

Insights

from leaders



**Diversity recruiting
is a business imperative**

Glenn Buggy

I'm in discussion with Glenn Buggy about workplace diversity. A subject that has become an increasingly hot topic over the past few years and yet still few companies really managed to fully incorporate diversity, let alone inclusion.

Glenn, a professional with a particular sense for judgement of talent, focuses both within his own firm and within his clients' organizations, on tackling the issue, for long-term positive impact.

Glenn, can you share with us what diversity means in today's culture, according to you?

“How diversity is defined varies across organizations. According to the Society for Human Resource Management (SHRM), diversity is the similarities and differences between individuals accounting for all aspects of one's personality and individual identity. Diversity within a company provides the potential for greater innovation and creativity. Beyond the basics of age, color, ethnicity, gender, disability, religion, and sexual orientation you're probably most familiar with, there are factors like veteran status, physical characteristics, language, neurological processing differences, and family status, to keep in mind as you proceed through the hiring process.

“Inclusion is what enables organizations to *realize the business benefits* of this potential. Being inclusive is the extent to which each person in an organization feels welcomed, respected, supported and valued as a team member, according to [SHRM.org](https://www.shrm.org).

“What's important to realize is that most men do want to lead by example and help drive gender and ethnic equality. When you bring the entire workforce together to come up with a solution, you will inspire a better work environment, drive production and create an overall better experience for your organization.”

“Diversity and inclusion's greatest value comes when it is embraced not only as a set of HR initiatives, but also as a holistic business program. Linking your strategy to include business,

financial management leaders and influencers creates this connection that can ultimately deliver increased performance and financial value.”

In one of our previous discussions, you mentioned that the best way to empower women is by getting men involved, can you elaborate on that?

“While it is wonderful to encourage your female employees to meet peers, find mentors, and be inspired at women’s conferences and networking groups, recognize that men want to be a part of the solution when it comes to driving gender equality.

“One way of involving men and women could be to create interactive learning opportunities at work where men and women practice active listening techniques, allow for different perspectives, and feel they have a safe place to openly discuss workplace challenges.

“Another way to boost employee morale can be to organize team off-sites, to improve communication and foster friendships amongst employees, which will translate to higher-quality relationships—and likely greater retention rates.

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Having a successful diversity and inclusion strategy in place also fosters retention, how do you see that?

“While federal laws clearly define when and how employees can take time off to accommodate a life event, it’s important to create a flexible work environment that supports *all* employees throughout their life stages and needs.

“Forging a culture that allows parents flexibility with childcare, provides competitive maternity and paternity leave. And generally, caring about employees’ wellbeing outside of work will help you attract employees and retain those you have invested so much time and training in.

“It is important to show that your company is actively promoting women and under-represented groups at the corporate level, while crafting initiatives at subsidiary, division and portfolio company levels.

“You might find that some of your company’s leaders could use peer-to-peer best practice guidance by adding specific programs such as inclusion of adults with intellectual disabilities into your workforce. Other areas could be practices surrounding maternity leave and implementing and supporting a women’s return to the workplace program.

“These are just a few situations where there are opportunities to improve retention at your company. Of course there are many more and they vary per industry, company and also geographic location.

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