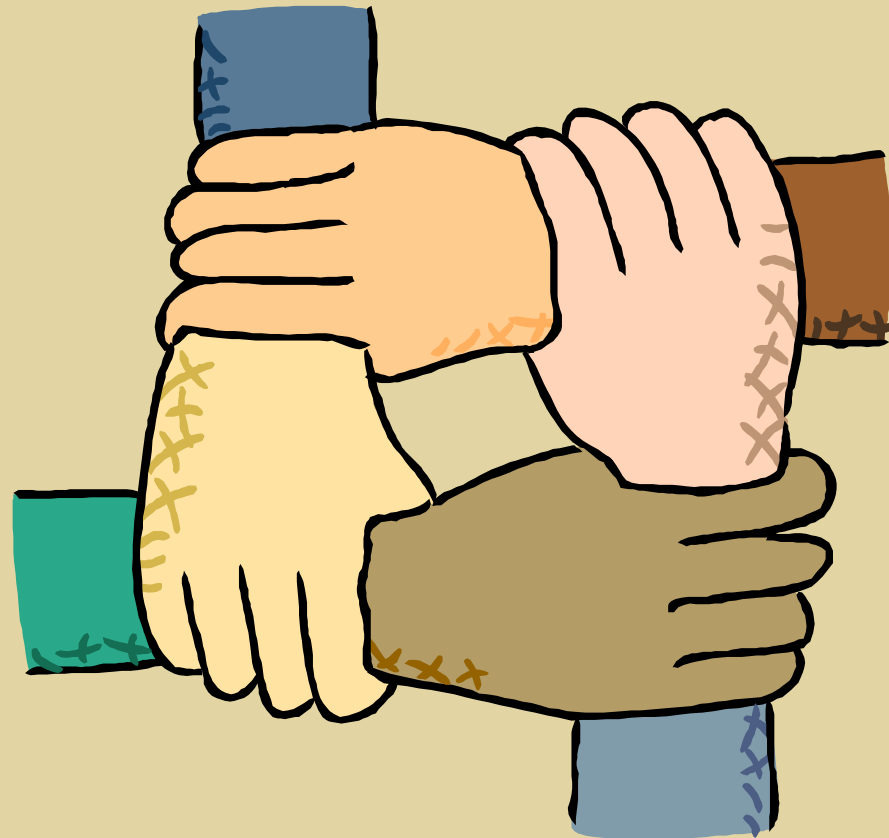
- Our culture is to find upper level executives with wealth and influence. When we find those people of diverse backgrounds, they are stretched too thin.
- I've sat on 3 heavy hitting boards. The board members are strictly about wealth and influence, not about other skills. The conversations do not always include you, if you are not a part of their group.

Taking the Lead

- I think because I live in this community, it's my responsibility to start involving myself and seeing how I can help.
- I hear a lot that "X" person might not be good enough, but not an expectation of how they can succeed. We need to provide training so they can be everything the board needs.
- There have to be connections besides, "are you in my club or do we play golf together."

Challenging the Status Quo

DIVERSITY IN ACTION



Diversity in Action

Designed to help participating organizations better understand:

- The board's current perception and value of diversity
- The board's culture and what may be limiting the board from becoming more inclusive
- How to build and **sustain** commitment and track progress

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