

The Science of Selling D&I to Senior Leaders using a 'Management Centric' Model



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Presentation Goals

- Explain the **diversity-centric** process currently being used to sell D&I programs to senior leaders
- Share a **management-centric** approach to engaging senior leaders to gain better engagement and support

Culture Coach International (CCI)

- **There are many ways to define diversity**
- **The one that CCI uses is:**

All the ways that we are similar and different to one another.



Reasons Diversity Programs Start

- **Management Initiated:** “I have a problem, can you help me solve it?”
- **SLT Initiated:** We have an organizational issue – can you help us solve it?
- **Keeping Up with Competition:** We need to do this to stay relevant in the marketplace
- **D&I Initiated*:** We have identified an issue, can we get the buy-in/funding/resources to solve it?

*D&I initiated programs require selling the SLT and management so that they buy-in.



Three Layers of Diversity Work

- **Program:** Has a defined stop and start and a metric to measure against.
- **Initiative:** Combines programs around a single issue such as recruiting.
- **Strategic Framework:** Long term strategy with defined goals and timelines that require on-going and sustained effort. This is aligned with the corporate strategy and supports the achievement of corporate goals.



Internal Customers

- **Employees** – they need to understand why D&I is important to them and how it impacts their jobs
- **Managers:** Need to know how D&I will help them manage their teams and accomplish their goals
- **Senior Leaders:** Need to understand the value that D&I brings on a strategic level so they are willing to make the necessary investments

Each customer has to be **sold** on why D&I is **important to them**

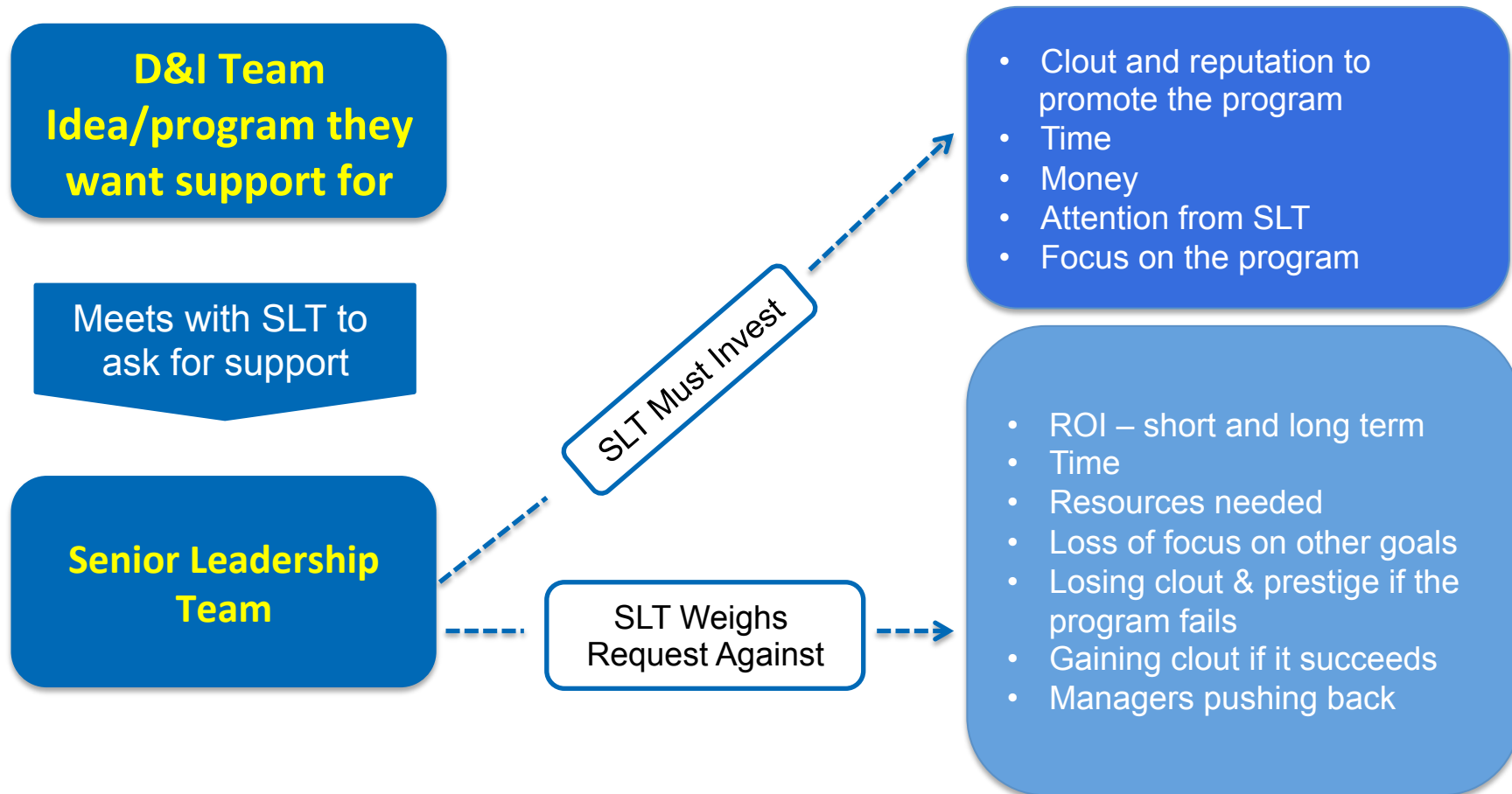
3 Reasons A Person Will “Buy” and Support D&I Programs

	Selling D&I: Reason why D&I is important and why leaders & managements “buy-in”	Selling Point of View
Personal Reason Has personal, family/friends experiences which makes this personal	Don't need to be sold Buy-in is for personal reward – change is for the positive, feel good about the change	D&I point of view works when asking for support
Idealist Reason Believes in the ideals of D&I, making the world a better place	Don't need to be sold Buy-in is for an idealist reward – their contribution to making the world a better place	D&I point of view works when asking for support
Business Reason D&I will move a metric they are being judged by	Have to be sold Will only buy-in if D&I will improve a metric that they are working on that has business value	D&I point of view doesn't work. They have to have a business reason with metrics they care about before supporting

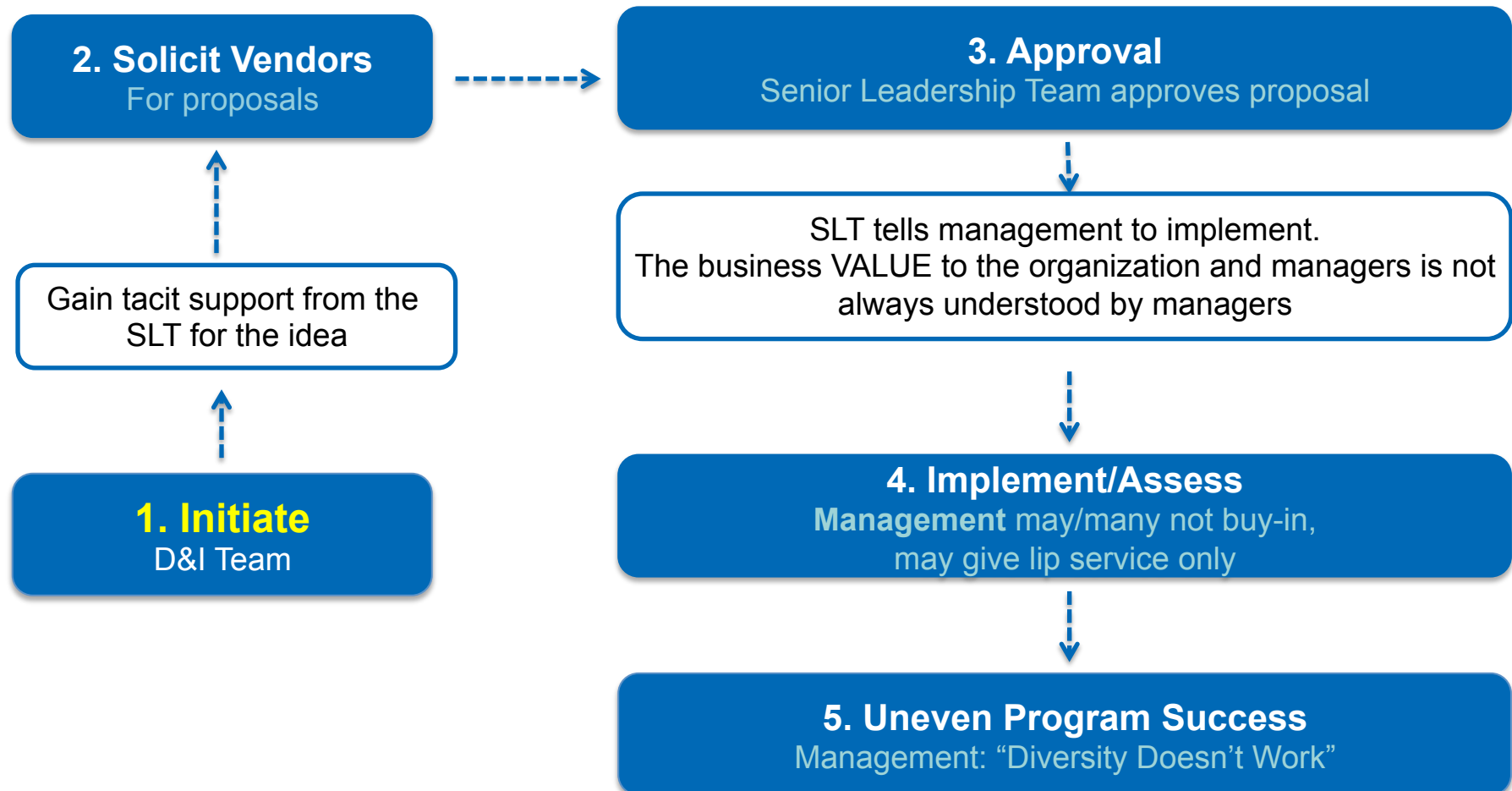
Possible Reasons for D&I Programs

- Recruitment & Retention of Top Talent
- Employee Engagement
- Request/Demand from Customers
- Losing Customer Base
- Meeting Government Regulations
- Grant/Funding Requirements
- Drive for Innovation
- Attracting Customers
- Employees Reflecting Customer Base
- Leveraging Skills of Current Teams Better

Selling to the Senior Leadership Team from a D&I Centric Point of View



D&I Centric Sales Process



The Management's Reason for a D&I Program

The purpose of D&I is not to **CREATE** a business reason, it is to **FIND** an existing business problem and then help to solve it.

The Business Case for Diversity

“A diverse and inclusive workforce is necessary to drive innovation, foster creativity, and guide business strategies.”

–Forbes Insight Study

“Diversity helps us to drive innovation and employee enagement. This allows us to provide better customer service and care to those we serve. ”

–Oswald Mondejar, Senior Vice President Mission and Advocacy, Partners Healthcare

“From January 2012 to June 2014, we have seen a 5% out performance by those companies with at least one woman on the board.”

–Suisse Bank study of 3,000 global companies



Management Centric Approach to D&I

Today – We Need A Management Centric Approach

The **Management Centric Approach** is
that D&I programs need to solve a
business
problem identified by **management** and
measured by their **metrics**.



Management Comparing Options

How management makes decisions

Current Situation

Business problem the management is already working on or coping with

Example

High Turnover in Customer Service

Options

Management Compares Options

- Human Resources
- Training
- Internal resources
- Outside help

* D&I one of many options

Example

Manager explores personal issues, training, recruiting efforts, D&I program

Desired Outcome

Metric which management is judged on is improved

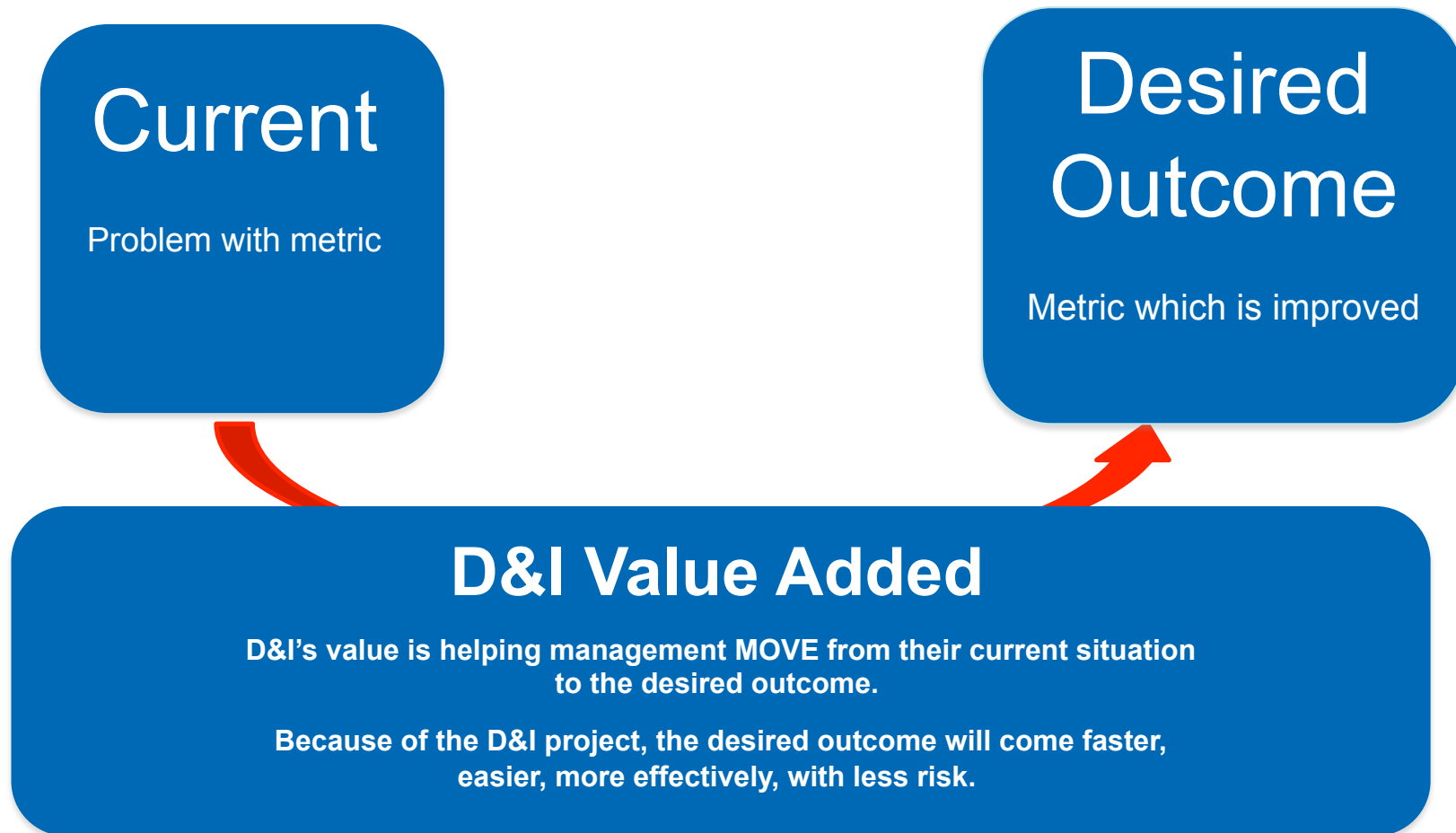
Example

D&I research showed turnover in younger employees, works with the manager to adjust management style, recruiting efforts. Turnover was reduced.



Management Value Proposition

How D&I Adds Value

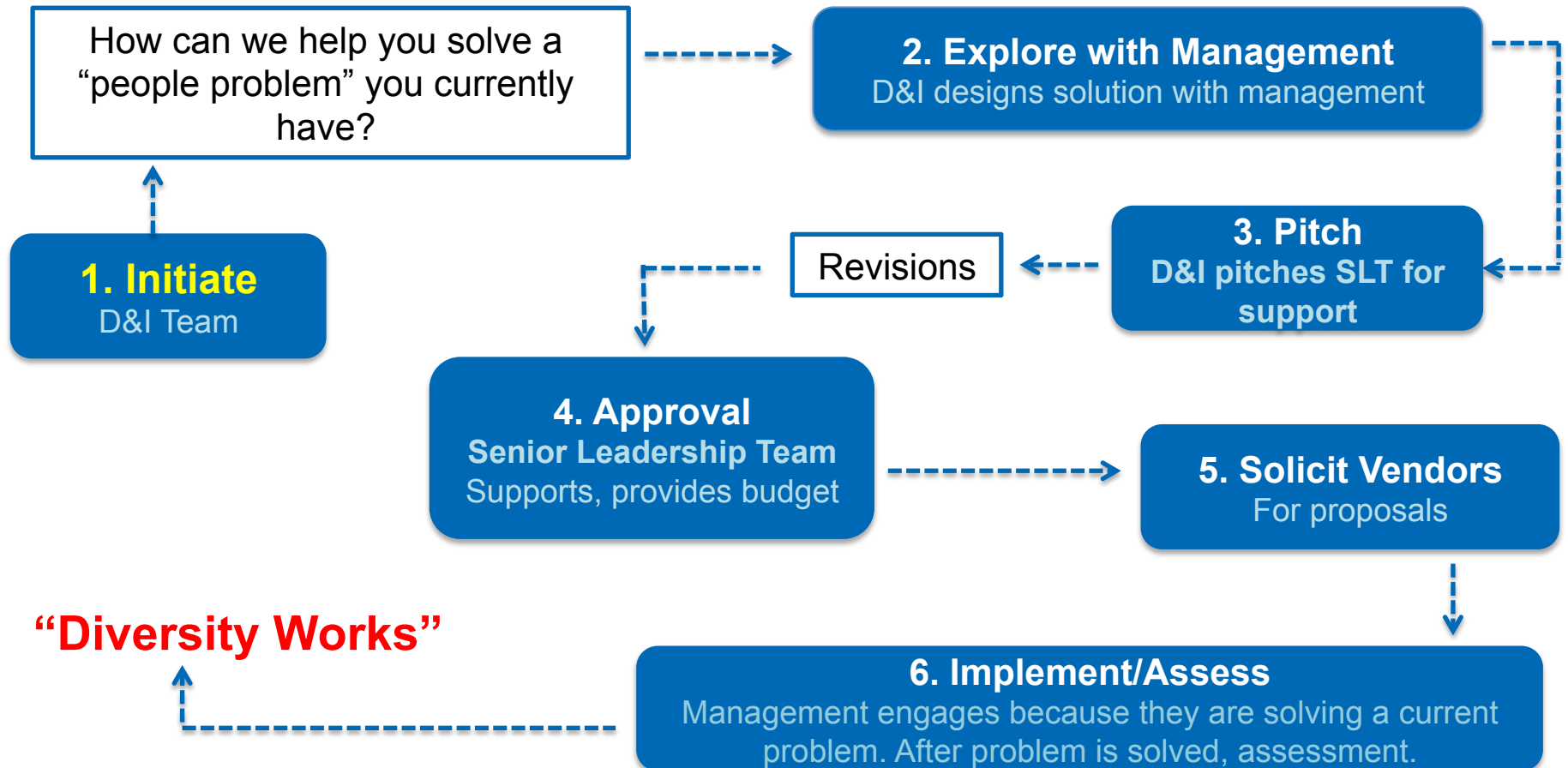


Method for Gaining Management Buy-In for D&I

D&I Program has to:

- Make a valid case that it will likely improve a business metric
- Outweighs other options (including doing nothing)
- Provide SLT members with a logical reason why to invest against possible risks

Management Centric Sales Process for Gaining Buy-In



Process for D&I Adding Value to Management

1. Interview Management

Ask for what issues are currently keeping them up at night that involve group interactions

- What metrics are their promoted/fired on?
- Can these metrics be improved?

2. Current Identify Business Issues

Find business issues that need to be addressed

3. D&I Value Preferred Options

- Explore options for how D&I can help to improve this metric for the management
- Present range of options for management to consider, adjust as needed
- Define metrics
- Craft timeline

4. Desired Outcome

Management's problem improved by agreed upon metric

Methods for Finding Management Issues to Solve

Find Reoccurring Issues

Review current agenda topics for SLT meetings to find what topics are coming up that aren't being solved

Ask: What is Costing Us Money?

Ask the CFO where expenses are going up

Ask: What is Holding Us Back?

Ask VP and senior management what issues are holding the company back

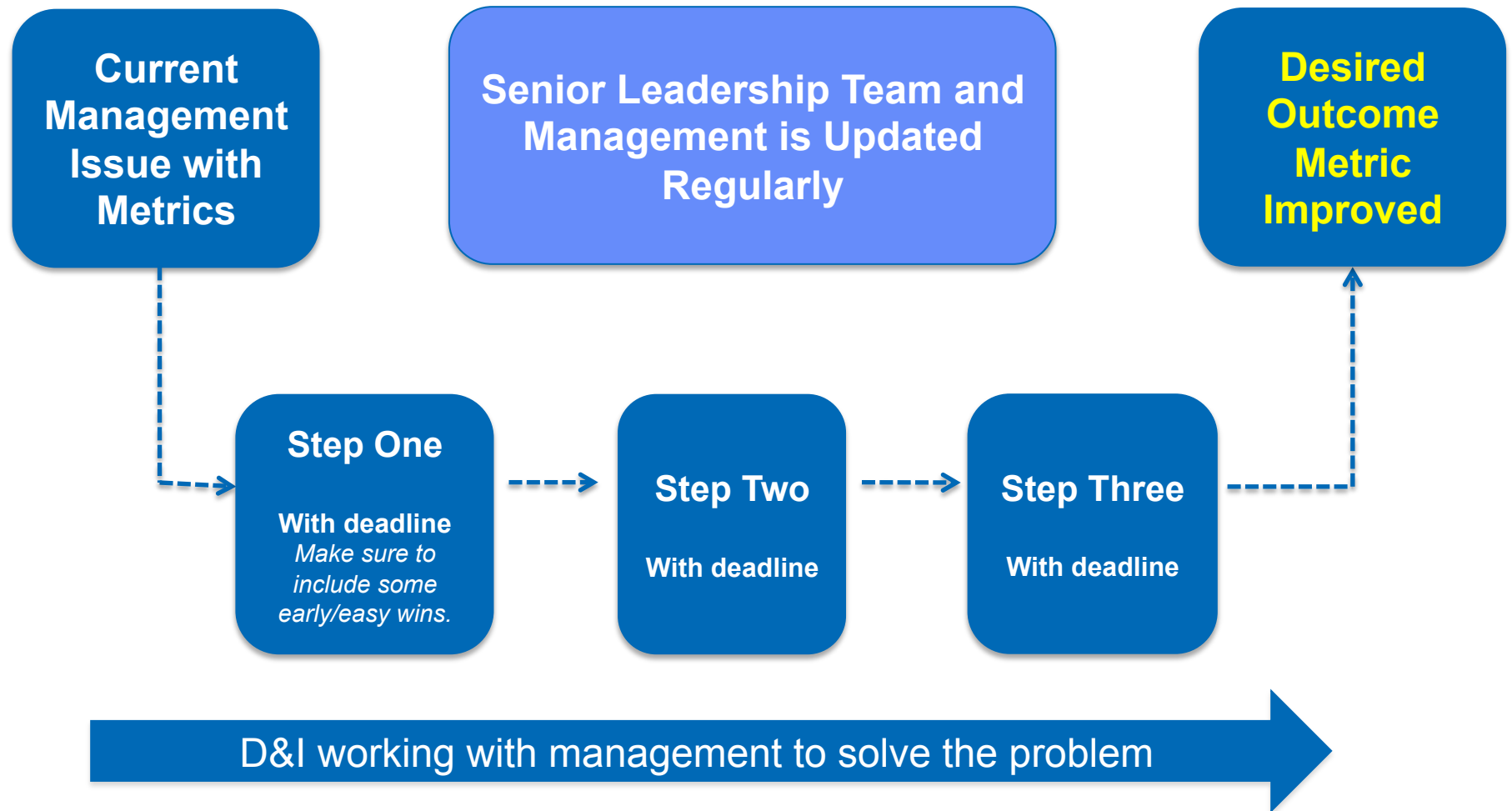
Look For Missing Alignment

Review the company's mission, vision and strategic plan and ask how can D&I help to support and/or attain those

Interview Managers

Gain insights by "walk around" and interviewing management about people issues that are costing them time/money/resources

Defining Timelines



Management Centric Selling

Helps to:

- **Improve** people interactions
- Gain **buy-in** from management by helping to solve a problem they have
- Keeps D&I **relevant** by solving current business needs



Making the C-Suite Impact

“If we couldn’t **measure the **impact** of our diversity and inclusion efforts and programs, it would be a hard sell among company executives.”**

-Huey Wilson, VP of HR, Worldwide Operations, Mattel



Rewards That Come From Diversity & Inclusion

- More **engaged** employees
- Employee **retention**
- Great organizational **Public Relations**
- Expanded **funding** sources
- Being an industry **leader**
- Competitive edge with **innovation**
- Attract **more customers** with better products
- Help **achieve mission** and vision



Where Are You At?

What are **current issues** that are keeping your senior leaders/management up at night?

How can your D&I initiatives help to **solve** these issues?



Management Centric Selling

Diversity and Inclusion Point of View

Advance the cause and create a more inclusive workplace

Management Point of View

Create a program that helps us to be more successful

The **Management Centric Approach** combines D&I desires with the programs needed to solve a business problem identified by **management** and measured by **metrics**.



In Summary

- D**ive into problems with management
- I**nvestigate options to help them solve issues
- V**alidate program design with managers
- E**xplain program to Senior Leadership Team
- R**each agreement with SLT for support
- S**olicit proposals with specific success metrics
- I**mplement chosen proposal
- T**est metrics for success
- Y**es, “Diversity Works!”



Culture Coach International

We help companies to improve the teamwork issues that arise from diverse and multicultural workplaces.

Services:

Strategic Consulting: Helping D&I Leaders gain support for their programs and drafting strategic plans.

Customized Training: Training programs that are designed to address the specific needs of our clients and that focus on the practical application of training ideas.

Curriculum Development: Provide expertise in designing training programs and materials for in-house experts to use.

Teamwork Tools: A wide variety of tools that help teams to work together more effectively.



Appendix of Examples of A Management Centric Approach to D&I



Management Centric D&I

Manufacturing Examples

Industry	Current Situation	Value Added	Desired Outcome
Food and Beverage Manufacturer	Having issues finding enough younger workers to work in their plants	D&I provides generational training to plant workers/ hiring managers, works to help managers understand Gen Y/Millennials	Jobs are filled within four weeks
Software as Service (SaaS)	Missing deadlines when working with vendors in India	D&I provides cross cultural training to address cultural and communication issues	Missed deadlines are reduced, projects delivered on time

Management Centric D&I

Sales Examples

Industry	Current Situation	Value Added	Desired Outcome
Insurance Company	Sales people not closing enough deals	D&I finds out this is partly with new Hispanic clients, does training on Hispanic culture	Sales people close more deals with Hispanic clients
Global Finance	Global training program flops when young women are presenting the training program in Asia	D&I works with sales team to understand gender and hierarchy issues in Asia where seniority is valued	Programs are presented in a more culturally appropriate manner and more successfully

Management Centric D&I

Customer Service Examples

Industry	Current Situation	Value Added	Desired Outcome
Retailer with online presence	Customer service calls are taking a long time when English is not the first language of the customer	D&I works with customer service to identify top languages of customers and helps to recruit those languages speakers	Customers receive service in their native language, call times drop dramatically
Maintenance Company	Customer service complaints about male technicians servicing a company with a female CEO and mostly women staff members	Inappropriate remarks that were made were identified, training was provided on how to understand customer service from a woman's point of view	Client complaints dropped dramatically and service contract renewed

Management Centric D&I

Healthcare Examples

	Current Situation	Value Added	Desired Outcome
Emergency Room Resource Nurse	Increase in patients from Brazil requires more time to assess patients, issues with communication, unneeded tests ordered	D&I provides training on Brazilian culture & communication style, created language cards to use while waiting for interpreters	Quicker, more accurate patient assessment, fewer tests, culturally appropriate care provided
Nurse Director in ICU	Families of patients from different cultures and religions requesting rituals and practices when a patient dies	D&I trained on religious practices and rituals so that staff could be prepared when a patient died to assist the family with appropriate assistance	Complaints dropped, families received culturally appropriate care in a time of grief, alignment with mission to provide high quality care