



Fuel50 Capability Trends Report™

Diversity and Inclusion in the Workforce Edition





At Fuel50, your future is our passion.

This Fuel50 Capability Trends Report™ brings you the latest capability trends from across the globe.

We encourage you to reflect on their relevance to your organization and hope that they inspire a vision for positive change within your people strategy and capability requirements.

Our dedicated team of Organizational Psychologists and HR Professionals is world-leading in capability design and research. Together, we have developed our own 'Fuel50 Talent Ontology™' to reflect the capabilities showcased in this report and many more. These capabilities are now available for use by all our clients.

For more information on any of the trending capabilities or to discuss how you could increase your organization's bench strength in these areas, please contact Fuel50.

Welcome to the future of work.



In this Fuel50 Capability Trends Report™, we explore recent world events and how those are informing crucial employee capabilities required in the workplace. This report is designed to help you harness the latest global capability trends to ensure that your organizational talent strategy is aligned to the current driving global forces.

What has been happening in the world?

No matter where you are in the world, you would have felt the earth tremble twice this year. The ground shook when we were hit with the Covid-19 pandemic. And then, soon afterwards, the ground shook again as millions of people marched in protest to support the Black Lives Matter¹ (BLM) movement.

The New York Times² believes it may be the largest movement in U.S. history. On June 6, 2020, when protests were at their peak, half a million people marched in 550 places across the U.S. A poll by Civis Analytics³ suggests that 26 million people in the U.S. participated in marches over a period of weeks in June 2020.

Support for the BLM movement swept across the world⁴, with demonstrations in nearly every major city in Europe, Asia and Latin America. Tens of thousands of people showed up for protests in Berlin, Tokyo, Amsterdam, Auckland, Paris, Seoul, and London, to name a few.

The magnitude of this movement has been attributed to two key things:

1. BLM is a 'leaderful movement'⁵. Unlike movements of the past, BLM does not have one centralized charismatic leader, rather, it has thousands spread across the globe. Classed as "low ego, high impact"⁶ this 'leaderful movement' is seen to be driving sustainable transformation within our communities.
2. The world has experienced a collective awakening. In this moment, a large proportion of the world is standing in solidarity and committed to advancing equal human dignity and respect, diversity and inclusion (D&I), racial equality, and peace.

How do we anticipate these events will impact the world of work?

It is hard to overstate the scale of the BLM movement and the impact we have seen on the world of work. In the wake of the protests, consumers took to social media to name and shame organizations with discriminatory advertising or those that lacked diversity in their employee populations. In response, many organizations have reviewed their diversity and inclusion policies and heralded their support for Black Lives Matter.

Although it is easy to look at these events and class them as 'reactionary', we have seen a shift in the way people view the disparity and inequality in organizations. Across the globe, discrimination or unfair treatment within organizations is being called out, and organizations are being held accountable for making it right. Based on observed trends in our workplace research and across our clients, we have seen the global BLM movement re-establish diversity and inclusion as a top priority for all organizations.

The importance of amplifying the right capabilities to minimize or embrace these world events

A recent report by Citi⁷ explored the economic cost of black inequality in the U.S. It states that if racial gaps were closed today, we could see \$5 trillion of additional GDP over the next 5 years. Imagine the increase in global GDP if these gaps were eliminated for all minority populations. Like many complex problems, there is no silver bullet for creating an organization that truly harnesses diversity and inclusion. However, our research has identified some transformational capabilities to support organizations in creating sustainable change. To achieve a shift from organizations with compliance-focused diversity to organizations with an inclusive culture, critical D&I capabilities need to be embedded into three levels: Individual; Leadership and Organizational.

“To achieve a shift from organizations with compliance-focused diversity to organizations with an inclusive culture, **critical D&I capabilities need to be embedded.**”



In this report, we identify 12 of our trending capabilities specifically associated with diversity and inclusion (D&I). They have been categorized under the following headings:

Individual Enablers: Attitudinal Awareness, Cultural Competence, Valuing Diversity

Leadership Capabilities: Inclusive Leadership, Intercultural Communication, Knowledge of Privilege and Discrimination, Psychological Wellbeing

Organizationally Strategic Imperatives: HR Legal & Regulatory Environment, D&I Strategy and Policy, Diversity Recruiting, Equal Employment Opportunity, D&I Measurement

We have included some reflection questions to help you evaluate the importance of each capability for your organization.

¹ Black Lives Matter. <https://blacklivesmatter.com/>

² New York Times. <https://www.nytimes.com/interactive/2020/07/03/us/george-floyd-protests-crowd-size.html>

³ Civis Analytics. <https://www.civisanalytics.com/blog/blm-policing-pulse-survey-analysis/>

⁴ BBC News. <https://www.bbc.com/news/world-us-canada-53273381>

⁵ Politico. <https://www.politico.com/news/2020/07/22/black-lives-matter-movement-leader-377369>

⁶ ST Project. <http://stproject.org/from-the-field/blacklivesmatter-lessons/>

⁷ Citi. https://ir.citi.com/NvIUkIHPilz14Hwd3oxqZBLMn1_XPqo5FrxsZD0x6hhl84ZxaxEjUWmak51UHvYk75VKeHCMI%3D

Individual Enablers

A critical blocker to reducing bias in the workplace is people not acknowledging that it exists in the first place. Building awareness is a powerful first step towards shifting the D&I tides within any organization. Our research suggests the following capabilities are a great focus area:



Attitudinal Awareness

Encourage a healthy relationship between employees of all abilities. Breaks down any misconceptions about people of differing abilities. Provides training to increase employees' perspectives and understanding.



Valuing Diversity

Accepts and respects the individual differences of people. Displays an understanding of the uniqueness of all people and understands different cultures, values, opinions, generational differences and belief systems. Has a mind-set that all people have value and that all human differences must not be either bad or good.



Cultural Competence

Understands multiple cultural frameworks, values and norms. Adapts style when faced with different dimensions of culture. Shows an understanding of cross-cultural and inclusion-related conflicts, tensions, misunderstandings or opportunities. Understands the background, religions and languages of the regions in which the organization does business.

Reflection Questions

- Are employees provided with D&I resources that empower them to act? Are individuals recognized for their contributions towards creating a diverse and inclusive workplace?
- Do processes and procedures enable individuals to source broader viewpoints, create more welcoming environments or interact more collaboratively with others?
- Are potentially discriminatory processes or behaviors highlighted by employees without fear of reprimand?

Leadership Capabilities

Leaders are essential to achieving an inclusive culture - D&I initiatives need to come from the top. Leaders who embrace and advocate for D&I drive more integrated workplaces. Our research has highlighted the need for increasing leadership capability in the following areas:



Inclusive Leadership

Leads with equality at the basis of every employment decision being made. Honors the 6 C's - commitment, courage, cognizance of bias, curiosity, cultural intelligence and collaboration.



Intercultural Communication

Encourages positive verbal and nonverbal interaction between employees of different cultural backgrounds. Educates employees on how to engage positively.



Knowledge of Privilege and Discrimination

Awareness of inherent advantages / disadvantages received by a person based on their race or socio-economic status. Educates management on being fair when giving opportunities for development, promotion etc.



Psychological Wellbeing

Creates a team culture where employees feel comfortable and safe about sharing ideas, trying new things, speaking up and admitting mistakes. Encourages interpersonal trust and mutual respect among employees and the organization. Creates a sense of belonging.

Reflection Questions

- Do your leaders take personal responsibility for creating a diverse and inclusive workplace? Do they create a team culture where employees feel comfortable and safe about sharing ideas, trying new things, speaking up and admitting mistakes?
- Do your leaders engage positively with employees from different cultural backgrounds or are they seen to be more comfortable among their own?
- Do your leaders talk about D&I as an important part of the business strategy publicly and privately?
- Do your leadership programs dedicate enough time, focus and resource to the topic of D&I?

Organizationally Strategic Imperatives

Individual voluntary acts of kindness are not enough to drive sustainable organizational change. Organizational systems and processes need to be broken down and critically evaluated to assess their bias and adverse impact (i.e. are they disproportionately favoring one population over another). Our research has identified the following capabilities to focus on at the organizational level:



HR Legal & Regulatory Environment

Shows an understanding of legal requirements related to the day-to-day management of employees and reducing legal risks. Ensures regulatory compliance.



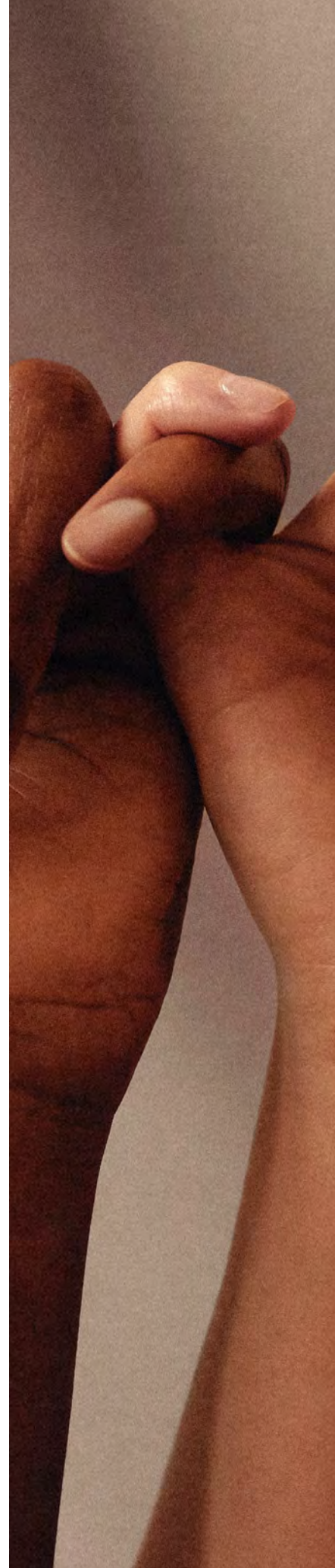
D&I Strategy and Policy

Devises a D&I strategy and supporting policy to ensure the organization has a sound plan for reaching their goals and guiding principles in how to achieve it. Ensures everyone is trained on the policy and monitors compliance with it.



Diversity Recruiting

Keeps abreast with employer-related laws and trends regarding diversity. Attracts and selects diverse candidates. Educates management on the benefits of having a diverse team.





Equal Employment Opportunity

Ensures the organization treats everyone fairly during employment decisions such as hiring, promotion, termination, development, compensation etc. Avoids any form of discrimination in terms of race, age, sex, religion, national origin and physical or mental disability.



D&I Measurement

Measures the effectiveness of the organization's D&I strategy and policy by segmenting the organization in several ways to ensure it is representative at all levels and functions. Uses the results of these metrics to improve the D&I strategy & policy.

Reflection Questions

- Is your diversity strategy driven by compliance or is it seen as business critical, driving strategy, innovation and success? Who has audited and provided feedback on your strategy?
- Have talent processes been reviewed to address bias in critical talent activities like selection, recruitment, succession planning and performance? What external advisors does your organization have in this space to ensure they challenge thinking and introduce new perspectives?
- Do you capture D&I metrics? Are they collected for compliance, or shared with all employees? Are your leaders at all levels accountable for improvement on D&I metrics? How often are these metrics discussed in depth at the top levels of your organization?





Diversity Recruiting
Inclusive Leadership

Valuing
Diversity

Intercultural Communication

LEADERSHIP CAPABILITIES

HR Legal & Regulatory Environment

D&I Strategy
and Policy

ORGANIZATIONAL CAPABILITIES

Cultural Competence

Equal Employment Opportunity

Knowledge of Privilege and Discrimination

Attitudinal Awareness

D&I Measurement
Psychological Wellbeing

INDIVIDUAL CAPABILITIES

For more editions of the Fuel50 Capability Trends Report™ visit:
www.fuel50.com/capability-trends

Fuel50 is the AI Talent Marketplace solution that delivers internal talent mobility and workforce reskilling.

With hyper-personalized AI and a deeply embedded commitment to diversity and inclusion, Fuel50 mobilizes your talent. Fuel50's ethical AI matches your people to opportunities in real-time, automatically maps your workforce architecture, and provides deep data insights for predictive talent and workforce planning.

We believe that a deep commitment to inclusive talent practices is needed and it must start with a charter that is built into your skills architecture & organizational DNA.

Using the Fuel50 Talent Ontology™ drives more inclusive working cultures through:

- Incorporating critical D&I capabilities in all executive and manager level roles, supporting a shift of mindset from the top down
- Amplifying behavioral standards around D&I and holding leaders accountable for driving positive change
- Putting a spotlight on unconscious bias throughout the organization
- Ensuring D&I practices are present in recruitment, performance management and leadership development

The trending capabilities showcased in this report are now available for use by all our clients.

Over 80 organizations around the globe saw immediate impact since deploying Fuel50, with up to 65% increase in lateral movement, 35% increase in internal recruitment, and 60% reduction in employee churn.

Learn more: www.fuel50.com

