LET'S TALK TALENT:

Examining the Talent Lifecycle Through an Intercultural Competence Lens

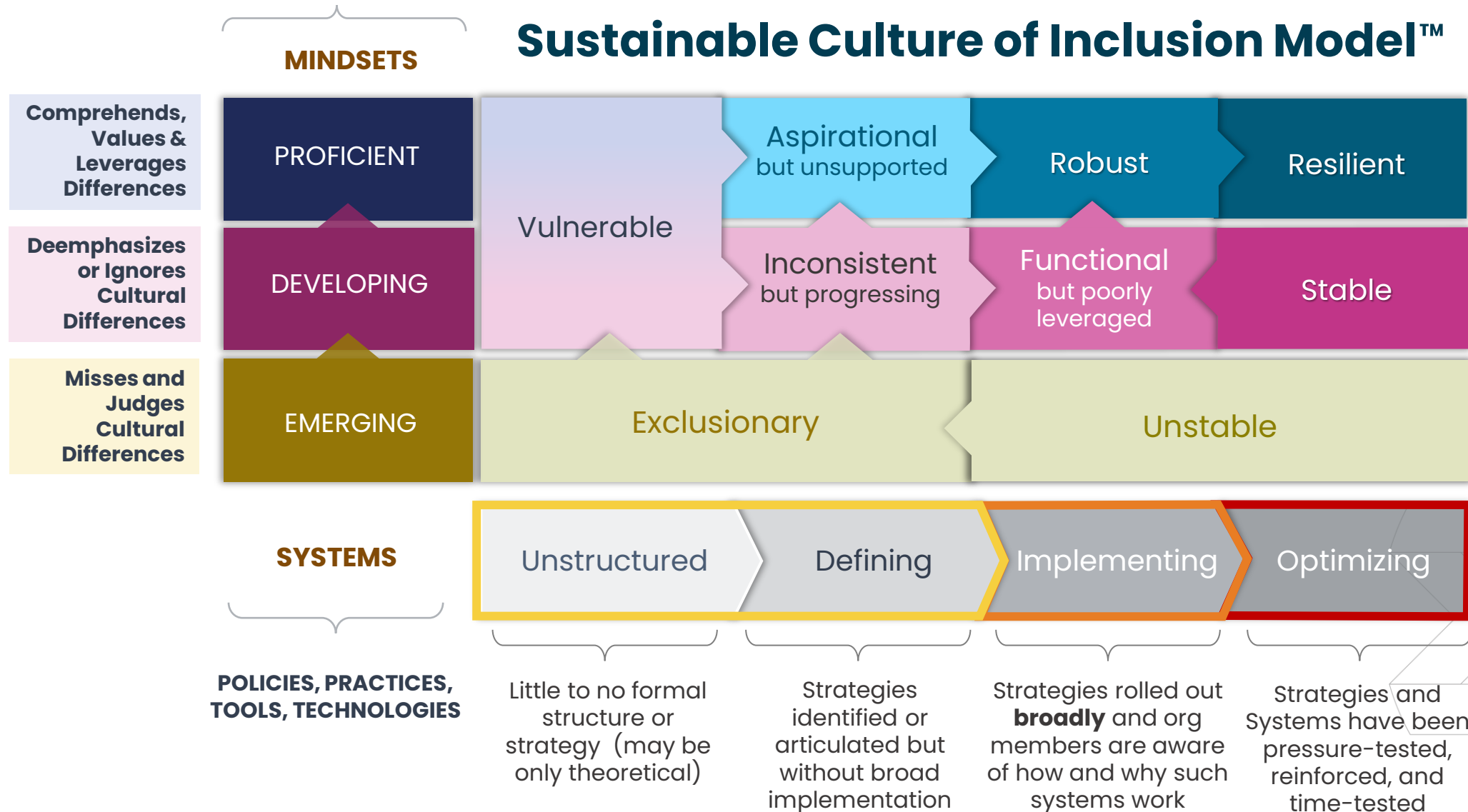# Sustainably Inclusive Talent Management for Organizational Resilience

TODAY WE WILL…

1 Review a proven approach to building organizational resilience via sustainable cultures of inclusion

2 Share actions for creating sustainable inclusion at key people decision points in your organization's talent life cycle

Attracting & Recruiting Talent	→	Interviewing & Hiring	→	Engaging & Communicating	→	Managing Performance & Career Development	→	Talent Review & Succession Planning

Sustainable Culture of Inclusion Model™

CULTURAL COMPETENCE & EMPLOYEE EXPERIENCE

MINDSETS

Comprehends, Values & Leverages Differences	PROFICIENT	Vulnerable	Aspirational but unsupported	Robust	Resilient
Deemphasizes or Ignores Cultural Differences	DEVELOPING		Inconsistent but progressing	Functional but poorly leveraged	Stable
Misses and Judges Cultural Differences	EMERGING	Exclusionary		Unstable	

SYSTEMS

Unstructured | Defining | Implementing | Optimizing

POLICIES, PRACTICES, TOOLS, TECHNOLOGIES

Little to no formal structure or strategy (may be only theoretical)

Strategies identified or articulated but without broad implementation

Strategies rolled out **broadly** and org members are aware of how and why such systems work

Strategies and Systems have been pressure-tested, reinforced, and time-tested

Engagement

- How we run meetings
- Degree of workplace flexibility/options
- Recognition systems
- Access to managers/leaders
- Degree to which employees feel heard
- Employee Resource Groups

Interviewing & Hiring

- How we screen résumés
- Who and how many conduct interviews
- Interview guide/structure
- Criteria and process for evaluation of candidates
- Interaction with others before meeting candidate

Attracting & Recruiting Talent

- Language used in job ads/descriptions
- Where we look for candidate
- Accountability for diverse slates
- People involved in recruitment efforts
- Assumptions of "cultural fit"

Managing Performance & Career Advancement

- Criteria used in formal evaluations
- Informal evaluations/feedback
- Access to sponsors and mentors
- Access to key/stretch assignments
- Access to key networks and relationships
- Access to professional development opportunities

Talent Review & Succession Planning

- High-potential evaluation and nomination
- Objectivity and accuracy of criteria
- Evaluation of successor candidates
- Leadership pipeline development
- Assumptions of what a leader "should" look like/behave

UNCONSCIOUS BIAS
Can Affect All Sorts Of People Decisions

Inclusive Talent Management

Are we really willing to do things differently here?

Do we regard human differences in the workplace as an advantage?

Are we committed to creating people systems that create equitable outcomes for all employees?

Do we intentionally seek to strategically diversify our workforce?

Do we have the skills to collaborate effectively across differences?

How can we get key leaders to shepherd inclusive change?

Mindsets First, Systems in Tandem

MINDSETS: Cultural Competence & Inclusive Collaboration

Unstructured / Defining	Implementing	Optimizing
TRANSACTIONAL HR: administer payroll & benefits	**STRATEGIC HR**: support business strategy	**STRATEGIC HR**: drive organizational performance
No policies, practices, tools, or technologies OR these are "on paper" only	Policies, & practices (i.e., systems) are codified and (being) rolled out	Policies, & practices (i.e., systems) are pressure-tested and improved
DEI a "special initiative" (vs. embedded)	Tools, technologies, and heuristics are available to help people navigate systems	Tools, technologies, and heuristics are embedded in organizational functioning
Values not defined OR not widely or effectively communicated	DEI embedded in strategic HR or TM with visible leader support	ERGs support business strategy
ERGs non-existent or for networking/celebration only	Values are widely & effectively communicated	Senior leaders actively champion organizational values (including DEI)
One-size-fits-all benefits	ERGs support talent development	Evolving EVP: benefits are differentiated to employee population segments
No Employee Value Proposition (EVP) or draft only	EVP developed and communicated	Measurement strategy in place (e.g. survey)
Sporadic communications	Strategic communications via multiple channels	Strategic communications via multiple evolving channels

Capability / Training Infrastructure
Developing Inclusive Leaders, Org-wide Learning

**Sustainable
Culture of Inclusion**

POLL

- ❑ DEI/intercultural competence (IC) training does not exist.
- ❑ Training focused on legal compliance and following policies, or solely focuses on the "business case"
- ❑ Purpose of "diversity training" is to promote tolerance of differences.
- ❑ Training is only offered during cultural heritage months, or is short-term and cursory, like one-and-done sessions or speaker events

- ❑ Diverse, cross-organizational experts & stakeholders (including ERGs) involved in design & delivery of training
- ❑ Skill-based training focused on building intercultural competence and engaging in inclusive behaviors for all employees
- ❑ Curriculum is built out to focus on specific audiences: leaders driving change; people managers; by location type (office, store, operation facility); all employees.
- ❑ Cultural difference is addressed responsibly and head-on
- ❑ Training exists across modalities – e.g., facilitated sessions, coaching, digital options, opportunities to practice (e.g. role play), nudges and reminders
- ❑ Curriculum is built out around developmental stages/levels of intercultural competence and adapted by geography/business unit – reflecting particular contexts

- ❑ Intercultural competence is embedded into all professional development, such that they become inextricably linked.
- ❑ Learning is strategic, ongoing, multi-year, and regularly updated to incorporate current contexts
- ❑ Training consistently produces behavior change that advances business results AND inclusion
- ❑ Senior leaders regularly champion: "Inclusive systems and mindsets make us stronger, smarter, and more successful"
- ❑ JIT interventions are regularly accessed at point of decision-making, to reinforce and drive inclusion over time
- ❑ DEI component integrated into manager and leadership training (with assessments)
- ❑ A critical mass of leaders, managers, and employees are culturally self-aware and understand the importance of intercultural competence to inclusion & equity

| Unstructured / Defining | Implementing | Optimizing |

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Attracting & Recruiting Talent
Sourcing Locations and Methods; Screening Process

Sustainable Culture of Inclusion

POLL

- ❑ ERGs, if existing, are not involved in recruiting
- ❑ Activities limited to DEI career fairs & bringing 'token' member of underrepresented group to events
- ❑ Multicultural recruiting materials are one-size-fits-all and do not include images of actual employees
- ❑ Employees and leaders do not understand the advantages of attracting talent of varied backgrounds and experiences

- ❑ Coordinated, organization-wide strategy exists to attract and recruit diverse talent in all geographies/business units
- ❑ ERGs are involved in recruiting strategy creation
- ❑ For all leader-level open roles, goals set for qualified candidate slates that include talent of varied backgrounds
- ❑ Relationships with target schools and diverse professional orgs exist (HBCUs, HSIs, MLT, NAAIA)
- ❑ Strategy exists for actively recruiting students of diverse backgrounds for fast-track programs
- ❑ Have internship programs, as well as early college and high school student outreach
- ❑ Process put in place to track candidate data, starting with initial contact

- ❑ Recruiting efforts refined and adapted to different target talent groups
- ❑ ERGs are actively and consistently used to attract and recruit talent
- ❑ Candidate data mined and leveraged to uncover and remove potential barriers or bias
- ❑ Objective, skills-based screening process is embedded into all recruiting practices
- ❑ Qualified candidate slates for leader-level roles consistently includes talent of varied backgrounds
- ❑ Intercultural competency a required skill for Talent Acquisition teams
- ❑ All job descriptions are reviewed for biased language or too-narrow requirements before posting
- ❑ Have strong ongoing relationships with organizations that specialize in recruiting diverse top talent

Unstructured / Defining	Implementing	Optimizing

Strategies for
Inclusive Recruiting

1. **Develop and communicate out an Employee Value Proposition (EVP) that includes a demonstrated commitment to creating a culture of inclusion & equity** (Demonstrate how you value top talent from all backgrounds; equitable people systems)

2. **Look for talent where they are** (outside our usual sources and networks; debunk "it's just too hard to find qualified candidates")

3. **Look for cultural bias in job/role descriptions** (refresh 'must haves' vs 'nice to haves', use inclusive language, prioritize gaps in current team)

4. **Develop strong relationships with organizations and networks**. (Fund education initiatives, get involved in their activities and boards, or offer to host events or donate products/services).

5. **Review your internal referral systems** (Avoid always asking the same people for referrals; leverage the networks of your diverse, high performing employees and ERGs.)

6. **Expand industry search footprint** (avoid over/redundant specialization, breed innovation across disciplines)

3 Interviewing & Hiring
interviewing, Evaluation Criteria, Selection Process

Sustainable Culture of Inclusion

❏ Unstructured / ad-hoc hiring process

❏ Hiring managers have their own preferred interview questions and process

❏ No effort to recognize or mitigate unconscious bias in the interview or selection process

❏ ERGs, if existing, are not involved in hiring process

❏ Interview questions not audited through an intercultural competence lens

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❏ Training and tools exist to educate HR and hiring managers about managing biases in hiring

❏ Structured interview models are made available to hiring managers, along with guides for use

❏ Strategic hiring practices, developed with intercultural competence, exist and are used

❏ Processes for reducing bias in interviewing exist and are used (e.g., asking all candidates the same questions in same order and avoiding discussion of candidates before ALL have interviewed)

❏ BUs understand importance of articulating, in skills and behaviors, what good/average/poor responses look like for each interview, in advance

❏ 'Cultural fit' questioned during selection process

❏ HR & hiring managers understand value of broadening desired styles and approaches

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❏ Hiring managers proactively seek out a wide variety of styles and approaches to decision making, problem-solving, and business results during hiring initiatives

❏ All interview guides have been audited for bias (e.g. leverage ERGs)

❏ Structured, equitable interview models exist AND ARE USED across the entire organization (including debiasing AI)

❏ Shared understanding of good, average, and poor interview question responses in advance is expected and routine

❏ Interview panels are consistently, purposefully diverse

❏ Data regularly collected to identify disparate hiring patterns (and acted upon)

❏ Intercultural competency & anti-bias training is standard for all interviewers

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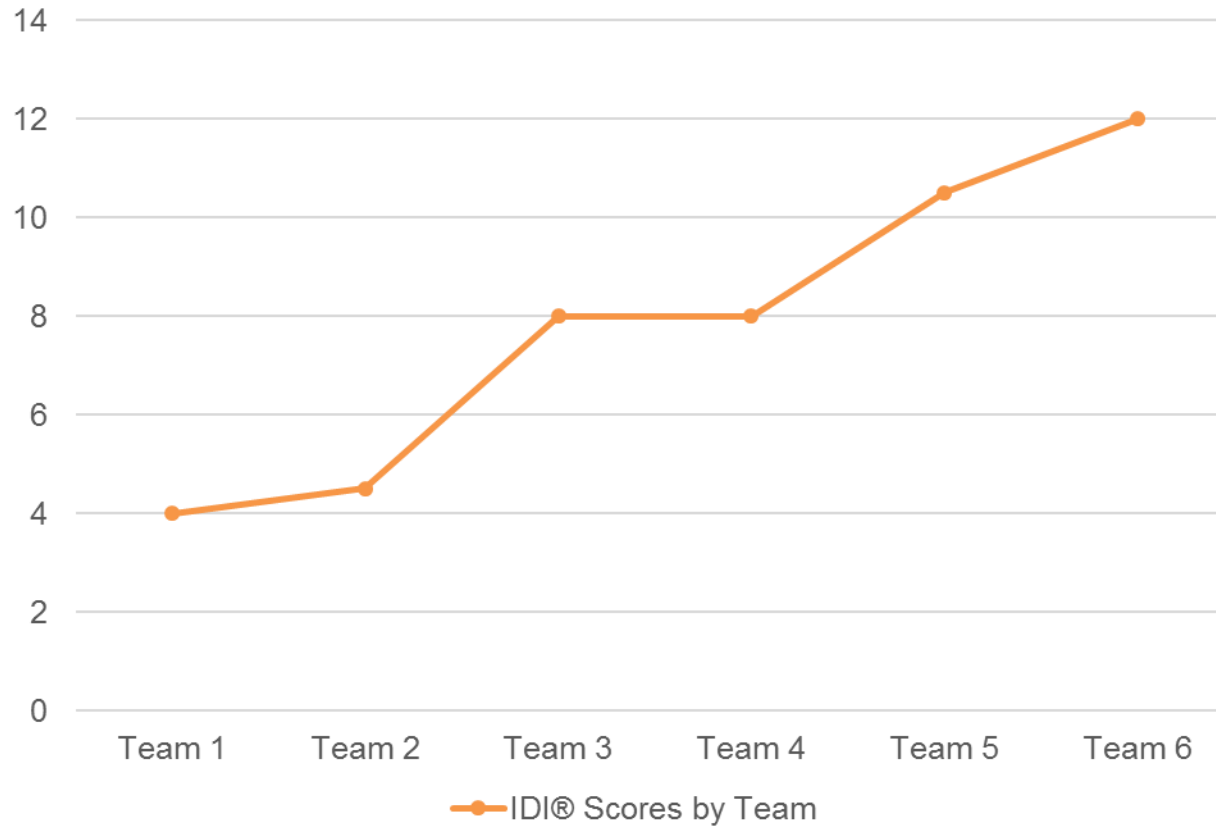## Can Affect All Sorts Of People Decisions

The Impact of Intercultural Competence on Hiring

More Diversity Reflected in Hires

Less Diversity Reflected in Hires

IDI® Scores by Team

Monocultural Mindset (IDI Score)

Minimization Mindset (IDI Score)

Intercultural Mindset (IDI Score)

The higher the selection team's Intercultural Development Inventory® score, the more successful in hiring diverse talent.

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Strategies for **Inclusive Hiring**

1. **Ensure everyone is using the same measuring stick.** It's crucial that all interviewers have a shared understanding of what a good, average, and poor response looks like.

2. **Review interview guides through an intercultural competence lens** (audit questions with the goal of making them as objective and inclusive as possible)

3. **Ensure a mix of interviewers** (including generational, cross-department/specialty, underrepresented group, women of all backgrounds)

4. **Avoid accepting "not a food fit" at face value** (ask for behavioral examples that support the concern, and respectfully address potential blind spots)

5. **Hold people accountable to the process** (as this helps ensure top quality hires, and will naturally result in hiring people of diverse backgrounds)

6. **Prevent interviewers from conferring before interviewing all candidates** (avoid sharing judgments before others have formed their own opinion).

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Engagement & Communication
ERGs, Remote Work, Life/Work Integration

Sustainable Culture of Inclusion

POLL

☐ No EVP
☐ No People/Culture strategy
☐ No communications strategy
☐ ERGs are tactical, for celebration & networking only
☐ ERGs remain homogeneous groups with no purpose/governance model/formal leadership
☐ One-size-fits-all remote work policies
☐ No formal onboarding program exists
☐ One-size-fits-all benefits
☐ Compliant PTO / Leave policies
☐ No measurement of employee experience

☐ EVP is sponsored by executive leadership and is in progress
☐ People/Culture strategy developed/in progress aligned to organizational goals
☐ Communication strategy is developed/developing but communication remains mostly reactive
☐ ERGs have a strategic purpose aligned to the business strategy; members can easily articulate this purpose
☐ ERGs are an opportunity for professional development and to fill the leadership pipeline (e.g., with high potentials)
☐ ERGs can be more heterogeneous groups, with formal leadership, governance models & allocated budgets
☐ Differentiated benefits and remote work policies
☐ Differentiated PTO and Leave policies, leaders and managers communicate and model
☐ Survey to measure employee experience

☐ Fully developed, tested, and enhanced EVP with executive ownership
☐ People/Culture strategy adapts to changing organizational gals and circumstances
☐ Communication strategy is consistently implemented and improved
☐ ERGs are strategically structured to support the business strategy, with executives as sponsors
☐ ERG groups are diverse, have formal leadership, executive sponsorship governance models, and allocated budgets
☐ ERGs assist in business, recruiting, retention, representation, community relations, marketing, and communications
☐ Structure in place for hourly and plant-environment employees' involvement
☐ Leaders and managers consistently model use of inclusive benefits and leave policies
☐ Options for flexible, results-based remote and hybrid work structures
☐ Measurement: Engagement and retention surveys have content aligned to business strategy and include strategic data analysis (i.e., key populations, ERGs)

| Unstructured / Defining | Implementing | Optimizing |

Strategies for Inclusive Engagement & Retention

1. **Track engagement, retention & advancement cycle times to evaluate for structural biases** (do we see different outcomes for different groups?)

2. **Implement stay interviews** (identify exit triggers and stay factors, especially with underrepresented top talent)

3. **Refine leadership messages & diversify channels used to communicate commitment to DEI** (ensure all voices are heard, build skills for cross-cultural resonance)

4. **Position ERG's as cross-cultural leadership development** (incentivize involvement as skill-building and business-aligning)

5. **Consciously develop everyone** (how are special projects and tasks assigned, or high potentials identified)

6. **Conduct periodic surveys of salary, rewards, and benefit equity** (address inequities and ensure a robust review process)

Check-in Question for You:

Having reviewed the Attracting/Recruiting, Interviewing/Hiring, and Engagement/Retention areas of Talent Management so far…

- Is this approach something you can envision being implemented in your organization?

- What do you need to make it a reality?

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5 Performance Management & Career Advancement

Unstructured / Defining

- ❑ No job architecture
- ❑ Job descriptions are inconsistent or not communicated
- ❑ Performance Reviews are inconsistent & unstructured
- ❑ Criteria for advancement & promotion are not articulated or communicated consistently
- ❑ No strategy for advancement of diverse/historically marginalized groups
- ❑ Talent function is undeveloped or underdeveloped
- ❑ Feedback between employees is a rare occurrence
- ❑ Little to no mentoring or sponsorship OR only for employees of a certain type

Implementing

- ❑ Job architecture is in place
- ❑ Each role has a job description; all employees have a copy of their job description
- ❑ Criteria for advancement and promotion are articulated for each role and communicated to those concerned
- ❑ Criteria for advancement and promotion include specific behaviors aligned to organizational success metrics
- ❑ Strategy in place for the advancement of diverse/historically marginalized groups
- ❑ Organization provides education to talent practitioners regarding inclusive & culturally competent performance evaluation
- ❑ Performance Reviews are structured, differentiated according to the type of role, and consistent from one review period to the next
- ❑ Organization encourages the development of a culture of consistent, inclusive feedback between employees at all levels
- ❑ Stay interviews are conducted, attention given to attrition among historically marginalized
- ❑ Targeted mentoring programs geared toward high-potential diverse groups
- ❑ Sponsorship programs in place

Optimizing

- ❑ Job architecture is consistently updated and adapted to changing external circumstances
- ❑ Each role has an inclusive job description, employees have access to their own and all others' job descriptions
- ❑ Criteria for advancement and promotion include specific behaviors aligned to changing organizational success metrics
- ❑ Progress being made on the advancement of diverse/historically marginalized groups; manager compensation is tied to targets
- ❑ Organization continuously supports the cross-cultural skill development of talent practitioners and anyone who manages others
- ❑ Performance Reviews are structured & differentiated AND self-evaluations are limited to prevent anchor bias AND calibration protocols are consistently used
- ❑ Organization encourages the development of a culture of consistent, inclusive feedback between employees at all levels, including 360 feedback for the most senior leaders
- ❑ Strategy in place for retention of historically marginalized populations
- ❑ Targeted mentoring programs include cross-cultural learning and reverse mentoring
- ❑ Sponsorship programs used as key career advancement tool

Strategies for Inclusive Performance Management & Career Advancement

1. **Review performance evaluation forms and rating scales** (update them if they devalue non-dominant group workstyles)

2. **Define role competencies behaviorally** (update them to align with current role requirements, remove subjectivity)

3. **Examine career development process for unintentional biases** (clarify any 'unwritten' rules for advancement, identify barriers to access)

4. **Be aware of cultural filters & biases** (scan evaluation for coded language to mitigate rater bias; proactively ensure informal ongoing feedback to all, not just to those 'like you')

5. **Use outcome-oriented expectations** (did they meet the need, just in a way you're not used to?)

6. **Implement mentoring programs with a diverse pipeline perspective** (at all levels)

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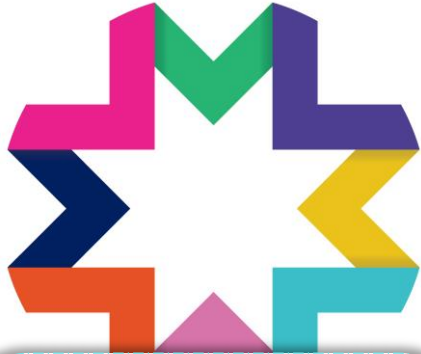- Assumptions of what a leader "should" look like/behave

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6 Pipeline Development & Talent Review
Talent ID Process, Succession Planning

**Sustainable
Culture of Inclusion**

❑ Cultural differences (styles outside the 'leadership norm') are seen as deficiencies

❑ Talent reviews are not conducted or are unstructured

❑ No consideration given to diverse pipeline

❑ Tokenization of cultural diversity in leadership

❑ Full succession planning for senior/exec roles completed annually

❑ Leaders understand importance of proactive, culturally competent consideration (and development) of talent of all backgrounds

❑ Bias mitigation and cultural competence training for HR and leaders conducting talent reviews is provided

❑ Process for mitigating bias during talent review discussions has been developed and documented.

❑ A process exists for reviewing and managing the impact that performance management and ratings have on talent review/pipeline

❑ Mentoring program with a diverse pipeline perspective (at all levels) is created

❑ Recognizing and managing potential bias during Talent Review process and succession planning discussions is time-tested and routine

❑ Intra-group and cross-functional group talent reviews are conducted, with clear tracking of diversity in the pipeline

❑ Tracking of pipeline conversion rates/ advancement cycle time (does it take longer for certain groups to be promoted within X time or BU)

❑ Post-mortem of talent review outcomes is done annually, and improvements are implemented accordingly.

❑ All Senior leaders can readily and publicly answer the question "I agree with the benefits of DEI, but shouldn't we just be focusing on the best candidate?

Unstructured / Defining	Implementing	Optimizing

Strategies for Inclusive Pipeline Development & Talent Review

1. **Offer just-in-time unconscious bias & cultural competence reminders/nudges** (to increase self-awareness & prime self to have discussions)

2. **Implement equitable Talent Review 'Rules of Engagement'** (to guard against bias and normalize the topic)

3. **Clarify, confirm & agree on evaluation criteria** (don't allow shifts to favor/devalue certain candidates midstream)

4. **Be aware of cultural filters & biases** (scan evaluation for coded language to mitigate rater bias; proactively ensure informal ongoing feedback to all, not just to those 'like you')

5. **Use outcome-oriented expectations** (did they meet the need, just in a way you're not used to?)

6. **Implement mentoring programs with a diverse pipeline perspective** (at all levels)

7 Measurement & Accountability

DEI Metrics, Data, Driving DEI Goals

Sustainable Culture of Inclusion

- ❑ Track EEO and/or representation data only
- ❑ Track participation in programs (e.g., network groups, etc.)
- ❑ No leadership involvement or accountability for DEI
- ❑ Leaders defer regularly to HR or Legal when DEI issues are reported
- ❑ Leaders unfamiliar or uncomfortable with DEI

- ❑ Talent management is strategic and aligned to business strategy
- ❑ Talent scorecard exists tracking hiring, retention, and attrition data by role, level, and demo group
- ❑ Annual goals and performance objectives for leaders include specific links to talent strategy
- ❑ Measurement of training intervention's impact on behavior is developed
- ❑ Pulse surveys or similar are used to measure and understand real time employee experiences.
- ❑ Employee experience survey data analyzed to account for intersectional demographic perspectives
- ❑ Key career management moments are identified and supported (e.g. access to key/visible developmental projects, annual performance review differentials, and promotion differentials)

- ❑ Talent management is integral to business strategy
- ❑ Talent scorecard exists tracking hiring, retention, and attrition data by role, level, and intersectional demo group
- ❑ Scorecards are owned by senior leadership and tied to leadership accountability system
- ❑ Leaders are role models for DEI and inspire others to be accountable themselves
- ❑ Training is modified whenever positive impact on behavior is not detected
- ❑ The employee experience is considered a strategic talent initiative that includes regular, ongoing measurement and advanced data analytics accounting for intersectional demographic perspectives
- ❑ Metrics link DEI to business outcomes, innovation, and market performance.
- ❑ OD/competency models embed interculturally competent, inclusive behaviors throughout the organization

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Unstructured / Defining	Implementing	Optimizing

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You do not rise to the level of your goals. You fall to the level of your systems.

— **James Clear**, author of *Atomic Habits*

Thank You!

If you'd like to contact us, please email
info@lcwmail.com.