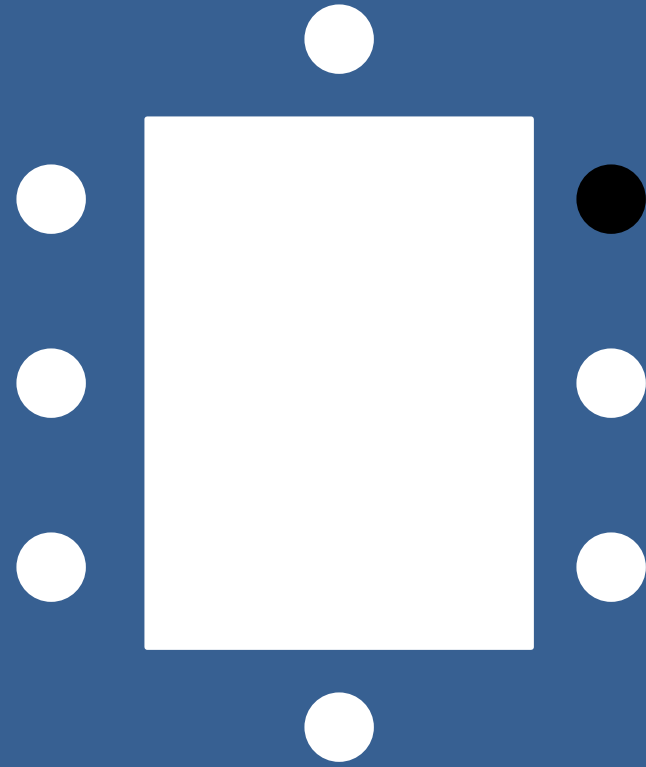


The
Black
Guy in
C-Suite





Marlin D. Smith
Director of Human
Resources,
Hendrickson Truck
Commercial Vehicle
Systems

Agenda

- Business Case for Diversity
- Bias - Unconscious & Affinity
- About Me
- Where do we go from here?
(Tips/tools, organizations)



- Difference itself is not a bad thing. Research shows that heterogeneous groups make better decisions than do homogeneous ones. Diverse groups also tend to have better problem-solving skills, are more creative, and deal more effectively with complex challenges. And with the increasing globalization of business, we need to be able to relate to numerous ethnic and racial constituencies. **But because so many organizations manage difference poorly, they may not be reaping the benefits diversity can bring.**

– From Dear White Boss

Business Case for Diversity

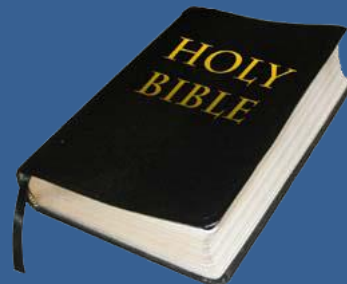
- Google spent \$115 million dollars on diversity in 2014, will increase to \$150 million this year
- Intel plans on spending \$300 million over the next 3 years
- Glassdoor survey of 1,081 site users showed that 2/3 of the respondents said diversity is important to them when evaluating employers and job offers
 - Women=72%, African Americans=89%, Asians=80%, Hispanics 70%
 - 57% said their companies were not doing enough about diversity

Business Case for Diversity

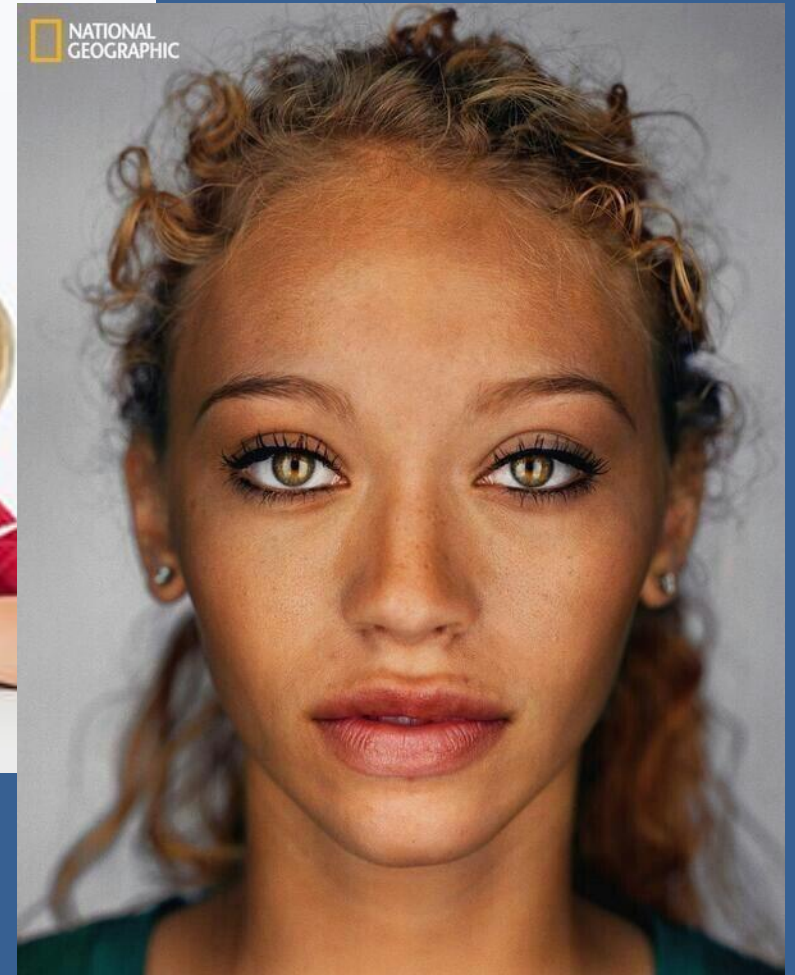
- DiversityInc's 25 noteworthy companies include:
 - AIG, Boeing, Caterpillar, Humana, Lockheed Martin, Walmart
 - Based on
 - Talent Pipeline (workforce breakdown, recruitment, diameter of existing talent, structures)
 - Equitable Talent Development (employee resource groups, mentoring, philanthropy, movement, fairness)
 - CEO/Senior Leadership Commitment (accountability for results, personal communications, visibility)
 - Supplier Diversity (Percent of Tier I and Tier II spend with minority-, women-, LGBT-, disability- and veteran-owned businesses)

Business Case for Diversity

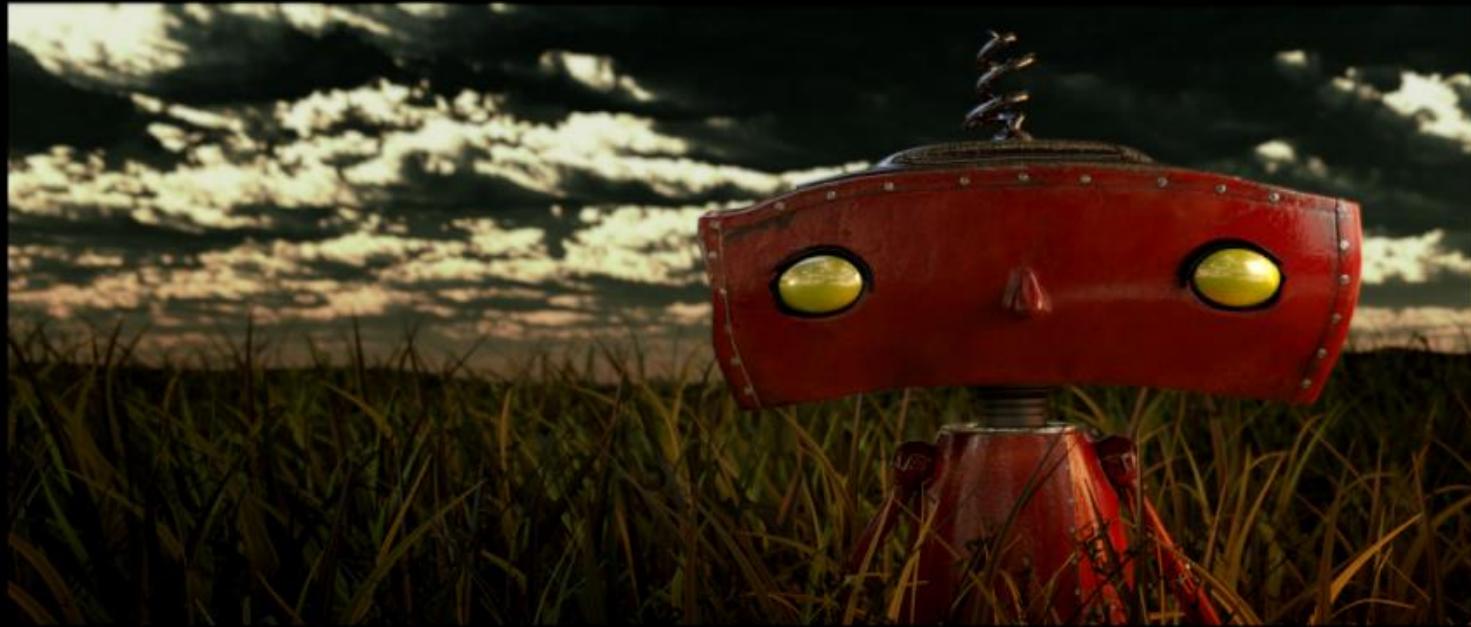
- If we as HR professionals truly believe in the value of diversity, why do the numbers say...
 - 2014 SHRM Study on diversity showed that only 15% of the companies had staff focused on diversity. Fewer than 25% organizations with less than 500 workers provided diversity training in 2012. Only 1 in 8 had a diversity training budget in 2012 which is a decrease from the year prior!



America Today ...and tomorrow



Today's Workplace

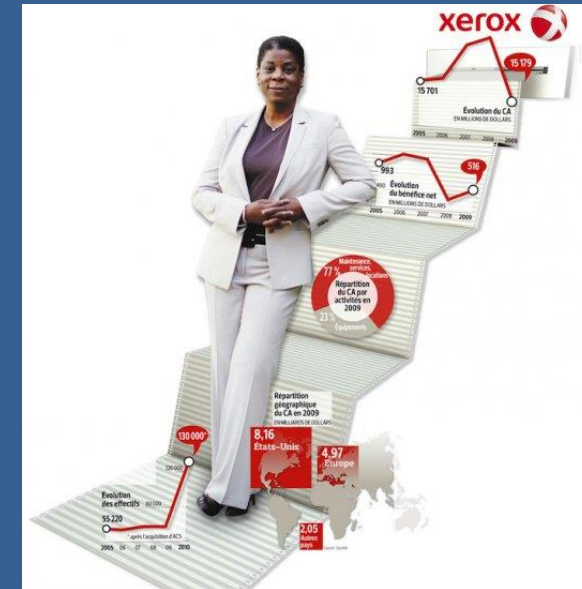


BAD ROBOT

Color Blind or Color Brave?



Did You Know?



Unconscious Bias



- Unconscious attribution of particular qualities to certain groups of people
- We ALL have biases!
- This plays out in resume screening, selecting employees for special assignments

Affinity Bias

Social Success ≠ Organizational Success

2007 Empowerment, Diversity, Growth, and Excellence (EDGE) in Leadership Study by the Healthcare Businesswomen's Association

- Female middle managers believed performance factors like personal drive and openness to change were qualities needed to get noticed by senior management. But senior managers believed these were prerequisites, and that interpersonal skills make the real difference in efforts to get ahead.

About Me







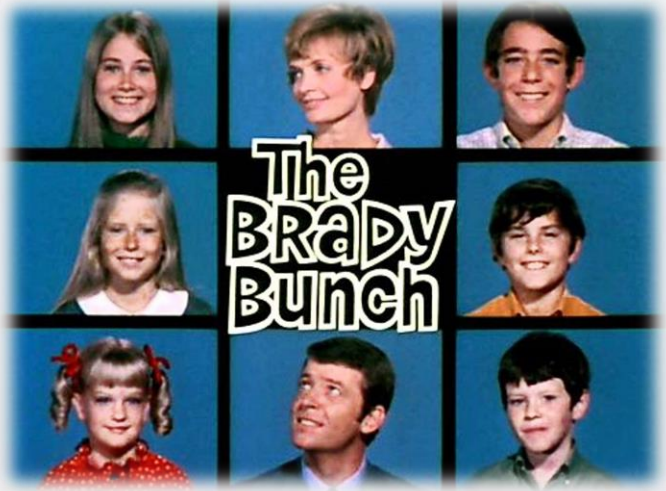


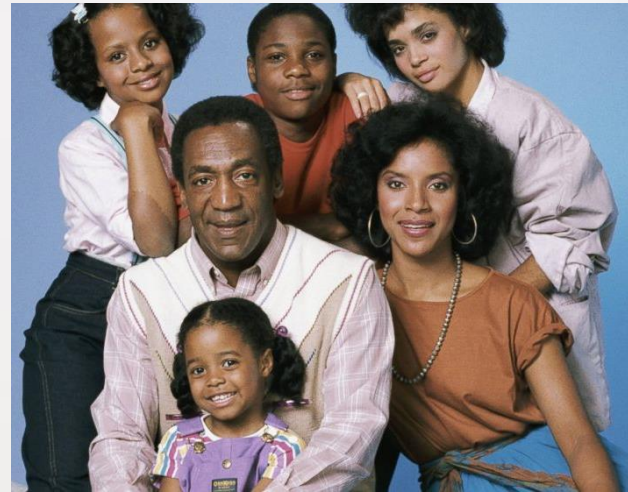






THE JEFFERSONS





Where we lived



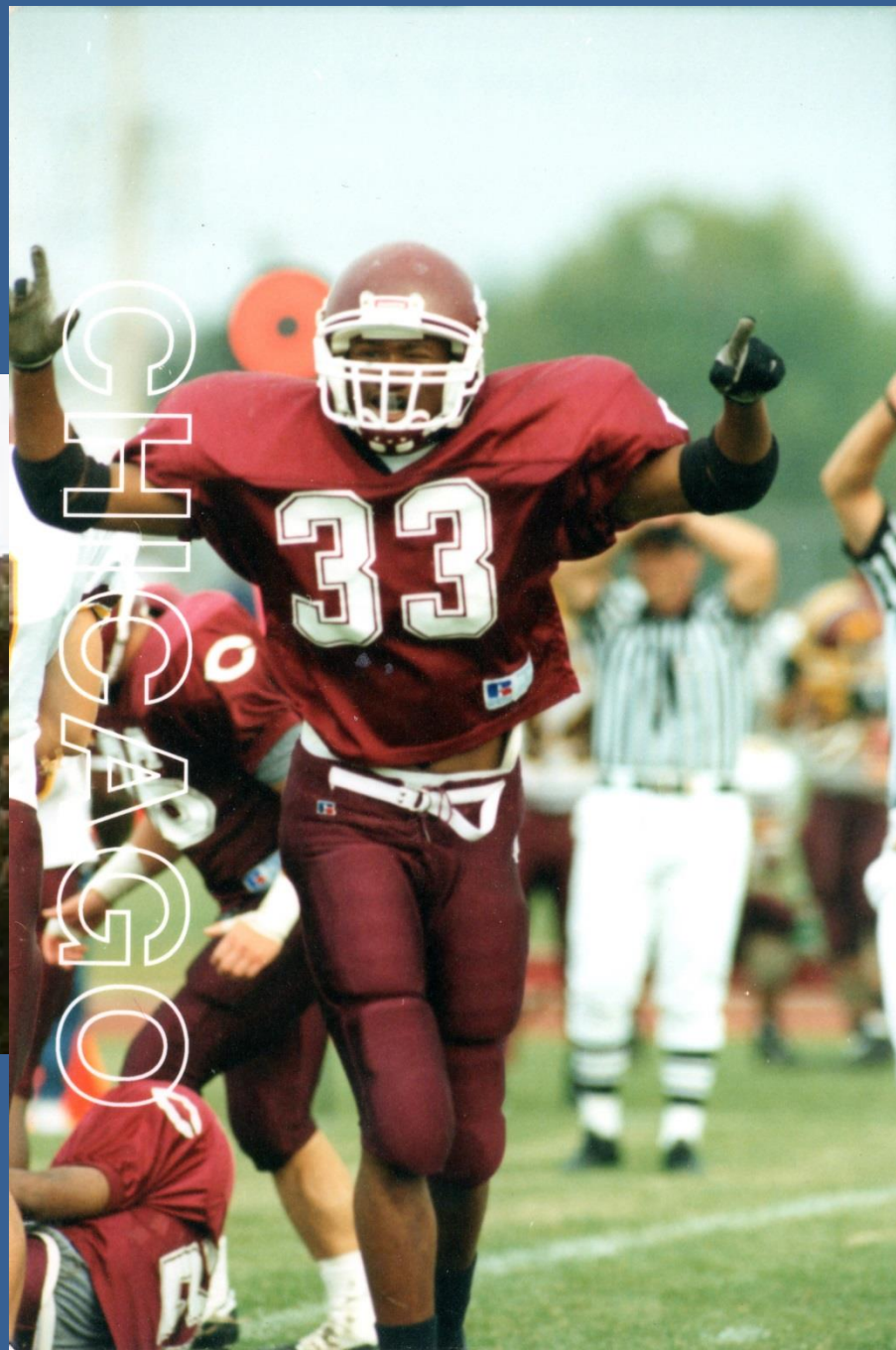


About Me



About Me





About Me

- First time I was told “you talk white”
- First time I had my ‘aha’ moment
- How do you fade/braid your hair?
- What is a jerry curl?
- The phenomenon of being ASHY

Notable Challenges

- Bearing the burden
- Uphill battle
- Angry man syndrome (or the comforter)
- You never forget
- You never know

Where do we go from here?

- **Key tips:**
 - Have a plan and communicate it!
 - Take an honest inventory
 - Reprogram your thinking
 - Review your sourcing strategies
 - Combination strategy (problems with social media & employee referrals)
 - Review your selection criteria
 - Benchmark/partner with successful companies
 - Partner with educational institutions and professional & government organizations

Where do we go from here?

- **Key tips:**
 - Include questions about organizational diversity in your Attitude & Engagement Surveys
 - Hold managers and business units accountable for diversity goals and outcomes
 - Diversity initiatives must be senior leadership led (not an HR initiative). It makes BUSINESS SENSE!
 - Consider global diversity
 - Google and Motorola's plans

Where do we go from here?

- What organizations do I reach out to?
 - Latpro.com
 - Diversityjobs.com
 - Street Smart section
 - DiversityInc.com
 - Ask a white guy
 - Things NOT to stay

Steps to Avoid Biased Behavior

- **Increase purposeful mentoring and coaching.**
 - **Be proactive about recognizing people's different capabilities, and help prepare them to take on challenging assignments.**
 - **Consider who might consistently feel like an outsider, and take steps to actively address the situation.**
 - **Set reasonable parameters around the nature and amount of help you will offer to special connections.**
- **Attend professional affinity group meetings and inclusiveness events to enrich your understanding of diversity.**
- **Evaluate your actions daily.**
- **Seek out regular feedback on your own behaviors and actions from trusted yet objective colleagues.**

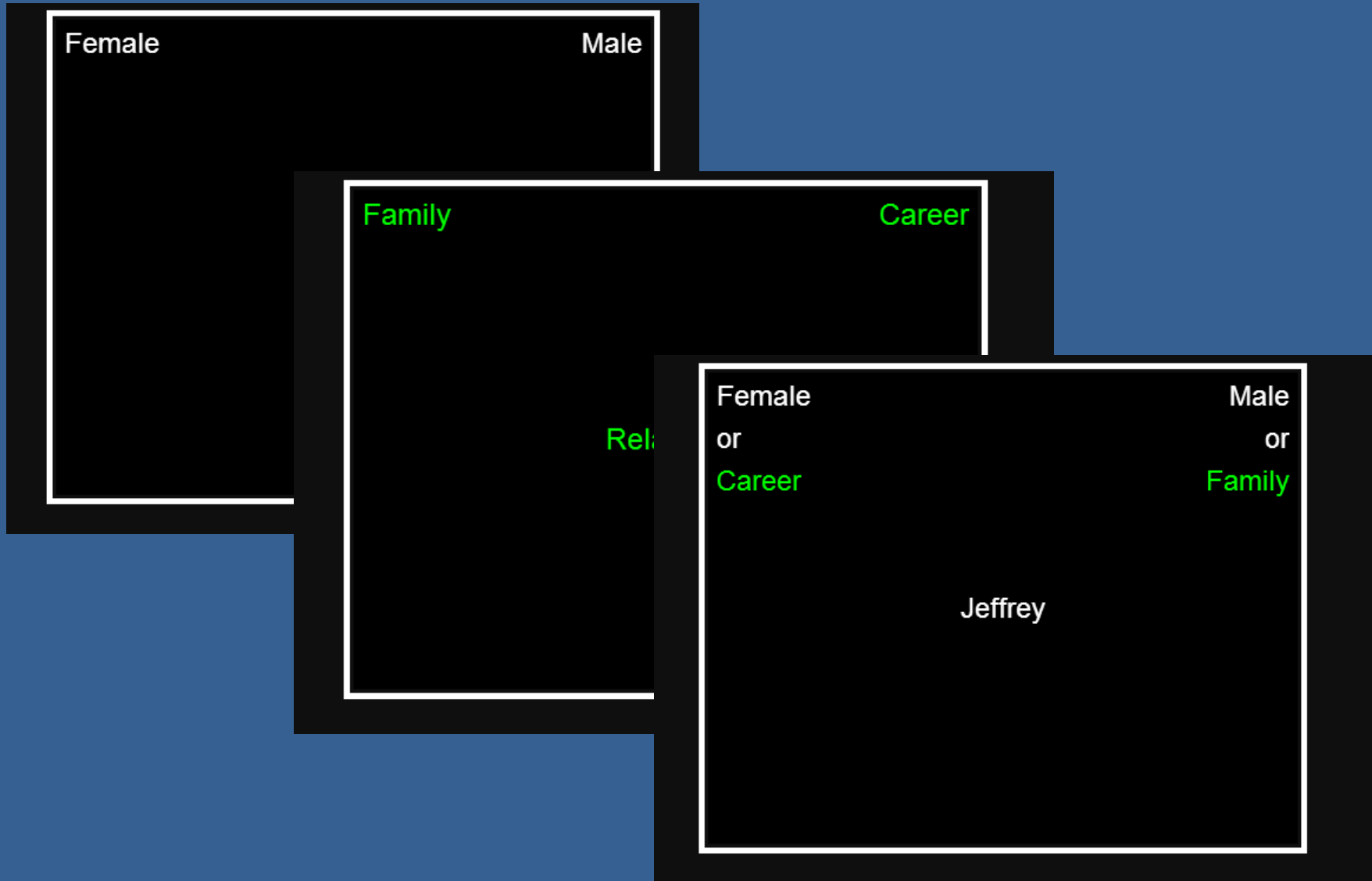
Self-Reflection for Leadership

- Do I typically hire the same type of person?
- When I say a candidate is not the right fit, what do I mean?
- What does my slate of candidates look like? Do I speak up if it is not sufficiently diverse?
- Which of my past hires were successful, and what can I learn from the choices that didn't work out?
- Who do I like to assign to work on—and lead—project teams? Do I have the same go-to people all or most of the time?
- Who do I take to important client or cross-team meetings?
- Who do I encourage to lead or speak out at meetings? Am I creating opportunities for those less extroverted to demonstrate their capabilities?
- How do I identify candidates for promotion and succession?

Implicit Association Test

- The **implicit-association test (IAT)** is a measure within social psychology designed to detect the strength of a person's automatic association between mental representations of objects (concepts) in memory.
- Note:
 - 75% of takers (including some blacks) have an implicit preference for white people over black people
 - Americans tend to prefer thin people, heterosexuals over homosexuals, and young people over old people

Implicit Association Test



Implicit Association Test

Your Result

Your data suggest a moderate automatic preference for European American compared to African American.

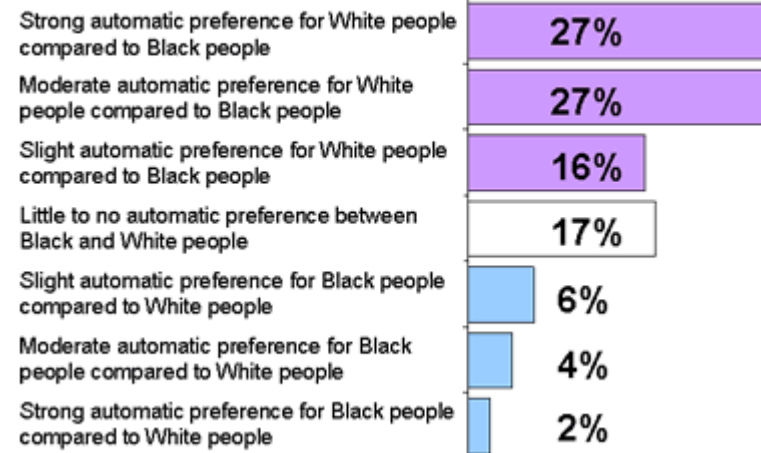
The interpretation is described as 'automatic preference for European American' if you responded faster when *European American* faces and *Good* words were classified with the same key than when *African American* faces and *Good* words were classified with the same key. Depending on the magnitude of your result, your automatic preference may be described as 'slight', 'moderate', 'strong', or 'little to no preference'. Alternatively, you may have received feedback that [there were too many errors to determine a result](#).

Your Result

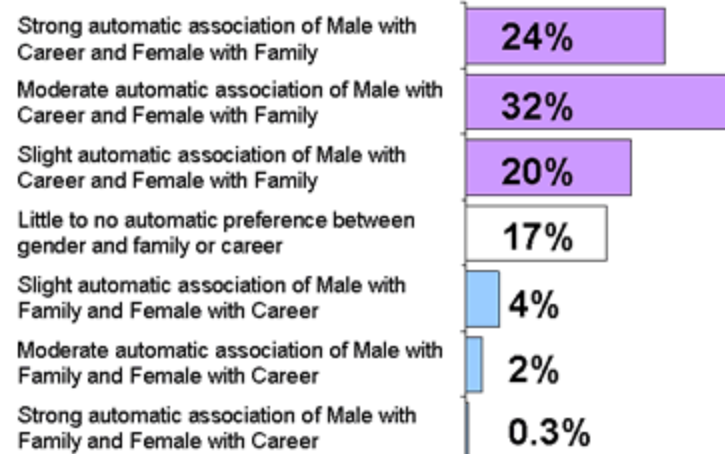
Your data suggest a strong association of Male with Career and Female with Family compared to Female with Career and Male with Family.

The interpretation shown above is described as an 'association between Female and Career' if you responded faster when *Female names* and *Career words* were classified with one key and *Male names* and *Family words* with the other. It is marked an 'association between Female and Family' if you were faster when the same response was used for *Male names* with *Career words*, and *Female names* with *Family words*. Depending on the magnitude of your result, your automatic association may be described as 'slight', 'moderate', 'strong', or 'little to no preference'. Alternatively, you may have received feedback that [there were too many errors to determine a result](#).

Percent of web respondents with each score



Percent of web respondents with each score



Privilege Walk Activity



The purpose of the Privilege Walk Activity is to learn to recognize how power and privilege can affect our lives even when we are not aware it is happening. The purpose is not to blame anyone for having more power or privilege or for receiving more help in achieving goals, but to have an opportunity to identify both obstacles and benefits experienced in our life.



Who's Leading the Way?

- The 2015 DiversityInc Top 10 Companies for Mentoring

- EY
- KPMG
- Sodexo
- PricewaterhouseCoopers
- Abbott
- Accenture
- IBM
- AT&T
- Procter & Gamble
- Prudential Financial

- Selection Criteria:

- ✓ *Percentage of managers participating in formal mentoring*
- ✓ *Whether demographics of mentors and mentees are comparable to or more diverse than management demographics*
- ✓ *Percentage of mentoring pairs that are cross-cultural*
- ✓ *Whether senior executives serve as mentors*
- ✓ *Whether mentors receive cultural-competence training*
- ✓ *Whether the mentoring program has measurable goals*
- ✓ *Whether the company has formal sponsorship*



SOCIETY FOR HUMAN
RESOURCE MANAGEMENT

**SHRM
ENTERPRISE
SOLUTIONS**

**VETERANS • DIVERSITY
DISABILITY**



SEE US AT BOOTH #2223

In Closing...

- Appreciate the differences
- Seek to learn
- Make the effort
- Do your research

It's not
easy being

GREEN





Let's continue the discussion!

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