

Pre-work for

Managing Inclusion

Understanding Diversity and Identifying Diversity Opportunities at This Company

**A 20-minute learning activity that is a
pre-requisite for *Managing Inclusion* training.**

Company logo goes here.

Draft 6 9-9-03

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I ntroduction

Read the quote in the box to the right and ask yourself these questions:

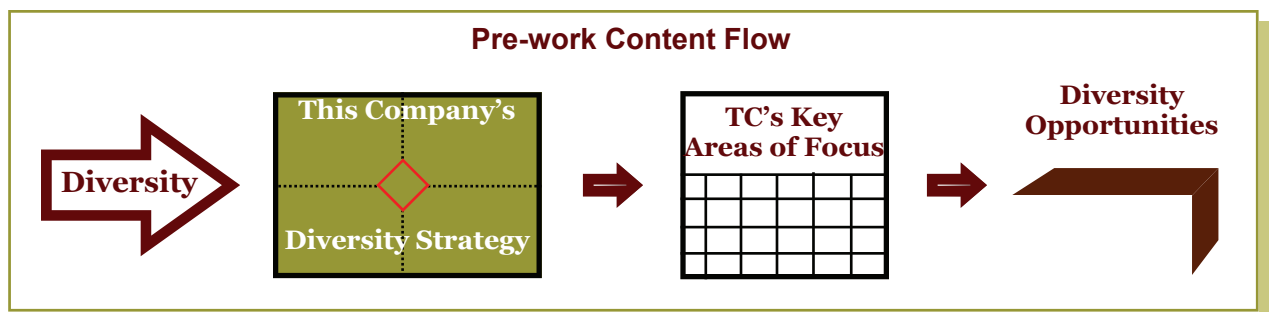
- **What is diversity?**
- **What makes diversity good for business?**
- **How is diversity something we “do”?**
- **Why is diversity the “right thing to do”?**

“Diversity is not only good for business, it’s the right thing to do.”

(from the 2002 Diversity Annual Report)

This workbook contains information and an activity that serve as a pre-requisite to *Managing Inclusion* and helps you relate This Company’s diversity strategy to *Managing Inclusion*. Completing this pre-work will give you important background information on the actions both This Company and This Company are taking to build diversity into our business strategy. The “Pre-work Content Flow” diagram outlines the general content flow of this material:

1) What is diversity? 2) This Company’s Diversity Strategy 3) TC’s Key Areas of Focus



The combination of completing this pre-work and attending *Managing Inclusion* will help you learn fundamental management strategies that will enhance the diverse talents of the employees who make up your work group.

Note

If questions should arise regarding the content of this material, please consult your Human Resources generalist.

What is Diversity?

Ask a dozen people to describe diversity and you'll get a dozen different definitions...a sign of our diversity in thought. Let's start with what diversity is and what diversity is not:



Diversity Is...

- Striving to create a work environment where individual differences are embraced and celebrated and where people are motivated to contribute in full to capitalize on our strengths and fuel our passion for doing the best work possible (from the This Company Diversity website).



Diversity Is Not...

- An initiative to fill quotas.
- A means of identifying the differences in people.
- Singularly focused on characteristics, such as culture, age, ethnicity, physical qualities, sexual orientation, or gender.

As someone who embraces diversity, you value people's differences and find common ground. You think and behave inclusively, recognize and drive career development for people based on their merits, and set the example and build a climate for treating others with respect and dignity. At This Company, diversity has a special meaning—one that is integrated deeply in the way we work together, serve customers, select business partners, and build community relationships.

“At This Company, we have worked hard to create a workplace with an emphasis on inclusion, innovation, and merit, each rooted in our shared values and respect for our colleagues and the millions of people we serve. We are proud of our work to promote diversity in our workforce and in the community, including and engaging minority—and women-owned enterprises in more than \$500 million worth of business.”

- Sandy Weill

Diversity and Business

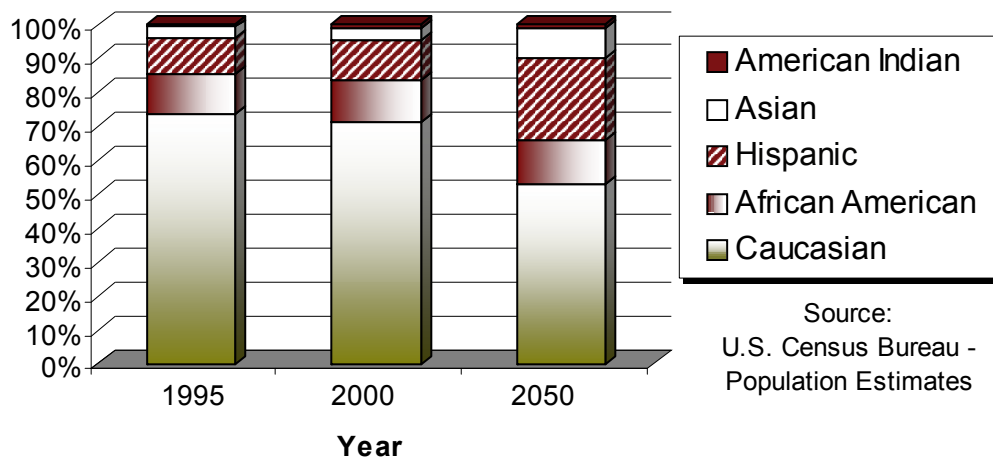
It's not a question of *Is diversity good for business?* Instead we need to ask ourselves *In what ways is diversity good for business?*

“With a presence in more than 100 countries, where 98 percent of our employees are hired locally, This Company is perhaps the most diverse company in the world. This diversity is a source of strength for our 250,000 employees, for our clients, and for the communities where we live and work.”

- Company President

The world in which we live is diverse. The chart below shows 5 population subgroups. Notice the population increase for 4 of the sub-groups—from just over 26% of the total population in 1995 and almost 29% in 2000, to over 47% in 2050. Think for a moment about how this projected change in population growth impacts us as a business, a community member, an employer, and a business partner. In order to keep pace with such dramatic changes, the business should embrace diversity.

Estimated Change in U.S. Population

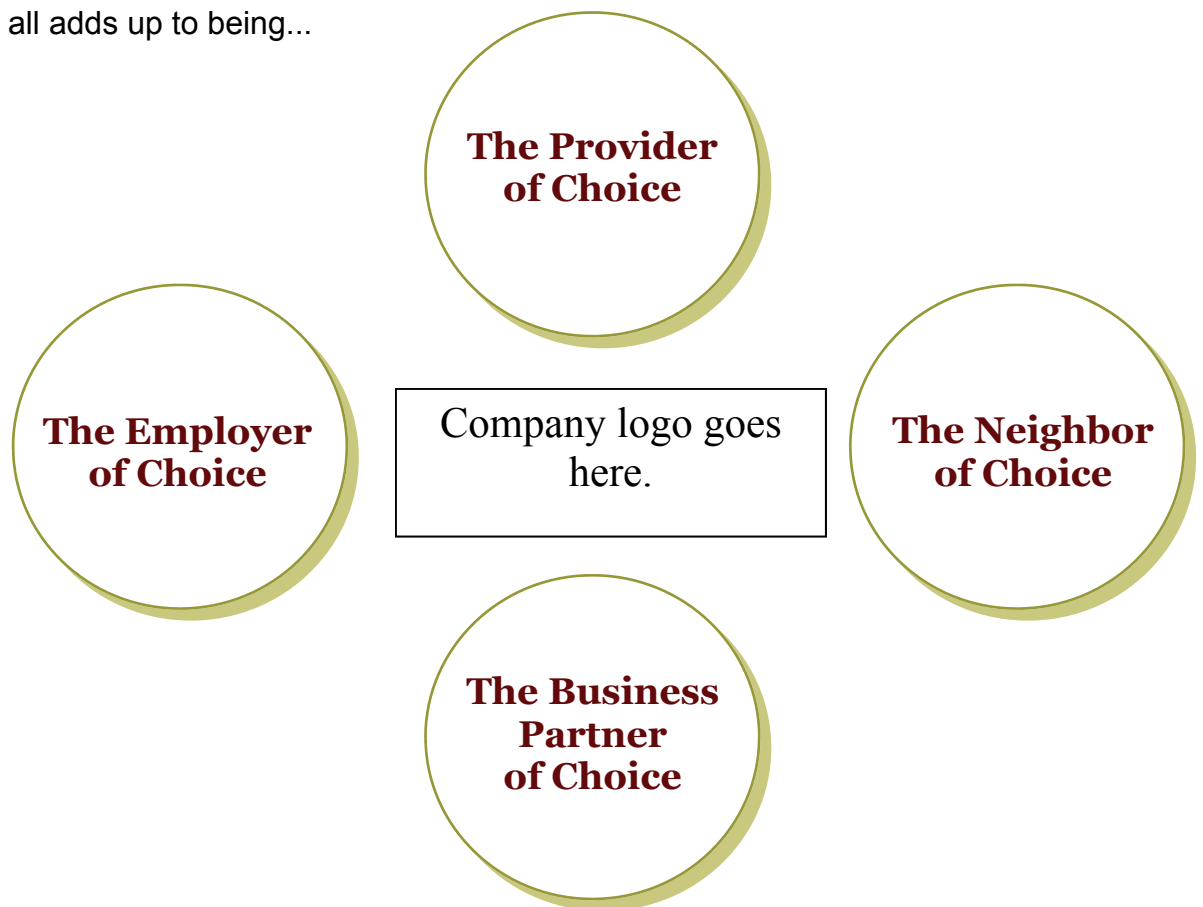


Typically, when we hear the word *diversity* we think about equal employment opportunity, affirmative action, and items associated with hiring and career pathing processes. While diversity includes these critical objectives it is even broader. Diversity also influences our customers and the community at large when we offer products and services that meet the needs of the community and when we establish relationships with business partners who reflect the diversity of the community.

Diversity and Business, cont'd

Just imagine the impact of being recognized locally, nationally, and globally as a company that values diversity, practices inclusive behaviors, and treats people with respect and dignity. Imagine how many opportunities are created just from valuing diversity. Imagine how the company will not only attract the best people and help retain them, but empower them to be their best. Then imagine the positive influence on customers and the community.

This all adds up to being...



This Company recognizes the importance of diversity and strives to incorporate diversity in the way it conducts business. We look within the walls of the organization to make sure we are the employer of choice and we look beyond the walls of the organization – to the customers and the community – to make sure we are the provider of choice for our customers, the business partner of choice for our suppliers, and the neighbor of choice for our communities. As a result, the diversity strategy encompasses these four cornerstones, described in more detail on the next page.

Citigroup Diversity Strategy

For Our People: Employer of Choice

This Company values a work environment where diversity is embraced, where people are promoted on their merits, and where people treat each other with mutual respect and dignity. Around the world, we are committed to being a company where the best people work; where opportunities to develop are widely available; where innovation and an entrepreneurial spirit are valued; and where a healthy work/life balance

For Our Customers: Provider of Choice

This Company strives to deliver products and services to our customers that reflect both our global reach and our deep local roots in every market where we operate. The diversity of our employees enables us to better understand our customers, while the breadth of our product offerings allows us to serve them better.

Company logo goes here.

For Our Suppliers: Business Partner of Choice

This Company works to create mutually beneficial business relationships with minority-, women- and locally-owned businesses. We recognize that working with a wide range of professionals, suppliers and consultants strengthens the communities we serve and creates value for our shareholders.

For Our Communities: Neighbor of Choice

This Company believes it has responsibility to make a difference in the neighborhoods in which we work and live around the world. We reach out to and form partnerships with nonprofit organizations, civic groups, educational institutions and local Governments representing the diverse nature of these communities; and we strive to make each community a better place because we are there.

This Company has taken this strategy and translated it into four aspects and their key areas of focus. The chart on the next page gives a bird's eye view of these aspects and areas of focus. As you read the chart, think about which areas you

Key Areas of Focus at TC

Aspects	Key Areas of Focus			
People	Recruiting	Training	Retention/ Mentoring	Talent Development
Customers	Ethnic Market Opportunities	Multi-lingual Merchandising & Collateral	Multi-cultural Sales Promotions	Tailored Products & Services
Suppliers	Program Awareness	Increased Use of Minority and Women Suppliers	Acquisition of Minority and Women Business Enterprises as Customers	Participation in Regional Trade Fairs & Expos
Communities	Urban Revitalization	Affordable Housing	Economic Development	Financial Education

Diversity = Values + Action

Diversity is rooted in our values—the internal guideposts that represent what is truly important to us. Values alone are meaningless, however, unless they are integrated into our behavior and we act on them. When we truly value something, we adjust our behavior accordingly; we take action.

By embracing diversity and integrating it into our behavior, we bring diversity to life; we *are* diverse. For example:

- When people's physical characteristics become transparent and we pay attention to their skills, capabilities, experiences, and feelings, we are diverse.
- When we catch ourselves relying on stereotypes to guide us and we consciously set them aside and focus on the person, we are diverse.
- When we ensure that a new project team fully represents the pool of employees from which it is created, we are diverse.

Diversity is an inclusive way of engaging people and empowering them to do their best. When people are engaged and empowered, everyone wins—the community, the customers, the employees, and the company.

Managing Inclusion

This take-action philosophy has led This Company to offer *Managing Inclusion*, because it teaches us what's important (values) and how to behave (action) with respect to diversity. It teaches the process of managing inclusively, which encompasses the following:

- How we treat people
- How we include all people in the essential business of the organization
- How we create an environment that supports the growth and development of everyone—an environment that breeds success.

Diversity Opportunities

As a manager, one of your responsibilities is to understand how your strengths and opportunities support your business unit(s) in each of the four cornerstones in This Company's diversity strategy on page 6 and the key areas of focus for TC on page 7.

In order to help you understand how you can leverage your strengths and opportunities, think about your answers to the questions below. We'll reference these questions—and your thoughts—during the *Managing Inclusion* class to help you build a targeted action plan for embracing diversity and applying inclusive management skills.

This Company's Diversity Strategy

Reflect on the following questions as you re-read the four boxes on [page 6](#):

Employer of Choice

Within your work team, what activities do you lead and behaviors do you foster that support this strategy? What do you do that would lead your employees to say you, personally, are an "Employer of Choice"?

Provider of Choice

How do you help the organization to better understand our customers?

Supplier of Choice

How have you reached out to potential business partners to include them as a member of our supplier network?

Neighbor of Choice

What do you do to represent the organization to the community?

TC's Key Areas of Focus

Reflect on the following questions as you re-read the chart on [page 7](#):

People

How well do you understand what's being done in terms of recruiting, training, retention/mentoring, and talent development? What additional information do you need?

Customers

What information do you need to truly participate in the focus areas listed?

Suppliers

How well can you represent the four activities to potential suppliers? What information do you still need?

Communities

How thorough is your description of each of these activities? Can you connect your community members to the right person at Citi?

C onclusion and Next Steps

Conclusion

Diversity at This Company is action-oriented and values the people that work here, the people we serve, the community at large, and the businesses with whom we partner. The This Company Diversity Strategy eloquently outlines what all managers are expected to do to embrace diversity and TC's areas of focus help us deliver on the strategy.

“Diversity is not only good for business, it’s the right thing to do.”

Remember...

If you’ve reflected on the questions on page 9 and you can answer the following four questions, then you’re ready to attend *Managing Inclusion*:

- What is diversity?
- What makes diversity good for business?
- How is diversity something we “do”?
- Why is diversity the “right thing to do”?

If you did not reflect on the questions on page 9 or if you struggled with any of the four questions above, then go back and review the applicable pages in this workbook so that you can get the most out of *Managing Inclusion*.



Next Steps

- Bring these materials with you to *Managing Inclusion* where you will learn more about managing a diverse workforce.
- In the meantime, to learn more about working with diverse customers, the

To learn more about working with:	Contact:
• Diverse Customers	⇒ Your Local Marketing Department
• The Community	⇒ Your Community Relations Officer
• Business Providers	⇒ Supplier Diversity, Diane T. Ashley