

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*

POWER OF &'S

CANDI
CASTLEBERRY
SINGLETON

Leading the
charge on
implementing
inclusive
practices



Candi Castleberry Singleton

Founder, Power of &

CANDI CASTLEBERRY SINGLETON IS THE FOUNDER of the Power of &, a social enterprise organization which offers the Dignity & Respect Campaign and other innovative programs for employee and community engagement. She has worked with senior executives, business process owners, and community leaders to build sustainable practices and inspires people and communities to work better together. She has implemented successful initiatives as chief inclusion and diversity officer at UPMC, at Motorola (where she was vice president of global inclusion and diversity), and at Sun Microsystems (where she led the Global Inclusion Center of Expertise). She has led teams in operations and talent development, and at Xerox Corporation, she acquired experience in sales management, product marketing, and training.

An experienced strategist, Castleberry Singleton created the “Bolted-on to Built-in Model,” an integrated inclusion model that helps companies transition from compliance-driven processes led by human resources to integrated activities that shift the responsibility for achieving an inclusive culture to every employee. The

Candi Castleberry Singleton’s Healthcare diversity program has grown into a national campaign that helps organizations guide respectful interactions.

model is featured in the chapter she contributed to *Crossing the Divide: Intergroup Leadership in a World of Difference* (Harvard Business School Press, August 2009).

Castleberry Singleton is an international speaker, teacher, and mentor. She has delivered inspiring keynotes and lectures around the globe, from Beijing to Budapest to Boston, and serves as an adjunct professor at Carnegie Mellon University. She received an MBA from Pepperdine University and a bachelor’s degree in legal studies from UC Berkeley and completed the Stanford University Executive Human Resources program.

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

Candi Castleberry Singleton: From the earliest days in our careers, nearly all of us were told there were two topics never to discuss in the workplace—religion and politics. But the walls of our workplaces are porous. Religion and politics seep through these walls in the form of the thoughts, feelings, and behaviors of our coworkers. As D&I leaders, we have a responsibility to help organizations navigate these topics. As current events outside our workplaces affect employees without regard for time and place, we are in the unique position to steer the discussions in the right direction to benefit the fabric of our workplaces.

The 2016 presidential election, coupled with built-up tensions and many unaddressed issues on race and economics in our nation, has pushed us all into new territory in the workplace. Although they were probably always there just under the surface, tensions are now visibly in the hearts and minds of our employees, on their social media pages, in conversations in the halls, and in our conference rooms.

The issues we currently face that are being fanned by a not-always-so-civilized rhetoric and the impact of the 2016 election will surely carry over into 2017. Our traditional roles have often focused on D&I in the workforce, workplace, and marketplace. While they have continued to expand, our written job descriptions have rarely included social justice and politics—but they do now. The good news is we are resilient and resourceful. Over the years we have learned to evolve with the changing needs of employees, customers, and organizations. Just as we have prepared in the past, we will be equipped for 2017.

IN: Tell us about your greatest success story.

CCS: In 2008, we launched the Dignity & Respect Initiative at the University of Pittsburgh Medical Center [UPMC] to create a more inclusive workplace culture. As communities and organizations outside UPMC learned about the initiative, Dignity & Respect grew from an internal initiative to a separate entity and national campaign that teaches organizations how to have respectful interactions.

But Dignity & Respect is more than just a campaign. For example, its 30 Tips initiative was created by using direct input from focus groups

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where employees were asked to describe behaviors that foster an environment where people are treated with dignity and respect. By practicing the 30 Tips, an organization can become a better employer and provider of services. The 7 Pillars training helps to create shared accountability for a workplace that values and respects differences. By integrating the Dignity & Respect concepts into workplace policies and processes—including organizational values, learning and development tools and training, annual performance evaluations, and business strategies—the

campaign has helped organizations improve the interactions of employees with each other and with the communities they serve.

IN: Have your clients asked for help in being more inclusive of transgender people? What do you recommend?

CCS: I'm a big believer in leverage. I've always tried to solve new diversity issues with solutions that benefit more than the one demographic group that may have brought initial attention to a problem. The best way to do this is by creating new or additional allies through finding common ground. After many recent conversations with elected officials, corporate executives, and community leaders on the topic of bathrooms, I was reminded of a story I heard when I was a D&I leader in a large health-care system. An older gentleman requested a map of the family or unisex restrooms. When asked how the map would help him, he explained that his wife had Alzheimer's. When she needed to go to the restroom, he couldn't take her with him into the men's room, nor could he send her into a women's restroom alone because she would panic if he were not around. How many of us have thought of how family restrooms could serve caregivers or others?

This sparked a thought about conversations on restrooms to serve the transgender community. What if organizations and public facilities built or modified existing restrooms to create more family restrooms? A shift in focus to family restrooms could serve and create allies among fathers with daughters, mothers with sons, and caregivers, in addition to serving the transgender community. We can all work to find common ground. By seeking solutions that benefit multiple groups, we can chip away at all sorts of barriers to inclusion.

IN: How will the CDO role change in the next five years? Will more be expected of CDOs?

CCS: In forward-thinking organizations, the role has evolved from affirmative action and hiring practices to include multiple aspects of talent management and employee engagement, cultural awareness and related training, marketing and communications, community outreach and government relations, and even in-depth knowledge of the products and services offered by the organization. In other words, Chief Diversity Officers have collectively become "Chief Everything Officers" needing to consult across all aspects of the business, sometimes without expanding resources.

Over the next five years, organizations will need to consider new strategies, new ways of tracking data, and new types of employee groups to



engage a generation of employees and customers who may choose to self-identify differently than ever before. The boxes on our standard forms may no longer apply. And a new generation of workers may choose not to participate in traditional demographic-based initiatives.

As an adjunct professor teaching D&I classes, I am continuously informed anew by my students. I have experienced firsthand our need to engage a new generation in the workplace who feel less and less connected to traditional approaches and topics of D&I and more connected to personal values of respect, social responsibility, and intersectionality. They have a new way of thinking about identity and its relationship to power and may choose not to participate in what they consider old-school initiatives. As D&I leaders, we will need to help our organizations prepare for these inevitable changes and learn to work effectively across our diverse social identities. Finding common ground AND embracing the “Power of &” is a pathway to this vitally needed collaboration. At the end of the day, it is about inspiring others to work and live better together. We need to leverage the power of “and,” both in the U.S. and around the world.

IN: How does a company best cultivate a diverse talent pipeline?

CCS: D&I leaders can lead diverse talent pipeline efforts, but true success requires leaders and managers to do their part [toward furthering the company’s goals]. Many roles are filled by recommendation from our personal networks. So the questions I often ask of leaders and managers include, “When asked to recommend others for opportunities, how many candidates can you or have you recommended that are not at all like you [age, gender, sexual orientation, race, culture, economic, or education]? How many have you hired or mentored? How many would mutually list you in their network?”

We can all expand our personal networks by meeting new people at industry events, mentoring, volunteering, or serving on boards. We can always be talent scouts. A leader or manager doesn’t need a diversity strategy to be intentional about making a wider spectrum of friends. If

we don’t make new friends with people less like ourselves, we will continue to recycle the same names of the same people for opportunities, creating the perception or reinforcing the reality of favoritism. If we don’t make diverse friends, employees not included can feel less connected and engaged. Cultivating a diverse talent pipeline is everyone’s job, not just the D&I leader and her or his team.

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?

CCS: Business practices are changing, and at a rapid pace. The US and world demographics continue to change. US cities are transforming, creating geographic shifts in the Millennial and Gen X workforce. Technology requires us to engage generations of employees and customers in new ways around the world. Automation has replaced some of the skill sets of the workforce and has created requirements for new ones—and the list of changes goes on. With all this being said, it is difficult to comprehend why an organization would need to be further convinced by requiring a business case [for D&I]. It seems obvious that a company would benefit from implementing strategies to provide products and services to all customers and employ the very people who use them. Yet there are industries, organizations, and leaders with no diversity or inclusion plans at all—not for products and services offerings, and not for employment.

So as a D&I leader who is dedicated to helping companies help themselves, I put forth questions that determine the motive behind a request for a business case. Is it simply an exercise to keep the D&I team busy to avoid doing the sometimes uncomfortable work that needs to be done, or is it genuinely required to make change happen in the organization? If a business case is genuinely required, I have learned that it is critically important to gain both leadership commitment to take measurable actions and establish an authentic partnership with the leadership and D&I teams to support the strategy resulting from the business case. The best outcomes result from working better together. For me, it’s all about collaboration—the Power of &. **IN**