

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 source and hire more diverse candidates.
- Identify lessons learned, best practices, and practical ways to make better decisions that will have immediate impact on implementing more effective diversity and inclusion recruitment strategies.

DISCUSSION FOCUS

- What are the top challenges or barriers you face in hiring diverse talent?
- What strategies have been effective to attract diverse candidates?
- How do you and your Marketing team partner with the Talent Acquisition team?

WHAT ARE THE TOP CHALLENGES YOU FACE?

From external reach to internal gatekeepers, the roadblocks that CMOs face in trying to build a diverse team are many.

- **Diversity requires support at all levels.** Successful, sustainable diversity initiatives require support and commitment from top management who may not have the same background and experiences as diverse employees and so may not know how to find, hire, and support a diverse workforce.
- **Unconscious bias exists within the hiring process.** We are all humans. We all have our own bias at play when making hiring decisions. Similarity cloning, for example, occurs when we tend to see traits that are more like ourselves. “That person is a good fit or bad fit.” But we need to look beyond this and ask, “How will the candidate add value to our culture?”
- **Hiring predictability curbs diversity efforts.** Hiring cultures that rely on predictability hold back diversity efforts. Hiring managers tend to trust the record they’ve had successfully sourcing and filling roles. When recruiters suggest alternative candidate profiles, it feels like a risk and can receive pushback. Middle managers are heavily motivated to minimize risk, not to take advantage of opportunity.
- **Unpaid internships and lack of apprenticeships.** Students participate in internships to gain work experience. Yet, many internships are unpaid. This puts students from minority groups at a disadvantage.



The Global CMO Growth Council brought together 30 CMOs and industry leaders on March 18 to exchange best practices for improving diversity and inclusion in the recruiting process.

KEY TAKEAWAYS

1. **Inclusive companies have a competitive edge.** Those who embrace it will likely prosper, and those who ignore it will likely fail.
2. **DEI is not a “bolt-on” decision.** It is not a band-aid. We must collectively integrate it at every link of the marketing ecosystem to advance our industry.
3. **Identify talent early.** Are you invested in it? Or, just interested? Start identifying talent early. Begin recruiting efforts in early college or even high school.
4. **Diversity thrives in a culture of inclusion.** Diversity is being invited to the party. Inclusion is being asked to dance.
5. **Replace “Culture Fit” with “Culture Add.”** Expand beyond traditional HBCUs. Widen your net to schools with larger bases of diverse candidates.
6. **Eliminate unconscious bias from the recruiting process.** Reduce limitations to marketing positions by creating job profiles that reflect inclusivity.

WHAT STRATEGIES HAVE BEEN EFFECTIVE TO ATTRACT DIVERSE CANDIDATES?

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

- **Ditch the quotas.** If you're only working toward checking a box, that isn't diversity. Chasing a goal like "raise proportion of women on the team by 10%," you risk embracing a mind-set that makes it harder to see how every marketer is contributing to the team's collective goals.
- **Go blind.** Curb unconscious bias and other subjective assessments in the hiring process, which lowers the risk of making a tokenistic "diversity hire."
- **Consider third-party resources.** Whether it's hiring consultants or specialized recruiting services, outside resources can offer a fresh set of eyes when thinking about workplace diversity. It's hard to change what you can't fully see. These partnerships might lead to changes far beyond recruiting and hiring, from the company's philanthropic efforts to rolling out anti-bias training programs or developing new talent pipelines with local universities.
- **Look beyond your industry.** Diversity across industry is important too. Hiring from outside your industry brings new thinking. Training is required, yet, in the end it breeds diverse thinking.
- **Supercharge your internship experience.** Internship programs like *adfellows* offer paid internships over an extended period. These programs enable diverse candidates to have experiences in entry level positions across a variety of disciplines – with a job offer at the end.
- **Mine your current employees.** Brands can look to their field workforces to find diverse candidates who already know the brand and want to switch to a corporate career.

HOW DO YOU PARTNER WITH THE TALENT ACQUISITION TEAM?

Lines between marketing and HR are blurred - as they both share the responsibility of ensuring the employment brand is strong, and employees are sending the right brand message to customers.

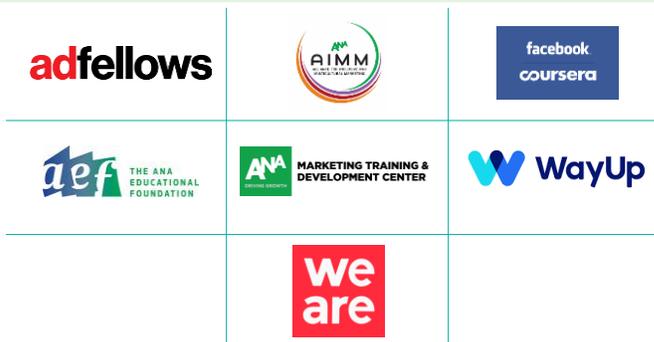
- **Align recruitment marketing to diversity and inclusion objectives:** Transparency and authenticity are important. A corporate pledge to create a diverse and inclusive workplace will feel empty without setting a baseline, showing candidates actions you're taking to fulfill your commitment, and how much progress you're making.
- **Offer a diverse slate of interviewers.** Candidates need to see themselves at every level – including on the interview.
- **Shared goals.** Tie recruitment messaging to business strategy.
- **Leverage the power of Zoom.** Create a digital recruitment experience that connects diverse company leaders with diverse candidates, so that they can see representation.

ADDITIONAL RESOURCES

For research, insight, checklists, and more, click the logos to the right to visit any of our partners.

Or visit the Global CMO Growth Council Resource page for how to source and hire entry-level diverse candidates.

[CLICK HERE](#)



Global CMO Growth Council

Office Hours | Recruiting Diversity

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JOIN US FOR THE NEXT DEI WORKING SESSION | April 15 | 11:30 A – 1:00 P (ET)

Creating an Inclusive Culture and Developing Diverse Talent

What's at Stake: Inclusion is essential. Without it, diversity remains unfulfilled potential. Inclusion is about seizing the opportunities of the rich diverseness of your marketing team to achieve sustainable results for business and society by creating and maintaining environments where every voice is heard, every person matters, and everyone has what they need to flourish while contributing to shared goals. [Click here to request an invitation.](#)