MBA's Diversity, Equity and Inclusion Playbook

Williams Consulting, LLC

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MBA.ORG/DIVERSITY

MBa
MORTGAGE BANKERS ASSOCIATION

Williams Consulting, LLC
"Courageous Inclusion"

Where We Are Now

The events of 2020 — including the beginning of the COVID-19 pandemic and the expansion of racial justice movements — have changed the way we do business forever.

We are now in the wake of complex change and grappling with global economic disruption, growing inequality, and geopolitical fragmentation. How we harness the power of diversity, equity and inclusion (DEI) is more critical now than ever! How we implement DEI in our organizations and society can address the consequences of physical, social, and psychological trauma stemming from various forms of injustice.

DEI has evolved significantly in recent years, and its importance directly impacts how our society and businesses address systemic inequalities that have plagued our country for many generations. DEI is no longer optional or a 'nice to have'; it is critical on the path to business success. In addition, employees at all levels are looking to their leaders to model inclusive behaviors and hold themselves and others accountable for actionable and sustainable change inside their organization and in society at large.

Now is the time for action. DEI practitioners are sought out to lead in these unprecedented times. Williams Consulting, LLC and the Mortgage Bankers Association (MBA) want to support you and your growth by providing this playbook of best practices. With these resources, your organization will be able to innovate and strengthen your business model while driving differentiated business outcomes and dismantling ongoing systems of oppression and inequities.

This action-oriented toolkit will enable you to:

- Evaluate your current DEI competency and position in the DEI journey.

- Assess if your current systems are improving or impeding your organization's progress.

- Develop and execute your DEI strategy as a mechanism through which systemic issues and your organization's status quo are challenged and changed.

- Create a scaled and purposeful strategy upheld by strategic pillars and customized DEI.

Williams Consulting, LLC and MBA are committed to supporting your work toward a fair, inclusive, equitable workplace and a society where everyone has access and the opportunity to be successful.
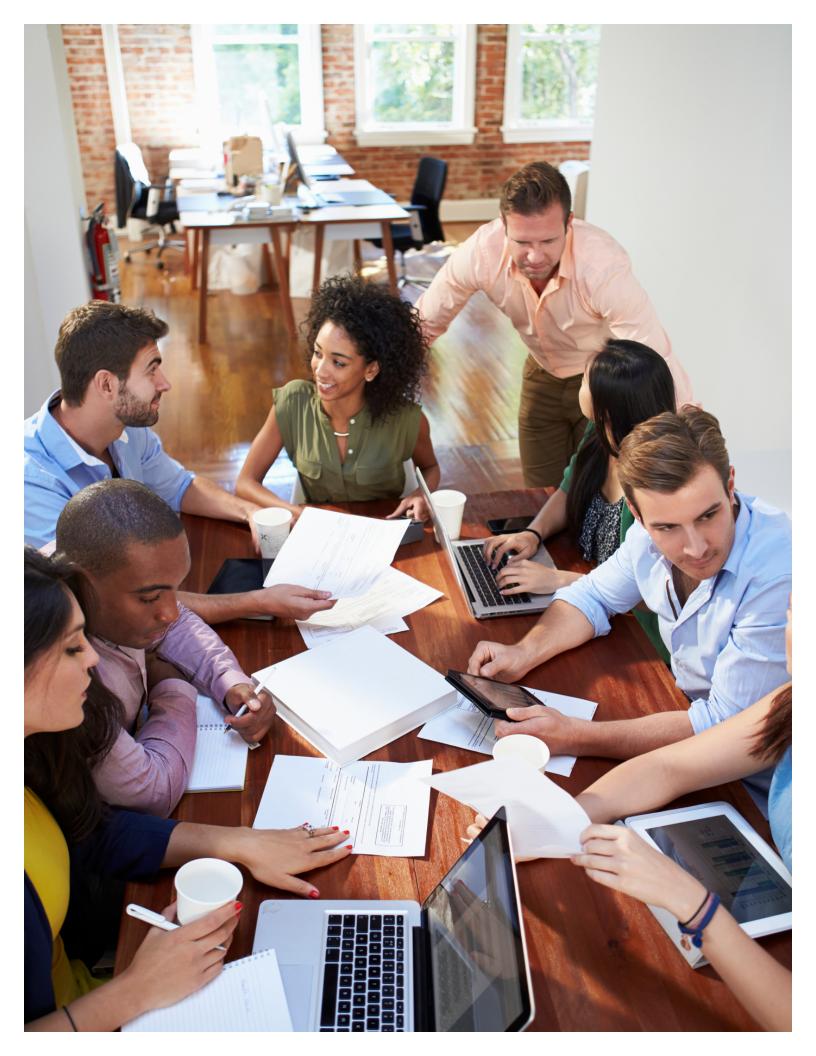
We challenge you to be vocal, courageous, and decisive in dismantling inequity and exclusion with the skills provided in this toolkit. There are no bystanders; we all have to be in the game!

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Laying the Foundation

COMPANIES NEW TO, OR IN EARLY STAGES OF, DEI

If you have been named your company's first or next DEI leader, congratulations! You have accepted one of the organization's most critical and difficult positions. However, it will be some of the most rewarding work you will do in your career. You most likely accepted the position with a million ideas and initiatives you would like to implement. This playbook will guide you in how to:

- Develop your DEI strategy;

- Establish your DEI department and access priorities; and

- Garner your support from senior leadership.

COMPANIES ADVANCED IN DEI

If you are further along in your organization's DEI journey, this playbook will guide you in how to:

- Develop various types of workplace councils;

- Expand your budget through alternative sources;

- Incorporate DEI executives and staff as key business strategists; and

- Effectively use the Board to advance the organization's DEI strategy.

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FIRST, LET'S ASSESS

You have been named the DEI leader; that shows support for the position. How do you garner the support of all senior management so that you have sufficient resources in people, budget, and organizational clout?

1. If there is already a DEI department in place, find ways to increase your efficacy in the organization by understanding and assessing the needs and successes of the existing team. In addition, assess the organization's reputation, budget, and number of dedicated staff.

2. Engage as many stakeholders as practical to ensure buy-in commitment and sustainability — e.g., executive leaders, subject matter experts, and the broader employee base.

3. Conduct a qualitative and quantitative assessment of employee experiences and organization culture:

- Review processes, practices, and norms.

- Conduct listening sessions, focus groups, and key stakeholder interviews.

- Identify challenges and opportunities to build out your DEI strategy.

4. Identify reporting structure: Chief Diversity Officers and other DEI leaders should partner with HR leadership and report directly to the CEO.

Diversity, Equity and Inclusion

Diversity, equity and inclusion (DEI) are the three pillars supporting your workplace's framework. Successful DEI initiatives leave employees feeling empowered, welcomed, and appreciated for the value their differences bring to the organization. To achieve this, you need a clear, defined strategy tailored to your unique organization with checkpoints, specific guidelines, and detailed descriptions of each employee's role to keep everyone accountable. Before building a strategy, we must establish a common definition of each term.

DIVERSITY

Simply put, diversity means differences. This broad definition includes many dimensions of diversity that matter to and impact our workforce, workplace, and marketplace: race/ethnicity, gender/gender identity, religion, sexual orientation, ability, socioeconomic status, neurodiversity, educational background, and diversity of thought. Some diversity is inherent and potentially visible, like race, gender, age, etc. Other diversity is acquired and often goes unnoticed if the individual does not disclose it, like socioeconomic status, sexuality, religion, etc.

DIMENSIONS OF DIVERSITY

Primary	Secondary	Tertiary
Age	Education	Appearance and Dress
Ethnicity	Family Background	Attitudes, Beliefs, Values, and Norms
Gender/Gender Identity	Geographic Location	Food and Eating Habits
Nationality	Marital/Parental/Family Status	Functions, Roles, and Responsibilities
Physical and Mental Abilities/Disabilities	Military Experience	Language/Communication
Race	Political Views and Affiliations	Mental Processes and Learning Styles
Religious Beliefs	Socioeconomic Status	Sense of Self and Space
Sexual Orientation	Work Background	Smokers and Nonsmokers
		Time-Consciousness

EQUITY

Equity is often confused with equality. Equality means each individual is given the exact same resources and opportunities. Equity considers diverse circumstances and allocates the resources and opportunities needed to reach an equal outcome. Equity ensures no gaps or disparities in the outcomes and experiences of those employed by and interacting with your organization in any capacity.

Equity Versus Equality

In the first example on the right, providing everyone with one crate is equality but creates a disparity in visibility. Equity provides each individual with the appropriate support to reach the same level of visibility. Equality means sameness; equity means fairness.

Remove All Barriers

One common mistake organizations make when trying to ensure equity is failing to provide support that includes all employees' circumstances. In the second example on the right, everyone is given however many crates they need to be able to see over the barrier. However, the person in the wheelchair is still unable to see because the support provided does not account for his level of mobility. Your organization can only be truly equitable when ALL barriers are removed.

INCLUSION

Inclusion can be defined as achieving a work environment where all individuals are treated fairly and respectfully, have equal access to opportunities and resources, and contribute fully to the organization's success.

In an inclusive environment, each individual can be their authentic self. Everyone welcomes each employee's unique experiences, values, beliefs, and knowledge. Every staff member, Board member, resident, partner, volunteer, community, and supplier has an opportunity to participate in executing the organization's mission and is recognized for their contributions.

The Foundation Drives DEI Strategy

Your DEI strategy should:

- Develop a strong rationale for the DEI vision, mission, and strategy aligned to organizational goals.

- Hold leaders accountable for implementing the organization's DEI vision, setting goals, achieving results, and modeling desired behaviors.

- Provide visible, dedicated support and structure with authority and budget to effectively implement the strategy.

- Create a culture of inclusion, innovation, and productivity.

- Create marketplace presence that aligns with belonging and inclusion.

THE FOUNDATION

VISION **LEADERSHIP** **MANAGEMENT**

★ KEY QUESTION ★

How do I develop a strong rationale for a DEI vision, mission, and strategy aligned to organizational goals?

DEI is embedded in the values, mission, culture, processes, practices, and norms of the organization and plays an integral part in achieving organizational growth and success. The DEI vision and mission should be clear, and have an explicit understanding of the business impact. The approach should be the same as other integrated business processes and require comprehensive DEI initiatives.

★ CRITICAL COMPONENTS ★

- Ensure DEI initiatives have specific goals, strategic drivers, and action plans with built-in accountabilities.

- Create numerical goals for equitable representation of underrepresented groups across organization functions and levels.

- Be proactive and responsive to DEI challenges faced by society, including but not limited to political and economic trends, and recognize organizations are microcosms of the societies in which they operate.

- Strive to embed equity, prevent harassment, and reduce or eliminate discrimination and oppression in the workplace.

- Examine the organizational culture and create strategies to eliminate inequities and barriers to inclusion.

★ KEY QUESTION ★

How do DEI leaders provide visible, dedicated support and structure with the authority and budget to effectively implement the strategy?

When the organization deems DEI work critical to the company's success, there is a dedicated person with DEI expertise on the senior leadership team and at the Board level (at a minimum, access to the Board). In some organizations, DEI is housed in Human Resources. What is critical is that the DEI leader has unfettered access to the CEO and the Board. These executives interact with and have full access to other leaders and the rest of the Board. If the organization's size merits, it has a professional staff dedicated to DEI. In addition, there are teams, committees, or networks within the organization that champion DEI initiatives.

★ CRITICAL COMPONENTS ★

- DEI initiatives have explicit support from the organization's executives.

- The DEI Office has strategic oversight across the entire organization for DEI performance.

- Diversity is reflected equitably in all levels of the organization, including on DEI committees and teams.

- The organization's governance structure is supported by inclusive practices to mitigate concentrations of power and dominance. The organization has existing structures to ensure that all positions are sourced, recruited, and filled through fair and equitable processes.

- The Board of Directors has a committee dedicated to DEI.

- An adequate budget and resources have been allocated to cover DEI implementation across the organization.

★ KEY QUESTION ★

How do I hold leaders accountable for implementing the organization's DEI vision, setting goals, achieving results, and modeling desired behaviors?

Leaders and board members are expected to accomplish DEI goals and objectives as part of their management and oversight responsibilities. They publicly support internal and external DEI activities and are viewed as DEI change agents. Leaders are held accountable for implementing the DEI strategy. They position DEI as a key component of their organization's sustainability agenda and provide DEI coaching to those they manage, creating a psychologically and physically safe workplace.

★ CRITICAL COMPONENTS ★

• Address individual and cross-functional DEI implications for employees, staff functions, business units, and senior leadership.

• Leaders demonstrate cultural competence to communicate effective, informative, and genuine messages to different groups.

• Create a strong DEI strategy at the top and empower individual managers to interpret and implement it within the context of their day-to-day work.

• Commit to building their individual cultural competence, conflict resolution, and problem-solving skills to build employee engagement and connect employees to the company culture and their feelings of belonging and inclusion through leadership and fostering a universal sense of belonging.

• Engage fellow leadership and the Board in all aspects of the DEI strategy.

• Mentor and sponsor employees who are different.

• Leaders proactively engage in DEI issues important to employees and prevalent in society — e.g., Black Lives Matter, Me Too, Stop Asian Hate, gender-based violence, United Against Racism, etc.

★ KEY QUESTION ★

How do I create a culture of inclusion, innovation, and productivity?

Start by creating an adaptable, cost-efficient model and intentionally focusing on solving the problems employees are experiencing now. Prioritize knowledge-gathering by collecting information on the most pressing challenges for employees. Rather than treating DEI as a bundle of issues to address with one-size-fits-all company-wide initiatives, get granular and focus on solving specific challenges. Partner with HR to create feedback loops and metrics that allow managers to gauge how they are meeting the strategic goals. If necessary, seek help from external DEI specialists who can diagnose and address specific issues.

★ CRITICAL COMPONENTS ★

- Integrate DEI into core organizational structures, systems, processes, policies, and norms.

- Create a flexible schedule model that reflects today's workforce needs (remote work, four-day work weeks, non-hierarchical work cultures, etc.).

- Ensure accessibility for all with inclusive/universal design of buildings, products, services, and emerging technology. Understand what it takes for employees to flourish and watch for signs of disengaged employees.

- Create strategies that encompass the whole person, including comprehensive health benefits. It's not only good for the individual but also beneficial for the organization long term.

- Focus on output and results, not stereotypes and biases of how work 'should' be performed.

★ KEY QUESTION ★

What constitutes a marketplace presence that aligns with diversity, equity and inclusion?

The organization is a recognized leader for supporting and advocating for DEI internally and externally. The organization is socially responsible and leverages efforts to create partnerships with industry or sector peers to advance DEI in the community and broader society. Employees are encouraged to participate in and support various community projects, share DEI learning from such activities, and reinforce the organization's commitment to DEI.

★ CRITICAL COMPONENTS ★

• Create opportunities with the community, public and private partnerships, and society at large that align with the organization's purpose.

• Ensure DEI is integrated into marketing and customer service to reach diverse clients and communities.

• Where appropriate, make special efforts to acknowledge indigenous communities, respect their territory and adhere to legal and cultural requirements when entering their space.

• Develop and nurture underrepresented suppliers.

• Address income inequality for historically disadvantaged groups.

• Encourage employee volunteerism in community projects by providing time off to serve.

• Use objective criteria to fund nonprofit organizations to mitigate bias in philanthropy.

• Support DEI publicly when exclusionary and discriminatory actions occur in the community and society at large.

THE
EMPLOYEE
LIFECYCLE

ATTRACTION

RECRUITMENT

ONBOARDING

DEVELOPMENT

RETENTION

SEPARATION

People and Pipeline

We are rapidly and exponentially becoming a more diverse country. Eventually, we will be a 'majority-minority' one. According to the U.S. Census, 'Americans identifying as multiracial grew from about 9 million to 33.8 million between 2010 and 2020.' That same diversity should also be represented in organizations at all levels, especially at leadership levels. However, diversity, equity and inclusion is more than simply building a diverse workforce. It requires taking steps to promote inclusion and ensure equity to fuel a strong and positive employee experience. People are what drive business and change.

Those people themselves are changing. Successfully including diverse employees creates an environment for innovative ideas, and incorporating DEI into your current and future business strategy makes smart business sense.

Most organizations' hiring practices are unintentionally exclusionary, limiting their pool of capable and available talent. In fact, according to iCIMS Insights 2021 Workforce Report, 84% of HR professionals are concerned their organizations' current recruiting and hiring tools aren't reaching diverse talent pools. From sourcing to onboarding, each step of the hiring process holds the potential to be exclusive. It requires intentionality and strategy to reduce bias in full-cycle recruiting. These best practices ensure your organization creates a diverse and robust talent pipeline.

Attraction

QUESTIONS FOR COMPANIES NEW TO DEI

★ KEY QUESTION ★	★ CRITICAL COMPONENTS ★

How do you know where to find talent, and how do you attract the best and brightest from diverse groups, including LGBTQIA+ people, people with disabilities and veterans?

A conscious effort is made to attract applicants from diverse groups to achieve and maintain a workforce that is equitably representative across levels and functions.

Advertising and recruitment are targeted to diverse communities. Diversity on interviewing panels is standard, and staffing/hiring managers are educated on the impact of conscious and unconscious bias. The recruitment process is regularly reviewed to ensure it is equitable and fair. Hiring underrepresented groups is roughly proportionate to their representation. There are clear DEI measures of success throughout the recruitment process.

- Ensure equitable treatment of human capital — no gaps. Eliminate systemic and structural barriers to inclusion throughout the employee lifecycle.

- Understand employee experiences across demographics. Seamlessly move from aggregate 'macro' data to understanding 'micro' data.

- Redefine preferences and prerequisites vs. qualifications to recruit through nontraditional channels.

★ KEY QUESTION ★	★ CRITICAL COMPONENTS ★

How do you attract millennials, who are cognizant of the need for a diverse and inclusive workforce? Is diversity branding important?

According to Pew Research Center, the 'post-millennial' generations entering the workforce will be the most diverse in history. McKinsey & Company reports there is $12 trillion in additional GDP on the table if we can find a way to close the gender gap by 2025.

- In order to attract the best and brightest from under-represented groups, as well as millennials, companies must create a brand image as inclusive employers. With five generations in the workplace, companies will need to implement strategies to continually develop their experienced older workers while simultaneously competing effectively for younger workers.

- Develop strategic relationships with organizations that are potential sources of millennials.

- Become involved with these organizations by having your executives join their Boards or committees and attend events.

- Advertise and partner with diverse networks that reach broad pools of diverse talent.

★ KEY QUESTION ★

How can you best develop relationships with colleges and nonprofit youth groups to have a feeder pool of talent?

Companies should build relationships with students as early as junior high school with internships and communications programs to educate students about career opportunities.

Cultivating talent from a young age and nurturing it is critical to building a core of diverse workers, especially in hard-to-recruit areas.

★ CRITICAL COMPONENTS ★

- Create extensive outreach programs for Black, Latino, and other minority students from middle school to college to encourage them to consider careers in housing and finance. Awareness is essential!

- Use members of Employee Resource Groups (ERGs) to build pipeline relationships in their communities.

- Advertise in nontraditional media outlets and social media to reach millennials is critical.

Recruitment

- How do you ensure your recruiter and hiring manager aren't biased, even unconsciously?

- How do you reach people in demographic groups with little representation in the field who may not think to apply (e.g., African Americans and Latinos in accounting)?

- How do you account for geographic gaps in your hiring area?

- How do you help diverse new hires successfully acclimate to your corporate culture (e.g., ERGs, mentors, targeted programs, 'stay' interviews)?

★ KEY QUESTION ★

How do you ensure your recruiter and hiring manager aren't biased (even unconsciously)?
How do you answer naysayers at your organization who fear legal or 'quality' issues over diverse hiring?
How do you address people in the hiring process who worry someone is 'not a cultural fit?'

Companies widely realize that a sincere and strategic focus on DEI has competitive advantages from both a talent and a customer recruitment and retention standpoint. Companies with a strong DEI culture attract top talent.

★ CRITICAL COMPONENTS ★

Create recruitment and selection panels that are diverse and knowledgeable about recruiting processes and mitigating bias. Hiring managers and recruiters must attend unconscious bias training and understand how to recruit through a diverse lens.

- Promote openness by training managers and staff to identify and address microaggressions.

- Conduct culturally competent interviews by having interviewers use tools to combat their blind spots, use short prompts prior to interviewing, and acknowledge and limit exposure to differences.

- What is 'culture fit?' Notoriously ambiguous and defined differently by everyone, in essence it means, "I need to be comfortable with you," which is not a qualification for any position.

- If 'culture fit' is going to be part of the hiring criteria, define it (e.g., what is it like to work here).

- Limit referral hiring if your organization is homogenous. We tend to hire people like ourselves, and doing so reproduces the homogeneity of your existing organization.

- People want to work in a diverse, equitable, and inclusive environment with companies that have eliminated bias.

★ KEY QUESTION ★

How do you overcome specific gaps in underrepresented groups because there are few role models, and 'it doesn't even occur to them' to apply (e.g., Black and Latino people in accounting, C-Suite)?
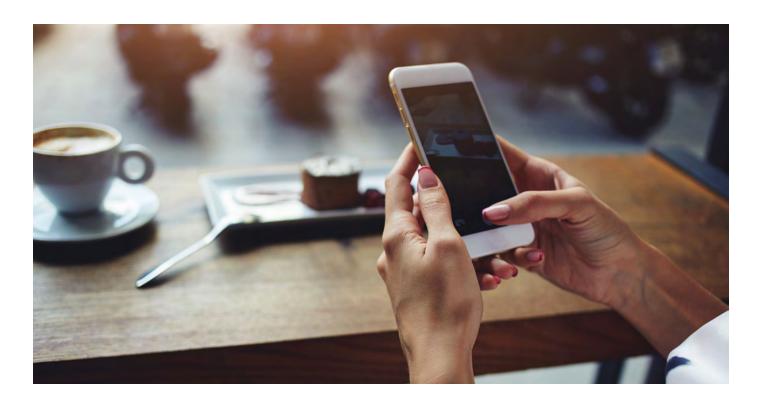
★ CRITICAL COMPONENTS ★

Having role models is an essential driver of inclusion. Companies should focus on advancing diverse talent into executive, management, technical and Board roles. They should ensure that a robust, bespoke, business-driven case for DEI exists and is well accepted while being thoughtful about which forms of multivariate diversity to prioritize (for example, going beyond gender and ethnicity).

- Set the right data-driven targets for the representation of diverse talent.

- Strengthen inclusive leadership capabilities among managers and their executives and, more emphatically, hold all leaders accountable for DEI progress.

- Enable equality of opportunity through fairness and transparency.

- Deploy analytics tools to build visibility into the extent to which promotions and pay processes and criteria are transparent and fair.

- De-bias processes to implement diversity targets across long-term workforce plans.

CONSIDER YOUR ORGANIZATION

CHALLENGES

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CRITICAL COMPONENTS

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MOBILE RECRUITING APPS

- **Indeed** — One of the best mobile hiring apps comes from one of the biggest names in hiring. Indeed's app lets you post jobs for free and pay to promote them. Applications go right to your email, and the price starts at $5 per day to boost an ad. Indeed's app can automatically post job ads, has a built-in applicant tracking system, parses resumé data, and tracks interviewees. Indeed also lets you pre-test applicants with questions unique to the position and make job offers right from the app.

- **LinkedIn Recruiter** — Gives employers access to LinkedIn's social network of more than 630 million professional users. LinkedIn Recruiter claims to use smart filters and 'spotlights' to highlight the candidates with the best skill sets for your job. It prioritizes those candidates ready to make a career change. Job posters can reach candidates via LinkedIn Messenger. Then the app lets applicants set an appointment for their interview using the scheduling feature.

- **Calendly** — Helps recruiters schedule interviews and meetings with team members or candidates. While mostly known for its calendar app and scheduling software, other features include video conferencing and the ability to schedule interviews. Users can set up meetings, view event settings, and get notifications about upcoming events.

- **ZipRecruiter** — Great for hiring managers who want to cast as wide a net as possible. The site acts as a job aggregator for job seekers. It pulls ads from other major boards. For employers, jobs posted on ZipRecruiter are cross-posted to over 100 other job boards. This app has an applicant tracking system that removes the headache of tracking applicants and interviews. The app aims to connect hiring managers with people perfect for their job. ZipRecruiter contacts potential candidates via email when there's a match. You can read resumés and cover letters and see applicants' responses to screening questions on your phone.

- **Monster** — One of the original online job boards. Monster Job Search is free to download and has a mobile option. Hiring managers can filter out candidates, go through resumés, and contact people they're interested in interviewing via the app's messenger.

- **Yello** — A talent acquisition technology. Yello's product includes TRM, video interviewing, scheduling, referrals, and mobile apps.

- **Jobscience** — An iPhone app that offers applicant tracking capabilities on your cell phone. Recruiters can invite candidates to submit their resumés digitally, and the resumés will be instantly parsed and searched to enable you to identify suitable candidates quickly.

MOBILE RECRUITING APPS (CONTINUED)

- **Workable** — Has an in-depth array of analytics, like candidate scorecards and EEO reporting, and its applicant tracking features make it well-suited for larger businesses. It also has GDPR-compliant, a benefit for businesses looking to recruit overseas. The app lets you post to over 180 job boards and integrates with your email and calendar software. If offers e-signature letters so the entire recruitment process can be paperless. Users can post jobs to social networks like LinkedIn and configure custom application forms, depending on the job. It also tracks employee referrals. Hiring managers can use scorecards for each interviewee to track comments. Workable's applicant tracking system also does EEO reporting and background checks.

- **Textrecruit** — This app bills itself as 'candidate engagement software,' letting you communicate with job seekers and applicants via text message. Textrecruit allows you to alert people to job openings and encourage them to apply directly from their phones. You can collaborate with your hiring team via the app to review resumés. Textrecruit tracks metrics on your job ads as well. You can see what percentage of people who viewed your job applied to it, the total number of responses, and the average response times. The app lets you create personalized messages to increase the applicant response rates.

- **Shapr** — A networking app for connecting with like-minded professionals. It gives users a tailor-made list of people in their field looking to connect to jobs, internships, or networking opportunities. Users are presented with someone's profile and can swipe left or right depending on whether they want to match with that person. If there's a mutual interest, the app generates a match, and you can then message each other. Shapr even offers a list of ways people can meet to talk face-to-face, including on a walk, over coffee, after work, or on a video call. Profiles show similar interests as well as what the person's goals are (like 'find a new job' or 'find mentors'). Hiring managers can use this service to headhunt applicants they think would benefit their company. Shapr is a good option to keep your search local or narrowed to a specific skill set.

- **HireVue PRO** — A video interview app on which you can watch pre-recorded candidate interviews anytime and anywhere, and decide the best fit for a position. Watch, rate, and share a candidate, compare with others and make a quick hire.

DE-BIASING APPS

- **Janzz** — Matches people, businesses and jobs with selected skills, expertise and experiences anonymously, securely and in real time. All information data and files are encrypted and protected, without exception.

- **GapJumpers** — Host hiring managers and recruiters and ask work assessment questions for the roles they are looking to fill. Applicants answer challenges anonymously to showcase their skills and creativity for jobs. The best applications are ranked for review by employers using an algorithm and human expertise. Anonymous work samples avoid resumé bias to spot the best diverse talent from a crowd.

- **Textio** — Augmented writing platform for creating highly effective job listings. By analyzing the hiring outcomes of more than 10 million job posts a month, Textio predicts the performance of your listing and gives you real-time guidance on how to improve it.

Development

IDEAS FOR COMPANIES NEW TO DEI

- Incorporate training into your leadership development process for those determining promotions and those in the pipeline.

- Conduct review of full talent acquisition lifecycle for bias (interview guide, job requirements, qualifications vs. preferences, criteria weighing evaluations, etc.).

- Implement a blind applicant review system. Redact names and institutions in the first round of resumé reviews.

- Ensure a mix of interviewers (including generational, cross-department specialty, underrepresented groups, and as many dimensions of diversity as possible).

- Use behavioral interview questions that are aligned to the competencies of the position.

IDEAS FOR COMPANIES ADVANCED IN DEI

- Don't accept 'not a good fit' as a reason for not promoting or hiring. Respectfully call out the bias.

- Create a sustainable pipeline with no major disparities in diverse groups, business functions, or job classifications.

- Address retention concerns, especially for employees who continue to feel marginalized.

- Intentionally promote candidates on the succession slate.

Retention

Many companies have improved their recruitment efforts for underrepresented groups but find that keeping and promoting talent at equitable levels is a far greater challenge.

What factors prevent people of color, women, non-binary, LGBTQIA+ people, people with disabilities, veterans, and others not in the majority from reaching their full potential in an organization? How can an organization create a deep pipeline that provides equitable opportunities for advancement? How do you stem the flow of diverse talent out the door?

END BIAS IN THE TALENT DEVELOPMENT PROCESS

Human beings are predictable; we gravitate toward people who are like ourselves. This natural tendency leads to bias in recruitment and the promotional talent pipeline process, where we choose a "mini-me" or younger versions of ourselves to move up in the organization. Companies should re-evaluate the training approaches that are most effective in terms of reducing bias and promoting talent from all groups.

Effective succession planning initiatives meet the following criteria:

- Create an inclusive culture that rewards, appreciates, and acknowledges that people can work differently and be effective leaders.

- Have the commitment, support, and participation of the top executive management.

- Senior management is willing to challenge candidate slates and talent discussions transparently.

- Have a diverse talent review team.

- Set clear, intentional, reasonable, but aggressive goals to increase diversity at all levels of the organization.

- Ensure good internal communication — ask what a successful profile entails.

IDEAS FOR COMPANIES ADVANCED IN DEI

- Implement the findings of your DEI assessment, creating strategies, priorities and goals.

- Establish cross-functional business implementation teams for embedding the DEI strategy across all business initiatives.

- Develop clear communication guidelines for employees to have open discussions and listening sessions during times of political, racial, and other decisiveness.

- Leaders model behavior that shows respect, empathy, and inclusivity while holding themselves and others accountable.

- Supervisors reflect trust, respect and support. Intrinsic work experiences reflect the employees' feelings of motivation and competency relating to their role in the workplace.

PERFORMANCE MANAGEMENT

Performance management and talent planning are opportunities to assess the organization's capabilities for effective performance feedback. The performance management season is an excellent opportunity to equip people managers with the tools for enabling high-performing, diverse teams. Leading across differences is a critical skill and inclusive leadership is necessary for successful companies to ensure DEI is embedded into every aspect of the organization.

CHECKLIST FOR INCLUSIVE TALENT EVALUATIONS

Review this list of inclusive behaviors when evaluating talent. Check the box if your organization already engages in the behavior. Leave it unchecked if the behavior is an area of opportunity for you.

☐ Know the profile for top performance and ensure that it is clearly defined and measurable based on competencies for the job.

☐ Become aware of your own cultural filters and expectations of performance. Are you inadvertently giving higher ratings to certain groups or individuals that share your background, experiences or work style?

☐ Understand that people's approach to work varies based on their influences, experiences, and how they were taught. Did the person meet the performance expectations, but in a different way than you anticipated or would have done yourself?

☐ Consider culturally influenced and learned approaches that are different from the dominant organization's 'norm' as positives, and ask yourself to move out of your comfort zone and appreciate and value the differences.

☐ Monitor performance at the same level and standard, regardless of background or culture. Are you inadvertently micromanaging some groups but not others? Are you unconsciously lending an extra helping hand to some more often than others? Are you granting the benefit of the doubt equally when mistakes are inevitably made?

☐ Access resources to help you think through and manage your biases immediately, before you execute a performance evaluation. People need to be seen and heard!

Workplace Culture

Creating a truly inclusive culture is one of the most difficult steps for DEI. Even when you have committed leadership and effective structures in place, an organization where people feel like they can be their authentic selves is still rare. This is specifically true for those whose 'differences' may not be as visible — including people with certain disabilities and mental illnesses, those identifying as LGBTQIA+, and veterans. Data tells us that employees who feel marginalized will be less engaged, less productive, less innovative, and more likely to leave.

How, then, do you create a culture where everyone feels included? How do you address the needs of people in specific groups who often feel uncomfortable being themselves in the workplace, such as transgender people, indigenous people, and people from religious minorities? There are groups within these and other underrepresented demographics that have created guidelines from which corporations can learn inclusive behavior.

IDENTIFYING YOUR CULTURE

Organizational culture can manifest itself in various ways, including leadership behaviors, communication styles, internally distributed messages, and corporate celebrations. Given that culture is comprised of so many elements, it's essential to ensure that no employee — regardless of position — feels unwelcome, excluded or overlooked.

Employers have a vital role in perpetuating a strong culture. They start with recruiting and selecting applicants who share the organization's beliefs, then develop onboarding, training, and performance management programs that outline and reinforce the organization's core values. They ensure employees can thrive in the work environment by distributing appropriate rewards and recognition to employees who truly embody the values and by taking action to prevent or correct employee behavior that doesn't align with the values.

IDEAS FOR COMPANIES NEW TO DEI

- Conduct a quantitative and qualitative assessment. Provide training and education, especially bias training, cultural competency, and inclusive language workshops, so all employees know what to say and what not to say to people with disabilities, LGBTQIA+ people, people from different religions, and others from underrepresented groups.

- Use your employee resource groups to disseminate information and dispel stereotypes.

- Institute benefits that are inclusive of all groups.

- Identify the organization's culture and DEI challenges.

- Create or update policies regarding inclusive language and inclusive behavior.

- Develop a DEI council focused on internal DEI work.

IDEAS FOR COMPANIES ADVANCED IN DEI

- Update policies regarding inclusive language and inclusive behavior.

- Use advisory councils to help establish realistic, achievable, relevant DEI goals that require accountability, drive change and produce results.

- Integrate the company's DEI programs with the council's operations, strategies, missions, and objectives.

- Create an external council focused on brand, community, and marketplace, typically consisting of influential members of the relevant industry.

- Get executive sponsors for the company's Employee Resource Groups.

- Use members to assist in recruiting people of color and women for high-level impact positions.

'CLIMATE CHANGE' IMPROVES THE CULTURE

Steps to change your organization's climate into an inclusive, welcoming, and productive environment for all:

- Establish a zero-tolerance-for-discrimination policy in the workplace.

- Implement initiatives that educate workers about combating bias, stereotypes and microaggressions.

- Commit to employees' health, safety, and well being, especially in times of crisis.

- Build an ethos of openness and candor where courageous conversations and active listening are encouraged throughout the ranks and across the various teams that comprise the organization.

- Create inclusive spaces, such as Employee Resource Groups, skunkworks, affinity groups, and diverse innovation teams, to build a strong sense of belonging for people of color and others with diverse backgrounds.

Employee Resource Groups (ERGs)

ERGs are voluntary, employee-led groups that aim to support the organization in fostering a diverse and inclusive workplace and support business leaders in implementing business goals. Some of the most common ERGs are for Black professionals, BIPOC, LGBTQIA+, women, single parents, and employees with disabilities. ERGs exist to provide support and help in the professional and personal development of their members and provide a safe space for employees of diverse backgrounds, viewpoints, and perspectives to connect. Allies (members outside of the group's identity) are also welcome to join an ERG to support their colleagues in creating a more inclusive work environment.

Now more than ever, employees need increased opportunities to share their perspectives and support one another. ERGs are important in developing the next generation of leaders; they can also greatly influence recruiting efforts, employee retention, and development. ERGs support internal and external social responsibility initiatives and spotlight emerging talent in the leadership pipeline.

ERGs are a largely underutilized resource with the potential to add value in multiple ways.

ERGs enable company success by engaging diverse employees and facilitating equitable and inclusive cultures and policies. The bottom line is effectively achieved by committing to intentional transformation leading to a more connected, equitable, and just company, community, marketplace, and world.

Making a Case for ERGs

Follow these steps to implement an ERG at your organization.

Determine the Charter

Create or refine the ERG charter document(s) that details the mission, role, and structure of ERGs in your organization and how they can impact employee engagement, organizational culture and business outcomes.

Make or Refine the Business Case

Describe and articulate the value proposition/business case for ERGs. Consider goals like:

- Business development

- Product development

- Customer communications

- Cultural competency and leadership development

- Customer loyalty

- Branding

- DEI initiatives

- Culture of inclusivity

- Employee recruitment, retention, and development

Create an Innovative Business Solution

Identify and plan key strategies, initiatives, and activities that support business goals. These will vary based on the company's current diversity challenges, employee needs, and business objectives.

Running Your ERGs

Once the ERG is established, use these guidelines to keep it running.

- Create a good internal structure (values, norms, role clarity, member engagement and accountability) to maximize the group's ability to accomplish its goals.

- Establish clear processes for interacting with the Diversity Council, executive sponsors, internal and external stakeholders and other ERGs.

- Monitor progress toward measurable goals.

- Provide opportunities for networking, professional development, and career advancement for group members.

- Assess opportunities to contribute to business goals using insights from research suggesting ERG contributions are most valuable in product development, cultural awareness and insight, and brand enhancement through community involvement.

- Elevate employee engagement initiatives to ensure they are purposeful and support current DEI initiatives.

- Create a safe space for everyone. Provide room for all voices to emerge without judgment or fear.

- Think broadly and bravely — look for ways to expand the group's influence.

- Evaluate opportunities and threats internally and externally, and ensure the group is moving in the right direction.

- Don't become complacent — what questions would you ask if you were talking to your organization's future workforce?

Executive Diversity Councils (EDCs)

Executive Diversity Councils are another way to strengthen your DEI strategy. They are typically composed of the executive leaders and officers responsible for aligning the DEI program with the corporate mission and strategy, demonstrating the company leadership's commitment to diversity and ensuring the application of the DEI strategies at all levels of the organization.

A company's CEO may chair the council and /or appoint its membership, which usually includes executive committee members and senior management.

When launching a Diversity Executive Council, the DEI lead should:

- Research, discuss, evaluate and share the council's expectations, composition, and purpose with all stakeholders.

- Ensure you have garnered high-level support for establishing a council.

- Evaluate your understanding of the opportunities and pitfalls associated with the creation of the council:

    + What do you want the council to achieve?

    + How will your council support and advance the business?

    + How will the council communicate its value to stakeholders and gain their support and participation?

BEST PRACTICES, ROLES AND RESPONSIBILITIES FOR EDCs

Members
(Ensure representation from all functions of the company)

- Chairman, CEO, or Chief Diversity Officer

- Senior Vice Presidents

- Vice Presidents

- Business unit heads or other high-level executives from all key business functions or core business units

Purpose
- Demonstrate the commitment of top management to DEI.

- Embed the DEI function across the enterprise with strong connections to business units and operational divisions.

Roles and Responsibilities
- Provide input for the execution and success of the organization's DEI strategy.

- Assure management is advised of issues and concerns of the diverse employee base.

- Be a visible champion of DEI (e.g., serve as a mentor or sponsor, and attend DEI events internally and externally).

- Monitor corporate progress relative to DEI initiatives.

- Develop and enhance personal cultural competency. Understand the current state of DEI both internally and externally (gaps and opportunities).

THE BUSINESS CASE FOR INCLUSIVITY: BEING EXCLUSIVE IS EXPENSIVE!

ORGANIZATIONAL COST	EMPLOYEE COST
Inability to attract and retain talent	Exclusion
Inability to attract and retain clients and community relationships	Isolation danger
Time and productivity	Unhealthy tension
Low morale	Diminished performance and productivity
Lack of creativity and innovation	Loss of self-esteem
HR complaints	Lack of support

Total Cost: Loss of Profits, Reputation and Competitive Edge

INCLUSIVE LANGUAGE

Inclusive language is free from words, phrases, or tones that reflect prejudiced, stereotypical, or discriminatory views of particular people or groups. It doesn't deliberately or inadvertently exclude people from being considered part of the group.

The difference between using inclusive language and being 'politically correct' is the motivation for doing so. Political correctness is externally driven; it's often done because people have been told they should, even if it conflicts with their values. In contrast, inclusivity is authentic and internally driven. Inclusivity is when people do things they consider to be 'inclusive,' even if these things are the same as the politically correct things; they never conflict with their values because being inclusive is a value.

GENDER-SPECIFIC AND GENDER-NEUTRAL PRONOUNS

Gender-specific pronouns are the ways we refer to each other in the third person. People who are transitioning in some way might choose to change their pronouns.

SHE HE HERS HIS

I saw Lauren at work today and **they** seemed really happy. I wonder if **their** weeked was good. I can't wait to hear about it from **them.**

Gender-neutral pronouns

THEY THEM THEIR

I saw Lauren at work today and **zie** seemed really happy. I wonder if **hir** weeked was good. I can't wait to hear about it from **hir.**

ZIE (ZEE) SIE (SEE)
ZIE (ZEE) HIR (HEAR)

ASK! If you find yourself unsure of someone's pronouns, be attentive to how others refer to this person. If you are still unclear or concerned that people might be using the incorrect pronoun**, politely and privately ask that person what pronous they use.**

ASK ✓
You cannot tell someone's name or pronoun by looking at them.

RESPECT ✓
If someone takes the time to let you know their name and pronoun, use and respect it.

PRACTICE ✓
If you have difficulty using someone's pronoun and name, practice. Ask people to let you know when you make mistakes.

SUPPORTING LGBTQIA+ EMPLOYEES

Racial and ethnic diversity is often prioritized because it's visible, but it's important not to forget other aspects of diversity. An estimated 20 million American adults are a part of the Lesbian, Gay, Bisexual, Transgender, Queer and Questioning, Intersex, Asexual, or Ally (LGBTQIA+) community. Yet, initiatives and policies intended to protect and support them are rarely codified. However, a demonstrated commitment to supporting the LGBTQIA+ community signals consumers and clients that the employer likely supports other minority groups. It also suggests that the organization has an inclusive workplace and robust DEI practices. These can positively impact the organization's profits, recruiting and retention efforts, and reputational equity.

These best practices will help your organization become more inclusive and support your LGBTQIA+ colleagues.

- Ensure all anti-harassment, bullying, and nondiscrimination policies explicitly include LGBTQIA+ individuals.

- Include option for legal name and preferred name on all forms.

- Create single-user or gender-neutral restrooms — If that is not possible, ensure that bathroom access is codified into your organization's policies.

- Correct binary gender options on all forms — "male" and "female" are terms that describe biological sex. However, they are commonly listed as options for gender on

employee forms. Instead of these limiting and incorrect labels, provide individuals with these choices: "man," "woman," "non-binary/gender-nonconforming," and "self-identify." This simple change signals to employees and candidates that your organization is knowledgeable about and supportive of gender diversity.

These practices will ensure legal protections, but that's not enough. To truly create an inclusive environment for LGBTQIA+ employees, the daily workplace culture must be consistent with the organization's policies.

Employees are entitled to their personal opinions; however, they must be required by the organization to treat everyone with respect and dignity. All individuals must address their coworkers by their preferred name and pronouns and speak up when someone is being treated unfairly or is discriminated against. They must also use gender-neutral language whenever appropriate, such as when addressing a group, writing a job description, etc.

These policies do not require employees to change their personal beliefs; instead, it directs them on how to behave in accordance with the organization's expectations and values.

- Ensure gender-neutral language in all written and verbal communication.

- Encourage employees and candidates to share their pronouns during introductions, conversation, or written communication, such as email signatures.

Reputational Equity

Reputational equity, as defined by Johnson and Bonds, Kenan Institute of Private Enterprise, is a demonstrated commitment to dismantling all forms of societal 'isms' (e.g., racism) and phobias (e.g., homophobia) while minimizing any initiative's impact on natural resources and vulnerable populations. This generates an equitable return on investment for shareholders and stakeholders.

Companies striving to achieve greater reputational equity must work diligently to eliminate the barriers to creating and maintaining a diverse employee base. They view this as a strategic imperative because both the labor force and consumer markets are becoming more diverse and will continue to do so in the future. Remember, the effort must be real. Companies need to ensure that their DEI efforts are real — not just "lip service" — or employees and potential new hires will quickly lose trust in them. No organization can afford to take that risk in this competitive hiring environment.

Building a strong culture around diversity and inclusion requires more than just words in a mission statement. The following checklist from the Kenan Institute of Private Enterprise provides strategies, policies, and other practices that will increase your organization's reputational equity.

COVID-19 Pandemic Inequity

The past few years will be historically remembered as a time that dramatically changed our idea of 'work.' We do not yet know all the changes that will emerge after the COVID-19 pandemic. What we do know is COVID-19 redefined where, what and how we work with no preparation.

Outside of the bustling office environment, some existing exclusive behaviors and unconscious biases were amplified by remote work. Additionally, inequality in childcare and homeschooling responsibilities, as well as the quality of home workspace (including broadband access), revealed the social inequities that exist and affect employees' daily lives. The pandemic continued to uncover additional social, political, economic, and organizational inequities that blight the lives of many employees, specifically the underserved members of society. This impact was seen in the loss of employment, unfair housing practices, and disparities in healthcare and education.

Adjusting business to cope with the pandemic does not mean DEI efforts should be deprioritized. Instead, they should be reprioritized. Failing to invest in DEI means missing the opportunity to support your workforce, innovate your business model and strengthen your organization's reputational equity.

REPUTATIONAL EQUITY CHECKLIST

INTERVENTION DOMAIN	STRATEGIES, POLICIES, TACTICS, PROCEDURES, AND PRACTICES
Leader Behaviors/ Demonstrated Commitment	• Stand against systemic racism in the workplace and society • Diversity audit • Incorporate diversity and inclusion into long-term business strategy • Living wage for all employees • Pay equity • Key performance indicators and metrics • Diversity, equity, and inclusion scorecard • Diverse hiring and promotion targets • Executive compensation tied to meeting diversity targets • Transparent reporting and disclosure • Supplier diversity in procurement and contracting • Hold suppliers accountable • Chief Equity Officer • Mandate diverse slate of candidates for senior roles • Maintain commitment to equity in times of crisis
Talent Recruitment, Development and Retention	• Strive to expand the talent base by avoiding affinity bias — the "just-like-me" syndrome • Establish bias- and discrimination-free resumé screening techniques • Implement second chance employment programs to counteract the racially disparate impact of crime and criminal justice policy • Build alliances with historically black colleges and universities (HBCU) and other minority serving institutions MSIs • Fund education programs to create a diverse talent pipeline — scholarships, internships, and apprenticeships • Embrace flexible work arrangements • Create mentoring and sponsorship programs • Develop a leadership program to advance diverse employees

REPUTATIONAL EQUITY CHECKLIST (CONTINUED)

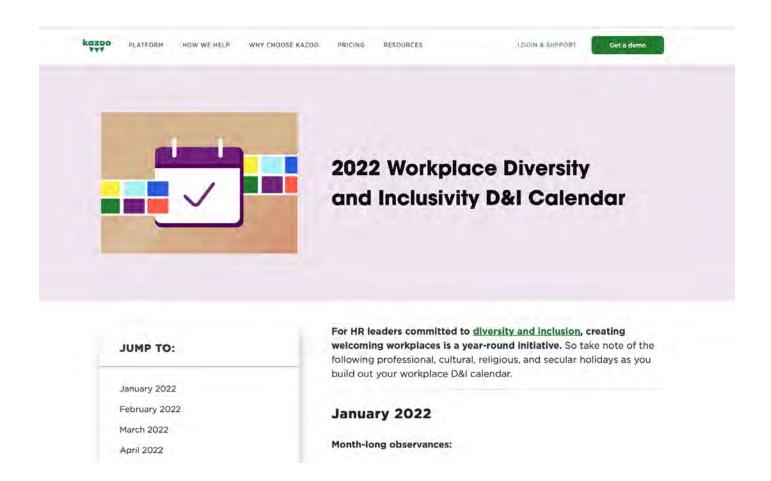| INTERVENTION DOMAIN	STRATEGIES, POLICIES, TACTICS, PROCEDURES, AND PRACTICES
Workplace Culture and Climate	• Encourage candid dialogue and courageous conversations • Zero tolerance for discrimination • Acknowledge and work to combat racial stereotypes • Implement an accessible and retaliation-free grievance process • Foster inclusive spaces, like employee resource groups, for people of color or other diverse groups • Protect worker health and safety • Educate workers about microaggressions
Community Engagement and Support	• #MeToo movement • Affirm that Black Lives Matter • LGBTQIA+ • Deferred Action for Childhood Arrivals (DACA) and open door immigration policy • Stand up against police brutality • Voting rights • Spend marketing dollars consistent with championed social causes

Calendar of Observances

Creating diverse and inclusive workplaces is a year-round initiative. It is crucial that all observances be recognized, not just Western and Judeo-Christian holidays.

Kazoo HR has a free 2022 Workplace Inclusivity calendar with a list of national and international observances. It is a robust calendar, including professional, cultural, religious, and secular holidays and days of recognition. These dates should be added to the organization's calendar and, if appropriate, acknowledged in communication and observed by any employee who chooses.

Find the calendar here:
kazoohr.com/resources/library/inclusive-workplace-calendar

Glossary

Ableism
Prejudiced thoughts and discriminatory actions based on differences in physical, mental, and/or emotional ability; usually that of able-bodied/minded persons against people with disabilities or less-developed motor and cognitive ability

Access
Providing equitable access to everyone along the continuum of human ability and experience. Access encompasses the broader meanings of compliance and refers to how organizations make space for the characteristics that each person brings.

Advocate
Someone who speaks up for themselves and members of their identity group

Ageism
Prejudiced thoughts and discriminatory actions based on age differences; usually that of younger people against older people

Agent
The perpetrator of oppression and or discrimination; usually a member of the dominant, non-target identity group

Ally
A person of one social identity group who stands up in support of members of another group; typically, a member of a dominant group standing beside member(s) of a targeted group

Asexual or Ally
The "A" in the LGBTQIA+ also has two meanings. Asexual people are simply defined as those who do not feel a sexual attraction to others. This term is not to be confused with "aromantic," which refers to individuals who feel little or no romantic attraction to others. Asexual people can often be romantically attracted to someone, but sexual attraction doesn"t play a role in the relationship. When the "A" is being used to refer to "Ally," it is being used to define someone who confronts heterosexism, homophobia, biphobia, transphobia, heterosexual and gender-straight privilege in themselves and others.

Bias
Normal, useful, and necessary cognitive shortcuts used to make decisions about people, places and things. Biases can cause problems when we are unaware of or unwilling to acknowledge them.

Biracial
A person who identifies as coming from two races, often because their biological parents are of two different races

Bisexual
A person attracted to both men and women

Categorization
The natural cognitive process of grouping and labeling people, things, etc., based on their similarities. Categorization becomes problematic when the groupings become oversimplified and rigid (stereotypes).

Cisgender
An adjective, often shortened to "cis," describing someone who identifies with the sex and gender assigned to them at birth. Anyone who is not transgender is cisgender.

Classism
Prejudiced thoughts and discriminatory actions based on difference in socio-economic status, income, class; usually by upper class against lower class.

Codification
The capture and expression of a complex concept in a simple symbol, sign or prop. For example, symbolizing "community" (equity, connection, unity) within a circle.

Glossary (Continued)

Collusion

Willing participation in the discrimination against and/or oppression of one's own group

Color Blind

The belief in treating everyone "equally" by treating everyone the same, based in the presumption that differences are by definition bad or problematic, and therefore best ignored (i.e., "I don"t see race, gender, etc.")

Contact Hypothesis

The original scientific motivation for integration in education and the armed forces. This theory posits that bringing people of different backgrounds together (e.g., on a college campus) will lead to improved relations among them. Additional research has shown this to be true only under certain conditions including: sanction by authority, common goals and equal status contact (both numerically and psychologically).

Dialogue

Communication that creates and re-creates multiple understandings. It is bidirectional, not zero-sum, and may or may not end in agreement. It can be emotional and uncomfortable, but is safe, respectful and has greater understanding as its goal.

Discrimination

Actions, based on conscious or unconscious prejudice, that favor one group over others in the provision of goods, services, or opportunities

Domestic Partner

Either member of an unmarried, cohabitating couple with legal benefits usually available only to spouses

Dominant Culture

The cultural values, beliefs and practices that are assumed to be the most common and influential within a given society

Drag Queen/King

A man or woman dressed as the opposite gender, usually for the purpose of performance or entertainment. Many times overdone or outrageous and may present a stereotyped image.

Equity

Ensures that everyone has access to the same opportunities. Equity recognizes that advantages and barriers exist, and as a result we all don't start from the same place. Equity is a process that begins by acknowledging the imbalance.

F to M/FTM/F2M

Abbreviation for "female to male," used to specify the direction of sex or gender change; usually used by those who identify as transgender

First Nations People

Individuals who identify as part of the first people to live on the Western continents. People also identified as Indigenous Americans or Native Americans.

Fundamental Attribution Error

A common cognitive action in which one attributes their own success and positive actions to their own innate characteristics ("I"m a good person") and failures to external influences ("I lost because no one helped") while attributing others' success to external influences ("they had help," "they were lucky") and failures to others' innate characteristics (they're bad people"). This operates on the group level when the in-group assigns itself favorable attributions while assigning the out-group unfavorable attributions as a way of maintaining a feeling of superiority. A "double standard."

Gender Binary

The two traditional genders of "man" and "woman." This antiquated concept is exclusive of other genders on the spectrum of gender identity.

Glossary (Continued)

Gender-Nonconforming

A person who doesn"t identify with either group in the gender binary. Also known as "non-binary."

Gendered

Having a denotative or connotative association with being either (traditionally) masculine or feminine

Hate Crime

Often defined by legislation as a crime motivated by the actual or perceived race, color, religion, national origin, ethnicity gender, disability or sexual orientation of any person

Heterosexism

The presumption that everyone is, and should be, heterosexual

Heterosexual

A person attracted to members of the opposite sex

Homophobia

The fear or hatred of homosexuality (and other non-heterosexual identities), and persons perceived to be LGBTQ+

Homosexual

An adjective describing people attracted to members of the same sex

-Ism

A social phenomenon and psychological state where prejudice is accompanied by the power to systemically act upon it

In-Group Bias (Favoritism)

The tendency of groups to "favor" themselves by rewarding group members economically, socially, psychologically, and emotionally in order to uplift one group over another

Intergroup Conflict

Tension and conflict that exists between social groups. They may be acted upon by individual members of these groups.

Intersectionality

The quality of having multiple simultaneous social identities (e.g., being male and Buddhist and working class)

Intersex

Term used to describe people born with reproductive or sexual anatomy that doesn"t fit the typical definitions of male and female, according to the Intersex Society of North America. And just as there is a range of sexual orientations and gender identities within the LGBTQIA+ community, an array of biological characteristics also exists among those who are intersex.

Lesbian

A woman who is attracted to other women

LGBTQ+

Acronym encompassing the diverse groups of lesbian, gay, bisexual, transgender, and queer populations. The "+" denotes other identities such as asexual, pansexual, etc.

M to F/MTF/M2F

Abbreviation for "male to female" used to specify the direction of sex or gender change; usually used by those who identify as transgender

Marginalized

Excluded, neglected, ignored, or relegated to the outer edge of a group/society/community

Microaggression

Negative messages that people send through their behavior (body language), speech (word choice, tone of voice, etc.), and environment (posted signs, etc.), often resulting from unconscious biases

Glossary (Continued)

Multiethnic

An individual who comes from more than one ethnicity. An individual whose parents are born from more than one ethnicity.

National Origin

The political state from which an individual hails; may or may not be the same as that person's current location or citizenship

Non-Binary

A person who doesn"t identify with either group in the gender binary or the two traditional genders of "man" and "woman." Also known as "gender-nonconforming."

Oppression

Results from the use of institutional power and privilege where one person or group benefits at the expense of another. Oppression is the use of power and the effects of domination.

Pansexual

A term referring to the potential for sexual attractions or romantic love toward people of all gender identities and biological sexes. The concept of pansexuality deliberately rejects the gender binary and derives its origin from the transgender movement. (Also referred to as omnisexuality or polisexauality.)

People of Color

A collective term for men and women of Asian, African, Latin and Native-American backgrounds, as opposed to the collective "White" for those of European ancestry

Personal Identity

Our identities as individuals including our personal characteristics, history, personality, name and other characteristics that make us unique and different from other individuals

Polyamory

The consensual practice of having multiple open, honest romantic relationships

Prejudice

A preconceived judgment about a person or group of people, usually indicating negative bias

Privilege

A right, license, or exemption from duty or liability granted as a special benefit, advantage or favor

Queer

An umbrella term used to encompass all people who are not cisgender and heterosexual. It was formerly considered a slur, but has since been reclaimed by the LGBTQ+ community. The definitional indeterminacy of transgressing society's view of gender or sexuality; A "zone of possibilities."

Questioning

A term used to refer to an individual who is uncertain of their sexual orientation or identity

Racism

Prejudiced thoughts and discriminatory actions based on differences in race/ethnicity, usually by groups of White/European descent against people of color.

Rainbow Flag

The Rainbow Flag was designed in 1979 by Gilbert Baker to designate the great diversity of the LGBTQ+ community. It has been recognized by the international Flag Makers Association as the official flag of the LGBTQ civil rights movement.

Re-Fencing (Exception-Making)

A cognitive process for protecting stereotypes by explaining evidence/examples to the contrary as an isolated exception

Glossary (Continued)

Religion

A system of beliefs, usually spiritual in nature, and often in terms of a formal organized denomination

Safe Space

Refers to an inclusive environment in which everyone feels comfortable in expressing themselves and participating fully without fear of attack, ridicule or denial of experience

Sex

Biological classification of male or female based on genetic or physiological features. It is separate from gender.

Sexism

Prejudiced thoughts and discriminatory actions based on differences in sex/gender, usually by men against women

Sexual Orientation

One's natural preference in sexual partners

Silencing

The conscious or unconscious processes by which the voices of particular social identities are excluded or inhibited

Skunkworks

An innovative project undertaken by a small, motivated group of people who are given autonomy to work outside of routine organizational procedures

Social Identity

The ways in which one characterizes oneself, supported by learned behaviors in social settings. It may represent one's values and the norms that one recognizes and accepts governing their everyday behavior

Stereotype

An oversimplified image and idea of a group of people based on messages received from our external world (i.e., media, family members, etc.)

Transgender

An adjective, often shortened to "trans," describing someone who does not identify with the sex and/or gender assigned to them at birth. Anyone who is not transgender is cisgender.

+ (Other Non-Heterosexual People)

The "+" in the LGBTQIA+ acronym symbolizes and explains several different gender identities and sexual orientations that are not already present in the lettered acronym

Resources

This is a non-exhaustive list of recommendations.
MBA does not endorse or promote any of the resources listed.

📖 BOOKS

*Inclusion: Diversity, the New Workplace
& the Will to Change*
Jennifer Brown

The Inclusion Dividend
Mason Donovan and Mark Kaplan

Riding the Waves of Culture
Fons Trompenaars and Charles Hampden-Turner

Our Search for Belonging
Howard Ross

Everyday Bias
Howard Ross

Lions and Tigers and Bears — Oh My
Art Jackson

The Speed of Trust
Stephen Covey

Biased
Jennifer Eberhardt

The Color of Law
Richard Rothstein

So You Want to Talk About Race
Ijeoma Oluo

Blink
Malcolm Gladwell

Quiet
Susan Cain

The Loudest Duck
Laura Liswood

Whistling Vivaldi
Claude Steele

What If?
Steve Robbins

The Racial Healing Handbook
Anneliese Singh

The Inclusion Breakthrough
Frederick Miller and Judith Katz

Racism Without Racists
Eduardo Bonilla-Silva

Critical Race Theory
Richard Delgado and Jean Stefancic

White Fragility
Robin DiAngelo

Blindspot
Mahzarin Banaji and Anthony Greenwald

How to Be an Antiracist
Ibram X. Kendi

Stamped from the Beginning
Ibram X. Kendi

*The Sum of Us: What Racism Costs Everyone and How We
Can Prosper Together*
Heather McGhee

Knowledge to Action
Alonzo Plough

*Backlash: What Happens When We Talk
Honestly about Racism in America*
George Yancy

Resources (Continued)

▶ VIDEOS

Understanding White Privilege — A Conversation
Robin DiAngelo and Ibram X. Kendi, CBS This Morning,
YouTube

So You Want to Talk About Race
Ijeoma Oluo, Talks at Google, YouTube

The Heartbeat of Anti-Racism
Ibram X. Kendi, Equity Talks, YouTube

Advice For White People From Anti-Racism Trainer
NowThis, YouTube

We all have implicit biases. So what can we do about it?
Dushaw Hockett, TEDx, YouTube

10 Ways To Promote Anti-Racism In The Workplace
Forbes, Youtube

Why allyship is the new leadership
Kristin Van Busum, TEDx, YouTube

🎙 PODCASTS

Inclusivity at work — The heart of hard conversations
Brené Brown with Aiko Bethea

Unlearning Racist Conditioning
Being Well with Dr. Rick Hanson, with Erin Trent Johnson

How to Build an Inclusive Workplace
WorkLife with Adam Grant

Code Switch
NPR

About Race
Reni Eddo-Lodge

The Diversity Gap
Bethaney Wilkinson

MBa. ®

MORTGAGE BANKERS ASSOCIATION

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