



INCLUSION RESEARCH POV

limeade®

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PROACTIVELY FOSTERING INCLUSIVE WORKPLACES

With the growth of diversity efforts and initiatives, the distinctive and foundational role of inclusion has come to the forefront. As organizations strive to reap the societal and organizational benefits of a diverse workforce, it became clear that merely having diversity is not enough — it needs to be “managed for” (Chavez & Wesinger, 2008). The emergence of and investment in inclusion as a workplace construct has primarily been reactive in this sense, as an attempt to better “manage for diversity” within the workplace. However, as the workforce population becomes increasingly diverse and more organizations globalize, organizations don’t need to wait to react — they can instead be proactive in fostering inclusive workplaces and supporting all individuals to show up their best, and do their best, at work and in life.

INCLUSION DEFINED

Though the inclusion literature is growing, there’s disparity and inconsistency with respect to its definition, possibly due to its recent emergence as a work-related construct. Mor Barak and Cherin (1998) defined inclusion as the extent to which individuals feel that they have access to information, feel connected to coworkers, and are able to participate in and influence decision making within their organization. This definition suggests that workplace inclusion encompasses a feeling of “insider-status”. Just one year later, Pelled, Ledford and Mohrman (1999) supported this notion in their definition of inclusion as, “the degree to which an employee is accepted and treated as an insider by others in a work system” (p. 1014).

As increasing diversity efforts began to shed light on the complexity and importance of inclusion at work however, more nuanced and specific definitions of inclusion began to emerge. For example, Miller and Katz (2002) argued that in addition to feelings of belonging and “insider-status”, a sense of inclusion emerges from underlying feelings of recognition, respect and value for who you are.

Similarly, Chavez and Weisinger (2008) described inclusive environments as ones in which individuals are valued for their “distinctive skills, experiences, and perspectives” (p. 337). These examples illustrate that the various definitions of inclusion converge at two common themes: the simultaneous human desires for collective belonging and individualized consideration. The tension between these two innate desires is known as the theory of optimal distinctiveness.

OPTIMAL DISTINCTIVENESS THEORY AS A FRAMEWORK FOR INCLUSION

Although the particular construct of workplace inclusion is new, the relational human desires that underlie inclusion have been researched and discussed as far back as Maslow’s Hierarchy of Needs (Maslow, 1943). Since then, many additional needs theories have emerged, positing that humans have an inherent desire for things such as affiliation with and relatedness to others (Baumeister & Leary, 1995; McClelland & Burnham, 1976; Ryan & Deci, 2000).

Taking these relational needs one step further, Brewer (1991) introduced Optimal Distinctiveness Theory (ODT), which postulates that these relational human needs sit in natural tension with one another – we simultaneously desire both connection and similarity to others, as well as uniqueness and individuation. In other words, we want to feel like we are part of a larger “whole”, while still holding on to our unique piece of this collective whole.

Thus far, research has tended to focus only on the desire for a collective sense of belonging within an organization. Specifically, there are many levels at which employees can identify themselves within their organizations (Brewer & Gardner, 1996; De Cremer & van Dijk, 2002; Tajfel & Turner, 1986). These extend anywhere from the individualized self to ultimately to the entire organization. This identification level and sense of belonging is indeed important, as it influences the extent to which an employee engages in behavior that promotes the larger collective identity. For example, employees who identify with the larger organization will engage in more cooperative behaviors when engaging with different departments since their identify lies at a more collective level.

Though a sense of belonging is thus indeed important, there is danger in its isolated pursuit. Hewlin (2009) revealed the impacts of when employees strive for belonging and ignore (or even intentionally suppress) their uniqueness in fear of exclusion. Specifically, when individuals do not feel that they can bring their true selves to work, they begin to create a dangerous facade conformity. Results from her study indicated that perceived nonparticipative work environments and minority status both predicted the extent to which one created facades of conformity. The individuals that put up these facades drained unnecessary resources and felt more emotionally exhausted than those who felt that they could be themselves at work. Ultimately, these individuals had greater intentions to leave their organizations. This study highlights two important points.

First, individuals will go to great lengths (and potentially suffer the consequences) to avoid feelings of exclusion. Secondly, there is a danger in equating workplace inclusion as simply a sense of belonging between employees at work (a downfall of many well-intended organizations). Not only does a richer understanding of the nuances of inclusion impact the extent to which we can pursue it, but failure to encourage both aspects (belonging and uniqueness) may actually hurt individuals and organizations alike.

After reviewing the inclusion literature, Shore, Randel, Chung, Dean, Holcombe Ehrhart, and Singh (2011) note that ODT therefore allows an elusive term such as inclusion to be more specifically and responsibly conceptualized. By presenting a framework of spectrum combinations (e.g., high belonging, low uniqueness), Shore et al., (2011) illustrate that in order for inclusion to thrive, the two facets of belonging and uniqueness cannot and should not stand alone. Compared to exclusion (low belonging, low uniqueness), assimilation (high belonging, low uniqueness) and differentiation (low belonging, high uniqueness), inclusion presents the optimal combination of competing relational needs (high belonging, high uniqueness). When we feel included, we identify at a collective level within our organization, while still feeling valued for our individualized self. Therefore, after a review of the literature, we stand by the conceptualization of inclusion as the extent to which an employee feels that their workplace experience satisfies both a need for belonging as well as uniqueness. We go one step further, however, and recognize the pivotal role that organizations play in fostering a sense of workplace inclusion.

LIMEADE DEFINITION

INCLUSION IS A SENSE OF BELONGING, CONNECTION AND COMMUNITY AT WORK. INCLUSIVE ORGANIZATIONS HELP PEOPLE FEEL WELCOMED, KNOWN, VALUED – AND ENCOURAGED TO BRING THEIR WHOLE, UNIQUE SELVES TO WORK.

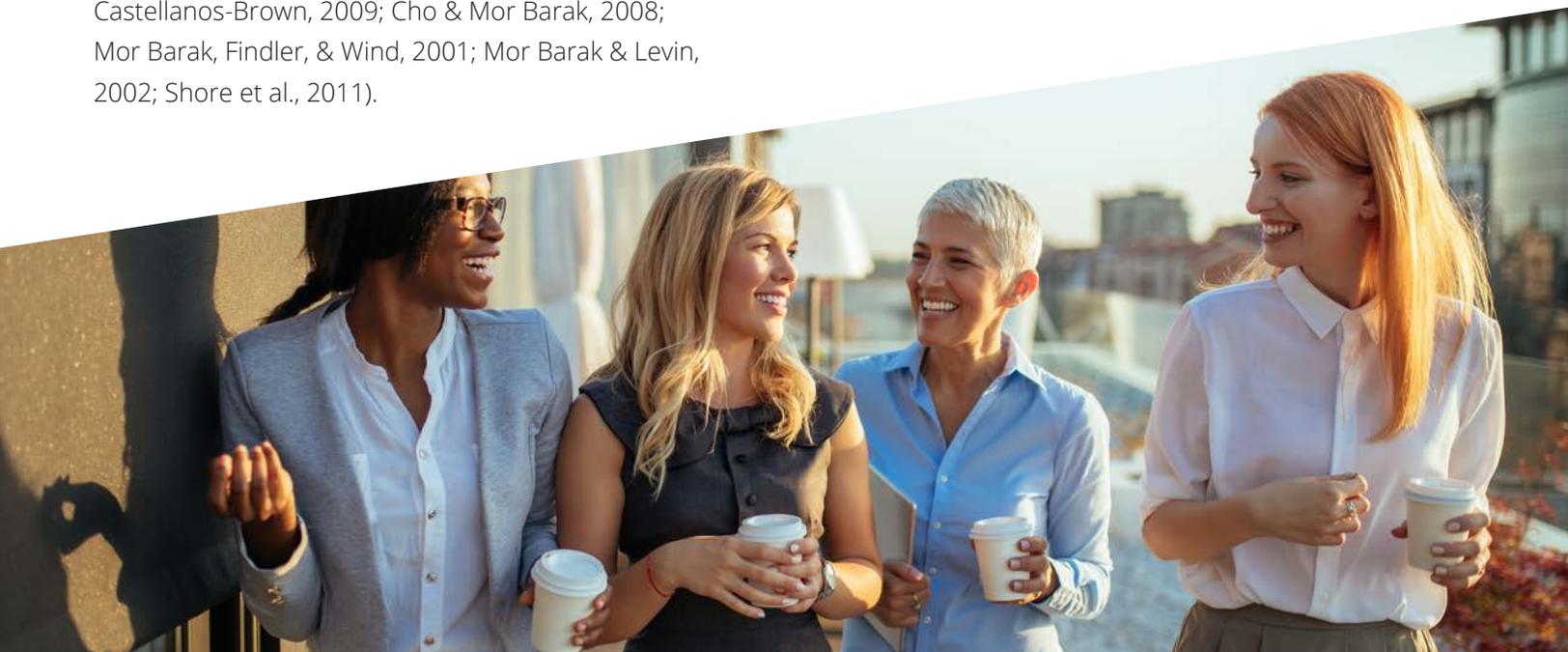
IMPACT OF INCLUSION

At the organizational level, greater feelings of inclusion are correlated with greater productivity, profit, and overall performance (Denison, 1990; McCuiston et al., 2004). Unsurprisingly, higher levels of perceived inclusion are also associated with a positive effect on company image (Robinson & Dechant, 1997; Wright, Ferris, Hiller, & Kroll, 1995). Additionally, since the concept is inherently relational, increased perceptions of inclusion are associated with higher quality relationships between team members and supervisors at work (Shore et al., 2011). It's also important to note that inclusion is argued to be the crux of diversity efforts by cultivating the environment in which these efforts can successfully thrive (Broadnax, 2010; Miller, 1998; Riccucci, 2002; Sabharwal, 2014; Sherbin & Rashid, 2017). These positive experiences all culminate together in the end — employees ultimately have greater intentions to stay with the organization in which they feel this sense of inclusion (Shore et al., 2011).

These organizational outcomes are driven and supported through the impact that a greater sense of inclusion has on employees. For example, suggested outcomes of inclusion include increased employee creativity, greater job performance and job satisfaction, and increased organizational citizenship behaviors (Acquavita, Pittman, Gibbons, and Castellanos-Brown, 2009; Cho & Mor Barak, 2008; Mor Barak, Findler, & Wind, 2001; Mor Barak & Levin, 2002; Shore et al., 2011).

Furthermore, employee perceptions of inclusion are related to three factors that have been shown to simultaneously drive both employee and organizational success: organizational **commitment**, employee **engagement**, and employee **well-being** (Cho & Mor Barak, 2008; Downey, van der Werff, Thomas, & Plaut, 2015; Mor Barak et al., 2001; Mor Barak & Levin, 2002).

In other words, a sense of inclusion at work will feed into an employee's overall well-being, fuel the commitment they have to the organization and foster more engagement in the work that they do while there. With a whole-person approach to understanding inclusion, we can see the intertwined links that it holds with other key organizational constructs. **Overall, feelings of inclusion can be seen to unlock the greater potential of employees, both at work and holistically.** a part of the larger “we”.



DRIVERS OF INCLUSION

Proposed antecedents to workplace inclusion fall largely at the organization-level, and show up in the organizational climate, leadership and human resource practices (Bilimoria, Joy, & Liang, 2008). These include factors such as the extent of information sharing that occurs within the organization as well as the extent to which employees feel they are able to participate in decision-making. If employees do not feel as though they have equal access to work-related information and/or that they do not have the opportunity or ability to influence work-related decisions, it will instead cultivate feelings of exclusion (Mor Barak & Cherin, 1998; Shore et al., 2011). Additionally, inclusion thrives when employees feel as though they can be themselves and bring their own voices to work (i.e., psychological safety), and when they perceive fair treatment of all employees (Bazelais, Page, Weintraub, & Fraone, 2008; Nembhard & Edmonson, 2006; Shore et al., 2011; Stamper & Masterson, 2002).

As mentioned earlier, the levels of inclusion that employees experience are also related to their commitment to the organization, well-being and levels of engagement in their work. These factors share the commonality in that they are all fostered by perceived organizational support (Harter, Schmidt, & Hayes., 2002; Limeade & Quantum Workplace, 2016; Meyer, Stanley, Herscovitch, & Topolnystsky, 2002; Stamper & Masterson, 2002). Organizational support for inclusion can take many different forms, with the aforementioned factors as examples of such. To get more intentional and proactive in fostering an inclusive workplace, organizations should encourage and invest in providing opportunities to practice inclusive behavior right at work.

INCLUSIVE PRACTICES

Recent research highlights that a focus on inclusive practices allows organizations to provide actionable ways to help foster contributions from all employees (Mor Barak & Levin, 2002; Shore et al., 2011). For example, organizations should make it a point to ensure that diversity task forces, councils, and resource groups are comprised of both minorities and non-minorities (Stevens, Plaut, & Sanchez-Burkes, 2008). This will communicate that minorities and non-minorities alike are valued and that their participation in the inclusion mission is desired. While this helps to satisfy the need for belonging, the need for uniqueness should also be satisfied. Organizations can help create this type of atmosphere by celebrating the uniqueness that each employee brings. Integrating inclusion into existing systems of rewards and recognition is another important factor that can help drive a more inclusive (and aligned) workplace (Bazelais et al., 2008; Blume, Ford, Baldwin, & Huang, 2010).

Within these systems, individuals should be encouraged to bring themselves as well as others out at work. Although the organization can help to create an environment in which inclusion can thrive, it ultimately comes down to behaviors that employees exhibit. For example, soliciting for different perspectives or viewpoints during decision-making may help include others that may not typically share; however, the given individual must take up the opportunity presented to bring their voice to the table. Overall, the pursuit of inclusion (expectedly) requires the involvement of all levels of influence. And it all begins with organizations taking the first step by providing employees with inclusive activities to engage in.

INCLUSION KEY COMPONENTS

To summarize the research and literature on drivers of inclusion, and to inform our survey creation, we identified the key components of workplace inclusion.

1. HAVING A VOICE

When employees feel like they “have a voice”, they’re comfortable sharing their opinions and viewpoints with other members of their organization. This includes the belief that they’re able to participate and influence decision-making within their organization. If employees don’t feel as though their voices can be present at their organization, they will not feel included.

2. BELONGING

Belonging reflects a sense of connection to the organization that stretches above and beyond mere membership status. This includes a sense of belonging with the organization itself as well a connection with those within it. To feel included, an employee must feel that he/she is a part of the larger “we”.

3. SENSE OF UNIQUENESS

In addition to a desire for belonging and connection with others, we also have a need for uniqueness and individuation. A sense of uniqueness is important for inclusion since it allows employees to feel that there’s a distinct “me” present, accepted and included within the “we”.

4. FEELING VALUED

Feeling valued represents the next step of feeling a sense of uniqueness and “having a voice” — it’s when an employee feels that their voice and unique self is valued and appreciated within their organization. It’s not enough to be simply known — a strong sense of inclusion emerges when an employee feels uniquely known and valued.

5. LEARNING AND DEVELOPMENT

Learning and professional development is the acquisition of knowledge, skills and abilities that help improve an employee’s ability to perform well, meet new demands on the job, and discover and appreciate new perspectives. When employees feel that they have access to learning and development opportunities, they also feel a sense of organizational commitment to their growth. It’s important that all employees feel like they have access to these opportunities in order to tap into inclusion.

6. COLLABORATIVE ENVIRONMENT

Collaboration, or working alongside others, contributes to a sense of “we” within an organization. A collaborative environment can help fight against the existence of silos and promotes a sense of organizational inclusion, regardless of one’s role within an organization.

7. ACCESS TO RESOURCES

From regular feedback and support from managers to diversity and affinity groups, resources can take many different forms. The extent to which employees feel that they have access to these resources impacts the extent to which they feel that the organization invests in its employees and their feelings of inclusion. Overall, resources are tangible ways in which employees know that their organization is committed to them and their well-being.

8. STRATEGIC ALIGNMENT

Strategic alignment is when an organization’s mission is clearly seen across business strategy, people strategy and the way processes unfold within the organization. In the context of inclusion, this includes giving an explicit reason for why inclusion is important and how it shows up within the organization and its processes.

SURVEY CREATION AND VALIDATION

Due to the recent emergence of and focus on the construct of inclusion at work, empirical support for both antecedents and outcomes is limited. To further understand this important topic and contribute to its advancement, we decided to develop our own assessment of employees' feelings of inclusion at work. We developed our inclusion survey through a multistep, iterative process that included three rounds of validation and revision.

METHOD

We first consulted empirical research on the drivers of inclusion and belonging in the workplace to develop an initial set of survey items. These initial 60 items were shared with an internal team of subject matter experts that reviewed and revised the survey before sending it out to a larger group of stakeholders in the organization. Using the stakeholder feedback and feedback from the Limeade legal team, we shortened the survey to 55 items. The legal review was very important in this process given the legal sensitivity of the topic and the risk of potential litigation for organizations. Next, we recruited participants, who were paid for their time, through Mechanical Turk, an online crowdsourcing marketplace for survey participants. In conjunction with sending out the survey for initial validation testing, an internal pilot was conducted with a sample of Limeade employees to ensure content and face validity of the items. These two validation rounds were used to come up with a finalized set of survey items, which were further validated on a sample of participants recruited through Mechanical Turk.

INITIAL VALIDATION STUDY

The first round of validation included 334 participants from a variety of industries and backgrounds. Participants were asked to respond to each item and indicate any item they did not understand. To measure reliability of the scale, we used Cronbach's alpha to test for internal consistency. The reliability coefficient for the initial survey was strong (Cronbach's alpha coefficient = .952), indicating that all items in the survey statistically coalesced together in measuring inclusion at work. Based on the initial validation analyses, participant feedback on unclear items, and an emphasis on minimizing survey fatigue, the survey was reduced to 23 core items.

After this first round of validation, we administered the survey to all employees at Limeade to gather insights on feelings of inclusion at Limeade. Our response rate was 84%, with 176 employees participating in the survey. Along with the core 23 items, we included demographic questions to provide additional insight into inclusion perceptions based on demographic tags. The reliability coefficient of this survey was also strong (Cronbach's alpha coefficient = .901). In addition to taking the survey, employees provided feedback on survey content and the administration process. Feedback was taken into consideration and final edits were made before the second round of validation began.

SECOND VALIDATION STUDY

Based on the results of the initial validation round, we finalized the survey, resulting in 23 items. This survey, along with demographic variables, was administered to participants recruited through Mechanical Turk.

SAMPLE

This round of validation included 1,004 participants from a variety of industries (i.e. healthcare, education, retail, technology, etc.). The sample was 51.8% women, 75.6% Caucasian, 88.1% full-time employment status, and 97.3% native English speakers. A full breakdown of demographic information and overall inclusion scores by each demographic variable are included in Table 1 below.

DEMOGRAPHICS AND OVERALL INCLUSION SCORE BREAKDOWN		
VARIABLE	N (% OF TOTAL SAMPLE)	INCLUSION SCORE (OUT OF 100)
GENDER		
Man	481 (48.1%)	69.7
Woman	517 (51.8%)	67.5
Other	1 (0.1%)	87
RACE		
White	759 (75.6%)	68.7
Black	83 (8.3%)	70.5
Latinx	30 (3%)	58.7
Multi-racial	57 (5.7%)	65.5
Other	75 (7.5%)	69
EMPLOYMENT STATUS		
Full-time	881 (88.1%)	68.7
Part-time	85 (8.5%)	64.8
Self-employed	30 (3%)	72.2
Unemployed	2 (0.2%)	93.5
Retired	2 (0.2%)	71.7
LEARNING STYLE		
Reading	246 (24.6%)	66.8
Writing	66 (6.6%)	63.8
Listening	84 (8.4%)	74.8
Doing	596 (59.7%)	68.9
None	6 (0.6%)	53.6
PERSONALITY		
Introverted	437 (43.7%)	64.3
Ambiverted	417 (41.7%)	71.9
Extroverted	139 (13.9%)	72.1
None	8 (0.8%)	53.3
EDUCATION LEVEL		
High School	162 (16.2%)	65.9
Technical degree/certification	67 (6.7%)	67.2
Some college	8 (0.8%)	76.1
College degree	597 (59.8%)	69.1
Advanced degree	164 (16.4%)	69.6

DEMOGRAPHICS AND OVERALL INCLUSION SCORE BREAKDOWN (CONTINUED)

VARIABLE	N (% OF TOTAL SAMPLE)	INCLUSION SCORE (OUT OF 100)
FAMILY STATUS		
No children	483 (48.4%)	65.4
Single parent or Legal guardian	97 (9.7%)	64.6
Parent w/spouse	378 (37.9%)	74.3
None of these	39 (3.9%)	61.3
CARE PROVIDER		
Yes	117 (1.8%)	67.6
No	875 (88.2%)	68.7
AGE		
18-24	68 (6.8%)	64.1
25-34	390 (39%)	68.5
35-45	317 (31.7%)	69.9
46+	225 (22.5%)	67.8
JOB LEVEL		
Individual contributor	630 (63.9%)	65.9
Manager	303 (30.7%)	73.5
Director	31 (3.1%)	74.6
Executive	22 (2.2%)	77.7
JOB LOCATION		
Onsite location	817 (81.6%)	68.3
Home office/Shared space	134 (14.3%)	71.1
Travel most of the week	37 (3.7%)	61.6
Other	13 (1.3%)	77.6
ORG SIZE		
1-50	275 (27.5%)	69.7
51-499	343 (34.3%)	67.6
500-4999	209 (20.9%)	68.9
5000+	173 (17.3%)	68.5
INDUSTRY		
Education	134 (13.3%)	69.9
Retail	110 (11%)	68.7
Information technology	101 (10.1%)	70.4
Healthcare	100 (10%)	66.2
Other	559 (55.6%)	68.2
NATIVE LANGUAGE		
Yes	973 (97.3%)	68.7
No	27 (2.7%)	61.7
VETERAN STATUS		
Yes	57 (5.7%)	71.4
No	946 (94.3%)	68.4

ANALYSES

Reliability analysis was conducted on the items resulting in a Cronbach's alpha coefficient of .952, indicating strong internal consistency of the measure. These validation findings indicate strong support for the adequacy and integrity of our inclusion measure.

In addition to conducting validation analyses, we calculated overall inclusion scores for each participant and examined the relationship between inclusion scores and important business outcomes.

Findings suggest that inclusion is significantly related to employee well-being ($F = 71.781, p = .000$), engagement ($F = 123.251, p = .000$), intent to stay ($F = 137.157, p = .000$), stress ($F = 26.185, p = .000$), organizational commitment ($F = 342.046, p = .000$), loneliness ($F = 45.27, p = .000$), and an employee's likelihood to recommend their organization as a great place to work ($F = 340.808, p = .000$). See appendix for figures of these results. These findings highlight the importance of inclusion and belonging as key drivers of critical business results.

CONCLUSION

Our thorough review of the literature has allowed us to better conceptualize the powerful, but often elusive, construct of workplace inclusion. Using Brewer's (1991) Optimal Distinctiveness Theory as a framework for conceptualization, we're able to understand and define inclusion as two-part: a sense of belonging with those you work with and a sense of uniqueness and acceptance of who you are. This conceptualization provides the foundation for organizations to pursue intentional, actionable and proactive inclusion within their own walls. Based on our review, there are eight key components of how inclusion shows up at work: having a voice, belonging, sense of uniqueness, feeling valued, learning and development, collaborative environment, access to resources and strategic environment.

These components provide the basis for actionable pursuit of workplace inclusion. When these components exist within a workplace, employees feel seen and valued by their organizations, report higher levels of well-being and engagement, and experience lower levels of stress at work. In other words, inclusive organizations allow employees to bring their best selves to work and do their best work. Ultimately, these employees are more committed to their organization and intend to stay for longer than those who do not feel a sense of inclusion. Overall, though inclusion has historically been a primarily reactive pursuit, there's a renewed call for organizations to take a whole-person approach with employees and to recognize the power of an inclusive workplace to bring out the best in people at work.

RECOMMENDATIONS

Below are recommendations based on the previously identified inclusion components as well as our validation results. It's important to note that all components can and should be applied at all three influence levels: organizational, manager and individual. All influence levels are closely intertwined and must support and work in tandem with one another to foster a truly inclusive workplace.

ORGANIZATIONS

- **Ensure strategic alignment.** Clearly communicate to employees how your organization views, defines and pursues inclusion within its own walls. Ensure that rewards and recognition processes work alongside and promote inclusion, and that leadership is modeling speech and behavior that's aligned with the inclusive mission.
- **Provide access to resources.** Consider what resources you can provide as an organization to help foster greater employee inclusion. Don't know? Ask your employees what they need. Once you have resources, employees should be made aware of them and encouraged to make use of them. By frequently soliciting employee feedback on resources, you can begin to see where there may be a need for more, or where resources may go unnoticed.

MANAGERS

- **Recognize the value employees bring to your team.** Make sure to recognize your employees for the value that they bring to your team, and to the organization at large. This recognition can easily make its way into your 1:1 meetings with your team — what are they working on or what work have they done in the past that's valued and appreciated?

Or, consider recognizing unique ideas and thoughts that are shared during meetings. This sends the message that you see, hear and value the voice and work that each employee brings to the organization.

- **Build in learning and development time.** Provide learning and development time for employees to work on their professional development plans, identify stretch opportunities and learn new skills. By setting aside time to start this conversation and encourage them to continuously pursue greater learning and development, employees may feel more empowered to do so themselves. It also sends the message that you value their growth and advancement.
- **Foster a collaborative environment.** Consider proposing a collaborative project or meeting for your team. Chances are, you already work closely with another department toward an organizational goal. What would it look like to meet and discuss roles, contingencies and overlaps? This not only helps facilitate understanding and coordination but allows for a more collaborative environment to break silos that often plague organizations.

INDIVIDUALS

- **Ask what others think.** In today's fast pace work world, consider slowing down and challenging yourself to hear more from others. Whether it involves a team meeting full of many voices, a project you are currently working on, or even organizing a social event, pause and ask what others think. Bringing more voices and perspectives to the table not only enhances decision-making and work quality, it makes others feel seen and heard at work. Asking what someone else thinks is a small moment that can make a big difference in inclusion.
- **Get to know others within your organization.** How many employees do you know outside of your own team? Although we desire a sense of belonging, it's often difficult to take the first step. Consider organizing a program where employees are randomly assigned a lunch partner.

Or, simply say hello and introduce yourself to someone you don't already know. These initially daunting moments open the door to a stronger connection to others and sense of belonging at work.

- **Express yourself.** Expressing yourself can be as easy as decorating your desk with pictures or as quick as updating your profile on your organization's social page. Help others at your organization get to know you in these easy ways. It makes for a more personal, and more genuine, inclusive workplace environment.



ADDITIONAL BUSINESS STATISTICS ON THE IMPACT OF WORKPLACE INCLUSION:

- Bersin by Deloitte (2017) found that compared to non-inclusive workplaces, inclusive workplaces are...
 - **6x more** likely to be innovative
 - **6x more** likely to anticipate change and respond effectively
 - **2x more** likely to meet or exceed financial targets
 - **3x more** likely to be high performing
 - **8x more** likely to have overall better business outcomes
- Executive teams of outperforming companies have more women in line roles versus staff roles (Hunt, Yee, Prince, & Dixon-Fyle, 2018).
- Gender diversity on executive teams, specifically, is consistently positively correlated with higher profitability across geographies (Hunt et al., 2018).
- Companies in the top quartile for racial and ethnic diversity are **35 percent** more likely to have financial returns above their respective national industry medians (Hunt, Layton, & Prince, 2015).
- Companies in the top quartile for gender diversity are **15 percent** more likely to have financial returns above their respective national industry medians (Hunt et al., 2015).

- Over two-thirds (**69 percent**) of executives rate diversity and inclusion an important issue (up from **59 percent** in 2014) (Bourke, Garr, van Berkel, & Wong, 2017).
- Publicly traded companies exhibiting both inherent and acquired diversity – both diversity that you can see (i.e. gender or race) and diversity you can't (i.e. sexual orientation, learning style, etc.) – were

70%

more likely to capture a **new market**

75%

more likely to see ideas actually become **productized**

158%

(no, that's not a typo) more likely to understand their **target end-users** and innovate effectively if one or more members on the team represent the user's demographic (Hewlett, Marshall, Sherbin, & Gonsalves, 2013)

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