

1



THINKING **BIGGER** in HR

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2

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I am a native Nevada and proud mother of two very active children. I earned my Bachelor's Degree in History, Philosophy and English Literature, and my Master's Degree in Education, both from the University of Nevada, Reno. I hold a Strategic Human Resources Leadership Certification from Cornell University and a Senior Professional in Human Resources certification. I have over 13 years of experience in positions that directly involved diversity management, including serving as the Equal Opportunity Specialist and as the Director of Equity and Inclusion for institutions of higher education. I also volunteer my time to provide my diversity management expertise to other organizations, such as serving as an appointed member of the City of Reno's Access Advisory Committee for 5 years, and currently serving as the Nevada State SHRM Council Diversity Director.



Thinking Bigger

3



01 Diversity Management
Competency for HR Professionals

02 Business Case for Diversity
Management

03 C-Suite Buy-In

04 Strategies

What is YOUR vision of HR?

4

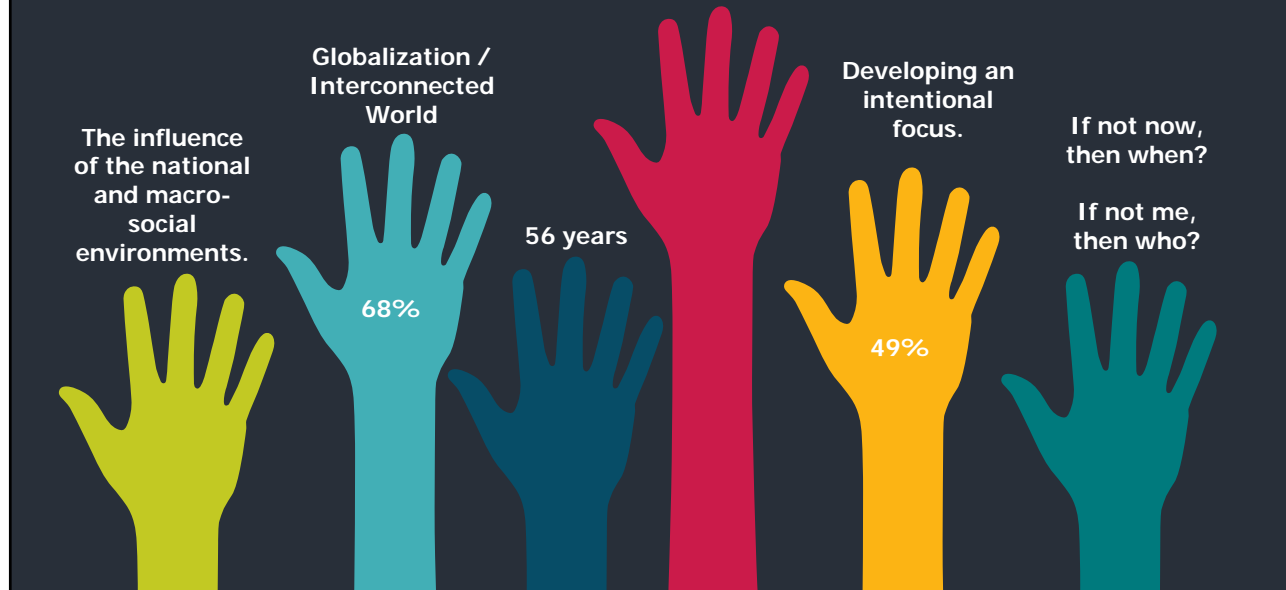


- Transactional?
- Compliance / Risk Management?
- Strategic Partner?
- Or something more?
 - Catalyst for change and innovation...

SHRM's Vision – *Building a world of work that works for all.*

Why Now? Why Us?

5



Key Takeaway

6



There is more work to be done.
 There is a wealth of evidence supporting the proposition that strategic HR practices -- as they relate to diversity management -- enhance both individual and organizational performance -- a concept we will explore in more depth.

7

“ Great things in business are never done by one person. They’re done by a team of people. ”



Steve Jobs

8

Key Takeaway

It takes a team!



Diversity management initiatives are initiated and modeled by senior leadership, supported by human resources, and driven by managers and supervisors.

What is Diversity and Inclusion? 9

1

Diversity

The collective of individuals who **differ from each other** in countless ways that are either **visible and invisible characteristics**.



2

Inclusion

An environment that **welcomes, respects and includes** the differences of individuals, by **recognizing and valuing** the unique contributions that individuals with many types of differences can make, and **creating a work environment** that maximizes the potential of all.

3

Diversity management is the process of planning and implementing organizational systems and practices to manage people so that the potential organizational advantages of diversity and inclusion are maximized.

What is Diversity Management? 10



HR's contribution to organizational performance and competitive advantage.



Listening!



Not a one-size fits all solution.



Start with inclusion.

Key Takeaway

11



If your diversity management initiatives are not starting with inclusion, your organization is losing out on its current, and unreplaceable, competitive advantage. If you undertake nothing else, **cultivate more inclusive practices to better utilize the resources you already have.**

Business Case

12



Diversity is an integral part of successful revenue-generating business.

Companies with **above-average diversity** report 45% of revenue from innovation, up from 26%.

Women are 34% better at **working out compromises** and companies with women on their executive team are 21% more likely to experience **above average profitability**.

If one or more members of the **team represents the user's demographic** a company is 158% more likely to understand their target end-users and innovate effectively.

Key Takeaway

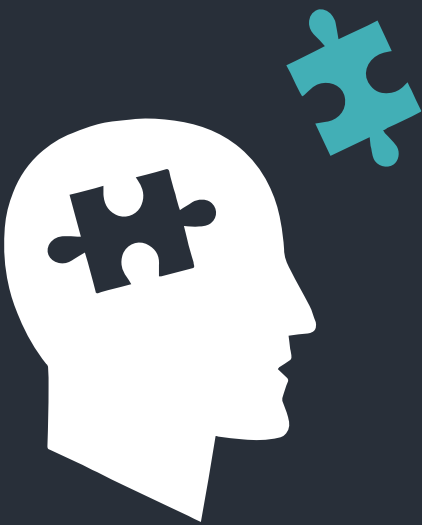
13



Lack of diversity and inclusion is detrimental to the financial bottom line. Establishing more diverse teams and more inclusive practices leads to **better business financial outcomes.**

Recruitment Case

14



Diversity and Inclusion

39% of people have turned down a job because of a **perceived lack of inclusion** at an organization. This percent increases when you break out subgroups -

- 44% Women
- 50% LGBTQ
- 45% Racial or Ethnic Minority

By 2025, 75% of the global workforce **will be made up of millennials.**

47% of millennials are **actively looking for diversity and inclusion** when sizing up potential employers.

95% of all candidates believe that company **culture is more important than compensation.**

Key Takeaway

15



Diversity and inclusion are important organizational characteristics if you wish to **successfully attract top talent.**

Engagement Case

16



Diversity and Inclusion

85% of the global workforce is disengaged.

In 2016 the voluntary global turnover rate was 9.6%, **¾ of which is preventable!**

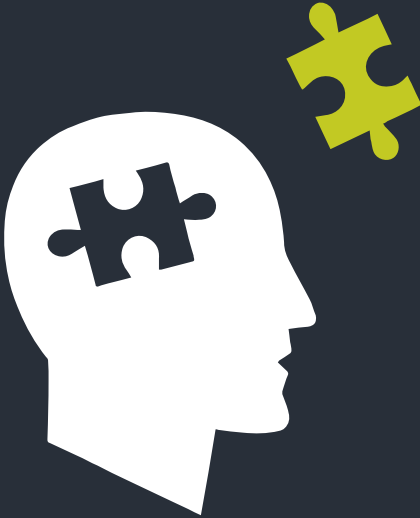
86% of millennials are happy at work, but **more than half are looking for a new job.**

Workplace absenteeism **costs companies over \$225 billion** annually.

If just 10% more **employees felt included**, the company would increase attendance by almost one day per year per employee

Engagement Case (con't)

17



Diversity and Inclusion

67% of employees who **feel highly included** in a workplace with low commitment to diversity **are more engaged**.

Compared to 20% of employees in a workplace with high diversity and **low inclusion**

Inclusive environments also report **turnover rates 4% lower** than their low inclusion competitors.

Demonstrating that organizations must start with inclusion; however, the **combined focus on diversity and inclusion** delivers the **highest levels of engagement**.

Key Takeaway

18



Diversity and inclusion are **vitaly important** organizational characteristic if you wish to:

- **Improve financial outcomes**
- **Attract top talent**
- **Improve employee engagement**
- **Reduce absenteeism**
- **Increase employee retention**

Getting C-Suite Buy-In

19



01

What is the bottom line?

- Relevant
- Visible
- Measurable

02

Build upon your success!

- Vision
- Goals

03

Know what you are asking for.

- Support
- Financial Resources

Key Takeaway

20



Know your business.
CEO buy-in is critical for the
successful integration of diversity
and inclusion initiatives.

Managers as Champions

21



45% of employee experiences of inclusion can be linked back to managerial inclusive behaviors.

Employees Are

- 25% more engaged
- 47% more creative
- 87% free to express their views and opinions

Employees Feel

- 87% feel welcomed and included
- 41% feel more as if they belong
- 43% feel more likely to stay

Coaching Managers

22



- 1 Create Psychologically Safe Environments**
 - Ask team members for new ideas.
 - Make it safe for people to speak openly.
- 2 Model Desired Behavior**
 - Reward positive behavior.
 - Correct unproductive behavior.
- 3 Promote Inclusive Work Practices**
 - Rotate responsibilities in meetings.
 - Create opportunities for input.
- 4 Validate a Variety of Perspectives**
 - Create space for everyone to be heard.
 - Give credit to all involved in a project.
- 5 Honor and Respect Differences**
 - Listen and question to gain a better understanding.

Key Takeaway

23



Diversity and inclusion are a **team process**. It must be supported by colleagues and coworkers; systematized by HR professionals, and **driven by managers and supervisors**. Many managers and supervisors will need to be **coached on how to be effective champions** for diversity and inclusion.

"Do Nots" of Diversity Management

24



- 1 Mandatory Diversity Training
- 2 Using the *legal scare* approach
- 3 The *it doesn't happen here* fallacy
- 4 One's identity gets left at the door

Key Takeaway

25



Diversity management **does not** succeed by **mandating training, using legal scare tactics, closing our eyes, or expecting conformity by compartmentalizing.**

"Dos" of Diversity Management

26



- 1 Training is Voluntary
- 2 Engage others in the solution
- 3 Be authentic
- 4 Know your goal



Key Takeaway 28



Whatever strategy you undertake, it needs to be **reflective of your organization**, and you achieve that by looking inward, not outward. And start with your managers and supervisors, they will make or break your inclusion efforts.

So, Now You Are Ready To Launch...

29

- 1 Building your diversity and inclusion taskforce
- 2 Establishing goals and fundamental knowledge base
- 3 Tasking your taskforce with "real" work



Key Takeaway

30



Your taskforce does **real work** and for those employees who become a regular part of this taskforce, they should have this work as **a regular AND rewarded part of their job**, not an unacknowledged additional duty!

31

Example



32

Key Takeaway



It is impossible to change it overnight. Focus on making **incremental change** over time.

33

Think Bigger

I want to encourage you to take SHRM's Together Forward @Work pledge by visiting togetherforwardatwork.shrm.org/take-action




IDEA


PLANNING


STRATEGY


BUY-IN


COMMUNICATION

34

Questions?



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