

TWO **UNTAPPED**
TALENT POOLS

**HOWARD ROSS: DON'T STOP WATCHING
AND DON'T STOP TALKING**

THE LANGUAGE
OF **INCLUSIVITY**

INCLUSION

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*Creating Globally Inclusive &
Culturally Competent Workplaces*



EMC

*Leading the charge on
implementing inclusive practices*

Jackie Glenn

VP, Global Chief Diversity Officer

David Goulden

CEO, EMC Information Infrastructure

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Jackie Glenn, VP, Global Chief Diversity Officer, EMC



JACKIE GLENN ARRIVED IN THE UNITED STATES FROM Jamaica when she was 21. Since then, she has steadily risen in her career from working as a hospital clerk in Boston to now overseeing diversity and inclusion policies at the IT technology and solutions firm EMC, where she has been a leader in HR and D&I since 2000. She founded EMC's black employee resource group and also serves as a mentor to budding leaders.

As the global chief diversity officer at EMC, Glenn has been responsible for the development of several groundbreaking efforts, including the design and implementation of a mandatory innovative D&I curriculum, institutionalization of the company's Transgender Reassignment Program, and the launch and execution of its High Potential Women's Program.

She has received many awards for her contributions to leadership and D&I, as well as to the community. Her honors

We have made diversity and inclusion a strategic goal for the company.

include the Girl Scouts of Eastern Massachusetts Leading Woman Award, Young Women Christian Association Black Achiever Award, Black Enterprise's Top 50 Executives in Diversity, National Association of Human Resources Diversity & Inclusion Award, and the EMC President's Award.

Inclusion: What are some ongoing or special initiatives EMC is engaging in now to maximize inclusion within your team?

Jackie Glenn: EMC has always viewed diversity and inclusion as an important effort. However,



We have changed the conversation from focusing on affirmative action to a much broader conversation about individuals' value systems.

Above: David Goulden, CEO, EMC Information Infrastructure

we have recently taken D&I to the next level by truly embracing the philosophy and belief that having a diversified organization promotes unique perspectives that enhance our decision-making and bottom-line capabilities. We have identified key tactical programs that will allow us to focus our efforts holistically on talent acquisition, retention, and advancement, to name just a few. An example of this is our Global Advancement of Women Conference sponsored by *Working Mother*. We also ensure that globalization is front and center in understanding the localized differences and key strategies that are driven by our local leaders, and

we are incorporating those decisions into the fabric of EMC as a whole.

Another ongoing initiative for our organization is the FAST Lane program. This is a year-long program offered jointly by EMC's Office of Global Workforce Inclusion in collaboration with the Simmons College School of Management. The program is designed to meet the specific needs of high-potential women with executive aspirations who already hold senior-level positions and to build a significant pipeline of talented women for continued senior-level position placement to meet current and future business needs. Another key initiative for EMC is our associates and fellows program through Partnership Inc. [in Boston], which teaches young and midcareer professionals how to discover their personal brand, negotiate and resolve conflict, and manage workplace relationships.

IN: Tell us about your greatest success story.

JG: We are particularly proud of our leadership development programs and partnerships. Next Generation Executive, offered through our relationship with Partnership Inc., teaches our multicultural leaders about executive leadership and what it takes to successfully traverse the nuances of leadership into a different realm of management success. It now offers our high-potential, midlevel female managers the tools

and support to navigate corporate cultures, define strategies, and shape executive presence and influence. Finally, we have developed, and made mandatory, bite-size diversity-training modules around multigenerational diversity in the workplace and show how this is now a business imperative.

IN: How has your approach to D&I changed in the last 10 years? How have the thinking and best practices changed around D&I?

JG: We have changed the conversation around diversity and inclusion from affirmative action focusing primarily on race and gender by the numbers to a much broader conversation that includes individuals' value systems—life experiences, sexual orientation, family status, and disabilities, to name just a few. We have moved from a compliance and purely social perspective to diversity and inclusion as a critical business imperative.

IN: How do you measure success in terms of diversity and inclusion? Retention? Organizational alignment? Participation in inclusion activities? What else?

JG: We have to win the war on talent acquisition and retention. We need to acquire, retain, and advance those from all areas of difference, including work-life balance, culture, generations, gender, and geographic challenges. We need to ensure that we are enhancing and embracing these differences as valuable assets that will impact not only our bottom line but also our acceptance and willingness to grow and flourish as an organization in both our own and our customers' eyes. We also determine our success through measuring the consumption and understanding of our programs. Moving the needle on understanding of why D&I is important is critical to diversity and inclusion making the business impact that it must—seeing the face of our company change from an organization that knew diversity existed to one that understands the underlying strategy and importance of having a fully culturally competent organization.

IN: How has the accelerated globalization in recent years affected your D&I strategies?

JG: We are a global company operating in dozens of countries around the world. We

must understand the critical role that diversity and inclusion play if we are to maintain market leadership in the global economy. We need to always evaluate our global constituents, customers, and partners and build programs that incorporate the cultural differences and challenges they face. Diversity and inclusion means allowing our regional leaders to contribute to the strategic direction for the company as a whole as well as to areas that are important and valuable in their own localized regions.

IN: How many employee research groups does EMC have and how do they fit into the large puzzle that is a complex corporation? Can you tell us about a success story of one of your ERGs?

JG: EMC continues to review and evaluate the needs of the workforce and to create and develop new opportunities to ensure the inclusivity of everyone within the organization. At present, we have 12 ERGs, or circles, for employees in various areas: women's leadership; Asian; caregivers; Latin leadership; India subcontinent; black; disability; LGBT; multi-generational; veterans; faith fellowship; and diversify, expand, meet, and connect. Each circle conducts events highlighting personal and professional development opportunities, resource availability, and outreach programs.

One of our most successful programs has been our executive speed-coaching event sponsored by our black employee affinity group. Executive coaches from across EMC come together in multiple regions to mentor and coach any individual wanting to receive advice on career, navigating EMC, or any other topic. This event has been extremely successful and received rave reviews from both our coaches and the participants for the past six years.

IN: How is EMC addressing work-life balance?

JG: EMC gives people choices in their benefits, their work style, their technology, and their mobility. EMC makes it easy for individuals to balance everything they need to do in a way that is beneficial and valuable to them.

IN: Would you say that EMC exhibits a culture of inclusion? If you think it can improve, what are some of the challenges and how are you working to overcome them?



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Above: Erin McSweeney, EVP, Global Human Resources

JG: Yes. However, a culture of inclusion is always a work in progress. We are constantly evaluating and understanding what, and how, we need to change as the needs of our employees change and our business needs evolve.

We are providing greater transparency across our organization so that the true mission for diversity and inclusion and the span of our journey are clear to everyone. We recently conducted a cultural audit to understand some of our challenges and are currently outlining plans to address key areas for improvement.

IN: How will your role change in the next five years? Will more be expected of CDOs—and how so?

JG: Chief diversity officers have gone from providing legal and compliance guidance, education, and awareness about diversity and inclusion to aligning the function to the company's business strategy and supporting business needs. Companies today are looking for ways to embed cultural awareness and diversity into everything they do—it is the equation for sustained market success that builds the platform for how we best relate to the evolution of our customers' business strategies. Diversity today is a business imperative.

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? Does EMC's leadership view a culture of diversity and inclusion as a competitive advantage? If yes, what was the turning point? If no, what do you think can be done?

JG: Yes, we do. We have been able to obtain absolute buy-in from our executive leadership. This year we have made diversity and inclusion a strategic goal for the company and have created a diversity and inclusion executive advisory council that is responsible for driving D&I business priorities across our company. **IN**