Creating a Culture of Inclusion: Diversity “How To’s”

Moderator:
Kelley Johnson, Accor North America

Panelists:
Mauricio Velásquez, Diversity Training Group
Wanda Jackson, National Urban League
Wrenton Wright, Pepsi Bottling Group of Philadelphia
Agenda

• What is Diversity and Inclusion?
• Diversity Training that Works
• Successful Strategies for Employee Diversity
• The Business Case for Diversity
Diversity - What it is not (7 Myths)

**Myth 1:** Diversity is a problem. *No, it is an opportunity.* You can’t understand and take advantage of something you don’t know you don’t know (something you don’t understand).

**Myth 2:** Diversity is our Human Resource department’s responsibility. *No, it is my responsibility.* We all (employees, supervisors, managers) play a significant role.

**Myth 3:** Diversity is just about race and gender. *No, it is much broader than that.* It used to be called cultural diversity but the conversation has become more inclusive.

**Myth 4:** Diversity is about minorities and women in the workplace. *No, diversity is about your internal (employees) and external (prospective clients) customers.* Understanding the diversity in your employee and customer ranks and anticipating their needs can make or break your company. Multicultural marketing is a very hot field and a relatively recent development.
Myth 5: Diversity is about exclusivity. No, it is about inclusivity. In other words, diversity is about all of us. If you feel diversity is about attacking the white male, you are mistaken, and the class you went through was poorly facilitated. Diversity is about creating a culture where everyone can thrive and contribute to your organization and understand and serve your increasingly diverse customers.

Myth 6: Diversity is just another fad. If you think it is, good luck. Look at your workforce today and compare it with five and ten years ago and try to consider five and ten years into the future. Do the same analyses for your customer base. Have you seen the demographic projections for the future? It will blow your socks off.
**Myth 7:** Diversity is another version of Equal Employment Opportunity/Affirmative Action. No, it is very different from EEO/AA. Diversity concerns all of your employees and your customers and is all-inclusive. Major differences between EEO/AA and Diversity are:

- EEO/AA is government-initiated while Diversity is voluntary and company-driven.
- EEO/AA is legally-driven while Diversity is productivity-driven. EEO/AA is quantitative and Diversity is qualitative.
- EEO/AA is problem-focused whereas Diversity focuses on opportunities.
- EEO/AA assumes assimilation among its participants but Diversity assumes integration.
- EEO/AA has a strictly internal focus where Diversity focuses on internal and external issues.
- EEO/AA is reactive but Diversity is proactive.
Diversity - Quick Definitions from DTG

• Diversity is about differences and how we treat people based on those differences (for example, race, gender, sexual harassment, culture, ethnicity, appearance, military background, thinking style, working style, etc).

• Diversity training for executives, managers, and employees addresses how you perceive and treat people differently based on what you perceive are the differences. Our clients try to capitalize on the diversity of their employees as well as the diversity of their customers.

• Diversity training is about acknowledging and understanding (not tolerating) all the ways we are different and similar and coming to grips with our own biases and prejudices (we all have them—it’s natural). The intent of diversity training is to minimize prejudice and bias in your workplace and in your business practices. The impact of diversity training on the organization is to create a more inclusive work environment for your employees and customers.
How To: Best Practices Checklist

These practices have been compiled from Diversity Training Group observing and participating in the successful execution of 100s of initiatives.

- Do you have a workplace inclusivity strategic plan?
- Do you have formal policies and procedures in place for promoting your inclusive work environment?
- Have you made the business case for all of your diversity initiatives? Have you done your research; internal and external customer data
- Do you have a workplace inclusivity/diversity advisory or steering committee (ad-hoc employee group)?
- Do you conduct structured group interviews for open management positions?
- Do you have a formal, fully-inclusive mentoring program?
More Best Practices from DTG

- Are you conducting diversity training and sexual harassment prevention training for managers, supervisors, and employees?
- Do you offer more advanced courses in gender communications, problem-solving, and conflict management for diverse employees?
- Are you attempting to diversify your recruiting pool while maintaining high standards?
- Have you developed an in-house diversity resource center complete with books, videos, newsletter, and other educational materials (like multicultural calendars) and made all of this available to your employees?
- Are you acknowledging and celebrating the diversity within your employment ranks before attempting to value and manage your diversity (events, activities, etc.)?
Diversity Training That Works

- Highly interactive, participant-centered
- Not “blame and shame”
- Don’t get up on your “soapbox”
- Awareness and skill-based
  - Practice and apply new diversity skills/tools
- Training linked to related improvements in policies and procedures and “true culture change”
- Challenges “status quo” – challenges the notion of “getting better results” from doing the same things we have always done when the marketplace and the workplace are changing
After 40 Years of Effort...
Still a Long Way To Go

“I know that my company is considered one of the best places to work. I sure wish this was reflected in my experience as an employee.”

› Only 32% of American Workers believe that their company has an effective diversity effort.
My company has an effective diversity initiative.
The Fundamental Theory

- Diversity Practices
- Employee Perceptions
- Customer and Business Outcomes
What Sets This Study Apart?

• Confluence of several factors
  – Number of persons surveyed
    • More than 5,500 surveys collected from American Workers
  – Nationally representative demographic sub-segments
    • Including voice of the Native American
  – Employee opinion as a measure of effectiveness
  – Emphasis on practices vs. the practicing company
    • Not a beauty/popularity contest
  – Extensive diversity survey
    • 95 survey items across thirteen themes
    • 6x average diversity survey
Methodology
Four Fundamental Questions

1. What do American Workers think about diversity?
2. How do the perceptions of employees in Effective Diversity Practices Companies compare with American Workers overall?
3. What diversity practices drive favorable employee perceptions?
4. How can other companies put to work these Effective Diversity Practices?
Methodology

**Phase I -**  Established diversity framework, including 13 themes, to evaluate diversity practices

**Phase II -**  Diversity survey of American Workers’ voices (11/02)  
2,100 responses; >95% confidence

**Phase III -**  Survey and audit of 8 participating companies that enjoy leadership reputations in the area of diversity (6/03–3/04)  
3,400 surveys across 8 companies; >95% confidence

**Phase IV -**  Analysis to identify Effective Diversity Practices based on the favorable perceptions of employees.
Diversity Themes

1. Leadership Commitment and Involvement
2. Recruiting Diverse Talent
3. Retaining Diverse Talent
4. Advancing Diverse Talent
5. Career Development for Diverse Talent
6. Education and Training
7. Inclusive Culture and Values
8. Corporate Communications
9. Employee Involvement
10. Diversity Performance Accountability
11. Community Involvement
12. Economic Inclusion/Supplier Diversity
13. Marketing to Diverse Customers and Consumers
Keys to Success

- Establishing a track record for recruiting diverse people.
- Leaders holding themselves and others accountable for diversity progress.
- Leadership demonstrating a commitment to diversity.
- Rewarding people for their contributions in the area of diversity.
- Conducting training and education that increases awareness and helps employees understand how diversity impacts business results.
A company/organization that wants to be viewed as a partner in the community in which they do business should staff their work locations and workforce so that it represents the community in which they do business.
Mirroring the Marketplace: Program Goals

- Increased diversity and flow of applicant pool
- Visible community leadership
- Enhance customer portfolio
- Being an Equal Opportunity Employer

People, Presence, and Profits
Mirroring the Marketplace: How To

• Each member of the organization’s Leadership Team partners with an active organization having:
  – demonstrated leadership and community ties
  – membership reflecting the diversity of the community
  – ideals aligned with company’s diversity strategy
• Leaders actively engaged with organization (i.e., attendance at organization activities, board seat, etc.)
<table>
<thead>
<tr>
<th>Leadership</th>
<th>Human Resources</th>
<th>Headquarters HR</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Role</strong></td>
<td><strong>Role</strong></td>
<td><strong>Role</strong></td>
</tr>
<tr>
<td>- Develop relationships</td>
<td>- Provide support and resources</td>
<td>- Provide support to Executive Leadership Team and Field HR</td>
</tr>
<tr>
<td>- Active engagement</td>
<td>- Attend meetings when needed</td>
<td>- Engage national organizations</td>
</tr>
<tr>
<td>- Identify talent</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Identify sales opportunities</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Accountabilities</strong></td>
<td><strong>Accountabilities</strong></td>
<td><strong>Accountabilities</strong></td>
</tr>
<tr>
<td>- 4 meetings/ activities</td>
<td>- Maintain org. community wiring worksheet</td>
<td>- Build national partnerships</td>
</tr>
<tr>
<td>- 3 qualified referrals</td>
<td>- Ensure program accountabilities are accomplished</td>
<td>- Facilitate local relationships</td>
</tr>
<tr>
<td>- Demonstrated engagement</td>
<td></td>
<td>- Maintain national community wiring worksheet</td>
</tr>
</tbody>
</table>
Social Organizations

- Fraternities/ Sororities
- National ownership at HQ
- Leverage field alumni

Community Organizations

- CANC, NAACP, NAAAP, NCLR, NUL, YMCA
- Relationship with national leadership at HQ
- Field partnership with local affiliates

Other

- Recruiting occurs “24 by 7”
  - Traveling
  - Trade Visits
  - Personal Networking

Professional Organizations

- NAFE, Women’s Foodservice, NABA, Engineering Societies (African-American, Hispanic, Women)
  - National ownership at HQ
- NBMBDA, NSHMBDA
  - Field partnership with local affiliates
- Chamber of Commerce (African-American, Asian-American, Hispanic, Women)
  - Field partnership with local affiliates

Educational Organizations

- Alumni Associations
- Seek out local colleges
Mirroring the Marketplace

Ensuring Success/Next Steps

**Action**
- Identify organizations
- Establish Team Leader partnerships
- Ensure a Community Wiring Plan is completed for all Team Leaders
- Engage selected organizations

**Resource**
- Community Organization List
- Community Wiring Worksheet
Contact Information

**Mauricio Velásquez, MBA**
President, CEO
The Diversity Training Group
692 Pine Street
Herndon, VA 20170
(703) 478-9191
Email mauriciov@diversitydtg.com
www.diversitydtg.com (45 million visitors)

**Wanda Jackson**
Vice President, Human Resources
National Urban League
120 Wall Street
New York, NY 10005
(212) 558-5400
Email wjackson@nul.org
www.nul.org

**Wrenton Wright**
The Pepsi Bottling Group of Philadelphia
Director, Multi-Cultural Marketing/Community Relations
11701 Roosevelt Blvd., Philadelphia, PA 19154
(215) 961-4017
Email wrenton.wright@pepsi.com
www.pbg.com

**Kelley Johnson**
Director, Diversity & Internal Communication
Accor North America
4001 International Parkway
Carrollton, TX 75007
(972) 360-9000
Email: johnson_kelley@accor-na.com
www.accor-na.com or www.accorhotels.com