

HOW TO CREATE A
WINNING COMPANY CULTURE

HEROES FOR HIRE:
VETERANS IN THE WORKPLACE

GET READY—
GEN Z IS COMING!

INCLUSION

*Creating Globally
Inclusive & Culturally
Competent
Workplaces*

WINTER 2020 + ISSUE 5

Leading the
Charge on
Implementing
Inclusive
Practices

GLENN DIVERSITY
INCLUSION &
HR SOLUTIONS'S

**JACKIE
GLENN**



Jackie Glenn

Founder & CEO, Glenn Diversity Inclusion & HR Solutions

Jackie Glenn has a long and distinguished career in human resources, beginning at Harvard Pilgrim Health Care followed by 16 years at the Fortune 500 Company EMC Corporation. At EMC, Glenn quickly progressed to global chief diversity officer, coaching and educating a workforce of 55,000 employees worldwide. In this role, she conceived, planned, and developed programs in organizational development and leadership consulting, as well as employee training and development.

During her tenure at EMC, Glenn created a groundbreaking transgender reassignment and benefits program, multiple women's corporate advancement immersion experiences, and recruiting partnerships with Historically Black Colleges and Universities (HBCUs) featuring a summer internship that builds a pipeline of high-potential future employees in STEM fields.

EMC merged with Dell Computer in 2016. During the transition, Glenn served as global vice president of diversity and inclusion and oversaw the melding of corporate cultures for the combined workforce of 150,000 employees worldwide.

In 2018, she parlayed her experience and connections to launch her own consultancy, Glenn Diversity Inclusion & HR Solutions. She specializes in executive coaching and helping



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corporations implement inclusive strategies and best practices.

In addition to operating her own consultancy, Glenn is a dynamic and engaging speaker. She hosts national and international conferences and participates on numerous industry panels.

Glenn holds an MS in human resources management from Lesley University, Cambridge, Massachusetts, and a BA from Emmanuel College, Boston. Her love for community advocacy and civic leadership encompasses service on the board of Children's Services of Roxbury (in Massachusetts), the board of the Museum of African American History of Boston, and the board of overseers of Beth Israel Deaconess Medical Center.

Glenn is the author of *Lift as I Climb: An Immigrant Girl's Journey Through Corporate America*. This instructive biography follows her journey from nanny to vice president and chief diversity officer to author and CEO.

Inclusion: What will be some of the biggest issues and challenges in 2020 for a corporate diversity and inclusion leader like yourself?

Jackie Glenn: It begins with redefining D&I for millennials, who are often characterized as looking for more than words about diversity and inclusion—they want to see action and results. A large part of my work is preparing future leaders of organizations, and I know that until we start showing more diversity in our corporate leadership, we are not satisfying the expectations of all segments in our workforce.

Another challenge will be learning how to work with and support the immigrants who join us as they bring their gifts to America. How do we think and act inclusively as national legislation and regulations shift the opposite way? How does the current climate toward immigrants affect industry in our country—everything from farming to technology, and hospitality to health care? As a global D&I leader, I know that other nations are facing this same issue as more people arrive seeking to make a better life. Other challenges we will need to address include demographic shifts, pay equity for women—especially women of color—and belonging, as well as continuing to educate workforces about gender identity and expression.

IN: Over the last few years there has been a great deal of excitement about artificial intelligence and machine learning in creating more inclusive workplaces. What do you see as the opportunities and challenges?

JG: The opportunity I see is discovery and efficiency—artificial intelligence and machine learning enable us to sort through data and gain new insights that otherwise could have taken decades. The opportunities within AI and machine learning when applied to areas such as health care can mean breakthroughs for medical diagnoses and treatments. Several of my clients rely on AI as well as machine learning to help with



Find Jackie's new book, *Life as I Climb: An Immigrant Girl's Journey Through Corporate America* on Amazon and on www.glenndiversity.com.

improving customer service and data security, or creating software that enhances how clinical trials are conducted for lifesaving treatments. As a leader who is fortunate to work with the Massachusetts Technology Leadership Council, I can tell you that AI and machine learning are essential to our continued breakthroughs.

However, while the benefits are many, the risks are great. There is the danger, for example, that the AI used to create new health-care treatments can also be used to

create powerful computer viruses. In addition, these machines are programmed by humans, often humans with biases. This can leave a lot of room for error, and often it is our minority populations who suffer based on the profiles programmed into these systems.

IN: What brought you to do this work? Is there a personal motivation that inspired you in this direction?

JG: I was basically asked, or told, to take my first diversity job. I cried because I felt as if the position was not respected and not yet viewed as a serious role. As my own leadership evolved over the years, I came to recognize that inclusion is my passion. It fulfilled an early promise I made to myself shortly after I arrived in the United States from Jamaica. One bitter, cold morning, I waited for the bus and watched cars whiz by. Right there I vowed, "When life gets better for me, no one will be left at the bus stop."

Today I am proud to continue my work as a global diversity and inclusion consultant with many clients, and it immerses me in a variety of industries, business challenges, and perspectives that broaden and deepen my thinking.

IN: A concept that is increasingly being addressed now is cultural transformation of the workplace. What does this mean to you and how is your company working to transform its culture?

JG: Cultural transformation means taking a deeper look and making bold steps to redefine how your organization operates, and in the process discovering or rediscovering your core values. It is generally centered on how to serve customers and employees in a more inclusive way.

My tenure as a technology leader gave me direct experience working to build a culture of trust, helping 55,000 employees around the world understand the dimensions of respect, credibility, fairness, pride, and camaraderie and how they work together to transform a culture.

Cultural transformation takes on other dimensions as well, including the willingness to change the culture and to think differently; asking uncomfortable and hard questions; and making sure that your company's C-level leaders are engaged and participative in this effort—they should



Glenn, with her husband, Windsor Glenn.

be cultural champions. It also means learning to do things you have never done before, doing them with an open mind, and going places you have never gone.

Lastly, it is critical that your company conducts a cultural audit led by an objective outside expert. This will give you a bird's-eye view of some of the cultural nuances that would otherwise be undetectable.

IN: In the last few years, gender inequality in the workplace—including sexual harassment—has become large in the public eye. We all know these challenges are not new. How does this new public awareness help close the gender gap?

JG: The verdict is still out whether the gender inequality gap is closed, especially for women of color. In many organizations, the gap is still quite large with no change in sight.

However, this new awareness of gender equity shines a bright light on the subject and forces organizations to do a lot more due diligence and pay more attention. All leaders have easy access to the data on pay and promotions to see where gaps exist within the company. But only a few share these reports and address them. Unfortunately, we see the results of that when pay inequity is revealed.

If there is an upside to all the coverage in the media, it is that having a harassment-free workplace is seen not just as an HR policy, but as something to be owned and lived by everyone, with an extra level of accountability for leadership.

IN: As more millennials join the job force, and as baby boomers are slowly aging, has this phenomenon provided challenges for your clients? And what are your suggestions for addressing them?

JG: Yes, there is certainly a difference in work style and expectations that can cause friction. I consider these as critical

“New awareness of gender equity shines a bright light on the subject and forces organizations to do a lot more due diligence and pay more attention.”

challenges that must be addressed: work style; ethics; bringing everyone together to figure each other's strengths and then learn from each other; and reverse mentoring.

Some of the challenges revolve around breaking through our traditional norms and perceptions about age. I've worked with clients to look at behavior and ensure that they are working across generations with respect and understanding. And I've helped organizations that are saying, hey, we are not attracting the next generation here—why not?

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

JG: It starts by investing time and resources with organizations and associations—engineering associations, for example—and becoming involved with them in deeper and more significant ways. For example, offering to have an executive serve on their board and become a visible mentor and advocate. Investing time at the college level is also essential, and you need to show that your company will have a consistent and reliable presence, not disappearing at the first budget downturn. I invested many years in building relationships with Historically Black Colleges and Universities, and the power of that collaboration helped bring new faces and perspectives into our talent pipeline.

And then, when new employees arrive at your workplace, you must have a well-designed onboarding program that includes mentors to help with acclimating to the environment. This will ensure success and retention.

IN: How do you use data and metrics to measure D&I success?

JG: At a very basic level, I look at data around the two As—attraction and attrition. Are we getting a broad representation of people applying to work here and in our candidate pools? Why or why not? Once here, are they staying and succeeding? Again, why or why not?

Exit interview data is also helpful, as are the direct questions in global all-employee surveys asking if people feel that they are treated fairly based on a variety of individual characteristics. **IN**