

Resources for management

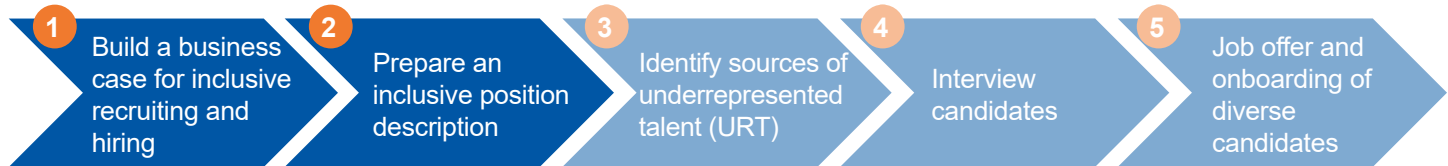


Key actions to building a more inclusive hiring process

This guide highlights steps to take when your organization has made the decision to participate in inclusive hiring. We will expand on the following steps:

TAKEAWAY:

After reviewing this guide, you will have specific ideas for how to incorporate inclusive hiring techniques and key inclusive hiring questions to consider depending on your organization's DE&I maturity level.



1 Build a business case...

- Reflect on how an inclusive and diverse workforce would benefit your organization. Share this business case with key stakeholders to show how inclusive hiring will improve your bottom line (see statistics to the right).
- Declare a commitment to inclusive hiring and recruiting and then transform that commitment to actionable goals, such as increasing representation across the organization or exhibiting inclusive behaviors in sourcing talent. It is an important step forward in developing and activating your overall DE&I strategy.

[Diversity, Equity & Inclusion – Turn talk into action: Becoming a leader in DE&I](#)

Research indicates that diverse and inclusive organizations have stronger financial and business performance and outperform their peers.

87% are more likely to make better business decisions and see a noticeably positive impact of DE&I on their business performance

- **70%** more likely to capture new markets
- **36%** more likely to outperform on profitability
- **75%** more likely to see ideas become productized and report 19% higher innovation revenue

2 Prepare an inclusive position description...

- Create position descriptions that are conducive to inclusive hiring. The language used in job descriptions and job postings can be the deciding factor of whether an individual will apply or not. De-bias by using inclusive language and qualifiable and objective requirements.
- Keep in mind that in addition to using inclusive language, candidates seek inclusive workplaces in their job search.

- A report uncovered that **men will apply for a role if they meet 60%** of the criteria whereas **women tend to only apply if they meet 100%**

- **76%** of job seekers state that a diverse workforce is an important factor when evaluating companies and job offer

[Harvard Business Review – Why Women Don't Apply for Jobs Unless They're 100% Qualified](#)
[glassdoor for Employers – What Job Seekers Really Think About Your Diversity and Inclusion Stats](#)

BY CHANGING JUST A FEW WORDS, YOU CAN REDUCE GENDER BIAS IN YOUR HIRING

There are other words commonly used in the job postings/adverts that could dissuade a diverse application pool.

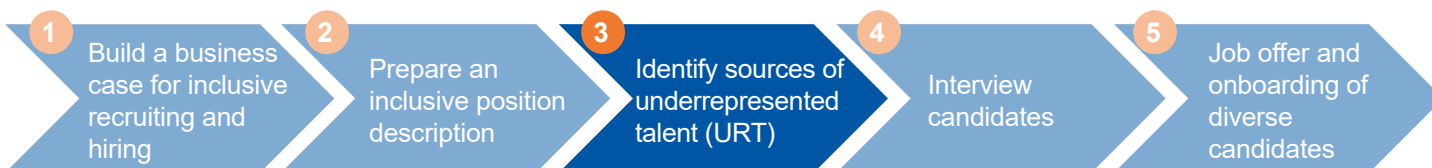
Inclusive language – Unconscious bias

Remove	Replace with	Remove	Replace with	Remove	Replace with
Any reference to man/woman (i.e., sales man)	Person	His/Her	Their, Your	Recent Grad	Suggest only candidates of a certain age can apply
Man Hours	Work Hours, Workforce	Maternity	Parenthood, Parental Leave	4-7 Years of Experience	Removes the potential for people with more work experience to apply
Manpower	Workers, Workforce, Personnel	Speak	Communicate		
Workmanship	Work	See	Identify, Assess, Discover		
		Carry	Move		

Inclusive language – Gender bias

Remove	Replace with
Strong	Proven, Sound, Solid
Drive	Run, Steer, Deliver, Energy
Lead	Run, Manage, Grow
Analysis	Research, Testing, Scrutiny
Individuals	People, Team Members
Decisions	Actions, Moves
Competitive	Attractive, Fair, Results-Oriented

Key actions to building a more inclusive hiring process



3 Identifying sources of underrepresented talent (URT)...

Finding underrepresented candidates may require you to diversify your “traditional” networks:

- **Recruit** from different talent sources & pools e.g., professional associations, conferences, networking groups, colleges including Historically Black Colleges and Universities (HBCUs) and minority organizations at universities. Provide paid internships or scholarships to strengthen your early talent pipeline.

- **Advertise** through diverse channels and different job boards e.g., Diversity Working, Recruit Disability, Diversity.com, Black Career Network, Hispanic/Latino Professionals Association, HBCU Connect, Professional Diversity Network, iHispano, WorkplaceDiversity.com, Pink Jobs, Campus Pride.
- **Ask** current employees for referrals and offer referral bonuses. For consideration: keep in mind that we often spend time with individuals most similar to us, which could impact URT referrals depending on your employee base.

Consider developing long-term relationships with professional organizations and associations who serve underrepresented groups. Example organizations may include:

- African American Leadership Council
- Alumni Associations or Affinity Groups at Graduate Schools
- American Business Women’s Association (ABWA)
- American Indian Business Leaders
- Ascend
- Asian American Hotel Owners Association (AAHOA)
- Association of Latino Professions for America (ALPFA)
- Black in Technology
- Canadian Association of Women Executives and Entrepreneurs
- Executive Leadership Council
- Financial Women’s Association
- Hispanic Alliance for Career Enhancement (HACE)
- Hospitality Diversity Action Council
- Information Technology Senior Management Forum
- Latino Hotel Association (LHA)
- League of United Latin American Citizens (LULAC)
- Minorities in Hospitality
- Multicultural Greek Council
- National Action Council for Minorities in Engineering (NACME)

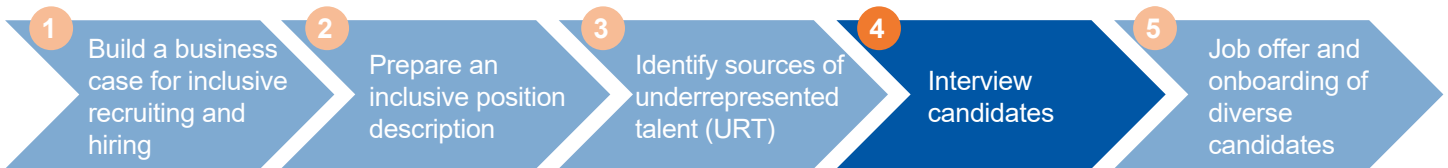
- National Association for Female Executives (NAFE)
- National Association of African American in Humans Resources
- National Association of Asian American Professionals (NAAAP)
- National Association of Black Accountants
- National Association of Black Hotel Owners, Operators & Developers
- National Black MBA Association
- National Coalition of Black Meeting Professionals (NCBMP)
- National Diversity Council
- National Society of Hispanic MBAs
- National Society of Minorities in Hospitality (NSMH)
- National Urban League
- Prospanica
- Reaching out MA
- Society of Hispanic Professional Engineers (SHPE)
- Southern African Association for the Conference Industry (SAACI)
- Women in Technology International (WITI)
- Women’s Diversity Network (WDN)

TIP

URT may also be found outside of the standard career paths and industries:

- Extend beyond job titles of potential candidates and instead seek evidence of leadership, business experiences and abilities.
- Consider URT from adjacent industries – e.g., restaurant, travel, theater, retirement communities – or even completely different industries (particularly for positions like IT, HR, engineering, operations, or legal) where skills are transferable.

Key actions to building a more inclusive hiring process



4 Interviewing candidates...

As humans, we all have conscious and unconscious biases. Mitigating these biases and first impressions (whether positive or negative) during the hiring process is essential for inclusive hiring. Best practices include:

- Removing all non-essential information (i.e., name, gender references) when conducting your initial review of applications or resumes
- Having your recruiter, hiring manager, and interviewers go through trainings for unconscious bias, cultural literacy, and behavioral interviewing*
- Using structured, behavioral based interviewing techniques
- Assessing for relevant competencies, traits, drivers and experiences

* Korn Ferry has a number of leadership training programs, including topic areas of bias, inclusion, and the talent selection process. For more information, contact [Jacquelyn Dekker](#) at Korn Ferry.

* The American Hotel and Lodging Educational Institute (AHLEI) has an Understanding Unconscious Bias in Hospitality training. For more information, contact [Jenn Clark Fugolo](#) at AHLEI Foundation.



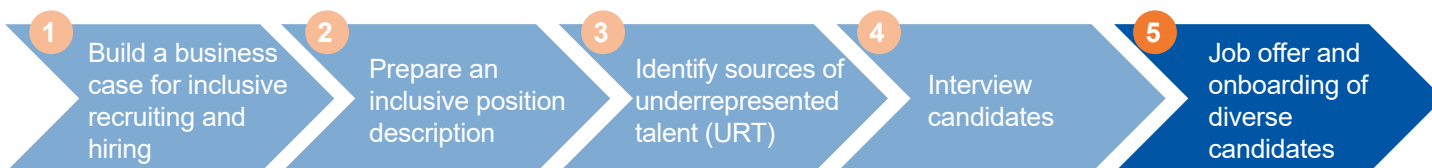
Recruiters should also advise and prepare the candidate before interviews. Best practices include:

- Providing an agenda to the candidate ahead of the interview with interviewers' names/positions.
- Coaching the candidate on how to best highlight their experiences and qualifications relevant for the position.

When conducting interviews, interviewers should focus on candidates' **quantifiable impact** and **evidence of success** in prior positions/experiences. During the evaluation phase, interviewers should provide **objective evaluations** to avoid biases.

[A Guide to Conducting Behavioral Interviews with Early Career Job Candidates](#) | [How to overcome 4 challenges of recruiting diverse talent](#)

Key actions to building a more inclusive hiring process



5 Job offer and onboarding...



Job offer

When extending a job offer, increase the appeal of the offer by thoroughly selling the company and opportunity by:

- Explaining the 'total package' of benefits to joining your company
- Highlighting your inclusive and welcoming culture. Examples may be: an "onboarding buddy" to help with a smooth transition, a meditation or prayer room, potluck events to celebrate the different nationalities represented among your employees, gender-neutral restrooms, or employee-based events focused on inclusivity (e.g., a Pride Month event)
- Sharing the commitment to professional development and career mobility/trajectory within your organization

Once the job offer has been officially accepted, share the news of your successful new hire through internal and external communications (newsletters and social media)



Onboarding

To prepare the selected candidate for a successful onboarding process, consider supporting your new employee through:

- Coaching
- Mentorship/sponsorship
- Differentiated Development opportunities

Emphasize your company's commitment to DE&I during the onboarding experience, including sharing resources that explain how the new employee can become involved in making the workplace more inclusive (e.g., overview and invitation to your Employee Resource Groups (ERGs)).



TIP

In order to protect and strengthen the company's reputation as an inclusive employer, it is also important to skillfully inform candidates who were not selected in a timely manner.

KEY POINT

As you know, if you work in the hospitality industry there's a good chance your business will attract customers from a variety of countries and cultures. If you want to engage with your customers effectively, your staff should reflect the entirety of your market.

Racially diverse teams outperform non-diverse organizations by as much as 35%.

Read more about it: [Benefits of diversity in hospitality](#) | [Diversity benefits statistics](#)

Inclusive hiring process

QUESTIONS TO CONSIDER FOR INCLUSIVE HIRING AT EACH MATURITY LEVEL

	Foundational (Level 1)	Progressing (Level 2)	Advanced (Level 3)	Leading Edge (Level 4)
Business case	<ul style="list-style-type: none"> Why is it important to recruit and hire more diverse talent? Does the company have the DE&I expertise to build a business case internally or do they need to outsource to a consultancy? 	<ul style="list-style-type: none"> How will DE&I and inclusive hiring drive the business? Who will the business case be shared with and how will the business impact of DE&I start to become “top of mind” for leaders? 	<i>Business case should be developed</i>	<p><i>At the highest level of DE&I maturity, all previous considerations for inclusive hiring should be sufficiently built into your talent acquisition approach.</i></p>
Inclusive position description	<ul style="list-style-type: none"> Does the position description use inclusive language, avoiding gender specific wording and industry jargon? What are the necessary responsibilities and “must haves” for the position versus what is just a nice to have? 	<ul style="list-style-type: none"> Does language clearly state your workplace commitment to diversity, inclusion and belonging and is this visible through your mission, website, authentic photos, employees, etc.? Do you leverage different types of content for your job description, e.g., videos and audio files with transcripts and close captions, downloadable information sheets, vision- and hearing-impaired-friendly solutions, dyslexia-friendly fonts? 	<ul style="list-style-type: none"> Does the position description emphasize inclusive benefits of your organization (i.e., parental leave, mental health & wellness programs)? 	
Diverse candidate pool	<ul style="list-style-type: none"> Does the company have legal representation that could advise on any legal implications around DE&I initiatives, demographics captured, etc.? 	<ul style="list-style-type: none"> Where has the organization traditionally marketed job descriptions and postings in the past? How can it reach new sources? 	<ul style="list-style-type: none"> Where can the organization develop long term networks/relationships with professional associations and organizations to attract underrepresented talent 	
Candidate interview	<ul style="list-style-type: none"> Do interviewers know which questions are appropriate to ask candidates and do questions abide by all legal guidelines? Do the interviewers have a strong sense of the necessary job requirements/“must haves” so they can assess objectively? 	<ul style="list-style-type: none"> Have recruiters and hiring managers been trained in inclusive hiring practices? Create diverse interviewing panels that represent the diversity of the world we live in; is there a diverse group of individuals interviewing the candidate? 	<ul style="list-style-type: none"> Do the interviewers demonstrate the organization's commitment to diversity (i.e., using interview questions that demonstrate its DE&I literacy)? Is the organization creating an inclusive and equitable interview environment? 	
Offer and onboarding	<ul style="list-style-type: none"> Does the job offer appropriately showcase the benefits of joining the company? Does the job offer utilize inclusive language? Have candidates who were not selected been appropriately notified? 	<ul style="list-style-type: none"> Does the job offer provide a comprehensive “package” to showcase the benefits of joining the organization, aside from salary and inclusive benefits? 	<ul style="list-style-type: none"> Is the company considering how the new employee can fulfill the current role but also stretch assignments, development opportunities, mentorship/sponsorship that will prepare the individual for career mobility within the organization? 	

Becoming an inclusive leader

Creating solid business plans, managing them well, delegating tasks and protecting employees from ambiguity is no longer enough in the face of continual disruption. All of this requires a new type of leader. Inclusive leaders empower team members to take risks and bring their authentic selves to work while also helping organizations to innovate and capitalize on new business opportunities.



WHAT DOES AN INCLUSIVE LEADER LOOK LIKE?

Building diversity, equity, and inclusion starts with inclusive leaders—not just at the top, but at every level of the organization. Inclusive leaders across all industries have certain personality traits, competencies, and biographies in common. These key elements work together to make inclusive leadership a reality.

TAKEAWAY:

An inclusive leader is:

- Self-aware
- An advocate for diversity
- Able to leverage the differences within the team to achieve better performance

Greater diversity does not automatically lead to better results. While diverse teams do outperform and out-innovate homogenous teams, they can also be significantly less effective. The differentiator is leaders who can skillfully manage in an inclusive way.

ENABLING TRAITS

Traits are generally hardwired and include an individual's personality, sense of purpose, and values. The core enabling traits of an inclusive leader are:

Authenticity

Requires humility, setting aside ego and establishing trust in the face of opposing beliefs, values, or perspectives

Emotional Resilience

Requires the ability to remain composed in the face of adversity and difficulty around differences

Self-assurance

Requires a stance of confidence and optimism

Inquisitiveness

Requires openness to differences, curiosity, and empathy

Flexibility

Requires the ability to tolerate ambiguity and to be adaptable to diverse needs

ESSENTIAL COMPETENCIES

An inclusive leader must also possess the skills to lead inclusively. These are the Five Disciplines that are essential for inclusive leadership:

Builds Interpersonal Trust

Is honest and follows through; establishes rapport by finding common ground while simultaneously able to value perspectives that differ from our own

Integrates Diverse Perspectives

Considers all points of view and needs of others; skillfully navigates conflict situations

Optimizes Talent

Motivates others and supports their growth; joins forces for collective success across differences

Applies an Adaptive Mindset

Takes a broad worldview; adapts approach to suit situation; innovates by leveraging differences

Achieves Transformation

Willing to confront difficult topics; brings people of all backgrounds along to achieve results

Biographical experiences. Inclusive leaders need to be able to identify others culturally driven preferences to gauge how productive their preferred style is likely to be. Diverse personal and professional experiences, such as living in a different region or being in a fully racially or ethnically mixed environment, lead to greater inclusivity.

[Read more about Inclusive Leadership here.](#)

Becoming an inclusive leader

1	Measure your inclusivity as a leader Start by reflecting on your behaviors to gain awareness of how much you promote a diverse and inclusive workplace. Try this quiz!
2	Develop your INCLUDE skills <ul style="list-style-type: none"> • Impact: Build awareness of how your biases drive your behavior and can impact others. How? Test your assumptions for accuracy. • Notice: Notice your reactions in moments that matter and ask yourself why you are thinking and feeling that way. How? Look for patterns in what triggers strong or quick reactions for you. • Communicate: Share your commitment to inclusion in words and actions. Invite unconventional ideas and encourage others to do so. How? Actively seek out a wide variety of viewpoints. • Leverage: Demonstrate appreciation for different perspectives and look for ways to leverage them to achieve business results. How? Invite someone who is different from you to work with you on a project. • Uncover: Share more of who you are and encourage others to do the same to build rapport and trust. How? Risk vulnerability to show more of your true self to others at work. • Disrupt: Pause before making decisions or taking actions that impact people, to disrupt ineffective biases. How? Ask yourself how it might feel being on the receiving end of your behavior. • Empathize: Understand and acknowledge the feelings and experiences of others even if you don't agree with them. How? Ask what the other person would do. <p><i>Believe in the power of people</i></p>
3	Seek experiences that interrupt your behavioral bias <ul style="list-style-type: none"> • Practice your INCLUDE skills. • Work on cross-functional, cross-divisional, cross-market assignments. • Consult with people outside of your own circle. • Participate in DE&I trainings, coaching, and continual development.
4	Measure progress and accountability As your DE&I maturity increases, measurement and accountability also progresses: <ul style="list-style-type: none"> • Foundational: Leaders begin to understand how inclusive leadership impacts business outcomes. • Progressing: DE&I goals are included for leaders. • Advanced: Leaders are accountable for their inclusive leadership enablement. • Leading Edge: Leaders are key DE&I change agents and hold the organization accountable.



REAL-LIFE SUCCESS STORY

Problem: Low satisfaction rates and high intention-to-leave rates for women of ethnic and racial minorities

Approach: Helping managers, who were mostly white males, develop greater ability to gain deeper trust from employees through active listening

Outcome: Women of color were able to voice their career goals and it led to 75% advancement for women of ethnic and racial minorities

[Read more here.](#)

OUTCOMES

36%

of companies with ethnically diverse executive teams are more likely to outperform on profitability.

73%

of employees are empowered to perform their best work when they feel their voices are heard at work.

75%

more likely to see ideas become productized.

87%

of the time diverse and inclusive teams make better decisions.

[Korn Ferry's Inclusive Leadership Research.](#)



TIP

Korn Ferry and AHLA Foundation have created a Leadership Academy training program for executives focused on inclusive leadership and how it positively impacts the organization and the individual. For more information, contact [Jenn Clark Fugolo](#) at AHLA Foundation.