Central Ohio Diversity Consortium Quarterly Meeting

ADVANCING YOUR DIVERSITY & INCLUSION STRATEGY

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Vincent R. Brown, President & CEO

• Is a successful entrepreneur, published author, motivational speaker, executive coach and experienced training developer and facilitator.

• Has expertise include diversity and inclusion, organizational and team development, executive coaching, creating and sustaining change.

• Was a founder of the international management consulting firm, Global Novations, which was a former Goldman Sachs portfolio company.

• Partners as a trusted consultant and consultant with premier organizations spanning multiple fields and practice areas for the Health Care, Financial Services, Retail, and Professional Services industries

• Received the Herrmann International Big Thinker Award Procter for groundbreaking approach and results in innovative training design and delivery.

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Be the Bridge
Challenge, Context, Opportunity

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• The Problem

“CEOs consistently rank human capital as a top challenge, but they typically undervalue their Chief Human Resources Officer and view HR less important than other functions.”

• The Solution

“The Chief Human Resources Officer must become a true strategic partner to the CEO.”

• The Implication (VRBC)

• So what does this mean for diversity and inclusion in your organization?
• Change is situational and happens without people transitioning.
• Transition is a 3-phase, gradual psychological reorientation that is emotional, personal, and internal as people try to adapt to the new situation and the changes that come with it. They doubt their competence to deliver the new.
D&I Strategy in a V.U.C.A. World
Volatile, Uncertain, Complex, Ambiguous

VUCA

+ Complex volatility
- Volatility
+ Complexity
- Uncertainty
+ Ambiguity
- Ambiguity

How well can you predict the outcome of your actions?
How much do you know about the situation?

Multiple key decision factors
Rate of change
Lack of clarity about meaning of an event
Unclear about the present

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Destination
“a place to where someone or something is to be sent”
- Oxford Dictionary

Journey
“an act of traveling from one place to another.”
- Oxford Dictionary
D&I Strategy
Follow the Yellow Brick Road
Definition of Strategy

• A plan of action or policy designed to achieve a major or overall aim. (Oxford Dictionary)

• A high level plan to achieve one or more goals under conditions of uncertainty. (Wikipedia)
Purpose of Strategy

What a strategy does:

• Provides a plan (or path forward) while preparing for new opportunities.
• Analyzes the competitive environment in the present and the future.
• Drives a differentiated value proposition.
• Directs resources on focused, strategic priorities.
• Defines “what not to do” as much as “what to do.”
Cognitive Diversity

- **LEFT MODE**
  - Thinking Processes
  - Logical
  - Analytical
  - Fact-Based
  - Quantitative
    (Upper Left)
  - Sequential
  - Organized
  - Detailed
  - Planned
    (Lower Left)

- **UPPER MODE**
  - Thinking Processes
  - Holistic
  - Intuitive
  - Integrating
  - Synthesizing
    (Upper Right)

- **RIGHT MODE**
  - Thinking Processes
  - Interpersonal
  - Feeling-Based
  - Kinesthetic
  - Aesthetic
    (Lower Right)

- **LOWER MODE**
  - Thinking Processes
  - Interpersonal
  - Feeling-Based
  - Kinesthetic
  - Aesthetic

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• Purpose
• Outcomes
• Metrics
• Actions
• Tactics
• Plans
• Engagement
• Ownership
• Collaborations

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## D&I Corporate Strategy Language

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D&I Strategy “Non Negotiables”

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We engage our Senior Leaders in candid and courageous conversations about D&I.

We consider diversity and inclusion absolutely important and critical to our organization’s success.

Our D&I work stream has demonstrated a return on investment for our organization.

Our organization has documented and measured business results from D&I.

Our organization’s D&I effort is owned by the senior leaders who are held accountable.

Our organization has sufficient resources available to drive our desired D&I results.

Our D&I strategy is aligned with our HR, Legal, Marketing, Procurement and Operations strategies.

Our organization’s D&I progress is publicized and known throughout the company.
Pitfalls of D&I Strategy Development

1. Lack of D&I Leadership/Office competency and courage.

2. Lack of relevance to the business’s success, organization culture and change.

3. Failure to drive and position D&I “enablers” (i.e. Supplier Inclusion, HR, Legal, Marketing or Product Development) as a “revenue” generating function.

4. Just way too many “strategic” D&I strategic focus areas.

5. Lack of a score card of measures to track progress—qualitative, quantitative, and process.
6. Lack of Leadership support from CEO and/or other C-suite executives –OR– limited engagement from individual contributors.

7. Lack of the appropriate resources to adequately fund this business work stream.

8. Lack of alignment, support and integration with HR, Legal, Marketing, Operations and Procurement.

9. Overcoming previously “failed” D&I efforts –OR– we haven’t started our initiative yet.

10. Failure to communicate, quantify and position D&I successes.
“I wish we never called them Diversity Councils.”

“Choosing a name is important. The name speaks of who you are, who you aspire to become, where you come form, where you want to go, and, most important of all, what you stand for.

We need partners in action. The term implied that the Team would own the initiative but collaborate with other functions, departments and leaders. The name must be tied to the ROI and inclusion.”
The Best People

Compelling Purpose

Solid Infrastructure

The Phoenix Principles

Strategic Measurable Actions

Structured Renewal

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COMPELLING PURPOSE:
Align diversity and inclusion aligned with the organization’s mission, vision and values…
THE BEST PEOPLE:

Have superior individual and team commitment to the organization…
SOLID INFRASTRUCTURE:
build the foundation needed to ensure effective diversity and inclusion changes are made and supported …
STRUCTURED RENEWAL:

includes processes for rejuvenation and continuous improvement …
Diversity, Inclusion, & Innovation Research

Credible research demonstrates that diversity and inclusion can create break-through results