



DEI Practices

The Macorva journey

Macorva was founded in 2018 by product developers Nathan and Carley Childress, both coming from a background in medical software. At their first company, Mobius Medical Systems, they developed a strong intuition for user experience (UX) while developing software that ensured the safety of radiation therapy treatments to cancer patients. Mobius changed the landscape with software that was both user-friendly and actionable, ultimately ensuring the safe delivery of over one million treatments in over 1,000 clinics across the globe.

When their first company was acquired, Nathan and Carley were thrust from an environment of fewer than 40 employees to a company of over 7,000 overnight. In this larger corporate world, they saw that business leaders were highly invested in solving employee and customer problems, but they weren't able to bridge the gap between feedback and action with conventional tools.

Nathan and Carley built Macorva to close this gap and empower action at every level to improve business performance, employee engagement and organizational culture.



Nathan Childress
Founder, Chairman



Carley Childress
Founder, CEO

Our view of diversity, equity and inclusion

Welcome to our views of diversity, equity and inclusion, the beliefs we hold as a company, and the strategies we employ to support our client organizations. We have a real passion to support our clients' understanding of the need to prioritize their commitment to diversity, equity and inclusion in the global workplace.

Our experience in this arena has led us to conclude that diversity, equity and inclusion (DEI) are three terms often used interchangeably; however, there are clearly some key differences in how they are interpreted and applied from organization to organization.

Definitions of diversity, equity and inclusion, have changed over time, as have adopted policies toward inclusion of various demographic groups. These changes have often paralleled social and legal change in a number of sectors and geographies. The focus has been gradual integration and inclusion of previously excluded diverse groups.

Some believe that diversity, equity and inclusion initiatives could harm some organization's merit-based systems, leading to accessions and promotions based on demographic quotas instead of performance criteria.

Others contend that an organization should adapt to the social and cultural norms of what is going on nationally and internationally. They would argue that the popular will for social change should be the dominant driving factor behind DEI initiatives.

Whatever the conclusions, some basic principles seem to need to be in place for DEI to have the opportunity to flourish in a genuine and meaningful way. This is our view, the "Macorva Way," and one that enables what we believe is fundamental to ensure that **Diversity** is at the heart of the organization's philosophy and value systems.



Guiding DEI principles

- Treat everyone fairly, with respect and dignity.
- Remove all forms of bias, prejudice and stereotyping that lead to unfair discrimination.
- Eradicate bullying and harassment and value every person's contribution to the organization.
- Make hiring and advancement processes fair and open to all who qualify.
- Ensure all people feel respected, valued, represented and supported.
- Recognize that we are all different and use those differences to benefit the organization.



Emphasizing equity

Our mission is to help you foster an inclusive environment, with a clear focus on **Equity**.

There is an absolute requirement to empower every employee to share their experiences with everyone they work alongside. Everyone must believe the importance of this in creating an equitable workplace. We need to know we have something more than the perspective of an individual's manager. It's natural for managers to value their own intuition and judgment. However, when decisions about employees are made solely based on one manager's instincts and experiences, the results are rarely fair, representative or equitable to all employees.

As an example, a manager may naturally gravitate toward employees who are most like them - perhaps the same race, age, gender, orientation, etc. It is not surprising that they would identify more with employees with similar backgrounds and experiences, they may unconsciously develop a bias and 'lean in' toward these employees over employees with more diverse backgrounds and experiences.

Equity can be easily, unintentionally undermined by everyday practices

***Example:** District Manager Tom needs to identify a new Regional Manager. He doesn't have firsthand experience with most employees in his purview - he knows that people do their jobs well, but he doesn't see enough as a high-level manager to know who would make the best leader.*

But, Tom regularly plays golf with Fred, a supervisor who he enjoys spending time with who seems to do a good job and never has any performance issues. So he promotes Fred because of his own experiences, not realizing this decision excludes other employees who may be a better fit.

Sometimes that decision works out. Sometimes it doesn't. But the outcome of whether or not Fred will be a good manager isn't the problem. Rather, the problem is only people like Fred will be considered when Tom's decisions are only informed by his own experiences.

Emphasizing equity

This example is neither new or unique. It is, however, what prompted us to develop, within the Macorva Platform, an approach that:

- enables us to shine a light on unconscious bias
- supports businesses and business leaders' desire to minimize these biases
- reduces the subjective decision-making that gets in the way of merit-based development and a true merit-based advancement culture

It is this commitment to work in partnership, in a collaborative and meaningful way, with organizations that opens the way to helping them in developing a genuine culture of **Inclusion**.



Holistic feedback

The Macorva platform empowers leaders to make decisions informed by holistic feedback trends. Put simply, we give leaders the “full picture” of every employee, an all around 360 view that promotes equity in two key ways:

First, every employee gets the same level of analysis. This means leaders can make decisions with a set of information that includes every employee.

Second, employee performance data is collected from a broad range of informed experiences, not just those of the leader. A manager may love working with an employee, but that shouldn't be the only quality that matters. How an employee works with peers and any direct reports should also be considered. We know from much research over the last 30 years that the 360 all-around view, sensitively and anonymously arrived at, is a much more reliable indicator of organizational fit at all levels.

Enabling visibility

We know unconscious bias has a strong influence on leadership decisions. We tend to identify more with people who look more like us and who share similar backgrounds and experiences. The consequence is that in the workplace, we may unconsciously give more attention and opportunities to people “like us,” while people from diverse backgrounds receive less visibility and thus, fewer opportunities.

This vicious circle becomes less of a circle and more a downward spiral as these practices permeate and perpetuate through the organization and impact in a negative way its evolution. Eventually, becoming embedded in the organization's DNA and simply "the way things have always been done."

But research tells us that if we want our business to thrive, we should not want a team that's “like us,” but rather a team whose experiences encompass all backgrounds. Studies from Teamable and Glassdoor provide very significant data to support the 6 key elements to make the case for diversity, equity and inclusion best practices to occupy the highest priority in organizations.

Reference: <https://www.glassdoor.com/employers/blog/diversity/>

The data is clear...

- employees want to join a diverse team and an organization that prioritizes diversity
- diverse organizations financially outperform their homogeneous counterparts
- diverse organizations are more innovative and more likely to capture new business and markets

But if so much of bias is unconscious, how can we make sure we're giving equal visibility to diverse employees?

Macorva enables visibility and recognition at every level by giving every employee the chance to anonymously share their experiences and receive robust 360 feedback trends.

This promotes visibility across the broad spectrum of gender, race, age, orientation, and more, even highlighting your "Silent Superstars" who receive consistently great feedback from peers but seem to lack visibility and opportunity with management and ensuring they receive appropriate recognition and attention.

Promoting transparency

Quite often the information leadership uses to make decisions which directly affect employees exists “behind the curtain.” Employees rarely have access to the information leaders use to evaluate them.

As an individual contributor, you will likely receive an annual performance review, but this is often only one high stakes opportunity to understand how leadership sees you. Because this is often tied to compensation, many employees won't feel comfortable challenging any information or asking for more.

Transparency is a core value for many organizations that prioritize DEI because it promotes equity for employees. When employees are “in the dark” about how they are doing or how leadership sees them, they don't have the opportunity to challenge this perception or to develop their skills. This creates a divide between leadership and employees, with employees being disenfranchised due to a lack of information on their performance.

How can *anonymous* feedback lead to greater transparency from leadership?

The core goal behind transparency is to ensure everyone has access to the same set of information in matters which directly affect their lives. We provide a secure channel for employees to share experiences anonymously and return the same results to both employees and their managers.

By returning robust feedback trends back to every employee, every person can see how they are perceived by managers, teammates, and people they manage. Our attribute trends allow employees to see the depths of their strengths and weaknesses. Since attributes are developed by company leaders around core competencies that leadership values, employees know they're receiving information that aligns with leaderships' priorities.

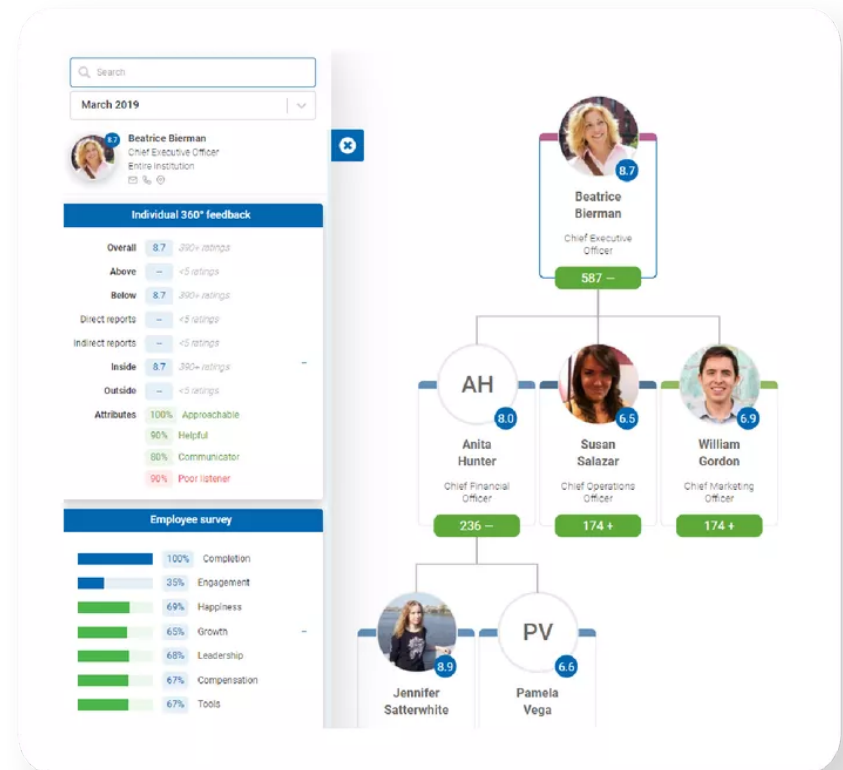
Everyone receives the same information

We provide every employee with an equal opportunity to learn and grow from feedback trends that align with leaderships' values. This takes organizational politics and bias out of the equation. You don't have to be “in the know” or a hand-picked favorite to know what leadership values and where you stand.

Driving action

Where Macorva stands is alongside the business and all of its employees to ensure that the case for DEI is made, then prioritized and implemented. We do not throw solutions at a wall and hope they stick. We have a commitment to and dedicated team in place to support our clients with the "what next." Addressing and supporting organizations with clarifying and if required, planning with them what needs to happen once the data from the 360 is collected, collated and clearly points at what needs to change.

If you would like to know more about Macorva and how we can support you and your journey to a genuine DEI culture, contact our team at info@macorva.com.



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