



How Talent Development Professionals Can Help Build Diverse Leadership Pipelines

Meet Your Seramount Presenters



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We empower the world's
most inclusive workplaces.

Trusted Partner to Organizational Change Agents

ASSESSMENT AND STRATEGY

Uncover the Real Levers to Unlock DEI Progress

Unfiltered insight into the employee experience powered by innovative technology and over 40 years of DEI data and insights

RESEARCH AND ADVISORY SERVICES

Set Strong Foundations and Build Actionable Roadmaps

Expert guidance rooted in research and benchmarking to support your strategic talent priorities

LEARNING AND DEVELOPMENT

Transform Your Culture by Enabling DEI at Scale

Impactful workshops and events that build core leadership competencies at every level

We partner with **450+** corporations,
government entities, and nonprofits **globally**.

We guide **~50% of the Fortune 100** and **~25% of the Fortune 500** on their DEI journey.



Inclusive Learning and Development

Preparing Employees for Advancement



The Benefits of an Inclusive Talent Strategy

Overwhelmingly, diversity, equity, and inclusion offer a competitive advantage

Better Loyalty

Employees who are able to bring their whole selves to work are **42%** less likely to say they intend to leave their job within a year¹

Better Performance

Inclusive teams improve team performance by **30%**²

Increased Productivity

75% of high-performance organizations say that inclusion improves productivity³

Better People Relations

22% Less turnover achieved by companies that incorporate DEI into the workplace experience⁴

Increased Innovation

Companies with diverse employees have up to **20%** higher rate of innovation and **19%** higher innovation revenues.⁵

Increased Financials

Gender and Ethnically-Diverse companies are more likely to outperform their peers by **25%** and **36%**, respectively⁶

1. "Diversity Doesn't Stick Without Inclusion," Harvard Business Review 2017,

2. [Gartner](#), 3 [IACN](#) 4 [Deloitte](#), 5. [World Economic Forum](#), 6. [McKinsey](#)

Developing a Diverse Leadership Pipeline: Why it Matters

1

Attracting Next-Gen Talent

Gen-Z wants the diversity of their generation to be reflected in corporate leadership.

2

Authentic Representation

Employees expect tangible and visible outcomes from promises to foster inclusive cultures.

3

Employee Satisfaction

Diverse leadership gives *all* employees something to aspire to in your company

4

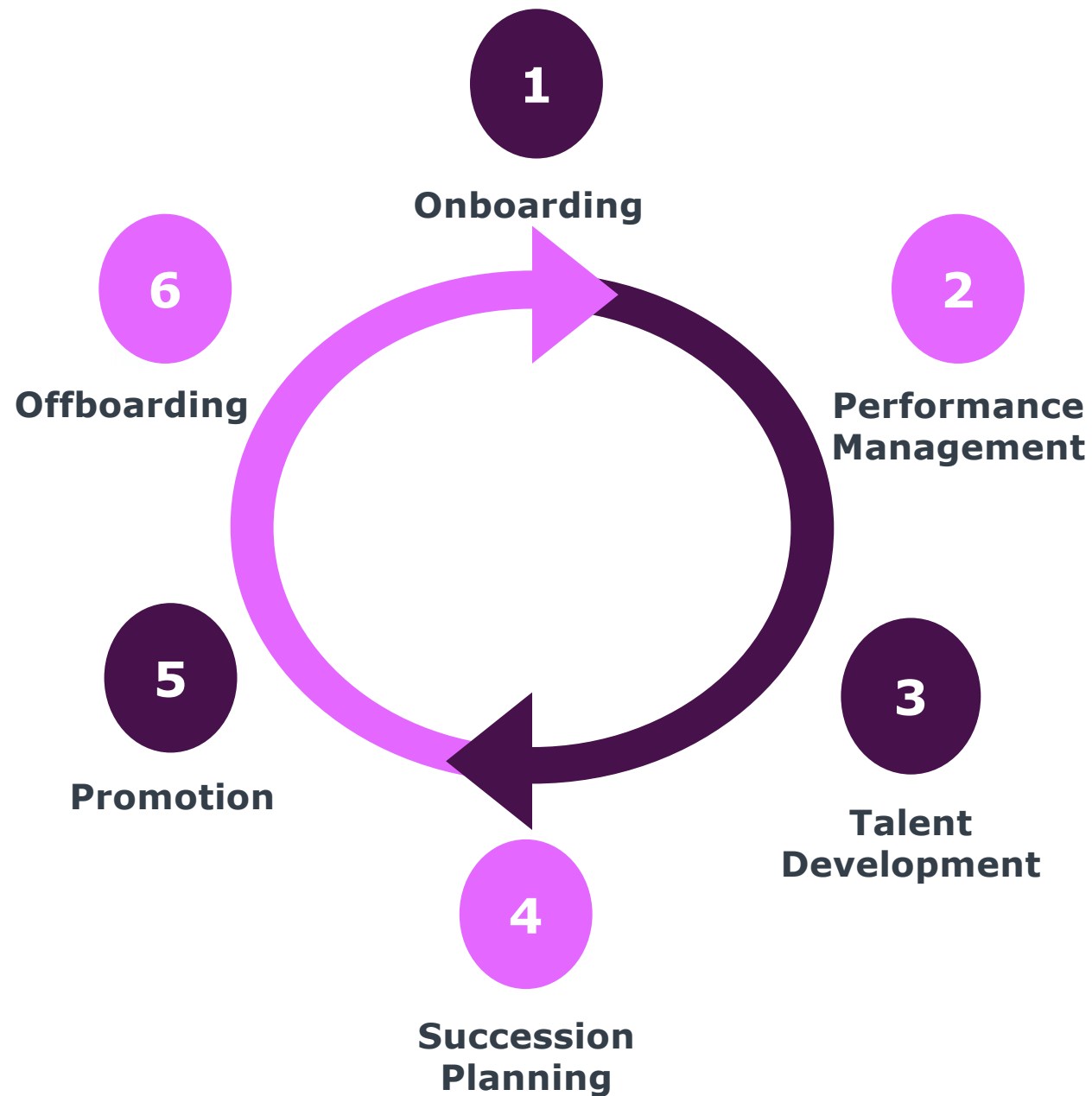
Better Business Outcomes

Companies in the bottom quartile for gender and ethnic diversity are 29% less likely to be above average in profitability.¹



1. [McKinsey](#)

The Talent Lifecycle



Preparing *All* Employees for Advancement

Development Opportunities

Workforce Planning

Mentorship and Sponsorship

Inclusive Talent Development

To encourage equity in the talent development process, professional development opportunities should be approached with the idea that every employee is high potential.

1

59%

Of Seramount Inclusion Index companies monitor gender, ethnicity/race, or other differences between mentors and mentees

2

64%

Of Seramount Inclusion Index companies requires gender and racially/ethnically diverse succession-planning slates

3

53%

Of corporate executives from Seramount Inclusion Index companies serve as formal sponsors for underrepresented employees

Keys to Advancement: Building Relationship Capital



Coaching



A relationship where an individual that is trained in coaching guides clients on their goals and strategies to help reach their full potential.

Mentorship



A development-focused professional relationship where an individual (the mentor) is providing guidance and knowledge to someone (the mentee) who learns from the person's experience.

Sponsorship

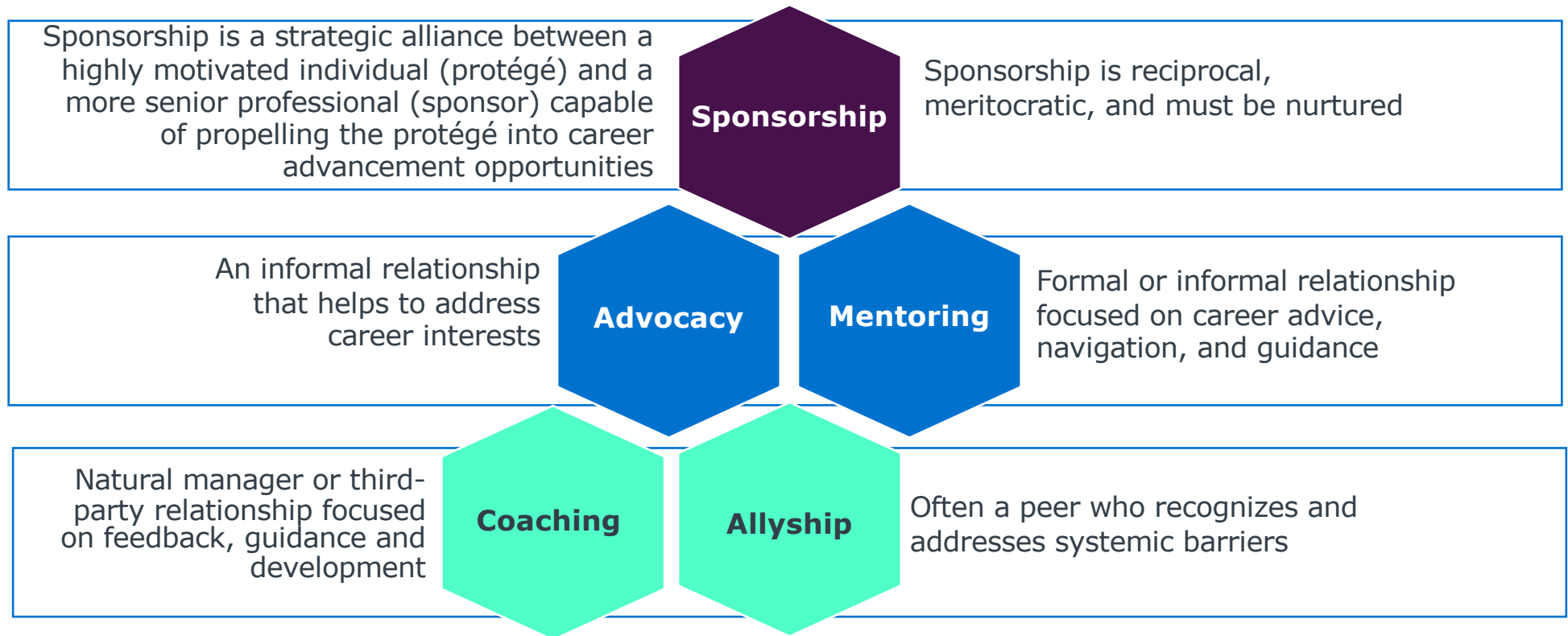


A strategic alliance between a highly motivated individual (protégé) and a more senior professional (sponsor) capable of propelling the protégé into career advancement opportunities.



Sponsorship: The Key to Equitable Talent Development

Sponsorship is a Unique Subset of Relationship Capital

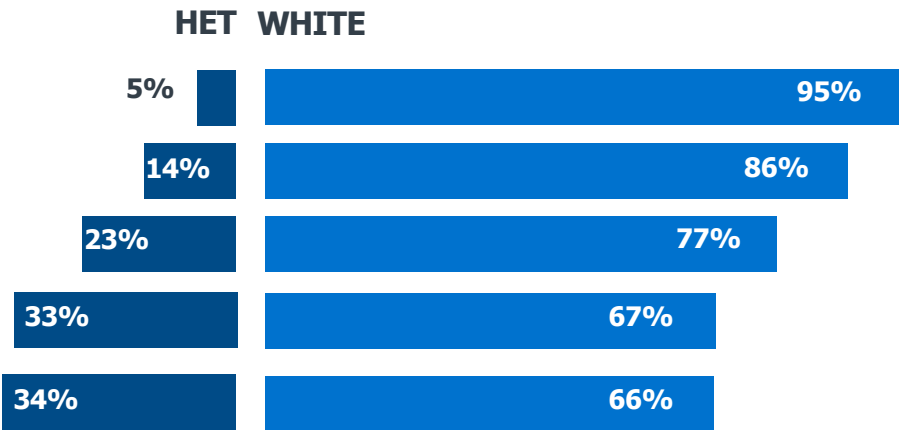


"A coach talks to you, a mentor talks with you, and a sponsor talks about you."

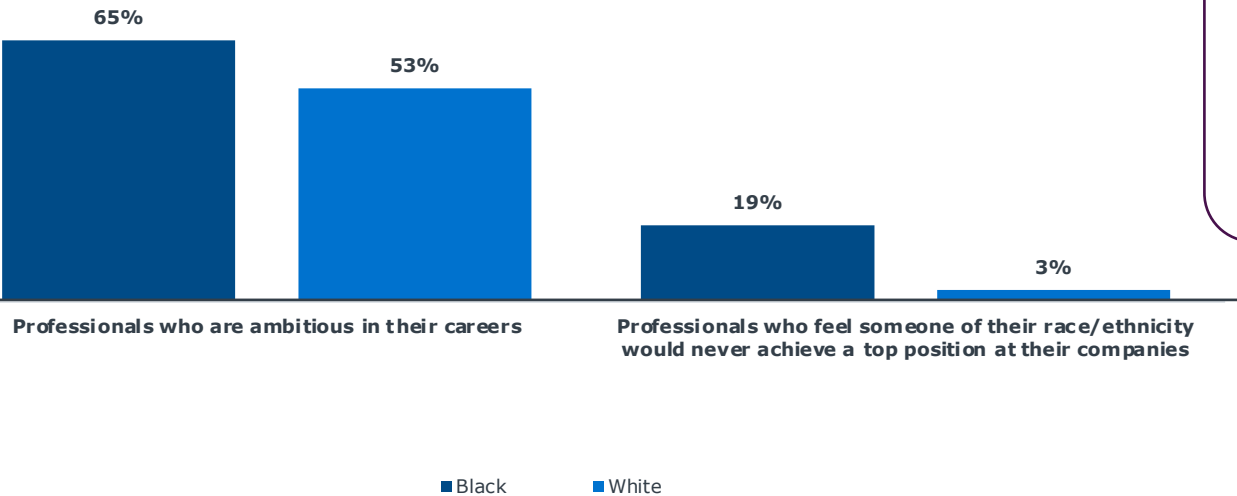
Opportunity Gap

In the US, historically excluded individuals are one third of the talent pool, yet within organizations...

CEOs of Fortune 500 companies
Board members of Fortune 500 companies
First- and mid-level officials and managers in the private sector
Earners of master's degrees
Earners of bachelor's degrees



The gap is not a function of performance, track record, or credentials; rather it is a function of opportunity

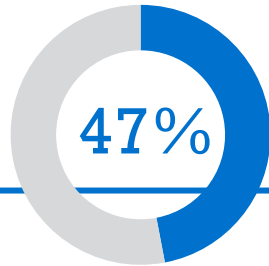


“Why go through all the motions to play this game, when you know you’re not going to be one of the winners?”

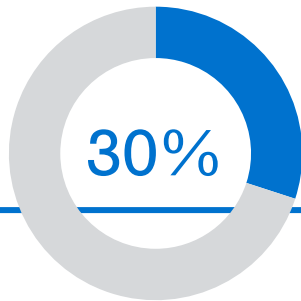
1) Sponsor Effect 2.0: Road Maps for Sponsors and Protégés
 2) Being Black in Corporate America, COQUAL Report, 2019

How do We Know Sponsorship is the Right Solution?

Although sponsorship is a highly effective way to accelerate careers, underrepresented groups are less likely than white men to have a sponsor.

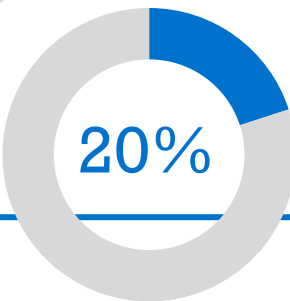


47% of survey respondents recommended that sponsorship/mentorship programs would allow Black employees to progress from trainee to executive level



30% fewer Black professionals have access to senior leaders

Women are



20% less likely than men to have a strategic network of sponsors whom they look to for guidance on career

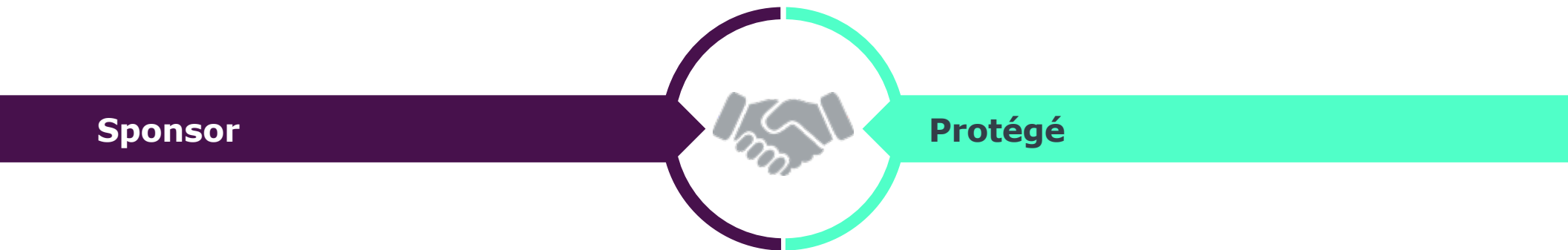
Men are



1.5x more likely than women to have received advice from a sponsor on how to advance

The Key Success Mechanism: Reciprocity

The Relationship-Building Needs to be Owned by the Protégé



What a SPONSOR does:

- Believes in the protégé
- Advocates for the protégé's professional growth
- Provides a safe space for development

What a PROTÉGÉ does:

- Delivers in exceptional ways
- Is trustworthy/loyal and can be counted on
- Brings a distinct personal brand and grows their scope and span

Sponsorship is an **earned** dynamic.
The protégé should own 70% of the relationship-building

An Ideal Sponsor-Protégé Match

What Does the “Chemistry” Look Like?



Alignment of shared values, trust, and “affective commitment”

A relationship that can be a “triple win” which benefits each as well as the organization

Confidence in the protégé’s potential to perform/deliver

A protégé who is receptive to feedback and willing to take action

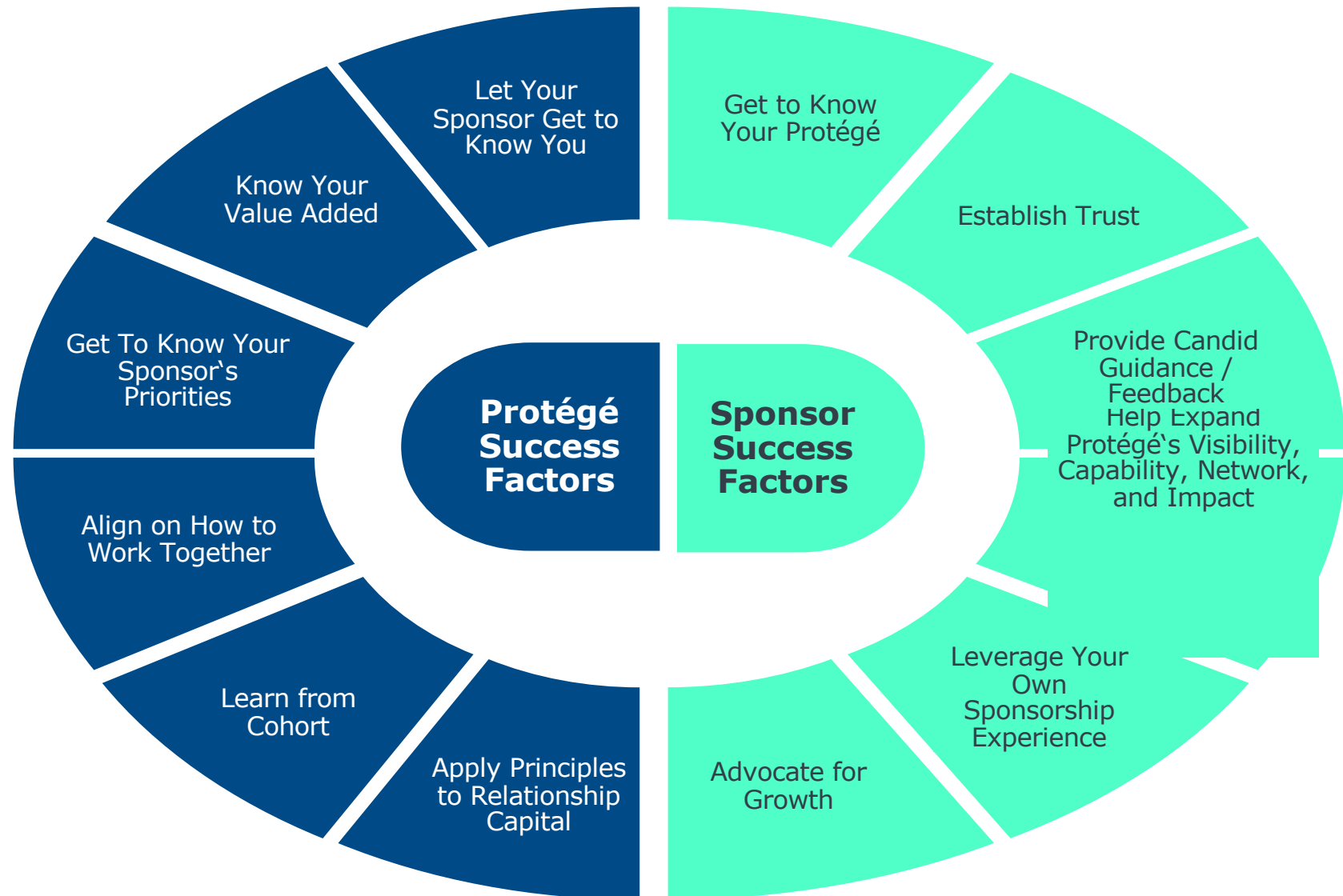
A two-way relationship that enhances “reputational capital”

An understanding that sponsorship is about acquiring greater influence

Elements for Success



16





Increasing Diverse Representation in Senior Leadership:

How Exemplar Organizations are Driving Change

CDOs Share Aspirations For Corporate Leadership

Equitable Opportunities to Move Up

"I'd like all high performing talent—regardless of background—to have a fair chance to move in the organization if they want to."

CDO
Global Technology Firm

Inclusive Leadership Environments

"Once they are in leadership, their ideas are heard, they are driving business decisions, and they want to advance in the company"

DEI Executive
Insurance Corporation

Inspire Senior Leaders to Advance DEI

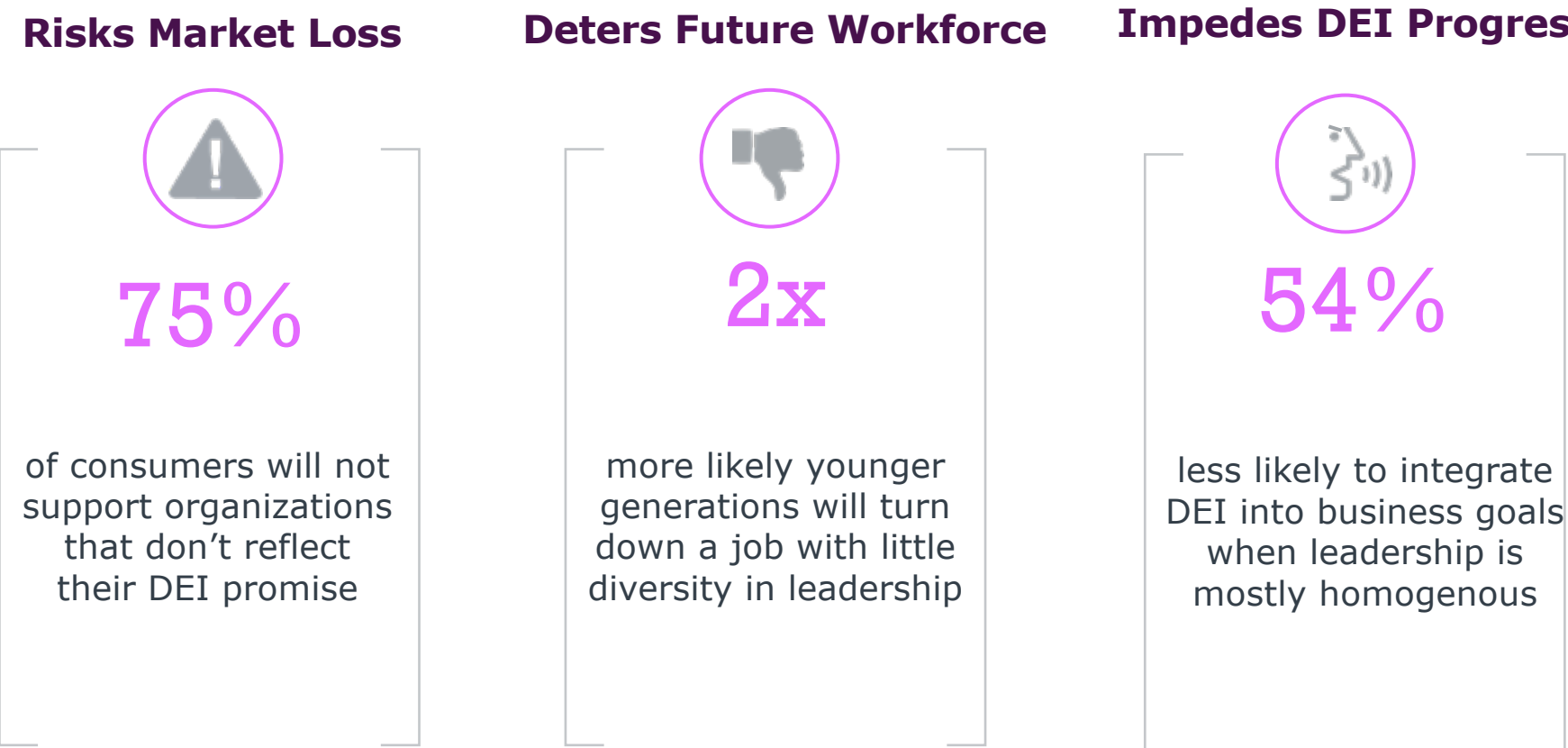
"My hope is that with diverse leadership, white, majority senior leaders are forever changed by learning and interacting with those who don't look like them."

CDO
Global Retail Company

Corporate Leadership Reality Rarely Meets Aspirations

Only 8%
of the Global Fortune 500 have reached
at least **30% parity** of **race** and
gender in leadership positions

Slow Progress is No Longer an Option for Corporations



Not For a Lack of Trying

Two Common Strategies for Diversifying: Both Helpful, But Not Enough



Preparation Programs

"The Unspoken Rule for HET"

50% have external leadership development programs

60% host internal leadership development programs

85% offer opt-in mentorship programs



~85% of Organizations

Accountability Policies



"The NFL Rooney Rule"

45% hire DEI coaches for senior leaders

70% require anti-bias hiring and promotion training

75% tie executive bonuses to DEI progress

85% require diverse interview panels

90% use diverse slates



~90% of Organizations

Research Shows Building Human Connections is Critical

Preparation Programs

"The Unspoken Rule for HET"

50% send HET to external leadership development programs

60% host company wide HET leadership development programs

85% offer opt-in mentorship programs

95% use senior executive sponsors for ERGs



~85% of Corporations

Building Human Connections



10%

have HET-Focused Sponsorships

15%

create HET and SL networking events



~15% of Corporations

Accountability Policies

"The NFL Rooney Rule"

45% hire DEI coaches for senior leaders

70% require anti-bias hiring and promotion training

75% tie executive bonuses to DEI makeup

85% require diverse interview panels

90% use diverse slates in at least one division



~90% of Corporations

Seramount Research Underscores the Power of Networks

Three Underlying Components Driving Seramount Research



Analyzed Senior Leader Career Paths

"What are the primary ways executives enter their leadership positions?"



Interviewed Exemplar Organizations

"What did the 8% of the Fortune Global 500 do differently?"



Learned from Organizations with Greatest Growth

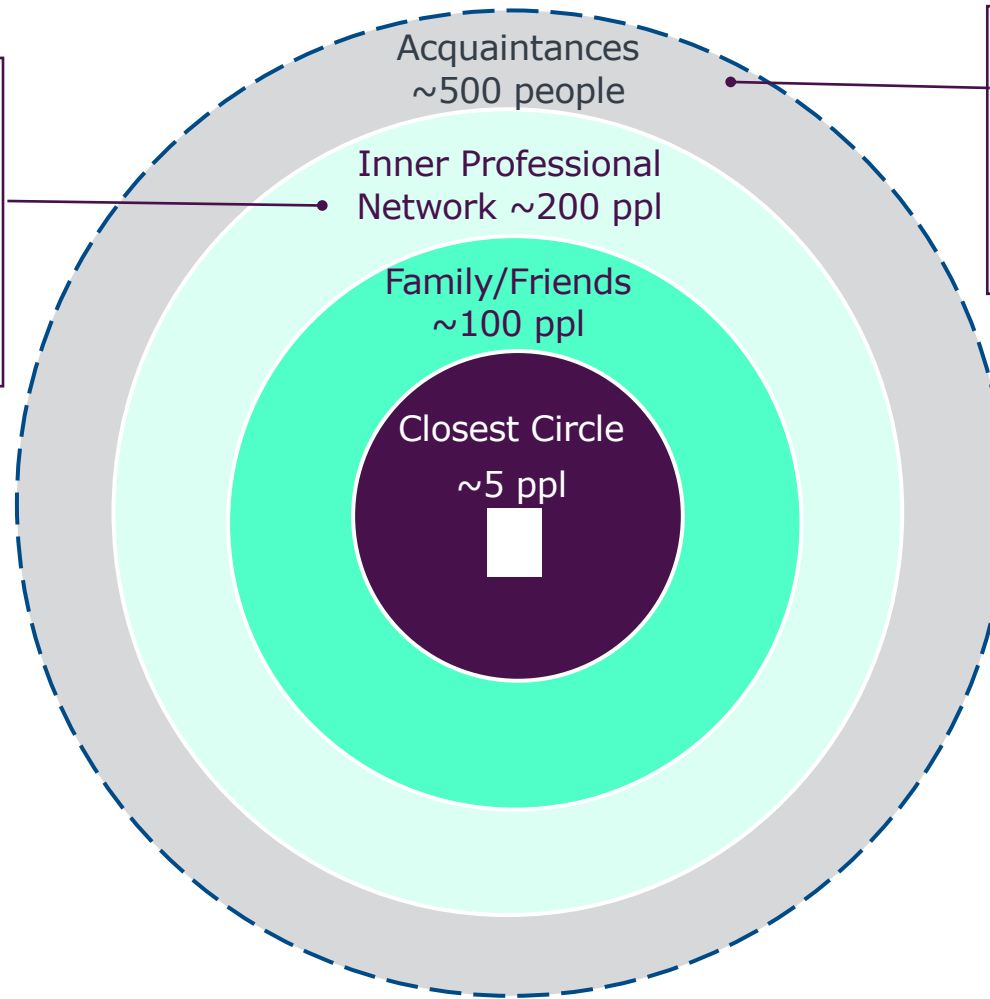
"How did companies achieve dramatic change in the last 5 years?"

~95% of exemplar organizations focused the bulk of their strategy on proactively expanding senior leader networks to include historically excluded talent

Social Network Studies Show How to (Re)shape Social Groups

HET Needs Access to Senior Leader Inner Networks

78% of corporate leaders tap their inner professional networks for vacant roles



Most HET are Senior Leaders' Acquaintances

91% of White executives have no people of color in their professional inner networks



Professor Robin Dunbar
Emeritus Professor of Evolutionary Psychology
Oxford University

Expanding Corporate Networks Isn't Easy, But Proves Possible

POLL: Guess how many hours?

positive interaction moves someone from acquaintances to inner professional networks



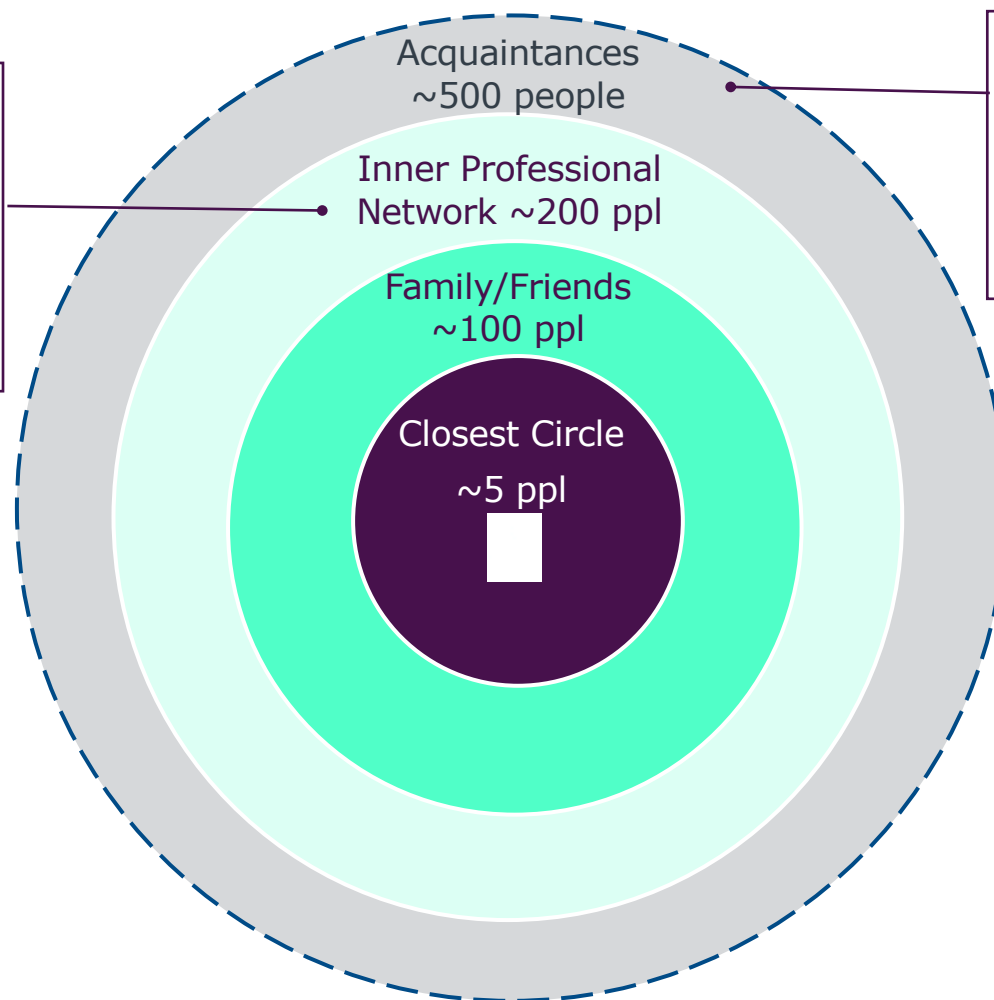
Psychologically safe environments ensure meaningful, lasting connections

Source: Dunbar, R., "Friends: Understanding the Power of Our Most Important Relationships" 2021; R. Baron. Attitudinal effects of mere exposure. *Journal of Personality and Social Psychology*; McGirt, E, "raceAhead: Sponsors Choose Proteges Who Are Like Themselves", 2021; Fisher, J. "How to get a job often comes down to one elite personal asset, and many people still don't realize it," 2019; Seramont interviews and analysis.

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~30 hrs

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Increasing Diverse Representation in Senior Leadership

Proactively Orchestrate Senior Leader Networks

1

Scale Mid-Career Opportunities to Demonstrate Business Acumen



2

Orchestrate Frequent, Ongoing Senior Leadership Interactions



3

Equip Senior Leaders with Neuro-Based Inclusion Strategies



4

Formalize “Friction Points” to Promote Equitable Senior Placement



1. Real-Time Business Problem Innovation Prompts

2. Senior Candidate Bench Rotations

3. Objective & Intentional Sponsorship Pairing

4. Unlikely Networking Building Office Placements

5. Weekly Calendar Holds for Informal Networking

6. Collaborative Inclusion Think Tanks

7. Neuro-Based Inclusion Strategy Checklist

8. Designated Hiring and Promotion Disrupters

9. Hiring and Promotion Justification Forms

Connections Are Often Rooted in Personal Commonalities

..... 30 Years of Social Network Research Sheds Light on How to Connect



**Personal
Background
and History**



**Shared Life
Trajectory**



**Interests
and Hobbies**



**Political/Social
Morals**



**Musical
Preferences**

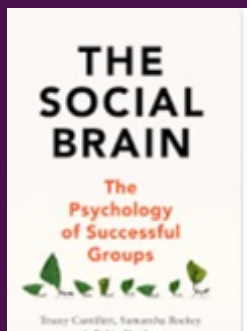


**Sense of
Humor**



**Language and
Dialect**

*Pairs should have at least two
personal commonalities to connect*



All the experimental evidence indicates ethnicity and race differences fade away when two people from different groups have at least **two personal commonalities**

- Dr. Robin Dunbar
Professor of Experimental Psychology, Oxford University

Other Ways Organizations Are Creating 30 Hours of Interaction

Increase the Probability of Frequently Meeting



- ✓ Reposition desks and food to facilitate frequent interactions between unlikely groups
- ✓ Institute a no personal fridge policy to enhance chances of interaction

Google

Make it Easy to Informally Converse Often



- ✓ Survey SLs and HET to create short-list of those interested in meeting new colleagues
- ✓ Schedule weekly calendar holds to make it easy for SLs and HET to meet

DELL

Establish Division-Wide "Inclusion Think Tanks"



- ✓ SLs and staff co-design and agree on division-wide inclusive practices
- ✓ Revise practices every 6 months to ensure relevance

L'ORÉAL®

Interested in More?

Take Our Poll

I'm interested in...

- 1 Signing up for Seramount's newsletter
- 2 Speaking to a Seramount expert to discuss my organization's DEI and Talent needs
- 3 Speaking to a Seramount expert to discuss building a sponsorship program for my organization
- 4 Speaking to a Seramount expert to learn more about Increasing Diversity in Senior Leadership and receiving the executive summary of the research

Type Your Questions Into the Q&A Box!



Interested in Continuing the Conversation?

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communications@seramount.com

Join us at ATD23!

Find us at booth #1239 and meet our experts!

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