



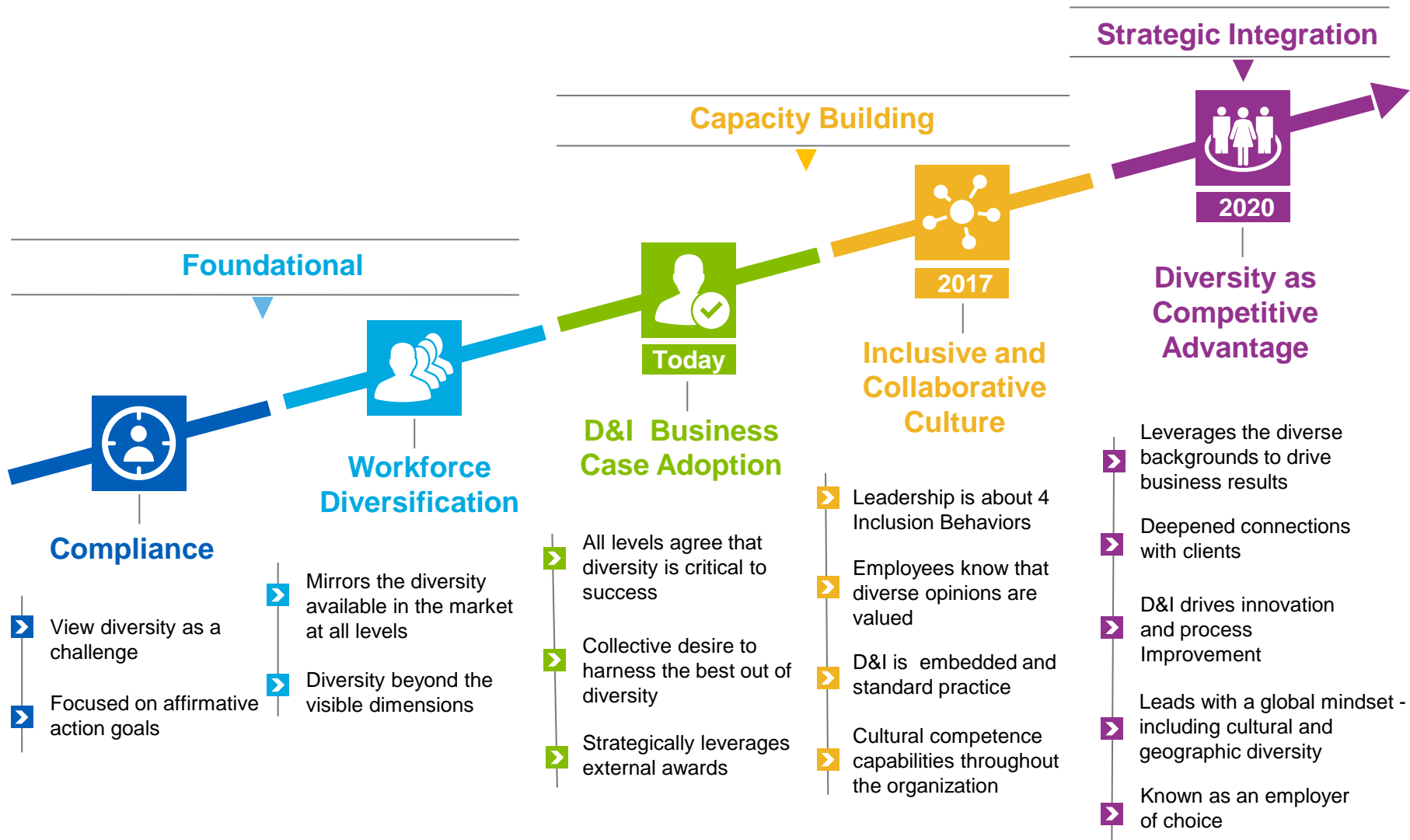
Diversity & Inclusion

Best Practices

BUILT TO PERFORM.

CREATED TO SERVE.

TIAA's D&I Maturity Model and Strategic framework



Adapted from Bersin / Deloitte's Organization D&I Maturity Model 2014

Journey to Inclusion - culture change initiative



When organizations focus on creating an inclusive culture they focus on helping people bring their best selves to work each day.

How can we embody the 4 Inclusive behaviors?

BEHAVIORS	 INitiate	 INvest	 INspire	 INfluence
UNCONSCIOUS BIAS	Similarity Bias: I trust people like me.	In-group Bias: I feel stronger in groups of similar people.	Bystander Bias: I hope someone else will step in and deal with it.	Stereotype Bias: I need to predict what people will be like.
OVERCOME	I will INitiate by being curious about those who are different from me.	I will INvest by looking for common ground and making others feel welcome.	I will INspire by stepping in and speaking up when I see exclusion occurring.	I will INfluence by challenging stereotypes and focusing on fairness in decision making.
TOOLS	'If... Then...'	RSVP (Role, Status, Value, Purpose)	Pivot exclusion	Interrupt bias

When we demonstrate these IN behaviors, we make it easier for others to bring their best selves to work. Journey to Inclusion has been designed to support this at all levels.

Journey to Inclusion learning paths - designed to support each critical role in creating a more inclusive culture



EMT

Part 1	Part 2	Part 3 & 4	Part 5
Create Your Inclusion Story September 16 to 17 4 hours, in person	Raise Self Awareness: 360 Assessment Available in November Optional 1:1 assess. with D&I RM	Ignite Your Inclusion Skills & Put Inclusion Into Action January 19 to 21, 2016 3 hours, in person	Share Your Learnings May 18 2016 60-minute sessions

SLT

Part 1	Part 2	Part 3 & 4	Part 5
Create Your Inclusion Story September 24 4 hours, in person	Raise Self Awareness: Self-Assessment January 2016 Self-paced, virtual (pre-work for Part 3)	Ignite Your Inclusion Skills & Put Inclusion Into Action January 19 to 21, 2016 3 hours, in person	Share Your Learnings January 2017 45-minute sessions

Client-Facing HR

Part 1	Part 2	Part 3 & 4
Briefing & Engagement August to September 1-hour phone call, plus email and socialization	Ignite Your Inclusion Skills October to end of 2015 3 hours, in person (virtual for AWS)	HR As Inclusion Catalyst & Put Inclusion Into Action Playbook January to March 2016 90 minutes, in person (virtual for AWS)

Middle Managers

Part 1	Part 2 & 3
Initiate and Influence April – Mid-2017 2 ½ hours, in person and virtual	Invest and Inspire August – Mid-2017 2 ½ hours, in person and virtual

Individual Contributors

Part 1 & 2
Ignite Inclusion & Put Inclusion Into Action Playbook July to Mid-2017 90- minutes, virtual

Employee interactive tools and activation resources to support diversity & inclusion



2015

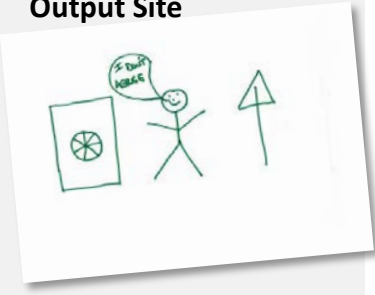
EMT Game Board



SLT & HR Engagement Desk Drops



SLT World Café Output Site



2016

IN Video



Nice Bucket Challenge



Inclusion Calendars & Manager Boxes



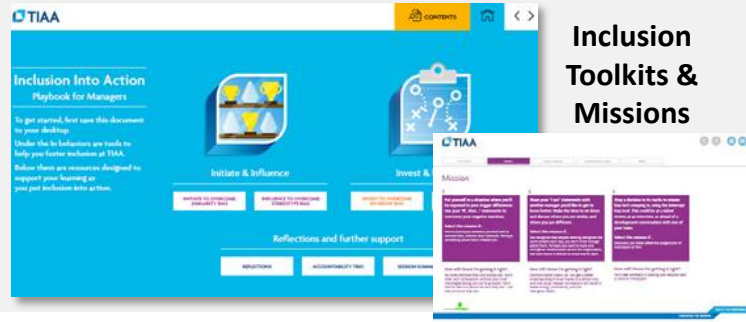
Training Handouts



eCard

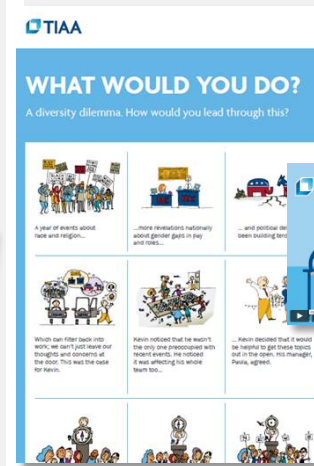


Inclusion Toolkits & Missions



2017

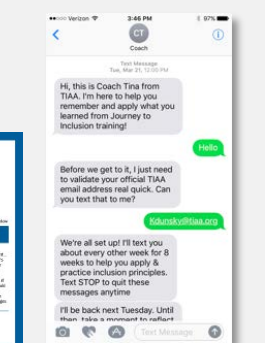
EMT Inclusion Comic



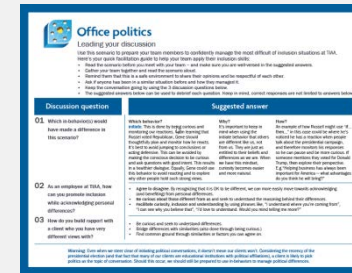
Inclusion Videos



Mobile Coach Tina



ELG Scenarios



Mini Missions

