Driving Change: How to Create a More Equitable and Inclusive...

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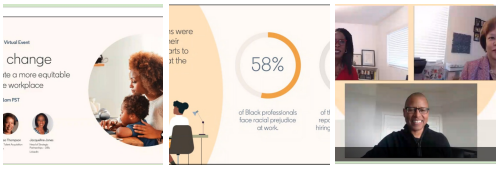

SPEAKERS

Jacqueline Jones, Melissa Thompson, Danny Guillory

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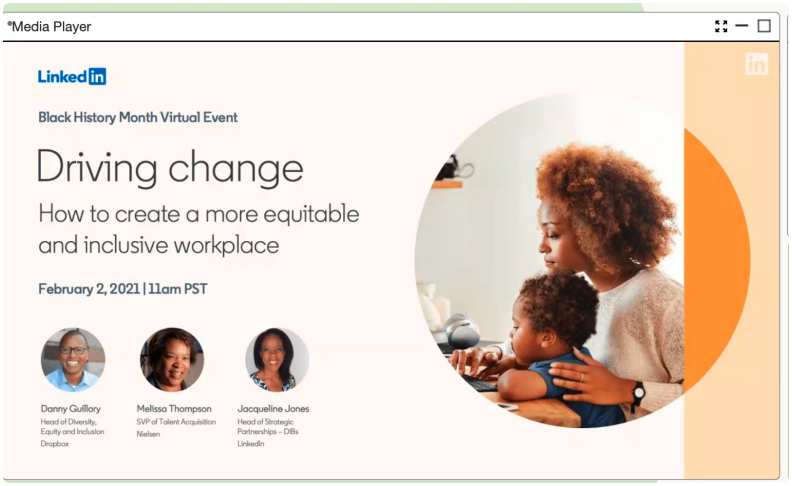
Jacqueline Jones 00:00

My name is Jacqueline Jones I'm head of strategic partnerships for diversity, inclusion and belonging here at LinkedIn. I am so excited about today's session on creating a more equitable and inclusive workplace for black Americans and black professionals. I'll be joined by two incredible industry leaders Danny Gilroy, head of diversity inclusion belonging at Dropbox, and Melissa Thompson, Senior Vice President of talent acquisition at Nielsen. In addition, at the end of the discussion, we'll provide you with access to incredible resources from LinkedIn learning, LinkedIn talent solutions glint for you for your journey as you embark in your in your mission to make sure that we have an equitable workplace for everyone. First, I wanted to spend a few moments grounding everyone and why we're here today, February is Black History Month. And for me, given the events the last year is probably one of the most significant Black History celebrations of my lifetime. First of all, it's a moment for us to all reflect, listen and renew our commitment to racial

equity all year round. today's conversation is focused on how we as talent professionals can help drive and change inequities in the workplace. at LinkedIn, we believe as enablers, enablers of wealth creation and professional mobility, we all play an important role in leading a more equitable workplace for all know that we're on this journey with you. And our as an organization that exists to create economic opportunity for everyone for an entire global workforce. We recognize the responsibility that we have to build that future, both within our workforce and for millions of members and customers. Okay, I'm just going to hit a few housekeeping items for today. Before we start, first of all, we would love to hear from you. Please add your questions to the chat, and we'll try to address as many of them as we can. Also, please remember to submit your feedback right after the show and look for an email to access the recording for this event. You'll also receive information about the resources we'll cover today. So let's review the slide on the current landscape. So 2020 was a challenging year for black Americans. racial equity is top of mind, it's estimated that over 50 million participated in protests, you know, representation continues to be low and areas less than 4% of senior management, we represent less than 4% 1% of Fortune 500 CEOs versus 13% of the population and the impacts due to the pandemic, we see an outsize impact. Black Americans were twice as likely than their white counterparts to be out of work at the end of 2020. Some experts believe that we're experiencing a K shaped recovery, which will further impact widening inequality, there's an undeniable sense of equity within the workplace. The numbers speak for themselves. 58% of black professionals report facing prejudice at work and 49%. report being treated unfairly. So that gets to us and this audience, a very critical talent professionals, I think we play such an incredible role. And to be able to change the situation and influence our leaders to create a more equitable workplace for black Americans. We have to also keep in mind that this is this is not just falling on one person or one department. This is a collective effort across many different functions and teams. So when I look at the stats, personally, I pull strengths from a quote, in the midst of crisis lies, great opportunity. From this conversation, I'd like to create three things. One is community realizing that as professional professionals, we have a whole community here to support us. You have companies like LinkedIn, fully supportive and providing resources and the space to convene, which is amazing. The second thing is awareness of all the tools that we have. And the third is perspective. So through discussions with our amazing panelists today, Melissa and Danny, we have to provide you with some valuable perspectives and information which will help you in your journey ahead. So with that, I'd like to bring up my amazing And guests, Danny and Melissa. Welcome, everybody. How are you?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How to create a more equitable and inclusive workplace
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Danny Guillory
Head of Diversity, Equity and Inclusion
Dropbox
Melissa Thompson
SVP of Talent Acquisition
Nielsen
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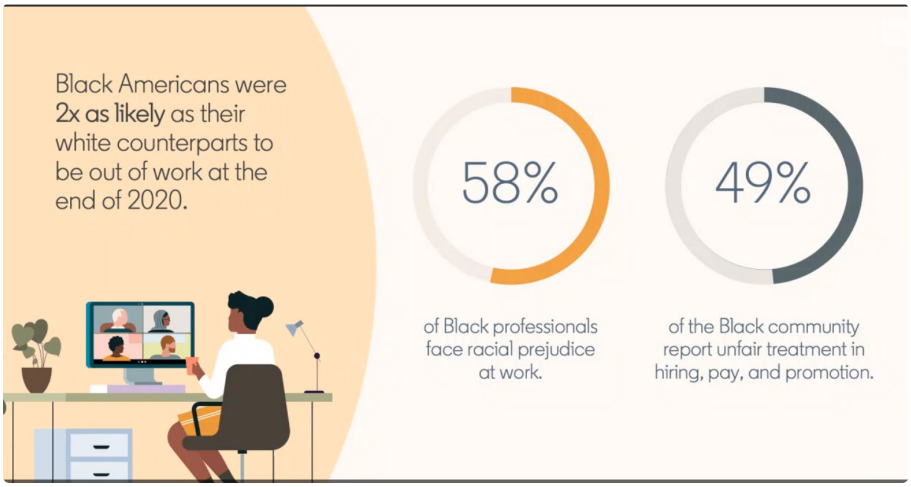
Black Americans were 2x as likely as their white counterparts to be out of work at the end of 2020.
58%
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49%
of the Black community report unfair treatment in hiring, pay, and promotion.

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M

Melissa Thompson 05:05

I'm great. Glad to be here.

J

Jacqueline Jones 05:07

Glad to have you super excited to have you I think your expertise is is really going to go a long way in helping us to, you know, all work as a community to make this work.

05:19

So

J

Jacqueline Jones 05:20

my first question, you saw the slide, you saw the current state, right of what's happening, what inspires you as talent professionals to keep going and also to take on the charge of creating economic opportunity for everyone?

D

Danny Guillory 05:42

Sure, I can, I can take a take a stab at it to begin with. Nice to meet everybody, Danny Guillory, head of Diversity, Equity and Inclusion at Dropbox. Why get into this work is really an internal question. And when I trace this through line, the things that I've done in my life, I think, by far, the most important kind of common thread between all of them, was always about seeing people reach their full potential. So during during law school I assistant taught in, in elementary schools and public schools in Boston, I also served on the school board the Board of Education in San Francisco, and also did volunteering in the classroom at that time, what I've always found is that, although it's great to get kudos in incorporations, from your peers, and from executives, what I always find most moving is the individual note I get from somebody and employee anywhere in the organization, anyone anywhere in the world, that says that some program, or something that they were involved in, or something that they heard, made a significant difference. And I know for me when I get the most personal joy is when I see somebody reach their full potential. That's really what it always goes to for me. And so when I think about diversity, equity and inclusion, it's about trying to create avenues and ways to ensure that those who have not traditionally been able to reach their full potential do have those opportunities.

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Jacqueline Jones 07:13

But that's awesome. I love that. So it's about creating new pathways, giving back just really providing opportunities for others. It's awesome. How about you, Melissa?

M

Melissa Thompson 07:23

No, I echo some of the things that Danny said, I can recall. Melissa Thompson, SVP talent acquisition at Nielsen, I can recall back in my days at Dell, when I was running the college recruiting program, and we had a target to hire 40% diverse A decade later, when some of those people that we hired, reached out to me on LinkedIn or found me and said, thank you so much for hiring me, it started the trajectory for my career. So for me, talent acquisition is a passion project for me, because we in talent acquisition help people find the right roles that like resulted in them doing their best work. So this, this journey of hiring in the diversity space is not new. But this is a bellwether, this is a clear time where the business is listening, and the business wants us to help them think about how can we do this in a better way. And I love that talent acquisition is, is really a part of that conversation.

08:32

Oh, I love that. I love that. So you actually, you're actually making an impact what I hear and I love the way you light up as you talk about it.

J

Jacqueline Jones 08:40

Because you know, you're making an impact. You have people reaching out to you many years later, so that's awesome. So this is great. So that kind of leads me into my first question. Right? So the world has changed. So much has happened in a mix of going virtual because of COVID. Now throw this out to Danny first. I mean, what are some of the implications for recruiting and sourcing? You know, we're starting first recruiting and sourcing what are some of the implications that you see around this remote environment that we're in just making it highly relevant to people now.

D

Danny Guillory 09:19

So the remote environment is something that we at Dropbox have really gone full force into. In October, we announced that we're going to be a virtual first company. So what that means is not 100% remote, but it means really, about

09:32

85% of our time will be spent working out of our home offices, and 15% of the time will be spent in collaboration spaces,

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Danny Guillory 09:40

which is how we're converting some of our major offices into collaboration hubs. What does that mean, though, for recruiting. What that means for recruiting is that we've also decided to go to a distributed hiring strategy. We are actively seeking out candidates from throughout the country, which to me, is really exciting because you have a limited pool. We're all of us technology companies tend to be fighting over the same town in New York and San Francisco, in Austin or in Seattle. Now we have the whole world as as really a pool that we can pull from. Now, what that also means that goes along with it that's really important is that we need to change our mindset and our approach, but the profiles, the backgrounds, the pathways that people come through, because they're not necessarily going to all be from MIT, Stanford, Harvard, and everything else, like we recruited from the past. So there's a, there's a pretty significant change management effort that we're going to have to undertake to make this work, just offering roles in the pools doesn't mean that people end up getting hired. So so it's something that I'm excited about. But I'm also not kidding myself about what the process will look like.

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Jacqueline Jones 10:47

Oh, that's extraordinary. So the whole world really we can source from, from from a wider pool of talent. So it does impact diversity.

11:00

In fact, what we're doing is, we're partnering with our talent acquisition team, and thinking about how strategically, we can really start to source and fill the top of the funnel with candidates from areas that are more diverse,

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Danny Guillory 11:12

we actually did a lot of a lot of research in advance and picked out four or five major markets throughout the country. But we really want to focus our efforts, because they have a much larger percentage of black and Latin x. candidates. That's awesome.

J

Jacqueline Jones 11:26

That's awesome. And I'm going to toss it over to you, Melissa, you are doing incredible things at Nielsen. How are you adapting to this new environment? What tips or insights do you have for the audience there?

M

Melissa Thompson 11:38

So probably one of the few upsides to COVID is that hiring managers now realize that remote work can work. And so it allows us to source people where we find them as opposed to source people in the three or four places where we have technology hubs. So it really is changing the way we think about this. And I was on a call with some of our technical, most senior tech leaders last week, and we were talking about diversity hiring. And one of the things that they said is we cannot let location be a barrier for us, we can look anywhere. And I was like, I'm writing this down. I'm gonna tell everyone, so that that change of mindset, because lots of tech managers were like, I want everybody right here next to me. That change really is it's a step in the right direction. But Danny is also right there stakeholder management that will have to come with that to remind people, once we are no longer under COVID restrictions that remember how well this worked. Let's continue to drive this.

J

Jacqueline Jones 12:48

I love that this is a key point. So it's almost like we're making progress to shift our perspective, first of all, in terms of what's possible, right? And then I'm also hearing, let's take note of all the stuff that's happening, so that when things do change, we hold on to those key learnings and we don't revert into go back to the old way of operating. Right.

M

Melissa Thompson 13:13

Exactly.

J

Jacqueline Jones 13:14

That's awesome. I want to remind everyone, please drop questions in the top. We have these experts here. Because this is this is great. We're just getting started in discussions. So excited about this. So moving on to let's just hit on one thing more around inclusive. How do you make the process more inclusive? When you were still talking about hiring and bringing folks in? How do we make it more inclusive.

13:42

So last year, we decided to engage our BRGs to think about a couple of different ways that they can help in the process.

M

Melissa Thompson 13:51

One is to really drive referrals that come directly from your BRGs. Two is this year, we're going to start seeing brgs and asking for volunteers who are willing to be participants in our inclusive interviewing pilot. Because we know right now, we have a lot of opportunity in terms of improving our diversity, but we want people that come in to interview that participate in interviews, to see the diversity of our workforce. And so we want a lot of people able to do that interviewing. And so we're bringing the BRG's in to help us and provide that resource where it widens the funnel in terms of content

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Danny Guillory 14:38

that I can add on to what to what Melissa shared agree. I agree 100% with everything that you just shared your list. And those those parallels some of the things that we're doing. Couple of things that that I'll add. One is what is the overall approach to interviewing I think one of the things that we found as we started to look at the interview process that we had at Dropbox overall was that Our our mindset was, we have, we're trying to interview people out, we have a bar, and we're trying to be gatekeepers and determine who can come in and out versus interviewing in. And it's a significant mindset change, because we all know that every candidate who comes in is never 100% on everything, okay? They're always there's always going to be something that they need to develop some kind of support they need that you need. So the question is, what kind of support does this person need to be successful? And how does that differ from somebody else? So it may seem subtle, but it is an interview in mindset is very different from an interview out mindset. So it sounds subtle, but it's actually very, very significant. Think about putting it into practice.

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Jacqueline Jones 15:49

I love that. So you're actually looking to see what supports are required, what, what changes, the organization has to make, essentially, to become more inclusive, right and,

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Danny Guillory 15:59

and make a case for the person to come in. So what we say is that that is that the

recruiter should have screened somebody for skills. So by the time they get to a hiring panel, they should be able to do the job, that shouldn't be the question. So the question should be that we want to make a case for somebody and why they should be here, not go back to skills and say they're not competent, because that's been done before.

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Jacqueline Jones 16:20

This is extraordinary. And then he wanted to add something else. So I completely

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Melissa Thompson 16:25

get what it made me think of Danny is the studies that say, in particular, women don't apply for jobs, if they don't have 100% of the skills, which puts the onus on us, then to write job descriptions in such a way that that allows us to screen people in that have most of the qualifications. And so we're doing quite a scrub this year around our job descriptions to really make them more aligned and focused on just a few things. I know my team hates it. But I say all the time, when I first started recruiting, we had like a two by two square the newspaper. So why now Do we need one of these? So we're gonna kind of come into the middle of that and get something that has the core requirements, but doesn't have 55 requirements, right.

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Danny Guillory 17:17

And I want to add on to what you just said, Melissa, is, is that the other thing that my partner in talent acquisition, Mike Moore, Mike Moriarty does is him and his team really do a strong product, they have a strong process of being analytical about the pipeline. So looking at seeing where people fall out, where people are successful, what pastor rates are, how they compare against each other, because it's great to think about different techniques. But when you look at the data that can tell you a lot in terms of in terms of your processes, and seeing where they're fair, or unfair to different groups, or how they disproportionately impact other groups. So I'd say whatever you do, having the analytics and having the data will be really helpful in terms of in terms of improving your pipeline.

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Jacqueline Jones 18:04

This is great. This is such great information, just so everyone knows, we'll probably go for another 10 or so minutes, and then we'll, we'll switch over to q&a. So please feel free to to drop questions in. So I wanted to move from, because we're looking at all of the talent pipeline, right, the entire process, want to move to engagement and development. So when looking at the developing, developing and supporting black employees, what are

some of the efforts that your organizations are now driving? Not just about getting people in, but it's about creating that atmosphere where everyone feels like they can grow and expand? Sort of on? Melissa? What a kick that off?

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Melissa Thompson 18:47

Yes. So one of the things we did last year was actually in our black employee resource group we did a program that's called your career is a jungle gym, so that people stop thinking of career ladders.

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Jacqueline Jones 19:01

Instead, think of them as what are the experiences that I need in order to move up. And it may mean, you move to the side and take a slight step back before you move forward. Or you move from this organization, this division to this division to get this additional experience before you move out. And we actually had several people that had had these kind of career ladder experiences. And they were interviewed talking about how they made their way through and they're all African American. So it was really very much valued. And it's on our pathway internally. And I think it's, it's the beginning of conversations around. It's not a career ladder. It's a career jungle gym.

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Danny Guillory 19:50

And I'll highlight a couple of things. But I'll start with one thing I'd say that for us. One of the things has been most important is that we as a company have a set of aspirations with respect to the representation of underrepresented minorities and women in the company. And that's a company wide aspiration. And so when you have that as a focus from the CEO level on down, it makes a difference in terms of the attention that people pay to things. Now, what that also means is that we have two primary programs, I think that we've driven this year. One was using predictive analytics, we actually looked and tried to identify underrepresented minorities and women who we thought were most likely to attribute. And that wasn't based on what they said or what their manager said it was based on a variety of things. So based on time, and based on their based on their experience based on a lot of different factors. And what we did was a program of actually having stay interviews, one of them that stay interviews are a little bit different, they're a little bit different than your typical development conversation. Because it's done right, what it does is it's one where i is the direct report, and really in the power position, because the idea of a stay interview of you is that you as my manager are talking to me, and we're having a discussion about what is required for me to want to stay at the organization. And that's a program by which at the end of last year, we actually had

about a 96% retention rate of the roughly 200 people that we had identified. The second program that I'll mention is a development program called Dropbox lead. And what we did in that is that again, we identified and it was a, it was an opt in program for more junior people in the organization. And it was a sick, it's about a year long program. And what we do in that program is provide a set of experiences, including one on one mentoring, peer mentoring with people from across the company, professional development opportunities. And the key element, which I don't see in a lot of development programs stretch project, because by far in terms of laying the groundwork for promotion, stretch projects have been related more to people's advancement in organizations, whether that's horizontal or horizontal or vertical than almost anything else. And again, it's a program that we've gotten great feedback from results and have a strong retention rate,

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Jacqueline Jones 22:04

that this is great. So what I'm hearing is, those stretch assignments are, you've got to give people those experiences they can grow. And that sort of ties into what Melissa was saying before about the moving around, right, the jungle gym aspect to it, where you're looking for those stretch assignments, and lateral are different departments, right, and we're meeting managers to provide those experiences.

D

Danny Guillory 22:31

And once again, I'm just gonna say one small thing I just wanted to say about stretch assignments today, it's really important for ones that translate into Career Mobility, one of the things we did in the program is that we actually have to do the stretch assignment with your manager, because your manager is the one who typically is the one who's going to determine your promotion, your advancement, your movement somewhere, versus having kind of a separate project on the side that I'm doing something work that you've worked with your manager to determine it's important that it's a subtle element, but it really important element to contribute to the Career Mobility that Melissa was talking about.

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Jacqueline Jones 23:05

Oh, that's awesome. That's awesome. I'm just, I'm hoping that people are like taking away from this the point that we made at the very beginning, that this is not all growth that we're talking about. And the creating of a culture that's not only welcoming, but also nurturing able to develop black employees, comes from everyone. So we're doing executive sponsorship, I'm hearing manager involvement, I'm hearing executive

commitment. It's all like just coming to the front here. And it's it's, you can see it by the results that you both are achieving in your environment. This is really awesome. The other thing I wanted to touch on is looking at learning and development, right? Making sure that those opportunities aren't just limited to certain levels of the organization. What are you doing to make sure that you're creating equitable opportunities for learning and development? No.

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Danny Guillory 24:16

I can go ahead. I just do one last time. So I want to be conscious of Jackie's question for you. When you talk about learning and development, I need to kind of reflect back a little bit. Who are you thinking about in terms of your audience in terms of learning and development? Are you talking about more Black employees and ensuring they have access or are you talking about majority employees and how they work with with with diverse groups

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Jacqueline Jones 24:42

primarily for Black employees? Okay. Yeah.

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Danny Guillory 24:46

Okay. So, again, we have that that unique kind of opt in program that I talked that I mentioned, but what we do in terms of ensuring that people have access is a couple of things. So one thing about Diversity, Equity inclusion, it's really important to understand overall is that we have to have great partnerships with all the other all of our other peers within the HR organization and others because we typically don't own anything. It's people like Melissa, who will have an acquisition or leaders of learning and organizational development through whom we have to leverage things. So it's really important for that as a context, without the list as of the world, none of this goes. So. So in terms of learning and organizational development, we partner with our L&D on a couple of things. One is that we analyze, who participates in in the programs that they drive. So they do a number of executive development, leadership development, management development programs, and they actually will track how many women and underrepresented minorities are participating in those programs to ensure representation across all spectrums. The second thing that we do is we actually partner with them pretty closely in terms of content. So they reach out to us on a regular basis to integrate inclusive leadership, inclusive principles, other things into their own content. So So I think the key to what you're talking about Jacqueline is having really strong partnerships so that they understand kind of the importance of representation who's participating in things, because that's the only way it's

going to get leverage because we don't drive those programs.

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Jacqueline Jones 26:25

That's awesome. That's awesome. And then I'm Melissa, and with COVID-19, people feel increasingly isolated. Right? How do we make sure that we're building that strong sense of community? Because probably, you know, how do we make sure we do that in this environment.

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Melissa Thompson 26:42

So we have a chief diversity officer assigned to Sondra Simmons Williams, who last few years started coffee chats that are like 12 to 15 people.

J

Jacqueline Jones 26:53

And they're really just these wonderful, open conversations, where people can come and talk about whatever is going on. And Sandra is really good about here seeing who's not answering who's not being engaged and pulling those people into the conversation. And since the middle of last year, we've run two or three of those, and we're going to have those continue as we go forward. And yesterday with Black History Month kickoff, our Black employee resource group all got together. And it really was a great given take with the CEO, the CTO, and myself really kind of just talking about what's going on where we're going from here, and just really touching people's foreheads. Not literally right, figuratively, and understanding where they are, and then meeting them there with tools or resources or mentors, or whatever they may be. Yeah. Any any learnings from that those coffee chats, because you seem like they seem very informal, but they're critical, right? In order.

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Melissa Thompson 27:58

They are, what we have seen is that people tend to, after that, have a tighter connection with us and best will come and have one on ones with us or connect with us offline about something that was that they might not come and talk to us about because they didn't know us.

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Jacqueline Jones 28:15

Yeah. That's amazing. It's amazing. That Danny and your environment, are there. Things that you do just maintain that sense of connection. And this environment?

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Danny Guillory 28:28

Yeah. So it's really interesting sense of connection is something that is, is urgent for me more than ever. So going virtual first, as a company made us realize that we needed to do some unique things to continue to create and maintain culture in the organization. And so we actually started a whole Task Force related to creating community and culture in a virtual environment. So some of the things that we're doing, in particular, with respect to kind of minority populations in the Black population is that in addition to the traditional Heritage Month separations of celebrations, which are typically outward facing so the thing about most heritage months is that there for everybody, what we also do those separately from that as we have employee resource group summits, which are internal facing. And so what those give the membership of those organizations, the opportunity to do is to connect to talk about the things that are most relevant to them to also have professional development opportunities that are unique to them. Because what I made there, there are opportunities that are offered to everybody that are relevant to all of us, but there may be some unique needs that a particular population may have. There's some other things that we're doing that are more general, around around connection like having manager summits, having company wide virtual internal conferences for the first time that cover all communities. This question of connection is both vital for the Black community, but also Even more urgent than the COVID environment for organizations overall, because I don't run into people in the office anymore. I don't run into people in the cafeteria in the lunchroom. And so how do we create that opportunity to feel like I'm talking to people and meeting people? And getting those those osmotic relationships that I get in workplace?

J

Jacqueline Jones 30:24

Do you I just have I'm just curious. A lot of the programs seem to be outward. Do you have anything that allows for inbound communication as well?

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Danny Guillory 30:34

Please? Absolutely. Yeah. So. So there are a few different ways that a few of the ways that we do that. So first of all, we have, of course, our regular surveys that we do on a regular basis, we do a major survey twice a year to the whole organization, and look at it from all sorts of cuts in our organization participates pretty robustly in that 90% participation across the board. And so that's kind of the first and one of the major sources of truth that we'll use. We also though do different listening sessions. Sometimes we'll do focus groups in particular, we feel like there's some place we want to get some more, we want to get some more knowledge. But, but usually, it's by group. So one of the things we do with our employee resource groups to open the discussion, is we actually will do a data analysis of

the experience of their particular membership in the organization. So take that survey, but we do a presentation for Black drop boxers about what they're experiencing, but what we're hearing, and then how we should move forward and have an open discussion about it.

J

Jacqueline Jones 31:39

Yeah, this is amazing. So let's, um, so we've talked about, you know, bringing people into the organization, we've talked about, you know, the changes and not due to COVID. And going to virtualization, mainly. And some of your key takeaways there. We've also touched on, you know, how do you create that environment of belonging and learning, right, where folks feel like they are in a company that their nurture that can grow. And then I also want to talk about retention measurement. And I just have a question for, Melissa, around, what are some of your, the ways that your organization is actually working on retaining employees, Black employees and just continuing that,

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Melissa Thompson 32:28

right, so there are a number of things we're doing around engagement, but one of the things I really like is that we've started to build out this Boomerang alumni program. So really looking at people that we've lost over the last two to three years, and figuring out ways to reconnect with them, giving them opportunities to network with us, and then finding an avenue for them to be able to boomerang back, if that's what they want to do. The retention value of that is people begin to see that there's an opportunity to stay and that we really do value them. So we have our Black employee resource group actually managing that alumni network and really working through those.

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Jacqueline Jones 33:17

Amazing, so one thing I loved about that is that they're almost always a part of your network, right through the alumni, whether you know, they're at Nielsen, Nielsen alongs, you are considered and also part of a network that can also come back to you as well. And that's great. That's, that's fantastic. So thank you for that. I actually went with quite a number of questions coming up. And I wanted to make sure we got to those and I might start, you know, just going over there a bit. We have a question from Melissa. You know, when making the effort to recruit and hire Black professionals, other than looking in different geographical locations, what are some of the other methods, our recruiters can use any networks that we could tap into?

M

Melissa Thompson 34:07

A million of them. So I'd like to focus on college recruiting as part of my pipeline. I like to engage with professional organizations like National Black MBA mission, but nesby National Society of Black Engineers, sorry, I'm speaking in acronyms. But then also actually goal recruiters around what their direct target sourcing is, how well are they bringing talent into the top of the funnel? And then as Danny said earlier, what are those conversion rates look like? So there are just a plethora of ways to go find that talent, but it won't be sticky. If you go find that talent and you you don't do the inclusive interviewing And there's not I say this very often if if someone comes into the organization, and then finds that there are not African Americans in leadership roles that they can see, they're literally not going to stay. And so don't start doing the work of bringing in if you haven't started doing the work of being representative. So it's it's sort of a two step process.

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Jacqueline Jones 35:26

I love that. So what I'm also hearing is maybe bringing in people at many different levels.

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Melissa Thompson 35:30

Absolutely.

J

Jacqueline Jones 35:31

Right. It's not just about entry level hiring, it's it's senior level hiring, it's exact level hiring. Because representation matters they need people need to see that you're serious problem, they have representation,

M

Melissa Thompson 35:43

I often say don't have me bringing them in the front door, and then the HR team is not retaining them. So they're going back out the back door. So we can't solve the problem that just more and more in the hiring, we have to solve it around retention, engagement and hiring.

J

Jacqueline Jones 36:01

Yeah, yes. I love that. I love that. And Danny, any anything to add on that, or? Sure, yeah, that I was just

D

Danny Guillory 36:07

going to expand a little bit. I like what Melissa talked about in terms of having pipeline expectation targets, we also, listen, you probably do this too, we have a modified form of the Rooney Rule at different levels of the organization. So for us, at certain levels, it's either at least one URL or woman at the at the on site, or other levels of maybe, maybe manager interview. And so you have to look kind of you have to work closely with talent acquisition, in terms of the roles and things like that, that you're that you're sourcing for. But attaching metrics to it, I think is really, really, really important. Because, frankly, unless I know, you know, this, recruiting functions are very, very, very metrics driven. And so and so they and so having those in place are really important. What I can say is, I'm fortunate enough to have a partner like you in my own organization where we work together, proactively pursuing these things. So that makes it easy. It's tougher if you don't have that, but having somebody like you makes a difference.

J

Jacqueline Jones 37:15

This is good. I think you hinted at something very important. It's all a partnership. And the internal partnership is absolutely, absolutely critical here. So I have a question. And I say for Danny for April asked me that my organization, we have an issue with making diversity work, everyone's job or everybody's job. People tend to wait in our organizations, Office of Diversity and Inclusion to do all the works. Can you give me tips on how to create a culture where all employees feel empowered? I think that's a that probably is the same question for many people on this call.

D

Danny Guillory 37:52

Yeah, so, it's a great question. And I really appreciate this question April, because what I'm going to share with you and and before I share this with you, I want to just preface it with the fact that I have no investment stake in this nonprofit, but they're, they're a great one. And they have a great tool that we use in our organization. And it is a great tool, I think for anybody to use whether you're a small organization and have a small diversity function, or maybe a non existent one or a large one. There's an organization out there called the National Council for women and information technology, and called NC WIT NCWIT. And they have a tool that's called their GPS that they've developed. And what it's done is that it's taken the major areas of organizational change that are required for a diversity, equity and inclusion effort. And they've created a set of questions related to each one of them. And what you can do is you actually take different groups and different people in your organization, through those sets of questions. What it does, it's really powerful, because what it does is it serves as kind of an audit to tell you how either advanced or how much progress you still need to make as an organization in different

areas. But the second thing that it does is that it shows you what the path is, and what the types of activities are that you need to do to advance in an area. So if you want to if you want to analyze recruitment and selection, there's a there's a pathway for that, if what you're looking at is employee development, there's a pathway and a set of questions related to that. So they have about eight different sections that they that they use. And I can tell you, it's a tool that we've used in our own organization to help with our strategic planning myself and my team. And it's now something where we're actually taking that tool and facilitating it with our different leaders and their business units so that they're starting to adopt the practices and seeing what it looks like. So I think if you can have kind of a tool or something like that to help you in that process, it not only gives guidance, but also makes it so that you're not the only one talking. There's a kind of neutral third party expert that's telling us to do this. which adds some kind of power, I think to the process. It's not always on you as an individual. But yes, I agree 100% things shouldn't always be thrown at diversity and inclusion solve. It's really something that the organization needs to solve. And anything we can do to create that kind of agency, I think is is absolutely crucial.

J

Jacqueline Jones 40:21

Melissa, you had something to add to that.

M

Melissa Thompson 40:24

I was going to go to the next question. Okay.

J

Jacqueline Jones 40:28

I saw you were like, ready, right there. This is great. So let's do that. So, Ashley asks, How do you ensured that hiring managers keep sourcing black professionals and diverse talent at the forefront of their minds while they're interviewing?

D

Danny Guillory 40:44

So first,

M

Melissa Thompson 40:45

there's a kernel in there that I want to call out, which is that the hiring manager and the recruiter need to lock arms in terms of sourcing diverse candidates, right. And then we actually have metrics we have, much like Danny said, we have a diverse slate metrics. So

the key to this metrics management is if you don't have any diversity at the top of the funnel, you're going to have any diversity at the point of interview. So you really have to source it at the top of the funnel and ensure that you're, you're making it through we actually have in our applicant tracking system, a box that the recruiter has to check to say, Did you meet the diversity sleep metric? And if they didn't, they actually have to request an exception. And what we've said this year is, we want 90% of roles to meet that diverse slate requirement. And we're just going to push for people to do a better job of making sure they get diversity onto those slates. And then inclusive interviewing is something that I've talked about a couple of times, but we're actually in the first half of this year, training all hiring managers around inclusive interviewing, not just making sure that your interview panel is inclusive. But what are the questions that you're asking? How are we ensuring that a little bit like what Danny said that we're screening people in more so than screening people out, and helping people to see when they have those unconscious biases where they actually only want to hire people that went to the same college that they went to, or that their first job out of college was at the same, you know, consulting agency that they were at, we have to be able to see those things as recruiters, and help coach hiring managers around those kinds of issues.

J

Jacqueline Jones 42:37

This is amazing. Thank you so much for that I laid out a whole lot of EPS and how to do that, which I thought was just brilliant. But also to just let everyone know, at the end of this, we'll also provide some learning tracks from LinkedIn learning, which will contain courses on diversity recruiting, which contain a lot, you know, some of these tips, but it's always good to have them laid out. Danny, you also wanted to jump in

D

Danny Guillory 43:05

just one other thing on kind of the the talent part of it. What we didn't really mention, but it's important is it's important, as Melissa said that there are structures inside where you're already working on inclusion. In addition to that, in parallel to that, one of the things you also want to think about is talent brand. Okay, and what you're saying about yourself as an organization, because it's great to do all of these things. But if if, if Black candidates don't know about them, or don't have a way to find out about them, then they may not be attracted to you. So how are you putting yourself out there as an organization, this is where it becomes really important to live consistent, because one of the things that's happening now and happened in particular, last fall after Briana Taylor left last summer after Briana Taylor and George Floyd is that there were lots of people, lots of organizations who all of a sudden started to talk about diversity, and then started to get called out because they hadn't they weren't doing things consistent with it. It's great to put

up something on Instagram that says you support Black Lives Matter, but what have you actually done. So I use a talent brand, but the talent brand needs to match up with the action, I guess for what I what I'm encouraging though is that if you are taking steps and it doesn't have to be perfect, that's the other thing is that diversity efforts are never perfect. They're always going to be sideways journeys. But if you're if you are honest and have integrity about what you're doing, it's important to find avenues to share that so that people know about it. But be certain that you can back it up I think before you do

M

Melissa Thompson 44:39

an Amen on that one, Danny. the authenticity of your talent brand will come through loud and clear. So if you're saying one thing and then people arrive and see something completely different, it is going to destroy you in the market. Yeah, I love I love that thought that you really have to be authentic and people Don't mind if you share at your own the journey that you still have a ways to go. Another thing that we're doing this year, we haven't started yet, but we're going to start doing some storytelling. We want people to say, what why aren't Why did you join Nielsen? Why have you been here for 25 years? Why did you join a year ago? what's what's good, bad and ugly about it, because you can't just tell the flowers and unicorns and rainbows stories, you have to tell the we went through these hard times. And I stayed because I had this kind of support. And this really worked for me, because that is more authentic than we're smiling and happy all the time. Right.

J

Jacqueline Jones 45:40

These are great. And I love the questions that are coming here. These questions are excellent. So everyone, thank you for sending these through. We have a question from Stephanie. We just launched a diversity and inclusion committee. How do we engage our organization even beyond the committee to get everyone involved in these efforts? So there's a theme here, right? joining other people involved, this is not just the diversity, you know, office problem, this is everyone. So if we can give our best like three tips to get everyone engaged? I think that would be awesome. Melissa, I'm gonna give that to you first.

M

Melissa Thompson 46:20

Why do you keep doing that? He's now I don't know, I just felt like any game of badminton, here you go. Give us a chance to

D

Danny Guillory 46:31

what? What do you want to say? So I'll go ahead and go. And then we have a much better answer than mine. So a couple of things that I'd suggest. One is that if possible when you're in the early stages of an effort, and I get the sense from the from the question, that you might be a smaller organization, or an organization that doesn't necessarily have a diversity, equity inclusion office, which is okay. But I highly encourage you, even if it's just a small amount of money, to think about having somebody as a consultant to help you if you don't have somebody internally, to help design things, because each organization is unique and different. And having a professional who's thought about this a little bit, and he's done this kind of work, I think will be really helpful. One of the challenges with diversity, equity inclusion work sometimes, and we even find it internally in organizations is that everybody thinks they're an expert, because they're a human being, they have opinions on what human beings do or don't do. And it really is, it really is an expertise, it's not something that I can just show up and do really well and effectively. So highly encourage you, first of all, to think even if it's just a small amount of money, to find a consultant to help you to help you just design your efforts to begin with, that's one thing I think about. The second thing is be really specific kind of about your goals early on. So usually, when you're just starting a lot of times, what the what the effort is around is just having everybody level set on what words like Diversity, Equity and Inclusion mean, what they mean for the organization, one of the great activities that you can have to begin with to kind of coalesce people and start some really hard discussions and consciousness about diversity is developing definitions of diversity, equity inclusion for your organization, what it does is that it forces people to say, how would how would we know it showed up in our organization? How would we know it should have been our business, because it's not just about who we hired much deeper than that it really infused itself into all parts of the business. The third thing that you can do is in addition to kind of thinking about thinking about how you want to define it, it's actually go through an education process. So there are lots of different workshops, some here on LinkedIn that are available, others that you can find online and other places to think about some kind of education effort to level set people so that we're all we're all working from the same base of knowledge, at least to begin with. Now,

M

Melissa Thompson 49:06

I would just add at the end that have a metric for what the end game looks like, and it can't just be recruiting. It has to be broader than that it has to be, what are we doing in compensation? Or what are we thinking about with regards to benefits? Do we have issues with the way our benefits show up across our diverse populations? And then figure out what the two or three things are you're going to do in year one, not the 10 or 12 things, the two or three things and just focus on that and then pick up the next three for 2022.

D

Danny Guillory 49:43

And, Melissa, I'll just add to that what you said is really important, because the first address that people go to very appropriately is his representation. But that usually ends up falling disproportionately on recruiting and in fact, one of my peers of my parents talent acquisition last year said, Hey, we're the only ones that are being held on the on the, on the hook for these aspirations. What about retention? So we set a different goal now around retention focus pretty exclusively on that with some other partners within the organization. Because I said, You're right, you know, you're the only one is on the hook for this. So how do we how do we spread the burden and have people have everyone see it as a part of their world?

J

Jacqueline Jones 50:23

That's great. So just want to toss out another question. We'd love to talk about ally ship, do you have any learnings in your organizations for other organizations or how to be an ally to black employees?

M

Melissa Thompson 50:38

You know, starting last year, there was this great YouTube set of videos by Emmanuel Acho uncomfortable conversations with a black man, they are absolutely fantastic for just breaking it down around how you can be an ally. And his first three, if you just start there and have conversations around those videos, and they're not very long, it really sparks excellent conversation about how to become an ally, and what you can begin to think about.

D

Danny Guillory 51:18

And just to kind of expand on the theme of education that that was emphasized there. We actually when things happened in June, last year, again, with Briana Taylor, George Floyd and others, we actually started a six month series within Dropbox called truth and reconciliation. And what we did was we brought in experts, we brought in academics, poets, artists, to have people understand in a comprehensive and in depth way, the history and the current state of the black experience in America from topics including policing, to their experience, with education, to voting, to all sorts of areas. And so I think the theme to begin with is stop for a second and, and, and educate and understand first, after that six month series, we're just now getting to the point where we're going to move to action, and have people into workshops will determine what it is they want to do, whether it's something inside of Dropbox, or whether it's something external to Dropbox. And so I

think, again, that theme of education. I know everybody wants to wants to help. But the first thing is to have an in depth understanding. And then that will help to guide your actions and where you want to go and will make a lot more sense and become a lot more authentic.

J

Jacqueline Jones 52:38

This hour has gone by so quickly. One final question for Danny, you know, how we're making sure that diverse candidates are fairly evaluated fairly and appropriately. Love to include the RGS in the interview, but after that, you know, what about when black employees started a company? How do we make sure what I'm hearing here is have candidates evaluated fairly and appropriately, and getting the energies brgs involved in the process as well.

D

Danny Guillory 53:12

So why don't I take the first part, and I'll hand over the second part to Melissa. Okay, that'll give you some time to get used to it. Okay, I got it. In terms of the first part, and I'll take the valuation a little further than that. Evaluating hires, again, we go to the pass through rates, that's ultimately I think, how we judge things to a large extent, and if somebody is dropping out, if a group is dropping out disproportionately, and disproportionate rate to others, that it's something that we address immediately. The other thing that we do actually is I have two people on my team, that are diversity business partners, and they actually sit in on debriefs from a certain level and above, usually kind of our our mid manager level and above, to actually make sure the processes are taking place in in a fair fashion. The other thing, by the way, that existed even before I've got to Dropbox that we have is we have a moderator program, where somebody external to the hiring committee actually sits in and moderates the debrief process. So it's a neutral party who comes in and they've actually been trained, in addition to by talent acquisition by also our recruiting team, I'm sorry, by our DE* team on unconscious bias. And so they're coming in to actually manage and run the debrief with all those things in mind. So those are the some of the steps that we've taken.

M

Melissa Thompson 54:38

So I'm an executive sponsor for our black Business Resource Group. And so it's not just interviews. It's also as new African American employees start. We welcome them and ask them to join sable. It's also Can you help me find Some people that helped me not just employee referrals, but I'm going to campus, can you lock arms and go with me? I'm gonna engage with National Black MBA, can you help me with resume reviews? So it's

really sort of threading through the process, how we engage, and then making sure that our HR business partner peers, understand that they have to think about, how are you engaging them once they've been hired? Yeah, are you retaining them once we've gotten them on board. So it's not just one thing, it has to be this thread of things that can make it successful, to bring them on board, to retain them and to have them engaged?

J

Jacqueline Jones 55:41

This is great. This is such rich information. So I think to close us out, and sorry that we this, this hour is gone by so quickly. You know, everyone's been so engaged in something truly informative. I think for the last question, I think what I wanted to focus on is like, first of all, this is a journey. There's tons going on right now. In the environment. There's the increased, you know, racial equity, there's virtualization, there's demand for art and all the stuff that's been mentioned here, this call to the both of you keep up with all that's happening in this world, like, and keep on top of things, right. Can you provide any tips or techniques for others to sort of like, think about how they want to shape the world to be agile moving forward,

M

Melissa Thompson 56:31

right? It's not easy, but there's tons of information out there, there are blog posts, there are any topic books. I am a member of the Association of talent acquisition professionals, and they do a Friday roundup email that often brings things to my attention. I'm a podcast listener, primarily NPR, primarily marketplace, but I get lots of ideas from a lot of places and people tagged me in things to say, hey, read this, this might be interesting to you.

D

Danny Guillory 57:07

And for me, I think I'll just I'll just mention two that that are a little bit different. One is, is peer groups and networks. So I so there are two groups that I meet with on a regular basis. One is a set of other chief diversity officers, I think are really sharp and doing great things. So we meet on a monthly basis. I also have a group of people not related to diversity at all who work in entirely different industries. And we also meet on a monthly basis to talk about whatever is happening with us. The other thing