Accelerating Diversity for a Better Bottom Line

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Introduction

The benefits of a diverse workforce have been thoroughly researched and highly publicized over the past two decades, yet it remains elusive for many organizations. Technology giants Google, LinkedIn, Facebook, and Apple recently acknowledged the lack of diversity among their employees, most of whom are white or Asian and male. They pledged to do a better job in recruiting, retaining, and developing diversity in their workplaces, understanding that workforce diversity is intricately linked to their customers and ultimately, to their profitability.

They are right to do so. These organizations are aware of the profits they leave on the table when they are not effectively leveraging diversity in the workplace and marketplace. Study after study has shown that organizations that are racially, ethnically, and gender diverse are more innovative, creative, faster to market, and more profitable because of the different perspectives diversity brings to an organization. The recent economic recession caused many organizations to go into survival mode, placing diversity on the back burner at their own peril. Today's workforce is more diverse than ever, and if boards, CEOs, and HR fail to make diversity an executable strategic priority in their organizations, they will lose out in the marketplace.

This white paper:

- Examines the impact that women and Hispanics have on today's workplace and marketplace, and how these groups can contribute to—or take away from—an organization's bottom line;
- Discusses why CEO involvement—not just endorsement—is the key ingredient to successfully leveraging diversity;
- Reviews the advantages and challenges diversity brings to a workforce;
- Explores the evolving definition of diversity;
- Takes a look at today's students and how their unprecedented diversity is impacting today's workplace and customer base;
- Considers some of the best practices when it comes to fostering workforce diversity, and;
- Highlights four organizations whose diversity initiatives are paying off.
Workforce Diversity Delivers

Organizations rich in ethnic, gender, and sexual orientation diversity are more innovative, creative, and demonstrate better decision making and problem solving, all of which leads to an improved bottom line (Philips, 2014). Josh Greenberg from The Multicultural Advantage website also notes that diversity boosts an organization's adaptability because it helps employees generate a better variety of solutions to problems and allocation of resources than more homogeneous workforces. Diversity also helps employers more effectively offer a broader range of services because they retain employees with a deeper set of skills and experiences (like language and cultural understanding) that can give their organizations a competitive advantage by providing more effective services on a global basis (Greenberg, n.d.). Diverse organizations also foster a variety of viewpoints, and when CEOs and leaders really take heed, can generate better ideas that lead to improved creativity and innovation (Blanchard, 2014).

There have been a number of studies that demonstrate the benefits of workforce diversity. A 2012 study by business professors Cristian Deszo from the University of Maryland and David Ross from Columbia University found that having women at the top management levels led to an increase of $42 million in firm value. The study also examined “innovation intensity” and found that organizations which promoted innovation intensity experienced more financial gains when women were part of the top leadership team (Philips, 2014). The study by Deszo and Ross supported earlier research conducted by Orlando Richard (University of Texas at Dallas) and colleagues. Richard et al.'s 2003 study (Employing an Innovation Strategy in Racially Diverse Workforces) of 177 national U.S. banks found a link between increases in racial diversity and innovation in the workplace. The authors concluded that banks with racial diversity and an innovation mindset experienced better performance and had an improved competitive advantage (Philips, 2014). And a 2012 study by Credit Suisse Research International found that organizations with one or more women on their boards had higher average returns on equity and higher average growth rates.

Other studies confirm that teams with racial diversity significantly outperform teams with no diversity, and that when people hear disagreement from others who are different from them, it provokes more thought than when the disagreement comes from someone who looks like them (Philips, 2014). Teresa May, vice president of global strategic marketing at Owens Corning, calls for the development of these more “open thinkers,” employees who embrace the viewpoints of others who are different from them.

All of these studies quantify what many in the diversity field have known for years; organizations that reflect the diversity of their customers will come out ahead in the marketplace. It is well worth the calculated risk for CEOs to “take bets” on minorities and
women and make the strategic choice to embrace diversity as a business practice that will add to an organization’s bottom line now.

There is another, more practical reason why CEOs and HR professionals should be the vanguards of diversity in their organizations. Organizations with diverse workforces are better able to defend themselves against a discrimination claim. In a September 2014 article for *Diversity Executive*, Jon Hyman, a labor and employment attorney, counseled employers that the best defense for a discrimination claim was to hire someone in the same protected class. Hyman cited the case of *Wilson v. Chipotle Mexican Grill* to support his recommendation. In that case, Chipotle proved it had not engaged in sexual or racial discrimination when it fired Catherine Wilson, an African-American woman who worked for the food chain in Cincinnati, Ohio. Wilson’s performance reviews at Chipotle rated her as a low performer, and her bosses had coached her on improving her attitude. When Wilson asked for ten days off to take a trip to Disney, the request was denied. Wilson insisted on the time off, however, and her boss took her off the schedule for those 10 days and considered that she had quit. When she reported back to work after the trip, she was fired. She subsequently sued for sexual and racial discrimination. The court found in favor of Chipotle because Wilson’s attorneys could not prove that discrimination had occurred. Chipotle had reassigned her hours to three African-American women and one African-American man.

CEOs and HR professionals can also look at the Millennial generation for further support for the need to re-examine diversity in their workforces. A survey by MyKindaCrowd (in Roberts, 2014) found that 69 percent of students between the ages of 12 and 25 said that the lack of diversity in a workplace would prevent them from working for a particular employer. That same survey found that 77 percent of teachers said they would more likely recommend a company known for its diversity to their students. It is important to note that the survey asked students and teachers about organizations known for their diversity today—not in five to ten years down the road. CEOs who defer developing a diverse workforce today are losing out
on the knowledge and skills the Millennial generation has to offer to a more diverse competitor.

Despite all of the reasons why diversity in the workplace delivers real business results, it has its challenges. Studies have found that social diversity, defined as race, gender, and sexual orientation, can cause unease and discomfort in social interactions. It can also raise distrust, contribute to increased perceived interpersonal conflict, stymie communication, threaten a group’s sense of cohesiveness, and increase disrespect among workers (Philips, 2014). Another study by the University of Chicago found that minorities suffered professionally when they promoted other minorities, although white men were viewed positively when they promoted women and/or individuals of color (Lee, 2014). Members from minority groups often report a related issue to this University of Chicago study; to effectively sponsor other minorities into leadership roles, they need to enlist someone not of color. In other words, minorities sponsoring minorities is not as effective as having a white man sponsor them. Diversity training can, of course, help minimize and in many cases eliminate these challenges. However, CEOs and HR professionals must be prepared to address those employees who are reluctant to change their mindsets and become more “open thinkers,” up to and including releasing these employees to the marketplace and giving them a chance to be successful somewhere else. Boards will have to develop the courage to make difficult decisions about leadership when CEOs and CHROs are not up to the challenge of changing their organizations, or they may face the risk of smart investors, customers, and employees

Company Spotlight: Novartis

Novartis jumped to the top of DiversityInc’s 2014 top ten list because of its focused plan to improve human capital results. The company’s biggest proponent for its diversity initiative is its president, Andre Wyss, who makes it a point to see improved metrics and accountability measures to ensure an inclusive workforce. At Novartis, the executive leadership team’s annual performance management goals include a 20 percent weighting toward people-related objectives including specific diversity objectives.

As a result of a 2014 organizational assessment, Novartis renewed its focus on integrating diversity and inclusion into all of its processes including clinical trial and go-to-market strategies, talent management, and recruitment. It also introduced a centralized process to attract and monitor veterans, the disabled, and LGBT talent. Novartis also hosts 15 different employee groups including ones for working parents, caretakers, and individuals dealing with cancer. Forty percent of their employees are group members. These groups are also used to improve talent
exposing their organizations through social media.

The Evolving Definition of Diversity in the Workforce

One of the sources of these challenges may be in the organization’s definition and execution of diversity. In the not-too-distant past, many organizations took a color-blind approach to diversity—a philosophy that espouses that we are basically the same, which, at its core, may be true. However, this is a flawed approach, as a series of studies has shown. One study determined that employers who promoted inclusiveness—a recognition of our unique differences—rather than color blindness were more likely to be successful in their diversity efforts (Plaut, 2014). Another study concluded that color-blind policies were likely to backfire and create even more racial tension by fueling implicit bias (Plaut, 2014). For diversity efforts to work, organizations should acknowledge racial and ethnic differences. Employees and customers will reward organizations for it.

Employees and customers will also reward CEOs (who are predominantly male and white) who acknowledge that they, like we all, are prone to blind spots and surround themselves with the right, diverse staff to help them cover those blind spots. CEOs must understand that a key to organizational success is to get into the minds of customers, to think like them. This is best achieved when leadership reflects them.

This emerging, inclusive definition of diversity recognizes that there are strengths in our differences. Diversity has moved from organizations treating a workforce—and its customer base—as color blind to creating an organizational environment that allows individuals to be themselves and to maximize their talents. Today, diversity increasingly means empowering employees to do what works for them, and ultimately, for the organization (Galer, 2014).

According to Herb Johnson, Chief Diversity Officer at Michelin North America, “Those organizations that will be winners in the marketplace will be the ones that are best able to leverage all of the talent of all of their employees, all of the time. A

Company Spotlight: Michelin North America

Michelin North America recognizes the importance of accountability and being able to measure its leadership on the content and success of their diversity efforts. The organization is currently working with a consultant to develop an assessment tool for its top 90 managers and a scorecard for middle management so that they can be held accountable.
diverse and engaged workforce is a result of inclusive leadership."

An Economist Intelligence Unit study found that today, diversity is not just about avoiding a discrimination lawsuit. It is, rather, about “values-based diversity” that includes the values and meaning of what motivates a person to join an organization (Galer, 2014). This finding is similar to one made by consulting firm Deloitte. Deloitte’s diversity study concluded that “diversity of thought” or “open thinking” in an organization can improve innovation and creative problem-solving. The study noted that employees bring different cultures, backgrounds, and personalities to work, and those differences shape how they think. Employers who foster this diversity, who capitalize on and mix different types of thinkers, can increase creativity, spur insight, and increase efficiency. They can also minimize “group think,” the inclination to focus on conformity at the expense of making good decisions (Griswold, 2013).

As the field of diversity has matured, so has its meaning. It has changed from a “welcome aboard, you will be assimilated” approach to a “welcome aboard, we are excited about how you will uniquely contribute” approach. And this, by all accounts, is to the betterment of an organization’s recruitment, retention, and engagement strategies of its employees, its customers, and its bottom line. The challenge for CEOs and HR professionals is now how to take this new meaning of diversity and incorporate it into their organizations. To do this, an important first step is to understand what makes different groups, broadly speaking, tick, and how to customize diversity efforts to appeal to them. “CEOs also need a keen dose of self-awareness of their own biases that create barriers to diversity and inclusion. For meaningful and sustainable change to occur in organizations, the transformation also needs to occur in the hearts, minds, attitudes, and thinking of today’s CEOs,” says LaTonya King, director of diversity and inclusion at Duke Energy.

The Up-and-Coming Generation

The majority of our nation’s students about to enter the workforce look significantly different than students from previous generations. The National Center for Educational Statistics estimates that more than half (50.3 percent) of students entering public high school this year identified themselves as black, Hispanic, Asian, or another nonwhite ethnicity. This is a historic shift in the history of U.S. public schools; just ten years ago (2004), nearly 60 percent of public school students were white. The number of Hispanic public school students has doubled since 1997, and the Asian student population has grown 46 percent since that time, according to the Pew Research Center (Klein, September 2014).

It is projected that U.S. public school classrooms will continue to see these enrollment trends. By 2022—just eight years from now—the National Center for Educational Statistics projects that there will be a 16 percent decrease in whites who graduate high school. The
Unlocking the Potential of Big Data: 10 Implications for Leaders

All of these diverse students—including white students who are now the minority in public schools—will expect the same diversity to be reflected in the workforce, at all levels in an organization. Achieving and retaining diversity in the lower ranks of an organization is challenge enough. Achieving diversity in leadership ranks poses even more of a challenge for CEOs and HR professionals, however, because it requires long-term development that should be occurring in organizations now. And frankly, this hasn’t been the case—leadership positions remain predominantly white and male—particularly for employers who found it a struggle in the past few years just to keep their doors open.

This diverse Millennial generation does share similar expectations when it comes to the workplace. As has been widely written, they are plugged-in, tech-savvy team players who expect their voices to be heard early in their careers; there will be little patience among this generation to “pay their dues.” They also seek to work in places that reflect the diversity of their generations, both in workforce composition and product and service offerings. High-potential Millennial employees must be identified far sooner than has been the case to date, and they must be developed to think not only as future organizational leaders, but also as customers—they must develop a customer-based point of view earlier rather than later. This group also expects employers to help develop their skills and will walk away without a backward glance if this does not occur. They want to believe that what they are doing is making a difference and is socially and environmentally sustainable. They also require

Company Spotlight: Sodexo

Sodexo has placed in the top two of DiversityInc’s diversity list for the last five consecutive years and has become a model for other companies when it comes to fostering diversity. One of the reasons for its consistently high ranking may be due to its support from the highest organizational levels. Its president and CEO, George Chavel, and Senior Vice President Dr. Rohini Anand, are world-renowned diversity leaders according to DiversityInc staff. They demand a high level of accountability among their top executives, with 25 percent of their top executives’ and 15 percent of senior management’s bonus compensation tied to diversity goals. In 2014, Sodexo refocused its diversity efforts on recruitment and talent development and expanded efforts to include supplier diversity. It also hosts an IMPACT mentoring program that not only focuses on continuous improvement but is also used to improve diversity in its talent pipeline.

(Source: DiversityInc staff, n.d.)
flexibility to balance life and work. Their formative years occurred during the great recession, and many saw their parents laid off from work, many of whom had held their jobs for a number of years. As a result, employee loyalty will have to be earned, not assumed. Employers will need to recognize that employee engagement is a two way street and measure it differently. These workplace aspirations will challenge CEOs and HR professionals to tailor all initiatives, including diversity initiatives, to attract, retain, and promote this generation as leaders and customers.

**Women in the Workplace**

A report issued by Institutional Shareholder Services (ISS), a provider of corporate governance solutions, found that the number of women nominated to the boards of large, public U.S. companies reached an all-time high of 30 percent in 2014, a significant finding given these companies’ past track records. In 2008, only 15 percent of S&P companies’ boards were comprised of women. ISS attributed this increase not to an emerging employer or board awareness of the value women bring to company boards, but instead to investor demand and government regulations. Regardless of the motives for the increase, this is good news for women and for businesses, but more needs to be done, and quickly. Like customers, investors expect businesses to reflect the diversity of those buying products and services, and women, who constitute half of the world’s population, are major purchasers. Women purchase 58 percent of online retail products, are the key decision makers and purchasers of 80 percent of health care products and services in the U.S, and purchase nearly half (45 percent) of all consumer electronics (Time, n.d.). Organizations who fail to effectively leverage women as leaders, shareholders, and customers are doing so at their own financial risk.

Unfortunately, women still face an uphill battle when it comes to corporate leadership positions. The ISS report also noted that in 2014, women comprised just 18.7 percent of sitting directors and less than 20 percent of U.S. boards on average (Wilkie, 2014). To address this poor showing, many organizations are increasingly introducing leadership development tracks geared exclusively toward women. These tracks can benefit women by helping them find female role models and mentors. Women’s issues, however, should not remain solely in these women-dominated domains. To truly affect organizational change and to address the lack of women in leadership and their dwindling participation in the labor force as a whole, women’s issues such as quality child and elder care, work/life balance, and more—which are, in reality, everybody’s issues—must be incorporated into an organization’s existing leadership development programs as well. Boards and CEOs must get “hands-on” to help women leverage their voice on male dominated leadership teams.
The number of women in the workplace has been falling in recent years. The U.S. Bureau of Labor Statistics reported that in 2012, the participation rate for all U.S. workers was 63.3 percent, the lowest reported participation rate since 1981. Women’s participation rate in the labor force was 57.6 percent, down from its April 2000 peak of 60.3 percent. By way of comparison, men’s 2012 labor force participation rate was 70.2 percent (in Wittmayer, 2014).

There are a number of theories to explain women’s exit from the labor force, one of which may be that women are not voluntarily leaving the workforce. Instead, they are being pushed out. Employers generally have failed to accommodate women’s unique needs as wives, mothers, and daughters, and women are increasingly choosing to opt-out of the workforce altogether or settle with being underemployed. Women often leave the workforce because of child and elder care issues. In some cases, it is a simple case of doing the math; women in lower-paying jobs do not make enough money to continue to work and pay for quality child or elder care. In other cases, women feel that employers are not providing options like genuine flexibility or meaningful part-time work. In addition, employer expectations for work-related travel as a requisite to climbing the corporate ladder also pushes women out the door (Wittmayer, 2014). Women also note that there is a distinct lack of female role models in leadership and management positions. There is no excuse today for tolerating hiring managers who are obstacles to women who can join their organizations and move successfully into critical leadership roles.

Studies have shown that employers who develop programs and policies with women in mind will reap the benefits. We must, however, move beyond the mindset that says workshops and network groups focusing on women’s issues are exclusively for women. The presence of women in the workplace and in leadership positions increases productivity and innovation and improves team dynamics and decision-making. But it only improves the bottom line when men understand this and get out of the way of it happening.

To attract and retain women in the workplace, Wittmayer suggests HR and talent management professionals develop programs and policies that:

- Have CEO endorsement and include accountability measures;

- Offer family-friendly benefits and encourage all employees (not just women) to use them;

- Develop work-life balance as part of the organizational culture, not just by exception, and;

- Actively develop women as leaders and ensure that leaders are an example (Wittmayer, 2014).
Hispanics: The Rising Stars of the Workplace

The Hispanic population in the United States is expanding exponentially, and this will radically change the workplace and the marketplace. The U.S. Census Bureau estimates that there are 54 million Hispanics in the U.S. today which constitutes 17 percent of the nation’s total population. This makes Hispanics the largest ethnic or racial minority in the U.S. The U.S. added 1.1 million Hispanics between July 2012 and July 2013 alone, nearly half of the 2.3 million people added during that period. This trend is expected to continue; the U.S. Census Bureau projects that there will be 128.8 million Hispanics in the United States by 2060, constituting nearly one-third (31 percent) of the nation’s population by that date. Further, the Hispanic population in the U.S. ranked second worldwide in 2010. Only Mexico has a larger Hispanic population (U.S. Census Bureau staff, September 2014).

Eight states had a million or more Hispanic residents in 2014; Arizona, California, Colorado, Florida, Illinois, New Jersey, New York, and Texas. In addition, the U.S. Census Bureau projects that there are 22 states in which Hispanics were the largest minority. These include Arizona, California, Colorado, Connecticut, Florida, Idaho, Illinois, Iowa, Kansas, Massachusetts, Nebraska, Nevada, New Hampshire, New Jersey, New Mexico, New York, Oregon, Rhode Island, Texas, Utah, Washington and Wyoming (U.S. Census Bureau staff, September 2014).

Educational attainment among Hispanics lags a bit behind blacks and Caucasians, but they are quickly catching up. In 2013, 76 percent of Hispanics between the ages of 25 and 29 had at least a high school diploma (as compared to 58 percent in 1990). By comparison, 94 percent of Caucasians in the same age group had attained a high school diploma in 2014 (versus 90 percent in 1990) and 90 percent of blacks (versus 82 percent in 1990). In 2013, 16 percent of the Hispanic population reported having a bachelor’s degree or higher, up by 8 percent in 1990. Employers can expect that as the Hispanic population ages in the United States, educational attainment will steadily improve and the number of Hispanics qualified for higher-level jobs in companies will increase.

Hispanics are already making their marks in the workplace and in the U.S. economy. The U.S. Census Bureau reports that 67.1 percent of Hispanics or Latinos ages 16 and older were in the civilian labor force in 2012, and of those, nearly 20 percent worked in management, business, and science and arts occupations. 1.2 million Hispanics or Latinos ages 18 and older were veterans of the U.S. armed forces (U.S. Census Bureau staff, September 2014).
It is this group’s growing contribution to the U.S. economy that is perhaps the most staggering. In 2007, there were 2.3 million Hispanic-owned businesses, a nearly 44 percent increase from 2002. And, Hispanic-owned businesses in 2007 generated $350.7 billion in receipts, a 58 percent increase from 2002 (U.S. Census Bureau, September 2014). This group—the largest minority group in the United States—is a major player in today’s workplace and marketplace.

It is fortunate that Hispanics in the U.S. are taking an entrepreneurial approach to succeeding because the vast majority of non-Hispanic organizations are overlooking the talent and buyer power of this group. According to a 2010 *Forbes* article, Hispanics represent only 1 percent of the top corporate executive positions in the country’s largest corporations (in Quinones, 2010). Furthermore, non-Hispanic organizations are woefully underestimating this population’s buying power. A recent report found that 84 percent of Hispanic women were their household’s primary shopper, meaning that Hispanic women control the majority of the $1.2 trillion annual Hispanic buying power (Nielsen staff, 2013). If organizations are to appeal to this powerful cohort and leverage their buying power, workforces and board rooms must have ample Hispanic diversity.

CEOs and HR professionals seeking to attract, retain, and develop Hispanics as clients and employees must be aware of their differences and similarities. According to the Professional Diversity Network, to successfully recruit and retain Hispanic workers (and to attract and retain Hispanic customers), employers should:

- Understand the diversity within the Hispanic community. The term “Hispanic” actually encompasses people from more than 20 countries, and their length of time and the number of generations in the United States varies greatly. For example, as Theresa Minton-Eversole notes in a recent SHRM article, there are distinct differences between Hispanic candidates from “mature” versus “emerging” markets. In the
“mature” market, 70 percent of Hispanics were born and raised in the U.S. and can often trace their roots back two to three generations. Hispanics from the “emerging” market are new to the U.S (Minton-Eversole, 2014).

- Recognize that Hispanics are the most connected group in the country; 72 percent of Hispanics own at least one digital device, and 64 percent of Hispanics between the ages of 35 and 49 use tablet devices daily (versus 56 percent of non-Hispanics in the same age group). HR and talent management professionals should keep this in mind when recruiting Hispanics because this group can more easily apply for jobs online, participate in virtual forums, and use social media tools in job searches (Minton-Eversole, 2014).

- Recognize the differences in language and culture. Many Hispanics are bilingual, and this is an attractive skill for many employers. HR and talent management professionals may want to consider advertising jobs in Spanish-language publications, websites, and printing benefits information in Spanish. There are also cultural differences that should be considered when employing Hispanics. The Professional Diversity Network notes that this group is reluctant to engage in self-promotion in their work environment, and this may cause them to be overlooked on the promotion ladder. This same behavior is also noted more often in women when compared to men in the workforce regardless of ethnicity.

To attract Hispanic talent, then, the Professional Diversity Network offers the following recommendations.

- Identify a trusted advisor to coordinate and advise senior managers on matters specific to Hispanic employee programming.

- Put existing Hispanic executives front-and-center to establish a sense of pride and to serve as a “real” recruiting case study.

- Go national on job searches. Many hispanic professionals will relocate for the right professional opportunity.

- Partner with credible Hispanic organizations to support causes that are important to the Hispanic community.

- Seek CEO engagement and hands-on support.
How to Foster Diversity in the Workforce and the Marketplace

As is reflected in each minority group highlighted in this paper, there is no single “one-size-fits-all” approach to diversity. Corporate leaders should be aware of each group’s similarities, differences, wants, and needs. If diversity has not been a high priority for the organization, there are a few steps, however, that CEOs can ask for and HR and talent management professionals can take to begin to improve diversity in their workplaces and in their investor and customer bases.

1. Conduct a diversity needs assessment to ensure the workforce, board, and leadership reflects the communities and customers it serves. If it doesn’t, target recruiting efforts to include local organizations with connections to minority groups the organization is seeking, such as the Urban League and LaRaza.

2. Obtain CEO support. Each of the top three organizations topping DiversityInc’s 2014 list (see call-outs) note the importance of senior-level support. The information found in this white paper can be used to make the business case for diversity in organizations.

3. Develop a diverse leadership pipeline now. HR professionals should review their organization’s talent development and succession plans to include diversity. If there is a lack of diversity in these plans, consider adding mentorships, sponsorships, and other targeted programs that simultaneously accelerate diversity and bench strength. Organizations may want to consider tying significant bonus compensation to progress at the management and senior levels.

4. To bring out the best and to capitalize on the benefits a diverse workforce brings to an organization, develop a corporate culture that allows everyone to be who they are while working together to achieve organizational strategies and plans. Foster an organizational attitude of open thinking and encourage employees to express their ideas and opinions in their own cultural context (Greenberg, n.d.).

- Offer virtual and in-person networking opportunities for Hispanics that give them access to a hiring manager (Minton-Eversole, 2014).
Conclusion

Time and again research has shown that workforce diversity can improve organizational innovation, creativity, decision making, problem solving, adaptability, and the bottom line, yet many organizations are remiss in even assessing diversity levels in their organizations, let alone taking steps to improve it. Now is the time to do so. The U.S. is poised to welcome the most diverse population ever as women, Millennials, and Hispanics contribute their own unique perspectives in the workplace. Companies that fail to recruit, retain, and develop these groups will also lose their competitive advantage in the marketplace. Boards and CEOs must take a hands-on leadership approach to accelerate workforce diversity to boost understanding of their market opportunities, create value, and generate sustainable profits.
About UNC Executive Development

Our approach to program design and delivery draws upon the power of real-world, applicable experiences from our faculty and staff, integrated with the knowledge our client partners share about the challenges they face.

We combine traditional with experiential and unique learning to ensure that all individuals gain relevant new skills that they can easily implement within their own organizations. Through action learning and business simulation activities, we challenge participants to think, reflect and make decisions differently.

Our Approach: The Partnership

Our team customizes each leadership program through a highly collaborative process that involves our clients, program directors, faculty and program managers. We are dedicated to following-up with our clients and individual participants to ensure that their learning experiences have been meaningful and impactful. This integrated approach consistently drives strong outcomes.

Our Approach: The Results

Our executive education programs are designed with results in mind, and we are focused on successfully meeting our clients' business and academic expectations. Below are a few examples of the results our client partners have achieved:

- Big data analytics
- Leadership refocused with new strategy and cohesive vision
- Strategic plans created for the global marketplace
- Supply chains streamlined
- Products redefined
- New markets targeted
- Cost-saving measures developed
- Silos leveled
- Teams aligned

Participants leave empowered to bring in new ideas, present different ways to grow business and tackle challenges. The result is stronger individuals leading stronger teams and organizations.

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Sources


