INFUSING DIVERSITY & INCLUSION INTO YOUR COMPLIANCE CULTURE

Corey Flournoy, Global Head of Inclusion & Diversity, Groupon
Alison B. Crane, Principal, Jackson Lewis P.C.
Kris Carey, SVP, HR and Chief Diversity Officer, Constellation Brands

DIVERSITY VS. INCLUSION

• DIVERSITY
  Who you are – the “numbers”
  • How many people with different social identities in the workplace?

• INCLUSION
  What you do – the “process”
  • Removing hidden barriers, interrupting implicit bias
  • Leveraging diversity to gain a competitive advantage
DIVERSITY VS. INCLUSION

- DIVERSITY
  - Recruiting – get the numbers up
  - Workforce*
  - Some
  - Compliance (what not to do)
  - Count people

- INCLUSION
  - Retention and advancement
  - Workplace*
  - Everyone
  - Leveraging talent (what to do)
  - Make people count

EQUALITY VS. EQUITY
DIVERSITY ICEBERG

DIVERSE, EQUITABLE, AND INCLUSIVE WORKFORCES ARE...

- Smarter
- Reduced Blind Spots
- Increased Financial Performance
- Increased Innovation
- Better Engagement
- Higher Productivity
- Better Retention
DIVERSITY MAKES US SMARTER

Diversity Makes You Brighter
By SHEEN R. LEVINE and DAVID STARK  DEC. 9, 2015

Diverse groups were 58% more accurate than homogenous groups.

“Diversity brought cognitive friction that enhanced deliberation.”

INCREASED FINANCIAL PERFORMANCE

Increase women, increase ROI.
Fortune 500 companies that had at least three women directors saw:

- Return on invested capital increase by at least: 66%
- Return on sales increase by at least: 42%
- Average return on equity increase by at least: 53%
YOUR Applicants Care

Applicants care about diversity. A survey by Glassdoor found that 67% of people weigh diversity as a factor when deciding where to work. This becomes even starker when looking at minority groups – 72% of women are interested in working in diverse workplaces along with 70% Latinx, 80% of Asian, and 89% of Black respondents.

BETTER Retention

D+I Drives Critical Business Outcomes

In more diverse and inclusive workplaces,
- individual discretionary effort improves by 12%
- intent to stay improves by 19%

Source: CEB Corporate Leadership Council, Global Labor Market Survey, 2013
HIGHER PRODUCTIVITY

D+I DRIVE CRITICAL BUSINESS OUTCOMES

In more diverse and inclusive workplaces,
- team collaboration improves by 57%
- team commitment improves by 42%


CREATING COMPETITIVE ADVANTAGE THROUGH WORKFORCE DIVERSITY: SEVEN IMPELLES AND INVENTIVE IDEAS FOR COMPANIES THAT WANT TO GET IT RIGHT. Corporate Executive Board White Paper (2012).

HIGHER PRODUCTIVITY

DIVERSITY & INCLUSION DRIVE GREATER PRODUCTIVITY

Productivity

Diverse teams
well managed

Homogenous teams
well managed

Source: Korn Ferry “The Inclusive Leader” – January 27, 2016
© Kathleen Nally Consulting LLC
BLIND SPOTS: AMERICAN RED CROSS POSTER

BLIND SPOTS: DOVE SOAP AD CAMPAIGN
UNCONSCIOUS BIAS

- Bias
  - Conscious and Unconscious
- Everyone has one!

UNCONSCIOUS BIAS (THOUGHTS)

- 80%+
  - automatic, impulsive, intuitive, “gut instinct”
FILLING IN THE BLANKS

- Unconscious mind influenced by:
  - Family History
  - Personal Experiences
  - Personal Values
  - Educational Experiences
  - Historical Influences
  - Cultural Influences – especially media

UNCONSCIOUS THOUGHT IS VERY VALUABLE

- Shortcuts & categories
  - Save time and energy
  - Help us make sense of the world
- Efficiency comes at the price of accuracy
TWO PERSONS AT THE SAME TIME

Conscious
Firm belief you do not treat people differently based on their identities

Unconscious
Implicit bias and stereotypes influence your behavior without you even knowing it

IF YOU ARE HUMAN, YOU HAVE UNCONSCIOUS BIASSES

Social Biases
- Ableism
- Sexism
- Classism
- Racism
- Ageism
- Sizeism
- Heterosexism
- Religious Imperialism
- Rankism

Cognitive Biases
- Illusion of Objectivity
- Availability Bias
- Attribution Bias
- Anchoring Bias
- Confirmation Bias
- Affinity Bias
CONSIDER THIS......

Lakisha & Jamal vs. Emily & Greg

White-signaling names received 50% more callbacks

UNCONSCIOUS BIAS & HIDDEN BARRIERS

Hidden Barriers:
1. Networking opportunities
2. Information from internal networks
3. Work assignments
4. Mentoring and sponsors
5. Training and development
6. Substantive contact with clients
7. Access to decision makers
8. Social isolation
9. Receive inadequate feedback / "soft" evaluations
10. Denied advancement opportunities

What Can You Do?
Interrupt Unconscious Biases
INTERRUPT UNCONSCIOUS BIAS
FIRST STEP: KNOWING WHERE IT IS LIKELY TO HAPPEN

MORE LIKELY TO SHOW UP:

- Cognitive overload
- Time-pressured
- Stressful situations
- Unstructured processes
- Ambiguous situations
- Subjective decisions

INTERRUPT UNCONSCIOUS BIAS
GENERAL TACTICS:

- Remind yourself about impact of implicit biases
- Slow down decision-making
- De-stress
- Add structure to processes
- Embed bias-busters/Inclusion Nudges
- Add in oversight
EXERCISE YOUR “ABS”

• Awareness
• Behavioral Changes
• Structural Changes

AWARENESS

• Pay attention to surprises and times when your stereotypes were not correct
• Pay attention to discomfort
BEHAVIORAL CHANGES

• Seek out diversity
• Mix it up! Seek different experiences oppose yourself on stereotypes
• Increase your motivation to be fair and unbiased
• Find commonalities with others
• Audit decisions for affinity bias
• Put yourself in other’s shoes

STRUCTURAL CHANGES

• Embed interrupters into processes and procedures
  • Example: Name Blind Resumes, Formal Work Assignment Process, Formal Mentorship Programs, Promotion Criteria, Performance Review Oversight
UNCONSCIOUS BIAS

• Unconscious bias in the workplace can result in the same negative consequences as conscious bias and discrimination.
COMPANIES EXCELLING WITH DIVERSITY & INCLUSION
CAPITALIZING WITH DIVERSE TALENT

$971.8 million in 2016

COMPANIES EXCELLING WITH DIVERSITY & INCLUSION
CREATING AN INCLUSIVE BRAND

LETS LIVE HOW WE DANCE
COMPANIES EXCELLING WITH DIVERSITY & INCLUSION
CREATING AN INCLUSIVE BRAND

Direct-to-consumer revenues grew 19% in Q2 of 2018

LET’S LIVE HOW WE DANCE
THE IMPACT OF CULTURAL INSENSITIVITY
INABILITY TO SEE THE WORLD THROUGH OTHERS EYES

$4.3 Billion in Unsold Clothes
Operating profit fell 62% in three months

THE IMPACT OF CULTURAL INSENSITIVITY
LACK OF EMPATHY
Diversity, Equity & Inclusion

Our Advantage
No Impact
Missed Opportunity/Negative Repercussions

STRATEGIES FOR CONSIDERATION
FROM BACKGROUND TO BIAS TO IMPACT

D&I and the Potential Culture Concerns
Recognize the difference between what is humor versus what’s offensive to others (Unconsciously Offensive)
Offensive in the Workplace...or not?

- Imitating an Asian merchant’s accent
- Teasing someone about their dating choice
- Forwarding an email chain making light of Women’s History Month
- Joking about the Irish loving their beer
- “You change hair color like you change outfits!”
- “Come on, you must know how to dance. You’re black!”
DEI DILEMAS

➢ Find the balance between accommodations vs. respect for cultural differences/needs
➢ An employee...
  ○ wants to work from home every Friday because they have a young child at home
  ○ wants to celebrate Diwali and take off a day however there are major projects happening
  ○ who is transitioning in their gender identity requests a separate bathroom to use.
  ○ requests to leave early 2 days a week to pick up an elderly parent however agrees to continue working later in the evening
  ○ asks for the team not decorate their area for Christmas as he is an atheist
  ○ requests to not work with a colleague who identifies as lesbian because of his own religious beliefs.

TAKEAWAYS & CALLS TO ACTION

• Intent vs. Impact
• Become intentional in your conversations
• Stop to understand the way (Practice empathy)
• Partner with DEI Team on workplace compliance training
• Ask for another’s opinion on culturally sensitive matters
DIVERSITY:
THE ART
OF THINKING
INDEPENDENTLY
TOGETHER

- Malcolm Forbes

Thank You