

# Building Executive Support for LGBT Workplace Equality and Your Employee Network

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November 29, 2007



# Workshop Objectives

In today's workshop you will learn:

- Tools and techniques that will help you build awareness of LGBT issues within your executive team.
- How to identify allies among the executive team and gather support for LGBT employees and issues.
- How to determine the appropriate model to formalize the support of your executive allies.
- How to leverage the support of your executive allies to advance LGBT equality in the workplace.



# Four Step Process

- Step 1: Raising Awareness
- Step 2: Identifying Allies & Gathering Support
- Step 3: Formalizing Support
- Step 4: Leveraging Support



# Scenario

- Executives are clueless. They don't understand what the issues are or why or how to support LGBT employees
- Most executives won't say 'gay,' 'lesbian' or 'bisexual' out loud and don't know what 'transgender' is.
- Because they don't "get it," they don't support change that will benefit the LGBT community.
- Executives don't understand the business benefit of supporting LGBT employees.



# What to do in this step

- Take every possible opportunity to educate.
- Use any existing allies to create opportunities to get the message in front of executives.
- Use all the tools in the toolbox.

# Tools

## Provide Data

- Benchmarking
- Just the Facts: LGBT 101

## Build an emotional connection and understanding

- Reader's Theater
- Can We Talk?

## Build Skills

- Safe Space Training™

# Benchmarking

- Purpose: To develop a qualitative understanding of the status of the LGBT community
- Non-Emotional, fact based
- Can be used to compare to external peers or internal peers
- Your organization will have a defined peer group for benefits. Work with HR or identify it from SEC filings

# Acme Corp. Compared to Other Companies

	Zed Co.	Big Box	Anvil Mfg	Orange Comput	Acme
DP Benefits	Yes	Yes	Yes	Yes	No
Monitoring	Yes	No	No	Yes	No
Marketing - Focused	Yes	Yes	No	No	No
Hiring / Recruiting	Yes	No	Yes	Yes	No
SRS Benefits	Yes	No	Yes	Yes	No
Pridefest	Yes	No	No	Yes	Yes
Support ERGs	Yes	Yes	Yes	Yes	Yes
Community Events	Yes	Yes	Yes	Yes	No
Spousal Equiv. Health	No	No	Yes	No	No
Political Advocacy	Yes	Yes	Yes	Yes	Yes
LGBT Suppliers	Yes	Yes	No	No	No



# Just the Facts: LGBT 101

- Facts that dispel myths
  - Marriage information
  - Tax information
- Research data
  - LGBT Market Research
  - Tie the data to your company's profitability

# Reader's Theater

**Purpose:** Targets the audience's heart rather than their head. Provide insight and understanding of the LGBT experience at an emotional level. Stories should be workplace related and tailored to the topic and intended message.

**Audience:** Generally smaller groups that are interested in engaging in further dialogue.

**How you do it:**

- Collect stories
- Edit stories
- Recruit readers & practice
- Read stories
- Q&A and literature to hand out



# Can We Talk? Objectives

## “Fish Bowl” Group

- Create awareness of issues experienced by group
- Increase comfort and confidence when talking about these issues with others
- Contribute to the understanding of what makes a safe environment
- Learn how to take a leadership role in these conversations

## Observing Group

- Understand the issues the “fish bowl” group deals with everyday that others take for granted
- Examine personal feelings and perceptions of them
- Learn how to talk about these issues
- Understand steps to create a safe and inclusive environment



# Safe Space™ Program



- Safe Space™ is a program started by AT&T / Lucent.
- Safe Space™ is used as a tool to educate, build allies, and create an emotional connection with the LGBT community. It builds a visible ally network which makes LGBT employees feel safe and valued.
- Safe Space™ helps create a respectful, safe and equitable work environment for (LGBT) employees.



# Scenario

- You've reached this step when you realize that some of your key executives "get it." They're starting to ask the right questions and maybe even asking how to help
- You're ready to use their excitement to gather more allies
- They get the basic concepts but may still struggle with terminology and more complicated concepts like gender variance
- They may be conflicted with religion and family and friends who don't get it
- New allies need continued support and education



# What to do in this Step

- Engage LGBT network and current executive allies to identify more allies
  - Look for people who are already advocates or who have a connection to the community and work to build the advocacy.
  - Encourage your allies to share their stories and speak in support of the LGBT community
- Utilize relationships with other ERGs within your company
  - Collaborate on events such as diversity fairs and joint speakers to create a safe space for allies
- Build an emotional connection with allies
  - Share personal stories with each other
  - Social activities
- Provide ongoing education with more depth and breadth, including one on one conversations
- Begin to make small requests



# Tools

- Identify Other Allies
  - Networking
- Build Relationships with other ERGs
  - Joint Events
- Ongoing Education for Allies
  - External speakers your executives can relate to
  - Experiential Diversity Training
  - “Teachable Moments”
  - Continuing education: LGBT 102

# Networking

- Partner with the other employee resource groups within your organization
- Develop an Ally Program within your organization to build support
- Network across organizations
  - Facilitate discussions between executive allies from other organizations and your executives
  - Exchange best practices with ERGs within other organizations
  - Benchmark and identify trends



# Joint Events

- Work with other ERGs and site groups to host joint events
  - These events attract potential executive allies that LGBT only events do not.
  - Make connections with and educate executives at these events
  - Follow up afterwards with those who appear interested
- Sample events
  - Who's Who on the site: organizations across the site have an open forum where they can share what they're about
  - Diversity Fairs: diversity focused events with a wide variety of educational activities
  - Outside speakers, jointly hosted



# External Speakers

- Engage speakers outside of your company to gain a fresh perspective on the importance of LGBT equality
- Use speakers, if possible, that are a part of your industry and who employees and executives can relate to. For example, Nike brought in Sheryl Swoopes. HP brought in Lynn Conway.
- Timing can be used to advertise and increase the impact of the event. NCOD, Pride Month.
- Invite speakers who impact multiple communities (e.g. POC and LGBT)
- Maximize impact with webcasts and podcasts of the event.
- Ask new allies to introduce the speaker or send out promotional information to build their commitment and legitimize the event.
- Invite selected allies or potential allies to meet with the speaker for a social event before or after the talk.



# Experiential Diversity Training

- Purpose: Bring people to the next level. Share facts about the LGBT community and provide an emotional experience and connection to LGBT employees.
- In depth, multi-day events
- Require corporate sponsorship
- Usually not LGBT focused but includes LGBT segments
- Not training on company policy



# “Teachable Moments”

- Now that you’re engaged in ongoing dialogue, allies will make mistakes and topics will come up that provide opportunity for discussion
  - Incorrect terminology
  - Unexamined ideas (e.g. wedding announcements, parties, stereotypes)
- Take the opportunity to open a discussion
- Be non-judgmental and non-confrontational
- Be conscious of the language that you use when working with your allies. Make sure that your language is not negative or critical.



# Scenario

- At this point, you've identified some key executive allies identified and you've built a relationship
- They're actively involved, engaged and ready to help.
- Now its time to work with to put a structure in place that will help you work together.

# What to do in this Step

## Sponsors:

- Every group needs some sort of sponsor
- Types of sponsors:
  - Sponsors for local groups.
  - “C” level sponsor for the group at the corporate level
  - Executive advisory boards
- The amount of formalization should be appropriate for your culture, geographical distribution and the size of your company

## HR/Diversity Functions:

- If you don't have a diversity function or a relationship with a diversity function, work to create or formalize a relationship

## Your CEO:

- Try to form a relationship with your CEO with a face-to-face meeting
- Use other allies to connect to the CEO and arrange a meeting



# Tools

- Create formal sponsoring relationships between ERGs and executives
  - Sponsors for local groups and “C” level sponsor for the group at the corporate level
  - Executive advisory boards
- The amount of formalization should be appropriate for your culture, geographical distribution and the size of your company.



## Selecting Sponsors & Advisory Board Members

- Engaged and willing to take action on behalf of the ERG
- Comfortable being identified as your ally or mistaken to be LGBT
- If LGBT, out at work and comfortable supporting the ERG
- Willing to speak out on the LGBT community and ERG's behalf
- Respected and influential within the company



# Scenario

- You've created a relationship with your allies and formalized it with a sponsor relationship.
- You have some initiatives that you and your executive allies have been working on or want to work on.
- You're ready to engage your executive allies in these initiatives and create change in your company.

# What to do in this Step

## Planning:

- Create a strategic plan for the group and share that with the executives.
- Use your organization's planning form and language – Speak their language.
- Horizon can be 1-5 years. Nike plans for 3 years. HP plans for 1-2 years.

## Relationship:

- Identify who will work with the executives so that you don't have everyone making requests.
- Respect their time and be as efficient as you can working with them.
- Use them as advisors. Ask them how to work most effectively within the organization's structure.

## Requests:

- Make specific actionable requests that are appropriate to the individual and their level in the organization.
- Make sure you have a prioritized agenda that is appropriate to your organization's stage in the diversity journey.
- Do your homework. Be prepared with the information that will make the business case with them and help them make the case with others.
- Use the tools from previous steps to educate them and help them educate other decision makers.



# Tools

You've spent all this time developing your allies. By the time you reach step 4, *they* are your tools. Use them!

# Q&A



# Photos & Contact Info



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# Backup Material



# Agenda

- Agenda & Objectives
- Four Step Process
  - Raising Awareness
  - Identifying Allies & Gathering Support
  - Formalizing Support
  - Leveraging Support
- Breakouts & Reporting
- Q&A



# Offering DP Benefits: Acme Corp. Competitors

## Yes

- Zed Co.
- Big Box
- Anvil Manufacturing
- Orange Computing
- Atlantis.com
- High Tech Inc.

## No

- Acme Corp
- \*Garage Co.

85% of Acme's peer group offer DP benefits. If Garage Co. starts offering DP Benefits, 100% of Peer Group will be. Acme is lagging, and soon could be the only laggard in the industry.

\*Currently in consideration



# Acme Corp. LGBT Compared to Other Minorities

	Women	People of Color	LGBT
Monitoring	Yes	Yes	No
Marketing - Focused	Yes	Yes	Yes
Hiring / Recruiting	Yes	Yes	No
Retention	Yes	Yes	No
Support ERGs	No	Yes	Yes
Community Events	Yes	Yes	Yes
Spousal Equiv. Health	No	No	No
Lobbying	No	No	Yes
Diversity Suppliers	Yes	Yes	No
Global DP Benefits	No	No	No



# Reader's Theater: Sample Story

I've only been open about my sexual orientation at work for the last year – after working for HP for 7 years. Last year, a manager approached me about helping design a diversity event about sexual orientation in the workplace. I hesitantly agreed to help the team select materials and share my perspective. As the event took shape, the team asked if I would be willing to talk at the event. Again, I was nervous because this would require me to “come out of the closet” to my entire division.

In the end my concern proved to be unfounded. After the event, several coworkers and managers approached me to thank me for speaking and asked to discuss the challenges I've faced in the work environment and our community. They also thanked me for the trust I showed in my peers, management, and company by speaking as a gay employee.



# LGBT market has huge potential for HP

- LGBT Buying Power (US)
  - 15M people (6%) self-identify as LGBT
  - \$641B in total buying power
  - Highest buying power per person of any minority group: \$43K/person
  - Up to 10% of the LGBT buying power is spent on products in the HP portfolio, making the annual potential HP opportunity in the US LGBT market \$64B
- LGBT Loyalty (US data)
  - Nearly 50% of LGBT consumers state that they will research whether a company is gay friendly before they buy products from that company
  - Once their research is complete, nearly 70% of LGBT consumers are more likely to purchase from a company that advertises directly to the LGBT community or is known to have LGBT friendly practices.



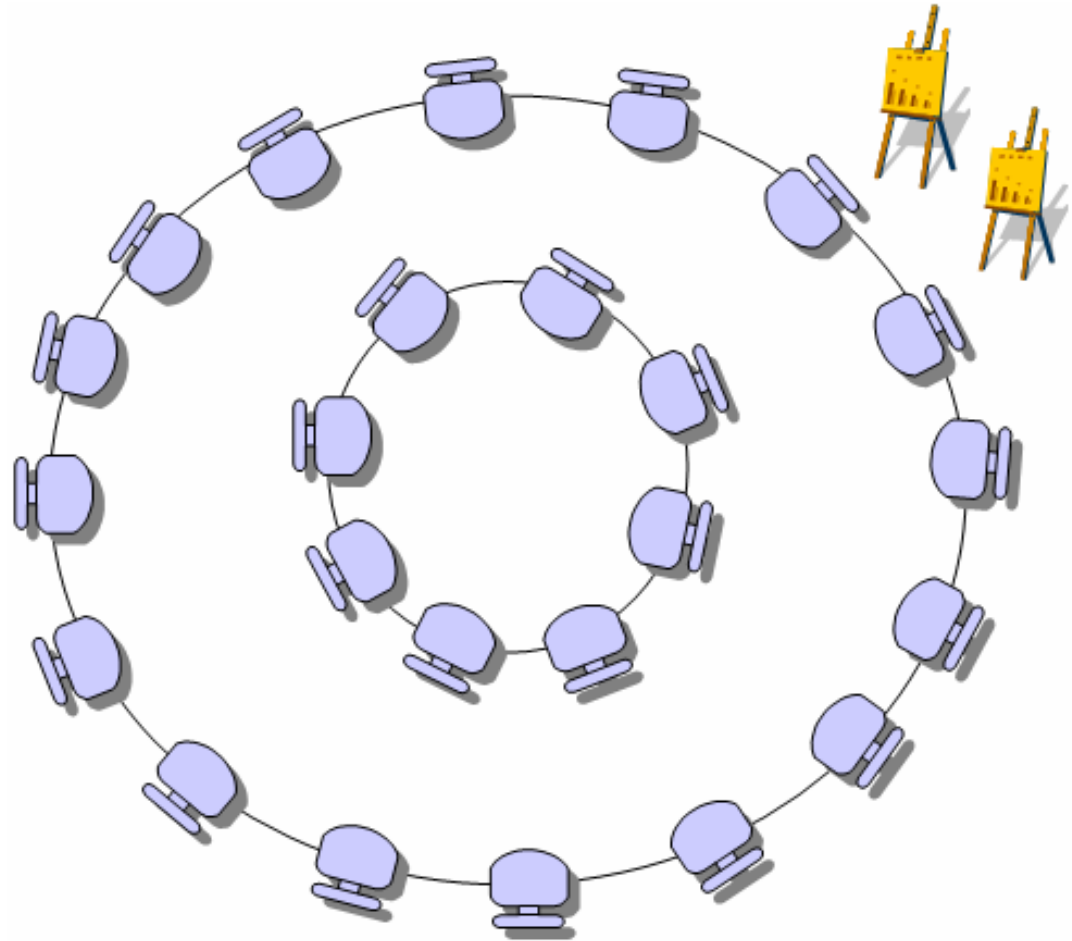
# Can We Talk?

Create awareness

Contribute to understanding

# Can We Talk? *Room Set Up*

- Two Concentric circles facing inward
- Outer circle ratio to the inner circle is 2:1
- Two flipcharts with several different colors of markers
- Bottled water available to participants
- It is important to allow 45 to 60 minutes for each group



# Can We Talk? *Agenda*

<b>Part 1:</b> Introductions & Objective Setting	15 Minutes
<b>Part 2:</b> Fish Bowl with LGBT Group	60 Minutes
<b>Part 3:</b> Break with Exercise	30 Minutes
<b>Part 4:</b> Fish Bowl with Non-LGBT Group	60 Minutes
<b>Part 5:</b> Debrief	20 Minutes

# Coming Out – or Not?

- 54% of LGBT Americans say that concern about being the **victim of a hate crime** would be a reason for a person to not come out.
- Other concerns that LGBT adults cite about why a person might not come out include
  - Rejection by their families (39%),
  - Rejection by their friends (32%)
  - Losing their jobs (27%).
- However, 70% of heterosexuals know someone who is LGBT



# Your Part: Ways to be an Ally

- Do not assume that employees or customers are heterosexual.
- Don't "out" others -- it is not our role to "out" someone, even if someone is "out" to us or others.
- Let employees know you support LGBT employees being out, especially if you are a manager.
- It's ok to ask openly GLBT people to tell you about their lives. *"What did you and your partner do over the weekend?"*
- Share your experiences as a minority or supporter to help further understanding.
- Promote the business case for creating an inclusive workplace.
- Strive for diversity on boards and task forces.
- Consider openly LGBT employees to represent your company at internal and external events.
- Advertise products in gay publications, such as *The Advocate* or *Out*
- Respond to homophobic actions, comments, or jokes by saying, "That's not ok with me."
- Use the words gay, lesbian, bisexual, and transgender as part of your everyday vocabulary



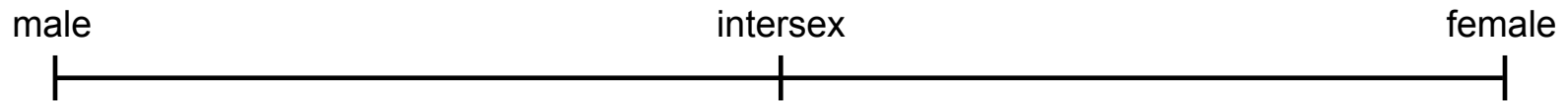
# Heterosexuality Questionnaire

- Imagine a world in which heterosexuals are a 5-10% minority, and the mainstream of society is bisexual, lesbian, gay, or transgender (LGBT).
- Then read the questions (see slide notes) from the perspective of a minority heterosexual.
  - What might it feel like if you regularly encountered questions at work about your family, your vacations, and other important elements of your personal life?
  - What impact would this have on you?
  - What impact would it have on your contribution?

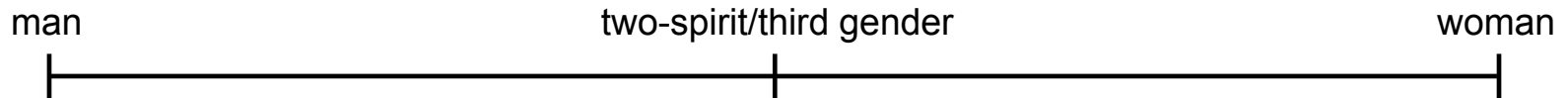


# Diagram of Sex and Gender

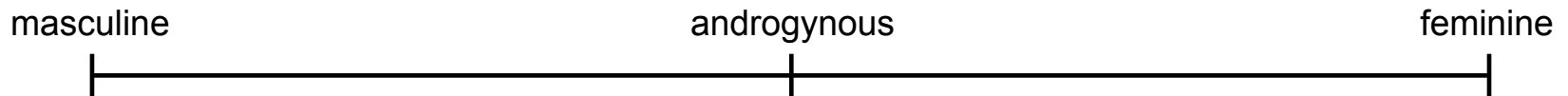
## BIOLOGICAL SEX (anatomy, chromosomes, hormones)



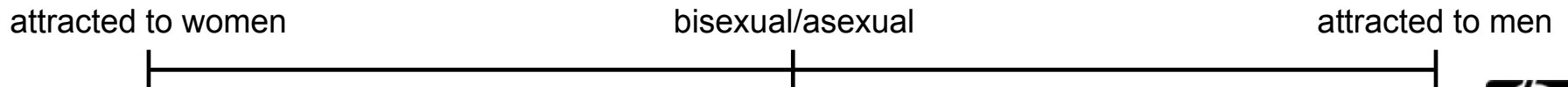
## GENDER IDENTITY (psychological sense of self)



## GENDER EXPRESSION (communication of gender)



## SEXUAL ORIENTATION (erotic response)



# Breakout Group Instructions

- Break into groups of 6-8
- Please join a group with people from other companies
- Select one of the four steps to discuss.
- Questions to consider:
  - What step do you think you're doing well and what is making you successful?
  - What step presents the most challenges and why?
  - What tools can you use to move forward?
- Groups will present key tools, ideas, and things you've learned from the breakout.

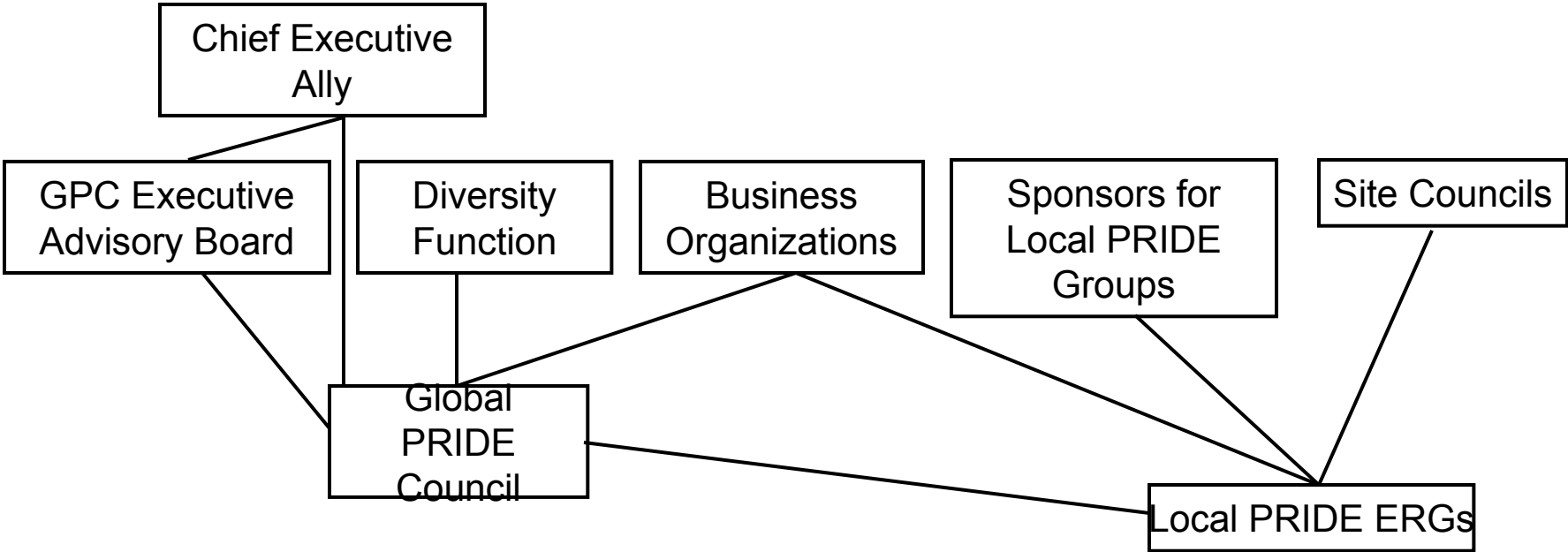


# Nike Model

- Gay, Lesbian, Bisexual, Transgender & Friends Network
  - Nike World Headquarters (WHQ)
  - Satellite Chapter: Nike Distribution Center, Memphis Tennessee
  - Informal connections to Diversity Councils within Business Units
- Formal leadership structure at Nike's World Headquarters
  - Executive Sponsor
  - Sr. Advisor
  - ERG Chair with two Vice-Chairs
  - Extended Leadership Team: 8 Committees
- Formal budget process
  - Budget based on ERG initiatives and objectives with ROI even if it is not required



# HP Model



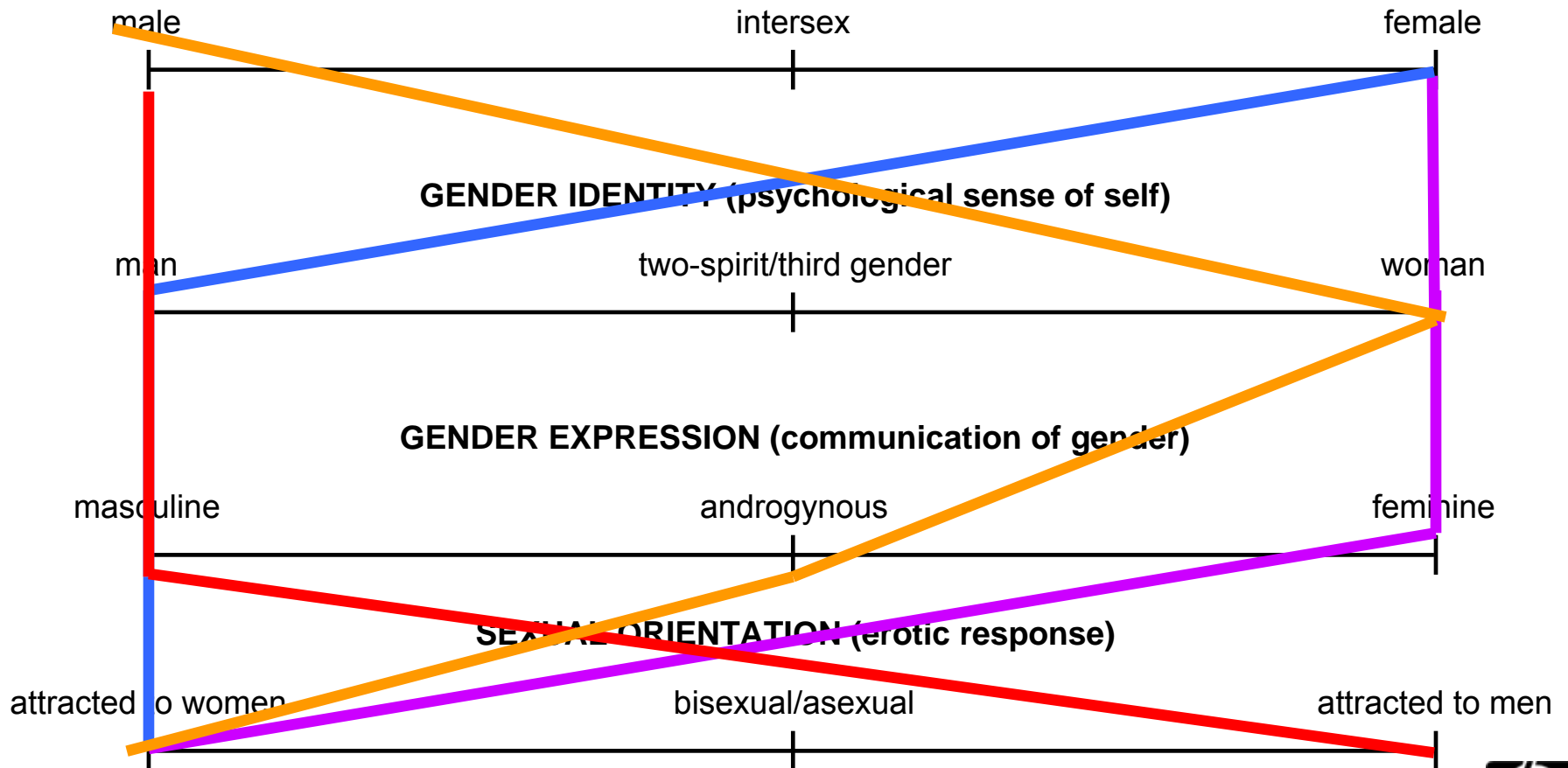
## HP Executive Advisory Board to the Global Pride Council

- Board Chaired by GPC Officer (EAB Officer)
- Consists of GPC Officers & Executives
- Executives from HP major business units, Diversity, HR & corporate functions
- EAB Meets Quarterly
- Global PRIDE Council Officers meet prior to quarterly meeting to develop clear and concise goals for the quarterly meeting with executives.
- GPC Officers determine three major LGBT workplace equality initiatives. Initiative recommendations are presented to the members of the Executive Advisory Board.
- Each Executive Advisory Board Member & GPC Officer select and initiative to work on, and team up to drive action on the initiatives. Each initiative assigned an owner.
- Members of each initiative team works on sub sections of the initiative, and report back at initiative meetings, and the quarterly EAB Meeting.



# Diagram of Sex and Gender

## BIOLOGICAL SEX (anatomy, chromosomes, hormones)



# Your Part: What HP expects

## Working together across differences

- HP does not attempt to change any employee's personal beliefs or values.
  - Frequently, concerns arise regarding the fairness of HP supporting Safe Space™ at the expense of other employee's religious freedoms. This is why it is so important to focus on respectful behavior and action in business relationships.
  - People disagree on all sorts of things in the workplace (drinking, dancing, etc.) but rarely do these things interfere with productive working relationships. The same should be true for sexual orientation and gender identity and expression.
- It is an HP core value that employees treat all individuals with dignity and respect, achieved through behaviors and actions.



# Starting Assumptions

- Companies have at least:
  - ERGs either formal or informal – some group that can work on this process.
  
- May or may not have:
  - DP benefits
  - Diversity training
  - Strong diversity organizations
  - Non-discrimination policy that includes sexual orientation and gender identity
  
- Even if you have all these things, your executives may still be clueless...



# Ground rules and operating principles

- This room is a “Safe Space”
- Value our differences in the room
- Be open to new ideas and thoughts
- Listen First before responding
- Don't blame
- Engage and stretch, participate
- Don't share others' stories without permission
- Speak from own experience, “I ....”
- Don't assume your experience is the same as others'
- Confidentiality is the foundation of Safe Space



# HP Model

- PRIDE (LGBT ERG) Structure
  - Local LGBT ERG's at HP sites
  - Global PRIDE Council
    - Officer Team
    - Representatives from local groups
    - Remote LGBT employees
    - Key Advisors from Diversity & HR functions.
- Each Local Group (GPC) has an Executive Sponsor to assist with local concerns & to oversee the group.
- Global PRIDE Council Hosts and Executive Advisory Board

