AHLA Foundation

DE&I Best Practices Guide

AHLA
FOUNDATION
ELEVATE. EDUCATE. EMPOWER.

KORN FERRY

Contents

We are thrilled to introduce the inaugural version of the AHLA Foundation Diversity, Equity, and Inclusion (DE&I) Best Practices Guide. The DE&I Best Practices Guide is a toolkit to support you – AHLA Foundation members – in your DE&I journey as you determine how to create more diverse, equitable, and inclusive work environments and more inclusive leaders within your organizations.

As part of the Foundation's DE&I programming, we have created this industry Best Practices Guide in partnership with Korn Ferry, a global consulting firm, to equip you as you explore areas of DE&I opportunity within your organization. Informed by numerous interviews with stakeholders across the hospitality industry, we thoughtfully built out resources and tools based on priority areas from your perspective. While we believe that the topics will be useful to every organization and its leaders, tools and resources were also created specifically based on needs we heard from each segment:

- From management, we heard that inclusive leadership and inclusive hiring practices are critical.
- From owners, career mobility and DE&I councils are priorities.
- From brands, inclusive hiring practices and creating DE&I councils emerged as most important.
- Lastly, we heard that DE&I metrics and strategy guides were common resources that would be most helpful across the industry.

As leaders in your respective organizations, you can use this resource to gain awareness about your DE&I maturity, DE&I best practices, and concrete actions that your company can implement. These resources should serve as a foundational guide. While not a checklist, the DE&I Best Practices Guide is full of helpful resources, tips, and actionable tools to point you in the right direction.

Every DE&I journey will be unique and this is intended serve as a starting point that should be adapted based on your organization's unique situation. And importantly, the DE&I Best Practices Guide will be a living document, updated with relevant resources based on your needs and regular feedback.

We look forward to working alongside you and making the hotel and lodging industry a more inclusive and diverse place for us all to grow, flourish, and succeed.

Rosanna Maietta
President & CEO, AHLA Foundation
EVP, AHLA

Industry segments are defined as:

Brand

Owner

- Corporate-owned hotels
- Independently owned franchises
- Independently owned/ operated hotels & motels

Management

- Independently owned franchises
- Management companies over multiple properties

Resources common across hospitality

Maturity model

The following is a DE&I maturity model that offers a simple yet comprehensive snapshot of how mature an organization is in diversity, equity, and inclusion. This is designed to be segment agnostic and applicable across the industry. The maturity model can serve as an effective strategy-setting tool to create a roadmap of where an organization wants to go and at what pace. It is divided into two pages: the first focusing on more general aspects of DE&I maturity, while the second page details priority areas within the hospitality industry primed for DE&I development.

TAKEAWAY:

After reviewing this maturity model, you will be able to identify your organization's current maturity, plot out the desired state, and craft the roadmap to get there.

LEVELS OF ORGANIZATIONAL MATURITY

Foundational level is when you are just starting your DE&I journey

Leading edge is when DE&I has been integrated across your organization and is continually improving

	Foundational (Level 1)	Progressing (Level 2)	Advanced (Level 3)	Leading Edge (Level 4)
Strategy	Definition of diversity/diversity focus is based on one or two visible diversity dimensions There lacks a strategic approach in working with diverse markets, customers, and communities Begin commitment to engaging in the process of improving DE&I	Definition of diversity/diversity focus is based on a variety of visible and invisible diversity dimensions Establish "listening channels" to build deeper understanding of diverse markets DE&I strategy and action plan are in place but not integrated with business objectives	Definition of diversity/diversity focus is based on multi-dimensionality and intersectionality Expanded relationships with diverse markets, customers, and communities Inclusion of diverse customers becomes perceived as part of organization's brand DE&I strategy enables organization to transition from "DE&I passion" to "DE&I competency" and from "unconscious bias" to "conscious inclusion"	Definition of diversity/diversity focus is based on self-identification, "diversity of one," spectrum, fluidity Active partnerships with diverse community and professional organizations DE&I strategy fully integrated with business objectives and priorities and enabled by senior leadership
Metrics	DE&I metrics focus on representation (e.g., Race/ethnicity, gender, LGBTQ+, disability, age, etc.)	DE&I metrics focus on representation in talent processes (e.g., representation in candidate pool, promotion rates)	DE&I metrics focus on outcomes of DE&I initiatives	DE&I metrics are embedded in all lines of management in all markets, and business outcomes are regularly evaluated to ensure sustainability DE&I metrics are regularly monitored to ensure business outcomes
DE&I environment within your organization	Foundational compliance training exists HR doesn't feel empowered to drive DE&I related change yet	Broader respectful workplace skill building introduced, including bystander interventions HR has limited authority to enact DE&I related change	Focus on psychological safety and speak-up culture HR is empowered to drive DE&I change alongside business units, DE&I council, ERGs, etc.	Full awareness of risks and impact associated with workplace harassment, bullying, and discrimination by all stakeholders is evident Employees feel comfortable speaking up and reporting issues affecting themselves and others DE&I expertise is embedded throughout all functions, not just HR

Maturity model: Segment specific

LEVELS OF ORGANIZATIONAL MATURITY

Foundational level is when you are just starting your DE&I journey

Leading edge is when DE&I has been integrated across your organization and is continually improving

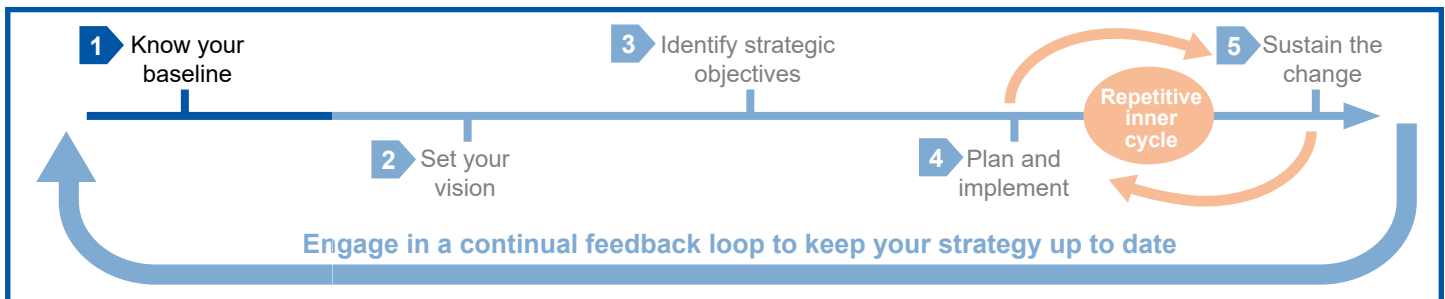|	Foundational (Level 1)	Progressing (Level 2)	Advanced (Level 3)	Leading Edge (Level 4)
Inclusive leadership	Leaders have limited involvement or commitment to DE&I efforts. Business leaders tend to not connect inclusive leadership to better business results. Limited awareness of DE&I baseline (take Korn Ferry's free diagnostic)	Leaders have goals and responsibility for DE&I. Buy-in and commitment from HR and some senior leaders.	Leaders are held accountable for creating a diverse and inclusive environment and are enabled on inclusive leadership skills. HR, DE&I, and senior leaders are enabling middle managers to make better talent decisions and lead diverse teams inclusively.	Leaders are expected to lead inclusively, fiercely advocate for DE&I, authentically role model inclusion, and "walking the talk." They act as key DE&I change agents, and hold the organization accountable. Leaders and HR are skilled at dealing with negative behaviors and power dynamics. All leaders apply their DE&I skills to making major operational decisions.
Inclusive hiring	Focus is mostly on recruitment of underrepresented talent as DE&I is mostly seen as the "right thing to do" with no link to business results yet.	Business impact of DE&I starts to become "top of mind" for business leaders and starts influencing decisions about hiring, recruiting and managing talent.	A DE&I lens drives operational decisions – including hiring, promoting and retaining employees – and becomes the regular "way of doing business."	DE&I principles are fully integrated with recruiting, interviewing, and onboarding.
Career mobility	HR is not enabled to integrate DE&I into talent management and career mobility yet.	HR and DE&I are enabling senior leaders to make talent decisions that allow career mobility for all (e.g., equal access, opportunity, support, rewards). Audit of talent management practices with DE&I lens to seek opportunities to improve career mobility for URT.	Greater integration of DE&I and talent strategies. Key metrics tracked and used for decision making that impacts career mobility (e.g., talent flows, talent practices equity, and employee perceptions).	Inclusion learning journeys are well-established for all leaders and employees. Leaders are accountable for DE&I integration in talent management to support career mobility. Robust talent analytics are applied to inform talent decisions regarding career mobility.
DE&I council/ ERGs	Early-stage ERGs. DE&I councils and ERGs will be moving from nascent organizations to well-established organizations.	ERGs well established. DE&I councils and ERGs will be moving from nascent organizations to well-established organizations .	ERGs are a strong voice of underrepresented groups. DE&I councils and ERGs become more embedded in and important to driving the DE&I strategy forward.	ERGs are driving cultural transformation and contributing to the business. ERGs help generate innovative solutions for diverse markets and customers.

DE&I strategy

Organizations spend over $8 billion a year on DE&I programs, but despite this large investment there is still significant and real progress that needs to be made. Getting DE&I "right" is as important as ever; employees, customers, and investors are demanding action and organizations need to show meaningful results. Despite the urgent need, many organizations still struggle with knowing where to start on their DE&I journey or how to move to the next level. A solid DE&I strategy will help provide the roadmap to achieve your DE&I objectives.

> **TAKEAWAY:**
> **5 steps to formulating your DE&I strategy:**
> • **Know your baseline**
> • **Set your vision**
> • **Identify strategic objectives**
> • **Plan and implement**
> • **Sustain the change**

1 Know your baseline
2 Set your vision
3 Identify strategic objectives
4 Plan and implement
5 Sustain the change

Repetitive inner cycle

Engage in a continual feedback loop to keep your strategy up to date

1 Know your baseline

As you consider creating and building your DE&I strategy, it is essential to understand the current state of DE&I in your organization. In essence, where are you starting? This may include reviewing your organization's existing DE&I practices and initiatives, such as:

• Past or current DE&I goals
• Existing DE&I programs
• Professional development opportunities available to address DE&I competencies
• Hiring, promotion, and retention practices
• Examining how you currently serve the diversity of your employees and customers, including their experiences in your organization

There are a number of ways to capture baseline data:

• Conducting interviews/1-1 conversations (executive interviews and across your employee base) and focus groups
• Reviewing existing DE&I programs
• Deploying DE&I surveys and employee engagement surveys
• Reviewing demographic data and other existing data sources (i.e., hiring, representation, retention, promotion, DE&I program data)
• Completing a Talent Flow Analysis, to identify where hiring, advancement and retention are inhibited

Once information is collected, analyze the data to identify major themes, strengths and opportunities. In summary, what will you be benchmarking against as you move forward?

> **EXAMPLE IN PRACTICE: KNOW YOUR BASELINE**
> After reviewing your demographic and promotion data, you've identified there is low representation of underrepresented talent (URT) in mid-level positions.

> **TIP**
> For those in the Foundational stage of the Maturity Model, Korn Ferry offers a free diagnostic designed to help you reflect on how your behaviors help promote a diverse and inclusive workplace with actionable tips.

> **TIP**
> Don't rush into your DE&I strategy without first developing a detailed understanding of your organization's DE&I gaps. See 5 classic DE&I mistakes to avoid.

> **TIP**
> The DE&I Best Practices Guide includes a high-level Maturity Model to plot your current level of maturity but there are more in-depth, tailored analysis options too. Korn Ferry offers a DE&I Diagnostic service that helps you determine where your organization is on its DE&I journey—behaviorally and structurally—across 5 strategic dimensions and then helps you prioritize and define a path forward. For more information, contact Jacquelyn Dekker at Korn Ferry.

DE&I strategy
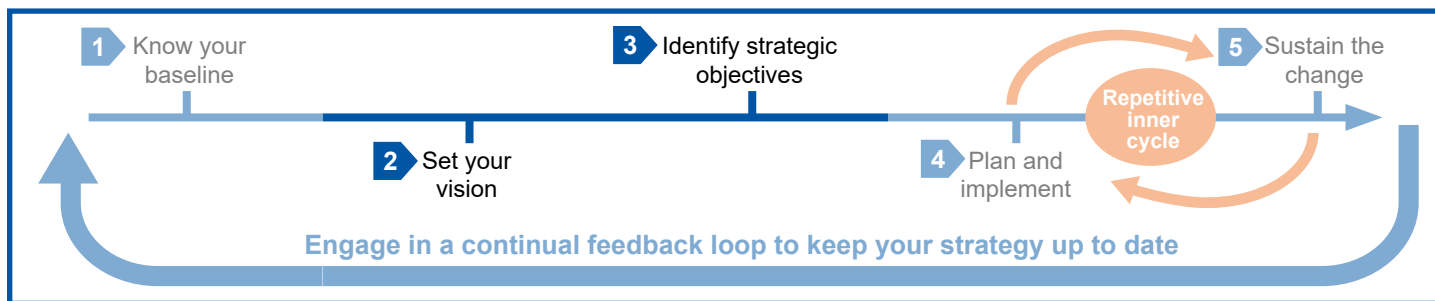
2 ▶ Set your vision

Once you have a strong understanding of your baseline, determine which areas will have the most impact moving forward. Your DE&I vision should be tied to your overall mission, vision, and values and should identify the "why" for your organization.

Include the CEO and top leadership as key stakeholders in your vision creation process; these individuals must model the behaviors, values, and norms as part of a diverse and inclusive environment. Your DE&I champions—including senior leaders—should come together and brainstorm areas such as:

- What are the goals for your DE&I work?
- How will you contribute to the strategic DE&I plan?
- What specific actions will it take to achieve the goals?

After a non-judgmental brainstorming session, identify themes and choose the group of people who will draft the DE&I vision and strategy statements.

Utilize your DE&I council and senior leaders to validate/gain consensus, add input, or change the vision. While buy-in at the top of organizations is essential, make sure to engage all employees across the organization to create a well-rounded, well-represented vision.

EXAMPLE IN PRACTICE: SET YOUR VISION

With input from leadership and your DE&I council, a vision emerges for your organization: to be a diverse and equitable organization, inclusive of people from all backgrounds.

3 ▶ Identify strategic objectives

Once you have decided on your vision and captured the necessary baseline information, you'll need to identify a set of high-level objectives that highlight the priorities and guide the plans that will help you reach your vision.

According to Korn Ferry, a common derailer of DE&I efforts is basing strategic decisions on assumptions, rather than data. To avoid this, start by conducting a gap analysis using your baseline against your aspirational vision. You may find that the current state of your organization is close to your vision in some areas and further in others.

Review the results of the gap analysis with your stakeholders, such as the DE&I council and senior leadership team. Together, determine the priority areas on which to focus. The data you collected in the baseline phase may help you understand the root causes of underlying issues, which you can decide to address in the development of your strategic objectives.

Your strategic objectives should be SMART: Specific, Measurable, Achievable, Realistic, Time-bound. As you move throughout the stages of the Maturity Model, your DE&I objectives will become more integrated with your business objectives.
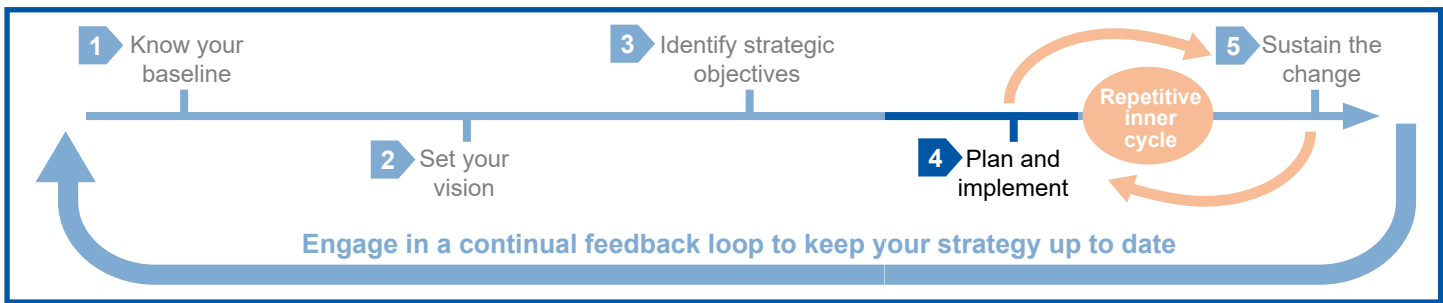
⚠ TIP

If you need further direction on how to develop goals, see page 35 for the Goal Development Worksheet

EXAMPLE IN PRACTICE: IDENTIFY STRATEGIC OBJECTIVES

Based on your gap analysis and vision, one of your objectives is to employ more URT at the mid/senior level of the organizations in order to become more innovative and have stronger business outcomes.

DE&I strategy

| 1 Know your baseline | 3 Identify strategic objectives | 5 Sustain the change |
| 2 Set your vision | 4 Plan and implement | Repetitive inner cycle |

Engage in a continual feedback loop to keep your strategy up to date

4 Plan and implement

It's now time for action. Translate your strategy into a detailed roadmap. Use your gap analysis discoveries to prioritize the structural and behavioral inclusion interventions to reach your strategic priorities. Examples of structural and behavioral interventions are below:

Structural Inclusion
- Build transparent, equitable talent management processes and practices
- Systematically attract diverse talent
- Ensure pay equity and design inclusive reward strategies
- Structurally design the organization to promote inclusion

Behavioral Inclusion
- Develop inclusion journeys for employees to unearth their unconscious biases and learn to interrupt them
- Equip managers to unleash the collective genius of their diverse teams
- Coach leaders to role model leading inclusively

Once you have your plan built, identify who will drive each element, the audiences who will be impacted by the initiatives, and who needs to be a sponsor. Consider drafting a RACI (Responsibility, Accountability, Consult, Inform) matrix to set accountabilities and governance to drive progress. Communicating your vision, objectives, and plan to the key stakeholders and rest of the organization will also be a critical element in your roadmap.

EXAMPLE IN PRACTICE: PLAN AND IMPLEMENT

Breaking down your goal into manageable steps, you create a roadmap and assign owners to drive:

- Revamping hiring and internal mobility practices to be more inclusive
- Providing coaching to leaders to interrupt their unconscious biases
- Creating a career sponsorship program geared toward URT

TIP

Determine who is driving the DE&I vision for your organization and who will provide oversight and monitoring; ensure you have diverse perspectives and empower those driving DE&I to lead organizational-wide change while creating buy-in across all levels of the company.

TIP

DE&I needs to be approached as a strategic imperative and managed as a change effort, with clear priorities, accountabilities, governance, and markers of success.
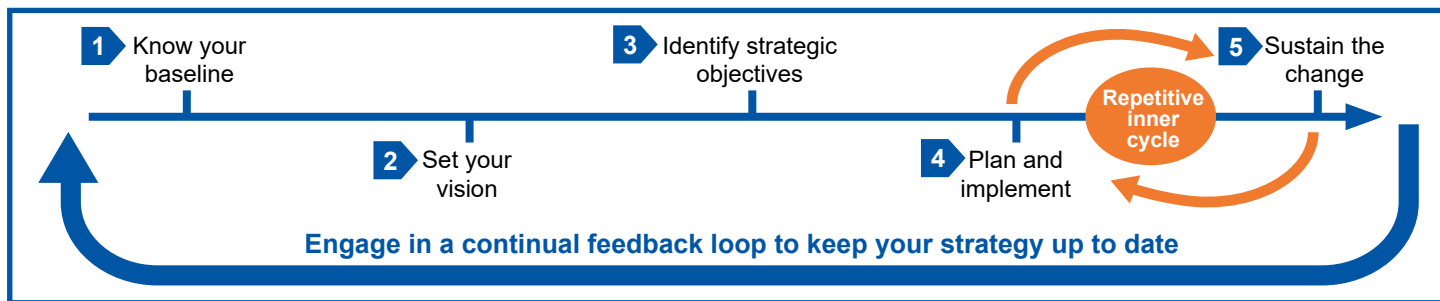
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What is the difference between behavioral and structural inclusion?

Behavioral inclusion is about individuals building awareness of unconscious biases and acquiring the skills that help shift behaviors to be more consciously inclusive.

What if your organizational structures are preventing your employees from acting in a truly inclusive way?

This is where structural inclusion interventions come in to make the behavioral inclusion stick. **Structural inclusion** is about putting equitable and transparent systems and processes in place that prevent unconscious bias from occurring.

Resource Links: Inclusive Design for Talent Systems | Steps to an Effective Strategy

DE&I strategy

1 Know your baseline

2 Set your vision

3 Identify strategic objectives

4 Plan and implement

Repetitive inner cycle

5 Sustain the change

Engage in a continual feedback loop to keep your strategy up to date

5 Sustain the change

Drive and sustain the DE&I progress by leveraging DE&I champions and inclusive leaders and by tracking and measuring outcomes.

DE&I champions and inclusive leaders: Change starts from the top with inclusive leadership. Empower leaders throughout the organization as DE&I champions, providing training and education to increase their awareness and knowledge. Tap into your ERGs and DE&I councils to find champions who can lead the charge and galvanize a movement. All leaders in your organization need to begin to role model the changes you are driving towards.

Tracking outcomes: To ensure progress, it's important to continually review all objectives and action plans to make sure you're on track to achieve your strategic priorities.

- Consider the metrics recommended in the "Recommended Metrics" section of this DE&I Best Practices Guide. Reminder, it's important to focus on outcomes, not outputs. Create measurement mechanisms to monitor these metrics and track your progress at regular intervals.

- As you monitor the results of your behavioral and structural interventions, put feedback loops in place to check on and iterate your plan as needed to achieve your strategic priorities.

- Over time, you may need to adjust your overall strategic priorities. Use these feedback loops to assess the progress made and revisit your vision to be sure you're still headed in the right direction. New business strategies, new market context, or new leadership may result in a need for a change in DE&I strategy.

Change is hard, and it's OK to call an expert. Human capital consulting firms, like Korn Ferry, can help facilitate dialogue and difficult conversations, provide pragmatic guidance, and establish the trust, belonging, and high-performance you need to drive change. Contact Jacquelyn Dekker at Korn Ferry for assistance.
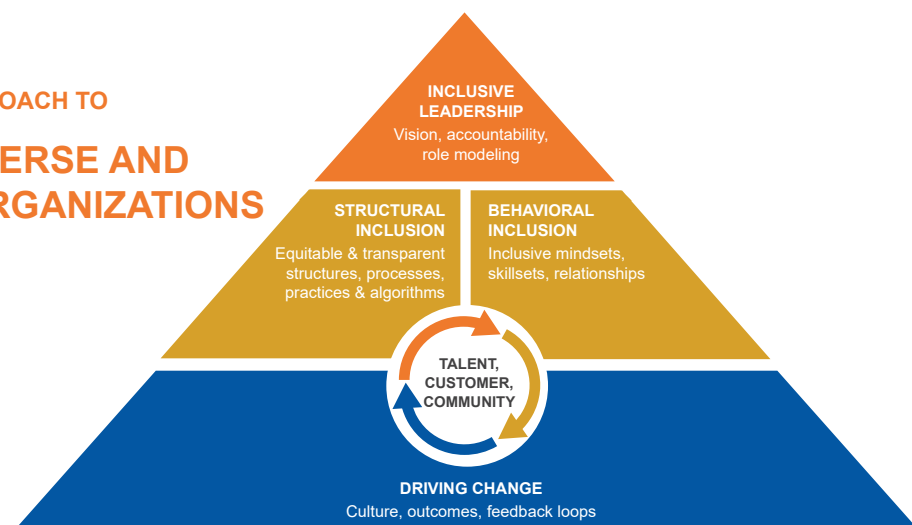
EXAMPLE IN PRACTICE: SUSTAIN THE CHANGE

The accountable owners of the DE&I initiatives monitor and share the progress with you and the DE&I council. You notice that despite some structural changes to your internal mobility, you're not seeing the outcomes expected. You realize you need to engage your senior leadership team as DE&I champions and role models. They volunteer to serve as sponsors and over time, the representation of URT in mid-level positions increases.

KORN FERRY'S APPROACH TO

BUILDING DIVERSE AND INCLUSIVE ORGANIZATIONS

INCLUSIVE LEADERSHIP
Vision, accountability, role modeling

STRUCTURAL INCLUSION
Equitable & transparent structures, processes, practices & algorithms

BEHAVIORAL INCLUSION
Inclusive mindsets, skillsets, relationships

TALENT, CUSTOMER, COMMUNITY

DRIVING CHANGE
Culture, outcomes, feedback loops

Resource Links: Building sustainably diverse and inclusive organizations | Moving your DE&I strategy forward
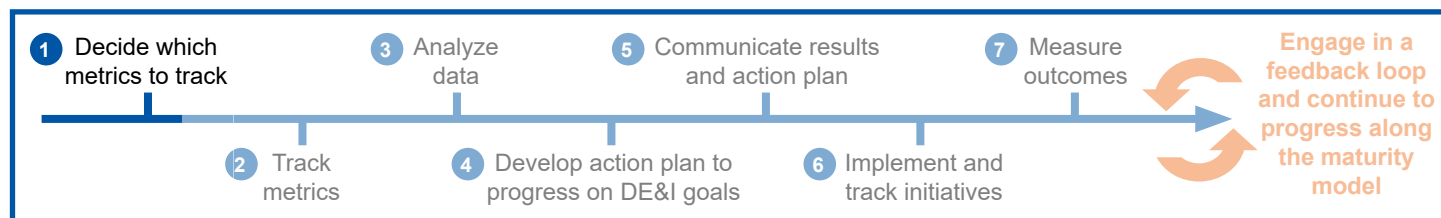
Metrics recommendations

This guide outlines DE&I metrics to track that will advance your organization's journey toward building diversity, equity, and inclusion. Included below are recommended tools, relevant timing, and important questions to consider as you build out your own DE&I metrics strategy. The guide focuses on:

- The metrics that, if analyzed, helps you understand your DE&I maturity
- How to communicate the results of tracked metrics and action plan
- The importance of continuing to measure outcomes

TAKEAWAY:
After reviewing this guide, you will be able to identify which DE&I metrics to track and why they are necessary when analyzing and creating an inclusive and diverse organization.

HOW TO USE METRICS TO ADVANCE DE&I GOALS

1. Decide which metrics to track
2. Track metrics
3. Analyze data
4. Develop action plan to progress on DE&I goals
5. Communicate results and action plan
6. Implement and track initiatives
7. Measure outcomes

Engage in a feedback loop and continue to progress along the maturity model

1   Decide which metrics to track

Collecting data is the first step in understanding DE&I issues and the underlying reasons for those potentially systemic issues. Data categories include:

- Employee demographic information
- Measurement on representation
- Talent mobility and opportunities for career advancement—with special attention made to mobility between hotels, management, and ownership (if applicable/available)

AHLA Foundation has determined two specific metrics that all member organizations should track to understand how the industry is progressing:

1. Percentage of employees from underrepresented talent (URT) groups in management/leadership positions
2. Percentage of member organizations whose employees feel they value workforce diversity

RECOMMENDED METRICS TO TRACK

Representation of demographic diversity (by department and management level):
- Race/ethnicity*
- Gender* (including men, women, non-binary/other genders)
- LGBTQ+*
- Veteran status*
- Disability* (physical and neurodivergence)
- Age/generation*
- Nationality*
- Religion*
- Level of education*

Hiring practices:
- Representation of demographic diversity in candidate pool*
- Representation of demographic diversity in hiring panel
- Rate of offer acceptance

Career mobility (by demographics, special attention made to mobility between hotels, management, and ownership (if applicable/available):
- Promotion rates*
- Promotion offers
- Internal (lateral) mobility
- Pay rates
- Department representation
- Job level representation*

Retention:
- Turnover rates by department, demographics, and seniority
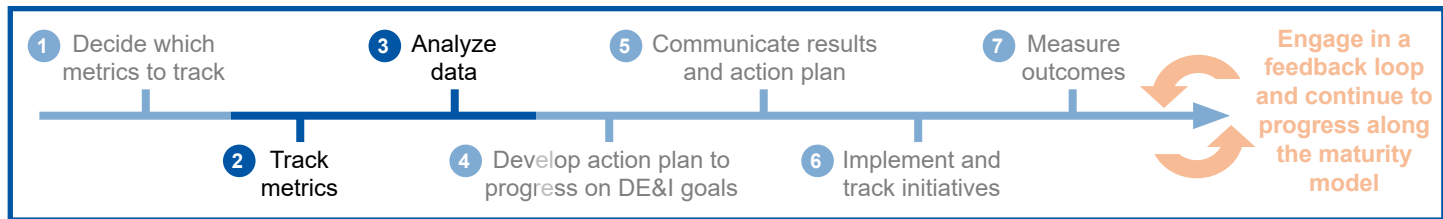- Length of average tenure by demographics

Mentorship:
- Number and representation of employees involved as mentees in mentor programs
- Number and representation of leaders involved as mentors in mentor programs
- Satisfaction rates following completion of mentorship program

Indicates metrics that are critical for Foundational and Progressing maturity levels

Metrics recommendations

HOW TO USE METRICS TO ADVANCE DE&I GOALS

1 Decide which metrics to track

3 Analyze data

5 Communicate results and action plan

7 Measure outcomes

2 Track metrics

4 Develop action plan to progress on DE&I goals

6 Implement and track initiatives

Engage in a feedback loop and continue to progress along the maturity model

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2 Track your metrics

Once you have decided which metrics are meaningful to your DE&I goals, begin to track. Quarterly, use the below tools to track your metrics:

- Applicant Tracking System (ATS)
- Human Resource Information System (HRIS)

- Performance management system
- Talent management system
- Employee engagement / DE&I Surveys

WHAT DO I NEED TO CONSIDER?

- How do we define DE&I?
- As we improve our metrics capabilities, what DE&I goals should we set?
- How do DE&I goals fit with our overall business strategy?
- Which stakeholders will be responsible for identifying the goals?
- Who will own and be accountable for the data collection process?

- What additional technical and resource capabilities do we need in order to track these metrics?
- What more must we do to create a psychologically safe culture where employees will feel comfortable to truthfully complete self-identifying demographic questions?

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3 Analyze the metrics

Once metrics have been collected, analyze the results.

Analysis of the data can help you identify underlying root causes of DE&I issues so you can understand where you need to focus to make the biggest impact. Focus your analysis on:

- Establishing a baseline of where you are on your DE&I journey
- Understanding the root causes in the enablers and barriers of progress
- Identifying the actions to prioritize and how best to implement them
- Gather insights on where significant forward progress has been made as well as those areas that are stagnant or slower to progress

WHAT DO I NEED TO CONSIDER?

- How will the data analysis be conducted? Who will be involved?
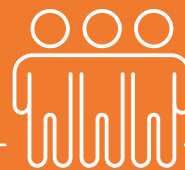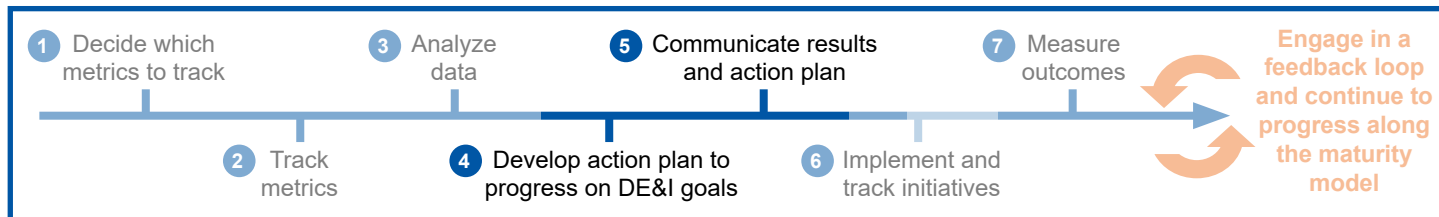
REAL-LIFE SUCCESS STORY

Problem: Lateral progression, a key determinant of promotion, was discovered to be going to majority white males due to the mostly managerial and relationship initiated moves

Approach: Collected data and analyzed it across business units to understand employee experience

Outcome: Discovered the root cause and used the data to reform and transform the lateral promotion system

Metrics recommendations

HOW TO USE METRICS TO ADVANCE DE&I GOALS

1 Decide which metrics to track
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Engage in a feedback loop and continue to progress along the maturity model

4 Develop an action plan

Your analysis will enable you to build a data-driven action plan to meet your DE&I goals. By leveraging the insights from tracking metrics, the initiatives you outline in your action plan or roadmap should be targeted interventions that address the root causes of any DE&I issues. With a prioritized roadmap, your initiatives should have a greater change of achieving desired results, but you should also consider steps in the plan that all you to monitor progress.

WHAT DO I NEED TO CONSIDER?

- Do we have the capacity and capability to take action on data related to these demographic insights? If not, when will we have capacity and how do we communicate to the organization?
- How will an actionable roadmap be developed from the findings? Who will be involved?

5 Communicate results and action plan

Share results and anticipated actions with the organization, starting with key executives. Take your executive team through the key results, highlighting areas of progress and enablers, as well as areas where more attention needs to be made and the potential barriers. Plan to share the results of your data collection and action plan with the organization in an executive-led all-company meeting. Be sure to thank employees for their contribution and participation.

TIP
Communicate DE&I progress at least yearly, and if employees participated in data collection (i.e., an employee engagement survey), share results within 2 months.

TIP
Change starts from the top and gaining the buy-in of the executive team is critical to continuing forward momentum; prepare key messages for executives to ensure consistency in response to any questions.
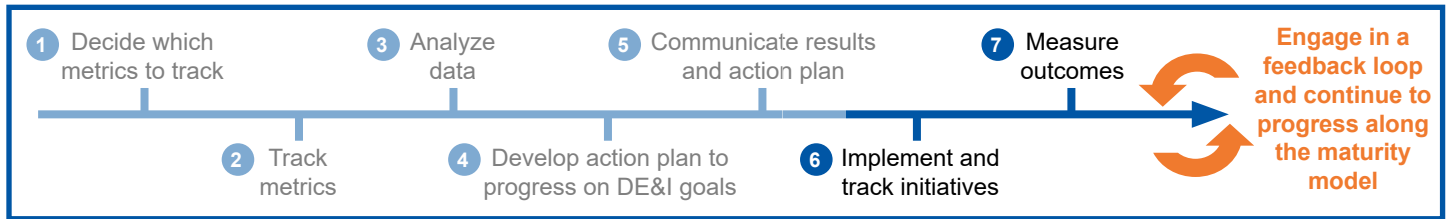
WHAT DO I NEED TO CONSIDER?

- How will we report out the findings from this analysis to key stakeholders (AHLA Foundation, executives, managers, employees, etc.)?

Metrics recommendations

HOW TO USE METRICS TO ADVANCE DE&I GOALS

1. Decide which metrics to track
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Engage in a feedback loop and continue to progress along the maturity model

6 Implement and track initiatives

Once your DE&I-focused initiatives are underway, be sure to track their success with the below recommended metrics:

- Number of employee DE&I training or DE&I awareness events offered
- Percentage of employee participation in DE&I events
- Number of specific policies and programs that promote a more diverse and inclusive workplace
- Number of company policies to respond to incidents of discrimination
- Percentage of restrooms that are gender affirming or gender neutral
- Percentage of accessibility requests accommodated

WHAT DO I NEED TO CONSIDER?

- Based on the barriers and root causes identified, what resources are needed to drive DE&I within the organization?
- How will we involve the organization to make progress on our DE&I goals?

7 Measure outcomes, not just output

Your initiatives should result in a greater sense of inclusion and belonging for employees. To know the impact of the initiatives and progress made on DE&I goals, look at outcomes, not just outputs. Sentiment data focused on the employee experience is a good proxy for the impact of DE&I initiatives. Overlay the recommended initiatives metrics against responses to employee experience sentiment questions.

Biannually, ask employees to what degree they agree with these below behavioral experiences to gauge their sentiments related to key DE&I categories in a DE&I survey or employee engagement survey:

Inclusion and Belonging
- I belong here
- I can express my opinion here without repercussion
- I can disagree with my coworkers productively, regardless of seniority
- I am listened to at this company
- I can give honest feedback to anyone, where appropriate, without retribution

Career Mobility and Opportunity
- I know all opportunities in the company are open to anyone who is qualified
- I have opportunities to learn and grow here
- If I get turned down for a promotion or other opportunity, I'm given candid feedback as to why and offered resources for me to address the feedback and be more prepared next time
- Opportunities for mentorship are open to anyone
- Opportunities for sponsorship are open to anyone

Leadership
- I believe management respects everyone equally
- I believe leadership does what they say they will
- My immediate manager reviews my performance fairly

WHAT DO I NEED TO CONSIDER?

- How can we continue to make progress on the impact of our initiatives?

TIP

At the Leading Edge level of maturity, DE&I metrics will be embedded in all lines of management in all markets, and business outcomes will be regularly evaluated to ensure sustainability.

Resources for brands

Key steps to establishing an ERG/DE&I council

This tool will help you think through how and when to create a DE&I council or Employee Resource Group (ERG) to advance your DE&I strategy. While ERGs and DE&I councils are used for different purposes, there are similarities in how you go about setting them up.

TAKEAWAY:
- **DE&I councils and ERGs are used as tools within a DE&I strategy. DE&I councils and ERGs have different, yet complementary purposes that, when used together, help accelerate your organization's DE&I strategy goals.**

DE&I councils and ERGs are committees made up of passionate employees, dedicated to their organization's DE&I efforts. They both aim to foster a diverse and inclusive workplace that aligns with the mission of the organization, but are they the same?

What is an ERG? An ERG is an employee-led group that helps employees feel a sense of equity and belonging at their workplace.

Who are members? ERG is grouped by affinity. Employees share social identifiers such as gender, ethnicity, or religious affiliation.

What is their purpose? They function as a voice for underrepresented employees and a safe space for members of the affinity group. They often create cultural and educational programming and strategize on how to better their conditions within your organization.

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While DE&I councils and ERGs are often connected in furthering DE&I strategy and efforts, they play a different role within an organization and bring different benefits.

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DE&I COUNCILS AND ERGS IN THE HOSPITALITY INDUSTRY

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1 Build membership

DE&I council

Who is included? DE&I council members should be made of individuals from different leadership teams that span across business segments. Members typically include senior leadership ranging from senior directors to C-suite professionals.

How do you build membership? DE&I councils are typically formed by selection or invitation, rather than open-enrollment. The individual leading the council will often ask colleagues who they deem to be a proactive member and can contribute to the objectives and needs of the council.

How do members work together? DE&I councils should establish a cadence of meetings to discuss DE&I efforts and strategy. They are an advisory committee, task force, and they are a conduit to the top leadership team and should keep them informed of the council's intentions.

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What is the goal? Set objectives and be clear on the function of the DE&I council. State the compelling purpose and reasoning for the creation of the council in relation to your organization's DE&I efforts. Often goals of the DE&I council center on advancing DE&I strategy.

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Final Thought: ERGs will enact your organization's DE&I strategy. At advanced maturity, an ERG has a well-known presence and is considered a voice for the affinity group. They will be focused on building employee interactions that align with the DE&I strategy and can even be interactive with the community you operate within.

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Use available data as a baseline to create an action plan to further progress on goals. Connect with your organization's ERGs to determine ways to work together to progress on your goals. Organizations at the Advancing levels of maturity typically leverage existing data to support these decisions.

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> Incorporate ERGs and all DE&I stakeholders within your plan to ensure communication and transparency.

QUESTIONS TO CONSIDER:

- What are the goals and objectives of the DE&I council/ERG? What data do you need to create the goals?
- How do you plan on taking action?
- How do the goals of the DE&I council/ERGs tie into the overall mission of your organization? How is this represented and tracked?
- How will you be present and proactive for your organization and the communities within it?
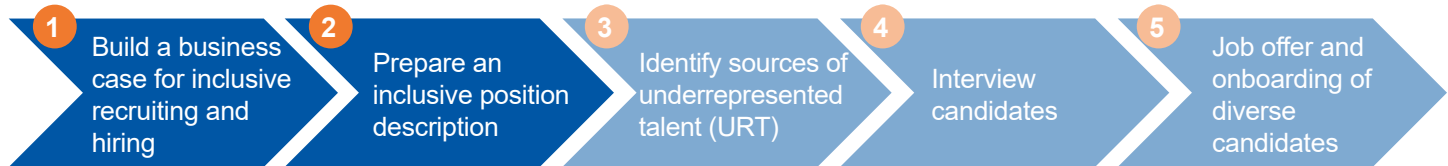
Key actions to building a more inclusive hiring process

This guide highlights steps to take when your organization has made the decision to participate in inclusive hiring. We will expand on the following steps:

TAKEAWAY:
After reviewing this guide, you will have specific ideas for how to incorporate inclusive hiring techniques and key inclusive hiring questions to consider depending on your organization's DE&I maturity level.

| 1 Build a business case for inclusive recruiting and hiring | 2 Prepare an inclusive position description | 3 Identify sources of underrepresented talent (URT) | 4 Interview candidates | 5 Job offer and onboarding of diverse candidates |

1 Build a business case…

- Reflect on how an inclusive and diverse workforce would benefit your organization. Share this business case with key stakeholders to show how inclusive hiring will improve your bottom line (see statistics to the right).
- Declare a commitment to inclusive hiring and recruiting and then transform that commitment to actionable goals, such as increasing representation across the organization or exhibiting inclusive behaviors in sourcing talent. It is an important step forward in developing and activating your overall DE&I strategy.

Diversity, Equity & Inclusion – Turn talk into action: Becoming a leader in DE&I

Research indicates that diverse and inclusive organizations have stronger financial and business performance and outperform their peers.

87% are more likely to make better business decisions and see a noticeably positive impact of DE&I on their business performance
- **70%** more likely to capture new markets
- **36%** more likely to outperform on profitability
- **75%** more likely to see ideas become productized and report 19% higher innovation revenue

2 Prepare an inclusive position description…

- Create position descriptions that are conducive to inclusive hiring. The language used in job descriptions and job postings can be the deciding factor of whether an individual will apply or not. De-bias by using inclusive language and qualifiable and objective requirements.
- Keep in mind that in addition to using inclusive language, candidates seek inclusive workplaces in their job search.

- A report uncovered that **men will apply for a role if they meet 60%** of the criteria whereas **women tend to only apply if they meet 100%**
- **76%** of job seekers state that a diverse workforce is an important factor when evaluating companies and job offer

Harvard Business Review – Why Women Don't Apply for Jobs Unless They're 100% Qualified

glassdoor for Employers – What Job Seekers Really Think About Your Diversity and Inclusion Stats

BY CHANGING JUST A FEW WORDS, YOU CAN REDUCE GENDER BIAS IN YOUR HIRING
There are other words commonly used in the job postings/adverts that could dissuade a diverse application pool.
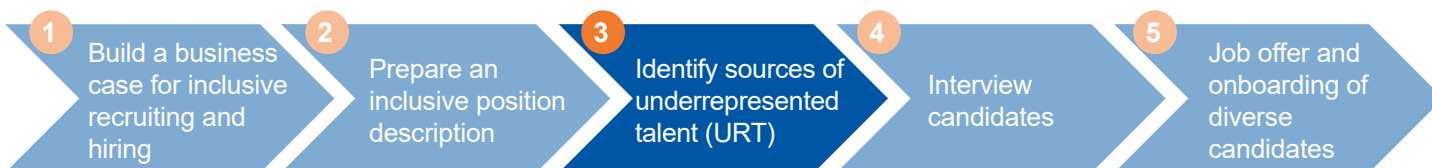
Inclusive language – Unconscious bias

Remove	Replace with	Remove	Replace with	Remove	Replace with
Any reference to man/woman (i.e., sales man)	Person	His/Her	Their, Your	Recent Grad	Suggest only candidates of a certain age can apply
Man Hours	Work Hours, Workforce	Maternity	Parenthood, Parental Leave		
Manpower	Workers, Workforce, Personnel	Speak	Communicate	4-7 Years of Experience	Removes the potential for people with more work experience to apply
Workmanship	Work	See	Identify, Assess, Discover		
		Carry	Move		

Inclusive language – Gender bias

Remove	Replace with
Strong	Proven, Sound, Solid
Drive	Run, Steet, Deliver, Energy
Lead	Run, Manage, Grow
Analysis	Research, Testing, Scrutiny
Individuals	People, Team Members
Decisions	Actions, Moves
Competitive	Attractive, Fair, Results-Oriented

Key actions to building a more inclusive hiring process

| 1 | Build a business case for inclusive recruiting and hiring | 2 | Prepare an inclusive position description | 3 | Identify sources of underrepresented talent (URT) | 4 | Interview candidates | 5 | Job offer and onboarding of diverse candidates |

3 Identifying sources of underrepresented talent (URT)…

Finding underrepresented candidates may require you to diversify your "traditional" networks:

- **Recruit** from different talent sources & pools e.g., professional associations, conferences, networking groups, colleges including Historically Black Colleges and Universities (HBCUs) and minority organizations at universities. Provide paid internships or scholarships to strengthen your early talent pipeline.

- **Advertise** through diverse channels and different job boards e.g., Diversity Working, Recruit Disability, Diversity.com, Black Career Network, Hispanic/Latino Professionals Association, HBCU Connect, Professional Diversity Network, iHispano, WorkplaceDiversity.com, Pink Jobs, Campus Pride.

- **Ask** current employees for referrals and offer referral bonuses. For consideration: keep in mind that we often spend time with individuals most similar to us, which could impact URT referrals depending on your employee base.

Consider developing long-term relationships with professional organizations and associations who serve underrepresented groups. Example organizations may include:
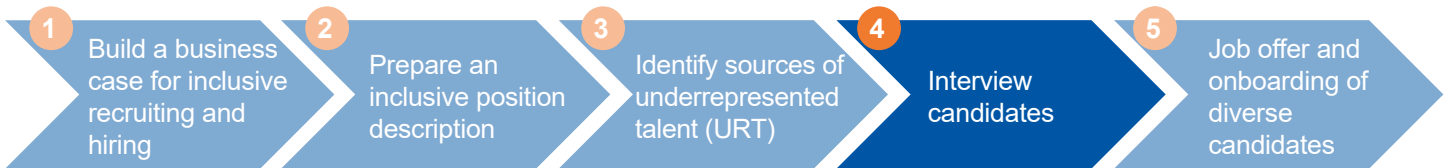
- African American Leadership Council
- Alumni Associations or Affinity Groups at Graduate Schools
- American Business Women's Association (ABWA)
- American Indian Business Leaders
- Ascend
- Asian American Hotel Owners Association (AAHOA)
- Association of Latino Professions for America (ALPFA)
- Black in Technology
- Canadian Association of Women Executives and Entrepreneurs
- Executive Leadership Council
- Financial Women's Association
- Hispanic Alliance for Career Enhancement (HACE)
- Hospitality Diversity Action Council
- Information Technology Senior Management Forum
- Latino Hotel Association (LHA)
- League of United Latin American Citizens (LULAC)
- Minorities in Hospitality
- Multicultural Greek Council
- National Action Council for Minorities in Engineering (NACME)

- National Association for Female Executives (NAFE)
- National Association of African American in Humans Resources
- National Association of Asian American Professionals (NAAAP)
- National Association of Black Accountants
- National Association of Black Hotel Owners, Operators & Developers
- National Black MBA Association
- National Coalition of Black Meeting Professionals (NCBMP)
- National Diversity Council
- National Society of Hispanic MBAs
- National Society of Minorities in Hospitality (NSMH)
- National Urban League
- Prospanica
- Reaching out MA
- Society of Hispanic Professional Engineers (SHPE)
- Southern African Association for the Conference Industry (SAACI)
- Women in Technology International (WITI)
- Women's Diversity Network (WDN)

⚠ TIP

URT may also be found outside of the standard career paths and industries:

- Extend beyond job titles of potential candidates and instead seek evidence of leadership, business experiences and abilities.

- Consider URT from adjacent industries – e.g., restaurant, travel, theater, retirement communities – or even completely different industries (particularly for positions like IT, HR, engineering, operations, or legal) where skills are transferable.

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4 Interviewing candidates…

As humans, we all have conscious and unconscious biases. Mitigating these biases and first impressions (whether positive or negative) during the hiring process is essential for inclusive hiring. Best practices include:

- Removing all non-essential information (i.e., name, gender references) when conducting your initial review of applications or resumes
- Having your recruiter, hiring manager, and interviewers go through trainings for unconscious bias, cultural literacy, and behavioral interviewing*
- Using structured, behavioral based interviewing techniques
- Assessing for relevant competencies, traits, drivers and experiences

* Korn Ferry has a number of leadership training programs, including topic areas of bias, inclusion, and the talent selection process. For more information, contact Jacquelyn Dekker at Korn Ferry.

* The American Hotel and Lodging Educational Institute (AHLEI) has an Understanding Unconscious Bias in Hospitality training. For more information, contact Jenn Clark Fugolo at AHLA Foundation.
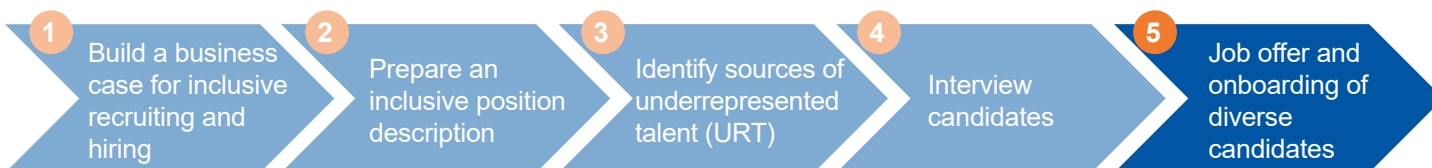
Recruiters should also advise and prepare the candidate before interviews. Best practices include:

- Providing an agenda to the candidate ahead of the interview with interviewers' names/positions.
- Coaching the candidate on how to best highlight their experiences and qualifications relevant for the position.

When conducting interviews, interviewers should focus on candidates' **quantifiable impact** and **evidence of success** in prior positions/experiences. During the evaluation phase, interviewers should provide **objective evaluations** to avoid biases.

A Guide to Conducting Behavioral Interviews with Early Career Job Candidates | How to overcome 4 challenges of recruiting diverse talent

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5 Job offer and onboarding…

Job offer

When extending a job offer, increase the appeal of the offer by thoroughly selling the company and opportunity by:

- Explaining the 'total package' of benefits to joining your company
- Highlighting your inclusive and welcoming culture. Examples may be: an "onboarding buddy" to help with a smooth transition, a meditation or prayer room, potluck events to celebrate the different nationalities represented among your employees, gender-neutral restrooms, or employee-based events focused on inclusivity (e.g., a Pride Month event)
- Sharing the commitment to professional development and career mobility/trajectory within your organization

Once the job offer has been officially accepted, share the news of your successful new hire through internal and external communications (newsletters and social media)

Onboarding

To prepare the selected candidate for a successful onboarding process, consider supporting your new employee through:

- Coaching
- Mentorship/sponsorship
- Differentiated Development opportunities

Emphasize your company's commitment to DE&I during the onboarding experience, including sharing resources that explain how the new employee can become involved in making the workplace more inclusive (e.g., overview and invitation to your Employee Resource Groups (ERGs).

⚠ TIP

In order to protect and strengthen the company's reputation as an inclusive employer, it is also important to skillfully inform candidates who were not selected in a timely manner.

☞ KEY POINT

As you know, if you work in the hospitality industry there's a good chance your business will attract customers from a variety of countries and cultures. If you want to engage with your customers effectively, your staff should reflect the entirety of your market.

Racially diverse teams outperform non-diverse organizations by as much as 35%.

Read more about it: Benefits of diversity in hospitality | Diversity benefits statistics

Inclusive hiring process

QUESTIONS TO CONSIDER FOR INCLUSIVE HIRING AT EACH MATURITY LEVEL

	Foundational (Level 1)	Progressing (Level 2)	Advanced (Level 3)	Leading Edge (Level 4)
Business case	• Why is it important to recruit and hire more diverse talent? • Does the company have the DE&I expertise to build a business case internally or do they need to outsource to a consultancy?	• How will DE&I and inclusive hiring drive the business? • Who will the business case be shared with and how will the business impact of DE&I start to become "top of mind" for leaders?	*Business case should be developed*	
Inclusive position description	• Does the position description use inclusive language, avoiding gender specific wording and industry jargon? • What are the necessary responsibilities and "must haves" for the position versus what is just a nice to have?	• Does language clearly state your workplace commitment to diversity, inclusion and belonging and is this visible through your mission, website, authentic photos, employees, etc.? • Do you leverage different types of content for your job description, e.g., videos and audio files with transcripts and close captions, downloadable information sheets, vision- and hearing-impaired-friendly solutions, dyslexia-friendly fonts?	• Does the position description emphasize inclusive benefits of your organization (i.e., parental leave, mental health & wellness programs)?	
Diverse candidate pool	• Does the company have legal representation that could advise on any legal implications around DE&I initiatives, demographics captured, etc.?	• Where has the organization traditionally marketed job descriptions and postings in the past? How can it reach new sources?	• Where can the organization develop long term networks/relationships with professional associations and organizations to attract underrepresented talent	*At the highest level of DE&I maturity, all previous considerations for inclusive hiring should be sufficiently built into your talent acquisition approach.*
Candidate interview	• Do interviewers know which questions are appropriate to ask candidates and do questions abide by all legal guidelines? • Do the interviewers have a strong sense of the necessary job requirements/"must haves" so they can assess objectively?	• Have recruiters and hiring managers been trained in inclusive hiring practices? • Create diverse interviewing panels that represent the diversity of the world we live in; is there a diverse group of individuals interviewing the candidate?	• Do the interviewers demonstrate the organization's commitment to diversity (i.e., using interview questions that demonstrate its DE&I literacy)? • Is the organization creating an inclusive and equitable interview environment?	
Offer and onboarding	• Does the job offer appropriately showcase the benefits of joining the company? • Does the job offer utilize inclusive language? • Have candidates who were not selected been appropriately notified?	• Does the job offer provide a comprehensive "package" to showcase the benefits of joining the organization, aside from salary and inclusive benefits?	• Is the company considering how the new employee can fulfill the current role but also stretch assignments, development opportunities, mentorship/sponsorship that will prepare the individual for career mobility within the organization?	

Resources for ownership

Key steps to establishing an ERG/DE&I council

This tool will help you think through how and when to create a DE&I council or Employee Resource Group (ERG) to advance your DE&I strategy. While ERGs and DE&I councils are used for different purposes, there are similarities in how you go about setting them up.

TAKEAWAY:
- **DE&I councils and ERGs are used as tools within a DE&I strategy. DE&I councils and ERGs have different, yet complementary purposes that, when used together, help accelerate your organization's DE&I strategy goals.**

DE&I councils and ERGs are committees made up of passionate employees, dedicated to their organization's DE&I efforts. They both aim to foster a diverse and inclusive workplace that aligns with the mission of the organization, but are they the same?

What is an ERG? An ERG is an employee-led group that helps employees feel a sense of equity and belonging at their workplace.

Who are members? An ERG is grouped by affinity. Employees share social identifiers such as gender, ethnicity, or religious affiliation.

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- What are the goals and objectives of the DE&I council/ERG? What data do you need to create the goals?
- How do you plan on taking action?
- How do the goals of the DE&I council/ERGs tie into the overall mission of your organization? How is this represented and tracked?
- How will you be present and proactive for your organization and the communities within it?

Career mobility

Internal mobility can be a source of critical talent and a competitive advantage, particularly as the modern career paths are agile, multi-directional, and self-navigated. This tool is an overview guide of why career mobility is important and contains three steps to improve inclusivity through career mobility in your organization.

TAKEAWAY:

Internal mobility today is governed by a set of (often unwritten) norms that need to be fundamentally recoded for the future needs of the hospitality industry. It is through this reinvention that organizations may be able to unlock the potential hidden within its existing workforce and increase their DE&I efforts.

Internal mobility is the best way to retain talent and create a message about your brand that job-seekers can visually see. Employees who feel that they are a vital part of the organization and its vision have more incentive to remain with the company.

Internal mobility can increase employee engagement

by 30%.

Effective Talent Mobility Statistics

Career mobility

1. Build a more transparent access to opportunity

Norms today:
- Traditional talent deployment can allow for unconscious bias and lead to preferential access
- Reliance on personal connections tends to unconsciously marginalize underrepresented (UR) groups

How to get there tomorrow:
- Leverage job posting technology to make career opportunities open and accessible to all employees. Consider using advanced career matching technology to make recommendations to employees for appropriate next level jobs
- Promote diversity throughout the talent search and promotion process, for all roles at all levels to achieve more equitable outcomes (i.e., look to hire internal UR talent before engaging in external searches).

2. Enable workers to develop interest in their career

Norms today:
- There is little implied loyalty between employees and employers within hospitality
- Employers often don't spend time investing in career development, resulting in higher turnover rates

How to get there tomorrow:
- Develop a robust internal career program to help employees reskill themselves for new and different positions within the company. Consider tuition reimbursement options.
- Create an interactive solution that allows and encourages employees to explore and access internal job postings, engage in team communications, and take opportunities to learn new skills via company training courses and certifications.
- Highlight and reward the importance of mentorship as an avenue for employees to learn and grow in multiple directions within your organization.

3. Disrupt traditional approaches to career advancement

Norms today:
- Employees who want to grow and develop often leave their current company to gain new experiences
- Career advancement is linear

How to get there tomorrow:
- Advance internal workforce equity by helping employees in their transformation of managing talent processes and practices
- Modify your talent plan to effectively use technology solutions to better harness diversity and avoid the detrimental effects of biases
- Consider leveraging rotational programs, agile teams, and international and expatriate experiences in order to embed a culture of lateral movement across your organization
- Refine your sponsorship programs to address the entrenched biases in the workplace and create connections that will elevate underrepresented talent

RECODING THE NORMS

Norms Today	Career Mobility Tomorrow
Limited to the executive ranks	Applicable to employees at every level in the organization
Focused primarily on geographic moves	Can be moves between functions, jobs, projects, etc.
Requires an application process that mirrors external hiring	Has a streamlined process that reinforces the belief that the organization already knows you as a candidate
Is highly manual and paper-based, and often lacks a uniform process	Is facilitated by user-friendly technology that makes the well-documented process "one click"
Is perceived to be a major change in one's career	Is perceived as a natural and normal career step for a lifelong learner

Resource Links: KF Career Development | Workforce equity through internal mobility | Retaining talent through mobility

Career mobility

CONSIDERATIONS ON YOUR JOURNEY TO RECODING CAREER MOBILITY

- Assess the integration of DE&I knowledge and approaches in your current HR programs
- Conduct and audit how your organization approaches talent management through a DE&I lens. Reach out to Jacquelyn Dekker for more information on Korn Ferry's DE&I talent audit offerings
- As you progress in your DE&I maturity, integrate career mobility into your DE&I strategy to ensure that there is equal access and support for all opportunities within the top of the organization

- Middle management may need additional support to lead inclusively and promote equitably
- At the Leading Edge level of maturity, all employees should be invited to see themselves on a non-linear learning journey throughout the organization
- DE&I practices should be well tracked using the metrics for hiring and promoting practices (see Metrics Recommendation tool), and HR held accountable for holding these standards as they evolve
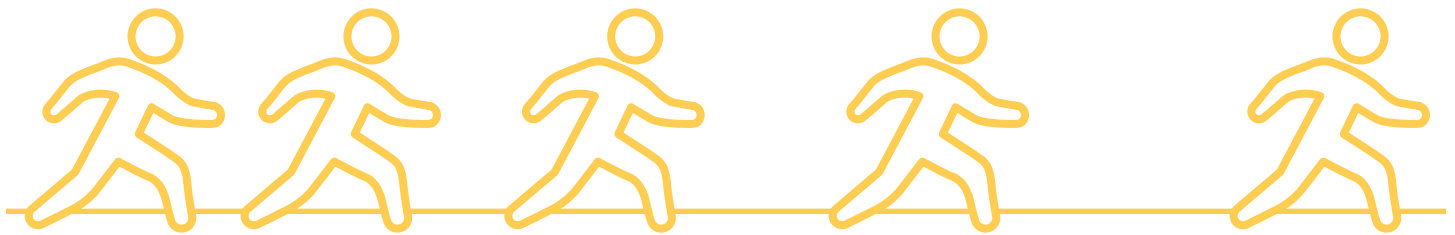
Without career mobility that ensures equitable opportunity to all, leaders from URT groups have had to achieve career growth by relying on their own methods, as shown by the statistics below:

- 82% of Black leaders took risks because they knew it was essential to their career progression

- 36% of Black leaders took on tough projects that no one else wanted in order to prove themselves more extensively than their peers

- Women CEOs scored higher on humility, indicative of a consistent lack of self-promotion and a tendency to share the credit

- Two-thirds of women said they never realized they could become CEOs until a boss or mentor encouraged them

Leadership lessons from senior Black leaders | What makes women CEOs different

With the creation of structural pathways and behavioral changes with equity embedded into them, your employees can advance, and your organization can see the benefits of internal mobility for underrepresented employees and progress your DE&I ambitions.

Career mobility

MOBILITY CAN BE INTEGRATED INTO STRUCTURAL PATHWAYS AND BEHAVIORAL SHIFTS:

See the DE&I strategy tool for more information on the importance of structural and behavioral changes within an organization.

Below are the types of changes that can be made to increase the equity and effectiveness of your career mobility.

Structural Suggestions	Behavioral Suggestions

• Create equal career path systems by using technology platform—and ensure equal and easy access to those platforms—in order to have transparency of opportunities
• Design mentorship and sponsorship programs that can inform and connect growth opportunities within the organization
• Address and deconstruct current norms in linear mobility systems
• Invest in inclusive leader training across leadership levels
• Analyze and shift career architecture to better support authentic career growth and development by enabling movement between teams, jobs, functions and geographies as a natural step in your employees' career path
• Track employment and advancement statistics at all levels and make the information publicly available
	• Commit to ensuring that at least one existing employee who is a member of an underrepresented group is in final interview rounds for positions being filled
	• Recognize the role that URT play in mitigating bias within your organization
	• Work to eliminate unconscious biases in the recruiting and advancement process, such as investing in bias training programs for recruiters and hiring managers
	• Engage with micro-affirmations rather than micro-inequities. For example, managers can:
	  • Provide equal access for all direct reports to development opportunities
	  • Affirm emotional reactions and validating the experiences and work of different individuals
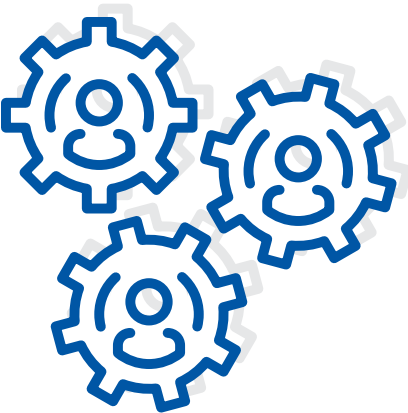
RESOURCES TO HELP MAKE THESE CHANGES:

• Korn Ferry's inclusive leader development

• KF guide to DE&I in the workplace

• KF career framework modeling

Content links: KF guide to DE&I in the workplace | Talent mobility as a key to success | Creating opportunities for POC in the hospitality industry
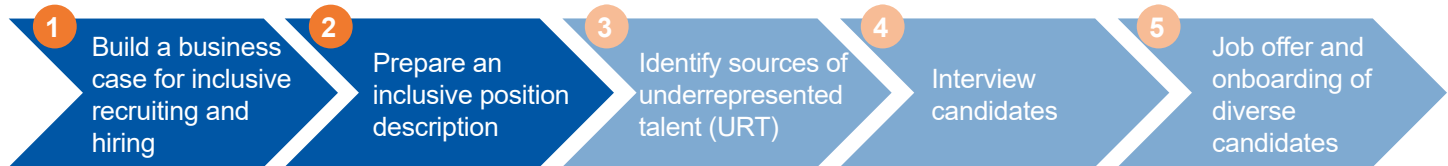
Resources for management

Key actions to building a more inclusive hiring process

This guide highlights steps to take when your organization has made the decision to participate in inclusive hiring. We will expand on the following steps:

TAKEAWAY:
After reviewing this guide, you will have specific ideas for how to incorporate inclusive hiring techniques and key inclusive hiring questions to consider depending on your organization's DE&I maturity level.

1. Build a business case for inclusive recruiting and hiring
2. Prepare an inclusive position description
3. Identify sources of underrepresented talent (URT)
4. Interview candidates
5. Job offer and onboarding of diverse candidates

1 Build a business case…

• Reflect on how an inclusive and diverse workforce would benefit your organization. Share this business case with key stakeholders to show how inclusive hiring will improve your bottom line (see statistics to the right).

• Declare a commitment to inclusive hiring and recruiting and then transform that commitment to actionable goals, such as increasing representation across the organization or exhibiting inclusive behaviors in sourcing talent. It is an important step forward in developing and activating your overall DE&I strategy.

Diversity, Equity & Inclusion – Turn talk into action: Becoming a leader in DE&I

Research indicates that diverse and inclusive organizations have stronger financial and business performance and outperform their peers.

87% are more likely to make better business decisions and see a noticeably positive impact of DE&I on their business performance

• **70%** more likely to capture new markets
• **36%** more likely to outperform on profitability
• **75%** more likely to see ideas become productized and report 19% higher innovation revenue

2 Prepare an inclusive position description…

• Create position descriptions that are conducive to inclusive hiring. The language used in job descriptions and job postings can be the deciding factor of whether an individual will apply or not. De-bias by using inclusive language and qualifiable and objective requirements.

• Keep in mind that in addition to using inclusive language, candidates seek inclusive workplaces in their job search.

• A report uncovered that **men will apply for a role if they meet 60%** of the criteria whereas **women tend to only apply if they meet 100%**

• **76%** of job seekers state that a diverse workforce is an important factor when evaluating companies and job offer

Harvard Business Review – Why Women Don't Apply for Jobs Unless They're 100% Qualified

glassdoor for Employers – What Job Seekers Really Think About Your Diversity and Inclusion Stats

BY CHANGING JUST A FEW WORDS, YOU CAN REDUCE GENDER BIAS IN YOUR HIRING
There are other words commonly used in the job postings/adverts that could dissuade a diverse application pool.
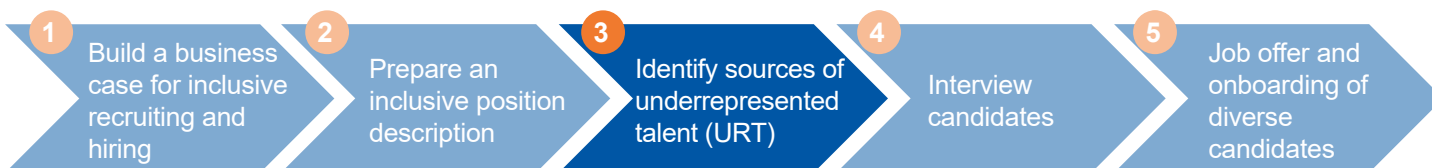
Inclusive language – Unconscious bias

Remove	Replace with	Remove	Replace with	Remove	Replace with
Any reference to man/woman (i.e., sales man)	Person	His/Her	Their, Your	Recent Grad	Suggest only candidates of a certain age can apply
Man Hours	Work Hours, Workforce	Maternity	Parenthood, Parental Leave		
Manpower	Workers, Workforce, Personnel	Speak	Communicate	4-7 Years of Experience	Removes the potential for people with more work experience to apply
Workmanship	Work	See	Identify, Assess, Discover		
		Carry	Move		

Inclusive language – Gender bias

Remove	Replace with
Strong	Proven, Sound, Solid
Drive	Run, Steet, Deliver, Energy
Lead	Run, Manage, Grow
Analysis	Research, Testing, Scrutiny
Individuals	People, Team Members
Decisions	Actions, Moves
Competitive	Attractive, Fair, Results-Oriented

Key actions to building a more inclusive hiring process

| 1 Build a business case for inclusive recruiting and hiring | 2 Prepare an inclusive position description | 3 Identify sources of underrepresented talent (URT) | 4 Interview candidates | 5 Job offer and onboarding of diverse candidates |

3 Identifying sources of underrepresented talent (URT)…

Finding underrepresented candidates may require you to diversify your "traditional" networks:

- **Recruit** from different talent sources & pools e.g., professional associations, conferences, networking groups, colleges including Historically Black Colleges and Universities (HBCUs) and minority organizations at universities. Provide paid internships or scholarships to strengthen your early talent pipeline.

- **Advertise** through diverse channels and different job boards e.g., Diversity Working, Recruit Disability, Diversity.com, Black Career Network, Hispanic/Latino Professionals Association, HBCU Connect, Professional Diversity Network, iHispano, WorkplaceDiversity.com, Pink Jobs, Campus Pride.

- **Ask** current employees for referrals and offer referral bonuses. For consideration: keep in mind that we often spend time with individuals most similar to us, which could impact URT referrals depending on your employee base.

Consider developing long-term relationships with professional organizations and associations who serve underrepresented groups. Example organizations may include:

- African American Leadership Council
- Alumni Associations or Affinity Groups at Graduate Schools
- American Business Women's Association (ABWA)
- American Indian Business Leaders
- Ascend
- Asian American Hotel Owners Association (AAHOA)
- Association of Latino Professions for America (ALPFA)
- Black in Technology
- Canadian Association of Women Executives and Entrepreneurs
- Executive Leadership Council
- Financial Women's Association
- Hispanic Alliance for Career Enhancement (HACE)
- Hospitality Diversity Action Council
- Information Technology Senior Management Forum
- Latino Hotel Association (LHA)
- League of United Latin American Citizens (LULAC)
- Minorities in Hospitality
- Multicultural Greek Council
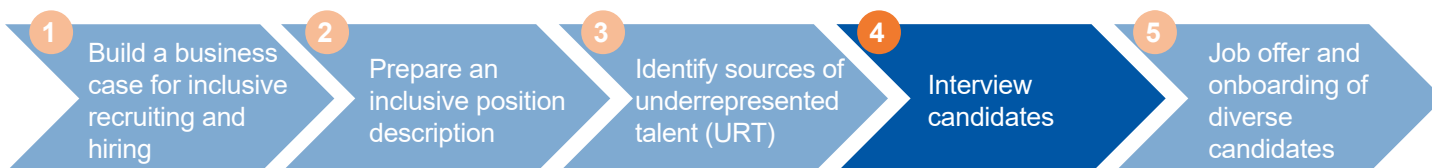- National Action Council for Minorities in Engineering (NACME)

- National Association for Female Executives (NAFE)
- National Association of African American in Humans Resources
- National Association of Asian American Professionals (NAAAP)
- National Association of Black Accountants
- National Association of Black Hotel Owners, Operators & Developers
- National Black MBA Association
- National Coalition of Black Meeting Professionals (NCBMP)
- National Diversity Council
- National Society of Hispanic MBAs
- National Society of Minorities in Hospitality (NSMH)
- National Urban League
- Prospanica
- Reaching out MA
- Society of Hispanic Professional Engineers (SHPE)
- Southern African Association for the Conference Industry (SAACI)
- Women in Technology International (WITI)
- Women's Diversity Network (WDN)

⚠ TIP

URT may also be found outside of the standard career paths and industries:

- Extend beyond job titles of potential candidates and instead seek evidence of leadership, business experiences and abilities.

- Consider URT from adjacent industries – e.g., restaurant, travel, theater, retirement communities – or even completely different industries (particularly for positions like IT, HR, engineering, operations, or legal) where skills are transferable.

Key actions to building a more inclusive hiring process

| 1 Build a business case for inclusive recruiting and hiring | 2 Prepare an inclusive position description | 3 Identify sources of underrepresented talent (URT) | 4 Interview candidates | 5 Job offer and onboarding of diverse candidates |

4 Interviewing candidates…

As humans, we all have conscious and unconscious biases. Mitigating these biases and first impressions (whether positive or negative) during the hiring process is essential for inclusive hiring. Best practices include:

- Removing all non-essential information (i.e., name, gender references) when conducting your initial review of applications or resumes
- Having your recruiter, hiring manager, and interviewers go through trainings for unconscious bias, cultural literacy, and behavioral interviewing*
- Using structured, behavioral based interviewing techniques
- Assessing for relevant competencies, traits, drivers and experiences

* *Korn Ferry has a number of leadership training programs, including topic areas of bias, inclusion, and the talent selection process. For more information, contact* Jacquelyn Dekker *at Korn Ferry.*

* *The American Hotel and Lodging Educational Institute (AHLEI) has an Understanding Unconscious Bias in Hospitality training. For more information, contact* Jenn Clark Fugolo *at AHLA Foundation.*
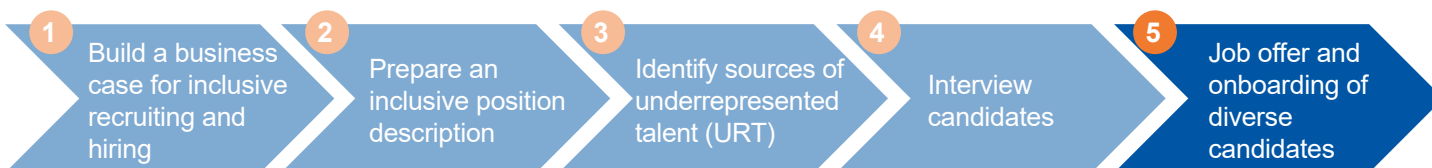
Recruiters should also advise and prepare the candidate before interviews. Best practices include:

- Providing an agenda to the candidate ahead of the interview with interviewers' names/positions.
- Coaching the candidate on how to best highlight their experiences and qualifications relevant for the position.

When conducting interviews, interviewers should focus on candidates' **quantifiable impact** and **evidence of success** in prior positions/experiences. During the evaluation phase, interviewers should provide **objective evaluations** to avoid biases.

A Guide to Conducting Behavioral Interviews with Early Career Job Candidates | How to overcome 4 challenges of recruiting diverse talent

Key actions to building a more inclusive hiring process

1	2	3	4	5
Build a business case for inclusive recruiting and hiring	Prepare an inclusive position description	Identify sources of underrepresented talent (URT)	Interview candidates	Job offer and onboarding of diverse candidates

5 Job offer and onboarding…

Job offer

When extending a job offer, increase the appeal of the offer by thoroughly selling the company and opportunity by:

- Explaining the 'total package' of benefits to joining your company
- Highlighting your inclusive and welcoming culture. Examples may be: an "onboarding buddy" to help with a smooth transition, a meditation or prayer room, potluck events to celebrate the different nationalities represented among your employees, gender-neutral restrooms, or employee-based events focused on inclusivity (e.g., a Pride Month event)
- Sharing the commitment to professional development and career mobility/trajectory within your organization

Once the job offer has been officially accepted, share the news of your successful new hire through internal and external communications (newsletters and social media)

Onboarding

To prepare the selected candidate for a successful onboarding process, consider supporting your new employee through:

- Coaching
- Mentorship/sponsorship
- Differentiated Development opportunities

Emphasize your company's commitment to DE&I during the onboarding experience, including sharing resources that explain how the new employee can become involved in making the workplace more inclusive (e.g., overview and invitation to your Employee Resource Groups (ERGs).

> **TIP**
>
> In order to protect and strengthen the company's reputation as an inclusive employer, it is also important to skillfully inform candidates who were not selected in a timely manner.

> **KEY POINT**
>
> As you know, if you work in the hospitality industry there's a good chance your business will attract customers from a variety of countries and cultures. If you want to engage with your customers effectively, your staff should reflect the entirety of your market.
>
> **Racially diverse teams outperform non-diverse organizations by as much as 35%.**
>
> Read more about it: Benefits of diversity in hospitality | Diversity benefits statistics

Inclusive hiring process

QUESTIONS TO CONSIDER FOR INCLUSIVE HIRING AT EACH MATURITY LEVEL

	Foundational (Level 1)	Progressing (Level 2)	Advanced (Level 3)	Leading Edge (Level 4)
Business case	• Why is it important to recruit and hire more diverse talent? • Does the company have the DE&I expertise to build a business case internally or do they need to outsource to a consultancy?	• How will DE&I and inclusive hiring drive the business? • Who will the business case be shared with and how will the business impact of DE&I start to become "top of mind" for leaders?	*Business case should be developed*	
Inclusive position description	• Does the position description use inclusive language, avoiding gender specific wording and industry jargon? • What are the necessary responsibilities and "must haves" for the position versus what is just a nice to have?	• Does language clearly state your workplace commitment to diversity, inclusion and belonging and is this visible through your mission, website, authentic photos, employees, etc.? • Do you leverage different types of content for your job description, e.g., videos and audio files with transcripts and close captions, downloadable information sheets, vision- and hearing-impaired-friendly solutions, dyslexia-friendly fonts?	• Does the position description emphasize inclusive benefits of your organization (i.e., parental leave, mental health & wellness programs)?	*At the highest level of DE&I maturity, all previous considerations for inclusive hiring should be sufficiently built into your talent acquisition approach.*
Diverse candidate pool	• Does the company have legal representation that could advise on any legal implications around DE&I initiatives, demographics captured, etc.?	• Where has the organization traditionally marketed job descriptions and postings in the past? How can it reach new sources?	• Where can the organization develop long term networks/relationships with professional associations and organizations to attract underrepresented talent	
Candidate interview	• Do interviewers know which questions are appropriate to ask candidates and do questions abide by all legal guidelines? • Do the interviewers have a strong sense of the necessary job requirements/"must haves" so they can assess objectively?	• Have recruiters and hiring managers been trained in inclusive hiring practices? • Create diverse interviewing panels that represent the diversity of the world we live in; is there a diverse group of individuals interviewing the candidate?	• Do the interviewers demonstrate the organization's commitment to diversity (i.e., using interview questions that demonstrate its DE&I literacy)? • Is the organization creating an inclusive and equitable interview environment?	
Offer and onboarding	• Does the job offer appropriately showcase the benefits of joining the company? • Does the job offer utilize inclusive language? • Have candidates who were not selected been appropriately notified?	• Does the job offer provide a comprehensive "package" to showcase the benefits of joining the organization, aside from salary and inclusive benefits?	• Is the company considering how the new employee can fulfill the current role but also stretch assignments, development opportunities, mentorship/sponsorship that will prepare the individual for career mobility within the organization?	

Becoming an inclusive leader

Creating solid business plans, managing them well, delegating tasks and protecting employees from ambiguity is no longer enough in the face of continual disruption. All of this requires a new type of leader. Inclusive leaders empower team members to take risks and bring their authentic selves to work while also helping organizations to innovate and capitalize on new business opportunities.

TAKEAWAY:

An inclusive leader is:

- **Self-aware**
- **An advocate for diversity**
- **Able to leverage the differences within the team to achieve better performance**

WHAT DOES AN INCLUSIVE LEADER LOOK LIKE?

Building diversity, equity, and inclusion starts with inclusive leaders—not just at the top, but at every level of the organization. Inclusive leaders across all industries have certain personality traits, competencies, and biographies in common. These key elements work together to make inclusive leadership a reality.

Greater diversity does not automatically lead to better results. While diverse teams do outperform and out-innovate homogenous teams, they can also be significantly less effective. The differentiator is leaders who can skillfully manage in an inclusive way.

ENABLING TRAITS

Traits are generally hardwired and include an individual's personality, sense of purpose, and values. The core enabling traits of an inclusive leader are:

Authenticity
Requires humility, setting aside ego and establishing trust in the face of opposing beliefs, values, or perspectives

Emotional Resilience
Requires the ability to remain composed in the face of adversity and difficulty around differences

Self-assurance
Requires a stance of confidence and optimism

Inquisitiveness
Requires openness to differences, curiosity, and empathy

Flexibility
Requires the ability to tolerate ambiguity and to be adaptable to diverse needs

ESSENTIAL COMPETENCIES

An inclusive leader must also possess the skills to lead inclusively. These are the Five Disciplines that are essential for inclusive leadership:

Builds Interpersonal Trust
Is honest and follows through; establishes rapport by finding common ground while simultaneously able to value perspectives that differ from our own

Integrates Diverse Perspectives
Considers all points of view and needs of others; skillfully navigates conflict situations

Optimizes Talent
Motivates others and supports their growth; joins forces for collective success across differences

Applies an Adaptive Mindset
Takes a broad worldview; adapts approach to suit situation; innovates by leveraging differences

Achieves Transformation
Willing to confront difficult topics; brings people of all backgrounds along to achieve results

Biographical experiences. Inclusive leaders need to be able to identify others culturally driven preferences to gauge how productive their preferred style is likely to be. Diverse personal and professional experiences, such as living in a different region or being in a fully racially or ethnically mixed environment, lead to greater inclusivity.

Read more about Inclusive Leadership here.

Becoming an inclusive leader

1 **Measure your inclusivity as a leader**
Start by reflecting on your behaviors to gain awareness of how much you promote a diverse and inclusive workplace. Try this quiz!

2 **Develop your INCLUDE skills**

- **I**mpact: Build awareness of how your biases drive your behavior and can impact others. How? Test your assumptions for accuracy.

- **N**otice: Notice your reactions in moments that matter and ask yourself why you are thinking and feeling that way. How? Look for patterns in what triggers strong or quick reactions for you.

- **C**ommunicate: Share your commitment to inclusion in words and actions. Invite unconventional ideas and encourage others to do so. How? Actively seek out a wide variety of viewpoints.

- **L**everage: Demonstrate appreciation for different perspectives and look for ways to leverage them to achieve business results. How? Invite someone who is different from you to work with you on a project.

- **U**ncover: Share more of who you are and encourage others to do the same to build rapport and trust. How? Risk vulnerability to show more of your true self to others at work.

- **D**isrupt: Pause before making decisions or taking actions that impact people, to disrupt ineffective biases. How? Ask yourself how it might feel being on the receiving end of your behavior.

- **E**mpathize: Understand and acknowledge the feelings and experiences of others even if you don't agree with them. How? Ask what the other person would do.

Believe in the power of people

3 **Seek experiences that interrupt your behavioral bias**
- Practice your INCLUDE skills.
- Work on cross-functional, cross-divisional, cross-market assignments.
- Consult with people outside of your own circle.
- Participate in DE&I trainings, coaching, and continual development.

4 **Measure progress and accountability**
As your DE&I maturity increases, measurement and accountability also progresses:
- Foundational: Leaders begin to understand how inclusive leadership impacts business outcomes.
- Progressing: DE&I goals are included for leaders.
- Advanced: Leaders are accountable for their inclusive leadership enablement.
- Leading Edge: Leaders are key DE&I change agents and hold the organization accountable.

REAL-LIFE SUCCESS STORY

Problem: Low satisfaction rates and high intention-to-leave rates for women of ethnic and racial minorities

Approach: Helping managers, who were mostly white males, develop greater ability to gain deeper trust from employees through active listening

Outcome: Women of color were able to voice their career goals and it led to 75% advancement for women of ethnic and racial minorities

Read more here.

OUTCOMES

36%
of companies with ethnically diverse executive teams are more likely to outperform on profitability.

73%
of employees are empowered to perform their best work when they feel their voices are heard at work.

75%
more likely to see ideas become productized.

87%
of the time diverse and inclusive teams make better decisions.

Korn Ferry's Inclusive Leadership Research.

> ⚠ **TIP**
>
> Korn Ferry and AHLA Foundation have created a Leadership Academy training program for executives focused on inclusive leadership and how it positively impacts the organization and the individual. For more information, contact Jenn Clark Fugolo at AHLA Foundation.

Glossary, additional resources, and contact information

Glossary of terms

This glossary will help you to understand foundational DE&I concepts and terms. It has been divided into three sections: 1) foundational DE&I concepts, 2) bias, actions and consequences of inequity, and 3) social identifiers.

Please note that this list isn't exhaustive, and social identifiers are constantly changing and evolving.

1. Terms to know: Foundational DE&I concepts

Advocate: Someone who speaks up for themselves and members of their identity group. Advocates acknowledge responsibility as citizens to shape public policy to address intentional or unintentional harm to minorities and the oppressed, whether caused by action or inaction.

Ally: Someone who speaks on the behalf of others in need or distress until they are **empowered** to speak for themselves.

Applicant Tracking System (ATS): A software application that enables the electronic handling of recruitment and hiring needs.

Bias Incident: A **discriminatory or hurtful act** that appears to be motivated or is perceived by the victim to be motivated all or in part by race, ethnicity, color, religion, age, national origin, sex, disability, gender identity or sexual orientation. To be considered an incident, the act is not required to be a crime under any federal, state, or local statutes.

Behavioral Inclusion: Teaches individuals about the biases that affect their decision making, then shows them how to use this **self-awareness** to behave more inclusively.

Color Blind: The belief in treating everyone "equally" by treating everyone the same; based on the presumption that differences are, by definition, bad or problematic and therefore best ignored.

Culture of Inclusion: An environment that makes every employee feel like they are a part of a greater good. Statistics show that when employees feel part of a culture of inclusion, they are more engaged and more likely to stay on with a company for longer.

DE&I council: DE&I committees are small groups of employees (usually around 7-15) from all departments of the organization that take the reins of the DE&I journey. They help explain, promote, and encourage the DE&I mission. They also have an important role in holding the organization accountable and ensuring the work remains a priority **(See DE&I council/ERG guide).**

Dialogue: Communication that creates and recreates multiple understandings. It is bidirectional, not zero-sum and may or may not end in agreement. Dialogue can be emotional and uncomfortable, but is safe, respectful, and has greater understanding as its goal.

Diversity: Is the "mix." It encompasses the full range of human differences and similarities, including physical, cognitive, relational, occupational, societal, and value-related.

Dominant Culture: The cultural values, beliefs, and practices that are assumed to be the norm and are most influential within a given society.

Glossary of terms

Employee Resource Group (ERG): Employee-led groups whose aim is to foster a diverse, inclusive workplace aligned with the organizations they serve. These groups provide a safe space for employees from a specific identity group **(See DE&I council/ERG guide).**

Equality: The value of fairness for everyone. It is a promise that no one will be favored on the basis of who they are.

Equity: Recognition that not everyone has equal access to opportunity, advancement, support, and reward. Addressing structural and behavioral **inequities** to ensure the promise of equality is fulfilled for all.

Glass-Cliff Projects: High-risk tasks disproportionately assigned to ethnically diverse talent and women.

Inclusion: It's making the diversity "mix" work. Involving and valuing people as individuals, respecting their differences and leveraging the wealth of knowledge, perspectives and insights in an open, trusting, and diverse workplace.

Inclusive Design: Designing to the needs of the most excluded and, in doing so, create products and services that are better for all.

Mentorship: For diversity mentoring specifically, the training should include cultural, racial, and gender awareness, as well as communication skills practice. Understanding cultural or gender-based assumptions will help mentors and mentees develop a successful mentoring partnership based on authenticity and trust.

Micro-affirmation: Small gestures of inclusion, caring and listening that enable everyone to succeed through equal opportunity and treatment. These are grounded in an environment marked by generosity, credit giving, support and respect for all—the culture of an inclusive organization.

Privilege: A right, license, or exemption from duty or liability granted as a special benefit, advantage, or favor.

Safe Space: Refers to an environment in which everyone feels **comfortable** expressing themselves and participating fully without fear of attack, ridicule, or denial of experience.

Social Justice: Is both a process and a goal. The goal of social justice is full and equal participation of all groups in a society that is mutually shaped to meet their needs. Social justice includes a vision of society in which the distribution of resources is equitable, and all members are physically and psychologically safe and secure.

Sponsorship: A helping relationship in which senior level people use their status to advocate for and place a more junior person in a key role. Intended to increase diversity at different levels of the organization.

Structural Inclusion: Putting equitable systems in place that prevent those biases occurring in the first place.

Underrepresented Groups: A subset of a population that holds a smaller percentage within a significant subgroup than the subset holds in the general population.

Underserved: Populations that are disadvantaged in relation to other groups because of structural/societal obstacles and disparities.

Glossary of terms

2. Terms to know: Bias, actions, and consequences of inequity

Ableism: Prejudiced thoughts and discriminatory actions based on differences in physical, mental and/or emotional ability that contribute to a system.

Anti-Semitism: The fear or hatred of Jews, Judaism and related symbols.

Bias: Prejudice in favor of or against one thing, person or group compared with another, usually in a way considered to be unfair.

Biphobia: The fear or hatred of persons perceived to be bisexual.

Classism: Prejudiced thoughts and discriminatory actions based on difference in socio-economic status, income, class; usually by upper classes against lower classes.

Discrimination: Actions based on **conscious or unconscious prejudice** that favor one group over others in the provision of goods, services, or opportunities.

Hate crime: Hate crime legislation often defines a hate crime as a crime motivated by the actual or perceived race, color, religion, national origin, ethnicity, gender, disability or sexual orientation of any person.

Heterosexism: Viewing the world only in heterosexual terms, thus denigrating other sexual orientations.

Homophobia: The fear or hatred of homosexuality (and other non-heterosexual identities) and persons perceived to be gay or lesbian.

Implicit Bias: Occurs when someone consciously rejects stereotypes and **anti-discrimination efforts** but also holds negative associations in their mind unconsciously.

Islamophobia: The fear or hatred of Muslims, Islam and related symbols.

Marginalized: Excluded, ignored, or relegated to the outer edge of a group/society/community.

Micro-aggression: Subtle or unintentional behavior that shows **prejudice or bias.**

Micro-inequities: Day-to-day exchanges that transmit a sense of subordination from one individual to others based on any number of social identities.

Oppression: Results from the use of institutional power and privilege where one person or group benefits at the expense of another; oppression is the use of power and the effects of domination.

Prejudice: A preconceived judgment about a person or group of people, usually indicating negative bias.

Racism: Prejudiced thoughts and discriminatory actions based on difference in race/ethnicity, usually by white/European descent groups against people of color.

Glossary of terms

Sexism: Prejudiced thoughts and discriminatory actions based on difference in sex/gender, usually by men against women.

Silencing: The conscious or unconscious processes by which the voice or participation of particular social identities are excluded or inhibited.

Social Exclusion: Being excluded from social circles in and outside of the workplace.

Stereotype: Blanket beliefs, unconscious associations and expectations about members of certain groups that present an oversimplified opinion, prejudiced attitude, or uncritical judgment. <u>Stereotypes</u> go beyond necessary and useful categorizations and generalizations in that they are typically negative, are based on little information, and are highly generalized.

System of Oppression: Conscious and unconscious, non-random and organized harassment, discrimination, exploitation, discrimination, prejudice, and other forms of unequal treatment that impact different groups.

Transphobia: The fear or hatred of persons perceived to be transgender and/or transsexual.

Unconscious Bias: The blind spots that distort attitudes, actions, and decisions concerning those who are different from us.

Xenophobia: The fear or hatred of foreigners.

[What Is Diversity In The Workplace?](#)

[Diversity is Being Invited to the Party: Inclusion is Being Asked to Dance](#)

Glossary of terms

3. Terms to know: Social identifiers

Asexual: Someone who does not experience sexual attraction.

Biracial: A person who identifies as coming from two races; a person whose biological parents are of two different races.

Bigender/Dual Gender: A person who possesses and expresses a distinctly masculine persona and a distinctly feminine persona and is comfortable in and enjoys presenting in both gender roles.

Bisexual: A person who is attracted to people of their own gender as well as another gender.

Cisgender: A description for a person whose gender identity, gender expression and sex assigned at birth align.

Ethnicity: The culture of people in a given geographic region, including their language, heritage, religion, and customs.

First Nations People: Individuals who identify as those who were the first people to live on the Western Hemisphere continent; people also identified as Native Americans.

Gay: The adjective used to describe people whose enduring physical, romantic, and/ or emotional attractions are to people of the same sex *(e.g., gay man, gay people).* Sometimes *lesbian* (n. or adj.) is the preferred term for women. Avoid identifying gay people as "homosexuals," which is an outdated term considered derogatory and offensive to many lesbian and gay people.

Gender: Social, cultural, and psychological traits linked to males and females that define them as masculine or feminine.

Gender Identity: Refers to a person's internal, deeply felt sense of being a man or woman, or something other or in between, which may or may not correspond with the sex assigned at birth; because gender identity is internal and personally defined, it is not visible to others.

Heterosexual: A person attracted to members of another sex or gender.

Intersex: A general term used for a variety of conditions in which a person is born with reproductive organs, sexual anatomy or chromosomes that are not considered "standard" for either male or female.

LGBTQIA: An inclusive term for those who identify as lesbian, gay, bisexual, transgender, queer, intersex and asexual.

Multiracial: A person who identifies as coming from **two or more races**; a person whose biological parents are of two or more different races.

Multiethnic: A person who identifies as coming from two or more ethnicities; a person whose biological parents are of two or more ethnicities.

Pansexual (also referred to as omnisexual or polysexual): Referring to the potential for sexual attractions or romantic love toward people of all gender identities and biological sexes; the concept of pansexuality deliberately rejects the gender binary.

Glossary of terms

People of Color: Used primarily in the United States to describe any person who is not white; the term is meant to be inclusive among non-white groups, emphasizing common experiences of racism.

Queer: An <u>umbrella term</u> that can refer to anyone who transgresses society's view of gender, sexual orientation, or sexuality.

Questioning: Refers to an individual who is uncertain of her/his sexual orientation, gender, or identity.

Race: Refers to the concept of dividing people into populations or groups on the basis of various sets of physical characteristics that result from genetic ancestry.

Religion: A system of beliefs, usually spiritual in nature, and often in terms of a formal, organized denomination.

Sex: Separate from gender, this term refers to the cluster of biological, chromosomal, and anatomical features associated with maleness and femaleness in the human body.

Sexual Orientation: Refers to the gender(s) that a person is emotionally, physically, romantically attracted to. Examples of sexual orientation include <u>**gay, bisexual, heterosexual, and asexual**</u>.

Social Identity: Involves the ways in which one characterizes oneself, the affinities one has with other people, the ways one has learned to behave in stereotyped social settings, the things one values in oneself and in the world, and the norms that one recognizes or accepts governing everyday behavior. Social Identifiers are usually defined by some physical, social, and mental characteristics of individuals.

Transgender: People who deviate from their assigned gender at birth or the binary gender system. This includes transsexuals, cross-dressers, genderqueers, drag kings, drag queens, two-spirit people and others. Some transgender people feel they exist not within one of the two standard gender categories but rather somewhere between, beyond or outside of those two genders.
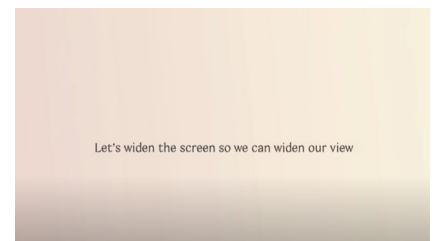
Resource Links: [The Diversity & Inclusion Glossary [a List of 200+ Terms]](#) | [Four-Step Guide to Diversity, Equity and Inclusion in the Workplace](#)

[Diversity and Inclusion in the Workplace](#)

[Accenture Inclusion & The Power of Diversity](#)

[Procter & Gamble | Widen the Screen](#)

Additional resources

This section contains links to additional resources that will serve as other interesting reading and useful guides on the topics covered in this DE&I Best Practices Guide.

STRATEGY	
Additional Resource	**Why read this article?**
Inclusive Design for Talent Systems: Part 1- Asleep at The Wheel	Learn the difference between behavioral and structural inclusion, how to tackle unconscious bias, and why a singular focus on unconscious bias isn't effective for DE&I strategy.
Inclusive Design for Talent Systems: Part 2 –The "Reference Man" Rules	Learn to outline actions that will help build a more inclusive culture fit for your organization.
Four-Step Guide to Diversity, Equity and Inclusion in the Workplace	Learn the root causes of unsuccessful DE&I initiatives and how to ensure your company builds a successful DE&I strategy.
How diversity makes teams more innovative	Learn about the importance of new and innovative ideas to DE&I work.
How Your Diversity and Inclusion Plan Can Turn Talk into Action	Learn how to create action items for your organization's DE&I strategy.
Practical diversity: taking inclusion from theory to practice	Learn practical tips to embrace diversity and inclusion in the workplace.
How Capital One Holds Itself Accountable on Diversity and Inclusion	Learn how to hold yourself and your leaders accountable in your DE&I journey.
LinkedIn's Head of Diversity Shares Her Playbook for Creating a More Inclusive Workforce	Learn to create a DE&I strategy with an intentional approach.
INCLUSIVE LEADER	
Additional Resource	**Why read this article?**
Power in the Boardroom	Learn about what leaders can do to make an organization's DE&I strategy effective and successful.
Race Matters	Learn how to approach DE&I conversations within your organization.
From the Inside Out: Diversity, Inclusion & Belonging	Learn how conscious and unconscious bias impact employee's professional development and how to become aware of embracing and developing diversity within ourselves.
Inclusive Diversity: The Game Changer	Learn about the importance of inclusion within DE&I efforts, from a practitioner's perspective.
Unified in Diversity, We Lead	Learn about the importance of unity and togetherness within DE&I and why it's required for DE&I efforts to succeed.
Getting comfortable with being uncomfortable	Learn how to get comfortable with being outside of your comfort zone and why this is an important aspect of the DE&I learning journey.
The power of diversity within yourself	Learn why diverse talent is an advantage to a workplace and DE&I efforts.
Unconcious Bias training	Learn about and raise awareness of unconscious bias and how to guide hotel employees and managers in your interactions with guests and fellow employees.

Additional resources

INCLUSIVE HIRING	
Additional Resource	**Why read this article?**
The DE&I Hiring Champion	Learn how to hire diverse talent in a constantly changing market.
How to Overcome 4 Challenges of Recruiting Diverse Talent	Learn about the major obstacles of recruiting diverse talent and how you can respond moving forward.
One Simple Way Companies Can Invest in Their Diversity and Inclusion Efforts	Learn about the new DE&I trends within workplaces and how you can incorporate new practices into your DE&I playbook.
What's Keeping Black Workers From Moving Up the Corporate Ladder?	Learn from the experiences and obstacles faced by Black workers, and how to address these systemic issues.
METRICS	
Additional Resource	**Why read this article?**
Understand the Root Causes	Learn how to create a metrics dashboard for your organization's DE&I initiatives.
Meaningful Metrics for Diversity, Equity and Inclusion	Learn about the role of metrics to help employers commit to DE&I and stay on track.
Now More Than Ever	Learn about working metrics into the DE&I framework of your organization and what's currently being administered and reported.
Diversity, Equity and Inclusion Update	Learn about the most up-to-date data on your organization's DE&I tracking efforts.
9 metrics to help you understand (and prioritize) DE&I	Learn about DE&I metrics for various segments of DE&I work.
CAREER MOBILITY	
Additional Resource	**Why read this article?**
The Confidence Boost	Learn how efficacy programs support DE&I initiatives.
The Black P&L Leader: Insights and Lessons from Senior Black P&L Leaders in Corporate America	Learn about the experiences of Black P&L leaders.
DE&I councils/ERGs	
Additional Resource	**Why read this article?**
What Is A Diversity Council And How Do You Make It A Success?	Learn how to create a successful DE&I council.
What Are Employee Resource Groups (ERGs)?	Learn about ERGs and how they can support your DE&I efforts.
6 Steps for Building an Inclusive Workplace	Learn how DE&I councils and ERGs can help make your workplace more inclusive.
EY's ERGs and Inclusion Councils Complementary to One Another	Learn how DE&I councils and ERGs can work together to help move your DE&I efforts forward

Contact for more information

Jennifer Clark Fugolo
Vice President of Advancement
AHLA Foundation

Washington, DC, USA
Tel: 301-848-0225
jfugolo@ahla.com

Michelle Stuntz
Senior Client Partner & North America
Consumer Consulting Leader
Korn Ferry

Washington, DC, USA
Tel: 202-341-7868
michelle.stuntz@kornferry.com

Jacquelyn Dekker
Associate Client Partner
Korn Ferry

Denver, CO, USA
Tel: 312-420-5146
Jacquelyn.dekker@kornferry.com