

# DIVERSITY INITIATIVES

Leadership and Accountability for Action

## MANAGING IN A DIVERSE WORKPLACE

*How can I make a difference?*

### Senior Leaders

- Demonstrate leadership in support of diversity in the organization and community through personal participation in activities and sponsorship of initiatives.
- Provide sustained support for the long-term by continuing to focus on diversity as a strategic initiative for the organization.
- Continue to support diversity initiatives through active communications and involvement.
- Create a standard of excellence by providing recognition for those taking leadership roles in support of diversity.
- Promote systemic changes that break down barriers to creating an inclusive environment.
- Hold managers and supervisors accountable for developing all employees.

### Other Suggestions from Florida YLD Affiliate Outreach Conference – Feb. '06

- Have leadership contribute to a newsletter to help foster communication about their position on diversity and inclusion
- Assign cross assignments within the organization to help eliminate barriers and to assist with better understanding of roles within organization
- Initiate cross-cultural mentorship program
- Support Diversity Committee
- Commit to diversity-related service projects

### Managers and Supervisors

- Take personal responsibility for development in understanding diversity and organizational implications.
- Manage in a way that is consistent with the values of the organization.
- Create and maintain a work environment that is flexible, respectful, inclusive and one which allows employees to balance their personal and professional lives.
- Create a team environment where the expectation for understanding, respect and acceptance of diversity is a norm.
- Demonstrate support for diversity initiatives through personal participation and sponsorship.
- Manage performance of employees whose behaviors are not consistent with diversity and the values of the organization.
- Encourage dialogue on diversity within work groups in order to foster understanding of diversity as an organizational issue.

### Other Suggestions from Florida YLD Affiliate Outreach Conference – Feb. '06

- Work to offer flex-time and telecommuting to employees (when feasible)
- Develop/integrate team building activities for the organization (informal and formal)
- Create and attend activities/programs; re: diverse cultures
- Support mentoring between people of different backgrounds, race, etc.

### **All Employees**

- Be respectful and supportive of co-workers who are different and may bring different perspectives and ideas to solving problems.
- Be respectful and supportive of co-workers who choose to become involved in diversity efforts.
- Address behavior of another employee that is inconsistent with the values of the organization either directly with the employee or through your manager or HR representative.
- Take responsibility for your own personal development in understanding diversity and how it helps the organization to attract and keep good employees.

#### **Other Suggestions from Florida YLD Affiliate Outreach Conference – Feb. '06**

- Attend (once offered) training
- Serve on an employee diversity committee
- Work to initiate diversity sensitivity programs
- Take on individual responsibility and action for diversity and inclusion

### **Director of Diversity**

- Develop a diversity strategy for the company.
- Provide leadership and be a champion to ensure that diversity is a strategic business issue.
- Communicate the business rationale for diversity on an on-going basis.
- Provide leadership and consultation to the Diversity Leadership Council, local councils and networks (affinity groups).
- Benchmark diversity initiatives to ensure that the company is always positioned competitively.
- Represent the company's diversity initiative with external audiences.
- Advise senior managers on diversity integration opportunities in the marketplace.

### **Diversity Leadership Councils**

- Ensure that the Diversity Strategy supports key business imperatives.
- Ensure that all diversity initiatives are aligned with the diversity strategy.
- Prioritize and set expectations for the diversity initiative.
- Provide leadership, support and direction to top level initiatives.
- Assess and report to Senior Management on progress of diversity initiatives on a quarterly basis.
- Act as advocates for network (affinity groups) interests and initiatives within the company.
- Communicate leadership behaviors and accountabilities for diversity to all levels of management.
- Refine council design, operating guidelines and selection process on an on-going basis.
- Work with Corporate Communications to ensure diversity is a part of on-going employee communication strategy.

#### **Other Suggestions from Florida YLD Affiliate Outreach Conference – Feb. '06**

- Establish mentorship across diverse dimensions (race, gender lines, etc.)
- Champion growth in organizations from all levels
- Designate key people to champion diversity

- Establish advertising and marketing campaigns to diverse community groups

#### **Employee Networks (Affinity Groups)**

- Provide feedback on business issues and needs to the Diversity Leadership Council through representation on the Council or through voice of Diversity Council Senior Management Sponsor.
- Submit yearly plans with rationale for resource support.
- Collaborate with other networks when necessary to ensure a consistent, coordinated approach to raising awareness of diversity issues.

#### **Employee Network Leaders**

- Represent issues of the network at meetings with Diversity Council.
- Provide leadership and direction to ensure that group needs are met and issues raised and addressed.
- Share feedback on diversity initiatives with the networks.
- Partner with executive sponsor to provide leadership.

#### **Employee Networks – Senior Management Sponsor**

- Mentor/coach/sponsor network members.
- Be source of information on business issues.
- Be source of timely feedback and act as a sounding board.
- Offer and validate direction.
- Share perspectives and network issues with other members of senior management.