Diversity & Inclusion in the Talent Life Cycle

Presented by
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Diversity & Inclusion: Talent Life Cycle

Objectives

1. **Inform, educate, engage** those who hire or influence hiring

2. **Explore the challenges** of inclusive recruiting and retention

3. Gain insight into **best practices** to creating and retaining a diverse and inclusive workforce
Key Benefits: Workplace Diversity

- Increased creativity
- Foster innovation
- Better consumer understanding
- Richer brainstorming
- Better decision-making
V.U.C.A.: Volatile, Uncertain, Complex, Ambiguous

Inclusion Forum

#NCAAIInclusion
The Role of Leaders

- Asking the right questions
- Eliminating bias in the workplace
- Sustaining workplace equity
- Optimizing all talent
- Ensuring a diverse and inclusive culture
- Encouraging inclusive behaviors
- Being an inclusion champion
- Integrating D&I practices throughout the Talent Life Cycle
Asking the Right Questions

• How **diverse**, equitable and inclusive are our hiring practices?
• How successful are our **onboarding**, mentoring and coaching processes?
• Are our **succession-planning** and ‘stretch assignment’ approaches working?
• What do the findings from our **exit interviews tell us** about retention?
• How are our **senior leaders engaged** in supporting diversity, inclusion and engagement? What about our **staff**?
• To what degree does our employee **education and training support diverse employee advancement and retention**?
• How is our organization involved in **diverse communities**?
• How do we ensure our **search process** will produce a **diverse candidate pool**?
## Eliminating Bias in the Workplace

<table>
<thead>
<tr>
<th>Halo Effect Bias</th>
<th>Attribution Bias</th>
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</thead>
<tbody>
<tr>
<td>An initial positive impression of an individual leads to perceiving everything the person does in a positive light</td>
<td>Tendency to overestimate the influence of disposition and underestimate the influence of situation</td>
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<tr>
<td><strong>Competence/Likeability Tradeoff Bias</strong></td>
<td></td>
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<tr>
<td>The tendency to see very “likeable, friendly and nice people” as less competent</td>
<td><strong>Confirmation Bias</strong></td>
</tr>
<tr>
<td><strong>Performance Attribution (Crediting) Bias</strong></td>
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<tr>
<td>Tendency to give credit to someone who did not earn it or to diminish the contribution of someone whose work was critical to succeeding</td>
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Sustaining Workplace Equity
Optimizing All Talent

Individual Mindset

Beliefs
Values
Perspectives
Feelings
Judgments

Environment at Work
• Results
• Outcomes
• Competencies
• Behaviors
• Experiences
• Skills
• Requirements
• Decision making
• Insight

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Ensuring a Diverse and Inclusive Culture

“To develop a complete mind: Study the science of art; Study the art of science. Learn how to see. Realize that everything connects to everything else.”
— Leonardo da Vinci

"After a certain high level of technical skill is achieved, science and art tend to coalesce in esthetics, plasticity, and form. The greatest scientists are always artists as well."
— Albert Einstein
Encouraging Inclusive Behaviors

5C Inclusion Continuum Toolkit

Exclusive Behaviors
1. Avoid
2. Dismiss
3. Question
4. Tolerate
5. Test
6. Deny
7. Discount
8. Dismiss
9. Defer
10. Repulse
11. Reprimand
12. Eliminate
13. Marginalize
14. Deflect

UNKNOWN

Inclusive Behaviors
1. Appreciate
2. Affirm
3. Advocate
4. Sponsor
5. Develop
6. Stretch
7. Mentor
8. Resource
9. Train
10. Coach
11. Feedback
12. Encourage
13. Include
14. Challenge

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Ensuring a Diverse and Inclusive Culture
Integrating D&I into The Talent Life Cycle

DIVERSE AND INCLUSIVE TALENT LIFE CYCLE MANAGEMENT

SOURCE RECRUIT SELECT ONBOARD COACH SPONSOR MENTOR DEVELOP STRETCH ADVANCE PROMOTE RETAIN
Summary

• Pledge and Commitment to Diverse, Inclusive & Equitable Workforce
  – Consult NCAA tools
    (Framework for Action, more being developed)
  – Deploy recognized best practices
  – Think in systemic terms (Talent Life Cycle)
  – Focus on continuous improvement (leverage strengths, identify opportunities for improvement)
THANK YOU!

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