

HOW **BABY BOOMERS** ARE
RECLAIMING THEIR CAREERS

|| PRACTICING
INCLUSIVE ETIQUETTE

|| THE QUEST FOR
TRANSGENDER INCLUSION

INCLUSION

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*Creating Globally Inclusive &
Culturally Competent Workplaces*



DELOITTE'S

**DR. CHRISTIE
SMITH**

Leading the charge
on implementing
inclusive practices

Dr. Christie Smith

**Regional Managing Principal,
Deloitte Consulting LLP, and
Managing Partner,
Deloitte University Leadership
Center for Inclusion**

CHRISTIE SMITH HAS A TRACK RECORD OF BREAKING boundaries—including in her former career as a professional golfer. She has been a leader in fostering a culture of equality both at Deloitte and with her clients and communities. She is one of Deloitte's most senior diverse leaders and is active in promoting equal rights for all in the workplace.

As the managing principal for consulting in the west region of the United States, her responsibilities include markets, clients, talent, and community for more than 2,400 consulting practitioners and more than 250 principals and managing directors. She is also a lead consulting partner and advisory partner on several of Deloitte's largest clients.

With more than 30 years of experience, Smith has a passion for serving clients and bringing innovative and effective solutions to their most important business, market, and talent issues. She focuses her work with clients on aligning business strategy with the requirements of organizational structure, talent, leadership development, and global inclusion.

Smith leads Deloitte's Leadership Centers for Inclusion and Community Impact. Both roles provide a platform for developing solutions with people, clients, academics, and nonprofits about how the business world can fundamentally redefine approaches to issues like inclusion, transitioning veterans, and education.

Smith's accomplishments and commitment to inclusion have earned her many accolades. *Diversity Journal* named her a 2013 Woman to Watch. *The San Francisco Business Times* recognized her in 2012, 2013, and 2014 as one of San Francisco's Most Influential Women and in 2015 as one of San Francisco's Forever Influential Women.

She is a frequent lecturer and author on topics such as corporate values, leadership, culture, inclusion, and talent. Her work has been featured in *Fortune*, *Harvard Business*



Dr. Christie Smith is working to ensure that employees can be their authentic selves at work.

Review, *The New York Times*, *Forbes*, *Fast Company*, and CNN. She has also delivered a TedX talk. Smith is a board member of Gay Men's Health Crisis, a former board member of Out & Equal, and a member of the advisory board for New America's Caregivers & Breadwinners.

Smith has an MSW from Rutgers University and a PhD in social work/ industrial and organizational psychology from New York University.



Inclusion: What will be some of the biggest issues and challenges in 2017 for a corporate diversity and inclusion leader like yourself?

Christie Smith: Leaders today should step up and recognize that diversity and inclusion aren't simply a programmatic solution or setting the tone at the top, but actually living the experience every day. Instead, we're still seeing the demand by some leaders and the cultures they create to have employees cover a significant aspect of who they are in order to hyper-conform to a too often straight, white, male ideal of leadership or success. In essence, many have spent decades asking people to check their identities and true selves at the thresholds of our organizations and institutions and created a workforce of "Stepford Employees/Executives." Leaders should be more than change agents but activists at the forefront of transforming workplace culture.

My challenge as a diversity and inclusion leader is to help leaders make the transition from an intellectual understanding of inclusion—or, let's say unconscious bias—to a visceral connection to the incredible impact and feeling of both inclusion and bias. Only then can we move away from our Stepford selves to genuine connection across difference.

IN: How has Deloitte worked to become more inclusive of transgender people? What are some of the challenges you have seen?

CS: One of the biggest challenges has actually been the traditional framework of diversity and inclusion programs. Often, this approach has had the effect of categorizing and putting people in silos, forcing them to check boxes and choose one identity. While programs like employee or business resource groups have provided necessary safe spaces for many to share their unique challenges and perspectives, through the inherent parameters that they draw, they also rigidly define and reinforce traditional notions of identity. Under this framework, gender is communicated and perceived as binary, forcing transgender people to make an artificial decision between groups instead of embracing and accepting each individual as holistic and multidimensional. Deloitte is moving beyond placing our people in boxes, from simply bonding capital to also bridging capital, encouraging our people to connect across differences and find common ground.

Deloitte University is a place where colleagues can connect and collaborate.

IN: How has your approach to D&I changed in the last 10 years? How have the field and thinking and best practices changed?

CS: With the influx of Millennials into the workforce, we have seen a complete overhaul in expectations and even the definition of what diversity and inclusion are. While many Millennials value the ideals of diversity and inclusion just like their generational counterparts, many fundamentally define the constructs differently.

How Millennials define inclusion is a good example of how they see inclusion as integral to their environment, not a separate program. Our research through the Deloitte University Leadership Center for Inclusion found that Millennials are 71 percent more likely than previous generations to focus on teamwork and 28 percent more likely to focus on business impact than other generations. Millennials view inclusion not as fairness and equality but as a tool and strategy to build teams and create impacts. For many Millennials, inclusion isn't just about getting people of different creeds in a room. It's about connecting these individuals, forming teams on which everyone has a say, and capitalizing on a variety of perspectives in order to make a stronger business impact.

More so than other generations, Millennials are comfortable connecting across people and platforms to develop new relationships, gain access to resources, and acquire necessary knowledge in service of their goals. This approach is natural for Millennials, who are the generational by-products of the digital, social, and mobile age. They're the teaming generation interested in using collaboration and integration of cognitive diversity as a tool.

IN: How do you measure success in terms of diversity and inclusion?

CS: We are now more clearly than ever before correlating inclusion to strategic business performance indicators. We need to continue to be steadfast about measuring representation, but we can now add more complex measures of inclusion—like empowerment, emotional safety, inclusive leadership behaviors, culture, and more—to the equation and actually see corresponding impacts on the business bottom line. This is part of how we're shifting our leaders' thinking about diversity and inclusion because they can see

the impact of their behavior on the business bottom line.

IN: How has the accelerated globalization in recent years affected your D&I strategies?

CS: With accelerated globalization has come an increased demand for global mobility. Organizations are often deploying their high-potential talent abroad, but this new model also comes with challenges. To effectively deploy talent, organizations need to provide resources for all people to access and take on these opportunities. Currently, straight, white males are overrepresented in global deployments. Creating a supportive structure where all people can feel confident in accepting and succeeding in these assignments is critical.

IN: As more and more Millennials join the job force, and as baby boomers slowly age, has this phenomenon provided challenges for you?

CS: It's not a challenge, but an opportunity! Millennials are now the majority of the workforce and are fundamentally redefining and redesigning the way work gets done. Through my recent research, we've discovered that many Millennials are choosing organizations based on purpose and want to experience that throughout their organizations, their work, and their daily impact. Once they are at an organization, they often expect to have the technology to innovate, collaborate, and fit work within their lives to drive the purposeful impact that they desire. Raised as digital natives, many Millennials often look to technology to transform how work gets done, yet are not finding what they need in their organizations. To fully inspire and empower

We have spent decades asking people to check their identities at the thresholds of our organizations.

this generation, it's imperative for organizations to consider democratizing access to technology and invest in collaborative technological infrastructure.

IN: How will your role change in the next five years? Will more be expected of CDOs—and how so?

CS: First, more than ever, chief marketing officers, chief information officers, and CEOs are looking to solve diversity and inclusion challenges. Diversity can impact their brand, their products, their innovation, and their connection to their consumers. I anticipate the CDO role to be drastically more active in market-facing solutions, redesigning operations, and infusing human-centered design and innovation capabilities into research and development.

Secondly, many leaders are shifting toward transparency, but we need to take a step further. Authenticity is a journey not predicated solely on an outward self created in a moment, but rather the life experiences that inform how you show up in the world, as a leader, as a student, or as a worker among workers. It's not an on or off switch with sharing a story, but a series of experiences that is reflected in what has truly formed a leader. If we only focus on the outward, we lose the context of what is naturally inherent in ourselves. It should be a balance of inward and outward exploration, and creating that balance takes time. Leaders will likely have to make this shift and challenge themselves to really be authentic and truly champion cultural overhaul.

IN: For a number of years, practitioners of diversity and inclusion have been making the business case for D&I. Do you think this message is sinking in?

CS: In the US, organizations have been making a generic business case for inclusion for 30 years, and if we look at representation at the top of these companies, it's often still not sinking in. Now, we are finally being honest about the role that our gut instincts, our emotions, and our stories play in the equation. Couple that with our renewed analytical abilities to make an airtight business case specific to an organization by demonstrating the link between inclusion and sales, for example, and we now have something to compel leaders to behave differently.

Moreover, as Millennials are becoming the majority of the workforce, organizations are recognizing that diversity and inclusion are a necessity for today's talent landscape. Our research has indicated that 85 percent of Millennials are actively engaged when they believe their organization fosters an inclusive culture. They are demanding inclusion and view it as a fundamental way to frequently do business. This generation is even more willing to up and leave should that expectation not be met. Diversity and inclusion have moved beyond a business case or programmatic solutions to a true cultural transformation to unleash human potential. **IN**

