**Background:** Sept. 27, 2016, Chief of Naval Operations, Adm. John Richardson released his Inclusion and Diversity message “One Navy Team.”


**Frequently Asked Questions:**

**What is Diversity?**
Diversity is the different characteristics and attributes of our total force. It is consistent with our core values, integral to overall readiness and mission accomplishment, and reflective of the Nation we serve.

- Diversity is reflected by all the things that make each of us unique – where we grew up, the activities or sports we enjoy, our personality styles, even the way we prefer to communicate with one another and the kind of food we like.
- Diversity of thought includes the way people approach problems. Some people naturally focus on things like outcomes while others have a preference for processes or options or risks. Each of these ways of thinking is important for developing robust solutions.

**What is Inclusion?**
Inclusion is valuing and integrating each individual’s perspectives, ideas, and contributions into the way the organization functions and makes decisions. Being inclusive is what we do—deliberately engaging our diverse resources: the skills, capabilities, and talents of our people. Good leaders will create a culture where everyone is expected to provide their thoughts and opinions intentionally drawing out the unique perspectives of our Navy Sailors.

Inclusion is an important element of high-performing teams. Each member effectively contributes their unique skills to help solve the problem at hand.

- Inclusive leaders actively encourage formation of diverse teams and engage all team members, because different ideas and experiences enable growth.
- Inclusive leaders seek to understand all perspectives of an issue.

**Why are Inclusion and Diversity Important to the Navy?**
Diversity fuels innovation and the ability to adapt to change, and it has a significant and positive impact on retention.

- Solutions developed by teams with diverse thinking are 20% more innovative; solutions developed by teams with narrow thinking are 30% more risky (Juliet Bourke, Deloitte, Australia, OPM Diversity Summit, 12 Apr 2016)
- People with different lifestyles and different backgrounds challenge each other more; diversity creates dissent, and without it, we won’t get deep inquiry or breakthroughs (Scott Page in McKinsey & Company “Diversity Matters”)
- When people feel included in an organization, they are more engaged and more loyal.
• A Gallup poll found only 13 percent of employees actively engaged at work, and the management behavior most likely to affect engagement was “demonstrates strong commitment to diversity” (State of the Global Workplace, 2013, Gallup, Inc. in McKinsey & Company, “Diversity Matters”).

What's the difference between Inclusion and Diversity and EEO?
Equal Employment Opportunity (EEO) refers to the legal protections against discrimination based on race, color, religion, sex, national origin, age, sexual orientation and disability. Diversity has a much broader definition and encompasses additional qualities such as experiences and ways of thinking. Inclusion is an intentional action on the part of organizational leaders to value the diversity of their people and actively engage them to more effectively accomplish the mission.

Does Diversity automatically help problem solving or do people need to be capable to contribute?
Diversity alone will not create innovation. When inclusive leaders call upon capable people to contribute better decisions are made.

How does Inclusion and Diversity fuel innovation and creativity?
When leaders establish a culture where all employees feel free to contribute ideas that have demonstrated the following behaviors and unlocked innovation: ensuring that everyone is heard; making it safe to propose novel ideas; giving team members decision-making authority; sharing credit for success; giving actionable feedback; and implementing feedback from the team. Leaders who give diverse voices equal airtime are nearly twice as likely as others to unleash value-driving insights, and employees in a “speak up” culture are 3.5 times as likely to contribute their full innovative potential. (“How Diversity Can Drive Innovation, Harvard Business Review, December 2013).

What is the Navy doing to increase the number of women and other underrepresented groups?
CNP addressed this issue at the 2016 Joint Women's Leadership Symposium in Arlington, Virginia. "While the Navy has made real progress with respect to women serving, but we need to do more, and we need to keep hearing from you," Burke said. "We can't solve our challenges, and we can't move the ball down the field without your input. This is an issue of military readiness -- women are talented, and we need that talent in our Navy."