



Diversity & Inclusion Councils: A CWE Case Study

After a senior leadership meeting where an overview of the state of retention, turnover and engagement scores were presented, ABC Company realized turnover numbers were well above industry standards. A closer look revealed that the majority of the employees leaving the company were MBA graduates who were highly sought after. Also, the exiting group's composition was primarily female and African American.

The Center for Workforce Excellence was chosen, based on RFP, to collaborate with the ABC Company's HR and ODI teams to develop a strategy that would help the organization improve and achieve their goals. CWE created and utilized the following engagement strategy to achieve the aforementioned goals:

- Conducted focus groups and one-on-one interviews of 250 employees
- Analyzed the collected data
- Built an executive summary with key findings
- Leveraged key findings to build a comprehensive strategy which included the following:
 - Created a Diversity and Inclusion Council comprised of senior executives across multiple business units and functions
 - Administered IDI (Intercultural Development Inventories) to the top 100 leaders
 - Assessed/reconfigured talent development strategies to ensure key components were put in place, such as:
 - On-boarding
 - Mentoring
 - Transparent succession planning
 - Designed and delivered customized leadership development curriculum programs for mid-level managers (content later integrated into ALL training programs offered via the corporate academy)

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The Center for Workforce Excellence, along with the HR and ODI teams, continued to create and utilize the following engagement strategy to achieve the aforementioned goals:

- Changed ABC Company's curriculum focus to:
 - Building cross-cultural competencies
 - Eliminating bias in the workplace
 - Establishing diversity and inclusion as a business imperative
 - Improving relationships between managers and direct reports of other genders and ethnicities
 - Addressed Employee Resource Group's contribution and value via:
 - Implementation of a standardized process to create resource groups
 - Linkage to business development
 - Integration into the talent management/development process
 - Created scorecard to measure diversity and inclusion strategy effectiveness
 - Outlined new multicultural marketing strategy inclusive of:
 - Benchmarking
 - Identification of infrastructure needs
 - Reconfigured community engagement from a check-based relationship to business-based reciprocal strategic relationships

Proven outcomes from The Center for Workforce Excellence's partnership with ABC Company:

- Improved employee satisfaction survey results
- Reduced turnover
- Increased employee engagement
- Advanced product innovation as a result of driving the creation of a diverse R&D, Marketing and Sales team
- Recognition of the organization as a "great company to work for" by numerous establishments
- Deeper embedding of diversity and inclusion principles and leadership practices into the culture is now occurring
- Strong community support was gained and helpful in recruiting and on-boarding efforts