Operationalizing Inclusion: Reaching Beyond the "Diversity Silo"

Susan Woods
Cornell University ILR
sew13@cornell.edu
716/852-1444 ext 123

Here’s what we’ve learned . . .

Diversity Increases Complexity
Mind-set Matters

- Underneath it all, we’re all part of the human race.
- Strive to be “color-blind” and “gender-blind.”
- Treat everyone the same.
- Majority rules: that’s the fair way.
- We need to bring minorities into the mainstream.
- Treat others the way you would like to be treated.
Diversity Change Leadership Questions

Here’s what we’ve learned . . .

The Challenge is enormous!

- How will you handle expectations?
- How will you develop a support system?
- How will you make the case that this is important?
- How will you capture the attention of key people?
- How will you get everyone involved?
- How will you create an environment of safety & respect?
- How will you create learning?
- How will you leverage diverse knowledge?

Adapted from Warren, WorkWorlds’ HRC

The Age Old Debate . . .

- Is this work about . . .
- Doing the right thing?
- The Business Case?

Adapted from Warren, WorkWorlds’ HRC
Defining Diversity & Inclusion

Diversity is Differences & Similarities & Multiple Perspectives

Inclusion is Leverage Diverse Talent & Multiple Perspectives

People & Knowledge

The Dual Challenge

Diversity introduces Greater Complexity & Multiple Perspectives

Potential for Misunderstanding & Conflict

Potential for Problem-Solving, Creativity, Innovation
The Dual Challenge

Diversity introduces Greater Complexity & Multiple Perspectives

Making Diversity Work!

Making Diversity Matter!

Expanding Diversity Management

✓ Recruitment
✓ Representation
✓ Retention
✓ Respect & Recognition
✓ Leveraging Diversity for Enhanced Performance

Access & Equity
- EEO Compliance

Products Process People
- Inclusion Organization
- Diversity People

Leveraging Talent & Knowledge

Culture Change
Operationalizing Diversity

What is required for success?

- **Equity**
  - Foundation of Fairness
    - (HR Policy & Practice)
    - Low → High

- **Respect**
  - Organizational Culture of Inclusion
    - (Openness to Multiple Perspectives)
    - Low → High

- **Value**
  - Inclusion through Participation
    - (Opportunity for Engagement & Influence)
    - Low → High

Knowledge of Diversity in Organization

- **Equity**
  - Foundation of Fairness
    - (HR Policy & Practice)
    - ✓ Recruitment & Selection
    - ✓ Career Opportunity & Representation
    - ✓ Non-discrimination & Equity
    - ✓ Benefit Policy & Accommodation

2006 © Cornell University ILR/Nishii, Rich, Woods
Knowledge of Diversity in Organization

Dimensions of Inclusion

Organizational Culture of Inclusion
(Openness to Multiple Perspectives)

- Identity Expression & Recognition
- One Size Doesn’t Fit All
- Expressed Value & Willingness to Learn from Diverse Perspectives

Inclusion through Participation
(Opportunity for Engagement & Influence)

- Work Structure & Process
- Communication & Information Sharing
- Formal & Informal Participation in Decision-Making

2006©Cornell University ILR/Nishii, Rich, Woods
The Shape of Inclusion Analysis

1. Foundation of Fairness (HR Policy & Practice)
   - Highest Level of I&D Achievement
   - Unrealized Potential
   - High
   - Orgainizational I&D Profile

2. Culture of Inclusion (Respect & Openness)

3. Inclusion via Participation (Opportunity for Influence)

What would you anticipate for below?

1. Foundation of Fairness (HR Policy & Practice)
   - Openness to Difference (Culture)
   - Opportunity for Influence (Work Structure & Process)

2. Foundation of Fairness (HR Policy & Practice)
   - Openness to Difference (Culture)
   - Opportunity for Influence (Work Structure & Process)

3. Foundation of Fairness (HR Policy & Practice)
   - Openness to Difference (Culture)
   - Opportunity for Influence (Work Structure & Process)

4. Foundation of Fairness (HR Policy & Practice)
   - Openness to Difference (Culture)
   - Opportunity for Influence (Work Structure & Process)
Thank You

The Cornell Inclusion Assessment Instrument developed by:
[presenter] Susan Woods, Cornell University ILR — sew13@cornell.edu
Dr. Lisa Nishii, Cornell University ILR — lhn5@cornell.edu
Robert E. Rich, Cornell University ILR — rer3@cornell.edu