

Company Spotlights

WHAT
MAJORITY MEN
REALLY THINK
ABOUT D&I

And How to Engage Them in It

BELONGING SERIES | PART 2

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DANAHER +FRIENDS STRATEGY

Every Associate Resource Group (ARG) at Danaher has an “and Friends” (shown as +Friends) component, which gives majority men a way to act upon their allyship with various groups—women, LGBTQ, Asian, and colleagues of African American Descent—without the hesitancy that may arise when joining a resource group for an identity they don’t possess themselves. This structure allows each ARG to disseminate its own set of expectations and resources to its allies, which can differ vastly depending on happenings outside the workplace and that group’s unique needs at the moment. With majority men making up a large segment of the +Friends community, Danaher’s D&I team already has a line of communication with many of the True Believers in its majority men population—key to ongoing and future efforts to activate majority men on D&I imperatives.

LOCKHEED MARTIN'S EFFECTIVE LEADERSHIP OF INCLUSIVE TEAMS (ELOIT)

Opening leaders' eyes to the power of inclusive culture through experiential learning

PURPOSE: In partnership with White Men as Full Diversity Partners (WMFDP|FDPGlobal), help leaders understand the norms of White male culture that can exclude others at work.

PARTICIPANTS: All White male executives (director level and above) are required to participate in a White Men's Caucus Learning Lab; the Full Diversity Partners Learning Lab and Summit are open to other executive and non-executive leaders. Learning Labs are designed for a maximum of 23 colleagues, and Summits are capped at 80 participants.

STRUCTURE: White Men's Caucus Learning Lab: 3.5-day program for White male executives to understand their role in creating an inclusive culture; Full Diversity Partners Learning Lab: 3.5-day program for men and women of all backgrounds to explore D&I and learn to forge diverse partnerships at work; Summit: 1.5-day event that recreates Learning Lab exercises at scale.

CONTENT: Participants engage with topics such as insider-outsider dynamics, "and/both" thinking, and systemic privilege through group exercises led by trained facilitators; ELOIT includes an alumni network for further learning.

RESULTS: Almost 11,000 company leaders have participated; in performance reviews, direct reports give ELOIT participants higher inclusivity scores than non-participants.

DIFFERENTIATOR: Mandatory participation for White male leaders underscores the company's commitment to diversity, equity, and inclusion; WMFDP expert facilitation creates a psychologically safe atmosphere. With a focus on developing inclusive leaders of the future, Lockheed Martin is extending Summit offerings to an increased number of individual contributors.

NORTHROP GRUMMAN CORPORATION'S BUILDING THE BEST CULTURE (BBC)

Growing senior leaders' capability and confidence to cascade an inclusive, bias-free culture

PURPOSE: Give leaders the cultural competence to engineer, support, and sustain a diverse and inclusive workplace for all employees.

CHAMPION: Executive champions are drawn from Northrop Grumman's Diversity and Inclusion Leadership Council, an internal partnership of global senior leaders who promote company D&I objectives.

PARTICIPANTS: BBC has reached 300 company leaders.

STRUCTURE: Two-day in-person experiential workshop.

CONTENT: A series of workshops cover privilege, dominant culture, unconscious bias intervention strategies, inclusive leadership behavior, and diverse talent development techniques.

RESULTS: A post-program survey finds that 95% of participants feel better equipped to navigate company culture and lead inclusively, understand the company's D&I strategy and goals, and believe the program has taught them skills they can utilize to take an active role in creating an inclusive workplace culture.

DIFFERENTIATOR: BBC is 60% the cost of similar diversity education programs.

SERVICENOW'S DIVERSITY, INCLUSION, AND BELONGING LEADERSHIP SUMMIT

Convening leaders annually for inspiration and accountability

PURPOSE: For leaders to learn and talk about inclusive leadership, and renew their annual commitment to diversity, inclusion, and belonging (“DIBs”).

PARTICIPANTS: 150 of ServiceNow’s top leaders, representing 30 to 40% male participation.

STRUCTURE: One full-day program, plus a two-hour networking reception held the evening before.

CONTENT: Now in its third year, each summit builds on the conversation from the year prior, tackling issues like unconscious bias, courageous conversations, racial justice and equity, the business case for D&I, and belonging.

RESULTS: In 2019, facilitators distributed “courageous conversation cards” developed in partnership with Stanford VMware Women’s Leadership Innovation Lab. The cards described anonymized examples of microaggressions that had happened to employees, and encouraged role-play to learn how to mitigate different types of unconscious bias. The cards sparked a wave of requests for more trainings and workshops, and today, more than 2,000 conversation card sets have been delivered across the organization. Since the first summit, the number of women at the director level or above has increased by 8%.

DIFFERENTIATOR: The summit “meets people where they are.” Program leads don’t assume everyone is an expert. Rather, facilitators present concepts in an approachable way to encourage safe dialogue and offer interactive ways for participants to take action. The agenda is dynamic, shifting annually to meet the evolving needs of the company’s leadership.

EY MAJORITY MEN APPROACH

Making room for majority men on the D&I agenda

“When it comes to discussing diversity and inclusion, we make sure to include men at the table to create an open dialogue,” says Karyn Twaronite, EY Global Vice Chair, Diversity & Inclusiveness. “To us, D&I is not a zero-sum game. For companies that want to grow, it’s about expanding the pie.” Ernst & Young LLP (EY) has long been committed to furthering the goals of D&I. In recent years, the company’s focus has been on the idea of building a sense of belonging for the full workforce, and to turbocharge the effort, organization leaders realized they needed to engage majority men.

As part of the multifaceted, company-wide strategy, male leaders are offered inclusive leadership training and opportunities to sponsor underrepresented talent. They are encouraged to participate in all D&I activities, including taking on executive sponsor roles for employee resource groups. To foster belonging among men, the firm is also revisiting certain policies: it recently extended its full paid parental leave benefit to any new parent, regardless of gender. In 2019, 55% of eligible men took full leave, which highlights that paternal leave is not only expected, but also something that men are beginning to see as a right instead of a privilege. What’s more is that it is a strong retention tool.

Cascading belonging for all is good for employees, and it’s good for EY. “When we harness the collective strength of our unique differences,” says Twaronite, “we team better, are more innovative, and ultimately deliver the best to our clients.”