



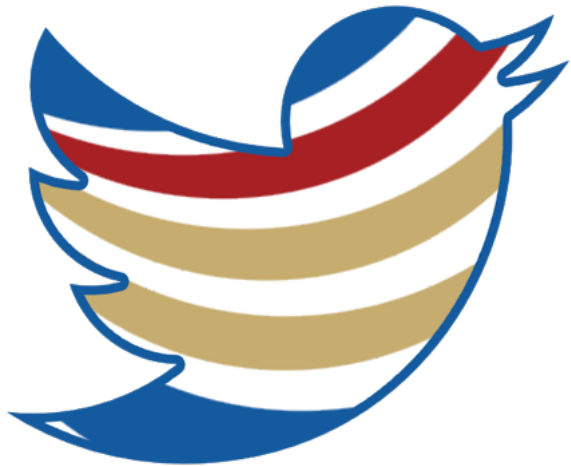
# Innovating Diversity & Empowering Leaders:

## Renewing Hope Through Inclusive Excellence

September 2017  
Inclusive Excellence Residency  
University of Dayton

Damon A. Williams, PhD  
Scholar, Leader, Educator

# Activating in Social Media



**@DAWPHD**

#StrategicDiversityLeadership

#InclusiveExcellence

# Innovate Diversity



1. Questioning?
2. Solutions Across Boundaries
3. Engaging other innovators
4. Experimenting – with new ideas
5. Taking Ideas to Scale
6. Leading with Courage

# Burning Questions

**What is diversity in the 21<sup>st</sup> century?  
Why is it so important in the new  
economy?**

# Burning Questions

**How can we engage a broad agenda of diversity and inclusion without losing site of unique group needs?**

# Burning Questions

**What does it mean to lead strategically around issues of diversity, equity and inclusion?**

# Burning Questions

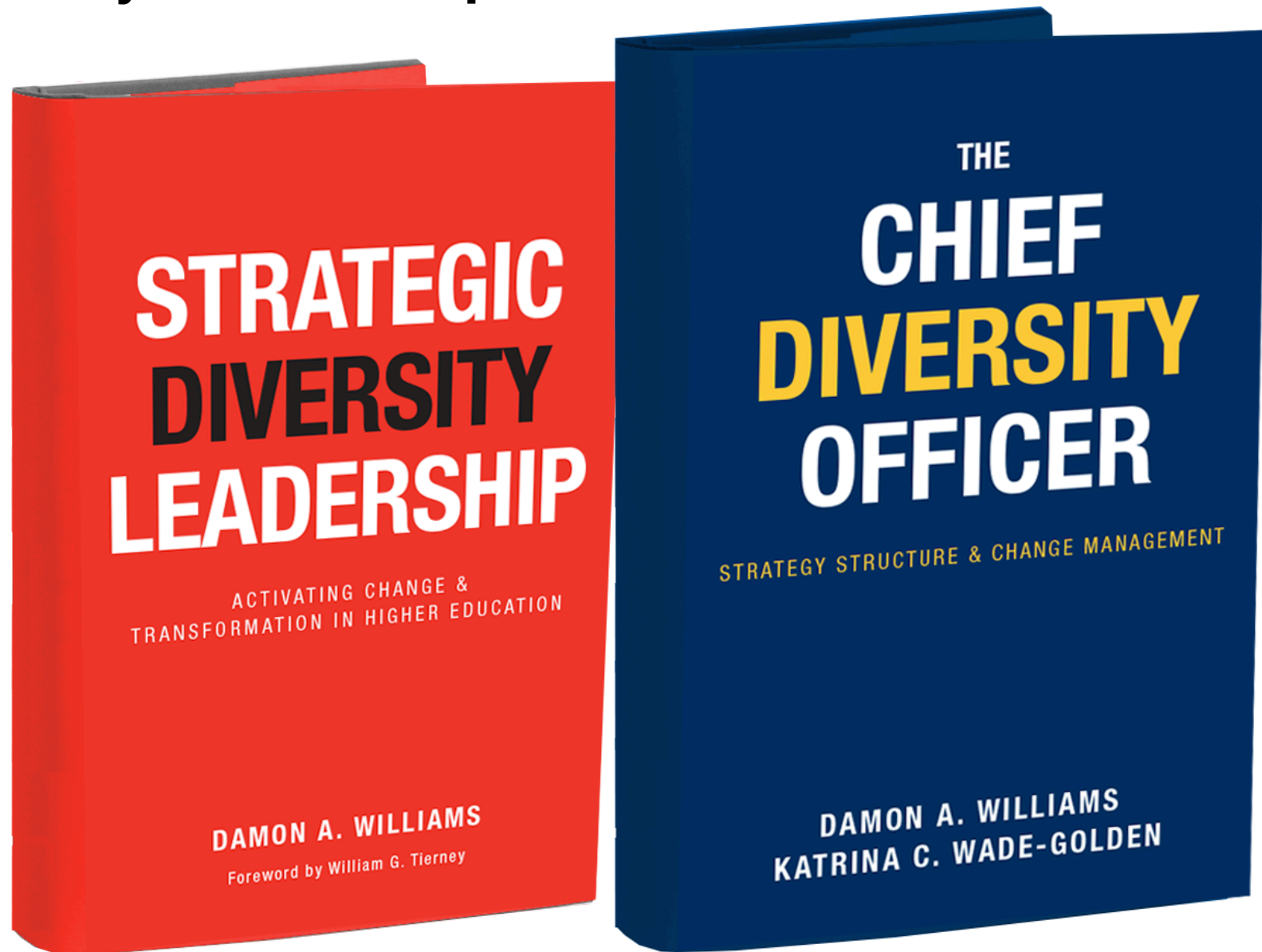
**How can we embrace the realities of the Centennials and future-proof our campuses?**

# Burning Questions

**Why is there so much talk of change  
but so few results?**



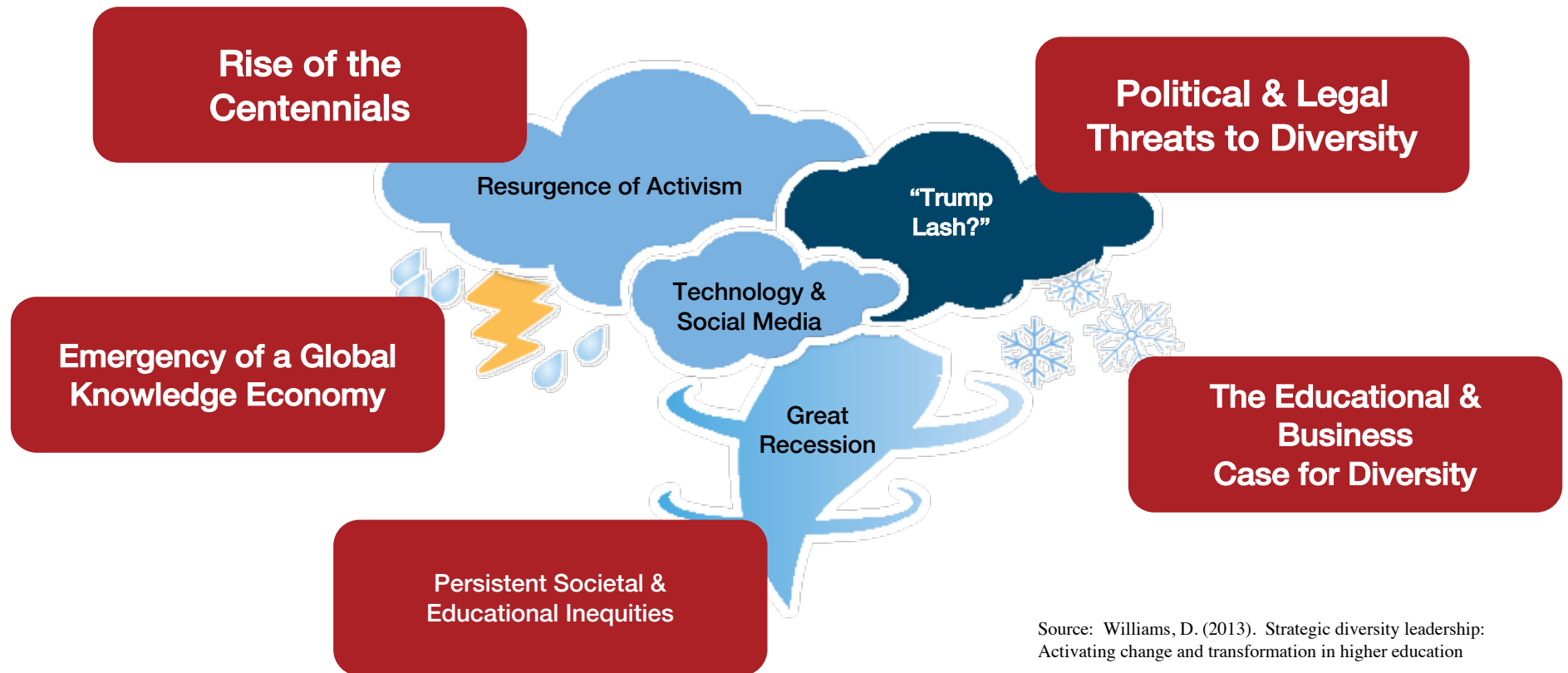
# Diversity Leadership Set



# Framing Diversity in the 21<sup>st</sup> Century



# Perfect Storm: Elevating Diversity in the New Economy







# RESURGENCE OF ACTIVISM



# the centennials



# **Leaders MUST Understand Generational Differences**



# Teens on Social Media

**“I use this social media platform constantly...”**



**45%**



**36%**



**29%**



**18%**



**17%**

**2015 BGCA SURVEY OF TEENS**  
**N=1,300 Teens**

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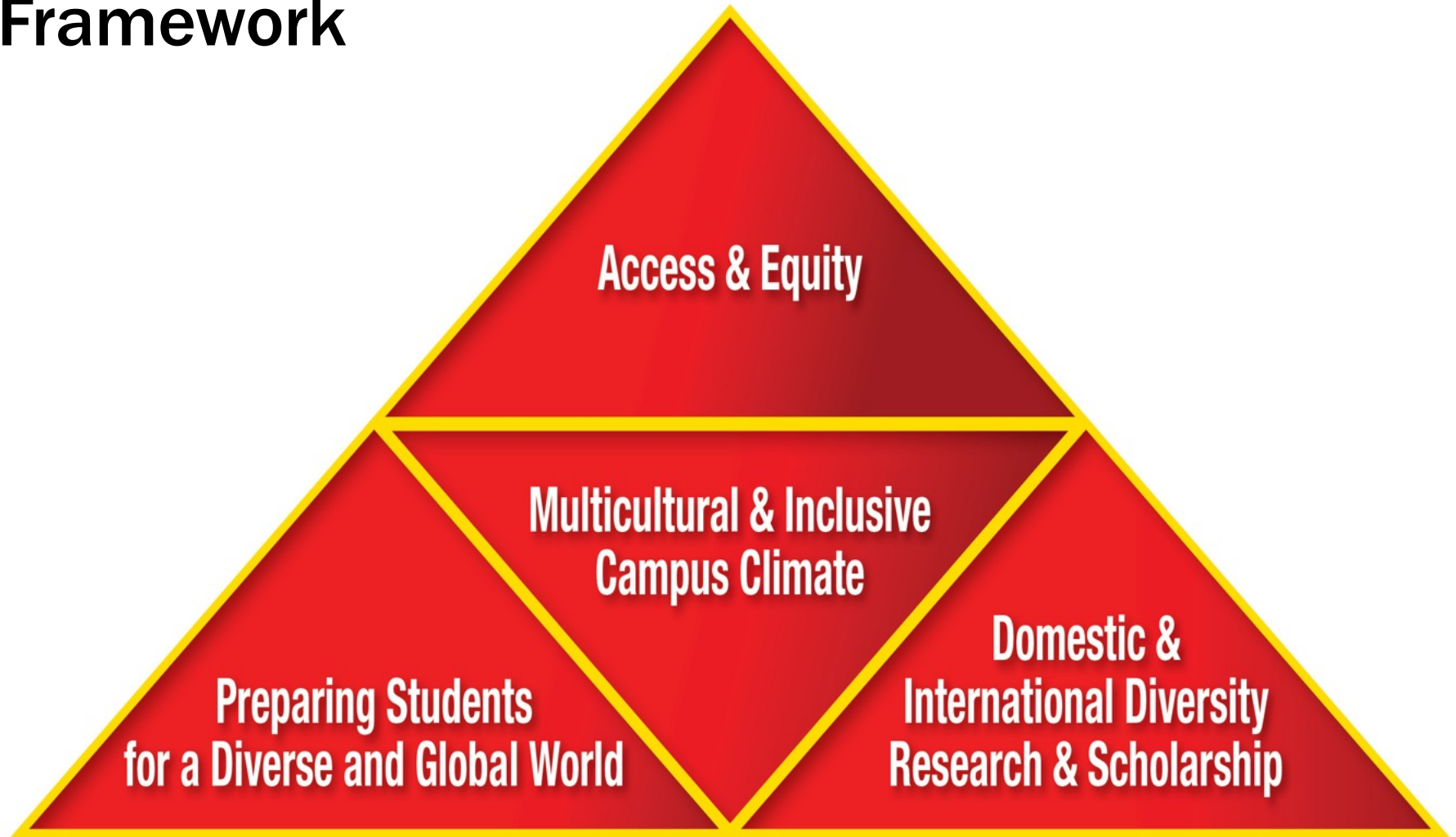
# A Generation

# AT RISK



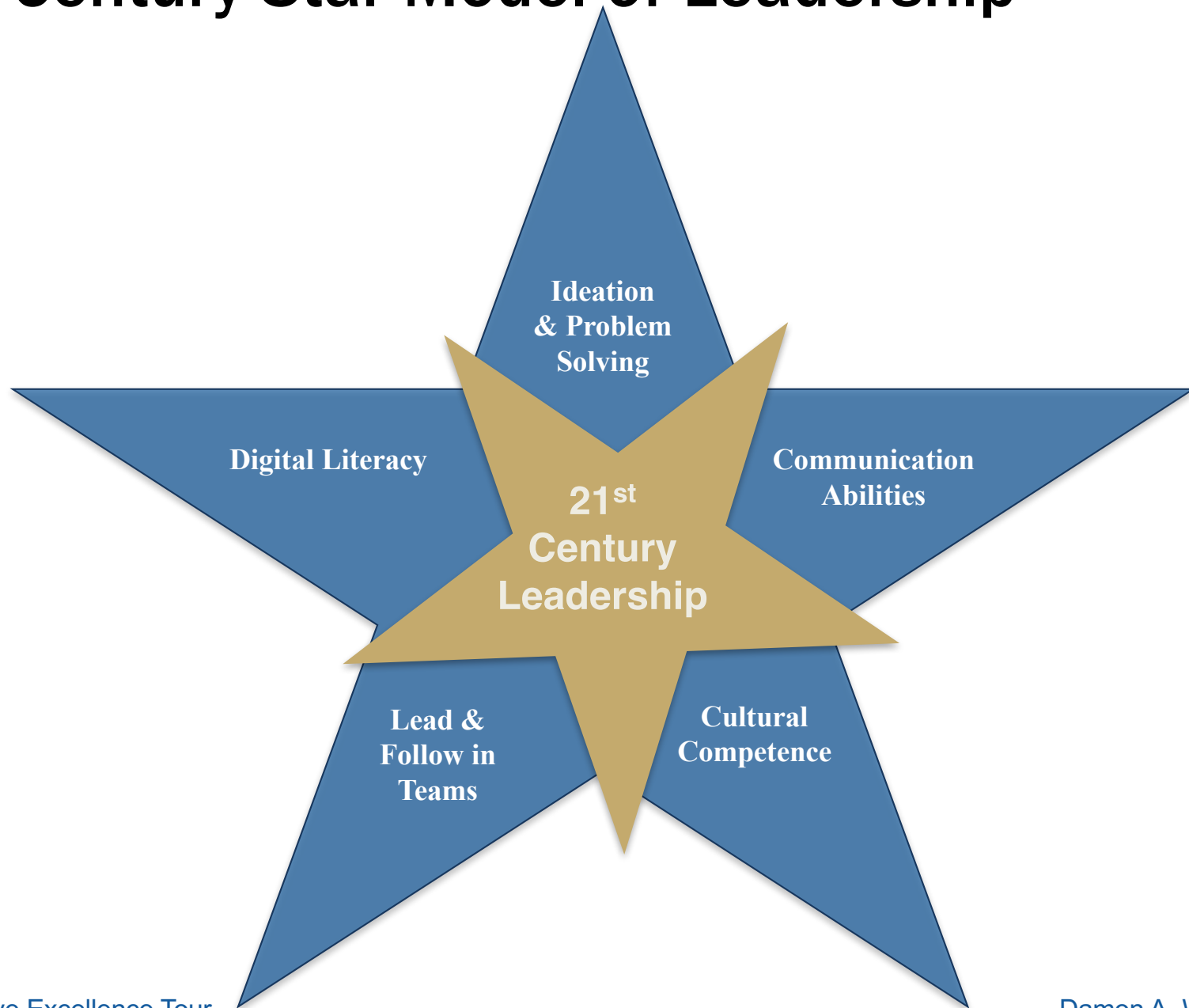


# 21<sup>st</sup> Century: Inclusive Excellence Goals Framework

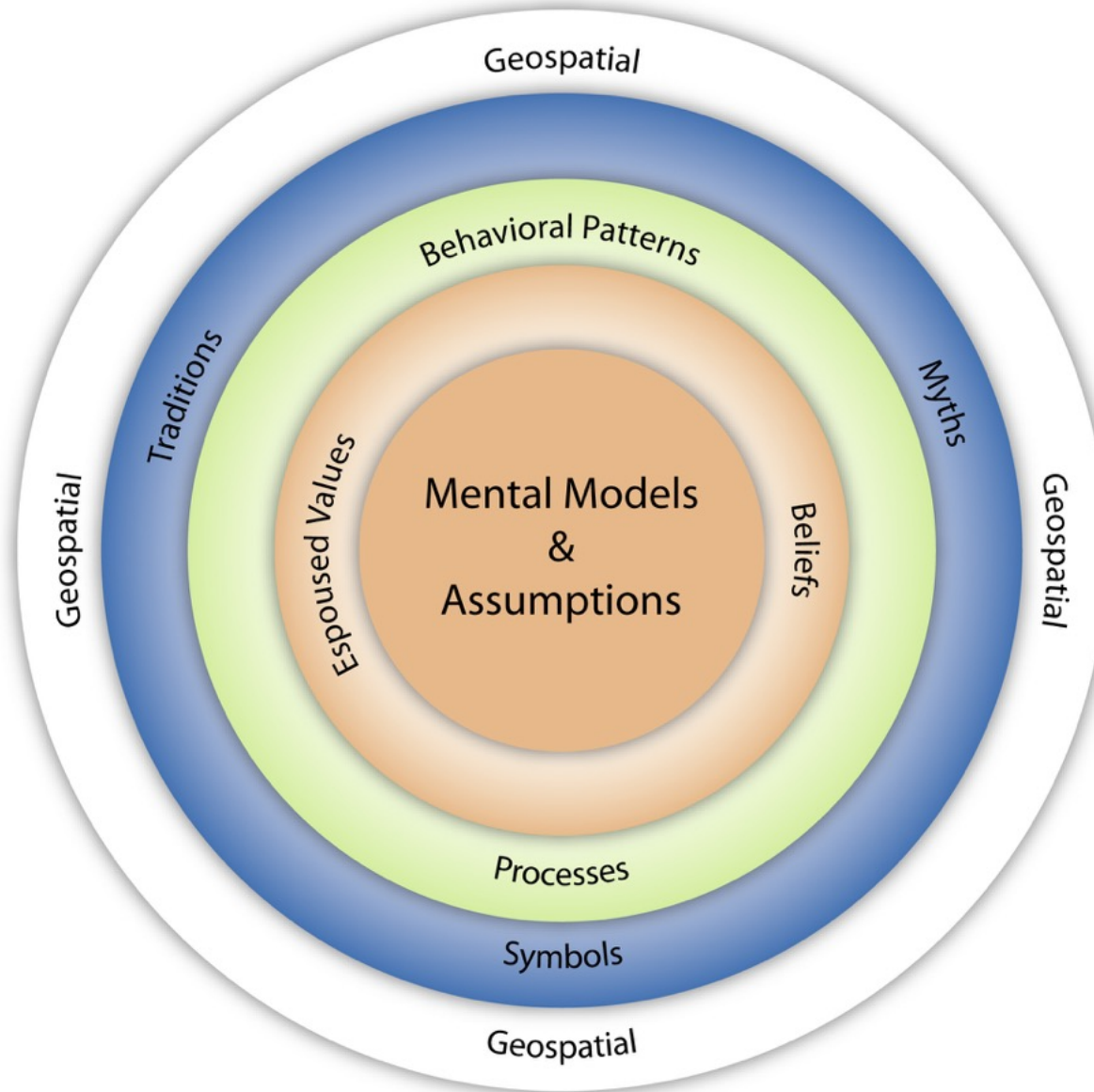


Williams (2013). Strategic Diversity Leadership, Sterling, VA: Stylus Publishing Press.

# 21<sup>st</sup> Century Star Model of Leadership



# Diversity Work as Culture Change

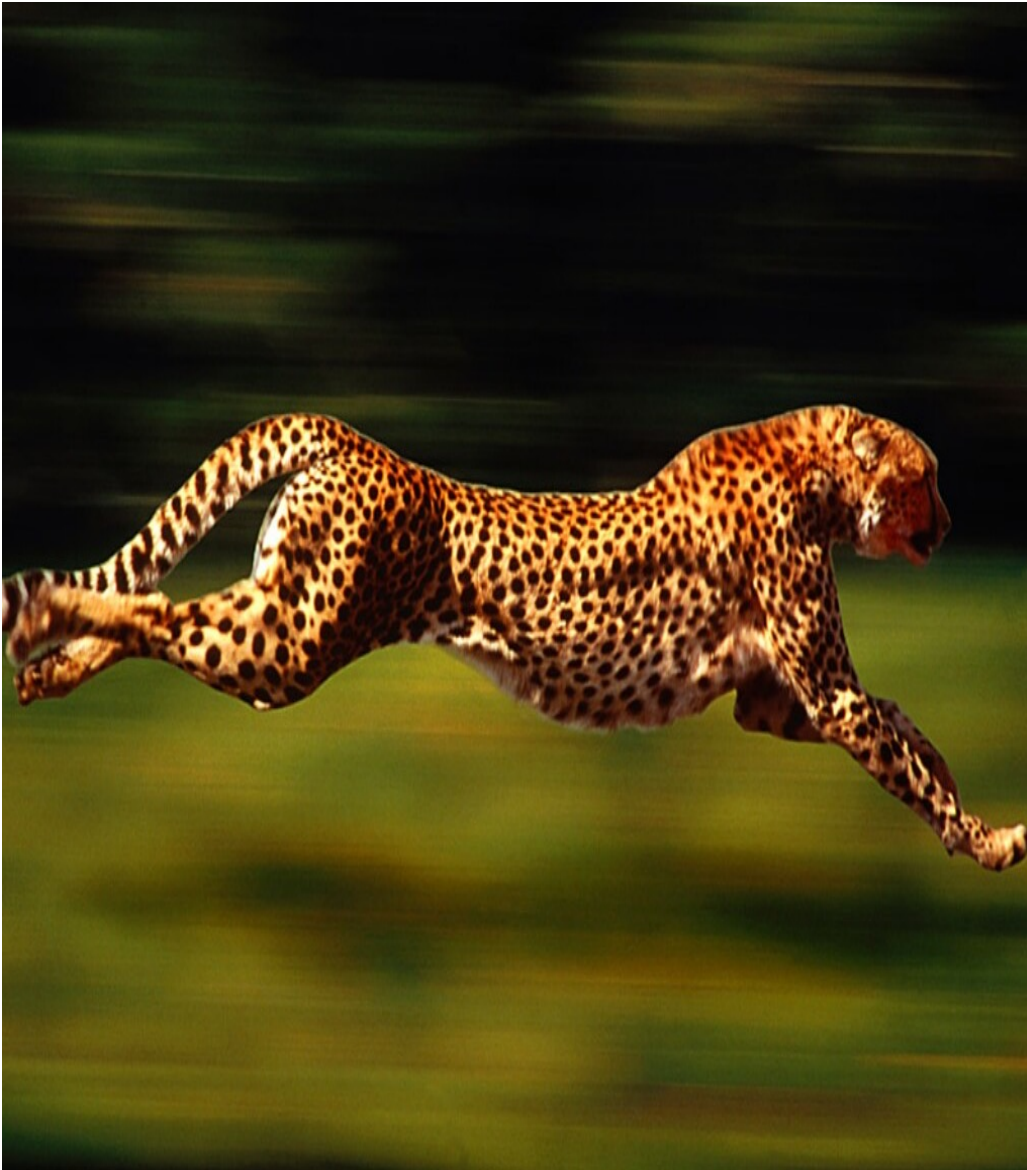


# The Cheetah vs. the Wolf





# The Cheetah

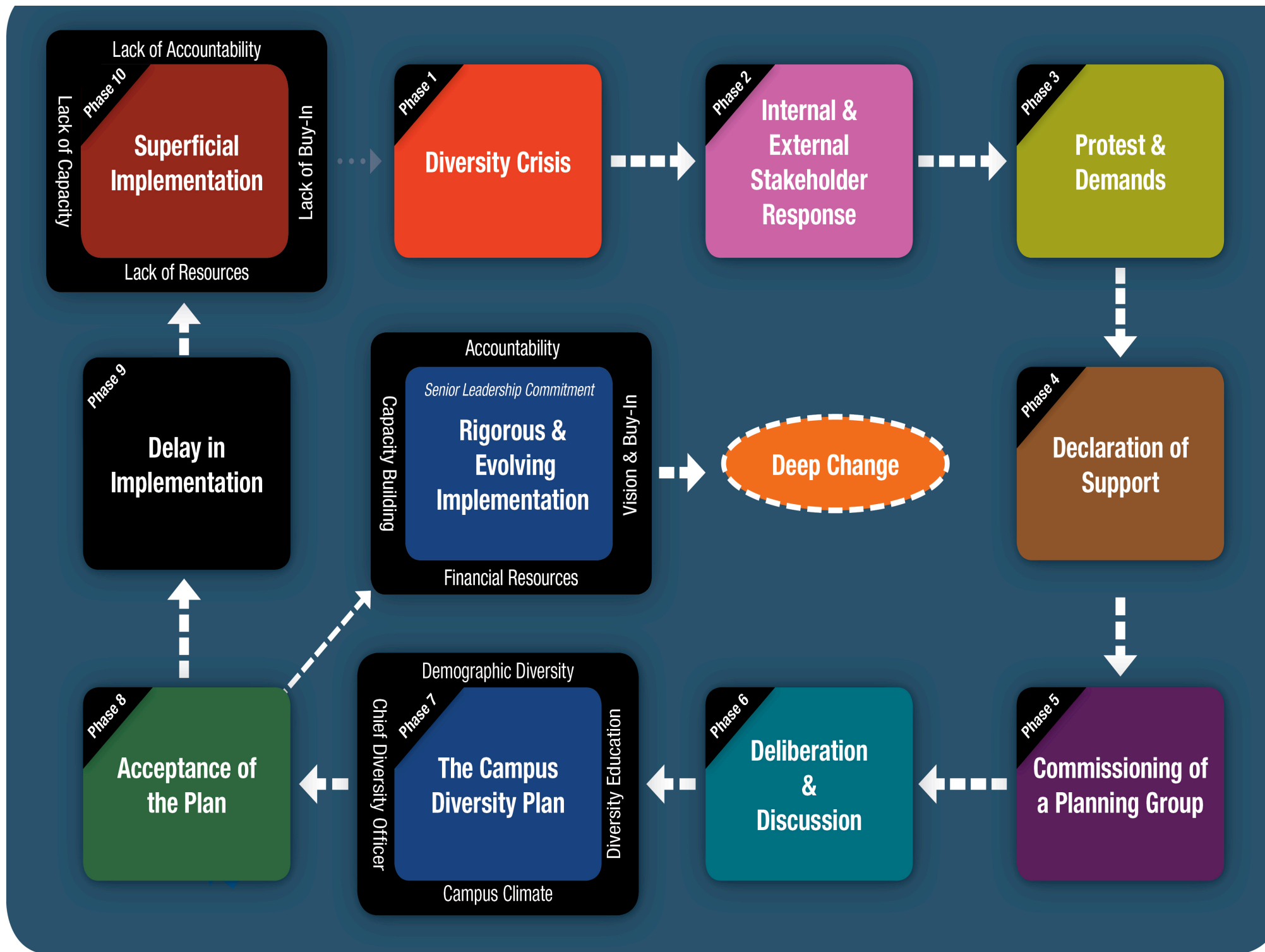


- Crisis-driven
- Isolated Efforts
- 100 Things We Do
- Lack of Coordination
- Lack of Point Leadership
- Symbolic Support
- Simple & Mechanistic
- Small Focus
- Frenetic

# The Wolf

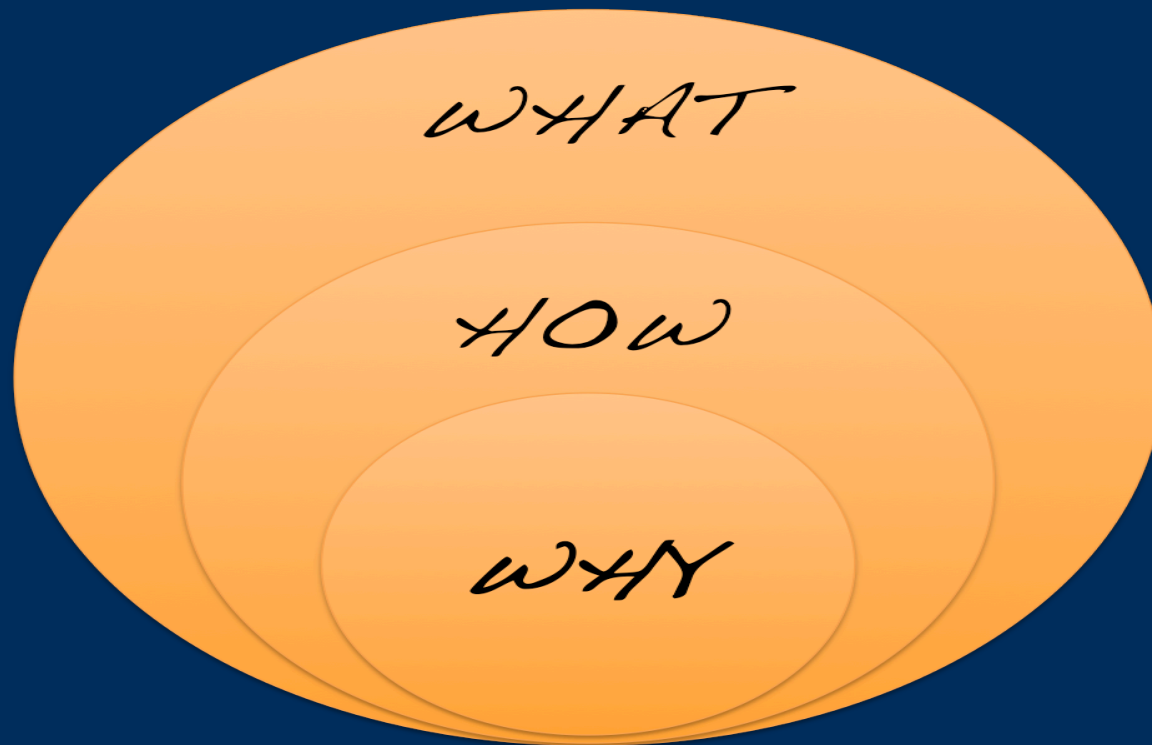


- Strategic Focus
- Connecting & Synchronizing Efforts
- Collaborative
- Vertical & Lateral Diversity Infrastructures
  - CDO's, Diversity Point Leads, Committees, Units, etc.
- Defined Leadership
- Engaged Senior Leadership
- Symbolic & Material Support
- Innovative & Creative
- Implemented and Go to Scale – To create Transformative Possibility
- Disciplined & Relentless
- Accountability Focused



# Action Principle 1 :

## Start with Why



*Simon Sinek – Ted Talk – “Start with Why”*



# Action Principle 2: Build A Diversity Plan



Williams (2013). Strategic Diversity Leadership, Sterling, VA: Stylus Publishing Press.

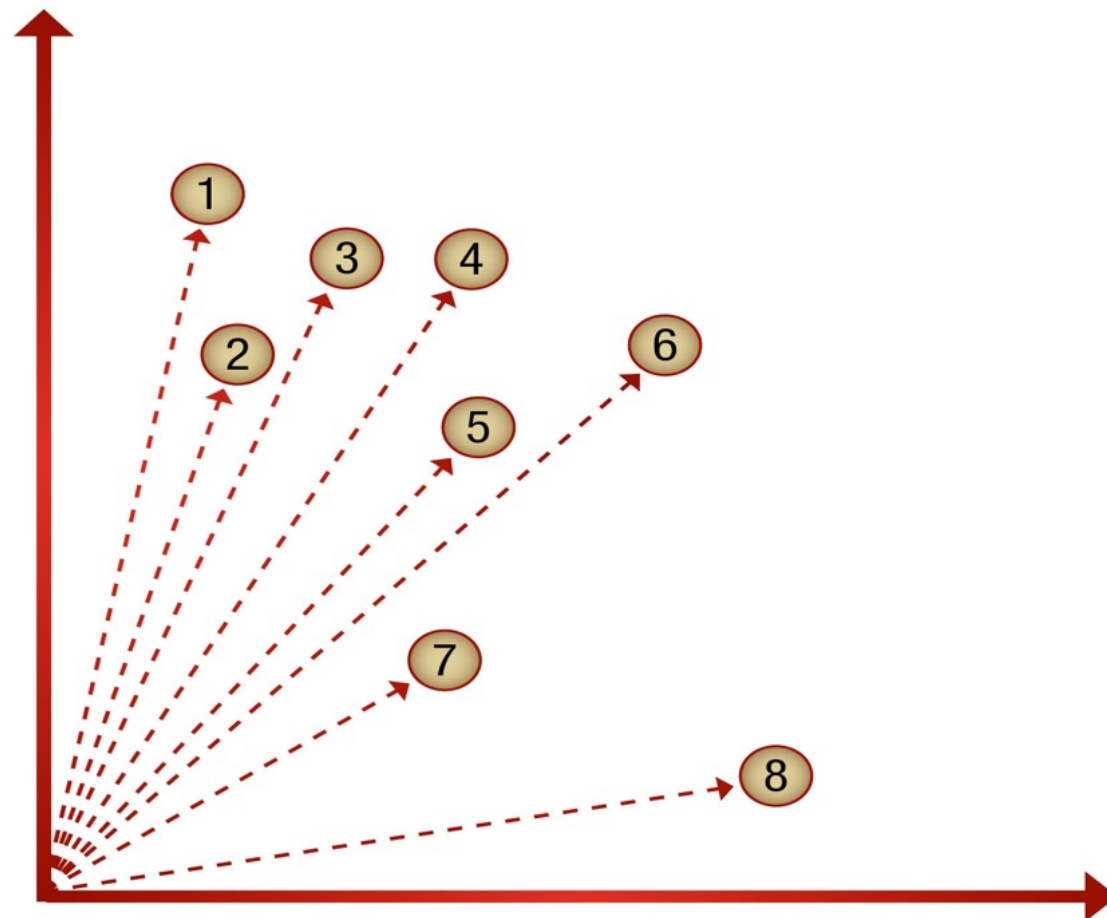
# Action Principle 3:

## Build a Diversity Plan & Scorecard



Williams (2013). Strategic Diversity Leadership, Sterling, VA: Stylus Publishing Press.

# Action Principle 4: Identify Critical Leverage Points

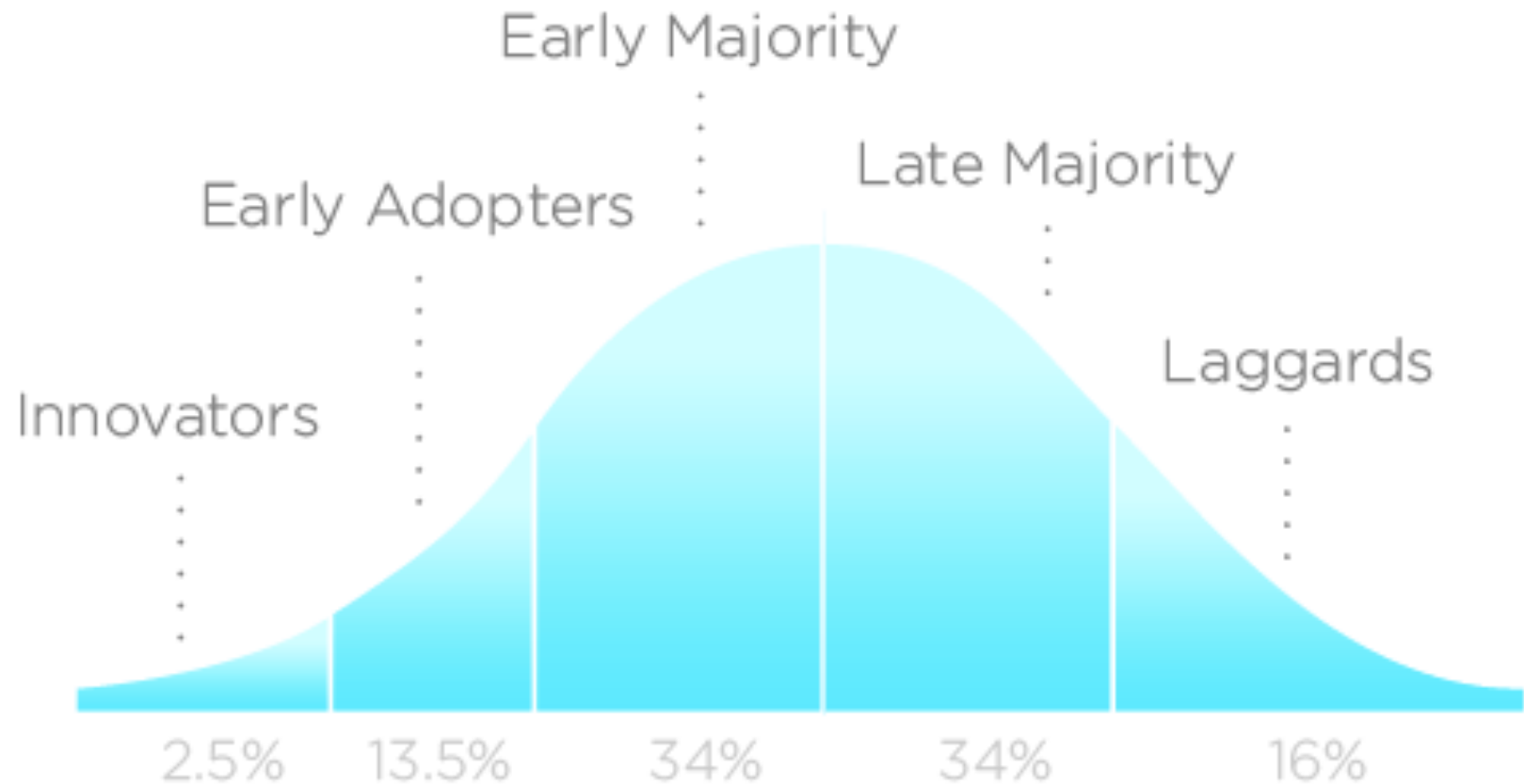


**Critical Leverage Points Approach - Infusion**

# Action Principle 5: Find & Cultivate “Tempered Radicals”



# Law of Diffusion of Innovation





## Action Step 6: Principle the Chairs on the Yard



## Action Step 7: Give it some “AIR”



**A**ccountability  
**I**nfrastructure  
**I**ncentives  
**R**esources

# Action Step 8:

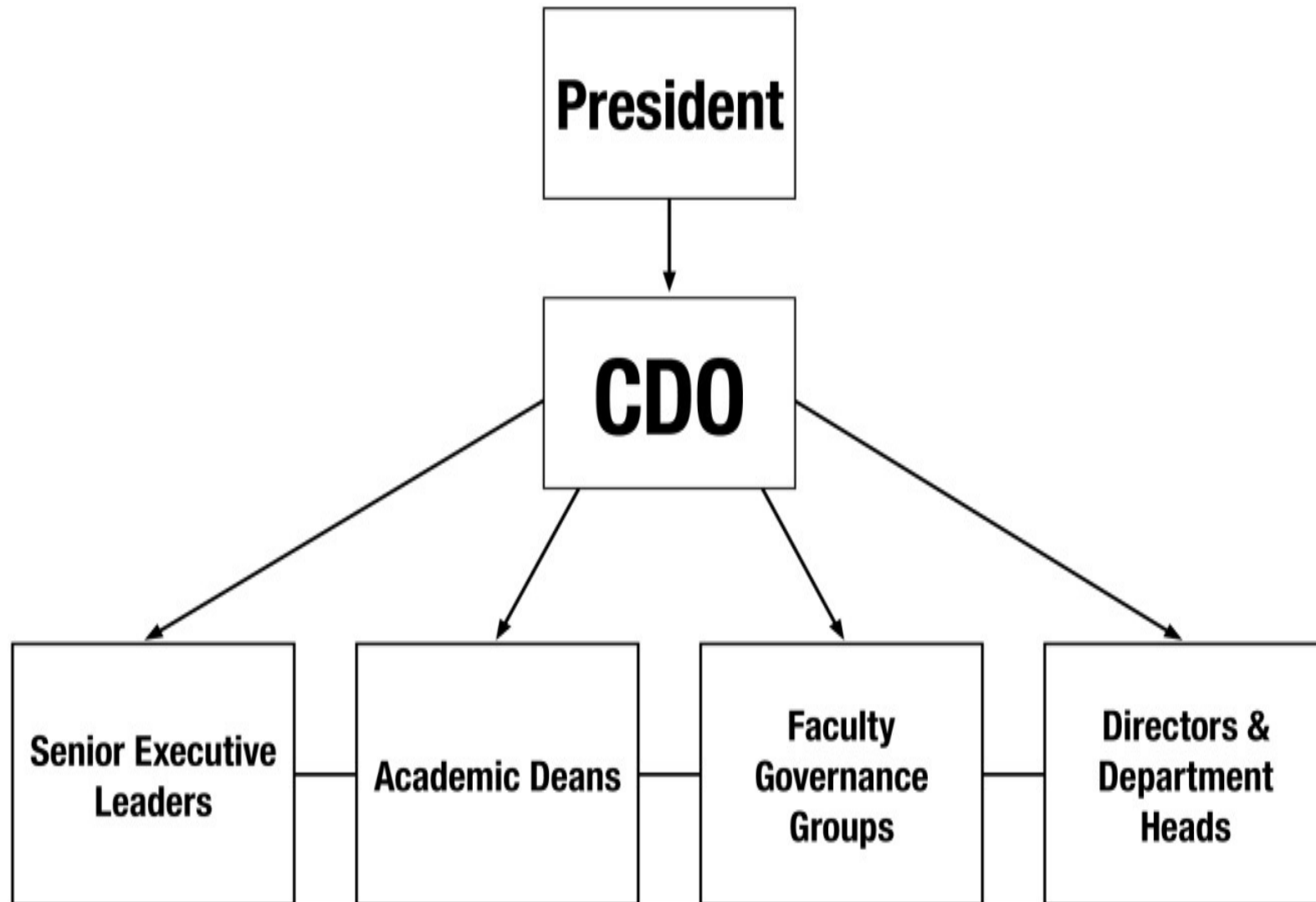
## CDO Point Leadership



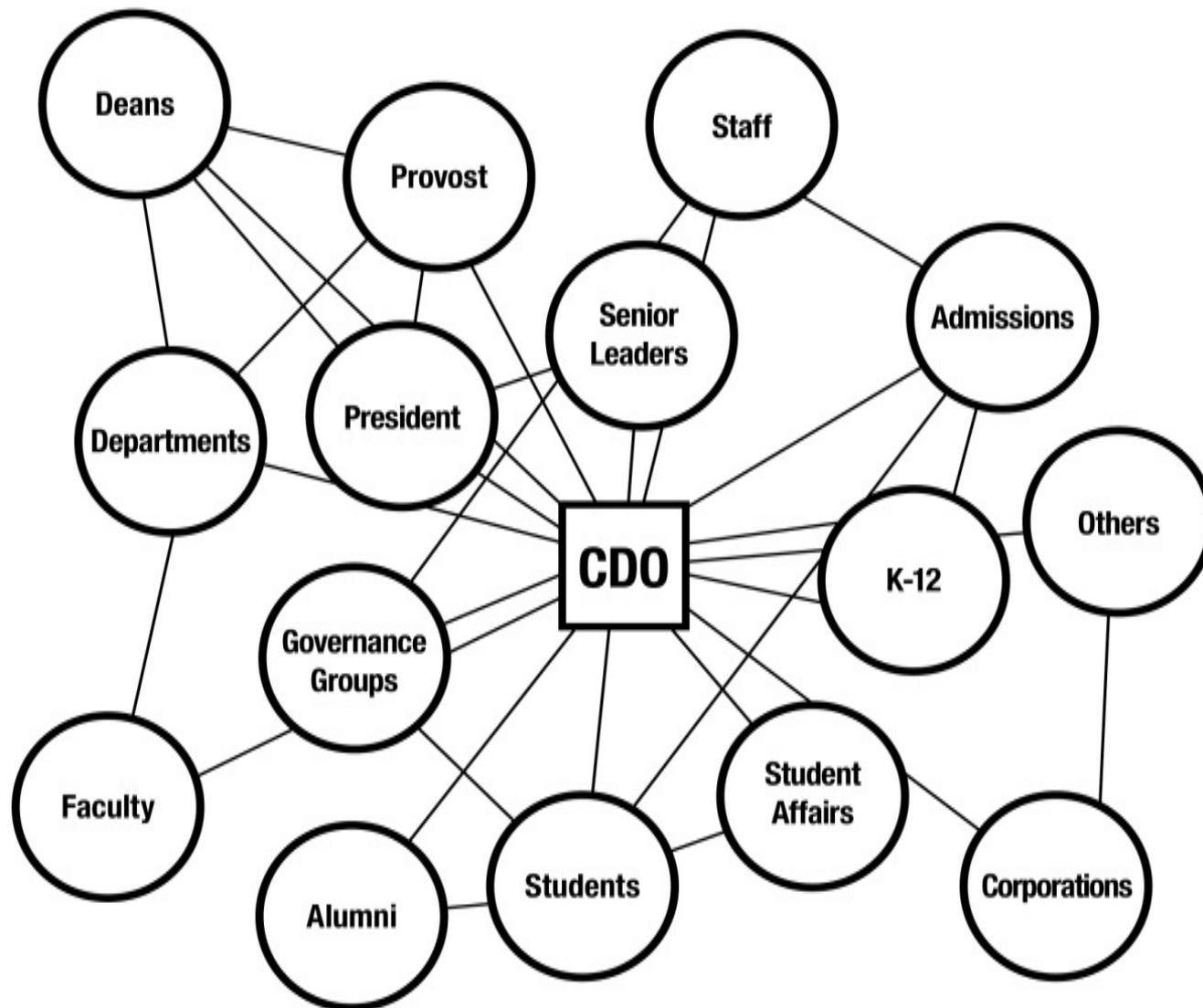
- Charged with Executive Level Responsibility
- Point Leadership for D & I
- Integrator Role
- Engage these issues as a matter of first priority
- Report directly to the President  
May Have an Hybrid Responsibilities
- Should have resources to stimulate change – incentivize the work
- Portfolio Should Evolve Over Time



# Flawed View of Chief Diversity Officer



# Integrative View of Chief Diversity Officer



# Action Principle 9:

## Leadership Step Up & Out



- Bias towards Action
  - Step-up and Step-out
- Articulate a personal commitment to diversity and establish an institutional one
- Frame diversity as essential to the institutional mission
- Lay the ground-work
- Set the Vision for Diversity
- Can Direct Resources
- Keep Focus on the Change Effort
- Infuse into campus speeches, letters, communications
- Regularly participate in the D & I Work

# Action Principle 10: Commitment without Currency is Counterfeit



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