



Unleashing Innovation and Results through Diversity and Inclusion

A Strategic Framework



Exponential Talent LLC

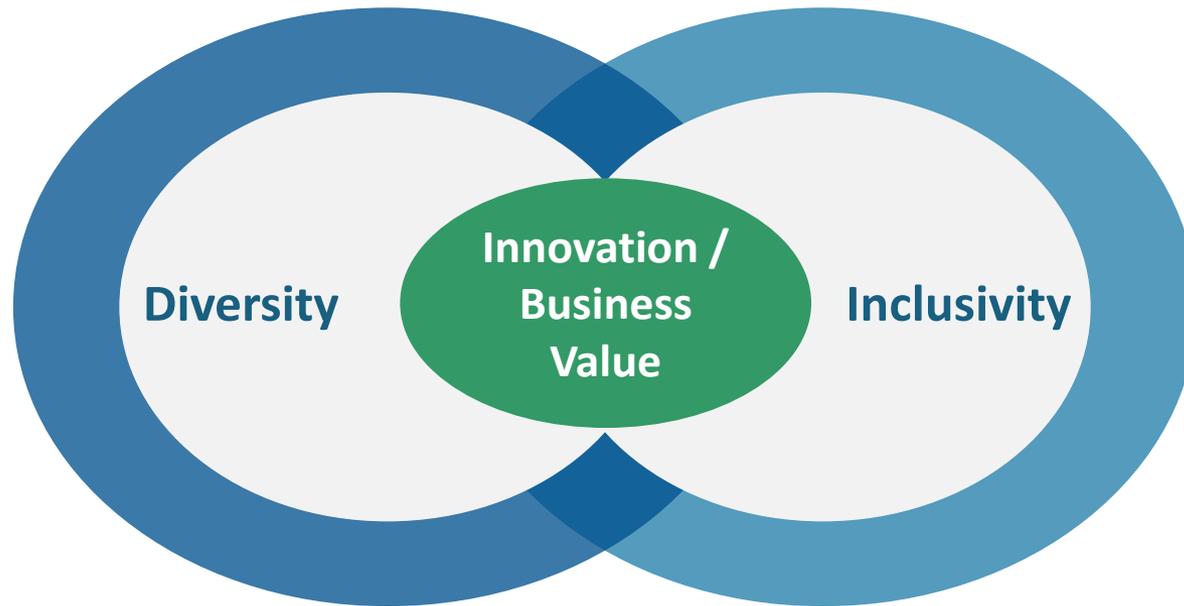
Raising your Talent to a Higher Power

A diverse group of business professionals in a meeting, smiling and engaged in conversation. The image shows several people in business attire, including a man in a dark suit and a woman in a white blouse, all appearing to be in a collaborative and positive environment.

If people think alike then no matter how smart they are they most likely will get stuck at the same locally optimal solutions. Finding new and better solutions, innovating, requires thinking differently. That's why diversity powers innovation.

— Scott Page, The Difference, 2012

Innovation Requires a Diverse Mix of People and a Set of Inclusive Cultural Behaviors



Diversity Mix of Thinkers

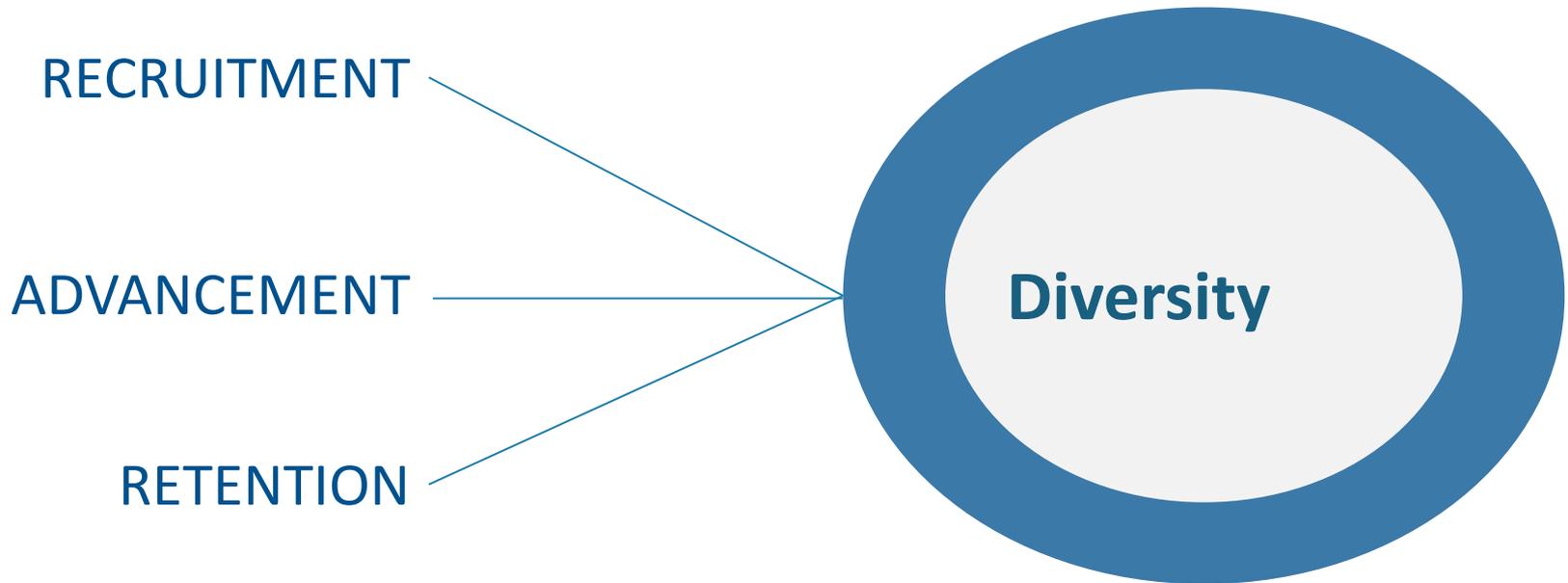
A diverse group consistently outperforms a single smart individual on innovation tasks. The sum of their [Different] knowledge and perspective is greater than the IQ of each individual.

Inclusivity Cultural Behaviors

Diverse groups only outperform individuals when they have the interpersonal processes to take advantage of each individual's unique expertise.

To Grow a Diverse Mix, Three Levers can Change Representation of Different Groups

Processes that diversify the mix of talent:



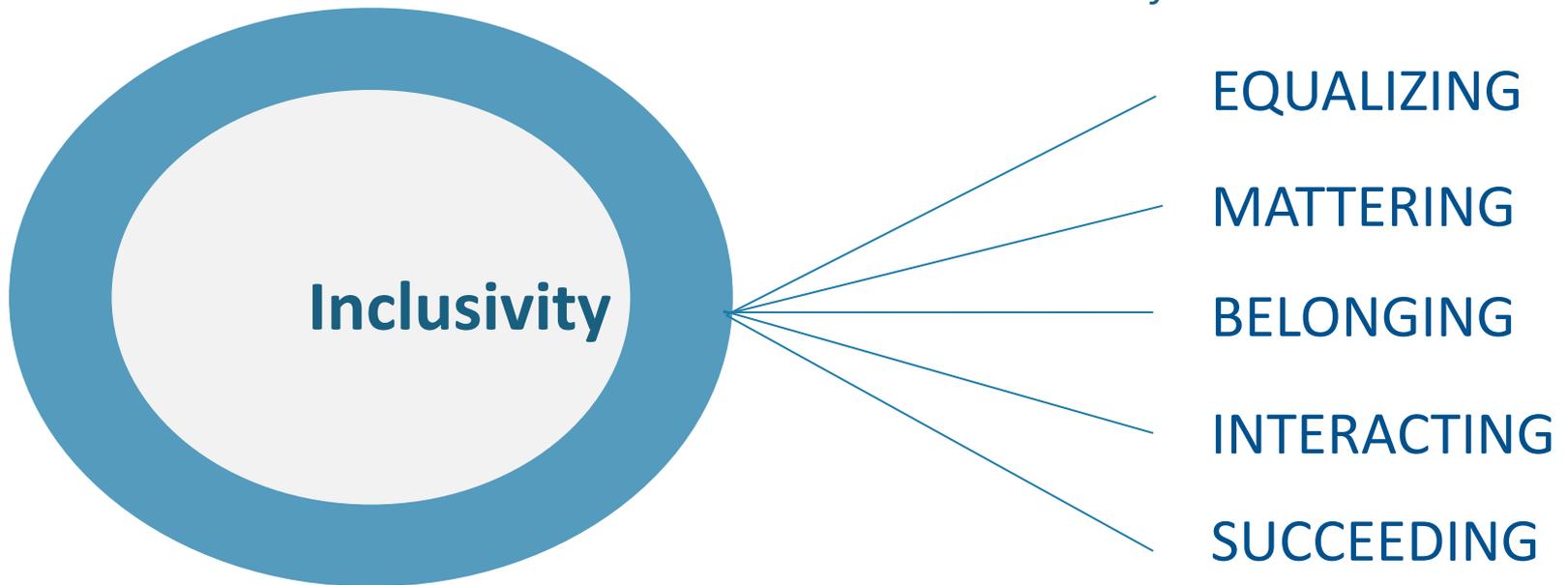
It is vital to consider all three diverse mix levers in your strategy. Some companies, for example, work on hiring, only to fail to retain those hires and not move the needle over time. Steady progress in all three areas produces sustained change.



“I think it’s hugely important to remember that true equality isn’t just a numbers game. ... What is more important is creating a business environment where female leaders have visibility, a strong voice and a central role in driving the future of the company.”

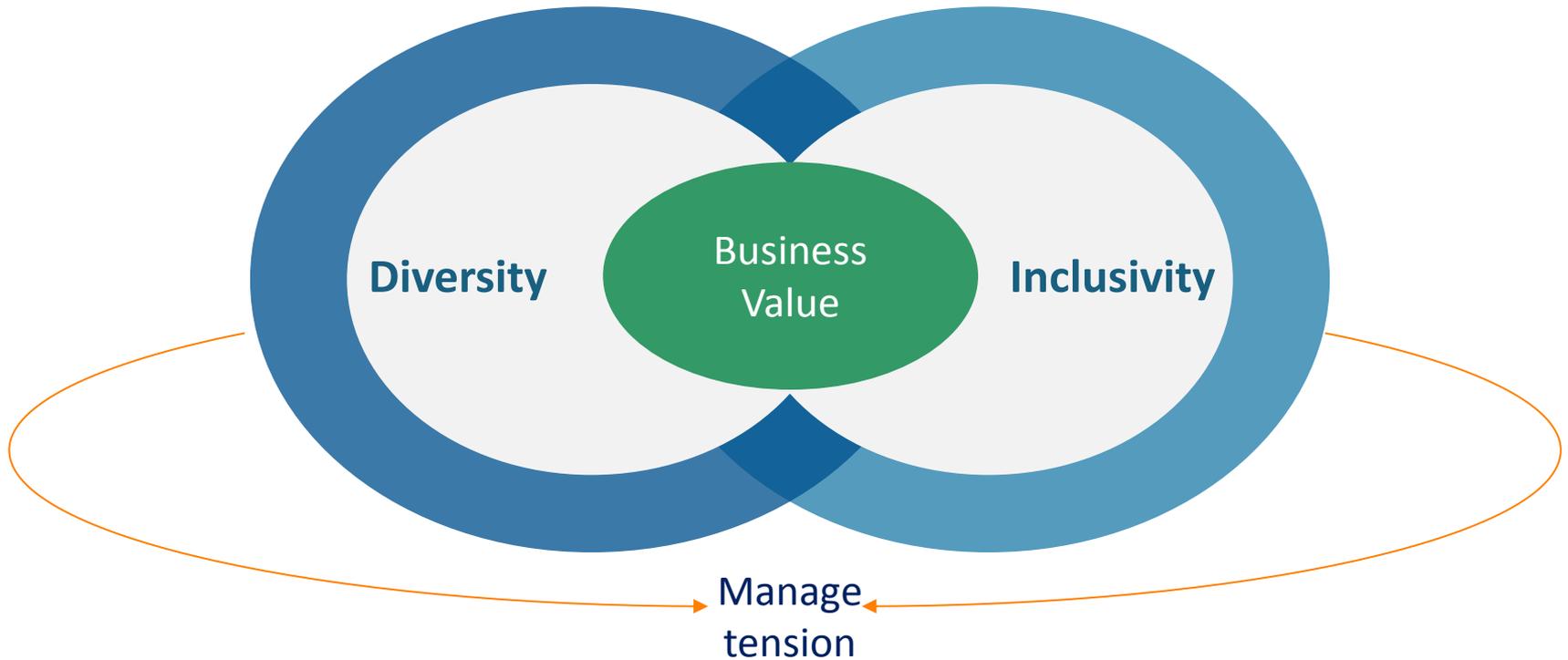
-Cindy Miller, president of European operations at UPS

An Inclusive Culture is Essential to Capture the Innovation Value of a Diverse Mix



Each company needs to develop its own blueprint for what the attributes of its inclusive culture are or will be. Exponential Talent’s model helps to jump start your development of this blueprint. Once defined, the “current state” of inclusive culture can be assessed, usually through an existing employee survey.

Diversity & Inclusivity are Mutually Reinforcing in the Long-term. In the Short-term, Tensions must be Actively Managed

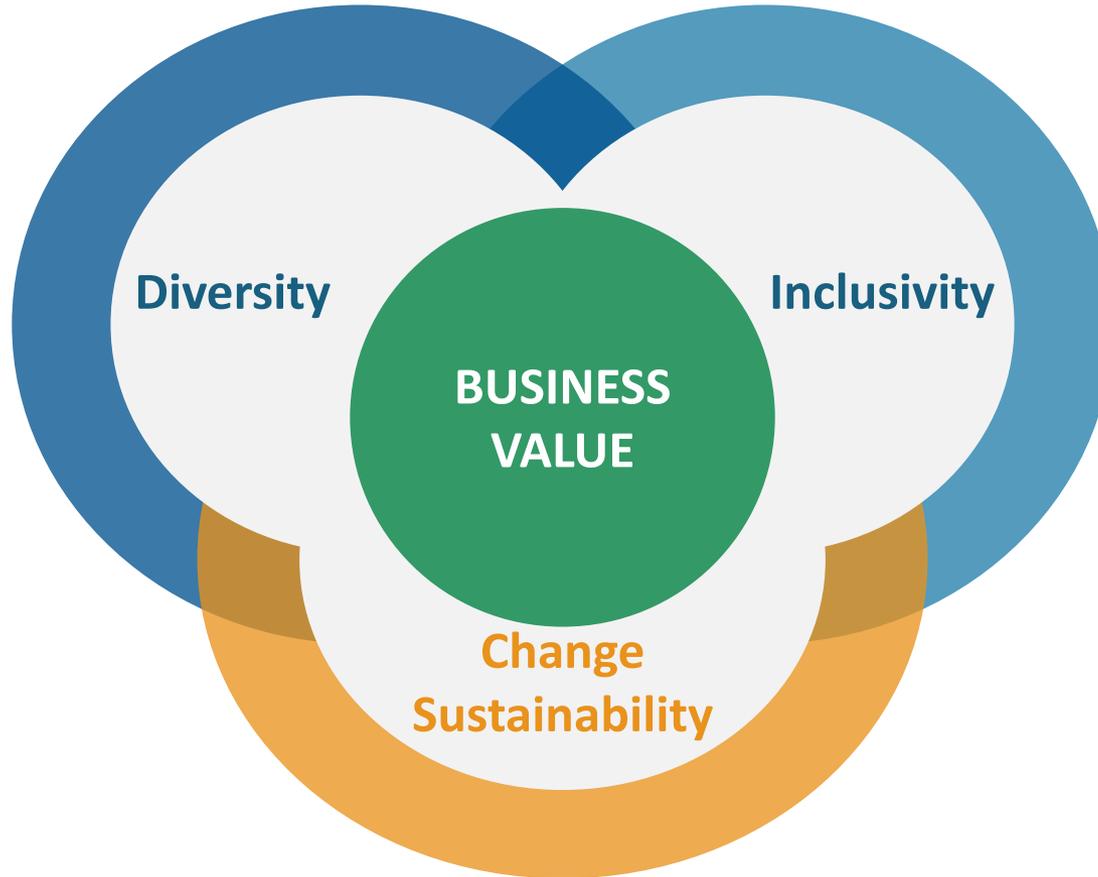


Programs to diversify the mix of people often target specific groups (e.g., women, minorities, etc.) This exclusivity creates a tension with the ultimate goal of building an inclusive culture. If the exclusivity dynamic is not actively managed, it can create backlash toward diverse individuals.

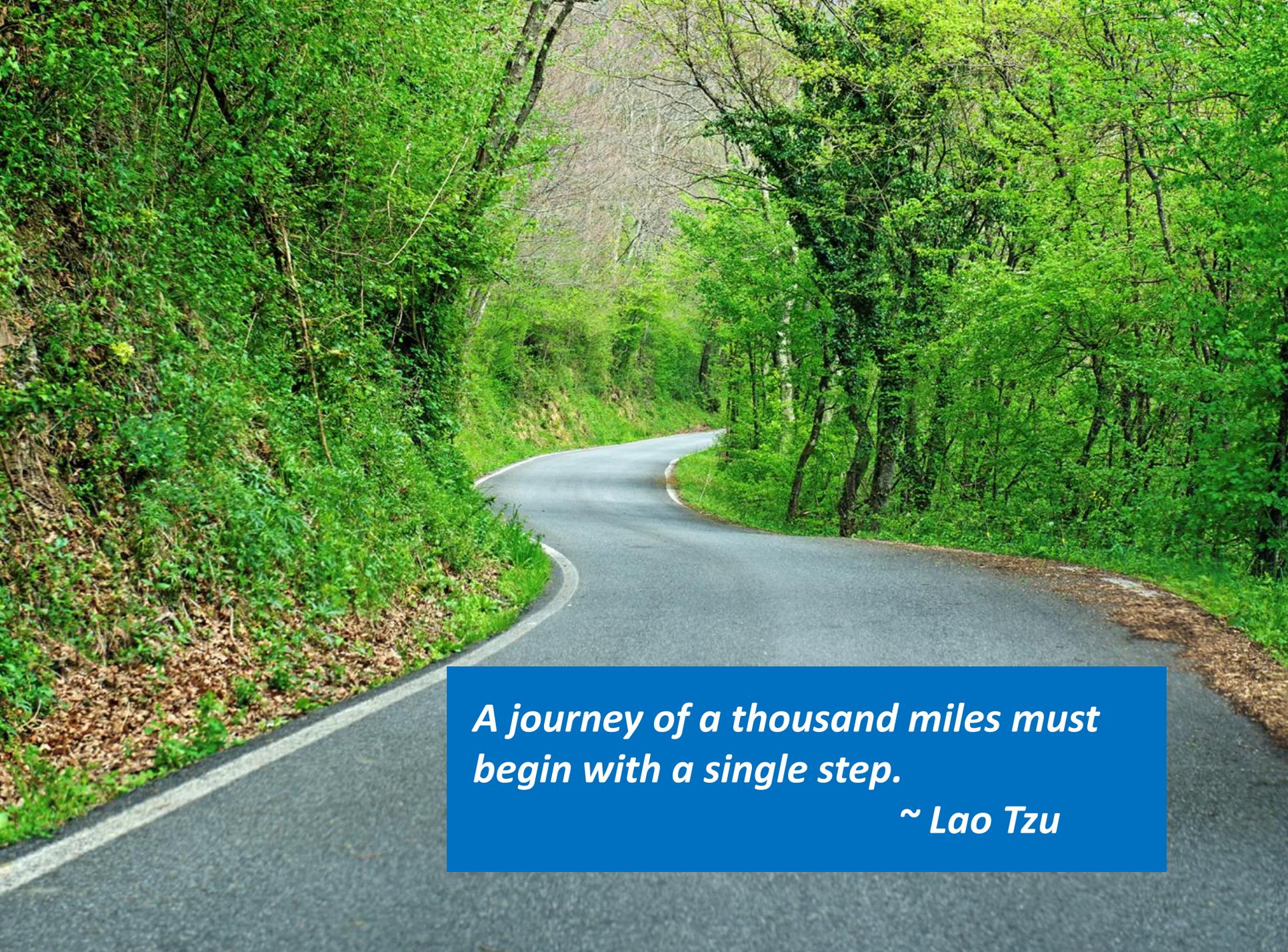
To Accelerate and Sustain Change, a Rigorous Program of Disciplined Change Management is Essential



When all the Elements are Combined, the Result is a Robust Framework for Developing a D&I Strategy



Each company is unique – unique in its history, its current progress in D&I, its business goals, and its culture, to name just a few attributes. To produce results, the D&I strategy must fit the company. This framework serves as guide to help each company develop a strategy that is differentiated and tailored to it. Not all companies will have all strategy elements. However, each element needs to be considered thoughtfully.

A photograph of a winding asphalt road that curves through a dense, vibrant green forest. The road is paved and has a white line marking on the left side. The trees are tall and leafy, creating a canopy overhead. The lighting is bright, suggesting a sunny day. The overall scene is peaceful and scenic.

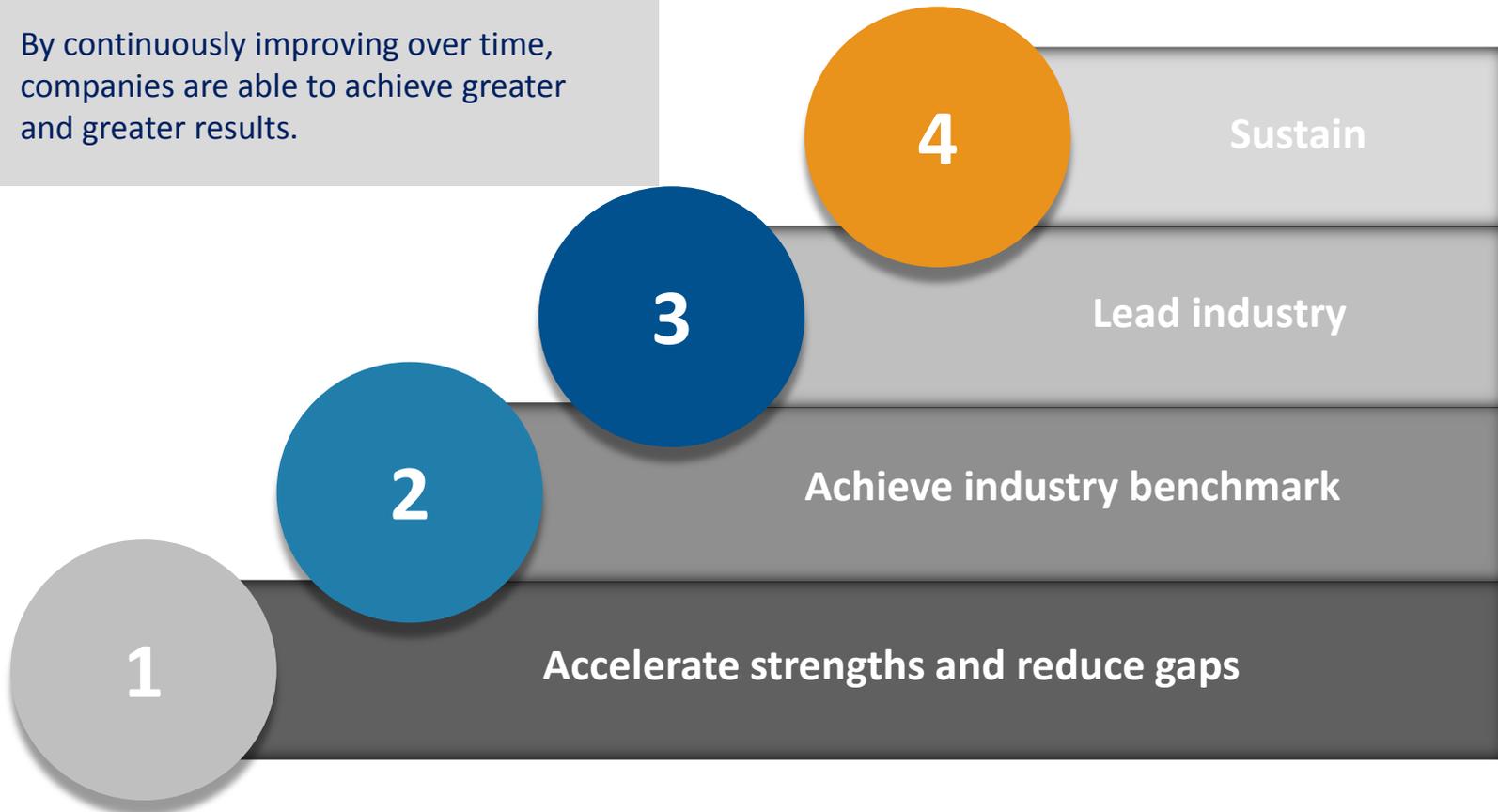
*A journey of a thousand miles must
begin with a single step.*

~ Lao Tzu

Companies Begin their Inclusion Journeys in Different Places, and Cumulate Results Over Time

A company's D&I strategy needs to be tailored to its current level of maturity.

By continuously improving over time, companies are able to achieve greater and greater results.



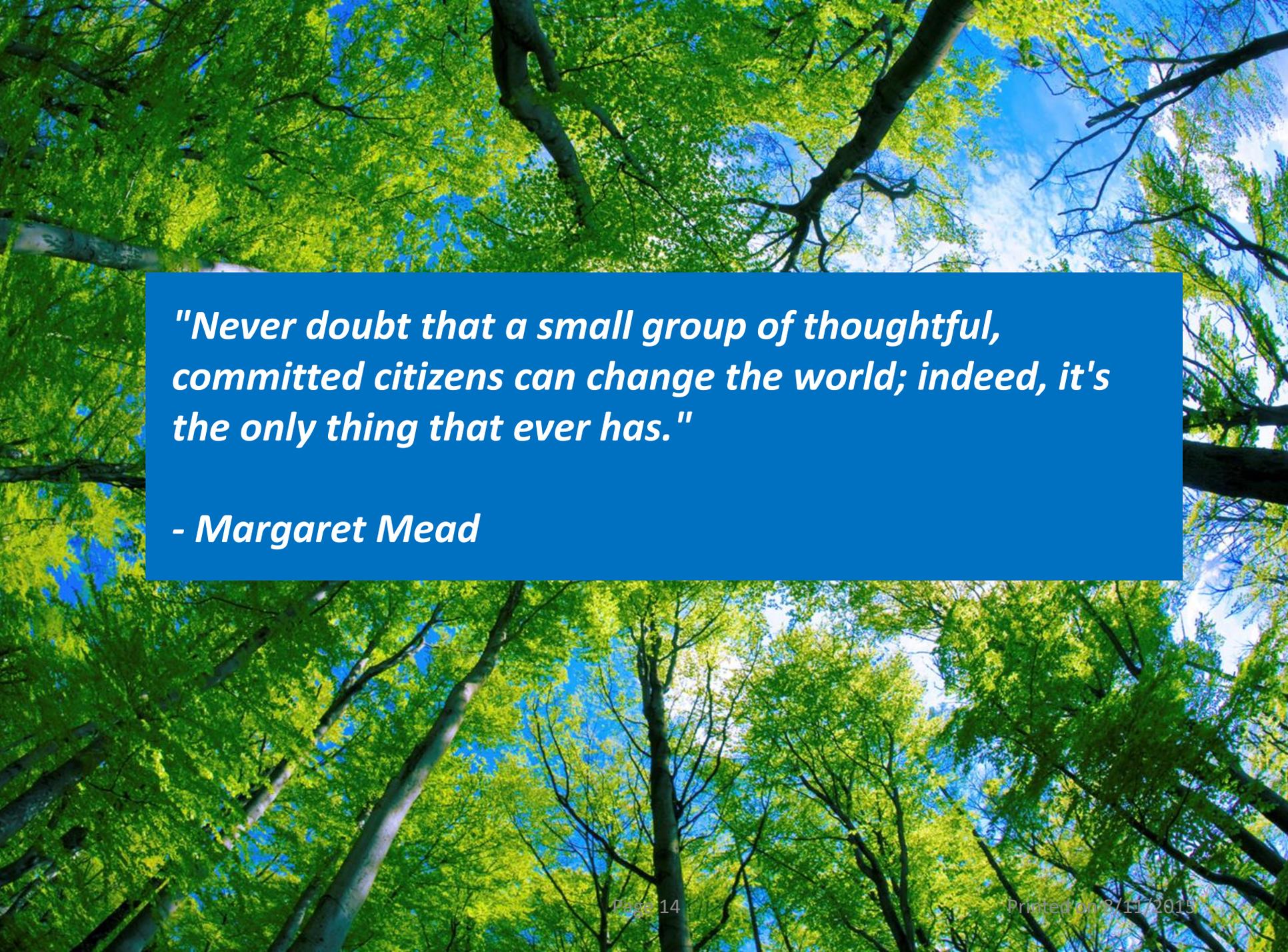
Change Must Unfold at Multiple Levels

To embed inclusivity in the culture, change has to occur at multiple levels of the organization. Top down, bottom up and middle out strategies should all be considered to develop a portfolio of effective change.



Developing a D&I Strategy is an Iterative Process across Four Main Actions





"Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has."

- Margaret Mead

APPENDIX



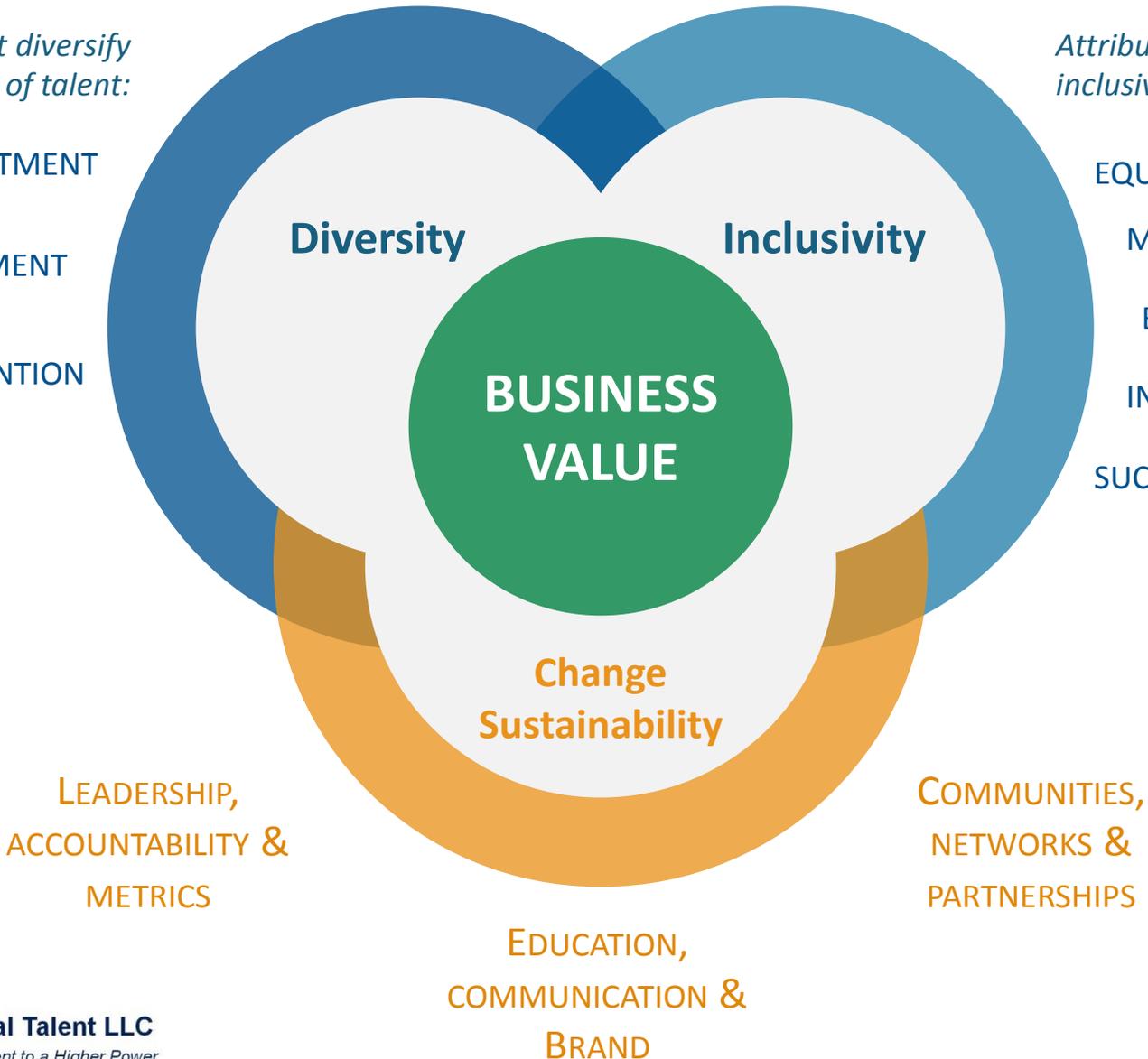
Exponential Talent's Diversity & Inclusion Strategy Framework

Processes that diversify the mix of talent:

RECRUITMENT
ADVANCEMENT
RETENTION

Attributes of an inclusive culture:

EQUALIZING
MATTERING
BELONGING
INTERACTING
SUCCEEDING



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