



DiverseUSA presents

**The Power of Words:
Change-based Communication Strategies
For DEIA Implementation**

April 26, 2023

[www. Diverse-USA.com](http://www.Diverse-USA.com)

“Leveraging Differences”



William Lancaster is a certified Change Management and Human Capital practitioner with 17+ years of experience delivering strategic and change-driven solutions to a variety of over 20 federal clients and markets and non-profit organizations. He is recognized for the development of innovative and implementable solutions across the Human Capital spectrum, including Employee Experience, Organizational Culture, Human Capital Strategic Plans, Workforce Planning, Workforce Analytics, Competency Modeling, Workforce Development-focused initiatives.

Since 2022, William has served as a Principal in Kaiser Associates' Government and Non-Profit Practice, where he focuses on delivering human capital and change management products to his clients, including the development of change-focused communications and resources. His experience also includes 11 years at BOOZ ALLEN HAMILTON as a Lead Associate, Human Capital, Defense Sector, where he served as a technical SME and project lead for human capital and workforce-driven solutions to a variety of civilian agencies within the DoD and federal space. He was deputy lead of the firm's Human Capital and Learning Functional Community (1000+ employees). He was also recognized as evaluation and research design SME, dedicated to demonstrating measurable results for his clients and their senior leadership. He has developed, analyzed, and reported on over 30 surveys, some of which had over 80,000 responses. Prior to Booz Allen, he has served as a Personnel Researcher and a Training Analyst, where he used his knowledge of statistics and adult learning theory to analyze existing challenges within his client's workforce and making recommendations to strengthen their workforce and training programs.

William holds a M.S. from the University of Memphis in Industrial-Organizational Psychology, and a B.A. in Psychology from Rhodes College. He holds certifications in Change Management (Prosci) and Human Capital (Human Capital Institute, Hogan Assessments).

The Power of Words: Change-based Communication Strategies for DEIA Implementation

Presented by Will Lancaster, Principal, Kaiser Associates

April 26, 2023



DiverseUSA and Kaiser Associates bring executive-level expertise and experience in DEIA, Government, and Change Management to accelerate DEIA implementation



William Lancaster (he/him), Principal, Kaiser Associates

will.lancaster@Kaiserassociates.com

Over the past 17+ years, William has been committed to delivering change management and workforce solutions across the Federal Government. He has focused on areas that benefit both employees and their organizations, including organizational culture analysis, workforce planning, employee development, and people analytics.



Kimberly Walton (she/her), Founder, DiverseUSA

kimberly.walton@diverse-usa.com

Kimberly brings decades of experience at the intersection of law, policy, and social justice to DiverseUSA. With 20+ years as a Senior Executive in the U.S. Departments of Homeland Security and Commerce, Kimberly's passion is fostering human connection and realizing large-scale policy.



Tamara Miller (she/her), Co-founder, DiverseUSA

tamara.miller@diverse-usa.com

Tamara is an accomplished civil rights trial attorney, a retired Senior Executive in the U.S. Departments of Homeland Security and Health & Human Services, and a retired Air Force Lieutenant Colonel with over 37 years of legal, policy, and leadership experience. She has worked tirelessly to advance diversity, equity, inclusion, and accessibility in multiple sectors — federal, state, local, military, and private.



Services and Products

Quick Turn DEIA Implementation

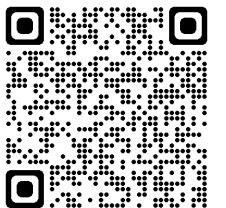
DEIA Metrics & Dashboards

Gov't/Industry Benchmarking

DEIA Compliance Reports

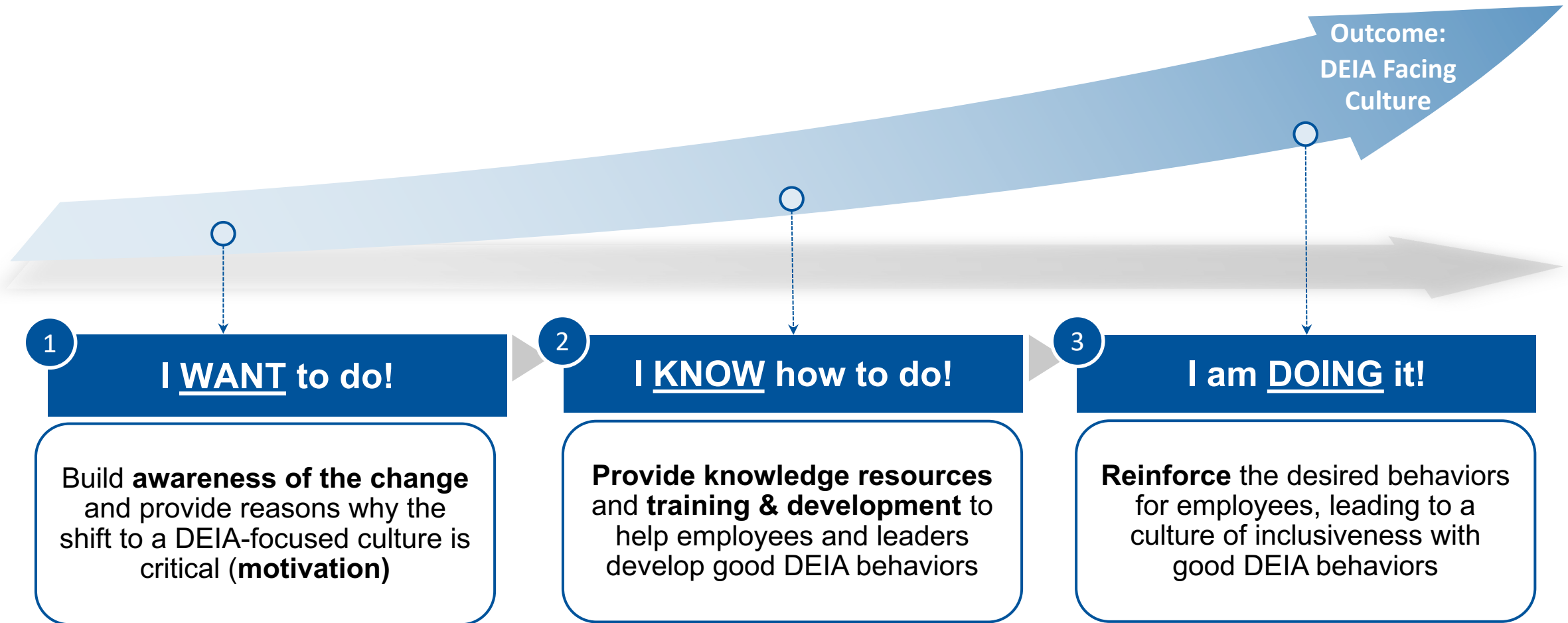
OPM-aligned DEIA Maturity Assessments

For more information about DiverseUSA and the services we provide, please scan the QR code or visit <https://diverse-usa.com/>



Sticks and Stones...

Establishing and Strengthening Culture through Change Management



Building a strong and enduring DEIA Culture requires passion...and rigor

COMMUNICATE PUROPOSEFULLY

- Develop communications and resources that are tailored to the audience and objectives
- **Sample Tools**
 - Message Maps
 - Communications Strategy/ Plan

KNOW YOUR AUDIENCE

- Focus on the WIIFM (What's In It For ME!); different people, different backgrounds, different roles and responsibilities, and different priorities
- **Sample Tools**
 - Stakeholder Analysis
 - Vignettes

DEMONSTRATE VALUE

- Create mechanisms that demonstrate and reinforce the value of DEIA initiatives and outcomes for their organizations
- **Sample Tools**
 - Newsletter Spotlights
 - Tailored Metric Dashboards

FACILATING CHANGE PROMISING PRACTICES

PLANNING: TAKE TIME TO UNDERSTAND

- Clearly define the problem statement, your goals, the context, challenges, and opportunities
- **Sample Tools**
 - Maturity Models
 - Change Readiness Assessments
 - SWOT/ Barrier Assessments
 - Benchmarking

DON'T THINK (TOO MUCH)...DO!

- Seek out quick and visible wins to build momentum and keep attention and support
- **Sample Actions**
 - Policy Update
 - Create DEIA Postcards/ Posters
 - Stand up Employee Resource Groups

Know your Audience:

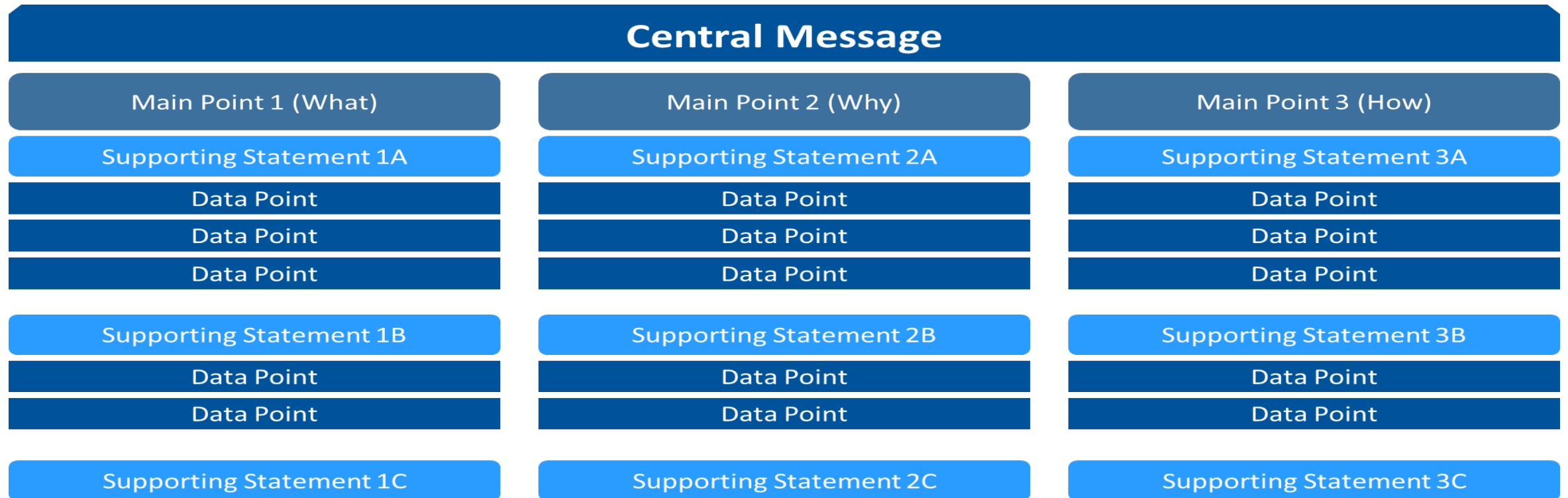
Building Support with your Organizational Leaders and Executives

Change and DEIA impacts every person, at every level of the organization, but the degree of success for your DEIA initiatives depends on the support of executives and managers

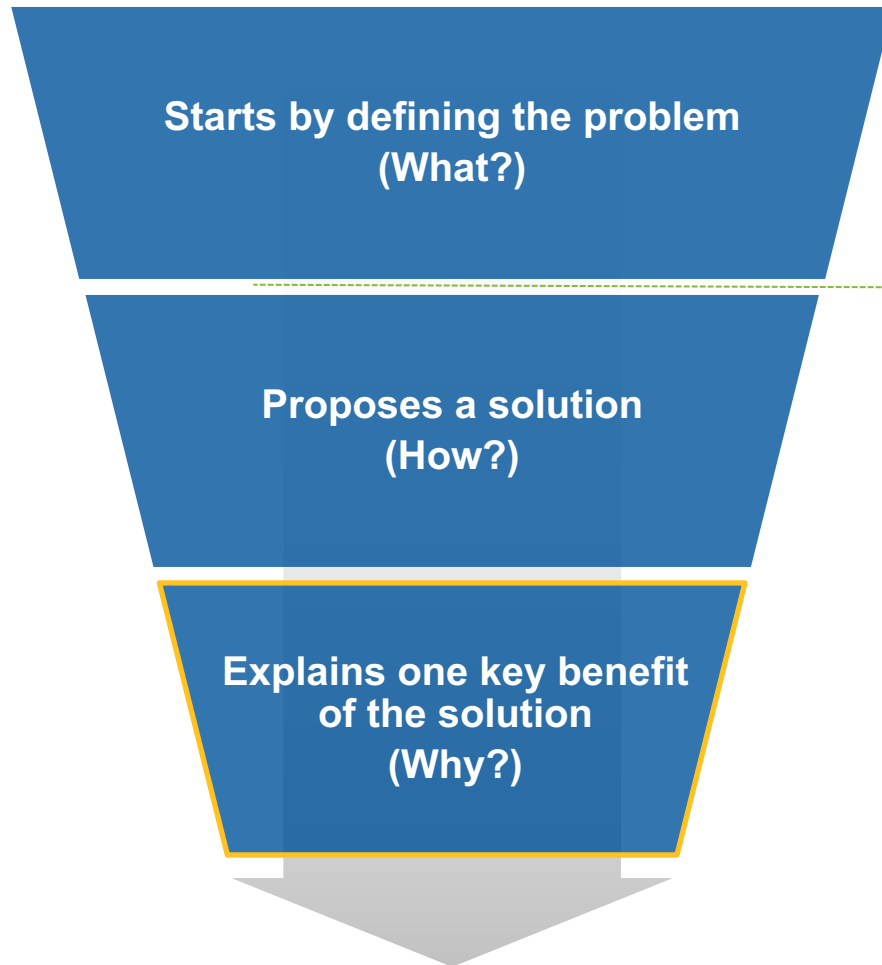
	Description	Things they may say...	Strategies to Gain Support	Barrier to Success
Active Advocates (Allies)	<ul style="list-style-type: none"> Strong supporters Willing to dedicate time/resources 	<ul style="list-style-type: none"> “Let me know how I can help implement...” 	<ul style="list-style-type: none"> Make them an extension of your team Leverage their support to build support 	Low
Dismissive Naysayers	<ul style="list-style-type: none"> Resistant or dismissive of new ideas Skeptical of impact 	<ul style="list-style-type: none"> “DEIA is important, but I have other pressing priorities...” “We don’t have the money right now...” “I have seen this before...” 	<ul style="list-style-type: none"> Provide relevant examples of something that took a long time to work Emphasize how it is better/different now 	Moderate
Outspoken Resisters	<ul style="list-style-type: none"> Actively oppose DEIA for professional or personal reasons 	<ul style="list-style-type: none"> “DEIA is a waste of time” 	<ul style="list-style-type: none"> Go around, not through Incorporate Compliance Measures (e.g., Performance Measures) 	Moderate
Silent Saboteurs	<ul style="list-style-type: none"> Intentionally but <u>passively</u> undermine or obstruct progress 	<ul style="list-style-type: none"> “Let me know how I can help implement...” (won’t follow through) “I support your program, but I don’t have enough data” “This is not ready to roll-out” 	<ul style="list-style-type: none"> Identify these individuals through your networks and relationships Provide evidence-refuting objections 	High

Communicate Purposefully: Prepare Yourself using Message Maps

Message Maps provide a way to structure and standardize your communications for a variety of stakeholders and topics



Elevator Pitch for Senior Leader/Executive



Characteristics of a good elevator pitch

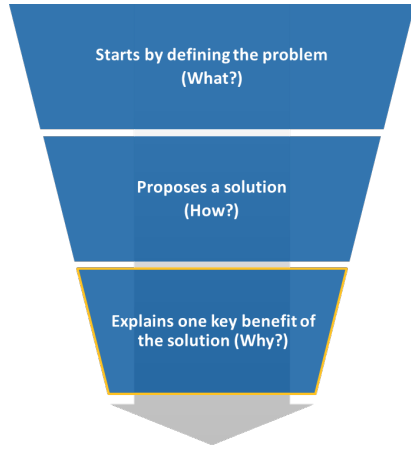
- Resonates with the audience
- Mission-focused
- Clear and precise
- 45-60 seconds

General Example

Question	Sample Language
Problem (What)	“Do you struggle with organizational transformation and behavior change? I too struggled with implementing changes in the workplace until...”
Solution (How)	“I developed a Change Management communications strategy...”
Key Benefit (Why)	“which focused on speaking to diverse stakeholders’ roles, attitudes, and motivations.”

DEIA Elevator Pitch: The Who, What, How, Why?

Pitching to a Dismissive Naysayer



Government Senior Leader/Executive Prompt

As you are walking to your next meeting, you hear a senior leader say, “Listen, I know diversity matters, but my main priority is making sure we achieve our mission. Every minute our people are not doing their jobs, is a minute away from mission priorities.”

Question	Sample Language
Position (Who)	“As a manager at Homeland Security...”
Problem (What)	“we are entrusted with the critical task of serving our diverse citizens while being accountable to the taxpayers. To achieve this mission, we must create a culture that values and prioritizes Diversity, Equity, Inclusion & Accessibility (DEIA).”
Solution (How)	“Embracing DEIA means recognizing and leveraging the unique perspectives and experiences of our team members to foster innovation and creativity. It means cultivating a workplace that is respectful, inclusive, and equitable for all...”
Key Benefit (Why)	“which not only improves morale and retention but also strengthens our ability to effectively serve our diverse customers.”

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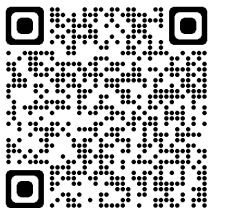
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Upcoming Events

Neurodiversity

June 22, 2023 (*tent.*)

12:00-1:00 EST



Generational Diversity

July 12, 2023

12:00-1:00pm EST

