Diversity Gibbal Magazine

Bringing Innovative Human Capital, Diversity and Inclusion to a Global Workforce

Onboarding

Onboarding

Programs to Meet New Hire Challenges

Employee OnboardingBegins with the Search

Applications for the Intersection of Human Capital Analytics and Diversity

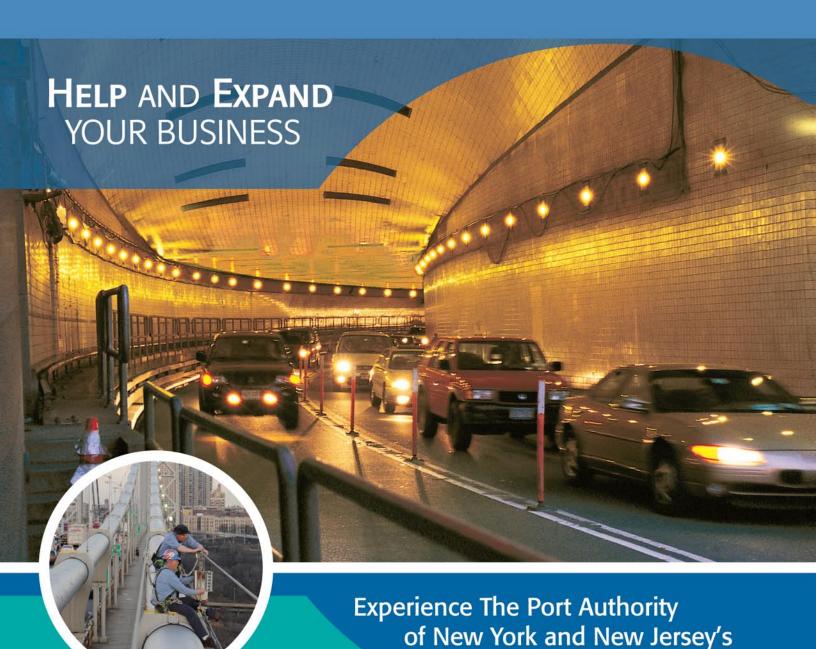
Battling to Save Professional Men of Color from Career Derailment

Honestly? Does an Ethical Corporate Culture Really Matter?

21st Century Leaders: Global, Growing, and Going Fast

Standard Mail U.S. Postage PAID Hackettstown NJ 07840 Permit #59





EXPOSE YOUR COMPANY to quality contract opportunities. Each year, as part of its mission, The Port Authority of NY & NJ awards millions of dollars in contracts to certified minority, women-owned, small, and disadvantaged business enterprises (M/W/S/DBEs).

Excel with one of the largest transportation systems in the nation. Each year, the Port Authority relies on hundreds of M/W/S/DBEs to help implement its capital program. In 2012, it will invest \$3.7 billion in capital projects at its airports, bridges and tunnels, PATH System, port terminals, and the World Trade Center.

Experience vital business connections with Port Authority capital project contractors, tenants, and internal business units. We offer events, an online business directory, and one-on-one support services at our WTC Business Resource Center.

Learn more about our supplier diversity program and contract opportunities at www.panynj.gov/supplierdiversity or call 212-435-7843.

THE PORT AUTHORITY OF NY & NJ

Supplier Diversity Program



We believe in creating opportunities for people to succeed – in our products, in our workplace, and among our suppliers. For that reason, we are strongly committed to diversity, including seeking certified minority, woman, service-disabled veteran, and veteran owned business enterprises from which to purchase competitively priced quality goods and services.

Together with our suppliers, we are continuously innovating to lower the cost of technology, making it accessible to all and showing leadership in supporting the communities in which we work and live.

Microsoft[®]

Visit http://www.microsoft.com/procurement/diversity to learn more about how to do business with Microsoft.



6 Editorial
Race and University Admissions
Become Issue Yet Again

8 | Briefs

12 Intelligence
Managing Change For
Organizational and People
Effectiveness



14 Innovators
Building Supplier Diversity
Programs within
Ernst & Young



Human Capital

22

Human Capital - I

Global Onboarding Programs to Meet New Hire Challenges





26

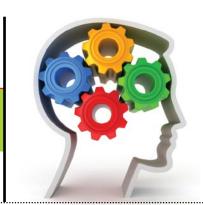
Human Capital - II

Employee Onboarding Begins with the Search

30

Human Capital - III

Impact of Technology on Diversity and Human Capital Analytics













16 | Diversity & Inclusion

Addressing the Gap Between Need to Change vs. Want to Change

32 | Strategy

Inclusive Communication Includes Employees and Stakeholders

34 | Feature

A Convincing Case for Diversity in the U.S. Tennis Association

36 | Global Business

Jamaica is Open and Ready for Business Investments

44 | Human Resource - I

Applications for the Intersection of Human Capital Analytics and Diversity

46 | Human Resource - II

Assessing The Value Of Human Capital

48 | Human Resource - III

Battling to Save Professional Men of Color from Career Derailment

50 | Work Life

Culture Change: Let's Move Beyond Mandates?

52 | Leadership

21st Century Leaders: Global, Growing, and Going Fast

54 | Productivity

Building Connections To Build Employee Empowerment

56 | Innovation

Creating and Nurturing A Culture of Innovation

58 | Compliance & Ethics

Honestly? Does an Ethical Corporate Culture Really Matter?

40 | Technology Risks of Network Sharing: How Can It Impact Your Ability to do Business?

42 | Food Trends

Take a Cultural Journey through the Food of the Philippines







Publisher Paradise Publishing Company

Editor In Chief Paul LachhuManaging Editor Mary FuscoEditorial Director William BoydContributing Editors Sandra Singh

Melodie Pressley

Sonny Meld

Director of Digital Media Ray Phelps

Director of Marketing & Operations Sarah Jia

Director of Advertising & Sales Sandi Harris

Production Director Jermaine Bliss

Art Director Jonathon Bailey

Assistant Art Director Ramesh Patel
Creative Director SRKR Rao

Web Designer Harry Prasad

Social Media Kevin Smith

Cover Design & Graphics Paradise Design Studios

Contributing Photographers Bill Haley

Charles Winthrop

Editorial Advisory Board Jose Santana

Paul Lachhu George Atlas Melanie Butler Donna Chan Sue Mellon

Reprints Paradise Design Studios

Contributing Writers

Joseph Warren | Wilfred Smith | Simone Summers | Paul Lachhu Malibu Kothari | Donna Chan | Betty Armstrong | Rajendra Mohan Sherry Bloom | Karen White | John Jacobs | Anna Gonsalves Ricardo Nunes | Jeremiah Prince | Belinda Jones | Sherry Bloom Peter Scott | Vincent Pane

DISCLAIMER: The DiversityGlobal Magazine is published quarterly by Paradise Publishing Company and DiversityGlobal Inc. DiversityGlobal is not responsible for any unsolicited photographs, art or manuscripts. The publisher reserves the right to delete objectionable words or phrases in manuscripts and reject advertising that may be offensive. All photos are taken by DiversityGlobal except those credited.

DiversityGlobal Inc., Post Office Box 178, South Orange, New Jersey 07079, Tel: 973-275-1405, Fax: 570-894-1158 © 2012 ALL RIGHTS RESERVED

Editorial Description

DiversityGlobal Magazine's mission is to generate conversation in Thought Leadership among thinkers, CEOs, managers, and entrepreneurs about the coming sea changes in global corporate diversity that will transform how people innovate and lead. DiversityGlobal captures the creativity, excitement and opportunity created by rapid societal, economic and technological change and brings it home to thoughtful managers.

How to Reach Us

U.S. Headquarters:

111 South Orange Ave, Post Office Box 178, South Orange, New Jersey 07079

Tel: 973-275-1405

China Office:

BaiFeng International Business Center, Suite 522, North Fuyang Road, Yanzhou, Shandong Province, China. 272100

地址:中国

山东省兖州市富阳路北

百丰国际大厦522室。邮编:272100

Subscriptions / Customer Inquiries:

E-mail: sarah@diversityglo.com Mail Post Office Box 178, South Orange, New Jersey 07079, Tel: 973-275-1405 Yearly subscription \$ 27

Advertising Inquiries:

Phone: 973-275-1405 Ext 701

Fax: 570-894-1158

E-mail: steven@diversityglo.com

Editorial Desk:

Phone: 973-275-1405 Ext 702

Fax: 570-894-1158

E-mail: editor@diversityglo.com

Opinions expressed in DiversityGlobal Magazine articles are those of the authors and does not necessarily reflect the views of the management of Paradise Publishing Company.

Race and University Admissions Become Issue Yet Again

oing back in time for a moment, a June 2003 Supreme Court ruling on affirmative action in higher education in Grutter v. Bollinger involving a white student and the University of Michigan law school said that race can be a factor in university admission decisions. The ruling did not give carte blanche legal authority to use race in an admissions rating scale though. The pivotal factor in this case was that favoring minorities was intended to achieve diversity goals because the school valued diversity in its student body and not because it was trying to overcome past discrimination. In fact, in a second ruling in Gratz v. Bollinger, also involving a white student and the University of Michigan, the court decided that a point system for admissions, in which minorities were automatically awarded additional points on a rating scale, violated the Constitution's equal protection provision.

There were two different cases and two different rulings in June 2003, and together they in effect said that race can be used in affirmative action programs to achieve diversity goals but not to simply reverse past racial injustice. At the time, Justice Sandra Day O'Connor said in the Grutter case, "We expect that 25 years from now, the use of racial preferences will no longer be necessary to further the interest approved today."

The question now is whether the 25 years has turned into nine years because a new case is going to be reviewed by the Supreme Court. In this case, another student has filed a reverse discrimination case at the University of Texas. In *Fisher v. University of Texas*, a white female student has claimed that she was denied admission to the school in favor of less qualified students. There is concern that a favorable ruling for the student could effectively end affirmative action programs at colleges and universities. The University of Texas said it's not using quotas and is only trying to add diversity to the student body.

This recent case will have a profound effect on admissions into colleges and universities. If the court rules in favor of the University of Texas, schools will be allowed to continue race-based affirmative action programs meant to add diversity to the student body. If the court rules in favor of Fisher and overturns *Gutter vs. Bollinger*, thus abolishing affirmative action, there is a fear that the underrepresented will once again face a more difficult time overcoming the socioeconomic marginalization that characterizes many minority groups.

Should the court rule against the University of Texas and diversity can no longer serve as a legal justification for preferences, the racial mix of the nation's higher education student bodies is sure to change over time. That may equate to returning to the days before *Grutter vs. Bollinger* in which the typical student body at public colleges and universities was composed of fewer minorities and more white students.

However, this case could have consequences that extend beyond the campus boundaries if legal justification for diversity is abolished. Diversity goes hand-in-hand with inclusion and eliminating its legal standing means that this case could also apply to other areas like employment practices. The reality is that it all comes down to how the court defines equal opportunity. The question is whether racial classification is necessary to provide equal opportunity. If it is not necessary to provide equal opportunity to students, then why would it be necessary for deciding who to recruit and hire for employment?

It is highly possible that race based admissions standards meant to increase student body diversity will be ended once Fisher vs. University of Texas is decided. The *Grutter v. Bollinger* decision was 5-4, and the deciding vote was Justice Sandra Day O'Connor. She has since retired and was replaced by a judge who has not been favorable to affirmative action programs in the past.

There is ongoing debate as to *how much* the racial mix of students would change should diversity cease being a legal justification for racial preferences. There is no debate on whether it *will* change.

Emergency Workforce Assistance Approved for 570 Kimberly-Clark Workers

nited States Senator Maria Cantwell (D-WA), Senator Patty Murray (D-WA), U.S. Representative Rick Larsen (D-WA-02), and U.S. Representative Adam Smith (D-WA-09) hailed the Department of Labor's



approval of \$1.79 million in emergency assistance for 570 Kimberly-Clark workers in Everett, Wash., who lost their jobs when their plant closed and are transitioning to new employment.

In February, Cantwell led a delegation letter in support of the workforce assistance, which was signed by Murray and Larsen and Smith as well as former Congressman Inslee. In the letter, the Washington delegation members supported a quick decision on the Snohomish County Workforce Development Council's application for a Workforce Investment Act (WIA) Dual-Enrollment National Emergency Grant. The grant, approved in the amount of \$1,793,475, will provide additional services to 570 workers and their families as they transition to new jobs.

Inspirato Named One of the Best Places to Work in Colorado

In a new report released by The Denver Post, Inspirato, a Denver-based private luxury travel club, has been named one of Colorado's Top Workplaces in 2012. The award is based on confidential employee surveys and measures qualities such as leadership, career opportunities, workplace flexibility, compensation and benefits.

"We are thrilled to be recognized as one of the top companies to work for in Colorado," said Brent Handler, CEO and co-founder of Inspirato. "The award is particularly gratifying because it is based on employee feedback. I've been in business long enough to know that you can't have a successful business without having happy employees. Since day one, we have been committed to assuring that working at Inspirato is both enjoyable and rewarding."

Nearly 1,000 Colorado companies were invited to participate in the survey, which was conducted by Workplace Dynamics in 2011. The report recognizes the state's top 100 employers and ranked Inspirato as the 13th top company among 55 companies with 150 employees or fewer.

Inspirato also received a special award in The Denver Post competition for "new ideas." According to one survey response from an Inspirato employee, "Ideas and suggestions are truly valued, listened to and implemented" at the company.

Censeo Senior Client Advisor Invited to Sustainable Supply Chain Panel at White House



Dr. Timothy Laseter,Professor of Practice,
Darden Graduate Business School

r. Timothy Laseter, Professor of Practice at Darden Graduate Business School at the University of Virginia, and a Senior Client Advisor at Censeo Consulting Group, joined experts from the government, business, nonprofit sectors and academia at the White House on March 30 to discuss ways to make the federal supply chains more sustainable.

This meeting marked the U.S. General Services Administration's (GSA) launch of the Sustainable Supply Chain

Community of Practice. The initiative focuses on sharing information across sectors on best practices in leveraging supplier relationships to reduce environmental impacts and other inefficiencies and risk factors throughout a supply chain. More information on GSA's Sustainable Supply Chain Community of Practice can be found at gsa.gov/portal/content/240789.

At the meeting, Laseter was joined by representatives from leading businesses, including Johnson Controls, Dow Chemical, Lockheed-Martin, Herman Miller, General Electric, IBM, SAP, Microsoft, Hewlett-Packard, Dell, Con-Agra Foods, Compass Group, Campbell Soup Company, and Coca-Cola.

New York Dairy Food Companies Oppose Government Supply Management

The House Agriculture Committee did not ask any dairy manufacturers to testify at the field hearing held recently in upstate New York on the Farm Bill. The dairy panel included three New York dairy producers who spoke in support of legislation that manufacturers oppose because they believe it will stifle New York's rapidly growing dairy food industry and unnecessarily burden the free market with export-killing regulations.

Dairy manufacturers would be directly regulated by the Dairy Security Act, H.R. 3062, as proposed by the National Milk Producers Federation, the trade association representing the dairy cooperatives, and introduced by Rep. Collin Peterson (D-MN).

H.P. Hood LLC, which operates five dairy plants in the state of New York,



and Great Lakes Cheese Co. Inc., which owns two processing facilities in New York, submitted letters to Representatives Christopher Gibson (R-NY) and Bill Owens (D-NY) for the hearing record, voicing their opposition to the Dairy Market Stabilization Program (DMSP) and support for changes to the Federal Milk Marketing Orders.

The letter from H.P. Hood LLC says in part, that the "DMSP will be a gross and unnecessary intrusion of government into dairy markets. It will decrease milk supply by periodically requiring HP Hood to reduce milk payments to our suppliers and submit the difference of those payments to USDA."

NAACP Launches Historic "This is My Vote" Voter Registration and Education Campaign

he 2008 U.S. Presidential election brought us not only a historic election but also record participation of minority voters. More than two million more African American voters and an additional two million Latino voters cast ballots than had done so in the previous presidential elec-



tion cycle in 2004. For the very first time, African-American women had the highest turnout rate of any racial, ethnic or gender group, and voting among younger African American voters jumped by more than 17 percent.

Such high levels of civic participation in the melting pot of America are, no doubt, cause for celebration. But 2008's record turnout also triggered a backlash, which will severely hinder access to the ballot in several states this year. In 2011, at least 34 states introduced legislation or policies that will cause suppression in voter turnout. Thus far, 14 states have passed such laws and presently nearly 10 other states have similar laws pending, according to nonpartisan Brennan Center for Justice at New York University's School of Law.

New Educational Organization Created to Advance Workforce Management Principles and Technology

mployers looking to maximize the operational, strategic and financial impact of time and labor management can now turn to a comprehensive, authoritative training and certification program offered by the Workforce Educational Organization (WEO), the first non-profit organization designed to increase the understanding, utilization and impact of time and labor management systems from an operational, strategic and financial standpoint. Time and labor management includes timekeeping, scheduling, attendance and leave, data collection, reporting, and labor related analytics.

The organization will launch a professional certification program in early 2013. Developed by industry leaders, researchers, leading academics, policy makers and practitioners, the WEO curriculum will not only cover the fundamentals of time and labor management, but will also break new ground in introducing the application of these technologies to business processes, models and outcomes, including practical strategies for work rules design and implementation.

Flexible Workforce Models Continue to Offer Winning Options

anpowerGroup (NYSE: MAN), the world leader in innovative workforce solutions, advises employers to incorporate flexible workforce models when faced with slow growth and lingering volatility in global markets, as the U.S. Bu-



Jeffrey A. Joerres, Chairman and CEO, ManpowerGroup

reau of Labor Statistics recently reported that the overall March jobless rate dropped slightly to 8.2 percent from 8.3 percent in February, and that the U.S. private sector added only 121,000 new jobs in March.

Jobs were added in manufacturing, food and beverage industries, and health care. Retail trade lost jobs from February.

"March's weaker than expected numbers are certainly linked to the agility and cautiousness that companies are exercising," said Jeffrey A. Joerres, ManpowerGroup Chairman and CEO.

Florida Realtors to AG: Spend \$100M of Banks' Settlement Money on Workforce Housing

s a strong advocate for affordable housing, Florida Realtors urges Florida Attorney General Pam Bondi to put the Sadowski Housing Trust Fund at the top of the state's list to receive some of an expected



\$300-plus million due from the recent foreclosure legal settlement with five of the nation's largest banks.

Florida Realtors and other groups belonging to the Sadowski Housing Coalition say that at least \$100 million of that money should go into the trust fund, which receives a portion of the state's documentary stamp tax revenues. That funding supports affordable housing efforts across Florida, including the State Housing Initiative Program (SHIP) and State Apartment Incentive Loan program (SAIL).

"Using pre-existing programs to administer the [settlement] money, rather than creating new programs, is the most cost-effective and expeditious way to implement the funds," Florida Realtors President Summer J. Greene said in a recent letter to Florida Attorney General Pam Bondi, urging proceeds be placed into the Sadowski Trust Fund.

New Online Community Will Help IT Executives Enable New Models for Work

BM TechWeb and UBM DeusM recently launched Future of Work Enabled, an online community for chief information officers, other senior IT executives, and the business unit leaders who are deeply involved in technology initiatives that will support organizational changes in how corporations and individual employees successfully get work done in an era of globalization, universal connectivity, and a workforce born in the digital age.

The site is a leading provider of information and analysis on the future of work amid changes brought on by the convergence of multiple

technology and social forces. It is a community that engages insightful voices and opinions to shed light on the important issues surrounding the impact of technology on work, and a vehicle for IT executives and their partners to seek the advice and guidance of their peers. Daily blogs and busy message boards will be complemented by regular live chats and Webcasts about technical, managerial, and cultural issues that engage enterprise professionals implementing mobile strategies, big-data initiatives, social media conversations, and work by employees and external business partners around the world.

Experienced technology journalist James Connolly was named editor in chief. In an almost 30-year career as a technology journalist, he has written about the use of technology at the enterprise level, IT management, and emerging technologies. His experience includes work with The IT Services Site, TechTarget, Mass High Tech, and Computerworld.

"This site isn't just about technology, but how tech is changing the very culture of the corporate world. This is a community where we invite our members and expert writers to share ideas, opinions, experiences, and concerns," says Connolly. "No matter what challenge our members face, they know that someone else in the community has shared their experience. We are the vehicle that will pull them together."

www.diversityglobal.com



Valuing diversity... it helps us complete our job.

At DTE Energy, we are committed to our diverse work force and to growing a network of diverse suppliers, including minority and women owned businesses. We recognize the value of the fresh perspectives, ideas and efficiencies it brings to our company and the communities we serve. We believe building diversity in all that we do helps us complete our job as an energy provider, employer and community partner.







Managing Change For Organizational and People Effectiveness

- by Joseph Warren

n difficult business environments, change doesn't always have positive connotations. It implies tight resources, downsizing and increased workloads. Yet organizational change should be an ongoing process that is designed to ensure that highly capable people are working, within processes that benefit both the organization and the workers no matter what kind of economic conditions exist. In that context, change becomes a positive business model that relies on employee engagement, effective human resources utilization and a shift from short-term to long-term thinking.

A company must be adaptive and adept at responding to market dynamics. At all times, a business needs a high level of employee engagement, but a difficult economy makes this engagement even more urgent. Just when the organization needs its workforce to become more productive and more engaged, many find employees struggling to stay committed out of fear of the economic impact on their jobs and the changes that seem to be looming in the workplace. This can lead to disengagement that disrupts innovative processes and can lead to lower productivity. Employees who are fearful and not involved in the change process will feel threatened, confused and discouraged, due to their exclusion from decision making.

It's important to understand that achieving high employee engagement is not a strategy to be applied only in boom economic periods. In fact, managers who ignore the level of employee

engagement during good times will find that those employees quickly scale back their efforts and display a lack of commitment to the business when uncertainty enters the workplace. Instead of redoubling efforts to help the business succeed despite the economic conditions, many workers cut efforts out of the belief that the efforts are neither appreciated nor needed.

Including People in the New Model of Engagement

Old change management models tend to ignore the level of employee engagement in a business. The old models include issues like capitalization, production streamlining and new pricing strategies, but don't address employee engagement. In the new change management model proposed by business management expert Dick Axelrod, author of Terms of Engagement: New Ways of Leading and Changing Organizations, it is people who are the first concern in a high engagement methodology to affect change. In the new model, managers identify the relationship between organizational change and employee engagement.

There are excellent reasons for developing an engaged workforce. People who are committed to their organization and to doing a quality job will make a stronger effort to manage their responsibilities to the best of their abilities and competencies. This leads to more productivity, not less, and higher customer services levels, fewer human resources issues like turnover and accidents, and higher levels of innovation and creativity. All of these factors contribute to the organization's ability to respond to the marketplace under all economic conditions.

Building strong employee engagement requires understanding the drivers for engagement because they enable the organization to implement and manage those drivers to effect change on a long term basis rather than as a response to an unusual or temporary occurrence like an economic downward cycle. An engaged employee is aligned

with the organizational goals, which can lead to better results in the bottom line. It's natural, then, to implement strategies that create meaningful and autonomous employee work design, develop commitment and understanding of the organization's purpose, promote employee interactions and relate the job to the organizational purpose. Widespread participation in the change process is essential to high employee engagement, which is why job autonomy and teamwork are so critical.

Meaningful, Committed and Connected

The key words in a strategy to develop employee engagement are "meaningful", "commitment" and "connection." To find what is "meaningful" to staff, the obvi-

ous and simple step is to ask them. Simple conversations between business leadership and employees will quickly reveal the issues that are of importance to them. One of the reasons businesses fail is because they have an agenda that doesn't give any attention to what's important to their staff. Inevitably, the business and staff diverge, leading to rigid dictates from top management in an effort to force people to follow. Other possible steps that can be taken to promote employee engagement include bringing employees into the decision-making process so they are empowered, training and developing staff to encourage thinking outside of their immediate tasks, and providing opportunities for expressing innovative or creative approaches.

Another key to developing widespread organizational change is to embrace employees in the broader organizational purposes. The staff should care about the role the business plays in the community and how the business improves the world outside its walls. Social responsibility is not managed in a vacuum. It takes an engaged, committed staff willing to contribute to the organization's efforts to develop improved communities, and to support efforts to One of the reasons businesses fail is because they have an agenda that doesn't give any attention to what's important to their staff.

connect the business goals to community goals like fairness, equal opportunity, diversity, equity and many other principles.

Organizations are often good at identifying their needs but ignore the needs of their employees. These needs include: to have a safe workplace; to be included in the decision making process; to understand the results of their efforts; to be utilized in the best



position in terms of competencies; to engage in honest communication; to have the resources to do a job properly; and to be treated fairly and equitably. The change process doesn't just consider non-management staff either. The change strategies designed to engage employees should also address the roles and competencies of the business executive and management levels.

The management responsible for

change initiatives designed for the long term must develop the skills needed for developing and implementing positive actions. The skills required include being able to: effectively and honestly communicate with employees, adapt strategies to changing market conditions, and incorporate employee suggestions and ideas into change model. Change initiatives require leadership willing to engage

employees in meaningful discussions and then having the skills to use the input in effective decision making.

Inclusion is Yet Another Benefit

It's interesting to note that many of the employee engagement methods that promote effective change are the same ones that develop inclusion strategies. There is a lesson in this in that treating people with respect, giving them opportunities to share their competencies and creativity, and including them in strategic planning will always provide benefits to both the organization and the employees.

The end result of effective change management is that the organization is made stronger, more resilient and able to thrive no matter what economic conditions exist. In the process, the business is also able to develop leadership talent and plan for succession, because the most engaged with the most to offer will have opportunities to fully participate. In other words, change management is also inclusiveness management, and inclusiveness always works.

Building Supplier Diversity Programs within Ernst & Young

- By Wilfred Smith



here are a lot of fascinating stories emerging from the corporate world of supplier diversity programs, but one of the most remarkable has to be the efforts going on within Ernst & Young. The organization divides itself into four geographic areas, one of which is the Americas and includes the United States and Canada. Though the two countries have many similarities, they are a world apart in terms of the maturity of the supplier diversity programs.

In the U.S., supplier diversity has been addressed legislatively for government contracts with goals and reporting established. In Canada, there are no legislated initiatives and goal setting by corporations is voluntary. The



Lori Benson, Sourcing Director for Canada.

gap between the two approaches to supplier diversity may not be narrowing at the government level, but they are certainly narrowing at the corporate level for the organization. This is largely due to the efforts of people like Rosemary Weppler, Supplier Diversity Analyst for the U.S. and Canada and Lori Benson, Strategic Sourcing Director for Canada.

Weppler and Benson may work in different countries for the same company, but they have the same goal, which is to expand the supplier diversity programs in their respective business operations. After meeting at a workshop held by the Canadian Aboriginal and Minority Supplier Council (CAMSC) two years ago, the women have been regularly working together to build strong diversity programs in both countries. They are fortunate because Ernst & Young has a corporate culture of inclusiveness and diversity, meaning, internally, the support from organizational members is strong.

Optimizing Value

There are some enlightening characteristics about Ernst & Young's supplier diversity programs. Suppliers are reviewed on a North American basis so that certification in either country is recognized. U.S. certification by federal or state agencies and Canadian certification by CAMSC or WEConnect are needed before a supplier can sign up online as a minority or woman owned business. What is exciting for the Canadian side of the business is that the website was the door Aboriginals and visible minorities needed to get the attention of Ernst & Young.

Ernst & Young uses a broad definition for diversity that includes women and minorities. However, there are no guarantees that come with approval. As Benson points out, "The bidding process is the same for Aboriginal and visible minority-owned businesses as it is for non-minority owned firms. The suppliers still have to compete and prove they can do the work. The

opportunity for diverse suppliers is a door opened so they have a chance to compete when they might not have had a voice before."

One of the many barriers women and minority employees have traditionally faced is gaining access to potential customers. Via technology, supplier diversity managers can now cast a wide net as online registration gives visibility to suppliers. Weppler makes it clear, though, that she is interested in attracting minority and women suppliers who can optimize Ernst & Young's value, the value of the supply chain and the value of diversity as a national initiative. To achieve this goal, she is building a strong diversity platform that includes suppliers from all of the 30 countries in Ernst & Young's America's area.

Of course, it will take time to expand the supplier diversity program to include other countries besides the U.S. and Canada. However, the U.S. program is starting from an advanced stage, while the Canada diversity program is still in its relative infancy. Benson has worked diligently to develop a supplier diversity program, but it takes time and effort. When asked if she has a message for corporate Canada, the response was, "Just get started. Initiating a supplier diversity program doesn't bring immediate returns because it takes some steps to get there. The benefits in the long haul make it worthwhile."

Reaching Out to Suppliers

The work to expand the Ernst & Young's supplier diversity program have included joint efforts. Weppler and Benson are adamant that building a strong supplier diversity program requires reaching out to the suppliers and providing the training and networking opportunities needed. For this reason, the women professionals have offered workshops with names like Best Practices in Supplier Diversity and Things Don't Go Exactly as Planned. In addition, Benson facilitated a joint supplier education session called Three Sides to the Procurement Dialogue at which CAMSC representatives spoke. "Supplier diversity is not about just writing a check. You have to go to meetings, meet the suppliers, get involved and get on committees."

- Rosemary Weppler



Rosemary Weppler, Supplier Diversity Analyst

This type of session breaks down even more MWBE access barriers because education and training sessions are ideal networking opportunities.

Two important lessons can be learned from Ernst & Youngs efforts to build supplier diversity in the U.S. and Canada. First, corporate leadership must understand what supplier diversity means to the organization. The value must be clearly understood and goals should be set from a leadership perspective. Supplier diversity must be an integral component of corporate teamwork and best practices and not a stand alone program that is disconnected from the rest of the business. The diversity program must reflect an overall commitment to total quality, which is why the supplier diversity efforts of Ernst & Young in the U.S. and in Canada are blended. Canada supplies the U.S. and the U.S. supplies Canada, and each country operation recognizes the other's certifications.

The second lesson is that corporations must go to the suppliers. As Weppler said, "Supplier diversity is not about just writing a check. You have to go to meetings, meet the suppliers, get involved and get on committees." A good example of this lesson put into practice is found in the Centres of Excellence program in the New York/New Jersey area. Six Ernst & Young MWBE suppliers completed the Centres of Excellence program and were more knowledgeable and more prepared to compete at the end. Mentoring is a natural step once suppliers have been identified.

Make Some Noise

According to Benson, one of the biggest challenges an organization must deal with in building a supplier diversity program is learning how to make enough "noise" so that supplier diversity becomes a part of the buying community requirements. Community consciousness must be raised. One step Ernst & Young took in Canada was to ask suppliers to respond with information about their diversity component. In the U.S., this information is often collected because of compliance regulations. Compliance regulations don't exist in Canada, but that only means a Canadian business must take the initiative. The result has been a growing awareness of supplier diversity in the community.

How do you judge success? Though some type of metrics should be used, the best answer to the question can be unexpected. Benson believes success is achieved when the organization's leadership or community members approach the person managing supplier diversity to ask questions or request to participate in the supplier diversity program. It means the program has moved past the need to convince people that diversity and inclusiveness are important to business and community success.

Diversity & Inclusion

eaders initiating change within an organization usually believe they are way ahead on the learning curve in terms of what the business needs in order to succeed. Yet many companies attempting to transform themselves to improve competitiveness don't succeed. The efforts seem to be right on target using initiatives meant to reengineer products and services, restructure hierarchies or revise corporate culture, and yet change proves to be temporary as people slide back into old habits. Making temporary changes is not transformative.

Convincing people to change is not always easy because they get comfortable in their familiarity with routines. You can't just send an email or issue a directive from the top and expect people to fall into line because many either don't recognize the need to change or simply don't want to make the effort without understanding the benefits that will accrue. Therefore, management is tasked with closing the gap between the need to transform the business and the employee's interest in changing.

The change process is not something that happens quickly in most cases. You don't construct a house until the foundation is laid, and that is true for change initiatives also. The foundation for business transformation begins with leaders who recognize the need for change and that 'doing business as usual' is unacceptable if the company is to remain innovative and competitive. Management, then, proceeds to develop a process (and not just a plan) to invigorate the business beginning with engagement of the workforce and then widens and deepens the process from that point.

Changing Direction via Empowering Conversations

The start of the transformation process doesn't have to be a major shakeup that causes disruption. It can begin with the knowledge that the business has become



Addressing the Gap Between Need to Change vs. Want to Change

- by Simone Summers

less competitive, is facing a potential crisis or wants to take advantage of a major opportunity. As a result, senior managers determine a change effort is needed to turn the business towards a redesigned vision.

The change process can begin with management and employee conversations that communicate a vision and explore employee needs, concerns, relationships with other stakeholders, and suggestions for improvement. Though the transformation or change process will need to reach a point where more structured group meetings or methods of communication are used, there is a powerful message delivered throughout the company when

leaders make a point of interacting with the workforce to learn how people are connected, the competencies that are underutilized, and the obstacles to change. This is opposed to leadership calling for big meetings dealing with major changes and quickly injecting an element of uncertainty or even fear in the organization.

Starting the change process with empowering conversations sets the right tone and elicits input needed for strategizing. It is imperative that leadership provide transparency and honesty and the resources needed to deliver on the vision. Resources are not just budgets and people. The workforce that must accept and participate in the

change process needs to understand that there is no hidden management agenda or ulterior motive for initiating the change. Giving the human resource talent information and decision making authority eliminates suspicions and encourages innovative activities, ideas and actions.

Daily Decisions Lead to Change

Beginning the change process by first recognizing the powerful role that individuals play in the business makes sense. All employees make small and large decisions every day that influence business results. Engaging employees in a change process can generate an alignment of those decisions with the business vision as communicated by managers. The change process then becomes a self perpetuating process in that each positive result for the business leads to rewards for the workforce in terms of autonomy, creative expression, expanded participatory roles, increased job security, clear accountability, and improved information flow. In other words, people have a self-interest in participating in the change process.

Of course, the change process does not begin and end with everyday conversations. That would give power to a few when you want to develop an inclusive and diverse process that utilizes the full power of the workforce. One of the reasons people become disengaged is because they believe they have no control over their jobs and their voices are not heard by decision makers. The teams and groups that evolve from the conversations need to include a wide range of participants, including people who may typically be overlooked in a traditional organization.

Including a diversity of people in the change process will increase networking opportunities and encourage the exchange of ideas. People who are allowed to freely communicate and exchange ideas will promote innovation. contribute to change. Without these qualities, participants may be hemmed in by distrust and the belief that the change process is nothing more than another exercise meant to validate decisions already made by management.

A culture of change means new behaviors, innovative ways of thinking, approaches and ideas that are embedded in the company's social norms and values. Without this embedding,

A culture of change means new behaviors, innovative ways of thinking, approaches and ideas are embedded in the company's social norms and values.

Along the way, they will also develop a supportive foundation for change that will permeate the business. Employees encouraged to form productive alliances, communities for progress, and talent groups can anchor change in the corporate culture. In other words, change should be the way things are done in the business and not just a stand alone short term effort.

Culture of Change

Transparency, trust, fairness, honesty, openness and effective communication must be the qualities defining engagement processes to effectively

change becomes temporary and people will slowly return to their old ways of doing things. Change should not be a threatening, mystifying experience for employees. It should be an ongoing process that is focused on the corporate vision.

The change process will flatten an organization and that promotes a diversity of ideas. Most of us think of organizations in terms of hierarchy, but engagement promotes vertical levels that breakdown silos, promote collaboration across functionality and promote a widely competent organization. The fact is that the change process model is ideally suited to businesses initiating diversity programs. Forward thinking companies bringing diverse talent into the organization must be prepared to take full advantage of the diversity of ideas and approaches the talent brings. Using an engagement change process provides the ideal forum to insure that top talent is retained and plays an active role in helping the company achieve its goals. Through communication and networking, the gap between the need to change and the people's awareness of the need to change can be closed.





Murray Martin

Showcases Diversity at Pitney Bowes

Pitney Bowes

is well known for being a leader in the development of mailing. shipping and postage equipment and services. Customers also know the company is a leader in software development including location intelligence applications, secure tracking, data management and document composition and imaging. Yet listing the products and services that Pitney **Bowes offers does** not convey the true identity of the firm because it's also a model organization for diversity and inclusion to which it ascribes much of its success.

Walter H. Wheeler was CEO and Chairman of Pitney Bowes for three decades (1938 to 1971) and steered the company to enormous success through diversity of products, services, ideas, suppliers and the workforce. Current Chairman, President and CEO Murray Martin vigorously continues the diversity philosophy that defines Pitney Bowes. The company has 33,000 global based employees. Their unifying factor is a corporate culture with a rich history of diversity pervading workforce initiatives, product and service development efforts, talent management strategies, innovative thinking, strategic community and supplier partnerships and community participation.

Specifically, the company monitors its workforce composition on a location basis to ensure it represents local demographics. Pitney Bowes achieves remarkable diversity by forming strategic partnerships that help the company identify and recruit top and diverse talent. They include partnerships with organizations including the Society of Women Engineers, the Society of Hispanic MBAs, and the National Society of Black Engineers.

The company also formed the Europe-based International Diversity and Inclusion Council to ensure businesses in various geographies come together to promote the corporate culture of diversity and inclusion. The goal is to develop specific strategies to insure diversity is actionable and not

tures and ages. Then we foster equal opportunity by encouraging a diverse workforce to freely participate in discussions and express opinions. If everyone thinks the same way, nothing new will come out of the discussions. The corporate environment must be open enough to promote debate, openness and creativity. Innovation in a corner does nothing. Innovation on a broad scale creates value, and our whole company is built on innovation

What do you see as the biggest challenge concerning diversity and its relationship to the bottom line?

At Pitney Bowes, diversity is a way of life. I don't think there is a challenge between diversity and the bottom

"At Pitney Bowes, diversity is a way of life. I don't think there is a challenge between diversity and the bottom line." - Pitney Bowes' Murray Martin

just theoretical at the corporate and local levels by relying on mentoring, internships, networking and leadership opportunities

DiversityGlobal Editor-in-Chief Paul Lachhu sat down with Mr. Martin during the Global Diversity Conference at the New York Stock Exchange where he gave a full sense of the embedded diversity and inclusion culture defining Pitney Bowes.

Pitney Bowes is a leader in diversity and inclusion. What are some specific things the company is doing differently from other companies?

We are not necessarily doing anything different, but we do make an ongoing effort to focus on inclusion of people of all races, genders, ethnicities, culline. It shouldn't be a challenge to promote a diversity of people, ideas and approaches. It also shouldn't cost a company more to be diverse because diversity is a value proposition adding value to a company. For companies initiating diversity, there may be a small initial investment in education and developing people, but companies that aren't diverse will pay a much bigger price in terms of lack of innovation and competitiveness.

Companies in the United States often make the mistake of trying to export their sense of diversity to other countries. As a global company, does Pitney Bowes do something differently?

Growing up in a diverse Canadian community, I have an appreciation

for the importance of inclusion. Senior management leaders and I have been hosting seminars around the world to discuss diversity and inclusion in various regions of the world. I was recently at a meeting in London. I look at the English team and ask, "Is it all English?" If so, we have a problem. Team formation should begin with an assessment and breakdown of the cultural and linguistic diversity of the country. That is followed by an ethnic breakdown.

We must understand and work within the culture of the country. For example, India has different cultural issues in various areas and a different representation of women in the workforce and in management. These differences are part of the country's social fabric. For Pitney Bowes the question is: How do we blend cultures and representations in a way that is beneficial to all? That's where strategic partnerships with organizations like Catalyst, a nonprofit membership organization expanding

opportunities for business and women, can help. Catalyst does the broader research we can't do and brings knowledge that can help us succeed in India.

How do you see Pitney Bowes leveraging diversity to keep making the breathtaking innovations it made in the past?

If I look at the innovations developed and the people involved in making those innovations, it's diversity that emerges as the common factor. We recently had a ribbon cutting with Connecticut Governor Dannel Malloy in Danbury to launch a new Global Technology Center. At the same time we are operating technology centers in England, India, Australia, France, Germany and other locations. These centers communicate together easily thanks to technology. Each center is already diverse but each reaches across a broad network of diverse capabilities while working to develop global technologies. All of this means you have to have a richer understanding of diversity than you get from a single point.

What do you think are the key metrics that are going to drive diversity in the 21st century?

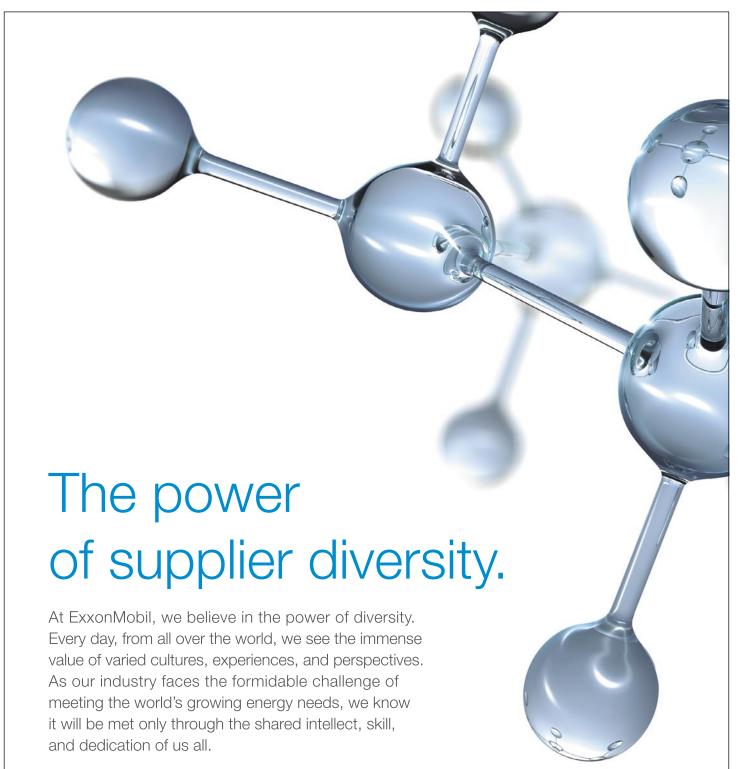
Communication in the marketplace has drastically changed due to technology based innovations like social networking, local search and global access, while the economy and customer preferences have changed the business landscape. The first thing to understand about future markets is that personalization is going to be the leading factor in how people procure services. And you cannot understand how to personalize unless you have a broad understanding of diversity and innovation. If you are excluding sectors as a result of communication systems or practices, everybody will soon know. That awareness will effectively eliminate a business from the procurement side. Businesses are going to have to embrace diversity on a whole different level as personalization takes over and the individual takes control of market offerings.

The businesses must be aligned with the markets served, or else they will be disconnected and unable to deliver products or services. At Pitney Bowes, we believe our business is strengthened by reflecting and converging a diverse workforce in a diverse market. The role of metrics will be to help us redefine growth opportunities and re-energize our focus on diversity and inclusion.

Numbers are important, but they are only part of the story. I recently hosted a series of special meetings to challenge top management to rethink diversity and inclusion. They were tasked with articulating value and defining specific leadership actions that are tied to their compensation. One of the highlights of the meeting was an executive vice president insisting we not lose sight of the fact that valuing diversity and inclusion is not only good for business, but it's the right thing to do.

My first thought was that Walter Wheeler would be proud of us today.





exxonmobil.com





Global Onboarding Programs to Meet New Hire Challenges

.....by Malibu Kothari

"Onboarding" is accepted as a business strategy for accelerating the time a new hire reaches full competency. The reasons it's grown in popularity include the fact more people are working globally, making the learning curve steeper. The new hire must learn the employer's business methods and job responsibilities, while also adapting to a unique culture. In addition, technology has made it easier for workers to search for employment when dissatisfied in current positions, so early engagement is important. Companies are experiencing long periods of employee underperformance, high turnover rates, and high levels of dissatisfaction that make assimilation into the company more difficult.

Typically, management has turned to human resources, training manuals and development sessions to initiate and integrate new hires into the organization. The first few days of employment are filled with tedious hours of completing forms, reviewing company policies and procedures and learning industry standards. After the initial start period, there are more weeks during which information the person needs to do a good job is meted out piecemeal, making it difficult for the new staff member to understand how their job supports the corporate vision





and mission. Instead of contributing to productivity, the new hires become a drain on company resources and eventually seek other employment.

Onboarding Component of Talent Management

Onboarding is a management process designed to engage a new employee and to make the time between employment start and competent performance as short as possible. Onboarding programs are a core component of talent management programs in that the employee is first oriented and then mainstreamed in a way that quickly engages the person and makes the new hire feel valued. It's also designed to ensure the employee has the up-front knowledge, tools and resources needed for his or her job.

One of the important aspects of quality and effective onboarding programs is the focus on helping the new employee establish working relationships with co-workers. A mentor can be assigned so the person is never left floundering while trying to learn organizational culture, practices and accepted behaviors. Management mentoring also includes overviews of responsibilities, assessment of computer competency, training, and access to necessary online and offline systems. The first day or two of employment should focus only on the most essential information needed for employment so the new staff member doesn't spend an inordinate amount of time sitting in human resources doing paperwork.

Onboarding includes a review of the job description and performance expectations and standards. An onboarding program can last up to six months depending on the complexity of the job. At regular intervals during those six months, the performance standards are reviewed, feedback is offered, discussions are held with supervisors and a performance evaluation is completed. The evaluation at this stage is designed to raise any issues the employee or the supervisor may have.

Global Onboarding

For global companies, the onboarding program can be more complex because cultures, customs, standards, processes, learning processes and expectations can be quite different from country to country. Companies may have global onboarding standardized guidelines that blend well with the corporate talent management strategy, but they must be flexible enough to accommodate the country or local level. Ernst & Young, a global leader in assurance, tax, transaction and advisory services, surveyed companies on the alignment and integration of talent management programs, which includes onboarding. Over half responded that talent management processes are integrated globally or integrated across the organization with regional variations. The effort put into talent management flows right to the bottom line, in that talent management programs, including onboarding, increases the return on equity by as much as 20 percent compared to companies that don't use talent management.

The guidelines establish performance standards and activities to insure consistent quality in the onboarding process from country to country. However, there are key differences between managing an onboarding program in the United States versus another country. A new hire in another country will have to learn more than just the job requirements and must be oriented to local customs, labor laws, cultural diversity and the relationship of the job to local and global operations.

Kelly Services, a workforce management and staffing firm, has over 650,000 employees working worldwide. The company uses a quality global onboarding program that communicates corporate vision and mission and standards of practice. New employees are given a globally deployed code of business conduct and ethics, as well as diversity and ethics training. The company focuses on diversity and engagement with employ-

Using social media for recruiting and communication and offering online career development is geared towards today's new workforce that is technologically savvy and global based.

ees and workforce suppliers.

With so many global workers and workforce suppliers, Kelly Services leverages new technologies to deliver its onboarding program. Supplier onboarding begins with registration on a supplier portal where the applicant can register, read the program manual, find a supplier agreement, read about insurance and find a wealth of other information needed. On the employee side, Kelly Services uses standard methods and social networking for recruiting. Once employed, the onboarding program is used to support new hires. Onboarding was first developed to improve employee retention and reduce turnover by 40 percent, while also reducing time to productivity. The Kelly onboarding program uses both face-to-face and virtual processes, which accommodates employees in any location. The sessions present the Kelly history and technology, service requirements and career development opportunities. The results of the program were outstanding, with turnover reduced, productivity increased, program delivery expenses cut and retention costs reduced. The program was expanded to include the Kelly Outsourcing and Consulting Group so new consulting hires could spend several hours each week using an online training program to learn Kelly history, culture and consulting systems.

Kelly employees can take advantage of free and for fee online courses and workshops to expand their skills and competencies. Courses taken are recorded on a My Learning page in the company's Talent City system. Employees can also maintain a career profile that is accessed by Kelly Services for training and development and succession planning. Using social media for recruiting and communication and offering online career development is geared towards today's new workforce that is technologically savvy and global based.

When you visit the Kelly Services website, it is apparent the company is building a global framework. Customized websites with local or region appropriate content in the country's language are easily accessible because the links are listed.

Key Principles

There are some key principles to keep in mind when developing an onboarding program. First, the program should take advantage of technology and especially social networking. It's a forum that the new generation of recruits is comfortable using and it has a wide reach. Second, managers must continue to accept responsibility for employee performance and use onboarding programs as one success strategy. Third, new hires should not be inundated with information the first day. Onboarding programs are designed to first engage and then train and develop new hires over a period of time. Fourth, new hires should be able to access and document training experiences. The record becomes the foundation for succession planning, compensation, compliance and further skills development.





Diversity is always a part of our big picture T





At The Walt Disney Company, we believe that diversity is essential. So, we partner with a wide range of suppliers to ensure that every voice is heard. That way, we strengthen our company on the inside and support every community on the outside. For more information on how to be part of the magic visit www.supplierdiversity.disney.com

Employee Onboarding

Begins with the Search



nboarding is the business strategy used to engage new hires as quickly as possible to reduce turnover rates and the time between hiring and competency. It's a program designed to shorten the learning curve to promote productivity while making a new staff member feel valued. Though the name of the engagement strategy implies the person is 'on board,' a quality onboarding program begins with the recruitment process. Onboarding should begin the moment a business decides to hire a new employee.

Onboarding addresses the fact that bringing new staff into an organization is disruptive to the business, the new hire and coworkers. Though the person is hired because of talent and competencies and a belief that his or her productivity will benefit the company, there is also a risk that the new hire will not be successful. Long before success or failure is decided, there are many other hurdles to overcome. Those hurdles include the job learning curve, high performance expectations and the imperative of translating competencies developed in past positions into the deliverance of performance in the new position. In addition, there will always be current staff members who are leery of a new hire and less than cooperative until the person proves his or her abilities.

It is not uncommon for people hired into new positions to learn they don't have the optimum skills, competencies and knowledge to do the job. Those who are high achievers are able to overcome the hurdles and knowledge gap, but, even in those cases, it requires a lot of patience on the part of both the new hire and the organization because productivity will be low during this time. In the meantime, there is a lot of pressure placed on the new hire simply because management expects results when they invest in an unproven new hire.



Getting an Early Start

Driving better performance in a new hire without alienating the person is one of the goals of onboarding. It can take as long as six months for people to learn if they are a good fit in respective organizations. Even if a new hire's competencies are an excellent fit in the new job, the person must still be able to adapt to the organization's culture. For all of these reasons, it's important to start the onboarding experience as early as possible, at the recruiting stage, and not post-hire.

At the recruiting stage, the managers should fully inform the recruits about the corporate culture. All too often, recruiting focuses on the job requirements but fails to address the culture, and that can make a big difference. Once the new hire starts, the pressure to perform should be supplemented with training and development, building relationships and

providing supportive efforts. In fact, onboarding should encompass more than just the new hire, because the people who report to the person, and those departmental and committee staff members who interact with the new hire, are also going through a difficult transition period.

Not everyone succeeds in a new job. It's a fact of business life that sometimes people are hired who are not a good match. That is why the onboarding strategy is so important. It not only mentors those who will become success stories; it also identifies people who are not a good match and thus identifies potentially costly failures earlier rather than later. The onboarding strategy must include performance goal setting and evaluation before a final decision is made as to whether the person is suitable for the position. By doing an evaluation before the final decision window

| Human Capital |

is reached, there is opportunity to work with the new hire to identify and overcome performance obstacles.

Reducing Costs and Increasing Productivity

The case for onboarding is found in the high turnover rates and low productivity for the first three to six months of employment of new hires. The 2011 average voluntary turnover rate was 9.1 percent. The tangible costs of turnover are high. They include expenses such as additional recruitment and training costs, separation pay, overtime for temporary staff time and many others. Low productivity directly flows to the bottom line as less profit due to lost



When a new person is hired, everyone must buy in to his or her qualifications and competencies.

revenue opportunities. Research has shown new staff take up to six months to reach expected productivity levels and longer to exceed minimum expectations. During the recruitment stage, the company culture, vision and mission plus job requirements are presented to prospective hires. Enough information is given so that people hired into the organization are already convinced they will be compatible with the company. In other words, the culturalization of the employee begins during recruitment of targeted new hires.

Before the new hire begins working, the work area should be fully set up including a computer, email address and phone. Arrangements should have been made for assignment of login passwords and for gaining access to secure areas (if applicable). In addition, access to systems that enable the new hire to network quickly with other staff need to be in place.

Once employment begins, a customized onboarding program is developed to actively engage the employee. Customizing the onboarding programs includes the manager and employee mutually agreeing to performance goals and developing a plan for reaching those goals. Once goals are established, the new hire's manager can regularly schedule informal performance reviews that also are used to share information and give the new hire a chance to answer questions and share perspectives.

A new staff member is expected to meet certain performance goals, but it's important that those goals be well defined. Clearly defining expected deliverables is important and both the organization and the individual need to agree upon reasonableness. After agreement, the person should be given all resources necessary to succeed. That is yet another purpose of onboarding – to ensure the new hire has access to what is needed to get the expected job done.

Strategic and Supportive Partnerships

When a new person is hired, everyone must buy in to his or her qualifications and competencies. A mentor needs to be assigned as the first strategic partnership in the onboarding process. A mentor can bridge the information and networking gap by serving as the link between the new hire and the rest of the organization. The mentor can provide the positive support, information and networking bridge a new employee needs to integrate into the organization much faster.

Other supportive partnerships should be encouraged, including professional associations and memberships, internal training opportunities, and early participation on business teams. This process of socialization connects new hires with others sharing similar goals and interests. The full integration of the employee into the business structure and processes leads to higher productivity in a short time and keeps individual performance aligned with the organization's needs.

The keys to successful onboarding can be summed up as advance preparation, quality communication, mentoring and strategic partnering. Many companies are automating as much of the process as possible through online recruiting, training software and social media. Standardizing components of the onboarding program using technology ensures each new hire is engaged and given equal opportunity to succeed.



We value diversity in the workplace and in the marketplace. In building an increasingly diverse supplier pool, we are able to work toward our goal of offering priority suppliers real procurement opportunities as they arise.

To learn more about BNY Mellon's Supplier Development Program, visit www.bnymellon.com/suppliers.

2009 Regional Corporation of the Year NY-NJ Minority Supplier Development Council



Impact of Technology on Diversity and Human Capital Analytics



he job market is rapidly changing due to the reach of technology. Talent once inaccessible is now easily reached via a variety of technology based strategies. Technology presents many opportunities to expand corporate diversity by making it possible to access a global human capital market. Corporations are no longer limited by geography or

time, and that has significant implications for employee recruiting, retention, mentoring and development. In addition, technology is now used to produce human capital analytics for decision making concerning staff recruiting, development and progression. All of this means that many of the barriers to access to the most qualified women and minorities are removed.

One of the advantageous developments for women and other minorities is the expansion of technology uses in Human Resources management. Where once job candidates had to be located in the company's geographic location or costly recruitment trips arranged, they can now be accessed in and from remote locations. Human capital analytics are then used to identify those people most likely to deliver results to the business bottom line. What this has done is create tremendous opportunities for firms to hire a talented diverse workforce.

Starting with Brainstorming and Expanding Outward

The earliest benefits recognized by employees and organizations using early Web 2.0 technology was the ability of the workforce to brainstorm and share concepts and knowledge for problem solving. The underlying concept making Web 2.0 so powerful was the ability of employees to network without having to maneuver through traditional barriers like layers of supervisors and location. Web 2.0 represents people interacting and sharing without arbitrary limits. Users can comment, augment, tag, modify, rank and participate in discussions concentrating on improving current systems or problem solving. Web 2.0 was used within the business to improve internal work processes leading to a culture of inclusion.

It is interesting to note that Web 2.0 was actually a precursor to the human capital analytics used today in that users who embraced the technology were the staff most likely to bring innovation and creativity to the job. In that respect, the use of Web 2.0 was an analytic in and of itself.

Originally a participatory in-house system, Web 2.0 entered the worldwide web and participation became unlimited. Remote collaboration is now possible without regard to location or time zones. The landscape changed to include social networking, collaborative filtering and other applications. It changed the way people communicate and interact. Universal networking naturally has extended

into the Human Resources arena, in that online recruitment is now the primary method for finding and retaining qualified job candidates. Viral campaigns advertising positions through social media can reach talented women and minorities who would not be accessible otherwise. A company can post podcasts and blogs, develop webinars, send electronic position availability notices and post job openings on recruitment websites. In addition, companies have access to online profiles of job seekers and can develop online affiliations that contribute to effective and efficient human capital management.

Using Technology to Recruit, Develop, Mentor and Retain

Technology has also made it cost effective to develop and mentor diversity talent, provide advancement opportunities and retain qualified staff. A diverse workforce can be developed on a global basis using non-traditional job construction like positions filled by home office staff able to deliver work via the internet. Technology has also significantly lowered the cost of performing all human resource functions related to talent mentoring and development.

Specifically, talent development and mentoring is now possible through webinars, podcasts, e-learning platforms, distance learning programs and organizationally developed content available on demand. Employee retention is improved by enabling the organization to involve and mentor staff using social media and video conferencing tools or sophisticated telepresence platforms.

Using technology to develop human capital analytics is becoming more standard practice because the information can be used to improve employee engagement, identify potential leaders and make best use of talents that can produce increased business profits. Companies like AT&T are using quantitative analysis rather than simple academic grades to find job candidates who have true initiative and thus are more likely to perform better on the

job. This kind of analysis is equalizing when recruiting top talent and will offer more equal opportunity to diverse job candidates.

Firms are successfully using technology for leadership development. General Electric (GE) has developed a sophisticated online leadership training course that is adaptable to a variety of cultural contexts. The basic design of the leadership curriculum is the same around the world, but staff headquartered in global locations ensure the courses are adapted with the appropriate cultural aspects. The training can be delivered to a global diverse staff. The technology enables GE to evaluate leadership qualities through pre- and post analytics developed from course interaction and results.



area of diversity. No longer is it adequate to merely count spend dollars or number of women or other minorities recruited or hired. Human capital analytics must include adaptability to new hire markets and create linkages between efforts and results. How has diversity hiring enabled the company to meet its goals? Which recruiting strat-

Affinity groups enable employees with similar backgrounds or needs to socialize and network.

For example, the Director of Training and Development for Greyhound, Bobby Quinten, trains and networks with employees for leadership development using multimedia packages and online education programs. He is using the social media Linkedin as a professional contact source, which also links to the company website.

Asking the Right Questions

As mentioned, human capital investment has traditionally been measured in terms of factors including revenue per FTE, benefit costs and turnover rates. These traditional statistics don't measure the direct impact of diversity hiring, mentoring and development on the bottom line.

Technology has transformed human capital analytics, especially in the

egies have been successful at attracting minorities and women specifically to positions where diversity is lacking? How are technology-based employee training and development efforts promoting innovation and creativity and leading to measurable results? What Human Resource measures should be incorporated in an evaluation of effective organizational response to global competitiveness? Has technology been successfully used to generate the analytics that can be used to fill the pipeline with minorities and women most likely to become leaders?

The enormous changes in Human Resources processes are largely due to technology. The company failing to adapt to this new environment will likely find it's unable to successfully compete.

Inclusive Communication Includes Employees and Stakeholders

- by Rajendra Mohan



people intuitively know that communication is the key to engagement. It doesn't matter if you are talking about employees or all the other stakeholders in general because inspiring those who help the business produce innovation, creativity, productivity and bottom line profits is critical. Employee engagement refers to employees who are fully involved in their work and choose to act in a way that advances the interests of the organization. Stakeholder engagement involves two-way communication with people who also help the organization create economic, ecological and social value while successfully carrying out business responsibilities. In addition,

organizational systemic risks in areas of accountability, sustainability and social capital can be greatly reduced through stakeholder engagement. Though some definitions limit the engagement discussion to employees, communication is important internally and externally to the organization.

Communication is one of the primary components in an engagement strategy because it's the means for networking and interfacing with stakeholders. According to the working definition outline, stakeholders include employees, customers, suppliers, shareholders, community members and other strategic partners. Communication can include face-to-face meetings, social media, advertising,

technology-supported meetings like webinars and podcasts, social media postings, phone discussions, emailing and others. However, there is a difference between conveying routine or general information and collaboratively discussing strategic issues, and that is where communication that engages can get off course.

Engaging Employees to Engage Other Stakeholders

An engaged organization is one in which all participating stakeholders truly care about the success of the organization and are actively interested in knowing how their particular actions and decisions contribute to that success. Though it may seem like an enormous task to balance all of the communication channels internally and externally, the process begins with developing the right communication environment for employees first, because that translates into improved communication with other stakeholders.

For example, engaged employees are more likely to provide excellent customer service, thus enhancing the business-client communication channels. Engaged employees are also more likely to promote diversity and inclusion practices thus improving the ability of the company to recruit and develop employees of diverse ethnicities, ages and cultures.

The process of developing the right environment for inclusive communication begins with establishing meaningful opportunities for sharing. Holding meetings with employees that enable them to express their perspectives, ideas, opinions and suggestions is a first step. These meetings will set the stage for gathering and exchanging relevant information about the workforce and the business. This interaction also sets the stage for moving along a spectrum of stakeholder interactions and dialogues by giving management the information needed for purposeful external communication with diverse suppliers, community organizations

and others. For example, employees may have knowledge about unmet customer needs and that information can be used as a springboard for focus groups, product development teams, or benchmarking. This type of discovery is not simply a collection of opinions. It is a two-way exchange that addresses issues of mutual concern.

The Right Environment for Communication

Engagement, in other words, is used when a business wants to make decisions after input from people or groups that have a stake in the results of those decisions. This enables a business to align its decisions with both customer and local and global community member needs to drive long term sustainability. Of course, getting people to be honest and open is not always easy, especially if past practices have not promoted this kind of dialogue.

To grab the attention, minds and hearts of stakeholders, including employees, it's necessary to apply certain principles. The first principle is to hold meetings where all interested parties are included to promote networking and relationship building. Leaders can also hold informal discussions with two or more stakeholders and achieve the same results, as long as the environment in either setting is open, welcoming and non-judgmental. This doesn't mean anything goes, though. Leadership needs to set boundaries and provide goals and direction for the dialogue, and the boundaries and goals must be disclosed up front so that participants can stay focused on the topic and provide relevant input. The goals will include finding mutually beneficial ideas, problem solutions, and/or strategies that will improve decision making. To further promote trust and productive communication, stakeholders will need to know how the information shared in the meeting or discussion will be used.

Clearly, social media and technology based communication systems can be

Leadership needs
to set boundaries
and provide goals
and direction for the
dialogue, and the
boundaries and goals
must be disclosed
up front so that
participants
can stay focused on
the topic and provide
relevant input.

used to engage local and global stakeholders. Dialogue can be established without regard to location, which promotes a diversity of ideas and input, adding robust communication to the engagement process. Intranet software systems that enable employees to network and share are excellent and convenient internal forums for engagement. Webinars, social media sites and custom designed software systems are used to promote dialogue with global employees without access to intranet systems and external shareholders.

Engagement should only be used when issues are important to business success, though. It is possible to inundate people with information today, which can actually lessen the productivity of exchanges. In addition, leaders



initiating engagement must be able to follow through in some manner, using stakeholder input, to make a decision, shape a strategy, design an action plan or revise organizational processes in pursuit of long term objectives.

Focused Encouragement

Stakeholder engagement is not a random act. It requires a holistic approach on all levels addressing everything from casual conversation to work design to external relationships to how change occurs. It is a well designed effort to promote stakeholder involvement leading to productive results. The first step is identifying the issues relevant to stakeholder groups and then identifying those that are cross-functional. This guides the second stage, which is planning the engagement. During this stage, the leader will develop objectives and decide which stakeholders should be engaged in order to achieve the objectives.

The third stage is outreach to the stakeholders by identifying the methods to be used for exchange or input. There may be in-house meetings, offsite meetings, internet-based meetings or a blend of different forums when including local and global stakeholders in the process. Distant attendees can be "in the room" using sophisticated technology. During the third stage, the mutual objectives that need to be incorporated in the engagement are unveiled. The fourth step is the actual engagement. The fifth step is evaluating the results of the engagement, and the sixth step is reporting assessment results to the stakeholders and sharing information with employees and decision makers.

Engagement is a change process in a continuous loop, because the markets, customers and economic climate are never at a standstill. The business must have the engagement process working continuously to keep it adaptable. Engagement is not a one-time event. It is a full-time sustainable communication process.



D. A. Abrams, Chief Diversity Officer, USTA

any people still think of the United States Tennis Association (USTA) as a national country club only open to the elite. They would quickly change their minds after a short discussion with D. A. Abrams, the new Chief Diversity Officer. From his perspective, the USTA is an inclusive organization dedicated to bringing tennis to all communities, including inner-cities and rural areas. The USTA is also committed to diversity, which fits quite nicely with the goal to make tennis the "every person's" sport.

In talking to Abrams about his plans concerning diversity and inclusion in this well-known sports association, you first learn that leadership pipelines work. As an African American introduced to tennis as a child, Abrams began work for the USTA in 1993 as a coordinator. Working his way up through the ranks, he became the first African American executive director of a USTA section and continued to progress until reaching his current position. He pointed out early in the conversation that it's his job to convince minorities and women that they will find plenty of opportunity with the USTA. In his words, "This is the right place to be, but it takes time and effort to take advantage of opportunities. They don't happen overnight. But with patience and quality work, you will get your shot."

A Convincing Case for Diversity in the U.S. Tennis Association

- by Sherry Bloom

The USTA proves that outreach into the community is an important method for filling the diversity leadership pipeline. The USTA has a multi-level organization composed of a single national level, 17 section levels, and hundreds of Community Tennis Associations (CTAs) on the local level. Members of the section and CTAs are the actual providers of the USTA services at the local level.

Convincing Through Problem Solving

What makes the USTA unusual as an organization is that it has a volunteer governance setup that includes the board of directors, committee and council chairs on the national and section levels, and members of the CTAs. Unlike a corporation where goals and directions flow downward from the top management, the Chief Diversity Officer must convince the members of the volunteer structure that promoting diversity brings the groups advantages. He of she doesn't impose sanctions of any kind if diversity goals are not met, but instead relies on establishing positive collaborative partnerships at the various levels.

There are lessons all businesses can learn from the USTA and Abrams' approach to promoting diversity and inclusion. He is faced with the challenge of initiating change, mostly through logic and persuasion. In other words, he helps volunteer leaders discover for themselves through problem solving conversations that hiring women and other minorities is not only the right step to take, but that these steps will benefit the sport and the organization they support.

In this unique approach, Abrams begins discussions on diversity by not talking about diversity. Instead, he uses a soft approach that begins with meetings with buyers who can benefit from supplier diversity, associations hiring paid and volunteer leaders, and local providers of tennis where they talk about business goals, objectives and needs. He doesn't begin



conversations with section officers or community association members by discussing diversity and inclusion. He states, "I am a good listener first. I don't try to force diversity on any group. One thing is always certain though. No matter what problems or needs the group may have, there will be at least ten ways that I can help them develop business solutions through diversity and inclusion." Business solutions include sensitivity training and outreach programs using toolkits of resources developed by USTA groups.

When it's time to approach the executive level of the USTA though, it's with suggestions for specific diversity and inclusion strategies to achieve goals. Helping him manage these strategies is a staff of three and each person has a specific area of responsibility, which is also a little unusual in that many diversity office staff have more generalized duties. In Abrams' office, there is a manager who handles diversity and inclusion within the USTA

each area where the USTA operates, the scorecard will focus on these groups.

In addition, there are spend goals. Currently the USTA spends close to 12 percent on diversity programs including salaries and suppliers, but the intent is to raise that percent by a significant amount. Abrams intends on increasing access and opportunities for minority and women business enterprises (MWBEs) to bid on projects for small and large events. He will begin by working with the largest tennis groups or departments that currently spend the most to convince them to increase their diversity spend totals. One point he makes abundantly clear is that spend goals

"No matter what problems or needs the group may have, there will be at least 10 ways that I can help them develop business solutions through diversity and inclusion " - USTA's D.A. Abrams

levels, a director managing supplier diversity, and a grants and scholarship officer who promotes diversity among tennis players.

Results are Up Front and Center

Diversity goals are set at the national level. A scorecard is used that contains a set of metrics to track diversity in relation to census data on two levels - people playing tennis and paid or volunteer staff. For example, if a city is 12 percent African-American, then the goals include an African American demographic of 12 percent of the local tennis playing public and 12 percent of the adults teaching tennis in that area. The national association focuses on four main diversity groups: African Americans; Latinos and Hispanics; Asian Americans; and lesbian, gay, bisexual, transsexual (LGBT) people. In

and results will be front and center and not buried in a footnote. He also plans on developing spend goals for each of the four minority groups and for women.

A New Brand in the Making

Building the USTA diversity brand is challenging simply because the tennis organization has always had the country club image mentioned earlier. Abrams said, "We are going to breakdown false perceptions about tennis. I first became involved in tennis as a child through a community based tennis outreach program. Now I am committed to doing outreach to insure tennis gets more exposure to people in all walks of life."

While listening to him, you can't help but think that this is exactly how diversity and inclusion is supposed to work.





Portia Simpson Miller, Prime Minister, Jamaica

he Prime Minister of Jamaica, the Honorable Portia Simpson Miller, gave a speech at the Jamaica Investment Forum 2012 and ended it by saying, "Jamaica is ready for your investment and open for business." The 2-day March forum held in Montego Bays was hosted by the Jamaica Promotions Corporation (JAMPRO), the Compete Caribbean Program and the Inter-American Development Bank. JAMPRO is Jamaica's trade and investment promotion agency, which means its ultimate goal is to attract investors to Jamaica to promote economic activity, job creation and Jamaican citizenry entrepreneurship. On the island known for sand, sea and sun, you'll find a general determination among private developers and government officials to make Jamaica a global economic player.

When someone mentions Jamaica and economic development in the same sentence, there's a tendency to first think of tourism. There's no question that Jamaica's tourism industry is

geographic proximity to the United States and Canada, the quality of the tourism structure and excellent travel connectivity make this a destination for millions of Caribbean visitors. The exotic island has much to offer vacationers in terms of its beauty and accommodations. However, such limited thinking has no place in today's Jamaica because tourism is just one component of one economic sector comprising the country's economy.

Sancia Bennett Templer, President of JAMPRO, focuses on leveraging the already successful tourism industry to attract new economic development and trade. Leveraging efforts concentrate on two areas: business conventions and travelers, and health and wellness. Businesses that locate in Jamaica or hold conventions in the country will find world class accommodations, stunning beaches, state-of-the-art telecommunications, quality roads and excellent airline connectivity to North America.

However, just as much emphasis is being placed on attracting the health and wellness travelers. The Caribbean climate, easy access from North America and excellent healthcare system make the perfect formula for the development of a specialized economic sector. Templer explains, "For health and wellness we are looking at the entire reach from surgery to massages. Jamaica is already positioned in terms of spas and massages, but we are carefully positioning ourselves in the health industry in a

way that includes medical procedures. JAMPRO is already in discussion with several groups who are looking at setting up health centers of excellence to provide specialized surgical and other medical procedures in Jamaica."

- by Paul Lachhu

What many people don't know about Jamaica is that health and hospital centers already visit Jamaica to recruit nurses and to work in Jamaica's institutions because of their excellent healthcare practitioners. In other words, tourism is viewed in a very different light by JAMPRO and the Jamaican government compared to the view by the occasional vacationer.

Developing Human Capacity to Meet Business Needs

Jamaica is redefining itself from the ground up and the future of this country is tied to its ability to train and develop its human resources. Attracting new business is closely tied to developing the workforce so Jamaica is able to compete on the platform of productivity, innovation and competitiveness.

Heart Trust National Training Agency (NTA) in Jamaica was started in 1982 by the Jamaican government. Its initial mission was to train disadvantaged youth, which it still does. However, the agency has evolved, and its mission expanded to encompass adult training also. There are three training modalities, which are institutional based training, community training interventions and workforce training interventions. A fourth component of the agency is public-private partnerships which are formed in support of and to enhance the training modalities. Heart Trust NTA offers workforce training in all sectors from the entry level to the professional position.

As mentioned, tourism is an important business sector and one that many people think of first. However, Jamaica has several other equally important sectors, that include financial, agriculture, creative industries including fashion and arts, information and communications technology (ICT), manufacturing and offshore business process outsourcing (BPO). In each of these sectors the activities of JAMPRO and Heart Trust NTA blend together to develop a business environment with a well trained workforce that attracts foreign direct investments, which can then be leveraged into jobs, entrepreneurships and economic development.

Dr. Carolyn Hayle, Executive Director of Heart Trust NTA says, "One of the great features of Heart Trust is that we can actually develop the necessary talent to meet the needs of a company. For example, we just brought in a major investor to Jamaica in the BPO sector and they train their workers in one of our Academies." Heart Trust has an extensive network of workforce training facilities that include 13 community oriented Vocational Training Centers, ten sector specific training Academies, the Jamaican German Automotive School and the National Tool and Engineering Institute. There are many examples of successful business partnerships Heart Trust NTA has developed. A good example is the business training partnership recently developed with Caribbean Broilers in the agriculture sector for the growth of pigs and weaners to produce pork and sausage products.

The BPO sector has been highly successful also. The Academies train people to work for specific offshore business operations. For example, there is the Caribbean Cisco Acad-

"We want investors
that can be called
'patient capital', which
means we want investors
who come into Jamaica
for the long haul.
We want good corporate
citizens to make
Jamaica their home."

- Sancia Bennett Templer



Sancia Bennett Templer, President, JAMPRO

emy, the Blackberry Academy and the Microsoft Academy to name a few. Recently, Convergys Corporation, one of the world's largest agent-assisted customer service companies, announced it had chosen Montego Bay for the location of its new call center slated to employ approximately 1,000 people.

Resetting for Business Success

The tremendous variety of industries on the island coupled with the highly developed training system makes Jamaica a magnet for foreign investment. During the recent recession years, Jamaica has made good use of the time to reset its business environment so that it's investor friendly and projects a unique Jamaican brand.

As Templer describes it, "We are seeking to promote Jamaica for each of the sectors based on the unique attributes possessed by each one. When you consider ICT and business process

outsourcing, we are the third largest English speaking country in the hemisphere. We have close connectivity to the USA and Canada, which are major global markets. In terms of travel, we are a noon tourism destination, so for businesses establishing operations there's an ease of movement. We have excellent and recently upgraded telecommunications connectivity." The litany of advantages brand Jamaica offers includes excellent airlines services, a world class port ready to accommodate the large New Panamax ships once the Panama Canal expansion is completed, and a rich culture of music and cuisine.

In the manufacturing sector, there are many opportunities for niche manufacturing. For example, Jamaica has gained global recognition for its athletes and is called The Sprint Capital of the Caribbean. Puma, the sports apparel manufacturer, told JAMPRO that brand Jamaica has helped them grow their business through association.

Investing for the Long Haul

Templer has a message for investors. "We want investors that can be called 'patient capital', which means we want investors who come into Jamaica for the long haul. We want good corporate citizens to make Jamaica their home." She then proceeds to tick off the names of established companies representing mutually beneficial partners that have been in the country for years and will play equally critical roles in Jamaica's future success. Nova Scotia bank has been operating in Jamaica for 123 years. Vistaprint, in Jamaica since 2003, recently committed to building a \$25 million facility in Montego Bay, which is expected to spur company growth while creating local job opportunities. Digicel, a mobile phone network provider that established operations in Jamaica in 2001, recently moved into its new state-of-the-art environmentally friendly global headquarters in downtown Kingston.

A joint goal of Heart Trust NTA and JAMPRO is to give entrepreneuri-



WARM JAMAICAN GREETING FOR MAJOR HOTEL INVESTOR — Jamaica's Prime Minister, the Most Honorable Portia Simpson Miller, greets Abel Matutes, Chief Executive Officer of the Fiesta Hotel Group, one of nine Spanish hotel chains operating in Jamaica, during the Jamaica Investment Forum 2012 held March 1 - 2, at the Montego Bay Convention Centre. Minister of Industry, Investment & Commerce, the Hon. Anthony Hylton (left) and JAMPRO's President Sancia Bennett-Templer (background) were also on hand.

preneurial and we're happy to work with the mom-and-pop operation as well as large corporations. For smaller businesses we can bring interns that become tomorrow's entrepreneurs. At the high or more sophisticated end, we broker deals where we bring human capacity to the table for investors like those attending the Jamaica Investment Forum."

The government is stable and committed to turning Jamaica into a business powerhouse through "robust economic growth and sustainable development with equity," in the words of Prime Minister Miller. There are investment opportunities for both large corporations and Minority and Women Owned Businesses. Jamaica is a very special country that has already demonstrated its capabilities, abilities and resources, and now it also has the highest quality workforce training program and economic development strategy fully backed by the government. There's no doubt about it – Jamaica is open for business.

al Jamaicans the opportunities needed to succeed in business by developing macro-economic forums that are business friendly. Heart Trust encourages, supports and expands on the passage of skill sets from international to local companies. JAMPRO hosts events like the Investment Forum to bring local and foreign business players together for joint ventures and linkage operations. Another valued linkage is to Jamaicans who left the island in past years because of lack of opportunities. In fact, the Jamaican Diaspora connects Jamaicans living abroad with their homeland and Ms. Templer believes that many will return as investment in Jamaica grows and creates opportunities.

Big and Small Investments

All size investors are encouraged to bring their operations to Jamaica. Ms. Hayle with Heart Trust NTA says, "We will work with any size business including small ones. It's a matter of scalability. Jamaicans are very entre-



TOURISM MINISTER WOOS INVESTORS – Jamaica's Minister of Tourism & Entertainment, the Hon. Dr. Wykeham McNeill has the attention of potential investors and industry partners during the Invest in Tourism roundtable, which was co-hosted by Minister of Health, Hon. Dr. Fenton Ferguson. The roundtable, chaired by Evelyn Smith, President of the Jamaica Hotel and Tourist Association, showcased several new, value-added investment opportunities in health and wellness tourism.

Time for a Change!





DiversityGlobal Magazine is taking workforce diversity to a new level. Increasingly women and minority professionals are leaving the workforce or getting pushed out. The challenge for corporations is to understand how to better identify and grow minority talent at the most senior level of leadership positions.

With thought provoking articles on leadership, innovation, human capital, strategy and much more, DiversityGlobal Magazine will bring a new awareness to diversity and inclusion. The goal is help companies make the transition from marketplace culture to organizational culture so they can retain their best employees.

To subscribe call 973-275-1405 Ext 702 or visit us online at www.diversityglobal.com

Diversity G Magazin

You may also send an email to sarah@diversityglobal.com

Risks of Network Sharing:

How Can It Impact Your Ability to do Business?

- by Karen White

etwork sharing is not a new concept, but it's an expanding one. It refers to multiple businesses accessing shares network bandwidth usually to connect to the same server. Originally a shared server involved partitioned file storage but a single operating system and application program. Like most technology, new developments are never far off and several years ago virtualization was introduced. Virtualization involves the partitioning of a single server into multiple virtual servers so that multiple operating systems and applications can be run. Virtualization has led to yet another new service delivery architecture called 'cloud computing', which is driving more and more businesses towards network sharing.

A business can develop and manage its own server, but there are a number of issues that must be addressed. Businesses operating their own servers are responsible for security, internet connectivity and server maintenance. The business must also assume responsibility for all security.

In network sharing and shared hosting, the network bandwidth configuration and server setup are integrated. Multiple business applications are located on vendor servers and network access involves sharing the network bandwidth with other businesses. The

vendor maintaining the server assumes responsibility for connectivity and security. There are two types of hosting setups. The first is shared hosting on a single partitioned physical server. The second is Virtual Private Server (VPS). VPS refers to a single physical server where software creates multiple virtual servers.

Shared servers are often maintained in data centers that lease hardware access. The data center owns the computer infrastructure that includes the servers and provides the power and cooling systems. The business then accesses the server using computers located at their place of operation or via mobile technology.

Virtualization Leads to Cloud Computing

The most recent trend in shared hosting is called cloud computing or cloud hosting, and it's driving more and more businesses to network sharing. Cloud hosting is very similar to shared hosting with one main difference. As mentioned, shared hosting is set up so that multiple businesses are hosted on a single partitioned server. In cloud computing, multiple physical servers or processors are networked and managed by an operating system that works across the multiple servers. A business may actually be using multiple servers because cloud computing is designed to maximize computing efficiency, but



the business is unaware of the server crossing. The servers are accessed using interface software loaded on the local business computers that are accessing the remote servers using their purchased network bandwidth.

The majority of minority and women owned business enterprises (MWBEs) are small to medium sized and have limited financial and human resources. However, to access most business opportunities today, it is critical to maintain a technologically current and secure computer system. This is particularly true when MWBEs are pursuing contracts with large corporations or government entities. Most of these large organizations make online reporting mandatory. The challenges



faced by small business enterprises (SBEs) in general and MWBEs include:

- » Rapidly changing technology changing resulting in costly updates to hardware and software
- » The need for qualified technology professionals on staff or available as contract services, increasing IT costs
- » The necessity to frequently update information security applications to minimize risks
- » Constantly changing business environments requiring addition of new technologies
- » Costly efforts to scale up technology for business expansion

Network sharing and shared hosting have become a cost containment strategy. In network sharing, you get access to state-of-the-art hardware, updated software, the newest applications and security. Another benefit includes the ability to easily gain access to additional capacity. A business can scale costs as it expands as opposed to having to invest in full in-house computing architecture. The savings can be significant.

Information technology can be quite expensive. It's difficult for a small or medium sized business to invest heavily in computer infrastructure and applications. This explains the trend towards using network sharing for cost cutting. As the newest industry developments make it easier and more cost efficient to use shared or cloud computing, more businesses are choosing this route.

Risks

The trend towards network sharing and cloud computing makes sense because these strategies are cost efficient and give MWBE small and medium sized businesses full access to technology and thus global markets. However, there are acknowledged risks. For example, shared resources require the vendor to determine the share of network capacity assigned to an application. The business has no control over this matter and that can lead to application performance problems if the vendor has not assigned adequate network capacity. There are multiple users accessing the network at the same time, which means they are competing for the network. When using network sharing, it's important to insure that you buy minimal network bandwidth needed for access and that the vendor offer a guarantee. Shared hosting is not effective at partitioning network bandwidth, which means some businesses might have to migrate to a dedicated bandwidth.

There is also a risk of security breaches. Since shared hosting means

applications and all data is stored for multiple businesses on single servers, hackers able to infiltrate one user's access can then hack numerous other customers.

Another issue facing MWBEs using network sharing is the dependence on the vendor's ability to maintain power, hardware and infrastructure, including the network access. When the vendor has problems of any kind that leads to a system failure, your business can lose access and have no control over recovery. If the network fails, access for every business sharing the network is denied.

The good news is that cloud computing addresses many of these risks. The customer controls their share of the server partition. In addition, cloud computer virtualization is across a network of servers so hardware failures are easier to manage. The vendor can add easily just add another physical server. It is these kinds of advantages that add to the desirability of using network sharing.

To Build or Not to Build?

Should an MWBE business owner build his or her own network? There is no easy answer. It's possible to have one's own network through investment in technology infrastructure and in-house staff, in addition to buying dedicated bandwidth. Another solution is to buy dedicated bandwidth but continue to use an outside vendor for server access. Most businesses grow through stages, meaning you can start with shared bandwidth as an SBE and then migrate to dedicated bandwidth as the business grows.

Topics like these are addressed everyday by MWBE companies ready to participate in business opportunities. It's important to keep in mind that IT involves both capital and operating expense decisions. The bottom line is that it's easy to overspend on technology. The first step is to discuss the options in detail with an experienced reliable IT professional.

Take a Cultural Journey through the Food of the Philippines

- by John Jacobs



ituated between the Pacific Ocean and the South China Sea, the islands of the Republic of the Philippines have been a natural stopping point for travelers from different ethnic groups. Some of those travelers stayed, and today the Republic is composed of a diverse group of cultures. The people influencing the food include the original islanders from Malaysia and colonists from China and Spain. All three cultures rely heavily on seasonings to

bring out the flavors in recipes. When the United States gained control of the Philippines in 1898, traditional all-American food and food preparation was also introduced.

You can categorize the cultural influences on recipes from the Philippines in the following way.

- » Original Malaysian settlers hot chilies and coconut milk (ginataan)
- Chinese noodles, egg rolls, bean curds and dipping sauces









- Spanish olive oil, sweet peppers, garlic, tomatoes, onions, vinegar
- » American evaporated milk, condensed milk, cheese, tomato sauce

Other than the hotdogs and hamburgers Americans introduced and some authentically cooked Philippines meat dishes, much of the Filipino diet is healthy. They consume a lot of vegetables and seafood that includes fish and shellfish. Filipinos have also made rice a daily diet staple and island farmers grow 20 varieties in their fields. Rice is not just eaten as a plain accompaniment. It's also used to make rice noodles, rice cakes and turned into flour to make rice pancakes. Rice may also be served at any meal of the day.

Congee, called Lugaw in the Philippines, is rice porridge and reflects the Chinese influence. Other ingredients can be added to create interesting dishes like Goto, which is Tripe Congee. A healthier Lugaw is Arroz Caldo, which is a Spanish influenced congee rice and chicken soup with ginger flavoring. Arroz Caldo reflects how Chinese and Spanish cultures were mixed together to produce unique national foods.

Also included in many meals are noodles, called Pansit, which are due to the influence of Chinese cuisine. Favorite noodles include Mami (flat egg noodle), Mifun noodle (rice noodle), Bihon (thin rice noodle or rice sticks) and Sotanghon (bean thread noodles). This is not a complete list but gives you an idea of the variety of noodles used in recipes. On a restaurant menu, there will be names like Pancit Bihon, which tells you the type of noodles used in the dish. Similar to Chinese chow mein is Pansit Canton. Highly recommended is Pansit Palobok, which uses thick Luglug noodles and an orangey shrimp

Taking Time to Enjoy Food, Family and Friends

One of the wonderful characteristics of the traditional Filipino mealtime is that it's served family style. Instead of serving an appetizer, salad and main dish, Filipinos traditionally serve all of the food at the same time, including the dessert. The reason for this approach is so the diners can experience the enjoyable mixture of flavors and food consistencies at once. Mealtime is a socializing event for Filipinos and not just a time to eat.

Based on this cultural approach to meals, most restaurants serving Fili-

pino food will display the food items on steam tables. There will be many choices, too, making it easy to taste recipes and foods you are not familiar with. In the Philippines, the small restaurants are affectionately called "toro-toro" which means "point-point". The point-point reference highlights the practice of simply pointing to the food you want placed on your plate by the server.







It's helpful to know another set of terms before visiting a restaurant serving traditional food from the Philippines. There are common condiments used, including the traditional fish sauce Patis, Toyo (soy sauce), Kalamansi (lime), and Bagoong (fermented shrimp paste).

The Philippines has regions, and each region has its own distinctive culinary style. The food can be warm

and comforting like the rice porridge or exotic like Kinilaw na Isda, which is raw fish or meat marinated in citrus juice and vinegar mixed with red onion, ginger, cucumber and red chilies. If raw fish or meat is not to your liking, don't be concerned. There are dozens of wonderful Filipino foods that will please the most discriminating taste buds.

National Delights

Despite the many dishes found throughout the country, there are also what could be called 'national' dishes, as most Filipinos enjoy them regularly. You can try these dishes in the restaurants and decide for yourself which ones are most flavorful. Some foods have already been mentioned like Pancit Bihon, Congee and Arroz Caldo. There are many others that are just as tasty and interesting.

Adobo is one of the most commonly cooked beef, pork or chicken dishes to which fish can be added if desired. Main ingredients are sautéed and simmered in vinegar, spices and soy sauce producing a salty-sour flavor. Spring rolls with minced pork stuffing, called Lumpia Shanghai, are also popular. Caldereta is meat sautéed with vegetables, potatoes and spices and then thickened with liver paste. Tocino is cured orange pork with a smoky and sweet glaze.

Many U.S. restaurants serving foods from the Philippines are cooking lighter versions of older, traditional foods. That's true for most recipes generally. Low fat chicken and meat and fresh vegetables are simmered or sautéed with a variety of seasonings to still create dishes that recall a rich blended culture. If you want to splurge every now and then, there are some dishes you may want to try like Okoy (fritters), Sausage and Balots, or Tuyo (dried salted fish).

If you are looking for a new culinary experience, then it's time to try recipes originating in the Philippines. You'll wonder what took you so long.

Applications for the Intersection of Human Capital Analytics and Diversity

- by Anna Gonsalves

t is common for companies to develop a hiring plan and then measure the results afterwards. An organizational hiring plan typically represents a struggle to develop a workforce capable of meeting business needs today while developing a potential workforce for the future. When diversity goals are added to the mix, the hiring plan can quickly become one in which quotas are established and where results measurement involves mostly recording demographics of past hires and perhaps setting new quotas. Diversity is not treated as a strategic priority but more like an add-on program. The result is management does not assess diversity efforts in terms of human capital analytics that provide strategic information about planning, risk management, workforce intelligence, leadership progression or workforce development.

On old fashioned organizational charts, functions that were added on or managed separately were always shown with dotted lines and connecting somewhere in the middle of a solid line representing accountability from one level to another. On the new charts, diversity management is a distinct function firmly and equally embedded in the organizational structure. The departments or divisions usually have names like "Office of Diversity and Inclusion". However, diversity management's new role as a strategic function requires more than an elaborate title. It requires human capital analytics that document, assess, project and guide organizational efforts



To build a diverse workforce. The driving force behind the use of analytics is to link Human Resource actions directly to specific business outcomes.

A strategic function is one in which carefully designed goals, objectives and strategies are focused on long term interests and results that will lead to an organizational advantage. Therefore, making diversity a strategic function means strategizing in advance to achieve long term results that benefit the organization, as opposed to simple recruitment and hiring. It is at the point of diversity strategizing that human capital analytics and diversity first intersect, because there must be methods for linking diversity planning with long term workforce needs. For exam-

ple, during strategizing, management will consider the need for innovation in a diverse market and then determine the kind of workforce makeup that can contribute to this need. This is followed by an action plan to recruit minorities who can help the organization succeed in its goals. Once recruited, analytics determine how the employees can best be developed and utilized.

Not Counting Numbers

The human capital metrics and analytics will be used to review how well the organization is utilizing its diverse workforce to achieve goals and what needs to be changed to improve employee performance. It normally includes benchmarking of progress. This

is far different from simply documenting the number of African Americans or women hired, for example, which is what most businesses do at this point. Instead, the business will collect data and information about current employees, workforce needs, employee development, organizational culture, workplace experiences and progression.

By collecting information, management gains knowledge and not just data. Tools for collecting the information include employee surveys, as well as employee resource groups for continuous information delivery and assessment, collection of accountability measures and simulations. Metrics will include information concerning talent development and the diversity leadership pipeline for succession planning.

Human capital analytics must be designed so that planning and decisions concerning people are tied to business outcomes and assessment of people are linked to metrics. Strategizing outcomes is only the first step. The data and information collected in employee surveys is connected to the desired outcomes using statistical analysis. What does the linkage analysis indicate? Where can the highest return on investment in diversity be obtained? What customized training programs are needed to develop employee potential and competencies?

Decision-making simulations are used by some companies to reduce risk and build a strong culture. The simulations can accelerate competency development and shorten learning curves while building capabilities around business strategies and initiatives. Employees can use simulations to build leadership skills and improve decision making. Simulations are also constructed in a way that insures all participants are given equal opportunity to learn and are rated in the same manner. The analytics generated by simulations can be used to identify those who belong in the leadership pipeline and those who need further development.

The metrics coupled with information is then used for the long term advantage of both employees and the organization. Management can use these analytics to look for employment patterns that serve as barriers to progression, failures to engage a diverse workforce, linkage between diversity participation and the organization's strategies for competitive success, success of marketing strategies for recruitment, benchmarks of progress in diversity plan, and the impact of gaps between current and future diversity workforce needs. Human resources should also statistically assess performance reviews by ethnicity, race and gender. A business will want to analyze its success in developing cross functional participation of women and minorities on teams, in groups and on committees to insure a diversity of approaches are used when strategizing.

The human capital analytics must also be connected to the business stakeholders. What do consumers expect of the business in terms of diversity? Are there language preferences or cultural attributes that should be considered to improve products or services?

Good People Decisions

Human capital analytics is an evidencebased approach designed to help managers make good people decisions to improve organizational performance. That's a far cry from simply collecting data. Human capital analytics helps an organization become a learning one, so diversity management becomes value adding. It is an alignment tool that tells the organization when employee initiatives need to be changed or when employees are or are not contributing to desired outcomes.

There are success stories already. Lowe's implemented human capital analytics to connect employees to financial outcomes. The results provided valuable information for the company concerning the positive relationship between employee engagement, customer satisfaction and sales. Bank of America has also instituted human

capital analytics to ensure the company develops a diverse workforce to full competency for improved financial performance.

Human capital analytical applications include identifying critical talent, tracking skills and performance, predicting employee behaviors, forecasting business requirements and scaling recruiting supply channels. The intersection of analytics and diversity will identify talent management needs, customize employee value propositions, assist workforce planning and optimize the talent supply chain.

The analytics generated by simulations can be used to identify those who belong in the leadership pipeline and those who need further development.

Unfortunately, many companies are not using human capital analytics because of the need to perform statistical analysis or failure to identify workforce development with financial outcomes. There is a trend, though, towards the use of analytics due to the need to ensure limited business resources are used as effectively as possible. Analytics can be yet another tool to insure an organization retains and develops a diverse workforce benefitting employees and the organization.

Assessing The Value Of Human Capital

New financial statements can account for your organization's biggest asset

- by Ricardo Nunes

aluing the people inside your organization is usually something the HR team talks about in team meetings. The accounting department, on the other hand, writes off personnel as an expense. However, this gap between treating employees as items of value and deducting them as an expense clouds the value proposition for your company. If you're only as good as your people, then what are those people worth?

Assessing the value of human capital has been done in a number of ways in the past. Minority and women-owned businesses are no strangers to the concept of billable hours, productivity, and wage costs, common workforce metrics. Yet these measures don't provide anything more than a surface look at the value of your staff, meaning that you need a more robust tool to communicate the value of your team to the market. This more robust tool may well be a Human Capital Financial Statement (HCF\$).

Human Capital Financial Statements

Given the trend in the HR space for more and more metrics to define the workspace, it is no surprise that the market has been calling for something more robust when it is time to discuss human capital analytics. Any MWBE manager with a super star on his or her team knows that workers are worth much more than the number written on their pay stubs. To acknowledge this reality and meet the market's needs, the Human Capital Management Institute developed Human Capital Financial Statements (HCF\$™).

HCF\$™ documents provide a standardized way to measure, report, and disclose human capital. The goal is to provide transparency for both would-be investors and management teams around the value of the workforce as a whole and specific individuals as line items where needed. Job roles at different levels are evaluated in terms of their value contribution to the organization, while HR programming for workers can simultaneously be evaluated for effectiveness.

The net result is that, instead of wondering what something is worth or arguing over what is right, an objective answer is available. There's an end to second guessing or faulty assumptions. Companies can be evaluated in terms of their human values as well as their broader reputations.

Linking HCF\$ Metrics to Business Results

In a financial environment, everything needs to have its value. Nature abhors a vacuum, but not nearly as much as financial planners and investors hate undefined assets or expenses. Wheth-

er doing internal strategic planning or seeking out potential investors, the more clarity and transparency about operational levers, the better!

The power of a HCF\$™ is that it can be tied directly back to key business results. Human capital ceases to be an unknown and starts being a real measure of success or failure. The compo-

| Human Resource |



nents in the statement help show the same trends and indicator points you might find in any other financial document: What's working well, where are there issues, and what areas are most profitable for investment?

Making this connection is critical for MWBEs. Access to capital is an issue that is discussed over and over securing capital requires the assets to back it. Without a HCF\$**, there is no way to show a banker or potential investor the value of your team. They just have to take your word for it, something almost no one will do in this economic climate. With a HCF\$**, there is a standardized and independent measure of staff value, allowing that value to be added to your total company profile to help you get credit, support, and clients.

Along with value for capital backing, an HCF\$™ can also help fill in the blanks for why initiatives are or aren't working. Why aren't profits better?

It's not just 'personnel costs' or other vague HR speak. Instead, it can all be laid out in a robust financial statement that gives a full picture of which groups or measures aren't living up to their potential. From there, everyone can make more informed decisions about next investments or next developmental steps.

More metrics, more respect

Building out the value of team members with HCF\$™ documents, MWBEs can also garner more respect for everything that they do. This can provide internal leverage with management team members and exterior leverage in the community. Numbers which are vague don't get any power, but hard data demands attention and appropriate treatment.

Internally, using HCF\$™ documents to assess the value of human capital can combat mindsets that take workers for granted. Yes, to a certain extent everyone is replaceable, but who wants to really test that adage with sky-high turnover rates? Once the hard dollar amounts and cash flows are called out clearly in an HCF\$™ report, managers at all levels will need to give more respect to their workers.

Externally, using the HCF\$™ could help build up respect and consideration in the community. Once a hard number is set for the value of people, how can that group be taken for granted or ignored? The number represents real economic potential for the community and real economic achievement for MWBEs.

If your company is only as good as its people, it is important to know the value of that asset. In the past, there wasn't a clear system to do this. HR valued team members one way and accountants valued people in another. With HCF\$™ tools, it is possible to put a standardized value on human capital and give fair consideration of any organization's biggest asset class.

Battling to Save Professional Men of Color from Career Derailment

Keeping gains is critical in a shifting, downsizing economy



en from minority backgrounds have made large strides in the professional workforce over the last several decades. The current economic crisis is putting those gains in jeopardy, with high youth unemployment and African American and Hispanic populations encountering increased layoffs of existing minority professionals.

The problem isn't limited to the North American markets, either. Though an estimated one in six black men is unemployed in America according to MSNBC, the UK markets report that 49 percent of black or black British people are without a job according to The Guardian. The exodus doesn't appear to be driven by any one factor, but is rather a combination of challenges that add up to long-term unemployment and career derailment. To fight back, it is important to understand the challenges being faced by professional men of color, the keys to staying in the workforce, and the tools and strategies that can be used to reverse this trend.

Top Challenges for Men of Color

Some of the biggest challenges facing professional men of color today have their roots in the cultural norms of the past. Previously, it was customary to proceed straight from high school to the workforce, bypassing higher education. But now, college degrees are increasingly valued, leaving those who don't have them at a competitive disadvantage to white men and women who hold more degrees on a percentage of population basis. Though work experience does help, many automated recruiting programs favored at large firms screen out non-degree holders. What seemed like a smart personal choice or necessary economic move ten years ago is now a hindrance.

Government contractor jobs and municipal jobs were another mainstay for men of color, but nationwide government jobs are being cut. These jobs have long been considered safe havens, especially since the levels of perceived discrimination were lower. Diversity programs also helped, as did opportunities for internships, apprenticeships, and volunteer matches through community networking groups. All of these development programs are now being curtailed due to budget issues in many areas.

Along with these two major issues, discrimination remains a pervasive and lingering concern in the professional environment. Matched pair



programs are heavily monitored by recruiters, helping minority men get on the radar of interested employers.

Building communications skills helps men of color navigate the modern employment market smoothly and tackle sensitive issues positively in interviews. According to black employment counselor Anthony Quinones, frustration about a job search or anger at circumstances can impact interviews, and communication skills help candidate move on to focus on the future and what is possible with the current opportunity. Being able to express a positive attitude and smoothly answer questions impresses recruiters and managers.

Finally, networking is vital in the current market environment. Employ-

In an interview with top students featured in The Black Collegian, young men had everything going for them except strong mentoring relationships. Corporate-sponsored mentorship programs for new professionals or as outreach would fill this gap, and it would be particularly beneficial for white males to play a role. As the current holders of the reins in the business world, white men could provide invaluable bridges for black professionals, opening doors and helping them smoothly navigate corporate politics. Frankly, a strong mentor of any race or gender is preferable to the current mentorship gap.

Networking and cross-training initiatives would also help. Minority professionals often turn to their

trials at job hunting events in Chicago show that white candidates are offered the job 16 percent more often than black candidates, all other factors being equal. Professional men of color have this ongoing challenge with them on top of the other obstacles they must overcome.

Keys to Staying in the Workforce

To stay in the workplace, men of color need to sharpen their technical skills, build their communication skills, and actively network. These three things will help them stand out in a crowded marketplace, resonate with employers as professionals, and access internal job openings that are not yet being openly advertised.

Technical skill-building brings professional men of color multiple advantages. First, it keeps their skills current, endearing them to their current employers as well as recruiters who are looking for people with recent relevant experiences. Next, new certifications or training can offset the lack of a college degree. Finally, many training

To stay in the workplace, men of color need to sharpen their technical skills, build their communication skills, and actively network.

ers are hesitant about doing any kind of hiring, so a recommendation from a current employee can tip the balance. Similarly, men of color who are well-connected in their current roles through affinity groups and employee networks are better able to find new opportunities even when their existing jobs are being cut.

Tools and Strategies to Reverse the Trend

While men of color are taking their own active role in preserving their careers, corporations can also play a part. Mentorship programs, networking events, and cross-training opportunities can all help prevent minority career derailment.

Mentorship is one thing many talented young men of color don't have. own networks or areas of specialty when needing career assistance, but broadening those worlds would help uncover new opportunities. Corporations that can create these events and training opportunities stand a better chance of retaining and growing their own top minority talent.

The job market today may seem to be a perfect storm of disaster for professional men of color, but there are options and strategies available. Career derailment can be avoided with proactive personal development and by taking advantage of any and all corporate-sponsored programs and mentorship opportunities. In this way, the growing representation of men of color in the professional world can continue despite the current global economy.

Culture Change: Let's Move Beyond Mandates

- by Ingrid Johnson



It's not just the obvious things that set workers companies apart anymore. There are also issues of workplace norms and interpersonal behaviors that are unique to each organization. Values, attitudes, and outward behaviors are all intertwined in ways that a single policy or program can't hope to address, even with executive sponsorship behind it. How then can minority firms and their partners work to move beyond living by the rules and get to a place where real change happens?

Assess the Gaps

Moving to where you want your organization to be begins with



assessing where your organization is now. Many would-be change agents focus on the future without looking around at the realities of today, or denying the real facts about ongoing workplace practices. For example, if your firm espouses a work-life balance framework based on reasonable work hours, but payroll indicates that the average worker is logging more than 55 hours a week, then clearly there is a pervasive disconnect between your stated values and actual boots on the ground.

Before launching any new change initiatives, spend some time building

awareness. Gather relevant data points and talk to the key stakeholder populations. Good coaches maintain "There is no failure, only feedback," and this mindset can be very useful for measuring the size and scope of present-state cultural elements before comparing them to desired-state cultural goals.

Prepare for Resistance

Even in situations where you are confident change would be universally beneficial, expect to encounter resistance. In a world full of shifting sands and changes from all side, many people will to some degree prefer the way things have always been. It may not be perfect, but better

the devil you know than whatever's coming down the road.

To help overcome resistance, it helps to start with the organizational end of things. Shifting individual attitudes may be next to impossible initially, and not necessarily the best place to expend resources. Instead, focus on what lies wholly within the organizations control. Can you discontinue counter-productive programs that breed division over Can you remove barriers unity? in work-life balance to entry programs? Do what is possible on the organizational side, and it will shift the experience that individuals are having. When experiences change, attitudes follow suit.

Get Support From Key Players

Change initiatives need to be supported from the top - but the top isn't the only agent for change within a company. Within each department or division, there are key players who help set the tone and the standards for that group. Bringing them into any cultural change effort is important to see real results.

In some cases, it can be as simple as getting executive sponsorship for an end to programs that haven't yielded results. Having a leader speak to the failures of the initiative and reiterate a focus on core ideals over mandates can work wonders.

In other cases, it may be necessary to build the force for change at multiple levels. Out in the field, simply discontinuing programming in favor of values needs to have practical underpinning. Working with key stakeholders and role models to help team members understand what's going on and what kinds of things are hoped for in the replacement of rigid policy statements can help ensure that the desired results are achieved.

Making the case for the value of moving beyond dictated policies is an

activity that can help flesh out change initiatives further. In the process of winning support, you will have to really think about the 'why's' behind what you want to do or achieve in the organization. Being able to clearly articulate why the change matters and what's important about getting it done can help get key players on board with a full set of tools for explaining the changes to their own peers in turn.

Set Milestones and Targets

Along with assessing your starting point, setting milestones and targets on the path to an ideal state will help keep you moving toward it. One of the hardest parts of making change to the intangibles - beliefs, attitudes, thought patterns - is knowing when that change has really happened. What outward signs or events will let you know that your organization is really making a shift?

Where appropriate, plan to celebrate each milestone achievement. Raising employee satisfaction scores with work-life policies, improving customer ratings of partnerships with diverse associates in historically biased cultures, or fewer complaints about certain management practices can all be worth celebrating. With each celebration, you will know you

are moving that much closer to your goal or target state.

Keep At It

Cultural chance is definitely one place where there doesn't seem to be a final destination. Cultures can and will change right back to unproductive and unhealthy states without attention and maintenance. It's not enough to change things just when people are watching or for the period under measurement. That's policy and program driven thinking. For real and lasting change, you have to work to keep to the goal state all the time to prevent backsliding, reversion to unproductive norms, and counter-productive thinking.

If that sounds like a big commitment, well, you're right. Minority firms need to keep to a path of continual improvement for their cultures to genuinely change without the guardrails of official programs and policies. Managing the intangibles is a lot harder than hitting a metric, and it involves a different kind of effort. Still, to working on cultural ideas moving beyond dependence on programming to get results, keeping at it and continually moving toward your ideal state is a commitment that needs to be made.

.....



21st Century Leaders: Global, Growing, and Going Fast

Is your company rising to the development challenge?

- by Jeremiah Prince

alent gaps are growing, especially in the face of accelerating globalization. To fight back, companies are working to develop 21st century leaders – workers who can skillfully adapt and navigate the years ahead on behalf on their organizations. Unfortunately, these next generation global leaders aren't emerging as fast as they're needed.

A key issue is defining what it means to be a global leader over the next century. From there, facing the challenges and overcoming developmental hurdles gets easier, though it will never be easy. Equipping tomorrow's leaders with a global lens is a matter of strategic choice, and a commitment that has to be made in a sea of competing priorities.

Defining Global Leadership

Pinpointing the meaning of global leadership calls for generalizations, which often are a poor fit for many companies. Companies worldwide are looking at survey results and benchmark reports to allow them to pull out the core competencies a global leader must have, but very often, this just leads to a one-size fits all model that doesn't help individual companies.

True leaders can't be boiled down to a universal set of competencies, especially when working in multiple markets and cultural contexts. According to the Harvard Business Review, successful global leadership relies on intangibles that need to be coached and nurtured on the job. This includes the ability to build social and professional connections, the skill to see advantages in cultural differences, and the ability to adapt to shifting circumstances while balancing organizational priorities.



While they are not innate qualities, they are skills that require more than a one-shot class to cultivate, making tomorrow's global leaders a population that "grows" rather than "arrives."

Overcoming Development Challenges

The need to grow global leaders over time should eliminate any belief that there is an "easy fix" for the worldwide talent shortage. This does not mean that the challenges of global leadership development are insurmountable. Instead, it means that companies need to take a new view of the overall process.

First, corporations need to look at talent as a company-wide asset. Two of the leading complaints from executive leaders looking for talent are managers who don't share or silos that hoard top performers. Building workers with a cross-functional mindset requires ending a narrow mindset at the leadership level in the first place. Top talent needs to be free to move across locations and divisions to be grown into global talent.

Next, firms need to eliminate an "up-or-out" mindset. Rounding out high potential workers often requires lateral moves. If this is viewed as a demotion or a negative, it raises the potential that the talent will leave and the investment will be lost. Instead, your company needs to ensure moving to stretch positions or development roles, even if they at the same or lower band, as an opportunity to be embraced without question.

Finally, companies need to encourage 'glocal' thought patterns. This term from the Center for Creative Leadership represents a blending of the need for localized differentiation and local maintenance of the global organizational strategy. Universal standards and universal sameness don't exist in the modern globalized business world, so tomorrow's top talents need to be able to balance niche market concerns with system-wide priorities. This helps

By defining global leadership in terms of its intangible qualities, overcoming barriers to development, and providing talent with the opportunity to gain real experience dealing with high-speed and complex issues, it is possible for your company to develop a competitive edge.

unite disparate groups and functions by ensuring that one worldview or one operational perspective isn't drowning out the unique factors that create market advantages.

Development in a World of Speed and Complexity

Of course, all that growing and development is great in a bubble, but what about in a world that is moving at an ever-increasing speed? How can you manage talent in a business environment where ideas can be shared in real-time around the globe?

The emerging generation of talent will help with this more than many HR managers and executive planners think. This "arriving" talent pool is used to new technologies and comfortable with virtualized worlds in ways that the retiring generation is not. In that sense, the rapid pace of innovation is simply normal for 21st century leaders. Hiring and cultivating a mindset of curiosity and discovery will cover many of these challenges as a matter of course.

Complexity is another matter. In-

terlocking priorities and cross-cultural challenges are real issue. Increasing the capability and competency to lead in complex situations requires taking real risks with talent. A certain amount of competency can be built in workshops and sheltered training sessions, but for firms to really have leaders comfortable with complex decisions, those leaders need to be allowed to make and contribute to complex decisions at all levels. Only through hard experience can top talent have the "game" element stripped out of complex decision making processes and get more adept at balancing outcomes for optimal results.

Task forces can be a means to bridge the need for speed, innovation acceptance, and complex management. Aligning top talents from multiple functions against key priorities for the business cuts the distance between disparate talent pools and creates a real world opportunity for providing a solution to a complex issue. Firms can foster competition for top solutions between regions, or use one pool as the basis for a development-in-place opportunity that grows the global lens for high potentials.

Leaping Athead

Making more polished leaders from raw talent is a task with no easy fix or shortcuts. However, by defining global leadership in terms of its intangible qualities, overcoming barriers to development, and providing talent with the opportunity to gain real experience dealing with high-speed and complex issues, it is possible for your company to develop a competitive edge.

The leaders of tomorrow are being grown right now, around the world. They go fast in the global market, but your firm has the opportunity to build your own 21st century leadership inhouse. It's not a short-term project or a smooth road, but the rewards are there for firms truly ready to make the commitment.

www.diversityglobal.com



usinesses around the world are being challenged by the current generation of workers and consumers. Old hierarchical structures are being destroyed in favor of flatter, more egalitarian structures. This is true for not just peer relationships but also how employees feel they should be treated with regard to the development of the company. The next generation of workers wants to feel more involved, and minority and women-owned com-

panies that rise to that challenge can gain a serious competitive edge.

The center point of rising to that challenge is being ready with the right information sets to make great decisions. Managers need to be confident and credible in the face of less respect for authority in general. Yet by embracing the latest innovation trends and linking new technologies to future performance, companies can equip workers at all levels with the skills to perform well and drive outstanding business growth.

It starts with disruptive innovation . . .

"Disruptive innovation" is a term that has actually existed for decades, but the reality it represents is only now being fully understood by management structures. Basically, disruptive innovation means throwing off the traditional products and processes of the past in favor of new tools that better serve tomorrow's clients and internal customers. When it comes to employee relationships and business performance, disruptive innovation can be particularly powerful.

It's not just about being "the next new thing." That kind of attitude spurs rapid adoption and abandonment of business and HR practices. Instead, think about Apple, the company most often leading the pack on disruptive innovation. They don't just engineer what's new. The company looks at the sum total of the needs of the future customer and builds a product to feed those needs. It is not hostile to existing systems so much as it is simply forward focused in all aspects.

Imagine an entire company with that mindset and the human capital tools to execute on that kind of thinking. Instead of waiting for ideas to trickle down from the C-suite, staff at all levels could spread new thoughts and back them with the right data sets to make a smart decisions. For owners and managers of firms used to feeling the pressure to always be the one to come up with something new to take to market, it is like building an army of allies on the innovation front.

... supported by critical knowledge tools ...

Once the right mindset is cultivated, the next critical tool is a suite of knowledge solutions to enable smart decisions. Disruptive innovation is driven by the ability to pull patterns out of emerging data and test those patterns and conclusions to see what works. Traditional systems can't always support this effectively, which is why the next generation of empowered employees needs the next generation of tools.

Juniper Networks has one suite of tools that fits the bill, which they show-cased at a recent Conference Board event. These tools take the spirit and experience the company has developed as a disruptive innovator in the IT network arena and apply it to human capital analytics. The result is a system that users can leverage to provide superior intelligence and analysis to support superior performance.

Two key elements of the tool suite are flashboards and pre-programmed iBots. These are interactive message

board systems and software systems that run on frameworks that give the impression of true artificial intelligence. These two systems help managers perform more confidently by giving them the right information and crunching the right numbers to lead to smart decisions.

The advantage is the ability to support human performers. Flashboards and iBots provide support to eliminate errors and false perceptions, guiding managers to better long-term outcomes in personnel management and development decisions.

Disruptive
innovation is
driven by
the ability to
pull patterns out
of emerging
data and test
those patterns
and conclusions
to see
what works.

Imagine the difference in your business if you could achieve even a five percent improvement in your personnel management. What would it look like if you could engage, grow, and reward promising workers more effectively? With interactive tools and automation programs, it is possible to make that shift with relative ease.

...that attract and reward top talent thinking.

Tools like these may seem futuristic, but they are here now and waiting to help managers do the right thing. Having a team backed by this kind of infrastructure is a difference maker in the marketplace. Top talent is attracted to firms that embrace the newest workplace theories, because they know that, not only are they more likely to be equitably rewarded for being outstanding under such systems, but they are also more likely to be heard.

Managers often struggle to attract and reward their best workers and thinkers, but support systems like those developed by Jupiter Networks make that process easier and more transparent overall. This helps top talent see how their work connects to the rest of the organization and to the potential rewards everyone shares when success happens. As a result, talent throughout the organization feels more comfortable, connected, and confident in doing what's best, even if it means discarding legacy systems for good.

More connections, more competitiveness

There is a competitive advantage to be claimed as organizations move away from traditional structures and toward more flat and open structures. While it can be hard for traditionalists to accept, the loss of hierarchical barriers and gatekeepers for information truly does help the business bottom line, especially for minority-owned firms. These changes allow top talents to share more with the company and allow good ideas to get to the market faster.

Disruptive innovation and increased interconnectedness isn't always comfortable or fun in the present. This is acceptable, since disruptive innovation is about the future, where the next generation of growth for your business will happen. By embracing the mindset and systems that support more open talent management and flatter structures for better sharing, minority-owned firms can leapfrog ahead of the competition.

Creating and Nurturing A Culture of Innovation

Talent managers have the challenging task of sponsoring a driven, innovative culture

- by Paul Lachhu

culture of innovation is now the de facto goal for corporations and many minority and women-owned businesses (MWBEs) that want to take things to the next level. Investment is not enough and talent alone will not do it. Instead, organizations have to be ready to come up with fresh, new solutions to the problems of today and tomorrow.

It's no small mandate. The pressure to find innovative solutions is driven by a desire for competitive differentiation that grows more intense as globalization continues. To be a success, your firm has to stand out in the marketplace. It is imperative to be able to deliver what no one else can or what no one else has thought of yet. To do this, you have to understand the modern innovation challenge, grasp how to train leaders to be innovators within your firm, and be able to leverage design thinking, peer

feedback, and other key innovation tools.

The Modern Innovation Challenge

The modern innovation challenge is to be disruptive. While this sounds like a classroom management issue, disruptive innovation is what drives industry change and growth. Think about how MP3s changed the music business, or how Wi-Fi changed computing. These are small but critical innovations that transformed their respective business climates, and this is exactly what the modern age wants from your business.

Talent management executives need to be able to deliver on this challenge while successfully balancing risk and reward. In many cases, this means looking beyond what's been done before to inspire talent or train team members. Talent managers need to be able to alter their thinking to lead employees toward an innovative future.

At the same time, there needs to be a balance between the risk and the potential reward. Products have to be tested before they are launched, and employee empowerment must be tempered by liability concerns. However, by refusing to allow a culture of fear to thrive within their organizations, talent managers can do much to avoid the negative innovation effects of a workforce that doesn't believe in its own ability to achieve.

It is not always an easy journey. Many talent managers are uncomfortable with roles that make them 'keepers of the culture' or that elevate them to positions of creative leadership they're not confident they deserve. However, talent managers themselves do not need to be creative thought leaders. They simply need to enable a mindset where creative, innovative

team members can thrive.

Training Leaders to Be Innovators

Building that mindset doesn't happen overnight, but it is possible to do. Talent mangers have to give the right signals and set the right standards. In many cases, one strong example is worth more than a thousand hours of training sessions, so MWBEs looking to shortcut their journey toward being a more innovative organization should seek good examples.

One example often turned to is Apple. The innovation culture at the company is legendary, but it didn't appear by magic. Instead, it was carefully built and shaped by Steve Jobs over the course of decades. He counseled his staff to:

- Be hungry for change and success instead of working to maintain the status quo
- Have the courage to pursue new directions, regardless of what the competition was doing
- Accept nothing less than excellence – a 'good-enough' culture wasn't going to cut it
- Keep at it, since half of what separates successful entrepreneurs from failures is perseverance

These tenets weren't rooted in fancy training courses or seminars. Instead, Jobs worked to establish these values as central to Apple's identity, building everything else around the core values. This trained his leaders and each team member to do their part in creating a culture of innovation.

Leveraging Design Thinking and Peer Feedback

With the right foundation mindset under development, talent managers also have to ensure that staff are leveraging useful tools to help drive innovation from concept to completion. Two extremely useful frameworks are design thinking and peer feedback systems.

Design thinking is a methodology for problem-solving. It is available to any business or profession as it is not limited to one subject area. Instead, it offers the tools to evaluate any situation and push it toward an innovative solution. The protocol for design thinking has four *steps:*

- 1. Define the problem. Your team will waste time and resources pursuing inappropriate innovations if the problem is not well-defined at the start. If necessary, *Fast Company* author Mark Dziersk recommends asking "Why? Why?" until the final answer is succinct and tight.
- Create and consider many options. Multiple perspectives and input from mulitple work groups will be key here. This helps strip away preconceived notions and identify bias in thinking when brainstorming opportunities or new directions to pursue.
- 3. Refine chosen solutions/directions. Once a new idea has been identified, it needs to be refined to strengthen it before it goes to market. Top ideas or solutions should be partially built out to give a clearer picture of how their innovation

would look in the real world.

4. Pick the best option and execute.

Using this framework helps team members get comfortable bringing forward new ideas. It also trains the organization to use a process of consideration and refinement to deliver optimal final solutions. This can take some of the pressure to "do magic" out of creating a culture of innovation, since workers can look at it as just another process to follow.

Peer feedback session can be used as a follow up to design thinking sessions. This innovation building tool takes selected ideas out to a peer group for discussion and feedback. process helps identify solutions built in a bubble that just won't make it, or solutions built with a faulty mindset or obvious bias. Peer feedback can also be used to guide the construction of action plans for following through on innovative ideas. Original innovators are often too close to be objective about what needs done, while peers can help create realistic plans for the best new ideas.

The mandate to be innovative is a challenge for talent management executives and their organizations, but it doesn't have to seem like an impossible task. While the modern innovation challenge is increasing, there are proven mindsets for future innovation leaders and proven methods for getting teams to refine their best ideas. Taking advantage of these tools provides a process frame that can be used as the foundation of an evolving and innovative culture.



Honestly? Does an Ethical Corporate Culture Really Matter?



he news reports have been rife with incidences of corporate dishonesty. The acts of dishonesty include the obvious ones like theft and embezzlement. However. corporate dishonesty also includes the not so obvious acts like employees covering up an illegal activity committed by a coworker, failing to adhere to government regulations or laws, and falsifying information on financial statements or on the information given to stakeholders. All unethical behavior raises the risk level within the organization. It is tempting to believe that unethical behavior in the workplace is always about greed or inherent character flaws in workforce members, but the truth is that the corporate culture can have as much influence as personal values. Therefore, ethics is a matter of leader-

Corporations engaging in unethical or dishonest behavior can cause a lot of damage to a corporation's stakeholders. For example, misrepresentation of financial information on government documents can lead to shareholders making bad investment decisions. Organizations that earn a reputation for social irresponsibility by committing harmful acts like dumping manufacturing waste in the rivers soon discover they lack community support, which can impact sales. In other words, unethical corporate behavior can take many forms that run a spectrum of actions from petty theft by an employee to deliberate fraud by management.

Though personal values and character play an important role in whether a person acts fairly and legally, they are not the only factors. If they were, you would not see the highly qualified leaders with sterling reputations finding themselves charged with fraud. During the recent recession, the discovery that management at the major global banks was not recording actual investment asset market prices on their balance sheets because that would force bankruptcy, revealed conspiratorial behaviors among the workforces intended to keep the truth from the public and government regulators. Investigators and researchers discovered a culture of duplicity in these giant banks that had been accepted as business-as-usual.

Laws Are Not Enough

Ethics and Compliance (E&C) is a term that has been used for a number of years. It can refer to the principles of honesty and legality, but it can also refer to companies adopting programs that are designed to prevent wrongdoing, monitor organizational conduct, and establish a process for identifying potential or actual misconduct before anyone is harmed. E&C is partially supported by criminal laws and their associated penalties, but laws don't create corporate culture. A good example is the recent scandal associated with the British newspaper News of the World. Published for 168 years, it was discovered that the paper's employees had been illegally wiretapping cell phones. Though the case is still unfolding, criminal charges are being brought against the highest executives who helped cover up the wiretapping or interfered with the police investigation. The laws and penalties were in



place, but they obviously had little impact on the wiretapping reporters.

Clearly the newspaper had an organizational culture that may not have promoted illegal activity, but it certainly fostered an environment that did little to discourage it. The guilty employees at the newspaper apparently did not accept responsibility for the impact their actions would have on others including coworkers. When the newspaper was shut down, 200 people lost their jobs.

People must take responsibility for their personal actions, but leadership has a responsibility to develop a corporate culture that promotes and rewards honesty and fairness through effective communication and by establishing internal systems and processes that are transparent, require accountability and assign responsibility. A system of ethics and compliance is expanded beyond adherence to the law by building honesty and fairness into all organizational dealings. The end result is that employees begin to judge their actions in terms of their reasonableness, legality and impact on others.

Responsibilities of Leadership

Corporate culture is developed and promoted by leadership, so ethical decision making must begin with top management. Just as employees need to consider the impact of their decisions beyond themselves, top management needs to recognize that ethical decision making involves much more than making decisions that maximize the organization's and thus shareholder wealth. Decisions at every organizational level should consider fellow employees, customers, the community, suppliers and even the greater economic environment.

In fact, if the corporate culture reinforces the ideas that, as long as a profit can be made then unethical or dishonest actions are justified, staff members are more likely to make decisions lacking integrity because the decisions are self-centered. This explains cases where the meteoric rise of a star executive is followed by headlines announcing misuse of funds or dishonest actions or failure to investigate suspected ethics violations. One author called this the 'winner-take-all' attitude that assumes rules are meant to be broken if real success is to be found. Unfortunately this attitude can also lead to leaders developing contempt for those who are unwilling to break the rules to get ahead. The end result is a corporate culture that rewards aggressive and unethical, and possibly dishonest, behavior.

By considering the interests of all company stakeholders, ethics are built into the strategic planning. Though formal controls are an important component of ethics and compliance, they are sometimes self-defeating in that staff may view them as a sign that the company management doesn't trust its own staff. Formal controls and compliance policies are needed but cannot be relied on to prevent staff dishonesty and should be supplemented with values based strategies.

Transparency is a Requirement

Developing a corporate culture that promotes honesty requires developing transparency. Though transparency can mean a lot of things, in terms of ethics it refers to establishing a program that fosters honest staff behavior no matter what type of situation occurs. Management is tasked with identifying those situations that provide opportunities for dishonesty, and then communicating that awareness while helping employees manage the job functions in a responsible manner. Implementing clear lines of communication is necessary. Staff should know how to report suspected dishonesty or concerns about potentially troublesome situations. They also need to feel comfortable that doing the right thing will not be punished. One of the problems managers face is staff perception that whistleblowers are somehow traitors. One method used by businesses is to hold periodic employee group sessions to discuss ethics and various situations ripe for unethical treatment.

Transparency also requires leadership ensuring that government requirements are met and the law is followed, and that includes employees, third parties and suppliers. Written standards and procedures should clearly establish acceptable behaviors and staff needs to be well trained. It is important to ensure that all activities have appropriate oversight and authority is clearly delegated.

Most importantly, ethical behavior should begin at the top. There is a saying Don't do as I do, do as I say. Senior management that acts unethically yet expects staff to act honestly and principled is promoting a culture of hypocrisy. Employees need to know that management is approachable when they have concerns, and management must respond appropriately when violations are found.

Does Your Business Swing Follow Through?



by Vincent Pane

n general, people have an image of golfers that suggests success, skill and intelligence. Golfing also seems to be well connected to the business world, in that many business people use the golf course as a place to network in a friendly and interesting manner. Much research has examined the relationship of golf and business, but it's also examined the theory that high achievers in golf are also high achievers in business because both require similar player qualities.

It's tempting to believe that success in golf and in business relies primarily on innate talents, but that's not true. Though talent is important, most successful business people spend countless hours studying business theories, strategies and practices to develop their abilities. The same is true of golfers who spend many lonely hours practicing swings to perfect the game. These hours are not wasted, but they still don't

determine who will become the high achiever and thus the handicap system was developed to equalize player with different skills.

Golf is a game that rewards certain characteristics. For example, golfers able to adjust their swings and approaches in response to changes in the weather are more likely to experience high performance. If the wind changes direction or it begins to rain, the golfer must adapt to changing circumstances or risk underperforming. This ability to be flexible in response to reality is the same quality found in business high achievers. Successful business owners are willing and able to strategically adapt to changing economic conditions. For example, in an economic downturn, the minority or woman owned business (MWBE) owner will develop new partnerships that expand market access. The business owner who is unable to adapt will watch revenues decline and the business struggle.

The Mental Game of Business

Innate talent doesn't explain the success of the entrepreneur who builds a successful business. If it did, the technology wizards who design and introduce new products would all be multi-millionaires like Bill Gates. Instead, many people with good ideas never bring their products or services to market. They are unable to connect the thoughts and skills to the real world of business.

Golf instructors teach that golf is as much a mental game as it is a physical one. You have to envision the swing before the club moves. The image will include the position of the body, the tilt of the head, the placement of the shoulders, the motion of the swing and swing follow through, and an assessment of the distance to the next hole. The picture is one of a golf ball soaring to a specific target. This is stra-



tegic planning at its finest through the connection of the mind and the reality of the golf club, the swing and the targeted golf hole.

Minority or woman business owners need a quality that enables them to connect thoughts and behaviors, skills and competencies, to the end goal. Small and medium sized business failures are often blamed on lack of capital, and, in tight credit markets, that may be true up to a point. In reality, many of these businesses didn't plan for business growth or stretched their finances so tight that there was no room to maneuver. They didn't think strategically and connect what they were doing now with the end goal. They could imagine the swing, but not the swing follow through so the goal is missed.

There are many other qualities high achieving business people and golfers share. They are competent and that competence comes as much from directed practice (not just practice) as it does from innate skills. In other words, high achievement is often the end result of purposeful learning, practice and skills development that suits more than one course. A good golfer can go from course to course and exhibit superior performance because his or her skills were not adapted to just a single course. A successful businessperson can take his or her company into a changing marketplace and will look for new 'courses' that can bring business opportunities. Since the skills are purposely developed to embrace innovation and change, there are few lost opportunities.

How Steep is the Slope?

Golfers must be able to make quick decisions. Each course and each hole played requires precise calculation and analysis of a series of factors. These factors include slope of the course, distance to the next hole, weather conditions, potential traps and condition of the course. In business, the correct calculations include accurate assessment of the economic environment. the slope or steepness of the barriers to access, market niche condition, potential traps that can derail efforts, and the ability to meet the specific requirements of potential contracts or to land new business.

Though thoughtful decision making is needed, many business opportunities are missed because management is unprepared to assess the risks of a decision and so makes no decision at all. Sometimes, like in golf, a daring approach is needed so that a tremendous opportunity doesn't turn into a lost opportunity. The golfer who strategically practices is prepared for swiftly changing circumstances on the golf course. Business management that keeps skills and competences updated at all times, is fully informed about the marketplace, and maintains a financially viable business has the tools at hand to make quick decisions. With the right tools, daring approaches are actually made on a solid foundation so are not as daring as they appear.

Over Par is Merely a Challenge

Sometimes in golf, despite all efforts, the golfer goes over par. The high achiever doesn't give up at that point or start swinging the club in a less efficient manner with a feeling of inevitable loss. The golfer identifies mistakes made up to that point and then determines to make up the loss on the next holes. Learning from past mistakes, the golfer makes every effort to not repeat them and will make the changes needed to go under par on the next holes.

The MWBE that fails to land a lucrative government contract or has difficulties competing for large corporate business is faced with a similar situation as the golfer over par. There are two paths of choice: continue doing the same thing and expect the same results, or identify the reasons for the failure to compete and find a way to overcome them on future bids. Overcoming past losses may include developing new strategic partnerships, expanding networking efforts, updating technology skills, directly contacting supplier diversity managers or finding new markets through niche identification or globalization.

High achievers in business and golf are ethical, as well. In golf, cheaters soon find they are unable to convince anyone to partner or play golf with them. The same is true in business. Ethical business practices earn a company a reputation for honesty and contribute to a positive brand image.

A person is not born to be a CEO or PGA winner. These high achievers have spent many hours in purposeful and directed practice, skills development and increasing those qualities that bring success. When you swing in business, swing with purpose and make sure thoughts and behaviors are fully connected to the end goals. In other words, make sure your swing always follows through.



Diversity Magazine

Bringing Innovative Human Capital, Diversity and Inclusion to a Global Workforce

Subscribe to DiversityGlobal Magazine and learn how companies are using some of the most innovative tools to grow the best and brightest diverse talent in their organization.

Subscribe Now | 1 Year - \$29 2 Years - \$48 and Get a Free Issue! 3 Years - \$67

For more information:

visit us online or call 973-275-1405 You may also email sarah@diversityglobal.com

or mail to: Post Office Box 178, South Orange, New Jersey 07079.



Visit our all New Website at: www.diversityglo.com



HP Global Supplier Diversity

Ensuring a Globally Inclusive Supply Base.

