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The annual listing of  
10 companies that are at the forefront  
of tackling customer challenges

# Innovations International, Inc.

## Taking Charge of D&I Transformation

**A** research study conducted by the World Economic Forum indicates that companies that champion diversity and inclusion (D&I) are more profitable and can outperform their peers. A diverse environment results in increasing organizations' productivity levels, which directly correlate with increased profitability. As a result, an overwhelming majority of organizations, globally, have realized the absolute necessity for creating a diverse workforce led by an inclusive leadership that can help enhance their innovation and performance, stay competitive, and improve their bottom line. Unfortunately, many organizations struggle with the cultural and behavioral transformation necessary to bring about diversity, equity, and inclusion. Most require a partner to facilitate them in achieving such a transformation, particularly in today's highly dynamic post-pandemic world.

One such company that is at the forefront of successfully assisting businesses undergo these transformation processes, in a way that enhances productivity and profitability, is Innovations International, Inc. This Utah-based leading human resource consulting firm specializes in providing the resources to comprehensively bring about the integration of diversity, inclusion, and exceptional performance, both in-person and online.

While conversing with the Manage HR's editorial team, Bill Guillory, the President and CEO of Innovations International, shares his insights on how the company leverages its expertise and extensive experience to provide unrivaled DE&I consulting services to clients, globally.

### Could you give us a brief overview of Innovations International?

Established in 1983, Innovations International was the result of my passion for convincing progressive businesses to transform their way of thinking about how to do business by maximizing the contribution of all employees. While most HR consultants rely primarily on behavioral modification and



Bill Guillory

process changes, we focus on both the cognitive aspect of performance and behavioral interventions which often lead to a paradigm shift in performance, productivity, and profitability. The challenge was to have leaders, managers, and employees realize that everyone participated in creating their present culture and everyone had to become aligned in achieving their performance goals. This realization was the key element in launching a successful diversity and inclusion initiative led by a leadership that valued both people and performance, in practice.

Innovations International serves as a performance-oriented, full-service consulting firm that specializes in personal and organizational

transformation. We offer our clients a wide range of services, including diversity and inclusion, leadership, high performance, work-life integration, creativity and innovation, and quantum-thinking. Innovations International is also recognized for our proven expertise in education and experiential learning, personal and organizational surveys, organizational assessments and audits, strategic planning, executive coaching, and creative design of materials, concepts, and interventions.

### What are some of the key challenges that clients face when it comes to implementing D&I strategies, especially in today's post-pandemic world?

No organization is immune to the impact created by the pandemic. Worldwide lockdowns, travel restrictions, and work-from-home edicts, initially, disrupted their day-to-day operations. However, most businesses have begun to redesign their organizational model, structure, and functioning. However, their efforts to undergo cultural transformation, by effectively resolving unconscious biases and their underlying source, have been impeded by the lack of an effective cultural inclusion instrument which addresses fundamental issues involving people, performance, and profitability. The challenge is to identify specific issues which require personal and organizational transformation

in order to effectively drive “irreversible change”—in both people and systems. The final element for success is commitment and intention. We define these as simply, “what happened?” “What happened is what we intended.” When asked, what do these words mean with respect of D&I? Our answer is, “apply the same level of commitment and intention to diversity and inclusion as we do to our Safety initiative.

### **Could you elaborate, in more detail, about the services that Innovations International offers?**

With respect to unconscious bias, authentic human interaction is the most powerful means of bringing about personal transformation to create an inclusive relationship: adaptation to differences; professional trust; and mutual support for success. The latter is the fundamental element (quantum) of an inclusive culture. High- or exceptional-performance involves the cultural integration of the Principles of Engagement: Empowerment; Transparency; Democracy; Creativity; and Corporate Responsibility, comprehensively integrated, in practice, by the most powerful performance concepts: responsibility and accountability. Cultural competency is an organizational imperative, particularly as it applies to immigrant populations of recent generations. It requires resolution of the most challenging overall issue of ethnocentrism—which is the human tendency to assume that one’s own culture and practices are superior to all others. In the case of many cultures, it is Eurocentrism. The real power of cultural integration is the performance reality of combining Eurocentric and non-Eurocentric cultural practices and ways of thinking, particularly for global applications.

Assuming we have clearly defined inclusion in a way that is specific, definable, and measurable, we are prepared to incorporate cultural transformation and integration. This inclusion definition is the “heart and soul” of a cultural inclusion survey. Its content is the measure, by performance, of the progress of achieving inclusion. It is vital to understand that this is a cultural process of embedding a different cognitive way of thinking, free of ethnocentrism. In the case of Innovations, we employ a performance-oriented survey which measures both performance and inclusion. We measure inclusion by applying demographic breakdowns for selected dimensions of diversity which are prominent issues for an organization: race/ethnicity; sex/gender; generations; age; etc. The differential in a positive response


is the disparity that indicates the extent to which inclusion is present or not, and to what degree. Such an in-depth analysis also provides the vital data and interpretation to design effective and powerful interventions to bring about an inclusive culture. These measurements also suggest that diversity differences are present in every question on a survey. Which casts serious doubt on the validity of a “cultural index” of a few selected questions, as a significant measure of inclusion.

### **What are some of the key factors that differentiate Innovations International?**

The key factors that distinguish Innovations from most firms addressing diversity, inclusion, and high performance have been mentioned throughout this conversation. First and foremost, are personal and organizational transformation as the major distinguishing factors for bringing about step-function performance in all three areas mentioned above. The combination of both, a cognitive and behavioral approach is most powerful in shifting from high to exceptional performance. The design of critical definitions which are specific, definable, and measurable as well as aligned with an organization’s business objectives, ensures the involvement in critical business decisions. Most of all, the creativity and future-thinking of the Innovations’ staff in proposing, developing, and implementing breakthrough concepts. Many of our conceptual ideas are freely shared with diversity and high-performance practitioners in the spirit of

illustrating that we can all be successful without the necessity of cut-throat competition!

### **What plans does Innovations International have for the future?**

We want to continue being one of the premier service providers that assist organizations in achieving exceptional performance through personal and organizational transformation. We have already begun advertising the next performance and cultural expanding initiatives for the emerging paradigm: Technology Integration. A shift from Engagement to Engagement in a Virtual World and Inclusion to Compatibility. As a result of the Pandemic, we believe that online facilitated education, training, and learning will become a major delivery mode. We have to ensure transformation is preserved. We look forward to combining this delivery mode with artificial intelligence to create new “real life” interactive programs...and more! 

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