

Foreword

Diversity and inclusion must be at the core of an organization's culture. There is no such thing as a successful "get by" diversity strategy. But for those who are willing to make the cultural change required to support an effective diversity strategy, the gains in organizational performance will be remarkable. With nearly thirty years in corporate settings, I have seen the power of diversity and inclusion, as well as the weakness of narrow cultural settings. I believe that the leaders of all organizations should be asking, "*When* will we begin to execute our diversity and inclusion strategy?" There are no "ifs" about it.

If you share these views, you know that a special and powerful synergy can exist in teams of people with wide-ranging differences. If you seek to create this synergy in your own organization, this book will be a valuable tool. Fred Miller and Judith Katz have devoted their professional lives to the principles of cultural diversity and inclusion. This book is a rich compendium of their learning and experience. I was honored when they asked me to share my perspective in this foreword.

The greatest value I can lend in this space is to underscore the authors' views on the commitments that must come from the top of any organization intent on creating a diverse and inclusive culture. The primary commitments needed from senior leaders are clear and often-repeated statements of purpose, a tight alignment of the culture change strategy with the business or organizational strategy, and demonstrated behaviors by the senior leadership team, consistent with their declarations of purpose. If any of these are missing, the result at best is what Fred and Judith call diversity in a box. At worst, weak senior commitment or a perceived lack of organizational relevance will only encourage the doubters and outright cynics.

Every organization must find its own statement of purpose in pursuing a culture of inclusion. One size does not fit all. At Toyota, our work towards creating a culture of inclusion is in harmony with and supports our vision “to become the most successful and respected car company in America.” The statement of purpose must be understood to embody the larger goals and aspirations of the organization and must be communicated, communicated, and then communicated some more. Just as you begin to think you are driving everyone to distraction with your repetition, many will be hearing your commitment for the first time.

Some organizations avoid the necessary commitment to a diversity strategy because they fear it will be divisive, pitting groups or cultures against one another and alienating the dominant group with no benefit to anyone. Certainly that is a risk with any half-hearted, diversity in a box approach. And even with a well-executed effort, senior leaders must expect and endure some resistance and push back in the early stages. Every culture change initiative has its commitment-testing phase, but with a sustained clarity of purpose and perseverance, there will be an Inclusion Breakthrough. The breakthrough occurs as a result of the process of discovering, acknowledging, and valuing the differences in people. Although the process is often tough, it cannot be skipped or cut short. It is the pathway to inclusion and, by that inclusion, the pathway to all of the talent and power in your organization.

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Preface

We wrote this book because we believe in the power of diversity. Although some organizational leaders believe that they have seen and experienced the positive elements of diversity, virtually all have been practicing what we call diversity in a box. Unleashing the real potential of diversity offers performance benefits that are an order of magnitude more than most organizations have ever accomplished and many of us have ever seen.

Through traditionally restrictive policies, practices, and structures, many organizations put a blanket over people, smothering much of their diversity. We believe organizations that remove the blanket and support human diversity will be the big winners in the twenty-first century.

Many people believe that diversity is a problem that takes enormous energy to manage, address, and deal with, and that sameness is so much easier. After all, it takes work to be part of a diverse organization or team. Phil Wilson, a former executive with Oracle, had an opposite point of view. He believed that it takes more energy to keep the blanket on human diversity than to unleash it, and it takes a lot of work to maintain and deny that diversity. Diversity is natural, and any effort to stifle it takes more work than enabling it.

The real work for organizations in search of higher performance and greater success ought to be supporting diversity and aligning it for a common purpose. The real challenge for organizations is to remove that blanket.

We believe organizations are strengthened by a diversity of perspectives, nationalities, and backgrounds. We believe that all groups possess the inherent potential of diversity, but to truly leverage it you need inclusion.

- How much of themselves are people allowed and enabled to contribute?
- How are their different perspectives, talents, skills, and styles allowed and enabled to interact to create enhanced results?

This book represents what we have learned from our work over the past 30 years with a wide range of clients in a broad range of industries, from long-established manufacturing and service organizations to entrepreneurial start-ups, from Fortune 50 multinationals to non-profit foundations, from city and county governments to school districts, colleges and universities, and from individual coaching sessions to small-scale educational events to 100,000-person system-wide interventions.

Over time, what has emerged from The Kaleel Jamison Consulting Group, Inc. work is a methodology for change and creating organizational breakthroughs. This book is our effort to capture the insights, experiences, frameworks, and interventions from our decades of real-world, real-organization experiences.

Many attempts at making diversity work inside organizations have failed. We wrote this book—to help create an image of what real success can look like. In this book, we talk about what *could* be—what is available to organizations if they allow and enable themselves to flourish, to grow, and to come together and do their best work.

In our work with clients and in our service as directors on the boards of Ben and Jerry's, the Institute for Development Research, the National Training Laboratories, the Organization Development Network, the Social Venture Network, the American Society for Training and Development, and others, we have seen glimpses of what unleashing the power of diversity can do. We have seen it, we have touched it, and we have seen how much individuals, teams, and organizations have gained from it. It is hard to describe the potential we see, but we will try. *It* is the difference between black-and-white TV, color TV, and high-definition TV. When we had only

black-and-white TV, most of us were satisfied. It was the invention of the century. We saw new and wonderful things. How could there be more? How could it get any better? But then color TV opened our eyes to a new reality—a new and truer view of the world. And now we have high-definition TV—multi-dimensional images, not flat people in a flat world. The world and people are more dynamic and wondrous than the earlier TV screens portrayed.

Organizations have been operating in a black-and-white TV world. They have been utilizing just one or, at most, a couple of the dimensions of humankind. They do not see or leverage the multi-dimensional diversity of humankind. They let only some people in the game and require most to conform to a very narrow bandwidth of behavior. People are more than that, and organizations *need* more than that, especially if they hope to be successful in the future. We are not saying, “Anything goes!” Far from it. We are simply saying that there is plenty of room to expand the bandwidth of appreciated and valued behaviors and styles, with an ever-present eye on whether the bandwidth serves the mission and strategies of the organization. We believe greater success awaits organizations that widen their range.

We know from experience that people have more to give than many organizations allow. In the black-and-white TV world we entered as employees in the 1960s, many people saw only a young African American man from the inner city of Philadelphia and a black college called Lincoln, and a young Jewish woman from Queens, New York, who attended Queens College. They saw a couple of dimensions and rated us on them. Many did not see the high-definition reality and potential that now has us leading a 100-plus-person consulting firm considered by many as the preeminent firm in the area of strategic culture change as it relates to leveraging diversity and inclusion. They could not imagine that those two individuals would consult to many of the Who’s Who in corporate America.

Our point is that we are not exceptions. In fact, we see ourselves as normal. We are just two examples of the potential that awaits all of us if we leverage the diversity of humankind and include all people in our problem-solving and pursuit of opportunities.

We are optimistic about the future when we reflect on how little of what people have to offer, individually and collectively, has actually been leveraged by organizations. Yes, society and technology have accomplished a great deal, but we have so much further that we can go. Many organizations have achieved significant success using only a fraction of their collective experience, knowledge, and potential. We think all of us have been building, creating, and accomplishing with one hand bound behind our backs.

We believe that freeing that hand will create greatness beyond our imagination.

A note about the case studies: The examples in this book are all based on fact and experience. Details have been changed to maintain confidentiality and anonymity of organizations and individuals. In virtually all instances, the case examples do not represent isolated incidents. They were chosen because they illustrate patterns we have seen repeated consistently or solutions that have been successful in several organizations.



PART THREE

Creating an Inclusion Breakthrough

Every organization is different. A rigid formula for change cannot be applied successfully. The methodology for an inclusion breakthrough is designed to be not a road map, but a series of signposts. The route each organization takes depends on its size, hierarchy, infrastructure, people, leadership, and history. It provides tools for identifying themes and issues that prevent the people of an organization from doing their best work. And it offers guidelines for addressing those issues in ways that will lead to sustainable success. Ultimately, it is designed to create an inclusion breakthrough—an environment in which every member of the organization can add value and enhance the organization's performance and competitive advantage for today and tomorrow.

The methodology is composed of four phases, as shown in Table 4: building a platform for change; creating momentum; making diversity and inclusion a way of life; and leveraging learning and challenging the new status quo.

Table 4: The KJCG methodology for an inclusion breakthrough

INTEGRATION INTO ORGANIZATIONAL CORE WORK PROCESSES	PHASE I: BUILDING THE PLATFORM FOR CHANGE				MANAGEMENT PLANS, POLICIES AND PRACTICES ALIGNMENT	
	<ul style="list-style-type: none"> Position effort to be a Way of Life Establish the Organizational Imperative for the culture change Undertake organizational assessment, i.e., "Giving Voice" sessions Begin Education and alignment of senior leaders Feedback session with learning partners Identify internal leadership for the change effort Take immediate actions in areas that need attention and/or "make a statement" about the commitment to the Inclusion Breakthrough 					
	PHASE II: CREATING MOMENTUM					
	<ul style="list-style-type: none"> Develop initial 12- to 18-month plan Implement aggressive efforts to engage, inform and enroll the people of the organization Develop a critical mass of Agents of Change Begin education to create new competencies for senior leaders, managers, individual contributors Create processes to address blatant or subtle discrimination/barriers Support networks, mentoring, coaching and buddy systems Identify and begin work in "Pockets of Readiness" 					
	PHASE III: MAKING DIVERSITY AND INCLUSION A WAY OF LIFE					
<ul style="list-style-type: none"> Expand the initial plan to a long-term strategic plan that integrates and partners with all change initiatives 		<ul style="list-style-type: none"> Formalize accountability for living the competencies in the new culture (scorecards & other tools) Baseline diversity and inclusion into all education, training and programs 	<ul style="list-style-type: none"> Implement incentives and rewards to support the Inclusion Breakthrough and to create organizational pull Enhance performance feedback systems to support the new culture 	<ul style="list-style-type: none"> Involve stakeholders (e.g., suppliers, joint ventures, acquisitions, community, board members) 		
PHASE IV: LEVERAGING LEARNING AND CHALLENGING THE NEW STATUS QUO						
<ul style="list-style-type: none"> Reassess organization to identify progress and gaps Reassess how the work of the organization is done 		<ul style="list-style-type: none"> Communicate accomplishments and success practices internally and externally 	<ul style="list-style-type: none"> Identify and address areas that will support higher and higher performance 	<ul style="list-style-type: none"> Continuously improve the change process 		

Although we present the phases sequentially, the components need not be implemented in this manner. Whereas some actions and strategies may be implemented only after certain resources and

competencies have been developed, others may be carried out simultaneously. The methodology is flexible and adaptable to the needs of each organization. In different organizations, different interventions may be required at different stages, and some parts of some organizations will move at different paces. Therefore, those implementing the methodology must be flexible and adaptable as well.

Organizations that have made long-term commitments to implementing these breakthrough strategies have seen substantive, measurable, and positive changes, including reduced employee turnover, improved customer satisfaction, faster and more effective customer service, increased market share, successful penetration into new markets, and increased productivity. From front-line people to CEOs, people have also reported new levels of innovation, enthusiasm, commitment, job satisfaction, belonging, and contribution.

These strategies are predicated on four essential building blocks of effective change:

- **Leverage:** Find and develop the most effective actions and points of opportunity to gain the maximum payoff from each action undertaken. Work to enhance the strengths of the organization rather than spending time on points of resistance.
- **Linkage:** Coordinate and connect all organizational initiatives and activities so that they work together to create a total that is greater than the sum of its parts.
- **Leadership:** Equip both formal and informal leaders of the organization with the education and skills training needed to live and model an organizational culture that leverages diversity and builds inclusion. Hold each person accountable for her or his actions—making inclusion a way of life.
- **Learning:** Recognize the process of change as an act of continuous discovery. Understand that making mistakes is part of the learning process.

C h a p t e r

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Building the Platform for Change

Phase I of the technology for creating an inclusion breakthrough focuses on identifying, developing, and aligning resources and positioning the effort for implementation. It is the time for finding allies and partners and for laying the groundwork for change. In many ways, the most difficult part of the effort occurs before ever moving to the Phase I action items (see Table 5). Whether as an individual or as a group, taking the career-threatening risk of standing up and advocating for change requires a great deal of courage. That is what is required before real change can begin.

POSITION THE EFFORT TO BE A WAY OF LIFE

Change can start anywhere in an organization: in middle management, among line workers or in the Human Resources department. But for any change effort to be effective, have a lasting effect on an organization and be truly transforming—in other words, to be an inclusion breakthrough—it must be led and modeled from the top. Only the organization’s senior executives can provide the commitment, resources, and credibility required to convince people in the organization to stop behaving in the ways they have always behaved and to start adopting new, unfamiliar ways that may initially feel awkward, embarrassing, and risky. Unless senior executives live the

Although this might seem like a risky strategy, it is actually a way to take the lead across a range of key business fronts—from winning the competition for talent to becoming an industry's highest-performing organization. By sharing its vision of change, the organization needs to be clear that it is working *toward* this aspiration. It needs to admit that this is unfinished business, without pretending that perfection has been attained, so that people who join the organization see themselves as having a role in creating a new organization and a new vision and do not feel misled into thinking that the work is completed.

As organizations become more and more clear about how to improve their processes, many become even greater advocates for change, joining with other organizations to bring collective clout to issues of social responsibility vital to all organizations. Some become active members of groups such as Business for Social Responsibility or the Social Venture Network so that they can work together to change the way the world does business. Others see that baseline success is not enough and aspire to reach the new baseline

CONTINUOUSLY IMPROVE THE CHANGE PROCESS

For an inclusion breakthrough to succeed and continue, it must be treated as a process of continuous improvement. Using feedback from ongoing benchmarking and internal surveys, an organization should continually examine and enhance its processes and strategies. The primary assumption should be that strategies and policies must change over time because the needs of the market, the environment, the people and the organization always change.

SUMMARY OF PHASE IV STRATEGIES

Phase IV of the methodology for creating an inclusion breakthrough is really a new beginning to the change process. It is a time for

reassessment of the organization's needs, resources, strategies, and competencies—and how well positioned its culture is for leveraging the organization's diverse talents.

It is also a time for renewing the leadership of the change effort, providing new vision, fresh perspectives, and new sources of energy that can come only from a new generation of leaders who stand on the shoulders of those who came before. Although it is a new beginning for the change process, it is not doing the process over. The learnings and experience gained in phases I through III will motivate leaders to take the organization in directions that the leaders of the first phases could not have imagined, predicted, or hoped for.

C o n c l u s i o n



Breaking Out of the Box

Having read through these chapters, you may be wondering where to start. Often organizations and individuals feel overwhelmed at the task of not only having a program on diversity but also undertaking a major change initiative. At times, a diversity in a box strategy can seem easier to accomplish and manage and clearly easier to get one's arms and resources around. For real, substantial change, however, it is essential to break out of the box and go for a breakthrough. When all is said and done, the question becomes, "How will your (and your organization's) investment of time, money, people, and resources pay off in the long run?" Although quick-fix solutions are appealing, the long-term payoff of an inclusion breakthrough is where the real power of diversity is unleashed.

The first step is to overcome the conceptual trap that an inclusion breakthrough is not possible. You and your organization must be able to dream bold dreams and hold high expectations of what is possible in terms of change.

The second step is to recognize that committing to an inclusion breakthrough strategy and sticking with it is an ongoing challenge. Yet it is one that more and more organizations are undertaking every day. True, the results can be difficult to discern at first. And for many, the journey may seem like a major risk, a leap of faith into

the unknown. But the fact that organizations from every facet of society are making steps in this direction speaks loudly. For organizations committed to the journey, achieving an inclusion breakthrough takes bold and radical steps, but it is an attainable reality.

In these pages, we have offered some paths to a breakthrough. Since 1970, our consulting firm has seen dramatic changes in the willingness of many organizations to address diversity. We have experienced the transformation of business units and the blossoming of individuals and work teams. We have seen excitement unleashed as people contribute their wisdom, their voices, and their value. We know that inclusion breakthroughs are possible. And we know that they are not easy.

HOW TO BEGIN

To bring about an inclusion breakthrough in your organization, you have to start by making one within yourself. To lead an inclusion breakthrough effort, you must commit yourself to constant learning and growing. Part of creating a safe environment for growth and change is making it safe for people to experiment and to know that each step informs the next—to allow for mistakes, to deal with obstacles, and to identify new opportunities along the way. It takes both patience and a sense of urgency to achieve a breakthrough: patience to position all the right elements and urgency for execution.

Getting an inclusion breakthrough effort successfully launched may seem like a triumph, but it is really just the first step of the journey. It is a time for celebration, but after that, the real work begins. Just when you think you are making great progress, you may encounter the roughest going. As Kaleel Jamison often said, “Change in the middle looks like failure.”

To succeed and survive on this journey, you and others must be committed to the potential of all people in the organization and the positive power of their combined efforts. Above all, you must be brave. As you begin this undertaking, here are a few key lessons we have learned.

DON'T TRY TO DO IT ALONE

Inclusion is a process of partnerships. Find partners who share your commitment to creating an inclusion breakthrough.

You must do more than simply enable others to join you. You must also be willing and able to join them. In a true partnership, you will sometimes lead, sometimes follow and sometimes share both roles at the same time.

There is no singular road to an inclusion breakthrough. Herb Shepard said, “[You need to] light many fires [and] not build hills as you go” (1985). Partnership means developing mutually supportive relationships and learning from each other along the way. You cannot create an inclusive environment alone.

GROW THE CHOIR

The best strategy for creating an organization-wide inclusion breakthrough is to create small-scale working models. Don’t waste energy challenging the most difficult obstacle. Instead, work with your partners and allies to create successful models that other people can join or emulate—a pull versus push strategy. Many people dismiss preaching to the choir because they are already on board and supportive of the effort. However, it is critical to enlist those already supportive of change. Find a way to strengthen the power and voice of the choir members as catalysts for change.

WALK TOWARD YOUR TALK

An inclusion breakthrough is a process of discovery, of uncovering opportunities and possibilities that have been buried in the organization. There will always be more things to learn, more ways to enable people to work together more effectively, and more opportunities to explore. Be brave enough to create goals beyond your current capabilities, and then strive to achieve them. Too often efforts fail because people are judging the ways in which behavior does not live

up to the espoused values of inclusion and the vision of change. It takes time to truly live the vision of an inclusive culture. The true test is whether the organization and its members are walking toward the talk. Remember, our vision is often ahead of our behavior, so the question is, “How are you closing the gap?”

EXPAND YOUR BOUNDARIES

This work is bigger than any one sector; all are needed. If we don’t address the communities in which organizations exist, we would be building on quicksand.

The key to success is the joining of all segments of society. Corporations cannot do this alone, communities cannot do this alone, nor can governments or any organization. It will take all of us partnering together in new ways to make an inclusion breakthrough. A society cannot be healthy, just, and flourish unless all members are included and engaged in making it better.

We can change the world

Our vision is to change the world by changing one organization at a time. Organizations provide the leverage points, the pockets of readiness that can unleash the limitless power of human diversity. We celebrate those of you already on the journey, and we welcome and applaud those of you bold enough to start.