# Celebrating Excellence in HR: Focusing on the Whole Person Concept as a Catalyst for Change Webinar FAQ

A discussion with Harleen Hines-Smith, Chief Human Resources Officer at the Houston Airport System, and Cinnamon Clark, Director, DEI Services at McLean & Company

For more information, visit McLean & Company’s [Diversity, Equity, and Inclusion resources](https://hr.mcleanco.com/browse/culture/diversity-equity-and-inclusion) and book a call with one of our analysts.

**McLean & Company phone numbers:**

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| **Question** | **Answer** |
| ­When you encounter resistance to support and budget for employee programs, including DEI and wellness programs, how do you help increase awareness of the importance of these programs?­ | Ownership and the championing of DEI must be led, in the form of support, resources, and advocacy, by top leaders. DEI is at the forefront of transformational HR conversations, according to McLean & Company’s [2021 HR Trends Report](https://hr.mcleanco.com/research/ss/2021-hr-trends-report). A workplace that is inclusive, focuses on equity, and leverages diversity positively impacts the organization’s results in several ways, including sustainable growth, rising earnings, and increased innovation. More information can be found on our solution set [Embed Inclusion Into Your Culture](https://hr.mcleanco.com/research/ss/embed-inclusion-into-your-chttps:/hr.mcleanco.com/research/ss/embed-inclusion-into-your-cultureulture). The COVID-19 pandemic created unique challenges for accessibility and inclusivity, and 59 percent of organizations have created new programs to support employee mental health and wellbeing. This dramatic employee-focused shift is linked to increased employee engagement and productivity. |
| **­**I currently work as an HR intern and am conducting diversity and inclusion focus groups to help form a DEI plan. Do you have any tips for facilitating successful and meaningful focus group discussions? | McLean and Company offers many resources, tools, and templates to help you conduct your focus groups. Our [Standard Focus Group Guide](https://hr.mcleanco.com/research/standard-focus-group-guide) will help identify missteps and solutions that can inform processes and program design for your focus groups. The template is easily customizable and allows you to track each session, develop an agenda, and record session notes. |
| How do you help an executive acknowledge their ignorance related to DEI?­ | There are several ways to do this, but you must meet people where they are. Understanding [How to Be an Ally](https://hr.mcleanco.com/research/ss/how-to-be-an-ally), offering leaders opportunities to learn, and having conversations with people from dissimilar backgrounds are valuable in understanding others’ lived experience and recognizing one’s own shortcomings. |
| What resources would you recommend to HR and organizations to help them create a more equitable and inclusive work environment? | McLean & Company has various resources that address DEI in the workplace. The [How to Be an Ally](https://hr.mcleanco.com/research/ss/how-to-be-an-ally) solution set can equip all employees with the knowledge and skills to be allies in the workplace and create a more inclusive environment. [Create a People-First Diversity, Equity & Inclusion Strategy](https://hr.mcleanco.com/research/ss/create-a-people-first-diversity-equity-inclusion-strategy) will guide organizations on creating a DEI strategy that supports all parts of the employee lifecycle. |

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