



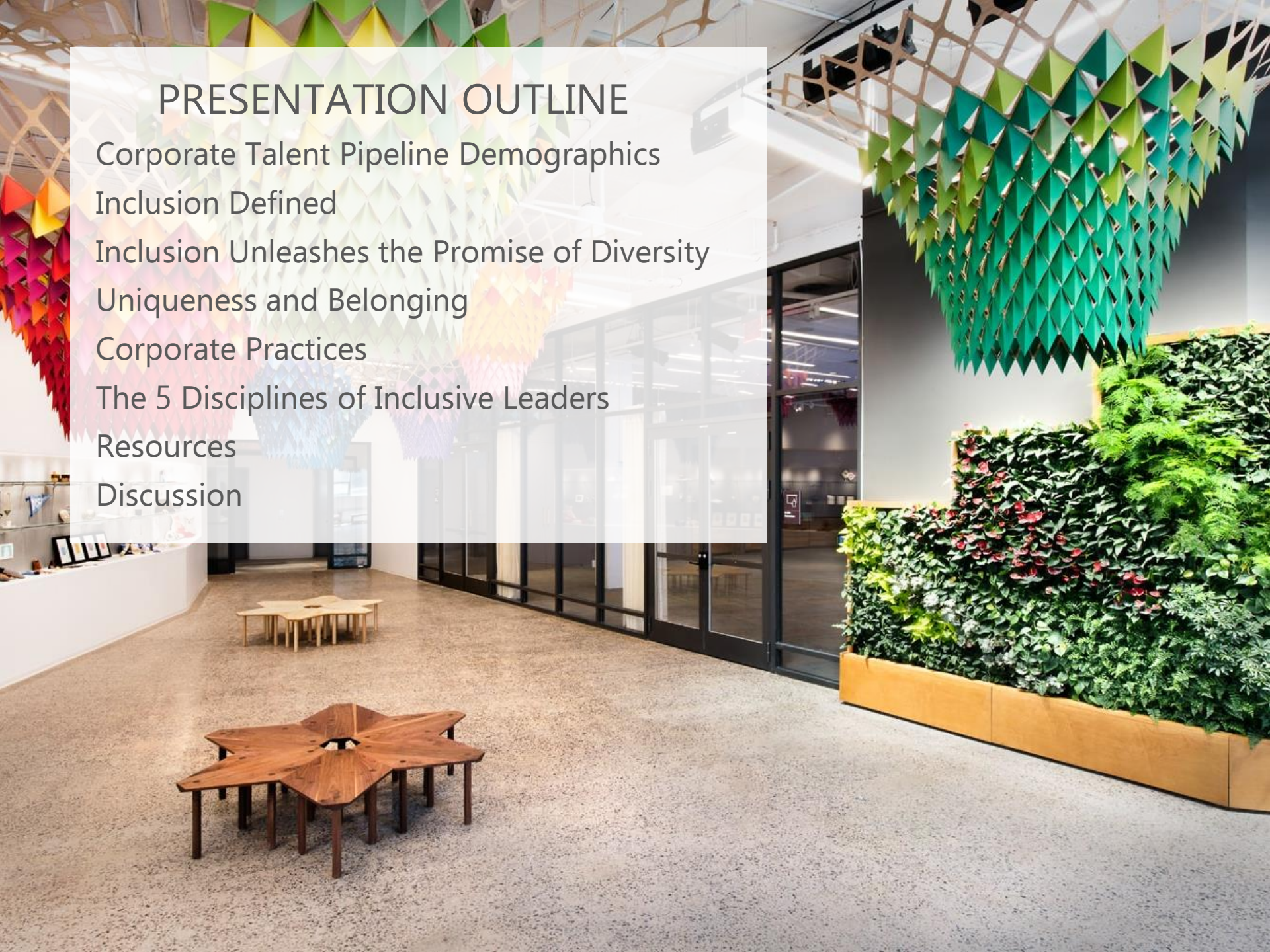
## BUILDING AN INCLUSIVE ORGANIZATION

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# PRESENTATION OUTLINE

- Corporate Talent Pipeline Demographics
- Inclusion Defined
- Inclusion Unleashes the Promise of Diversity
- Uniqueness and Belonging
- Corporate Practices
- The 5 Disciplines of Inclusive Leaders
- Resources
- Discussion





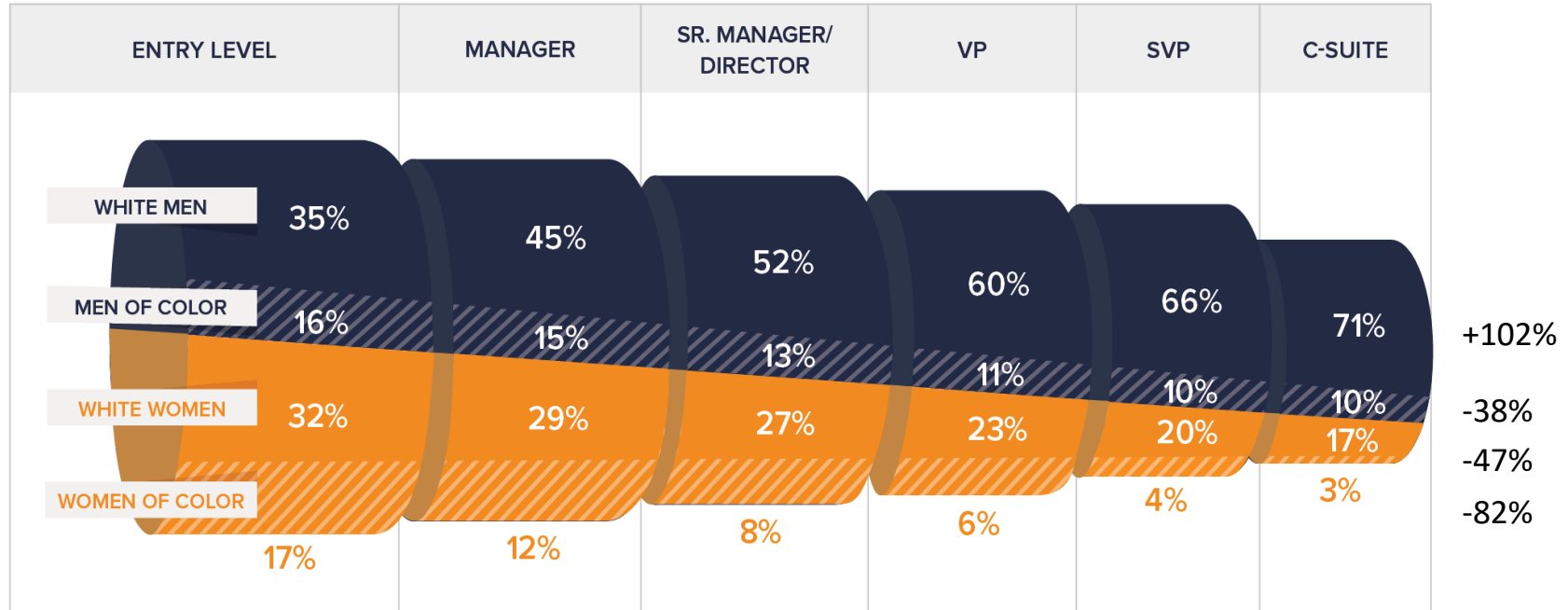


According to the journal Human Resource Management, companies are spending over \$8 billion a year on diversity programs. Yet the senior leadership teams at Fortune 500 companies are far from mirroring the diversity of its workforce and its customers.

# RACE AND GENDER REPRESENTATION IN THE CORPORATE PIPELINE IN 2016<sup>1</sup>

WOMEN ■ MEN ■

## % OF EMPLOYEES BY LEVEL



<sup>1</sup> Total percent of women and men per level in race and gender pipeline may not sum to overall corporate pipeline totals, as the race pipeline only includes companies that were able to supply race data.

POC = 33%

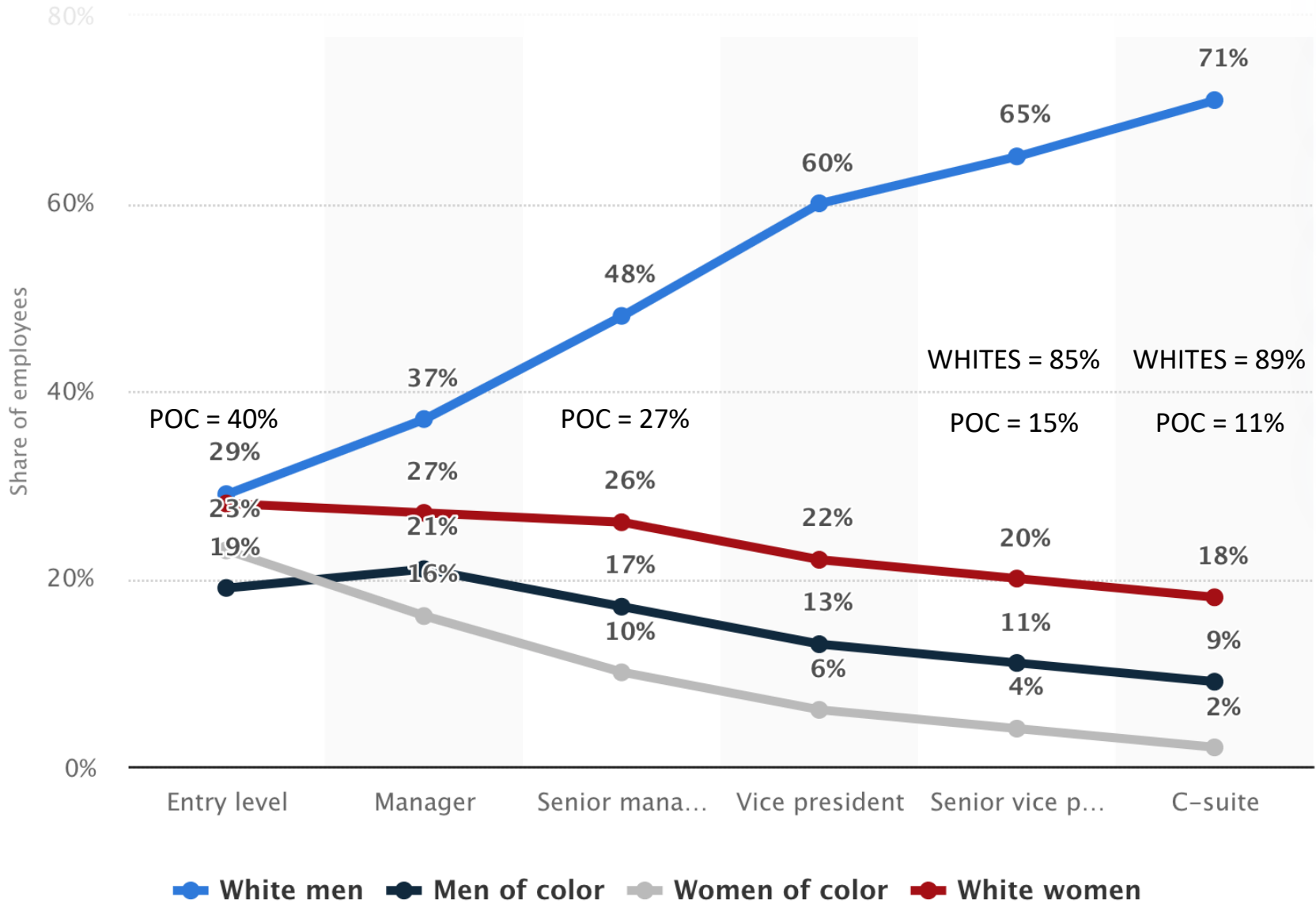
POC = 21%

POC = 14%

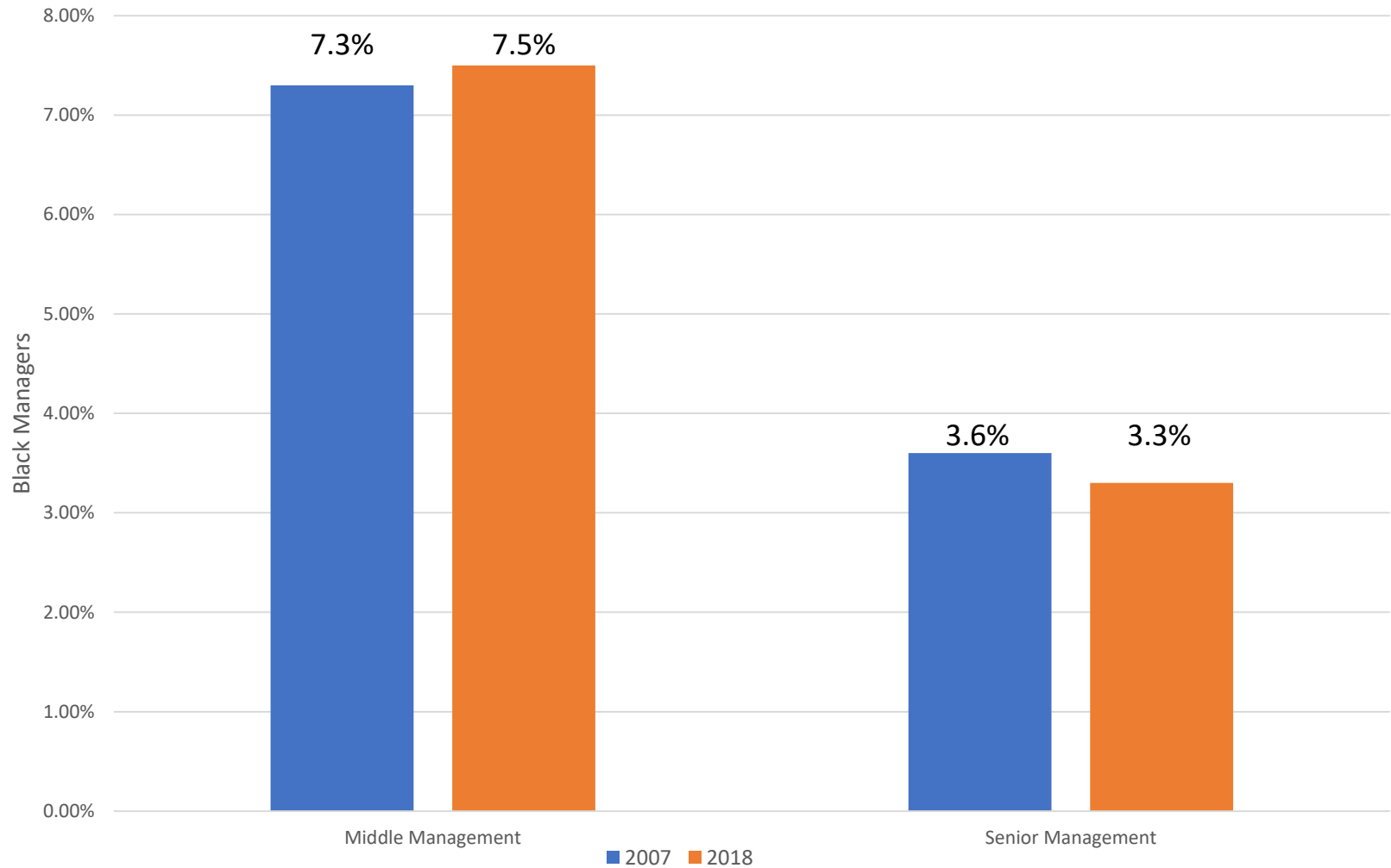
POC = 13%

From LeanIn.Org and McKinsey & Company's *Women in the Workplace 2016* report—and based on employee pipeline data from 132 participating companies. Read the full report at [womenintheworkplace.com](http://womenintheworkplace.com)

# WORKFORCE DEMOGRAPHICS IN BANKING 2017



# CHANGE IN BLACK LEADERSHIP IN BUSINESS



Source: U.S. Equal Employment Opportunity Commission





## THE ACT OF INCLUSION DEFINED

Celebrating, centering, and amplifying the perspectives, voices, values, and needs of people who experience systemic barriers, mistreatment, or disadvantages based on their identities in order to ensure they feel a sense of belonging.



## WORKPLACE INCLUSION DEFINED

Inclusion is the culture in which a diverse mix of employees can come to work, feel comfortable and confident to be themselves, work in a way that suits them and delivers your business needs. Inclusion will ensure that everyone feels valued and importantly, adds value to the organization. The cultivation of an inclusive workplace requires deliberate, consistent and intentional behaviors and action.





## INCLUSION IN PRACTICE

Inclusion is a state of being valued, respected and supported. It's about focusing on the needs of every individual and ensuring the right conditions are in place for each person to achieve his or her full potential. Inclusion should be reflected in an organization's culture, practices and relationships that are in place to support a diverse workforce.




**“Diversity is being invited to the party. Inclusion is being asked to dance.”  
- Verna Myers, VP Inclusion Netflix**



“The promised vision of a thriving and profitable future of innovation and flexibility can only exist in a culture where the maximum number of people feel comfortable and confident contributing their fullest selves to the work.”

- Jennifer Brown, CEO Jennifer Brown Consulting




A close-up portrait of a woman with long, straight brown hair and blue eyes. She is smiling slightly and looking upwards and to the right. She is wearing a white collared shirt. The background is a blurred office setting with a window and a door.

“The potential to lift business performance is locked up in the individual and group potential of diverse employees and can only be unleashed by creating an inclusive working environment.” - Juliet Bourke, Partner Deloitte

“We have the internet of Everything but not the inclusion of everyone.”  
- Ajaypal Banga, CEO Mastercard

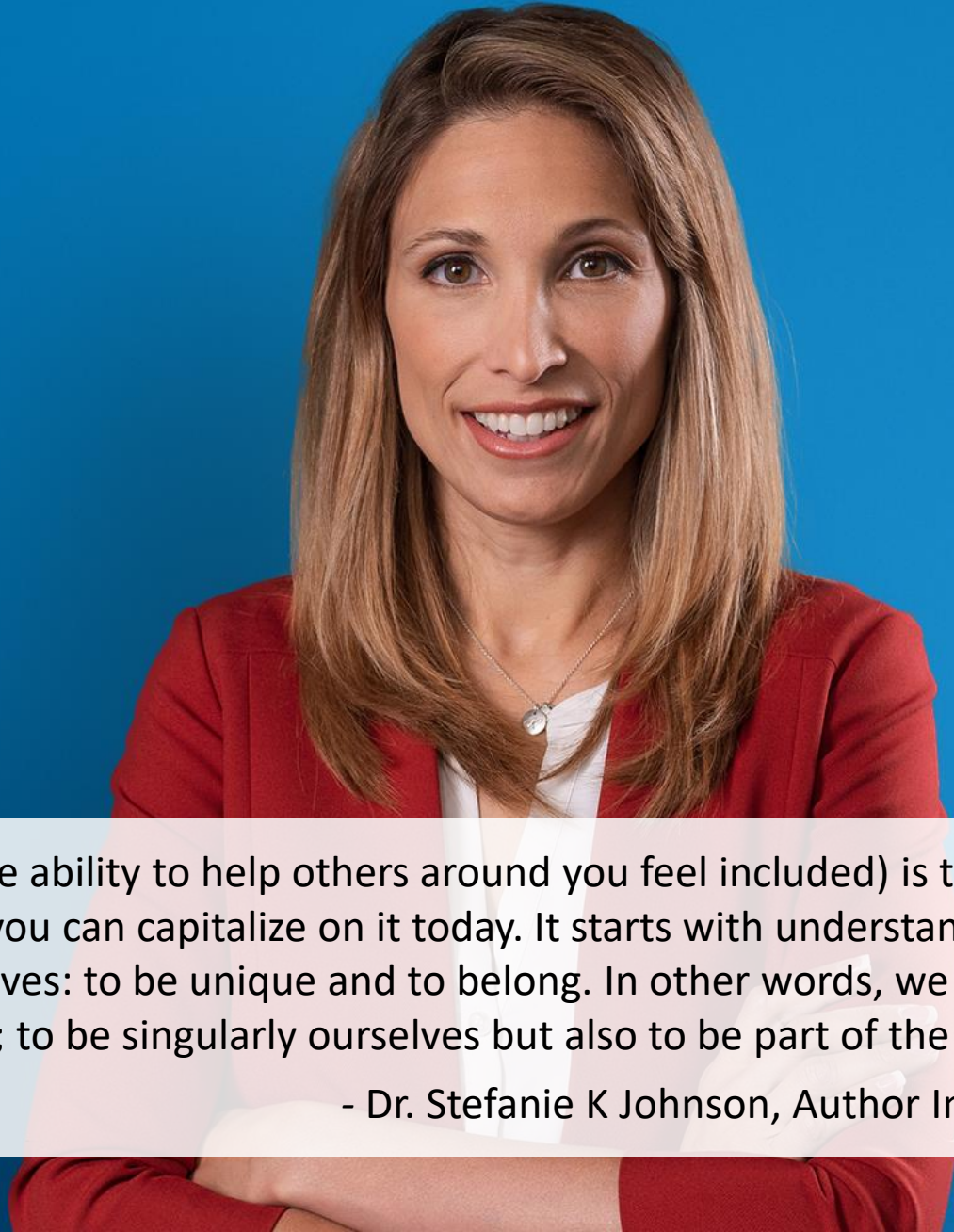


A portrait of Michelle Kim, a woman with short dark hair, wearing a white blazer, smiling against a dark background. The image is partially obscured by a white text box at the bottom.

“You don’t feel inclusion and equity at the company level, you experience it at the team level. If you don’t feel the daily interactions with your team is one of respect, equity and fairness then you’re not going to think anything of it from your corporate statement on diversity, equity and inclusion.”

- Michelle Kim, Co-Founder & CEO of Awaken





”Inclusifying (the ability to help others around you feel included) is the leadership skill of tomorrow, but you can capitalize on it today. It starts with understanding the two most basic human drives: to be unique and to belong. In other words, we want both to stand out and to fit in; to be singularly ourselves but also to be part of the collective whole.”

- Dr. Stefanie K Johnson, Author *Inclusify*

# Uniqueness and Belonging

Uniqueness

## Differentiation

- Unique, but does not belong
- Often asked what group they belong to

*"You're different from us"*

## Inclusion

- Belongs and seen as unique
- The organization takes advantage of all the individual has to offer
- Actively and passively contributes as an individual and member adding value to organizational goals, objectives, and culture

*"You are valued for who you are"*

## Exclusion

- Feels like they don't belong
- Treated like they don't belong
- Their "uniqueness" is a burden

*"Go away"*

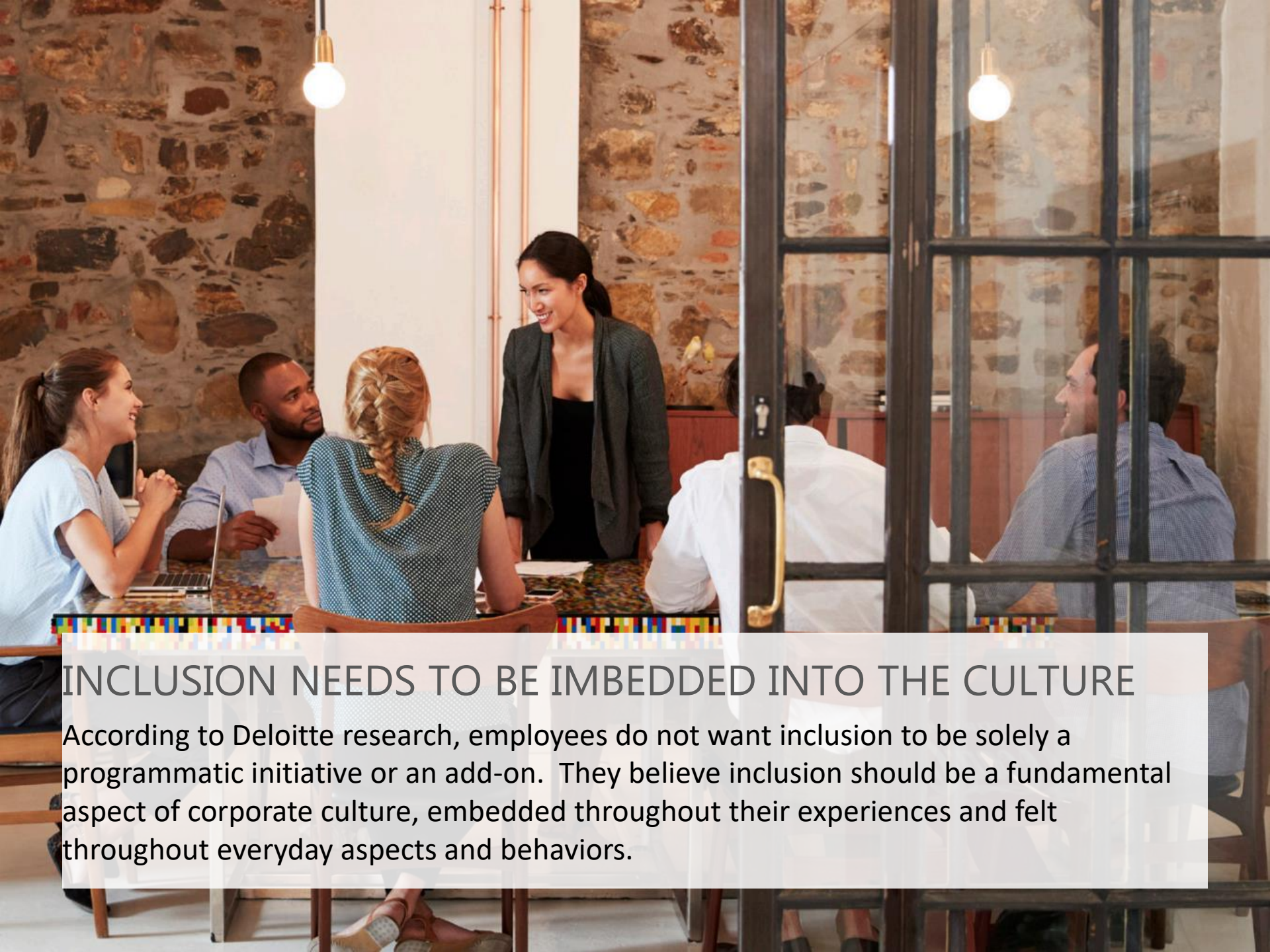
## Assimilation

- Belongs, but their uniqueness is not prominently considered nor openly valued
- Their background or differences are not take advantage of

*"We're supposed to be the same"*

Belonging





## INCLUSION NEEDS TO BE IMBEDDED INTO THE CULTURE

According to Deloitte research, employees do not want inclusion to be solely a programmatic initiative or an add-on. They believe inclusion should be a fundamental aspect of corporate culture, embedded throughout their experiences and felt throughout everyday aspects and behaviors.





## FORM AN INCLUSION COUNCIL

An **inclusion council** is a group of employees, including senior leaders or executives, that acts on behalf of the company to jumpstart and lead the process to developing a more inclusive work environment.



## CEO COMMITMENT IS PARAMOUNT

If a CEO chairs the inclusion council or meets with it regularly, that company's diversity and inclusion program earns respect and functional integration becomes much easier. Indeed, if the CEO reviews DEI goals and performance, the road to success is more certain.





## LEADERS MUST SHOW COMMITMENT

Leaders are expected to demonstrate a commitment to inclusivity and, importantly, to be responsible for the environment in their respective departments. Ongoing feedback from their own managers helps to hold them accountable, as does tying the goal to their performance evaluations.





## ACCESS TO SENIOR LEADERS

Substantive interactions, formally and informally, between the employee and members of the senior leadership team can drive employee engagement and contribute to the employee's career advancement.

A man in a dark suit and light-colored tie is standing on a stage, gesturing with his hands as he speaks to a large audience. Behind him is a large screen displaying the text "HUB TOWN HALL ALL IN." in green and white, with "JULY 7" visible below. The audience is seen from behind, filling the foreground and middle ground. The room has a modern, professional feel with recessed ceiling lights.

HUB  
TOWN  
HALL ALL IN.  
JULY 7

## LISTEN TO YOUR EMPLOYEES

Leaders should conduct regular town hall-style meetings or other forums for feedback as part of their communication with staff. It is important to create an atmosphere where employees feel comfortable giving candid feedback and counsel.





## REWARD INCLUSIVE BEHAVIORS

Hold yourself and others on your team accountable for creating and broadcasting a shared vision of inclusion. Develop a system of visible rewards for employees who demonstrate inclusive behaviors. Give these examples “air-time” to reinforce inclusive behaviors and set the precedent that inclusion is part of day-to-day interactions, not just something that occurs privately or only during particular activities.





## COMMUNICATE GOALS AND SHARE PROGRESS

Establish and clearly communicate specific, measurable and time-bound goals as you would with any other strategic priority. For example, an organization could set a goal of increasing your budget related to inclusion related initiatives by 100% within two years to support anti-bias training and the formation of ERGs.



## MANAGERS CARRY THE CULTURE

Managers and supervisors play a critical role in helping their employees feel more included by giving praise when warranted, timely feedback, responsiveness to concerns and a sense of autonomy. These crucial management approaches should not be considered above and beyond. Yet they can be difficult to establish in the middle ranks of an organization, when managers can receive less access to development and training often offered to the senior leadership team.





## IMPLEMENT SPONSORSHIP PROGRAM

Sponsors use their influence or leadership status to advocate for the advancement of a high potential employee. Sponsorship programs differs from a mentorship program and can make a real difference in recruiting, retaining, and advancing employees from underrepresented groups.



# Mentors versus Sponsors

In short, mentors advise you and sponsors advocate for you.

## **Mentors vs Sponsors**

Mentors have mentees

→

Sponsors have protégés.

A mentor could be anyone in a position with experience desired by a mentee who can offer advice and support.

→

A sponsor is a senior level staff member invested in a protégé's career success.

Mentors support mentees through formal or informal discussions about how to build skills, qualities and confidence for career advancement

→

Sponsors promote protégés directly, using their influence and networks to connect them to high-profile assignments, people, pay increases and promotions.

Mentors help mentee craft a career vision

→

Sponsors help drive their protégé's career vision

Mentors give mentees suggestions on how to expand their network

→

Sponsors give protégés their active network connections and make new connections for them

Mentors provide feedback to aid a mentee's personal and professional development

→

Sponsors are personally vested in the upward movement of their protégé

Mentors offer insight on how a mentee can increase visibility through finding key projects and people

→

Sponsors champion their protégés visibility, often using their own platforms and reputation as a medium for exposure.

Mentors passively share the "unwritten" rules for advancement in their organization with mentees

→

Sponsors actively model behavior and involve protégés in experiences that enable advancement

# DISCUSS MENTORSHIP VS SPONSORSHIP







## CAREER ADVANCEMENT OPPORTUNITIES

Clear, consistent and fair promotion processes, leadership willingness to discuss career opportunities, support for lateral moves and a stated commitment to diverse representation at the senior leadership level will contribute to a more inclusive culture.



# HOLD EFFECTIVE MEETINGS

Meetings serve as a prime example where inclusion can be demonstrated and modeled. Meeting facilitation can be rotated, contributions from everyone are encouraged and credit given where it's due. Meeting agendas are shared in advance and employees have the option of adding new discussion items or prioritizing existing ones.





## EMPLOYEE RESOURCE GROUPS

Employee Resource Groups (ERGs) are voluntary, employee-led groups that foster an inclusive workplace aligned with organizational mission, values, goals, and business objectives. ERGs can support the development of future leaders, increase employee engagement, help recruit underrepresented talent and help tailor communications to target markets.





## EMPLOYEE INCLUSION SURVEY

Assessing employees' sense of belonging, organizational commitment, and relationships to colleagues through the implementation of an inclusion survey allows leaders to learn how well-positioned their employees are to champion business goals. It might reveal the types of cultural initiatives required to activate employees, or how to invest in fostering employees' sense of connectedness and belonging.



## CELEBRATE MULTICULTURALISM

Taking steps to support multiculturalism in your workplace will help keep your employees feeling welcome while building a positive work environment. In workplaces that take time for celebrating various cultures, employees form stronger bonds with one another, learn tolerance and develop greater loyalty toward the company.





“When we listen and celebrate what is both common and different, we become a wiser, more inclusive, and better organization.”

- Pat Wadors, Chief People Officer, Procore Technologies

A woman with long brown hair, wearing red-rimmed glasses, a white blazer, and a light blue button-down shirt, is seated at a table and looking towards a man. The man, seen from the side, has a beard and is wearing glasses and a grey sweater. They are in a modern office environment with a brick wall and a glass partition in the background. A laptop is open on the table in front of the woman.

## STAY INTERVIEWS

Stay interviews are conducted to help managers understand why employees stay and what might cause them to leave. In an effective stay interview, managers ask standard, structured questions in a casual and conversational manner.



A man and a woman are sitting at a table in a bright, modern office setting. The man is on the left, looking towards the woman on the right. They are both looking at laptops. The background is a large window with sheer curtains, and there are some plants and a water bottle on the table.

## 360 REVIEW


As part of an overall performance management system, this method provides well-rounded feedback from peers, direct reports, coworkers, and managers and can be a improvement over feedback from just a single individual. 360 feedback can also save managers time in that they can spend less energy providing feedback as more people participate in the process.

A woman with curly hair is smiling and looking towards two men in an office setting. The men are looking at each other, and the woman is looking at them. The background shows a brick wall and a window with a plant.

## 360 REVIEW

When feedback comes from a number of individuals in various job functions, the possibility of discrimination because of race, age, gender and other identities is reduced. The "horns and halo" effect, in which a supervisor rates performance based on his or her most recent interactions with the employee, is also minimized.



A close-up photograph of a person with dark skin and a short afro hairstyle, wearing a black face mask. They are holding a white rectangular sign high above their head with their right hand. The sign has the words "RACISM IS A PANDEMIC TOO" written in black, hand-drawn capital letters. The words "RACISM" and "PANDEMIC" are underlined, and "IS A" and "TOO" are also underlined. The background is a blurred outdoor setting with other people and signs, suggesting a protest or public demonstration.

RACISM IS A  
PANDEMIC TOO

## NORMALIZE SELF-CARE

Normalize self-care especially when a traumatic event has happened or when there is a triggering moment. Racially motivated incidents and hate crimes are on the rise across the country and impact people of color differently than white people. Events, even if they are not local, can be very personal because of long-standing racial trauma.



THE 5 DISCIPLINES OF

# **INCLUSIVE LEADERS**





THE **5**  
DISCIPLINES  
OF INCLUSIVE  
LEADERS

UNLEASHING THE  
POWER OF ALL OF US

ANDRÉS T. TAPIA & ALINA POLONSKAIA

Foreword by KEVIN CASHMAN, Global Leader of CEO and Executive Development, Korn Ferry







## TRAIT 1: AUTHENTICITY

The literature on contemporary leadership is replete with research that indicates that authenticity is one of the most valued traits in leaders. To create trust, leaders must be transparent about who they are, how they make decisions, and how their thinking is evolving as it is challenged. It is important for inclusive leaders to share their personal biographies and cultural identities.





## TRAIT 2: EMOTIONAL RESILIENCE

Inclusive leaders require composure and situational self-awareness to tune in to the context in which they are about to speak or make a decision. But the contexts they need to be aware of are not just the ones within organizational boundaries; they also need to be tuned in to what is going on the world at large and how it is affecting their employees.





## TRAIT 3: SELF-ASSURANCE

Inclusive leaders require this trait for the challenging and long-haul work of diversity and inclusion. Employees may be skeptical about the prospects of a durable, transformative change but they are also receptive to those who charge forward with the confidence and optimism to make it happen anyway.



## TRAIT 4: INQUISITIVENESS

Inquisitiveness is the heart and soul of the enabling traits of inclusive leadership. It's this inquisitive demeanor that pries things open when it comes to unleashing the power of diversity in an inclusive way. The only way to ignite diversity and the power it brings is to tap into it, explore it and understand it through curiosity and empathy.





## TRAIT 5: FLEXIBILITY


Inclusive leaders understand that there is no one answer or set of practices that will achieve their goal of diversity and inclusion. That is because diversity and inclusion is always about testing and questioning the status quo. This means that inclusive leaders must be adept at moving from a place of organizational and individual certainty to one of exceptional flexibility.

## DISCIPLINE 1: BUILDS INTERPERSONAL TRUST

Trust leads to credibility and an increased willingness to listen and to adhere to directions. It creates a reciprocity between leaders and team members in which both feel comfortable sharing themselves and their perspectives. Two competencies make up this discipline: the ability to instill trust and the ability to value differences.







“With our projects, I grant 100% trust from day one, with the assumption that people want to do good work and to make a difference. I assume that everyone will follow my lead if others can see me taking the risk of assuming the best in others. It makes you look human. If you are willing to do this, others in the organization become more comfortable in doing the same.”


- Gabor Gonda, Managing Director Central Europe HPE



## DISCIPLINE 2: INTEGRATES DIVERSE PERSPECTIVES

Inclusive leaders balance stakeholders very well. They recognize that inclusion is about listening to all voices. Balancing the needs of various stakeholders requires masterful leadership. It is not, however, about trying to satisfy everyone. Some needs will gain primacy over others, but over time the input of all parties leads to a better work environment and a culture where employees feel that their opinions will be heard.



A portrait of Dr. Katherine Phillips, a Black woman with short, curly dark hair, smiling warmly. She is wearing a green top, a pearl necklace, and pearl earrings. The background is a neutral, light gray.

“The mere presence of people on the team who are different in a significant way makes the team more creative, diligent and successful. Simply interacting with individuals who are different forces group members to prepare better, to anticipate alternative viewpoints and to expect that reaching consensus will take effort.”

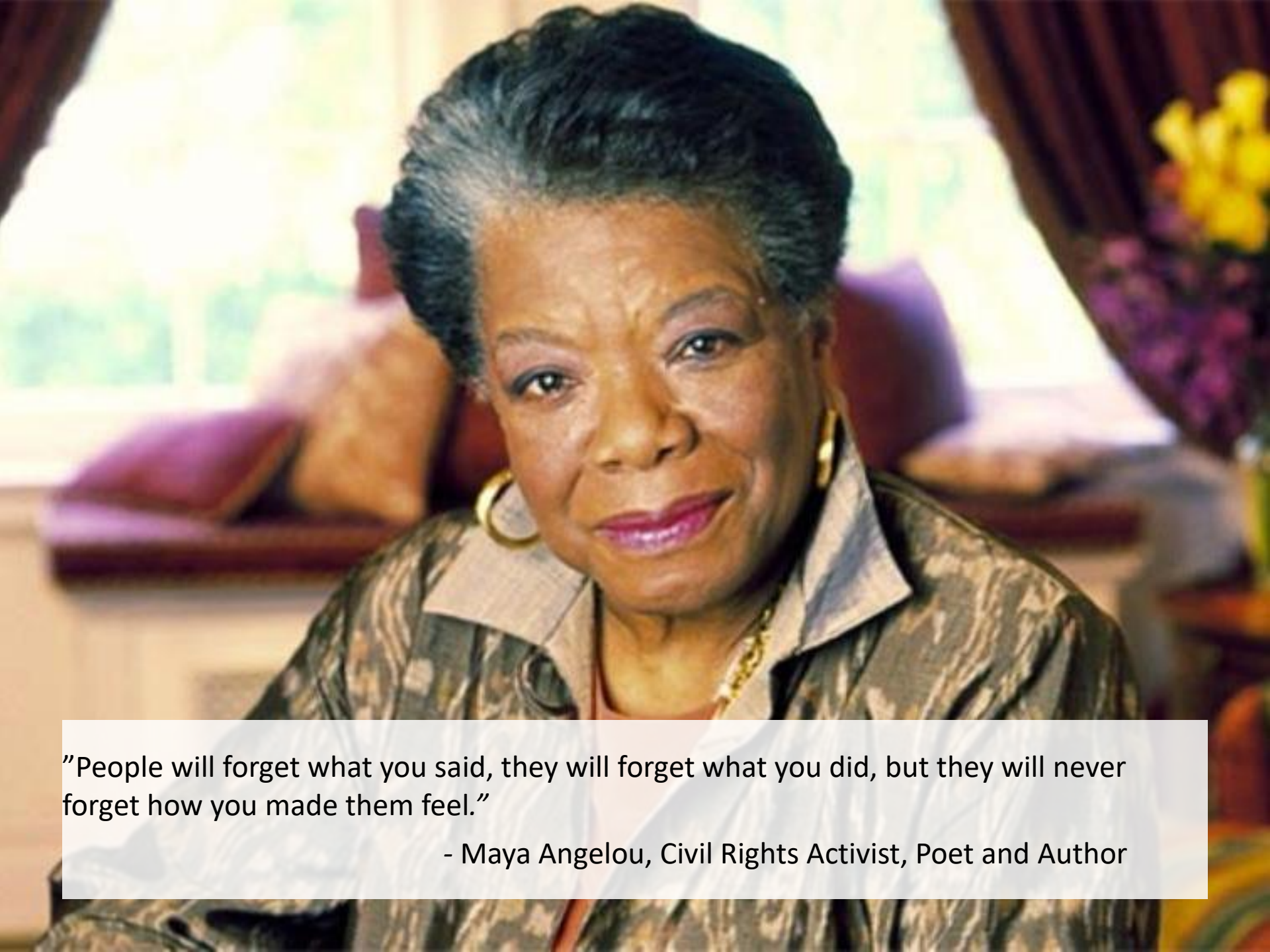
- Dr. Katherine Phillips, Vice Dean Columbia University



## DISCIPLINE 3: OPTIMIZES TALENT

To optimize talent, inclusive leaders need to drive engagement, develop talent and generate collaboration with all talent but with particular attention to underrepresented and overlooked groups and individuals. Inclusive leaders who drive engagement and develop talent also set up their teams to collaborate in a way that leverages the diversity of all members.





“People will forget what you said, they will forget what you did, but they will never forget how you made them feel.”


- Maya Angelou, Civil Rights Activist, Poet and Author



## DISCIPLINE 4: APPLIES AN ADAPTIVE MINDSET

When inclusive leaders apply an adaptive mindset, their impact broadens from just their individual teams to the wider organization. Their situational adaptability and global perspective allows them to successfully navigate a wider array of situations and groups of people. As a result, they can begin to leverage the diversity within the entire organization to cultivate innovation.





“Inclusive leaders who are innovative don’t see themselves as bystanders, but upstanders. Innovators evolve based on experience – whether successes or failures. They are calculated risk takers, extraordinary listeners and comfortable enough to share their vulnerabilities. They may not always have the answers, but they set the tone of empowerment at all levels in their organization and they do not settle for the status quo.”

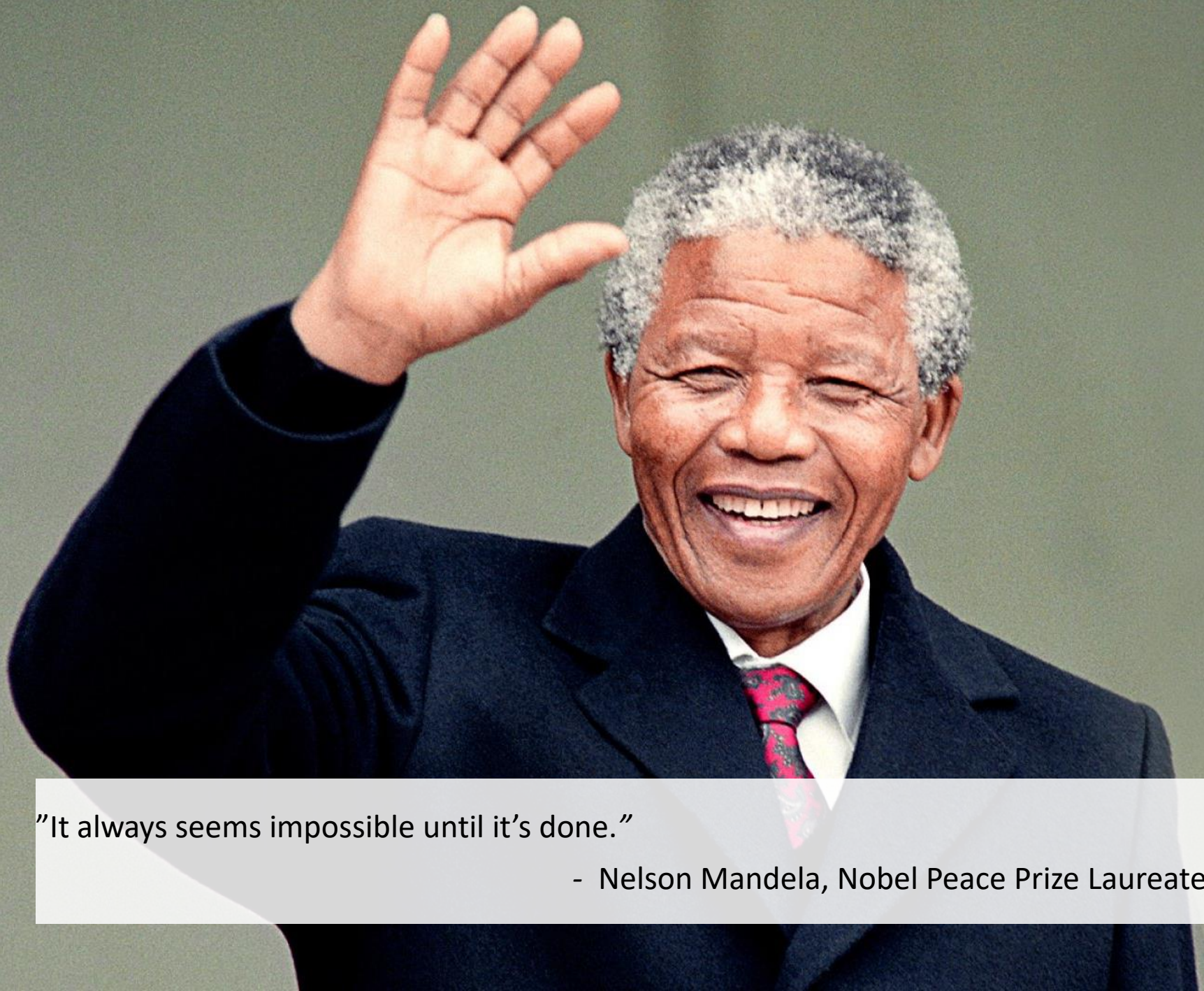
- Tej Singh Hazra, Client Partner Korn Ferry



## DISCIPLINE 5: ACHIEVES TRANSFORMATION

Inclusive leaders are willing to confront difficult topics by bringing people of all backgrounds together to work through concerns and issues. These leaders can achieve transformation at every level of the organization precisely because they have the knowledge and skills to leverage the full range of the organization's diversity.





"It always seems impossible until it's done."

- Nelson Mandela, Nobel Peace Prize Laureate



# HOW INCLUSIVE ARE YOU?

This diagnostic is designed to help you reflect on how much your behaviors help promote a diverse and inclusive workplace.

When answering the questions, think about your choices and how you act at work. Rate yourself based on how frequently you behave in the described manner. The quiz takes approximately five minutes to complete.

**At the end of the quiz you will receive actionable tips on how to nurture more inclusive behaviors.**

[Start now](#)

<https://www.kornferry.com/challenges/leadership/inclusive-leader/inclusive-leader-quiz>



## RESOURCES

The 5 Disciplines of Inclusive Leadership By Andres T. Tapia

Inclusify By Stefanie K. Johnson

Inclusive Conversations By Mary Frances Winters

How To Be An Inclusive Leader By Jennifer Brown

The Art of Inclusion By Dr. David A Anderson



A photograph of a classroom with several hands raised in the air, indicating an active discussion or a Q&A session. The hands are in the foreground and middle ground, with a green chalkboard in the background. A white rectangular box is overlaid on the top center of the image, containing the word "DISCUSSION" in a bold, black, sans-serif font.

# DISCUSSION