



C-SUITE ROI IMPACT REPORTING ACTIONS CHECKLIST & TOOLKIT

A Hubbard Diversity and Inclusion ROI Sciences-™ Research Summary from
Dr. Edward E. Hubbard

HUBBARD & HUBBARD, INC.

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What the C-Suite Wants From our Diversity and Inclusion Efforts

Introduction

There's a fair amount of buzz around Diversity measurement and analytics. Advances in software, newly-available data sources, and how-to manuals have made it easier gain access to Diversity measures. Although interest in measuring the effects of diversity has been growing, the topic still challenges even the most sophisticated and progressive diversity departments. Many Diversity professionals and practitioners know they must begin to show how diversity is linked to the bottom-line or they will have difficulty maintaining funding, gaining support, and assessing progress.

The Data-to-Wisdom Continuum

Over the past several years, Diversity journals abound with volumes of information about the impact of a diverse workforce, primarily from a talent representation point of view focusing on organizational make up covering race, rank, and gender (counting heads). Many of these Diversity professionals are working with inconsistent, basic information and have yet to move from being reactive to proactive and predictive. In short, they have made little progress along the

data-to-information-to-wisdom continuum needed to provide sophisticated diverse workforce insights that are critical to strategic decision making. How would you respond to the following questions?

- Do you struggle with defining or measuring the success of Diversity initiatives or other Diversity interventions to report to the C-Suite?
- Are you constantly fighting the battle to show and justify the value that Diversity initiatives or other Diversity interventions are bringing to your organization?
- Does your organization view Diversity initiatives or other Diversity interventions as an expense versus an investment with predicted returns?
- Do you need to link Diversity initiatives or interventions with the value it produces for your company?
- Do you need a method of predicting (forecasting) the value of Diversity initiatives or other Diversity interventions to help decide whether to train and/or do something else?
- Are your current Diversity evaluation efforts always after the fact--do you need a way to measure success using leading indicators that drive continuous improvement?

If you answered yes to any of these questions, then this checklist for Constructing Diversity and Inclusion Impact Studies for the C-Suite is for you.

This Hubbard & Hubbard, Inc. ROI-focused tool is designed to serve as a “Critical Actions Checklist” to ensure that you report specific ROI-based information which meets C-Suite expectations.

Using the tool below, check “Yes” or “No” for each of the action steps you have taken to ensure that reporting your initiatives’ outcomes to the C-Suite highlights its value-added contributions to the bottom-line.

C-Suite Value-Added Impact Report Checklist

Critical Diversity ROI-based Reporting Actions to Check	Yes	No
Have you included the verified Need for or Purpose (along with the Goals and Objectives) of the Diversity and Inclusion initiative in your Demonstrated Impact Study Report?		
Did you provide a description of the Alignment between the Diversity and Inclusion initiative and key organizational business objectives?		
Have you provided measurable, outcome-based evidence that demonstrates how your initiative solves a business problem or takes advantage of a business opportunity?		
Have you described the “ root causes ” of the problem your initiative has/will address and resolve?		
Have you identified who will/has benefit from the initiative’s successful outcome and identified what is the benefit?		
Have you provided real, measurable data that demonstrates the benefits have been realized?		
Have you described the project implementation in a “causal-chain-of-evidence” fashion using the Hubbard Seven Level strategy (Level 0 – Level 6) to demonstrate the ROI impact of your initiatives?		
Have you “ isolated Diversity’s Contribution/benefit delivered ” separate and apart from other contributors and given credit to all others who helped generated the value-added results?		
Have you calculated the Diversity ROI%, Benefit-Cost Ratio, and Payback period generated by your Diversity and Inclusion initiative?		
Have you described the utility or usefulness of this initiative in solving key business issues?		
Have you completed a “risk assessment” for the initiative and explained how the initiative’s risk effects or impediments have been or will be addressed?		
Have you demonstrated the cost-effectiveness of this initiative?		
Have you described how well the organization has adopted and integrated the initiative into the fabric of business operations?		
Have described how cross-departmental collaboration has been established to account for the initiative’s impact on other parts of the organization?		
Have you shown how this initiative’s benefits and impact will be sustained in the future?		

C-Suite Value-Added Impact Report Checklist

Critical Diversity ROI-based Reporting Actions to Check	Yes	No
Have you outlined the specific steps you took to convert the Diversity and Inclusion Contribution to money that will have credibility with the C-Suite?		
Have you attached key Data Collection and Diversity ROI Analysis documents in the Appendix of your Report?		
Have you identified Barriers and Enablers encountered in implementing the Diversity and Inclusion initiative and what to do about them?		
Have described the “ Intangible Benefits ” that were generated from the initiative such as collaboration, satisfaction, diverse workforce team work, improved morale, etc.?		
Have you included your “ Conclusions, Recommendations, and First Steps towards Improvement? ”		

The structure of your impact report should contain at least the following elements:

Sample Table of Contents for DROI Impact Study

Sample Diversity ROI Impact Study Report

Table of Contents

- List of Tables
- List of Figures
- List of Exhibits

Part I Background Information and Business Needs Analysis

- Section 1: Introduction
- Section 2: The Business Need and Diversity Initiative/Program Solution
- Section 3: Model for Impact Study – Hubbard Diversity ROI Methodology
- Section 4: Data Collection Strategy

Part II Results

- Section 5: Reaction, Satisfaction, and Planned Action
- Section 6: Learning
- Section 7: Application and Implementation
- Section 8: Business Impact
- Section 9: Program Costs
- Section 10: Diversity ROI – DROI, BCR, Payback Calculations and their Meaning
- Section 11: Intangible Benefits

Part III Conclusions and Recommendations

- Section 12: Barriers and Enablers
- Section 13: Suggestions for Improvement
- Section 14: Conclusions
- Section 15: Recommendations

Adapted From: Phillips, Patricia P. and Holly Burkett. 2001. Managing Evaluation Shortcuts. Infoline. Alexandria, VA: American Society for Training and Development.

A one-page streamlined version of this reporting process is shown below.

Sample Streamlined Report

DIVERSITY ROI IMPACT STUDY

Program Title:

Target Audience:

Duration:

Technique to Isolate Effects of Program:

Technique to Convert Data to Monetary Value:

Fully-loaded Program Costs:

Results

Level 1: Reaction	Level 2: Learning	Level 3: Application	Level 4: Impact	Level 5: ROI	Intangible Benefits

When making the initial presentation, distribute the results at the end of the session. This will allow enough time to present the process and obtain reaction to it before the target audience sees the actual Diversity ROI number.

Present the process step by step, showing how the data were collected, when they were collected, who provided the data, how the data were isolated from other influences, and how they were converted to monetary values. The various assumptions, adjustment, and conservative approaches are presented along with the total cost of the initiative. The costs are fully loaded so that the target audience will begin to buy into the process of developing the actual Diversity ROI.

When the data are actually presented, the results are presented step by step, starting with Level-0, moving through Level 5, and ending with the intangibles. This allows the audience to see the “causal chain-of-impact” with the Needs Analysis, reaction and satisfaction, learning, application and implementation, business impact, and Diversity ROI. After some discussion on the meaning of Diversity ROI, the intangible measures are presented.

Hubbard & Hubbard, Inc. Diversity Return on Investment (DROI®) Certification Training

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This checklist serves as **only a brief review** of the actions needed to report how your initiative demonstrates an impact on the organization’s bottom-line. To fully learn the skills, competencies, approaches and processes to calculate the Diversity ROI impact of your Diversity and Inclusion initiatives, we highly recommend attending the **Hubbard Certified Diversity Return on Investment Professional (CDROIP)** Training or the **Hubbard Certified Diversity Business Partner (CDBP)** Training.

The Hubbard Diversity ROI Certification Programs are the most comprehensive way to gain the skills, resources, and knowledge to measure the value of your Diversity Initiatives and interventions of all types down to the financial return on investment (DROI). These programs include a 4-day course surrounding the Hubbard DROI Methodology, a systematic approach to program evaluation that is proven to deliver accurate and credible results. After the course you will receive one-on-one support as you conduct your first Impact/DROI Study in your own organization. Upon demonstrating competency in applying the Hubbard DROI Methodology,

you will join an elite group of professionals with the designation of Certified DROI Professional (CDROIP) or Certified Diversity Business Partner (CDBP).

Benefits to Attending..... As a Diversity professional, you benefit from Learning Diversity ROI-based Skills and Earning Certifications or Certificates that will help you:

1. Gain recognition and credibility from your organization
2. Demonstrate your skill and commitment to your career as a Diversity professional and distinguishing yourself among your colleagues.
3. Gain a unique set of diversity process and analysis skills you can use immediately to ensure your organization's improvement and success that sets you apart from other diversity professionals.
4. Increase your professional confidence. Your earned certification is the validation of specific skills and knowledge you have learned and demonstrated using real-world applications that directly relate to your organization's business.
5. Become more marketable and worthy of promotion. The individuals who possess these unique capabilities are often in demand, and command higher salaries in the marketplace.
6. Provide your employer with concrete evidence and assurance regarding your capabilities and skills.

You also **Earn 24 SHRM PDC Credits**

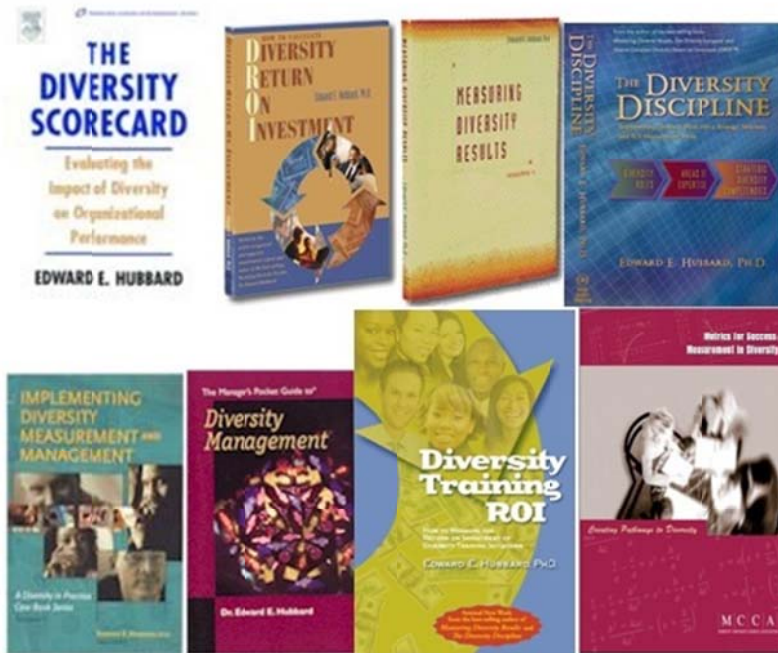
To enroll or obtain more information, contact us at **707-481-2268** or email us at **myrahub@aol.com**.

We hope you join our **Diversity ROI Impact Community** that is dedicated to making certain Diversity and Inclusion initiatives demonstrate real, measurable ROI value on the organization's bottom-line.

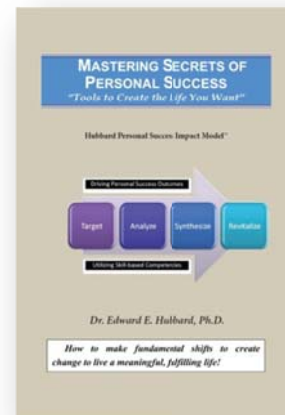
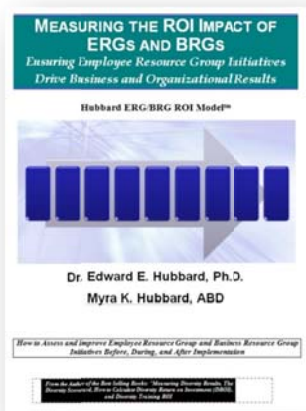
Dr. Edward E. Hubbard

- Dr. Edward E. Hubbard is President and CEO of Hubbard & Hubbard, Inc., Petaluma, CA, an international organization and human performance-consulting corporation that specializes in techniques for applied business performance improvement, Diversity Return on Investment (DROI[®]) measurement and analytics, instructional design and strategic organizational development. Dr. Hubbard is the author of more than 40 business-related books and a Personal Success author.
- In June, 2017, Dr. Hubbard received the **2017 Distinguished Alumni Award** from The Ohio State University College of Arts & Sciences for his ground-breaking work and founding the Diversity Measurement and Diversity ROI Analytics fields/disciplines.
- In April, 2012 Dr. Hubbard was an honoree at the Inaugural International Society of Diversity and Inclusion Professionals Legends of Diversity Ceremony in Rio Grande, Puerto Rico where he received the **Legends of Diversity Award** for establishing the “Diversity ROI Analytics” and “Diversity Measurement Fields/Disciplines”
- The American Society for Training and Development (ASTD) inducted Dr. Ed Hubbard into the prestigious “ASTD New Guard for 2003”. The July/August 2007 Issue of Profiles in Diversity Journal featured Dr. Hubbard as the “Diversity Pioneer” in Diversity Measurement. Dr. Hubbard serves on the Harvard Business Review, Diversity Executive Magazine and Strategic Diversity & Inclusion Management (SDIM) magazine Editorial Advisory Boards.
- Dr. Hubbard served as Director, Developmental Education and Assistant Professor, African and Afro-American Politics and History, The Ohio State University. A sample of Dr. Hubbard’s corporate experience includes Programming Analyst and Manager, Battelle Memorial Institute, Systems Analyst, Informatics Corporation, Systems Engineer, Xerox Corporation, Organization Development and Education Specialist, Mead Corporation, Corporate Director of Training, Communication and Compensation for the 17 Billion Dollar McKesson Corporation.
- Dr. Hubbard is an expert in Organizational Behavior, Organizational Analysis, Applied Performance Improvement and ROI Measurement Strategies, Strategic Planning, Diversity Measurement and Analytics, and Strategic Organizational Change Methodologies. He holds a Practitioner Certification and Master Practitioner Certification in Neurolinguistic Programming (NLP), a Neuro-science discipline. Dr. Hubbard earned Bachelors and Masters Degrees from Ohio State University and earned a Ph.D. with Honors in Business Administration.
- 1.5 Minute YouTube Introduction of Dr. Hubbard and His Diversity and Inclusion Return on Investment (DROI[®]) Measurement Work (From the International Society for Diversity and Inclusion Professionals (ISDIP):
- <http://www.youtube.com/watch?v=ZoVqbM9wtv8>

A brief list of books by Dr. Hubbard from over 40 business book titles include:



Other books include “Measuring the ROI Impact of Employee Resource Groups (ERGs) and Business Resource Groups (BRGs): Ensuring Employee Resource Group Initiatives Drive Business and Organizational Results” co-authored with Dr. Myra K. Hubbard, co-Founder of Hubbard & Hubbard, Inc. and “Diversity ROI Fundamentals: Ensuring Diversity Initiatives Demonstrate ROI Impact Value on the Bottom-line”. His most recent book includes “Mastering Secrets of Personal Success: Tools to Create the Life You Want”.



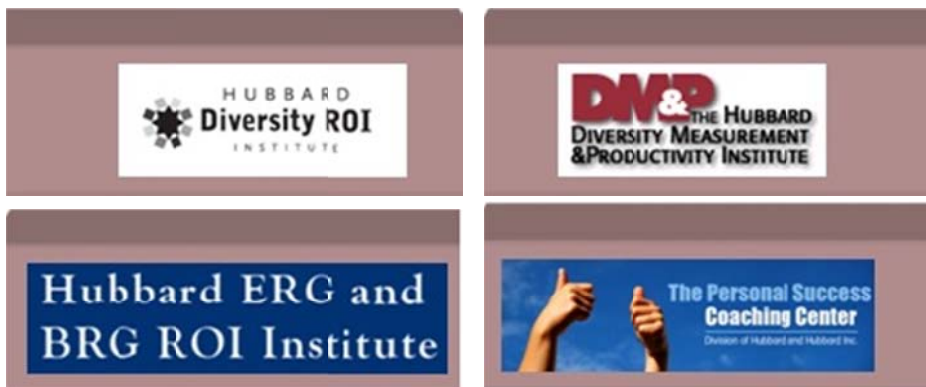
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Hubbard & Hubbard, Inc.

“Improving Organization and Workforce Performance for Measurable Results”

Hubbard & Hubbard, Inc. is a full-service *and* "ROI-Based" firm UNIQUELY skilled to help you make a measurable, Return on Investment (ROI) difference in your organization's performance. In the Organization Development, Human Resource Development, Diversity Training, Diversity ROI Certification Training, and Diversity ROI Measurement Consulting business for over 30 years, we are also the Founder and Leader in the Diversity Measurement, Diversity ROI Analytics, and measurable Human Performance Improvement fields.

We can be reached at hubahuba99@aol.com or by calling 707-763-8380 or by contacting Dr. Myra Hubbard at myrahub@aol.com or calling 707-481-2268.



Contact Us for Additional Whitepaper Toolkits.