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The Leadership Center for Inclusion



**The millennial majority is
transforming your culture**

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As of 2015, millennials encompass a majority of the workforce, over half of them are already managers with decision-making authority and direct reports. Despite this rise in rank for many, their success is overshadowed by the fact that they just do not see the promise of purposeful, values-based careers. They have been disillusioned by the fact that their companies are seemingly devoid or disconnected from the ideals of purpose-driven work, products, and or societal good. As a result, our research has found that millennials are not fully comfortable in their current corporate cultures, and are less engaged and satisfied. With this significant influx of a generation into organizations and into critical roles within organizations, companies are at risk of losing this talent due to cultures that stifle a sense of purpose, values, teaming, ideation, and innovation.

This paper is the result of a comprehensive research partnership between the Billie Jean King Leadership Initiative (BJKLI) and Deloitte. Our first collaborative publication was aimed at understanding one disconnect of the cultural experience at work: How millennials, X-ers, and baby boomers define diversity and inclusion. Released in mid-2015, this paper concluded that the stark differences between millennials, X-ers' and boomers' definition of diversity and inclusion impacted engagement, a sense of belonging and productivity, and innovation. As a result, companies were at risk of losing talent, tarnishing their brand and impacting their intellectual property (IP).²

BJKLI is working to create a movement where diversity and inclusivity are valued and promoted in the workplace — two factors that are significant parts of the cultural puzzle for millennials. This paper will extend the exploration into a broader view of culture and engage in understanding not only the differences among the generational views of culture, but the risks associated with a potential culture clash.

Although many millennials are not satisfied with the current status quo, the insights they have shared and the changes they are pioneering represent progress in the creation of inclusive, purpose-driven cultures that attract, engage, and retain members of all generations. Now, it is up to us to further the dialogue and take action.

Two out of three millennials state their organization's purpose is the reason they chose to work there, yet only one out of five millennials in organizational cultures without perceived purpose are satisfied at work.



Billie Jean King
Founder
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They are here! Meet the current (and rapidly rising) leaders of our workforce

As we have compiled data from around the world, we have been surprised that so many people still picture millennials as late bloomers carrying huge debt and living in their parents' basements. The days of entry-level millennials being motivated by a foosball table in the office are far in the past. Not only are the oldest millennials now in their mid-30s, but in 2014, Deloitte found that half of them are already managers with decision-making authority and direct reports, and are rising to senior-level positions rapidly.

Despite this generation being active contributors and leaders of our workforce, many millennials hold distinct and rather unfavorable views on today's business environment. Fortunately, these views come with suggestions for improvement, and in Deloitte's 2014 study¹, millennials indicated that approachability and transparency were essential in today's business environments. One-third of respondents reported that a more accessible, collaborative culture is a major way in which organizations can meet the needs of rising millennial leaders.

So what are these needs of rising millennial leaders? Our research suggests the cultural elements that matter most to millennials are the ability to:

- Be purpose driven in their work, first and foremost
- Invent new ways of doing business and solving problems
- Create flexible careers that play to their strengths and avoid being "stove piped" into one aspect of a business
- Collaborate openly, using tools that allow them to gain visibility with others, exchange ideas, and innovate solutions
- Try new ways of solving business issues without the "this is the way we've always done it" mentality

Even with many millennials in positions of authority and large numbers of them entering into the workforce, most organizational cultures have not caught up with these requirements and millennials are not waiting around — they are driving major cultural shifts within our organizations as we speak. It is our hope that this paper will underscore the need for companies to transform culture in order to meet the multigenerational needs that result in better business outcomes, increased engagement, and innovation. Progress will involve understanding how millennials learn and work differently, following their lead in blending work with purpose, and creating environments that best enable collaboration. These changes will yield opportunities for millennials and other generations to come together.

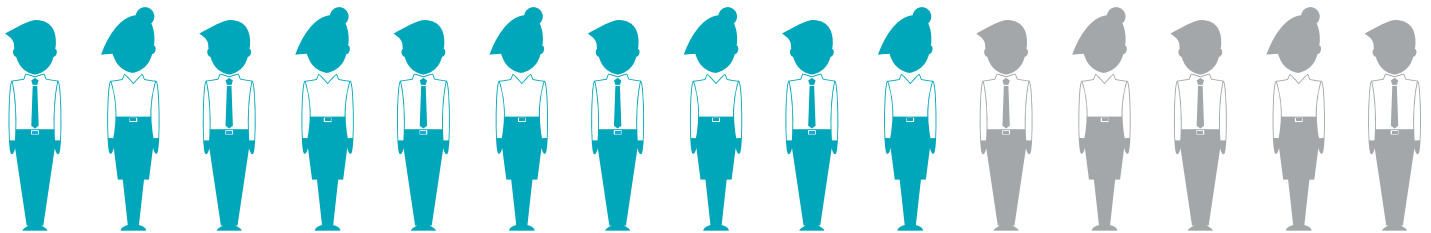
In the coming pages, we will discuss the criticality of purpose, or the extent to which organizational values lead the objectives for which businesses seek to make impact on society in a meaningful way, how organizations are not always achieving this, and how millennials are transforming cultures to solve for this challenge. We will also delve into the reasons millennials indicate they do not feel supported to lead effectively within the vast number of leadership roles they are filling, how modernization is key to fulfilling millennial leaders need for purpose, and the critical components of a modernized culture. Finally, we will highlight the urgency required for organizations to evaluate their organizational culture and will discuss the effective approaches to consider in providing the right environment for multigenerational collaboration, innovation, and inclusion.

Millennial leaders are pushing cultural transformation

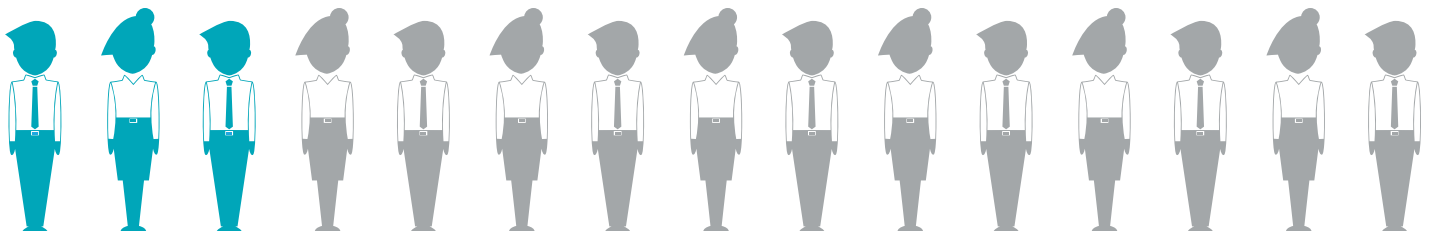
Millennials want to be all in, and their rising status as leaders combined with their work and development preferences are evolving the cultural norms for organizations today. Millennials are transforming the status quo by seeking purpose in the organizations they serve without sacrificing the flexibility to be who they are at work and live a fulfilling life outside of it.

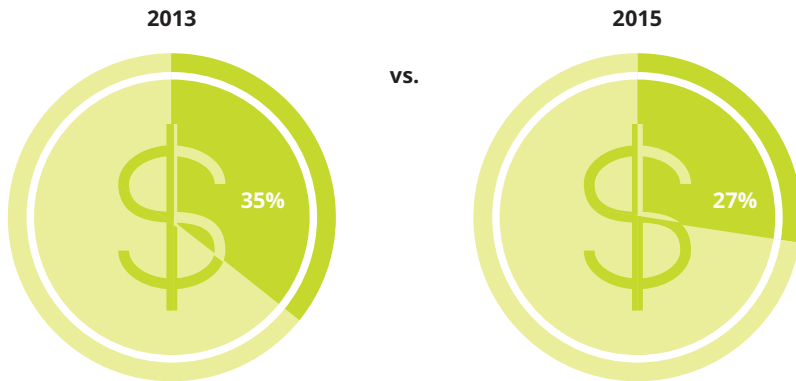
Purpose, in our context, is an overarching vision for positively contributing to society in a meaningful way. Nearly two out of three millennials state their organization's purpose is a reason why they choose to work there, yet in organizational cultures without perceived purpose, only one out of five millennials are satisfied at work.²

2 out of **3** millennials state their organization's purpose is a reason *why* they chose to work there



Only **1** out of **5** millennials in organizational cultures without perceived purpose are satisfied at work





Since 2015, fewer millennials believe businesses should focus on profit, and should shift the focus to business strategy and impact

The divide between purpose-driven millennials and modern business is further evident in millennials' feelings about their organizations and their distinct perception that purpose-driven business — or the extent to which organizational values lead the strategy, direction, and intention of business impact — has decreased in the last two years. While millennials believe the pursuit of profit is important, less than half said it should be the most important achievement of a business. Combine those views with the fact that the majority of millennials believe current leadership and organizational cultures are too traditional and inward-looking, and we begin to see a desire to revolutionize our organizations' cultures. For the millennial generation, an organization exists to create business purposeful impact first. Profits will follow.

Purpose is an underlying expectation for millennials and they believe it can nearly always be realized in the activities of collaboration and intrapreneurship (entrepreneurship strategies within the context of an established organization). Approximately 50 percent of millennial respondents to our research said that their generation brings a unique focus on creativity and innovation, and they generally feel that start-ups are better vehicles for their talent.¹

Similarly, the 2015 Deloitte millennial study uncovered that many millennials in both developed economies (35 percent) and emerging economies (50 percent) view large businesses as less desirable places to work, and that 70 percent of millennials want to eventually launch their own companies.²

If this is your first exposure to the fact that millennials are increasingly dissatisfied with their organizations, you may be wondering why it matters. After all, millennials may encompass a majority of employees, but they are still young. They are not the influential ones yet, right? Let us dig more deeply into that perception.

The 2014 Deloitte millennial study found that millennials have moved into senior-level positions far more quickly than anticipated. At the time of the study, 50 percent of currently employed millennials already met our definition of a leader. Forty-four percent of them had only three to five years of experience, yet 41 percent had four or more direct reports. By contrast, at the same age, most baby boomers and Generation X-ers were still in junior-level positions.¹ Unfortunately, these young professionals often do not feel adequately prepared to be leaders. Of current millennials who said they were leaders, only 36 percent responded that they felt ready when entering the role, and 30 percent still did not feel ready at the time of the survey — citing managing difficult people or situations, lack of experience, and dealing with conflicts as their top concerns.

Along with the perceived lack of purpose in today's organizations, this lack of confidence has negatively impacted the number of some millennials who want to lead. In further research, we found that only 38 percent of millennials in developed markets said they aspire to become the "leader or most senior executive within their current organization" and only half would like to "get to a senior position, but not number one."¹

This has great implications for organizations who need to build pipelines of talent. We do not have to look hard for the answer in retaining this talent; millennials have been clear on what they are looking for and moreover, they have given leaders strategies to help ensure their engagement. In the 2014 study, millennial respondents cited that achieving a goal despite challenges, building a team from scratch, and gaining cross-functional and cross-industry expertise are critical activities to keep them engaged and committed. In other words, millennials are eager to serve in leadership roles, but they are not comfortable operating in the type casted role of previously defined leadership. They understand they do not have the same breadth and depth of experience their predecessors have had, but they see the opportunity to redefine what it means to lead, how a leader should lead, and what it means to be accomplished at that level.

The formula is pretty straightforward and organizations should be better at providing these opportunities outside of a formal job title. While this is for some companies a heavy lift in changing or modifying their business models, it will likely provide benefit in building a culture of apprenticeship, real-time learning, and project-based mentorship.

Many millennials are hungry for a culture of work that expands their thinking in the service of better projects, brands, science, technology, and the list goes on. They have suggested that opportunities for rotational programs — in which they spend two or three months working in different areas of a company — and expatriate assignments — in which they have the opportunity to live and work in another country and would benefit the company in providing a global pair of “fresh eyes” on the way work could be improved for all. Even a modest implementation, like having a millennial leader travel to a foreign office and oversee a month-long project, can have a major impact.

These changes cannot, however, be met in a vacuum. Rising millennial leaders will likely only be excited about and successful in the c-suite of the near future if we are willing to fully modernize our cultures and infuse them with purpose and intrapreneurship, in essence creating a new definition of leadership. In the next section, we will discuss why technology, skill alignment, innovation, and work/life integration are crucial pieces of the puzzle.

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Despite the fact that 44% of millennials had only 3–5 years of experience



While, at the same age, most Baby Boomers and Gen-Xers were still in junior-level positions

Modernization drives purpose and critical business outcomes, but progress is required

Technology, skill alignment, innovation, and work/life integration provide opportunities to blend work with purpose and improve productivity, engagement, and retention — and ultimately, business results — for members of all generations.

Millennials have told us that a sense of purpose — or a vision for positively contributing to the organization and its society in a meaningful way — is king. The purpose-driven culture is flexible enough to meet a variety of work styles and needs, including those of baby boomers

and Gen X-ers. However, we are not yet where we need to be. According to our recent research, improvement in these four areas is essential for facilitating such a culture and, by extension, bolstering business performance.

Technology

Globally, millennials are often called the most productive employees of any age group,



and this is primarily due to their capability and comfortability with ever-evolving technology. According to a recent CompTIA survey, two-thirds of millennials say they are either cutting edge or in the upper tier when it comes to the use of technology. A majority of baby boomers, by comparison, place themselves in the middle tier on tech usage.³

Every year, as new tools are released, they allow professionals to work more purposefully and many millennials are right on top of these developments. In the 2015 Deloitte millennial study, more than a third of millennials indicated they develop mobile apps outside of work, nearly two-thirds reported they use their businesses' social tools or networking applications for instantaneous collaboration, and nearly 80 percent of millennials agree that as technology develops further, their work lives will become more fulfilling.²

Unfortunately, most business cultures tend to place technology squarely in the hands of the information technology department. Although employees could be developing their own applications and integrating new software with their organization's infrastructure, they are often discouraged from doing so and their productivity drops as a result.

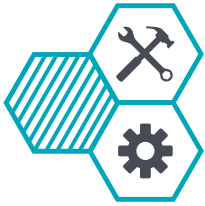
Instead of segmenting technology into an area of the organization — thereby creating barriers in using platforms and tools that facilitate collaboration and innovation — organizations can create a freedom for technology use that allows for flexibility in work connectivity and work product creation, while continuing to safeguard and monitor key information and assets. The implications of technology use extend to cybersecurity, but can be created in a way that safeguard organizations, while enabling freedom for innovation and collaboration within the organization.



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Skill Alignment

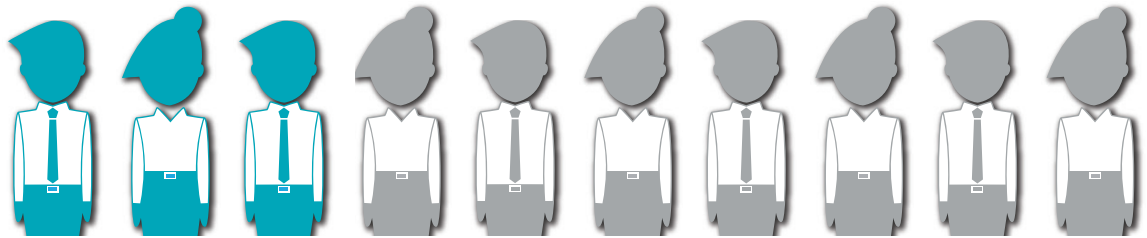
When employees of any generation cannot use their skills, they often cannot



work purposefully. Also, according to a 2015 Gallup poll, millennials are less likely than other generations to say they "have the opportunity to do what they do best" at work.⁴

Our research supports this notion, but adds some deeper insight and reports that, regardless of geography, only 28 percent of millennials feel their organizations are making full use of their skills. That figure drops to 23 percent in developed markets and below 20 percent in Japan (9 percent), Turkey (15 percent), South Korea (17 percent), and Chile (19 percent).²

Furthermore, when asked: "In your current organization, will you be able to learn the skills and gain the experience to achieve your career ambitions, or will you need to work in another organization to get these skills and experiences?", 42 percent of millennial respondents commented that they will need to work elsewhere.¹



Only one third of millennials feel their organization is making the *most* of the skills and experience they are able to offer

Rather than accepting turnover as an innate tendency of this generation, organizations should challenge the status quo and shift culture to fully utilize millennial talent. Millennials are commonly leaving organizations to develop themselves elsewhere, and though the skills millennials bring to the workforce are perhaps more varied than previous generations, there is much they can develop without leaving our organizations. Evolving roles and responsibilities to enable millennial skill use while fostering mentorship and apprenticeship opportunities with older generations, enabling cross-functional collaboration, and establishing immersive development opportunities are just a few things we can implement to close this gap.

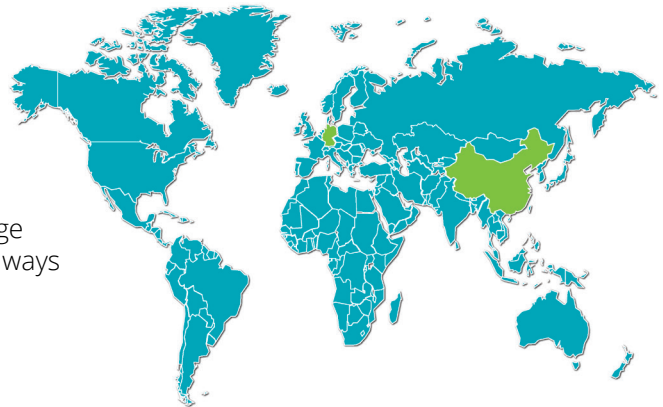
Innovation

In both the 2014 and 2015 Deloitte millennial studies...



millennials indicated that they valued learning innovative strategies and incorporating them into their work. However, only half said that current business cultures encourage employees to come up with better ways of doing things (with even lower percentages of millennials stating this in China and Germany), and only 23 percent said their senior leadership team prioritized developing new and innovative products and services.²

Less than 50% of millennials in Germany and China report that current business cultures encourage employees to come up with better ways of doing things

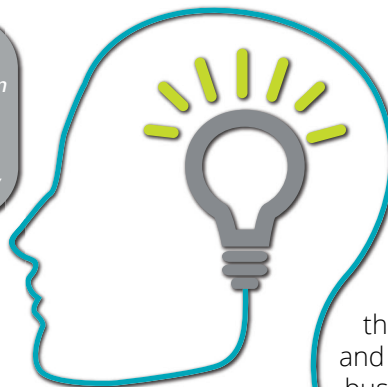


Innovation and purpose are well-connected for members of all generations, but according to millennial respondents, constraints are still abound in most organizations. More than a quarter of 2015 respondents said the main barrier to innovation is the attitude of senior management, and more than a third cited financial barriers, including a general lack of investment in research and development (R&D).

25% of millennials said that the main barrier to innovation is the **attitude of senior management**

"There are certain requirements, while I understand why they are in place, there are not conducive to finding different avenues of bringing in new business."

"I feel as though my opinions and innovative perspective is hushed and frowned upon."



More than **33%** cited financial barriers, including a **lack of investment** in R&D

If innovation is a critical component to business success and millennials are yearning for opportunities to innovate, what holds us back from charting a barrier-free path to maximizing it? **Senior leadership should compromise to allow for flexibility in developing new processes and approaches to solving problems.** Companies that cannot invest large sums of cash into R&D may enable innovation through collaborative strategies, tools, and technologies aligned to strategic business outcomes. **Millennials will likely seek to innovate through purpose-driven opportunities of impact, and these do not necessarily require a significant corporate investment.**

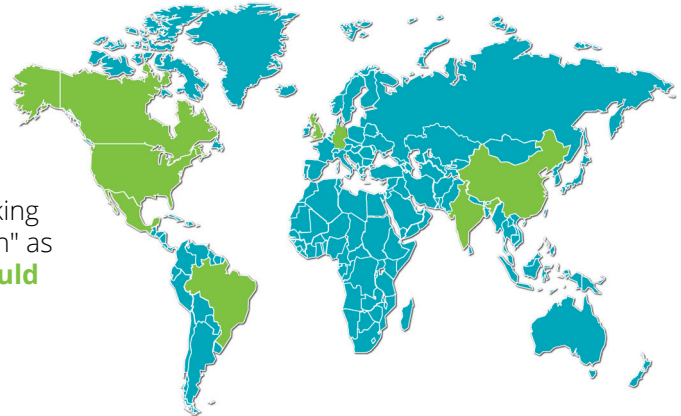
Empowered Well-being and Work-life Fit



Finally, employees of all generations are often able to be most purposeful about...

their work when they can effectively strike a balance between work and life — otherwise known as an empowered well-being and strong work-life fit. However, in Deloitte's 2014 millennial study, respondents in Brazil, Canada, China, Germany, India, Mexico, the United Kingdom, and the United States listed "flexible working conditions and work/life integration" as the No. 1 way organizations would have to change if they wish to improve retention, and globally, work/life balance was cited as a top 3 primary concern among millennials moving into leadership roles.¹

Millennials in **Brazil, Canada, China, Germany, India, Mexico, the United Kingdom, and the United States** listed "flexible working conditions and work/life integration" as the **No. 1 way organizations would have to change if they wish to improve retention.**



Although millennials have always been concerned about having good work-life fit and well-being, their new status as parents has really prompted them to sound the alarm. According to 2013 research from Pew⁵ and 2015 research from the Boston College Center for Work and Family⁸, both millennial moms and dads are struggling to balance personal and professional duties. And most companies, especially in the U.S., have cultures that are woefully unequipped to provide relief and support, and productivity is negatively impacted.

In its 2015 Better Benefits survey, Care.com⁶ found that 90 percent of employees have left work early, 30 percent have cut their work back by six or more hours per week due to family responsibilities, and 41 percent of working parents said that a lack of family assistance-related benefits has hurt their work performance.

This challenge is not going away and the sooner organizations get comfortable in offering flexible work arrangements — without sacrificing the achievement of business goals — the quicker they will likely see returns on their investment in talent.

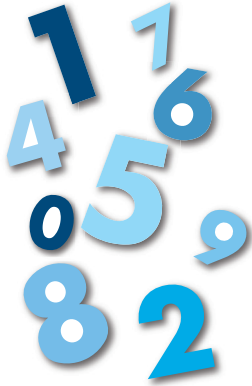
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— *furthermore...* —

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There is Power in Numbers



The millennial majority is already looking for real-time cultural transformations,

including the implementation of modern approaches that facilitate purposeful work for all generations. Two salient examples are the elimination of annual performance rankings and reviews to foster ongoing communication, inclusion, and engagement; and the explosion of telecommuting to foster better well-being and work-life fit.

In the former case, by the fall of last year, 51 large organizations were moving to no-ratings systems, and Bersin by Deloitte found that 70 percent of companies were reconsidering their performance management strategy.⁷

In the latter, Gallup's 2015 Work and Education poll showed that the average professional now telecommutes roughly two days per month, and over the past decade, there has been an increase in telecommuting of 30 percent.⁴

Millennials have told us a great deal, and in fact created the roadmap for what the future of corporate cultures can look like. Leaders should now use that information to change our lens and drop our old, derogatory assumptions about millennials. This generation is aiming to create a win-win for higher growth, better innovation, commitment, and connection with each other and customers. If we want our multigenerational workforces to be engaged and productive, we can develop the culture they envision and support the unleashing of all our potential at work.



Creating a purpose-driven culture

Thanks to intelligence supplied by rising millennial leaders, we have an unprecedented opportunity to shift our cultures in a way that increases engagement and productivity for members of all generations. These include validating purpose from the ground up, encouraging transparent communication and collaboration, and nurturing innovation and smart creatives.⁹

The first sensible step for all organizations is to validate purpose. Roy Spence, author of *It's Not What You Sell, It's What You Stand For*, describes business purpose as the main reason companies may gain profit. He recommended that companies bring their purpose to light by reviewing their heritage; contrasting successes and failures; asking why the organization is doing things a certain way; and engaging leaders, employees, and customers in the conversation.¹⁰

Next, we should consider how leadership is defined within our organizations. The traditional unidirectional flow of information from top to bottom is often not acceptable to modern employees. Inspired by millennials, professionals in all generations expect complete transparency. They want to understand the organization's purpose; they want to understand how that purpose drives the business strategy and direction; and they want to use technology tools and platforms to innovate, communicate, and collaborate seamlessly up, down, and across the organization.

Approaches to feedback should also evolve. Performance conversations are happening more informally and more frequently via on-demand assessment systems that emphasize emoticons and other short-form comments. Leaders should have an open-door policy for feedback and solicit individual and team opinions and perspectives on major decisions and new developments. Your organization might also experiment with a Holarctic style, which

removes power from a management hierarchy and distributes it across self-governed teams with clear roles that are executed autonomously by each member.

Increasingly, employees are looking for new and better ways of accomplishing business goals. In our first paper and earlier in this paper, we mentioned that intrapreneurship is an important value. You can infuse your culture with the spirit of innovation by designating time for it in employee schedules. You might, for instance, consider a Hack Day, or a 24-hour period in which your team comes together to innovate in a specific area. Encourage your employees to pinpoint fresh opportunities, and provide them with the right tools to tinker with processes, products, and services. Reassure them that their jobs are not in jeopardy if a project fails, and incentivize them to take risks.

Of course, once the purpose-driven fire hose is on, leaders should know what to do with all of that water. Show your employees that you are serious by establishing processes for engaging and enabling the workforce, vet and fund the most promising purpose-driven innovation initiatives, and create an energizing campaign for communicating the success of the organization on the people, environment, and broader society it serves.

Conclusion

When the first millennials entered the workforce in the early to mid-2000s and started expressing their opinions, no one paid much attention. They were, after all, just entry-level employees in organizations dominated by entrenched baby boomer leadership.

Now, however, the division in cultural preferences between the older and younger generations is getting wider. If this were a competition, millennials would surely win as they flood leadership ranks and the workforce in general.

However, it is not a competition. We are all working toward the same goal, which is the continued success of our organizations into the mid-21st century. And without productivity from, engagement with, and retention of our multi-generational workforce, this likely cannot happen.

Results from the 2015 BJKLI/Deloitte inclusion study as well as the 2014 and 2015 Deloitte millennial studies supported the notion that new views on diversity and inclusion are necessary if organizations are

to effectively mobilize and motivate the best talent. Cultures should narrow the gaps between senior mandates and junior points of view, profit and purpose, and established processes and new innovations.

Although many organizations have made strong progress moving from a command and control leadership style to a more transparent and holacratic one and leveraging technology advances to provide more flexible work models, there is still much to be done in developing purposeful cultures — cultures which can benefit employees of all generations. We hope that our research is a starting point to bridging capital between millennials and other generations where they can come together and collaborate on the right solutions.

About the authors



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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 TEDxNJ.



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Stephanie is a Manager with more than eight years of experience helping clients drive higher organizational performance through analytics, solution development, and thought leadership. Stephanie leads Diversity and Inclusion Analytics for Deloitte's Inclusion Center of Excellence, where she helps her clients unleash the full potential of their workforce through targeted solutions and advanced inclusion analytics. Stephanie also leads a portfolio of work for Deloitte's Survey Research and Analytics Center, enabling clients to effectively diagnose, predict, and better anticipate organizational outcomes.

Stephanie has her Ph.D. in Industrial/Organizational Psychology, with a concentration in diversity, inclusion, and organizational development. Stephanie has designed and implemented numerous talent analytics initiatives across most industries on a variety of topics, such as unconscious bias, talent innovation and inclusion, safety and health analytics, and workforce engagement. Stephanie has a passion for helping clients realize truly inclusive environments while enabling the use of analytics to link the impact of inclusion on critical business outcomes.

In addition to advising clients, Stephanie enjoys conducting research that has an impact on organizational approaches to diversity, inclusion, and talent management and she presents on these topics regularly. She also oversees Deloitte's sponsorship of the Best Places to Work in the Federal Government Program, where she leads a variety of webinars, workshops, and events focused on increasing engagement across government, and provides advisory services to federal agencies, enabling greater employee engagement and improving the workforce climate across federal government.

Additional information

BJKLI/Deloitte Inclusion Study Methodology

A meta-analysis of six robust data sources was performed to identify insights and trends on workplace culture, the impact generational differences have on culture, and the extent to which these outcomes vary across the globe. Our research draws from the following sources:

- **The Deloitte 2013–2015 Global Millennial Survey** is an annual survey that collects views from more than 7,900 millennials across 29 countries globally. The survey respondents include millennials from a variety of backgrounds, with representation across gender, country, full-time status, educational background, organization ownership, company size, and industry sector. The survey asks respondents about what they think of businesses today, their impact on society, and what makes effective leaders.
- **The 2014 Deloitte Millennial Leadership Study** is a collaboration between Deloitte and Universum aimed at understanding the future of leadership and the impact on millennials. The online, anonymous survey consists of 43 questions. The 2,422 survey respondents include millennial students and professionals across eight countries (Brazil, China, Canada, Germany, India, Mexico, UK, USA) from a variety of backgrounds, with representation across gender, country, full-time work experience, direct reports, educational background, career level, primary function, company size, and industry sector. The survey asks respondents their desired leadership traits, their leadership strengths and weaknesses, and their perspective on future business challenges and innovations.
- **The Deloitte/BJKLI Millennial Influence Survey** is a collaboration with BJKLI to understand the millennial lens on inclusion and examined more than 3,500 global practitioners across seven sectors to reveal differing definitions of diversity & inclusion and the impact on organizational outcomes. The online, anonymous survey consists of 62 questions. The 3,726 survey respondents include individuals from a variety of backgrounds, with representation across gender, race/ethnicities, sexual orientation, foreign national status, veteran status, disability status, level within an organization, tenure with an organization, and industry sector. 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.

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Endnotes

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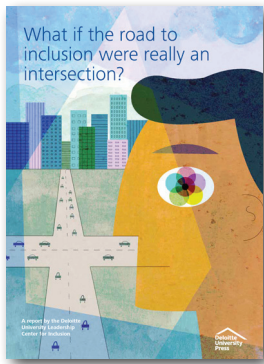
Innovative research



Uncovering Talent

Nearly half of all professionals surveyed report covering — a strategy through which individuals manage or downplay differences. Covering can prevent an individual from bringing their authentic selves to work and hinder an organization from a truly inclusive culture.

www.deloitte.com/us/uncoveringtalent



What if the road to inclusion were really an intersection?

How can leaders build inclusive cultures that leverage employee potential at work? It is time to refresh corporate efforts by taking an intersectional approach. This requires critically revisiting whether the existence of employee resource groups and targeted diversity programs are paradoxically non-inclusive.

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The transformation of diversity and inclusion: The millennial influence

Millennials are unique in viewing cognitive diversity as essential for an inclusive culture that supports engagement, empowerment, and authenticity — and they value inclusion as a critical tool that enables business competitiveness and growth. As millennials flood leadership ranks, their perspectives will demand a shift in traditional diversity and inclusion models.

www.deloitte.com/us/millennialinfluence

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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 Deloitte University 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.

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