



**Harvard
Business
Publishing**

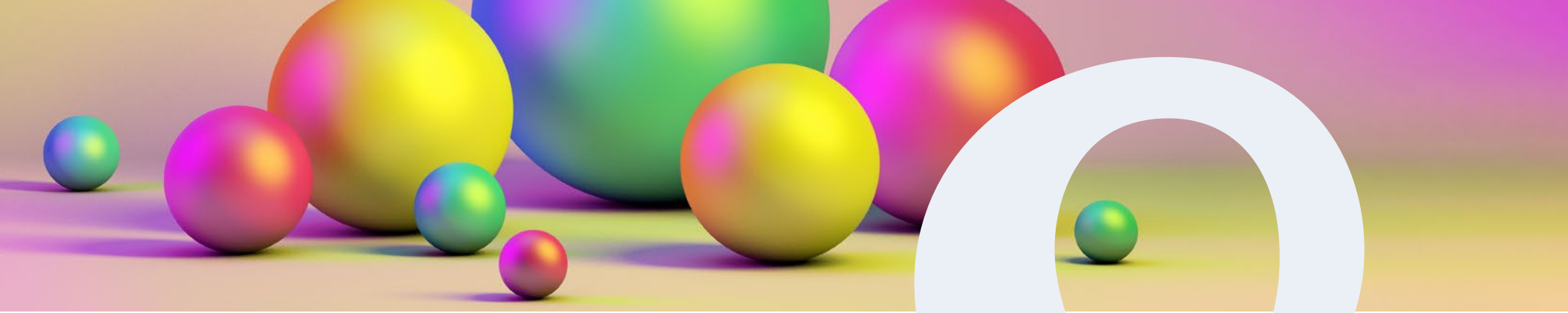
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Progress & Potential

**DIVERSITY, INCLUSION &
BELONGING REPORT**



**“If you see something that is not right,
not fair, not just, you have a moral
obligation to do something about it.”**

JOHN LEWIS

At Harvard Business Publishing, we are committed to embracing—and promoting—diversity and inclusion.

We pledge to address systemic racism within our own organization. Working to create a safe environment where we foster and leverage diversity is an imperative for our organization. Beyond business benefits, we are doing what is right and just for our people, our global community, and society.





Why is this work important?

One day two years ago, I experienced a series of microaggressions at work that were disappointing and to be honest, hurtful. For me this was one more indignity among many that I have experienced my entire life. But this moment set me off to do some soul searching. It was clear that making small corrections was not enough to create a true culture of inclusion at Harvard Business Publishing. I decided that night that I needed to speak up, no matter the cost.

Once I raised these concerns to my unit leaders, there was some initial progress. My side hustle became helping Harvard Business Publishing be better at diversity and inclusion, calling out where there were systemic and cultural misses. My views weren't always popular, and I am sure I rubbed some people the wrong way. But I also started to hear from people across our company about their own struggles and concerns, increasing my resolve.

The world seeing the death of George Floyd created an immediate sense of urgency. It is not enough to be more aware and incensed. It's time to take more serious action. Doing what's right is not easy, despite our good intentions. It means fighting the slide back to the easier path, to the way things have been done before. And now we are doing that work.

I accepted a "tour of duty" as senior advisor for diversity, inclusion, and belonging, reporting to the president. Now six months in, I am heartened by our progress. I am honored to guide our team on this journey as we do what is right. We may get in some "good trouble" along the way, but it's worth it to create a work community where everyone feels a sense of belonging and can thrive as their true selves.

With our influence and reach, we are in a powerful position to level the playing field and drive equity not only at Harvard Business Publishing, but also across our clients, the global business community, and society. I look forward to continuing this work.

Ellen

The Job to Be Done

How will we create a culture where everyone thrives?

INCLUSION DIAL

- Safe:** Employees feel physically and emotionally safe in the workplace, regardless of who they are.
- Welcome:** Employees feel welcome in the workplace, regardless of who they are; they can bring their “whole selves” to work without penalty.
- Celebrated:** Employees feel celebrated in the workplace because of who they are; they are rewarded for contributing their unique ideas and perspectives.
- Cherished:** A culture of inclusion permeates the organization; leaders embrace differences among employees as a source of competitive advantage, and there is minimal variability in the experience of belonging across individuals, teams, and functions.



Source: *Unleashed: The Unapologetic Leader’s Guide to Empowering Everyone Around You* (Frances Frei and Anne Morriss, Harvard Business Review Press, June, 2020)

Early Insights from Our Team

“Being younger and having less experience makes it **harder to speak up and be heard** in meetings.”

“There is a lack of diversity here ... **Leadership is very homogenous.**”

“We don’t practice what we publish.”

“Increasing diversity does not, by itself, increase effectiveness; what matters is how an organization harnesses diversity, and whether it’s willing to reshape its power structure.”

ROBIN J. ELY AND DAVID A. THOMAS

from “Getting Serious About Diversity: Enough Already with the Business Case,”
Harvard Business Review, November-December 2020

Source: Diversity@Workplace Research and Focus Groups, 2020

Our Strategy and Vision for Diversity, Inclusion, and Belonging

A Strategy That Creates Equal Opportunity to Thrive

Our diversity, inclusion, and belonging (DIB) strategy aligns with Harvard Business Publishing's FY21 Culture Goal "Revitalize Our Culture and Mission," and supports other goals on future growth and enabling our future. This strategy provides a shared direction and commitment so we can work together to create a diverse and inclusive environment where we transition from initiatives to a way of being.

DIVERSITY, INCLUSION, AND BELONGING GOALS

Workplace Diversity

Enhance our workforce by creating and launching a talent acquisition plan to attract and hire diverse talent.

Workplace Inclusion

We pledge to work together to create a safe environment and foster a culture where employees are encouraged to bring their unique talents to work to enhance the environment and drive innovation.

From Vision to Action

This diversity, inclusion, and belonging work “unleashed” the energy, commitment, and passion of our employees, illuminating the desire and need for tangible and measurable progress. Since June 2020—even with the added challenges of the pandemic—we have taken many tangible steps on these primary goals.

FY21 Q3-Q4 ACTIONS



- Create outreach plan to attract and select diverse talent, with a focus on increasing the number of Black and Latinx employees.
- Analyze and revise the sourcing, interview, selection, and procedural steps in hiring.
- Determine the diversity of the existing supply chains.
- Ensure all new external-facing materials are inclusive and depict diversity.



- Implement an all-staff awareness program focusing on a common language and unconscious bias.
- Launch our manager program, Leading Inclusively.
- Determine inclusive behavioral expectations, recognition, and measurement processes.
- Identify needed employee resource groups.
- Review/enhance standard human resources policies and procedures to reflect our broader commitments.

A Few Early Wins

KEY PILLAR	FOCUS	DELIVERABLES	IMPACT
Culture	Gain a better understanding of the current state of the culture through a non-biased, unfiltered, safe process.	We partnered with Diversity@Workplace to conduct anonymous focus groups, and we set up an online form where we invite additional information. We published the Diversity@Workplace Report to all of Harvard Business Publishing in December 2020.	This work helped us better define the current state and revealed the hard work we need to do to ensure Harvard Business Publishing is a psychologically safe place to work—a culture where people can thrive.
Leadership	Rapidly deliver a solid set of resources ahead of longer-term work.	We delivered a DIB Reference Guide/Playbook that includes everything from terminology to actions you can take in the workplace to support diversity to external resources on Black history.	We've already seen great uptake on the use of the DIB Guide and have heard positive feedback from teams across the organization.
Presence	Ensure diversity across Harvard Business Publishing's supplier network.	The procurement council designed and implemented a Supplier Diversity Survey and intake management system to capture data that was not included before.	We are now collecting data on diversity across all suppliers and developing a much clearer picture of our supplier network, to better inform vendor selection.
Community	Launch partnerships with organizations helping elevate the underrepresented.	We launched a partnership with Sponsors for Education Opportunity (SEO) and Year Up , providing leadership digital content for all participants and alumni in support of their careers. We are also partnering with SEO as part of a new summer internship program.	This is a great start and learning experience for us as we continue this work with other mission-driven organizations.

Many Signs of Progress Across the Organization

“I have learned that being a fast follower is not enough. This is a critical time and necessary change that I need to proactively lead.”

“All business units have held free D&I webinars for their customers and published free content on these topics.”

“It was great to learn about the five Ambassador Teams this morning, and to learn all the real changes and actions that are underway!”

“I had an idea to change the interview guide question on ‘good cultural fit’ ... our HR colleagues were extremely supportive of substituting it with: ‘What unique contributions might this candidate make to the mission of Harvard Business Publishing?’”

“I’m proud and appreciative of our Harvard Business Publishing leadership—from Ellen’s long-time passion, vision, and influence to Larry’s care and commitment, on up to David Wan’s heart to listen and act.”

“We engaged a team to capture author diversity data and update the search function and taxonomy to include DIB terms and minority authors.”

“Great goals and action plan—both the form and substance of it were fantastic. Lots to learn and do for all of us—it’s going to be a fruitful journey.”

“We are working hard to increase the Black and Latinx population at Harvard Business Publishing. We engaged a consultant to help us review and revise our recruiting, sourcing, and hiring approach.”

“HBRG has added more minorities as podcast hosts and contributors.”

“I am so happy, honored, and proud to be part of this team and this organization, especially at this historic moment.”

“Higher Education created a mission statement for the business based on the work we are doing: We are committed to developing leaders who will foster and leverage diversity to make a difference in the world.”

“Corporate Learning revamped the Harvard ManageMentor Diversity module to launch in February 2021.”

FY22 Roadmap

Listen, Hear, Act Is Our Commitment to Our Employees

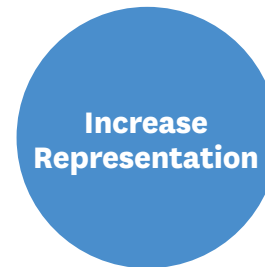
Thanks to our employees having the courage to participate in the anonymous assessment of our culture, we became aware of the biggest dragons that need to be slayed. We heard that we need to increase the representation of the underrepresented, and we need more racial and ethnic diversity. As a result, for FY22, we are revising our DIB strategic pillars to better reflect these priorities.

FY22 FOCUS AREAS



Culture

- Create safe discussion spaces and resource groups
- Offer ongoing education
- Leaders encourage and embrace diversity of thought, influencing employee engagement and innovation



Increase Representation

- Ensure equitable recruiting and selection processes, striving toward being an employer of choice for Black, indigenous, and people of color (BIPOC) candidates
- Continue to publish diverse voices
- Diversify the supply chain



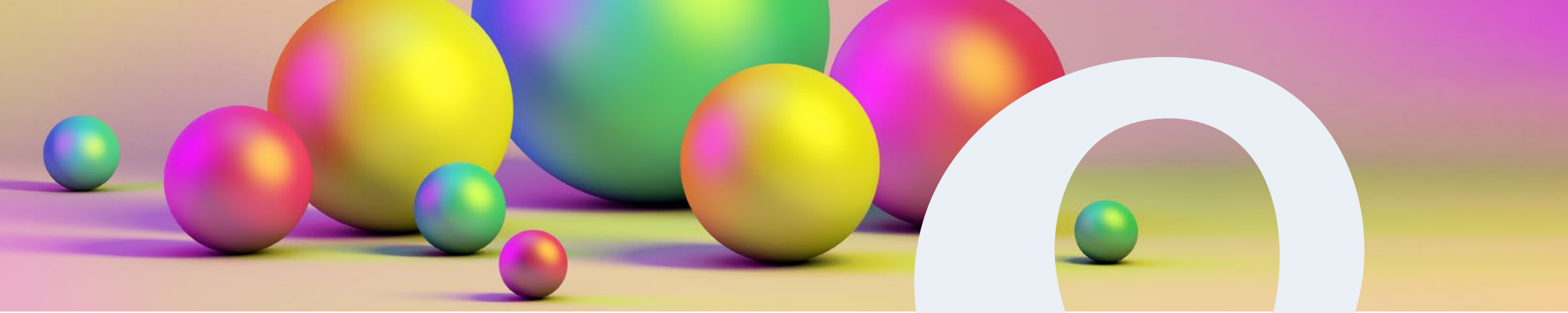
Equitable Talent Management

- Integrate DIB into standard policies and practices
- Ensure equitable development, review processes and career opportunities
- Leaders foster inclusive teams and demonstrate allyship, sponsorship, and/or mentorship



Partnerships & Community

- Increase BIPOC pipeline by expanding internship programs
- Continue partnerships with organizations that work to elevate the underrepresented
- Communicate transparently to the community on our work, progress, and results



Tracking Progress and Impact

To measure success, we will focus on key deliverables in our plan that demonstrate progress. We will also track progress on key metrics, such as reaching new diversity thresholds in hiring, presence of BIPOC talent in senior roles, and active engagement across the communication forums and channels we have created. And we will watch for more qualitative and subtle milestones—from positive client feedback on our efforts to minority team members speaking out more in meetings.

This work is complex. It is a continuous journey that has no clear end. Our best path forward is to continue to demonstrate our commitment through our actions and to maintain the complete transparency of our efforts. I am excited about what is possible with this incredible team.