Diversity and Inclusion: Generational Differences

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What is Diversity and Inclusion?

**Diversity** is the collection of individual attributes that differentiate people and groups from one another, and the respect and appreciation we show for those differences.

**Inclusion** addresses how well the diverse individuals are included in all aspects of the organization. Inclusion puts the practice of diversity into action by creating an environment of collaboration, flexibility, fairness, respect, and connection. A successful initiative needs both diversity and inclusion.

Diversity and Inclusion Timeline

![Diversity and Inclusion Timeline](image)

Source: Association for Talent Development (ATD)
Benefits of Understanding Diversity

- More effective communication among boards
- Less misunderstandings
- Increase in member recruitment and retention
- More effective motivational methods
- Better-formed expectations
- Increased productive and teamwork

Surface-Level vs. Deep-Level Diversity

Surface-Level Diversity:
- Ethnic Heritage
- Place
- Gender
- Physical Ability
- Age
- Physical Characteristics

Deep-Level Diversity:
- Skills
- Values
- Attitudes
- Preferences
- Knowledge
- Beliefs

It's Not Easy!

The Most Frequent Challenges for Managers are:
1. Managing people from different cultures.
3. Communicating with the opposite gender.
Phases of Success for a Diverse Team

Consequences of Action bring new Awareness

Source: Managing Organization Behavior by Timothy Baldwin, William Bommer and Robert Rubin

Generational and Diverse Leadership

The Generations

Four (4) defined generations in modern society
- Silent Generation (1927 - 1945)
- Baby Boomers (1946 - 1964)
- Generation X (1967-1981)
- Generation Y (1982 -)
The Fifth Generation

- **iGen**, aka Generation Z: born 1996 -
- **Millennials**, aka Generation Y: born 1977 to 1995

Workplace Traits Most Attributed to Generations

<table>
<thead>
<tr>
<th>The Silent</th>
<th>Gen Xers</th>
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<tbody>
<tr>
<td>Plan to stay with the organization over the long term</td>
<td>Technologically savvy</td>
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<tr>
<td>Respectful of organizational hierarchy</td>
<td>Like informality</td>
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<tr>
<td>Like structure</td>
<td>Learn quickly</td>
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<tr>
<td>Accepting of authority figures in the workplace</td>
<td>Seek work-life balance</td>
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<tr>
<td>Give maximum effort</td>
<td>Embrace diversity</td>
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<table>
<thead>
<tr>
<th>Baby Boomers</th>
<th>Gen Yers</th>
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<tbody>
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<td>Give maximum effort</td>
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<td>Accepting of authority figures in the workplace</td>
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<tr>
<td>Results driven</td>
<td>Embrace diversity</td>
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<tr>
<td>Plan to stay with the organization over the long term</td>
<td>Learn quickly</td>
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<tr>
<td>Retain what they learn</td>
<td>Need supervision</td>
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Shifting Values

<table>
<thead>
<tr>
<th>Generations Y’s Shifting Values</th>
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</thead>
<tbody>
<tr>
<td>Ownership</td>
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<tr>
<td>Loyalty</td>
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<tr>
<td>Community</td>
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<tr>
<td>Advocacy</td>
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<tr>
<td>Status</td>
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<tr>
<td>Jobs</td>
</tr>
<tr>
<td>Sales</td>
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<tr>
<td>Control</td>
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MILLENNIALS

SNAPSHOT

- Largest generation in history
- In 2015, Gen Y became the majority of our workforce
- 10,000 Boomers will retire every day for the next 5 years
- In 2020, Gen Y will be the majority of our members

SNAPSHOT

- Steep membership declines in service clubs and unions
  - USA Today and The New York Times
- 62% of professional associations experiencing flat or declining membership
- Greatest challenge is engaging the membership of younger generations
  - 2012 U.S. Chamber of Commerce Foundation’s The Millennial General Research Review
- Generation has fewer attachments to traditional institutions
  - 2014 Pew Research’s Millennials in Adulthood study

ONE IIA

Driving the Profession Forward

One of The IIA’s strategic priorities is to ensure all members have full and equal participation in the association. Through diversity and inclusion:

- Foster the recruitment and retention of diverse members
- Enhance opportunities
- Promote a culture of inclusion
- Educate members and stakeholders
Keys to Success

- The IIA has committed to evolving its efforts through five keys to success:
  - Integration
  - Leadership
  - Communications
  - Membership
  - Chapters

Keys to Success - Integration

- Membership
- Volunteer leadership
- Program initiatives

Keys to Success – Leadership

- The composition of The IIA’s boards and committees
- The manner of selecting the individuals for those positions
Keys to Success - Communications

- Communication
  - Social Media
  - Email
  - Phone
  - Meetings
- Marketing strategies

Keys to Success – Membership

- Grow and Diversify
  - Increasing outreach
  - Increase relevance

Keys to Success – Chapters

- Integrate diversity and inclusion initiatives and accomplishments into The IIA's North American chapters.
Diversity Game: My Two Cents

Object: To discuss diversity issues and gain a deeper understanding of the value of diversity.

Instructions:
• Each person receives eight coins.
• Select one player to go first.
• Read the card aloud and answer the question in your own words.
• If your comment resonates with your tablemates they can give you one or more of their coins. Discuss the issue and allow others to share their opinions.
• Rotate clockwise. Repeat the process.

Mission: Diversity and Inclusion
Engaging Young Professionals

Chapter Best Practices
• Form a Young Professionals group within the chapter and YP activities or special rates for meetings.
• Actively recruit from a diverse pool of volunteer candidates.
• Volunteer leaders are engaged and accountable for D&I goals and measuring progress.
**Chapter Best Practices**

**IDEA**

Challenge your Board to hold 20 conversations with 20 people who are Generation Y.
- What organizations do you admire and why?
- What are your greatest professional challenges?
- Explain your ideal chapter experience.
- Describe our chapter in one word.

**Chapter Best Practices**

**IDEA**

Form a Gen Y task force and ask them to recreate the Chapter from scratch.
- Define engaged
- Describe the volunteer structure
- Explain how we communicate
- Outline learning and networking opportunities

**DISCUSSION QUESTIONS**

- Are Chapters recognizing and being inclusive of the needs, interests, and expectations of young professionals?
- What Chapter values (or traditions) could we change or adopt to attract the younger generation?
- What can Chapters do to better understand and engage with Generation Y? What challenges and opportunities exist?