



DECIDING TO DIVERSIFY YOUR WORKFORCE

WORKPLACE

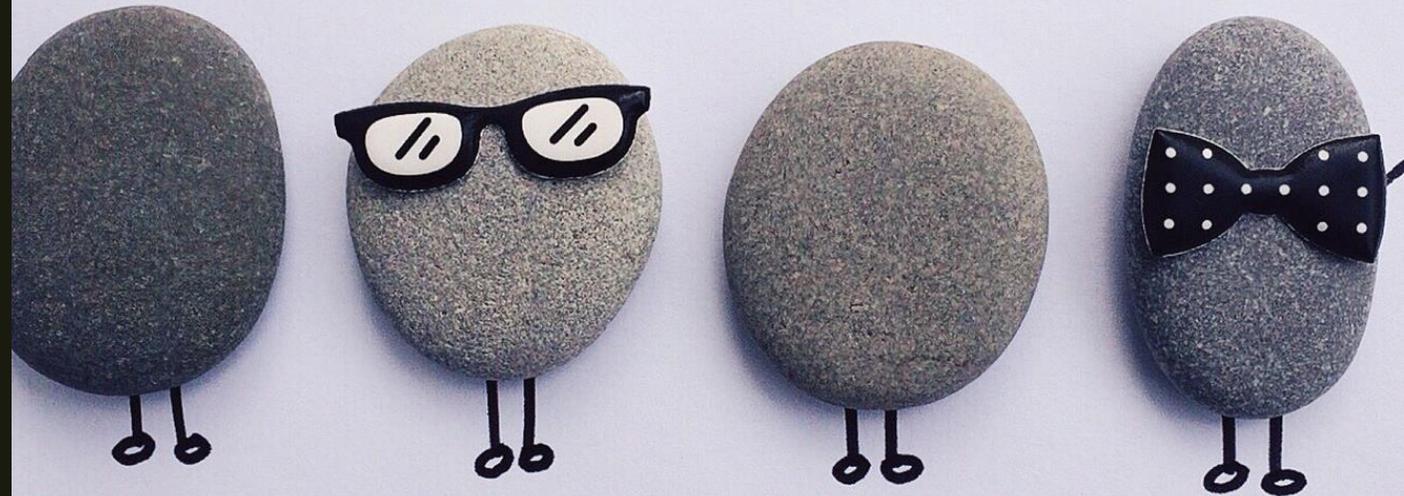


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What does diversity mean to you?

What characteristics are encompassed when you think about diversity?

Race, gender, ethnic group, disability, age, sexual orientation, tenure, cognitive style, personality, organizational function, education, background, and much more.



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Value of a Diverse Workforce

- Innovation—tackle the same business problem from many approaches
- Improved performance
- Employee growth through the opportunity to learn from others
- Improved onboarding and retention
- Fill skill gaps
- Workforce composition reflective of actual population
- Effective solutions that take multiple perspectives and concerns into account
- Improved employer brand

“Having a diverse workforce adds value to the workplace, but the process of diversifying your workplace has challenges.”

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Diversity and Financial Performance



Gender diverse companies



Ethnically diverse companies

Likelihood of companies in the top quartile for diversity to financially outperform others.

Dominant Culture, Dysfunctional Diversity

Dominant culture: most powerful, influential culture in a society of multiple cultures

The dominant culture-centered work environment:

- Dominant culture dictates acceptable communication, looks, celebration, and disagreement
- To succeed, everyone must adhere to dominant culture norms

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Why haven't you diversified?

In order to be the driving force of successfully attracting and retaining a diverse employee population, you must first understand your personal barriers.

Looking back, identify two barriers that have personally prevented you from taking steps to diversify your workforce?

What can you do to overcome these obstacles as you move forward?



DO YOU REALLY WANT TO DIVERSIFY YOUR COMPANY?

The Most Important Questions to Answer

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What is motivating you to diversify your workforce?

- Possible reasons:
 - *Make the company more competitive*
 - *Create a more innovative and creative staff*
 - *To respond to White guilt*
 - *It's the right thing to do (charity)*
 - *Mandate from superiors*
- Your motivations guide your commitment and approach

How do you think your approach will be different if you are coming from each of these different motivations?

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Why have you not hired more underrepresented employees?

What reasons and/or barriers have stood in your way of not hiring more underrepresented employees in the past?

- Identifying the factors that stopped you will help you anticipate the challenges you will face moving forward
- Barriers can be personal, internal to your organization, or external to the industry or region
- Develop strategies to mitigate the impact of these challenges so you can be successful in your endeavors

What have you done operationally to find new, underrepresented talent?

- Determine the strategies that have been successful and understand where and why you have been unsuccessful

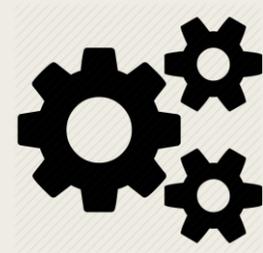
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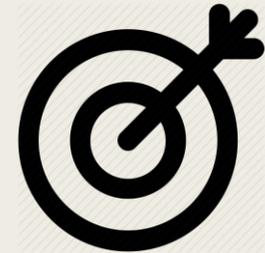
What skill sets
are you looking
for?

Aside from hiring
an under-
represented
person, what
talent are you
trying to identify?



Identify necessary
skills of each
critical role

Assess current
performance of
each function



Compare current
performance to
future vision

Address the gaps
through purposeful
strategies



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Have you identified underrepresented talent you wanted to hire, but your offers were declined? If so, why?

- Identify where there are discrepancies between your actual brand and what you want your brand to be
- The gaps will give you insight into where to direct positive change

How many underrepresented employees do you currently have in your organization?

- The number of underrepresented employees at your company puts a spotlight on where this effort lies within your priorities.
- If you truly value diversifying your workforce, you will dedicate the necessary resources

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Over the past 2 years, what percentage of your underrepresented employees left your company? What reason did they provide?

- Start regularly reporting on underrepresented employees and hiring, promotion, and turnover if you don't already
- Identify the trends between exit interview/survey feedback and turnover of underrepresented employees to understand critical points
- Take ownership over each individual person who leaves and identify what could have been done differently to engage and retain them

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In what ways do you feel your company will have to change to accommodate the underrepresented employees you seek to employ?

You are a leader for a company that employs a very low percentage of employees with disabilities. After assessing your turnover and exit interview data, you find the lack of growth opportunities and inability to feel connected to the mission as common forces contributing to the turnover of employees with disabilities.

What areas would you target first in order to ensure other employees with disabilities are given growth opportunities and feel included in organizational mission?

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CULTURE AND DIVERSITY

Addressing the Company Ecosystem

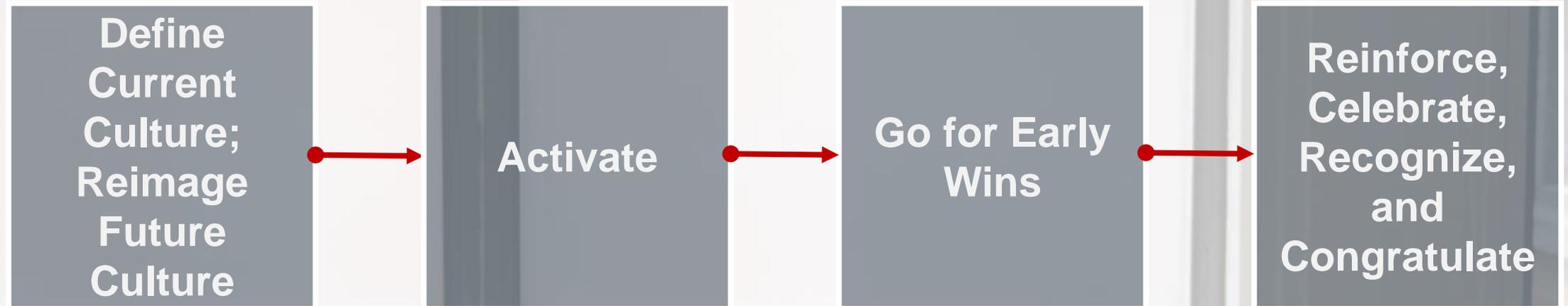


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Changing Your Culture



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Define Your Current Culture

- Organizational culture is defined as “behavior of humans within an organization and the meaning that people attach to those behaviors.”
- What does your culture look like today?
 - *What are the common behaviors and communication styles of employees?*
 - *Why do employees work at your company? Would they leave if they had the chance?*
 - *How do employees treat each other?*
 - *Is your company hierarchical or flat?*

Reflect: What aspects of your current culture are productive? Which aspects are counterproductive and/or negative?

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Reimage Your Future Culture

- What type of culture would be conducive to fulfilling the company mission?
 - *What do you want your company vision and values to be?*
 - *What do you want your company's communication style to be?*
 - *What do you want your company's assumptions and habits to be?*
 - *How do you want your workforce to engage with management?*

Reflect: What norms do you want your company to have and what do these look like in day-to-day work?

*Generate buy-in from top leadership before activating!

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Activate

- Devise a plan to change culture
 - *Help people understand why—share the reasoning*
 - *Address resources—pinpoint where there are too many or too few*
 - *Understand employee motivations—give them a reason to follow the new direction**
 - *Assess institutional systems and policies—develop structures that support the cultural change*

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*From *Blue Ocean Strategy* by W. Chan Kim and Renee Mauborgne

Go for Early Wins

- Identify and include the early adopters in the cultural change process
 - *Who are the people who exemplify the changes you would like to see?*
 - *These people can be champions of change who influence others to join the cause*
- Train other leaders to ensure consistency
 - *Help them understand how to infuse the change into daily management practices*
- Address resistance
 - *Listen to the concerns of those who resist*
 - *Providing solutions rather than ignoring resistance helps gain trust during change*
- Break the change process into smaller, tangible goals
 - *Generating small wins helps employees stay committed by seeing the progress in a complex or lengthy change*

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Reinforce, Celebrate, Recognize, and Congratulate

- Cultural change is impossible without the contribution of many individuals
- Bring recognition to employees and teams who exemplify the cultural norms and values you are striving for
- Celebrate success to acknowledge the hard work within your organization and reenergize continued action
- Transparently communicate progress to help employees feel part of the process from start to finish
- Give recognition where and when it is due

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BE THE
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Summary

1. Understand what diversity means to you and your company
2. Answer critical questions before deploying a strategy
3. Address the company ecosystem