

# Announcing Next Steps

## Template 10 – Communicate Strategy and Accountability

*From Project Owner within client organization: DEI/HR Manager.*

### When

After presenting the action plan to the leadership team and ensuring the entire senior leadership team is on board.

### Why

At this point, you have a team that has built a strategy or action plan for addressing your results. This often means they have evaluated the D&I insights, prioritized areas of focus, established goals for each focus area, and outlined the action plan. The organization is eagerly waiting to hear about that plan.

If you have not shared detailed results, you will need to share the findings that the action plan addresses. While it is hard to acknowledge organizational weaknesses, let's be honest, your employees already know they exist; the findings were based on your employees' perceptions. Always get legal review before publicizing specific results but also consider that employees can't fully support an initiative unless they understand the problem it is intended to address.

You create the added benefit of establishing credibility and respect through your transparency. (Use discretion with what and how much you share. Specific departments, groups, or managers that have shown more significant challenges should be addressed in a less public forum).

Communicate with your leadership team first. Present the action plan and be sure the entire senior leadership team is on board. Their employees will ask them what they think about the plan and it is important that they have had time to question and buy-in to the strategy. Also, consider whether managers need a heads-up. You may want to share the survey results and your action plan with all managers before communicating to all employees so that they are prepared for any questions that might arise. Your goal is to generate broad support and buy-in.

The organizational message should:

- **Thank employees for their time and candor.** If your response rate was high, acknowledge that. If you reached any specific response rate goals, recognize those achievements;
- **Explain the process.** Describe who developed the action plan and how;
- **Share the survey results** that the action plan is intended to address;
- **Share the action plan** at the same time that you communicate the survey results;
- **Describe accountability** for both implementation and results;
- **Establish an employee feedback loop.** Whether you have a FAQ site, a Q&A forum, or plan individual departmental discussions, it is important to give employees an opportunity to understand and react to the results and the plan. This does not mean you are open to changing the plan at this point, but employees need to know where to go for more information and where to discuss their reactions, either positively or negatively;

- **Thank employees** once again;
  - **Share your vision for a more inclusive workplace.**
- 

**Please choose the correct template by clicking on the buttons below.**

Which of these assessments are you currently conducting?

- **Only ILA** (Inclusive Leadership Assessment)
- **Only DEID** (DEI Diagnostic)
- **Both ILA and DEID** at the same time

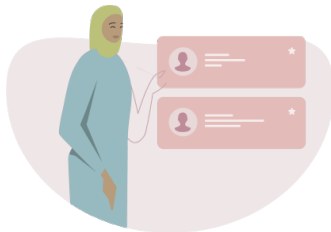
(If you're not sure, please address your concern with your Pulsely project manager.)

ILA for a  
Leadership Team

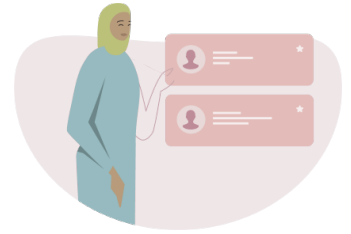
ILA for an  
Organization or  
Department/Unit

DEI Diagnostic

Both ILA and  
DEI Diagnostic



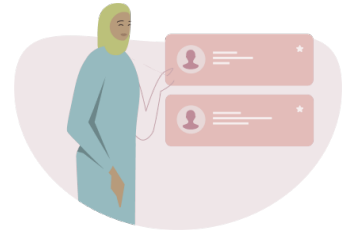
## ILA for a Leadership Team



If the leadership team agreed on next steps or actions to take, it is important to identify who is responsible for monitoring the implementation of that plan.

Then, send a note to the full team to communicate what responsibility each individual has as well as any organizational responsibility, the timing for those actions, and the accountability measures that will be in place.

ILA for an  
Organization or  
Department/Unit



I am excited to share our new Inclusion Strategy with you. I would like to recognize the concerted effort that [TEAM THAT DEVELOPED PLAN] invested in collecting data, uncovering insights and developing a plan of action. They went through a rigorous process of understanding the root causes of the challenges we face, evaluating best practices from other companies who have faced similar challenges, and developing a robust plan of action.

As promised, I have attached a summary of our results. [ADD DETAILS ABOUT OPPORTUNITIES TO ENGAGE IN DISCUSSIONS such as ALL STAFF MEETINGS and/or BUSINESS LEADER ROUNDTABLES]

As you know, any strategy involves choosing what to do as well as what not to do at this time. We made the intentional choice to focus our efforts on areas of greatest opportunity and not to dilute our impact with too many initiatives. Inclusion is not a “one and done” effort and we are committed to this for the long haul. We will continue to engage with you in an evolving way as we build and refine our efforts over time.

I have also attached a copy of our strategy that addresses the following areas of focus:

- [FOCUS AREA #1]
- [FOCUS AREA #2]
- Etc.

Please notice the accountability built into the plan. I will personally review our progress with [LEADERSHIP TEAM, BOARD, and/or D&I GOVERNANCE TEAM] every [TIME PERIOD]. I am holding myself responsible for [WHAT by WHEN].

I encourage you to meet within your teams to talk about the results and the strategy. I also ask you to make your own plans at the team level of what you can adjust and how you can improve. If every team supports our organizational goals with their own work, we will get there faster together.

We are eager to hear any thoughts or reactions you would like to share; please send them to [EMAIL ADDRESS or OTHER FEEDBACK LOOP].

Thank you all for working together to build an inclusive workplace at [COMPANY] where every employee is able to make their best contribution toward [PURPOSE or MISSION].

## DEI Diagnostic



I am excited to share our new Diversity and Inclusion Strategy with you. I would like to recognize the concerted effort that [TEAM THAT DEVELOPED PLAN] invested in collecting data, uncovering insights and developing a plan of action. They went through a rigorous process of understanding the root causes of the challenges we face, evaluating best practices from other companies who have faced similar challenges, and developing a robust plan of action.

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## Both ILA and DEI Diagnostic



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