

“We are losing all of our talent!”: how to help large companies create sustainable retention programs

Prompt:

You have been hired as an outside consultant by the VP of Human Resources at Walton, Bumpers, & Fulbright (WBF), a firm that employs 80,000 people in the U.S.A. WBF has had success hiring high-performing diverse candidates from MBA programs and from undergraduate business schools across the country. Over the past five years, however, WBF has struggled with retaining the diverse/inclusive hires it has made. The company has robust recruitment initiatives in place and does not seek to change them. Instead, it hopes to learn what the current research is on retaining diverse/inclusive talent *and* what initiatives and programs other large firms have for retaining diverse/inclusive talent. Your job will be to conduct this research and provide 2 recommendations for the firm.

Compose a 2-page, single-spaced business brief answering what 2 programs/initiatives you recommend WBF adopt to improve its retention of diverse/inclusive talent.

Note: avoid recommendations that, if implemented, could expose WBF to litigation. You are welcome to apply concepts recently learned in BLAW regarding constitutional law and torts to this business brief.

Note: you will need to cite four (4) different sources in APA on your references page. Your references page will **not count** towards the 2-page requirement. When citing sources, use parenthetical citations (see *Publication Manual of the APA* §6.11-21) instead of footnotes. The readings cited below are all in APA format.

Readings on diversity/inclusion in the workplace:

Dobbin, F. & Kalev, A. (2016). Why Diversity Programs Fail. *Harvard Business Review*, 94(6), 52-60. This article was covered by many news outlets, including [The Washington Post](#) and [Fast Company](#).

Rizy, C., Feil, S., Sniderman, B., & Egan, M.E. (2011). *Fostering Diversity through a Diverse Workforce*. New York, NY: Forbes|Insights. Retrieved from www.forbes.com/forbesinsights.

Rock, D. & Halvorson, H. G. (2016). Why Diverse Teams are Smarter. *HBR.com*. Retrieved from hbr.org/2016/11/why-diverse-teams-are-smarter.

Thomas, D. (2004). Diversity as Strategy. *Harvard Business Review*, 82(9), 98-108

Thomas, D. and Ely, R. J. (1996). Making Differences Matter: A New Paradigm for Managing Diversity. *Harvard Business Review*, 74(7), 79-90.

Organizations with noteworthy diversity/inclusion initiatives:

[AT&T](#)

[Ford Motor Company](#)

[Citi Group](#)

[Microsoft](#)

[Coca-Cola](#)

[Starbucks](#)

[Federal Deposit Insurance Corporation \(FDIC\)](#)

[State Farm](#)

Other companies with noteworthy retention initiatives include Apple, Chevron, Cisco, General Electric, IBM, Kellogg's, Kimberly-Clarke, Whirlpool, Wal-Mart, and the Walt Disney Company.

Please note that students **must submit** the business brief as either a .doc or .docx file type. Other file types cannot be graded and **will receive an automatic “0” grade** for the assignment. **No late work will be accepted.**