

Unleashing Innovation and Results Through Diversity and Inclusion

A Strategic Framework

A high-angle, top-down photograph of a diverse group of approximately ten people of various ethnicities and ages. They are all smiling and looking towards the camera. Their arms are raised and their hands are stacked in the center, forming a human pyramid. The background is a plain, light color. The image is overlaid with two semi-transparent horizontal bars containing text.

Diversity is the mix of talent

Inclusion is getting the mix to work together

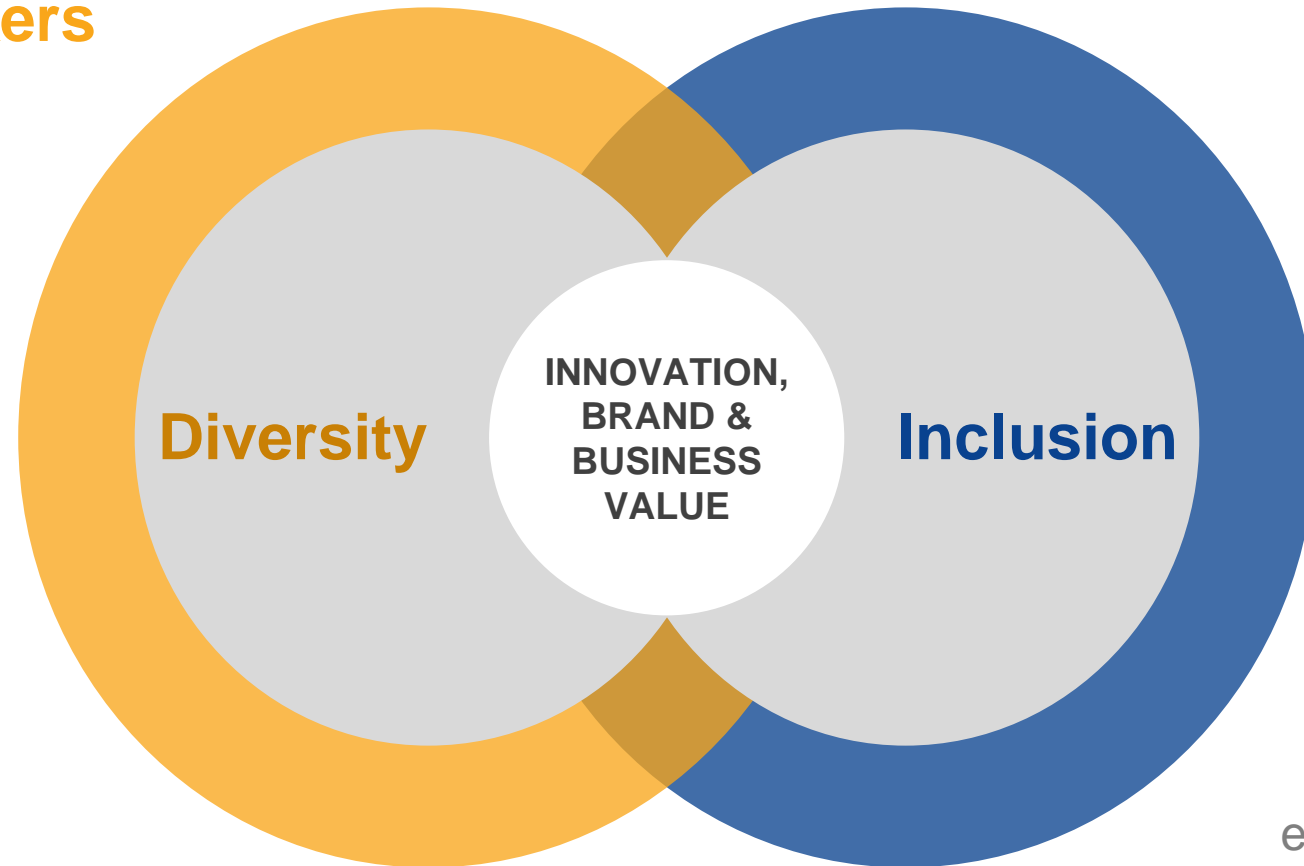
“If people think alike then no matter how smart they are they most likely will get stuck at the same locally optimal solutions. Finding new and better solutions, innovating, requires thinking differently. That’s why diversity powers innovation.”

- Scott Page, *The Difference*, 2007

Innovation requires a mix of people and behaviors

**Diversity =
the mix of thinkers**

Diverse perspectives
outperform IQ on
innovation tasks...

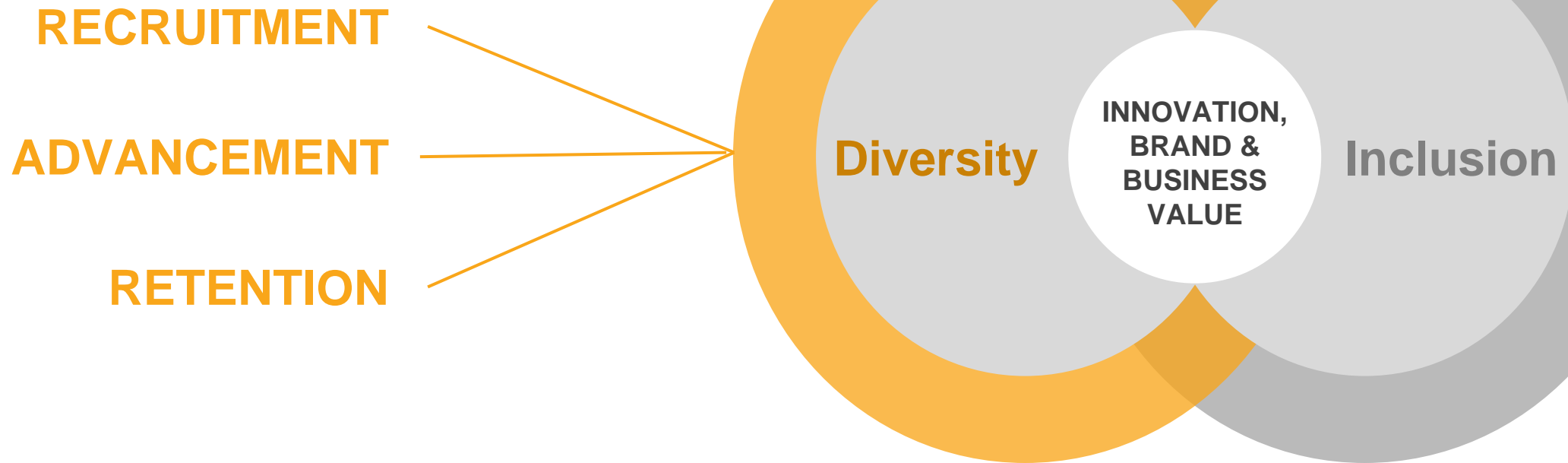


**Inclusion =
getting the mix
to collaborate**

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

Diversity levers

Three levers can diversify the mix of talent:



To improve diversity, it is vital for companies to address all three of these levers that impact a diverse mix of talent: recruitment, advancement and retention. Some companies, for example, focus primarily on hiring diverse talent, only to learn that they fail to retain those hires over time. Steady progress in all three of these areas produces sustained change.

Diversity offers opportunity and challenge

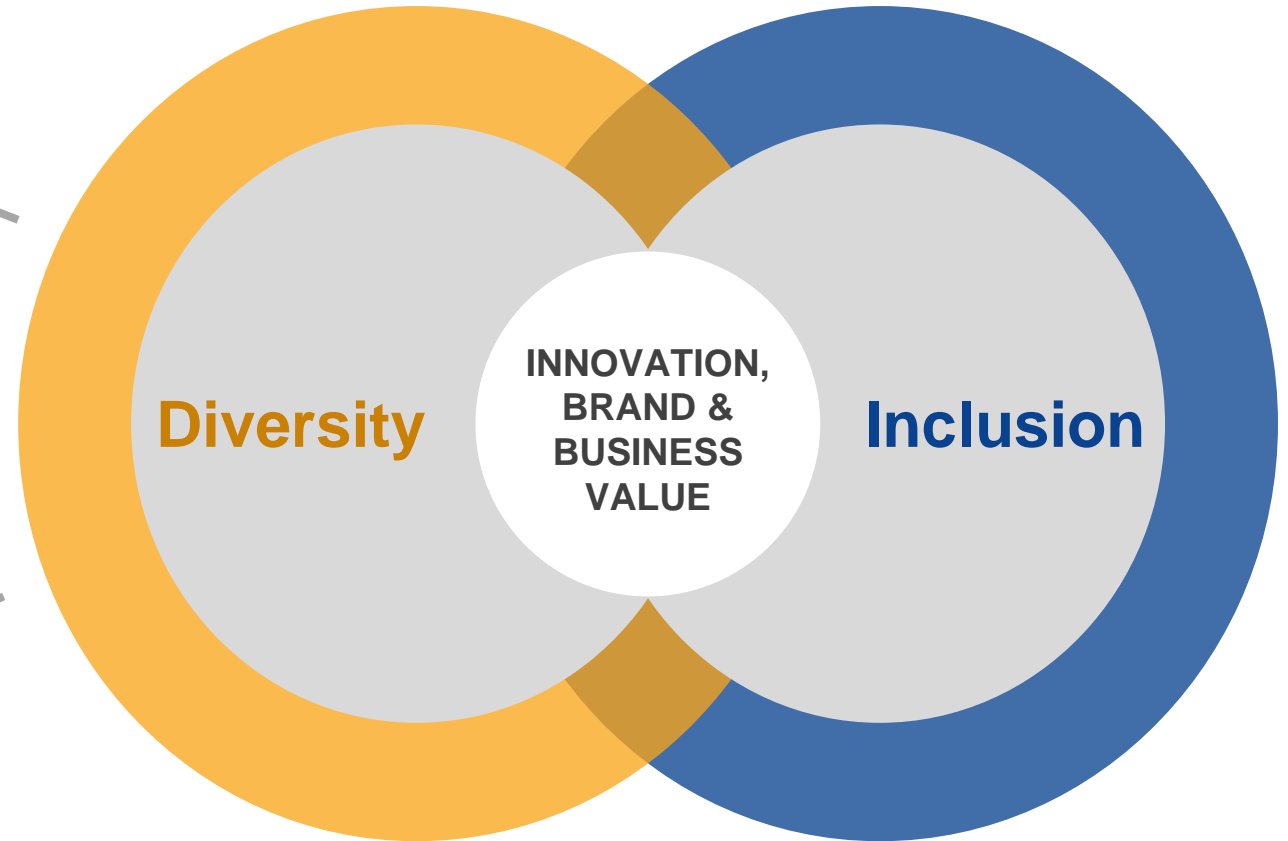


Potential for innovation

...but also...



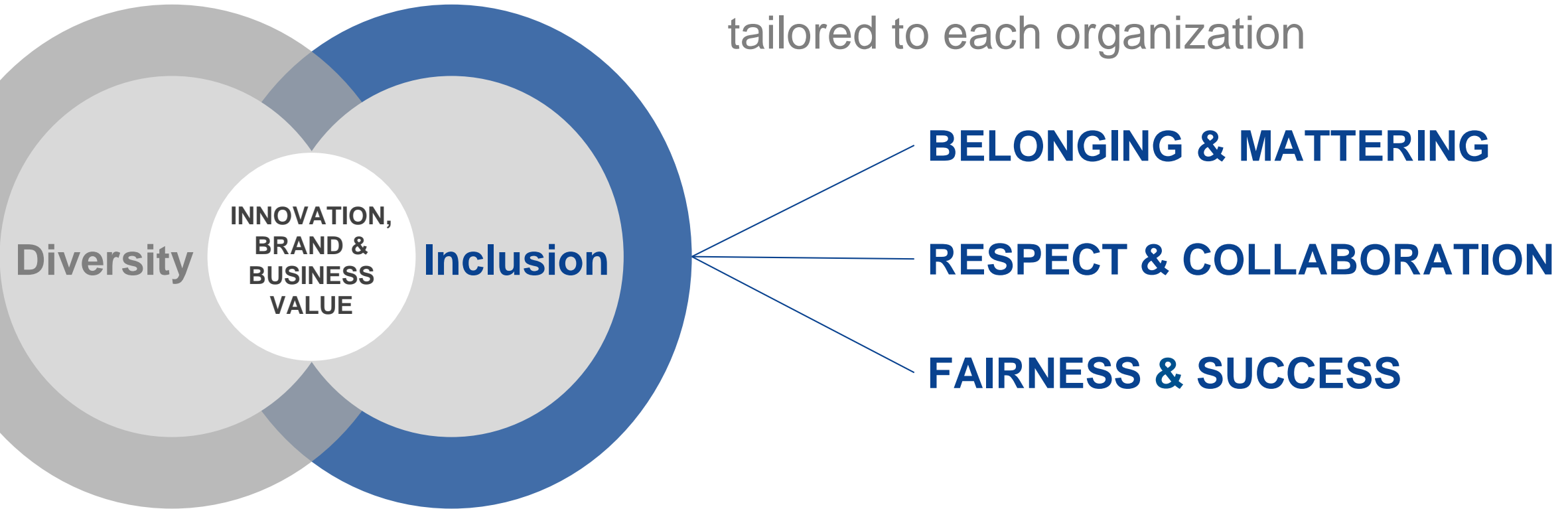
Potential for team conflict



Because the potential for conflict is greater among people who differ the most from one another, diverse teams need inclusive cultures to enable them to innovate.

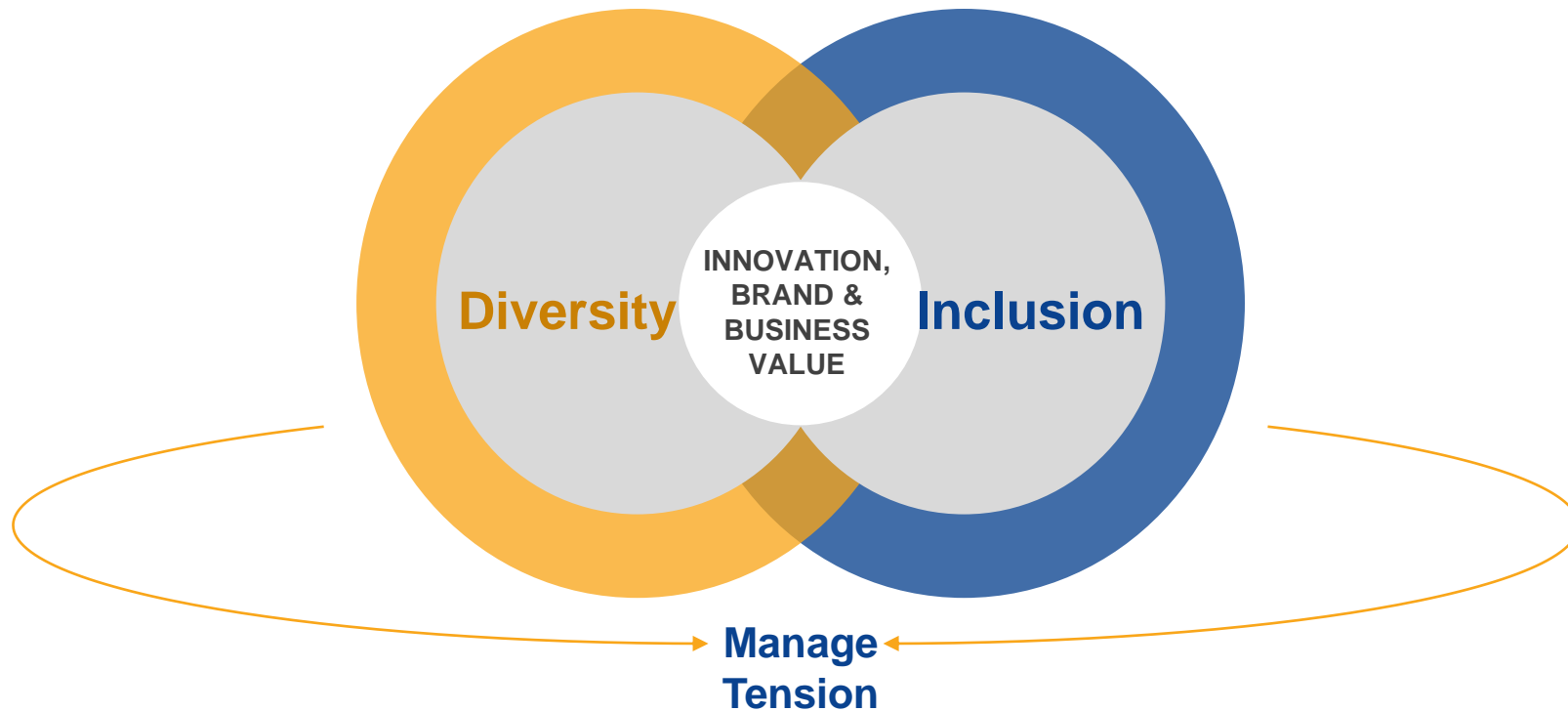
Inclusive culture

Attributes of an inclusive culture should be tailored to each organization



Exponential Talent leverages this research-based model to help each organization develop its own blueprint for what the attributes of its inclusive culture will be. We help organizations assess the inclusiveness of their culture, primarily through new or existing employee surveys or through focus groups and interviews to identify opportunities for focus as part of a comprehensive, results-driven D&I strategy.

Balanced approaches manage tension



Each company must strike the right balance between diversity efforts and inclusion efforts for its context. Strategies to diversify the mix of talent in an organization often focus on specific demographic groups that are underrepresented such as women, specific racial or ethnic groups or people with disabilities. To increase the representation of such groups, strategies often focus on specific groups. This may feel exclusive to employees who represent a broad array of diversity dimensions and create tensions for inclusion. These tensions should be addressed proactively and managed to avoid potential backlash.

Inclusion is a journey

A company's diversity and inclusion 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 management sustains results



Change takes a multi-level approach

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



Process to develop diversity and inclusion strategy



A robust strategic planning process is a productive way to inclusively engage critical stakeholders and build alignment and ownership for a plan of action. An inclusive approach to strategic planning is one way to model and demonstrate inclusion and to engage multiple perspectives in creating a better, more effective strategy.

Output of diversity and inclusion strategy process

The diversity and inclusion strategy process helps organizations ask and answer key questions.

Some questions address the long-term such as vision and goal questions.

Other questions address the near-term such as priorities and actions.

When the process is complete, the diversity and inclusion strategy has the elements shown at the right.

Key questions

- What should we change and why?
- What are our vision and goals?
- What are our priorities?
- Which actions should we invest in?
- How will we measure progress?
- Who is accountable for change?
- How do we engage and align stakeholders?
- What will make change “stick”?

Key strategy elements

- Why D&I
- Vision
- Goals
- Priorities
- Actions
- Measures and accountability
- Change plan

D&I strategy framework summary



Contact Us:



Molly Anderson

CEO & Founder

molly.anderson@exponentialtalent.com



Rebecca Perrault

Leader, Diversity and Inclusion Strategies

rebecca.perrault@exponentialtalent.com



Denise Gammal, PhD

Senior Director, Diversity and Inclusion Strategies

denise.gammal@exponentialtalent.com



Faye Sahai

Advisor, Innovation and Inclusion

fayes@exponentialtalent.com



Derek Jandu

Senior Manager, Diversity and Inclusion Strategies

derekj@exponentialtalent.com

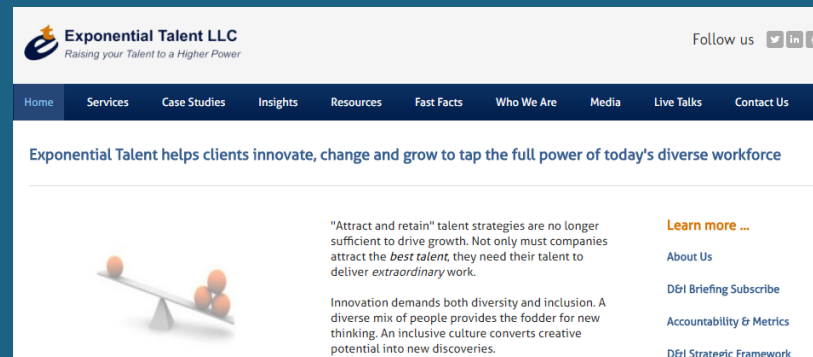


Terra Terwilliger

Senior Director, Diversity and Inclusion Strategies

terrat@exponentialtalent.com

Learn more at
exponentialtalent.com



The screenshot shows the Exponential Talent LLC website. The header includes the company logo and tagline "Raising your Talent to a Higher Power", along with social media icons for Twitter, LinkedIn, and Facebook. The navigation menu includes Home, Services, Case Studies, Insights, Resources, Fast Facts, Who We Are, Media, Live Talks, and Contact Us. The main content area features a headline: "Exponential Talent helps clients innovate, change and grow to tap the full power of today's diverse workforce". Below this is a graphic of a seesaw with three orange spheres on it. To the right of the graphic is a quote: "Attract and retain" talent strategies are no longer sufficient to drive growth. Not only must companies attract the *best talent*, they need their talent to deliver *extraordinary* work. Below the quote is a link "Learn more ..." and a list of links: "About Us", "DEI Briefing Subscribe", "Accountability & Metrics", and "DEI Strategic Framework".

Subscribe to our flash briefing
for news updates.



**Diversity & Inclusion
Flash Briefing**  Exponential Talent LLC
Raising your Talent to a Higher Power



@ExponentialT



facebook.com/ExponentialTalent



linkedin.com/company/exponential-talent-llc