



# Inclusion Dividend: Why Investing in Diversity & Inclusion Pays off

By Mark Kaplan, Mason Donovan

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In today's increasingly diverse, global, interconnected business world, diversity and inclusion is no longer just the right thing to do, it is a core leadership competency and central to the success of business. Working effectively across differences such as gender, culture, generational, race, and sexual orientation not only leads to a more productive, innovative corporate culture, but also to a better engagement with customers and clients. The Inclusion Dividend provides a framework to tap the bottom line impact that results from an inclusive culture. Most leaders have the intent to be inclusive, but translating that into a truly inclusive outcome with employees, customers and other stakeholders requires a focused change effort. The authors provide straightforward advice on how to achieve the kind of meritocracy that will result in a tangible dividend and move companies ahead of the competition. With a foreword by Ana Duarte McCarthy, Chief Diversity Officer of CitiGroup.

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## **Editorial Review**

### Review

“Diversity, like corporate social responsibility, is one of those buzz concepts that managers love to promote, despite not knowing how it fits into a company’s strategic vision. Here, consultants Kaplan and Donovan provide a textbook approach to the ‘diversity and inclusion’ (D&I) topic, down to key takeaways and discussion exercises. The book opens by making the business case for inclusion, moves onto the psychological underpinning of bias and its effects on business, and finishes with two practical chapters on ‘change strategies.’ Real world examples, like the fact that Facebook only recently added a female executive to its board or H&M’s misguided use of ‘all blond mannequins in its Thirty-Fourth Street store and all brunettes in its Harlem store,’ enrich the argument.... it’s rare to find a business book that so soundly hits the zeitgeist while also capably applying the best social sciences research to an important topic.” (**Publishers Weekly**)

“An insightful read. *The Inclusion Dividend* sheds light on core concepts for understanding diversity and inclusion dynamics and provides strategies for organizations to realize inclusion’s full impact on the bottom line.” (**Edith Hunt, Chief Diversity Officer, Goldman Sachs**)

“Kaplan and Donovan help remove the veil of mystery that shrouds inclusion. It provides a much-needed narrative for organizations to rethink and reposition their journey toward ingraining sustainable diversity and closing the intent-impact inclusion chasm—the end goal being the holy grail of pure meritocracy for all.” (**Nia Joynson-Romanzina, Head Global Diversity & Inclusion, Swiss Reinsurance Company**)

“*The Inclusion Dividend* is the diversity and inclusion conversation of tomorrow we should be having with our business leaders today. This is a book to be shared with the entire organization.” (**Kate Vernon, Director of Strategy & Communications, Community Business**)

“*The Inclusion Dividend* is a journey that takes us beyond the fatigued word *diversity*. Looking at the importance of inclusiveness, higher levels of engagement, and understanding our biases is crucial to talent management overall. Kaplan and Donovan continue to provide a refreshing view on lessons learned from some of the best in the global business world.” (**Nancy J. Di Dia, CEO and president of Di Dia Diversity Consulting Group, LLC and Chief Diversity Officer, Fortune 500 company**)

“Kaplan and Donovan make a crucial point that is sometimes missed in our enthusiasm to just 'buy' diverse talent, only to see it walk out the door a short time later: 'Only one company can be the highest paying in the industry. Money is not a long-term employee retention value. Creating a corporate culture where employees feel valued and part of a team is a longer term retention strategy.' Business leaders will benefit by heeding this advice and adopting the tools and strategies which Kaplan and Donovan effectively lay out in this book.” (**Lisa Stewart, founder of LoF Group, LLC**)

“As future historians look to identify the impetus for global cultural change in the early 21st century, they will count this book among the factors for that change. *The Inclusion Dividend* provides takeaways and key points that are factual, informative, and stimulating. The stories and examples challenge us to translate diversity and inclusion into action.... a critical read for anyone seeking to affect positive change in a diverse and inclusive global society.” (**Carolyn Jones, Director of Diversity and Inclusion, Fortune 500 company**)

“Finally, a book that ties all critical aspects of diversity and inclusion together in a way that is both theoretical and practical. The reader is provided relevant research, easy-to understand conceptional frameworks, real leadership stories, and thought-provoking exercises. This is a must-read for any leader who wants to drive business results in today's global market.” (**Amber Mayes, D&I executive, president of Amber Mayes Consulting**)

#### About the Author

Mark Kaplan and Mason Donovan are managing partners of The Dagoba Group, a New England based consultancy specializing in leadership development, diversity and inclusion, and organizational change. Mark is the former CEO of MGK Consulting and has been advising organizations in these areas since 1986. Mark has been published in leading diversity publications and is a guest speaker at global D&I focused conferences. He earned his MA in HR Development from Villanova. For over a decade, Mason has consulted with the majority of Fortune 500 companies on talent acquisition, retention and development. He has also worked with companies to create sustainable client relationships. Mason is the author of *DRIVEN: A Manager's Field Guide to Sales Team Optimization* and is an accomplished speaker. He earned his MA in International Business from Webster University in The Netherlands. Both Mason and Mark reside in New Hampshire.

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**Sonja Johnson:**

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