

On-boarding, Engaging and Retaining Diverse Talent: Practical Tools of the Trade

Aligning the Values of Your Talent to the Values of Your Organization

Military Values

- Honor and integrity
- Commitment, loyalty, and duty
- Courage
- Leadership by example
- Selfless service
- Respect
- Excellence
- Discipline

Your Values

Deloitte's Core Beliefs

- Serving clients with integrity, objectivity, and distinction
- Investing in our people for life
- Fostering a partnership culture
- Acting as responsible business citizens
- Delivering the strength of One Deloitte
- Sustaining exceptional performance
- Defining and leading our profession

Your Organization's Values

Assisting Talent in Adapting to a New Culture



"I have two kinds of problems, the urgent and the important. The urgent are not important, and the important are never urgent."

Dwight D. Eisenhower, 34th President of the United States

	Urgent	Not Urgent
Important		
Not Important		

Notes on Scenario Brainstorms

Scenario 1: Acquisition of a company with a different culture

Scenario 2: Inconsistent LGBTQ talent success across organization

10 TIPS FOR ADAPTING TO A NEW WORK CULTURE

10. Accept that challenges are normal
9. Remember that everyone is different
8. Focus on the positives
7. Keep things in perspective
6. Ask questions
5. Broaden your network
4. Stay connected with friends and family
3. Accept that transition takes time
2. Be open-minded
1. Don't fight it

What are your most common pitfalls?

Quick fixing



Steam rolling



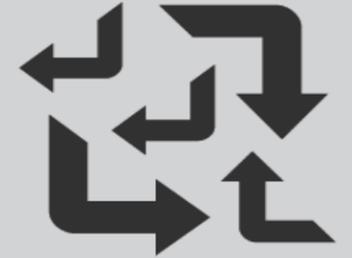
Box checking



Cherry picking



Misreading



What It Is

Being in "solve first, ask later" mode—jumping ahead to solutions without taking the time to sit with, and really unpack, an issue.

A person (or group) gets on a roll and won't stop. Their audience can't get a word in edgewise.

Expressing empathy in a perfunctory way that comes across as superficial or insincere.

Someone listens for what they want to hear and blocks out what doesn't fit.

Misinterpreting or missing the cues — and thus arriving at a conclusion that's just plain wrong.

Why People Do It

People tend to quick-fix when they're eager to prove their value or demonstrate expertise. Others default to this mode as a way of maintaining control when a situation becomes ambiguous or uncomfortable

Sometimes people are so caught up in their own enthusiasm, they fail to see how much conversational space they're taking up. But people can also start to steamroll when they sense a lack of engagement or agreement — and instead of leaning into it, they try to quickly get past it.

Sometimes people want to be empathetic but they don't know how to do it effectively. So, they default to clichés. But even those skilled in the art of empathy can fall into box-checking mode when they're stressed or pressed for time.

People can operate with a "confirmation bias" — they look for evidence that confirms their own perspectives and beliefs. This is particularly true when they have an agenda and are reluctant to change course. It can also occur in a high-stakes situation where it's difficult to acknowledge alternative points of view.

Sometimes people misread when they project their own assumptions, biases, and fears onto a situation. It can also happen when a person simply fails to turn on his/her radar, missing important signals that explain the subtext.

You Could Be in Danger If...

You're throwing out suggestions but none of them seem to stick. You're using phrases like "What you need to understand is..."

You find yourself giving a monologue — perhaps going on a minute or two too long. You keep underscoring the same point because it doesn't appear to be sticking.

You find yourself using phrases like, "I hear you..." or "I know how you feel..." You're eager to stay on topic and stick to your agenda.

Your gut tells you that something's off, but your brain quickly jumps in to rationalize away any incongruities. The conversation is going perfectly...a little too perfectly.

You're making assumptions but not explicitly testing them

Your Common Pitfalls

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