



### ***Diversity / Inclusion Foundations in a New Market*** **(Case Study #4)**

**Challenge:** A Europe-based global retailer established a presence in North America and requested an introduction to diversity/inclusion concepts and approaches to align with their unique enterprise culture.

**Process:** After conducting a review of company history, cultural norms and strategic objectives, Morales Associates engaged the CEO and Executive Team in a process linking diversity/inclusion concepts to their culture and their business priorities. Concepts were also illustrated through the experiences and perspectives of the leaders themselves. They embraced these concepts with openness and enthusiasm, giving the green light for us to replicate similar sessions in business units across the United States and Canada.

**Outcome:** With top leadership support diversity/ inclusion was incorporated into the policies, practices and norms of the enterprise culture. Signaling leadership commitment and expectations of accountability, a dedicated specialist was recruited to oversee diversity/inclusion matters company-wide. The result was an increased ability to understand, manage and lead diverse employees in North America. With a new set of lenses, enterprise leaders were also better positioned to leverage their cultural norms in response to new business opportunities across diverse markets in the United States and Canada.