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Recommended Citation

El-Amin, A. (2022). "The Business Case for Implementing a Diversity and Inclusion Quality-Based Strategy" In *Implementing Diversity, Equity, Inclusion, and Belonging Management in Organizational Change Initiatives*, 123-145. Abeni El-Amin, ed. IGI Global. 10.4018/978-1-6684-4023-0.ch007

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Implementing Diversity, Equity, Inclusion, and Belonging Management in Organizational Change Initiatives

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A volume in the Advances in Human Resources
Management and Organizational Development
(AHRMOD) Book Series



Published in the United States of America by

IGI Global
Business Science Reference (an imprint of IGI Global)
701 E. Chocolate Avenue
Hershey PA, USA 17033
Tel: 717-533-8845
Fax: 717-533-8661
E-mail: cust@igi-global.com
Web site: <http://www.igi-global.com>

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Library of Congress Cataloging-in-Publication Data

Names: El-Amin, Abeni, 1974- editor.

Title: Implementing diversity, equity, inclusion, and belonging management in organizational change initiatives / Abeni El-Amin, editor.

Description: Hershey, PA : Business Science Reference, 2022. | Includes bibliographical references and index.

Identifiers: LCCN 2022063144 (print) | LCCN 2022063145 (ebook) | ISBN 9781668440254 (ebook) | ISBN 9781668440230 (hardcover) | ISBN 9781668440247 (paperback)

Subjects: LCSH: Organizational change. | Diversity in the workplace--Management. | Leadership. | Organizational effectiveness.

Classification: LCC HD58.8 (ebook) | LCC HD58.8 .I467 2022 (print) | DDC 658.4/06 23/eng/2022--dc03

LC record available at <https://lccn.loc.gov/2022063144>

This book is published in the IGI Global book series *Advances in Human Resources Management and Organizational Development (AHRMOD)* (ISSN: 2327-3372; eISSN: 2327-3380)

British Cataloguing in Publication Data

A Cataloguing in Publication record for this book is available from the British Library.

All work contributed to this book is new, previously-unpublished material. The views expressed in this book are those of the authors, but not necessarily of the publisher.

For electronic access to this publication, please contact: eresources@igi-global.com.

Chapter 7

The Business Case for Implementing a Diversity and Inclusion Quality– Based Strategy

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ABSTRACT

Diversity, equity, inclusion, and belonging (DEIB) strategy consists of theories, concepts, and methods that managers can use to ensure organizations achieve profitability and long-term growth. A DEIB strategy utilizing quality management principles helps leaders make better decisions to improve competitive position and create value for its key stakeholders. This chapter provides managers and leaders a perspective on organizational development. Further, DEIB strategic thinking applies to organizations regardless of their activities. This chapter introduces DEIB leaders to the main theories, concepts, and models of strategic analysis from a quality perspective and emphasizes their role in diversity management practices.

INTRODUCTION

The purpose of this research explores the nature of Diversity, Equity, Inclusion, and Belonging (DEIB) strategy and its corporate, competitive, and institutional contexts. Additional aspects of this research examine the strengths and limitations of strategic analysis and describe how it fits into the overall DEIB strategy process. Analyzed are the frameworks, methods, and practices of strategic analysis and develop a clear appreciation of their foundations, usefulness, the scope of applicability, qualifications, and limitations. Described is the importance of diversity and inclusion in a global framework. Articulated is how DEIB professionals apply ethics in their work.

DOI: 10.4018/978-1-6684-4023-0.ch007

THE BUSINESS CASE FOR IMPLEMENTING A DIVERSITY AND INCLUSION QUALITY-BASED STRATEGY

This analysis focuses on eight exemplar core diversity, inclusion, equity, and belonging (DEIB) quality-based strategies: (C1) The Impact of Diversity and Inclusion Quality in the Global Market (C2) Business Sustainability: Coalition-Building to Elevate Inclusive Organizational Cultures (C3) Diversity and Inclusion Quality Stakeholders: Customers, Suppliers, and Employees (C4) Fostering Diversity and Inclusion Through Teamwork, Communication, and Training (C5) Utilizing Diversity and Inclusion Quality Creates Compliance and Conformity (C6) Building a Diversity and Inclusion Quality Culture (C7) Developing a Diversity and Inclusion Quality System (C8) Implementing Diversity and Inclusion Quality.

Core 1: The Impact of Diversity and Inclusion Quality in the Global Market

The total quality approach to diversity and inclusion quality considers performance using the Lean Six Sigma (LSS) (Define, Measure, Analyze, Improve, Control) (DMAIC) process of define, measure, improve, analyze, and control framework (ASQ, 2017). As a result, implementation of DMAIC incorporates the role of strategic management in planning, processes, inputs, outputs, to achieve organizational salience and competitive advantage in the global marketplace (Anglim et al., 2019). Diversity and inclusion quality is an approach to achieving and sustaining high program output; thus, emphasizing inputs (corporate policy, management practices, and key performance indicators (KPIs) rather than outputs (Activities) to improve diversity and inclusion initiatives. The objective is to link diversity, inclusion, equity, and belonging (DEIB) to quality parameters, thus achieving organizational change, performance, and profitability.

Core 2: Business Sustainability: Coalition-Building to Elevate Inclusive Organizational Cultures

Analyzing how DEIB impacts business sustainability, corporate governance, legality, and ethics promotes sustainable business practices. Drivers and sources of diversity and inclusion quality include emerging issues such as performance, building strategic alliances, and achieving metrics-based results. Diversity and inclusion quality provides a Best-In-Class Integrated Approach (BICIA): capacity (financial, staff, strategy, gravitas), top management support, technology management; diversity and inclusion quality mechanisms, supported by a sense of urgency or Just-In-Time (JIT), human resource and strategic management. Moreover, employees must act ethically in the workplace by adhering to inclusive business practices (equal opportunity, pay equity, promotion, civility, and treatment). Likewise, a culture of partnering enhances inclusivity (Anglim et al., 2019). Notwithstanding, diversity and inclusion quality will cause shocks to the system and encourage values or behavior shifts leading to cultural change.

Core 3: Diversity and Inclusion Quality Stakeholders: Customers, Suppliers, and Employees

Strategic decision-making is a critical aspect of diversity and inclusion quality. As a result, business organizations must respond to changes as they occur. Decisions must be made collaboratively. If not, organizations risk losing trust and the knowledge base of employee stakeholders (Nguyen & Mohamed, 2018). Each stakeholder group provides much needed insight and expertise regarding how to respond

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to economic, cultural, and societal shifts. The key dimensions of diversity and inclusion quality include top management support, which creates an environment in which diversity and inclusion quality activities are resourced, acknowledged, incorporated into strategic plans, and rewarded (ASQ, 2017). These activities are related to quality information systems, process management, program design, workforce management, supplier involvement, and stakeholder involvement. In concert, DEIB initiatives support continuous improvement and elevate organizational capabilities. Further, diversity and inclusion quality ensure employee satisfaction, engagement, and retention.

Core 4: Fostering Diversity and Inclusion Through Teamwork, Communication, and Training

Collaboration and teamwork strengthen diversity and inclusion, which is necessary and made more effective with quality tools and applications. As a result, organizations must incorporate quality tools to maximize profitability. Additionally, teamwork is promoted through recruitment, onboarding, corporate values training, and intentional training (Eason & Mazzei, 2019). Moreover, organizations must maintain pace with competition to attract the best and the brightest. Because of the competitive nature of business, companies develop a dependence on their employees to provide excellent services, risk mitigation, and improve customer loyalty. Consequently, teams are important and requires effective team leadership (Nufer et al., 2019). The role of communication plays a significant role in the total quality environment as DEIB managers must be transparent, authentic, and accurate in reporting. Also, incorporating a total quality philosophy in training provides the impetus for why DEIB is important and explains how to accomplish KPIs.

Core 5: Utilizing Diversity and Inclusion Quality Creates Compliance and Conformity

Quality control relies on following DEIB requirements and specifications based on both company, societal, and customer demand (Anglim et al., 2019). KPIs create conformity across the board. DEIB initiative conformity occurs with the implementation of total quality management (TQM), including utilizing checklists, dashboards, cross functional teams including leadership, administrators, and human resources (Nufer et al., 2019). Indeed, organizational structure influences internal politics and the streamlined implementation of diversity and inclusion quality. Therefore, DEIB dashboards, Pareto Charts, and cause-and-effect diagrams communicate a clear picture of DEIB performance.

Core 6: Building a Diversity and Inclusion Quality Culture

DEIB leaders use strategic problem solving and decision-making to deploy diversity and inclusion quality initiatives utilizing controlling processes through statistical process control (SPC) (ASQ, 2017). As DEIB compliance, capability, and quality performance improve, organizations achieve and sustain competitive advantage. This, in turn, provides feedback, reinforcement, and data analytics for managerial decision-making, which fuels continuous improvement. The Plan-Do-Check-Act (PDCA) is another tool to help leaders' problem solve as are basing DEIB initiatives on continuous improvement, predictability of processes, elimination of waste, surveying, and auditing (ASQ, 2017).

Core 7: Developing a Diversity and Inclusion Quality System

Instituting diversity and inclusion quality increases value-add to processes. Indirect processes such as activities are necessary; however, they are considered non-value added in the quality paradigm because activities do not equate to value-based and behavioral changes. To reduce waste in processes, Just-In-Time (JIT) analyzes the time-bound aspects of achieving DEIB objectives of the diversity strategy. For example, implementing a DEIB calendar system with descriptive inputs provides numerical data. Additionally, utilizing an integrated Enterprise Resource Planning (ERP) system programmed with DEIB KPIs linked to activities improves evaluation, in-process and out-process feedback. Additional diversity and inclusion quality tools are Kaizen, which encompasses continuous improvement methodology (six sigma, lean, and lean six sigma, benchmarking, and just-in-time/lean programming (JIT/Lean), SIPOC (suppliers, inputs, process, outputs, and customers), and cause and effect diagrams (ASQ, 2017).

Core 8: Implementing Diversity and Inclusion Quality

To ensure DEIB programs develop in accordance with DEIB strategy and KPIs, programs must be financially supported, staff-resourced, and most importantly receive top management support (Nufer et al., 2019). Diversity and inclusion quality principles allows for built-in-quality, error proofing, risk mitigation, standardized work sheets, quality evaluation, and training to understand the tools and methods of fostering improved DEIB cultures, which is paramount to establishing a globally competitive performance-based organizational culture (Eason & Mazzei, 2019).

UNDERSTANDING DEIB STRATEGY

Business practitioners provide leadership by critically and ethically thinking through business DEIB strategy and stakeholder diversity management issues (Nufer et al., 2019). Business professionals and leaders develop cohesive solutions direct, influence, and guide internal and external stakeholders (Nguyen & Mohamed, 2018). Business professional development warrants that business practitioners incorporate implications of business decisions related to organizational development. Business practitioners apply breadth and depth of experience, acumen, organizational knowledge, and analytics to implement and evaluate the effectiveness of programs and processes. Business professionals and leaders make recommendations for strategic changes that drive successful outcomes. In conclusion, business professionals and leaders execute ethical decision-making to achieve strategic objectives.

The practical implication for managers is an awareness of the business-level DEIB strategy techniques, which can be used to develop diversity management tools for those who manage strategic initiatives. Furthermore, Hitt et al. (2017) determined that when diversity management processes are applied to projects and programs within organizations, opportunity continues to develop existing methodologies. Business-level DEIB strategy is a mature process compared to other diversity management processes because it is intuitive. Likewise, continuous control and monitoring of processes are key indicators of process-driven success. Additionally, integrating a vulnerability approach is possible when considering business-level strategic planning. The relationship between a firm's customers and its business-level DEIB strategy in terms of who, what, and how business-level strategies are progressively multifaceted because of the abundance of information available to firms; therefore, this relationship is important

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to identify decision-making tools such as expert judgment, cost-benefit analysis, comparative risk assessment (CRA), and multi-criteria decision analysis (MCDA) can be utilized to improve integrative and iterative processes of risk diversity management (Sanchez et al., 2009). CRA does not encompass a structured method for providing an ideal DEIB strategy alternative. Multi-criteria decision analysis provides enhanced strategies because it relies on decision matrices and systematized procedures to organize a firm's stakeholders' classification of alternatives. Inherent challenges in business-level DEIB strategy require a multidisciplinary analysis of prevailing decision-making approaches in considering competitive rivalry and competitive dynamics.

DEIB Strategy Goals, Vision, Mission, and Values

Successful organizations prioritize DEIB strategy, innovation, and visionary diversity management (Taylor et al., 2014). Firms may utilize Key Success Factors (KSF) as a visioning framework to improve organizational goals and tactical diversity management. Key Success Factors (KSF) are based on the ability to secure business utilize the KSF structure to define the DEIB strategy diversity management scope with well-defined and attainable goals. Leaders, divisions, departments, and individuals are responsible for each metric and a detailed integrated plan specifying items of performance improvement. Collectively organizational stakeholders provide an estimate of the resources required to support the defined business needs (Nguyen & Mohamed, 2018). Metrics are conducted in collaborative KSF meetings to ensure that plans are structured and completed monthly, quarterly, or annually with an established budget. Goals are based on deployment and incorporate action plans reviewed monthly to generate process improvement events, mandated lean daily management, key performance indicators (KPIs) conducted, and outcomes reported by specified staff to align with the vision, mission, goals, objectives, projected outcomes, and cost savings of the company. Strategies for success are to schedule weekly team meetings, regular collaborative webinars, strategic communication, strategic plans, execution, and monitoring of strategic plans.

The Ecosystem of Organizations

Herein is a summary of business-level DEIB strategy, competitive rivalry, and competitive dynamics. Firms have embraced practices regarding organizational business-level DEIB strategy programs (Hitt et al., 2017). For instance, business ethics initiatives help to shape how firms develop corporate culture. Kolk (2008) formalized corporate organizations' organizational ethics and compliance programs to improve organizational structures. The importance of leadership incorporates ethics and compliance programs that ensure adherence to firms' policies. The use of ethics programs promotes and increases the capacity of firms to stay compliant with regulatory laws, which in the end saves the firm money. Understanding the impact of compliance on regulation is key because adherence allows a firm to increase its bottom line as it avoids resources in fees or costly lawsuits. Additionally, ethics programs enhance assessment protocols for employee reviews. As a result, there is value to an organization mitigating ethical issues. Finally, organizations must invest in training compliance programs the firm deems appropriate (Eason & Mazzei, 2019).

Industry Analysis

The differences between the general environment and the industry environment are important when analyzing the success of firms. The external environmental analysis process has four parts (scanning, monitoring, forecasting, determination) (Hitt et al., 2017). Scanning refers to identifying changes and trends within the environment. Principally, this is the data gathering and research phase. Monitoring refers to analysts' observation of data to identify relevant trends that are emerging. After scanning and monitoring emerging trends, analysts forecast what will happen and when. The firm then considers forecasts and aligns its DEIB strategy to best capitalize on the opportunities and thwart existing threats. The firm then determines strategic input and output when using this process (Gupta et al., 2013). Likewise, there are seven general environment segments, and these have noted differences between them. In order to identify external trends, a firm must consider two different external environments. The general environment and the industry environment. The general environment is defined as being "composed of dimensions in the broader society that influence an industry and the firms within" (Hitt et al., 2017).

Furthermore, the general environment is determined by how the society in which a firm's industry exists can influence the industry as a whole or the firm directly or indirectly. The general environment comprises a complex, interrelated set of seven segments. The segments include the demographic segment, economic segment, political/legal segment, sociocultural segment, technological segment, global segment, and the sustainable physical environment segment (Hitt et al., 2017). Moreover, the demographic segment encapsulates a population's size, age structure, geographic distribution, ethnic mix, and income distribution. The economic segment is concerned with the firm's economy and competes in. The political/legal segment refers to laws and regulations that dictate the interactions between firms and multiple local governmental agencies.

To analyze an industry and derive insights on its power structure and attractiveness, use Michael Porter's Five Forces of Competition Framework. Strategic analysis helps managers understand the company's location, resources, strategic capabilities, and stakeholders' expectations. Through strategic analysis, managers can obtain a competitive scientific DEIB strategy, clear development direction, enhance employees' sense of responsibility, and help improve the core competitiveness of enterprises. Indeed, the advantages of organizational enterprises lie in high safety, fast aging, more outlets, broad market, large benefits. However, in the face of competitors, the advantage is not great. Managers can analyze PESTEL from the aspects of enterprise situations, development trends, and customer service. PESTEL analyzes six major factors: Politics, Economy, Society, Technology, Environment, and Law. The manager obtains the enterprise's DEIB strategy through strategic analysis based on comprehensive and systematic strategic analysis. The manager has a clear corporate direction, and a clear business corporate DEIB strategy is well communicated and agreed upon. The enterprise develops in the same direction, and the manager leads the staff to achieve the strategic goal. PESTEL factors are not characterized as opportunities or threats. PESTEL are strategies that a firm takes to mitigate problems.

Additionally, strategic diversity management frameworks are integral to managing business processes. As a strategic diversity management framework (Porter's Five Forces) impacts competition for firms. Herein is discussed Porter's Five Forces and how they apply to diversity management frameworks. Porter's five forces describe rivalry amongst existing competitors, the threat of new entrants, the bargaining power of stakeholders, the threat of substitute products, and the bargaining power of suppliers (Hambrick & Fredrickson, 2005). The threat of new entrants determines factors that include barriers to entry, economies of scale, brand loyalty, capital requirements, and government policies. The bargain-

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ing power of stakeholders refers to the number of customers, size of customer orders, price sensitivity, switching costs, buyer's ability to substitute a product, and differences between competitor offerings. The threat of substitute products determines substitute products available in the market, buyer inclination towards substituting the product or service, and customer's perception of the differences of various products offered by different companies. Last, the bargaining power of suppliers refers to the number and diversity amongst various competitors, industry growth rate, barriers to exit, differences in quality, and brand loyalty (Hitt et al., 2017).

According to Porter's generic strategies model (Allen & Helms, 2006), three basic strategic options are available to organizations for gaining competitive advantage. These are Cost Leadership, Differentiation, and Focus (Hitt et al., 2017). Consulting organizations that achieve cost leadership benefit by gaining market share by lowering prices to maintain profitability or maintaining average prices, increasing profits. This is achieved by reducing costs to a level below those of the organization's competitors. Moreover, companies pursuing a differentiation DEIB strategy win market share by offering unique features their customers value. Focus strategies involve achieving cost leadership or differentiation within niche markets that vary or are not available to the competition.

Competitive Dynamics

Organizations use benchmarking to achieve strategic alignment by incorporating DEIB strategy to improve efficiency. Additionally, benchmarking is an excellent diversity management tool to ensure organizations perform effectively (Tepavicharova, 2018). DEIB strategy permits managers to identify satisfactory practices, prioritize opportunities for improvement, and enhance workforce productivity. As a result, benchmarking is used in many organizations to broaden efficiency and reap competitive advantage. The expanding dynamics of industry environments, mixed with the emergence of innovative technology, increase the likelihood of benchmarking (Prašnikar et al., 2005).

Further, organizations in the 21st century do not have enough time to reinvent the wheel to develop new processes, products, or applications in the competitive external environment. Moreover, current trends are developing in increasing the scope of benchmarking to include structures and strategies that incorporate a system-wide organizational approach (Prašnikar et al., 2005). Benchmarking activities include awareness of benchmarking of competitive advantages, benchmarking of strategies, process benchmarking, and strategic performance benchmarking to help managers make better short, intermediate, and long-term decisions.

Leadership professionals have a responsibility to internal and external stakeholders to achieve successful DEIB strategy (Nufer et al., 2019). Some of these stakeholders are clients, representatives, partners, investors, managers, and networks increasingly significant in the current business environment (Nguyen & Mohamed, 2018). A leader's capability to assess their leadership and relational capabilities and their team elevates the output and transformation of a company or a project. The ability of leaders to drive progress provides the impetus to better work with stakeholders and partners. Diversity management and engagement focus on knowledge acquisition of leadership traits and training and development to assist leaders in strategic execution. Appropriately, DEIB strategy assessment results demonstrate that follower input is also interconnected with increased leadership competency.

Corporate DEIB Strategy and Portfolio Planning

Strategic leadership is formed and affected by the ability of entities to manage stakeholders at the global, public, and community levels (Eslerod & Larsen, 2018). In comparison, stakeholder analysis is a logical method to evaluate the positions and commitment of a pertinent stakeholder DEIB strategy. Stakeholder analysis provides complex relationships between power, interest, and position, operationalized and considered in the analysis (Hines & Slaughter, 2006). Leaders must address gaps by assessing calculated methodologies, which is fundamental to stakeholder analysis to construct a structure that can be applied to DEIB strategy execution in analysis in firms. Four attributes must be considered in stakeholder analysis, such as levels of information, interest, power, and position of stakeholders identified within the framework (Eslerod & Larsen, 2018). A stakeholder analysis framework improvement measure must consider the power of stakeholders, which is of vital interest in stakeholder relationships and can influence stakeholder position within a specific framework (Nguyen & Mohamed, 2018). This approach indicates the significance of reducing barriers from a hierarchical and granular perspective in executing a stakeholder analysis DEIB strategy. In conclusion, a well-formulated structure contributes to a well-crafted DEIB strategy by dissecting the qualities of stakeholder leadership and identifying the complexities of stakeholder analysis.

Resources, Capabilities, and Competences

Conclusively, team building occurs between all stakeholders regardless of industry (Larson & Gray, 2015). Therefore, engaging stakeholders in communication processes provides an opportunity to understand consumer perspectives, such as how they like to work within the organization in and of itself (Fisher et al., 2011). Communication allows team members to explore every angle of a project or program while utilizing cause-and-effect and decision-making tools to arrive at complex solutions. Therefore, written communication assists in the process of collaboration between organizational stakeholders (Nguyen & Mohamed, 2018). Appropriate risk mitigation procedures must be implemented to ensure effective, respectful communication.

Growth Strategies

Planning for the future requires understanding how framing the DEIB strategy provides leaders and employees with solving organizational issues using a structured approach. Framing culture necessitates having positive expectations, understanding biases, recognizing self-delusion as barriers to strategic foresight, utilizing strategic decision-making process, embracing complex and linear thinking, and recognizing that changes occur at various times based on business-levels needs (Hines & Slaughter, 2015). As a result, strategic diversity management comprises complex aspects such as scanning, maintaining flexibility, and utilizing adaptation skills in various circumstances to achieve goals, objectives, and missions of projects or firms (Hines & Slaughter, 2015). Additionally, aligning the value of framing to goals is an emerging need in the execution and success of framing structures. Those in leadership must effectively encourage the development of their businesses to maintain sustainability and profitability or services (Hitt et al., 2017).

Moreover, how do leaders develop a framing culture? This requires strategic leadership, which is critical for framing, evaluating, and providing alignment metrics to foster an analytical perspective. Further,

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Hines and Slaughter (2015) found that one model that drives performance uses the whole brain process to tap into creativity and innovation. Strategic leadership is a persistent and constant reality. Moreover, Kurt Lewin presented a strategic change management framework and a powerful mechanism for leaders and staff similarly and indicated that strategic occurs by unfreezing the issue of strategic, actualizing strategic, and refreezing to implement strategic (Woodward & Hendry, 2004). Subsequently, acceptance of strategic models allows professionals to understand strategic aspects of organizations.

Globalization

The transition to a strategic mindset is vital for managers who must help their organization succeed in a changing environment. While the market drives companies, they also manage economic, technological, social, and lifestyle changes, political situations, and global competition. As a result, the nature of the issue is changing, and the structure has been flipped, stretched, and compressed. The traditional role of the manager has been redefined as the organization continues to flatten. Previously, operations managers only had to carry out tasks, plans, decisions, and policies set by senior diversity management. Managers are involved in the planning process. This means managers must understand the organization's direction, anticipate potential problems and challenges, and provide solutions and strategies to cope with an uncertain future. Strategic contributions are made in areas such as designing a vision for the organization, using resources effectively, engaging in conversations that reflect different perspectives to foster a spirit of innovation, and constantly asking, "what if...To keep employees sensitive to the changing demands of customers and competitors' strategies.

Technology and Innovation DEIB Strategy

Organizations use benchmarking to achieve strategic alignment by incorporating this DEIB strategy to improve efficiency. Additionally, benchmarking is an excellent diversity management tool to ensure organizations perform effectively in business (Tepavicharova, 2018). It permits managers to identify satisfactory practices, prioritize opportunities for improvement, enhance workforce productivity. As a result, benchmarking is used in many organizations to broaden efficiency and reap competitive advantage. The expanding dynamics of industry environments connect with the emergence of modern technology, which increases the likelihood of benchmarking (Prašnikar et al., 2005). Strategic analysis is the process that companies utilize to study and understand internal business-level strategies and complex aspects of their competitive environment. Understanding these forces and factors is crucial to achieving success.

From a local coffee shop to an international corporation, firms of all sizes benefit from strategic analysis. To innovate and develop products consumers want, managers and consultants engage in environmental scanning, which is the pragmatic and intentional integration of a firm's internal/external state and competitive environment. For managers who lead successful firms in a changing environment, the transition to a strategic mindset is critical. While the market drives companies, they also cope with economic, technological, social, and lifestyle changes, political situations, and global competition. As a result, the nature of the issue is changing, and the structure has been flipped, stretched, and compressed. The traditional role of the manager has been redefined as the organization continues to flatten. Previously, operations managers only had to carry out tasks, plans, decisions, and policies set by senior diversity management. Now they are involved in the planning process. This means they must understand the organization's direction, anticipate potential problems and challenges, and provide solutions and

strategies to manage an uncertain future. Strategic contributions are made in areas such as designing a vision for the organization, using resources effectively, engaging in conversations that reflect different perspectives to foster a spirit of innovation, and constantly asking, “what if... To keep employees aware of the changing demands of customers and competitors’ strategies.

Further, global professionals must develop capabilities to impart knowledge and listen to diverse audiences. Values, social norms, attitudes, stereotypes, social organizations, roles in society, and language skills affect one’s ability to communicate in a global context competently. Encouraging relationships with people who do not share the same qualities, culture, or methods requires skills and sensibilities so that those cultural and social contrasts become assets instead of liabilities.

Cost leadership DEIB strategy is based on how a company aims to become the low-cost producer of any product or service. The importance of strategic decision-making is based on developed and defined frameworks to improve performance within a company. Identifying differentiation and cost DEIB strategy provides strategic diversity management, enabling organizations to identify innovations and mitigate performance issues.

DEIB Cost Leadership Strategy

Applying a phased approach to cost leadership DEIB strategy varies in different industries. For example, cost leadership DEIB strategy phases operate the same way construction does in event diversity management or software development as a methodology. Likewise, leadership DEIB strategy is utilized across all industries. For instance, a cost leadership DEIB strategy is linked to project diversity management, of which the phases are initiation, planning, execution, monitoring, control, and closure (Jovanovic & Beric, 2018). Therefore, cost leadership DEIB strategy knowledge areas are integration, scope, time, cost, strategic, resource diversity management, communications, risk diversity management, procurement diversity management, and stakeholder diversity management (Didehvar et al., 2018). Organizational activities must be considered when developing a cost leadership DEIB strategy. Typical business activities resemble ongoing, routine business functions. For instance, strategic diversity management activities align with traditional projects in several contexts and routine in others.

Practical examples illustrate applying cost leadership DEIB strategy in the strategic diversity management process. For instance, organizations such as Google, Toyota, and Microsoft invest resources into training and development to enhance organizational performance and profitability (Cusumano, 2010). Cost leadership DEIB strategy benefits strategic diversity management practices by critically assessing organizational opportunities to propose appropriate actions for organizational performance in project-related contexts (Robbins & Judge, 2017). Analyzing organizational structures and leadership characteristics enhance a competitive yet cost leadership DEIB strategy and transformative culture. Adapting project and strategic diversity management techniques in finance, marketing, human resources, and operational performance to make decisions in targeted organizational aspects. Cost leadership DEIB strategy within strategic diversity management must be formulated and delivered based on appropriate communication planning - encompassing verbal, written, and virtual mediums to communicate requirements, goals, and organizational performance for cost leadership DEIB strategy.

Further, cost leadership DEIB strategy and the relationship to the strategic diversity management are attainable, yet only with consistent actions of employees and at the organizational level. Additionally, to help employees understand cost leadership DEIB strategy, strategic managers must be cognizant of the distinct phases of cost leadership DEIB strategy. Organizations must keep pace with production and

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competitive demands. Because of the competitive nature of business, production facilities have developed a dependence on strategic diversity management, which provides cost leadership DEIB strategy expertise, mitigates risk, and improves production outcomes. For example, high-reliability organizations (HROs) are sustainable in such dynamic circumstances where risk outcomes are high; however, the event of an error is typically low (Baker et al., 2006). Therefore, in this regard, strategic managers can use the cost leadership DEIB strategy framework to train, implement, and support associates in risk-intensive strategic diversity management processes.

Differentiation DEIB Strategy

Differentiation strategy is a business strategy that focuses on the uniqueness of a business, product, or service compared to others (Hitt et al., 2017). Business strategy and corporate governance refer to the processes that ensure that companies are managed to create value for their owners while fulfilling the responsibilities to their stakeholders (Nguyen & Mohamed, 2018). For effective corporate governance, the following is necessary: a) Clear roles and responsibilities, b) Transparency and accountability, c) Risk diversity management, d) Ethical practices, e) Implementation of sound business strategies, f) Performance and effectiveness, and g) Informed decision-making. The key take-aways is that businesses develop and maintain their competitive edge in the market by adopting one or more of the following strategies: a) Cost Leadership DEIB strategy: A company using this DEIB strategy aims to become the low-cost producer of any product or service. b) Differentiation DEIB strategy: This DEIB strategy emphasizes being unique compared to others. c) Focused DEIB strategy: Companies using this DEIB strategy focus on a niche area. By incorporating a differentiation DEIB strategy, businesses mitigate problem areas and create opportunities to ensure successful business operations.

Strategic Choices and Trade-Offs

There are strategic choices and trade-offs that companies make to How do organizations define exceptional business DEIB strategy? How does organizational DEIB strategy enable leaders to identify issues immediately to mitigate ongoing competitive challenges? Concurrently, providing exceptional business diversity management is a major contributor to strategic success, yet exceptional business DEIB strategy is underachieved in practice because strategic managers do not always communicate effectively with stakeholders (Chad et al., 2017). Additionally, many organizations deviate from a consistent structure, which leads to increased risks and potentially derails strategic success. It is best to utilize the tools of strategic diversity management processes, software tools, and effective business DEIB strategy diversity management practices to ensure strategic positioning. An exceptional business DEIB strategy is a process and method used to identify, quantify, and capacity associated issues (Dillion, 2014). Likewise, an exceptional business DEIB strategy is a plan that describes how risk can impact strategic effectiveness. The first steps are to identify risks to goals and objectives, develop a qualitative and quantitative analysis, propose response planning, monitor, and develop exceptional training by adhering to DEIB training plans (Birindelli & Ferretti, 2017).

Moreover, DEIB program risk mitigation reduces the impact of a risk event by reducing the probability of negative occurrences (Birindelli & Ferretti, 2017). The importance of exceptional business DEIB strategy in strategic diversity management is based on developed and defined frameworks to prohibit risks occurring within the strategic environment. Furthermore, a proactive DEIB strategy is a distinctive

measure for leaders who practice such methodology in managing associated risks within organizations; thus, strategic managers should spend time and effort to plan for events or occurrences that may never occur. Business strategies assist leaders in identifying training development risks when, where, and why they occur. Hence, leaders must be vigilant in this area.

Blue Ocean DEIB Strategy

Business strategies include differentiation, cost leadership, blue oceans, innovation, entrepreneurship, and platforms. There are two significant conceptions: Differentiator and cost leadership strategies. Businesses can utilize these two methodologies to push their activities and initiatives. Moreover, the idea of a business-level system and its significance determine its strategic business technique (Rothaermel, 2020). There are also different business parts of the innovation utilized as a business-level technique. The Blue Ocean DEIB strategy utilizes strategic decision-making to determine favorable circumstances unknown by competitors. Blue Ocean DEIB strategy measures a venture by sketching out the cycle from vision to execution (Rothaermel, 2020). The value chain priorities are different for companies taking a different business strategic approach. Examples of value chains for each of three organizations using cost leadership, another using differentiation, and a third using a value innovation business-level DEIB strategy.

Value innovation and business-level DEIB strategy effectively utilize Blue Ocean DEIB strategy, founded on value innovation methods in conjunction with differentiation and low-cost DEIB strategy (Kim & Mauborgne, 2014). An example of value innovation in the competitive market increases profitability (Buil López-Menchero et al., 2020). A business plan conveys how a business provides incentives for its stakeholders within the marketplace (Nguyen & Mohamed, 2018). Developments in strategic business plans are progressively essential for building a sustainable position in the marketplace characterized by change, stakeholder satisfaction, and rivalry (Sorescu et al., 2011).

Business DEIB Strategy Application: Leadership

Leadership requires utilizing different methods to ensure business sustainability. Notwithstanding, viable leadership has been the subject of debate. Understanding leadership standards recognizes that extraordinary leaders advance leadership theories and standards. Leaders must have a vision, effective communication skills, and tenacity. Theories encompassing leadership have developed and changed over time (Taylor et al., 2014). Hunt and Fedynich (2019) also indicated that trait hypotheses and behavior models provide authentic and servant leadership standards. Present-day theories transform the customary worldview of vertical leadership models to transform leaders and firms. While the complexities of leadership cannot comprehensively analyze the advancement of leaders in every way, understanding the development of leadership from the past to the present provides a significant DEIB strategy for leadership.

Indeed, Bolman and Deal (2008) asserted that to develop a sufficient power base, a leader needs to understand their capacity within the organization and then build relationships with stakeholders to meet or exceed capabilities. Hughes et al. (2018) indicated that beneficial tactics are necessary and must be implemented. The rules of engagement for principled leadership and bargaining are consistent with effective leadership (Bolman & Deal, 2008). Additionally, leadership strategies improve with increased communication and buy-in, increasing achievement and productivity. Last, cultural norms must be considered by reflecting on organizational change, acceptance, and building organizational capacity.

Leading Business Innovation

Successful organizations prioritize DEIB strategy, innovation, and visionary diversity management. Firms may utilize Key Success Factors (KSF) as a visioning framework to improve organizational goals and tactical diversity management. Key Success Factors (KSF) are based on the ability to secure business utilize the KSF structure to define the DEIB strategy diversity management scope with well-defined and attainable goals. Leaders, divisions, departments, and individuals are responsible for each metric and a detailed integrated plan specifying items of performance improvement. Collectively organizational stakeholders provide an estimate of the resources required to support the defined business needs. Metrics are conducted in collaborative KSF monthly meetings to ensure that plans are structured and completed monthly, quarterly, or annually with an established budget. Goals are based on deployment and incorporate action plans reviewed monthly to generate process improvement events, mandated lean daily diversity management with key performance indicators conducted, and outcomes reported by specified staff to align with the vision, mission, goals, objectives, projected outcomes, and cost savings of the company. Strategies for success are to schedule weekly team meetings, regular collaborative webinars, strategic communication, strategic plans, execution, and monitoring of strategic plans.

DEIB BUSINESS PLANNING

Leaders initiate corporate social sustainability (CSR) programs and assess and develop plans to reinforce the organizational mission. Business and sustainability are characterized by the capacity to achieve organizational goals without harming internal stakeholders or shareholders (Nguyen & Mohamed, 2018). Likewise, CSR drives organizational behavior both in the internal and external environments. Leaders must develop skills to promote utilitarian objectives. As a result, leadership skills are comprised of excellent communication, competence, and a willingness to serve in CSR capacities. Moreover, Hayes (2014) has promulgated that those associated with organizational change must maintain traditional organizational development frameworks while adapting to a new framework. As a result, organizational change creates functional roles and relationships that must endure (Hayes, 2014).

Leaders must consider tasks incorporation into business plans. These include: deciding who will lead during the transition phase. Organization avoids unnecessary fragmentation (Robbins & Judge, 2017). While it is important to appoint capable individuals to lead the transition, it is also important to guarantee they communicate with others who were included at earlier stages simultaneously and those who will maintain the results of changes. Strategically, leaders must identify what needs to be accomplished for effective outcomes; use numerous and consistent leverage foci for change; and understand that if a single aspect of the framework is changed, this could trigger behaviors that will restore the status quo. One way of avoiding reversion is to utilize consistent mandates for achieving change. Finally, leaders must develop feedback mechanisms to provide information that ensures change diversity management moves forward in a coordinated manner.

Visioning

Providing vision in an organization means communicating information regarding training DEIB strategy to stakeholders (Eason & Mazzei, 2019). It can be difficult for leaders to be transparent when communi-

cating with stakeholders and clients because some information is too complex, yet leaders find a way to connect to their stakeholders (Nguyen & Mohamed, 2018). Moreover, while email or virtual technology has benefits, it is not the best communication method. There are times when a leader must provide personal interaction to rally support. Person-to-person presentations are the most effective communication method (Markovic & Salamzadeh, 2018). Regarding change diversity management DEIB strategy, the leader's role is important in inspiring stakeholders and creating an effective working environment (Kotter, 2012). Utilizing vision initiatives and assessing organizational issues in context are viable mechanisms to improve interactions in organizations.

Creating a vision is about directing support to galvanize one's initiatives. Finding ways to encourage others inspires the vision as visions provide a framework for the organization's future (Kotter, 2012). Creating a vision that is simple to convey offers stakeholders an efficient way to process concepts (Taylor et al., 2014). Most importantly, stakeholders cannot grasp a vision they do not understand. Visions must be developed with a long-term strategic focus. A vision communicates the direction an organization needs to take. In doing so, a leader usually develops the vision. Visions are developed over time, using a methodological approach (Kotter, 2012). Without a reasonable vision, organizational resources are mismanaged, stakeholders become confused about the organization's direction, and initiatives of the organization tend to fail or become unsustainable (Chappell et al., 2016). Often, several plans, proposals, and programs; however, a vision has not been formulated. The overall objective must be to provide the team with a vision of how their cumulative efforts will result in organizational success.

Mission and Values

The Strategic Measurement Model (SMM) comprises vision, mission, beliefs and values, key success factors, metrics, goals and objectives, strategies, and compensation. Therefore, DEIB initiatives are assessed based on how well elements align to include:

- Will completing the mission achieve the vision?
- Is there a metric for each Key Success Factor?
- Is there a goal for each metric?
- Are there one or more DEIB strategies to achieve the goal for each metric?

Adopting Deming's 14 Points for DEIB management as defined by ASQ (2017) as a core quality management concept exists as a set of practices to help companies increase DEIB initiative quality and productivity (Breyfogle, 2003).

Deming's 14 Points are as follows:

- Create constancy of purpose for improving DEIB programming.
- Adopt a DEIB philosophy.
- Cease dependence on examination to achieve quality.
- End the practice of awarding business on profitability alone; instead, minimize total cost by identifying DEIB leadership to manage the process.
- Use continuous improvement in all processes for planning, training, and evaluation.
- Institute training on the job.
- Adopt and institute leadership.

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- Drive out fear.
- Break down barriers between divisions and amongst stakeholders.
- Eliminate slogans, exhortations, and bias.
- Create data metrics for the workforce and numerical goals for diversity management.
- Remove barriers that discourage motivation and eliminate annual rating or merit systems.
- Institute a robust training program for all stakeholders.
- Put everybody in the company to work accomplishing, executing, and sustaining the DEIB transformation.

Goal Setting With Key Success Factors (KSFs)

Organizations often fail because of leaders' lack of DEIB strategy and vision (Nufer et al., 2019). Businesses utilize Key Success Factors (KSF) as a visioning framework to improve organizational goals and tactical diversity management (Eason & Mazzei, 2019; Taylor et al., 2014). Key Success Factors (KSFs) structure and define the scope of business with well-defined, attainable goals to establish each metric and a detailed integrated plan specifying items of performance improvement and provide an estimate of the resources required to support the defined mission of the organization. For example, an organization may establish metrics are to increase program yield by 10% per quarter, conduct monthly collaborative KSF structuring meetings to ensure that all project plans are structured and completed by December 15 annually, and establish a budget. Goals are based on deployment and incorporate an X - matrix with action plans reviewed monthly, develop value stream maps (VSM) which generate process improvement events, mandate lean daily diversity management with key performance indicators and outcomes reported by leads, create a visual using an A-3 to convey the training programs vision, mission, goals, objectives, projected outcomes, and cost savings. Some examples of goal-setting DEIB strategy require scheduling weekly team meetings, conducting collaborative webinars, using specific policies, incorporating strategic planning recommendations, and monitoring the strategic business plan.

DEIB Communication Strategy

A strategic leader's communication DEIB strategy consists of a proposed order of stages, whereas each contains a specific deliverable that collectively achieves planned objectives. Attributes needed to analyze a strategic leader's communication DEIB strategy are what work will be done in each stage, a definition of each stage's deliverables and when, the change control process for each deliverable, what resources are involved in each deliverable, and criteria needed to complete each stage of the DEIB strategy (Buoziute-Rafanaviciene et al., 2009). Strategic leaders must create a standard communication DEIB strategy to promote communication within teams, with stakeholders, and across all sub-tier teams (Nguyen & Mohamed, 2018). Depending on the approach utilized, planning communication DEIB strategy and stages change based on the DEIB strategy and the situation (Dewan & Myatt, 2008). Additionally, attention must be given to stage development, costs, risk diversity management, and team development.

Strategic leaders are successful in business matters when they build frameworks to support strong teams. Businesses require strategic planning, including a mission, vision, and business DEIB strategy (activity DEIB strategy, marketing DEIB strategy, financial DEIB strategy). Developing a communication DEIB strategy requires managing multiple dynamics, providing periodic status updates on performance against the communication DEIB strategy, and meeting DEIB strategy targets (Volk & Zerfass, 2018).

Delivering service means providing value, reducing cost, and cost avoidance to conserve financial resources for programs. Developing a strategic communication DEIB strategy in the business sector necessitates building a comprehensive network of contacts in the public and private sectors.

Understanding where and how to obtain programs, awards, and endowments builds income streams. Conclusively, the keystone of a respectable business is fostering a solid reputation. Consequently, satisfying consumer requirements, refining business procedures, and attaining key performance metrics improve customer satisfaction.

Recommended steps to facilitate effective communication is awareness of intercommunication. Leaders are successful in public service matters when they execute effective communication frameworks. Communication frameworks require developing a communication DEIB strategy to manage multiple dynamics, providing periodic status updates on performance against the communication DEIB strategy, and meeting strategic targets (Volk & Zerfass, 2018). Delivering service means providing value, reducing conflict, and cost avoidance to conserve financial resources for programs. Developing a strategic communication DEIB strategy in the public sector necessitates building a comprehensive network of contacts in the public and private sectors. Understanding the keystone of communication requires satisfying constituent requirements, refining public relations, and achieving key performance metrics to improve stakeholders and customer services.

BUSINESS INTEGRATION: CORPORATE COMPLIANCE, ETHICS, AND STAKEHOLDERS

Organizational leadership is committed to organizational sustainability practices. Organizational leadership is a critical aspect of facilitating buy-in from various organization stakeholders. Indeed, corporate social responsibility (CSR) is synonymous with corporate sustainability. CSR is an organizational model that assists organizations in their quest for social accountability to themselves, their stakeholders, and the public. By practicing CSR also called corporate citizenship, companies become conscious of their impact on all aspects of society, including economic, social, and environmental. To engage in CSR means that, in the normal course of business, a firm is operating in ways that enhance society and the environment instead of contributing negatively to it.

Moreover, leadership and power constitute a personal and often inherent aspect of individuals. Leaders are tasked with shaping organizational culture and the social interaction of stakeholders. Leaders are tasked with understanding multidimensionality and equity in power relationships within organizations. Moreover, authentic leadership is an aspect of emotional intelligence. Organizational culture, politics, and the distribution of power frame how internal/external stakeholders view organizations, employee satisfaction, and perception of CSR. Leaders may find challenges engaging stakeholders due to priorities or time constraints. However, leaders must recognize that stakeholder engagement is a value, not an obstacle, when alleviating challenges. Through well-organized and supportive meetings, construction engagement concerns can be improved. The ability of leaders to provide a clear and concise context of issues is critical for organizational success.

Likewise, the importance of 'good ethics' for employees and business organizations, the principal philosophies of ethics, including utilitarianism, duty-based ethics, and virtue ethics, ethical merits of various choices by using an ethical decision model, differences between shareholder, stakeholder models of ethical corporate governance, and difficulties of establishing and maintaining an ethical corporate

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culture in a business organization. Notwithstanding, ethics initiatives shape organizational culture. Further, formalized leadership ethics and compliance programs improve organizational structures. The importance of ethical leadership ensures adherence to policies set forth by organizations. In this regard, how will your leadership acumen shape the industry?

Corporate Compliance

Corporate governance creates frameworks for businesses to follow. Without social constructs, it is not easy to align an organization's workforce regarding ethics and behavioral norms. Employees' adherence to ethics programs mitigated and reduced the risks associated with failure to comply. Organizations endeavor to maintain social standards by ensuring that all employees adhere to compliance policies through consenting to the norms of the organization. Further, compliance is achieved through training. As a result, ethics policies are fundamental to organizational structure and employee welfare. The benefit of utilizing ethics policies is to ensure a sense of security and trust in the organization. With compliance programs in place, employees have the choice to report inconsistencies confidentially to maintain moral practices. For example, compliance and ethics programs promote and increase the capacities of the organization's ombudsman offices. Additionally, ethics programs enhance assessment protocols.

Unbiased corporate practices are a comprehensive organizational DEIB strategy that integrates professional responsibility and CSR. Prospects for its success are based on the success of internal systems. HR recruiting and interviewing processes ensure generally accepted practices that are focused on the mitigation of biased practices. Organizations may benefit from creating an ombudsman office to manage internal and external compliance of bias. Likewise, utilizing compliance and ethics programs promote and increase the capacities of the organization's ombudsman offices.

Additionally, ethics programs enhance assessment protocols (OIG, 2018). Lewis (1993) argued that compliance policies allow organizations to align issues of bias and discrimination in the workplace and in providing services. The benefit of utilizing compliance policies is to reduce and mitigate issues relating to ethics in organizations (Solano & Kleiner, 2003).

Ethics

Ethical leadership theory is important and applies to leadership theories of distributed and servant leadership. Indeed, Van Wart (2013) indicated that the three pillars of ethical leadership are character, duty, and the greatest good. Ethical leadership theory is important and is applied to distributed and servant leadership. A better understanding of ethics for psychologists and organizations requires an understanding of the principal philosophies of ethics, including utilitarianism, duty-based ethics, virtue ethics, and ethical merits of various choices by using an ethical decision model, differences between stakeholder models of ethics, and problems of creating and sustaining an ethical culture in an organization. Distributed leadership offers an element of examination in the analysis of leadership (Hughes et al., 2018).

Additionally, ethical decision-making aligns with the activities of effective leaders. Distributed leadership allows for greater collaboration and thus provides a check and balance aspect of ethical behavior (Aamodt, 2015). For instance, established leadership standards have difficulty accommodating changes in the division of labor in the workplace, different structures of interrelationships, and organizations that amplify distributed practice. Three variations of interrelated activities in which key defining criteria are conjoint activities. These methods provide the establishment for the classification of distributed

leadership (Hughes et al., 2018). Ethical leadership does not operate in a vacuum; thus, collaborating and implementing the practice requires distributed leadership across the organization to maintain the ethos. The servant leadership model is utilized globally. Leaders serve humanity and deploy corporate governance as a DEIB strategy. Servant leadership safeguards stakeholders' psychological health and safety (Aamodt, 2015). Additionally, the Biblical scriptures share many examples of servant leadership. Servant leadership beseeches humanity to uplift and encourage others, which underpins the duty to serve and the accountability for effective leadership.

Stakeholder Management

The concept of stakeholders may be the most important in an organization (Nguyen & Mohamed, 2018). The employees in an organization are not employees only if they perform their work within the prescribed work practices. The workplace issues must also be discussed and managed to ensure that all employees are aware of their issues and effectively mitigate and resolve any workplace issues. Stakeholder diversity management aims to share information and opinions about an organization to ensure that all parties involved can support and participate in developing a strategic plan (Anglim et al., 2019).

Leaders have a responsibility to internal and external stakeholders to understand successful leadership attributes. Some of these stakeholders are clients, representatives, partners, investors, government, and society which are increasingly significant in the current business environment. A leader's capability to assess their leadership and relational capabilities and their team elevates the output and transformation of a company or a project (Northouse, 2018). The ability of leaders to drive progress provides the impetus to better work with stakeholders and partners. Diversity management and engagement focus on knowledge acquisition of leadership traits and training and development to assist leaders in leadership execution. Appropriately, performance diversity management results demonstrate that follower input is also interconnected with an elevated leadership competency (Wunderer, 2001).

Diversity and Inclusion

The concept of the diversity-focused organization is that of diversity on the job or workplace. This concept applies whether working in a sales force, design team, service team, or other organization. The work environment represents a dynamic and ever-changing set of relationships, skills, attitudes, and beliefs. An employment discrimination policy aims to enable the organization to provide equal treatment for all employees without regard to national origin, gender, age, or age-related characteristics, such as health, height, weight, or personal appearance (Anglim et al., 2019).

Employment discrimination is a form of bias based on race, color, national origin, religion, disability, or age. In some cases, it may be based on gender identity. For employment discrimination claims, the complainant must file a charge with the department when the alleged discrimination occurred; Workplace diversity is a fundamental part of effective diversity management and organizational culture (Anglim et al., 2019). Diversity is a matter of understanding and acknowledging the unique value of everyone. It also requires that organizations recruit, retain, promote, and train employees of diverse backgrounds. This can be done by understanding the diversity challenges and problems that each employee experiences and the unique skills that can come from training and mentoring an employee of a different background (Eason & Mazzei, 2019). Employers are increasingly looking for well-trained candidates in different work environments and therefore need different skills, perspectives, and perspectives of other people such

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as co-workers. Companies recruit candidates with diverse backgrounds, including a person's religion. The diverse work environment has become a common factor for the global workforce. Diversity culture has resulted in many employers looking for people of diverse cultures, backgrounds, and perspectives.

The role of organizational performance teams is to work with internal departments, either leaders, directors, or hiring managers, to reduce bias in the workplace, thereby improving decision-making capacity (Robbins & Judge, 2017). HR often performs duties on behalf of individuals to fulfill the unit request within an organization. Therefore, structures must be developed to encourage empathy, respect and reduce anchoring or overconfidence biases (Miller et al., 2017). The function of organizational development in reducing the bias of all types is to establish rules of equity, hire diversity of thought and individuals, select supplier diversity, foster relationships, improve the onboarding process, and manage assessment schedules to include interviews, unconscious bias training, and organizational planning (Robbins & Judge, 2017; Eason & Mazzei, 2019).

Psychological Health and Safety

The privacy of stakeholder information, such as trade secrets, is essential in information technology projects where the information can be made public. Stakeholders usually include clients, vendors, and their internal processes. The safety issues associated with stakeholder diversity management are complex and often cause concern. There are various approaches and methods to manage stakeholder issues. The health of employee stakeholders is a broad-based initiative to address issues impacting the success of the organization's workforce and the economy, among others (Anglim et al., 2019). Further, mental health and psychological safety are important in the workplace. The development and intentionality of programs to assess and improve organizational culture and climate indicate high-performing organizations (Ritcher et al., 2021). Organizational goals are to improve the quality of life both mentally and physically by providing performance-based assessment services to employees about the job and career-related issues. As a result, employees need diversity management to mitigate issues and challenges.

CONCLUSION

Diversity and inclusion quality management is an Integrated System, process centered, has stakeholder engagement, creates a culture that is stakeholder focused; and amasses a collection and study of data that supports efforts for stakeholders, which are critical components to the diversity and inclusion quality. Further, organizational structure, processes, procedures, and resources are needed to implement, maintain, and continually improve diversity and inclusion quality. TQM is used in quality management as a management approach to long-term success through stakeholder satisfaction. TQM focuses on the development of products and services that meet the needs and exceed the expectations of organizations. In short, diversity and inclusion quality ensure the DEIB management team has the necessary tools and specifications to verify and validate programming and expenses. When diversity and inclusion quality management is executed, it enables organizations to utilize techniques and tools to yield quality DEIB results.

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