




Central Ohio Diversity
Consortium Quarterly Meeting

ADVANCING YOUR DIVERSITY & INCLUSION STRATEGY

Presented by:
Vincent Brown
V. Randolph Brown Consulting

FEBRUARY 9, 2017

2017, Limited use for CODC Members ONLY with
permission from VRBC



The information provided in this presentation is for the exclusive use of the Central Ohio Diversity Consortium (CODC) Members. Neither the presentation nor its contents can be copied, reproduced or redistributed without advanced written approval from V. Randolph Brown Consulting (VRBC). Any other use is strictly prohibited.

Vincent R. Brown, President & CEO



- Is a successful entrepreneur, published author, motivational speaker, executive coach and experienced training developer and facilitator.
- Has expertise include diversity and inclusion, organizational and team development, executive coaching, creating and sustaining change.
- Was a founder of the international management consulting firm, Global Novations, which was a former Goldman Sachs portfolio company.
- Partners as a trusted consultant and consultant with premier organizations spanning multiple fields and practice areas for the Health Care, Financial Services, Retail, and Professional Services industries
- Received the Herrmann International Big Thinker Award Procter for groundbreaking approach and results in innovative training design and delivery.

Be the Bridge



2017, Limited use for CODC Members ONLY with
permission from VRBC

A background image showing two men in business attire. The man in the foreground is wearing glasses and a striped tie, looking down at a tablet. The man behind him is also looking at the tablet. The scene is set in a bright, modern office environment.

Challenge, Context, Opportunity

2017, Limited use for CODC Members ONLY with
permission from VRBC



“Idea in Brief”

Harvard Business Review

People Before Strategy

by Charan, Barton & Carey

- **The Problem**

“CEOs consistently rank human capital as a top challenge, but they typically undervalue their Chief Human Resources Officer and view HR less important than other functions.”

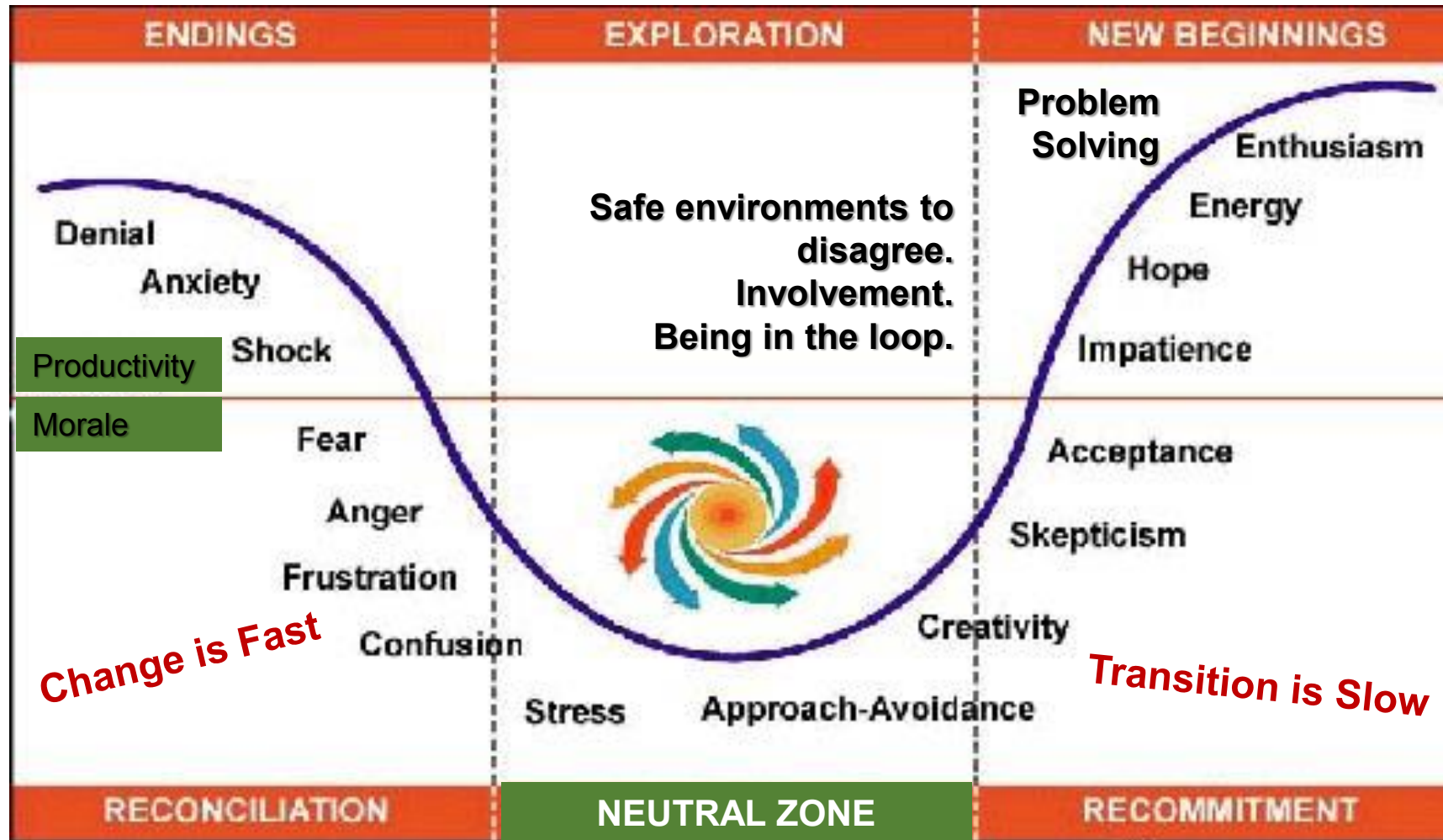
- **The Solution**

“The Chief Human Resources Officer must become a true strategic partner to the CEO.”

- **The Implication (VRBC)**

- So what does this mean for diversity and inclusion in your organization?

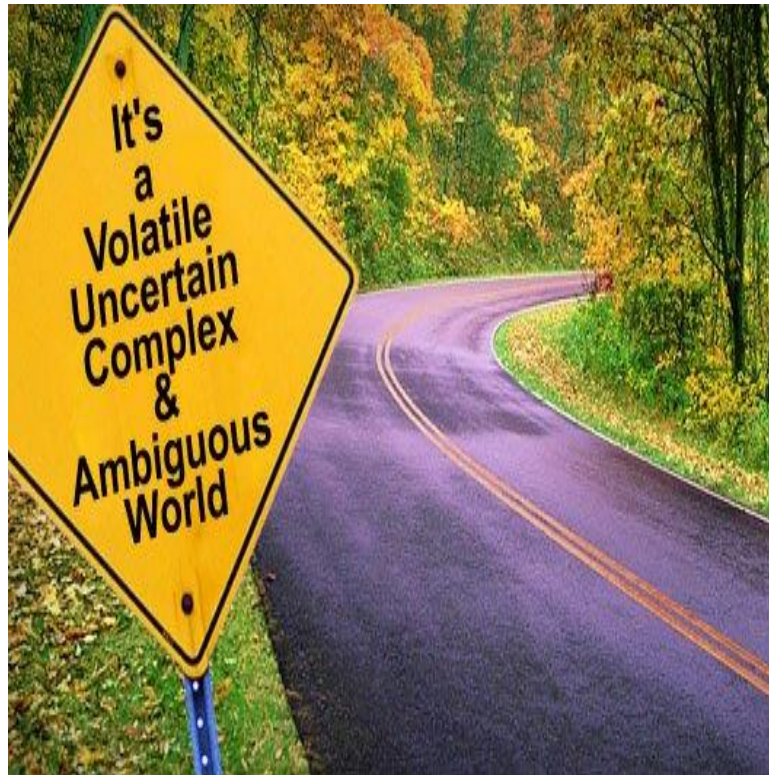
D&I Strategy = Transformation



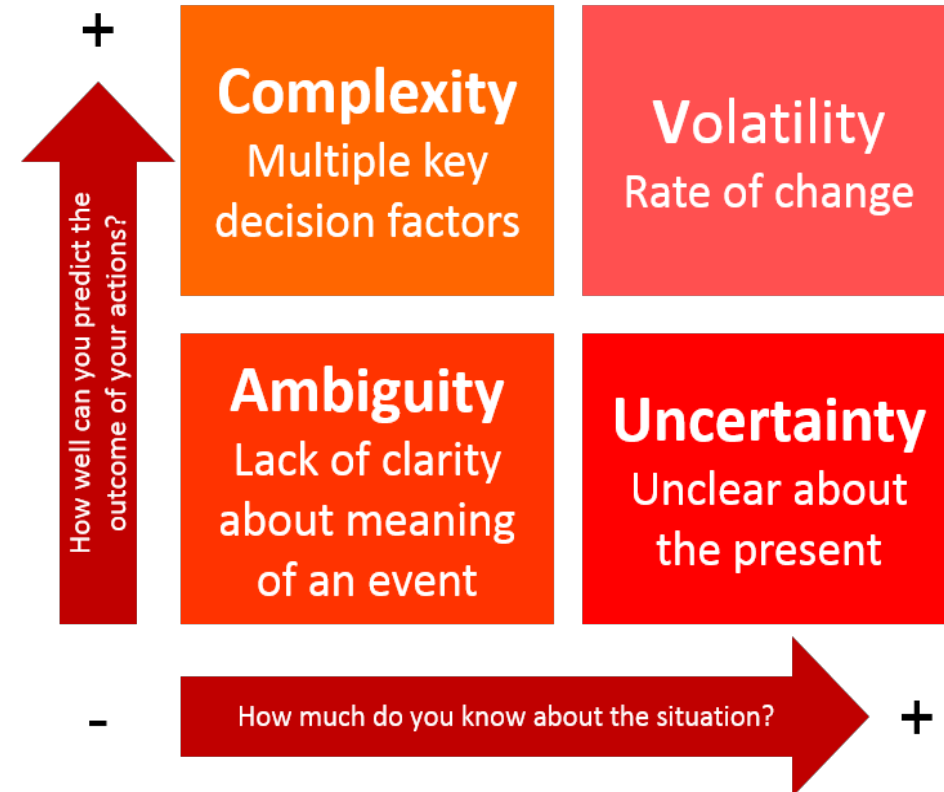
- Change is situational and happens without people transitioning.
- Transition is a 3-phase, gradual psychological reorientation that is emotional, personal, and internal as people try to adapt to the new situation and the changes that come with it. They doubt their competence to deliver the new.

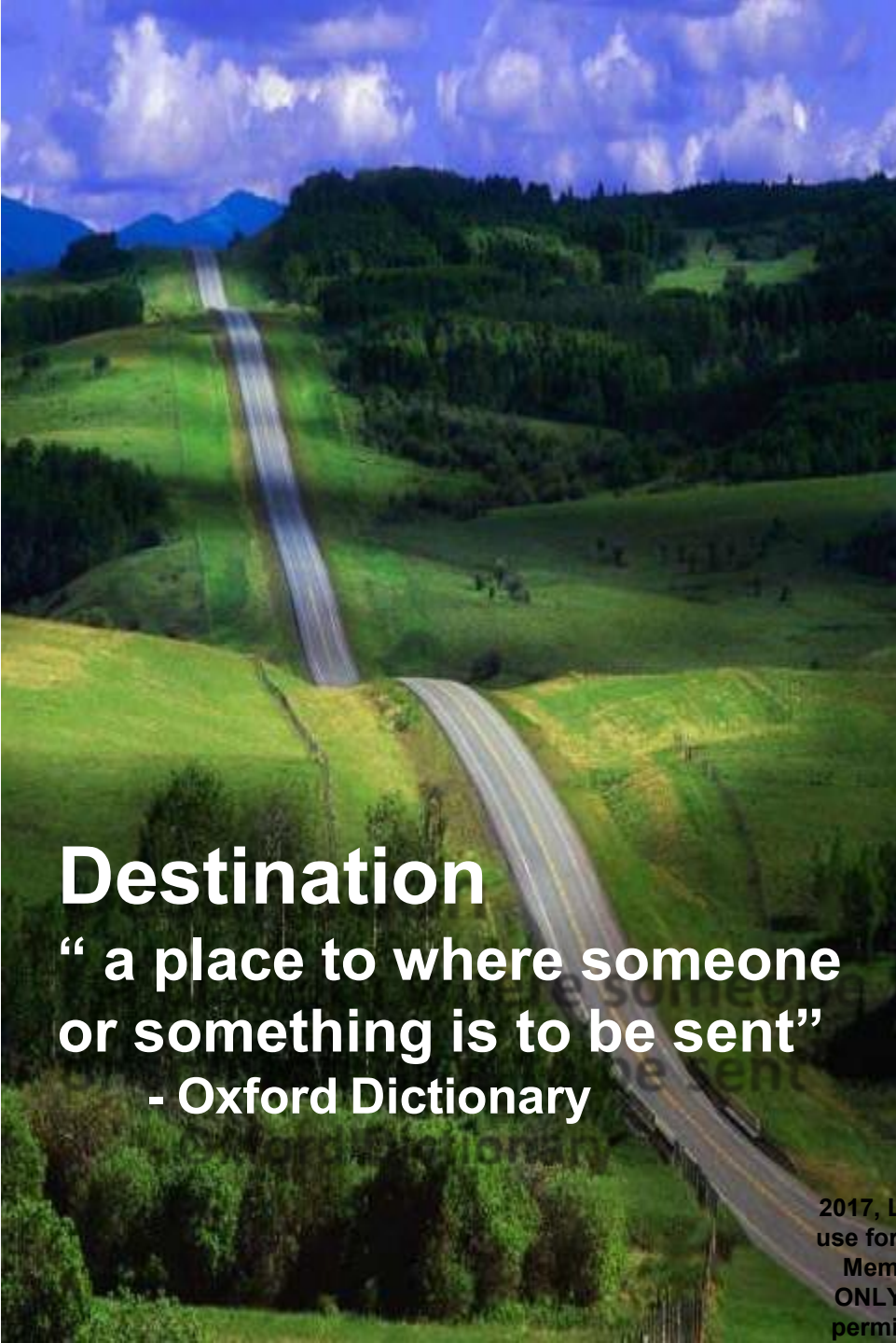
D&I Strategy in a V.U.C.A. World

Volatile, Uncertain, Complex, Ambiguous



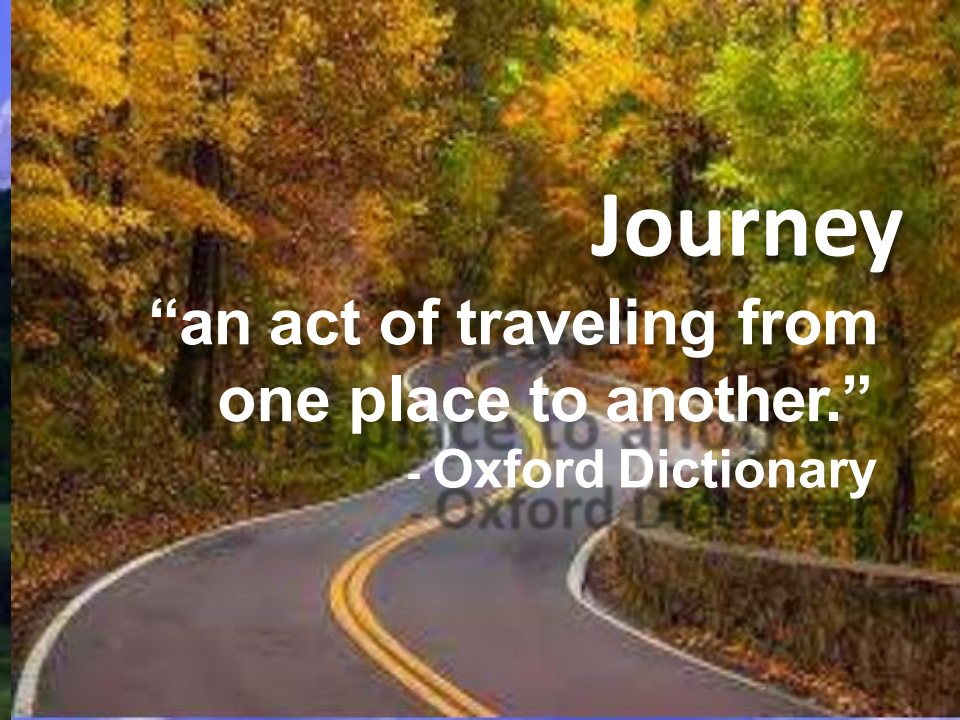
VUCA





Destination

“a place to where someone or something is to be sent”
- Oxford Dictionary



Journey

“an act of traveling from one place to another.”
- Oxford Dictionary



D&I Strategy

Follow the Yellow Brick Road



Definition of Strategy

- A plan of action or policy designed to achieve a major or overall aim. (Oxford Dictionary)
- A high level plan to achieve one or more goals under conditions of uncertainty. (Wikipedia)



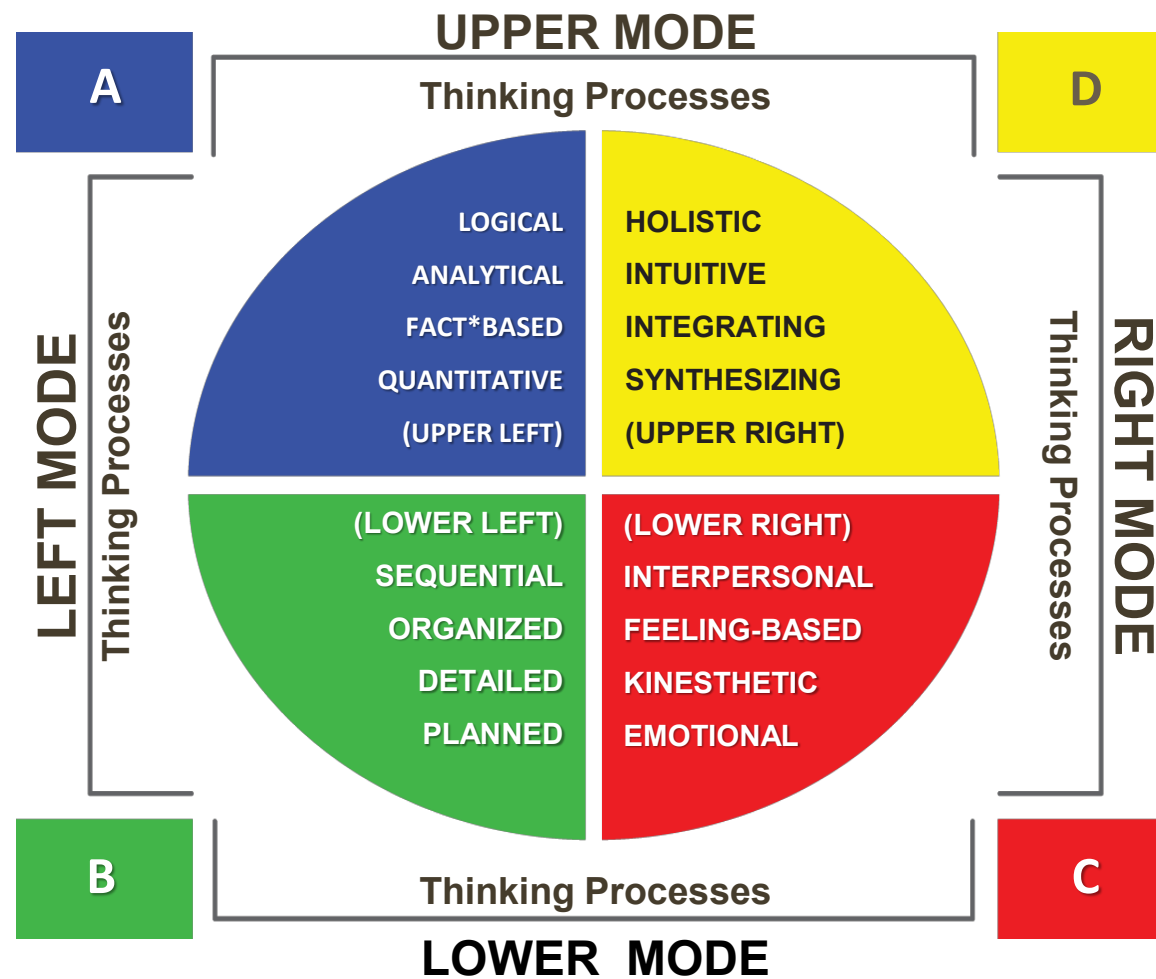


Purpose of Strategy

What a strategy does:

- Provides a plan (or path forward) while preparing for new opportunities.
- Analyzes the competitive environment in the present and the future.
- Drives a differentiated value proposition.
- Directs resources on focused, strategic priorities.
- Defines “what not to do” as much as “what to do.”

Cognitive Diversity



©2017 Herrmann International

2017, Limited use for CODC Members ONLY with
permission from VRBC

D&I Corporate Strategy Language

<ul style="list-style-type: none"><input type="checkbox"/> Efficiency – speed<input type="checkbox"/> Financials – costs – ROI<input type="checkbox"/> Technology<input type="checkbox"/> Past Trends – Benchmarks<input type="checkbox"/> Performance<input type="checkbox"/> Measurement<input type="checkbox"/> Goals – Objectives	<ul style="list-style-type: none"><input type="checkbox"/> Innovation – Creativity<input type="checkbox"/> Environment – Competition<input type="checkbox"/> Future Trends<input type="checkbox"/> New Concepts & Products<input type="checkbox"/> National – Global Issues<input type="checkbox"/> Vision – Purpose<input type="checkbox"/> Long term Strategy
<ul style="list-style-type: none"><input type="checkbox"/> Regulations – Legal<input type="checkbox"/> Safety – Risk Mgt.<input type="checkbox"/> Quality<input type="checkbox"/> Controls<input type="checkbox"/> Timing – Execution<input type="checkbox"/> Critical Resources<input type="checkbox"/> Policies - Procedures	<ul style="list-style-type: none"><input type="checkbox"/> Training – People Development<input type="checkbox"/> Community Relations<input type="checkbox"/> Customer Relations and Focus<input type="checkbox"/> Communication<input type="checkbox"/> Culture – Values<input type="checkbox"/> Teams & Internal Relationships<input type="checkbox"/> Recognition

©2017 Herrmann International

D&I Strategy “Non Negotiables”



2017, Limited use for CODC Members ONLY with
permission from VRBC

D&I Strategy Development Assessment

DIRECTIONS: Please review the statements below and rate your organization using the scale of Always, Most of the Time, Sometimes, Never and Don't Know.

	ALWAYS	MOST OF THE TIME	SOMETIMES	NEVER	DON'T KNOW
We engage our Senior Leaders in candid and courageous conversations about D&I.					
We consider diversity and inclusion absolutely important and critical to our organization's success.					
Our D&I work stream has demonstrated a return on investment for our organization.					
Our organization has documented and measured business results from D&I.					
Our organization's D&I effort is owned by the senior leaders who are held accountable.					
Our organization has sufficient resources available to drive our desired D&I results.					
Our D&I strategy is aligned with our HR, Legal, Marketing, Procurement and Operations strategies.					
Our organization's D&I progress is publicized and known throughout the company.					



Pitfalls of D&I Strategy Development

1. Lack of D&I Leadership/Office competency and courage.
2. Lack of relevance to the business's success, organization culture and change.
3. Failure to drive and position D&I “enablers” (i.e. Supplier Inclusion, HR, Legal, Marketing or Product Development) as a “revenue” generating function.
4. Just way too many “strategic” D&I strategic focus areas.
5. Lack of a score card of measures to track progress---qualitative, quantitative and process.

Pitfalls of D&I Strategy Development (continued)

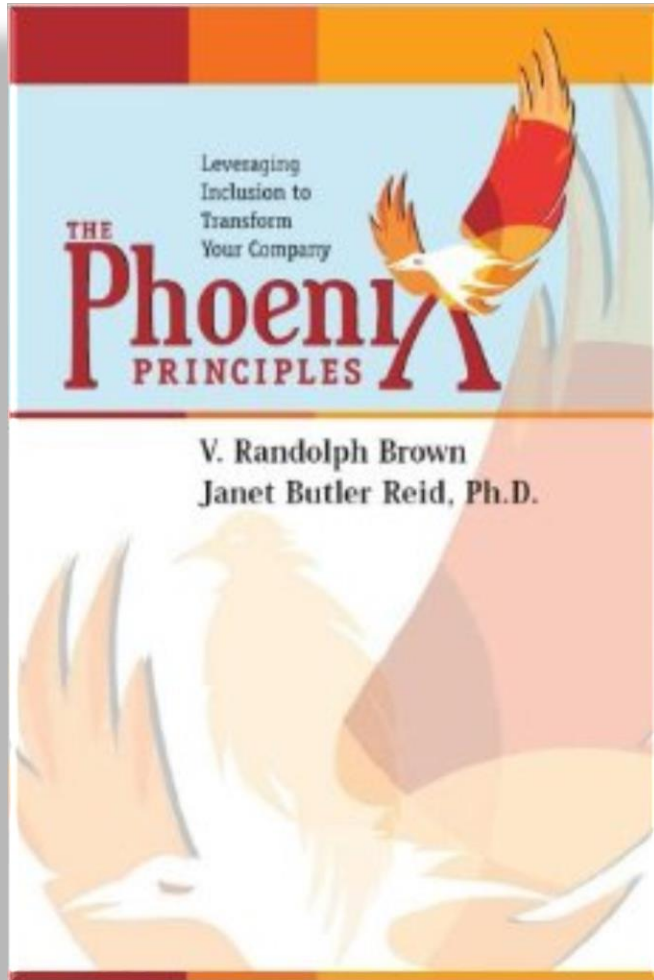
6. Lack of Leadership support from CEO and/or other C-suite executives –OR– limited engagement from individual contributors.
7. Lack of the appropriate resources to adequately fund this business work stream.
8. Lack of alignment, support and integration with HR, Legal, Marketing, Operations and Procurement.
9. Overcoming previously “failed” D&I efforts –OR– we haven’t started our initiative yet.
10. Failure to communicate, quantify and position D&I successes.



The Phoenix Principles

2017, Limited use for CODC Members ONLY with
permission from VRBC

“I wish we never called them Diversity Councils.”



“Choosing a name is important. The name speaks of who you are, who you aspire to become, where you come from, where you want to go, and, most important of all, what you stand for.

We need partners in action. The term implied that the Team would own the initiative but collaborate with other functions, departments and leaders. The name must be tied to the ROI and inclusion.”



The Best People



The Phoenix Principles



**Strategic
Measurable
Actions**



Compelling Purpose



Solid Infrastructure



Structured Renewal

COMPELLING PURPOSE:

Align diversity and inclusion aligned with the organization's mission, vision and values...



THE BEST PEOPLE:

Have superior
individual and team
commitment to the
organization...



SOLID INFRASTRUCTURE:

build the foundation needed to ensure effective diversity and inclusion changes are made and supported ...



2017, Limited use for CODC Members ONLY with
permission from VRBC

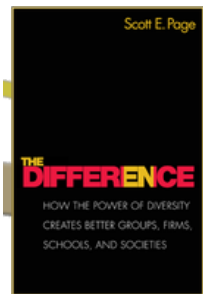
STRUCTURED RENEWAL:

includes
processes for
rejuvenation and
continuous
improvement ...

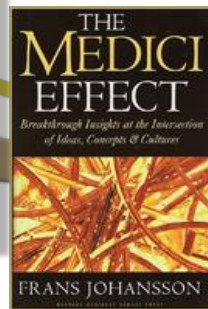


Diversity, Inclusion, & Innovation Research

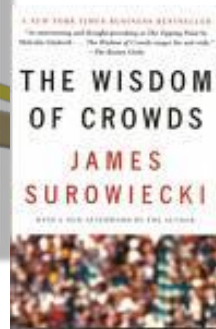
Credible research demonstrates that diversity and inclusion can create break-through results



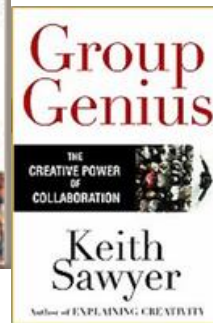
1.
The
Difference



2.
The Medici
Effect



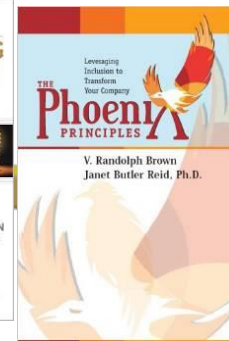
3.
The Wisdom
of Crowds



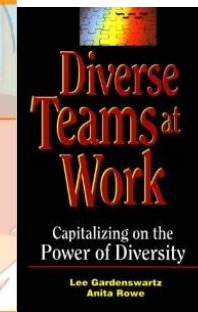
4.
Group Genius



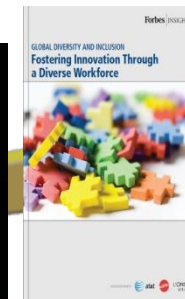
5.
Borrowing
Brilliance



6.
The Phoenix
Principles



7.
Diverse
Teams at
Work



8. Innovation
through
Diversity



9. Innovative
potential: Men
and Women in
Teams