Diversity & Inclusion: Moving Beyond the Numbers

Presented by:
Terri Hartwell Easter
Principal
About T.H. Easter Consulting

- The human resources management consultancy where it’s all about people
  - Highly competitive, highly regulated industries
  - Corporations, Professional Services, Non-Profits, & Governments
- What we believe:
  - People are the heart of every organization
  - More than just a pretty plan: we implement – we are former practitioners
- Five specialties allow us to design custom solutions for clients:
  - Human Capital Strategy (Diversity & Inclusion Solutions)
  - Executive Search
  - HR Business Process Improvement
  - Executive Coaching
  - Employee Engagement
Terri Hartwell Easter, Principal

• Management Consultant
  – Management Strategy
  – HR Related Programs
  – Business Process Analysis & Re-Design
  – Change Management
  – Executive Coaching/Training

• Team of subject matter experts in human capital strategies for diversity & inclusion, talent management, professional development, employee engagement, executive training, and organizational effectiveness

• Career Highlights
  • PhD Candidate, Fielding Graduate University
  • Small Business Owner – T.H. Easter Consulting
  • First African-American COO – AmLaw 100 law firm
  • 25 years experience in Diversity & Inclusion programming in corporate, banking and consulting
  • Presidential Intern, The White House, President’s Minority Telecommunication Development Program
Agenda

- Moving Beyond the Numbers
- Perspectives & Strategies for Building A Sustainable Diverse Workforce
- Terri’s Wish List (if we have time)
- Questions
Diversity & Inclusion

STRATEGIC LEADERSHIP
Different Population

- US Population becoming more diverse
- 75% Millennials by 2025
- Workforce Shrinking

Technology Innovation

- Virtual Workplace
- Distant Workforce
- More choices around how to make a living

Engagement

- Family
- Social Media
- Making a Difference vs. Making Money
- Social Justice (D&I)

Social Norms

Demographic Changes
## Sustainable Strategies for Building a Diverse Workforce

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<td>Leadership Readiness</td>
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<td>Cultural Readiness</td>
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<td>Talent Management</td>
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<td>Employee Engagement</td>
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<td>Sponsorship</td>
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<td>Qualitative &amp; Quantitative Measurement</td>
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Strategic Diversity &
Inclusion Leadership

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Leadership:

Change Management

- Diversity & Inclusion is a Leadership Competency = a “must have” business result
- Diversity & Inclusion results must be qualitative and quantitative
- Time is an Important Factor
- Embrace biases and change thinking behavior
- Open to New Strategies for engaging diverse talent
Cultivating Diversity is a Leadership Competency
Cultural Readiness

Readiness:

• Is your Leadership Group “walkin’ the “talk” on diversity and inclusion just as it talks about other business imperatives to management & employees?
  
  “What you do speaks so loudly, I can’t hear what you say.”

• Is there a plan for engaging a diverse workforce? Has it been effectively communicated to those who will be responsible for implementation?

• Is the organizational culture ready? What needs to be tweaked?

• Is employee engagement generally high in your organization?

• How will success be measured – a qualitative process?
Talent Management Challenge

• Supply and Demand Challenge: Diverse Talent
• Employ: Different Talent Management Strategies
• Pro-active Development: Assess Leadership Readiness/Leadership Gaps
• Planning: Individual Training and Development with a Focus on the Soft Skills
• New Behavior: “Leaning In”
Employee Engagement is an Effective Platform for Diversity & Inclusion Success

Gallup 12

- Opportunities to learn and grow
- Progress in the last 6 months
- I have a best friend at work
- Co-workers committed to quality
- Mission/Purpose of the Company
- At work, my opinions seem to count
- Someone at work encourages my development
- Supervisor/Someone at work cares
- Recognition last seven days
- Do what I do best every day
- I have the materials and equipment I need
- I know what is expected of me at work

How Can I Grow

Do I Belong

What do I Give

What do I Get

Growth

Teamwork

Management Support

Basic Needs
Engagement Model

Shared Investment: 
Early Stage Engagement
The employer must lead toward the employee to offer clear guidance and set expectations. Employee invests into the job, is open-minded and working hard to understand.

Shared Responsibility: 
Mid-Career Engagement
Employer is responsible for work assignments, setting expectations, demonstrate trust. Employee is responsible for working hard, getting work done. Employer and employee are meeting each other.

Shared Accountability: 
Senior Level Engagement
Employer is accountable for setting targets and employee is accountable for meeting and exceeding targets. Employee performance should exceed expectations increasing value.
Thoughts on Sponsorship:
-- All employees need a sponsor;
diverse employees really need a sponsor
-- Don’t hire anyone that you feel that you cannot sponsor

Sponsorship means:

** Looking for opportunities that will help the employee develop professionally**
** Looking for opportunities that will help the employee build a strong reputation**
** Lending your credibility to the employee so that he/she can have a shot at special opportunities**
** When there are problems, get involved to ensure the adjudication process is fair.**

Sponsorship is about “Sticking Your Neck Out”
### Diversity Presentation Among US Professions

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<td>CEOs</td>
<td>27.4%</td>
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<td>Management Professionals</td>
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<td>Computer/Mathematical Professionals</td>
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<td>31%</td>
<td>17%</td>
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<tr>
<td>Mechanical Engineers</td>
<td>4.5%</td>
<td>(18.25%)</td>
<td>23.5%</td>
<td>65.5%</td>
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Quantitative Measurements Alone:

- Do not fully tell the story and
- Do not necessarily track to the best results
Qualitative Measurements

- Provide context and texture to story telling
- Track to desired outcomes

Are we satisfied with the composition of our high potential candidate pool/high performers, important committees, promotions to management, and promotions to executive leadership.

Are we satisfied with the composition of our Executive Leadership team?
Management team?
STEM teams?
All Employees?

Does our commitment to diversity speak in the way we:
- Team
- Make Decisions
- Solve Problems
- Engage Customers
- Serve our Community
- Play/Socialize
Questions & Comments