

Five Ss for Organizational Multiculturalism

Elements	Examples	Evaluate
<p>Statements: Corporate policies, documents, and guiding statements like mission, vision, and core values</p>	<p>Ensuring foundational documentation (e.g., vision and mission statements and core values) does not unintentionally hinder multicultural effectiveness by using gender pronouns or terms like “crusade” or “army”</p>	<p>Do any of our statements reflect gender exclusion, cultural insensitivity, or ethnically derogatory or offensive barriers?</p>
<p>Structures: Hours of operation, office location, access to public transit, remote work protocol, and facilities</p>	<p>Offering telework and varied shifts to allow single parents and distant employees to work remotely; shifting core cross-functional leadership meetings from sporting events that unintentionally exclude to intentionally inclusive social events</p>	<p>What structures systematically support diversity, equity, and inclusion? Which ones undermine it? What creative adaptations might increase attraction, inclusion, and success of diverse people groups?</p>
<p>Strategy A long-term plan with metrics of success</p>	<p>Investing in STEM graduates in cities with skill match; increasing presence in inner cities and ethnically diverse communities; engaging in diverse professional organizations</p>	<p>Do we have a strategic action plan developed toward multiculturalism? Do we evaluate our culture and diversity routinely?</p>
<p>Staffing: Workforce diversity, talent development, and leadership development</p>	<p>Requiring diversified candidate pools to fill open positions; targeting alternative talent sources, not just historical defaults; evaluating leadership development for unintentional barriers</p>	<p>How do the diversity ratios of our workforce reflect our community and industry? Does our diversity vary by department, division, or leadership? Why? Do where and how we recruit talent support diversity? Are there upstream strategies to foster greater diversity and opportunity for long-term talent?</p>
<p>Staging: Visual identity of a business, whether physical, digital, or in print</p>	<p>Representing the company authentically in digital assets, communication, and programming as well as at events</p>	<p>Does our website represent the diversity we possess? Are we intentional at convention and industry events to consider the diversity of representation? Do print, web, promotional, recruitment, or other collateral support objectives around marketplace multiculturalism?</p>