

# Diversity & Inclusion: The Business Case

TAHRA Learning Lab  
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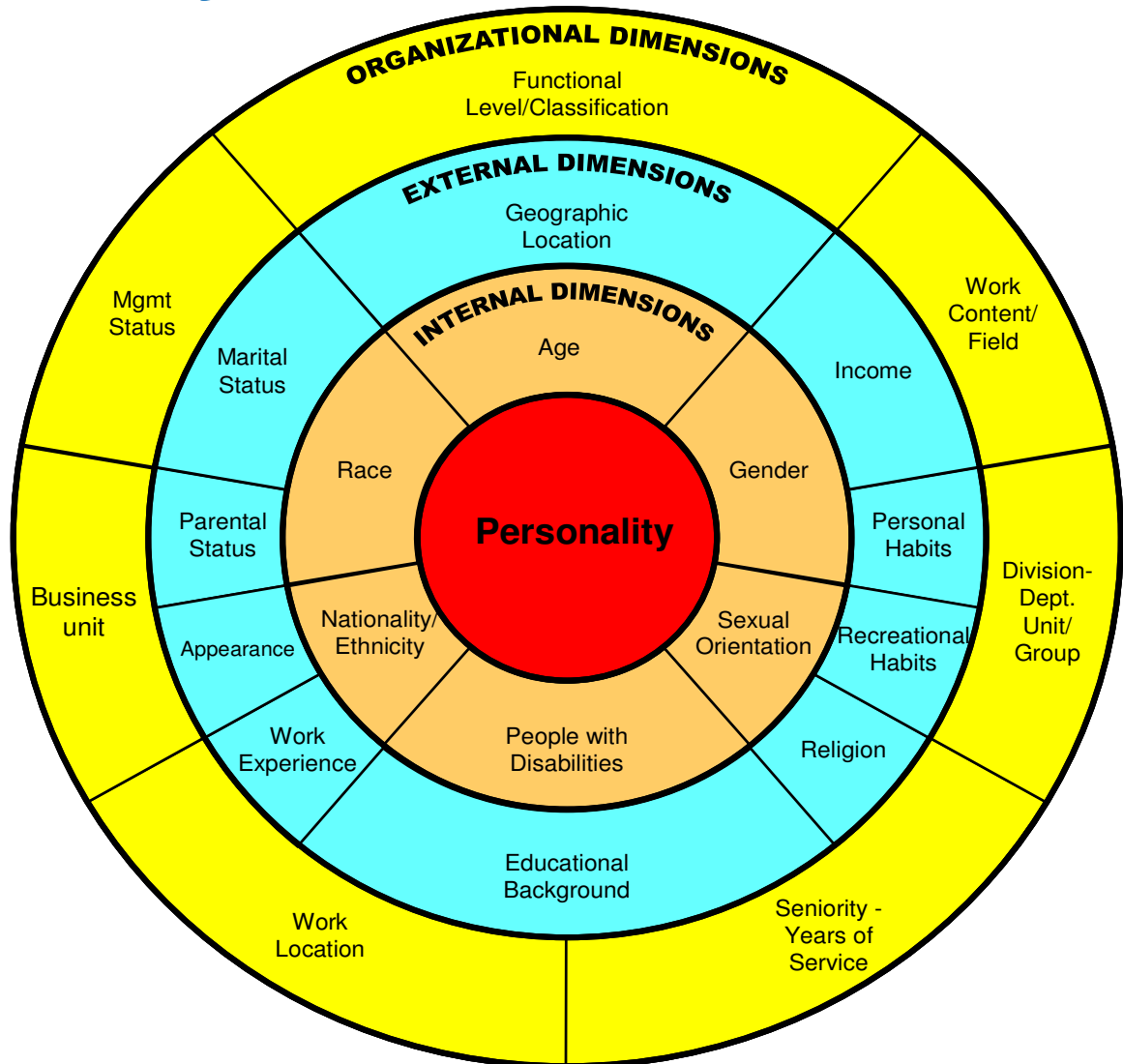
# Diversity Or Inclusion?



Diversity is **the reality** of differences among all of us including:

- > Racial mix
- > Ethnic origin
- > Gender
- > Sexual orientation
- > Gender identity and expression
- > Size
- > Primary language
- > Family affiliation
- > Age
- > Health status
- > Generational influences
- > Etc., etc., etc.

# Dimensions of Diversity





# Diversity or Inclusion?



**INCLUSION** is the action that incorporates the diversity into the group:

- > Using language that is not specific to one trait
- > Setting expectations in consideration of multiple dimensions
- > Intentional efforts to understand and learn about multiple dimensions
- > Practices and policies built from the perspective of accommodation
- > Intentional strategies to build diverse teams, organizations, communities

# Inclusion in the Workplace

## The Perfect Storm says:

- > Growing challenges to American culture and identity
- > Global migration of educated workers based on job opportunity
- > Increasing shortage of educated workers in the U.S.
- > Rapidly aging population in the U.S.
- > These all affect the available workforce and the way in which we work

## So:

- > Workforce planning is an integral part of **readiness for the future** for any company.
- > The information in The Perfect Storm is directional and it can inform the workforce planning process.
- > Companies that are in business to make money must:
  - understand the implications of diversity
  - take action to achieve inclusion

# Why Diversity & Inclusion Matters

- > If you are older than 70 years-old, there's a 20% chance you are a person of color.
- > If you are younger than 40, there's a 50% chance you are a person of color
- > If you are younger than 10, there's a 75% chance you are a person of color.
- > The current National Labor Force is 50/50 men and women.
- > More college grads are women than men.
- > Generational expectations will define the workplace of the future.
- > Talented people will gravitate to organizations with values similar to their own.
- > Just as Baby Boomers defined the workplace of the last 25 -30 years, Gen X and Gen Y are defining the workplace of today and tomorrow.



# Your Workplace



- > Diversity exists. Are you building Inclusion?
  - Recruiting strategy?
  - Leadership development and training?
  - Benefits and compensation?
  - Work/life practices?
  - Communication strategies?

# A Values Statement: A Beginning



- > The Company has a strong commitment to equal opportunity in the workforce and believes in treating people with dignity and providing equal employment and advancement opportunities for all. The Company values the unique contributions that each employee brings to his/her role within the Company and considers the variety of perspectives and backgrounds that exist within the Company a competitive advantage in the marketplace. The Company is committed to treating all employees fairly, without regard to any characteristics that have no bearing on job performance.



# A Model for Building Inclusion



1. Build a Business Case
2. Engage Top Leaders in the Discussion
3. Socialize the Message from the Top Down
4. Create a Team to Determine the Strategy
5. Build Opportunities for Involvement for All Levels in the Organization
6. Ask Employees What Is Needed and Then Listen!
7. Begin Practices That Support Inclusion
8. Accept That This Is a Marathon, Not a Sprint.



## Building a Business Case



- Be specific to your organization's future needs
- Use available census and labor force data
- Analyze your current workforce; compare to the workforce needed to be successful in the future
- Create a Workforce Profile by age, tenure, voluntary terminations, predicted retirement
- Focus on the gaps
- Monetize the impact of maintaining the status quo
- Pay particular attention to the needs of Generations X and Y – the future

# Engage Top Leaders and Socialize the Message



- > Present the Business Case.
- > Focus on the financials.
- > How does inaction create a risk to the organization?
- > This may be a series of discussions, not just one.
- > Utilize the available resources from The Perfect Storm, the 2010 Census, etc.
- > Arm leaders with talking points to use in discussion with their teams.
- > Help create communications that support leaders' efforts.

# Create a Strategy Team; Include All Levels of the Organization



- > Look for individuals with passion and with influence.
- > Create a diverse and inclusive team.
- > Identify goals and objectives in a timeline.
- > Make sure leaders are involved and educated.
- > Reach out to diverse populations in the workplace for input.
- > Listen to employees' concerns.
- > Begin identifying opportunities to practice inclusion (language, etc.).
- > Identify a chain of accountability for carrying out the strategy.

At Williams the accountability for the strategy began with a Diversity Director in Human Resources.

## Williams' Diversity & Inclusion Path

- > The strategy and the support from leadership started the process, but we quickly determined that we needed to engage the workforce.
- > Diversity Training was mandated for all employees.
- > Affinity groups were an early step: Business Resource Groups (BRGs)
  - African American BRG
  - Women's BRG
  - Lesbian, Gay, Bisexual, Transgender BRG\*
- > Most involvement was in urban centers
- > BRGs held meetings for participants and educational sessions for all
- > Eventually, Diversity & Inclusion Teams were developed outside the urban, corporate locations.
- > Then a Diversity Department was created outside Human Resources and was combined with Community Relations.
- > \*later added Young Professionals, Latino and Global BRGs

# Ten Years of Diversity at Williams

## Past

- Mandatory awareness training
- Compliance focus
- Reactive
- Enterprise-wide focus
- Data-thin
- Diversity as stand-alone initiative
- Focus on activities and cultural learning



## Present

- Diversity / inclusion fully integrated into people processes
- Culture and compliance focus
- Proactive
- Increased non-headquarter involvement
- National recognition as best practice
- Data-rich
- Leader-requested training



Future: Increased **ROI - Return On Inclusion**

## Teams Driving Inclusion



- Chaired by CEO
- Guidance for alignment and successful execution of integrated diversity and inclusion strategy, initiatives, and communications

### Enterprise Diversity and Inclusion Council

- Support recruitment, retention, and diversity educational programming,
- Provide insight to leadership about the realities of the workplace their vantage point
- Theme for 2010: Return On Inclusion- R.O.I

### Business Unit and Area Diversity Teams

- “Making it Real” from Gillette to Ft Worth, from Salt Lake City to Sweetwater
- EPIC (E&P) Diversity Teams

### Business Resource Groups

# Cascading Accountability

## Enterprise Diversity & Inclusion Council

Established the Strategy for 2011 - 2013



## Diversity and Community Relations Team

Engages organizational resources to achieve Strategy



## BRGs and EPIC Teams

Create opportunities to accomplish  
Diversity & Inclusion Goals

Provide all employees a way to support  
Williams' Diversity & Inclusion efforts



# Results of Inclusion Efforts



- > Domestic Partner Benefits are now offered to same- and opposite-sex couples.
- > Two Leadership Competencies, “Champions Inclusion” and “Self-Knowledge” are required of all employees.
- > Eight Business Resource Groups and 14 EPIC Teams are thriving.
- > Each executive now has an action plan to “identify barriers to development for women and minority employees and create an action plan to address those barriers” with accountability to the CEO.
- > Staffing efforts have increased the numbers of women and minorities in the new hire pipeline.
- > Williams’ executives have spoken out for equality in our communities.
- > Williams is defined by the inclusive culture being created.



## Additional Resources



- > Executive Leadership Council
- > Catalyst
- > Out & Equal
- > National Hispanic Corporate Council
- > National Council of La Raza
- > Urban League
- > Oklahoma Center for Community and Justice
- > Oklahomans for Equality
- > OSU Inclusion Leadership Program
- > Community Service Council