

# **NWIR**

## *National Women in Roofing*

### Annotated Bibliography on Research and Resources Pertaining to Diversity, Equity and Inclusion for the Roofing Industry

#### **I. How to Develop a Diversity and Inclusion Program in the Workplace**

##### **Creating a Diversity and Inclusion Program**

Business News Daily, September 17, 2020

<https://www.businessnewsdaily.com/9782-diversity-training.html>

To create more welcoming workplaces that respect differences and give a voice to people who are often underrepresented is to implement company diversity and inclusion training programs. Diversity and inclusion training has the potential to positively address biases and prejudice within organizations, but to arrive at these successful outcomes, you must carry out the training responsibly. To do that, this article offers several tips, including:

- Define your terms. Establishing a diversity and inclusion training program for your organization starts with developing a clear, detailed definition of what the program should entail. A comprehensive diversity and inclusion training program provides concrete ways to engage in respectful and positive interactions in the workplace while reducing discrimination and prejudice based on factors such as gender, ethnicity, race, sexual orientation, age, religion, physical and mental ability, and socioeconomic status.
- Extend and maintain diversity and inclusion training over time To be most useful, bias-and diversity training cannot be a once-a-year event that checks off the box for corporate compliance.
- Tailor diversity and inclusion training to your company/organization. businesses can't take a one-size-fits-all approach to their training program. Each company must take the time to look inward, conduct some fact-gathering initiatives, assess the current company culture, and identify any unresolved conflicts and issues employees face. Surveys, focus groups, and other employee audits are some ways to gather information.
- Plan an integrated approach. employees responded more favorably to diversity training when it used several methods of instruction, including lectures, discussions and exercises. In other words, employers should vary how they present the training, taking a blended or hybrid approach.
- Include workers at all levels. Training should not be mandatory only for lower-level workers. All employees, regardless of their status in the company, can and should benefit from the sessions.
- Hire an expert. To provide quality, professional training for your workers, look to an expert to run the program.

##### **Four Ways to Actually Create Diversity and Inclusion in the Workplace**

Forbes.com, June 11, 2020

<https://www.forbes.com/sites/yolarobert1/2020/06/11/4-ways-to-actually-create-diversity-and-inclusion-in-the-workplace/?sh=7d0b76933fcd>

This article from Forbes outlines four things workplaces can do to create diversity and inclusion in the workplace. They are: 1. Create trainings and policies around racism just as there are policies in place to prevent sexual harassment. (These trainings and policies should be an ongoing effort within the company rather than a one-time experience. To see long-term change, these trainings and policies being engrained into the company culture.) 2. Expand your company's network for hiring. (Companies often hire and source from the same schools, jobs fairs, networks, etc. which can lead to the same type of individuals working within the company hindering efforts for diversity and inclusion.) 3. Create a safe space for your current and future black, non-black people of color and minority employees that allows them to express their concerns around racism and diversity in the workplace free from fears of being bullied, mistreated, demoted, or even fired for speaking up. And 4. Leadership needs to be held accountable for the change that needs to occur within their organization.

### **Diversity and Inclusion Efforts that Really Work**

Harvard Business Review; May 12, 2020

<https://hbr.org/2020/05/diversity-and-inclusion-efforts-that-really-work>

A Stanford and Harvard professor convened a symposium on what actually works to improve diversity and inclusion in organizational life. In this article, David Pedulla summarizes the main findings. They are:

- Organizations should set goals, collect data, and hold people accountable for improving diversity within the organization.

- Organizations should abandon traditional discrimination and harassment reporting systems — these often lead to retaliation. Employee Assistance Plans (EAPs), ombuds offices, and transformative dispute resolution systems can play a critical role in not only reducing retaliation but also provide fuel for organizational change.
- Organizations should check to ensure that technologies used to assist in hiring and promotion aren't inherently biased. Fourth, companies must avoid tokenism.
- Organizations should get managers and other leaders involved in diversity programs from the start. This will increase buy-in and lead to smooth implementation.

### **Five Strategies for Creating and Inclusive Workplace**

Harvard Business Review, January 13, 2020

<https://hbr.org/2020/01/5-strategies-for-creating-an-inclusive-workplace>

There are several strategies employers, leaders, and managers can use to help create a more inclusive workplace. This article recommends five: 1. Embrace the business case for diversity and inclusion. 2. Tackle bias through employee and leadership training programs. 3. Practice inclusive leadership by creating a safe team environment. 4. Provide sponsorship programs, so women of color can learn the ropes and have someone advocate for them. 5. Hold leaders accountable. Make sure that inclusion is a core value of the organization — not just something you do to “check a box.”

### **Eight Steps to Start or Grow a Diversity or Inclusion Initiative**

Forbes.com; August 18, 2019

<https://www.forbes.com/sites/sheilacallaham/2019/08/18/eight-steps-to-start-or-grow-a-diversity-and-inclusion-initiative/?sh=727c3ca96b17>

Most large organizations are already on the diversity and inclusion bandwagon, but small- and midsize companies may be considering how to build it into their programming or expand an initiative already in place. Although there is no one way, the following eight steps are sure to provide a powerful start and

keep your organization on track.

- **Lead from the Top:** Moving the needle takes a commitment from the top down. The best way to gain commitment is to make diversity and inclusion an organizational goal and include it in performance metrics.
- **Rely on Experience:** Successful diversity practitioners offer leadership, influence, collaboration, strategy, and strong communications skills — written and spoken — in addition to having an excellent command of diversity, inclusion, and multiculturalism. If you don't already have a subject matter expert managing diversity and inclusion, hire one.
- **Measure Employee Attitudes:** Survey employees to gain insight into workplace culture. Questions should help establish the level of understanding employees have about the subject, how inclusive they believe the culture to be, the level of trust they have in the company and their management and their perception of organizational commitment.
- **Training is key:** Training is one of the best ways for employees to understand how their perceptions may be sabotaging inclusive words and behaviors. It's one thing to explain what it means, but something altogether to demonstrate what good inclusion practices look like and how to incorporate them in their learning and development plans.
- **Create affinity groups** to build a sense of community, increase awareness, and foster new ideas.
- **Over communicate:** Explain the process every step of the way to set and manage expectations and to help employees understand how they can participate. Over communicating also helps ensure that workplace policies include language around the importance of creating a diverse and inclusive workplace.
- **Analyze demographics:** In addition to culture surveys, analytics are crucial to measuring progress. Consider tracking a variety of measures, including discrepancies in hiring, compensation, performance, or promotions using the same demographic attributes.
- **Walk the talk:** Examine how you are demonstrating the culture you wish to create. Ask others for input on how well you are doing to uncover blind spots.

### **Diversity and inclusion: 8 best practices for changing your culture**

CIO.com; February 14, 2019

<https://www.cio.com/article/3262704/diversity-and-inclusion-8-best-practices-for-changing-your-culture.html>

A strong diversity and inclusion strategy can help your organization attract top talent and drive innovative results. Here are eight best practices for launching a diversity and inclusion initiative that works.

- **Establish a sense of belonging for everyone:** For each individual to bring their best self forward, a sense of belonging must first be established. Having a connection to an organization or group of people that makes you feel you can be yourself not only results in greater engagement and creativity in the workplace, it's a psychological need. But these changes take time, and they aren't always linear. It's not a one-size-fits-all approach, either — that's why it's so important to share best practices and be open to trying new things.
- **Empathetic leadership is key:** Diversity and inclusion are often treated as a single initiative owned exclusively by HR. But for real change to happen, every individual leader needs to buy into the value of belonging — both intellectually and emotionally. Only when the entire C suite steps up to own diversity and inclusion will a company's D&I practices thrive.
- **A top-down approach isn't enough:** Top-down approaches drive compliance, not commitment. From senior leaders to frontline employees, every individual must see and understand their

role in company culture. This means identifying differences in employee experience and values across the organization so that change can be made relevant for each person and knowing that lasting change must activate different parts of the system — top down, bottom up, and middle out — in different ways.

- Quotas don't automate inclusion: Hiring goals may boost diversity numbers, but this won't automatically create an inclusive culture. Too often, leaders focus diversity and inclusion efforts disproportionately on the employee pipeline, but the employee experience continues far beyond an offer letter. To retain and nurture top talent, it's critical to take an honest look at the end-to-end employee experience, with an eye toward creating conditions that promote inclusion on a daily basis and designing ways to measure the impact.
- Inclusion is ongoing — not one-off training: It isn't enough to teach employees what it means to be inclusive. Like any form of behavior change, inclusion requires individuals to identify key moments in which to build new habits or "microbehaviors" (daily actions that can be practiced and measured). And when these habits are put into action in an environment that supports honest conversations and healthy tension, real change becomes possible.
- Maximize joy and connection, minimize fear: Finding ways to frame challenges through a lens of possibility — and elevating the power of shared experiences and storytelling to do so — creates greater potential for positive change.
- Forget 'fit' and focus on helping individuals thrive: The norms, power structures, and inequities in society can easily become embedded in an organization — optimizing to hire, train, and reward people who "fit." Creating a culture where every individual can contribute their full potential requires investigating the systems and processes in your organization to uncover sore spots and blind spots, and then finding ways to reimagine them.
- Consider your brand: As in any transformation effort, brand and culture are intimately connected. The products and services you put into the world reflect your values — and your biases. In the journey toward building a more inclusive organization, it's important to consider the relationship between what's happening inside and outside your company. What is your brand saying about who you are as a culture? In what ways is your employee base not congruent with your customer base? What experiences are being left out or misunderstood?

### **Six Steps to Building an Inclusive Workplace**

Society for Human Resource Management (SHRM), March 19, 2018

<https://www.shrm.org/hr-today/news/hr-magazine/0418/pages/6-steps-for-building-an-inclusive-workplace.aspx>

This article offers six practical strategies for creating an inclusive environment that goes beyond merely hiring a diverse workforce that includes a range of ages, ethnicities, religions and worldviews. They include:

- Educating leadership on the benefits of inclusion, as it's a company's executives and managers—those who interact directly with employees—who will be instrumental to the success of diversity and inclusion programs.
- Forming a council comprising a dedicated group of eight to 12 influential leaders who are one or two levels below the CEO. (Ideally, councils should be involved in goal setting around hiring, retaining, and advancing a diverse workforce and in addressing any employee engagement problems among underrepresented employee groups.)
- Showing employees that you respect them by celebrating their differences. Invite employees to share their backgrounds and traditions in the workplace through creative events and programs.

- Listening to employees by understanding their experiences (Use surveys and focus groups and conduct comprehensive assessments of your organization's demographics and people oriented processes to develop specific strategies to promote inclusiveness.)
- Hold more effective meetings. Promote active debate and be courteous. If one colleague interrupts another, call attention to it to underscore the importance of letting everyone be heard.
- Communicate goals and measure progress. Conduct a full audit of your people processes—from recruiting and hiring to developing and retaining employees. Couple the data with engagement and other workforce survey data to gain a full measure of your climate. Then, establish and clearly communicate specific, measurable, and time-bound goals as you would with any other strategic aim.

### **Here Are the Benefits of Inclusion and How to Create an Inclusive Culture**

Inc.com; Jun18, 2018

<https://www.inc.com/ryan-jenkins/here-are-benefits-of-inclusion-how-to-create-an-inclusive-culture.html>

Organizations with inclusive cultures are two times as likely to meet or exceed financial targets, three times as likely to be high-performing, six times more likely to be innovative and agile, and eight times more likely to achieve better business outcomes. Here are Five ways to create an inclusive culture in the interest of reaping these benefits.

- Understand how diversity and inclusion vary across generations: Generation X and Baby Boomers tend to define diversity along the traditional lines of gender, race, and ethnicity. While Millennials typically define diversity beyond demographics, viewing cognitive diversity and an individual's variety of experiences and perspectives at the core of diversity.
- Recruit without bias: It's critical to measure diversity and inclusion in all talent practices, but conscious and unconscious biases seem most glaring throughout the recruiting process.
- Offer inclusion training: Training is perhaps the most popular and obvious solution to foster higher organizational diversity and inclusion. In fact, nearly all of the [Fortune 500](#) companies and nearly one-half of U.S. midsize companies mandate diversity training. Training helps raise awareness, uproot bias, and create a common language to facilitate diversity and inclusion discussions.
- Openly talk about varying inclusion topics: Voluntary employee-led groups with shared characteristics or life experiences—commonly known as Employee Resource Groups (ERGs) or affinity groups—are useful for many companies since they provide (safe environments to have open dialogue and provide a helpful source to hear from diverse group set.
- Gain leadership commitment: Get leaders involved. Creating an inclusive organization must be a priority for an organization's top leadership. Consensus must be built through open conversation, understanding the benefits of inclusion, and connecting diversity and inclusion with the business strategy. Once top leadership has consensus, middle managers must be involved and equipped.

### **Five Key Steps to Starting a Diversity and Inclusion Program**

Society for Human Resource Management (SHRM), March 31, 2017

<https://www.shrm.org/resourcesandtools/hr-topics/behavioral-competencies/global-and-cultural-effectiveness/pages/5-key-steps-to-starting-a-di-program.aspx>

This article highlights five key steps to starting a Diversity and Inclusion initiative in any organization, including small and mid-size organizations. Success requires preparation and persistence from a dedicated professional, but it doesn't require a large budget. The “essential” steps to launching such an

initiative are:

- Identify and Solicit buy-in from key stakeholders up and down the organizational chart/structure.
- Identify the business's/organization's needs, for without a strong connection to how the organization achieves its business goals, the initiative won't succeed.
- Keep it Simple. The diversity and inclusion initiative must be focused and easily understood and executed. It doesn't have to be massive in scope, especially at the outset.
- Hold stakeholders accountable. Managers must be responsible for weaving diversity and inclusion into their daily actions. Let them know at the initiative's inception that their role is critical.
- Assess and adjust: Your evaluation method must be analyzed periodically and tweaked when and where needed. Engagement surveys can gauge reaction to the initiative. Reports can show whether more diverse job candidates are being contacted and interviewed and whether other program goals are being met.

### **Five Key Steps to Implementing a Successful Diversity Program**

Insider HR, November 9, 2017

<https://www.insidehr.com.au/5-steps-diversity-program/>

This article provides five key points that HR leaders should keep in mind to create and implement a successful diversity policy at the workplace.

- Train and sensitize employees: HR leaders need to encourage and train their current managers, leaders and staff to develop an inclusive mindset and the behavior and attitude that one should demonstrate while working with people from different backgrounds.
- Understand the various elements of a diverse workgroup and map which one will fit your business DNA.  
Diversity at the workplace can be of various types; gender diversity, cultural diversity as well as inclusivity of differently-abled employees. Depending on the nature of your business, the clients involved, and the skills and capabilities required, diversity strategies should be put into place.
- Don't diversify for extremely short-term goals like an award – give it time.  
Diversity takes time. It cannot be included in the DNA of the workforce overnight. One of the most difficult things is change and tougher than that is to sustain the change. The diversity program of any organization has to start months before recruiting employees from diverse backgrounds and cultures.
- Keep it strategic and inclusive.  
The diversification strategy has to be devised to include all elements and departments of the business. It cannot only be an HR initiative and just limited to recruitment. There have to be long-term plans to include this diverse workforce in all elements and hierarchies of the business. The true essence of the strategy will come into play when organizations understand that diversity policies and investments truly impact the profit lines of a business and it is not just a cosmetic aspect of the organization.
- Avoid pigeonholing people.  
Nothing kills a diversity initiative like stereotyping people and cultures. Especially during employee training sessions, special care has to be taken to ensure that the messages and learning imparted is not stereotypical in nature. This can only prevent a diverse workforce from functioning seamlessly as people from any culture hate to be pigeonholed.

## **Diversity and Inclusion in the Workplace; Benefits, Challenges and Strategies for Success** Clark University, May 2020

[https://commons.clarku.edu/sps\\_masters\\_papers/42/](https://commons.clarku.edu/sps_masters_papers/42/)

This case study explores the topic of diversity and inclusion in the workplace and learned how it can transform a business. When D&I is a serious business strategy supported by senior management it can help recruit and retain top talent, increase profits, and unleash creativity among other benefits. It is important to have leadership that is inclusive so they can set the tone for their staff.

## **Considerations for hiring external consultants to deliver diversity trainings**

*Consulting Psychology Journal: Practice and Research*,

Gassam, J. Z., & Salter, N. P. (2020). 72(4), 275–287

<https://psycnet.apa.org/record/2020-98094-004>

Training in diversity, equity, and inclusion (DEI) is an important way for organizations to create cultures that are welcoming and comfortable for all employees. However, it is important to ensure that they are as effective as possible, and we argue that hiring an external consultant to conduct them can help with this. In this article, we highlight three reasons why external consultants can be a better choice for delivering DEI workshops (compared to internal consultants): specifically, greater objectivity, greater number of experiences to draw from, and greater time commitment and focus. Additionally, we discuss three ways that external consultants can increase audience receptivity for what they do: conducting a needs assessment, understanding the role that demographics play, and providing actionable takeaways for implementation. We use the experience of both authors in working with organizations on DEI issues as well as previous research in this area as sources of insight on this topic.

## **Changing the game for women leaders at PepsiCo: From local action to enterprise accountability** *Consulting Psychology Journal: Practice and Research*

Beba, U., & Church, A. H. (2020). 72(4), 288–302

<https://psycnet.apa.org/record/2020-98094-005>

Diversity and inclusion (D&I) today represents a standard cultural component in every major organization's overall human-capital strategy. If we have learned anything collectively in the past 40 years, however, it is that one cannot simply mandate that an organization will be inclusive to differences in gender, ethnicity, age, and other dimensions. Having a diverse and truly inclusive and engaging workplace requires a personal and cultural mind shift on the part of leaders and employees at all levels. This article presents an overview of PepsiCo's historical and current focus on D&I, with an emphasis on encouraging and developing women leaders as understood from the perspective of the personal career journey of the lead author of this article. Following an initial overview linking D&I efforts as a form of organization development (OD) and culture change, a narrative is presented that follows this leader's evolution from early career as a region general manager in Turkey to her current role as Chief Diversity and Engagement Officer. Interventions and outcomes are presented that reflect the increasing impact and shifting nature of D&I (and later diversity and engagement) efforts on the women's leadership agenda, from local business units up to an enterprise level. These efforts show the importance of integrating D&I strategies with OD interventions to drive sustainable change. Following the case example, four key recommendations are presented for organizations to consider in pursuing a similar organization transformational strategy.

## **Diversity and Inclusion Practices in Nonprofit Associations: A Resource-Dependent and Institutional Analysis**

Journal of Public and Nonprofit Affairs

Dyana P. Mason, Vol.6, No.1, 2020

<https://www.jpna.org/index.php/jpna/article/view/325>

Since the early 1990s, diversity and inclusion (D&I) efforts have received increasing attention among management scholars. Although the benefits and challenges of implementing D&I practices are now well established, few studies have explored the extent to which nonprofit associations, in particular, engage in D&I efforts. As such, we have no knowledge of the role that associations play in assisting with the diffusion of these practices throughout their respective professional fields or trades. Therefore, using a national survey of over 150 executives of nonprofit associations, this study explores the institutional and resource-based challenges associations face when seeking to implement D&I practices, both within their organizations and throughout their professional fields and trades. While the findings from this study suggest that nonprofit associations only engage in D&I practices to a modest degree, there is also evidence of institutional entrepreneurship. Implications of these findings for research on D&I practices in nonprofit associations as well as for association practitioners seeking to improve their D&I programming are provided.

### **The Confident Proponent of 2020: Proving the Case for Diversity and Inclusion**

**Initiatives** The Practical Lawyer magazine

Alison Akant, J.D., M.Ed., March 2020

[https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=3559033](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3559033)

This article published is the first in a series on the promise of diversity and inclusion (D & I) initiatives for the workplace in the new decade. It reviews why making the case for D & I initiatives has been so difficult in the past, and why it has met with so much resistance, even though inequities in access and professional advancement are blatant and enormous; even though the call to action has long been sounded; and even though commitment to D & I has been avowed by hundreds of leading entities in the corporate, legal, and education sectors. The second article (expected publication in April 2020) revisits two familiar cases for D & I in the workplace — the social justice and business cases — and renews them with analysis and evidence to support them. The third article (expected publication in April 2020) will examine the talent and climate cases for diversity and addresses the challenges of affordability and implementation that can prevent a decision-maker from adopting and adequately funding D & I initiatives. The author's conclusion is that the proponent for D & I initiatives in 2020 can and should be confident because the cases for D & I are strong, now that there are many evidence-based, affordable, and implementable D & I initiatives available.

## **II. Benefits of a diverse and inclusive workplace: (3)**

### **Four Ways to Actually Create Diversity and Inclusion in the Workplace**

Yola Robert; June 11, 2020; Forbes.com

<https://www.forbes.com/sites/yolarobert1/2020/06/11/4-ways-to-actually-create-diversity-and-inclusion-in-the-workplace/?sh=7d0b76933fcd>

There are several added benefits that diverse companies have over their counterparts. Companies that are diverse are able to perform better because they are able to understand different perspectives, tap into different markets and make better decisions that accurately reflect the society we live in. Racially and ethnically diverse companies are proven to perform 35% better, 87% better at decision making and are 1.4 times increase in revenue.



**PLEASE NOTE:** The following items are the providers of the source material for the statistics about the benefits of diversity in the Forbes article.

**Report: Why Diversity Matters: New Research Makes It Increasingly Clear that Companies with More Diverse Workforces Perform Better Financially**

McKinsey & Company, February 2015

<https://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters#>

This research finds that companies in the top quartile for gender or racial and ethnic diversity are more likely to have financial returns above their national industry medians. Companies in the bottom quartile in these dimensions are statistically less likely to achieve above-average returns. This suggests that diversity is probably a competitive differentiator that shifts market share toward more diverse companies over time.

The authors of report examined proprietary data sets for 366 public companies across a range of industries in Canada, Latin America, the United Kingdom, and the United States. In this research, we looked at metrics such as financial results and the composition of top management and boards. Among the findings published in the report: Companies in the top quartile for racial and ethnic diversity are 35 percent more likely to have financial returns above their respective national industry medians. Companies in the top quartile for gender diversity are 15 percent more likely to have financial returns above their respective national industry medians (exhibit).

**Diversity Drives Better Decision**

People Management, October 2017

<https://www.peoplemanagement.co.uk/experts/research/diversity-drives-better-decisions>

A white paper from online decision-making platform Cloverpop has found a direct link between inclusive decision-making and better business performance. The study analyzed around 600 business decisions made by 200 teams, across a range of companies. Researchers found that when diverse teams (of three or more people) made a business decision, they outperformed individual decision-makers up to 87 per cent of the time. Diverse teams were also shown to make decisions faster than individual workers, and benefited from a 60 per cent improvement on decision-making. Effective decision-making also increases with greater diversity in a team. All-male teams were shown to make better business decisions than individuals 58 per cent of the time, while gender-diverse teams outperformed individuals 73 per cent of the time.