

THE BUSINESS CASE FOR DIVERSITY AND INCLUSION IN THE WORKPLACE

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3 BUSINESS RATIONALES



Attraction, retention, and
advancement of employees



Customer and supplier
relationships



Workgroup
performance

A hand is shown placing a puzzle piece with a white person icon into a larger puzzle structure on a wooden table. The puzzle pieces are dark grey with white person icons. The background is a light blue gradient.

ATTRACTION, RETENTION, AND ADVANCEMENT OF EMPLOYEES

BARRIERS TO ADVANCEMENT

Research has demonstrated that the primary barriers to the advancement of non-white leaders include:

- Lack of mentors and role models
- Exclusion from informal networks of communication
- Stereotyping and preconceptions of roles and abilities
- Lack of significant line experience, visible and/or challenging assignments
- Commitment to personal and family responsibilities (primarily for women)

THE KEY: SUPPORT FROM THE TOP

- Companies who have seen the greatest increase in diversity at the top have typically had active, effective support from the top.
- Senior executives must create the message that diversity is to be encouraged, and actively reinforce the message at every opportunity.





CUSTOMER AND SUPPLIER RELATIONSHIPS

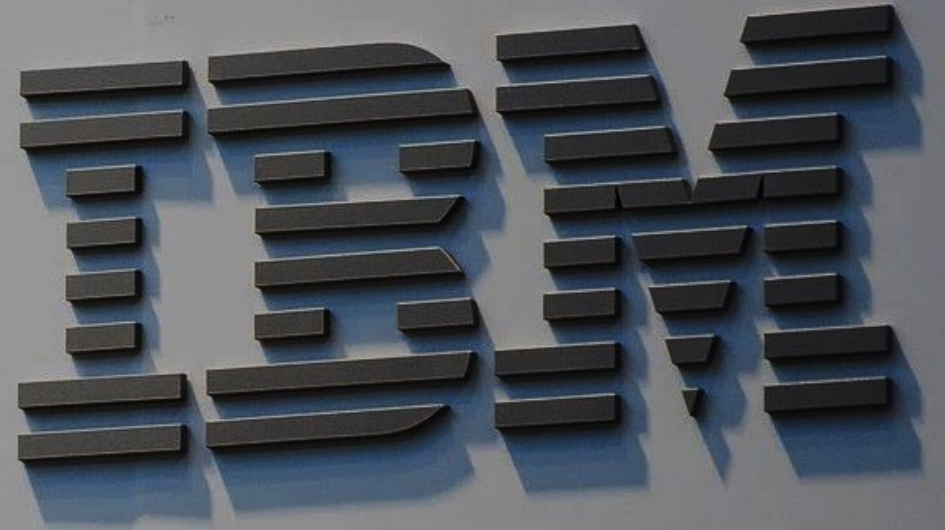
DIVERSITY AS A MARKET- BASED ISSUE

- Our external customers are multicultural and diverse; we should strive for the same representation among our internal customers as well.



ACHIEVING RESULTS

- In 1995, IBM used a market-based mindset to launch a diversity task force initiative that became a cornerstone of their HR strategy.
- The goal of the initiative was to uncover and understand differences among the groups and find ways to appeal to a broader set of employees and customers.
- 25 years later, the number of female executives has increased by 370% and the number of executives with disabilities has more than tripled.



An abstract illustration in shades of blue and black. Two stylized human figures are shown from the waist up, facing each other and holding a large, dark pie chart. The figure on the left is wearing a light blue shirt and a dark skirt, while the figure on the right is wearing a dark long-sleeved shirt. The background is a light blue field filled with various geometric shapes: a large circle at the top left, a smaller circle at the top center, a large square on the left, a large square on the right, a large square at the bottom right, and a large square at the bottom left. A large, dark, stepped line resembling a staircase or a path leads from the bottom right towards the center. The overall composition is balanced and modern.

WORKGROUP PERFORMANCE



STRONGER TOGETHER

- Diverse teams are more likely to constantly reexamine facts and remain objective. They may also encourage greater scrutiny of each member's actions, keeping joint cognitive resources sharp and vigilant.
- This is especially true for neurodiverse employees: those who are on the autism spectrum, have ADHD, dyslexia, and social anxiety.
- Many people with these disorders have higher-than-average abilities; research shows that some conditions, including autism and dyslexia, can bestow special skills in pattern recognition, memory, or mathematics.
- By breaking up workplace homogeneity, we can allow employees to become more aware of their own potential biases.

DIVERSE TEAMS ARE...

34%

Better at
compromising

34%

More likely to be
honest and ethical

25%

More likely to
stand up for their
beliefs

30%

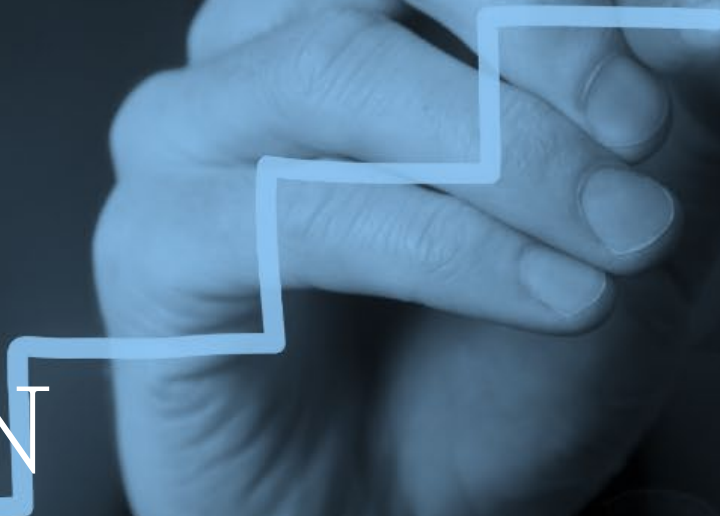
More likely to
provide fair pay
and benefits

25%

Better mentors

Workforces that embrace gender diversity on their executive teams were more competitive and 21% more likely to experience above-average profitability

WHERE TO BEGIN



NEXT (FIRST) STEPS



UNDERSTAND YOUR WORKFORCE

Look at metrics for gender, age, race ethnicity, religion, nationality, disability, gender expression, sexual orientation



GAIN COMMITMENT FROM EXECUTIVE LEADERSHIP

The critical role of senior management commitment, and how it needs to be communicated across the entire organization, cannot be overstated.



EXPLORE

Explore diversity and inclusion practices to implement.



KNOW YOUR ABC'S

ACT to ensure an inclusive culture, BUILD a balanced talent pipeline, and COMMIT to promoting flexibility, diversity and inclusion for all employees.



EVALUATE

Evaluate current practices, including hiring, promotions, retaining employees and compensation.



TEACH AND EDUCATE

Educating your workforce will allow for better understanding of D&I and meaningful change.

THANK YOU

Any questions?

