

Inclusive Culture Overview

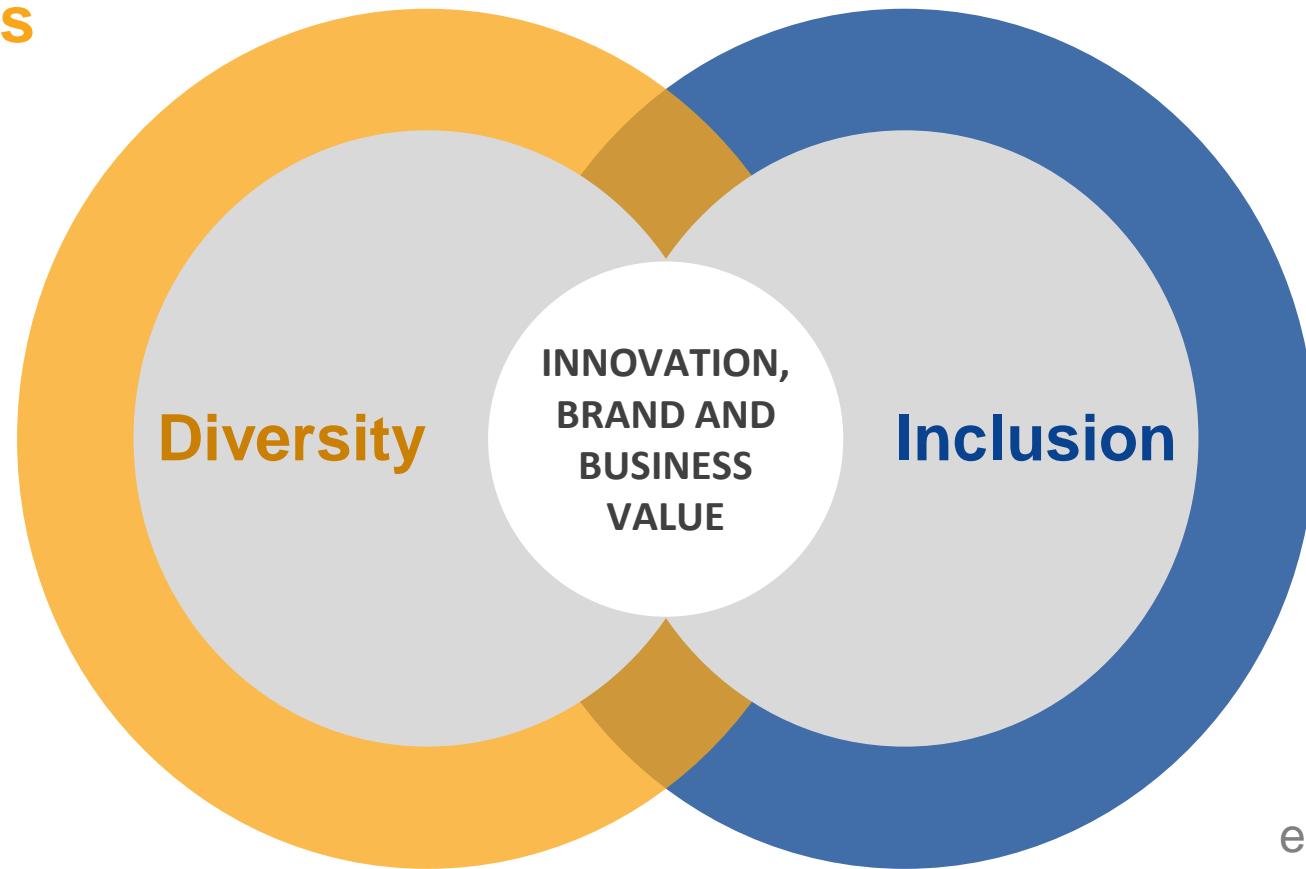
April 2019



Innovation requires a mix of people and behaviors

Diversity =
a mix of thinkers

Diverse perspectives
outperform IQ on
innovative tasks...

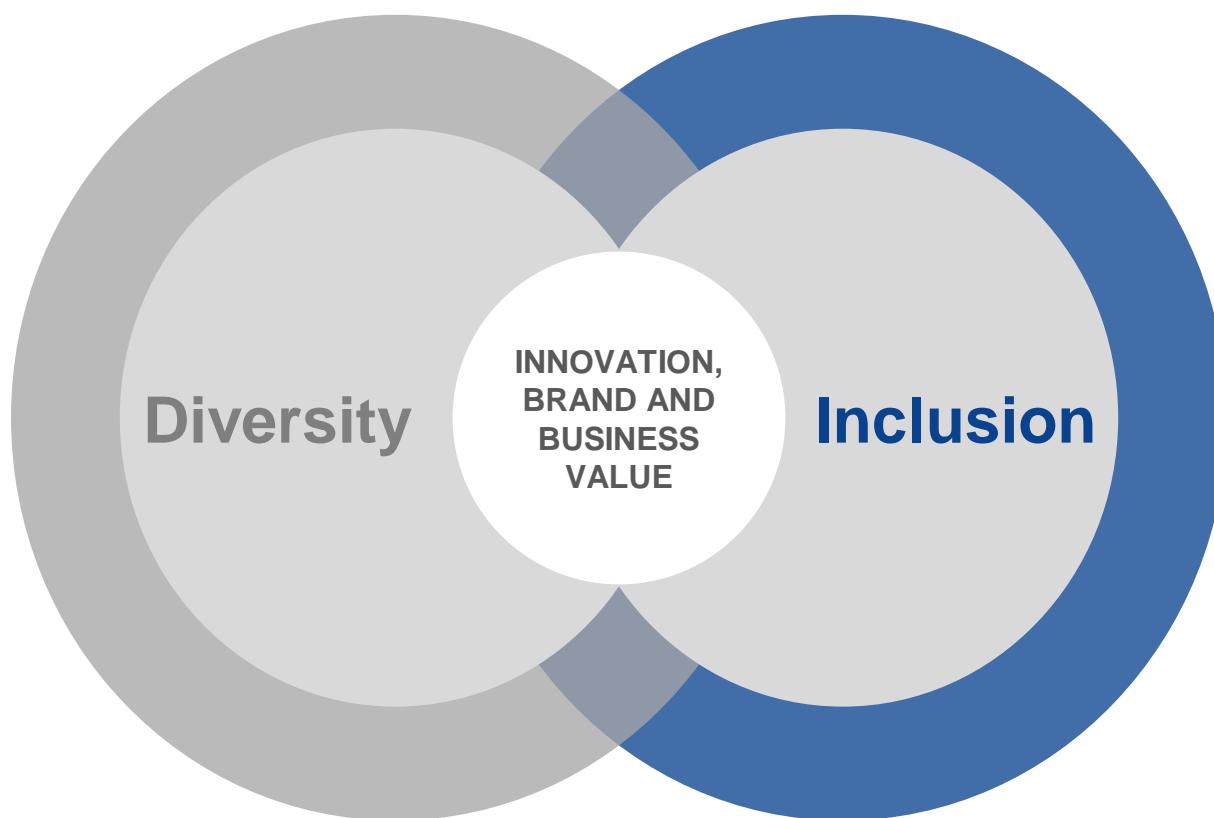


**Inclusion =
getting the mix
to collaborate**

...when they have
interactions that
encourage and leverage
unique perspectives.

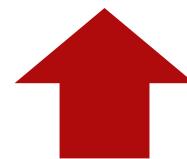
Why is inclusive culture important?

Inclusion unlocks innovation



Increasing diversity:

 **Potential for innovation**

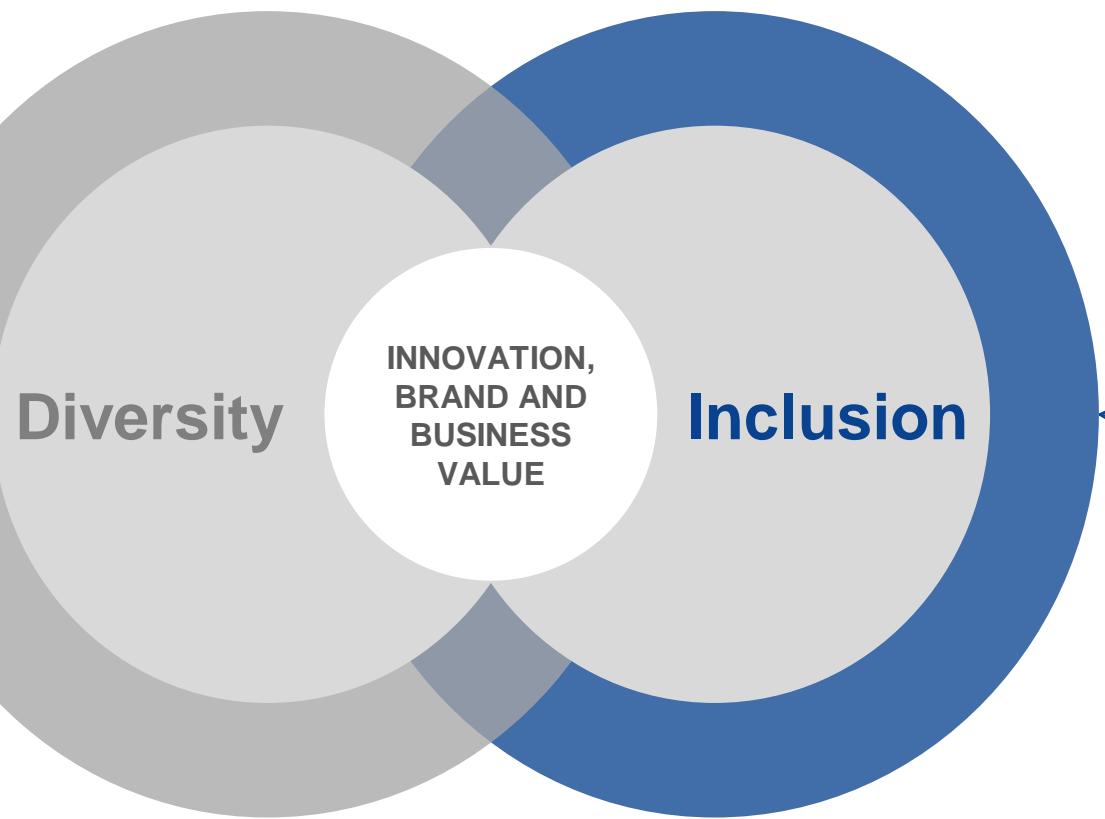
 **Potential for team conflict**

Growing inclusive culture:

 **Potential for team collaboration**

Inclusive culture elements

Elements of an inclusive culture should be tailored to each organization



BELONGING

RESPECT

FAIRNESS

FULFILLMENT

The four elements of inclusive culture



BELONGING

How do **I** feel?

RESPECT

How do **we** behave toward each other?

FAIRNESS

How does the **organization** level the playing field?

FULFILLMENT

How do **all** of us achieve meaning and impact?

Summary of inclusion elements



Inclusion

Element	Definition
BELONGING	Feeling welcomed and accepted as my authentic self in networks, activities, and communities at work.
RESPECT	Treating others with civility, having physically and psychologically safe teams, and making decisions collaboratively.
FAIRNESS	Providing equitable access to growth opportunities, making unbiased people decisions, and ensuring a diversity of role models.
FULFILLMENT	Embracing multiple models of success for career-life integration, and achieving meaning and impact at work.

Belonging

How do I feel?

Feeling welcomed and accepted as my authentic self in networks, activities, and communities at work.



Authenticity

- Can I be myself at work or do I need to hide my identity?

Networks and Social Inclusion

- Am I included in formal and informal networks?
- Are formal activities inviting to and comfortable for me?
- Do informal activities include or exclude me?

Community

- Do I feel connected to others? Am I lonely at work?
- Do I feel my colleagues care about me?

Research highlight:

Covering is downplaying or backgrounding an identity that is known to be stigmatized.

According to Professor Kenji Yoshino's research, a majority of employees report covering one or more aspects of their identity at work, such as gender, race/ethnicity, sexual orientation or disability, among many other aspects. Half of employees who cover report a decrease in organizational commitment.

Frequency of Covering at Work



Respect

How do we behave toward each other?

Treating others with civility, having physically and psychologically safe teams, and making decisions collaboratively.



Civility

- Do employees treat each other with civility?
- Is behavior professional?

Physical and psychological safety

- Are employees physically safe at work?
- Is there an environment of trust?
- Does it feel safe to take risks and voice opinions?
- Is conflict resolved productively?

Involvement in decision-making

- Are all ideas heard, without interruption?
- Is decision-making biased?
- Is collaboration across diverse styles, cultures, office locations, levels of the hierarchy, and functional silos encouraged and effective?

Research highlight:

Professor Christine Porath's research shows that 98% of employees have experienced incivility at work. Disrespect toward others can lower trust, confidence, and performance across an entire team – both those experiencing disrespect as well as those observing it.

Underrepresented groups may experience higher rates of disrespect at work. Studies have found:

- 90% of women experience demeaning comments (US)
- Nearly two-thirds of employees hear homophobic jokes (UK)
- African American and Hispanic people are targeted by bullies more often than any other racial group (US)
- Almost 40% of Native Americans report experiencing offensive slurs (US)

Source: Porath, HBR, 2016; Elephant in the Valley Survey, 2015; TUC, 2017; NPR, 2017.

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Fairness

How does the organization level the playing field?

Providing equitable access to growth opportunities and making unbiased people decisions, and ensuring a diversity of role models.



Fair access to opportunities

- Are high visibility assignments allocated equitably?
- Are office "chores" shared fairly?
- Is unbiased feedback provided to all?

Fair people decisions

- Are the criteria transparent for HR decisions (evaluation, promotion, etc.)?
- Are HR processes fair?
- Are processes checked for bias?

Diverse role models

- Are there diverse role models, especially in leadership?

Research highlight:

A number of studies have documented unequal outcomes in areas such as pay equity and advancement rates for underrepresented groups.

These unequal outcomes stem, in part, from a lack of fair access to opportunities. For example, the Center for Creative Leadership finds that 70% of development comes from challenging assignments. However, Catalyst research shows men are disproportionately receiving these types of assignments. Catalyst notes that:

- Men are more likely to receive visibility on projects
- Men are more likely to gain international experience
- Men are more likely to have P&L responsibility

One driver of this difference is the lack of role models for underrepresented individuals. An Avenue Group study finds that white males are nearly 70% of the visible role models in society even though they comprise just over 30% of the U.S. population. Through fairness, organizations can build a diverse pipeline of leaders and role models.

Sources: Ibarra and Silva, 2012; Center for Creative Leadership, 1999; Catalyst 2012; Avenue Group, 2018.

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Fulfillment

How do all of us achieve meaning and purpose?

Having diverse roles models, embracing multiple models of success for career-life integration, and achieving meaning and impact at work.



Career growth and advancement

- Are diverse individuals sponsored and mentored and given stretch assignments?

Career-life integration

- Is there flexibility in where and when work is done?
- Does using flexibility create career stigma?

Meaningful impact

- Can I achieve what success means to me?
- Is my work impactful to my organization?
- Am I recognized and valued for my contributions?

Research highlight:

Organizations need all their people to have impact, yet people are motivated by different things because they define success in many ways. In one study, the top three motivators for women were: passion-driven work, making a difference, and being recognized. Another study of Millennials found that over 90% like to use their skills to benefit a cause. Overall, almost 3 out of 4 job candidates say they are looking for a role where their work will matter. By creating a culture that values diverse ways of contributing, individuals can achieve meaning in their work and companies can achieve great business results.

Flexibility is also critical to foster employees' sense of fulfillment. Nearly 75% of employees consider "being able to work flexibly and still be on track for promotion" to be a top consideration for choosing a job. Furthermore, flexibility can support women's career progression. For example, 70% of mothers with children under 18 work in the U.S.

Sources: The Guardian, 2017; Achieve, 2014; LinkedIn, 2016; E&Y, 2015; BLS, 2017.

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The critical role of change management

Developing a more inclusive culture requires change management actions to create, reinforce, and sustain inclusive behaviors:

LEADERSHIP

Leaders' commitment to inclusion and their modeling of inclusive behaviors create or inhibit inclusive culture in a powerful way.

ACCOUNTABILITY

To create and sustain inclusive culture, establish expectations for inclusive behavior, leveraging performance management processes to hold people accountable.

INVOLVEMENT

When change is made “with” rather than “done to” people, it increases their commitment and ownership for change. Engage the people of the organization to define together what inclusion means.

EDUCATION

For people to enact inclusive culture, they need to learn and practice inclusive behaviors.

COMMUNICATION

Communicate expectations for inclusive behaviors and communicate stories of these behaviors to embed them in the organization’s cultural DNA.

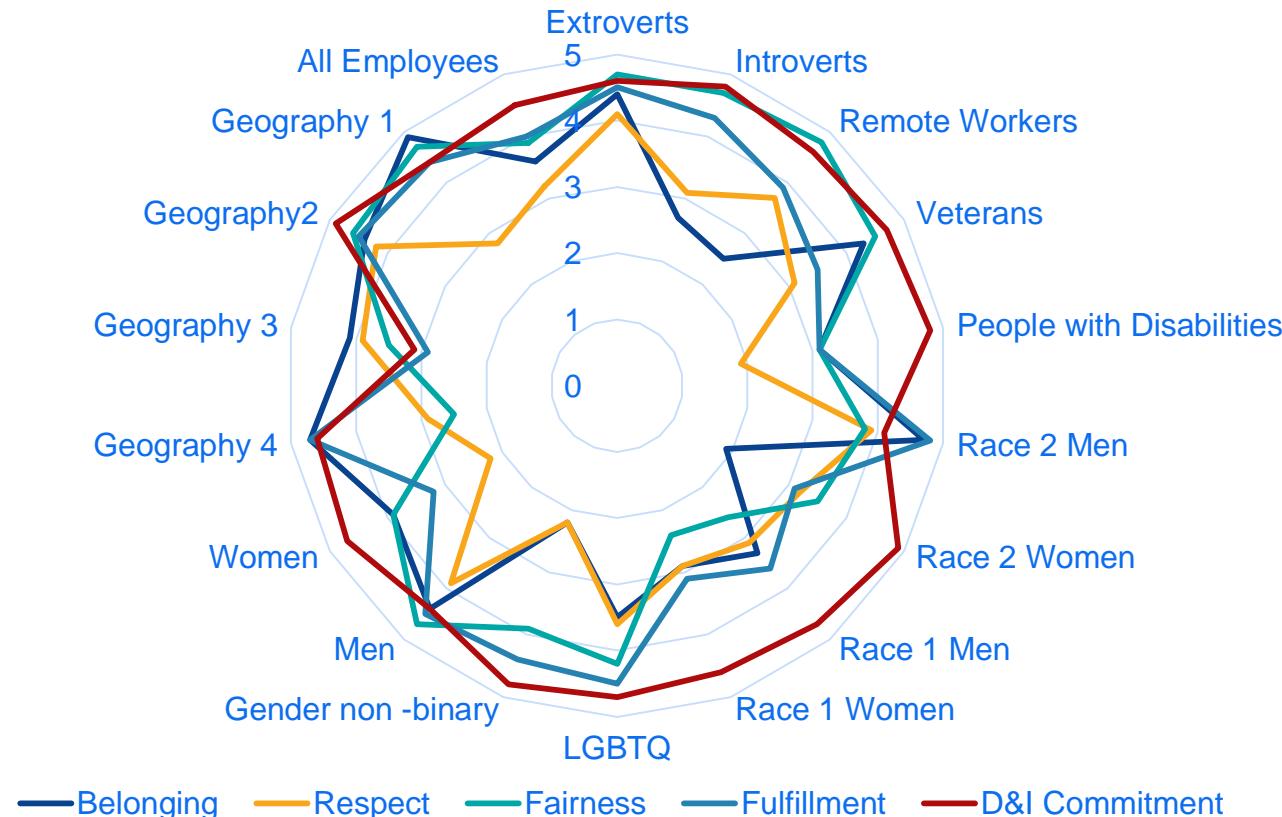
REWARDS & RECOGNITION

Change is a journey. By celebrating progress and “small wins,” we sustain the motivation to change and build confidence in people’s ability to enact new behaviors.

Exponential Talent's inclusive culture assessment

Exponential Talent's inclusive culture survey is designed to assess how different demographic groups in the organization experience inclusion, highlighting both strengths and improvement opportunities. In addition, the tool includes a D&I commitment dimension to assess key change management items.

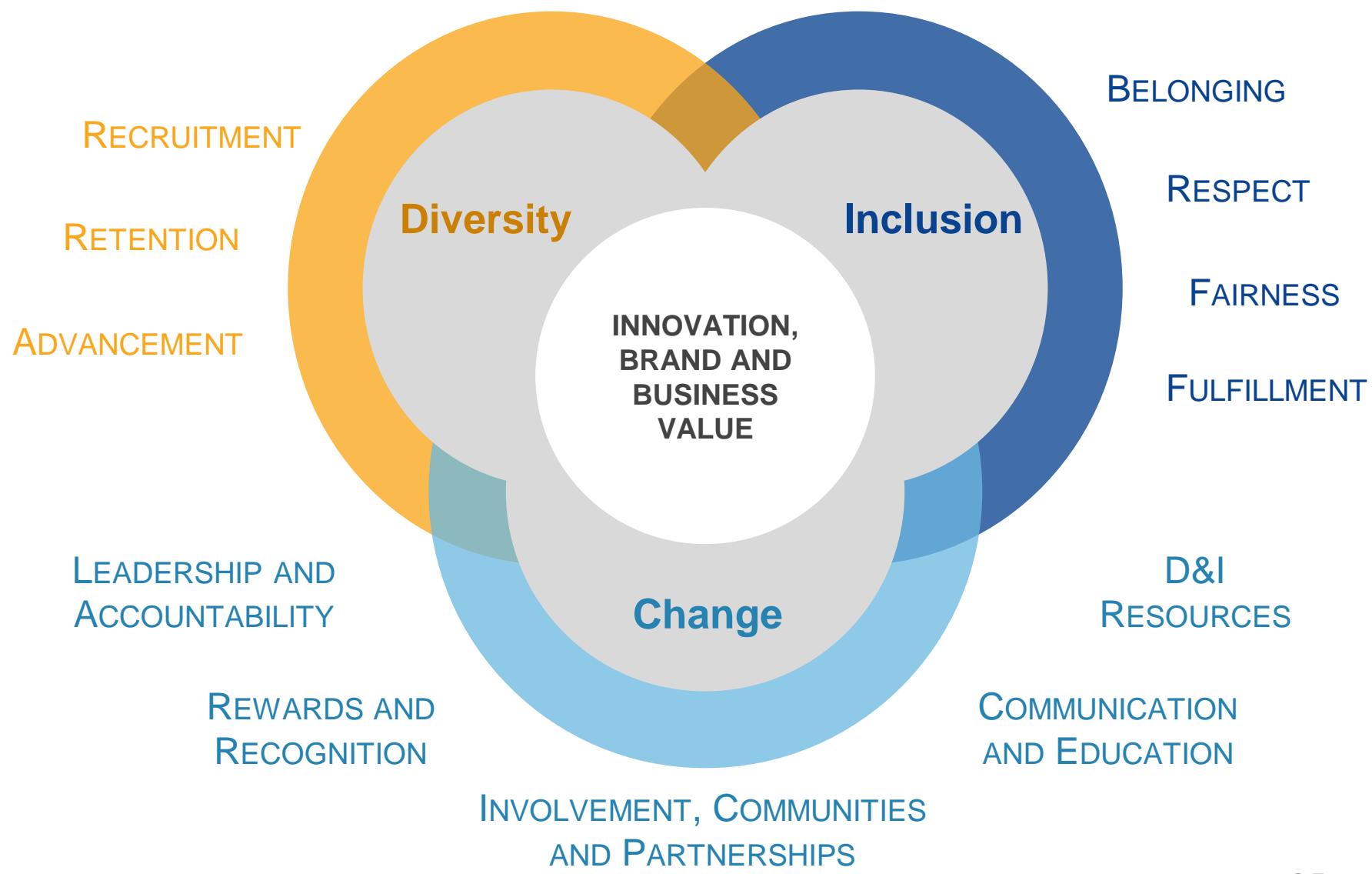
All Employees	
Belonging	3.6
Respect	3.2
Fairness	3.9
Fulfillment	4.0
D&I Commitment	4.5



Notes:

- Answers to survey questions are from 5=Strongly Agree to 1=Strongly Disagree.
- The data shown are sample data.
- The demographics shown are example demographics. Exponential Talent works with each organization to define the demographics relevant to their organization.

Summary: D&I strategy framework



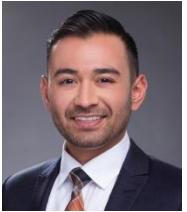
Contact Us:

**Molly Anderson**

CEO & Founder

molly.anderson@exponentialtalent.com**Carolyn Eilola**

Consultant, Research and Analytics

carolyn.eilola@exponentialtalent.com**Derek Jandu**

Senior Manager, D&I Strategies

derekj@exponentialtalent.com**Faye Sahai**

Advisor, Innovation & Inclusion

fayes@exponentialtalent.com**Zoe Dunning**

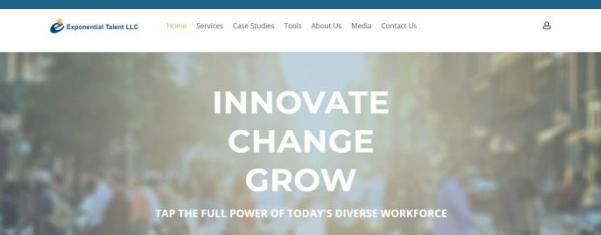
Change Strategist

zoed@exponentialtalent.com**Denise Gammal, PhD**Senior Director, Diversity, Inclusion and
Talent Innovationdenise.gammal@exponentialtalent.com**Rebecca Perrault**Leader, D&I Organization Development
and Talent Managementrebecca.perrault@exponentialtalent.com**Terra Terwilliger**

Senior Director, D&I Strategies

terrat@exponentialtalent.com

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