

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*

Leading the
charge on
implementing
inclusive
practices

KELLOGG SCHOOL
OF MANAGEMENT'S

ANISE WILEY-LITTLE

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Chief Human Capital and Diversity Officer, Kellogg School of Management at Northwestern University

ANISE WILEY-LITTLE, CHIEF HUMAN capital and diversity officer for Northwestern University's Kellogg School of Management, has more than 25 years of experience in developing and executing human resources and diversity and inclusion strategies. She has provided strategic counsel to both Fortune 100 organizations and nonprofits. Recent leadership positions have included serving as corporate vice president of human resources and the first chief diversity officer for Allstate Insurance Company.

In addition, Wiley-Little is the author of *Profitable Diversity: How Economic Inclusion Can Lead to Success*, serves as chair of the Stars Who Mean Business Peer Awards for *Diversity Woman*, and was named by the Society for Human Resource Management as one of the top 100 global diversity and inclusion thought leaders.

At the Kellogg School of Management, Wiley-Little serves as a lecturer on leadership in the Kellogg Architectures of Collaboration Initiative. This type of leadership is a first for a business school, as Kellogg seeks to develop brave leaders who inspire growth in people, organizations, and markets.

Wiley-Little holds an MPA from the University of Illinois and a BA from Illinois State University.



Anise Wiley-Little makes it a priority to address cultural bias in the workplace.

Inclusion: What will be some of the biggest issues and challenges in 2017 for corporate diversity and inclusion leaders?

Anise Wiley-Little: When we don't have a foundation of balanced race and gender progress toward the ultimate goal of diverse and unbiased decision-making, it prevents us from moving closer to diversity of thought. It's vital that we create environments that allow authentic contributions of all people, because by 2025 our workforce will be even more ethnically diverse.

When you look at who is sitting in the C-suite or is part of the tenured faculty of our business schools, neither is diverse and inclusive enough. Ninety-one percent of Fortune 500 companies are run by white men who have the direct ability to influence corporate culture. These stats suggest that a big win for the sustainability of diversity is enhanced collaboration and partnerships. Without it, success is

ephemeral. The need to fully embrace diversity and inclusion as a core business strategy is critical.

IN: What are some of the recent thought leader topics in the world of inclusion that you are teaching and organizations are learning about and implementing?

AL: A full-cycle, profitable diversity strategy requires business planning, process development, and execution, while taking into consideration the level of leadership commitment. You must include internal environment and external reputation, defined goals, and metrics with clear accountability when making diversity and inclusion a core business strategy. Custom communication is also a crucial element for the entire team, as these strategies must align with the goals of the organization.

Far too many organizations approach diversity and inclusion through a very narrow lens. Leaders must proactively integrate diversity and inclusion into people practices to meet challenges and take advantage of the immense opportunities provided by the growth of multicultural markets. This is why it's so crucial to build a strong diversity brand now that grows organically out of a company's existing brand.

IN: How have the field and thinking and best practices changed around D&I in the last 10 years?

AL: Over the past 10 years, the D&I work has stagnated as leaders try to find the right strategies to infuse diversity into their business practices. Diversity has to be addressed not only in various phases of employment, but in varying levels of business execution.

It is also a business imperative to have diversity officers present in the C-suite, but unfortunately only a small percentage of corporations allow the CDO to report directly to the CEO. The absence of the CDO in the C-suite marginalizes the work. Diversity is more than human resources or bringing talent into the organization.

Diversity is about the business—understanding the economic and social impact and how it touches the community.

Diversity is bigger than race, gender, and LGBTQ, for instance. There are many different facets to it. Understanding the impact of those differences and their effect on the organization is very important. Success comes when we dive deeply into all things impacting an organization's workforce and how they are included in core business strategies. All are just as vital as financial returns or other strategic business practices that allow us to excel.

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

AL: Great talent comes from all over the world as well as from our own backyard. Globalization has influenced our

Only a small percentage of corporations allow the CDO to report directly to the CEO. This marginalizes the work.

workforce in profound ways, transforming society in the areas of politics, immigration, and economics, with an emphasis on multicultural markets. When we talk about globalization, it isn't about where your company is located but, more importantly, is about understanding everybody who makes up the team.

At the Kellogg School of Management, we know that our diverse group of students will lead global companies. As we teach, we think about how they will lead

to ensure that they understand diversity and inclusion as a business strategy designed to achieve success. A company's diversity plan for human capital must align with the organization's business objectives so that it is better prepared to compete. The demographics of the workforce have to be as diverse and inclusive as the customers they serve. They cannot be mutually exclusive.

IN: As more and more Millennials join the job force, and as baby boomers are slowly aging, has this phenomenon presented challenges for D&I leaders?

AL: Five generations of American workers are now in the workforce, and each group comes with different characteristics, ideas, attitudes, and life experiences. This is what diversity is all about—embracing every voice for a more inclusive work environment to enhance business goals and objectives. Therefore, companies must tailor their talent management practices to fit the needs of Millennials, baby boomers, and all generations alike. Companies must understand that people learn, engage, and work differently, while allowing them to find common ground for the sake of the business.

Companies must focus on expanding a communications strategy with common language that makes diversity a core business plan of action that everyone understands. Senior executives must also provide coaching and sponsorship to accelerate the career growth of talented employees from diverse backgrounds to build effective teams poised to corner new markets. There has been no better time for organizations to embrace a diverse workforce and seize business opportunities than now.

IN: How important is board diversity? Would a diverse board make your path to reaching your desired outcomes smoother?

AL: I believe that a diverse board can make the path to reaching desired outcomes smoother. A diverse board that

Senior leaders who make hiring decisions should get away from what some call “fit” or hiring within one’s own image. Fit is often used to exclude people.

The surest way to create a strong diversity brand at your company is to create a strong, inclusive diversity reality for customers, suppliers, and employees. Your diversity brand reflects your core values, and there is no substitute for authenticity.

IN: How do you measure success in terms of diversity and inclusion? Retention? Organizational alignment? Participation in inclusion activities? What else?

AL: When a company sets specific goals with a strategy to meet those goals, an obvious measure of success is generally defined by economics and increased innovation, efficiency, and collaboration. However, at some point, the company must not only focus on the numbers, but also address cultural bias within the workplace. These things are subtle, but really important. It’s not a zero sum game. It’s not just about profit or head counts, but is about improving equity, access, and opportunity for everyone.

It’s also vitally important for company executives to sponsor employees from a class that is generally overlooked for advancement, but nonetheless is talented and deserving of opportunity. In this way, these efforts are key performance indicators that lead to measured success all-around.

IN: Will more be expected of CDOs, or will the CDO role go away?

AL: For progressive organizations, the CDO will continue to act as a guide and strategist to change the culture of an organization and facilitate and improve business goals. It is all a part of the process to bring diversity and inclusion into alignment to achieve greater success for the company. The CDO’s effectiveness can have a tremendous impact

reflects the world in which we live offers a level of sensitivity to diversity and inclusion that we need. However, you will need enough diversity on the board so that everyone feels comfortable speaking up and holding the organization accountable.

The board has the ability to influence business and impact the success of the organization and the diversity that it wants. The best leaders are those who lead by example. This is why paying attention to things such as the diversity of your senior leadership and board of directors is so crucial.

on a company’s growth for many years to come. The CDO must be there to navigate tough situations and hard conversations, and to provide solutions as business objectives continue to evolve.

It’s also important that the CDO and human resources professionals work together, even if they move in different directions, to positively impact the success of the company and the diversity it wants.

IN: How can senior leaders best cultivate a diverse talent pipeline?

AL: Senior leaders must make attracting a diverse talent pool at all levels of business, particularly management, a priority. They must use their position of privilege to open doors for others who have been blocked or limited because of institutional bias. It’s important not only to hire more people of color, women, people with different abilities, and others, but to nurture their talent and mentor and sponsor them. It takes more than the CEO alone.

Senior leaders who make hiring decisions should also get away from what some call “fit” or hiring within one’s own image, especially if fit can’t be clearly defined. Fit is often used to exclude a certain group of people. It’s important to cast a wide net by seeking qualified talent that is not always in our own image.

Companies that succeed in building a strong diversity brand will also succeed in attracting the best talent and reach the most markets. Change requires dogged pursuit. It has to be something that is done without hesitation so that no one is excluded.

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?

AL: The CDO is still required to make the business case for diversity despite data that is readily available to support it. Those who head companies and organizations understand the numbers. They know that diversity and inclusion at all levels of business increase profits, performance, creativity, innovation, and problem-solving ability. Diversity and inclusion challenge us to be better, to bring the best out of each other. If you have to ask about the business case for diversity and inclusion, I already know where you stand on the issue.

There is still disconnect and resistance to fully committing to making diversity and inclusion the foundation of business strategy. There is a gap between good intentions and making diversity and inclusion a priority with resources put in place to support it. The success of diversity comes with measured progress and sustainability. **IN**