



**Putting the “I” in “D&I”: Closing the Loop on Diversity Efforts by Creating an Inclusive Environment**

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## What Is Inclusion?



Similarities and differences among employees in terms of age, cultural background, physical abilities and disabilities, race, religion, sex, and sexual orientation.

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

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## What is the difference between diversity and inclusion?

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- Diversity is simply a representation of many different types of people (gender, race, ability, religion, etc.)
- Diversity often focuses on the differences, and is referred to as "the mix."
- Inclusion is the deliberate act of welcoming diversity and creating an environment where all different kinds of people can thrive and succeed.
- Inclusion is the act of "making the mix work."
- Diversity is what you have. Inclusion is what you do.
- Simply having a diverse group, team, workforce, classroom, etc., is not enough.
- \*Everyone should feel safe and encouraged to fully participate and share and be on equal footing as everyone else.

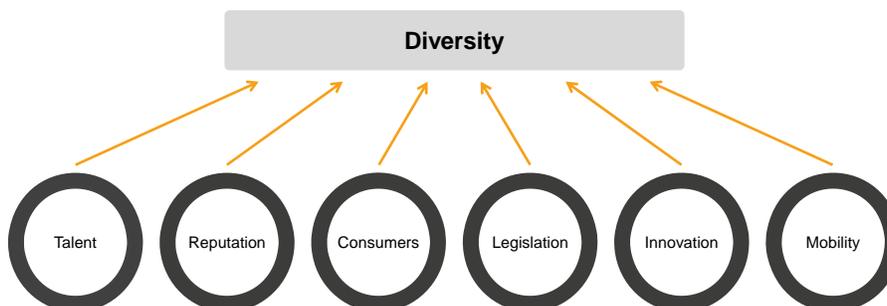
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## Diversity is Essential

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## Diversity without Inclusion makes things worse

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Worse

↓

Employee attachment

Revenue

Well-being

Individual performance

Number of discrimination cases

Absenteeism

Levels of conflict

Number of missed opportunities

↑

Greater

Deloitte (2012); Sabharwal (2014); Shapiro, Wells & Saunders (2011); O'Reilly et al. (2014); Jehn et al. (1999)

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## Inclusion delivers commercial gains...

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Businesses with **high inclusive engagement** have an operating profit almost **three times higher (27%)** than those that don't.

Greater Market Share

Improved market share

Captured a new market

When employees feel their organizations are diverse and inclusive, they are...

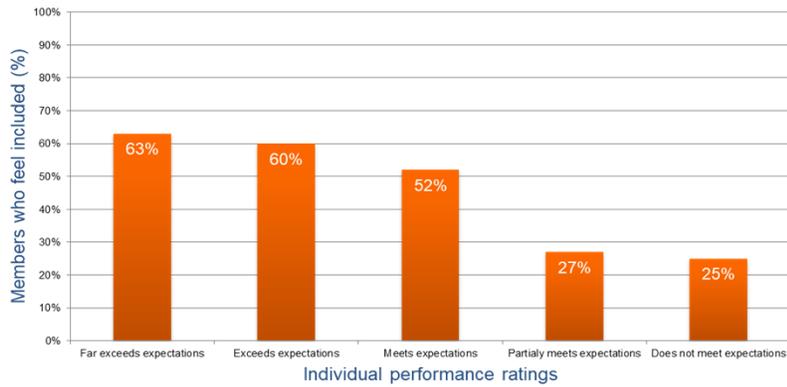
- **83%** more likely to agree that they share diverse ideas to develop innovative solutions
- **31%** more likely to agree that they meet the needs of their customers
- **42%** more likely to agree that their team works collaboratively to achieve their objectives

Center for Talent Innovation (2013); Towers Watson (2012); Deloitte (2012).

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## Inclusion linked to personal performance



Source: Deloitte (2013). Walker, is there inclusion in my soup? Research report.

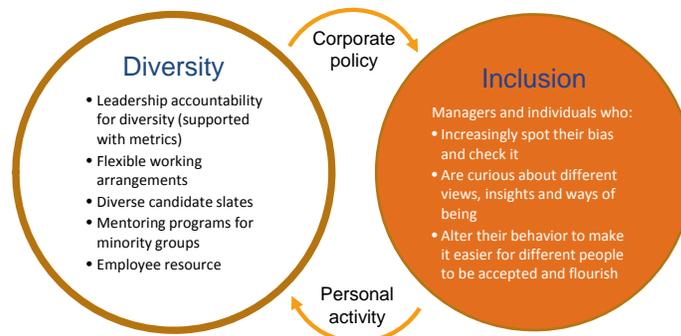
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## Hand in Hand

Corporate policy can deliver diversity, but inclusion is delivered through individuals

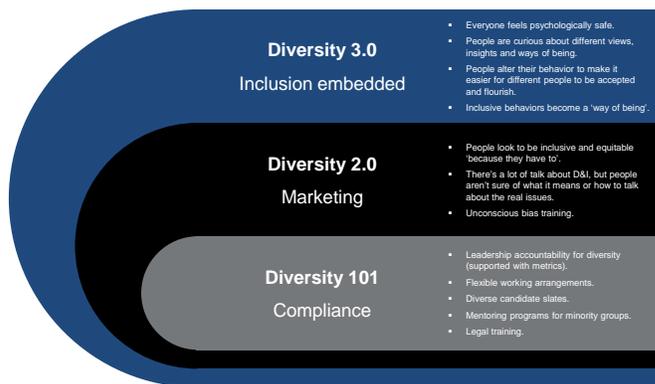


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## Inclusion goes beyond Diversity



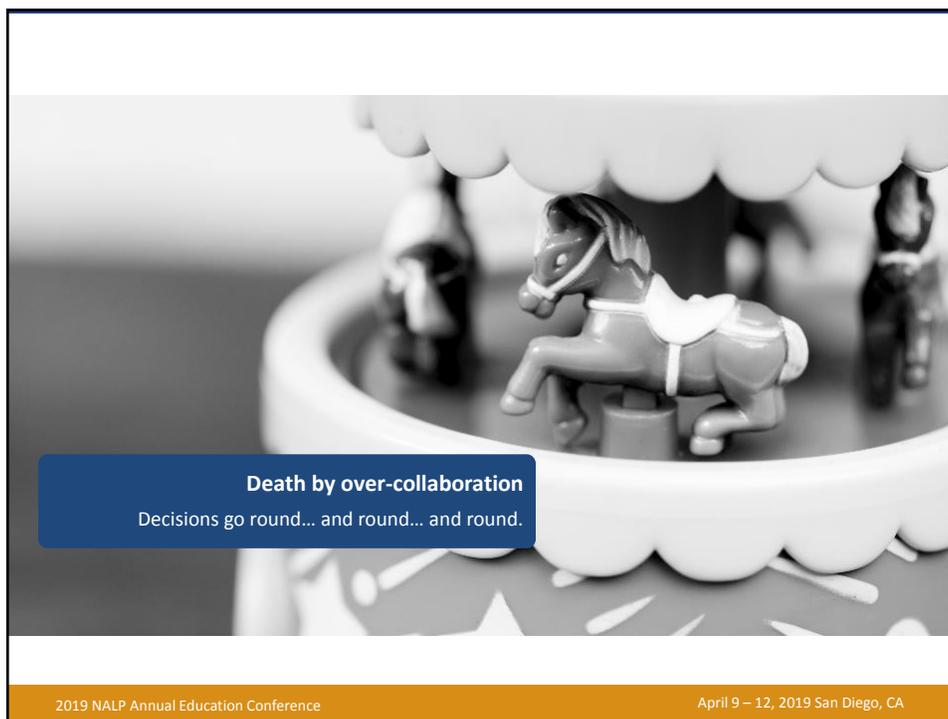
Frost, 2015

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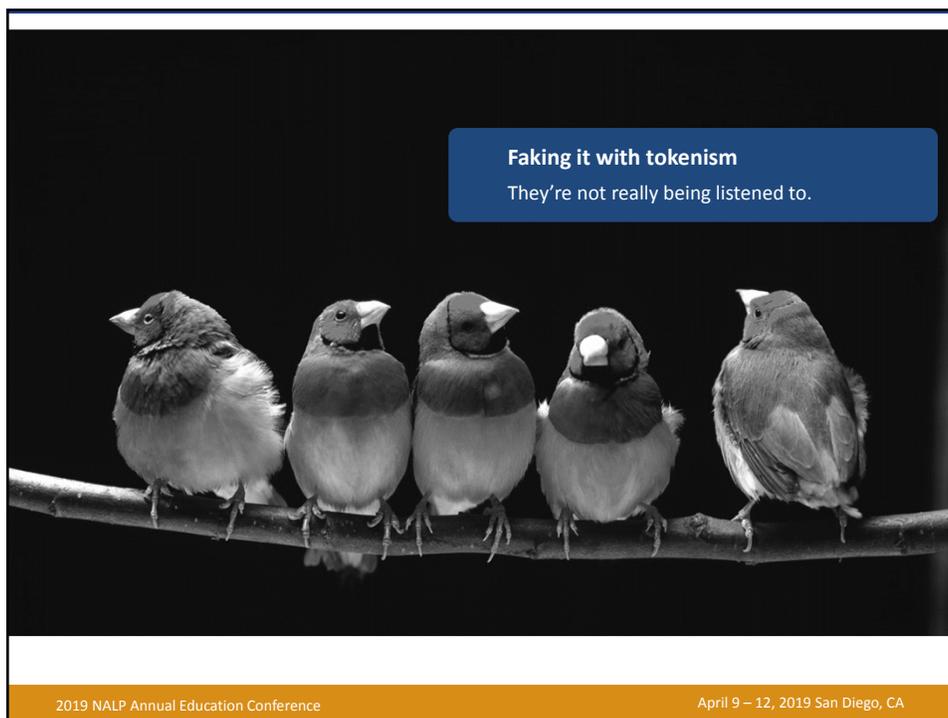
Where can inclusion go wrong?



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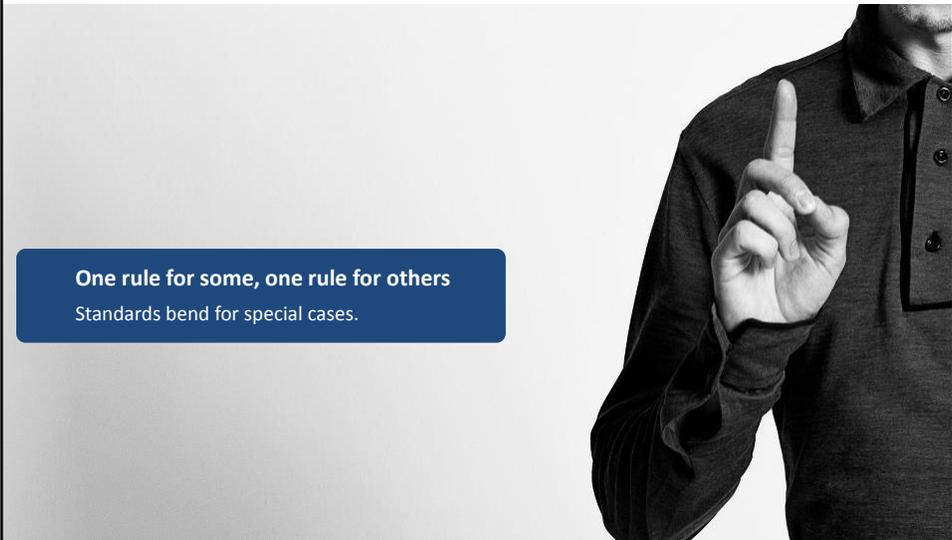
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**Chasing consensus**  
Agreement is wanted over quality.

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**One rule for some, one rule for others**  
Standards bend for special cases.

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## Inclusive Leadership

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**Uniqueness**   
...helping people feel able and  
safe to be their authentic self.

**+ Belongingness**  
...helping people feel that they are  
a valued member of the team.

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## Covering at Work

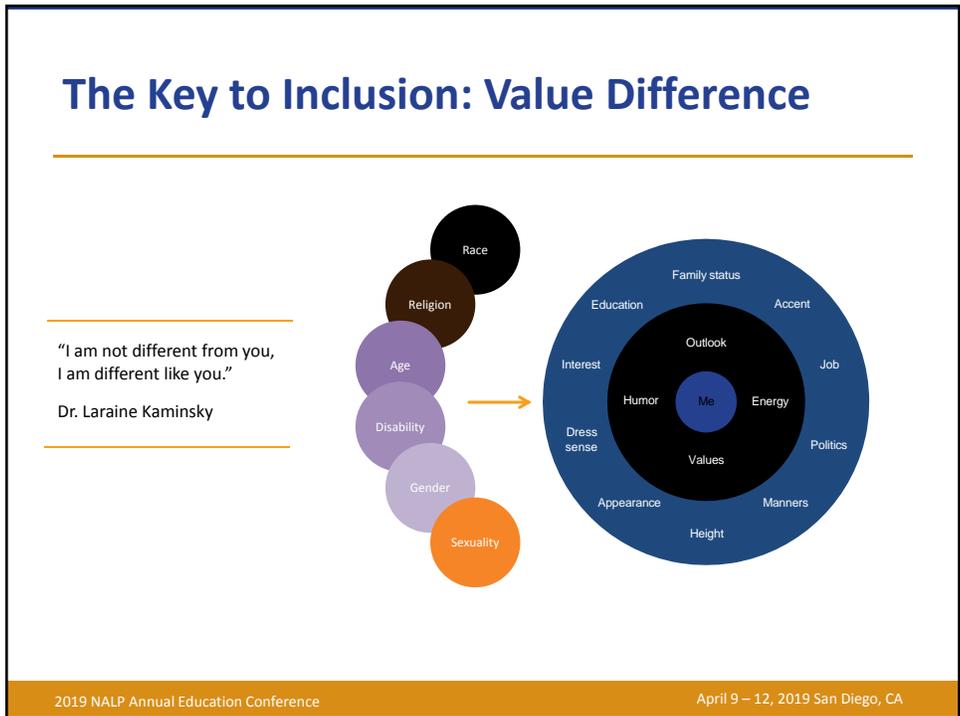
- What percentage of people report that they don't feel comfortable or safe being themselves at work?



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## We create an Inclusive culture when...

### Everyone across the company works hard to



Appreciate people for who they are, especially when they are different from 'me'



Make fair decisions about people



Build connections between people who might otherwise see themselves as separate



Psychological safety

## 6 Steps for Building an Inclusive Workplace

### 1. Educate Your Leaders

- Your firm's partners and managers will be instrumental to your D&I efforts.
- Mandatory training for people at the partner level.
  - It will start with the basics—what inclusion is and why it is important. Small groups will discuss strategies to foster it in the company.

## 6 Steps for Building an Inclusive Workplace

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### 2. Form an Inclusion Council

Consider forming a council comprising a dedicated group of influential leaders. Carefully select them for their passion and commitment to inclusion.

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## 6 Steps for Building an Inclusive Workplace

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### 3. Celebrate Employee Differences

- One of the most important ways to show employees that you respect their backgrounds and traditions is to invite them to share those in the workplace.
- Find ways to promote inclusiveness.

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## 6 Steps for Building an Inclusive Workplace

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### 4. Listen to Employees

- Conduct employee surveys and convene focus groups to drill down on engagement and inclusion issues.
- Conduct a comprehensive assessment of your organization’s demographics and people processes to develop specific strategies to promote inclusiveness.

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## 6 Steps for Building an Inclusive Workplace

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### 5. Hold More-Effective Meetings

- An employee’s daily experiences with co-workers are more telling about a workplace’s inclusiveness than anything else.
- Be conscious of your communication style. Don’t assume you know more than others by explaining concepts they may already understand—a behavior sometimes referred to as “mansplaining” when done by men to women.
- Promote active debate and be courteous. If one colleague interrupts another, call attention to it to underscore the importance of letting everyone be heard.

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## 6 Steps for Building an Inclusive Workplace

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### 6. Communicate Goals and Measure Progress

- First benchmark your culture before you begin investing in it.
- Conduct a full audit of your people processes—from recruiting and hiring to developing and retaining employees. Couple the data with engagement and other workforce survey data to gain a full measure of your climate.
- Identify any shortcomings and measurable discrepancies around inclusiveness in your organization.
- Instill rigor into inclusion strategies with data-driven plans, and measure the results.

## Conclusion

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- Cultivating inclusion is an evolving process with constantly moving targets. It will take time and a consistent effort.
- A firm's goals and tactics must evolve along with the needs of current and potential talent.

## Contact Information

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