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Magazine

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

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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.

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Finally Admitting the Truth: Inclusion Drives Innovation

Study after study has reported that diversity and inclusion (D&I) benefits organizations financially and competitively, yet it is fairly recent that more companies accepted the premise that inclusion is key to innovation. Why is acceptance growing now? The studies apparently were not convincing enough, and some like to point out that that there are innovative companies that are not diverse. However, the overwhelming evidence is that D&I increases firm value, and some of that value is produced through a stronger ability to innovate and create.

The January 2016 Conference Board report Inclusion and Innovation: Leveraging Diversity of Thought to Generate Business Growth found that more companies today are recognizing that D&I drives innovation. After surveying 200 senior executives and studying four leading companies, the researchers found that highly inclusive companies are more likely to achieve ongoing innovation and to outperform organizations that are less diverse. However, there is a catch. Innovation leaders defined inclusion differently than D&I leaders. The former defined inclusion based on factors like function, country, credentials, and function, while the latter defined inclusion based on gender, ethnicity, race, age, sexual orientation, veteran status, and disability. In 4 out of 10 companies, innovation and D&I do not collaborate, while in 71 percent of the most innovative companies the two collaborate frequently.

The years following the Great Recession have seen enormous change occur. The competitive environment globalized, impacting every size of business. Cloud technology and mobility changed the way people work, giving them more freedom and autonomy. Technology in general is driving a need for STEM workers. The ability to rapidly innovate and quickly get products to market became critical to success. The first tech generation – Millennials – entered the workforce in full force with a new set of expectations about the structure and scheduling of work. The population also grows increasingly diverse, which diversifies the workforce and forces businesses looking for new markets to innovate products and services that satisfy a diverse demographic.

All of these factors are forcing corporate leaders to reassess everything from personal biases to talent management systems. Conscious and unconscious biases prevent employers from attracting and hiring diverse talent, and from retaining the ones that do make it through the process. The need for STEM employees is also forcing employers to re-evaluate how they attract and hire employees. Looking only at the traditional white male demographic leads to an enormous shortage of talent. In addition, many of the currently trained STEM workers come from other countries. Also, companies that want to grow their market share need people creating products who reflect the same diversity as the markets they are creating products for.

Add all of this factors up, and it is impossible to continue ignoring the fact that D&I and innovation are linked. Inclusion is not just the right thing to do anymore. It is of strategic importance to businesses, and recognition of that fact seems to finally be getting the attention of more corporate leaders. Diverse teams are better at solving problems, can access a deeper and wider knowledge pool, bring different perspectives, and are more flexible thinkers. The implication is that innovation depends on diversity AND inclusion. Diversity alone is not enough.

These same attributes apply to suppliers because innovation teams can be internal and external. Diverse suppliers like MWBEs bring a diversity of thought and approaches to problem solving. Developing diverse supplier networks is one step. Including the diverse suppliers on product development and problem solving teams also makes sense because they bring new perspectives and ideas, and are the businesses most familiar with the communities making up the markets.

The most advanced leadership thinkers are tying diversity and innovation together in employee roles. For example, Genentech has a position called Senior Director of Innovation, Diversity & Inclusion. Including diverse employees and suppliers helps companies avoid groupthink or blind agreement. Inclusion brings measurable gains and innovation to businesses, so it is really not surprising that more companies are finally embracing the truth.

Financial Fitness a Top Priority in 2016; Australians Pledge to Save $21 billion

Australia

New Westpac research has revealed saving money is a top priority for Australians. More than 2 million Australians intend to make a New Year's resolution about saving money in 2016, with a total savings target of $21 billion.

The Westpac New Year Resolutions Report shows more than four-in-five (85 percent) of those who are making a New Year savings resolution have a specific savings target in 2016, on average aiming to save $11,234 for the coming year.

The top reasons for saving money in 2016 are to travel or take a holiday (53 percent); to save for a rainy day (46 percent); and home-related expenditure (40 percent) such as buying a new home, renovating or saving a deposit for a first home.

Head of Consumer Deposits at Westpac Elliot Smith said, "It's encouraging to see so many Australians are planning to make a financial resolution for the New Year. It is also positive to see that almost seven-in-10 of those financial resolutions relate to saving money – a sign more Australians want to take control of their finances and start the year on the right foot.

"Whether it is saving for an overseas holiday, buying a new home, renovating, or building a rainy day fund, we are seeing Australians considering a number of strategies to help them reach their goals. These include reducing expenditure, reducing impulse buys and creating a budget."

The research also indicates that sticking to a plan can be tricky with three-in-five (61 percent) Australians who made financial New Year's resolutions in the past not reaching their financial goal. Those surveyed on average kept their resolution for about four months.

Some of the top reasons for breaking resolutions are unexpected expenses or change in financial circumstances (41 percent), not having enough willpower (27 percent), and the goal set being too big or unachievable (17 percent).

Brazilian Students to Benefit from Increased Access to Innovative Educational Methodologies

Brazil

The Inter-American Development Bank (IDB), through its Opportunities for the Majority initiative, has approved a $5 million loan to Mind Lab do Brasil ("Mind Lab") to expand its operations and bring its innovative educational methodologies to more public and private schools in Brazil. Over the next six years, the company expects to reach more than 160,000 additional students, most of them living at the base of the economic pyramid.

Students from families living at the base of the pyramid constitute nearly 80 percent of public school enrollment in Brazil. However, the traditional memorization approach used in most schools is not adequately preparing these students with the critical thinking skills they will need to get jobs that can lift them out of poverty.

Mind Lab, originally founded in Israel, develops and commercializes educational material as well as teacher training programs to promote the development of students' cognitive, social and emotional skills. It currently serves more than 870 Brazilian primary and secondary schools, reaching more than 350,000 students, 65 percent of whom attend public schools.

"There is an immense need to develop and implement new educational methodologies, which help to develop critical skills in students, such as team work, creative thinking and problem solving, in order to prepare students to be successful," said Susan Olsen, IDB project team leader.

Canada Announces Funding to Provide Training to Small-Business Owners in Kenya

Nairobi, Kenya

The Honourable Chrystia Freeland, Minister of International Trade, together with the Honourable Marie-Claude Bibeau, Minister of International Development and La Francophonie, announced funding that will help Kenya's poorest and most vulnerable people benefit from the country's growing resource-based economy. Canada is contributing $19.5 million to the project over seven years, until 2021.

Chrystia Freeland,
Minister of International Trade

Freeland made the announcement on the margins of the World Trade Organization's 10th Ministerial Conference in Nairobi.

The Canadian government is contributing the funding to the Mennonite Economic Development Associates' Equitable Prosperity Through Private Sector Development project, which focuses on reducing poverty in Kenya's most marginalized regions by providing training, expertise and mentoring to small-business owners, especially women and youth.

Canada's contribution will assist small-business entrepreneurs to set up producer associations to market and sell their products and will help them access financing to operate and expand their businesses. It is anticipated that the project will train 20,000 entrepreneurs in managing successful businesses and increase the profits of 250 small and medium-sized enterprises.

Casimira a Trailblazer for Tiwi Students

Casimira Tipiloura
at her graduation ceremony in Darwin.

Tiwi Islands, Australia

Casimira Tipiloura recently became the first Tiwi student to graduate from a Tiwi Islands high school with an Australian Tertiary Admission Rank (ATAR), enabling her to attend university. However, the Xavier Catholic College Wurrumiyanga student knew success would come as long as she followed some simple rules.

"All I had to do was come to school every day, work hard and have a positive attitude," Casimira said.

Casimira grew up in the Tiwis, attending Murrupurtiyanuwu Catholic Primary School (MCPS) and Xavier, and wanted to show other local students they did not need to move to Darwin to complete their senior schooling.

"I've lived here all my life; it's a great place to live, to go hunting, being with friends and watching the Tiwi Bombers," Casimira said.

"I decided to go to university so I could get a good job, but I wanted to stay here to finish school. All of the Tiwi community supported me and encouraged me to study hard and go to university."

Becoming the first student from your community to graduate with an ATAR would be a big enough achievement for most people, but Casimira really excelled in school, being awarded a certificate of merit from the Northern Territory Board of Studies in recognition of excellent achievements by an Indigenous student in school studies in Year 12 and an award for Top Academic Indigenous Achiever.

Organisational Behaviour Expert Says Scrapping New Year's Resolutions Could Leave you Happier and Healthier

London, UK

A quarter of New Year's resolutions will be broken by the end of the first week, estimates suggest. But according to an organisational behaviour expert from London Business School, scrapping your resolution could be the start to a happier and healthier New Year.

Madan Pillutla, professor of organisational behaviour, London Business School, explains why. "The intriguingly named 'what the hell effect,' refers to our tendency to overindulge when we overstep a self-set limit," Pillutla said

"By making resolutions, we impose limits on ourselves. If these limits are very strict (for example I will go to the gym five times a week), and we fail them (it is Wednesday already, and I have not gone to the gym), we are likely to overindulge. We think the week is shot anyway (so I will not go at all this week and I resolve to make a fresh start on Sunday)."

The "what the hell effect" is strongest when we make resolutions which are a tall order, Pillutla warns. These resolutions are the most dangerous for three reasons. First, we are more likely to overindulge as we inevitably over-step, over-ambitious, self-set limits. Second, we are likely to take longer to get back on the wagon, waiting until next week or next month. Third, we are far more likely to give up entirely, because we consider it a failure if we have not stuck to these strict limits from day one. We quickly conclude that the whole year is shot!

"Compare this to a person who has no such resolutions," says Pillutla.

"Not having been to the gym by the middle of the week might act as a strong motivator to go now. Ironically, the New Year resolution of going to the gym five times a week leads to worse outcomes than if we had never made the resolution in the first place."

In spite of the high failure rate, a surprising 60 percent of us will make exactly the same resolution next year, when the vast majority of us will fail again.

Government of India and World Bank Sign on a Project to Improve Education & Skills Training for Minority Communities in India

New Delhi, India

The government of India and the World Bank recently signed a US$ 50 million credit for the Nai Manzil: Education and Skills Training for Minorities Project to help young people from minority communities complete their education and gain from market-driven training programs with the aim of improving their employment outcomes.

The project will support the government of India's national Nai Manzil (New Horizon) Scheme, a comprehensive education and skills development program for youth from minority communities, launched in August last year. The project will reach out to disadvantaged youth from minority communities and support their enrollment in open schooling, as well as provide hands-on vocational training. It will also provide post-placement support to assist them in finding sustainable employment.

At the signing - Michael Haney, Operations Advisor, World Bank; Raj Kumar, Joint Secretary, Department of Economic Affairs, Ministry of Finance and Dinesh Singh Bisht, Joint Secretary, Ministry of Minority Affairs.

"The Nai Manzil Scheme is designed as an integrated education and training program that provides youth from minority communities skills that are needed for different tasks in a rapidly changing world. Interventions under this project will support the Nai Manzil Scheme in improving the employability and performance of minority youth in the labor market," said Raj Kumar, Joint Secretary, Department of Economic Affairs, Ministry of Finance, government of India.

UK Recognises Wong for Outstanding Taiwanese Philanthropic Contribution to Research and Education

Taiwan

British Representative Chris Wood recently hosted a reception to celebrate Dr. Winston Wen-Young Wong OBE, Chairman of the Grace THW Group, being named an honorary Officer of the Order of the British Empire (OBE) for his services to education and research in the UK, and to UK/Taiwan education relations.

The British honours system recognises people who have made notable achievements in public life and/or who have committed themselves to serving and helping Britain. Awards are recommended by the British government's Honours Committee through the prime minister and approved by the queen.

In presenting Dr. Wong with the OBE insignia and the official Warrant for the award, Wood said. "Dr. Wong is a longstanding friend of the United Kingdom. Since his studies in the UK, where he holds degrees in physics, applied optics and chemical engineering from Imperial College, London, Dr. Wong has been a strong supporter of research and education in the UK, in particular at Imperial College. He has also supported the Foreign & Commonwealth Office Chevening Scholarship programme, which supports potential future leaders in their fields to study for a master's degree in the UK.

"I warmly congratulate Dr. Wong on this official recognition by the UK of his outstanding contributions."

In addition to his distinguished international career in business, Dr. Wong has also provided considerable philanthropic support for interdisciplinary and translational research, most particularly in the application of new technologies in health care.

Over 12 Million Children Have Better Educational Opportunities Through IKEA Foundation, Save the Children & UNICEF Partnership

Conshohocken, Pa

More than 12 million children in over 46 countries have better schools, teachers and learning materials, thanks to a 13 year partnership between the IKEA Foundation, Save the Children and UNICEF.

Since 2003, the IKEA Foundation's "Soft Toys for Education" campaign has contributed $97.7 million (€88 million) to Save the Children and UNICEF, helping to increase school attendance for some of the world's most marginalized and vulnerable children. Funds have also helped train teachers, provide educational materials, and improve child protection systems in schools and communities.

During last year's campaign, which ran from November 1 through December 26, 2015, the U.S. alone raised over $1.4 million through soft toys, IKEA FAMILY children's books and card games sales.

"Education is the most solid road leading out of poverty. All children have the right to an education but still too many are left behind. Partnering with UNICEF and Save the Children for 13 years has allowed us to address this issue strategically and invest in improving the quality of education in some of the world's poorest communities—and we're incredibly grateful to the IKEA customers and co-workers who have worked so hard to make that right a reality for over 12 million children," said Per Heggenes, CEO IKEA Foundation.

Adecco Launches seventh Edition of Win4Youth in Support of Disadvantaged Children and Families
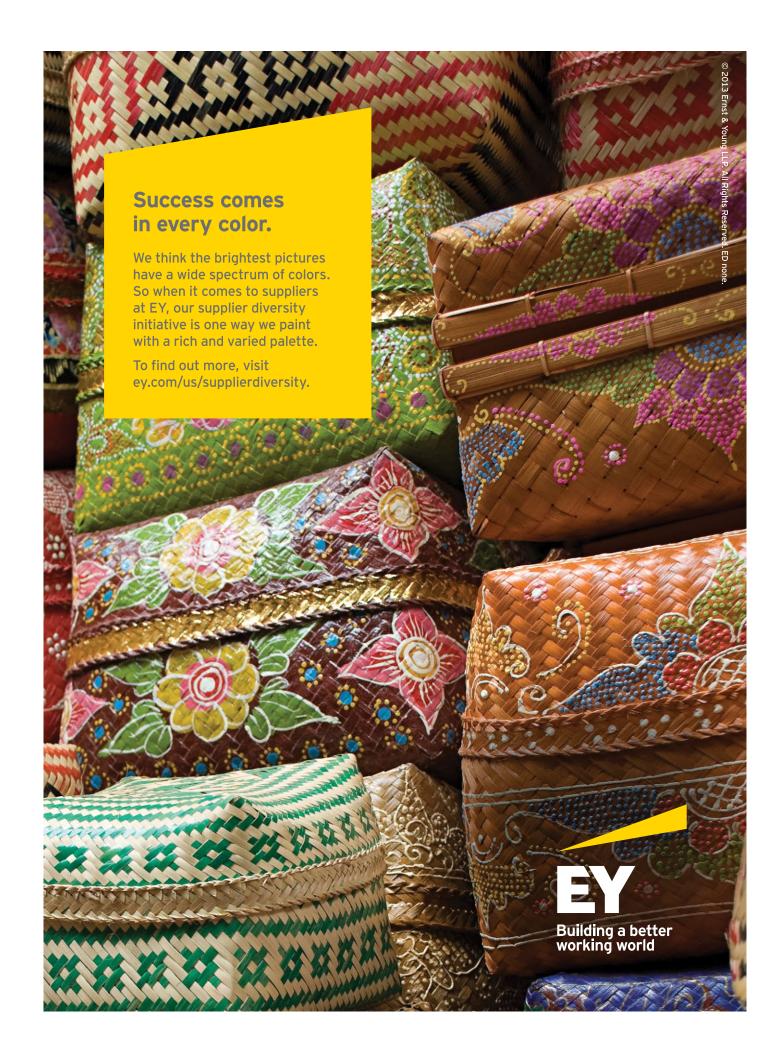
Zurich, Switzerland

The Adecco Group, the world's leading provider of HR solutions, launched the 2016 Win4Youth programme. Now in its seventh year, Win4Youth supports foundations giving children and families in need a better start in life. Since its inception, Win4Youth has raised over €1.62m for youth charities through sports events organised in more than 60 countries, involving thousands of Adecco employees, associates and clients around the world.

In 2016, united behind this cause reflecting Adecco's core values of team spirit, passion and responsibility, colleagues, associates and clients will take part in the three endurance disciplines of a triathlon: swimming, cycling and running, to reach the goal of 3.500,000 kilometres. The combined kilometre count will be converted into a group donation to nine foundations, supporting abandoned, orphaned or sick children; helping families from disadvantaged communities; and assisting civilian victims of natural disasters, wars and economic collapse. Adecco employees will also volunteer at the foundations, helping them in daily operations and learning first-hand how Win4Youth supports their work.

Frederik Van Lierde, Belgian professional triathlete and 2013 Ironman world champion, is the inspirational 'godfather' of Win4Youth 2016. Van Lierde will take part in the grand finale of Win4Youth 2016 in October, when 70 Win4Youth ambassadors will compete in the Lanzarote Triathlon. The ambassadors will be trained ahead of the Olympic-distance challenge of 1.5 kilometres swimming, 40 kilometres cycling and 10 kilometres running. Previous supporters of the Win4Youth programme include Kim Clijsters, Eddy Merckx, Marc Herremans, Florence Gravellier, Alex Zanardi and Nicola Spirig.

"Over the last six years, the enthusiasm and commitment to our Win4Youth programme has grown from strength to strength" says Alain Dehaze, CEO Adecco Group. "Thanks to our passionate colleagues, associates and clients around the world, motivated by a strong purpose, we are able to give children and families in need a better start in life. And together in 2016, we will continue to go the extra mile to even exceed our new goal of 3.5 million kilometres."

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Rainbow PUSH Coalition Challenges Silicon Valley to Become Inclusive

There are a lot of myths floating around concerning the availability of interested qualified Black and Brown candidates for STEM jobs. For Reverend Jesse Jackson, it is time to end the myths while also increasing corporate investments in educating the next generation of minority tech talent.

BY **DEBRA JENKINS**

The Reverend Jesse Jackson is a familiar personality, having worked for social justice for decades. He founded the Rainbow PUSH Coalition, a progressive membership organization working to level the international economic and educational playing fields for diverse people and promote peace and justice. Activities are largely focused on Black, Brown, and Hispanic persons. Rainbow PUSH (People United to Serve Humanity) has adapted over the years based on the needs of minority populations. The recent focus is on the tech industry, and in true Rev. Jackson style, he began a series of initiatives to increase diversity and inclusion in Silicon Valley by showing up at shareholder meetings to ask for transparency and accountability for the very low minority workforce rates. That approach has blossomed into companies like Apple and Google publicly reporting minority participation rates for the workforce for the first time, tech businesses revisiting and revising talent management practices to recruit minority, and major tech corporations investing heavily in educating the next generation of minority talent.

Determined to Succeed

Check out the Rainbow PUSH website, and it is clear that the technology industry is a priority and that Rev. Jackson is ready for actions that improve minority inclusion. In 2015 to date, the organization has hosted the PUSHTECH2020 Summit in San Francisco; started the "Rainbow PUSH Silicon Valley Digital Connections Project"; and will held the November 2015 Annual Media and Telecom Symposium in Washington, D.C. His message to Silicon Valley is straightforward: "There is no reason to go overseas to hire talent or to outsource work due to lack of talent, because there is qualified minority talent at home that can bring the tech companies diverse perspectives and entrance into new markets." He also asks the tech giants to invest and participate in the effort to get young diverse students interested in technology.

Rev. Jackson began the technology push with fact collecting, discovering there were no Blacks on the board of directors of large technology companies like Apple and HP. He tried to get EEO-1 data from largest tech companies, but they said they had the right to withhold information because its release would create a competitive disadvantage. When the businesses won a lawsuit over the matter, Rev. Jackson changed tactics, and Rainbow PUSH representatives began attending shareholder meetings to raise the issue of lack of diversity on technology company boards. Rev. Jackson attended the March 2015 Apple shareholder meeting to appeal to Tim Cook to redouble their commitment to diversity and inclusion by appointing qualified women and people of color to the board. On October 1, Apple appointed its first African-American board member – James Bell. Previously the company added the former EPA chief Lisa Jackson and Denise Young-Smith to the C-Suite, leading to quick progress like Apple's $40 million grant to the Thurgood Marshall Fund to increase African American participation at HBCUs and in STEM fields.

This supports Rev. Jackson's basic tenet: "Qualified minorities are already available, and once included, they can accelerate corporate progress." Intel was the first to publicly share EEO-1 data in 2002 and has been reporting since. Now a number of large tech companies like Google report, and frankly, the numbers are shocking. Intel's workforce is 3.5 percent Blacks, 8 percent Hispanic, and 31 percent Asian. Google has a 2 percent Black and 3 percent Hispanic workforce. Similar percentages are found across the big technology companies. Some progress has been made over the last 10 months, but there is a long way to go if the workforce is to reflect the population makeup.

Rev. Jesse Jackson
President of Rainbow Push Organization

Parity and Representation

The purpose of insisting on transparency is to initiate progress by helping the technology organizations understand that hiring minority talent brings advantages they are missing out on. In December 2014, after spending much of the year talking to technology companies about diversifying their workforce and getting them to issue public diversity reports, Rev. Jackson gathered representatives from 20 technology companies, including Google, Microsoft, and Cisco on Intel's Santa Clara campus to discuss goals for closing the talent gap. The PUSHTECH2020 Summit followed in May 2015.

"There is no diverse talent deficit," Rev. Jackson tells the companies. "There is an opportunity deficit. Members of the U.S. Congress deal with large numbers of appeals from H-1B workers (nonimmigrant alien workers), when U.S. technology companies could be recruiting young adults from Historically Black Colleges and Universities (HBCUs) instead of schools graduating few black engineers." There is an opportunity to expand business by working with the minority communities and hiring minority technology employees. "Tech firms are missing out on talent, money, location and growth opportunities. They are finding out there is much talent and willingness in the minority community that is being ignored," explains Rev. Jackson.

So what is the right number of African-Americans who should be working in technology corporations? It should be roughly the size of the population, according to Rev. Jackson. Rainbow PUSH operates on the concepts of parity with the population and full representation, using census data, workforce data, and education data. There are three corporate goals identified. The first is to get companies to look like America by the year 2020. The second is to do a better job of recruiting by targeting HCBUs. The third is to invest in minority business startups.

Getting Young Diverse Students Interested

There have been some major commitments to the diversity effort in the technology industry in order to increase the flow of talent into the pipeline. In January 2015, Intel committed $300 million to sponsor STEM education in grades K-12 and in universities, and will fund investments in female and minority-owned startups, including education and training. In March 2015, Apple committed more than $50 to the diversity effort in the technology industry with $40 million

going into a partnership with the Thurgood Marshall College Fund to create a database of computer science majors at HBCUs, offer scholarships, train students and faculty, and create a paid internship program. Google will spend $150 million on a diversity campaign. However, there is much work to be done. On November 5, 2015, USA Today reported that Twitter's diversity figures indicate the company has no underrepresented minorities in leadership roles in the USA despite the fact 41 percent of its customers are Blacks, Hispanics, and Asian-Americans.

Getting the corporations involved in programs that excite the younger population is proving to be an excellent way to overcome bias while ensuring the future talent pipeline will be filled. Just recently, Rainbow PUSH,

projects like Hidden Genius and Yes We Code, community technology groups in the San Francisco Bay Area, the Oakland Unified School District and 10 technology companies met to discuss how to make best use of the Intel $5 million commitment to science and technology education in Oakland Unified.

Revitalizing Supplier Diversity

Rainbow PUSH is also involved in supplier diversity. "We have re-engaged some of the supplier diversity programs at legacy companies like Cisco and Intel and MS, and set up a taskforce with HP to reinvigorate the supplier diversity concept that has really fallen off the table in the tech industry," says Butch Wing, Executive Director of the Silicon Valley Project for Rainbow PUSH. The organizations also wants to get the newer tech companies like Facebook and Google to look at procurement and minority business opportunities. On the agenda are plans for a number of matchmaking sessions in late 2015 and early 2016.

The many meetings and projects are designed to bring issues into the light of day. "The talent is there. The interest is there. The doors have been closed. It is the fault of the tech companies that the Silicon Valley is not diversified. The readiness exceeds the opportunity. We are helping Silicon Valley see the talent and the market that already exists," says Rev. Jackson. Rainbow PUSH is building its own pipeline – from the HBCUS directly to Silicon Valley.

AXA

Brings Exceptional Women into Leadership and Builds Strong Global Customer Base

AXA is focusing on women for two reasons, and they are connected. One is that women bring exceptional leadership skills to the company, and especially to a company that offers global products and services to woman in need of financial security.

BY **SHERRY BLOOM**

Most businesses today rely on technology as their foundation for serving customers, from product development to final delivery and customer service. AXA is a leading company offering retirement plans, life insurance, and a host of other financial and insurance services. The company is also a leader in Diversity and Inclusion, having established a governing diversity Council of senior leaders that overseas nine Employee Resource Groups, several of which are focused on women.

As the tech industry tries to increase its representation of women, companies like AXA and senior leaders like Sharon Ritchey inspire women and demonstrate how businesses can proactively become more engaging and inclusive. From a culture that promotes careers to support for women-focused external events, AXA offers insights into what it takes to encourage the right talent.

Leading from the Top

Nothing is more inspiring to women than women who make it to the top. They know that many of them had to break glass ceilings and did so through sheer talent. Sharon Ritchey is one of those women. She is the Chief Customer Officer, in charge of Marketing, Digital, Service and Operational Excellence of AXA Equitable Life Insurance Company.

She started with AXA in November 2013, brining 14

SHARON RITCHEY
Chief Customer Officer, in charge of Marketing, Digital, Service and Operational Excellence.

years of experience with Hartford Financial Services and four years at GE Capital. Sharon is one of the successful women in business who has paved the way for younger women interested in pursuing careers in technology and hoping to reach senior management levels. Sharon has grown her experience and knowledge in tune with the changing business environment. She has responsibility for operations, technology, digital and data analytics, and service centers across all lines

of business. In addition, she leads the development of new digital capabilities to improve the customer experience. AXA has a strong culture of diversity and inclusion, and one area of focus is on women as customers and women as critical talent for success. The company develops customized solutions for wealth and financial planning for women, recognizing that they have different perspectives and needs than men. To AXA, their products are not just products.

They are a means for women to find financial security over a lifetime, especially important when realizing AXA is a global insurance brand and provides services in many countries where women are at particular risk of poverty in their lifetime. "We co-sponsored global researchcalled 'SheforShield: Insure Women to Better Protect All," says Sharon, "The research addresses the growing need of women for insurance, in particular in emerging markets.

The critical aspect of this organization is that it looks beyond selling insurance to women. It is focused on understanding women's needs in emerging markets and providing products that offer financial stability." However, full inclusiveness of women is not just an emerging market issue. Fifty percent (50) percent of AXA's U.S. employees are women, yet, like most companies, senior levels do not have a representative percentage of women. "I believe that having the voice of more women at the table is important for a couple of reasons," says Sharon, "There is a moral obligation for equal involvement of men and women. Also, more equitable and well-rounded decisions are made by having

women at the table." industry research indicates that 73 percent of financial decisions over the next 20 years will be made by society, so the company needs to mirror society. Inclusion of women is also seen as critical to innovation and the ability to give good advice to women customers. It is the only way the company can create the right products, talk to women clients in the right way.

"One of the reasons we don't believe women are best served in our market for protection by life insurance and annuity is because women learn differently," explains Sharon,"Women understand financial needs differently and yet we have traditionally talked to men and women in the same way through our communication and product development." With the addition of perspective like those of Sharon, AXA understands, listening to the perspective of women leads to moreinnovative and relevant products.

Globally, AXA promotes the involvement of women. There are quarterly global conference calls to talk about issues, share best practices, and discuss cultural differences to better understand what is acceptable and not acceptable. Per Sharon, "Our CEO is a global sponsor for the LGBT program. What he is finding is that there are global cultural norms around LGBT. There are certain countries where it is still criminal.

WE have to understand what we can and cannot do and then decide how we can best influence the practices." That is a challenge for U.S. businesses where D&I is accepted, even if there are still areas where improvement is needed. Sponsorship versus mentorship is one of the ways corporations like AXA are overcoming unconscious bias. Awareness of unconscious bias is important, but AXA has found that the more formal aspect of sponsorship that targets women is more likely to develop women senior leaders.

Sharon explains, "Both mentorship and sponsorship programs are important but the distinction is that sponsors are advocates for leadership." Mentors train and advise, but advocates ensure women understand the opportunities that they may not be aware of, how to build networks, and introduces the woman to people she may have difficulty meeting. "A sponsor is more active than a mentor," explains Sharon. AXA does not just focus on women. There are ERGs for each diverse group, including LGBT, people with disabilities, and veterans. The company realizes that everything concerning diversity is fast changing and has an agile organization that is ready to adapt.

There are advisors who keep their finger on the pulse of the communities AXA serves and on global diversity and inclusion issues. D&L for global companies is complicated because of laws, regulations, cultures, and the perspective of people. AXA does collect metrics but does not see statistics as the end all. "We believe in the engagement of people," says Sharon. "Our Employee Index measures our abilities, and two of the most important categories are Corporate Responsibility and Trust and Achievement." Employee engagement is what drives D&I, and a lot of companies could learn from AXA.

TECHNOLOGY IS A CATALYST FOR CHANGE THROUGH INNOVATION AND PRODUCTIVITY

Technology is not only changing the way people work. It is a catalyst for changing how people think about work, innovation, and their role in the workplace.

BY **LISA TRUMBULL**

S·T·E·M

There is a whole new language spoken today that includes terms like BYOD, social networks, cloud, big data, analytics, and so much more. Each of these terms represents an advance in technology, but dig deeper and it quickly becomes apparent that the technologies also impact the way people approach work, their role in the organization, and their ability to make more significant and innovative contributions. It is not just employees who are impacted by technology. Organizations now use technology to enable customers, suppliers, and other stakeholders to access creativity and crowdsource the ideas of millions of people locally, nationally, and/or globally.

Levelling the Communication Field

Leveraging technology to drive innovation and productivity is no longer an option – it is a necessity in order to innovate rapidly, efficiently, and cost effectively. For example, social networking has enabled companies like L'Oréal, AT&T, Proctor & Gamble, and many others to enhance collaboration between employees, changing the way work gets done and encouraging creativity. In fact, creativity comes from employees in general communicating more and from bringing more diverse employees into the conversation. Social technologies can level the communication field.

The impact of social networking is much broader and deeper than connecting employees. A company can take a problem, post it on a website or social media site, and ask the marketplace for innovative solutions. The input of multiple sources into developing solutions represents a significant change in the ways of doing business. The Collaborate with Kraft website lets anyone with a "...technology solution for a new product, process, ingredient, or packaging technology to submit ideas to the Kraft Food Innovation Needs Gallery site. Contributors can also offer suggestions for a new flavor, recipe, or package.

GE maintains the Innovation Lab website as part of its Ecomagination strategy to solve environmental and resources issues. In this case, data scientists, analysts, GIS specialists, and others are invited to develop solutions models for challenges posted on the site. The last innovation challenge sought people who could develop a data science model that solves for water scarcity by optimizing the intersection of used water supply and demand. Fueling innovation of this kind goes far beyond benefitting the company's bottom line because people and the environment will benefit.

Greater Access from Anywhere

Such access to corporations was not possible before social networking. When people begin sharing information, and new channels of collaboration and relationships form, productivity is enhanced. The ability to input ideas has also gone mobile with people able to access the internet from anywhere thanks to smartphones and tablet computers. Mobility gives stakeholders general access at any time, but it is also changing the way people work. BYOD is the acronym for "Bring Your Own Device" and refers to the new trend of companies allowing employees to use their personal smartphones for work.

Innovative companies like Verecho have developed secure protocols so that employees can safely access business backend systems and communicate with the employer. Mast Mobile developed an all-in-one mobile communication platform that allows the user to have two phone number numbers – one for work and one for personal use – on a single phone. The smartphone can eliminate desk phones because they have PBX functionality. When an employee talks to a customer, the information can be automatically loaded into Salesforce, whether the employee is in the office or on the road. The new technologies are arriving in the marketplace at an accelerating rate as up-and-coming startups innovate and find the money to do so through crowdfunding.

Cloud computing is also increasing productivity and collaboration. SaaS or Software-as-a-Service enables organizations to plug in and subscribe to business services that are built on shared infrastructure using the internet. The applications are available from any device and any computer, meaning employees can work from anywhere. Another advantage of SaaS is that the vendor can scale as needed to meet business needs. In addi-

tion, many SaaS providers provide APIs so the software system can integrate with Enterprise Resource Planning systems.

Tying it all Together

The technology that ties innovation and productivity together is big data and big analytics. Organizations must be able to respond fast today in order to remain competitive. Big data and analytics enables faster and more precise decision-making in every operational area, including Human Resources, production, finance, and marketing and sales. Data is now collected from structured, like data files, and unstructured sources, like social-media, giving businesses an unprecedented ability to analyze what people are saying and needing.

The data and analytics is now available to more managers through intuitive user interfaces that make mining targeted data possible and will produce easily readable results in the form of graphs and charts. This increases productivity because staff members no longer have to pour over spreadsheets and reports that made sense only to data analysts. The business analysts can focus their efforts on data collection from new information sources to identify competitors, customers, and market trends, and to reap information that that keeps the company ahead of the innovation curve.

The newest technologies, like cloud and mobile, are far from being mature as the young start-ups continue to prove. Large corporations to sole proprietors are using technology to innovate – some are creators and some are adapters. The technology enables small businesses to compete with large companies.

It even drives significant changes in business models by disrupting business as usual. Consider the companies Uber and Airbnb. They created a new business model that uses software to directly connect consumers who need services. The ride-sharing company Uber is a leader in the app-driven labor market in which people use Uber software to rent privately-owned vehicles. Uber is a market disrupter, changing the way people think of taxi service by using disruptive technology. There are other industry disruptors, like Airbnb which gives consumers access to holiday rentals and Instacart which is an app-driven business in which groceries are delivered to a consumer's door within an hour. Technology is making employees more productive, consumers more satisfied, and innovation and creativity more accessible.

WHEN EDUCATION DISCOURAGES GENDER DIVERSITY IN STEM:
PROFESSORIAL UNCONSCIOUS BIAS

Unconscious bias in the educational system is one of the factors leading to a lack of gender diversity in STEM students. The bias influences everything from who gets accepted into STEM programs to who gets lab assignments and educational support.

BY **BELINDA JONES**

Gender bias is difficult to prove though everyone knows it exists. How else can anyone explain the lack of gender diversity in STEM in the U.S. higher education system? Some people explain it away by saying women are not interested in a "cold" subject like math or science, or women do not want to invest their careers in fields that require intense work situations because they assume multiple roles as caregivers, mothers and wives. What if the real reason girls and women avoid STEM fields is because the educational system discourages their interest? Anyone can go into any discipline in college, yet studies show that professorial bias is doing just that – discouraging women from pursuing STEM. The professors, like employers, are just not aware they are doing so.

By Any Other Name

The National Student Clearinghouse Research Center Snapshot Report on Degree Attainment from 2004 to 2014, had some disturbing statistics.1 During the 10-year period, the number of bachelor's degrees earned in seven science and engineering disciplines decreased. The seven disciplines are computer sciences; engineering; biological and agricultural sciences; physical sciences; earth, atmospheric, and ocean sciences; social sciences and psychology; and biological and agricultural sciences. The lowest percentages of women were in engineering and computer sciences. The gender imbalance continues into the PhD level where there is "considerable loss of women candidates between the bachelor's and doctoral degrees" in several STEM fields.

Measurements are tricky things. It is possible to measure outcomes, but outcomes do not explain the reasons for declines or increases. So Yale's Corinne Moss-Racusin and associates conducted a study published in the Proceeding of the National Academy of Sciences in a paper with a title that says it all: "Science faculty's subtle gender biases favor male students."3 Instead of looking at just outcomes, the study used the scientific method to study how scientists at Yale reacted to applications submitted by male versus female students for

a lab manager position. These are students who intended to pursue graduate school.
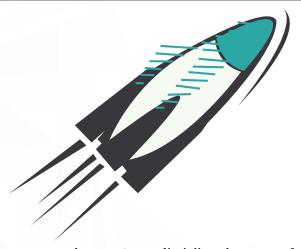
Half the scientists were given an application that had a woman's name on it and the other half of the scientists were given an application with a man's name. The results were startling. The female applicants were rated lower than the male applicants in hireability, competence, and whether the applicant reviewer was willing to mentor the student. The female applicants were also offered a significantly lower starting salary - $26,507.94 for women compared to $30,238.10 for men. The consequences of the bias is that women are less likely to get the job. When they are selected, they start at a lower pay and do not get the professional guidance needed to successfully advance because they are seen as less competent. Extending this bias into the workplace in general, it is not difficult to grasp why highly qualified women avoid STEM careers.

Need More Than Filling a Pipeline

There is also lack of diversity in STEM disciplines. There are many reasons, and one of the most glaring is the lack of encouragement and preparation in the K-12 grades. If girls are told they should be teachers and nurses and boy are told they can be engineers and scientists, the girls will choose "feminine careers." Even if they buck the system and

choose a STEM discipline, the women face the type of bias the Yale study demonstrated. Filling the pipeline is not enough because bias is driving them out even when they do have STEM careers.

A 2015 study found that women get pushed out of science because of major patterns of bias.4 They have to provide evidence of their competence over and over again, and black women were the most likely (77 percent) to experience this bias. Women are told by colleagues to work fewer hours after having children. Also, women are pressured to play a stereotypical feminine role and 53 percent reported backlash for displaying stereotypical masculine behaviors. Black and Latina women also experience social isolation the most. They are either not invited to meetings or events with colleagues, or they believe that socializing with colleagues will affect perceptions of competence or lessen their authority. Socialization is important for networking.

Working to Keep Women Out

These are unconscious biases. Couple these biases with overt biases, like mistaking women for administrative or custodial staff, and it is easy to understand why women either choose non-STEM careers or drop out of STEM careers after working a while. There is a growing body of research evidence showing the many ways gender bias works to keep women out of STEM or progressing in STEM careers. Women's curricula vitae submitted for a promotion are rated lower by evaluators. Mothers are considered less competent and less committed to paid work. Women get lower levels of institutional support as students and academic professionals. One study reported that male scientists get twice as much start-up funding compared to female scientists, and another showed that men are more skeptical of claims of gender bias in science, despite the evidence.

The conclusion is that engaging women in STEM activities to fill the pipeline is only part of the solution. Gender bias must be addressed, and that is a complex issue. School programs that get youth interested in STEM activities will also need to teach the youth that an engineer or a mathematician or a scientist or a technologist can be female or male. Overcoming stereotypes is necessary to keep the STEM pipeline filled and to keep women in STEM positions filled. As it is right now, Myra Sadker's(1943-1995) statement still holds true: "If the cure for cancer was in the mind of a girl, we might never discover it."

MAKING AN IMPACT: WOMEN AND MINORITIES AS STEM ROLE MODELS

The importance of role models is never questioned because of the positive influence they have on others. Imagine the impact on the world if more women and minorities were already in STEM leadership positions.

BY **JOSEPH WARREN**

The growing gap in the STEM labor pool is well-recognized, and great minds are trying to develop strategies to fill the pipeline. One approach is to get more young girls and minorities interested in STEM careers by introducing STEM activities in the elementary schools and adding STEM curriculum in the high schools. Offering the activities and classes is one step. Another critical step is connecting what is done in the schools to the real world by highlighting the STEM role models – the women and minorities who are in senior STEM leadership positions. When youth and young adults have role models they are better able to understand the real opportunities for success. Filling the STEM pipeline with diverse people is a solution to the STEM labor deficiency.

Following a Passion to Success, Despite the Barriers

At the June 2015 U.S. News STEM Solutions conference, a panel of mostly women and minorities discussed the path that led them to their careers. The title of the panel says it all: "STEM Role Models: Lighting the Way to Career Success." Racquel Jemison is a senior chemist for Formulation Sciences of Core R&D at The Dow Chemical Company. While in college, she noticed that she was frequently the only African-American woman in the science classes. Instead of being discouraged, she saw it as an opportunity to stand out. Jose Romero-Mariona was 16 years old when he came to the U.S. from El Salvador. He now works at Command Center Pacific as a lead research scientist for cybersecurity, space, and naval warfare systems. He believes that supporting others like him is important. Stephanie Reeves was a Legos fan as a child. She created an art piece in the sixth grade, which the teacher call trash and crumpled it up. She decided at that moment to go into math and science and is now an engineering advisor for facilities engineering of San Joaquin Valley Business Unit at Chevron, a career path that was supported by a mentor.

Role models like the panelists can have an enormous influence on youth. They show that career paths can unfold in a variety of ways, and that following a passion can lead to success. Unless more children and college students choose STEM careers, the U.S. will have an enormous labor shortage of labor which will affect the country's ability to compete. Having a strong STEM focus in the educational system and in the workforce will be the only way the U.S. can maintain a competitive status through the development of new cutting edge industries. Innovation has always been the foundation of the country's success, and it has become even more important in a global economy.
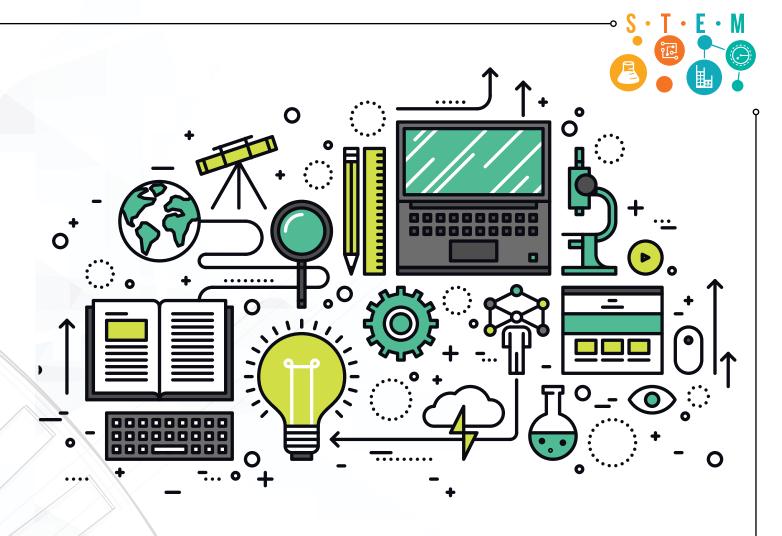
If women and minorities chose STEM occupations in the same percentage as their representation in the labor force, there would be no shortage of STEM professions. Just as important is the fact that STEM jobs will be the fastest growing set of occupations over the next 20 years and are higher paying jobs offering interesting and innovative work. Women in STEM jobs earn a third more than women in non-STEM jobs. This could be an important pathway for closing the wage disparity between non-minorities, and women and minorities.

Coming Out of the Shadows

Role models also inspire a new generation of innovators who have been kept in the shadows by conscious and unconscious bias. The women and minorities in senior STEM positions can demonstrate how they turned a private passion for math, science and technology into careers where they find solutions to critical problems like shortages of natural resources or hunger. STEM curriculums teach problem solving and critical thinking, which promote innovation. Diverse children who enjoy building robot models from Legos can look to role models to understand how their mechanical abilities translate into careers like robotics or other technology jobs.

Embracing diversity in STEM is important because some of the country's best minds are found in diverse people. U.S. diversity conveys a competitive advantage if, and only if, the brain power is put to work. Under-represented people often have significant barriers to overcome their entire lifetime, from poor schools to workplace bias. When Jesse Jackson called out the big tech companies in 2014 for their lack of di-

versity, it raised awareness of the significant waste of brain power even as the Silicon Valley companies raised concerns about a labor shortage.

Jackson explained that the biggest tech companies like Twitter, Google, and Facebook are run by progressive leaders who would have been expected to value equity. Yet, they had a stunning lack of diversity in one of the newest industries, and that was threatening to continue the historical exclusion and lack of diversity found in so many industries. Jackson wanted to put the spotlight on the tech industry before lack of diversity became ingrained, and the snowball impact has been recognition of the fact that the answer to the labor shortage is found in diversity.
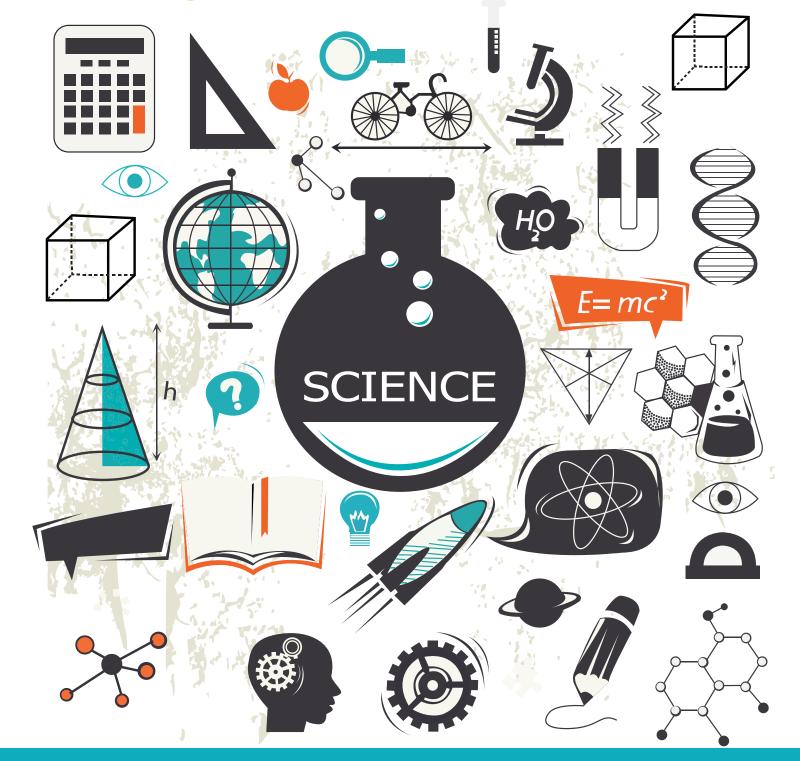
In 2014 USA Today it was reported that top universities are graduating black and Hispanic engineering and computer science students at twice the rate that tech companies were hiring them.** The tech companies blamed a lack of diversity on a lack of diversity in the talent pool, and the graduation rates proved that argument was false. After Jackson started the national conversation on the lack of diversity in tech companies, they began issuing diversity reports, and only 2 percent of tech workers at seven Silicon Valley companies were black and 3 percent were Hispanic, but 4.5 percent of bachelor's degrees in computer science or computer

engineering from top-notch schools were earned by African Americans and 6.5 percent were Hispanic. The numbers simply do not add up. Changing these numbers is good for the country, good for women and minorities, and good for the tech industry, and role models can play a big part in making it happen.

2016 TOP 25 CHAMPIONS OF DIVERSITY IN

S • T • E • M

The World is Changing through the Champions of Diversity in STEM

DiversityPlus Magazine is honored to present the 25 Champions of Diversity in STEM. The women and men included on this elite list are change agents and problem solvers. They are developing, implementing, and managing innovative initiatives and programs to drive increased STEM diversity among students and in the workforce. They represent corporations, nonprofits, and institutions of higher education; their efforts are pervasive, and that is precisely what it will take to make real progress in embracing diversity in STEM.

When Rainbow PUSH, one of the Champions, asked Silicon Valley tech businesses to publish their diversity numbers for transparency, no one knew how dismal they would look. What is remarkable is that many of the 25 Champions had been working for years to improve participation rates of underrepresented groups in STEM. The lack of progress reflects a bias that is deeply ingrained in the tech industry. However, as the Champions are proving, that bias is not permanent because knowledge and awareness of the diverse STEM talent that is already available is making tech companies to look inward at their organizations with new and unbiased eyes. The questions began to flow as a result.

Why are most tech workers Caucasian or Asian? Are there African-Americans who are qualified for STEM positions? If so, why are they not being hired? Is it because recruitment strategies focus mostly on white and Asian college graduates at elite schools, rather than focusing on finding qualified and available diverse talent available at other schools? Why are academic and corporate women in STEM research dropping out of their promising careers when the talent is so desperately needed? Why are women and other minorities having difficulty getting research funding or getting promoted? It is these questions and many more like them that get to the heart of finding solutions to the STEM challenge of lack of diversity.

When we decided to honor the 25 Champions of Diversity in STEM, it was because the staff at DiversityPlus Magazine knew there were dedicated people already addressing the challenges. They simply have not gotten a lot of credit for their efforts. Some of the Champions are fairly new to their positions or responsibilities because many corporations are only recently understanding the deep need to invest in the development of the STEM pipeline. However, none of the Champions are new to the effort. They have been developing diversity programs during the life of their careers while holding various positions. They are appreciative of the support they are getting from top leaders and see that support as an imperative for making progress.

Besides the overriding theme of creating a culture of diversity, all of the 25 Champions are heavily involved in community outreach on three levels. On one level they are recruiting Black engineers, women researchers, Hispanic statisticians, and other diverse people at places largely overlooked in the past, like Historically Black Colleges and Universities (HBCUs) and non-elite schools. These educational institutions are graduating STEM students who are fully qualified talent but have had difficulty getting the attention of STEM companies. On a second level, the Champions are implementing strategies to help managers understand their biases and find ways to overcome them, so that diverse talent and women are not arbitrarily held back from advancing. On a third level, the Champions are developing, implementing, and managing programs in K-12 and higher education institutions to get underrepresented students interested in STEM. Their organizations are investing in science labs, STEM curriculums, internship programs, intervention programs, tech facilities in low income areas, and STEM teacher training programs. It is the Champions who make these programs successful, utilizing a variety of innovative strategies.

In each of the 25 bios is a brief summary of the achievements and unique approaches of the Champions. Please read each bio with the understanding that these are the people who have a lot of valuable information for keeping STEM pipelines diverse and filled. The staff of DiversityPlus Magazine applauds their efforts and accomplishments, and ask our readers to join us in congratulating them as they continue their work to build the workforce of the future.

500 Startups

Monique Woodard Breaks New Ground at 500 Startups and Black Founders

Monique Woodard

Co-founder, Black Founders and the first African-American Venture Partner

Monique Woodard is the co-founder of Black Founders and the first African-American Venture Partner at 500 Startups. The mission of Black Founders, a nationwide network of African-American tech entrepreneurs, is to foster global entrepreneurship and tech inclusion. The nonprofit offers a variety of events, HBCU hackathons, and conferences that inspire Black men and women tech entrepreneurs to launch startups. Prior to joining 500 Startups, Monique was one of the first Innovation Fellows for the City of San Francisco.

500 Startups is a leading global venture capital seed fund and startup accelerator that decided to increase the organization's investments in Black and Latino tech entrepreneurs. Monique is one of very few Silicon Valley Black investors, and inspired 500 Startups to invest in tech companies with Black Founders. Venture capitalists have historically not invested in diverse-owned businesses due to a lack of understanding of the market. 500 Startups is ahead of the curve in supporting diverse entrepreneurship through investment, many of which are tech firms.

ALOM

Hannah Kain Leads ALOM to Global Supply Chain Success

Hannah Kain

President and CEO

President and CEO Hannah Kain founded ALOM in 1997, a time when women were typically not involved in the supply chain industry. Hannah's Silicon Valley, California business has since expanded to include 17 global locations and earned numerous quality certifications, including ISO 9000, ISO 13485, and TL 9000. She has been honored with the Manufacturing Institute STEP Ahead award, the YWCA Tribute to Women award, inducted into the Silicon Valley Capitol Club wall of fame, named a "Woman of Influence" by the Silicon Valley/San Jose Business Journal, won the global Vistage Leadership Award.

Hannah is a role model and mentor for women in STEM fields. She leveraged technology to build a successful company in supply chain management, designing and implementing innovative technology-driven client products. Hannah is a Board member of WBENC and the National Association of Manufacturers. She is the former Chair of the Silicon Valley Board for the Women's Initiative. She serves on the advisory council of The Michelle R. Clayman Institute for Gender Research at Stanford University.

Favorite Quote: Dream it; do it! Everyone has a gift. Let them develop it and share it. — *Hannah Kain*

Ameren

Ameren's Sharon Harvey Davis Develops Successful Program for Diversity and Inclusion

Sharon Harvey Davis

Vice President and Chief Diversity Officer

Sharon Harvey Davis is the Vice President and Chief Diversity Officer for Ameren, an energy company. She manages diversity training, Employee Resource Groups, community partnerships, diversity communications, and the Corporate Diversity and Inclusion Council. Ameren's award-winning diversity and inclusion programs were driven by a number of strategies initiated by Sharon, including establishing diversity benchmarking, six Employee Resource Groups, and a corporate Diversity and Inclusion Council. To create a culture of diversity, Sharon also developed and manages a comprehensive diversity communication effort that includes an internal and external diversity website, quarterly corporate wide diversity training, and a suite of diversity and inclusion training initiatives.

Sharon has also helped to lead Ameren, a St. Louis based company in its Ferguson outreach efforts. This includes creating a community outreach program and giving initiative and providing the corporate diversity and inclusion training material to community and civic organizations at no cost. Other corporate initiatives include developing the Ameren Diversity Ambassador Program that includes over 250 Ameren employees and the Bi-Annual Diversity Festival, initiated in 2013, where over 5,000 employees, family members, and community partners celebrate and promote multicultural learning and understanding.

Chevron's Shariq Yosufzai Builds Diversity Initiatives Through Partnerships

S. Shariq Yosufzai is the Vice President, Global Diversity, Ombuds and University Partnerships and Association Relations, Chevron Corporation. Under his direction the company won the 2015 Catalyst Award for innovative approaches to the advancement of women engineers. Shariq cultivates innovative partnerships with organizations like the Society of Women Engineers and the National Society for Black Engineers. He also directs Chevron's University Partnership Program, which includes 100 colleges and universities around the globe.

Under Shariq's guidance, Chevron partnered with Texas A&M to lead the Engineering Academies at four community colleges, widely recognized for their innovative approach to increasing the number of women and underrepresented minorities in engineering. Additional partnerships with True Blue Inclusion, Intel, Estee Lauder, and Texas A&M bring thought leaders to Texas A&M to address the recruitment and retention of women in engineering. Shariq credits initiative successes to Chevron's leaders who create a culture of diversity, including having most employees from the CEO down held responsible for a Diversity Action Plan.

S. Shariq Yosufzai
Vice President, Global Diversity, Ombuds and University Partnerships and Association Relations

Cisco Leaders Promote a World Class Vision for STEM

When it comes to inspiring more people to pursue STEM education and careers, Cisco believes in the power of teams. To develop and promote the company's extensive STEM strategies and to drive diversity and inclusion, Cisco's Chief People Officer Fran Katsoudas looks to a team of passionate leaders including SVP Tae Yoo and VPs Laura Quintana of Corporate Affairs and VP Shari Slate – Cisco's Chief Inclusion and Collaboration Officer.

Through mentoring, IT training, and support for schools and nonprofits, Cisco is increasing the pipeline of STEM talent around the world. The company is frequently recognized for its innovative programs – ranging from developing core math skills, opening doors to young women in tech through Girls in ICT Day, and building the skills employers demand through the highly successful Cisco Networking Academy. Annually, Cisco Networking Academy helps 1 million people across 170 countries develop the technical, entrepreneurial, and collaboration skills needed to excel in the digital economy.

Favorite Quote: "Do not go where the path my lead, go instead where there is no path and leave a trail." — *Ralph Waldo Emerson*

Shari Slate
Chief Inclusion and Collaboration Officer

Judith Williams Accelerates Dropbox Diversity Efforts

Judith is Global Head of Diversity at Dropbox, where she leads all diversity and inclusion programs, as well as corporate social responsibility. Prior to Dropbox, Judith Williams was Diversity Programs Manager at Google where she directed the unconscious bias work stream, and built strategies for recruiting, retention, and advancement of Google's technical employees.

Before joining Google Judith was an entrepreneur, a human resources consultant, and a college professor. As a professor, her research focused on the construction of racial identity in theatre and popular culture in the U.S and Brazil. She has conducted archival and ethnographic research in Latin America and the United States, and her published articles include: "Mixing and Playing: Performing Blackness in Brazil" published in Theatre Journal and "Uma Mulata, Sim!: Araci Cortes, 'the mulatta' of the Teatro de Revista" published in Women and Theatre. Judith received her A.B. from Harvard College, and M.A. and Ph.D. degrees from Stanford University. In her spare time Judith enjoys writing speculative fiction, screenplays for romantic comedies, and reading just about anything.

Favorite Quote: "To achieve greatness, start where you are, use what you have, do what you can." — *Arthur Ashe*

Judith Williams
Global Head of Diversity

HACR

Cid Wilson
President and Chief
Executive Officers

HACR's Cid Wilson Promotes Hispanic Inclusion Through Research

Cid Wilson brings two decades of corporate finance and Wall Street equity research experience to his position as the Hispanic Association on Corporate Responsibility's (HACR) President and Chief Executive Officers. He manages a team of people in the HACR Research Institute (HRI) who partner with companies to provide research and analysis on issues related to Hispanic inclusion. A new initiative focuses on understanding the challenges of hiring, promoting, and retaining Hispanic talent in STEM industries, and the information will be shared in the 2016 HACR STEM report.

There are numerous successful HACR programs that have strengthened the corporate Hispanic talent pipeline. They include the HACR Young Hispanic Corporate Achievers program which selects up-and-coming Hispanic corporate leaders for development in preparation for assumption of executive positions. To support knowledgeable decision-making, the HACR Corporate Inclusion Index was developed and now managed by HRI. The survey rates participating companies on Hispanic inclusion efforts and offers valuable insights on best strategies for working with Corporate America.

Favorite Quote: "Sow a thought and you reap an action; sow an action and you reap a habit; sow a habit and you reap a character; sow a character and you reap a destiny." — *Ralph Waldo Emerson (1803–1882)*.

Harris

Coleen Dorman-Focacci
Senior Manager, Global
Inclusion

Coleen Dorman Focacci Utilizes Extensive Outreach at Harris Corp.

Coleen Dorman Focacci is the Senior Manager, Global Inclusion at Harris Corporation. She has worked her way up through the organization, holding a variety of engineering management positions. Under her leadership, Harris employees have become active participants in local outreach projects, technology exchange programs, and charity events. Colleen directs many special outreach efforts, including minority-focused job fairs. She develops and implements specialized inclusion training and programs, is a strong supporter of educational opportunities offered to employees, and creates a number of partner programs with diversity and STEM associations.

The Harris Corporation supports numerous STEM-related programs. They include the "K-12 Outreach Program," sponsorship of robotics competitions and teacher training science fairs, participation in STEM education programs at Brevard Public Schools, and state STEM programs like the STEM Teacher Summer Residency Program for STEM teachers. The company also partners with the Harris Foundation to support five major education initiatives that reach out to economically disadvantaged schools to encourage student interest in STEM.

Intel

Danielle Brown
VP, Human Resources and Chief
Diversity & Inclusion Officer

Intel's Danielle Brown Leads Organization in Meeting Bold Goals

Intel is a corporate leader in Diversity and Inclusion, setting ambitious goals around diversity and supporting and accelerating STEM programs in schools and universities. As the VP, Human Resources and Chief Diversity & Inclusion Officer, Danielle Brown oversees all initiatives and programs designed to spark interest in STEM among students and to drive Intel towards a goal of achieving full workforce representation of women and underrepresented minorities by 2020. Intel has invested $300 million to achieve its diversity and inclusion goals. Danielle also leads Intel's Network of Executive Women and serves as the Chief of Staff and Technical Assistant for Intel's CEO.

Danielle's focus is on ensuring that anyone who wants to pursue a career in engineering or technology will have equal opportunities. Danielle credits strong executive support and engagement in diversity initiatives as the primary reason Intel can set bold goals and deliver to those goals. She is leveraging the drive for inclusion in STEM to also develop a corporate climate and culture where every employee can fully contribute and create without barriers.

Favorite Quote: We all stand to benefit from a mentality that invites rather than excludes. We all want a life of possibilities, of living to our full and rich potential. This work is creating that environment at Intel and that is powerful! — *Danielle Brown*

Intuit's Jenny Choo Develops Strategic Partnerships for D&I

Jenny Choo is the Sr. Program Manager-Diversity and Inclusion at Intuit and is an expert at building and overseeing diversity-related strategic partnerships in alignment with business needs. She works closely with the Talent Acquisition Team and University Recruiting Team to embed diversity in talent pipeline development. Jenny was instrumental in welcoming CODE2040 into Intuit's diversity efforts. CODE2040 is a nonprofit organization offering underrepresented minorities pathways to education, entrepreneurial, and professional success in technology.

Jenny is active in a number of community organizations that helps her form the kind of partnerships that build Intuit's diverse talent pipelines. She supports the Special Olympics, North America; Summer Search; San Jose Sports Authority, and others. She is a Board member for the San Jose Sports Hall of Fame. Intuit leadership offers strong support for developing a culture of diversity and inclusion, enabling Jenny to achieve remarkable success in event and program management as she pursues strategic partnerships.
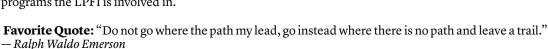
Jenny Choo
Sr. Program Manager-Diversity and Inclusion

Level Playing Field's Freada Kapor Klein is Long-Term Advocate for Tech Diversity

Freada Kapor Klein is a long-time advocate for diversity in technology. She founded Level Playing Field Institute (LPFI) in pursuit of a goal to make the tech sector look like America. Since 2001, LPFI has initiated a number of programs to prepare underrepresented students to succeed in college, focusing on STEM education programs in middle school through college. They include the Summer Math and Science Honors (SMASH) Academy, a college preparatory program now located at UC Berkeley, Stanford, UCLA, USC and UC Davis, with plans for expansion.

The LPFI runs a mix of other educational opportunities for middle school and college students. The high-touch STEM education programs serve under-represented students, which include low-income students, students of color, and first-in-family to attend college students. Several computer science initiatives include "CampCode," and "Level the Coding." The "SMASH:Connect" mentoring program matches alumni with current students in the Bay Area. These are just a few of the outstanding STEM programs the LPFI is involved in.

Freada Kapor Klein
Founder

Favorite Quote: "Do not go where the path my lead, go instead where there is no path and leave a trail."
— Ralph Waldo Emerson

Marriott's Apoorva Gandhi Strengthens Diversity as Core to Brand and Reputation

Apoorva Gandhi is the Vice President – Multicultural Affairs for Marriott International and is responsible for creating and executing an externally-focused global strategy that builds preference and loyalty from within multicultural and underrepresented groups for Marriott's portfolio of brands. Marriott is one of the most diverse global corporations in the world with over 700 hotels now owned and operated by minorities and women. By developing relationships with external organizations and deepening internal cultural competence, Apoorva strengthens the corporate brand and reputation for diversity and inclusion.

Marriott embraces new technology to enhance the customer experience, from making reservations to customer mobile-based services to innovative meeting technology. The company utilizes sophisticated quantitative and qualitative customer data studies, including global brand tracking to measure loyalty. The data supports Marriott's diversity efforts with guests, associates, owners, and suppliers. Apoorva connects the data to brand and reputation, and has been instrumental building the corporate reputation as an organization attractive to minorities and women.

Apoorva Gandhi
Vice President – Multicultural Affairs

Favorite Quote: "To achieve greatness, start where you are, use what you have, do what you can."
— Arthur Ashe

Massport

Kenneth Turner Manages Multiple Massport Diversity Programs

The Director of Diversity & Inclusion/Compliance for Massport, Kenneth Turner manages the Authority's multiple workforce and supplier diversity programs. Committed to increasing the representation of women and minorities in STEM fields, Kenn oversees a variety of programs designed to provide underrepresented groups with opportunities for education and career growth. Programs include Diversity Community Outreach Scholarship and the Aviation and Maritime STEM Education Exposition, attended by 1,500 students from 45 schools in three states. The Exposition brings students and educators together with corporate and government officials.

Kenn regularly introduces exciting initiatives to develop and grow employee morale, Massport's business outcomes, and organizational awareness of the importance of compliance with Massport's Minority/Women/Disadvantaged Business Enterprise programs. He worked with Korn Ferry International to create a new diversity strategic plan that focuses on D&I Education, D&I Communications, a D&I Council, Employee Resource Groups, and Supplier Diversity initiatives. As a result of his effort and senior management support, D&I has been embedded in Massport's business processes and culture.

Kenneth Turner
Director of Diversity & Inclusion/Compliance

Microsoft

Microsoft's Craig Campbell Develops Innovative Recruitment Strategies

Craig Campbell is the Director of Staffing for Microsoft Business Solutions, which develops the Dynamics product portfolio and drives innovation in the cloud and on premise for mid-market and enterprise customers. He has extensive experience in the recruitment of tech workers, having previously held key positions at Dolby Laboratories, MGM Mirage, Starbucks, Amazon, and other top corporations.

He is recognized for his expertise in developing innovative recruitment and engagement strategies that attract and engage diverse global applicants in a highly competitive marketplace.

Microsoft annually commits tens of millions of dollars to building a talent pipeline for STEM positions. The company funds numerous programs in K-12 and higher educational facilities to encourage interest in STEM subjects and degrees. Microsoft is also a leader in developing an inclusive environment in STEM by investing in diverse partnerships on a broad range of opportunities. Craig plays a critical role in taking the effort global and connecting talent strategies to business goals by heading up a global staffing team in five countries.

Craig Campbell
Director of Staffing

Morehouse College

John P. Brown Advances Morehouse College into a Strong Tech Future

John P. Brown is the Interim Vice President for Institutional Advancement at Morehouse College, assuming the position at a critical time during an institutional transition period. He has extensive experience in organizational development, and one major focus is on working with college administrators, faculty, and strategic corporate and nonprofit entities to strengthen the educational facility's leadership role in the study of STEM.

An HBCU, Morehouse College is positioned as a top producer of diverse graduates able to fill the talent pipeline in the tech industry. The college is a key player in the effort to build a link between Silicon Valley and HBCUs. It is already the number one institution of Bachelor's degree origin for Black men earning a PhD in science and engineering. Morehouse also developed the iSTEM project designed to provide underrepresented students in grades 6-8 with an innovative approaches to STEM learning experiences to increase awareness of STEM careers. These are just two examples of the exciting things happening at Morehouse.

John P. Brown
Vice President for Institutional Advancement

Morgan State President Dr. David Wilson Develops Next Generation of STEM Innovators

Under the direction of President Dr. David Wilson, Morgan State University has implemented an aggressive initiative to develop the next generation of STEM innovators. The Maryland HBCU has seen significant advances in STEM related programs since his tenure began in 2010, including a five-year contract with NASA and a $129 million dollar energy innovation research grant. The university has also initiated a large variety of STEM programs for K-12 and university students, like the NASA/Morgan State University Summer Institute of Robotics and the annual STEM Extravaganza for youth.

Dr. Wilson is a leader in advancing diverse participation in STEM education and careers. Morgan State is number one in the State of Maryland and in the U.S. in producing Black engineers. The university also has one of the largest percentages of women enrolled in engineering and sciences programs in the region. Morgan produces significant globally recognized STEM research and regularly sponsors events to expose minorities to STEM.

Dr. David Wilson
President

Nielsen's Cheryl Pearson-McNeil Breaks New Ground on Diversity Research

Cheryl Pearson-McNeil is the Senior Vice President of U.S. Strategic Community Alliances and Consumer Engagement for Nielsen. She is the visionary behind Nielsen's African-American Consumer Report, leading to the creation of Nielsen's Diversity Insight Series. Cheryl secures interest in STEM initiatives by demonstrating the value of instrumental measurement science in positively impacting consumers, and sharing information on the trillions of dollars of collective buying power of multicultural, Millennial, and women consumers. She inspires others to view statistical research as an empowering career option.

Major corporations have turned to Nielsen to better understand their diverse customers as a result of Cheryl's groundbreaking efforts. Recently, Walmart collaborated with her team to administer a custom survey at the Black Enterprise Women of Power Summit. Cheryl has also developed a "You Matter" form that community event attendees can complete, creating a Nielsen database of more than 150,000 multicultural consumers who have opted-in to take future surveys. Cheryl is masterful at blending diversity activities into core business systems.

Favorite Quote: "If you don't ask, you don't get."— *Cheryl Pearson-McNeil*

Cheryl Pearson-McNeil
Senior Vice President of U.S. Strategic Community Alliances and Consumer Engagement

PepsiCo's Deborah Rosado Shaw Strengthens STEM Pipeline

Deborah Rosado Shaw is the Chief Global Diversity & Engagement Officer and Senior Vice President at PepsiCo. Under Deborah's leadership, the organization has expanded pathways for developing multicultural doers and innovators. Deborah collaborates with Dr. Mehmood Khan, PepsiCo Vice Chairman and Chief Scientific Officer of Global R&D to develop and expand exciting new programs to connect with students coming from communities that are under-represented in STEM fields.

Deborah leads many of PepsiCo's STEM-oriented programs embracing diversity. The company partners with STEMconnector™'s Million Women Mentors (MWM) to provide 1 million STEM mentors for girls and women. The organization collaborates with STEMconnector™ to host "Career Accelerator Week." PepsiCo chairs the STEM Innovation Task Force, a coalition of 30 industry, educator, government, and NGO partners working to ensure schools are inculcating relevant student skills for transitioning from school to workplace. PepsiCo also partners with The New York Academy of Sciences on the "Junior Academy" which engages exceptional students interested in STEM.

Deborah Rosado Shaw
Chief Global Diversity & Engagement Officer and Senior Vice President

Pinterest's Candice Morgan Optimizes Diverse Talent for Tech Careers

Candice Morgan
Diversity and Inclusion Leader

Candice Morgan became the first Head of Diversity at Pinterest in January 2016, bringing a decade of diversity experience from her previous position at Catalyst. At Pinterest, she and her team are building a stronger diverse tech pipeline of talent in several ways. To inspire and develop future tech leaders at an earlier stage, Pinterest started the Pinterest Engage Freshman Internship Program this year. This program encourages students from underrepresented groups to stay engaged in STEM by selecting students with an expressed interest in Computer Science (CS) to intern at Pinterest the summer after their freshman year.

Pinterest's Apprenticeship Program brings in experienced employees with non-traditional backgrounds to spend a year working with Pinterest's engineers, with the opportunity to convert to a full-time role. On campuses, candidates from underrepresented backgrounds are candidates are recruited from new schools with diverse populations within CS programs. As a result, Pinterest saw a significant increase in the number of recruits and interns from underrepresented ethnic backgrounds in 2015.

Candice credits senior management's public commitment and support as key to Pinterest's success. Pinterest was the first private tech company in Silicon Valley to set a public goal around bringing in diverse talent to maximize innovation.

Favorite Quote: Nobody said that it'd be easy, they just promised it would be worth it. — *Anonymous*

Rainbow PUSH Coalition

Rainbow PUSH Pushes Tech Industry's Push to Expand Diversity in STEM

Rev. Jesse L. Jackson
Founder and President

Under the direction of the Reverend Jesse Jackson and the guiding hand of director Butch Wing, the nonprofit Rainbow PUSH Coalition brought public awareness of the lack of diversity in the tech industry. Just as importantly, Rainbow PUSH also made tech companies aware that diverse talent is available now in the U.S. and greater transparency is needed in corporate recruitment, hiring, and retention practices. The efforts led to tech giants publishing employee demographics and initiating new strategies to reach and engage minorities in STEM studies and careers.

Rainbow PUSH has sponsored a variety of initiatives like the Rainbow PUSH Silicon Valley Digital Connections Project that has a goal of creating a Silicon Valley that is representative of America's demographics by 2020. As a result of Rev. Jackson and Wing's efforts, major financial commitments to diversity initiatives were made by companies like Intel and Apple. The funding is supporting STEM programs at HBCUs, and at middle and high schools to engage underrepresented students in STEM subjects.

STEMconnector®

STEMconnector's Edie Fraser Champions STEM Education and Jobs

Edie Fraser
Chief Executive Officer

Edie Fraser is the Chief Executive Officer of STEMconnector® and Million Women Mentors (MWM). She also serves as Vice Chairman, Diversified Search, and STEMconnector® is one of its companies. Edie is a leader and champion of STEM education and jobs, and has been tireless in leading her team in the convening of top corporate, educational, nonprofit, and government leaders and organizations in the STEM field through a variety of initiatives that assist participants in building STEM pipelines and workforces.

STEMconnector® initiatives include the STEM Higher Ed Council, STEM Innovation Taskforce, STEM Food & Ag Council, the Global STEM Talent Summit, and Million Women Mentors. MWM supports the engagement of one million STEM male and female mentors to inspire girls and women to pursue and succeed in STEM programs and careers. Edie has won 45 major leadership awards for STEM, women, diversity, philanthropy, and entrepreneurship for her leadership. She is in the Enterprising Women's Hall of Fame.

Dr. Lesia Crumpton-Young Brings STEM Excellence to TSU

Dr. Lesia Crumpton-Young is the Associate Vice President for Research and Sponsored Programs at Tennessee State University. She is an industrial engineer by training and has extensive experience as a professor, research scientist, and university administrator. She is a recipient of the U.S. Presidential Award for Excellence in Science, Mathematics, and Engineering Mentoring, and is a published scholar of numerous articles on STEM education, innovation, and engineering leadership. Dr. Crumpton-Young is also the founder and former CEO of Powerful Education Technologies.

Dr. Crumpton-Young founded the Center Advancing Faculty Excellence (CAFÉ). The Center enhances the professional development of faculty and contributes to the advancement of students, individuals, and academic institutions by developing curriculum, performing research studies, providing workshops and training seminars, and coaching and professional development. She devotes considerable time to advancing STEM education and workforce for underrepresented groups and has won numerous awards for her academic and scientific research on the inclusion of diverse people in STEM.

Favorite Quote: You've Got the Power to make a Difference: So Use It... — *Dr. Lesia Crumpton-Young*

Dr. Lesia Crumpton-Young
Associate Vice President for Research and Sponsored Programs

Tristan Walker Founds Tech Company and Nonprofit to Encourage Diversity

Tristan Walker, Founder & CEO of Walker and Company and Co-Founder and Chair of the Board of Directors for CODE2040, set a goal of reaching 5,000 Black and Latina/o students as a step towards bringing more diversity to Silicon Valley. CODE2040 creates pathways for underrepresented minorities to pursue educational, professional and entrepreneurial success in technology. Tristan is an African-American and former Foursquare executive who purposefully demonstrated to underrepresented minorities the many tech opportunities for diverse people.

The "CODE2040 Fellows Program" places top performing Black and Latinas and Latinas/os who are college level computer science students in an intensive summer career accelerator internship at top tech companies in the San Francisco Bay Area. The "CODE2040 Technical Applicant Prep Program" (TAP) helps students and professionals break into the tech industry. The "CODE2040 Residency, Powered by Google for Entrepreneurs" program is a year-long residency program in which Entrepreneurs in Residence spend a year launching a company and connecting communities of color to the local entrepreneurial ecosystem.

Tristan Walker
Founder & CEO

Wells Fargo's Sharon Murphy Advances Underrepresented Groups in Technolgoy

As the Executive Vice President Enterprise Information Technology at Wells Fargo, Sharon Murphy focuses on developing innovative solutions and technology that meet user expectations. She supports the organization's end-user 24/7 support call center, end-user computing, and enterprise market data services, and runs Technology Connections. She plays a critical role in balancing consumerization and risk management and is a major contributor to the success of Wells Fargo initiatives like the Startup Accelerator Program, a competition for startup capital funding for innovative solutions and technology advances.

Sharon collaborates with a number of organizations, like Rainbow PUSH, to advance the participation of underrepresented groups in technology and is frequently invited to be a speaker and panelist for technology-themed events. She also is a member of the Mobile & Wireless Technology Advisory Board at AT&T. Sharon credits her professional success to strong leadership support and accessibility which she in turn provides her team. Her efforts have earned her prestigious awards like the Epsilon Award for Outstanding Technical Contribution.

Sharon Murphy
Executive Vice President Enterprise Information Technology

Rachel Williams Drives Diversity Progress at Yelp

Rachel Williams became the Head of Head of Diversity and Inclusion at Yelp in November 2014 and immediately focused on building diversity initiatives that would show real progress. As a result of her efforts, and with the strong support of top-down leadership, Yelp was one of the few tech companies to show gains in the hiring of women, African-Americans, and Hispanics in 2015 compared to 2014. Rachel has 15 years of experience in talent acquisition and used her knowledge to implement a strategy of aggressive recruiting at universities with diverse student bodies. Rachel also partners with organizations that connect minority engineers with available positions at Yelp.

Yelp has committed to aggressive diversity goals, including employing a percentage of women engineers that is representative of the percentage of women who earn computer science degrees at colleges and universities. Yelp also set a goal of having each local office workforce makeup match the demographics of the city in which the office is based.

Rachel Williams

Head of Head of Diversity and Inclusion

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For information about our Supplier Diversity Program, visit **sustainability.ups.com**

From Elementary School to Employee Engagement: CVS Health Focuses on Talent

CVS Health has a sophisticated talent management system founded on four objectives. Leaving nothing to chance, the company begins cultivating talent at all school levels while developing and engaging talent in-house.

BY **GERALD DONALD**

CVS Health is leaving nothing to chance in the area of talent management and ensuring its talent pipeline is filled for years to come. Strategies cover the gamut, beginning with introducing elementary children to pharmacy to leveraging Colleague Resource Groups (CRGs) to ensure all employees have opportunities for development and career management. The groups also serve as links between CVS and the diverse talent marketplace, helping CVS better connect with people in the marketplace, and once employed, better manage talent in a way that benefits employees, customers, and the organization. CVS serves as a role model for embedding CRGs (employee resource groups) in organizational strategy.

Leveraging Colleague Resource Groups

David Casey is the VP of Workforce Strategies and Chief Diversity Officer for CVS Health. For the last five-and-a-half years, he has overseen the corporate diversity management team, the EEO and affirmative action team, employee relations, and a group called Workforce Initiatives. He manages this broad set of talent strategies within the context of meeting four objectives.

"Our first objective is workforce representation that reflects communities," Casey explains. "The second objective is workforce engagement to ensure we have an inclusive culture where

David Casey, Vice President, Workforce Strategies and Chief Diversity Officer, CVS Health.

♥ **"The majority of our customers in the retail space and our health care decision makers are women, so having the CEO chair that Colleague Resource Group is a perfect match because he can tap into that demographic and leverage that resource group to help us connect to a majority of our female customers."**

people can be their authentic selves. The third objective is having talent systems in place that enable everyone to have equitable access to growth and development. The fourth objective is marketplace diversity."

A key talent and retention strategy that encompasses the four objectives is the leverag-

ing of 12 Colleague Resource Groups (CGRs). Though some are along the lines of traditional Employee Resource Groups (ERGs) – Black, Hispanic, Asian, Women – there are also non-traditional groups focused on things like fitness and health, and the analytical role of people in the organization.

Each group helps CVS meet the four objectives. For example, the Latino group helps Casey and his team understand where to go to recruit more Latino talent and how to bring them into the organization, ensure inclusiveness, and encourage career development. Some groups have mentoring programs that help human resources professional understand the nuances of managing a particular demographic.

The CRGs are so core to CVS' talent management strategies and objectives that the CEO, Larry Merlo, and his direct reports serve as sponsors.

"A sponsor is charged with helping the CRGs get connected to business objectives," Casey explains. For example, the CEO is the executive sponsor of the Women's Success Network (WSN) which has a thousand members. Since he has full insight across the entire organization, the CEO was in a position to help WSN members get plugged in to some of the work being done in the digital space, a strategic area of focus for the company.

"The majority of our customers in the retail space and our health care decision makers are

women, so having the CEO chair that Colleague Resource Group is a perfect match because he can tap into that demographic and leverage that resource group to help us connect to a majority of our female customers," says Casey.

Leveraging a Multigenerational Workforce

Growing and developing talent involves several strategies.

One is annual talent reviews with a twist. All the leaders in the organization have an opportunity to identify current and potential high performers and get 360 degree feedback from the leaders' peers on the high performers.

The next step is mentoring which has been in place for quite a while. "Quite frankly, I think sponsorship is actually where the effort needs to go next," Casey said. Mentoring is an excellent method for meeting the needs of the one-on-one relationship, but sponsorship is when someone is willing to advocate on an employee's behalf across the organization. When an organization has 200,000 employees spread across geographies, it is challenging for employees to get recognition outside their work area.

Like most organizations today, CVS had to find a way to leverage a multigenerational workforce. In a unique approach, CVS utilizes an online tool in which employees can play one of two roles – learner or advisor. Learners come in to gain knowledge of certain topics or issues. Advisors share information across the organization. Anyone in the organization can utilize the tool, meaning a lower level employee could be an advisor to a senior executive, in technology for example. This approach recognizes that someone at a lower level may have more knowledge on a particular topic than a senior leader.

The online tool is an effective engagement tool that enables people to showcase their knowledge and competencies. There are also internship programs and programs for tapping into current and potential talent pools.

"Over the last 20 years, we have introduced pharmacy to more than 1 million people from elementary school to high school to post-secondary institutions, introducing them to the industry and career tracks," Casey said.

The Pathways to Pharmacy program is being expanded into Pathways to Healthcare to attract a broader and more diverse talent pool. CVS also participates in the Department of Labor's Registered Apprenticeships program in which prospects can go through a combined classroom and on-the-job pharmacy technician program and earn certified credentials, even if they have no prior training. The apprenticeship program is a great way to introduce diverse people to STEM careers, letting them learn while they earn a paycheck. This is particularly attractive to people who cannot afford to go right into a college degree program.

Measuring and Enabling Through a Diversity Lens

To keep these many efforts on track, CVS measures results in many ways.

Casey elaborates by saying, "We measure along the four objectives – demographics, engagement, CRG participation rates, promotion rates, retention rates, and so on. Under the marketplace diversity objective, we look at market share and a program called Project Health which has provided over $100 million of free health-care screenings in predominantly Black and Hispanic communities identified as having healthcare disparities." Casey looks at all metrics through a diversity lens and does not just produce diversity metrics.

Having recently acquired the pharmacy chain, Drogaria Onofre, in Brazil, CVS has become an international company. The organization leverages opportunities for two-way learning by leveraging relevant U.S. centric business practices in operations abroad, while simultaneously bringing what is learned abroad back to the U.S. There is a learning curve with Brazil serving as the learning lab. Expansion into Brazil brings a whole new aspect to diversity, but CVS' approach to diversity management is different than most organizations anyway.

"Most companies that say they practice diversity and inclusion are focused solely on their workforce. We focus on the workforce and how our efforts impact the marketplace," Casey explained.

It is a holistic approach in which diversity management is not a series of initiatives but rather an enabler to meet objectives in the marketplace. To further diversity goals, Casey's teams manage more than 500 relationships with community and faith-based organizations, government agencies, and academic institutions.

The CVS talent-focused strategies are designed to ensure the organization is able to attract top talent in a shrinking labor force and to retain that talent once onboard. The organized approach Casey has taken is proving to be highly effective. Most importantly, it keeps CVS prepared to adapt to the future as the global population ages and technology advances, changing talent requirements and the makeup of the marketplace talent pool.

Turning the Board of Directors' Focus on Ethics

Europe and the U.S. rely on different structures for the Board of Directors, but they both are assuming oversight of ethics programs. It is a sign of the times.

BY **DONNA CHAN**

The Board of Directors has long been recognized as a governance structure that is critical to aligning the interests of corporate leadership and stakeholders. Given their responsibilities, boards evolve as business conditions dictate, and one of the areas driving change is ethics. Ethics represents a complex mix of elements that include new legislation and legal culpability, corporate scandals, risk management, and reputation easily damaged in a networked world.

However, there is a difference between European and U.S. boards as to the factors most influencing how boards approach ethics, and one of the primary influencers is board structure. Per a Conference Board survey, U.S. board oversight of ethics programs are largely driven by legal developments, while Western Europe boards are driven more by a desire to enhance reputation.

Differences in Board Governance

The one-tier and two-tier corporate governance systems evolved from corporate law in Germany and England. In the one-tier system, like that in the U.S. and the UK, the board has management and monitoring responsibilities, and the majority of members are independent. In the German two-tier model, now used by most of Western Europe, there is a board of directors and supervisory board. In the two-tier system, the supervisory board and board of directors exist side-by-side.

The one-tier and two-tier board of directors are independent bodies, meaning members are not employees, and deal with management issues. The supervisory board in the two-tier system performs a supervisory function and consists of people representing various stakeholders, like majority stock holders, lenders, suppliers and employees. The supervisory board inspects company documents and the state of assets, and requests statements and explanations from employees or the Executive Board of Directors.

The European board model gives all stakeholders, including shareholders, decision-making authority because the supervisory board can control decision-making by the Executive Board. Diverse stakeholders must achieve collaborative decision-making, and the focus is on more than stock values. Voluntary internal controls, rather than regulatory enforcement of rules, serve as the primary checks and balances for govern-

ing and managing. Stakeholders are directly concerned with organizational performance and have a say in how it is achieved.

Ownership and Management

In Western Europe, the chairman and CEO positions may or may not be the same person. Ownership and management is not separated, unlike in the U.S. model. In the U.S. the CEO and board chairperson are often the same person and oversight is provided by board audit committees and required regulatory disclosures.

This means, in the U.S. model, a person who is CEO and chairperson is more powerful than non-executive European directors, who have a narrower perspective, and history has shown that excessive power can corrupt. In the U.S. model, shareholders are more widely dispersed and tend to interfere less in corporate decision-making. The board, CEO or other high-level corporate officials can achieve excessive autonomy.

It is one reason Sarbanes-Oxley Act of 2002 (SOX) was passed as corporate fraud became rampant. Listed corporations must now have a board audit committee that interacts with external auditors, manages risk and ensures accurate financial reporting. The audit committee is composed of non-executive directors, maintaining separation of ownership and management. In the European two-tier board structure, there are inherent checks and balances that limit decision-making that brings personal advantages, but ownership and management are intermingled.

Enhancing Reputation or Meeting Legal Requirements?

Ethics is an issue in the U.S. and Europe. How corporations approach the development and management of ethics programs is influenced by the board's

structure as well as the separation and intermingling of management and the board.

The Conference Board found that more boards of directors around the world are becoming involved in ethics programs, but location makes a difference as to the role the directors play. A global survey of 165 companies found that almost all had boards that are involved in ethics program oversight. The programs rely on internal policies and procedures to identify legal violations, and to promote ethical behavior. The elements of ethical programs include codes of conduct, training, procedures for reporting of violations by employees, and oversight and review.

In the U.S., management has traditionally been responsible for ethics programs and SOX drove greater U.S. board participation. In most of Western Europe, the survey respondents said the primary driver for director involvement was enhancement of reputation. In the U.S., reputational risk was a factor for only 20 percent of the companies, while it was a factor in 46 percent of Western European companies. In the UK, which has a one-tier board structure, 62 percent cited reputation.

In Europe, 69 percent of the boards delegate the ethics program to an ethics committee, while 75 percent of U.S. compa-

nies delegated ethics program oversight to an audit committee. As an example, the European Investment Bank established an ethics and compliance committee within the board of direc-

tors that is made up of the three longest-serving directors and the chairman of the audit committee. In Western Europe and the UK, CEOs or an internal auditor, not the compliance officer, take the lead in discussing ethics and compliance matters with the board. In 26 percent of U.S. companies, compliance officers assume the lead.

Strengthening the Role in Ethics
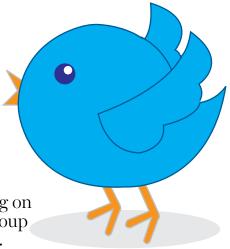
Despite the differences between the U.S. and Europe, there are similarities in how ethics oversight can be strengthened.

One is ensuring that directors without compliance expertise get training in order to carry out their duties. Duties include

setting the scope of the ethics program, approving policies and procedures, aligning incentives, and requiring meaningful reporting. The alignment of incentives is particularly im-

> **How corporations approach the development and management of ethics programs is influenced by the board's structure as well as the separation and intermingling of management and the board.**

portant because performance evaluations and the incentive compensation process should incorporate more than financial metrics. The process needs to incorporate metrics concerning ethics that are included in determining incentive compensation.

The results of executive management efforts to meet compliance and ethics objectives and peer comparisons should be regularly reported to the board and to senior managers.

The role of the board of directors in ethics oversight is still emerging, but it is already certain the role will continue to expand as legal and reputational risks grow on both sides of the ocean.

VIRTUAL COACHING: TWEETING AND POSTING FOR LEADERSHIP DEVELOPMENT

Giving regular employee feedback is challenging without relying on technology. Tweets and posts enable people to learn through group participation and continual feedback from peers and managers.

BY **INGRID JOHNSON**

Talking about leadership development usually triggers thoughts of face-to-face meetings, stretch assignments and climbing the corporate ladder. That was the old way of thinking. In the new way of thinking, leadership development is about continual learning from everyone, not just a coach or supervisor, while utilizing technology for efficiency, expanding reach and involvement, and vertical development.

Driving the change are the tech-loving Millennials who think outside the box of traditional business practices. They want to receive and send tweets and posts to those around them who have more knowledge and experience, participate in discussions with diverse teams, and interact with a variety of people at all organizational levels.

Tweeting and posting for leadership development is an ideal way to find and develop potential and current leaders while strengthening a culture of learning and creativity.

Contrasting Cultures

Baby Boomers remember the days when leadership development consisted of meetings, pages of training materials and attending workshops. Except for reading training materials, learning was largely restricted by location and time of day. The people selected worked their way up through the ranks to earn the privilege of participating in leadership development, turning it into a bit of a secret initiation process that excluded most.

For Millennials, that way of doing things is unacceptable. This is the generation that started and nurtured social media,

now embedded in the workplace as a communication tool. Such an effective and broad-reaching tech-based communication tool lends itself to the talent development process.

The new generation of employees want to work in an egalitarian and collaborative environment where potential is allowed to express itself and learning is continuous. They do not want to wait until a meeting is scheduled in order to get feedback. Millennials (and soon Gen Z) are attracted to employers who develop a culture of learning and let people express their knowledge, skills and talents through collaboration and teamwork.

Real-World Development

In this environment, tweeting and posting is a natural fit in the leadership development

process. Coaching or developing employees through social media enables a relevant, real-world continual loop feedback system. It also enables employers to be more inclusive.

Social media provides easy access to all employees and enables diverse people to join the conversation or participate on teams where they can demonstrate leadership capability. For example, the introverted or English-as-a-second-language employee who is reluctant to communicate is much more likely to participate when comments and questions are sent electronically. Technology also enables 24/7 access, another Millennial preference.

Tweeting and posting, combined with personal interaction, creates development opportunities. There are two routes. One is creating an intranet social media site or using the

Facebook group option for employee posting, collaboration and feedback. Another route is encouraging the employee to set up a work-related personal learning network (PLN) which is a network of other people with whom the employee can interact. The people are internal and external to the organization.

For example, a Twitter PLN is established so that an employee can engage in conversation with people around new ideas or topics, asking questions, and requesting feedback. Twitter chats are useful for engaging people in existing conversations. The chats include a hashtag that take people to particular online content for discussion. There are no time and location constraints and managers can provide input to guide, but not control, the conversation.

Facebook pages or intranet social media pages offer the same advantages as Twitter, and promoting collaboration tops the list. The employer sets up a social media team (group)

page, for example, and employees join the group or team to participate in an interesting project.

Another option, and one some professionals consider the most private, is to use enterprise software that enables creating profile pages on an intranet. Employees share information, ask and answer questions, and describe new solutions that others, including the supervisor, can comment on. The employee benefits from the collaborative process, learning from everyone, while enhancing personal visibility within the organization.

Increasing Inclusiveness

An important advantage of using social media, including tweets and posts, is that employees who are introverted or get "lost" in the system, so to speak, have an excellent communication venue with high

visibility. Every organization has potential leaders who are overlooked.

The manager who regularly connects with employees for training and development through tweeting and posting is almost assuredly going to be surprised to discover a diversity of unrealized talent who have been excluded from meetings and project teams or get little opportunity to share ideas.

Social media as a development tool also makes it easy to develop current leadership at a lower level – like frontline

AUTHENTIC FEEDBACK ALLOWS PEOPLE TO GROW MENTALLY AND NOT JUST STRENGTHEN SKILLS AND COMPETENCIES.

supervisors who are often left out of formal development programs except for the occasional workshop. These are the people who are interfacing regularly with employees, vendors and customers. They need personal mentoring and should develop the ability to mentor their own staff. Tweets and posts can easily contribute to management, peer and reverse coaching.

Keeping it Authentic

Tweets and posts should include authentic feedback. Authentic feedback allows people to grow mentally and not just strengthen skills and competencies. It is suitable for vertical development or teaching people to think in more complex ways so that they develop unique leadership styles.

Traditional horizontal development focuses on the delivery of more information and building competencies. In vertical development, tweets and posts are not meant to "fix" the employee but rather to share information that a person processes in a personally unique manner. In a multicultural workforce, this is an important inclusionary concept and can easily lead to innovative ideas and new perspectives. The Facebook company does not allow triangulation, such as one employee complaining to a manager about a co-workers because that is not the purpose of development posts.

Using any social media in the development process requires a learning culture in which people feel free to participate. Leaders at Facebook go through significant training to learn how to deliver authentic feedback, whether in person or through social media.

Get it right, and the employee and business are much more likely to thrive.

Embracing Section 503 as an Opportunity

Section 503 of the Rehabilitation Act was strengthened to hold employers with federal contracts accountable for hiring people with disabilities. As time for full enforcement approaches, it is an opportunity to strengthen competitiveness through greater inclusiveness.

BY **JEREMIAH PRINCE**

New rules for Section 503 of the Rehabilitation Act (RA) of 1973 took effect March 24, 2014, with little fanfare, but they are important in many ways. The rules strengthen the enforcement of the American with Disabilities Act (ADA) and put new requirements into place concerning the recruiting, hiring and accommodation of people with disabilities.

Applicable to businesses with federal contracts, including subcontractors, the RA is intended to boost the employment of individuals with disabilities, which unfortunately has been going slowly despite passage of the ADA.

Instead of viewing the RA as yet another government regulation, it should be embraced as a means of increasing diversity, strengthening inclusion, and building a new level of competitiveness.

Strengthening the Diversity Effort

It was expected (hoped) that passage of the ADA in 2008 would have a significant impact on the employment of people with disabilities. Sadly, 2012 statistics showed that full-time employment of people with disabilities still lagged far behind the employment of people without disabilities – 20.9 percent to 56.4 percent. To change the statistics, the U.S. federal government issued the new RA rules that cover employers who have 50 or more employees and a federal contract or subcontract worth at least $50,000.

The new rules add significant new employer requirements. For people with disabilities, employers must establish, or already have in effect, an affirmative action program and a tracking program to measure against a 7 percent benchmark or aspirational goal. It is not a quota. For employers with 100 or more employees, the 7 percent applies to the each job group. For employers with less than 100 employees, the 7 percent applies to the whole workforce.

The rules require employers to invite job applicants to self-identify during the application stage and after a job offer is made. Current employees are asked to self-identify every five years. The self-identification information is to be kept separate from employee Human Resources personnel records and

Employers must collect data on the number of applicants and employees who self-identify, the number of job openings, the total number of jobs offered to people with disabilities, and the number of jobs filled with people who have disabilities.

cannot be used for employment decisions. Also, the people who self-identify do not have to have previously claimed accommodation.

Strengthening Metrics

An important section of the RA requires data collection and tracking, indicating the seriousness of the effort to employ more people with disabilities. The data will prove if progress is being made.

Employers must collect data on the number of applicants and employees who self-identify, the number of job openings, the total number of jobs offered to people with disabilities, and the number of jobs filled with people who have disabilities.

Another requirement applies to prime contractors who utilize subcontractors. If the prime collects voluntary disability self-identification data, the subcontractors should also do so. Employers will participate in compliance reviews with the U.S. Office of Federal Contract Compliance Programs (OFCCP).

Strengthening the Role of People with Disabilities

There are two ways to approach the new rules.

The negative one is that the rules, once again, add yet another administrative burden on businesses.

The other perspective is to view the rules as an opportunity to strengthen nondiscrimina-

tion in the workplace, increase the labor force participation rate of people with disabilities, add new perspectives to employer's processes and programs, and embrace diversity in all its meaning. The employer sends a powerful message to the workplace when leaders willingly embrace the new rules and increase utilization of people with disabilities and implement accommodations.

As of now, the federal government has purposely avoided instituting fines or penalties for not meeting the 7 percent goal. The reason is that the government does not want employers thinking in terms of quotas or hiring up to 7 percent and ceasing effort. The concentration on numbers can defeat the real purpose of the RA – to include people with disabilities in real employment opportunities by removing barriers. If the 7 percent is not met, the employer

needs to do an assessment, try to determine the reasons for failing to reach the goal, and then develop and implement an action plan to correct the issues.

Once the RA is fully implemented, and the government believes employers have had enough time to implement a sincere and fair plan for attracting and hiring people with disabilities, there will be penalties. The government is not revealing them at this point. The regulations do allow accrued payments on federal contracts to be withheld as necessary to correct violations of the RA. There is also a clause for contract termination and debarment, but there is no reason for an employer to reach this point, if making a sincere effort to attract and hire the disabled.

Acting with Sincerity

Doing an assessment of barriers is an important process and

should not wait for reporting to initiate action. Section 503 significantly raises disability as an affirmative action category. Employers who sincerely want a diverse and inclusive workplace will develop an affirmative action for people of disabilities, addressing recruitment strategies and unbiased hiring practices.

It does not end there. Offering workplace training to help the workforce overcome misunderstanding and stigmas associated with disabilities is critical. Without this training, the risk is higher that people with disabilities will experience discrimination.

Working with organizations like the National Organization on Disability and the American Association of People with Disabilities can help employers better understand the needs of people with disabilities, how to identify and remove barriers to

employment, and how to educate coworkers and managers. Recruiters, Human Resources professionals and senior leaders should all be on board.
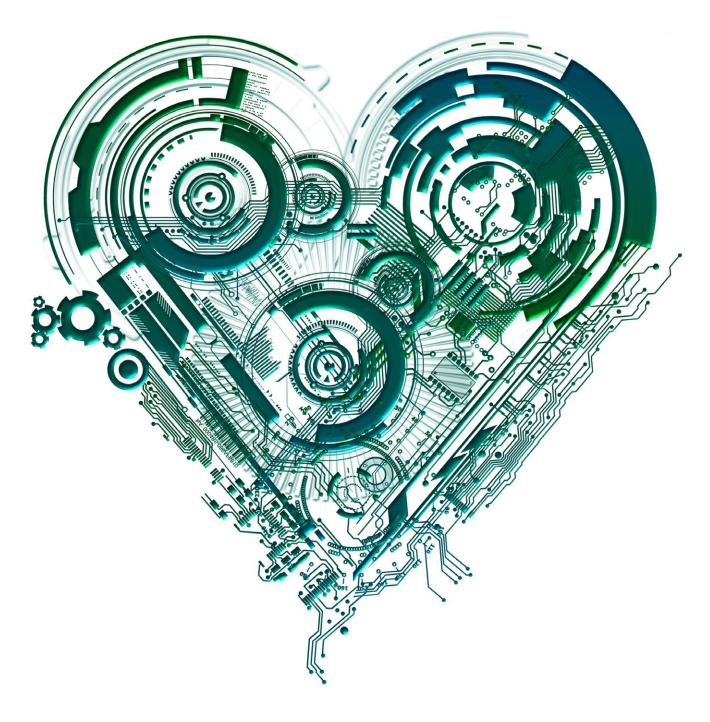
Section 503 of the RA is a federal regulation, but employers should consider this a renewed opportunity to attract, hire and retain people who can bring a whole new set of perspectives to the workplace. Inclusion is not a principle of include some, but not others. Technology has removed many of the barriers that once existed, opening up new opportunities to access a new talent pool.

Section 503 is a paradigm shift for employers because now they can invite candidates early in the application process to self-identify as persons of disability. This is a refreshing change in which having a disability is not something to hide from employers. That alone can go a long way toward changing attitudes.

The New Health-Care Superhero: Technology

Technology has invigorated the debate on how to deliver quality health care to all populations. It is already transforming the health and wellness landscape, but the near future is offering tantalizing advancements that will speed progress toward the goal.

BY **MALIBU KOTHARI**

The transformation of the global health-care industry has been ongoing for the last decade or so, supported by technology, big data, and laws like the U.S. HITECH Act that promotes the "adoption and meaningful use of health information technology."

Despite the advances, there are still disparities in health-care delivery and health-care quality among population groups in the U.S. and around the world. Rural residents, minority groups and people in developing countries are just a few examples.

As technology continues to advance, it is hoped that many of these disparities can be reduced or eliminated. There is a new wave of technological advancements that will take health and wellness opportunities to individuals, connecting them to the medical community and services in innovative ways.

The Next Wave of Technology

Though technology has already expanded and improved access to health care, there is a long way to go.

Countries like the U.S. and the UK have two of the best health-care systems in the world, yet millions of people still have unmet health-care needs because they are unable to access primary care due to lack of availability or accessibility. In the U.S., it is estimated that 25 percent of the counties have no medical center. The UK has national health care, but the system is becoming overwhelmed with people who have multiple chronic medical conditions; they fall into a crevice between generalized care by family physicians and intermittent specialized hospital care. Both countries are considered health-care leaders, and access is improving, but they still have trouble promoting wellness and delivering health care. In the

poorest countries, billions of people have no access to health care.

Technology is already important to health care, but the next wave of technologies can provide many of the solutions to continuing and growing challenges. There is a long list of innovations in early stage of development or use that can change the course of health care and wellness.

Mobile technology is one. From portable ultrasound equipment that is smartphone-enabled to digital medicine that enables medical personnel to deliver services via mobile, satellite-connected devices, mobile technology can take health and wellness services to locations

where there is no medical center. Patient mobile apps are proving to be valuable technologies for wellness programs in areas of diet, exercise tracking, and changing consumer and patient behaviors.

The next wave of health-care technology includes wearables which are devices consumers wear that communicate user-generated data to medical professionals. The wearables bring mobile devices, digital media and health technology together, and are certain to play a growing role in monitoring chronic diseases, people who are home-bound, and people who have no access to local medical care.

Integrated mHealth is the linkage between apps and mobile technology, and the existing health-care system. The integrated mHealth system is used by consumers, health-care

professionals and health-system administrators.

Also important to health care are social networks which promote health and wellness. For example, contests encourage people to participate in a group weight loss program with each person setting goals, and tracking and sharing progress.

Predicting Health

On an even more sophisticated level is analytics and predictive analytics. The ability to collect and analyze billions of data bits from real patient cases and research in order to better manage disease by predicting outcomes holds enormous potential for improving population health

and wellness while lowering costs. The statistical methods are also called learning models because they improve their predictive accuracy with each new case data added.

IBM's Watson is groundbreaking artificial intelligence that is likely to change the way health care is managed and delivered. Watson is being used in several industries, including insurance and retail, but the health-focused effort promises to bring the kind of paradigm change needed to expand health care to the under-served. Watson Health has cognitive capabilities or artificial intelligence, learning by collecting and analyzing data from health records and using image analytics. In fact, the IBM Watson Health headquarters opened in Cambridge, Massachusetts, to more efficiently manage the

numerous partnerships with health-care organizations that enable Watson solutions to expand.

The cloud is another technology that promises to change the ability to deliver improved health care to a wider population base. Health care has been an under-utilizer of the cloud until recently. As hospitals, physicians, and insurance companies look for ways to lower costs and improve service, they are finding the cloud is an important technology resource that lowers information and innovation barriers of health-care systems. Cloud computing facilitates Electronic Health Records and medical imaging sharing among authorized physicians and other medical personnel; creates a place where invaluable data on treatments, symptoms, costs, results and performance is tracked and analyzed; and enables on-demand access to the large computing facilities needed to access the massive amount of available data.

Not a Perfect Answer

Is technology the perfect answer?

The World Health Organization has pointed out that medical devices are indispensable to delivering quality health care, but they also contribute disproportionately to health-care costs. In developed nations the rising cost of health care is forcing some people out of the system. In the poorest nations, the technology costs are prohibitive.

Another major issue concerns privacy. How does the health industry preserve patient privacy and secure health information?

Though there are questions remaining, it is safe to say that technology may not be the perfect answer to expanding health-care access, but it certainly offers the most hope as it is perfected. Technology promises to be the superhero of health care.

> **Despite the advances, there are still disparities in health-care delivery and health-care quality among population groups in the U.S. and around the world. Rural residents, minority groups, and people in developing countries are just a few examples.**

Not Your Grandmother's HR: Managing Human Capital in a VUCA World

One overall characteristic describes today's global business environment – continual disruption. HR leaders must be agile and prepared to quickly respond to human capital needs.

BY **SHARON ROSS**

Volatility, uncertainty, complexity and ambiguity (VUCA) describe the business world today. A term borrowed from the military, VUCA is the new normal and it is all about people and their ability to adapt.

Human capital is the most important capital in a business. The new reality brings deeply complex challenges to Human Resources (HR), requiring agile leaders able to develop talent acquisition and management strategies that regularly and rapidly transform the workforce as conditions demand.

The ability to rearrange and recombine people to respond to changing business challenges means HR professionals will become experts in delivering people solutions rather than designing and implementing transactional HR programs. The HR function needs to develop a talent management system that is responsive and flexible, and the skill to utilize solid analytics that strengthen change management capabilities.

Reinventing Human Resources Function as People Solutions

Right now, organizations can look at the current business environment and get a good idea of what the next decade will look like.

It is a VUCA world in which change, ambiguity and uncertainty are defining characteristics. Organizations can end one month with talent management solid strategies in place, only to find within six months that new technologies, heightened competition for employees, demand for new skills sets, and leadership pipeline needs now require new strategic people solutions.

The old HR systems – consisting mostly of accounting for employee characteristics, managing benefits programs, and developing and implementing fixed training and development programs – are woefully inadequate in the VUCA world. HR needs the ability to thrive on change by reacting quickly to strategic challenges. HR professionals must be forward thinking, able to develop agile and flexible human capital strategies and programs, effective at maintaining leadership capital, effective at managing a system of continual feedback, and capable of generating and utilizing advanced and predictive analytics that guide decision-making.

Just as HR must be agile and flexible, HR professionals must work closely with organizational leaders to develop a talent management system that recruits, hires and retains people who are also capable of being agile and flexible. The organization needs a development approach that produces a set of leaders on a consistent basis with the skills sets needed to successfully function in a global, VUCA world.

One of the key attributes of a successful organization is speed. The HR development process needs the capability of producing "just in time" leadership capabilities, which means people with lower levels of experience but high potential may need fast development as innovators and adapters. Recruiters must be skilled at identifying people who are "best fits" in the VUCA world, recognizing innovators, adapters, creators, game changers and people with personal leadership capabilities.

Workforce deployment strategies, recruiting analytics, talent management analytics, and workforce cost analytics are needed in the VUCA world, where the ability to find, hire and engage the right employees at the right time, and to maintain agile leaders, are the ultimate competitive strategies.

Talent management must focus on developing technology-savvy innovators.

Retaining top talent also needs a new approach because the technology-savvy, adaptable employees do not need formal learning. They need team learning, the ability to share ideas, resources to nurture innovation, freedom to accept a certain amount of risk-taking, and to be rewarded for successful collaboration.

Predicting the Future of Tomorrow or Next Year Through HR Technology

To achieve these results, the HR function must become a people solutions function rather than a manager of HR programs.

HR professionals will be under increasing pressure to ensure the organization has access to global talent – leadership and staff – on an as-needed basis. The function is moving to a more data- and analytics-based approach because it is the only way to assess against the VUCA-world requirements.

HR technology must necessarily play a central role in developing people solutions, and it is doing so in a variety of ways. For example, social media is greatly expanding referral programs and shortening the time to fill positions by half. Encouraging employees to promote opportunities to their social connections based on matching people skills to job requirements can rapidly produce higher-quality candidates.

Technology then enables the employer to start and continue dialogue with qualified referrals. HR recruiters can leverage the information on the social media site, like past employment, organizations people belong to, and interests. There are also niche social sites able to serve as sources of potential job candidates. For example, Ozmosis for health-care professionals, Stackoverflow for programmers, and Behance for graphic designers are just three niche social media sites where employers can quickly find passive candidates.

People solutions also include the ability to briskly connect people as needed. That includes complementing full-time employees with part-time people, people with specific expertise, consultants, and off-shore workers. Technology is needed for asynchronous collaboration and tele-commuting. The ability to tap into on-demand talent sources, like contractor groups and crowd-sourcing, enables the organization to rapidly develop high-performing teams.

User-friendly technology enables people to connect on a global basis, giving HR greater ability to source and access talent. Reward systems that are managed online are important to employee engagement, and when structured like the Achievers programs, give employees the freedom to manage their own rewards.

Predicting Human Capital Needs

Advanced and predictive analytics are also important to developing and managing people solutions.

HR is utilizing analytics to determine if employees are paid competitively, if hiring is according to plan, if needed skills are available, and which recruiting sources are providing the highest quality talent. The analytics enable HR to pinpoint future talent needs, the results of repositioning employees, the likelihood a particular strategy will fill the leadership pipeline, and so on.

Computers are managing transactional data, and HR is moving toward integrated analytics for cross-functional analysis and predictive analytics for organization, job and workforce predictive analysis.

Strategic value is found in the ability to assess cause and effect. The latest technology includes in-context analytics which give HR professionals instant insight into key talent challenges so they can strategically manage workforce initiatives. Cross-source analytics provide workforce views across the organization.

Workforce deployment strategies, recruiting analytics, talent management analytics, and workforce cost analytics are needed in the VUCA world, where the ability to find, hire and engage the right employees at the right time, and to maintain agile leaders, are the ultimate competitive strategies.

Closing the Gap: Building Effective Business Leadership in Asia
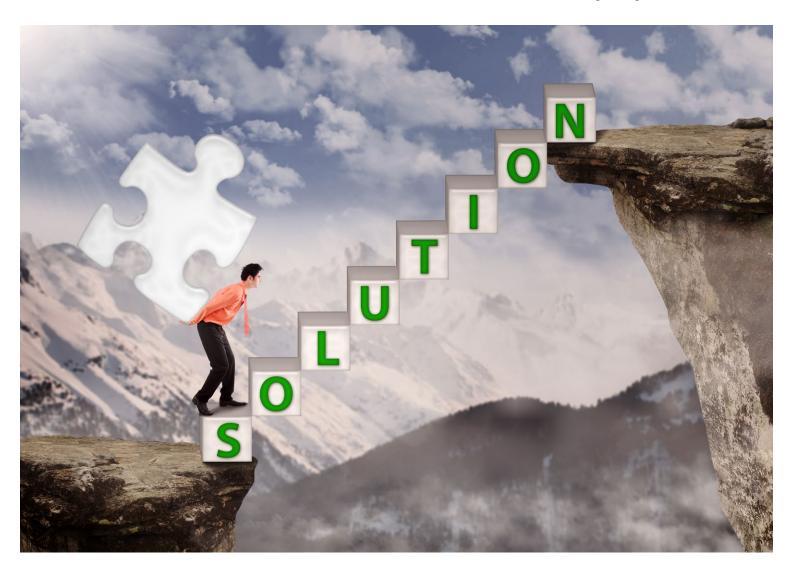
As the business world globalizes, the challenge of developing Asian leadership is rooted in blending cultural practices and a multicultural environment.

BY **JILL MOTLEY**

Asia has a wealth of leadership which is moving the region forward as an economic powerhouse. That is one side of the coin. The other side is the fact the Asian culture is based on thousands of years of tradition, and that tradition says senior leaders are venerated and dissident viewpoints are discouraged.

Though Asian cultures tend to adopt a team-oriented approach to problems, the team members learn to think like their leaders, leading to groupthink.

In the globalized business world, leaders need to encourage individualized thinking and encourage people to develop their strengths. The challenge is creating an organizational culture and a leadership talent pool that encour-

ages innovative and creative thinking, and expression of strengths, while maintaining respect for the Asian culture.

Developing talent who can lead into the future in a volatile business environment will depend on how well businesses recognize the particular needs of high-potential talent and create programs that focus on creating leaders and not managers.

The Leadership Gap

In a hyper-connected world where cultures mingle as global talent is hired and business is conducted, having the capability to drive high performance through effective leadership is a critical success factor.

As Western multinationals continue to expand into Asia and Asian companies expand into other parts of the world, a leadership gap has developed. It is not lack of talent, competency or experience, nor in an inability to build teams. It is rooted in Asian culture, in which the team approach is practiced, but respect for senior leadership discourages dissent and encourages groupthink, limiting creativity. Asia has also rapidly emerged on the global business scene without developing leadership's cross-cultural competence and ability to lead in a volatile marketplace.

In 2014, Gallup studied leadership engagement in Asian companies, offering important insights into the Asian leadership gap. Only one-third of Asian senior leaders are engaged, and one-out-of-five senior leaders strongly agree that someone encourages their development. The lack of engagement is likely based in culture as respect is earned through age and experience.

A 2008 Gallup study found that most Asian leaders land in executive positions by chance, not through succession planning or intentional develop-

ment. One of the consequences of this practice is that leaders learn to rely on subjective factors related to personal success when nominating people to fill positions, overlooking the fact that the next generation of leaders may need entirely different skills and capabilities.

Leaders for the Next Generation

The Corporate Executive Board (CEB) also surveyed senior leaders in Asian businesses and found that the top two challenges CEOs of Asian compa-

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In a hyper-connected world where cultures mingle as global talent is hired and business is conducted, having the capability to drive high performance through effective leadership is a critical success factor.

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nies face is first, attracting and retaining talent, and second, identifying and developing high potential employees and employees for succession planning.

The leadership gap exists between Western multinationals and local Asian businesses due to the struggle of maintaining knowledge and relationships on a local basis. Narrow experience base in local areas promotes groupthink and limits adaptability to change, a characteristic defining the global marketplace.

Fast growing Asian companies bidding for top talent are placing people in higher level positions with little preparation

and development, while promising rapid promotions. This exacerbates the similar problem of senior people managing teams without balanced experience, culturally or depth-wise. They presumably have experience, but not necessarily the kind of experience needed to work in a competitive and volatile marketplace. The CEB survey found that only 26 percent of rising Asian leaders believe there are successors prepared to move into executive positions, compared to 43 percent of non-Asian rising leaders.

Rising Asian leaders include country and regional executives, senior managers and middle managers. The groupthink of teams, the lack of experience in leading in such a rapidly changing and multicultural environment, and a weak talent pipeline will make it more difficult to sustain rapidly growing economies and more difficult for foreign companies to grow global operations because leadership teams are not prepared to deliver operational excellence in an uncertain environment.

Closing the Gap

Building effective leaders now demands attracting, retaining and developing leaders able to meet future demands.

Gallup found that current performance ratings focused mostly on past performance do not predict whether the person can meet future needs, such as leading innovation teams. Succession planning is relying on inadequate metrics for measuring leadership potential. Predictive analytics need to play a much larger role in strategic decisions concerning talent.

Another Gallup recommendation is developing a strong culture of meritocracy and mentorship by developing a strong culture of feedback and holding managers accountable for keeping the talent pipeline filled and talent ready for succession. At the same time, companies must

create a leadership development program that incorporates the business world as it is and not as it was, developing skills in team building, problem solving, strategic thinking, and communication.

Good leadership skills built on experiential and other development practices will produce leaders who encourage team members to think creatively and produce innovation, rather than letting respect for seniority dampen willingness to contribute new ideas.

Building a leadership talent pool that has global competence is key to Asia's continued success and the success of foreign companies investing in emerging economies. There are many ways to approach the development process, but it should contain certain elements that strengthen the right competencies. These elements include working across multiple locations to build global competency, coaching, support networks, stretch and team assignments, career planning designed to engage and retain talent, enhancing enterprise vision, people development strategies, and building decision-making and problem-solving skills.

Asia will continue to grow economically, giving it greater influence in the global marketplace. Multinationals have already discovered that Asia is on a path to be the next world economic powerhouse.

To keep going forward, all businesses will need to address the need to build effective leaders who can lead, not just manage, in the new global economy. It will take an intense effort because of cultural practices that have formed a particular mindset that does not necessarily support operating in a multicultural world. The businesses that figure out how to develop the right leaders in the right way are the ones that will succeed far into the future.

Flipping the Success Formula:
Multinationals Go Local to Go Global

The drumbeat of change is unrelenting. As globalization matures, the new change emerging is that going global actually means first going local for best results.

BY **ANNA GONSALVES**

Western multinationals have been operating in emerging markets for decades, but it was from a position of superiority in technology, processes, management systems, top talent, product designs and finances. Historically, the strategy has been one of going global and then adapting to local markets, somewhat like a giant descending into the town.

As globalization matures, a new strategic reality is becoming apparent as the corporate giants find themselves stymied in producing market growth.

A more effective strategy is first creating new advantages through integration with local economies and society, and then adapting and growing globally. By flipping the strategic approach, businesses can go local as the path to going global.

The Real Competition

An interesting thing has happened on the way to expanding the multinational market share in emerging economies like China, India and Brazil. Fast-growing local and regional companies are slowing or stopping multinational market share growth in many of the emerging markets where there are unlimited opportunities. Unilever's CEO Paul Polman made the startling statement in July 2014 that the company's biggest competition is from local companies and not from mega-corporations like Procter & Gamble.

The same story is proving to be true for many multinationals and across industries. In China, per 2013 data, the ice cream market is dominated by China Mengniu Dairy (14 percent) and Inner Mongolia Yili Industrial Group Co. (19 percent) and not Unilever (7 percent) and Nestlé (5 percent), despite the two global companies investing in this market for decades. In China's laundry detergent market, Procter & Gamble had an 11 percent share, while China's Nice Group Co. had 16 percent and Guangzhou Liby Enterprise Group Co. had 15 percent.

Unintended Consequences

How did multinationals find themselves in a position of being stymied by local competitors? A study of eight of the largest emerging markets in 12 industries between 2009 and 2013 found several reasons, and all sizes of businesses can learn from them.

One is a case of unintended consequences in that the push to outsource and offshore low-value activities led to the opening up of value chains that were once closed to local companies. Outsourcing also led to the development of more modular designs, making it easy for local companies to produce similar products.

Another reason is that the multinationals are finding that emerging market businesses are employing foreign talent, people who would have worked for large corporations in the past. The local talent market is strengthening also as more students educated at top universities are choosing to return home. Finally, there is evidence that local emerging market companies are increasingly using offshore mergers and acquisitions to gain access to knowledge, assets, and capabilities.

Multinationals are also discovering that local market companies are not just waiting for Western multinationals to enter markets and produce or sell items. They are producing products and services with deep knowledge of local market needs, available talent, and the regulatory environment.

Successful corporations are partnering with local and regional suppliers, and capitalizing on local social networks to grow business into local communities. Natura, a Brazilian cosmetics company, outsells P&G, L'Oréal and Avon because it developed a sales network of more than 1 million female consultants who are allowed to build their own customer base through social relationships. The women are recognized in their communities as entrepreneurial successes in a male-dominated culture, raising their standard of living for themselves and their families.

Putting Boots on the Marketing Ground

Instead of going global and then local, it is more important to go local and then adapt globally.

The first implication is that corporate leaders cannot simply do market research and then import operations from the home country into the local market. Adapting products and services to local markets is not enough either. As globalization progresses and local markets get more sophisticated, it becomes more important to understand the specific local customers and adapt everything from talent management to the type of alliances formed.

Doing market research from a distance is standard practice because corporations need first-hand market knowledge. McKinsey & Company succinctly states it by saying "act like a local" to successfully sell in emerging markets. Doing market research and making multiple visits to an area is not enough to penetrate a local market. It takes "boots on the ground" so to speak. Embedding the company in the marketplace is the only way to make real inroads. It is important to go beyond data collection, which is likely to be limited in emerging markets, and meet with the people and businesses that understand how the market works.

All the studies agree that forming alliances and partnerships with local suppliers, resellers – and in the case of Natura – consultants who have social connections in the communities within the market. The alliances can enhance the organization's knowledge, capabilities and competencies through the lens of the local market. The focus should be on forming long-term business relationships.

Reflect and Learn From the Results

There are also challenges specific to each emerging market in terms of doing business.

It might be an underdeveloped infrastructure or unorthodox distribution system. Cultural preferences can also complicate the selling process, often changing from one town or city to another, depending on the ethnic makeup. Sitting in a home office and reading reports is not the way to get a high-level understanding of the target market.

Instead of going "glocal," or global-local, it is proving to make more sense to go "loc-glob," or local-global. The change in perspective drives new approaches to entering and managing growth in emerging markets. Though data is important, data does not always capture the thought processes of local people, either because the data does not exist or market research collected data on the premise that local emerging markets operate in a similar fashion to developed markets.

As globalization matures, learn from the corporations that paved the way into emerging markets. They paved a new path for success.

> **Successful corporations are partnering with local and regional suppliers, and capitalizing on local social networks to grow business into local communities.**

RE-THINKING EMERGING MARKETS FOR GLOBAL INVESTMENT

BRIC is waning as the go-to set of emerging economies, so what next? Volatile markets are leading businesses to look further than BRICS.

BY **WILLIAM BELL**

For 15 years, Brazil, Russia, India and China (BRIC) have consistently been the key countries targeted by corporations for global expansion.

A growing middle class, welcoming governments, and plans for country-wide development made BRIC seem like an unlimited opportunity for foreign investments. Along came the recession, a faltering Chinese economy, and a world in turmoil, all impacting currencies and supply chains. BRIC's economic growth has been impressive, but the picture is changing as the economies slow. At the same time, other emerging markets are developing and posting strong growth, like Mexico, Malaysia Indonesia, Nigeria, and others.

Smart businesses are reconsidering their strategic investment approaches in light of these changes, but one thing is certain: Investing in emerging markets remains a solid strategy for years to come.

Shaking Up the Emerging World

Once touted as the fastest growing economies in the world, BRIC is faltering for a number of reasons. Until the past couple of years, it seemed as if BRICS (group now includes South Africa) had an economic dynamism that seemed unstoppable with each boasting a rapidly growing middle class and government reforms designed to make it less risky and easier for foreign companies to do busi-

"What do you see in emerging markets?"

ness within their borders. Then the economies were slowed as the impact of global volatility hit home, giving rise to new sets of emerging economies. Jim O'Neill, once of Goldman Sachs, coined the term MINT in 2014 for a rising set of emerging markets with entrepreneurial cultures — Mexico, Indonesia, Nigeria and Turkey.

The volatility of the business environment has never been more evident than in the BRIC countries. It should be noted that BRICS has made astonishing progress in the last 15 years. BRIC accounted for 8 percent of the global economy in 2001 and now accounts for approximately 19 percent. However, a series of events are creating a drag on the economies. What happened?

There is no questioning the fact that the Great Recession triggered volatility and economic issues that the global economy cannot seem to shake off. China's economy is unexpectedly slowing down, and the World Bank expects a decline in GDP growth from approximately 7.4 percent in 2015 to 6.9 percent by the end of 2016, and by 2020 the OECD projects 5.14 percent growth. Per the IMF, India fares better with 7.3 percent in 2015 and slow growth to 7.5 percent in 2016 to 7.7 percent in 2020. Brazil GDP trends downward, while Russia's remains flat, with both countries seeing GDP growth well under 3 percent. The OECD projects a slow GDP decline for South Africa also.

Scandals, Sanctions and Declining Oil Prices

The reasons for the lack of expected economic performance vary from country to country. Brazil struggles with scandals and a slowing Chinese econo-

my. Russia's economy is suffering from corruption, economic sanctions and declining oil prices. India's economy is held back by a slow pace of government reforms, though it should be noted that it remains the seventh largest economy in the world, followed by Brazil. South Africa has a number of internal issues, including poor governance, labor tensions and an underdeveloped infrastructure.

China's economy is still growing faster than most, but labor costs are rising and making the country a less attractive strategic investment destination. As the second largest economy in the world, China's woes have an impact on the rest of the world, especially when the country demands fewer commodities from Russia and Brazil.

The volatility and unexpected economic slowdowns in BRICS made eyes turn toward MINT because these countries had many of the same characteristics of BRICS when they were on their rapid growth path, including large populations with a rapidly emerging middle class. But many of the

same issues that are dragging down BRICS are hurting MINT, including political instability and tepid business-friendly government reforms.

India, Nigeria and Indonesia remain on the list of potential investment sites. Voters in Indonesia and India have elected new leaders on a platform of more rapid reform. Unfortunately, terrorism is a true risk factor today. Nigeria's biggest threat is Boko Haram, but the government is fighting the group as well as it can.

Emerging economies are dealing with issues like falling oil prices, terrorism, refugees, inflation, high unemployment, corruption, ineffective leadership and China's slowing economy. It is a matter of selecting from these group issues when describing emerging economies.

As businesses look for the next set of emerging markets as investment targets, they need to remember the lessons from the BRICS. Evaluating emerging markets is a complex process when so many factors contribute to less than stellar performance.

Good News in Emerging Markets

By now it may feel as if the news is all bad, but there is a new group of emerging economies that have learned from the past and offer enormous promise for strategic investments well into the future.

On the list is Malaysia, which has put an economic transformation process into place that includes tax incentives for foreign investors, liberalization of the financial services and manufacturing sectors, and increased spending on the infrastructure.

Also on the list are the countries that will benefit from China's labor costs. Mexico is one because it serves as a gateway country to the U.S. and Canada, and offers low labor rates and a bountiful labor supply. Bangladesh and Vietnam are also benefitting from China's rising labor costs and are working to expand into new markets.

In Africa, there are countries like Kenya and Ethiopia that are determined to reduce actual poverty and the image of poverty that discourage foreign investments. Ethiopia is projected to expand by 8 percent through 2017.

Clearly, it makes sense to look beyond BRICS and MINT to re-evaluate emerging markets ripe for foreign investments. There are many factors to consider, including proof of political and economic reforms leading to greater stability, improved education and health care, impact of slowing economies in BRICS, long-term projected growth rates, expanding middle class and rising standard of living, and the infrastructure.

A new emerging markets acronym has not been developed but for a good reason. There are too many countries ready to join the global economy, and that is good news for minority suppliers with a strategic vision for long-term growth.

DEVELOPING TALENT AND LEADERSHIP
READY TO MANAGE INDIA'S GROWTH

India has experienced explosive growth over the last 25 years. Now there is an urgent need to find and develop the leaders who can manage growth into the future.

BY **DAVE DESOUZA**

India has been experiencing robust business growth for over 25 years, overseen by a talented group of older executive leaders who are now much closer to retirement. At the same time, Indian companies are going global, culling business partnerships with multinationals while the government encourages foreign investments. The key challenge is developing leadership ready to assume the decision-making roles needed to keep business on a growth trajectory and to be truly competitive on a global basis.

This is a setting that applies to many expanding economies, so India serves as a good example for assessing how to best fill the talent pool and develop the next generation of leaders.

The immediate issue is closing the leadership gap by accelerating the process for finding and developing high potential talent because the business environment is changing rapidly. It will take a full menu of development strategies, including coaching, mentoring, rotational assignments, formal training, assessments, and experiences that involve the specific business environment.

Identifying the Challenges

Ernst & Young conducted a survey in summer 2014 that found 53 percent of more than 500 global business leaders planned to enter India or expand operations within the next year. The leadership gap is the top issue of concern, and this same concern is found in many other emerging and rapidly expanding economies.

One of the top reasons the gap exists is due to a lack of participative management. India's typical business structure remains siloed, and senior managers use top-down

decision-making within the silo. This structure leads to managers with limited knowledge and experience, and who are ill-prepared to assume an executive-level position requiring broad, cross-functional knowledge.

Another problem is the lack of qualified candidates in the pipeline who can fill managerial positions created as businesses expand. A 2012 Manpower Talent Shortage Survey of global employers found that 48 percent of India's respondents had difficulty finding qualified candidates, and 17 percent could not find any candidates. As a result, senior leaders who have spent decades expanding businesses are not retiring when expected and that cannot continue.

In any country where there is a lack of business leadership development, multinationals going global must factor in programs that develop younger leaders in the foreign country while also developing leaders in the home country who can make up for the gap in the meantime. Putting people into management positions without training is risky because some will flounder.

Complicating the picture is that this set of conditions leads to a talent war for capable leaders, meaning a company may develop new talent in a robust internal development program, only to have the person hired away by the competition. This forces companies to recruit externally, a costly approach given the competition for talent.
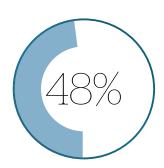
A Foundation of Learning

A host of leadership development practices can close the gap, but the first step is developing a culture of learning. Current managers must understand the importance of training new and high potential employees. Otherwise, the company is at risk of putting trainees into departments for on-the-job development under the tutelage of managers who do not understand their roles in the process.

Current management development in preparation for filling the leadership pipeline includes activities like encouraging collective decision-making, workshops and discussions, executive coaching, and learning how to identify high potential employees.

As the Conference Board explains it, leaders must learn to be agile because

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The key challenge is developing leadership ready to assume the decision-making roles needed to keep business on a growth trajectory and to be truly competitive on a global basis.

48%

A 2012 Manpower Talent Shortage Survey of global employers found that 48 percent of India's respondents had difficulty finding qualified candidates, and 17 percent could not find any candidates.

different behaviors are required for different levels. Managers have to let go of entrenched behavior patterns and assess younger talent based on more than skills, abilities and past performance.

Potential leaders must be assessed based on their ability to learn new skills and behaviors in a rapidly changing business environment. Senior leaders cannot just pass on the old way of doing things. This presents real challenges for multinationals entering India or countries with similar business characteristics. Development must move people to self-empowered entrepreneurial thinking.

Company Specific and Broad Exposure

A variety of development approaches can be used to develop more collaborative lead-

ers with broader perspectives, cross-enterprise capabilities and interpersonal skills.

The Conference Board research found that leadership is contextual, so development strategies need to be company specific, "aligning leadership values, competences, and behaviors with long-term business goals" so that people are ready to manage in a changing business landscape. Development must be customized to the individual.

To fill the talent pipeline, organizations need to consider nontraditional talent pools for recruitment. They need to go to Tier 3 and 4 cities, look for people in a variety of places who have the right attitude now and can be skills trained later, and offer a variety of career paths.

The Conference Board research also found that development activities should vary based on individual needs. Young potential leaders can work on cross-functional projects and participate in a variety of business situations from start-up to shut down. They can also do international assignments to develop broad exposure to a variety of cultures.

Once it is certain an employee has leadership potential, development activities can expand to include participation on a management team, assignments as a leader's assistant, special project responsibility, participation in business school workshops and programs, and mentoring. Experiential learning is critical to developing talent in India, including business simulations, rotational programs, executive or senior management academic programs, and personalized skills development.

There is also a need to focus on developing cultural sensitivity. Countries like India and China have great internal cultural diversity, and talent must learn to work globally with different groups, some not recognized or accepted in their own countries (i.e. religious groups, LGBT).

These are exciting times as globalization matures and new entrants on the scene are bringing a rich new pool of talent. Finding and developing that talent will be challenging in many cases, requiring new approaches that are based on experience, education, collaborative learning, self-paced learning, building emotional intelligence, learning strategic thinking and other strategies.

MAKING SOCIAL MEDIA METRICS WORK FOR THE BUSINESS

It is common for businesses to measure social media results after a campaign ends. It makes more sense to integrate the metrics into strategy development.

BY **JOSHUA FERDINAND**

Using social media is a strategy in and of itself, and every strategy needs goals and methods for measuring progress toward those goals. Unfortunately, it is still common to pick a few popular social media sites and start posting, without first identifying what the business is working toward or precisely how it will know a social media initiative is bringing the desired return or results.

Organizations use social media to build brand awareness, attract customers, expand marketing reach into new segments, drive customers to a website or leverage technology to reduce marketing costs. Integrating measurements into the design of the strategies will enable the organization to know what is working and what is not working so that adjustments can be made as necessary.

IS IT A CONVINCING CAMPAIGN?

In 1963, sociologist William Bruce Cameron wrote, "...not everything that can be counted counts, and not everything that counts can be counted." He could have been talking about social media because the technology brings tangible (count-able) and intangible (not count-able) benefits. Fortunately, the intangibles, like goodwill, are likely to flow from the tangibles, like increasing brand awareness.

Social media has grown so complex that it is important to approach it like other business initiatives requiring an investment of resources. Integrating measurements into the design of social media strategies can identify the ROI while keeping the strategy or campaign in alignment with goals.

How does a business know that its social media is convincing customers they should be doing business with it? Is the right market being reached or should different social media sites be utilized? Does content need revision?

These are the type of questions metrics answer. For example, the Pew Research Center found that 27 percent of African-American adults and 25 percent of Hispanics are Twitter users. A company that is only using Facebook is missing an excellent opportunity to reach a diverse market through Twitter.

PINPOINTING SUCCESS

Integrating metrics into social media is a way to pinpoint what success looks like when goals are met. Metrics are also used to manage progress.

Establish the strategy and set progressive targets to achieve, like growth in lead conversions or change in customer demographics. Setting progressive targets encourages the business to continually verify progress and re-align or revise strategies as necessary. Waiting until the end of a social media campaign to measure results makes it more likely resources were not used in the most efficient manner and management does not know if goals are met until the resources are fully expended.

There are numerous informative metrics, and the organization needs to use the ones that enable monitoring of social media within the context of the goals. Many metrics are available through social media sites.

For example, Facebook provides metrics for measuring page performance. "Page Insights" include Post Reach (number of unique people who view the page in the last seven days); Engagement (number of unique people who comment on, share, like or click posts in the last seven days); and Page Likes (number of unique people who like the page).

Progressive goals would set goals for time periods such as 5 percent growth every 30 days in page reach, based on accumulated statistics, to measure market engagement and identify the posts that people are most interested in. Some posts are inevitably more successful than others and the posting strategy can be changed to increase page performance.

MEASURING GOAL-DRIVEN CONTENT

The marketing strategy for social media begins with goals, and the metrics used can curate content to meet goals, whether it is to drive people to the website, run a promotional campaign, increase sales, and so on. Define the metrics in alignment with the marketing goals.

Twitter has four basic metrics: follower growth, impressions, engagement and conversion. The Twitter Audience Insights Analytics Tool shows the number of people who were involved in tweeting, following, visiting and mentioning your business. It also shows the high-performing tweets and followers who have the largest network. The activity dashboard offers insights for curating content through detailed analytics of tweets. Twitter recently released Answers, a standalone mobile analytics kit.

An array of metrics are used to assess social media besides the most common ones like number of page visitors. Engagement duration is one example and can be more important than page view results because it tells the business if people are staying on the page.

Closely tied to engagement duration is bounce rate, the speed with which visitors leave the social media site. Demographic metrics are important – the customer's age, location, pages visited, mentions, conversion rate and path to the social media site (organic or paid).

Businesses should track social mentions of its brands or company. The major categories of metrics are classified as quantitative and qualitative. Quantitative data are statistics like conversion rate and number of followers. Qualitative metrics include sentiment analysis (the tone of the cyberspace conversation about the brand), conversation drivers (what people are talking about and the context of conversations about the brand, competition and industry), and influencers (people with relevant networks).

SECRET IS OUT

Making use of the metrics offered by social media sites makes sense, but even Twitter calls its Analytics tool a well-kept secret.

There are a number of businesses that have developed programs that monitor social media. Technorati developed sophisticated tools and services that help businesses accelerate revenue growth, delivering high-level analytics for maximizing content and advertising results.

Hootsuite products are designed for SMEs with one to 500 employees or corporations with more than 500 employees. Its products push content to social media sites, and its advanced analytics reports give details of deep social listening, pulling from 100 million data sources to develop detailed demographic analysis for assessing, planning and monitoring social campaigns.

There are numerous software companies producing products and services for monitoring social media performance through analytics and more appearing on the market all the time.

Metrics are invaluable tools for developing a social media goal-driven strategy or campaign, and measuring the effectiveness of social media content. It makes sense to integrate the metrics into social media from beginning to end.

METRICS ARE INVALUABLE TOOLS FOR DEVELOPING A SOCIAL MEDIA GOAL-DRIVEN STRATEGY OR CAMPAIGN, AND MEASURING THE EFFECTIVENESS OF SOCIAL MEDIA CONTENT.

OPPORTUNITIES FOR DIVERSE SUPPLIERS ABOUND IN BIG DATA AND ANALYTICS

Unlocking the incredible wealth of information that big data holds offers a level of actionable business intelligence never available before. Big data is not anywhere close to being fully utilized, meaning many opportunities exist for diverse suppliers.

BY **KAREN WHITE**

Gartner, one of the most knowledgeable and prestigious information technology research and advisory companies in the world, put this statement on their website: "Through 2015, 85 percent of Fortune 500 organizations will be unable to exploit big data for competitive advantage." If the multinational companies have not yet grasped how to use big data to its full advantage, it is safe to say that most middle- to small-size companies have not either.

The opportunities for diverse suppliers to grow tech consulting businesses and for corporations to drive supplier diversity through analytics are enormous. Big data and analytics can help companies improve their competitive advantage and efficiency, but only if they know how to gather, extract, analyze, and interpret the information. There is a need for suppliers who can serve as consultants, data analysts, and especially software developers capable of developing programs that help businesses make best use of big data and big analytics as business intelligence.

Puzzling Over the Next Steps in Analytics

Technical specialists at the Oxford Internet Institute developed a report called "Data-Driven Business Models: Challenges and Opportunities of Big Data" that presents insights into the big data ecosystem and what it

will take to unlock its true potential.

The report first names the business categories as data users, data suppliers and data facilitators.

Data users are businesses using the data for business intelligence like forecasting or to support products or services like marketing data sold to other firms. Data is generated internally and/or purchased.

Data suppliers generate data for others or serve in a brokerage role by providing access to the aggregation of data produced by others. For example, data from one company is useful to another company because it offers information about the second company's customers.

Data facilitators are businesses that help others exploit data by providing outsourced analytics services, consulting services for data strategizing, data infrastructure, and employee skills training. There are also businesses that are developing data-driven products like the Fitbit for activity tracking, and medical devices that collect and analyze health data.

Mastering the Volume of Data

Though big data is available, its practical use has been slowed down by the sheer volume and speed with which it has been produced, and the parallel introduction of devices used to access the data, like mobile technology and cloud services.

The result is the development of a new IT industry segment in which suppliers can connect IT and business users and turn big data into useful information delivered via dashboards able to generate customized information for decision-making. Business Intelligence (BI) is simply data-

driven decision-making and it is impacting everything – human capital systems, product development and operating decisions.

BI blends technology with processes and procedures to collect, share and report data in a way that enables decision makers to answer questions in-depth. The difference is in the amount of detail.

For example, previously a business could identify how products were selling by location. Unstructured big data that is structured into analytics holds the details of KPIs, specific demographics as they relate to produce sales, insights into customer preferences, customer perspectives, and answers to questions not readily available. Predictive analytics offer a whole new level of information for decision-making, helping businesses identify things like market trends, talent skills gaps and future needs.

So Much Work Still to Do

The reason Oxford University is addressing big data and analytics is due to the need for businesses able to efficiently capture and "clean and enrich" data sets, making large quantities of data useful. Clean and enrich refers to keeping data sets free of bad data, like missing data or duplicate customer or supplier records.

The recommendations for making the most of big data holds a new set of opportunities for technically skilled diverse suppliers, such as helping businesses reinvent themselves to take advantage of the data or helping startups begin as data users.

Having the right skills is critical to making good use of big data and analytics, explaining the intense global competi-

tion for technical talent. Thousands of technical positions remain unfilled, meaning businesses will have to rely on suppliers to meet technical needs in many cases.

Another area of opportunity is as trainers, helping companies develop the technical skills of staff at all levels. Simply stated, giving someone access to a dashboard with customized reporting and analytics does not mean the user understands how to extract the full power of the system or interpret the analytics produced.

Growing Diverse Suppliers

Every size business and in every industry can improve competitive advantage by leveraging data-driven strategies to capture relevant data and improve competitiveness.

From a different perspective, organizations can utilize big data and analytics to help diverse suppliers grow their capabilities. Businesses that specialize in maintaining a broad database of diverse suppliers with detailed certification information can make it much easier for corporations to iden-

tify diverse suppliers based on a category like disabled veterans, WBEs, MBEs and LGBT.

Internally, corporations can maintain supplier enterprise data like facility size, capabilities, resource allocations, industry codes, compliance capabilities, markets served, etc. The analytics can assess costs and risks, anticipate future resource and product needs, predict supplier needs, cycle times, and provide other key business information. Big data and analytics can also help corporations pinpoint the diverse suppliers that are well-positioned to grow and drive supplier diversity down the supply chain.

It is likely going to be up to the supplier diversity professionals to push for the data and analytics needed before it will be available. At this point, the opportunities are barely touched on the diverse supplier and corporate sides of the equation.

The next trend is a move toward harnessing the immense amount of data so that the flow can be turned into actionable information. Diverse suppliers can and should benefit in many ways.

LISTEN! IT IS THE HEARTBEAT OF CUBA!

Cuba may be a small island, but it is rich in natural attractions that are well-protected. It is also embraced by a colorful dance and music culture that flows with a Caribbean beat.

BY **PAMELA GRANT**

Carnaval in Holguin

Granma Province landscape

The Jardines de la Reina

Cuba has been shrouded in mystery to U.S. citizens for decades due to politics, but Baby Boomers remember a time when the Caribbean island was an island vacation destination for their grandparents.

With the thawing of U.S.-Cuba relations, U.S. citizens are likely to soon be able to rediscover what so many people from other countries have been enjoying – a bounty of breathtaking natural sites and a colorful culture with a Caribbean heartbeat. Once travel between the U.S. and Cuba is restored, eco-travelers will have a new wonderland of untouched nature to their list of pristine destinations.

Protecting the Fragile

Christopher Columbus said that Cuba is "The most beautiful land human eyes had ever seen." That is quite an endorsement from a man who traveled the world in 1492.

Cuba, quite literally, is a paradise of protected and pristine environment consisting of biospheres, national parks, sandy coastlines, and pristine ecosystems. It is a model for Caribbean nations that want to protect their remarkable and fragile ecosystems, having developed a network of protected areas that keep waters clean and natural, tropical rainforests pristine, and natural attractions accessible but protected.

There are so many UN-ESCO sites that it is a wonder that the organization did not declare the entire island one. There are no less than six UN-ESCO biosphere reserves that shelter endangered plants, an untouched rainforest, vast wetlands, a rich variety of animals unique in the world, and coral reefs and dunes. There are also seven national parks that are biologically diverse, two of which are declared UN-ESCO World Heritage Sites – the Alejandro de Humboldt National Park and the Desembarco del Granma National Park. Cuba also has seven UN-ESCO-named cultural sites.

Cuba national park

Queen angelfish

Colorful Cuban land snail

Holquin's Guardalavaca

All this beauty is packed into a Caribbean island that is 780 miles long and 119 miles across.

Saying that Cuba has a national network of protected areas across the country sounds so sterile. The sun-kissed island is a haven for the ecotraveler who is looking for a variety of natural sites, quiet time in remote areas to savor the warmth and breezes, or a cultural journey through any of the 265 museums and 70 theaters. The Alejandro de Humboldt National Park (AHNP) in the Nipe-Sangua-Baracoa Mountains and the Desembarco del Granma National Park (DGNP) in the Granma Province are ideal destinations for travelers who are interested in complex, unique and diverse plants and wildlife.

The AHNP is considered a rare example of a conserved forested Caribbean mountain ecosystem and is home to the endemic Cuban Solenodon and bee hummingbird (the world's smallest bird), the Toa River filled with freshwater biodiversity, and a diverse tropical ecosystem.

The DGNP at the southwestern tip of Cuba is made of uplifted marine terraces on the western Atlantic Ocean and has pristine cliffs, something very difficult to find today; a 90 percent endemism for reptiles and amphibians; and a marine area with mangrove stands and coral formations.

Immersed in Beauty

The many biospheres offer even more opportunities to see nature at its finest.

There is untouched rainforest and the famous colorful Cuban land snail in the Cuchillas de Toa in Baracoa, wetlands in the Zapata Ciénaga Biosphere Reserve on the Peninsula de Zapata; the rugged Sierra Maestra mountains and 939 indigenous species of wildlife in the Baconao Biosphere Reserve in Santiago de Cuba, and oh so much more.

The Jardines de la Reina, an archipelago off of the southern tip of Cuba, is one of the world's best protective marine sites with enormous ecological significance. It attracts divers and snorkelers who swim with queen angelfish and yellowtail snappers in the coral reefs.

Some of the islands sites and activities allow you to immerse yourself in the country's centuries old culture. Viñales Valley in Cuba's Pina del Rio Province still practices traditional agricultural practices, plus there are cultural activities like visiting Museo Paleontológico, Museo Municipal, and Casa de Caridad Botanical Gardens.

If you need a dose of color and a party, Cuba has cultural festivals throughout the year, possible because of the tropical climate. Plan a trip to the Santiago Carnaval (July), the Carnaval in Holguin (August) or the cooler Las Parrandas street party (Cuba's oldest festival) that takes place the week before Christmas.

Feel the Beat, Feel the Rhythm

Street dance and street food are plentiful in Cuba. A mere 8 cents will buy a fried egg sandwich in a white roll while listening to street music that echoes with the beat of per-

fectly blended West African and Spanish music. You are expected to stop and listen to the musicians rather than hurry by as Westerners are prone to do in their home cities.

With the street music comes dancing feet and vibrantly colored clothes. Everybody dances in Cuba – young, old, men, women and children – to rhythmic, soulful or lively music. The energy of the dancers is remarkable, as modern and traditional dancers take to the streets to entertain visitors and residents alike. You are as likely to come across breakdancers as you are rumba and salsa dancers. It makes such a warm, inviting cultural experience while making your way to some of the island sites. You can even take a Cuban dance holiday, partnering with a professional dance partner for lessons in Afro-Cuban rumba/salsa fusion, Son, Haitian merengue, and cha-cha-cha during the day while spending warm nights on the town visiting local music venues.

Cuba's "green" hotels and resorts are located on the country's beautiful beaches. Even the 300 beaches are diverse. Set on either the Atlantic Ocean or Caribbean Sea, there is gold sand at Holquin's Guardalavaca, white sand at Varadero and black sand at Baracoa's Playa Duaba.

Chances are you will not spend much time in the hotel because there is too much to do outside, starting with sipping a world-famous coal-black, frothy Cuban coffee on an outdoor restaurant patio.

It is no wonder that so many are wishing the U.S. and Cuba would hurry up and make traveling to this gem of an island easier so everyone can experience the Caribbean the uniquely Cuban way.

DINING ON THE STREET FOODS OF PENANG, MALAYSIA

Humble stalls in Penang, Malaysia, serve delicious food items that represent the best of Asian food. Using traditional cooking methods and centuries old recipes, the street food vendors create foods the world raves about.

BY **JOHN JACOBS**

Congee

Nasi Lemak

Hokkien Hae Mee

Char Koay Kak

Ikan selar

Nasi tomato

Which sounds better: Quiet dining in an elegant restaurant with white tablecloths and fine china or a street side table where boisterous life passes by like a private theater production? If the latter is your choice, then book a flight to Penang, one of 13 states in Malaysia and considered Malaysia's food capital.

Teeming with food stalls tucked in between shops or situated in one of the famous hawker centers, locals prepare delicacies that are cooked in traditional ways and served to people walking or riding bicycles up to the stalls, or sitting at small tables.

Eating the interesting food, served from pop-up stalls or stalls on the back of tricycles, is a foray into cultural culinary masterpieces composed of amazing recipes, bustling streets, and an opportunity to experience a way of life for Malaysians and the millions of travelers who are fortunate enough to spend some time in Penang.

Retaining Authenticity

The first thing that has to happen is getting rid of preconceived notions of foods served from small stalls on street, if those notions assume the conditions are unsanitary or the food too risky to eat. Thinking that way, common for Westerners, will end up getting you deprived of a wonderful experience. The Health Ministry sanitation requirements are stringent, which contributes to the thriving tourist industry that includes backpacker students to high society business people and jetsetters.

The street vendors set up their stalls throughout very urbanized Penang, or dish up favorites at numerous hawker

Pasembur

Wan Tan Mee

centers, which are large areas with many vendors selling their specialties. Some hawker centers are free-standing, while others are located in shop house cafes, similar to a mall interior food court.

There are too many hawker centers to list here, but some of the most notable are Lg Baru (New Lane), Palua Tikus, Gurney Drive, Larong Baru (closed to traffic at 4 p.m. every day), Jalan Macalister, Larong Selamat, Jalan Penang and Jalan Chulia. Guests of the country should try different settings in various areas of Penang. All the hawker centers are informal, inexpensive and culturally enticing.

There has been a concerted effort to retain authentic recipes and cooking methods. Breads are baked over charcoal fires, a seemingly impossible task; anchovies are made by hand; and soy sauce is made in barrels with the sun doing the fermenting. Many of the food stalls are operated by families who have been selling street food for generations. The fa-

vorite foods are an exquisite mix of traditional Malay, Indian and Chinese recipes that use regional ingredients.

Noodles and Rice Rule! in Penang

When it is time to eat, the first challenge is choosing the foods from among dozens of recipes that are all equally delicious. Fortunately, the servings are small so you can eat a greater variety of foods.

Some consider congee their favorite breakfast food. It is a Chinese rice porridge that is eaten plain or cooked with meat or vegetables.

Wan Tan Mee is a noodle dish with Cantonese and Hakka roots. There are numerous variations, but in essence the noodles are served in sesame oil and soy sauce, and a vegetable and barbequed pork are added on top.

Penang's Assam Laksa is also popular street food. It is a hot and spicy noodle dish in a fish soup and makes a tasty meal. Ingredients include chili

paste, lemon grass, turmeric, shrimp paste, tamarin, soy sauce and more.

People stand in line to get good Nasi Tomato (tomato rice) which is made with tomato sauce, garlic, ginger, onions and a variety of spices. Char Koay Kak is a fried rice cake that is served with ingredients like crunchy pickled vegetables, bean sprouts and fried egg bits. Char Kway Teow is another fried noodle dish, but this one is made with prawns, bean sprouts, cockles, egg, Chinese chives, chili and belachan (shrimp paste).

Hokkien Hae Mee is a soupy noodle dish made with prawns, chicken slices, fish cake, squid and water spinach.

A savory rice dish is Nasi Lemak, a national dish. Rice is cooked in coconut cream and placed in the center of the plate, and the rice is surrounded with a variety of items like anchovies, ikan selar (fried fish),

Cendol

sliced cucumbers, hard-boiled egg and toasted peanuts.

Everything about Penang food is unique. Pasembur, a Malaysian-Indian salad is made with bean curd, cucumber, fried octopus, potatoes, turnip, fried crab, prawn fritters and bean sprouts. Topping everything on this healthy dish is a spicy-nutty sauce.

There are plenty of desserts, too, like Cendol made with coconut milk, and rice flour or green bean flour made into worm-shaped jelly and colored green with pandan leaf, palm sugar and shaved ice.

Dishing Up Culture

The hawker centers may have various hours. Some are open all day, while others may not open until lunch or dinner time. There are stalls on street curbs where you can sit and watch people go by and stalls that are off the street in shops and courtyards.

Never expect anything fancy no matter which hawker center or vendor is chosen. Patrons from all walks of life and from all over the world rub elbows while dining on plastic tables and sitting in plastic chairs. It is just part of the street food scene's charm.

Ask anyone who loves Penang street food what their favorite foods are and the list will be quite long. What the lists have in common are exquisite recipes that reflect a vibrant Penang culture. It is amazing that such delicious food is cooked in small stalls on portable equipment.

A walk through a hawker center is an experience of the senses, as the sizzling foods send out aromas that urge each passerby to stop and enjoy, and stall cooks greet guests with big smiles.

Penang is a country that is in love with its street food and wants you to be, too.

Power of Women in Business on Display at Global Summit of Women

The Global Summit of Women in Poland showcased the power of women in business and government to bring greater prosperity to the world's economy. It was diversity in action.

BY **PAUL LACHHU**

Offer innovative women in business an opportunity to gather in one place to leverage their collective power, and they come from the four corners of the world. That defines the 26-year-old annual Global Summit of Women held in Poland for the first time on June 9, 2016. Over a thousand women leaders in business and government in 74 countries gathered in Warsaw to advance the Summit's theme: Women: Building an Inclusive Economy in the Digital Age. Led by Corporate Women Directors (CWDI) President Irene Natividad, the Summit clearly showcased the energy, enthusiasm, and success of women in business and government who are driving economic progress at an unparalleled rate. It was diversity in all its glory.

The Summit could have chosen the theme of "changing the world" because the attendees are doing just that. The importance of the event for women in business was evident by the names appearing on the agenda. Women who have reached the highest levels of success in government and business attended. UNESCO Director-General Irina Bokova was presented with the 2016 Global Women's Leadership Award, as was one of the most influential voices on European diversity – Henryka Bochniarz. Henryka is a former Minister of Industry and Trade in Poland, and is now the head of the Polish Confederation of Private Employers and President of the Central and Eastern Europe Region of Boeing International.

The impressive list names and credentials of influential and successful women presenting and attending the Summit seemed endless. H.E. Dang Thi Ngoc Thinh, Vice President of Vietnam; former President of Kosovo, Atifete Jahjaga; and former Prime Minister of Latvia, H.E. Laimdota Straujuma participated. This was not about politics though. This was about partnerships and collaboration between governments and businesses in order to better leverage expertise and knowledge to propel progress. There were 30 corporate CEOs/Presidents present and just as many Ministers of various portfolios. The message was clear: Together, governments and business, and women and men, can accomplish much more together than apart.

A rich and rigorous agenda also proved the Global Summit of Women is about action and not just talk. Topics and discussions included The Future of Cities: A Dialogue with the Mayor of

Warsaw; Global and Regional Megatrends; and Effectively Managing a Multi-Generational Workforce. The session titled Male CEO Forum: The Business Case for Gender Equity reflected agreement that men need to get on board with gender diversity for greater progress to occur because more men than women hold positions of influence.

In the knowledge economy and adhering to the Summit's theme, the topic of technology was front and center. It is no secret that women have been largely discouraged from pursuing STEM careers, and yet there are many who overcame the barriers and pursued their dreams. The Global Summit of Women had a large segment of the agenda devoted to technology in keeping with the theme. For example, the Women CEO Forum: The Future of Work in the Age of Digitization and Mobility panel group included Maria Blasé, President, HVAC & Transport, Latin America, Ingersoll Rand (USA) and Sabine Dall'Omo, CEO, Siemens Southern Africa (South Africa). The agenda included discussions on Closing the Digital & Technology Gender Gap, Creating Digital Businesses, and Growing the 'Silver' Economy with Technology.

There were also numerous panels that discussed starting and growing women-owned businesses, utilizing women holding board positions to drive value and results, closing the digital skills gap, equalizing the pay gap, and so much more. The importance of the Global Summit on Women goes even deeper than presenting relevant business topics for discussion. For many women, the Summit brought an important fact to the forefront: Women are treated very differently around the world and opportunities vary significantly. Perhaps the most amazing lesson taught at the Summit is that enterprising, intelligent, and competent women are overcoming barriers every day to make an economic impact, no matter how many differences exist from country to country.

The 2017 Global Summit of Women will be held in Tokyo, Japan. Everyone who believes in gender diversity, and the power of women to propel economic progress and to improve the quality of life, should attend. The Summit is about empowerment, the quality of life, social and community development, gender equality, and business development. At the end, it is impossible to not feel the excitement and to feel hope for a better world arising from this tremendous event.

2016 Annual Meeting & Leadership Luncheon held at Dayton Convention Center

Event draws more than 200 to Southwest Ohio

The Ohio Minority Supplier Development Council (OMSDC) Annual Meeting & Leadership Luncheon was hosted on March 8, 2016 at the Dayton Convention Center in Dayton, Ohio. More than 200 MBE and corporate members began the day with the Leadership Luncheon, which provided the opportunity to share the progress and successes of the Local Advisory Committees of the OMSDC. President & CEO Keith L. Eakins, Jr. acknowledged the four LACs in the Cincinnati, Cleveland, Columbus & Dayton regions for their dedication and support of the mission of the OMSDC.

The program began with an invocation by Gerald A. Cooper, Pastor of Wayman Chapel A.M.E. Church in Dayton. Denise Thomas, Director of Corporate Supplier Diversity for The Kroger Co. and OMSDC Board Chair then called the meeting to order. The Honorable Adele M. Riley, Judge for the Montgomery County Municipal Court, swore in four members to the OMSDC Board of Directors who had joined in the past year. They were:

Hermione Malone – Ms. Malone is the Senior Director in Workforce Readiness & Supplier Diversity for the Cleveland Clinic.

Michael R. O'Boyle – Mr. O'Boyle is the Senior Vice-President and Procurement Category Manager for KeyBank.

Kimberly Proffitt – Ms. Proffitt is the Associate Vice-President, Supplier Relationship Manager, Risk & Analytics & Operations for Nationwide.

Dr. Sharad Thakkar – Dr. Thakkar is the President of Polymer Technologies and Services, Inc in Heath, Ohio.

Dan Dunn, OMSDC Board Vice Chair and Supplier Diversity Director at Taylor Communications, Inc., acknowledged the Board of Directors present at Annual Meeting. Board Secretary Elly Bradford, Manager of North American Purchasing at Honda North America, Inc., oversaw the approval the 2015 Annual Meeting Minutes. Denise Thomas delivered the Chair's Report. She gave an overview of the Council's year for 2015 and the OMSDC's innovations for 2016. Next, Christopher Che, President of Che International Group, LLC and Chair of the Minority Business Enterprise Input Committee (MBEIC), delivered the MBEIC report. Mr. Che expressed the importance of being involved with the MBEIC and how it could benefit, develop and impact MBE companies. James Stocks, Senior Manager of Supplier Diversity at Macy's Inc., gave the Treasurer's report. Mr. Stocks gave an overview of the Council's financial position, budget performance, expense and revenue reports and the strategic focus for OMSDC. The President's Address was delivered by Keith Eakins. He discussed the future of the Council, and the need to effect positive change in order to accomplish the mission of the OMSDC. He also discussed being successful through collaboration, engagement, MBE-to-MBE business, and Corporate-to-Corporate benchmarking. Following adjournment of the Annual Meeting, the four LACs held breakout meetings to discuss plans for 2016.

UK to Emerge the World's Best Place to Develop and Deploy New Internet Technologies; and 'IoT' Hub

Lancaster, UK

New research will ensure that the UK is a global leader in the privacy, ethics, trust, reliability, acceptability and security (PETRAS) of the "Internet of Things" (IoT). And with this strong foundation the UK will become the world's best place to develop and deploy new Internet technologies.

Lancaster University is part of a consortium that has received £9.8 million support from the Engineering and Physical Sciences Research Council (EPSRC) as part of a £40 million investment programme from UK government.

Lancaster's involvement in the Hub brings together expertise from the Security Lancaster and Imagination Lancaster research centres and Lancaster's Data Science Institute.

This interdisciplinary work will concentrate on a number of key areas, including the security considerations for connected devices in critical infrastructure and industrial environments, the creation and use of big data for "smart" highways maintenance and "e-Campus" (the world's largest research testbed for ambient displays), as well as developing new design techniques that will be used to create visions of what the future for the Internet of Things may be to enable as many people as possible to engage with shaping those futures.

"The Internet of Things is shaping up to be the next big digital revolution with billions of objects becoming connected to the Internet. These devices will produce unprecedented volumes of data as well as posing significant security challenges and the need for innovative design solutions," Rachel Cooper, professor of design management and policy at Lancaster University, said.

"Working alongside colleagues within the Hub, Lancaster's expertise will cut across these areas to provide solutions that will help ensure that the IoT brings about its much promised economic and societal benefits to the UK in a way that is safe, secure and robust."

Ed Vaizey, Digital Economy Minister, announced the government funding for the Hub on Jan. 6.

"UK universities are renowned for their creativity, and pioneering research and development. We want the UK to be a world leader in the adoption of Internet of Things technologies, and I know that bringing these universities together with partners from the UK's thriving tech industry will be instrumental in making this a reality," Vaizey said.

An additional £9.7 million comes from partners including SMEs, industry, NGOs and public bodies. With just over £4 million of additional support from the participating institutions, the total investment in the PETRAS IoT Hub comes to £24 million over three years.

The Hub is a consortium of nine leading universities that have come together as the PETRAS IoT Hub, led by UCL with Imperial College London, Lancaster University, University of Oxford, University of Warwick, Cardiff University, University of Edinburgh, University of Southampton, and University of Surrey.
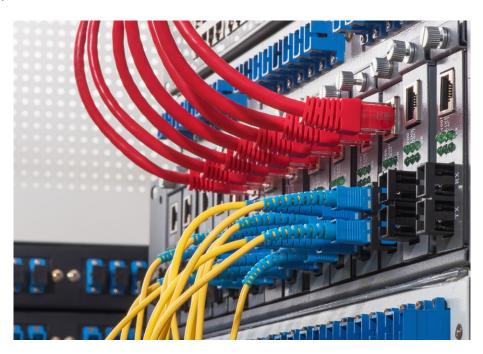
Initial IoT work carried out by Lancaster experts as part of the Hub includes: Studying the security and safety risks posed by the introduction of IoT in industrial infrastructures; developing novel cyber security-driven architectures based on the philosophy "If it is not cyber secure, it is not safe"; contributing expertise in data and trust within IoT systems for smarter highways maintenance and ambient environments; and developing new design techniques that will enable people to shape the future of the Internet of Things.

"We will maximize the economic and societal opportunities of the Internet of Things by removing barriers to adoption," PETRAS IoT Hub Director Jeremy Watson said. "Working with business, public and third sectors will enable the PETRAS IoT Hub members to investigate questions of safety, security, privacy and trust within real-life settings.

"The UK has the potential to be the world's most supportive environment for the development and deployment of a safe and secure Internet of Things. We will raise the bar using innovative collaborative and interdisciplinary research methods."

Lancaster academics involved in the PETRAS IoT Hub include Cooper, professor Paul Coulton, professor Awais Rashid and professor Nigel Davies.

"In the not too distant future almost all of our daily lives will be connected, in one way or another, to the digital world. Physical objects and devices will be able to interact with each other, ourselves and the wider virtual world. But, before this can happen, there must be trust and confidence in how the Internet of Things works, its security and its resilience. By harnessing our world-leading research excellence this PETRAS research Hub will accelerate IoT technology innovation and bring benefit to society and business," said Professor Philip Nelson, EPSRC's chief executive.

BSA and Experticity Announce Innovative New Partnership to Benefit Scouts Young and Old

Salt Lake City, U.S.

The Boy Scouts of America and Experticity (parent company of Promotive.com) announced a new partnership that will allow members of the BSA community who are experts in outdoor recreation to join the ranks of category influencers within the Experticity network.

Starting in the second quarter of 2016, Scouting experts will be given insider access to key brands that includes information about the latest products and discounts to encourage firsthand experiences that drive more informed product recommendations.

In addition, the BSA and Experticity have teamed up to support 2.5 million youth and the outdoor retail industry in making sure kids have the right gear for the right adventure. They are doing so by creating special training for retail associates to help them gain new knowledge about different gear needs and requirements of

Scouting programs.

Participating outdoor retailers will have the opportunity to list store locations with these specially trained associates to allow Scouting families to find qualified SCOUTfitters near them. Additional recognitions will be made available to store associates completing the online certification, as well as storefront logos and POS Scouting displays.

"We are thrilled to be

partnering with the Boy Scouts of America on this important effort. Our network continues to grow as we find passionate category influencers that are sought out for their opinion on what to buy. We are aligned with this group and their focus on great education to ensure quality adventures happen through the right gear," said Tom Stockham, CEO of Experticity.

"We are excited about this relationship. Each year over

1 million Scouts from all over the country go to camp during the summer months. In addition, we have hundreds of thousands of Scouts who attend our high adventure bases for unique experiences. The diversity of needs for all these Scouts and their families will be well served by this relationship," said John F. Stewart, the BSA's Director of Corporate Engagement.

The Boy Scouts of America prepares young people for life by providing the nation's foremost youth program of character development and values-based leadership training. The Scouting organization is composed of 2.4 million youth members between the ages of 7 and 21, and more than a million volunteers in approximately 280 local councils throughout the United States and its territories.

Every year, thousands of new families join Scouting, which uses the outdoors as its classroom for teaching values and skills that last a lifetime. While older Scouts and Venturers are planning multi-week high adventure activities, younger Scouts and families are building a base of experience through family and group camping experiences.

The Freedom Challenge Launches 'Circle Groups': Women Helping Women End Modern Day Slavery Across the Globe

Tyrone, Ga.

The Freedom Challenge, a program of Operation Mobilization USA (OM USA), which brings women together in unique and creative ways to help set oppressed women worldwide on a pathway to

freedom, has announced a new way for women to bring purpose to their local social networks of friends and family. Freedom Circles involve groups of women who organize local activities for raising awareness and funds for programs aimed at ending modern day slavery of women

and children.

The Freedom Challenge already facilitates large group events involving physical challenges such as climbing a mountain, running a 5k or 10k, or swimming long distance events with participants attracting personal sponsors to raise funds. Freedom Circles are groups of women who self-organize to be a vehicle for designing smaller-scale activities and social-based programs.

According to The Freedom Challenge, 24 million women and children are enslaved worldwide. As an organization, it is committed to freeing the

next 1,500 women by the end of 2016.

"A Freedom Circle is essentially a community of passionate women who want to be a 'voice for the voiceless' as we are commanded in Scripture," said Tina Yeager, the U.S. Director for The Freedom Challenge.

"We've heard from women who say they want more out of their daily routine and socialization with friends. Freedom Circles allow them to bring an added level of meaning, significance and impact to the relationships they foster at home and around town."

LOWERING GOLF SCORES OR INCREASING BUSINESS SUCCESS: ALL ABOUT STRATEGY

Can't break 90 in your golf game or grow your business? Here's a strategy for success in both: Pick the right drivers, set the right tempo, and assess the game components.

BY **VINCENT PANE**

The strategy for improving a golf game and improving business success are similar. Golf games and businesses can stagnate because golfers and leaders keep on doing things the same way. When the golfer cannot seem to break 90 and the business cannot seem to reach a new revenue level, it is time to develop a new success strategy for both.

Strategizing begins with evaluating the choice of tools and the game tempo, and pinpointing where things are getting bogged down.

Pick the Right Club for the Situation

Every golfer knows that selecting the right golf club for the next shot is critical to lowering a score. It is tempting to turn to the driver when hitting off the tee, but that may not be the right choice for the situation. When a golfer steps up to the tee and sees a par-4 or par-5 hole, it is natural to reach for the driver. The question is: Which driver?

Maybe golfers 50 years ago only had to choose between driver brands, but now there are different kinds of driver styles. Do you reach for a driver with a more flexible shaft and heavier head for a power shot, or do you select a medium-range driver with a stiffer shaft that reduces the swing of the speed? Maybe you need one of the newer hybrid drivers, designed to make selection easier, but requiring the ability to adjust swing speed.

The business environment is the course, and each project or deal a par-5 target. Leaders have to choose the right drivers to reach the end goal. A purchasing manager for a large, global aerospace company explains he has had wins

and losses. The losses included a contract dispute with a manufacturer that shut down the deal. Letting negotiations become contentious was like selecting the stiff shaft driver, making results somewhat inevitable despite a mediator who was the equivalent of a hybrid driver.

The manager learned it is necessary to step back and consider the situation objectively as an outsider, looking at best alternatives to the deal. In this case, he decided to play with a proverbial golf club that had a more flexible shaft. He asked the manufacturer to meet again, but this time the purchasing manager floated the idea of a contingent contract, a more flexible arrangement that led to the manufacturer's concessions and the closing of a deal.

Developing a strategy that includes alternatives based on current conditions and goals is critical in today's complex business environment. Choose your driver carefully because it helps you produce the right long shot that eventually brings success. Having a set of alternatives ready keeps you fully prepared for whatever conditions arise.

Set the Tempo

Life is filled with tempo, and so is golf and business.

The tempo is the rate of motion, and it matters when swinging a golf club or setting a path for business growth. Tempo includes many characteristics like rhythm, smoothness, and consistency and is a major success factor for every activity. Swing a golf club too fast or try to grow a business too fast, and results will be unpredictable at best and cause tremendous loss at worst.

When someone says a golf swing is smooth, they are referring to tempo. The 2004 book "Tour Tempo" by John Novosel presented significant research on the golf swing that led to the conclusion that fast or slow swings have a 3:1 ratio. The backswing is three times longer

than the downswing. Tempo, or how long it takes to make a swing from beginning to the point of impact, is the rate of motion, and within that rate is the 3:1 ratio.

The golfer must control the tempo. Swings that are too slow or too fast will lead to inaccurate shots. Consistency is important, and that means learning to use different types of golf clubs and adjusting the swing

to take into account the design and weight of the club.

Business growth needs tempo, especially in the early stages. Grow the business too fast and it is likely you will not be able to meet customer orders in a timely manner or have enough cash to fuel sustainability. Grow too

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slow and the business is at risk of stagnating.

At the November 2015 Customer Acquisition Symposium, one of the key takeaways was the need for tempo in prospecting to grow sales. If the backswing, or tempo of prospecting, drags, sales opportunities are not created at a sufficient pace. Set the right swing speed, maintaining the 3:1 ratio, and there will be more opportunities for sales growth.

Refine Your Game

Want to lower your golf handicap? You need to assess the type of circumstances in which you drive up the score. Buying new clubs and training videos are not necessarily the right answer because the focus may be more on detail and involve less generalizing. A good strategy is to break down a golf experience into components, assessing each with an objective perspective.

A golfer who cannot break 90, even with shiny new clubs, can evaluate swing speed, areas on the green where things seem to consistently go wrong, club selection, mental patterns, lack of practice with various types of clubs, frequency of incidences of fatigue, and any other components of the game. After evaluating the components, only then set a strategy for correcting weaknesses.

Has your business not been able to break into the next level of growth? Following this approach in business, you can evaluate rate of growth, weak areas of operation, leadership selection process, corporate culture and mindset, areas where there is lack of experience, areas of workforce and financial stress, and all the other components of business.

After the in-depth evaluation process, set a strategy for revitalizing the business in the tech-based, rapidly changing business environment. It takes a well-designed strategy to lower golf scores or increase business success.

Choose the right tools, set the right tempo for growth, and refine the game by assessing strengths and weaknesses. It is a strategy for long-term business sustainability and a lower golf score.

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