UPCOMING PROGRAMS

Take Control of Your Online Reputation
Smith ExecEd Online
March 15, 2015

Smith-Tuck Global Leaders
For women assuming leadership positions with global responsibilities
June 22 – 26, 2015
Smith College, Northampton, Mass.

From Specialist to Strategist
For emerging managers in ST&E
May 31 – June 5, 2015
Smith College, Northampton, Mass.

Smith College Leadership Consortium
Designed in collaboration with Fortune 500 companies to move high-potential women up the leadership pipeline quickly
July 19 – 31, 2015
Smith College, Northampton, Mass.
Everyone has a Diversity Story: The Role of Inclusion in Business and “Next Generation” Workplaces

February 2015
Where are we going today?

- My diversity story
- Who’s on the call?
- Dimensions of Diversity
- ‘Covering’
- The Business Case
- A New Model for Inclusion: Welcomed, Valued, Respected and Heard℠

**My ask of you:**

- Explore and share with your colleagues today – no wrong answers!
- Articulate and then share your own diversity story in the future

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My Diversity Story

"The two most important days in your life are the day you're born, and the day you find out why." – Mark Twain
My voice was silenced ...
I was meant to use my voice ...

... just not as a singer
I found a new stage ...

My story:

- Earned two Masters degrees
- Gained experience in both consultative training and non-profit management
- Founded my company, JBC, in 2006
- Facilitated and coached hundreds of leaders all over the world on critical issues of strategy, leadership and integrity
I developed new talents...

Areas of expertise:

- Growing leaders
- The new global, generationally-diverse and technology-connected workplace ecosystems
- Aligning business strategy with individual, team, and societal values
- Women’s career dynamics
- LGBT workplace issues
I certified my business to match my uniquely diverse traits

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Global **diversity and inclusion** firm with a unique passion for building more inclusive workplaces and a deep expertise in all related aspects of human capital and talent management.

- **Welcomed, Valued, Respected, and Heard**<sup>SM</sup>.
- Our vision is that businesses across the world will actively utilize the talents of their full workforce so that they get the absolute best out of each of their employees – in turn, helping everyone realize their true potential at work.
- Customized strategic consulting, large-scale trainings, and one-on-one coaching while helping our clients build sustainable, authentic, and inclusive workplace environments.
Polling Question:
Diversity on the Call Today

If you feel comfortable disclosing, do you identify as, and check all that apply:

- Female
- Male
- LGBTQ
- Person of Color
- Person with a disability
- Veteran
- Generation Z/Digital Natives (ages 4-19)
- Gen Y/Millennial (ages 20-35)
- Generation X (ages 36-49)
- Baby Boomer (ages 50-68)
- Traditionalist (age 69+)
- Parent
- Caregiver
- Chat in any other identifier that’s missing from the list that resonates with you?

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Chat: Consider and share ...

What does diversity mean to you?

What does inclusion mean to you?
Striking the Balance
Diversity + Inclusion = Engagement

Diversity
All characteristics of who we are

Inclusion
How we treat each other to include (and exclude) as part of our group; creating the space for everyone to bring their whole self to work

Engagement
Discretionary efforts surfacing when people feel they are welcomed, valued, respected and heard

Engaging Workplace & Marketplace
We are accountable for our own actions to be culturally aware and sensitive as to how others want to be included and valued as we build business relationships to demonstrate we care about our employees, our clients and our communities.

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Dimensions of Diversity
What Is Your Diversity Story?

Source: Adapted from Marilyn Loden, Workforce America, 1991.
Chat: Sharing our Dimensions

Please chat in a Primary, Secondary, or other dimension that has been most influential to your professional journey, and why.

As you do this, think about whether these dimensions are obvious/visible to others, or aspects of your story that you keep hidden.

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What Is Your Diversity Story?

Source: Adapted from Marilyn Loden, Workforce America, 1991.
Chat: Above and Below the Line

In the workplace, what do you keep:

1. Above the water line?
2. Below the water line?
‘Covering’
Roosevelt Made Sure His Disability Was in the Background
The Concept of Covering

Covering is a strategy through which an individual downplays a stigmatized identity.

**Appearance-based** covering concerns how individuals alter their self-presentation (grooming, attire, and mannerisms) to blend into the mainstream. *A man may color his hair because he does not want to be perceived as too old and unable to “keep up.”*

**Affiliation-based** covering concerns how individuals avoid behaviors widely associated with their identity, often to negate stereotypes about that identity. *A woman might avoid talking about being a mother because she does not want her colleagues to think she is less committed to work.*

**Advocacy-based** covering concerns how much individuals “stick up for” their group. *A veteran might refrain from challenging a joke about the military lest she be seen as overly strident.*

**Association-based** covering concerns how individuals avoid contact with other group members. *A gay person might refrain from bringing his same-sex partner to a work function so as not to be seen as “too gay.”*

Covering: 75% reported “covering” along at least one axis

- Appearance
- Affiliation
- Advocacy
- Association

94% of Blacks
91% of Women of Color
91% of LGBT
80% of Women
50% of straight, white men

The Business Case for Diversity
Proven External Business Metrics

- $599 M: Gender diversity accounted for an increase of $599.1 million in sales revenue on average.¹
- 28%: Inclusion is a key driver of engagement - companies with the most engaged employees outperform others by 19% in annual operating income and 28% in earnings per share.²
- 53%: Companies ranking in the top quartile of executive-board diversity outperform the bottom quartile by more than 53% in return on equity.⁴
- 2.2x: Diversity can increase economic performance by as much as 2.2 times for profitability and 2 times stock valuation.³
- 15x: Companies with the highest rate of racial diversity brought in nearly 15 times more sales revenue on average than those with the lowest levels.⁶
Shifting Demographics

- By 2050, there will no longer be an ethnic majority
- Growing population of multi-ethnic and mixed-race families
- Mix of family structures becoming more “non-traditional”
- Non-linear & emerging life stages:
  - Second Career Boomers
  - Pre-Adulthood (kids moving back in after college)
  - Marriage Deferred & Declined
  - Older Mothers
  - Living alone

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Serious Buying Power

Hispanic Americans: $1.2 trillion
African-Americans: $1 trillion
Native Americans: $96 billion
Asian Americans: $713 billion
LGBT: $790 billion

Strengths of Diverse Talent

- ‘Outsider’ experience
- Inclusive leadership
- 3 Rs: resilience, resourcefulness, risk-taking
- Intrapreneurs
- Harnessing community
- Driven to perform

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Companies that ‘get it’ ...
... Leverage diverse employees

- Companies with gender diverse boards outperform male-only boards by 26%
- Diverse work teams achieve results that are 6x higher than homogenous teams
- Over a ten-year period, the index of publicly-traded companies in Diversity Inc’s Top 50 Companies for Diversity outperformed the major indices by an average of 25%

Source: “Mining the Metrics of Board Diversity,” Thomson Reuters, July 2013.
What We’ve Learned about Women’s Success

Brief history – what has been successful, what hasn’t generated results

- McKinsey found that the 89 European-listed companies with the highest proportions of women in senior leadership positions and at least two women on their boards outperformed industry averages for the Stoxx Europe 600, with 10 percent higher return on equity, 48 percent higher EBIT (operating result), and 1.7 times the stock price growth. (1)
- An analysis of women’s participation in IT patents found that mixed-gender teams in the United States produced patents that were cited 26-42% more frequently than the average. (2)

Research points to:

- Importance of Sponsorship
- Criticality of Communication Effectiveness & Strong Brand

## Generational Context

<table>
<thead>
<tr>
<th>Traditionalists</th>
<th>Baby Boomers</th>
<th>Gen X</th>
<th>Gen Y</th>
<th>Gen Z</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Major trait:</strong></td>
<td><strong>Major trait:</strong></td>
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<td><strong>Major trait:</strong></td>
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<tr>
<td>Loyal</td>
<td>Competitive</td>
<td>Self-reliant</td>
<td>Immediate</td>
<td>Hyper-connected</td>
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<tr>
<th><strong>Fax machine</strong></th>
<th><strong>Personal computer</strong></th>
<th><strong>Mobile phone</strong></th>
<th><strong>Google, Facebook, Twitter</strong></th>
<th><strong>SmartPhone apps like Snapchat</strong></th>
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<tbody>
<tr>
<td>‘Greatest’ or ‘Silent Generation’</td>
<td>Divided into ‘Hippies’ and ‘Yuppies,’</td>
<td>‘Latchkey kids,’</td>
<td>‘Millennials’</td>
<td></td>
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<tr>
<td>The Depression, WWII and Korean.</td>
<td>Raised by ‘Silent Generation’</td>
<td>Raised by early Baby Boomers</td>
<td>Raised by late Baby Boomers, sometimes ‘helicopter parents.’</td>
<td></td>
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<td></td>
<td>Civil rights, feminism, Vietnam War.</td>
<td>1987 stock market crash</td>
<td>September 11th</td>
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<td>Challenger explosion, fall of the Berlin Wall.</td>
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<td>'Digital Natives'</td>
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<td>Great Recession</td>
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<td>Being raised by Generation X</td>
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Source: Grail Research. (November 2011). *Consumers of Tomorrow: Insights and Observations About Generation Z.*
Welcomed, Valued, Respected & Heard℠
People want to feel welcomed, valued, respected and heard in their various capacities at work, but effectively and consistently connecting to clients, staff, members and colleagues can present challenges.

When stakeholders in an organization feel connected, that organization has access to the discretionary effort that can propel it forward in ways not currently accessible.

Organizational cultures improve when individuals and leaders become self-aware and develop an awareness of the similarities and differences of others.
Chat: Inclusive Behaviors in Action

Define “welcoming behavior” for you, in the workplace. What does it:
- Look like?
- Sound like?
- Feel like?

While you do this, consider how your feeling welcomed - or not - impacts your willingness to perform
JBC Inclusion Competency Model

**Level 1**
- Ask questions
- Appreciate others’ input
- Introduce others in conversation
- Ask opinions

**Level 2**
- Request feedback
- Invite views
- Solicit diverse opinions
- Validate understanding

**Level 3**
- Share updates
- Reach out
- Identify skills to develop
- Check in
We Look Forward to Continuing the Conversation

info@jenniferbrownconsulting.com

1-888-522-1599

Thought Leadership and more information can be found on our web site:
- http://www.jenniferbrownconsulting.com
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