wfd CONSULTING

DIVERSITY STRATEGY

Building Diverse Workforces for Business Results

WE PARTNER WITH DIVERSITY OFFICERS TO CREATE STRATEGIES—BUILT ON A FOUNDATION OF SHARED VALUES AND BELIEFS—THAT WIN TOP MANAGEMENT'S HIGHEST COMMITMENT AND DRIVE BUSINESS RESULTS.
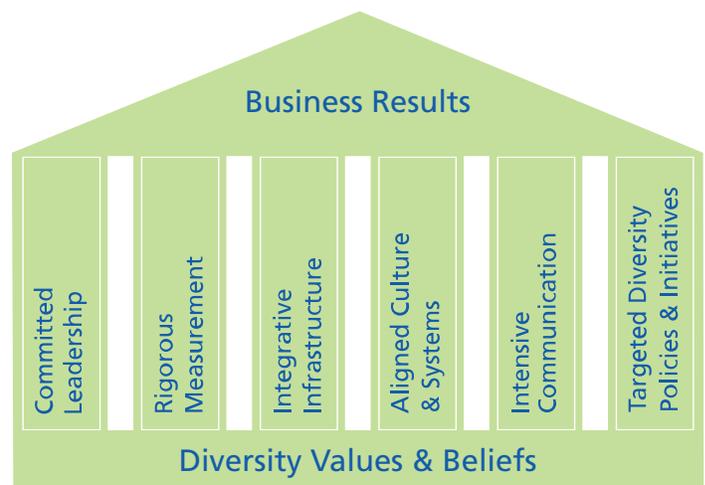
A COMPREHENSIVE DIVERSITY STRATEGY

WFD works collaboratively with your diversity council or other diversity leadership group to create a diversity strategy. If you don't have a diversity leadership group, we'll help you set one up.

Whether you have an existing diversity initiative or are just launching one, we typically start with an assessment of the current state of diversity in your organization. Using your data or ours, the assessment identifies the progress that has been made or existing strengths on which success can be built, what needs to be improved, what barriers exist to the recruitment, retention, promotion, and engagement of a diverse workforce, and how diversity influences business results. We also take a careful look at what your human resources information and employee surveys say about diversity. We analyze the data and partnering with your diversity team, we present the results to your diversity council or senior management team along with recommendations for a one-and-a-half to three-year strategy and establish a series of strategic agreements with action plans and measures. WFD builds a

diversity strategy on six pillars that drive organizational change and align diversity values and beliefs with business goals. The initiatives that you undertake in each pillar are designed and structured to your unique business context and requirements. The pillars can always be tailored to your pre-existing diversity model.

Business Results

| Committed Leadership | Rigorous Measurement | Integrative Infrastructure | Aligned Culture & Systems | Intensive Communication | Targeted Diversity Policies & Initiatives |

Diversity Values & Beliefs

Diversity Strategy

Our strategies have specific, measurable objectives with action plans to achieve results in six areas. Here are typical initiatives:

Committed Leadership

- Move top management beyond simply allowing and supporting diversity into full-fledged leadership

- Establish a business case for diversity that galvanizes the organization

- Agree on a values-based diversity strategy that adds to the growth of the business

Rigorous Measurement

- Understand employee needs, critical diversity issues, and how diversity relates to business success

- Establish measures and targets for each key organizational unit to drive the achievement of business and diversity goals

- Develop a system to monitor results and refine action

Integrative Infrastructure

- Establish and develop a diversity council or re-vitalize the existing diversity leadership group

- Determine key roles and responsibilities to fully integrate diversity across the organization

- Create linkages to vendors' and customers' diversity initiatives

Aligned Culture & Systems

- Establish clear diversity values and beliefs that define the organizational culture

- Assess the alignment between diversity values & beliefs and the existing culture

- Ensure that performance management, career development, compensation and benefits, rewards and recognition, and other policies and systems are aligned with the diversity strategy

Intensive Communication

- Communicate values and beliefs, expectations about diversity, assessment results and actions, and other information that employees need to become committed to the diversity strategy and gain clarity about their role in advancing it

- Promote successes in diversity to targeted customer and labor markets

- Inform vendors about expectations for diversity and the business advantages of promoting diversity in their own organizations

Targeted Diversity Policies & Programs

- Establish equal employment opportunity and affirmative action policies

- Provide recruiting, succession planning, work-life, training, networking, and mentoring solutions to address critical needs

- **Executive Briefing** – A highly interactive presentation that establishes the benefits of diversity for attracting and retaining top talent and for growing the business, what it takes to build and implement a successful diversity strategy, and what leaders must personally do to ensure diversity success

- **The Business Case for Diversity** – WFD brings together external industry, demographic, and research data with an organization's own internal data to build a business case that obtains the strong commitment of top managers and engages the workforce.

- **Diversity Assessment** – For those just getting started with diversity, the assessment establishes a baseline against which progress can be measured. It typically includes a survey, interviews, and focus groups. The results are carefully analyzed and along with a recommended strategy are presented to the Diversity Council or leadership team in a highly interactive, engaging process that concludes with an agreement on diversity strategy objectives, measures, targets, and action plans.

- **Diversity Review** – For those with on-going diversity efforts, we assess the current state of your diversity initiative and the barriers to further advancing diversity. The Diversity Review process typically begins with a series of interviews and focus groups and occasionally a survey. Like the Diversity Assessment, the results and strategy recommendations are presented to your leadership team.

- **Diversity Values & Beliefs Formulation & Measurement** – With senior leadership, WFD creates a compelling statement of fundamental diversity values and beliefs which is supported at all organizational levels. We establish a measurement system that allows you to determine the degree to which managers are "walking the talk" around the values and beliefs. Each manager receives individual feedback about their strengths and opportunities for improvement in creating a work environment conducive to the values and beliefs. And we give organizational feedback to the diversity council that can form the basis for your next round of diversity strategy.

- **Diversity Scorecard** – The scorecard is a measurement-driven approach to creating a work environment in which diverse people flourish and to improving the hiring, promotion, and retention of a diverse workforce. It is customized for each organization and includes leading and lagging indicators like the degree to which the work environment engages the commitment of diverse people, progress in creating a diverse workforce at every organizational level, progress in value chain diversity, and the absence of negative incidents relating to an individual's diversity.

- **Diversity Communications** – We design a communications strategy that brings diversity to the forefront internally, creates linkages to diverse suppliers, and establishes a diversity brand externally.

- **Diversity Training** – We help clients identify and contract for best-in-class training or create training to achieve learning and development goals in such areas as: understanding and supporting the business case for diversity; managing inclusion; coaching and mentoring; effective performance feedback; working with respect, dignity, and fairness; communicating effectively across national and cultural boundaries; identifying and addressing micro-inequities; recruiting diverse people; understanding differences and collaborating effectively with diverse colleagues and customers; recognizing and addressing discriminatory behavior; and understanding stereotypes and unproductive assumptions.

How WFD Works with Our Clients

WFD brings three unique characteristics to its diversity strategy work:

It's not about us – We start with your business context and goals and your unique diversity needs not our services or a preconceived notion of the "the right way." If WFD's services fit your strategy and are the best available, we confidently recommend them to you. But if WFD believes another firm has a better service for you or one that WFD doesn't offer, we help you identify and contract with the best.

Your data or ours – We find that many of our clients already have a variety of data sources that elaborate diversity issues in their organizations. WFD works with that data to pinpoint the critical few issues which must be addressed to advance diversity efforts. Or we can bring our deep data-gathering and analysis expertise.

Diversity strategy requires strategic thinking – An effective diversity strategy must tailor best diversity practices to meet unique organizational needs. However, for execution to be successful, the diversity strategy must also incorporate deep expertise in organizational change and business strategy. WFD brings all three. We move beyond tactical and program-by-program approaches to develop diversity strategies that appreciate the business context and are designed for lasting change.

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