



Diversity, Equity & Inclusion in the Workplace

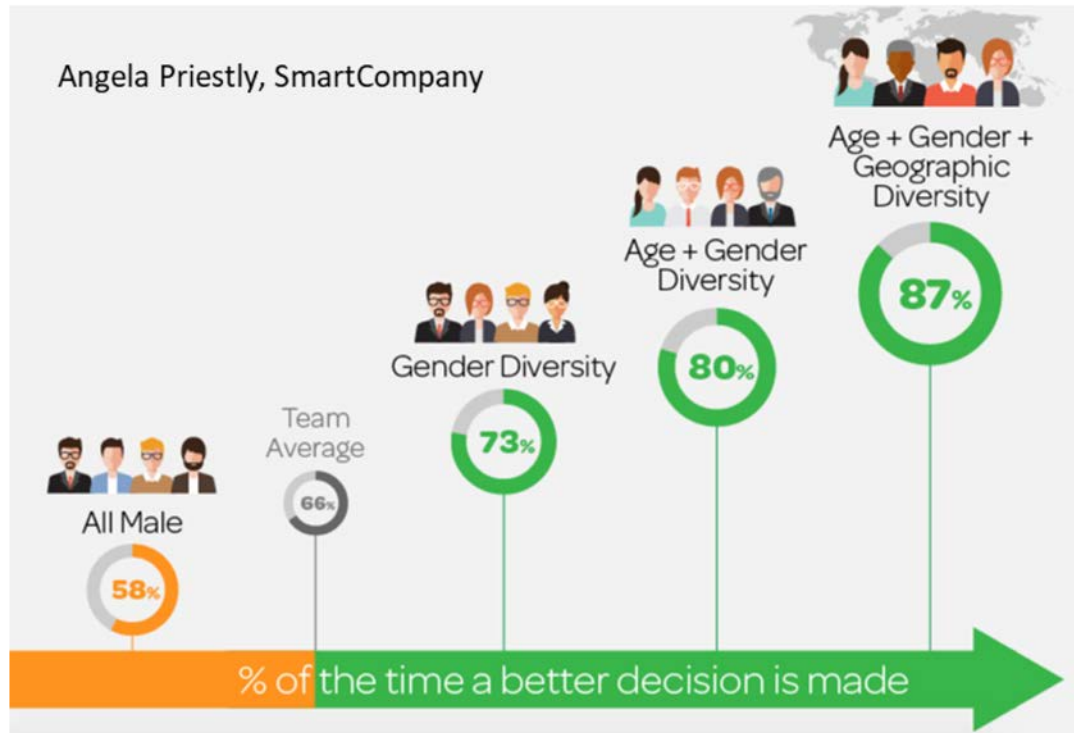
#FutureForward

Program Handout

CIRB

Crop Insurance and Reinsurance Bureau, Inc.





We need to do two things:

1. Reassure people that relevant standards are not being compromised
2. Ensure that we are modelling *transparently fair* behavior

Notes:



Recruiting & Hiring: Best Practices

1 Recruiting & Hiring

BASIC

- Utilize diverse recruiting sites / sources
- Open job postings
- Require diverse candidate slates for high-value strategic/development assignments / job rotation programs

INTERMEDIATE

- Require diverse candidate slates for open senior positions
- On-Ramp Programs
- Utilize diverse recruiting teams at job fairs
- Utilize diverse teams in interview process

CUTTING EDGE

- Online technology platform that enables hiring managers to hold blind audition challenges
- Remove Trigger language from job descriptions
- Financial incentives for recruiting firms that deliver diverse slates of candidates

Notes:

2

Engagement
& Retention

Engagement & Retention: Best Practices

BASIC

- Targets for UT advancement
- Collecting data to track progress (or lack thereof)
- Inclusion Education for Managers
- Open job posting/application systems

INTERMEDIATE

- Competence-Based/Results-Based (versus trait-based) Performance and Talent Systems
- Succession discussions on UT
- Engage senior managers/executives to identify high potential UT

CUTTING EDGE

- Provide aspirational role models - require diverse candidate slates for open board positions and striving for diverse board members
- Actively encouraging UT to self-nominate for advancement and other opportunities

Notes:



Advancement: Best Practices

3

Advancement

BASIC

- Educate Managers on PIE Mentoring
- Educate UT on the importance of PIE Mentoring and it's role in earning Sponsorship

INTERMEDIATE

- Develop Leadership Competencies of UT
- Require Diverse Nominees for senior leadership development opportunities & project leadership roles
- Offer Executive Shadowing opportunities
- Provide Leadership / Executive Coaches for UT

CUTTING EDGE

- Build Inclusive Leadership Skills for Senior leaders
- Sponsorship Programs – engage senior managers/executives to sponsor high potential UT

Notes:

Corporate Policies: Employee Experience

1 Employee Experience

- Onboarding
- Inclusion Measures vs. Diversity Measures
- Minimize culture of self-promotion, enhance culture of merit/performance
- Regular “stay” and “exit” interviews

Corporate Policies: Benefits

2 Benefits

- Flexible Work Arrangements (WFH, Job Sharing, Flex Hours, etc.)
- Maternity Leave / Parental Leave / Family Friendly Practices / Work-Life Initiatives
- On-Site / Supported Child Care
- Elder Care Services

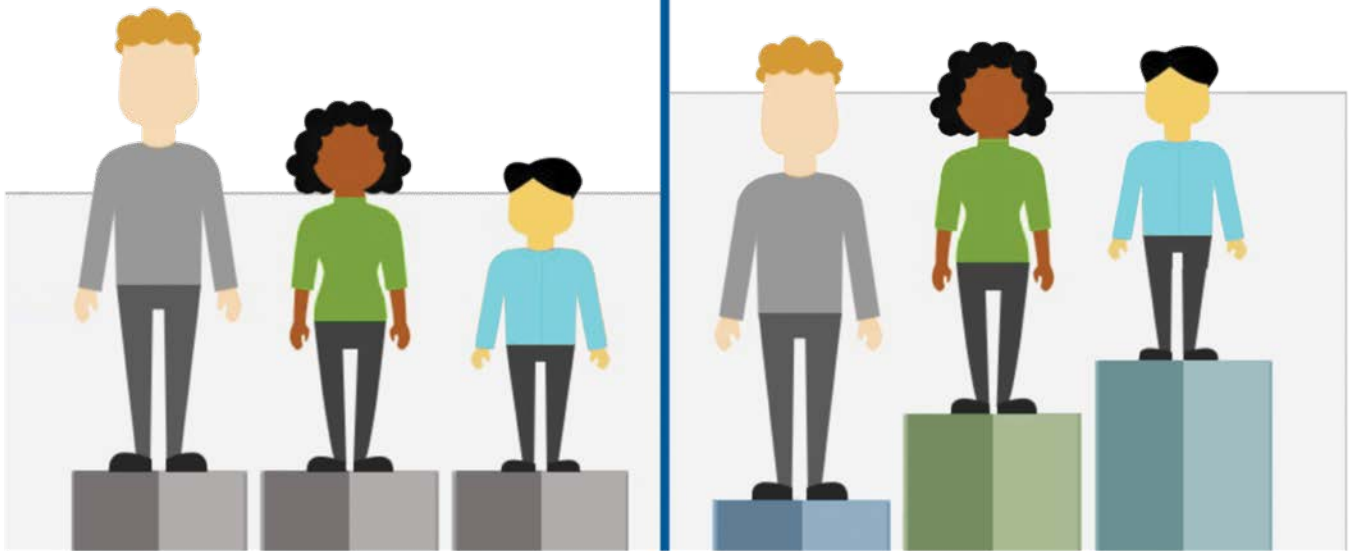
Corporate Policies: Equity

3 Equity

- Auditing Talent & Performance Models for patterns of bias
- Instituting Competence-based performance management systems
- Wage/Salary Equity Audits
- Providing Equal Access to Benefits

Notes:

Equality vs. Equity



Equality = SAMENESS

Equity = FAIRNESS

"The world equally distributes talent but does not equally distribute opportunities." - Paul LeBlanc

Notes:

Sought In Hi-Potentials



Underrepresented Talent



White Males



It's natural to mentor men like me

It's not comfortable to mentor others

Men get the PIE mentoring they need

Others are left out of PIE mentoring

Underrepresented talent is not visible in the talent pool of future leaders:

- Missing needed business acumen (P)
- Less communication using business language (I)
- Lack exposure to basis for business decisions (E)

Notes:



Key Takeaways

When identifying high potential employees for future roles:

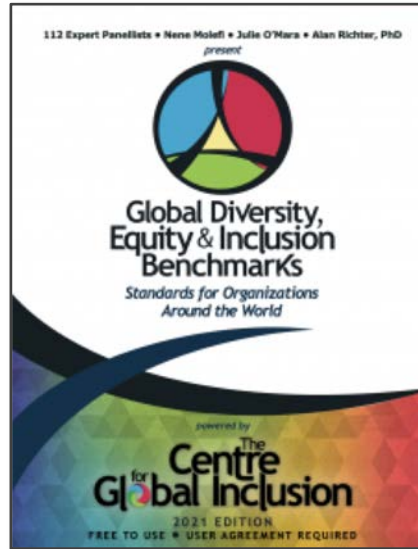
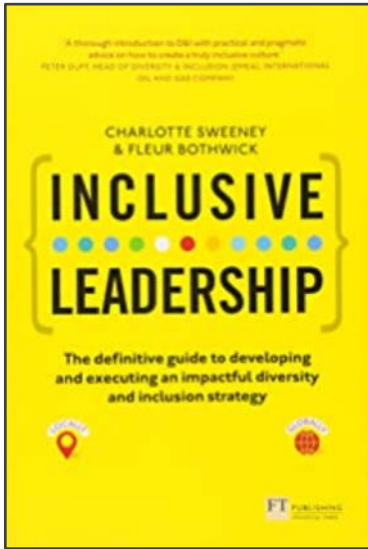
- Be sure to select them based on demonstrated results & outcomes

Make sure you are providing strategic mentoring (PIE) to your underrepresented talent:

- Make sure you are providing opportunities for all to learn about the business of your business
- Be sure to expose them to how decisions are made
- Invite them to shadow you and other executives in meetings (and prepare & debrief them)
- Introduce them to others within the industry who can help develop their business acumen

Notes:

RESOURCES



Notes:



About Leading NOW

Leading NOW guides current and future leaders in creating more equitable organizations. We focus on building cultures of inclusion, developing inclusive leaders, and preparing underrepresented talent for career advancement. A global team of experienced business people, we solve the problems businesses face. Our research-based DEI solutions transform leaders' mindsets and behaviors to be inclusive for all. And, our uniquely customized leadership development programs are highly engaging and experiential to help build a pipeline of future leaders for your organization. As recognized experts, we work alongside you—joining you at any stage of your DEI journey—to drive immediate and sustainable outcomes for your organization. We have a strong track record of success spanning nearly 20 years, working with a wide range of organizations and industries around the world. Leading NOW is defining the future of inclusive leadership for the 21st Century. For more information, visit www.LeadingNOW.biz. #FutureForward

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