

DIVERSITY & INCLUSION / CHANGE MANAGEMENT: PERFECT TOGETHER

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PRESENTED BY:
Marjorie Derven
Director

VALEOCON MANAGEMENT CONSULTING

www.Valeocon.com

845.826.1509

Objectives for Today

- ✓ Explore the key elements of change management and how these can be deployed to build a “guiding coalition” for D&I momentum
- ✓ Examine how to set priorities for D&I initiatives to create a “virtuous cycle” of support
- ✓ Help others learn how to take ownership of change to contribute fully to more inclusive workplaces
- ✓ Discover how change management can build positive D&I momentum for improved sponsorship, resources and buy-in

Our Working Definitions



The mix of differences and similarities in talent.



Intentionally leveraging full contributions from a broad mix of talent.



Systematic approach to promote engagement and change adoption with strategies, communications, training and other tools.

POLL: What best describes your current role?

_ Training / Learning

__ Training / Learning that incorporates other functions (such as Diversity & Inclusion, Talent Management, Change Management Organizational Effectiveness,)

___ Other (please write in Chat Box)

Globalization + Workplace Change

Higher Productivity

- 24/7 operations
- Leverage resources



Diversity of Thinking

- Develop learning culture
- Global/local integration
- Enhance innovation

Source the Best Talent

- Global pool
- Address “War for Talent”

Local Presence in Global Markets

CHAT BOX:

What are the top 1-3 external changes having the MOST impact on your organization?

In Context: D&I Global Trends

Changing Global Dynamics	Skills	Generations
<ul style="list-style-type: none"> • 70 countries generate 96% of global GDP • Consumption in emerging markets to reach \$30 trillion by 2025 • Women make up 40% of the world's workforce / full participation could solve poverty • Asia Pacific expected to surpass U.S. and Europe in GDP • 73% of employees experience high stress from always "being on" 	<ul style="list-style-type: none"> • Foreign-born workers contribute to 40% of labor force growth in advanced economies • Global imbalance: Shortage of 38 to 40 million skilled workers / Surplus of 90-95 million low skill workers • More positions will become automated, with rise in robotics, artificial intelligence, algorithms • Contingent workers 20-33% of US • Only 13% of employees worldwide are engaged at work 	<ul style="list-style-type: none"> • Nearly 80 million Baby Boomers file for retirement benefits in the US in next 20 years / 12% of the world's population will be 65+ by 2030 • Millennials: <ul style="list-style-type: none"> – Will be majority workforce in the US in less than 5 years— 91% expected to stay in job for less than 3 years – 50% of India's working age adults – 26% of Latin America's total population – 28% of the workforce in China / buy 45% of luxury products – 25% unemployment in the Middle East • China ends "one child" policy

D&I Progress: Painfully Slow

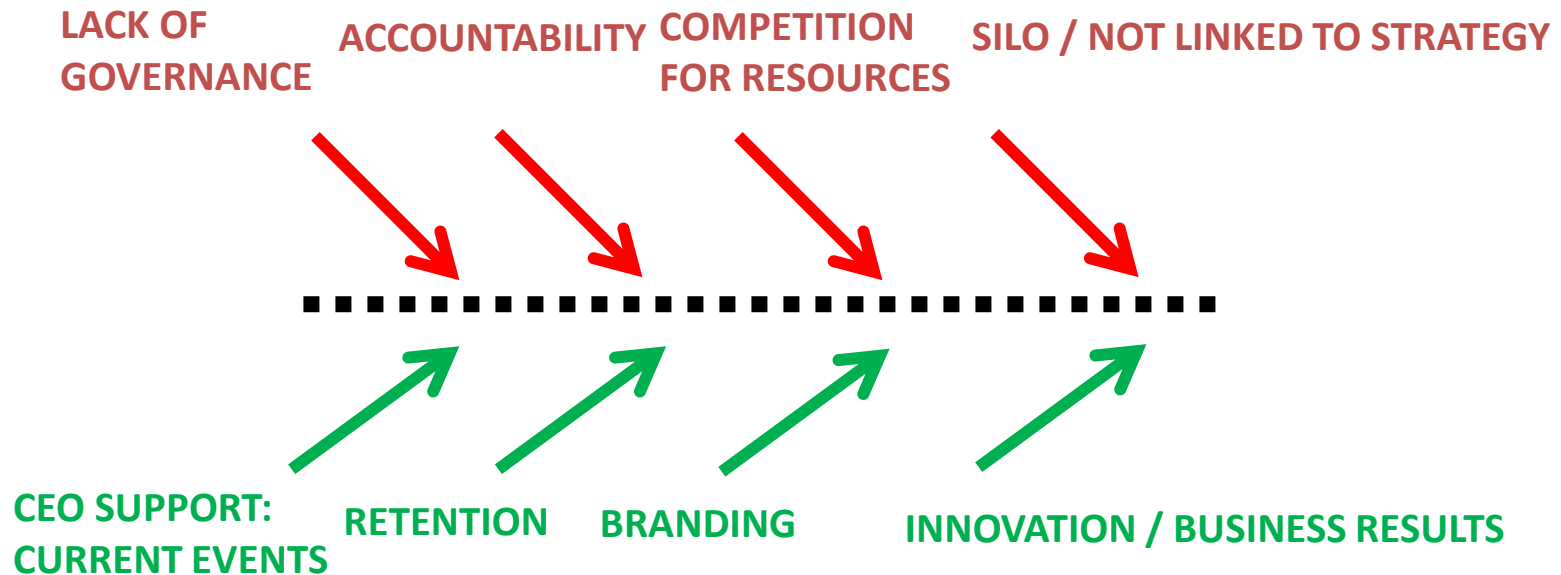
- There are fewer Fortune 500 CEOs who are women (4.1%) than who are named David (4.5%) or John (5.3%) ([NY Times](#))
- Only 5 out of all Fortune 500 companies have African American CEOs. ([CDC](#), [Diversity Inc.](#))
- 40% of people think there's a double-standard against hiring women. ([Pew](#))
- Men are 30% more likely than women to be promoted from entry level to manager. ([Women in the Workplace](#))
- Resumes submitted by people with African American-sounding names are 14% less likely to get a call back than those with white-sounding names. ([Research study by University of Wisconsin](#))
- 57% of employees think their companies should be more diverse. ([Glassdoor](#))
- 41% of managers say they are “too busy” to implement diversity initiatives. ([SHRM](#))

Evidence of Why D&I Matters

- 83% of millennials are more actively engaged when company fosters an inclusive culture – and in 10 years millennials will comprise nearly 75% of the workforce. ([Deloitte](#))
- The United States will no longer have any single ethnic or racial majorities by the year 2065. ([Pew](#))
- Companies with highest levels of racial diversity bring in nearly 15x more sales revenue than those with lowest levels of racial diversity. ([American Sociological Review](#))
- For every 10% increase in the rate of racial and ethnic diversity on Senior Executive teams, EBIT rises 0.8%. ([McKinsey](#))
- Ethnically diverse companies are 35% more likely to outperform their respective national industry medians. ([McKinsey](#))
- Gender diverse companies are 15% more likely to outperform their respective national industry medians. ([McKinsey](#))

D&I Driving & Restraining Forces

CHAT BOX: What are top drivers & restraining forces at your organization?



POLL: Rate Your Company D&I Effectiveness



0= NON-EXISTENT 1-3= MODERATELY EFFECTIVE 4-6= EFFECTIVE 7-10 HIGHLY EFFECTIVE

__ 0

__ 1-3

__ 4-6

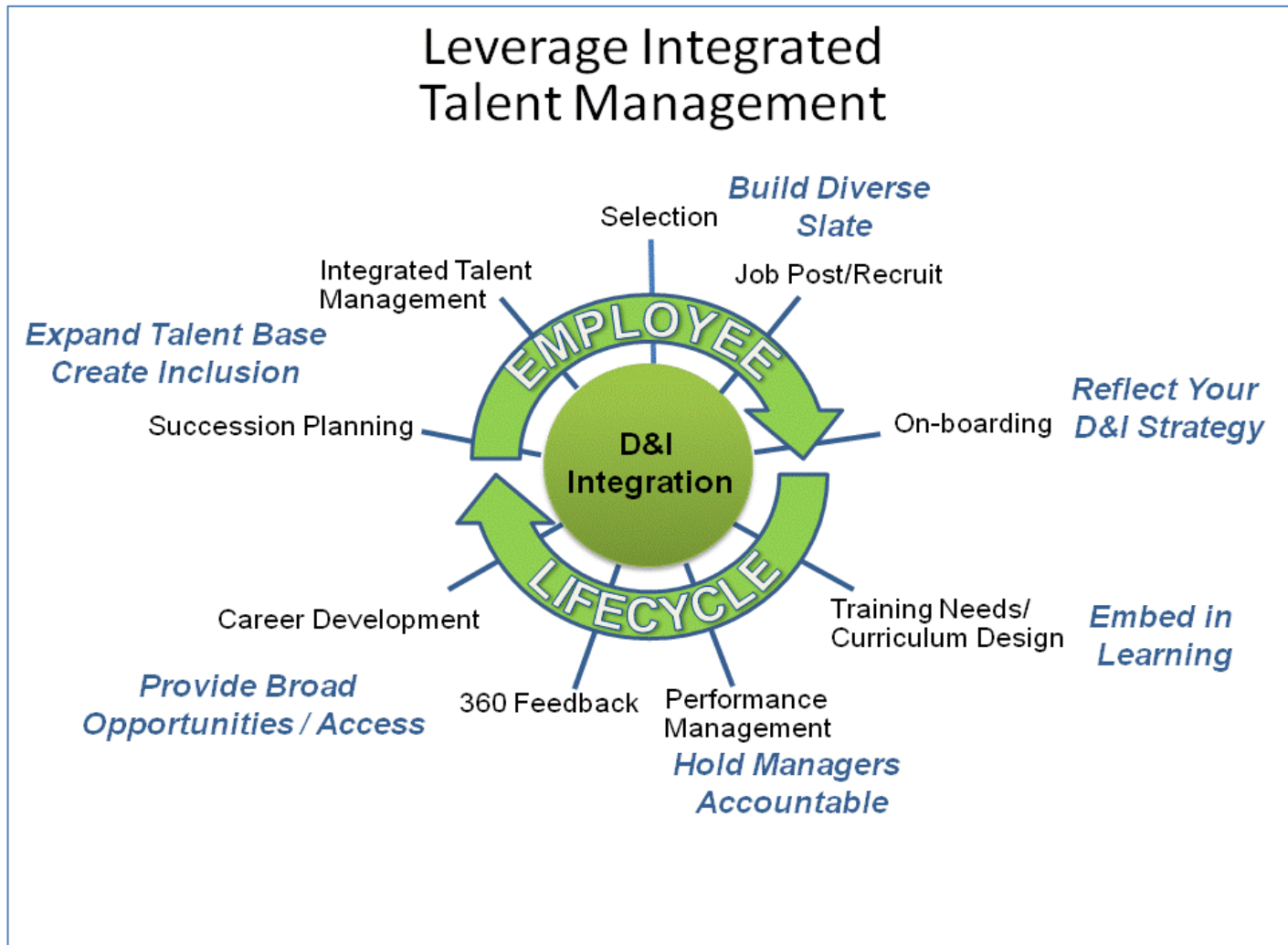
__ 7-10

Clarify the Business Case



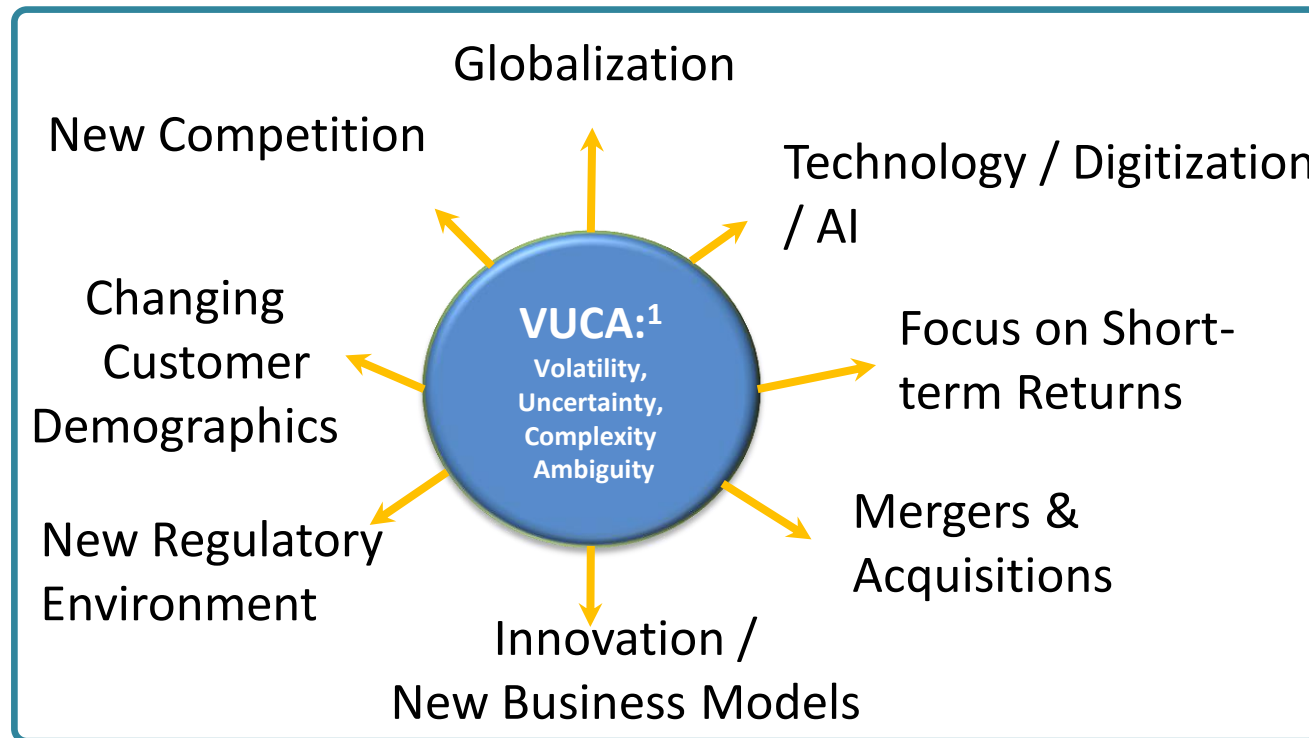
- We need to attract and retain the best talent
- We want to mirror our communities / marketplace
- We want to accelerate innovation
- Our employees want a more inclusive workplace
- Our D&I commitment builds our brand equity
- We want better business results
- Other?

Link D&I Initiatives to Talent Lifecycle



Link D&I to External Business Needs

CHAT BOX: What business needs link to D&I in your organization?



¹ Army War College terminology

Governance / Structure for D&I Initiatives

Essentials to Obtain Traction



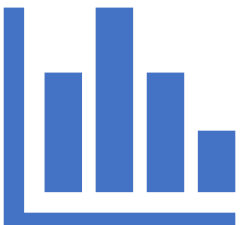
Sponsorship / Funding



By-laws



Charter



Metrics



Buy-in



Communications / Cadence

CHAT BOX:

Your Most Successful D&I Initiative

- What did you do as D&I / learning professionals do?
- What did leaders do?



Change Model For Today



Adapted from John Kotter Model of Change

<https://www.kotterinc.com/8-steps-process-for-leading-change/>

Valeocon Organizational Model

We work side-by-side with our clients to co-discover, co-design and co-deliver integrated, fit-for-purpose solutions that address complex business challenges.

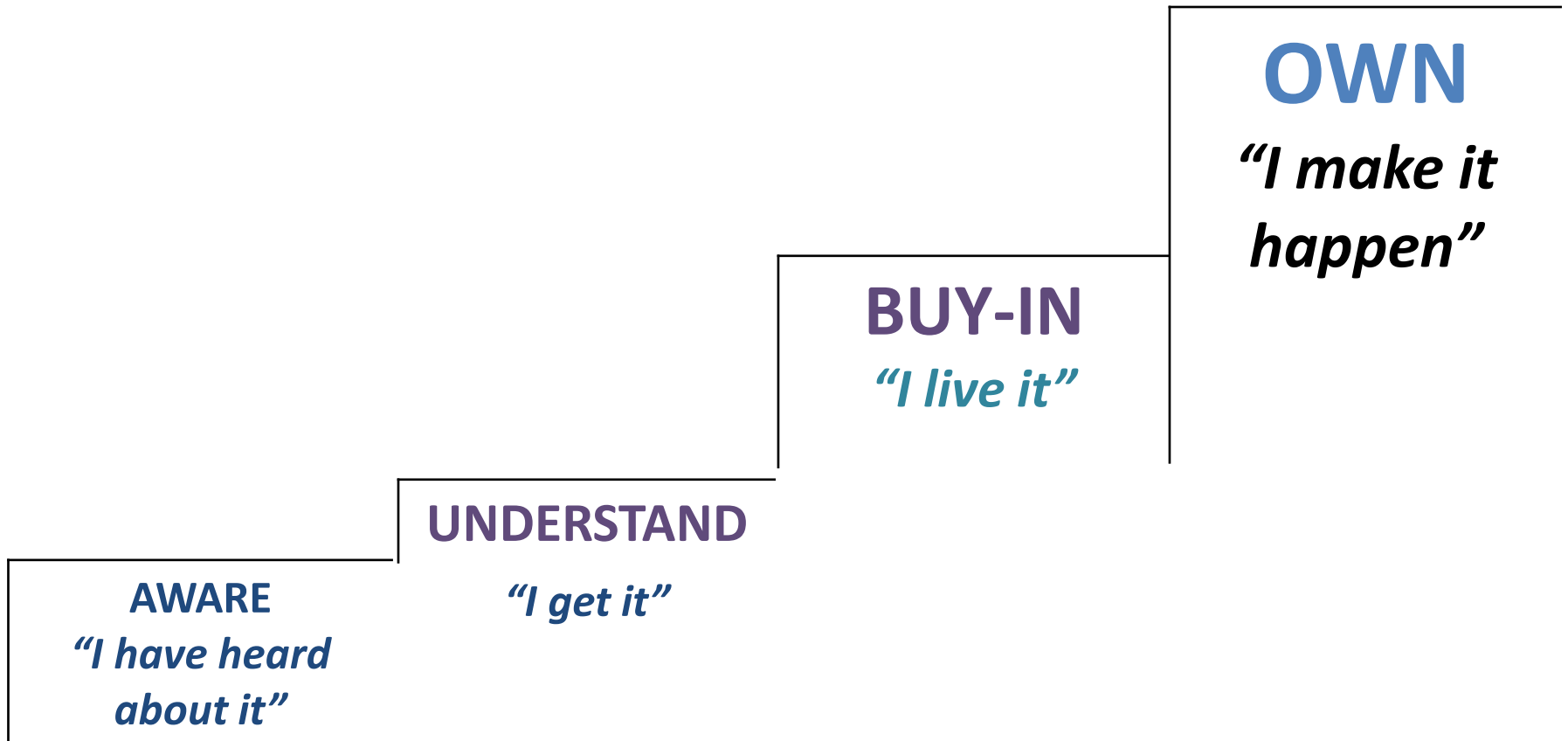


Change Triggers Emotions at Every Phase

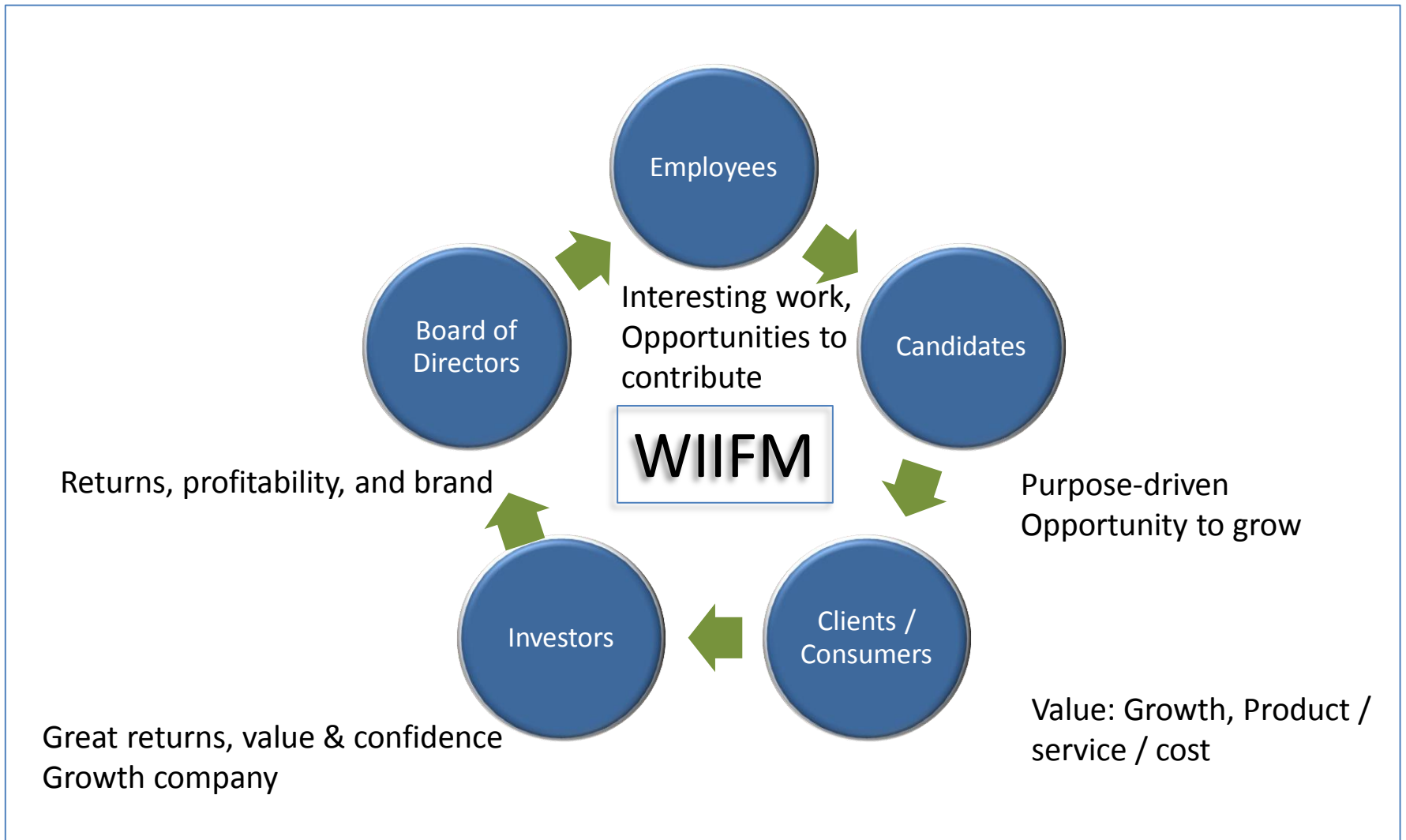


Source: William Bridges

AUBO & Change Adoption



Tailor Messaging by Stakeholder



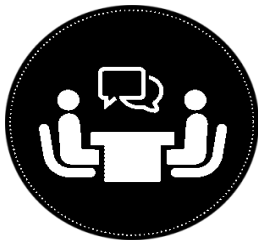
Communications Cascade

- Based on a cascading message process
- Interactive, promoting two-way communications
- Tailored to stakeholder
- Delivered via appropriate messenger
- Timely, proactive and responsive
- Addresses the “What’s in it for Me?” (WIIFM) at relevant audience level

Interactive Meetings



D&I Tools: Resource Guides



CM Examples: Two D&I Initiatives

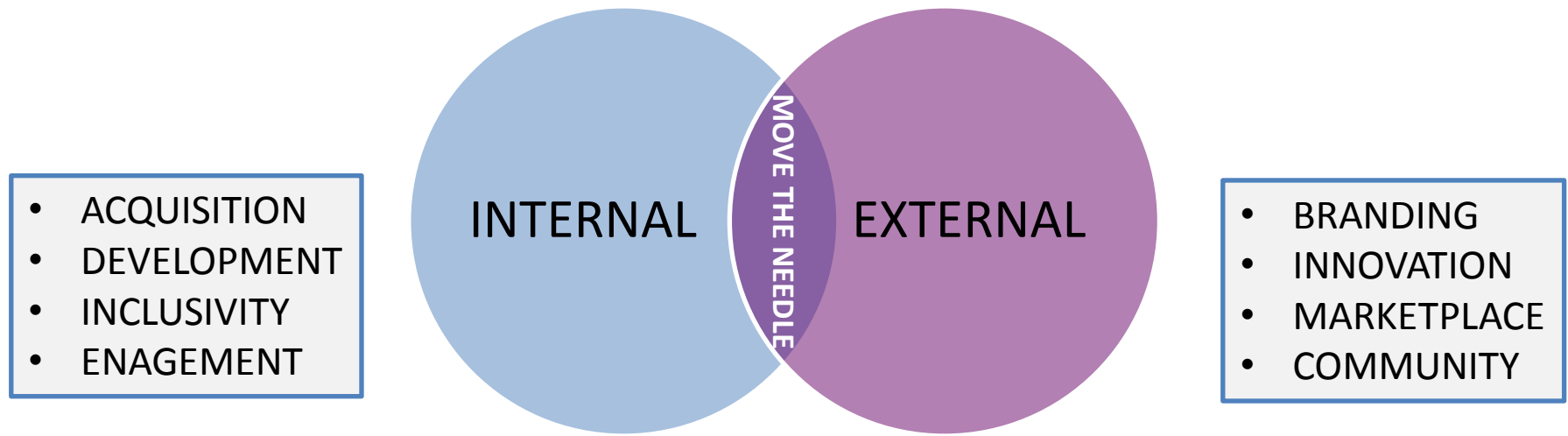
Under-
represented
populations
& allies

- 1) EMPLOYEE RESOURCE GROUPS

Designed to
demonstrate
shared
human
wiring to
remove
blame

- 2) UNCONSCIOUS BIAS TRAINING

ERGs & Key Business Imperatives



EXAMPLES

- Veterans ERG created a one-page overview “translator” for applicants: military / corporate relevance
- Diageo ERG partners with Talent Acquisition to recruit at Historically Black Colleges & Universities

EXAMPLES

- Hispanic ERG advised product development about flavor and added guacamole chips to product line-up, creating a \$1 billion product (Frito-Lay)
- Ford uses Disability ERGs to solicit customer feedback to enhance motoring mobility

Change Model: ERGs



EMPLOYEE RESOURCE GROUPS

- Link to internal / external business needs
- Engage with multiple stakeholders (HRBPs, Executive Sponsors, Line Leaders, Employees, External Stakeholders)
- Plan the initiative / obtain essential support
- Tell the story
- Show demonstrable progress
- Track & measure

CHAT BOX

How can Change Management enable ERGs to have more impact?

Change Model: Unconscious Bias Training

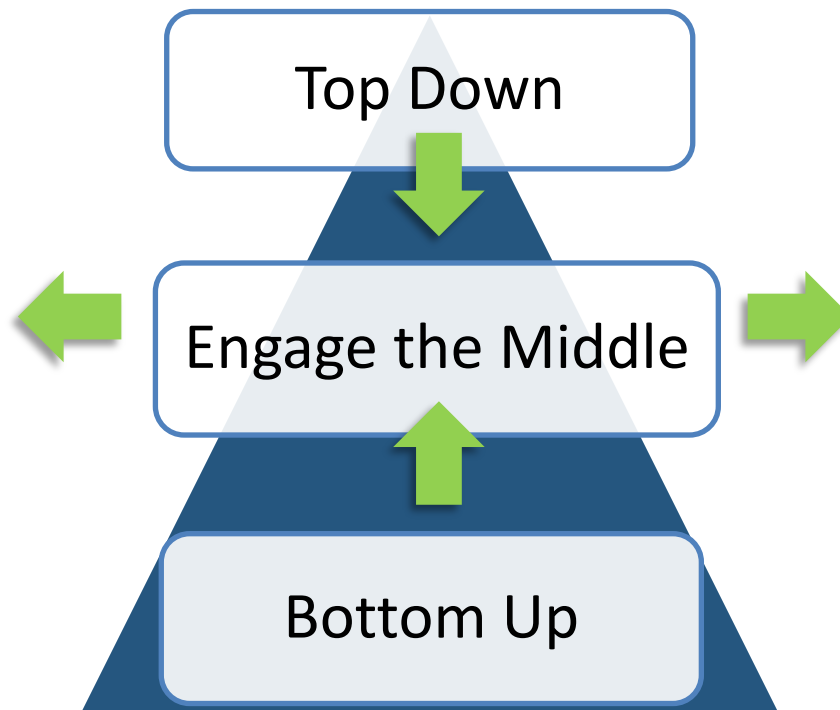


UNCONSCIOUS BIAS TRAINING

- Provide the Why
- Implement into the Talent Lifecycle: Job Descriptions, Hiring, Onboarding, etc.
- Provide relevant tools and processes to support progress
- Provide Role Models
- Track and Measure

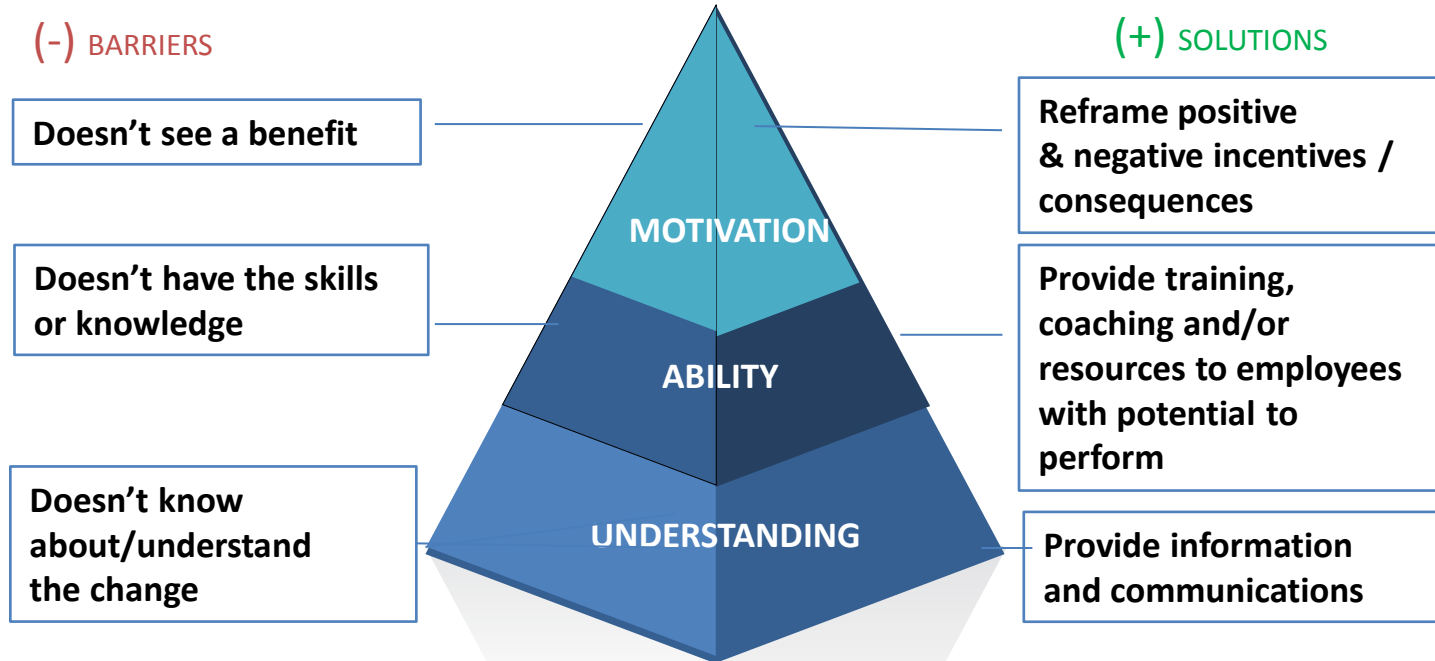
Unconscious Bias Ecosystem

Tailor initiatives, messaging and metrics



Understand Employee Motivation

WHY DON'T EMPLOYEES DO WHAT WE WANT THEM TO DO?



CHAT BOX

How can Change Management enable Unconscious Bias training to have more impact?

Your Role as Change Leader for D&I:

Build trust and buy-in to a more inclusive future

COMMUNICATE

- Clearly
- Often

LEAD CHANGE

- Create a transformation team & charter
- Clarify priorities
- Identify / address challenges and obstacles

MANAGE CHANGE

- Build understanding to promote performance in new roles
- Develop new “Rules of the Road”



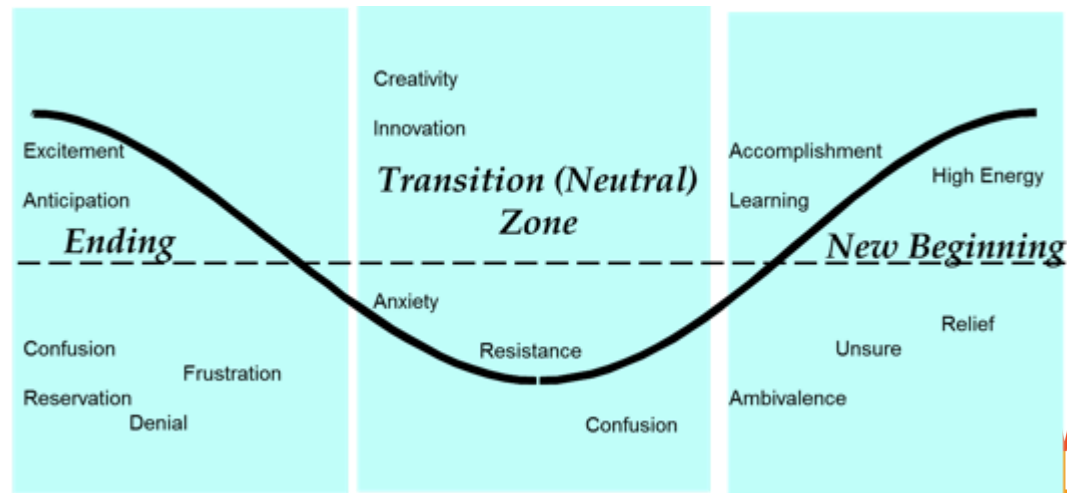
Invest in Change Leadership Infrastructure



Change Networks



Two-Way Communication



Facilitate Transitions

New Ways of Working/Experimentation



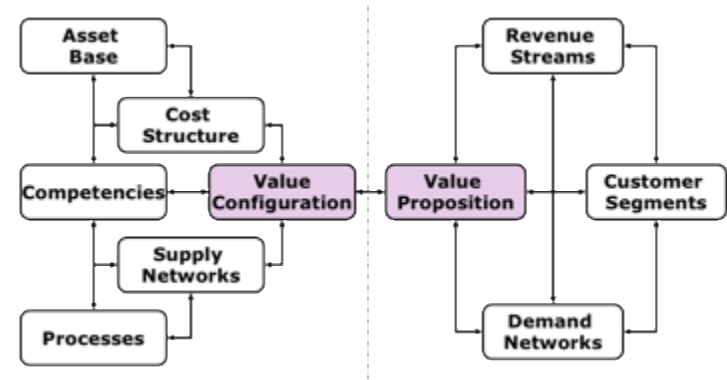
Scenario Planning



Open Space Technology



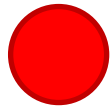
Design Sprints



Business Model Canvas

Your Key Takeaway

Based on what you learned today, what is one thing you plan to:



STOP



START



CONTINUE

Additional D&I and CM Resources

D&I RESOURCES

- *Diversity & Inclusion and Innovation: A Virtuous Cycle*, Industrial and Commercial Training Journal
- *What's Next for Employee Resource Groups*
<https://www.td.org/Publications/Blogs/Human-Capital-Blog/2016/01/Whats-Next-for-Employee-Resource-Groups>
- *The Competitive Advantage of Diverse Perspectives*, T+D Article
- *Intentional Inclusion in the Workplace & Marketplace*, Diversity Executive
- *Diversity & Inclusion by Design: Best Practices from Six Global Companies*, Industrial and Commercial Training Journal
- <https://www.td.org/insights/gaining-traction-with-your-diversity-and-inclusion-strategy>.

CM RESOURCES

- <https://www.valeocon.com/right-sizing-change-management/>
- <https://www.valeocon.com/agile-approach-to-business-transformation/>
- <https://www.valeocon.com/tapping-the-reservoir-of-continuous-improvement-potential-your-employees/>

Final Q&A



For more information:

Marjorie Derven

marjorie.derven@valeocon.com

Want to learn more? Plan to attend 12/12-13, 2018 **LearnNow**

LEVERAGE INCLUSION TO DRIVE ENGAGEMENT:

<https://www.td.org/events/learnnow-leverage-inclusion-to-drive-engagement>



Invitation: LearnNow Event

LEVERAGE INCLUSION TO DRIVE ENGAGEMENT

December 12-13 in Alexandria, VA



[https://www.td.org/events/learnnow-leverage-inclusion-to-drive-engagement.](https://www.td.org/events/learnnow-leverage-inclusion-to-drive-engagement)

Contact me for a D & I and Change D&I Action Planner:
Marjorie.Derven@Valeocon.com