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The Leadership Center *for Inclusion*

Uncovering talent A new model of inclusion

LCLD – August 18, 2014

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The Challenge

Recovering the Ideal of Inclusion


Nearly every **Fortune 500** company has a **Diversity and Inclusion Officer** and programs focused on the needs of a diverse workforce⁴

Despite this, only . . .

1% of Fortune 500 CEOs are black¹

4.4% of Fortune 500 CEOs are women²

0% of Fortune 500 CEOs are openly gay³



To change these numbers requires a **shift** that allows all individuals to be **authentic** and bring their full selves to work

¹ Nelson D. Schwartz & Michael Cooper, "Affirmative Action Ruling Near, Blacks' Progress Remains Slow," New York Times, May 28, 2013, A1

² Sheryl Sandberg, Lean In: Women, Work, and the Will to Lead (New York: Knopf, 2013), 5.

³ James B. Stewart, "Gay C.E.O.S. in a Closet of Glass," New York Times, June 28, 2014, B1.

⁴ Heidrick & Struggles, "The Chief Diversity Officer Today" (2012), 2.

The Concept of Covering

The Concept of Covering

Covering is a strategy through which an individual downplays a stigmatized identity¹



Appearance-based covering concerns how individuals alter their self-presentation (grooming, attire, and mannerisms) to blend into the mainstream. *A man may color his hair because he does not want to be perceived as too old and unable to “keep up.”*



Affiliation-based covering concerns how individuals avoid behaviors widely associated with their identity, often to negate stereotypes about that identity. *A woman might avoid talking about being a mother because she does not want her colleagues to think she is less committed to work.*



Advocacy-based covering concerns how much individuals “stick up for” their group. *A veteran might refrain from challenging a joke about the military lest she be seen as overly strident.*



Association-based covering concerns how individuals avoid contact with other group members. *A gay person might refrain from bringing his same-sex partner to a work function so as not to be seen as “too gay.”*

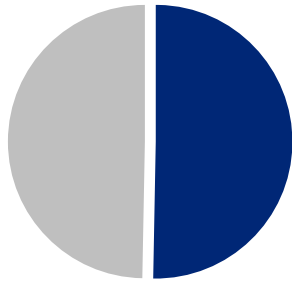
¹ Kenji Yoshino, *Covering* (New York: Random House, 2006).



LCLD Professionals Covering at Work

Covering Overview

Incidence



50% report covering on at least one axis

Impact



Over 1-in-4 covering respondents felt covering negatively affected their sense of self



Respondents who cover are twice as likely to have seriously considered leaving their organizations

Source



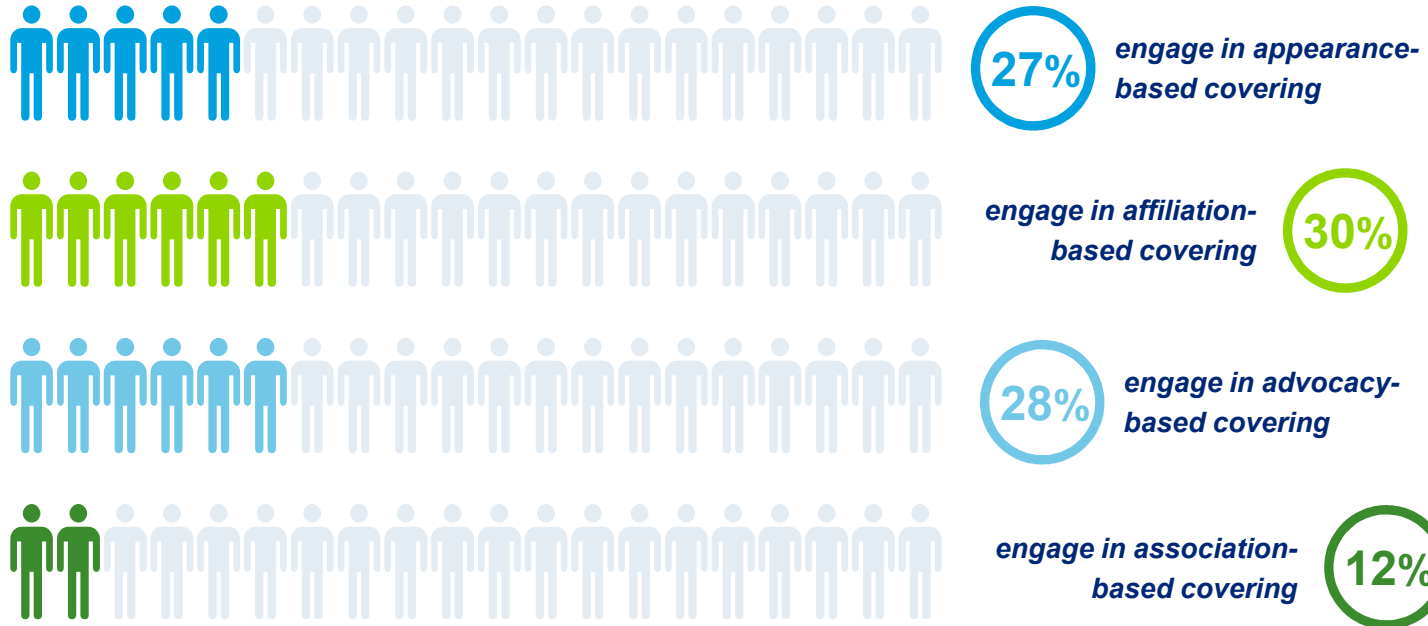
55% of respondents stated that their organization had a cultural expectation that employees should cover



35% of respondents stated that their leaders expect employees to cover

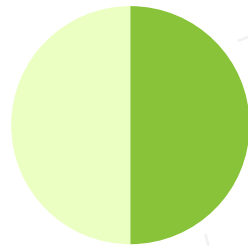
Note: The information presented on this presentation is based upon 1,175 responses resulting from a single survey. The respondents represented a variety of backgrounds with representation across gender, race, generations, sexual orientation, foreign national status, veteran status, disability, level and tenure within the organization. For a description of the full methodology, please refer to the paper on www.deloitte.com/us/Uncovering

ONE out of EVERY TWO respondents reports covering







50% covered on any dimension

LCLD Professionals Covering at Work

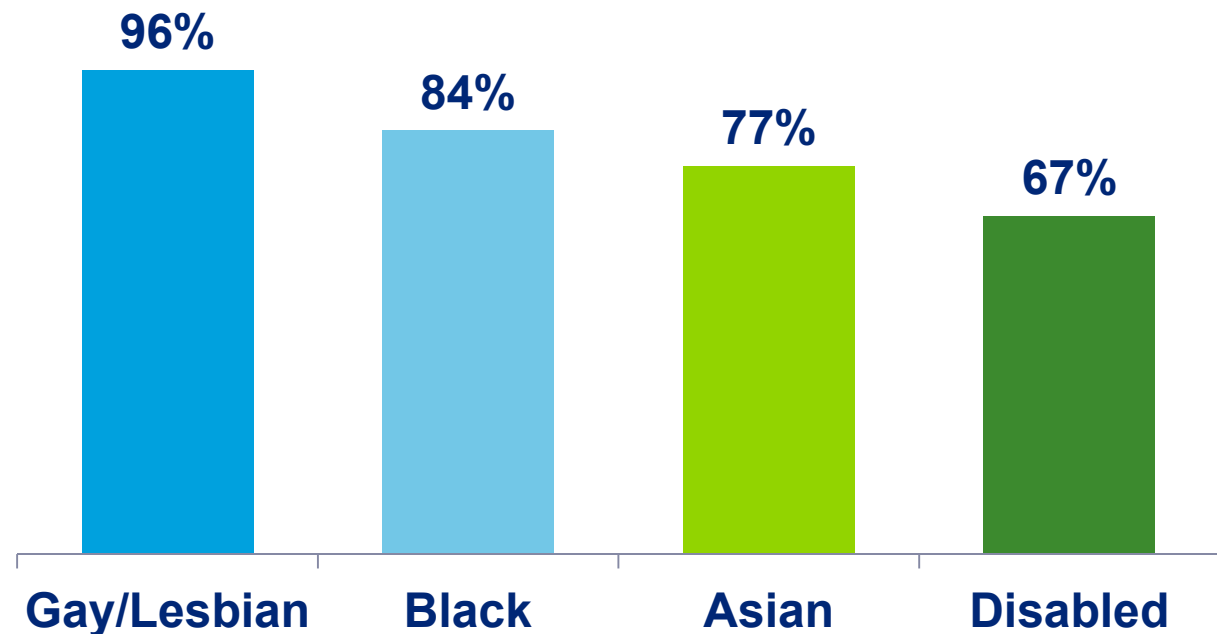


50%
of LCLD
Professionals
cover on at
least one
dimension

Axis	Covering Examples
Appearance 	"I use a cane, oxygen and nebulizer. I try and not use [them] or go into an empty office at work for fear that they will not think I can do the job. "
Affiliation 	"I avoid disclosing to others (especially superiors and management) that I am under treatment for clinical depression , for fear of possible negative consequences."
Advocacy 	"One of the share partners made jokes about my age , at my expense, in front of summer associates and others. At first, I laughed them off."
Association 	"In the past (not at this organization), I distanced myself from sober people because of fear."

Nearly all gay/lesbian respondents who cover report that they cover their sexual orientation at work

Black, Asian, and Disabled respondents were the next most common groups to cover their respective identities

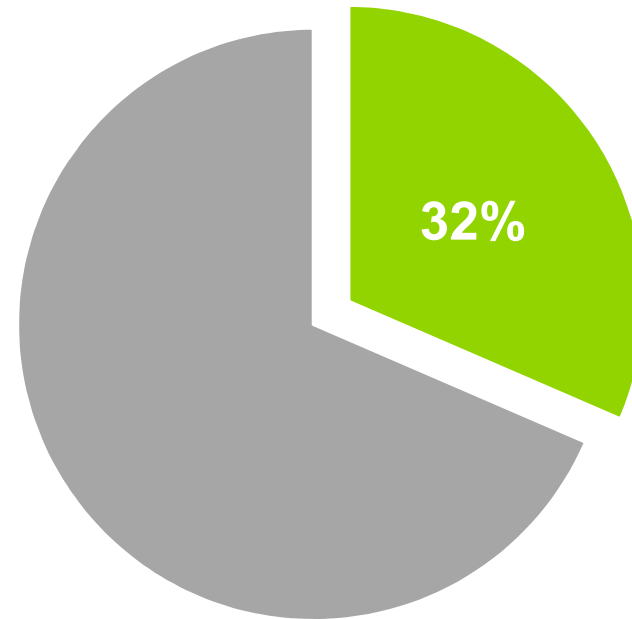


No group is immune to covering, including
straight, White men

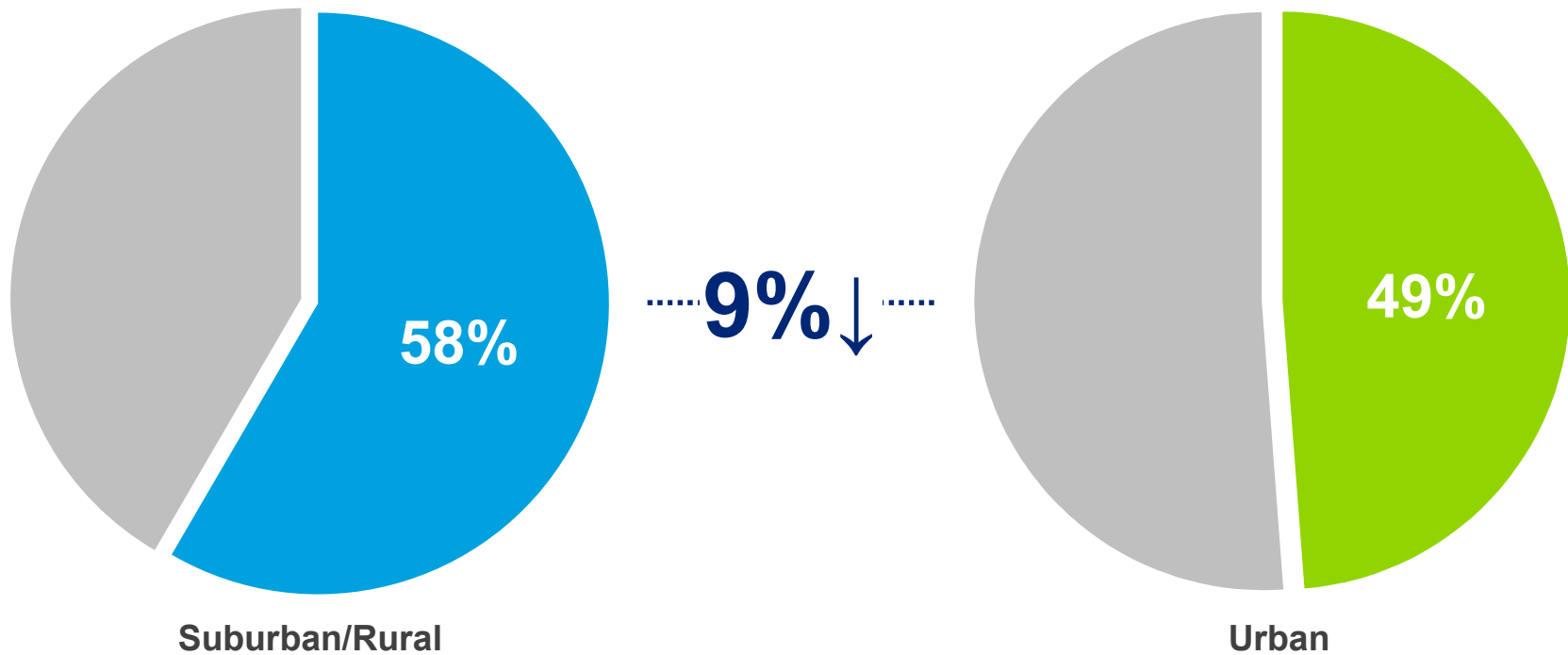
.....
almost
.....

1 out of 3

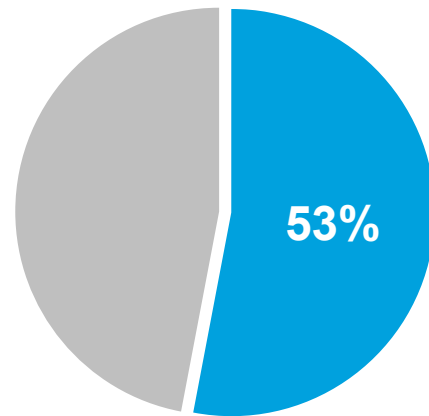
straight, White men report covering on at least one identity



Respondents from *suburban* and *rural* work environments *were more likely to cover than* respondents from *urban* environments

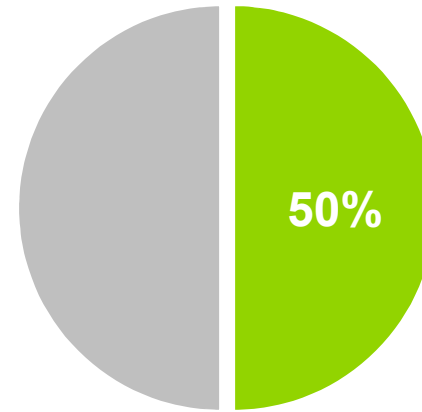


The frequency of covering was *nearly the same* for respondents from corporations vs. respondents from law firms



Corporations

vs.



Law firms

however

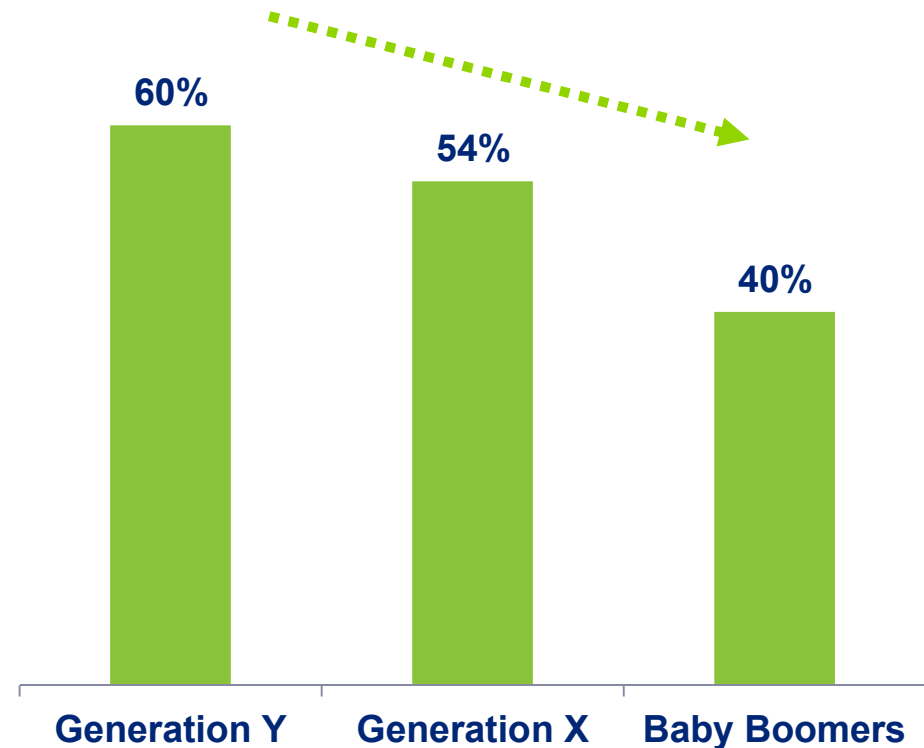
Respondents from corporations were *more* likely to cover their race



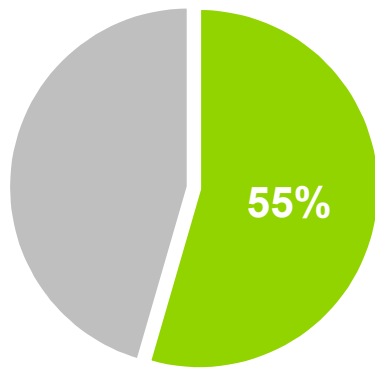
While respondents from law firms were *more* likely to cover their sexual orientation

Reported covering decreases with age of respondent

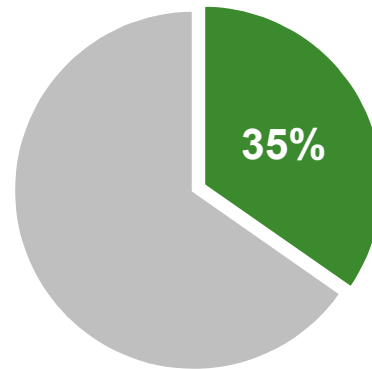
- **Generation X** respondents cover their **parental status** the most
- **Younger and older** respondents covered their **age** more than middle-aged respondents
- **Generation X** covers their **race** more than the other generations
- **Covering of disabilities** appears to **increase with age**



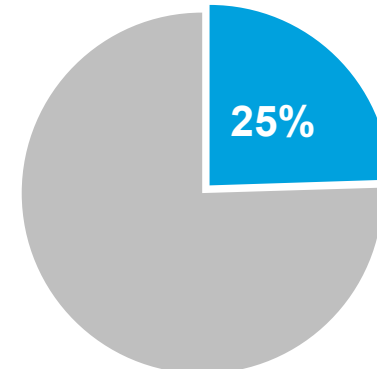
Overall, respondents were *more likely* to name their **colleagues** as **sources of their covering** than their **clients**



Organizational Culture

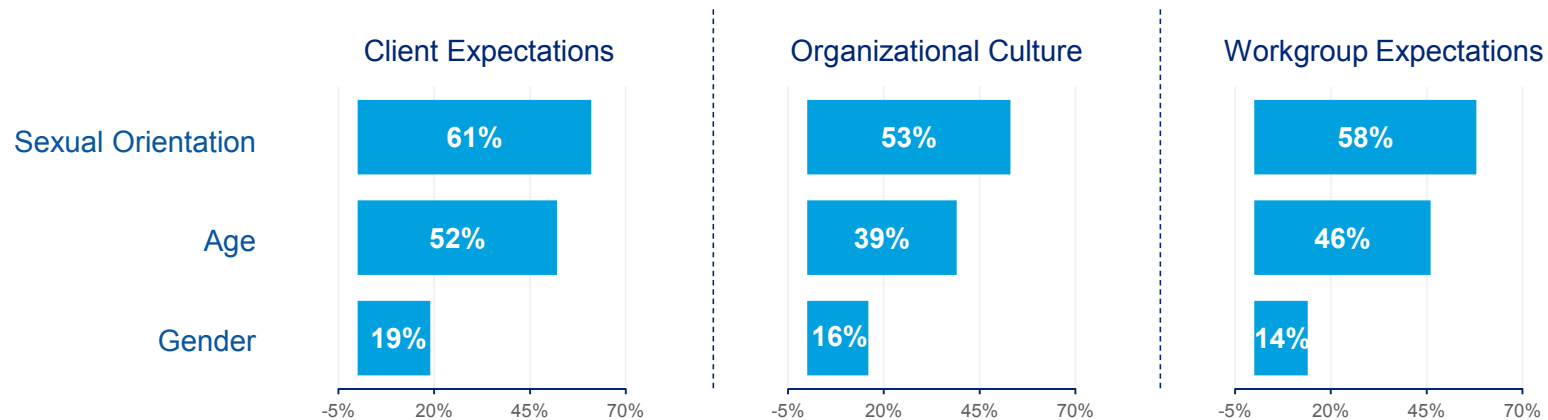


Workgroup Expectations

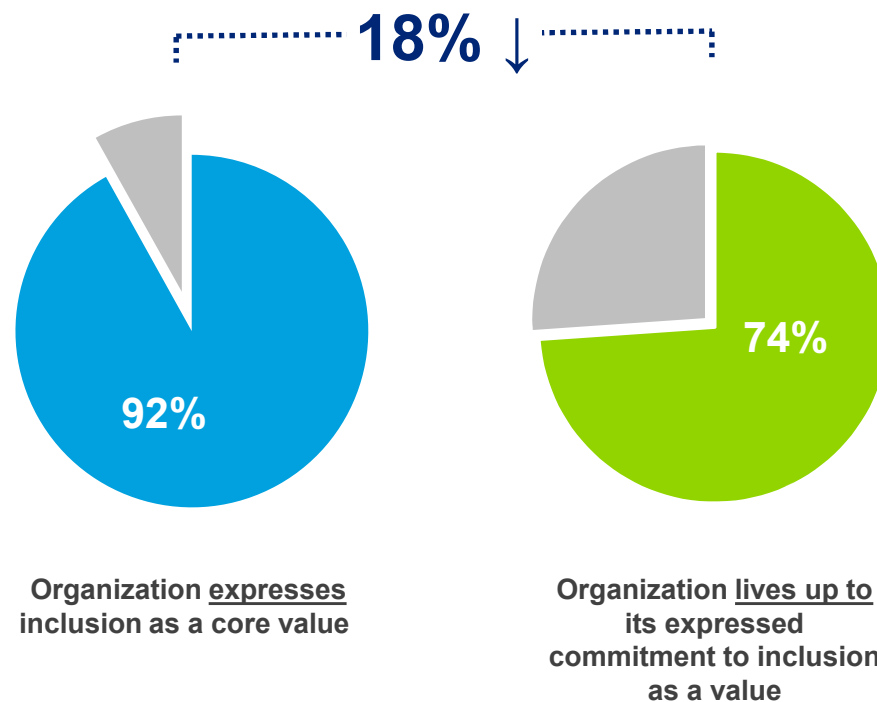


Client Expectations

However, for the 3 groups below, **clients** were more frequently reported as a **top source of covering** than **colleagues**

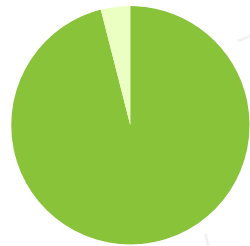


Although *most* respondents feel that their organizations expresses *inclusion as a core value*, *considerably fewer* feel the organization *lives up* to that value



LCLD Case Studies

Covering at Work – Gay/Lesbian Respondents



96%

of gay/lesbian respondents who cover report that they cover their **sexual orientation** at work

Axis	Covering Examples
Appearance 	“Our organization is tolerant, but at the office level, sometimes people tolerate because they have to not because they want to , thus, I try to fly under the radar.”
Affiliation 	“I try to be less aggressive in situations with male coworkers when aggression would be normal because I am gay and I think that many men think gay women hate men. ”
Advocacy 	“I feel uncomfortable mentioning that I find gay jokes offensive. ”
Association 	“I was hesitant to become involved in the LGBT group at work out of fear that belonging to such a group would negatively affect my career prospects. ”

Covering at Work – Black Respondents

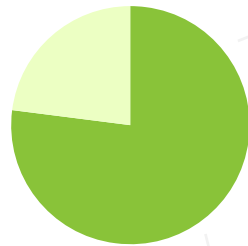


84%

Of Black respondents who cover report that they cover their **race** at work

Axis	Covering Examples
Appearance 	“I sometimes feel it is necessary to straighten my hair for fear of not being selected as a job candidate.”
Affiliation 	“When I eat certain ethnic foods for lunch, I close my door so that colleagues won't look for validation of a stereotype. ”
Advocacy 	“ I avoid advocating for the ‘black’ position because I know my colleagues likely won't agree and I don't want to cause controversy.”
Association 	“I am very close to the two other African American attorneys here at the firm but I work very hard not to exclusively talk to them at firm events or to enter an event together. ”

Covering at Work – Asian Respondents

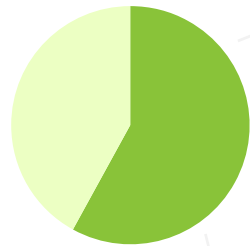


77%

Of Asian respondents who cover report that they cover their **race** at work

Axis	Covering Examples
Appearance 	“I have picked up the habit to downplay my Chinese heritage and present myself in a more American fashion.”
Affiliation 	“I do my best to speak up and clearly to overcome stereotypes about South Asians . I try to act so that people don’t treat me like a foreigner.”
Advocacy 	“I take pride in my heritage and it would be nice to be able to discuss this to greater degree without feeling a sense of paranoia .”
Association 	“I am often self-conscious when I am socializing with others of my same racial group. Colleagues passing by often make comments that we are ‘plotting’ something .”

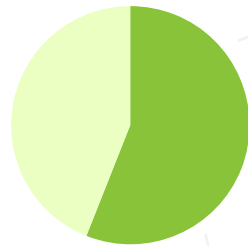
Covering at Work – Hispanic/Latino Respondents



58%
of
Hispanic/Latino
respondents
who cover
report that they
cover their **race**
at work

Axis	Covering Examples
Appearance 	“I do straighten my [hair] and don't promote that I am proficient in a second language. Based on views shared from co-workers about certain ethnic groups one can clearly see a division and/or prejudice. ”
Affiliation 	“I try to speak without my hands and lower voice so as not to appear as ‘too Hispanic.’ ”
Advocacy 	“I avoid engaging in discussions regarding specific groups/organizations which I believe are doing meaningful work as it can be an area in which people have strong opinions, especially in this region of the country.”
Association 	“In my office, the few Latinos employed are predominantly from the mail room. I try to avoid them especially when around some of my attorney cohorts. I fear that I will be unfairly judged and castigated by being given menial or low-level assignments.”

Covering at Work – Female Respondents

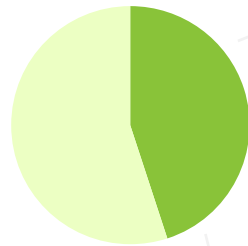


56%

of female respondents who cover report that they cover their **gender** at work





Axis	Covering Examples
Appearance 	“I try to speak in deeper tones because I think my natural, feminine voice is taken less seriously.”
Affiliation 	“I state generically that I have an appointment when I need to leave to care for my child or attend a child-related appointment or function.”
Advocacy 	“ Speaking up for women in the context of a business development or presentation opportunity is not welcome 90% of the time.”
Association 	“Belonging to gender based organizations puts people at risk for being labeled too much of a feminist. ”

Covering at Work – Straight, White, Male Respondents

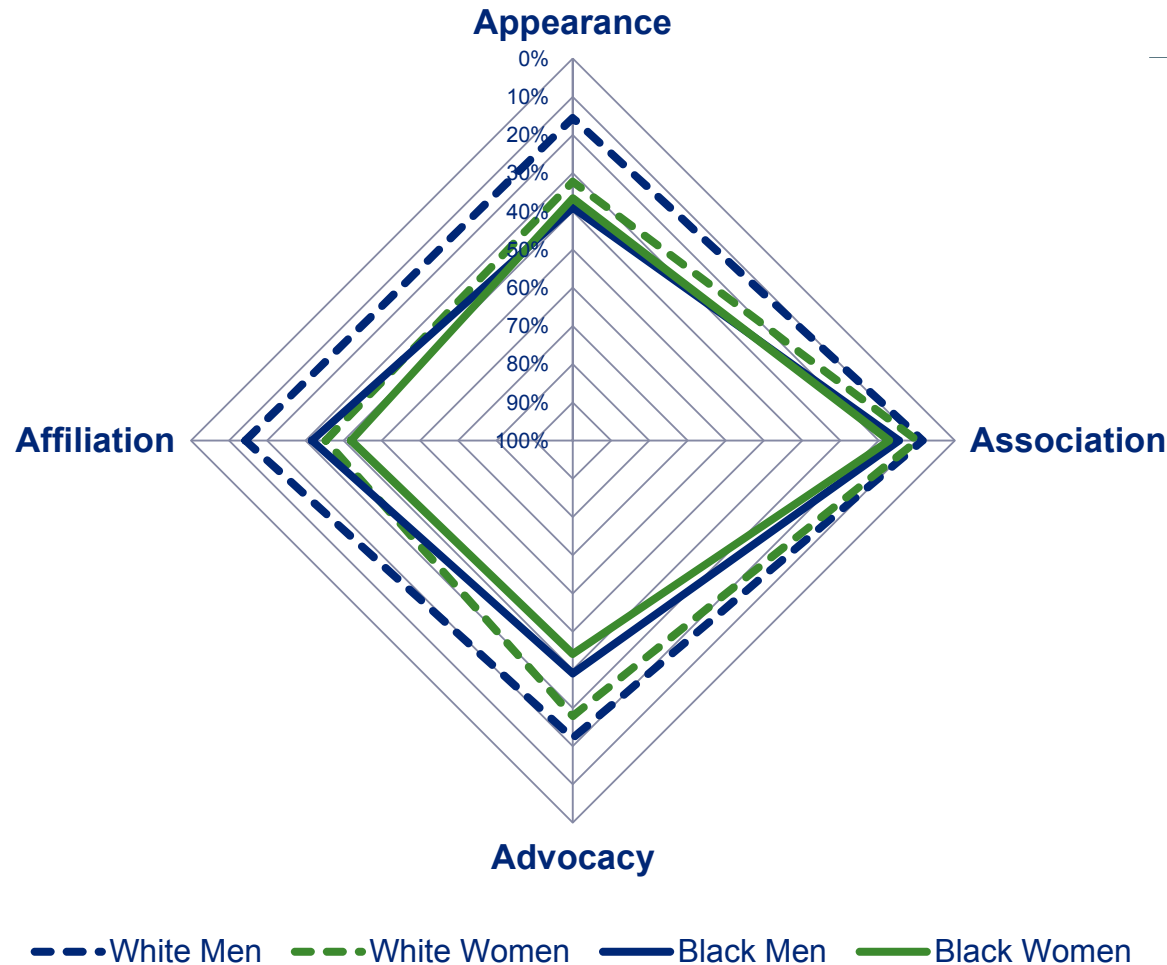


32%

of straight, White males cover on at least one dimension

Axis	Covering Examples
Appearance 	“I had a serious illness and hid it from most out of fear of being ostracized. ”
Affiliation 	“I requested less time off for the birth of a child than was allowed under company policy because I felt discouraged from doing so as a male. ”
Advocacy 	“When comments are made about blue collar or working class [individuals] and I don’t correct those misrepresentations, I feel like I am not being proud of who I am and where I came from.”
Association 	“I [do] not associate only with white males. ”

Intersectional Analysis: Ethnicity and Gender



Findings

- Black respondents tend to cover more than white respondents
- White men cover the least on every dimension and Black women cover the most on nearly every dimension
- Female respondents tend to cover their affiliations more than male respondents
- Black respondents cover their advocacies more than white respondents

LCLD Professionals

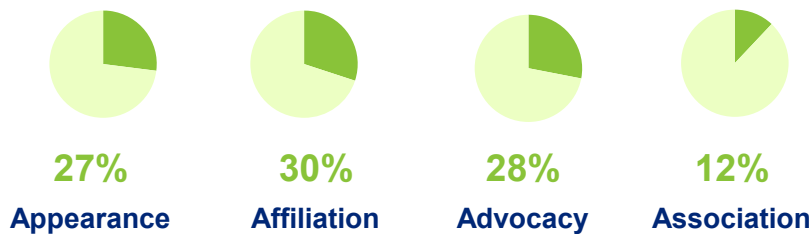
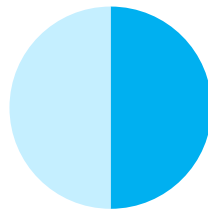
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Historic Benchmark Data

Covering data from LCLD professionals is **on par** with historic benchmarks

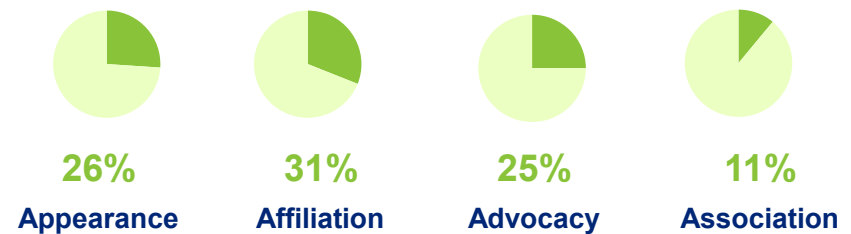
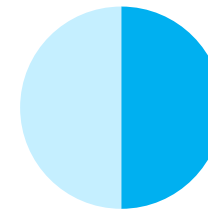
Historic Benchmark Data

50% report covering on at least one axis



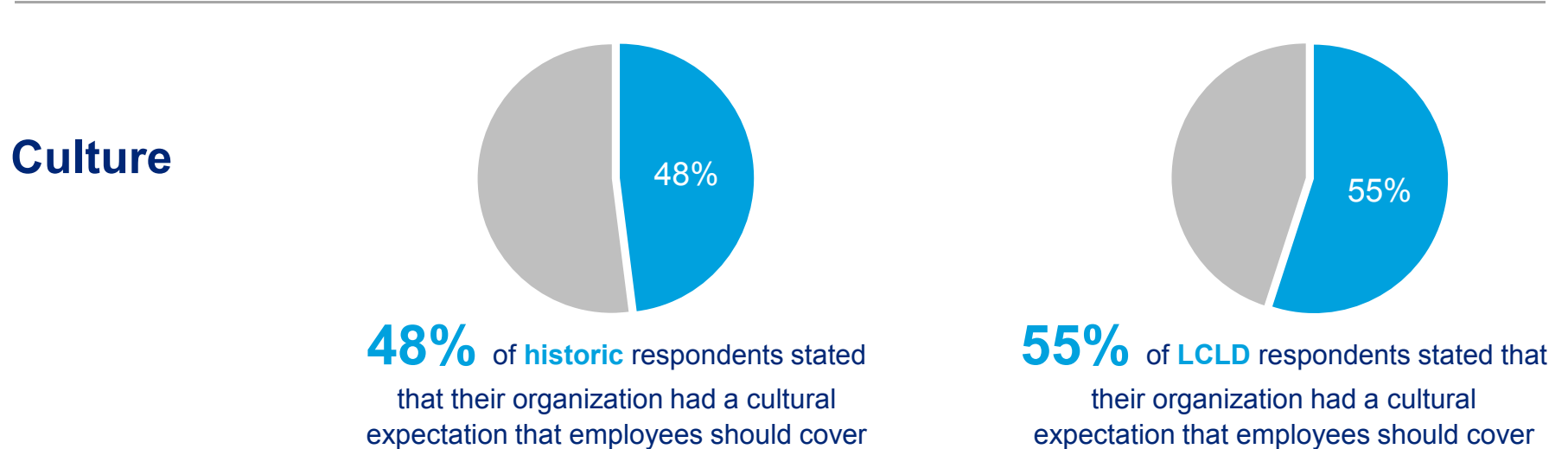
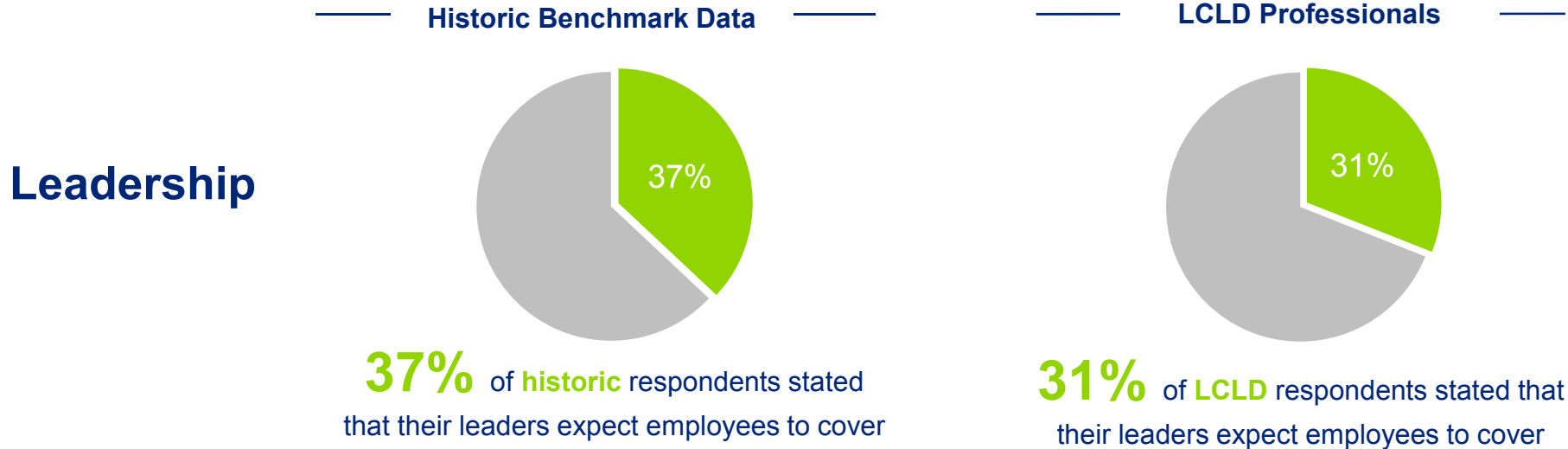
LCLD Professionals

50% report covering on at least one axis



Note: The Historic Benchmark information presented on this slide is based upon 1,028 responses resulting from multiple surveys; the respondents represented a variety of backgrounds with representation across gender, race, generations, sexual orientation, foreign national status, veteran status, disability, level and tenure within the organization. The LCLD Professionals information is based upon 1,175 responses resulting from a single survey.

LCLD Professionals reported **more pressure to cover from organizational culture** and **less pressure to cover from leadership** than historic benchmarks



Solutions

Uncovering Values – Individual Solutions

Diagnose



Appearance



Affiliation



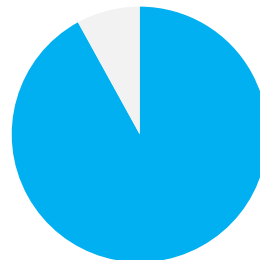
Advocacy



Association

Analyze

Hold the “Values-Forcing Conversation” which asks whence the covering demand comes and whether it is legitimate.



92% of respondents state that their organization articulated inclusion as one of its values



Only **74%** of respondents felt their organization lived up to those values

Act

Sponsorship



Bridging/Bonding Capital



Positive Uncovering



About the Study

About the Study

Meet the Authors



Kenji Yoshino is the Chief Justice Earl Warren Professor of Constitutional Law at NYU School of Law. A graduate of Harvard (A.B.), Oxford (M.Sc. as a Rhodes Scholar), and Yale (J.D.), Kenji taught at Yale Law School from 1998 to 2008, where he served as Deputy Dean and the inaugural Guido Calabresi Professor of Law. He has published broadly in scholarly journals, such as the Harvard Law Review, Stanford Law Review, and Yale Law Journal, as well as in more popular venues such as the New York Times, the Washington Post, and Slate. He is a frequent contributor to NPR and MSNBC. He is the author of *Covering: The Hidden Assault on Our Civil Rights* (2006) and *A Thousand Times More Fair: What Shakespeare's Plays Teach Us About Justice* (2012). He is now at work on his third book, which analyzes the federal litigation over same-sex marriage. He is a current member of the Harvard Board of Overseers. In 2013, he became a member of Deloitte's Inclusion External Advisory Council.



Christie Smith, PhD is the West Managing Director of Consulting and the national Managing Principal for the Deloitte University Leadership Center for Inclusion. Christie has a track record of breaking boundaries - including her past career as a professional golfer, her leadership in fostering growth of the Life Sciences sector, and her experience as one of Deloitte's most senior diversity partners. She has spent the last 25 years consulting, focusing on aligning business strategy with the requirements of organizational structure, talent, leadership development and global workforce planning. Christie is a frequent lecturer and author on topics of corporate values, leadership, culture and talent. Christie been recognized by the San Francisco Business Times as one of the Most Influential Women in Business for the last two consecutive years; was recognized by Diversity Journal as a "Woman to Watch" in 2013 and was featured in Fortune Magazine's Annual 'Best Advice' Profiles. Uncovering Talent has been featured in the New York Times, Fast Company, Forbes, Harvard Business Review.

About the Study

About the Deloitte University Leadership Center for Inclusion

The Deloitte University (DU) Leadership Center for Inclusion is a manifestation of Deloitte's commitment to advance the conversation, continue to challenge the status quo and lead from the front in inclusion. The new Center provides a place (both at DU and virtually) and a platform for coming together to engage our people, our clients and thought leaders on issues that will help us better understand and contribute to what inclusion will look like in the future.

To discuss any of the ideas here, please contact the Deloitte US National Inclusion mailbox: usnationalinclusion@deloitte.com or Professor Yoshino at kenji.yoshino@nyu.edu

Survey Methodology

The on-line, anonymous survey consists of fifty-one questions answered by respondents from seven different industries: (1) Consumer & Industrial Products; (2) Energy & Resources; (3) Financial Services; (4) Life Sciences & Health Care; (5) Professional Services; (6) Public Sector; and (7) Technology, Media, & Telecommunications.

The survey respondents included individuals from a variety of backgrounds, with representation across gender (male, female), race/ethnicities ('Asian', 'Black or African American', 'Hispanic or Latino', 'Multi-racial', and 'White'), generations (those born between 1946 and 1964, those born between 1965 and 1980 and those born after 1980), sexual orientation (heterosexual, LGB and other), foreign national status, veteran status, disabilities (physical, mental or emotional), level within an organization (executive, management, staff and other) and tenure with an organization.

The survey asks how often respondents cover, how important specific covering behaviors are to their advancement, and how detrimental such behaviors are to their sense of self. It also asks how the leadership, culture, and values of their organization require them to cover, and what concrete actions could be taken to create a climate in which less covering is necessary.



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