

Next-Level DEIB Strategies for the Public Sector

Presented By:

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Thought Leadership and Advisory Services



About Cornerstone

Cornerstone Facts

20+ years as an L&D leader

5000+ employees

75M+ end users

400+ higher ed customers

95% customer retention rate

“Not only is it simpler to deliver compliance training to different units, we experienced a 670% increase in completions for one training from the year prior to implementing Cornerstone”

Kate Spencer Sowrey
University of Tennessee







Today We Will.....

- Define DEIB
- DEIB at a Global Level
- Review DEIB Built-In
- Talent Management Best Practices
- Assess Your DEIB Strategy
- Q&A
- **Next Steps**



How do YOU define these?

Diversity

Inclusion

Equity

Belonging

Work at your tables to build your definitions together



Diversity is a fact

the presence of differences that may include
**race, gender, religion, sexual orientation, ethnicity,
nationality, socioeconomic status, language,
(dis)ability, age or religious commitment.**



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Equity is a choice

promoting justice, impartiality and fairness within the **procedures, processes, and distribution of resources by institutions or systems.**



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Inclusion is an action

Actions to **ensure all actually feel and/or are welcomed.**
Inclusion outcomes are met when you, your institution, and your program is truly inviting to all.



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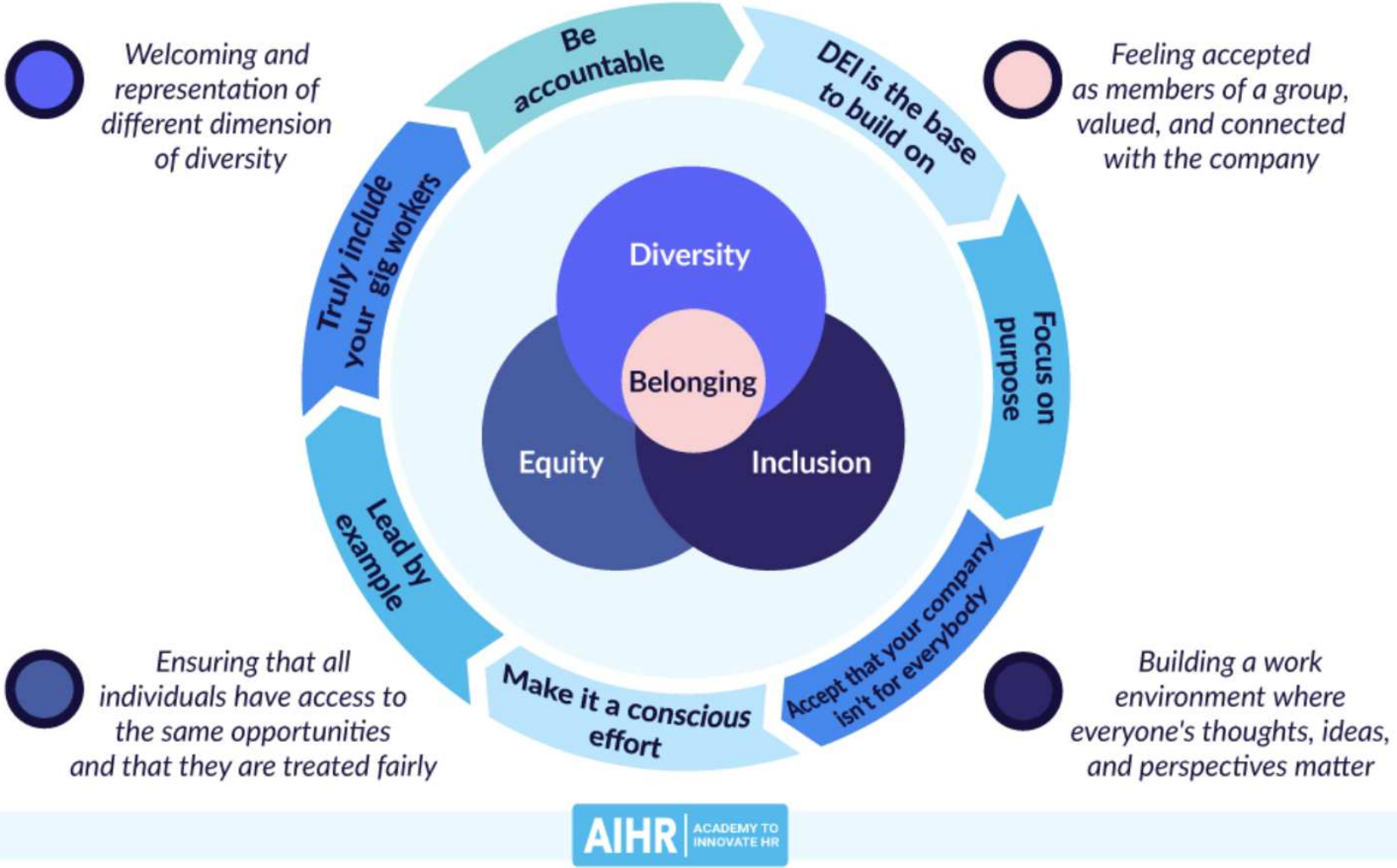
Inclusion is an action

Actions to **ensure all actually feel and/or are welcomed.**
Inclusion outcomes are met when you, your institution, and your program is truly inviting to all.

Belonging is an outcome

The degree to which all individuals are able to participate fully in the decision-making processes and development opportunities within an organization or group.

Diversity, Equity, Inclusion and Belonging (DEIB) at Organizations



Inclusive Leadership & Team Performance

70%

Increase in engagement based on belonging & psychological safety

29%

Increase in team collaboration

20%

More likely to be innovative

20%

Increase in decision-making quality

17%

Increase in team performance

-30%

Less likely to face risk mitigation



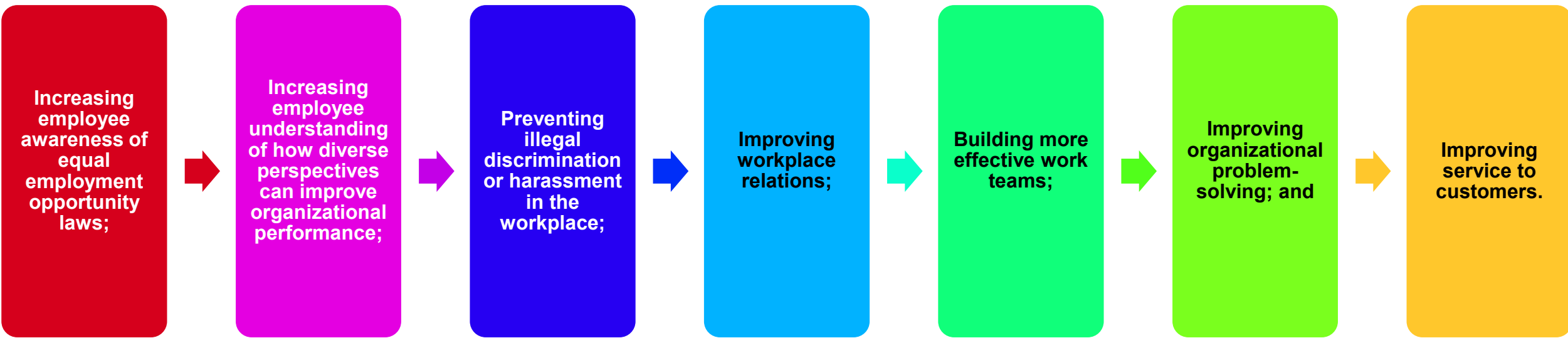
Source: Deloitte & "Which Two Heads are Better Than One" by Juliet Bourke

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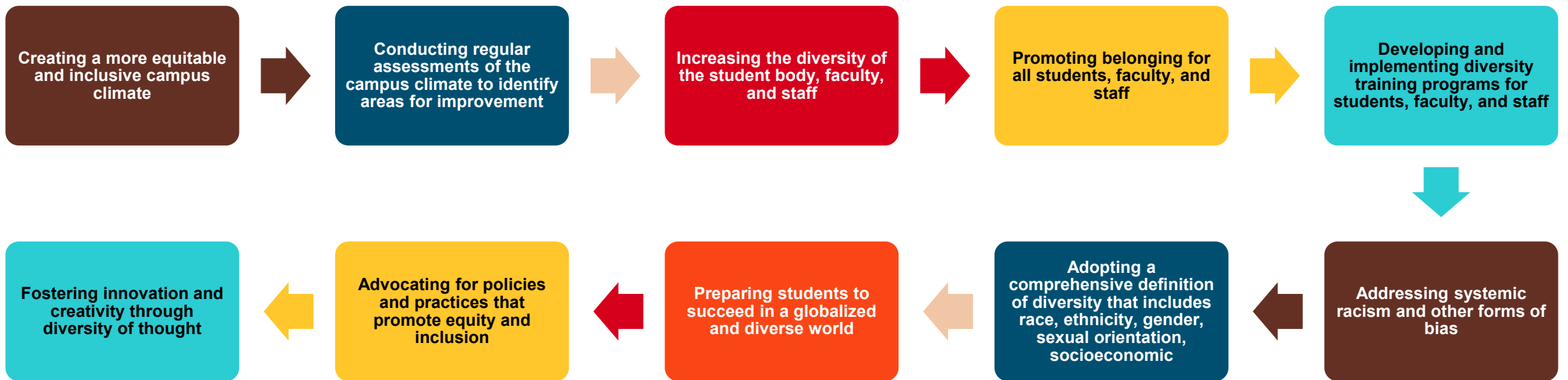


OPM.GOV

Management's goals for diversity training may include:



How Higher Education is addressing DEIB



Sources: AAC&U, NCES, ACE, Aspen Institute, Harvard Kennedy School

Benefits of a Diverse & Inclusive Workforce

8x

More likely to have overall better business outcomes

6x

More likely to be innovative

6x

More likely to be agile

3x

More likely to be high performing

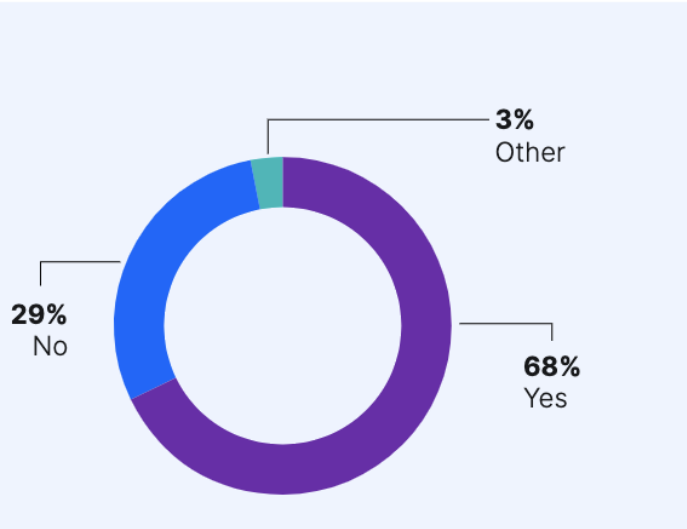
2x

More likely to meet or exceed financial targets

79%

Of orgs report Diversity Hiring as their #1 TA trend for 2022

Does your team currently use data to track diversity through the hiring funnel?



Source: Highpoint 2022 Recruiting Trends Report

Source: <https://www.hrtech.sg/blog/diversity-equity-inclusion-and-belonging-are-important-are-you-still-building-a-business-case/>
<https://www.arteachingcollective.com/equity-vs-equality.html>

The Value of Belonging

Social Belonging is a fundamental human need

40% of people say that they feel isolated at work, resulting in lower organizational commitment and engagement

U.S. businesses spend nearly 8 billion dollars each year on ineffective diversity and inclusion trainings

Belonging is good for business

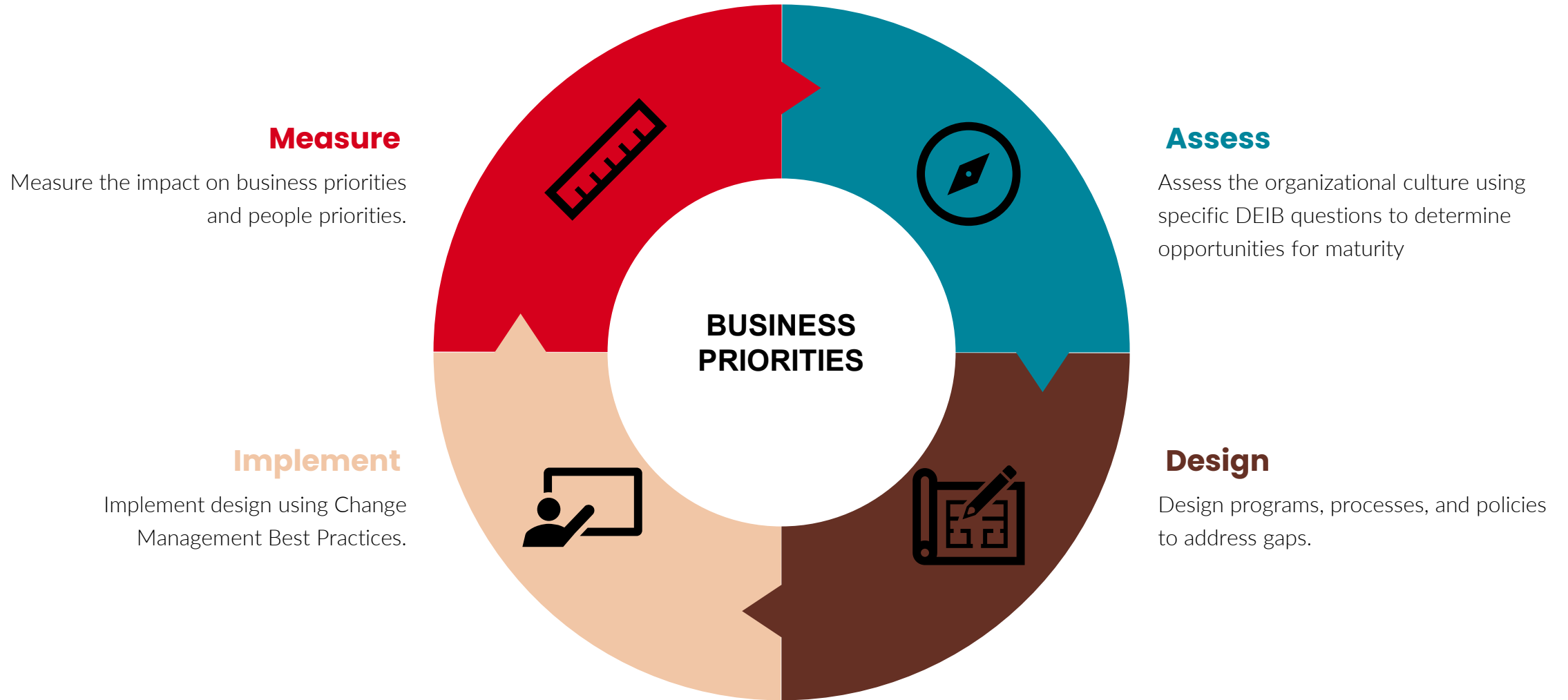
High belonging was linked to a:

- **56%** increase in job performance
- **50%** drop in turnover risk
- **75%** reduction in sick days
- **167%** increase in their employer promoter score



Source: Harvard Business Review, The Value of Belonging at Work

Strategic Built In DEIB Process



DEIB Maturity Model – At A Glance

	Administrative	Operational	Emergent	Optimized
DEIB Training & Unconscious Bias Mitigation	Legally mandated non-discrimination training	Robust DEIB Content catalogue & unconscious bias training available to all	Unconscious bias training mandated to managers; Calibration part of performance management processes	Unconscious bias training mandated to all; Calibration part of all organizational people processes
Business Resource Groups (BRGs)	A few established Business Resource Groups (BRGs)	Established BRGs with executive sponsors and employee-led BRG Council	BRGs given annual operating budget & separate employee development budget	BRG leaders are compensated based on DEIB goal attainment
Inclusive Benefits	Health / Medical coverage for married same-sex partners	Health / Medical coverage for ALL domestic partners + same-sex & single parent adoption benefits	At least one healthcare plan with coverage for medically necessary transition-related care and other routine and chronic conditions	Surrogacy coverage + coverage for ALL transition-related care (medical, pharmaceutical, and other therapies)
Corporate Diversity / ESG Metrics	Annual Diversity Recruiting, Retention & Promotion Metrics	Supplier Diversity Programs in place & Environmental, Social & Corporate Governance (ESG) Metrics introduced	Diversity & ESG Metrics are part of leaders' performance expectations	Executive Compensation tied to Corporate Diversity + ESG Metrics
DEIB Staff	Head of HR often addresses DEIB issues in staff meetings / town halls	Talent Management trained on DEIB issues to support people initiatives; BRG volunteer leaders	Chief Diversity Officer reporting to the CHRO	Chief Diversity Officer reporting to the CEO & has input into all areas of the organization
Pay Equity / Pay Transparency	Organization follows local legal guidelines	Formal pay equity review conducted; pay reconciled & communicated to employees; transparent salary ranges	Formal pay equity review conducted + results shared openly to all	Formal Pay Equity Task Force with dedicated budget + internal pay ranges and market adjustments shared to all regularly

Write Your Organization on a Post-It and Place the 1st Where you are now? and Place the 2nd Where would you like to be?

Administrative



Operational



Emergent



Optimized



DEIB Training & Unconscious Bias Mitigation	Legally mandated non-discrimination training	+	Robust DEIB Content catalogue & unconscious bias training available to all	+	Unconscious bias training mandated to managers; Calibration part of performance management processes	+	Unconscious bias training mandated to all; Calibration part of all organizational people processes
Business Resource Groups (BRGs)	A few established Business Resource Groups (BRGs)	+	Established BRGs with executive sponsors and employee-led BRG Council	+	BRGs given annual operating budget & separate employee development budget	+	BRG leaders are compensated based on DEIB goal attainment
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Building the Case for Change

DEIB Maturity – Administrative Stage

Organizational Characteristics	Performance Impacts	Cultural Impacts
<ul style="list-style-type: none"> Legally mandated non-discrimination training A few established Business Resource Groups (BRGs) Health / Medical Coverage for married same-sex partners Annual Diversity Recruiting, Retention & Promotion Metrics 	<ul style="list-style-type: none"> This stage is fundamental to all other stages. However, it suggests that DEIB is not part of the organization's vocabulary. Content is largely aligned to subjects that are compliance-related (i.e., sexual harassment). 	<ul style="list-style-type: none"> Although training opportunities provided, little or no relationships exist that support a DEIB training program that supports belonging initiatives. Employees don't feel an established trust and therefore seek outside sources for help.

DEIB Maturity – Emergent Stage

Organizational Characteristics	Performance Impacts	Cultural Impacts
<ul style="list-style-type: none"> Unconscious bias training mandated to managers; Calibration part of performance management process BRGs given annual operating budget & separate employee development budget At least one healthcare plan with coverage for medically necessary transition-related care and other routine and chronic conditions Diversity & ESG Metrics are part of leaders' performance expectations Chief Diversity Officer (CDO) reporting to the Chief Human Resources Officer (CHRO) Formal pay equity review conducted + results shared openly to all 	<ul style="list-style-type: none"> In this stage, DEIB content & training is mandated to managers A robust content catalogue is available to all. BRGs are active and funded. Leaders held accountable to DEIB metrics. Organizationally, calibration is a part of all people processes Inclusive healthcare benefits are available to all. A Chief Diversity Officer is on staff. Pay equity and pay transparency are common practices. 	<ul style="list-style-type: none"> Organizations in this stage the beginnings (bad word) strong DEIB culture Providing robust content that enables greater learning and customized learning recommendations. Employee belonging is not affected due to the organization's commitment to awareness, inclusion and transparency.

Key Indicators:

DEIB Content is available to all; mandated to managers
 Equal and inclusive benefits offerings for all.
 Leaders held accountable to DEIB Metrics.
 Regular Pay Equity audits.

DEIB Maturity – Operational Stage

Organizational Characteristics	Performance Impacts	Cultural Impacts
<ul style="list-style-type: none"> Robust DEIB Content catalogue & unconscious bias training available to all Established BRGs with executive support 	<ul style="list-style-type: none"> In this stage, organizations are starting their DEIB commitment. Content is available to all and BRGs help drive cultural change. 	<ul style="list-style-type: none"> In this stage, organizations are beginning to communicate their DEIB strategy to its workforce This adds a level of trust and transparency.

DEIB Maturity – Optimized Stage

Organizational Characteristics	Performance Impacts	Cultural Impacts
<ul style="list-style-type: none"> Unconscious bias training mandated to all; Calibration part of all organizational people processes BRG leaders are compensated based on DEIB goal attainment Surrogacy coverage + coverage for ALL transition-related care (medical, pharmaceutical, and other therapies) Executive Compensation tied to Corporate Diversity + ESG Metrics Chief Diversity Officer (CDO) reporting to the CEO & has input into all areas of the organization Formal Pay Equity Task Force with dedicated budget + internal pay ranges and market adjustments shared to all regularly 	<ul style="list-style-type: none"> In this stage, organizations deploy full technology-enabled processes that focus on ensuring equity in all people processes. With that in place, organizations are positioned to focus on measuring the impact of DEIB initiatives to organizational goals. A robust DEIB content and training catalogue is offered, with components mandated to all. Executive compensation tied to DEIB outcomes driving measurement and organizational commitment. 	<ul style="list-style-type: none"> Organizations in this stage enjoy an inclusive culture with high performance, high engagement and a strong sense of belonging among employees. Employees are empowered to bring their full selves to work and thrive in doing so. Attrition rates begin to reduce as employee and organizational confidence rises. We consider organizations that fall within this stage as 'future ready' since all talent processes include the lens of DEIB to ensure equity.

Key Indicators:

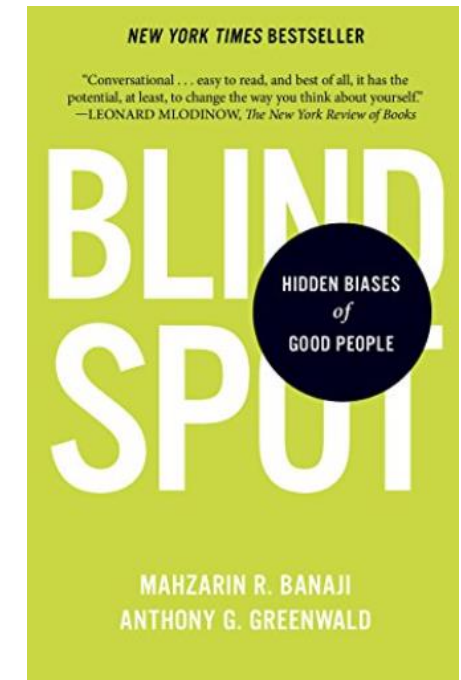
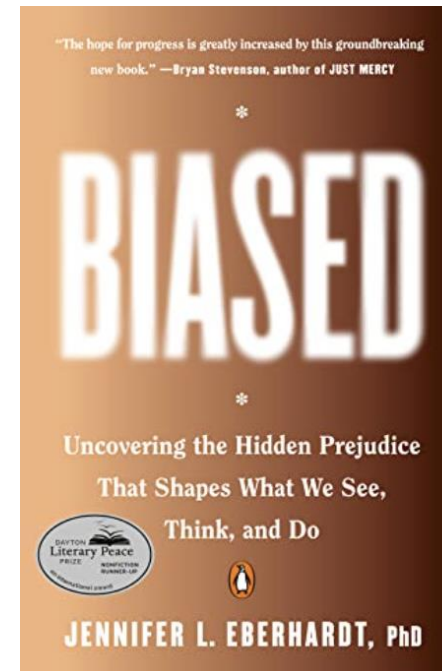
DEIB Content & Training mandated to all. Equal and inclusive benefits offerings for all. Leaders held accountable to DEIB Metrics.
 Organizational commitment to Pay Transparency.

DEIB in Talent Management Built In Not a Bolt On



What is it?

Implicit bias refers to the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner.



Sample DEIB Survey Questions

1. Our culture is enriched by our work environment's various cultures, races, and beliefs
2. We place sufficient emphasis on diversity in our client engagements.
3. People with diverse races are respected in our work environment.
4. People with diverse abilities are respected in our work environment
5. I would be reluctant to take family or medical leave that I am entitled to for fear that it may affect my career
6. I feel my compensation is equitable to my peers who are in similarly situated roles, experience, and responsibilities as me
7. We have a process in place to report and handle discrimination in a non-retaliatory manner



Job Descriptions

- Remove unnecessary requirements in job description
- Rank responsibilities in order of what is done the most
- Reduce bias in language by using tools like [Textio](#) and [Gender Decoder](#)
- Job descriptions are aspirational and can lead to similarity bias
- Women will apply for roles if they meet **100%** of the qualifications; men apply if they have **60%** of the qualifications*

*Source: <https://hbr.org/2014/08/why-women-dont-apply-for-jobs-unless-theyre-100-qualified>

Strategies Used by Employers to Maintain Diverse and Inclusive Recruiting Processes

- Maintain Geographically Diverse Talent Pool
- Tracks all major diversity categories of candidates in recruiting process
- Use technology to reduce unconscious bias in hiring
- Send targeted recruitment communications to diverse communities (*AfroTech, Out in Tech, Techqueria, & Neurodiverse communities*)
- Maintain anonymity of all distinguishing characteristics during candidate screening

31%

of organizations say they have diverse talent pipeline

29%

of organizations have diverse leadership in C-Suite

21%

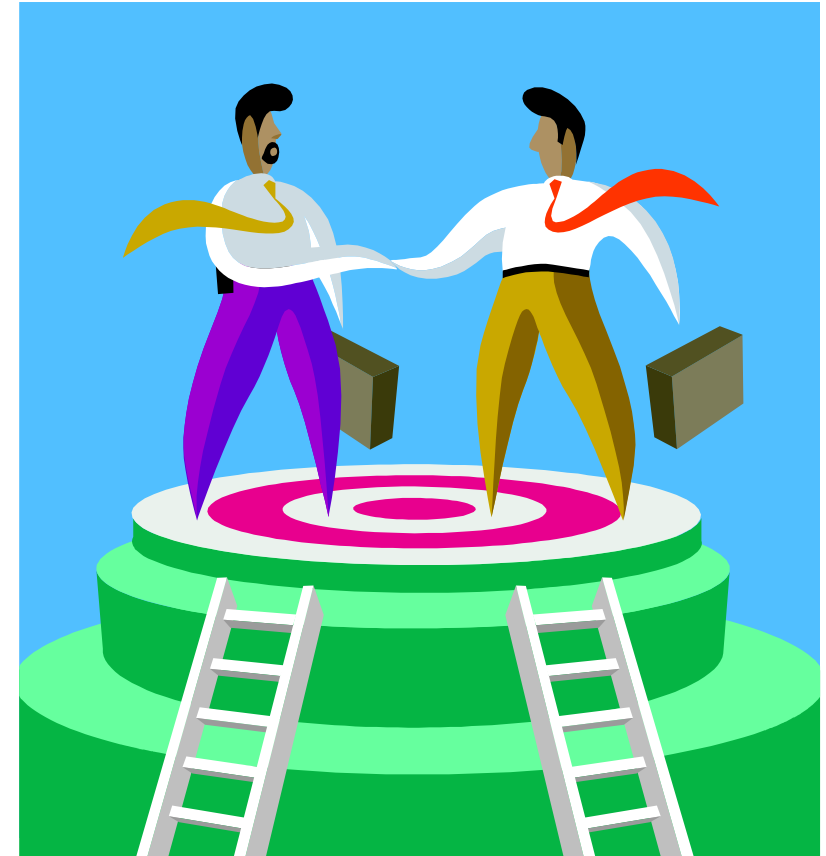
of organizations have leadership that reflects the diversity of the workforce

Source: 2020 Brandon Hall Group
Diversity, Equity and Inclusion
Benchmarking Study



Design Talent Management Processes Intentionally

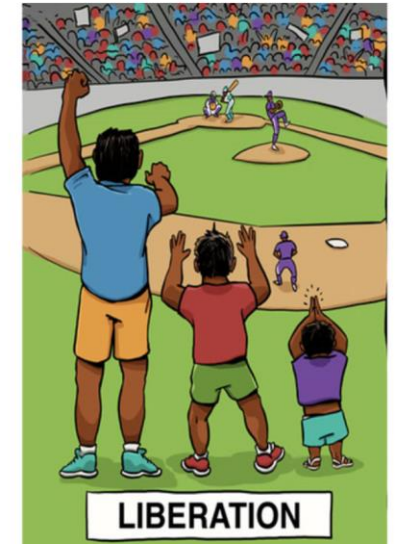
- DEIB embedded in every aspect of people development initiatives:
 - Training and Development opportunities – have we leveled the learning playing field?
 - Skill development & Internal mobility – how are we mitigating bias and removing barriers for everyone to be able to move internally into new roles
 - Performance management – ensure evaluations don't include subtle biases against diverse groups of people (i.e., ensure a Calibration process is in place)
 - Succession Planning – is this still about who you know and not what you know



Mitigating Bias

- TRAINING, TRAINING, TRAINING
- Continuous Performance Management
- Calibration – critical process; demands consensus from peers
- Data-Driven Decision-Making – *analytics, if done right, have the potential to overrule politics and bias*

- Skills Assessments
- Establish success metrics
- Embrace a feedback culture



DEIB Strategy ↔ Content Strategy

DEI Themes & Goals

- Multiculturalism in the Workplace
- Gender Equality
- Generation Gaps & Ageism
- Gender Identity Inclusion
- LGBTQ Inclusion
- Cognitive Diversity
- Mental Health
- Inclusion of People with Disabilities

Training for Employees

- Career Development
- Managing Emotions
- Conflict Resolution
- Emotional Intelligence
- Grit & Resilience
- Cross-functional Collaboration
- Giving Feedback

DEI Principles for Employees

- Unconscious Bias
- Acceptance & Respect of Differences
- Spotting Microaggressions
- Bystander Intervention

DEI Principles for Managers

- Managing Diversity
- Leading Inclusive Teams
- Practicing Authority as a Leader
- Setting Goals for DEI
- Setting a Strategy for DEI

Example Structured DEIB Content

Equal Pay Day

Equal Pay Day is the symbolic day dedicated to raising awareness of the gender pay gap.



In the United States, this date symbolizes how far into the year the average women must work in order to earn what the average man earns in the previous year regardless of experience or job type. The exact day differs year by year.

March 14, 2023

AANHPI* Women – May 3

Black Women – September 21

Native Women – November 30

Latinx Women – December 8

Source: <http://www.equalpaytoday.org/>

AANHPI = Asian American and Native Hawaiian / Pacific Islander

Pay Equity Task Force

- Discover pay inequity issues
- Identify legal responsibilities
- Estimate costs
- Recommend market adjustments
- Defend against claims
- Improve total rewards communications

60 Minutes interview with Salesforce CEO, Marc Benioff:

https://www.youtube.com/watch?v=-uU_vliWe9A

How to Begin – Implementation Considerations

1 GO with a BIG BANG

- Cost of Investment
- Supports an organizational-wide initiative or imperative
- Organizational-wide readiness to support the change

2 START SMALL and BUILD MOMENTUM

- Lack of or partial senior leadership sponsorship
- Need to prove it before you can sell it
- Risk-averse culture or history of pilots before larger implementations
- Lack of organizational-wide readiness to support change

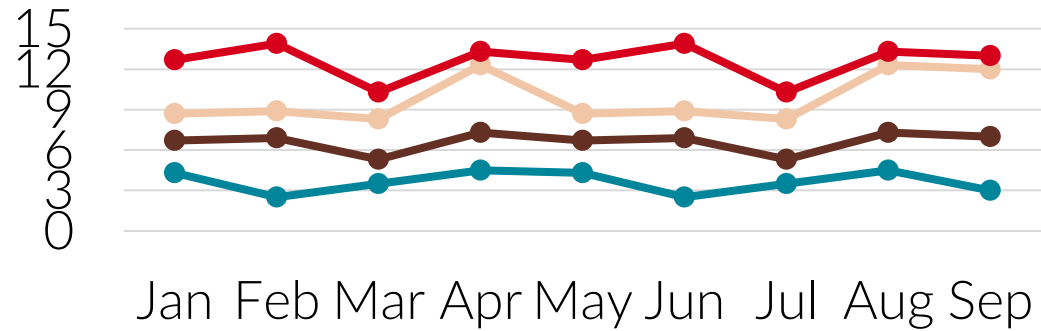
***Ensure you have strong Change Management processes in place!**



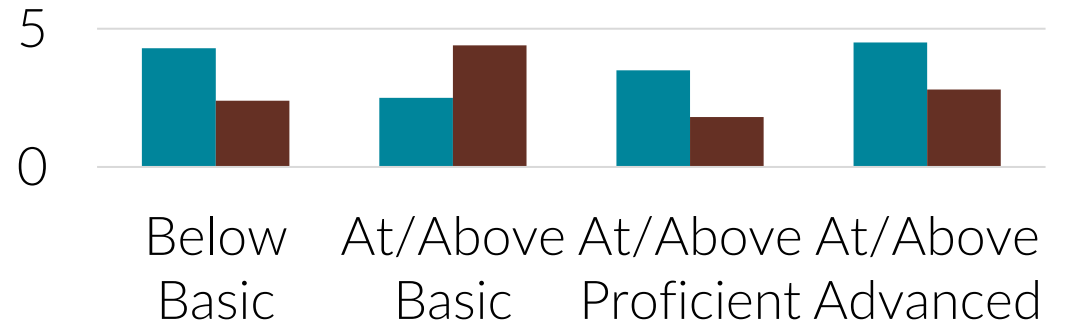
Measure What Matters

DEIB Dashboard

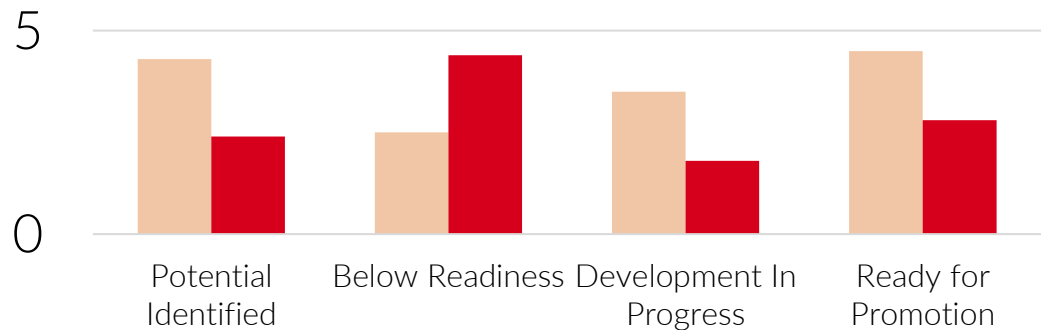
Number of Diverse Hires



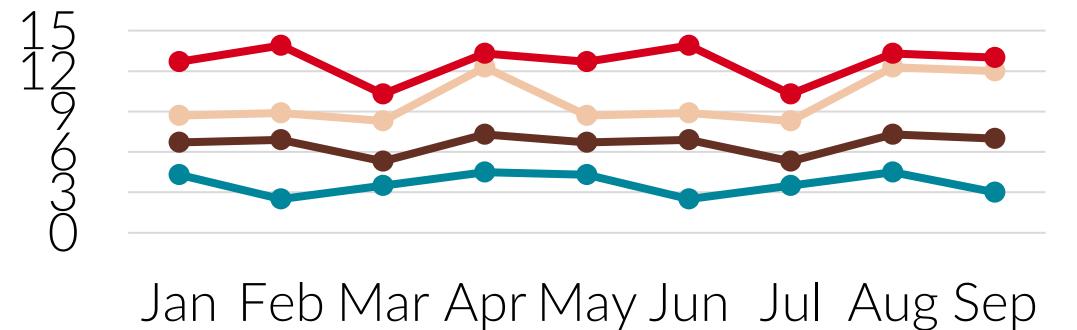
Skill Proficiency Levels



Skill Development & Leadership Pipeline



Engagement and Retention Scores



Group Discussion:

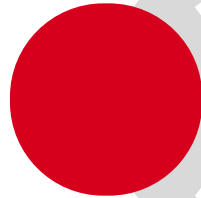
Volunteers to share challenges they are facing

AND

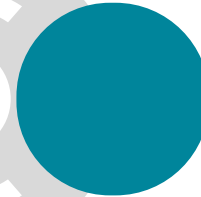
Volunteers to share success stories of their efforts

What will you do first/next?

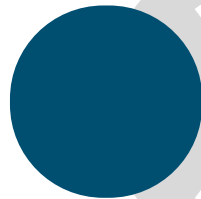
In the next week?



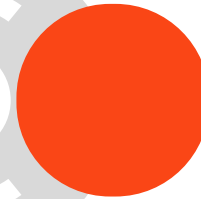
In the next month?



In the next 6 months?



Within the next year?





Additional Resources:

Take the Project Implicit test from Harvard:


<https://implicit.harvard.edu/implicit/takeatest.html>

Corporate Equality Index (CEI)

<https://www.hrc.org/campaigns/corporate-equality-index>

Out & Equal (BRGs)

https://outandequal.org/wp-content/uploads/2017/11/Cass-Averill-SYMC-PRIDE-OE-Presentation-2017_HANDOUT-public.pdf



Business is the greatest platform for

CHANGE

in the world

Thank You!

Connect with our team!



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APPENDIX

DEIB Maturity – Administrative Stage



Organizational Characteristics

- Legally mandated non-discrimination training
- A few established Business Resource Groups (BRGs)
- Health / Medical Coverage for married same-sex partners
- Annual Diversity Recruiting, Retention & Promotion Metrics
- Head of HR often addresses DEIB issues in staff meetings / town halls
- Organization follows local legal guidelines

Performance Impacts

- This stage is fundamental to all other stages.
- However, it suggests that DEIB is not part of the organization's vocabulary.
- Content is largely aligned to subjects that are compliance-related (i.e., sexual harassment).
- Performance indicators or measurements related to the impact of training is very limited.

Cultural Impacts

- Although training opportunities are provided, little or no relationships exist that support a DEIB-focused training program that supports belonging initiatives.
- Employees don't feel an established trust and therefore, seek outside sources for learning
- Typically, do not have visibility to the organization's DEIB goals or strategy.

Key Indicators:

Content is largely compliance-driven.
DEIB metrics not tracked in HR technologies.

DEIB Maturity – Operational Stage



Organizational Characteristics

- Robust DEIB Content catalogue & unconscious bias training available to all
- Established BRGs with executive sponsors and employee-led BRG Council
- Health / Medical Coverage for ALL domestic partners + same-sex & single parent adoption benefits
- Supplier Diversity Programs in place & Environmental, Social & Corporate Governance (ESG) Metrics introduced
- Talent Management trained on DEIB issues to support people initiatives; BRG volunteer leaders
- Formal pay equity review conducted; pay reconciled & communicated to employees' transparent salary ranges

Performance Impacts

- In this stage, organizations are starting their DEIB commitment.
- Content is available to all and BRGs help drive cultural awareness.
- They are still conceiving their strategy and have done a good job of documenting DEIB people metrics.
- Organizations at this stage have begun their journey to pay equity and embraced pay transparency.

Cultural Impacts

- In this stage, organizations are beginning to communicate their DEIB strategy to its workforce
- This adds a level of trust and confidence for employees.
- Employees have access to training and the culture supports BRG internal awareness campaigns.
- A commitment to pay equity and pay transparency engenders trust in the people processes of the organization.

Key Indicators:

DEIB Content & Training is available to all employees.
DEIB Metrics tracked in either HR technologies or managed manually.

DEIB Maturity – Emergent Stage



Organizational Characteristics

- Unconscious bias training mandated to managers; Calibration part of performance management process
- BRGs given annual operating budget & separate employee development budget
- At least one healthcare plan with coverage for medically necessary transition-related care and other routine and chronic conditions
- Diversity & ESG Metrics are part of leaders' performance expectations
- Chief Diversity Officer (CDO) reporting to the Chief Human Resources Officer (CHRO)
- Formal pay equity review conducted + results shared openly to all

Performance Impacts

- In this stage, DEIB content & training is mandated to managers
- A robust content catalogue is available to all.
- BRGs are active and funded. Leaders held accountable to DEIB metrics.
- Organizationally, calibration is a part of all people processes
- Inclusive healthcare benefits are available to all.
- A Chief Diversity Officer is on staff.
- Pay equity and pay transparency are common practices.

Cultural Impacts

- Organizations in this stage enjoy the beginnings (bad word) of a strong DEIB culture
- Providing robust content that enables greater learner autonomy and customized learning recommendations.
- Employee belonging is positively affected due to the organization's commitment to awareness, inclusion and transparency.

Key Indicators:

DEIB Content is available to all; mandated to managers.
Equal and inclusive benefits offerings for all.
Leaders held accountable to DEIB Metrics.
Regular Pay Equity audits.

DEIB Maturity – Optimized Stage



Organizational Characteristics

- Unconscious bias training mandated to all; Calibration part of all organizational people processes
- BRG leaders are compensated based on DEIB goal attainment
- Surrogacy coverage + coverage for ALL transition-related care (medical, pharmaceutical, and other therapies)
- Executive Compensation tied to Corporate Diversity + ESG Metrics
- Chief Diversity Officer (CDO) reporting to the CEO & has input into all areas of the organization
- Formal Pay Equity Task Force with dedicated budget + internal pay ranges and market adjustments shared to all regularly

Performance Impacts

- In this stage, organizations deploy full technology-enabled processes that focus on ensuring equity in all people processes.
- With that in place, organizations are positioned to focus on measuring the impact of DEIB initiatives to organizational goals.
- A robust DEIB content and training catalogue is offered, with components mandated to all.
- Executive compensation tied to DEIB outcomes driving measurement and organizational commitment.

Cultural Impacts

- Organizations in this stage enjoy an inclusive culture with high performance, high engagement and a strong sense of belonging among employees.
- Employees are empowered to bring their full selves to work and thrive in doing so.
- Attrition rates begin to reduce as employee and organizational confidence rises.
- We consider organizations that fall within this stage as ‘future ready’ since all talent processes include the lens of DEIB to ensure equity.

Key Indicators:

DEIB Content & Training mandated to all. Equal and inclusive benefits offerings for all. Leaders held accountable to DEIB Metrics. Organizational commitment to Pay Transparency.



Change Management

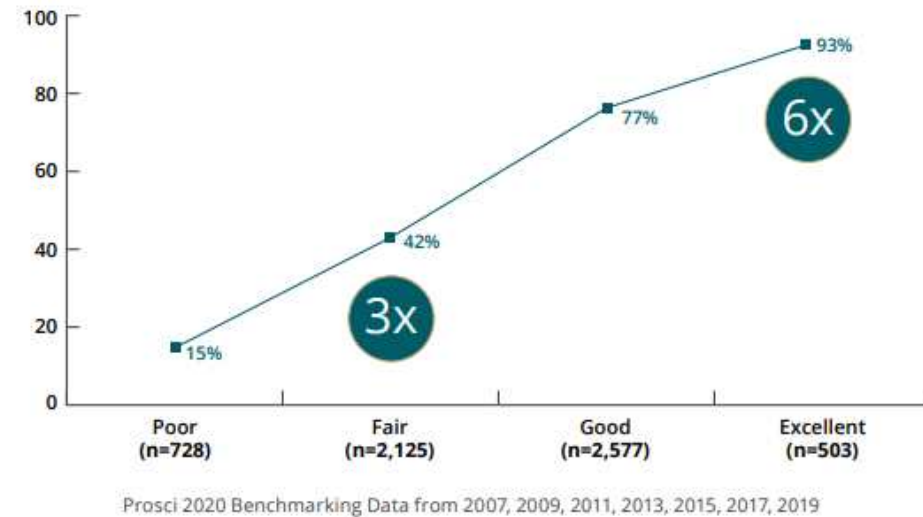
“Initiatives with excellent change management are

6x

more likely to meet objectives than those with poor change management.”

Source: Prosci Change Management Guide 2022

Percentage of respondents that met or exceeded project objectives



“When employees are active participants with ownership in an open source-change strategy, overall **change success** is **14x** more likely. “

Source: Gartner HR Officer Leadership Priorities, 2023

Measurement Considerations

Good

- # of training completed or % completed
- # of diverse hires
- # of ERG groups

.5-2x ROI

Better

- Diverse leadership pipeline
- Improved engagement and retention
- Decreased episodic employee relations events and interventions
- New Innovative Ideas and Approaches to Solving Business Challenges

8-10x ROI

Best

- Customer Satisfaction
- Risk Mitigation (lawsuits, compliance)
- Reduction in Costs/Improvement in Profitability

The Five Essential Factors & Practices for DEIB

Listen & Act

- Frequently listen to employees and act on results
- Leaders believe diversity is good for business
- Support people to be their authentic selves

Strengthen HR capabilities in all roles

- HR can meaningfully consult on DEIB issues
- Business partners actively seek out HR for DEIB issues
- DEIB embedded in every HR program

Engage senior leadership commitment

- CEO sets DEIB vision and communicates progress
- CEO hold leaders accountable for DEIB outcomes
- DEIB strategy is an integral part of business strategy

Source: DEI Research Report, Josh Bersin

The Five Essential Factors & Practices for DEIB

Set goals and measure

- Invest in benchmarks to measure and drive DEIB
- Set outcome goals for inclusion (e.g., inclusion index)
- Communicate DEIB metrics internally

Create accountability for results

- Drive DEIB in the entire ecosystem (partners, customers, vendors)
- Embed DEIB in learning & leadership programs
- CDO distributes accountability for DEIB outcomes among leaders

Source: DEI Research Report, Josh Bersin

DEIB Best Practices

- Leadership commitment
- Effective communication and transparency
- Equitable employment practices
- Recruitment outreach
- Continuous learning and career development
- Coaching and mentoring
- Early conflict resolution
- Flexible work culture





Business Resource Groups (BRGs)

Employee-led

Executive sponsors

Development Day

ERG Council

Sponsor employees to conferences

Participate in local events

Give to grassroots nonprofits in the
community

Leadership Commitment

- Communicate and practice commitment to DEIB often.
- Reinforce diverse work and employment practices, including diversity of thought.
- Practice constructive conflict management.
- Educate the workforce on the business value of DEIB.
- Mentor and coach diverse employees.

How Can Managers Promote DEIB?

- Lead employees by example; respect people and differences in the workplace.
- Create a welcoming, inclusive environment in which to conduct business.
- Incorporate diversity in policies, strategic plans, operational procedures.
- Learn and practice early conflict resolution strategies.
- Practice regular, effective, and open communication; empower your employees; requires trust.
- Demonstrate executive commitment to diversity on an ongoing and regular basis.
- Walk the talk.

How Can Employees Get Engaged?

- Practice positive, constructive work habits in the workplace; work cooperatively towards a common goal.
- Live up to the social contract; contribute to your fullest potential; strive for excellence.
- Recognize and respect others and their individuality.
- Think before you speak and be sensitive to others.
- Talk about your differences and ask tactful questions about how people want to be treated.
- Eliminate stereotypes and generalizations.
- Participate in a Business Resource Group

Leadership Development

MAKE DEIB A COMPONENT OF ALL LEADERSHIP TRAINING

Boost coaching, mentoring, and sponsoring:

- **Managers** can ensure all their direct reports are heard, given feedback, provided support, and offered opportunities.
- **Mentors** can provide guidance, feedback, and support, whether around a specific need or for ongoing development.
- **Sponsors** can be effective advocates who actively work to advance the career of their “sponsee”



Take-Aways

What does this mean for the workforce?

- Diversity should be defined by traditional EEO demographics, social, cognitive, and behavioral perspectives.
- Diversity management must be strategically implemented and aligned with business goals;
- Diversity requires investment and attention in order to be effective.
- Organizations must empower employees and guarantee their EEO rights.
- Diversity principles must be incorporated in all aspects of an organization's performance culture, including:
 - Leadership communications
 - Recruitment and retention strategies
 - Rewards and developmental systems
 - Group work processes
 - Succession planning
 - Strategic planning

Those who perceive bias are...

3x

More disengaged
at work

3x

More likely to leave
within a year

5x

More alienated
at work

4x

Less likely to
follow through

3x

More likely to
withhold ideas

5%

More likely to damage
your brand on social
media (vs 1%)

Gallup estimates
that active
disengagement
costs U.S.
organizations
\$450 to \$550
billion per year.

Source: 2017 Center for Talent and Innovation

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