

More Than A Feeling: Defining and Measuring Inclusion

Tuesday 9 April 2019



How to participate in this webcast

- 1. Ask questions** as they occur via the chat box at the bottom left of your screen. We will weave them into the conversation and may follow up via email if there are questions left at the end of the hour.
- Feel free to **download the presentation** via the 'File Download' pod in the bottom center of your screen
- You may **full screen** the video or PPT at any time by clicking the 4 arrows at the top right of the screen
- Complete the brief **evaluation** at the end so we can incorporate your feedback into future programs
- Share this program with your colleagues. It will be available **On Demand** after the webcast on The Conference Board website.



Earn Credits

- Stay online for the entire webcast
- Credit available for participation in the live webcast only

HRCI

- ✓ Type your full name, email address, and specify “HRCI” in the space provided

SHRM

- ✓ Type your full name, email address, and specify “SHRM” in the space provided

CPE

- ✓ Type your full name, email address, and specify “CPE” in the space provided
- ✓ Click ‘ok’ for 3 popups that occur during the program





Sarah Bond
Director, Diversity
and Inclusion in
Business Council,
Europe
***The Conference
Board***



Marion Devine
Senior Human Capital
Researcher, Europe
The Conference Board



Mary Young, DBA
Principal Researcher,
Human Capital
***The Conference
Board***



Rationale for the research

Starting point February 2018:

1. Companies struggling to define inclusion in a meaningful way
2. No consensus over the factors contributing to inclusion
3. Ongoing scepticism over business case for inclusion (compared to diversity)
4. A lot of agreement over how to measure diversity but as employees self-identify the measurement of diversity is also changing
5. No consensus over how to measure inclusion
6. Measuring inclusion = measuring intangibles (feelings, perceptions, experiences)



Methodology

1. Documentary review of approaches to measuring inclusion
2. Focus groups with Conference Board's Diversity and Inclusion Councils in US and Europe
3. Discussion with Conference Board's global Diversity and Inclusion Institute
4. One-to-one conversations with companies with leading practices in defining and measuring inclusion



Defining Inclusion

“Diversity is being invited to the party.
Inclusion is being asked to dance.”

\Verna Myers, VP Inclusion Strategy, Netflix



Inclusion is complex and difficult to define

- “Bringing your whole, authentic self to work.”
- “Bringing people together for the benefit of the company so you can leverage their different points of view”
- Belonging
- Less hierarchical, speak-up culture



Challenges in Defining inclusion

“If you have the wrong definition, you’ll measure the wrong things.”

Paralysis

“We ran a five-day immersion meeting on inclusion and didn’t reach a common definition.”

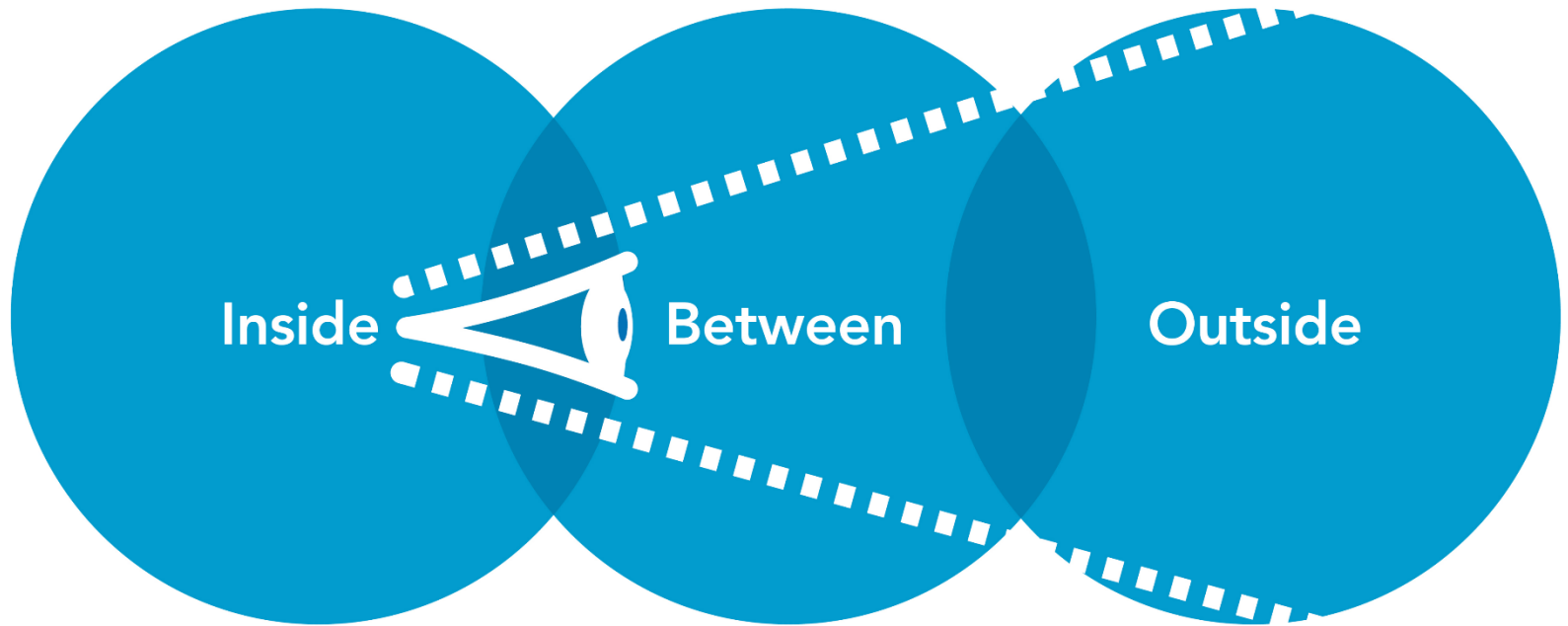
Cultural nuances

“The word doesn’t exist in some countries. In France we have to use the word integration.”

Fluff

“It can become a bit vague and fluffy – inclusion can become a catch-all for every virtue the company wants to encourage.”





Where does inclusion live in the workplace?

- **Inside people**
 - ✓ Perception of being seen, heard, listened to, respected, valued, belonging, psychological safety
- **Between people**
 - ✓ Relational and behavioral: interactions with colleagues, immediate team, manager
- **Outside people**
 - ✓ Workplace & organization: culture, formal policies, work processes, decision making, access to information, developmental opportunities



But inclusion is even more complex than that!

- Continuously created
 - ✓ “It’s more like a verb than a noun.”
- Context-specific
 - ✓ *This* relationship, *this* interaction, *this* event, *this* team/project
- Individual & personal
 - ✓ Some common themes but also individual differences



The Conference Board's Definition of Inclusion

In an inclusive workplace, everyone feels respected and valued for being who they are; people trust that they can speak up and be fairly treated; and they share a sense of belonging.

Inclusion is not a steady state. It is continuously created through the ways people and the organization operate. In an inclusive workplace, people can do their best work and organizations can gain the full benefit of a diverse workforce.



Create a Definition That Fits Your Company

- Use an inclusive process to develop, test & refine your definition— knowing it will evolve over time
 - ✓ Clear without being simplistic
 - ✓ Encompasses the inside, between & outside aspects
- Using an inclusive process, identify specific behaviors, policies, and processes that create or undermine inclusion



Measuring Inclusion

Challenges in Measuring Inclusion

- Resistance to measuring subjective experience
- Confusing inclusion with diversity
- Using existing engagement questions as a proxy
- Asking generalized questions
- Taking just an annual snapshot
- Focusing on limited variables – typically age, gender, geography
- Looking for a causal link between inclusion & business outcomes
- Interpreting results – how much inclusion is “enough”?



Use a Combination of Methods



Qualitative Approaches

- Focus groups
- Interviews
- Partnering with ERGs and other populations

Quantitative measures

- Surveys

New data collection & analytical approaches

- Organizational Network Analysis
- Sociometric badges
- Text & sentiment analysis



Quantitative Questions Using a 1-5 Scale

- Inclusion inside
 - ✓ I am comfortable being myself at work.
 - ✓ Even when something negative happens, I do not question whether I belong at [company].
- Inclusion between
 - ✓ My leader creates an environment where I feel comfortable expressing my ideas and views.
 - ✓ I go out of my way to make others feel like they belong.
- Inclusion outside
 - ✓ My organization has an authentic commitment to inclusion.
 - ✓ My company gives equal access to learning and development opportunities.



Qualitative Questions and Follow-up Probes

- Inclusion inside
 - ✓ Are there aspects of your identity you feel you must keep separate from the workplace? What's the impact on you personally?
 - ✓ Do you feel that you belong at the organization? Why or why not?
- Inclusion between
 - ✓ Do you feel that you are a valued member of your team or workgroup? Why or why not?
 - ✓ Tell me about a time when being different from others affected your willingness to share an opinion or idea.
- Inclusion outside
 - ✓ How does the organization foster an environment where people know that their ideas are valued? Where do we fall short? What specific actions would make it better?



Final Thoughts

- Don't let the subjectivity of inclusion become a reason *not* to assess it
- Assume your measurement efforts will get better over time
- Seek internal partners such as workforce analytics team
- Emerging technologies and new data sources will enable better insights
- Inclusion need not be shouldered by D&I alone—nor *should* it be



Download the [research report](#) from our website



Listen to a [webcast](#) or a [podcast](#) with Bristol Myers Squibb's Global D&I Leader, Linda Leonard



Related Peer Networks:

Diversity and Inclusion in Business Council

This Council was established in 2000 in Europe, to identify emerging issues and best practice in the Diversity and Inclusion fields, and to help shape and communicate appropriate business responses.

For more information contact:

Marie-Laure Bultot

+32 (0) 2 566 99 06

Marie-laure.bultot@conferenceboard.org





Webcast Evaluation

The 5 question survey will open in your browser window

Please click on the link above to submit your feedback on today's program. Your opinions are very important to us. Thank you for your time.