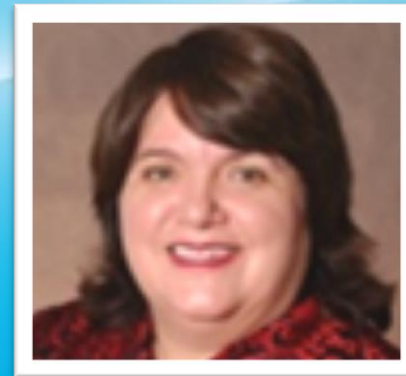# DIVERSITY & INCLUSION:

INSPIRING LEARNING FOR A CHANGING WORLD
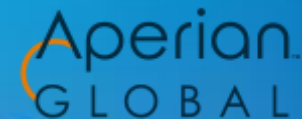
March 5, 2014

Marjorie Derven,
Managing Partner
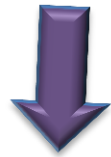
Pamela Leri,
Senior Practice Leader

Agenda

- Learn what D&I is and why it matters to you
- Discover D&I best practices for greater effectiveness
- Enhance your professional skills to address changing requirements for success
- Our definition for learning today: 70/20/10

YOU **YOUR ORGANIZATION** **A CHANGING WORLD**

Viewing D&I
as an Eco-system

Community   Workplace

DIVERSITY
AND
INCLUSION

Marketplace   Workforce

Diversity is all kinds of differences and similarities (including but not limited to: cultural background, geography, generational differences, nationality, age, gender, race, religion, sexual orientation and identity, physical abilities, personality, values, interests, skills, family status, education, business function, etc.).

Inclusion is creating an environment in which differences are respected and all people's talents may be fully leveraged.

…and organizations may be diverse and not inclusive, or inclusive and not diverse: we need **BOTH**.

D&I: Both Visible and Hidden

Some differences are visible…

…most differences are "below the surface"

- Gender
- Race
- Age
- Ethnicity
- Physical ability

- Culture
- Values
- Sexual Orientation/Identity
- Life experiences
- Aspirations/Goals
- Hobbies

- Skills and talents
- Education
- Family status
- Personal History
- Religion

About HUDSON
Research & Consulting

- In business since 2001, focusing on organizational and market research, D&I, competency models and associated TM applications, learning and consulting.

- D&I initiatives include custom D&I Toolkits, Work/Life integration, mentoring and learning, collaborating with clients to build commitment for superior results.

- Clients include: Abbott, Bristol-Myers Squibb, Citibank, Chubb, Estée Lauder Companies, MetLife, Novartis, NRG Energy, Merck, PepsiCo, Pfizer, Sanofi-Aventis, Tiffany & Co., as well as other Fortune 1000 companies.

About Aperian Global

We provide consulting, training and web tools for global talent development.

Aperian Global integrates Global Reach, Web Tools, and Thought Leadership in a way that provides uniquely compelling and innovative solutions for our clients' globalization needs.

| www.aperianglobal.com

Global Leadership ▪ Global Teams ▪ Global Mobility
Global Diversity & Inclusion ▪ Global Business Skills

" Our mission is to develop the capabilities of individuals, teams, and organizations to perform effectively worldwide in order to create a sustainable global future. "

About your organization's D&I approach:

❑   Have formal approach for 5 + years

❑   Have formal approach less than 5 years

❑   Do not have a formal approach but are considering this

❑   Other (write in chat box)

D&I U.S. Trends

TRENDS: U.S. DEMOGRAPHICS

- An estimated 75 million baby boomers are near retirement, but there are only 30 million Gen Xers to fill the gap (apt Metrics).

- An unprecedented four generations are now in the workforce, with different histories, expectations and attitudes about work.

- 56 million Americans, or roughly one in five, have a disability, according to the most recent U.S. Census (and many disabilities are "invisible" such as ADHD, dyslexia, Diabetes) —estimated at 10% of the overall population.

- Support for gay marriage has reversed from a decade ago: 58 percent of Americans believe this should be legal, compared with 55 percent opposed in 2003 (March 2013 Washington Post-ABC News Poll).

- Minorities in the US, now at 30% of the overall population, will exceed 50% by the year 2050.

- 25% of children in the US under age 5 are Hispanic today; by 2050 this is expected to reach 40%.

- Hispanic spending power is estimated at $1 trillion dollars today.

- Immigrants start one out of four new venture-backed public companies.
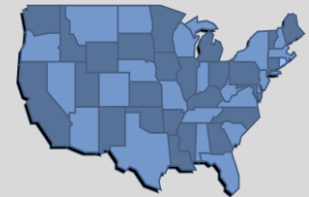
Why D&I Matters:
Global Trends

GLOBAL SHIFTS

- A third of the populations in Europe and Asia will be over 65 in the next four decades/ In Europe, more people retired than joined the workforce in 2010.
- The combined economies of the BRIC countries (Brazil, Russia, India and China) are predicted to surpass the combined richest countries today by 2059, according to Goldman Sachs.
- Women control nearly $12 trillion of the $18.4 trillion in consumer spending globally, according to the Boston Consulting Group.
- Nearly 85% if the world's youth live in developing countries (U.N. data).
- 2 million people a year will emigrate from poorer to developed nations.
- Cross-border migration has increased 42% in the last decade.
- A "demographic divide" is predicted between countries with young, skilled workers and those with an aging, shrinking workforce.
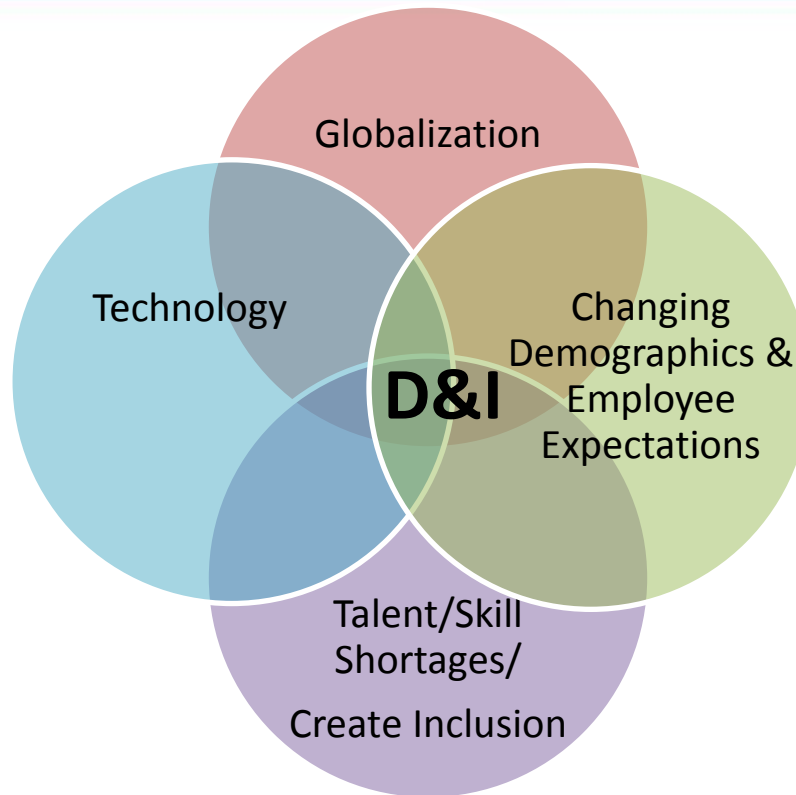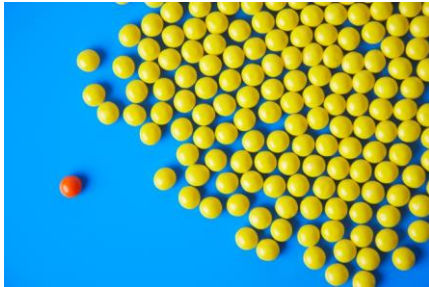
Unconscious Bias & Micro-inequities

In the past, bias was regarded as aberrant, conscious and intentional. Today, bias is normative, unconscious and largely unintentional. To be biased is to be human.

Everyday acts of exclusion, devaluation and discouragement – often unconscious.

- Opportunity to *localize* Global Diversity & Inclusion efforts
- Personalizes D&I and makes it relevant to individuals, groups and organizations
- Occur at all stages of the Employee Life Cycle

Making the Business Case:
Drivers & Barriers

DRIVERS

BARRIERS

22% — DiversityInc. Top 50 companies outperformed the Dow Jones Industrial Average *(Source: Catalyst)*

53% — Average ROE for companies in top quartile for executive board diversity in U.S., U.K., Germany, France *(Source: McKinsey & Co.)*

41% — of employees with authority to make purchasing decisions are women *(Source: Harvard Business Review)*

Top 2 — 1) Exclusion from information networks 2) Lack of visibility to senior leaders *(Source: ORC Worldwide, 2009)*

25% — of African Americans are at or below the poverty line ($22,000 annual income) *(Source: Smithsonian.com)*

Top 10% — took home over half of U.S. income last year. *(Source: The New York Times)*

Quick Poll:
D&I Drivers

What is the top driver for D&I in your organization:

- ❑ Engaging talent

- ❑ Innovation and idea generation

- ❑ Enhancing productivity and collaboration

- ❑ Retention and development

- ❑ Creating a global mindset

- ❑ Mirroring the customer base

- ❑ Building the employer brand/reputation

- ❑ Not sure

- ❑ Other (write in chat box)

Integrate through Employee Lifecycle

Build Diverse Slate

Selection

Integrated Talent Management

Job Post/Recruit

Expand Talent Base Create Inclusion

EMPLOYEE

D&I Integration

Reflect Your D&I Strategy

Succession Planning

On-boarding

LIFECYCLE

Career Development

Training Needs/ Curriculum Design

Embed in Learning

Provide Broad Opportunities / Access

360 Feedback

Performance Management

Hold Managers Accountable

Best Practices for Training Professionals

❑ Become aware of your own biases.

❑ Align your training curriculum with the D&I strategy.

❑ Use multiple learning methodologies.

❑ Consider multi-cultural influences.

❑ Develop plans for learning sustainability that involves key stakeholders before, during and after D&I training.

❑ Train leaders to be more self-aware and provide a road map for a more inclusive environment.

❑ What best practices have you implemented? Write in the Chat Box.

Global Leadership Research Led to Inclusive Leadership Behaviors
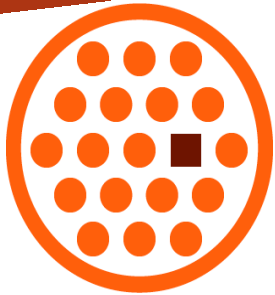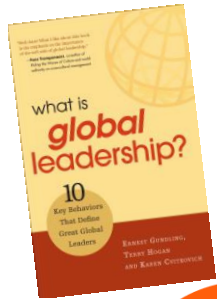
Seeing Differences
- Cultural Self-Awareness
- Invite the Unexpected

Closing the Gap
- Building Trusting Relationships
- Frame-Shifting

Opening the System
- Expand Ownership
- Develop Future Leaders

Preserving Balance
- Adapt & Add Value
- Core Values & Flexibility

Establishing Solutions
- Influence across Boundaries
- Collaborative Solutions

Developing a Global Mindset:
Cultural Self Awareness

D&I Receptivity
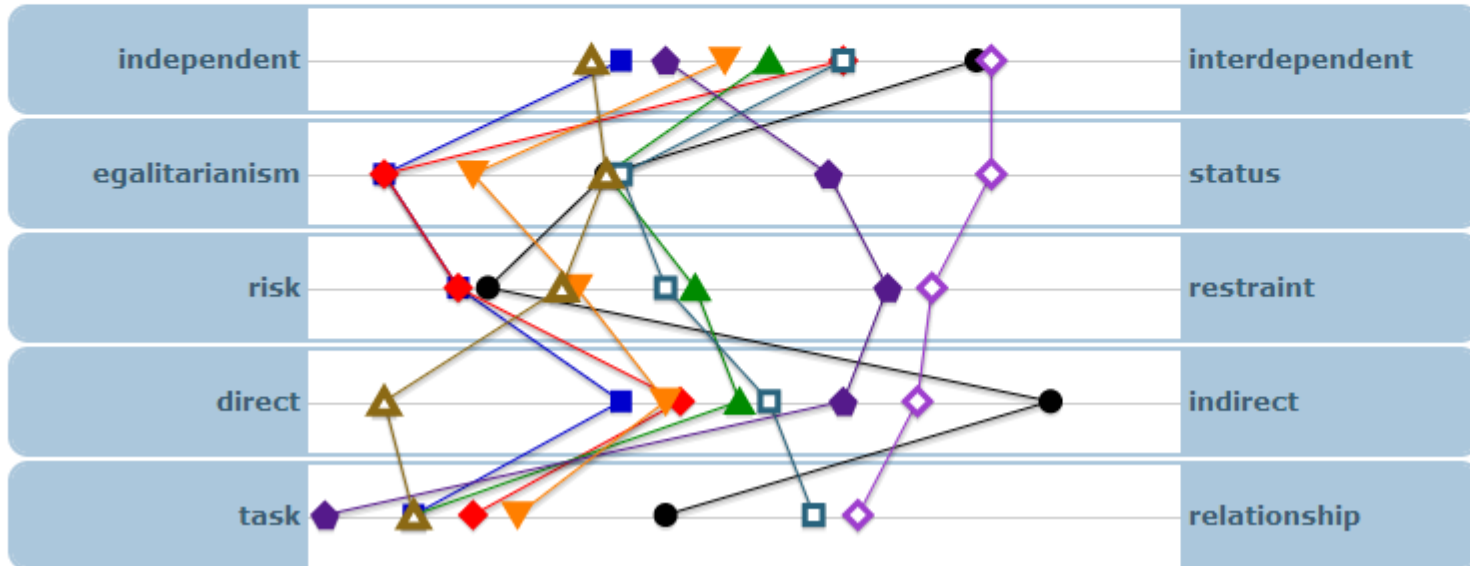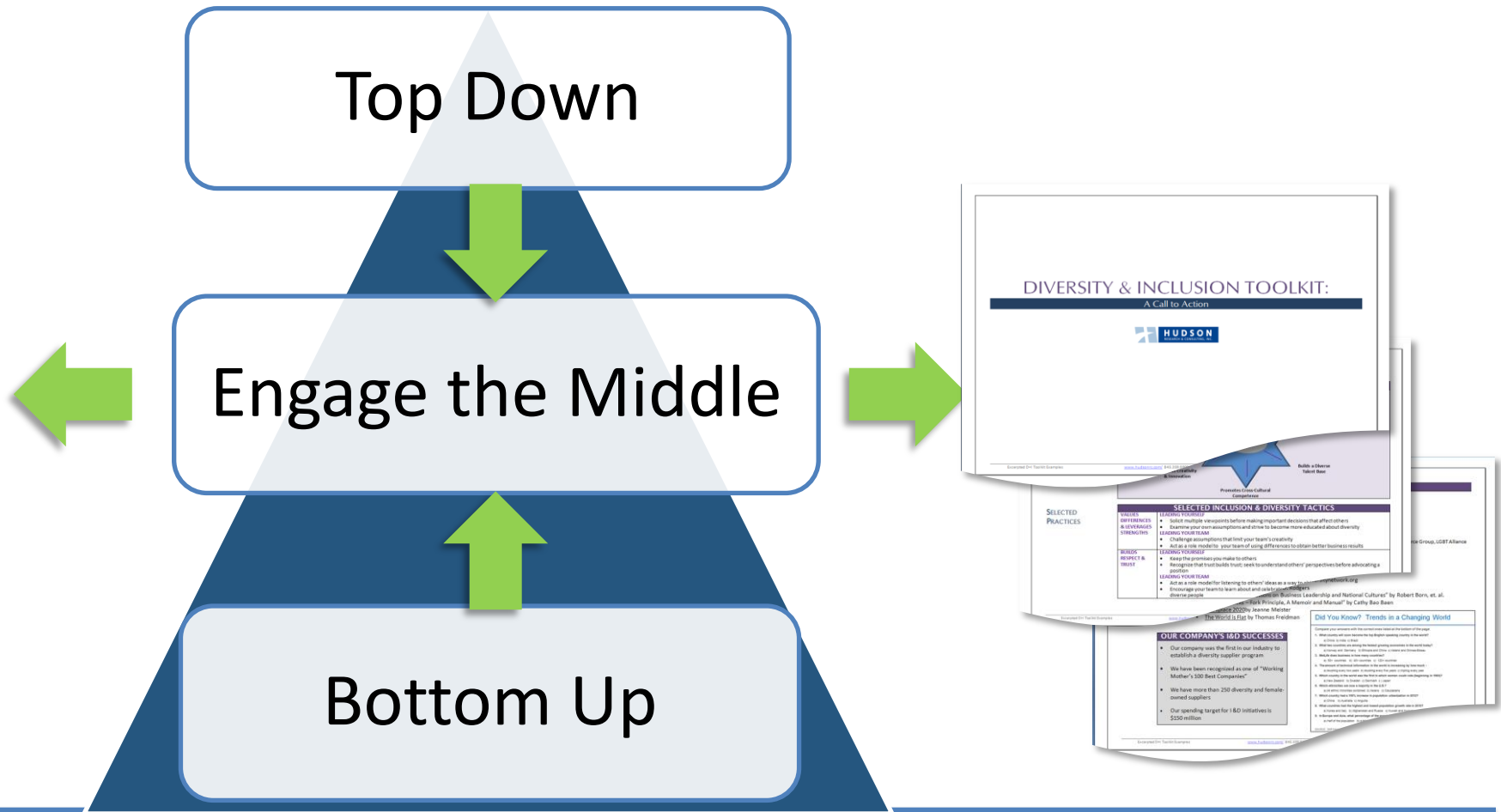
Where is your organization on the continuum?

Antagonistic   **Blocker**   **Questioning Skeptic**   **Receptive & Engaged**   **Champions**
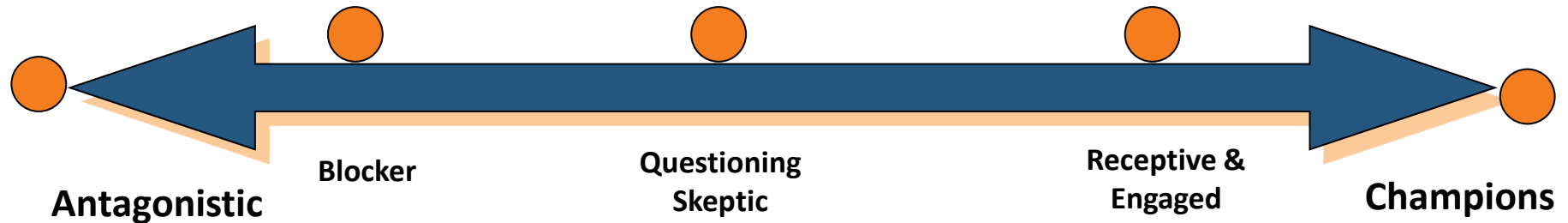
- Where are the leaders on this continuum? How willing are they to flex? How fatigued are they?

- How do we *reach* leaders and employees at all stages on the continuum both globally and locally? Should we even try?

- For Champions and other 'doers', are they held accountable to driving D&I strategy forward? How is this accountability managed and/or governed?

Selecting High Leverage D&I Initiatives

Identify Current State	Define Your Strategic Objectives	Take Action to Close Gaps
• Does your workplace reflect communities in which you operate? • Do you have a diverse slate of candidates? • Do you have partnerships with non-profits (such as Urban League, Inroads, National Council of La Raza?)	• How do you want to be known: — As an employer? — As a supplier? — In the community? — To shareholders?	• Where are short-term wins? • What systemic changes are needed? • What are the barriers (attitudes, structure, opportunity, etc.)? • Select high leverage areas and create accountability.

Key Takeaways:
Using D&I

FOR YOUR *ORGANIZATION*

- Align with changing employees and customer expectations

- Create a learning culture

- Find new ways to source and develop talent

- Create/refresh HR and business practices to reflect this new reality & requirements

- Integrate in multiple talent management applications for greatest impact

FOR *YOU*

- Continue to learn about your own background and others'

- Benchmark D&I practices against exemplars

- Identify your own hidden biases

- Integrate D&I in your learning initiatives

- What are your questions/comments?

Newest ASTD Resource

INFOLINE

Issue 1403
March 2014

Tips, Tools, & Intelligence for Training

LEVERAGING DIVERSITY & INCLUSION FOR A GLOBAL ECONOMY

by Marjorie Derven, Ernie Gundling and Pamela Leri

ASTD
HUMAN CAPITAL
COMMUNITY
PUBLISHED BY THE AMERICAN SOCIETY FOR
TRAINING & DEVELOPMENT | INFOLINE.ASTD.ORG

Additional Resources

BOOKS

- <u>Leveraging Diversity & Inclusion for a Global Economy</u> by Marjorie Derven, E. Gundling and P. Leri, ASTD Press
- <u>What is Global Leadership,</u> by Ernest Gundling et. al
- <u>Workplace 2020</u> by Jeanne Meister
- <u>The World is Flat,</u> by Thomas Friedman
- <u>Six Thinking Hats,</u> by Edward deBono
- <u>Kiss, Bow or Shake Hands,</u> by Terri Morrison

ARTICLES

- "Global Diversity and Inclusion: Fostering Innovation through a Diverse Workforce," Forbes Insights
- "The Competitive Advantage of Diverse Perspectives" by Marjorie Derven, T+D Magazine
- " Is there a payoff from Top Team Diversity," by T. Barta et. al, Mckinsey Quarterly, April 2012
- "IBM Finds Profit in Diversity," by David A. Thomas, Harvard Business School
- "The Global Gender Agenda," by J. Barsh et.al, Mckinsey Quarterly November 2012
- "How Hard Should You Push Diversity?" By M. Davidson, Harvard Business Review, September 2012

ONLINE RESOURCES

- DVD of famous 1960s Blue eyes/Brown eyes classroom experiment:[*www.pbs.org/wgbh/pages/frontline/shows/divided/*]
- Implicit Association Test- *Free online test of unconscious biases https://**implicit**.**harvard**.edu/*Cached - Similar

For More Information

THANK YOU!

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For: Action Planner, Overview of D&I
Toolkits, other information

Grazi
Italian

Danke
German

谢谢
Chinese

Asante
Swahili

Aperian GLOBAL

감사합니다
Korean

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For: Information about Inclusive
Leadership, Webtools,
Globalization of D&I

धन्यवाद
Hindi

با تشکر از شما Farsi

¡gracias
Spanish

ありがとう
Japanese

Merci
French

ASTD

Quick Poll:
Future Webcasts

What ASTD webcasts focused on D&I would you like to attend in the future:

Click all that apply:

- ❑ Making the business case

- ❑ Deep dive case study on D&I success stories

- ❑ Global vs. local issues

- ❑ Other (use Chat box)