



Uncovering talent
A new model of inclusion

The concept of covering

Covering is a strategy through which an individual downplays a stigmatized identity ¹



Appearance-based covering concerns how individuals alter their self-presentation (grooming, attire, and mannerisms) to blend into the mainstream. *A man may color his hair because he does not want to be perceived as too old and unable to "keep up."*



Affiliation-based covering concerns how individuals avoid behaviors widely associated with their identity, often to negate stereotypes about that identity. *A woman might avoid talking about being a mother because she does not want her colleagues to think she is less committed to work.*



Advocacy-based covering concerns how much individuals "stick up for" their group. *A veteran might refrain from challenging a joke about the military lest she be seen as overly strident.*



Association-based covering concerns how individuals avoid contact with other group members. *A gay person might refrain from bringing his same-sex partner to a work function so as not to be seen as "too gay."*

¹ Kenji Yoshino, *Covering* (New York: Random House, 2006).

Covering overview

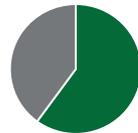
Incidence



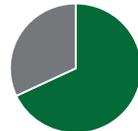
61%

report covering on at least one axis

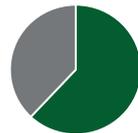
Impact



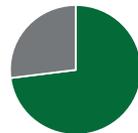
60% Appearance



68% Affiliation



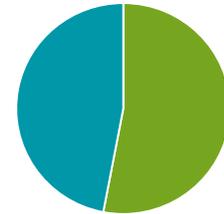
62% Advocacy



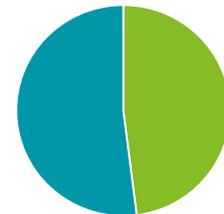
73% Association

Covering is "somewhat" to "extremely" detrimental to respondents' sense of self

Source



53% of respondents stated that their leaders expect employees to cover



48% of respondents stated that their organization had a cultural expectation that employees should cover

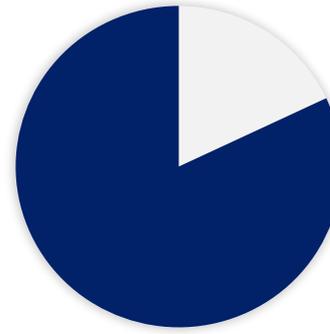
Note: The information presented on this presentation is based upon 3,129 responses resulting from multiple surveys; the respondents represented a variety of backgrounds with representation across gender, race, generations, sexual orientation, foreign national status, veteran status, disability, level and tenure within the organization. For a description of the full methodology, please refer to the paper on www.deloitte.com/us/Uncovering

Appearance-based covering



29%

of respondents said they engaged in appearance-based covering.



82%

of those who covered believed appearance-based covering was "somewhat" to "extremely" important to their long-term professional advancement.



Gender (female)	"[I] wear clothes to appear more masculine, model male behavior to break down barriers to success, go to places that men like to go to be part of my group at work, [and] downplay my interest in feminine things."
Sexual orientation	"I have thought to myself — 'I can't wear that to work; it's too gay.'"
Disability	"I don't use my cane if I can avoid it."
Military status	"[I do] not openly display my military status unless asked about it."

Affiliation-based covering



40%

of respondents said they engaged in affiliation-based covering.



79%

believed affiliation-based covering was "somewhat" to "extremely" important to their long-term professional advancement.



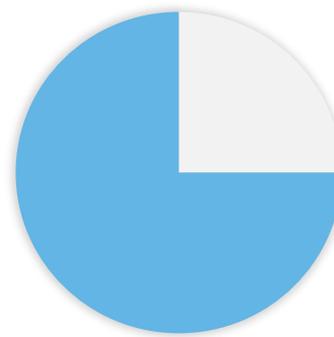
Gender (female)	"I was coached to not mention family commitments in conversations with executive management because the individual frowns on flexible work arrangements."
Age (younger)	"I am hesitant about taking time off during the day to attend doctors' appointments or taking extended PTO. I feel that being a younger practitioner, I have not earned that type of flexibility."
Age (older)	"I am worried that my age will block me from promotion since I am older than many people in my position so I have been careful not to mention my age or anything that might date me."
Socioeconomic background	"I didn't always volunteer the information that I grew up very poor and that I was the first to go to college. It seemed like I wouldn't be accepted because I always assumed everyone I worked with grew up middle or upper class."

Advocacy-based covering



37%

of respondents said they engaged in advocacy-based covering.



75%

believed advocacy-based covering was “somewhat” to “extremely” important to their long-term professional advancement.



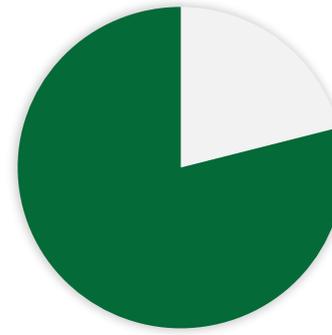
Race/ethnicity (Asian)	“Even though I am of Chinese descent, I would never correct people if they make jokes or comments about Asian stereotypes.”
Sexual orientation	“I didn’t feel I could protest when the person put in charge of diversity for our group was in fact an extremely vocal homophobe.”
Citizenship	“Having a green card and not being a full citizen, I do not like to speak about anything political. The risk of hearing ‘if you don’t like it here, just leave’ is always a fear.”
Disability	“I would very much like to be an advocate for disability inclusion and improvements...but I have been reluctant to, because I’m afraid it will have [a] negative impact on my career.”
Political affiliation	“It is difficult during an election year to not offend anyone who may be a Republican or a Democrat. And as such, you tend to downplay your own beliefs.”

Association-based covering



18%

of respondents said they engaged in association-based covering.



79%

believed association-based covering was "somewhat" to "extremely" important to their long-term professional advancement.



Sexual orientation

"I never bring a +1 to work events. I also try to avoid mentoring or sponsoring only people of color or LGBT."

Mental health

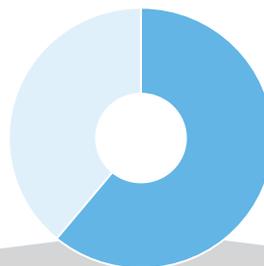
"While I privately associate and support others with depression, I avoid doing so publicly. When asked why I am a member of the [disability-focused] BRG, I say it is because I believe in equality for all...and do not mention it is personal."

Physical health

"I don't associate with cancer groups because I don't want to draw attention to my medical status, disability, or flexible arrangements. People tend to look at me like I'm dying when they find out I have cancer, they avoid giving me longer term or higher-profile projects. Mostly I think they do this to be nice because they assume I can't handle it."

Covering at work

Cover on at least one axis



61% of overall respondents report covering on at least one axis



83%

of LGB individuals



79%

of Blacks



66%

of Women



67%

of Women of color



63%

of Hispanics/Latinos



61%

of Asians

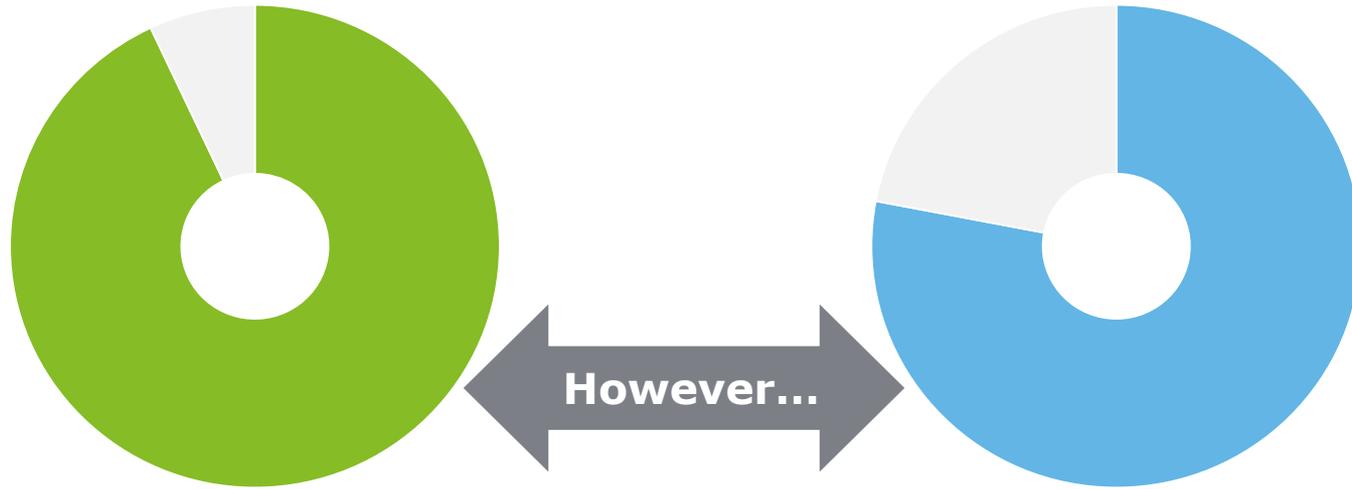


45%

of Straight, white Men

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Uncovering our values



93% of respondents state that their organization articulated inclusion as one of its values

Only **78%** of respondents felt their organization lived up to those values

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The source of covering

Leadership demands



53%

of respondents stated that their **leaders** expect employees to cover

Cultural demands



48%

of respondents stated that their **organization** had a cultural expectation that employees should cover



Of those, **51%** believe the expectation by leaders "somewhat" to "extremely" affected their sense of opportunities available to them



Of those, **50%** said this expectation by leaders has "somewhat" to "extremely" affected their sense of commitment to the organization



Of those, **28%** believe cultural expectations has "somewhat" to "extremely" affected their sense of opportunities available



Of those, **27%** said cultural expectation has "somewhat" to "extremely" affected their sense of commitment

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The Business Case for Uncovering Talent

Uncovering Talent is critical for organizations to 'Win the War' for:

TALENT



- > 80% of the world's talent source is women or people of color¹
- 41% of organizations cited "competing for talent globally and in emerging markets" as their most pressing talent concern²

CONSUMERS



- Over the past two decades the growth in buying power of minority communities has greatly outpaced that of white consumers³
- Teams that include even one individual that represents the target consumer are more likely to understand that consumer⁴

GLOBAL MARKETS



- Employees in an organization with inclusive leadership are 70% more likely to see their organization capture a new market⁴

¹ Talent source defined as individuals with a college or university degree; Aguirre, D, Post, L, Hewitt, S.A "Talent Innovation Imperative." Strategy+Business. Issue 56. Autumn 2009

² Deloitte, "Talent Edge 2020: Blueprints for the new normal." (December 2010)

³ Humphreys, Jeffrey Matthew. The Multicultural Economy. Selig Center for Economic Growth, Terry College of Business, University of Georgia, 2008.

⁴ Inclusive leadership is defined as 'Two-dimensional diversity' where leadership exhibit both inherent and acquired leadership. Sylvia Ann Hewlett, Melinda Marshall, and Laura Sherbin with Tara Gonsalves, "Innovation, Diversity and Market Growth", Center for Talent Innovation, 2013

Bridging/Bonding Capital



✓ Create intentional speaking opportunities to **illustrate an inclusive environment**

✓ Encourage and model **authentic behavior**

✓ Share your story and create a dialogue for **others to do the same**

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