

# LGBT Diversity

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# Business Case for Diversity

- Diversity is Good Business
  - Attract and Retain the Best Possible Talent
    - Businesses around the World are competing for the Most Talented People
    - The Most Talented People come from every sex, ethnicity, age, sexual orientation, sexual identity.....
  - Getting the Best from the Talented Group
    - Employees Who bring Their Real Identity to Work are much More Efficient
    - Reduce Group Think

# Wriston's Law

In his 1992 book, *The Twilight of Sovereignty*, the late **Walter Wriston** predicted the rise of electronic networks and their economic effects, which he summarized in what we now call **Wriston's Law**: Wriston said capital (meaning both money and ideas), when freed to travel at the speed of light, "will go where it is wanted, stay where it is well-treated."

By applying Wriston's Law of capital and talent flow, you can predict the fortunes of companies (and countries). All predictions about future performance must start with this most basic question: Do companies (and countries) attract money and talent, or repel it?

[www.isegoria.net/2009/07/wristons-law.htm](http://www.isegoria.net/2009/07/wristons-law.htm) with similar ideas in [blogs.forbes.com/digitalrules/2009/07/wristons-law-still-holds](http://blogs.forbes.com/digitalrules/2009/07/wristons-law-still-holds)

# Talent Comes in All Packages

- Many managers would tell you they want the best talent, whatever planet they come from.
- Biases come from:
  - Stereotypes
  - Real Observations
  - Personality and Style Conflicts

# Stereotypes

- Stereotypes are a Normal Way for People to Categorize People
  - Sex
  - Race
  - Religion
  - Age
  - Sexual Orientation/Identity
  - .....

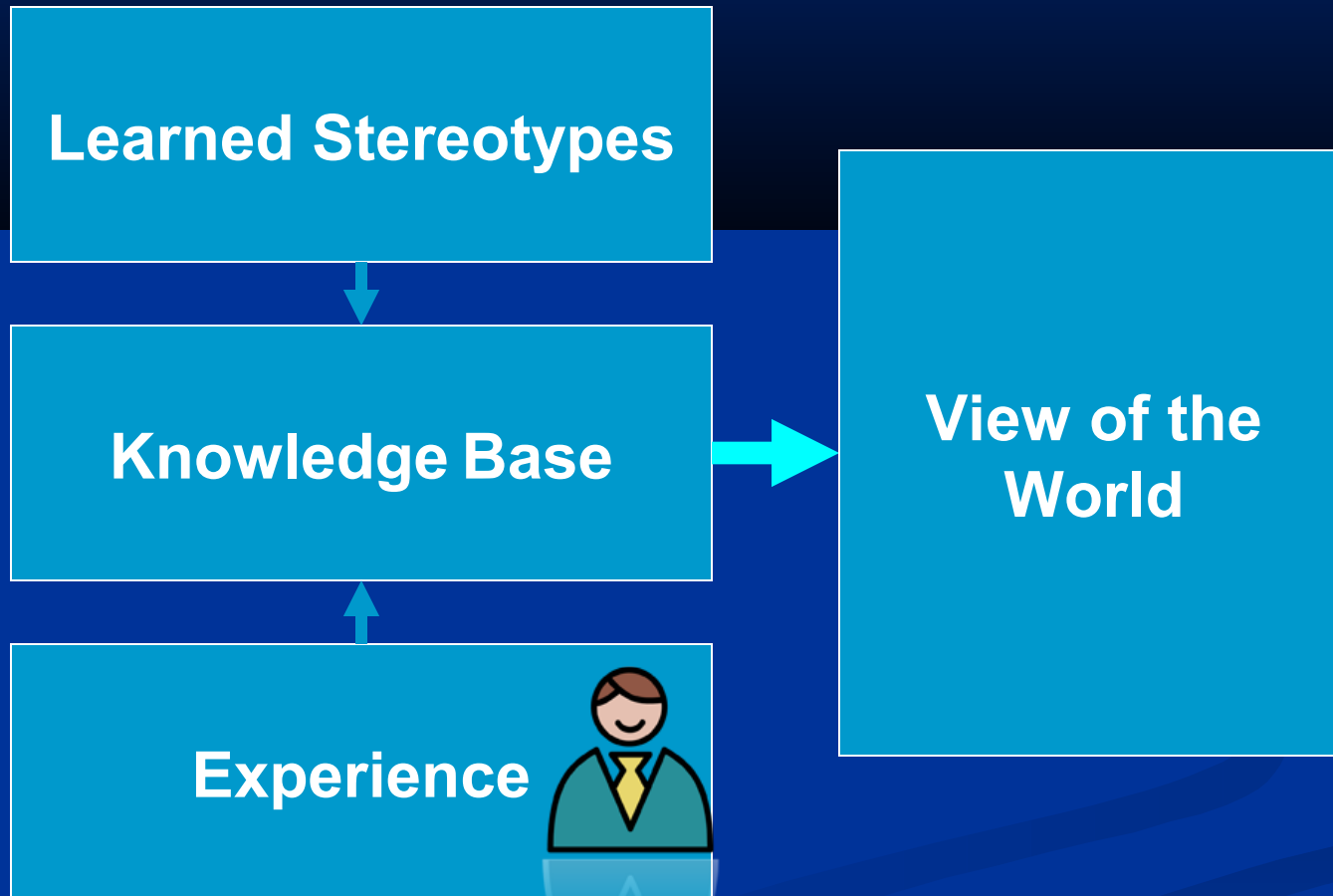
# Stereotypes

- Identify difference in distribution rather than absolutes
- Set off listeners Stereotypes when expressed
- Help prepare us for meetings with new people
- Need to grow with our experiences

# Stereotypes

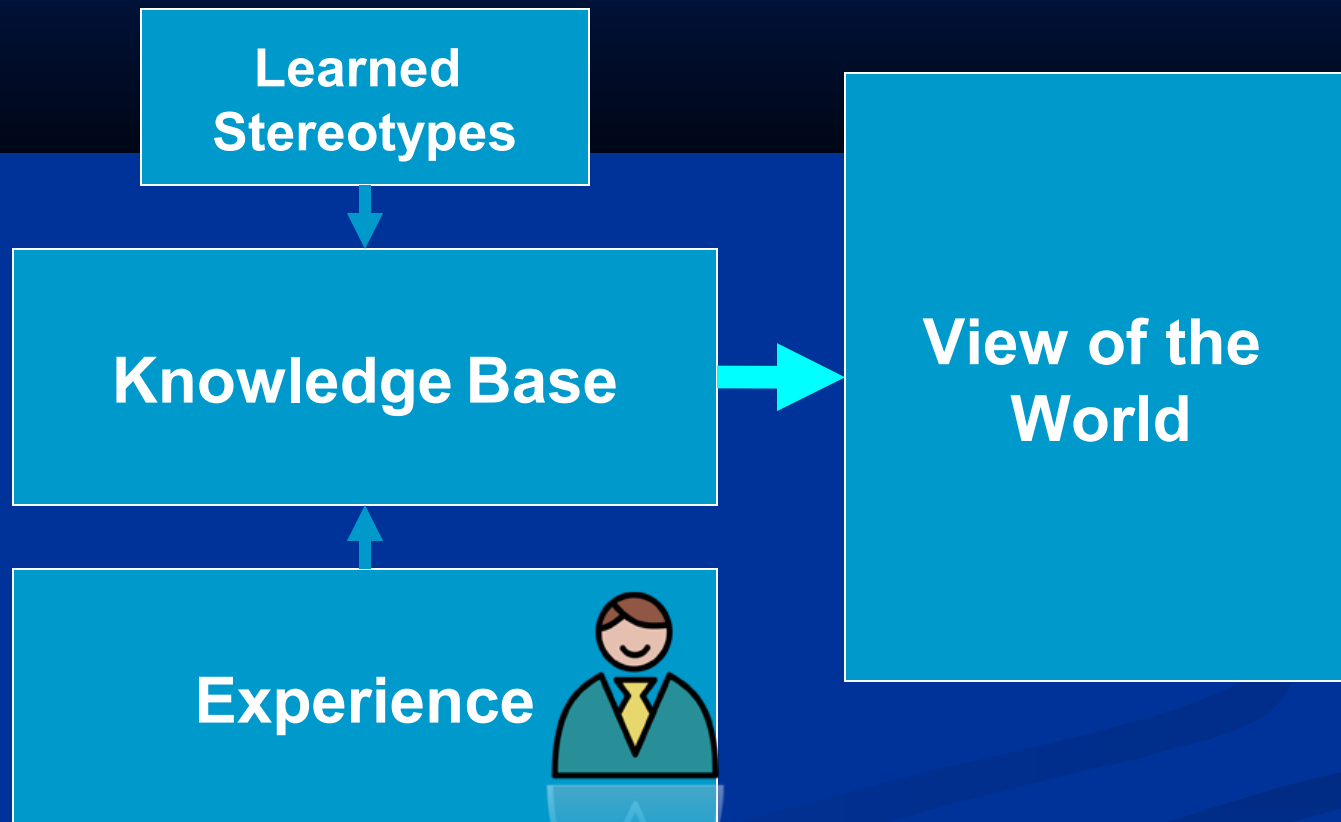
- Stereotypes arise from our “knowledge” base about classes of people
  - Learned Stereotypes
    - Parents
    - Clergy
    - Teachers
    - Friends
  - Personal Observations

# We merge our Experiences with our Learned Biases to Get a View

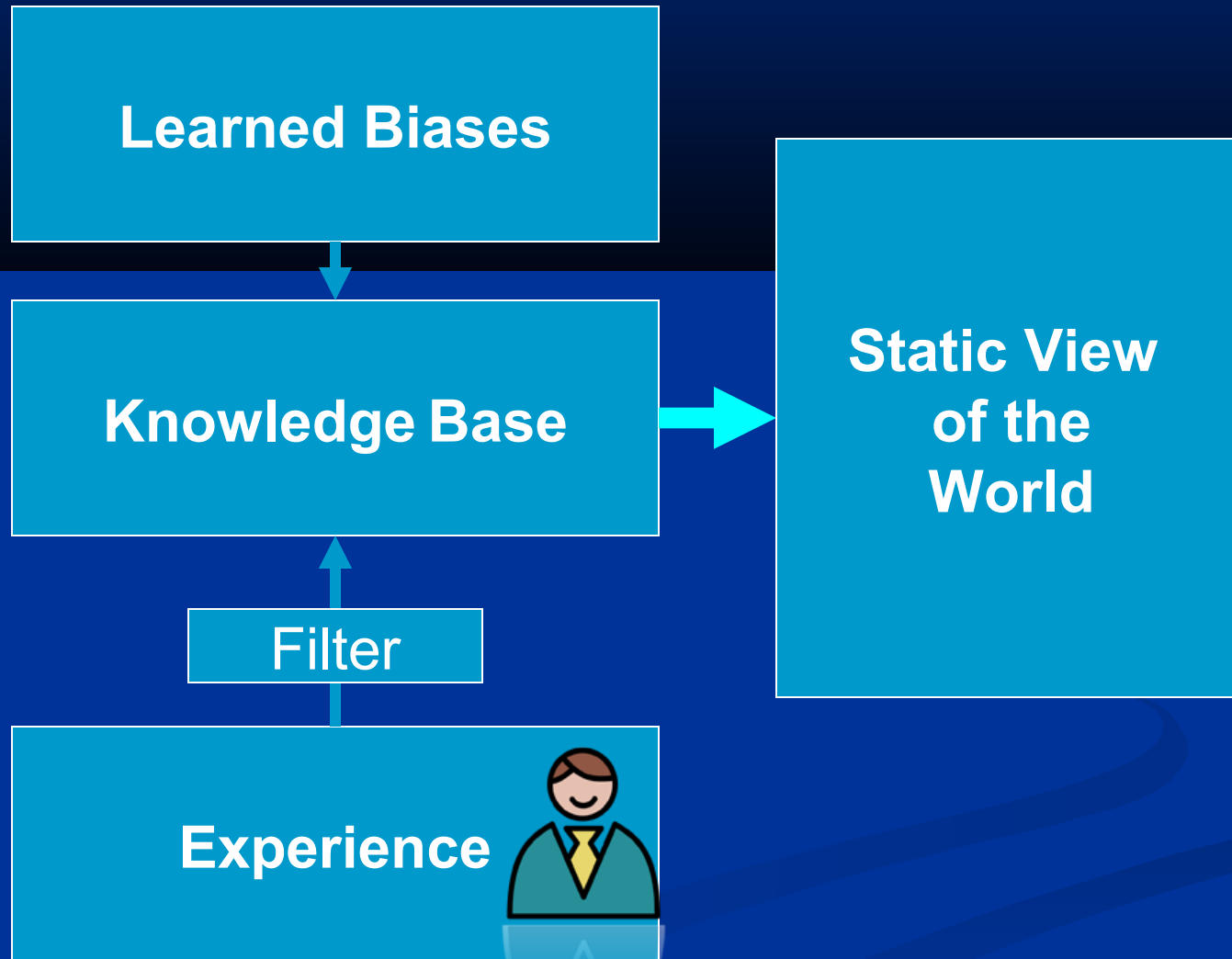




# Ideally, we merge our Experienced with our Learned Biases to Get a Balanced View



# Bigotry Arise When we Filter Knowledge Coming from Our Experiences, Rejecting What Doesn't Match our Knowledge



# Real Stereotype Danger

- When we Don't "Know" Anyone in a Category, WE RETAIN our Learned Stereotype and BIAS



# Another Real Danger

- Respecting Diversity is Important, not just YOUR DIVERSITY



# Management Bias

- Overt Demonstrations of Bias
  - Non PC Comments
  - Insensitive Jokes
  - Inappropriate Discussions
- Hidden Biases
  - Assignments
  - Rankings
  - Rewards

# The Hidden Management Bias

- People work for Managers not Companies
- The Hidden Bias is the Daily Decisions on which employee
  - Gets high visibility projects
  - Leads Projects with best success opportunity
- Role of Biases and Stereotypes in these Decisions



# Where are we

- LBGT Diversity is making progress

# LGBT Progress

- Lambda Legal reports that nearly 90% of Americans think lesbians and gays should have equal rights in job opportunities.
- ENDA (Employment Non-Discrimination Act) and Repeal of “Don’t Ask—Don’t Tell” prospects have improved with the 2008 elections.
- Rapid Increase in Number of Companies with Perfect Scores on Human Rights Campaign (HRC) Corporate Equality Index.



# Companies with Perfect Corporate Equality Index Score



From HRC 2009 Report on Corporate Equality Index Results

# Where are we

- LBGT Diversity is making progress
- There is still a lot to do

# The Negatives

- HRC ratings largely address the basics
- Hidden Biases Remain
- Lambda Legal's 2005 Workplace Fairness Survey indicated that 39 percent of gay and lesbian workers reported experiencing some form of harassment or discrimination in the past five years.

# HRC Corporate Equality Index

## What Does It Mean

- Supportive Policies
- Benefits respecting Diversity
- Support the LGBT Community
- Diversity is supported by High Level Management

# HRC Corporate Equality Index Criterion

- EEO Statement:
  - Prohibit Discrimination Based on Sexual Orientation  
Provide Diversity Training Covering Sexual Orientation
  - Prohibit Discrimination Based on Gender Identity or Expression

# HRC Corporate Equality Index Criterion

- Training and Benefits
  - Provide Diversity Training Covering Gender Identity OR Have Supportive Gender Transition Guidelines
  - Offers Transgender-Inclusive Insurance Coverage for at Least One Type of Benefit
  - Offer Partner Health Benefits/Offer Partners Dental, Vision, COBRA and Dependent Coverage Benefits
  - Offer at Least Three Other 'Soft' Benefits for Partners

# HRC Corporate Equality Index Criterion

- LGBT Community
  - Have Employer-Supported Employee Resource Groups OR Firm-Wide Diversity Councils
  - Positively Engage the External LGBT Community
  - Exhibits Responsible Behavior Toward the LGBT Community; Does Not Engage in Action That Would Undermine LGBT Equality.

# Emerging Practices

- Supplier Diversity Programs
- Anti-Harassment Policies
- Self Identification
  - Allow for collection of data on LGBT Employees
  - Confidential Surveys



# 2011 Changes

- Provide Equal Benefits for Same-Sex Couples
- End Benefits\* Discrimination for Transgender Employees and Dependents
- Firm Wide Competency of LGBT Issues
- Public Commitment to LGBT Issues in Three Areas

\* Per World Professional Organization for Transgender Health

# So You Have a 100 on the Equality Index—Now What

- Corporate Protections are not universally executed through the Corporate Culture
- Challenge is to Convert Policy in a Culture of Toleration and Acceptance
  - Workers See their Supervisor or Manager as the Expression of Corporation
  - Policies are not enough
- Biggest Challenge is the Hidden Bias

# The Hidden Bias

- People work for Managers not Companies
- The Hidden Bias is the Daily Decisions on which employee
  - Gets high visibility projects
  - Leads Projects with best success opportunity
- Role of Biases and Stereotypes in these Decisions



# What's Expected

- 100 Score on the HRC Corporate Equality Index is the basics (Policies and Benefits)
- Promote a Diversity Tolerant Workplace
- Learn about and Respect Diverse Groups
- Reduce Hidden Biases
- Provide an Environment where it's OK to be Out
- Community Support similar to other Diversities
  - Small Business Support Programs
  - Comparable Programs

# What's Not Expected

- Special Treatment
- Understanding How LGBT people feel

# LGBT Stereotypes

- LGBT Stereotypes are like all stereotypes
  - Some statistical basis is possible
  - Many myths
- Improving Accuracy of Stereotypes is dependent on meeting members of the community
- This is the reason that it is important for people to be out at work

# Being OUT in the Workplace

- Number of People who are OUT is an indication of Expected Response
  - Not What Corporate Policy Says
  - Dependent on Workplace Attitudes
  - Varies Between Manufacturing and Professional Environments

# Being OUT in the Workplace

- Coming Out is a Process not an Event
  - “Yep, I’m Gay” (Ellen Degeneres) is an unusual opportunity to complete a process
  - Day to day decision based on
    - Comfort with Expected Response
    - Importance of Relationship



# Discussion 1

- An employee has a photo of a same-sex couple on his desk. The photo suggests a close relationship but is not sexually suggestive. Another employee complains that the photo is inappropriate.
- What do you do—discuss in small groups and reach a consensus

# Discussion 2

- A member of a same sex couple gets picked up in the company parking lot by their partner. They exchange a small kiss as your employee gets in the car. Another employee complains about inappropriate behavior.
- What do you do—discuss in small groups and reach a consensus

# The Acid Test

- Dealing with LGBT Issues in the Workplace is a Tough Task
  - Judge Behaviors not People
  - Reframe it as Bias Issue you Better Understand
  - Would Behavior be Appropriate for a Heterosexual Person



# Do's

- Do treat everyone fairly
- Do learn about the Diverse Groups in your workplace
- Do look at work performance as the most critical issue when
  - Promoting
  - Assigning Projects

# Don't's

- The Obvious Things: Harassment, Disparaging Remarks etc.
- Miss Opportunities to Learn about the Diversity in Your Workplace

# Backup

# The Equality Principles

- The company will prohibit discrimination based on sexual orientation and gender expression or gender identity as part of its written employment policy statement.
- The company will disseminate its written employment policy statement company-wide.
- The company will not tolerate discrimination on the basis of any employee's actual or perceived health condition, status or disability.
- The company will offer equal health insurance and other benefits to employees to cover their domestic partners regardless of the employee's marital status, sexual orientation, gender expression or gender identity.
- The company will include discussions of sexual orientation, gender expression and gender identity as part of its official employee diversity and sensitivity training communications.

# The Equality Principles

- The company will give employee groups equal standing, regardless of sexual orientation, gender identity or gender expression.
- The company advertising policy will avoid the use of negative stereotypes based on sexual orientation, gender identity or gender expression.
- The company will not discriminate in its advertising, marketing or promotion of events on the basis of sexual orientation, gender expression or gender identity.
- The company will not discriminate in the sale of its goods or services on the basis of sexual orientation, gender expression or gender identity.
- The company will not bar charitable contributions to human rights groups and organizations on the basis of sexual orientation, gender expression or gender identity, nor will it support groups opposed to such rights.



# Transgender Benefits

- 71 percent provide mental health benefits for counseling by a mental health professional.
- 26 percent provide pharmacy benefits for hormone therapy.
- 21 percent cover medical visits and lab procedures related to hormone therapy.
- 12 percent provide health benefits for surgical procedures.
- 72 percent provide short-term leave for surgical procedures.