



DIVERSITY IN DISGUISE: THE UNUSUAL CASE OF COVERING

CTR FACTOR – TRAINING & DEVELOPMENT

It has now been many years since the diversity and inclusion revolution swept the corporate world. Today, many Fortune 500 companies have an impressive array of programs focused on the needs of a diverse workforce. Yet reports suggest that full inclusion remains elusive. Why? One potential answer is that these initiatives may not have lived up to the core ideal of inclusion, which is to allow individuals to bring their authentic selves to work. Most inclusion efforts have not explicitly and rigorously addressed the pressure to conform that prevents individuals from realizing that ideal, and the resultant tendency to cover. This course suggests that, given that everyone has an authentic self, a model of inclusion that understands, assesses, and mitigates that pressure to conform and tendency to cover can lead to a culture of greater authenticity, and be beneficial not just to historically under-represented groups, but to the larger employee population.

LEARNING ELEMENTS:

- Understand the concept of covering, the incidence of occurrence in the workplace, and the different bases of covering – appearance, affiliation, advocacy, and association
- Identify the detrimental impact of covering both on performers and recipients, and the ultimate value attrition for the business
- Learn a behavioral model that leaders can use to mitigate the occurrence and impact of covering – reflect, diagnose, analyze, initiate
- Apply the mitigation tactics and strategies to increase cultural dexterity across global, generational and gender-based differences

