

# WHY DIVERSITY, EQUITY, & INCLUSION?



"If there's only one woman in your candidate pool, there's statistically no chance she'll be hired."  
 Harvard Business Review, Why So Few Diversity Candidates Are Hired

"Gender diverse companies are 15% more likely to outperform & ethnically diverse companies are 35% more likely to outperform less diverse companies."  
 McKinsey, Why Diversity Matters

"We are all different, which is great because we are all unique. Without diversity life would be very boring."  
 - Catherine Pulsifer

"Our ability to reach unity in diversity will be the beauty and the test of our civilisation."  
 - Mahatma Gandhi

"There are more CEOs of large U.S. companies who are named David (4.5%) than there are CEOs who are women (4.1%) - and David isn't even the most common first name among CEOs (that would be John, at 5.3%)."  
 Harvard Business Review, Why So Few Diversity Candidates Are Hired

"Numerous studies show that diversity alone doesn't drive inclusion. In fact, without inclusion there's often a diversity backlash."  
 Harvard Business Review, Diversity Doesn't Stick Without Inclusion

"There is somebody smarter than any of us, and that is all of us."  
 - Michael Nolan

"I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel."  
 - Maya Angelou

"Firms with a diverse workforce benefit from employees who 'work 12% harder, are 19% more likely to stay longer with the organization, and collaborate up to 57% more effectively with peers."  
 CEB, 2010

"A study of 506 U.S.-based companies found that firms with the highest levels of racial diversity generated 15 times more sales than those with the lowest levels"  
 Herring, 2009

"Our research revealed some astounding things. Among the 450 global companies we studied, the ones with a highly inclusive environment generated significantly higher cash flow, profitability and employee retention over a three-year period!"  
 Chief Learning Officer, 2016

- Helping people feel welcomed, not just tolerated or acknowledged as different
- Building bridges and networks to the talent pool
- Driving accountability for D&I progress
- Addressing unconscious bias
- Seeing inclusion as more than being nice

- Recognizing the value of diverse teams
- Lack of diversity in current workforce
- Seeing the business case.
- Building comfort with the uncomfortable
- Simply knowing where to start

## TOURNAMENT CHALLENGE STATEMENT

How can we create organization climates that attract and foster a deep sense of psychological safety and belonging for talented people from all walks of life, so we are all able to be our best selves at work to drive performance, and we celebrate and respect each other for our differences as much as for what we have in common?



## PRACTICE SNAPSHOT: WHAT ARE COMPANIES DOING?

Inclusion Starts with I. Accenture

**P&G**  
 Instituted a new compensation system that reinforces its commitment to diversity and inclusion, linking 10% of executive compensation to diversity goals

**ACCENTURE**  
 Created a powerful "Inclusion starts with I" video, eliciting a strong emotional response from people inside and outside the company. Was also the first professional services firm to publish the demographics for gender, ethnicity, veterans and persons with disabilities

**GOOGLE**  
 Empowers "Gayglers" at Google to teach awareness and representation to their own peers

**BOSTON CONSULTING GROUP**  
 Implemented strong affinity networks, including Women@BCC, LGBT Network, Ethnic Diversity Network, Veterans Network, and the Disability Network.

**NBC UNIVERSAL**  
 Created Employee Resource Groups (ERGs), which support an inclusive culture by offering hundreds of cultural, networking, and professional development events each year.

**BLACKROCK**  
 Leaders across the organization created and posted inclusion statements across the globe demonstrating accountability and serving as role models for D&I efforts.

**THIS INFOGRAPHIC FROM DELOITTE ENCOURAGES US TO "LEVERAGE THE POWER OF INCLUSION. WHEN EMBEDDED IN STRATEGY, IT HAS THE PROVEN ABILITY TO UNLOCK THE POTENTIAL OF THE WORKFORCE" DELOITTE, 2017**

**F** (Culture brand) + **Sum** (Diversity, Inclusion, Principle's & Value) = **unleashing human potential**

**Customers**  
 Match insides to outsides by engaging customers in the conversation and building a workforce that truly reflects customer insights and values

**Brand**  
 Look inside out-and outside in - to define an aspirational brand rooted in D&I values, touting inclusion consistently and widely

**Partnerships & Community**  
 Unite with purpose - aligning values to partnerships and community action to maximize mutual benefit and support broader goals

**Leadership**  
 Ignite leaders' inner transformation activist and sponsor self expression driving authentic connection and innovation

**Culture**  
 Activate a culture that sparks diversity of thought and invites complex identities to work together and spur innovation

**Analytics**  
 Drive organizational accountability using analytics that paint a picture of the organization's inclusion practices that maximize human potential

## EVIDENCE SNAPSHOT: WHAT DOES THE RESEARCH SAY?

**MINORITY REPRESENTATION**  
 Seeing minority role models and leaders in positions of power increases feelings that I, too, can overcome a stereotype and rise in the organization<sup>1</sup>

Grant & Sandberg suggest simply raising awareness of discrimination can do more harm than good, by signifying it is a socially acceptable behavior and by strengthening the salience of the stereotype. Research agrees<sup>2,3</sup>

**MORE THAN AWARENESS**

**INDIVIDUATION**  
 Getting to know team members based on personal attributes rather than group stereotypes helps prevent biased inferences<sup>4</sup>

Actively seeking out opportunities to engage in positive interactions with outgroup members can help reduce bias<sup>5</sup>

**GROUP CONTACT**

**STANDARDIZATION**  
 Structured hiring tools (e.g., interview guides) applied consistently across all applicants helps reduce bias in selection systems<sup>6</sup>

The talent pipeline is key. Analyzing talent flow, ensuring diverse individuals are represented (from recruiters to website), and making it easy for diverse folks to apply are helpful strategies<sup>7</sup>

**RECRUITMENT**

**NATIONAL CULTURE**  
 Companies that foster cultural diversity drive accountability, employ individuals from a range of national cultures, and make connections with international students via local universities<sup>8</sup>

<sup>1</sup>(Marx & Roman, 2002); Purdie-Vaughns et al., 2008; Spencer et al., 2015)  
<sup>2</sup>(Galinsky & Moskowitz, 2000)  
<sup>3</sup>(Grant & Sandberg, 2014)  
<sup>4</sup>(Brewer, 1988; Fiske & Neuberg, 1990)  
<sup>5</sup>(Pettigrew, 1998; Pettigrew & Tropp, 2006)  
<sup>6</sup>(Lindsey et al., 2015)  
<sup>7</sup>(STL Mosaic Project & UGM Consulting)

## RAPID INNOVATION TOURNAMENT: COLLECTIVELY RAISING THE BAR FOR OUR "BEST" PRACTICES

### GOAL:

We are here to generate ideas, build on best practices, and implement a new way, with your help. CMA's team of 25 business psychologists engaged in its own internal think tank process to generate ideas for a new solution to the challenge statement. Now, we need your input.

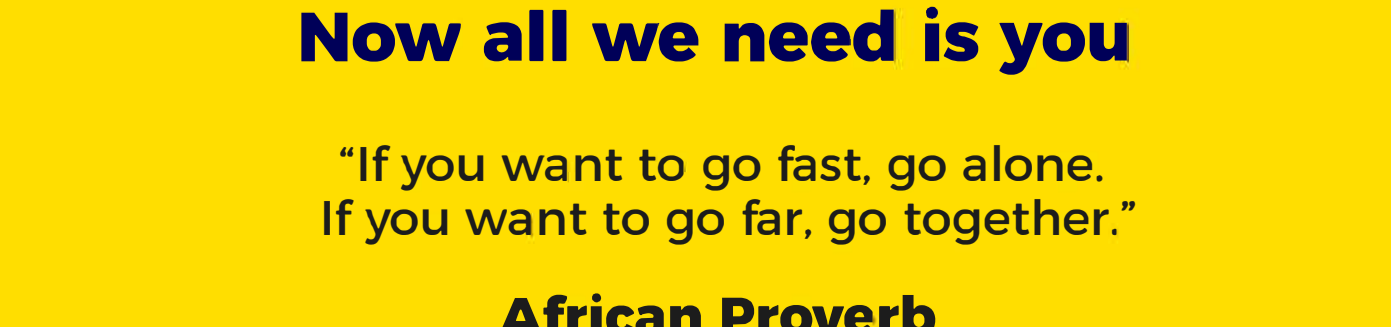
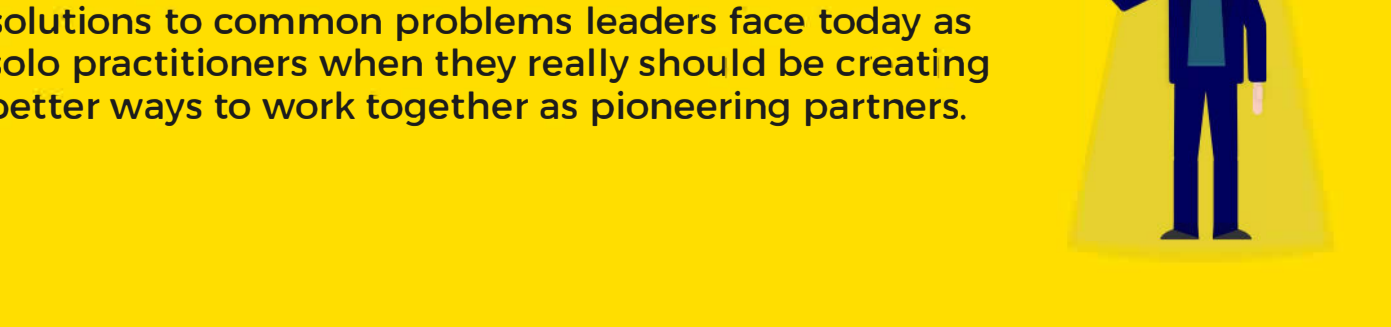
### YOUR ROLE:

Help us share these ideas into reality. Vote for your favorite ideas as they progress through tournament rounds. The RIT community's most "loved" idea moves into development, where it will become a scalable solution



## COMMUNICATE ROADMAP

**6 MONTH CYCLE**  
 Celebrate and Repeat!



## INNOVATION INSPIRATION BOARD:

- Originals: How Nonconformists Move the World by Adam Grant
- Beyond the Idea: How to Execute Innovation in Any Organization by Vijay Govindarajan
- Mindset: The New Psychology of Success by Carol Dweck (Stanford)
- Creative Confidence: Unleashing the Creative Potential Within Us All by Tom and David Kelley
- The Tipping Point: How Little Things Can Make a Big Difference by Malcolm Gladwell
- Multipliers by Liz Wiseman
- Quick and Nimble by Adam Bryant
- The Power of Onlyness by Nilofar Merchant
- A Curious Mind by Brian Crazer
- The Undoing Project by Michael Lewis
- Thinking Fast and Slow by Daniel Kahneman
- Braving the Wilderness by Brene Brown

"We are here to put a Dent in the universe. Otherwise, why even Be here?"  
**STEVE JOBS**

"Vulnerability is the Birthplace of Innovation, creativity 'And change.'  
**BRENE BROWN**

## END GOAL: NEW SOLUTION THAT CONTRIBUTES POSITIVELY TO DIVERSITY, EQUITY, AND INCLUSION

After the tournament, CMA has 30 days to prototype and launch the chosen solution. Communicators get unlimited access to solutions and reinvestment from marketplace profits.



At the end of the day, we're all about building a massively better world of work

Uniting like-minded leaders and experts. Unleashing organizational potential. And building uncommon solutions to common problems leaders face today as solo practitioners when they really should be creating better ways to work together as pioneering partners.



**Now all we need is you**

"If you want to go fast, go alone. If you want to go far, go together."

**African Proverb**