

Global **S**trategies

for Creating Inclusive Cultures

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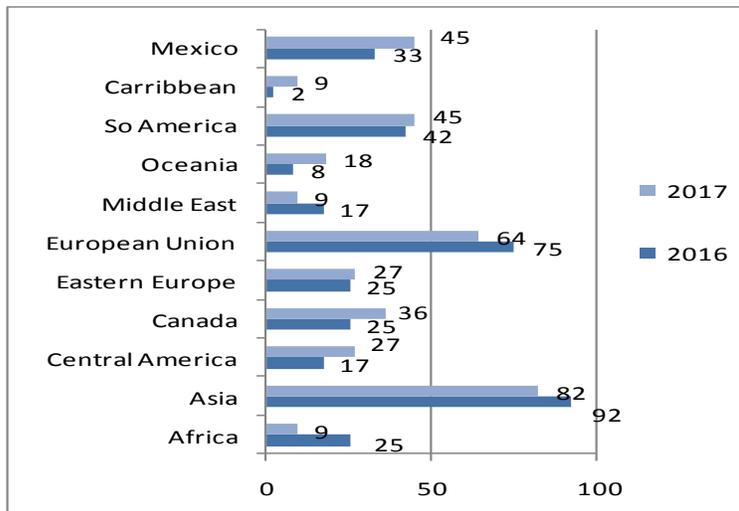
Organizations and their leaders are confronted with understanding and engaging all talent across their global enterprise, while leveraging diversity and building sustainable environments across cultures. To that end Global Inclusion Councils have become a leading practice and that requires shaping and sharing diversity and inclusion strategies.

Organizations understand that it is a business imperative to create an inclusive culture across the global enterprise. While recognizing and valuing differences in global geographic locations, ensuring that continuity exists and sustains, global diversity councils are becoming the best practice for ensuring inclusion.

This executive summary is intended to highlight best practices and provide insights on the work organizations are getting done through their global inclusion councils. The insights are from the DMBA Inclusive Leadership Index with more than 350 participants.

Global Workforce Overview

60 percent of companies have more than 5 percent or more employees in the global marketplace.



This chart illustrates slight change in the global marketplace where companies are doing business.

Global Council Structure

Based on the insights provided by companies and the outcomes desired below is a best practice structure.

INTERNAL	1. Executive Councils	2. Organizational Unit/departmental council	3. Geographic Councils
Leads	CEO or C Suite Executive	Divisional or functional directors/vice presidents	Regional, Local
Key Role	Strategy	Identify Barriers, gaps and solutions	Identify barriers, resources & tools
Membership Composition	ED/CEO/CFO/CD O/CHRO etc. » Rotating members: appointed based on focus of strategy	Leaders of the Unit » Rotating members: Appointed - high potential employees, members from ERGs	Leaders of Geographic area » Rotating members: appointed - high potential employees, members from ERGs or identified Ambassadors
Term	18 months -2 years	2-3 years	2-3 years
Meeting Frequency	Annually: Two-day strategic planning meeting » Quarterly: Minimum 2 hours	Annually: One-day planning meeting » Monthly: Minimum 90 minutes	Annually: One-day planning meeting » Monthly: Minimum 90 minutes
Meeting Locations	Annual meeting hosted in person at Head Office or alternate. Quarterly meeting in person or virtually depending on geographic distribution of Council members	Annual meeting in person, usually hosted at Unit Office. Monthly meeting in person or virtually depending on geographic distribution of Council members	Annual meeting in person, usually hosted at Unit Office. Monthly meeting in person or virtually depending on geographic distribution of Council member

BEST PRACTICE PROGRAM TIPS

Intentional processes for programs and creativity are necessary in delivering innovative solutions. *Below are insights and best practices on what companies are doing:*

Employee networks are the most critical engagement process to embrace international workforce and the global communities. EN's help employees develop grass root organizations to support an inclusive environment.

Mentoring:

- Asian Pacific Women's Network launched local mentoring circles and rolled out "RU OK?" program to focus on mental health, stress and anxiety.
- The business professionals network championed cross company network with AT&T and other companies;
- PULSE (People United to Lead, Serve and Engage) of India partnered with AT&T Aspire mentoring academy to mentor and coach high school students from economically disadvantaged communities in Bangalore;

Pipeline Development:

- EMEA (Europe, Middle East and Africa) women's network hosted a STEM focused Girls Day in five countries to illustrate how much fun technology can be;
- Mujeres en Accion (Women in Action) recruited women to receive STEM scholarships as trainee engineers;
- Parents at Work set up three European libraries and doubled its membership and volunteer hours;

Inclusion:

- TOGETHER (Most of the World LGBTQ and Allies Network) launched a chapter in Mexico and published a project ally card - which listed a Do's and Don'ts to help those coming out;
- Identify market ambassadors for each region to help understand how diversity is defined in their region.
- Success with Flex is a global program that facilitates part-time options and other alternative schedules, such as working less days per week and/or fewer hours. It also supports working from home and job sharing.
- Launch of Employee Value Proposition "Achieve Your Ambitions" with inclusion as a key pillar. Internal and external communication language messaging to eliminate passive voice and heighten warm and inviting inclusive language to engage each other.
- Global training on unconscious bias to help people eliminate the automatic perception they have about people because of their culture.

Integration:

- Create functional and cross generational work teams to help drive a culture of diversity and inclusion by supporting interactions. Key functions for cross functional work teams are in global supply chain and global technology.

Business Impact:

- Business Resource Groups (BRG) global collaboration on a new clothing product. Middle East BRGs launched a product spanning nine different countries. Influenced global marketing with multiple mediums including TV, radio, digital, bill board ads, in store support and demonstrations. Project was successful because of the diversity of thought.



BEST IN CLASS COMPANIES FOR GLOBAL INCLUSION COUNCILS

(in Alpha order)

Accenture

AT&T

Bank of America

Citigroup

Colgate-Palmolive

GE

Lockheed Martin

McDonalds

The Clorox Company

Wal-Mart Stores, Inc.

About the Author

Pam McElvane, MBA, MA, CEO, P & L Group, Ltd./Founder DMBA Inclusive Leadership Index

Pam's business experience in the diversity space spans more than 20 years. As publisher of Diversity MBA Magazine, Diversity Business Review Journal (DBR), *Inclusive Leadership Index (ILI)* and the White Paper Series, she has become one of the leading experts and resources on how companies recruit, develop, retain, and advance women and diverse talent.

Pam has spent the past 20 years as an entrepreneur building a business that recognizes and develops women and diverse talent on a national scale. Diversity MBA is a national recognized brand that ranks Fortune 500 companies for the Best Places to Work; recognized Top 100 executive leaders through events and customized platforms. Diversity MBA provides services to more than 100 companies and Universities on a national scale. Pam has her MBA in Finance and International Marketing, and MA in Public Policy, from University of California, at Berkeley. She has several executive certifications and a host of awards recognizing her contributions to leadership. She serves on five national community boards and is a loving wife and supportive mother of three young men.

