

GROWTH PRIORITIES:

- Talent and Marketing Organization
- Society and Sustainability

GROWTH MANDATE:

- Achieve diversity and inclusion in marketing organizations to represent diverse global markets.
- Achieve equal representation in the media and creative supply chain.

WHY IT MATTERS:

As one of our most urgent mandates, chief marketers around the world must take collective actions that will advance measurable diversity and inclusion throughout the marketing ecosystem.

OBJECTIVES

- Facilitate a candid, structured discussion on how to create an inclusive culture and develop diverse talent.
- Identify lessons learned, best practices, and practical ways to make better decisions that will have immediate impact on fostering a more diverse and inclusive culture.

DISCUSSION FOCUS

- What does “diversity” mean to you?
- What are you doing to develop and retain diverse talent in your organization?
- How do you create an inclusive culture at your organization?
- What are the challenges to creating an inclusive organization?

WHAT DOES DIVERSITY MEAN TO YOU?

Too often, DEI has been more of a bolt on addition, instead of being a conscious integrated thought in what drives a company. CMOs must play a pivotal role in promoting diversity, equity, and inclusion within their companies, their supplier networks, and in the communities they operate.

- **Diversity must represent the full spectrum.** It should not be just focused on one aspect. It needs to confront under-representation, bias, and abuse (ethnic, gender, religion, culture, and all other types). It must span the key components of diversity, inclusion and equitable opportunities. This is particularly true when you run a global brand or business. CMOs need to resist the temptation of projecting the reality of the US (or their own markets) into every market.
- **Diversity is different for global organizations.** A one-size-fits-all approach will not succeed across the enterprise. Gender, race, socioeconomic, and geographic diversity can all add to the strength of teams.
- **It’s about accountability.** CMOs need to make a concerted effort to work with all resources – agencies, partners, suppliers, and others across the supply chain to measure how their brands and companies are doing when it comes to representation for the people working on our business.



The Global CMO Growth Council brought together over 30 CMOs and industry leaders on April 15 to exchange best practices for fostering a culture of diversity and inclusion.

KEY TAKEAWAYS

- 1. The first step into diversifying a team is to diversify the leadership.** Too often, unconscious and unarticulated biases get in the way.
- 2. Step two is to train leadership to remove bias from the recruitment process:** CVs, interview methods, and the recruiting and development process must be aligned around diversity.
- 3. Step three is to overhaul the normal conduct of business and operations.** It’s about creating, protecting and nurturing a safe space for genuine diversity, inclusion and equity to flourish.
- 4. Pivot from “Good Intentions” to “Meaningful Actions.”** There is no shortage of the former. But there is an acute lack of the latter. Diversity can not be a project or a program. It needs to be reconstituted into the fabric or DNA of the organization or community. Marketing must help HR make this a reality, leveraging its strategic and creative capabilities.

CREATING AN INCLUSIVE CULTURE AND NURTURING DIVERSITY

Diversity, Equity and Inclusion have rapidly evolved in the context of 2020 events. How are progressive DEI practices understood by experts today?

Progressive organizations are systematically cultivating environments that enable “harnessing the collective superpower of diversity.” These companies tend to be better positioned to conquer the “three P’s” of performance, preparedness and purpose.

Business leaders must make both a moral and a business case for diversity, equity and inclusion if they want to get everyone on board. DEI has to be given the same rigor and commitment as any other aspect of business that drives the bottom line. Without a solid business case, DEI runs the risk of becoming a distraction from what’s really important to the business.

What challenges face organizations that want to do more with DEI?

- Watch out for blind spots like Experiential Gatekeeping. When you don’t challenge diverse groups with significant assignments. This is an informal way of shutting down progress.
- Failure to align strategies with company goals, orienting instead toward DEI award criteria.
- Tendency to copy and paste strategies, rather than designing customized approaches.
- Avoiding uncomfortable issues, remaining silent instead of tackling tough challenges.
- Failure to hold business leaders accountable, accepting blind spots (including a lack of expertise and willingness to develop DEI insights) as a reason to achieve nothing.
- Remaining content with familiar practices that produce the same results
- Failing to explore how D&I can potentially drive innovation.

What are some practical actions each of us can take, starting today?

- Build a workforce that reflects your consumers.
- Commit to unleashing the power of your people, where all are included and inspired to do their best work – where differences are valued and essential for success.
- Work to foster an environment where employees – and the broad perspectives they bring to work – allow you to make better business decisions, create innovative products and enhance the experiences of your consumers around the world.
- Collaborate and partner with those with DEI expertise: cultural difference in gathering and interpreting data, understanding what’s behind differences in purchasing patterns in different and underserved market segments and how to adjust.
- Consistently ask “whose voice is missing and what might that be costing us?”
- Increase spending and measurement with a diversity of suppliers supporting marketing.

What additional responsibilities do leaders have?

- 1. Push back.** Don’t accept piecemeal approaches. Challenge your organization to take a holistic strategy for systemic DEI change.
- 2. Expect the same rigor, resources, and accountability you would for any other business priority.** Demand quality metrics, use executive role to hold people accountable for results.
- 3. Build a culture of belonging.** The key to developing and retaining diverse talent is in building a culture of true belonging.
- 4. It is a collective responsibility.** The weight of solving diversity and inclusion challenges does not rest solely on the shoulders the CMO.
- 5. Involve all your stakeholders.** Extend your diversity practice to the entire ecosystem of your organization. Involve your partners, suppliers, and customers.
 - Adopt DEI practices for talent employed in front and behind the camera.
 - Cultivate suppliers and partners from the most under-represented sectors.
 - Work only with suppliers and partners who share and practice the same DEI principles.
 - Remove bias from the way you collect, analyze, and use data.
 - Promote DEI in the way you choose and invest in content and media channels.



“Successful companies are abandoning piecemeal approaches to building diverse culture. Instead, they are adopting bold, ambitious and comprehensive strategies.”

REBEKAH STEELE
Principal, DEI Breakthroughs and
Co-Author, *INdivisible*



“Internally, we invited people from all levels to come together for Caring Conversations around events from last year. It was amazing to see the vulnerability that people shared.”

ZENA ARNOLD
Chief Digital and Marketing Officer



“Shift your focus from ‘culture fit’ to ‘culture add’ when evaluating candidates. Focus on how people can add to your culture, not simply how they might fit..”

KATE STANFORD
Managing Director of Ads Marketing



WHAT STRATEGIES HAVE BEEN EFFECTIVE IN FOSTERING DIVERSE CULTURE?

Diversity starts with values, not numbers. CMOs who are *invested* in moving beyond checking boxes need to weave values and processes that foster diversity throughout corporate culture.

- **Think about the value of inclusion, from a personal perspective.** In the absence of relatable role models, it is challenging at best to envision a path for success. Without access and support, candidates and junior team members who fail to see themselves reflected in leadership often leave, robbing the organization of what might be its best talent.
- **Use a cultural lens** to understand the industry and economic model better and gain a new perspective.
- **Reduce bias in job descriptions.** Shift your focus from “culture fit” to “culture add” when evaluating candidates. Hire people with different backgrounds and a wide range of experiences. Focus on how candidates can add to your culture, not simply how they might fit.
- **Build capacity.** Push past your limits, bringing a strategic, innovative, and global orientation to Diversity and Inclusion
- **Diversity and inclusion are different around the world.** Diversity is different for global organizations. A one-size-fits-all approach will not succeed across the enterprise. Gender, race, socioeconomic diversity, and more can all add to the strength of teams.

THE DEI DIRTY DOZEN (By Rebekah Steele)

12 Absurd Risks Businesses Take only in Diversity and Inclusion

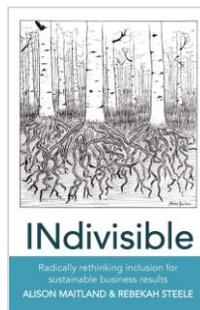
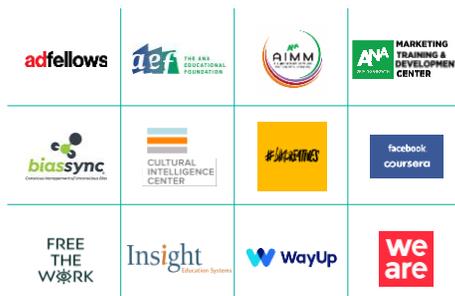
Misguided strategies, outmoded approaches, limited expectations, and anemic organizational support put DEI efforts at risk. They limit the potential of DEI to contribute solutions to business challenges and achieve meaningful impacts. As we strive to do better, we must start by calling out the Dirty Dozen, 12 common failure points in DEI.

1. Disregard Goal Alignment.
2. Copy Strategies from Competitors
3. Declare Best Practices Despite Suboptimal Result
4. Select Leaders on Passion or the Experience of Exclusion
5. Expect Volunteers to Deliver Results on Top of Day Jobs
6. Expect ROI Without Investing
7. Require Unreachable Standards for the Business Case
8. Assume Results Will Take Generations
9. Avoid Addressing Uncomfortable Issues
10. Accept Blind Spots as a Reason to Do Nothing
11. Limit Analytics to Simplistic, Surface Metrics
12. Fail to Leverage Drivers of Innovation

[CLICK FOR MORE](#)

ADDITIONAL RESOURCES

For research, insight, and more, click the logos to the right. Or visit the Global CMO Growth Council Resource page.



Rebekah Steele's new book "Indivisible," provides a roadmap improve DEI.

[Click for more.](#)

[CLICK FOR RESOURCES](#)

UP NEXT: | May 13, 1:00 P – 2:30 P (ET)



DIVERSITY IN THE SUPPLY CHAIN

Hosted by Marc Pritchard, Chief Brand Officer at Procter & Gamble

Featuring:

- Tara Agen, HP
- Alicia Enciso, Nestle
- Manoj Raghunandan, Johnson & Johnson
- Corey Smith, LVMH

[CLICK TO REGISTER](#)

Global CMO Growth Council

Working Session | Inclusive Culture

TARA AGEN
HP Inc

COREY SMITH
LVMH

DEAN ARAGON
Shell

RAFAEL SULIT
Anterix

MELISSA BROTZ
Abbott

JANICE TENNANT
Merrell

VANECIA CARR
Domtar

ASHLEY THOMAS
Legoland Florida

FRANK COOPER III
Blackrock

KARIN TIMPONE
Industry Leader

ALICIA ENCISO
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Feeding America

RONALEE ZARATE-BAYANI
Los Angeles Rams

PAUL GUNDERSON
LEGO Group

HOSTS/PANELISTS

KARL KAISER
Boys & Girls Clubs

ZEAN ARNOLD
Kimberly-Clark

SOYOUNG KANG
EOS Products

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