EXCELSIOR:

Supercharge Your Talent

2017 Joint ERG Summit & Elevate Forum

ELEVATE

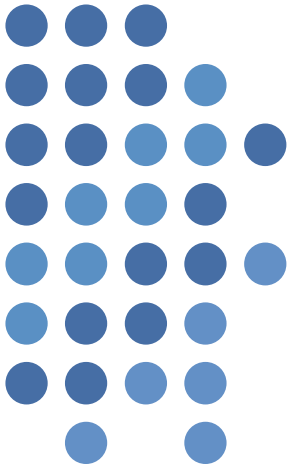
Keynote Address Duo

Christopher Rowland
Global Diversity Officer,
ManpowerGroup

Zina B. Sutch, Ph.D.
Director, Office of Diversity
and Inclusion, Office of
Personnel Management

The Impact of ERGs on Diversity & Inclusion

ERG Summit & Elevate Forum



Benefits of ERGs
What organizations look for from ERGs

- Foster Inclusion
- Reduce Isolation
- Provide opportunities
- Increase innovation
- Improve communication and collaboration
- Impact business performance

Provoking Point #1

ERGs have segregated pools of individuals with common attributes grouped together, which at times can create a homogeneous pool rather than a diverse heterogeneous pool

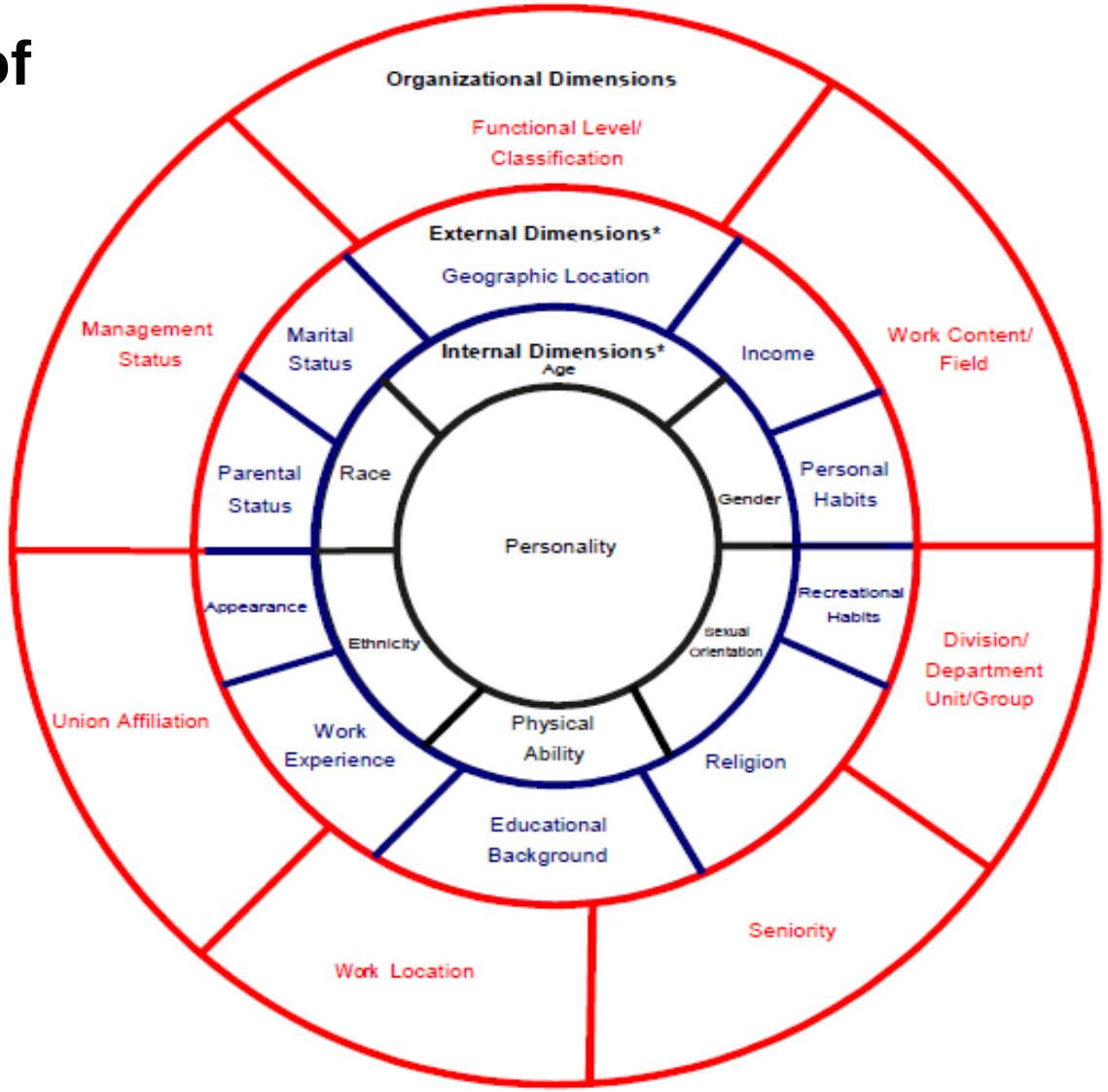
Do ERG's promote an *us* and *them* mentality? Inclusion or exclusion?

Define Diversity

The state or fact of **differing** from one another

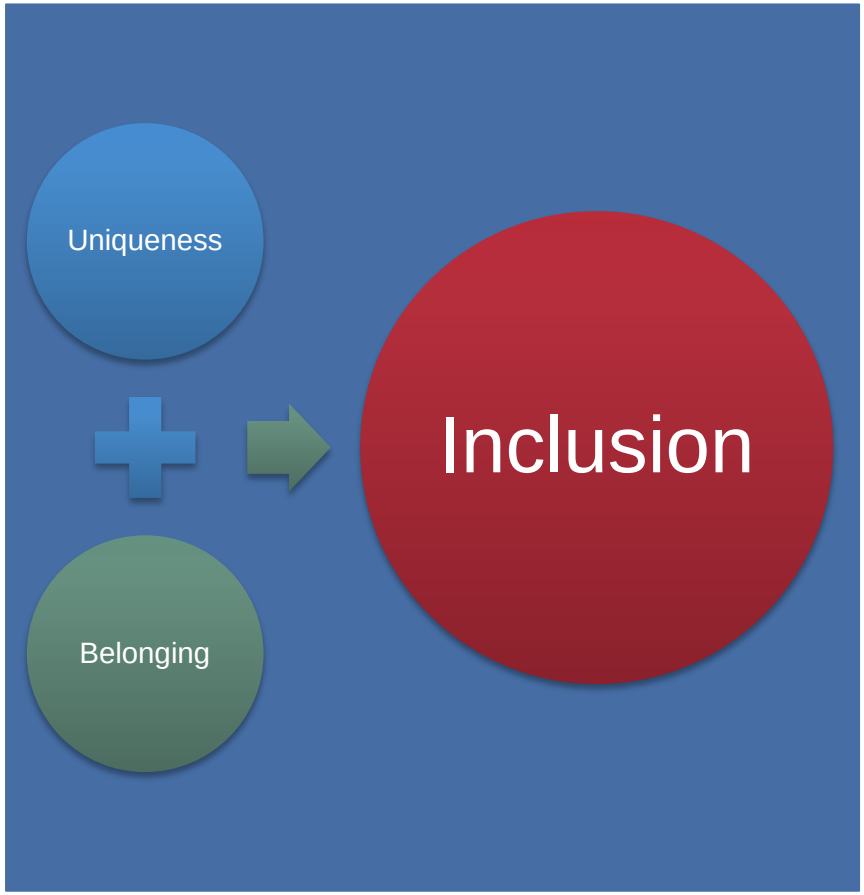
- Inherent
- Acquired

Four Layers of Diversity



Are these **groups** diverse?

Define Inclusion



The degree to which an employee perceives that he or she is an esteemed member of the work group through his or her needs for **belongingness** and **uniqueness**

Brewer's Optimal Distinctiveness Framework

	Low Belongingness	High belongingness
High value in uniqueness	Differentiation:	Inclusion:
	Individual is not treated as an organizational insider in the work group but their unique characteristics are seen as valuable and required for group/ organization success.	Individual is treated as an insider and also allowed/ encouraged to retain uniqueness within the work group.
Low value in uniqueness	Exclusion:	Assimilation:
	Individual is not treated as an organizational insider with unique value in the work group but there are other employees or groups who are insiders.	Individual is treated as an insider in the work group when they conform to organizational/ dominant culture norms and downplay uniqueness.

Provoking Point #2

Does the way we title/label/define an ERG have the unintended effect of excluding or downplaying other layers of diversity?

How can ERG's account for this?

Provoking Point #3

If ERGs are formed based on all layers of diversity, **what happens to our under-represented groups?**

Are we moving backward?

What is the alternative?

Best Practices

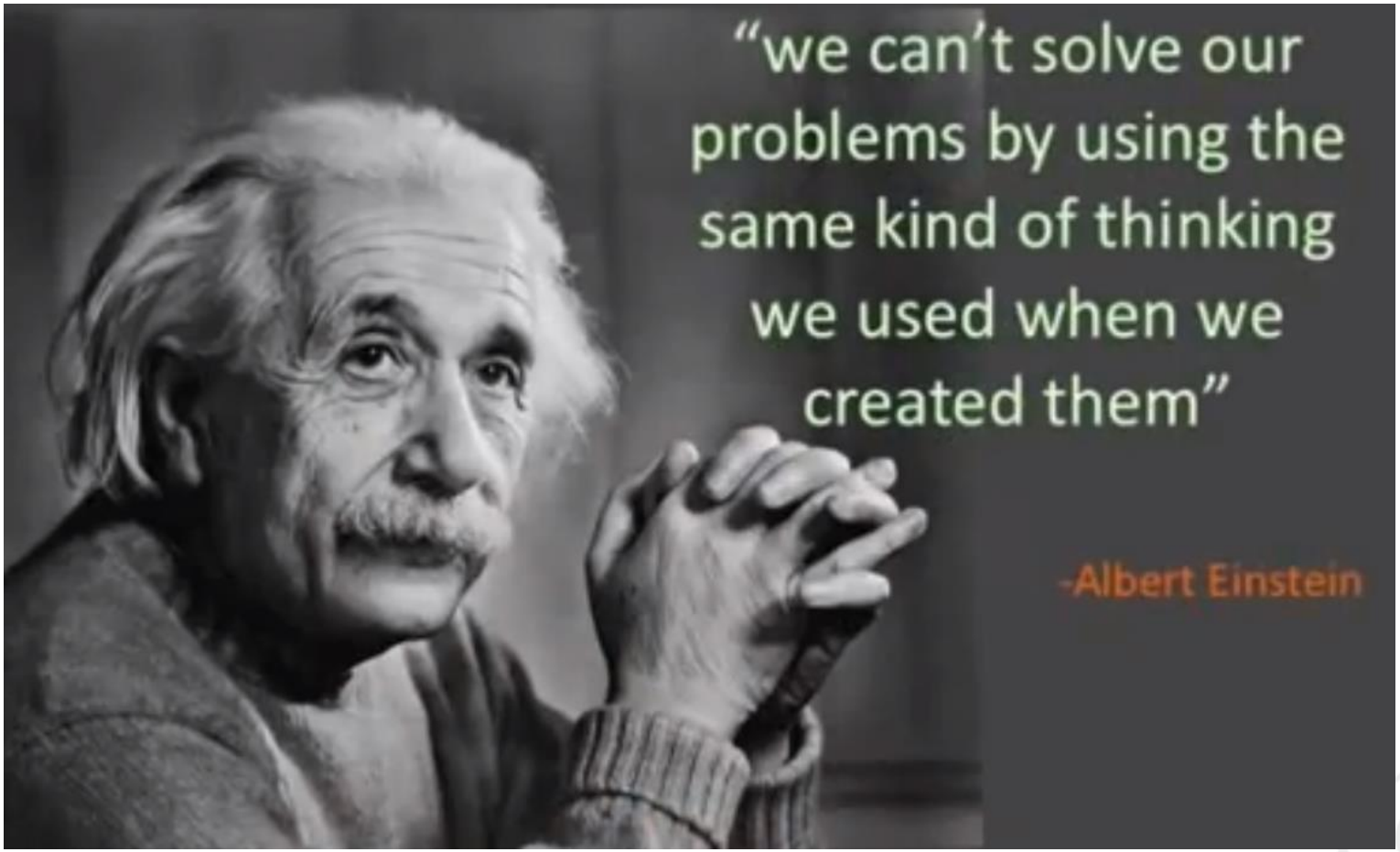
Interest-based groups gathered around particular activities

- Environmental advocacy
- Community service
- Volunteerism
- Workplace health / Work Life Balance

ERG group collaboration

- Professional Development
- Leadership
- Strategy

Leaders that are aware and trained and skilled in ensuring that the ERG does not become divisive.


“we can’t solve our problems by using the same kind of thinking we used when we created them”
-Albert Einstein

Thank you, Christopher and Zina!