

**WORKPLACES AND
MENTAL HEALTH CHALLENGES**

**INTERSECTIONALITY:
WHY IT MATTERS**

**CORPORATIONS ARE TAKING
A STAND ON THE ISSUES**

INCLUSION

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ISSUE 4

*Creating
Globally
Inclusive &
Culturally
Competent
Workplaces*

INTEL'S

**BARBARA
WHYE**

**Leading the
Charge on
Implementing
Inclusive
Practices**



Barbara Whye, Chief Diversity & Inclusion Officer and VP of Human Resources, Intel Corporation

Barbara H. Whye is Intel’s Chief Global Diversity and Inclusion Officer and Vice President of Human Resources for the Technology, Systems Architecture and Client Group, the company’s largest technical business group (77K employees). She also leads Intel’s Diversity in Technology \$300M initiative which resulted in reaching full representation in Intel’s U.S. workforce in October 2018. The company’s workforce now reflects the percent of women and underrepresented minorities available in the U.S. skilled labor market.

With over 21 years of experience, Barbara develops strategies that accelerate progress and integrates diversity and inclusion across the ecosystem to enhance innovation and drive business results.

Barbara joined Intel in 1995 as an engineer and held a number of leadership roles driving large-scale and enterprise-wide change. Prior to joining HR and Global Diversity and Inclusion, she spent 15 years in key senior leadership and engineering roles responsible for acquiring and starting up new facilities for Intel worldwide.

Barbara earned her bachelor’s degree in electrical engineering from the University of South Carolina and her MBA from the University’s Darla Moore School of Business. In 2018, she was awarded the Diversity and Inclusion Industry Hero Award for outstanding leadership.

INCLUSION: What will be some of the biggest issues and challenges in 2019 for a corporate diversity and inclusion leader?



Barbara Whye: We often say at Intel that “you can’t include who you don’t have and you will quickly lose who you don’t include.” While I cannot speak for other companies, we will continue to focus deeply on retention. In 2015 we set out with a bold vision and a \$300M commitment to increase the representation of women and underrepresented minorities in the workplace and our industry by 2020. Our first leg of this journey was to create a workforce that reflected the diversity of the skilled labor market available and to be more representative of our communities, customers and our world. We set the goal, learned a lot and met the goal 2 years ahead of schedule. To successfully sustain our results and build on this momentum, we must continue to focus on leadership, inclusion, belonging and retention. This will require removing the burden from our talented employees and placing that burden on our systems. This approach will aid tremendously in driving the right levels of accountability and delivering results that can be sustained. It will also require us to think differently as we have done with introducing our Warmline, an innovative case management service for employees with retention challenges. Since its inception, the Warmline has received more than 20,000 cases with a retention rate over 80 percent. You cannot hire your way to success. Retention is key.

IN: Is there a personal motivation or a story from your past that inspired you to do this work?

BW: Simply, I thought Intel and the industry could be better. I believed Intel and our employees could make a difference and I wanted to lead this change. Being the youngest of 8 kids from the Carolinas, my mother and father trained us and role modeled that if we see a problem, it is our duty to fix it. Being a part of the solution is how I’m naturally wired and taking ownership yields higher results. I love solving gnarly and complicated problems. Diversity in tech is a gnarly challenge so it was a match made in heaven.

One key personal motivator is knowing the results of this work will make the tech industry a better place for future generations. I’d like to know that tech access is not dependent on your zip code or who knows you; rather it is fully accessible for all who are willing to dig in and do the work. Each day, I strive to ensure all have access irrespective of their

Barbara Whye addresses audience during the ASU Center for the Study of Race and Democracy Lecture series.

sponsorship or network. If we do this right, all of our children will have a better experience pursuing careers in tech and staying in tech.

IN: In the last year, gender inequality in the workplace—including sexual harassment—has become large in the public eye. How does this new public awareness help close the gender gap?

BW: Major cultural shifts and social transformations travel across the stages of awareness, ownership, and sustaining the change. The last year dramatically increased awareness and also highlighted the power of uniting with one voice. When people pull together in unison, so much more can be accomplished. Putting the burden on the systems, creates movement, levels the playing field and change starts to happen. We must continue to ensure that our employees know that harassment is not tolerated and offer multiple channels for reporting and multiple levels of support.

The increased visibility of sexual harassment also put a spotlight on other issues faced by women, minorities and the most marginalized communities. Companies must realize and take seriously that what happens outside the walls of corporations is also on the minds of employees when they enter into the workplace. Whenever there’s a public discussion, it increases awareness, and creates opportunities to have meaningful dialogue and conversations.

We must continue the transformation processes, take care of our employees and in our corporations, we must continue to create psychologically safe environments where employees feel comfortable to bring forth concerns without fear of retaliation.

IN: What are some of the unique challenges for the tech industry around inclusion?

BW: There is a quote that says, "Diversity is being invited to the dance, inclusion is being asked and belonging is knowing all of the songs." Inclusion and belonging will be key for all corporations as we head into 2019. Intel conducted an internal survey that shows that employees who experience inclusion are 7 times more likely to be retained. Tech and non tech corporations alike must value inclusive leadership in the same way it values technical leadership. Inclusive leadership consists of commitment, accountability, fairness and respect, and values belonging. It begins at the top and must be integrated throughout the fabric of your company. At Intel, we continue to focus on developing manager skills around inclusion and ensuring that leaders are also held accountable to mastering leadership acumen. We have trained 13,000 managers worldwide through a program called Managing at Intel, with a focus on inclusion and leadership. When we put all the issues on the table, include and listen to our diverse possibility thinkers and problem solvers, we can do anything.

IN: Cultural transformation is a concept that is increasingly being addressed now, what does this mean to you and how is Intel working to transform its culture?

BW: A diverse workforce and inclusive culture are key to Intel's evolution and driving business results. We desire to be the most inclusive company in the world. Diversity and inclusion cannot be treated as an add-on. It is core to our culture transformation and must be integrated into everything we do. We are delivering on diversity and inclusion results at the same time the company is having historical record revenues. The company prioritizes this as a business imperative to drive innovation and future

"Our daughters, sons, granddaughters, and grandsons will have a better experience pursuing careers in tech because we never gave up."

growth. Diverse teams with different perspectives, experiences and ideas are more creative and innovative, resulting in a collaborative and supportive environment. Intel will continue its ongoing commitment to advance diversity and inclusion, collaborate with industry partners on key learnings and encourage a community of openness, belonging and inclusion.

IN: Practitioners of D&I have been making the business case for years, do you think the message is sinking in? How do you convince your CEO or senior management team that the culture of D&I is a competitive advantage?

BW: We are no longer arguing the business case at Intel. Diversity and Inclusion efforts are integrated into all we do and our metrics are a part of our company goals and employee bonus structure. Diversity and Inclusion is not dependent on one individual; we all have a responsibility to drive inclusion from our seats. All voices matter. Today when asked about the business case of diversity, I ask, "What's the business case for homogeneity?" We have demonstrated that diversity and inclusion results can happen in parallel with record revenue quarters and record revenue years. The excuse of D&I efforts are happening at the expense of revenue can now be taken off the table.

IN: Given the change in our federal administration, will it be more incumbent on corporations to be at the vanguard leading the push for inclusion. Are companies well situated for that challenge, and why?

BW: Diversity and inclusion results will require all of us to step up: tech, K-12, academia, government and more. This work cannot rest on the shoulders of one organization, one person or sector. The root causes of why we have a lack of diverse talent in tech lie in lack of opportunity and lack of equitable access to tech opportunities for students. Beginning in K-12, access to a quality education irrespective of location is an excellent place for all of us to focus. Companies such as Intel can continue to help by investing, advocating, and creating opportunities. To fully achieve and sustain success, it requires partnership and focus across the political, economic, and social spectrum. It will also require us to partner differently to drive collective impact. Intel is already taking steps to do this; by partnering with the Women of Color in Computing Research Collaborative and as a founding member of the Reboot Representation Tech Coalition, focused on researching issues for women of color in computing and doubling the number of women of color graduating with computing degrees in the U.S. by 2025. **IN**