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Diversity & Inclusion

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Diversity & Inclusion
What comes to your mind
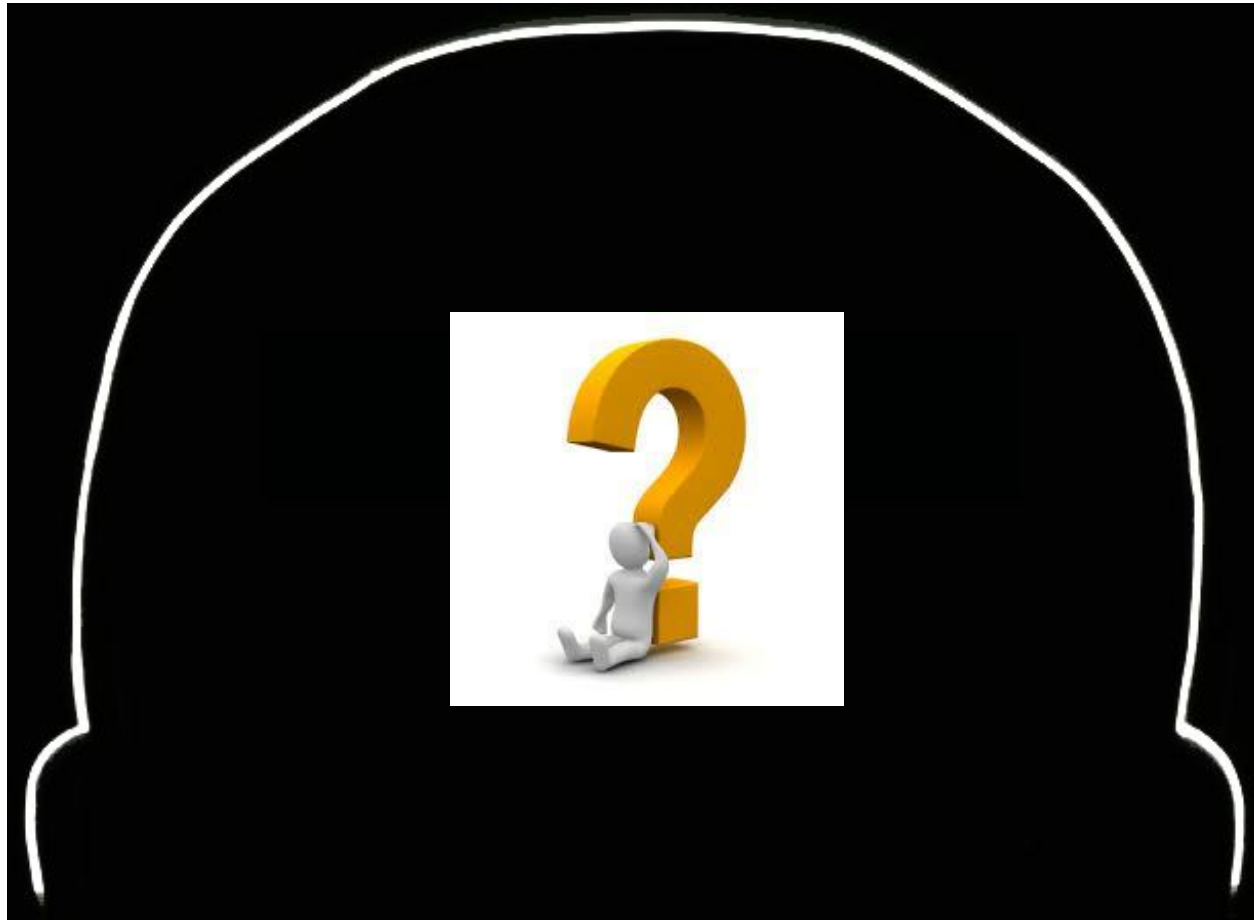
What is Diversity?

Diversity is the difference in racial & ethnic, socioeconomic, geographic & academic, professional backgrounds (Degrees & Social Experience), religious beliefs, political beliefs, sexual orientations, heritage & life experiences, age, gender identity …

What is Inclusion?

Inclusion involves bringing together & harnessing diverse forces & resources in a way that is beneficial. Inclusion puts the concept & practices of diversity into action by creating an environment of involvement, respect & connection – where the richness of ideas, background, & perspectives are harnessed to create business value & overall success

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The Diversity & Inclusion …

D & I Drives Business Growth …..

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The Diversity & Inclusion …
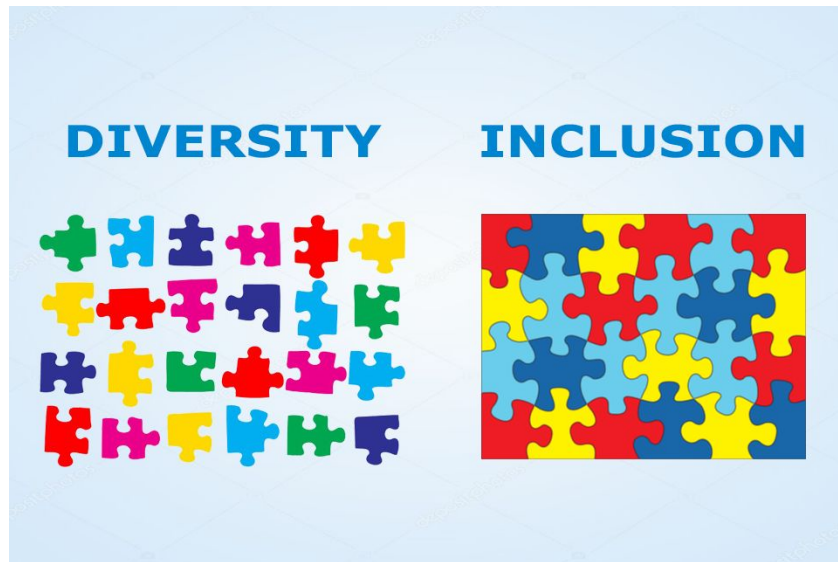
Diversity is a <u>fact</u> & Inclusion is <u>behaviour</u> …..

Types of Diversity in Society

- Race & Ethnicity

- Age & Generation

- Gender & Gender Identity

- Sexual Orientation

- Religious & Spiritual beliefs

- Disability & ability

- Thinking Style & Personality

- Personal Life Experiences

- Socioeconomic status & Background

Types of Diversity at Work place

- Gender Diversity
- People with Disability Diversity
- LGBTQI Diversity
- Cultural Diversity
- Strategic Partner Diversity
- Customer Diversity
- Supplier Diversity :
- Learning & Development Diversity

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Gender Diversity

- Generational

Baby Boomer
- Workaholic
- Values quality
- Team-work
- Question Authority

Gen X
- Self-reliant
- Values money
- Enjoys Structure & Direction

Millennial
- Global-Minded
- Values flexibility
- Question authority
- Team-work

Gen Z
- Multitasker
- Values immediate response
- Entrepreneurial

"*It is time for parents to teach young people early on that in diversity there is beauty and there is strength.*"
- Maya Angelou

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Benefits of D&I ?

- Expand Worldliness – Leadership
- Enhance Social Development
- Help in Future Career Success – Motivated
- Help in Work in Global Society
- Increase in Knowledge Base
- Promote Creative Thinking – Styles
- Enhances Self Awareness
- Enriches the multiple perspective –Stronger Performance/Visualization

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D&I Challenges

- Acceptance & Respect – Internal Resistance
- Aligning D&I practices with organization Goals
- Moving from Design to implementation
- Accommodation of Belief
- Ethnic & Cultural Differences
- Gender equality
- Physical & mental Disabilities
- Generation Gaps
- Training Management
- Language & Communication

Why Diversity Practices alone fail to create Inclusiveness

- Even well designed practices lacks consistency in implementation
- Insufficient Managerial time and resources allocated
- Differing levels of managerial seriousness and commitment
- Diversity practices tend to focus on individuals rather than on altering interpersonal / socio – dynamics

For success of D&I practices, both Diversity and Inclusion has to go hand in hand

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Obstacles to Inclusion

- Lack of trust
- Lack of shared expectations
- Judging vs. Learning lens
- Pre-conceived notions of competence and expertize
- Discounting opinions of some members
- Stereotypes and status based conflicts
- In group – out group conflicts

Facilitating the Inclusion Process

- Eliminate status difference so some members don't have more voice
- Provide opportunities to create strong social connections that promote psychological safety
- Create ample opportunities early on for personalized interactions
- Clear group norms about valuing differences
- Fair employment practices
- Inclusion in decision making
- Provide conditions which are less prone to stereotypes and in & out groups
- Cultural integration of differences
- Role modeling of inclusive behaviors

Key Strategies for D&I

- Creating a focus & strategy at CEO/COO/CHRO level
- Assigning top CXO's the responsibility for leading & sponsoring the D&I programs
- Creating behavioral standards & holding leaders accountable for results
- Training people at all levels on topics like un-conscious bias
- Creating employees networks –resource group/community outreach groups
- Score card to measure progress/success

Leadership traits for D&I

- Listen before leading
- Encourage employees to speak
- Create a safe environment for open & respectful communication
- Openly discuss the value of diversity & diversity of thoughts, in achieving team goals
- Stay Conscious of your own bias
- Environment to resolve conflicts

What is Bias

Bias — A judgment made in favor of or against a person, thing, or group

Unconscious Bias — A judgment made without being aware that we are doing so

Both influence how we engage with others on a daily basis.

Both can impact your organization

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Handling Conflicts - 4D's..

- Direct
- Delay
- Delegate
- Distract

ALL IN WORKPLACE DIVERSITY & INCLUSION

How to embrace diversity..

- Everyone's narrative
- Where you are coming from – Influence
- Be friend all people
- Empathy
- Active accept
- Show compassion

Evaluating D&I Initiatives

Evidences that can be looked at:

1. Improvement in retention
2. Improvement in engagement scores
3. Improved scores on Inclusion Index
4. Minority representation at Senior Levels
5. External accolades & recognition

These scores sometimes could be misleading also due to other factors impacting the change / improvement

Evaluating D&I initiatives

Using Analytics for Evaluation

Step 1: Collect baseline data (pre-implementation)

Step 2: Implement Initiative

Step 3: Collect data (post-implementation)

Step 4: Compare pre and post data

Though this way of evaluation sometimes doesn't capture the impact due to interpersonal, social, relational sources of discrimination.

In fact, these doesn't account for Group Dynamics

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Evaluating D&I initiatives

Evidence Based Management

Using data, facts and repeatable processes for an unbiased assessment of D&I practices.

Although, it's useful to report historical data based on past performance, using analytics helps in predicting the future.

- Shift from focus on metrics (descriptive reporting) to analytics (predictive analysis)
- Need is not only to understand how the practice has been implemented but under what conditions employees experienced true inclusion and also the outcomes of inclusion.
- Whether the same drivers are most important across groups and geographies or different drivers needed for different set of people and geographies
- Examine multiple drivers of D&I to give a clarity on which are the most important and where the resources need to be invested
- Collect data that enables to test the impact of change or intervention
- Using analytics to prove that D&I initiatives benefit the bottom line, justify the budget and enhance influence

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Best Practices D&I….

- Fair Treatment
- Equal access to opportunity
- Focus on Innovation & Creativity
- Organization flexibility, responsiveness & agility
- Conflict resolution process that are collaborative
- Evidence of leadership commitment to diversity
- Representation of D&I among internal & external stakeholders
- Diversity Education & Training

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D&I Initiatives across Industries

- Diversity training
  - PepsiCo conduct 2 day training program for managers & subordinates to facilitate cross group communication

- D&I Evaluation
  - Embed inclusive behavior in performance evaluation

- Networking programs
  - At Citi group employee network programs run on a continuous basis whereby different groups are encouraged to work together

- Mentoring programs
  - Helps in breaking the ceiling through mentor / mentee programs

- EEO / Staff Committees
  - Role is to lead and oversee the change efforts and make sure the alignment happen

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Thought Provokers about D& I....

- Status of inclusion in India ....D&I, Whose agenda to drive
- Role of Media & Government or State Policy
- Transgender/LGBT Q inclusion
- Being Inclusive is a State or Journey
- Glass Ceiling
- Pay Parity & Equality
- Un-conscious Bias
- Maternity Leave – Bane or Boon
- Getting over of Section 377.. Its impact
- Any special tips for Hiring Managers
- STEP – Software Technology Excellence Program

D&I Essentials ...

Let us embrace the future of

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