THE WAYMAKERS
ADVANCING EQUITY
STATE OF DEI
THE POWER OF BELIEF

BELIEF

RESULT

FEELING

BEHAVIOR

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DISABLING BELIEFS

- The work is complicated.
- Our declaration is sufficient.
- Leaders know how to lead well.
- We can develop people to power.
- Systems change alone fuels progress.
- We can prevent resistance.
- There are more important priorities than DEI.
- This is zero sum game.
NOT EASY, BUT SIMPLE

PURPOSE
why is this important?

VISION
what does success look like for us?

NEEDS
what will this require of us?

EXPECTATIONS
what does success look like for me?

SIGNALS
how will we know we’re getting it right?
LEADING WELL
WHAT EVERY PERSON NEEDS AT WORK

TO BE SEEN
In all levels of leadership. In meetings where decisions are being made. On important projects. In marketing and communications.

TO BE RESPECTED
For their distinct perspectives and ideas. For their results and contributions. For their expertise and experience. As they envision, lead, create and make decisions.

TO BE VALUED
As a person. As a professional. As a business partner with growth potential— with equal pay and equal access to opportunity.

TO BE PROTECTED
With psychologically safe spaces - meetings, teams, company cultures, idea funnels and relationships.
SEEN > DIVERSITY > ATTRACTION
When employees see themselves in leadership and in solutions, they feel optimistic about what’s possible for them in your company. Diversity aids in talent attraction.

RESPECTED > INCLUSION > BELONGING
Employees need to feel respected to feel included - for their ideas, contributions, experiences and as individuals. Inclusion creates belonging.

VALED > EQUITY > RETENTION
Employees come to work to grow. They want to be valued - with equal pay and in equal access to opportunity. Equity aids in talent retention.

PROTECTED > SAFETY > CREATIVITY
Cultures (social and workplace) are filled with landmines. Employees need to feel safe to try and fail, and to challenge assumptions. Safety unlocks creativity.
INCLUSIVE LEADERSHIP

HOW WE IMPACT POSITIVE EXPERIENCES

- Meaningful and public recognition
- Solicitation of ideas and feedback
- Pathway to promotion
- Getting to know people personally
- Offering the benefit of the doubt
- Equipping people to perform
- Recognizing life events
EXCLUSIVE LEADERSHIP

HOW WE IMPACT NEGATIVE EXPERIENCES

› Taking credit for employee’s work
› Overlooking for pay or promotion
› Singling people out in public
› Failing to correct microaggressions
› Excluding team from decisions
› Micromanaging
› Lofty goals with no support
POWER:

HOW IT WORKS
AND WHOM
IT BENEFITS

THE
POWER
CORE
THE PEOPLE FACTOR

**AFFINITY**

**MED. ADVANTAGE**
Affinity bias can trump ‘proof’ in many established workplace cultures - a version of ‘it’s not what you know, but who you know.’

**HIGH ADVANTAGE**
Evidence plus affinity creates the best advantage for any employee, which is why it is important to check our affinity bias, while building relationships across differences.

**NO ADVANTAGE**
An employee who has no affinity with talent leaders and the leader has little awareness of their accomplishments has little to no chance of growth.

**LOW ADVANTAGE**
Even when leaders have strong evidence of contributions, low affinity can still cause leaders to require more proof of competence, compromising opportunity and building resentment.
THE TIPPING POINT

1. LEADING
   Proactive, courageous, influential

2. LAGGING
   Observant, unsure, waiting for permission

3. FIXED
   Resistant, fearful, preservation mindset

MAKING CHANGE POSSIBLE
Weigh first, second, and third consequences equally.

RAY DALIO
PRINCIPLES
When you mend the deepest wound, you heal the body.
THE BRIDGE TO PROGRESS

REALISM  

RESPONSIBILITY  

RELATIONSHIP
THE CLIMATE TEST
DATA TO UNDERSTAND WHERE YOU ARE TODAY

› Hiring
› Representation
› Promotion
› Retention
› Exit
› Engagement and Experience
› Listening
YOUR GOOD INTENTIONS ARE NOT ENOUGH.
Bridges don’t rise out of the ocean. They must be imagined, designed, constructed. And maintained. By you and by me.
THE WAYMAKERS
EST. 2021

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Waymakers: Clearing the Path to Workplace Equity with Competence and Confidence

Tara Jaye Frank

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