

FROM COMMITMENT TO READINESS

A Reflection Guide for Advancing Workforce Diversity in Professional Organizations

INFORMED BY QUALITATIVE RESEARCH PRESENTED AT FNCE® 2026

Organizational Readiness to Embrace America's Diversity in Dietetics: A Qualitative Case Study

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Commitment to workforce diversity does not necessarily mean an organization has the capacity to implement and sustain change.

This qualitative case study examined organizational readiness to implement and sustain workforce diversity and inclusion efforts within an Academy state affiliate. Findings suggest that readiness is multidimensional and exists along a continuum.

ORGANIZATIONAL READINESS: $R = MC^2$

Readiness = Motivation × General Capacity × Innovation-Specific Capacity

MOTIVATION

Do we want to do it?

GENERAL CAPACITY

Can our organization support change?

INNOVATION-SPECIFIC CAPACITY

Do we have what this particular change requires?

CROSS-CUTTING: Organizational Culture

WHAT THIS STUDY FOUND

MOTIVATION

Values aligned.
Strategic priority less established.

GENERAL CAPACITY

Commitment existed. Infrastructure remained vulnerable.

IDEA-SPECIFIC CAPACITY

Action had begun.
Institutionalization was needed.

CROSS-CUTTING FINDING

Organizational culture shaped readiness.

Culture was evolving, but progress remained dependent on leadership and had not yet become fully embedded in organizational norms.

FROM COMMITMENT TO SUSTAINABLE CHANGE



Readiness is a continuum, not a binary state.

Study synthesis arising from this research; not part of the original Scaccia $R=MC^2$ framework.

FROM FINDINGS TO ACTION

Reflect on your organization's readiness to sustain workforce diversity efforts.

Use these questions to support organizational reflection and discussion. This guide is not a validated assessment or scoring instrument.

WHERE IS YOUR ORGANIZATION TODAY?

REPRESENTATION

Who participates and leads?

- ☐ Does leadership reflect the communities and profession we seek to serve?
- ☐ Do we routinely examine representation in leadership and participation?
- ☐ Are historically underrepresented voices meaningfully included in decision-making?

CAPACITY

Are we equipped to do the work?

- ☐ Do leaders and members have the knowledge and skills needed to advance IDEA?
- ☐ Are resources dedicated to this work?
- ☐ Is progress dependent primarily on volunteers or individual champions?

ACCOUNTABILITY

Who owns the outcomes?

- ☐ Are responsibilities clearly assigned?
- ☐ Are goals measurable?
- ☐ Is progress routinely reviewed and reported?

SUSTAINABILITY

Will the work survive leadership transitions?

- ☐ Is IDEA embedded in strategy, governance, and organizational structures?
- ☐ Are resources sustained beyond temporary funding?
- ☐ Are external partnerships formalized and maintained?

5 ACTIONS TO MOVE FROM COMMITMENT TO READINESS

1	MAKE IT STRATEGIC	Embed workforce diversity into organizational priorities, governance, planning, and measurable goals.
2	CREATE ACCOUNTABILITY	Define leadership responsibility, authority, expectations, and routine progress reporting.
3	BUILD CAPACITY	Develop IDEA-related competencies across leaders, volunteers, committees, and members.
4	RESOURCE FOR SUSTAINABILITY	Provide dedicated resources and administrative support rather than relying primarily on volunteers or temporary funding.
5	INSTITUTIONALIZE & CONNECT	Integrate IDEA across organizational structures and sustain partnerships with academic programs, HBCUs/MSIs, communities, and professional organizations.

VALUES CAN INITIATE CHANGE.

Organizational readiness determines whether change can be sustained.

Move beyond isolated initiatives. Build the organization capable of sustaining change.

ONE QUESTION TO TAKE BACK TO YOUR ORGANIZATION:

What is one organizational condition that would need to change for our workforce diversity efforts to become more sustainable?

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