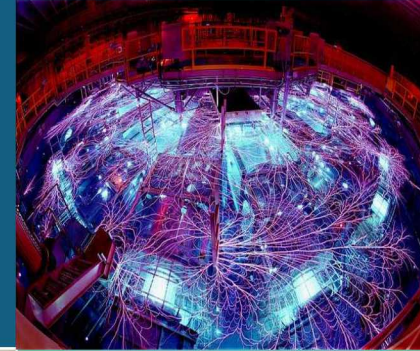


SAND2019-7273C

Inclusion & Diversity Partnerships Across Gender

July 6, 2019 • Global Summit of Women



PRESENTED BY

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Sandia National Laboratories



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Strong Leadership Commitment and Accountability

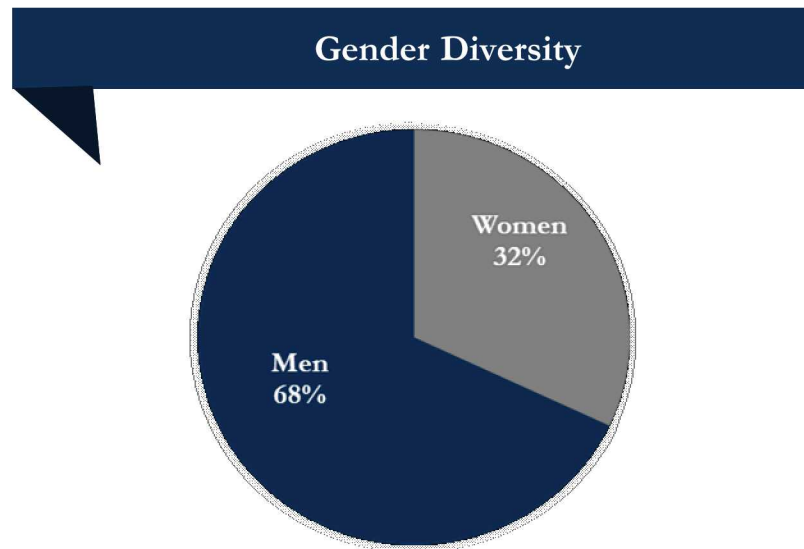
Find an ally/executive champion

- Implemented a corporate level strategic goal around building a diverse workforce and inclusive environment
- Inclusion & Diversity (I&D) are discussed regularly at the highest levels and throughout the organization
- Added a performance management objective incorporating I&D for all employees
- Launched unconscious bias learning and awareness
 - In 2018 required 100% of leaders to participate
 - Recruiting, Staffing and Human Resource Business Partners trained on unconscious bias and consulting with managers throughout the hiring process
 - Strong focus on forming diversity partnerships across gender

**Feedback on Leader Unconscious Bias Learning
reflects a learning increase of between 25% to 38%**

3 Why Gender Partnerships?

- The largest population at Sandia are men
- In order to positively impact our work environment and strive for equality we must engage this group in Inclusion & Diversity (I&D) efforts
- Unconscious bias across any group, including gender, can impede progress
- We must explore the assumptions that exist about men and gender equality in order to have the deep dialogues necessary to motivate change



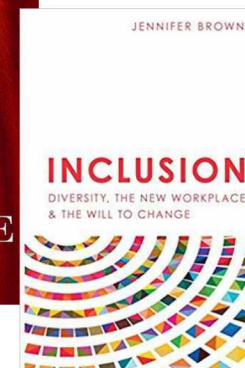
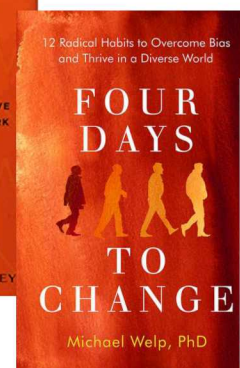
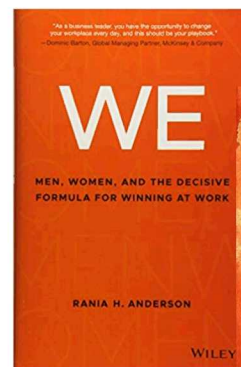
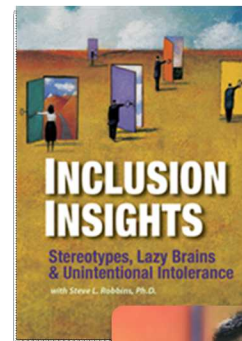
Learning & Awareness - Training & Experiential Learning

➤ Training

- Diversity Cinema (1 hour)
- Workshops-in-a-box (1 to 3 hours)
- Interactive Business Inclusion Solutions E-learning (2 hours)
- Sandia Women's Action Network (SWAN) collaboration
- Inclusion Insights (3 hours in classroom)

➤ Experiential Learning Labs & Summits

- White Men's Caucus (Executive leaders)
- Full Diversity Partners (Executive leaders)
- Courageous Leader Summit (All employees)



What White Men Don't Know – A White Males Perspective

1. “White men don’t know they are part of a group or that they have a culture.”
2. “We don’t know others are having a different experience in the world.”
3. “We don’t know that the process of learning about the first two is truly life changing for us as well.”

~Michael Welp, PhD, *White Men as Full Diversity Partners*, Founder and Author of, *Four Days to Change*

A bias is an inflexible positive or negative conscious or unconscious belief about a particular category or group of people.

- ✓ All people have biases.
- ✓ Biases do not make us bad people.
- ✓ Members of any group can have biases.

"The worst distance between two people is misunderstanding"

Source: *Is it Bias?* Making Diversity Work. Media 2010. Sondra Thiederman, Ph.D

Experiential Learning Labs & Summits

White Men's Caucus (3.5 days)

- Provides white men the opportunity to more fully see and understand their culture and its impact on themselves and others.
- Experience creates an environment where white men, often for the first time, honestly explore their questions, confusions, hopes, and concerns related to “diversity issues” in their private lives and organizations.



Experiential Learning Labs & Summits

Full Diversity Partners (3.5 days)

- Includes white men, persons of color, and white women.
- The intent is to create brave and meaningful dialogues, where each participant realizes their self-interest, as full partners, in implementing I & D.
- Teams work across the divides of ethnicity, gender, race, and sexual orientation to develop partnership and leadership skills that will impact organizational change.



Experiential Learning Labs & Summits

Courageous Leader Summit (10 hour over 2 days)

- Experiential learning for large groups including white men, persons of color, and white women
- A condensed version of the immersion learning in the White Men's Caucus and Full Diversity Partners labs
- Participants have an opportunity to challenge and help shift assumptions, mindsets, and practices to expand how inclusion and diversity is defined and experienced
- Open to employees at all levels in the organization, leaders and individual contributors

Diversity & Inclusion are important through the entire employee life cycle.



Impacts

- Women and minorities representation in management are trending upward
- Increase in the diversity of the candidate pool, candidates interviewed, and hires
- 2019 Sandia All Managers' Meetings focused on application of inclusion learning
- Leaders at all levels are engaged in I&D efforts
 - SWAN "We" book panel discussion with male diversity champions
 - Employee Resource Groups have Executive Champions
 - Pilot for reverse mentoring with Employee Resource Groups is underway
- Received Forbes Award in 2019



Stay the path, shifting culture takes time and
this is your journey.



***“I’ve learned that people will
forget what you said, people
will forget what you did, but
people will never forget how
you made them feel.” — Maya
Angelou***

