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The Leadership Center *for inclusion*

## The Radical Transformation of Diversity and Inclusion The Millennial Influence

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As a result of our shared commitment to moving the needle on inclusion in global business environments, the Billie Jean King Leadership Initiative (BJKLI) and Deloitte have joined forces to identify the issues impacting today's diverse workforce. *The Radical Transformation of Diversity and Inclusion: The Millennial Influence* is the first research report to come from our ground-breaking collaboration.

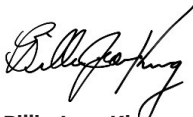
In this study, we examine generational views of diversity and inclusion and their impact on innovation, engagement and creativity and other business outcomes. What we have uncovered could change the way organizations approach inclusion across corporate America for years to come.

At the heart of this work is a generational gap that suggests that millennials view inclusion as having a culture of connectedness that facilitates teaming, collaboration, and professional growth. This is in stark contrast to prior generations who traditionally consider it from the perspectives of representation and assimilation. A few of our key findings include:

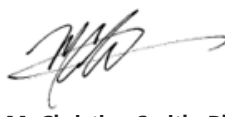
- When defining diversity, millennials are 35 percent more likely to focus on unique experiences, whereas 21 percent of non-millennials are more likely to focus on representation.
- When asked about the business impact of diversity, millennials are 71 percent more likely to focus on teamwork compared with 28 percent of non-millennials who are more likely to focus on fairness of opportunity.
- 83 percent of millennials are actively engaged when they believe their organization fosters an inclusive culture, compared to only 60 percent of millennials who are actively engaged when their organization does not foster an inclusive culture.
- Millennials believe that programs aimed at diversity and inclusion should focus on improved business opportunities and outcomes as a result of the acceptance of cognitive diversity, specifically individualism, collaboration, teamwork, and innovation.

With millennials, the most traditionally diverse, digitally connected, and socially minded group of professionals, set to comprise nearly 75 percent of the workforce by 2025, we believe this research is critical to informing and elevating the inclusion conversations taking place across corporate America. These findings provide an incredible opportunity for organizations to play an important role in breaking down barriers and getting to solutions that promote teamwork, collaboration, and enhanced business performance.

As strong believers in the strength of inclusive and authentic workplaces, we hope this study helps to broaden your view on the future of inclusion in your organization and the great things diverse teams can accomplish.



**Billie Jean King**  
Founder  
Billie Jean King Leadership  
Initiative



**M. Christine Smith, PhD**  
Managing Principal – Deloitte University  
Leadership Center for Inclusion  
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# Millennials radically transform traditional concepts of diversity and inclusion

**Exploring evolving definitions of diversity and inclusion, our 2015 survey found that the millennials are unique in viewing cognitive diversity as essential for an inclusive culture that supports engagement, empowerment, and authenticity. They also value inclusion not as an abstract ideal that checks a box and makes everyone feel good, but as a critical tool that enables business competitiveness and growth. As the millennials flood leadership ranks, their perspectives will demand a shift in traditional diversity and inclusion models. But where should we begin?**

Last year, we corresponded over email with a 29-year-old manager at a Fortune 100 consumer goods company. After hearing about the way he structured his team, we were interested in seeing him interact with his employees during a weekly brainstorming meeting. “That’s fine,” he said. “But be prepared, when you come on site to observe us I’m not going to introduce myself as the manager because all points of view on this team carry the same weight. People have the freedom to express themselves whether they have 30 minutes or 30 years of experience.”

As the millennial generation (also known as Generation Y, born 1980-95) floods leadership ranks, stories like this are not uncommon. Millennials strive to be inclusive, but not in the way we are accustomed to thinking

about inclusion. Decades of research and programming have focused on assimilating individuals of different genders, races, ethnicities, religions, and sexual orientations in our organizations, and the baby boomers and Generation X-ers should be given credit from getting us from Point A to Point B in the inclusion discussion. Millennials, however, are ready for Point C.

These young professionals are the most traditionally diverse generation in history. Only 59 percent of millennials are Caucasian and 27 percent have immigrant backgrounds.<sup>1</sup> For them, walking into an office lobby and seeing all types of people is a given. They are much more concerned with cognitive diversity, or diversity of thoughts, ideas, and philosophies, and in solving business problems through a culture of collaboration. For millennials, inclusion isn’t just about getting people of different creeds in a room. It’s about connecting these individuals, forming teams on which everyone has a say, and capitalizing on a variety of perspectives in order to make a stronger business impact.

While cognitive diversity isn’t necessarily a new concept, it’s still not a reality in most organizations. Companies may pay it lip service, but much of the time, hierarchical leadership and bureaucratic paths of communication prevent a mixture of ideas and approaches from taking hold.

We know from prior research that millennials are more tolerant and encouraging of alternative perspectives than older generations,<sup>2</sup> but as of 2015, no study had examined the degree to which millennials hold these non traditional beliefs about diversity and inclusion, and the impact of changing definitions on our organizations. Deloitte and the Billie Jean King Leadership Initiative set out to close the gap by surveying 3,726 global professionals of all levels, ages, genders, races, ethnicities, and sexual orientations. We learned that our hypothesis was correct: while millennials value the ideals of diversity and inclusion just like their generational counterparts, they fundamentally define the constructs differently, and therefore, have different expectations relating to engagement, empowerment, and authenticity at work.

The disconnect between the traditional definitions of diversity and inclusion and the millennial definitions is already causing business hardship. By 2025, millennials will comprise nearly 75 percent of the workforce, and yet they change jobs approximately every two years.<sup>3</sup> As we learned from this research, this is partially because they are intolerant of workplaces that don't allow them to be themselves.<sup>4</sup> Due to their desire for free expression, 71 percent do not always follow their organization's social media policies,<sup>5</sup> resulting in clashes with managers and human resources representatives and their corporate communications colleagues.

Some organizations may be tempted to ignore the issue and hope that millennials will eventually grow up and out of their desire for cognitive diversity and its resulting consequence for inclusion initiatives, but their futures depend on addressing it now. Businesses that don't expand their notions of diversity and inclusion will increasingly lose their millennials and certainly won't retain Generation Z (today's young people, born 1996-2012), who are even less focused on traditional diversity than their older brothers and sisters, and are even more engaged in socially collaborative platforms. And, the transformation of the diversity and inclusion model isn't just a retention issue. The millennial viewpoint is simply better for business. According to a recent IBM study, 75 percent of CEOs and executive-level leaders believe that leveraging cognitive diversity is essential to organizational success.<sup>6</sup>

It is within the power of the current baby boomer and Gen X majority to challenge their traditional approaches, suspend judgment, and break down the barriers that have been put up around diversity and inclusion. Through a combination of advocacy, learning, and leadership, organizations can capitalize on the creativity and innovation of millennial thinking to transform business for the better.

This paper will share our findings on the evolution of the diversity and inclusion concepts, from what older generations conceived decades ago and still hold to be true, to what millennials believe today. We'll explore the impact of differing definitions on the employee experience and suggest how organizations can take the first step to infuse their operations with true cognitive diversity.

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# Generational perspectives on diversity and inclusion

In order to measure the understanding of diversity and inclusion across the multigenerational workforce, Deloitte/BJKLI distributed a 62-item survey, which spanned seven different sectors and resulted in 3,726 responses. The respondents included a mix of ages, genders, races/ethnicities, and orientations. They also represented various levels of seniority within their organizations. Approximately 26 percent of respondents were millennials, 47 percent were Generation X-ers (born 1964-79), and 27 percent were baby boomers (born 1946-63). Our hypothesis is that there exist vast differences in how millennials view the concepts and practice of diversity and inclusion, and that this difference in point of view will have significant implications to existing diversity and inclusion programs and initiatives as a result.

“Diversity” and “inclusion” have long been common terms in corporate cultures across the globe—but when we really dive deep into what each of these terms *mean* to each generation, there are some striking contrasts. Our research found that in defining diversity, millennials move well beyond the integration of demographic differences. They more commonly cite diversity as the blending of unique perspectives within a team, known as cognitive diversity. The millennial definition of diversity also encompasses the ability to

combine different ideas and approaches to better overcome challenges and achieve business goals. Overwhelmingly, millennial definitions of diversity have a tone of possibility – with differences in background, experiences, and style, a team is more likely to create innovative and groundbreaking products and services.

In other words, millennials frame diversity as a means to a business outcome, which is in stark contrast to older generations that view diversity through the lens of morality (the right thing to do), compliance, and equality. Respondents in the Generation X and baby boomer generations most commonly define diversity as representation of and fairness to all individuals and their various identifiers of gender, race, religion, ethnicity, and sexual orientation. While older generations aim to ensure that the mix of people on a team accounts for all of the above identifiers, millennials look past these identifiers to focus on the knowledge, experience, and unique insights individuals bring forth.

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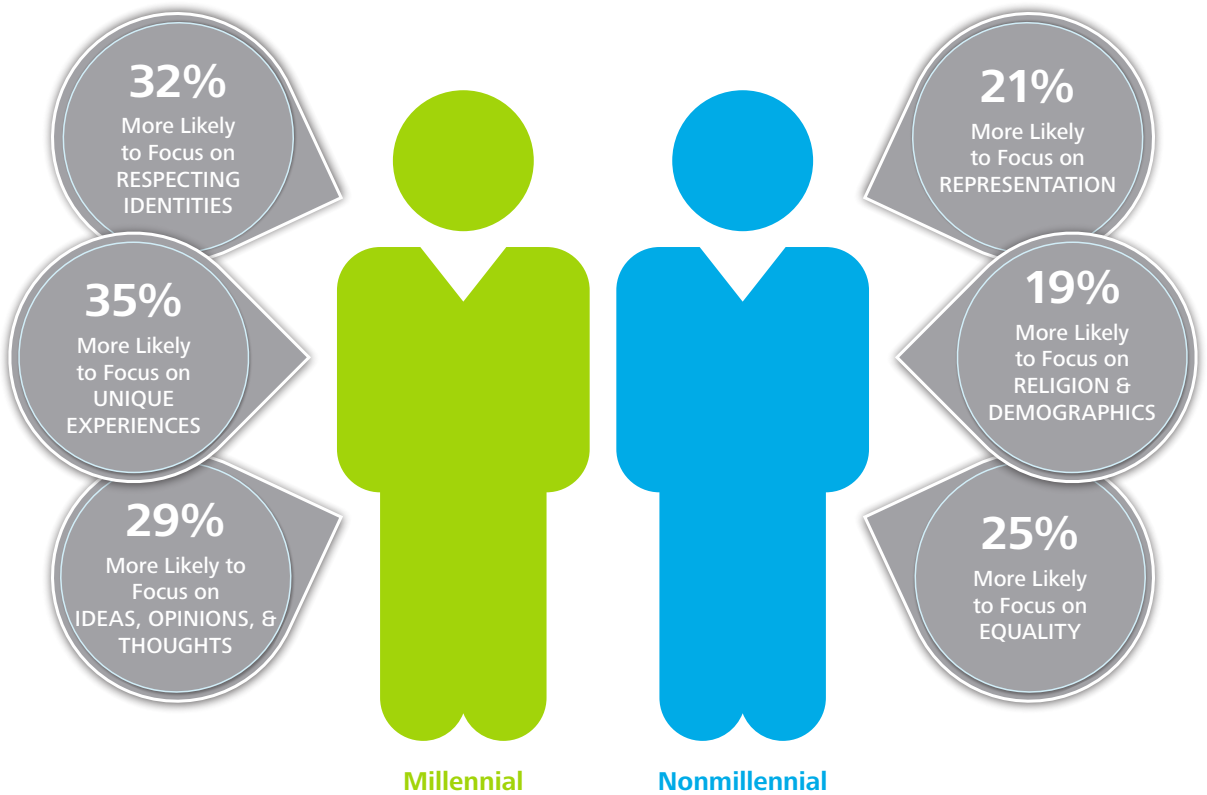
“Diversity means to me your background based on your previous work experience, where you were born and raised, and any unique factors that contribute to your personality and behavior.”

Millennial survey respondent

### Millennial definitions of diversity distinguish them from other generations

Our millennial respondents differed from respondents in older generations with respect to how they defined diversity. Our thematic analysis on participants' qualitative responses illustrated that millennials are more likely to define diversity as pertaining to the individual mix of

unique experiences, identities, ideas, and opinions. Older participants, on the other hand, frame diversity in terms of demographics, equal opportunity, and representation of identifiable demographic characteristics.



“Diversity is a variety of cultures and perspectives working together to solve business problems.”

Millennial survey respondent



Examining the concept of inclusion, we again found significant differences between millennial and older generation points of view. Millennials define inclusion as having a culture of connectedness that facilitates teaming, collaboration, and professional growth, and positively affects major business outcomes. Leadership is supportive of individual perspectives and is transparent, communicative, and engaging.

Authors Erica Dhawan and Saj-Nicole Joni recently coined the term “connectional intelligence” to describe the combination of cognitively diverse people, disciplines, and networks to create value, meaning, and breakthrough results.<sup>7</sup> This approach is natural for millennials, who are the generational byproducts of the digital, social, and mobile age. More so than other generations, millennials are comfortable connecting across people and platforms to develop new relationships, gain access to resources, and acquire necessary knowledge in service of their goals. They’re the teaming generation interested in using collaboration and integration of cognitive diversity as a tool to drive innovation and business impact.

Conversely, older generations define inclusion as the acceptance and tolerance of demographically diverse individuals. For Generation X-ers and baby boomers, inclusion is the process through which organizations ensure that individuals of all genders, races, ethnicities, religions, and sexual orientations are protected, treated fairly, and provided consistent opportunities free from discrimination and prejudice. Inclusion as it relates to demographic equality (the nonmillennial viewpoint) is a moral and legal issue that is necessary whether it directly benefits the business or not. On the other hand, inclusion as it relates to the acceptance and encouragement of cognitive diversity (the millennial viewpoint) is a tool that enables productivity and bottom-line results.

"Inclusion is having an impact at all levels... and having open lines of communication, transparency, and strategic initiatives communicated to employees by executives."

"Diversity in the workplace is a representative distribution of people across race, religion, gender, and personal orientation."

"Offering roles and opportunities to all qualified candidates regardless of race, creed, gender, sexual orientation, age, or religious affiliation."

"Inclusion is when you're a part of the process, your opinion counts, and we're working together to a common goal. It's being accountable for decisions that you are part of."

"Inclusion is when everyone in the organization is given equal opportunity to work and grow without any bias towards religion, race, and gender."

"Inclusion is the work place... the place where people come together to accomplish one goal... where business relationships are formed because of daily interaction among staff members."



**Millennial**

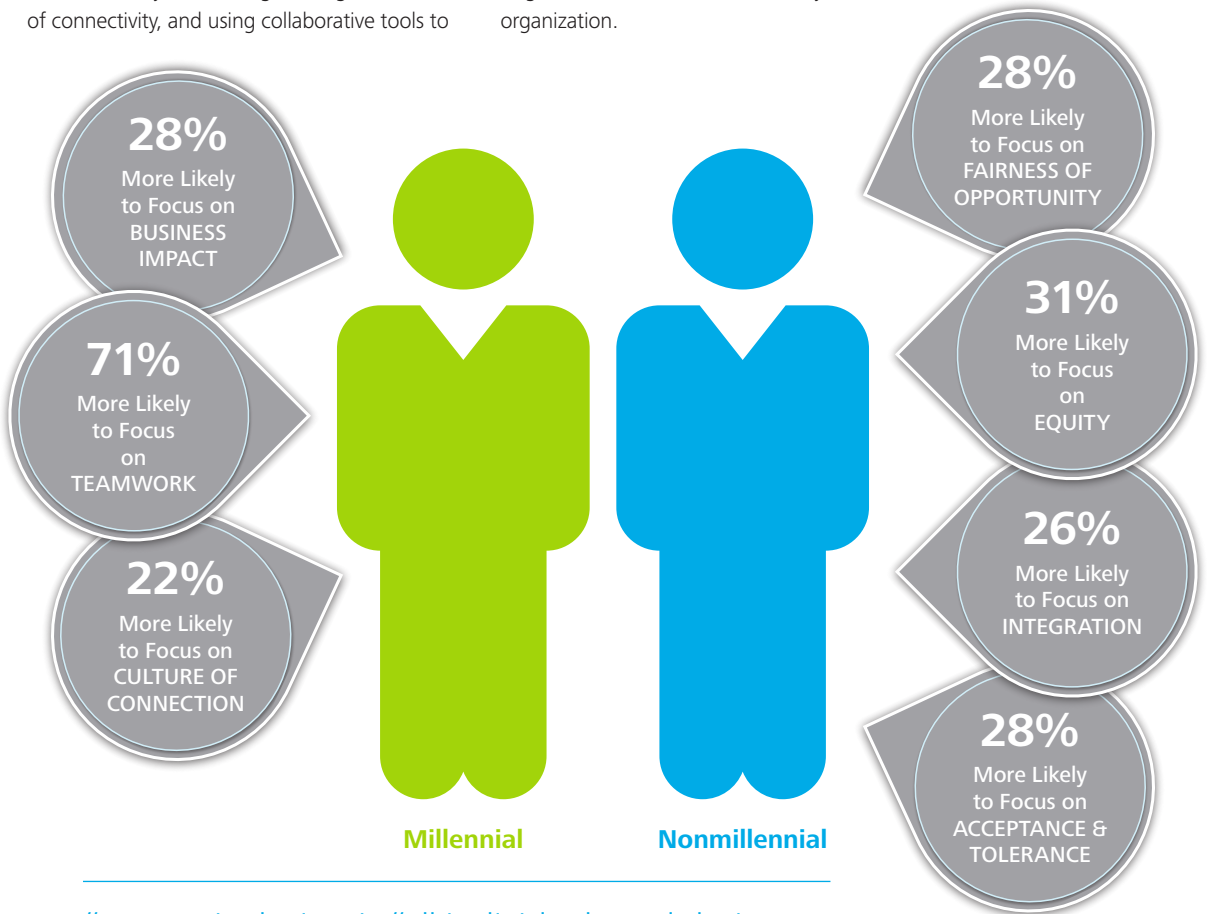


**Nonmillennial**

## Millennial definitions of inclusion distinguish them from other generations

Our thematic analysis on participants' qualitative responses showed that when it comes to defining inclusion, millennials focus primarily and extensively on teaming, valuing a culture of connectivity, and using collaborative tools to

drive business impact. Older generations instead defined inclusion in terms of equity, fairness, and the integration, acceptance and tolerance of gender, racial and ethnic diversity within the organization.



“To me, inclusion is “all individuals and their uniqueness to move toward a group-involved, group-directed action and conclusion.”

Millennial survey respondent

# Impact on employee experience

Having identified that the millennial generation defines diversity and inclusion differently than older generations, our research next examined how these views affect their employee experience – defined as engagement, empowerment, and ability to be true to oneself.



## Engagement

The extent to which an individual is cognitively, emotionally, and behaviorally involved in and committed to their work.



## Empowerment

The extent to which courage and integrity is enabled as it relates to workplace behaviors and outcomes.



## True to self

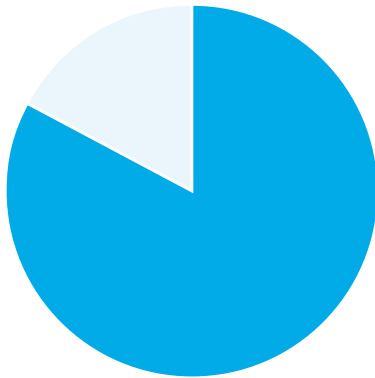
The extent that individuals are true to themselves at work rather than downplaying their identities and differences.

We know from previous studies on the effectiveness of diversity and inclusion initiatives that organizations have made strides,<sup>8</sup> but still have a long way to go when it comes to fulfilling the traditional promise of inclusion as cited by older generations: that individuals of different genders, races, ethnicities, religions, and sexual orientations are treated fairly and given equal opportunities free from discrimination and bias. In some respects, this type of diversity and inclusion has been helpful in improving the employee experience, including engagement, empowerment, and the ability to be oneself at work.

The key question here is whether the millennial ideals of diversity and inclusion are fulfilled in most current business climates. Generally, the answer is no. Millennials are less satisfied with their workplaces than members of older generations,<sup>9</sup> and many point to a lack of leader emphasis on cognitive diversity and inclusion as a cause.<sup>10</sup> Our survey supported this conclusion: while 86 percent of millennials feel that differences of opinion allow teams to excel, only 59 percent believe their leaders share this point of view.

Our research shows that when millennials report an inclusive culture, they report above-average levels of engagement, empowerment, and authenticity (as shown in pie charts below). This finding is critical as a recent study by Dale Carnegie showed organizations with high numbers of engaged employees outperform others by more than 200 percent.<sup>11</sup>

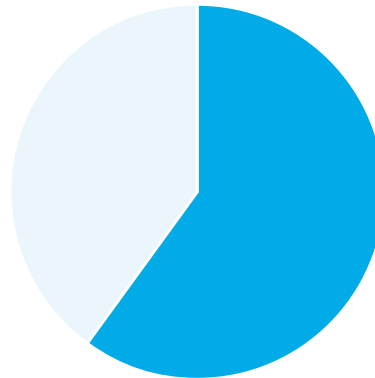
## Millennials report higher levels of engagement when operating in an inclusive culture



83%

of millennials are **actively engaged** when they believe the organization *fosters* an inclusive culture

Compared to



60%

of millennials are **actively engaged** when they believe the organization *does not* have an inclusive culture

### Millennials and engagement

When investigating overall perceptions of engagement, our research revealed that millennials hold particularly different views on three key items, reporting lower levels of engagement by being more likely to *disagree* that they feel excited with, committed to, and impactful on their organization.

#### Compared to their generational counterparts...

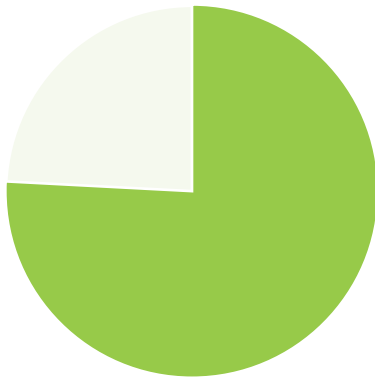
Millennials are **13% more likely to disagree** with the statement that they feel excited to go to work.

Overall, millennials are **13% more likely to disagree** with the statement that they feel attached to the organization.

Millennials are **33% more likely to disagree** with the statement that their work has an impact on the organization.

In order to be fully engaged, millennials require supportive leadership and a supportive culture. For millennials, leaders and culture are supportive when they promote a collaborative environment in which employees can see the impact of their work, understand the value they bring to the organization, and are recognized for their efforts. Leaders believe in openness and transparency and demonstrate that a cognitively diverse team is better for business. Unfortunately, millennials are currently less engaged than members of older generations because organizations are falling short in these areas.

## Millennials report higher levels of empowerment when operating in an inclusive culture



76%

of millennials are **empowered** when they believe the organization *fosters* an inclusive culture

Compared to



61%

of millennials are **empowered** when they believe the organization *does not* have an inclusive culture

### Millennials and empowerment

When further examining differences on empowerment, millennial respondents were more likely to feel they were incapable of adapting to setbacks easily. They also reported less confidence in taking action that could result in failure, but were more likely to be resilient when they experienced actual failure.

#### Compared to their generational counterparts...

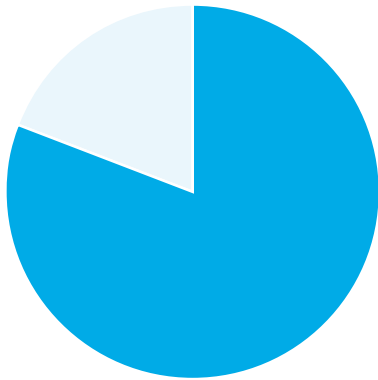
Millennials are **19% more likely to disagree** with the statement that they easily adapt to setbacks and changes.

Millennials are **9% more likely to disagree** with the statement that they feel confident taking action that could result in loss or failure.

Despite this, other generations are **12% more likely to feel discouraged** when they fail at a task than are millennials.

Millennials feel less empowered to take on risk and adversity and have difficulty adapting to change, but overall they are more resilient when experiencing failure. More so than other generations, millennials feel comfortable taking a stance on the environment they feel empowered in, and are demanding at a younger age a collaborative culture that is cognitively diverse and non-hierarchical. Only in these conditions do millennials feel they can learn, grow, and be most productive in their organization.

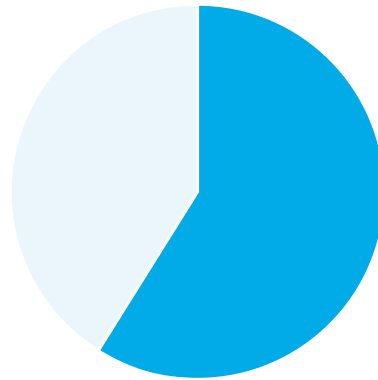
## Millennials report higher levels of authenticity when operating in an inclusive culture



81%

of millennials are **true to themselves** when they believe the organization *fosters* an inclusive culture

Compared to



59%

of millennials are **true to themselves** when they believe the organization *does not* have an inclusive culture

## Millennials and being true to self

Millennial respondents reported feeling more comfortable in expressing their own identities at work and in front of their teams and leadership than did their generational counterparts.

### Compared to their generational counterparts...

Millennials are **21% more likely to disagree** with the statement that they must shield their identities at work.

Millennials are **11% more likely to disagree** with the notion that their leaders will negatively judge them if they know who they truly are.

Millennials are **18% more likely to disagree** that their team members will negatively judge them if they express themselves at work.

Millennials yearn for self-expression and acceptance of their thoughts and opinions, but compared to older generations, they feel it's unnecessary to downplay their differences in order to get ahead. Millennials are refusing to check their identities at the doors of organizations today, and they strongly believe these characteristics bring value to the business outcomes and impact.

# Fostering a cognitively diverse culture

Now that we've identified clear generational differences in definitions of diversity and inclusion and their impact on the overall employee experience, what are the implications for organizations that want to succeed in the 21<sup>st</sup> century talent wars? First, let's recognize that most of the current diversity and inclusion models were created more than 30 years ago and usually adhere to the older generations' view of these concepts. These models include employee affinity group offerings and minority training programs, and they have played an important role in helping integrate traditionally diverse populations into the workforce.

Millennials, however, are increasingly rejecting them. Our survey respondents feel that traditional diversity and inclusion models are limited by leaders' current emphasis on one-dimensional identifiers of gender, race, ethnicity, and sexual orientation. **They have told us that programs aimed at diversity and inclusion should instead focus on improved**

**business opportunities and outcomes as a result of the acceptance of individualism, collaboration, teamwork, and innovation.**

The first step to a cognitively diverse organization in which millennials will thrive is to break down formal, inflexible hierarchies. Encourage millennials to contribute solutions through apprenticeship, allowing them to work alongside senior leaders during a typical project or atypical crisis situation.<sup>12</sup> Adopt social collaboration tools that will make your knowledge workers' jobs easier. These technologies will pay for themselves – per a recent Microsoft study, global employees ages 18-44 claimed their productivity rose approximately 50 percent as a result of using these tools.<sup>13</sup>

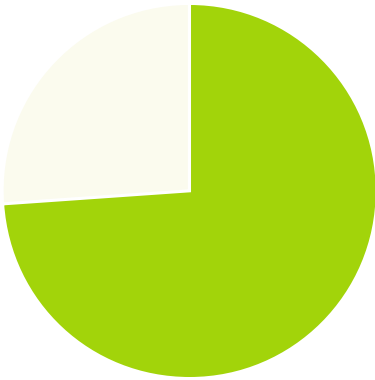
When appropriate, facilitate opportunities for millennials to manage diverse, rotating project teams – even before they are “official” supervisors. High-end fashion retailer, Burberry, for example, attracted top-tier millennial talent by leveraging the generation's desire for real-time, collaborative problem solving. Facing the challenge of a stale, old-fashioned brand, the company assembled a team of millennials to create a new digital platform that transformed Burberry's traditional runway show into a live Web broadcast.<sup>14</sup>

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“My company would be better off if there was less focus on execution of routine tasks and more time to be innovative. Because we're short on resources, it's just do, do, do... and do it in this way.”

Millennial survey respondent

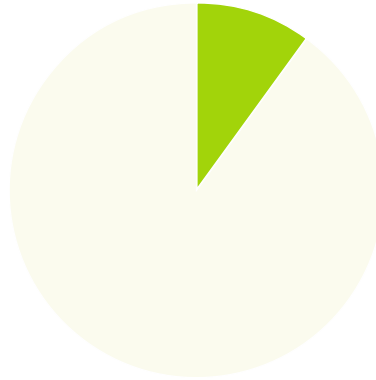




**74%**

of millennials believe their **organization fosters innovation** when *an inclusive culture exists*

Compared to



**10%**

of millennials believe their **organization fosters innovation** when the culture is *not inclusive*

Our survey data illustrates a positive correlation between innovation and an inclusive culture. The relationship between innovation and business success is also well established. According to authors Keathley et al in their 2014 book, *The Executive Guide to Innovation*, research by IBM and Morgan Stanley demonstrated that companies with high levels of innovation achieve the fastest growth of profits, and radical innovation generates 10X more shareholder value than incremental changes.<sup>15</sup>

Intrapreneurship is the practice of entrepreneurial development of a new product, process, or service within the context of an established

organization, and in this decade, it has become a critical means for companies of all sizes to ignite innovation and retain the best talent within their ranks. As an example, Deloitte’s “Wicked Problems” is a crowdsourcing initiative that taps the collective intelligence of professionals all over the world. Wicked Problems asks the Deloitte community “what’s important to you?” and “how can we engage in what’s important to you?” Through these questions, the initiative generates solutions with world-changing potential. On a smaller scale, Deloitte organizes innovation-on-demand forums like labs and cafes that foster time for employees to talk, listen, reflect, evaluate, and ideate.

Cognitive diversity and its resulting form of inclusion are strongly related to innovation. In her 2014 article in *Scientific American*, Columbia Business School Senior Vice Dean Katherine Phillips said, "The conclusion I draw from decades of research from organizational scientists, psychologists, sociologists, economists, and demographers is that if you want to build teams capable of innovating, you need diversity. Diversity enhances creativity. It encourages the search for novel information and perspectives, leading to better decision making and problem solving. Diversity can improve the bottom line of companies and lead to unfettered discoveries. Even simply being exposed to diversity can change the way you think."<sup>16</sup>

These ideas aren't expensive or difficult to implement, but they do require leaders to shift their thinking about diversity and inclusion. It's time to admit that we don't have it perfect yet. It's time to take these concepts out of their traditional boxes, strategize a different road map forward, and advocate for change within our organizations. As they become a significant majority of the workforce and capture key leadership positions, millennials will insist on it and will be echoed by the even more cognitively diverse Generation Z. Let's get a head start by fueling the young professional desire to challenge conventional thinking and ignite action around their inclusion ideal.

# Conclusion

This study highlighted that millennials have substantially different perspectives on diversity and inclusion than older generations. Thanks to progressive baby boomers and Generation X-ers, organizations have made strides in providing traditionally diverse and inclusive workplaces (i.e., equally accepting and integrating individuals of all genders, races, ethnicities, religions, and sexual orientations). However, there is work to be done in terms of supporting cognitively diverse and inclusive workplaces (i.e., equally accepting and integrating alternative points of view).

The research illustrated that these new forms of diversity and inclusion are essential to engage, empower, and release the full potential of our 21<sup>st</sup> century workforce. Leaders should understand that the factors that brought diverse talent into their organizations will not be the same factors that support that talent. If you want to build a truly inclusive culture – one that leverages every individual's passion, commitment, and innovation and elevates employee engagement, empowerment, and authenticity – you should be willing to break down the narrow walls that surround diversity and inclusion and limit their reach. If you don't know where to start, ask your millennials. Every one of them wants to be heard.

# Meet the authors



## Christie Smith, PhD

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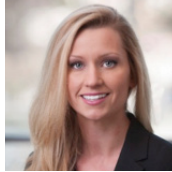
Christie leads the Deloitte University Leadership Centers for Inclusion and Community Impact. Both roles provide a platform for developing innovative solutions with our people, clients, academics, and nonprofits in the areas of inclusion, transitioning veterans, and education.

In addition, Christie is the Managing Principal for Deloitte Consulting LLP in the west region of the United States and the Lead Consulting Partner and Advisory Partner on several of Deloitte's largest accounts in the west.

With more than 28 years of experience, Christie has a passion for serving clients and bringing innovative and effective solutions to their most important business, market, and talent issues. Christie focuses her work with clients on aligning business strategy with the requirements of organizational structure, talent, inclusion, and leadership development.

Because of Christie's varied accomplishments and commitment to inclusion, she has been identified by *Diversity Journal* as a 2013 "Woman to Watch." In addition, she has been recognized as one of San Francisco's Most Influential Women for three years and is the 2015 recipient of Forever Influential by the *San Francisco Business Times*.

She is a frequent lecturer and author on topics including corporate values, leadership, culture, inclusion, and talent. Her work has been featured in *Fortune*, *Harvard Business Review*, *The New York Times*, *Forbes*, *Fast Company*, *CNN*, and at *TEDxBeaconStreet* and *TEDxJNJ*.



## Stephanie Turner, PhD

Stephanie is a Senior Consultant with more than six years of experience in survey design, analytics, and Human capital consulting. Stephanie has her PhD in Industrial/Organizational Psychology, with a concentration in diversity, inclusion, and organizational development. Having managed large data collection and survey research efforts, Stephanie has designed and implemented numerous talent analytics initiatives on a variety of topics, such as talent innovation and inclusion, leadership development, and engagement in addition to assessing multiple employee life cycle processes and talent outcomes.

# Additional information

## Survey methodology

The online, anonymous survey consisted of 62 questions answered by respondents from seven different sectors:

(1) Consumer & Industrial Products; (2) Banking; (3) Financial Services; (4) Health Care; (5) Professional Services; (6) Entertainment; and (7) Technology, Media, & Telecommunications.

The survey was updated on March 27, 2015, to incorporate all respondents to date. The 3,726 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,' 'Multiracial,' 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 respondents about their organization's approach to diversity and inclusion, how diversity and inclusion is valued, how favorable their employee experience has been, and how the resources the organization provides has impacted these experiences and their performance. It also asks how the leadership, culture, and values of their organization require them to cover their authentic selves, and what concrete actions could be taken to create a climate in which their full selves can be harnessed for optimal engagement, innovation, and performance.

## Contributor

### Alexandra Levit

Alexandra Levit's goal is to build relationships between organizations and top talent. A former nationally syndicated columnist for the Wall Street Journal and a current writer for the New York Times, Alexandra has authored six books, including the bestselling *They Don't Teach Corporate in College*. She has also consulted on millennial, leadership development, and workplace trends on behalf of the Obama administration and more than 20 Fortune 500 companies. A frequent national media spokesperson, Alexandra regularly appears in top media outlets to discuss issues facing modern organizations and their employees.

## Contact us

To discuss any of the ideas presented here, please send an email to [USNationalInclusion@deloitte.com](mailto:USNationalInclusion@deloitte.com).

Dr. Christie Smith can be contacted at [christiesmith@deloitte.com](mailto:christiesmith@deloitte.com)

# Endnotes

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The Leadership Center *for inclusion*

## **About the Deloitte University Leadership Center for Inclusion**

The Deloitte University 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 with 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.



## **About the Billie Jean King Leadership Initiative**

The Billie Jean King Leadership Initiative (BJKLI) is a nonprofit organization founded by Billie Jean King in partnership with Teneo as part of an effort to encourage companies, corporations and individuals to embrace those with diverse personalities, backgrounds and lifestyles for the positive and unique contributions they bring to the workforce. The BJKLI's three pillars – Lift, Learn, and Lead – are dedicated to inspiring those in positions of power to promote diverse identities and challenge the status quo. To learn more about the BJKLI and to find out ways your organization can get involved please visit [www.bjkli.org](http://www.bjkli.org).

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