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Human Resource Association
of the National Capital Area

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

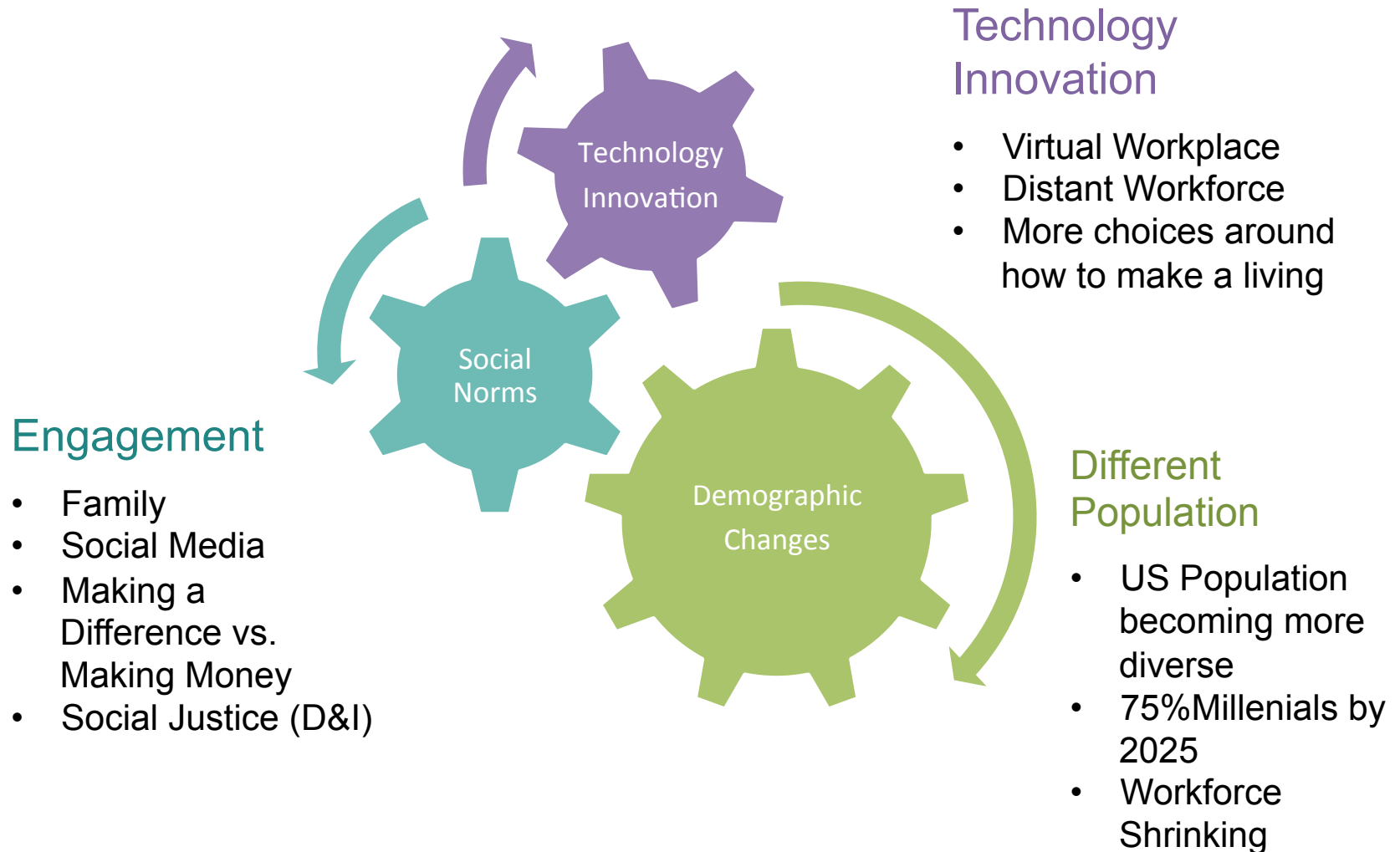
- Moving Beyond the Numbers
- Perspectives & Strategies for Building A Sustainable Diverse Workforce
- Terri's Wish List (if we have time)
- Questions



Diversity & Inclusion

STRATEGIC LEADERSHIP

Business Trends



Strategic Diversity & Inclusion Leadership

Sustainable Strategies for Building a Diverse Workforce

Leadership Readiness

Cultural Readiness

Talent Management

Employee Engagement

Sponsorship

Qualitative & Quantitative Measurement

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



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.”

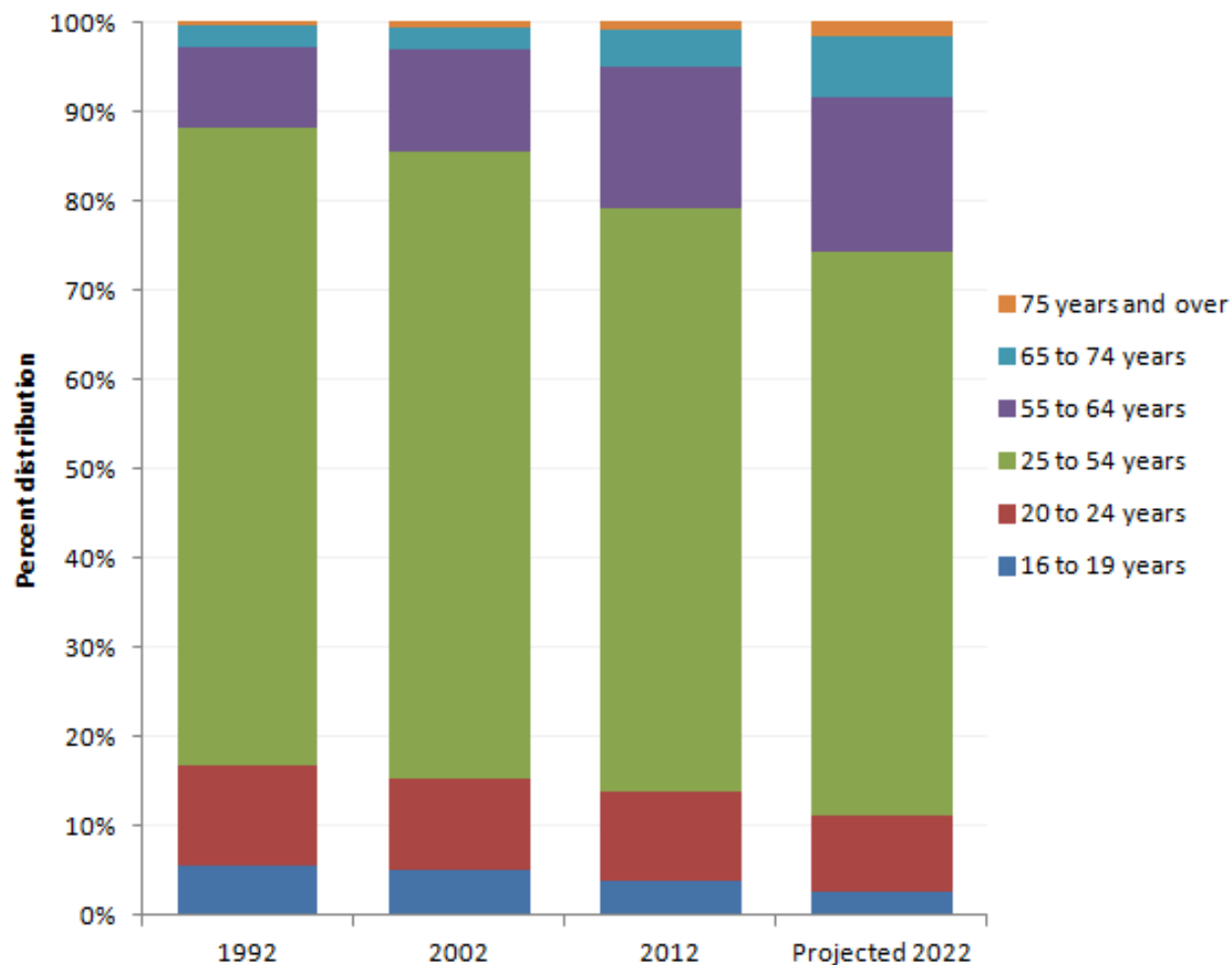
- Is there a plan for engaging a diverse workforce? Has it been **effectively communicated** to those who will be responsible for implementation?
- Is the organizational **culture ready**? What needs to be tweaked?
- Is employee **engagement generally high** in your organization?
- How will **success 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*”



Percent distribution of civilian labor force, by age, 1992, 2002, 2012, and projected 2022

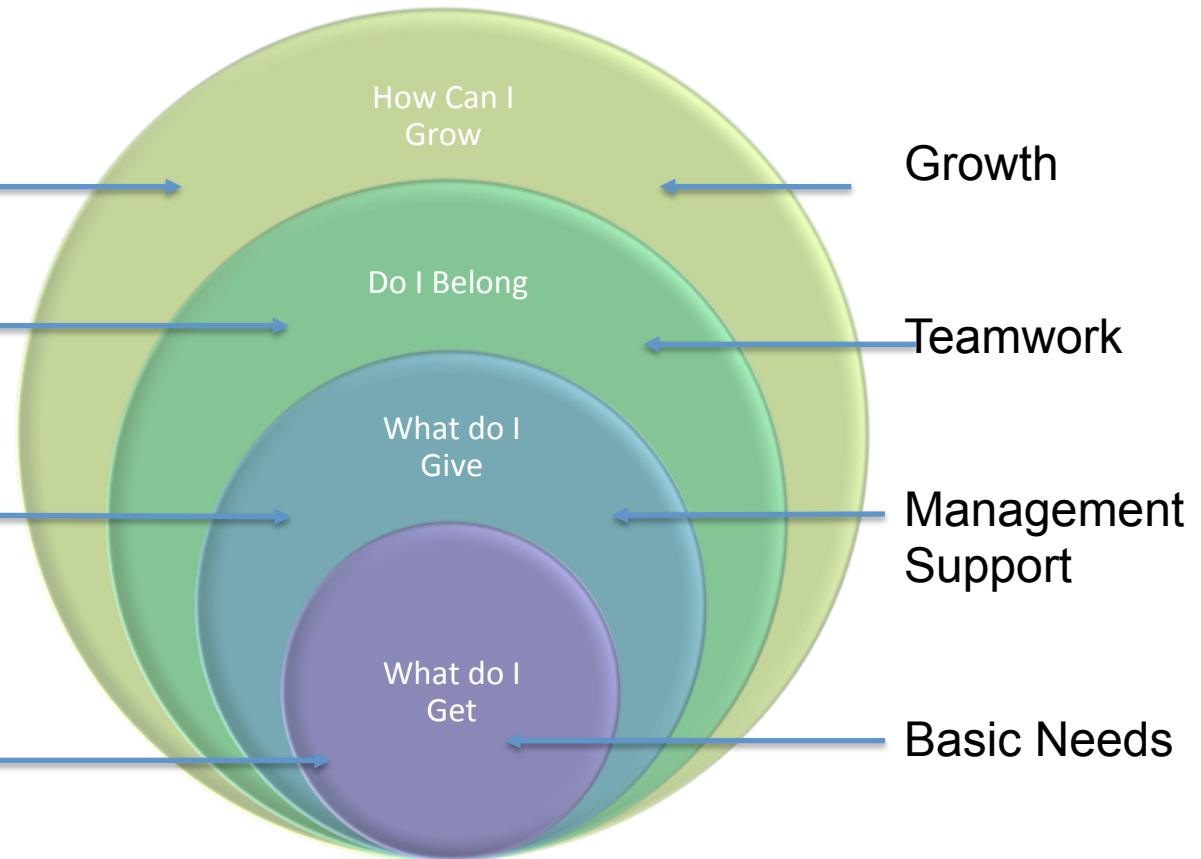


Source: U.S. Bureau of Labor Statistics.
Confidential

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



Engagement Model



Shared Investment: Early Stage Engagement

The employer must lean 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:

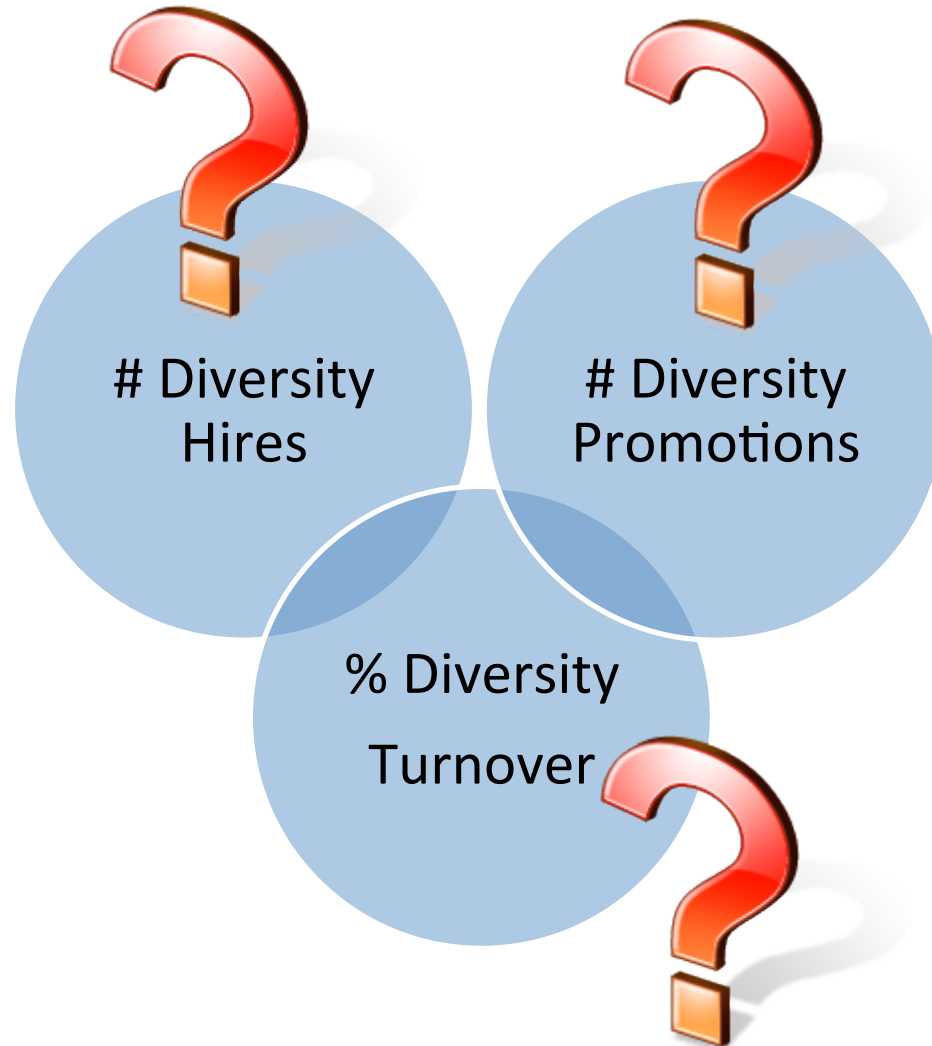
- ** Looking for opportunities that will help the employee develop professionally
- ** Looking for opportunities that will help the employee build a strong reputation
- ** Lending your credibility to the employee so that he/she can have a shot at special opportunities
- ** When there are problems, get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

Sponsorship is about
“Sticking Your Neck Out”

Diversity Presentation Among US Professions				
Profession	Women Professionals	Change 2003 - 2012	Diverse Professionals	Change 2003 - 2012
CEOs	27.4%	16.6%	12.6%	31.2%
Management Professionals	51.5%	2.00%	24%	21.8%
Business/ Finance Professionals	55.8%	.7%	25.2%	19.4%
Lawyers	31.1%	12.7%	13%	41.3%
Physicians	34.3%	14.7%	30.5%	18.2%
Computer/ Mathematical Professionals	25.6%	(11.1%)	31%	17%
Mechanical Engineers	4.5%	(18.25%)	23.5%	65.5%

Quantitative
Measurements
Alone:

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



Measurements

Qualitative Measurements

- Provide context and texture to story telling
- and
- 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