

A photograph of three diverse women on a golf course. On the left, a Black woman in a red polo shirt and blue visor smiles. In the center, an Asian woman in a dark blue shirt looks off-camera. On the right, a white woman in a light blue polo shirt holds a golf glove. In the foreground, a golf bag with a red and white pom-pom and a silver club headcover is visible. The background shows a green golf course under a clear blue sky.

DIVERSITY & INCLUSION



A LITTLE BIT
ABOUT ME



HEADS UP

A horizontal banner at the top of the slide features silhouettes of a diverse group of people in various poses and colors (shades of blue and grey). In the top right corner, a dark blue circular graphic contains the text 'LEARNING OBJECTIVES' in white, bold, uppercase letters.

LEARNING OBJECTIVES

- > Gain a deeper understanding of diversity and inclusion
- > Understand dimensions of difference
- > Explore unconscious bias
- > Understand the importance of workforce diversification
- > Practicing inclusion

<http://www.yourna>





BLOCKBUSTER

BL **STORE CLOSING**
★ SALE ★ **TER**

OPEN

The DiversityInc Top 50 List

1. Sodexo
2. PricewaterhouseCoopers
3. Kaiser Permanente
4. Ernst & Young
5. MasterCard Worldwide
6. Novartis Pharmaceuticals Corporation
7. Procter & Gamble
8. Prudential Financial
9. Accenture
10. Johnson & Johnson
11. Deloitte
12. Merck & Co.
13. AT&T
14. Abbott
15. Cummins
16. Marriott International
17. Medtronic
18. Kraft Foods
19. Aetna
20. Target
21. Colgate-Palmolive
22. Cox Communications
23. KPMG
24. IBM
25. Wells Fargo
26. General Mills
27. ADP
28. Pfizer
29. Northrop Grumman
30. New York Life
31. BASF
32. Kellogg Company
33. Time Warner
34. Rockwell Collins
35. Eli Lilly and Company
36. Allstate Insurance Company
37. Dell
38. The Coca-Cola Company
39. The Walt Disney Company
40. WellPoint
41. TIAA-CREF
42. Monsanto
43. TD Bank
44. Microsoft
45. Bristol-Myers Squibb
46. Wyndham Worldwide
47. Verizon Communications
48. Toyota Motor North America
49. Comcast
50. jcpenny

THE DIFFERENCE

“**DIVERSITY** is being invited to the party.



INCLUSION is being asked to dance.”

- Diversity expert Verna Myers

THE DIFFERENCE

“**DIVERSITY** is about
who’s on the team.



INCLUSION is about
who gets to play.”

- John Skipper, Former President, ESPN

DIVERSITY is all the ways we differ,
all the things that make us unique.



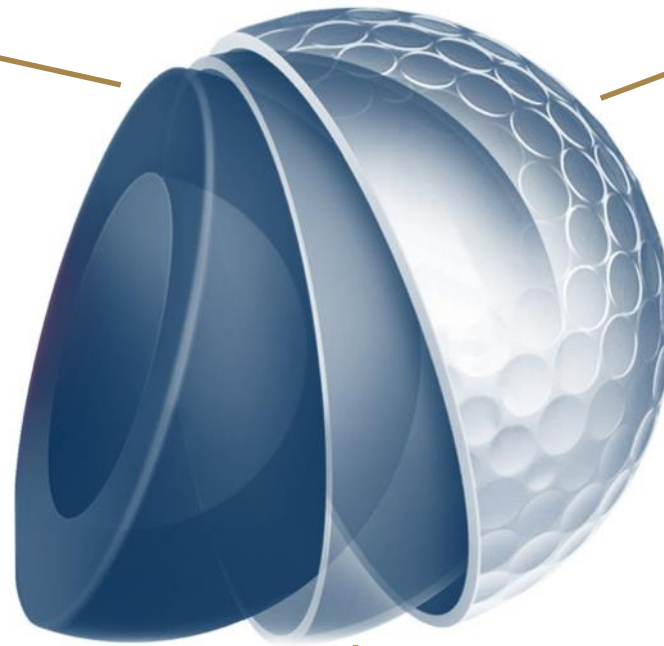
INCLUSION puts diversity into action by
creating an environment of involvement, respect,
and connection—where the richness of ideas,
backgrounds, and perspectives are harnessed
to create business value.

DIMENSIONS OF DIVERSITY

PRIMARY
DIMENSIONS

ORGANIZATIONAL
DIMENSIONS

PERSONAL
IDENTITY



SECONDARY
DIMENSIONS

PRIMARY

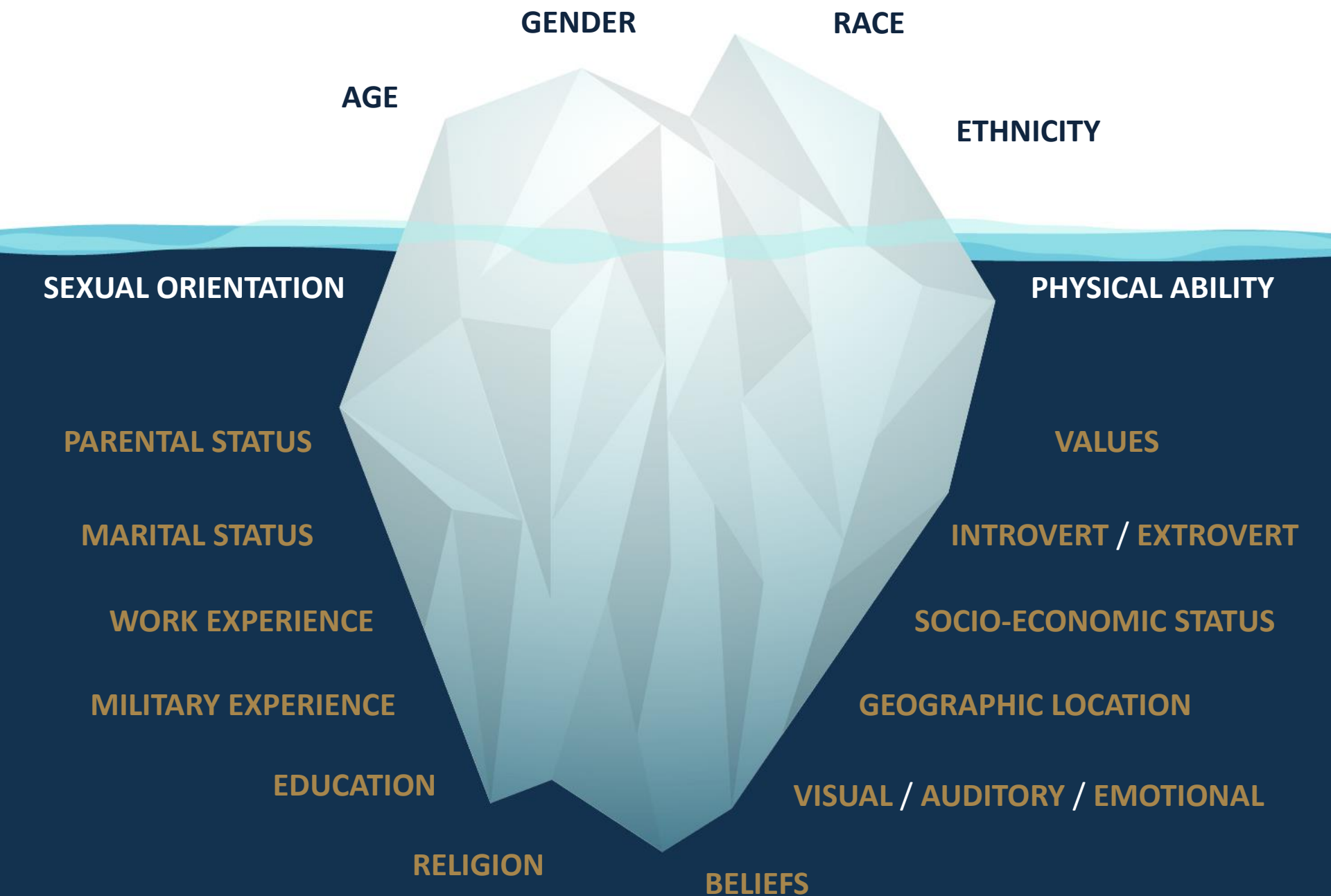
- Age
- Race
- Gender
- Ethnicity
- Physical Ability
- Sexual Orientation

SECONDARY

- Family Status (Marital/Parental)
- First Language/Accent
- Physical Characteristics
- Work Experience
- Educational Background
- Religion/Spiritual Beliefs
- Military Experience
- Income
- Geographic location

ORGANIZATIONAL

- Functional Level or Classification
- Management Status
- Union or Political Affiliation
- Work Location
- Seniority
- Department/Division
- Work Content/Field



GENDER

RACE

AGE

ETHNICITY

SEXUAL ORIENTATION

PHYSICAL ABILITY

PARENTAL STATUS

VALUES

MARITAL STATUS

INTROVERT / EXTROVERT

WORK EXPERIENCE

SOCIO-ECONOMIC STATUS

MILITARY EXPERIENCE

GEOGRAPHIC LOCATION

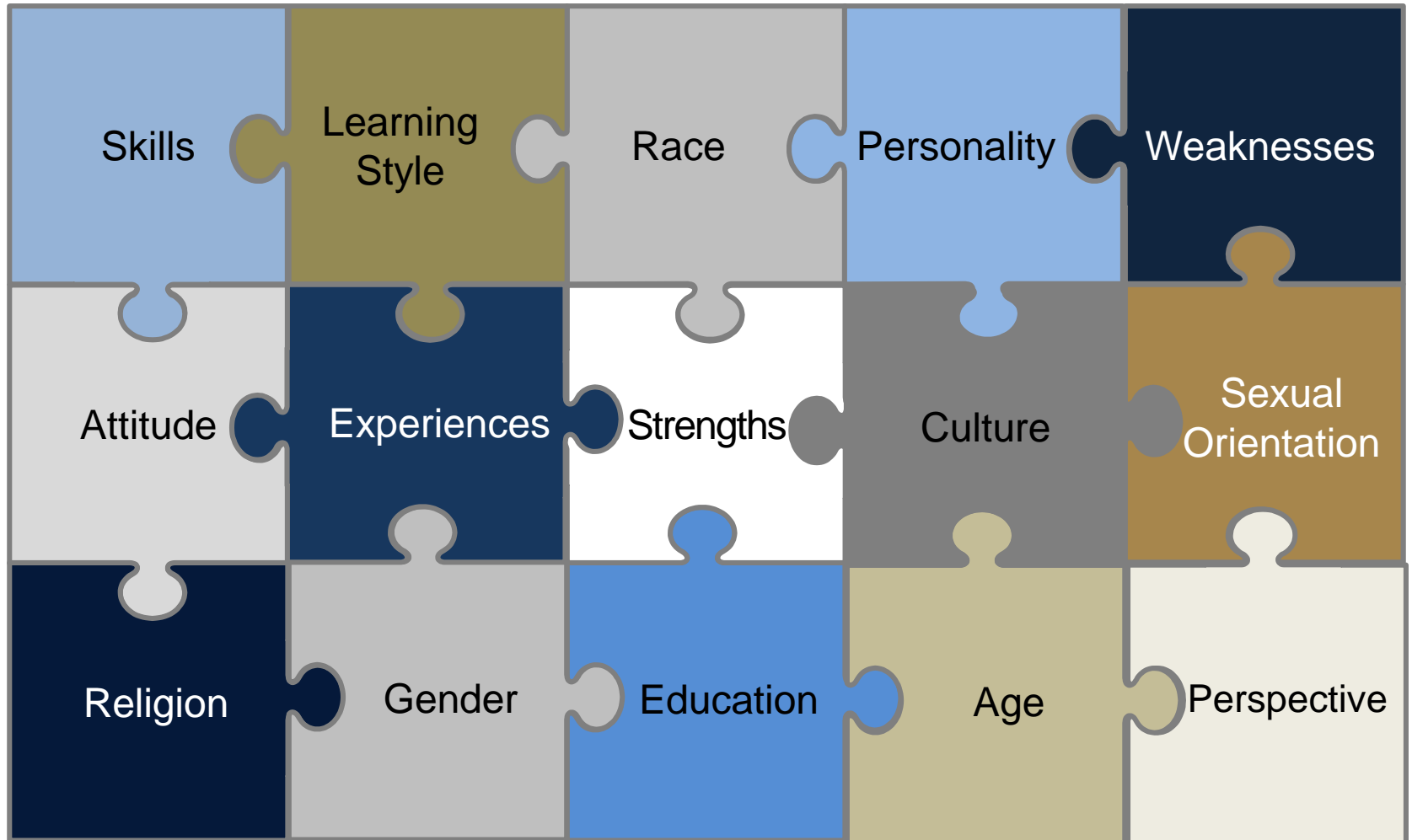
EDUCATION

VISUAL / AUDITORY / EMOTIONAL

RELIGION

BELIEFS

THE WHOLE PICTURE



TRADING PLACES

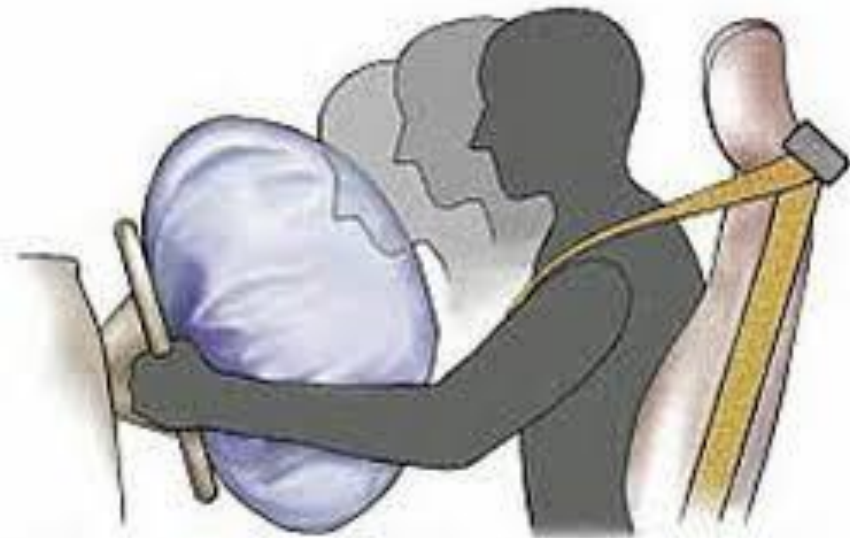
Trading Places Participant Ranking Form			
	ROUND 1	ROUND 2	ROUND 3
Person A			
Person B			
Person C			
Person D			
Person E			
Person F			
Person G			
Person H			

Trading Places

A	Pregnant African-American woman with three children Her husband was killed in battle as a Navy Seal She has a PhD in Neuroscience and owns a multi-million dollar home
B	40 year-old Caucasian male lawyer He has been battling alcoholism for 15 years He is a single father
C	Hispanic woman who wears colorful clothing and bright red lipstick She owns a holistic medical center and is training for a marathon She graduated from Yale University
D	Muslim school teacher that speaks Arabic as a second language He's an African-American male He's a highly sought after public speaker making \$20k per engagement
E	Asian storeowner He netted \$3,000,000 in sales last year He served ten years in jail for defrauding the bank
F	21 year-old African-American male McDonald's employee He attends Howard University and is majoring in Business Management His family owns five McDonald's franchises
G	45 year-old Caucasian female CEO of a fortune 500 company She is recently divorced and has a daughter who lives at a boarding school She suffers from depression
H	19-year-old woman trained in classical piano She has traveled to twelve different countries to perform She was diagnosed with terminal cancer after turning 18



UNCONSCIOUS BIAS & DECISION MAKING









OVERCOMING BIAS

- > Try different approaches
- > Immerse ourselves in different environments
- > Pause. Slow down. Scrutinize data.
- > Examine the basis of our instincts
- > Seek and share points of view beyond inner circle



INCLUSIVE CULTURES

- > 6x more likely to be innovative
- > 6x more likely to anticipate change and respond effectively
- > 2x as likely to meet or exceed financial targets

-Bersin by Deloitte



AFFIRMING INCLUSION

- > HOW do people know they are welcome?
- > HOW do we communicate our inclusive practices?
- > HOW effective have these strategies been?
- > What is our club culture REALLY like?

RACIAL & ETHNIC DIVERSITY



MINORITY

A TERM APPLIED TO THE
MAJORITY OF THE WORLD'S
POPULATION.

I WANT TO BE SEEN



A female golfer is captured in the middle of a golf swing on a green field. She is wearing a white baseball cap, a light blue sleeveless shirt, and a black and white checkered belt. Her hair is styled in two long braids. She is holding a golf club with a white headcover. The background is a blurred green field.

GOLF: THE JOPWELL PGA COLLECTION, VOL. 1

OPEN

JOPWELL
Unlocking Opportunity

RESOURCE

✓ Multicultural Communications Reference Guide



[Membership](#) [Education](#) [Employment](#) [Events](#) [Advance The Industry](#) [Benefits & Tools](#)



D&I IN GOLF

DIVERSITY AND INCLUSION

Multicultural Communications Reference Guide

Mar 14, 2016

SHARE



SUPPLIER INCLUSION



WORKFORCE DIVERSITY



HOMOGENOUS WORKFORCE

- **GOLF'S TWELVE LEADING ORGANIZATIONS**
 - **BOARD DIRECTORS = 95% CAUCASIAN**
 - **SENIOR LEADERSHIP = 97% CAUCASIAN**
 - **FULL-TIME STAFF = 86% CAUCASIAN**



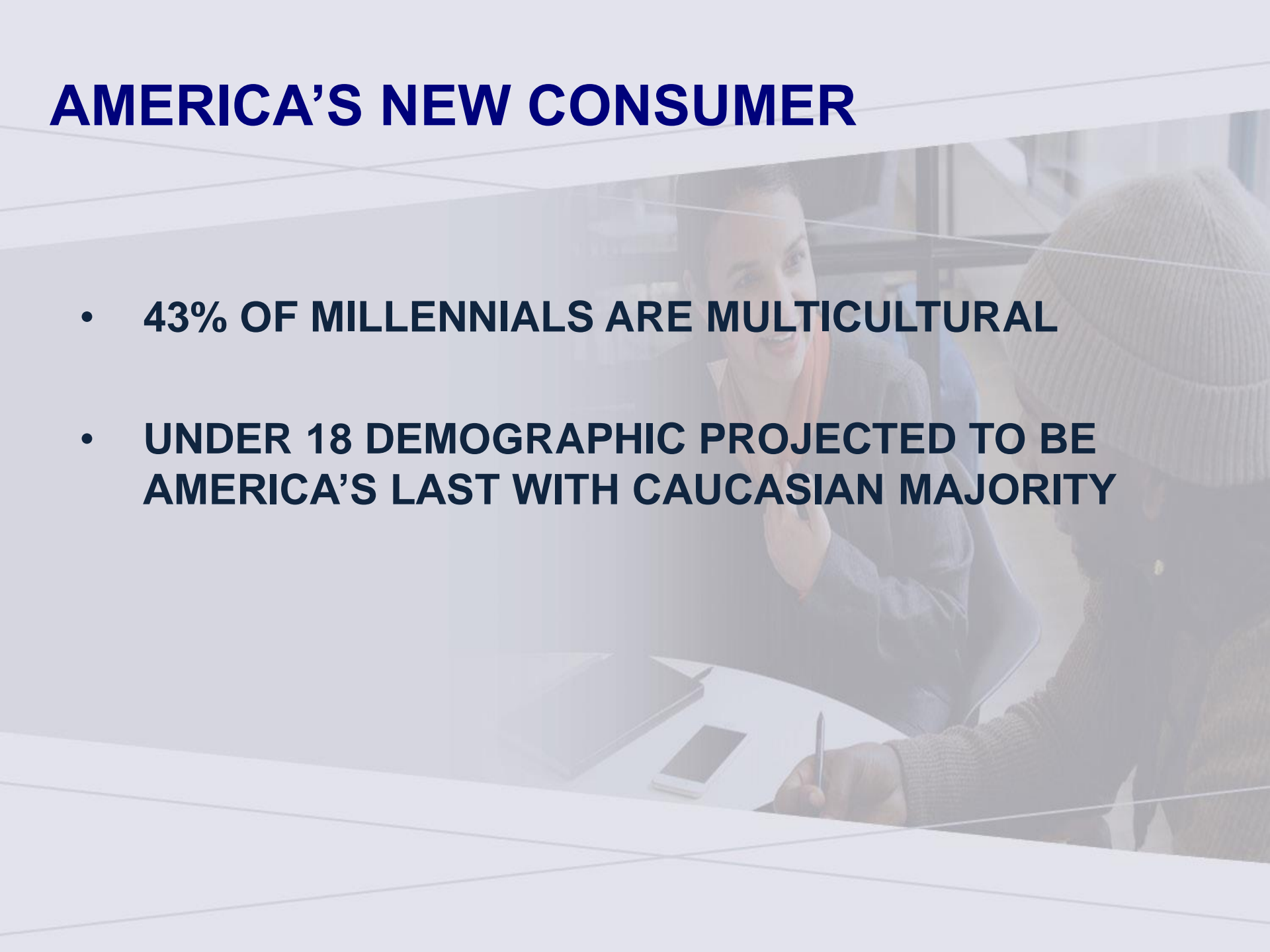
AMERICA'S NEW CONSUMER

- **92% OF U.S. POPULATION GROWTH IN 2000-2014 FROM MULTICULTURAL GROUPS**
- **BLACK AMERICANS, ASIAN AMERICANS & HISPANICS = \$3.5 TRILLION SPENDING POWER**



AMERICA'S NEW CONSUMER

- **43% OF MILLENNIALS ARE MULTICULTURAL**
- **UNDER 18 DEMOGRAPHIC PROJECTED TO BE AMERICA'S LAST WITH CAUCASIAN MAJORITY**





Golf is a sport of invitation.

A top-down view of a collaborative workspace. A silver laptop is open on a white desk. Several hands are visible, interacting with yellow sticky notes, pens, and a small potted plant. A pair of glasses and a tablet are also on the desk. The background is a light gray with a subtle geometric pattern.

Self-Reinforcing Vortex of Sameness

A top-down view of a collaborative workspace. Several hands are visible, interacting with various objects on a light-colored desk. There are two laptops, one silver and one dark. Numerous yellow sticky notes are scattered across the surface, some with handwritten text. Pens and a pair of glasses are also present. A small potted plant sits in the center. The entire scene is overlaid with a semi-transparent white layer containing the text.

If you can see it, you can be it.



- > Cast a wider net
- > Blind resume review
- > Diverse slate protocol
- > Panel style interviews
- > Structured interview questions and scorecards
- > Moving from “culture fit” to “culture add”



INCLUSIVE LEADERSHIP

- > Don't depend on a single leader
- > Gain buy-in from top management
- > Position diversity and inclusion at the top of agendas
- > Start small. Act with intention. Momentum will build.
- > Invite input from, and share your input with, individuals from diverse backgrounds

Thank You!

Feedback, Questions, Ideas? Contact Sandy Cross.



scross@pgahq.com



561.624.8477