Member Conference

What’s Next After Courageous Conversations?
Our Strategic Goals:

1. A fair and inclusive work environment where everyone has the opportunity to contribute and realize their full potential

2. Representation so that we reflect the customers we serve

3. Greater leadership diversity by developing our talent pipeline

Our drivers towards these goals:

- Education
- Engagement
- Recruitment
- Accountability
Infusing inclusion into leadership expectations:

**Job objectives** that connect inclusion to excellence in leadership

**Leadership competency** (*Creating an Inclusive Environment*) spells out how to develop and exhibit inclusive behaviors

**E-learning** followed by team discussions based on the *Creating an Inclusive Environment* competency that spells out how to develop and exhibit inclusive behaviors

**D&I reviews** with each C-Suite leader on key D&I metrics
Progressive Leadership Competency: Creating an Inclusive Environment

<table>
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<tr>
<th>Quick Tips</th>
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<td>The list below provides at-a-glance ideas to help develop this competency. Be sure to review the rest of the path to learn and apply more robust activities.</td>
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<tr>
<td>• Support your team’s involvement in ERGs and/or D&amp;I Councils.</td>
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<td>• Demonstrate respect for the values and ethics of each individual, even when they may differ from your own.</td>
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<td>• Use language that is inclusive of others and avoids stereotypes.</td>
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<td>• Create greater understanding of differences and inclusive behavior with team-building activities.</td>
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<td>• Show acceptance of the fact that the way people engage differs for people of different backgrounds.</td>
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<td>• Leverage internal and external resources to continue to learn about diversity and how to be more inclusive.</td>
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<td>• Ask for diverse opinions, even if an individual’s view may be in opposition to your own or the majority.</td>
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<td>• Actively recruit and promote a diverse workforce and diverse teams.</td>
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<td>• Choose people from diverse backgrounds or with diverse styles when forming teams.</td>
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Making decisions and initiating action to ensure that business unit policies and practices leverage the capabilities and insights of individuals with diverse backgrounds, cultures, styles, abilities, and motivation.

Seeks understanding - Gathers information to learn more about people from other cultures and backgrounds (e.g., their special issues, social norms, decision-making approaches, and preferences).

Uses diversity as an advantage - Seeks out and uses ideas, opinions, and insights from diverse sources and individuals; optimizes effectiveness by aligning individuals’ unique talents and abilities with the most relevant activities or responsibilities.

Conveys respect - Uses language and behavior that consistently reflect and enhance the dignity of diverse customers, partners, and employees; takes actions that show consideration for cultural concerns and expectations; continually examines own biases and behaviors to avoid stereotypical responses.

Champions diversity - Advocates the value of diversity; takes action to increase diversity in the workplace (e.g., by recruiting and developing people with varied backgrounds and from different cultures); confronts racist, sexist, or inappropriate behavior; challenges exclusionary organizational practices.
Helping leaders build the skills: Courageous Conversations

Pilot program developed by African-American ERG
- Scenario-based discussions that highlight and discuss biases and common stereotypes
  - Discussion starts with creation of a “Brave Zone” with rules of engagement
  - Pilot groups attended three discussions over three months

Expanded number of scenarios in collaboration with other ERGs
- Began to experience increased demand for sessions/flexibility in approach

As demand has grown, content adapted to audience size, location, available time
One business area’s story - CRM

2017 - Focus on Leadership Development - What does it mean to be an Inclusive Leader
   - E-learning Series
   - Debrief Sessions

2018 – Institutionalize D&I tactical tools and expectations for Leaders
   - Job Objectives
   - D&I Activities
   - Leadership Competency
   - Ongoing Leadership Development Offerings
   - D&I eBook

2019 - Leadership Proficiency - Walk the Talk
   - Partner with ERGs for Employee Development
   - Courageous Conversations Plus
   - CRM Jobs Site
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