



INCLUSIVE ORGANIZATIONS

King, E., & Gilrane, V. (2015). *Social science strategies for managing diversity: Industrial and organizational opportunities to enhance inclusion*. Washington, DC: Society for Human Resource Management & Society for Industrial and Organizational Psychology.

WHAT IS THIS RESOURCE?

- This report summarizes contemporary research across the social sciences to provide evidence-based recommendations for leveraging diversity and the individual-level (employees or managers) and the organizational-level strategies for enhancing inclusion and managing diversity in the workplace.

WHAT ARE THE CRITICAL FINDINGS?

- Staff, leaders and agencies have multiple opportunities to build inclusive and diverse organizations. Enhancing inclusion involves implementing and practicing individual- and organizational-level strategies that maximize the positive potential of diversity while minimizing negative outcomes.

What can individuals do?

Employees

- Provide support (actively listen)
- Confront bias (intervene)
- Act as supportive allies

Managers

- Beware own biases and blind spots
- Question assumptions
- Be role models of inclusion
- Act as supportive allies

What can organizations do?

Hiring

- Realistic, job-related measurement of skills
- Consider full range of competencies
- Address stereotype threat by presenting positive roles models reflective of diverse staff team

Diversity Training

- Include multiple rather than single group focus
- Use multiple learning techniques to move beyond awareness to ensuring specific behaviors
- Integrate into larger strategic diversity initiatives

Performance Management

- Reduce bias in assessments by providing evaluators with more information, more time to make evaluations, and greater accountability for the findings of their assessments.

- Although organizational- and individual-level strategies are distinct, they can also be mutually reinforcing. For example, individual phenomena, such as perceptions of supervisors, can have bottom-up influences on organizational phenomena, such as climate.
- An organizational climate that is inclusive and supportive of individuals is strongly linked with organizationally-relevant outcomes, including job satisfaction, retention and performance.**

WHAT ARE THE IMPLICATIONS FOR OUR WORK?

Employee diversity can enhance organizational effectiveness as long as organizations maximize the positive potential of diversity while minimizing negative outcomes. Top and middle management support and dedication to diversity initiatives are critical to creating inclusion. Aligning top-down and bottom-up efforts together ultimately generates the most positive outcomes for individual employees and their organizations.