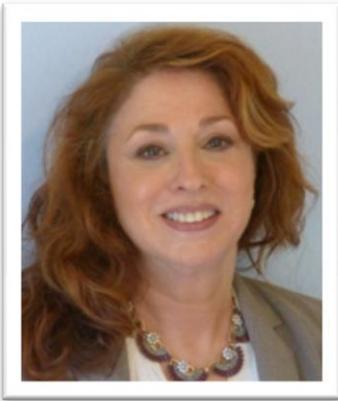




Association for  
Talent Development

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

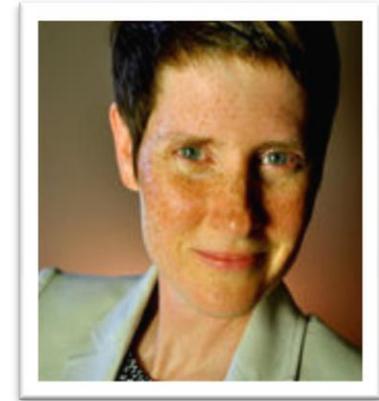
June 14, 2016



**Marjorie Derven**  
*Managing Partner, HUDSON  
Research & Consulting, Inc.*



**Michael Docherty**  
*CEO, Venture2 Inc.*



**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

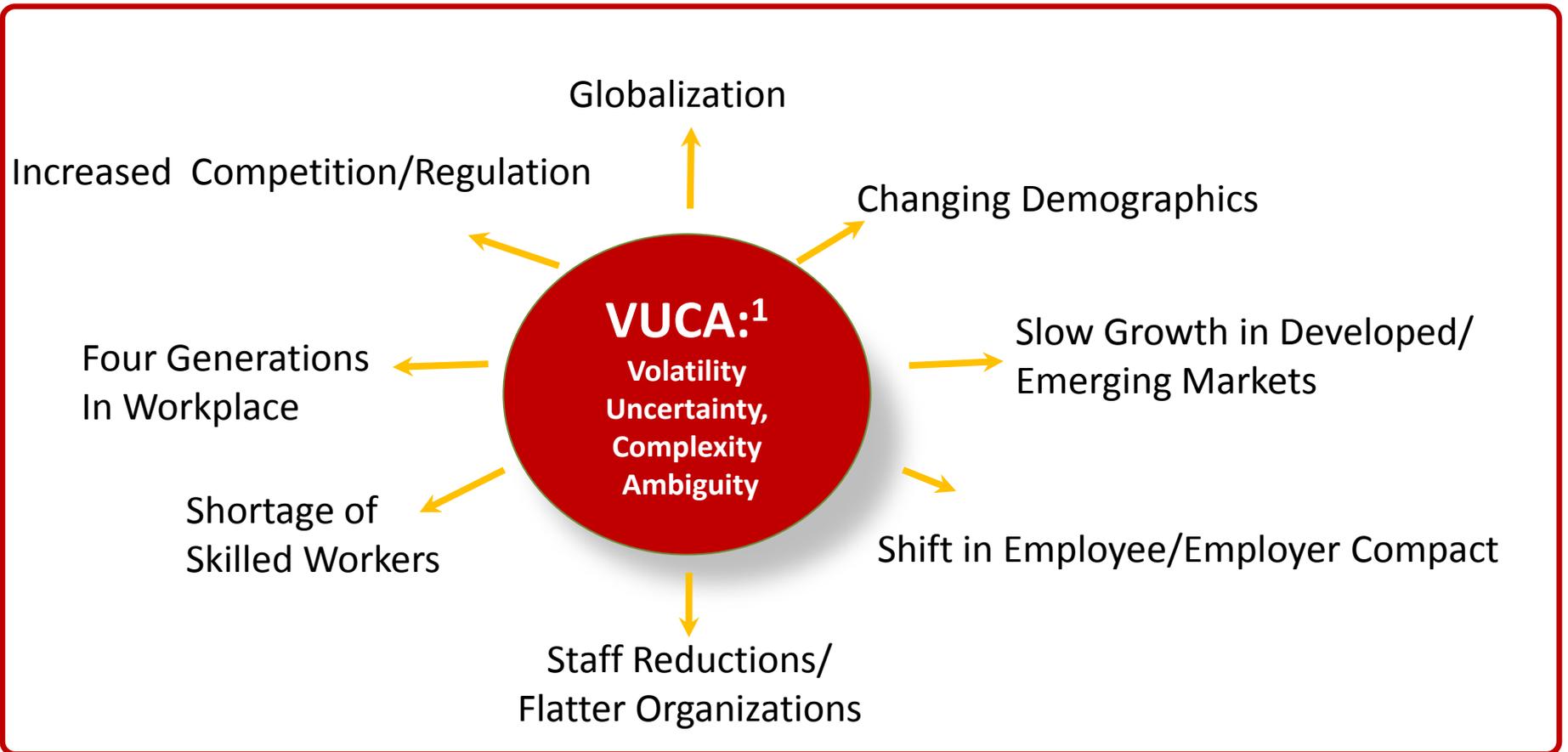


The mix of differences and similarities in talent

Intentionally leveraging full contributions from a broad mix of talent

Creating value with new products, processes, markets and business models in a “VUCA” world

# Massive Changes Drive Talent Agenda



<sup>1</sup> 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

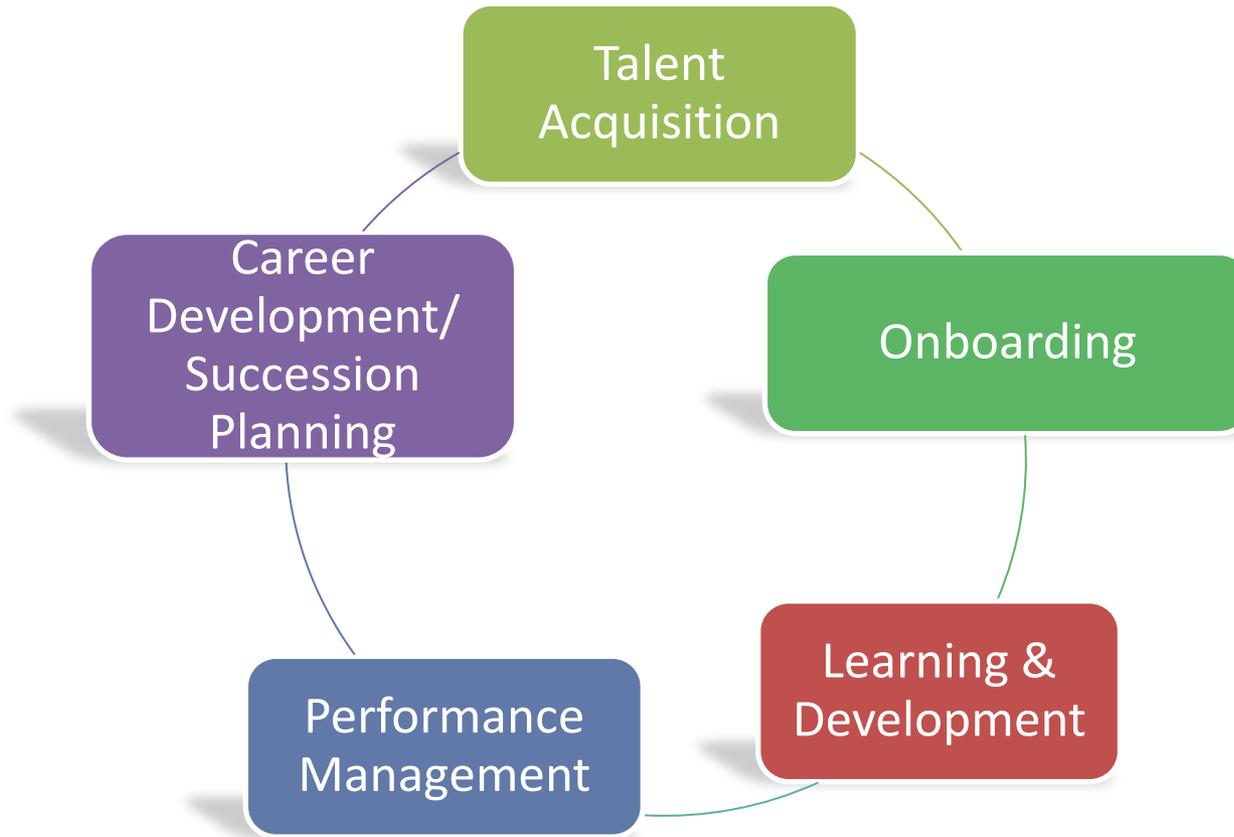


What best describes your organization's innovation maturity?

- 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"

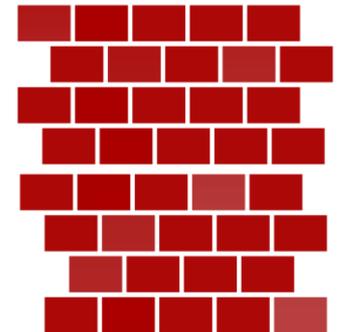
I am not sure why I am on this team

... "Coast" until something better comes along

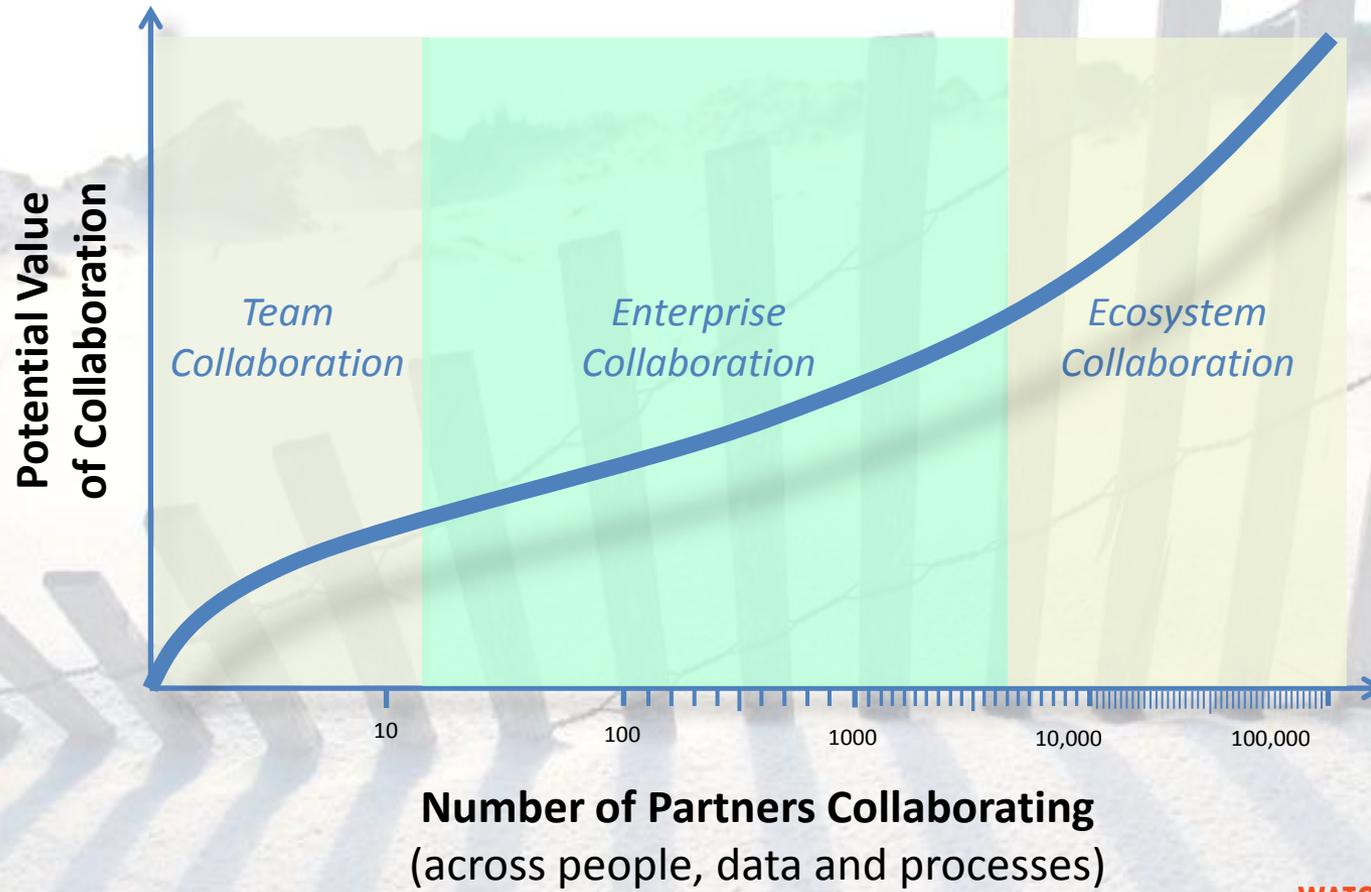
# Let's hear from you: Innovation Barriers

## 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







**“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



**ieCrowd**<sup>^</sup>  
Innovation Economy Crowd

A background image of a large, diverse crowd of people, many with their arms raised in celebration. A large red kite card is overlaid on the left side of the image.

**\$557,123** Raised

**11,254** Funders

**indiegogo** #1 most popular campaign for four weeks in a row

**WATCH & LEARN**  
webcasts **atd**



# 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

New  
Strategy:  
Innovation

New  
Talent:  
Acquisition

New D&I:  
Collective  
Wisdom

# D&I Innovation Labs

**LEARN**



**DO**

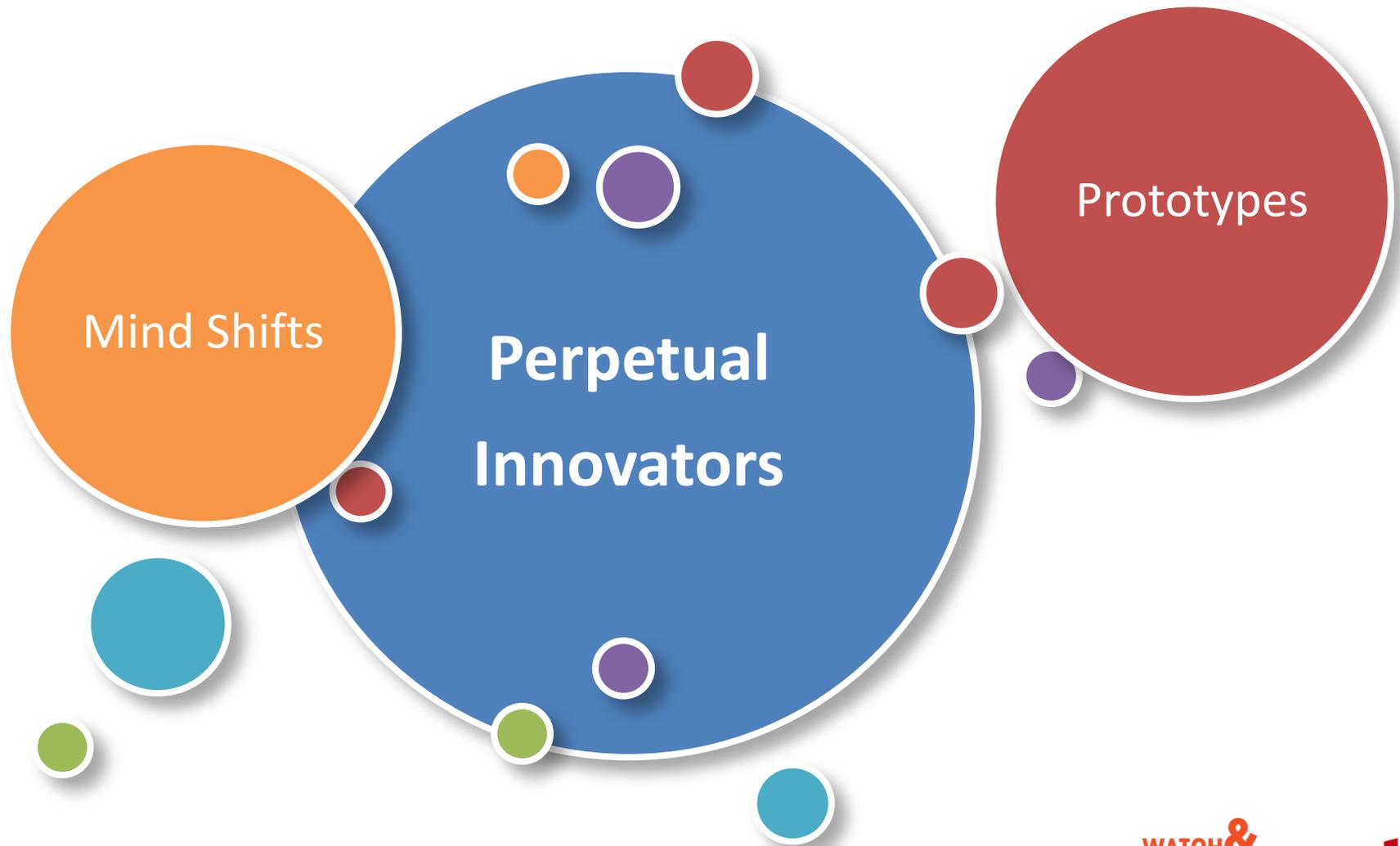
Hands-On Work



**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



## REWARD

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



## LEAD

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



## PROMOTE

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



## 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*

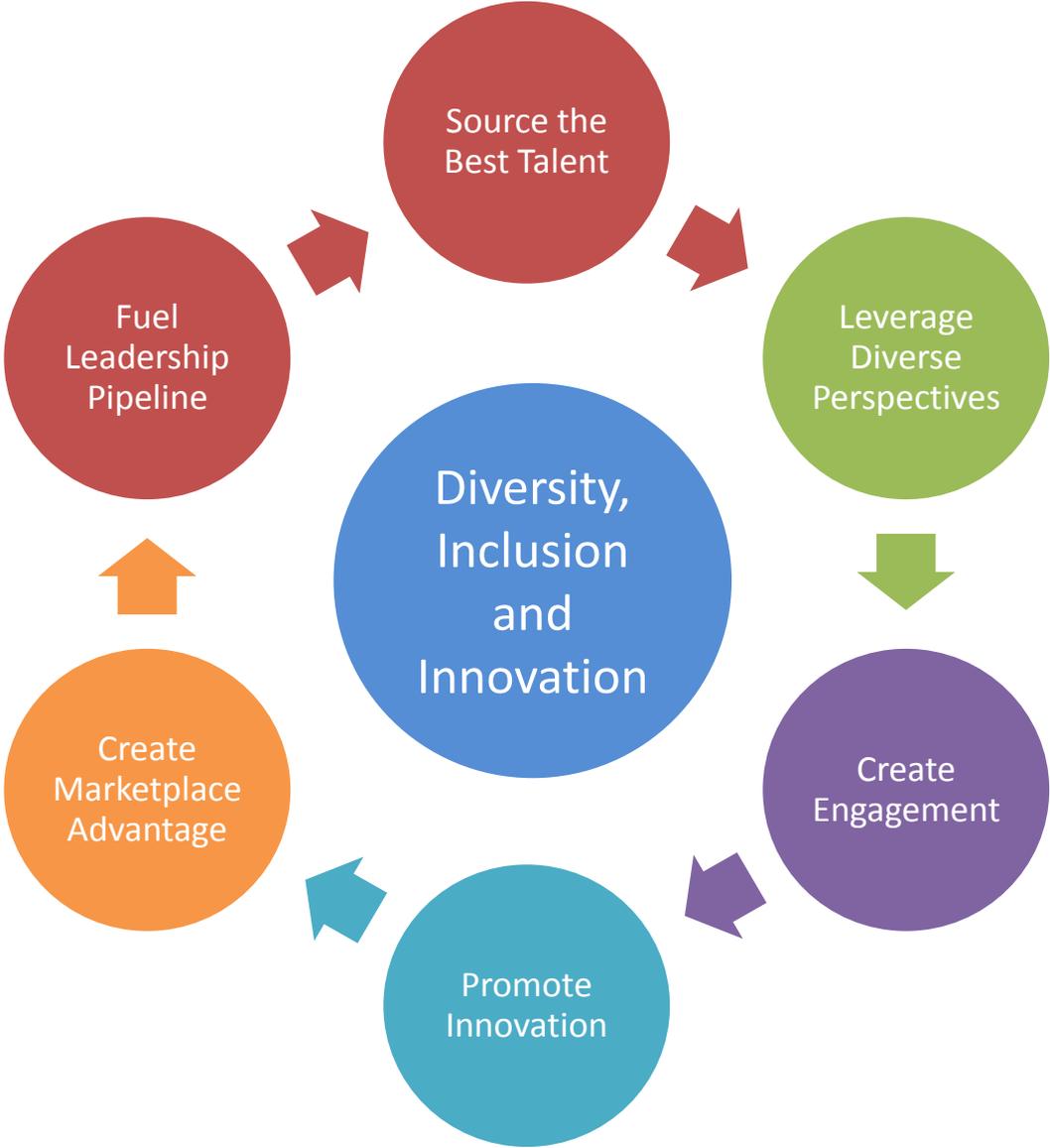
Performance Management

*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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