

Guide

TO DEI RESEARCH SOURCES




chic geek

Recommended DEI Research Sources

How to leverage academic research to inform your Diversity, Equity and Inclusion initiatives

IF YOU'RE LOOKING TO BUILD A DEI STRATEGY BACKED BY SOLID RESEARCH, THIS IS FOR YOU.

 **certn** [Certn](#) is a company delivering background checks on individuals for organizations; and they do it through a combination of empathy and technology that delivers fast, friendly and comprehensive solutions.

At Certn, they do doing things differently - from their value statements that boldly say, "no assholes," to their practices. When the opportunity to expand on Diversity, Equity, Inclusion and Belonging came in the form of an MBA student (Lara Mitchell) with a research question, Certn was excited to collaborate.



Meet Lara Mitchell, currently completing an executive MBA program through Royal Roads University. She recently held the post of Chief Marketing Officer at a mission-based LED lighting manufacturer; and she founded a non-profit organization that educates municipalities on reducing light pollution to protect our night skies. Lara is passionate about making a difference through purposeful business endeavours.

Through her MBA work with Royal Roads, Lara combined research and Certn's DEI goals to come up with a set of recommendations to help inform the company's next steps. Keep reading to see Lara's top DEI recommendations for tech scaleups, as well as her favourite open source resources below.

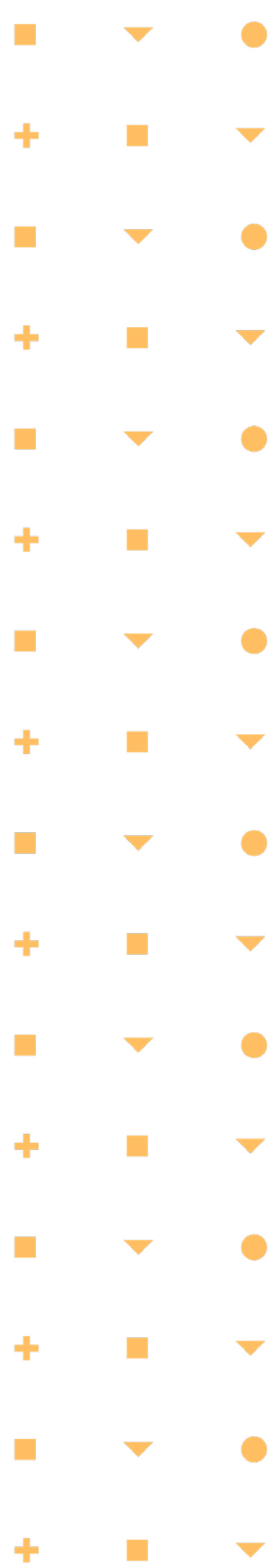
DEI RECOMMENDATIONS BASED ON ACADEMIC RESEARCH

Research-based recommendations for the next steps on Certn's DEI journey.

1. Support management to learn about the Appreciative Inquiry approach to organizational change by watching [this short 5 min video introduction to appreciative](#).
2. Hire an external consultant to assist in facilitating an Appreciative Inquiry change process.
3. Seek out DEI workshops with care to choose training focusing on developing capabilities rather than raising awareness.
4. Apply Lewin's change model unfreeze, change, refreeze in conjunction with formal DEI workshops to assist in anchoring the learnings. This can be done by working with the managers on how to communicate with the employees about what needs to change (unfreeze) and how old behaviours and practices can be unlearned, support them through the adoption of the DEI initiative (change), and model appropriate and DEI aligned behaviours going forward (refreeze).
5. Hire for diversity in top executive positions.
6. Implement a survey to identify the hidden influencers within the company and invite the hidden influencers, together with the existing self-organized coalition, to participate in an ongoing process of designing a culture-friendly DEI initiative. Recommendations for questions to use in this short survey are: "Whose advice do you trust and respect?" and "Who do you go to for information when you have trouble at work?"
7. Engage an executive coach for training sessions on pause/reflect method and mindfulness practices for the leadership team to improve DEI awareness within communication.

CHIC GEEK TIP

If you want to explore more ways to implement a DEI survey, check out our [DEI case study with Helcim](#). They created an annual DEI survey and shared their top 15 question with us.



THE DATA BEHIND IT

References Lara used to inform her recommendations for DEI (please note we've included the open sourced info - for a full list refer to the [Cern Case Study](#)). If you're starting your DEI journey, use this as your reading checklist.

- ❑ [Journal of Organizational Change Management: Major Approaches & Models of Change Management](#)
- ❑ [6Q: Benefits of Cultural Diversity in the Workplace](#)
- ❑ [McKinsey Quarterly: Tapping the Power of Hidden Influencers](#)
- ❑ [Harvard Business Review: The power of Pause](#)
- ❑ [Harvard Business Review: The Pause that Brings Peace and Productivity](#)
- ❑ [Harvard Business Review Magazine: Strategy as Revolution](#)
- ❑ [Henderson Institute: How Diverse Leadership Teams Boost Innovation](#)
- ❑ [Ideal: Why is Diversity, Equity and Inclusion so Important to Success?](#)
- ❑ [Research Gate: Change Management,; A Balanced and Blended Approach](#)
- ❑ [Forbes: Cultural fit" hasn't been working. What about "culture-add?"](#)
- ❑ [Harvard Business Review: Diverse Teams Feel Less Comfortable--and that's why they perform better](#)
- ❑ [Mappalicious: What gives life to your organization?](#)
- ❑ [Research Gate: Appreciative Inquiry. Organization Development and the Strengths Revolution](#)
- ❑ [Positive Psychology: How to apply Appreciative Inquiry](#)

SKIP TO THE GOOD STUFF

FIND IT HARD TO GET THROUGH THE ARTICLES? THESE ARE LARA'S FAVOURITE DEI SOURCES OF INFO.

Favourite TED talk:
[3 ways to be a better ally in the workplace](#)

Favourite DEI Book
[What Works, by Iris Bohnet](#)

Favourite HBR paper
[Creating DEI Culture](#)

About the Diversity Motherboard

WRITTEN BY

chic geek

Chic Geek exists to build gender diversity in technology, a sector that's shaping the world we live in. Our mission is to engage, retain and support intermediate women in tech through programs such as Career Pathing, Events, and our many industry Partnerships.

Learn more at thechicgeek.ca

FEATURED COMPANY



Certn delivers fast, friendly and comprehensive background screening that helps businesses make fact-based hiring decisions, lowers hiring costs and improves the user experience for applicants and recruiters.

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albertaenterprise

Alberta Enterprise Corporation (AEC) promotes the development of Alberta's venture capital industry by investing in venture capital funds that finance technology companies.

Learn more at alberta-enterprise.ca

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Alberta Innovates is a provincial research and innovation agency creating a healthier and more prosperous future for Alberta and the world. Chic Geek is a member of the Calgary Innovation Coalition (CIC), a network of technology support agencies committed to supporting entrepreneurs. Learn more at albertainnovates.ca