Deloitte University
The Leadership Center *for Inclusion*

Deloitte's Diversity & Inclusion "Uncovering Talent" offering

Our approach

Many decades after the formal inclusion of women and minorities in the work-place, second-generation barriers to full inclusion endure. Several solutions have been proposed to overcome these barriers, including unconscious bias initiatives, sponsorship initiatives, and the development of business/employee resource groups – but corporate America is still falling short of achieving inclusion goals. Deloitte University (DU) Leadership Center for Inclusion Managing Principal Christie Smith, Deloitte LLP, has collaborated with NYU School of Law Professor Kenji Yoshino to develop a white paper, "Uncovering Talent: A New Model for Inclusion," that offers a different approach to achieving inclusion—one that is focused on the issue of "covering" (Yoshino, Kenji. *Covering*. New York: Random House, 2006.), a process through which individuals downplay their authentic selves at work. The paper examines how individuals cover along four dimensions: appearance, affiliation, advocacy, and association. The results of this analysis, as included in the white paper, support the assertion that covering is a significant barrier to achieving inclusion. The findings show that all groups, including straight white men, cover at work to some extent and that covering can negatively impact individuals' sense of self and diminish employees' commitment to the organization.

Contact

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Our capabilities

Our clients are increasingly interested in building and instilling an inclusive culture. To help Deloitte and other organizations achieve this, we can assist with fundamentally redefining the conversation around inclusion. With this white paper, we have created a disruptive way for our clients to talk about inclusion – one that moves beyond programs, initiatives, and silos to helping employees find common ground with one another. We are also shining a light on the need to examine factors such as leadership, values, and culture as the primary drivers for changing the way inclusion is manifested in organizations. By emphasizing accountability in these areas, we feel we have the opportunity to help our clients truly make measured change in their organizations. Lastly, our research emphasizes the linkage between talent and inclusion and confirms that these elements cannot be bifurcated if we are truly going to make progress.

In response to client interest and needs, Deloitte is pleased to offer the following "Uncovering Talent" offering as part of its suite of D&I services:

- A customized diagnosis and analysis of the covering behaviors within an organization
- A comparison of that organization's data against the entire data set from all survey respondents, as well as an industry comparison that looks at the organization's data against the entire data set from all organizations within that organization's industry
- Tailored solution development building on an organization's existing D&I priorities and corporate values

0 Reflect
1 Diagnose
2 Analyze
3 Initiate