Lab of the Future
D&I Foundations
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The Record Holder of all Record Holders

AUGUST 24, 2017  BY HAL DRYAN  IN HISTORY, HONORING THE PAST.
Outline

• Background
• Level Set
• What Success Looks Like
• The Bottom Line
Definitions

• Diversity: a collective mixture of differences and similarities that can be applied to achieve organizational objectives.*

• Inclusion: creating a culture where all employees can perform to their potential without having to navigate artificial barriers.*

• Vision: to deliver a transformational competitive advantage by becoming the national security industry exemplar in strategic diversity and inclusion leadership and application

• Mission: maximize individual and organizational performance and effectiveness by incorporating holistic D&I operations across people, business and R&D systems and processes

• Strategy statement: leverage a systems approach integrating D&I with our enterprise, division, department & functional strategies / systems / processes

*Adapted from Dr. R Roosevelt Thomas
Setting the Stage

True Diversity and Inclusion are not:

- One dimensional programs…
- Only about women and minorities…
- About excluding white men…
- To pay a debt for past injustices…
- About tolerating others…
- Treating others the way you wanted to be treated…
- All about appreciating differences…
- About quotas…
- Just the right thing to do…
- Being politically correct…
- A lowering of standards…
Setting the Stage
True Diversity and Inclusion are:

• National Security and Leadership Imperatives…

• Part of a system which can be leveraged to increase:
  • Innovation / Collaboration / Productivity / Effectiveness etc…

• Based in a requirements focus, not traditions or preferences…

• Increasingly part of R&D, operations and business propositions…

• Essential to achieving our R&D, operational and business goals…

• About treating others the way they want to be treated…

• About providing a clear and competitive advantage…

• The best thing to do for R&D, operations & business…
A more complex 21st century world requires leaders with broader and deeper skill sets

- Gender diverse organizations outperformed homogenous peers by 15%
- Ethnically diverse organizations outperformed homogenous peers by 35%

2015 McKinsey Study

Diversity & Inclusion Success
Critical Success Factors

Top Leadership Accountability

Systems Mindset

Strategic Communications

D&I Resources (Team, Time, $, etc)
Hallmark Measures of Success
(Lab level)

- Deeply qualified D&I Leader directly reporting to C-suite
- Well established Executive Diversity and Inclusion Council
- Well established ERG Management Committee
- Well established people analytics capability
- Cohesive national recruiting strategy and implementation plan
- Strong pipeline of diverse representation from mid through senior levels
- Well established talent review and succession planning process
- Consistent strategic / coordinated communications platforms / messages
- Improve and operationalize Employee Engagement Survey program
- Improve and operationalize anonymized Exit Survey feedback program
- Well established diverse marketing / advertising campaign
Hallmark Measures of Success
(Division / Department)

- Leverage a senior leader as your D&I champion
- Link D&I to your strategic plan and to your mission / vision
- Leverage D&I education / training (especially for leaders)
- Partner w/CDIO / HR to support national / regional outreach & recruiting
- Collaborate w/CDIO to apply innovative, division-specific, best practices
- Develop deliberately diverse leadership and project teams
- Track retention / attrition rates and trends
- Fully utilize stay interviews
- Anonymize, analyze and operationalize exit surveys
- Analyze and operationalize Employee Engagement survey data
- Leverage select outreach programs
- Honor select student achievements w/ sponsored event(s)
- Leverage talent reviews and succession planning best practices
Transformational Change
Transformational Change

Indicators of Transformational Change

- Driven by the **future state** (leap; innovate)

- **Impacts:**
  - Assumptions
  - Behaviors
  - Beliefs
  - Methods
  - Systems

- **Significant** organizational changes:
  - Expectations
  - Policies
  - Power Expression

- Expect a **number of people will be unwilling or unable** to complete the journey

Kotter Change Model

- **Create a sense of urgency around a single big opportunity.**
  - Formulate a strategic vision and develop change initiatives designed to capitalise on the big opportunity.
  - Communicate the vision and the strategy to create buy-in and attract a growing "volunteer army".

- Accelerate movement towards the vision and the opportunity by ensuring that network removes barriers.

- Celebrate visible, significant short-term wins.

- Never let up. Keep learning from experience. Don't declare victory too soon.

- Institutionalise strategic change in the culture.

- Build and maintain a guiding coalition.

Source: Kotter, The 8 Accelerators, HBR Nov 2012
Sample Enterprise-Level Barriers

Focus is on Tradition / History vs Organization’s Future State

Unfamiliarity with Best / Emerging Practices

Limited Familiarity with Other Industries or Operating Models

Limited Familiarity with Level of, and Competition for, Talent
What We Need Leaders to Do…

- Recognize this is about your **Legacy**
- Establish Accountability
- Engage on Your Watch
- Be a Leader vs a Fast Follower
- Drive a Rewire before I Retire Perspective
- Allocate Resources
- Offer Public and Private Support
- Coordinated Strategic Communications
- Establish Champions (Divisions / Departments)
- Create Human Capital Excellence Partnership
- Incorporate Best Practices
Strategic D&I leadership / application are critical differentiators and drive competitive advantage

“Oh, crap! Was that TODAY?”

“It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change.”

- Frequently attributed to Charles Darwin
QUESTIONS