

TABLE 11.2 | Building the Strategic Business Case for Diversity

<ul style="list-style-type: none"> • What do employee surveys tell you about satisfaction and commitment? • Are there disparities between groups regarding perceived treatment? • What is the demographic make-up of your workforce by level? How does that compare to the surrounding labor force? • Who are you not having access to in recruiting and promoting? • What are your projected recruitment needs in terms of skills and positions? • What are the statistics in the labor market relative to your needs? • Where are there untapped resources of talent within the organization such as overqualified, underutilized, or undeveloped employees? • What obstacles are recruiters facing? • What are your organization's critical needs for creativity and innovation? 	<ul style="list-style-type: none"> • What are the demographics of your existing and projected customer base? • How do the demographics of your workforce compare to those of your customer, client, or patient base? • In how many countries do you do business? • How many cultures and languages are represented in your marketplace? • How many of those are represented in your workforce? • What do customer satisfaction surveys tell you about missed opportunities and needed improvements? • What market segments are you seeking to penetrate? • What employee groups could help you understand those markets? • How do you tap the experience and knowledge of different employee groups to help in marketing and customer service? • What is the demographic makeup of decision-makers in your client organizations?
<ul style="list-style-type: none"> • What are the statistics in your organization regarding grievances, complaints, and lawsuits? • How much has your organization spent on legal fees and settlements for discrimination and/or wrongful termination lawsuits? • Which divisions, departments, or groups are experiencing low morale, diminished performance, or conflict? • What are the statistics regarding absenteeism? • What is the rate of turnover and what is the cost to the organization of replacing those who leave? • What do exit interviews tell you about why people leave? 	<ul style="list-style-type: none"> • What customer complaints have you received? • What discrimination lawsuits have been brought against your organization by customers? • What is the rate of repeat business or customer loss? How does that rate compare to others in your industry? • Are there any instances of negative publicity for your organization such as bad press, boycotts, or protests? • Where are there negative perceptions about your organization? • What business have you lost because of a lack of diverse staff? • What business have you lost because of poor customer service and lack of understanding of diverse customers?