Companies do a better job of increasing diversity when they forgo the control tactics and frame their efforts more positively. The most effective programs spark engagement, increase contact among different groups, or draw on people’s strong desire to look good to others.

### % Change over 5 years in representation among managers

<table>
<thead>
<tr>
<th></th>
<th>White</th>
<th>Black</th>
<th>Hispanic</th>
<th>Asian</th>
</tr>
</thead>
<tbody>
<tr>
<td>Voluntary Training</td>
<td>2.2%</td>
<td>5.6%</td>
<td>2.4%</td>
<td>3.0%</td>
</tr>
<tr>
<td>Self-managed Teams</td>
<td>-2.0%</td>
<td>3.2%</td>
<td>2.4%</td>
<td>3.6%</td>
</tr>
<tr>
<td>Cross-training</td>
<td>-1.4%</td>
<td>3.3%</td>
<td>-3.6%</td>
<td>5.5%</td>
</tr>
<tr>
<td>College recruitment: women</td>
<td>-2.5%</td>
<td>10.2%</td>
<td>7.7%</td>
<td>18.3%</td>
</tr>
<tr>
<td>College recruitment: minorities</td>
<td>-3.3%</td>
<td>7.3%</td>
<td>10%</td>
<td>13.6%</td>
</tr>
<tr>
<td>Mentoring</td>
<td>-3.3%</td>
<td>11.6%</td>
<td>-3.2%</td>
<td>10.3%</td>
</tr>
<tr>
<td>Diversity Task Forces</td>
<td>1.6%</td>
<td>22.7%</td>
<td>18.2%</td>
<td>18.2%</td>
</tr>
<tr>
<td>Diversity Managers</td>
<td>7.5%</td>
<td>17%</td>
<td>18.5%</td>
<td>13.6%</td>
</tr>
</tbody>
</table>

*No statistical certainty of a program’s effect.*

**Sources**
Adapted from HBR.org
GLOBAL MINDSET | LANGUAGE

Translation

Translation as Art

Gender Neutrality
Create standards that can be executed across regions. Invite preferred pronouns and names on Zooms. Normalize.

Accessibility

ASL & Closed Captioning

#OwnVoices vs. #LivedExperience | #AuthenticityReader vs. #ExpertReader
TRAINING

1990s
Guilt Diversity
Right thing to do
Affirmative Action

2000s
Layers of Diversity
Business Case

2010s
Inclusion
Cultural Competence
Unconscious Bias

Today
+Psychological Safety
Antiracism
Measure What You Treasure

Recruiting | Tracking

Assess | Count

Document Activities

Survey | Psychological Safety

Recruit from New Sources | Track

New Programs | Start Again
You can invite people to the party...

...but what compels them to stay?

PROGRAMMING & GRANTS