

Diversity & Inclusion Road Mapping

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WINE & SPIRITS
WHOLESALERS
OF AMERICA

Today's
Theme

***"The Strategy for DE&I:
Don't Leave 25+% of your
Business Exposed"***
(Or on the table for your Competitors)

Focus for the Session Today

Purpose:

- ▶ **To Provoke an open dialogue through self-awareness and inclusive applications.**
- ▶ **To increase organizational inclusion through individual understanding.**

Objectives:

Be the change at your company and keep transforming the culture by being the vehicle of inclusion.

Your FOCUS

*The Road to True Diversity Begins
Where YOUR Comfort Zone Ends!*

A Special
Formula

CULTURAL
INTELLIGENCE +
CULTURAL EMPATHY

Not about
being
politically
correct.

All about:

- **Being Personally Conscious.**
- **Raising Shareholder value.**
- **Driving Business Performance.**

A Huge
Difference

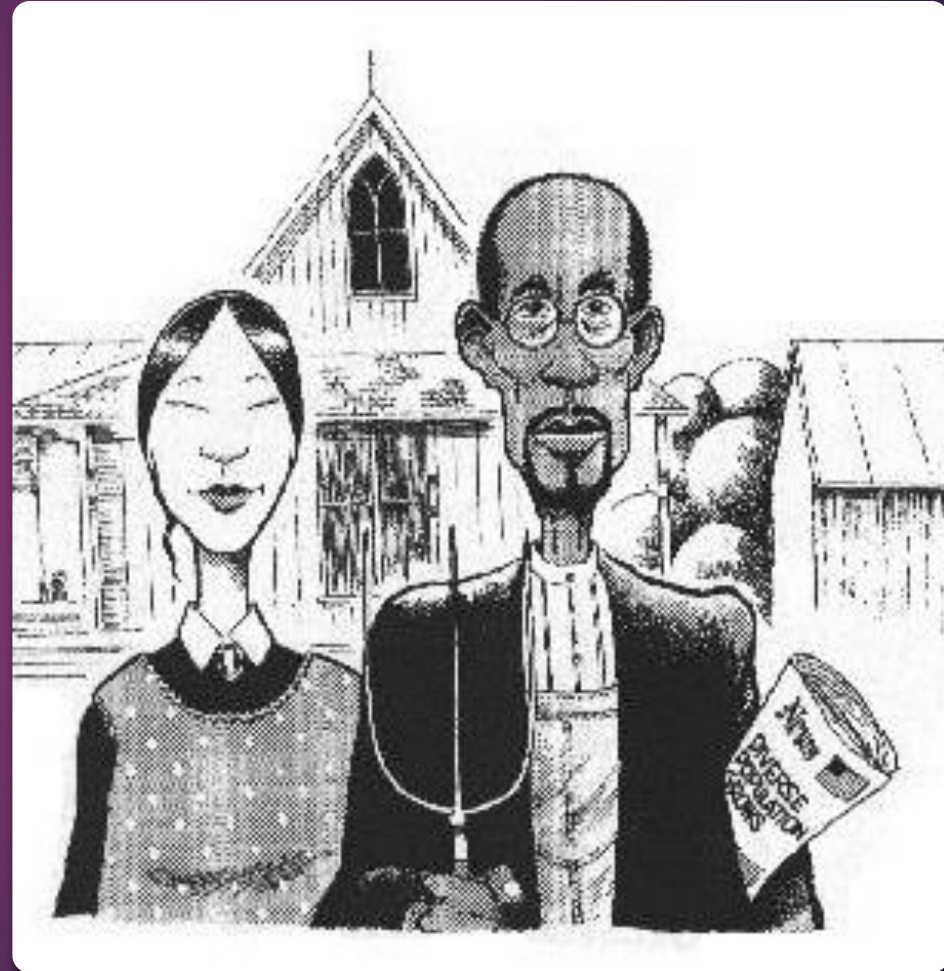
*RESPECT &
Acceptance*
vs.
TOLERANCE

YOUR FOCUS

All about:

- **Where is my next 50,000 cases coming from?**
- **Am I getting my fair share of the consumer ecosystem?**
- **Am I giving my competition a leg up?**

Changing Times
Impacted By Culture:
Mixed marriages,
ergo mixed-race
children, LGBTQ
marriages. All lead to
mixed culture,
blended values,
experiences, norms.





- Pre Diddy: 35,000 cases.
- Post Diddy: 2.5 million cases.

Diversity IS A Dimension!

- Any dimension that CAN be used to differentiate groups and people from one another.
- Is a sense of BELONGING, of feeling respected and valued for who you are.
- Is the supportive energy and commitment from others so that you can do your best work.
- Allows people to bring far more of themselves to their jobs because they are required to suppress far less.

Diversity Is:

- **Is the oxygen that breaths life into the creative process. As long as it is allowed to be itself.**

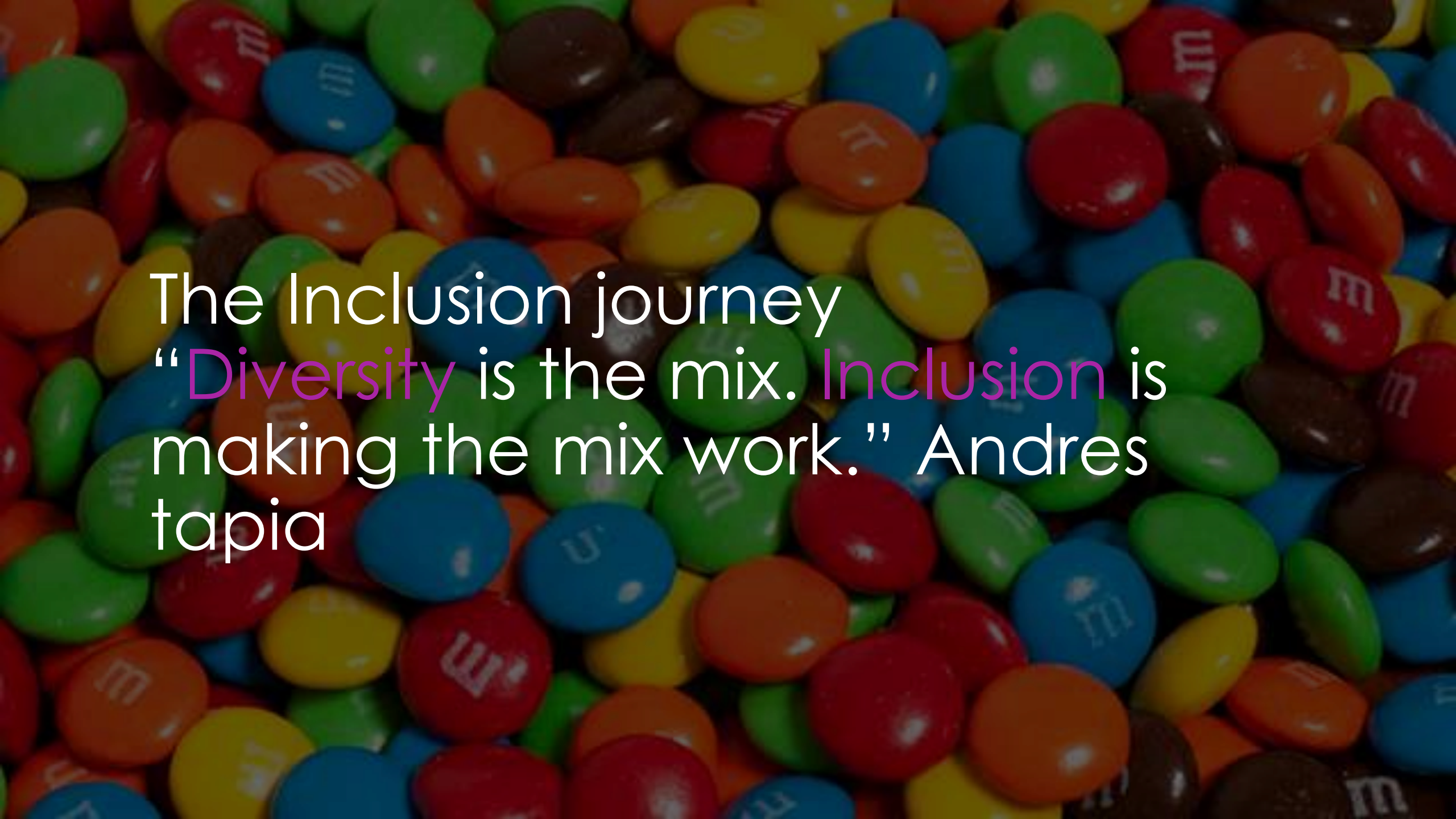
Diversity Is:

➤ **Invite me to your party...or I'll go somewhere else!**



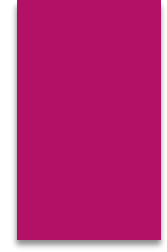
INCLUSION IS A RELATIONSHIP!

- **Is the environment: WOW**, relationships that integrate individuals of multiple demographics in the workplace
- Is a sense of **BELONGING**, of feeling respected and valued for who you are.
- Is the **supportive energy** and commitment from others so that you can do your best work.
- Allows people to bring far more of themselves to their jobs because they are required to **suppress far less**.



The Inclusion journey
“Diversity is the mix. Inclusion is
making the mix work.” Andres
tapia

Diversity Strategy



People

Consumers

Business Partners

Community Engagement

Commitment

Communication

- Shift how consumers and employees perceive your through you brand/actions/culture.
- Become an employer of choice by ensuring you recruit, retain and promote a diverse workforce.
- Promote diversity of thought through an open culture and extending this to your business partners.
- Be recognized as a leader in Supplier Diversity and establish a *strategic program* that is 'embedded ' as a part of how you do business.

Corporate Communications: Driving the messaging internally and externally.
Internal ERGs: The Internal lens, servings as ambassadors, for the cause and D&I Efforts, contributing insights and candor.
External Partnerships: The External lens, serving as filters, and consultants to the WIP, and as extensions to the community at large



You Must Lead The Way

- In today's global world, organizations require diverse and inclusive leaders who understand how to engage and inspire a diverse workforce that offers a wealth of knowledge, insights, and perspectives.
- These leaders will not only deliver, they will assist in cultivating the next generation of diverse talent who will keep the organization relevant in a constantly evolving business environment.
- But Black/POC talent thrust into mainstream organizations and into leadership positions, have an additional headwind of managing non-diverse teams that may believe they are incapable of leading others.
- For this and other reasons, organizations need to be intentional about highlighting, leveraging, and celebrating their leadership and contribution, as the business depends on it...period!

Develop Inclusive Leadership Skills

- Unconscious-bias training is not a magic pill. It won't eliminate undue barriers and discriminatory behavior entirely:
 - **Structural bias**—when entrenched practices and processes favor one group over another—also hinders the success of Diverse talent.
 - Organizations will need to **support** their leaders in developing inclusive skills so they can recognize when bias (be it subtle or unconscious) is at play, and then ease the impact it has on diverse talent.
 - Organizations also must offer strong support systems to provide **feedback**, guidance, cover, and positioning during challenges or setbacks in order to position Diverse professionals for success.
 - It's about making conscious inclusion an accountability: people need to be held accountable just like anything else that is critical to the **success of the business**.

How do I get Better?

- ▶ Ask trusted colleagues for candid feedback; take a 360° approach to seeking input.
- ▶ Make a commitment to learn the microinequities that your team has experienced, and ask trusted colleagues to share some that you yourself may have sent—even if unconsciously.
- ▶ Be mindful, respectful, open to, and supportive of colleagues' differences.
- ▶ Listen to all voices equally; speak out if you suspect a colleague's contribution may be ignored or not given appropriate credit.

COMMITMENT



THE TRUE PURPOSE

DE&I Culture
plus
Inclusive Behavior
drives
Skin in the game

- **New-Thinking**
- **Global Thoughts**
- **Alternative Use/Engagements**
- **Greater Awareness/Innovation**
- **Affinity/Productivity**

**Good
To
Very good
to
Striving for
Great!!!**

**There are ever-changing market conditions.
DE&I efforts can drive expanded knowledge and customer bases.
If we can embed, and standardize DE&I across levels, through the ORGANIZATION, top down, you can drive change.**

EXERCISE # 1

Turn a Hidden Bias Into a Visible One

▶ Ask yourself:

- ▶ Do I typically hire the same type of person, or personality type?
- ▶ When I say a candidate is not the right fit, what do I mean?
- ▶ What does my slate of candidates look like? Do I speak up if it is not sufficiently diverse?
- ▶ Who do I like to assign to work on project teams?
- ▶ Who do I tap for the lead role?
- ▶ Do I have the same go-to people all or most of the time?
- ▶ Am I creating opportunities for those less extroverted to demonstrate their Capabilities equally to clients or other colleagues?
- ▶ How do I identify candidates for promotion and succession?

▶ Source: © 2017, Language & Culture Worldwide, LLC

Self-Assess: Reflect on Common Microinequities

- ▶ Be as candid as you can with yourself, and consider:
 - ▶ Do you ever automatically dismiss someone's idea, only to accept that same idea from someone else?
 - ▶ Do you check your watch or mobile phone while talking with some, but not with others?
 - ▶ Do you rely on the same few people to get a job done rather than involve a broader, more diverse group?
 - ▶ Do you repeatedly mispronounce the name of someone from a different culture?
 - ▶ Do you routinely greet some people on your team more heartily than others?
 - ▶ Do you avoid asking LGBTQ team members about their family or their weekend?
 - ▶ Do you pay a little less attention to what a younger (or older) colleague has to say?
 - ▶ Have you ever assumed that someone with a specific accent may be less intelligent?

Think about your Team, and Consider:

- ▶ Have you recognized the effects of microinequities on the team? How so?
- ▶ What behaviors encourage contribution to these microinequities?
- ▶ What can I do differently to minimize or eliminate microinequities? ...or what can the team do differently?
- ▶ What can my managers or leaders do differently to minimize or eliminate microinequities?

▶ Source: MMC Training on "58 things that have a BIG impact: What's Your Microtrigger®?" delivered by Janet Crenshaw Smith of Ivy Planning Group LLC.



Biases GET IN THE Way of
inclusion

EXERCISE #2

Case Studys

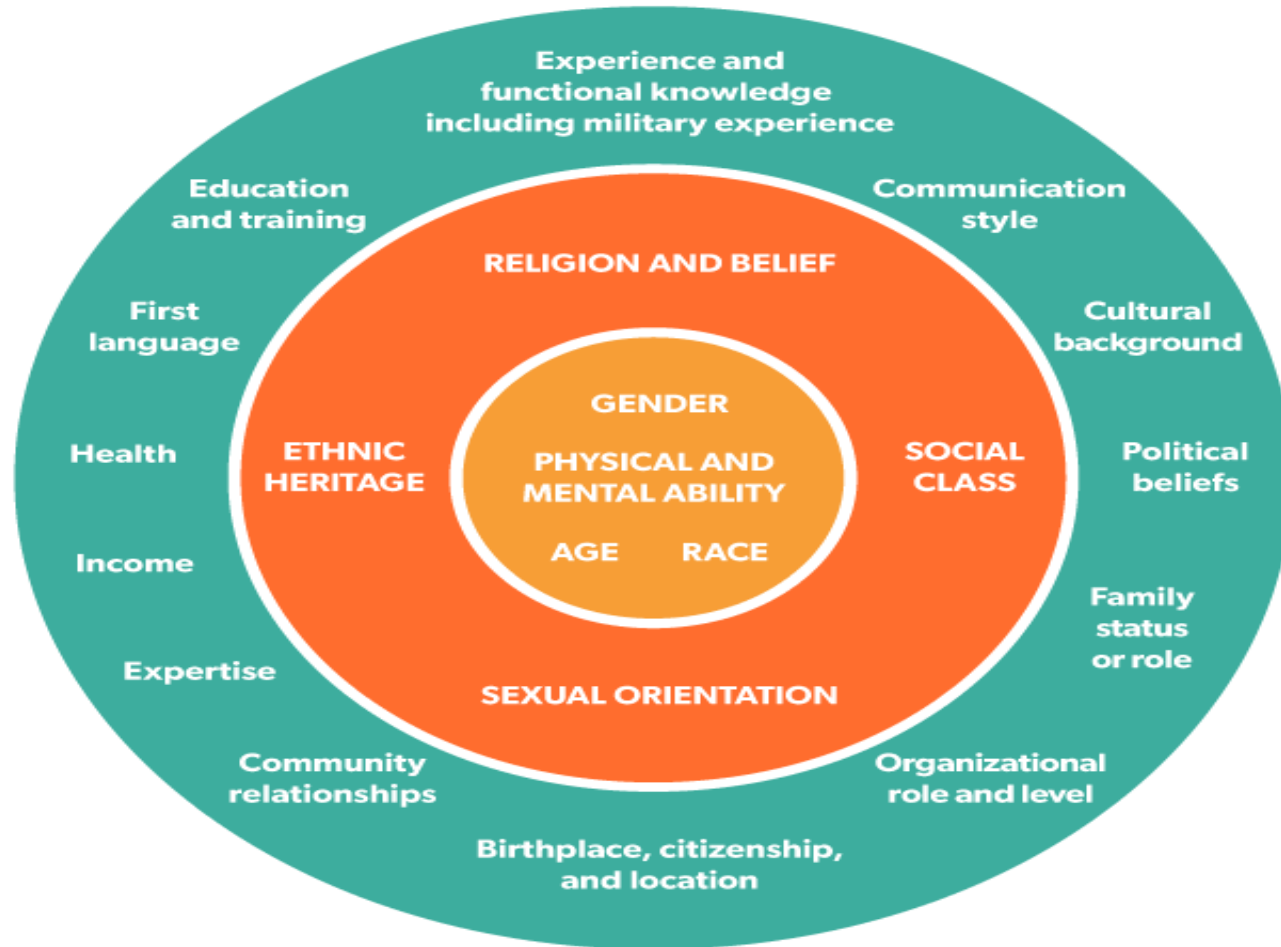
- ✓ We will use the **Diversity Wheel** to identify the diversity issue(s).
- ✓ Using the three brains (Head, Heart, Gut) what are you going to do to manage the situation in the case?
- ✓ **Think about other techniques or training that you may have had** , that taught you tools that you believe may be applicable here.

Case # 1

- **Liz is an avid LGBT supporter.** She is also a high potential Strategic Marketer. She has expressed consistently over the last few years a strong desire to complete an assignment in one of the company's emerging markets. She was recently passed over for a high-profile Strategy lead role, that involved a new product innovation's market expansion activity.
- When she asked her line manager for feedback, she was told that her LGBT views were strongly taken into consideration as, the role was in a market where **that status/lifestyle is illegal.**
- At that point, Liz shared that she is an ally for her brother who was killed for his status/lifestyle. **Liz no longer feels like the company supports her.**

VALUE DIVERSITY

The Diversity Wheel



Typically **more visible** core diversity dimensions

Typically **less visible** core diversity dimensions

Secondary diversity dimensions

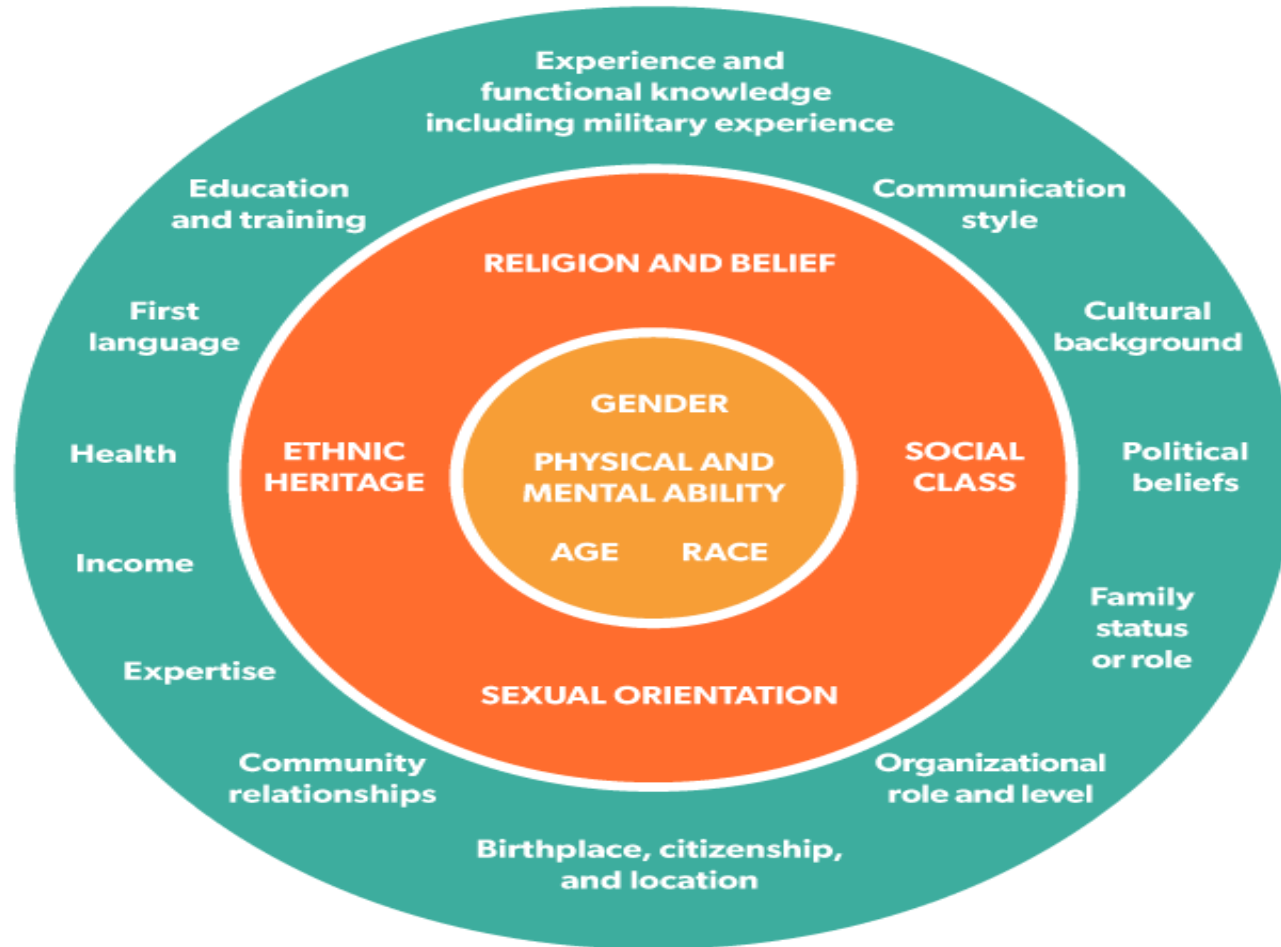


Case #2

- **Yolanda is a recent member of the company's mid-management team.** She has begun to notice an interesting dynamic that occurs prior to when the team meets. There are some members that look forward to the time together and there are others who seem to view the time as “death by a thousand paper cuts”.
- **The senior leader is a dynamic,** in the moment, leader and seem to relish in the debate and banter. **He is also a devout chauvinist.** Those that enjoy his style are right at home and seem to get the most out of the meetings.
- The members that are reflective or non-confrontational, appear to receive minimal value from the meetings. As Yolanda was exiting the last meeting, one of other female members mentioned that she was going to “find a standing conflict” for this meeting.

VALUE DIVERSITY

The Diversity Wheel



Typically **more visible** core diversity dimensions

Typically **less visible** core diversity dimensions

Secondary diversity dimensions



Building & Deepening Relationships Tip Sheet

▶ We can correct unconscious biases by stepping out of our comfort zone to develop relationships— and more robust associations—with people who are different from ourselves. Here are a few examples of how to get started:

- ▶ Go to lunch/have Zoom coffee call with a new colleague every month.
- ▶ Attend cross BRG events to meet new colleagues and learn more about different perspectives to broaden your thinking.
- ▶ Seek to diversify when building a team or seeking guidance on a project, by incorporating people with a different background or industry, or from a different race, nationality or ethnicity; this can help you introduce needed depth and perspective to the work.

▶ Source: 2017, Language & Culture Worldwide, LLC

Building & Deepening Relationships Tip Sheet

Identify one person that you know the least in the office and ask them out to coffee In addition to the above you can also:

- Ensure you celebrate everyone's anniversaries with the company, milestones, birthdays, or major life events—and that no one falls through the cracks or gets left out.
- Reward your team for proactively building relationships with people in other parts of the organization.
- Ensure each team member is included in a decision-making process that affects him or her.
- Invite colleagues on your team to join you in attending a local BRG hosted event.

Some Supporting Insights

“ No More Me's!”

TOP 11 REASONS WHY TALENTED EMPLOYEES STAY

INSPIRED TO
WORK SMARTER

BELIEVE IN THE
COMPANY MISSION
AND VISION

WORKING
ENVIRONMENT
SATISFACTION

FEELING
VALUED,
RECOGNIZE,
RESPECTED

EXCITING AND
CHALLENGING
WORK

MENTORED

GREAT
RELATIONSHIP
WITH THEIR
SUPERIORS

PAID WELL

WORK-LIFE
BALANCE

GOOD BENEFITS
AND INCENTIVES

CAREER GROWTH,
LEARNING AND
DEVELOPMENT



McKinsey & Company

Gender and ethnic diversity are clearly correlated with profitability, but women and minorities remain underrepresented.

Likelihood of financial performance¹ above national industry median, %



¹Average earnings-before-interest-and-taxes (EBIT) margin, 2010–13 in Diversity Matters I and 2011–15 in Diversity Matters II.

²Results are statistically significant at p-value <0.10.

³Results are statistically significant at p-value <0.05.

McKinsey&Company

- But gender is not the only side of the story. Companies with more culturally and ethnically diverse executive teams were 33% more likely to see better-than-average profits. In McKinsey's previous study—conducted with 2014 numbers—that increase had been 35%. At the board of directors level, more ethnically and cultural diverse companies were 43% more likely to see above-average profits, showing a significant correlation between diversity and performance.

McKinsey & Company

- That a company with more diverse representation in senior management will likely achieve greater profits is not breaking news. Those realities came to light in a 2015 [report](#) from McKinsey & Company, and in [another](#), a year later, from the Peterson Institute for International Economics.
- Compounding these findings is another report from McKinsey, a management consulting firm, titled “[Delivering Through Diversity](#),” released last week, which shows that gender diversity in management positions actually increases profitability more than previously thought. In the firm’s previous analysis, companies in the top 25th percentile for gender diversity on their executive teams were 15% more likely to experience above-average profits. The latest data shows that likelihood has grown to 21%.

The Boston Consulting Group

- Increasing the Diversity of Leadership teams leads to better innovation and improves financial performance.
- **Companies that have more diverse teams have 19% higher revenue due to innovation.**
- Diversity is an integral part of successful revenue generating business.

FORBES

- In the last year, Best Small Workplace [Ruby Receptionists](#) nearly doubled its staff and raised \$38.8 million in private equity. Along with these changes came an even more intense focus on the people-centered culture that helped create that success in the first place.
- This focus included adjustments like bumping minimum hourly pay to \$15 per hour (with a raise at employees 6-month mark and annual increases thereafter), and maintaining unique perks like five-week sabbaticals after five years with the company. A plethora of activities like holiday galas, onsite fitness classes, movie nights and happy hours all lead to 94% of employees agreeing that “this is a fun place to work.” On a deeper level, 95% of employees also report that “people care about each other here.”

As of August 2020, there were only FIVE Black CEOs of Global Fortune 500 Companies

- ▶ Despite years of diversity programs and pious pledges by corporate America, the ranks of African-American chief executives running a Fortune 500 company remain maddeningly very slim: There are only five black CEOs on the 2020 list, which debuted last month.
- ▶ They include Marvin Ellison at home-improvement retailer Lowe's (No. 44), Kenneth Frazier at pharmaceuticals maker Merck (No. 69), Roger Ferguson at financial services company TIAA (No. 81), René Jones at M&T Bank (No. 438) and Jide Zeitlin at Tapestry (No. 485), who became CEO of the company that owns Coach and Kate Spade in September. The only black woman to ever helm a *Fortune* 500 CEO was Xerox's Ursula Burns, who stepped down in 2016. (Last year, after the 2019 list was published, Mary Winston served as interim CEO of Bed Bath & Beyond for several months.)
- ▶ That means that black CEOs make up a tiny fraction—just 1%—of the *Fortune* 500 despite African-Americans representing 13.4% of the U.S. population, according to the most recent government estimates. In all there have only been 18 black CEOs on the *Fortune* 500 lists since 1999. The peak was six in 2012.

Supporting Reading Suggestions

- ▶ More Women And People of Color Appointed to Corporate Boards. But pandemic and Biases may reverse. Forbes, September 15, 2020.
- ▶ Women CEO's in America- A Story of Progress and Opportunity. Forbes October 27, 2020.
- ▶ How PepsiCo Plans to increase gender, racial Diversity by 2025. Forbes, October 28, 2020.



Thank You

QUESTIONS & ANSWERS