



FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

LEVERAGING DIVERSITY TO ACHIEVE BUSINESS SUCCESS

Fernán R. Cepero, MA, MS, PHR,
SHRM-CP
Chief Human Resources Officer &
Chief Diversity Officer
YMCA of Greater Rochester



SEVEN IMPERATIVES FOR CREATING A DIVERSE AND INCLUSIVE WORKFORCE

Pillars of Success	Imperatives for Success
Define relevant diversity and inclusion objectives.	<ol style="list-style-type: none">1. Enable regional ownership of diversity and inclusion challenges.2. Assess and reward progress, not just outcomes.
Build a diverse and inclusive workforce.	<ol style="list-style-type: none">3. Leverage trusted sources to expand the pool of diverse talent.4. Hire for inclusive behaviors.5. Reinforce inclusive behaviors during critical moments.
Create a diverse leadership pipeline.	<ol style="list-style-type: none">6. Promote a leadership value proposition that attracts diverse high performers.7. Neutralize biases in talent management decisions.

DEFINING DIVERSITY

The qualities, life experiences, personalities, education, skills, competencies, and collaboration of many different types of people who are necessary to propel an organization to success.

Our view
of diversity
is
changing...



DIVERSITY OF THOUGHT

Diversity adds to an organization....

- A broader range of perspectives and modes of thinking

The results in....

- Greater innovation, creativity, and problem-solving capabilities.

DEFINING INCLUSION

Diversity asks: “Who do we bring into our organization?”

Inclusion asks; “How do we make them feel welcome?”

- Inclusion is how you leverage the value of diversity.
- Diversity is the byproduct of effective inclusion.

BENEFITS OF DIVERSITY

- Improved creativity and innovation
- Recruitment and retention
- Market strengths
- Branding
- Global integration/local differentiation

WHY DO ORGANIZATIONS NEED D&I STRATEGIES?

Reason 1: Priority

- D&I efforts will always have a lower priority than more immediate concerns.

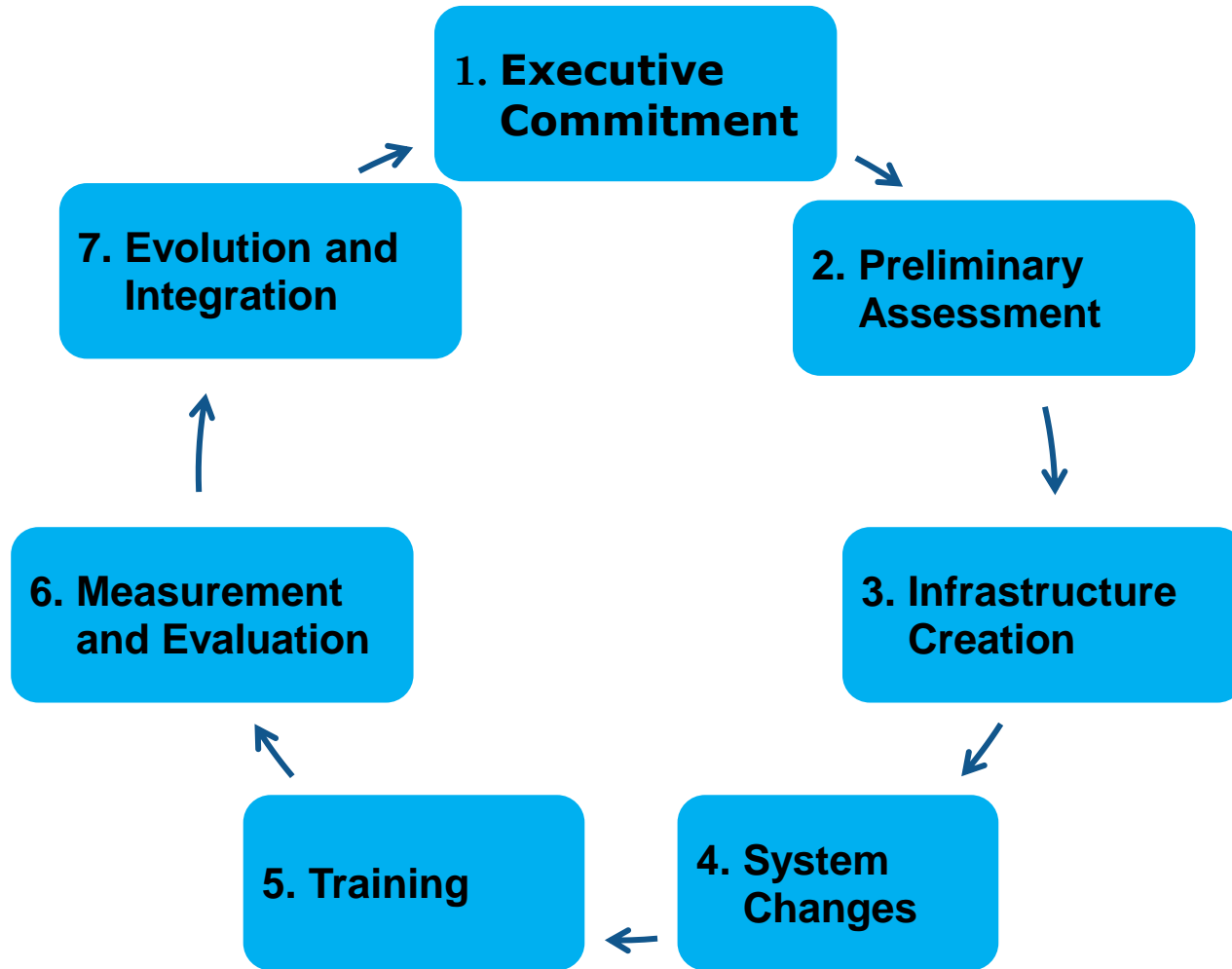
Reason 2: Complexity

- D&I's complex problems need a strategic, organization-wide solution.

Reason 3: Resistance

- D&I involves major organizational change - and change is hard.

D&I PROCESS



D&I STRATEGIC PROCESS

1. Executive Commitment

To make the business case for D&I, you must:

- Show that it can play a critical role in achieving core business goals.
- Link It to your organization's unique mission, vision, and business objectives.
- Realign it over time with corporate strategic reevaluation and repositioning.

D&I STRATEGIC PROCESS

2. Preliminary Assessment

Twofold purpose:

- 1. Identify current needs** to set corresponding priorities, goals, and objectives.
- 2. Provide benchmarks** to measure the success or failure of subsequent D&I strategies.

D&I STRATEGIC PROCESS

3. Infrastructure Creation

Diversity Councils

- Task forces to define and guide the D&I initiative.

Employee resource groups

- Voluntary groups for employees who share a diversity dimension

Strategic alliances

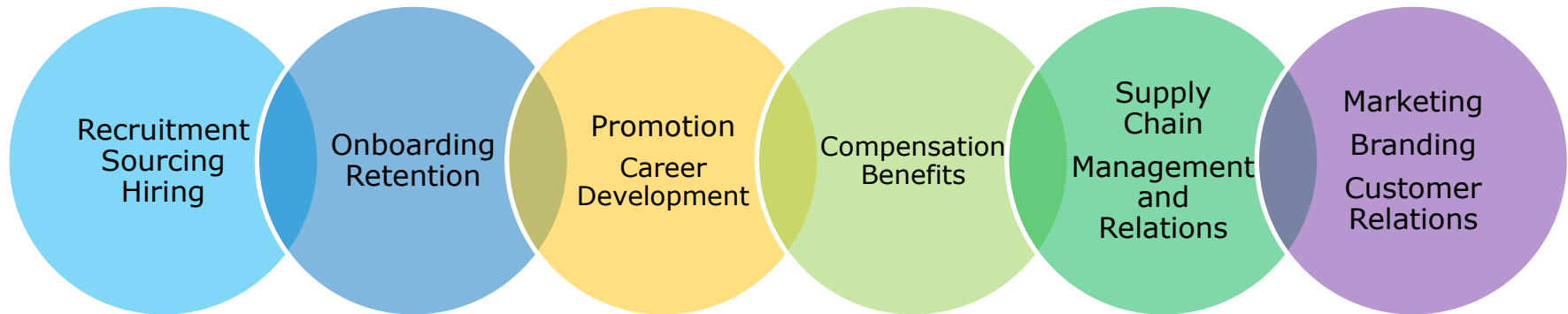
- Formal links with national global diversity organizations

D&I STRATEGOC PROCESS

4. System Changes

Review and revise to align with diversity goals:

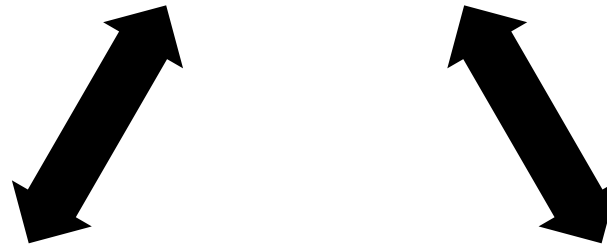
- Organizational systems
- Operational processes, procedures, and practices.



D&I STRATEGIC PROCESS

5. Training

Diversity
awareness
courses



Professional
development
opportunities

Diversity
management
courses

D&I STRATEGIC PROCESS

6. Measurement and Evaluation

Process Measures

- How did we do?
- What went well?
- What didn't?
- Why?

Results Measures

- What difference has it made to the organization?

D&I STRATEGIC PROCESS

7. Evolution and Integration

Integration

- Make D&I part of “the way we do business” and “who we are”

Evolution

- Global Expansion
- Initiative’s own success
- Shifts in focus over time

Diversity & Corporate Social Responsibility

EVOLUTION OF CSR



- “CSR” includes a **broader range of a decision or action’s effects** on a **broader field of stakeholders.**



- Attention to CSR has moved **from the corporate periphery to center stage.**



- Integrated into organizational mission and **strategy.**

FORCES SHAPING TODAY'S CSR

Technology

- Corporate actions are more knowable.
- CSR impacts are more measureable.

Environmental Concerns

- Increased sustainability regulations and requirements.
- Increased sustainability opportunities.

Economic Pressures

- Bigger paycheck potential for sustainability efforts.
- Enhanced EVP value of CSR.

Socio-Political Forces

- Rapidly evolving diversity attitudes.
- Increased pressures from civil and social rights groups.

CSR AND DIVERSITY

Chief Diversity Officers & Chief Human Resource Officers have the opportunity to become a CSR resource for corporate leaders.

Key opportunity areas:

- Culture change
- Corporate strategy
- Organization effectiveness
- Cultural Competency development

OPPORTUNITIES A MORE DIVERSE WORKFORCE BRINGS

- ❑ Fresh, new broader ideas
- ❑ Technological competence
- ❑ Willingness to take risks
- ❑ Greater flexibility/adaptability
- ❑ Agility (e.g., ability to easily multi-task)
- ❑ Greater comfort with diversity and inclusion
- ❑ Greater creativity
- ❑ Very results oriented
- ❑ Increased language skills bring better global communications
- ❑ Multi-cultural marketing ideas
- ❑ More internationally focused
- ❑ Cross-cultural competence



WHY DIVERSITY?

- There are many reasons why an organization might/should focus on diversity.
- Usually, these fall under two broad themes: the **Values Case** and the **Business Case**.

Values Case	Business Case
<i>"It's the right thing to do, and will make our people happier."</i>	<i>"It's a smart thing to do for business, and will improve our bottom line."</i>

- Both the Values Case and the Business Case are important and necessary; they do not contradict each other, but rather complement each other.

WHY IS A BUSINESS CASE IMPORTANT?

After all, why isn't "doing the right thing" enough?

- Strategic Diversity Management Plans depend on the commitment of many people in the organization, not the least of which are your CEO or equivalent, and Senior Leadership Team
- These leaders are naturally focused on the financial health and well-being of the organization.
- A strong business case for diversity will clearly show that creating a diverse and inclusive workplace will benefit everyone in the organization, by making the organization stronger, more resilient, and more competitive.

THE BUSINESS CASE FOR DIVERSITY (CONT'D)

From Current

☐ Workforce



☐ Workforce



☐ Community



☐ Marketplace



☐ Suppliers



To Diversity Outcome

Workforce with Best Talent



Inclusive Work Environment



Positive Reputation in all Communities



Customer/Member Satisfaction



Mutually Beneficial Partnership



To Business Outcomes

Quality Solutions

Increased Performance & Innovation

New and Emerging Markets, Services, Products

Customer/Member and Employee Attraction and Retention

Potential gains in service, quality, and cost savings.

THE BUSINESS CASE FOR DIVERSITY (CONT'D)

Diversity & Inclusion helps the business's bottom line in the following ways:

1. Greater adaptability and flexibility in rapidly changing marketplace
2. Attracting and retaining the best talent
3. Reducing costs associated with turnover, absenteeism and low productivity
4. Return on investment from various initiatives, policies and practices
5. Gaining and keeping greater/new market share (locally and globally) with an expanded diverse customer base
6. Increased sales and profits
7. Mitigate and minimize legal risks

Source: Lockwood, N., June 2005, "workplace Diversity: Leveraging the Power of Difference for Competitive Advantage", Research Quarterly.

LEVERAGING DIVERSITY TO SUCCEED

- ❑ Leveraging diversity to achieve a competitive advantage is a must if we are to thrive and (not just survive) in today's competitive marketplace.
- ❑ Strategic and sustainable diversity initiatives will be a key differentiator for top talent of the future workforce.
- ❑ No diversity effort can be successful without full commitment and engagement of senior leadership AND a comprehensive diversity strategy that is integrated in every business practice in the company.
- ❑ In order to attract a talented minority pool of candidates, your organizations must have an inclusive culture where employees feel welcomed, embraced, respected, and where they can grow.
- ❑ This is truly a journey and it's a lot of work. If you're not willing to commit to it, you have 2 options: 1) get off the bus; or 2) get left behind.

KEY TAKEAWAY

When managed well, diversity is one of the most important assets an organization has in order to achieve and maintain a competitive advantage.

Effective diversity management = *competitive advantage*