

The POWER of INCLUSION

Unlock the Potential and
Productivity of your Workforce

Discussion Guide

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The Power of Inclusion

Discussion Guide

Readers have recommended *The Power of Inclusion* as more than just “a great read.” Its many thought-provoking ideas and themes provide a starting point for discussions about the way we embrace diversity and create greater development opportunities for all people.

The Power of Inclusion Discussion Guide can be used for independent study, team meetings, and book groups by providing questions to guide or inspire further exploration of *the power of inclusion*.

This material may be used in its entirety or distributed to others provided that it is not changed in any manner.

Chapter Summaries	Discussion Questions
forward	
<p>Jim Kilts talks about his relationship with the diversity and inclusion work done at Gillette.</p>	<p>What is his point of view regarding functional excellence?</p> <p>How might that have prevented or supported effective D&I work at Gillette?</p>
introduction: the business imperative	
<p>Narrow beliefs about talent and ability unnecessarily limit the contributions of employees and undermine the productivity of business.</p> <p>The pattern of “sorting and selecting” higher performing employees in fact serves to systematically exclude portions of each organization’s workforce.</p>	<p>Who is responsible for learning in a “culture of development?”</p> <p>What potential value does a “culture of development” bring to a business and the people who are part of it?</p>
chapter 1: two models of development	
<p>The belief that “some have it and some don’t” drives managers to sort and select based on subjective criteria.</p> <p>Ongoing development does not mean unlimited advancement. It does mean higher levels of performance within one’s current job.</p> <p>Inclusion is a shared responsibility *that is supported by effective positioning and well-managed dispositions.</p> <p>First contacts with employees set the foundation for quality relationships.</p>	<p>Pick a job or position in your company that may often be seen as a bottleneck. What’s creating that perception?</p> <p>What might be the impact on business if people in that job performed their job at higher levels of excellence?</p>
chapter 2: overcoming barriers to development	
<p>Negative assumptions shape limiting beliefs about others which justify low expectations and negative treatment.</p> <p>Quality treatment makes a very different assumption; that failure is essential to the learning process. Believing in the inherent capacity of others to succeed and supporting their effort with feedback is essential to quality treatment.</p>	<p>Why is employee confidence critical to business performance?</p> <p>What can you do to both: (1) set high standards, and (2) support employees as they seek to learn from their failures?</p>

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chapter 3: managing inclusion—positioning all employees for success	
<p>Employee development depends on the quality of relationship between people and their managers. Successful managers are those that are best able to “unlock the potential of their employees.”</p> <p>When we instill a culture of development we increase the number of “go to” employees, improving quality, efficiency and overall results</p> <p>“Learning Loops” link together the development of employees and the improvement of our business to drive bottom line results</p> <p>Positive Position and Disposition benefits both employees and their managers. This relationship drives learning, development and performance for everyone</p>	<p>To what extent does employee learning drive business success?</p> <p>Are all employees invested in their own learning? If not, why?</p>
chapter 4: strategic leadership	
<p>In order to be most effective, leadership must move their organization from compliance to internalization. Internalization speaks to leadership’s ability to both inspire the deepest commitment of their employees and create practices to support it. Sustainable change depends on it.</p> <p>Creating a unique and compelling business case for inclusion is an essential first step to shaping a high performance culture of inclusivity.</p> <p>In order for inclusion to take hold, it must be positioned as a strategic imperative and linked to the most critical long term goals of the business.</p>	<p>What are some leadership behaviors that inspire a deep level of employee commitment?</p> <p>What prevents leadership from being more directly and authentically engaged with their employees?</p>
chapter 5: aligning human resources with a culture of development	
<p>In order to effectively promote a “culture of inclusion” Human Resources must: (1) act a strategic partner, and (2) enact policies and processes that support a capacity building mindset.</p> <p>The technical and behavioral competencies that define success must be clearly described to the workforce.</p> <p>Human Resources must take steps to ensure that the subjective assumptions that influence recruitment and promotion do not drive the decision making process.</p> <p>Performance management systems drive capacity building when they make use of objective standards that are consistently applied.</p>	<p>To what extent do all employees understand what it takes to succeed?</p> <p>How does your organization ensure that the evaluation of employees is driven by competencies consistently applied across the organization?</p>

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Chapter 6: jump-starting inclusion—establishing the infrastructure	
<p>Executive sponsorship of inclusion is critical to its adoption as part of the organizational culture.</p> <p>Creating a “seat at the table” by placing the responsibility for inclusion within the formal organizational structure is key.</p> <p>Executive steering committees, inclusion councils, and employee affinity groups are examples of structures that embed inclusion within and organization.</p> <p>Formal mentoring programs are critical to supporting the development of minority groups. They are a way to expand key relationships beyond the bounds of personal identification and traditional networks.</p>	<p>What are the organizational structures that are responsible for driving inclusion in your organization?</p> <p>Is inclusion viewed as critical to business performance? Who are the leaders who drive inclusion, and what are the structures that make it sustainable?</p>
Chapter 7: inclusion in the global economy	
<p>Our transformation to a global economy, the changing nature of our trading relationships and composition of the workforce have created more cross cultural interaction than ever before. Inclusion is a methodology that allows us to more effectively manage and leverage these multicultural relationships.</p> <p>Inclusion is an approach that helps companies support increased utilization of their workforce across a global value stream.</p> <p>Cross-cultural differences must be understood and managed in order to ensure that quality treatment and a sense of value are available to workers across geographies.</p> <p>Quality treatment, position and disposition are tools that drive inclusion.</p>	<p>What is your organization’s dominant culture and how is it viewed by other cultures within your organization?</p> <p>To what extent do people managers understand how different cultural groups perceive the organization?</p>
Chapter 8: measuring progress and demonstrating results	
<p>In order to achieve effective results from our inclusion work we must measure them. Benchmarking business, employee development, and employee feedback data is a clear way to begin.</p> <p>Behavioral change is critical and is driven by regular feedback. 180 and 360 feedback surveys are a way to measure it.</p> <p>Establishing realistic goals, measuring progress, rewarding success and creating a culture that supports development are all steps in the inclusion “value stream” that drive progress.</p>	<p>What is the standard for inclusion in your organization? Does it end with awareness or is there a clear set of behavioral competencies that describe it?</p> <p>Across organizational levels are employees clear on what they must do to support inclusion in your organization?</p>

The Authors

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