

Workforce Summit – Breaking Out! Sessions

November 27th, 2001

Hilton & Towers

Pittsburgh, PA

Finding Seasoned Talent: Attraction & Diversity of Mid-Level Management

INTRODUCTION

Facilitator: Doris Carson Williams, President, African American Chamber of Commerce

Presenter: Dr. Richard F. Green, Senior Vice President, Organizational Effectiveness
Mellon Financial Corporation

Session Goals:

1. The biggest priority is that the CEO needs to drive a market image and drive the diversity change within the organization. Hold mid & senior managers accountable
2. Develop on-board and network programs
3. Diversity network for recruitment and retention
4. Better utilize what is here: people and organizations-It's all here!!
5. Frame and prioritize the session issues
6. Develop new ways to address the issues
7. Identify key regional actions to be taken
8. Assign responsibility for action

PRESENTATION TRANSCRIPT:

Richard Green

Review of research-CCL and Thomas and Gabarro, implications form minorities and women, tournament metaphor, and Q & A.

Center for Creative Leadership "Breaking Through"- D. Thomas and J. Gabarro

CCL found managers who made it and stayed there.

leadership skills

right development experiences: right variety, diversity, intensity, and adversity.

Right experience * Learning

1st Job: Assignments, Hardships, and Other people (bosses and values)

Men & Women

men gravitate toward more challenging assignment.

women go more towards the learning from others.

	<u>Women</u>	<u>Men</u>
Challenging Assgn.	32%	48%
Other	16%	17%
Learn from Others	23%	17%
Hardships	29%	18%

Men Only:

full responsibility

technical/professional

coping

overcoming diversity

Women Only:

- staff functions-HR, legal, etc. not business track
- tests personal limits
- what they need for their success
- knowing what excites them
- entered the workforce late
- use mentoring coach more
- place one value on personal development
- different set of learning strategies

Thomas & Gabarro

33-1 Executive person of color-fortune 500

remove staff and functions and it will get worse.

Findings:

scant presence of women of color, plateau at middle management, hold high level outside of core business/functions.

Career trajectories different

high potential-fast track development programs.

Tournament metaphor 12 years

Entry to executive

- whites fast tracked
- advance at slower rate
- middle management accelerates them

White Executive 4 years white executive to middle management

much slower with persons of color.

Differences:

Color

- had broadening experiences but were not promoted
- more scrutiny early in career therefore one is overly cautious
- more criteria applied
- fewer mentoring relationships

Difference in Ascending to Executive Level:

Most stretch experiences were not available to women and minorities early in their career.

GOOD NEWS:

Slower movement teaches lessons leads to executive maturity and possession of enhanced technical skills.

Key Question:

- Similarities between Harvard Study and CCL?
- Should we accept the two tournament systems?
- Are there alternatives?
- Predetermined track for minorities
 - lesser responsibility, and only opportunities limited to track

Question: Are you speaking of all women?

Answer: All women, minority women were not part of the study.

Q: How do boards select CEO's, etc?

A: By overcoming major business challenges, someone has to notice you, extend a hand, etc.

Q: Do organizations judge males more by their experience than performance? Do we look at what you've done vs. ability?

Richard Green answers: Tend to select mentor people like themselves. Early on can get by with street smarts, risks, etc, that is knowledge based.

Q: Blind spots, what are they?

Richard Green: CCL- don't know how to finesse political system, could not derail it later.

People of color are not provided the opportunity to fail? Tend not to get the value added assignments. Fix critical situations, etc. Not one minority CEO.

Q: Any organizations have a strategy around diversity?

Richard Green: Yes, there are several sterling companies.

Q: Men selected for on apply for challenging jobs.

Richard Green: Plateau for women and minorities more selected. Chosen based on relationships and merit.

White males look at the job done last and then take a chance that they can do the next level.

Women want to possess the skills first, while men get what they want when they get there.

SESSION ISSUES USED FOR FACILITATED GROUP DISCUSSION:

- Not enough action is devoted to targeting a diverse applicant pool
- Work environment does not accommodate the needs of a diverse workforce with changing needs
- Difficult to attract qualified and diverse mid-level applicants
- Image of the industry does not support desire for diversity and inclusion

ADDITIONAL ISSUES RAISED BY AUDIENCE

1. Blue work environment does not accommodate the needs of a diverse workforce with changing needs.
2. Issue-Developing on-boarding and networking programs and experiences for new employees.
3. Not enough action is devoted to targeting a diverse applicant pool.
4. A diversity network to help recruiting and retention.
5. Image of the industry doesn't support desire for diversity and inclusion.
6. Different to attract qualified and diverse mid-level applicants.
7. Better utilization of existing resources and organizations, etc. Everything and everyone we need is right here in Pittsburgh.