



Unleashing the Power of Diversity through Inclusive Leadership

Minority Corporate Counsel Association

Today's Panel



Damien Atkins
Senior Vice President,
General Counsel & Secretary
The Hershey Company



Jennifer Lagunas
Vice President, Corporate
Legal, Governance,
Operations and Assistant
Corporate Secretary
AbbVie Inc.



Willie Hernandez
Vice President & Deputy
General Counsel
*Hewlett Packard
Enterprise*



Michael Tang
Senior Vice President,
General Counsel &
Secretary
Agilent Technologies, Inc.

Your Moderators

- **Tina Shah Paikeday** Executive Director, Global D&I Advisory Practice Leader, Russell Reynolds Associates
- **Cynthia Dow** Managing Director, Global Legal Practice Leader, Russell Reynolds Associates

Inclusion Index Model



Key Employee Outcomes

Employee Belonging
Employee Engagement
Employee Intent to Remain
Perceived Firm Reputation
Creativity
Inclusive Leadership
Climate
Structure
Leadership



There has been progress in Workplace Respect

What factors are scoring lower than 2018?

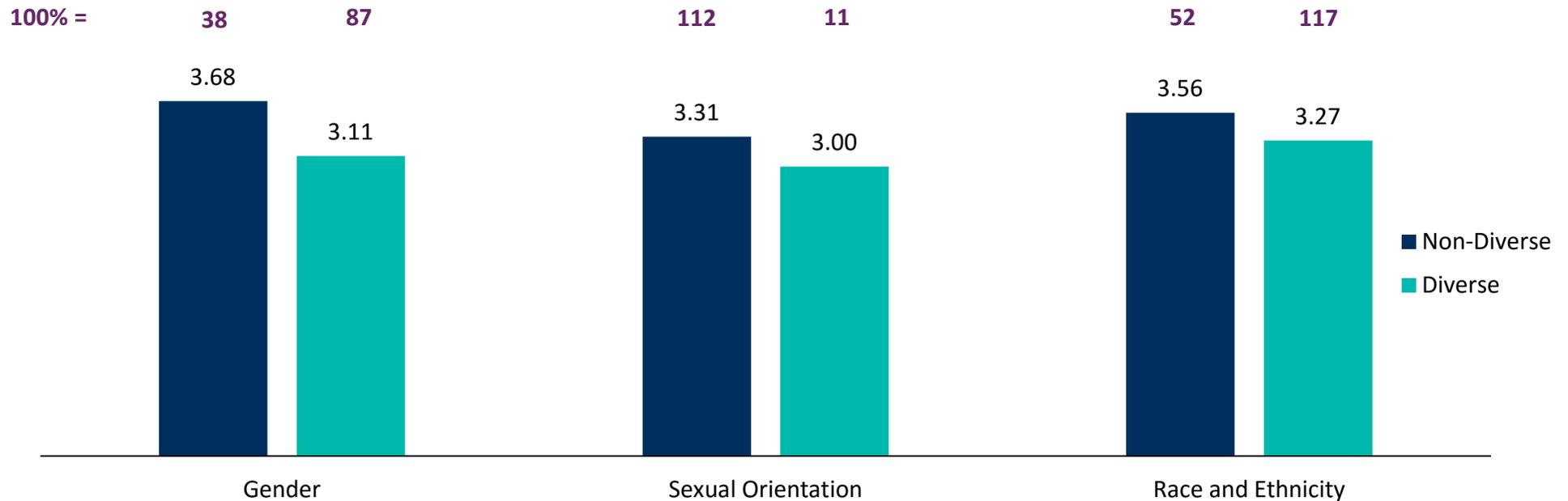
Factor scores *higher* than 2018

Factor scores *lower* than the 2019

Working Across Differences	Leveraging of Different Perspectives	Workplace Respect												
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Diverse attorneys score lower on new employee outcome Creativity compared to Non-Diverse attorneys

2019 Inclusion Index Results

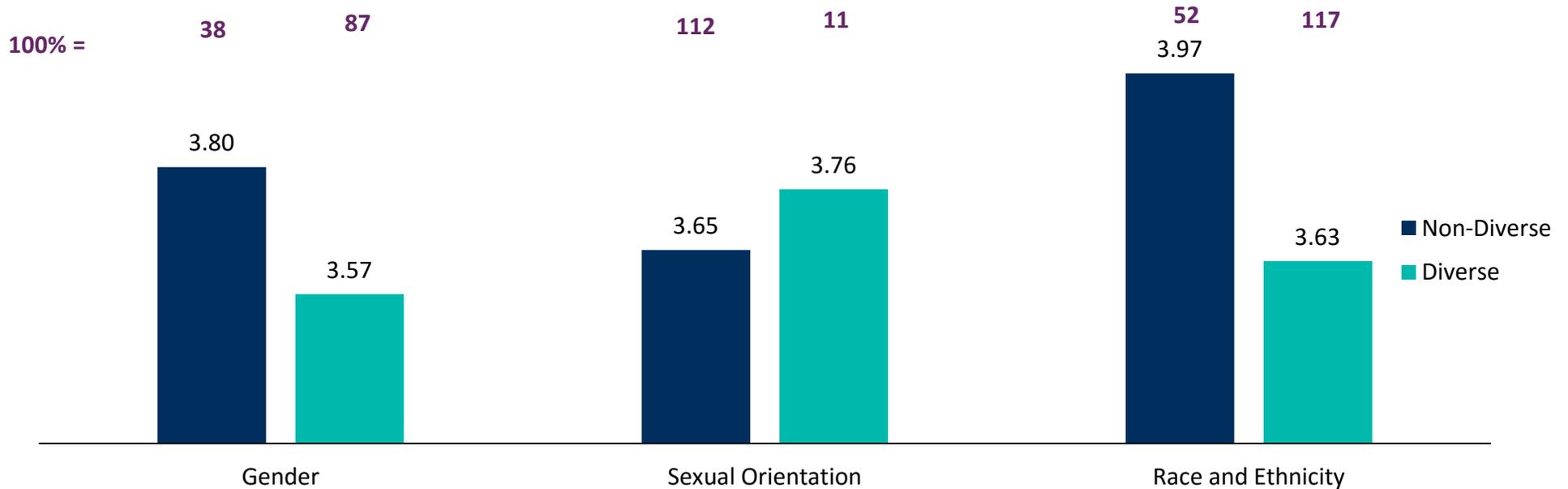


Inclusion Index Survey Item:

This organization brings out my most creative ideas.

Diverse attorneys score lower on new employee outcome Inclusive Leadership compared to Non-Diverse attorneys, except for LGBT attorneys

2019 Inclusion Index Results



Inclusion Index Survey Items:

1. Overall, I have a positive working relationship with this leader.
2. This leader makes me want to remain with the company.
3. This leader's actions make me feel as if I can be successful as my authentic self.

The RRA Inclusive Leader Diagnostic Model – Expanded



Forbes Marketing Detailed information on Forbes products. What is This?

8,252 views | Dec 18, 2017, 07:48am

37 Business Leaders Who Spoke Out About Diversity And Inclusion In 2017



Forbes Councils Contributor
Forbes Marketplace Marketplace ⓘ

TWEET THIS

-  The problem that arises when you try to have a conversation about everyone at the same time is that no one gets heard
-  Are we as a society assigning gender norms and biases to apps?



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In order to solve a problem, you first have to recognize that it exists. Lack of truly diverse and inclusive businesses and brands is nothing new, but in 2017, the topic rose to the forefront.

This year, leaders across industries stepped up to talk about holding themselves to higher standards, building better brands from diversity of perspective, and creating workplaces in which every employee can personally and professionally thrive. Change starts with leadership, and these individuals are paving the way.

1. Bernard Coleman III, head of DI for Uber

“If inclusion is not present, diversity may be achievable, but not sustainable. A lack of belonging adversely impacts an organization's bottom line through attrition -- a surefire indication that your staff is primed to leave.”

From *Inclusive Leadership: Just Be Good To People*

2. Colin Walsh, co-founder and CEO of Varo Money

“Diversity and inclusion start at the top. For one thing, it’s aspirational. People need role models who look like them at the top of organizations so they feel they are represented and know there is room for them to grow and succeed at the company.

But having a diverse leadership team isn’t just about role models. It also solves for similarity-attraction bias: people’s tendency to be attracted to -- and, it follows, to hire -- others who are similar to themselves. Women executives will not be free from biases, but they won’t suffer from the same biases as men executives. Likewise, non-white executives will not suffer from the same biases as white executives, and LGTBQ executives will not suffer from the same biases as heterosexual executives.”

From *How And Why To Invest In A More Diverse Workforce*

3. Stacey Gordon, CEO of Rework Work

“I believe in including men in the conversation about women, white employees in the conversation about black, Latino and Asian employees, heterosexual employees in the conversation about gay, lesbian and transgender employees, and including all employees in the conversation about disabled, deaf and blind employees. The problem that arises when you try to have a conversation about everyone at the same time is that no one gets heard 🐦 .”

From *Pitting Inclusion Against Diversity*

4. Drew McLellan, CEO of Agency Management Institute

“Agencies have always brainstormed by pulling different people into the room: an art person, a media person, a finance person. Each person brings a unique perspective.

Similarly, companies should hire people of different races, genders, ages and sexual orientations not only because it ‘looks good’ but also to encourage a wide range of perspectives. With today’s ever-changing workplace landscape, that diversity of perspective is crucial for succeeding and staying ahead.”

From *Diversify Your Staff For Deep And Meaningful Results For Your Clients*

5. Binna Kim, president and co-founder, Vested FFC

“Recently, there’s also been an uptick in human names [for tech startups], such as:

- Oscar, a health insurance app.
- Casper, a mattress/dog bed/mostly just marketing company.
- Albert, a personal finance app.
- Dave, an expenses app willing to lend users up to \$75 in a bind.
- Ollie, bourgie dog food brand.
- Aiden, a marketing analysis tool.

It sounds like the roster for a British boy band, does it not? In pulling these examples together, I didn't look to narrow them down according to any particular industry or industries. It's just by happenstance that Marcus, Oscar, Albert and Dave all provide some sort of financial service.

Contrast that anecdotal evidence with what we could find about female-gendered apps and startups. The most common female tech tools include Apple's Siri and Amazon's Alexa, and there's been a lot of backlash about the fact that these tools -- both digital assistants -- not only have female names but female voices. Are we as a society assigning gender norms and biases to apps?  ”

From *Gendered Tech: Why Are So Many Apps Named After Men?*

6. Genia Stevens, managing partner at Belwah Media

“For people of color who need to tell their own stories, it's important that community media not only provides a platform for those stories but also ensures that the community is aware the platform is available and accessible.”

From *How Community Media Can Encourage Minority Communities To Engage*

7. Jason Saltzman, founder and CEO of Alley

“One of the reasons many organizations struggle is because they look at culture and diversity as a product. They're taking a progressive notion of inclusion and turning it into something to sell. If this sounds familiar, don't pat yourself on the back simply for implementing diverse hiring practices. True diversity should be about empathy, not a part of your sales funnel  .”

From *Three Steps CEOs And Founders Can Take To Start Getting Diversity Right*

8. Radhika Duggal, VP of marketing at CommonBond

“Women working in tech want more women in leadership roles. This was the most common sentiment expressed by women at all levels and company sizes

when asked what a tech company can do to improve work environments for women.

This change enables women to identify role models and a path to leadership — simply because someone charted the course before them.”

From *Taking A Stand: Building A Values-Based Brand*

9. Karima Mariama-Arthur, Esq, founder and CEO of WordSmithRapport

“Rest assured that the complexity and diversity of decision-making made by most organizations requires an equal measure of complexity and diversity of thought leadership at the table.”

From *Why Selecting The ‘Right’ Advisory Board Members Should Matter To Your Organization*

10. Vivian Maza, chief people officer of Ultimate Software

“Although no one individual is responsible for creating an inclusive culture (remember, it takes commitment from everyone), your leadership team ultimately sets the tone for the entire company.

If you are in a leadership position and want to see change in your organization, first reflect on your own behavior and biases. Are you publicly praising all deserving employees for their outstanding work and providing recognition as often as it’s earned?”

From *Building A Workplace Culture That Supports Employees — Especially Women*

11. Robert Reffkin, founder and CEO of Compass

“While I’m so encouraged by the diverse makeup of our industry, we can — and must — do more to create opportunities for everyone, at all levels. From hiring more parents who are looking for a flexible work schedule to facilitating a

landscape that fights back against ageism, we plan to lead by example with the goal of seeing all the above numbers continue to grow.”

From *Why The Real Estate Industry Is A Diversity Champion*

12. Christina Baldassarre, founder of Zebra Advertisement

“While never intentional career moves on my part, it so happens that all of my bosses prior to my founding of Zebra Advertisement were women. Strong, experienced, inspiring women who influence how you approach competing in a primarily male dominated industry. From my research and experience, I've seen that female bosses can be more engaged and can better foster employee development.”

From *Five Ways Employees Can Thrive Under Female Leadership*

13. Tana Session, best-selling author and certified career strategist

“As women, we have been programmed since childhood to make excuses for certain behavior from males  , and it has carried over into the workplace between women and men. Fortunately, women are now standing together and expressing that this juvenile behavior is no longer acceptable, and they will not operate out of fear any longer. I commend my fellow HR colleagues who are on the forefront of this much-needed change, and I commend my fellow women for coming together and standing up to this unfair treatment in the workplace.”

From *Human Resources' Role in Sexual Harassment Complaints*

14. Gaurav Bhalla, author

“Psychological safety at work is impossible as long as peers and bosses celebrate sameness, and feel threatened by opposing voices or differences in points-of-view. The most effective way of eliminating this threat is to promote and cultivate mindsets that truly value listening and diversity. Because when people are given a voice, when they are genuinely heard, then they will feel worthy and safe.”

From [14 Ways You Can Improve Psychological Safety At Work](#)

15. Karen Horting, executive director and CEO of the Society of Women Engineers

“Diversity is not an issue that just affects minorities or women. Diversity is an issue that affects the entire workforce.”

From [What Role do Men Play in Creating Diversity in the Workplace.](#)

16. Carol Sankar, founder of The Confidence Factor for Women in Leadership

“Diversity and inclusion within a network are more than gender and race. It also factors in the level of equality and access to the same level of mentors, advisors, information, education and advocates. If the level of access is not comparable to male leaders, how will women close the value gap, which continues to hinder equality in compensation and access to senior-level roles?”

From [Why Are Networking Groups That Support Women Failing To Produce More Female Leaders?](#)

17. Ben Lee, founder of Neon Roots

“‘Diversity’ is meaningless without concrete goals. You need to take an unflinching look at your own cultural, ethnic and demographic breakdown, then have an honest conversation about whether there's a problem and how to fix it. If there is, set concrete goals that would alleviate the issue.”

From [Curing The Culture Crisis: What You Can Do To Ensure Your Firm Welcomes Diversity](#)

18. Nicole Smartt, co-owner and vice president of Star Staffing

“The word compliance means ‘the action or fact of complying with a wish or command.’ In the past, companies took this to mean complying with the letter of

the law to stay safe — as in, not fined or sued for any reason. Today, I'd like to put forward the concept that compliance in business — at least so far as relates to employees — should mean adhering to the rule that employees are important.”

From *Going Above and Beyond Compliance*

19. Kenneth Johnson, president of East Coast Executives

“ Are you willing to place your company on the line or is your organizational D&I mission just talk  or just a page on the company website? The title is there for the taking. Are you willing to be a torch bearer for your industry, company or department? Make the effort to achieve it by setting the example for others to follow.”

From *Diversity in Real Dollars And Sense*

20. Jocelyn Mangan, chief operating officer at Snagajob

“You can't change what you don't watch. Without effort, we are all susceptible to unconscious bias. Everyone has their own biases, but being aware of your company's female team member statistics and being actively interested in bettering them is a first step.”

From *Diversity At Work Is Essential And It's Everyone's Responsibility*

21. Joshua Sherrard, CEO and founding partner of Strategic Navigators Inc.

“Engaging people with differing perspectives in a synergistic process that produces exponential results is the goal of any collaboration. However, whenever there is a diversity of opinions and perspectives, arguments and disagreements are inevitable; they are necessarily part of the collaboration process. Expect them and view them as holding the key to greater understanding and insight. Being

confident in your convictions is critical, but be willing for your convictions to change.  ”

From *Making Business and Financial Decisions In An Uncertain World*

22. Venkat Viswanathan, founder and chairman of LatentView Analytics

“Diversity among staff, encouraging everyone you hire to contribute ideas and building a culture that empowers people and rewards long-term focus are essential to a healthy corporate culture. In addition, unfettered communication -- lots of it and across the organization, not just from the top down -- is a way to ensure perspectives from across the company are being heard.”

From *Curing The Culture Crisis: What You Can Do To Ensure Your Firm Welcomes Diversity*

23. Jenn Lofgren, founder, Incito Executive & Leadership Development

“If there is to be gender equality, it's really simple: Business owners must invest in developing female leaders, hire women and promote them. It's about behavior, not talk.  As a business owner, your accountability in taking action speaks greater volumes than any other internal company initiative.”

From *15 Ways Your Firm Can Shift Its Culture To Truly Become Gender-Equal*

24. Fred Voccola, CEO of Kaseya

"Diversity comes in many forms. A group I feel most tech companies overlook with when it comes to new hires is U.S. veterans. Not only should we as business owners be proud to support our military service members, but we should leverage this highly skilled, technically talented group of people in the private sector. Many of their technical jobs in the service translate to positions in the tech field."

From *Curing The Culture Crisis: What You Can Do To Ensure Your Firm Welcomes Diversity*

25. Ajai Sehgal, CTO of The Chemistry Group

“I am a huge proponent of gender-neutral (and everything neutral) hiring. The secret is in finding the candidates To take advantage of all of the smart people out there, you have to first create a culture where they can work and thrive. That means that the ‘boy's club’ of engineering has to be made culturally unacceptable. Word will spread fast and the candidate pool will grow!”

From *How To Build A More Gender-Balanced Tech Team*

26. Donald Hatter, founder, Donald Hatter Inc.

“Seeking out diverse candidates isn't hard. Recruiting those candidates and placing them in an environment where different backgrounds, cultures, and experiences are appreciated is more difficult. If companies have done this correctly it should be reflected in the makeup of the management team. Once a company has this kind of environment, diverse candidates will come and stay.

From: *Want Diversity? 15 Recruiting Tactics To Attract A Wider Range of Candidates*

27. Marie Alexander, president and CEO of Avaago

“If you focus on the fact that you are a woman, you create your own boundaries. Don't think about it. But also don't stop being a woman. I continually stay true to my own identity and never try to act or behave like a man. Many would describe me as warm, soft and nurturing -- all feminine traits. But many also know those traits are a quarter-inch deep; I'm solid steel under the surface. These traits are the foundation for a strong, maternal and compassionate management style, something women can naturally use to their advantage.”

From *Six Tips For How Women Entrepreneurs Can Run Through Those Inevitable Hurdles*

28. Salim Teja, EVP of venture services at MaRS

“The slow pace of change in the demographics of global tech companies shows the difficulty of retrofitting inclusivity into an established company. Startups have an opportunity to embed diversity in their cultures from an early stage and reap the competitive benefits.”

From *Raising Your Next Round? Leverage Your Diversity*

29. Erin Urban, author, speaker, and coach

“The foundation of our nation is freedom — freedom of choice to be who you are and not judged because of your political views, what football team you support or your ethnicity. Organizations need to become a safe environment for people to be themselves without exclusion. Uphold foundational values that celebrate individuality. Educate your workforce that diversity doesn't just go skin deep.”

From *15 Ways Your Organization Can Create A Safe Space In A Divisive World*

30. Ifran Jafrey, CEO and founder of Roosterly

“Women are often dismissed as ‘difficult’ in the workplace, whereas a man would be described as ‘tenacious’ by his peers for the same actions. Silicon Valley is seeing a shift in the gender balance as more female-led startups find their own alternatives to venture capital funding, and it’s long overdue.”

From *The Business Game Of Thrones: What Will It Take For Women To Win The CEO Seat?*

31. Nima Ghamsari, CEO of Blend

“Fintechs have an opportunity and obligation to engineer solutions that everyone can use and ensure all people have access to the vital financial services they need to be successful. That said, technology is not a silver bullet. As we continue to build solutions, we can’t lose sight of the human experience, or the critical role human interaction plays in financial access and health. In tandem with technology, we need to scale the human element and ensure financial

professionals can form relationships with their clients to advance the goal of making financial services more accessible for people from all walks of life.”

From *How Technology Is Closing The Financial Accessibility Gap*

32. Monica Thakrar, president of MTI

“Advancing diversity is good business, but it also makes financial sense.

Businesses see an increase in ROI when there's more diversity in the organization – 35% for ethnically diverse companies and 15% for gender-diverse companies.

They say this is so because companies are better able to win top talent and increase employee satisfaction.”

From *How To Lead The Push For Diversity In The Workplace*

33. Jessica Miller-Merrell, founder of Workology

“It isn't enough to hire and employ diverse candidates. Companies need to also commit to paying employees a fair wage regardless of their protected class.”

From *Companies Must Look To Regulations For Establishing Workplace Diversity Programs*

34. Theodore Henderson, author, coach, and trainer

“Since everyone benefits in the triumph of a business, there must be a collective effort when it comes to leading in a diverse workplace.”

From *11 Strategies For Achieving A More Diverse And Productive Work Environment*

35. Liz Guthridge, leadership development coach

“Yes, even with the best of intentions, you may say or do something that sounds more exclusionary than inclusionary. If you can, call yourself out first. Otherwise, deal with any backlash sooner rather than later.

Keep in mind that the road to good intentions is often paved with hell. 🐦 We, humans, are a work in progress, especially when we're trying to create a more

inclusive workplace.”

From *Why Social Pain Hurts Your Workplace Performance (And How To Avoid It)*

36. Maureen Metcalf, CEO of Metcalf & Associates

“We are facing difficult times and people hold strong beliefs. People you work with and care about see situations differently, and part of the pursuit of life, liberty and happiness means people follow a different path than we do. While I believe we are tenacious in our support of the foundational value of all people, we should be tolerant about the many other decisions people have a right to make or beliefs people have a right to hold.”

From *Taking A Stand For Your Values In A Time Of Political Disarray*

37. Mariela Dabbah, CEO and founder of Red Shoe Movement

“ If you’re only paying lip service to gender inclusion, you will pay dearly in loss of top talent 🐦 and loss of reputation with your customers.”

From *Three Ways To Ensure Gender Inclusion Is Really A Top Priority In Your Business*

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FORTUNE

Mastercard's Chief Inclusion Officer: "Inclusion Can't Be Built In Silos"

By ELLEN MCGIRT May 15, 2019

With a thoughtfully woke CEO and consistently high ratings on all the diversity lists, Randall Tucker knew that his new life as Mastercard's Chief Inclusion Officer would be a different kind of gig.

"This was not a turnaround situation," he laughs. "But my marching orders were to build on the great work and make it more relevant and global."

Now, just over two years on the job, Tucker says he's making a mark. "We've elevated the conversation of diversity and inclusion at that leadership level," he says. "We've all made sure that the work is seen as just as important as all other functions within the company."

RaceAhead caught up with Tucker just as he was about to jet off to celebrate his 24th wedding anniversary. "My husband and I met our first week at college," he says, an unexpected development but a wonderful one. "As I've gotten older, I've learned that everything is better when you have someone to share it with."

It's a philosophy that informs his thinking about what makes a welcoming workplace. What follows is a lightly edited version of our conversation.

RA: Let's start with how *you* started. Mastercard was already doing so well and has a vocal equality champion in CEO Ajay Banga. How did you set your course?

RT: Well, we needed a working definition of what we were trying to tackle. I started with my formal definition of D&I – diversity is all the things that make us similar as well as different, the things you can and can't see about other people. Then there's inclusion – how do build diverse teams and keep them? At the end of the day, those are the two things that made sense for me, the management committee, and Ajay to focus on.

I imagine data played a big role.

Exactly. Next, I took a pause for the cause to figure out what we're really trying to move the needle on and how D&I can help support our core businesses. I had leadership interviews with the first two tiers of the organization. I had one-on-one conversations with board members. I looked at our HR data and employee engagement survey data and then the customer data which asked about our commitment to diversity.

How does "diversity" play out globally?

It's very different from region to region. In the US, we tend to gravitate to gender and ethnicity as the markers of diversity. But in other parts of the world that might not be the heavier weight. It might be language, it might be education, it might be religion or your career experiences. So that was part of the thinking.

Then basically I looked at all this *stuff* and said, what's it trying to tell me?

What was it trying to tell you?

Two things, one big, c... sive leaders, so pa... of the job is to build t... h their greatest... opportunity in the org

Next, we needed to focus on the regional goals that made specific sense to those leaders, while still mapping back to the global vision. One size fits all, but with regional customization.

Can you give me an example of regional differences?

The idea is that to create the greatest business opportunities you need diverse perspectives at the table. In Asia, it's how do we hire more people outside of the payments and banking industry, since our focus is primarily tech? In Latin America, it might be increasing women in senior leadership. In the US, it's often how do I get more people of African descent in the mix. The goal is to get all those perspectives working together harmoniously, so everyone feels that they belong.

How did you shape inclusive leadership training at Mastercard?

I started by thinking about what those things that keep coming up that we need to get better at right now. Things you'd find on employee surveys, things that we get sued for – and then solve for them in tangible ways.

It's not about holding hands. What's impeding us from meeting our goals and creating a space for belonging so people can think better and innovate better? Also, I have opinions about implicit bias training.

Let's hear it.

Inclusive leadership is a skill you can learn like any other, like financial acumen or executive presence. It's a honing of something. It's hopeful. It's a relaxed approach because we can all be more inclusive leaders. Standalone trainings feel like "we need to fix you." It creates outlier work and people don't understand how it relates to their business.

Instead embed your inclusion thinking in every policy, practice, and conversation. Now, it's just the way Mastercard execs learn to lead.

The numbers show – and it comes up all the time in my reporting – that non-majority culture talent can't make it past their first leadership jobs. What should companies be doing differently?

The piece that I make sure that I control is the development piece: What is the inclusion dialog around talent review? In that discussion, who is going to be given those stretch assignments. Who is in your next class of leaders in the organization? Are they diverse? We're having those conversations upfront about the people who are being identified as high potential. I show you the photo of your talent pool and ask you, is this what you want? Give them a chance to make a different decision by giving them the data.

The inclusive leadership part is – what do people specifically need to succeed?

So much of inclusion is about getting people to really see each other.

We do ourselves a disservice if we only talk to people like ourselves. We make sure our business resource groups (BRGs) are collaborating with each other. We make sure people are mentoring and sponsoring people different than themselves. There is not a Mastercard executive who won't make time for lunch if you ask. So ask.

But really, I learned about the power of dialog and crisis management when the Pulse Nightclub [mass] shooting happened.

You were the Senior Director of Inclusion and Diversity at Darden Restaurants at the time?

Yes, and it was right down the street from us. Orlando is already a welcoming environment. But now we needed to ask, what does it mean to love and respect your neighbor? So, I brought in people from the black, Hispanic, gay, Muslim, and law enforcement communities for a panel discussion. You know, we didn't all agree, but it was healing.



And that's what I'm really proud of, bringing that sense of dialog and discussion here to Mastercard every day. How can we get better at really talking to each other? Working with other groups? Inclusion can't be built in silos.

Are Legal Departments Really Better Than Firms at Diversity?

Legal departments are generally more inclusive than big law firms, but diversity advocates said there's still work to be done, especially at the general counsel level.

By **Caroline Spiezo** | March 10, 2019 at 03:02 PM



Photo: Shutterstock.com

General counsel have trained their sights on law firms when it comes to diversity, demanding to see improvement in the number of minorities among those being elevated to partner or those working on their matters. At the same

time, legal departments have their own struggles with diversity, particularly when it comes to the top spot.

Lawyers told The American Lawyer affiliate Corporate Counsel that in-house teams tend to be more diverse than big law firms overall, but that edge wanes when it comes to general counsel roles. In 2018, fewer than 20 percent of Fortune 500 general counsel were people of color and around [one-third](#) were women.

Sources attributed the lack of diversity at the GC level to unconscious bias in work assignments, fewer mentorship opportunities and a leadership recruitment process that draws from big law firms, where the [majority](#) of partners are white and male.

“How are [companies] having diverse teams if the law firms, the very places you go to, are not diverse? You’re demanding diversity. That forces the law firms to say, we should think about ways to get diverse people,” said Jean Lee, the president and CEO of the Minority Corporate Counsel Association. “Who is doing that for corporations? Because they’re the client. The C-suite and the board are starting to diversify because the shareholders, consumers, public opinion is forcing them to.”

Jennifer Salinas, the president of the Hispanic National Bar Association, said some companies are starting to address the legal pipeline, which she said is necessary for growing diverse representation at the GC level.

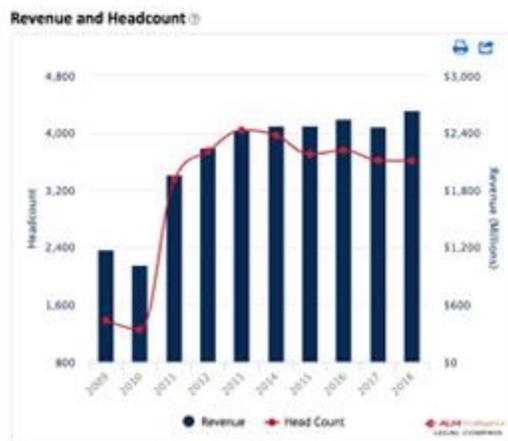
The pipeline in-house often, though not always, looks like this: law school to firm, firm to legal department. If that pipeline gets stuck at law school or firms, in-house hiring and promotion could be impacted, lawyers said.

Makalika Naholowaa, a former National Native American Bar Association board member and executive officer and in-house counsel at Microsoft, noted many law schools admit fewer than one Native American student a year. Until that changes, she said it's difficult to increase [Native American representation](#) at later pipeline points.

“Everybody all along the pipeline needs to be mindful and inclusive of Native Americans in their efforts,” Naholowaa said. “But I also think if you don't see a real, intentional, significant change among law school admission groups, you aren't going to see measurable change anywhere else.”

Big law's inclusion problem comes in-house

In-house counsel can push schools to accept more diverse students by creating a demand at law firms, Naholowaa said. At the moment, many big law firms are still disproportionately white and male, though companies have started diversity incentives or requirements for outside counsel.



Diversity Matters to Clients

How does your firm compare on diversity? Where are your competitors' strengths and weaknesses with Diversity? Use Legal Compass to compare firms on key metrics of race and gender diversity, and find out which firms are Mansfield Certified.

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The Minority Corporate Counsel Association's [2018 Law Firm Diversity Survey](#) found around 17 percent of lawyers at responding U.S. firms were racial or ethnic minorities. Only 9 percent of firm partners were people of color.

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"A decent percentage felt they had a chance to advance and make partner at their firms. However, a really large percentage felt it was unlikely they would be at that firm in three years," White said. "Another question asked: if you leave your law firm, where are you most likely to go? And the clear majority of interest was moving to an in-house position."

Escaping the lack of upward mobility for women and people of color at firms by moving in-house may be a catch-22, some lawyers warned.

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"While it's good that in-house legal departments are more diverse, perhaps we should be encouraging diverse attorneys to get that experience and senior leadership skills before they go in-house," Salinas said. "Or be very intentional when you are in-house that you need those skill sets."

A ‘very limited pipeline’ brings recruitment issues

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While GCs at 170 companies [signed a letter](#) pushing for diversity at firms in January, Salinas said many are still not tapping into affinity group networks for their own legal department hiring.

“You put this call to action out there, but what are people doing with that? How are people going to heed that request? What are you doing internally to make sure your own talent pool is also diverse?” Salinas said.

White said many companies are more up-front about “what they’re doing to drive diversity at their law firms than they are about what’s happening internally.” Lee noted many legal departments are reluctant to share their diversity stats, which makes it harder to track hiring trends in-house.

A lack of structured, inclusive mobility programs in-house

Once attorneys of color land an in-house role, barriers can still remain.

A survey from Corporate Counsel Women of Color found many women of color felt excluded from challenging work that offered opportunities for growth

and promotion, mentorship opportunities and leadership succession plans at work. Robinson-Haden said companies can be more intentional about developing talented in-house counsel of color.

Linda Lu, co-chairwoman of the National Asian Pacific American Bar Association's In-House Counsel Network, said she's seen companies successfully provide growth opportunities for diverse lawyers by implementing formal programs and metrics.

In both legal departments, and even more so firms, landing quality, rewarding assignments and mentorships can depend on lawyers' relationships with legal department leaders. Biases can play into which lawyers get those opportunities under a subjective assignment or mentorship model.

"The way that companies can combat that issue is, you have to be very deliberate in having formalized programs to identify high talent and get them the exposure and visibility," Lu said.

Sending a message from the organization's top and focusing on a companywide culture of diversity and inclusion can keep efforts sustainable.

Lee noted this means giving employees credit for diversity and inclusion work, which many companies currently don't do. Robinson-Haden said companies with a strong culture of diversity and inclusion, and those who value diversity initiative efforts as real work, will have growth that withstands leadership changes because programs aren't only getting buy in from a few people.

Informing employees of diversity's business incentives—wider market perspectives, more backgrounds contributing ideas—can also help get wider buy in for inclusion exercises and policies. Naholowaa said she's seen affinity

organizations showcase their racial or ethnic group's contribution to the company, as employees and customers.

It's helpful to include everyone at the company in diversity conversations, Naholowaa said, teaching the principles of inclusion generally rather than narrowing in on certain identities, such as gender or ethnicity.

"You're not going to be culturally competent in all the ways people are different. That's a losing battle. ... What you can do is focus on how do we just operate in an inclusive way?" Naholowaa said. "What that ends up looking like is listening to people, asking questions. Don't make assumptions. Ask yourself, am I being fair? If you can apply those frameworks to teach people how to be inclusive in general, it will do a whole lot."

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For Attorneys of Color, Barriers to the General Counsel Role Remain

Legal departments are generally more inclusive than big law firms, but diversity advocates said there's still work to be done, especially at the general counsel level.

By **Caroline Spiezio** | March 08, 2019 at 04:02 PM



Photo: Shutterstock.com

As companies push for diversity in the legal industry, many still struggle with diversity and inclusion in-house, especially at the leadership level.

Lawyers told Corporate Counsel in-house teams tend to be more diverse than big law firms overall, but that edge wanes when it comes to general counsel roles. In 2018, fewer than 20 percent of Fortune 500 general counsel were people of color and around [one-third](#) were women.

Sources attributed the lack of diversity at the GC level to unconscious bias in work assignments, fewer mentorship opportunities and a leadership recruitment process that draws from big law firms, where the [majority](#) of partners are white and male.

“How are [companies] having diverse teams if the law firms, the very places you go to, are not diverse? You’re demanding diversity. That forces the law firms to say, we should think about ways to get diverse people,” said Jean Lee, the president and CEO of the Minority Corporate Counsel Association. “Who is doing that for corporations? Because they’re the client. The C-suite and the board are starting to diversify because the shareholders, consumers, public opinion is forcing them to.”

Jennifer Salinas, the president of the Hispanic National Bar Association, said some companies are starting to address the legal pipeline, which she said is necessary for growing diverse representation at the GC level.

The pipeline in-house often, though not always, looks like this: law school to firm, firm to legal department. If that pipeline gets stuck at law school or firms, in-house hiring and promotion could be impacted, lawyers said.

Makalika Naholowaa, a former National Native American Bar Association board member and executive officer and in-house counsel at Microsoft, noted many law schools admit fewer than one Native American student a year. Until that changes, she said it’s difficult to increase [Native American representation](#) at later pipeline points.

“Everybody all along the pipeline needs to be mindful and inclusive of Native Americans in their efforts,” Naholowaa said. “But I also think if you don’t see a real, intentional, significant change among law school admission groups, you aren’t going to see measurable change anywhere else.”

Big law’s inclusion problem comes in-house

In-house counsel can push schools to accept more diverse students by creating a demand at law firms, Naholowaa said. At the moment, many big law firms are still disproportionately white and male, though companies have started diversity incentives or requirements for outside counsel.

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Unleashing the Power of Diversity Through Inclusive Leadership

Executive Summary



Executive Summary

The legal profession has long been focused on hiring and promoting diverse talent -- yet progress has been slow. Although people of color (including those who identify as Asian, Black or African American, Hispanic, or Latinx) comprise a growing number of law firm associates, they remain significantly under-represented at higher levels. Many factors contribute to this situation, but one is indisputable: attrition rates for attorneys who are people of color have been increasing in lock-step with hiring rates.¹ To truly accelerate diversity in their ranks, it's clear that lawyers need new strategies.

To better understand how attorneys feel about their organizations' diversity and inclusion (D&I) efforts, the Minority Corporate Counsel Association (MCCA) partnered with Russell Reynolds Associates (RRA) in 2018 to launch an Inclusion Index survey. More than 600 respondents from both law firms and corporate legal departments, and across all demographic categories responded to the survey, yielding a robust set of insights.

Our central finding: Despite longstanding efforts to create genuine diversity, attorneys who come from diverse backgrounds consistently rate their employers lower than others on key inclusion

metrics. These ratings translate into low belonging scores, meaning that many people of color feel they have to adapt their behaviors in order to succeed. They are particularly likely to feel excluded from career development opportunities, and ultimately, the possibility of promotion to top leadership levels.

THE PATH FORWARD

To make progress, leaders in the legal profession should focus their efforts on promoting inclusive leadership as well as diversity itself. More than 90 percent of those working for an inclusive leader feel they can be successful as their authentic self, compared with only 25 percent of others, according to RRA's 2018 D&I Pulse data. Inclusive leaders are also associated with more creative and higher-performing teams.

Our research shows inclusive leaders excel in four areas. They bring **awareness and clarity** to problem areas, they practice **courageous accountability** to help resolve those problems, they **empower others**, and they foster **innovative collaboration** to unlock the unique contributions of each person in a group.

<i>Intrapersonal Dimensions</i>	Inclusive Leadership Competencies	<i>Interpersonal Dimensions</i>
Reading Situations and Challenges	 Innovative Collaboration	Leveraging Differences to Win
Reflecting with Empathy	 Empowering Others	Developing with Feedback
Holding Self Accountable	 Courageous Accountability	Holding Others Accountable
Identifying Motivation, Privilege & Acumen	 Awareness & Clarity	Fostering Open Dialogue

¹ 2018 Vault/MCCA Law Firm Diversity Report, <https://www.mcca.com/wp-content/uploads/2018/11/2018-Vault-MCCA-Law-Firm-Diversity-Survey-Report.pdf>

HOW DO THESE CATEGORIES TRANSLATE INTO ACTION?

Awareness and Clarity:

Core actions associated with this competency include gathering information about D&I pain points from the organization, creating safe spaces for dialogue on differences, and proactively soliciting input from diverse viewpoints.

“[Dialogue around diversity and inclusion] won’t get comfortable without practice. They need to keep fostering situations that may be uncomfortable but are friendly and respectful and engaging.”

– Hispanic male attorney; MCCA/RRA Inclusion Index respondent

Courageous Accountability:

Core actions associated with this competency include leaders setting goals to address the D&I pain points that dialogues have surfaced and making visible personal commitments to stick with them. This process may involve creating new policies, setting new goals, or hiring new talent to oversee D&I.

“To foster an inclusive culture, the organization would need to make that a goal. There are no goals of diversity, written or voiced. Then, when the goal is made, they can make strides to hire and include people of diverse backgrounds...”

– Black female attorney; MCCA/RRA Inclusion Index respondent

Empowering Others:

Core actions include leaders taking time to understand each direct report’s strengths, weaknesses, and career goals and connecting them to resources that can help them achieve those goals. These resources can take the form of mentorship or sponsorship within the firm, or connection to external training or education.

“Leadership could actively participate more in D&I events. They do a good job of encouraging these efforts, but they don’t all participate or actually engage with the department in these events.”

– Female, in-house counsel; MCCA/RRA inclusion Index respondent

Innovative Collaboration:

With a better understanding of each team member’s potential, leaders leverage complementary strengths and styles to maximize team outcomes. Specific steps might include intentionally building diverse or cross-functional teams or adjusting meeting styles to ensure full participation.

“[It would be great to have] more encouragement of senior attorneys (particularly rainmakers and those in leadership positions) to adapt styles/communications to diverse associate pools. For example, actively soliciting input from associates who, culturally, are accustomed to “speaking only when spoken to” when it comes to interacting with authority figures.”

– Southeast Asian male, law firm; MCCA/RRA Inclusion Index respondent

Background and methodology: The MCCA/RRA Inclusion Index survey measured eight factors related to culture, including how people felt about leadership, policies, and peer interactions. It was completed by 661 respondents between May and August 2018. Responses were reported on a scale ranging from 1 to 5. Averages were calculated for each of the 8 inclusion index factors and the following human capital outcomes: Belonging, Employee Engagement, Intent to Remain, and Firm Reputation. Based on the demographic information provided by 209 respondents: 54% were female, 44% were male, 2% preferred not to share/62% identify as a person of color (Asian, Black or African American, Hispanic, or Latinx)/38% identify as white, 85% identify as heterosexual, 12% identify as lesbian, gay or bisexual, 3% prefer not to share./ 51% work for in-house counsel, 38% work for a law firm, 11% work for other employers.

<p>Working Across Differences</p> <p>A measurement of how an organization facilitates respectful, collaborative, and productive interactions and understanding between employees of all backgrounds</p>	<p>Leveraging of Different Perspectives</p> <p>The extent to which different viewpoints and backgrounds are welcomed and strategically leveraged within the organization to gain a competitive advantage</p>	<p>Workplace Respect</p> <p>The extent to which employees from all backgrounds experience a respectful workplace free of implicit and explicit offenses</p>
<p>Leadership Commitment</p> <p>The extent to which leadership within the organization supports and advances the efforts of diversity and inclusion</p>	 <p>Inclusion Index</p>	<p>Voice & Influence</p> <p>The extent to which employees of all backgrounds are given a voice, as well as influential representation in leadership</p>
<p>Organizational Fairness</p> <p>The extent to which organizational systems such as performance appraisal, promotions, and employee policies are applied fairly across all employees</p>	<p>Accommodating Differences</p> <p>The extent to which accommodations are made for employees when needed, and without retribution</p>	<p>Employee Recruitment, Development & Retention</p> <p>A measure of an organization's efforts to recruit, retain and develop employees from all backgrounds</p>

Key Employee Outcomes:

- **Employee Belonging**
In this organization, I can be successful as my authentic self.
- **Employee Engagement**
I am highly engaged in my job.
- **Employee Intent to Remain**
I intend on remaining with my organization for the foreseeable future.
- **Perceived Firm Reputation**
This organization has a reputation for supporting diversity and inclusion.

■ Climate ■ Leadership ■ Structure

Authors

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The preeminent voice on diversity and inclusion issues in the legal profession, MCCA is committed to advancing the hiring, retention and promotion of diverse lawyers in law departments and law firms by providing research, best practices, professional development and training, and pipeline initiatives. MCCA's groundbreaking research and innovative training and professional development programs highlight best practices and identify the most significant diversity and inclusion challenges facing the legal community. MCCA takes an inclusive approach to the definition of "diversity" including race and ethnicity, gender, sexual orientation, disability status and generational differences. Since MCCA's founding 20 years ago, it has been recognized and honored by the Association of Corporate Counsel, the National LGBT Bar Association, the National Minority Business Council, Inc. and the U.S. Equal Employment Opportunity Commission, among others. MCCA's vision, "To make the next generation of legal leaders as diverse as the world we live in," is what drives the organization and our passionate and committed partners.

For more information, visit www.mcca.com.

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Gaining A Competitive Edge: Seven Ways To Build Diversity And Inclusion In The Tech Workplace



AJ Abdallat Forbes Councils
Forbes Technology Council CommunityVoice ⓘ

POST WRITTEN BY

AJ Abdallat

AJ Abdallat is CEO of **Beyond Limits**, the leader in artificial intelligence and cognitive computing.



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Turbulence in technology this year, coupled with the increased focus on the #MeToo movement, has drawn new attention to the efforts high tech has made toward building inclusive work environments. On the other hand, many observers have shed light on inherent biases, assumptions and barriers that stubbornly remain.

It's no secret that technology has long lacked diversity. White people comprise 83% of tech-sector executive roles -- more than Asian Americans (10.6% to 19.5%), Hispanics (3.1% to 5.3%), African Americans (2% to 5.3%) and other minority groups, according to the [Equal Employment Opportunity Commission](#). Tech business leaders have a great opportunity to recognize the value of inclusion and prioritize efforts for greater diversity.

In order to build the best technology solutions, businesses need to attract the best people in their field. In an ultra-competitive marketplace for artificial intelligence (AI), computer science and programming talent, inclusive recruiting practices that emphasize diversity add valuable appeal for prospective candidates. Diverse teams can help companies create technology solutions that are better equipped to answer diverse customer needs.

Increasing Value Through Diversity And Inclusion

Companies that embrace diversity in terms of gender, ethnicity and race are often more creative, innovative and profitable. McKinsey & Company recently examined more than 1,000 companies across 12 countries and found that firms in the top quartile for gender diversity are [21% more likely](#) to experience above-average profitability than those in the bottom quartile. Additionally, companies in the top quartile for ethnic diversity are 33% more likely to score more profits than those in the lowest quartile.

As machine learning continues to grow in popularity and influence people, industry professionals and business leaders must be mindful about the role a diverse workforce plays in defining our perspectives, programming and products. Biases built into products can erode consumer confidence and confirm their fears about advanced technology. With AI, an enormous amount of pressure is placed

on researchers and engineers to produce intelligent systems. Apple learned this the hard way when its [facial recognition feature failed](#) to distinguish black and Asian faces, sparking charges of racism.

Diverse human engineering teams instinctively analyze problems from different perspectives, which can result in unexpected solutions. At a time when biases in some AI systems are being detected, diverse thinking can lead to more accurate algorithms that produce more effective AI systems that are reflective of the human experience. Concrete commitment to an inclusive workforce sets the tone in the company culture and breaks down the barriers of “just like me” thinking.

Tactics For Fostering Diversity And Inclusion

The following are tactics and strategies that CEOs, executives, recruiters and human resources managers can adopt to build a more diverse and inclusive work environment.

1. Start with the CEO. The CEO needs to make diversity and inclusion a company priority. It's the CEO's job to continuously communicate company goals and values, and diversity is no different. So, the CEO needs to take the lead in promoting why diversity is important to the entire workforce, emphasizing its value to the company. When your employees see you walking the walk, they'll fall into step.

2. Communicate the parallels between diversity, customer needs and company performance. When tech companies focus on having open minds, they are better positioned to explore new and improved applications of technology. A diverse set of perspectives can yield technology with better usability or decision-making capabilities for a strategic advantage. Inclusion can also protect brands by mitigating the risk of bias accusations by ensuring multiple audiences are considered.

3. Recruit with the intent of building an inclusive workforce. A CEO can hire and inspire a recruiting team that embraces diversity. Charge that team with the mission of finding and building an inclusive team -- make it one of their key performance indicators (KPIs). Suggest that they recruit at places likely to have

diverse talent pools. Task this team with teaching hiring managers that looking for people “just like them” goes against the overall goal of building an inclusive workforce.

4. Educate and create awareness all year long. Once you understand the value of inclusion, diversity will naturally follow. Give your human resources department the job of developing an ongoing education and awareness program that informs people about conscious biases present throughout the workplace and society. Get employees involved in hands-on training and workshops to help identify and tear down barriers. Follow up every talk, training and hiring of a new employee with a debrief and review of how diversity and inclusion align with company goals.

5. Build cross-functional teams. Encourage cross-functional teams to collaborate on projects, actively soliciting ideas and opinions from every corner of the room. This will help transform the organization’s “just like me” mentality into one that embraces the new and unexpected.

6. Promote people of diverse backgrounds. Promoting people of diverse backgrounds to positions of influence is just as important as hiring them. Not only will this give employees an example of a viable path to strive for, but it will also ensure that different perspectives infiltrate upper management, the company’s overall approach to problem-solving and product development.

7. Celebrate diversity and inclusion. Create a space for employees to celebrate different perspectives. If members of your team want to celebrate their heritage and background, give them the platform to do so, and make it a priority for management to show up. This reinforces your company’s commitment to diversity and inclusion.

The high-tech industry is moving in the right direction. We are seeing market leaders like [Google](#) and [Facebook](#) take on big initiatives to promote diversity internally at all levels. A mind shift is starting to happen in the C-suite. Business leaders are beginning to understand that encouraging an inclusive workforce and creating a culture of diversity gives their company greater access to scarce talent -

- a competitive advantage with positive impacts to the bottom line. It empowers us to build solutions that might help solve current and future societal problems. Focusing on diversity and inclusion makes us stronger as leaders, and it makes the fabric of our companies stronger, too.

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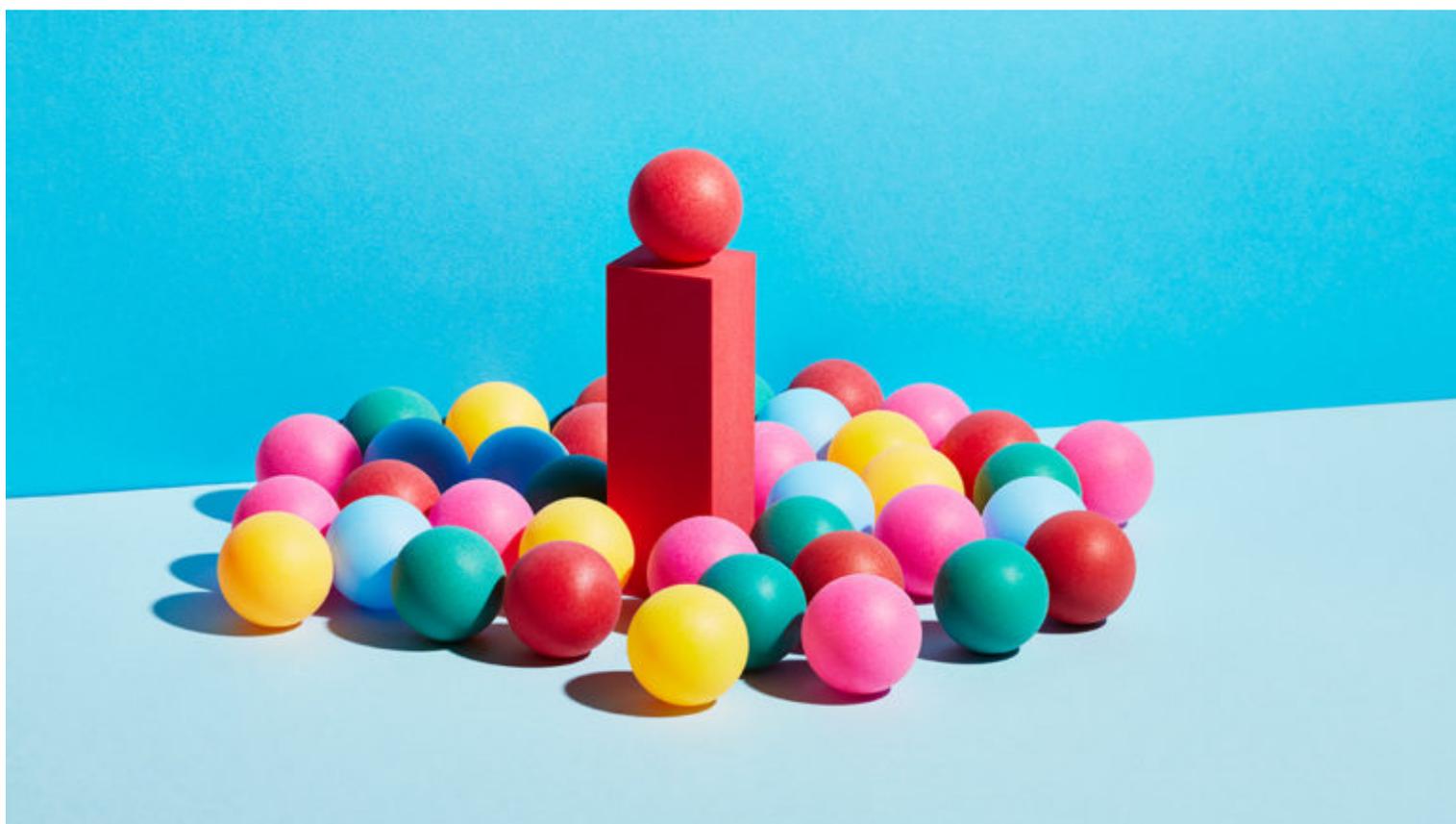
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DIVERSITY

Why Inclusive Leaders Are Good for Organizations, and How to Become One

by [Juliet Bourke](#) and [Andrea Espedido](#)

MARCH 29, 2019



RICHARD DRURY/GETTY IMAGES

Companies increasingly rely on diverse, multidisciplinary teams that combine the collective capabilities of women and men, people of different cultural heritage, and younger and older workers. But simply throwing a mix of people together doesn't guarantee high performance; it

requires *inclusive leadership* – leadership that assures that all team members feel they are treated respectfully and fairly, are valued and sense that they belong, and are confident and inspired.

Inclusiveness isn't just nice to have on teams. Our research shows that it directly enhances performance. Teams with inclusive leaders are 17% more likely to report that they are high performing, 20% more likely to say they make high-quality decisions, and 29% more likely to report behaving collaboratively. What's more, we found that a 10% improvement in perceptions of inclusion increases work attendance by almost 1 day a year per employee, reducing the cost of absenteeism.

What specific actions can leaders take to be more inclusive? To answer this question, we surveyed more than 4,100 employees about inclusion, interviewed those identified by followers as highly inclusive, and reviewed the academic literature on leadership. From this research, we identified 17 discrete sets of behaviors, which we grouped into six categories (or “traits”), all of which are equally important and mutually reinforcing. We then built a 360-degree assessment tool for use by followers to rate the presence of these traits among leaders. The tool has now been used by over 3,500 raters to evaluate over 450 leaders. The results are illuminating.

These are the six traits or behaviors that we found distinguish inclusive leaders from others:

Visible commitment: They articulate authentic commitment to diversity, challenge the status quo, hold others accountable and make diversity and inclusion a personal priority.

Humility: They are modest about capabilities, admit mistakes, and create the space for others to contribute.

Awareness of bias: They show awareness of personal blind spots as well as flaws in the system and work hard to ensure meritocracy.

Curiosity about others: They demonstrate an open mindset and deep curiosity about others, listen without judgment, and seek with empathy to understand those around them.

Cultural intelligence: They are attentive to others' cultures and adapt as required.

Effective collaboration: They empower others, pay attention to diversity of thinking and psychological safety, and focus on team cohesion.

These traits may seem like the obvious ones, similar to those that are broadly important for good leadership. But the difference between assessing and developing good leadership generally versus inclusive leadership in particular lies in three specific insights.

First, most leaders in the study were unsure about whether others experienced them as inclusive or not. More particularly, only a third (36%) saw their inclusive leadership capabilities as others did, another third (32%) overrated their capabilities and the final third (33%) underrated their capabilities. Even more importantly, rarely were leaders certain about the specific behaviors that actually have an impact on being rated as more or less inclusive.

Second, being rated as an inclusive leader is not determined by *averaging* all members' scores but rather by the *distribution* of raters' scores. For example, it's not enough that, on average, raters agree that a leader "approaches diversity and inclusiveness wholeheartedly." Using a five-point scale (ranging from "strongly agree" to "strongly disagree"), an average rating could mean that some team members disagree while others agree. To be an inclusive leader, one must ensure that *everyone* agrees or strongly agrees that they are being treated fairly and respectfully, are valued, and have a sense of belonging and are psychologically safe.

Third, inclusive leadership is not about occasional grand gestures, but regular, smaller-scale comments and actions. By comparing the qualitative feedback regarding the most inclusive (top 25%) and the least inclusive (bottom 25%) of leaders in our sample, we discovered that inclusive leadership is tangible and practiced every day.

These verbatim responses from our assessments illustrate some of the tangible behaviors of the most inclusive leaders in the study.

- *Shares personal weaknesses:* "[This leader] will openly ask about information that she is not aware of. She demonstrates a humble unpretentious work manner. This puts others at ease, enabling them to speak out and voice their opinions, which she values."

- *Learns about cultural differences:* “[This leader] has taken the time to learn the ropes (common words, idioms, customs, likes/dislikes) and the cultural pillars.”
- *Acknowledges team members as individuals:* “[This leader] leads a team of over 100 people and yet addresses every team member by name, knows the work stream that they support and the work that they do.”

The following verbatims illustrate some of the behaviors of the least inclusive leaders:

- *Overpowers others:* “He can be very direct and overpowering which limits the ability of those around him to contribute to meetings or participate in conversations.”
- *Displays favoritism:* “Work is assigned to the same top performers, creating unsustainable workloads. [There is a] need to give newer team members opportunities to prove themselves.”
- *Discounts alternative views:* “[This leader] can have very set ideas on specific topics. Sometimes it is difficult to get an alternative view across. There is a risk that his team may hold back from bringing forward challenging and alternative points of view.”

What leaders say and do has an outsized impact on others, but our research indicates that this effect is even more pronounced when they are leading diverse teams. Subtle words and acts of exclusion by leaders, or overlooking the exclusive behaviors of others, easily reinforces the status quo. It takes energy and deliberate effort to create an inclusive culture, and that starts with leaders paying much more attention to what they say and do on a daily basis and making adjustments as necessary. Here are four ways for leaders to get started:

Know your inclusive-leadership shadow: Seek feedback on whether you are perceived as inclusive, especially from people who are different from you. This will help you to see your blind spots, strengths, and development areas. It will also signal that diversity and inclusion are important to you. Scheduling regular check-ins with members of your team to ask how you can make them feel more included also sends the message.

Be visible and vocal: Tell a compelling and explicit narrative about why being inclusive is important to you personally and the business more broadly. For example, share your personal stories at public forums and conferences.

Deliberately seek out difference: Give people on the periphery of your network the chance to speak up, invite different people to the table, and catch up with a broader network. For example, seek out opportunities to work with cross-functional or multi-disciplinary teams to leverage diverse strengths.

Check your impact: Look for signals that you are having a positive impact. Are people copying your role modeling? Is a more diverse group of people sharing ideas with you? Are people working together more collaboratively? Ask a trusted advisor to give you candid feedback on the areas you have been working on.

There's more to be learned about how to become an inclusive leader and harness the power of diverse teams, but one thing is clear: leaders who consciously practice inclusive leadership and actively develop their capability will see the results in the superior performance of their diverse teams.

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