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Bringing Innovative Human Capital, Diversity and Inclusion to a Global Workforce
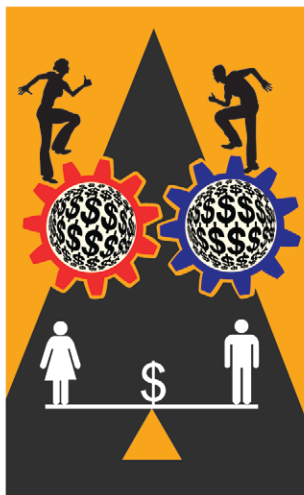
P&G's D&I Program is Deeply Rooted Locally, Regionally and Globally - *Page 24*

Sodexo Successfully Balances D&I with Human Resources - *Page 12*

HUMAN CAPITAL ANALYTICS

Developing a Human Resources Culture of Data and Analytics - *P 14*

Leading Millennials: A Generation with Expectations - *Page 36*

Attracting and Retaining Leadership in **India** the **Indian Way** - *Page 44*

Understanding (and Overcoming) the **European Union's Gender Pay Gap** - *P 40*

Developing Cross-Cultural Competency in the Workforce - *P 19*

Getting Metrics and Continuous Improvement in Alignment - *P 22*

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CONTENTS

CONTENTS

CONTENTS

DiversityGlobal Magazine

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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Women Leaders Need to Make More Noise

When in Rome, do as the Romans do. So goes the saying which means act like those in charge. In the business world, it is a majority of males who hold executive, senior leadership and management positions. Though significant strides have been made in raising awareness of and improving the lack of gender (and racial) equality at the management level, most cultures around the globe are male dominated.

Here is the message for women: When in a male-dominated culture, do as the males do. In this case, that means women in leadership positions need to get comfortable with self-promotion or self-advocacy.

A 2014 survey of senior executive women from across North America was conducted in partnership between Thomson Reuters and Women of Influence Inc. with the intent to define leadership skills and maturity, career satisfaction, and the challenges they faced. The survey produced some stunning results in that executive women are more confident than ever before, and in many cases, have leadership skills that outrank the skills of men, like relationship building and collaborative effort.

The survey also found that many senior executive women have a new sense of authenticity, meaning they do not feel like they have to act like men. Yet there is one area where we believe they need to look to men as role models. Male executives and managers are seldom reluctant to toot their own horn. They willingly publicize successes, maintain active social media pages (undoubtedly with the help of staff), issue press releases when promoted or to announce volunteer activities in the community, and generally pat themselves on the back with regularity.

Recently, a staff writer at Diversity Global Magazine was researching accomplished women who have reached top-level corporate positions. The writer became extremely frustrated because it was difficult to find information on the female executives and managers. The Facebook pages were not current. The LinkedIn profile pages failed to list awards. There were few press releases concerning promotions, accomplishments and awards. In general, it was discouraging because the women being researched have worked their way up through the ranks with sheer competency and expertise, usually in male-dominated cultures and by overcoming barriers to success with determination.

Where are they on the Internet? Why are these accomplished, determined and successful women not proverbially patting themselves on the back as men do? We are constantly surprised to find a woman is running a country unit of a major corporation or has started a nonprofit that has helped thousands of women start new businesses or pursue leadership careers in male-dominated cultures.

The survey found that women are not self-assured in areas of networking and self-promotion. They simply seemed to have an inability to bring attention to their accomplishments, even when it only meant "bragging" on social media sites.

Naturally, some of this hesitation is based in culture. Even in the U.S., despite all the advances made concerning diversity and inclusion, women grow up believing that modesty is a virtue and "showing off" is a male trait. There is a psychological principle called "cognitive dissonance" in which a person begins to act in a way that leads to mental and emotional discomfort. When people get uncomfortable, they back off.

The staff writer asked that Diversity Global Magazine send a message via this editorial. Here is the message: Women – Make More Noise About Yourselves!

What does that mean? Brag and brag some more when there are bragging rights. Complete the social media profiles, and add degrees earned, awards received and accomplishments earned. Insist that corporations issue press releases just like they do for men when they get promoted. Publish online articles. Be accessible for interviews with organizations and publications that want to make some noise about the successes of women.

See ... the thing is ... cultures cannot change without noise. Stay quiet, and nothing changes. Proactively promote yourselves, and culture will adapt. When culture adapts, other women get opportunities through recognition. If a magazine staff writer has problems finding information, then assume women in lower levels of the organization are hearing very little about women who are succeeding. It is time for accomplished women to stand up, take credit, and claim accomplishments and rewards.

It is time for women leaders to make some noise, and the Internet makes it so easy to do. There is simply no reason to stay in the shadows. The Rome of today is the global corporation, which is male dominated. So act like Romans, pat yourselves on the back, and continue with the remarkable achievements that are yours and yours alone.

Boy Scouts of America Announces Its First Chief Diversity Officer

Dallas, U.S.

In an effort to provide more youth with the life-changing experiences Scouting offers, the Boy Scouts of America (BSA) has appointed a chief diversity officer. Ponce Duran serves as the southern region director for the BSA and began serving in this additional role on March 10, 2015. The position aims to extend the BSA's engagement in multicultural communities nationwide, sharing scouting's benefits and opportunities with parents and their children.

"Ponce leading our diversity efforts is key for the BSA," Chief Scout Executive Mike Surbaugh said. "We believe every child should have the opportunity to enjoy and benefit from scouting's adventures. Ponce will help strengthen scouting's connection to diverse cultures and communities and further our commitment to giving kids fun experiences and instilling values and character that last a lifetime."

Ponce Duran, Boy Scouts of America's first Chief Diversity Officer

The BSA has long served youth from different ethnicities, faiths and backgrounds, and the organization believes diversity is a responsibility, not an initiative. Duran has been at the helm of this mission, creating diversity goals for the southern region and developing programs such as Jalando Parejo (or Pulling Together), an initiative to establish scouting units in communities across the country. Jalando Parejo works to bring scouting to children from all parts of the country and from all kinds of backgrounds.

Eighty-Five Percent of Global Organizations Yet to Close Alignment Between Risk and Business Objectives

London, U.K

Ninety-seven percent of organizations have made progress in linking their risk management and business objectives, however, a staggering 85 percent have not created closer links, according to EY's global governance, risk and compliance (GRC) survey 2015 "There's no reward without risk."

The survey of governance, risk and compliance management (GRC), which is based on the responses from 1,196 C-suite leaders, board audit committees, and assurance and compliance executives across all major industries in 63 countries also cited that 66 percent of organizations risk management has limited involvement in business decision-making today. Eighty-eight percent of respondents indicate that their board or their board committee provides oversight of the organizations risk management activities. However, their board's ability to provide oversight could be enhanced by more frequent evaluations of the organizations risk profile. Seventy-seven percent of the respondents only evaluate their organizations risk profile on an annual basis, limiting their ability to adjust their business strategy based on changes to their risk landscape.

The global survey finds that organizations are making progress in improving the way they manage risk in response to changing landscape. However, organizations also indicated that there is still further room for improvement and opportunities to be seized.

Farm Robotics Fuel Demand For Highly Skilled Workers

Sydney Area, Australia

Research from Commonwealth Bank finds the agribusiness sector will offer more sophisticated career paths for Australian farm workers as operations become more automated.

The research is part of Commonwealth Bank's bi-annual Agri Insights survey, which also shows farmers are keen to invest in a range of areas, from acquiring more land to updating plant and equipment. The Agri Insights Index now sits at 9.9 points, 1.4 points higher than this time last year.

More than half of the farmers surveyed (55 per cent) say they still need just as much labour as they ever did, even as on-farm technology evolves. In the labour-intensive dairy industry, two thirds of surveyed farmers (67 per cent) say their employee needs have not been reduced by new technology.

Geoff Wearne, Executive General Manager Regional and Agribusiness Banking, Commonwealth Bank, says the survey results show the type of work available in Australia's farming operations will shift over time.

"The agriculture sector has always been a major employer and our survey results confirm farmers will continue to provide work opportunities in regional Australia. What has been changing and will continue to change is the type of work available. As technology like GPS and even driverless tractors becomes more common, farmers will be looking for more highly skilled and specialised employees," he said.

Geoff Wearne,
Executive General Manager Regional and Agribusiness Banking

Report Finds Women's Insurance Market Represents Trillion-Dollar Opportunity

Washington, D.C.

The insurance industry is expected to earn up to US$1.7 trillion from women alone by 2030, presenting a major new opportunity for sustainable and inclusive growth, a new report released today by IFC, a member of the World Group, finds.

She for Shield: Insure Women to Better Protect All was co-developed by IFC, AXAGroup and Accenture. It presented a first-of-its-kind study of the women's insurance market in the emerging economies of Brazil, China, Colombia, India, Indonesia, Mexico, Morocco, Nigeria, Thailand and Turkey.

According to the study, the insurance industry has largely overlooked women as a consumer segment despite significant market growth potential. By more effectively reaching out to women, the industry could significantly increase their economic participation and further support social and economic development in emerging markets.

Exploring the impact of the women's market on both the demand for and supply of insurance, the report also highlighted the contribution women can make as agents, marketing and sales leaders, and professionals who would expand coverage to clients in emerging markets.

The report was based on a series of in-depth interviews with industry representatives and associations, brokers, agents, customers, and regulators in the 10 markets, desk research, and econometric modeling.

UNIDO Report Global Manufacturing Output Expected to Rise Despite Declining Trend in China

Vienna, Austria

Global manufacturing production is expected to maintain a steady rise in 2015 despite the declining trends observed in key emerging industrial economies, especially in China. World manufacturing value added is likely to grow by 3.5 percent during 2015, according to mid-year estimates produced by the United Nations Industrial Development Organization (UNIDO). However, regional conflicts, especially in the Middle East and North Africa, and financial instability in Europe may adversely affect the growth figures.

The manufacturing growth rates for the second quarter of 2015 depict a mixed picture for both industrialized and developing economies. In the United States manufacturing has benefitted from falling oil prices while Euro zone manufacturing products became more competitive as a result of a weaker Euro in the global market. Manufacturing output in Japan, the Republic of Korea and Singapore remained in decline.

According to UNIDO estimates, the manufacturing output of industrialized countries rose by 0.7 percent in the second quarter of 2015. The manufacturing output of Europe's industrialized economies increased by 1.1 percent, but the manufacturing output sharply dropped in Switzerland due to the strength of the Swiss Franc which increased the price of Swiss exports.

Developing and emerging industrial economies maintained much higher growth, at 5.2 per cent. However this was still a low performance compared to the growth figures of these countries in the recent past.

China's manufacturing recorded the lowest ever growth rate for a decade. Brazil, another major emerging industrial economy, encountered a sharp fall of 8.5 per cent in manufacturing output in the second quarter of 2015, compared to the same period in the previous year. Negative growth was also observed in key African economies, such as Egypt and the Republic of South Africa.

Spain's Future Prosperity Depends on Raising Skill Levels and Removing Barriers to Employment

Andreas Schleicher
Director of the Directorate for Education and Skills

Paris, France

While the economy is showing clear signs of recovery and unemployment levels are falling, further action is needed to improve people's skills in Spain and remove barriers to innovation and employment, according to a new OECD report.

"The OECD Skills Strategy Diagnostic Report – Spain" offers a timely assessment of the country's top skills challenges and provides a sound basis for designing an effective national skills strategy to boost the development, activation and use of skills in Spain.

"Globalisation and rapid technological advances are combining to reshape the world of work and the skill requirements of jobs in all OECD countries – and Spain is no exception. All the signs point to a world in which higher skills levels will be increasingly critical for people's success in the economy and society", according to Andreas Schleicher, Director of the Directorate for Education and Skills, launching the report in Madrid. "Now is the time to focus on improving the skillset of the Spanish people and making better use of their skills at work to boost inclusive growth and innovation. The OECD Skills Strategy framework can help Spain build effective and integrated skills policies."

EU Regions: Strengthen Cross-Border Cooperation And Improve Mobility to Boost Local Economies

Luxembourg City, LU

Leaders from Europe's cities and regions recently met in Luxembourg and called on the EU to step up its efforts to strengthen cross-border cooperation and improve mobility, especially among less connected regions. Members of the European Committee of the Regions (CoR) called for EU financing—through structural funds, the Connecting Europe facility and the recently launched €315bn Investment Plan—to be directed toward improving relations between regions to boost Europe's economy.

With 37.5 percent of the EU population living in border areas, regional disparity on the rise and faced by the growing challenge of migration, the CoR's President—Markku Markkula – called for cross-border cooperation to be reinforced: "Encouraging synergies between cities and regions can foster innovation, open-up markets, promote local investment and boost economies. Cross-border must evolve as a 'territorial opportunity' rather than being seen as a 'geopolitical handicap'. It is at the heart of the EU project and EU integration which is why it urgently needs greater investment." Markkula stated.

Speaking on behalf of the Luxembourg Presidency of Council of the EU, Camille Gira, State Secretary for Sustainable Development and Infrastructure, proposed that European instruments supporting cross-border cooperation be developed "so that specific legal provisions can be applied in border regions with a view to the implementation of projects or strategies which could not be achieved under disparate legal systems."

Young Latin American Entrepreneurs Celebrated for Innovative Solutions that Improve Lives

Washington, D.C.

An Argentine entrepreneur who created software that turns smartphones into digital hearing aids won the top prize at an international competition aimed at fostering innovation to accelerate and promote inclusive development throughout Latin America and the Caribbean.

Patricia Sanchez, cofounder of uSound in Jujuy, Argentina, won recognition and a $15,000 prize for being the Most Innovative Startup—Best in Show at a Venture Night that was part of a one-day event called Demand Solutions—Ideas for Improving Lives in Cities. The event was organized by the Inter-American Development Bank and the Blum Center for Developing Economies of the University of California at Berkeley.

uSound also won the Best Use of Technology award with a prize of 10,000 euros from Telefónica. uSound software allows people to use smartphones as digital hearing aids. Users configure them by entering data on their audiometry—a measure of the range and sensitivity of a person's sense of hearing, or they can carry out a hearing test with the app itself. The phone captures sound; uSound compensates for specific frequencies and plays back the adjusted sound over headphones in real time.

Fourteen other entrepreneurs from the region were selected from more than 200 applicants to showcase their innovative products and services at the one-day Demand Solutions event, which is designed to connect creative start ups with investors, mentors and thought leaders.

Albertine Region Gets Boost in Infrastructure, Markets and Skills Development

Kampala, Uganda

The World Bank and the Government of Uganda recently signed a credit in the amount of US$145 million to support the Albertine Region Sustainable Development Project.

The five-year project of a total of US$153 million is expected to benefit nearly three million. It will finance access to infrastructure, markets and skills development in the Albertine Region of Uganda, a region undergoing rapid growth and transformation due to the oil finds. The agreement was signed by Hon. Matia Kasaijja, the Minister of Finance, planning and economic development, and Christina Malmberg Calvo, the World Bank country manager for Uganda.

"This project will benefit the people of the Albertine region and beyond, and has been prepared in close partnership with the Government of Uganda," said. "It complements broader programs of support to local government, transport and skills, as well as the development of key productive sectors of the economy."

The Albertine Region Sustainable Development Project will finance the upgrading of 100 kilometers of road from Kyenjojo to Kabwoya from gravel to a class-two highway. The stretch of road forms part of the 238-kilometer Kyenjojo-Hoima-Masindi-Kigumba road. It will connect the districts of Kyenjojo, Kibaale, Hoima, Masindi and Kiryandongo in Western Uganda. The road is expected to significantly reduce travel times in the region, induce local economic development, and provide better access to markets and social services in the region.

Sodexo
Successfully Balances D&I with Human Resources

The partnership between D&I and HR can be contentious unless there is a willingness to collaborate. Sodexo found common ground and moved forward to become the benchmark multinational.

By Peter Scott

Sodexo, founded in France in 1966, has become a worldwide leader in delivering services to organizations interested in improving the quality of life for their employees. The company offers a range of services to improve employee health and well-being, benefits and rewards services, and personal and home services. Now operating in 80 countries, the company's success is completely dependent on almost 419,000 employees interacting with over 75 million customers each day.

One of the challenges it has met is embedding diversity and inclusion (D&I) principles into Human Resources practices. A people-oriented company, Sodexo relies on top executive Rohini Anand, senior vice president and global chief diversity officer, to develop and implement a holistic D&I approach that is based on standardized values and principles but with localized implementation of day-to-day talent management practices.

Metrics that are the Envy of Other Global Companies

Diversity Global was fortunate for the opportunity to talk to Anand and Juan Pablo Urruticoechea, chief executive officer in Brazil for Sodexo, at the 2015 Global Summit of Women held in Sao Paulo, Brazil. Sodexo is recognized as a D&I benchmark because of its great success in implementing a D&I program globally and the development of sophisticated metrics to keep the effort aligned with the organization's mission and goals.

In terms of structure, there is a D&I executive committee in the U.S. and a smaller team in Paris. D&I is not part of Human Resources (HR) so Anand had to develop a global reporting relationship with Sodexo CEOs around the world. There are 13 regions and someone in each HR structure is responsible for managing the local D&I program. This achieves global standardization with localization of implementation.

Juan Pablo Urruticoechea
CEO Brazil en Sodexo

" The women who work for Sodexo are tough. They study at night, work, take care of their parents, and live in different cities, requiring them to travel long distances to and from work. Brazilian women are amazing. In Europe we are in a comfort zone. "

"We work at partnering with Human Resources to ensure D&I is embedded in the mainstream HR practices," says Anand.

She is the first to admit the partnership between D&I and HR can be contentious because D&I professionals ask HR professionals to go out of their comfort zone and do a lot of extra work required for success. She works extremely well with the HR executive in the U.S. They do not always agree with each other but are always working deliberately together to ensure D&I is part of all HR discussions.

Sodexo is a decentralized company, so in and outside the U.S. key metrics around retention, engagement, promotion, and development are used to keep everyone onboard with D&I. Sodexo uses a scorecard, and the scorecard measures recruiting, retention and promotion of women and minorities.

Anand explains, "We also have qualitative metrics like mentoring, leadership engage-

ment and development of high potential talent that is all rolled up into a 1,000-point scorecard. The employee starts earning points at 80 percent, and the scorecard and points are linked to performance bonus. The bonus is 10-15 percent of the managers and executives bonus." An important characteristic of the bonus is that it is decoupled from the company's financial performance.

At the Global Summit, Anand moderated the panel on "Building Your Brand Internally and Externally," while Urruticoechea was a member of the CEO Forum that discussed "The Business Case for Gender Equity."

Sodexo looks at gender on a global basis because it can be uniformly measured. The top 300 leaders have targets as does the next level of accounting managers. The targets include representation and engagement of women.

Admiration for Brazilian Women

Urruticoechea is able to give a Sodexo CEO's perspective on driving D&I in the local context, in this case Brazil, while meeting corporate goals. It is a delicate process that takes many factors into consideration.

Brazil is a large and diverse country from north to south, and it is very class conscious based on income. The country is challenged with the difficult problem of income inequality. It is quite different from the U.S. in the D&I space because many services are required by law to meet quotas by job title.

"For example, we are required to have one nutritionist for every 250 meals that we provide. We now have more than 2,000 nutritionists. By tradition, over 90 percent of nutritionists are women so there is a lack of gender diversity," Urruticoechea explained. "I personally have no issue with gender bias. I some-

^

Rohini Anand
Senior Vice President & Global
Chief Diversity Officer at Sodexo

"Each regional culture is different and must be respected. In the end we will have some combination of a global program with a regional deployment."

times promote men when teams are composed of only women in order to add diversity."

The result of this situation is that, at the next level, more than 90 percent of the people promoted are women who are very connected to day-to-day operations. As the Brazilian Sodexo operations diversify, and new positions are created that are not traditionally filled by mostly women, it will be easier to implement wider diversity goals.

Women in Brazil must overcome daunting conditions in order to pursue careers. Most have children, and the male-dominated culture does not encourage working mothers. Many women in Sao Paulo who work for Urruticoechea's division will travel two to three hours one way to get to their jobs.

There are also safety and education issues. Much of the income inequality is the result of a poor school system so employer training initiatives are critical to talent development. Urruticoechea's challenge is finding the right talent because women are often hidden in remote areas of the region.

"The women who work for Sodexo are tough. They study at night, work, take care of their parents, and live in different cities, requiring them to travel long distances to and from work. Brazilian women are amazing. In Europe we are in a comfort zone," he says with admiration in his voice.

Anand adds that it is much easier to implement D&I in headquarters than it is in the field.

Organically Growing the Diversity Footprint

Urruticoechea does what he can to make it easier on the women to work and to better attract the right talent. One strategy is to make working hours more flexible. He is also turning to technology like smartphones so people can meet virtually rather than traveling to a meeting place.

One of his strategies to develop new talent and promote innovation is to hire at least 50 percent of new hires from outside the industry. He sees this as a way to generate disruptive innovation. It is a process that worked in Portugal, and he expects it to work equally well in Brazil.

Sodexo organically leverages its sales force to drive diversity internally and externally in the community.

"When we initially started D&I, there were 35,000 different client sites with 12,000 of them in the U.S. The sales and other managers visiting client sites would discuss Sodexo's diversity with the clients. The clients would get interested and ask

for more information. Clients started inviting the diversity team, including managers and counselors," Anand explained.

Through this organic process the clients became the vehicle for spreading diversity and the Sodexo footprint for D&I. Sodexo shared its ideas and benchmarking process with clients, becoming a recognized leader in the diversity space. It is a pull, not push, process.

Though Sodexo is transforming itself from a country-by-country company to a global company in terms of operating policies, Anand emphasizes that D&I will have to include a regional focus.

"Each regional culture is different and must be respected. In the end we will have some combination of a global program with a regional deployment. Specific strategies for local D&I programs will come from the company's new segment teams being formed during the company's reorganization to a more vertical structure," Anand said.

On top of everything else, Sodexo's executives are also addressing the needs of the new generations already in the workforce or about to enter. Anand compares the adaptation process and reorganization to building a plane while flying it. Sodexo is relying on its strong values, and the ability to connect D&I to business strategies, for long-term sustainability.

Developing a Human Resources Culture of Data and Analytics

Developing a Human Resources culture that is anchored in HR data and analytics is a process. It is a journey over time that moves HR from reporting to analytics.

By Lisa Trumbull

Organizational cultural competency is frequently defined as the ability to communicate and productively interact with people in a multicultural workforce or in a diverse global setting. However, it goes deeper than that because cultural competency has many dimensions.

It is a mind-set based on real respect for other cultural perspectives. It is knowledge and awareness of differences that is used to tear down barriers of communication to achieve comfort with uncertainty. Cultural competency also means having the ability to recognize and capitalize on similarities in order to cross the cultural divide.

Organizations are realizing through trial-and-error that cultural competency is not about assimilation and erasing cultural differences, and this realization is driving more effective employee training and development strategies.

Appreciation Rather than Assimilation

It is a flat world in which globalization and multiculturalism have become the norm, making cultural competency a critical success factor.

Cultural competency refers to communication skills but also incorporates work skills. Recruiters must be able to interpret skills and capabilities expressed in cultural terms. Human Resources needs the ability to offer culturally focused development opportunities for employees. Organizations need a supportive culture and systems that encourage the expression of creativity. This puts the onus on businesses to create an atmosphere of appreciation for, rather than an assimilation of, differences.

How many organizations truly understand the impact that globalization and cultural differences have on their communication systems, modes of operation, and workforce?

In the U.S. it has become organizationally correct to claim cultural competency, but many members of the corporate workforce are actually trying to balance political correctness with true understanding. They are afraid to admit their lack of competency in understanding and dealing with different cultures. One of the signs this situation exists is when corporate leaders continue to deal with cultural-focused problems after investing in sophisticated training and development programs.

Cultural competency is not Affirmative Action though it is easy to confuse the two. The U.S. originally focused on quotas to drive the hiring and retention of minorities and women, while Europe and other countries did not embrace the concept. Though quotas are not a legally accepted practice anymore, the concept marred the understanding of cultural differentiation in a globalized business environment.

CULTURAL COMPETENCY IS NOT AFFIRMATIVE ACTION THOUGH IT IS EASY TO CONFUSE THE TWO. THE U.S. ORIGINALLY FOCUSED ON QUOTAS TO DRIVE THE HIRING AND RETENTION OF MINORITIES AND WOMEN, WHILE EUROPE AND OTHER COUNTRIES DID NOT EMBRACE THE CONCEPT.

Culture is not just about race, gender, religion or ethnicity. It is a system of beliefs and values and behaviors that drive decision-making, feelings, responses, perspectives, and interactions with other people. Cultural influences make each person unique no matter what color or race or gender that person may be.

U.S. organizations are going through a transformation in their understanding of cultural competency because concepts like color blindness have led to people believing that recognizing differences is discriminatory when in fact it is not necessarily so.

Not a Question of 'Better'

There are two sources of cultural differences. One is in the multicultural workforce. The second is culture across countries.

Organizations experiencing difficulties with cultural diversity at either level should assess their recognition of cultural differences by asking critical questions of itself. First, how ethnocentric is the organization? There are numerous examples of companies expanding into foreign countries, only to fail due to lack of cultural understanding and a bias that says the domestic culture is better than the foreign culture.

A second question is the level of cultural flexibility. Are
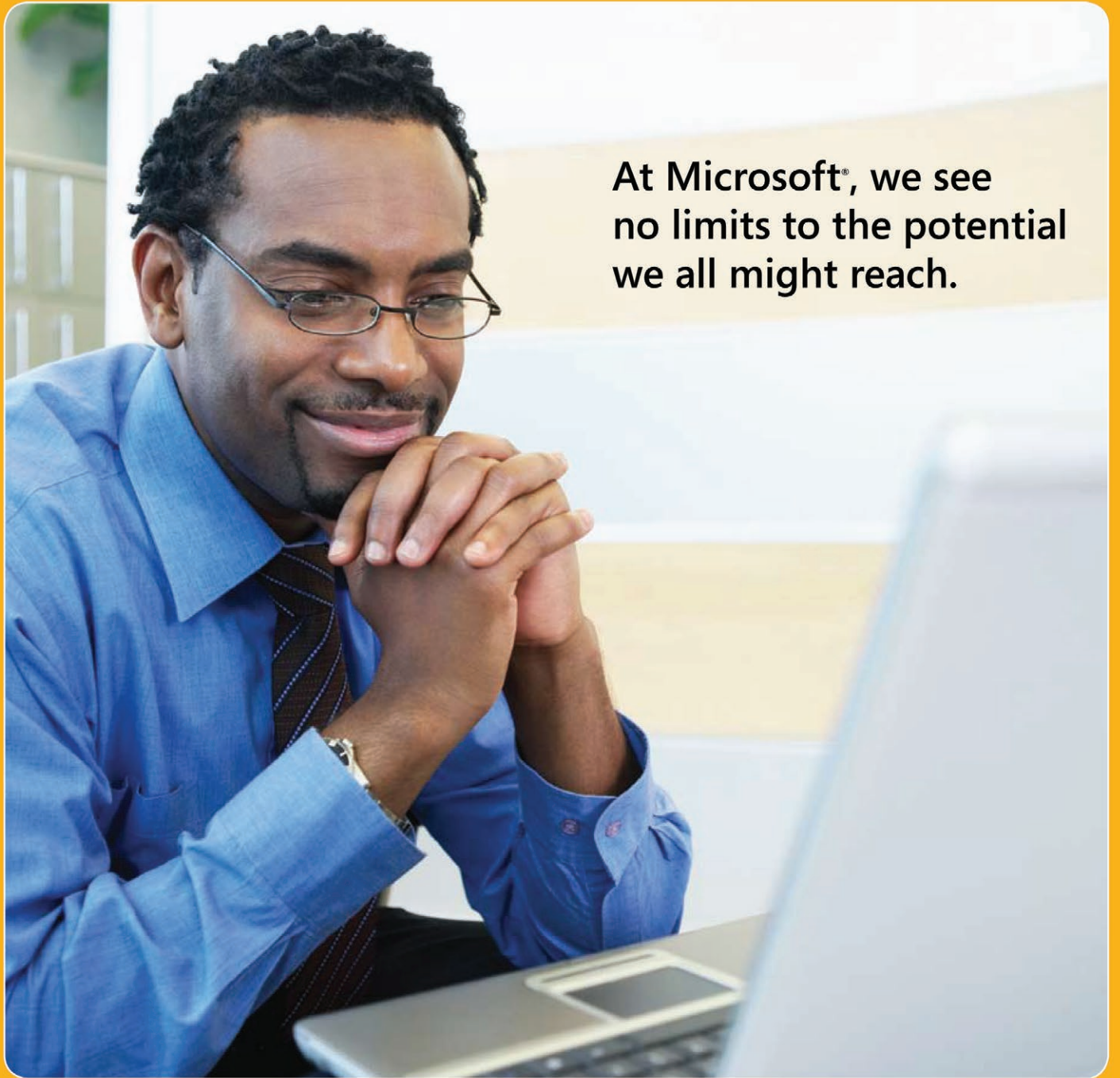
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employees willing to recognize that there are cultural differences, and the differences do not represent something "wrong"? Differences are to be accepted and valued for what they offer in the way of new perspectives and ideas.

A third question is how tolerant is the organization of the cultural differences?

To develop cultural competency, it is necessary to understand that culture is more than diversity. Diversity refers to different characteristics, while culture determines people's values, behaviors, communication styles, decision-making, and social behaviors. Culture includes the traditional diversity factors of race, gender, and so on, but it also includes sexual orientation, socio-economic factors, political status, education, location, disabilities, veteran or military status, and many other factors.

Also, within each culture are sub-cultures, adding further complexity.

Reducing Miscues Through Training

With so many factors involved, it is not hard to imagine how cultural misunderstandings, miscues and miscommunications occur. Add them together and working relationships between employees, and employees and customers are damaged. Effective cultural competency training focuses on helping people understand cultural influences and personal perspectives in order to improve communication.

An example is Boeing. Boeing operates in 28 countries, and workers and their families are given personalized, one-on-one cultural sensitivity training. To embed cultural awareness in the organization, Boeing manages

an employee rotation program in which overseas employees work in the U.S. for nine to 18 months. Other activities include structured classroom training, culture discussions in lunch-and-learn sessions, and twice-a-year diversity summits. One of the reasons Boeing does one-on-one training is to ensure the employee understands the importance of the content. Also producing great value are Employee Resource Groups, interactive instruction and training customized to a particular location.

The training cannot simply inform people about cultural differences. Leaders need to learn how to resolve common issues, like delivering critical feedback, building trust and understanding culturally-based body language or expressions.

Westerners generally need training in determining the ideal

behaviors based on situations. For example, sometimes it is much better to cultivate a relationship rather than jump into business negotiations.

Measuring Learning Outcomes

What kind of outcomes are expected from training and development programs?

Measurements should assess the ability of leaders to manage in a multicultural environment. They should think critically, analyze situations, synthesize training and experiences, and make good decisions. All employees should be able to communicate and interact with a diverse group of stakeholders that includes peers, co-workers, customers and clients, business associates, government officials, and so on. Interactive training programs are useful for analyzing decision-making in a
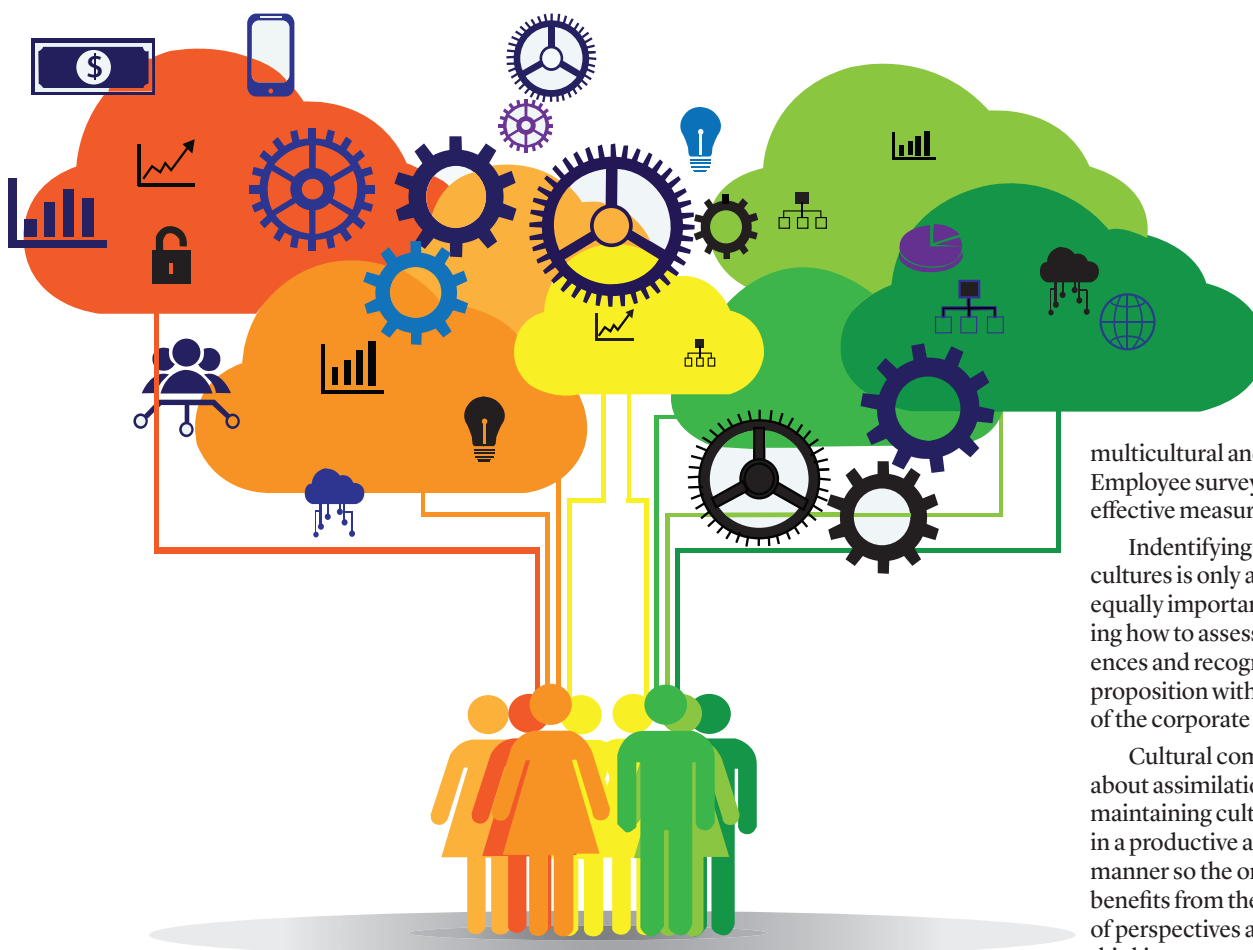
multicultural and global setting. Employee surveys are another effective measurement tool.

Indentifying differences in cultures is only a first step. An equally important step is learning how to assess the differences and recognizing the value proposition within the context of the corporate culture.

Cultural competency is not about assimilation. It is about maintaining cultural diversity in a productive and respectful manner so the organization benefits from the rich variety of perspectives and creative thinking.

DEVELOPING CROSS-CULTURAL COMPETENCY IN THE WORKFORCE

Developing a Human Resources culture that is anchored in HR data and analytics is a process. It is a journey over time that moves HR from reporting to analytics.

By Belinda Jones

Data and analytics have been transforming industries for at least a decade, but it is the accelerating pace of big data generation that gets so much attention. If data and analytics can transform the banking, finance, marketing, insurance, healthcare, and sales industries, then it can transform talent management.

People analytics attempt to remove intuition, bias and hunches from workforce decision-making and replace them with evidence-based and data-driven decisions. It requires an HR culture that is anchored in the big data and analytics technologies, and once anchored the culture cascades throughout the organization. It is a process or journey and not an initiative with a beginning and end.

Making Big Data and Analytics Part of the HR Job

The Human Resources function has been notoriously slow to adopt people analytics, and that slows their adoption in the rest of the organization. That is rapidly changing as organizations come to the realization that people analytics are critical to long-term success in developing a future workforce that is resilient, agile and able to manage the technology-based work requiring technical skills.

Josh Bersin, principal and founder at Bersin by Deloitte, found a dramatic shift in the use of people analytics by HR departments that began in 2011 when predictive analytics entered the arena. Bersin is an industry analyst who found the HR generalist jobs requiring knowledge or use of big data tools increased by 22 percent quarter-over-quarter in 2014 and by 46 percent for training and development specialists or managers. Hundreds of compensation and benefits positions also mention big data in their job requirements.

Though data and analytics in HR are increasingly recognized as critical tools for talent management, Bersin said adoption of the tools takes more than recognition. For them to add value to HR, focus must be placed on how they can be utilized to run a better company.

The early adopters of the people analytics were pioneers in the use of the data and analytics in a strategic manner to improve talent management decisions. Since then, mathematicians, statisticians, and engineers are increasingly relied on to develop organization-specific integrated databases and analytics organizations need to run a better business.

Moving From Reporting to Analytics

For the HR analytics function to operate successfully requires a culture change.

HR specialists have typically focused on workforce metrics

Timothy Long, director of workforce analytics and systems at Micron Technology-MS Business Analytics, guided Micron Technology through the cultural transformation process by following multiple steps.

The first step was revising the HR strategy to enhance financial business value by improving the HR team and organizational capabilities; improving operations efficiency by developing the capability to deliver globally aligned and regionally optimized solutions; developing the capability to demand evidence and think critically; and developing a talent strategy that attracts and retains high performers, develops and engages all team members, and motivates and rewards performance.

The second step was incentivizing to motivate change, align managers globally, automate data collection, and standardize reports.

The third step was the initiation of a workforce information program that measures results against HR goals. The team must define HR data and metrics (KPIs), collect and stage data for analysis, and deploy solutions. HR professionals can initially respond to simple data requests like future payroll trends, promotions of staff by category, and so on to avoid overwhelming the organization with major projects.

The Micron Technology rollout strategy went like this: deploy technology, train HR analysts, train HR business partners, develop dashboards, and train business users. Once HR developed the capability to move beyond simple data reporting, professionals could respond to questions like: Will the recommended change to the base pay lead to higher attrition rates among engineers on a global basis?

Culture change requires support from the top and well-designed training. Micron Technology used the Visier Scenario-based training system. After implementation of the workforce systems and analytics team, the information produced is 85 percent strategic and 15 percent ad hoc reporting. Micron measured its progress along the four levels of the Bersin by Deloitte Talent Analytics Maturity Model. From 2011-2015, Micron moved from operational reporting to advanced reporting, to advanced analytics, to predictive analytics.

Changing the HR Mind-set

Changing the HR culture and reaching the predictive analytics stage depends on the ability of HR to change its mind-set.

Traditionally, HR tracks through metrics, benchmarks, scorecards and surveys. The new mind-set, described by USC Marshall School of Business Professor and Research Director John Boudreau, concentrates on linking the HR data to business data to find correlations and causation, and making predictions. Metrics and reporting (tracking), do not add full value because they fail to show the impact HR investments have on the organizations operations.

A successful process of developing an HR analytics culture has features like data transparency, strong collaboration between HR and key organizational leaders, and a good data management system. The HR team is focused on analytics that identify true performance drivers. This is quite different from reporting headcounts. However, initial HR analytics efforts can start small and grow organically as the organization's managers begin to appreciate the value analytics bring.

Patrick Coolen, manager workforce planning and HR analytics at the Amsterdam-based ABN-AMRO Bank, uses the "3 P's" of Pilot, Proof and Preach to describe the culture-building process. HR finds a relevant business question (Pilot), applies statistics to the integrated dataset (Proof), and shares results with senior stakeholders (Preach).

Creating a HR analytics culture is not simple but should not be made more difficult than necessary. Handled correctly, the organizational analytics culture will grow through proof and communication.

like headcounts, government compliance, compensation plan management, reporting, and training and development. Setting up an HR analytics department is outside the typical HR experience. People not comfortable using and relying on sophisticated advanced and predictive analytics will have difficulty extracting their full business value.

What is the process for moving from operational reporting to predictive analytics, and changing from a reactive function to a strategic planning function?

CHANGING THE HR CULTURE AND REACHING THE PREDICTIVE ANALYTICS STAGE DEPENDS ON THE ABILITY OF HR TO CHANGE ITS MIND-SET.

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Getting Metrics and Continuous Improvement in Alignment

The equation is often simple: No measurements equal no sustainable initiative which equals no continuous improvement. Developing relevant metrics is a bottom-line requirement for escalating organizational performance.

By Joseph Warren

Peter Drucker has always been a master at summing up important business principles in a few words. For example, he said, "What's measured improves." There is another maxim that was on a sign hanging on Albert Einstein's wall that said, "Not everything that counts can be counted, and not everything that can be counted counts."

Put these two quotes together and the message is this: Metrics are an impetus for continuous improvement, but it is important to ensure that what is measured has relevance and that the measurement system is managed within the larger organizational context.

That presents a bit of a tricky equation to solve. Collecting data is sometimes the easy part. Measuring what really mat-

ters to promote continuous improvement and sustainable growth requires understanding the business priorities and using metrics as a means of ongoing strategy development and success determination. When the dust settles after data collection and analysis, the metrics that emerge should speak to improvements in business outcomes.

Measurements Turn Ideals Into Planning

Developing metrics is not the same as developing relevant metrics. Technology and access to big data are creating the impression that more data is always better. It is certainly possible to collect the wrong data and perform data analyses that does not guide the organization or provide direction for continu-

ous improvements.

Metrics have definite purposes which include providing a basis for decision-making, keeping progress on track, encouraging successful organizational behaviors, and identifying what is really important to the business. The metrics should target the nerve system of the business and flow through all levels of the business, delivering value to areas of focus, garnering support for initiatives, and keeping organization-wide efforts on the right path.

There needs to be a carefully designed system put in place for metrics to achieve their highest purpose. It is easy to get the system wrong, leading to a process that fails to achieve goals. A quality system embraces the identification of the critical measures, includes methods of

benchmarking against industry standards, defines the Key Performance Indicators (KPIs), and assesses progress using a business tool like a Balanced Scorecard or any other tools that fit business needs.

The metrics should possess two qualities as a minimum: They need to convey to the workforce members involved in the initiative, project, program or process information about what is important to business outcomes; and they need to keep the managers and employees focused on the goals and objectives. People's behaviors are influenced by measurements because it is human nature to want to improve results over time when progress is tracked. That is why Drucker pointed out that what gets measured will improve.

A manager of an important business initiative needs everyone involved in an initiative to be fully engaged. Relevant metrics promote the right behaviors to achieve desired goals. Meaningful metrics will factor in objectives and the strategies that will lead to success. Effective metrics drill down to measure strategic initiatives rather than only organization-wide results. Each strategic initiative and the related operating objectives are identified. The KPIs are then developed for each objective. Compare this to traditional metrics that measure the "big picture" like inventory turnover, budget variances, or the number of injuries per 100 employees.

Connecting Actions to Results

Developing meaningful metrics is a unique process for each business. Traditionally, businesses have relied on pre-defined metrics that were mostly financial. In the modern organization, metrics must be customized to meet organizational needs for programs, processes and projects. The metrics are aligned to goals to help employees directly connect their actions to results.

The Balanced Scorecard, introduced in 1996, recognized there are financial and non-financial measures, long- and short-term measurements, and leading and lagging indicators. Balanced Scorecard typically addresses four attributes – financial, internal, customer, and learning and innovation. However, this tool is designed to be flexible in that it can include any metrics that are important to the business. It finds the intersection of quality, time and cost.

One of the equally important benefits of using a Balanced Scorecard, or any other type of performance measurement and management tool, is that it makes metrics visible which is critical to continuous improvement. There are hundreds of metrics and metric tools that companies can use to generate continuous improvement, but they tend to fall within three categories: process metrics that are captured as KPIs, technology metrics, and service metrics which can apply to internal and external customers.

Developing meaningful metrics for continuous improvement is a process that should involve management, the team or unit responsible for results, the customers, and other departments. Including the people who will make it possible to reach goals makes it more likely the objectives set are attainable. However, management has a responsibility to make sure the metrics are SMART – specific, measurable, attainable; relevant, and time bound.

Meaningful metrics are developed through an iterative process as they are refined.

Benchmarking should include industry standards, but the most competitive companies will look at best practices in other industries, too. Best-in-class innovative firms are not followers. They are leaders that firmly position themselves in the whole marketplace and are always looking for new opportunities. In the dynamic marketplace, market positioning can change rapidly. When external factors change, the metrics need to change which is why metric development is an iterative process of response and refinement. Benchmarks should be established at the outset of a project or initiative.

The process of developing and maintaining meaningful metrics should be an ongoing process in which a business seeks incremental or breakthrough improvement. Initiatives to improve products, processes, and/or services need continual examination to pinpoint developing problems and opportunities. Metrics focused on the right targets can help leaders execute strategies, build support for initiatives, and drive continual improvement.

THE PROCESS OF DEVELOPING AND MAINTAINING MEANINGFUL METRICS SHOULD BE AN ONGOING PROCESS IN WHICH A BUSINESS SEEKS INCREMENTAL OR BREAKTHROUGH IMPROVEMENT.

P&G's
D&I Program is Deeply Rooted Locally, Regionally and Globally

Procter & Gamble operates on core Purpose, Values and Principles.
Deeply rooted in its operations is diversity and inclusion.

By Sherry Bloom

Procter & Gamble (P&G) has a robust set of diversity and inclusion initiatives that are managed within the context of the company's statements on Purpose, Values and Principles. Taken together, they drive a build-from-within talent system that is focused on improving consumer lives by using values like trust and integrity, and principles of respect and mutual interdependency.

William P. Gipson, recently named senior vice president, global diversity and research & development, Asia Innovation Centers, is a driving force behind fulfilling the company's D&I mission of "Everyone Valued, Everyone Included, Everyone Performing at Their Peak™."

He summarizes the strategy this way: "We must have an employee base that mirrors the consumers we serve. We begin locally and cascade efforts regionally and then globally."

Stretching the Goals

All of P&G's programs are tied to goals so Diversity and Inclusion starts with the recruiting program. In order to develop an employee base that reflects a consumer base, the company sets a goal and then implements strategies to achieve it.

Gipson, who has 30 years of P&G experience, gives an example of the goal for female hires. In all the disciplines P&G hires for, the goal is that women must be at least 40 percent of the employee base. Today over 50 percent are women. It does not end there.

"We ask, 'Are the women progressing through the company in concert with the 40 percent goal in the opportunity space which is 50 percent?'" he said. The exact 40 percent does not pertain to every region in the world because there are places where women are poorly represented in P&G's hiring pools. The 40 percent is a stretch goal. There are similar targets for each affinity base.

P&G operates in more than 180 countries, so it is difficult to imagine the complexity of managing in the diversity space. Women face a variety of challenges in different cultures that are very different from what women in the U.S. face.

"In Saudi Arabia," says Gipson, "the law requires women to travel with a relative. We adapted our travel policies to accommodate the law so we can give women travel opportunities."

In India, the top challenge concerns protecting women's safety. The law requires women working second or third shifts to be kept safe, so P&G professionals visited families in their homes to explain safety procedures and brought families into their operations to demonstrate

William P. Gipson
Senior Vice President, Global Diversity and Research and Development
Global Hair Care, Color and Salon Professional, Procter & Gamble

the safe environment. The company also created a transportation system to get them to and from work. Due to these kinds of extraordinary efforts, Saudi Arabia's P&G plant employees are 15 percent women and India is 30 percent women, rivaling some of the developed nation locations. The stretch goal in India is 50 percent women in the employee base.

Diversity as the Fabric of Life

P&G is changing the mix of its workforce while also accommodating a changing one.

Asked if Millennial women are leading P&G to implement changes, Gipson says, "Millennial women and men are very different. They are very articulate in expressing their needs. They don't see diversity as quotas. They see diversity as the fabric of life. They don't quite get why we have to go through goal setting. They just want to be making good choices in employment." Millennials, he says, make P&G recruiters earn their respect.

Once on board, P&G's innovative coaching and mentoring programs ensure capable talent build leadership skills by moving them from mentoring to sponsorship. William describes mentoring as task related in that the mentor is helping someone attempting to do a task better but differently. A sponsor is a person a couple of levels above the talent and has the interest and ability to make positive career moves happen for the employee. Experienced women are recruited as mentors so they can share their life experiences with other women who are thinking they are the only ones who have gone through the journey. This has put the retention rate of women on par with men.

Reverse mentoring is an innovative approach that lets top talent mentor leaders. It works by pairing an accelerated candidate with a corporate leader. An accelerated candidate

is in a corporate program that accelerates the career development process through conversation tours on how the company works and greater exposure to other leaders.

In reverse mentoring, a woman of color, for example, is paired with a corporate leader. The senior leader gets to know the individual's work, line managers, career experiences and development progress. The woman of color shares her experiences with the senior leader so the leader can develop a greater understanding of what an employee, who would normally be out of his or her line of sight, is experiencing.

> "All my life I have worked against stereotypes, and it is just a different way of grouping people. The minute you are profiled, you are grouped. Analytics are helpful for gaining insights, but you cannot ultimately define an individual's potential based on analytics."

The flex@work program is a successful work-life balance program implemented globally. The program accommodates those times when personal needs and obligations must take precedence during work hours. The program allows employees to personalize their schedules, significantly increasing the level of job satisfaction.

"At P&G, there is no particular recipe for work-life balance. flex@work is not considered a program but rather a guideline for the individual relationship between the employer and the employee," Gipson explained.

Crucible Roles

Since women of color can easily find their needs are seldom front and center, Gipson is focused on helping managers understand how to better communicate with minority female employees.

"Men and women of non-color must learn how to provide constructive feedback and not be afraid the woman will leave after it is delivered. Women of color are asking for feedback, and we need to give it," he says, adding that people of non-color who are ensuring people of color have opportunities to grow and develop are filling "crucible roles."

It is not just women of color who are developed. P&G has what it calls its Hot Potential and Hot Development lists. The people on these lists are those who have the potential to be two levels above where they are now.

"We look at the crucible roles and ask if we have the

right mixture of leaders in the roles who are able to help those on the list advance. We need people of color and women in crucible roles," Gipson said.

A Different Perspective on Employee Analytics

The trend is for global corporations to generate predictive analytics using big data, and P&G certainly generates them. Gipson uses them as a starting point but believes that companies must be careful to not frame an individual based on analytics.

"All my life I have worked against stereotypes, and it is just a different way of grouping people," he explains. "The minute you are profiled, you are grouped. Analytics are helpful for gaining insights, but you cannot ultimately define an individual's potential based on analytics. It is just adding a new level of stereotyping."

He uses the analytics more to assess whether the company is doing a good job of getting the right people into the right jobs.

In five to 10 years, Gipson envisions a P&G team that has the right mix of people to deliver competitive business results. He does not want the conversation to be about catching up or adding another percentage point.

"For me, the conversation should be about diversity of experiences because experiences drive thoughts and behaviors," he said. "It is diversity that makes us better equipped to achieve sustainable competitiveness."

THE UNCOMFORTABLE RELATIONSHIP OF CORPORATE DATA AND PRIVACY

THE LITANY OF PRIVACY ISSUES IS GROWING AS RAPIDLY AS
TECHNOLOGY,AND CUSTOMER AND EMPLOYEE PRIVACY ISSUES ARE FIRST.
MEETING GOVERNMENT LAWS IS NO LONGER ENOUGH.

By Debra Jenkins

One of the most difficult issues facing corporations is the uncomfortable relationship of big data, and customer and employee privacy. The big cookie jar sits on the corporate counter filled with delectable crumbs of information like new market insights, customer preferences, product development ideas, enhanced employee engagement, social needs in communities of operation, and so much more. To get the wealth of business information requires reaching into the jar, gathering up the crumbs of data, and re-assembling them into useful and actionable knowledge.

It is nearly impossible to resist grabbing the data in every way possible, but in doing so new challenges surrounding privacy are raised. How much reaching should the organization do, and when does it cross the customer and employee privacy line?

21st Century Challenge with No Clear Answer

One of the most important challenges that corporations face is balancing the availability of big data and the right to privacy its customers and employees want and expect.

One of the clearest indications of the sophistication of tracking cookies and data collection is the rapid speed at which advertisements appear on people's computer screens after they do searches, view websites,

and buy products and services. Check on a hotel in Honolulu, and within literally seconds an advertisement for that hotel, and a myriad of other Honolulu hotels, pop up on the computer screen. Do a general search for "hotel in..." and do not worry about finishing the thought because the search box will auto fill with the word "Honolulu." The free hotel search app that was downloaded beckons with enticing deals in Honolulu, and text messages start arriving with digital discount coupons.

Though a simple scenario, it showcases the impact of technology on privacy. Corporations have the sophisticated ability to collect data from internal and external social media, customer transactions, online organic searches, website visits, product reviews, commentary forums, mobile device data streams, and technology-enabled devices.

The intelligence is comprehensive, rapid and at times overwhelming. The data collected is used in the marketing, customer services, and IT departments. But alarming to customers and employees alike is the fact that sometimes huge swaths of data are sold to marketing companies or the government with the promise the information will be kept confidential.

What if the consumer does not want their private information sold? What if employees resent the company collecting data from social media or electronic health records maintained by a healthcare provider?

The risks of overstepping

privacy boundaries are very real, and missteps can harm an organization's reputation or brand, cost millions in legal fees, and scare off customers.

Beyond Regulation

Governments around the world are attempting to legislate privacy, but they are having a

credibility issue because of the exhaustive collection of private information like cell phone records in the name of preventing terrorist attacks.

The U.S. continues to struggle to legally limit corporate data collection while it was discovered to secretly be collecting millions of U.S. citizens' phone records. Not commonly known is that the European safe harbor accord currently allows U.S. companies to collect data from European customers. That is almost certain to change very soon because the European Union is considering ending the agreement and is also in the final stages of writing a bill that would require businesses to get explicit permission from consumers before sharing personal data.

The challenge is that chasing the government by waiting for regulations is not good strategy and can jeopardize the business brand and ability to attract and keep customers. There is danger in businesses adopting an attitude that consumers will benefit from the collection of big data so it must be good. After all, the data can lead to products that incorporate consumer preferences, personalized healthcare, improved customer service, intelligent buying and so on. What is not to like?

Organizations that get altruistic are doomed to get in trouble because they are fitting their actions to presumed business success and not to actual customer preferences and concerns. Organizations do not need to be in a position where they only react to government legislation. They need to become privacy activists by discovering consumer preferences, and giving consumers the option to select their preference and to have input into data collection policies. This puts the business in the position it should be in – one of balancing customer needs with legal requirements, brand development and risk assumption.

secret and never publicly discuss them, much less commit to published privacy policies. The result is not pretty – they find themselves explaining past policies, current failures and future fixes.

Many consumers today are comfortable walking into a hotel and finding their preferences are already known or going online and recognizing ads for products they have shopped for in the past. Yet, they do want to know that they are in control of their personal data. If the consumer agreed to share personal data, the business is lauded for collecting it and turning it into better service. If the consumer never agreed, the privacy intrusion is distressing. Organizations can educate consumers

ORGANIZATIONS THAT GET ALTRUISTIC ARE DOOMED TO GET IN TROUBLE BECAUSE THEY ARE FITTING THEIR ACTIONS TO PRESUMED BUSINESS SUCCESS AND NOT TO ACTUAL CUSTOMER PREFERENCES AND CONCERNS.

Matter of Trust

It is a matter of trust between the business and its customers, reflecting a modern economy in which consumers want to know they can give personal information to businesses without worry.

People have real privacy concerns which means there are potential customers who will not do business with certain organizations. Customers must believe the business takes privacy seriously, is ahead of technology and government regulations, and is transparent. Transparency is a huge issue because traditionally organizations would keep security breaches and data collection

on their policies and tout the benefits of sharing in term of consumer benefits and the value of the company's efforts to protect data.

When promises are made about personal privacy, they need to be kept. Failure to keep them can lead to a public relations nightmare, lost business and threats to sustainability.

Customers are not bystanders. They are business stakeholders or participants. Protecting consumer privacy must be a top priority.

Businesses must choose the proactive path to protecting privacy because it is an opportunity to develop a competitive advantage. That puts customer privacy in a whole new light.

Time for Change:
Catalyst Research
Points to Lack of Progress for Women of Color

Catalyst research finds women of color are not making progress in the corporate world. It is time to change the dialogue. But how?

By Malibu Kothari

When it comes to closing gender gaps in organizations, some women have benefited more than others, according to Catalyst, the global non-profit organization dedicated to creating more inclusive workplaces where employees representing every dimension of diversity can thrive. Because research indicates that women of color, visible minority women, and indigenous women are least likely to benefit from corporate initiatives to close gender gaps, Catalyst held the Women of Color Summit in March to bring together thought leaders — scholars, business leaders, and policymakers — to set a vision for research and chart a course for future action for the advancement of women of color at work.

At the 2015 Catalyst Awards Conference, DiversityGlobal Magazine had the chance to talk with Heather Foust-Cummings, Vice President & Center Leader for the Catalyst Research Center for Equity in Business Leadership. She shared her insights into some of Catalyst's work around women of color in the workplace.

Tell us about your research and the work you do?

Through our research at Catalyst, we identify gaps that exist for women and other under-represented groups across the world. For the first time, the annual Catalyst Awards Conference was held simultaneously with an invitation-only Women of Color Summit, a ground-breaking event that brings together business, academic, and government thought leaders. Though Catalyst has done research on women of color for many years, the current statistics indicate they are not making progress. Representation of women of color remains abysmally low, and Catalyst wants to shine a spotlight on their experiences in the workplace and seeks to change the statistics. Thus the Women of Color Summit was held.

What are the more surprising findings in your women of color research?

One of the areas Catalyst has studied is the relationship between white male managers and women of color direct reports. What the research found is that the trust between women of color and white male managers differs depending on where that person sits. Basically the white men have a better opinion of what is happening in the relationship in terms of the authenticity of the relationship and the trust that is present than the women of color do. The women of color do not have a rosy picture of talent management efforts. Lack of supervisory trust that is critical to being advanced in the workplace, or not being able to sponsor an employee in the workplace, are just two impediments to progress.

rewards stereotypical masculine behavior or assertiveness, yet women are often penalized for being assertive because it is outside their gender role.

What steps can companies take to remove these obstacles?

Organizations need to recognize their individual needs and do a better job of building alliances across race and across gender. We need authentic partnerships, and we need men to understand that women can't advance without their support and without them being gender champions in the workforce. We also need to break through the think leader-think male bias which is the stereotype that says a male is always the leader. We need to make sure we break down that stereotype so women can be seen as leaders and valued as leaders.

Why are women of color not progressing despite the corporate diversity programs?

Why are women of color the least likely to benefit from corporate diversity programs? The numbers tell the story of lack of progress, but the question of "why" remains. Women of color are not advancing because the work is very hard for companies. You can't put a program in place and be content with saying, 'We tried it, and it didn't work,' or 'We tried it and have a couple of women moving through the ranks.'" Catalyst research has shown that companies must have intent and focus over time. Intentionality is important because without it you cannot really make those changes happen.

So many factors are contributing to the lack of progress for women of color. Unconscious bias and lack of trust between managers and direct reports are two. Catalyst research has consistently demonstrated across time and across industries that

We need more honest and open dialogue. Men have said to me that they are afraid to give honest feedback to women because they are afraid women will cry. That is a stereotype that we have to remove before we can progress. If women can't get honest and open feedback about their performance then they can't improve or advance. The women really want this feedback too.

What are some of the other obstacles?

Unconscious bias is another impediment, and one that is harder to pinpoint. Everyone person has unconscious biases, and they play out in subtle ways. Research shows that if people just become aware of their unconscious biases, they can be interrupted. Where unconscious bias really causes problems is when it is embedded unintentionally and unconsciously in performance management systems. A company can have a performance management system that

Heather Foust-Cummings
Vice President & Center Leader,
Catalyst Research Center for Equity in Business Leadership

> " Catalyst Research has consistently demonstrated across time and across industries that lack of access to networks and gender stereotyping, and lack of access to influential sponsors and mentors, hold women back.

lack of access to networks and gender stereotyping, and lack of access to influential sponsors and mentors, hold women back.

How can we move to a positive dialogue?

We need to shift the terms of the debate, and that is the overriding goal of the Women of Color Summit. It is to move from a deficit model, or focusing on the barriers, to a dialogue about the positive. The reality is that diversity has many positive benefits that include productivity and innovation. Women of color have something very valuable to bring to the table, but specific outreach must be done for there to be progress.

Strengthening Suppliers Through Coaching to

Build Partnerships

Strong suppliers add strength to the business team, so it makes sense to coach them as business partners. Coaching begins internally in the procurement function.

By Ingrid Johnson

A business team is not made up of only executives, managers and general staff because there would be no business without suppliers. Traditionally, professional and peer coaching has focused on internal team members. It begs the question: Given the importance of strategic suppliers to the business, should coaching also apply to suppliers?

Supplier Relationship Management (SRM) recognizes that organizations are dependent on the ability of strategic suppliers to manage their businesses well, effectively communicate, grow with their customers, develop new capabilities needed to meet market conditions, and much more.

In fact, many of the expectations concerning suppliers are very similar to expectations concerning managers in terms of achieving business goals. From that perspective, organizations recognize that coaching suppliers to build more sustainable supply chains can have a significant impact on the sustainability of the organization itself.

Strengthening the Weak Links in the Supply Chain

When Aretha Franklin sang, "Every chain has got a weak link," it was about relationships, and the words certainly apply to the supply chain.

A breakdown in the ability of suppliers to deliver materials, manufacture products or achieve scalability can have a profound impact on the organization. Unfortunately, the weak links can break with little notice, unless the organization has diligently used SRM principles to nurture partnerships with strategic suppliers. SRM strengthens weak links, turning strategic suppliers into business partners who approach their customer as if they are part of the business.

Does coaching suppliers involve hiring a coach or mentor who works with the supplier? The answer is "No."

The sourcing and procurement function becomes the coaching function. Supplier coaching begins internally because it is the organization's managers, sourcers, procurers and unit heads that determine how well SRM works. They, too, can become weak links in the SRM process which focuses on two-way performance management, developing supplier competencies, driving innovation and resilience, and promoting alignment of strategic supplier goals with business goals.

Developing SRM is Internal and External Coaching Process

Internal weak links lead to unwanted surprises like a supplier notifying the business it is unable to meet a production schedule or discovering an international supplier has failed to meet regulatory requirements.

Developing and nurturing SRM is a coaching process. Sourcing and procurement professionals work with strategic suppliers from a devel-

opmental perspective. The strategic suppliers are already operating a high level of competency, so the coaching goal is to jointly define excellence and the strategies to strengthen new competencies and leverage supplier capabilities to benefit both sides.

Successfully integrating suppliers into the organization requires procurement professionals who are capable of collaborating with and developing suppliers. It is a critical first step because SRM can break down before it has time to produce results, if the organization's professionals are not able to operate based on trust and open communication and collaboration with suppliers.

SRM requires a different mindset because supplier partnerships are not focused on cost alone. Though costs continue to be important, professionals are coached to consider long-term success factors like organizational and supplier sustainability, innovation, agility, creativity, and so on.

There are degrees of SRM maturity levels per the PricewaterhouseCoopers SRM Maturity Model. The model ranges from "No SRM" to "World-Class" SRM and assesses organizational factors like governance and technology. There are also a range of people skills to match the maturity status. The model includes people who are on the low end skilled in SRM competencies to those possessing deep SRM competencies on the high end.

PwC discovered through research that certain competencies are required for SRM success. There are hard competencies, like the ability to negotiate contracts with suppliers and perform spend analysis, both learned through training and practice. There are also soft compe-

tencies that are developed through coaching. These include relational competencies like envisioning and influencing, and developmental competencies like innovation, agility and information management.

Learning Together

When internal sourcing and procurement personnel are coached to develop SRM, supplier coaching is possible. Strategic suppliers need the ability to collaborate and develop trust in their clients, the organizations. The role of the sourcing and procurement staff is initially one of coach, in which the organization builds the relationship com-

Procurers focused mostly on cost reductions are "hunters" who spend their time finding the lowest bids. "Farmers" grow relationships with strategic suppliers.

A challenge for organizations rolling out SRM is getting past the design stage and implementing new practices in a collaborative culture that bring continuous improvement.

Once internal sourcing and procurement professionals have developed the right collaborative mindset within a collaborative organizational culture, the team is ready to develop relationships with suppliers on a non-hierarchal basis.

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Once internal sourcing and procurement professionals have developed the right collaborative mindset within a collaborative organizational culture, the team is ready to develop relationships with suppliers on a non-hierarchal basis.

petencies and trust necessary to develop partnerships.

Nothing happens overnight. Corporate professionals become enablers of partnerships that lead to supplier competencies that include developing new products, sharing innovation, contributing to business sustainability and achieving continuous improvement of processes.

Coaching is a process in which the organization and suppliers learn to become true partners. It is a co-creation process, and that is difficult for organizations to master when the team players have not developed the right perspective and relational and developmental competencies.

Suppliers who are coached to become partners are expected to take on more of an operational role, but behaviors need to mesh with the rest of the business (think: alignment). Traditional procurement principles do not apply because they are mostly based on reducing costs and managing, rather than developing, suppliers.

A good example of the difference is found at Coca-Cola. The company has over 25 product lines, and each one has a unique business model. The product line's strategic suppliers in the model work with procurement to develop unique supply solutions.

Coaching suppliers can produce exceptional results, if approached correctly. The process includes sourcing and procurement establishing a clear path for the flow of supplier ideas and innovation. There must be a strong relationship formed with suppliers so they are willing to act like partners instead of managed contractors, and that is the ultimate goal of supplier coaching.

The Psychology of Discrimination Against the Disabled Employee

Human Resources managers find themselves in the position of trying to understand the psychological basis of workplace discrimination against those with disabilities. Understanding will help them drive better training and policy approaches.

By Jeremiah Prince

expansion of what is considered a "disability." For example, post-traumatic stress syndrome experienced by veterans has not always been recognized by society as a disability.

There are many theories about the roots of people's negative perceptions of people with disabilities. Since the history of mankind has been recorded, there is a deep-rooted psychological suspicion of what is not understood. Societies collectively decide what is "normal," and people with disabilities fall outside many definitions.

It is startling to realize that it is 2015, yet organizations are still trying to pinpoint the definition of who is considered disabled. However, dealing with what the organizational culture considers to be outside "normal" is an uncomfort-

Discrimination against individuals with disabilities is not new. People who are "different" once provoked fear, and society has certainly come a long way in overcoming these feelings. Unfortunately, the statistics around the world do not lie. Those with disabilities continue to be viewed as "not able," and most in modern society continue to experience a quality of life that is lower than the nondisabled.

One of the top reasons is a continued reluctance to hire employees with disabilities, and once hired, a propensity to limit their ability to express their full capabilities.

The psychology of discrimination is deep and rooted in human nature. This presents difficult challenges for Human Resources personnel who develop and oversee non-discriminatory policies and procedures, and must address events like employee complaints and lack of career progress among employees with disabilities.

Roots of Discrimination are Historically Long and Deep

One of the reasons the public discourse on the disabled employee in the corporate world is expanding is that, in the past, individuals with disabilities have been included in a large group of diverse populations but are now getting attention based on their unique needs so that inclusion becomes a reality. Addressing discrimination by focusing on specific needs is different than addressing discrimination based on race or gender or LGBT status.

This is a catch-22 situation for Human Resources because their efforts to accommodate the employees are frequently misinterpreted as downgrading job requirements to accommodate employees with disabilities rather than accommodating so they can maximize productivity. Other challenges include the degrees of disability that must be considered when accommodating the disabled, and the

able situation. Though there are clear cases of disability, the court systems are filled with cases in which someone wants recognition for a disability the organization does not recognize.

Psychologically, anthropologists have suggested that culture standardizes community values and creates a fairly rigid perception of what is acceptable. People's perceptions of disability included seeing the disabled as threatening to the social order. Apply this thinking to the modern organization, and it is easy to see how resistance to accommodations develops. Another theory suggests that capitalism and mechanization excluded the disabled because

work depended on physical and mental agility, and on achievement, and those with disabilities were not viewed as likely to have the potential to adapt.

Also, separating capable disabled from society became the norm. The rise of institutions and hospitals where individuals with disabilities were segregated not only reinforced the perception that the disabled needed separation, they also created a situation in which it became awkward for people to encounter those with disabilities.

The acceptance of individuals with disabilities has significantly improved as a result of science and promotional campaigns dispelling the notion that the disabled

are not capable. However, that has not changed the uncomfortable feelings some feel when working and interacting with individuals with disabilities. More laws cannot change attitudes, leaving it to Human Resources to guide leadership.

Tearing Down Occupational Barriers

Employees with disabilities continue to face occupational barriers, a major reason why there has not been more progress in raising income levels.

Discrimination against the disabled employee begins before anyone is hired. The wording of job descriptions can easily exclude employees with disabilities by including restrictive language. A good example is when a job duty is worded to say that "all employees in this position must be able to perform all of the job functions." A physically disabled employee may have enormous difficulty meeting travel requirements, but many meetings are now Web-based. A particular position can be restructured so that the disabled employee's meeting responsibilities are met through technology.

A difficulty that organizations face is the fact that disability can take many forms, so the needs of each employee, rather than a group of employees, need accommodating. One of the roles of Human Resources is to not only educate the organization's employees as to the general legal requirements, but just as importantly as to the organizational perspective and expectations. Changing manager and employee attitudes about disability is not easy because the historical and social influences are deeply embedded in people. Organizational members need information and train-

ing on accommodations in order to better understand how they enable employees to make a larger contribution to success. Human Resources staff today works with the employee, counselors, physicians, community organizations and others to ensure accommodations are fair.

Assessing an employee with a disability can be challenging. Viewing the person as an employee first and the disability second is not always easy for recruiters, managers, and performance reviewers. It takes training. Establishing relationships with community agencies and promoting career opportunities is effective.

Once hired, the organization needs a process for resolving accommodation requests. Effective processes have clear lines of reporting and timeframes for responding. The importance of having policies and procedures in place cannot be overemphasized, but they also need to be supported by regular promotion.

Educating employees is a never-ending process, and technology has made it easier. All of the activities that are used to help diverse employees succeed are adaptable to the disabled. They include Employee Resource Groups, newsletters, disability awareness events, participation in community events and so on.

The message to the organization is that disability works. Though it is not always easy to overcome employee attitudes toward individuals with disabilities because of the psychology embedded in history, it is a worthy effort. Inclusion always benefits the people included and the organization.

Talented and creative people with disabilities are not asking for a favor. They are asking for equal opportunity so they can contribute their talents and capabilities.

Beyond Wellness to Improving Workforce Productivity and Health

Organizations are looking beyond wellness to a culture of health, using new management and measurement methods to get a broader view of health and productivity.

By Malibu Kothari

Do workplace wellness programs decrease employer health costs while increasing employee health and productivity? The answer depends on the research and research authors referenced at the moment.

The confusion as to whether investments in health and wellness programs are returning the

expected benefits in a consistent and sustainable manner is prompting employers to look at the programs from a new perspective.

In rethinking the goals of health and wellness programs and the methods of measurement, employers are moving beyond simply calculating the ROI based on costs that include absenteeism, presen-

teeism and disability. They are expanding their focus to include health management of all employees – healthy and not healthy. Called population health management, this approach focuses on wellness and prevention for employees who are already ill, disabled, or injured; at risk of becoming ill, disabled, or injured; and healthy.

Managing Outcomes to Develop a Culture of Health

What is the value proposition of wellness programs? The Return on Investment (ROI) has been the traditional calculation used to date because it leads to money estimates, which is what corporate managers are traditionally most comfortable relying on.

However, Ron Goetzel and his co-authors presented an alternative by suggesting that the value proposition of wellness programs is better assessed by measuring changes in outcomes like disability relative to costs and lost productivity relative to costs. This approach focuses on developing a culture of health through best practices. In a culture of health, the organization takes a comprehensive view of health and productivity by taking into consideration all the major social, family and personal drivers leading to illness, disability and injury. Though most organizational health and wellness programs have not reached this stage yet, the trend is moving toward this approach.

Johnson & Johnson (J&J) developed an Outcomes Logic Map that assesses its wellness and prevention solution. Using scientific research, the sophisticated health and wellness program leads the way in the evolution of design and measurement of programs. Often held up as a standard, J&J's logic map established rigorous assessment criteria for assessing behavior changes along a continuum that represents an evolving culture of health.

The logic map begins with a baseline factor based on the present state of health and wellness. The next stage focuses on the factors of participation and engagement, followed by behavior changes and increased performance and identification of risk factors. The end products produce measurement of outcomes that include

each employee's and organizational productivity changes, medical utilization using ROI, and business metrics. As the organization addresses each of the factors, a stronger culture of health is created. J&J applies the logic map in different areas that include achieving meaningful behavior changes and improving mental and physical energy management along with increased engagement with life and health.

One of the key success factors for J&J is the use of sophisticated Digital Health Coaching solutions. The Web-based program coaches employees on managing depression symptoms, stress, sleep, weight and energy through behavioral changes. The metrics are used to assess the outcomes and to ensure the solutions remain aligned with the goal of developing a culture of health. Measurements include reduced average medical costs, reduced claims costs, decrease in physician visits for depression, improved ability to reduce stress, reductions in reported fatigue levels, weight loss, improved management of mental and physical energy, increased productivity, and many others.

In addition to the digital coaching program, J&J offers many other health and wellness-related activities like on-site fitness centers, fitness challenges, healthy cafeteria food, smoking cessation programs, and chronic disease management. Aggregate employee data is collected through health risk assessments and medical claims.

The organization-wide culture of health is critical to managing a successful health and wellness program.

Health of the Population

The more advanced programs, like the one managed by J&J, assess financial and non-financial results. It is easy to overlook the fact that both are important if organizations are to move toward a population-based approach which benefits the organization and society, the ultimate goal. This is not to minimize the fact that the financial aspect of health and wellness programs is important to businesses that are challenged with achieving results with minimal investments.

Though ROI remains one outcome measurement, the emerging focus on developing a culture of health means many other factors need consideration to ensure program investments are achieving desired results.

One goal, for example, may be to reduce disability relative to program costs incurred. Navistar is a good example in that numerous studies have been conducted on its health and wellness program, providing solid data. Navistar has multiple goals that include improving workplace safety and occupational health, reducing disability and worker's compensation claims, reducing health care

> **Though ROI remains one outcome measurement, the emerging focus on developing a culture of health means many other factors need consideration to ensure program investments are achieving desired results.**

costs, reducing absenteeism, and so on.

Managing disability in the organizational setting is a relatively new concept and involves primary, secondary, and tertiary prevention. Primary prevention is disease or injury prevention. Secondary prevention focuses on reducing the impact of disease or injury. To minimize disability risks at this stage, the employer might modify work so the injured employee can return to work rather than claim disability. Tertiary prevention is the reduction in the impact of a chronic disease or injury that has occurred. In this situation the employer focuses on rehabilitation programs that retrain workers for new jobs once they have reached their maximum recovery point.

Not all companies can employ the level of sophistication in health and wellness programs that J&J and Navistar have reached. However, all organizations can build a culture of health.

Health and wellness is no longer only about healthcare cost containment. In the new era, organizational health and wellness is an individualized and holistic approach that achieves improved employee performance while contributing to society's goals.

Leading Millennials:
A Generation with Expectations

Millennials have high expectations about the workplace and corporate social responsibility. Current leaders must understand the concerns of the next generation of leaders.

By Sharon Ross

Every generation believes it can change the world by fulfilling a vision. Having high expectations is not anything unusual for a generation, but what is unique today is the influence of technology and the focus on corporate social responsibility.

Technology has been the great equalizer, flattening hierarchies and enabling people to network on a global basis. The information sharing has created a generation of Millennials who truly care about their work, corporate ethics, environmental responsibility, diversity and inclusion, and the freedom to work independently. They have a different mind-set compared to prior generations, and that will influence how Millennials respond and lead in the future as they take on the global issues they believe are important for businesses to address.

The challenge for business leaders is developing a supportive work environment that responds to Millennial needs and raises its social footprint.

Getting Serious about Millennials

By 2025, three-out-of-four employees will be a Millennial, also known as Generation Y. They are ready to take on the world. Baby Boomers and Gen X were satisfied climbing corporate ladders one rung at a time, waiting their turn to make an impact in the corporate world.

Not so for Millennials. They insist on flatter and more collaborative organizations where technology makes multitasking, connecting and crossing functional areas easy. They want a casual work environment, flexible schedules, challenging and interesting work, transparency and honesty, and organizations that take corporate social responsibility seriously.

Millennials have shortened the time schedule and changed the rules for just about everything, including succession, community involvement, job performance reviews and so on. Millennials do not want six-month or annual evaluations. They want ongoing dialogue.

They appreciate corporations creating jobs and improving communities by increasing economic activity. They also expect businesses to do more to meet social challenges and make a positive impact on global poverty, depletion of natural resources, and climate change. They want organizations to foster creative thinking and have avenues for sharing innovation. The speed of change is supported by access to technology that Millennials are comfortable using as they blur the lines between work and personal lives.

Moving from a hierarchal, closely supervised workforce to the global, agile, more loosely managed organization that does not sacrifice quality or increase risks, requires leaders to find new ways to engage and motivate the younger generation.

While Millennials are having an enormous impact on how businesses operate, they also need some of the hard and soft skills that enable them to channel their innovation and productivity. The 2014 Deloitte Millennial Survey made it clear that Millennials want a chance to show their leadership skills and are asking organizations to do more in the way of development opportunities.

Channeling the Energy and Innovativeness

Engaging and motivating Millennial workforce members require understanding their high expectations and finding ways to channel the energy, agility and innovativeness into productive results.

Segmenting the workforce and conducting employee engagement and satisfaction surveys can highlight the critical workplace issues. Millennials

> Millennials need training in areas representing the specific issues they will face as leaders. These include managing diverse teams, virtual collaboration, workload and time management in a world where technology means 24/7 access, global workforce management, cultural acclimation, and so on.

are dissatisfied with managers maintaining tight control of work or who do not give them stretch assignments in which to exhibit leadership skills. Millennials want to work on teams and interact with people across the organization. It is antithesis to those who have freely communicated and accomplished goals via networking to be limited to only working with people in their unit of function.

How does an employer engage talent that wants the freedom to create and innovate? How can the employer motivate them?

The difficulty is finding the right balance between traditional business leadership and activities still needed to operate successful businesses and the flexibility Millennials want for getting the work done. For example, once employee instructions are delivered and mutually agreed upon goals

are set, managers should give Millennials the freedom to reach goals within the parameters set. Freedom includes determining tactics, flexible work schedules, and 24/7 access to work via technology. To retain Millennials, it is important to offer them career planning, opportunities for advancement on a shorter timeframe, and regular feedback.

Millennials also want to make a difference in the world in some manner. Boasting about donated funds does not resonate with the younger workforce. They want to participate in the development of innovative products that are

recyclable or participate on teams that include community members and address one of the many social issues facing the world. Many organizations are teaming up with universities to offer education and job skills training.

Deloitte found during its survey that Millennials do not feel organizations are achieving their potential in the area of corporate social responsibility. This is particularly true in the area of resource scarcity, income inequality and environmental sustainability. The reasons they gave included management with attitudes that create barriers to innova-

tion, a reliance on existing ways of doing business, poor communication channels and poor organizational structure.

Motivated by the Real World

Most professionals analyzing the development needs of Millennials generally agree they need some training in standard business areas like business communication and people management. Co-mentoring is proving successful. More experienced Baby Boomers team up with less experienced Millennials, and they share skills and knowledge.

Millennials need training in areas representing the specific issues they will face as leaders. These include managing diverse teams, virtual collaboration, workload and time management in a world where technology means 24/7 access, global workforce management, cultural acclimation, and so on. The method of training delivery does matter to the Millennials. They are not motivated by lecture-style training with hypotheticals. Millennial learners like to use real-world case studies and problems, crossfunctional job training, team participation, and interactive training modules.

Engaging and motivating is the new group of workers requires adopting a new attitude about the relationship between staff and leaders. To attract and foster the innovative, leaders must create a culture and work environment that gives them opportunities to innovate and to make a contribution to society. Unless they do, the most talented will leave the organization and are likely to work independently where they can fulfill their own potential while addressing the societal challenges they see as critical.

Respond to the high expectations, and Millennials are more likely to be motivated and loyal employees.

EMBEDDING CULTURAL KNOWLEDGE IN TALENT MANAGEMENT PROCESSES IN ASIA

By Jill Motley

IN ASIA, DIVERSITY AND INCLUSION ARE CORE PRINCIPLES THAT CAN DRIVE INNOVATION AND A MOVE TOWARD A KNOWLEDGE-BASED ECONOMY.

Asia's remarkable economic growth to date has largely been based on manufacturing and production, both labor-intensive enterprises. The challenge now is finding ways to continue the growth into the future, and that is not likely to happen without strengthening other economic segments, particularly the knowledge-based economy.

The implications are clear. Asian businesses and multinationals operating in Asia need to increase their investments in the development of diverse and inclusive workforces in order to support a culture of innovation. In the talent area, the issue now is finding a way to compete for and engage diverse educated, competent, and capable people who can bring creative thinking and new ideas to the workplace.

Diversity in Asia is unique in that in most areas the populations are homogenous in terms of race, but widely diverse in terms of cultures and ethnicities. Executives and managers working in Asia are challenged with bringing talent into the organization that can promote innovation while realizing that innovative behaviors are not considered culturally acceptable by many groups. For example, the expression of new ideas requires a willingness to speak up, but many Asian cultures discourage that type of behavior and expect people to conform to the group.

It is the corporate leaders who serve as the link between the corporate culture and the local culture, and they must have the skills to leverage innovation within this context.

Businesses as Drivers of Change

There are important trends driving the need for diversity and inclusion. They include a multigenerational workforce, the move to improve the economic status of women in the Asia Pacific region, a labor shortage in an aging population that is forcing Asian enterprises to reach out to diverse talent pools once overlooked, and the region's drive to develop a stronger knowledge-based economy able to compete on a global basis.

While manufacturing can rely mostly on local low-skilled and uneducated workers to produce goods, the growing knowledge-based economy needs highly skilled diverse employees. It is mostly left up to businesses to develop the appropriate diversity initiatives because Asia is practically devoid of legislative mandates like those that have driven diversity and inclusion in developed nations.

A knowledge-based economy that drives innovation in a globalized marketplace depends on having the right

kind of talent available. Developing Asian countries need to increase the number of people who complete higher education curriculums in STEM before the local talent pool can meet the needs of a knowledge-based economy. The need is not necessarily for more college or university graduates but rather for students who complete training and earn credentials in appropriate technologies through technical or vocational schools.

The challenge for businesses is attracting the people it needs now – people who are comfortable working in an innovative business culture and have the appropriate education and high-level skills necessary for innovation. The need is driving businesses to the global talent marketplace which is highly competitive but offers enormous diversity.

Moving Toward Diversity...

One potentially successful strategy a business can employ is to first partner with local or country-based higher education institutions to develop and then hire people who have the technical skills and have been exposed to international cultures. This follows the "think local-go global" philosophy. The talented employees can be placed in the organization in positions where they can serve as diversity champions, helping the business bridge the gap between a homogenous versus diverse workforce. The champions become important connections in the move toward developing and maintaining an innovative culture.

Another strategy for driving innovation through diversity is to create supportive platforms for a diverse workforce. They include creating social networks, and mentoring and coaching programs. The more people with different cultural experiences are given access to each other, the more likely a culture of innovation will strengthen. Project teams with diverse representation can play an important role in demonstrating inclusion and helping the organization as a whole gain a better understanding of the key elements of a culture of innovation.

...And Then Inclusion

Diversity alone is not enough. Without inclusion the advantages of diversity are often lost, meaning innovation lags.

One potentially successful strategy a business can employ is to first partner with local or country-based higher education institutions to develop and then hire people who have the technical skills and have been exposed to international cultures.

In Asia, one of the greatest challenges is respecting the cultural focus on achieving harmony when it is the differences in people that drive innovation. How can managers celebrate differences when it is group balance that is most respected? If people with new and creative ideas are reluctant to speak up, how can managers overcome the silence?

One key strategy is to ensure the managers who are serving as the cultural links are well trained in principles of diversity and inclusion, but it needs to go further than just training. Corporate leaders need to be fully supportive of the efforts, tying diversity and inclusion to business strategy and publicly recognizing the standout talent. Managers also need to participate on teams in order to ensure inclusion is practiced, at least until the organization has developed a self-supporting culture of inclusion.

Goals can be set, but they need to be relevant to the diversity and inclusion needs. One company may need to focus on achieving gender balance, while another company can begin with local ethnicity balance.

In Asia, a local lens should be applied first. Western nations tend to pass laws to require businesses to diversify their workforces, and they are also creating outlets for settling differences that arise between employees and management. The Asian environment is such that businesses must rely on their skill in embedding diversity and inclusion in all of its talent practices.

Measurements are important. A business does not know if it is making progress unless it analyzes key workforce metrics like the diversity makeup of the workforce, the promotion rates for diverse talent, engagement levels, talent retention rates, and so on.

Successful strategies of diversity and inclusion have local relevance while relying on global best practices. As Asian countries continue their move to a knowledge-based economy, organizations need to move their workforce toward becoming more diverse and inclusive to drive innovation. Failure to do so will only hinder economic progress within the countries and the ability of businesses to innovate. Diversity and innovation are intricately tied together in every part of the world.
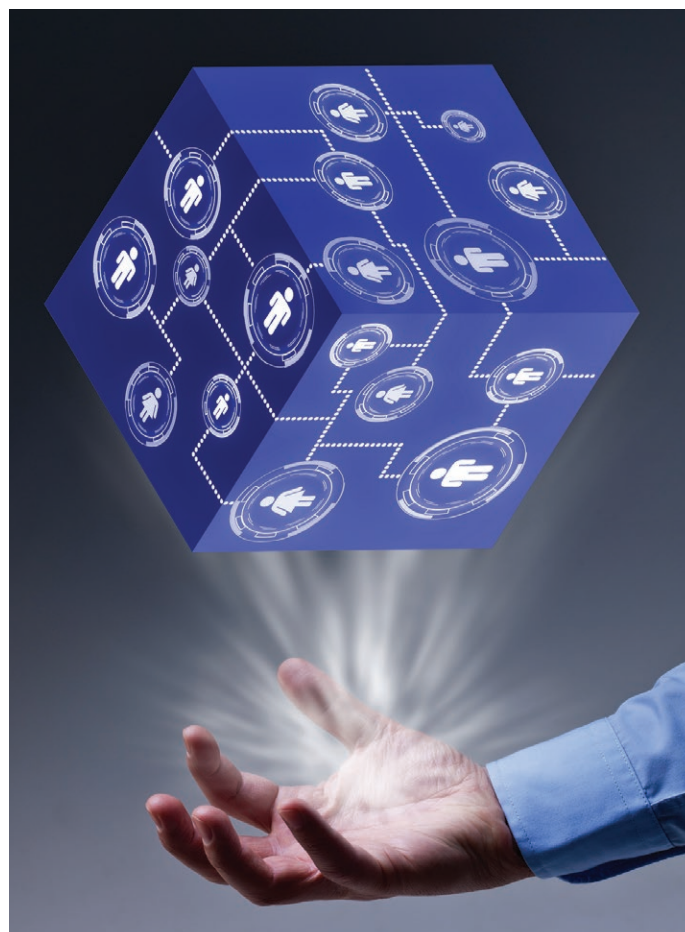
Understanding (and Overcoming) the European Union's
Gender Pay Gap

The gender pay gap varies across countries within the European Union. Any gap matters because pay gaps negatively impact talent management and brand.

By Anna Gonsalves

There is a growing movement in the European Union to close the gender pay gap.

Men, on average, earn 16 percent more than women, though specific averages by country vary. While the gap has narrowed as a result of government and labor union efforts, the gender pay gap remains. And in some countries, like Hungary and Portugal, it has widened.

Closing the gap should matter to everyone because it negatively impacts everyone – people in the workplace, family members and the economic community. The gender pay gap is proving to be stubborn because it is entrenched in historical employment patterns within sectors, conscious and unconscious employer biases, and cultural values. To close the gap, each of these complex areas must be addressed.

There is one way to speed up the process of narrowing the gap, and that is through businesses taking the lead. The public services sector cannot close the gap alone.

Selection Effect and Other Hidden Factors

In the European Union, the unions have tackled the issue of gender pay gap in the public services sector.

Coupled with various governmental studies, there are some surprising aspects of the gender pay gap that point to the complexity of
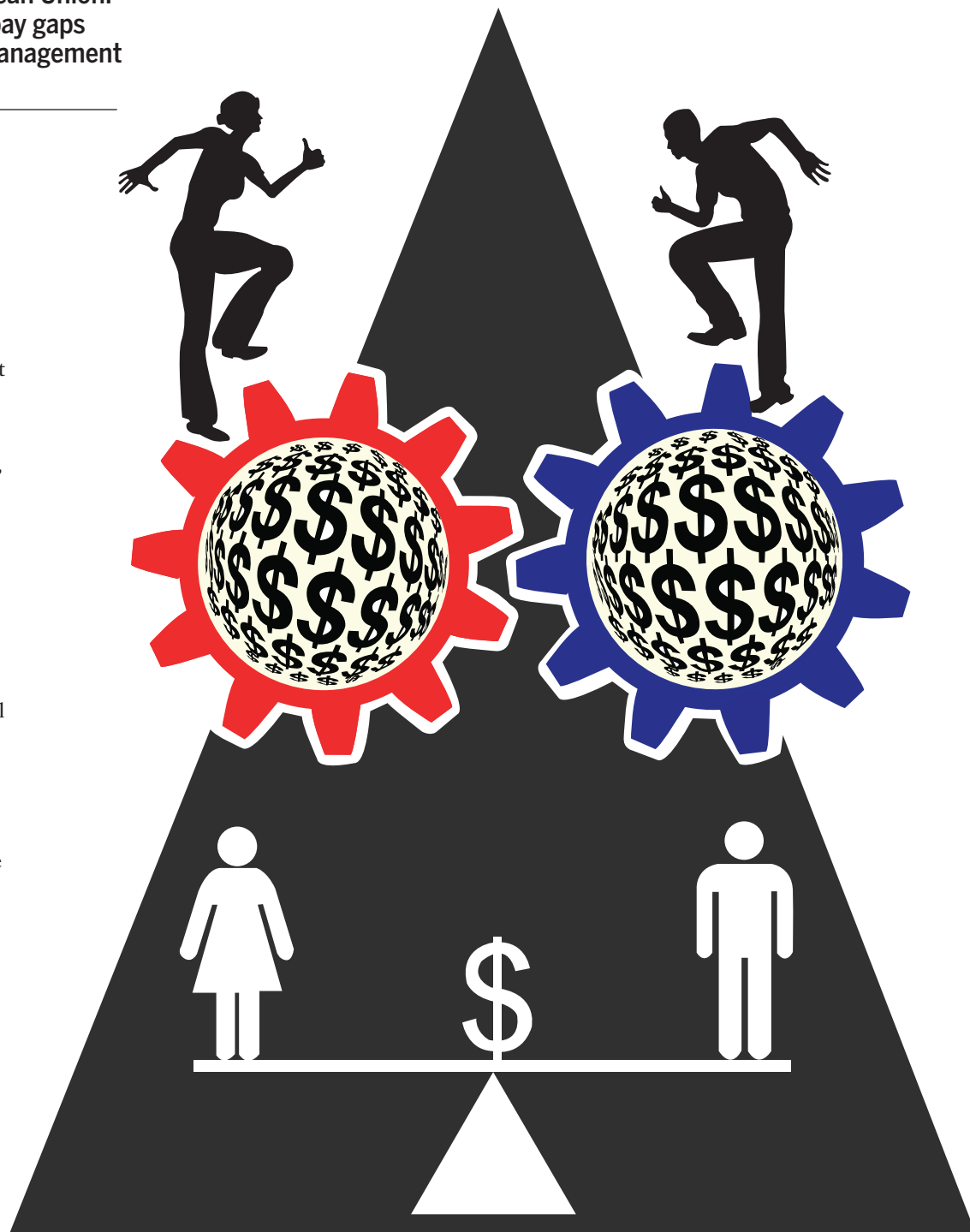
understanding and addressing it. For example, a Belgian presidency report says that a narrow gender gap may actually represent little progress, depending on the situation. If a sector has a low employment rate for women, but the women who are employed earn higher salaries because of the type of positions held, there is an impression of equality. This is called the "selection effect" and is believed to explain the small gender pay gaps in Turkey, Croatia, Malta, Italy and FRY Macedonia, countries with the lowest levels of employed women.

Other causes of the gender pay gap include discrimination; high employment rates of women in traditional sectors like healthcare which pay

THE EUROPEAN UNION HAS ESTABLISHED A LEGAL BASIS FOR GENDER PAY EQUALITY UNDER THE TREATY OF LISBON AND THE CHARTER OF FUNDAMENTAL RIGHTS. DOING BUSINESS IN EUROPE COMES WITH RESPONSIBILITIES THAT INCLUDE UNDERSTANDING THE GENDER PAY GAP AND TAKING STEPS TO REDUCE IT TO THE POINT IT DOES NOT EXIST.

lower salaries and wages; family responsibilities that make it more likely a woman will take a part-time job or choose a lower level job with less responsibility; breaks in employment due to maternity leave; and so on.

Another major factor is workplace practices like career development, pay system structures, and reward systems that are all inherently discriminatory due to historical factors or purposely discriminatory because of cultural factors. If women's work is undervalued because their efforts are seen as having less value than the work of men, the pay will be lower. The proof lies in the fact that sectors where a majority of the jobs are held by

men, the pay rates are higher.

Also preserving the gender pay gap is the fact women continue to have difficulty breaking through the glass ceiling to hold executive and senior leadership positions.

Pay Inequality in Every Country

Eurostat data extracted in February 2015 indicated the women's gross hourly earnings in 2013 were 16.4 percent below men in the European Union, ranging from 29.9 percent in Estonia to 3.2 percent in Slovenia.

In just the business economy, the gender pay gap existed in every country, with even the countries viewed as progressive still experiencing significant gender pay gaps. The

UK business economy gender gap was 22 percent, Austria was 24.3 percent, Germany was 26.5 percent, and Switzerland was 22.1 percent.

An interesting fact that emerged from the statistics was that the gender pay gap for young employees is narrower than it is for older employees. This suggests the pay gap develops over time due to factors like the career interruptions of the women. The widest gender pay gap is found in the financial and insurance activities sector of the business economy.

Why should businesses care beyond the fact that pay inequality is ethically wrong?

For one thing, the competition for global talent is intense, and equal pay is an excellent recruitment strategy. Delivering equal pay and equal career opportunities are also important retention strategies and make it more likely that organizations are making best use of Human Resources by giving women career opportunities that lead to higher pay. Also related to talent management success is the fact that companies that have gender pay equality as part of their brand have a better public image in an age in which social responsibility needs expression. Business cultures in which gender pay gaps are accepted are unlikely to reach the highest possible level of productivity or value because the gap is not motivating.

Economically speaking, closing the gender gap also improves the country's economy as a whole. Businesses that pay women less than men are contributing to a society that is less equal in terms of poverty rates. Raising earnings over a lifetime makes it more likely women will have adequate retirement funds. The European Commission found that women over 65 years old have a 22 percent risk of living in poverty compared to 16 percent of men over 65 years old. Also, employers that provide equal pay for equal work and offer women equal opportunities are less likely to face formal complaints and lawsuits.

Making the Gender Pay Gap Transparent

The European Union has established a legal basis for gender pay equality under the Treaty of Lisbon and the Charter of Fundamental Rights. Doing business in Europe comes with responsibilities that include understanding the gender pay gap and taking steps to reduce it to the point it does not exist.

One strategy businesses have utilized is the development of Gender Equality Plans. Some of the plans are driven by law, such as Sweden's 2009 Discrimination Act that requires employers to carry out a pay survey every three years and the Austrian National Action Plan for Gender Equality which requires companies to publish equal pay reports.

The various laws have one feature in common – increased pay transparency. Making pay systems transparent is a crucial strategy for shining the light on pay inequality. Switzerland, Luxembourg and Germany provide an online statistical tool called Logib, a self-assessment program to determine if female employees are earning equal pay for various jobs based on their experience, education, responsibilities and other factors.

Using these kinds of tools plus publishing equal pay reports will hopefully begin a real trend towards pay equality.

Global Impact Investing:
Transforming Capital into CSR

Impact investing was initially the domain of not-for-profit organizations. Now the corporate world is embracing social or environmental returns to address the interests of stakeholders and not just shareholders.

By William Bell

Corporate social responsibility (CSR) is the principle of making a continuing commitment to contribute to local or global economic development while improving communities and the lives of workforce members, all within the context of meeting shareholder (financial) interests. Impact investing is a form of investing which aims to bring financial, social and environmental returns for the good of the world and is not limited by a financial context.

Impact investing and CSR have a lot in common, the overriding similarity being that money is spent in a way that leads to a better world in some manner. They are also different in many ways, meaning the alignment of CSR and impact investing could conceivably multiply end results. Though impact investing was initiated by nonprofits, a number of corporations are finding a way to blend CSR and impact investing to meet stakeholder, and not just shareholder, interests.

Understanding the difference between corporate social responsibility and impact investing is necessary before the two principles are aligned. CSR does have an impact, but the organization's resources are invested only when leaders believe the investment will drive increased profits to the bottom line now or in the future. The perspective begins with financial considerations, and shareholder and stakeholder interests.

Impact investing has an entirely different perspective. The organization looks at social and environmental needs and then determines how it can invest in for-profit organizations and

businesses that are likely to produce social and environmental benefits and can bring a financial return. Impact investing has been the purview of nonprofits and government until recently, but there is a growing movement to integrate impact investing and CSR in order to accelerate progress.

Approach Driven by Stakeholder Interests

CSR is common in global business practices, but impact investing remains outside the mainstream. They have been seen as mutually exclusive, but a new business model is emerging in which social and environmental responsibility is at the core of a for-profit business and on equal footing with financial interests.

The common approach to CSR is to consider it a goal that can be achieved when the company reaches a certain level of success and has the resources for philanthropy or starting a foundation. When foundations are formed, a division is created between the day-to-day operations and the social or environmental investments. The returns on each are managed and reported separately. When CSR and impact investing are integrated, the division is eliminated. Business investments, whether strictly for financial profit or profit plus social returns, are treated equally.

In the new model, every investment is expected to have a measurable ROI.

For example, in an integrated business model, the company invests in helping entrepreneurs in economically distressed regions start businesses, some of which (not all) could become suppliers. In the integrated business model, operations established in emerging markets must demonstrate an ROI that

includes financial and social returns, with both having equal weight. The accounting bodies responsible for reporting standards are moving toward developing standardized measurements that incorporate social returns.

This is a recent effort and much work needs to be done, but the methodology is coming and is made easier due to the availability of big data and analytics for purposes of connecting responsibility activities to financial results.

Integrated Business Model Success

The earliest companies to connect CSR and impact investing are stand-alone for-profit investment fund businesses. As the new business model evolves, for-profit companies are finding ways to integrate impact investing into their daily operations.

Schneider Electric is a leader in this area. The company formed the Schneider Electric Foundation but also has its own impact investing funded by Schneider Electric and its employees. The impact investing fund, the Schneider Electric Energy Access Fund (SEEA), makes equity investments in social enterprises that help Sub-Saharan Africa and parts of Europe overcome

energy poverty, geographic areas where Schneider is operating. The SEEA provides early stage and growth stage funding, and Schneider Electric's employees volunteer their time and expertise to help the targeted social enterprises grow. The role of the Schneider Electric Foundation is to award capacity building grants at the seed stage and early stages, and the early stage is where the foundation and the corporation may overlap activities.

The SEEA concentrates on helping entrepreneurial initiatives focused on energy access in emerging countries. The initiatives funded include solar home system manufacturers and distributors, energy-focused micro-financial institutions, and micro-grid operations. The funding has assisted business startups and increased employment opportunities for the long-term unemployed. Entrepreneurs use the funding to build eco-housing that reduces energy poverty, create solar irrigation for rural populations, develop plug-and-play solar systems for businesses and households, provide technical support to local micro-financing companies, and bring sustainable construction practices to the market.

Good and Measurable Corporate Citizenship

At the same time as the Schneider Electric Access Fund and employees are making a social and environmental impact, the electric company is also a good corporate citizen that includes ethics and responsibility as core to how the company interacts with customers, suppliers, employees and communities. The sustainability mission is to help businesses contribute to keeping global warming under the 2-degree Celsius limit.

The company adopted the 10 Principles of the Global Compact and created the Planet & Society Barometer scorecard which presents three years of sustainable development objectives and quarterly results of key performance indicators. The barometer is approved by the executive sustainability committee which is composed of three executive committee members responsible for strategy, global supply chain, and Human Resources.

Schneider Electric developed a way to integrate CSR and impact investing, and to track and measure financial and social progress.

The World Economic Forum researched impact investing to pinpoint best practices. Successful impact investing funds have four qualities. They leverage catalytic capital, effective partnerships with the public sector, cross-sector leadership, and integrated financial and social objectives. These principles apply to funds and to integrating CSR and impact investing to achieve multiple goals.

A for-profit business can serve nonprofit goals while serving shareholders and stakeholders. Schneider Electric is proving it every day.

43

Attracting and Retaining
Leadership in India
the Indian Way
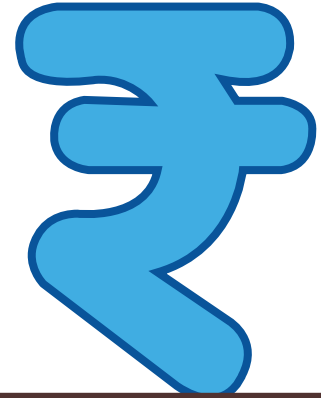
Western multinationals that want to operate in India are finding that cultural differences make attracting, developing and retaining talent India difficult. The first step is to create a joint sense of purpose.

By Dave Desouza

India is a business destination for multinationals that appreciate its huge population, skilled and educated workforce, competitive labor rates, and growing middle class with accompanying demand.

The country has the second largest population in the world. India accounted for more than 20 percent of total capital allocated, per Rajiv Memani, chair of Ernst & Young's Emerging Market Committee and one of the authors of the report India 2014 – Enabling the prospects. One of the most important challenges that Western companies wanting to do business in India face is culture-based business differences, meaning they cannot simply transfer Western talent management systems straight across to India. Leadership principles and styles are significantly different in India compared to Western countries.

Which Comes First: People or Making Business Deals?

India is a hot destination for foreign investors who want to take advantage of the country's positives like a growing middle class, and a young and adaptive population segment, in a country with 1.252 billion people; an economy that is gaining momentum; government reforms that are initiating critical transportation and logistics infrastructure development; a large educated workforce; and many others.

What is not so apparent is that India has a very different culture and very different business perspective from Western culture and businesses, this directly influences how companies attract, develop, and retain leaders.

In Western nations, the traditional ways that potential leaders are assessed is based on their skills in financial markets or the ability to make deals like strategic alliances, and mergers and acquisitions, followed by people skills such as the ability to engage and motivate a workforce.

India's culture flips the process. Culturally, India's leaders put people first, viewing them as the ones who are really responsible for corporate performance. Business skills are important too, but everything is viewed within the cultural context. India's corporate leaders are focused internally on employees and engage the workforce by creating a sense of social mission that is best met when people, and thus the company, do well. They invest heavily in employee development,

engage with their country, respect the culture, and commit to social goals.

While Western corporate leaders are still relatively new to blending social responsibility with business success, it is an established, culturally-based perspective in India. The Harvard Business Review conducted a survey of Indian business leaders, and the top four prioritized responsibilities were giving input to business strategy, maintaining organizational culture, guiding and teaching employees, and representing the business owner and investors. The fourth responsibility is the first for Western leaders – create shareholder value.

People First Balanced with Business Needs

The Conference Board, working with prestigious research groups like McKinsey & Company and the Center for Creative Leadership, researched and evaluated the leadership needs in India. The study crowdsourced input from more than 100 of India's top executives, human capital practitioners, and industry experts from 49 organizations.

The study found there is a shortage of talent, and it is difficult or very difficult to find, develop, and retain local leaders. Most of the study participants said they do not have the leadership bench strength to meet future business challenges. There is a rising expectation that corporations must be good citizens, so there is a need for leaders who can minimize corruption and chaos that typifies large regions of India.

Corporate leaders need to have skills that include; the ability to collaborate: integrity comfort with ambiguity, a global mind-set, strong change leadership skills; cultural sensitivity ability to manage

and nurture talent and teamwork. The business culture of "people first" remains strong, so leaders must be able to balance cultural underpinnings with the business pressures normal to operating in a global, diverse, competitive business environment.

When Western corporations decide to invest in India directly or indirectly, they are challenged to find and develop leaders for the future and not just for today. India is relatively new on the global marketplace, and its leaders have been somewhat isolated in terms of interacting with a diversity of cultures, people and businesses.

Leaders need to develop adaptability on several levels. They need to be able to adapt to the global marketplace, new definitions of diversity that embrace more than gender and social status, growing customer sophistication, a continuously evolving business environment, flatter and networked organizations, and other areas.

Leadership in Context to Business Needs

One of the most salient points to come out of the Conference Board report is that leadership is contextual. To develop the right traits, leaders are groomed rather than asked to participate in highly structured succession planning.

The most successful leadership development programs are short, customized to the individual, and focused on the most important success traits like cultural awareness, agility, ability to collaborate and so on. People are allowed to develop at their own pace. To find the potential leaders internally in organizations or externally, corporate managers must develop a method for identifying those who have the right combination of people skills, values and business priorities.

To find external talent, companies are suggested to use nontraditional paths for recruitment instead of targeting campuses in major cities. Nontraditional routes include visiting Tier 3 and Tier 4 cities, hiring based more on attitude versus qualifications (to find hidden talent), offering self-driven career development paths, and creating new jobs to attract the kind of people the company wants while knowing training can come later as the career develops.

Development strategies include traditional experiences like participating on cross-functional projects and non-traditional like placing a high potential on a senior management team to quickly advance learning. There are challenges in blending Western and Indian cultures for leadership planning, and overcoming them begins with creating a sense of mission as the springboard for action.

BRINGING NEXT GENERATION SOCIAL MEDIA OPPORTUNITIES TO MARKETING

From the business perspective, social media began as a handshake of business introduction and is only now coming to fruition as a marketing channel where organizations can maintain ongoing relationships with customers.

By Joshua Ferdinand

Social media, like most technologies, is maturing along a continuum. It began as a way to connect and share personal information and pictures with friends, and since then has grown into a set of valuable personal and business tools that enable people to access real-time updates. In the business environment, consumers have become addicted to real-time technology, wanting up-to-the-minute information about brands, company activities, research and so on.

This is driving innovations in the online social experience as marketers integrate real-time, social functionality into websites and mobile technology. This in turn is creating invaluable data that can deliver insights on consumer behaviors and preferences, while helping organizations answer the question: What is the ROI of social media?
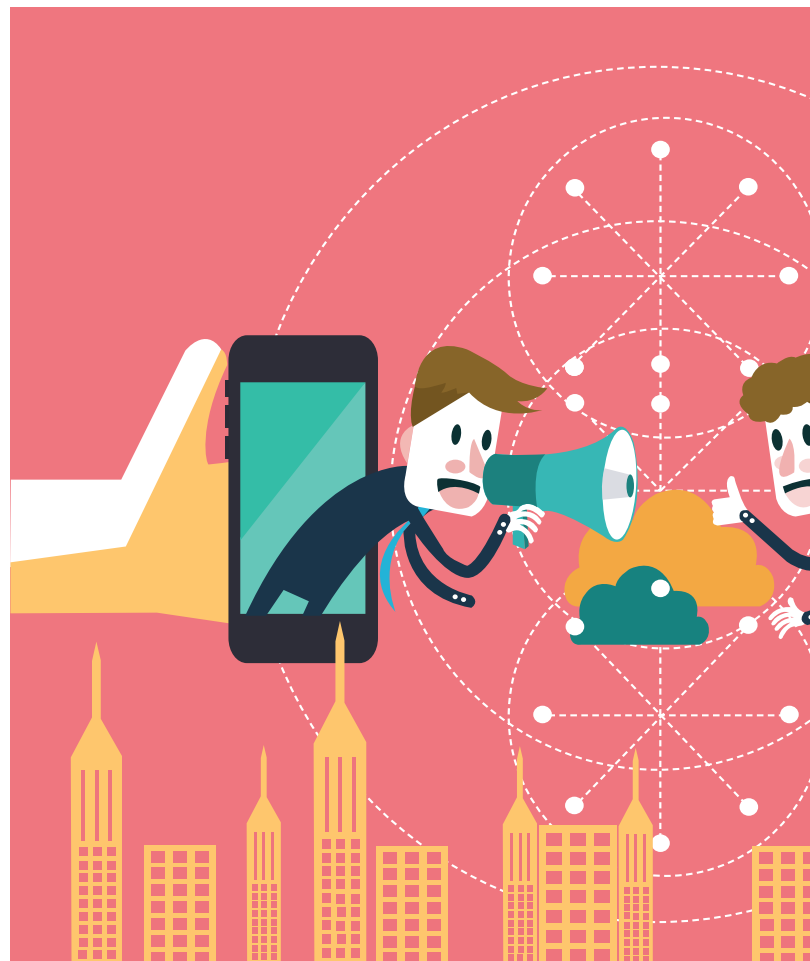
More Than Real-Time Conversation

The next generation of social innovation may not be as spectacular as the original introduction of social media because people are now so familiar with the technology and comfortable with real-time activity. What is spectacular is the level of sophistication in terms of the ability to drive brand impact and measure results.

Social media can already engage customers, but it is how they are engaged that represents the next greatest social media opportunities. This is an important consideration because there is an underlying uneasiness among senior leaders that they are pouring resources into maintaining social media without hard data showing it is benefitting the bottom line. Another way to look at it is like this: A business may have millions of followers, but what

is the return on investing in the social media to attract those followers? How does social media activity funnel to the bottom line?

Social media use has been rising and website access has been declining, but that is not necessarily what businesses want. The website is the full-information location where businesses can offer everything from product lists to support. Social media sites like Facebook, LinkedIn and Twitter offer links that have to be clicked and information in its briefest form. Yet today's users are attracted to these sites because of features like real-time conversations, quick access, and the ability to follow who or what they want to follow.

In the next generation of social media, these features and more will be incorporated into websites, blurring the lines between the technologies and creating opportunities to personalize marketing through the website and

through mobile technologies.

For example, social media offers real-time comments, conversations and forums. Comments are not moderated at the time of posting, except via technology that filters and flags bad language, racial slurs, spam, and other unwanted posts. Businesses can offer this same feature on their websites so that visitors get the "social media experience."

Real-time conversations on websites are as attractive as conversations on social media, except the group of followers have a common interest – the business. Some people in the social media marketing world are already calling these groups on personal and business social media sites "tribes."

Reaching Out to THE Customer

When social media technology is integrated into the website, a new realm of marketing possibilities is created. The business can notify consumers when new products, prices, product availability and so on are updated. This draws the consumer to the website where additional technology allows the person to refer the website to a friend, drawing in new consumers.

Integrating social media concepts into the website experience gives marketers new opportunities to build brands. Social content from social media and websites can be integrated into technology-based marketing, including mobile, Web, subscription services and television.

The fact is that this integrated approach is another step toward the Internet of Things (IoT) in which technology follows the consumer wherever he or she goes, giving marketers access to consumers 24-7. This does not mean marketers will advertise on refrigerator digital screens, but it is imaginable that one day consumers can tap a link on the refrigerator door and ask customer support for assistance or inquire as to the daily prices at a particular business. Delivering high-

quality customer service is the ideal marketing strategy.

As businesses begin to fully integrate social media and websites, it is important for businesses to also collect the rich social data that holds information enabling personalization of marketing and branding through various messaging formats that include texts and emails. Personalization includes customized marketing messages, special deals, targeted information, relevant tips and advice, and so on. All are designed to engage customers and drive them to the website.

Engagement and New Brand Messaging

The next generation of social media incorporates a new perspective as much as new technology. Customers are now powerful and tech-savvy, giving them control of their own experience. They need engagement, but the challenging aspect is that they want engagement when they want it and where they want it. Marketers that annoy customers with irrelevant or inconsistent communications that are overdone will lose potential customers.

The data that social media offers is immense and filled with information. For example, Lenovo analyzes social

> ## WHEN SOCIAL MEDIA TECHNOLOGY IS INTEGRATED INTO THE WEBSITE, A NEW REALM OF MARKETING POSSIBILITIES IS CREATED.

media data to identify consumer trends and get ahead of the competition. The company "listens" to online conversations, collects data, and uses the data to develop and sell products the consumers want, get ahead of the trends, and anticipate solutions to problems that arise. Much of the guesswork of R&D, research and sales is eliminated.

When implementing the next generation social media tools, one of the most important is the social login. How many customers have decided to not register on a website because the registration process takes too long? Increasingly, businesses are enabling registration by using their existing social media identity. Not only does the business capture the new registrant, but it gets access to a wealth of information about the consumer's likes and dislikes, preferences, activities, and so on. By analyzing this data, marketers have the information they need to engage consumers in personalized ways – people who have already expressed an interest in the company.

To implement the next generation of social media, it is necessary to think holistically about technology. It is not a website or social media site or mobile technology. It is customer engagement across the board.
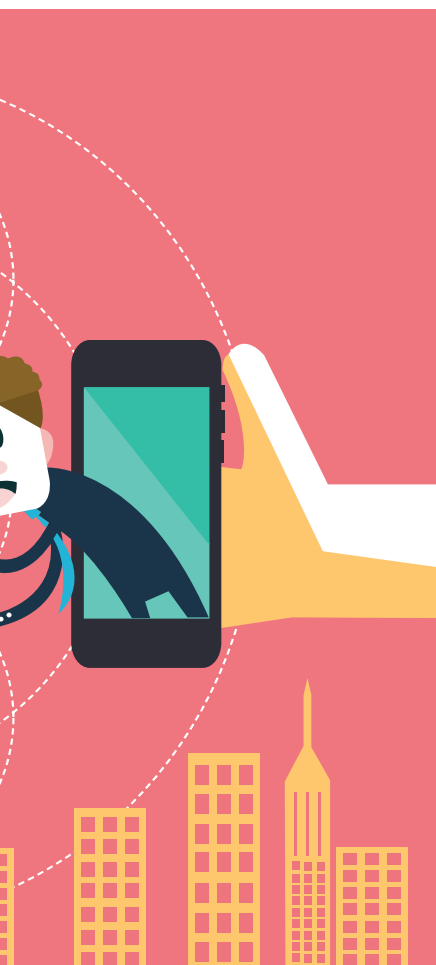
Technology as a Tool for Creating an Inclusive Workplace Environment

Technology is proving to be an important tool for developing a transparent workplace environment that promotes inclusion of diverse employees. The ability to educate employees, share knowledge and gain insights creates a better workplace for everyone.

By Karen White

Recruiting and hiring diverse employees is only the first phase of developing a unified but diverse workforce. Once people are on board, the real work of creating an engaged workforce environment, in which all talented employees have opportunities and the desire to share diverse ideas and perspectives, begins.

Technology can play an important role as a unifier and source of information about the status of inclusion efforts, while also offering transparency in the workforce. From ERGs to analytics, technology is giving management the insights needed to eliminate workplace bias while strengthening inclusion.

Technology Becomes the Magnet and the Glue

Diversity for diversity's sake does not address inclusiveness.

Sumita Banerjee, senior vice president, talent acquisition, L'Oreal Americas at L'Oréal, frequently points out that building a diverse and inclusive workforce is not enough. Businesses must put the talent to use in order to get the full value a diverse workforce offers.

Unless the organization is willing to accept and support diverse input, the workforce will not develop the strong workplace relationships needed for a sustainable and innovative business that

becomes a community leader. In every organization, but especially in large and dispersed business operations, technology can become the magnet to bring people together and the glue that keeps relationships strong.

Organizations are recognizing technology's greater role in leveraging diversity. Widely dispersed and global Employee Resource Groups (ERGs) are made possible by technology. AT&T encourages ERGs that foster inclusion among minorities and women, but there is another purpose. The digital communication in the ERGs gives leadership valuable insights into the workforce and the markets the company serves. They also help the business develop cultural sensitivity and cultural intelligence, both needed to create a cohesive workforce.

One of the ways to reinforce a diverse workplace culture is for leadership to utilize the knowledge and expertise found in diverse ERGs. Some companies fail to develop a strong diverse workforce culture, despite hiring diverse employees, because the groups of diverse employees remain non-participatory. When Mattel decided to develop a line of dolls geared to the African-American girl, the company executives turned to Mattel's African-American Employee Resource Group for advice and guidance on the product launch of "So In Style" dolls.

Creating a Dynamic, Diverse Workforce

Technology-based ERGs inspire loyalty and give people the ability to contribute unique insights.

John Chambers, Cisco chief executive officer, developed the concept of the Dynamic Networked Organization (DNO), a collaborative organization operating with

shared goals that lead to innovation and operational excellence. ERGs are early DNOs in that they are cross-functional and organized around functional diversity and not hierarchal status. Cisco sees DNOs as formalized business groups that impact the workplace, the workforce and results in the marketplace.

The Cisco Emerging Technology Group (ETG) is a step toward becoming a DNO. The ETG is charged with identifying the next billion-dollar businesses for Cisco by enlisting the assistance of Cisco's 12 other ERGs. Cisco already had the Cisco I-Zone in place, a collaborative platform that enabled the global workforce to brainstorm new ideas. The company decided to reinvent the I-Zone to incorporate the

latest technology tools and processes, and began by completing a survey of employees to identify what incentivizes people to participate in innovation. The survey was made possible through technology. Cisco believes that the next big ideas will only come with support of diverse employees who are willing to share perspectives.

Transitioning from Social Group to Resource Group

Technology has helped companies like Cisco, AT&T, Deloitte and Wellpoint transition ERGs from social groups to resource groups. Software programs turn invisible groups into sources of innovation and give management the

ability to access the wealth of information of its global, diverse workforce.

Technology works in other ways to create a workforce environment that brings value to the workforce and thus to the company. Learning labs are one. Prudential uses learning laboratories to give employees a venue for practicing leadership skills. ERG members can develop emerging competencies and assume leadership roles within the ERG. The learning labs, connecting people through internal social technologies, give Prudential insight into potential leaders who can fill the leadership pipeline.

Technology is an equalizer. Employees using training and development software programs, like gaming and

other customized software, express different perspectives and cultural backgrounds without contending with management's conscious or unconscious biases.

Used in talent management systems, the technology creates a more transparent process that shines a light on business practices, from processes used to attract job candidates to how candidates are reviewed, promoted and compensated. The technology offers a wealth of data that can be analyzed to improve decision-making and trigger process and system changes. The is information that follows the job candidate into employment by revealing organizational biases, closing the gap between recognizing differences and holding those

differences against someone once employed.

Technology Opens Window to Unity and Diversity

Organizations are also using technology to raise the cultural intelligence of the entire enterprise. Creating online project teams composed of representatives from various employee groups and functions is a powerful strategy for promoting workforce unity. Employee involvement is a key best practice in achieving workforce diversity. Leaders must support, in multiple ways, employee efforts to interact with diverse people, including helping managers develop the necessary skills. Technology throws open the window by recording effort, communication and results.

Big data for Human Resources also enables businesses to get critical insights into the factors influencing the success of organizations in engaging and utilizing diverse talent. Analytics can identify patterns of bias in the compensation structure, and predictive analytics can inform business leaders about things like the likelihood a group of employees will succeed, helping the company make needed changes to improve engagement and retention.

Convincing organizations to develop diverse workforces was only a first step. An equally important step is making sure diverse employees are included.

Creating a workplace environment that appreciates diversity for the value it brings to personal lives and corporate success is a goal all companies should embrace. Technology is a tool that makes it much easier to reach that goal when it is used wisely.

> One of the ways to reinforce a diverse workplace culture is for leadership to utilize the knowledge and expertise found in diverse ERGs.

Rugged
DJIBOUTI
is a Purist Eco-traveler's Dream Location

Djibouti is the ideal location for the eco-traveler who wants a truly and ruggedly sustainable experience. The unusual landscape has little largescale development, offering a refreshing opportunity to be truly "green."

- By Pamela Grant

Aerial view Lac Abbé

Afar hut

Lac Abbé

Djibouti is not a country typically promoted as a travel destination spot. Located in the Horn of Africa, the country is largely undeveloped except for Djibouti City. It has an unusual and somewhat stark landscape that is filled with remarkable natural formations and geological oddities, reflecting the fact it is part of the Afar Triangle where tectonic plates meet. The country, which is smaller than Massachusetts has been turning its sights on attracting eco-tourists who want a truly sustainable experience. A trip through the rugged landscape is an unforgettable experience that makes travelers swear they have been to Mars or the moon and back.

Wander Like a Nomad

It is necessary to understand the strange and stark landscape in order to understand what the Djibouti eco-travel experience promises to the brave of heart. In the Afar Depression, there is black volcanic rock, extinct volcanoes, salt lakes and limestone chimneys that regularly release steam from the bowels of the earth. It also holds the third-lowest point on earth and the lowest point in Africa. Lac Abbé is a salt lake that sits on the border with Ethiopia and is the end point for the Awash River. The limestone chimneys left behind when the lake dropped 20 feet due to irrigation practices and droughts may look familiar. They appeared in the original Planet of the Apes movie.

Almost all the development to date is in Djibouti City, but eco-travelers will want to leave the city behind because it is the only way to experience the remarkable landscape of the tiny nation. Even as major chains build hotels in the city, nomadic tribes still wander the barren landscape, giving visitors an opportunity to experience life as it has been for thousands of years. The country is consid-

Black volcanic rock

Volcanic rock

Forêt du Day National Park

Lake Assal

ered safe, but it is wise to hire a guide because the hinterland is filled with natural treachery for the uninitiated. For example, there is quicksand and fumaroles around the base of chimneys. Like natural hot tubs of steaming water, the steaming pools are really the inner earth bubbling up to the surface. The chimneys are created by deposits from the hot springs.

Eco-travelers can live like a nomad for a while by sleeping in a traditional Afar hut. The huts are built with natural materials. Branches are entwined and bent to form a dome and a woven mat is placed over the top to keep the elements out. There are camps where eco-travelers can meet and visit in large tents equipped with rudimentary furniture and equipment. Because the tourism industry is not well-developed yet, interactions will locals may elicit friendly smiles, but locals have not developed "tourist villages" that cater to visitors. They simply live their lives as they have done for many generations, herding goats, visiting the salt plains, and traveling in caravans.

Head High or Low

The Djibouti climate is hot, reaching 122 degrees Fahrenheit at times. There are mountains where slightly cooler air is found, and they do offer a chance to visit Afar villages and mingle with residents. The Goda Mountains are northwest of the Gulf of Tadjoura and have plenty of hiking opportunities. They are also the biggest area of greenery in the desert country, though you should not expect lush forests. Located approximately 19 miles from the Gulf of Tadjoura, the Day Forest national Park or Forêt du Day National Park, was established in 1939 and harbors rare birds and vegetation. The tectonic plates are moving so the deep canyons are slowly but regularly changing their appearance.

Lake Assal, a crater lake, is 570 feet below sea level and holds the distinction of being the saltiest lake outside Antarctica. The salt from the lake is a source of income for the local residents. Surrounding the lake is a dry white bed of salt that is continually created by lake water evaporation. Hikers walk the salt-crusted shores, an unusual experience. Lake Assal is accessible by a four-wheel drive vehicle, and may offer a glimpse of Afar nomads transporting sand with camels. Near the lake is the dormant Ardoukoba Volcano, a stark reminder that this country is still under geographic construction.

Swim with the whale sharks

After a guided tour of the desert region and one or more nights in a tent camp, even eco-travelers may want to see the city. Djibouti City is the country's only real city, but surprising to the uninitiated is its French influence. The country was formed by France in the late nineteenth century during the colonial era. Djibouti became independent in 1977, and the French expanded its presence again during the Gulf War. The large French military presence has been a source of income for the country, as has the only African U.S. base. The port is another source of income in that Djibouti handles Ethiopian imports and exports and provides transport facilities for several landlocked African countries that fly in goods for re-export.

Just because Djibouti City is developed, there are plenty of eco-tourism opportunities, like snorkeling the volcanic reefs to spot native fish species. However, it is a sighting of the whale shark that is so exciting because people actually swim with the gentle giants. They filter plankton for food and are not dangerous except for perhaps their size. A short 20-minute drive away is the Decouvrir et Aider la Nature (Discover and Aid Nature) animal refuge. The wild animals were rescued from illegal caging, and visitors will spot gazelles, cheetahs, caracals, ostriches and many others. Entrance fees go toward park maintenance.

Djibouti is quite different from other countries, including those in Africa. Its remarkable landscape is distinctive and constantly changing, and that is part of its charm. The money spent for Djibouti guides or in Djibouti City is money well-spent on a secret that is not likely to stay secret much longer. The government is working to expand its tourism industry, so it is likely more people be adding this country to their travel buck lists.

HEALTHY AND HOT...HOTTER... HOTTEST PEPPERS AND FOODS

T he labels say it all. "Eat Hot Death" or "Crank Up the Heat" or "Start the Fire." Hot sauces promise a little pain and unforgettable flavors, making you wonder why someone would intentionally abuse the mouth. Hot sauces, hot peppers and hot spices boldly jump into recipes to take flavor up several notches.

Hot and spicy foods start their journeys with one or more varieties of peppers that have degrees of "hot." When added to foods with other spices, the result can be a five-alarm fire on the tongue and eye-watering discomfort. Now modern research is confirming what ancient Asians instinctively knew: the hot peppers come with health benefits.

Making Peace with Hot Peppers

Chances are you have chopped green or red bell peppers to use as an ingredient in a recipe. Why are these peppers so mild tasting, while jalapeno and habanero peppers are heat generating?

The answer lies in the family of molecules called capsaicinoids. The greater concentration of capsaicin, one of the capsaicinoids in a pepper, the hotter the pepper. Milder capsaicins are found in ginger, black pepper and wasabi, but the compound in peppers is the one that cranks up the heat.

The "heat" is the result of a chemical reaction in which capsaicin molecules bond with pain receptors in the mouth. The neurons are tricked by the capsaicin molecules into believing the temperature is hotter than 108 degrees Fahrenheit, causing the nerve cells to fire a signal that makes the tongue begin tingling and beads of sweat appear on the forehead.

That is, if the chili pepper is a mild one. If it is one of the hottest peppers, the mouth and throat will feel like it has been burned, the eyes will get bloodshot, sweat will pour down the face, stomach cramps may start, and one can easily imagine cartoon-like smoke emitting from the ears. The good news is that peppers do not really burn the mouth.

Wilbur Scoville decided to develop a rating scale based on the experience of the senses rather than precisely measuring capsaicin concentration. Pepper heat is measured by the Scoville Organoleptic Test and reported as Scoville Heat Units (SHUs).

People around the world are having a love affair with hot foods. The most fascinating characteristic of hot peppers is that no one has the same opinion as to what "hot" means.

By John Jacobs

Jwala pepper

African pepper soup with meat

The Carolina Reaper

There seems to be a world race to develop chili peppers so hot that they are almost inedible. The Bhut Jolokia Pepper (also called Naga Jolokia) was the first to break the 1 million SHU score, but since then a variety of peppers have been developed that make the Bhut Jolokia seem mild. The New Mexico Scorpion is rated at 1.191 million SHUs. The Moruga Scorpion pepper is rated at 2 million SHUs. The Carolina Reaper is 2.2 million SHUs. For comparison, common pepper spray like that carried by joggers is 2 million SHUs.

Health Benefits of Peppers

The Chinese have long held the belief that hot peppers offer health benefits. They flavored their recipes with peppers for taste and good health. They believe peppers can promote digestion, and treat headaches and weather-related ailments. The Chinese folklore is now getting support from medical researchers studying the benefits of eating spicy foods.

Lu Qui, a Harvard School of Public Health associate professor, co-authored a study conducted by the Chinese Academy of Medical Sciences that found people who ate spicy foods six or seven times each week had a 14 percent lower risk of premature death from all causes compared to those who ate spicy foods infrequently. The spice-lovers had a lower risk of death from heart and respiratory disease, and cancer.

In other studies, capsaicin has been linked to increased fat burning, tumor prevention, appetite suppression, reduced pain and improved circulation.

World is Your Pepper Oyster

All the science and SHUs aside, the burning question is this: What are the hottest recipes in the world?

That is a difficult question to answer because there are thousands of really hot pepper types grown around the world. People are experimenting, too. The Peach Ghost Scorpion is a cross between the Trinidad Scorpion pepper and the Bhut Jolokia, and it is hot by anyone's measure.

The point is that what one person considers the hottest food may be too hot or lacking heat for another person. It is all a matter of daring, physical endurance and preference.

Sichuan dishes include a mixture of hot peppers and peppercorns, so they are doubly hot. Peppercorn hot comes from piperine which does not trigger as intense of a response as capsaicin. It does not take much imagination to figure out that combining capsaicin and piperine will

Steamed fish head in pickled chili sauce

place a food in the "hottest" category. However, Hunan cuisine is even hotter because it uses more hot chili peppers.

If you enjoy hot, then the world is your pepper oyster. Try steamed fish head in pickled chili sauce, and tell everyone you ate authentic hot Chinese food. West Africa's hot pepper sauce with habanera or scotch bonnet (both are 100,000-350,000 SHUs) chili peppers, or African pepper soup with vegetables and meat or chicken, are favorite hot foods. India offers a host of dishes that promise fiery results. The hot to hotter green finger chili called Jwala, (5,000-50,000 SHUs) is breaded and fried, powdered and added to spice mixes, and used in a variety of recipes from pancakes to sauces.

Cayenne-Pepper

Koreans take comfort during long cold winters by eating spicy stews made with red chili paste composed of Napa cabbage and crushed red chilies. Mexico ladles up chilate de pollo (chicken soup) and sopa de camarones (shrimp soup). Sicilians use the mild Calabrian pepper (1,300-2,500 SHUs) in their marinara sauces. For really hot, visit the Mekong River region of Isan and enjoy a hot food experience with Thai bird chilies or prik kee noo (200,000-250,000 SHUs). If a restaurant menu says an entrée is made with Choclate 7 Pot, warn your mouth of the coming 1.8 million SHUs.

The point is that pepper-hot foods are not the purview of any particular country. You can find varying degrees of hot food in every country. Just be aware that hot for one person is mild or excruciating for another. That is exactly what makes peppers such a culinary delight.

Bhut Jolokia Pepper

Indian Jwala pepper

HISTORIC NDIS AGREEMENT TO IMPROVE THE LIVES OF OVER 100,000 VICTORIANS

Melbourne, Australia

The Andrews Labor Government recently signed an historic bilateral agreement with the Commonwealth outlining the rollout of the National Disability Insurance Scheme (NDIS) in Victoria over the next three years.

Premier Daniel Andrews was in Canberra to sign the landmark agreement with Prime Minister Malcolm Turnbull and New South Wales Premier Mike Baird.

The Labor Government will contribute funding of $2.5 billion per year, with the Commonwealth contributing $2.6 billion, once the scheme is fully implemented – more than doubling the current funding for disability support.

Minister for Housing, Disability & Ageing Martin Foley joined disability advocates and stakeholders at the MCG to celebrate the achievement.

The bilateral agreement will

Premier Daniel Andrews

benefit an estimated 105,000 Victorians – more than the number expected to fill the stadium at next month's AFL Grand Final.

Following the successful Barwon pilot, the NDIS will be rolled out gradually across Victoria over the next three years starting July 1, 2016 in North East Melbourne, including Banyule, Darebin, Nillumbik, Whittlesea and Yarra.

The Central Highlands

region will be next in January 2017 and the Greater Bendigo area in May 2017, with the rest of the state to follow. Victorian children under the age of six will receive priority help, in recognition of the developmental needs of young children.

The scheme will provide personalised care and support for people with a disability across the whole of Victoria by 1 July, 2019. Once fully rolled out, the NDIS will be the end of rationed services and waitlists

for people with disability and their families.

Following crucial first step, the Government will continue to work closely with people with disabilities, their families, the disabilities sector and other stakeholders involved in the roll out of this significant reform.

Quotes attributable to Premier Daniel Andrews

"This is an historic day for Victoria and a victory for people with a disability, their families and loved ones who fought so hard for this reform."

"This provides certainty about how the NDIS will roll out across Victoria, and once fully rolled out it will mean a fairer system with no more waiting lists – it is about putting people with disability and their families first."

"This agreement is life changing for the 105,000 people in Victoria to benefit from the scheme, and those who love them."

"People with a disability and their families deserve the control to live the life they choose, and get access to the support they need, when they need it – the NDIS will deliver that."

LANCASTER PROVIDES FAR EAST BUSINESS OPPORTUNITIES

Lancaster, UK

More than 60 businesses have established stronger links with China in the last two years through working with Lancaster University.

The university's wide-ranging cross-campus support includes the £5.1 million Lancaster China Catalyst programme, guidance via the Lancaster Confucius Institute and a variety of Masters-level research projects with Chinese students.

The first UK university to establish links with China following the Cultural Revolution, and with more than 1,000 Chinese students and an increasing range of opportunities to support businesses interested in China, Lancaster University is at the forefront of initiatives that help companies with their plans for China.

Support provided to businesses has included learning about Chinese culture and language, international research and development

projects involving Chinese partners, academic expertise, supported trade trips to China, networking events, and marketing research projects to help business leaders understand that entering China can be a complex market for the outsider.

Stopford Energy and Environment is one of the many companies who has benefitted from these initiatives. The company has established research and development projects with Chinese partners through the Lancaster China Catalyst programme.

Rainbow PUSH Global Automotive Summit Drew Top Automotive Executives, Discussed Commitment, Access and Accountability for Ethnic Minorities

DETROIT, MI

The Rainbow PUSH/CEF Automotive Project, an initiative of the Citizenship Education Fund, held its 16th Annual Rainbow PUSH Global Automotive Summit on

Oct. 8-9, at the MGM Grand Detroit Meeting and Events Center, 1777 Third St., in Detroit, Michigan. The theme, "Shifting into High Gear: Commitment, Access and Accountability," focused on the release of the second RPC Automotive Diversity Scorecard, as well as, a research paper, entitled, "Structural Racism in America."

More than 500 automotive executives, entrepreneurs, suppliers, dealers, consumers, government officials, automotive manufacturers, tech companies, advertising agencies, media outlets and others traveled to Detroit to discuss strengthening and creating opportunities in the automotive industry for people of color.

"Each year during the Automotive Summit, we proudly awarded notables who made great industry contributions," said Glenda Gill, executive director, Rainbow PUSH Coalition. "Our honorees this year have all been pillars of our society and have provided long-withstanding support of many of Rainbow PUSH Coalition's efforts, so we were excited to honor them during our Global Automotive Summit awards program."

Rainbow PUSH Coalition Releases 2015 Automotive Diversity Scorecard Results

Report examines automaker progress on diversity and inclusion.

Detroit, Mich

The Rainbow PUSH Automotive Project, an initiative of the Citizenship Education Fund (CEF) recently released the results from a multi-topic assessment of diversity in the automotive industry. The scorecard provides consumers, investors and industry experts a snapshot of each automotive manufacturer's ability to build and sustain ethnic diversity as a driver of marketplace competitiveness. The 2015 RPC/CEF Automotive Diversity Scorecard results were released Oct. 9, during the 16th Annual Rainbow PUSH/CEF (RPC/CEF) Global Automotive Summit, held at the MGM Grand Detroit and contrasts this year's scorecard with past results.

The Automotive Diversity Scorecard reflects the most visible indicators of a commitment to diversity by evaluating each company's performance in key areas including employment, philanthropy, supplier diversity, minority dealer development, marketing and advertising. "In order for people of color to conduct mutually beneficial trade with major automakers, we must have justice in our business relationships related to employment, ethnic suppliers and dealers, advertising and marketing, and community engagement,"said Rev. Jesse L. Jackson, Sr., founder and president, Rainbow PUSH Coalition. "The only way to achieve a meaningful return on investment for the dollars we spend with auto companies is to measure our progress on fair trade, because what is measured is what matters."

As the auto industry continues to wrestle with massive recalls, corporate misbehavior and the after effects on consumers and communities, a renewed focus on transparency and accountability is inspiring an examination of automakers' responsibility to the communities that sustain their revenue. The Automotive Diversity Scorecard is a tool to inspire the candid dialogue needed to help automakers adjust its approach to become more relevant to existing and future buyers of color. "People of color are nearly 40 percent of the population and purchase almost one of every three vehicles," said Glenda Gill, executive director of the Rainbow PUSH Automotive Project. "Buying a new car, truck or SUV should prompt serious consideration on the impact that purchase will have on the neighborhoods where we live. We have to ensure our freedom allies are also our economic allies."

Companies participating in the Automotive Diversity Scorecard survey included: BMW, Fiat Chrysler Automobiles (FCA), Ford Motor Co. General Motors, Honda North America, Hyundai Motor America, Kia, Nissan North America, Subaru of America, Toyota and Volkswagen Group of North America. Mercedes-Benz USA did not return a survey. Scoring for each category was be based on a three-color system, which at a glance, indicates the diversity proficiency of each company.

Green – Reflects best practices for ethnic diversity using RPC/CEF criteria. Company disclose goals initiatives and investments with some accountability. (Based on survey and other confidential information provided to RPC/CEF)

Yellow – Some indication of diversity evident (goals, initiatives, accountability). Not all investment levels, key figures and other scorecard factors were discloses on the survey or to RPC/CEF.

Red – Diversity initiatives and investments non-existent, not disclosed or did not provide enough relevant information for scoring; did not submit a completed survey

Looking ahead, the Rainbow PUSH Automotive Project, led by Jackson and Gill, will meet with each automotive company to review their scorecard results in detail, discuss best practices and advise in developing a roadmap for progress in diversity and inclusion.

	Employment	Advertising	Marketing	Procurement	Dealers*	Philanthropy
Ford	Green	Green	Green	Green	Yellow	Green
Toyota	Green	Yellow	Yellow	Green	Green	Green
General Motors	Green	Yellow	Yellow	Green	Yellow	Green
FCA	Green	Red	Red	Yellow	Green	Green
BMW	Red	Yellow	Yellow	Yellow	Red	Red
Subaru	Yellow	Red	Red	Yellow	Yellow	Yellow
Nissan	Green	Yellow	Yellow	Yellow	Yellow	Yellow
Honda	Green	Red	Yellow	Green	Yellow	Yellow
Hyundai	Yellow	Yellow	Yellow	Red	Green	Green
Kia	Yellow	Red	Yellow	Red	Yellow	Yellow
VW	Yellow	Yellow	Yellow	Yellow	Yellow	Green
Mercedes Benz	Red	Red	Red	Red	Yellow	Red

MANAGING A GREEN LANDSCAPE ON THE GOLF COURSE AND IN BUSINESS

Everyone makes mistakes, but they are minimized with good advance planning. It's true on the golf course and in business.

By Vincent Pane

Look across the golf course, and what is the first thought? It is likely that a set of good shots is all that is needed to manage the course. Who needs a strategy when the swing and putt have been perfected?

That kind of thinking on the golf course, or in business for that matter, can easily lead to over-confidence and lack of planning. Golfers need to develop course management skills in order to make the right choices as the game progresses. Business people can follow the prepared golfer's lead by assessing the business landscape and developing the skills to respond to whatever unfolds as time goes by.

Course management in golf is a strategy for lowering scores. It refers to the decisions made as the golfer moves around the golf course. It goes beyond developing shot mechanics and body stance because each game of golf is different. A perfect swing is not necessarily going to get ideal results unless the golfer adapts the swing and club choices to the course conditions, chooses the right line, recognizes strengths and weaknesses, and can adapt based on results.

Think of golf in terms of the business landscape. Corporate managers and entrepreneurs must make decisions that take into account the marketplace conditions (the green), trends (course flags), and business strengths and weaknesses (handicap). Leaders who manage the business landscape will assess the risks and opportunities before implementing initiatives, projects or programs, and prepare for contingencies should market conditions suddenly change or the re-sults of decisions do not meet expectations.

How does a golfer manage a course? First, it is important to understand that course flags offer clues to success. For example, the red flag indicates a water hazard or the placement of a hole toward the front of the green. The flag offers guidance as to the type of club needed or the distance the ball needs to go. However, flags are course dependent, meaning the course played determines the response to the flag.

The business landscape "flags" are visual markets that let organizational leaders know where and how to aim efforts. Red business flags represent high risks but also the most direct path to the goal. A business red flag might be short-term trends, for example, that demand short-term objectives – a get-in and get-out strategy for new products and services or entering new market segments. Blue or yellow flags signal that decisions should focus on long-term goals, and a green flag designates aiming for the middle.

The flags guide golfers and businesses as they decide which shots to take. A golfer who is unfamiliar with the distance a club carries the golf ball will rely on single shots to win the game. Golf games, like business initiatives and programs, are won through an accumulation of good decision-making.

Though every shot should

aim for the flag, the club selected to play the hole needs to reflect the end goal. The business that relies on one-decision wonders is not building sustainability. There are many examples in business history, and the number one reason products fail is due to lack of preparation. A golfer can focus on swing and stance, and still miss the hole because the course landscape is ignored. A business can focus on designing, manufacturing and marketing a product without planning for unexpected growth, consumer rejection or changing market conditions.

Businesses that rely on their best past shot averages for success are not necessarily going to succeed, any more than golfers are likely to succeed. Where is there room for slight misses? How far does planning carry? What happens when gaps appear? What if the distances are not

Businesses that rely on their best past shot averages for success are not necessarily going to succeed, anymore than golfers are likely to succeed.

made with reliable shots?

It is impractical to swing without understanding the landscape, in golf or business. One of the misconceptions in both golf and business is that strengths can carry a person or business through any conditions, and there are many failed businesses to prove otherwise.

Good planning includes never making a bad shot twice. If a wrong decision is made, and the result is poor results, the agile manager is prepared to change strate-

gies to achieve goals rather than hitting a second bad shot. When a golfer's swing puts the ball in the trees, does she try to slice through a small gap to hit the green? That is likely going to be a second bad decision. Instead, the golfer should change the approach and aim for the fairway through a larger gap in order to get back on track for the rest of the game.

Like golfers, business leaders sometimes need to aim for the path that matches their capabilities and skills in order to increase the chances for success. When Eastman Kodak developed the first digital camera and cell phone core technology, management decided to protect the film business and did not introduce its advanced technology to the market. Despite a 90 percent share of the U.S. film market, the company was trying to hit shots through a narrowing gap. The better decision would have been to aim for the wide

market fairway and then aim for the correct green, landing new business with precision strokes. One bad shot (keeping new technology under wraps) eventually brought about the failure of the iconic film company through a series of following bad shots, like selling patents. The whole round of effort was ruined.

On the golf course or in the business world, it is important to know strengths and weaknesses. The knowledge offers guidance for managing the course. The golfer knows the club that delivers the best results the most often, recognizes opportunities in the teeing ground, avoids overswinging, and will readily cut losses. Good course management means always choosing the shots that will leave the golfer in a better spot.

Leaders who manage the business landscape in the same manner will discover that series of shots leads to financial success.

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