

LEAD 314  
Hallmark Assessment Task  
Analysis of TransUnion's Organizational Diversity

Submitted by  
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A paper submitted to  
Dr. Randy Whetstone Jr.

in partial fulfillment of the requirements for

LEAD 314  
Diversity in the Workplace  
  
at the

University of Louisville

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## Table of Contents

<u>Section</u>	<u>Page</u>
History.....	3,4
Assessment.....	4,5,6,7,8,9
Acceptance.....	9,10
Actions.....	10,11,12
Accountability.....	12,13
Achievement.....	13,14
More Actions.....	14,15
References.....	16
Appendices.....	17
Appendix A. Organizational Snapshot.....	17,18
Appendix B. Organizational Snapshot.....	19,20
Appendix C. Organizational Snapshot.....	21
Appendix D. Organizational Snapshot.....	22

## **History**

TransUnion is composed of approximately 12,200 associates (US News, 2024) and is headquartered in Chicago, Illinois. TransUnion began in 1968 as the Union Tank Car Company, a railcar leasing operation. The Union Tank Car company created TransUnion as its parent holding company. 56 years later, TransUnion is now operating in 250 offices in the United States and in twenty-four other countries (Zippia, 2024). Over the course of the last 50 years, TransUnion has acquired several information systems companies, allowing TransUnion to obtain an insurmountable amount of consumer data and analytics. TransUnion's slogan states "We are committed to ensuring every individual is reliably represented in global commerce so consumers and organizations can transact with confidence and achieve great things. We call this Information for Good®" (TransUnion, 2024). While TransUnion is best known as a credit reporting agency, TransUnion's numerous acquisitions have enabled them to operate in areas like fraud, marketing, Telecommunications, and customer-driven analytics worldwide, including India and the United Kingdom.

TransUnion's workforce is comprised of 44% women and 16% belonging to an underrepresented group (TransUnion, 2024). 44% of the 12,200 TransUnion employees are women. 56% of the associates at TransUnion are Caucasian. 15% of TransUnion employees are Hispanic or Latino. 14% of TransUnion associates are Asian (Zippia, 2024). TransUnion's formal diversity, equity, inclusion, and belonging (DEIB) mission states "Lead global DEIB efforts to create formative and sustainable direction aligned with TU's values and mission" (TransUnion, 2024).

TransUnion acquired multiple companies over their 56 years in business which has led to their success and stake in the market share. In the 1990s Transunion acquired a powerful technology for high-volume, individual-level decisions, strengthening their analytics and decisioning capabilities and expanding their operations beyond traditional credit reporting (TransUnion, 2024). In 2017 TransUnion acquired a majority ownership stake in CIBIL, India's leading credit information company. A year later in 2018, TransUnion expanded their global footprint with the acquisition of United Kingdom based company CallCredit. In 2021, TransUnion acquired Neustar, Inc. and Sontiq, allowing TransUnion to

further expand their digital identity capabilities. The acquisition of Neustar was TransUnion's acquisition to date, valued at \$3.1 billion dollars (TransUnion, 2024). The most recent acquisition made by TransUnion was in 2022, when TransUnion acquired Verisk Financial Services, strengthening TransUnion's offerings that help financial institutions make more informed decisions (TransUnion, 2024). Because of these acquisitions TransUnion continues to be a leading force in the credit reporting industry and enabled them to enter different markets including fraud and risk, Telecommunications, and marketing.

Shortly after TransUnion welcomed the new CEO Chris Cartwright in 2019 (TransUnion, 2024), large strides have been made towards diversity and inclusion within the organization. In 2020, at the beginning of the COVID-19 pandemic and the height of racial tensions and police brutality in the United States, the CEO signed the CEO Action for Diversity & Inclusion pledge- the largest CEO-driven business commitment to advance Diversity, Equity, & Inclusion in the workplace (TransUnion, 2024). A special task force was created to put Diversity, Equity, & Inclusion at the forefront of everything they did. The Racial Equity Task Force focused on advancing fairness and racial justice inside and outside of TU (TransUnion, 2024). TransUnion also created the Gender Equity Steering Committee (GESC) to ensure "intentional action to advance women in leadership during opportunities like hiring, promotion, development, and retention. The group also monitors progress towards TU's global gender parity goals." (TransUnion, 2024).

### **Assessment**

TransUnion has three pillars to their DEIB strategy; "Our People- We will value our talent through inclusive recruiting practices, continuous development, retention and supporting our associate networks", "Our Culture- We will strive to cultivate an exceptional workplace culture of diversity, equity, inclusion, belonging, respect and accountability.", and "Our Marketplace- We take positive actions to ensure fair and equitable access to our products, services, suppliers and employer branding reflect the communities in which we operate." (TransUnion, 2024). TransUnion's enterprise commitments are to obtain global gender parity in their senior leadership by 2030 and to achieve a year-over-year increase at

all levels of management for underrepresented groups (TransUnion, 2024). TransUnion states that they are committed to ensuring intentional action in advancing women in leadership and supporting the advancement of associates belonging to underrepresented groups- including how they hire, develop, and reward their people. Their official statement is “We are building an environment in which all our associates feel welcome, respected, and empowered to bring their whole selves to work every day. It is our commitment to inclusion.” The CEO took a clear and concise stance in TransUnion’s 2020 Diversity Report, stating “We will not tolerate racism; it has no place at TU.” (TransUnion, 2024). These powerful words confirmed TransUnion’s commitment to an inclusive workplace. TransUnion also stated in both their 2020, 2021, & 2022 Diversity reports that they are committed to eliminating bias in the ways they hire, pay, promote, and develop their associates (TransUnion, 2024).

Review of the last three years of diversity reports has shown that minor impact has been made on their objectives to reach global gender parity by 2030 in senior leadership. In 2020, TransUnion reported that 30% of their global senior leaders were women. In 2022, that figure has dropped to 29%. Another objective of TransUnion’s in 2020 was to obtain year-over-year increase at all levels of management for underrepresented groups. In 2020, TransUnion reported 9% of their US senior leaders belonged to an underrepresented group. In 2022, that percentage had dropped to 8%. In 2020, TransUnion reported that 10% of the US directors belonged to an underrepresented group. As of 2022, that percentage had dropped to 9%. Overall, 17% of all US associates belonged to an underrepresented group in 2020. In 2022, TransUnion reported that only 16% of all US associates belonged to an underrepresented group (TransUnion, 2024).

The numbers TransUnion has reported in their diversity reports over the last three years show that these efforts, while with good intention, have not been effective in addressing diversity and inclusion within the organization. While TransUnion has acquired three companies and subsequent associates over the last three years, their diversity reporting remained almost unchanged. If anything, the 2022 diversity report shows that representation of women and underrepresented groups is declining despite their 2030 goal.

In 2020, TransUnion started with ten Networking Resource Groups (NRGs) to bring associates together and create a sense of belonging and community. The NRG network comprised of groups including Pan-Asian Connect, Veteran’s Alliance, Women @ TU, Pride @ TU, and the African-Diaspora Alliance (TransUnion, 2024). As of 2022, the NRGs remained unchanged, and no expansion had taken place to encompass groups that did not have representation- including those with disabilities or neurodivergent associates. The 2022 Diversity report also highlighted “events” from the NRGs throughout the year. All the showcased “events” for each NRG were TransUnion bringing in a speaker to share their journey, heritage, and representation.

To understand the diversity efforts at TransUnion four current TransUnion employees were interviewed regarding the current state of TransUnion and their perspective of the organization’s Diversity and Inclusion efforts. These interviewees represented people of color, people with disabilities, and members that identify as LGBTQIA. One interviewee was a member of the Louisville leadership team.

The summary of the associate interviews are as follows:

AREAS OF INFLUENCE	INTERVIEW HIGHLIGHTS
<b>Leadership</b>	<ul style="list-style-type: none"> <li>• Leadership team’s behaviors/actions at a corporate level does not align with TU’s goals and objectives.</li> <li>• Diversity is not present with executive team.</li> </ul>
<b>Culture</b>	<ul style="list-style-type: none"> <li>• Overall disengaged attitudes towards TU given business unrest.</li> <li>• At a local level, the Louisville office culture is good.</li> <li>• Diversity and Inclusion is a checkbox, not proactively worked on.</li> </ul>
<b>Involvement</b>	<ul style="list-style-type: none"> <li>• Any D&amp;I efforts are not cascaded throughout the entire company. Information and efforts are kept within executive team.</li> <li>• DEIB groups are not actively meeting regularly to make impact.</li> </ul>
<b>Business</b>	<ul style="list-style-type: none"> <li>• Global company has a ton of diversity and makes us better, but diversity is not utilized.</li> </ul>

<b>Strategy &amp; Measures</b>	<ul style="list-style-type: none"> <li>• Strategic goals (gender parity and underrepresented groups in leadership) have been established but not communicated to associates.</li> <li>• Goals and progress are communicated externally through diversity reports, but not internally with TU's people.</li> </ul>
<b>Staffing &amp; Development</b>	<ul style="list-style-type: none"> <li>• At the Louisville office, all people are considered for positions. Limitations on location make it difficult to increase diversity.</li> <li>• No training programs or opportunities exist for underrepresented groups.</li> <li>• Must obtain a leadership position before given a training and development opportunity.</li> </ul>
<b>Ownership</b>	<ul style="list-style-type: none"> <li>• Ownership of D&amp;I efforts is unclear.</li> </ul>

Every associate interviewed could not speak to the organization's D&I efforts or goals. When asked to describe the company's Diversity and Inclusion efforts Interviewee #2 stated "I know that there are a few, but I don't see a lot of information on them.". When presented with the same question interviewee #1 stated "They talk a good game, but as far action is concerned there is none".

Interviewees #1, #2, and #3 stated that the company does not ensure that underrepresented groups have equal opportunities for growth and advancement. These statements are represented in the metrics presented in TransUnion's diversity reports as it relates to increasing the number of underrepresented groups in management roles. While all associates feel like the organization's workforce itself is diverse, the opportunities provided to them do not exist. Interviewee #3 shared similar ideas, however stated that once they became a member of leadership, they were placed in the Mackenzie Leadership program. Interviewee #3 stated that while the information was beneficial "... People of other races could have participated and benefitted, but because they aren't African American, they couldn't participate". Interviewee #3 went on to further explain that they were only given this opportunity after they accepted a leadership position. Interviewee #3 stated that "opening this program up to those outside of a leadership role would help with growth and development of underrepresented groups".

All associates could speak to the DEIB (Diversity, Equity, Inclusion, & Belonging) groups that TransUnion offers for associates, but the impact these groups have is miniscule. Interviewee #1 stated “I try to be familiar with our DEIB groups... I have reached out to the group on what I can do, or initiatives and they told me “Oh you’ve joined the (Microsoft) Teams channel, that’s all” ... D&I is a check box... It bothers me we have not affirmed these commitments.” Similarly, interviewee #1 and #2 expressed there has been a lot of business unrest, with acquisitions and most recently laying off ten percent of their workforce. These associates feel that this has contributed to the lack of diversity and inclusion efforts within the organization. Interviewee #1 stated “There has been a lot of business unrest, and I feel like D&I took a back seat. These initiatives need to be worked on daily, but TU has failed here... There is no drive or initiative to get people involved. Diversity and inclusion are not talked about at the office level.”

It is also important to note that three out of the four interviewees mentioned a particular incident, in which TransUnion’s CEO Chris Cartwright made a gendered comment during a company wide meeting. Cartwright stated “He, She, They, or Them. Whatever the hell I am supposed to say.” This left several of the interviewees feeling unsafe. Interviewee #2 stated “...It was odd for that to be a slipup especially in front of your entire workforce. I can only imagine what he says in private. It was really concerning.” Interviewee #1 stated “There was an immediate apology, but it was not heartfelt or sincere. There was no accountability for his comments. I reached out to the respective DEIB group about this, but there was no follow-up. A generic response was sent to all associates who reached out, not even all members of the DEIB group or entire workforce.”

The interviews proved to be alarming for several reasons. None of the four associates interviewed could speak to how the company measures D&I progress or what the company’s objectives were for D&I. When interviewee #2 was provided information on TransUnion’s two goals regarding gender parity and increasing underrepresented groups in leadership they said “...it feels like empty numbers because they (TransUnion) don’t genuinely care about these things.”. A similar sentiment was expressed by Interviewee #1, stating “D&I here feels like a checkbox for shareholders”. Interviewee #3 further supported this claim, stating “...at a corporate level, D&I is more an afterthought. It is not proactive, it is



reactive.” The interviews provided valuable insight into the real-time D&I efforts. D&I conversations are not happening daily and that associates do not believe that D&I efforts are genuine and effective.

Additionally, the remarks made by TransUnion’s CEO do not align with TransUnion’s objectives and goal of creating a safe, inclusive workplace for all associates. Post gendered comment, associates feel that D&I efforts are for show and that the leadership team is not committed to their objectives.

### **Acceptance**

TransUnion has an established Diversity program, with multiple DEIB employee groups and concrete objectives for gender parity and increasing the number of underrepresented groups in leadership positions. TransUnion would be able to meet these objectives with a lot of simple changes. The first being communication. TransUnion would benefit by making their associates aware of the two objectives they have outlined in their Diversity reports. Because no interviewees have knowledge about these goals, they have no way to impact the goals or assist in attaining the goals. TransUnion would also benefit from reaffirming their commitment to Diversity and Inclusion during company wide meetings. These diversity goals need to be discussed frequently at all levels, not just with the executive team. Topics of Diversity and Inclusion should be included in all meetings as well, including business unit meetings, local office meetings, and team meetings. Make Diversity and Inclusion a topic of conversation continuously.

The barriers to these proposed efforts are clear. Associates are disgruntled, disengaged, and hold resentment towards TransUnion. This general attitude of hostility from the associates to TransUnion is one that cannot be easily overcome. Breaking down this barrier will take years and will only happen if TransUnion not just reaffirms their commitment to D&I but reaffirms their commitment to their people. The recommittal will only prove effective if TransUnion’s actions and actions matches their words. Additionally, as a workforce who has a large LGBTQIA presence, another barrier exists with attitudes towards CEO Chris Cartwright. The CEO, along with the executive leadership team, needs to obtain leadership qualities such as humility, acknowledging bias, and committing to action (accountability). The leadership team needs to uphold inclusive values and maintain that culture daily.

Overcoming the barriers mentioned above, combined with making the topic of diversity and inclusion part of everyday discussion, will help shift the attitude from resentment to engagement. The increase in engagement could potentially lead to an increase in action within the DEIB groups, further assisting the organization's objectives of gender parity and increasing underrepresented groups in leadership.

### **Action**

TransUnion should consider undertaking the following diversity goals:

1. Offer Talent Development programs for underrepresented associates, not just those that are in a leadership position.
  - a. Cover topics ranging from career pathways to brand and influence in the workplace to strategic thinking and goal setting.
  - b. These can be in-person or virtual sessions.
  - c. DEIB groups can push training programs in their respective groups.
  - d. Management will collaborate with associates during monthly check-ins to determine what development programs the associate is interested in attending.

Funding, time, and commitment will be the resources needed to enact this initiative. TransUnion could utilize associates in house to assist in the creation of this program or outsource the work to a company versed in this certain program.

2. Increase current Diversity, Equity, Inclusion, & Belonging (DEIB) group engagement across the company through action and expansion.
  - a. Current DEIB groups should set clear objectives and action plans yearly that align with the organization's Diversity and Inclusion objectives.
  - b. DEIB leaders should actively develop outreach strategies to attract participation.

- c. DEIB members should create local “chapters,” so that real action and effort is happening at every local office and not just at corporate.
- d. DEIB groups can host a “showcase” at the local level, explaining their purpose and objectives as well as what events they have planned for the year.
- e. DEIB groups can host DEI training across all levels in the organization. Role-specific DEI training can help employees identify the potential biases they are bringing into the workplace and learn how to support TransUnion’s Diversity and Inclusion goals.
- f. DEIB groups should meet frequently, one to two times per month, to assess progress made on action plan.
- g. Expand current DEIB groups to include groups without representation- neurodivergent associates, those with disabilities, and caretakers. The DEIB groups should be evaluated yearly to ensure all associates have representation.

This initiative will require more than anything- time and commitment from its employees. Time will be needed to plan events, create action plans, host showcases, and attend meetings. Resources will be low as funding will be little.

### 3. Provide Diversity and Inclusion progress and updates continuously.

- a. Progress to be shared via global town hall, business unit meetings, office all-hands meetings, and emails.
- b. Action plans to meeting current diversity and inclusion goals should be transparent and communicated regularly with all global associates.

This initiative will require only time and commitment from the DEIB groups and leadership teams. Sharing progress on DEI goals with the whole organization will provide accountability in creating meaningful initiatives.

## **Accountability**

TransUnion hired Teedra Brown as Chief Talent and Diversity officer in 2020 (TransUnion, 2024). As mentioned previously, TransUnion also has assembled a Racial Equity Task Force in 2020. Having a dedicated diversity position and a task force puts TransUnion in a good spot to monitor and track diversity numbers. Having a full-time job to monitor diversity and inclusion within TransUnion will help the organization make progress towards its diversity goals. However, as it relates to the three goals mentioned above, all should be responsible for enacting these initiatives. Diversity and Inclusion can only be made a top priority if it is made a priority from top leadership. Executive leadership can begin with goal number three by reaffirming its commitment to diversity and inclusion within the organization and bringing it to the forefront of all conversations. The executive leadership team should be able to explain the previous years' action plans and the current year plan to ensure all global associates are aware of the objectives and the steps needed to achieve the outlined goals. Communication and transparency are the easiest goal out of the three but will make a significant impact company wide. The executive leadership team also can impact goal number one. They can identify and approve training programs and development opportunities for underrepresented groups.

The executive leadership team is not the only ones responsible for implementing the goals mentioned above. Managers at all levels should take ownership of diversity goals. One approach to making this happen is to convert managers' resistance to diversity initiatives to ownership by involving them in creating transparency, developing metrics, and the personnel decisions necessary to meet diversity goals. Managers also take accountability for goal number one by ensuring that they are providing training and development opportunities for underrepresented groups. This entails collaborating with their associates directly to identify what programs are available, proposing new opportunities to the executive team, what programs would be beneficial for their underrepresented associates, and ensuring associates have the time and resources needed to participate in such programs. Management also can impact goal number two. As DEIB groups have a management sponsor, each manager should be required to participate or sponsor in at least one DEIB group. Participation in the DEIB groups by the management

team will lead to DEIB group initiatives being cascaded to their team. Management is likely to push these initiatives when they are invested in the respective group.

The executive leadership team and management team are all held accountable for the three goals outlined above, but diversity and inclusion efforts are all associates' responsibility- regardless of position. Every person at every level in the organization should be held accountable for achieving the three diversity goals. Non-management employees play a huge role in the creation, organization, and effectiveness of the DEIB groups at TransUnion. The DEIB groups are employee led. Employees can impact the company's current diversity goals by simply participating, showing up to DEIB events, and having their voices heard. If associates participate in DEIB groups, they are invested in the group's initiatives and are more likely to recommend the groups to their peers and push the group's initiatives at a local level.

These diversity goals will only be successful with the commitment and buy-in from every associate at every level, including myself. I recognize that I need to take a bigger role in diversity at TransUnion by getting involved with DEIB groups, specifically obtaining a position on the committee of a DEIB group. I personally am not familiar with the efforts of DEIB groups. Increasing my knowledge and participation will help me be more initiative-taking in creating a diverse and inclusive workplace at my local office.

### **Achievement**

Business measures that should be impacted by increased diversity efforts would be an increase in employee engagement, as well as the two goals of gender parity and underrepresented groups in management positions. The impact of these diversity efforts can be measured through the yearly electronic employee satisfaction survey and pulse survey. TransUnion should expect to see a year over year increase in both surveys, specifically as it relates to growth and development. These results should be shared as part of goal number three. TransUnion can also measure their progress towards gender parity and underrepresented groups by monitoring internal promotions and hiring statistics. The proposed goal

of creating more training and development opportunities should also be monitored to determine participation levels to identify how to increase participation if needed. Depending on the training opportunity, attendance can be tracked in real-time or post-training. This will lead to TransUnion seeing an increase in underrepresented groups in management and improvement in gender parity.

Employee recognition for their diversity efforts should start with recognizing associates' talents, passions, and perspectives. This is a simple act but assists diversity goals by celebrating people for who they are and letting associates know their voice matters. Recognition should not be limited to a manager-employee situation but should be woven into all interactions across levels. I further suggest that TransUnion implement a recognition program or nomination program, not just for performance, but for impactful and meaningful interactions. Associates could be recognized via email, the company intranet site, during office All-hands meetings, and respective business unit meetings.

### **More Action**

The most crucial factor in maintaining momentum for diversity and inclusion efforts is making diversity and inclusion a topic in everyday discussion at all levels within TransUnion, from executive level downward. If the initiatives are not talked about frequently, the momentum is lost. Additionally, ensuring that DEIB groups are meeting frequently, and hosting events regularly will ensure that participation remains high. Removing the restriction of DEIB groups being an "only corporate" group and allowing the creation of local chapters will help associates stay engaged and push Diversity and Inclusion efforts. Allowing local chapters of DEIB groups will allow associates to exercise creative freedom to host local sessions and events, advancing Diversity and Inclusion efforts within and outside of their office.

Future initiatives to keep employees engaged and moving towards TU's Diversity goals would include implementing diversity training programs for all associates- not just members of leadership, promoting diversity and inclusion in recruitment and hiring processes, and fostering an inclusive work culture where everyone feels valued and heard. Recognition of DEIB members and those that help impact TransUnion's Diversity and Inclusion goals should be recognized frequently. Additionally, TransUnion

can participate in community outreach programs to give back to the communities in which they are located would be beneficial in reaffirming the organization's commitment to diversity and inclusion. These programs and initiatives should be continuously evaluated and updated to ensure their effectiveness.

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## Organizational Snapshot Table

(As adapted from Kennedy, 2008)

Please rank each Area of Influence from *1 (lowest)* to *10 (highest)* of where you perceive your organization being in “current readiness and/or effectiveness”, you can draw a dot, or mark an “x” on the table where you believe your organization “stands.”

You can also use the supplementary information on the second page of this document that offers additional “considerations” in each of the *Areas of Influence*.

### Organizational Snapshot Table LEAD 314 – Diversity in the Workplace

10							
9							
8							
7							
6							
5				x			
4		x					
3	x		x		x		
2						x	x
1							
	↕	↕	↕	↕	↕	↕	↕
	Leadership	Culture	Involvement	Business	Strategy & Measures	Staffing & Development	Ownership

Career Professional’s Name: Cory Whitaker: Interviewee 1

Organization: TransUnion

Date: 2/13/2024

Student’s Name: Lauren Allen

**Additional Notes:**

- CEO made insensitive joke about gender Identity on a Global town hall – no accountability from executive team. Made workplace feel unsafe for LGBTQIA+ employees.
- The accommodation's process for employees with disabilities is a nightmare. Invisible disabilities are not believed/questioned with unfair scrutiny.

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### Organizational Snapshot Table LEAD 314 – Diversity in the Workplace

10							
9							
8				x	x		
7		x					
6							
5							
4	x					x	
3							
2			x				x
1							
	↕	↕	↕	↕	↕	↕	↕
	Leadership	Culture	Involvement	Business	Strategy & Measures	Staffing & Development	Ownership

Notes: TransUnion cares *a lot* about *looking* like they care about D&I. All the more “business” and “metrics” sides indicate that they have a strong readiness. But when it comes to individuals being recognized or developed, or people wanting to be involved, TU falls short. This is not because no one cares about D&I, but because people do not care about the company itself. Which is fair, cause the company does not seem to care about us.

Career Professional’s Name: Kendal Warren Interviewee #2

Organization: TransUnion

Date: 2/20/24

Student's Name: Lauren Allen

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<b>10</b>							
<b>9</b>	<b>X</b>					<b>X</b>	
<b>8</b>		<b>X</b>					
<b>7</b>				<b>X</b>	<b>X</b>		
<b>6</b>			<b>X</b>				<b>X</b>
<b>5</b>							
<b>4</b>							
<b>3</b>							
<b>2</b>							
<b>1</b>							
	↕	↕	↕	↕	↕	↕	↕
	<b>Leadership</b>	<b>Culture</b>	<b>Involvement</b>	<b>Business</b>	<b>Strategy &amp; Measures</b>	<b>Staffing &amp; Development</b>	<b>Ownership</b>

Career Professional’s Name: SIENNA ROWLAND Interviewee 3

Organization: TRANSUNION

Date 2/22/24

Student’s Name: Lauren Allen

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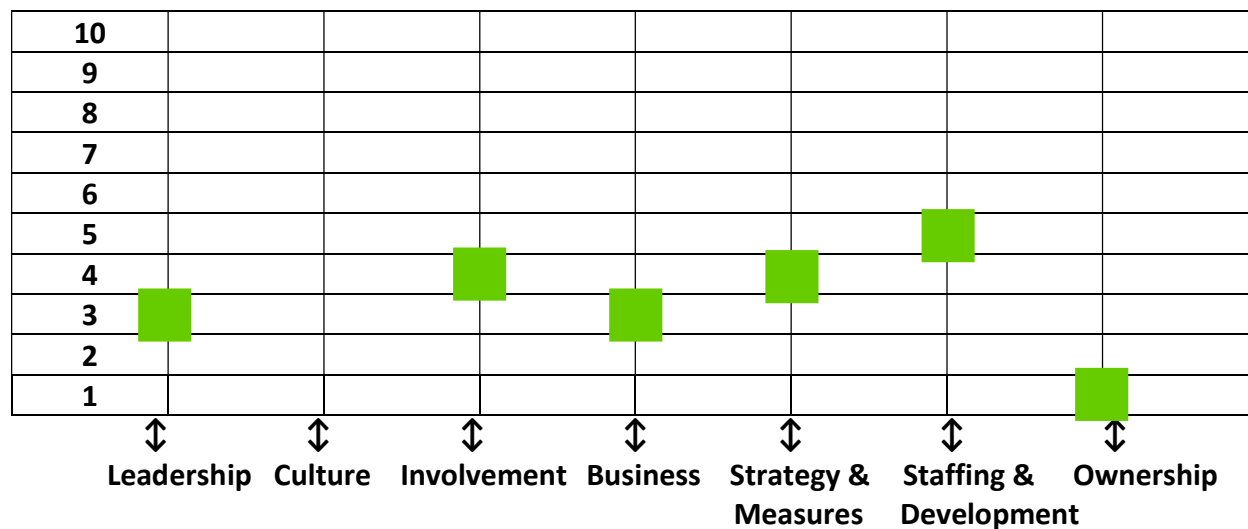
## Organizational Snapshot Table

(As adapted from Kennedy, 2008)

Please rank each Area of Influence from 1 (*lowest*) to 10 (*highest*) of where you perceive your organization being in “current readiness and/or effectiveness”, you can draw a dot, or mark an “x” on the table where you believe your organization “stands.”

You can also use the supplementary information on the second page of this document that offers additional “considerations” in each of the *Areas of Influence*.

### Organizational Snapshot Table LEAD 314 – Diversity in the Workplace



Career Professional's Name: Shane Vandercook: Interviewee 4

Organization: Transunion

Date: 02/15/2024

Student's Name: Lauren Allen