

DIVERSITY RECRUITMENT: SHATTERING THE MYTHS (AGAIN)

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When Bridge Partners was founded as a diversity-focused search firm a decade ago, we believed that, by now, diversity-inclusion would have become naturally embedded in executive search at all levels and across all functions. We were wrong. The need for an innovative search firm that operates at the senior level and focuses on inclusivity has never been greater.

Our first "Shattering the Myths" edition of Insights was published in 2007. It went on to be our most popular edition, so we have used the occasion of Bridge Partners' ten-year anniversary to update it. While this version includes five new Q&A interviews with senior executives from the for profit and nonprofit sectors, the message remains the same...

If you are a human resources or diversity-inclusion professional, we imagine that you have probably had at least one of the following interactions with hiring managers:

"We don't need to focus on diversity recruiting - we are already diverse." There is no growing organization today that cannot make a strong business case for focusing on diversity recruitment. You may see diversity in the organization when you "crunch the numbers" but do you have the very best possible talent at the senior-most levels of the organization?



"The hiring manager is 100% behind the broad diversity recruitment initiative...but maybe it's not the best approach for this search." The comments range from "It never works - the talent isn't out there" to "Diversity recruitment means the process always takes longer." All of these assumptions can be disproved by a solid business case for diversity and a strong diversity-focused recruiting team/partner.

"The talent isn't out there." Yes it is. Diversity recruiting requires effort and focus. Obstacles to results include:

- An inadequate diversity outreach effort. Building capability to identify high-caliber diverse candidates, and then developing a positive relationship with them, is a process, not a one-off event. It is necessary to build your brand as an employer of choice and invest time in understanding the market.

Special Tenth
Anniversary
Edition

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- A recruiting team/search partner that “hopes to come across” diverse candidates, rather than actively pursuing that talent. While in-house recruiters and traditional search firms may have the best of intentions, they are often not in a position to prioritize diversity. As with any other area of your business, you are best-served by using the experts.
- A focus on the path of least resistance - recruiting candidates who are already looking for their next career move, rather than those who may be “below the radar.” Reach out and recruit your candidates – if they don’t come to you, you need to go after them, or use a search firm that can effectively do that on your behalf.

successful diversity recruiting

- Create a long-term recruitment strategy that looks at where your organization will have success in attracting and retaining high caliber minority executives, as well as how you might develop relationships with organizations and individuals who will support your goals.
- Educate your employee base, especially senior management. Define goals and metrics, emphasize your business case for diversity, and ensure genuine buy-in/understanding throughout the organization.
- Demonstrate the diversity of your company. Not just by advertising but at every event and in every interview. Integrate diversity into your “brand” and invest in the community, mentoring and volunteerism programs.
- Nobody’s perfect. Don’t be embarrassed if you haven’t yet achieved every stated diversity goal. Honesty and transparency are very appealing to candidates – be direct about where minority candidates might be able to support your diversity initiatives.
- Choose your team or partners carefully. Diversity recruitment is a skill, it requires focus and dedication. Act as you would with any other corporate initiative and bring in experts with a track record of commitment and success.

“We hear ‘no’ too often.” This means one of two things: you aren’t selling well enough, or your company/this role isn’t where the candidate wants to be. Both can be fixed.

With more and more companies actively recruiting high caliber diverse candidates, the laws of economics dictate that they are fast-becoming “buyers” with multiple career options.

If you find that you are losing qualified candidates during your recruitment process, either someone else is offering a better opportunity (with regard to a specific role, career development, or company culture), or you are not show-casing the best of what you have. Top candidates – diverse or otherwise - want top jobs.

The more competition there is for a candidate, the more effort is required to attract and hire them. You have to sell them during the process and then close the deal. Not only do you need to offer the most appealing compensation package and the most appropriate role, but you also need to use the interview process to understand their personal motivations and create opportunities. This is particularly important when recruiting diverse candidates as part of a diversity recruitment initiative. Do they want to be the “pioneer”? Do they want to act as a mentor? Some executives do, some do not. You need to understand which “buttons to press”.

“Diversity recruiting is owned by the HR department” The human resources department may be the internal driver of diversity recruiting initiatives and the “face” of diversity staffing...but they should not be considered solely responsible for success – the organization as a whole has to own the initiative.

The diversity-inclusion imperative should come from the CEO, and hiring managers should be involved in the diversity recruitment process early and often. Every time.

During the recruitment process every interviewer must reflect the entire organization, communicating a clear, concise message to all potential candidates regarding position requirements, culture and expectations. This message needs to be consistent throughout the interview process and supported at all levels.

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DIVERSITY & EXECUTIVE SEARCH, TEN YEARS ON

Larry Griffin

Co-Founder & Partner, Bridge Partners

In the ten years since we founded Bridge Partners, we have seen the need to develop a diverse leadership team in order to support bottom line drivers, shift from primarily consumer-facing organizations to virtually all industries.

Motivations may be different - marketing to diverse customers, reflecting a diverse employee base, or serving diverse constituents - but the challenges of recruiting and retaining the best available talent remain constant from industry to industry.

Sadly, many organizations have struggled because they have not customized their approach to recruiting diverse executives. They utilize jaded internal processes; work with external recruiting partners with whom they have developed a comfort level but who have not delivered high quality, diverse candidates; and have failed to understand the need to retain, develop and motivate the diverse executives that they invested in bringing into their organizations. This issue of retention is key because failure to retain senior diverse leaders has a direct and negative impact on all levels of the organization and ultimately hinders all aspects of the recruitment effort.

Organizations that are succeeding in diversifying their employee population are not only being innovative and purposeful around recruiting and retaining diverse executives but they are also building their employer brand to reflect a commitment to diversity-inclusion. They're talking about it at the seniormost levels across the organization, not just within human resources, and are embedding diversity best practices in every function. Diverse executives recognize these efforts and it certainly gives a positive impression when they consider joining an organization.

This edition of Insights discusses these topics in greater detail but it is clear to us from many, many conversations with both clients and candidates that, while advances have been made over the past 10 years, there is still a significant amount of work for organizations to do if they want to better reflect their diverse customers and employee population.

“We don’t have a problem hiring strong diverse executives – we just can’t keep them.” It is impossible to entirely prevent promising executives from moving to other organizations, but it is possible to make it a tough decision for them.

There are many factors involved in retaining high caliber executives within an organization, be it a new hire or a fast-track executive who has been (or will be) promoted into a key role - one of the most effective is rigorous on-boarding and mentoring.

Research shows that mentoring relationships can be particularly effective for women and people of color, or for people who are considered “different” in any particular environment. An effective formal mentoring relationship will identify high-performers, determine what motivates and inspires them and focus energy on retaining them. It will help high-potential executives to exchange critical information, build a strong network, develop an understanding of internal politics/corporate culture, and interact with individuals outside their sphere of influence.

One of the best measurements of retention and/or mentoring initiatives is to see your internal talent, particularly women and minorities, receive promotions, gain responsibility and take on higher profile roles throughout the company.

“Building a diversity recruiting program takes time. We should be patient to see the results.” Yes it does – but that doesn’t mean the program shouldn’t be held to the same standards and metrics that any other corporate initiative would be.

Goals and metrics must be clear and there needs to be a transparent calculation of return on investment. If the purpose and goals of a program aren’t clear, it is extremely difficult to assess what constitutes the success, which in turns makes it difficult to get buy-in across the organization.

Another challenge is that of constructive criticism. In some organizations there is a resistance to criticizing diversity programs out of a fear of being labeled as intolerant but no program can evolve without being continually challenged. ■



Ronn Richard has led the Cleveland Foundation since 2003. Within the last 30 years, he has held senior management positions in government, private enterprise, and the nonprofit sector.

Early in his career, Mr. Richard was a diplomat, serving at the American Consulate General in Osaka/Kobe, Japan, and at the U.S. State Department. This background, he believes, positioned him well for his work at the foundation, where diplomacy is key to collaboration. Mr. Richard's 13 years at Matsushita Electric (Panasonic) included time heading the company's North American research and development operations and one of its largest sales companies, which taught him that achievement and learning come only with risk and, sometimes, failure. Just before joining the foundation, Mr. Richard was managing director and chief operating officer of In-Q-Tel, the CIA's venture capital fund.

Mr. Richard serves on the board of directors of Evergreen Cooperative Corporation, Global Cleveland, NewBridge Cleveland Center for Arts & Technology, Hispanics in Philanthropy, and Living Cities, a national consortium of the country's largest foundations and financial institutions. He is board chair of the Cleveland School of Science and Medicine and the Lake Erie Energy Development Corporation, and lead director of the board of directors of Emergent Biosolutions, a public biopharmaceutical company.

He holds a master's degree in international relations from Johns Hopkins University and honorary doctorates from Baldwin Wallace University and Notre Dame College. In 2012, he was a scholar in residence at the University of Arkansas Clinton School of Public Service Center on Community Philanthropy.

How does the changing demographic in the US (leading to a minority-majority population) and the existing diversity of the Greater Cleveland community continue to influence your work at the Cleveland Foundation?

The Cleveland Foundation board and staff always attempt to skate to where the puck is going and not to where it is now. Demographic trends point to significant increase in the aging population at the national and regional levels, with more than 10,000 seniors turning 65 every single day. Combine this with a simultaneous large increase in the African-American and Latino populations, and we are presented with a significant human capital opportunity for Cleveland and our foundation, as long as we continue to proactively embed inclusive values and practices in all areas of our work, especially our economic development strategies.

Through diversity and inclusion, and the full utilization of our skilled and experienced “retired” senior citizen workforce, we are striving to revitalize the core city of Cleveland. It is only when all members of the community have equal opportunity to participate in our city's resurgence can we expect to fully realize the potential of this region to be the leader in innovation, social justice, and economic growth.

We also recognize that with the changing demographics, there is a need to build and/or strengthen bridges across the social divides of class, culture, and age in our community. Our work continues to emphasize big and bold visions, risk-taking, collaborative and transformative relationships, and neutral spaces for honest and constructive debate and discussion.

You had a wealth of experience in the private-sector and federal government prior to your current role, including significant time spent living and working in Japan – what lens have those experiences given you with regard to diversity-inclusion leadership?

There is an old Japanese expression, “the wisdom of many always trumps the wisdom of a few,” which often reminds me of how valuing diversity has deeply affected my personal leadership style. I have indeed had many personal experiences with diversity and inclusion from both sides of the equation. As a college student, I spent a year abroad in Japan where I was the only non-Japanese person in my neighborhood and almost all of the places in which I traveled. Later, I spent 13 years at Panasonic, where I was one of the few non-Japanese senior executives in the company, experiencing hundreds of meetings as the only non-Japanese colleague in the room. I worked hard to bring women and people of color into the company, including Panasonic’s first female vice president, and empower them to rise in the ranks. In addition to my corporate experience, I also served as one of the few non-African Americans on the Spelman College Board of Trustees for nearly a decade. All of these experiences taught me the value of living and working with others who have a different set of life experiences and viewpoints.

Does the diversity of your Board help to drive diversity-inclusion initiatives for the Foundation?

For the first time in the Cleveland Foundation’s 100-year history, our Board of Trustees is comprised of a majority of members who self identify as ethnic minorities. This is a milestone that is unique among our non-profit, public, and private sector peers. Additionally, almost half of our board members are female, harkening back to our first founding board member in 1914. These diverse perspectives, experiences, passions and expertise are an invaluable aspect of the foundation’s legacy of leadership in, and commitment to, diversity and inclusion.

However, I daresay that our donors, past and present, are as much an influence on our diversity-inclusion work as our Board of Trustees. Within the community foundation field, we are privileged by the foresight of our donors who have left broadly or unrestricted gifts designated for the highest

and greatest needs of Cleveland and our city’s most vulnerable populations. This has given us the flexibility needed, throughout the last century, to tackle the high-risk and controversial opportunities and social justice challenges in our community, all of which are addressed through a solutions-oriented diversity and inclusion approach.

Bridge Partners has partnered with the Cleveland Foundation to recruit senior leaders, so we know that there is a drive to ensure the highest quality, most diverse shortlist when recruiting – do you feel that your organization views their broad diversity recruiting initiatives as successful?

I do believe our diversity recruitment efforts have been successful, although we aspire to do even better in this regard. Every day, I appreciate my staff’s professional expertise in their respective fields and the insights their diverse backgrounds and experiences bring to the foundation. The community benefits from the diversity we are able to cultivate and sustain

at the foundation as well.

How do you position the Cleveland Foundation as an employer of choice?

My staff tells me I am guilty of management by storytelling. Yet, it’s through these stories that they come to understand that my passion for how and what we do to revitalize Cleveland stems from having indirect and direct experiences with discrimination and exclusion, economic instability, and decades of fighting for social justice in private and professional contexts. As an anchor institution in our community, the integrity of the Cleveland Foundation rests within the people who represent us. I always want my staff to experience the foundation as a place where they can bring their full selves to their team and individual roles. Our ability to create this type of environment depends on our consistent investment in a corporate culture that is welcoming and inclusive of all staff, regardless of background, beliefs, and identity. I am proud we are an organization that strives to turn passion into purpose not just for our donors, but for our staff as well. ■

“Every day, I appreciate my staff’s professional expertise in their respective fields and the insights their diverse backgrounds and experiences bring to the foundation.”

Q&A

JASON ROBART

Organizational Effectiveness & Chief Human Resources Officer, Blue Cross Blue Shield of Massachusetts



Jason's human resources responsibilities include talent management, diversity, change management, and fostering a culture of continuous improvement that will enable Blue Cross to succeed in the rapidly evolving health care environment. Jason also has executive responsibility for the company's evolving diversified business growth and execution strategies. Additionally, he led the National Account Segment for the company.

He was formerly an Executive Vice President for Health Dialog, an international health care analytics company where he worked with many of the largest Blues Plans in the country. Jason brings more than 20 years of experience in health care, human resources, client relationship development, and sales/product management to the company.

Jason has extensive leadership experience in change management and the creation of high performing organizations, including seven years as a Principal at Mercer Human Resource Consulting; three years as a Vice President at Imagitas, a targeted marketing firm; and six years as Vice President and President at Ceridian Performance Partners, a national firm specializing in organizational effectiveness, work/life balance, diversity and workplace flexibility.

He holds a Bachelor's degree in Political Science from Middlebury College. He serves on the Board of Directors of the Northeast Human Resource Association, and on a variety of committees for other non-profit organizations.

How has the diversity-inclusion conversation evolved during your time with the organization?

BCBSMA has always cared about D&I; our CEO's passion is palpable. He has insisted upon it, both on his leadership team and how he holds us accountable for it. This means that, today, D&I is a frequent and *comfortably uncomfortable* conversation, whereas in the past it was

uncomfortably uncomfortable. We have ERGs in place and strong participation. We also have a series of diversity dialogues that are over-subscribed as soon as we announce them. While these are just a few minor examples, they illustrate that the tone and tenor of the conversation is changing for the better.

There is an increased appreciation of the *topic of diversity*. We've created these formal venues and more importantly, informal venues. We trained our top 600 leaders, and we are starting to hear the language find its way into our culture and nomenclature. For example, I heard people talking in the hallway the other day, about how they couldn't settle on a search, how they needed to "look beyond the usual suspects." D&I is more top of mind.

Your role on the leadership team at BCBSMA includes organizational effectiveness; how does diversity-inclusion connect with those initiatives?

D&I is actually about organization effectiveness and less about HR. We certainly talk about it this way. We strive toward organizational effectiveness; since we'll never be in a stagnant market, organizational effectiveness is elusive, but D&I serves as a foundation. It's really about how effective we are at adapting and responding to a changing external and internal landscape. D&I isn't an HR program and we go to great lengths to not describe it as such.

A critical aspect of diversity-inclusion as it relates to the healthcare sector is cultural competency. Can you talk about how that impacts your business?

While the business case for D&I should be crystal clear to anyone who thinks about it, it is very easy to discuss the business case for D&I in our member services area where the team supports our 2.8 million members. If someone calls us, it's because they have an issue that needs to be resolved. Our team must understand who our members are and meet their needs in a way that resonates with the member and respects any cultural needs or

sensitivities that member may have.

Additionally, it isn't just racial or ethnic... 7.1 million people have signed up for healthcare on the federal website. These new buyers are younger and want to interact with their health plan differently. The needs of millennials are different than those of any particular ethnic group.

As the market continues to evolve, it is likely that our business will have to shift from large, corporate relationships (B2B) to a more consumer-based (B2C) organization. This is a fundamental shift that requires us to satisfy individuals, one at a time. For that, we must be culturally competent.

When your organization identifies a high caliber diversity candidate for a role, do they often find a need to compete for them? How do you position your organization as an employer of choice for diverse executives?

This is a challenge our whole industry faces. Yes, we're competing for talent. As healthcare evolves even more, different players are entering. For example, the private exchanges that some of the global consulting firms are creating could mean they become the cool places to be in healthcare, and they're neither a hospital nor a health plan. ■

q&a

ELLEN MAHONEY
Chief Human Resources Officer,
Harvard Business School



Ellen is responsible for managing HBS' human resources function for the 1,000 administrative staff who support the School's mission. She has been with HBS since 1994, serving as an associate director before being promoted to her current role in 1995.

As a member of the School's senior administrative management team, Ellen works closely with the School's leadership on organizational design, human resources strategic initiatives, recruitment and retention, compensation, labor relations and professional development. Ellen also oversees seven Initiatives that support cross-School collaboration around various business topics including Social Enterprise, Entrepreneurship, Healthcare, Leadership, and Business and Environment.

She also participates in the senior human resources management team at Harvard University, where she contributes as a member of a variety of committees and task forces, including participation in past union negotiations and most recently spearheading a talent management initiative. Ellen's previous experience at Harvard University includes six years running a career and professional development office that served the Harvard's 12,000 administrative staff.

You have spent 25+ years at Harvard and have worked across three different parts of the organization - how has the diversity-inclusion conversation evolved during your tenure?

The diversity discussion has reflected the changing world within higher education, as the interest in diversifying the student body has shifted to include a commitment to diversifying the staff who support their educational experience. It has not been an easy hill to climb, but not for lack of commitment by faculty and administrative leadership. In higher education human resources, we have to explain that people actually work at a University – not just go to school here!

Dean Nitin Nohria's strategic agenda for HBS has five I's, and Inclusion is one of those. Harvard Business School seeks diversity in gender and race, as well as inclusion on sexual preference, language abilities, and different professional backgrounds (to include students from the nonprofit world, for example). The commitment is real; the Senior Administrative Dean receives data annually on the leadership team's metrics around diversity recruiting, retention, and how our training and development dollars are spent across the work force.

Higher education often lags the market in human resources investments (we are a nonprofit entity) but Harvard Business School's commitment to staff diversity has never wavered in my 25 years here.

We often chuckle that gender diversity in higher education means adding more men – it is not unusual for higher education administration to be 70% or more female, including in senior leadership roles. Increasing racial diversity is much more challenging. After years of trying to tackle this issue from every possible angle, we deduce it is a factor of socio-economics as much as anything. People who work in higher education have, in the majority of cases, had a positive higher education – or at least post-high school graduation – experience. Ivy league schools, while making great strides in recent decades, were historically the land of white males. Therefore, attracting staff who would feel comfortable in a place with that type of legacy, despite how different it is today, takes them making a leap of faith.

Harvard is a global brand with a global faculty and student population. How does the global lens impact HBS's diversity-inclusion initiatives?

Globalizing has opened doors that support our staff diversity efforts in numerous ways. Fundamentally, the global research centers, the internationalization of cases, and the offerings of Executive Education and other programs around the world, as well as the global presence of our students sends a broad message to the employment market about who HBS is today. And, the opportunity to post jobs looking for a variety of language skills and/or seeking experience working with international cultures draws a host of different candidates, often more diverse, than our more traditional roles attract.

Harvard has a strong reputation as an academic center and thought-leader but how have you developed your profile as an employer of choice specific to diversity-inclusion?

HBS is in service to research and teaching which has been our fundamental mission for 100 years. Yet our sector's business model is changing (some people even question if bricks and mortars schools will be around in fifty years) therefore we have to constantly scan the competitive marketplace. Our response must include, among other aspects, a continued commitment to diversity and inclusion.

Having a world recognized brand is both a gift and a hurdle. While there are many positive associations with the Harvard brand, as mentioned

above, there are also myths about who is welcome here. My recruiting team, who are wonderfully diverse themselves, often get surprised reactions at recruiting events. Pleasantly surprised, I should add. Harvard has to make an overt point of reaching out to diverse populations who may not naturally consider it as an employer.

For many staff roles, say for an accountant or software engineer, the Harvard name itself is not a reason to join us. They want to know their employer will be innovative in their functional area, too, so they can continue to develop their skills.

We find one successful strategy to support our D&I commitment has been to recruit at the staff assistant or entry level manager levels and groom future leaders from those groups. On-boarding also is critical to successful diversity initiatives. We're looking at this again right now, and if I had my way, we'd hire two months early so that we can provide a boot camp on our technology, cultural norms, and even how our meetings are run here at HBS. All of those are as important to success in an organization – not just the skills for that particular role – and retention is the most important part of any D&I agenda. We're not yet poised for that kind of program, but we do focus on ensuring all staff have equal access to training investments, feedback and support.

With a history of excellence and innovation as an organization, and close ties to the business and social enterprise sectors, how has HBS been innovative with regard to diversity-inclusion and talent?

HBS has taken a consistently broad approach to recruitment to support our D&I efforts, including social media, inviting potential candidates to the campus to feel how welcoming it can be, an informative landing page for potential candidates, informational interviews, and advertising in a variety of minority focused publications. We reach out within our Allston and Boston communities for high school interns, and connect with local candidates through workshops. We also focus holistically on retention. With performance management and investments in developing all staff, along with engagement surveys, we try to create a culture of feedback and fairness where what you do and how you do it are valued. ■

q&a

SHERECE Y. WEST-SCANTLEBURY

President & CEO, Winthrop Rockefeller Foundation



The Winthrop Rockefeller Foundation is a private, independent foundation whose mission is to improve the lives of all Arkansans in three interrelated areas: economic development; education; and economic, racial and social justice.

Involved in philanthropy for over 20 years, Dr. West-Scantlebury previously served as CEO at the Foundation for Louisiana and as a program associate at the Annie E. Casey Foundation. Her professional career includes nearly 30 years of experience in community development, public policy and advocacy, and public service.

In addition to running the Winthrop Rockefeller Foundation, Dr. West is active in a number of nonprofits and philanthropy organizations. She has a PhD from University of Baltimore, an MA in Public Policy from University of Michigan Gerald R. Ford School of Public Policy, and a Bachelor's degree from Bowie State University.

How does the diversity of your leadership team, board and staff reflect the mission and values of your organization?

Governor Rockefeller was committed to economic, racial and social justice. We continue his leadership and legacy through the Winthrop Rockefeller Foundation. In his life he was long-time member of the National Urban League and served on its board as treasurer, was the first to appoint a person of color to a cabinet position, and completed the desegregation of Arkansas public schools as examples of his service and leadership. The board of directors and staff of WRF are diverse and we believe we reflect the Governor's legacy by aligning our grant making strategy with the values of the Foundation. We regularly assess the impact of our investments toward the implementation of the strategy to promote economic, racial and social justice.

You previously worked with Annie E Casey Foundation and the Foundation for Louisiana – how have you seen the diversity-inclusion leadership conversation develop across your roles and experiences?

The diversity-inclusion leadership conversation has transitioned from counting the number of people who represent various diverse groups, to intentionally recruiting members from diverse groups because they help leadership make better decisions to complex problems. Counting the number of people of color, women, LGBTQ, and other groups may be where we started and an interesting exercise. But counting did not get to the heart of the issue of inclusion or recognize the real value of the voices, knowledge and experience of individuals to comprehensively inform vision, programs and initiatives.

Does the diversity of your Board help to drive diversity-inclusion initiatives for the Foundation?

Yes, the diversity of WRF's board helps to drive diversity-inclusion initiatives for the Foundation. Arkansas is roughly 86% white and 14% people of color. According to WRF's A Profile of Immigration in Arkansas, the state's share of immigrants is less than 5%. Undocumented immigrants represent just less than 2% of the state population. Having a diverse board enables us to think about concerns and entertain perspectives that we would bypass if our grant making was informed only by the majority of the state's population. To ignore the small but growing Latino population and people of color would not be in-keeping with WRF's social justice mission. Diversity on our board enables us to develop grant-making strategies that are informed and relevant.

Currently there is a lot of attention to boys and men of color. Through our Boys and Men Opportunity and Success Team (BMoSt) we support vulnerable

African American, Latino and Marshallese males and disadvantaged white males in rural communities. It would have been easy to just focus on African American males. The diversity of WRF's board aided in us ensuring that we learn as much as we can about improving lives of all vulnerable males thought the BMoST initiative.

Does diversity-inclusion play any part in your decision-making around programs and initiatives that the foundation funds? For example, the communities they serve, or the diversity of their own leadership teams?

Diversity and inclusion does play a role in our grant making. We think about and discuss concerns and perspectives that we would inadvertently bypass or not consider if our strategies and approaches were only informed by the majority population in Arkansas. Social justice is an important aspect of WRF's mission. Diversity is important to WRF thinking proactively about the state's future. We believe ourselves to be good stewards and make the most of every dollar. Diverse perspectives must be a part of our discourse on how best to use our resource to improve the lives of all Arkansans.

You play an active role in other philanthropy organizations – what do you hear as being the most pressing conversation with regard to talent and diversity-inclusion in the sector as a whole?

One topic we discuss quite a bit within the organizations in which I have the privilege to serve as a board member of in philanthropy, is the lack of diversity at the CEO and COO level. Most in philanthropy would describe themselves

“...intentionally recruiting members from diverse groups because they help leadership make better decisions to solve complex problems.”

as institutions trying to elevate civic society. The idea that elite organizations like foundations would not reflect civic society sends a message to growing communities of color that they are not part of the solution but simply the subjects of the solution. This lack of diversity and inclusion at the C suite level communicates louder than anything else we can do or say with grant dollars. ■

q&a

INEZ STEWART

Vice President Human Resources,
Children's Hospital Boston



In her current role at Children's Hospital Boston, and previously at Tufts-New England Medical Center, Inez re-established HR as a professional organization and internal partner to all business units. She renegotiated contracts and brought many services in-house, resulting in significant savings to the hospitals. As vice president at Polaroid, Inez designed and led

the transition to a new HR shared services model in conjunction with the company's Chapter 11/ restructuring process.

Inez has also held long-term assignments at Arthur D. Little, Inc. and Lotus Development Corporation. In both cases, her work in marketing and human

resources have brought her to many international locations, focusing on organizational change and learning engagements, sourcing business partnerships for communications products, and serving as lead HR executive on manufacturing and sales start-ups.

Inez has her M.Ed. in Human Resource Management from Cambridge College and received her B.A. in Political Science at Boston College.

As a member of the leadership team at Boston Children’s Hospital, how do you talk about the business case/imperative for diversity in your organization?

As a member of leadership we discuss the business imperative of having a diverse workforce that reflects the diversity of our patients and families. Several years ago a committee was formed to address Diversity and Culturally Competent Care. This committee reports to the CEO and is charged with ensuring that our workforce is aware of the needs of our patients and understands the importance of delivering care with sensitivity to differences in culture.

Has the diversity-inclusion conversation evolved during your time with the organization?

Yes, we report annually on our goals to senior leaders and managers to ensure we have focus on our developing a diverse workforce. In addition, we designed a training module for all staff; administrative and clinical to raise awareness and develop skills on what is culturally competent care and build awareness on how to best deal with a diverse patient population.

Do you feel that diversity recruiting initiatives are viewed as successful?

Yes, but we are always working on this. It is not a one-time event, it is ongoing and it needs to be deliberate and with intention.

When recruiting “active” candidates (i.e. those who are actively looking for a career move), does your organization include channels that are specifically focused on diversity - job posting websites, diversity career fairs etc?

Yes, we have multiple channels, events and diversity fairs, and we pay special attention on our advertising and branding.

BCH is a client of Bridge Partners LLC, so we know that there is a drive to ensure the highest quality, most diverse shortlist when undertaking an inclusive recruitment initiative that includes “passive” candidates. Given that, this question is a little biased - but do you believe there is an added benefit if your search firm partner has a specific diversity-inclusion expertise?

Absolutely, it will only enhance candidate sourcing and development. I believe that having diversity as a major focus will force search firms to source candidates that may not be in the regular or obvious places.

When your organization identifies a high caliber diversity candidate for a role, do they often find a need to compete for them?

Many times when we find this talent, we are cognizant of the competitive nature these candidates command. They are highly sought after and have choices, therefore we need to act fast to ensure we are the organization they want to work for.

Do you have a long-term initiative that focuses on developing relationships with future potential candidates, even when there is not a specific immediate opportunity?

We currently do not have a formal pipeline of potential candidates, although we always keep track of candidates that have interviewed with us, and will reach out to them in the future. ■

“I believe that having diversity as a major focus will force search firms to source candidates that may not be in the regular or obvious places”

About Bridge Partners

Bridge Partners is a retained executive search firm with unique expertise in attracting and retaining senior, diverse executives.

Clients include major corporations, nonprofits, public sector, and entrepreneurial organizations across the US and around the world. What they have in common is a desire to adapt to a changing global market and diversify their leadership teams in order to reflect their employee base, as well as the constituents they serve.

They retain Bridge Partners to leverage our innovative search approach and our track-record of presenting the highest caliber executives.

Diversity-Inclusion

Diversity-inclusion is not an “initiative” for us. It is what we do.

Our team reflects a commitment to driving diversity in all its forms, embedding this core value in every aspect of our culture and practice.

We have grown our business based on the knowledge that a diverse leadership team is critical to our clients – not just to reflect employee base, clients and constituents served, but also to encourage innovation and progressive decision-making.

We have a proven track record of building effective leadership teams by:

- Providing a higher level of service, embedding diversity and inclusion into every aspect of our client work
- Raising the degree of expectation regarding inclusion in our candidate slates
- Partnering with clients to ensure they gain access to the very best executives in the marketplace, remaining focused on ability as the top priority, regardless of race, gender, or any other defining characteristics

Select For Profit Client List

Alcatel-Lucent
 American Eagle Outfitters
 Barnes & Noble
 Brown Shoe Company
 Burlington Coat Factory
 Campbell Soup Company
 Choice Hotels
 Colgate-Palmolive
 Foot Locker
 Fossil
 General Electric Company
 GNC Corporation
 Grant Thornton International
 Kaiser Permanente
 Macys
 Michael Kors
 Microsoft
 Northwestern Mutual
 Novartis Pharmaceuticals
 Prudential Financial
 Sodexo
 Starbucks
 Starwood Hotels & Resorts Worldwide
 Sullivan & Cromwell
 TJX Companies
 Tommy Hilfiger
 USAA
 Walt Disney Company
 Wendy’s International
 White & Case

Select Nonprofit Client List

America Scores
 Benwood Foundation
 Boston Children’s Hospital
 BRAC
 Cape Abilities
 Connecticut Council for Education Reform
 City Harvest
 Cleveland Foundation
 Communities in Schools
 Connecticut Council for Education Reform
 Consumer Finance Protection Bureau
 Cradles to Crayons
 David and Lura Lovell Foundation
 Federal Home Loan Bank
 Jackie Robinson Foundation
 Kripalu
 Mass Insight
 NAMIC
 Robert Wood Johnson University Hospital Foundation
 Simons Foundation
 South Asian Youth Action
 Streetwise Partners
 The Bridgespan Group
 TIAA-CREF
 Turnaround For Children
 University of Medicine & Dentistry of NJ
 Vermont Foodbank
 Woods Hole Oceanographic Institute

Case studies and details of specific searches can be found on our website at www.bridgepartnersllc.com

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