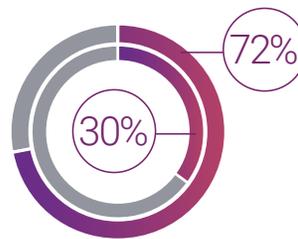


Key points for obtaining leadership buy-in

Endorsement by leaders to foster a culture of inclusion produces a climate of respect for all employees and provides credibility, sustainability and accountability both internally and to the community at large.



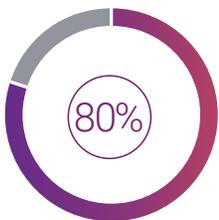
A 2015 McKinsey report revealed that gender diverse companies are **15% more likely** to outperform less gender diverse companies and ethnically diverse companies are **35% more likely** to outperform less ethnically diverse companies.



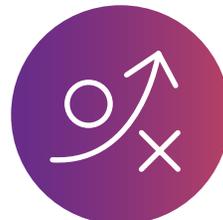
72% of working Americans surveyed would or may consider leaving an organization for one they think is more inclusive (Deloitte Survey, 2017). **30%** of millennials surveyed say they have already left a job for one with a more inclusive culture or a culture that demonstrates the valuing of differences.



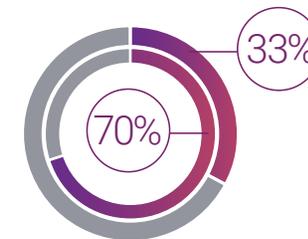
Catalyst research shows that companies with more women on the board statistically outperform their peers over a long period.



Deloitte Australia research shows that inclusive teams outperform their peers by **80%** in team-based assessments.



A 2016 *Harvard Business Review* article entitled Why Diverse Teams Are Smarter, highlights that diverse teams focus more on facts, process the facts more carefully and are more innovative.



2017 Gallup Report indicates that only **33%** of U.S. employees are engaged at work, while **70%** of employees at the world's best organizations are engaged. Inclusion in the workplace is a big factor in employee engagement.

“Buy-in is critical to making any large organizational change happen. Unless you win support for your ideas, from people at all levels of your organization, big ideas never seem to take hold or have the impact you want.”

– John Kotter, Harvard Business School Professor, author *Buy-In*

Below are key steps to ensure you get leadership buy-in on your firm’s diversity and inclusion initiative.

Document your idea.

Whether you want to start an employee network or launch a diversity recruiting effort, gather the data to support your idea. Your idea should include:

The problem – Use data and examples to clearly state the problem you are trying to solve. The problem must be an issue that your firm is either currently facing or will face in the next 6–18 months.

The solution – Use concrete examples of how the solution was derived. This is a good place to document what competitors are doing to solve the same diversity and inclusion-related problem.

Socialize the idea with colleagues and other leaders.

Present your idea, in draft form, to others within your firm. Invite critics to help you further develop your idea and gain their support and buy-in. Ask questions such as “**What am I missing?**” and “**How can I make this stronger?**” This allows “your” idea to become “our” idea.

A good rule of thumb is to obtain buy-in from two other firm influencers, if possible.

Incorporate the feedback and provide updates.

After socializing the idea, incorporate the input and share the new version with those that helped strengthen the idea.

Sample data that might help strengthen your solution

Problem

Loss of future clients or engagements – Many large company and government bids require firms to demonstrate diversity practices.

Data to help articulate the problem and measure success

- Number of current large company and government clients or engagements the firm currently has
- Number of future large company and government clients or engagements the firm hopes to have

Solution

Recruiting for diversity

Problem

- Concerns of succession planning
- High firm turnover rates

Data to help articulate the problem and measure success

- Your firm turnover rates
- Cost per new hire due to turnover (includes search/job posting fee, cost of time manager spends reviewing resumes, and interviewing, onboarding/probation time)
 - Strengthen your case by using the [PCPS Cost of Turnover Worksheet](#).
- Employee engagement results

Solution

Retaining diverse talent.