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*ATD Presents:*

**The Power of Inclusion:**  
*How Mentoring Enables Organizations to Embrace Diversity  
and Fuel Retention*

January 15, 2019



The two most important  
days in your life are the  
day you're born, and the  
day you find out why.

Mark Twain //



@jenniferbrown

# "COVERING"

## DEFINED

DOWNPLAYING A KNOWN  
STIGMATIZED IDENTITY

The  
concept  
of  
covering.



# THE FOUR

# A's OF COVERING

# The Concept of COVERING

61% report 'covering' along at least one axis



Appearance



Affiliation



Advocacy



Association

## How much energy does this take away from our work?



**79%**

AFRICAN  
AMERICANS



**83%**

LGBT  
PEOPLE



**66%**

WOMEN





# 66% of all Women Cover



## Appearance

“I wear clothes to appear more masculine...[and] downplay my interest in feminine things.”



## Affiliation

“I was coached to not mention family commitments in conversations with executive management.”



## Advocacy

“I try not to make gender an issue at all... even if it might be present.”



## Association

“I am extremely sensitive to whether I am viewed as a sponsor of women versus a sponsor of people... whether my efforts in that regard will be perceived as ‘favoritism.’”

# 67% of Women of Color Cover



Appearance

“It was so uncomfortable wearing my natural hair to work that I resorted to wearing weaves.”



Affiliation

“I removed myself from discussions involving mainstream news figures of the day (Susan Rice, Tiger Woods, Barack Obama).”



Advocacy

“I definitely avoid being too involved in events at work targeted to Blacks.”



Association

“I make a concerted effort not to be seen around other African-Americans.”

# 83% of LGBT Employees Cover



## Appearance

“I have thought to myself — ‘I can’t wear that to work; it’s too gay.’”



## Affiliation

“[I have] no pictures of my partner in the office.”



## Advocacy

“I didn’t feel I could protest when the person was ...vocal homophobe.”



## Association

“I never bring a +1 to work events.”

# People Cover Age, Ability, Illness, Politics



## Appearance

“I don’t use my cane if I can avoid it.”



## Affiliation

“I am worried that my age will block me from promotion since I am older.”



## Advocacy

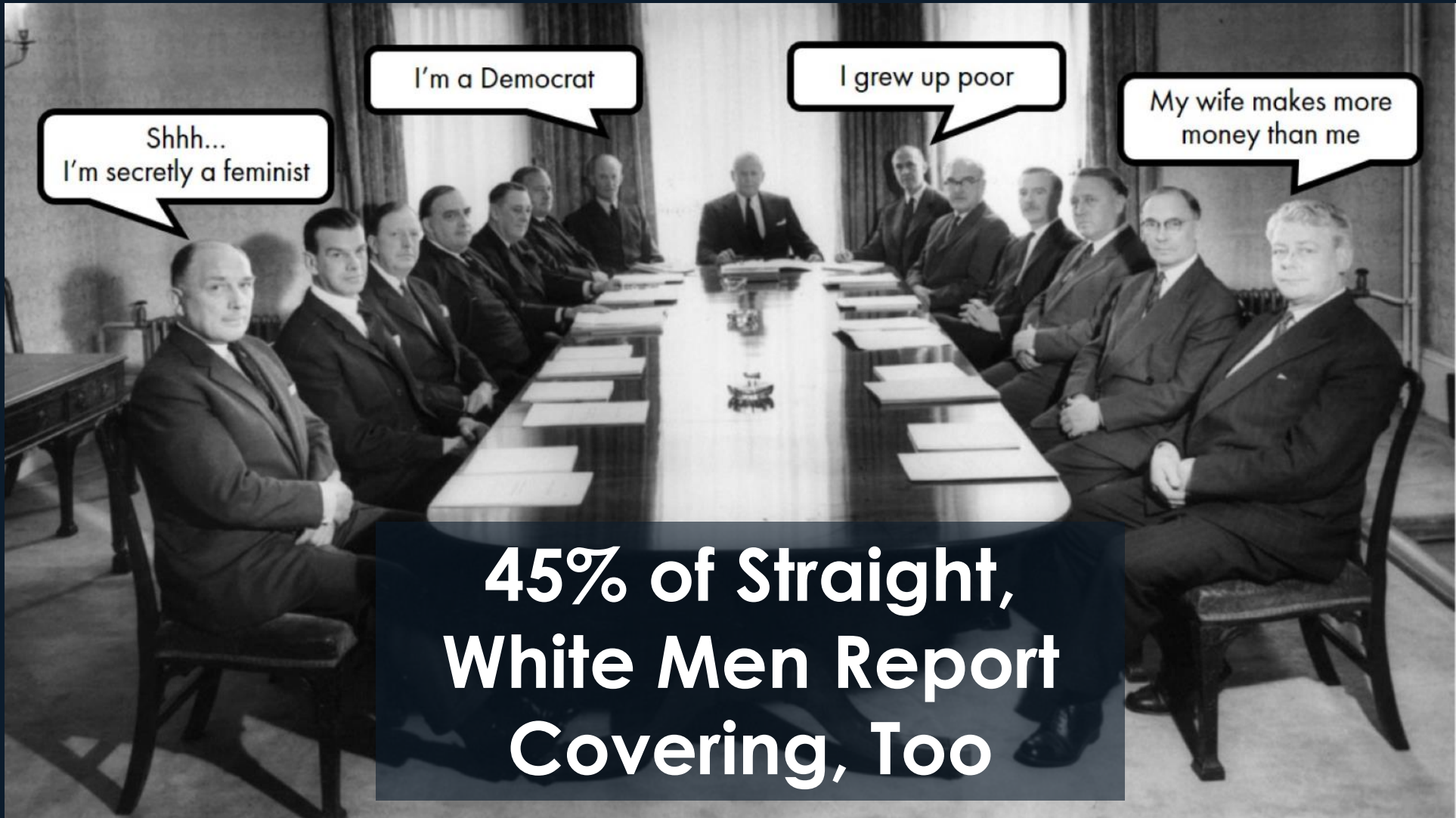
“I would very much like to be an advocate for disability inclusion... I’m afraid it will have [a] negative impact on my career.”

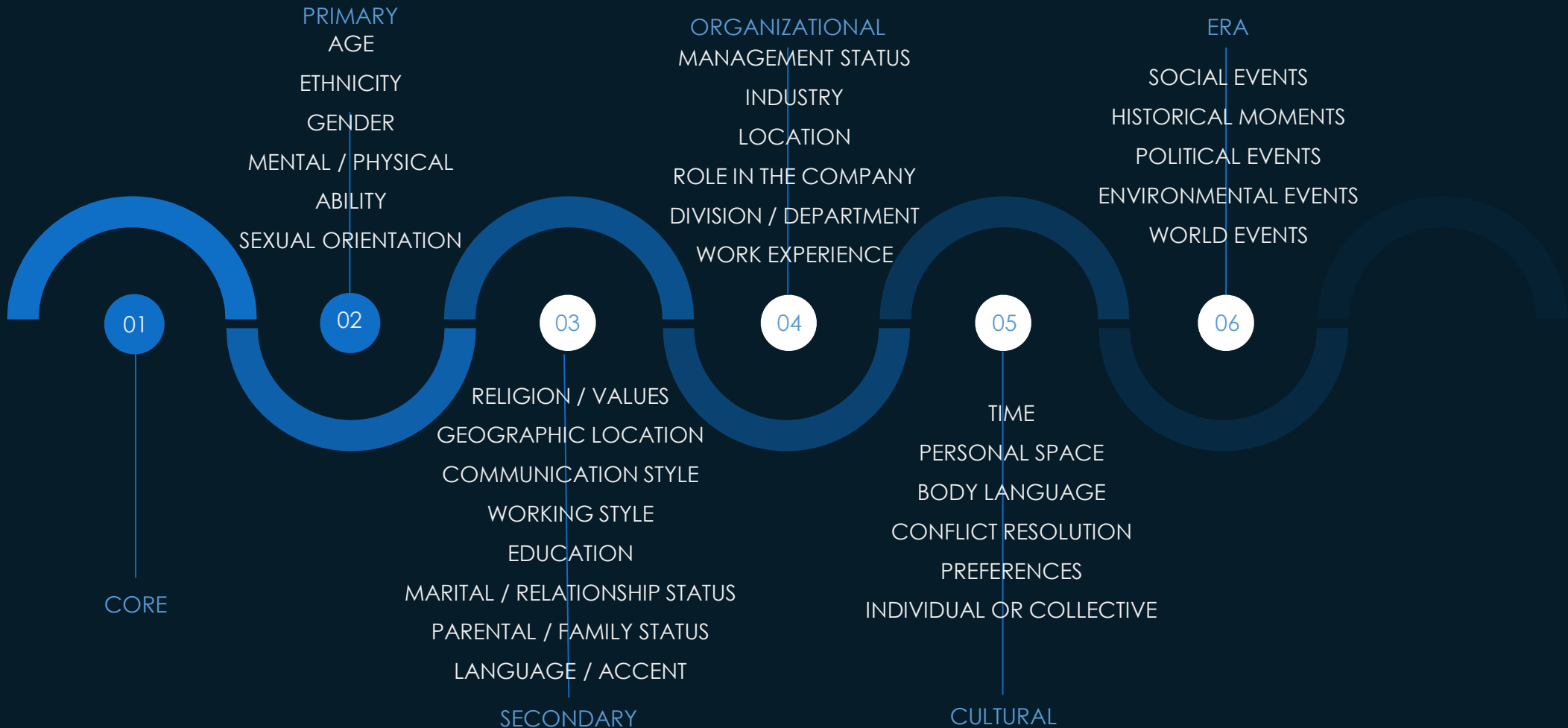


## Association

“People tend to look at me like I’m dying when they find out I have cancer; they avoid giving me longer-term or higher-profile projects.”

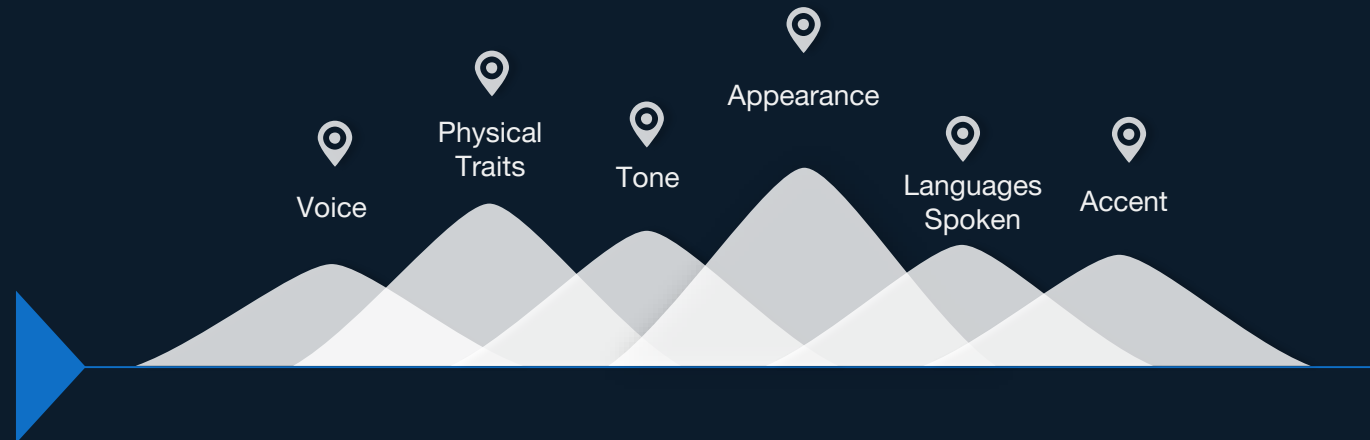






# ICEBERG

Above and Below  
The Waterline



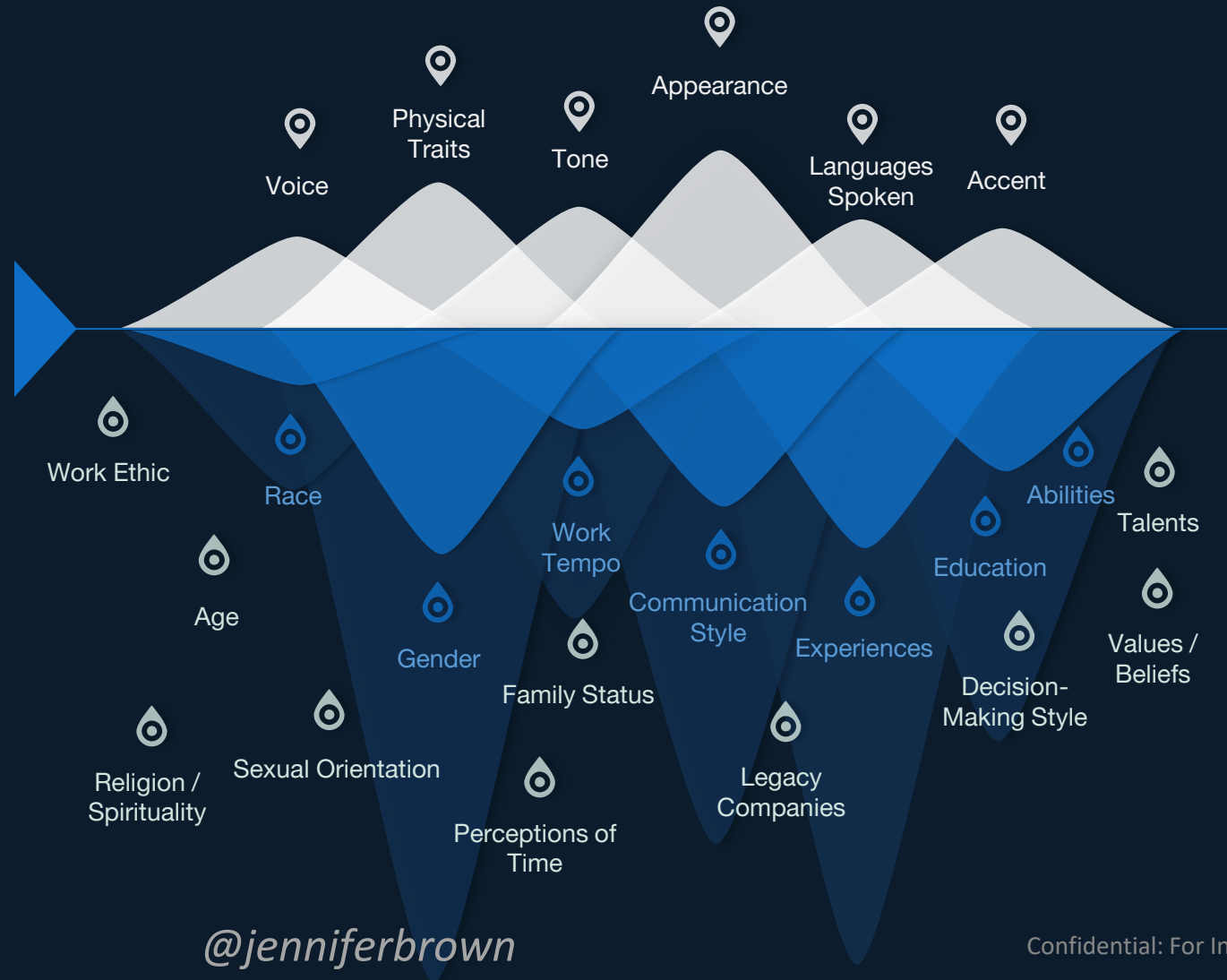
In your company,  
what do you  
keep **above the  
waterline?**

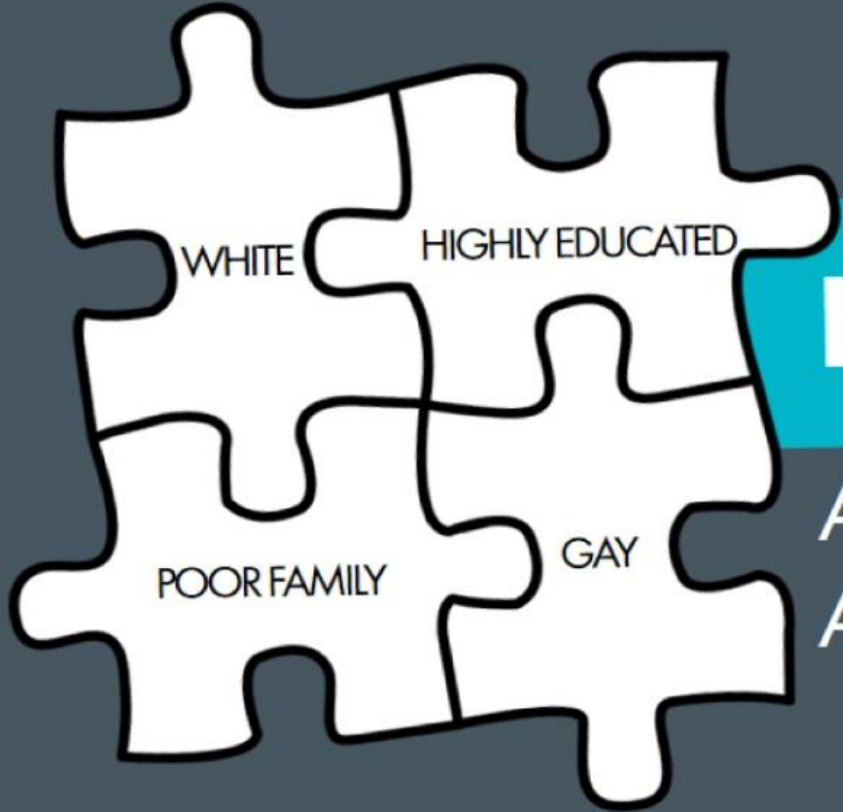


# ICEBERG

## Above and Below The Waterline

What are the things that employees typically struggle to **bury deep** or cover up in the workplace?





# INTERSECTIONALITY

A COMBINATION OF PRIVILEGED  
AND NON-PRIVILEGED IDENTITIES

# JBC Inclusion Competency Model

You can influence the level of inclusion and engagement at your organization



What might that look like?

- As a manager, I get to know people first before starting a project
- I solicit opinions of colleagues outside my department to broaden my depth of understanding

- I proactively solicit diverse viewpoints and acknowledge how their input helped address a key challenge
- I recognize the efforts of my peers in a staff meeting (even if the manager doesn't do it)

- I speak up when I witness disrespectful behavior toward my coworkers
- I am deliberate in planning meetings and factor in times zones and key stakeholders (who needs to be included)

- Rather than defending a position, I openly listen to and consider others' ideas
- I acknowledge that I hear my colleagues before replying

Allies are  
needed to lift  
covering  
behaviors.

“PEOPLE WON'T LISTEN TO YOU OR TAKE YOU SERIOUSLY UNLESS YOU'RE AN OLD WHITE MAN, AND SINCE I'M AN OLD WHITE MAN I'M GOING TO USE THAT TO HELP THE PEOPLE WHO NEED IT.”



@jenniferbrow

# ALLY CONTINUUM

**APATHETIC**

NO UNDERSTANDING  
OF THE ISSUES

# ALLY CONTINUUM



**APATHETIC**

NO UNDERSTANDING  
OF THE ISSUES

**AWARE**

KNOWS BASIC  
CONCEPTS, NOT  
ACTIVE ON BEHALF  
OF SELF OR OTHERS

# ALLY CONTINUUM



# ALLY CONTINUUM





# How Do You Build an Inclusive & Successful Mentoring Program

- . Define Your Mentoring Program Objectives
- . Secure Leadership Support
- . Find a Passionate Program Admin
- . Build Flexibility into the Program
- . Put Your Marketing Hat On
- . Train Mentors and Mentees
- . Track, Measure & Report

To read more about the **Top 10 Mentoring Program Best Practices**, By Chronus, visit:  
<https://chronus.com/blog/top-10-mentoring-program-best-practices>

## Join the Inclusion Conversation!

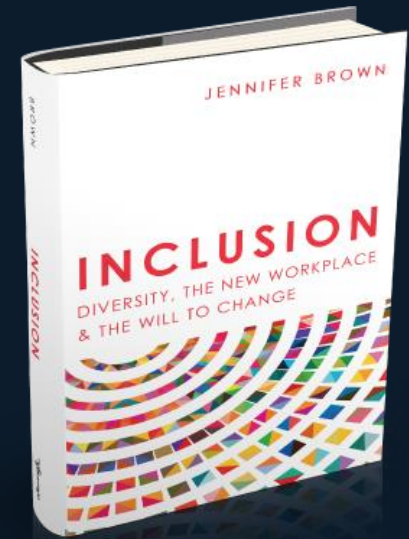
Text "INCLUSION" to 444999 to get the first chapter of Jennifer Brown's book *Inclusion: Diversity, the New Workplace & the Will to Change* for FREE.

To follow Jennifer in social:  
Twitter @jenniferbrown  
Instagram @jenniferbrownspeaks

Check out Jennifer's podcast, [\*The Will to Change\*](#), on iTunes, Stitcher and Google Play.

We are excited to announce our new DE&I Practitioner's Program: a 4-month program designed to help DE&I practitioners develop the skills and capabilities they need to inspire meaningful change in a DE&I role, so they can activate the talents of their organization's FULL workforce and get the absolute BEST out of every employee. To inquire about this new program, or our Diversity and Inclusion consulting services, call [888-522-1599](tel:888-522-1599) or email us at: [info@jenniferbrownconsulting.com](mailto:info@jenniferbrownconsulting.com)

To book Jennifer as a speaker for your next event: [www.jenniferbrownspeaks.com](http://www.jenniferbrownspeaks.com)



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# Building Inclusion through Mentorship at Autodesk

Arezoo Riahi

Diversity & Inclusion Strategic Business Partner | @arezooriahi

Who are we?





Journey



Mentorship



Impact on Inclusion



What You Can Do





**Journey**

Mentorship

Impact on Inclusion

What You Can Do

# How do we connect?

Tokyo, Portland, Denver, Montreal,  
Toronto, Barcelona, Munich,  
San Francisco, San Rafael, Boston,  
Dublin, Birmingham, Farnborough

**105**

LOCATIONS

**10k**

EMPLOYEES

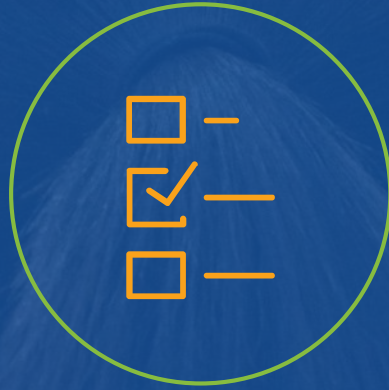
**800**

PARTICIPANTS





Listen



Survey



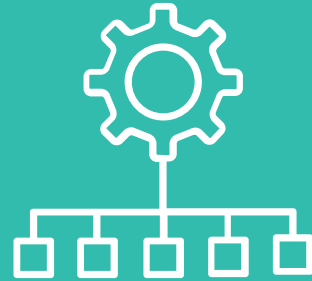
Analysis



# Key Themes



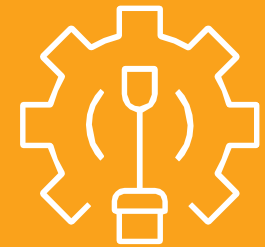
Career guidance and  
progression



Working effectively on  
distributed teams



Receiving recognition



Desire for more  
training and  
development  
opportunities

○ Journey

● **Mentorship**

○ Impact on Inclusion

○ What You Can Do



**10%**

**PARTICIPATION**

Difficult to support  
Inconsistent experiences  
Measurement challenges

**20%**

**PARTICIPATION POST AUTOMATION  
AND REBRAND**

**Platform: Chronus**

# Mentorship Programs



ADSK Mentorship Program, 1:1 \*Employee Resource Groups



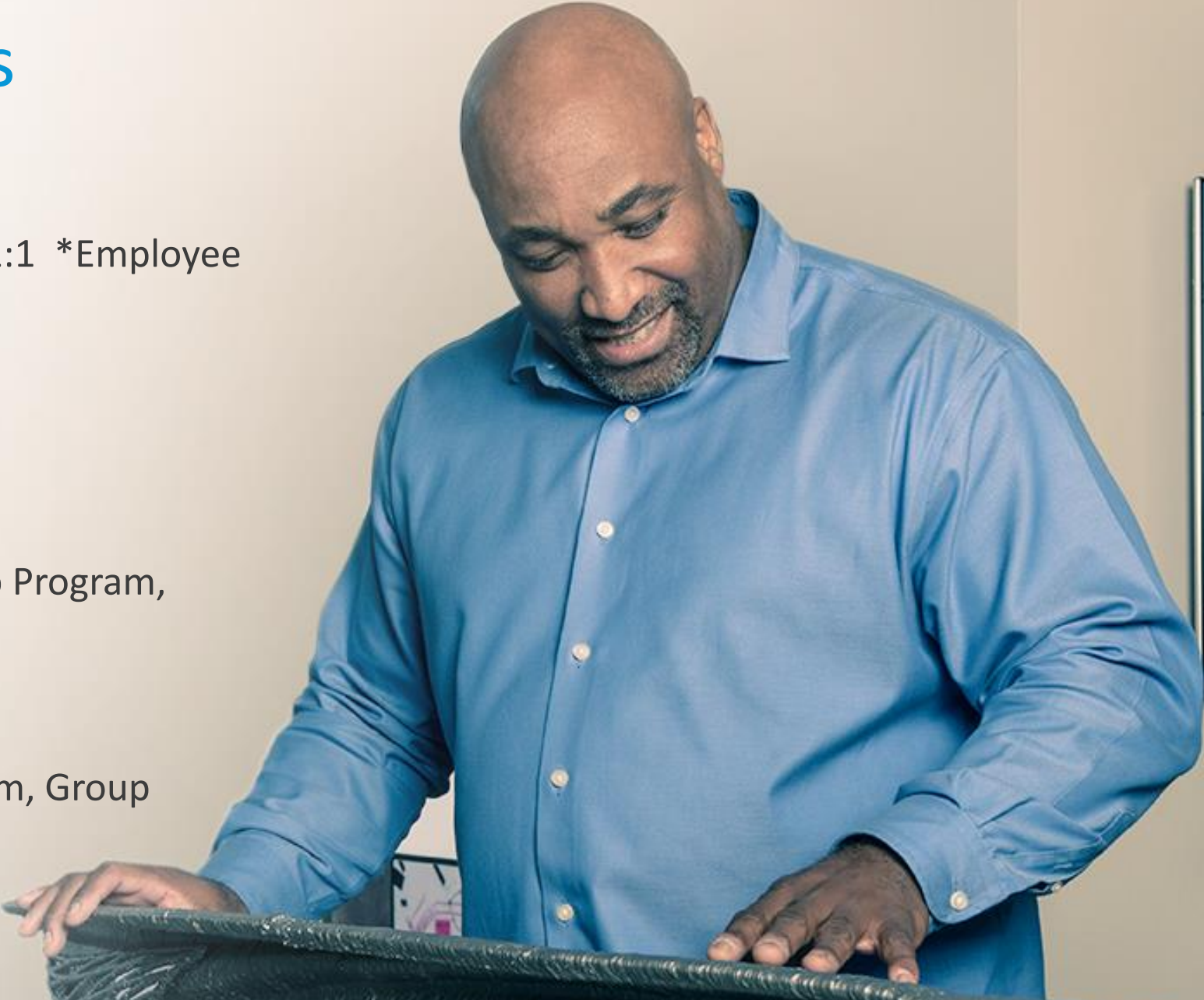
High Potential Program, 1:1



Business Specific Mentorship Program, 1:1



Women's Mentorship Program, Group



- Journey
- Mentorship
- **Impact on Inclusion**
- What You Can Do



44

Number of countries  
engaged in  
mentorship

80

Percentage of male  
mentors

60

Percentage of who  
have been at  
Autodesk for less than  
3 years

70

Percentage of  
mentees under the  
age of 40

# What are Colleagues Commenting on?



## Mentees on their experience

- The mentorship program has proven extremely useful for my career and personal development.
- This program was a great way to meet people outside of my direct team.
- My mentor was great – they gave me good advice and encouraged me to *step into* my career.
- I have developed new strategies and learned new methods to handle difficult situations.

# What are Colleagues Commenting on?



## Mentors on their experience

- Good to make a new friend and see them making progress in their career.
- I really enjoyed the relationship, it helped me to see some different perspectives inside the company.
- I feel that we have started a relationship that will last beyond the mentoring program.
- The mentoring relationship opened up a different view on cultural differences and work from within Autodesk's different departments.



# What are Colleagues Commenting on?



**Mentors: What Changes Did You Notice In Your Mentee?**

- More confident in their voice and actions
- More practice to find a path and follow it. They already had conversations with their management based on some of the recommendations.
- They now have a different and more productive approach when encountered with difficulties.
- They have made meaningful new connections and finding new ways to express themselves and the work we do.



Journey



Mentorship



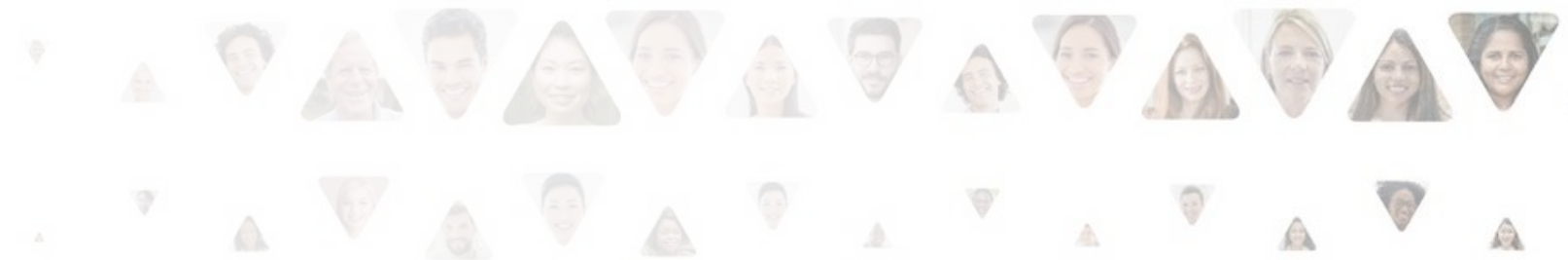
Impact on Inclusion



**What You Can Do**



# So now what?



Engage leadership and make the tie to inclusion explicit



Revisit current mentoring, formal and informal



Launch new/updated program with adoption campaign

