



Functional Area #12: Diversity and Inclusion

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Visible and Invisible Traits



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Visible Traits

Generally external physical characteristics that are easily recognizable

Examples:

Culture, ethnicity/race, nationality, gender, physical attributes, age, language



Invisible Traits

Attributes that are not readily seen

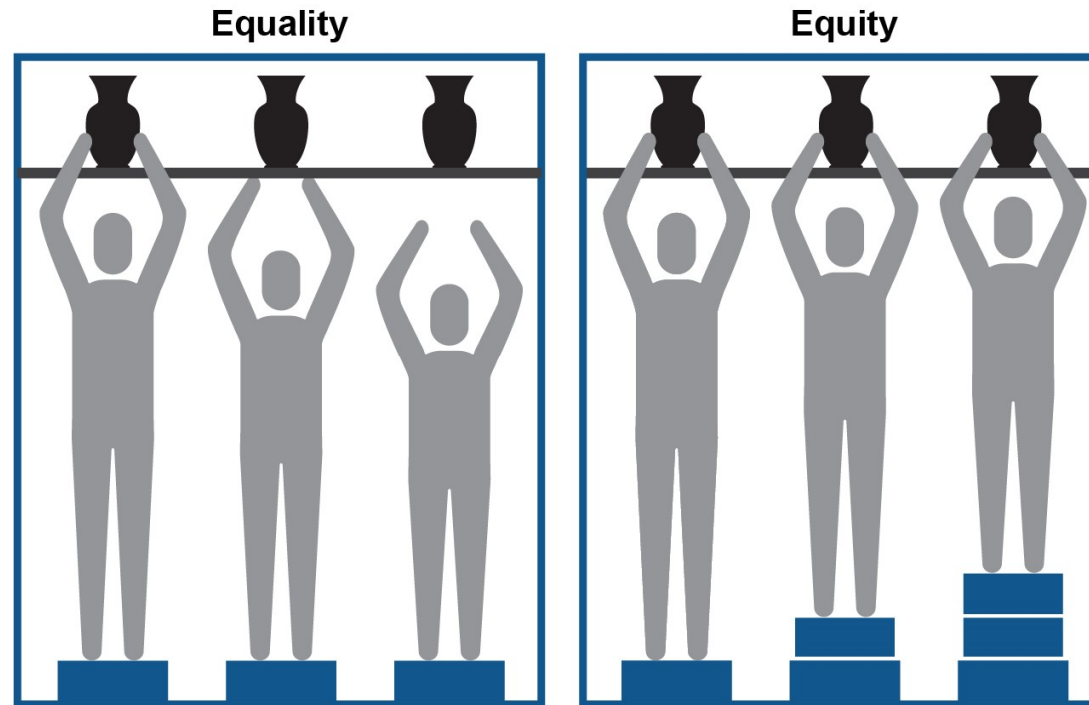
Examples:

Perspectives and life experiences, including education, family status, values and beliefs, work styles, socioeconomic status

Equality vs. Equity



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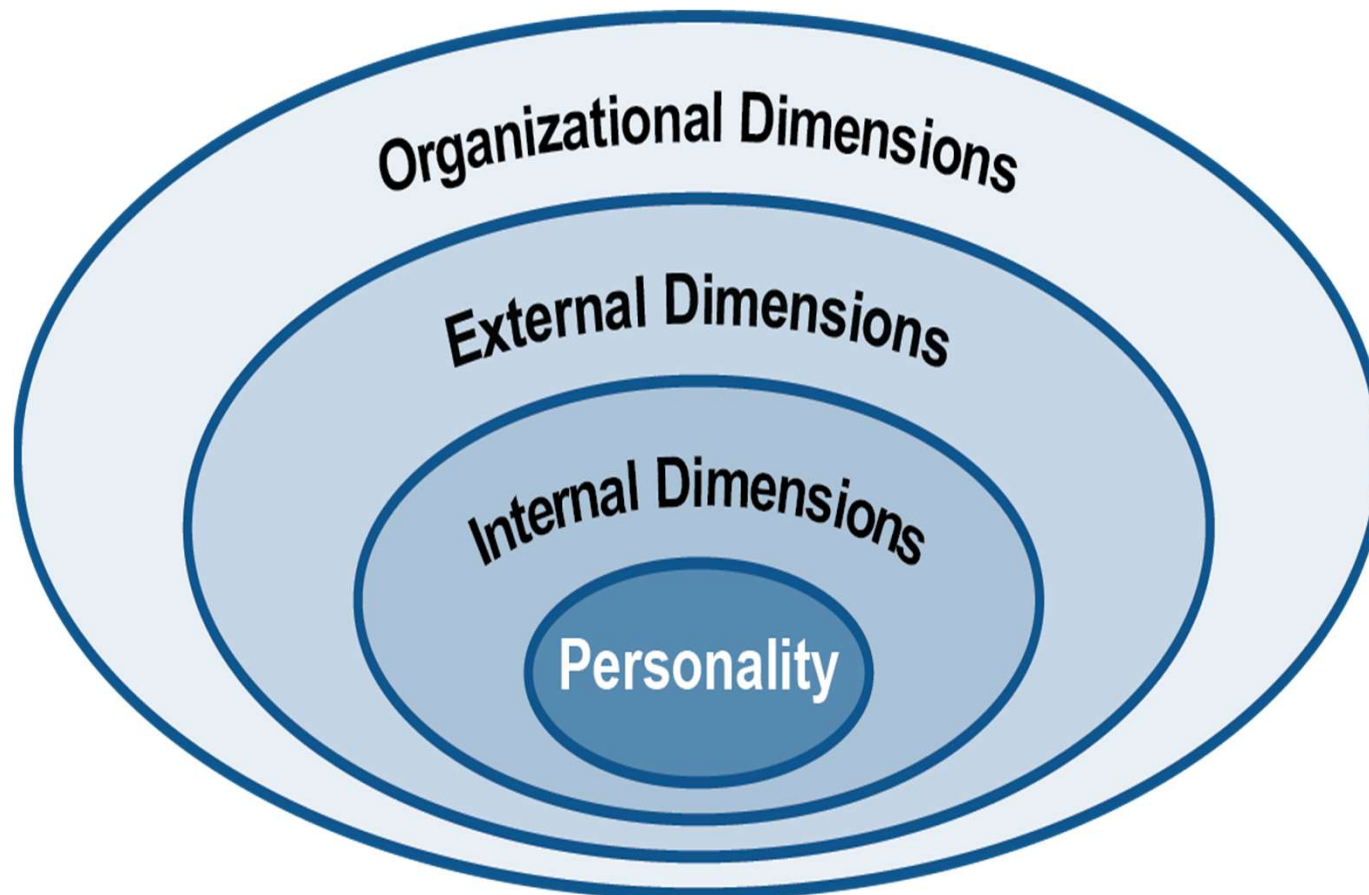


Equity refers to a focus on promoting fairness and justice via organizational structure, not to be confused with equality, which focuses on providing equal support levels to all employees.

Four Layers of Diversity



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Source: Gardenswartz and Rowe



Each diversity dimension presents unique issues and challenges.

Diversity Dimensions

- | | |
|-------------------------|---------------------------------|
| • Personality | • Physical ability |
| • Gender | • Family status |
| • Sexual orientation | • Socioeconomic status |
| • Religion | • Veteran status |
| • Ethnicity and race | • Organizational function/level |
| • Nationality (culture) | |
| • Age | |

Defining Inclusion



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Diversity asks: “Who do we bring into our organization?”

Inclusion asks: “How do we make everyone feel welcome?”

- Inclusion is how you leverage the value of diversity.
- Diversity is the byproduct of effective inclusion.



Diversity *Without* Inclusion

When an organization promotes assimilation—not inclusion—employees learn to “cover”:

- Appearance
- Affiliation
- Advocacy
- Association

Benefits of Diversity



- Improved creativity and innovation
- Recruitment and retention
- Market strengths
- Branding
- Global integration/local differentiation

Costs and Challenges of Diversity



- Fragmented, nonproductive, indecisive teams
- Increased costs and time frames: training, recruitment, management
- Communication difficulties
- Blurred branding
- Stereotyping
- Global integration/local differentiation
- Up-front costs for designing diversity strategy/programs

Why Does Diversity Falter?



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Organizations must truly embrace diversity and integrate varied lifestyles, beliefs, and needs into business culture; no edicts from “on high” will lead to true change.

Ways to Increase Diversity

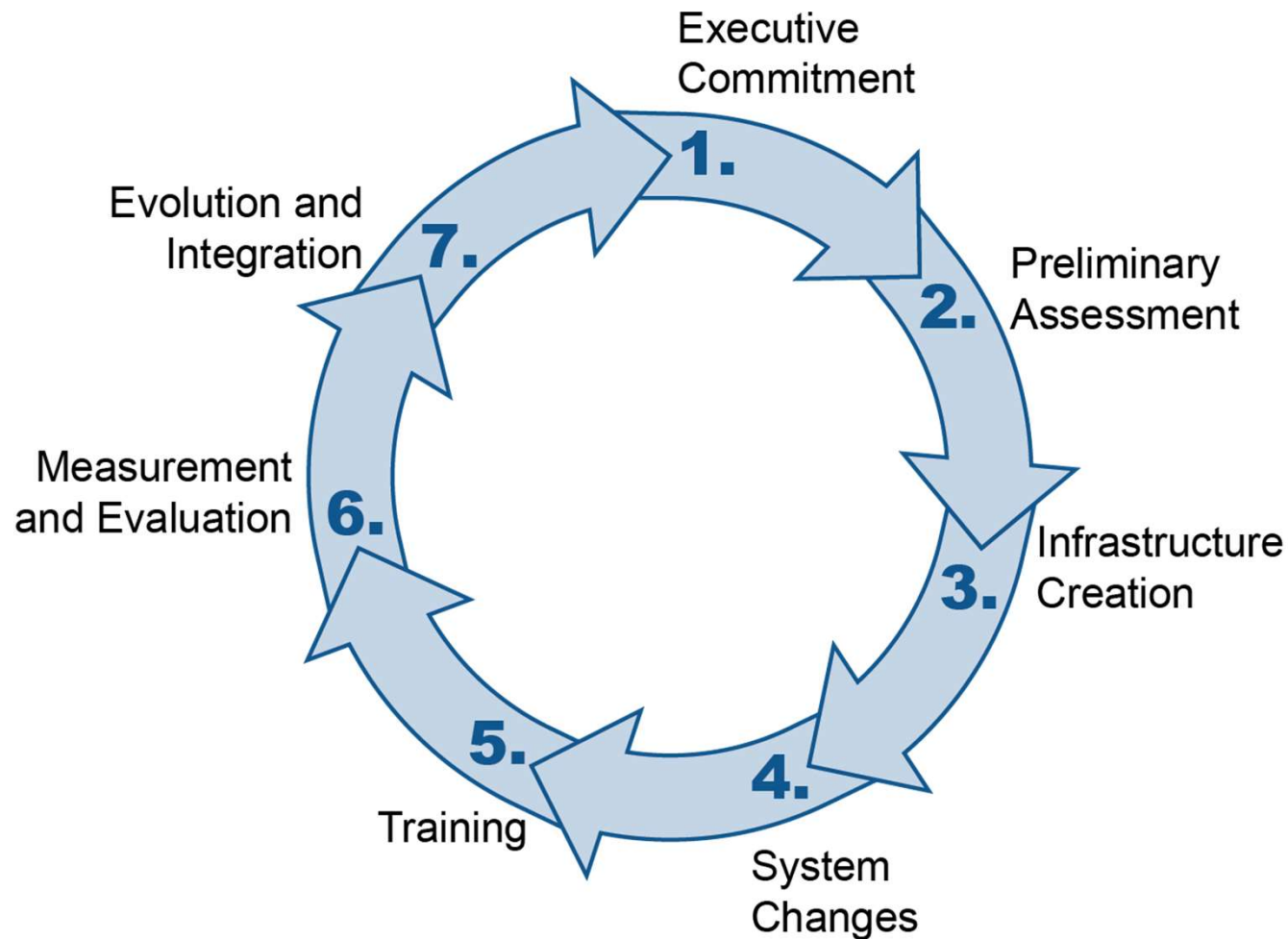
- Voluntary training
- Self-managed teams
- Cross-training
- College recruitment targeting women and minorities
- Mentoring for women and minorities
- Diversity task forces
- Diversity managers

Based on Frank Dobbin and Alexandra Kalev

D&I Strategic Process



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To make the business case for D&I, you must:

- Show that it can play a critical role in achieving core business goals.
- Link it to your organization's unique mission, vision, and business objectives.
- Realign it over time with corporate strategic reevaluation and repositioning.

D&I Strategic Process: Preliminary Assessment



Twofold purpose:

1. **Identify current needs** to set corresponding priorities, goals, and objectives.
2. **Provide benchmarks** to measure the success or failure of subsequent D&I strategies.



Diversity Council Key Responsibilities

- Setting goals and priorities
- Ensuring alignment with core business strategies
- Identifying obstacles and opportunities
- Recommending actions
- Monitoring the process
- Collecting data and evaluating results



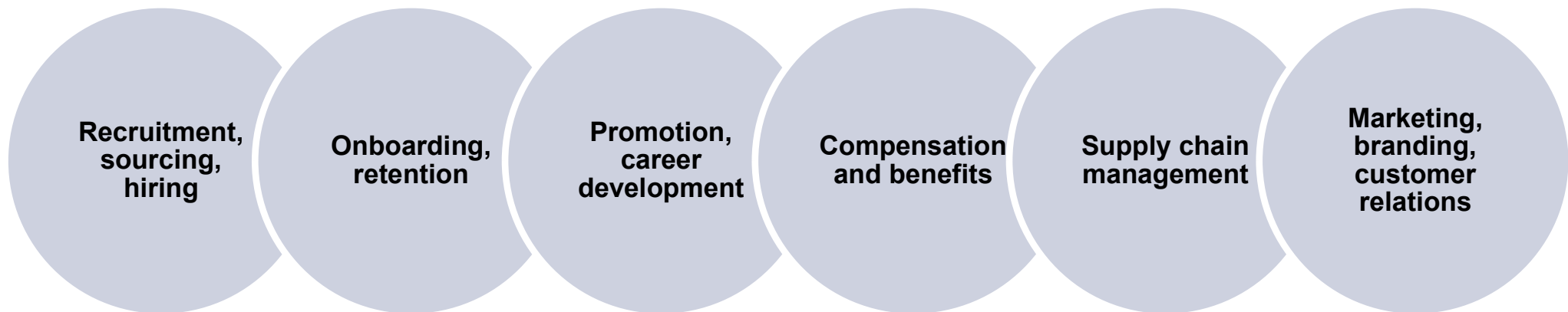
Criteria for Effective Employee Resource Groups

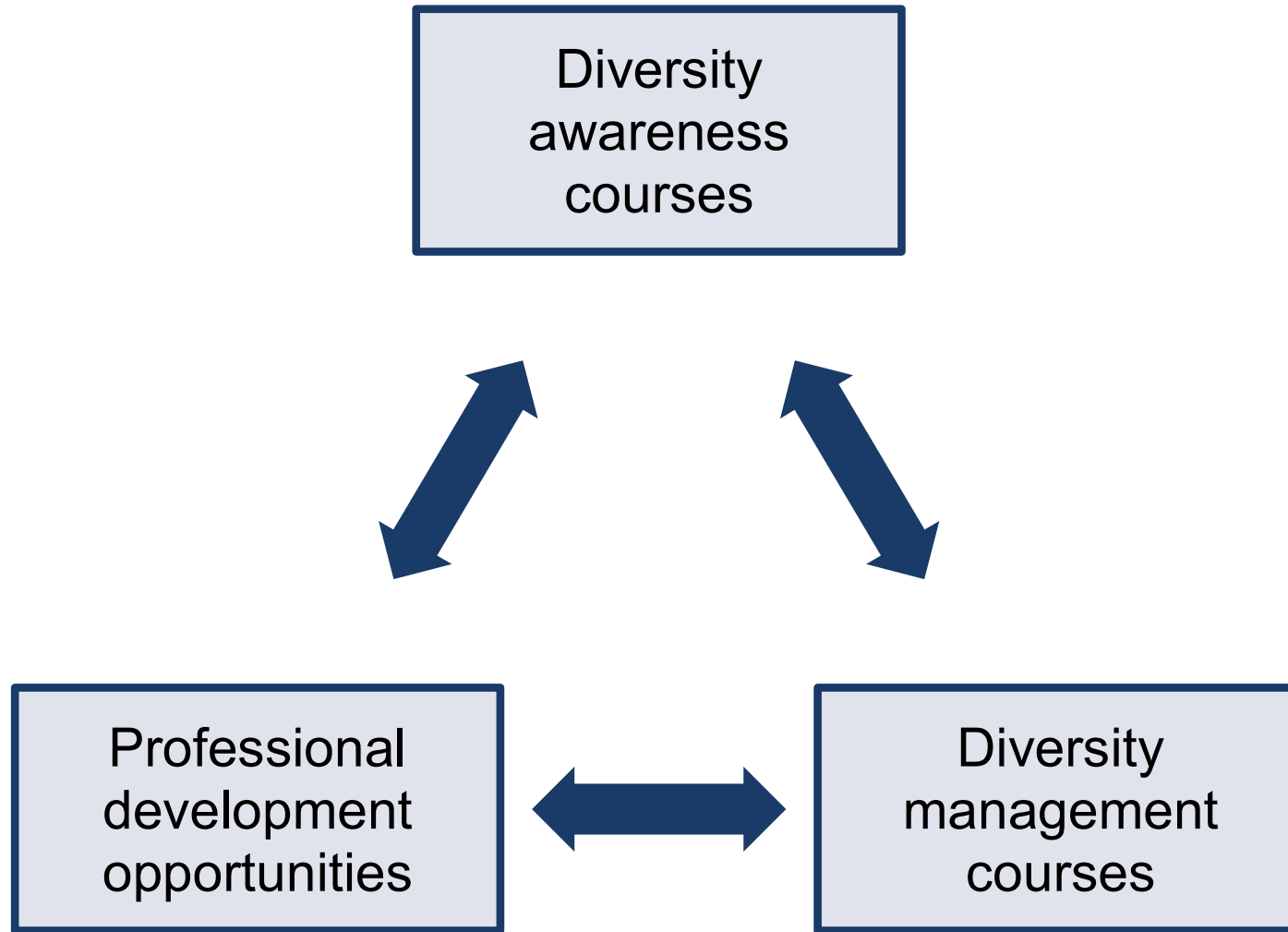
- Whether groups have formal charters
- Percentage of employees in at least one group
- Racial/gender breakdowns of groups
- Percentage of top executives who are sponsors of groups
- Whether groups are used for recruitment, onboarding, talent development, marketing, mentoring, and diversity training
- If the groups' success is measured through retention, engagement, talent development, and other contributions
- If resource group leaders have rotational positions on executive diversity councils



Review and revise to align with diversity goals:

- Organizational systems
- Operational processes, procedures, and practices





D&I Strategic Process: Measurement and Evaluation



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Process Measures

- How did we do?
- What went well?
- What didn't?
- Why?

Results Measures

- What difference has it made to the organization?

D&I Strategic Process: Evolution and Integration



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Integration

- Make D&I part of “the way we do business” and “who we are”

Evolution

- Global expansion
- Initiative’s own success
- Shifts in focus over time

Discussion



A company has been in rapid growth mode for 18 months and shows no signs of slowing down. Although this is good for business, the HR function has had trouble keeping up with the recruiting.

The vice president of HR has received CEO approval for two new HR staff members: one new recruiter and one newly created diversity manager to align with the organization's mission of celebrating diversity and inclusion. The diversity manager will assist the company in improving the culture of diversity inside the office and creating a strong employment brand outside the office.

Discussion

The newly recruited workforce is made up primarily of Millennials, and more established managers see the Millennials' work habits as "lax." Other related events, the vice president notices, include:

- A request to begin affinity groups at work (e.g., LGBT, women, ethnic groups).
- A discrimination suit filed by a minority worker.
- A request to terminate a disabled employee.

It appears that the recent hiring increase has brought about an increase in intolerance. There are more issues of conflict in the workplace and less feeling of an organizational identity.

Discussion



What is the first step the diversity manager should do to establish the new role in the organization?

- A. Meet with all of the Millennials in the office to determine what their needs are.
- B. Schedule a meeting with the executive team to discuss the departmental strategies.
- C. Align the departmental plan with the mission of the organization to celebrate diversity and inclusion.
- D. Prepare a plan to present to the executive team modeled on a plan used by the diversity manager's former employer.



C is the correct answer. It is imperative that the HR strategy cascade down from the organizational strategy to ensure alignment. This demonstrates Leadership and Navigation, championing HR's role within the organization's mission and vision.

A focuses on one group, the Millennials, and so is not consistent with the manager's broader charge.

B is a plausible action, but this should not be a first step. The diversity manager should first analyze the situation and be prepared to present ideas to the executive team.

D is incorrect because D&I plans cannot be copied from one organization to another.



What is the best action the vice president of HR can take to support the diversity manager in implementing this initiative?

- A. Ask the CEO to make a webcast explaining the importance of the diversity initiative.
- B. Conduct a culture audit.
- C. Advise management to slow hiring while the problem is being addressed.
- D. Instruct managers to begin including tolerance of diversity in performance appraisals and promotion decisions.

Feedback



B is the correct answer. HR must understand fully the nature and scope of the cultural issues before designing a response. This demonstrates use of the Critical Evaluation competency.

A involves leadership voicing its commitment and reasoning, but the first step is to understand the problems.

C is probably unrealistic from a Business Acumen perspective and also fails to apply Leadership and Navigation to the situation.

D is incorrect. Without sufficient attention to changing the organization's culture, this may only make matters worse.