Authentic Inclusion and Building Cultures that go Beyond Diversity: A Systematic Review of the Literature

Dr. Mahasin Midgette

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Introduction and Overview of the Management Problem

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Introduction to the Problem

- The problem for management is that organizations are struggling to move beyond diversity to become authentically inclusive

- Implicit racial bias and implicit gender bias has been hindering organizations for decades

- Managers have not been able to successfully combat factors that do not allow the organization to become inclusive

- Leadership and managers must now find new ways to move the organization in a positive way and change the current organizational culture

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Purpose of Study and Research Question

- The purpose of this study is to explore the current factors that hinder an organization from moving beyond implicit racial and gender bias to a culture of authentic inclusion of diversity in an organization

- Research Question

  - *What are the current factors that hinder an organization from moving beyond implicit racial and gender bias to a culture of authentic inclusion?*

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Scope

- U.S.

- All Agencies (Federal, State, Private, Health, Academia, etc)

- 1990 – 2020

- Diversity and Inclusion

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Scoping Literature Review and Theoretical Frame

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Literature Landscape

- History of Workforce Diversity
- Implicit and Explicit bias in the Workforce
- Diversity and Inclusivity

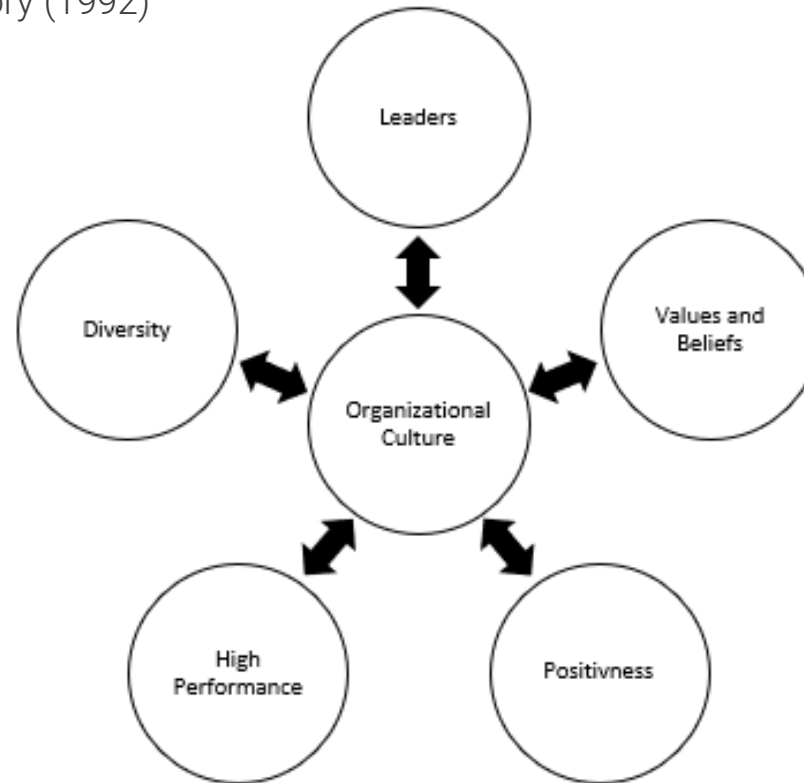UNIVERSITY OF MARYLAND
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Theoretical Lens

- Edgar Schein Organizational Culture Theory (1992)

- Robert Green Leaf Servant Leadership (1970)

- Thomas and Ely Diversity Management (1996)
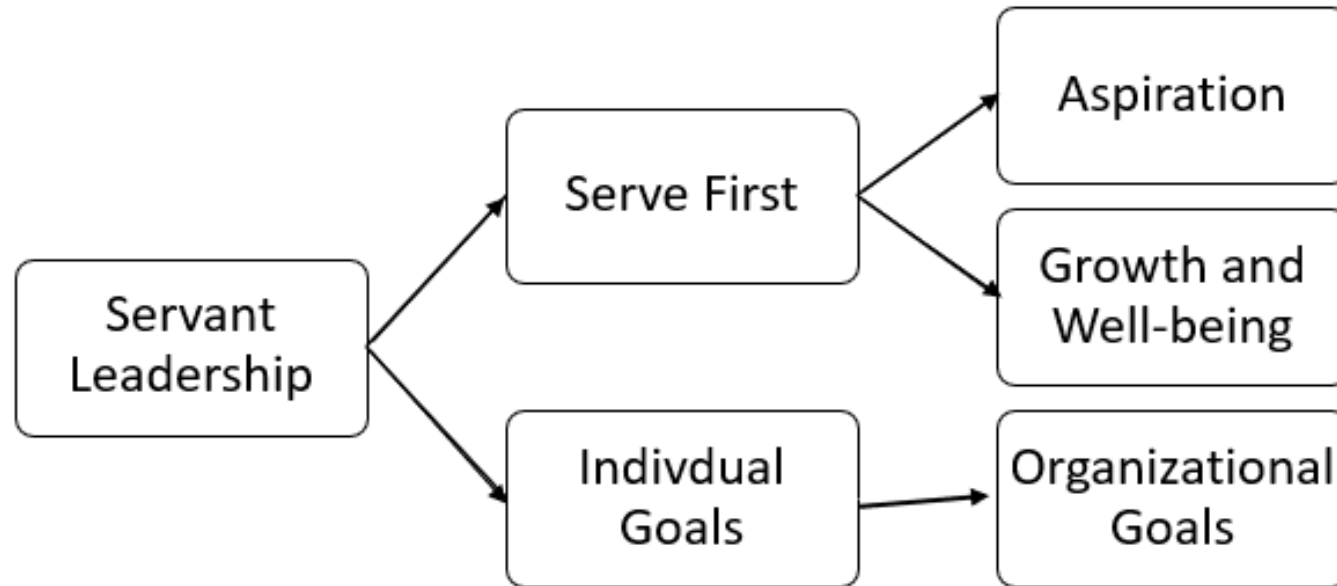 - Institutional Theory
  - Resource Theory

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Theoretical Framework

Edgar Schein Organizational Culture Theory (1992)

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Theoretical Framework

Robert Green Leaf Servant Leadership (1970)

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Theoretical Framework

- Thomas and Ely Diversity Management (1996)

Diversity Management

Institutional Theory
- Influencing Oraganizational Actions
- Structure of the Organization
- Behavior of Employees
- Institutional Construction
- Change Process

Resource Theory
- Performance Heterogeneity
- Financial
- Physical and Human Capital
- Diveristy Management Practices
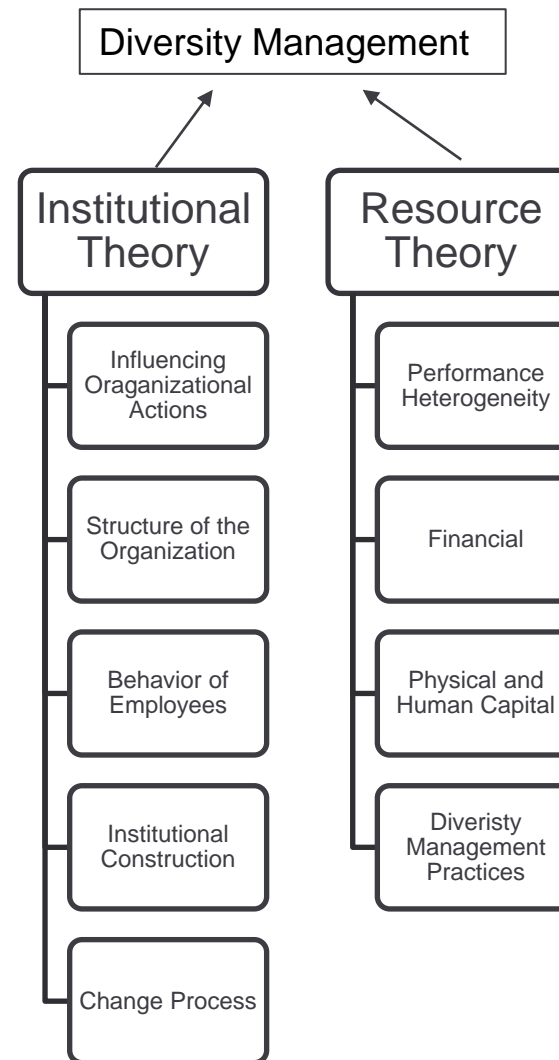
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Method

Evidence-Based Research Framework

The standard stages of a systematic review

- (a) developing a user-driven review question
- (b) developing a review protocol
- (c) a comprehensive search for evidence
- (d) applying inclusion/exclusion criteria
- (e) quality assessment
- (f) data extraction
- (g) synthesizing findings

(Harden & Thomas, 2005, p. 259)

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Subject Matter Experts

- This dissertation incorporated practitioner experiences through subject matter expert (SME) interviews to enhance the quality of the systematic review and bring validity to the research

  - Practitioner, Mr. Roger Schult, Associate Deputy Director, Cybersecurity and Information Security Agency – 35+years experience

  - Practitioner, Mr. Ralph Williams, Senior Officer, Cybersecurity and Information Security Agency – 35+years experience

  - Scholar, Dr. Lynda Jackson and published researcher on workplace minority issues

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Analysis and Findings

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Themes

- Gender Discrimination: Men versus Women

- Racial Discrimination
    - Skin Tone Discrimination

- The Work Place: Challenge of Diversity in the Workforce

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Results

- All three themes and sub-theme focus on those external and internal factors that must change

- Diversity in the workforce affects all

- Different types of discrimination still exist in the workforce

- The findings show that discrimination in the workplace has been taking place for decades and will continue to take place if there is no change

- The findings also prove that without successful change, that an organization has either not cared to fix the problem or has not utilized the right tools to correct the problem

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Conclusions and Implications

Human Resource Management Practices

- The Human Resource Team must be very engrained in policies and diversity practices in an organization

- Human Resource is a key part to ensuring compliance

- The Human Resource expertise is needed as the Human Resource Management Department holds the department accountable for functions mandated by law

- Then Human Resource Management Department will back up leaders for change to an authentically inclusive workplace

- To include the Human Resource Management Department is a business strategy to help with help will overall workplace performance

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Gender Empowerment

- There needs to be more similar opportunities in the workplace for both men and women

- Encouragement of gender inclusion

- Talent Management is needed to afford women the same opportunities as their male counterparts

- Aim to identify top performing individuals, or those with the highest potential for performance to motivate and retain them in the organization

- A talent management strategy that is cognizant of such inherent biases would therefore need to be established to ensure that women have equal opportunities to be identified as talent

- Gender diversity is a critical need for an organization

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Parts of a Diversity and Inclusion Framework

- A Diversity and Inclusion Framework is practical for organizations to use when moving in a positive direction for authentic inclusion

- Policies at the macro and micro levels

- The framework helps put the pieces and of the puzzle together and should utilize the Diversity Management to help steer the organization in the right direction
  - Policy on behavior
  - Addressing the needs
  - Strategy Design to match business objectives
  - Implementation and Communication

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Leadership Change Initiative Team

- A team to help facilitate the organizational cultural shift

- Leaders can help assist to overcome the shortcomings

- There must be a solid leadership foundation to build an organization

- This team will help create a new paradigm

- These leaders will take charge to make the organization culturally diverse

- This team will focus on cultural competency as a prerequisite for diversity and inclusion

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A Focus on Training

- Training falls in line with the macro and micro levels of the organization

- Old training is only one time

- One time does not constitute change or belief that the organization believes change should take place

- Diversity Training is step forward in achieving company goals

- Third party assistance

- Action-oriented training

- Diversity Training Taskforce

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Limitations of the Study

- Lack of access to the Federal and Private Sectors and Military information
- COVID-19 restriction, unable to retrieve books from UMGC or local libraries
- Author Bias

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Areas for Future Research

- Triple threat - woman of color in leadership roles

- How each leadership role plays into facilitating a climate for inclusion

- Economical wealth difference between Whites and African-Americans

- Conduct research that identify the success factors that move beyond diversity to inclusion

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Final Conclusion

- Organizational changes are needed for an organization to move beyond diversity to become authentically inclusive

- Organizations must be flexible and change with the times

- Diversity demands are on the rise and organizations must act fast to make the change

- The organization must take steps to mitigate implicit racial and implicit gender bias

- Organizations must make the change to become authentically inclusive to not only be competitive and productive but also allow all to have a sense of belonging

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