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## Suggestions for Using “Making the Strategic Business Case for Diversity”

**Objectives:**

- Identify the business drivers regarding diversity
- Build a case that identifies how diversity can be leveraged for organizational success
- Illustrate the negative costs of diversity issues that have been ignored or poorly managed

**Intended Audience:**

- Executives whose support and buy-in is needed
- Diversity Councils charged with building the strategic business case for diversity
- Managers who need to use diversity as a vehicle to improve teamwork and morale
- Employees at all levels who are needed to support and implement diversity culture change

**Materials:**

- Copies of the figure, *Making the Strategic Business Case for Diversity* and the table, *Building the Strategic Business Case for Diversity*
- Chart paper and markers
- Tape for putting large replicas of the four areas of the worksheet on the walls

**Processing the Activity:**

- Facilitator raises the question, “Why pay attention to diversity?” Expect some random responses from the group that mention change, demographics, and increased creativity. After fielding a few responses, the facilitator begins a lecture on the model entitled *The Strategic Business Case for Diversity*.
- The facilitator explains that the business imperative is both internal (people inside an organization have to see how it matters to ongoing work relationships and conflict resolution) and external (consumers know when they are understood and valued through ads and sales pitches). The facilitator also talks about leveraging diversity for gain (opportunity) and reducing liability.
- The facilitator then asks participants to fill out the participant worksheet to define opportunities and liabilities internally and externally as they see them from their perspective.
- Once they have done so, divide the large group into small groups at various stations. Have between four and six people in each group. Enlarged charts and markers will be at each station and each group will put all its data on their chart.
- Halfway through the small group brainstorming of data, distribute Table 11.2, *Building the Strategic Business Case for Diversity* to stimulate additional thoughts.
- After 15 minutes, reconvene the whole group for a large-group discussion.

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Suggestions for Using  
**“Making the Strategic Business Case for Diversity” (continued)**

**Questions for Discussion:**

- Which business case opportunities are easiest to make?
- How have you altered the WIFM's (what's in it for me) to suit people at each level of the organization?
- What data do you need to support these drivers?
- Where is it difficult to make the case at all?
- What are the strongest arguments for the external environment, both as opportunity and liability?
- Which benefits talk most strongly to the employees?
- How can you convert any of this to the data that talks to each audience; some is dollars and cents and some in improved climate and culture?