

Secrets of Talent Development Leaders: Leveraging Diversity and Inclusion for Innovation

June 14, 2016



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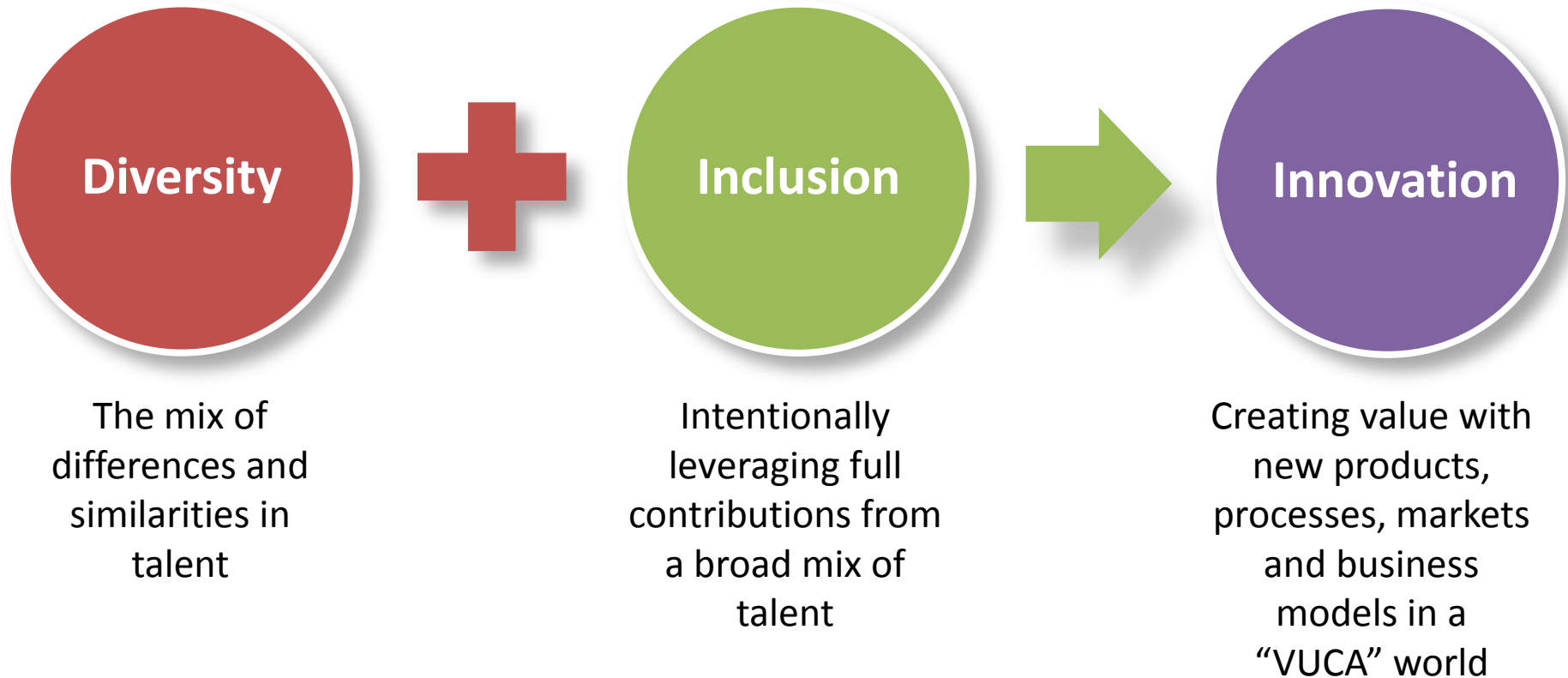


Rebekah Steele
Diversity Breakthroughs

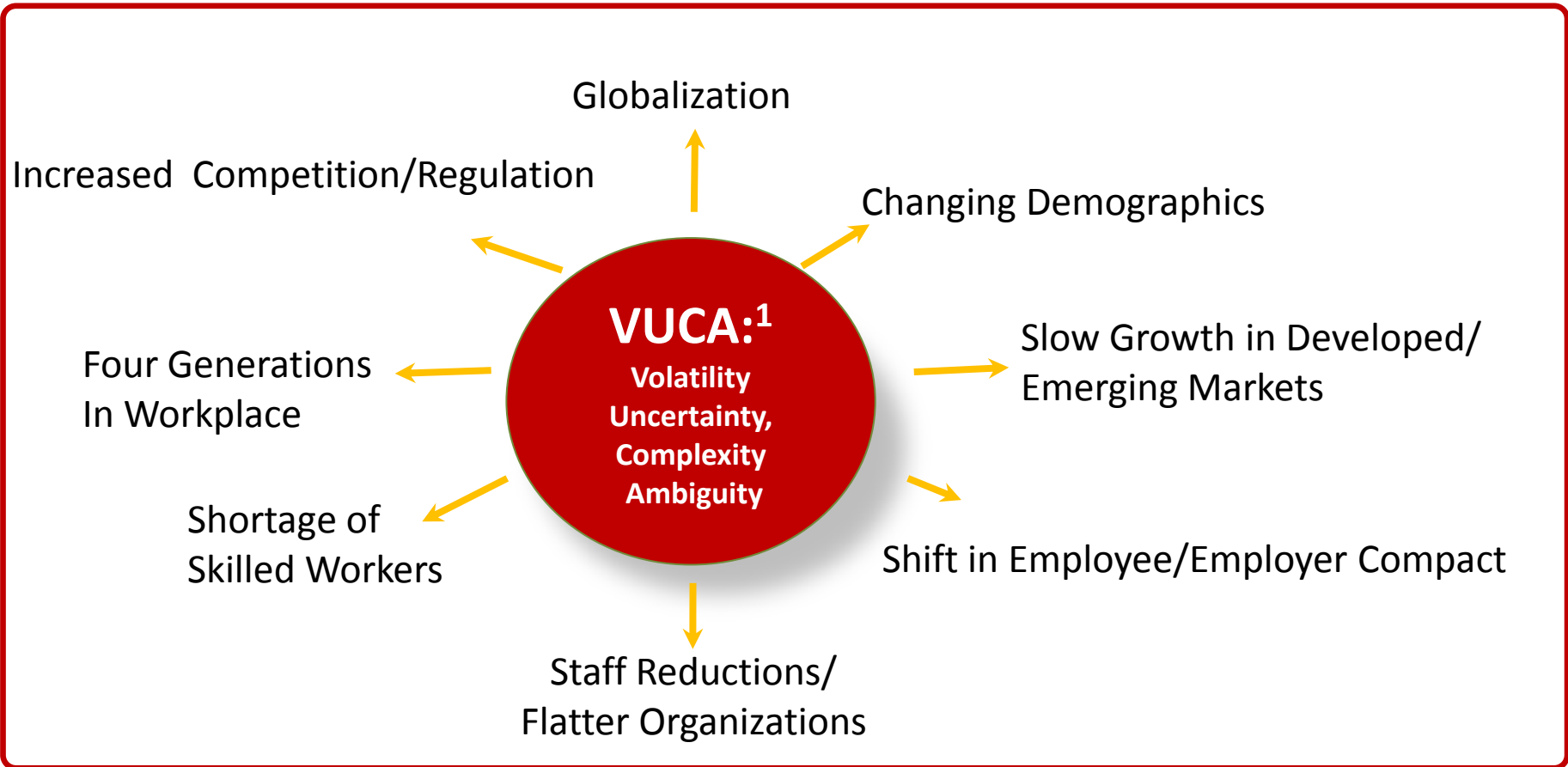
Objectives for Today

- ✓ **Learn** how diversity & inclusion (D&I) and innovation maximizes broad mix of talent
- ✓ **Gain** insights into practices to generate fresher ideas and faster results from D&I and innovation
- ✓ **Apply** lessons from case studies about promoting innovation and risk-taking
- ✓ **Develop** action steps for positive change by leveraging the interplay among diversity, inclusion, and innovation

Some Definitions



Massive Changes Drive Talent Agenda



¹ Army War College terminology

The Research: D&I and Innovation



The **most innovative** companies are

4X

more likely to be **highly inclusive.**

Source: The Conference Board

D&I = SERIAL INNOVATORS

3.5X

more likely to have
employees **contribute fully.**

Source: Center for Talent Innovation

45%

more likely to increase
market share.



Let's hear from you: Innovation today

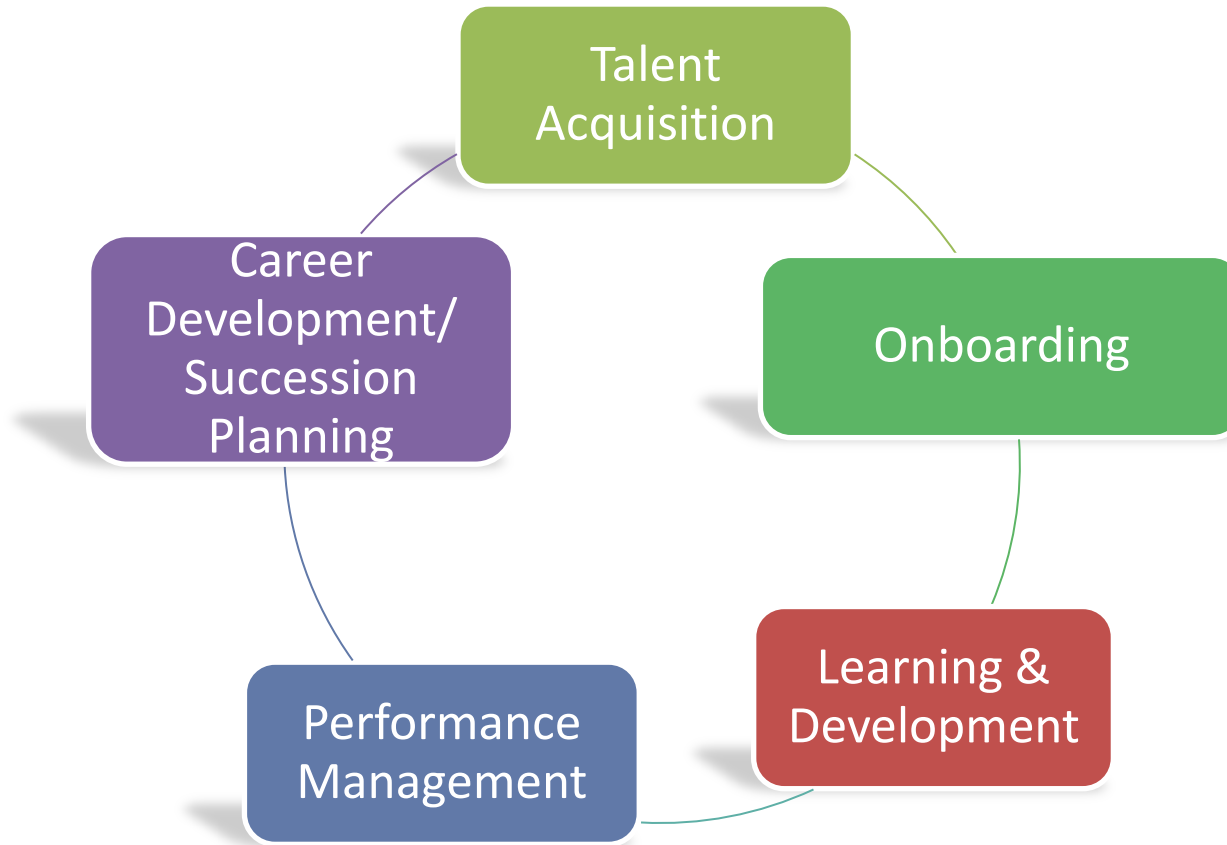


What best describes your organization's innovation maturity?

- ☐ Innovation is a core strategy and we are a leader
- ☐ We have a commitment, but we struggle to consistently deliver on our strategy
- ☐ We talk about innovation, but lack skills and processes to implement innovation
- ☐ Innovation is given lip service only
- ☐ Other

Why Talent Development Leaders

Prepare organizations to transform for future requirements



... and with slowing growth, globalization and changing demographics, D&I and innovation are key.

Exclusion Stifles Innovation

FEELING/PERCEPTIONS

POTENTIAL RESULTS/IMPACT

My ideas are not being heard

...Stop contributing fully

I am not getting credit for my contributions

...Reduce mutual respect

I don't agree that we are on the right path

.... "Go along to get along"

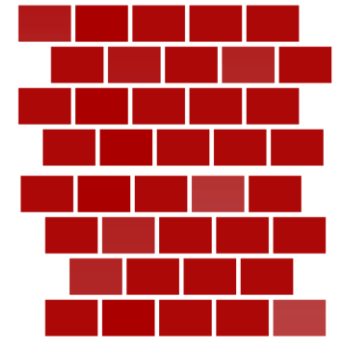
I am not sure why I am on this team

...“Coast” until something better comes along

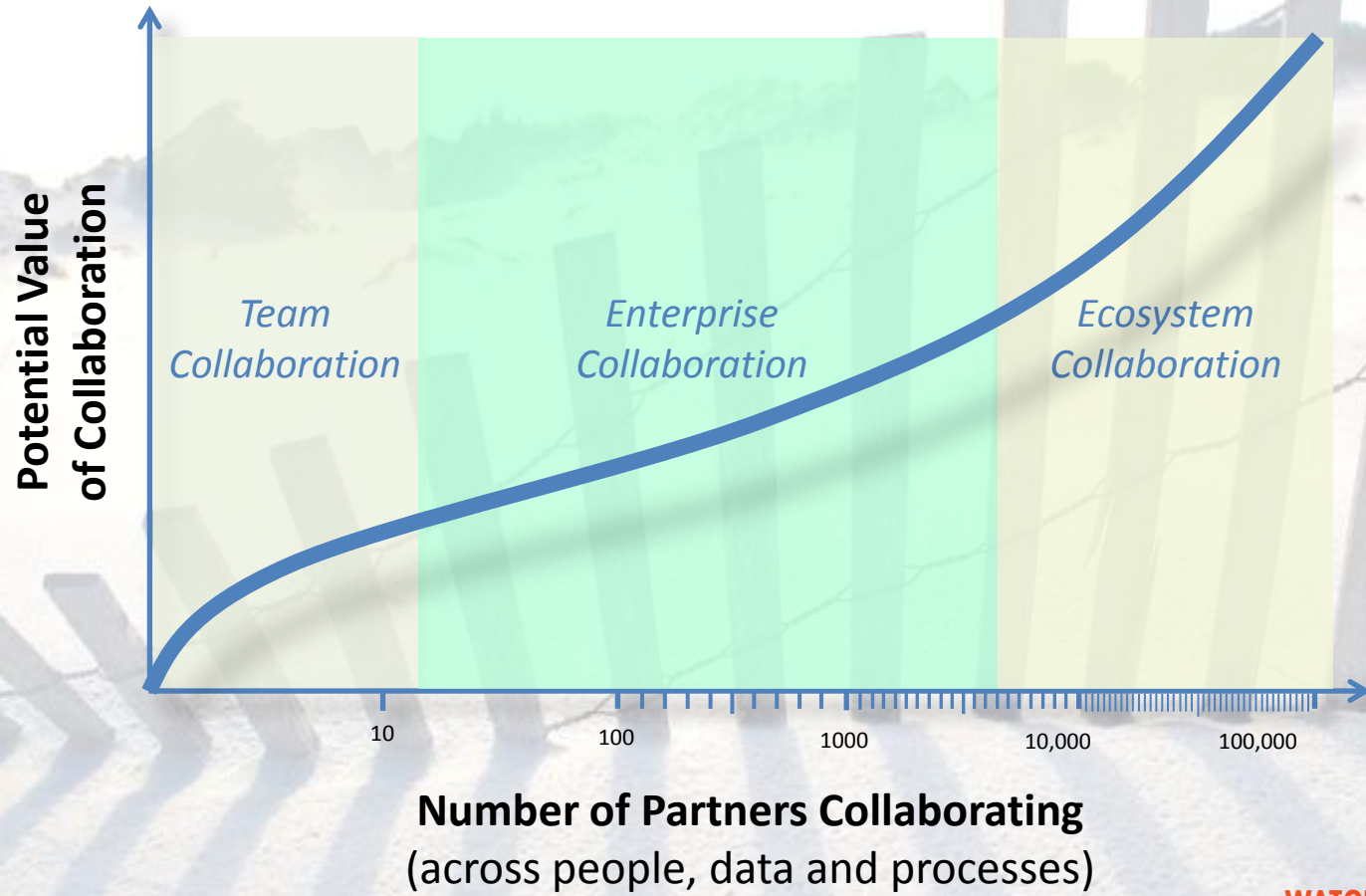
Let's hear from you: Innovation Barriers

What is the biggest barrier to innovation within your organization?

- ☐ Existing business processes and decision-making
- ☐ Current Culture/ Mindset
- ☐ Risk aversion
- ☐ Lack of time and resources
- ☐ Short-term focus
- ☐ Other



The Evolution of Collaboration





3 winning ideas selected for incubation



“We can tap into work that’s going on in academic and research settings and find the science to solve problems in the shortest possible time.”

Paul Stoffels, Chief Scientific Officer
Johnson & Johnson

Johnson & Johnson



Engaging the Innovation Ecosystem

- 4 incubation centers: Boston, Silicon Valley, London and Shanghai
- Provide business and scientific support
- Equity investment possible, but not a prerequisite
- Learning goes both directions



WATCH & LEARN
webcasts **atd**

ieCrowd[^]
Innovation Economy Crowd



WATCH & LEARN
webcasts
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Let's hear from you: D&I

What best describes your approach to diversity and inclusion?

- ☐ Highly effective and integrated throughout the business
- ☐ Somewhat effective but siloed
- ☐ Limited effectiveness
- ☐ Nonexistent

Summit for Top 50 Global Leaders



D&I Innovation Labs

LEARN



DO

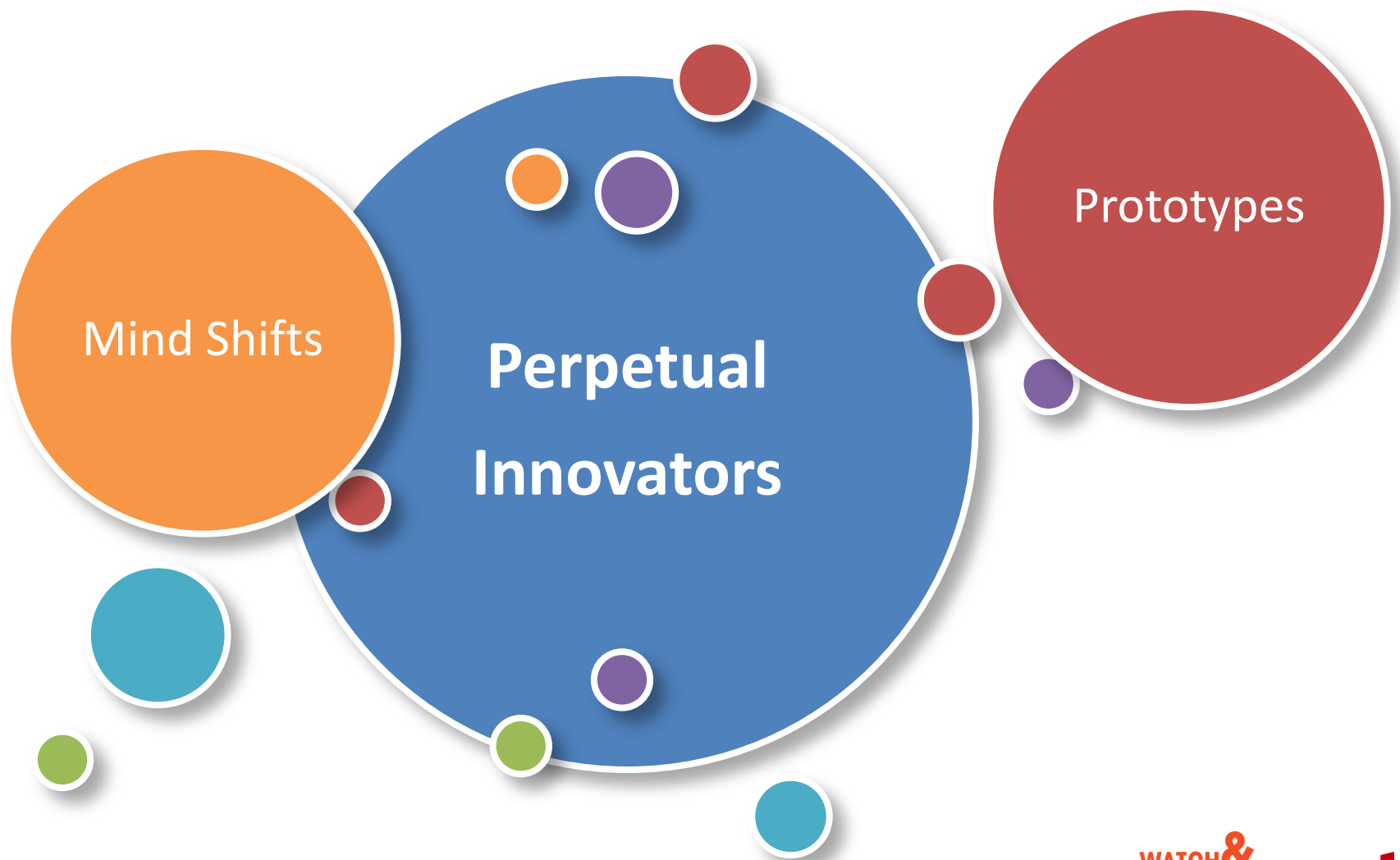
Hands-On Work



PROPEL



Outcomes



Culture is Key



CURATE

- Align with Growth Portfolio
- Identify multiple innovation roles: *Idea Creators, Sponsors, Project Leaders, Customers, Implementation Partners*
- Invest organizational resources in D&I and Innovation



PROMOTE

- Fund innovation projects
- Provide “room to fail”
- Formalize innovation processes
- Embed D&I into talent

LEAD

- 
- Incorporate innovation and inclusion as key values
 - Provide executive sponsorship



REWARD

- Publicize success stories for Innovation, D&I
- Set innovation targets, track and provide financial and non-monetary rewards



CONNECT

- Link cross-functional groups
- Provide collaboration tools/ social media to cross-pollinate ideas

What Can Talent Leaders DO?



Talent Leader Actions

*Step up
to the
challenge!*

Talent Acquisition

Define key roles that drive innovation and select for D&I/ agile learners

Onboarding

Emphasize the importance of diverse thinking and inclusion from Day One

Learning & Development

Design curricula with D&I lens; provide innovation training

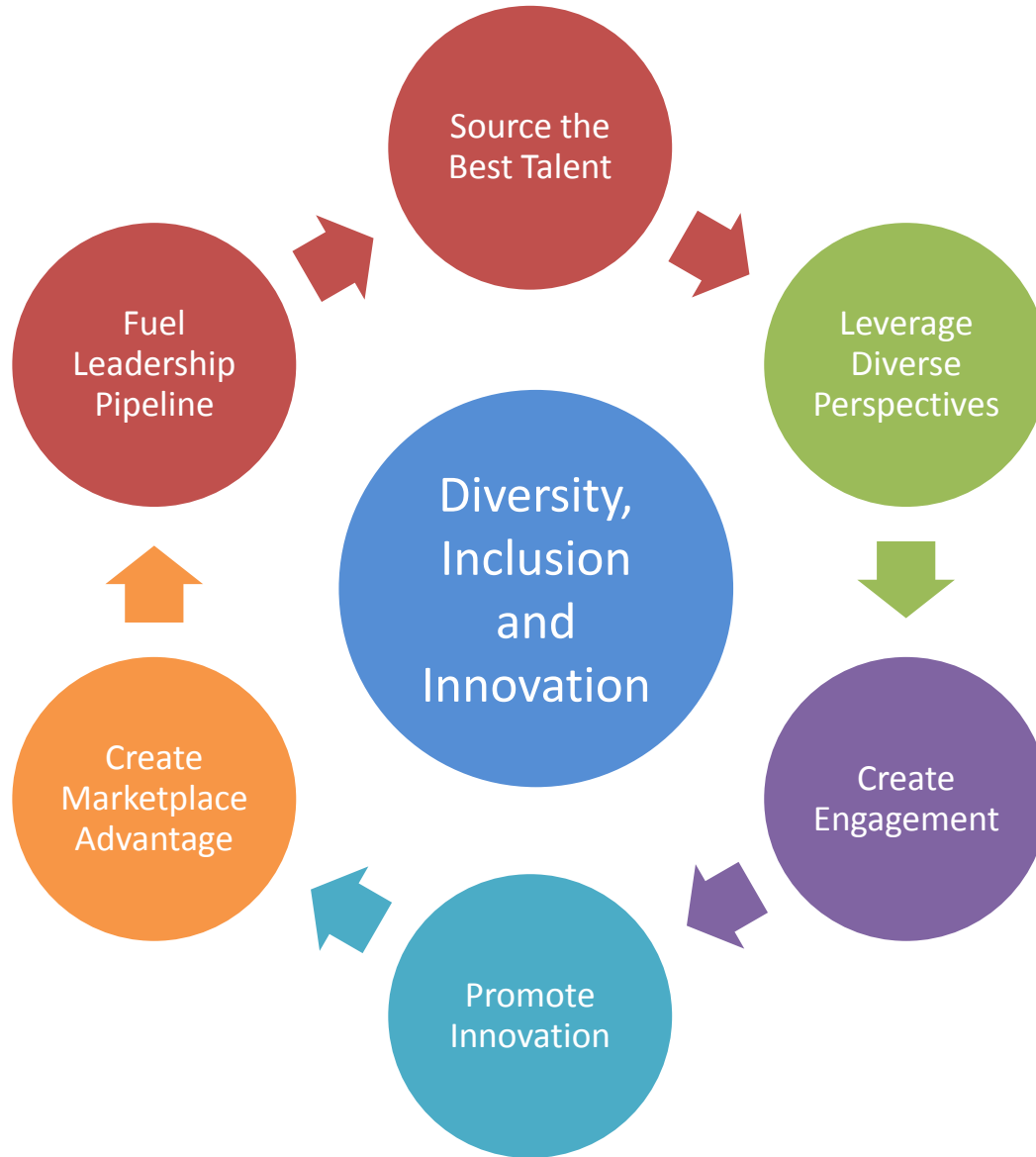
Performance Management

Hold managers & leaders accountable for D&I progress; create rewards for ideation and innovation

Career Development/
Succession Planning

Build leadership bench to reflect the marketplace and promote risk-takers

In Summary: A Virtuous Cycle



Recommended Resources

- **Collective Disruption**, Michael Docherty *Polarity Press, 2015*
- **“Diversity & Inclusion and Innovation: A Virtuous Cycle,”** Rebekah Steele and Marjorie Derven, *Industrial and Commercial Training, Vol. 47, 2015* (Winner, 2016 Emerald Outstanding Paper Award)
- **“How Diversity Makes Us Smarter,”** Katherine W. Phillips, *Scientific American, October 2014*
- **“Intentional Inclusion in the Workplace and the Marketplace,”** Marjorie Derven, *Talent Management, June 2014*
- **Innovation, Diversity & Market Growth**, Sylvia Ann Hewlett et. al, *Center for Talent Innovation, September 2013*
- **“Managing Your Innovation Portfolio,”** Bansi Nagi and Geoff Tuff, *Harvard Business Review, May 2012*
- **“The 10 Best Ways HR Can Improve Workplace Creativity and Innovation”** Cliff Stevenson, *i4cp*
- **D&I Innovation Lab Blog Series**, Rebekah Steele, *Human Capital Exchange, 2014-15* [How Innovation and Inclusion Help Each Other to Help Businesses Grow](#)
- **TED Talk:** [Margaret Heffernan: Dare to disagree | TED Talk | TED.com](#)



Final Q&A



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