

## SHRM Diversity & Inclusion Strategic Leadership Program

### *Two Day Program*

#### **Intended Audience**

The SHRM Diversity & Inclusion Strategic Leadership Program is a two-day course designed for:

- Diversity executives with responsibility for their organization's diversity function
- Diversity specialists and EEO Officers
- Human resource, organizational development and change management professionals

#### **Learning Objectives and Competency Structure**

The overall objective of this two-part course is to help diversity professionals develop successful diversity practices and strategies for enhancing their organization's talent profile and effectiveness based on a thorough understanding of how workforce diversity can drive business results.

Day One of the course will familiarize participants with knowledge of programs, policies and best practices for facilitating equity and the achievement of diversity objectives across a variety of human resource areas. Upon completion of this portion of the course, participants will be able to:

- Recall current local and global diversity trends and use these trends for constructing future diversity and inclusion initiatives.
- Implement effective practices for recruiting, developing and retaining human capital and strengthening the effectiveness of global teams in order to benchmark and strengthen the organization's diversity initiatives.
- Create inclusive work environments that foster diversity in the workplace to reduce barriers to access and participation in work environments.
- Develop and communicate the business case for diversity by understanding the diversity value proposition and how firms may gain competitive advantage through effective diversity practices and strategies.
- Collaborate effectively with line managers and the C-/E suite as a strategic partner.

Day Two of the course will familiarize participants with the links between diversity, human capital and business strategy implementation, and organizational performance. Upon completion of this portion of the course, participants will be able to:

- Compare tactical vs. strategic approaches to diversity and inclusion in order to develop a results-driven focus to diversity and inclusion.
- Devise diversity practices to support an organization's strategic direction and goals.
- Formulate approaches for leveraging diversity to enhance business processes by considering how diversity management links to value creation.

- Demonstrate the bottom-line impact of diversity by learning measurement approaches that exhibit diversity return on investment.
- Build and strengthen relationships with minority stakeholders and other organizations by generating competitive sourcing opportunities and business development in diverse markets.

## **Module One: Business Case for Diversity**

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### **Module Overview**

This module highlights the importance of diversity management in organizations. It reviews current diversity trends that make creating fair and inclusive work environments an economic imperative. It also explains how diversity and diversity initiatives can move beyond compliance with equal employment legislation to serve as a source of competitive advantage.

This module covers three topics:

- 1.1: Local and Global Diversity Trends
- 1.2: The Value in Diversity
- 1.3: Diversity and Firm Performance

### **Module Objectives**

At the completion of this module, you will be able to:

- Recall current diversity trends.
- Explain the different ways that diversity may create value in organizations.
- Articulate the effects of diversity and diversity management practices on organizational effectiveness and financial performance.

## **Module Two: Leveraging Employee Diversity**

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### **Module Overview**

The twin goals of creating and retaining a workforce that reflects and values diversity are key components to an effective diversity program. This module reviews practices for staffing, training, and developing global workforces and managing multicultural teams. It also offers approaches to creating inclusive work environments that foster diversity and reduce barriers to access and participation.

This module covers three topics:

- 2.1: Recruiting and Sourcing
- 2.2: Training and Development
- 2.3: Engagement and Retention

### **Module Objectives**

At the completion of this module, you will be able to:

- Identify internal and external practices for recruiting diverse talent into organizations.
- Understand the key features of effective diversity training programs.
- Identify mentoring and coaching strategies for diversifying and enhancing an organization's leadership profile.
- Describe best practices for engaging and retaining diverse workforces.

## **Module Three: Commitment from the Top**

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### **Module Overview**

In order for an organization's diversity initiative to be successful, there must be a strong demonstrated commitment from leaders. A firm's leadership must identify diversity as a top priority and dedicate human, financial and operational resources to program success. They also need to actively participate in the firm's diversity management activities and lead by example. This module reviews strategies for gaining and strengthening senior leadership's commitment to diversity.

The module consists of three topics:

- 3.1: Communicating a Commitment to Diversity
- 3.2: Involving Senior Leadership
- 3.3: Leadership Accountability

### **Module Objectives**

At the completion of this module, you will be able to:

- Describe ways in which senior leaders can internally and externally communicate the importance of diversity.
- Identify strategies for involving senior leaders in the firm's day-to-day diversity activities.
- Identify strategies for holding firm leaders accountable for progress on diversity.

## **Module Four: Diversity Strategy**

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### **Module Overview**

To achieve a competitive advantage through diversity, senior leadership must be concerned with the purpose, direction, and scope of the firm's diversity activities. A diversity strategy is a plan for how diversity resources will be configured to support a firm's strategic direction. Specifically, it considers how diversity may be leveraged to meet the needs of markets, exploit or create new business opportunities, and fulfill stakeholder expectations. This module reviews the diversity strategic planning process and how to link diversity strategy to a firm's organizational and human resources strategies.

This module consists of three topics:

- 4.1: Understanding Strategy
- 4.2: Human Capital Analysis
- 4.3: Diversity Strategic Planning

### **Module Objectives**

At the completion of this module, you will be able to:

- Define corporate, business, and operational strategy.
- Discuss how value is created in organizations.
- Identify critical people issues in organizations.
- Analyze an organization's diversity strengths, weaknesses, opportunities and threats.
- Formulate diversity strategy.

## **Module Five: Measurement and Accountability**

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### **Module Overview**

To effectively manage diversity and track progress on a diversity strategic plan, organizations must track diversity results and evaluate the impact of diversity initiatives. Evidence of the contribution of diversity to organizational performance is also required to maintain support and garner resources for an organization's diversity program. This module focuses on measuring and tracking the return on diversity activities.

This module covers three topics:

- 5.1: Value Creation Measures
- 5.2: Data Collection and Analysis
- 5.3: Return on Investment

### **Module Objectives**

At the completion of this module, you will be able to:

- Distinguish between diversity statistics and value creation measures.
- Identify quantitative and qualitative methodologies for collecting data on the impact and contribution of diversity in organizations.
- Analyze the associated costs and benefits of diversity activities and initiatives.
- Create a diversity balanced scorecard.

## **Module Six: Leveraging Stakeholder Diversity**

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### **Module Overview**

A comprehensive diversity plan not only incorporates activities and initiatives to increase and manage diversity within firms, but also diversity external to firms. Strategic collaborations, partnerships, and alliances may also be effective for achieving diversity goals. This module focuses on diversity activities and initiatives to create and leverage diversity among suppliers, customers, and communities.

This module covers three topics:

- 6.1: Diversity and Procurement
- 6.2: Diversity and Marketing
- 6.3: Diversity and Philanthropy

### **Module Objectives**

At the completion of this module, you will be able to:

- Identify strategies for increasing outreach to, and business with, minority-owned, woman-owned or disadvantaged enterprises.
- Identify strategies for understanding, attracting, and improving the customer experiences of multicultural consumer groups.
- Identify strategies for contributing to the sustainability of communities in which organizations operate.