



# Creating a Diverse and Inclusive Organizational Culture



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## DEI 413: Creating a Diverse and Inclusive Organizational Culture

### **Course Description:**

Students in this course will learn organizational best practices to implement diversity, equity, inclusion, and belonging in the workplace. Students will evaluate laws and policies that apply to diversity and inclusion. Students will also build cultural competencies to foster employee recruitment, motivation, satisfaction, and retention. Additionally, students will analyze the leadership skills and processes needed to develop an organizational culture that is diverse and inclusive. Prerequisite: DEI 333

### **Learning Outcomes:**

- Analyze organizational best practices on diversity, equity, inclusion, and belonging. **(LO1)**
- Examine the laws and policies that organizations should implement that pertain to diversity, equity, inclusion, and belonging. **(LO2)**
- Determine diversity management techniques needed to attract, engage, and retain employees. **(LO3)**
- Develop leadership skills and cultural competencies to cultivate a diverse and inclusive organizational culture. **(LO4)**





# Chapter 1: Introducing Workplace Diversity

By the end of this chapter, you should be able to:

- Analyze organizational best practices on diversity, equity, inclusion, and belonging.



[\*"School diversity many hands held together"\*](#) by [Wonder woman0731](#) is licensed under [CC-BY 2.0](#)

## What is diversity? A Review:

Diversity is the inclusion of people who identify themselves differently, including but not limited to: race, gender, sexuality,

religion or spirituality, and age. Diversity should be a welcomed concept in all parts of life, including the workplace.

Before diving into what it means to have a diverse and inclusive organizational culture, some terms and their definitions need to be discussed.

1. **Managing Diversity:** this means an organization is ensuring that members of diverse groups are valued and treated fairly in all parts of the environment.
2. **Valuing Diversity:** Often used to reflect the ways in which organizations show appreciation for diversity among applicants, employees, and customers.
3. **Inclusion:** degree to which employees are accepted and treated fairly by an organization.
4. **Surface-level Diversity:** includes characteristics of individuals that are readily visible to anyone.
5. **Deep-level Diversity:** characteristics that are not observable, like attitude, values, and beliefs.
6. **Equity:** an approach that recognizes that the systemic barriers posed for a particular person will vary; equity recognizes that different people will need different amounts of resources in order to succeed and overcome.
7. **Belonging:** the experience of personal involvement in a system or environment to the point they feel themselves to be an integral part of that system.



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<https://pressbooks.palni.org/diorgculture/?p=5#h5p-4>

Diversity is not a just a thing to do, it is a mindset and approach that unites ethical management and high performance. It is an

organizational strength, not a mere slogan or form of compliance with the law. Diversity means including talent from a wide demographic spectrum and including all employees in every aspect of the organization.



*"Team of business people stacking hands"* by [Rawpixel Ltd](#) is licensed under [CC-BY 2.0](#).

So, how does a leader create a culture of inclusion? What are some best practices for diversity, equity, inclusion, and belonging?

- Create a culture of inclusion with attention to key practices.
  - Ongoing professional development so that everyone is consistently learning and developing skills linked to inclusion.
  - Adapt routines to make inclusion a foundational element in the workplace.
- Set clear expectations.
  - The expectations should be measurable, here are some examples:
    - My manager asks my opinion about the work I

complete.

- My manager acknowledges my contributions.
- My manager demonstrates concern about my success.
- Conduct thorough evaluations, provide professional development, and integrate learning opportunities at all levels of the organization.
- Align the mission to advance equity.
  - Organizations must abandon one-size-fits-all mindset and tailor services to community members unique conditions and cultural factors.
  - Being an inclusive leader, means an adaptive playbook for equity and the support of the board. [Read more about strategies for the workplace.](#)

## Analyzing Organizational Best Practices on Diversity, Equity, Inclusion, and Belonging

Review the criteria below for designing sound policies. Consider these items as you continue through the course. Would these criteria be beneficial when analyzing best practices regarding diversity, equity, inclusion, and belonging? What would you change, if anything? If you were building a rubric for evaluating practices related to this content, what would you include?

Criteria	Information
Programmatic Assessment	A well-developed and empirically feasible public value proposition and theory of change underpins the policy. Achievement of the policy's intended and/or of other beneficial social outcomes. Costs/benefits associated with the policy are distributed equitably in society.
Process Assessment	The policy process allows for rigorous deliberation about the relevant values and interests; the hierarchy of goals and objectives; contextual constraints; the mix of policy instruments and the institutional arrangements for effective policy implementation. Decision-making processes incorporated balanced consideration of a wide range of evidence, expertise, and advice.
Political Assessment	A relatively broad and deep political coalition supports the policy's value proposition, instruments, and current results. Association with the policy enhances the political capital of the responsible policy-makers. Association with the policy enhances the organizational reputation of the relevant public agencies.
Temporal Assessment	Endurance of the policy's value proposition (the proposed 'high-level' ends-means relationships underpinning its rationale and design, combined with the flexible adaptation of its 'on-the-ground' and 'programmatic' features to changing circumstances and in relation to performance feedback). Degree to which the policy's programmatic, process, and political performance is maintained over time Degree to which the policy confers legitimacy on the broader political system

## Additional Learning Materials:

### Review:

1. [Queensland Government Inclusion and Diversity Commitment](#) (2 pages) **(LO1)**

### Watch:

1. [Why is diversity, equity, and inclusion important?](#) (7:59) **(LO1)**

2. [The Playbook for Humanizing Diversity and Inclusion](#) (19:16) (LO1)

**Listen:**

1. [Diversity, Inclusion, and & Equity at SAP, How We Practice What We Preach](#) (25:55) (LO1)
- 

## References for Remixed Content:

- Compton, M., Leutjens, J., and Hart, P. (2019). Designing for policy success. *International Review of Public Policy*. Retrieved January 26, 2022 from <https://journals.openedition.org/irpp/514>
- Hernandez, M. (2019). How to integrate diversity, equity, and inclusion into everyday operations. *The Bridgespan Group*. Retrieved January 25, 2022 from <https://www.bridgespan.org/insights/library/leadership-development/integrate-diversity-equity-inclusion#inclusion-playbook>
- OpenStax (n.d.). Organizational behavior. OpenStax. Retrieved January 26, 2022 from [openstax.org/organizationalbehavioropenstax](https://openstax.org/organizationalbehavioropenstax)
- OpenStax (n.d.). Principles of management. OpenStax. Retrieved January 26, 2022 from [http://openstax.org/principlesofmanagementopenstax](https://openstax.org/principlesofmanagementopenstax)
- Rice University (n.d.). Business ethics. *Open Edition*. Retrieved January 26, 2022 from [openstax.org/businessethicsopenstax](https://openstax.org/businessethicsopenstax)

# Chapter 2: Culturally Competent Leadership

By the end of this chapter, you should be able to:

- Develop leadership skills and cultural competencies to cultivate a diverse and inclusive organizational culture. **(LO4)**



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Cultural competence is the ability of a leader to skillfully manage and support unique people, combining knowledge and skills with awareness, curiosity, and sensitivity for other cultural beliefs. It takes time, motivation, and practice to develop cultural competence. And as the world continues to evolve, cultural competence will also continue to evolve.

Leaders have the opportunity to empower others, assembling diverse and unique teams. Leaders who can do this are setting the standard for how a workplace should be run, balancing the skills of different people, recruiting talent that brings another world view, and consistently evaluating their organization for areas to improve. Moreover, culturally competent leaders can make each member of the team feel included and provide a sense of belonging.

Before learning about how to develop cultural competence, carefully review and reflect on the following questions:



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## Developing Cultural Competence

In order to be culturally competent, there are several characteristics that a leader possesses:

1. Cultural Awareness
2. Cultural Desire
3. Cultural Knowledge
4. Cultural Skill
5. Cultural Encounters

Select each of the hot spots below to learn more about each of these characteristics



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<https://pressbooks.palni.org/diorgculture/?p=33#h5p-3>

## Additional Learning Materials:

**Read:**



1. [Cultural Competencies](#) (14 pages) (LO4)

1. Developing Your Cultural Competency section will be reviewed in the Discussion Forum.

**Watch:**

1. [What is Cross-Cultural Competence?](#) (2:01) (LO4)
2. [Cultural Competency](#) (2:08) (LO4)
3. [Be an Inclusive Leader](#) (1:53) (LO4)

**Listen:**

1. [Cultural Competence](#) (20:23) (LO4)
- 

## References for Remixed Content:

Open RN (n.d.) Nursing fundamentals. Open RN. Retrieved February 3, 2022 from <https://wtcs.pressbooks.pub/nursingfundamentals>

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[“Xhosa Bride, Lesedi Cultural Village, Gauteng, South Africa”](#) by [South African Tourism](#) is licensed under [CC BY 2.0](#)

[“Karneval der Kulturen|Carnival of Cultures”](#) by [K.H.Reichert \[ ... \]](#) is licensed under [CC BY 2.0](#)

[“United colours of India”](#) by [Marco Bellucci](#) is licensed under [CC BY-NC 2.0](#)

[“Boat in Zhouzhuang 船 \(‘Venice of China’\)”](#) by [Kristoffer Trolle](#) is licensed under [CC BY 2.0](#)

# Chapter 3: Leading and Building a Diverse Workplace Culture

By the end of this chapter, you should be able to:

- Analyze organizational best practices on diversity, equity, inclusion, and belonging. **(LO1)**
  - Determine diversity management techniques needed to attract, engage, and retain employees. **(LO3)**
- 



["Multiethnic Diverse People in a Circle Holding Hands"](#) by [Helge V. Keitel](#) is licensed under [CC BY 2.0](#).

# Leadership of Diverse Teams

Effective leaders will build a team with greater cultural and demographic diversity. They will do this, not just because it is the right thing to do, but because they realize diversity is critical to their ability to serve diverse constituents and empower diverse communities.

Organizations that take the time to analyze their organizational make-up may realize there are fewer women than they'd like or maybe less people from differing cultures.

There are some steps to take to begin building and leading diverse teams:

1. Evaluate what groups should be included in your organization. Decide what capabilities are needed to succeed, in what roles, and set a time line.
2. Provide on-going training to all employees to be more culturally competent as well as leadership training, when you begin to fill the gaps in the organization.
3. Detail a vision, a leadership road map if you will, that describes the plan for empowering diverse leaders in key roles.



*[“Love diversity”](#) by [anno.malie](#) is licensed under [CC-BY 2.0](#)*

## But, if the team isn’t broke, why change it?

Fair point. Yes, your team may be working well already. Maybe your team has some diverse components. Continually searching for diverse talent and recruiting them is only going to benefit your organization. In fact, one study shows that diversity plays a role in organizational resilience. Resilience is considered an essential component for organization in uncertain times, allowing them to better cope with crisis. Consider the COVID-19 pandemic, some organizations struggled because they could not adapt. Granted, maybe they could not adapt because they didn’t have the means to adapt (money), but it could also have been because they did not have the diverse perspectives brainstorming solutions to overcome shutting down, restricted public interaction, and more. Organizations that were able to thrive during the pandemic were adapting, coming up with solutions to continue to bring in sales.

Reflect on the toll the pandemic took on your local community,

who could not remain open? Who is thriving? What do you think was key to their success?

For more about organizational resilience and its connection to diversity, read this study by [Duchek, Raetzke, and Schueuch](#) (2020).

Consider this cartoon, from a deck of cards. Consider the message of “the many advantages of working here” when this card was printed, in regards to the woman shown. Then consider how that same message could be used today, but with a completely different (and less terrible) meaning. We will be looking at the many advantages of diverse people working together below.



[“Pin-up Cartoon Playing Cards”](#) by [andertoons](#) is licensed under [CC BY 2.0](#)

## The Benefits of Team Diversity

Diverse perspectives can enhance teams, as we have discussed.

Here are some ways that diversity benefits a team, can you think of others?

1. More likely to have financial returns above their industry average
2. More likely to have higher return on equity and income growth if there is gender diversity on their board of directors
3. Perform better at decision-making and problem-solving
4. More likely to base decisions on facts rather than opinions, often remaining more objective than homogeneous teams
5. Encourage greater scrutiny, keeping cognitive resources sharp and vigilant
6. Richer discussions
7. Greater innovation, more revenue from new products and services



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<https://pressbooks.palni.org/diorgculture/?p=36#h5p-5>

## Additional Learning Materials:

### Review:

1. [Diversity, Equity, and Inclusion at Center for Open Science](#) (1 page) **(LO3)**
2. [Diversity, Equity, and Inclusion at ORCID](#) (2 pages) **(LO3)**
3. NERCHE Self-Assessment Rubric **(LO3)**

### Watch:

1. [Ask a Chief Diversity Officer](#) (4:31) **(LO1) (LO3)**
2. [How to Get Serious About Diversity and Inclusion](#) (11:04) **(LO1)**

**Listen:**

1. [Thought Leaders Episode 15: Pride in the Workplace](#) (46:51)  
**(LO1) (LO3)**
- 

## References for Remixed Content:

The Bridgespan Group (n.d.). Build a diverse team to address future needs. *The Bridgespan Group*. Retrieved February 4, 2022 from <https://www.bridgespan.org/insights/library/leadership-development/building-a-diverse-team>

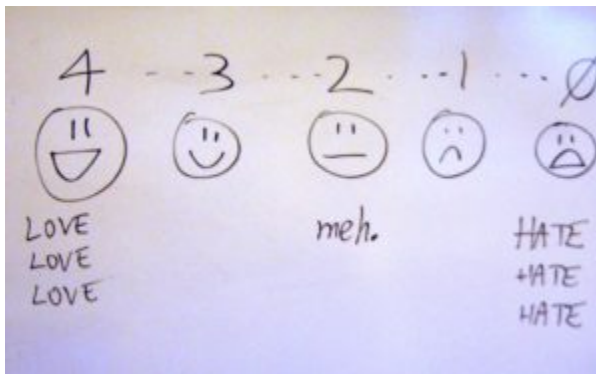
Duchek, S., Raetzke, S. & Scheuch, I. The role of diversity in organizational resilience: a theoretical framework. *Bus Res* **13**, 387–423 (2020). <https://doi.org/10.1007/s40685-019-0084-8>

OpenStax (n.d.) Principles of management. *OpenStax*. Retrieved February 4, 2022 from <https://opentextbc.ca/principlesofmanagementopenstax>

# Chapter 4: Evaluating Organizations for Diversity, Equity, Inclusion, and Belonging

By the end of this chapter you should be able to:

- Examine the laws and policies that organizations should implement that pertain to diversity, equity, inclusion, and belonging. **(LO2)**
  - Determine diversity management techniques needed to attract, engage, and retain employees. **(LO3)**
- 



[“Evaluation scale”](#) by [billsoPHOTO](#) is licensed under [CC BY 2.0](#)



# What Evaluation Does

There are many ways to evaluate an organization. As a leader, it is important to understand different types of information and how that information might impact your organization. Evaluations may be done by an independent third party or evaluation experts, but internally, it is good to have a beat on what's going on in your organization. It is helpful to an evaluate an organization to determine the gaps in service to diverse and unique potential employees.

Depending on the design, program evaluations can help:

- Prove that a program is producing a positive result (it's working!)
- Quantify the benefits that a program provides to individuals or society and calculate the cost per outcome or social return on investment
- Demonstrate which types of participants are most or least likely to benefit from a particular program
- Isolate which elements of a program are most or least important to its success.
- Establish whether programs are being consistently implemented, which fidelity to a predetermined model or standard



*“Pagoda’s curly steps”* by [kewl](#) is licensed under [CC BY-SA 2.0](#)

Test your knowledge, to see if you can put these steps in order:



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## Method to the Goodness

Now, let’s discuss further what each of those steps mean, what is involved. As you read through the steps, consider whether you thing anything is missing or how this could be adapted to the specific needs of an organization. Different organizations maybe have more steps or multiple evaluations.

Select the hot spot to the right of the number to learn more about each step.



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<https://pressbooks.palni.org/diorgculture/?p=38#h5p-7>

## Policies and Programs That Attract and Retain Diverse Employees

After evaluating an organization, you have a reasonable idea for where improvements could be made and can develop a strategy for moving forward. Below are some strategies and thoughts to consider when developing policies and programs that attract and retain diverse employees. Please note that this is not an exhaustive list, but it can start the conversation. It is also important to note that communication and commitment are vital for these changes to be made in an organization. Communicate with everyone, especially the people you are wanting to serve better. Who better to know what a group needs than the group itself? Avoid making assumptions.

Select each of the headers below to learn more.



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<https://pressbooks.palni.org/diorgculture/?p=38#h5p-15>

## Additional Learning Materials

### Read:

1. [Supporting Equity and Inclusion of Deaf and Hard-of-Hearing Individuals in Professional Organizations](#) (LO2) (LO3)

### Watch:

2. [Why Corporate Diversity Programs Fail and How Small Tweaks Can Have a Big Impact](#) (14:35) (LO2)(LO3)
3. [This is Equity](#) (6:45) (LO3)

### Listen:

1. [How to Change Conventional Wisdom and Change Any Industry](#) (27:30) (LO2)(LO3)
- 

## References for Remixed Content:

The Bridgespan Group (n.d.). Program evaluation. *The Bridgespan Group*. Retrieved February 3, 2022 from <https://www.bridgespan.org/insights/library/nonprofit-management-tools-and-trends/program-evaluation>

Freedom Learning Group (n.d.). Evaluating an organization. *Lumen Learning*. Retrieved February 3, 2022 from <https://courses.lumenlearning.com/wmopen-accountingformanagers/chapter/evaluating-an-organization/>  
Queensland Government (2022). Workplace inclusion and

diversity. *Queensland Government*. Retrieved February 11, 2022 [from  
https://www.forgov.qld.gov.au/employment-policy-career-and-  
wellbeing/culture-and-inclusion/workplace-inclusion-and-  
diversity](https://www.forgov.qld.gov.au/employment-policy-career-and-wellbeing/culture-and-inclusion/workplace-inclusion-and-diversity)

# Chapter 5: Recruiting Diverse Talent

By the end of this chapter you should be able to:

- Examine the laws and policies that organizations should implement that pertain to diversity, equity, inclusion, and belonging. **(LO2)**
- Determine diversity management techniques needed to attract, engage, and retain employees. **(LO3)**



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## Recruiting: Where do I begin?

So far, this content has discussed what diversity, inclusion, equity, and belonging are and why they are essential to successful teams. There has also been discussion about cultural competence, learning more about different cultures and recognizing our own biases. Then, there pieces have started falling into place regarding leading, building, and evaluating existing structures in an organization. Let's presume that your organization has started to evolve, with better professional development, the leadership is more diversity-focused,

and now, now you are ready to recruit new people to your organization. You are looking for diverse people with unique perspectives that can help your organization be innovators, to be creative geniuses, to lead the way in your sector.

But how do you recruit talent? Or really, how do you recruit this specific kind of talent that will support your mission to include, diversity, equity, inclusion, and belonging? Great question.



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There will always be challenges when hiring for a position, the cliché: Good help is hard to find, is a cliché for a reason. But, there are some steps that an organization can take to ensure a more successful search:

1. Communication is the keystone to success. Communicate internally and externally about your commitment to diversity, that it is critical. Make diverse qualities, like whether a person is bilingual, an essential component of the job description rather than at the end saying: Spanish-speaking preferred. Attract diverse staff by valuing the skills of the diverse staff.
2. Another step is to make your candidate pool as broad as possible from the beginning. Break into target networks by completing some research ahead of time. Search outside of the “usual” networks to find who are looking for, including specific neighborhoods, associations, or even when perusing on networking sites like LinkedIn.
3. It may not be possible, depending on your budget, but asking firms to help with these searches may be a viable option as well. But choose carefully, it takes time for any organization or

individual to develop deep networks and high-quality relationships that will make these searches a success. So, be sure to ask pointed questions about their experience and relationships. Do your homework!

Ultimately, if you want to find diverse people, you or your organization will need to commit 100% to this mission. It will be hard at times, to wriggle your way into new networks or to find that person to complete your team. But the pay off will most definitely be worth it in the end.



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<https://pressbooks.palni.org/diorgculture/?p=40#h5p-9>

## Methods of Recruitment

There are two main ways to recruit talent for your organization: internally or externally. Typically, to have the broadest pool of candidates, organizations are going to use both strategies. You may have to find what works best for you and your organization.

- Internal Recruitment: cost-effective but may not yield the diverse results you are looking for in a candidate.
  - Advertising openings internally
  - Using networking
- External Recruitment: expands the available talent pool, more diversity, but can be costly.
  - Traditional advertising in newspapers, the Internet, etc.
  - Job fairs, campus visits



- Headhunters and recruitment services
- Online recruitment (like through Monster.com)

Reflect on these options. Consider what your external recruitment would look like. What would a book at a job fair or campus visit look like? What if you were invited to participate in an diversity fair? What would you be able to offer someone interested in a position? Equitable pay? Diverse, innovative team?

## Additional Learning Materials:

### Read:

1. [Does Gender Diversity Affect Workplace Happiness for Academics? The Role of Diversity Management and Organizational Inclusion](#) (17 pages) **(LO2) (LO3)**

### Watch:

1. [7 Essentials to Develop a Holistic Diversity, Equity, and Inclusion Strategy](#) (5:18) **(LO3)**
2. [8 Diversity, Equity, and Inclusion Trends in 2021](#) (24:32) **(LO3)**

### Listen:

1. [Diversity, Equity and Inclusion](#) (42:51) **(LO3)**
-

## References for Remixed Content:

The Bridgespan Group (n.d.). Recruiting diverse talent. *Bridgespan Group*. Retrieved January 27, 2022 from <https://www.bridgespan.org/insights/library/hiring/recruiting-diverse-talent>

Williams, L & Lumen Learning (n.d.). Recruitment. *Lumen Learning*. Retrieved February 5, 2022 from <https://courses.lumenlearning.com/ivytech-introbusiness/chapter/reading-recruitment/>

# Chapter 6: Putting it all Together

By the end of this chapter you should be able to:

- Determine diversity management techniques needed to attract, engage, and retain employees. **(LO3)**
- Develop leadership skills and cultural competencies to cultivate a diverse and inclusive organizational culture. **(LO4)**

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This chapter is about putting all that has been shared together into a cohesive plan for creating a diverse and inclusive organizational culture.

Let's review everything so far and then finish with new information.



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Now, for more information that will hopefully pull everything together for you.

One thing that sticks out is accessibility, which has not been fully covered yet. How will your would-be employees gain access to your information?

Conduct a series of tests on one of your favorite businesses to see where they fall (Examples: Walmart, Starbucks, Amazon, etc.). You

can also search for flyers, promotional materials, through [Google Images](#) and compare them for the criteria below as well.

**Website:**

- **Ease of use:** Pick one website to peruse. Is it easy to navigate on a phone and on a computer? Depending on the candidate you are vying for, computers or phones may not be a viable option. Make sure that websites are accessible regardless of the device being used by the viewer.
- **Coloration:** What about coloration of this website? Is it attractive? Or is it gaudy? Is it subdued? Do the colors draw you in to look further or are they off-putting in some way? How do you think other cultures would feel about those colors. Consider the meaning and power of particular colors in different countries.
- **Graphics and Images:** Do the images and graphics look like stock photos (meaning they are posed) or do they look authentic? Do they look like real people, clients or employees, that are affiliated with this agency? Which would you prefer, as a client? Do the images have alt-text applied to them?
- **Contact Information:** Can you locate the contact information and hours of operation easily? This can be frustrating at times depending on the organization. If you want people to contact you for any reason, the contact information has to be prominent.
- **Other:** As you select different pages on the website, consider if there are AI Bots that prompt to help you. What if there are several pop-ups, asking for you to subscribe? Is this helpful or annoying? What other factors are at play when reviewing an organization's website?

**Books, Publications, or Other Promotional Materials:**

- **Coloration:** Remember from above that not all colors work. Some will draw you in, other will put you off. And different

cultures have different rules.

- **Font styles:** Some fonts are very interesting, but are they accessible? Can you read it easily? Could **anyone** read it easily? What if you were learning a new language? Or if you had an impairment?
- **Options:** If there are videos, are there captions? Is there narration? Are there transcripts? Are the transcripts easy to locate and or use/download. Often, sadly, they are not.
- **Graphics:** Are the graphics accessible? Stock photos? Meaningful?



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<https://pressbooks.palni.org/diorgculture/?p=42#h5p-12>

## What does all of this have to diversity, equity, inclusion, and belonging?

Hopefully, it is clear that diverse people require diverse options. Diverse people need materials that meet their needs, whether it's an appropriate language, alternative text options, or appropriate coloration and graphics.

As you build your own diverse organizational culture that is culturally competent, you may need diverse strategies to attract unique team members. Considering all parts of the equation, from language, to style, to presentation is key to efficient recruitment.





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<https://pressbooks.palni.org/diorgculture/?p=42#h5p-13>

## Additional Learning Materials

### Read:

1. [Diversity as Polyphony: Reconceptualizing Diversity Management from a Communication-Centered Perspective](#) (19 pages) **(LO4)**

### Watch:

1. [How to Foster True Diversity and Inclusion at Work \(and in Your Community\)](#) (22:52) **(LO4)**
2. [Strategic Plan for Diversity, Equity, Inclusion, and Social Justice](#) (7:50) **(LO4)**
3. [How to Build a Culture of Inclusivity in the Workplace](#) (4:07) **(LO3)**

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These are the references for the embedded videos and additional materials listed at the end of each chapter, as well as the course map listed in the Appendix.

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