



## The Inclusion Dividend

### Why Investing in Diversity & Inclusion Pays Off

#### THE SUMMARY IN BRIEF

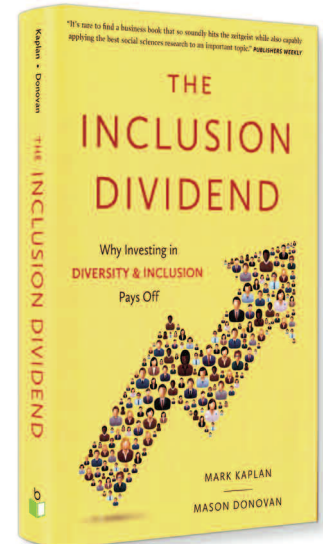
With the increasingly diverse, global, interconnected business world, diversity and inclusion (D&I) has become a core leadership competency and a central factor in the success of business. Diversity and inclusion is no longer simply “the right thing to do”; rather, it is a key component to a successful business today.

Working effectively across differences such as gender, culture, generation, race and sexual orientation not only leads to a more productive, innovative corporate culture but also to better engagement with customers and clients. *The Inclusion Dividend* provides a framework to tap the bottom-line impact that results from an inclusive culture. Most leaders have the intent to be inclusive; however, translating that intent into a truly inclusive outcome with employees, customers and other stakeholders requires a focused change effort.

Drawing from the latest research and numerous case studies, Mark Kaplan and Mason Donovan explain the challenge of incorporating inclusion into business and leadership and provide straightforward advice on how to achieve the kind of meritocracy that will result in a tangible dividend and move companies ahead of the competition.

#### IN THIS SUMMARY, YOU WILL LEARN:

- Creating a truly inclusive and diverse environment goes far beyond “doing what’s right” and directly impacts your bottom line.
- The insider–outsider dynamics and group identities really do matter to your business, both internally with employees and externally with customers, clients and stakeholders.
- How to get insider groups with power to see things from the point of view of outsider groups without power so that real change can occur.



by Mark Kaplan  
and Mason Donovan

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# THE COMPLETE SUMMARY: THE INCLUSION DIVIDEND

by Mark Kaplan and Mason Donovan

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## Introduction

*The Inclusion Dividend* was written for business leaders trying to better understand how their personal and corporate investment in inclusion will provide a return.

Over two decades of working with corporations around the world, we have found that a strategic investment in creating a diverse and inclusive corporate culture always pays off. It pays off at the individual level with happier, more fulfilled employees, at the group/team level with increased productivity and innovation, and at the systemic level with additional bottom-line shareholder value. ●

## Diversity? Inclusion? What Do We Mean?

Ask any board of a Fortune 1000 if their company is built on a meritocratic system, and the answer will be a resounding, “Yes.” Employees get promoted based upon their performance. If this is true, why do we need to develop our leaders on creating an inclusive environment that engages a diverse workforce? After all, our corporate culture is based on meritocracy, right? Those who put in the effort will be rewarded regardless of their differences.

But ask yourself why we would need to enact laws that force employers to pay women equally for equal work. In a true meritocracy, your gender would not dictate pay. The story gets replayed with many other

dimensions of difference: ethnicity, education, sexual orientation, race, ableness, age and so on.

Although we may aspire to have a meritocratic system, the cold hard truth is that it does not yet exist.

In an interview series on the evolution of diversity and inclusion, we asked chief diversity officers what percentage of corporate development they believe is being driven today by legal compliance. Not one of them gave an answer above 30 percent. So if the push for diversity is not driven by a desire to stay out of court, what is it?

This question brings us back to why we believe so strongly in a merit-based culture. Don't we want the best and brightest to be steering our ship? This line of thought argues that when we put the most productive workers in our most critical positions, we maximize corporate value and shareholder return.

However, long-standing barriers prevent meritocracy from becoming a reality. Herein lies the need to invest in opening up channels for a more meritocratic system. The return on this investment can be considerable.

At The Dagoba Group, we define inclusion as a systemic aspiration: the goal is to include everyone, to create a climate that is inclusive, and to create talent acquisition and management processes that are inclusive and fair. In our view, all of this is done not as an add-on or nice thing to have but as something essential for maximizing the ability of an organization to meet its mission. In today's global business environment, we see no other way. Diversity is already here at certain levels. The challenge is to bring it to all levels. Meritocracy requires inclusion to work and diversity for fuel. ●



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### The Business Case for Inclusion

Companies are in business to make a profit. Investments need to accomplish at least one of two things: reduce expenses or increase revenues. The business case is the story behind reaching one or both of these goals. Every diversity and inclusion effort needs to be directly connected to the organization's purpose.

The business case for inclusion has three key areas: talent management, talent acquisition and marketplace engagement. These areas stem from two vantage points: internal dynamics and external relationships. Internally, the focus is on attracting, retaining and developing staff. More specifically, the emphasis is on these factors:

- **Talent Acquisition:** Are we accessing a broad employment pool, and does our brand attract a diverse set of potential employees?
- **Talent Development:** Are we creating conditions and opportunities that tap the talent of a diverse workforce?
- **Employee Engagement:** Do we inclusively engage our diverse workforce? Do our employees feel good about the company and able to bring their best contributions? Are we retaining high-potential employees?
- **Workplace Climate:** Does the day-to-day environment promote inclusion and success? Does our culture promote teamwork and innovation?

Attracting, retaining and developing the best and brightest talent are pivotal to a healthy, profit-driven organization. When work environments are more welcoming and inclusive, companies enjoy greater retention rates of critical revenue-positive employees. A working D&I strategy not only helps talent acquisition and employee retention; it also creates an environment where employees are more productive.

Donald Fan, senior Director of Diversity at Walmart, notes, "While business lore tends to link innovation with the creative drive that is exclusive to the top and brightest talent, true innovation thrives in an inclusive culture that values diverse ideas, leverages unique perspectives, and invites everyone to achieve collaborative breakthroughs across the entire organization."

### The External Business Case

Many companies have decided that they need to change the way they communicate with their current and future target audience. The simple approach is to use "mirroring." This is a numbers game that involves matching the percentage of minorities in the employee population to those in the customer base. Mirroring can create more problems than it solves. It can be difficult to place such a recruitment burden on your hiring team if

the company has no real effort to create an environment that attracts a diverse group of candidates.

At The Dagoba Group, we have helped clients leverage their internal inclusion efforts to strengthen their client relationships in the cycle we call RADIX. Each letter of the model RADIX refers to a stage of the sales process:

- **Reach:** This is the pre-acquisition phase of soliciting potential customers, where there are introductory conversations. Having fully diverse representation on the team is important.

- **Acquire:** This stage is key to setting foundational expectations. How we are developed to create an inclusive team internally and how we are managed inclusively will affect our approach with external clients. Is there mutual respect on the team for one another's roles and ideas? It is not uncommon in larger deals or with requests for proposals (RFP) for the client to ask about your commitment to diversity and inclusion. Some have even begun to track and score their service providers' commitment to diversity.

- **Develop:** After the client is acquired, your efforts are focused on fulfilling the preacquisition promises and expanding your service footprint. There is a need to broaden relationships with many individuals at a client organization. Account executives who have not been developed to deal with diverse groups of decision makers will find it difficult to go beyond the initial decision maker.

- **Inspire:** There comes a time when each party has stopped being intrigued by the other. The relationship is either sink or swim at this level. It is not good enough to be simply good enough: You need to wow your clients and exceed expectations. At the Inspire stage, even the strongest bonds are tested.

- **eXit:** Unfortunately, due to reasons that may or may not be controllable, a client may move to exit the relationship — this is where managing the separation can help in future reacquisition. Maintaining relationships and keeping an open approach may pay off in future recommendations. It may also secure future business as these contacts move into decision-making positions. The business case in the exit stage is measured in "win back" clients and referrals. ●

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### Understanding Key D&I Concepts

Conversations about unconscious bias and insider-outsider dynamics can easily be lost in the noise of the daily office grind. Even for a leader dedicated to inclusion, putting together all of the pieces needed to fully under-

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stand how D&I impacts daily life can be daunting. Visual maps can help highlight areas where key inclusion concepts play a role. The key concepts include:

- **Intent and Impact:** To move the company forward, leaders' intentions have to create the desired impact. A mismanaged event may lead to an unintended impact. This dynamic is exacerbated by diversity. Leaders often find it more difficult to give feedback to people who are different from themselves. This can be due simply to a lack of knowledge about what the other person needs and responds to. The employee not getting the feedback loses the opportunity to improve; the manager loses some level of full engagement from an employee, and ultimately, the organization loses productivity. A leader needs to be cognizant of the resulting impact of his or her behavior and words.

- **Unconscious Bias:** Bias has a negative connotation, so we tend to believe we are not biased. The first step to mitigating unintended bias in our decisions is becoming aware of our individual biases. Think of all the subtle behaviors that result from unconscious, unintentional bias. These behaviors often involve tones of voice, methods of engagement or vernacular that changes, typically along dimensions of difference.

- **Insider–Outsider Dynamics:** Every team or organization has insider and outsider groups based on age, ethnicity, gender, sexual orientation, or on education level, class or geography. The insider group is the group with more power; the outsider group is subordinated. Outsider groups must work much harder to stay level with the insider groups.

### Levels of Systems Framework

The Levels of Systems Framework offers a way to understand the broader process of creating sustainable inclusion:

- **Individual Level:** At the individual level we are all unique, though there may be similarities across ethnicities, cultures, gender and so on. Individual histories and experiences influenced by these aspects of difference create very different people.

- **Group and Team Level:** Being from a particular socioeconomic background will expose one to certain influences and opportunities. Group memberships frequently have more impact than our individuality on our perspectives, experiences and behavior than does our individuality. How individuals vis a vis their group identities are able to flourish on teams will have an important impact on the organization. Insider–outsider dynamics, if not addressed, will severely interfere with the goal of creating an inclusive organization.

- **Organizational Level:** For one reason or another, a company has determined to recruit from targeted schools, base promotions on certain kinds of characteristics, and design a culture to reflect certain attributes. Those who decide which schools to target are basing their decision upon their own preference or perceptions. Our individual biases about our group memberships get embedded systemically, and then feedback to all of the groups and individuals in the company creates a self-fulfilling organizational culture, reflecting and reinforcing the biases and preferences of the most powerful people in the company.

- **Marketplace Level:** The company's success in seeing, understanding and engaging its current and future customer base is critical to its success as an enterprise. A company's brand will have a D&I component whether the company is aware of it or not. In a future that looks more diverse, not less, the marketplace level of system is even more critical. ●

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## Framing a Sustainable Inclusion Initiative

The Levels of Systems Framework is primarily about power. Power moves from the individual to the marketplace level. This framework will help you think strategically about how to construct your D&I strategy. D&I is continuously evolving as the organization grows. The most powerful (and thus sustainable) change is one in which all four levels are being leveraged in an aligned, consistent way.

### The Individual, Interpersonal Level of Change

Too often, D&I work is viewed as primarily about shifting attitudes. This assumption takes many organizations down the road of training and development as the primary D&I strategy. Quite often, individuals emerge from this training with important knowledge but with no way to apply that knowledge. This can end up supporting the notion that diversity and inclusion are about “the right thing to do” but not substantially related to the business.

Training doesn't work unless it is connected to a broader change initiative that goes beyond the individual level. There are four major limits to focusing primarily on the individual and interpersonal levels: new awareness and behavior are not supported by others; a trainee's direct supervisor doesn't understand or support the intent of the training program; organizational reward systems do not support new behaviors; and talent-related processes do not support change. To fully engage a

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diverse workforce and create inclusion and meritocracy requires a more systemic change approach as much of what matters to organizations goes well beyond interpersonal interactions.

### The Group and Team Level of Change

When we describe the “group level,” we are talking about group membership and identity, the social identity groups to which we belong or are identified. We are not talking about work groups or teams. The work at the group level is threefold:

- To identify the group memberships that have an impact on the experiences of people in your organization.
- To uncover patterns related to those group memberships that are problematic, reducing engagement and productivity.
- To confront the insider–outsider dynamics that are creating or maintaining those patterns.

The day-to-day work environment is most heavily impacted by the patterns and insider–outsider dynamics at the group level.

### The Organizational Level of Change

We think of the organizational level as the place where dynamics, norms and practices are set into something just short of cement. This level is harder to change than the others, although certainly not impossible. At the organizational level, the work of inclusion is about changing policies, processes, formal and informal norms, and the underlying assumptions that drive behavior in the organization. Thus, to some extent, it is about changing the culture of an organization in that the culture often creates the informal norms and unwritten rules that become embedded. Here are some examples that describe these factors in more detail:

- **Policies and Practices:** The work of inclusion at the organizational level involves uncovering and either dismantling or reducing the impact of policies that have unintended impacts. Simply requiring a diverse interviewing team creates a more inclusive approach to the recruitment process. Quite often, company events are rooted in company history and tradition. As organizations have become more diverse, these events are proving problematic. Most organizations have a host of policies related to employees’ family lives, and they have evolved quite a bit to be more inclusive of all employees. Some organizations have broadened their definition of “family” so that policies are more inclusive of many types of families. Progressive policies create true inclusion and go a long way toward engendering employee loyalty and engagement.

- **Formal and Informal Behavioral Norms:**

Sometimes little norms have big impacts. An organization was examining its culture and looking for ways to create more inclusive norms. In one large division, there was a norm for scheduling meetings early in the morning, as early as 7 a.m. It became apparent that this practice of early meetings advantaged some groups and disadvantaged others: women, commuters, new parents and single parents.

- **Images of Leadership:** Perceptions of gravitas might say more about the viewer of the behavior and/or the culture of the organization than about the individual being observed. Images of effective leadership must be discussed, made explicit, and examined for relevance and bias, or they will become unconsciously embedded into organizational culture.

- **Culture:** Culture includes all of the little and not so little things that influence people to behave the way they do in an organization. Sometimes it is explicit, sometimes implicit. New norms need to be created that work for a more diverse group of employees.

### The Marketplace Level of Change

The point at which the organization engages its stakeholders and client or consumer marketplace is a visible and critical boundary. It is directly related to the bottom line. At this level of system, there are four main areas of focus:

1. The organization’s brand in the marketplace.
2. The extent to which an organization’s staff reflects its customer base.
3. The ability to leverage D&I to create product and service breakthroughs.
4. The skill of customer-facing staff in engaging customers in an inclusive manner.

Power increases at the marketplace level because an organization’s activities are meaningless if they aren’t connecting to clients and customers effectively. An organization that connects its inclusion efforts to the marketplace will differentiate itself from its peers. ●

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## Unconscious and Unintentional Bias

The diversity and inclusion conversation has always been a challenging one. One of the biggest challenges in creating real and sustainable inclusion has been overcoming the guilt and defensiveness that the conversation provokes, particularly among members of insider groups. Essentially, most of us don’t like to acknowledge our own biases and shortcomings.

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Bias gets embedded into all sorts of organizational systems and processes. It also affects how an organization views and engages in its marketplace.

Unconscious bias is pervasive and universal. It translates into behaviors, often subtle and small, that can have big impacts on fairness and inclusiveness. While we are all equal in our capacity to be biased, the impact of bias is experienced differently for different groups. Unconscious bias goes beyond the individual level and becomes embedded systemically.

There are tangible ways to reduce unconscious bias:

- Accept that you carry biases, that you are probably not aware of many of them, and that your good intentions are not enough to make them go away.
- Rewire your brain by regularly interacting with people who are different from you, both inside and outside of work. Do this repeatedly and over time.
- Put process checks in place that will prompt you and others to explicitly consider the possibility of bias during talent acquisition and talent management interactions and decisions.
- Develop peer coaching and feedback relationships that will enable you to get feedback from people who are different from you.
- Examine talent acquisition and talent management processes, and redesign them to minimize the potential impact of bias. For example, require the input of a diverse group of colleagues when assessing employees' performance and potential. ●

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### Insider–Outsider Dynamics

Insider–outsider dynamics are born at the group level, not at the individual level. We are not talking about individuals excluding other individuals. We are talking about inclusion or exclusion based on group identity.

As we describe the core insider–outsider dynamics, think of your own collection of insider and outsider group memberships:

- **Level of Awareness:** When we are in an outsider group, we are much more likely to be aware of the difference. Barriers often emerge that are based on group membership. Ask an LGBT (lesbian, gay, bisexual or transgender) person who works for a company, “What is it like to be LGBT in this company?” and you will likely have a rich conversation about managing personal identity at work, deciding what to tell coworkers about your life outside of work, and balancing openness against potential risks. Ask a heterosexual person, “What is it like to be heterosexual in this company?” and you will

probably get a blank stare because it is the norm. Our different levels of awareness have huge implications for forging a path toward greater inclusion.

- **Different Pattern of Experience:** Being an insider or outsider produces a fundamentally different pattern of experience. Insider group membership generally creates a positive pattern of experience. For example, insiders are generally seen as the norm, given the benefit of the doubt, and assumed to deserve the position of leadership they have attained. But “good” and “bad” can happen to us based on our group membership, not our individuality. We are talking about patterns. Think about a woman executive. It is possible that on her walk into work, she gets whistled at. Standing near a desk in the reception area, she is assumed to be a receptionist. When calling on a client, she is assumed to be subordinate to the male staff member accompanying her to the meeting. These patterns fundamentally shape our experiences and our perceptions.

- **Willingness to Engage:** Insiders can find it hard to talk about the impact of something they are not even aware of! For outsiders, there is a reluctance to acknowledge and focus on barriers they feel they have little control over. All too often, the conversation is not explored because of reluctance on both sides.

- **Setting Norms Versus Adapting to Norms:** Being in an outsider group generally means having to understand and adjust to the insider group's way of thinking and doing. Obviously, there are many outsider group members who successfully adapt and assimilate. What is the cost of depending upon exceptional individuals to adapt and change much of who they are in order to succeed? Are the benefits of diversity in innovation realized when individuals feel like they need to conform to the status quo?

The fundamental challenge is that outsider groups have more information about the dynamics and less power to change them. Insiders have less information and more power. This creates an obvious barrier to change. If there is no “burning platform” for insiders, then why would they do anything? How do we break this cycle and move ahead?

It is critical to engage both outsiders and insiders when the goal is creating sustainable inclusion. We strongly recommend that inclusion change efforts include insider group members in visible leadership positions. This is a strong symbol that tells insiders they shouldn't write off the inclusion effort. In this insider-involved scenario, a business case can emerge as a burning platform from which to launch real change.

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Insider group members must learn about the difference and need to know about the business impact of exclusion. They are not being indicted as bad people. Exclusion or bias is often unintentional, and inclusion needs to be intentional. Outsider groups will feel more empowered; insider groups will be more aware and engaged. This is what will begin to shift the dynamics. ●

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### Dimensions of Difference

To successfully foster diversity and inclusion, a leader must embrace this paradox: We are both individuals and members of any number of identity groups, and both matter always.

Differences can be visible or invisible. When the difference is immediately visible, such as race, gender or age, unconscious biases lead to unintended assumptions and behavior. Invisible differences create a dilemma: Should I share my identity or should I keep it hidden? These differences may include veteran status, disability, sexual orientation and religion. Sharing an identity creates a risk that the individual will be seen through the lens of a stereotype.

Differences that are present at birth or are permanent are sometimes seen differently than identities that can or might change over time. Some differences, like age, will change as we move through life. Our ableness is something that is not stable, because it may change with age, accident or medical conditions. We have the opportunity to be empathetic when our group memberships change.

- **Ableness:** The main task for organizations is to reduce stereotypes and increase access. Many people living with disabilities report being seen as less intelligent or generally deficient. The bias, often unconscious and unintentional, assumes that a specific disability affects cognitive function in a more general way.

- **Culture:** We tend to judge a cultural difference through our own lens, and assign a positive or negative intention to a behavior that seems completely natural to another person. Power exacerbates cultural difference. The organization has to be able to ameliorate the dominance of one culture over others.

- **Generational Difference:** Generations approach work and authority in very different ways. This creates substantial misunderstandings and judgments across generational groups. Organizations able to create maximum flexibility in their definition of career development and keep finding ways to engage each generation will be the most successful.

- **Gender Difference:** Very often, gender dynamics in the workplace are viewed as primarily about work–

life flexibility and balance, because of women's leadership role in the home and with children. The glass ceiling is often attributed to women voluntarily taking a career off-ramp to have and raise children. The data, however, says something else. The top reasons are more often related to the corporate climate and to the difficulty of being taken seriously. Men also need, and are affected by, the ability to balance their work and personal lives. A continued focus on gender is critical.

- **Race:** While overt racist behavior is less common than it once was, unconscious bias based on race is prevalent. The biggest challenge in managing the issue of race is reducing unconscious bias, both individually and systemically. As the younger population becomes more diverse, the U.S. workforce is experiencing a dramatic shift in demographics. Corporations that embrace the change proactively will find themselves ahead of their competition.

- **Sexual Orientation:** There is value in sharing basic information about ourselves at work. It is how we build relationships, develop trust, and get to know people. In today's organizations, teamwork and relationship building are critical to the ability to innovate and be flexible. If LGB people feel it is risky to share basic information in the same way heterosexuals do, both they and the organizations suffer. ●

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### Critical Leadership Competencies

Our experience with many leaders over the years suggests four areas of competency that must be mastered in order to create sustainable inclusion:

- **Individual Awareness and Self-Management:** You need to challenge not only your own conventional wisdom but that of the people most like you. When an insider group coalesces around a particular viewpoint, it is a very powerful thing and will quickly shut down other perspectives. Think about the people you turn to in critical moments and who you know and trust most on your staff and among your colleagues. How diverse is this group?

- **Embrace the Paradox of Individuality and Group Identity:** It is absolutely essential that leaders understand that insider or outsider group membership is sometimes a primary factor in an individual's ability to be successful. Notice patterns by group identity. Consider group identity when planning staff development. Develop relationships with all of your staff. Understanding group identity is what allows you to treat your staff as full individuals.

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- **Envision and Frame Positive Change:** Diversity in a nation, society, culture or organization is a source of strength and potential. If you as a leader can express a clear and compelling future vision, you will greatly increase the chance that others will get on board to move toward the desired future state. Create a compelling business case. Speak to the impact of inclusion. Create a positive vision of inclusion.

- **Foster True Meritocracy:** Look at the top two or three levels of your company. Are those positions dominated by one or two social identity groups? Creating true meritocracy requires a systemic approach achieved by looking at what your staff are rewarded for and looking at your key talent-related processes and changing them so they are better able to support the top performance of diverse groups. Acknowledge meritocracy as the goal. Take a critical look at your culture through a diversity and inclusion lens. Examine your talent acquisition and talent management systems. D&I development can and should be integrated with every leadership competency. A more robust investment in leadership development provides a fuller payout. ●

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### Change Strategies for Creating Inclusion

Inclusion is a long-term change process that must be deeply and directly connected to the business. The strategy should be based in a solid business case directly connected to the growth and health of the company. Multiple levels of systems should be leveraged. Senior executives need to be involved and engaged. Both insider and outsider groups need to be involved.

A sustainable long-term inclusion initiative will move through four phases:

- **Phase 1: Research and Needs Identification:** The primary focus of this phase is building a solid foundation for the initiative. The ability to work effectively and inclusively across all kinds of difference is now central to profitability in the short and long term. That said, each organization needs to develop its own rationale in its own language and in the context that is unique to that organization. The tools for this phase include employee engagement surveys, HR data, focus groups and interviews, and customer and marketplace data.
- **Phase 2: Strategy Creation:** If inclusion is a serious goal, then there must be a strategy to pursue. All good strategies require compelling data, a solid business rationale connected to profitability and a realistic imple-

mentation plan. The proper use of the business case is to develop a clear focus and direction for an inclusion change effort. It is at the core of strategy creation. The primary tool used at Phase 2 is a diversity council, a temporary team with the power to create a strategy and possibly oversee its implementation.

- **Phase 3: Implementation and Integration:** Phase 3 is about directly involving the entire organization with the inclusion initiative in some significant way. There needs to be clear and explicit connection to a larger strategy. Phase 3 is about the broader kind of buy-in from frontline to mid-level management. There are many tools to be employed in this phase: awareness and skills training, leadership development, employee affinity groups, organizational culture change and communication. Phase 3 is also about integration, to integrate a D&I mindset or “lens” into the day-to-day business.

- **Phase 4: Measurement and Recalibration:** Phase 4 involves assessing the impact against the strategy. Activities that bring about the most desired impact should be amplified, and those that have little or no impact should be changed or discarded.

An inclusion initiative is like any large organizational change process. It needs accountability and leadership. Leaders will need to be prepared to manage reactions to the inclusion work. Outsider groups will be skeptical that the change is real. Insider groups will see the change as creating a nonlevel playing field in the other direction.

Remember, resistance to change is a good thing! It often means the change is real; otherwise, there would be no need for resistance. Leaders’ behavior in the face of resistance will predict the success of the initiative. Like everything else you do as leaders, successful change always comes down to commitment, authenticity, engagement and persistence. ●

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#### RECOMMENDED READING LIST

If you liked *The Inclusion Dividend*, you'll also like:

1. ***The Inclusion Breakthrough* by Frederick A. Miller, Judith H. Katz.** The authors explain how to make diversity a central and profitable part of an organization's strategy for long-term success.
2. ***Winning with Transglobal Leadership* by Nazneen Razi, Ph.D., Peter Barge, Robert A. Cooke, Ph.D., Linda D. Sharkey, Ph.D.** Learn an easily implemented process for assessing your organization's global capability and developing the leaders who will drive success.
3. ***The 2020 Workplace* by Jeanne C. Meister, Karie Willyerd.** Meister and Willyerd present a functional guide to help you and your organization create tomorrow's workplace of choice.