



diversity & inclusion

Inclusive Environment

Organizational Interventions

organizational interventions

Can you lead the way?

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“Leaders and managers within organizations are primarily responsible for the success of diversity management because they must provide the visibility and commit the time and necessary resources.”¹



best practices

diversity & inclusion

best practices

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organizational interventions

Once an organization decides to take action to improve workforce diversity, it is natural to ask what are the best practices for intervention. The chart in Figure 1 compares two lists generated by the US Department of Commerce² and the Government Accountability Office.³ Both lists emphasize the importance of leadership commitment to diversity as a strategy goal, employee involvement, and measurement and accountability for diversity improvement. The experts identify educational and talent management strategic activities as additional leading best practices in the industry.

The second question to ask is which activities are effective. Figure 2 shows a study of companies reporting to the federal government on diversity programs in place from 1971 to 2002.⁴ Results show that having a named party or committee responsible for diversity was most effective at increasing representation of women and people of African descent in the managerial ranks. Such responsibility structures are also instrumental in increasing the efficacy of diversity training, mentoring, and networking, and are the beginning steps to improving inclusion (see card 26).⁵

US Dept. of Commerce	Govt. Accountability Office
Leadership & management commitment	Top leadership commitment
Strategic planning	Diversity as part of an organization's strategic plan
Sustained investment	Succession planning
Linkage to organizational goals & objectives	
Employee involvement	Employee involvement
Diversity indicators	Diversity linked to performance
Accountability, measurement & evaluation	Measurement
	Accountability
	Recruitment
	Diversity training

Fig. 1: Leadership commitment to diversity⁶

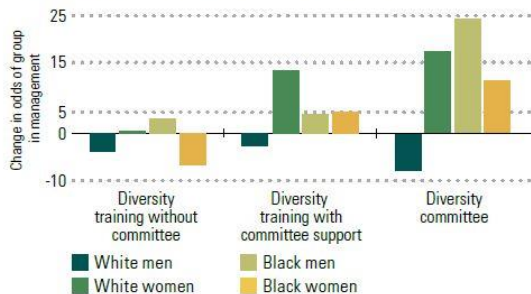


Fig. 2: Change in odds of being in management after diversity programs, 1971-2002⁷

Improving Inclusion through Programs and Activities

20 minute activity with discussion

Background: A Need for Organizational Alignment

Our Nation derives strength from the diversity of its population and from its commitment to equal opportunity for all. We are at our best when we draw on the talents of all parts of our society, and our greatest accomplishments are achieved when diverse perspectives are brought to bear to overcome our greatest challenges.

— President Obama, Executive Order 13583

There is a constant need for companies to continue to develop and implement a more comprehensive, integrated, and strategic focus on diversity and inclusion as a key component of their human resources strategies. This approach should include a continuing effort to identify and adopt best practices to promote diversity and inclusion and to identify and remove any barriers to equal employment opportunities.

In order to cultivate high performing organizations for the 21st century, companies must tap into the rich resources of our global community and ensure fairness and justice in the workplace. Diversity encompasses all that makes people unique, including the diversity of thought and perspective that accompanies an individual identity while aligning the efforts to a company's mission, vision, and values. While it is important that D&I strategy be in harmony with an organization's core mission and values, it is equally important that leadership actively supports the diversity strategy and its implementation.

Leadership support refers to the process of leaders from across an organization not only understanding the rationale for embedding diversity and cultural competence into the organizational culture, but more importantly, visibly and actively supporting initiatives to do so. This helps to retain and engage employees over time.

Activity Objective

This activity and discussion intends to highlight the vast areas where diversity and inclusion show up within a company and how leadership commitment helps to drive results and change for best practices.

Note: This activity can be used in a small group setting or with a classroom environment. For rich discussions have participants team up by tables or in groups of 2's or 3's. This pairings will allow a variety of thoughts and stories to accompany responses to the activity and debrief questions.

Facilitation Steps

Allow 2-3 minutes

[As participants gather into the room] Ask participants to read through the Organizational Interventions Diversity & Inclusion Knowledge Card; front and back.

Allow 5 minutes

When it seems as if all participants have read through the front/back of the card, ask participants why they think Diversity matters? Where does diversity and inclusion show up in their company?

Review the following organizational development areas represented in most companies:

- **Employee Engagement.** Is a workplace approach designed to ensure that employees are committed to their organization's goals and values, motivated to contribute to organizational success, and are able at the same time to enhance their own sense of well-being.
- **Recruitment.** Refers to the overall process of attracting, selecting and appointing suitable candidates to a one or more jobs within an organization, either permanent or temporary. The term may sometimes be defined as incorporating activities which take place ahead of attracting people, such as defining the job requirements and person specification, as well as after the individual has joined the organization, such as induction and onboarding.
- **Talent Management.** Is a set of integrated organizational HR processes designed to attract, develop, motivate, and retain productive, engaged employees. The goal of talent management is to create a high-performance, sustainable organization that meets its strategic and operational goals and objectives.
- **Training and Development.** Is a function of human resource management concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings.
- **Promotion.** Is the advancement of an employee's rank or position in an organizational hierarchy system. Promotion may be an employee's reward for good performance, i.e., positive appraisal. Before a company promotes an employee to a particular position it ensures that the person is able to handle the added responsibilities by screening the employee with interviews and tests and giving them training or on-the-job experience.

All references above provided by Wikipedia, 2014

Allow 5 minutes

Give each table/pairing one of the organizational development areas listed above (there can be repeats)

Each table/pairing is given 5 minutes to create a summary/description of what; employee engagement, recruitment, talent management, training & development, and promotion; within their company, is doing to address diversity effectiveness, diverse thought, and multicultural empowerment at all levels, or what they think that group should do in the same areas.

Share an example: Most companies pride themselves for connection to one college or another for their new hires. Perhaps by looking at competitor schools or communities colleges might broaden out the talent pool.

After the allotted time, each group should review their descriptions, bullet points, or notes and circle the areas where there is/or should be leadership support. Ask, what are the benefits of leadership support in those areas?

Ask participants to share their work to the larger group and ask the audience to constructively add, edit, or educate on their perceived knowledge.

Allow 5-7 minutes.

Use the questions below to ask while groups are creating their lists. The questions can also be used as a way to facilitate a debrief discussion:

- How are diversity and inclusion measured in your organization? How does that measurement get communicated? What is the impact?
- How has learning about diversity and inclusion affected you or your organization? How will it change your interactions at work? What might be the outcomes?
- How can greater workforce diversity improve business?
- What steps can be taken to avoid groupthink and to create an environment that fully supports different perspectives?
- What can be done to make a company more attractive to a new, more diverse workforce demographic?