

Employee Engagement

While educating your employees about Black History Month, are you paying attention to how engaged they are? Lack of organizational cultural competence often makes Blacks and others from underrepresented groups feel disenfranchised. Increasingly, it also impacts the engagement of white men in a world where the “majority” is rapidly changing.

Several key D&I factors—especially resource groups, mentoring and CEO involvement—significantly affect engagement. This is especially important these days as more and more companies connect an engaged workforce to higher productivity, innovation and market share.

Diversity Web Seminar: How Diversity at Time Warner, AT&T Improves Engagement

Your D&I staff, managers and resource-group leaders should start by reviewing our recent web seminar on Employee Engagement. The presentation demonstrates what we’ve learned through studying data from the DiversityInc Top 50, which has been around for 14 years and will have more than 800 participants this year. It showcases the efforts of two companies that excel at driving employee engagement by creating inclusive workplaces: AT&T and Time Warner.

This was our first web seminar on Employee Engagement and the response from the hundreds of people who listened to it live (and those who have subsequently watched it on DiversityIncBestPractices.com) was very strong; they said the information was “invaluable” and that they were “very excited to share this with our employees.”

Our research presented in the web seminar shows that involved CEOs who communicate the value of D&I to the business engage employees across all demographics. DiversityInc Top 50 companies do this increasingly, with more than twice as many CEOs meeting with resource groups regularly than did five years ago. Those resource groups themselves directly contribute to increased engagement, with the number of employee participants in Top 50 companies’ resource groups doubling in

the last five years. Measurement-focused companies like Sodexo see double-digit increases in engagement for resource-group members when compared with nonmembers.

We also noted a strong correlation between formal, cross-cultural mentoring and engagement (again, across all demographics). The percentage of managers participating in mentoring in DiversityInc Top 50 companies has more than doubled in the past five years as well.

The presentations from AT&T and Time Warner were particularly effective because they demonstrated the importance of D&I to engagement and the business results. Engagement driven by D&I contributed strongly to Time Warner’s having its highest stock price in six years, reducing attrition across all demographics, and producing the highest employee satisfaction rating to date. AT&T cited data showing business leaders who were effective at engaging teams had 6 percent higher revenue and profit than leaders who were ineffective. To view the entire web seminar, go to www.DiversityIncBestPractices.com/engagement-web-seminar

Discussion Questions for D&I Staff, HR Staff, Managers and Resource-Group Leaders

Do your engagement surveys factor in race/ethnicity, gender, orientation, disability, age and other diversity factors?

If not, why not?

If so, how well does your company engage workers from different groups and how do you address gaps?

Ask the staff to go back and review your survey to ensure it does measure engagement by diversity factors and stress the importance of these metrics to understand the gaps and the opportunities. To show an example of a company that does this well, go to www.DiversityIncBestPractices.com/sodexo-mentoring

Are you able to connect your resource groups to increased engagement and, therefore, to business results?

Explain how other companies have used resource groups to specifically understand corporate-culture gaps and increase employee involvement. Highlight how important it is to track engagement,

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retention and promotion rates for resource-group members versus those who are not members. For case studies, go to www.DiversityIncBestPractices.com/ask-diversityinc-engagement

How involved are your senior leaders (CEO and direct reports, direct reports to those direct reports) involved in your efforts to increase engagement, especially to underrepresented groups?

The value of having senior leadership directly engaged in efforts to enhance engagement is crucial. But your staff doesn't have to reinvent the wheel. Have them read these examples of ways other companies have gained senior executive buy-in. Go to www.DiversityIncBestPractices.com/rockwell-collins-ameren

Other Valuable Reading on the Intersection of D&I Initiatives and Engagement

DiversityInc Meeting in a Box

Employee Engagement

Other Valuable Reading on the Intersection of D&I Initiatives and Engagement

How Do Resource Groups, Mentoring & Accountability Drive Engagement?

Employee engagement can be a barometer of how well diversity efforts have been implemented. In the workplace, high employee engagement leads to increased retention rates and higher productivity, which helps to drive down costs of replacing employees and lost productivity. In the marketplace, high employee engagement leads to better customer satisfaction. So how can organizations retain their talent and empower them in the marketplace? Here are three ways our data demonstrate that diversity helps increase employee engagement.

Senior-Management Accountability

The CEO and his/her direct reports serve as ambassadors for employee engagement. Engagement of senior management is often contagious, reverberating throughout the entire workforce. Our research shows that when the CEO and his/her direct reports are held accountable for diversity-management results, it sends the message that diversity is a business imperative. The benefits of accountability are twofold. The

company benefits from increased employee engagement across the board, resulting in positive results such as an increase in the diversity of recruits or the diversity of those promoted, or even increased the diversity of senior management.

Solex is proof of these goals working. In the DiversityInc article "Linking Executive Compensation to Diversity Goals" (www.DiversityIncBestPractices.com/lexec.com), Solex notes that it

links 25 percent of senior-executive pay to diversity goals and 10 percent to 15 percent for all bonus-eligible managers. The 2012 DiversityInc Top 50 averages 12.2 percent, up from 12.9 percent in 2011. Encompassing the diversity goals are process metrics that impact behavior change and outcomes, such as being a mentor or executive sponsor of a resource group. There are representation goals, such as recruitment and promotions, that are based on the availability of women, Blacks,

At Solex, Accountability for Diversity Metrics Yields Improved Engagement

A Solex survey of more than 1,000 resource group members is achieving a promotion



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Up to 25% of Solex's executive team scores its commitment to performance on diversity outcomes, including diversity metrics for resource groups.

Senior-management engagement at Solex, which has increased significantly, has been driven mostly by increased scores from women, Blacks, Latinos and Asians.

DiversityInc

FOR MORE FACTS AND FIGURES: www.DiversityInc.com/diversity-facts

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We further explored this topic earlier this month at our White Men & Diversity event. (Videos will be posted on DiversityInc.com shortly.) It's a very important topic and one that further helps you engage ALL your employees.

I hope you'll note this month the important connection between D&I and Employee Engagement and share this with your managers as well as distributing Black History Month information to everyone. Next month's topics are Women's History Month (cultural-competence tools for all employees) and Resource Groups for managers and current/potential group members (including our February web seminar featuring MasterCard and Dell).