Creating a Culture of Inclusion

23rd Annual Governor’s Equal Employment Opportunity Conference

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Objective

Obtain a better understanding of:

- Diversity & Inclusion Drivers
- UK iwin Innovative Workplace Model
- Individual & Organizational Challenges
- Dimensions of Diversity
- Latest Trends & Moving Forward
Language

- **diversity**
  - a dimension that can be used to differentiate groups and people from one another

- **inclusion**
  - a state of being valued, respected and supported

- "diversity/inclusion" initiatives
  - aim to leverage the potential benefits of diversity through inclusive management practices and organizational policies
The Changing Nature of the Workforce
The Business Case

- Attract & retain quality people
- Increase morale
- Stimulate creativity
- Maximize productivity
- Increase market share
- Lower operating costs
- Improve decision making
- Reduce costly discrimination suits
- Improve company image & reputation
Innovative Workplaces are Employers-of-Choice
Individual Challenges

- Getting used to differences
- Coordinating work styles
- Learning to communicate
- Developing flexibility
- Adapting to change
Organizational Challenges

- Moving from compliance to culture
- Viewing diversity & inclusion as a business strategy
- Getting senior management buy-in
- Incorporating a change management approach
- Modifying existing HR practices & processes
- Becoming flexible & adaptable
Dimensions of Diversity

- Organizational
- Peripheral
- Secondary
- Core
- Social
Core Dimensions

- are at the center or heart of how individuals identify themselves
- are critically important to who they understand themselves to be
- shape individual attitudes, beliefs, values, behaviors
- may or may not be visible to others
- directly effect individual life experiences if they change
Secondary or Social Dimensions

- further define who we are but are less important than core
- tend to change more frequently than core
- frequently attached to what individuals do as they go through life
- have more temporary impact on attitudes, values, behaviors
- are a less stable part of who we are
Peripheral Dimensions

- describe vs. define who we are
- frequently apparent to others
- usually taken for granted
- not important to sense of self
- change in importance as individuals move from one situation to another
- usually have not had a negative impact on their daily lives
Organizational Dimensions

☑ define who you are at work

- exempt, non exempt (salaried vs. hourly)
- full-time, part-time
- headquarters, branch
- tenure
- management status
- union, non-union
- technical, non-technical
- work location
- functional level, classification, job title
- seniority
- work content, field, occupation
Personal Diversity Dimensions

- Income
- Job function & level
- Language
- Military experience
- Leisure activities
- Occupation
- Communication style
- Physical & mental abilities
- Regional origins
- Morning or night person
- Relational status
- Religion
- Sexual/affectional orientation
- Social class
- Spirituality
- Geographic “residence”
- Nationality
- Hobbies
- Parental status
- Personality
- Physical appearance
- Age
- Education
- Ethnicity
- Gender
- Immigrant status
Dimensions of Diversity Exercise

- Organizational
- Peripheral
- Secondary
- Core
- Social
"I see you, you see me. I experience you, and you experience me. But I cannot, I have not, nor will I ever experience your experience of me.

R.D. Lang
Interactions Model

INPUT
- biases & filters
- cues
- perception
- intent

OUTPUT

may or may not be reality

behavior

don't forget, intent may or may not equal impact
What is “Latent Bias”? 

What is latent bias? 
- a potential, unconscious, or hidden partiality, mental leaning, or inclination

Potential impacts on behavior
- inconsistent or unfair treatment
- perception of discrimination
- impediment to inclusion
Filters

Filters influence our way of thinking

Influenced by many aspects:

• upbringing, background
• life experiences
• education, socio-economic status, geography
• gender, race, religion, job level

Generally unconscious we have them
Filters

☑ Are asking you to
  - be aware of them
  - monitor them
  - evaluate how they may impact your thoughts, attitudes, behaviors
  - be receptive to new information to challenge arriving at perceptions that are not necessarily reality
Collusion

✓ Cooperating with others, knowingly or unknowingly, to reinforce stereotypic attitudes, prevailing (discriminatory) values, behaviors, and/or norms

✓ Types of collusive behaviors:
  • Remaining silent (when someone is a victim of discrimination or prejudice)
  • Reinforcing a prejudice (through your behavior)
  • Denying that discrimination exists (despite compelling evidence to the contrary)
“... change is a constant environmental force, and it necessitates a contradictory behavior from the status quo that moves the organization from its present state and toward a desired future state that increases its effectiveness.”

Lynn Perry Wooten, 2008
Organizational Challenges

- Moving from compliance to culture
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- Modifying existing HR practices & processes
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Diversity & Inclusion Spectrum

Equal Employment Opportunity

- Laws and regulations that must be complied with to ensure a workplace free from discrimination

Diversity Awareness

- Recognition of all the aspects that make people different & responding to the needs of various groups to improve working relationships

Culture of Inclusion

- The organizational environment and climate embodies trust & respect, full talent management, & diversity is institutionalized

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Organizational Assessment Tools

- 360’s
- Employee engagement survey
- Focus groups
- Employee exit interviews
Current Trends

- Shift from “managing diversity” to “managing for diversity”
- Recognition of the role of culture and change management
- Realization that work-life policies and initiatives must be aligned with and support an inclusive culture
- Importance of effective training & reinforcement
- Understanding the importance of behavior change as a key measure of inclusion
Advancing on the Continuum

☑ Shift from “managing diversity” to “managing for diversity”
  • requires an attitudinal shift
  • establishes a relational culture
  • encourages shared learning
  • capitalizes on multiple perspectives
Advancing on the Continuum

- Recognition of the role of culture and change management
  - increased awareness around D&I is part of a larger culture transformation
  - change requires transition and transition takes time
  - organizational change is an ongoing learning process
  - requires behavioral change
Advancing on the Continuum

Realization that work-life policies and initiatives must be aligned with and support an inclusive culture

- policies and practices should be broad enough to address the myriad of issues that can affect employees’ ability to fully contribute
- key components:
  - supervisor support
  - universality
  - negotiability
  - quality of communications
Advancing on the Continuum

☑ Importance of effective training & reinforcement actions for effective training

• conduct a front-end needs assessment
• decide which behaviors/competencies people need to acquire
• ensure trainers are aware of organizational goals
• reflect a proactive strategic approach vs. a reactive tactic
• be broad-based to incorporate the full range of diversity
• encourage divergent opinions
• challenge all participants to look inward and re-examine their beliefs, assumptions and behaviors
Advancing on the Continuum

☑ Importance of effective training & reinforcement

pitfalls to avoid

• overemphasizing differences can lead to “blame and shame” or reinforcing existing stereotypes
• creating a “we vs. they” syndrome
• fostering competition among diverse groups
• failure to recognize individual styles
• omission of the training in the organization’s strategic business plan
• using sensationalistic media that may create scapegoats
• lack of skill building for behavioral change
Advancing on the Continuum

training & reinforcement

✓ successful reinforcement strategies
  • coaching
  • monitoring of behavior change through 180 and 360 feedback tools
  • accountability through performance appraisals

✓ training can provide knowledge but not necessarily learning unless there is behavioral change
Advancing on the Continuum

☑ Understanding the importance of behavior change as a key measure of inclusion

- Level 5: Return on Investment
- Level 4: Business Impact
- Level 3: Behavior Change
- Level 2: Knowledge Gained
- Level 1: Participant Reaction

(From Giovannini, 2009)
Innovative Workplaces are Employers-of-Choice

- Promotion of health & wellness
- Effective leadership & supervision
- Competitive compensation & benefits
- Opportunities for learning & advancement
- Cultivation of teams & social supports
- Promotion of workplace flexibility
- Meaningful work
- Culture of inclusion