



Diversity Checklist: How to Create a Culture that Values Diversity & Inclusion!

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ACHIEVING SUCCESS THROUGH PEOPLE

ABOUT US!

Tolero Solutions helps you *achieve success through people*. We find and fix organizational and operational problems overcoming challenges that impact productivity and profit.

On average 70% of employees are unhappy. Every unhappy employee costs ~1.5 their annual salary to replace. Do the math. The biggest asset an organization has is their people. When the people are happy and giving 100%, the customers are happy, and the organization succeeds.

We strive to make organizations better places to work. We increase your human capital's speed and ability to improve innovation and deliver excellent customer service. Driving the ability to rapidly offer new products and services and increase customer service excellence – increases profits and growth.

Tolero Solutions helps you engage and retain your biggest asset – your human capital (your people). People service your customers, solve problems, and help drive innovation. Happy people -> happy customers = increased growth.



- **Value:** Organizations that truly value diversity and inclusion don't just give lip service; they take actions to show employees, stakeholders and customers that they really do see the importance. Making diversity really matter requires creating and espousing the traits of an organization that embraces diversity, so employees, vendors, and stakeholders can feel safe and comfortable and "bring their full selves" to work – an organization that is respectful, appreciative, trusting, understanding and engaging.
- **Policies:** Creating an organization that embraces diversity requires leaders and employees to create diversity policies that are incorporated into every aspect of the organization's functions – and connect these policies and goals directly to corporate strategy and performance management. Diversity needs to be defined within the scope of the businesses strategy and mission, and in order to succeed should be fully aligned with the organizations objectives. Policies and initiatives shouldn't be a one size fits all approach and should meet the diverse and changing needs of employees and customers. In order to develop and maintain effective diversity policies, leaders should view employee participation as a necessary part of any diversity initiative. Policies should encourage communication and awareness and recognize and encourage employees to continue to learn new skills. Diversity policies must support employees in learning how to effectively interact with and manage people of different backgrounds and views. Diversity policies should promote learning and education, equality, and appreciation.
- **Recruitment:** Having a diverse workforce begins with recruiting diverse talent. Organizations with successful talent acquisition and talent management approaches target diverse talent via multiple strategies - not a one size fits all approach. Businesses that truly value building a diverse workforce are involved in community development and corporate citizenship opportunities, have partnerships with diverse organizations, train recruiters and talent management employees on the needs and value proposition of different demographics. For global companies different cultures also impact recruitment strategies. For example, the same company with offices in three different countries may have very...

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ABOUT THE AUTHOR

Scott Span, MSOD is CEO & Lead Consultant of Tolero Solutions. He is an accomplished Project Management & Change Management specialist with an ongoing record of success in managing projects and programs in achieving cost schedule, and performance objectives. He has over 15 years of experience in driving programs to success, leading change initiatives and performing strategic planning, communications, facilitation and training. Through his work he helps clients in achieving success through people to create high performance organizations – organizations that are more responsive, productive and effective – where engaged employees enjoy working and customers enjoy doing business. He is an author on various topics of organizational development and generational differences and the creator of the Recruitment and Retention Lifecycle™. Scott holds a Masters in Organization Development (MSOD) from American University and the NTL Institute and is also certified in the FIRO-B and has Process Mapping and Balanced Scorecard certifications and a government security clearance.



different priorities on talent acquisition and management from location to location. Cultural norms and geography play a large role in the success of a diverse recruiting and talent strategy. It's also important to note that recruitment doesn't stop once candidates are hired, it's imperative to engage and retain diverse employees.

- **Engagement:** To successfully create a culture within an organization that embraces diversity - always focus on the people. Your organization can't exist without people. People make the difference in every business. Once you have diversity strategies and initiatives in place, you need accountable and committed leadership to engage employees in your diversity practices – and get them to engage with one another. Design ongoing communication systems to create and reinforce the workplace diversity commitment and practices to all employees with an emphasis on why it is important and what it means to the organization. These communication systems should encourage peer to peer learning and knowledge sharing increasing diversity awareness amongst employees. Additionally, training and empowerment initiatives provide a foundation, for all levels of the organization, to foster the accomplishment of diversity goals. These can include cross cultural mentoring and coaching and employee led learning events. You need to constantly strive to engage your workforce, if you don't other businesses will, and you will be left with talent gaps.
- **Enterprise Resource Groups (ERGs):** Another way to engage employees in sharing and embracing diversity is via affinity groups or employee resource groups (ERGs). These groups can be groups of people with common interests, identities, and issues like African American, Women, LGBT or even more defined in scope as aligned to your specific organizations products and functions - such as Women in healthcare, Young IT workers etc. When developing ERGs think of them as mini-departments, each should have a clear strategy, mission and vision and value proposition. ERGs need a clearly developed communications plan, should provide networking and learning opportunities across the organization and cross ERGs, and have committed leaders and employees as...

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...sponsors and champions.



Commitment: Leadership commitment is a necessity for creating an organization that embraces diversity. Accountability for achieving diversity goals and objectives needs to be directly tied to incentives and pay increases. The degree to your diversity initiatives will be successful relies on the involvement and commitment of leadership. Organizations which have leaders who are actively involved in implementing diversity initiatives create cultures that embrace diversity by inspiring their employees. Committed leaders champion diversity by infusing it into all organizational processes and ensuring that diversity is integrated into the core values of the organization. They recognize diversity as an important goal, and position the responsibility for meeting diversity goals not merely with human resources departments or diversity offices, but with top-level and senior executives – and themselves. Leaders that are committed to diversity provide the visibility and time and resources to make diversity happen. These leaders view diversity as both a top priority and a personal responsibility.

- **Trust:** Trust is a fundamental behavior for any successful relationship, both personal and professional. Trust must be earned. A diverse workforce also brings diverse views on trust. Your workforce must trust each other to most effectively lead and work together. Trust increases engagement and collaboration, expand cross collaboration with diverse groups of employees inside and outside of the organization, and utilize best practices. Leaders can help with trust by providing opportunities for diverse employees to engage with and learn from one another.
- **Supplier Diversity:** Businesses that yield the benefits of valuing and embracing diversity embed those values directly into their supply chain. In recruiting, engaging, and retaining a diverse workforce it is important to also pay attention to recruiting, engaging, and retaining diverse customers and vendors. Many businesses have supplier diversity programs in place, to help conduct outreach, and increase opportunities for diverse owned business to compete for and deliver work. Having diverse vendors and customers only serves...

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...as a positive influence and helps to further create an organization where diversity and inclusion is valued.



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