

# High-Performance Diversity & Inclusion: A Framework for Success

## White Paper



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## Introduction

### Diversity

A mix of different types of people — including, but not limited to race gender, religion, nationality, sexual orientation and beliefs.



Diversity & Inclusion are missing a unique opportunity to improve organizational culture, business competitiveness, employee engagement and talent retention.

### Inclusion

The deliberate act of welcoming diversity and creating an environment where different kinds of people can thrive and succeed.



How can employers do a better job leveraging diversity and inclusion to improve business results and reduce risk for all stakeholders? Organizations that apply the same principles to D&I as they do for sales, product development and other critical business drivers have more success.

In the wake of the social justice movement and COVID-19, Diversity & Inclusion has never been more important, both as a business driver and a way for organizations to connect with their increasingly diverse workforces.

Many organizations are working to improve inclusive practices, discuss social issues and support employee activism at work and in the

communities they serve. However, complicating the evolution of D&I is lack of executive-level leadership that is critical for culture change. Almost half of organizations have no clear D&I leader or efforts are led by a non-manager with other, often competing, responsibilities.

Organizations that do not invest leadership, time, energy and resources into

This report provides a framework to build a culture of diversity and inclusion that helps drive business results. The framework is based on quantitative and qualitative research from the latest Brandon Hall Group Diversity & Inclusion Study.

We begin with an overview of the research, then introduce the framework and break it down piece by piece, based on data and case studies.

## The Current Situation

# 76%

The importance of Diversity & Inclusion increased in response to the social justice movement

# 46%

The importance of Diversity & Inclusion increased in response to the COVID-19 pandemic

Source: Brandon Hall Group Study, Diversity and Inclusion: What's Changing

Almost nine in 10 organizations identify Diversity & Inclusion as an important driver of business results, according to Brandon Hall Group research. And 76% of organizations said that the social justice movement that emerged last year increased the importance.

More than 80% of organizations see themselves as providing a diverse and inclusive environment for their employees, our research shows. However, there is a disconnect between that self-perception and reality, as only about one-third of employers rate themselves

highly for critical drivers such as:

- ▶ Having a diverse talent pipeline
- ▶ Leadership that reflects the diversity of the customer base and workforce
- ▶ A workforce that reflects the diversity of the customer base or communities the organization serves.

Only 22% of organizations have a CEO who is not a white male, though that is a 57% increase from research just two years ago. The percentage of C-Suite positions held by

professionals from diverse groups remains small and has not changed much: one-fifth or less of C-Suite positions are held by people of diversity in about 60% of organizations.

In addition, less than half of organizations have any type of targeted program to increase diverse hiring. For current employees, most organizations have basic programs to create awareness of Diversity & Inclusion and unconscious bias, but the majority have not deployed targeted development programs for people of diverse backgrounds.

## Complexities

Recent events — most notably the social justice movement and, to a lesser extent, the coronavirus pandemic — increased the importance of diversity and inclusion.

The great majority of organizations acted to improve inclusive practices, discuss social issues and support employee activism at work and in the communities they serve.

Organizations reported that their leaders responded to the disruptions with kindness, empathy and perseverance, but struggled in more impactful and empowering behaviors, most notably self-awareness and managing their own biases.

Complicating the evolution of D&I in more than 40% of organizations is a lack of executive-level leadership, critical for any type of culture change.

Basic tracking and measurement of D&I efforts also varies widely. Overall, employers are about 2.4 times more likely to track



metrics for diversity as they are to track inclusion. This makes it very difficult to understand whether the diversity of organizations is having any positive impact on the level of inclusion.

In addition, less than half of organizations use any metrics to quantify inclusion, such as employee sentiment, engagement scores, performance, participation in training or talent mobility. The business impact of Diversity & Inclusion can't be

understood if it isn't being measured.

Technology, which serves as a great enabler of programs and initiatives, is severely under-utilized. Less than one-quarter of organizations use technology for Diversity & Inclusion efforts, either with their existing talent management solution or through a point solution. This is a missed opportunity to facilitate D&I, especially in large and dispersed organizations.

Employers struggle with driving business results through diversity and inclusion for several reasons:

- **Unconscious bias.**

Everyone has biases that inhibit or prevent them from embracing differences in the workplace that can drive growth and limit risk. Being aware of the biases is the first step toward mindset and behavior change. But fewer than half of organizations offer unconscious-bias awareness training.

- **Lack of senior-level, dedicated leadership of I&D.**

Most business priorities have C-Level leadership. That occurs infrequently with I&D. An empowered, singularly focused senior leader has the authority, influence and resources to drive needed cultural change.

- **Lack of strategies to build a more diverse and inclusive recruiting process.**

Creating a pipeline of diverse talent requires a diverse recruiting team, an inclusive

interview process, inclusive employer brand messaging, removal of unconscious bias from job descriptions and more. Fewer than half of organizations have any of these resources.

- **Lack of targeted advancement strategies for diverse employees.**

Targeted programs to advance the skills and experiences of women, minorities, veterans and other groups have proven effective. But fewer than half of organizations take this approach.

- **Limited training.**

A variety of learning programs are necessary in addition to unconscious-bias training. This includes teaching ways to recruit diverse talent, training leaders to manage diverse populations and demonstrating how inclusive behaviors can be embedded into product design, customer service and other job activities and responsibilities. Only one-quarter to one-third of organizations do this.

- **Limited tracking and measurement.**

Fewer than half of organizations track any diversity category beyond gender, race and ethnicity. About one-quarter of employers do no tracking at all.

- **Lack of goals and accountability.**

It's hard to improve business results without goals and accountability for talent-acquisition professionals, leaders and employee-resource groups. Again, most organizations do little in this area.

- **Inadequate funding.**

As a business initiative, the scope of diversity and inclusion efforts requires an adequate budget. Most organizations spend less than 5% of the relevant budget on I&D. In comparison, organizations on average spend 19% of their learning budget on leadership development and about 10% on sales skills.

## Consequences

Organizations failing to invest leadership, time, energy and resources into Diversity & Inclusion miss a unique opportunity to improve their organizational culture, business competitiveness, employee engagement and talent retention. D&I helps in many ways. For example, research shows that :



Diversity & Inclusion has been growing in business importance for several years but recent events, particularly the social justice movement, increased its importance and speed of change.

In Brandon Hall Group's *HCM Outlook 2021* study, Diversity & Inclusion ranked among the top three business strategies, with almost 70% of organizations rating it important or critical.







## Critical Questions

Employers seeking to leverage the power of Diversity & Inclusion to improve business results must have answers to these questions:

- ▶ How can we do a better job leading, managing and funding D&I efforts to improve the impact?
- ▶ How can we do a better job creating awareness of unconscious bias and building a culture of self-awareness that empowers “unconscious inclusion?”
- ▶ How can we embed the values of Diversity & Inclusion in all levels of the organization?
- ▶ How can we develop a diverse pipeline of professional and leadership talent, internally and externally?
- ▶ How can we understand the progress we make with Diversity & Inclusion and determine next steps?
- ▶ How can we motivate leaders and eventually all employees to make themselves accountable for creating and sustaining a truly inclusive organization?



## Brandon Hall Group POV

### High-Performance Diversity & Inclusion Framework

The framework, as illustrated and explained in detail in the following pages, provides systemic answers to the critical questions around diversity and inclusion. It consists of four major components:



#### Contextual Frame

Organizational culture, governance structure, technology environment and measurement processes, which influence diversity and inclusion.



#### The D&I Continuum

The four basic phases of the diversity and inclusion process are built upon:

- ▷ Creating organization-wide values that enable diversity and inclusion
- ▷ A compatible talent strategy
- ▷ An environment of continuous learning
- ▷ Engagement and retention



#### The Nucleus

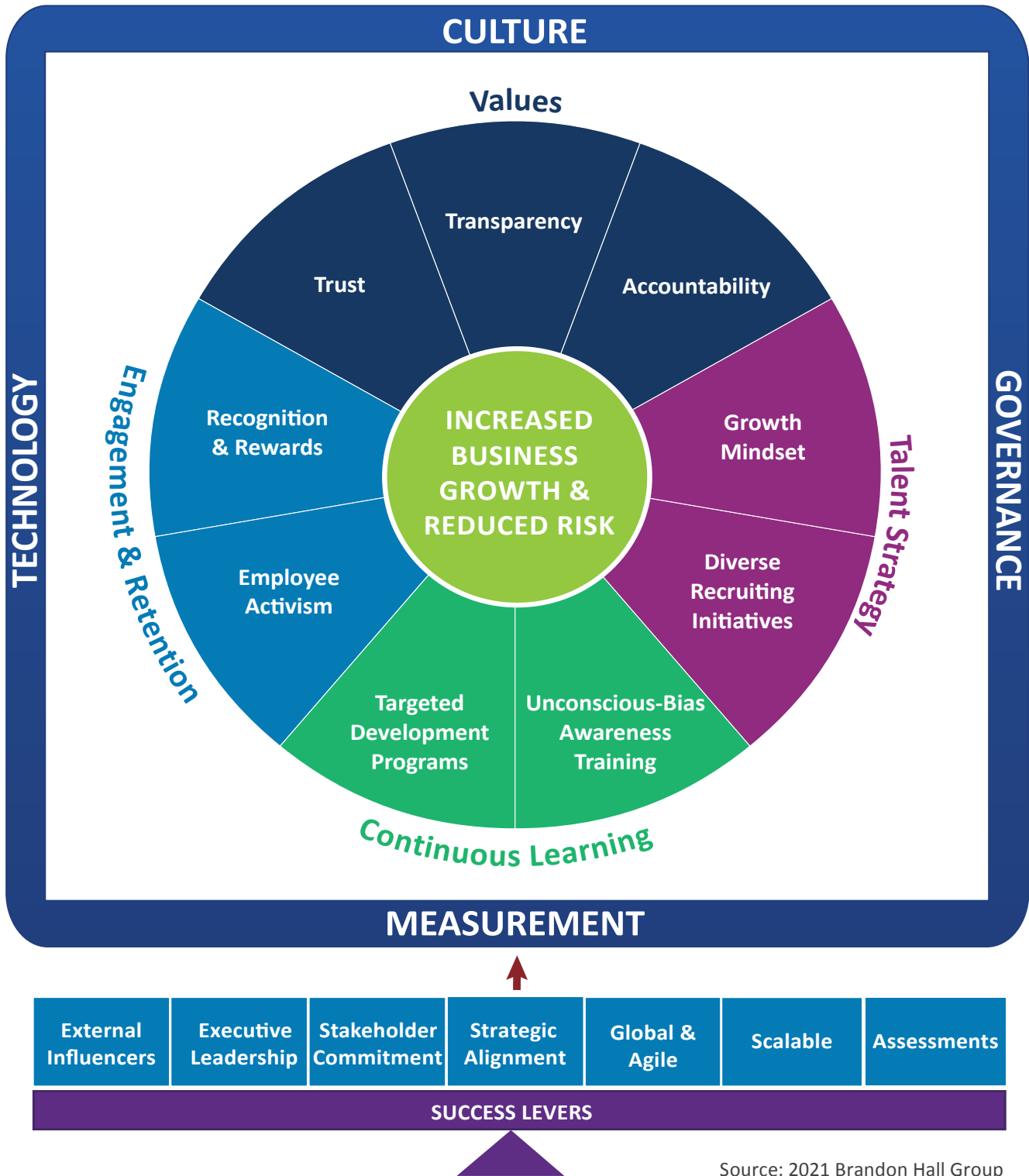
The goal of diversity and inclusion is to drive business growth and reduce risk. Each phase of diversity and inclusion must be viewed through this lens.



#### Success Levers

Several factors, both internal and external, are critical for enabling a culture of diversity and inclusion that drives business results.

**High-Performance Diversity and Inclusion Framework**



Source: 2021 Brandon Hall Group

## The Contextual Framework

The contextual frame consists of four major components: Culture, governance, technology and measurement. Understanding these four components is a critical first step for organizations implementing the Diversity & Inclusion framework because they indicate the environment in which these processes and technologies must operate.

### Culture

Culture is often hard to define but it is one of the things that make a company an employer of choice. It also has a huge impact on how things get done. No one-size-fits-all culture works because each industry, company and location has unique values. Using broad definitions, organizations are spread across four basic culture types. Percentages for each culture type are based on averages of all Brandon Hall Group surveys conducted over the past five years. About 8% of organizations indicated their cultures did not fit any of the definitions.

36%

#### **Collaborating Culture:**

Open, friendly and inclusive place to work focused on people where employees share a lot of themselves. Leaders are incentivized to be mentors or take support roles. Group loyalty and sense of tradition are strong. The organization places a premium on teamwork, participation and consensus.

#### **Controlling Culture:**

A highly-structured and formal place to work. Rules and procedures govern behavior. Maintaining a smooth-running organization is incentivized. Stability, performance and efficient operations are the long-term goals and a much higher priority than flexibility and inclusiveness. Success is based on dependable delivery, smooth scheduling and low cost. Management supports security and predictability.

24%

14%

### Competing Culture:

A results-driven organization focused on job completion above all. People are competitive and goal-oriented. Leaders are demanding, hard-driving and productive. Winning is incentivized in the organization. Success means market share and penetration, not innovation, flexibility or inclusiveness. Competitive pricing and market leadership are important.

### Creating Culture:

A dynamic, entrepreneurial and creative place to work, but not necessarily inclusive. Innovation and risk-taking are embraced by employees and leaders. A commitment to experimentation and thinking differently are incentivized within the organization. Leaders strive to be on the cutting edge. Individual initiative and freedom are encouraged.

18%

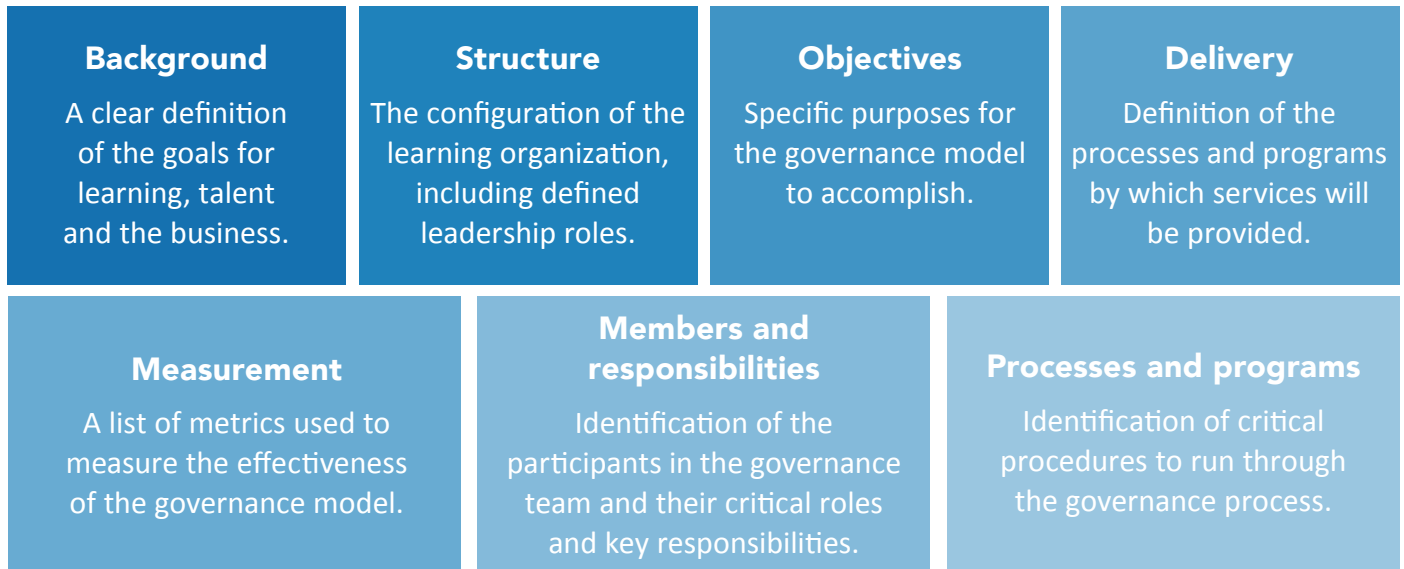
As an example of the difference culture can make on diversity and inclusion,

**63% of organizations with collaborating cultures said they trained employees on unconscious-bias awareness, compared to 38% of organizations with controlling cultures.**

Culture has a unique role in diversity and inclusion and must be considered when developing D&I programs. If you are contemplating a major change in your approach to D&I, how will that play in the prevailing culture? Who are the key stakeholders who must be convinced to take the necessary steps to change the culture?

## Governance

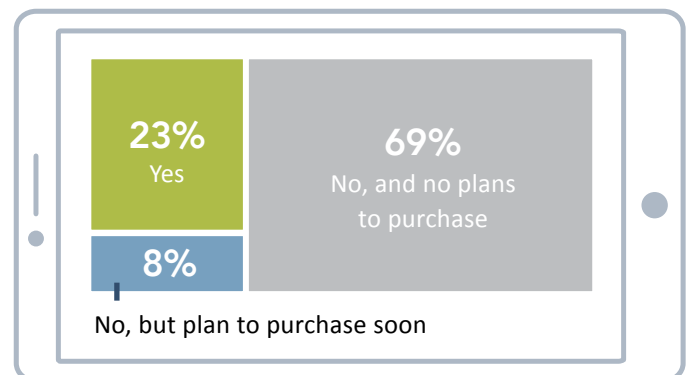
Governance is critically important when trying to change behaviors of any type in an organization. Support for change by top leadership, while critical, is not enough to achieve success. There must be systems in place for communication, change management and getting things done. There are many options for a governance model but the critical elements include:



## Technology

Technology is the great enabler for any business initiative. An effective and comprehensive approach to D&I must be embedded into many talent processes, including learning, performance management, competencies and skills development, talent acquisition, succession management, career development and more. While you may not need a specific point solution to manage D&I, your current technologies must be able to integrate everything you need to do and track related to D&I.

### Use of Technology for D&I\*



\*Point solution or part of HCM technology suite

Source: Brandon Hall Group  
Diversity and Inclusion Benchmarking Study

## Measurement

It is impossible to understand the current state of diversity and inclusion nor understand the progress you make without proper measurement. But most organizations struggle to collect data and use it to understand what is working, what's not and how to improve.

It starts with the data. While the great majority of organizations track diversity metrics, they struggle to collect inclusion data and

measure the effectiveness of their efforts. There is a vast gap in the collection of data for diversity and inclusion. This is a big problem because diversity has little value unless employees are treated equitably and feel a sense of belonging and inclusion.

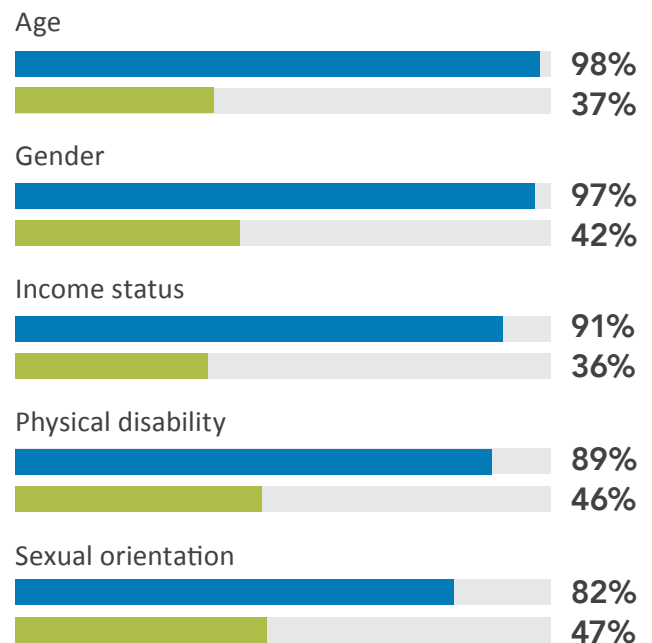
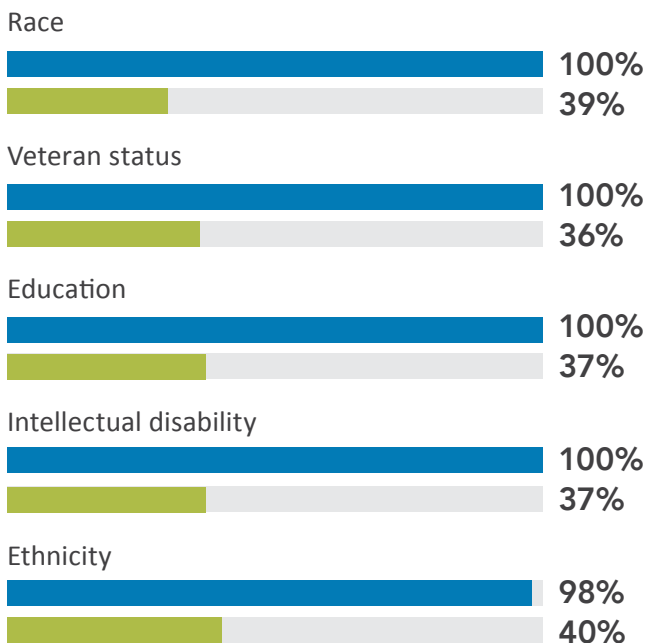
You can't understand inclusion without measuring it, and 40% of organizations are not measuring it at all, according to Brandon Hall Group research. Once you

have the data, there are many areas of inclusion that can be measured. Here are the inclusion metrics that leading organizations are using:

- ▷ Employee sentiment
- ▷ Participation in employee resource groups
- ▷ Participation in various types of training
- ▷ Promotion rates
- ▷ Engagement scores
- ▷ Recognition
- ▷ Performance ratings

### Large Disparities in Tracking Diversity and Inclusion

- Percentage of Organizations Tracking Diversity
- Percentage of Organizations Tracking Inclusion



Source: Brandon Hall Group Diversity and Inclusion Benchmarking Study



## The Diversity & Inclusion Lifecycle

We have divided Diversity & Inclusion into four phases centered around critical business objectives, which we refer to as the “nucleus” of the framework. Here is a breakdown of each element of the framework.

### The Nucleus

**INCREASED  
BUSINESS  
GROWTH &  
REDUCED RISK**

Each framework is designed to build a strategy around one or more critical business outcomes, which we refer to as the “nucleus.” In this case, the nucleus is business growth and reduced liability risk.

Historically, D&I has been seen as a compliance issue or “HR issue,” which has prevented it from being a primary business driver in many organizations. Even today, when D&I is increasingly seen as a business imperative, one-third of organizations still view it as a compliance issue, according to Brandon Hall Group research. But efforts are more targeted and effective with a strong business focus.

The best way to establish diversity and inclusion as a business driver is by tying D&I to your organization’s most critical business priorities.

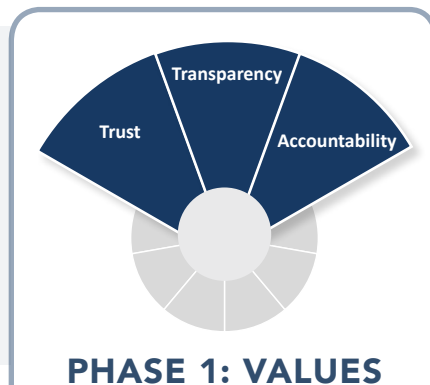
For example, if you have significant talent gaps that impede your ability to grow, what better way is there to tackle them than by expanding your candidate pool with a diverse recruiting initiative? Doing so addresses a critical business problem while establishing a foundation for diverse recruiting from that point forward.

#### Other examples:

- 1 If you do not have a robust leadership pipeline, targeted development programs for diverse groups of employees address inclusion while expanding the leadership pool.
- 2 If employee engagement is not where you want it, employee resource groups on issues of interest to diverse employees provide them opportunities to contribute outside their job and build a greater sense of being a part of the organization.

## The Four Phases of the Framework

This framework is designed to be a blueprint for building strategies and processes that brings a business case to life and results in business outcomes that cumulatively increases business growth and reduces risk — a magic combination.



The prerequisite for Diversity & Inclusion as a business driver is to establish values that are communicated and supported across the enterprise. We recommend involving key stakeholders to establish the mission and vision, and values to support them. The exact values and will vary by organization, but the research shows that successful organizations establish the following:

### Trust

Employers must instill trust across the organization that they believe in a diverse and inclusive culture. To do this, organizations must demonstrate that they embrace the following:

- ▶ Creating and sustaining a safe and productive work environment
- ▶ The health and reputation of the organization is improved by diversity and inclusion
- ▶ Creating an environment where the unique attributes of each person are understood, valued, respected and utilized
- ▶ Offering equal opportunities for career growth
- ▶ Evaluating and rewarding performance fairly and equally
- ▶ Corporate responsibility that includes supporting the communities and markets they serve



Here is an example of a Minnesota company that built an internal D&I culture over time and expanded its effort to the community after the George Floyd murder in Minneapolis:



In Minnesota, where George Floyd was killed by police, igniting the movement against racial injustice, **Prime Therapeutics** expanded its community outreach efforts.

The company, which manages pharmacy benefits for more than 30 million members, gave employees a paid volunteer day to contribute to community rebuilding efforts in the aftermath of Floyd’s homicide and subsequent protests.

Volunteer opportunities were filled up within minutes as employees felt an overwhelming need to help and contribute in some way.

In addition, Prime Therapeutics leaders are creating a new institution, the Prime Together Foundation, to work with communities to address inequality and injustice, especially racism, poverty, health and hunger. Prime’s Diversity & Inclusion Council, consisting of employees

and sponsored by three C-Suite executives, will help decide appropriations and partnerships with nonprofits around the Twin Cities. The company recently approved the organization’s first full-time Diversity & Inclusion Director position because leaders realized the evolution of Diversity & Inclusion, especially considering the events of 2020, required an intentional focus and dedicated resources.

This type of top-level leadership and holistic approach is critical for successful Diversity & inclusion efforts. As illustrated, efforts often extend outside the “walls” of the organization into communities. This sends a message to employees, customers and potential customers that the business stands for more than the products or services it produces.

## Transparency

The best way organizations can build trust is through complete transparency. This goes beyond posting mission, vision and values on a web site and letting them sit there.

This involves ongoing communication and demonstration of the values. Transparency builds trust. In our research, we found that many organizations do live their values but that employees and customers often are not aware of the organizations' level of commitment.

Transparency is difficult because you must commit to being open and honest and consistently maintain those values. Everyone is busy and focused on many different things, so there must be an ongoing commitment to letting everyone know how the organization achieves its values.

Transparency must extend to situations or incidents that conflict with those values. Organizations must own those moments and communicate what will be done to correct the problems and move forward.

Here is an example from Brandon Hall Group research of an employer who established strong values on how both clients and employees are treated and constantly builds trust by exhibiting those values in everything they do.





**CASE IN POINT**

Quantum Health, a growing company with more than 1,000 employees, provides healthcare coordination services for self-insured employers and their employees. Quantum Health sees itself as “healthcare warriors” who ensure their clients’ employees get the care they need when they need it. Quantum Health’s culture is built around five pillars:

**1 Sanctuary:**

A safe place where members’ options are explained and they can share their anxieties

**2 Expertise:**

A safe place where members’ options are explained and they can share their anxieties

**3 Stick with Them:**

A dedicated care coordinator sticks with members throughout each step of their healthcare journey

**4 Warrior:**

Someone in the consumer’s corner who resolves the issues that they can’t resolve themselves

**5 Friendship:**

A person whose only purpose is to help without any ulterior motive or hidden agenda



Quantum’s corporate culture is built around those same five pillars and its employees. The company has built a culture of diversity and inclusion by focusing on hiring people aligned with the pillars of the organization.

Employees — from medical professionals to front-line healthcare coordinators

— are hired for their empathy and humility. The organization’s management team embodies an “extreme servant leadership” approach and demonstrates the same care, loyalty and compassion for their employees as the employees do for the clients. Quantum has been voted a Best Place to Work for 11 consecutive years.

Quantum has a diverse workforce because the qualities they hire for transcend race, gender, nationality, sexual orientation and other categories of diversity. Leaders care only about hiring people who match the pillars. Managing and sustaining the culture is the top priority.

## Accountability

All business initiatives come with accountability, and, therefore, everyone involved in a diversity and inclusion initiative should be accountable for their roles.



If businesses want to be truly inclusive, they must collect and leverage data to understand their current state, determine the desired future state and set goals to get there. For example:

- ▶ Talent-acquisition professionals should have specific diversity and inclusion goals
- ▶ Employee resource groups should have specific objectives
- ▶ Leaders should also have specific inclusion targets and progress markers with performance and compensation tied to the results

Our research shows that 80% of organizations set specific diversity and inclusion goals

for leaders, and 67% of organizations set specific diversity and inclusion goals for talent-acquisition professionals, according to our research.

Less than half of organizations regularly recognize individual and teams for demonstrating the principles of D&I. One-third or less of employers include D&I goals in determining performance evaluation and compensation outcomes for leaders or employees.

## Use of Goals for Diversity and Inclusion

Leaders have specific diversity and inclusion goals



Talent-acquisition professionals have specific diversity and inclusion goals



Leaders' progress toward meeting their D&I goals is measured



Individuals and teams that excel in demonstrating D&I principles are recognized for their achievements



Progress toward meeting D&I goals influences performance evaluation and compensation outcomes for leaders



Employee resource groups have specific goals to meet



Progress toward meeting D&I goals influences performance evaluation and compensation outcomes for non-leaders



Source: Brandon Hall Group Study, Diversity and Inclusion: What's Changing



**PHASE 2:  
TALENT STRATEGY**

Trust, transparency and accountability serve as the foundation of diversity and inclusion initiatives, and talent strategy is the engine. Your values must be embedded in how you attract and hire new talent and the ways you support and develop your employees.



Your talent strategy must focus on continuous growth through learning initiatives that teach the value of diversity and inclusion and how to embed it in all aspects of the culture. You also must take a good look at your talent-acquisition practices and ensure your employment brand, and the recruiting strategy that stands behind it, reflect the diversity you seek and the inclusion that is critical to talent development and retention.

**Growth Mindset**

A growth mindset reflects an organization's ambition and commitment to a state of continuous improvement around diversity and inclusion. Whatever your current state, you should have plans in place to grow and improve on a variety of levels — including training, culture change, talent acquisition, targeted development of diverse groups, employee involvement and customer care.



**CASE IN POINT**

Atrium Health, formerly Carolinas HealthCare System, is an example of an organization with a well-developed growth mindset. Atrium provides healthcare and wellness programs throughout North and South Carolina. Its network of more than 900 locations includes academic medical centers, hospitals, healthcare pavilions, physician practices, destination centers, surgical and rehabilitation centers, home health agencies, nursing homes, and hospice and palliative care.



Atrium is committed to creating a culture in which the unique attributes of each person are understood, valued, respected and utilized, recognizing that talent and ability are enhanced by diversity. Atrium also strives to increase its capability to deliver culturally

competent care to patients, recognizing that care needs may differ for individuals from diverse backgrounds.

The key to providing culturally competent care is the ability to establish and retain a workforce whose composition reflects the

demographics of the service-area population.

To support this effort, the Office of Diversity and Inclusion created a Diversity Agenda, which serves as the framework for diversity initiatives throughout the enterprise:



**Culturally Competent Care**

Provide culturally and linguistically competent care to improve the health status of the increasingly diverse patient population



**Diverse Customers**

Identify trends and develop segmentation strategies that target the fastest-growing populations of the region



**Community**

Enrich the health status of those who live and work in the communities that Atrium serves



**Workforce**

Enhance the diversity and cultural competency skillset of teammates

## Recruiting Initiatives

Many D&I efforts we researched focus heavily on internal development, from diversity training to Employee Resource Groups to targeted development efforts for diverse employees. That’s important, but employers must also focus externally to attract and hire diverse candidates with skills and competencies that meet business needs, as well as find candidates whose values mesh with the organization’s D&I values and business goals.

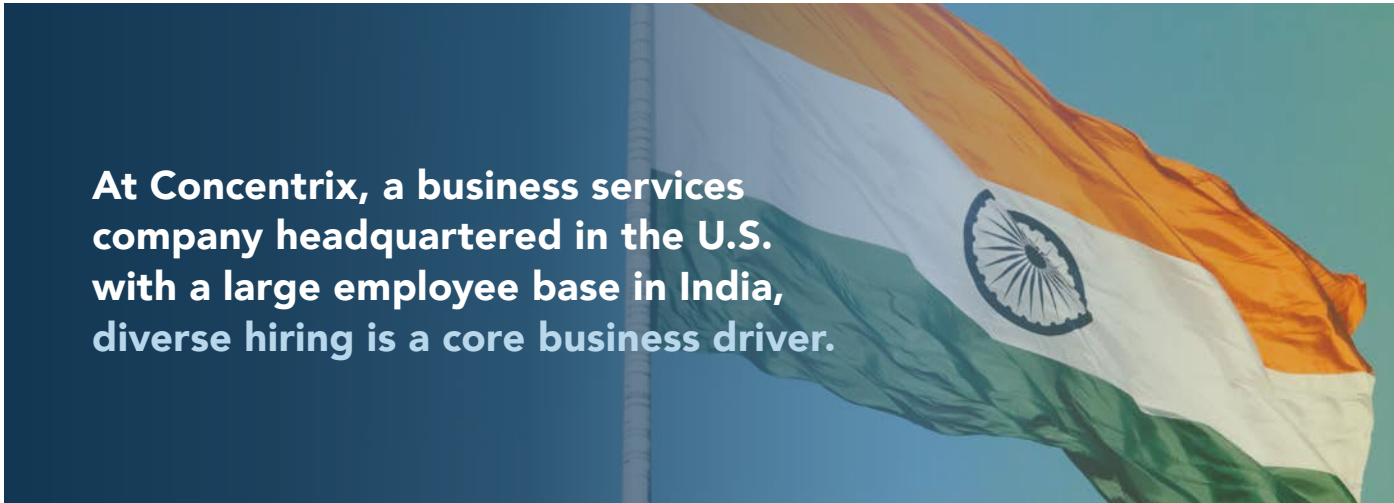
While 90% of organizations use at least one diverse recruiting strategy, fewer than half leverage any specific strategy to ensure a more diverse and inclusive recruiting process.

### Strategies to Ensure Diverse and Inclusive Recruiting Process



Source: Brandon Hall Group Diversity and Inclusion Benchmarking Study

Even though it takes a lot of resources — time, people and money — a strong argument can be made that all of these strategies should be used. That means most organizations have a long way to go. It is not an easy endeavor, but businesses that value diversity in hiring take the necessary steps to make progress.

**CASE IN POINT**

**At Concentrix, a business services company headquartered in the U.S. with a large employee base in India, diverse hiring is a core business driver.**

The Concentrix sites in India developed a plan to bring their hiring processes in line with the global corporate diversity policy. This manifested as a strategy to increase hiring and retention of women and differently abled employees. This goal was achieved through a multipronged approach: recruitment, hiring and retention. First, the company increased the available pool of applicants to improve recruitment efforts. By educating girls, women and disadvantaged social groups, Concentrix improved the availability of sufficiently skilled potential hires. This

was vital, given the massive growth the company's success has created.

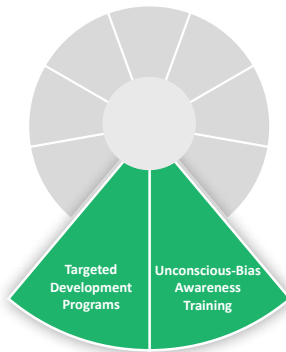
Concentrix also increased the talent pool by instituting policies and facilities to let differently abled people pursue careers within the company with greater facility.

**One example:**



**Hiring sign-language assistants so deaf applicants could fulfill the duties of roles previously unavailable to them.**

Both initiatives fed into the third prong of the approach: retention. By fostering a culture of inclusivity, ensuring that facilities were hospitable to different people and investing in new tools, Concentrix strove to create a workplace where people of disparate backgrounds were welcomed. These three tools worked together toward meeting the company's goal: 33% of new hires were either women or people with disabilities.



### PHASE 3: CONTINUOUS LEARNING

Diversity and inclusion is a journey. No matter where you are in that journey, there are new insights to be gained and shared that lead to enlightenment and behavior change that can make employees, and an organization as a whole, more open-minded, collaborative, inclusive, innovative and, therefore, more effective and competitive.

One significant barrier to D&I is unconscious biases that are native to all of us. Brandon Hall Group research found organizations that offer training on unconscious bias create awareness that leads to more expansive and effective D&I efforts.

Unfortunately, slightly more than half of organizations offer unconscious-bias training and even fewer organizations offer more in-depth and nuanced learning related to D&I. We believe a rich menu of learning that employees can access wherever and whenever they want helps build a culture of diversity and inclusion.

## Unconscious-bias Awareness Training

Training on unconscious-bias awareness is a fundamental driver of building an inclusive environment. It can motivate people to be more inclusive in their jobs and lives and lead to broader employee involvement.

Many organizations achieve success by first training top executives and managers on unconscious bias and using the experience to

build momentum for further training.

**But for real culture change to occur, the learning must go deeper.**

Once awareness is established, learning must focus on mindset and behavior change.

It's important that organizations make this learning as accessible and personal as possible. This training should not be a one-off, either. Learning teams should build performance support to reinforce principles and link employees to additional learning. Awareness, while critical, is just the first step of the journey from unconscious bias to "unconscious inclusion."



Here is an excellent example of making unconscious-bias training accessible and attractive.



## CASE IN POINT

Citigroup’s “Building an Inclusive Culture” course is an interactive, 30-minute eLearning program for all Citigroup employees: individual contributors, leaders, people managers or client-facing.

The first step included a strategic review of the existing storyboard content, audience beliefs and stakeholders’ expectations for the online experience. The outcome enabled the team to define learning objectives, key messages and the desired culture.



### Audience’s current belief.

Learners may feel that creating an inclusive culture and recognizing bias is “corporate’s” responsibility rather than something that exists in their everyday life and decisions. The concept of diversity is typically thought of only in a traditional sense (gender, race, age, religion, etc.) and not in the more

implicit ways, such as non-native speakers, remote workers and interoffice differences (back-end office versus client-facing).

### Citigroup’s desired expectations of the training.

Citigroup wants learners to realize how unconscious bias is an everyday topic, naturally engrained in their actions and decisions. Being aware of these dynamics and biases as a part of human nature will help learners be better at what they do.



For learners, here are key reasons to minimize unconscious bias:

- ▷ Be more effective at your job
- ▷ Team interactions will improve
- ▷ Colleagues will be more effective
- ▷ Be able to identify and act on opportunities more effectively
- ▷ Learn something new about yourself



The 30-minute eLearning course has several learning objectives:



- ▷ Raise awareness of unconscious bias and insider/outsider dynamics
- ▷ Increase understanding of the business case for a diverse workforce and inclusive culture
- ▷ Enable participants to define and recognize concepts of unconscious bias and take actions to prevent its impact in the workplace
- ▷ Increase knowledge of how to promote an inclusive culture
- ▷ Increase engagement with this topic more broadly

**To support the objectives, the learning team incorporated a variety of elements in the online experience:**

### **Personalized**

Personalized elements that accommodate different learning styles

### **Storytelling**

Storytelling about different types of automatic associations and the concept of unconscious biases shows how to minimize their impact on Citigroup's efforts to build a diverse workforce and inclusive culture

### **A Narrative and Challenge**

As a transition to the opening story, a sequence of images depicts driving to the office, entering a building and walking to a desk before switching to a view of a computer monitor. The monitor shows a slide with a quote from the CEO about diversity and inclusiveness. A few seconds later an IM window opens. Onscreen text appears as

an IM dialogue on the IM window display. A text-and-conversation thread builds on the screen in the same way an IM conversation works on a computer device and sets the tone of the learning experience. The opening conversation illustrates the audiences' potential current beliefs and opens the door for discussing unconscious bias. Throughout the course, learners chat via IM about their experiences.



## Targeted Development Program

Unconscious-bias training is a great foundation for continuous learning but the high-performing organizations we talked to go far beyond that. Here are several learning programs that teach employees how to be more inclusive, as well as targeted programs for diverse populations to give them opportunities for development and advancement.

- ▷ How to embrace differences in the workplace
- ▷ Strategies for increasing the recruitment and hiring of diverse talent
- ▷ Teaching leaders how to manage diverse populations
- ▷ How inclusive behaviors can be embedded into everyday job activities and responsibilities
- ▷ Coaching and mentoring on inclusive behaviors
- ▷ Targeted development programs for diverse populations
- ▷ Job-sharing
- ▷ Organized role-model programs for aspiring diverse leaders
- ▷ Mentorship programs for high-potential women, minorities and other diverse employee groups
- ▷ Executive sponsorship programs for high-potential diverse employees
- ▷ Networks focused exclusively on growing the skills and experiences of diverse employees



**PHASE 4:  
ENGAGEMENT &  
RETENTION**

One of the main business goals of diversity and inclusion is to create a work environment where employees are engaged and want to develop their skills and careers, and contribute to the success of the organization.

Organizations must create opportunities for employees at all levels to advocate for diversity and inclusion. They also must recognize progress and achievement. Together, this can drive employee and retention.

**Employee Activism**

Organizations with a strong culture of diversity and inclusion involve employees in a variety of ways. Employee resource groups and diversity councils, for example, are excellent initiatives to get employees to lead and make their voices heard. The members of these groups can, in turn, reach out to other employees to ensure they feel included. ERGs and diversity councils can serve as the collective conscience of the organization and spearhead initiatives to reinforce — and

expand upon — the values of diversity and inclusion that the organization introduces.

**Beyond these formal activities, all employees should be encouraged through continuous learning and a variety of communication channels to be advocates for diversity and inclusion.**

Part of diversity training focuses on encouraging employees to speak out when they see behaviors or

trends that conflict with the organization's values.

One example from our research is an organization where men who believed in diversity and inclusion called out other men who showed disrespect toward women or brushed off comments by women in group meetings. This type of simple and direct advocacy can go a long way toward reinforcing the culture and keep everyone focused on practicing behaviors that enable diversity and inclusion across the enterprise.

## Recognition and Rewards

We talked about accountability earlier, which is important to drive change.

**But to drive engagement and retention, successes need to be recognized and rewarded.**



Recognition is a great reinforcer. When employees take risk and accountability by joining diversity and inclusion groups or speaking out and advocating for change, they need to know their efforts are appreciated. That empowers them to continue to exhibit the behaviors that drive change and a better culture.

Like all recognition and rewards programs, organizations need to be strategic. Public recognition and awarding points for exemplary performance around D&I may be very motivating for some, but embarrassing for

others, especially if they worry about the repercussions of their advocacy.

If you have an established rewards and recognition program, the guidelines already established may very well suffice for recognizing D&I, or they may have to be customized. If you don't have a formal program already, D&I this is a great place to start and can be then extended for all levels of performance.

But one way or another, recognition is critical to D&I success.


**CASE IN POINT**

Duke Realty believes that developing and sustaining relationships with its key stakeholders is the foundation of its business success. Relationships involve understanding and valuing similarities and differences and using that understanding to grow mutually beneficial partnerships.

**DUKE REALTY'S FOUNDATION FOR BUSINESS SUCCESS**

Developing and sustaining relationships with our key stakeholders is the foundations of Duke Realty's business success. Relationships involve understanding and valuing our similarities and differences and using that understanding to grow mutually beneficial partnerships.

**Business  
Development**

Mirroring the demographics of its tenants and prospects will better position Duke Realty to understand different points of view and, in doing so, be better able to secure new tenants and retain current tenants

**JAG**

*Working Scholars Program  
(Perris Partnership)*

**Workplace**

Providing a workplace culture that values the thoughts, ideas and contributions of all associates

*Diversity & Inclusion  
Council*

*Women's Network*

*Associate Engagement  
Survey*

*VIP Program*

*Executive Mentoring  
Program*

*Cultural Appreciation Day*

*DREAM Scholarship*

*Project REAP*

*DirectEmployers Institute*

*Providence Cristo Rey  
Corporate Work Study  
Program*

*Awards & Recognition*

**Supplier  
Diversity**

Hiring a broad and diverse network of suppliers will help Duke Realty purchase products and services at the most competitive rates

*Diverse Spend by Market*

- *East Region*
- *Central Region*
- *West Region*

**Community  
Outreach**

Serving a diverse group of community organizations will strengthen the communities in which Duke Realty operates

*American Red Cross*

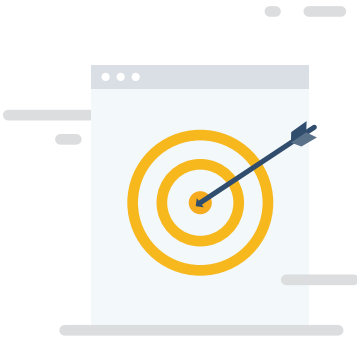
*Habitat for Humanity*

*Community Service  
by Market*

- *East Region*
- *Central Region*
- *West Region*

Source: Duke Realty Corporation





Duke Realty set goals for diversity and inclusion by the following:

### **Diversity and Inclusion Council**

Educate, increase awareness and advocate D&I within Duke and the communities it serves. The program was started over 20 years ago. Employee participation in educational/awareness roundtables is at 97%. Positive feedback through engagement surveys and involvement.

### **Duke Realty's Women's Network**

A network that supports the investment in, development and growth of the women at Duke. The network delivers at least four webinars, guest speakers and informational sessions quarterly. There is huge support and attendance

from both men and women at various programs, along with board support. In 2019, Duke Realty hosted two external speakers and more than 200 employees participated throughout all of its markets (live and via Skype) with 80% female participation and 20% male participation.

### **Executive Mentoring Program**

Pairing high-potential female and minority employees with executives to create more development opportunities for women and minorities for future leadership needs and to improve hiring/retention. There's been positive retention and opportunities for over 30 key mentees. Duke Realty graduated five in 2019, which included three females and two minorities.

### **VIP (Value in People) Initiative**

The company created this initiative to ensure that Duke Realty had a diverse slate of candidates before extending an offer or hiring an individual. The program has been very effective, with 100% compliance. Further, Duke Realty's CEO

Jim Connor challenged leadership to increase its focus on hiring females and or minorities for top and mid-level positions. At the top and mid-level positions, minority/female hires increase from 30% in 2017 to 58% in 2018 and 67% in 2019.

### **CEO Action Pledge for D&I**


Duke Realty CEO Jim Connor pledged to advance D&I in the workplace. The goal is to create a trusting workplace, provide unconscious-bias training and share best practices. Duke Realty meets all three of the goals through the D&I Council, Women's Networking group, Executive and Management Committee and overall within the Duke Realty Culture.

### **Project REAP**

An industry-backed, market-driven 10-week program that serves as a bridge between talented minority professionals and commercial real-estate companies looking for talent. In 2019, Duke Realty had employees instruct classes to participants in DC, Dallas and Atlanta.



### DirectEmployers Institute



A nonprofit organization that enables middle- and high-school students to explore STEM careers with Central Indiana employers. This mission involves bringing a simulated workplace environment directly to students in state-of-the-art, project-based STEM Learning Labs and through local workplace learning programs. The company created the Duke Realty Construction Lab at Arlington High School, where its construction employees provided insight and instruction to students regarding a career in commercial construction. Further, in 2019, Duke Realty moved the program to Ivy Tech, where the company is trying to get those students college credits for their work in Duke Realty's program in high school.

### Providence Cristo Rey

A private, college-preparatory high school for students from families with limited financial means. The Corporate Work Study program allows students to assist in paying for their tuition by allowing them to work at businesses and organizations. It is also

a great way for Duke Realty to further promote careers in commercial real estate. During the 2019-20 school year, Duke Realty sponsored a student who is working in its Accounting Department.

### DREAM Scholarship

The Duke Realty Fund for Education and Advancement of Minorities and Women in Real Estate (DREAM) was created. The program offers scholarships and mentorships to women and minorities in the real-estate industry. The fund offers four \$5,000 scholarships for two years toward a Master's Degree in Real Estate and includes mentorship program with Duke Realty executives. In 2020, Duke Realty committed to 10 scholarships.

### Cultural Appreciation Day

In 2018, Duke Realty launched its inaugural Cultural Appreciation Day. A special activity will be held in each of its markets annually to encourage associates to learn about, recognize and celebrate one another's culture as well as support the company's ongoing diversity and inclusion commitment.

## Critical Success Levers



### SUCCESS LEVERS

A framework is important in driving business initiatives such as I&D. But there are several prerequisites, which we call success levers, that must be in place for the framework to be successful.

The success levers include:

#### External Influencers

These may be shareholders, board members, regulatory agencies — even your competitors. All can have significant impact on your organizational success. Leveraging them or mitigating their impact is essential for your D&I framework to succeed.

#### Executive Leadership

A major culture and business initiative such as D&I requires inspired leadership and support from the top. Especially if D&I has not been a focus, the words and actions of executive leaders can set the tone for the organization. Also,

having an executive directly accountable for D&I, such as a chief diversity officer, reinforces that it is critical to the business.

#### Stakeholder Commitment

All stakeholders must be committed to the D&I framework. Everyone must understand the behaviors that need to be developed to build a culture of diversity and inclusion.

#### Strategic Alignment

Our research makes it clear that success hinges on the proper alignment of learning, talent and the business. Having HR/talent/D&I leaders who are business partners with the rest of the

organization is key. Even small organizations can operate globally. Establishing D&I to different regions presents many challenges. Diversity and inclusion means different things in different locations and cultures. It is critical to determine the point at which your strategy shifts from global to local to meet these needs.

#### Global & Agile

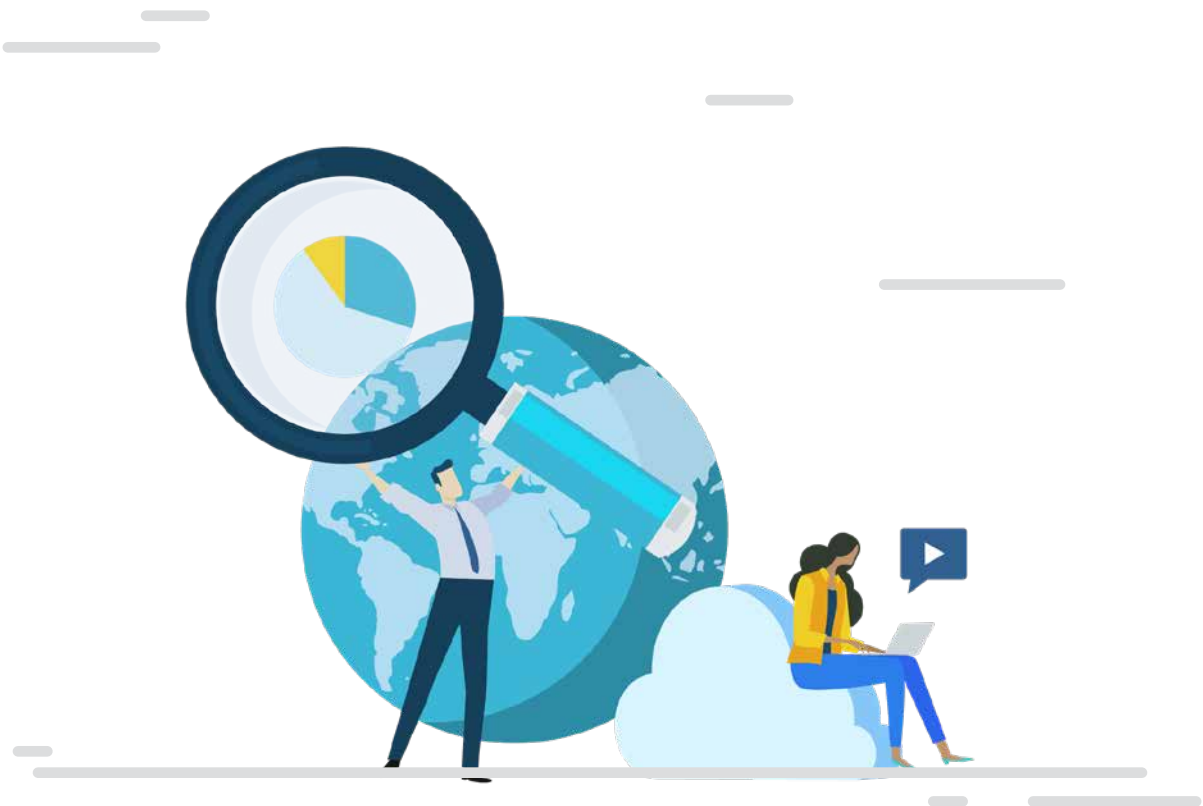
Even small organizations can operate globally. Establishing D&I to different regions presents many challenges. Diversity and inclusion means different things in different locations and cultures. It is critical to determine the point at which your strategy shifts from global to local to meet these needs.

## Scalable

What works today may not work tomorrow, especially as the company grows. Expanding the business is a chief objective of any organization, and diversity and inclusion initiatives must evolve as the organization evolves to meet the needs of current and future employees.

## Assessments

Assessments — both pre-hire and post-hire — can be very helpful in understanding a candidate or employee's values and behavior traits. It is important that current employees and candidates have an diversity and inclusion mindset aligned with the organization's values and objectives. Any tool that can create understanding around alignment can head off potential conflicts down the road.





## Conclusion

The world of work is diverse and that will only increase in the decade ahead as Millennials and Gen Z become the majority of the workforce and their values, workstyles and digital fluency become increasingly engrained in the culture of the organization.

The proliferation of information streams that employees use means that consensus on anything in the workplace will increasingly require disciplined, well-conceived strategies around inclusion,

diversity, communication and engagement.

Organizations that are not focused on D&I as a business imperative will struggle to remain competitive. This framework provides the foundational building blocks of success, along with examples of how organizations are adapting and excelling in embracing diversity and inclusion.

Building diversity and inclusion is unique among business initiatives because

it also requires, in many instances, significant culture change that relies on individuals' willingly changing mindsets and behaviors. This is no easy task and requires commitment from executive leaders, which has largely not existed until recently. Organizations will need to be vigilant, as well as iterative, in their efforts to create an inclusive workforce willing and able to collaborate to drive business success in an increasingly complex, global, digital, knowledge-driven economy.

## Demographics: Brandon Hall Group, Diversity & Inclusion Benchmarking Study, 2020

**283** Organizations



**39%**

**Small & Mid-size**  
(100-4,999 employees)



**61%**

**Large**  
(5,000+ employees)



**Corporate  
Headquarters  
of Respondents**

**80%** North America

**2%** APAC

**16%** EMEA

**2%** South/Central  
America, Caribbean



**Geographic  
Distributions**

**35%** Organizations located in one country with multiple locations

**21%** Organizations located in one country with some global distribution

**19%** Organizations with multiple locations across the globe

**19%** Organizations located in one country in one location

Responses are from **32 industries**.

Top 5 Industries: **Technology/Software, Healthcare, Consulting, Banking/Finance and Education.**

*Study conducted July-October 2020*

## Demographics: Diversity & Inclusion: What's Changing?

**152** Organizations



**47%**

**Small & Mid-size**  
(100-4,999 employees)



**53%**

**Large**  
(5,000+ employees)



**Corporate  
Headquarters  
of Respondents**

**81%** North America

**3%** APAC

**15%** EMEA

**1%** South/Central  
America, Caribbean



**Geographic  
Distributions**

**32%** Organizations located in one country with multiple locations

**32%** Organizations with multiple locations across the globe

**23%** Organizations located in one country with some global distribution

**13%** Organizations located in one country in one location

Responses are from **29 industries**.

Top 5 Industries: **Technology, Healthcare, Banking/Finance, Government and Manufacturing.**

*Study conducted August-November 2020*



## Authors and Contributors



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**Michael Rochelle** ([michael.rochelle@brandonhall.com](mailto:michael.rochelle@brandonhall.com)) contributed to this report. He is Chief Strategy Officer and Principal HCM Analyst at Brandon Hall Group. Michael leads a wide range of advisory support and strategic engagements for Fortune 1000 and small-to medium-sized organizations as well as leading and emerging solution providers across the HCM industry. Michael has more than 30 years' experience in HR, IT, sales, marketing, business development, and strategic and financial planning in Fortune 500 and venture-backed start-up organizations.



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**Emma Bui** ([emma.bui@brandonhall.com](mailto:emma.bui@brandonhall.com)) is the Graphic Design Associate at Brandon Hall Group. She created the layout and graphics for this report.



## About Brandon Hall Group

With more than 10,000 clients globally and 27 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

Some ways we can help ...



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Includes research library access, events, advisory support, a client success plan and more.



### ADVISORY OFFERINGS

Custom Research Projects, including surveys and focus groups interviews. Organization Needs Assessment for Transformation, Technology Selection and Strategy.



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recognizes world-class HCM programs that transform their organization and achieve breakthrough results. This designation is the next step beyond the HCM Excellence Awards, which focus on a single program, and looks at the department as a whole.



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are comprehensive educational programs that center around a multiphase knowledge test.