



Roanoke Valley SHRM

Affiliate of the Society for Human Resource Management

Beyond Awareness...

Sustainable Diversity & Inclusion

Initiatives

Roanoke Valley
Society for Human
Resource Management

November 2013



Boston and Associates LLC

Boston and Associates LLC brings proven, practical solutions to business challenges with a clear focus on the bottom line. With an emphasis on *Strategic Inclusion and Diversity Consulting, Cultural Competency and Intelligence, Executive and Minority Coaching, Sales Optimization and Performance Improvement Consulting, and Career Transition Services*, we represent a network of subject matter experts and thought leaders dedicated to providing solutions, not promises, with a true commitment to quality for all Human Capital Management needs. We assist organizations in creating and sustaining inclusive environments, which allows organizations to attract and retain top talent and to achieve their strategic objectives and anticipated business results.

The information contained within is intended to be a confidential communication, and is to be treated as confidential. All works, ideas, or copy within are copyrighted by Boston and Associates LLC, and are not to be used in any manner other by which they were intended by Boston and Associates LLC.

A Changing World

- 5 Year Plan
 - 2 Generations at Work
 - Respect for Experience
 - Respect for Authority
 - Single Location Teams
 - Workforce: White Male
 - Technology Change
- 6 Month Plan
 - 4-5 Generations Work
 - Respect for Results
 - Challenge Authority
 - Global Virtual Teams
 - Diverse/Multi-Cultural
 - Constant Technology Change

Automotive Changes



Technology Changes



The Velocity of Change

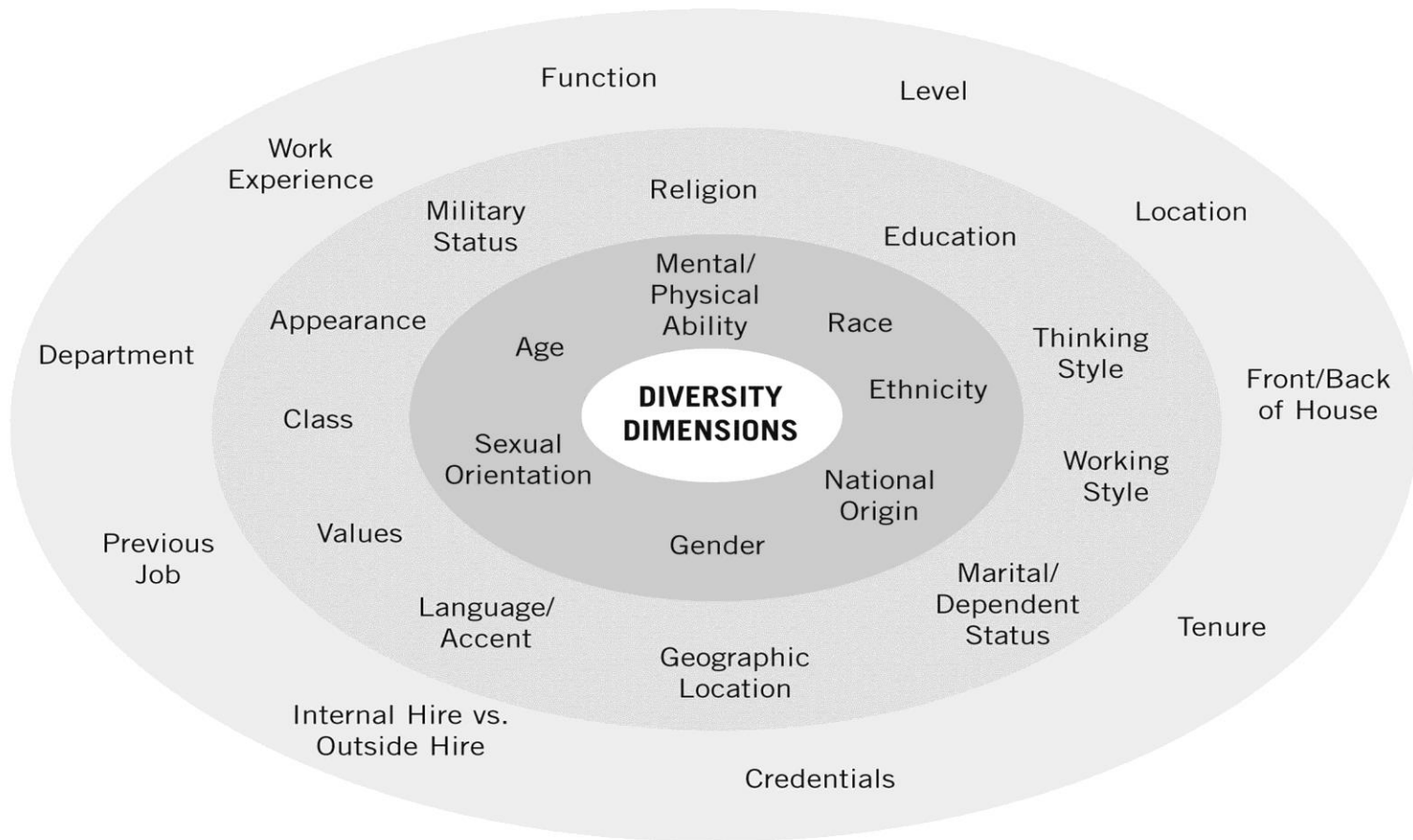
- Over 300 of 3100+ counties in the U.S. have “minority majorities”
- Over 57 % of college graduates in the U.S. are women
- 40 % of the retiring Baby-Boomers will be replaced by minority managers
- India has twice as many college graduates as the U.S. and they all speak English
- China has three times more college graduates than the U.S.

New Realities*

- Population over 65 increased - 31.2 to 35 million
- Females increased from 127 to 143.5 million
- 28.9% of 72.3 million families - one disability
- US Population 2050 - 439 million (projected)
- Nearly one in three of population – Hispanic
- **Fastest growing ethnic group – Asian**
- By 2015 Millennials will outnumber Baby Boomers
- By 2050, 54% of the U.S. Population will be non-white

*Comparison: 1990 to 2000/2010 U.S. Census

Dimensions of Diversity Model



- Primary
- Secondary
- Organizational

My View of the World?

“You and I do not see things as they are. We see things as we are.”

Henry Ward Beecher

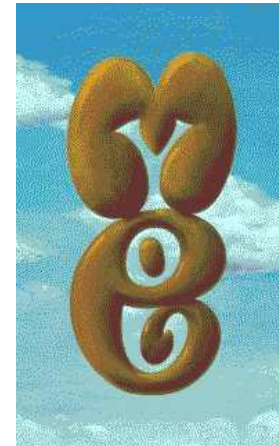
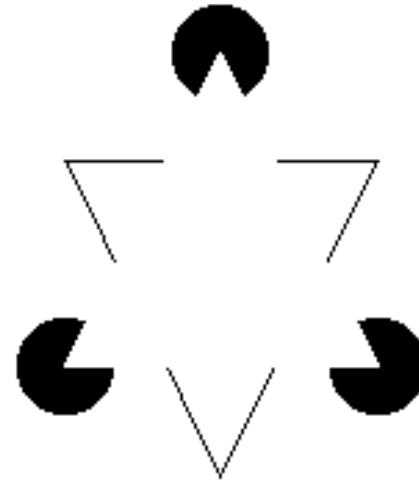
My View of the World?

- Product of our life experiences
- We are all wired differently
- We categorize things, ideas and people viewed through our lenses
- *Self-Awareness* helps us to be more open-minded, entertain new ideas, and effectively work with others



My View of the World

GOOD



First Thoughts

- People over 85
- Native of CA
- 24 years old just out of college
- Homeless person
- Single mom – 3 kids
- Cigarette smoker
- Single dad – 3 kids

*The Power of '7-11'

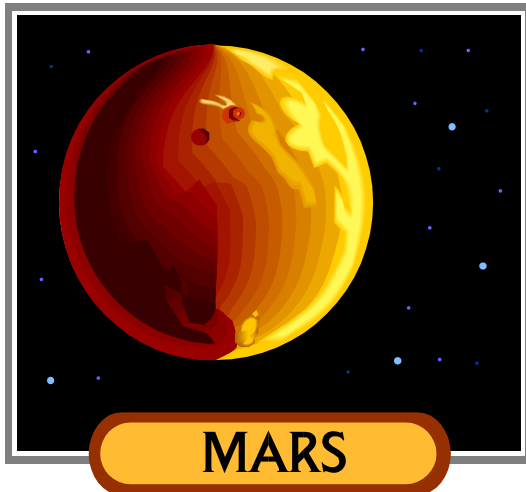
7 Seconds
11 Assumptions



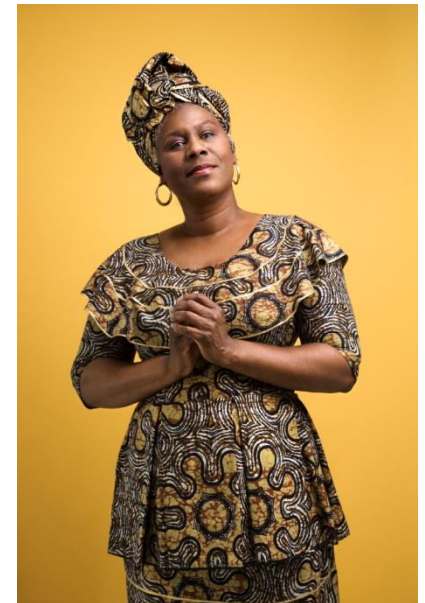
Become aware of your views and how they impact
your relationships and decision-making

**Blink: The Power of Thinking Without Thinking, by Malcolm Gladwell*

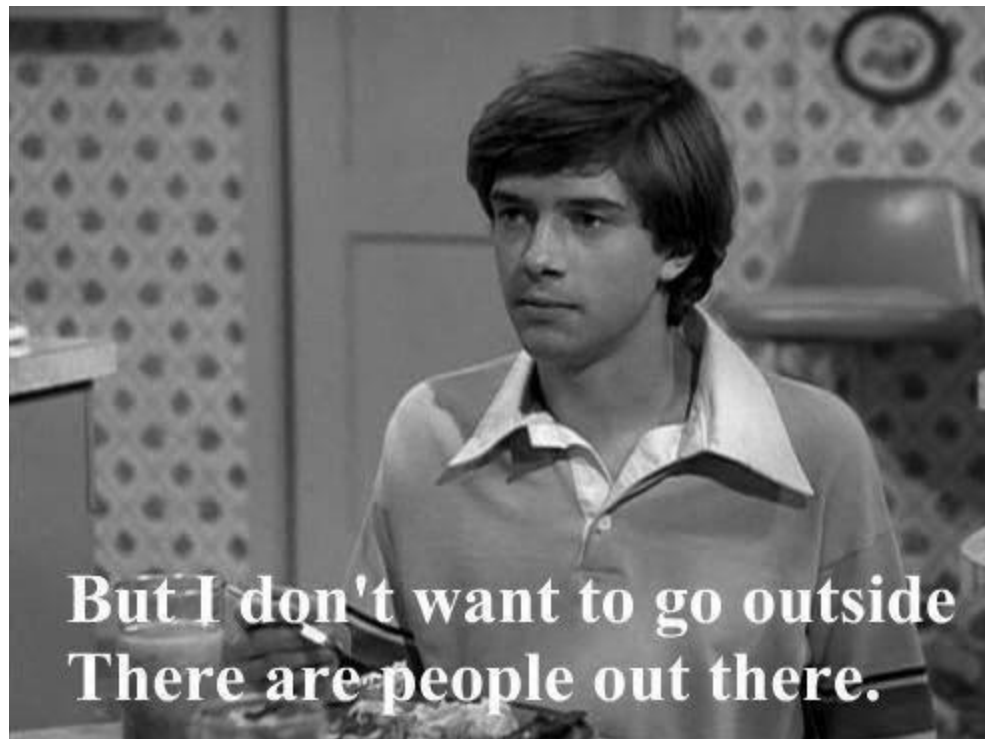
Gender Differences



Cultural Differences



Introvert vs. Extrovert



What's the Significance???

To manage Diversity and Inclusion and to effectively engage leadership, you must think

“DIFFERENTLY!!!”

**Are you ready to become a
change agent?**

Change is good...

...you go first!!!!

Key Success Factors for Sustaining Diversity and Inclusion

- Passionate Leadership
- Dedicated Internal Resources
- Integrated into Core Business Initiatives
- Flexibility in Approach
- Bottom Up and Top Down at the Same Time
- Courage to Abandon Old Ways

Key Success Factors for Sustaining Diversity and Inclusion (cont.)

- “Consultants” Who Know When to Get Out of the Way
- Willingness to “Encourage the Heart”
- Clear Mission and Vision
- Accountability
- Opportunity Rather Than Problem Focus

D&I - Organizational Structure

- Advisory Board
- Diversity Council
 - Council Chair/Co-Chair
 - Committee Chairs
 - Business Resource Groups

What Does a Diversity Council Have?

- A clear and approved charter
- Well-defined mission and vision
- Members that represent a cross-section of the organization
- A structure that reflects the culture of the organization
- A system and process to track and measure progress

What Does a Diversity Council Have? (cont.)

- A strategic communication plan that reports progress and broadcasts diversity messages via multiple media
- A clear understanding of the organization's business objectives
- Links to other major company functions such as HR, communications, and training and development
- Ongoing member education and team building

Diversity Council Objectives

- To help BRG leaders and members connect their programs, activities and events to your organization's strategic imperatives
- Share ideas and strategies that will help to ensure that as many people as possible across the firm can understand and articulate your business case
- Represent your business units perspectives as they relate to effective integration of Diversity and Inclusion strategies across the firm globally

Diversity Council Objectives (cont.)

- Encourage engagement of other associates to enhance your firm wide Diversity and Inclusion strategies and initiatives
- Serve as a Diversity and Inclusion ambassador with your respective division to help implement best practices
- Create and implement strategies to celebrate successes by divisions and company wide

Prudential Financial

“Difference can make all the difference in the world”.

- Diversity
 - [Our Commitment to Diversity](#)
 - [Diversity & Inclusion Overview](#)
 - [Employees](#)
 - [Vendor Relations](#)
 - [External Business or Community Partners](#)
- Work/Life at Prudential
 - [Work/Life Programs Overview](#)
 - [Careers](#)
- Global Recognition
 - [Awards & Accolades](#)

Prudential Financial

- Set goals and metrics
- Hold leaders accountable
- Bonuses tied to Diversity goals
- Personal commitment to Diversity as a business driver
- Recognized culture change – change management process
- Effectively articulate and champion Diversity and Inclusion business imperative – “Elevator Speech”

Prudential Communications Vehicle



commitment

Our Commitment to Diversity

Difference can make all the difference in the world. At Prudential we count on that. We have a long-standing commitment to diversity in our workplace and marketplace.

We understand that we succeed through people—those who skillfully create and deliver the products and services that distinguish us from our competitors, those who confidently entrust their family's wealth protection and growth to us, those who invest in our company's future to help secure their own, and those who live alongside us on the city streets and neighborhood blocks where we do business.

With businesses in more than 30 countries, our company seeks talented, creative individuals from a variety of backgrounds, worldviews and life circumstances to work with us. It is our priority that our workplace be inclusive, welcoming of new ideas and appreciative of valuable experience.

We know our employees have lives outside of work and we are committed to helping them succeed both professionally and personally. We do this through business-based flexible work arrangements, best-in-class work/life and wellness services, competitive compensation and benefits, state-of-the-art learning and development initiatives, and leading-edge technology that supports innovation.

Our business strategies fully consider, respect and reach out to diverse consumers and communities. Our goal is to partner with them to meet their current needs, support their dreams and build their futures.

As the Leadership Team, we recognize that individual differences represent a mosaic of opportunities for Prudential. We hold ourselves, our management team and all employees accountable for promoting an environment that values these differences and capitalizes on these opportunities for the ultimate benefit of our customers, shareholders and employees.

John Strangfield
Chairman and CEO

Mark B. Grier
Vice Chairman

Edward P. Baird
Executive Vice President
and Chief Operating Officer
International Businesses

Susan L. Blunt
Senior Vice President
& General Counsel

Richard J. Carbone
Chief Financial Officer

Helen M. Galt
Senior Vice President,
Company Actuary & Chief Risk Officer

Robert C. Golden
Executive Vice President
Operations & Systems

Sharon C. Taylor
Senior Vice President
Human Resources

Bernard Winograd
Executive Vice President
and Chief Operating Officer, US

Benefits of Diversity and Inclusion

- Keep and gain market share
- Enhance innovation and creativity
- Improve bottom line
- Superior business performance
- Gain competitive advantage
- Increase employee satisfaction/engagement/loyalty

Benefits of Diversity and Inclusion

- Customer base – diverse
- Reduce costs
- Increase productivity
- Improve quality of management
- Increase organizational competitiveness
- HR – war on talent – retention: attract the best and brightest

External Recognition

- DiversityInc “Top 50”
- Fortune “Top 100 Best Places to Work”
- Working Mother “Best Companies”
- Best Places to Work for LGBT Equality

The Results

Examined during a 10-year period, the DiversityInc. Top 50 Companies for Diversity Index outperformed:

- The NASDAQ by 28.2%
- The Standard & Poor's 500 by 24.8%
- The Dow Jones Industrial Average by 22.4%



How Organizations Measure Diversity Success

- Improvement in Employee Retention
- Improvement in Employee Engagement
- Quality and Diversity of Talent Pool
- Exit Interviews with Diverse Employees
- Customer Satisfaction Scores
- Increased Market Share

How Organizations Measure Diversity Success (cont.)

- Progress Toward Defined Diversity Targets
- Diversity Scorecard Results
- Decrease in Legal Compliance Issues
- Internal Survey of Diverse Employee Opinions
- Increase in Brand Recognition
- Increase in Profitability

Diversity and Inclusion

- Diverse organizations are not always inclusive
- Inclusive organizations are not always diverse
- Well-managed firms that are diverse and inclusive often outperform non-diverse firms

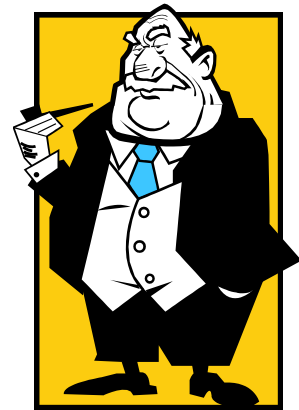
The Focus of Winning Companies

- ✓ CEO Commitment and Involvement
- ✓ Talent Management
- ✓ Sustained Corporate and Organizational Communications Strategy
- ✓ Supplier Diversity
- ✓ Diversity AND Inclusion
- ✓ Change Agents
- ✓ Champions/Flag Bearers



What is your Organization's Leadership Philosophy?

- Committed?
- Involved?
- Engaged?
- Champion and Flag Bearer?



Diversity and Inclusion Initiatives

- Self Awareness
- Self Assessment
- Strategy
 - Communications
 - Education
 - Metrics/Measurement
- Execution

Thoughts...

- Diversity Council members must also be a Strategic Business Managers
- Enlist partners, owners, and champions throughout the organization
- Cultural competence/Cultural intelligence

Diversity & Inclusion - The Challenges

Brainstorming & Discussion Exercise

- Break into subgroups
- Select a recorder and a reporter
- Brainstorm the following question? **What diversity related issues, concerns or challenges does your organization face?**
- List as many as possible
- Discuss items that are surprising and those on which group members have differing views.

Questions or Comments?

